City of Santa Barbara

Adopted Two-Year Financial Plan for Fiscal Years 2014 and 2015

Including Operating and Capital Budget for Fiscal Year 2014

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Including Operating and Capital Budget for Fiscal Year 2014

City of Santa Barbara, California

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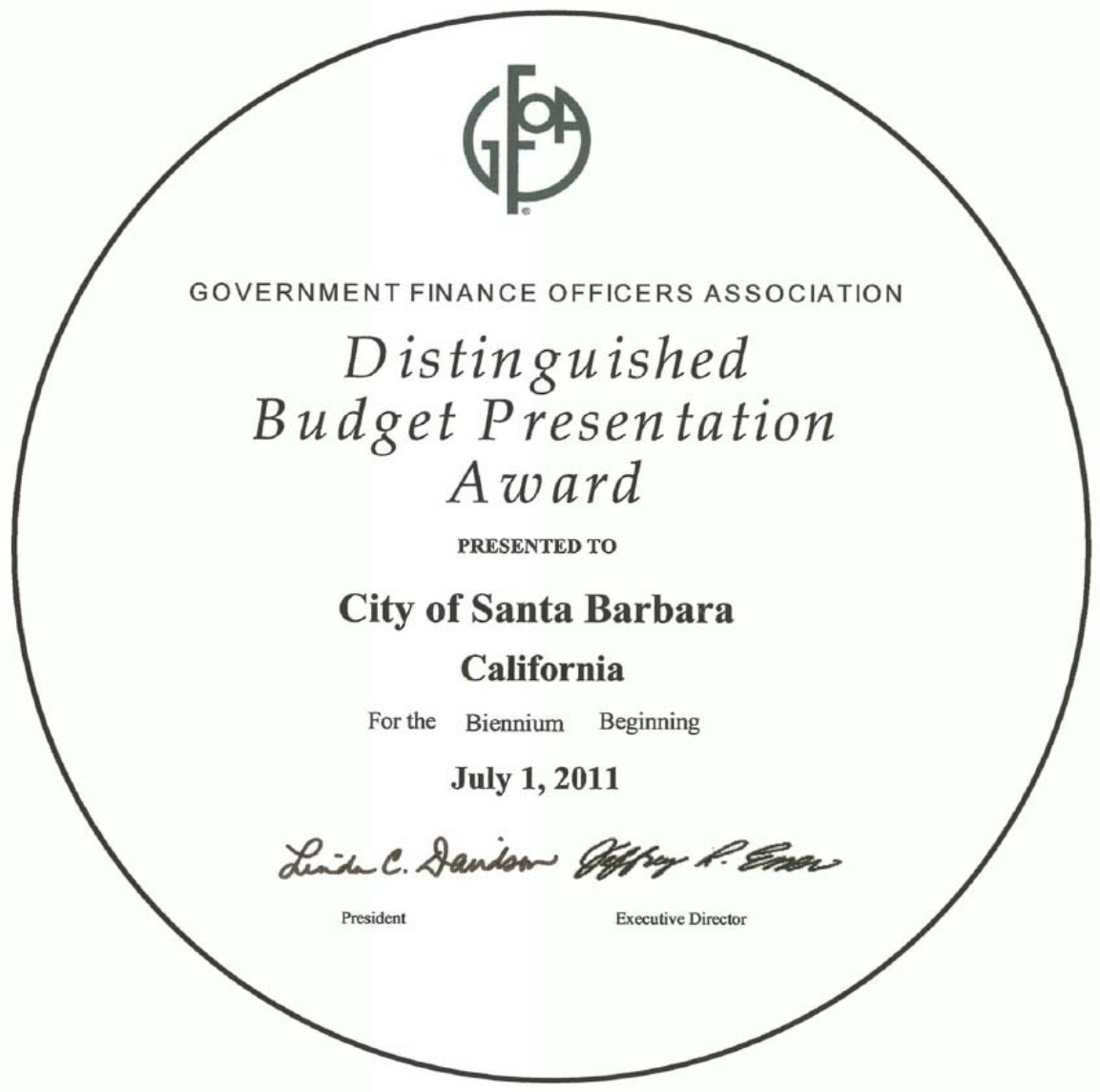


GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Santa Barbara

California

For the Biennium Beginning

July 1, 2011

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to City of Santa Barbara for its two-year financial plan and annual budget for the biennium beginning July 1, 2011 and ending June 30, 2013.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communications device.

The award is valid for a period of two years. We believe our current two-year financial plan continues to conform to the program requirements, and we have submitted it to GFOA to determine its eligibility for another biennial award.

BUDGET MESSAGE

City Administrator's Budget Message

INTRODUCTION

I am pleased to present the adopted budget for fiscal year 2014 and a financial plan for fiscal year 2015. The adopted budget for the General Fund, the primary operating fund of the City, is balanced for fiscal year 2014 and has a small projected surplus in fiscal year 2015. This improved financial situation is a reflection of both the improved economy and continued close attention to controlling expenses.

Over the past five years, the national recession has severely affected local governments in California. This situation has been amplified by the State of California's severe financial distress and the rising costs of retirement and post retirement benefits. As a result, two large California cities have declared bankruptcy, and other major cities face huge deficits.

The City of Santa Barbara faced the same impacts as other agencies in the State. However, we managed to maintain the City's financial stability due to the implementation of several cost-cutting measures starting in fiscal year 2009. These measures included a combination of staff reductions, employee concessions, and operational efficiencies. As a result, we achieved annual savings of approximately $10 million, representing ten percent of the General Fund operating budget. This early response proved critical in avoiding more severe cuts to the organization and services, and avoided the use of General Fund reserves. In each of the last four years, during the worst part of the recession, the General Fund ended the year with a small surplus, restoring critical reserve balances.

The City's rebound is also attributable to the economic recovery, which prompted strong growth in key General Fund revenues. For example, Transient Occupancy Taxes have increased by 15% over the past two years. This key revenue source has now fully recovered from the declines seen in the depth of the recession. Retail sales taxes also had healthy growth, and we expect this critical revenue source to be back to 2008 levels by the end of fiscal year 2013.

Although Santa Barbara has weathered the storm better than most agencies, we face significant challenges ahead. One of these challenges is maintaining the City's infrastructure. The City owns assets valued at over $1 billion, requiring a significant investment each year just to maintain them at current conditions. Over the last 30 years, the community benefitted

City Administrator's Budget Message

from the Redevelopment Agency (RDA), which provided funding that was essential to the huge success of our downtown shopping areas. The RDA also provided funding for several large capital improvements, such as the restoration of the Fire Headquarters and the Carrillo Recreation Center. Unfortunately, the State dissolved the RDA in 2012 as a part of its actions to solve the State's financial crisis. The RDA was originally scheduled to expire in 2015, and its premature elimination resulted in the loss of over $40 million slated for infrastructure projects.

Another challenge ahead is dealing with the increasing costs of retirement benefits provided to City employees. This situation was caused by large investment losses incurred by the California Public Employees Retirement System (CalPERS) in 2008 and benefit enhancements granted thirteen years ago when CalPERS was nearly fully funded. New State Legislation will reduce the benefits for new employees hired after December 31, 2012, and will result in long-term savings. However, we expect costs to rise significantly over the next five years in order to fund the benefits granted to employees hired before the State reforms went into effect.

The continued growth in General Fund revenues may allow the restoration of certain services cut during the recession. However, labor and benefit costs will continue to put pressure on the General Fund's overall financial condition. It is critical that we control these costs in order to restore important services.

In addition to the services provided through the General Fund, the City has a number of other operations that provide important services to the community. The City's enterprise funds include the Water, Wastewater, Airport, Solid Waste, Downtown Parking, Waterfront, and Golf Funds. Only one enterprise fund – the Golf Fund – was impacted significantly by the recession. The remaining enterprise funds are in good financial condition and their reserve levels are at or above City policy requirements.

FINANCIAL HIGHLIGHTS

Summary of Adopted Budget by Fund Type

The fiscal year 2014 adopted budget is comprised of all City funds, including the General Fund, special revenue funds, enterprise funds and internal service funds. Each fund accounts for distinct and uniquely funded operations. The adopted budget includes a total combined operating budget of $264.8 million and a combined capital budget totaling $40.1 million.

The General Fund, the largest individual fund in the City, is comprised of six operating and three administrative departments. The adopted General Fund operating budget totals $110.9

City Administrator's Budget Message

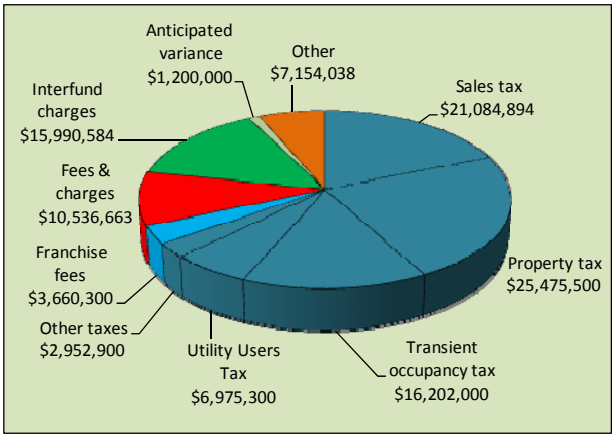
million and includes an additional $1,295,000 for capital expenditures. The General Fund is balanced in fiscal year 2014, and has a projected a surplus of $210,951 in fiscal year 2015.

Special revenue funds account for revenues restricted by ordinance, contract or state statute. This category includes the Transportation Sales Tax Fund, which accounts for the receipt and use of the ½-cent sales tax approved by voters in 2010 (Measure A), and is restricted to streets maintenance and improvements. Special revenue funds have a combined adopted operating budget of $27.8 million and a combined capital budget of $6.4 million.

Enterprise funds, on a combined basis, make up approximately 40% of the total City operating budget. They consist of seven distinct operations funded from user fees and charges. Enterprise operations function much like private sector businesses. They generally require a significant investment in plant, equipment, and infrastructure to deliver services and they receive funding primarily from user fees and charges. Their operating budgets total $107.2 million, and have an adopted capital budget of $26.7 million.

Internal service funds provide services exclusively to other City operations, including building maintenance, information systems, vehicle maintenance and replacement, and insurance. All funding for the internal service funds is derived from charges to City operating departments. Their adopted budget includes an operating budget of approximately $18.8 million and a $5.8 million capital program budget.

General Fund Revenues



As reflected in the blue-green slices in the accompanying pie chart, the General Fund's largest source of revenues is derived from taxes. This is typical of cities in California where taxes pay for services that have a general benefit to the community, such as public safety, library and recreation services. The balance of revenues includes franchise fees, fees & charges, and inter-fund charges.

The largest tax revenues are property taxes, sales taxes, transient occupancy taxes, and utility users' taxes, making up $69.7 million (63%) of General Fund revenues totaling $111.2 million.

Property tax revenues in fiscal year 2013 are expected to reach $25 million, a 2.9% increase over the prior year. A large portion of the 2.9% increase is due to a reduction in property tax

City Administrator's Budget Message

administration fees charged by the County due to a recent court decision. Otherwise, property taxes would have grown by less than 1%. The projections for the next two years assume a growth rate of 2%, reflecting the recent increase in real estate sales and values.

Sales tax revenues are projected to end fiscal year 2013 at slightly over $20 million, 4.5% higher than the prior year. This follows growth rates of 8.8% and 5.2% in fiscal years 2011 and 2010, respectively. For both fiscal years 2014 and 2015, we are projecting a growth rate of 3.5%.

We expect to receive $14.7 million in **TOT revenues** in fiscal year 2013, a growth rate of 6.7%. This follows growth rates of 8.7% and 9.7% in the prior two years. In fiscal year 2014, the 10.2% projected growth rate factors in the re-opening of the El Encanto Hotel in March 2013. Excluding the El Encanto Hotel, the growth rate assumed in both 2014 and 2015 is 5%.

CITY OF SANTA BARBARA
Summary of Key General Fund Revenue Estimates (and Growth Assumptions)

	FY 2013 Projected	Est. Growth %	FY 2014 Adopted	Est. Growth %	FY 2015 Proposed	Est. Growth %
Property Tax	$ 25,000,784	2.9%	$ 25,475,500	1.9%	$ 25,972,900	2.0%
Sales Tax (Excl. Prop 172)	20,019,200	4.5%	20,720,000	3.5%	21,450,000	3.5%
Transient Occupancy Tax	14,706,700	6.7%	16,202,000	10.2%	17,013,000	5.0%
Utility Users Tax	6,838,530	0.1%	6,975,300	2.0%	7,115,000	2.0%
	$ 66,565,214		$ 69,372,800		$ 71,550,900	

Utility users' tax (UUT) revenues for fiscal year 2013 are projected to total $6.8 million. These monies are received from a 6% tax on utilities (water, natural gas, and electricity) and a 5.75% tax on telecommunications services (cable TV, landline, and cellular telephone, and voice over internet) provided within the City. UUT revenues are affected by numerous factors including energy prices, weather, and changes in communications technology. In the last two years, UUT revenues have seen little growth. The fiscal year 2014 and 2015 estimates assume a continuance of this trend.

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Use of Small General Fund Surpluses to Enhance Services

The recommended General Fund budget filed in April included small surpluses for fiscal years 2014 and 2015. During budget deliberations in June, the City Council decided to use the surpluses to fund needed service enhancements. Above is a summary of the service enhancements funded by the proposed surpluses. With these enhancements, the adopted General Fund budget is balanced in fiscal year 2014 and reflects a small surplus of $210,951 in fiscal year 2015.

CITY OF SANTA BARBARA
General Fund Service Enhancements

	FY 2014 Adopted	FY 2015 Proposed
Community Development Department		
Zoning Enforcement Hourly Help	$ 15,000	$ 15,000
City Arts Advisory Program	10,000	20,000
Community Promotions/General Government		
Round Up Community Promotions Funding	1,317	1,317
Visitor Information Center Funding	5,478	5,478
Restoration of the Courthouse Mural Room	10,000	-
Library Department		
Full-time Librarian II (Reference & Youth Services)	57,163	62,146
Expanded Collection Budget	43,000	45,000
Parks & Recreation Department		
Expanded Park Maintenance Services	115,000	115,000
Recreation Hourly Staff	20,000	20,000
Youth Job Apprentice Program	25,000	25,000
Police Department		
Police Officer (Motorized Foot Patrol)	145,000	130,849
Total General Fund Service Enhancements	$ 446,958	$ 439,790

One-Time Revenues and Use of Redevelopment Bond Proceeds

During fiscal year 2013, we expect the City's General Fund will receive an estimated $3,997,771 in one-time funds from three separate sources as follows:

- $570,000 from its fidelity bond insurer for the theft of parking violation monies between 2004 and 2011;
- $1,130,771 from the County of Santa Barbara as reimbursement of property tax administration fees overcharged from fiscal year 2007 through 2012; and
- $2,297,000 in additional property tax revenues, representing the City's allocation (13%) of the funds remitted by the City, held by the former Redevelopment Agency, to the County pursuant to AB 1484.

In March 2013, City Council approved the use of $277,942 for design costs for the temporary relocation of the Police 9-1-1 Call Center to the Granada Garage offices. Therefore, a balance of $3,719,829 remains unbudgeted.

Since these monies were unanticipated and one-time in nature, we are recommending that the City Council utilize these monies for critical capital improvement projects in Fiscal Year 2014.

City Administrator's Budget Message

In addition to these one-time monies, we anticipate State Department of Finance approval of the City's steps to date to dissolve the Redevelopment Agency, resulting in a "Finding of Completion." This approval will free up approximately $14.1 million of existing RDA bond monies for use on eligible projects, as defined in the original bond sales documents.

At a separate workshop, Council will decide how to allocate the one-time and bond monies once staff is able to finalize how much funding is available, determine which projects are eligible for funding with the RDA bond monies, and create a preliminary priority listing for Council consideration.

RECENT ACCOMPLISHMENTS

Restorative Policing and Transient Issues

In fiscal year 2012, the Council approved additional funding for the Police Department to address issues caused by transients and chronically homeless persons with mental health and substance abuse problems. The goal of the additional funding was to reduce the impacts caused by aggressive panhandling, public intoxication, illegal camping, and nuisance crimes in the downtown, Milpas and waterfront corridors. It is important that residents and visitors feel safe visiting local businesses, and for our public spaces to be inviting and welcoming to residents and visitors.

The enhanced program consists of two full-time Restorative Police Officers, three part-time Restorative Outreach Specialists and six part-time Community Service Liaisons. This program has encouraged chronically homeless individuals to participate in treatment programs rather than spend time in jail, and has resulted in a greater presence of sworn and non-sworn police personnel in downtown, along the waterfront, and in the Milpas corridor. This program has also increased collaboration with other governments and non-profit stakeholders.

Beat Coordinators

Over the last couple of years, there has been an increased focus on expanding police services to address youth gang issues, chronic homelessness, and criminal activity. Because of increased staffing and a reduction in vacancies, the Police Department has been able to fully staff the Beat Coordinator's Program. The Program now includes one sergeant and four beat coordinators.

City Administrator's Budget Message

Beat Coordinators are the eyes and ears of the community, working closely with businesses and neighborhood groups to resolve specific neighborhood problems affecting the quality of life of City residents. Among their activities are the following:

- Beat Coordinators conduct four Citizens Academy Programs each year (two in English and two in Spanish). This ten-week program (one evening a week) allows officers and community members to collaborate on law enforcement issues in specific communities. This course explains law enforcement procedures in order to provide the community with a better understanding of police department policies and processes.

- Beat Coordinators conduct all neighborhood watch programs.

- Beat Coordinators address quality of life issues in all of our communities, specifically managing blight and nuisance issues citywide. They also prioritize collaborations with the business community on State Street and Milpas Street regarding transient matters in partnership with the restorative policing team.

- Beat Coordinators work closely with the Police Activities League and supervise the Police Explorer Program and other youth leadership programs.

General Plan Update

In December 2011, the City Council adopted a new General Plan. This was the culmination of a multi-year effort, which included many public meetings and discussions with businesses, community leaders, and other stakeholders. The General Plan provides a policy framework to ensure Santa Barbara maintains its quality of life and remains a sustainable community into the future.

To date, the General Plan implementation has included the adoption of the Climate Action Plan in September 2012, the Historic Resources Element in October 2012, and the Nonresidential Growth Management Ordinance in March 2013. Other efforts well underway include an Average Unit-size Density Incentive Ordinance; Zoning Ordinance map amendments, consistent with the adopted General Plan Land Use map; an updated Safety Element; and a new Adaptive Management Program.

Contract for Refuse Services

In March of 2013, the City Council approved an exclusive ten-year franchise agreement with MarBorg Industries for solid waste services in the City. This agreement, which takes effect July 1, 2013, was the culmination of an 18-month negotiation process between the City and MarBorg.

City Administrator's Budget Message

The final agreement provides expanded services, including:

- Unlimited green waste collection services in the residential sector;
- New programs for the collection of batteries and hypodermic needles;
- Additional bulky-items pick-up service to the multi-unit residential sector; and
- Free pick-up of refrigerators, washers, dryers, water heaters and other large "white" goods

The new franchise agreement will also position the City to comply with anticipated new diversion mandates imposed by the State of California. The adopted budget includes the new rate structure that is incorporated in the franchise agreement.

KEY PROJECTS AND INITIATIVES

Increased Funding for General Fund Capital

Recently, the Council updated the City's reserve policies. The new policies maintain the amount of reserves required in each fund and impose additional requirements before policy reserves can be appropriated. This new policy requires an assessment of the financial condition of the affected fund and a specific plan for the restoration of any reserves used.

CITY OF SANTA BARBARA
Capital Funding - General Fund

	FY 2014 Adopted	Where Project is Accounted For
General Fund Capital		
Neighborhood Enhancement Program	$ 20,000	Capital Outlay Fund
Cabrillo Ballfield Renovation	75,000	Capital Outlay Fund
Park Infrastructure Safety Program	100,000	Capital Outlay Fund
Park Irrigation System Renovation	150,000	Capital Outlay Fund
Park Restroom Renovation	120,000	Capital Outlay Fund
Parks & Recreation Facilities Sign Replacement	100,000	Capital Outlay Fund
Playground Replacement Program	350,000	Capital Outlay Fund
Pool ADA Regulatory Improvements	150,000	Capital Outlay Fund
Shoreline Park Safety Improvements	30,000	Capital Outlay Fund
ADA Transition Plan	100,000	Capital Outlay Fund
Walkways and Pathways	100,000	Capital Outlay Fund
Subtotal	1,295,000	
Other Projects Funded from the General Fund		
Financial Management System Replacement	413,000	Info. Systems Fund
Public Wireless Access in City Facilities	15,000	Info. Systems Fund
Miscellaneous Facilities Renewal	55,000	Facilities Cap Fund
Zoning Ordinance Update	162,000	GPU Fund
Subtotal	645,000	
Total Capital Funded from the General Fund	$ 1,940,000	

Another important policy change relates to capital funding in the General Fund. The new policy requires 50% of any year-end surplus be set-aside in a capital fund for use in subsequent years. For example, in fiscal year 2012 the General Fund generated a surplus of $1,880,000; thus, $940,000 was set aside for capital. This amount was added to the $1 million allocated for capital from operating revenues for a fiscal year 2014 total of $1,940,000, the highest allocation for General Fund capital in the last ten years.

City Administrator's Budget Message

Of the total $1,940,000 allocated to capital from the General Fund, $645,000 is presented as an operating transfer, rather than capital, in the General Fund. This is because the related capital expenditures will be accounted for in other funds. The accompanying table details the allocation of the $1.94 million from the General Fund, including the projects that are accounted for in other funds and presented within the operating budget of the General Fund.

Efforts at Increasing Efficiencies and Improving Operations

Beginning in fiscal year 2014, the City will undertake three separate studies aimed at improving operational efficiencies as well as a complete overhaul of the City's zoning ordinance. These initiatives are discussed below:

Parking Enforcement

Approximately $4.2 million in gross revenues are generated from parking violations each year. Of this total, $1.1 million is allocated to the County courts and $650,000 is allocated to the City's Streets Sweeping Fund. The net revenues retained by the General Fund, helping to fund police operations, is approximately $2.4 million.

The parking enforcement program is an important component of the City's overall parking management program in the downtown business district. The City's Police Department is responsible for the enforcement of parking restrictions throughout the City, which includes enforcing the 75-minute free-parking limit and parking restrictions related to the City's Street Sweeping Program. Under the supervision of a Police Sergeant, twelve Parking Enforcement Officers enforce the parking restrictions.

The administration of this program is cumbersome, in part due to an old computerized parking citation system used to record and track the payment of citations. A number of staff in the Police and Finance Departments are needed to ensure this program functions well.

A new automated parking citation system is being considered. However, prior to investing in a new system, the fiscal year 2014 adopted Police Department budget includes $25,000 to study the entire parking enforcement process, from enforcement to collection. The study will determine if there are more cost effective ways to manage and conduct this important program.

Allocation of Streets and Transportation Funds

The City's Streets and Transportation Programs are funded from a variety of revenue sources, including utility users' taxes, the ½-cent sales tax approved through Measure A in 2010, and State gas taxes allocated to cities. These funds are supplemented, to varying degrees, by federal and state capital grants. The accompanying table presents the various funding sources

City Administrator's Budget Message

for streets and transportation programs by fund that are included in the fiscal year 2014 and 2015 budgets. All of these funds are essentially restricted for streets purposes.

As shown in the table, the largest source of revenue comes from UUT at $7 million. This represents 50% of total UUT revenues; the other 50% goes into the General Fund as unrestricted revenue. An additional $2.7 million comes from gas tax revenues. The City also receives almost $3.4 million in sales tax pursuant to Measure A.

CITY OF SANTA BARBARA
Streets and Transportation Revenues

	FY 2014 Adopted	FY 2015 Proposed
Streets Fund		
Utility Users Taxes	$ 7,000,000	$ 7,000,000
State Gas Taxes	2,731,238	2,731,238
Other	718,614	583,889
	10,449,852	10,315,127
Measure A Fund		
Sales Taxes	3,397,816	3,293,129
TOTAL REVENUES	$ 13,847,668	$ 13,608,256

In total, $13.8 million in revenues is projected next fiscal year. These funds are allocated to the following nine distinct programs: Traffic Markings & Signage, Traffic Signals, Traffic Operations, Transportation Planning, Alternative Transportation, Roadway Maintenance & Sidewalks, Storm Drain Repair & Maintenance, Engineering Services and Capital. To the extent federal and/or state grants are secured, they are used to enhance the Capital Program.

Over the past several years, the City's streets have continued to deteriorate. The adopted budget includes $50,000 to review all of the City's transportation programs. The study will determine if there is a more efficient way to meet existing needs and allocate more monies for basic street capital and maintenance.

Aircraft, Rescue and Fire Fighting Services (ARFF)

The City's airport receives aircraft, rescue, and fire fighting services from the City's Fire Department. As a commercial airport with airline operations, the Federal Aviation Administration (FAA) requires that the Airport maintain dedicated aircraft, rescue, and firefighting services. In fiscal year 2013, the Airport will pay almost $1.8 million to the Fire Department for these services. The cost of these services has risen significantly over the past several years.

Airport and Fire management have been looking at options at reducing the cost of these services without compromising overall safety. As a result, $40,000 is included in the fiscal year 2014 adopted budget to identify and evaluate alternative approaches in providing these services while ensuring the Airport meets federal requirements. The cost of the study will be divided equally between the Fire Department (General Fund) and the Airport Fund.

City Administrator's Budget Message

Zoning Ordinance Update

In addition to the three studies noted above, we will also undertake a complete update of the City's zoning ordinance, beginning in fiscal year 2014. The zoning ordinance is a compilation of amendments dating back to 1957 and contains many conflicting and confusing sections, which can result in different interpretations by property owners and City staff. With the completion of Plan Santa Barbara, it is now appropriate to update this antiquated set of rules and regulations.

Over the next three years, the Community Development Department will be working to update the current Zoning Ordinance in order to clarify conflicting and confusing policies. This effort will cost approximately $597,000. This amount includes staff costs of $327,000, consultant costs of $200,000, and City Attorney support costs of $70,000.

Because this effort is one time in nature, the funding will come from the Capital Outlay Fund.

Additional Funding for Post Employment Benefits

The City provides employees certain benefits upon retirement, in addition to pensions. These benefits are funded on a pay-as-you-go basis. The benefits include limited retiree medical payments from the date of retirement until age sixty-five; payout of accumulated vacation; and credit for a portion of unused sick leave hours. An employee is only eligible for retirement medical payments if the employee works for at least 15 years and retires from the City. In addition, an employee is only eligible for sick leave credit if they retire from City service.

Accounting standards, as well as good business practices, recommend these benefits be advanced funded, which means funds should be accumulated while the employee is employed rather than waiting until he/she retires. Because these benefits are currently not funded in advance, the City has accrued a large unfunded liability.

Beginning in fiscal year 2014, the City will start accumulating funds that can be used to pay out the benefits when due. Every operating fund, including the General Fund and enterprise funds, will be charged a premium for post-employment benefits. The premiums will be collected and accounted for in a newly created Post Employment Benefits Internal Service Fund. In fiscal year 2014, a total of $1.6 million will be deposited into this fund with $1.1 million being contributed by the General Fund. The General Fund's portion is an increase of approximately $169,000 compared to the average amounts paid in a typical year. However, this amount represents an increase to the General Fund budget of almost $700,000, since vacation and sick leave payouts have not previously been budgeted.

City Administrator's Budget Message

For the first time, the City will begin making progress toward addressing the unfunded liabilities associated with post employment benefits. This system also establishes budgets for these previously unbudgeted costs, allowing better control of expenses.

Key Capital Projects

El Estero Wastewater Treatment Plant Air Process Improvements

The El Estero Wastewater Treatment Plant operates under a federal National Pollutant Discharge Elimination System (NPDES) Permit. The permit requires regular assessment, refurbishment, and improvement of unit processes.

This project consists of constructing air system improvements and related secondary clarifier improvements associated with the facility's activated sludge secondary treatment processes. The project is an important part of the Plant's overall efforts to maintain compliance with the NPDES Permit. The project is currently in the preliminary design phase, and the final design phase will be completed by the end of calendar year 2013. Construction is scheduled to begin in June 2014.

The total project is estimated at $18.5 million. City staff is in the process of applying for a low-interest revolving loan from the State. If that application process is unsuccessful, staff will pursue the sale of revenue bonds to finance the project.

Lower Mission Creek and Bridge Improvements

For over four decades, the Lower Mission Creek Flood Control Project has been in the planning stages as a collaborative improvement project between the City, the Santa Barbara County Flood Control District, and the U.S. Army Corps of Engineers. Its goal has been to reduce flooding and potential property damage from major storm events along Mission Creek from the ocean to Canon Perdido Street. The Project uses a design developed by the U.S. Army Corps of Engineering that has undergone significant City Council and Planning Commission review. It will contain, at a minimum, 20-year peak floods. In contrast, the existing channel can only contain an 8-year peak flood.

Recently, both the City and the County have constructed parts of the Project. The City has constructed new bridges at Haley Street and Ortega Street, while the County Flood Control District has constructed the box culvert element of the Project through the Railroad Depot and a portion of the new channel just north of State Street. This summer the County will construct the new channel between Mason Street and Yanonali Street. This work is being coordinated with the City's replacement of the Chapala, Mason, and Cabrillo Bridge projects planned for

City Administrator's Budget Message

the next two years. The County is planning the completion of the last segments of the Project from the 101 Freeway southerly by fall 2015.

A large portion of overall City costs will be paid from federal grants, with matching monies from the Streets Fund. The County is using the Flood Assessments funds and grants. The rest of the project north of the Freeway is planned for future years as funding becomes available.

Playground Replacement Program

The purpose of this program is to maintain the City's 22 playgrounds in accordance with safety and accessibility standards. The program is based on a ten-year replacement schedule, which provides for maximum risk reduction and aesthetic quality.

The highest priority for fiscal year 2014 is the Chase Palm Park playground. The project was scheduled for replacement in fiscal year 2012, but was postponed due to the elimination of its funding through the City's RDA. Custom designed and constructed with the park in 1997, the playground is now 16 years old. Many playground elements have been removed due to deterioration, and none remain for younger children.

For fiscal year 2015, proposed playground replacements include the Cabrillo Pavilion, East Beach, and Parque de los Niños.

Security Cameras in Downtown Parking Lots

In response to security concerns, and to enhance the safety of parking staff, the City installed surveillance cameras at all kiosks in the five downtown parking structures. Downtown Parking staff will be expanding this effort by installing similar security cameras in the interior of the structures. In the next three years, cameras are planned for Lots 2, 9, and 10. Beginning in fiscal year 2017, cameras will be installed in the surface lots.

Financial Management System Replacement

In fiscal year 2012, the City began the process of replacing its 20-year old financial management system with a new, state of the art system. After an extensive selection process, we have begun making the transition to the new system. The first phase will implement nine modules, including purchasing, general ledger, accounts payable, and budgeting. This first phase will be completed by early January 2014. The second phase, which includes Payroll and Human Resources, will begin in October 2013 and be completed by June 2014.

City Administrator's Budget Message

The project cost of $3 million is being funded over a three-year period through fiscal year 2014. The cost is shared between the General Fund at 40% with the remaining 60% paid out of special revenue and enterprise funds.

FINANCIAL CHALLENGES FACING THE CITY

Retirement Costs

The City participates in the California Public Employees Retirement System (CalPERS), which administers the retirement plans for most public agencies in the state. Each year, CalPERS establishes the required contributions to the plans based on actuarial valuations designed to cover current costs as well as a portion of any unfunded liabilities.

CITY OF SANTA BARBARA
PERS RATES

Fiscal Year	Police	Fire	Misc.
2001	14.813%	14.734%	4.042%
2011	36.629%	37.852%	20.155%
2012	43.631%	41.543%	21.988%
2013	43.900%	41.664%	22.558%
2014	43.633%	43.740%	23.412%

Beginning in the early 2000s, two factors caused contribution rates to increase significantly: the recession of 2001-2002, and benefit enhancements. Since then, retirement costs have increased steadily. When the economy crashed in 2008, CalPERS sustained losses of nearly $100 billion, which represented a 38% loss in assets accumulated to pay benefits. This extraordinary loss has created large funding gaps in virtually all retirement plans administered by CalPERS.

The actuarial staff at CalPERS has recently announced a plan to raise contribution rates, set as a percentage of salaries, by approximately 50% over five years beginning in fiscal year 2016. This increase in rates will have a significant impact on City expenses and could affect our ability to maintain service levels.

In an effort to address rising pension costs, the State Legislature adopted the Public Employees Pension Reform Act (PEPRA), which has substantially reduced the benefits of new employees hired after December 31, 2012. It also requires new employees to pay 50% of the "normal" retirement costs. Over the long-term, as existing employees retire and are replaced by new employees, PEPRA will result in reduced employer retirement costs. However, we do not expect any significant savings from the new plan in the next few years.

Infrastructure Financing

Although the City's financial picture has improved, the City faces a major challenge in maintaining our critical infrastructure. As noted in the recently adopted six-year Capital

City Administrator's Budget Message

Improvement Program, unfunded projects total well over $400 million. Among the unfunded projects are a new Police Headquarters, rehabilitation of the Cabrillo Arts Pavilion, and major transportation improvements.

Compounding this situation is the premature loss of the City's Redevelopment Agency, which has been a major funding source for downtown improvements and major City facilities. This action eliminated $45 million in monies that were programmed for capital improvements.

The City Council is currently considering options to address this issue, including potential tax increases that would require voter approval. This approach has been used by many communities in California to finance infrastructure improvements and enhance service levels.

ENTERPRISE FUNDS

In addition to services financed through the City's General Fund, the City provides other important services that are accounted for in separate enterprise funds. They differ from the General Fund in that they do not receive any general tax support; instead, their services are funded almost entirely from direct fees and charges for services. The City currently manages seven distinct operations that are accounted for in enterprise funds: water, wastewater, downtown parking, solid waste, airport, golf, and waterfront operations.

Water and Wastewater Funds

The largest enterprise funds are the Water and Wastewater Funds, which have a combined operating and capital budget of $71.5 million. Revenues in the Water and Wastewater Funds are affected not only by economic conditions, but also by weather and conservation efforts. As such, revenues tend to fluctuate from year to year, particularly in the Water Fund. Due to dry weather over the past year, water sales are higher than normal. However, a trend towards conservation has resulted in a general decline in water sales, putting pressure on rates. For fiscal years 2014 and 2015, the budget includes a 3% rate increase in each year for water services and a 4% rate increase for wastewater services.

On the expenditure side, both the Water and Wastewater Funds are capital-intensive operations and require a significant amount of resources to maintain and replace capital infrastructure. In response to stringent State and Federal regulations, the City has made major improvements to the Cater Water Treatment Plant over the last ten years. Most of the improvements were funded from low-interest, 20-year loans from the State Department of Water Resources. Over the next two fiscal years, staff is planning a total of approximately $18.2 million in Water System capital projects. This includes $8.125 million towards water

City Administrator's Budget Message

main replacement. An additional $7.8 million is budgeted to expand the City's Recycled Water Program, an integral element of the City's Long-Term Water Supply Plan.

The adopted Wastewater Fund budget includes major capital improvements to the El Estero Wastewater Treatment Plant to replace aging and deteriorating equipment. Over the next two years, improvements to the El Estero air processing equipment are planned totaling $18.5 million. These projects will be funded from either a State revolving loan or tax-exempt bonds. An additional $8.4 million in capital projects are planned over the next two years, including $2.3 million for pipeline replacement. These projects will be funded primarily from operating revenues. The 4% increase in wastewater rates will provide the needed funding to cover the loan repayments, including interest, as well as to position the Wastewater Fund to meet other long-term capital needs.

Airport Fund

With the recently completed terminal, the Airport has settled into more routine operations. Generally, revenues in all aviation-related categories are increasing due to the increased rents charged to airlines and concessionaires occupying more square footage. With the completion of construction and the return of the short-term parking lot, parking revenues will also increase. All of these revenues will primarily go toward funding increased costs associated with operating and maintaining a larger facility.

The slowly improving economy and increased passenger volume is expected to generate more revenues from parking, concession, and rental car sales. Fiscal year 2014 aviation-related revenues are expected to grow between 2-3%. Lease revenues from the commercial and industrial properties owned by the Airport are also projected to increase by approximately 2-3%.

The larger airline terminal, coupled with increased requirements from the Transportation Security Administration, has created a need to supplement staffing. Consequently, the adopted two-year financial plan includes a reorganization of security functions and the addition of staff to address the workload impacts. Specifically, four full-time staff are added – two Senior Airport Operations Specialists, one Operations Specialist, and one Administrative Specialist. Other positions will be reclassified to align with overall changes made to security operations.

Waterfront Fund

There are no major changes for the Waterfront in the next two fiscal years. In fiscal year 2013, Waterfront revenues are generally stronger due to the recovering economy and good weather.

City Administrator's Budget Message

Waterfront revenues are generated in three major areas: Slip fees, parking, and rents. Slip fee revenues are generally stable and are increasing 2% each year to keep pace with operating costs and to finance infrastructure investments. Parking revenues are generally driven by weather conditions. As a way to improve efficiency, Waterfront staff has begun replacing the honor-lot payment kiosks with automated payment systems that accept cash, credit cards and debit cards. These new systems have generated additional revenues where they have been installed.

No increase to parking fees are included in the two-year financial plan. However, changes to the self-pay lots are included to make the rates consistent with the staffed lots, which currently charge $2 per hour.

Rental income in the Waterfront is received primarily from long-term leases with restaurants and shops. With the improved economy and good weather this past year, revenues from leases have been much stronger. The adopted financial plan uses conservative assumptions for growth in the next two years. The only significant change in rents is the result of the Maritime Museum exercising the lease buy-down option in their existing lease. The existing lease agreement approved by Council in April 2008 allowed the Museum to buy-down the lease within the first 5 years of the lease term for $1 million, reduced by any rents paid during that five-year period. As a result, the Waterfront Department will lose the $144,000 in annual rent previously paid by the Maritime Museum for the duration of the remaining 25-year lease.

In previous years, cruise ships rarely included Santa Barbara. However, due to the efforts of staff from the Waterfront, the Downtown Organization, and the Conference and Visitor's Bureau to promote Santa Barbara, the number of cruise ships visiting the City has sharply increased. In fiscal year 2011, only four ships visited Santa Barbara. In contrast, twenty-two cruise ship visits are expected in each of the next two fiscal years. These visits will generate $300,000 each year in landing fees to the Waterfront Department. More importantly, spending by an estimated 40,000 to 60,000 disembarking passengers at the local stores and restaurants provide a boost to the local economy.

On the expenditure side, there are no significant changes. The Waterfront Fund continues to make progress on the Marina One Replacement Project. Phases 1-4, which were financed through loans from the State Department of Boating and Waterways, are now complete. The adopted two-year financial plan assumes that Phases 5-8 will be constructed beginning in fiscal year 2015.

Golf Fund

After several challenging years and a general decline nationally in golf play, the Golf Fund's finances have stabilized. Revenues and play have gradually increased since their lows in fiscal

City Administrator's Budget Message

year 2010. Projected revenues for fiscal year 2014 reflect an 11.3% increase over fiscal year 2013 projections. This large increase stems from three factors:

1. The City's golf course is expected to benefit from the recent closure of Ocean Meadows Golf Course in Goleta. Staff has conservatively assumed 20% of that business will shift to the City's golf course.
2. A $1 increase is approved for most green fees to cover increased operating costs.
3. A new Players' Course Improvement Fee of $1 per round is approved. The revenue will be dedicated to specific projects indentified by golfers and recommended by the Golf Advisory Committee to further improve the golfer experience.

The adopted fiscal year 2014 and proposed fiscal year 2015 expenditure budgets are largely unchanged. The golf course continues to operate with a lean staff that was cut back in response to declining revenues. In fiscal year 2013, the Golf Course replaced several pieces of its aging fleet of turf equipment, which will improve efficiency and reduce repair and maintenance costs.

Downtown Parking Fund

The Downtown Parking Fund accounts for the operation and maintenance of seven hourly surface lots, five hourly parking structures, two commuter (permit) lots, and two 90-minute lots. Parking is integral to the economic vitality of the City by ensuring residents and visitors have easy access to shops, restaurants, and cultural and recreational venues, particularly in the downtown area.

Parking revenues generally track overall economic conditions, particularly revenues from hourly parking in the parking structures and surface lots. For example, in fiscal year 2008, hourly parking revenues totaled $4.5 million. From fiscal 2009 through 2011, during the worst part of the recession, revenues from hourly parking fell and stayed in the $4.3 million range. In fiscal year 2012, however, revenues reached an all-time high at $4.725 million.

In fiscal year 2013, revenues from hourly parking are projected at $4.7 million. For fiscal years 2014 and 2015, revenues are conservatively estimated at $4.7 million and $4.79 million, respectively.

Over the next two fiscal years, the Downtown Parking Fund is planning $2.3 million in capital expenditures for maintenance and upgrades to the parking lots and structures. Half of these improvements will be funded from accumulated reserves with the remainder from operating revenues. These amounts include the routine annual maintenance program of $300,000.

City Administrator's Budget Message

In fiscal year 2014, the installation of a new access control system at the Cota commuter lot is planned, at an estimated cost of $400,000. At Lot 5, located on the 1200 block of Chapala Street near Victoria Court, a new exit kiosk and landscaping will be installed at an estimated cost of $203,750.

Solid Waste Fund

The Solid Waste Fund aggregates all revenues and expenditures related to the City's Solid Waste activities, including collection, disposal, recycling, and regional programs. The largest component of the Solid Waste Fund finances is the services provided by MarBorg Industries, pursuant to a long-term contract/franchise agreement. Of the total $19.9 million adopted fiscal year 2014 budget, $17.3 million is for payments to MarBorg for collection and recycling services. An additional $545,000 will go to the County for regional programs, including costs related to the hazardous materials collection center located at UCSB.

The Solid Waste Fund continues to rely on revenues from the sale of comingled recyclables (glass, plastic bottles, cans and paper). Over the last three years, the Solid Waste Fund has generated $268,474 in recycling revenues annually, in accordance with an agreement with the County to spread the revenues evenly over the three-year period. In fiscal year 2014, the agreement expires and the City will revert to receiving the revenues based on actual revenues collected two years in arrears, which total $449,816. More recently, however, commodity values have dropped and revenues are estimated at just $125,000 in fiscal year 2015. As a result, the proposed fiscal year 2015 budget includes the use of reserves totaling $313,628. Over the next year, staff will evaluate options for avoiding, or minimizing, the use of reserves as well as addressing the overall finances of the fund to reduce its reliance on volatile recycling revenues.

CONCLUSION

Over the past few years, our organization has responded in a proactive way to reduce costs, increase efficiency, and adjust service levels to available resources. As a result, our City's finances remain strong, with sufficient reserves to meet unexpected financial or natural disasters.

The adopted two-year financial plan continues the City's slow recovery from the impacts caused by the recession that affected our entire country since 2008. The plan is balanced, does not use one-time monies for ongoing operations, and will maintain the City's financial stability. The plan also includes several efforts to improve efficiency and effectiveness, and includes small increases in funding to begin addressing post-retirement benefits.

City Administrator's Budget Message

As the economy improves, City staff looks forward to working with the City Council to address the need to find new revenues to address our critical infrastructure needs, and to find ways to minimize the looming impacts of spiraling pension costs. Overcoming these challenges will not be easy, but I am confident we will achieve success by working with the community and our employees.

ACKNOWLEDGEMENTS

The preparation of the two-year financial plan was a team effort, involving employees throughout the entire organization. I have been especially impressed by the cooperative approach demonstrated by all the City departments, who have worked together during the economic recession to maintain service levels and keep our community moving forward.

I especially want to recognize the outstanding work done by our Finance Department led by Finance Director Bob Samario. Of special note are the efforts of Budget Manager Michael Pease, Accounting Manager Julie Nemes, Budget Analyst Jonathan Abad, Financial Analyst Diego Martin and Executive Assistant, Jenny Hopwood. They worked tirelessly during normal work hours, late into the night and on weekends to ensure that the final document was timely and professionally done. They have done a wonderful job.

Respectfully submitted,

James L. Armstrong
City Administrator

Directory of City Officials

Helene Schneider
Mayor

Dale Francisco
Councilmember

Cathy Murillo
Councilmember

Frank Hotchkiss
Councilmember

Randy Rowse
Councilmember

Grant House
Councilmember

Harwood "Bendy" White
Councilmember

James L. Armstrong
City Administrator, City Clerk, and City Treasurer

Stephen P. Wiley
City Attorney

Paul A. Casey
Assistant City Administrator

Marcelo A. Lopez
Assistant City Administrator

Karen S. Ramsdell
Airport Director

Nancy L. Rapp
Parks and Recreation Director

Robert Samario
Finance Director

Camerino Sanchez
Police Chief

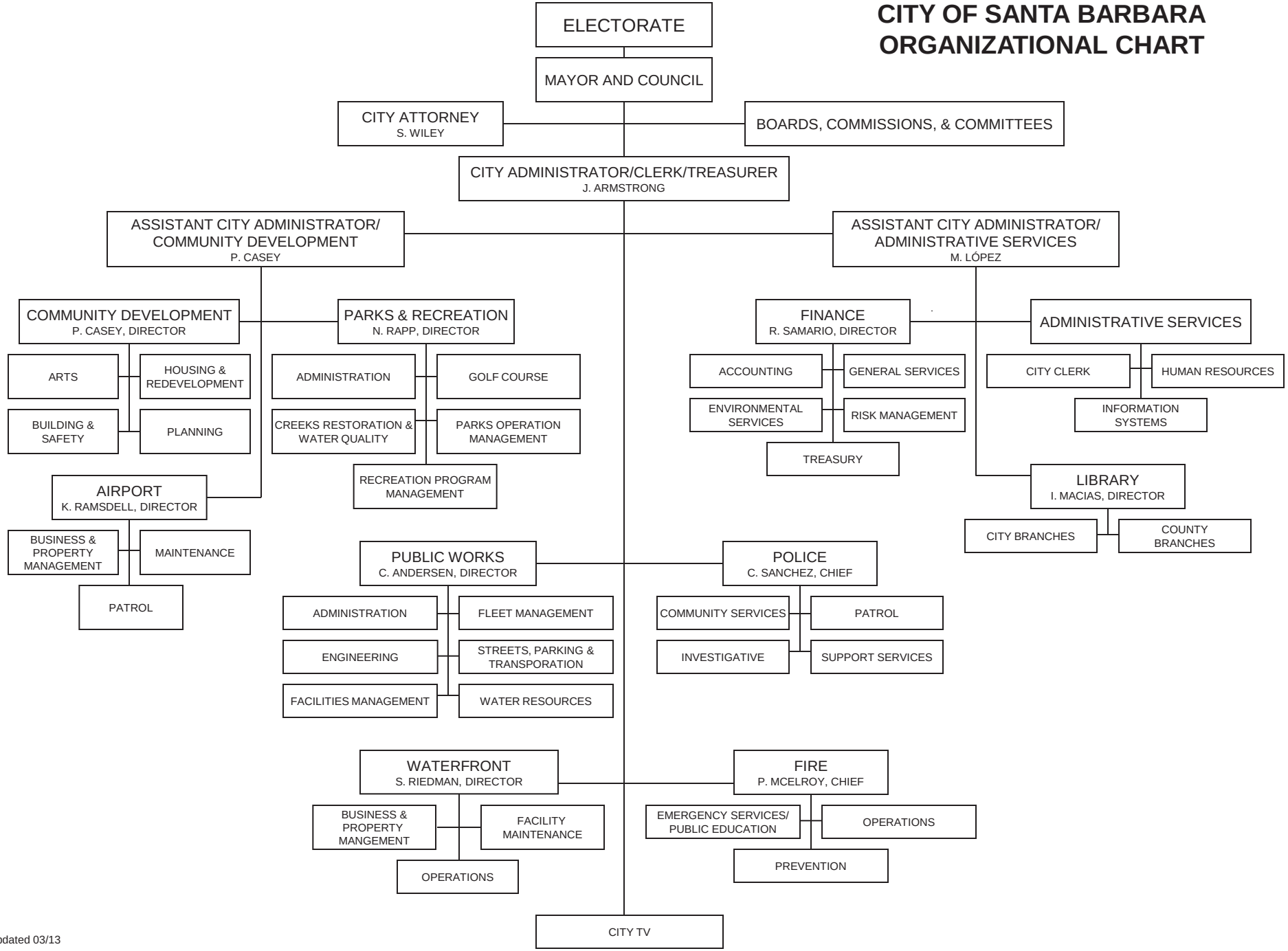
Pat McElroy
Fire Chief

Christine Andersen
Public Works Director

Irene Macias
Library Director

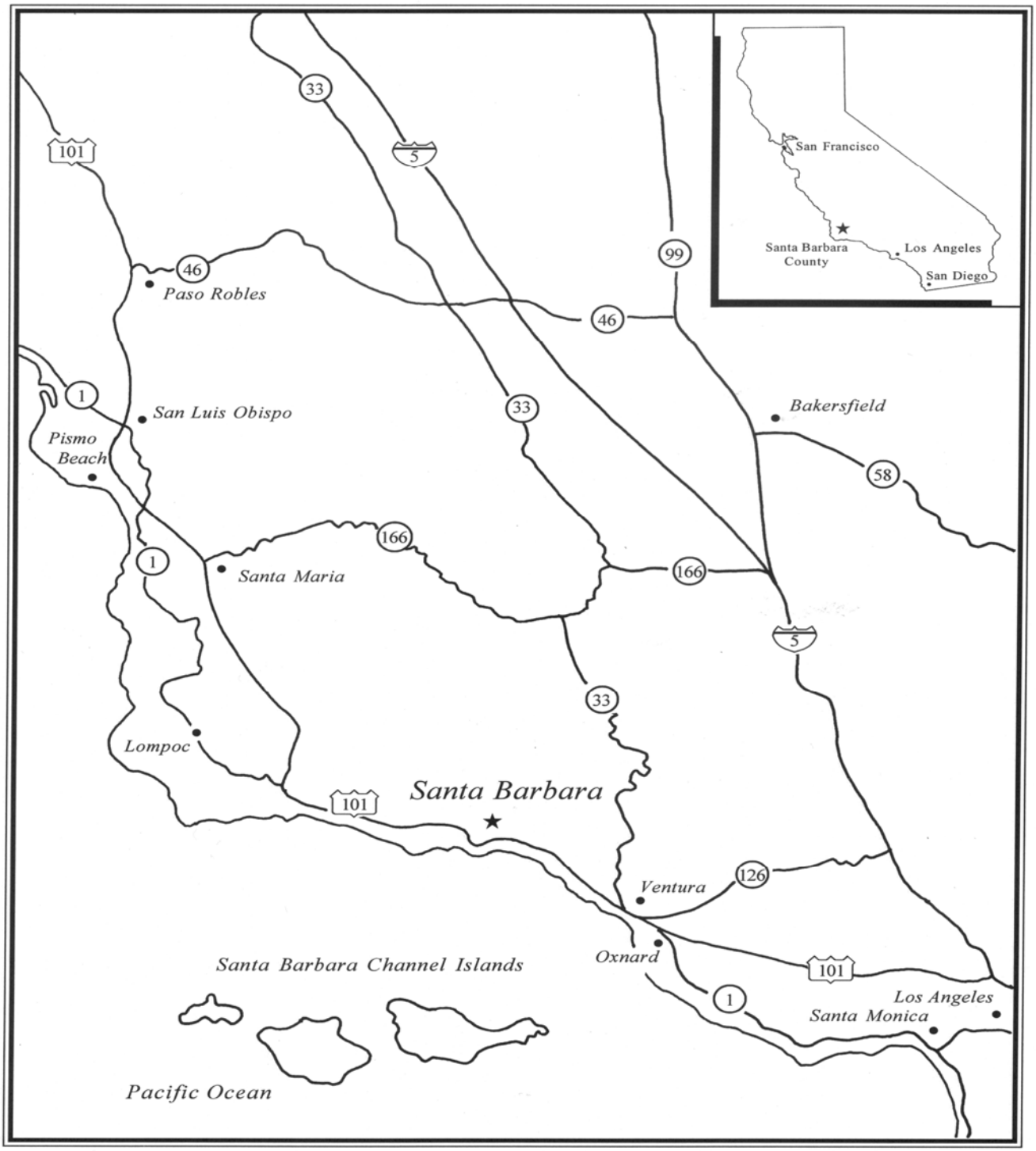
Scott Riedman
Waterfront Director

CITY OF SANTA BARBARA ORGANIZATIONAL CHART



Updated 03/13

Santa Barbara Area Map



COMMUNITY PROFILE

About the City of Santa Barbara

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

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

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

In 1782, a group led by Father Junipero Serra, Captain Jose Ortegas, and Governor Felipe de Neve established a military presidio and, three years later, a mission. Spain governed the area until 1822, when California became a Mexican territory. Just 24 years later, in 1846, Colonel John Fremont and his soldiers took Santa Barbara for the United States.

The City of Santa Barbara (the primary government) was incorporated on August 26, 1850. The City is a charter city under the laws of the State of California and operates under a Council-Administrator form of government. The Council consists of six council members and a mayor, all of whom are 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, golf, and waterfront.

Miscellaneous Statistics

General City Information:

Date of incorporation	August 26, 1850
Form of government	Council-Administrator
Land area in square miles	21.1
Miles of paved roadways	235
Number of traffic signals	108

Community Forest, Beaches and Gardens:

Number of park and open space trees	12,000
Number of street trees	33,200
Linear miles of city-owned beaches	3.4
Community gardens	4

Airport:

Number of terminals	1
Number of commercial carriers	5
Number of ticketed passengers annually	746,789
Number of runways	3
Total airport acreage	950
Commercial / industrial acreage	95
Number of leased buildings	51
Goleta Slough Ecological Reserve wetlands acreage	400

Hospitals:

Number of hospitals	1
Number of patient beds	408

Libraries:

Number of city libraries	2
Number of county libraries	6
Total volumes	340,514

Municipal Water Operation:

Gallons of potable water treated and distributed annually	4.69 billion
Gallons of reclaimed water treated and distributed annually	289 million
Number of reservoirs	14
Number of pump stations	11
Number of treatment plants	2
Number of wells	8
Number of water reclamation plants	1

Miscellaneous Statistics

Municipal Wastewater Operation:

Number of treatment plants	1
Number of lift stations	9
Gallons of water treated annually	2.7 billion

Parks and Recreation:

Park acreage	1,570
Number of developed parks	38
Number of open space parks	11
Number of park playgrounds	21
Number of swimming and wading pools	4
Number of community buildings	14
Number of sports facilities	11
Number of municipal golf courses (18 holes)	1

Public Safety:

Number of police stations	1
Number of police officers and other sworn personnel	141
Number of law violations	
Total arrests	13,829
Traffic citations	10,000
Parking citations	90,000
Number of fire stations	8
Number of firefighters and officers	91

Public Schools:

Elementary schools	13
Annual enrollment	5,791
Secondary schools	7
Annual enrollment	4,800
Colleges	1
Enrollment per semester	20,448

Waterfront:

Acreage of city-managed tidelands and submerged lands	252
Wharf length in feet	1,950
Acreage of wharf decking	3.8
Number of marinas	4
Number of commercial and pleasure vessel slips	1,139
Number of waterfront property leases	69

COMMUNITY PROFILE

Demographics

Regional Population [4]

City of Santa Barbara	89,082
Santa Barbara County	427,267
San Luis Obispo County	271,483
Ventura County	832,970

Area (in square miles)

Land area	21.1
Water area	22.0
Total area	43.1

Gender [1]

	#	%
Male	43,874	49.6
Female	44,536	50.4

Age [1]

Median age (in years)	36.80

Population Demographics [1]

	#	%
Households	35,449	100.0
Family households	18,233	51.4
Married couples	13,240	37.3
Male householder	1,539	4.3
Female householder	3,454	9.7
Non-family households	17,216	48.6
Single Households	11,937	33.7
Single Households 65 years and over	4,340	12.2
Average household size	2.45	(X)

Housing [1]

Median home price (2011) [7]	$821,813

	#	%
Total housing units	37,820	100.0
Occupied housing units	35,449	94.7
Vacant housing units	2,371	6.3
Seasonal, recreational, or occasional use housing	776	2.1
Homeowner vacancy rate	(X)	1.3
Rental vacancy rate	(X)	4.1

Housing Tenure [1]

Occupied housing units	35,449	100.0
Owner-occupied units	13,784	38.9
Renter-occupied units	21,665	61.1
Avg. household size of owner-occupied units	2.47	(X)
Avg. household size of renter-occupied units	2.43	(X)

Race and Ethnicity [1]

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

Education [6]

	%
High school graduate	13.3
College graduates (2 year)	7.0
College graduates (4 year)	24.4
Graduate degrees	16.9

COMMUNITY PROFILE

Demographics

Employment [6]

Work population (16 yrs and older) 74,264

Residents by major profession:	%
Management, professional and related	38.5
Sales and office occupation	18.7
Service	32.2
Construction, maintenance, production and transportation	10.6

City family median annual income (2011) $67,802

Economic Demographics [2]

Service Industry (private & non-profit)	*Number of Businesses*	*Number of Employees*
Professional, scientific, and technical services	693	4,702
Retail trade	617	7,579
Healthcare and social assistance	554	8,972
Foodservice and lodging	400	7,984
Other services (except public administration)	309	1,976
Real estate and rental & leasing	269	1,408
Administrative and support, waste management, and remediation services	227	3,858
Information	138	2,138
Manufacturing	117	1,326
Wholesale trade	111	1,330
Arts, entertainment, and recreation	88	1,746
Educational services	55	423

Leading Area Employers, Public and Private (with industry) [5]

University of California, Santa Barbara (higher education).....	4,303
County of Santa Barbara (government)	3,847
Cottage Hospital and Health System (healthcare)	3,451
Santa Barbara City College (education).....	2,550
Santa Barbara Unified School District (education)	2,100
Raytheon (aerospace and defense)	1,400
Santa Barbara County Education Office (education)	1,029
City of Santa Barbara [3] (government)	1,005.95
Sansum Medical Clinic (healthcare)	960
U.S. Postal Service (postal services)	736

(1) **Source:** U.S. Bureau of the Census, 2010 Economic Census
(2) **Source:** U.S. Bureau of the Census, 2007 Economic Census
(3) Includes permanent full-time equivalent positions as of July 1, 2013
(4) **Source:** California Department of Finance, January 1, 2012
(5) **Source:** Pacific Coast Business Times, 2012
(6) **Source**: U.S. Bureau of the Census, American Community Survey, 2011 (1 yr. est.)
(7) DataQuick – Santa Barbara County

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SUMMARY OF SOURCES

FY 2014 Adopted Budget

	SOURCES		
	Est. Beg. Fund Balance July 1, 2013	Estimated Revenues	Total Sources
General Fund			
Operating	27,116,786	111,232,179	138,348,965
Capital Outlay	4,833,534	-	4,833,534
Special Revenue Funds			
City Affordable Housing	249,222	502,000	751,222
Community Dev. Block Grant	397,121	1,187,989	1,585,110
County Library	543,697	1,828,284	2,371,981
Creeks Restoration and Water Quality	4,448,745	3,367,572	7,816,317
HOME Grant	-	401,483	401,483
Miscellaneous Grants	222,147	441,671	663,818
Police Asset Forfeiture and Grants	-	120,000	120,000
Redevelopment Obligation Retirement	11,723,946	8,467,635	20,191,581
Street Sweeping	187,371	993,305	1,180,676
Streets	1,869,765	10,794,569	12,664,334
Supplemental Law Enforcement	-	144,188	144,188
Traffic Safety	-	506,204	506,204
Transportation Development Act	-	71,677	71,677
Transportation Sales Tax	386,022	3,411,416	3,797,438
Wildland Fire Benefit Assessment	94,084	241,665	335,749
Enterprise Funds			
Airport	4,189,931	15,964,893	20,154,824
Airport Capital Grants (FAA/PFC)	1,090,160	1,418,100	2,508,260
Airport Customer Facility Charge (CFC)	945,399	1,060,000	2,005,399
Downtown Parking	6,176,072	7,420,709	13,596,781
Golf	594,208	2,081,059	2,675,267
Solid Waste	1,018,263	19,927,443	20,945,706
Wastewater	9,559,775	26,407,479	35,967,254
Water	45,019,721	36,524,435	81,544,156
Waterfront	8,800,531	12,545,067	21,345,598
Internal Service Funds			
Information Systems	1,100,266	3,612,997	4,713,263
Facilities Management	2,117,747	6,165,408	8,283,155
Fleet Management	10,269,094	5,334,703	15,603,797
Self-Insurance	(3,041,738)	5,960,947	2,919,210
Post-Employment Benefits Fund	-	1,604,000	1,604,000
Citywide Subtotal	**$139,911,866**	$ 289,739,077	$ 429,650,943
Less: Inter-Fund Transactions	-	(36,473,509)	(36,473,509)
Citywide Total	$139,911,866	$ 253,265,568	$ 393,177,434

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Est. Ending Fund Balance June 30, 2014
General Fund				
Operating	110,877,179	355,000	111,232,179	27,116,786
Capital Outlay	-	940,000	940,000	3,893,534
Special Revenue Funds				
City Affordable Housing	502,000	-	502,000	249,222
Community Dev. Block Grant	1,187,989	-	1,187,989	397,121
County Library	1,998,055	-	1,998,055	373,926
Creeks Restoration and Water Quality	2,414,379	1,675,000	4,089,379	3,726,938
HOME Grant	401,483	-	401,483	-
Miscellaneous Grants	441,671	-	441,671	222,147
Police Asset Forfeiture and Grants	120,000	-	120,000	-
Redevelopment Obligation Retirement	8,467,635	-	8,467,635	11,723,946
Street Sweeping	977,560	-	977,560	203,116
Streets	8,024,868	3,581,924	11,606,792	1,057,542
Supplemental Law Enforcement	144,188	-	144,188	-
Traffic Safety	506,204	-	506,204	-
Transportation Development Act	-	71,677	71,677	-
Transportation Sales Tax	2,356,431	1,054,985	3,411,416	386,022
Wildland Fire Benefit Assessment	272,604	-	272,604	63,145
Enterprise Funds				
Airport	15,964,893	-	15,964,893	4,189,931
Airport Capital Grants (FAA/PFC)	1,418,100	-	1,418,100	1,090,160
Airport Customer Facility Charge (CFC)	1,060,000	-	1,060,000	945,399
Downtown Parking	7,090,984	1,458,750	8,549,734	5,047,047
Golf	1,916,941	132,582	2,049,523	625,744
Solid Waste	19,927,443	-	19,927,443	1,018,263
Wastewater	14,702,444	12,550,000	27,252,444	8,714,810
Water	33,237,524	11,000,000	44,237,524	37,306,632
Waterfront	11,897,959	1,545,000	13,442,959	7,902,639
Internal Service Funds				
Information Systems	2,587,973	1,260,000	3,847,973	865,290
Facilities Management	5,189,334	1,592,995	6,782,329	1,500,826
Fleet Management	3,634,592	2,896,093	6,530,685	9,073,112
Self-Insurance	5,826,391	-	5,826,391	(2,907,182)
Post-Employment Benefits Fund	1,604,000	-	1,604,000	-
Citywide Subtotal	$ 264,750,824	$ 40,114,006	$ 304,864,830	$ 124,786,113
Less: Inter-Fund Transactions	(36,473,509)	-	(36,473,509)	-
Citywide Total	$ 228,277,315	$ 40,114,006	$ 268,391,321	$ 124,786,113

SUMMARY OF SOURCES

FY 2015 Proposed Budget

	SOURCES		
	Est. Beg. Fund Balance July 1, 2014	Estimated Revenues	Total Sources
General Fund	31,010,320	114,135,905	145,146,225
Special Revenue Funds			
City Affordable Housing	249,222	502,000	751,222
Community Dev. Block Grant	397,121	1,187,989	1,585,110
County Library	373,926	1,832,311	2,206,237
Creeks Restoration and Water Quality	3,726,938	3,520,172	7,247,110
HOME Grant	-	401,483	401,483
Miscellaneous Grants	222,147	411,503	633,650
Police Asset Forfeiture and Grants	-	120,000	120,000
Redevelopment Obligation Retirement	11,723,946	8,469,975	20,193,921
Street Sweeping	203,116	999,224	1,202,340
Streets	1,057,542	10,659,844	11,717,386
Supplemental Law Enforcement	-	144,188	144,188
Traffic Safety	-	506,204	506,204
Transportation Development Act	-	71,377	71,377
Transportation Sales Tax	386,022	3,305,529	3,691,551
Wildland Fire Benefit Assessment	63,145	244,082	307,227
Enterprise Funds			
Airport	4,189,931	16,268,358	20,458,289
Airport Capital Grants (FAA/PFC)	1,090,160	1,414,500	2,504,660
Airport Customer Facility Charge (CFC)	945,399	1,060,000	2,005,399
Downtown Parking	5,047,047	7,502,409	12,549,456
Golf	625,744	2,087,009	2,712,753
Solid Waste	1,018,263	20,111,685	21,129,948
Wastewater	8,714,810	28,592,162	37,306,972
Water	37,306,632	36,924,538	74,231,170
Waterfront	7,902,639	14,414,777	22,317,416
Internal Service Funds	-		
Information Systems	865,290	2,888,232	3,753,522
Facilities Management	1,500,826	6,360,151	7,860,977
Fleet Management	9,073,112	5,369,779	14,442,891
Self-Insurance	(2,907,182)	6,130,050	3,222,869
Post-Employment Benefits Fund	-	1,604,000	1,604,000
Citywide Subtotal	$ 124,786,113	$ 297,239,436	$ 422,025,549
Less: Inter-Fund Transactions	-	(36,475,879)	(36,475,879)
Citywide Total	$ 124,786,113	$ 260,763,557	$ 385,549,670

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Est. Ending Fund Balance June 30, 2015
General Fund	112,939,954	985,000	113,924,954	31,221,271
Special Revenue Funds				
City Affordable Housing	502,000	-	502,000	249,222
Community Dev. Block Grant	1,187,989	-	1,187,989	397,121
County Library	2,005,888	-	2,005,888	200,349
Creeks Restoration and Water Quality	2,446,706	1,475,000	3,921,706	3,325,404
HOME Grant	401,483	-	401,483	-
Miscellaneous Grants	411,503	-	411,503	222,147
Police Asset Forfeiture and Grants	120,000	-	120,000	-
Redevelopment Obligation Retirement	8,469,975	-	8,469,975	11,723,946
Street Sweeping	990,634	-	990,634	211,706
Streets	8,105,279	2,604,740	10,710,019	1,007,367
Supplemental Law Enforcement	144,188	-	144,188	-
Traffic Safety	506,204	-	506,204	-
Transportation Development Act	-	71,377	71,377	-
Transportation Sales Tax	2,438,807	866,722	3,305,529	386,022
Wildland Fire Benefit Assessment	244,082	-	244,082	63,145
Enterprise Funds				
Airport	16,268,358	-	16,268,358	4,189,931
Airport Capital Grants (FAA/PFC)	1,414,500	-	1,414,500	1,090,160
Airport Customer Facility Charge (CFC)	1,060,000	-	1,060,000	945,399
Downtown Parking	7,224,736	870,000	8,094,736	4,454,720
Golf	1,931,259	77,582	2,008,841	703,912
Solid Waste	20,425,313	-	20,425,313	704,635
Wastewater	14,820,179	14,350,000	29,170,179	8,136,793
Water	33,746,503	7,185,000	40,931,503	33,299,667
Waterfront	11,938,464	3,061,000	14,999,464	7,317,952
Internal Service Funds				
Information Systems	2,896,270	212,000	3,108,270	645,252
Facilities Management	5,279,910	1,436,684	6,716,594	1,144,383
Fleet Management	3,368,863	2,880,156	6,249,019	8,193,872
Self-Insurance	6,036,835	-	6,036,835	(2,813,967)
Post-Employment Benefits Fund	1,604,000	-	1,604,000	-
Citywide Subtotal	$ 268,929,882	$ 36,075,261	$ 305,005,143	$ 117,020,406
Less: Inter-Fund Transactions	(36,475,879)	-	(36,475,879)	-
Citywide Total	$ 232,454,003	$ 36,075,261	$ 268,529,264	$ 117,020,406

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SUMMARY SCHEDULES

Summary of Revenues by Fund

GENERAL FUND	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Taxes					
Sales and Use	$ 19,444,254	$ 19,933,931	$ 20,380,741	$ 21,084,894	$ 21,828,715
Utility Users	6,986,965	7,015,200	6,838,530	6,975,300	7,115,000
Property	23,712,312	24,904,503	25,000,784	25,475,500	25,972,900
Redistribution of RDA Assets	-	-	2,297,713	-	-
Transient Occupancy	13,661,699	14,489,200	14,706,700	16,202,000	17,013,000
Business License	2,202,400	2,220,780	2,442,460	2,415,000	2,441,100
Real Property Transfer	438,620	356,180	600,000	537,900	543,300
Total Taxes	**$ 66,446,250**	**$ 68,919,794**	**$ 72,266,928**	**$ 72,690,594**	**$ 74,914,015**
Licenses					
Animal Licenses	125,172	115,000	115,000	125,000	130,000
Miscellaneous License and Permits	101,005	93,988	96,711	94,180	96,564
Total Licenses	**$ 226,177**	**$ 208,988**	**$ 211,711**	**$ 219,180**	**$ 226,564**
Fines and Forfeitures					
Late Payment Penalties	209,205	305,000	250,000	250,000	250,000
Parking Violations	2,275,308	2,382,621	2,552,129	2,628,967	2,696,237
Library	119,710	120,331	124,996	135,000	135,500
Municipal Court Fines	100,062	162,352	119,000	120,000	120,000
Total Fines and Forfeitures	**$ 2,704,285**	**$ 2,970,304**	**$ 3,046,125**	**$ 3,133,967**	**$ 3,201,737**
Use of Money and Property					
Investment Income	839,600	729,077	845,973	676,267	631,418
Rents and Concessions	391,423	453,827	387,975	396,322	404,638
Total Use of Money and Property	**$ 1,231,023**	**$ 1,182,904**	**$ 1,233,948**	**$ 1,072,589**	**$ 1,036,056**
Intergovernmental					
JPA - Clets	80,522	80,594	80,594	79,149	79,149
Library Intergovernmental and Grants	645,810	721,914	756,304	671,061	671,438
Miscellaneous Grants	18,638	-	26,400	100,400	100,400
Motor Vehicle License Fee	-	-	48,265	-	-
Mutual Aid Reimbursement	245,716	400,000	679,315	400,000	400,000
P.O.S.T. Reimbursement	125,796	40,000	46,587	45,000	46,000
School District	55,957	52,650	59,090	53,320	54,388
SB 90 Reimbursements	45,848	-	36,694	-	-
Total Intergovernmental	**$ 1,218,287**	**$ 1,295,158**	**$ 1,733,249**	**$ 1,348,930**	**$ 1,351,375**
Service Charges	**$ 9,599,641**	**$ 9,710,671**	**$ 10,138,402**	**$ 10,536,663**	**$ 10,707,075**
Interfund Charges and Reimbursements	**$ 15,699,884**	**$ 14,233,098**	**$ 14,410,803**	**$ 14,824,863**	**$ 15,200,884**

Summary of Revenues by Fund (continued)

GENERAL FUND (continued)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Interfund Transfers	$ 1,774,527	$ 1,809,226	$ 1,809,226	$ 1,165,721	$ 1,178,278
Other Revenues					
Donations	$ 140,408	$ 170,472	$ 165,612	$ 176,750	$ 176,750
Franchise Fees	3,578,619	3,509,700	3,588,480	3,660,300	3,733,500
Library Gift Funds	72,765	530,749	209,220	120,000	120,000
Miscellaneous	936,299	1,328,687	1,579,930	956,622	963,671
Video Provider PEG Fees	32,659	32,659	32,659	126,000	126,000
Total Other Revenue	$ 4,760,750	$ 5,572,267	$ 5,575,901	$ 5,039,672	$ 5,119,921
Anticipated Year-End Variance	$ -	$ 1,200,000	$ -	$ 1,200,000	$ 1,200,000
TOTAL GENERAL FUND	$ 103,660,824	$ 107,102,410	$ 110,426,293	$ 111,232,179	$ 114,135,905
SPECIAL REVENUE AND CAPITAL FUNDS					
City Affordable Housing	354,232	445,750	502,000	502,000	502,000
Community Development Block Grant	1,790,081	2,132,621	1,303,780	1,187,989	1,187,989
County Library	1,924,436	1,849,920	1,846,482	1,828,284	1,832,311
Creeks Restoration/Water Quality	3,842,617	7,057,292	3,170,701	3,367,572	3,520,172
Disaster Recovery Initiative Fund	409,700	2,983,285	226,826	-	-
HOME Grant	721,035	1,974,645	1,253,151	401,483	401,483
Miscellaneous Grants	2,013,913	2,133,327	1,417,935	441,671	411,503
Police Asset Forfeiture and Grants	167,341	120,000	171,084	120,000	120,000
Redevelopment Obligation Retirement	14,750,090	9,196,100	8,613,393	8,467,635	8,469,975
Street Sweeping	968,374	996,677	987,558	993,305	999,224
Streets	15,799,335	24,328,720	13,681,324	10,794,569	10,659,844
Supplemental Law Enforcement	183,691	144,188	144,388	144,188	144,188
Traffic Safety	433,735	506,204	506,204	506,204	506,204
Transportation Development Act	61,832	66,013	67,239	71,677	71,377
Transportation Sales Tax	3,185,075	3,021,238	3,311,559	3,411,416	3,305,529
Wildland Fire Benefit Assessment	231,033	225,080	237,080	241,665	244,082
Utility Undergrounding	13,563	-	-	-	-
TOTAL SPECIAL REVENUE	$ 46,850,083	$ 57,181,060	$ 37,440,704	$ 32,479,658	$ 32,375,881

Summary of Revenues by Fund (continued)

ENTERPRISE FUNDS	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Airport Fund					
Leases - Commercial	$ 4,347,201	$ 4,345,075	$ 4,431,102	$ 4,472,500	$ 4,601,125
Leases - Non-Commercial	1,708,211	1,711,800	2,104,525	2,108,929	2,151,103
Leases - Terminal	4,834,720	5,043,600	4,918,011	5,189,964	5,234,130
Leases - Commerical Aviation	3,100,212	3,549,000	4,016,649	3,939,000	4,037,000
Interest Income	332,105	172,800	125,145	111,900	102,600
Miscellaneous	1,077,184	981,381	961,532	142,600	142,400
Subtotal	**$ 15,399,633**	**$ 15,803,656**	**$ 16,556,964**	**$ 15,964,893**	**$ 16,268,358**
Airport Capital Grants Fund	**$ 4,284,296**	**$ 5,819,181**	**$ 5,159,133**	**$ 1,418,100**	**$ 1,414,500**
Airport Facility Charge Fund	**$ 1,012,962**	**$ 1,060,000**	**$ 1,043,090**	**$ 1,060,000**	**$ 1,060,000**
Downtown Parking Fund					
PBIA Assessment	899,741	840,000	900,000	875,000	875,000
Hourly Parking	4,823,392	4,430,000	4,806,246	4,800,000	4,890,000
Other Parking Fees	935,882	765,000	1,111,740	965,000	965,000
Lobero Garage	268,084	267,166	268,084	268,084	268,084
Commuter Lots	299,886	290,000	286,790	280,000	280,000
Interest Income	125,645	112,800	111,528	98,200	89,900
Rents and Leases	40,925	40,925	40,925	88,925	88,925
Miscellaneous	357,732	50,000	46,907	45,500	45,500
Subtotal	**$ 7,751,287**	**$ 6,795,891**	**$ 7,572,220**	**$ 7,420,709**	**$ 7,502,409**
Golf Fund					
Greens Fees	1,521,724	1,559,903	1,534,496	1,739,239	1,739,239
Food Concession	297,892	306,000	326,000	332,520	339,170
Interest Income	11,026	6,300	10,016	8,800	8,100
Miscellaneous	103,838	700	1,000	500	500
Subtotal	**$ 1,934,480**	**$ 1,872,903**	**$ 1,871,512**	**$ 2,081,059**	**$ 2,087,009**
Solid Waste	**$ 18,764,289**	**$ 18,509,144**	**$ 19,021,963**	**$ 19,927,443**	**$ 20,111,685**
Wastewater Fund					
Service Charges	14,680,618	16,280,000	16,300,000	16,952,000	17,630,080
Connection Fees	378,187	205,000	194,200	210,000	210,000
Mission Canyon Charges	396,729	434,000	458,292	482,579	501,882
Interest Income	233,521	206,200	172,087	150,900	138,200
Rents and Leases	-	-	-	32,000	32,000
Miscellaneous	781,342	6,129,778	5,294,905	8,580,000	10,080,000
Subtotal	**$ 16,470,397**	**$ 23,254,978**	**$ 22,419,484**	**$ 26,407,479**	**$ 28,592,162**

Summary of Revenues by Fund (continued)

ENTERPRISE FUNDS (cont'd)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Water Fund					
Metered Sales	$ 29,992,081	$ 29,800,000	$ 31,150,000	$ 32,300,000	$ 32,600,000
Water Service & Meters	565,153	233,000	327,053	230,500	230,500
Water Turn On Fees	268,960	208,000	210,000	221,000	221,000
Water Tap Fees	96,559	89,000	38,508	50,000	50,000
J.P.A. Reimbursement	4,872,221	5,042,226	5,740,235	3,140,663	3,285,666
Interest Income	739,983	500,000	608,597	534,400	489,500
Intergovernmental	8,695,380	20,587,620	15,325,690	-	-
Miscellaneous	1,062,955	37,000	123,885	47,872	47,872
Subtotal	**$ 46,293,292**	**$ 56,496,846**	**$ 53,523,968**	**$ 36,524,435**	**$ 36,924,538**
Waterfront Fund					
Leases - Commercial	1,439,633	1,657,000	1,782,070	1,373,772	1,401,007
Leases - Food Service	2,486,793	2,423,000	2,590,000	2,641,800	2,694,636
Leases - Other	314,249	310,952	308,765	306,267	323,206
Interest Income	206,833	150,900	147,139	137,700	132,000
Parking Fees & Permits	2,267,672	2,134,740	2,259,049	2,259,450	2,324,116
Slip Rentals	3,974,448	4,041,464	4,041,464	4,122,293	4,204,739
Visitor Fees	400,350	383,000	445,000	450,000	455,000
Slip Transfer Fees	614,000	450,000	495,000	525,000	575,000
Live Aboard Fees	149,917	156,000	153,000	153,000	153,000
Intergovernmental	1,569,240	4,769,624	4,476,286	100,000	1,676,000
Miscellaneous	876,277	365,508	375,910	475,785	476,073
Subtotal	**$ 14,299,412**	**$ 16,842,188**	**$ 17,073,683**	**$ 12,545,067**	**$ 14,414,777**
TOTAL ENTERPRISE FUNDS	**$ 126,210,048**	**$ 146,454,787**	**$ 144,242,017**	**$ 123,349,185**	**$ 128,375,438**
INTERNAL SERVICE FUNDS					
Information Systems Fund	**$ 3,337,343**	**$ 3,421,079**	**$ 3,417,218**	**$ 3,612,997**	**$ 2,888,232**
Facilities Management Fund					
Building Maintenance	3,910,193	3,774,036	3,584,713	3,634,635	3,775,268
Electronic Communications	764,333	706,549	706,549	890,824	909,418
Energy Conservation	114,941	99,584	99,584	242,253	246,852
Custodial Services	1,410,011	1,350,581	1,350,581	1,397,696	1,428,613
Subtotal	**$ 6,199,478**	**$ 5,930,750**	**$ 5,741,427**	**$ 6,165,408**	**$ 6,360,151**

Summary of Revenues by Fund (continued)

INTERNAL SERVICE (cont'd)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Fleet Management	$ 4,813,096	$ 4,990,936	$ 5,004,640	$ 5,334,703	$ 5,369,779
Self-Insurance Fund					
Workers' Compensation Premiums	$ 2,500,000	$ 2,600,000	$ 2,600,000	$ 2,950,702	$ 3,086,670
Property/Liability Insurance Premiums	2,547,084	2,598,025	2,598,025	2,756,112	2,785,293
Occupational Safety and Health Charges	-	187,961	187,961	193,833	202,887
Interest Income	119,893	116,000	68,199	60,300	55,200
Miscellaneous	27,193	600,000	600,000	-	-
Subtotal	$ 5,194,170	$ 6,101,986	$ 6,054,185	$ 5,960,947	$ 6,130,050
Post-Employment Benefits Fund	$ -	$ -	$ -	$ 1,604,000	$ 1,604,000
TOTAL INTERNAL SERVICE	$ 19,544,087	$ 20,444,751	$ 20,217,470	$ 22,678,055	$ 22,352,212
TOTAL CITYWIDE REVENUE	$ 296,265,042	$ 331,183,008	$ 312,326,484	$ 289,739,077	$ 297,239,436
Less: All Inter-fund Transactions	(38,449,479)	(35,210,828)	(35,210,828)	(36,473,509)	(36,475,879)
CITYWIDE REVENUE (NET)	$ 257,815,563	$ 295,972,180	$ 277,115,656	$ 253,265,568	$ 260,763,557

Summary of Appropriations by Fund

GENERAL FUND	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Administrative Services					
City Clerk	$ 617,645	$ 461,229	$ 432,961	$ 775,090	$ 496,306
Human Resources	1,152,265	1,272,464	1,203,983	1,426,958	1,463,800
Subtotal	**$ 1,769,910**	**$ 1,733,693**	**$ 1,636,944**	**$ 2,202,048**	**$ 1,960,106**
City Administrator's Office					
Administration	1,583,111	1,551,018	1,485,768	1,586,999	1,641,336
City TV - Channel 18	402,321	473,554	472,210	528,017	536,253
Subtotal	**$ 1,985,432**	**$ 2,024,572**	**$ 1,957,978**	**$ 2,115,016**	**$ 2,177,589**
City Attorney's Office	**$ 1,922,713**	**$ 2,011,215**	**$ 2,026,753**	**$ 2,095,929**	**$ 2,191,189**
Community Development					
Administration	431,345	577,992	561,098	551,107	572,842
Economic Development	42,847	47,384	43,256	48,420	49,505
City Arts Advisory	427,260	427,260	427,260	437,260	447,260
CDBG Admin. and Human Services	825,903	926,170	951,786	821,025	821,996
Rental Housing Mediation Task Force	-	-	-	184,566	188,525
Redevelopment Agency / Housing	1,041,781	-	-	-	-
Long Range Planning & Special Studies	746,447	977,082	959,124	875,269	879,762
Development and Environmental Review	994,250	1,251,412	1,241,169	1,349,767	1,391,522
Zoning: Ordinance, Info and Enforcement	1,111,137	1,204,968	1,178,529	1,426,867	1,566,105
Design Review and Historic Preservation	917,043	1,083,146	1,068,443	1,099,097	1,127,742
Building Inspection and Code Enforcement	1,006,124	1,097,900	1,098,849	1,147,440	1,161,656
Records, Archives and Clerical Services	463,287	543,242	519,427	558,663	574,386
Building Counter and Plan Review	1,095,100	1,308,665	1,214,687	1,302,478	1,349,720
Subtotal	**$ 9,102,524**	**$ 9,445,221**	**$ 9,263,628**	**$ 9,801,959**	**$ 10,131,021**
Community Promotions/General Government					
Community Promotions	1,920,578	1,917,872	1,917,872	2,028,008	2,018,008
General Government	1,764,514	1,411,530	836,683	1,313,676	851,872
Subtotal	**$ 3,685,092**	**$ 3,329,402**	**$ 2,754,555**	**$ 3,341,684**	**$ 2,869,880**
Finance					
Administration	224,395	241,585	247,598	218,465	247,248
Revenue and Cash Management	441,895	530,592	510,585	518,121	533,051
Cashiering and Collections	417,542	438,330	436,711	458,460	479,672
Licenses and Permits	392,919	446,773	438,406	469,695	483,806
Budget Management	390,021	434,881	429,874	430,198	462,636
Accounting Services	485,287	493,940	511,527	595,851	622,793
Payroll	272,452	286,604	283,187	293,974	307,686
Accounts Payable	206,402	218,948	218,575	226,149	234,904
City Billing and Customer Service	568,987	647,851	634,096	659,788	675,906
Purchasing	654,123	698,481	573,381	639,003	665,317
Central Warehouse	157,032	160,944	154,372	170,978	176,969
Mail Courier Services	101,394	108,448	104,610	109,740	112,334
Subtotal	**$ 4,312,449**	**$ 4,707,377**	**$ 4,542,922**	**$ 4,790,422**	**$ 5,002,322**

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Fire					
Administration	$ 767,338	$ 773,141	$ 763,296	$ 816,274	$ 810,562
Emergency Services and Public Education	241,535	254,443	256,950	294,891	309,689
Prevention	1,051,872	1,141,192	1,071,010	1,118,386	1,140,925
Wildland Fire Mitigation	174,448	174,860	186,926	194,392	197,754
Operations	17,100,526	17,706,629	18,068,587	17,996,714	18,696,351
Aircraft Rescue and Firefighting (ARFF)	1,613,909	1,740,953	1,756,008	1,860,354	1,920,575
Subtotal	**$ 20,949,628**	**$ 21,791,218**	**$ 22,102,777**	**$ 22,281,011**	**$ 23,075,856**
Library					
Administration	415,468	537,794	539,777	460,433	482,724
Public Services	1,854,598	2,136,837	2,053,414	2,474,792	2,580,891
Support Services	1,550,162	2,004,205	1,920,548	1,537,909	1,554,363
Subtotal	**$ 3,820,228**	**$ 4,678,836**	**$ 4,513,739**	**$ 4,473,134**	**$ 4,617,978**
Mayor and City Council	**$ 708,297**	**$ 737,693**	**$ 737,693**	**$ 740,831**	**$ 765,003**
Parks and Recreation					
Administration	536,322	599,031	604,355	627,767	646,689
Project Management Team	251,820	223,076	227,278	371,618	385,064
Business Services	258,907	310,413	307,301	-	-
PARKS					
Park Operations Management	989,569	973,211	973,352	968,835	981,670
Grounds and Facilities Maintenance	4,058,574	4,357,753	4,357,621	4,670,456	4,773,571
Forestry	1,159,527	1,182,017	1,182,255	1,212,463	1,241,811
Beach Maintenance	136,720	151,599	147,881	153,422	156,024
RECREATION					
Recreation Program Management	382,360	413,527	410,307	696,831	711,473
Facilities and Special Events	726,894	828,084	815,074	768,855	786,696
Youth Activities	723,907	714,977	801,268	941,043	962,094
Active Adults and Classes	751,362	723,198	726,905	696,667	715,434
Aquatics	1,121,166	1,096,927	1,146,683	1,249,438	1,284,133
Sports	452,527	484,909	480,095	532,302	542,863
Tennis	213,249	255,362	257,458	274,749	279,605
Neighborhood and Outreach Services	988,636	951,954	979,842	1,018,681	1,050,708
Subtotal	**$ 12,751,540**	**$ 13,266,038**	**$ 13,417,675**	**$ 14,183,127**	**$ 14,517,835**

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Police					
Chief's Staff	$ 1,009,727	$ 994,588	$ 1,056,291	$ 1,035,400	$ 1,040,183
Support Services	526,760	626,474	637,273	690,977	687,355
Community and Media Relations/PIO	674,396	826,160	910,111	858,553	858,280
Administrative Services Division	697,484	994,713	1,062,800	1,035,807	1,041,101
Property Room	130,078	155,893	132,238	213,001	219,853
Training and Recruitment	500,004	412,970	595,449	467,896	495,670
Range and Equipment	1,174,773	1,157,431	1,149,937	1,267,543	1,296,526
Information Technology / Crime Analysis	1,199,665	1,320,105	1,235,464	1,189,509	1,237,417
Records Bureau	1,105,311	1,173,614	1,127,261	1,293,046	1,332,532
Special Events	956,816	786,140	933,323	831,095	837,905
Combined Communications Center	2,222,917	2,389,953	2,242,104	2,462,970	2,533,321
Animal Control	563,110	629,335	551,827	661,248	677,694
Investigative Division	4,295,623	4,697,571	4,590,109	4,943,915	4,966,497
Crime Lab	137,819	132,701	132,618	155,092	159,515
Patrol Division	15,001,936	15,258,604	14,990,598	15,747,719	15,909,002
Traffic	1,342,138	1,373,035	1,379,404	1,415,405	1,415,454
Tactical Patrol Force	1,229,256	1,311,426	1,265,766	1,497,837	1,510,692
Nightlife Enforcement	266,384	287,755	298,247	301,944	307,304
Parking Enforcement	1,136,297	1,251,474	1,143,535	1,330,782	1,368,682
Subtotal	**$ 34,170,494**	**$ 35,779,942**	**$ 35,434,355**	**$ 37,399,739**	**$ 37,894,983**
Public Works					
Administration	824,148	1,005,992	965,758	1,047,571	1,128,556
Engineering Services	4,273,637	4,650,713	4,440,747	4,869,612	5,041,498
Land Development	1,103,030	1,000,166	914,720	1,042,862	1,070,832
Environmental Compliance	329,917	557,906	556,794	492,234	495,306
Subtotal	**$ 6,530,732**	**$ 7,214,777**	**$ 6,878,019**	**$ 7,452,279**	**$ 7,736,192**
TOTAL GENERAL FUND	**$ 101,709,039**	**$ 106,719,984**	**$ 105,267,038**	**$ 110,877,179**	**$ 112,939,954**
SPECIAL REVENUE FUNDS					
City Affordable Housing	285,373	490,224	390,326	502,000	502,000
Community Development Block Grant	1,790,084	2,132,621	1,298,456	1,187,989	1,187,989
County Library	1,891,944	2,050,848	2,042,787	1,998,055	2,005,888
Creeks Restoration & Water Quality	1,672,879	2,455,960	2,191,636	2,414,379	2,446,706
Disaster Recovery Initiative Fund	545,049	226,826	226,826	-	-
HOME Grant	721,035	1,974,645	1,253,151	401,483	401,483

Summary of Appropriations by Fund (continued)

SPECIAL REVENUE FUNDS (cont.)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Miscellaneous Grants	$ 2,073,972	$ 2,529,343	$ 1,427,870	$ 441,671	$ 411,503
Police Asset Forfeiture Funds & Grants	170,846	401,711	324,881	120,000	120,000
Redevelopment Obligation Retirement	9,213,296	9,207,914	12,186,820	8,467,635	8,469,975
Street Sweeping	921,836	931,801	921,562	977,560	990,634
Streets	7,268,330	7,860,595	7,567,012	8,024,868	8,105,279
Supplemental Law Enforcement	183,690	144,188	77,927	144,188	144,188
Traffic Safety	433,735	506,204	506,204	506,204	506,204
Transportation Sales Tax	2,134,328	2,540,205	2,252,500	2,356,431	2,438,807
Utility Undergrounding	150,000	-	-	-	-
Wildland Fire Benefit Assessment	199,488	317,070	281,484	272,604	244,082
TOTAL SPECIAL REVENUE	**$ 29,655,885**	**$ 33,770,155**	**$ 32,949,442**	**$ 27,815,067**	**$ 27,974,738**
ENTERPRISE FUNDS					
Airport					
Administration	3,886,044	7,558,970	7,003,119	6,289,610	6,204,956
Business and Property Management	1,752,397	1,867,055	1,666,435	2,114,060	2,191,152
Marketing and Communications	465,289	497,435	436,923	363,333	372,126
Facilities Maintenance	2,858,855	3,278,246	2,996,604	3,500,650	3,588,968
Air Operations Area Maintenance	698,458	737,724	662,406	723,111	739,259
Airport Security	1,949,386	2,179,204	1,962,207	1,719,942	1,787,934
Airport Certification and Operations	2,085,830	2,360,622	2,194,658	3,189,172	3,301,147
Facility Planning and Development	718,571	537,433	496,753	543,115	557,316
Subtotal	**$ 14,414,830**	**$ 19,016,689**	**$ 17,419,105**	**$ 18,442,993**	**$ 18,742,858**
Downtown Parking	**$ 6,334,153**	**$ 6,840,307**	**$ 6,441,674**	**$ 7,090,984**	**$ 7,224,736**
Municipal Golf Course	**$ 1,724,807**	**$ 1,788,510**	**$ 1,804,033**	**$ 1,916,941**	**$ 1,931,259**
Solid Waste	**$ 18,828,921**	**$ 18,677,350**	**$ 18,781,467**	**$ 19,927,443**	**$ 20,425,313**
Wastewater					
Water Resources Management	3,310,274	3,982,378	3,293,748	4,091,929	4,143,341
Wastewater Collection	2,302,175	3,231,752	2,981,856	3,207,167	3,305,541
Water Resources Laboratories	580,835	626,753	661,531	665,288	667,541
Wastewater Treatment	6,041,142	6,628,289	6,178,543	6,738,060	6,703,756
Subtotal	**$ 12,234,426**	**$ 14,469,172**	**$ 13,115,678**	**$ 14,702,444**	**$ 14,820,179**

Summary of Appropriations by Fund (continued)

ENTERPRISE FUNDS (continued)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Water					
Water Resources Management	$ 4,959,872	$ 8,534,680	$ 7,596,675	$ 9,166,539	$ 9,431,882
Gibraltar Dam Operations	352,988	337,637	284,463	445,333	437,846
Recycled Water	719,380	843,584	829,366	857,703	882,432
Water Distribution	5,504,089	6,497,593	6,564,824	6,847,264	7,015,254
Water Treatment	3,672,331	4,643,541	4,260,480	5,074,176	5,169,737
Water Supply Management	8,001,586	9,746,314	8,876,645	9,553,135	9,467,188
Water Resources Laboratories	592,360	648,838	641,473	650,340	666,370
Meter Reading	566,850	641,560	566,800	643,034	675,794
Subtotal	**$ 24,369,456**	**$ 31,893,747**	**$ 29,620,726**	**$ 33,237,524**	**$ 33,746,503**
Waterfront					
Admin. Support and Comm. Relations	1,634,459	1,790,352	1,716,577	1,889,541	1,939,843
Property Management	305,504	372,828	379,428	391,048	400,013
Financial Management	181,064	201,826	237,826	250,876	256,532
Parking Services	905,177	936,317	947,017	934,915	913,428
Harbor Patrol	1,969,510	2,028,357	2,106,635	2,083,619	2,130,832
Marina Management	250,401	334,682	353,747	298,829	310,845
Facilities Maintenance	3,578,509	3,863,703	3,906,253	3,848,802	3,877,456
Facilities Design and Capital Program	1,364,399	2,184,683	2,190,223	2,200,329	2,109,515
Subtotal	**$ 10,189,023**	**$ 11,712,748**	**$ 11,837,706**	**$ 11,897,959**	**$ 11,938,464**
TOTAL ENTERPRISE FUNDS	**$ 88,095,616**	**$ 104,398,523**	**$ 99,020,389**	**$ 107,216,288**	**$ 108,829,312**
INTERNAL SERVICE FUNDS					
Information Systems	**$ 2,178,926**	**$ 2,808,492**	**$ 2,570,334**	**$ 2,587,973**	**$ 2,896,270**
Fleet Management	**$ 2,437,498**	**$ 3,074,728**	**$ 2,707,080**	**$ 3,634,592**	**$ 3,368,863**
Facilities Maintenance					
Building Maintenance	3,932,771	4,389,528	3,921,520	2,609,640	2,638,584
Communications Systems	686,135	715,807	718,574	890,824	909,418
Energy Conservation	142,176	156,477	157,213	291,174	303,295
Custodial Services	1,338,758	1,345,616	1,339,485	1,397,696	1,428,613
Subtotal	**$ 6,099,840**	**$ 6,607,428**	**$ 6,136,792**	**$ 5,189,334**	**$ 5,279,910**

Summary of Appropriations by Fund (continued)

INTERNAL SERVICE FUNDS(cont.)	FY 2012 Actual	FY 2013 Amended	FY 2013 Projected	FY 2014 Adopted	FY 2015 Proposed
Self-Insurance					
Workers' Compensation	$ 6,083,629	$ 2,573,154	$ 2,575,237	$ 2,760,679	$ 2,933,095
Liability	1,452,339	1,896,262	1,828,220	1,514,146	1,480,292
Occupational Safety and Health	108,991	192,764	192,764	193,833	202,887
Administrative Operations	1,427,070	1,287,292	1,279,131	1,357,733	1,420,561
Subtotal	**$ 9,072,029**	**$ 5,949,472**	**$ 5,875,352**	**$ 5,826,391**	**$ 6,036,835**
Post-Employment Benefits Fund	**$ -**	**$ -**	**$ -**	**$ 1,604,000**	**$ 1,604,000**
TOTAL INT. SERVICE FUNDS	**$ 19,788,293**	**$ 18,440,120**	**$ 17,289,558**	**$ 18,842,290**	**$ 19,185,878**
CITY OPERATING BUDGET	**239,248,833**	**263,328,782**	**254,526,427**	**264,750,824**	**268,929,882**
Less: All Inter-fund Transactions	(38,449,479)	(35,210,828)	(35,210,828)	(36,473,509)	(36,475,879)
CITY OPERATING (NET)	**200,799,354**	**228,117,954**	**219,315,599**	**228,277,315**	**232,454,003**
Add: Capital Program - All Funds	78,298,940	121,096,230	57,599,988	40,114,006	36,075,261
CITY BUDGET TOTAL (NET)	**$ 279,098,294**	**$ 349,214,184**	**$ 276,915,587**	**$ 268,391,321**	**$ 268,529,264**

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SUMMARY OF POSITIONS

Positions by Department

Department	Actual FY 2011	Actual FY 2012	Amended FY 2013	Adopted FY 2014	Proposed FY 2015
Administrative Services	25.50	25.50	25.50	26.50	27.50
Airport	54.00	54.00	52.00	55.50	55.50
City Administrator's Office	9.40	9.90	9.90	9.90	9.90
City Attorney's Office	11.40	11.40	11.30	11.30	11.30
Community Development	75.60	74.60	65.35	66.35	66.35
Finance	48.50	46.50	46.50	47.05	47.05
Fire	110.00	110.00	110.00	105.00	105.00
Library	38.50	34.55	36.10	36.10	35.30
Mayor and City Council	8.00	8.00	8.00	8.00	8.00
Parks and Recreation	95.10	93.60	91.10	94.30	94.30
Police	202.00	207.00	207.00	209.00	209.00
Public Works	290.50	289.50	289.50	290.95	290.95
Waterfront	46.00	46.00	46.00	46.00	46.00
CITY TOTAL (FTEs)	**1,014.50**	**1,010.55**	**998.25**	**1,005.95**	**1,006.15**

Positions by Fund for Fiscal Year 2014

Fund	Adopted	Fund	Adopted
General Fund		**GPU (Zoning Ordinance Update)**	**1.00**
Administrative Services	13.00	**HOME Grant**	**0.27**
City Administrator's Office	9.90	**Information Systems**	**13.50**
City Attorney	11.30	**Facilities Management**	**35.50**
Community Development	60.30	**Fleet Maintenance**	**13.20**
Finance	34.35	**Fleet Replacement**	**1.80**
Fire	104.00	**Miscellaneous Grants**	**0.64**
Library	27.75	**Police Asset Forfeiture**	**1.17**
Mayor and Council	8.00	**Redev. Obligation Retirement**	**0.75**
Parks and Recreation	74.51	**Self-Insurance**	**4.15**
Police	206.83	**Solid Waste**	**8.55**
Public Works	48.20	**Street Sweeping**	**1.40**
GENERAL FUND SUBTOTAL	**598.14**	**Streets**	**37.22**
Airport	**55.50**	**Supplemental Law Enforcement**	**1.00**
City Affordable Housing	**2.95**	**Transportation Sales Tax**	**10.75**
Community Dev. Block Grant	**1.08**	**Wastewater**	**48.33**
County Library	**8.35**	**Water**	**69.95**
Creeks Restoration & Water Quality	**8.60**	**Waterfront**	**46.00**
Downtown Parking	**24.60**	**Wildland Fire Assessment**	**1.00**
Golf	**10.55**		
CITY TOTAL (FTEs)			**1,005.95**

SUMMARY OF POSITIONS

Positions by Fund for Fiscal Year 2015

Fund	Proposed	Fund	Proposed
General Fund		**GPU (Zoning Ordinance Update)**	**1.00**
Administrative Services	13.00	**HOME Grant**	**0.27**
City Administrator's Office	9.90	**Information Systems**	**14.50**
City Attorney	11.30	**Facilities Management**	**35.50**
Community Development	60.30	**Fleet Maintenance**	**13.20**
Finance	34.35	**Fleet Replacement**	**1.80**
Fire	104.00	**Miscellaneous Grants**	**0.64**
Library	26.95	**Police Asset Forfeiture**	**1.17**
Mayor and Council	8.00	**Redev. Obligation Retirement**	**0.75**
Parks and Recreation	74.51	**Self-Insurance**	**4.15**
Police	206.83	**Solid Waste**	**8.55**
Public Works	48.20	**Street Sweeping**	**1.40**
GENERAL FUND SUBTOTAL	**597.34**	**Streets**	**37.22**
Airport	**55.50**	**Supplemental Law Enforcement**	**1.00**
City Affordable Housing	**2.95**	**Transportation Sales Tax**	**10.75**
Community Dev. Block Grant	**1.08**	**Wastewater**	**48.33**
County Library	**8.35**	**Water**	**69.95**
Creeks Restoration & Water Quality	**8.60**	**Waterfront**	**46.00**
Downtown Parking	**24.60**	**Wildland Fire Assessment**	**1.00**
Golf	**10.55**		
CITY TOTAL (FTEs)			**1,006.15**

Position Changes for Fiscal Year 2014

Administrative Services

Human Resources Analyst 1.00

Airport

Accounting Assistant .....(1.00)
Administrative Analyst 1.00
Administrative Specialist 1.00
Airport Noise/Operations Specialist .....(1.00)
Airport Operations Specialist 0.50
Airport Operations Supervisor 1.00
Senior Airport Operations Specialist 2.00

City Attorney

Legal Secretary II .....(1.00)
Litigation Paralegal 1.00

Community Development

Associate Planner .....(1.00)
Project Planner 2.00

SUMMARY OF POSITIONS

Finance

Accountant II	1.00
Accounting Assistant	0.50
Billing Supervisor	1.00
Buyer	(1.00)
Streets Maintenance Worker II (Moved from Public Works)	0.05
Supervising Senior Accountant	(1.00)

Fire

Fire Captain	(1.00)
Fire Engineer	(3.00)
Fire Fighter	(1.00)

Library

Library Assistant I	(1.00)
Senior Library Technician	1.00
Senior Librarian	(1.00)
Supervising Librarian	1.00

Parks and Recreation

Grounds Maintenance Worker I	0.20
Park Project Technician	1.00
Park Ranger	1.00
Senior Grounds Maintenance Worker	1.00

Police

Police Property/Evidence Assistant	1.00
Police Officer	1.00

Public Works

Control Systems Operator Specialist	1.00
Streets Maintenance Worker II (Moved to Finance-Solid Waste)	(0.05)
Treatment Plant Maintenance Chief	(2.00)
Water Distribution Operator II	(1.00)
Water Resources Specialist	0.50
Water/Wastewater Planner/Scheduler	3.00

TOTAL POSITION CHANGES (in FTEs) 7.70

Position Changes for Fiscal Year 2015

Administrative Services

Information Systems Supervisor 1.00

Library

Senior Library Technician .....(0.80)

TOTAL POSITION CHANGES (in FTEs)..... 0.20

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Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM		**FY 2014**	**FY 2015**
Self Contained Breathing Apparatus (SCBA) ***Fire*** *To equip City firefighting personnel with up-to-date SCBA packs.* *FUNDING: General Fund Capital*	Non-recurring	-	462,000
Central Library Building Renovation ***Library*** *To reorganize the location of several functions at the Central Library in conjunction with the relocation of the Children's Library to the lower level.* *FUNDING: Fenton Davison Trust*	Non-recurring	-	-
Neighborhood Enhancement Program ***Neighborhood Improvement Task Force*** *A program to provide City residents in low-income neighborhoods with small project funds to address blight in their neighborhood.* *FUNDING: General Fund Capital*	Non-recurring	20,000	20,000
Cabrillo Ball Field Renovation ***Parks and Recreation*** *To renovate Cabrillo Ball Field to better serve Santa Barbara residents and visitors.* *FUNDING: General Fund Capital*	Non-recurring	75,000	183,000
Park Infrastructure Safety Program ***Parks and Recreation*** *To implement a comprehensive park infrastructure program to maintain park safety.* *FUNDING: General Fund Capital*	Recurring	100,000	100,000
Park Irrigation System Renovation ***Parks and Recreation*** *To implement a comprehensive program to replace and upgrade irrigation systems at 59 City parks and facilities. Ambassador Park and Pershing Ball Field are prioritized for FY 2014.* *FUNDING: General Fund Capital*	Recurring	150,000	-
Park Restroom Renovation Program ***Parks and Recreation*** *This project is to address significant deferred maintenance for the 23 restrooms in 19 parks. The Cabrillo Ball Field restroom will be renovated in FY2014.* *FUNDING: General Fund Capital*	Recurring	120,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	462,000	-
300,000	-	-	-	300,000	-
20,000	-	-	-	60,000	-
-	-	-	-	258,000	-
-	-	-	-	200,000	-
-	-	-	-	150,000	-
-	-	-	-	120,000	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL (Continued)		**FY 2014**	**FY 2015**
Parks & Rec Facilities Sign Replacement ***Parks and Recreation*** *To implement a comprehensive sign replacement program throughout the department's 59 parks and recreational facilities.* *FUNDING: General Fund Capital*	Recurring	100,000	50,000
Playground Replacement Program ***Parks and Recreation*** *The priority playground replacement project for FY2014 is Chase Palm Park. This program is a ten-year replacement schedule to maintain the City's 22 playgrounds in conformance with safety and accessibility standards.* *FUNDING: General Fund Capital*	Recurring	350,000	-
Pool ADA Regulatory Improvements ***Parks and Recreation*** *Upgrades to facilities and equipment to maintain compliance with, as well as conformance to, new Americans with Disabilities Act (ADA) regulations that are required at Los Baños and the Oak Park Wading Pool.* *FUNDING: General Fund Capital*	Non-recurring	150,000	70,000
Shoreline Park Safety Improvements ***Parks and Recreation*** *To complete phase one and continue with phase two of the project, to address the loss or potential loss of park amenities due to coastal bluff erosion and landslides as well as deteriorating facilities.* *FUNDING: General Fund Capital*	Non-recurring	30,000	-
ADA Transition Plan Implementation ***Public Works*** *This project covers building code requirements and occupational safety (OSHA) requirements for safety, monitoring, abatement, asbestos and Americans with Disabilities Act (ADA) compliance needs for General Fund buildings. All General Fund Buildings are required to abide by ADA/Title 24 guidelines.* *FUNDING: General Fund Capital*	Non-recurring	100,000	-
Walkways & Building Pathways ***Public Works*** *To repair and replace existing parking lots, concrete walkways, pathways, and driveways at General Fund buildings and parks throughout the City.* *FUNDING: General Fund Capital*	Recurring	100,000	100,000
Total General Fund Capital Program		**1,295,000**	**985,000**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	150,000	-
-	-	-	-	350,000	-
-	-	-	-	220,000	-
-	-	-	-	30,000	-
-	-	-	-	100,000	-
-	-	-	-	200,000	-
320,000	**-**	**-**	**-**	**2,600,000**	**-**

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
INFORMATION SYSTEMS FUND		**FY 2014**	**FY 2015**
Desktop Computer Replacement *To provide replacement and upgrade of General Fund workstations.*	Recurring	92,000	92,000
Financial Management System Replacement *The final year of a three-year funding plan to replace the City's in-house designed, built, and maintained Financial Management System (FMS) with a vendor provided and supported application. The new FMS will provide integrated financial system components, interfaces to other financial applications, and intelligent routing, workflow, and reporting.* *FUNDING: General Fund - $413,000; Enterprise Funds $620,000*	Non-recurring	1,033,000	-
Network Infrastructure *To provide replacement, upgrade, growth, and new technology improvements to the City's network and server/storage infrastructure. This includes: server hardware and server virtualization software, storage arrays, backup systems, network equipment, security and firewall equipment, and environmental support (HVAC) for computer hardware.*	Non-recurring	120,000	120,000
Public Wireless Access in City Facilities *To provide wireless technology to both the public (with direct Internet connection) and to authorized City mobile devices (with direct City network access) within larger City facilities. This will enable City staff with laptops or mobile devices to obtain network access and improve work productivity from any location within the facility.* *FUNDING: General Fund*	Non-recurring	15,000	-
Total Information Systems Fund		**1,260,000**	**212,000**
STREETS CAPITAL PROGRAM			
Bridges: Preventative Maintenance *For annual preventative bridge maintenance of publicly owned bridges within the City* *FUNDING: Streets Fund*	Recurring	75,000	75,000
Bridges: Mission Creek Bridge Replacement at Cabrillo Blvd *The project is to replace the existing Cabrillo Boulevard bridge over Mission Creek.* *FUNDING: Streets Fund*	Non-recurring	-	210,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	184,000	-
-	-	-	-	1,033,000	-
-	-	-	-	240,000	-
-	-	-	-	15,000	-
-	**-**	**-**	**-**	**1,472,000**	**-**
100,000	100,000	100,000	100,000	550,000	-
-	-	-	-	210,000	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
STREETS CAPITAL PROGRAM (Continued)		**FY 2014**	**FY 2015**
Corridor Improvements: Access to Cottage Hospital *To develop and evaluate a series of transportation improvement options supported by local residents and Cottage Hospital to carry forward as recommended alternatives in the PSR phase* *FUNDING: Streets Fund*	Non-recurring	115,000	-
Intersection Improvements: De La Vina and Arrellaga Streets *Install traffic signal at intersection of De La Vina and Arrellaga streets.* *FUNDING: Streets Fund*	Non-recurring	15,000	-
Drainage Improvements *Annual program to maintain, improve, and construct citywide public drainage facilities.* *FUNDING: Streets Fund*	Recurring	100,000	100,000
Intersection Improvements: Las Positas at Cliff Drive *This project is to improve traffic operations and reduce congestion at the State Route 225 (Las Positas Road)/Cliff Drive intersection during the morning (AM) and evening (PM) peak hours.* *FUNDING: Streets Fund*	Non-recurring	-	-
Lower Mission Creek Improvements *This project will coordinate, design and construct flood control improvements on Mission Creek from near Canon Perdido Street to the ocean to handle 20-year peak design floods using the US Army Corps of Engineers design, in cooperation with the County of Santa Barbara Flood Control.* *FUNDING: Streets Fund*	Recurring	75,000	75,000
Pavement Maintenance Program *Perform pavement slurry seal and repairs to city streets as part of the City's annual pavement maintenance program.* *FY 2014 FUNDING: Measure A Fund - $704,985; Streets Fund - $2,252,207; Streets Grants - $344,717* *FY 2015 FUNDING: Measure A Fund - $516,722; Streets Fund - $1,275,023; Streets Grants - $344,717*	Recurring	3,301,909	2,136,462

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	115,000	-
-	-	-	-	15,000	5,000
100,000	100,000	100,000	100,000	600,000	-
750,000	-	-	-	750,000	-
50,000	50,000	50,000	50,000	350,000	-
2,829,486	2,829,486	2,829,486	2,829,486	16,756,315	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
STREETS CAPITAL PROGRAM (Continued)		**FY 2014**	**FY 2015**
Sidewalk Infill Program *Annual installation of missing sidewalk links in the citywide sidewalk network.* *FUNDING: Transportation Development Act (TDA) Fund*	Recurring	71,677	71,377
Sidewalk Maintenance and Access Ramps *Replace existing sidewalks that are uplifted or depressed due to tree roots or other damage, and install access ramps to provide equal access to pedestrian facilities.* *FUNDING: Measure A Fund*	Recurring	350,000	350,000
Streetlight Improvements *Annual program to fund new mid-block streetlights and the replacement of existing streetlights throughout the city.* *FUNDING: Streets Fund*	Recurring	100,000	100,000
Streets Engineering *Provide ongoing engineering support to all Streets capital programs and projects, including surveying, public right-of-way transactions, and automated mapping updates.* *FUNDING: Streets Fund*	Recurring	150,000	150,000
Sycamore Creek Bridge Replacement at Punta Gorda Street *Bridge replacement and channel improvements at the Punta Gorda Street Bridge.* *FUNDING: Streets Fund*	Non-recurring	100,000	-
Traffic Safety and Capacity Improvement Program *Annual replacement program for traffic signals, intersections, and signage at specific locations in the City.* *FUNDING: Streets Fund*	Recurring	65,000	75,000
Traffic Signal Maintenance and Upgrade Program *This annual program includes the installation of battery backup systems, cabinet upgrades, LED replacements, power conditioning, and upgrades to traffic signal indications, detection equipment, poles/mast arms, accessible pedestrian devices, conduit, and other traffic signal communications upgrades.* *FUNDING: Streets Fund*	Recurring	190,000	200,000
Total Streets Capital Program		**4,708,586**	**3,542,839**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	143,054	-
350,000	500,000	500,000	500,000	2,550,000	-
100,000	100,000	100,000	100,000	600,000	-
-	-	-	-	300,000	-
-	-	-	-	100,000	-
50,000	50,000	50,000	50,000	340,000	5,000
200,000	200,000	200,000	200,000	1,190,000	-
4,529,486	**3,929,486**	**3,929,486**	**3,929,486**	**24,569,369**	**10,000**

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT		**FY 2014**	**FY 2015**
Andree Clark Bird Refuge Water Quality and Habitat Restoration *This project is to develop a comprehensive program to improve water quality and enhance native habitats of the Andree Clark Bird Refuge. In addition to poor water quality, issues to be addressed include sedimentation, overgrown emergent vegetation, non-native habitat, flood management, and the function of the weir gate.*	Non-recurring	150,000	150,000
Bacterial Reduction and Water Quality Program *Design and install targeted water quality treatment projects (such as dry weather diversions and active treatment) to reduce the discharge of polluted water into Santa Barbara creeks.*	Recurring	50,000	50,000
Capital Replacement – Storm Water Facilities *Set aside funds for the replacement of pumps and other hardware installed in water quality treatment projects.*	Recurring	25,000	25,000
Honda Valley Restoration *Restoration includes non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, removal of asphalt from the creek channel bottom, and improvement of trails and interpretive information.*	Non-recurring	-	-
Lower Mission Creek Restoration *The purpose of this project is to provide funds for planning, design, environmental review, permitting, and construction of the projects identified in the Laguna Watershed Study.*	Non-recurring	250,000	-
Las Positas Valley Restoration *The purpose of this project is to design and implement a creek restoration project in the lower Las Positas Valley.*	Non-recurring	300,000	300,000
Lighthouse Watershed Restoration *To restore the riparian corridor in La Mesa Park. Restoration may include non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, and improvement of trails and interpretive information.*	Non-recurring	-	-
Lower Arroyo Burro Restoration Program *Develop a restoration project for one of three reaches of lower Arroyo Burro.*	Non-recurring	300,000	300,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
150,000	300,000	300,000	300,000	1,350,000	-
50,000	50,000	50,000	50,000	300,000	-
25,000	25,000	25,000	25,000	150,000	-
75,000	100,000	100,000	100,000	375,000	-
150,000	-	-	-	400,000	-
300,000	-	-	-	900,000	-
-	-	50,000	100,000	150,000	-
300,000	-	-	-	900,000	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)		FY 2014	FY 2015
Mid-Arroyo Burro Restoration *To restore the riparian corridor in the mid-Arroyo Burro watershed (above Highway 101).*	Non-recurring	-	-
Mission Creek Restoration at Oak Park *Restore Mission Creek in Oak Park. Restoration may include non-native weed removal and re-vegetation with native plants, removal of steelhead passage barriers, biotechnical stabilization of eroding banks, removal of concrete from the creek channel, and improvement of trails and interpretive information.*	Non-recurring	50,000	50,000
Mission Lagoon/Laguna Channel Restoration & Management Program *Develop a management program for the Mission Creek Lagoon that includes habitat restoration and water quality improvements. The first phase of the program will be to identify priorities and study management alternatives. Additional phases will include preliminary design and environmental review.*	Non-recurring	400,000	200,000
Old Mission Creek At West Figueroa *To develop a storm water detention system to reduce bacteria, sediment, and other pollutants in storm water in Old Mission Creek, and to restore and enhance the riparian habitat adjacent to the creek.*	Non-recurring	-	-
Rattlesnake Creek Restoration Program *To restore upper Rattlesnake Creek, which may include using non-native weed removal and re-vegetation with native plants.*	Non-recurring	-	-
San Roque Creek Restoration *To restore the upper San Roque Creek watershed.*	Non-recurring	-	-
Stormwater Treatment Retrofit Projects (LID) *Design, permit, and construct a "Low Impact Development" (LID) demonstration project, or projects, on City-owned properties to improve creeks and ocean water quality.*	Recurring	150,000	400,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	150,000	200,000	200,000	550,000	-
-	-	-	-	100,000	-
-	-	-	-	600,000	-
-	-	150,000	150,000	300,000	-
-	100,000	250,000	250,000	600,000	-
-	150,000	250,000	250,000	650,000	-
150,000	150,000	150,000	150,000	1,150,000	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)		**FY 2014**	**FY 2015**
Sycamore Creek Watershed Restoration *To develop a restoration plan for Sycamore Creek that addresses creek bank restoration, water quality improvement, flood reduction, and riparian habitat enhancement.*	Non-recurring	-	-
Total Creeks Restoration & Water Quality Improvement		**1,675,000**	**1,475,000**
AIRPORT OPERATING CAPITAL PROGRAM			
Airport Operations Area Pavement Maintenance *Annual maintenance program for airport operations area pavement areas to include crack sealing, slurry seal, overlay, and reconstruction for the general aviation ramp on the east and west sides of the parallel runways.*	Recurring	-	-
Street Resurfacing Program *Annual maintenance program including crack/joint sealing, repairing failed pavement due to poor drainage, slurry seal, and reconstruction of cement and asphalt pavement at various Airport streets and parking lots.*	Recurring	-	-
Airport Utility Infrastructure *Annual maintenance program for Airport infrastructure that includes storm drain, sewer, water, and electrical facilities repair and replacement.*	Recurring	-	-
Leased Building Maintenance *Annual maintenance of and improvements to leased facilities, including painting and replacement of roofs, HVAC systems, and windows.*	Recurring	-	-
Total Airport Operating Capital Program		**-**	**-**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	100,000	150,000	150,000	400,000	-
1,200,000	**1,125,000**	**1,675,000**	**1,725,000**	**8,875,000**	**-**
150,000	150,000	150,000	150,000	600,000	-
150,000	150,000	150,000	150,000	600,000	-
50,000	50,000	50,000	50,000	200,000	-
150,000	150,000	150,000	150,000	600,000	-
500,000	**500,000**	**500,000**	**500,000**	**2,000,000**	**-**

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
DOWNTOWN PARKING FUND		**FY 2014**	**FY 2015**
Cota Commuter Lot Access Control *To install access control equipment in the Cota Commuter Parking Lot.*	Non-recurring	400,000	-
Downtown Parking Lot Directional Signage *To provide enhanced directional signage for the downtown parking facilities.*	Non-recurring	50,000	-
Elevator Modernizations *This project will upgrade or replace the elevator operating systems in five Downtown Parking garages within the City's parking structures.*	Non-recurring	80,000	-
Granada Garage (Lot 6) Ventilation *To evaluate the status of the ventilation and carbon monoxide detection system in the Granada Garage.*	Non-recurring	-	-
Lot 7 ADA Improvements *Improvements to bring Lot 7 up to Americans with Disabilities Act (ADA) standards.*	Non-recurring	-	70,000
Incorporation of Parking Lots into Depot Lot *Design and construction work to incorporate 235 State Street parking lot and Rey Road into the operation of the existing Depot Parking Lot.*	Non-recurring	-	100,000
Landscaping Sustainability Upgrades of Surface Parking Lots *To replace the existing landscaping and irrigation in the surface lots with drought tolerant sustainable landscaping and water conserving irrigation systems.*	Recurring	50,000	100,000
Lot 9 Mid-Level Traffic Coating *Replacement of existing mid-level traffic deck coating at the Lobero Parking Garage (Lot 9) located at 621 Anacapa Street. This deck coating seals the deck and prevents water intrusion.*	Non-recurring	75,000	-
New Exit Kiosk and Landscaping at Lot 5 *To install permanent manned kiosk and integrate it with its surrounding by installing appropriate landscaping and lighting at the new Victoria Street exit lane.*	Non-recurring	203,750	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	400,000	-
-	-	-	-	50,000	-
-	-	-	-	80,000	-
100,000	-	-	-	100,000	-
-	-	-	-	70,000	-
500,000	-	-	-	600,000	-
50,000	100,000	50,000	100,000	450,000	-
-	-	-	-	75,000	-
-	-	-	-	203,750	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
DOWNTOWN PARKING FUND (Continued)		**FY 2014**	**FY 2015**
Painting of Parking Structures *Regular and reoccurring painting of the interior and exterior of the parking garage structures. This work includes the painting of all interior and exterior walls, ceilings, columns and beams.*	Recurring	100,000	100,000
Parking Lot Maintenance and Annual Repair Program *Perform ongoing maintenance in the Downtown lots and structures such as landscaping, equipment enhancements, repairs, cleaning, and general maintenance in order to maintain integrity of structures and first-rate parking facilities.*	Recurring	300,000	300,000
Lot 3 Paseo Improvements *Upgrades the walking surfaces, landscaping, lighting and trash enclosures in the Lot 3 Paseo, located at the corner of Chapala and West Figueroa Streets.*	Non-recurring	-	50,000
Pavement, Surface, and Paseo Maintenance *Major repair or replacement of deteriorated asphalt, concrete, tile, or brick in the surface lots and paseos.*	Recurring	-	-
Lot 13 - Railway Express Agency Building Improvements *Building Improvements to certify 209 State Street prior to occupancy.*	Non-recurring	100,000	-
Revenue Control Enhancements *To replace computer monitors, ticket coders and columns, and upgrade the parking management software system.*	Non-recurring	-	50,000
Parking Security Camera System *Installation of security cameras and related infrastructure in the Downtown Parking Lots.*	Recurring	100,000	100,000
Surface Parking Lot Lighting *Design and lighting upgrades for surface parking lots.*	Non-recurring	-	-
Total Downtown Parking Fund		**1,458,750**	**870,000**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
100,000	100,000	100,000	100,000	600,000	-
300,000	300,000	300,000	300,000	1,800,000	-
250,000	-	-	-	300,000	-
200,000	200,000	200,000	200,000	800,000	-
-	-	-	-	100,000	-
50,000	-	-	-	100,000	-
100,000	50,000	50,000	50,000	450,000	-
90,000	90,000	135,000	-	315,000	-
1,740,000	**840,000**	**835,000**	**750,000**	**6,493,750**	**-**

CAPITAL BUDGET BY FUND

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
GOLF COURSE CAPITAL		**FY 2014**	**FY 2015**
Golf Club Infrastructure Renewal *Repair and replace key infrastructure including the golf clubhouse, proshop, cart barn, maintenance and related structures, restrooms, parking lots, and roadways. FY 14 funding includes re-roofing the clubhouse and 4th green restroom and maintenance road repairs.*	Non-recurring	70,000	15,000
Players' Course Improvements *Funded by $1 added to each greens fee paid at the Santa Barbara Golf Club, this pilot program will fund annual course improvements identified by golfers and recommended by the Golf Course Advisory Committee. The intent is to prioritize and fund improvements which directly improve the play for golfers, such as rebuilding tee complexes, bunkers and greens.*	Recurring	62,582	62,582
Total Golf Course Capital		**132,582**	**77,582**
FACILITIES CAPITAL FUND			
Cabrillo Pavilion and Bathhouse Improvements *Sewer, plumbing and spalling upgrades to the Cabrillo Pavilion and Bathhouse.*	Non-recurring	-	268,397
Carrillo Gym Improvements *To remove all spalling concrete, treat structural steel and replaster external walls of the gym. Project also includes re-roofing.*	Non-recurring	-	26,000
Central Library Improvements *Improvements to repaint exterior of the Central Library and replace existing security partition to Faulkner Gallery with an aluminum folding security gate. Project also includes additional interior paint, carpet replacement, and replacement of the fire protection system.*	Non-recurring	65,000	104,000
City Hall Improvements *Replacement of plumbing and drain lines for the second-floor men and women's restrooms, repaint and carpet replacement on first and third floors, and miscellaneous capital maintenance including painting, electrical, flooring and mechanical renewal. Project also includes exterior paint.*	Non-recurring	65,000	65,000
Community Development Carpet and Paint *Exterior paint and replacement of carpeting and repainting for the Building and Safety area of Community Development. Project includes disassembly, reassembly, and moving of modular furniture.*	Non-recurring	39,000	32,500

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	85,000	-
-	-	-	-	125,164	-
-	**-**	**-**	**-**	**210,164**	**-**
150,000	45,000	20,000	150,000	633,397	-
-	-	150,000	-	176,000	-
200,000	-	-	250,000	619,000	-
70,000	-	-	80,000	280,000	-
-	50,000	-	-	121,500	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
FACILITIES CAPITAL FUND (Continued)		**FY 2014**	**FY 2015**
Eastside Library Improvements *Improvements to the Eastside Library, including roof replacement and exterior paint.*	Non-recurring	-	-
Fire Station Improvements *Renovation of fire stations (FS) 2 and 4, including carpet replacement, exterior repaint, and kitchen upgrade. In future years, other FS improvements include roof replacement (FS 2, 5, & 7), kitchen remodel (FS 6), exterior door and window replacement (FS 3), carpet and paint (FS 5), and exterior paint (FS 4 & 7).*	Non-recurring	70,785	-
Mackenzie Park Building Improvements *Interior and exterior improvements, and reroofing of the Mackenzie Park adult building.*	Non-recurring	-	-
Miscellaneous Facilities Renewal *The project includes various smaller capital maintenance projects performed under contract, such as elevator upgrades, HVAC replacements, plumbing renewals, roofing replacements, and other projects under $10,000.* *FUNDING: General Fund - $55,000 (FY14); Facilities Capital*	Recurring	107,000	41,600
Miscellaneous Staff Projects *The project includes in-house labor and materials for various small renewal projects. Projects include complete and partial renewal of Parks restrooms, miscellaneous Parks structures including bandstands, and various painting and carpentry projects in City facilities.*	Recurring	79,350	161,397
Municipal Tennis Improvements *To repair and renovate the Municipal Tennis Facility for safety and security concerns and to enhance neighborhood and player use. This project includes outdoor lighting improvements and structural evaluation and repair.*	Non-recurring	148,720	86,838
Ortega Park Pool Building Improvements *Reroofing and renewal of the Ortega Park pool building.*	Non-recurring	-	-
Pershing Park Ball Field Lights *Replacement of old sports lighting systems with state-of-the art lighting with 100% cutoff fixtures. System will include an electronic control system for managing lighting schedules, high efficiency energy savings fixtures, and a 20-year maintenance agreement included in the capital cost.*	Non-recurring	478,400	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
50,000	-	20,000	-	70,000	-
50,000	50,000	100,000	140,000	410,785	-
-	-	200,000	-	200,000	-
50,000	50,000	50,000	50,000	348,600	-
80,000	80,000	80,000	80,000	560,747	-
-	-	-	-	235,558	-
-	40,000	-	-	40,000	-
-	-	-	-	478,400	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
FACILITIES CAPITAL FUND (Continued)		**FY 2014**	**FY 2015**
Police Building Improvements *The Police Department building has a number of systems that need capital maintenance renewal. This project will address various needs for renewal of exterior paint and cladding, plumbing, HVAC, electrical and mechanical systems and windows and doors. The project also includes interior paint and carpeting .*	Non-recurring	338,000	390,000
Public Works Carpet and Paint *Exterior paint and replacement of carpeting and repainting for the Engineering and main areas of Public Works.*	Non-recurring	-	-
Public Works Corporate Yard Improvements *Improvements include repaving (design and phase I), and renewal of mechanical systems and interior paint and flooring systems for the buildings located in the Public Works Corporate Yard.*	Non-recurring	123,740	91,000
Repaint Skaters Point *Repainting of the Skater's Point concrete, infrastructure and walls.*	Non-recurring	-	19,824
Repave Parking Lots *Scrape and repavement of the Laguna Parking Lot, and the parking lots for the Davis Center, Shoreline Park, and Skofield Park. Project will include all parking space restriping.*	Recurring	78,000	-
Park Restroom Renovation *Renewal of the upper Shoreline Park restrooms, including wall repair, paint, and replacement of plumbing and partitions. In future years, project also includes refurbishment of restrooms at Alameda Park and Chase Palm Park.*	Non-recurring	-	39,849
Westside Center Improvements *Improvements to Westside Center including auditorium roof replacement, refrigeration condensing unit replacement, and exterior door replacements.*	Non-recurring	-	110,279
Total Facilities Capital Fund		**1,592,995**	**1,436,684**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	450,000	200,000	-	1,378,000	-
50,000	100,000	-	-	150,000	-
-	-	-	-	214,740	-
-	-	-	-	19,824	-
200,000	150,000	80,000	100,000	608,000	-
-	30,000	-	50,000	119,849	-
-	-	-	-	110,279	-
900,000	**1,045,000**	**900,000**	**900,000**	**6,774,679**	**-**

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
FLEET REPLACEMENT FUND		**FY 2014**	**FY 2015**
Enterprise Fund Vehicle Replacement Program *Annual replacement of Enterprise Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.*	Recurring	1,708,141	835,474
General Fund Vehicle Replacement Program *Annual replacement of General Fund Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.*	Recurring	1,187,952	2,044,682
Total Fleet Replacement Fund		**2,896,093**	**2,880,156**
WASTEWATER FUND			
Accelerated Wastewater Collection System Rehabilitation *Repair, rehabilitation, and replacement program for City sanitary sewer mains that are proximate to City storm drain pipes.*	Recurring	900,000	900,000
El Estero Drain Restoration Project *Provides restorative site habitat for City Wastewater Fund-owned real property adjacent to the El Estero Wastewater Treatment Plant.*	Non-recurring	500,000	-
El Estero Wastewater Treatment Plant Process Improvements Program *Rehabilitation or replacement of the major equipment and process components at the El Estero Wastewater Treatment Plant. Includes rehabilitation of critical facilities including odor control systems, belt filter presses, and aeration blowers.*	Recurring	700,000	1,500,000
El Estero Wastewater Treatment Plant Maintenance Program *An annual program to ensure that the El Estero Wastewater Treatment Plant remains fully operational. Includes electrical and mechanical equipment replacement, integration of plant processes into the data/control (SCADA) system, and pipe replacement throughout the plant.*	Recurring	500,000	500,000
El Estero Wastewater Treatment Plant Air Process Improvements *Provides for engineering design and construction of process air system improvements associated with the facility's activated sludge secondary treatment process.*	Non-recurring	8,500,000	10,000,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
919,021	1,010,923	1,112,015	1,223,216	6,808,790	-
1,251,105	1,376,215	1,513,837	1,665,220	9,039,011	-
2,170,126	**2,387,138**	**2,625,852**	**2,888,436**	**15,847,801**	**-**
900,000	900,000	-	-	3,600,000	-
-	-	-	-	500,000	-
3,600,000	5,200,000	3,800,000	3,050,000	17,850,000	-
500,000	500,000	500,000	500,000	3,000,000	-
-	-	-	-	18,500,000	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
WASTEWATER FUND (Continued)		**FY 2014**	**FY 2015**
Lift Station Maintenance Program *Annual program of capital maintenance projects to keep the City's wastewater lift stations fully operational. Includes replacement of motor control centers, pumps, water level sensors, and other equipment to prevent lift station failures.*	Recurring	300,000	300,000
Sanitary Sewer Overflow Compliance Program *Undertake a variety of projects to ensure compliance with the Sanitary Sewer Overflow Rule requirements, including annual replacement or rehabilitation of 1% of the sewer collection lines and manholes, replacement of lift station force mains, and other studies and projects to maintain overflow compliance.*	Recurring	1,150,000	1,150,000
Total Wastewater Fund		**12,550,000**	**14,350,000**
WATER CAPITAL			
Cater Treatment Plant Equipment Rehabilitation *Annual capital program for the Cater Water Treatment Plant including baseline maintenance, filter media replacement, data/control system (SCADA) and equipment upgrades, and process improvements.*	Recurring	-	-
Distribution Pump Station Rehabilitation *Annual program for maintenance, repair, and upgrades to water facilities and equipment at the City's water distribution pump stations.*	Recurring	50,000	370,000
Distribution Reservoir Maintenance Program *Project includes baseline maintenance of the City's water storage reservoirs including upgrades of the Vic Trace Reservoir data/control system (SCADA), and erosion control at Reservoir No. 1 and El Cielito Reservoir.*	Recurring	-	-
Groundwater Supply Program *Annual program for baseline well system component maintenance and rehabilitation of the Ortega Groundwater Treatment plant and city wells.*	Recurring	-	1,580,000
Recycled Water Program *Project includes golf course reservoir data/control system (SCADA) upgrades, water conservation retrofits at City facilities, and baseline maintenance for the recycled water system.*	Recurring	125,000	135,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
300,000	300,000	300,000	300,000	1,800,000	-
1,150,000	1,150,000	1,150,000	1,150,000	6,900,000	-
6,450,000	**8,050,000**	**5,750,000**	**5,000,000**	**52,150,000**	**-**
300,000	305,000	310,000	355,000	1,270,000	-
1,585,000	570,000	1,065,000	120,000	3,760,000	-
540,000	1,090,000	190,000	650,000	2,470,000	-
210,000	2,225,000	75,000	740,000	4,830,000	-
125,000	225,000	875,000	125,000	1,610,000	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
WATER CAPITAL (Continued)		**FY 2014**	**FY 2015**
Recycled Water Treatment Technology *Replaces current Gravity Deep Bed filtration to a low pressure membrane technology.*	Non-recurring	6,800,000	1,000,000
Annual Water Main Replacement Program *Annual program of replacement of 1%, approximately 16,000 feet, of the City's water distribution piping system.*	Recurring	4,025,000	4,100,000
Total Water Capital		**11,000,000**	**7,185,000**
WATERFRONT FUND			
117 Harbor Way Electrical Improvements *Upgrade 117 Harbor Way building electrical system to meet code requirements. Project includes a new transformer and primary service to building.*	Non-recurring	-	150,000
125 Harbor Way Building Upgrade *Project includes replacement of 2nd story windows, balcony repairs, and painting the entire building.*	Non-recurring	90,000	-
Harbor Restrooms ADA Remodel Program *Restroom remodel for compliance with current building code and Americans with Disabilities Act (ADA).*	Recurring	-	200,000
Ice House Upgrade *Project includes possible replacement of evaporatvie condensor with energy efficient heat exchanger, new bearings, and new piping for refrigerant.*	Non-recurring	150,000	-
Marina 2 - 4 Endtie Replacement *Widen Marinas 2 - 4 end ties from 4' to 6' to meet current standards.*	Recurring	-	150,000
Marina Renovations Program *Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.*	Recurring	250,000	250,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	7,800,000	-
3,100,000	2,600,000	2,600,000	3,100,000	19,525,000	-
5,860,000	**7,015,000**	**5,115,000**	**5,090,000**	**41,265,000**	**-**
-	-	-	-	150,000	-
-	-	-	-	90,000	-
-	200,000	-	150,000	550,000	-
-	-	-	-	150,000	(15,000)
-	150,000	-	-	300,000	-
250,000	250,000	250,000	275,000	1,525,000	-

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
WATERFRONT FUND		**FY 2014**	**FY 2015**
Marina One Replacement *Design phases 5 - 8 of the Marina One Replacement Project in FY2014. Construction Phase 5, "J" and "K" dock fingers in FY2015.*	Recurring	100,000	1,676,000
Parking Equipment Infrastructure Replacement *To replace existing honor fee kiosks with automated self pay system.*	Recurring	200,000	100,000
Recoat Passenger Loading Ramp *Remove, sandblast, and recoat Stearns Wharf passenger loading ramp gangway and platform.*	Non-recurring	30,000	-
Replace Hoists 1, 2, 3 & 4 *Replace motors, prep & paint steel on the hoists and replace cable & rigging for hoists 1, 2, 3 & 4 on the City pier.*	Recurring	-	-
Replace Lift Stations at Stearns Wharf *Replace sewer lift station control units.*	Non-recurring	-	25,000
Sea Landing Sidewalk & Landscaping *Project includes replacement of sidewalk along Sea Landing, installation of new handrails, and landscaping.*	Non-recurring	250,000	-
Seawall Handrail and Sidewalk Repairs *Ongoing program to repair seawall sink holes created by tidal action that washes out soil and creates void spaces under sidewalks.*	Recurring	50,000	30,000
Stearns Wharf Heavy Timber & Pile Replacement *Annual wharf pile driving and timber replacement program to ensure structural integrity of Stearns Wharf.*	Recurring	350,000	400,000
Stearns Wharf Waterline Replacement *To replace approximately 2,000 linear feet of 8" waterline and to provide reliable water service to businesses on Stearns Wharf.*	Non-recurring	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
-	-	-	-	1,776,000	(10,000)
-	-	-	-	300,000	-
-	-	-	-	30,000	-
50,000	-	50,000	-	100,000	-
-	-	-	-	25,000	-
-	-	-	-	250,000	10,000
30,000	30,000	30,000	30,000	200,000	-
425,000	425,000	425,000	425,000	2,450,000	-
-	-	-	200,000	200,000	(2,000)

Project Title	Project Type	TWO-YEAR FINANCIAL PLAN	
WATERFRONT FUND (Continued)		**FY 2014**	**FY 2015**
Parking Lot Maintenance Program *Scheduled maintenance to the eight Waterfront area parking lots, including slurry and crack sealing, painting, and traffic striping in Harbor West lot and maintenance yard.*	Recurring	75,000	80,000
Total Waterfront Fund		**1,545,000**	**3,061,000**
Total Capital		**40,114,006**	**36,075,261**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Annual Oper. Cost/(Savings) at Completion
FY 2016	FY 2017	FY 2018	FY 2019		
300,000	80,000	80,000	80,000	695,000	-
1,055,000	**1,135,000**	**835,000**	**1,160,000**	**8,791,000**	**(17,000)**
24,724,612	**26,026,624**	**22,165,338**	**21,942,922**	**171,048,763**	**(7,000)**

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General Fund

	Fiscal Year				
Operating Budget:	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 103,619,682	$ 106,518,556	$ 109,993,968	$ 111,232,179	$ 114,135,905
Expenditures	101,709,039	106,719,984	105,267,038	110,877,179	112,939,954
Operating surplus	1,910,643	(201,428)	4,726,930	355,000	1,195,951
Capital budget:					
Capital revenue	41,142	583,854	432,325	-	-
Capital budget	1,332,296	2,205,411	1,046,359	1,295,000	985,000
Net addition to (use of) reserve	$ 619,489	$ (1,822,985)	$ 4,112,896	$ (940,000)	$ 210,951

BACKGROUND

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

Some of the costs associated with providing these services are recovered through fees and service charges, or through inter-fund charges (i.e., charges to other funds for services provided by General Fund departments). However, the large majority of these costs are funded from general tax revenues. For example, the three largest tax revenues in the General Fund - sales taxes, property taxes, and transient occupancy taxes – account for $62,762,394 (56%) of the total $111,232,179 fiscal year 2014 budgeted operating revenues. Only $10,536,663 (9.5%) of total revenues is from fees, and $15,990,584 (14%) is from inter-fund charges.

The revenue composition of the City's General Fund, which heavily relies on general tax revenues as the primary funding source for its programs and services, is fairly common in local government. General taxes, such as property taxes, sales taxes, utility users' taxes, transient occupancy ("bed") taxes, are the traditional revenue sources of a local government's general fund operations.

In the case of the City of Santa Barbara, tax revenues ($72,690,594) comprise 65% of total budgeted revenues in the General Fund. Although not unusual, the specific composition of taxes in the City has proven to be not only a strength, but at times a weakness. With sales tax and transient occupancy tax revenues being two of the top three revenues, both of which are fairly elastic to economic swings, the General Fund is susceptible to financial boons and setbacks. This was the case during the recession of the early 1990's and, more recently, in the aftermath of September 11, 2001 terrorist attacks and the ensuing economic downturn. As a tourist destination

General Fund

for local, domestic and international visitors, the events of September 11, 2001, had an immediate and significant downward impact on sales tax and transient occupancy tax revenues.

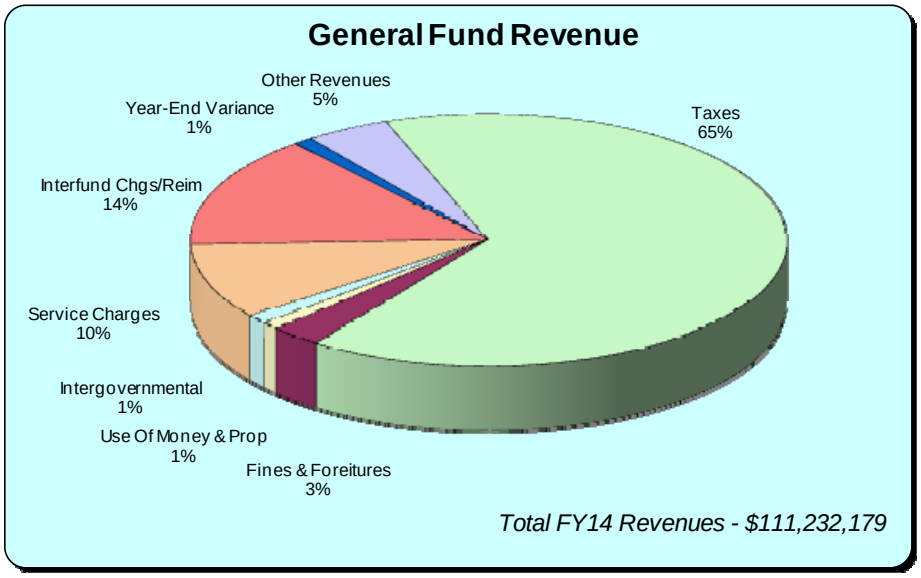
Expenditures, on the other hand, are generally less volatile and thus more predictable. Because General Fund services are labor-intensive, salary and related benefit costs ($86,216,101) comprise over three-quarters of the total General Fund operating budget. As a result, during economic downturns when revenues flatten or decline, cutting expenditures without reducing staffing levels is very difficult. For example, during the most recent economic downturn, the General Fund eliminated a number of positions to offset revenue losses and other cost increases.

SUMMARY OF ADOPTED FY 2014 BUDGET

As shown in the table at the top of the previous page, the adopted fiscal year 2014 General Fund operating budget projects total revenue of $111.2 million to fund an operating budget of $110.9 million. The operating surplus ($355,000), along with capital reserves of $940,000, is sufficient to fund the entire planned capital program for fiscal year 2014.

Operating Revenues

The chart on the right displays the General Fund's major revenue sources. Taxes, budgeted at $72,690,594, still constitute the largest source of General Fund revenue (65% of total revenues). Inter-fund Charges and Reimbursements, which represent payments to the General Fund from other City funds for various services provided to those funds, is the second largest category at 14%.



Within the taxes category, property tax revenues make up 23% of total revenue, followed by sales and use taxes at 20%, and then transient occupancy tax revenues at 14.6%. In recent years, the General Fund's property tax revenue base has been modified by State action changing the way in which vehicle license fees (VLF) are allocated. In connection with the adoption of its fiscal year 2005 budget, the State implemented what is termed the "VLF for Property Tax Swap of 2004", and also referred to as the "triple flip", which eliminated approximately 90% of VLF revenues and

General Fund

replaced them with an equal amount of property taxes. In fiscal year 2006, the swap became a permanent adjustment to the receipt of VLF and property tax revenues, resulting in approximately $5 million in additional property taxes in fiscal year 2006 and a corresponding reduction in VLF revenues. Given the growth rates realized over the last ten years in the city's property tax revenues, this swap actually provides not only greater growth potential in these revenues, but a more stable revenue base given the volatile nature of VLF payments over recent years.

Overall, staff is projecting modest growth in the General Fund's major tax revenues in fiscal year 2014. Additional detail is presented on the following page, but growth rates are projected to be between -10.4% and 10.2%, depending on the particular revenue. We are anticipating continued growth in fiscal year 2015.

Taxes

Overall, the adopted fiscal year 2014 tax revenue estimate is .6% above the projected fiscal year 2013 year-end amounts. The table below details the City's tax revenues with amounts presented for the adopted budget and projected fiscal year 2013 year-end actual amounts, and the two-year financial plan (including the adopted budget for fiscal year 2014). The "percentage growth" amounts compare the fiscal year 2013 projected year-end amounts to the adopted fiscal year 2014 budget and the adopted fiscal year 2014 budget to the proposed fiscal year 2015 budget.

	Fiscal 2013 Budget	Fiscal 2013 Projected	Fiscal 2014 Adopted	Fiscal 2015 Proposed	FY14 % Growth	FY15 % Growth
Sales and Use	*19,560,700*	*19,999,200*	*20,690,000*	*21,420,000*	*3.5%*	*3.5%*
County 1/2 Cent Sales Tax	*373,231*	*381,541*	*394,894*	*408,715*	*3.5%*	*3.5%*
Sales and Use	$ 19,933,931	$ 20,380,741	$ 21,084,894	$ 21,828,715	3.5%	3.5%
Utility Users	7,015,200	6,838,530	6,975,300	7,115,000	2.0%	2.0%
Property *	24,904,503	27,298,497	25,475,500	25,972,900	-6.7%	2.0%
Transient Occupancy	14,489,200	14,706,700	16,202,000	17,013,000	10.2%	5.0%
Business License	2,220,780	2,442,460	2,415,000	2,441,100	-1.1%	1.1%
Real Property Transfer	356,180	600,000	537,900	543,300	-10.4%	1.0%
Total Taxes	$ 68,919,794	$ 72,266,928	$ 72,690,594	$ 74,914,015	0.6%	3.1%

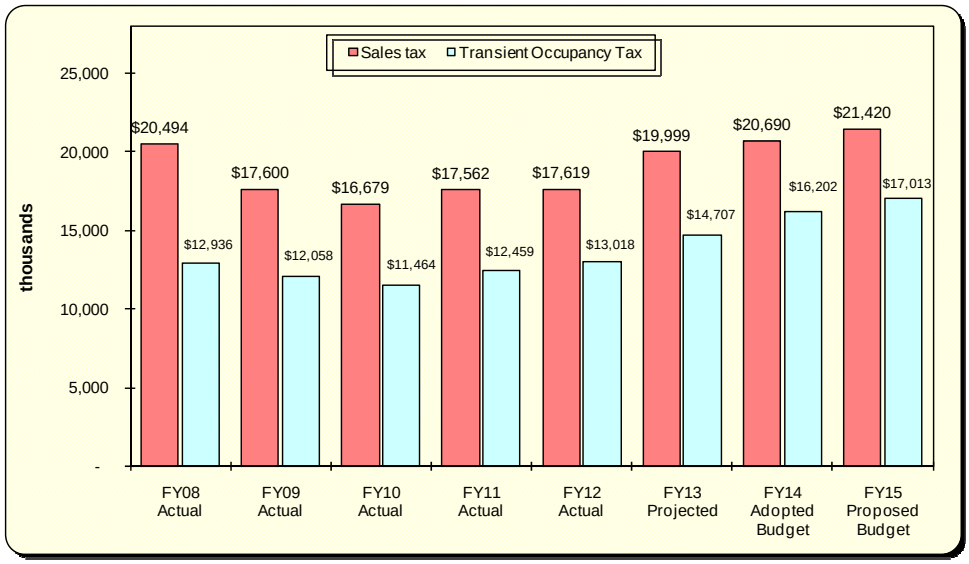
* *Fiscal 2013 Projected includes one-time Redistribution of RDA Assets ($2,297,713)*

This comparison presents a clearer picture of the growth rates staff projected for fiscal years 2014 and 2015 and is consistent with the way staff develops the revenue estimates. Staff begins by evaluating fiscal year 2013 year-to-date amounts and projects estimated year-end balances. Then projections for the two-year financial plan years are developed based upon the prior year-end estimates, less any adjustments for any structural changes.

As the table above indicates, the City is projecting 3.5% growth in sales tax revenue. As the City's second largest and most economically sensitive revenue source, staff tends to be somewhat conservative with sales tax projections. A negative variance of only 1% in the sales tax projection translates into a revenue loss of over $211,000. In addition, sales tax is more difficult to project because of the significant delay in the state's reporting of actual results. In projecting

General Fund

sales tax growth rates, staff also considers projections developed by the State Franchise Tax Board and the City's sales tax consultant.



As the chart on the right indicates, both sales tax and transient occupancy tax declined significantly from fiscal year 2008 to 2010, but have both shown strong growth since then. Transient Occupancy Tax (TOT) revenues are budgeted to have 10.2% growth in fiscal year 2014 and 5% growth in fiscal year 2015. Unlike sales tax, the City receives TOT on a monthly basis and, therefore, it is somewhat more predictable.

Until fiscal year 2010, Property Tax continued to show strong growth, proving to be the City's most stable and reliable tax revenue. Between 1997 and 2006, even in the midst of the recession, property tax revenues grew an average of 8.5% per year. Staff is projecting 2% growth in this revenue for the next couple fiscal years anticipating continued recovery in assessed values after the recent housing market decline. As can be seen in the tax table on the preceding page, the projected revenues for fiscal year 2013 of $25 million (without the one-time RDA redistribution) show virtually no change from the $24.9 million budget because of the recent housing market declines.

Revenue from the City's 6% utility users tax (UUT) is split between the General Fund and the Streets Fund. Pursuant to City ordinance, 50% of the City's UUT is restricted to streets and roads and is budgeted in the Streets Fund. The other 50% is unrestricted and is budgeted in the General Fund. UUT is projected to increase 2% in each of the next two years. The City's utility users tax revenue is volatile from year to year as commodity prices for energy increase and decrease over time. While averaging 2.6%, historical growth percentages in UUT over the past 10 years have ranged from a low of -0.9% in 2011 to a high of 7% in 2006. Given the volatility in this particular revenue, staff feels that the 2% growth estimate is realistic for fiscal year 2014.

Fines and Forfeitures

This revenue category is projected to provide over $3.1 million in General Fund revenue (3%). By far, the largest item in this group is parking fines, which are anticipated to generate over $2.6 million of the $3.1 million total.

General Fund

Use of Money and Property

This category, totaling almost $1.1 million (1% of total General Fund revenue) is comprised of two items. The first, and smaller, is the rents and leases earned on General Fund properties, primarily the three Community Centers in the City. This provides approximately $396,000.

The more significant revenue in this category is investment income. The fiscal year 2014 budget for investment income is over $676,000. This is down from the fiscal year 2013 budget of over $729,000 and the fiscal year-end projection of $846,000.

Intergovernmental

Intergovernmental revenues are projected to contribute over $1.3 million (1.2%) to the General Fund budget. This is lower than the amount projected for the fiscal year 2013 year-end amount of $1.7 million. The decrease is due primarily to lower Fire Department mutual aid reimbursement revenue ($279,000). The fiscal year 2013 year-end estimate for mutual aid reimbursement revenue is over $679,000 and, in fiscal year 2014, is budgeted conservatively at $400,000. This revenue is a state reimbursement of the Fire Department for direct overtime and indirect overhead costs incurred while providing mutual aid assistance to other fire agencies. The revenue can fluctuate significantly depending on the number of significant fire incidents requiring assistance to other fire agencies each year.

Service Charges

After taxes and inter-fund charges, service charges are the third largest revenue category in the General Fund. In total, service charges are projected to provide almost $10.5 million (9.5%) of

	Fiscal 2012 Actual	Fiscal 2013 Amended	Fiscal 2014 Adopted	Fiscal 2015 Proposed	FY14 % Growth	FY15 % Growth
Administrative Services	$ 1,265	$ 1,200	$ 1,224	$ 1,248	2.0%	2.0%
City Administrator	179,169	168,195	235,879	236,563	40.2%	0.3%
City Attorney	229	200	204	208	2.0%	2.0%
Community Development	4,076,058	4,347,916	4,485,375	4,554,627	3.2%	1.5%
Comm Promotions/Gen. Gov't.	-	-	926,598	949,905	N/A	2.5%
Finance	884,995	880,301	42,283	42,428	-95.2%	0.3%
Fire	241,936	200,827	210,353	210,955	4.7%	0.3%
Library	33,668	41,750	35,000	35,000	-16.2%	0.0%
Parks & Recreation	2,645,943	2,497,968	2,942,774	2,999,013	17.8%	1.9%
Police	749,286	798,899	815,547	832,507	2.1%	2.1%
Public Works	787,092	773,415	841,426	844,621	8.8%	0.4%
Total	$ 9,599,641	$ 9,710,671	$ 10,536,663	$ 10,707,075	8.5%	1.6%

General Fund revenue. As the table above indicates, the adopted fiscal year 2014 amount is nearly $826,000 (8.5%) over the amended fiscal year 2013 amount. In many cases, the total projected increase in revenue is due to an overall increase in anticipated activity levels reflecting continued recovery from the recent economic decline. The largest changes include a 40.2%

General Fund

increase in the City Administrator's Office due to an increase in the public, educational, and government (PEG) fee from 0.4% to 1% to fund capital needs for CityTV and TVSB, and a 95.2% decline in the Finance Department because the trash hauler billing administration fee was shifted to the Community Promotions/General Government program to more appropriately account for it.

While there is always sensitivity to increased fees for government services, staff believes it is important that the City establish fee levels to recover a reasonable portion of the costs of providing those services. Service costs not recovered through program fees must be subsidized with tax revenue. While this may be appropriate in some cases, as a rule, staff believes that the users of the services ought to bear the costs of providing them. However, in most cases, the City's current fee levels still recover only a fraction of the cost of providing the services.

Inter-Fund Charges and Reimbursements

This category of revenue represents reimbursements to the General Fund for services provided to the City's Enterprise and Special Revenue funds. The adopted fiscal year 2014 budget contains almost $16 million from this revenue source, representing 14% of total General Fund revenue. Four items, as discussed below, account for over $14.4 million of the total.

The General Fund's overhead allocation represents just $6.3 million. These are charges to the City's Enterprise and Special Revenue funds for administrative services provided by the General Fund. Examples of the services provided include payroll, accounts payable, accounting, human resources, legal, City Clerk and City Administrator support. Each administrative service is individually allocated based upon usage. For example, payroll costs are allocated based upon the number of paychecks issued for each fund.

The Public Works department generates $4.8 million from engineering charges to City projects. Virtually all of these charges are for engineering support of capital projects. When the General Fund-paid engineering staff works on a capital project, the cost of their time is charged to that project.

The Airport pays almost $2 million to the General Fund for Fire Department staffing of the Airport Rescue and Firefighting (ARFF) program. This is the fire station at the Airport that provides specialized and FAA-mandated fire and rescue services. The Airport pays for the direct costs of the firefighters as well as all associated costs of maintaining the station and equipment and an allocated overhead.

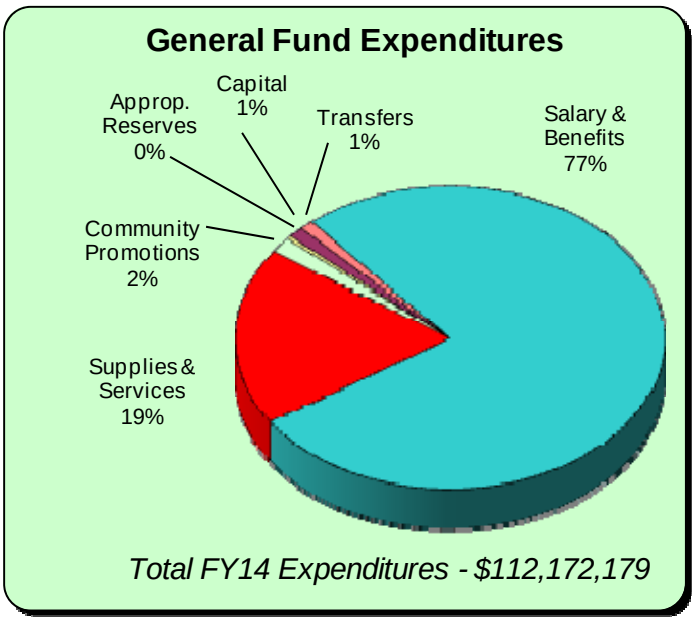
The General Fund is also reimbursed by the Streets Fund for street-related administrative and direct costs that are budgeted in the General Fund. This includes activities in Public Works and the reimbursement of a portion of the Forestry Program in the Parks and Recreation department to maintain the city's street trees. The Streets reimbursement to the General Fund is budgeted at $1.3 million in fiscal year 2014.

General Fund

EXPENDITURES

As mentioned at the beginning of this section, overall General Fund operating expenditures in the adopted fiscal year 2014 budget are $110.9 million. Including a capital program of $1.3 million, the total adopted General Fund budget is nearly $112.2 million.

The chart to the right displays the adopted budget, including capital, by object of expenditure. As is always the case, salaries and benefits (77%) represent the largest portion of the General Fund budget. Expenditures for supplies and services make up 19% of the total adopted budget.



Capital expenditures represent 1% of the General Fund budget. As indicated in the chart, the Community Promotion budget comprises 2% of the budget. The Community Promotion program accounts for City contributions to various civic events such as Old Spanish Days and Summer Solstice, as well as to organizations such as the Conference and Visitors Bureau.

The table on the next page summarizes General Fund operating expenditures by department for the adopted fiscal year 2013 budget, the fiscal 2013 amended budget, and the adopted two-year financial plan for fiscal years 2014 and 2015. The percentage change columns are based on the change from fiscal year 2013 amended budget to the adopted fiscal year 2014 budget and the change from the adopted fiscal year 2014 budget to the proposed fiscal year 2015 budget.

General Fund

General Fund Departments

	Fiscal 2013 Adopted	Fiscal 2013 Amended	Fiscal 2014 Adopted	Fiscal 2015 Proposed	FY14 % Growth	FY15 % Growth
Administrative Services	$ 1,733,693	$ 1,733,693	$ 2,202,048	$ 1,960,106	27.0%	-11.0%
City Administrator	1,992,727	2,024,572	2,115,016	2,177,589	4.5%	3.0%
City Attorney	2,002,890	2,011,215	2,095,929	2,191,189	4.2%	4.5%
Community Development	9,393,655	9,445,221	9,801,959	10,131,021	3.8%	3.4%
Finance	4,669,234	4,707,377	4,790,422	5,002,322	1.8%	4.4%
Fire	21,789,550	21,791,218	22,281,011	23,075,856	2.2%	3.6%
Library	4,271,279	4,678,836	4,473,135	4,617,980	-4.4%	3.2%
Mayor & Council	737,693	737,693	740,831	765,003	0.4%	3.3%
Community Promotions	3,051,460	3,329,402	3,341,684	2,869,880	0.4%	-14.1%
Parks and Recreation	13,196,345	13,266,038	14,183,127	14,517,835	6.9%	2.4%
Police	35,765,758	35,779,942	37,399,738	37,894,982	4.5%	1.3%
Public Works	7,151,385	7,214,777	7,452,279	7,736,191	3.3%	3.8%
Total	$105,755,669	$106,719,984	$110,877,179	$ 112,939,954	3.9%	1.9%

As the table indicates, while the General Fund operating budget for fiscal year 2014 is only 3.9% above the fiscal year 2013 amended budget, the individual General Fund departmental budgets are, in some cases, significantly above or below the fiscal year 2013 amended budget. All department budgets contain increases in salaries and benefit costs in fiscal year 2014 because of the impact of negotiated salary contracts as well as the rising cost of health insurance premiums and retirement costs. However, the Library budget is actually lower than the fiscal year 2013 amended budget because of a one-time capital purchase last year; the library purchased self-check and payment kiosks which enable the public to pay library fees and check out their own books. The Administrative Services Department's budget is 27% above the fiscal year 2013 primarily because significant funding for the municipal election was not included in the fiscal year 2013 amended budget since municipal elections only occur every other year.

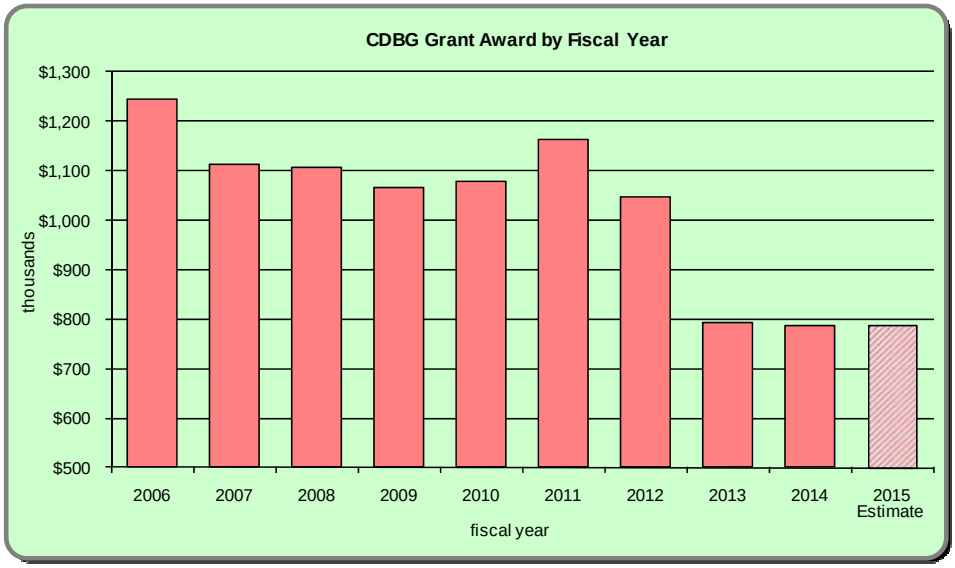
Special Revenue Funds

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Operating Budget:	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
	Fiscal Year				
CDBG Revenue	$ 1,554,078	$ 1,732,621	$ 792,279	$ 787,989	$ 787,989
Program Income	236,003	400,000	511,501	400,000	400,000
Total Revenue	1,790,081	2,132,621	1,303,780	1,187,989	1,187,989
Operating Expenditure	1,790,084	2,132,621	1,298,456	1,187,989	1,187,989
Net addition to (use of) reserves	$ (3)	$ -	$ 5,324	$ -	$ -

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

Over the last several years, federal budget actions have adversely impacted the City's annual CDBG award. The chart below indicates that since fiscal year 2006 the City's grant award has declined nearly $456,000 (36.6%) to a projected grant amount of almost $788,000 for fiscal year 2014. Although the City's grant award has declined since the peak award of $1.471 million in fiscal year 2002, the City is still enjoying substantially greater CDBG funding than in the early 1990s when grant amounts were approximately $800,000. The City remains concerned that federal budget actions may continue to adversely affect the programs supported by the CDBG grant program.

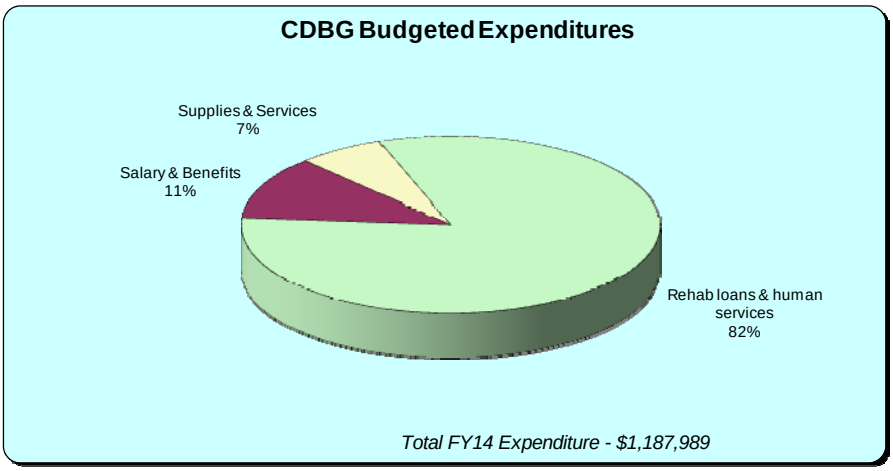


Besides the annual federal grant award, the other major source of revenue in this fund comes from repayments of the housing loans issued under the housing rehabilitation program.

Special Revenue Funds

As of June 30, 2012, the City had almost $6.41 million in outstanding CDBG funded housing rehabilitation loans. The City maintains a "revolving" loan fund so that as loan repayments are received the funds are re-appropriated and loaned again. As in past years, the adopted fiscal year 2014 budget includes an estimated amount for loan repayments (also known as "program income"). The estimate is based upon an analysis of the scheduled monthly payments for all outstanding loans. Because the routine repayments are quite predictable, they are included in the budget. As indicated in the table at the top of the previous page, loan repayments for fiscal year 2014 are projected to be $400,000. In some years, loan repayments significantly exceed expectations. For example, in fiscal year 2004 loan repayments were approximately $750,000, $350,000 ahead of budget. The additional amounts represent unscheduled pre-payments of loan balances due to property sales or re-financings. Due to the indeterminate nature of these prepayments, no attempt is made to include them in the budget. In the event significant prepayments are received during the year, a supplemental appropriation will be requested from the City Council.

The chart below displays the CDBG budget by category of expenditure. Human service grants (including community capital grants) and housing rehabilitation loans represent 82% of the budget.



The CDBG human services grants are allocated, along with the General Fund human services funding, based upon recommendations submitted to the City Council by the City's Community Development and Human Services Committee. The Committee's recommendations for fiscal year 2014 grant awards, to be funded from the adopted fiscal year 2014 budget, were recently submitted to and approved by the City Council.

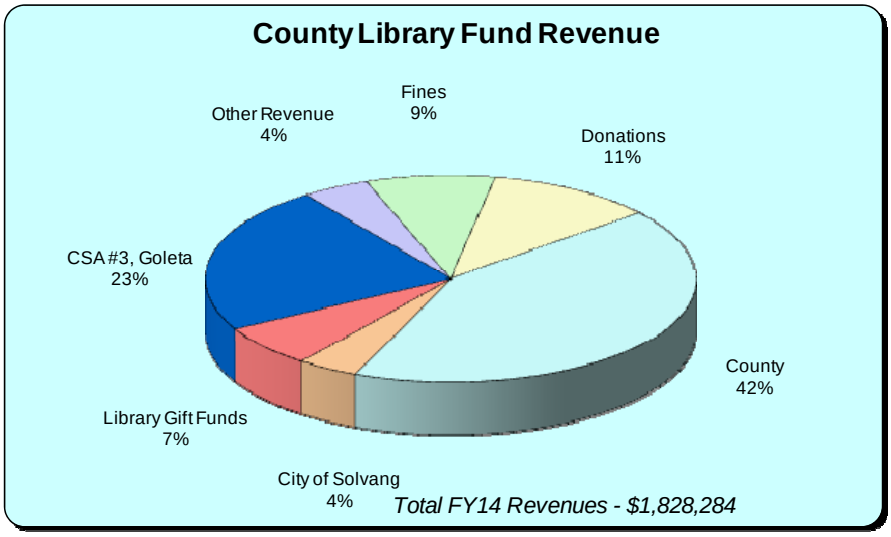
All requests for housing rehabilitation loans are evaluated by program staff and are submitted to the City's Loan Committee for approval. The Loan Committee is comprised of the Assistant City Administrator, Assistant City Administrator/Community Development Director, and the Finance Director. The Loan Committee can approve loans up to $60,000. Loans of more than $60,000 require approval of City Council.

Special Revenue Funds

COUNTY LIBRARY FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 1,924,436	$ 1,849,920	$ 1,846,482	$ 1,828,284	$ 1,832,311
Operating expenditures	1,891,944	2,050,848	2,042,787	1,998,055	2,005,888
Net addition to (use of) reserves	$ 32,492	$ (200,928)	$ (196,305)	$ (169,771)	$ (173,577)

The County Library Fund accounts for the costs of providing a full range of library services to the residents of Solvang, Santa Ynez, Los Olivos, Carpinteria, Montecito, and Goleta, under contract with the County of Santa Barbara. The chart below indicates that revenue to support these services comes from a variety of sources including the County, the cities of Solvang and Carpinteria, fines, fees and donations. Additional funds for the Goleta library are provided by a special assessment (CSA #3). Although in the past additional contributions from various "Friends of the Library" community groups were received occasionally; since the state funding no longer supports public libraries, the friends and communities have stepped forward to support their local libraries. The budget includes the use of $196,590 in contributions from the Friends of the Goleta, Montecito, Carpinteria, and Solvang libraries used to support some of the program staffing at those libraries. No City of Santa Barbara funds are included in the County Library Fund budget.

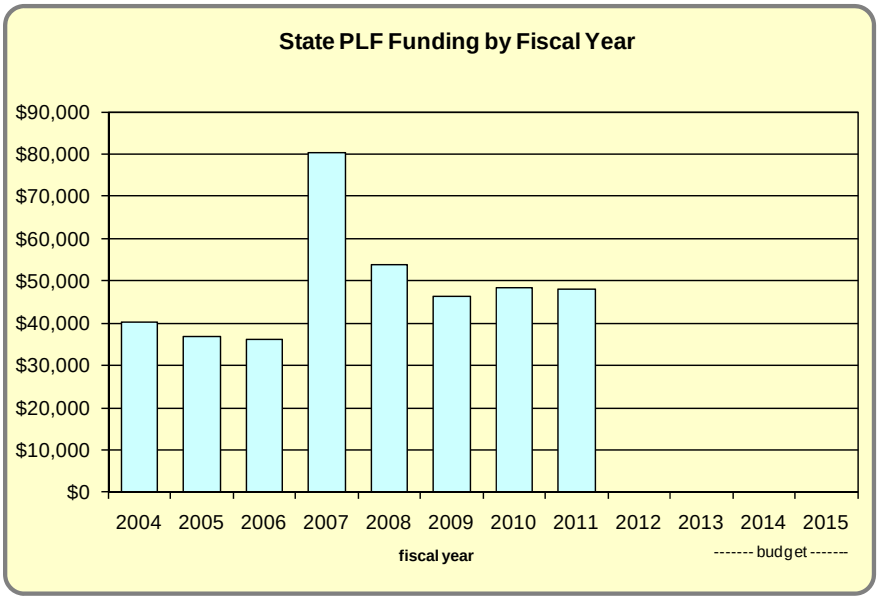


Under the terms of the agreement between the City and the County, the City is compensated for managing these County library services. The City's General Fund receives an administration fee amounting to 9% of the annual County appropriation for County (non-City) resident library services.

The adopted fiscal year 2014 budget is based upon staff's best estimates of next year's funding levels from both the County and the State. Changes in the level of either of these revenue sources will require corresponding program and expenditure adjustments. Since neither the State nor the County generally adopt a budget prior to the July 1st start of the fiscal year, such adjustments are usually brought before the Council in the fall of each fiscal year.

Special Revenue Funds

This County Library System continues to be impacted by the elimination of the State Public Library Fund (PLF) funding in recent years. This funding source was a major source of funding for libraries statewide. The funding was temporarily restored in fiscal year 2007 to $80,324. Much less than the historical high of $151,600 in fiscal year 2000, this funding was eliminated in the fiscal year 2012 budget and has not been restored since. We continue to be hopeful that funding may be restored in future years.



The adopted budget also contains the use of approximately $121,333 in Library gift funds to offset the continuing impacts of fiscal pressures. The gift funds will be used to supplement funding for the acquisition of collection materials.

Special Revenue Funds

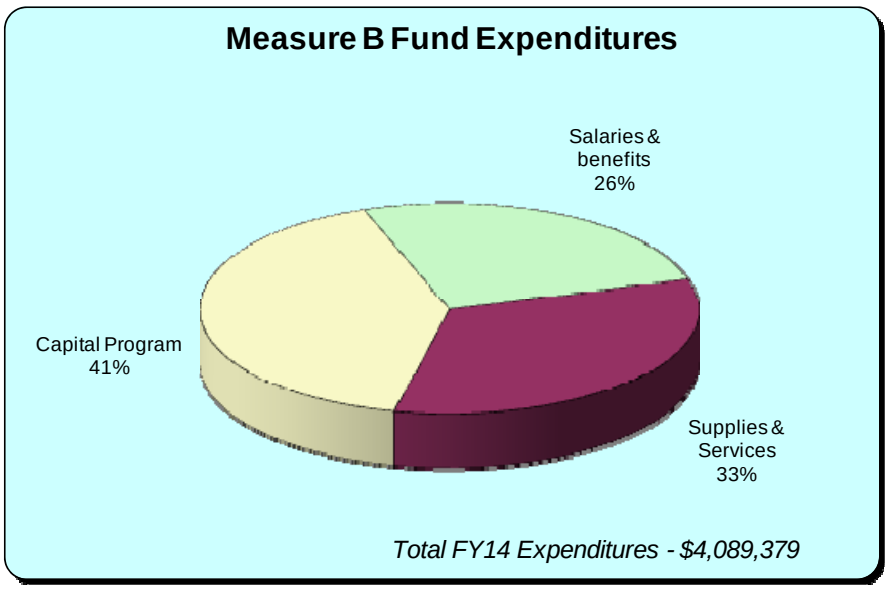
CREEKS RESTORATION & WATER QUALITY IMPROVEMENT (MEASURE B) FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 3,842,617	$ 7,057,292	$ 3,170,701	$ 3,367,572	$ 3,520,172
Operating expenditures	1,672,879	2,455,960	2,191,636	2,414,379	2,446,706
Operating surplus	2,169,738	4,601,332	979,065	953,193	1,073,466
Capital Budget	1,803,665	9,801,367	714,442	1,675,000	1,475,000
Net addition to (use of) reserves	$ 366,073	$ (5,200,035)	$ 264,623	$ (721,807)	$ (401,534)

In November 2000, the City's voters overwhelmingly approved Measure B, which increased the City's transient occupancy tax from 10% to 12% effective January 1, 2001. Under the terms of the measure, all proceeds from the additional 2% are restricted for use in the City's Creeks Restoration and Water Quality Improvement Program. In order to meet the intent of the measure, the City opened a Special Revenue Fund (Creeks Fund) to account solely for all revenues and expenditures associated with this program.

The Creeks Restoration and Water Quality Improvement Program is managed by the City's Parks and Recreation Department. Under the direction of the Parks and Recreation Director, the Creeks Restoration and Water Quality Improvement Manager manages the program.

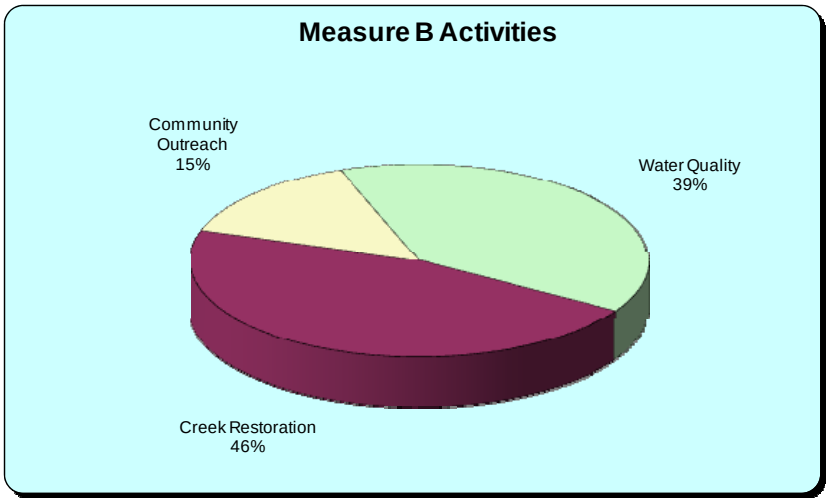
The adopted revenues for fiscal year 2014 are nearly $3.4 million. $112,600 of the budgeted revenue is projected to come from investment income. The balance, just over $3.2 million, is projected to come from the two-percent transient occupancy tax (TOT). The $3.4 million TOT estimate for fiscal year 2014 is consistent with the assumptions used to budget the General Fund's TOT. An additional $721,807 from the Creeks Fund reserves, will fund the fiscal year 2014 Creeks capital program.



Special Revenue Funds

The chart above displays the expenditure budget by major category. As the chart indicates, 41% of the budget is dedicated to capital ($1.7 million). Fiscal year 2014 capital projects include low impact development projects ($150,000), the bacterial reduction program ($50,000), the Andree Clark Bird Refuge Water Quality and Habitat Restoration ($150,000), Mission Creek restoration at Oak Park ($50,000), lower Mission Creek restoration ($250,000), Las Positas Valley restoration ($300,000), lower Arroyo Burro restoration program ($300,000), Mission Lagoon/Laguna Channel restoration and management program ($400,000), and capital replacement funds ($25,000).

With salary and benefit costs representing only 26% of the operating budget, the Measure B Fund more closely resembles one of the City's Enterprise Funds rather than the General Fund. The chart below displays the adopted budget (operating and capital) by activity. Water Quality activities comprise approximately $1.6 million (39%) of the budget with specific focus on creek clean-ups ($115,000), water quality testing ($70,000), water quality and habitat research ($50,000), maintenance of water quality improvement projects ($60,000) and residential street sweeping ($197,305). Two Water Resources Specialist positions provide technical business assistance, storm drain monitoring, and manage compliance with State storm water regulations. Also, a Water Quality Research Coordinator develops and coordinates water quality improvement efforts while a full-time Code Enforcement Officer provides storm water pollution enforcement and water quality monitoring.



Creek Restoration activities comprise 46% of the budget and include a full-time Restoration Planner position, maintenance of a native plant nursery, restoration projects on Old Mission Creek at Bohnett Park and the Arroyo Burro Estuary ($30,000), management of neighborhood creek re-vegetation projects ($40,000), and management of Mission Creek fish passage projects, an invasive plant removal program ($40,000), the Upper Las Positas Creek Restoration and Storm Water Management Project ($60,000), and the Creek Tree Program ($30,000).

Community Outreach activities comprise approximately $590,185 (15%) of the budget and include a full-time Outreach Coordinator position, and programs such as youth education ($60,000), clean water business and neighborhood enrichment ($30,000), as well as $126,000 for production and airing of bilingual radio, television, print, and online educational campaigns and advertising. The

Special Revenue Funds

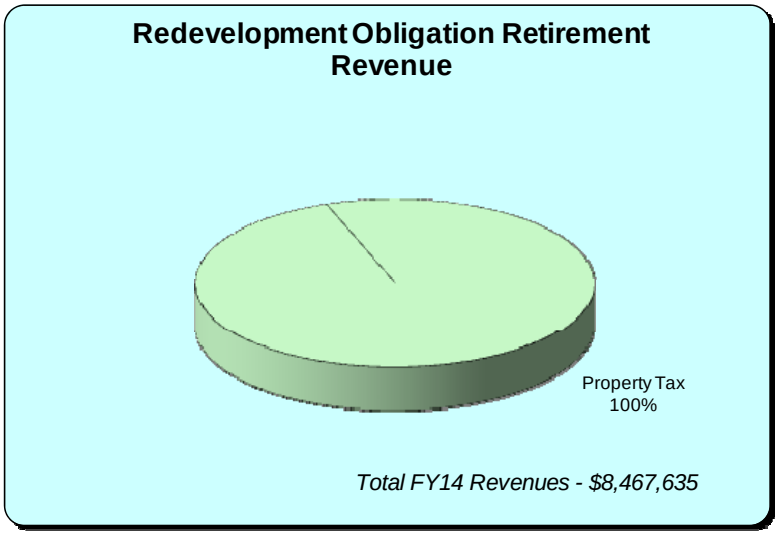
adopted budget also includes public outreach activities through the monthly meetings of the Creeks Advisory Committee, community creek restoration and water quality events (such as the annual Creek Week celebration), collaborative projects with community organizations and other public agencies (such as the Adopt-a-Beach Program), and the development of educational materials.

Special Revenue Funds

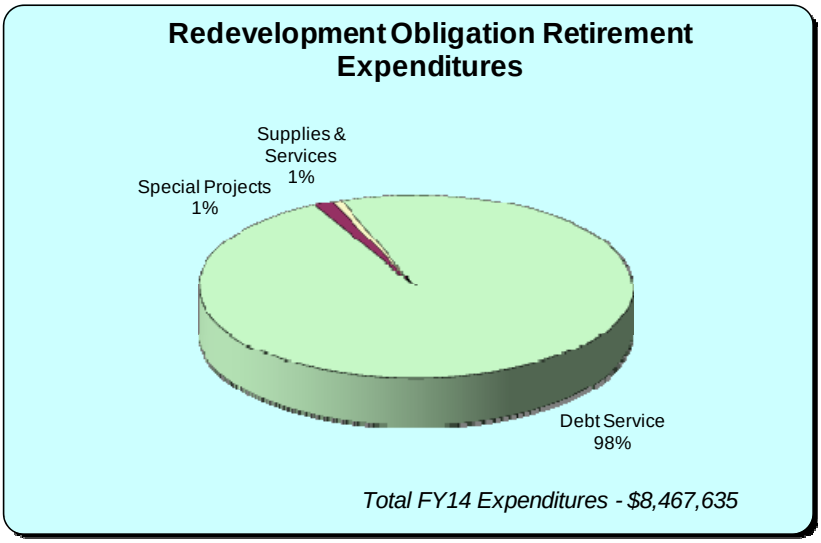
REDEVELOPMENT OBLIGATION RETIREMENT FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 14,750,090	$ 9,196,100	$ 8,613,393	$ 8,467,635	$ 8,469,975
Operating expenditures	9,213,296	9,207,914	12,186,820	8,467,635	8,469,975
Operating surplus	5,536,794	(11,814)	(3,573,427)	-	-
Capital Budget	22,496,320	2,060,443	-	-	-
Net addition to (use of) reserves	$ (16,959,526)	$ (2,072,257)	$ (3,573,427)	$ -	$ -

The adopted fiscal year 2014 Redevelopment Obligation Retirement budget includes almost $8.5 million in budgeted revenue, which is entirely from the incremental property tax ("tax increment") generated from within the former Redevelopment Agency's (RDA) one project area. With the recent statewide dissolution of redevelopment agencies, a Successor Agency was established to manage the payment of the former RDA's outstanding debt obligations. This budget reflects the costs of the Successor Agency.



As shown in the below chart, almost $8.2 million (98%) of the total budget is for the payment of debt obligations. The remaining portion of the budget is for staff and administrative costs related to the retirement of the outstanding obligations. The Redevelopment Obligation Retirement Fund has three outstanding tax allocation bonds. The former RDA issued its final (non-housing) bond in December 2003,

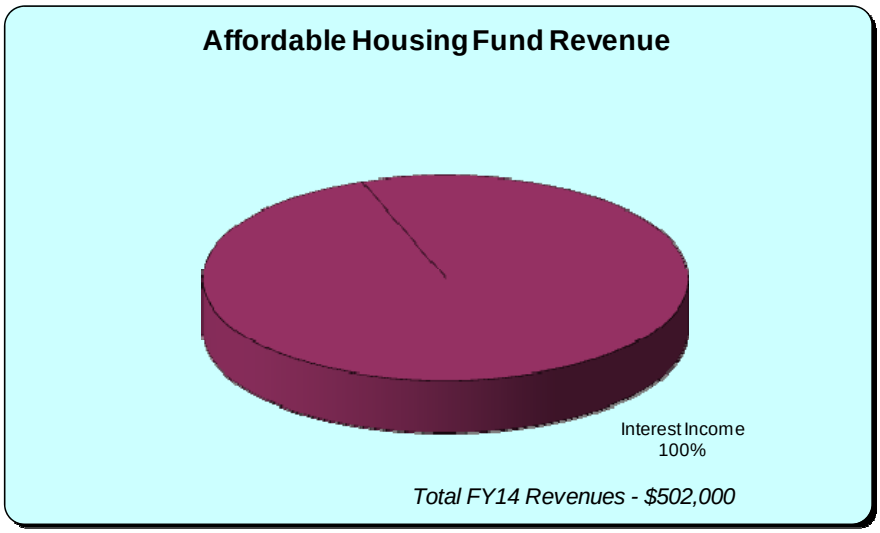


Special Revenue Funds

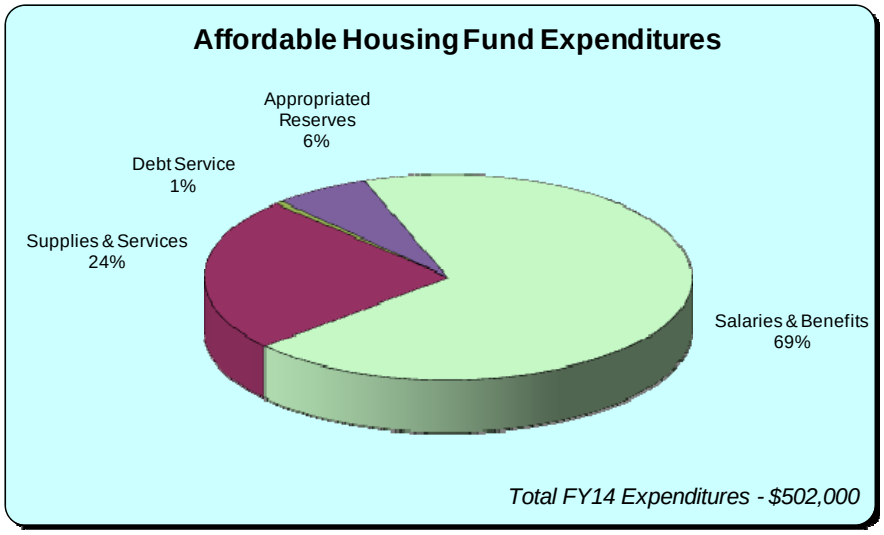
CITY AFFORDABLE HOUSING FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 354,232	$ 445,750	$ 502,000	$ 502,000	$ 502,000
Operating expenditures	285,373	490,224	390,326	502,000	502,000
Net addition to (use of) reserves	$ 68,859	$ (44,474)	$ 111,674	$ -	$ -

The adopted fiscal year 2014 Affordable Housing Fund budget includes $502,000 in estimated revenue with a matching operating budget. The entire $502,000 in budgeted revenue is interest income on investments ($2,000) and on housing loans ($500,000). As of June 30, 2012, the Housing Fund had over $49 million of outstanding low and moderate-income housing loans.



As the chart below indicates, the Housing Fund's expenditure budget for fiscal year 2014 includes salaries and benefits for the 2.95 full-time equivalent positions (69%) and supplies and services (24%). With the recent dissolution of Redevelopment, the Housing Fund no longer receives significant funding from the Redevelopment Agency to direct significant resources, in the form of housing grants and loans, towards what many consider to be the most pressing need facing the Santa Barbara area - developing and maintaining affordable housing. The primary purpose of this fund is now managing the monitoring and compliance for the existing housing loan portfolio.

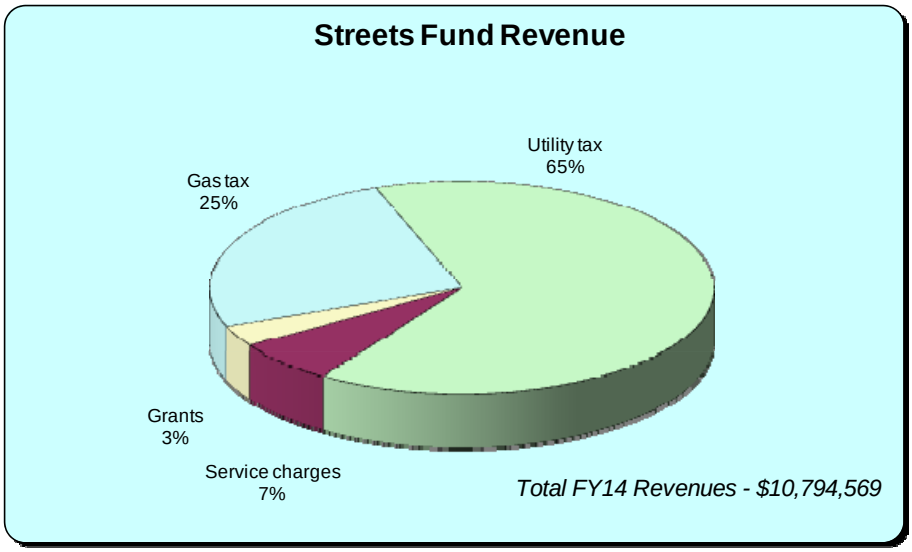


Special Revenue Funds

STREETS FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 15,799,335	$ 24,328,720	$ 13,681,324	$ 10,794,569	$ 10,659,844
Operating expenditures	7,268,330	7,860,595	7,567,012	8,024,868	8,105,279
Operating surplus	8,531,005	16,468,125	6,114,312	2,769,701	2,554,565
Capital Budget	8,809,279	20,638,471	7,092,058	3,581,924	2,604,740
Net addition to (use of) reserves	$ (278,274)	$ (4,170,346)	$ (977,746)	$ (812,223)	$ (50,175)

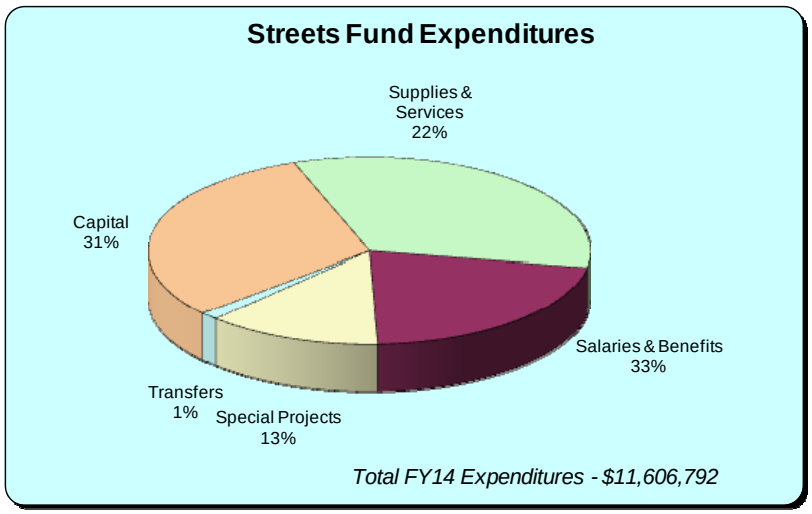
The Streets Fund accounts for all City-funded streets operations, maintenance and capital. Until fiscal year 2004, the Streets Fund was strictly a capital fund used to budget and account for streets capital projects. Prior to that time, all City-funded streets operations and maintenance activities were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



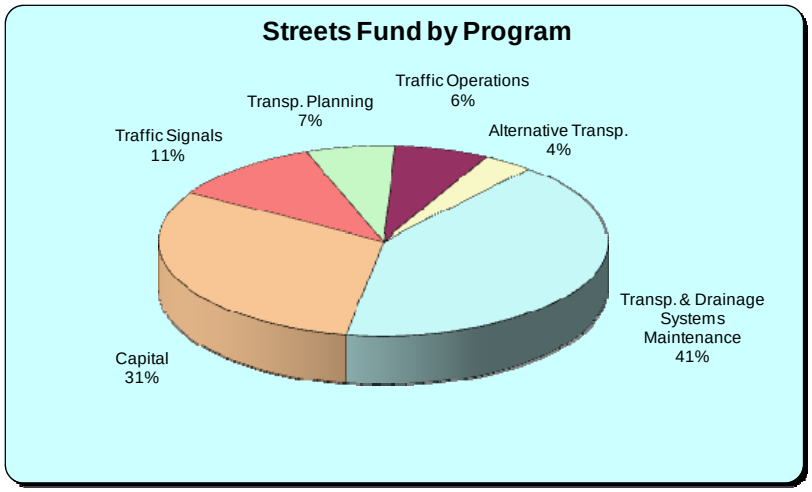
The chart to the right summarizes the Streets Fund revenue sources. The single largest revenue source is utility users' tax ($7 million). As required by City ordinance, fifty percent of the City's 5.75%, utility users' tax revenue is restricted to use for streets operations, maintenance, and capital. Gas tax ($2.7 million) is the other significant revenue source. The gas tax revenue received by the City is a portion of the state's 39.5 cents per gallon tax on fuel used to propel a motor vehicle or aircraft. Article XIX of the California Constitution restricts the use of gas tax revenue to research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit. The funds are distributed by the state on a per capita basis, and each year, the City is audited by the State Controller's Office to ensure that the funds are used in accordance with state law. The Streets Fund is also projecting the receipt of almost $345,000 in state grants.

Special Revenue Funds

The chart to the right summarizes the Street Fund expenditures by object. In addition to the capital projects funded primarily from grants, the Streets capital program of $3.6 million includes $2.3 million for the annual pavement maintenance program and $190,000 for the annual traffic signal maintenance and upgrade program. The capital program also includes $65,000 for the annual traffic safety and capacity improvement program which replaces streetlights and signage and improves safety of intersections in the City.



The chart to the right summarizes the Streets Fund expenditure budget by program activity. Besides capital, the largest activity is the Transportation and Drainage Systems Maintenance ($4.8 million). This activity includes maintenance and repair of streets, sidewalks, storm drains, traffic signage and markings and other infrastructure within the public right-of-way.

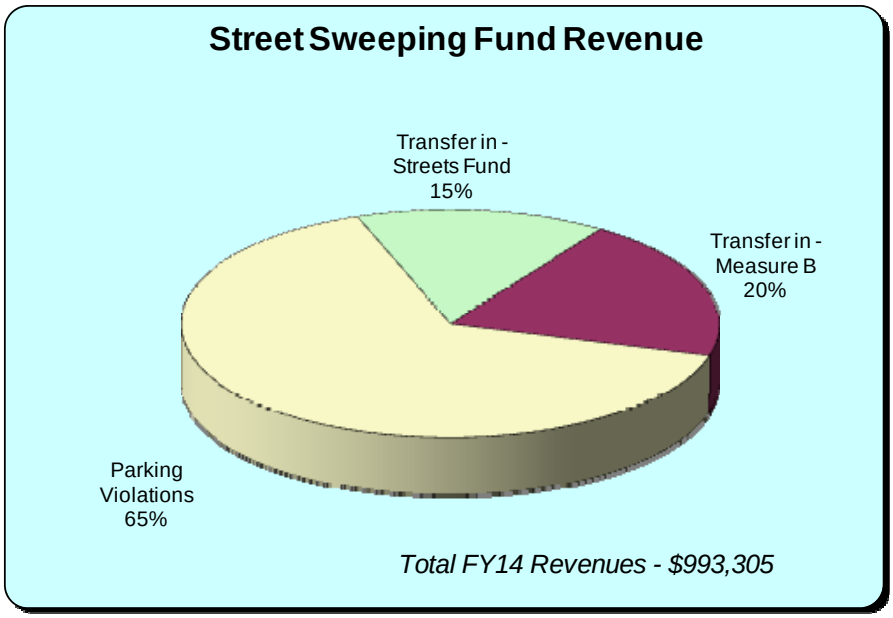


Special Revenue Funds

STREET SWEEPING FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Total Revenue	$ 968,374	$ 996,677	$ 987,558	$ 993,305	$ 999,224
Operating expenditures	921,836	931,801	921,562	977,560	990,634
Net addition to (use of) reserves	$ 46,538	$ 64,876	$ 65,996	$ 15,745	$ 8,590

The Street Sweeping Fund was first established in fiscal year 2005. It consolidates all of the City's street sweeping operations into one dedicated fund. The City's street sweeping operation was previously accounted for in the Streets Fund.



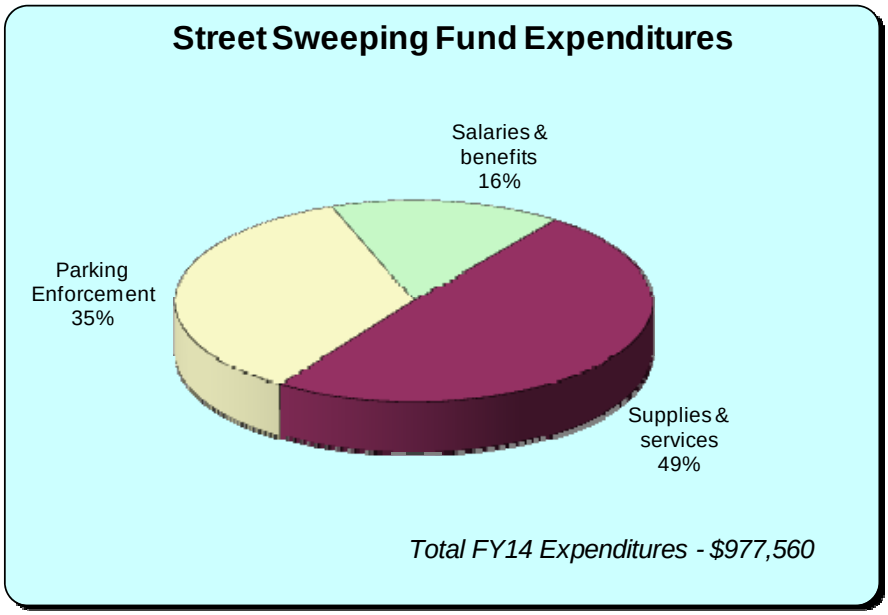
As displayed in the chart to the right, there are two sources of street sweeping revenue. The largest revenue source is parking violations ($646,000). Parking tickets are issued to vehicles that are not moved off the streets during posted street sweeping times. The police department's parking enforcement officers issue an average of 500 parking citations each week in support of the program. Revenue generated from these parking citations is returned to the Street Sweeping Fund. The balance of revenue is transferred from other City funds. The transfers are from the Streets Fund ($150,000) and the Creeks Restoration/Water Quality ("Measure B") Fund ($197,305). The Measure B contribution is used to fund a portion of the expanded residential street sweeping program.

In fiscal year 2000, the City's street sweeping program was limited to the downtown commercial area. In October 2001, the residential street sweeping program began as a pilot program on the Westside and was expanded to the Eastside in October 2003. In October 2004, expansion continued to the Upper Eastside, Westside, West Beach and Samarkand areas, and in October

Special Revenue Funds

2006, street sweeping began in the Braemar, Sea Ranch, Alan Road, Hidden Valley and Lower and East Mesa areas. In fiscal year 2009 the Bel Air and the Upper Mesa areas were added to the program and in fiscal year 2010, the City completed the final sweeping program expansion into the San Roque area. Approximately 80% of the City's streets are now swept on a regular schedule.

The remaining 20% of the City is excluded from the street sweeping program, because in the remaining Riviera and Foothill areas, roads are steep and narrow, there are no curbs or areas pose a risk to the street sweeping vehicles.



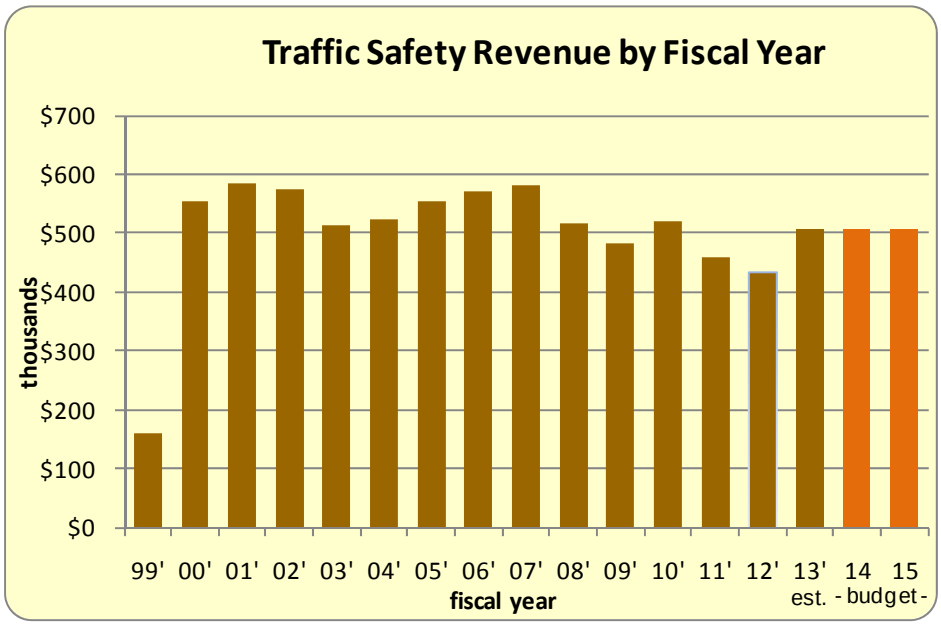
The chart to left summarizes the fund's expenditures. Salaries and benefits constitute 16% of the fund's total budget. Currently, street sweeping is handled through a combination of contract and in-house resources. The supplies and services category includes funds for the contract sweeping portion of the program ($337,500). The other expenditure category is for parking enforcement. Approximately $341,000 is reimbursed to the City's Police Department (General Fund) for the costs of enforcing the street sweeping-related parking restrictions. With anticipated parking citation revenue of $646,000, the net use of reserves in the Street Sweeping Fund in fiscal year 2014 will be approximately $16,000.

Special Revenue Funds

TRAFFIC SAFETY FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Total Revenue	$ 433,735	$ 506,204	$ 506,204	$ 506,204	$ 506,204
Operating expenditures	433,735	506,204	506,204	506,204	506,204
Total Expenditures	433,735	506,204	506,204	506,204	506,204
Net addition to (use of) reserves	$ -	$ -	$ -	$ -	$ -

Pursuant to state law, the City must deposit all fines and forfeitures received as a result of citations issued by City police officers for Vehicle Code violations into a special "Traffic Safety Fund." These funds may be used solely for traffic control devices, maintenance of equipment and supplies for traffic law enforcement, traffic accident prevention, the maintenance, improvement or construction of public streets, bridges or culverts, and the compensation of school crossing guards who are not regular, full-time employees of the City's Police Department. The County pays these funds to the City. After being recorded in the City's Traffic Safety Fund as required by law, virtually the entire amount received is transferred to the General Fund and is expended by the Police Department for traffic law enforcement and school crossing guards. The small amount of operating expenditures recorded within the Traffic Safety Fund ($35,000) is payment for blood testing on individuals suspected of driving while intoxicated.



As the chart indicates, there was a substantial increase in the City's Traffic Safety revenue in fiscal year 2000. Effective with fiscal year 1999, State legislation changed the Vehicle Code to allocate to cities fees paid for "court supervised programs" (i.e., traffic schools) in lieu of base fines. The City began receiving this additional revenue in fiscal year 2000. Since this change in State law, the amounts received by the City have been fairly stable at around $500,000 or more. The fiscal year 2014 estimate is $506,204.

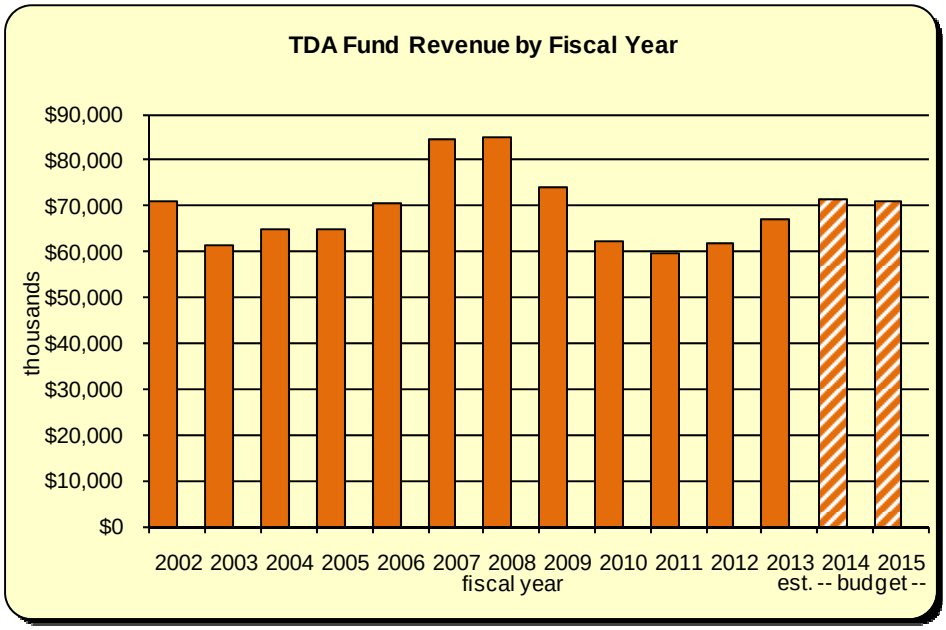
Special Revenue Funds

TRANSPORTATION DEVELOPMENT FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 61,832	$ 66,013	$ 67,239	$ 71,677	$ 71,377
Capital expenditures	61,834	268,839	211,308	71,677	71,377
Net addition to (use of) reserves	$ (2)	$ (202,826)	$ (144,069)	$ -	$ -

The Transportation Development Act of 1971 established a local 0.25% gasoline sales tax designated for countywide transportation purposes. The City's share of funds, disbursed by the County, is restricted for capital expenditures in support of alternative transportation, including sidewalks and bikeways. Each year, the City receives approximately $68,000 of TDA revenues. This revenue along with annual interest income earned on accumulated balances is appropriated each year to the Street Capital Program.

Because of the relatively small amount of TDA revenue received annually, the proceeds are often accumulated over multiple years in order to fund specific projects. For example, in fiscal year 2013, the amended budget for the TDA fund included the use of nearly $269,000 of accumulated prior year balances for the Streets Capital Program. That balance represented over four years of accumulated TDA revenues. In fiscal year 2014, the TDA revenue is fully appropriated in the Sidewalk In-Fill Program.



As the chart to the left indicates, the fund's revenue dipped a few times over the last 12 years due to reduced interest earnings because of economic declines. However, TDA funding itself has remained relatively constant since 2002, averaging approximately $60,000 per year. In fiscal year 2014, $68,177 is budgeted, with the balance of revenue ($3,500) attributable to interest income.

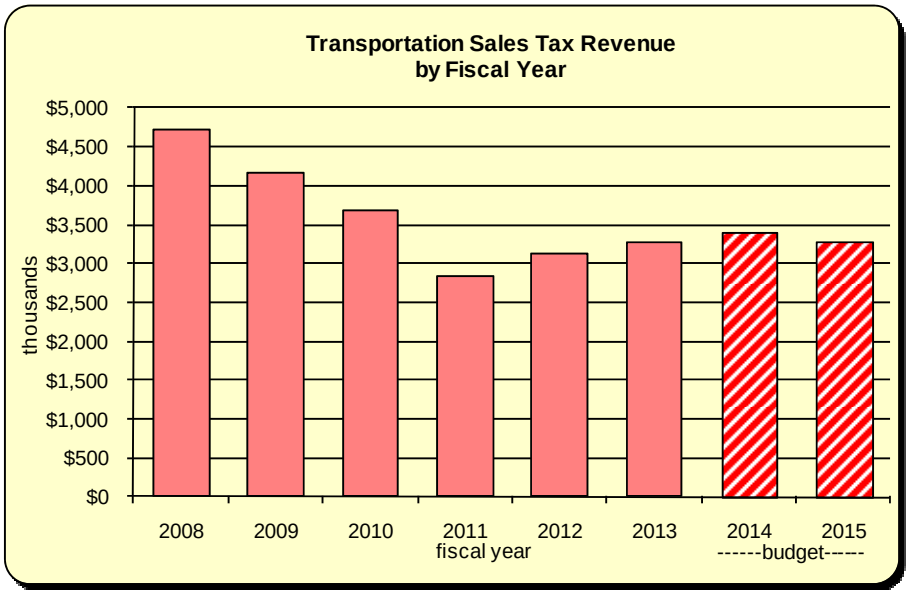
Special Revenue Funds

TRANSPORTATION SALES TAX (MEASURE A) FUND

	Fiscal Year				
Revenues	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Transportation sales tax	$ 3,128,354	$ 3,008,638	$ 3,276,488	$ 3,397,816	$ 3,293,129
Interest income	56,721	12,600	35,071	13,600	12,400
Total revenue	3,185,075	3,021,238	3,311,559	3,411,416	3,305,529
Operating expenditure	2,134,328	2,540,205	2,252,500	2,356,431	2,438,807
Operating surplus	1,050,747	481,033	1,059,059	1,054,985	866,722
Capital budget	1,887,771	2,448,891	2,215,062	1,054,985	866,722
Net addition to (use of) reserves	$ (837,024)	$ (1,967,858)	$ (1,156,003)	$ -	$ -

The Transportation Sales Tax fund is also known as the "Measure A" Fund after the designation of the ballot proposition approved by Santa Barbara County voters in November 2008. The ballot measure extended a twenty-year, one-half cent sales tax, the proceeds of which are restricted for use in the City's streets and transportation programs. The revenue generated by this tax is subject to an annual "maintenance of effort" requirement to ensure that the proceeds of the sales tax will be used to supplement - not supplant - the City's existing streets programs. For any year in which the City fails to maintain its discretionary Streets program (operating and capital) at or above the base year (fiscal 1987) level of $2.7 million, the City is not entitled to the Measure A revenues. The City is audited each year to verify that the maintenance of effort has been met.

The adopted fiscal year 2014 estimated revenues of over $3.4 million are adequate to cover operating costs and the $1.1 million capital budget. Due to the recent downturn in the economy and associated reduced Measure A sales tax revenue, revenues continue to be significantly lower, compared to a few years earlier, because of lower sales tax receipts and allocation adjustments.

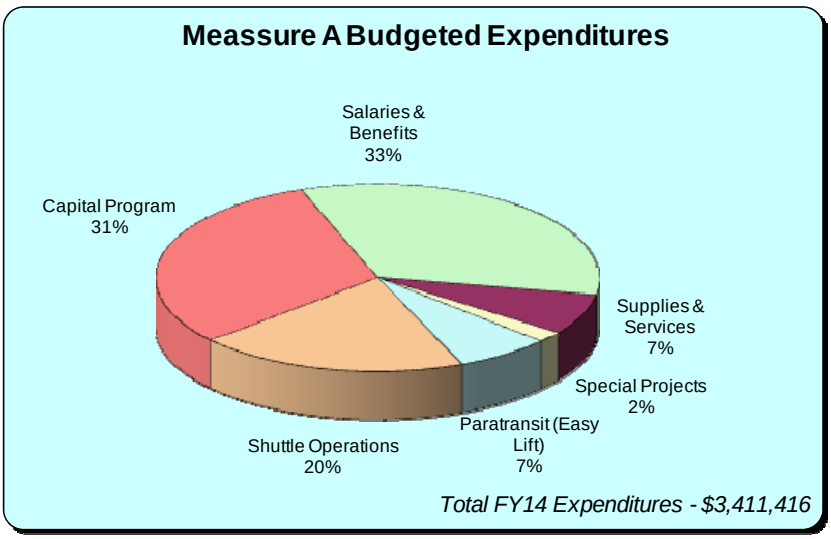


Revenue estimates, and therefore the budget, are based upon an estimate provided by the Santa Barbara County Association of Governments (SBCAG). SBCAG is the agency that oversees the Measure A program on a countywide basis.

Special Revenue Funds

The Measure A Fund budget is developed based upon annual and five-year program of projects that is prepared by the City and submitted to SBCAG for approval. The adopted fiscal year 2014 budget is consistent with those plans.

As mentioned earlier, nearly $1.1 million, or 31%, of the adopted fiscal year 2014 budget is dedicated to the Streets Capital Program, including $704,985 for the streets resurfacing program, $350,000 for sidewalk repairs and access ramps. The budget also includes 675,789 (20%) for the Downtown and Crosstown Shuttle programs and 237,284 (7%) for a grant to EasyLift for paratransit services. The balance of the budget, approximately $1.4 million, supports street maintenance activities.



With an adopted fiscal year 2014 budget totaling over $3.4 million, Measure A has been, and continues to be, a critical component of the City's street operations and capital programs.

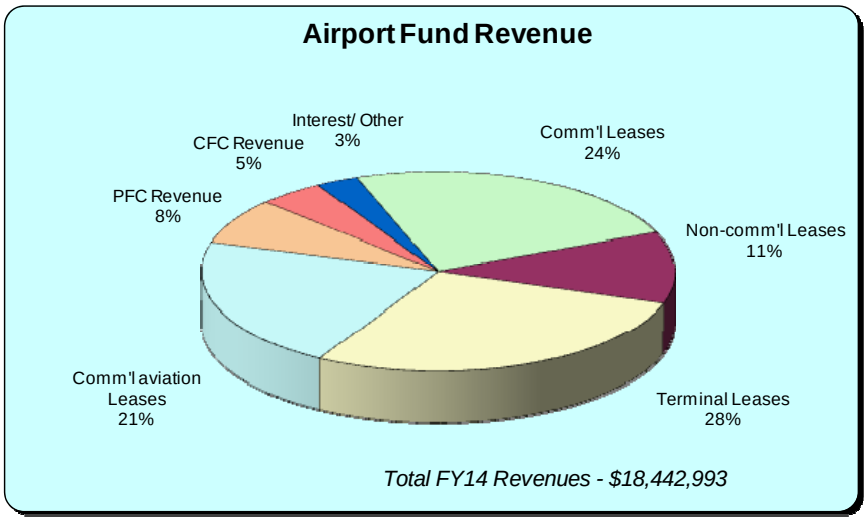
Enterprise Funds

AIRPORT FUND

	Fiscal Year				
Operating Budget	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 17,857,031	$ 18,282,056	$ 19,170,916	$ 18,442,993	$ 18,742,858
Expenses	14,414,830	19,016,689	17,419,105	18,442,993	18,742,858
Operating surplus	$ 3,442,201	$ (734,633)	$ 1,751,811	$ -	$ -
Capital budget					
FAA grants	$ 2,839,860	$ 4,400,781	$ 3,588,271	$ -	$ -
Capital expenses	8,139,534	10,936,510	6,319,476	-	-
Net addition to (use of) reserves	$ (1,857,473)	$ (7,270,362)	$ (979,394)	$ -	$ -

The adopted fiscal year 2014 Airport Fund budget reflects an operating budget of $18.4 million with no additional budget for capital.

The chart on the right displays total fiscal 2014 operating and capital revenues as contained in the adopted budget. As the chart indicates, virtually all of the Airport's operating revenue is derived from leases at Airport-owned commercial, non-commercial and aviation-related properties. Lease revenue comprises 84% of both operating revenue and total Airport revenues.



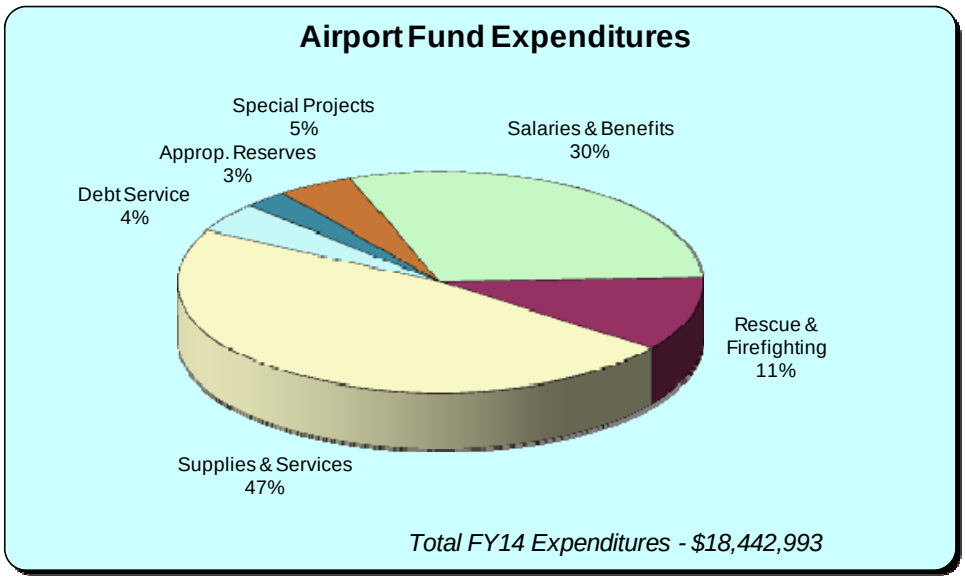
Capital-related revenues are expected to total $2.2 million. Of this total, $1.4 million is expected in PFC revenue. With the approval of the FAA, on January 1, 1998, the Airport began to levy and collect a $3 PFC. Again with FAA approval, on November 1, 2003, the Airport's PFC was raised to $4. The PFC is a fee per airline passenger ticket with the proceeds restricted by federal law to FAA-approved capital improvements. It is estimated that the PFC will generate approximately $1.4 million in fiscal year 2014, all of which will be used for debt service related to the airline terminal expansion capital project.

Customer facility charges (CFCs) are expected to generate $825,000 in revenue in fiscal year 2014 and are another source of capital-related funding. Customer facility charges, charged at a

Enterprise Funds

rate of $10 per rental car contract, funded the construction of a vehicle storage and light maintenance facility for the rental car companies, which was completed in fiscal year 2010. Nearly 85% of the fiscal year 2014 budget will be used for debt service related to the vehicle storage and maintenance facility capital project. The remaining portion is for the operating costs of the facility, which are fully funded by the rental car companies.

The chart below displays expenses in the adopted fiscal year 2014 Airport Fund budget by category. Supplies and services represent 47% of the budget and salaries and benefits comprise 30% of the total budget. The cost of Airport Rescue and Firefighting (ARFF) services represents 11% of the budget. ARFF services are provided to the Airport by the City's Fire Department with the Airport Fund reimbursing the City's General Fund for these services. For fiscal year 2014, the Airport Fund budget contains $1.96 million for this FAA-required service.



Enterprise Funds

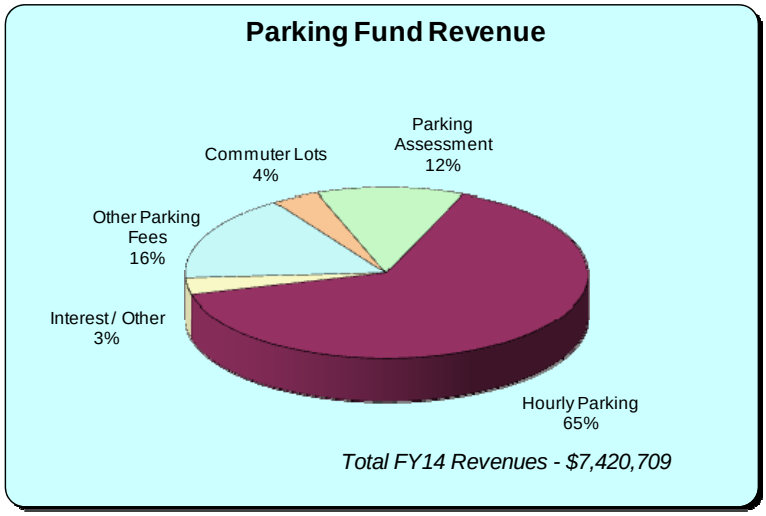
DOWNTOWN PARKING FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 7,751,287	$ 6,795,891	$ 7,572,220	$ 7,420,709	$ 7,502,409
Operating expenditures	6,334,153	6,840,307	6,441,674	7,090,984	7,224,736
Operating surplus	1,417,134	(44,416)	1,130,546	329,725	277,673
Capital budget	671,915	2,530,112	1,068,077	1,458,750	870,000
Net addition to (use of) reserves	$ 745,219	$ (2,574,528)	$ 62,469	$ (1,129,025)	$ (592,327)

The adopted fiscal year 2014 Parking Fund operating budget is $7.1 million with a capital program of $1.5 million. The budget relies on $1.1 million of reserves to fund a portion of the capital program.

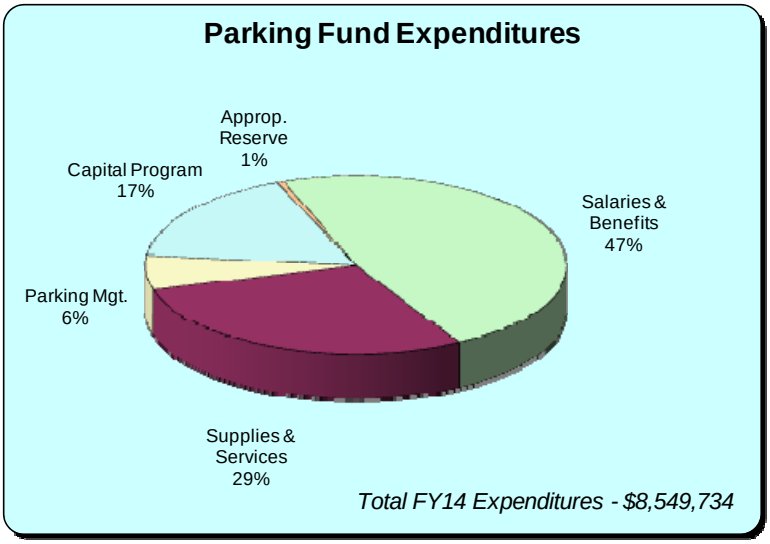
As the chart below indicates, the various parking user fees provide the bulk of the Parking Fund revenue. Combined, these fees totaling approximately $6.3 million represent 85% of total revenue. Hourly parking revenues are estimated at $4.8 million for fiscal year 2014 and there are no increases to hourly parking rates. The last rate increase took effect in January 2006 and was implemented in order to fund a number of capital improvements over several years to address the Fund's aging facilities and structures and to generate an additional $500,000 each year to build up the Fund's capital reserves. Due to the downturn in the economy this additional revenue has not been realized. Increases to the Parking Funds permit programs went into effect in July 2009 and July 2011 for the Monthly and Commuter lots and in January of 2010 for the Residential Permit Program.

The commercial parking assessment (PBIA) paid by downtown businesses supports a portion of the costs to maintain the parking lots as well as staffing costs for the hourly employees. The PBIA is budgeted to provide $875,000 (12%) of total revenues. Other major Parking Fund revenues include investment income ($98,200), General Fund support for the New Beginnings Counseling Center ($43,500), and rental income ($88,925), which together comprise 3% of total revenue.



Enterprise Funds

As the chart below indicates, the largest segment of the Parking Fund's expense budget is salaries and benefits (47%). Approximately 39% ($1.6 million) of the total $4 million in salaries and benefits is for hourly wages paid to staff the City's various lots.



Several years ago, the, Parking Management Program was added to the Parking Fund. The Parking Management Program is intended to reduce the demand for commuter parking in the downtown area by encouraging the use of alternative transportation. The adopted budget provides over $350,000 to help increase enhanced transit to the downtown core from the Metropolitan Transit District.

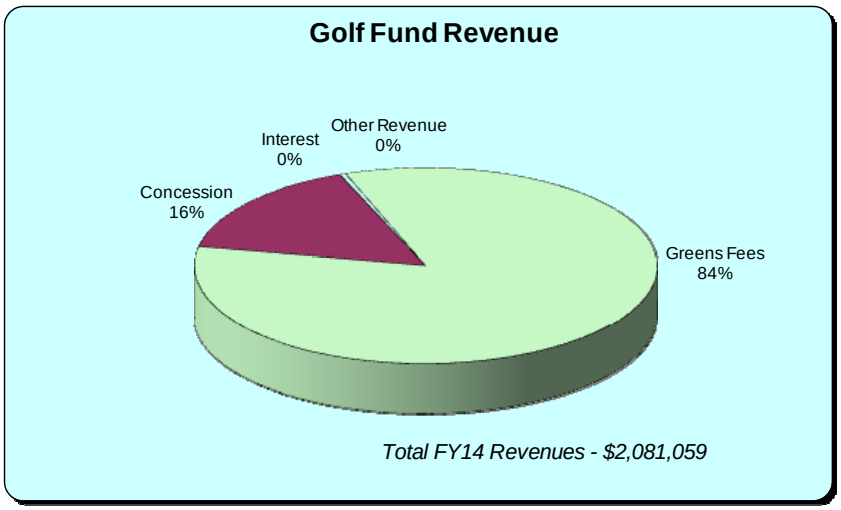
The adopted capital program of $1.5 million includes several projects, including annual repairs and maintenance to parking facilities, installation of access control equipment in the Cota commuter parking lot, landscaping sustainability upgrades of surface parking lots, elevator modernizations, and installation of a parking security camera system in the downtown parking lots.

Enterprise Funds

GOLF FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 1,934,480	$ 1,872,903	$ 1,871,512	$ 2,081,059	$ 2,087,009
Operating expenditures	1,724,807	1,788,510	1,804,033	1,916,941	1,931,259
Operating surplus	209,673	84,393	67,479	164,118	155,750
Capital Budget	31,853	135,296	135,000	132,582	77,582
Net addition to (use of) reserves	$ 177,820	$ (50,903)	$ (67,521)	$ 31,536	$ 78,168

The Golf Fund adopted fiscal year 2014 budget contains operating revenue sufficient to support a $1.9 million operating budget and a planned capital program of $132,582. Operating revenue in the adopted budget reflects 11.1% growth over the fiscal year 2013 amended budget primarily due to conservative growth in greens fee revenue and the new fee to fund players' course improvements, which is discussed below.



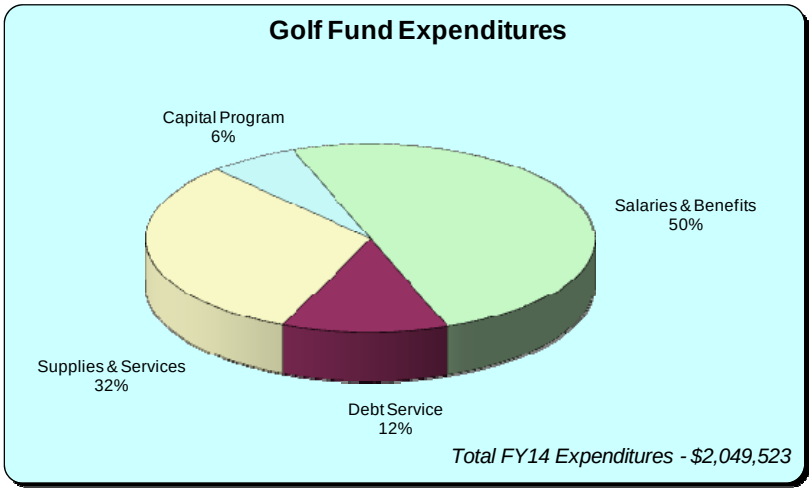
Greens fees of various types comprise 84% ($1.7 million) of the revenue budget. After carefully reviewing golf fees over the last few years, the golf course currently offers a fee structure with a discount to residents of Santa Barbara County.

Revenue from concession agreements with the golf professional and the clubhouse restaurant comprise 16% of the fund's revenue. Revenue from these agreements is budgeted with moderate growth at $332,520 (8.7%) due to increased activity at the golf course after the recent economic downturn. Golf Fund staff perform all course maintenance, but the golf professional provides management of course play, golf lessons, and operation of the pro shop under an agreement with the City. Food services are provided by a separate concession agreement. Budgeted revenues also include a nominal amount of interest income ($8,800).

Expenses in the adopted budget, including capital, total just over $2 million. The chart below summarizes the distribution of expenses. Salaries and benefits comprise 50% of the budget. Other than personnel costs, water is the Fund's single largest cost ($174,000). In terms of acre-

Enterprise Funds

feet consumed, the golf course is one of the largest water customers in the City's municipal water system. Due to dry conditions, actual water costs in fiscal year 2013 were $237,182, (nearly 40% over budget); if fiscal year 2014 is another dry year, the Golf Fund is anticipated to exceed its water budget again.



The capital program of $132,582 includes the golf club infrastructure renewal project ($70,000), which will fund maintenance road repairs and re-roofing the clubhouse and the 4th green restroom in fiscal year 2014. The other capital project included in the program is the players' course improvements ($62,582), which is a pilot program funded by $1 added to each greens fee to fund annual course improvements identified by golfers; this project will fund improvements which directly improve the play for golfers, such as rebuilding tee complexes, bunkers, and greens.

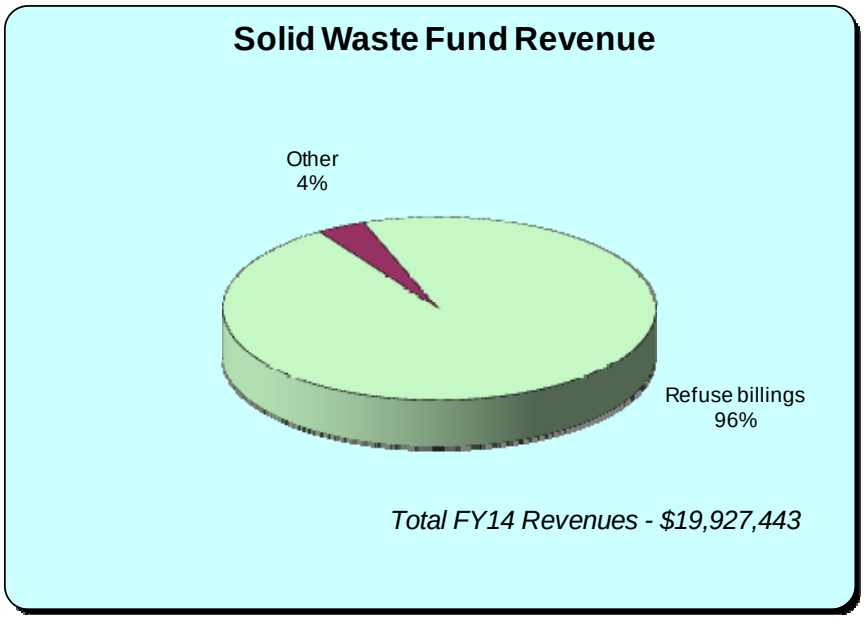
Debt service, at almost $247,000, consists primarily of principal and interest on the Golf Fund's share of the 2002 Municipal Refunding Certificates of Participation (COP). The 2002 certificates were issued to refund certificates originally sold in 1986 and previously refunded in 1993. The original proceeds were used to expand and renovate the clubhouse and to install a new irrigation system for the entire course. The 2002 refunding lowered the Fund's annual debt service by approximately $15,000. The current outstanding principal balance is approximately $944,000. Final maturity of the certificates is in fiscal year 2018. The debt service also includes the repayment of a new loan from the Fleet Replacement Fund reserves to replace aging equipment before they require costly repairs. Payments for this loan begin in fiscal year 2014 and will be fully repaid in fiscal year 2018.

Enterprise Funds

SOLID WASTE FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 18,764,289	$ 18,509,144	$ 19,021,963	$ 19,927,443	$ 20,111,685
Operating expenditures	18,828,921	18,677,350	18,781,467	19,927,443	20,425,313
Net addition to (use of) reserves	$ (64,632)	$ (168,206)	$ 240,496	$ -	$ (313,628)

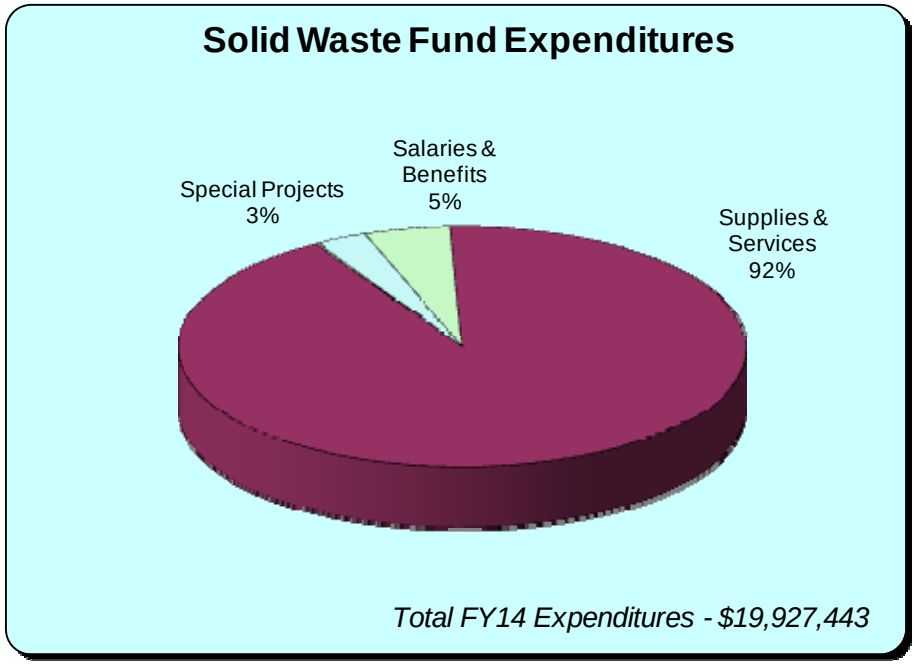
The City's Solid Waste Fund was first established in fiscal year 2003. Prior to that time, solid waste activities were accounted for within the General Fund. Given the importance of the City's solid waste activities and the increasing and dedicated revenue sources supporting the solid waste activities,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



Funding for solid waste activities comes from several sources. The chart to the right details the estimated solid waste revenue for fiscal year 2014. The largest source of revenue is the refuse billings revenue category. The refuse billings category includes trash collection fees ($17,203,810) and fees for City and County programs to divert trash from the landfill into recycling programs ($1,995,717). The balance of the revenue, as shown in other revenue, is from grants ($20,000), County recycling revenue sharing ($449,816), Marborg recycling revenue sharing ($25,000), and donations and public education funding from the contracted trash haulers ($233,100). The donations are used for the Looking Good Santa Barbara program, dedicated to assisting the City with recycling outreach, beautification, and graffiti abatement activities.

Enterprise Funds

The chart to the right summarizes the adopted budget by object of expenditure. Included in the adopted budget is $545,063 that will be used for special projects to further enhance the City's solid waste diversion efforts. As indicated in the chart, 92% of the budget is supplies and services, which includes the $17 million in trash collection billings collected by the City and then paid to the contract haulers.



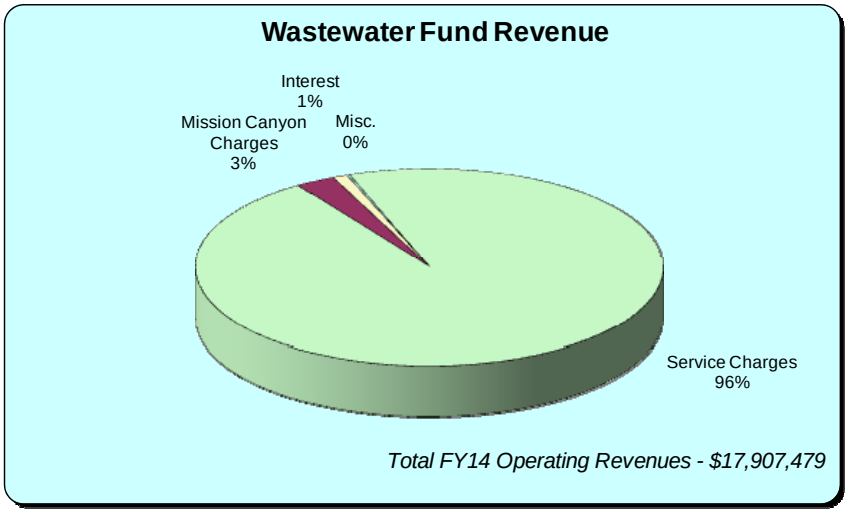
Enterprise Funds

WASTEWATER FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 16,470,397	$ 18,054,978	$ 17,219,484	$ 17,907,479	$ 18,592,162
Operating expenditures	12,234,426	14,469,172	13,115,678	14,702,444	14,820,179
Operating surplus	4,235,971	3,585,806	4,103,806	3,205,035	3,771,983
Capital budget					
State Loans	-	5,200,000	5,200,000	8,500,000	10,000,000
Capital expenses	7,635,134	17,936,977	12,003,689	12,550,000	14,350,000
Net addition to (use of) reserves	$ (3,399,163)	$ (9,151,171)	$ (2,699,883)	$ (844,965)	$ (578,017)

The adopted fiscal year 2014 Wastewater Fund budget projects enough revenue to fund all operating costs and a significant portion of the $12.6 million capital program that is not funded by state loans. The remaining portion of the capital program is funded from the fund's reserves ($844,965).

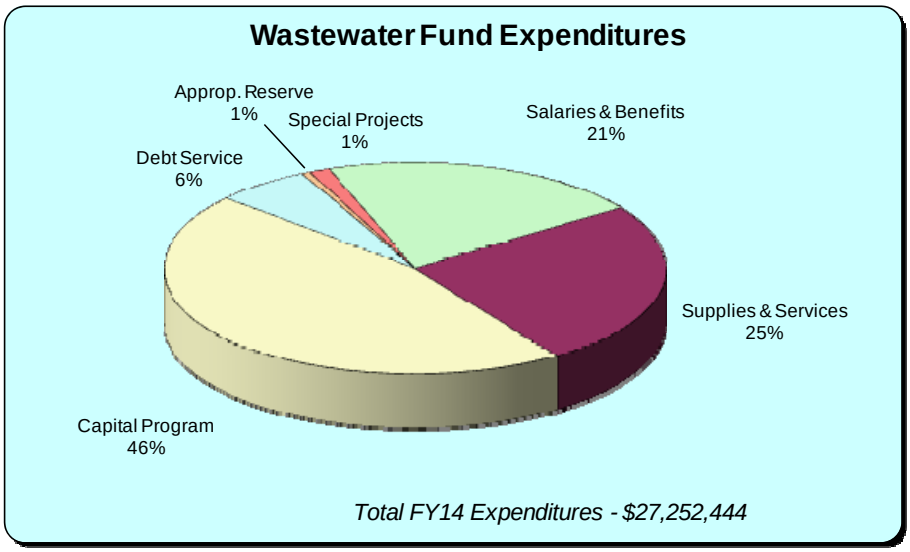
The budget reflects a 4% wastewater service rate increase, effective July 1, 2013, as recommended by the City's Water Commission and adopted by City Council. This increase continues the strategy to implement regular and relatively modest annual increases to provide revenues to address increasing capital needs.



Wastewater Fund revenue is much more stable than revenue in the Water Fund. Wastewater revenues are comprised almost entirely of the regular, monthly service charges. Because these are based upon the customer's water usage in the lower rate blocks, they are more stable and less susceptible to variations than metered water sales. Service charges are projected to provide $17.2 million (96%) of the $17.9 million revenue total. The other significant revenues are $482,579 in charges to Mission Canyon (non-city) residents and $150,900 in investment income.

Enterprise Funds

Wastewater Fund operating expenses are budgeted at $14.7 million and the adopted capital program is $12.6 million. As the chart below indicates, capital represents 46% of the overall budget.



Debt service, at $1.7 million, represents 6% of the budget. In July 2004 the Wastewater Fund issued 25-year bonds for $20.41 million. The bond proceeds generated $18.5 million of project funds. $2 million of the proceeds was spent to improve wastewater collection system capacity during wet weather. The remaining $16.5 million is being used for major renovations at the El Estero Treatment Plant. The plant is now 35 years old. An independent evaluation of the facility identified a ten-year capital improvement program necessary to protect the City's massive investment and to ensure compliance with the more stringent federal and state treatment standards. A total of $26.5 million in adopted capital improvements was identified over the horizon of the study. The proceeds of the debt issuance have allowed those improvements to be constructed over the last several years.

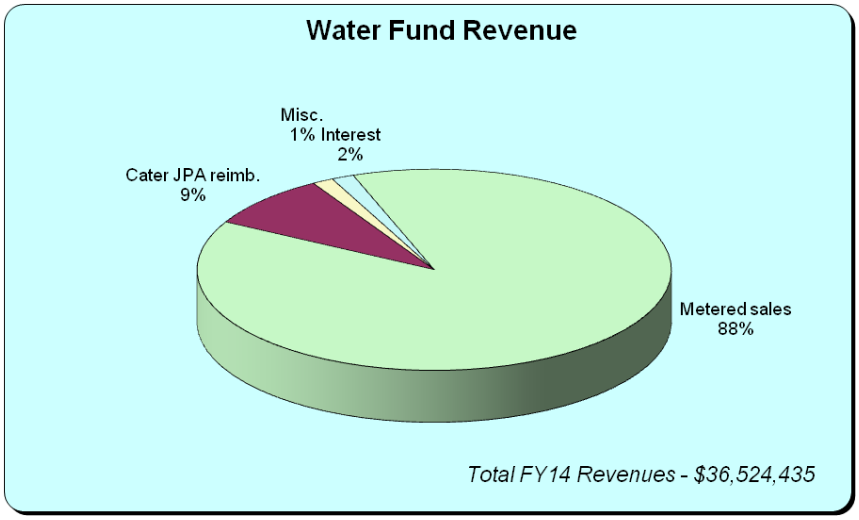
In the period from fiscal year 2014 to fiscal year 2019, the capital program will exceed $52 million. Managing the projects, especially those at the El Estero Treatment Plant, will be a major focus of the Wastewater Fund (Public Works) staff. The current year capital program of $12.5 million includes $8.5 million allocated for air system process improvements at El Estero Wastewater Treatment Plant, $1.2 million for the sanitary sewer overflow compliance program, $900,000 for accelerated wastewater collection system rehabilitation, $300,000 for lift station maintenance, and other improvements at El Estero Treatment Plant: $700,000 for treatment plant process improvements, $500,000 for the drain restoration project, and $500,000 for the annual maintenance program (equipment and pipe replacement) at the plant.

Enterprise Funds

WATER FUND

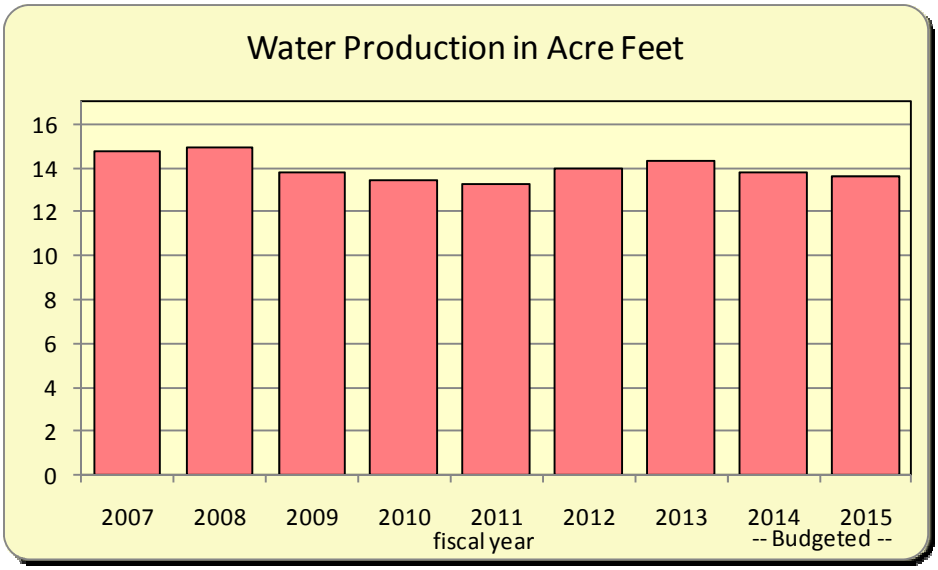
	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 46,293,292	$ 56,496,846	$ 53,523,968	$ 36,524,435	$ 36,924,538
Operating expenditures	24,369,456	31,893,747	29,620,726	33,237,524	33,746,503
Operating surplus	21,923,836	24,603,099	23,903,242	3,286,911	3,178,035
Capital Budget	20,582,515	39,440,542	19,931,508	11,000,000	7,185,000
Net addition to (use of) reserves	$ 1,341,321	$ (14,837,443)	$ 3,971,734	$ (7,713,089)	$ (4,006,965)

The adopted fiscal year 2014 Water Fund budget contains operating revenues sufficient to fund a $33.2 million operating budget and nearly a third of the $11 million capital program. The adopted budget reflects a 3% rate increase for metered water sales, effective July 1, 2013 as adopted by City Council.



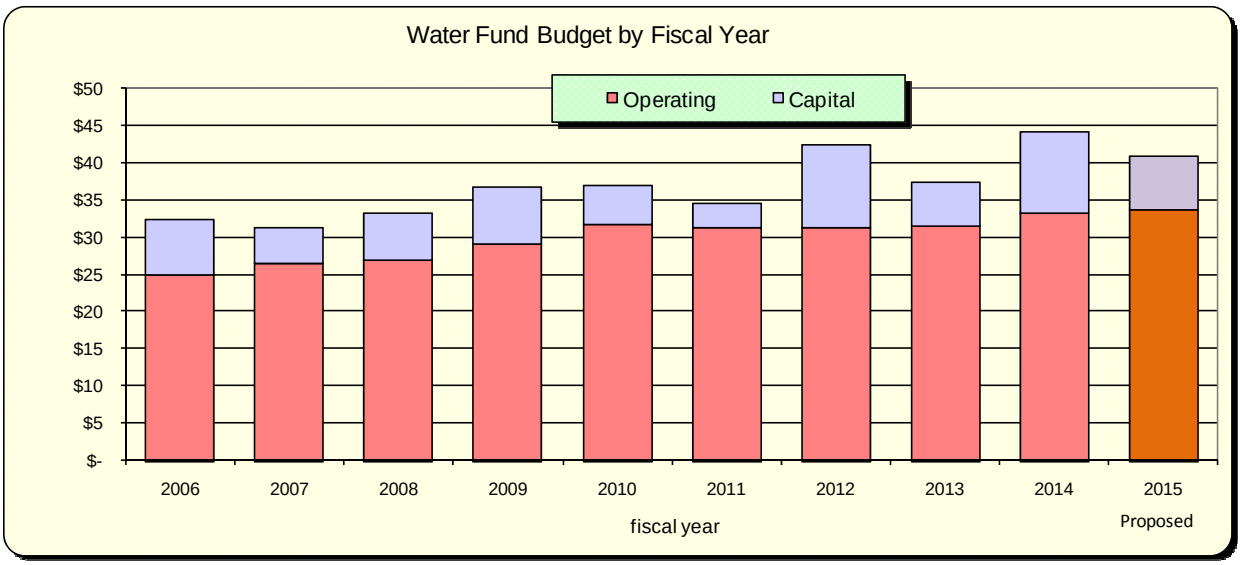
As the chart on the right indicates, the vast majority of estimated Water Fund revenue is provided by metered water sales ($32.3 million, or 88%). Interest income, budgeted at $534,400, is derived from the investment of the Water Fund's capital and operating reserves. The other notable Water Fund revenue are reimbursements from the Montecito and Carpinteria Valley Water Districts. Under a Joint Powers Agreement (JPA), the City's Cater Water Treatment Plant treats drinking water for the City and both Districts. Under the terms of the JPA, the Districts pay their pro-rata share, which is a combined total of 39% of the operating and capital costs of the Cater Plant. The percentage is based on an allocation of Cater's water treatment capacity, and is projected to result in over $3.1 million of revenue in fiscal year 2014. This amount includes the two districts' payments for their share of debt service associated with a 2002 $19.2 million State Revolving Fund loan that has a 2.5132% interest rate and 2011 $20.3 million State Revolving Fund loan with a 2.5017% interest rate. Both loans funded significant improvement projects at Cater necessary for Cater to meet more stringent pending federal drinking water quality regulations.

Enterprise Funds



With 88% of Water Fund revenue generated by metered water sales, the most important component of the revenue projection is the annual water sales estimate in acre-feet. As the chart indicates, water production varies from year-to-year based on weather and seasonal factors. Metered sales revenue for the adopted 2014 budget is based upon an annual water production estimate of 13,800 acre-feet. Because a large portion of the Water Fund's costs are fixed, declining or stable water sales can have a negative impact on the overall financial health of the fund. City staff believes the fiscal year 2014 estimate is reasonably conservative. If revenues are less than projected, the capital expenditures in future years will be adjusted to ensure that the fund balance continues to include reserves at the policy levels.

As shown in the chart below, the operating budget has been growing since fiscal year 2006 as a result of increasing costs for water purchases, energy, and treatment supplies. Over that time, the



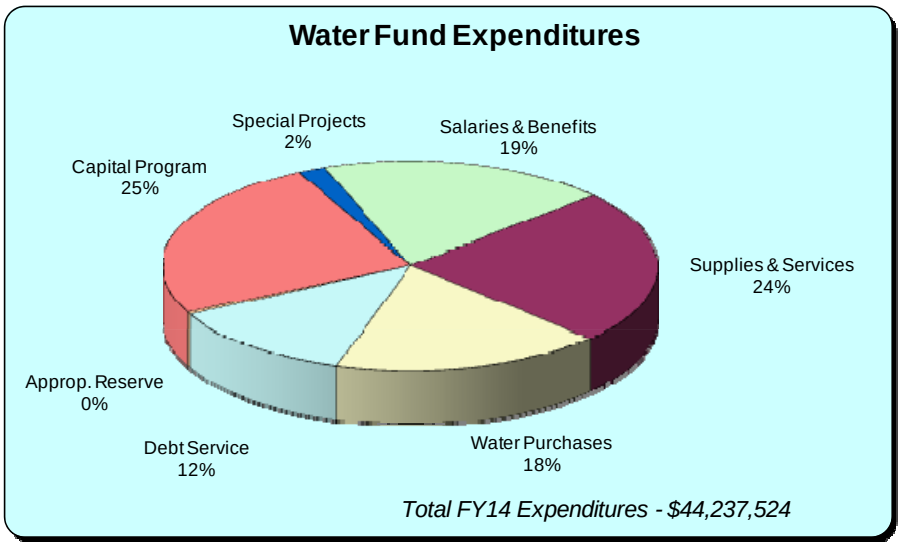
Enterprise Funds

operating budget has grown almost by $8.2 million (33%). The increasing trend in operating costs combined with significant capital needs has led to rate increases over the last several years.

The adopted budget includes funding for capital improvement projects, including $6.8 million to replace the current gravity deep bed filtration used for the treatment of recycled water with low-pressure membrane technology, and $4 million for the annual water main replacement program. After two years, the City recently completed the Advanced Treatment Project at the Cater Water Treatment Plant that changes the process for treating water and allows the City to meet pending water quality regulations. This $20 million project was funded with a low interest loan from the State Revolving Fund Loan program. Another significant project also funded through the State Revolving Fund Loan program is the rehabilitation of the Ortega Groundwater Treatment Plant (nearly $10 million).

The adopted operating budget is $33.2 million, 18% of which is projected to be spent on water purchases. It is anticipated that $3.1 million will be spent on water from the federal Cachuma Project, and $4.7 million on water from the State Water Project.

As the chart below indicates, fixed costs, including water purchases and debt service, comprise 30% of Water Fund operating expenses. Because of the magnitude of these fixed costs, unlike most other City funds, salaries and benefits comprise only 19% of the Water Fund budget. Of the $10.5 million of supplies and services, $1.1 million is for electricity, $1.5 million is for facilities maintenance, and an additional $1.6 million is paid to the General Fund for overhead allocation. Other significant items include $517,000 for vehicle replacement and maintenance charges, and $322,000 for insurance. The combined amount for these items is just over $5 million, which is 48% of the supplies and services budget.



The Water Fund has five outstanding debt obligations. As of June 30, 2012, the combined principal outstanding on the two bond issues and three State loans totaled $50 million. The bond issues include a 1994 revenue bond ($2.1 million outstanding), a 2002 Refunding Certificate of Participation ($11.1 million outstanding); a loan from the State for improvements at the Ortega Groundwater Treatment Plant and Cater Water Treatment Plant ($8.7 million), City's water

Enterprise Funds

reclamation system ($8.7 outstanding), a State loan for the Cater Water Treatment Plant Improvements ($12.6 million outstanding), and a separate State loan for the Sheffield Reservoir Project ($15.6 million outstanding).

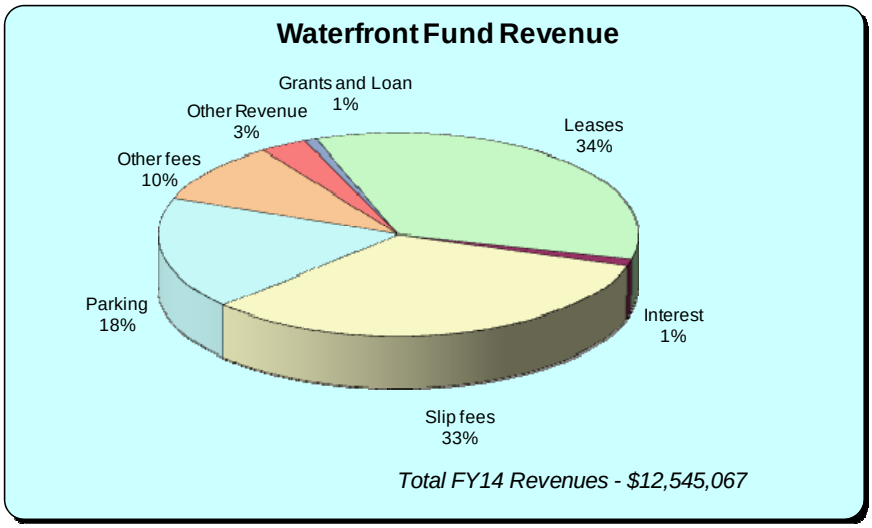
Enterprise Funds

WATERFRONT FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 12,730,172	$ 12,072,564	$ 12,597,397	$ 12,445,067	$ 12,738,777
Operating expenditures	10,189,023	11,712,748	11,837,706	11,897,959	11,938,464
Operating surplus	2,541,149	359,816	759,691	547,108	800,313
Capital Grants/Loans	1,569,240	4,769,624	4,476,286	100,000	1,676,000
Capital Budget	2,456,964	4,609,559	3,715,328	1,545,000	3,061,000
Net addition to (use of) reserves	$ 1,653,425	$ 519,881	$ 1,520,649	$ (897,892)	$ (584,687)

The adopted Waterfront Fund budget for fiscal year 2014 contains sufficient operating revenue to fund all operating expenses. The $1.5 million capital program will be funded from a combination of surplus revenue from the operating fund and reserves.

As the chart below indicates, leases of waterfront property provide are over $4.3 million (34%) of total revenue. Most of the Waterfront leases are long-term agreements on a "percent of gross basis" under which the Waterfront receives a minimum base rent, or up to 11% of the tenant's gross receipts, whichever is greater. The specific percent of gross receipts paid by the tenant varies from lease to lease. The Waterfront has a lease audit program to ensure that the City is receiving the percentage rent to which it is entitled. The Waterfront has realized substantial additional revenues as a result of this lease audit program. Because virtually all of the significant leases are long-term in nature, the Waterfront has little control over lease revenue in the short run.

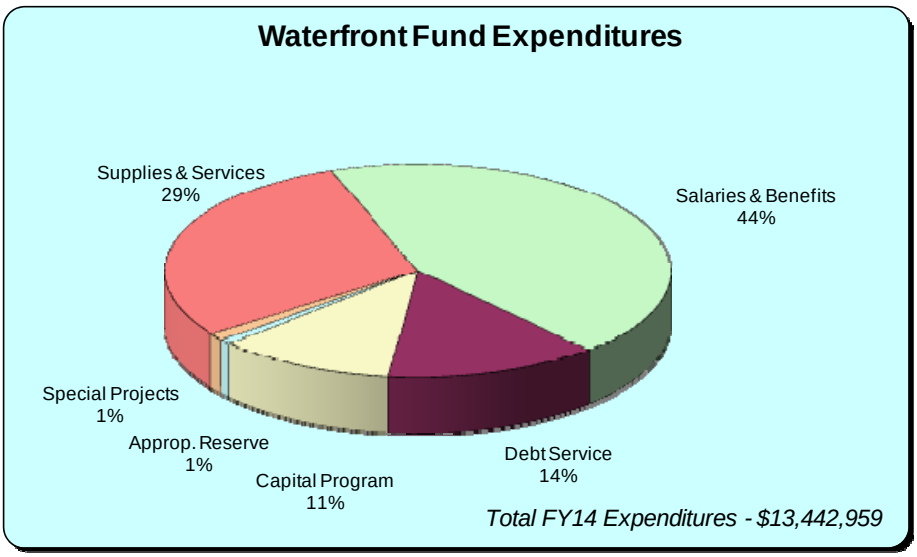


Parking fees collected at the 10 waterfront lots, including Stearns Wharf, generate almost $2.3 million, or 18% of total revenue. Included in this revenue category is approximately $350,000 generated from the issuance of annual parking permits at the Waterfront parking lots. The adopted budget contains no increase in waterfront parking rates.

Enterprise Funds

Slip fees are estimated to generate over $4.1 million (33%) of total revenue in fiscal year 2014. Other fees include visitor fees ($450,000), slip transfer fees ($525,000) and live-aboard fees ($153,000). The adopted budget includes increases in both the slip rental fee (by 2%) and the slip transfer fee (increase of $25 per foot).

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



The chart to the left displays the Waterfront Fund's expenses by category for fiscal 2014. The capital program (11%) and debt service (14%) combined represent a quarter of the total adopted budget.

The Waterfront Fund currently has four outstanding debt obligations. As of June 30, 2012, the total outstanding balance for these three obligations totaled $23.3 million. The 2002 Refunding Waterfront Certificates of Participation ($14.9 million) represent a refinancing of debt originally issued in 1984 to fund repairs and capital improvements to Stearns Wharf and the harbor. In fiscal year 2010 the Department received approval of a $5.55 million loan from the California Department of Boating and Waterways with a 30-year term at an interest rate of 4.5%. The other obligations are two loans from the City's General Fund for $1.6 million and $1.2 million. The proceeds of the $1.2 million loan were used in the 1980s to make major repairs to Stearns Wharf. The Waterfront Fund is repaying the General Fund with 6% interest at the rate of $107,000 per year and the loan will be fully repaid in 20 years. The second General Fund loan for $1.6 million was issued in January 2006 and helped pay for the Chandlery Remodel/Administrative Offices project, completed in September 2005. This second loan is repaid to the General Fund, with 6% interest at the rate of $123,503 per year.

Total operating expenses in the adopted budget are approximately $185,211 (1.6%) higher than in the fiscal year 2013 amended budget.

The adopted $1.5 million capital program includes annual capital maintenance of Stearns Wharf ($350,000) and the Marina docks ($250.000). Also included is funding for the ice house upgrade ($150,000), parking equipment infrastructure replacement ($200,000), sea landing sidewalk and

Enterprise Funds

landscaping ($250,000), and the design for phases 5-8 of the Marina One replacement ($100,000). These projects comprise $1.3 million of the total $1.5 million capital program.

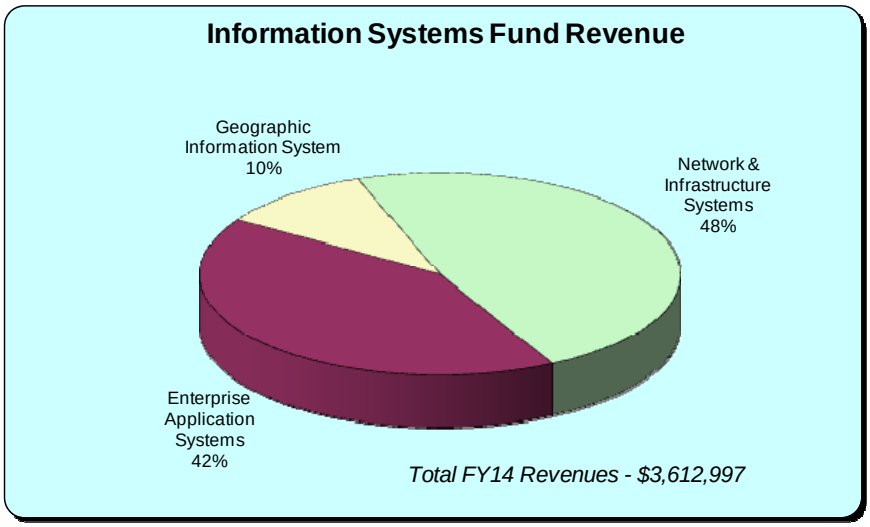
Internal Service Funds

INFORMATION SYSTEMS FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 2,307,343	$ 2,358,079	$ 2,359,217	$ 2,514,997	$ 2,888,232
Operating Expenditures	2,178,926	2,765,492	2,570,334	2,587,973	2,896,270
Operating Surplus/(Deficit)	128,417	(407,413)	(211,117)	(72,976)	(8,038)
Capital Transfers In	1,030,000	1,063,000	1,058,001	1,098,000	-
Capital Budget	47,111	2,270,406	1,000,000	1,260,000	212,000
Net addition to (use of) reserves	$ 1,111,306	$ (1,614,819)	$ (153,116)	$ (234,976)	$ (220,038)

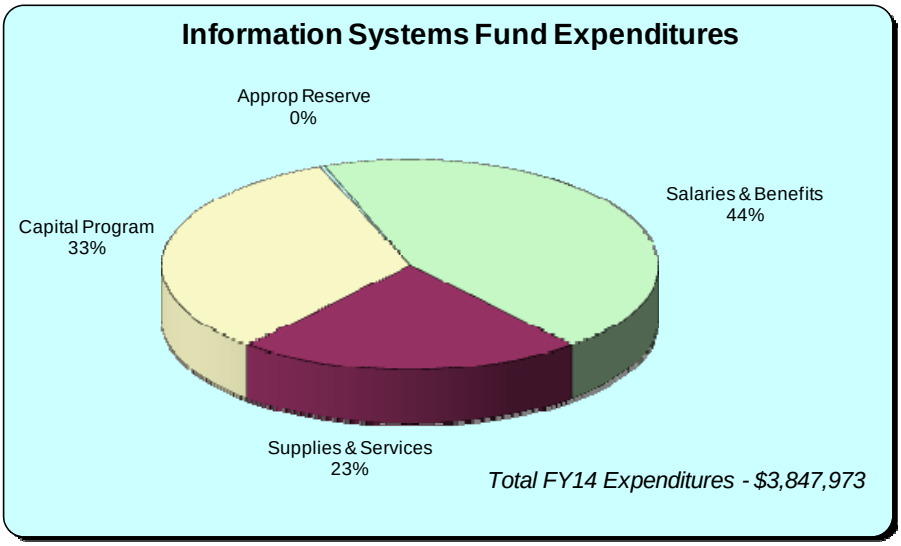
Information Systems was first established as an internal service fund in fiscal year 2004. Prior to that time, it was part of the General Fund. The adopted fiscal year 2014 budget reflects the one-time use of reserves due to higher ongoing application maintenance costs. This structural funding issue is addressed by an increase in charges to user departments in the proposed FY 2015 budget. As an internal service fund, all of the revenue is generated from charges to other City funds and departments, allocated in proportion to services provided.

Information Systems is comprised of three programs. The Network & Infrastructure Systems Program provides technical leadership, maintenance and user training and support for the City's 40 network segments and over 740 computer workstations. The Enterprise Application Systems Program provides programming, support, and training for the City's software applications including the City's in-house developed financial management system. The Geographic information Systems Program, established in fiscal year 2008, provides oversight and support for the City's centralized geographical information system database, including maps and reports.



The Network & Infrastructure Systems Program revenue is over $1.7 million (48%), the Enterprise Application Systems Program revenue is approximately $1.5 million (42%), and the Geographic Information Systems Program revenue is over $376,000 (10%). As mentioned above, all revenue is derived from direct charges to other City funds and departments.

Internal Service Funds



As the chart to the left indicates, expenditures for fiscal year 2014 total $3,847,973, including salaries and benefits for the 13.5 full-time equivalent positions (44%), capital program (33%), and supplies and services (23%).

The capital program (33%) for fiscal year 2014 totals $1.26 million, nearly all of which is for the financial management system (FMS) replacement project. The project is anticipated to take four years to replace the City's in-house designed, built, and maintained FMS with a vendor provided and supported application.

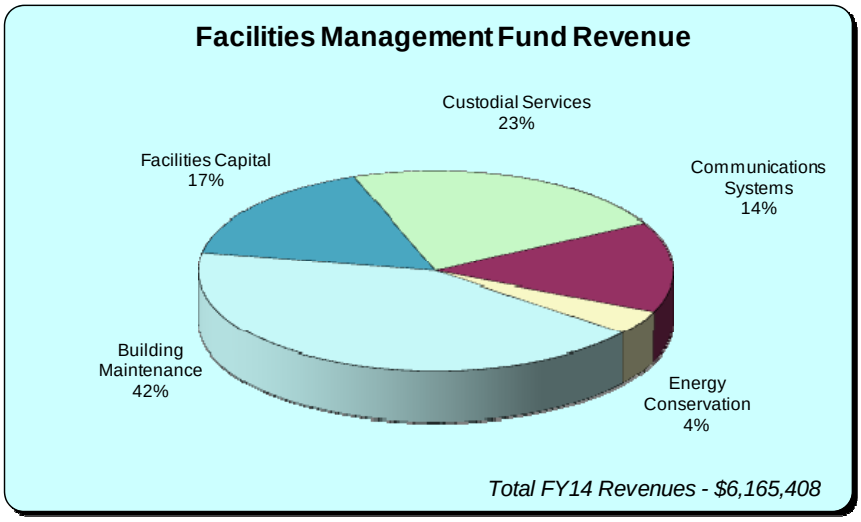
Internal Service Funds

FACILITIES MANAGEMENT FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 6,199,478	$ 5,930,750	$ 5,741,427	$ 6,165,408	$ 6,360,151
Operating expenditures	6,099,840	6,607,428	6,136,792	5,189,334	5,279,910
Operating surplus	99,638	(676,678)	(395,365)	976,074	1,080,241
Capital Budget	-	-	-	1,592,995	$ 1,436,684
Net addition to (use of) reserves	$ 99,638	$ (676,678)	$ (395,365)	$ (616,921)	$ (356,443)

Part of the City's Public Works Department, the Facilities Management Fund is an internal service fund providing services to other City funds and departments. The fiscal year 2014 budget reflects a deficit due to the use of accumulated reserves for one-time capital projects.

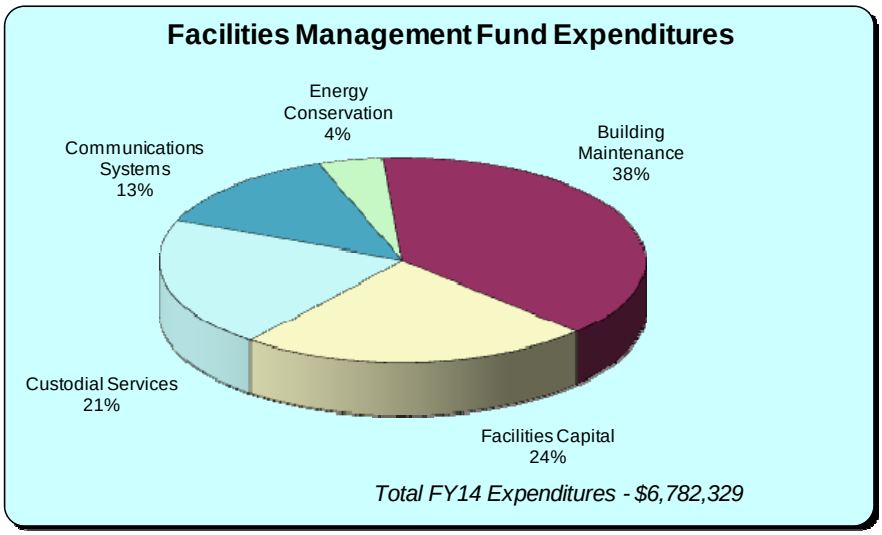
The Facilities Management Fund includes Building Maintenance, Custodial Services, and Communications Systems operations that provide services exclusively to other City departments. Rates are evaluated regularly against industry standards and then charge other City operations for the related services. The fund also includes a Facilities Capital program, funded by building maintenance charges, that funds the major maintenance, upgrade, and enhancement of City facilities.



The Building Maintenance function provides on-call response for repairs and maintenance of facilities throughout the City, as well as managing the General Fund's annual planned maintenance program. The facilities maintenance program also provides management of small and medium-sized improvements to various City facilities. The Communications Systems function provides management and maintenance of the City's radio, telephone and related communications systems. The Custodial Services function provides custodial services to various City facilities. The chart displays the various Facilities Management Fund revenues for fiscal year 2014, of which 59% is attributable to facilities maintenance charges (including the capital program funded by these charges).

Internal Service Funds

The Building Maintenance function operates on a work order system. Each job is tracked and billed to the customer department. Building maintenance staff handles repairs and call-out response. The planned maintenance program is handled almost exclusively by contract.



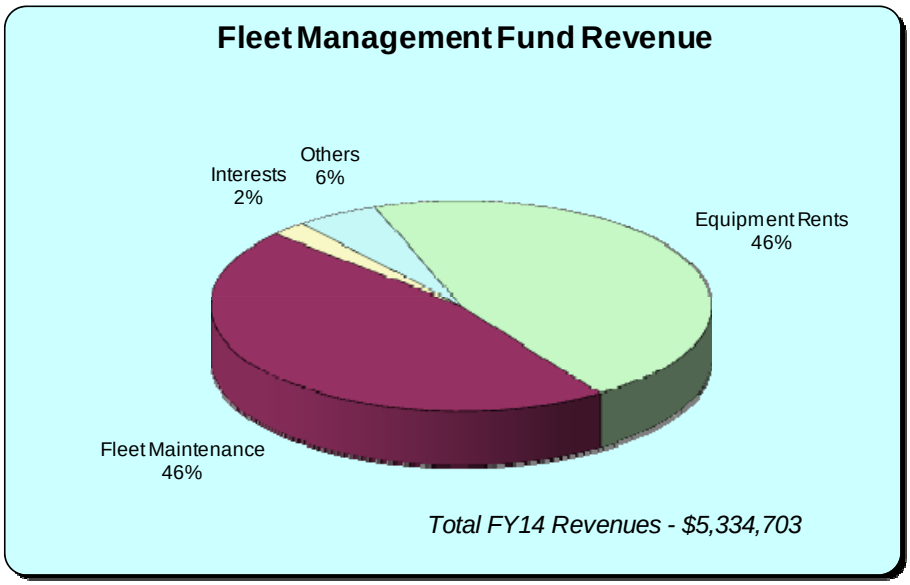
The chart to the left displays the Facilities Management Fund expenses by program for fiscal year 2014. The Building Maintenance (38%), Facilities Capital program (24%), and Custodial Services (21%) combined represent almost 83% of the total adopted budget.

Internal Service Funds

FLEET MANAGEMENT FUND

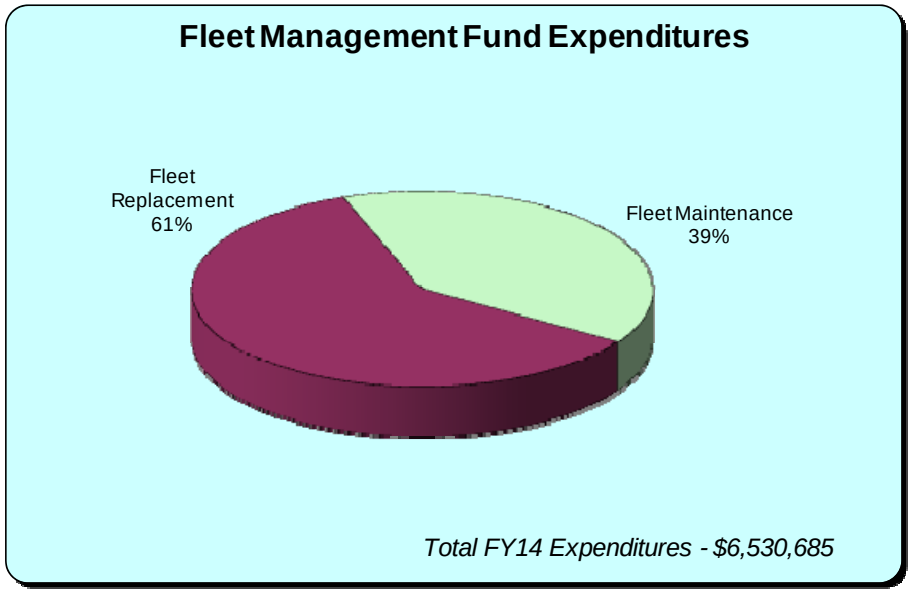
	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 4,813,096	$ 4,990,936	$ 5,004,640	$ 5,334,703	$ 5,369,779
Operating expenditures	2,437,498	3,074,728	2,707,080	3,634,592	$ 3,368,863
Operating surplus	2,375,598	1,916,208	2,297,560	1,700,111	2,000,916
Capital Budget	430,489	2,107,985	2,031,884	2,896,093	$ 2,880,156
Net addition to (use of) reserves	$ 1,945,109	$ (191,777)	$ 265,676	$ (1,195,982)	$ (879,240)

The Fleet Management Fund is an internal service fund providing services to other City funds and departments. Revenue in the adopted fiscal year 2014 budget is sufficient to fund all operating costs and more than half of the $2.9 million capital program for vehicle replacement costs. The remaining $1.2 million in capital costs will be funded from reserves accumulated for vehicle replacement purposes as described below.



As shown in the chart to the left, 92% of revenue is attributable to Fleet Management vehicle maintenance allocations and equipment rental charges. Fleet Management charges an annual rental for each City vehicle in service. These rental payments are accumulated in a separate capital account and used to replace vehicles at the end of their lifecycle. Each vehicle is also charged an annual maintenance fee, which covers all required maintenance and all repairs as needed. While the maintenance charge is a flat annual fee, actual costs to maintain and repair individual vehicles varies. On the whole however, sufficient funds are raised to maintain the City's vehicles and equipment in a safe and reliable condition.

Internal Service Funds



In fiscal year 2008, Fleet Management added the City's generators to the equipment planned replacement program and began to charge departments for the future replacement of generators at City facilities. The City has 13 large generators in service at various City buildings and the total replacement cost is nearly $4.7 million. By charging an annual allocation, the City is able to ensure that funds will be properly accumulated to replace each generator as their useful lives expire. Because the replacement rate for the generators was established over the generators lifecycle, from 2008 going forward, rather than retroactively, the full replacement costs will not be accumulated for generators currently in service.

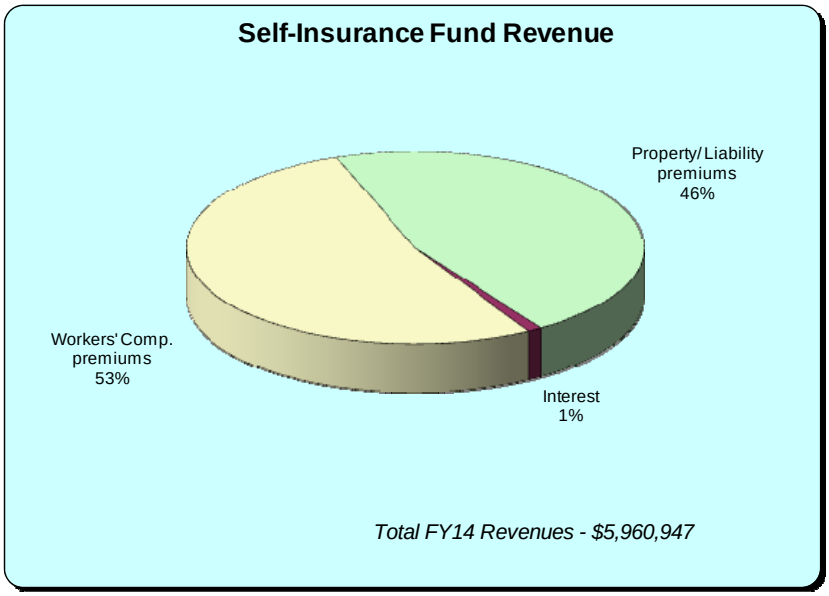
Internal Service Funds

SELF-INSURANCE FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	$ 5,194,170	$ 6,101,986	$ 6,054,185	$ 5,960,947	$ 6,130,050
Operating expenditures	9,072,029	5,949,472	5,875,352	5,826,391	6,036,835
Net addition to (use of) reserves	$ (3,877,859)	$ 152,514	$ 178,833	$ 134,556	$ 93,215

The City is partially self-insured for both workers' compensation and liability. The City's self-insured retention (deductible) for workers' compensation is $750,000 per occurrence. A commercial excess workers' compensation policy provides additional coverage above the City's self-insured retention. For liability, the City is a member of the Authority of California Cities Excess Liability (ACCEL), a joint powers authority created to pool common municipal liability exposures such as general, automobile and public officials errors and omissions liability. There are currently a total of 12 California cities in ACCEL. Member entities share the cost of losses from $1 million to $4 million and purchase commercial excess liability insurance with limits of $45 million above the self-insured retention of $1 million per occurrence. Because ACCEL is effectively a mutual insurance company, if the premiums the City pays are not needed to pay claims, they are returned to the City with interest, instead of becoming insurance company profits. Since the City has been in ACCEL, over $6.5 million in premium rebates have been returned to the City. This is an excellent indication that, to date, ACCEL has been a major success.

Insurable property is covered for all risks by commercial policies with a pooled aggregate limit of $1 billion. Deductibles vary depending on peril and apply on a per occurrence basis. The City has separate limits of $50 million per occurrence for both flood and earthquake. The City's property insurance is purchased through a consortium of over 4,000 public entities that pool their purchasing power in order to better manage costs. The City currently has declared insured property values totaling $465 million.

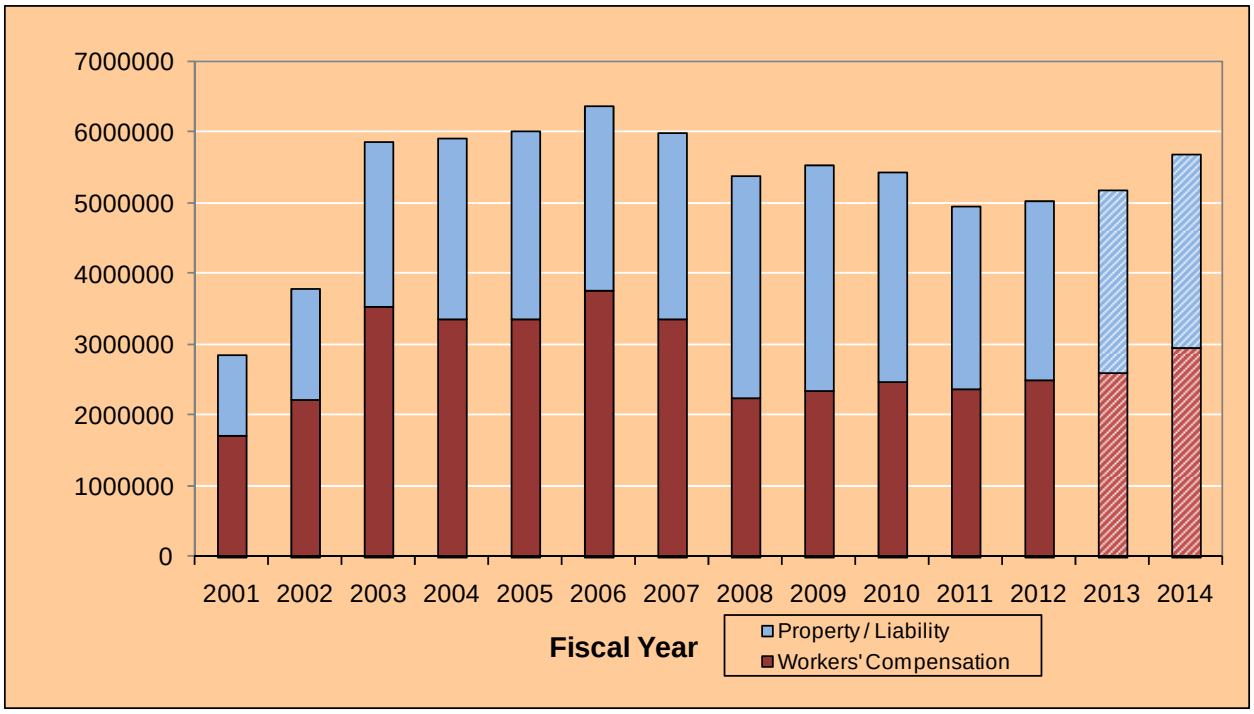


The Self Insurance Fund acts as the City's own insurance company. As displayed in the chart to the left, the $5.96 million of

Internal Service Funds

total revenue contained in the adopted fiscal year 2014 budget is divided between workers' compensation premiums (53%), property and liability premiums (46%), and interest income (1%). As an internal service fund, the fund's revenue comes entirely from "premiums" charged to the City's other funds and departments for the coverage provided.

Like many entities, both public and private, the City experienced dramatic increases in the cost for all lines of insurance beginning in 2003. In particular, both workers' compensation and property insurance costs grew rapidly. As the table below indicates, as recently as fiscal year 2001, the total Self Insurance Fund "premiums" paid by the other City funds and departments totaled almost $2.9 million. By fiscal year 2006, the premiums grew to a high of almost $6.4 million. This is an increase of over $3.5 million, or 121%, over the five year period and represented over $3 million that was diverted from the actual programs and services provided by



the City's departments to pay for increased insurance costs. And the premium increase only tells half the story. Over that same period, the City had to accept significantly higher deductibles or premium increases would have been much larger. Since 2002, the City's deductible for workers' compensation has increased from $300,000 to $750,000 per occurrence and the general property insurance deductible has remained at $100,000 until decreasing to $50,000 in 2011.

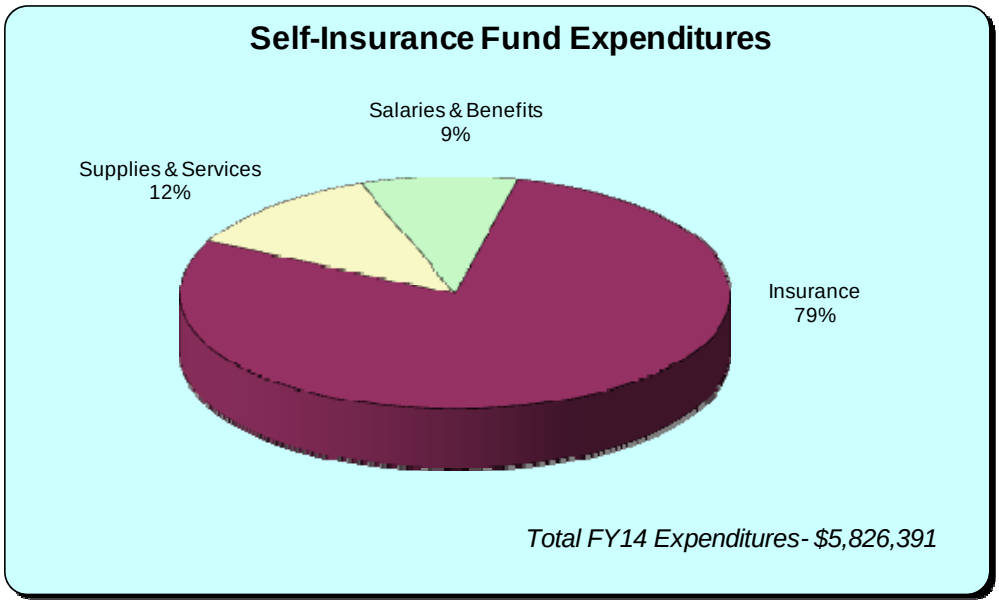
However, since the premium high in fiscal year 2006, city departments experienced a slight reduction in the total premiums charged by the Self-Insurance Fund. In fiscal year 2007, property and liability expenses grew only 1.4%, while the cost of workers' compensation claims went down. Accordingly, the Risk Fund issued a "rebate" to departments in the form of reduced workers'

Internal Service Funds

compensation premiums that year. In fiscal year 2012, another rebate was issued to departments for workers' compensation premiums because of cost containment efforts coupled with the favorable trend in workers' compensation claims.

Every two years, in conjunction with the budget development process, the City contracts for an actuarial study on its self-insurance programs. The actuarial study recommends both how much the City should have in its self-insurance reserves and how much the City should budget for claims expense for each of the next two years. The actuarial study is based upon a combination of the City's specific loss history and certain industry standards. It has been the City's experience over the years that the actuarial study, because of its conservative assumptions, generally over-estimates the amount needed by the City for annual claims expense. This is due to the generally conservative nature of the study and the fact that the City's loss experience continues to be better than public agency industry standards. Based upon this experience, the City has traditionally set the premiums charged to the City's various funds significantly lower than the actuarial study recommends. This is once again true with the most recent actuarial study and the adopted fiscal year 2014 budget.

Even after setting the premiums below the actuarial study recommendations, the fiscal year 2014 budget still reflects an increase in premiums due to higher general claim activity in the property insurance industry related to recent natural disasters. This upward trend is expected to continue over the next couple years. At the same time, the City's workers compensation claims costs have increased by 55% over the last five years, in spite of efforts to keep these costs down. The City continues to take steps to bring these costs down in the near future.



The chart on the left displays the Self-Insurance Fund's expense budget by category. Insurance costs represent a full 79% of the budget. Insurance costs include premiums paid for commercial insurance (property insurance, for example), as well as the claims budget for the City's self-insured exposures such as liability and workers' compensation.

Internal Service Funds

In addition to managing the City's insurance portfolio, staff from the Self-Insurance Fund also provides occupational safety services to the City's operating departments. This includes a significant training program, as well as accident investigation and working with departments to minimize the City's exposure to liability. The fact that the City's claims experience consistently runs below the actuarial projections is a testament to the effectiveness of the City's risk management program.

Policy Area: Safety

Key Objectives for Fiscal Year 2014

- Maintain the Combined Communications Center (911 call center) at 100% operational readiness and ensure that all 911 calls for service are answered within an average of 4 seconds.
- Maintain an average response time at or below 7.0 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.
- Contain 90% of all structure fires to area or room of origin.
- Respond to 100% of all emergencies on the Aircraft Operational Area (AOA) within 3 minutes.
- Provide Basic Life Support (BLS) for medical emergencies within 4 minutes or less 80% of the time from unit receipt of alarm
- Conduct Engine Company level Fire and Safety inspections on 95% of scheduled businesses and residential occupancies annually
- Conduct a full scale Disaster Preparedness exercise with City Emergency Operations Center staff in May 2014.
- Coordinate three joint agency emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.
- Complete 14 miles of road clearance within the Wildland Fire Suppression Assessment District.

Key Indicators

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
911 calls for service	51,177	50,000	50,000
Priority One emergency Police calls for service	829	750	900
Police response time to Priority One emergency calls (minutes)	6.3	6.1	7.0
Code 3 Fire emergency calls for service	6,595	6,000	6,000
Fire response time for all emergencies within jurisdiction from unit receipt of alarm (minutes)	2:55	4:00	≤4:00
Harbor Patrol calls for service	1,810	2,500	1,900
Emergency vessel tows	78	120	100
Airport Patrol emergency calls for service	75	140	140
Fire investigations conducted	61	70	70
Driving Under the Influence (DUI) traffic collisions	91	96	118
Total traffic collisions	1,700	1,546	1,757

Policy Area: Sustainability

Key Objectives for Fiscal Year 2014

- Implement a computer workstation after-hours power-off policy in support of the City's energy conservation efforts.
- Continue to reduce production and distribution of printed legal documents by using scanning and email technologies.
- Participate with the Santa Barbara County Association of Governments (SBCAG) staff to complete the SB 375 mandated Regional Transportation Plan/Sustainable Community Strategy (RTP/SCS) to be adopted by September 2013
- Meet with 200 new and existing contacts in the business sector about the environmental and financial benefits of recycling.
- Monitor compliance of large grocery retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.
- Utilize 80% of chipped material from vegetation road clearance and defensible space chipping program by mulching and preventing material from reaching landfill
- Utilize remote video system and software as a training tool that allows Fire crews to remain in district and reduce trips to Fire Station 1.
- Spray compost tea and/or effective micro-organisms on golf greens bi-weekly to increase microbial activity in soil and decrease use of fungicides.
- Secure Creeks Advisory Committee support for the Fiscal Year 2014 Water Quality Research and Monitoring Plan.
- Complete at least 6 planting projects and/or plant at least 30 trees through the Creek Tree Program.
- Complete Phase I construction of a steelhead fish passage project in the CalTrans Channels on Mission Creek.
- Complete the 2013 Greenhouse Gas Emissions Inventory for City Operations.
- Provide training for and design custom reports from the Enterprise Energy Management Information System.
- Participate in the South Coast Energy Efficiency Partnership to provide public outreach and promote energy efficiency in City buildings and the community.
- Coordinate the electronic campaign filing system for candidates, committees and elected officials.
- Provide an annual training for staff on green cleaning methods and practices.
- Support the Clean Marina Program by conducting annual seafloor debris clean up (Operation Clean Sweep Event).

Policy Area: Sustainability (continued)

Key Indicators

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
Downloadable Library audio books and eBooks checked out	44,585	50,100	60,000
Businesses participating in the Clean Water Business Program	121	135	125
Riparian trees and shrubs planted	428	200	200
Percent of fleet vehicles capable of using alternative fuels	37%	39%	39%
Airport taxiway and runway sweepings	8.5	8	8
Millions of gallons of recycled water used	247.06	260.8	260.8
Tons of food scraps diverted from the Tajiguas Landfill (franchise only)	2,757	3,036	3,127
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	18,662	19,910	20,308
Tons of green waste diverted from the Tajiguas Landfill (franchise only)	13,365	14,238	14,523
Pounds of household hazardous waste collected at the City ABOP and UCSB facility	306,139	341,762	348,597
Pounds of electronic waste (e-Waste) collected at City-sponsored events and at the City ABOP	381,858	317,786	324,142
Tons of debris collected by street sweepers	1,846	2,192	2,285
Cumulative annual savings from energy conservation efforts.	$410K	$325K	$375K
Greenhouse Gas Emissions from City operations (MT CO_2 e)	10,833	10,679	10,400

Policy Area: Infrastructure

Key Objectives for Fiscal Year 2014

- Complete design and construction for Airport Runway 15R-33L Pavement Rehabilitation.
- Complete construction of Taxiways “H”, “J” and “C” Pavement Rehabilitation Project.
- Award final design contract(s) for the El Estero Wastewater Treatment Plant Process Air Facilities and Activated Sludge Treatment Process Improvements.
- Award the Aeration Basin-related component construction project at the El Estero Wastewater Treatment Plant prior to July 2014.

Policy Area: Infrastructure (continued)

- Achieve 90% completion of the El Estero Wastewater Treatment Plant Influent Pump Station project by December 1, 2013.
- Utilize the new Pipeline Observation System Management (POSM) sewer main condition assessment database with associated closed-circuit television video file management to prioritize sewer infrastructure CIP projects by December 2013.
- Complete design/environmental review for re-commissioning the hydroelectric plant by January 30, 2014.
- Complete the construction of the Corporate Yard Well Phase 2 by February 28, 2014.
- Complete design and permitting for the Surge Tank Project at the upper Mission Canyon by April 30, 2014.
- Complete 90% of the FY 2013 Water Main Improvement Project by June 30, 2014.
- Replace the Punta Gorda Street Bridge over Sycamore Creek and open it up to the public.
- Replace the Chapala Street Bridge over Mission Creek and open it up to the public.
- Retrofit or replace Ice House at the Harbor.
- Complete preliminary design for Phases 5 through 8 of the Marina One Replacement Project.
- Install security cameras in the Downtown Parking Lots #9 and #2.
- Complete elevator modernizations for Downtown Parking Lot #9.
- Bid and complete the Pershing Park ball field lighting replacement project.
- Complete the replacement of the ADA accessible wheelchair elevators servicing the locker rooms and pool deck at Los Baños swimming pool.

Key Indicators

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
Millions of gallons of drinking water treated	6,409	7,300	7,500
Millions of gallons of wastewater treated	2,708	2,700	2,700
City pavement quality index (all roads)	64	62	61
Lane miles of city streets that receive asphalt pavement treatment (Note: FY 2012 had grant $)	84.7	26.2	20
Curb miles swept	17,558	17,750	17,400
Square feet of graffiti abated	316,878	275,826	270,000
Square feet of new city sidewalk installed	9,425	5,350	0

Policy Area: Affordable Housing

Key Objectives for Fiscal Year 2014

- Provide HOME-funded tenant based rental assistance (TBRA) to approximately 140 unduplicated extremely low-and low-income City of Santa Barbara households.
- Certify compliance of at least 95% of 485 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Certify compliance of at least 95% of 1,220 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Ensure compliance with City requirements for 100% of initial sales, re-sales, and re-financings of affordable ownership units.

Key Indicators

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
Initial sales of new affordable units monitored for conformance with housing policies	38	85	10
Re-sales of existing affordable units monitored for conformance with housing policies	14	15	15
Re-financings of existing affordable monitored for conformance with housing policies	48	34	30

Policy Area: Community Programs

Key Objectives for Fiscal Year 2014

- Ensure Restorative Outreach Specialists conduct regular outreach with homeless persons.
- Ensure Community Service Liaisons establish regular contact with downtown businesses to address concerns regarding homelessness issues.
- Maintain the Restorative Policing program with a minimum of 35 active cases at all times.
- Manage Neighborhood Improvement Program projects within the city by coordinating transient camp clean-ups and enforcement sweeps with other agencies and/or city departments.
- Provide food distribution to 14,000 households (duplicated) annually through Farmer's Market, Brown Bag, and Food Pantry programs.
- Provide 6 outreach and education presentations on rental housing rights and responsibilities to community groups, tenant groups, and landlord groups.
- Assist at least 165 adult literacy learners, with 50% reaching the California Library Literacy Services goal.

Policy Area: Community Programs (continued)

- Implement a series of technology classes for tablets that instruct patrons on a variety of applications available.
- Plan and coordinate City-sponsored major special events (Fiesta, Summer Solstice, Oak Park Ethnic Festivals, and 4th of July).
- Provide summer drop-in recreation programs for 885 unduplicated participants at 3 elementary school sites.
- Provide 1,200 participants with summer and spring camps and clinics.
- Provide 4 community service opportunities per year for teens and adults in youth or community service programs or activities. Provide technical and professional support to artists, art organizations, non-profits, and the public for cultural events and programs in the City of Santa Barbara.

Key Indicators

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
Community Development Block Grant /Human Services grant recipients awarded in March	64	50	50
City libraries per capita expenditure from state and local funds	$38.96	$44.79	$45.50
Children and youth served by funded agencies for services including child care, counseling, advocacy, gang prevention, after-school care and others*	3,412	3,000	3,000
Seniors served by funded agencies for services including day car, counseling, in-home supportive services and others*	746	1,000	1,000
Homeless persons served by funded agencies for services such as shelter, food, case management, supportive services and others*	1,443	3,000	3,000
Library volunteer hours	15,343	8,264	10,000
Youth and adults mentored through the Job Apprentice Program	182	116	30
Students receiving information through Airport Aviation Education Program via an Airport tour or school visit	4,545	4,200	4,000
Elementary school Recreation Afterschool Program participants (unduplicated)	303	330	330
Participants in Ballroom, Swing, and Contra dance programs	7,255	7,150	7,000
Scholarships awarded for aquatic summer camps	45	45	45
Participants in free after school youth sports programs	800	850	900
Youth league sports program participants	1,822	1,800	1,800
Adult sports program participants	1,818	1,600	1,600
Tennis court hours for youth tennis programming	1,669	1,500	1,500

Key Indicators (continued)

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
Free or low cost meals provided to senior citizens	5,630	5,896	5,500
Rounds of golf at Municipal Golf Course	63,620	62,863	65,530

*Actual counts may be duplicative as some agencies serve the same clients.

Policy Area: Neighborhood Livability

Key Objectives for Fiscal Year 2014

- Host at least 4 Airport Noise Abatement Committee meetings.
- Notify 100% of aircraft operators who failed to comply with noise abatement procedures, in which a noise complaint resulted.
- Participate in Neighborhood Watch meetings and projects on a monthly basis.
- Develop and implement the Neighborhood Enhancement Program which provides funding for neighborhood improvements which benefit low income residents, based on annual recommendations from the Neighborhood Advisory Council.
- Partner with local parks and garden organizations to coordinate National Public Gardens Day 2014 and related activities to promote better community awareness of City parks.
- Complete 75% of initial site inspections for highest priority zoning enforcement cases within 21 days of receipt of the complaint.

Key Indicators

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
Development applications submitted, including re-submittals	35	22	30
Zoning plan checks completed – initial review	1,089	1,100	1,100
Zoning enforcement cases received	264	400	300
Historic Resource Evaluations	56	200	175
Building inspections completed	11,395	11,000	11,000
New building permit applications made to the Building and Safety Division	2,500	2,584	2,500
Library circulation per capita for City residents	7.74	9.02	9.00

Policy Area: Organizational Efficiency and Effectiveness

Key Objectives for Fiscal Year 2014

- Ensure that City departments achieve 80% of program objectives.
- Present a balanced budget for Fiscal Year 2015 for Council consideration by May 2014, in accordance with Council policy.
- Maintain an average "AAA" credit quality for securities in the City portfolio.
- Project General Fund non-departmental revenues within a 2% margin in relation to mid-year projections.
- Implement the core financial modules (General Ledger, Accounts Payable and Purchasing) of the Financial Management System Replacement project.
- Maintain 99% television broadcast system uptime out of 24 hours, 7 days per week.
- Complete 100% of City Clerk customer service requests within 2 working days or by the requested deadline.
- Achieve 80% of circulation at City libraries from self-check machines.
- Limit the cost of construction contract change orders for Capital Improvement Program projects to less than 9% of the total annual value of construction awarded.
- Maintain an uptime of 99.8% for: the City's Wide Area Network (WAN), Financial Management System (FMS), Centralized Geographic Information Systems (GIS) and Mapping Analysis and Printing Services (MAPS).
- Provide wireless access in all large City facilities to support mobile devices and improve staff productivity by March 31, 2014.
- Hold training updates with departmental representatives on pertinent issues related to Human Resources.
- Respond and deliver 100% of building and planning file public records requests within 10 days of receipt.
- Audit 25% of Waterfront percentage rent leases.

Key Indicators

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
Percent of turnover of regular employees	7.75%	8%`	7.5%
Employment applications reviewed or processed	10,200	9,000	8,500
Percent of treasury receipts processed on day received	99.6%	99%	99%
Public meetings televised	294	335	260

Key Indicators (continued)

	Actual FY 2012	Projected FY 2013	Adopted FY 2014
City TV original productions	57	38	40
New business licenses issued	1,753	2,030	1,800
Employees attending Injury Illness Prevention Program training sessions	1,554	1,525	1,700

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DEPARTMENT SUMMARY

Administrative Services

Provide effective and efficient administrative services that include preparing the official city record, conducting elections, and managing human resources, information technology, and infrastructure services.

About Administrative Services

The Administrative Services Department consists of three divisions: City Clerk, Human Resources, and Information Systems. The Department is responsible for managing high profile special projects. The Department provides important services to over 1,500 regular and hourly city employees and to the community.

The City Clerk maintains the official city council meeting minutes and records, and conducts elections.

Human Resources recruits employees, develops policies, manages the personnel system, and administers the employee benefits and training programs.

Information Systems provides technical and user support for 820 desktop computers, the Financial Management System, centralized GIS, web services, Help Desk and computer training.

Fiscal Year 2014 Budget Highlights

The Administrative Services Department is responsible for:

- Conducting the 2013 Municipal Election.
- Coordinating the Citywide Records Management Program and the electronic Workstream Council agenda preparation system.
- Implementing electronic filing for Statements of Economic Interest and campaign finance statements.
- Reviewing and updating Human Resources' policies and procedures on the City's SharePoint site.
- Conducting City-wide training, including legally required harassment training for supervisors and managers.
- Completing the replacement of the City's Financial Management System.
- Supporting a Citywide Geographical Information System (GIS) to better collect and manage data.
- Provide wireless access in all large City facilities to support mobile devices and improve staff productivity.

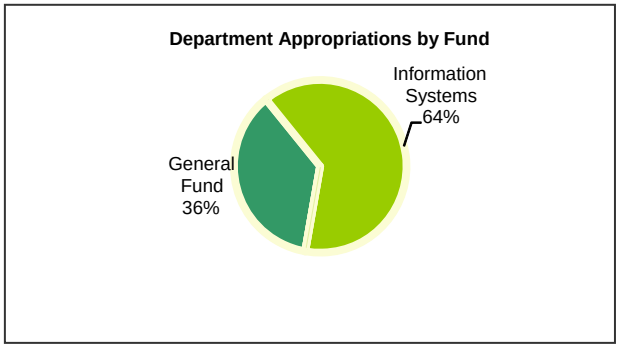
Administrative Services

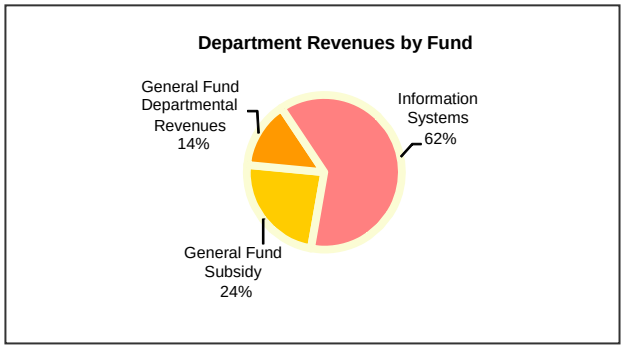
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**25.50**	**25.50**	**25.50**	**26.50**	**27.50**
Hourly Employee Hours	**629**	**2,468**	**2,120**	**4,037**	**2,315**
Revenues					
Fees and Service Charges	$ 2,287,659	$ 2,359,279	$ 2,359,329	$ 2,516,221	$ 2,889,480
Other Revenue	6,531	2,200	3,553	2,200	2,200
Transfers In	19,740	-	-	-	-
Overhead Allocation Recovery	742,123	708,646	708,646	818,411	834,779
General Fund Subsidy	1,021,200	1,021,647	924,633	1,380,213	1,121,879
Total Department Revenue	**$ 4,077,253**	**$ 4,091,772**	**$ 3,996,161**	**$ 4,717,045**	**$ 4,848,338**
Expenditures					
Salaries and Benefits	$ 2,769,068	$ 3,026,843	$ 2,972,141	$ 3,224,883	$ 3,439,770
Supplies and Services	1,035,059	1,165,396	1,064,875	1,514,802	1,357,822
Special Projects	6,045	14,500	14,000	18,500	26,400
Capital Equipment	9,600	11,000	34,472	11,000	11,000
Non-Capital Equipment	129,064	277,853	121,790	8,250	8,250
Appropriated Reserve	-	3,593	-	12,586	13,134
Total Operating Expenditures	**$ 3,948,836**	**$ 4,499,185**	**$ 4,207,278**	**$ 4,790,021**	**$ 4,856,376**
Capital Grants Revenue	$ 1,030,000	$ 1,063,000	$ 1,058,001	$ 1,098,000	$ -
Capital Program	47,111	2,270,406	1,000,000	1,260,000	212,000
Total Department Expenditures	**$ 3,995,947**	**$ 6,769,591**	**$ 5,207,278**	**$ 6,050,021**	**$ 5,068,376**
Addition to (Use of) Reserves	**$ 1,111,306**	**$ (1,614,819)**	**$ (153,116)**	**$ (234,976)**	**$ (220,038)**

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

Department Fund Composition

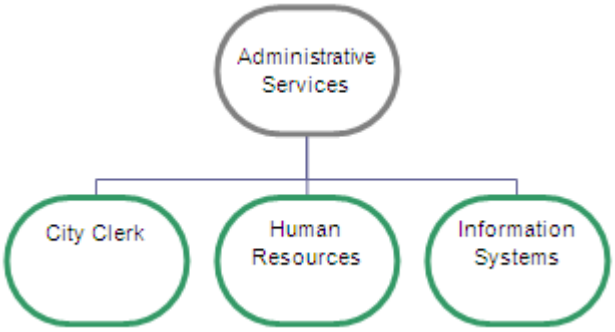




DEPARTMENT SUMMARY

Administrative Services

Organizational Program Chart



ADMINISTRATIVE SERVICES PROGRAMS

- **City Clerk's Office**
- Human Resources
- Information Systems

City Clerk's Office

(Program No. 1521, 1522)

Mission Statement

Ensure the integrity and preservation of the City Council's record, conduct municipal elections, coordinate the recruitment and appointment process for City Advisory Groups, coordinate the citywide Records Management Program, and provide courteous, professional and efficient service to the City Council, City staff and the community.

Program Activities

- Administer municipal elections.
- Prepare agendas and minutes for all City Council meetings.
- Process City Council approved ordinances, resolutions, agreements, contracts, and deeds and certify the administrative record of Council actions.
- Provide information to the public and update and publish the Municipal Code.
- Coordinate the Records Management Program.
- Oversee compliance with the Political Reform Act as it relates to filing of Campaign Statements, Statements of Economic Interests, and Ethics Training.
- Coordinate the recruitment and appointment process for 31 City advisory groups.

Project Objectives for Fiscal Year 2014

- Administer the November 5, 2013 General Municipal Election to elect the Mayor and 3 Councilmembers and vote on ballot measure(s).
- Coordinate the recruitment, appointment, orientation and training for 31 City advisory groups.
- Conduct required ethics training for members of designated advisory groups.
- Coordinate electronic filing systems for candidates, committees, elected officials, City advisory group members, and employees.
- Oversee the Records Management Program and prepare an annual report on each Department's progress in meeting the program goals.
- Investigate options for replacement of electronic Agenda Management software.

RECENT PROGRAM ACHIEVEMENTS

Conducted a successful training attended by almost 70 staff members on the Brown Act.

Implemented all electronic filing of statements of economic interest.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.50**	**3.50**	**3.50**	**3.50**	**3.50**
Hourly Employee Hours	**625**	**0**	**0**	**722**	**0**
Revenues					
Fees and Service Charges	$ 1,265	$ 1,200	$ 1,250	$ 1,224	$ 1,248
Other Revenue	5,071	2,200	2,215	2,200	2,200
Overhead Allocation Recovery	248,107	236,915	236,915	291,018	296,839
General Fund Subsidy	363,202	220,914	192,581	480,648	196,019
Total Revenue	**$ 617,645**	**$ 461,229**	**$ 432,961**	**$ 775,090**	**$ 496,306**
Expenditures					
Salaries and Benefits	$ 349,845	$ 371,466	$ 354,905	$ 381,222	$ 385,895
Supplies and Services	267,800	89,763	78,056	393,868	110,411
Total Expenditures	**$ 617,645**	**$ 461,229**	**$ 432,961**	**$ 775,090**	**$ 496,306**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 100% of customer service requests within 2 working days or by the requested deadline.				
Percent of Customer Service Requests Completed within 2 Working Days or by the Requested Deadline	100%	100%	100%	100%
Maintain 90% timely filing rate for statements of economic interests.				
Percent of Timely Filings of Statements of Economic Interests	87%	90%	90%	90%
Complete 75% of Council minutes accurately within 7 working days.				
Percent of Council minutes accurately prepared within 7 working days and presented for Council approval	34%	75%	90%	75%

City Clerk's Office

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Pages of Council minutes prepared for Council approval	355	450	450	450
Staff hours spent in support of City advisory groups	251	360	500	360
Customer service requests completed within 2 working days or by the requested deadline	2,238	1,400	1,600	2,000
Electronic filings of statements of economic interests	445	450	450	435
Staff hours spent in support of statements of economic interests	186	147	147	125
Staff hours spent on codification of the municipal code	35	60	60	60
Contracts and agreements, deeds and notices of completion processed	318	290	300	300
Resolutions and ordinances processed	96	135	135	135
City Council agendas and packets prepared	66	60	60	60
Campaign statements processed	67	20	30	50
Staff hours spent in support of campaign statements	53	20	20	30
Staff hours spent on research requests	67	90	90	90
Phone calls received	5,150	5,000	5,000	5,000
Staff hours spent on the Council agenda packet process	594	600	600	600
Staff hours spent on Council meeting attendance and follow-up	1,121	1,050	1,050	1,050

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ADMINISTRATIVE SERVICES PROGRAMS

City Clerk's Office
➢ **Human Resources**
Information Systems

Human Resources

(Program Nos. 1531, 1533)

Mission Statement

Develop effective policies and assist departments in the recruitment, development, and retention of quality employees in order for the City to provide a high standard of service to the community.

Program Activities

- Provide a centralized program of personnel administration for approximately 1,500 regular and hourly employees. Establish job descriptions and compensation levels for approximately 400 classifications.
- Recruit, test, and certify applicants for City positions.
- Provide guidance and personnel-related information to employees and departments. Coordinate and assist departments on disciplinary actions, performance issues, and complaints.
- Administer the Human Resources function of the payroll process including changes to employees' salary, such as COLAs, merit increases, promotions, etc.
- Provide staff support to the Civil Service Commission.
- Administer employee benefit programs including health insurance, life insurance, long and short-term disability, flexible spending accounts, deferred compensation, and retirement. Administer employee leave programs.
- Administer employee training opportunities and legally mandated sexual harassment training. Conduct New Employee and New Leader orientation programs.

Project Objectives for Fiscal Year 2014

- Complete six sessions of legally required Harassment Training for Supervisors and Managers by December 31, 2013.
- Complete eight sessions of Harassment Training for staff.

RECENT PROGRAM ACHIEVEMENTS

Reviewed and processed 10,200 applications for employment in FY12.

Offered 50 training classes to employees in FY12.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.50**	**8.50**	**8.50**	**9.50**	**9.50**
Hourly Employee Hours	**4**	**348**	**0**	**355**	**355**
Revenues					
Other Revenue	$ 251	$ -	$ 200	$ -	$ -
Overhead Allocation Recovery	494,016	471,731	471,731	527,393	537,940
General Fund Subsidy	657,998	800,733	732,052	899,565	925,860
Total Revenue	**$ 1,152,265**	**$ 1,272,464**	**$ 1,203,983**	**$ 1,426,958**	**$ 1,463,800**
Expenditures					
Salaries and Benefits	$ 926,633	$ 982,378	$ 954,642	$ 1,142,443	$ 1,172,008
Supplies and Services	216,032	280,086	239,501	274,515	281,792
Capital Equipment	9,600	10,000	9,600	10,000	10,000
Non-Capital Equipment	-	-	240	-	-
Total Expenditures	**$ 1,152,265**	**$ 1,272,464**	**$ 1,203,983**	**$ 1,426,958**	**$ 1,463,800**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that City supervisors and managers complete 85% of employee performance evaluations on-time.				
Evaluations completed on-time/total number of evaluations due	87.2%	85%	85%	85%
Provide 95% of classification recommendations to the requesting department within 45 working days of receiving the Positions Description Form from the department.				
Classification studies completed (within 45 working days of department completing the Position Description Form)/total number of classification studies completed	100%	95%	95%	95%
Complete internal (promotional) recruitments within an average of 39-working days.				
Working days from Personnel Services Requisition to certification date	25.71	39	30	39

Human Resources

(Continued)

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete external (open) recruitments within an average of 49-working days.				
Working days from Personnel Services Requisition to certification date	41.36	49	40	49
Hold training updates with department representatives on pertinent issues related to Human Resources, such as the Family Medical Leave Act, Personnel Action Forms (PAFs), etc.				
Training updates held for department reps	0	2	2	2
Conduct quarterly retirement workshops with PERS representatives and City staff.				
PERS workshops held	4	4	4	4
Hold, on a quarterly basis, supervisory training classes.				
Supervisory training classes held	25	4	20	4

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Applications reviewed and processed	10,200	8,500	9,000	9,000
Recruitments conducted	76	70	80	75
Employees (regular and hourly) hired	433	400	400	400
Regular employee turnover	7.75%	7%	8%	7.5%
Employees (regular and hourly) hired	4,298	3,000	3,000	3,000
Management positions filled by internal promotion	73%	75%	70%	70%
Supervisory positions filled by internal promotion	80%	80%	80%	80%
Supervisory/manager requests for assistance re: disciplinary issues	848	750	900	800
Employees who made benefit changes during Open Enrollment	237	500	234	500
Employee requests for assistance regarding benefits	8,957	8,000	10,000	9,000
Average number of LEAP training hours attended per employee	1.8	3	2	2

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ADMINISTRATIVE SERVICES PROGRAMS

City Clerk's Office
Human Resources
➢ **Information Systems**

Information Systems

(Program Nos. 1541, 1542, 1543)

Mission Statement

Provide computer support for Financial, Geographic Information System (GIS), Web Services, and department applications; ensure reliable network operation; provide computer training and Help Desk support to City staff to enhance the effectiveness of City operations.

Program Activities

- Provide a reliable and secure computer infrastructure with high-speed network access to City facilities.
- Maintain, upgrade, and support 820 desktop computers and 80 infrastructure and application servers.
- Support the Financial Management System (FMS) and City-wide and departmental application systems.
- Support the City's GIS system and create and maintain centralized standards-based maps and reports.
- Provide computer training for City staff.
- Provide a single source Help Desk support service for quick and effective problem diagnosis and resolution.
- Provide easily maintained and user friendly public Web site to residents and internal SharePoint services to City staff.
- Provide technical assistance support to departments for hardware selection, applications, and operations.

Project Objectives for Fiscal Year 2014

- Complete the implementation of Tyler Munis financial system including all Financial, Payroll, and Human Resources modules.
- Conduct a pilot project to evaluate the best method to implement an automated operating system deployment, application delivery and update, and anti-virus management system. Develop a citywide implementation plan with schedule and begin the deployment process.
- Conduct a needs assessment, select and begin implementation of a citizen response system that allows the Public to make and track requests for City services.

RECENT PROGRAM ACHIEVEMENTS

-Converted Cater and El Estero Treatment Plants to high speed connection.
-Completed virtualization of 80+ servers. Project is complete.
-New Munis financial system installed and in testing.
-New City website is live in production with new mobile device technology.
-New MAPS display application in production.

Project Objectives for Fiscal Year 2014 (cont'd)

- Provide staff with a method for accessing City software applications on a mobile device in the field.
- Conduct a needs assessment for expansion of wireless access in City facilities; develop an implementation strategy, priority list, and complete Phase 1.
- Upgrade the enterprise backup system to reduce power and cooling requirements and costs by November 30, 2013.
- Upgrade the City's geographic information systems (GIS) desktop and server software and MAPS internal and public data browser applications by August 31, 2013.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**13.50**	**13.50**	**13.50**	**13.50**	**14.50**
Hourly Employee Hours	**0**	**2,120**	**2,120**	**2,960**	**1,960**
Revenues					
Fees and Service Charges	$ 2,286,394	$ 2,358,079	$ 2,358,079	$ 2,514,997	$ 2,888,232
Other Revenue	1,209	-	1,138	-	-
Transfers In	19,740	-	-	-	-
Total Revenue	**$ 2,307,343**	**$ 2,358,079**	**$ 2,359,217**	**$ 2,514,997**	**$ 2,888,232**
Expenditures					
Salaries and Benefits	$ 1,492,590	$ 1,672,999	$ 1,662,594	$ 1,701,218	$ 1,881,867
Supplies and Services	551,227	795,547	747,318	846,419	965,619
Special Projects	6,045	14,500	14,000	18,500	26,400
Capital Equipment	-	1,000	24,872	1,000	1,000
Non-Capital Equipment	129,064	277,853	121,550	8,250	8,250
Appropriated Reserve	-	3,593	-	12,586	13,134
Total Expenditures	**$ 2,178,926**	**$ 2,765,492**	**$ 2,570,334**	**$ 2,587,973**	**$ 2,896,270**
Capital Grants	1,030,000	1,063,000	1,058,001	1,098,000	-
Capital Program	47,111	2,270,406	1,000,000	1,260,000	212,000
Addition to (Use of) Reserves	**$ 1,111,306**	**$ (1,614,819)**	**$ (153,116)**	**$ (234,976)**	**$ (220,038)**

Information Systems

(Continued)

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Resolve 60% of requests for Customer Support at time of call.				
Percent of calls for customer support that are resolved at time of call	44.5%	60%	60%	60%
Resolve 70% of requests for Customer Support within 1 business day.				
Percent of requests for customer support that are resolved within 1 business day	54%	70%	70%	70%
Resolve 98% of Out of Service requests rated as Critical within 1 Business Day.				
Percent of Critical Out of Service requests resolved in 1 business day	97%	98%	99%	98%
Maintain an uptime of 99.8% of the City's Wide Area Network and critical file and application servers.				
Percent uptime for City WAN and critical support servers	99.94%	99.8%	99.9%	99.8%
Maintain an uptime of 99.8% of the City's Financial Management Systems.				
Percent uptime for City's Financial Management Systems	99.98%	99.8%	99.9%	99.8%
Maintain an uptime of 99.8% of the City's Centralized GIS and MAPS servers.				
Percent uptime for City GIS and MAPS servers	99.88%	99.8%	99.9%	99.8%
Maintain a 95% or higher customer satisfaction rating on service requests.				
Percent of employees surveyed reporting satisfactory rating on services received	99.6%	95%	99%	95%
Ensure 99% of employees report that training provided will result in improvements in their ability to use desktop applications.				
Percent of employees reporting that the training improved their ability to use desktop applications	99.6%	99%	99%	99%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
User support requests completed	4,128	4,800	3,700	4,200
Infrastructure support service requests completed	3,246	3,600	2,600	3,000
Critical out-of-service requests completed	49	40	27	35
Enterprise applications systems service requests completed	956	1000	720	700
GIS service requests completed	864	930	880	880
Web service requests completed	533	650	400	400
Computer users supported	1,155	1,125	1,170	1,170
Computer workstation devices supported	780	800	820	820
Computer users supported per Full Time Employee (FTE)	151	151	160	160
FMS users supported per FTE	153	150	145	400
GIS users supported per FTE	234	250	260	260
Web content managers supported per FTE	205	200	205	205
Training enrollments	196	400	300	300

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Airport

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

About Airport

Santa Barbara Municipal Airport is the busiest commercial service airport on the California coast between San Jose and Los Angeles. 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 70% of total aircraft operations with 189 based aircraft valued at $36 million.

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.

Fiscal Year 2014 Budget Highlights

Complete the draft Airport Master Plan and begin environmental review.

Implement a reorganization of the Security and Certification and Operations Programs

In addition to the airfield the Airport's 950 acres comprises 400 acres of wetlands and 95 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 are spent on Airport operations, maintenance, and capital improvements as required by federal law. The Federal Aviation Administration (FAA) provides grant funding for capital improvements. No local tax dollars are used for the Airport's operation.

DEPARTMENT SUMMARY

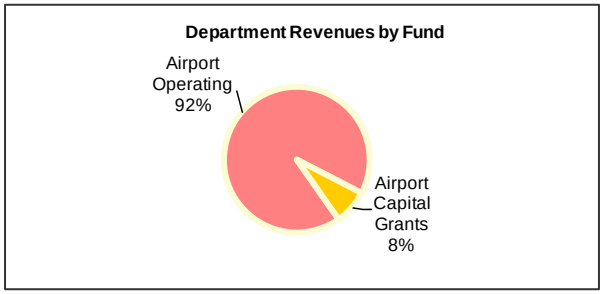
Airport

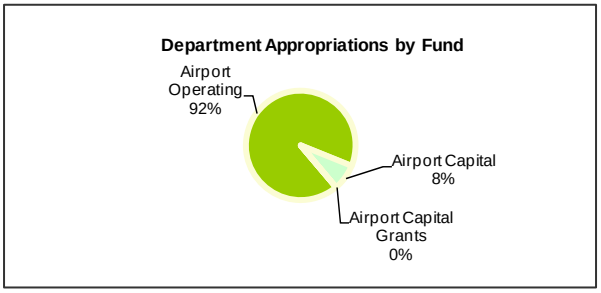
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**54.00**	**52.00**	**52.00**	**55.50**	**55.50**
Hourly Employee Hours	**14,674**	**15,022**	**15,022**	**16,664**	**16,664**
Revenues					
FAA Grants	$ 2,690,714	$ 3,046,424	$ 2,233,914	$ -	$ -
Passenger Facility Charges	1,392,266	1,375,000	1,522,000	1,375,000	1,375,000
Customer Facility Charges	739,470	825,000	820,420	825,000	825,000
Intergovernmental	409,700	65,000	-	-	-
Lease Income	13,990,344	14,649,475	15,470,287	15,710,393	16,023,358
Interest Income	243,940	216,200	184,365	155,000	142,100
Other Revenue	625,300	401,381	423,844	377,600	377,400
Transfer In	300,166	-	-	-	-
Total Department Revenue	**$ 20,391,900**	**$ 20,578,480**	**$ 20,654,830**	**$ 18,442,993**	**$ 18,742,858**
Expenditures					
Salaries and Benefits	$ 4,693,950	$ 5,101,719	$ 4,673,558	$ 5,522,998	$ 5,749,258
Supplies and Services	6,348,864	7,253,177	6,813,845	7,424,384	7,573,338
Special Projects	792,855	736,200	565,354	863,000	896,000
Non-Capital Equipment	61,226	63,569	19,767	52,500	49,500
Debt Service	2,271,601	3,887,583	3,887,583	3,949,665	3,947,266
Appropriated Reserve	-	515,443	-	506,110	527,496
Transfers Out	97,188	104,641	104,641	124,336	-
Total Operating Expenditures	**$ 14,265,684**	**$ 17,662,332**	**$ 16,064,748**	**$ 18,442,993**	**$ 18,742,858**
Capital Program	7,981,502	10,186,510	5,569,476	-	-
Total Department Expenditures	**$ 22,247,186**	**$ 27,848,842**	**$ 21,634,224**	**$ 18,442,993**	**$ 18,742,858**
Addition to (Use of) Reserves	**$ (1,855,286)**	**$ (7,270,362)**	**$ (979,394)**	**$ -**	**$ -**

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

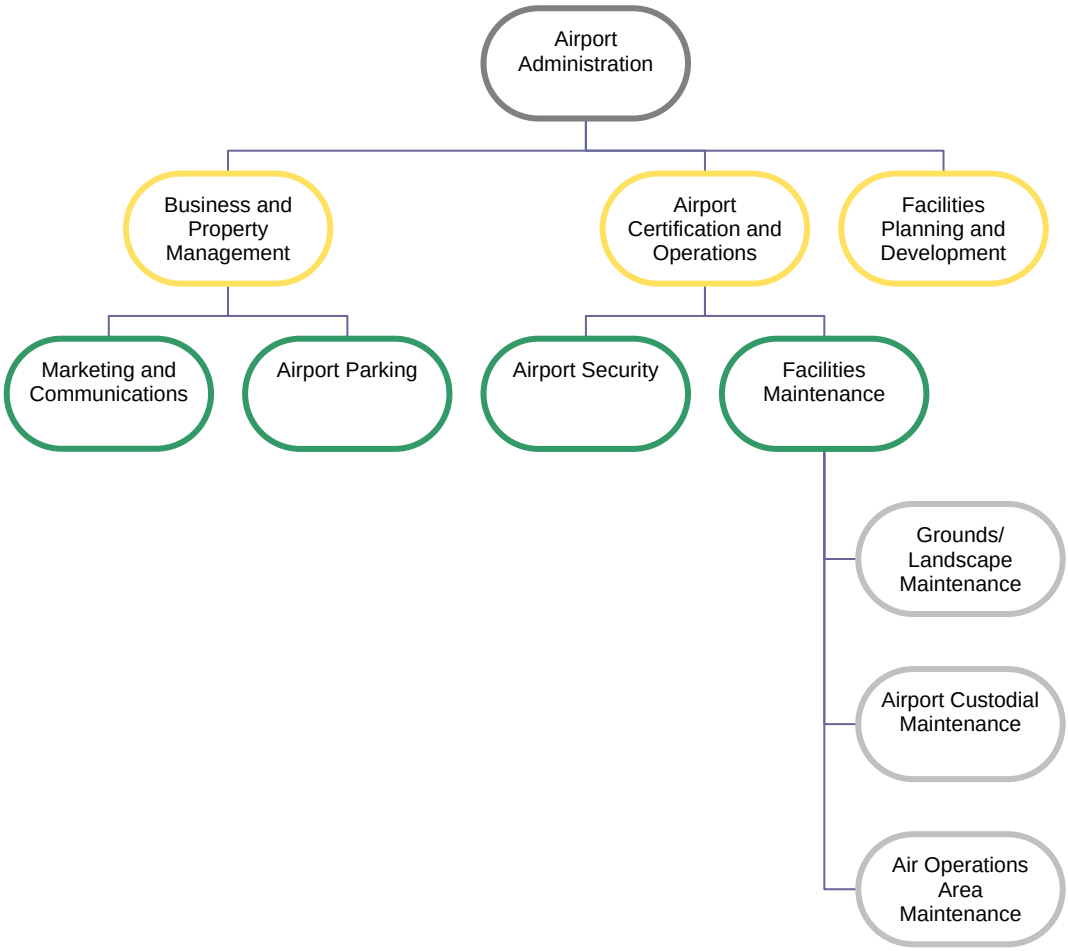
Department Fund Composition





Airport

Program Organizational Chart



AIRPORT PROGRAMS

➢ **Administration**
Business and Property Management
Marketing and Communications
Facilities Maintenance
Air Operations Area Maintenance
Airport Security
Airport Certification and Operations
Facility Planning and Development

Administration

(Program No. 7411)

Mission Statement

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

Program Activities

- Oversee management of all operating divisions within the Department.
- 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.

Project Objectives for Fiscal Year 2014

- Provide quarterly updates to City Council, appropriate Boards and Commissions, and local agency stakeholders regarding progress on the Airport Master Plan development.
- Implement a Department reorganization of the Security and Operations Programs by establishing new and/or updated performance standards, operating procedures, and training.
- Implement the FY 2014 Air Service Development Program that outlines strategic approaches for maintaining and acquiring airline routes
- Identify potential options to reduce the cost of Aircraft Recue and Fire Fighting (ARFF) services at the Airport and assess the feasibility of each while maintaining Fire best practices and FAA requirements by December 2013.

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RECENT PROGRAM ACHIEVEMENTS

Airport Master Plan is progressing on schedule with updates provided to City Council, Commissions and agency stakeholders.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
FAA Grants	$ 2,690,714	$ 3,046,424	$ 2,233,914	$ -	$ -
Passenger Facility Charges	1,392,266	1,375,000	1,522,000	1,375,000	1,375,000
Customer Facility Charges	739,470	825,000	820,420	825,000	825,000
Intergovernmental	-	65,000	-	-	-
Lease Income	205,299	213,000	207,000	213,000	213,000
Interest Income	243,940	216,200	184,365	155,000	142,100
Other Revenue	279,010	235,000	212,312	235,000	235,000
Transfers In	22,048	-	-	-	-
Total Revenue	**$ 5,572,747**	**$ 5,975,624**	**$ 5,180,011**	**$ 2,803,000**	**$ 2,790,100**
Expenditures					
Salaries and Benefits	$ 193,178	$ 346,778	$ 336,436	$ 363,554	$ 372,667
Supplies and Services	1,174,576	1,347,968	1,318,105	1,344,945	1,356,527
Special Projects	-	1,200	1,200	-	-
Non-Capital Equipment	355	1,000	797	1,000	1,000
Debt Service	2,271,601	3,887,583	3,887,583	3,949,665	3,947,266
Appropriated Reserve	-	515,443	-	506,110	527,496
Transfers Out	97,188	104,641	104,641	124,336	-
Total Expenditures	**$ 3,736,898**	**$ 6,204,613**	**$ 5,648,762**	**$ 6,289,610**	**$ 6,204,956**
Capital Program	7,981,502	10,186,510	5,569,476	-	-
Addition to (Use of) Reserves	**$ (6,145,653)**	**$ (10,415,499)**	**$ (6,038,227)**	**$ (3,486,610)**	**$ (3,414,856)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Accomplish 85% of the Department's program objectives.				
Percent of Department program objectives achieved	81%	85%	82%	85%
Capture at least 60% of the regional (SBP,SMX,SBA) air service market share based on the number of daily departures.				
Tri-county region air service market share	62.6%	60%	63%	60%

Administration

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Annual passengers	716,625	750,000	730,958	746,000
Annual aircraft operations for airlines and general aviation	102,461	113,000	102,000	102,000
Annual tons of airfreight	2,007	2,250	2,050	2,000

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AIRPORT PROGRAMS

Administration
➢ **Business and Property Management**
Marketing and Communications
Facilities Maintenance
Air Operations Area Maintenance
Airport Security
Airport Certification and Operations
Facility Planning and Development

Business and Property Management

(Program Nos. 7412, 7414)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Develop a Request for Proposals (RFP) for commercial businesses providing support services to general aviation users (Fixed Base Operators, FBO) using the FBO development parcels proposed in the Airport Master Plan.

RECENT PROGRAM ACHIEVEMENTS

Coordinated the transition of the parking management office/operation to the Historic Earle Ovington Terminal.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**4.30**	**4.30**	**4.30**	**4.75**	**4.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Lease Income	$ 10,684,833	$ 10,887,475	$ 11,246,638	$ 11,558,393	$ 11,773,358
Other Revenues	37,592	21,900	27,827	26,600	26,400
Transfers In	27,832	-	-	-	-
Total Revenue	**$ 10,750,257**	**$ 10,909,375**	**$ 11,274,465**	**$ 11,584,993**	**$ 11,799,758**
Expenditures					
Salaries and Benefits	$ 436,732	$ 455,116	$ 403,228	$ 530,736	$ 548,800
Supplies and Services	648,741	675,939	701,780	724,324	750,352
Special Projects	666,819	730,000	560,043	858,000	891,000
Non-Capital Equipment	105	6,000	1,384	1,000	1,000
Total Expenditures	**$ 1,752,397**	**$ 1,867,055**	**$ 1,666,435**	**$ 2,114,060**	**$ 2,191,152**
Addition to (Use of) Reserves	**$ 8,997,860**	**$ 9,042,320**	**$ 9,608,030**	**$ 9,470,933**	**$ 9,608,606**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain airline cost per enplaned passenger with the maximum not to exceed $9.75 based on the financial forecast from the feasibility study by Jacobs Consultancy dated February 2011.				
Airport facility lease and landing fees per enplaned passenger	$8.15	<$9.75	<$9.75	<$9.75
Maintain annual revenue at budget target through effective management of commercial air carrier and terminal related assets.				
Air carrier and Airline Terminal Revenue	N/A	N/A	N/A	$9,337,534
Maintain annual revenue at budget target through effective management of general aviation assets.				
General Aviation revenue	N/A	N/A	N/A	$1,641,800
Maintain annual lease revenue at budget target through effective management of commercial industrial assets.				
Lease revenue	$4,053,314	$4,024,075	$4,345.075	$4,472,500

Business and Property Management

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Revenue for food and beverage at $3.25 per enplaned passenger	$3.44	$3.25	$3.81	$3.25
Revenue for news and gifts at $ 2.15 per enplaned passenger	$2.18	$2.15	$2.38	$2.15
Annual number of rental car contracts	N/A	N/A	N/A	76,400
Annual Gallons of Avgas aviation fuel sold	N/A	N/A	N/A	192,432
Annual Gallons of Jet A aviation fuel sold	N/A	N/A	N/A	2,667,491
Average parking stay in Terminal Short Term Lot	N/A	N/A	N/A	1 hour
Average parking stay in Terminal Long Term Lot 1	N/A	N/A	N/A	3 days
Average parking stay in Terminal Long Term Lot 2	N/A	N/A	N/A	3 days
Land leased (sq. ft)	4,787,701	4,736,949	4,761,962	4,709,796
Land space occupancy rate	99.2%	98%	98.6%	98%
Building space leased (sq. ft)	320,884	320,439	320,282	322,655
Building space occupancy rate	98.4%	98%	98.2%	98%
KWh generated by the rental car facility solar PV collection system	242,252	220,000	200,000	220,000

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AIRPORT PROGRAMS

Administration
Business and Property Management
➢ **Marketing and Communications**
Facilities Maintenance
Air Operations Area Maintenance
Airport Security
Airport Certification and Operations
Facility Planning and Development

Marketing and Communications

(Program No. 7413)

Mission Statement

Plan, develop and implement comprehensive marketing and communications strategies to increase regional traveler awareness of local air transportation services. Create awareness about the role and benefits of the Airport to the community while fostering media relations. Provide crisis communication support.

Program Activities

- Enhance awareness of Airport projects and services while encouraging and maintaining community goodwill through public information, aviation education and economic development activities.
- Develop information for media communications regarding Airport programs and operations.
- Manage outreach programs for aviation education for local students including at-risk youth.
- Plan, develop and coordinate major Airport public events for the completion of capital and special projects.

Project Objectives for Fiscal Year 2014

- Improve public access to information regarding air service, airport operations, and planning by implementing a new website (FlySba.com).
- Increase awareness of SBA air service options among Ventura County residents by implementing a strategic marketing program.

RECENT PROGRAM ACHIEVEMENTS

Develop FlySba.com website starting in April through September, 2013.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.50**	**1.50**	**1.50**	**1.50**	**1.50**
Hourly Employee Hours	**64**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 14,446	$ -	$ -	$ -	$ -
Total Revenue	**$ 14,446**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 153,225	$ 135,493	$ 135,753	$ 139,992	$ 147,676
Supplies and Services	303,313	356,942	297,059	217,341	218,450
Special Projects	4,738	5,000	4,111	5,000	5,000
Non-Capital Equipment	4,013	-	-	1,000	1,000
Total Expenditures	**$ 465,289**	**$ 497,435**	**$ 436,923**	**$ 363,333**	**$ 372,126**
Addition to (Use of) Reserves	**$ (450,843)**	**$ (497,435)**	**$ (436,923)**	**$ (363,333)**	**$ (372,126)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Increase awareness of Airport services through use of social media.				
Number of annual visitors to Facebook and Twitter	N/A	N/A	N/A	3,000
Provide passenger regional information/services at the Terminal Information Center.				
Number of public inquiries	N/A	N/A	N/A	30,000

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Students receiving information through the Aviation Education Program via an Airport Tour of Visit	4,545	3,800	4,200	4,000
Annual number of news releases issued	13	N/A	N/A	12
Annual visits to Airport website	319,052	350,000	310,000	350,000

AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
➢ **Facilities Maintenance**
Air Operations Area Maintenance
Airport Security
Airport Certification and Operations
Facility Planning and Development

Facilities Maintenance

(Program Nos. 7421, 7422, 7424)

Mission Statement

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

Program Activities

- Provide 24-hour maintenance service for 54 Airport buildings, as well as Airport water mains, fire hydrants, sewer mains, manholes, and road and parking areas.
- Inspect and maintain one tidal gate to prevent flooding.
- Maintain landscaped areas at leased properties, roadway medians and Love Park on Airport property, including planting, mowing, weed abatement, and rodent control.
- Maintain Airport buildings, infrastructure and grounds to minimize unit costs.
- Administer the Storm Water Pollution Prevention Plan as part of the Airport's National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.

Project Objectives for Fiscal Year 2014

- Install at least 10 emergency back-up ballasts for lighting in the Airline Terminal
- Remodel restroom in the Airport Administration building.
- Upgrade the climate control system in the Airport Tour Center.

RECENT PROGRAM ACHIEVEMENTS

Began maintaining the refurbished historic airline terminal and short term parking lot.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**17.88**	**17.53**	**17.53**	**18.03**	**18.03**
Hourly Employee Hours	**3,769**	**1,978**	**1,978**	**2,324**	**2,324**
Revenues					
Intergovernmental	$ 409,700	$ -	$ -	$ -	$ -
Other Revenue	36,951	-	19,634	-	-
Transfers In	80,885	-	-	-	-
Total Revenue	**$ 527,536**	**$ -**	**$ 19,634**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,296,210	$ 1,405,870	$ 1,347,722	$ 1,507,847	$ 1,565,273
Supplies and Services	1,541,823	1,849,126	1,640,651	1,972,803	2,003,695
Non-Capital Equipment	20,822	23,250	8,231	20,000	20,000
Total Expenditures	**$ 2,858,855**	**$ 3,278,246**	**$ 2,996,604**	**$ 3,500,650**	**$ 3,588,968**
Addition to (Use of) Reserves	**$ (2,331,319)**	**$ (3,278,246)**	**$ (2,976,970)**	**$ (3,500,650)**	**$ (3,588,968)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 90% of all work orders by the established target date.				
Percentage of work orders completed by target date	96%	90%	94%	90%
Inspect Airport storm water inlets equipped with a structural storm water BMP device four times annually.				
Structural BMP device inspections	4	4	4	4
Maintain performance of contract custodial service by completing a quarterly performance audit.				
Performance audits completed	N/A	N/A	N/A	4

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Total cost per square foot for building maintenance	$2.15	$2.00	$1.60	$2.00
Cost per passenger for airline Terminal custodial services	$0.92	$0.90	$0.94	$0.95
Work orders completed	2,791	2,700	3,000	3,000
Buildings maintained	56	54	56	57

AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
➢ **Air Operations Area Maintenance**
Airport Security
Airport Certification and Operations
Facility Planning and Development

Aircraft Operations Area Maintenance

(Program No. 7423)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Repaint surface painted signs and schedule preventative maintenance re-paint in two-year intervals.

RECENT PROGRAM ACHIEVEMENTS

Completed airfield painting per the airfield painting plan and replaced faded airfield signs.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.80**	**5.60**	**5.60**	**5.30**	**5.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 30,331	$ -	$ -	$ -	$ -
Total Revenue	**$ 30,331**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 461,104	$ 471,814	$ 446,896	$ 466,671	$ 481,726
Supplies and Services	223,354	265,910	215,510	256,440	257,533
Non-Capital Equipment	14,000	-	-	-	-
Total Expenditures	**$ 698,458**	**$ 737,724**	**$ 662,406**	**$ 723,111**	**$ 739,259**
Addition to (Use of) Reserves	**$ (668,127)**	**$ (737,724)**	**$ (662,406)**	**$ (723,111)**	**$ (739,259)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 90% of Aircraft Operations Area maintenance work orders generated from airfield safety inspections within the established timeframe after receiving the report.				
Percent of AOA work orders completed	94%	90%	94%	90%
Complete 85% of all work orders by the established target dates.				
Percent of work orders completed	92%	85%	90%	85%
Steam clean the air carrier ramp four times annually as a storm water pollution prevention best management practice.				
Number of air carrier ramp cleanings completed	4	4	4	4
Sweep runways four times annually.				
Number of runway sweeping scompleted	5	4	4	4
Sweep taxiways four times annually.				
Number of taxiway sweepings completed	3.5	4	4	4

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
AOA maintenance cost per acre	$485	$700	$600	$650
Number of AOA work orders completed	617	700	700	700

AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
Air Operations Area Maintenance
➢ **Airport Security**
Airport Certification and Operations
Facility Planning and Development

Airport Security

(Program No. 7431)

Mission Statement

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

Program Activities

- Provide Airport Patrol Officers to comply with Transportation Security Administration (TSA) airport security regulations regarding security inspections, security access control and FAA-required Airfield Inspection Program.
- Provide 24-hour roving security patrol of Airport industrial properties and provide peak hour vehicular traffic control at the Airline Terminal.

Project Objectives for Fiscal Year 2014

- Develop an active shooter response plan for use in the event of an active shooter incident at the terminal building.

RECENT PROGRAM ACHIEVEMENTS

100% of badge applications have been submitted for vetting within forty-eight hours.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**17.33**	**17.33**	**17.33**	**12.33**	**12.33**
Hourly Employee Hours	**10,841**	**13,044**	**13,044**	**14,340**	**14,340**
Revenues					
Transfers In	$ 96,169	$ -	$ -	$ -	$ -
Total Revenue	**$ 96,169**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,727,117	$ 1,883,589	$ 1,673,122	$ 1,558,001	$ 1,622,384
Supplies and Services	216,708	291,175	286,423	157,941	161,550
Non-Capital Equipment	5,561	4,440	2,662	4,000	4,000
Total Expenditures	**$ 1,949,386**	**$ 2,179,204**	**$ 1,962,207**	**$ 1,719,942**	**$ 1,787,934**
Addition to (Use of) Reserves	**$ (1,853,217)**	**$ (2,179,204)**	**$ (1,962,207)**	**$ (1,719,942)**	**$ (1,787,934)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 100% of calls for service from security checkpoints within 5 minutes.				
Percent of responses within 5 minutes	100%	100%	100%	100%
Respond to 100% of reports of unauthorized persons in most sensitive security areas within 5 minutes of the unauthorized person being reported.				
Percent of responses within 5 minutes	100%	100%	100%	100%
Conduct 100% of the airport perimeter inspections required by TSA regulations.				
Percent of inspections completed	99.6%	100%	99%	100%
Respond to 100% of reports of unauthorized persons in the aircraft operations area (AOA).				
Percent of response	100%	100%	100%	100%
Respond to 99% of non-emergency calls on the airport property within 15 minutes.				
Percent of responses within 15 minutes	99.9%	99%	99.3%	99%
Complete the scheduled number of daily airline terminal inspections 85% of the time.				
Percent inspections completed	94.8%	85%	99.3%	85%

Airport Security
(Continued)

Measurable Objectives for Fiscal Year 2014 (cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete the scheduled number of daily Security Identification Display Area ramp inspections 90% of the time.				
Percent of inspections completed	100%	90%	97.8%	90%
Complete all of the daily scheduled checks of AOA patrol points 85% of the time.				
Percent of days where all 7 checks of AOA patrol points were completed	71.6%	85%	39.7%	85%
Complete the daily scheduled checks of non-AOA patrol points 85% of the time.				
Percent of days where all 7 checks of non-AOA patrol points were completed	68.9%	85%	39.7%	85%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Access Control system alarms	140,100	133,000	165,982	166,000
Airfield safety inspections	1,055	1,100	1,136	1,150
Emergency calls received	75	70	140	140
Non-emergency calls received	4,173	4,806	4,892	4,900
Terminal building inspections	4,960	6,000	4,906	5,000
Security Identification Display Area ramp inspections	6,436	7,000	6,510	6,500
Checks of AOA Patrol Points	2,034	3,100	1,888	2,000
Checks of non-AOA Patrol checkpoints	2,008	3,100	1,896	2,000
Number of notices issued for security violations	N/A	N/A	N/A	70

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AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
Air Operations Area Maintenance
Airport Security
➢ **Airport Certification and Operations**
Facility Planning and Development

Airport Certification and Operations

(Program No. 7441, 7442)

Mission Statement

Operate 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 mandates which govern airports served by commercial air carriers.
- Provide emergency planning and response which includes Aircraft Rescue and Firefighting (ARFF) services and other safety requirements.
- Minimize adverse impacts of aircraft noise on communities around the Airport through pilot education and other noise abatement programs.
- Administer the Storm Water Pollution Prevention Plan as part of the Airport's National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.

Project Objectives for Fiscal Year 2014

- Develop an operating manual for the Airport Badging Office.
- Conduct semi-annual audits of active Airport Security badges in compliance with TSA approved Airport Security Program.
- Develop and implement a written test on Airport security training material to verify applicant's comprehension of security training information.
- Plan and conduct a full scale emergency exercise in compliance with the FAA regulations plan.

RECENT PROGRAM ACHIEVEMENTS

Corresponded with Frontier Airlines and the Chief Pilot for Skywest Airlines in St. George, Utah. Both had new crews assigned to SBA contact resulted in improved noise abatement approaches and a reduction in noise complaints.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.44**	**1.99**	**1.99**	**9.84**	**9.84**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Lease Income	$ 3,100,212	$ 3,549,000	$ 4,016,649	$ 3,939,000	$ 4,037,000
Other Revenue	271,747	144,481	164,071	116,000	116,000
Transfers In	10,714	-	-	-	-
Total Revenue	**$ 3,382,673**	**$ 3,693,481**	**$ 4,180,720**	**$ 4,055,000**	**$ 4,153,000**
Expenditures					
Salaries and Benefits	$ 173,601	$ 226,807	$ 150,102	$ 769,298	$ 819,236
Supplies and Services	1,896,745	2,106,936	2,039,395	2,396,874	2,461,911
Non-Capital Equipment	15,484	26,879	5,161	23,000	20,000
Total Expenditures	**$ 2,085,830**	**$ 2,360,622**	**$ 2,194,658**	**$ 3,189,172**	**$ 3,301,147**
Addition to (Use of) Reserves	**$ 1,296,843**	**$ 1,332,859**	**$ 1,986,062**	**$ 865,828**	**$ 851,853**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Promote a safe Airport by achieving 90% compliance on the annual FAA Certification inspection.				
Percent compliance achieved	97%	90%	90%	95%
Conduct monthly tests of Airport Emergency Notification System.				
Tests conducted	N/A	N/A	N/A	12
Respond to 100% of periodic emergency response drills within Federal Administration (FAA) required time parameters.				
Percent completed	95%	100%	90%	100%
Submit 85% of airport identification media applications to the appropriate vetting process within 48 hours of receiving the completed application.				
Percent submitted	100%	100%	100%	100%
Host at least 4 Noise Abatement Committee meetings.				
Number of meetings hosted	4	4	4	4
Notify 100% of aircraft owners who failed to comply with noise abatement procedures, in which a noise complaint resulted.				
Percent notified	100%	100%	100%	100%

Airport Certification and Operations

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Noise complaints received	173	250	260	275
Security badges issued	N/A	N/A	N/A	500
Total ARFF emergency responses	N/A	N/A	N/A	50
Total training hours for Security Operations Center staff	N/A	N/A	N/A	575

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AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
Air Operations Area Maintenance
Airport Security
Airport Certification and Operations
➢ **Facility Planning and Development**

Facility Planning and Development

(Program No. 7451)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Initiate the Environmental Review process for the draft Airport Master Plan and the proposed Fixed Base Operator development plan by June.
- Complete construction of TW H, J and C Pavement Rehabilitation Project by June 2014.
- Complete design and construction for Runway 15R-33L Pavement Rehabilitation Project by June 2014..
- Complete annual mitigation monitoring and reports by January 2014 for the Basin E/F, Area I, Area R-2, Tecolotito Creek Banks, and Tecolotito Creek Berms, Verhelle Bridge, and Airfield Storm Drain Outfall wetland restoration sites.

RECENT PROGRAM ACHIEVEMENTS

Airline Terminal Project completed and received LEED Gold Certification.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.50**	**1.50**	**1.50**	**1.50**	**1.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfer In	$ 17,741	$ -	$ -	$ -	$ -
Total Revenue	**$ 17,741**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 252,783	$ 176,252	$ 180,299	$ 186,899	$ 191,496
Supplies and Services	343,604	359,181	314,922	353,716	363,320
Special Projects	121,298	-	-	-	-
Non-Capital Equipment	886	2,000	1,532	2,500	2,500
Total Expenditures	**$ 718,571**	**$ 537,433**	**$ 496,753**	**$ 543,115**	**$ 557,316**
Addition to (Use of) Reserves	**$ (700,830)**	**$ (537,433)**	**$ (496,753)**	**$ (543,115)**	**$ (557,316)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve 100% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.				
Percent of compliance with permit conditions	100%	100%	100%	100%
Achieve total annual construction contract bid average within 10% of the total engineer's estimates for the preliminary design packages.				
Percent difference between construction contract bids and the total engineer's estimates for preliminary design	N/A	+/-10%	+/-10%	+/-10%
Limit the total annual value of construction contract change orders on capital improvement projects to less than or equal to 7% of the total value of construction contracts awarded.				
Construction contract change orders as a percentage of the total value of construction contracts awarded	N/A	≤7%	≤7%	≤7%

Facility Planning and Development

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Total estimated value of projects in active design and construction	$75M	$9M	$9M	$10M
Total number of projects under active planning, design, construction, and monitoring	12	12	12	8

DEPARTMENT SUMMARY

City Administrator's Office

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

About City Administrator's Office

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

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.

This program works with over 1,000 full-time and part-time employees and several hundred hourly employees and their respective labor associations, regarding employee relations, contract negotiations, and current employee policies.

City TV 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.

Fiscal Year 2014 Budget Highlights

The City Administrator's Office will continue to collaborate with the South Coast Task Force on Youth Gangs community leaders and local agencies to implement strategies to curtail youth violence and increase community support for local youth and families.

The City Administrator's Office will work with employee bargaining units to negotiate savings in citywide labor costs.

The City TV Program will televise 14 board and commission meetings on Channel 18.

DEPARTMENT SUMMARY

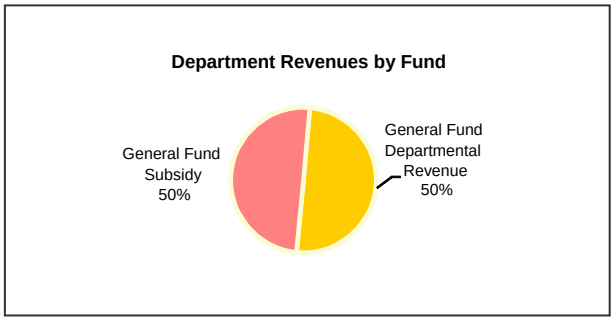
City Administrator's Office

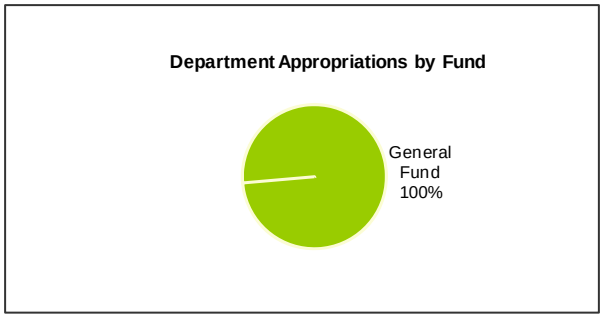
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**9.90**	**9.90**	**9.90**	**9.90**	**9.90**
Hourly Employee Hours	**3,656**	**2,696**	**3,983**	**2,750**	**2,750**
Revenues					
Inter-fund Reimbursement	$ 131,158	$ 97,271	$ 97,271	$ -	$ -
Intergovernmental	135,347	344,815	147,312	-	-
Other Revenue	180,687	168,195	173,926	235,879	236,563
Overhead Allocation Recovery	709,082	677,098	677,098	824,825	841,321
General Fund Subsidy	964,505	1,082,008	1,009,683	1,054,312	1,099,705
Total Department Revenue	**$ 2,120,779**	**$ 2,369,387**	**$ 2,105,290**	**$ 2,115,016**	**$ 2,177,589**
Expenditures					
Salaries and Benefits	$ 1,653,811	$ 1,614,851	$ 1,546,560	$ 1,656,428	$ 1,710,940
Supplies and Services	294,619	297,489	299,186	305,430	313,491
Special Projects	203,014	370,857	191,952	27,158	27,158
Non-Capital Equipment	23,671	85,074	85,074	20,000	20,000
Transfers Out	-	-	-	106,000	106,000
Total Department Expenditures	**$ 2,175,115**	**$ 2,368,271**	**$ 2,122,772**	**$ 2,115,016**	**$ 2,177,589**

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

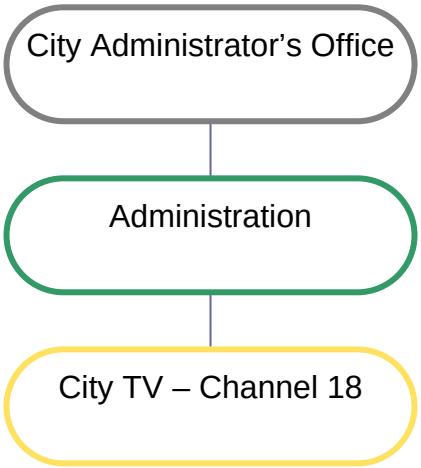
Department Fund Composition





City Administrator's Office

Program Organizational Chart



CITY ADMINISTRATOR PROGRAMS

- **Administration**
  City TV – Channel 18

Administration

(Program No. 1311)

Mission Statement

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

Program Activities

- Manage operations in ten City departments with approximately 1,000 full- and part-time employees.
- Assist the Mayor and Council in strategic planning efforts, policy development, and implementation.
- Coordinate a performance management program in all City departments.
- Coordinate legislative advocacy and intergovernmental relations.
- Provide support to the Ordinance Committee, Committee on Legislation, Sustainability Council Committee, and the Sister City Committee.
- Coordinate citywide communications activities, including employee briefings, the City News In Brief, and the water bill insert.
- Negotiate labor agreements with the City's seven bargaining units, implement workplace policies, and resolve issues in ways that create positive employer-employee relations.

Project Objectives for Fiscal Year 2014

- Present a balanced budget for Fiscal Year 2015 for Council consideration by May 2014, in accordance with Council policy.
- Review department status reports for performance objectives on a biannual basis and submit a year-end report to Council.
- Recommend Council adoption of a legislative platform that provides the foundation for legislative advocacy by May 2014.
- Prepare and deliver the State of the City presentation by March 2014.
- Issue the City News in Brief on a weekly basis to communicate with the public.
- Plan economic development outreach meetings with different business sectors on a quarterly basis.

RECENT PROGRAM ACHIEVEMENTS

Managed the dissolution of the Redevelopment Agency.

Project Objectives for Fiscal Year 2014 (Cont'd)

- Coordinate citywide sustainability efforts and assist departments in achieving objectives that protect and enhance the environment.
- Negotiate new labor agreements with the Firefighters Association, Service Employees International Union (SEIU), Treatment And Patrol (TAP), hourly units, and other bargaining units, and implement changes to compensation for unrepresented employees, in accordance with Council parameters.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**7.65**	**7.65**	**7.65**	**7.65**	**7.65**
Hourly Employee Hours	**960**	**0**	**960**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 131,158	$ 97,271	$ 97,271	$ -	$ -
Intergovernmental	135,347	344,815	147,312	-	-
Other Revenue	92	-	-	-	-
Overhead Allocation Recovery	572,780	546,944	546,944	680,695	694,309
General Fund Subsidy	879,081	906,803	841,553	906,304	947,027
Total Revenue	**$ 1,718,458**	**$ 1,895,833**	**$ 1,633,080**	**$ 1,586,999**	**$ 1,641,336**
Expenditures					
Salaries and Benefits	$ 1,360,124	$ 1,309,218	$ 1,239,949	$ 1,340,457	$ 1,388,904
Supplies and Services	209,210	214,642	218,661	219,384	225,274
Special Projects	203,014	370,857	191,952	27,158	27,158
Non-Capital Equipment	446	-	-	-	-
Total Expenditures	**$ 1,772,794**	**$ 1,894,717**	**$ 1,650,562**	**$ 1,586,999**	**$ 1,641,336**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that City departments achieve 80% of program objectives.				
Percentage of performance objectives	83%	80%	80%	80%
Ensure that 90% of citizens' service requests receive a response within five working days.				
Percentage of responses within five working days	95%	90%	90%	90%

Administration

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Staff recommendations forwarded to Council	548	550	550	550
Citizen service requests	39	50	50	50
Formal grievances under labor agreement	N/A	4	4	4
Labor contract negotiations completed	N/A	5	5	5

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CITY ADMINISTRATOR PROGRAMS

Administration
➢ City TV – Channel 18

City TV – Channel 18

(Program No. 1313)

Mission Statement

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

Program Activities

- Televise public meetings, including City Council, Ordinance Committee, Finance Committee, Planning Commission, Historic Landmarks Commission, Architectural Board of Review, Transportation and Circulation Committee, Harbor Commission, Parks and Recreation Commission, Creeks Advisory Committee, and Airport Commission.
- Televise public meetings for the City of Goleta and Santa Barbara City College.
- Produce a news magazine show, *Inside Santa Barbara.*
- Produce the City's quarterly sustainable landscaping show, *Garden Wise*.
- Provide video duplication services of City meetings to members of the public and staff.
- Maintain an electronic bulletin board to inform the public of City program information, City job opportunities, and non-profit organization events.

Project Objectives for Fiscal Year 2014

- Develop an equipment replacement plan for the conversion of meeting room cameras, control room equipment, routing system, video server and all other associated cable television channel system infrastructure from analog to digital.

RECENT PROGRAM ACHIEVEMENTS

City TV completed replacement of David Gebhard Room Audio Visual Presentation System.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**2,696**	**2,696**	**3,023**	**2,750**	**2,750**
Revenues					
Other Revenue	$ 180,595	$ 168,195	$ 173,926	$ 235,879	$ 236,563
Overhead Allocation Recovery	136,302	130,154	130,154	144,130	147,012
General Fund Subsidy	85,424	175,205	168,130	148,008	152,678
Total Revenue	**$ 402,321**	**$ 473,554**	**$ 472,210**	**$ 528,017**	**$ 536,253**
Expenditures					
Salaries and Benefits	$ 293,687	$ 305,633	$ 306,611	$ 315,971	$ 322,036
Supplies and Services	85,409	82,847	80,525	86,046	88,217
Non-Capital Equipment	23,225	85,074	85,074	20,000	20,000
Transfers Out	-	-	-	106,000	106,000
Total Expenditures	**$ 402,321**	**$ 473,554**	**$ 472,210**	**$ 528,017**	**$ 536,253**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 98% of tape duplications within 3 business days.				
Percentage duplications completed within 3 business days	96%	80%	100%	98%
Complete 90% of department requests for video production services within the requested time period.				
Percentage video production service requested completed	97%	90%	100%	90%
Maintain 99% television broadcast system uptime out of 24 hours, 7 days per week.				
Percentage broadcast system uptime (24/7)	99.9%	98.6%	99%	99%

City TV – Channel 18

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Videotape/DVD duplications completed	47	60	40	60
Public meetings televised (including contract services)	294	260	335	260
First run televised meeting hours (including contract services)	786	700	954	700
Percent of total available airtime hours devoted to video programming	44%	55%	55%	55%
City TV original productions	57	40	38	40

City Attorney

Provide correct, helpful, timely and cost-effective legal representation and advice to the City Council and City departments in matters of law pertaining to the functioning of the City.

About City Attorney

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

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

The office is staffed by six attorneys (the City Attorney, three assistants and two deputies) and six clerical staff, which function as a close team in advising the management staff of each of the individual city departments. 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 negotiations for Airport and Harbor property development, major land use, environmental and water law issues, and complex litigation.

Fiscal Year 2014 Budget Highlights

The City Attorney's Office will provide legal support to the City Council, City Administrator, and departments in pursuit of their objectives, among other things:

- Municipal Code revisions, particularly those necessary to implement the City's zoning ordinance and the General Plan Update.
- Defense of tort litigation claims and prosecution of city claims;
- Employment law issues, especially employee training regarding state fair employment laws.

DEPARTMENT SUMMARY

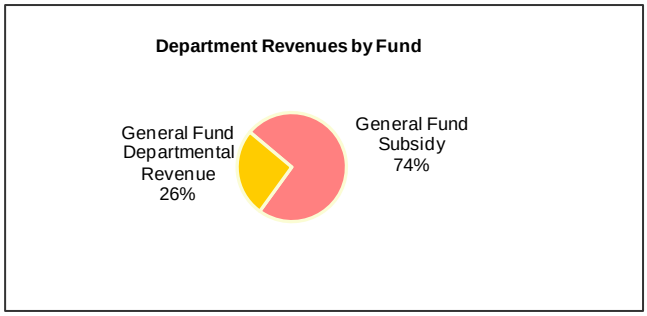
City Attorney

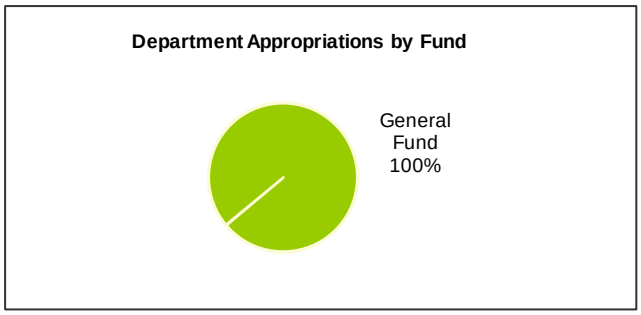
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**11.40**	**11.30**	**11.30**	**11.30**	**11.30**
Hourly Employee Hours	**777**	**1,230**	**1,230**	**1,230**	**1,230**
Revenues					
Other Revenue	$ 26,076	$ 30,200	$ 70,950	$ 30,204	$ 65,208
Successor Agency Reimb.	184,664	50,000	133,876	50,000	50,000
Overhead Allocation Recovery	388,855	371,314	371,314	468,135	477,498
General Fund Subsidy	1,323,118	1,559,701	1,450,613	1,547,590	1,598,483
Total Department Revenue	**$ 1,922,713**	**$ 2,011,215**	**$ 2,026,753**	**$ 2,095,929**	**$ 2,191,189**
Expenditures					
Salaries and Benefits	$ 1,633,060	$ 1,738,050	$ 1,750,154	$ 1,826,869	$ 1,880,387
Supplies and Services	289,653	273,165	276,599	269,060	310,802
Total Department Expenditures	**$ 1,922,713**	**$ 2,011,215**	**$ 2,026,753**	**$ 2,095,929**	**$ 2,191,189**

The City Attorney Department is budgeted in the General Fund.

Department Fund Composition





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CITY ATTORNEY PROGRAM

- City Attorney

City Attorney

(Program No. 1211)

Mission Statement

Provide correct, helpful, timely and cost-effective legal representation and advice to the City Council and all City officers and staff in all matters of law pertaining to the functioning of the City.

Program Activities

- Represent and advise the City Council, Boards, Commissions and all City officers in all matters of law pertaining to their offices.
- 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 officers of the City.
- 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 his or her employment or by reasons of their official capacity.
- Prosecute on behalf of the people all criminal cases arising from violation of the provisions of the City Charter or of City ordinances.
- Approve the form of all City contracts and bonds issued by the City.
- Prepare proposed ordinances and City Council resolutions and related amendments.
- Perform such legal functions and duties pertaining to the execution of responsibilities mandated by the City Charter.

Project Objectives for Fiscal Year 2014

- Prepare Zoning Ordinance Amendments in response to Plan Santa Barbara.
- Close cooperation with Risk Management and Department heads on the prevention of tort liability through the development and standardization of new City policies intended to prevent accidents on City-owned properties.
- Continue reductions of printed legal documents using scanning and e-mail technologies.

RECENT PROGRAM ACHIEVEMENTS

The City Attorney's Office continued to provide cost effective legal services concerning all City issues.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**11.40**	**11.30**	**11.30**	**11.30**	**11.30**
Hourly Employee Hours	**777**	**1,230**	**1,230**	**1,230**	**1,230**
Revenues					
Other Revenue	$ 26,076	$ 30,200	$ 70,950	$ 30,204	$ 65,208
Successor Agency Reimb.	184,664	50,000	133,876	50,000	50,000
Overhead Allocation Recovery	388,855	371,314	371,314	468,135	477,498
General Fund Subsidy	1,323,118	1,559,701	1,450,613	1,547,590	1,598,483
Total Revenue	**$ 1,922,713**	**$ 2,011,215**	**$ 2,026,753**	**$ 2,095,929**	**$ 2,191,189**
Expenditures					
Salaries and Benefits	$ 1,633,060	$ 1,738,050	$ 1,750,154	$ 1,826,869	$ 1,880,387
Supplies and Services	289,653	273,165	276,599	269,060	310,802
Total Expenditures	**$ 1,922,713**	**$ 2,011,215**	**$ 2,026,753**	**$ 2,095,929**	**$ 2,191,189**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Code Enforcement, especially for violations within the Central Business District and the Waterfront and uniform code violations with the industrially zoned area of the City.				
Percent of code enforcement referrals resolved within 180 days of referral	80%	80%	80%	80%

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DEPARTMENT SUMMARY

Community Development

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

About Community Development

The Community Development Department is responsible for managing the development of the community. To accomplish this mission, the Department is divided into three functional divisions: Administration, Housing and Human Services, Building and Safety and Planning.

Each division manages several *programs* consisting of policy formulation, economic vitality, inspections and enforcement, maintaining public health, safety and welfare, records management services, housing programs, allocation of Community Development Block Grant (CDBG) dollars, review of development plans, support to the Planning Commission, Architectural Board of Review, Historic Landmarks Commission, and the Single Family Design Board, and long range planning with the community.

Fiscal Year 2014 Budget Highlights

Continued implementation of PlanSB will include adoption of a Safety Element, Adaptive Management Program and Average Unit Size Density Incentive Program. In addition, as required by State law, we will initiate the 2014 Housing Element Update.

Housing staff will work with our housing partners to identify eligibile rehabilitation and/or new construction affordable housing project(s) in order to expend restricted CDBG and HOME funding.

The Building and Safety Division is attending trainings to become designated "access inspection specialists" so they can inspect lease and rental properties for appropriate disability access in accord with State law.

DEPARTMENT SUMMARY

Community Development

Department Financial and Staffing Summary

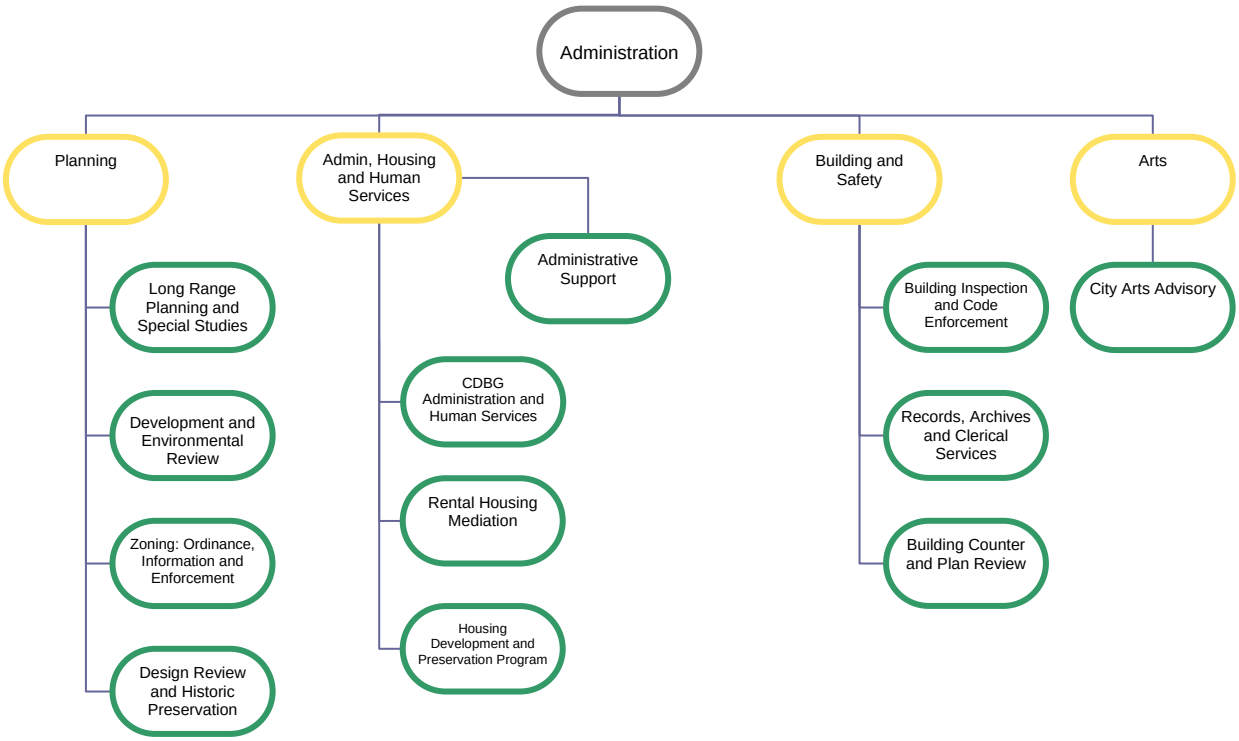
	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**74.60**	**65.35**	**65.35**	**66.35**	**66.35**
Hourly Employee Hours	**5,090**	**5,894**	**6,552**	**5,804**	**4,713**
Revenues					
Fees and Service Charges	$ 4,076,212	$ 4,347,916	$ 4,475,386	$ 4,485,375	$ 4,554,627
Intergovernmental	3,122,896	4,516,804	2,935,290	1,663,472	1,663,472
Property Taxes	1,932,823	8,563,260	8,538,260	8,467,635	8,469,975
Interest Income	378,615	445,750	515,000	502,000	502,000
Inter-fund Reimbursement	1,018,606	102,471	84,471	77,471	57,471
Other Revenue	74,190	83,760	255,883	30,600	30,600
Donations	6,329	5,000	-	-	-
Transfer In	3,614,668	737,131	164,424	162,000	265,000
Overhead Allocation Recovery	238,751	227,982	227,982	61,115	62,338
General Fund Subsidy	3,758,086	4,672,491	4,344,306	4,911,398	5,086,985
Total Revenue	**$18,221,176**	**$23,702,565**	**$21,541,002**	**$20,361,066**	**$20,692,468**
Expenditures					
Salaries and Benefits	$ 7,217,212	$ 7,671,770	$ 7,535,704	$ 7,854,943	$ 8,142,202
Supplies and Services	1,802,481	1,624,612	1,563,184	1,559,866	1,639,993
Special Projects	2,770,194	744,776	3,615,068	438,976	436,976
Transfers Out	148,817	200,291	214,291	98,880	98,880
Debt Service	6,365,133	8,791,100	8,791,100	8,211,114	8,213,454
Housing Activity, Loans & Grants	2,746,148	3,905,544	2,349,646	1,333,726	1,333,726
Human Services Grants	755,542	778,831	805,331	778,831	778,831
Non-Capital Equipment	8,995	35,431	16,500	35,431	35,431
Capital Equipment	4,425	-	-	17,500	-
Appropriated Reserve	-	14,586	-	31,799	12,975
Total Operating Expenditures	**$21,818,947**	**$23,766,941**	**$24,890,824**	**$20,361,066**	**$20,692,468**
Capital Program	$ 5,341,780	$ 3,005,870	$ 115,617	$ -	$ -
Total Department Expenditures	**$27,160,727**	**$26,772,811**	**$25,006,441**	**$20,361,066**	**$20,692,468**
Addition to (Use of) Reserves	**$ (8,939,551)**	**$ (3,070,246)**	**$ (3,465,439)**	**$ -**	**$ -**

The Community Development department is budgeted in the following funds:

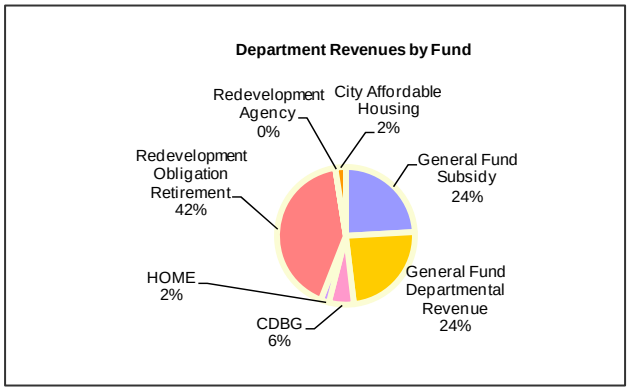
- General Fund
- Redevelopment Obligation Retirement
- Housing Fund
- Community Development Block Grant Fund
- Federal HOME Loan Program Fund
- Miscellaneous Grants Fund

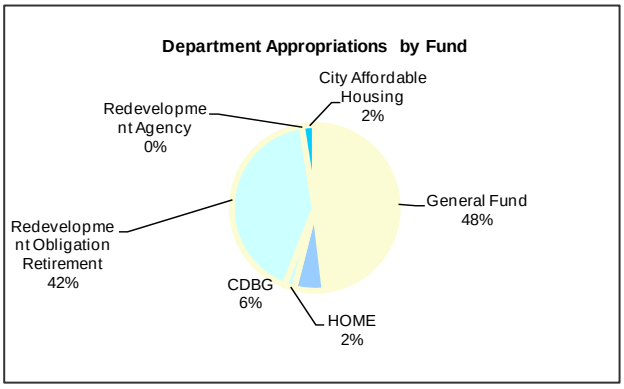
Community Development

Program Organizational Chart



Department Fund Composition





COMMUNITY DEVELOPMENT PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Participated in the creation of the Central Coast Collaboration on Homelessness and helped form the backbone structure and develop the Policy Council.

Administration

(Program No. 2111, 2128)

Mission Statement

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

Program Activities

- Manage, administer, and support the Building and Safety, Housing & Redevelopment, and Planning divisions of the Community Development Department.
- Coordinate and implement programs to enhance community economic vitality.
- Assist City Administration with policy formulation and implementation of City Council direction.
- Provide illustration and computerized graphic support to the divisions of the Community Development Department and other City departments upon request.
- Provide oversight to the City Arts Advisory Committee.
- Prepare mid-year budget review for Fiscal Year 2014.
- Develop Fiscal Year 2015 budget, including new fee schedules and revenue projections.

Project Objectives for Fiscal Year 2014

- Coordinate City response to homeless issues and implement Council direction regarding homelessness.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.87**	**3.30**	**3.30**	**3.30**	**3.30**
Hourly Employee Hours	**791**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 514,466	$ 85,538	$ 85,534	$ -	$ -
Inter-fund Reimbursement	35,806	8,000	12,000	8,000	8,000
Other Revenue	8,000	48,000	48,000	-	-
Overhead Allocation Recovery	$ 238,751	$ 227,982	$ 227,982	$ 61,115	$ 62,338
General Fund Subsidy	148,788	294,010	273,116	481,992	502,504
Total Revenue	**$ 945,811**	**$ 663,530**	**$ 646,632**	**$ 551,107**	**$ 572,842**
Expenditures					
Salaries and Benefits	$ 314,811	$ 405,864	$ 402,089	$ 422,758	$ 440,453
Supplies and Services	106,904	110,466	106,795	69,294	73,334
Special Projects	32,079	61,057	54,333	47,557	47,557
Debt Service	-	-	-	3,467	3,467
Housing Activity, Loans & Grants	534,700	78,112	81,914	-	-
Non-Capital Equipment	700	8,031	1,500	8,031	8,031
Capital Equipment	4,425	-	-	-	-
Total Expenditures	**$ 993,619**	**$ 663,530**	**$ 646,631**	**$ 551,107**	**$ 572,842**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that Community Development meets 80% of their department objectives.				
Percent of Department objectives achieved	82%	80%	83%	80%
Ensure all division budgets are within budget and that proper accounting procedures are followed.				
Percent of divisions within budget	100%	100%	100%	100%
Ensure all divisions respond to 90% of complaints filed via the City Administrator's or Mayor's Office within five days of receipt.				
Percent of complaints responded to within 5 days of receipt	100%	90%	100%	90%

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Economic Development

(Program No. 2112)

Mission Statement

Coordinate implementation of the City's Economic Development Plan and the City's response to economic development efforts in the community.

Program Activities

- Coordinate economic development planning and analysis with other City departments.
- Work with the Santa Barbara Region Economic Community Project, Chamber of Commerce, Downtown Organization, merchant groups, and Metropolitan Transit District to implement projects and programs.
- Communicate and participate with stakeholders (Mayor, Councilmembers, staff, businesses, and individuals) to build consensus in the City's role in external economic development activities.
- Continue to evaluate the permitting and development process for efficiencies and effectiveness.

RECENT PROGRAM ACHIEVEMENTS

N/A

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.30**	**0.25**	**0.25**	**0.25**	**0.25**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 42,847	$ 47,384	$ 43,256	$ 48,420	$ 49,505
Total Revenue	**$ 42,847**	**$ 47,384**	**$ 43,256**	**$ 48,420**	**$ 49,505**
Expenditures					
Salaries and Benefits	$ 42,304	$ 39,957	$ 42,529	$ 41,149	$ 42,234
Supplies and Services	543	1,427	727	1,271	1,271
Special Projects	-	6,000	-	6,000	6,000
Total Expenditures	**$ 42,847**	**$ 47,384**	**$ 43,256**	**$ 48,420**	**$ 49,505**

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RECENT PROGRAM ACHIEVEMENTS

Spearheaded fundraising efforts to raise $85,000 in support from the community for the Restoration of the Chromatic Gate.

City Arts Advisory

(Program No. 2113)

Mission Statement

Provide grants to various organizations to promote art, events, and festivals, and to enhance tourism in the City of Santa Barbara. Provide staff support for the Arts Advisory Committee, the Visual Arts in Public Places Committee, and the Community Events and Festivals Committee.

Program Activities

- Administer contracts between the City and various grantees that enhance tourism and promote art, events, and festivals.
- Provide funding to the County Arts Commission for administration of the Arts and Events Programs.
- Provide grant funding to art and community organizations for arts and events.
- Provide funding for the Downtown Cultural District Programs Development administered by the Arts Advisory Committee.
- Provide funding to community organizations to support marketing of Santa Barbara and to enhance tourism.
- Hold monthly committee meetings and ensure that all notices, agendas, and meeting minutes are properly filed.
- Provide technical and professional support to artists, art organizations, non-profits, and the public for cultural events and programs in the City of Santa Barbara.

Project Objectives for Fiscal Year 2014

- Produce two Channing Peake Gallery exhibitions in cooperation with other cultural organizations.
- Maintain and promote the City Hall Art Gallery exhibition.
- Identify and produce three cultural events that help foster the identity of the Cultural Arts District.
- Organize and host an annual symposium on the arts addressing regional art issues by the end of the third quarter of the fiscal year.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 427,260	$ 427,260	$ 427,260	$ 437,260	$ 447,260
Total Revenue	**$ 427,260**	**$ 427,260**	**$ 427,260**	**$ 437,260**	**$ 447,260**
Expenditures					
Supplies and Services	$ 132,047	$ 132,047	$ 132,047	$ 136,047	$ 143,047
Special Projects	295,213	295,213	295,213	301,213	304,213
Total Expenditures	**$ 427,260**	**$ 427,260**	**$ 427,260**	**$ 437,260**	**$ 447,260**

No staff is allocated to this budgetary program.

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that 95% of City art grantees are placed under contract and in compliance within the current fiscal year that they are awarded funds.				
Percent of grantees under contract and compliance	97%	95%	100%	95%
Ensure that all grant payments are made within 15 working days of receiving invoices.				
Percent of grant payments disbursed within 15 days of receiving the invoice	100%	100%	100%	100%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Community Events and Festivals Grant applications received	10	20	10	20
Organizational Development Grant applications received	39	30	39	30
Community Arts Grant applications received	26	32	26	32
Monthly Visual Arts in Public Places (VAPP) and Arts Advisory Committee meetings held	8	10	10	10

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RECENT PROGRAM ACHIEVEMENTS

Staff provided HUD explanatory information that raised the City's performance evaluation from "Needs Improvement" to "Satisfactory".

CDBG Administration and Human Services

(Program Nos. 2121, 2124)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Develop, with public input, the Consolidated Annual Performance Evaluation Report (CAPER) and submit to HUD by September 30, 2013.
- Develop, with public input, the Annual Consolidated Plan and submit to HUD by May 15, 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.99**	**1.35**	**1.35**	**1.43**	**1.43**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 989,380	$ 1,171,177	$ 792,279	$ 787,989	$ 787,989
Other Revenue	-	-	10,501	-	-
General Fund Subsidy	825,903	926,170	949,286	821,025	821,996
Total Revenue	**$ 1,815,283**	**$ 2,097,347**	**$ 1,752,066**	**$ 1,609,014**	**$ 1,609,985**
Expenditures					
Salaries and Benefits	$ 114,661	$ 161,486	$ 162,543	$ 175,754	$ 180,734
Supplies and Services	113,927	116,928	108,234	69,867	65,858
Transfers Out	36,578	104,291	104,291	-	-
Debt Service	-	-	-	1,081	1,081
Housing Activity, Loans & Grants	794,470	932,721	878,951	580,391	580,391
Human Services Grants	755,542	778,831	805,331	778,831	778,831
Non-Capital Equipment	105	3,090	1,500	3,090	3,090
Total Expenditures	**$ 1,815,283**	**$ 2,097,347**	**$ 2,060,850**	**$ 1,609,014**	**$ 1,609,985**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Expend 95% of committed Human Services funds within the program year funds were committed.				
Percent of Human Services funds expended within the program year	100%	0%	95%	95%
Ensure that less than 2% of all applicants appeal the Committee recommendations to the City Council by providing staff support to the Community Development/Human Services Committee and applicants in the annual process of recommending funding commitments.				
Percent of applicants appealing the funding decisions	0%	0%	<2%	<2%
Ensure that percentage of CDBG disbursements meet federal timeliness requirements as per HUD/CPD schedule.				
Amount of unspent CDBG funds as of May 2nd	N/A	0%	<1.5	<1.5

CDBG Administration and Human Services

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
CDBG/Human Services grant applicants received in January 2014	72	65	62	62
CDBG/Human Services grant recipients awarded in March 2014	64	50	50	50
Homeless persons served by funded agencies for services such as shelter, food, case management, supportive services, and others*	1,443	3,000	3,000	3,000
Seniors served by funded agencies for services including day care, counseling, in-home supportive services, and others*	746	1,000	1,000	1,000
Children and youth (0-18) served by funded agencies for services including child care, counseling, advocacy, gang prevention, after-school programs and others*	3,412	3,000	3,000	3,000

** Actual counts may be duplicative as some agencies serve the same clients.*

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RECENT PROGRAM ACHIEVEMENTS

A successful Face-to-Face mediation resulted in an extension of tenancy preventing homelessness for a client with a traumatic brain injury and her 3 children. She obtained alternative housing.

Rental Housing Mediation Task Force

(Program No. 2122)

Mission Statement

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

Program Activities

- Resolve rental-housing disputes through the provision of basic housing law information and mediation services.
- Educate tenants and landlords about their rights and responsibilities.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**2,171**	**2,500**	**2,500**	**2,500**	**2,500**
Revenues					
Intergovernmental	$ 133,614	$ 74,000	$ 74,000	$ 74,000	$ 74,000
Donations	6,329	5,000	-	-	-
Transfer In	36,578	104,291	104,291	-	-
General Fund Subsidy	-	-	-	110,566	114,525
Total Revenue	**$ 176,521**	**$ 183,291**	**$ 178,291**	**$ 184,566**	**$ 188,525**
Expenditures					
Salaries and Benefits	$ 149,537	$ 193,275	$ 176,023	$ 168,981	$ 171,663
Supplies and Services	6,685	10,677	10,061	14,782	16,059
Debt Service	-	-	-	803	803
Total Expenditures	**$ 156,222**	**$ 203,952**	**$ 186,084**	**$ 184,566**	**$ 188,525**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Obtain either an oral or a written agreement between disputing parties on 85% of all telephone mediations.				
Oral or written agreement on telephone mediations	85%	85%	85%	85%
Obtain either an oral or a written agreement between disputing parties on 85% of all face-to-face (in-office) mediations.				
Oral or written agreement on face-to-face mediations	85%	85%	90%	85%
Provide 6 outreach and education presentations on rental housing rights and responsibilities to community groups, tenant groups, and landlord groups.				
Outreach and education presentations	6	5	6	6
Provide 1,400 residents with information, consultation and mediation services.				
Residents receiving information and consultation services	1,415	1,400	1,400	1,400

Rental Housing Mediation Task Force

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Telephone mediation services provided for rental housing disputes	N/A	12	26	26
Face to face mediation services provided for rental housing disputes	N/A	23	4	4
Percent of which all or most rental issues resolve by staff consultation/information	70%	75%	75%	75%
Average cost to mediate disputes	$475	$500	$500	$500
Lost calls	216	217	220	217

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RECENT PROGRAM ACHIEVEMENTS

Successfully transferred the parking lots from the Successor Agency to the City of Santa Barbara as governmental purpose properties.

Redevelopment Obligation Retirement

(Program Nos. 2125 and 2611)

Mission Statement

Complete the Redevelopment Agency dissolution process in compliance with AB1x26 and complete projects approved on Recognized Obligation Payment Schedules (ROPS).

Program Activities

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

Project Objectives for Fiscal Year 2014

- Prepare two Recognized Obligation Payment Schedules (ROPS), present them to the Oversight Board and submit them to the State Department of Finance for approval.
- Prepare a Long Range Property Management Plan, present it to the Oversight Board and submit it to the State Department of Finance for approval.
- Continue the Redevelopment Agency dissolution process in compliance with AB1x26.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**6.06**	**0.75**	**0.75**	**0.75**	**0.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Property Taxes	$ 1,932,823	$ 8,563,260	$ 8,538,260	$ 8,467,635	$ 8,469,975
Interest Income	24,383	-	15,000	-	-
Inter-fund Reimbursement	422,441	-	-	-	-
Transfer In	3,578,090	632,840	60,133	-	-
General Fund Subsidy	138,087	-	-	-	-
Total Revenue	**$ 6,095,824**	**$ 9,196,100**	**$ 8,613,393**	**$ 8,467,635**	**$ 8,469,975**
Expenditures					
Salaries and Benefits	$ 560,682	$ 142,932	$ 142,932	$ 133,622	$ 139,193
Supplies and Services	431,892	213,882	228,798	116,378	110,807
Special Projects	2,398,355	60,000	3,023,990	60,000	60,000
Transfers Out	17,837	-	-	-	-
Debt Service	6,365,133	8,791,100	8,791,100	8,157,635	8,159,975
Total Operating Expenditures	**$ 9,773,899**	**$ 9,207,914**	**$ 12,186,820**	**$ 8,467,635**	**$ 8,469,975**
Capital Program	$ 5,341,780	$ 3,005,870	$ 115,617	$ -	$ -
Total Expenditures	**$ 15,115,679**	**$ 12,213,784**	**$ 12,302,437**	**$ 8,467,635**	**$ 8,469,975**
Addition to (Use of) Reserves	**$ (9,019,855)**	**$ (3,017,684)**	**$ (3,689,044)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that 100% of existing Successor Agency RPTTF funds are spent on redevelopment-eligible activities and in compliance with AB1x26.				
Percentage of funds spent on redevelopment-eligible activities and in compliance with AB1x26	100%	100%	100%	100%

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RECENT PROGRAM ACHIEVEMENTS

To cure a violation of the City's affordable covenant on the East Beach project, the developer, City Ventures, agreed to develop and construct a new 4-unit moderate income project at 240 E. Alamar.

Housing Development and Preservation Program

(Program No. 2123, 2126, 2127)

Mission Statement

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

Program Activities

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

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Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.99**	**3.30**	**3.30**	**3.22**	**3.22**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 1,485,436	$ 2,936,089	$ 1,756,651	$ 801,483	$ 801,483
Property Taxes	-	-	-	-	-
Interest Income	354,232	445,750	500,000	502,000	502,000
Inter-fund Reimbursement	500,533	-	-	-	-
Other Revenue	-	-	2,000	-	-
Total Revenue	**$ 2,340,201**	**$ 3,381,839**	**$ 2,258,651**	**$ 1,303,483**	**$ 1,303,483**
Expenditures					
Salaries and Benefits	$ 561,564	$ 384,634	$ 369,583	$ 379,469	$ 396,853
Supplies and Services	262,768	55,408	73,005	133,716	135,156
Special Projects	8,459	74,474	-	-	-
Transfers Out	2,221	-	-	-	-
Debt Service	-	-	-	2,664	2,664
Housing Activity, Loans & Grants	1,416,978	2,894,711	1,388,781	753,335	753,335
Non-Capital Equipment	-	2,500	1,500	2,500	2,500
Appropriated Reserve	-	14,586	-	31,799	12,975
Total Expenditures	**$ 2,251,990**	**$ 3,426,313**	**$ 1,832,869**	**$ 1,303,483**	**$ 1,303,483**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Facilitate the preservation of 20 affordable units through Loan Committee or City Council approved loan modifications and/or subordination of existing City financing.				
Number of loan modifications and/or subordinations of existing City financing	N/A	N/A	N/A	20
Obtain approval from the Loan Committee or City Council for two or more HRLP grants for rehabilitation of multi-family projects using CDBG loan repayment funds.				
Multi-unit HRLP Grants approved	N/A	N/A	N/A	2
Collect a minimum of $90,000 per Quarter (up to $360,000 annually) from residual receipt loan re-payments through monitoring and enforcement of compliance with City loan agreements and thorough analysis of submitted financial statements.				
Amount of residual receipts received from loan agreements	N/A	N/A	N/A	$360,000

Housing Development and Preservation Program
(Continued)

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide HOME-funded tenant based rental assistance (TBRA) to approximately 140 unduplicated extremely low-and low-income City of Santa Barbara households.				
Number of households provided with tenant-based rental assistance	N/A	N/A	N/A	140
Certify compliance of at least 95% of 1,220 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of affordable rental units certified for compliance	97%	95%	95%	95%
Certify compliance of at least 95% of 485 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of affordable ownership units certified for compliance	100%	95%	95%	95%
Assure compliance with City requirements for 100% of initial sales, resale, and refinancing of affordable ownership units.				
Percent of monitored initial sales, resales and refinancings that complied with City requirements	100%	100%	100%	100%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Initial sales of new affordable units monitored for conformance with housing policies	38	80	85	10
Resales of existing affordable units monitored for conformance with housing policies	14	10	15	15
Refinancings of existing affordable units monitored for conformance with housing policies	48	20	34	30
Number of affordable rental units monitored by Housing Programs staff to ensure compliance with federal and City regulations and	N/A	N/A	N/A	1,220
Number of affordable owner units monitored by Housing Programs staff to ensure compliance with City policies and requirements	N/A	N/A	N/A	485

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RECENT PROGRAM ACHIEVEMENTS

Climate Action Plan adopted in September 2012; Regional Housing Needs Allocation adopted in December 2012. Growth Management Program adoption March 2013.

Long-Range Planning and Special Studies

(Program No. 2131)

Mission Statement

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

Program Activities

- Develop and implement goals, policies, and action plans related to community issues such as affordable housing, land use, growth management, resource conservation, open space, transportation, and circulation.
- Prepare studies to update City policies, particularly the General Plan, 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 Highway 101 Implementation Plan.
- Support City Council and City Administration in addressing regional governance and planning issues.

Project Objectives for Fiscal Year 2014

- Adopt the Average Unit-Size Density Incentive Program by September 2013 to replace the existing Variable Density program.
- Initiate Local Coastal Program (LCP) Map Amendments by June 2014 for consistency with updated General Plan and Zoning maps.
- Adopt the Safety Element update by March 2014.
- Develop Phase II of General Plan Adaptive Management Program by June 2014.
- Participate with the Santa Barbara County Association of Governments (SBCAG) staff to complete the SB 375 mandated Regional Transportation Plan/Sustainable Community Strategy (RTP/SCS) to be adopted by September 2013.

Project Objectives for Fiscal Year 2014 (Cont'd)

- Initiate 2014 Housing Element update by September 2013, in coordination with SB375 RTP/SCS process.
- Adopt Emergency Shelter Ordinance by June 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.61**	**6.66**	**6.66**	**5.91**	**5.91**
Hourly Employee Hours	**0**	**2,424**	**1,212**	**1,212**	**0**
Revenues					
Fees and Service Charges	$ 90,808	$ -	$ 125,000	$ -	$ -
Intergovernmental	-	250,000	226,826	-	-
Inter-fund Reimbursement	10,603	45,000	20,000	20,000	-
General Fund Subsidy	708,357	921,481	928,523	855,269	879,762
Total Revenue	**$ 809,768**	**$ 1,216,481**	**$ 1,300,349**	**$ 875,269**	**$ 879,762**
Expenditures					
Salaries and Benefits	$ 669,347	$ 878,014	$ 879,106	$ 791,330	$ 790,406
Supplies and Services	76,217	98,218	80,018	77,717	83,134
Special Projects	23,175	226,826	226,826	-	-
Debt Service	-	-	-	5,372	5,372
Non-Capital Equipment	883	850	-	850	850
Total Expenditures	**$ 769,622**	**$ 1,203,908**	**$ 1,185,950**	**$ 875,269**	**$ 879,762**

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RECENT PROGRAM ACHIEVEMENTS

Started a training program for the Planning Commission and set up a website where PC members can watch previously recorded training videos.

Development and Environmental Review

(Program No. 2132)

Mission Statement

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

Program Activities

- Provide support to City Council, Planning Commission, Architectural Board of Review, Historic Landmarks Commission, 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.

Project Objectives for Fiscal Year 2014

- Implement process improvements to reduce time spent reviewing projects, and improve performance through better managing staff workload, updating procedures and project and environmental analysis, and staff training; specifically: updating the PC conditions templates, implement the MEA screening checklist; update procedures for annexation and coastal reviews, and adopt an ordinance that would require projects for sensitive receptors within 250' of Highway 101 to install certain air quality enhancements.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.91**	**8.92**	**8.92**	**10.07**	**10.07**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 385,291	$ 440,447	$ 320,600	$ 426,642	$ 442,310
Inter-fund Reimbursement	-	-	3,000	-	-
Other Revenue	28,549	-	-	-	-
General Fund Subsidy	580,401	810,965	917,569	923,125	949,212
Total Revenue	**$ 994,241**	**$ 1,251,412**	**$ 1,241,169**	**$ 1,349,767**	**$ 1,391,522**
Expenditures					
Salaries and Benefits	$ 877,538	$ 1,087,333	$ 1,092,563	$ 1,196,503	$ 1,231,875
Supplies and Services	116,468	162,779	147,606	143,971	150,354
Special Projects	509	-	-	-	-
Debt Service	-	-	-	7,993	7,993
Non-Capital Equipment	235	1,300	1,000	1,300	1,300
Total Expenditures	**$ 994,750**	**$ 1,251,412**	**$ 1,241,169**	**$ 1,349,767**	**$ 1,391,522**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure 80% of all draft Planning Commission and Staff Hearing Officer Staff Reports are submitted to the supervisor by the required review date.				
Percent of Planning Commission and Staff Hearing Officer staff reports submitted to the supervisor by the required review date	88%	80%	85%	80%
Ensure that 90% of all minutes and resolutions are ready for action by the Planning Commission on the second meeting after the Planning Commission took action.				
Percent of minutes and resolutions ready for action by the Planning Commission on the second meeting after action was taken	88%	90%	90%	90%
Ensure that 90% of Development Activity Review Team (DART) comments are provided to the applicants by the required deadlines.				
Percent of comments provided to the applicants by the required deadlines	N/A	N/A	N/A	90%
Achieve 80% reimbursement of CIP Environmental Analyst's salary for environmental and project review of City projects.				
Percent of reimbursable time for Environmental Analyst	79%	80%	40%	80%

Development and Environmental Review
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Development applications submitted, including re-submittals	35	60	22	30
Percent of applications deemed complete within the second DART process	82%	70%	50%	50%
Pre-applications reviewed	1	5	6	10
Percent of DART applications that received a Pre-Application Review Team (PRT) review	48%	50%	18%	20%
Hearings on development projects by Planning Commission and non-modification only projects by the Staff Hearing Officer	37	37	18	21
Major work sessions, trainings, and discussion items at the Planning Commission	8	20	16	20
Staff hours spent at Planning Commission meetings	189	175	130	150
Planning Commission appeals heard by Council	3	5	0	3
Planning staff hours devoted to projects that include affordable housing	298	700	235	150
Affordable housing units approved by Planning Commission or Staff Hearing Officer	12	65	0	30
Staff hours spent participating in Planning Division training sessions	30	45	45	40
Number of out-of-agency major projects, policies/planning documents, environmental documents, technical studies etc. commented on by the Environmental Analyst	6	6	8	6
Number of Planner Consultations (paid for by applicant)	N/A	N/A	N/A	24

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RECENT PROGRAM ACHIEVEMENTS

Supplemental staff and a focused effort on zoning and sign enforcement resulted in closing over 100 pending cases that had been on hold for over six months.

Zoning: Ordinance, Information, & Enforcement

(Program No. 2133)

Mission Statement

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

Program Activities

- Staff the planning counter and provide information for the community about land use and zoning requirements, the review process, and other land development issues.
- Review plans for proposed development for compliance with zoning requirements.
- Prepare Zoning Information Reports for residential real estate transactions.
- Investigate land use and sign complaints and enforce land use and sign regulations.
- Prepare amendments to the Zoning Ordinance and Zone Map as necessary.
- Maintain, update, and add 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.

Project Objectives for Fiscal Year 2014

- Attend the monthly Neighborhood Improvement Task Force (NITF) meetings. Participate in at least 1 neighborhood clean-up activity, inter-departmental enforcement activity, or similar, if directed by the NITF.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**10.66**	**9.41**	**9.41**	**10.31**	**10.31**
Hourly Employee Hours	**0**	**0**	**370**	**1,000**	**1,000**
Revenues					
Fees and Service Charges	$ 594,187	$ 568,200	$ 625,750	$ 615,050	$ 615,250
Other Revenue	7,900	10,160	1,000	5,000	5,000
Transfer In	-	-	-	162,000	265,000
General Fund Subsidy	509,050	626,608	551,779	644,817	680,855
Total Revenue	**$ 1,111,137**	**$ 1,204,968**	**$ 1,178,529**	**$ 1,426,867**	**$ 1,566,105**
Expenditures					
Salaries and Benefits	$ 1,019,054	$ 1,080,316	$ 1,060,724	$ 1,202,157	$ 1,294,237
Supplies and Services	91,737	117,892	111,055	212,364	259,522
Special Projects	-	5,000	5,000	3,000	3,000
Debt Service	-	-	-	7,586	7,586
Non-Capital Equipment	346	1,760	1,750	1,760	1,760
Total Expenditures	**$ 1,111,137**	**$ 1,204,968**	**$ 1,178,529**	**$ 1,426,867**	**$ 1,566,105**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 75% of initial site inspections for highest priority enforcement cases (Levels 1 – 5) within 21 days of receipt of the complaint.				
Percent of highest priority enforcement cases where initial inspections are performed within 21 days of the receipt of the complaint	93%	75%	87%	75%
Complete 75% of initial actions on enforcement cases within 10 days of the initial site inspection.				
Percent of initial actions on enforcement cases within 10 days of the initial site inspection	85%	75%	85%	75%
Complete 65% of initial zoning plan checks within the target timelines.				
Percent of initial zoning plan checks for building permits completed by the target date	62%	65%	70%	65%
Complete 75% of re-submittal plan checks within the target timelines.				
Percent of re-submittal zoning plan checks for building permits completed by the target date	76%	75%	82%	75%

Zoning: Ordinance, Information, & Enforcement

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Issue 75% of Zoning Information Reports (ZIRs) within three working days of physical inspection.				
Percent of ZIRs issued within 3 working days of the inspection	97%	75%	99%	75%
Achieve 80% on-time completion of Staff Hearing Officer (SHO) review and approval of minutes and resolutions within five working days of SHO meetings.				
Percent of on-time completion (within 5 days) of SHO review and approval of minutes and resolutions	95%	80%	95%	80%
Complete 90% of preliminary plan checks for Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), and Single Family Design Board (SFDB) within five days of receipt from applicant.				
Percent of preliminary plan checks for ABR, HLC, and PC completed within 5 days of receipt	80%	90%	85%	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Zoning enforcement cases received	198	250	250	250
Warning letters sent	154	150	200	175
First citations sent	26	30	20	30
Zoning enforcement cases closed	264	300	400	300
Zoning plan checks completed—initial review	1,089	1,100	1,100	1,100
Zoning plan checks completed—re-submitted	1,188	1,100	1,200	1,100
Zoning Information Reports prepared	495	400	500	450
People served at the Zoning Counter	10,181	10,000	10,100	10,000
Technology-related requests for assistance from staff and the public	33	50	60	40
Staff hours spent participating in Planning Division training sessions	76	40	35	40
Policies, procedures, or handouts updated	46	50	20	40
Modification items heard by the SHO	78	80	100	80
SHO appeals	2	3	3	2

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RECENT PROGRAM ACHIEVEMENTS

Historic Resources Element was adopted in 2012 and a 5-Year Historic Resources Work Program was approved in 2013.

Design Review and Historic Preservation

(Program No. 2134)

Mission Statement

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

Program Activities

- Provide staffing support to Council, Planning Commission, Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), and Single Family Design Board (SFDB).
- 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, and Single Family Design Board agendas, minutes, and noticing.
- Update and prepare guidelines and ordinance amendments, and conduct special studies to maintain quality design standards.
- Administer the City's Historic Preservation Work Program involving the identification and protection of historic resources.
- Review and analyze alterations to historic resources, completion of surveys, and historic resource designations.
- Provide public information and permit services at the public counter.

Project Objectives for Fiscal Year 2014

- Continue progress on the 5-year Historic Preservation Work Program, including code amendments for historic districting, complete draft for Historic Design Guidelines and designation of Waterfront Historic District.
- Work with the design review boards and commissions to conduct at least one training seminar.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**9.21**	**9.41**	**9.41**	**9.11**	**9.11**
Hourly Employee Hours	**1,684**	**0**	**1,500**	**122**	**243**
Revenues					
Fees and Service Charges	$ 212,380	$ 226,149	$ 245,000	$ 259,831	$ 268,621
Other Revenue	-	-	6,000	-	-
General Fund Subsidy	704,663	856,997	817,443	839,266	859,121
Total Revenue	**$ 917,043**	**$ 1,083,146**	**$ 1,068,443**	**$ 1,099,097**	**$ 1,127,742**
Expenditures					
Salaries and Benefits	$ 829,522	$ 975,270	$ 967,217	$ 965,568	$ 1,001,707
Supplies and Services	86,913	102,670	96,020	103,237	113,243
Special Projects	755	1,706	1,706	1,706	1,706
Debt Service	-	-	-	7,586	7,586
Non-Capital Equipment	608	3,500	3,500	3,500	3,500
Capital Equipment	-	-	-	17,500	-
Total Expenditures	**$ 917,798**	**$ 1,083,146**	**$ 1,068,443**	**$ 1,099,097**	**$ 1,127,742**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Present 80% of design review applications (ABR/HLC/SFDB) to decision makers for review within 30 days of acceptance.				
Percent of design review applications submitted within 30 days of acceptance	88%	80%	85%	80%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Design Review applications received	566	500	650	600
ABR agenda items scheduled	261	220	320	320
HLC agenda items scheduled	264	270	270	270
SFDB agenda items scheduled	352	400	375	400
Administrative Staff review items	213	215	190	200
Mailed notices prepared for Design Review public hearings	109	140	100	120
Historic Resource Evaluations	56	105	200	175

Design Review and Historic Preservation

(Continued)

Other Program Measures (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Appeals filed to City Council	6	3	2	3
Sign review agenda items scheduled	47	100	80	100
Conforming Sign Review items	153	200	150	140

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RECENT PROGRAM ACHIEVEMENTS

Same-day building inspection requests have been met 100% of the time.

Building Inspection and Code Enforcement

(Program No. 2141)

Mission Statement

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

Program Activities

- Provide inspection and code enforcement resources to the public.
- Perform building inspections each year for compliance with approved plans, design review details, and conditions.
- Perform investigations and follow-up inspections in response to citizen and other-agency complaints regarding sub-standard and/or dangerous structures.
- Respond to natural and man-made disasters by providing technical assistance in estimating the safety of damaged structures and real property.

Project Objectives for Fiscal Year 2014

- Maintain minimum required industry certifications for inspection staff.
- Implement new Community Development e-mail complaint process.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.35**	**8.35**	**8.35**	**8.35**	**8.35**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 956,901	$ 1,048,429	$ 1,049,378	$ 1,097,969	$ 1,112,185
Inter-fund Reimbursement	49,223	49,471	49,471	49,471	49,471
Total Revenue	**$ 1,006,124**	**$ 1,097,900**	**$ 1,098,849**	**$ 1,147,440**	**$ 1,161,656**
Expenditures					
Salaries and Benefits	$ 876,899	$ 947,264	$ 961,826	$ 974,804	$ 994,299
Supplies and Services	125,055	145,636	136,273	155,906	155,627
Special Projects	4,170	5,000	-	10,000	5,000
Debt Service	-	-	-	6,730	6,730
Non-Capital Equipment	-	-	750	-	-
Total Expenditures	**$ 1,006,124**	**$ 1,097,900**	**$ 1,098,849**	**$ 1,147,440**	**$ 1,161,656**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 100% of inspection requests on the day scheduled for permitted work.				
Percent of inspection requests completed on the day scheduled for permitted work	100%	100%	100%	100%
Respond to 90% of code enforcement complaints within five working days from receipt of complaint.				
Percent of code complaints responded to within 5 working days	91%	90%	80%	90%
Perform 95% of specialty / commercial plan reviews (electrical, plumbing, mechanical) within four working days.				
Percent of specialty or commercial plan checks completed within 4 working days	95%	95%	95%	95%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Building inspections completed	11,395	11,000	11,000	11,000
Code enforcement cases processed	318	340	400	350
Erosion control inspections completed	240	325	325	325
Specialty or commercial plan reviews completed	625	650	610	600
Permits resolved under the Expired Permit Program	71	300	150	200

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
City Arts Advisory Program
CDBG Administration and Human Services
Rental Housing Mediation Task Force
Redevelopment Obligation Retirement
Housing Development and Preservation Program
Long Range Planning and Special Studies
Development and Environmental Review
Zoning: Ordinance, Information, and Enforcement
Design Review and Historic Preservation
Building Inspection and Code Enforcement
➢ **Records, Archives, and Clerical Services**
Building Counter and Plan Review

Records, Archives, and Clerical Services

(Program No. 2142)

Mission Statement

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

Program Activities

- Provide cashiering services for all Land Development transactions.
- Coordinate and provide the imaging, storage, archival, review and access of all Land Development documents, while providing access via the Internet, and counter service.
- Provide clerical support for the Building and Safety division.

RECENT PROGRAM ACHIEVEMENTS

Completed annual physical inventory check of records located at the Patterson and Mackenzie storage facilities.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.30**	**4.30**	**4.30**	**4.30**	**4.30**
Hourly Employee Hours	**445**	**970**	**970**	**970**	**970**
Revenues					
Fees and Service Charges	$ 463,287	$ 543,242	$ 519,427	$ 558,663	$ 574,386
Total Revenue	**$ 463,287**	**$ 543,242**	**$ 519,427**	**$ 558,663**	**$ 574,386**
Expenditures					
Salaries and Benefits	$ 355,226	$ 385,704	$ 385,713	$ 400,996	$ 412,614
Supplies and Services	94,699	133,638	120,714	127,037	131,142
Special Projects	7,479	9,500	8,000	9,500	9,500
Debt Service	-	-	-	6,730	6,730
Non-Capital Equipment	5,883	14,400	5,000	14,400	14,400
Total Expenditures	**$ 463,287**	**$ 543,242**	**$ 519,427**	**$ 558,663**	**$ 574,386**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond and deliver 100% of building and planning file public records requests within 10 days of receipt.				
Percent of building and planning file public records requests delivered within 10 day off receipt	N/A	N/A	N/A	100%
Respond to 100% of commercial plan viewing requests within 72 hours of receipt.				
Percent of viewing appointments for commercial plans filled within 72 hours of receipt	100%	100%	100%	100%
Respond to 100% of residential plan viewing requests within 10 business days of request.				
Percent of viewing appointments for residential plans filled within 10 business days of request	100%	100%	100%	100%
Ensure that 95% all building and planning documents are processed within ten days of receipt by Records, Archives and Clerical Services.				
Percent of building and planning documents processed within 10 days of receipt	90%	95%	98%	95%
Ensure that 100% of all Land Development team cash receipts are balanced on a daily basis.				
Percent of Land Development cash receipts are balanced on a daily basis	100%	100%	100%	100%

Records, Archives, and Clerical Services

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Document requests processed	N/A	N/A	N/A	15,000
Commercial plan viewings	451	350	450	400
Residential plan viewings	1,305	1,000	1,350	1,400
Documents scanned and filed	87,162	90,000	86,000	88,000
Register transactions	9,266	7,200	7,200	7,500
Internet Hits - Questys (electronic files) usage statistics	N/A	N/A	N/A	110,000

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
City Arts Advisory Program
CDBG Administration and Human Services
Rental Housing Mediation Task Force
Redevelopment Obligation Retirement
Housing Development and Preservation Program
Long Range Planning and Special Studies
Development and Environmental Review
Zoning: Ordinance, Information, and Enforcement
Design Review and Historic Preservation
Building Inspection and Code Enforcement
Records, Archives, and Clerical Services
➢ **Building Counter and Plan Review**

Building Counter and Plan Review

(Program No. 2143)

Mission Statement

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

Program Activities

- Review engineering and architectural plans for compliance with state laws and ordinances including the California Building Code, State Title 24 Energy and Disabled Access Regulations, and Health and Safety Codes.
- Issue "over-the-counter" building permits each year for minor projects.
- Prepare and issue building permits.
- Prepare and maintain reference materials for public and staff use in both hard copy and electronic formats.
- Help manage and maintain the permitting process and permit tracking software.
- 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.

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RECENT PROGRAM ACHIEVEMENTS

Issued 40 new residential units at Valle Verde Retirement Community.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**9.35**	**8.35**	**8.35**	**8.35**	**8.35**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 1,373,358	$ 1,521,449	$ 1,590,231	$ 1,527,220	$ 1,541,875
Other Revenue	29,741	25,600	188,382	25,600	25,600
Total Revenue	**$ 1,403,099**	**$ 1,547,049**	**$ 1,778,613**	**$ 1,552,820**	**$ 1,567,475**
Expenditures					
Salaries and Benefits	$ 846,067	$ 989,721	$ 892,856	$ 1,001,852	$ 1,045,934
Supplies and Services	156,617	222,944	211,831	198,279	201,439
Transfers Out	92,181	96,000	110,000	98,880	98,880
Indirect Overhead	307,999	238,384	563,926	250,342	217,755
Debt Service	-	-	-	3,467	3,467
Non-Capital Equipment	235	-	-	-	-
Total Expenditures	**$ 1,403,099**	**$ 1,547,049**	**$ 1,778,613**	**$ 1,552,820**	**$ 1,567,475**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 90% of building Initial Reviews within the promised timelines.				
Percent of building permit initial reviews completed within the promised time lines	72%	75%	72%	90%
Complete 80% of building permit re-submittals within the promised timelines.				
Percent of building permit re-submittals completed within the promised time lines	70%	75%	78%	80%
Compete 80% of building permit revisions within the promised timeline.				
Percent of building permit revisions completed within the promised time lines	78%	80%	85%	80%
Process 95% of faxed permits requests within 72 hours.				
Percent of faxed permit requests processed within 72 hours	N/A	95%	100%	95%
Notify property owners of permit expiration within 10 days of expiration date.				
Percent of owners notified within 10 days of permit expiration	N/A	90%	100%	90%

Building Counter and Plan Review

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Permits issued	2,282	2,500	2,500	2,500
Staff hours devoted to PRT and DART reviews	171	250	150	250
Plan reviews and re-submittals completed	2,536	2,500	2,500	2,500
Over-the-Counter permits issued	1,458	1,600	1,600	1,600
New permit applications	2,495	2,500	2,500	2,500

Community Promotions/General Gov't

About Community Promotions/General Government

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

The Community Promotions program includes funding for a number of non-profit organizations in the City that coordinate festivals and events during the peak visitor season during the summer, including Fiesta and the Summer Solstice Celebration.

The City also provides funding to the Santa Barbara Conference and Visitor's Bureau (SBCVB) to support their marketing efforts designed to attract visitors to the South Coast and funding to the Chamber of Commerce Visitors' Information Center located on Garden Street at Cabrillo Boulevard.

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

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

DEPARTMENT SUMMARY

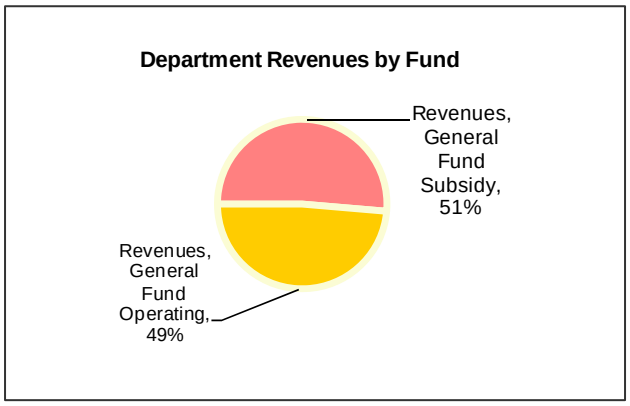
Community Promotions/General Gov't

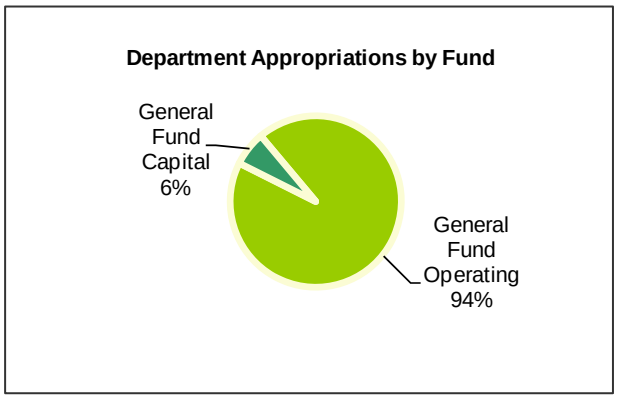
Department Financial Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Revenues					
Fees and Service Charges	$ 32,659	$ 32,659	$ 32,659	$ 1,052,598	$ 1,075,905
Inter-fund Reimbursement	-	-	-	1,604,000	1,604,000
General Fund Subsidy	4,611,448	3,424,977	2,850,130	2,806,086	3,043,975
Total Department Revenue	**$ 4,644,107**	**$ 3,457,636**	**$ 2,882,789**	**$ 5,462,684**	**$ 5,723,880**
Expenditures					
Supplies and Services	$ 20,240	$ 22,272	$ 22,364	$ 22,272	$ 22,272
Banefit Claims	-	-	-	1,604,000	1,604,000
Appropriated Reserve	-	298,691	-	414,158	434,824
Community Promotions	1,920,578	1,917,872	1,917,872	2,028,008	2,018,008
Miscellaneous	1,694	-	1,694	-	-
Transfers Out	1,742,580	1,090,567	812,625	1,039,246	659,776
Operating Expenditures	**$ 3,685,092**	**$ 3,329,402**	**$ 2,754,555**	**$ 5,107,684**	**$ 4,738,880**
General Fund Capital Transfer	$ 959,015	$ 128,234	$ 128,234	$ 355,000	$ 985,000
Total Expenditures	**$ 4,644,107**	**$ 3,457,636**	**$ 2,882,789**	**$ 5,462,684**	**$ 5,723,880**

Community Promotions department is budgeted in the General Fund and the Capital Outlay Fund.

Department Fund Composition





COMMUNITY PROMOTIONS/ GENERAL GOV'T

➢ Community Promotions
General Government
Post-Employment Benefits

Community Promotions

(Program No. 9331)

Mission Statement

Provide grants to various organizations to promote events and festivals and to enhance tourism in the City of Santa Barbara.

Program Activities

- Administer contracts between the City and various grantee organizations that enhance tourism and promote events and festivals.
- Disburse funds to grantee organizations.
- Grantee organizations include:
  - Downtown Visitor Restrooms
  - Old Spanish Days Fiesta
  - Santa Barbara Conference and Visitors Bureau (SBCVB)
  - Santa Barbara Visitors' Information Center
  - Summer Solstice Celebration
  - Santa Barbara International Film Festival
  - Spirit of '76 Parade
  - TV Santa Barbara

Financial Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Revenues					
Fees and Service Charges	$ 32,659	$ 32,659	$ 32,659	$ 126,000	$ 126,000
General Fund Subsidy	1,887,919	1,885,213	1,885,213	1,902,008	1,892,008
Total Revenue	**$ 1,920,578**	**$ 1,917,872**	**$ 1,917,872**	**$ 2,028,008**	**$ 2,018,008**
Expenditures					
Community Promotions	$ 1,920,578	$ 1,917,872	$ 1,917,872	$ 2,028,008	$ 2,018,008
Total Expenditures	**$ 1,920,578**	**$ 1,917,872**	**$ 1,917,872**	**$ 2,028,008**	**$ 2,018,008**

COMMUNITY PROMOTIONS/ GENERAL GOV'T

Community Promotions
➢ General Government
Post-Employment Benefits

General Government

(Program No. 9911)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

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

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Revenues					
Fees and Service Charges	$ -	$ -	$ -	$ 926,598	$ 949,905
General Fund Subsidy	2,723,529	1,539,764	964,917	904,078	1,151,967
Total Revenue	**$ 2,723,529**	**$ 1,539,764**	**$ 964,917**	**$ 1,830,676**	**$ 2,101,872**
Expenditures					
Supplies and Services	$ 20,240	$ 22,272	$ 22,364	$ 22,272	$ 22,272
Appropriated Reserve	-	298,691	-	414,158	434,824
Miscellaneous	1,694	-	1,694	-	-
Transfers Out	1,742,580	1,090,567	812,625	1,039,246	659,776
Operating Expenditures	**$ 1,764,514**	**$ 1,411,530**	**$ 836,683**	**$ 1,475,676**	**$ 1,116,872**
General Fund Capital Transfer	$ 959,015	$ 128,234	$ 128,234	$ 355,000	$ 985,000
Total Expenditures	**$ 2,723,529**	**$ 1,539,764**	**$ 964,917**	**$ 1,830,676**	**$ 2,101,872**

Program Performance Measures

Performance Measures	Adopted FY 2012*	Adopted FY 2013*	Adopted FY 2014*
General Fund capital program as a percent of total General Fund operating budget	0.63%	0.99%	1.76%
Long-term debt as a percent of total General Fund operating budget	0.34%	0.33%	0.32%

* Calculated as a percent of adopted budget.

COMMUNITY PROMOTIONS/ GENERAL GOV'T

Community Promotions
General Government
➢ Post-Employment Benefits

Post-Employment Benefits

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

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

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Revenues					
Inter-fund Reimbursement	$ -	$ -	$ -	$ 1,604,000	$ 1,604,000
Total Revenue	**-**	**-**	**-**	**1,604,000**	**1,604,000**
Expenditures					
Benefit Claims	$ -	$ -	$ -	$ 1,604,000	$ 1,604,000
Total Expenditures	**-**	**-**	**-**	**1,604,000**	**1,604,000**

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DEPARTMENT SUMMARY

Finance

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

About Finance

The Finance Department is responsible for providing financial expertise and guidance to the City Council and departments, managing the City's daily financial operations, and maintaining the financial integrity of the City. The department's major functional areas include accounting, revenue management, budget, payroll, purchasing, and investment management. The department also administers one internal service fund and one enterprise fund: the Self-Insurance Trust Fund manages the City's insurance portfolio and self-insured workers' compensation program, and the Solid Waste Fund manages the City's operations related to solid waste in support of State AB 939.

Fiscal Year 2014 Budget Highlights

Led by the Finance and Administrative Services Departments, the City will fully implement a new financial management system with a state-of-the-art system featuring the latest technologies and best practices in financial accounting and reporting. This new system will help City staff do their work more effectively and ultimately increase the level of services provided to the public.

Finance

Department Financial and Staffing Summary

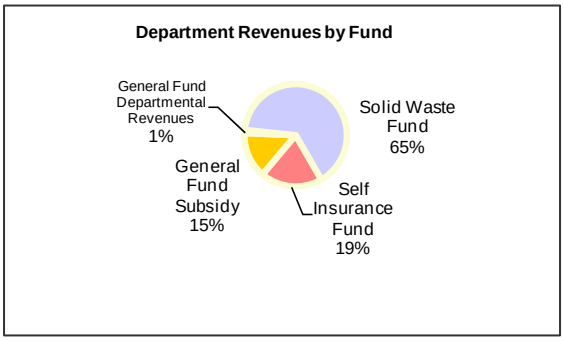
	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**46.50**	**46.50**	**46.50**	**47.05**	**47.05**
Hourly Employee Hours	**1,386**	**1,938**	**2,296**	**800**	**850**
Revenues					
Donations	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 81,600
Fees and Service Charges	17,629,080	17,879,577	18,156,495	19,241,810	19,721,581
Insurance Premiums	2,547,084	2,598,025	2,598,025	2,756,112	2,785,293
Interest Income	119,893	116,000	68,199	60,300	55,200
Intergovernmental	847,981	421,967	370,814	494,816	195,000
Premium Rebate	-	600,000	600,000	-	-
Licenses	14,138	9,000	13,829	9,180	9,364
OSH Premiums	-	187,961	187,961	193,833	202,887
Other Revenue	466,704	464,600	711,820	410,100	412,932
Transfers In	23,686	-	-	-	-
Workers Comp. Premiums	2,500,000	2,600,000	2,600,000	2,950,702	3,086,670
Overhead Allocation Recovery	2,935,330	2,803,729	2,803,729	3,097,189	3,159,130
General Fund Subsidy	1,107,012	1,557,648	1,428,198	1,384,770	1,534,400
Total Department Revenue	**$28,270,908**	**$29,318,507**	**$ 29,619,070**	**$ 30,678,812**	**$ 31,244,057**
Expenditures					
Salaries and Benefits	$ 4,523,897	$ 4,934,959	$ 4,749,878	$ 5,056,695	$ 5,240,358
Supplies and Services	22,714,375	23,201,414	23,313,052	24,729,727	25,454,156
Special Projects	584,392	689,203	674,327	635,463	673,173
Appropriated Reserve	-	-	21,774	33,106	25,000
Capital Equipment	622,164	80,675	14,609	13,709	13,783
Debt Service	3,693,950	172,905	172,905	-	-
Non-Capital Equipment	6,604	2,270	423	-	-
Tax Expense	7,514	8,000	8,000	8,000	8,000
Transfers Out	60,503	61,671	61,671	67,556	50,000
Premium Rebate	-	183,102	183,102	-	-
Total Department Expenditures	**$32,213,399**	**$29,334,199**	**$ 29,199,741**	**$ 30,544,256**	**$ 31,464,470**
Addition to (Use of) Reserves	**$ (3,942,491)**	**$ (15,692)**	**$ 419,329**	**$ 134,556**	**$ (220,413)**

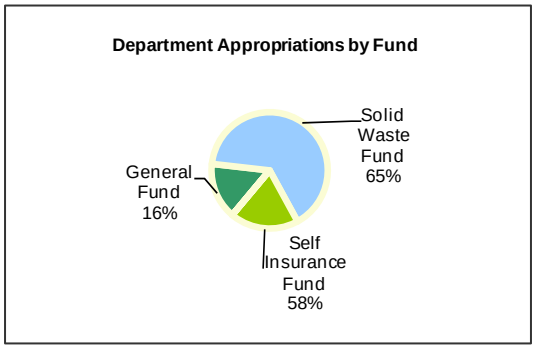
The Finance Department is budgeted in the General Fund, Self-Insurance Trust Fund, and Solid Waste Fund.

DEPARTMENT SUMMARY

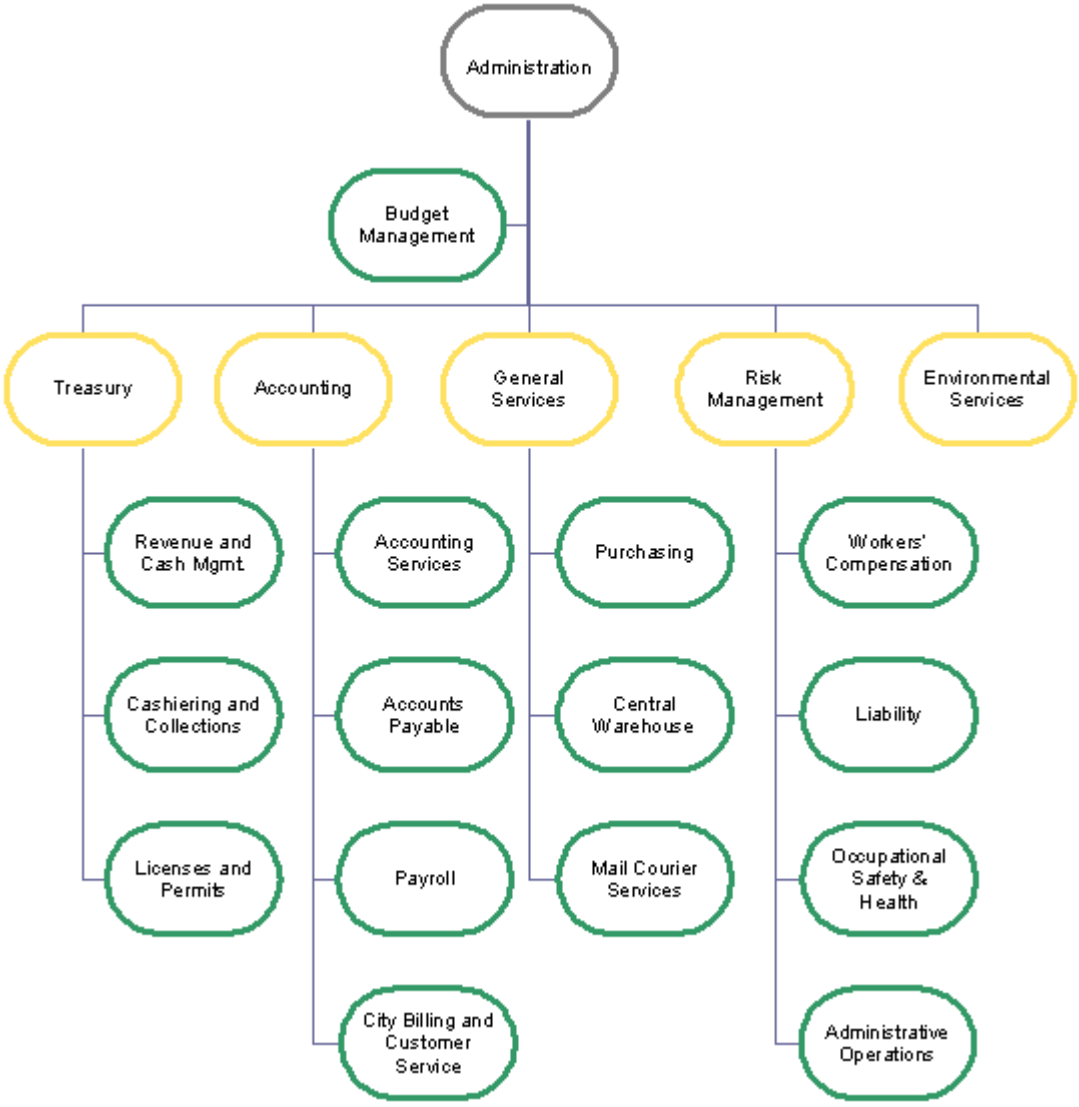
Finance

Department Fund Composition





Program Organizational Chart



FINANCE PROGRAMS

➢ **Administration**
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
Accounting Services
Payroll
Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations
Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Completed negotiations with MarBorg Industries for a ten-year franchise agreement that will be effective starting July 1, 2013.
In conjunction with other participating jurisdictions, completed the due diligence review of a proposal to construct a Resource Recovery Park at Tajiguas Landfill.

Administration

(Program No. 1411)

Mission Statement

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

Program Activities

- Manage the operations of the department.
- Ensure management and the City Council are informed of all matters materially affecting the financial health of the City.
- Assist with policy formulation and implementation of Council direction.
- Provide staff support to the City Council Finance Committee.
- Provide financial and budgetary support and guidance to all City departments.
- Provide oversight of the City's investment portfolio.
- Manage the City's long-term debt, including new-money and refunding debt.
- Manage the City's Employee Mortgage Loan Assistance Program (EMLAP).

Project Objectives for Fiscal Year 2014

- In concert with other participating jurisdictions, conduct financial and technical due diligence on the MarBorg proposal to construct a materials recovery facility component of the Resource Recovery Project. Complete analysis within 6 months of receipt of proposal.
- Implement the key financial modules of the Financial Management System Replacement (General Ledger, Budgeting, Accounts Payable, Accounts Receivable and Purchasing) project by January 2014; and implement the remaining modules by June 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.30**	**1.30**	**1.30**	**1.30**	**1.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 6,228	$ -	$ 6,800	$ 7,000	$ 7,000
Overhead Allocation Recovery	118,025	112,701	112,701	130,325	132,931
General Fund Subsidy	100,142	128,884	128,097	81,140	107,317
Total Revenue	**$ 224,395**	**$ 241,585**	**$ 247,598**	**$ 218,465**	**$ 247,248**
Expenditures					
Salaries and Benefits	$ 153,719	$ 158,665	$ 159,417	$ 161,099	$ 165,767
Supplies and Services	49,969	54,520	59,781	49,366	51,481
Special Projects	13,193	20,400	20,400	-	22,000
Tax Expense	7,514	8,000	8,000	8,000	8,000
Total Expenditures	**$ 224,395**	**$ 241,585**	**$ 247,598**	**$ 218,465**	**$ 247,248**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that Finance Programs meet 75% of their program objectives.				
Percent of Finance program objectives met	78%	75%	75%	75%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Santa Barbara City Employee Mortgage Loan Assistance Program (EMLAP) loans administered	32	32	31	30

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Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations
Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Managed a smooth transition as the City's bank changed ownership.

Revenue & Cash Management

(Program No. 1412)

Mission Statement

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

Program Activities

- Manage investment portfolio of approximately $160 million.
- Submit monthly investment reports to Finance Committee and City Council.
- Manage the City's banking relationships.
- Ensure timely reconciliation of all cash transactions.
- Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
- Provide ongoing analysis of City revenues.
- Forecast and manage cash to ensure adequate liquidity for expenditure requirements.
- Conduct a monthly analysis of all City and Banking revenues.

Project Objectives for Fiscal Year 2014

- Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
- Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.
- Submit an annual Statement of Investment Policy for Fiscal Year 2014 to Council by September 30, 2013.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.60**	**2.60**	**2.60**	**2.60**	**2.60**
Hourly Employee Hours	**120**	**350**	**400**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 290,365	$ 277,267	$ 277,267	$ 309,230	$ 315,415
General Fund Subsidy	151,530	253,325	233,318	208,891	217,636
Total Revenue	**$ 441,895**	**$ 530,592**	**$ 510,585**	**$ 518,121**	**$ 533,051**
Expenditures					
Salaries and Benefits	$ 299,312	$ 323,145	$ 326,581	$ 327,686	$ 338,161
Supplies and Services	125,979	126,804	123,117	140,435	144,890
Special Projects	16,604	80,643	60,887	50,000	50,000
Total Expenditures	**$ 441,895**	**$ 530,592**	**$ 510,585**	**$ 518,121**	**$ 533,051**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Submit 100% of monthly investment reports to City Council within 30 days of month-end.				
Number of months in which investment report is submitted within 30 days	12	12	12	12

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Average portfolio balance	166.1M	165M	$165M	$165M
Variance between the City portfolio and LAIF book rates of return	+1.26%	+/-1%	+/-1.35%	+/-1%
Average days to maturity of the portfolio	958 days	900 days	900 days	900 days
Credit rating of portfolio holdings.	AAA	AAA	AAA	AAA

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Risk Management – Administrative Operations
Solid Waste

Cashiering & Collections

(Program No. 1413)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Implement the Cash Receipting component of the City's Financial Management System Replacement project by January 2014.

RECENT PROGRAM ACHIEVEMENTS

Cross-trained cashiering staff for better efficiency.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**4.20**	**4.15**	**4.15**	**4.15**	**4.15**
Hourly Employee Hours	**379**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 97	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	376,659	359,669	359,669	382,263	389,907
General Fund Subsidy	40,786	78,661	77,042	76,197	89,765
Total Revenue	**$ 417,542**	**$ 438,330**	**$ 436,711**	**$ 458,460**	**$ 479,672**
Expenditures					
Salaries and Benefits	$ 344,663	$ 360,294	$ 358,984	$ 372,825	$ 388,096
Supplies and Services	72,879	78,036	77,727	85,635	91,576
Total Expenditures	**$ 417,542**	**$ 438,330**	**$ 436,711**	**$ 458,460**	**$ 479,672**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Accurately process 99% of treasury receipts on the day received.				
Percentage of treasury receipts processed on the day received	99.6%	99%	99%	99%
Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.				
Correcting entries needed	8	<10	<10	<10

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Payments processed at public counter	52,953	45,000	45,000	45,000
Utility billing lockbox payments processed	150,377	122,400	147,000	147,000
Transient Occupancy Tax (TOT) payments recorded and reconciled	546	1,800	1,800	1,800
Utility Users Tax (UUT) payments recorded and reconciled	681	1,950	1,950	1,950

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Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Increased revenue by issuing over 2,000 new business licenses; 500 of which were located by diligent search efforts of a consultant hired to find unlicensed businesses.

Licenses & Permits

(Program No. 1414)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 28, 2014.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the cities of Santa Barbara and Carpinteria and remit to the Santa Barbara Conference and Visitors' Bureau and Film Commission on a monthly basis.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.95**	**4.00**	**4.00**	**4.50**	**4.50**
Hourly Employee Hours	**17**	**1,000**	**1,000**	**0**	**0**
Revenues					
Fees and Service Charges	$ 39,755	$ 32,000	$ 39,700	$ 42,283	$ 42,428
Licenses	14,138	9,000	13,829	9,180	9,364
Other Revenue	684	-	666	-	-
Overhead Allocation Recovery	113,962	108,821	108,821	133,680	136,353
General Fund Subsidy	224,380	296,952	275,390	284,552	295,661
Total Revenue	**$ 392,919**	**$ 446,773**	**$ 438,406**	**$ 469,695**	**$ 483,806**
Expenditures					
Salaries and Benefits	$ 337,116	$ 380,775	$ 380,663	$ 400,440	$ 412,738
Supplies and Services	55,803	65,998	57,743	69,255	71,068
Total Expenditures	**$ 392,919**	**$ 446,773**	**$ 438,406**	**$ 469,695**	**$ 483,806**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Locate 300 unlicensed businesses using periodicals, MuniServices, Franchise Tax Board and State Board of Equalization sources.				
Number of new businesses located from reference sources	291	100	555	300

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
New business licenses issued	1,753	1,600	2,030	1,800
Business license renewals	12,838	11,200	11,230	11,700
Business license delinquency notices	3,368	3,000	3,330	3,350
Percent of business licenses paid by due date	76%	75%	75%	75%
Assessment district billings	4,709	3,350	4,550	4550
Assessment district delinquency notices	1,184	900	1,100	1,100
Percent of PBIA assessments paid by due date	73%	75%	75%	75%
Percent of accounts sent to collections	2%	2%	2%	2%

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RECENT PROGRAM ACHIEVEMENTS

Provided Budget Development 101 training to City Staff and continue to reach out to City departments for feedback to improve the efficiency of the budget process and preparation of the budget document.

Budget Management

(Program No. 1415)

Mission Statement

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

Program Activities

- Manage the City's annual budget process, including training and support to departments, analysis of department budget requests, and public presentation of the recommended budget.
- Provide guidance to departments on departmental revenue estimates.
- 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.

Project Objectives for Fiscal Year 2014

- Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2014 and 2015 within 90 days of budget adoption.
- Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award for the Adopted Two-Year Financial Plan for Fiscal Years 2014 and 2015.
- Submit the Fiscal Year 2015 Recommended Mid-Cycle Budget Addendum to Council and City Clerk before May 1, 2014 in accordance with the Council-established budget filing deadline.
- Implement the budget module of the City's Financial Management System Replacement project.
- Maintain minimum distribution of printed budget documents by only distributing to City Council and Executive Management to reduce paper use and waste.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 195,652	$ 186,827	$ 186,827	$ 213,505	$ 217,776
General Fund Subsidy	194,369	248,054	243,047	216,693	244,860
Total Revenue	**$ 390,021**	**$ 434,881**	**$ 429,874**	**$ 430,198**	**$ 462,636**
Expenditures					
Salaries and Benefits	$ 328,153	$ 347,363	$ 339,417	$ 349,800	$ 358,876
Supplies and Services	61,868	72,095	69,654	80,398	83,760
Special Projects	-	15,000	20,380	-	20,000
Non-Capital Equipment	-	423	423	-	-
Total Expenditures	**$ 390,021**	**$ 434,881**	**$ 429,874**	**$ 430,198**	**$ 462,636**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 90% of all budget journal entries to record budget amendments within 4 working days of approval.				
Percent of budget journal entries completed within 4 working days	97%	85%	90%	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Budget adjustments	128	150	130	140
Days to produce the adopted budget document after fiscal year-end	29	31	11	31

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Risk Management – Administrative Operations
Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Recorded the dissolution of the redevelopment agency and set up accounting records for the successor agency.

Accounting Services

(Program No. 1431)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2014.
- Publish the City CAFR on the City's website within 7 days of presentation to City Council.
- Implement key financial components (General Ledger, Accounts Payable, and Purchasing) of the City's Financial Management System Replacement project by January 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.10**	**2.85**	**2.85**	**3.85**	**3.85**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 271,401	$ 259,963	$ 259,963	$ 287,210	$ 292,954
General Fund Subsidy	213,886	233,977	251,564	308,641	329,839
Total Revenue	**$ 485,287**	**$ 493,940**	**$ 511,527**	**$ 595,851**	**$ 622,793**
Expenditures					
Salaries and Benefits	$ 351,801	$ 373,988	$ 388,556	$ 457,746	$ 477,042
Supplies and Services	133,486	119,952	122,971	138,105	145,751
Total Expenditures	**$ 485,287**	**$ 493,940**	**$ 511,527**	**$ 595,851**	**$ 622,793**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Compile and produce the annual Comprehensive Annual Financial Report (CAFR) for the City within 170 days of fiscal year-end.				
Days after June 30 to issue City CAFR	166	170	170	170
Receive an unqualified audit opinion for the annual financial statement audit for the City.				
Unqualified audit opinion	1	1	1	1
Receive the Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.				
Award for financial reporting	1	1	1	1
Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.				
Percent of bank reconciliations completed within 45 days	83%	100%	25%	100%
Complete 100% of general ledger closings within 7 working days of month-end.				
Percent of general ledger closings completed within 7 working days of month-end	100%	100%	100%	100%

Accounting Services

(Continued)

Measurable Objectives for Fiscal Year 2014 (cont.)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete and input 100% of regular monthly interim financial reports into Legistream within 45 days of month-end.				
Percent of interim financial reports input into Legistream within 45 days	100%	100%	100%	100%
Complete and file all State Controller's Reports before the deadlines.				
Percent of State Controller's Reports prepared and filed before the deadlines	100%	100%	100%	100%
Complete the annual reserve allocation within 150 days of year-end.				
Days from year-end to complete the annual reserve allocation	138	150	160	150
Prepare 100% of quarterly and mid-year interim financial reviews for submission to the Finance Committee and City Council within 45 days of month-end.				
Percent of quarterly and mid-year interim financial reviews submitted within 45 days	N/A	N/A	N/A	100%
Submit the audited OMB-A133 Single Audit for the City to the Federal Government within 275 days of year-end.				
Days after June 30 to submit Single Audit	N/A	N/A	N/A	275

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Audit adjustments required by independent auditor	0	0	0	2
Journal entries posted	1,717	1,700	1,702	1,700

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Solid Waste

RECENT PROGRAM ACHIEVEMENTS

COBRA premium assistance tax credit was applied for on 2011 quarterly tax returns, and was received during FY13 as a tax refund for the City in the amount of $ 8,016.60.

Payroll

(Program No. 1432)

Mission Statement

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

Program Activities

- Perform audit and data entry of timesheets.
- Make tax payments and file quarterly tax reports.
- Reconcile payroll deductions and benefits payable to the general ledger.
- Reconcile billing statements with receivables and payroll withholdings by person for current and former employees and retirees.
- Pay benefit providers.
- Process payments to the Public Employees Retirement System (PERS) and reconcile to reports and payroll withholdings.
- Maintain the payroll system to reflect annual changes in tax tables, employee contracts, dues, or other items for paycheck accuracy.
- Perform electronic fund transfers for direct deposits, PERS, deferred compensation, and taxes.
- Provide customer service to all City employees, departments and benefit providers.
- Implement technological enhancements to improve payroll processing efficiency.

Project Objectives for Fiscal Year 2014

- Review 45 printed payroll reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate or consolidate them as appropriate.
- Identify and implement two new automated procedures as determined by Payroll staff (in collaboration with Information Systems staff) and report any paper reduction realized.
- Prepare 2013 W-2 forms for distribution by January 23, 2014.
- Audit and reconcile all payroll tax and liability accounts, and adjust the general ledger as necessary on an ongoing basis throughout the fiscal year.

Project Objectives for Fiscal Year 2014 (cont'd)

- Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Prepare and electronically submit the Local Government Compensation Report for calendar year 2012 to the State Controller's Office by October 18, 2013.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.45**	**2.45**	**2.45**	**2.45**	**2.45**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 114,536	$ 109,369	$ 109,369	$ 125,384	$ 127,892
General Fund Subsidy	157,916	177,235	173,818	168,590	179,794
Total Revenue	**$ 272,452**	**$ 286,604**	**$ 283,187**	**$ 293,974**	**$ 307,686**
Expenditures					
Salaries and Benefits	$ 220,306	$ 234,432	$ 232,694	$ 239,450	$ 246,162
Supplies and Services	47,541	52,172	50,493	54,524	61,524
Non-Capital Equipment	4,605	-	-	-	-
Total Expenditures	**$ 272,452**	**$ 286,604**	**$ 283,187**	**$ 293,974**	**$ 307,686**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Process and pay payroll accurately and timely 99.9% of the time.				
Accuracy rate of timesheet data entry	99.95%	99.9%	99.95%	99.9%
Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.				
Accuracy rate of timesheets submitted by departments	96.54%	96%	96.66%	96%
Reconcile 11 of 12 (91.6%) monthly insurance billings within 30 days of receipt from benefits administrator.				
Percent of insurance billings reconciled within 30 days	100%	91.6%	100%	100%
Increase the number of employees opting out of printed pay advices by 50 to a projected total of 750 employees.				
Number of additional employees opting out of printed pay advices	52	50	52	50

Payroll

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Value of benefits and withholding accounts reconciled bi-weekly per payroll staff member	$4,626,007	$4,500,000	$4,884,332	$4,700,000
City employees per payroll staff member	641	640	642	640
Program cost per paycheck issued	$5.27	$5.25	$5.61	$5.75
Program cost per timesheet processed	$5.42	$5.50	$5.80	$5.95
W-2s issued annually	1,920	1,920	1,923	1,920
Percent of staff hours worked per quarter	89.33%	88%	86.54%	88%

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Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Total Value of discounts utilized during calendar year 2012 resulted in City savings of $8,338.

Accounts Payable

(Program No. 1433)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Review 5 accounts payable financial reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate.
- Implement and conduct accounts payable cross-training for all payroll staff to ensure they are fully cross-trained on calendar year-end and fiscal year-end processing.
- Prepare 2013 1099-MISC forms for distribution by January 23, 2014.
- Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Implement the Accounts Payable component of the City's Financial Management System Replacement project by January 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.75**	**1.75**	**1.75**	**1.75**	**1.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 134,854	$ 128,771	$ 128,771	$ 146,254	$ 149,179
General Fund Subsidy	71,548	90,177	89,804	79,895	85,725
Total Revenue	**$ 206,402**	**$ 218,948**	**$ 218,575**	**$ 226,149**	**$ 234,904**
Expenditures					
Salaries and Benefits	$ 144,827	$ 153,304	$ 154,579	$ 156,342	$ 160,321
Supplies and Services	61,575	65,644	63,996	69,807	74,583
Total Expenditures	**$ 206,402**	**$ 218,948**	**$ 218,575**	**$ 226,149**	**$ 234,904**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Issue 99% of vendor payments within 2 working days of receipt of claim for payment.				
Percent of payments issued within 2 working days after receipt of claim	100%	99%	100%	99%
Issue 99% of payments to vendors, error free.				
Percent of payments issued error free to vendors	99.54%	99%	99.52%	99%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Invoices processed	54,794	53,000	54,946	55,000
Program cost per payment issued	$10.42	$10.75	$10.52	$10.75
Percentage of available discounts taken by departments	61.53%	65%	67.1%	65%
Percentage of available discounts taken by Accounts Payable staff	20.11%	20%	16.91%	20%
Total value of discounts available	$9,891	$10,350	$10,986	$10,350
Total value of discounts utilized	$8,075	$8,800	$9,228	$8,800

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Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Launch of the new Utilities Online Website. Promoted new service via bill stuffers and a media release.

City Billing & Customer Service

(Program No. 1434)

Mission Statement

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

Program Activities

- Prepare and mail approximately 380,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 34,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Maintain and manage an automatic payment option for customers to have their bills paid automatically from their checking account.
- Process approximately 18,000 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Project Objectives for Fiscal Year 2014

- Prepare comprehensive written procedures for major components of the utility billing system and other important functions of the division.
- Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.
- Assist in the transition of the new vendor for Utility Billing and Accounts Receivable statement printing and mailing beginning in August 2013.
- Implement the Accounts Receivable/Billing components of the City's Financial Management System Replacement project by January 2014.
- Implement and conduct cross-training for all Utility Billing staff to ensure they are fully cross-trained on Utility User Tax exemption application processing, Extraordinary Use application processing and Accounts Receivable processing.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.85**	**4.10**	**4.10**	**4.10**	**4.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 209,205	$ 305,000	$ 250,000	$ 250,000	$ 250,000
Overhead Allocation Recovery	614,364	586,653	586,653	677,965	691,525
Total Revenue	**$ 823,569**	**$ 891,653**	**$ 836,653**	**$ 927,965**	**$ 941,525**
Expenditures					
Salaries and Benefits	$ 299,387	$ 374,152	$ 347,905	$ 370,855	$ 386,443
Supplies and Services	269,600	273,699	286,191	288,933	289,463
Total Expenditures	**$ 568,987**	**$ 647,851**	**$ 634,096**	**$ 659,788**	**$ 675,906**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Notify 99% of Extraordinary Water Use applicants of credit determination within 15 days of receipt of application.				
Percent of Extraordinary Water Use applicants notified within 15 days of credit determination	N/A	99%	85%	99%
Enter 99% of Utility User Tax (UUT) exemption applications within 10 days of receipt.				
Percent of UUT exemption applications entered within 10 days	N/A	N/A	N/A	99%
Enter 99% of automatic payment account data within 10 days of receipt.				
Percent of new automatic payment accounts entered within 10 days	N/A	N/A	N/A	99%
Enter new automatic payment accounts accurately 99% of the time.				
Percent of new automatic payment accounts entered accurately	N/A	N/A	N/A	99%
Enter 99% of electronic service requests submitted by the City's trash hauler within 10 days.				
Percent of electronic service requests entered within 10 days	N/A	N/A	N/A	99%
Increase the number of customers opting out of printed utility bills in favor of online billing by 300.				
Number of additional customers opting out of printed utility bills	N/A	N/A	N/A	300

City Billing & Customer Service
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Bills issued annually	358,998	379,000	380,270	380,000
Service orders prepared annually	19,458	17,000	18,470	18,000
Average time spent (minutes) on customer service calls	2.18 min	2.5 min	2.07 min	2.5 min
Customers on automatic pay, including utility bills, airport and harbor	6,409	6,500	6,800	7,000

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RECENT PROGRAM ACHIEVEMENTS

In FY 2012, Purchasing saved over $704,000 through the competitive bid process and we are on a pace to save a similar amount in FY 2013.

Purchasing

(Program No. 1441)

Mission Statement

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

Program Activities

- Prepare Quick Quote, Bid 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

Project Objectives for Fiscal Year 2014

- Conduct at least one class to train City staff on City's purchasing policies and procedures.
- Complete an external customer (vendors/contractors) survey by June 30, 2014.
- Conduct a compliance audits of three or more Blanket Purchase Orders (BPOs).
- Track and publish cost savings on formal bids for ordinary services and goods.
- Implement the Purchasing, Contracts, and Bidding components if the City's Financial Management System Replacement project by January 2014.

Project Objectives for Fiscal Year 2014 (cont'd)

- Increase City department participation in on-line ordering to 85% of office supply orders versus phone or fax submittals
- Conduct a class on writing specifications to encourage green purchasing solutions.
- Make recommendations of updating the municipal codes with a focus on the competitive thresholds
- Conduct at least one training class on the professional service agreement process

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.75**	**5.75**	**5.75**	**4.75**	**4.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 545,148	$ 520,559	$ 520,559	$ 521,505	$ 531,934
General Fund Subsidy	108,975	177,922	52,822	117,498	133,383
Total Revenue	**$ 654,123**	**$ 698,481**	**$ 573,381**	**$ 639,003**	**$ 665,317**
Expenditures					
Salaries and Benefits	$ 559,068	$ 597,544	$ 478,015	$ 515,645	$ 533,243
Supplies and Services	95,055	100,937	95,366	118,358	127,074
Special Projects	-	-	-	5,000	5,000
Total Expenditures	**$ 654,123**	**$ 698,481**	**$ 573,381**	**$ 639,003**	**$ 665,317**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Re-bid 95% of Blanket Purchase Orders over $50,000 to ensure that the City is receiving competitively priced services and materials.				
Percent of Blanket Purchase Orders over $50,000 re-bid	99%	95%	95%	95%
Issue Purchase Orders under $25,000 within ten (10) calendar days from receipt of complete requisitions.				
Average number of days to process informal requisitions into purchase orders	3.3	15	6	10
Issue Purchase Orders over $25,000 within forty-five calendar days from receipt of complete requisition.				
Average number of days to process formal requisitions into purchase orders	25.3	45	38	45

Purchasing

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain the City department participation in on-line ordering at 80% or higher for office supply.				
Percentage of participation in on-line ordering	84%	80%	86%	80%
Complete an annual internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher.				
Overall customer satisfaction rating	100%	90%	90%	90%

Other Performance Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Purchase Orders (all categories) issued including change orders services and goods	2,822	3,100	2,600	2,850
Purchase Orders (PO) issued for ordinary services and supplies over $2500.00	1,096	1,100	900	1,200
Blanket Purchase Orders (BPO) issued for ordinary services and supplies	818	950	750	700
Purchase Orders (PS) and Contracts (T) issued for Professional Services	131	150	200	200
Change Orders (CO) issued to purchase orders and contracts	741	950	775	750
Average Purchase Orders processed per Buyer (2 buyers)	737	1,000	1,300	1,425
Request for Proposals/Qualifications (RFPs/RFQs) received by Purchasing	2	10	3	5
Formal Bids for ordinary services and supplies	84	125	70	80
Percent of sole source (SS) purchase orders for ordinary services and supplies	7.62%	5%	10%	>5%
Percent of after-the-fact purchase orders. (internal)	N/A	>1%	>1%	>1%

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RECENT PROGRAM ACHIEVEMENTS

For the first two quarters of FY 2013, generated over $16,000 through the disposal of surplus property and saved approximately $11,000 by bidding inventory items.

Central Warehouse

(Program No. 1442)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Award a new contract for auction services by June 30, 2014.
- Perform a customer satisfaction survey by June 30, 2014.
- Track Auction proceeds from surplus items (excluding vehicles).
- Track cost saving from bids and quotes on inventory items.
- Implement the Inventory component of the City's Financial Management System Replacement project by January 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.20**	**1.20**	**1.20**	**1.20**	**1.20**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 125,045	$ 119,404	$ 119,404	$ 126,292	$ 128,817
General Fund Subsidy	31,987	41,540	34,968	44,686	48,152
Total Revenue	**$ 157,032**	**$ 160,944**	**$ 154,372**	**$ 170,978**	**$ 176,969**
Expenditures					
Salaries and Benefits	$ 87,490	$ 93,174	$ 89,892	$ 91,544	$ 93,787
Supplies and Services	69,586	67,270	64,480	79,434	83,182
Special Projects	(44)	500	-	-	-
Total Expenditures	**$ 157,032**	**$ 160,944**	**$ 154,372**	**$ 170,978**	**$ 176,969**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain an accuracy rate of 99.9% for the monthly inventory count.				
Accuracy rate for the monthly inventory count	100%	99.9%	100%	99.9%
Process and fill 99% of issue requisitions within one day.				
Percent of issue requisitions processed within one working day	100%	99%	100%	99%
Achieve a turnover for 20 key inventory items of 12 times per year				
Inventory turnover rate for 20 key items (times per year)	13.9	12	12.8	12
Complete 100% of monthly inventory counts completed within one day.				
Percentage of monthly inventory counts completed within in working day	100%	100%	100%	100%
Increase the number of inventory items under contract to 87%.				
Percentage of inventory items under contract	95.4%	87%	89%	90%

Other Performance Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of issue requisitions processed	2,970	3,200	3,100	3,200
Number of processed orders from vendors	389	500	350	375
Number of stock items on hand	1,242	1,250	1,234	1,250

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RECENT PROGRAM ACHIEVEMENTS

Installed GPS tracking on the mail vehicle to optimize the mail routes.

Mail Courier Services

(Program No. 1452)

Mission Statement

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 34 stops at City offices and selected outside agencies.
- Process outgoing U.S.P.S. mail daily.
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Track certified mail receipts to ensure that receipts are returned to the right departments.

Project Objectives for Fiscal Year 2014

- Receive zero service related complaints Notify customers of changes in postal rates and post rates on SharePoint
- Provide Finance with timely accurate postal charges by department each month

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.20**	**1.20**	**1.20**	**1.20**	**1.20**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 35,319	$ 33,725	$ 33,725	$ 43,576	$ 44,447
General Fund Subsidy	66,075	74,723	70,885	66,164	67,887
Total Revenue	**$ 101,394**	**$ 108,448**	**$ 104,610**	**$ 109,740**	**$ 112,334**
Expenditures					
Salaries and Benefits	$ 89,780	$ 94,647	$ 94,819	$ 95,313	$ 97,449
Supplies and Services	9,615	11,954	9,791	14,427	14,885
Non-Capital Equipment	1,999	1,847	-	-	-
Total Expenditures	**$ 101,394**	**$ 108,448**	**$ 104,610**	**$ 109,740**	**$ 112,334**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Process incoming and outgoing U.S.P.S. mail within 1 working day 99% or more of the time.				
Percent of outgoing U.S.P.S. mail sent within 1 working day	99.6%	99%	99.7%	99%
Provide mail services according to the published schedules 99% or more of the time.				
Percent of mail stops serviced in accordance with the mail schedule	100%	99%	100%	99%
Complete a Customer Survey by June 30 and achieve an overall customer satisfaction rating of 90% or higher.				
Overall Customer Satisfaction rating	90%	90%	90%	90%
Monthly cross training (12) with Central Stores.				
Number of cross trainings	N/A	12	18	12

Other Performance Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Pieces of outgoing U.S.P.S. mail processed	137,075	120,000	135,000	130,000
Percentage of damaged/spoiled mail	0.02%<	0.02%<	0.02%<	0.02%<
Percent of returned mail for incorrect postage	0%	0%	0%	0%
Labor cost per piece of outgoing U.S.P.S. mail	$0.27	$0.33	$0.32	$0.35

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RECENT PROGRAM ACHIEVEMENTS

Modified Duty Program reduced temporary disability payments by $337,688 in FY12; claims filed remain at historic low levels for seventh consecutive year.

Workers' Compensation

(Program No. 1461)

Mission Statement

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

Program Activities

- Collect, maintain, and analyze loss data.
- Ensure compliance with Federal and California laws; monitor legislation, legal opinions, and case law for changes.
- Investigate, evaluate, and authorize all new lost time claims.
- Approve the use of salary continuation.
- Approve expenditures, evaluate and recommend settlement proposals, and obtain approval for settlement payments.
- Ensure that the third party administrator completes all required elements of contracts.
- Assist outside legal counsel to defend claims, and coordinate subrogation recovery.
- Notify management of any permanent work restriction for injured employees and evaluate industrial disability retirement applications.
- Assist managers and supervisors to return an injured employee to regular or modified duty and develop a modified duty contract.
- Respond to employee, supervisor, and management inquiries; provide training on workers' compensation.

Project Objectives for Fiscal Year 2014

- Audit performance of the Third Party Administrator. Submit audit report by December 31, 2013.
- Update the Risk Management Workers' Compensation Frequency and Severity Report by September 30, 2013.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.55**	**1.55**	**1.55**	**1.55**	**1.55**
Hourly Employee Hours	**131**	**196**	**376**	**250**	**250**
Revenues					
Other Revenue	$ 25,544	$ -	$ -	$ -	$ -
Workers' Comp. Premiums	2,500,000	2,600,000	2,600,000	2,950,702	3,086,670
Total Revenue	**$ 2,525,544**	**$ 2,600,000**	**$ 2,600,000**	**$ 2,950,702**	**$ 3,086,670**
Expenditures					
Salaries and Benefits	$ 153,026	$ 186,430	$ 188,513	$ 198,066	$ 208,165
Supplies and Services	2,236,653	2,213,719	2,213,719	2,562,513	2,724,830
Special Projects	-	100	100	100	100
Premium Rebate	3,693,950	172,905	172,905	-	-
Total Expenditures	**$ 6,083,629**	**$ 2,573,154**	**$ 2,575,237**	**$ 2,760,679**	**$ 2,933,095**
Addition to (Use of) Reserves	**$ (3,558,085)**	**$ 26,846**	**$ 24,763**	**$ 190,023**	**$ 153,575**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Conduct annual claim review with four departments with the highest claims frequency.				
Claim reviews conducted	5	4	4	4
Obtain 50% of collision preventability determination reports from the operating departments.				
Percent of preventability reports received	84%	50%	50%	50%
Investigate 50% of the industrial injuries with lost time within 45 days.				
Percent of investigations completed	57%	50%	50%	50%

Workers' Compensation

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Total claim costs (paid and reserved) current FY	$1,210,096	$1,076,590	$750,000	$946,487
Annual gross amount of medical costs billed	$2,893,165	$1,734,741	$2,000,000	$2,166,546
Annual gross amount of medical costs paid	$786,137	$618,767	$650,000	$704,600
Annual cost of professional medical bill review services	$73,689	$73,689	$73,689	$73,689
Claims filed (current FY only)	129	147	140	137
Open claims all years at FYE	197	174	160	187
Litigation ratio	22%	20%	20%	20%
Percent of claims filed without lost time	81%	78%	66%	66%
Percent of eligible employees placed in a modified work assignment	96%	96%	94%	94%
Modified duty days worked.	1,972	1,830	1,700	1,701
Modified duty cost savings	$358,588	$362,524	$350,000	$368,207

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RECENT PROGRAM ACHIEVEMENTS

The percent of open litigated claims continues its downward trend for the fifth consecutive year.

Liability

(Program No. 1462)

Mission Statement

Prudently investigate City incidents and adjust damage claims, correct potential hazards, and provide loss prevention training.

Program Activities

- Administer incident and claims procedures.
- Investigate departmental activities relative to claimed damages.
- Pay or deny claims and communicate findings to claimants.
- Represent the City in small claims court.
- Request and track hazard mitigation throughout City activities.
- Assess and provide tailored loss prevention classes to City personnel.
- Consult with departments to assess workplace security needs.
- Obtain preventability reports of vehicle and equipment damage from appropriate departments.
- Report loss amounts monthly and annually.
- Respond to citizen and public requests for assistance.

Project Objectives for Fiscal Year 2014

- Update the Risk Management General Liability Frequency and Severity Report by September 30, 2013.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.10**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**611**	**392**	**500**	**550**	**600**
Revenues					
Insurance Premiums	$ 1,547,084	$ 1,578,025	$ 1,578,025	$ 1,514,146	$ 1,480,292
Premium Rebate	-	600,000	600,000	-	-
Other Revenue	1,649	-	-	-	-
Total Revenue	**$ 1,548,733**	**$ 2,178,025**	**$ 2,178,025**	**$ 1,514,146**	**$ 1,480,292**
Expenditures					
Salaries and Benefits	$ 151,928	$ 150,797	$ 150,797	$ 149,827	$ 154,260
Supplies and Services	1,300,411	1,562,363	1,494,321	1,364,319	1,326,032
Premium Rebate	-	183,102	183,102	-	-
Total Expenditures	**$ 1,452,339**	**$ 1,896,262**	**$ 1,828,220**	**$ 1,514,146**	**$ 1,480,292**
Addition to (Use of) Reserves	**$ 96,394**	**$ 281,763**	**$ 349,805**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 90% of claims investigations within 45 days.				
Percent of claims acted upon within 45 days of receipt	95%	90%	95%	90%
Route 90% of public hazard concerns to the appropriate department within 4 working days.				
Percent of public hazard concerns routed to the appropriate department within 4 working days of receipt	99%	90%	90%	90%
Obtain 90% of collision preventability determination reports from the operating departments.				
Percent of preventability reports received	89%	90%	70%	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Liability claims filed during the year	142	131	120	130
Current open claims	90	79	85	80
Annual claim costs paid	$226,942	$571,615	$250,000	$303,173
Percent of claims filed resulting in litigation	8%	8%	10%	8%
Percent of open claims litigated	16%	21%	20%	20%

Liability

(Continued)

Other Program Measures (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Percent of claims closed within 11 months of filing	87%	82%	90%	81%
Reported vehicle incidents	83	92	80	90
Percent of vehicle incidents resulting in claims	19%	23%	30%	23%
Preventable collision costs	$22,592	$65,811	$60,000	$63,601
Site visits conducted	87	120	80	102
Incident reports completed	118	160	175	150

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Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Revised facility safety inspection procedures and schedule to improve results and value to the operating departments.

Occupational Safety & Health

(Program No. 1463)

Mission Statement

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

Program Activities

- Review and update the Injury Illness Prevention Program (IIPP) to conform to Occupational Safety and Health Act (OSHA) regulatory changes.
- Maintain and schedule master IIPP compliance activities and other safety training regulations according to state law.
- Provide training guidance and resources to supervisors.
- Respond to hazards and safety concerns identified by employees.
- Provide semi-annual loss data reports.
- Maintain network of internal occupational safety and health trainers.

Project Objectives for Fiscal Year 2014

- Coordinate monthly IIPP Training calendar.
- Collect 80% of facility safety inspection findings from operating departments by March 1, 2014.
- Post Cal/OSHA Log 300A electronically by February 1, 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.80**	**0.80**	**0.80**	**0.80**	**0.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
OSH Premiums	$ -	$ 187,961	$ 187,961	$ 193,833	$ 202,887
Total Revenue	**-**	**187,961**	**187,961**	**193,833**	**202,887**
Expenditures					
Salaries and Benefits	$ 69,423	$ 87,222	$ 87,222	$ 91,875	$ 96,375
Supplies and Services	39,568	105,542	105,542	101,958	106,512
Total Expenditures	**$ 108,991**	**$ 192,764**	**$ 192,764**	**$ 193,833**	**$ 202,887**
Addition to (Use of) Reserves	**$ (108,991)**	**$ (4,803)**	**$ (4,803)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure the number of occupational injuries at the level do not exceed the 5 year average.				
Occupational injury claims filed	129	147	147	142
Ensure compliance with State and Federal OSHA mandates.				
Percent compliance with State and Federal OSHA mandates	100%	100%	100%	100%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Employees attending Injury Illness Prevention Program training sessions	1,554	1,525	1,525	1,700
IIPP training sessions conducted	72	84	75	78
Lost work days due to occupational injuries	1,035	1,158	900	1,176
Occupational Safety Trainers	91	84	75	88

FINANCE PROGRAMS

Administration
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
Accounting Services
Payroll
Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
➢ **Risk Management – Administrative Operations**
Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Revised format for the executive summary of the semi-annual report.

Administrative Operations

(Program No. 1464)

Mission Statement

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

Program Activities

- Create and maintain a risk management information system.
- 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.
- Notarize City and employee documents.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.70**	**0.70**	**0.70**	**0.70**	**0.70**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Insurance Premiums	$ 1,000,000	$ 1,020,000	$ 1,020,000	$ 1,241,966	$ 1,305,001
Interest Income	119,893	116,000	68,199	60,300	55,200
Total Revenue	**$ 1,119,893**	**$ 1,136,000**	**$ 1,088,199**	**$ 1,302,266**	**$ 1,360,201**
Expenditures					
Salaries and Benefits	$ 78,889	$ 92,868	$ 92,868	$ 98,894	$ 103,553
Supplies and Services	1,348,181	1,194,424	1,186,263	1,258,839	1,317,008
Total Expenditures	**$ 1,427,070**	**$ 1,287,292**	**$ 1,279,131**	**$ 1,357,733**	**$ 1,420,561**
Addition to (Use of) Reserves	**$ (307,177)**	**$ (151,292)**	**$ (190,932)**	**$ (55,467)**	**$ (60,360)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure 80% completion of Division program objectives.				
Percent of objectives achieved	86%	80%	80%	80%
Compile and post semi-annual loss data.				
Post loss data semi annually	2	2	2	2

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Dollar value of property damage and worker's compensation expenses recovered from negligent third parties	$93,851	$100,000	$100,000	$54,000
Total cost of risk as percentage of city operating and capital expenditures	2.7%	3%	3%	3%

FINANCE PROGRAMS

Administration
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
Accounting Services
Payroll
Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations
➢ **Solid Waste**

RECENT PROGRAM ACHIEVEMENTS

In February of 2013, Environmental Services brought to Council for approval a new ten-year exclusive franchise for solid waste collection services with MarBorg Industries, Inc.

Solid Waste

(Program No. 1471)

Mission Statement

Provide reliable, cost-effective collection of residential and commercial recyclables, greenwaste, foodscraps and refuse through the City's franchised hauler, with a primary focus on maximizing diversion of solid waste from landfill disposal.

Program Activities

- Design solid waste programs that protect public health and the environment; maintain the City's compliance with State solid waste mandates.
- Develop a cost-effective solid waste management system to allow the City to maintain control of its waste stream
- Pursue long-term alternatives to disposal and continuously reduce the volume of material disposed in landfills through aggressive recycling, composting and related diversion strategies.
- Ensure contract compliance with the franchised hauler.
- Manage all components of the City's waste management system.
- Provide information to the public and respond to concerns about hauling services.
- Participate in regional solid waste forums such as the Multi-Jurisdictional Solid Waste Task Group (MJSWTG).

Project Objectives for Fiscal Year 2014

- Conduct the Spirit of Service Awards by May 31, 2014.
- Hold two electronic waste collection events.
- Evaluate and expand comprehensive mixed recycling programs at 10 City facilities.
- In concert with the other participating jurisdictions, conduct financial and technical due diligence on the MarBorg proposal to construct the materials recovery facility component of the Resource Recovery Project within six months after receiving the proposal.
- Work with the other participating jurisdictions to develop a cooperative structure to work out matters related to the Resource Recovery Project.

Project Objectives for Fiscal Year 2014 (Cont'd)

- Participate in the environmental review process for the Resource Recovery Project and bring the Final EIR to Council to make requisite findings on the document.
- Monitor compliance of large grocery retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.
- Establish a revenue sharing agreement with MarBorg for business sector commingled recyclables by December 31, 2013 or re-direct them to Gold Coast Recycling.
- Develop waste generation profiles for business and multi-unit residential customers in order to evaluate the adequacy of solid waste enclosures for new development or proposed remodels.
- Conduct an evaluation of Environmental Services finances and develop options for balancing the operating budget by January 1, 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.50**	**8.50**	**8.50**	**8.55**	**8.55**
Hourly Employee Hours	**128**	**0**	**20**	**0**	**0**
Revenues					
Donations	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 81,600
Fees and Service Charges	17,589,325	17,847,577	18,116,795	19,199,527	19,679,153
Intergovernmental	847,981	421,967	370,814	494,816	195,000
Other Revenue	223,297	159,600	454,354	153,100	155,932
Transfers In	23,686	-	-	-	-
Total Revenue	**$ 18,764,289**	**$ 18,509,144**	**$ 19,021,963**	**$ 19,927,443**	**$ 20,111,685**
Expenditures					
Salaries and Benefits	$ 855,009	$ 926,159	$ 878,956	$ 979,288	$ 1,019,920
Supplies and Services	16,736,606	17,036,285	17,231,897	18,253,421	18,740,537
Special Projects	554,639	572,560	572,560	580,363	576,073
Appropriated Reserve	-	-	21,774	33,106	25,000
Capital Equipment	622,164	80,675	14,609	13,709	13,783
Transfers Out	60,503	61,671	61,671	67,556	50,000
Total Expenditures	**$ 18,828,921**	**$ 18,677,350**	**$ 18,781,467**	**$ 19,927,443**	**$ 20,425,313**
Addition to (Use of) Reserves	**$ (64,632)**	**$ (168,206)**	**$ 240,496**	**$ -**	**$ (313,628)**

Solid Waste

(Continued)

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Meet with 200 new and existing business clients about the environmental and financial benefits of recycling.				
Business contacts made regarding the benefits of recycling	200	200	200	200
Generate 5,200 cubic yards of additional diversion at food-serving businesses on an annualized basis.				
Yards of additional diversion at food-serving businesses (annualized)	NA	5,200	5,200	5,200
Respond to 98% of code enforcement calls within one business day.				
Percentage of code enforcement calls responded to within one business day	94%	98%	97%	98%
Respond to hauler service complaints within two business days.				
Percentage of hauler complaints responded to within two business days	100%	98%	98%	98%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Tons of solid waste disposed of at Tajiguas Landfill	74,136	79,772	76,482	78,012
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	18,662	18,915	19,910	20,308
Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only)	NA	31%	29%	31%
Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	13,365	13,633	14,238	14,523
Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only)	NA	27%	26%	27%
Tons of foodscraps diverted from Tajiguas Landfill	2,757	2,773	3,036	3,127
Hauler service complaints received	8	12	4	12
Number of calls handled by Code Enforcement staff	183	200	158	161
Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste, and/or foodscraps	20.5%	22%	22%	22%
Percent of single-family residential accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	71.2%	71%	73%	73%

Other Program Measures (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Percent of multi-unit residential account with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	18.2%	17.5%	19%	18%
Percent of buildings and facilities owned, operated, or controlled by the City with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, or foodscraps	16.4%	19%	16%	17%
Pounds of household hazardous waste collected at the City ABOP and UCSB facility (less electronic waste)	306,139	311,534	341,762	348,597
Pounds of electronics waste collected at City-sponsored events	381,858	425,838	317,786	324,142

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DEPARTMENT SUMMARY

Fire

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

About Fire

The Fire Department is responsible for the protection of Santa Barbara from fire and a long list of natural and man-made catastrophes. The Fire Department has provided continuous, uninterrupted service for over 125 years.

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

Employees conduct over 3,000 fire inspections each year as part of the department's commitment to a fire safe community. Plan reviews and inspections of all new construction help ensure the future fire safety of Santa Barbara.

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

Fiscal Year 2014 Budget Highlights

Complete creation of Urban Search and Rescue (USAR) task force.

Work with Airport Department to complete study for Aircraft, Rescue and Firefighting (ARFF) staffing at Santa Barbara Airport.

Review, amend and adopt 2013 California Fire Code in conjunction with Building Division's adoption of 2013 California Building Code.

Take delivery, equip and place into service new Type I fire engine.

DEPARTMENT SUMMARY

Fire

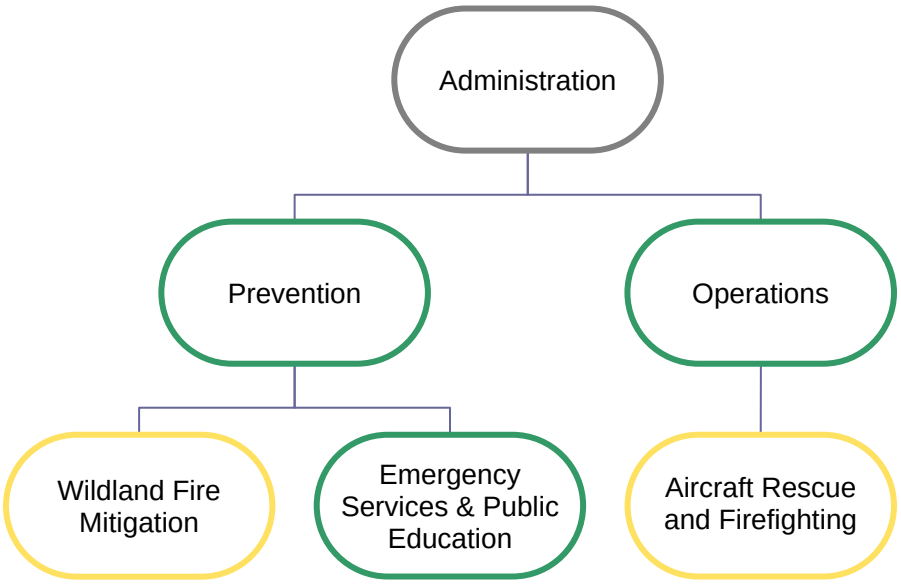
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**110.00**	**110.00**	**110.00**	**105.00**	**105.00**
Hourly Employee Hours	**1,781**	**1,836**	**2,906**	**2,072**	**2,072**
Revenues					
Fees and Service Charges	$ 239,744	$ 195,827	$ 195,459	$ 207,353	$ 207,955
Inter-fund Reimbursement	1,720,914	1,838,401	1,838,401	1,964,796	2,026,455
Intergovernmental	226,000	-	-	-	-
Mutual Aid Reimbursements	245,716	400,000	679,315	400,000	400,000
Other Revenue	224,910	177,553	225,002	182,420	186,008
Prop. 172 Sales Tax	120,494	136,976	139,851	144,745	149,811
Wildland Fire Assessment	231,033	225,080	237,080	241,665	244,082
Overhead Allocation Recovery	88,937	84,925	84,925	105,985	108,105
General Fund Subsidy	18,295,913	18,957,536	18,939,824	19,275,712	19,997,522
Total Department Revenue	**$21,393,661**	**$22,016,298**	**$ 22,339,857**	**$ 22,522,676**	**$ 23,319,938**
Expenditures					
Salaries and Benefits	$18,602,636	$19,359,911	$ 19,617,410	$ 19,774,528	$ 20,501,871
Supplies and Services	2,263,084	2,328,361	2,351,835	2,445,587	2,487,088
Special Projects	287,892	225,778	220,778	150,000	120,000
Appropriated Reserve	-	-	-	10,000	5,479
Capital Equipment	8,183	15,400	15,400	8,000	8,000
Non-Capital Equipment	135,821	212,425	212,425	165,500	197,500
Transfers Out	48,324	-	-	-	-
Total Department Expenditures	**$21,345,940**	**$22,141,875**	**$ 22,417,848**	**$ 22,553,615**	**$ 23,319,938**
Addition to (Use of) Reserves	**$ 47,721**	**$ (125,577)**	**$ (77,991)**	**$ (30,939)**	**$ -**

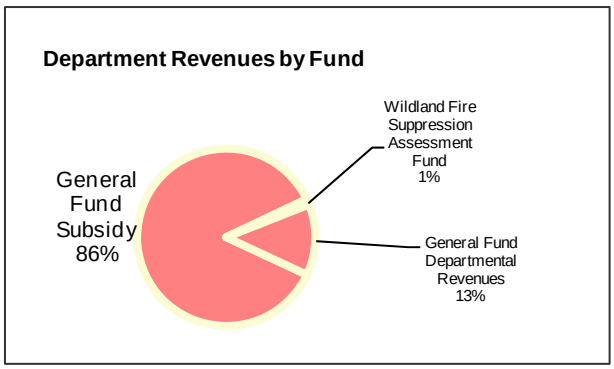
Fire Department is budgeted in the General Fund and the Wildland Fire Assessment District.

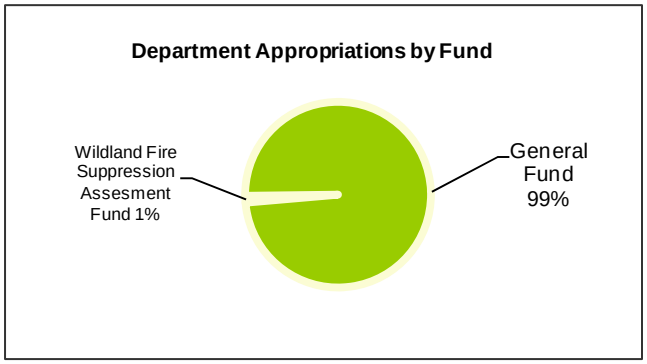
Fire

Program Organizational Chart



Department Fund Composition





FIRE PROGRAMS

➢ **Administration**
Emergency Services/Public Education
Fire Prevention
Wildland Fire Mitigation
Operations
Aircraft Rescue and Firefighting (ARFF)

Administration

(Program No. 3111)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Prepare FY14 mid-year review for Fire Department budget and P3 Objectives.
- Develop and present to City Council FY15 budget and P3 Objectives.
- Develop and implement Supplemental Project Agreement contract with Los Padres National Forest for shared-use of Fire Station 7 property.
- Implement, train staff and update business processes for MUNIS Financials modules for Go-live January 2014.
- Implement, train staff and update business processes for MUNIS HR/Payroll modules for Go-live July 2014.
- Create a major-equipment replacement schedule and funding requirements by February 2014 for possible inclusion in FY 2015 budget.

RECENT PROGRAM ACHIEVEMENTS

Completed Phase II of Fire Station 1 seismic renovation project by re-modeling 925 Chapala St building into high-tech Fire Administration and Prevention offices with an attached modern warehouse.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**136**	**40**	**192**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 107,005	$ 97,448	$ 82,393	$ 104,442	$ 105,880
Prop. 172 Sales Tax	120,494	136,976	139,851	144,745	149,811
General Fund Subsidy	539,839	538,717	541,052	567,087	554,871
Total Revenue	**$ 767,338**	**$ 773,141**	**$ 763,296**	**$ 816,274**	**$ 810,562**
Expenditures					
Salaries and Benefits	$ 662,280	$ 675,200	$ 665,355	$ 696,194	$ 705,767
Supplies and Services	105,058	97,941	97,941	120,080	104,795
Total Expenditures	**$ 767,338**	**$ 773,141**	**$ 763,296**	**$ 816,274**	**$ 810,562**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that 82% of the department's program objectives are accomplished.				
Percent of department program Objectives accomplished	82%	82%	82%	82%
Submit 95% of invoices to Forest Service within 15 working days of completion of mutual aid assignment.				
Percent of invoices generated within 15 working days of completion of mutual aid assignment	100%	95%	95%	95%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Total amount of Mutual Aid reimbursements	$176,905	$400,000	$600,000	$400,000
Hours lost due to injury	2,831	3,000	3,000	3,000

FIRE PROGRAMS

Administration
➢ **Emergency Services/Public Education**
Fire Prevention
Wildland Fire Mitigation
Operations
Aircraft Rescue and Firefighting (ARFF)

Emergency Services/Public Education

(Program No. 3112)

Mission Statement

Ensure the City is ready and able to mitigate, prepare for, respond to and recover from the effects of major emergencies that threaten lives, property, and the environment by: 1) conducting comprehensive safety education programs for the public; 2) training City employees regarding their Disaster Service Worker roles and responsibilities; and 3) administering inter-agency coordination activities that assist in the City's emergency management efforts.

Program Activities

- Collaborate with other emergency service providers to disseminate comprehensive life safety information to the community.
- Update and maintain the City's Emergency Operations Plan.
- Deliver targeted disaster management training to all City employees.
- Provide focused training for Emergency Operations Center staff.

Project Objectives for Fiscal Year 2014

- Develop training criteria for WebEOC for Emergency Operations Center (EOC) Staff by August 31, 2013 and conduct quarterly training to make sure that most EOC Staff have a familiarity with the WebEOC interface.
- Conduct a full scale exercise with City EOC staff in May 2014.

RECENT PROGRAM ACHIEVEMENTS

Developed a Public Service Announcement video for the City's Emergency Operations Center, which is now featured on the OES Website. Another version for City Employees only is housed and accessible on the OES SharePoint Site.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**33**	**440**	**440**	**1,040**	**1,040**
Revenues					
Fees and Service Charges	$ 1,394	$ -	$ 1,000	$ 1,100	$ 1,100
Overhead Allocation Recovery	88,937	84,925	84,925	105,985	108,105
General Fund Subsidy	151,204	169,518	171,025	187,806	200,484
Total Revenue	**$ 241,535**	**$ 254,443**	**$ 256,950**	**$ 294,891**	**$ 309,689**
Expenditures					
Salaries and Benefits	$ 149,551	$ 160,805	$ 163,312	$ 179,427	$ 183,288
Supplies and Services	91,984	93,638	93,638	115,464	126,401
Total Expenditures	**$ 241,535**	**$ 254,443**	**$ 256,950**	**$ 294,891**	**$ 309,689**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Conduct Incident Command System (ICS), Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) basic training for all attendees of the City's Orientation program.				
City Orientation program presentations	4	2	2	2
Ensure quarterly workshop sessions for Emergency Operations Center (EOC) Staff.				
Number of workshops held	4	4	4	4
Conduct 1 CERT session with participants reporting improved disaster preparedness skills.				
Number of CERT courses conducted	1	1	1	1

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Conduct Emergency Preparedness presentations	56	50	50	50

FIRE PROGRAMS

Administration
Emergency Services/Public Education
➢ Fire Prevention
Wildland Fire Mitigation
Operations
Aircraft Rescue and Firefighting (ARFF)

Fire Prevention

(Program No. 3121)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Complete the prescheduled joint inspections of Airport occupancies with Airport staff.
- Review, amend and adopt 2013 California Fire Code in coordination with the Building Division as they adopt the 2013 California Building Code and 2013 California Residential Code.
- Re-establish annual inspections of the 27 known assembly occupancies within the Entertainment District by Fire Prevention personnel.

RECENT PROGRAM ACHIEVEMENTS

The five vacant lots comprising the Conejo Landslide Demonstration Garden have been incorporated into the Department budget for annual maintenance.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**312**	**16**	**16**	**0**	**0**
Revenues					
Fees and Service Charges	$ 238,350	$ 195,827	$ 194,459	$ 206,253	$ 206,855
Other Revenue	160	-	-	-	-
General Fund Subsidy	813,362	945,365	876,551	912,133	934,070
Total Revenue	**$ 1,051,872**	**$ 1,141,192**	**$ 1,071,010**	**$ 1,118,386**	**$ 1,140,925**
Expenditures					
Salaries and Benefits	$ 888,450	$ 992,159	$ 922,386	$ 988,532	$ 1,006,495
Supplies and Services	125,422	142,808	142,399	129,854	134,430
Non-Capital Equipment	-	6,225	6,225	-	-
Transfers Out	38,000	-	-	-	-
Total Expenditures	**$ 1,051,872**	**$ 1,141,192**	**$ 1,071,010**	**$ 1,118,386**	**$ 1,140,925**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 100% of the State Mandated Licensed Facility inspections within the prescribed schedule.				
Percent of State Mandated Licensed Facility inspections completed annually	106%	100%	100%	100%
Conduct 85% of new construction related inspections within 2 working days of initial request.				
Percent of new construction related inspections conducted within 2 days of request	94.5%	85%	85%	90%
Complete 95% of all plan reviews submitted to the Community Development department within time allotted.				
Percent of plan reviews completed within time allotted	100%	95%	95%	95%
Determine the cause of 80% of the fires investigated within the City of Santa Barbara.				
Percent of causes determined of fires investigated	82.5%	80%	80%	80%
Respond to 85% of code enforcement complaints within five (5) working days from receipt of complaint.				
Percent of code enforcement complaints receiving initial response within five (5) working days	96.5%	85%	85%	85%
Resolve 75% of code enforcement cases within three (3) months of initiation.				
Percent of code enforcement cases resolved within three (3) months of initiation	71.5%	75%	75%	75%

Fire Prevention

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Attend 85% of all joint LDT meetings for DART and PRT submittals.				
Percent of LDT meetings attended	92%	85%	85%	85%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
State Mandated inspections conducted	121	128	128	107
New construction related inspections	517	375	375	450
Plan reviews conducted	1,250	1,300	1,300	1,200
Fire investigations conducted	61	70	70	70
Code enforcement complaints received	334	300	300	300
Enforcement cases resolved	264	250	250	250
LDT meetings attended	161	200	200	150

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FIRE PROGRAMS

Administration
Emergency Services/Public Education
Fire Prevention
➢ **Wildland Fire Mitigation**
Operations
Aircraft Rescue and Firefighting (ARFF)

Wildland Fire Mitigation

(Program No. 3123)

Mission Statement

Protect lives, property and natural resources threatened by wildland fire by the creation of defensible space through engineering, education, enforcement, fuel reduction and fuel modification activities.

Program Activities

- Manage and implement the City of Santa Barbara Wildland Fire Plan strategies.
- Manage the City of Santa Barbara Wildland Fire Suppression Assessment District Program.

Project Objectives for Fiscal Year 2014

- Continue to build on the Wildland Preplan project by purchasing computer software to move forward with Building Pre-Fire Plans for structure response. Utilize software to complete 10 Building Pre-Fire Plans and integrate completed plans into engine Mobile Data Terminals.

RECENT PROGRAM ACHIEVEMENTS

Completion of 2010 SB Community Fuels Hazard Reduction Project Grant. Treated 58 acres in 6 Vegetation Management Units within 2 years. Without this funding it would have taken 4 to 5 years.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 213,000	$ -	$ -	$ -	$ -
Wildland Fire Assessment	231,033	225,080	237,080	241,665	244,082
General Fund Subsidy	174,448	174,860	186,926	194,392	197,754
Total Revenue	**$ 618,481**	**$ 399,940**	**$ 424,006**	**$ 436,057**	**$ 441,836**
Expenditures					
Salaries and Benefits	$ 219,687	$ 223,947	$ 208,010	$ 240,388	$ 249,120
Supplies and Services	63,154	74,592	72,009	66,608	67,237
Special Projects	286,579	224,681	219,681	150,000	120,000
Appropriated Reserve	-	-	-	10,000	5,479
Non-Capital Equipment	27	1,200	1,200	-	-
Total Expenditures	**$ 569,447**	**$ 524,420**	**$ 500,900**	**$ 466,996**	**$ 441,836**
Addition to (Use of) Reserves	**$ 49,034**	**$ (124,480)**	**$ (76,894)**	**$ (30,939)**	**$ -**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 14 miles of road clearance annually within the Wildland Fire Suppression Assessment District (WFSAD).				
Miles cleared	14.05	14	14	14
Complete 4 miles of weed abatement along roads within high fire hazard area to enhance evacuation routes and response safety.				
Miles cleared	4	4	4	4
Complete 6 acres of vegetation management/fuels reduction work.				
Acres cleared	20	6	15	6
Continue wildland public education and outreach in the high fire hazard area by providing contact with 300 property owners.				
Contacts made	300	300	600	300
Utilize 80% of chipped material from vegetation road clearance and defensible space chipping program by mulching and preventing material from reaching landfill.				
Percentage of material chipped	100%	80%	90%	80%
Continue code enforcement on properties violating Defensible Space Requirements within the high fire hazard areas.				
Enforcement cases	153	150	100	100

FIRE PROGRAMS

Administration
Emergency Services/Public Education
Fire Prevention
Wildland Fire Mitigation
➢ **Operations**
Aircraft Rescue and Firefighting (ARFF)

Operations

(Program No. 3131)

Mission Statement

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

Program Activities

- Prepare for and respond to a multitude of emergency situations.
- Provide ongoing training to department members that are required by local, state, and federal regulations.
- Conduct Fire Safety Inspections in order to reduce/prevent fire loss and injuries.
- Provide public education programs to help inform the residents of fire and other life-safety hazards within our community.

Project Objectives for Fiscal Year 2014

- Conduct quarterly written and manipulative exams of probationary Firefighters throughout probationary year. Complete in April 2014.
- Ensure all Emergency Medical Services (EMS) responses use the Electronic Patient Care Report (EPCR) in the Firehouse software module by December 31, 2013.
- Conduct feasibility analysis to enhance Graphic Information System capability of Mobile Data Computers by December 31, 2013. Include the exploration of tablet and WiFi-hub capabilities.
- Evaluate and overhaul of the promotional process for the ranks of Engineer and Captain, including the acting certification processes by December 31, 2013.
- Conduct feasibility analysis by June 2014 that evaluates the migration of Firehouse records management system to the Police Department's Information Systems division in order to enhance the Computer Aided Dispatch system link and provide better user support.
- Equip and place into service new Type-1 fire engine by October 15, 2013.
- Implement and monitor new software package for Operations personnel platoon staffing by June 2014.
- Create a plan to address the Training Tower's structural and maintenance issues by June 2014 with cooperation of City Facilities division.

RECENT PROGRAM ACHIEVEMENTS

Successfully completed recruitment and Academy for eight new firefighters.

Implemented a Water Rescue Team program that was awarded a United States Lifeguard Association certification.

Project Objectives for Fiscal Year 2014 (Cont'd)

- Conduct annual review and revision of all Fire Department 'Standard Operating Procedures' by March 31, 2014.
- Complete creation of Urban Search and Rescue (US&R) Task Force 12 by June 2014. Provide management and operational oversight of the planned split of US&R Regional Task Force 7 (Santa Barbara and Ventura Counties).

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**86.20**	**86.20**	**86.20**	**81.20**	**81.20**
Hourly Employee Hours	**1,300**	**1,340**	**2,258**	**1,032**	**1,032**
Revenues					
Intergovernmental	$ 13,000	$ -	$ -	$ -	$ -
Mutual Aid Reimbursements	245,716	400,000	679,315	400,000	400,000
Other Revenue	224,750	177,553	225,002	182,420	186,008
General Fund Subsidy	16,617,060	17,129,076	17,164,270	17,414,294	18,110,343
Total Revenue	**$ 17,100,526**	**$ 17,706,629**	**$ 18,068,587**	**$ 17,996,714**	**$ 18,696,351**
Expenditures					
Salaries and Benefits	$ 15,074,977	$ 15,579,559	$ 15,915,530	$ 15,823,107	$ 16,450,840
Supplies and Services	1,871,248	1,906,670	1,932,657	2,000,107	2,040,011
Special Projects	1,313	1,097	1,097	-	-
Capital Equipment	8,183	15,400	15,400	8,000	8,000
Non-Capital Equipment	135,794	205,000	205,000	165,500	197,500
Total Expenditures	**$ 17,101,839**	**$ 17,707,726**	**$ 18,069,684**	**$ 17,996,714**	**$ 18,696,351**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide Basic Life Support (BLS) for medical emergencies within 4 minutes or less 80% of the time from unit receipt of alarm.				
Percentage of Medical responses under 4 minutes	80.2%	80%	80%	80%
Contain 90% of all structure fires to area or room of origin.				
Percentage of fires that do not extend from area of origin	87%	90%	90%	90%
Conduct Engine Company level Fire and Safety Inspections on 95% of scheduled business and residential occupancies annually.				
Percentage of business and residential occupancies inspected annually	99%	95%	95%	95%

Operations

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Conduct 90% of prevention re-inspections within 3 weeks of initial inspection.				
Percentage of re-inspections on notices of violation within 3 weeks of initial inspection	97%	90%	90%	90%
Ensure Operations personnel attend 1,000 hours of safety concepts training to reduce injuries and increase effectiveness.				
Total number of hours of safety training	1,135	1,000	1,000	1,000
Provide 100% of required/mandated training classes to Operations personnel each calendar year.				
Total % of training sessions completed	100%	100%	100%	100%
Provide 1,000 staff hours of public education.				
Number of staff hours of public education annually	1,027	1,000	1,000	1,000
Conduct Engine-company public education demonstrations for Hands-only CPR.				
Number of Hands-only CPR demonstrations conducted	N/A	N/A	4	8
Ensure 100% of our first responders maintain their Emergency Medical Technician (EMT) certifications by attending required EMT specific training.				
Average training hours per EMT	N/A	12	12	12
Ensure Medical Director reviews 80% of Basic Life Support (BLS) Automatic External Defibrillator (AED) incidents.				
Percentage of BLS AED incidents reviewed	N/A	80%	80%	80%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Code 3 (emergency) calls for service	6,595	6,000	6,000	6,000
Code 2 (non-emergency) calls for service	897	800	800	800
Medical emergency calls received	5,347	4,500	4,500	4,500
Fire calls received	222	250	250	250
Hazardous condition calls received	331	220	220	220
Miscellaneous calls received	1,592	1,700	1,700	1,700

Other Program Measures (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Revenue for engine company inspections	$102,008	$90,000	$90,000	$90,000
Number of Engine company Fire and Life Safety inspections	2,650	2,250	2,250	2,250
Average response time for emergency calls for service in minutes	2:55	4:00	4:00	4:00
EMT specific training hours	N/A	1,092	1,092	1,092
Hands-only CPR demonstrations conducted	N/A	N/A	4	8
Number of BLS AED incidents	N/A	24	24	24
Remote video training sessions held	N/A	24	24	24

FIRE PROGRAMS

Administration
Emergency Services/Public Education
Fire Prevention
Wildland Fire Mitigation
Operations
➢ **Aircraft Rescue and Firefighting (ARFF)**

Aircraft Rescue and Firefighting (ARFF)

(Program No. 3141)

Mission Statement

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

Program Activities

- Respond to all aircraft related emergencies at the Airport.
- Comply with all Federal Aviation Administration (FAA) standards for training and proficiency.
- Inspect all aircraft fueling vehicles for compliance with FAA standards.

Project Objectives for Fiscal Year 2014

- Conduct analysis of Station 8's Fire Prevention Inspection procedures on the Airport Operating Area (AOA) by September 30, 2013 that creates and implements a schedule of required inspections for 'Fuelers' and 'T' hangers.
- Conduct two fire safety and fire extinguisher training sessions for Airport and Fixed-Based Office employees for compliance with Federal Aviation Regulation 139 (FAR 139).
- Station 8 Captain to attend and provide semi-annual report and updates to all Airport Commission meetings and other local agency stakeholders.
- Station 8 Captain to attend and participate in annual Airport Emergency Plan review workshop of compliance with FAR 139.
- Work with Airport Department to complete study for Aircraft, Rescue and Firefighting staffing at Santa Barbara Airport.

RECENT PROGRAM ACHIEVEMENTS

Adopted operational changes due to, and associated with the completion of the new airport terminal. Included in this was a complete testing of the ability to communicate with portable radios over all SBFD fire radio frequencies.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**9.80**	**9.80**	**9.80**	**9.80**	**9.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 1,613,909	$ 1,740,953	$ 1,756,008	$ 1,860,354	$ 1,920,575
Total Revenue	**$ 1,613,909**	**$ 1,740,953**	**$ 1,756,008**	**$ 1,860,354**	**$ 1,920,575**
Expenditures					
Salaries and Benefits	$ 1,607,691	$ 1,728,241	$ 1,742,817	$ 1,846,880	$ 1,906,361
Supplies and Services	6,218	12,712	13,191	13,474	14,214
Total Expenditures	**$ 1,613,909**	**$ 1,740,953**	**$ 1,756,008**	**$ 1,860,354**	**$ 1,920,575**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 100% of all aircraft-related emergencies in the Aircraft Operational Area (AOA) within 3 minutes #1.				
Percent of emergency responses on the AOA under 3 minutes	100%	100%	100%	100%
Ensure that Fire Station 8 ARFF certified personnel achieve mandated training goals per Federal Aviation Regulation 139 (FAR 139).				
Percent of mandated training classes attended	100%	100%	100%	100%
Participate in 100% of periodic emergency response drills.				
Percent of emergency response drills attended	N/A	N/A	N/A	100%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Aircraft-related emergencies in AOA	35	40	40	36
Training hours performed by Station 8 assigned personnel	N/A	N/A	N/A	1,080
Emergency response drills	N/A	N/A	N/A	12
Public education hours provided by Station 8 ARFF members	N/A	N/A	N/A	240
Station 8 Fire Safety public education sessions held	N/A	N/A	N/A	24

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DEPARTMENT SUMMARY

Library

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

About the Library

The Library Department is responsible for providing a full range of contemporary library services to over 218,000 residents of southern Santa Barbara County. The largest components of the department are areas of public service at the Central and branch libraries, including youth services, reference, patron services and outreach to youth and families.

Additional activities include an adult literacy program, acquisition of materials in various formats, ebooks and downloadable audiobooks, cataloging and processing of collection materials, delivery of supplies and materials throughout the library system, interlibrary loan, oversight of the library's automation system, public access computers, website, and maintenance and repair of library facilities.

The Carpinteria, Montecito and Solvang branch libraries are owned and funded by the County of Santa Barbara and administered under an agreement with the City. The Goleta Branch Library is owned by the City of Goleta, receives funding from the City of Goleta and the County of Santa Barbara and is administered under an agreement with the City.

Fiscal Year 2014 Budget Highlights

After the reopening of both City Libraries on Mondays during 2012, programs, staffing, collections and services will be largely status quo for FY14. A focus on fundraising for the Central Library's Children's Library will continue, and final design is anticipated in FY14. Grant writing and donations continue to support daily operations.

County Library operations will be status quo, though reserves are used to balance budgets.

The Library places a high priority on its literacy program, especially children's literacy, and offers over 1,500 programs annually to children. A National Leadership award will expand the summer reading program in FY13 and FY14, and will help close academic achievement gaps in at-risk families.

DEPARTMENT SUMMARY

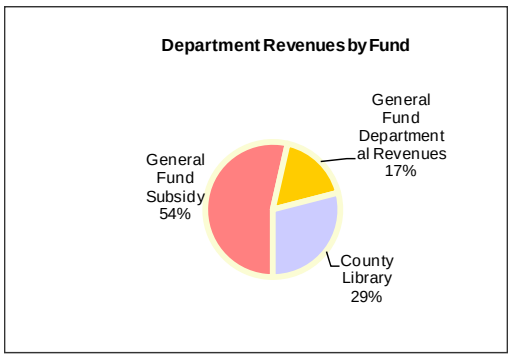
Library

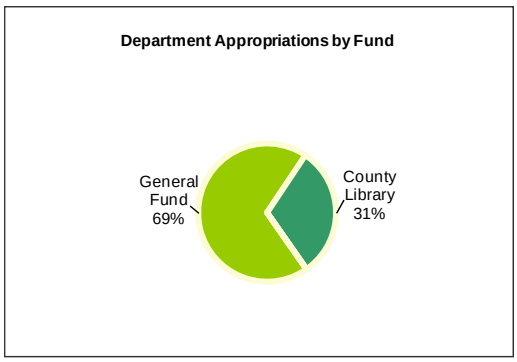
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**34.55**	**36.10**	**36.10**	**36.10**	**35.30**
Hourly Employee Hours	**49,560**	**47,096**	**47,096**	**48,043**	**47,185**
Revenues					
Donations	$ 277,822	$ 312,296	$ 318,124	$ 295,640	$ 312,307
Fees and Service Charges	644,167	636,004	642,512	589,038	593,608
Intergovernmental	1,433,404	1,490,172	1,525,105	1,438,284	1,438,284
Library Fines	278,593	273,331	279,996	291,000	291,500
Library Gift Funds	129,127	462,304	285,304	241,333	225,000
Other Revenue	40,504	42,200	43,672	9,100	8,600
Rents	50,838	55,160	58,800	62,960	65,050
Transfer In	48,008	-	-	-	-
General Fund Subsidy	2,842,201	3,257,289	3,206,708	3,374,063	3,515,940
Total Department Revenue	**$ 5,744,664**	**$ 6,528,756**	**$ 6,360,221**	**$ 6,301,418**	**$ 6,450,289**
Expenditures					
Salaries and Benefits	$ 3,613,727	$ 4,126,999	$ 3,947,530	$ 4,156,875	$ 4,280,819
Supplies and Services	1,589,022	1,743,566	1,736,004	1,756,382	1,786,752
Special Projects	-	96,000	106,000	-	-
Capital Equipment	489,491	742,063	745,936	524,295	556,295
Transfers Out	19,932	21,056	21,056	33,637	-
Total Department Expenditures	**$ 5,712,172**	**$ 6,729,684**	**$ 6,556,526**	**$ 6,471,189**	**$ 6,623,866**
Addition to (Use of) Reserves	**$ 32,492**	**$ (200,928)**	**$ (196,305)**	**$ (169,771)**	**$ (173,577)**

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

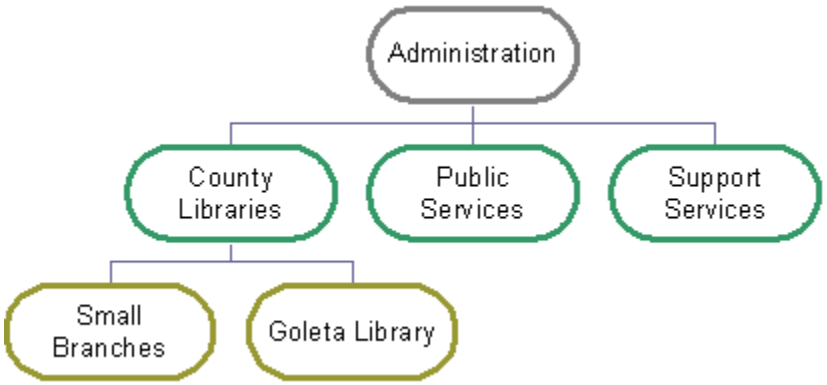
Department Fund Composition





Library

Program Organizational Chart



LIBRARY PROGRAMS

➢ **Administration**
Public Services
Support Services
County Libraries – Goleta Library
County Libraries – Solvang Library
County Libraries – Montecito Library
County Libraries – Carpinteria Library

Administration

(Program No. 5111)

Mission Statement

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

Program Activities

- Direct program and staff providing library services to 218,000 residents of southern Santa Barbara County.
- Prepare budget, payroll, correspondence, public relations materials, reports, documents, accounts and purchase orders.
- Participate in activities of library organizations, citizen groups, state and local government boards, committees and councils.
- Coordinate use of City Libraries public meeting rooms by over 100 local organizations and 30,000 residents annually.

Project Objectives for Fiscal Year 2014

- Ensure all program budgets are within expenditure and revenue FY14 budget appropriations, and that any revenue shortfalls are covered by expenditure savings.
- Raise an additional $1 million to advance capital campaign goal of $5 million for children's library renovation and endowment for library services.
- Complete final design of the Children's Library project and award a construction contract by May 1.
- Set up vendor visits from a minimum of three vendors for soliciting suggestions for Automated Materials Handling.

RECENT PROGRAM ACHIEVEMENTS

The Library System has received a prestigious $50,000 Institute of Museums and Libraries grant to promote the acquisition of grade-level reading skills among low-income children.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**56**	**653**	**653**	**0**	**0**
Revenues					
Fees and Service Charges	$ 109,159	$ 105,657	$ 105,657	$ 107,321	$ 107,698
Library Gift Funds	-	96,000	96,000	-	-
General Fund Subsidy	306,309	336,137	338,120	353,112	375,026
Total Revenue	**$ 415,468**	**$ 537,794**	**$ 539,777**	**$ 460,433**	**$ 482,724**
Expenditures					
Salaries and Benefits	$ 345,698	$ 371,563	$ 362,034	$ 379,859	$ 397,531
Supplies and Services	69,770	70,231	71,743	80,574	85,193
Special Projects	-	96,000	106,000	-	-
Total Expenditures	**$ 415,468**	**$ 537,794**	**$ 539,777**	**$ 460,433**	**$ 482,724**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure accomplishment of at least 80% of departmental program objectives.				
Percent of program objectives accomplished	83%	80%	86%	80%
Maintain the number of residents using Central and Eastside meeting rooms at 30,000.				
Residents using meeting rooms	32,543	30,000	33,000	30,000
Ensure the Library System has 150 media mentions in all forms of news media (radio, television, print and electronic).				
Media mentions	N/A	N/A	N/A	150

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
City libraries per capita expenditure from state and local funds	$38.96	$40.54	$44.79	$45.50
County libraries per capita expenditure from state and local funds	$9.96	$9.91	$10.35	$9.07
County per capita appropriation	$5.87	$5.98	$5.98	$5.97

LIBRARY PROGRAMS

Administration
➢ **Public Services**
Support Services
County Libraries – Goleta Library
County Libraries – Solvang Library
County Libraries – Montecito Library
County Libraries – Carpinteria Library

Public Services

(Program No. 5112)

Mission Statement

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

Program Activities

- Provide in-depth reference service for patrons in the library, by telephone and online via the library's website.
- Provide a variety of programs and trainings for all ages, including story times, computer trainings, crafts and coordination of the system-wide Summer Reading Program to encourage the City's youth to read.
- Provide access to the library's collections using an automated circulation system, including checkout and return of materials, payment of fines and fees, and pickup of reserved materials.
- Coordinate tutoring services for the Adult Literacy Program.
- Maintain the library's website, providing remote access to information about library services, and to the library's online catalog and information databases.

Project Objectives for Fiscal Year 2014

- Implement a series of technology classes for tablets that instruct patrons on a variety of apps available. Surveys will determine effectiveness and future offerings.
- Digitize and make accessible through the online catalog, 100 photos from the Edson Smith collection.
- Create a patron friendly new books area using marketplace concepts at the Central Library.
- Implement the State Library's *Outcomes-Based Evaluation* for the Summer Reading Program. Administer 100 participant surveys and host four focus groups.

RECENT PROGRAM ACHIEVEMENTS

Implemented new self-check kiosks with the ability to take payments in the form of credit card, currency or cash; thereby freeing staff to better assist the public with other needs and questions.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**16.75**	**17.30**	**17.30**	**20.30**	**20.30**
Hourly Employee Hours	**19,980**	**14,074**	**14,074**	**15,113**	**15,113**
Revenues					
Donations	$ 48,932	$ 86,472	$ 87,662	$ 86,250	$ 86,250
Fees and Service Charges	33,812	41,750	46,402	35,000	35,000
Intergovernmental	533,542	533,733	534,108	531,740	531,740
Library Fines	119,710	120,331	124,996	135,000	135,500
Library Gift Funds	71,623	170,000	-	120,000	120,000
Other Revenue	12,918	2,000	800	-	-
Rents	32,665	33,860	37,500	40,760	42,850
General Fund Subsidy	1,001,396	1,148,691	1,221,946	1,526,042	1,629,551
Total Revenue	**$ 1,854,598**	**$ 2,136,837**	**$ 2,053,414**	**$ 2,474,792**	**$ 2,580,891**
Expenditures					
Salaries and Benefits	$ 1,547,789	$ 1,797,089	$ 1,703,945	$ 2,078,132	$ 2,156,157
Supplies and Services	47,840	49,908	57,920	43,660	49,734
Capital Equipment	258,969	289,840	291,549	353,000	375,000
Total Expenditures	**$ 1,854,598**	**$ 2,136,837**	**$ 2,053,414**	**$ 2,474,792**	**$ 2,580,891**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve a circulation of 812,000.				
Items checked out or used at library	703,639	784,000	816,500	812,000
Assist 78,000 patrons at the adult service desks.				
Patrons assisted	72,459	86,000	78,288	78,000
Assist 21,000 patrons at the youth services desk.				
Patrons assisted	N/A	31,000	24,624	21,000
Achieve youth attendance of 26,750 at City library programs.				
Youth program attendance	21,950	21,600	25,646	26,750
Assist at least 165 adult literacy learners, with 50% reaching the California Library Literacy Services goal.				
Adult literacy learners assisted	164	150	172	165
Achieve 10,000 volunteer hours worked at City libraries.				
Volunteer hours	15,343	12,000	8,264	10,000
Achieve 80% of circulation at City libraries from self-check machines.				
Percentage of circulation	63.85%	75%	75.5%	80%

Public Services

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Downloadable audiobooks and eBooks circulated	44,585	50,000	50,100	60,000
Adult print and media materials circulated by City libraries	486.296	519,000	495,735	491,000
Children's and teen print and media materials circulated by City libraries	181,360	189,000	203,340	200,500
Items used by patrons within City libraries but not checked out	41,253	37,500	69,292	68,500
Circulation per capita for City residents	7.74	8.78	9.02	9.00
Visits to library website	595,433	590,000	688,242	675,000
eNewsletter subscriptions	N/A	5,000	6,445	7,250
Visits to City libraries	291,094	541,500	620,512	615,000
Average days for returned items to be available on shelf (at City libraries)	N/A	2	1.5	1.8

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LIBRARY PROGRAMS

Administration
Public Services
➢ **Support Services**
County Libraries – Goleta Library
County Libraries – Solvang Library
County Libraries – Montecito Library
County Libraries – Carpinteria Library

Support Services

(Program No. 5113)

Mission Statement

Provide operational support to acquire, process and catalog collections, support technology hardware and software, and maintain facilities.

Program Activities

- Process books and other collection materials.
- Maintain public and staff computer hardware and software.
- Maintain online database of holdings of the Santa Barbara Public Library (SBPL) System.
- Borrow materials from other libraries to fill user requests.
- Maintain safe and clean environment for public and staff.

Project Objectives for Fiscal Year 2014

- Investigate vendor supplied cataloging and processing for new audio-visual material by November 30, 2013, and implement by June 30, 2014 if recommended.

RECENT PROGRAM ACHIEVEMENTS

Implemented vendor supplied cataloging and processing for all books purchased through the library's main vendor, reducing the time and staff needed to get new books on the shelf for the public.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**6.70**	**7.45**	**7.45**	**4.45**	**3.65**
Hourly Employee Hours	**5,926**	**7,967**	**7,967**	**8,528**	**7,670**
Revenues					
Donations	$ 10,895	$ 2,000	$ 10,145	$ 7,000	$ 7,000
Intergovernmental	3,000	82,524	116,539	32,000	32,000
Library Gift Funds	-	113,220	113,220	-	-
Other Revenue	1,771	34,000	34,002	4,000	4,000
General Fund Subsidy	1,534,496	1,772,461	1,646,642	1,494,909	1,511,363
Total Revenue	**$ 1,550,162**	**$ 2,004,205**	**$ 1,920,548**	**$ 1,537,909**	**$ 1,554,363**
Expenditures					
Salaries and Benefits	$ 638,869	$ 830,040	$ 760,617	$ 556,513	$ 557,612
Supplies and Services	889,056	977,608	961,210	981,396	996,751
Capital Equipment	22,237	196,557	198,721	-	-
Total Expenditures	**$ 1,550,162**	**$ 2,004,205**	**$ 1,920,548**	**$ 1,537,909**	**$ 1,554,363**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain processing time of new books at an average of 5 days from receipt to public availability.				
Average number of days from receipt to public availability	7.1	8	6	5
Achieve an average collection turnover rate of 3.9 (the number of checkouts per item per year) in City libraries.				
Collection turnover rate	3.4	3.6	4.0	3.9
Ensure an in-service rate of 95% for public computers during business hours.				
In-service rate for public computers	96.98%	90%	98%	95%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Books and AV materials processed by Technical Services	25,722	21,000	33,228	28,500
Expenditure per capita for Library materials for SBPL System	$1.99	$2.16	$1.99	$1.99
Ratio of collection items per capita in SBPL System	1.56	1.61	1.56	1.56
Number of requests filled	93,504	95,000	83,460	85,000

LIBRARY PROGRAMS

Administration
Public Services
Support Services
➢ **County Libraries – Goleta Library**
County Libraries – Solvang Library
County Libraries – Montecito Library
County Libraries – Carpinteria Library

County Libraries – Goleta Library

(Program No. 5123)

Mission Statement

Provide a full range of library services to residents of the Goleta Valley and surrounding areas.

Program Activities

- Circulate library materials, fill reserve requests, provide information on library services and collect fines and fees.
- Offer a variety of programs, including story times, puppet shows, crafts, book discussions and a very popular Summer Reading Program.
- Answer reference questions for patrons in the library and by telephone.
- Provide meeting room and exhibit space for community use.
- Provide computers, internet access and computer assistance to adults and children.

Project Objectives for Fiscal Year 2014

- Update the children's science and technology book collections so that at least 51% are published after 2006.

RECENT PROGRAM ACHIEVEMENTS

The Goleta Library received national recognition as a Family Place Library through the federal Institute of Museum and Library Services agency.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.10**	**5.15**	**5.15**	**5.15**	**5.15**
Hourly Employee Hours	**12,677**	**13,073**	**13,073**	**13,073**	**13,073**
Revenues					
Donations	$ 59,210	$ 55,300	$ 51,300	$ 51,000	$ 51,000
Fees and Service Charges	484,429	469,622	470,422	427,767	431,960
Intergovernmental	521,288	516,265	516,628	515,325	515,325
Library Fines	98,031	93,000	95,000	98,000	98,000
Library Gift Funds	-	-	-	25,000	25,000
Other Revenue	10,406	3,800	3,439	3,000	2,800
Rents	11,718	14,500	14,500	15,000	15,000
Transfer In	31,776	-	-	-	-
Total Revenue	**$ 1,216,858**	**$ 1,152,487**	**$ 1,151,289**	**$ 1,135,092**	**$ 1,139,085**
Expenditures					
Salaries and Benefits	$ 642,936	$ 664,344	$ 663,438	$ 681,250	$ 697,929
Supplies and Services	428,027	473,968	473,009	470,652	473,325
Capital Equipment	111,834	183,570	183,570	100,000	110,000
Transfers Out	13,718	14,451	14,451	22,868	-
Total Expenditures	**$ 1,196,515**	**$ 1,336,333**	**$ 1,334,468**	**$ 1,274,770**	**$ 1,281,254**
Addition to (Use of) Reserves	**$ 20,343**	**$ (183,846)**	**$ (183,179)**	**$ (139,678)**	**$ (142,169)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve a circulation of 609,000.				
Items checked out or used at library	606,416	609,150	609,000	609,000
Assist 32,000 adults at the public services desk.				
Adults assisted	N/A	33,556	35,500	32,000
Assist 6,800 youth at the public services desk.				
Youth Assisted	N/A	6,832	6,800	6,800
Maintain attendance at Goleta youth programs at 8,000.				
Youth program attendance	N/A	17,500	8,000	8,000
Maintain the number of residents using the meeting rooms at 8,000.				
Residents using meeting rooms	6,352	7,000	8,900	8,000
Maintain the number of volunteer hours at 4,000.				
Volunteer Hours	4,526	4,410	3,850	4,000

County Libraries – Goleta Library

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Percentage of circulation from self-check machines	48.19%	65%	65%	75%
Average collection turnover rate	6.99	6.5	6.5	6.9
Items used by patrons within the library but not checked out	21,484	14,000	28,000	31,000
Public computer sessions	54,812	53,000	61,000	61,000
Adult materials circulated	341,689	367,500	335,000	330,000
Children and Teen materials circulated	234,375	227,400	227,400	235,000
Circulation per capita for Goleta Valley residents	7.03	6.96	6.96	7
Visits to library	226,746	221,000	258,672	285,000

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LIBRARY PROGRAMS

Administration
Public Services
Support Services
County Libraries – Goleta Library
➢ **County Libraries – Solvang Library**
County Libraries – Montecito Library
County Libraries – Carpinteria Library

County Libraries – Solvang Library

(Program No. 5126)

Mission Statement

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

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including story times, cultural and educational performances, crafts, and a Summer Reading Program to encourage the youth in the Santa Ynez Valley service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide computers, internet access, and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

The Friends of the Santa Ynez Valley Libraries raised funds and refreshed the 100 year old Santa Ynez library building with new paint and flooring.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.06**	**1.06**	**1.06**	**1.06**
Hourly Employee Hours	**4,034**	**3,798**	**3,798**	**3,798**	**3,798**
Revenues					
Donations	$ 32,259	$ 33,150	$ 34,443	$ 33,500	$ 33,500
Fees and Service Charges	8,645	9,400	9,431	8,000	8,000
Intergovernmental	173,180	161,397	161,460	162,031	162,031
Library Fines	16,040	15,000	15,000	15,000	15,000
Other Revenue	9,941	800	3,786	700	600
Transfer In	5,358	-	-	-	-
Total Revenue	**$ 245,423**	**$ 219,747**	**$ 224,120**	**$ 219,231**	**$ 219,131**
Expenditures					
Salaries and Benefits	$ 142,566	$ 146,585	$ 147,545	$ 150,768	$ 154,333
Supplies and Services	54,129	58,577	58,563	61,266	61,937
Capital Equipment	29,027	18,000	18,000	18,000	18,000
Transfers Out	2,030	2,153	2,153	3,567	-
Total Expenditures	**$ 227,752**	**$ 225,315**	**$ 226,261**	**$ 233,601**	**$ 234,270**
Addition to (Use of) Reserves	**$ 17,671**	**$ (5,568)**	**$ (2,141)**	**$ (14,370)**	**$ (15,139)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve a circulation of 61,000.				
Items checked out or used at library	65,146	53,250	62,000	61,000
Assist 8,100 adults at the public services desk.				
Adults assisted	N/A	8,100	8,100	8,100
Assist 2,450 youth at the public services desk.				
Youth assisted	N/A	2,450	2,600	2,450
Achieve attendance of 2,250 at Solvang youth programs.				
Youth program attendance	2,907	2,175	2,700	2,250
Maintain the number of volunteer hours at 2,300.				
Volunteer Hours	2,390	2,300	2,300	2,300

County Libraries – Solvang Library
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Circulation per capita	4.46	3.64	3.64	3.7
Visits to Solvang Library	64,218	44,875	72,500	72,500
Public computer sessions	19,948	16,525	16,525	17,000
Items used by patrons within the library but not checked out	N/A	506	2,200	2,200

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LIBRARY PROGRAMS

Administration
Public Services
Support Services
County Libraries – Goleta Library
County Libraries – Solvang Library
➢ **County Libraries – Montecito Library**
County Libraries – Carpinteria Library

County Libraries – Montecito Library

(Program No. 5127)

Mission Statement

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

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including story times, puppet shows, crafts, movies and a Summer Reading Program to encourage the youth in the Montecito service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide computers, internet access, and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

Reorganization of the material collection in the limited space has enhanced the user experience.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.07**	**1.07**	**1.07**	**1.07**
Hourly Employee Hours	**3,817**	**3,920**	**3,920**	**3,920**	**3,920**
Revenues					
Donations	$ 73,635	$ 72,340	$ 72,340	$ 55,556	$ 72,223
Fees and Service Charges	7,678	8,200	7,500	8,150	8,150
Intergovernmental	74,866	71,802	71,852	71,671	71,671
Library Fines	24,789	25,000	25,000	24,000	24,000
Library Gift Funds	49,603	63,084	63,084	76,333	60,000
Other Revenue	2,644	800	822	700	600
Transfer In	5,358	-	-	-	-
Total Revenue	**$ 238,573**	**$ 241,226**	**$ 240,598**	**$ 236,410**	**$ 236,644**
Expenditures					
Salaries and Benefits	$ 154,043	$ 149,478	$ 158,861	$ 153,122	$ 156,578
Supplies and Services	50,756	58,616	58,903	61,625	62,193
Capital Equipment	36,876	35,801	35,801	35,000	35,000
Transfers Out	2,127	2,267	2,267	3,446	-
Total Expenditures	**$ 243,802**	**$ 246,162**	**$ 255,832**	**$ 253,193**	**$ 253,771**
Addition to (Use of) Reserves	**$ (5,229)**	**$ (4,936)**	**$ (15,234)**	**$ (16,783)**	**$ (17,127)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve a circulation of 120,000.				
Items checked out or used at library	119,821	122,000	122,000	120,000
Assist 10,800 adults at the public services desk.				
Adults assisted	N/A	13,750	10,800	10,800
Assist 1,950 youth at the public services desk.				
Youth assisted	N/A	1,950	2,800	1,950
Maintain attendance at Montecito youth programs at 1,600.				
Youth program attendance	1,533	2,475	1,600	1,600
Achieve 1,000 volunteer hours.				
Volunteer hours	1,202	950	1,200	1,000

County Libraries – Montecito Library

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Circulation per capita	N/A	9.91	9.91	9.91
Visits to Montecito Library	N/A	69,500	75,700	75,700
Public computer sessions	N/A	11,000	11,000	11,000
Items used by patrons within the library but not checked out	N/A	1,500	1,500	1,500

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LIBRARY PROGRAMS

Administration
Public Services
Support Services
County Libraries – Goleta Library
County Libraries – Solvang Library
County Libraries – Montecito Library
➢ **County Libraries – Carpinteria Library**

County Libraries – Carpinteria Library

(Program No. 5128)

Mission Statement

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

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including story times, puppet shows, crafts, movies and a Summer Reading Program to encourage the youth in the Carpinteria service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide meeting rooms for community use.
- Provide computers, internet access, and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

The Library's meeting room was refreshed including new flooring and paint Project was funded and supported through the Friends of the Carpinteria Library.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.07**	**1.07**	**1.07**	**1.07**
Hourly Employee Hours	**3,071**	**3,611**	**3,611**	**3,611**	**3,611**
Revenues					
Donations	$ 52,891	$ 63,034	$ 62,234	$ 62,334	$ 62,334
Fees and Service Charges	444	1,375	3,100	2,800	2,800
Intergovernmental	127,528	124,451	124,518	125,517	125,517
Library Fines	20,023	20,000	20,000	19,000	19,000
Library Gift Funds	7,901	20,000	13,000	20,000	20,000
Other Revenue	2,824	800	823	700	600
Rents	6,455	6,800	6,800	7,200	7,200
Transfer In	5,516	-	-	-	-
Total Revenue	**$ 223,582**	**$ 236,460**	**$ 230,475**	**$ 237,551**	**$ 237,451**
Expenditures					
Salaries and Benefits	$ 141,826	$ 167,900	$ 151,090	$ 157,231	$ 160,679
Supplies and Services	49,444	54,658	54,656	57,209	57,619
Capital Equipment	30,548	18,295	18,295	18,295	18,295
Transfers Out	2,057	2,185	2,185	3,756	-
Total Expenditures	**$ 223,875**	**$ 243,038**	**$ 226,226**	**$ 236,491**	**$ 236,593**
Addition to (Use of) Reserves	**$ (293)**	**$ (6,578)**	**$ 4,249**	**$ 1,060**	**$ 858**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve a circulation of 88,500.				
Items checked out or used at library	90,386	89,100	89,100	88,500
Assist 9,800 adults at the public services desk.				
Adults assisted	N/A	8,000	10,200	9,800
Assist 18,500 youth at the public services desk.				
Youth assisted	N/A	10,200	20,400	18,500
Achieve attendance of 4,800 at Carpinteria youth programs.				
Youth program attendance	4,577	4,000	5,000	4,800
Maintain the number of volunteer hours at 1,200.				
Volunteer hours	1,452	1,200	1,200	1,200
Maintain the number residents using the Carpinteria branch meeting room and homework center at 10,000.				
Meeting room and homework center attendance	8,418	8,500	11,000	10,000

County Libraries – Carpinteria Library

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Circulation per capita	N/A	5.4	5.4	5.4
Visits to Carpinteria Library	N/A	95,000	125,000	125,000
Public computer sessions	N/A	20,500	20,500	20,000
Items used within the library but not checked out	N/A	1,100	2,500	2,400

DEPARTMENT SUMMARY

Mayor and City Council

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

About Mayor and City Council

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

The seven-member governmental body serves the City at large. Its 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.

Fiscal Year 2014 Budget Highlights

The Mayor and Council will oversee the:

- City's infrastructure and transportation needs and funding options;
- Citywide sustainability efforts;
- Youth programs and gang prevention activities; and
- Adoption of the City's budget.

The Mayor and Councilmembers serve as the Board Members of the Redevelopment Agency. Individually, Councilmembers may represent the City by serving on state and regional boards and local civic organizations.

Staff to the Mayor and City Councilmembers assist in responding to numerous calls and letters from citizens each week.

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

DEPARTMENT SUMMARY

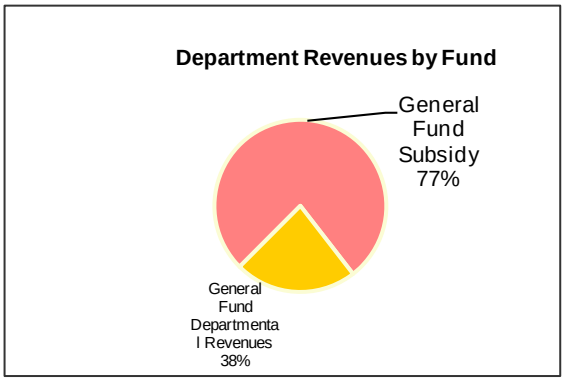
Mayor and City Council

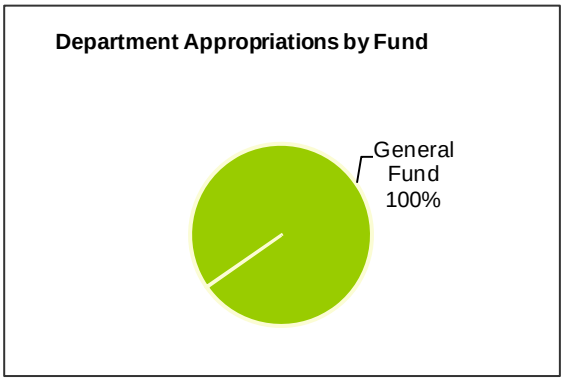
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 272,985	$ 260,671	$ 260,671	$ 170,295	$ 173,701
General Fund Subsidy	435,312	477,022	477,022	570,536	591,302
Total Department Revenue	**$ 708,297**	**$ 737,693**	**$ 737,693**	**$ 740,831**	**$ 765,003**
Expenditures					
Salaries and Benefits	$ 520,599	$ 534,540	$ 534,540	$ 555,977	$ 573,886
Supplies and Services	187,698	202,353	202,353	183,854	190,117
Special Projects	-	800	800	1,000	1,000
Total Department Expenditures	**$ 708,297**	**$ 737,693**	**$ 737,693**	**$ 740,831**	**$ 765,003**

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

Department Fund Composition





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MAYOR AND CITY COUNCIL PROGRAM

➢ Mayor and City Council

Mayor and City Council

(Program No. 1111)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2014

- Hold weekly Council Meetings to set policy and act on recommendations from staff.
- Adopt the Fiscal Year 2015 budget by June 30, 2014.
- Act on staff and Advisory Board and Commission recommendations at weekly Council meetings.
- Appoint members to the City Advisory Boards and Commissions twice annually.
- Provide guidance to the City's negotiating team related to collective bargaining agreements and other employee compensation decisions.
- Conduct economic development outreach meetings with different business sectors on a quarterly basis.

RECENT PROGRAM ACHIEVEMENTS

Initiated economic development outreach meetings with the business community.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 272,985	$ 260,671	$ 260,671	$ 170,295	$ 173,701
General Fund Subsidy	435,312	477,022	477,022	570,536	591,302
Total Revenue	**$ 708,297**	**$ 737,693**	**$ 737,693**	**$ 740,831**	**$ 765,003**
Expenditures					
Salaries and Benefits	$ 520,599	$ 534,540	$ 534,540	$ 555,977	$ 573,886
Supplies and Services	187,698	202,353	202,353	183,854	190,117
Special Projects	-	800	800	1,000	1,000
Total Expenditures	**$ 708,297**	**$ 737,693**	**$ 737,693**	**$ 740,831**	**$ 765,003**

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Council meetings held	65	70	70	70

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DEPARTMENT SUMMARY

Parks and Recreation

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

About Parks and Recreation

The Parks and Recreation Department is comprised of 5 divisions: Administration, Parks, Recreation, Creeks and Golf. The Department manages a diverse and unique park and recreation system – 1,765 acres of parkland encompassing 59 developed and open space parks, beaches, recreation and sports facilities, community forest and municipal golf course.

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

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

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

Fiscal Year 2014 Budget Highlights

Following several years of economic uncertainty and budget reductions, the Parks and Recreation Department continues to develop new opportunities to manage limited resources to best meet community park and recreation priorities. As the economy improves, increased revenues and reallocation of resources is allowing the Department to begin addressing some critical program needs staffing challenges, deferred maintenance and equipment replacement.

Some FY 2014 highlights include:

- Improved customer service for registration and reservation services
- Increased services (ADA mandate) for children with special needs to participate in recreation programs
- Beach lifeguard service expanded to West Beach for public safety
- Increased Park Ranger services in the waterfront parks and beaches for public safety

In addition, we will be pursuing a number of deferred park maintenance projects, park and restroom renovations, and the replacement of the playground at Chase Palm Park. With an additional 67 million dollars of unfunded deferred maintenance and capital improvement projects, the Department will be working with City and community leaders to develop a long-range plan to protect, preserve and enhance our parks and recreation infrastructure for future generations.

DEPARTMENT SUMMARY

Parks and Recreation

Department Financial and Staffing Summary

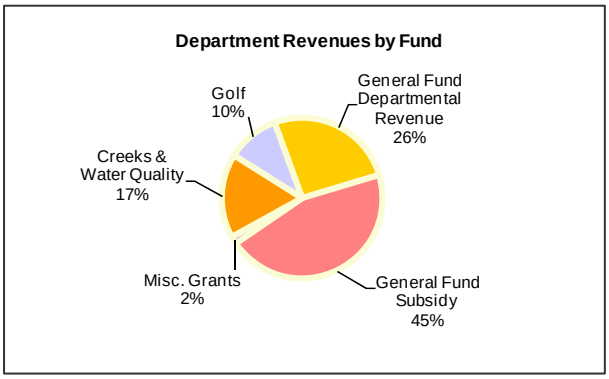
	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**93.60**	**91.10**	**91.10**	**94.30**	**94.30**
Hourly Employee Hours	**121,449**	**118,406**	**125,776**	**121,486**	**121,901**
Revenues					
Fees and Service Charges	$ 2,846,697	$ 2,705,002	$ 2,915,196	$ 2,993,294	$ 3,049,575
Golf Fees	1,521,724	1,559,903	1,534,496	1,739,239	1,739,239
Leases and Rents	620,465	646,119	639,725	678,234	691,110
Transient Occupancy Tax	2,732,394	2,849,200	2,941,800	3,241,900	3,404,000
Inter-fund Reimbursement	1,457,750	1,430,552	1,457,648	1,463,710	1,473,537
Interest Income	162,969	146,900	138,276	121,400	111,200
Other Revenue	29,791	38,422	42,791	16,122	16,222
Transfer In	400,744	297,121	297,121	303,064	309,125
Intergovernmental	191,597	215,676	162,900	186,657	193,068
Donations	191,152	322,324	283,537	179,059	142,338
General Fund Subsidy	8,054,094	8,745,795	8,659,935	9,102,750	9,359,105
Total Department Revenue	**$18,209,377**	**$18,957,014**	**$ 19,073,425**	**$ 20,025,429**	**$ 20,488,519**
Expenditures					
Salaries and Benefits	$ 9,762,001	$10,252,655	$ 10,242,765	$ 10,934,889	$ 11,230,538
Supplies and Services	6,265,343	6,982,303	6,773,274	6,979,816	7,083,182
Special Projects	203,182	494,517	304,898	264,390	253,656
Non-Capital Equipment	122,927	165,370	167,102	97,120	97,120
Transfers Out	329,320	347,911	342,911	355,305	318,209
Capital Equipment	-	50,000	12,000	30,000	30,000
Debt Service	79,798	186,664	186,997	246,598	246,598
Total Operating Expenditures	**$16,762,571**	**$18,479,420**	**$ 18,029,947**	**$ 18,908,118**	**$ 19,259,303**
Capital Grants Revenue	$ 941,194	$ 4,054,420	$ 82,754	$ -	$ -
Capital Program	1,835,518	9,936,663	849,442	1,807,582	1,552,582
Total Department Expenditures	**$18,598,089**	**$28,416,083**	**$ 18,879,389**	**$ 20,715,700**	**$ 20,811,885**
Addition to (Use of) Reserves	**$552,482**	**$(5,404,649)**	**$276,790**	**$(690,271)**	**$(323,366)**

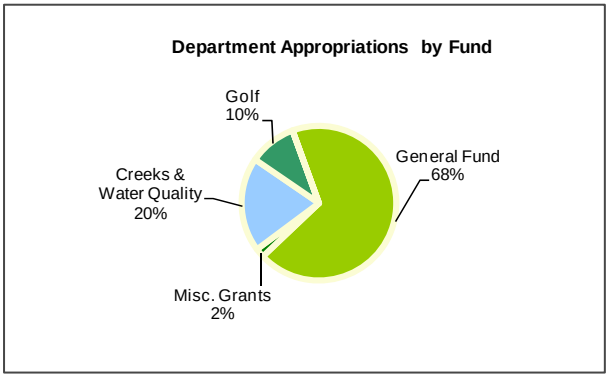
The Parks and Recreation Department is budgeted in the General Fund, Creeks Fund, Miscellaneous Grants Fund and Golf Fund.

DEPARTMENT SUMMARY

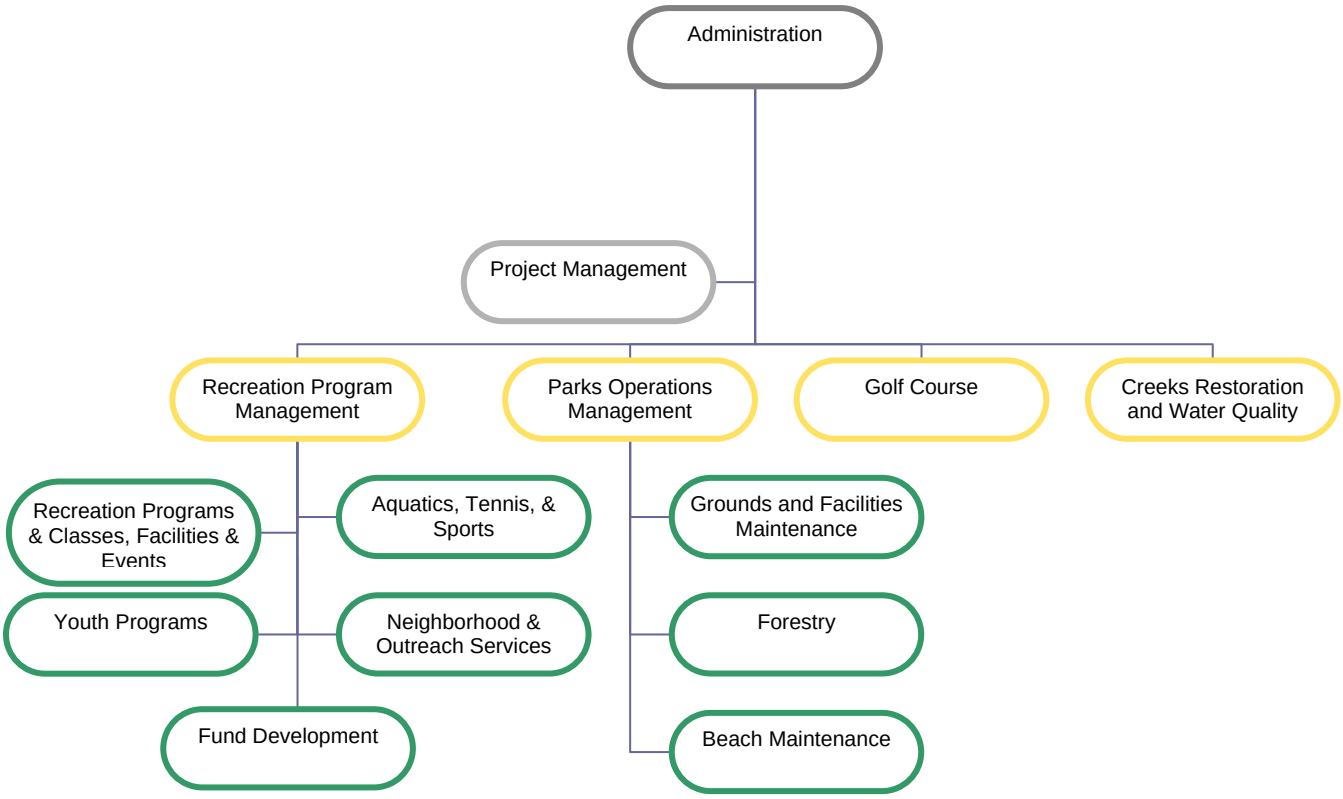
Parks and Recreation

Department Fund Composition





Program Organizational Chart



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RECENT PROGRAM ACHIEVEMENTS

Initiated the development of the Urban Forest Management Plan with funding from the California Department of Forestry and Fire.

Administration

(Program No. 6811)

Mission Statement

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, Creeks Division, Recreation Division, and Project Management.
- Coordinate and provide staff support for Parks and Recreation Commission and 7 Advisory Committees.
- Oversee open space, park, and recreation master planning.
- Oversee park design, rehabilitation, and refurbishment.
- Build community partnerships and agreements with other agencies and community organizations to enhance and expand resources.
- Oversee the Department's financial business for budget, revenue, contracts, leases, grants, and capital improvement projects.
- Provide financial analysis and produce a variety of reports for the Department staff which depict the financial status of the Department. Manage the Santa Barbara Golf Club professional and food concession contracts.
- Collaborate with the Parks and Recreation Community (PARC) Foundation.

Project Objectives for Fiscal Year 2014

- Ensure all program budgets are within expenditure and revenue budget appropriations, and that any revenue shortfalls are equally met by expenditure savings.
- Complete the Annual Grants and Donations Report.
- Serve on the local steering committee and partner with local parks and garden organizations to coordinate National Public Gardens Day 2014 and related activities to promote better community awareness of City parks.
- Work with the Park and Recreation Community (PARC) Foundation Board of Directors to strengthen the organization, which will in turn increase the Foundation's ability to raise funds in support of the Department's mission.

Project Objectives for Fiscal Year 2014 (Cont'd)

- Provide recommendations to City Council by June 2014, on the Westside Boys and Girls Club facility lease which terminates August 17, 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.70**	**3.20**	**3.20**	**2.90**	**2.90**
Hourly Employee Hours	**0**	**0**	**103**	**1,145**	**1,145**
Revenues					
Other Revenue	$ -	$ -	$ 5	$ -	$ -
General Fund Subsidy	536,322	599,031	604,350	627,767	646,689
Total Revenue	**$ 536,322**	**$ 599,031**	**$ 604,355**	**$ 627,767**	**$ 646,689**
Expenditures					
Salaries and Benefits	$ 424,340	$ 484,307	$ 490,587	$ 493,844	$ 506,340
Supplies and Services	111,982	114,499	113,768	133,698	140,124
Non-Capital Equipment	-	225	-	225	225
Total Expenditures	**$ 536,322**	**$ 599,031**	**$ 604,355**	**$ 627,767**	**$ 646,689**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure 80% or greater of Parks and Recreation measurable and project objectives are met or exceeded.				
Objectives met or exceeded	87%	80%	86%	80%
Maintain $500,000 in cash and non-cash donations and grants from public and private resources.				
Amount of donations and grants	$3,173,404	$500,000	$ 3,039,299	$500,000
Achieve $300,000 in volunteer support to enhance Department resources.				
Value of volunteer support	$302,010	$300,000	$300,000	$300,000
Complete Mid-Year and Year-End expenditure and revenue reports for Parks, Recreation, and Administration Divisions.				
Expenditure budget projections provided quarterly	4	4	4	2
Review and update database for contracts and leases on a monthly basis to ensure all contracts and leases remain current.				
Monthly contract update reports	6	12	12	12
Review and update pending and received grants, donations, and volunteer support database on at Mid-year and Year-End basis.				
Reports	4	4	4	2

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RECENT PROGRAM ACHIEVEMENTS

Construction of Shoreline Park Safety Improvement Project and Mesa Lane Steps Replacement Project.

Project Management

(Program No. 6813)

Mission Statement

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

Program Activities

- Develop scope of work and budget for Department capital improvement program and special projects.
- Oversee required permit applications and discretionary review approvals.
- Oversee project budgets and schedules.
- Manage and oversee design consultants and construction contractors.
- Coordinate inter-departmental staff and inter-agency staff teams.
- Prepare grant proposals and administrator grant contracts.
- Monitor and report project status to the Parks and Recreation Commission.

Project Objectives for Fiscal Year 2014

- Complete infrastructure improvements and renovation of the Chase Palm Park Playground.
- Complete the third year of the Bird Refuge Maintenance and Management Program.
- Complete design and permitting for renovation of Kid's World.
- Submit the Annual Maintenance and Financial Report to the Parma Park Trustee.
- Complete Park Safety and Infrastructure Improvement Projects at Oak Park, La Mesa Park, Willowglen Park, and Parque de los Niños.
- Complete design and initiate permitting for the Cabrillo Ball Field Renovation Project
- Complete design and initiate implementation of Park and Facility Sign Replacement Program.
- Provide leadership to the Multi-agency Front Country Trails Program to address maintenance, and multi-use safety concerns of the Front Country Trails.
- Complete development of the Urban Forest Management Plan.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**3.50**	**3.50**
Hourly Employee Hours	**858**	**0**	**62**	**1,042**	**1,042**
Revenues					
Inter-fund Reimbursement	$ 58,463	$ 45,000	$ 55,000	$ 70,000	$ 70,000
Other Revenue	7,605	-	-	-	-
General Fund Subsidy	185,752	178,076	172,278	301,618	315,064
Total Revenue	**$ 251,820**	**$ 223,076**	**$ 227,278**	**$ 371,618**	**$ 385,064**
Expenditures					
Salaries and Benefits	$ 233,465	$ 213,652	$ 218,693	$ 354,218	$ 369,048
Supplies and Services	8,295	9,214	8,520	14,600	15,806
Special Projects	-	-	-	2,590	-
Non-Capital Equipment	60	210	65	210	210
Transfers Out	10,000	-	-	-	-
Total Expenditures	**$ 251,820**	**$ 223,076**	**$ 227,278**	**$ 371,618**	**$ 385,064**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that 75% of the capital improvement projects are completed within the approved budget.				
Percent of capital projects completed on budget	100%	75%	100%	75%
Complete the quarterly status report for Capital Improvement Program.				
Number of Project Status Reports completed	4	4	4	4

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Business Services

(Program No. 6815)

Effective FY 2014, Budget and Program Objectives have been moved to:

Administration – 6811

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.95**	**1.95**	**1.95**	**0.00**	**0.00**
Hourly Employee Hours	**1,145**	**1,145**	**1,145**	**0**	**0**
Revenues					
General Fund Subsidy	$ 258,907	$ 310,413	$ 307,301	$ -	$ -
Total Revenue	**$ 258,907**	**$ 310,413**	**$ 307,301**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 133,382	$ 194,787	$ 194,338	$ -	$ -
Supplies and Services	123,185	115,626	112,963	-	-
Non-Capital Equipment	2,340	-	-	-	-
Total Expenditures	**$ 258,907**	**$ 310,413**	**$ 307,301**	**$ -**	**$ -**

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RECENT PROGRAM ACHIEVEMENTS

By mid-year FY 2013, just over $217,000 in grants, cash, and non-cash donations was raised to support recreation programs, compared to $160,000 at mid-year FY 2012.

Recreation Program Management

(Program No. 6111)

Mission Statement

Manage Recreation Division resources and foster collaborations to provide high quality and diverse recreation activities that enrich people's lives and promote healthy lifestyles. Plan, develop and implement comprehensive marketing and communications strategy to increase use of Department's programs, facilities and services. Create 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.
- Facilitate sponsorship and partnership agreements with community organizations to enhance public recreation opportunities.
- Manage revenues produced from activity fees, facility rentals, grants and partnerships.
- Provide marketing and design services that allow the public to easily access department information through print, broadcast and electronic medium.

Project Objectives for Fiscal Year 2014

- Implement the FY 2014 strategic fundraising plan to increase grants, donations, and sponsorships to support Department programs.
- Develop annual marketing plan including all marketing and advertising efforts by August 1, 2013.
- Initiate at least five new and creative marketing and/or website ideas to increase recreation program visibility and increase program participation.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**3.75**	**3.75**
Hourly Employee Hours	**3,392**	**2,600**	**2,600**	**2,600**	**2,600**
Revenues					
Fees and Service Charges	$ 4,466	$ 6,570	$ 6,216	$ -	$ -
Donations	4,546	9,345	7,359	25,000	25,000
General Fund Subsidy	382,360	413,527	410,307	696,831	711,473
Total Revenue	**$ 391,372**	**$ 429,442**	**$ 423,882**	**$ 721,831**	**$ 736,473**
Expenditures					
Salaries and Benefits	$ 326,569	$ 356,589	$ 362,153	$ 534,875	$ 548,440
Supplies and Services	68,862	72,853	61,729	186,956	188,033
Total Expenditures	**$ 395,431**	**$ 429,442**	**$ 423,882**	**$ 721,831**	**$ 736,473**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Manage division programs to achieve 75% of measurable and performance objectives.				
Percent of objectives achieved	87%	75%	75%	75%
Maintain Recreation division expenditure recovery at 54% through user fee revenues.				
Percent of actual expenditures recovered by user fee revenue	57%	52%	55%	54%
Negotiate and complete 20 annual co-sponsorship agreements to enhance recreation opportunities.				
Co-sponsorship agreements completed	23	20	20	20
Achieve a minimum of 25,000 volunteer hours to supplement city resources.				
Volunteer hours	20,482	20,000	25,000	25,000
Create and distribute a minimum of 20 e-newsletters regarding Parks and Recreation programs and services.				
❍ e-newsletters created and distributed	22	20	22	20

Recreation Program Management
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Employee Injuries	8	3	1	3
Vehicle accidents	2	2	1	2
Registration in all free and fee-based recreation programs	12,608	12,500	13,000	13,000
Internet registrations	2,772	2,400	2,700	2,600
Visits to P&R website	46,322	37,000	45,000	45,000
Visits to eRecreation	26,322	28,000	29,000	29,000
Visits to Summer Fun website	17,580	11,500	15,000	15,000

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RECENT PROGRAM ACHIEVEMENTS

Experienced an increase of 22 new public and sporting special events in Fiscal Year 2013.

Facilities and Special Events

(Program No. 6121)

Mission Statement

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

Program Activities

- Promote public use of city parks, beaches, open space, and other venues through facility reservations services and event coordination.
- Protect the integrity of public space by informing the public of rules and guidelines for use and through monitoring of activities.
- Through the one-stop permitting process, provide quick and responsive service to customers conducting commercial still photography and film/video shoots within the City of Santa Barbara and maintain necessary communications with other affected departments.
- Provide event organizers with comprehensive information and service for the permitting of community special events to ensure success for their events while preserving the integrity of the City's parks and beaches.
- Coordinate use, marketing, and rental operations of three premier beach area facilities, the Cabrillo Pavilion Arts Center, Chase Palm Park Recreation Center and Casa Las Palmas, and two community buildings, Mackenzie Adult Building and Ortega Welcome House for community, recreational, educational and cultural activities.

Project Objectives for Fiscal Year 2014

- Plan and coordinate City-sponsored major special events (Fiesta, Summer Solstice, Oak Park Ethnic Festivals, and 4th of July).
- Work with Finance to reduce from 49 to 20, the number of revenue accounts in program 6121; reflecting the type of outdoor rental use instead of by park site.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.80**	**3.80**	**3.80**	**3.00**	**3.00**
Hourly Employee Hours	**6,110**	**7,500**	**6,921**	**6,761**	**6,761**
Revenues					
Fees and Service Charges	$ 946,727	$ 924,782	$ 961,477	$ 885,163	$ 901,290
Donations	8,000	35,396	9,721	-	-
Total Revenue	**$ 954,727**	**$ 960,178**	**$ 971,198**	**$ 885,163**	**$ 901,290**
Expenditures					
Salaries and Benefits	$ 405,632	$ 424,166	$ 429,147	$ 378,102	$ 387,644
Supplies and Services	325,983	378,396	334,730	368,048	376,347
Non-Capital Equipment	10,791	60,918	60,918	22,705	22,705
Total Expenditures	**$ 742,406**	**$ 863,480**	**$ 824,795**	**$ 768,855**	**$ 786,696**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve 105 outdoor wedding ceremony reservations in City parks or beaches.				
Wedding ceremony reservations	99	123	100	105
Achieve 550 picnic site rentals in City parks or beaches.				
Picnic site rentals	N/A	580	550	550
Achieve 50 Saturday and Sunday rentals at the Mackenzie Adult Building and Ortega Welcome House.				
Saturday and Sunday rentals	53	63	45	50
Work with community organizations to facilitate 100 public special events held in park facilities.				
Public special events held in park facilities	110	95	114	100
Achieve 95% "good" to "excellent" survey response ratings for overall customer satisfaction with beachfront rental facilities.				
Customers rating facilities "good" to "excellent"	99%	95%	97%	95%
Achieve 45 Friday and Sunday rentals at the Cabrillo Pavilion Arts Center.				
Friday and Sunday Rentals	37	48	39	45
Achieve $185,000 in revenue for Chase Palm Park Center and Casa Las Palmas indoor facility rentals.				
Revenue for Chase Palm Park Center and Casa Las Palmas	$129,241	$185,000	$145,782	$185,000

Facilities and Special Events

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Revenue for outdoor park sites	$322,304	$310,000	$277,647	$275,000
Photo and film permits processed for the City	55	50	50	50
Number of total paid facility reservations processed for beachfront facilities	459	500	500	500

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RECENT PROGRAM ACHIEVEMENTS

Provided Recreation Afterschool Program staff with SPARK (Sports, Play & Active Recreation for Kids), physical education and wellness program at 10 elementary schools.

Youth Activities

(Program No. 6141)

Mission Statement

Provide safe youth recreational activities in a positive and nurturing environment for children 4-17 years old to promote enriching and healthy lifestyles.

Program Activities

- Provide after-school research-based curricula at elementary afterschool programs, and recreation programs at City recreation facilities.
- Provide 12 summer, and 3 spring camps and clinics.
- Provide free summer drop-in recreation programs.
- Foster collaborations with other youth service agencies, non-profits and school districts to maximize resources and programming for youth.
- Provide training for the successful integration of individuals with disabilities into department programs.
- Facilitate sports and social recreation activities specifically adapted for children and adults with developmental and physical disabilities.

Project Objectives for Fiscal Year 2014

- Work with Neighborhood and Outreach Services and Housing Authority to provide “Fun on the Run” Mobile Recreation at food distribution and other community special events five times per year that target low income families.
- Work with local non-profits to provide innovative free educational programs that focus on healthy eating and increasing physical activity at 12 program sites.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.80**	**2.80**	**2.80**	**2.80**	**2.80**
Hourly Employee Hours	**37,688**	**34,773**	**34,773**	**36,137**	**36,137**
Revenues					
Fees and Service Charges	$ 327,023	$ 270,623	$ 298,572	$ 311,676	$ 316,046
Intergovernmental	175,129	114,285	107,900	166,657	173,068
Donations	610	-	-	56,559	19,838
General Fund Subsidy	624,001	691,285	742,342	683,322	700,145
Total Revenue	**$ 1,126,763**	**$ 1,076,193**	**$ 1,148,814**	**$ 1,218,214**	**$ 1,209,097**
Expenditures					
Salaries and Benefits	$ 790,692	$ 715,813	$ 744,072	$ 821,982	$ 810,764
Supplies and Services	240,734	242,419	282,357	268,847	270,948
Special Projects	20,000	20,000	20,000	80,000	80,000
Transfers Out	86,979	107,385	102,385	47,385	47,385
Total Expenditures	**$ 1,138,405**	**$ 1,085,617**	**$ 1,148,814**	**$ 1,218,214**	**$ 1,209,097**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide 330 unduplicated participants with Recreation Afterschool Programs at four elementary schools.				
RAP participants	303	350	330	330
Provide 1,200 participants with summer camps, spring camps and clinics.				
Summer and spring program registrations	1,180	1,200	1,200	1,200
Provide 885 unduplicated participants with summer drop-in recreation programs at three sites.				
Summer drop-in registrations	708	620	664	885
Provide 250 children four years old and up with new innovative revenue generating programs.				
Registrations for new programs	361	200	250	250

Youth Activities

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Individuals served through the Inclusion Program	51	60	71	75
Percentage of staff with all required certifications	100%	90%	100%	90%
Percentage of staff attending required staff trainings	100%	90%	100%	90%
Percentage of elementary after school program staff retained the full academic year	99%	75%	75%	80%
Sports section staff attending trainings and clinics in conjunction with after school RAP and A-OK programs	N/A	N/A	N/A	15
Summer Camp Independent Contractors attending summer programs orientation and training	N/A	N/A	N/A	5

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RECENT PROGRAM ACHIEVEMENTS

The Carrillo Recreation Center won the Santa Barbara Beautiful Historic Revitalization Award at the October 2012 Rhapsody in Bloom annual awards presentation.

Active Adults and Classes

(Program No. 6161)

Mission Statement

Provide recreation and enrichment classes for all ages, and social and wellness activities for adults to promote a healthy lifestyle and active community.

Program Activities

- Provide public dance programs for swing, ballroom and contra dancing at the historic Carrillo Ballroom.
- Offer dance, fitness and wellness classes for a wide range of interests and ability levels.
- Coordinate volunteer-led social programs including bridge, potlucks, and peer support groups.
- Provide a wide variety of classes through collaboration with community groups and use of independent contractors.
- Provide site management of the Carrillo Recreation Center, Carrillo Street Gym, Santa Barbara Lawn Bowls Club and MacKenzie Park Lawn Bowls Club.
- Manage the registration, rental and membership software used throughout the Parks and Recreation Department.
- Manage the Santa Barbara Arts and Crafts Show, a Santa Barbara tradition since 1974.

Project Objectives for Fiscal Year 2014

- Investigate and implement CLASS upgrades to support Department's activity registration and eRecreation. Recommend staff training and new upgrades to address and improve customer satisfaction.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.80**	**2.80**
Hourly Employee Hours	**2,650**	**3,600**	**3,100**	**3,432**	**3,432**
Revenues					
Fees and Service Charges	$ 376,047	$ 356,640	$ 455,556	$ 576,084	$ 599,525
General Fund Subsidy	375,315	366,558	271,349	120,583	115,909
Total Revenue	**$ 751,362**	**$ 723,198**	**$ 726,905**	**$ 696,667**	**$ 715,434**
Expenditures					
Salaries and Benefits	$ 218,732	$ 241,385	$ 239,128	$ 299,474	$ 306,625
Supplies and Services	495,345	481,813	487,777	397,193	408,809
Non-Capital Equipment	42,285	-	-	-	-
Total Expenditures	**$ 756,362**	**$ 723,198**	**$ 726,905**	**$ 696,667**	**$ 715,434**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Serve 7,000 participants through the Swing, Ballroom, and Contra dance programs.				
Participants in Ballroom, Swing, and Contra dance programs	7,255	7,000	7,150	7,000
Serve 2,250 participants in adult and youth contract classes at Carrillo Recreation Center.				
Contract class registrations	3,419	3,250	2,100	2,250
Maintain community use of Carrillo Recreation Center and Carrillo St. Gym at 8,500.				
Facility use hours	8,730	7,000	9,000	8,500
Achieve 30 event rentals at the Carrillo Recreation Center.				
Event Rentals	8	15	30	30

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Active Adults Fitness members	67	80	80	80
Facility reservations processed for the Carrillo Recreation Center	1,481	1,400	1,700	1,600
Facility reservations processed for the Carrillo St. Gym	758	600	900	850
Artisans in the Santa Barbara Arts and Crafts Show	200	205	195	190

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RECENT PROGRAM ACHIEVEMENTS

ADA compliant swimming pool participant lifts were installed at Los Baños and Ortega Park swimming pools to ensure unassisted access for all pool users prior to the January 31, 2013 compliance deadline.

Aquatics

(Program No. 6171)

Mission Statement

Provide safe and high quality aquatic programs and services that encourage skill development and promote swimming as a lifetime sport for swimmers of all ages.

Program Activities

- Provide safe and clean community swimming and wading pools for exercise and healthy enjoyment.
- Provide professional lifeguard services at city beaches and pools to ensure that 2 million visitors and citizens enjoy the sun, surf, and sand in a safe environment.
- Provide swim lessons and water safety training to safeguard against drowning accidents, provide job certifications and enhance community awareness for responsible swimming.
- Provide aquatic opportunities for youth including Junior Lifeguards, Aquacamp, Beach Volleyball Camp, and new avenues for aquatics-related personal growth.
- Manage 2 year-round, multi-use aquatic facilities, Los Baños del Mar Swimming Pool and Cabrillo Bathhouse, and 3 seasonal pool facilities.

Project Objectives for Fiscal Year 2014

- Complete the replacement of the ADA accessible wheelchair elevators servicing the locker rooms and pool deck at Los Baños swimming pool.
- Implement the expansion of the seasonal beach lifeguard services to West Beach by May 24, 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.50**	**2.80**	**2.80**	**2.80**	**2.80**
Hourly Employee Hours	**25,322**	**25,574**	**25,574**	**25,574**	**25,574**
Revenues					
Fees and Service Charges	$ 750,620	$ 730,350	$ 778,292	$ 778,200	$ 782,718
Inter-fund Reimbursement	77,020	79,285	79,285	87,443	97,270
Donations	6,008	-	-	-	-
General Fund Subsidy	293,064	287,292	289,106	383,795	404,145
Total Revenue	**$ 1,126,712**	**$ 1,096,927**	**$ 1,146,683**	**$ 1,249,438**	**$ 1,284,133**
Expenditures					
Salaries and Benefits	$ 573,577	$ 570,567	$ 613,630	$ 638,989	$ 665,800
Supplies and Services	520,921	500,860	507,000	584,949	592,833
Special Projects	21,702	20,000	20,000	20,000	20,000
Non-Capital Equipment	4,966	5,500	6,053	5,500	5,500
Total Expenditures	**$ 1,121,166**	**$ 1,096,927**	**$ 1,146,683**	**$ 1,249,438**	**$ 1,284,133**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain high quality and sanitary public swimming pool facilities resulting in zero mandated pool closures.				
Mandated closures by the Santa Barbara County Health Department	0	0	0	0
Achieve 95% "good" to "excellent" overall customer satisfaction rate with aquatics programs.				
Participants overall customer satisfaction "good" to "excellent"	97%	95%	95%	95%
Achieve 870 youth swim lesson registrations.				
Youth swim lesson registrations	754	750	750	870
Provide 45 scholarships to aquatic camp programs.				
Scholarships awarded for aquatic summer camps	45	42	45	45
Retain 55% of aquatic summer staff hourly employee annual retention to ensure consistent quality programming.				
Aquatic summer staff returning	69%	50%	55%	55%

Aquatics
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Training hours provided for aquatics staff	258	225	225	225
Percentage of cost recovery for all aquatics programs	75%	65%	70%	70%
Participation at Los Baños swimming pool	98,043	96,000	98,000	98,000
Participation at Ortega Park swimming pool	4,809	4,500	4,750	4,750
Participation at Oak Park wading pool	8,408	7,500	8,000	8,000
Participation at West Beach wading pool	1,709	1,700	2,000	2,000

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RECENT PROGRAM ACHIEVEMENTS

Projected electrical cost savings of $1,500 for FY 13 with installation of six new softball light poles and energy efficient fixtures at Dwight Murphy Park.

Sports

(Program No. 6181)

Mission Statement

Provide adults and youth of all ability levels the opportunity to participate in competitive sports by working towards personal development, by promoting healthy and active lifestyles, and coordinate and facilitate use of sports fields.

Program Activities

- Provide sports leagues for adults and youth in volleyball, basketball, t-ball, soccer, and other sports of community interest.
- Manage City contract to provide community softball program at City facilities.
- Promote and facilitate community use of the City's sports fields for soccer, softball, baseball and other sports.
- Coordinate training for sports officials, coaches, volunteers and staff to promote sportsmanship, safety, and compliance with all policies and procedures.
- Facilitate the California Beach Volleyball Tournament Series which includes youth and adult tournaments.
- Schedule and coordinate sporting events at City parks, beaches and sports fields.
- Under agreement with Santa Barbara School District, coordinate field reservations and use of Franklin Elementary, La Colina, La Cumbre and Santa Barbara Junior High sports fields.

Project Objectives for Fiscal Year 2014

- Develop a minimum of 2 new camps, clinics, and sports programs and classes for FY 14.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.80**	**2.80**	**2.80**	**2.80**	**2.80**
Hourly Employee Hours	**7,177**	**6,240**	**6,800**	**6,400**	**6,400**
Revenues					
Fees and Service Charges	$ 295,522	$ 277,678	$ 274,046	$ 280,900	$ 287,000
General Fund Subsidy	216,779	270,649	251,972	297,902	302,363
Total Revenue	**$ 512,301**	**$ 548,327**	**$ 526,018**	**$ 578,802**	**$ 589,363**
Expenditures					
Salaries and Benefits	$ 279,078	$ 322,879	$ 312,774	$ 351,298	$ 360,915
Supplies and Services	224,329	222,248	216,295	224,304	225,248
Special Projects	10,066	22,960	-	-	-
Non-Capital Equipment	4,598	3,200	3,200	3,200	3,200
Total Expenditures	**$ 518,071**	**$ 571,287**	**$ 532,269**	**$ 578,802**	**$ 589,363**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve 1,800 registrations in youth sports programs.				
Youth participants	1,822	1,800	1,800	1,800
Achieve 1,800 registrations in adult sports programs.				
Adult participants	1,818	1,600	1,800	1,800
Achieve 95% "good" to "excellent" annual survey response ratings for overall customer satisfaction with youth sports programs.				
Participants rating overall customer satisfaction with youth sports programs as "good" to "excellent"	100%	95%	95%	95%
Achieve 90% "good" to "excellent" annual survey response ratings for overall customer satisfaction with adult sports programs.				
Participants rating overall customer satisfaction with adult sports programs as "good" to "excellent"	100%	90%	93%	90%
Facilitate community use of 8,000 programmable hours at 7 City sports fields and 10 school district fields.				
Field hours reserved	10,613	11,000	8,000	8,000

Sports
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Adult and youth tournament participants	N/A	600	790	750
Youth served in free afterschool sports program	1,012	900	950	950
Youth served with scholarships	15	20	20	20

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Tennis

(Program No. 6182)

Mission Statement

Offer reasonably priced, quality tennis classes and programs in well-maintained facilities and promote tennis as a lifetime sport.

Program Activities

- Provide community tennis programs consisting of group and private lessons, rentals, clinics, summer youth tennis programs, and tournaments.
- Maintain and coordinate use of 22 tennis courts at 3 facilities, including 11 lighted courts, showers, and locker rooms.
- Manage a tennis court user-fee permit system, including sales of daily and annual tennis permits.
- Collaborate with local schools, non-profit agencies and national tennis associations to promote adult and youth participation in tennis.

Project Objectives for Fiscal Year 2014

- Secure competitive quotes in order to complete the court resurfacing project at the Municipal Tennis Facility by September, 2014.

RECENT PROGRAM ACHIEVEMENTS

Sales of annual tennis permits have increased 49% since FY12 due to improved economy, introduction of pro-rated cards January 2012, and tennis players shifting from Elings Park.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.80**	**0.80**	**0.80**	**0.80**	**0.80**
Hourly Employee Hours	**1,928**	**2,626**	**2,626**	**2,686**	**2,686**
Revenues					
Fees and Service Charges	$ 88,737	$ 80,175	$ 85,184	$ 84,761	$ 84,761
General Fund Subsidy	124,512	175,187	172,274	189,988	194,844
Total Revenue	**$ 213,249**	**$ 255,362**	**$ 257,458**	**$ 274,749**	**$ 279,605**
Expenditures					
Salaries and Benefits	$ 104,908	$ 119,474	$ 118,684	$ 122,765	$ 124,834
Supplies and Services	102,982	102,462	105,348	131,984	134,771
Special Projects	5,359	33,426	33,426	20,000	20,000
Total Expenditures	**$ 213,249**	**$ 255,362**	**$ 257,458**	**$ 274,749**	**$ 279,605**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide 600 hours of group lessons on an annual basis.				
Hours of group lessons	659	600	600	600
Sell 2,200 Daily Tennis permits.				
Daily Tennis Permits Sold	2,274	2,400	2,200	2,200
Manage 1,200 hours of fee based facility court rentals.				
Court rentals hours	1,684	1,000	1,600	1,200
Provide 1,500 court hours to local agencies for youth programming.				
Court hours for youth programming	1,669	1,500	1,500	1,500
Distribute a tennis e-newsletter twice a year to the tennis community.				
Number of times e-newsletter is sent	2	2	2	2

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Expenditure cost recovery through user fee revenue	42%	38%	38%	31%
Annual public tennis tournaments	9	8	8	8
Average daily at Saturday Junior Tennis Clinic	11.5	9	9	11

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RECENT PROGRAM ACHIEVEMENTS

Received a $41,000 Orfalea Foundation grant to develop a family health and nutrition program which will utilize the City's community garden s and the Westside Neighborhood Center kitchen.

Neighborhood and Outreach Services

(Program No. 6195)

Mission Statement

Neighborhood and Outreach Services provides educational, cultural, and recreational programs and services through neighborhood outreach to strengthen families, improve the quality of life for children and youth, and create stronger sustainable communities.

Program Activities

- Provide outreach to youth, families and neighborhoods through collaborations with community and non-profit organizations, youth service agencies and school districts.
- Operate neighborhood centers located in densely populated, low-income and culturally diverse neighborhoods: Westside, Downtown and Eastside, for various recreation and community programs.
- Improve neighborhood and youth voice through the Neighborhood Advisory Council, Santa Barbara Youth Council, and South Coast Task Force on Youth Gangs, City Neighborhood Improvement Task Force, Human Services Commission, and Community Development Block Grant initiatives.
- Provide leasable office space at below market rates for direct social services delivery by non-profit agencies.
- Manage the Community Gardens Program and coordinate annual rental of garden plots at Yanonali, Rancheria, and Pilgrim Terrace community gardens.

Project Objectives for Fiscal Year 2014

- Coordinate the submission of a grant request from the Neighborhood Advisory Council for the Community Development Block Grant and Neighborhood Improvement Task Force by December 2013.
- Identify 5 action items where the Neighborhood Advisory Council and Santa Barbara Youth Council advised City staff and action was taken to address and resolve the item.
- Coordinate the application and selection process of the 179 garden plots assigned at community gardens by October 1, 2013.
- Provide 4 community service opportunities per year for teens and adults in youth or community service programs or activities.
- Develop and implement the Neighborhood Enhancement Program which provides funding for neighborhood improvements which benefit low income residents, based on annual recommendations from the Neighborhood Advisory Council.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.40**	**4.80**	**4.80**	**4.80**	**4.80**
Hourly Employee Hours	**10,867**	**8,095**	**8,905**	**9,786**	**9,786**
Revenues					
Fees and Service Charges	$ 57,555	$ 58,184	$ 55,853	$ 76,510	$ 78,235
Leases and Rents	316,573	334,119	307,725	321,714	327,940
Inter-fund Reimbursement	16,000	-	15,000	-	-
Donations	10,000	48,868	-	-	-
General Fund Subsidy	598,508	555,283	601,264	620,457	644,533
Total Revenue	**$ 998,636**	**$ 996,454**	**$ 979,842**	**$ 1,018,681**	**$ 1,050,708**
Expenditures					
Salaries and Benefits	$ 613,125	$ 593,360	$ 596,341	$ 620,851	$ 642,979
Supplies and Services	381,959	412,113	388,115	395,330	405,229
Non-Capital Equipment	414	2,754	3,971	2,500	2,500
Total Expenditures	**$ 995,498**	**$ 1,008,227**	**$ 988,427**	**$ 1,018,681**	**$ 1,050,708**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide food distribution to 14,000 households (duplicated) annually through Farmer's Market, Brown Bag, and Food Pantry programs.				
Households served through food distribution	N/A	N/A	N/A	14,000
Provide 7 outreach, neighborhood projects or special events annually.				
Outreach projects or events held annually	N/A	10	6	7
Maintain an average daily attendance of 25 teens at the Franklin Teen Drop-In Center.				
Average daily attendance at Franklin Teen Center	20	30	23	25
Process 2,100 applications for facility reservations for community, private, and public events at 3 community centers.				
Facility reservations for community, private, and public events	1,500	1,500	2,026	2,100
Register 100 teens in NOS programs, services and activities.				
Teens registered in scheduled activities	N/A	N/A	N/A	100

Neighborhood and Outreach Services

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Free or low cost meals provided to senior citizens	5,630	5,500	5,896	5,500
Youth and adults mentored through the Job Apprentice Program	182	200	116	30
Individuals assisted through the Volunteer Income Tax Assistance Program	N/A	N/A	N/A	50
Families participating in the Westside Kitchen Feed Your Family Right Project	N/A	N/A	N/A	16
High School students participating in the Healthy Options Culinary Arts Program	N/A	N/A	N/A	35

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RECENT PROGRAM ACHIEVEMENTS

The Creeks Division secured over $3 million in highly competitive grant funding for creek restoration and water quality improvement projects in fiscal year 2013; exceeding the total amount of Measure B funding for the year.

Creeks Restoration and Water Quality Improvement

(Program No. 6511, 6519)

Mission Statement

Improve creek and ocean water quality and restore natural creek systems with the implementation of storm water and urban runoff pollution reduction, creek restoration and community education programs.

Program Activities

- Monitor creek and ocean water quality.
- Oversee clean water operations; including creek cleanups and storm drain filters.
- Enforce storm water and urban runoff code.
- Develop and implement water quality improvement and creek restoration projects.
- Oversee storm water treatment programs.
- Coordinate community information and clean water business assistance programs.

Project Objectives for Fiscal Year 2014

- Complete construction of a Storm Water Treatment Retrofit Project in a city parking lot.
- Complete the City's Storm Water Management Program 2013 Annual Report to the Regional Water Quality Control Board.
- Maintain restoration sites to meet permit conditions, and conduct water quality and habitat analyses to determine success of restoration and water treatment projects.
- Complete grant reporting requirements for all grant funded capital projects.
- Secure Creeks Advisory Committee support for the Fiscal Year 2014 Water Quality Research and Monitoring Plan.
- Produce an annual report summarizing water quality samples collected and results for public distribution.
- Initiate Phase II construction of a steelhead fish passage project in the CalTrans Channels on Mission Creek.
- Initiate outreach and conceptual design for a creek restoration project on Las Positas Creek.
- Work with Streets Division to review the Street Sweeping Program to ensure the greatest water quality benefit from the Measure B funding, and report the results to the Creeks Advisory Committee by January 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.60**	**8.60**	**8.60**	**8.60**	**8.60**
Hourly Employee Hours	**818**	**2,000**	**600**	**1,500**	**1,500**
Revenues					
Transient Occupancy Tax	$ 2,732,394	$ 2,849,200	$ 2,941,800	$ 3,241,900	$ 3,404,000
Interest Income	151,943	140,600	128,260	112,600	103,100
Other Revenue	17,086	13,072	17,887	13,072	13,072
Total Revenue	**$ 2,901,423**	**$ 3,002,872**	**$ 3,087,947**	**$ 3,367,572**	**$ 3,520,172**
Expenditures					
Salaries and Benefits	$ 911,204	$ 1,036,334	$ 1,015,211	$ 1,066,708	$ 1,096,877
Supplies and Services	552,675	1,177,419	938,718	1,111,855	1,126,605
Special Projects	3,680	22,734	18,234	10,000	10,000
Non-Capital Equipment	5,015	12,320	12,320	10,000	10,000
Transfers Out	200,305	207,153	207,153	215,816	203,224
Total Expenditures	**$ 1,672,879**	**$ 2,455,960**	**$ 2,191,636**	**$ 2,414,379**	**$ 2,446,706**
Capital Grants	$ 941,194	$ 4,054,420	$ 82,754	$ -	$ -
Capital Program	1,803,665	9,801,367	714,442	1,675,000	1,475,000
Addition to (Use of) Reserves	**$ 366,073**	**$ (5,200,035)**	**$ 264,623**	**$ (721,807)**	**$ (401,534)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain 95% response rate to enforcement calls within three working days.				
Percentage of enforcement calls receiving response within 3 working days	99%	95%	100%	95%
Perform 95% of creek clean-ups within 48 hours of work order.				
Percentage of Creek cleanup responses within 48 hours of work order	98%	95%	98%	95%
Achieve participation of an additional 20 businesses in certified clean water business program.				
Additional business participants in Clean Water Business program	20	20	20	20
Provide bilingual information programs regarding clean water and creeks issues to the public every month.				
Bilingual information programs	12	12	12	12

Creeks Restoration and Water Quality Improvement

(Continued)

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide watershed education programs to at least 3,000 school-age children in Santa Barbara.				
School-age children provided with watershed education programs.	226	3,000	3,000	3,000
Inspect at least ten large City facilities for compliance with water pollution prevention best management practices.				
City facilities inspected	8	5	8	10
Provide public education on storm water impacts and clean water solutions at six community events per year.				
Public Education Provided at Community Events	7	6	6	6
Conduct 5 community creek stewardship and cleanup projects. (These projects can be considered Neighborhood Task Force projects because they are geared toward improving creek areas in neighborhoods.)				
Creek Stewardship and Clean-Up Projects	6	5	5	5
Conduct 95% of scheduled biweekly monitoring of integrator sites and quarterly sampling of watershed sites.				
Percentage of scheduled biweekly monitoring and watershed sites sampled	96%	90%	100%	95%
Apply for a minimum of four new grants.				
Grants applied for	4	4	10	4
Inspect at least five commercial facilities (100,000 square feet or greater) for compliance with water pollution prevention best management practices.				
Facilities inspected	5	5	5	5
Complete at least six planting projects and/or plant at least 30 trees through the new Creek Tree Program.				
Projects completed/Trees planted	6/47	6/30	2/55	6/30
Sign up at least 50 additional e-mail subscribers for Creeks Division information.				
New e-mail subscribers	173	50	50	50

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide at least eight businesses with clean water equipment through the new Business Assistance Program.				
Number of businesses receiving equipment	8	8	8	8
Remove at least 5,000 square feet of Arundo donax as part of the Invasive Plant Removal program.				
Square feet removed	5,700	5,000	5,000	5,000
Increase the number of followers on the Creeks Division Facebook page by 50.				
New Facebook followers	69	50	50	50
Inspect at least twenty parking lots (with 25 spaces or more) for compliance with water pollution prevention best management practices.				
Parking lots inspected	32	10	17	20

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Percentage of program revenue matched with grants	90%	10%	150%	10%
Percentage of increase in number of annual Creeks Division website visits	8.25%	5%	1%	5%
Miles of creeks walked annually	7.1	10	10	10
Businesses participating in the Clean Water Business Program	121	125	135	125
Percent of response to persistent beach warnings	100%	100%	100%	100%
Riparian trees and shrubs planted annually	428	200	200	200

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RECENT PROGRAM ACHIEVEMENTS

The Clubhouse and associated structures were painted, and drainage improvements were completed on Hole 17.

Golf Course

(Program No. 6711)

Mission Statement

Provide a quality and affordable golf experience for all ages and abilities, through the collection of golf greens fees to support operational costs.

Program Activities

- Coordinate golf services, including daily play, tournaments, lessons, equipment rental, driving range, and food service.
- Maintain 108 acres of land (85 acres of developed golf area).
- Oversee the maintenance of equipment.
- Maintain facilities, including the Pro Shop, parking lot, and walkways.
- Implement capital improvement projects.

Project Objectives for Fiscal Year 2014

- Complete pesticide usage reports on-time as required by the County Agricultural Commissioner on a monthly basis.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**13.05**	**10.55**	**10.55**	**10.55**	**10.55**
Hourly Employee Hours	**1,178**	**2,880**	**2,880**	**2,880**	**2,880**
Revenues					
Golf Fees	$ 1,521,724	$ 1,559,903	$ 1,534,496	$ 1,739,239	$ 1,739,239
Rents (Concessions)	297,892	306,000	326,000	332,520	339,170
Interest Income	11,026	6,300	10,016	8,800	8,100
Other Revenue	215	700	1,000	500	500
Transfers In	103,623	-	-	-	-
Donations	4,375	17,399	1,400	-	-
Total Revenue	**$ 1,938,855**	**$ 1,890,302**	**$ 1,872,912**	**$ 2,081,059**	**$ 2,087,009**
Expenditures					
Salaries and Benefits	$ 1,104,520	$ 989,689	$ 1,007,999	$ 1,022,332	$ 1,047,320
Supplies and Services	521,815	578,383	557,864	562,907	576,741
Special Projects	-	300	300	-	-
Non-Capital Equipment	1,013	27,500	27,500	3,000	3,000
Transfers Out	22,036	23,373	23,373	82,104	57,600
Debt Service	79,798	186,664	186,997	246,598	246,598
Total Expenditures	**$ 1,729,182**	**$ 1,805,909**	**$ 1,804,033**	**$ 1,916,941**	**$ 1,931,259**
Capital Program	$ 31,853	$ 135,296	$ 135,000	$ 132,582	$ 77,582
Addition to (Use of) Reserves	**$ 177,820**	**$ (50,903)**	**$ (66,121)**	**$ 31,536**	**$ 78,168**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve greens fee revenue per round of $26.54.				
Average greens fee revenue/round	$23.92	$24.63	$24.41	$26.54
Achieve concession revenue per round of $5.07.				
Average concession revenue/round	$4.68	$4.83	$5.19	$5.07
Reduce maintenance cost per round of golf to $22.49.				
Maintenance cost per round	$23.42	$22.07	$22.82	$22.49
Achieve 65,530 rounds of golf.				
Rounds of golf	63,620	63,327	62,863	65,530
Maintain the number of reportable injuries at 1 or less by holding monthly co-worker safety meetings.				
Reportable injuries	0	1	1	1

Golf Course

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 100% of monthly vehicle inspection reports for each golf vehicle.				
Percent of monthly vehicle inspection reports completed	100%	100%	100%	100%
Spray compost tea and/or seaweed on greens biweekly to increase microbial activity in soil and decrease use of fungicides.				
Applications of compost tea and/or seaweed	30	26	26	26
Limit full fungicide applications to greens to four or less per calendar year.				
Full fungicide applications	4	4	4	4

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Golf Concessionaire revenue	$297,892	$306,000	$326,000	$332,520
Monthly facility inspections of clubhouse and maintenance facilities	12	12	12	12
Unplanned annual days of sick leave	143	100	115	100
Import 40 cubic yards of mulch to suppress weed growth and improve the aesthetics of the planters throughout the golf course	0	40	40	40

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PARKS AND RECREATION PROGRAMS

Administration
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Business Services
Recreation Program Management
Facilities and Special Events
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Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
➢ **Park Operations Management**
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Working with Public Works Water Conservation Section, the Surfrider Foundation, and the Creeks Division, installed a sustainable ocean friendly landscape at Spencer Adams Park.

Park Operations Management

(Program No. 6911)

Mission Statement

Manage park maintenance operations, sports fields, park and street tree resources, recreation facilities landscaping, capital projects, secure grants, monitor safety programs, division budget, and overall ordinance compliance related to parks and street trees.

Program Activities

- Oversee long range planning, set goals, and manage budget resources for parks and open space.
- Respond to citizen inquiries regarding park operations, street tree operations, and record keeping.
- Coordinate park project planning and inter-departmental efforts.
- Work with the school district staff on issues related to the Joint Use Agreement between the City and the Santa Barbara Schools District.

Project Objectives for Fiscal Year 2014

- Complete 10 park volunteer workdays and foster development of a volunteer program.
- Complete annual vegetation management work program in open space parks in high fire risk areas.
- Prepare and deliver the City's annual IPM report by June 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 297,121	$ 297,121	$ 297,121	$ 303,064	$ 309,125
Donations	74,859	-	73,636	5,000	5,000
General Fund Subsidy	692,448	676,090	676,124	665,771	672,545
Total Revenue	**$ 1,064,428**	**$ 973,211**	**$ 1,046,881**	**$ 973,835**	**$ 986,670**
Expenditures					
Salaries and Benefits	$ 258,031	$ 267,222	$ 267,209	$ 264,373	$ 271,764
Supplies and Services	733,039	701,638	701,792	693,362	706,950
Special Projects	11,042	123,356	55,387	15,000	6,856
Non-Capital Equipment	424	1,100	1,100	1,100	1,100
Transfers Out	10,000	-	-	-	-
Total Expenditures	**$ 1,012,536**	**$ 1,093,316**	**$ 1,025,488**	**$ 973,835**	**$ 986,670**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve 85% of Parks Division objectives.				
Percent of Division performance measures achieved	95%	85%	96%	85%
Maintain 360 acres of developed parkland at a cost of $11,691 per area.				
Cost to maintain an acre of parkland	$10,019	$10,651	$10,480	$11,691
Maintain 1,180 acres of open space at a cost of $395 per acre.				
Cost to maintain an acre of open space	$339	$360	$354	$395
Provide walkthrough inspections with Downtown Organization for 12 blocks of State Street 4 times per year to ensure conformance to standards and contract specifications.				
Number of walkthrough inspections with Downtown Organization	4	4	4	4

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Golf Course
Park Operations Management
➢ **Grounds and Facilities Maintenance**
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

With funding from a Community Development Block Grant, installed new drainage system at Cabrillo ball field to reduce flooding and increase playability.

Grounds and Facilities Maintenance

(Program No. 6912)

Mission Statement

Provide safe and high quality open space, parks, sports fields, street medians, and right-of-way landscaping, building landscaping, and restrooms.

Program Activities

- Repair and reconstruct existing park features such as softball backstops, signs, benches, hardscape, and other park amenities.
- Maintain 23 restroom facilities to the highest standards.
- Manage 21 playgrounds including routine safety inspection and follow-up, replacements, modifications for universal access, and user safety.
- Oversee grounds maintenance, including litter control, trash removal, hardscape cleaning, the pruning, planting, and fertilizing of landscape plants, mowing, turf management, and sports field maintenance.
- Coordinate water use management, irrigation repair, replacement, and performance management.
- Administer Park Ranger Program for public safety and enjoyment of parks and school facilities.
- Maintain 1,183 acres of open space in 12 areas and oversee vegetative fuels management of open space parks.

Project Objectives for Fiscal Year 2014

- Complete monthly pesticide usage reports on time, as required by the County Agricultural Commissioner.
- Renovate planter beds at A.C. Postel Memorial Rose Garden, Alice Keck Park Memorial Garden, and Chase Palm Park Expansion.
- Aerate sports fields to encourage a healthy turf at Cabrillo, Chase Palm, Dwight Murphy, Pershing, and MacKenzie twice a year.
- Expand Park Ranger program to improve public safety in all City parks.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**30.20**	**31.00**	**31.00**	**33.20**	**33.20**
Hourly Employee Hours	**19,937**	**18,891**	**27,089**	**19,086**	**19,501**
Revenues					
Leases and Rents	$ 6,000	$ 6,000	$ 6,000	$ 24,000	$ 24,000
Inter-fund Reimbursement	354,325	354,325	356,421	354,325	354,325
Other Revenue	-	22,150	15,781	-	-
Intergovernmental	16,468	20,000	20,000	20,000	20,000
Donations	62,754	201,316	181,421	82,500	82,500
General Fund Subsidy	3,649,027	3,939,928	3,937,595	4,219,631	4,322,746
Total Revenue	**$ 4,088,574**	**$ 4,543,719**	**$ 4,517,218**	**$ 4,700,456**	**$ 4,803,571**
Expenditures					
Salaries and Benefits	$ 2,555,747	$ 2,848,137	$ 2,839,800	$ 3,051,598	$ 3,148,867
Supplies and Services	1,385,989	1,414,538	1,406,854	1,454,878	1,460,724
Special Projects	123,738	114,145	114,951	106,800	106,800
Non-Capital Equipment	51,021	50,143	50,475	47,180	47,180
Transfers Out	-	10,000	10,000	10,000	10,000
Capital Equipment	-	50,000	12,000	30,000	30,000
Total Expenditures	**$ 4,116,495**	**$ 4,486,963**	**$ 4,434,080**	**$ 4,700,456**	**$ 4,803,571**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Make 100% of reported safety issues safe within an average of 8 work hours of notification.				
Percent of reported safety issues made safe within average of 8 work hours of notification	100%	100%	100%	100%
Complete 100% of monthly parks safety inspections.				
Number of park safety inspections completed	504	504	504	504
Complete 125 non-safety work orders annually.				
Number of non-safety work orders completed	134	125	138	125

Grounds and Facilities Maintenance

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure that 75% of parks grounds inspections meet established park maintenance standards.				
Percent of park grounds inspections in compliance	83%	70%	80%	75%
Clean and inspect Skater's Point skateboard park daily.				
Number of skateboard park inspections/cleanings	366	365	365	365

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Total number of restroom cleanings	10,362	8,882	10,000	10,000
Hours spent on Neighborhood Improvement Program	282	250	270	250
Quantity of "green" pest control materials used in support of the City IPM program	50	50	13.5	50
Quantity of "yellow" pest control materials used in support of the City IPM program	3.45	20	3.5	20
Quantity of "red" pest control materials used in support of the City IPM program	0	0	0	0
Cubic yards of mulch used to combat weed growth	1,241	800	700	800

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PARKS AND RECREATION PROGRAMS

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Grounds and Facilities Maintenance
➢ Forestry
Beach Maintenance

Forestry

(Program No. 6913)

Mission Statement

Plant and maintain street, park, and City facility trees for the benefit of residents and to ensure a safe and healthy community forest.

Program Activities

- Manage 23,500 street trees, 9,300 park and facility trees, and 104 medians.
- Oversee stump and root management.
- Coordinate young tree planting and management.
- Inspect potentially hazardous trees.
- Communicate City policies and ordinances regarding tree issues, and coordinate citizen requests for tree planting.
- Respond to citizen tree maintenance and removal requests and scheduled block pruning.
- Enforce street tree and front yard setback tree ordinance.

Project Objectives for Fiscal Year 2014

- Hold annual training for contractor/management companies related to City Tree Preservation Policies.
- Complete Arbor Day celebrations at 3 schools.

RECENT PROGRAM ACHIEVEMENTS

Held Arbor Day celebrations at 6 schools in cooperation with Santa Barbara Beautiful.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**8.75**	**8.75**	**8.75**	**9.00**	**9.00**
Hourly Employee Hours	**2,045**	**2,000**	**2,151**	**2,000**	**2,000**
Revenues					
Inter-fund Reimbursement	$ 951,942	$ 951,942	$ 951,942	$ 951,942	$ 951,942
Other Revenue	4,885	2,500	8,118	2,550	2,650
Intergovernmental	-	81,391	35,000	-	-
Donations	20,000	10,000	10,000	10,000	10,000
General Fund Subsidy	192,700	227,575	222,195	257,971	287,219
Total Revenue	**$ 1,169,527**	**$ 1,273,408**	**$ 1,227,255**	**$ 1,222,463**	**$ 1,251,811**
Expenditures					
Salaries and Benefits	$ 753,992	$ 782,254	$ 699,438	$ 818,856	$ 845,520
Supplies and Services	405,535	398,263	495,124	392,107	394,791
Special Projects	7,595	137,596	42,600	10,000	10,000
Non-Capital Equipment	-	1,500	1,500	1,500	1,500
Total Expenditures	**$ 1,167,122**	**$ 1,319,613**	**$ 1,238,662**	**$ 1,222,463**	**$ 1,251,811**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Trim 5,200 street trees.				
Street trees pruned (Average street trimmed by staff is 4,000 and 1,200 by contract)	5,356	5,500	5,100	5,200
Trim 800 park and facility trees.				
Park and facility trees pruned (Average park and facility tree trimmed by staff is 350 and 450 by contract)	1,253	800	750	800
Maintain a tree replacement program by planting as many trees as the average loss.				
Trees planted	287	150	160	150
Complete 90% of service inspections requested within 10 working days.				
Service inspection requests completed within 10 working days	97%	90%	97%	90%
Inspect and act on 100% of tree ordinance violations within 30 days.				
Percent of ordinance violations acted on within 30 days	100%	100%	100%	100%
Maintain average tree pruning by staff at a cost of $203 per tree.				
Cost per tree pruned by staff	$187	$203	$200	$210

Forestry

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain average tree pruning by contract at a cost of $126 per tree.				
Cost per tree pruned by contract	$125	$130	$130	$126

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Service inspections	1,084	900	850	900
Ordinance violations reported	32	25	35	25
Hours spent on medians and under/overpasses	883	800	820	800
Cubic yards of mulch produced for City weed deterrent program	550	400	450	400
Neighborhood Improvement Program events	8	2	2	2

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PARKS AND RECREATION PROGRAMS

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Grounds and Facilities Maintenance
Forestry
➢ **Beach Maintenance**

Beach Maintenance

(Program No. 6914)

Mission Statement

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

Program Activities

- Perform maintenance duties of raking, sand grooming, and minor grading of the beaches.
- Remove and dispose of, litter, storm debris, and dead sea animals.
- Oversee creek outlet cleaning, maintenance, and annual installation and removal of lifeguard towers.
- Dispose of abandoned or beached boats or vessels.

Project Objectives for Fiscal Year 2014

- Complete Snowy Plover monitoring surveys in conjunction with every beach grooming and raking cycle.

RECENT PROGRAM ACHIEVEMENTS

Removed approximately 170,000 pounds of debris from City beaches.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**336**	**482**	**447**	**457**	**457**
Revenues					
General Fund Subsidy	$ 136,720	$ 151,599	$ 147,881	$ 153,422	$ 156,024
Total Revenue	**$ 136,720**	**$ 151,599**	**$ 147,881**	**$ 153,422**	**$ 156,024**
Expenditures					
Salaries and Benefits	$ 75,007	$ 92,040	$ 93,561	$ 94,624	$ 96,801
Supplies and Services	61,713	59,559	54,320	58,798	59,223
Total Expenditures	**$ 136,720**	**$ 151,599**	**$ 147,881**	**$ 153,422**	**$ 156,024**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Groom sand on Leadbetter, West, and East beaches 10 times between May and October.				
Beach grooming cycles	10	10	11	10
Rake beach sand on Leadbetter, West, and East beaches 6 times between November and April.				
Beach rake cycles	6	6	6	6
Hand clean the perimeter of Mission Creek Lagoon on East Beach an average of 2 times per week.				
Number of Mission Lagoon perimeter hand-cleanings	112	110	112	110
Hand clean Sycamore Creek Outfall an average of 2 times per week to prevent pollution from entering the ocean.				
Number of Sycamore Creek Outfall hand-cleanings	112	110	112	110

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Beached animals removed	11	25	8	25
Tons of beach debris removed	102	100	98	100

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DEPARTMENT SUMMARY

Police

Operating under a community-oriented policing philosophy, create and maintain a safe community where people can live in peace without the fear of crime.

About Police

The Police Department is responsible for providing law enforcement services to the City of Santa Barbara. Working in partnership with the community, quality and professional law enforcement services are provided in a fair and efficient manner.

The Patrol Division provides police services to the community that includes 24-hour patrol response to calls for service, traffic enforcement, gang suppression, crisis response teams and restorative policing services for the homeless and mentally ill.

The Investigative Division conducts follow-up investigations from initial crime reports that include crimes against persons, property, narcotics, gangs, schools, and forensic investigations.

The Administrative Services Division provides support services to the entire organization. These services include training and recruitment, information technology, records, evidence management, crime analysis, animal control, fleet management, community policing, permits and management of police facilities.

Our motto "Dedicated to Serve" captures our commitment to ensure a safe and secure place for people to live, work and enjoy our community.

Fiscal Year 2014 Budget Highlights

The Santa Barbara Police Department's primary mission is the protection of life and property, the prevention of crime, and the regulation of traffic. The department responds to over 30,000 calls for service each year.

The department continues its community-oriented policing philosophy with programs that include "Restorative Policing" for mental illness, "Drug Abuse Resistance Education (D.A.R.E.) in our elementary schools, and the Police Activities League (PAL) serving over 1,000 children.

DEPARTMENT SUMMARY

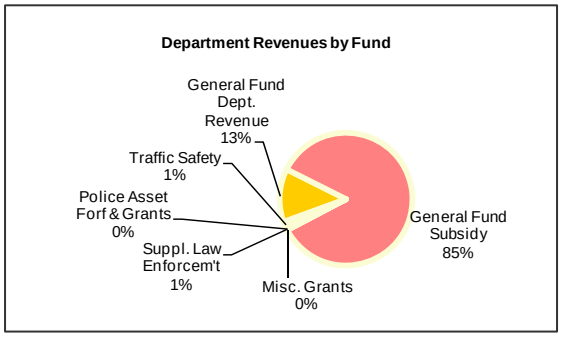
Police

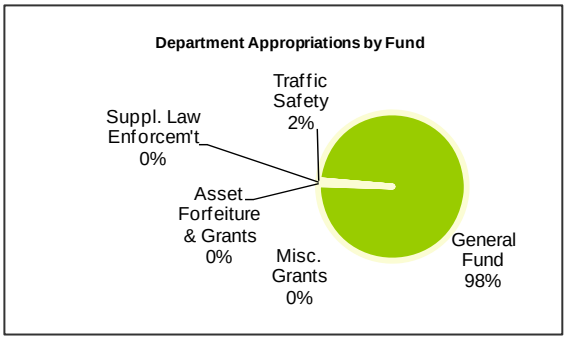
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**207.00**	**207.00**	**207.00**	**209.00**	**209.00**
Hourly Employee Hours	**24,434**	**29,900**	**31,000**	**30,535**	**30,535**
Revenues					
Parking Violations	$ 2,275,308	$ 2,382,621	$ 2,552,129	$ 2,628,967	$ 2,696,237
Traffic Safety	433,735	506,204	506,204	506,204	506,204
Prop. 172 Sales Tax	207,828	236,255	241,690	250,149	258,904
Donations	29,620	30,500	11,150	1,000	1,000
Fines & Forfeitures	100,062	162,352	119,000	120,000	120,000
Fees and Service Charges	792,316	838,899	850,395	863,547	880,507
Inter-fund Reimbursement	509,368	302,854	302,854	346,453	357,949
Interest Income	163	-	200	-	-
Intergovernmental	906,469	1,085,914	692,042	468,057	470,125
Licenses	212,039	199,988	197,882	210,000	217,200
Other Revenue	253,113	291,514	323,557	301,260	306,545
General Fund Subsidy	29,196,351	30,746,511	30,247,147	32,051,290	32,427,500
Total Revenue	**$34,916,372**	**$36,783,612**	**$ 36,044,250**	**$ 37,746,927**	**$ 38,242,171**
Expenditures					
Salaries and Benefits	$30,566,004	$31,946,700	$ 31,327,313	$ 32,658,135	$ 33,121,079
Supplies and Services	4,164,280	4,545,085	4,564,145	4,896,535	4,937,294
Special Projects	87,813	257,048	54,500	25,000	-
Capital Equipment	-	215,000	-	8,588	10,327
Non-Capital Equipment	127,517	158,663	135,474	158,669	173,471
Transfers Out	-	132,000	132,000	-	-
Total Department Expenditures	**$34,945,614**	**$37,254,496**	**$ 36,213,432**	**$ 37,746,927**	**$ 38,242,171**

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

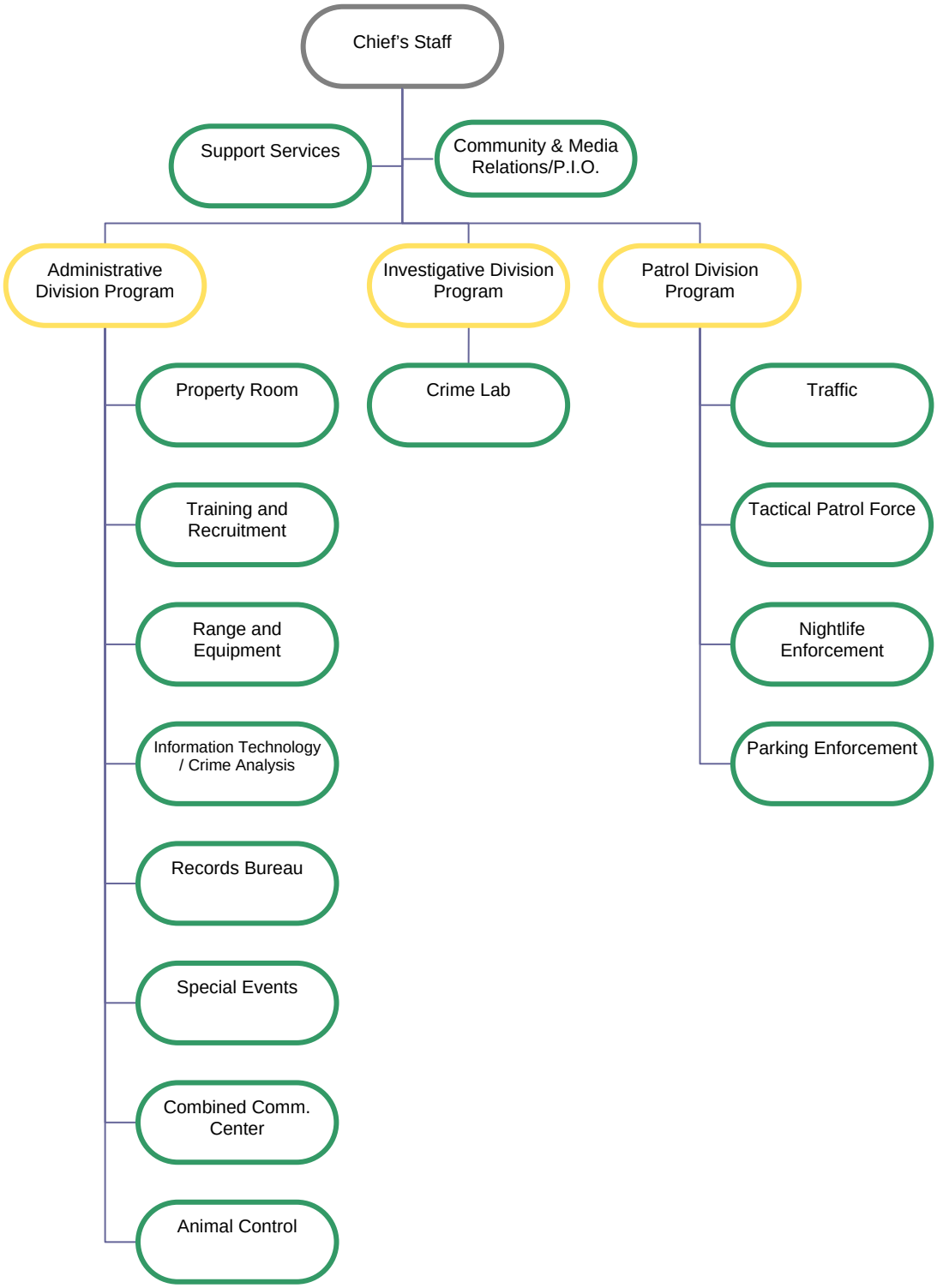
Department Fund Composition





Police

Program Organizational Chart



POLICE PROGRAMS

- Chief's Staff
- Support Services
- Community & Media Relations / PIO
- Administrative Services Division
- Property Room
- Training and Recruitment
- Range and Equipment
- Information Technology/ Crime Analysis
- Records Bureau
- Special Events
- Combined Communications Center
- Animal Control
- Investigative Division
- Crime Lab
- Patrol Division
- Traffic
- Tactical Patrol Force
- Nightlife Enforcement
- Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

The Police Explorer program currently has 24 active members and has been involved in numerous fundraising events and community service programs. We added 6 new members since FY12.

Chief's Staff

(Program No. 3411)

Mission Statement

Ensure that the organization is operating in a professional manner at all levels with a solid and consistent focus on community policing through team approaches and employee accountability.

Program Activities

- Manage, oversee, and monitor the operations of the Santa Barbara Police Department, which includes 3 divisions that provide public safety for the Santa Barbara Community and focus on quality of life issues.
- Investigate and evaluate all complaints related to the performance and conduct of the members of the Police Department.
- Assist other City departments in gathering information related to public liability claims and other personnel matters.
- Investigate special requests from City Hall and respond with information in a timely manner.

Project Objectives for Fiscal Year 2014

- Create an interagency plan to increase level of outreach to families of at-risk youth.
- Foster interagency collaboration with the County Probation Department to address specific criminal case issues resulting in increased number of intervention visits by City Police Department staff.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**
Hourly Employee Hours	**333**	**350**	**350**	**335**	**335**
Revenues					
Parking Violations	$ 2,275,308	$ 2,382,621	$ 2,552,129	$ 2,628,967	$ 2,696,237
Prop. 172 Sales Tax	207,828	236,255	241,690	250,149	258,904
Donations	-	8,000	150	-	-
Fees and Service Charges	564,308	629,428	629,300	639,464	652,181
Intergovernmental	125,796	40,000	46,587	45,000	46,000
Other Revenue	43,527	31,514	25,351	35,000	35,000
Total Revenue	**$ 3,216,767**	**$ 3,327,818**	**$ 3,495,207**	**$ 3,598,580**	**$ 3,688,322**
Expenditures					
Salaries and Benefits	$ 921,667	$ 908,323	$ 943,271	$ 950,342	$ 953,006
Supplies and Services	89,484	86,265	93,020	85,058	87,177
Special Projects	9,700	-	20,000	-	-
Total Expenditures	**$ 1,020,851**	**$ 994,588**	**$ 1,056,291**	**$ 1,035,400**	**$ 1,040,183**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve 80% of the department program objectives.				
Percent of performance objectives	77%	80%	80%	80%
Investigate formal citizen complaints and complete 80% of the complaint investigations within 120 days (not timetold cases).				
Percent of formal citizen's complaint investigations completed in 120 days	58.3%	80%	50%	80%
Investigate informal citizen complaints and respond to 90% of the reporting parties with final action taken within 60 days of complaint.				
Percent of informal citizen's complaint investigations completed in 60 days	94%	90%	100%	90%
Respond to 90% of special requests from City Council members, citizen inquiries and outside agencies within one working day of being assigned to establish a timeline of completion.				
Percent of requests responded to within one working day	93%	90%	100%	90%

Chief's Staff

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 90% of City Attorney and Risk Management requests for investigation within one working day to establish a timeline of completion.				
Percent of requests responded to within one working day	95.6%	90%	100%	90%
Provide 12 media releases focusing on issues of community interest, efforts to engage youth and non-enforcement related activities of the Police Department.				
Number of media releases involving non-enforcement activities.	12	12	12	12

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Formal citizen complaints	30	20	12	17
Informal citizen complaints	36	43	18	34
Citizen Pitchess Motions filed	32	19	26	19
Special requests from City Hall, citizen inquiries, and outside agencies	45	55	44	55
City Attorney and Risk Management requests	252	257	150	240
Administrative complaints	25	24	18	22
Media Contacts	356	411	600	525

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POLICE PROGRAMS

Chief's Staff
➢ **Support Services**
Community & Media Relations/P.I.O.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Worked with Information Technology to update second notice letters and automated the sending of the letters.

Support Services

(Program No. 3413)

Mission Statement

Perform the administrative and fiscal functions for the Police Department, including purchasing, payroll, and revenue collection while providing fiscal support and oversight to all department divisions.

Program Activities

- Administer the preparation, implementation, and management of the department's budget.
- Provide timely management and support on all matters related to personnel and payroll actions.
- Process all Department purchasing and accounts payable and receivable actions.
- Manage the Parking Collection Section, including payments, reviews, and tows.

Project Objectives for Fiscal Year 2014

- Develop an annual budget within target and administer within fiscal constraints and policies.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**359**	**1,200**	**1,200**	**900**	**900**
Revenues					
Fees and Service Charges	$ 29,443	$ 31,671	$ 34,695	$ 36,083	$ 37,526
Other Revenue	(154)	-	800	-	-
General Fund Subsidy	497,471	594,803	601,778	654,894	649,829
Total Revenue	**$ 526,760**	**$ 626,474**	**$ 637,273**	**$ 690,977**	**$ 687,355**
Expenditures					
Salaries and Benefits	$ 414,733	$ 511,691	$ 514,123	$ 550,312	$ 569,747
Supplies and Services	112,027	114,783	123,150	115,665	117,608
Special Projects	-	-	-	25,000	-
Total Expenditures	**$ 526,760**	**$ 626,474**	**$ 637,273**	**$ 690,977**	**$ 687,355**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve a 99% accuracy rate in processing employee timesheets.				
Percent of timesheets processed error free	99%	99%	99%	99%
Achieve a 99% completion rate for all purchasing and accounts payable transactions within 2 business days of receipt.				
Percent of transactions completed within 2 business days	99.75%	99%	100%	99%
Achieve a clearance rate of 88% for parking citations for the prior fiscal year.				
Percent of parking citations paid	76%	88%	85%	70%
Notify all interested parties of vehicles towed for unlicensed driver within 1 business day.				
Percent of interested parties notified within 1 business day	100%	100%	100%	100%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Timesheets processed	6,462	6,100	6,400	6,300
Errors reported by Payroll on timesheets	59	40	55	40
Purchasing transactions processed	436	370	400	370

Support Services
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Accounts Payable transactions processed	1,077	1,110	1,059	1,200
Parking citations issued	80,395	90,000	92,000	92,000
Current fiscal year parking citation payments	70,645	79,200	60,000	64,000
Prior Fiscal Year parking citation payments	NA	NA	NA	88%
Parking citations paid on line	N/A	N/A	23,000	24,000
Vehicles towed for unlicensed driver	1,225	1,485	1,200	1,400

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RECENT PROGRAM ACHIEVEMENTS

The Beat Coordinators recently started the very popular Coffee with a Cop Program, a series of informal community meetings held at various coffee shop venues throughout the City.

Community & Media Relations/P.I.O.

(Program No. 3427)

Mission Statement

Utilize community oriented policing programs and partnerships to resolve specific neighborhood problems affecting quality of life issues.

Program Activities

- Coordinate a citywide implementation of the Community Oriented Problem Solving (COPS) philosophy.
- Utilize problem-solving techniques to resolve specific neighborhood problems.
- Conduct presentations on crime prevention topics.
- Provide information to the public on police procedures with English and Spanish language Citizen's Academies.
- Provide training to school officials and parents on current issues and counsel school children on personal issues and safety tips.
- Provide information to the public regarding police activities, crime trends, and emergency situations with media releases and interviews.
- Oversee the SBPD Explorer Post, preparing youth for careers in law enforcement.
- Serve as the Police Department's liaison to the Santa Barbara Police Activities League.

Project Objectives for Fiscal Year 2014

- Further the development of existing Neighborhood Watch groups by providing leadership and training in crime prevention techniques. All Neighborhood Watch groups will be contacted at least once during the year.
- Continue to develop the skills of the SBPD Explorers. Explorers will compete in at least one multi-agency Explorer competition during the year and attend an Explorer Academy.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ -	$ 5,000	$ -	$ -	$ -
Other Revenue	2,548	300	-	-	-
General Fund Subsidy	671,848	825,860	910,111	858,553	858,280
Total Revenue	**$ 674,396**	**$ 831,160**	**$ 910,111**	**$ 858,553**	**$ 858,280**
Expenditures					
Salaries and Benefits	$ 654,225	$ 784,465	$ 882,698	$ 831,908	$ 831,842
Supplies and Services	20,171	41,395	27,413	26,645	26,438
Special Projects	-	5,300	-	-	-
Total Expenditures	**$ 674,396**	**$ 831,160**	**$ 910,111**	**$ 858,553**	**$ 858,280**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 95% of all requests for attendance at public education presentations within three working days.				
Percent of requests for public education presentations responded to within three working days	98%	95%	93%	95%
Contact 93% of complainants within three working days of notification of a community problem or issue.				
Percent of requests for assistance responded to within three working days	96%	95%	87%	93%
Host 3 Citizen's Academies.				
Number of Citizen's Academies completed	3	2	4	3

Community & Media Relations / P.I.O.

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
COPS Projects	225	160	265	200
Telephone & E-mail Contacts	1,142	1,100	1,965	1,570
Public Meetings & Presentations	205	160	275	190
Neighborhood Improvement Task Force (NITF) Meetings	N/A	N/A	N/A	11
Community & Media Notifications	N/A	96	185	185
Explorer Post Meetings & Events	N/A	24	50	50
Explorer Post Volunteer Community Service Hours	N/A	N/A	N/A	300
PAL Meetings & Events	N/A	24	50	50

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RECENT PROGRAM ACHIEVEMENTS

Investigative Division was moved to the SBPD Annex. New multipurpose room, bunk rooms, Patrol Specialty offices were completed.

Administrative Services Division

(Program No. 3421)

Mission Statement

Provide leadership, direction, and administrative guidance for the Administrative Services Division.

Program Activities

- Coordinate and oversee the Police Department facilities maintenance needs with the Public Works Department.
- Work closely with the Business Office to efficiently administer the Administrative Services Division Budget.
- Continue administration of current and future grant funding programs.

Project Objectives for Fiscal Year 2014

- Complete annual policy manual update including general orders and approved legal recommendations for command staff approval.
- Complete annual mileage review of all department vehicles to ensure uniform usage. Re-distribute vehicles as necessary.
- Complete design and installation of parking lot security gates for the Police Department.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
Revenues					
Fees and Service Charges	$ 133,805	$ 109,420	$ 118,000	$ 120,000	$ 122,400
Intergovernmental	-	226,139	6,960	-	-
General Fund Subsidy	563,679	885,293	944,800	915,807	918,701
Total Revenue	**$ 697,484**	**$ 1,220,852**	**$ 1,069,760**	**$ 1,035,807**	**$ 1,041,101**
Expenditures					
Salaries and Benefits	$ 541,303	$ 561,847	$ 636,747	$ 571,467	$ 571,129
Supplies and Services	156,181	437,937	426,053	436,797	449,972
Special Projects	13	15,421	-	-	-
Capital Equipment	-	215,000	-	-	-
Non-Capital Equipment	-	-	-	27,543	20,000
Total Expenditures	**$ 697,497**	**$ 1,230,205**	**$ 1,062,800**	**$ 1,035,807**	**$ 1,041,101**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure Administrative Services program owners complete 80% of program objectives.				
Percentage of program objectives completed	82%	80%	80%	80%

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RECENT PROGRAM ACHIEVEMENTS

Large location within the property room was reformatted saving time to locate, as well as purge digital media evidence.

Property Room

(Program No. 3423)

Mission Statement

Process and track all incoming and outgoing property received by the property room, and return found property to its rightful owner.

Program Activities

- Catalog and store all items of evidence.
- Identify and dispose of evidence associated with closed cases.
- Provide legal access to items of evidence for Santa Barbara Police Department employees and officers of the courts.
- Notify the public how and when their property is available for retrieval from the property room.
- Catalog, track, and ensure the disposal of all weapons and drugs in a timely manner.
- Facilitate the delivery and retrieval of evidence pursuant to Discovery Requests and Court purposes.
- Facilitate the delivery and retrieval of evidence for analysis with the State Crime Lab.
- Prepare and catalog all items to be disposed by way of auction.

Project Objectives for Fiscal Year 2014

- Create tracking system and procedure for handling requests for copies of in car mobile video.
- Update job description and duties to include managing video evidence

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.00**	**1.00**	**2.00**	**2.00**
Hourly Employee Hours	**1,000**	**1,400**	**1,400**	**1,000**	**1,000**
Revenues					
General Fund Subsidy	$ 130,078	$ 155,893	$ 132,238	$ 213,001	$ 219,853
Total Revenue	**$ 130,078**	**$ 155,893**	**$ 132,238**	**$ 213,001**	**$ 219,853**
Expenditures					
Salaries and Benefits	$ 116,602	$ 140,232	$ 118,670	$ 196,675	$ 203,555
Supplies and Services	13,476	15,661	13,568	16,326	16,298
Total Expenditures	**$ 130,078**	**$ 155,893**	**$ 132,238**	**$ 213,001**	**$ 219,853**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Dispose of a number of items equivalent to 60% of the items received.				
Percentage of items disposed	57%	90%	55%	60%
Purge 250 cash items in accordance with state law.				
Number of cash items purged	300	250	250	250
Conduct quarterly audits to ensure accountability.				
Number of property audits	4	4	4	4
Conduct annual destruction of drugs and weapons approved by court order.				
Drug and weapon destruction	1	1	1	1

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Safekeeping items received and stored	1312	1400	1400	1400
Safekeeping items released to owner or owner representative	798	800	800	800
Safekeeping items destroyed	493	450	500	500
Discovery requests processed	585	500	500	500
Total items received annually	18,216	17,000	18,000	18,000
Total items disposed annually	10,254	12,000	11,000	11,000
Total transactions to receive, transfer, or dispose	67,487	65,000	100,000	70,000
Total in-car mobile video requests	N/A	N/A	N/A	400

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RECENT PROGRAM ACHIEVEMENTS

Background investigations and overall hiring at the police department has remained at a high level throughout the fiscal year.

Training and Recruitment

(Program No. 3424)

Mission Statement

Recruit and hire qualified personnel and provide state-mandated training for all department employees.

Program Activities

- Conduct recruiting activities with Human Resources personnel to recruit a diverse candidate pool.
- Conduct thorough background investigations on all prospective Police Department employees.
- Supervise police officer recruits at the Police Academy.
- Review training records of all employees legally mandated to comply with Peace Officer Standards Training (POST) requirements.
- Coordinate the department's Training Committee in developing a training plan and execute the plan.
- Conduct department safety training under the City's Injury and Illness Protection Plan.
- Prepare policy manual recommendations for command staff approval and make regular updates.
- Supervise the property room and range programs.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**2,188**	**2,200**	**2,200**	**2,300**	**2,300**
Revenues					
Inter-fund Reimbursement	$ -	$ -	$ -	$ 5,000	$ 10,000
General Fund Subsidy	500,004	412,970	595,449	462,896	485,670
Total Revenue	**$ 500,004**	**$ 412,970**	**$ 595,449**	**$ 467,896**	**$ 495,670**
Expenditures					
Salaries and Benefits	$ 413,426	$ 319,561	$ 505,142	$ 339,579	$ 386,284
Supplies and Services	86,578	93,409	90,307	128,317	109,386
Total Expenditures	**$ 500,004**	**$ 412,970**	**$ 595,449**	**$ 467,896**	**$ 495,670**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	AdoptedProposed FY 2014
Maintain 95% staffing level of authorized, full-time positions.				
Percent maintained of authorized staffing level	96%	97%	94%	95%
Complete 85% of pre-employment personnel background investigations within 60 days of receiving the Personal History Statement.				
Percent of backgrounds completed within 60 days	90%	85%	95%	85%
Distribute twelve training bulletin to employees on various law enforcement topics.				
Number of Monthly Training Bulletins	14	12	10	12
Maintain 95% compliance of state mandated training for Sworn/Reserve Officers, excluding approved leaves.				
Percent of Officers within compliance.	100%	95%	100%	95%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of Employees Hired	30	20	34	30
Number of Pre-Employment Background Investigations Completed	83	100	88	85
Number of Training Days Conducted	25	16	25	20

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RECENT PROGRAM ACHIEVEMENTS

100% of Officers have qualified and remain proficient in firearms use.

Range and Equipment

(Program No. 3425)

Mission Statement

Provide real world firearms training to insure compliance for all officers and oversee the maintenance and issuance of operative, well-maintained safety equipment and vehicles.

Program Activities

- Oversee primary weapon qualification for all regular and reserve officers, Harbor Patrol, and Airport Patrol.
- Operate an indoor firing range in order to provide firearm training and certification in a safe environment.
- Provide a safety officer at requested SWAT trainings.
- Maintain condition and inventory control of department weapons, excluding SWAT inventory.
- Maintain the operation and cleanliness of indoor firing range.
- Manage all requests for repairs for department fleet vehicles.
- Monitor all manufacturer recalls on department vehicles and schedule vehicles for routine preventive maintenance.
- Maintain inventories and issue all safety equipment to newly hired personnel and replace safety equipment for all officers as needed.
- Oversee day-to-day minor building maintenance requests.

Project Objectives for Fiscal Year 2014

- Complete yearly range maintenance of backstop/lead-trap.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ -	$ -	$ 50	$ -	$ -
General Fund Subsidy	1,174,773	1,157,431	1,149,887	1,267,543	1,296,526
Total Revenue	**$ 1,174,773**	**$ 1,157,431**	**$ 1,149,937**	**$ 1,267,543**	**$ 1,296,526**
Expenditures					
Salaries and Benefits	$ 77,774	$ 81,355	$ 82,184	$ 85,952	$ 91,578
Supplies and Services	1,069,285	1,060,268	1,061,923	1,165,783	1,189,140
Non-Capital Equipment	27,714	15,808	5,830	15,808	15,808
Total Expenditures	**$ 1,174,773**	**$ 1,157,431**	**$ 1,149,937**	**$ 1,267,543**	**$ 1,296,526**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure 100% active duty officers and reserve officers pass a shooting qualification course each quarter.				
Percentage of Officers Qualified	100%	100%	100%	100%
Take corrective action on 90% of vehicle repair requests within three (3) business days.				
Percentage of vehicle requests responded to within three business days	93%	90%	91%	90%
Conduct annual inventory of all department firearms excluding SWAT.				
Number of weapon inventories done	0	1	1	1
Ensure 100% of all department utilized duty weapons are inspected for safety, and maintained as needed.				
Percentage of weapons inspected	100%	100%	100%	100%
Ensure 100% of long rifles are cleaned and maintained each year (25% each quarter).				
Percentage of long rifles cleaned and maintained	100%	100%	100%	100%

Range and Equipment

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Officers qualified with primary weapon	557	590	612	580
Officers demonstrating proficiency with long rifle	274	300	276	290
Vehicle Repair Request	535	500	472	500
Preventive maintenance vehicle services	348	300	352	325
Number of duty pistols inspected	200	145	145	145
Number of long rifles cleaned	35	35	35	35

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RECENT PROGRAM ACHIEVEMENTS

The I.T. section has completed the installation and configuration of the in-car video system and MDC upgrades. Through this project we will be transitioning from AT&T's 3G network to Verizon's LTE 4G network for better network persistence, throughput and coverage for patrol vehicles.

Information Technology/ Crime Analysis

(Program No. 3422, 3428)

Mission Statement

Design, create, implement, and maintain automated systems, analyze crime data to identify crime series, patterns, trends, and criminal offenders to assist in criminal investigations and Citywide reports, and provide 24-hour technical support to system users, in order to enhance public safety.

Program Activities

- Provide network security for all Police systems.
- Design and implement automated systems to enhance public safety, user workflow, and provide critically needed law enforcement information in a timely manner.
- Administer the Joint Powers Agreement (JPA) network, providing law enforcement agencies in Santa Barbara and San Luis Obispo counties with access to local, state, national and international databases.
- Maintain the Santa Barbara Police Department web page, provide user training, maintain all PCs and mobile computers and related software, and provide 24-hour user support for law enforcement systems.
- Provide timely and pertinent information relative to crime and arrest data to Police Department personnel, other City departments, outside law enforcement agencies, and the general public for resource allocation, budgeting activities, and community policing.

Project Objectives for Fiscal Year 2014

- Implement Phase 1 of Disaster Recovery Plan by securing off site location to back up data.
- Upgrade core networking equipment by installing new networking switches throughout the building.
- Plan and implement Windows 8 migration for all mobiles and desktop computers throughout the Police Department.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 80,522	$ 80,594	$ 80,594	$ 79,149	$ 79,149
Other Revenue	100	-	13	-	-
General Fund Subsidy	1,119,043	1,239,511	1,154,857	1,110,360	1,158,268
Total Revenue	**$ 1,199,665**	**$ 1,320,105**	**$ 1,235,464**	**$ 1,189,509**	**$ 1,237,417**
Expenditures					
Salaries and Benefits	$ 664,519	$ 747,588	$ 675,627	$ 714,458	$ 734,337
Supplies and Services	461,898	469,873	457,193	403,573	409,257
Non-Capital Equipment	73,248	102,644	102,644	71,478	93,823
Total Expenditures	**$ 1,199,665**	**$ 1,320,105**	**$ 1,235,464**	**$ 1,189,509**	**$ 1,237,417**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide system availability for critical systems at a rate exceeding 99% uptime.				
Rate of critical system uptime	>99%	>99%%	>99%	>99%
Complete 90% of Joint Powers Agreement (JPA) user requests for system access and workstation configurations within 5 working days.				
Percentage completed	98%	90%	90%	90%
Respond to 85% of vehicle mobile data computer (MDC) repair requests within fourteen (14) business days.				
Percentage completed	97%	85%	88%	85%
Publish Compstat reports 85% of the time 2-days prior to CompStat meeting for Staff review.				
Percentage completed	67%	85%	70%	85%

Information Technology/ Crime Analysis

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
PC Workstations maintained	145	145	145	150
Mobile Data Computers (MDCs) maintained	61	61	61	61
RMS help requests completed	N/A	N/A	N/A	180
JPA workstations maintained	524	525	525	525
Help requests completed	4,426	4,275	5,000	4,275

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RECENT PROGRAM ACHIEVEMENTS

Implemented electronic report distribution for reports to certain City, County, and State agencies.

Records Bureau

(Program No. 3414)

Mission Statement

Provide necessary support to the police department and allied law enforcement agencies as it relates to police records as well as excellent customer service to our community in compliance with federal, state and municipal laws.

Program Activities

- Process, maintain, and track all police crime reports, arrest reports, traffic accident reports, and traffic citations.
- Provide the timely processing of subpoenas for officer and civilian personnel, declarations, and requests for records.
- Assist the general public and police officers by taking and completing counter reports.
- Process and maintain the monthly Uniform Crime Reporting statistics for the Department of Justice.
- Fingerprint using Live Scan or rolling prints for the Police Department, City employees, bookings, registrants, City permits and public.
- Transcribe police reports as needed.

Project Objectives for Fiscal Year 2014

- Ensure California Law Enforcement Telecommunication System (CLETS) training to Records Bureau Team Members is in compliance with Department of Justice regulations.
- Implement procedure to complete scanning backlog of all hardcopy vehicle release tow reports and remain current in the future.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**
Hourly Employee Hours	**3,640**	**5,000**	**5,000**	**5,500**	**5,500**
Revenues					
Inter-fund Reimbursement	$ 8,893	$ -	$ -	$ -	$ -
Intergovernmental	-	-	-	80,000	80,000
General Fund Subsidy	1,096,418	1,173,614	1,127,261	1,293,046	1,332,532
Total Revenue	**$ 1,105,311**	**$ 1,173,614**	**$ 1,127,261**	**$ 1,373,046**	**$ 1,412,532**
Expenditures					
Salaries and Benefits	$ 981,214	$ 1,094,188	$ 1,069,908	$ 1,193,807	$ 1,234,728
Supplies and Services	123,600	142,664	129,764	179,239	177,804
Special Projects	-	-	-	-	-
Total Expenditures	**$ 1,104,814**	**$ 1,236,852**	**$ 1,199,672**	**$ 1,373,046**	**$ 1,412,532**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Audit and ensure 97% of all in-custody adult and juvenile arrest reports are processed and distributed prior to 10:00 a.m. the following court day.				
Percentage of in-custody reports processed by 10:00 a.m. the following court day	98%	95%	99%	97%
Ensure 92% of "Uniform Crime Report" reportable crime reports are entered into Versadex by the 5th day of the following month.				
Percentage of UCR reportable reports processed by the 5th of the month	100%	95%	100%	92%
Ensure 92% of "Uniform Crime Report" reports are submitted to the Department of Justice by the 10th of day of the following month.				
Percentage of UCR reports submitted by the 10th of the following month	100%	98%	100%	92%
Ensure 92% of juvenile detention information is transmitted to the Department of Corrections by the 10th day of the following month.				
Percentage of juvenile detention information transmitted to the DOC by the 10th of the month	100%	92%	67%	92%

Records Bureau

(Continued)

Measurable Objectives for Fiscal Year 2014 (cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure 90% of responses to public records are completed within 10 days.				
Percentage of public records responses within 10 days	92%	90%	100%	100%
Ensure 90% of discovery requests from the District Attorney's Office are fulfilled within three working days.				
Percentage of public records responses within 10 days	93%	90%	90%	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Officer Reports Processed	19,338	20,000	20,600	20,000
Street Checks/Field Interviews Processed	5,386	5,100	4,800	5,000
Officer Appearance Subpoenas Processed	2,292	2,200	2,200	2,200
Fingerprint Services Rendered	3,410	3,500	3,500	3,500
Dictated Reports Typed	953	250	2,200	2,200
Towed Vehicle Reports Processed	2,679	3,000	2,800	2,800
Restraining Orders Processed	546	500	550	550
D.A. Rejections Processed	456	450	760	700
Quarterly Records Meetings	4	4	3	4
Counter Reports Completed	3,211	3,000	3,200	3,200
Civil Subpoenas Processed	N/A	N/A	N/A	200

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RECENT PROGRAM ACHIEVEMENTS

All permit related performance objectives have exceeded goals. ABC one-day license activity continues to see significant increases.

Special Events

(Program No. 3443)

Mission Statement

Monitor special events within the City of Santa Barbara to ensure the safety of event organizers, participants, and the general public. Monitor and maintain permits and licensing for various vendors operating within the City.

Program Activities

- Process all Special Event applications in accordance with rules and regulations outlined in the Municipal Code.
- Prepare and implement tactical plans for all events likely to require a police presence beyond the scope of day-to-day operations.
- Provide local law enforcement agency review and endorsement of Alcohol Beverage Control Special Event Daily License Applications.
- Conduct Dance Permit Application and Renewal Application investigations and prepare staff reports for the Fire and Police Commission.
- Conduct taxi, pedicab, and massage technician permit application and renewal application investigations.
- Supervise, coordinate, and direct the activities of the Police Department's Reserve Corps, Volunteer Corps and Chaplain Program.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**45**	**250**	**250**	**500**	**500**
Revenues					
Other Revenue	$ 192,199	$ 200,000	$ 198,419	$ 202,000	$ 206,000
General Fund Subsidy	764,617	586,140	734,904	629,095	631,905
Total Revenue	**$ 956,816**	**$ 786,140**	**$ 933,323**	**$ 831,095**	**$ 837,905**
Expenditures					
Salaries and Benefits	$ 765,828	$ 631,814	$ 748,189	$ 651,999	$ 654,334
Supplies and Services	190,988	154,326	185,134	179,096	183,571
Total Expenditures	**$ 956,816**	**$ 786,140**	**$ 933,323**	**$ 831,095**	**$ 837,905**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Process 93% of completed Special Events Permit Applications within five working days.				
Percentage of Special Event Permit Applications processed within five working days	76%	93%	100%	95%
Process 96% of completed Alcohol Beverage Control Special Events Daily License Applications within three working days.				
Percentage of Alcohol Beverage Control Special Events Daily License Applications processed within three working days	96%	96%	100%	96%
Complete 90% of Dance Permit Application Staff Reports at least 8 days prior to the corresponding Police & Fire Commission meetings.				
Percentage of Dance Permit Application Staff Reports completed at least 8 days prior to the corresponding Fire & police Commission meetings	100%	90%	100%	100%
Process 90% of completed Dance Permit Renewal Applications within three weeks.				
Percentage of Dance Permit Renewal Applications processed within three weeks	100%	90%	100%	90%
Complete 90% of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations within three weeks of receipt of Live Scan results.				
Percentage of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations completed within three weeks of receipt of Live Scan results	93%	90%	100%	90%
Process 90% of permit renewal investigations (excluding Dance Permits) within three weeks of application.				
Percentage of permit renewal investigations processed within three weeks	91%	90%	100%	90%

Special Events

(Continued)

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide a written response to 90% of completed Alcohol Beverage Control License Applications within 40 days.				
Percentage of Alcohol Beverage Control License Applications responded to within 40 days	100%	90%	100%	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of completed Special Events Permit Applications processed	82	85	82	82
Number of Operations Plans drafted	88	96	80	85
Number of Alcohol Beverage Control Special Event Daily License Applications endorsed	316	200	386	350
Number of complaints generated by permitted events	1	3	35	18
Cost of providing Police services for the July 4th Celebration	$59,167	$61,303	$54,248	$63,500
Cost of providing Police services for the Old Spanish Days Celebration	$421,627	$424,442	$347,282	$438,500
Cost of providing Police services for the Solstice Celebration	$35,100	$32,500	$37,500	$38,500
Number of hours donated by the Reserve Corps	702	1025	698	700
Number of hours donated by the Volunteer Corps	37	50	156	95
Number of hours donated by the Chaplains	101	125	100	100
Number of Dance Permit Application Staff Reports completed	9	7	2	7
Number of Dance Permit Renewal Applications processed	19	17	17	17
Number of Permit Applications processed (excluding Dance Permits and Special Events Permits)	291	289	250	275
Number of Permit Applications denied	11	12	12	12
Number of Alcohol Beverage Control License Applications processed	43	30	36	40
Number of security alarm actions performed	20,285	9,300	15,500	17,500
Number of part one crimes within venues area during Solstice, July 4th, and Fiesta	1	4	13	7

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RECENT PROGRAM ACHIEVEMENTS

One dispatcher passed probationary period in December. One more on track to pass probation in March 2013.

Combined Communications Center

(Program No. 3451)

Mission Statement

Receive all calls for service and dispatch public safety resources in an expedient manner.

Program Activities

- Provide radio communication for Police, Fire and rescue personnel during emergency, routine, and disaster situations 24 hours a day, seven days a week.
- Receive calls for service for emergency and non-emergency incidents requiring Police, Fire, and medical personnel; determine the appropriate response and dispatch resources accordingly.
- Coordinate the public safety response for Santa Barbara Police and Fire, and other City resources, and, as needed, other allied agencies.
- Provide Emergency Medical Dispatch (EMD) services to the community.
- Maintain certifications for communications staff in compliance with Peace Officer Standards and Training (POST) and Emergency Medical Dispatching (EMD) standards.
- Comply with discovery requests from the District Attorney, Public Defender, and court civil process.
- Provide continuous training and support to develop and retain public safety dispatchers.
- Receive requests from the FAA Air Traffic Controllers and respond with appropriate emergency equipment to aircraft emergencies at the Santa Barbara Airport.

Project Objectives for Fiscal Year 2014

- Complete a minimum of two new applicants review process; advance qualified candidates to background.
- Prepare for the relocation of the 911 Dispatch Center to the Granada Garage.
- Ensure the replacement furniture and equipment for the new 911 Dispatch Center has been ordered and paid for.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**19.00**	**19.00**	**19.00**	**19.00**	**19.00**
Hourly Employee Hours	**2,393**	**1,900**	**1,900**	**2,000**	**2,000**
Revenues					
General Fund Subsidy	$ 2,222,917	$ 2,389,953	$ 2,242,104	$ 2,462,970	$ 2,533,321
Total Revenue	**$ 2,222,917**	**$ 2,389,953**	**$ 2,242,104**	**$ 2,462,970**	**$ 2,533,321**
Expenditures					
Salaries and Benefits	$ 2,076,873	$ 2,225,750	$ 2,089,621	$ 2,316,685	$ 2,387,158
Supplies and Services	144,677	164,203	152,483	146,285	146,163
Non-Capital Equipment	1,367	-	-	-	-
Total Expenditures	**$ 2,222,917**	**$ 2,389,953**	**$ 2,242,104**	**$ 2,462,970**	**$ 2,533,321**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Answer all 911 calls within an average of four seconds or less.				
Average Ring time in seconds	4.64	4	3.8	4
Maintain daily minimum staffing levels in the Combined Communications Center at 90% or above.				
Maintain minimum staffing	100%	90%	100%	90%
Ensure 90% of all non-trainee dispatchers are current with their Emergency Medical Dispatching certification.				
Percentage of non-trainee dispatchers with current EMD certification	100%	90%	100%	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
911 Calls for service received	51,177	48,000	50,000	50,000
Emergency Medical Dispatch instructions provided	600	350	400	400
Priority 1 service calls	829	800	750	900
Priority 2 service calls	17,250	17,000	16,500	17,500
Priority 3 service calls	8,351	8,200	7,200	8,500
Number of phone calls from outside lines (7-digit)	122,759	140,000	110,000	120,000
Recordings provided to the Court Discovery	277	250	225	300

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RECENT PROGRAM ACHIEVEMENTS

During FY13 we were able to hire an acting Animal Control Officer and are in the process of hiring a full time Officer.

Animal Control

(Program No. 3461)

Mission Statement

Provide law enforcement and respond to calls for service for neighborhood and health concerns related to domestic and wild animals.

Program Activities

- Investigate reports of possible rabies exposure from animal bites to humans and wildlife bites to domestic owned animals.
- Quarantine animals as required or submit specimen for lab testing.
- Enforce State Humane Laws under the Penal Code, California Code of Regulations, Civil Code, Fish and Game Code, Food and Agriculture Code, Health and Safety Code, Government Code, and Title 6 of the Santa Barbara Municipal Code.
- Impound stray, abused, neglected, injured, sick, abandoned, dead, or aggressive animals.
- Deal patiently and effectively with frightened, fractious, and injured animals with the ability to humanely capture, control, carry, or subdue.
- Respond to calls for service regarding animal complaints seven days a week and provide standby service for emergencies after regular work hours.
- Promote good public relations by educating pet owners on laws pertaining to the care and control of animals, spaying, neutering, vaccinating, and licensing of pets.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 6,400	$ 6,500	$ -	$ 1,000	$ 1,000
Licenses	125,172	115,000	115,000	125,000	130,000
General Fund Subsidy	431,538	507,835	436,827	535,248	546,694
Total Revenue	**$ 563,110**	**$ 629,335**	**$ 551,827**	**$ 661,248**	**$ 677,694**
Expenditures					
Salaries and Benefits	$ 221,599	$ 286,081	$ 210,388	$ 280,551	$ 288,351
Supplies and Services	341,511	341,929	341,439	379,372	388,018
Non-Capital Equipment	-	1,325	-	1,325	1,325
Total Expenditures	**$ 563,110**	**$ 629,335**	**$ 551,827**	**$ 661,248**	**$ 677,694**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 90% of Animal Control calls for service within 24 hours.				
Percent of animal control calls receiving a response within 24 hours	97%	90%	96%	90%
Quarantine 85% of animals involved in bites to humans within 24 hours of notification.				
Percent of animals involved in bites to humans quarantined in 24 hours	88%	90%	68%	85%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Calls for service	2,658	3,250	2,976	2,950
Animals involved in bite incidents with humans	154	175	128	172
Animals impounded live, injured or dead	960	1,000	952	1,000
Violations cited	196	400	180	300
Animals quarantined	135	150	88	150
Educational presentations	0	2	1	2

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Investigative Division

(Program No. 3431)

Mission Statement

Investigate or resolve all active assigned criminal cases, including high tech crimes, to a successful conclusion or until all leads are exhausted.

Program Activities

- Investigate active, unsolved criminal cases.
- Serve as a liaison with the District Attorney to ensure successful prosecution of criminal offenders.
- Serve as a liaison with community based organizations and outside law enforcement agencies.
- Proactively investigate narcotic violations.
- Extradite fugitives and transport wanted subjects back to Santa Barbara County for prosecution.

Project Objectives for Fiscal Year 2014

- Once authorized by the Court, work with the District Attorney's Office and the City Attorney's Office to implement the gang injunction.

RECENT PROGRAM ACHIEVEMENTS

The School Resource Officer position in the Investigative Division has been filled by Officer Christina Marshall.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**25.00**	**25.50**	**25.50**	**25.17**	**25.17**
Hourly Employee Hours	**1,000**	**800**	**800**	**1,000**	**1,000**
Revenues					
Intergovernmental	$ 225,118	$ 120,000	$ 173,476	$ 66,400	$ 66,400
Licenses	86,867	84,988	82,882	85,000	87,200
Other Revenue	13,030	59,700	98,924	64,260	65,545
General Fund Subsidy	4,190,088	4,552,883	4,417,827	4,768,255	4,787,352
Total Revenue	**$ 4,515,103**	**$ 4,817,571**	**$ 4,773,109**	**$ 4,983,915**	**$ 5,006,497**
Expenditures					
Salaries and Benefits	$ 4,169,920	$ 4,646,804	$ 4,426,010	$ 4,540,536	$ 4,565,535
Supplies and Services	219,548	254,889	260,412	443,379	440,962
Special Projects	43,145	120,000	29,500	-	-
Non-Capital Equipment	5,854	-	-	-	-
Total Expenditures	**$ 4,438,467**	**$ 5,021,693**	**$ 4,715,922**	**$ 4,983,915**	**$ 5,006,497**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve a 26% clearance rate by arrest, warrant or District Attorney's Office complaint for all assigned cases.				
Percent of cases closed by arrest, warrant or District Attorney complaint	27%	26%	24%	26%
Complete 86% of cases within 90 days following the date assigned to the investigator.				
Percent of cases completed within 90 days following the date assigned to investigator	89%	87%	86%	86%
Complete 87% of District Attorney follow-up requests assigned to the Investigative Division by due date.				
Percent of District Attorney requests completed by due date	87%	85%	90%	87%

Investigative Division

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Cases closed by arrest, warrant, or District Attorney complaint	508	406	626	515
Total cases closed	1,862	1,572	1,930	1,782
Narcotic investigations completed	1,880	1,207	1,434	1,516
Narcotic forfeiture investigations completed	26	12	18	17
Arrests by Investigative Division personnel	636	559	992	725
Sex registrants registered	258	344	292	311
Completed requests for District Attorney's Office follow-up by Investigative Division	796	809	810	809

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RECENT PROGRAM ACHIEVEMENTS

Added the ability to examine deleted data from some smartphones through hardware and software upgrades.

Crime Lab

(Program No. 3432)

Mission Statement

Collect and process forensic evidence to assist in criminal investigations.

Program Activities

- Respond to crime scenes to identify, document, collect, and preserve physical evidence for future examinations.
- Examine and analyze evidence in the laboratory, including the identification of suspected controlled, trace evidence (i.e. hairs, fibers, physiological fluids), and the evaluation of various types of physical evidence.
- Conduct Hi-Tech crime analysis including the forensic examination of electronic evidence (i.e. computers and hand-held devices).
- Perform various photographic assignments, including maintaining the digital image archive of crime scene photos, and perform departmental photographic work, including developing and printing a variety of films used for evidence and court displays.
- Process evidence for latent fingerprints, examine latent fingerprints and conduct fingerprint comparisons.
- Attend autopsies in criminal cases for evidence collection, documentation and evaluation.
- Examine evidence to determine if further forensic analysis is required by forensic scientists at the Department of Justice (DOJ) or Federal Bureau of Investigations (FBI). These include: serology, DNA, hair and fiber comparisons, footwear and tire track exams, ballistics, and document examinations.
- Prepare reports that document crime scenes and results of evidence examinations.
- Provide expert testimony in court regarding the examinations and evaluations performed.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 137,819	$ 132,701	$ 132,618	$ 155,092	$ 159,515
Total Revenue	**$ 137,819**	**$ 132,701**	**$ 132,618**	**$ 155,092**	**$ 159,515**
Expenditures					
Salaries and Benefits	$ 119,968	$ 118,101	$ 123,442	$ 130,357	$ 132,774
Supplies and Services	17,851	14,600	9,176	16,147	16,414
Capital Equipment	-	-	-	8,588	10,327
Total Expenditures	**$ 137,819**	**$ 132,701**	**$ 132,618**	**$ 155,092**	**$ 159,515**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Process 95% of photographic evidence submitted by Crime Scene Investigators and Detectives within 4 working days.				
Percent of photographic evidence processed within 4 working days	100%	95%	100%	95%
Submit 95% of all CAL-ID quality latent fingerprints to Department of Justice within 4 working days.				
Percent of CAL-ID latents submitted to DOJ within 4 working days	100%	95%	100%	95%
Ensure 95% of evidence processing requests by investigators and District Attorney's Office be completed within 4 working days.				
Percent of evidence processing requests completed within 4 working days	91%	95%	100%	95%
Ensure that 95% of computer forensic exams are completed within 60 days following the date assigned to examiner.				
Percent of computer exams completed within 60 days	100%	95%	100%	95%

Crime Lab

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of physical evidence cases processed by lab	88	100	96	100
Number of Electronic evidence cases processed by lab (i.e. computers, cell phones)	N/A	N/A	195	210
Number of crime scene responses by lab	41	50	32	45
Number of follow-up reports submitted by lab	N/A	N/A	368	370
Number of latent prints submitted to CAL-ID	221	225	134	150
Total number of images processed and archived	82,000	80,000	89,524	84,000

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Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Recently established a new Criminal Impact Team consisting of a Sergeant and four officers to address trends identified in Compstat.

Patrol Division

(Program No. 3441)

Mission Statement

Respond to community needs through the enforcement of public safety laws and provide expedient responses to calls for service.

Program Activities

- Provide uniform patrol 24 hours a day, 7 days a week to prevent and deter crime.
- Respond to all felony calls, crimes in progress, and selected misdemeanors.
- Conduct initial investigations and complete crime reports.
- Enforce State and Local statutes and traffic regulations.
- Facilitate the safe and efficient movement of motor vehicles, bicyclists, and pedestrians on City streets and thoroughfares.
- Develop and implement community policing strategies to reduce crime and enhance quality of life within our community.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**88.00**	**87.50**	**87.50**	**88.83**	**88.83**
Hourly Employee Hours	**250**	**0**	**1,000**	**0**	**0**
Revenues					
Traffic Safety Fines	$ 433,735	$ 506,204	$ 506,204	$ 506,204	$ 506,204
Fines & Forfeitures	100,062	162,352	119,000	120,000	120,000
Fees and Service Charges	64,760	68,380	68,400	68,000	68,400
Interest Income	163	-	200	-	-
Intergovernmental	299,011	248,216	168,197	144,188	144,188
Other Revenue	1,863	-	-	-	-
General Fund Subsidy	14,474,331	14,596,668	14,380,394	15,136,515	15,297,398
Total Revenue	**$ 15,373,925**	**$ 15,581,820**	**$ 15,242,395**	**$ 15,974,907**	**$ 16,136,190**
Expenditures					
Salaries and Benefits	$ 14,509,774	$ 14,654,262	$ 14,184,054	$ 14,986,025	$ 15,143,299
Supplies and Services	937,888	960,606	997,611	951,431	955,440
Special Projects	34,955	17,147	-	-	-
Non-Capital Equipment	-	9,646	9,646	37,451	37,451
Transfers Out	-	132,000	132,000	-	-
Total Expenditures	**$ 15,482,617**	**$ 15,773,661**	**$ 15,323,311**	**$ 15,974,907**	**$ 16,136,190**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain an average response time at or below 7.0 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority One Emergency calls for service	6.3	6.5	6.1	7.0
Maintain an average response time at or below 14.5 minutes to all Priority Two Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Two Emergency calls for service	13.6	13.3	12.5	14.5
Maintain an average response time at or below 30.0 minutes to all Priority Three Non-Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Three Non-Emergency calls for service	29.9	29	28.6	30.0

Patrol Division

(Continued)

Measurable Objectives for Fiscal Year 2014 (cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain an average response time at or below 50.0 minutes to all Priority Four Routine calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Four Routine calls for service	45.8	44.5	37.8	50.0
Conduct a minimum of 11 SWAT training days annually				
Number of SWAT Training Days	12	N/A	12	11
In alignment with their mission, the Criminal Interdiction Team will conduct a minimum of 624 "attempts to locate known offenders" annually				
Number of "Attempts to Locate Known Offenders"	N/A	N/A	270	624

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Federal Bureau of Investigation (FBI) Uniform Crime Reporting Part One arrests	939	920	1,108	972
FBI Uniform Crime Reporting Part Two arrests	11,387	10,800	10,932	10,579
Municipal Code citations written	3,603	4,150	4,312	3,985
Hours lost due to injuries on the job	2,397	2,850	1,986	3,094
Premise checks conducted of private and public properties	5,295	4,650	4,670	5,022

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POLICE PROGRAMS

Chief's Staff
Support Services
Community & Media Relations/PIO
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
➢ **Traffic**
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

Traffic

(Program No. 3442)

Mission Statement

Reduce traffic collisions and facilitate the safe and orderly flow of traffic through education and enforcement.

Program Activities

- Enforce traffic laws for motorists, pedestrians, and bicyclists.
- Investigate traffic collisions.
- Provide public education about traffic issues.
- Conduct Driving Under the Influence (DUI) and Seatbelt Checkpoints to promote motorist safety and reduce collisions.
- Administer Office of Traffic Safety grants to improve traffic safety.
- Manage the Crossing Guard Program for 19 current locations.

Project Objectives for Fiscal Year 2014

- Apply for and receive a minimum of two grant funded special enforcement traffic programs.
- Administer the Crossing Guard program and collaborate with local School Districts.

RECENT PROGRAM ACHIEVEMENTS

This program received two separate OTS Grants totaling approximately $200,000 in funding for DUI checkpoints and a selective traffic enforcement program.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**8,000**	**7,900**	**7,900**	**8,000**	**8,000**
Revenues					
Donations	$ 23,220	$ 11,000	$ 11,000	$ -	$ -
Intergovernmental	170,600	271,785	146,228	53,320	54,388
General Fund Subsidy	1,291,603	1,320,385	1,320,314	1,362,085	1,361,066
Total Revenue	**$ 1,485,423**	**$ 1,603,170**	**$ 1,477,542**	**$ 1,415,405**	**$ 1,415,454**
Expenditures					
Salaries and Benefits	$ 1,432,231	$ 1,555,737	$ 1,501,032	$ 1,377,017	$ 1,377,300
Supplies and Services	31,528	32,187	37,822	38,388	38,154
Non-Capital Equipment	19,334	17,576	13,690	-	-
Total Expenditures	**$ 1,483,093**	**$ 1,605,500**	**$ 1,552,544**	**$ 1,415,405**	**$ 1,415,454**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain the total number of DUI traffic collisions at or below 110% of the most recent three-year average.				
Number of DUI traffic collisions	91	115	96	118
Maintain the total number of injury traffic collisions at or below 110% of the most recent three-year average.				
Number of injury traffic collisions	467	477	496	499
Maintain the total number of traffic collisions at or below 110% of the most recent three-year average.				
Number of traffic collisions	1,700	1,800	1,546	1,757
Achieve an 80% clearance rate by arrest/warrant/civil or referral for all assigned cases.				
Percentage of cases cleared	80%	72%	91%	80%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of active grants for special traffic enforcement programs	2	2	2	2
Total traffic citations issued by department	8,101	10,033	9,630	10,033
Pedestrian involved traffic collisions	89	90	94	90
Bicycle involved traffic accidents	125	117	136	117

POLICE PROGRAMS

Chief's Staff
Support Services
Community & Media Relations/PIO
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
➢ **Tactical Patrol Force**
Nightlife Enforcement
Parking Enforcement

Tactical Patrol Force

(Program No. 3444)

Mission Statement

Maintain a proactive police presence in the downtown corridor, Milpas corridor and beachfront areas to reduce street crime through the utilization of unique strategies and partnerships.

Program Activities

- Provide uniformed foot and bicycle patrol officers downtown to deter street crime, maintain a highly visible police presence, and encourage interaction with the public.
- Maintain a daily proactive enforcement effort against alcohol, narcotics, panhandling, loitering, and illegal vending violations in the downtown corridor, Milpas corridor and beachfront areas.
- Provide security at City Council meetings with a uniformed officer.
- Provide bicycle patrol training to SBPD officers and outside agencies.
- Work with representatives of the Downtown Organization, Old Town Merchants, and County Mental Health to solve problems.
- Maintain the Restorative Policing Program.

Project Objectives for Fiscal Year 2014

- Manage Neighborhood Improvement Program projects within the city by coordinating transient camp clean-ups and enforcement sweeps each quarter with other agencies and/or city departments.
- Maintain the Restorative Policing Program with a minimum of 35 active cases at all times.

RECENT PROGRAM ACHIEVEMENTS

Recently hired a new Community Service Liaison to fill a vacant position. The new Liaison will be assigned to the Milpas St. Corridor. This will bring our cadre of Community Services Liaisons to full staffing.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**4,127**	**7,900**	**7,900**	**8,000**	**8,000**
Revenues					
Inter-fund Reimbursement	$ 205,374	$ -	$ -	$ -	$ -
General Fund Subsidy	1,023,882	1,311,426	1,265,766	1,497,837	1,510,692
Total Revenue	**$ 1,229,256**	**$ 1,311,426**	**$ 1,265,766**	**$ 1,497,837**	**$ 1,510,692**
Expenditures					
Salaries and Benefits	$ 1,199,328	$ 1,272,234	$ 1,237,123	$ 1,462,107	$ 1,475,027
Supplies and Services	29,928	27,528	24,979	30,666	30,601
Non-Capital Equipment	-	11,664	3,664	5,064	5,064
Total Expenditures	**$ 1,229,256**	**$ 1,311,426**	**$ 1,265,766**	**$ 1,497,837**	**$ 1,510,692**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Attend monthly Milpas Action Task Force Meetings				
Meetings attended	N/A	N/A	N/A	12
Conduct a minimum of 16 transient camp cleanup details annually.				
Clean-ups conducted	N/A	N/A	N/A	16
Maintain uniformed police presence at 95% of City Council meetings.				
Percentage of City Council meetings attended	100%	95%	100%	95%
Ensure Restorative Outreach Specialists conduct regular outreach with homeless persons.				
Contacts with homeless persons (duplicative)	N/A	1,164	2,158	2,134
Ensure Community Service Liaisons establish regular contact with downtown businesses to address concerns regarding homelessness issues.				
Contacts with businesses and community organization individuals (duplicative)	N/A	13,464	12,290	13,530

Tactical Patrol Force

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Criminal Citations	1,407	1,873	3,880	2,328
Felony Arrests	62	137	118	113
Misdemeanor Arrests	203	435	208	269
Investigations	2,190	1,973	1,670	2,019
Neighborhood Improvement Projects	21	4	18	12
Homeless persons placed in recovery programs	N/A	63	126	131
Homeless persons reunited with family members	N/A	26	40	36
Calls for service for nuisance related crimes within the downtown corridor	2,004	1,761	2,162	2,125
Calls for service for nuisance related crimes within the beachfront area	794	956	792	885
Calls for service for nuisance related crimes within the lower Milpas corridor	587	751	612	688
Calls for service for nuisance related crimes within the upper Milpas corridor	671	566	560	613

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POLICE PROGRAMS

Chief's Staff
Support Services
Community & Media Relations/PIO Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
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Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
➢ **Nightlife Enforcement**
Parking Enforcement

Nightlife Enforcement

(Program No. 3448)

Mission Statement

Ensure public safety on weekend nights in the downtown corridor through enforcement, education, and intervention, with the downtown bar and restaurant owners and the citizens of Santa Barbara.

Program Activities

- Conduct premise checks on downtown bars and nightclubs.
- Conduct responsible beverage server training every month to prevent the sale of alcohol to minors and reduce alcohol-related incidents.
- Assist with Zona Seca classes monthly to provide alcohol awareness training and education to individuals with alcohol-related violations.
- Provide security training for nightclub and bar staff.
- Refer all alcohol, bar, and restaurant violations to the California Department of Alcoholic and Beverage Control (ABC).

RECENT PROGRAM ACHIEVEMENTS

The program has recently received a State ABC Grant award to fund several ABC related programs aimed at reducing alcohol availability to underage people and to ensure compliance with State and Local laws.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ -	$ 99,180	$ 70,000	$ -	$ -
General Fund Subsidy	266,384	287,755	298,247	301,944	307,304
Total Revenue	**$ 266,384**	**$ 386,935**	**$ 368,247**	**$ 301,944**	**$ 307,304**
Expenditures					
Salaries and Benefits	$ 256,506	$ 275,837	$ 358,443	$ 295,247	$ 300,693
Supplies and Services	9,878	11,918	9,804	6,697	6,611
Special Projects	-	99,180	5,000	-	-
Total Expenditures	**$ 266,384**	**$ 386,935**	**$ 373,247**	**$ 301,944**	**$ 307,304**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Conduct premise checks on 82% of downtown bars and restaurants with dance permits Wednesday through Saturday.				
Percent of premise checks conducted	89%	90%	72%	82%
Check locations outside the downtown corridor at least twice per month.				
Percent of premise checks conducted	Not Tracked	90%	97.5%	90%
Conduct regular Responsible Beverage Server Training.				
Number of RBS trainings conducted	19	12	8	12

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of premise checks	1,150	1,000	2,075	1,000
Number of alcohol related incidents with minors	102	50	92	50
Number of incidents with false IDs/Bars	68	85	66	50
Number of violations referred to ABC	23	15	16	15

POLICE PROGRAMS

Chief's Staff
Support Services
Community & Media Relations/PIO
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
➢ **Parking Enforcement**

Parking Enforcement

(Program Nos. 3447, 3449)

Mission Statement

Enforce parking regulations in the City of Santa Barbara to ensure availability of limited parking resources.

Program Activities

- Enforce time zone restrictions, residential parking regulations and other Municipal Code and California Vehicle Code Regulations.
- Issue warnings and tow vehicles stored on City streets and other City maintained or owned property.
- Locate and impound vehicles owned or operated by habitual parking offenders that have 5 or more outstanding parking violations.

RECENT PROGRAM ACHIEVEMENTS

Between July 01, 2012 and December 31, 2012, the Parking Enforcement Detail impounded 216 vehicles for HOPE (Habitual Offenders) resulting in $91,395 of back revenue collected.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**
Hourly Employee Hours	**100**	**0**	**100**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 295,101	$ 302,854	$ 302,854	$ 341,453	$ 347,949
Intergovernmental	5,422	-	-	-	-
General Fund Subsidy	835,774	948,620	840,681	989,329	1,020,733
Total Revenue	**$ 1,136,297**	**$ 1,251,474**	**$ 1,143,535**	**$ 1,330,782**	**$ 1,368,682**
Expenditures					
Salaries and Benefits	$ 1,028,514	$ 1,130,830	$ 1,020,641	$ 1,183,111	$ 1,220,402
Supplies and Services	107,783	120,644	122,894	147,671	148,280
Total Expenditures	**$ 1,136,297**	**$ 1,251,474**	**$ 1,143,535**	**$ 1,330,782**	**$ 1,368,682**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Locate vehicles that have five (5) or more unpaid parking citations known as Habitual Offender Parking Enforcement (H.O.P.E.) vehicles.				
Number of H.O.P.E. vehicles located	387	288	432	410

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Parking citations issued by the Parking Enforcement Unit	45,055	48,156	53,506	54,000
Street sweeping citations issued by the Parking Enforcement Unit	25,660	26,283	27,068	26,239
Street storage requests investigated by the Parking Enforcement Unit	4,075	3,936	4,330	4,080
Street storage requests found “gone on arrival” (GOA) on initial contact by a Parking Enforcement Officer	1,077	990	1,118	1,052
Street storage vehicles moved after being warned or tagged by a Parking Enforcement Officer	2,108	2,039	2,306	2,137
Street storage vehicles cited after being warned or tagged by a Parking Enforcement Officer	N/A	N/A	N/A	120
Street storage vehicles towed after being warned or tagged by a Parking Enforcement Officer	266	276	282	274

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DEPARTMENT SUMMARY

Public Works

Provide for the public's needs relative to transportation, water, wastewater, and City owned buildings.

About Public Works

Public Works delivers a wide range of infrastructure services in the most efficient and cost effective means possible. Responsibilities include the planning, design, construction and management of: the Capital Improvement Program projects, transportation system, city streets, public drainage, street lights, traffic signals 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 internal maintenance and replacement services for the City's fleet and facilities. To accomplish this mission, the Department is divided into six functional areas: Administration, Engineering Services, Facilities and Energy Management, Fleet Management, Transportation, and Water Resources.

While the main office for Public Works is located at 630 Garden Street, the department also staffs remote locations including the City's El Estero Wastewater Treatment Plant and the Cater Water Treatment Plant which provide water and sewer service to over 100,000 customers.

Fiscal Year 2014 Budget Highlights

- Complete the construction of 2.58 miles of Sewer Main and 2.0 miles of Accelerated Sewer Main.
- Replace the Punta Gorda Street Bridge over Sycamore Creek and the Chapala Street Bridge over Mission Creek.
- Complete the Pershing Park ball field lighting replacement project.
- Begin construction of the Recycled Water Treatment Plant Replacement project.
- Design improvements for the Aeration Basins at the El Estero Wastewater Treatment Plant.

DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**289.50**	**289.50**	**289.50**	**290.95**	**290.95**
Hourly Employee Hours	**155,056**	**168,585**	**169,355**	**162,447**	**161,037**
Revenues					
Fees and Service Charges	$ 53,289,806	$ 53,597,573	$ 55,822,960	$ 57,381,108	$ 58,455,446
Gas Tax	2,565,884	2,446,899	2,261,451	2,731,238	2,731,238
Grants	542,409	268,355	275,063	-	-
Interest Income	1,308,600	964,900	1,070,055	922,900	845,200
Inter-fund Reimbursements	15,373,005	15,548,344	15,694,077	16,744,947	17,214,317
Intergovernmental	14,214,554	43,547,239	23,615,908	8,844,717	10,344,717
JPA Reimbursements	5,268,950	5,476,226	6,198,527	3,623,242	3,787,548
Measure A Sales Tax	3,128,354	3,008,638	3,276,488	3,397,816	3,293,129
Other Revenue	858,800	869,226	1,571,657	749,560	609,560
Parking Violations	632,395	655,119	646,000	646,000	646,000
PBIA Assessment	899,741	840,000	900,000	875,000	875,000
Rents	77,893	77,893	77,893	125,893	125,893
Transfers In	2,215,214	-	-	55,000	-
Transportation Dev. Funds	56,484	61,113	63,188	68,177	68,177
Utility Users Tax	6,986,965	7,129,100	6,819,149	7,000,000	7,000,000
Overhead Allocation Recovery	628,753	600,485	600,485	679,520	693,110
General Fund Subsidy	38,632	739,001	294,537	730,862	831,870
Total Department Revenue	**$ 108,086,439**	**$ 135,830,111**	**$ 119,187,438**	**$ 104,575,980**	**$ 107,521,205**
Expenditures					
Salaries and Benefits	$ 30,077,576	$ 32,832,146	$ 31,889,899	$ 34,475,849	$ 35,637,699
Supplies and Services	20,205,908	23,922,146	22,615,348	25,091,981	25,206,943
Special Projects	5,435,755	7,757,460	6,195,245	5,782,456	5,312,683
Water Supply Purchases	6,836,019	7,963,366	7,398,688	7,851,195	7,752,454
Capital Equipment	661,537	476,789	360,981	196,450	195,300
Debt Service	3,907,547	6,675,600	5,844,627	7,362,345	8,048,032
Non-Capital Equipment	219,158	348,592	230,000	341,979	336,229
Transfers Out	1,212,622	1,106,661	1,106,255	1,170,818	831,074
Appropriated Reserve	-	350,000	-	392,943	390,689
Total Operating Expenditures	**$ 68,556,122**	**$ 81,432,760**	**$ 75,641,043**	**$ 82,666,016**	**$ 83,711,103**
Capital Program	$ 36,931,259	$ 84,714,163	$ 40,785,721	$ 34,206,424	$ 30,264,679
Total Department Expenditures	**$ 105,487,381**	**$ 166,146,923**	**$ 116,426,764**	**$ 116,872,440**	**$ 113,975,782**
Addition to (Use of) Reserves	**$ 2,599,058**	**$ (30,316,812)**	**$ 2,760,674**	**$ (12,296,460)**	**$ (6,454,577)**

DEPARTMENT SUMMARY

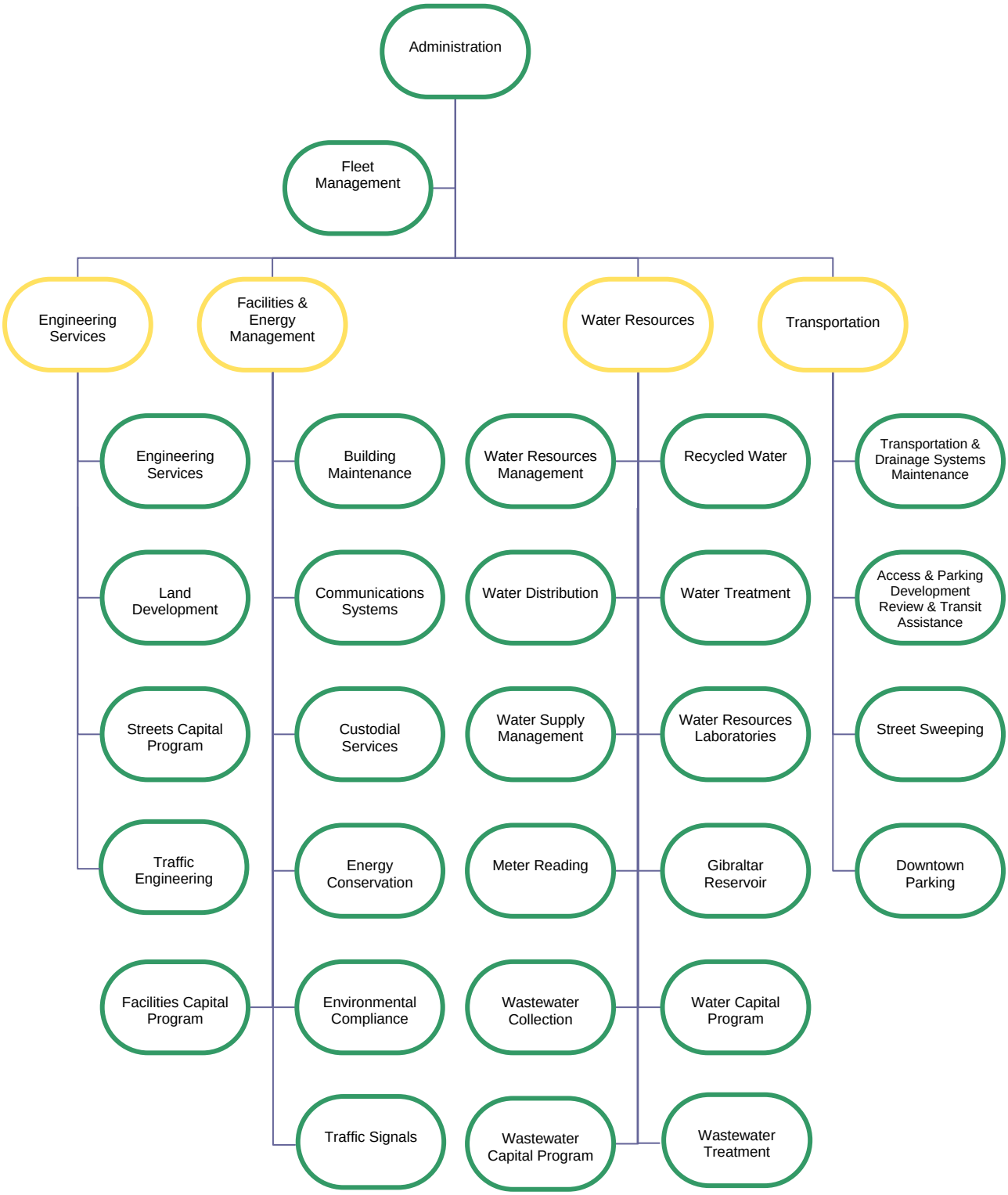
Public Works

The Public Works Department is budgeted in the following funds:

- General Fund
- Downtown Parking Fund
- Facilities Management Fund (ICS)
- Fleet Maintenance Fund (ICS)
- Fleet Replacement Fund (ICS)
- Streets Fund
- Streets Grant Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund
- Water Fund
- Wastewater Fund

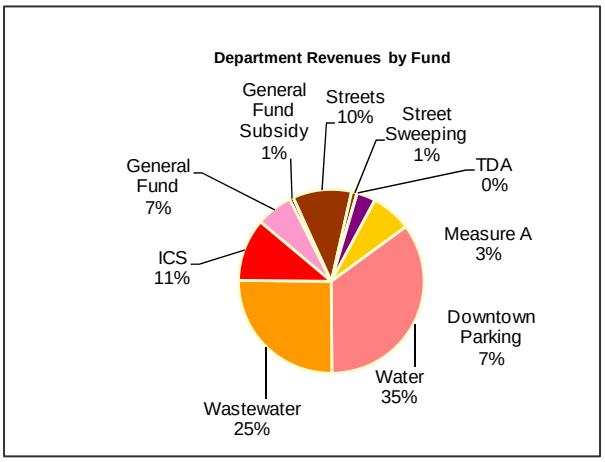
Public Works

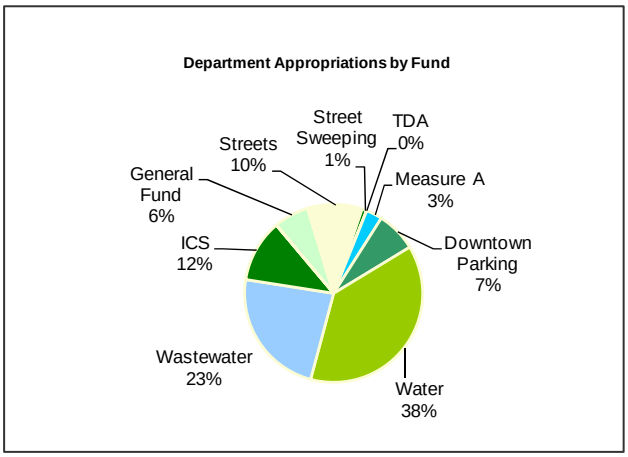
Program Organizational Chart



Public Works

Department Fund Composition





PUBLIC WORKS PROGRAMS

➢ **Administration**
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Began using NextDoor.com to augment Community Outreach efforts.

Administration

(Program No. 4111)

Mission Statement

Provide excellent public service and administrative, personnel and financial management support to Department staff in order to ensure efficient and organized day-to-day operations of the department.

Program Activities

- Support the activities of the division managers and provide interface and support to other City department heads.
- Develop and coordinate all department revenues including water and wastewater rate setting.
- Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.
- Coordinate timely and responsive input to develop the Capital Improvement Program, the financial plan and annual budget.
- Process departmental correspondence and phone calls, Council reports, departmental claims and requisitions, as well as all personnel documentation and evaluations for the department, ensuring timeliness and accuracy.

Project Objectives for Fiscal Year 2014

- Conduct six training sessions for the Public Works' Administrative staff on standardized business processes, professional development, and Public Works programs to increase the Department's ability to respond to staff shortages and/or workload and increase efficiencies.
- Prepare the mid-year budget review for Fiscal Year 2015.
- Review department performance objective reports on a quarterly basis and submit a comprehensive bi-annual and year-end Performance Plan report to City Administration.
- Coordinate and complete a Draft Annual Report describing the Public Works Department FY 13 accomplishments by September 30, 2013.
- Coordinate Public Works' efforts and response on the replacement of the City's Financial Management System (FMS) by meeting required timelines, participating in organizational meetings, assessing Public Works' needs, and implementing new business processes.
- Research and evaluate improvements to the Capital Improvement Program database and user interface to ensure reliability, integrity, and ease of use.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.50**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 112,125	$ 112,125	$ 112,125	$ 112,125	$ 112,125
Other Revenue	15	-	-	-	-
Overhead Allocation Recovery	628,753	600,485	600,485	679,520	693,110
General Fund Subsidy	83,255	293,382	253,148	255,926	323,321
Total Revenue	**$ 824,148**	**$ 1,005,992**	**$ 965,758**	**$ 1,047,571**	**$ 1,128,556**
Expenditures					
Salaries and Benefits	$ 731,707	$ 817,339	$ 811,961	$ 852,404	$ 874,927
Supplies and Services	88,616	140,560	107,797	154,601	158,812
Special Projects	1,205	42,093	42,000	27,418	81,669
Debt Service	-	-	-	7,148	7,148
Non-Capital Equipment	2,620	6,000	4,000	6,000	6,000
Total Expenditures	**$ 824,148**	**$ 1,005,992**	**$ 965,758**	**$ 1,047,571**	**$ 1,128,556**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure the Department meets 80% of their program objectives.				
Percent of division program objectives achieved	75%	80%	80%	80%
Ensure the Department responds to 95% of complaints filed via the City Administrator's (CAO) or Mayor's Office within five days of receipt.				
Percent of complaints filed via the City Administrator's (CAO) or Mayor's Office responded to within five days of receipt	100%	100%	100%	100%
Update the Public Works home page website twice per month.				
Number of web site updates	14	24	24	24

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Department Council Agenda Reports processed	120	120	125	125
Department Personnel Action Forms processed	188	175	174	174
Complaints received directly by Public Works and responded to by due date	54	69	100	100
Employee evaluations submitted by the due date	256	275	275	275

PUBLIC WORKS PROGRAMS

Administration
➢ **Engineering Services**
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed the Haley/De la Vina Street Bridge Replacement project.

Engineering Services

(Program No. 4211)

Mission Statement

Provide professional engineering and management support for City departments and all Capital Projects to maintain and improve the City's infrastructure.

Program Activities

- Manage construction of the City's Capital Improvement Program (CIP).
- Provide professional engineering services for planning, designing, surveying, inspecting and managing the City's Capital Program.
- Provide long-range master planning and engineering support for the City's capital infrastructure, in addition to general engineering services for all City projects as requested.
- Track and bill engineering services to user departments or capital improvement projects for design and construction.

Project Objectives for Fiscal Year 2014

- Meet budgeted revenues to achieve full cost recovery of Engineering Services.
- Meet Wastewater Fund staff's targeted project schedules at the El Estero Wastewater Treatment Plant for the Tertiary Filtration Replacement and the Influent Pump Station Replacement projects.
- Replace the Punta Gorda Street Bridge over Sycamore Creek and open it up to the public.
- Replace the Chapala Street Bridge over Mission Creek and open it up to the public.
- Obtain Caltrans approval to go out to bid with the Cabrillo Street Bridge over Mission Creek for construction in Fall 2014.
- Conduct one post-construction public feedback survey to assist in the continued enhancement of Capital Improvement Project management.
- Evaluate the feasibility of establishing an Internal Service Fund for all Engineering Services, which would be implemented for Fiscal Year 2015.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**38.75**	**38.90**	**38.90**	**38.90**	**38.90**
Hourly Employee Hours	**4,687**	**5,800**	**5,800**	**3,000**	**3,000**
Revenues					
Inter-fund Reimbursements	$ 4,695,350	$ 4,721,267	$ 4,800,000	$ 4,819,862	$ 4,985,982
Other Revenue	16	-	-	-	-
General Fund Subsidy	-	-	-	49,750	55,516
Total Revenue	**$ 4,695,366**	**$ 4,721,267**	**$ 4,800,000**	**$ 4,869,612**	**$ 5,041,498**
Expenditures					
Salaries and Benefits	$ 4,375,748	$ 4,788,745	$ 4,562,943	$ 5,006,148	$ 5,170,169
Supplies and Services	488,172	496,238	485,191	435,935	457,839
Special Projects	16,088	18,200	35,217	32,641	37,641
Debt Service	-	-	-	23,455	23,455
Non-Capital Equipment	12,734	17,979	16,202	32,229	32,229
Total Expenditures	**$ 4,892,742**	**$ 5,321,162**	**$ 5,099,553**	**$ 5,530,408**	**$ 5,721,333**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 75% of budgeted Capital Program project milestones assigned to Engineering.				
Budgeted annual Capital Program project milestones assigned to Engineering completed	79%	75%	78%	75%
For projects greater than $400,000, limit engineering services to average less than 25% of total project costs.				
Projects greater than $400,000 with engineering service costs under 25% of total project cost	32.24%	<25%	24%	<25%
For projects less than $400,000, limit engineering services to average less than 40% of the total project cost.				
Projects less than $400,000 with engineering service costs under 40% of total project cost	33.23%	<40%	39%	<40%
Limit the cost of construction contract change orders in Capital Program projects to less than 9% of the total annual value of construction awarded.				
Change order cost to annual value of construction awarded	2%	<9%	5%	<9%

Engineering Services

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Cost of completed capital projects	$32.4M	$64M	$60M	$30M
Capital projects completed	22	18	25	20
CIP status reports provided to Council	4	4	4	4
Grant funds utilized in completed capital projects ($M)	N/A	N/A	N/A	$8.9M
Percentage of grant funds utilized in completed capital projects	N/A	N/A	N/A	30%

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RECENT PROGRAM ACHIEVEMENTS

Increased quarterly updates for active case applicants regarding status of real property related tasks by over 5%.

Land Development

(Program No. 4212)

Mission Statement

Manage the public right-of-way and City owned lands, protect the interests of the general public, and process private development review applications and permits.

Program Activities

- Ensure land development projects comply with applicable regulations including the Subdivision Map Act, sound engineering practices, and City policies and guidelines.
- Manage and operate the Public Works permit counter, which issues over the counter Public Works permits, and participate in the review of over 3,000 building construction permits annually.
- Review, coordinate, process, and permit private land development project applications and coordinate a unified response from all Department divisions.
- Manage and maintain a monthly inventory of the City's real property interests, including city utility easements.
- Acquire rights-of-way and associated easements as required for City initiated public improvement projects following applicable Federal, State, and local statutes.
- Manage and maintain the Public Works library of record drawings and digital geospatial data.
- Manage and provide enforcement of the Outdoor Dining Program for permits issued for outdoor dining on City sidewalks.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**9.30**	**7.30**	**7.30**	**7.30**	**7.30**
Hourly Employee Hours	**31**	**0**	**375**	**375**	**375**
Revenues					
Fees and Service Charges	$ 787,077	$ 773,415	$ 802,388	$ 841,426	$ 844,621
Inter-fund Reimbursements	243,484	243,484	243,484	243,484	243,484
General Fund Subsidy	72,469	-	-	-	-
Total Revenue	**$ 1,103,030**	**$ 1,016,899**	**$ 1,045,872**	**$ 1,084,910**	**$ 1,088,105**
Expenditures					
Salaries and Benefits	$ 970,276	$ 813,228	$ 756,391	$ 869,156	$ 892,065
Supplies and Services	113,824	143,938	121,691	126,318	131,379
Special Projects	332	16,500	11,686	15,431	15,431
Debt Service	-	-	-	5,457	5,457
Non-Capital Equipment	1,591	2,500	1,358	2,500	2,500
Transfers Out	17,007	24,000	23,594	24,000	24,000
Total Expenditures	**$ 1,103,030**	**$ 1,000,166**	**$ 914,720**	**$ 1,042,862**	**$ 1,070,832**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Meet 100% of Land Development Team discretionary land development project review deadlines.				
LDT project deadlines met	100%	100%	100%	100%
Meet 85% of the target response dates for staff review of building permits at the Public Works Permit Counter.				
Building permit review timelines met	83%	85%	95%	85%
Provide quarterly updates to 90% of active case applicants regarding status of real property related tasks.				
Active real property related applicants receiving a quarterly update	93%	90%	98%	90%

Land Development

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Public Works permits issued	1,609	1,000	1,628	1,624
Building permit applications reviewed	814	40	768	800
Land Development discretionary development projects reviewed	37	40	30	40
Subdivision applications submitted	42	16	38	16
Real Property tasks completed, including acquisitions, abandonments, encroachments, developments and leases	42	32	39	32
Active Outdoor Dining Leases	17	40	28	40
Value of securities received from private development to bond for public improvements in the public right-of-way	$531,000	$800,000	$782,000	$800,000
Council Agenda Reports prepared	17	24	8	24
Major Public Works permits issued (≥$10,000)	29	24	18	24
Minor Public Works permits issued (<$10,000)	1,580	1,600	1,610	1,600

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RECENT PROGRAM ACHIEVEMENTS

In October 2012, two long standing Leaking Underground Fuel Tanks (LUFT) sites achieved full written closure from the City Fire Department. There are now only three City-owned Underground Storage Tank sites remaining.

Environmental Compliance

(Program No. 4213)

Mission Statement

Properly manage and dispose of hazardous materials, and comply with State regulations applying to City owned and operated Underground Storage Tanks (USTs), Leaking Underground Fuel Tanks (LUFTs) and Site Mitigation Units (SMUs).

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from all City LUFT and SMU sites and to comply with State regulatory requirements.
- Prepare reports for all City LUFT and SMU sites as required by regulatory agencies.
- Provide vector control services in City creeks and public right-of-way, and provide vector control information to citizens regarding mosquitoes, bees, mice and rats.
- Provide for the proper disposal of hazardous waste found in the public right-of-way.

Project Objectives for Fiscal Year 2014

- Install and Operate Soil Vapor Extraction System at SBPD.
- Remove the underground storage tank (UST) at Tunnel Road Reservoir and install a new generator with belly tank or equivalent. Assess and remediate site contamination.
- Complete an UST removal and an Above-ground Storage Tank (AST) installment plan for the Fleet Corporate Yard. Once completed, get approval for, plan, and begin construction.
- Determine with Airport Staff the fuel site needs for the Airport Maintenance Yard. Develop an UST removal and AST Installment plan per the needs assessment results.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
Other Revenue	280	-	-	-	-
General Fund Subsidy	304,637	532,906	531,794	467,234	470,306
Total Revenue	**$ 329,917**	**$ 557,906**	**$ 556,794**	**$ 492,234**	**$ 495,306**
Expenditures					
Salaries and Benefits	$ 114,941	$ 123,771	$ 123,576	$ 128,121	$ 131,240
Supplies and Services	34,513	36,993	36,076	30,363	30,316
Special Projects	180,463	397,142	397,142	333,750	333,750
Total Expenditures	**$ 329,917**	**$ 557,906**	**$ 556,794**	**$ 492,234**	**$ 495,306**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Meet 100% of the required deadlines for groundwater monitoring events and report submittals for the City's LUFTS and SMUs as required by the Local Enforcement Agency (LEA) of the California Water Quality Control Board (CWQCB).				
Percentage LUFT and SMU groundwater monitoring events/reports submitted on time	100%	100%	98%	100%
Meet 100% of required deadlines for site assessment and/or remediation efforts for all City LUFTS and SMUs as imposed by LEA of the CWQCB.				
Percentage of required LUFT and SMU site assessments and remediation efforts completed on time	100%	100%	100%	100%
Respond to 100% of Hazardous Material spills during working hours, after hours, and weekends, within 1 hour of call.				
Percentage of hazardous material spills responded to within one hour of call	100%	100%	100%	100%
Resolve 100% of vector control requests for creeks and the public right-of-way for mosquitoes, bees, mice, and rats within 5 working days.				
Percentage of vector control requests resolved within 5 working days	100%	100%	100%	100%
Submit 98% of all hazardous waste fees, taxes, permits and manifests, state and county oversight fees, business plans, UST permits, fuel tank throughput reports, and related requirements from federal, state and/or county entities on time.				
Percentage regulatory requirements satisfied on time	100%	100%	100%	98%

Environmental Compliance

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Hazardous materials spills responded to	11	8	11	10
Vector control requests resolved	53	40	58	45
Open City LUFT and SMU sites	19	18	17	17
Approved closures for City LUFT and SMU sites	0	2	3	2

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RECENT PROGRAM ACHIEVEMENTS

Implemented pedestrian safety improvements on Milpas Street and Cabrillo Boulevard. Completed operational analysis of SR 225. Completed operational analysis of Chapala/Gutierrez intersection. Awarded $1.4m grant for pedestrian and traffic signal safety improvements.

Traffic Engineering

(Program No. 4311)

Mission Statement

Effectively manage the transportation network and develop improvements that are responsive to the needs of all travel modes so that people and goods can move safely and efficiently throughout the City.

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 collisions to identify high collision locations and prevent collisions by collaborating with the Police Department.
- Respond to public requests, suggestions, and inquiries for changes in parking and traffic control.
- Provide direction in the design and construction of public and private improvements to ensure traffic safety and minimize travel impacts.
- Collect and process traffic data for transportation planning and land development review activities.
- Operate a coordinated traffic signal system to maximize safety, minimize delay, and be responsive to pedestrian, cyclist and motor vehicle needs.
- Review collisions involving pedestrians, bicyclists and vehicles and take corrective action as necessary to reduce collision rates to be equal to or lower than statewide averages.

Project Objectives for Fiscal Year 2014

- Create an annual crash analysis report for Santa Barbara that will be used to identify locations in need of crash mitigation and increased enforcement efforts to improve safety.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**4.75**	**4.60**	**4.60**	**4.60**	**4.60**
Hourly Employee Hours	**1,170**	**999**	**999**	**999**	**999**
Revenues					
Other Revenue	$ 13,747	$ -	$ -	$ -	$ -
Transfers In	40,709	-	-	-	-
Utility Users Tax	475,929	797,382	655,929	748,854	719,814
Total Revenue	**$ 530,385**	**$ 797,382**	**$ 655,929**	**$ 748,854**	**$ 719,814**
Expenditures					
Salaries and Benefits	$ 429,918	$ 455,216	$ 485,497	$ 573,584	$ 592,258
Supplies and Services	45,040	58,232	39,979	126,369	78,655
Special Projects	45,558	205,158	112,360	25,000	25,000
Debt Service	-	-	-	4,901	4,901
Non-Capital Equipment	9,869	28,776	18,093	19,000	19,000
Appropriated Reserve	-	50,000	-	-	-
Total Expenditures	**$ 530,385**	**$ 797,382**	**$ 655,929**	**$ 748,854**	**$ 719,814**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain level of service C or better at 80% of the SBCAG Congestion Management Program (City controlled) signalized intersections during peak hours in order to provide acceptable levels of automobile related congestion and achieve consistency with the regional Congestion Management Plan.				
Percent of City controlled signalized intersections at Level of Service C or better	66%	80%	80%	80%
Investigate and determine solution (if any) for 65% of traffic related concerns, complaints and requests within 60 calendar days.				
Percent of complaints resolved within 60 calendar days	68%	65%	63%	65%
Perform review of 65% of temporary traffic control plans within 5 business days.				
Percent of temporary traffic control plans reviewed within 5 business days	100%	65%	100%	65%
Complete speed surveys on 12 streets to support Police enforcement of established speed limits.				
Number of speed surveys completed	6	12	12	12

Traffic Engineering

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Update traffic signal timing to comply with new pedestrian clearance and bicycle timing requirements at 40 intersections.				
Number of intersections updated to comply with pedestrian and bicycle timing requirements	N/A	40	22	40

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of traffic concerns reported	78	1,000	300	300
Number of Turning Movement and Volume Counts Conducted	70	40	164	40

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RECENT PROGRAM ACHIEVEMENTS

Developed the Traffic Growth Management Strategy to implement Plan Santa Barbara as directed by Council.

Access and Parking Development Review and Transit Assistance

(Program No. 4312 and 4314)

Mission Statement

Review private land development and public transportation facilities consistent with council's adopted policies so that people can move within the City with equality of convenience and access among all modes of transportation and develop projects and programs that promote the convenient and safe movement of people throughout the city.

Program Activities

- Support regional transportation planning decision making.
- Identify and compete for state and federal money for transportation system development.
- Work directly with community groups to address neighborhood and business transportation concerns, and develop appropriate programs or projects.
- Review all site plans for conformance with transportation and parking alternative transportation policies, regulation, and practices.
- Identify funding for the construction of new or improved pedestrian and bicycle facilities.
- Identify funding for the construction of new facilities serving various alternative transportation modes.
- Manage para-transit service contract.
- Develop funding programs for transit capital and operating assistance.
- Subsidize the operation of various transit assistance programs.
- Plan auto related, non-auto, and auto alternative improvements to the City's transportation system, consistent with policies of the Circulation Element, Bicycle Master Plan and others.
- Work with the Community Development Department to implement the Circulation Element.

Project Objectives for Fiscal Year 2014

- Implement the General Plan as approved by City Council.
- Manage bicycle programs and improvements.
- Manage the Metropolitan Transit District annual contract for shuttle service.
- Manage the Safe Routes to School program.
- Manage the development of the 101 HOV project.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.05**	**6.45**	**6.45**	**6.45**	**6.45**
Hourly Employee Hours	**0**	**1,000**	**1,000**	**1,000**	**500**
Revenues					
Fees and Service Charges	$ 30,395	$ 90,517	$ 85,629	$ 114,598	$ 117,661
Inter-fund Reimbursements	300,000	110,214	110,214	168,048	170,260
Intergovernmental	205,000	11,000	-	-	-
Measure A Sales Tax	841,927	1,061,338	863,462	913,073	964,420
Other Revenue	63,708	61,500	65,000	61,500	61,500
Rents	36,968	36,968	36,968	36,968	36,968
Transfers In	43,798	-	-	-	-
Utility Users Tax	555,149	914,019	687,700	835,354	857,665
Total Revenue	**$ 2,076,945**	**$ 2,285,556**	**$ 1,848,973**	**$ 2,129,541**	**$ 2,208,474**
Expenditures					
Salaries and Benefits	$ 608,697	$ 828,463	$ 739,752	$ 858,608	$ 881,646
Supplies and Services	60,743	191,097	150,372	212,806	217,354
Special Projects	1,407,129	1,262,796	955,399	1,038,573	1,089,920
Debt Service	-	-	-	7,854	7,854
Non-Capital Equipment	376	3,200	3,450	3,700	3,700
Total Expenditures	**$ 2,076,945**	**$ 2,285,556**	**$ 1,848,973**	**$ 2,121,541**	**$ 2,200,474**

Access and Parking Development Review and Transit Assistance

(Continued)

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Meet 90% of all Land Development Team (LDT) Pre-application Review Team (PRT) and Development Application Review Team (DART) deadlines.				
Percent of LDT, PRT and DART applications reviewed within the deadline	95%	90%	95%	85%
Act within deadlines on 80% of all Development Plan Agreement (DPA), Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), building permit, modification, and garage waiver requests.				
Percent of DPA, ABR, HLC, building permits, modifications, and garage waiver requests reviewed within their respective deadlines	92%	80%	83%	75%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
LDT, PRT and DART applications reviewed	42	60	35	40
DPA, ABR, HLC, building permit, modification, and garage waiver requests reviewed	565	600	550	600
MTD Downtown/Waterfront Shuttle Ridership	541,430	525,000	473,918	525,000
Commuter miles reduced by City employees using the Work Trip Program	586,019	600,000	478,252	600,000
City employees enrolled in a subscribed Alternative Transportation Program (carpool, van pool, bus pass, etc.)	164	250	N/A	250
Grant applications submitted to fund transportation projects identified in the six-year CIP	11	2	6	2
New bicycle parking spaces installed	47	25	25	25

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RECENT PROGRAM ACHIEVEMENTS

The Streets Section began making the permanent pavement repairs for the Water Division for its main breaks to gain efficiencies.

Transportation and Drainage Systems Maintenance

(Program No. 4411, 4413-4415, 4419-4420)

Mission Statement

Clean, maintain and repair transportation and drainage system infrastructure and other public property within the public right-of-way, to enhance community mobility, to improve community appearance, and to preserve creek and water quality.

Program Activities

- Maintain streets, sidewalks, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.
- Maintain and revise pavement striping, painted curb, crosswalks and pavement legends.
- Repair or replace damaged or deteriorated storm drain facilities and remove debris from the storm drain system.
- Install and maintain street name, traffic warning, and regulatory signage.
- Operate and maintain storm water pump stations and respond to storm conditions or emergencies to protect property.
- Remove graffiti from public property in right-of-way and assist private property owners with graffiti removal on private property.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**28.45**	**29.40**	**29.40**	**29.42**	**29.42**
Hourly Employee Hours	**2,396**	**3,167**	**3,167**	**3,067**	**3,067**
Revenues					
Fees and Service Charges	$ 71,667	$ 85,000	$ 168,676	$ 85,000	$ 85,000
Interest Income	56,721	12,600	35,071	13,600	12,400
Measure A Sales Tax	659,298	795,818	714,854	768,962	782,152
Other Revenue	5,000	-	100,000	100,000	100,000
Transfers In	139,677	-	-	-	-
Utility Users Tax	4,062,879	4,235,467	4,217,001	4,156,494	4,146,480
Total Revenue	**$ 4,995,242**	**$ 5,128,885**	**$ 5,235,602**	**$ 5,124,056**	**$ 5,126,032**
Expenditures					
Salaries and Benefits	$ 2,320,028	$ 2,623,472	$ 2,656,380	$ 2,726,466	$ 2,798,725
Supplies and Services	1,110,905	1,266,850	1,165,955	1,289,622	1,296,475
Special Projects	1,370,936	1,412,384	1,412,384	1,412,222	1,410,222
Non-Capital Equipment	650	-	-	-	-
Transfers Out	150,000	150,000	150,000	150,000	150,000
Total Expenditures	**$ 4,952,519**	**$ 5,452,706**	**$ 5,384,719**	**$ 5,578,310**	**$ 5,655,422**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Repair 75,000 square feet of paved street.				
Square feet of street surface repaired	85,185	75,000	75,000	75,000
Replace or repair 9,500 square feet of damaged sidewalk including curb, gutter, and driveway.				
Square feet of sidewalk repaired or replaced	12.049	9,500	9,500	9,500
Repaint 160,000 lineal feet of the existing curb markings.				
Linear feet of curb markings repainted	151,000	120,000	264,000	160,000
Refresh paint on 200 crosswalks.				
Crosswalks repainted	220	200	110	200
Replace 450 faded, damaged or missing, street name, warning, and/or regulatory signs.				
Faded or damaged street name, warning and/or regulatory signs replaced	437	400	590	450
Restripe 350,000 lineal feet of pavement lane striping.				
Lineal feet of pavement lane restriped	224,000	200,000	428,000	350,000

Transportation and Drainage Systems Maintenance

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Requests from public for abandoned furniture and trash removal referred to Marborg	732	990	1,250	1,000
Special event set-ups completed	18	15	20	15
Staff hours spent on special events, including major and minor events	874	1,000	1,956	1,000
5-gallon paint buckets recycled	197	300	148	300
Square feet of graffiti removed or painted over	316,878	230,000	275,826	270,000
Staff hours spent on storm drain maintenance	1,501	1,000	1,114	1,000
Days worked with CCC and UP on railroad corridor maintenance (UP private property)	N/A	21	21	21
Cleanups in right-of-way at the request of the Police Department	N/A	26	12	26
Staff hours spent on landscape maintenance and weed abatement	N/A	900	756	900
Work orders completed by Street Section	N/A	N/A	N/A	1,731
Work orders completed by Street Section for Water Division for main break pavement repairs	N/A	N/A	N/A	66

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RECENT PROGRAM ACHIEVEMENTS

The new street sweeping contract was negotiated resulting in lower costs to the City.

Street Sweeping

(Program No. 4412, 4418)

Mission Statement

Clean streets to improve community appearance and water quality in urban creeks.

Program Activities

- Mechanically sweep residential streets regularly.
- Mechanically sweep business and commercial area streets (primarily in the downtown and Milpas Street areas) regularly.

Project Objectives for Fiscal Year 2014

- Monitor all street sweeping routes and debris collected, on-street parking, and street sweeping hotline call activity. When necessary, adjust schedule, routes, or parking restriction zones to maintain acceptable curb access and cleanliness with minimal inconvenience to residents and businesses.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.35**	**1.40**	**1.40**	**1.40**	**1.40**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 335,979	$ 341,558	$ 341,558	$ 347,305	$ 353,224
Parking Violations	632,395	655,119	646,000	646,000	646,000
Total Revenue	**$ 968,374**	**$ 996,677**	**$ 987,558**	**$ 993,305**	**$ 999,224**
Expenditures					
Salaries and Benefits	$ 218,729	$ 151,362	$ 150,442	$ 153,034	$ 157,148
Supplies and Services	399,858	468,614	459,295	473,733	485,537
Transfers Out	303,249	311,825	311,825	350,793	347,949
Total Expenditures	**$ 921,836**	**$ 931,801**	**$ 921,562**	**$ 977,560**	**$ 990,634**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Sweep 17,400 curb miles per year on the established sweeping schedules for residential and commercial routes.				
Curb miles swept on established schedules for residential and commercials routes.	17,558	17,400	17,750	17,400

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Tons of debris from commercial routes	768	800	870	900
Tons of debris from Westside residential routes	387	359	440	450
Tons of debris from Eastside residential routes	312	320	368	375
Tons of debris from Mesa and Bel Air residential routes	153	140	232	240
Tons of debris from Hidden Valley and Campanil residential routes	55	50	70	80
Tons of debris from San Roque residential routes	171	140	212	240

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RECENT PROGRAM ACHIEVEMENTS

Installed pedestrian signals at six intersections along Milpas Street.

Traffic Signals

(Program No. 4532)

Mission Statement

Maintain a safe, efficient and reliable citywide Traffic Signal System Network and provide funding for electrical energy for streetlights and traffic signals.

Program Activities

- Provide maintenance and repair support for the City's 106 signalized intersections.
- Maintain the computerized controlling network for each intersection.
- Ensure proper video and analog vehicle 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.

Project Objectives for Fiscal Year 2014

- Develop and implement the project to replace PED units and heads along the Cabrillo Boulevard Corridor. Replace 300, 8-inch traffic signal heads with 12 inch heads. Replace six traffic signal cabinets.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 12,389	$ 12,475	$ 12,566	$ 12,500	$ 12,500
Transfers In	19,043	-	-	-	-
Utility Users Tax	1,192,272	1,182,232	1,258,519	1,259,298	1,276,041
Total Revenue	**$ 1,223,704**	**$ 1,194,707**	**$ 1,271,085**	**$ 1,271,798**	**$ 1,288,541**
Expenditures					
Salaries and Benefits	$ 245,158	$ 254,769	$ 256,472	$ 266,082	$ 273,811
Supplies and Services	932,041	896,145	970,820	962,716	971,730
Capital Equipment	46,505	35,793	35,793	35,000	35,000
Non-Capital Equipment	-	8,000	8,000	8,000	8,000
Total Expenditures	**$ 1,223,704**	**$ 1,194,707**	**$ 1,271,085**	**$ 1,271,798**	**$ 1,288,541**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 99% of scheduled preventative maintenance (PM) work orders on the traffic signal network in accordance with approved preventative maintenance plan.				
Percent of scheduled PM completed	100%	99%	100%	99%
Complete 95% of priority 1 work orders (emergency repairs) within 12 hours of notification, 7 days per week.				
Percent of emergency work orders completed within 12 hours of notification, 7 days per week	100%	95%%	100%	95%
Respond to 99% of all non-emergency unscheduled repair work orders within 24 working hours on the traffic signal network.				
Percent of non-emergency, unscheduled repairs responded to within 24 working hours of notification	100%	99%	100%	99%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of emergency work orders	58	50	32	50
Number of unscheduled work orders completed	126	250	24	250
Cost of maintenance and operations per traffic intersection	$6,277	$5,600	$6,300	$5,600

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RECENT PROGRAM ACHIEVEMENTS

Bridge Replacement grant funding has been allocated to fund the design and replacement of the Gutierrez and De La Guerra Bridges along Mission Creek.

Streets Capital

(Program No. 4417)

Mission Statement

Manage the maintenance, repair of, and improvements to the public right-of-way infrastructure in accordance with the goals of the City Council and the Circulation Element, in order to provide the public with safe, efficient, functional, high quality, and cost-effective transportation and drainage systems.

Program Activities

- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements that include streets, bridges, storm drains, traffic signals, streetlights, traffic markings, and sidewalks.
- 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.
- Coordinate the City's involvement and activities with the utility companies' design for Underground Utility Districts.
- Provide staff support to division managers and supervisors associated with Streets capital projects.

Project Objectives for Fiscal Year 2014

- Award a pavement maintenance construction contract in one of the City's pavement maintenance areas for slurry seal and/or asphalt concrete pavement overlay.
- Include in the annual asphalt pavement design contract a street with a Pavement Condition Index (PCI) of less than 40.
- Prepare an annual Road Maintenance Action Plan update.
- Award the construction contract for the Mason Bridge Replacement Project.
- Prepare a Quarterly Bridge Program Update Report that summarizes individual bridge project status and key project issues.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Gas Tax	$ 2,565,884	$ 2,446,899	$ 2,261,451	$ 2,731,238	$ 2,731,238
Interest Income	5,348	4,900	4,051	3,500	3,200
Intergovernmental	5,226,707	16,847,808	3,037,185	344,717	344,717
Measure A Sales Tax	1,627,129	1,151,482	1,698,172	1,715,781	1,546,557
Other Revenue	51,241	230,524	984,486	140,000	-
Transportation Dev. Funds	56,484	61,113	63,188	68,177	68,177
Utility Users Tax	700,736	-	-	-	-
Total Revenue	**$ 10,233,529**	**$ 20,742,726**	**$ 8,048,533**	**$ 5,003,413**	**$ 4,693,889**
Expenditures					
Transfers Out - Underground Util.	$ 150,000	$ -	$ -	$ -	$ -
Capital Program - TDA Fund	61,834	268,839	211,308	71,677	71,377
Capital Prog. - HUD Disaster Fund	-	2,733,285	-	-	-
Capital Program - Streets	8,809,279	20,638,471	7,092,058	3,581,924	2,604,740
Capital Program - Measure A	724,155	782,014	665,985	1,054,985	866,722
Capital Program - Measure D	1,163,616	1,666,877	1,549,077	-	-
Capital Prog. - Underground Utility	86,915	26,709	180	-	-
Total Expenditures	**$ 10,995,799**	**$ 26,116,195**	**$ 9,518,608**	**$ 4,708,586**	**$ 3,542,839**

No staff is allocated to this budgetary program.

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Number of active Streets Capital Program professional engineering services contracts managed	18	16	24	20
Number of lane miles of City Streets that receive asphalt pavement treatment	84.7	46	26.2	20
City PCI for asphalt pavement roads only	65	65	63	62
City PCI for all roads (as evaluated by the City's Pavement Management System)	64	64	62	61
Square feet of new City sidewalk infill installed	9,425	5,350	5,350	0
Number of access ramps installed	22	32	27	17
Number of construction contracts awarded	7	9	11	12
Value of construction contracts awarded	$3.38M	$21M	$8.1M	$25.5M
Number of active federally-funded bridge grants	9	7	7	8
Value of active bridge grants	$90M	$76M	$66.1M	$72.5M

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RECENT PROGRAM ACHIEVEMENTS

Lot operators were trained to recharge pre-pay parking cards at the kiosks, which raises the level of service and convenience experienced by customers.

Downtown Parking

(Program No. 4315, 4316, 4317, 4319)

Mission Statement

Operate and maintain the City's parking facilities and on-street parking supply in order to maximize their use by customers and employees that shop and work in the Downtown Business District, thereby enhancing the economic vitality of the Downtown area.

Program Activities

- Operate and maintain 12 parking lots, including five parking structures, containing over 3,300 parking stalls.
- Administer customer and commuter parking programs.
- Provide parking facilities for over four million vehicles per year.
- Administer the Parking and Business Improvement Area, providing for 75-minute free parking program.
- Provide customer accounting and billing services.
- Plan, fund and implement long-term capital maintenance projects.
- Manage on-street resources for resident parking in the Downtown, City College, and upper Modoc areas.
- Fund and administer Metropolitan Transit District Bus Pass programs for City employees.

Project Objectives for Fiscal Year 2014

- Conduct public outreach efforts to ensure that the Downtown merchants and the public are informed of construction projects, special events, promotions, improvements, or changes made to the Parking Program.
- Complete the exit kiosk and landscaping at Downtown Parking Lot #5.
- Paint garage interior of Downtown Parking Lot #9.
- Install security cameras in the Downtown Parking Lots #9 and #2.
- Complete elevator modernizations for Downtown Parking Lot #9.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**24.50**	**24.60**	**24.60**	**24.60**	**24.60**
Hourly Employee Hours	**131,114**	**134,272**	**134,272**	**134,057**	**134,057**
Revenues					
Fees and Service Charges	$ 6,327,244	$ 5,757,166	$ 6,474,130	$ 6,314,084	$ 6,404,084
Interest Income	125,645	112,800	111,528	98,200	89,900
Other Revenue	47,352	45,000	45,637	44,500	44,500
PBIA Assessment	899,741	840,000	900,000	875,000	875,000
Rents	40,925	40,925	40,925	88,925	88,925
Transfers In	310,358	-	-	-	-
Total Revenue	**$ 7,751,265**	**$ 6,795,891**	**$ 7,572,220**	**$ 7,420,709**	**$ 7,502,409**
Expenditures					
Salaries and Benefits	$ 3,826,705	$ 4,024,353	$ 3,777,624	$ 4,049,433	$ 4,149,030
Supplies and Services	1,704,160	1,915,082	1,804,645	2,086,258	2,159,355
Special Projects	459,460	531,806	511,496	528,226	532,226
Non-Capital Equipment	3,437	25,000	3,843	25,000	25,000
Transfers Out	340,391	344,066	344,066	352,067	309,125
Appropriated Reserve	-	-	-	50,000	50,000
Total Operating Expenditures	**$ 6,334,153**	**$ 6,840,307**	**$ 6,441,674**	**$ 7,090,984**	**$ 7,224,736**
Capital Program	$ 671,915	$ 2,162,464	$ 700,429	$ 1,458,750	$ 870,000
Total Expenditures	**$ 7,006,068**	**$ 9,002,771**	**$ 7,142,103**	**$ 8,549,734**	**$ 8,094,736**
Addition to (Use of) Reserves	**$ 745,197**	**$ (2,206,880)**	**$ 430,117**	**$ (1,129,025)**	**$ (592,327)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Inspect all parking lot equipment at each lot per the approved preventative maintenance schedule to reduce the number of equipment breakdowns and extend the life of the equipment.				
Percent of preventative maintenance inspections completed per the approved schedule	100%	100%	100%	100%
Respond to 95% of all equipment malfunction calls within 15 minutes.				
Percent of responses to equipment breakdowns made within 15 minutes	98%	95%	98%	95%
Ensure that 98.5% of all cash drawers are balanced at the end of each day.				
Percent of daily booth transactions completed and balanced successfully	100%	98.5%	100%	98.5%

Downtown Parking
(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Clean 100% of all public restrooms maintained by the Parking Program each day per the approved schedule.				
Percent of Parking maintained public restrooms cleaned each day per the approved schedule	100%	100%	100%	100%
Ensure that 100% of contractor maintained portable restrooms are placed properly, kept cleaned, and well supplied.				
Percent of all portable restrooms checked by Parking staff each day per the approved schedule	100%	100%	100%	100%
Ensure that 100% of the parking garage elevators are maintained per contract requirements.				
Percent of Parking garage elevators maintained per contract requirements	100%	100%	100%	100%
Complete seven billing cycles to recover fees due from the issuance of Night Collection Envelopes and Promissory Notes written for hourly fees due.				
Billing cycles completed	N/A	7	7	7
Issue "Night Collection Envelopes" on week nights, per the approved schedule, to cars remaining in the parking lots after the kiosks have been closed.				
Week nights that envelopes are issued	N/A	N/A	N/A	230

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Vehicle transactions	4,308,000	4,300,000	4,300,000	4,300,000
Maintenance calls	241	500	215	500
Percentage of paid transactions paid with a credit card	17%	20%	20%	20%
Active Monthly Parking Permits	580	550	630	550
Active Commuter Lot Permits.	578	1,000	560	575
Residential Parking Permits	2,728	2,900	2,900	2,900
Fees Due envelopes issued	N/A	1,000	5,000	2,000

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RECENT PROGRAM ACHIEVEMENTS

A new equipment pool has been established in Public Works using the same automated reservation and dispatch system successfully used for car sharing.

Fleet Management

(Program No. 4521, 4522)

Mission Statement

Manage the motorized fleet and fleet support services to cost-effectively provide safe, reliable vehicles and equipment for all City departments.

Program Activities

- Maintain and repair the City's fleet vehicles and heavy equipment and administer, test, and certify vehicles and equipment in compliance with federal and state mandates.
- Maintain the emergency power generators in a state of readiness.
- 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.

Project Objectives for Fiscal Year 2014

- Prepare the Vehicle Replacement Report by January 31, 2014.
- Comply with mandated reporting requirements from various regulatory agencies.
- Continue the centralized electronic vehicle pool program as a tool to improve utilization of City fleet vehicles.
- Hold quarterly Fleet User Group meetings to share information regarding new or ongoing Fleet Programs and solicit input from customers to help shape fleet services.
- Pursue grant funding opportunities for all types of vehicles and equipment, including alternative fueled vehicles and equipment.
- Complete an Underground Storage Tank removal/Above Ground Storage Tank installation plan for the existing Corporate Yard refueling site.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**
Hourly Employee Hours	**576**	**0**	**395**	**0**	**0**
Revenues					
Interest Income	$ 147,382	$ 128,400	$ 138,721	$ 122,300	$ 112,000
Inter-fund Reimbursements	4,397,512	4,752,536	4,752,536	4,936,215	4,981,591
Other Revenue	169,397	110,000	113,383	276,188	276,188
Transfers In	98,805	-	-	-	-
Total Revenue	**$ 4,813,096**	**$ 4,990,936**	**$ 5,004,640**	**$ 5,334,703**	**$ 5,369,779**
Expenditures					
Salaries and Benefits	$ 1,378,598	$ 1,406,501	$ 1,428,663	$ 1,473,696	$ 1,512,407
Supplies and Services	1,087,075	1,253,117	1,164,117	1,172,533	1,170,890
Special Projects	46,615	405,110	105,110	921,400	622,292
Debt Service	-	-	-	43,070	43,070
Non-Capital Equipment	810	10,000	9,190	7,000	6,000
Appropriated Reserve	-	-	-	16,893	14,204
Total Expenditures	**$ 2,513,098**	**$ 3,074,728**	**$ 2,707,080**	**$ 3,634,592**	**$ 3,368,863**
Capital Program	430,539	2,107,985	2,031,884	2,896,093	2,880,156
Addition to (Use of) Reserves	**$ 1,869,459**	**$ (191,777)**	**$ 265,676**	**$ (1,195,982)**	**$ (879,240)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 95% of preventive maintenance services on schedule in accordance with manufacturer's recommendations.				
Percent of preventive maintenance services completed on schedule	96%	95%	96%	96%
Complete 100% of the mandated inspections and certifications annually in the following areas: a) aerial equipment certifications b) youth bus inspections and certifications c) commercial vehicle maintenance and inspection.				
Percent of aerial Equipment Certifications (completed during calendar year)	100%	100%	100%	100%
Percent of Bus Inspections and Certifications completed. (Measured on a fiscal year basis)	100%	100%	100%	100%
Percent of Commercial Vehicle Maintenance and Inspection completed. (Measured on a fiscal year basis)	99%	100%	100%	100%

Fleet Management

(Continued)

Measurable Objectives for Fiscal Year 2014 (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Maintain 95% or greater availability for each of the identified 5 classes of vehicles.				
Fire Pumpers	96%	95%	95%	96%
Police Interceptors	96%	96%	96%	96%
¾ Ton trucks	99%	99%	98%	98%
Backhoe/Loaders	98%	95%	96%	96%
Non-emergency sedans	99%	97%	98%	98%
Complete 100% of mandated smog inspections and certifications.				
Percent of mandated smog inspections and certifications completed	100%	100%	100%	100%
Complete 100% of mandated diesel smoke testing and certifications.				
Percent of mandated smog inspections and certifications completed	100%	100%	100%	100%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Fleet vehicles maintained	484	484	484	486
Pool vehicle trips	8,157	8,157	9,000	9,500
Pool vehicle miles	228,403	228,403	225,000	250,000
Work orders written for repairs with one or more repair requests	1,910	1,910	2,250	2,250
Preventive maintenance services performed	1,161	1,161	1,150	1,170
Invoices processed for payment	3,981	3,981	3,900	3,900
Maintenance cost per fire pumper	$25,448	$25,448	$33,000	$30,000
Maintenance cost per Police interceptor	$6,685	$6,685	$6,000	$7,700
Maintenance cost per ¾-ton truck	$2,035	$2,035	$2,150	$2,400
Maintenance cost per backhoe/loader	$6,052	$6,052	$7,050	$6,500

Other Program Measures (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Average maintenance cost per non emergency sedan	$1,518	$1,518	$2,000	$2,000
Average maintenance cost per mile for fire pumpers	$5.34	$5.34	$6.40	$5.64
Average maintenance cost per mile for Police interceptors	$0.47	$0.47	$0.45	$0.50
Average maintenance cost per mile for ¾-ton trucks	$0.47	$0.47	$0.51	$0.55
Average maintenance cost per hour for backhoes and loaders	$30.60	$30.60	$30.00	$32.00
Average maintenance cost per mile for non emergency sedans	$0.26	$0.26	$0.23	$0.25
Percent of vehicles capable of using alternative fuels	37%	37%	39%	39%
Vehicles fueled with biodiesel	101	101	95	101
Vehicles fueled with compressed natural gas	8	8	8	8
Hybrid vehicles	41	41	42	42
Vehicles capable of using alternative fuels not listed above	27	27	47	47

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RECENT PROGRAM ACHIEVEMENTS

Met with the Building Users Group (all City Department customers) August through October to determine allocated charges.

Building Maintenance

(Program No. 4511)

Mission Statement

To maintain a clean, safe and functional work and business environment and provide operations, maintenance and construction services.

Program Activities

- Manage the maintenance, replacement, and upgrade of the buildings, facilities and City owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support planned maintenance and special building project programs.
- Provide project management support for special capital improvement projects in various departments.

Project Objectives for Fiscal Year 2014

- Develop a maintenance schedule for street lights using the streetlight inventory.
- Meet with the Building Users Group, August through October to discuss allocated charges.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**16.40**	**16.40**	**16.40**	**16.40**	**16.40**
Hourly Employee Hours	**946**	**1,550**	**1,550**	**150**	**200**
Revenues					
Grants	$ 542,409	$ 268,355	$ 275,063	$ -	$ -
Inter-fund Reimbursements	3,130,427	3,085,446	3,152,446	2,592,140	2,621,084
Intergovernmental	-	53,033	53,033	-	-
Other Revenue	10,288	367,202	104,171	17,500	17,500
Transfers In	227,069	-	-	-	-
Total Revenue	**$ 3,910,193**	**$ 3,774,036**	**$ 3,584,713**	**$ 2,609,640**	**$ 2,638,584**
Expenditures					
Salaries and Benefits	$ 1,485,875	$ 1,659,962	$ 1,588,157	$ 1,741,711	$ 1,795,751
Supplies and Services	498,939	571,262	542,884	541,544	554,276
Special Projects	1,456,614	1,857,597	1,560,866	275,335	237,072
Capital Equipment	488,786	285,707	222,063	10,000	10,000
Non-Capital Equipment	2,557	15,000	7,550	15,000	15,000
Appropriated Reserve	-	-	-	26,050	26,485
Total Expenditures	**$ 3,932,771**	**$ 4,389,528**	**$ 3,921,520**	**$ 2,609,640**	**$ 2,638,584**
Addition to (Use of) Reserves	**$ (22,578)**	**$ (615,492)**	**$ (336,807)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Prioritize and complete 90% of service calls within 30 working days.				
Percent of service calls responded to and completed within 30 working days	87%	90%	90%	90%
Complete 95% of preventative maintenance work orders by the due date.				
Percent of preventative maintenance work orders completed by the due date	94%	95%	75%	95%
Complete 90% of special request work orders within 90 days.				
Percent of special request work orders completed within 90 days	100%	100%	90%	90%
Complete 90% of streetlight work orders within 2 weeks.				
Percent of streetlight work orders completed within 2 weeks	66%	90%	65%	90%

Building Maintenance

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Vandalism work orders	360	400	244	400
Streetlight work orders	310	380	156	380
Average days to complete a service call	17	15	34	15
Average days to complete special projects	19	45	49	45
Average days to complete streetlight work orders	N/A	10	10	10
Streetlight knockdowns	N/A	N/A	N/A	4

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RECENT PROGRAM ACHIEVEMENTS

Converted all City radios (Police, Public Works, and Airport) to narrow band.

Communications Systems

(Program No. 4531)

Mission Statement

Provide and maintain the citywide radio, telephone, microwave, Combined Communication Center (911), and associated electronic communication systems to ensure uninterrupted high quality communication operations.

Program Activities

- Provide maintenance and support activity for all communication equipment, including repeaters, voters, and mobile and portable radios.
- Ensure the maintenance and operability of the Combined Communications Center, the City's 911 emergency call center.
- Maintain the City's microwave links.
- Manage the telephone system maintenance contract.
- Respond to all telephone and voicemail problems.
- Maintain computerized call accounting and name display databases.
- Perform radio, computer, and electronics installations in all City owned vehicles.
- Install telecommunications cables in City owned buildings.

Project Objectives for Fiscal Year 2014

- Replace backup battery system at Hope Reservoir.
- Develop replacement schedule and budget for all city radios.
- Replace communications link to Cater Treatment plant with new technology microwave radios.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.70**	**5.70**	**5.70**	**5.70**	**5.70**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 706,550	$ 706,549	$ 706,549	$ 890,824	$ 909,418
Transfers In	57,783	-	-	-	-
Total Revenue	**$ 764,333**	**$ 706,549**	**$ 706,549**	**$ 890,824**	**$ 909,418**
Expenditures					
Salaries and Benefits	$ 548,994	$ 579,728	$ 580,777	$ 610,884	$ 627,793
Supplies and Services	137,036	136,079	137,705	279,940	281,625
Non-Capital Equipment	105	-	92	-	-
Total Expenditures	**$ 686,135**	**$ 715,807**	**$ 718,574**	**$ 890,824**	**$ 909,418**
Addition to (Use of) Reserves	**$ 78,198**	**$ (9,258)**	**$ (12,025)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 99% of all scheduled preventative maintenance work orders monthly on the combined communication and all other communication equipment (radios) per manufacturer's suggested specifications.				
Percent of preventative maintenance work orders completed	100%	100%	100%	99%
Process 90% of all unscheduled repairs to portable and mobile radios within 3 working days. Process includes repair, ship or waiting for parts.				
Percent of unscheduled work orders processed on radios within three working days	95%	90%	100%	90%
Complete 99% of all scheduled preventative maintenance and manufacturers' suggested maintenance work orders on citywide telephone systems.				
Percent of preventative maintenance work orders completed on telephone system	100%	99%	100%	99%
Complete 90% of all unscheduled work orders for the Citywide telephone system within 3 working days of the reported outage.				
Percent of unscheduled repairs completed within 3 working days of reported outage	98%	90%	100%	90%
Maintain the Combined Communication Center (911) at 100% operational readiness.				
Percent of operational readiness for the Combined Communication Center	100%	100%	100%	100%

Communications Systems

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Preventative maintenance work orders	465	450	450	450
Routine work orders completed	673	1,000	600	1,000
Cost to manage and maintain the telecommunications system	$154,000	$162,500	$164,524	$162,500

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RECENT PROGRAM ACHIEVEMENTS

Successfully completed large-scale floor, carpet, window, and other detailed cleanings of City facilities during the City's Holiday Break avoiding service and staff disruptions.

Custodial Services

(Program No. 4541)

Mission Statement

Provide custodial services to specified City facilities to ensure a clean and safe work environment for the staff and the public.

Program Activities

- Perform daily and routine cleaning services for approximately 280,000 square feet of facilities.
- Provide emergency custodial services.
- Manage contracted services and provide window, carpet, and awning cleaning as needed.

Project Objectives for Fiscal Year 2014

- Complete the annual Council Chambers and Room 15 Special Cleaning prior to City Council convening in January 2014.
- Provide window cleaning services to 48 City owned facilities.
- Provide an annual training on green cleaning methods and practices to City Staff.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**12.30**	**12.30**	**12.30**	**12.30**	**12.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 1,326,994	$ 1,350,581	$ 1,350,581	$ 1,397,696	$ 1,428,613
Transfers In	83,017	-	-	-	-
Total Revenue	**$ 1,410,011**	**$ 1,350,581**	**$ 1,350,581**	**$ 1,397,696**	**$ 1,428,613**
Expenditures					
Salaries and Benefits	$ 844,906	$ 894,874	$ 892,321	$ 942,163	$ 969,825
Supplies and Services	493,764	450,742	447,164	455,533	458,788
Special Projects	88	-	-	-	-
Total Expenditures	**$ 1,338,758**	**$ 1,345,616**	**$ 1,339,485**	**$ 1,397,696**	**$ 1,428,613**
Addition to (Use of) Reserves	**$ 71,253**	**$ 4,965**	**$ 11,096**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Provide carpet cleaning and floor work services in City buildings as needed.				
Number of Carpet Cleaning/ Floor Work services	45	70	70	70
Respond to 95% of custodial emergencies within 2 hours during normal business hours.				
Percent of emergency responses within 2 hours	100%	95%	95%	95%
Complete 100 custodial inspections per year.				
Number of custodial inspections completed	N/A	100	45	100
Achieve a cleanliness rating of 80% via inspections by Custodial Supervisor and Lead Custodial Staff.				
Cleanliness inspection rating	N/A	80%	80%	80%
Achieve an 80% success rating on a bi-annual customer satisfaction survey.				
Customer satisfaction rating	N/A	80%	80%	80%

Custodial Services

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Special cleaning requests completed	203	300	200	300
Parks & Recreation cleaning requests completed	N/A	220	160	220
Meeting setups completed	35	200	200	200
Custodial emergency responses	18	25	25	25

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RECENT PROGRAM ACHIEVEMENTS

Completed construction on FOG and Cogen facilities at the El Estero Wastewater Treatment Plant. Designed and installed an Energy Management Information System.

Energy Conservation

(Program No. 4551)

Mission Statement

Provide energy efficiency and conservation management, energy generation project management, and electric and gas utility coordination for all City departments.

Program Activities

- Provide energy management services for City departments that include energy conservation services, renewable energy generation development, and energy and bill auditing.
- Represent the City's interests in the South Coast Energy Efficiency Partnership.
- Pursue funding opportunities for energy conservation projects.
- Provide technical support to include energy conservation in capital improvement and special projects for various departments.
- Administer the power purchase agreements for the City's alternative energy generating facilities.

Project Objectives for Fiscal Year 2014

- Evaluate electric vehicle charging program and set new recommended rates based on evaluated cost data.
- Participate in the South Coast Energy Efficiency Partnership (SCEEP) to provide public outreach and promote energy efficiency in City buildings and the community.
- Track and evaluate electricity and waste heat production at the cogeneration facility at the El Estero Wastewater Treatment Plant Project.
- Provide training for and implement an Enterprise Energy Management Information System.
- Administer the power purchase agreement at the Public Works Corporate Yard.
- Track and evaluate the El Estero Wastewater Treatment Plant Pilot Fats, Oils and Grease (FOG) receiving station and monitor gas production.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.10**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 99,584	$ 99,584	$ 99,584	$ 242,253	$ 246,852
Transfers In	15,357	-	-	-	-
Total Revenue	**$ 114,941**	**$ 99,584**	**$ 99,584**	**$ 242,253**	**$ 246,852**
Expenditures					
Salaries and Benefits	$ 142,176	$ 156,162	$ 156,898	$ 168,197	$ 172,455
Supplies and Services	-	315	315	122,977	130,840
Total Expenditures	**$ 142,176**	**$ 156,477**	**$ 157,213**	**$ 291,174**	**$ 303,295**
Addition to (Use of) Reserves	**$ (27,235)**	**$ (56,893)**	**$ (57,629)**	**$ (48,921)**	**$ (56,443)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve $375K in cumulative annual energy savings from conservation efforts (base year 2009).				
Cumulative annual savings from energy conservation efforts	$410K	$275K	$325K	$375K
Achieve $135K in cumulative annual energy savings from tariff restructuring (base year 2009).				
Cumulative annual savings from tariff restructuring	$122K	$125K	$125K	$135K
Obtain $20K in incentive and grant funding for City facility energy conservation projects.				
Incentive and grant funding received for City energy conservation projects	$140K	$20K	$35K	$20K

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Incentive and grant funding applications submitted	13	10	10	10
Utility-grade audits on City Buildings	0	4	2	4

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RECENT PROGRAM ACHIEVEMENTS

Successfully separated the Facilities Capital fund from the Facilities Maintenance fund to facilitate better planning, forecasting and accountability.

Facilities Capital Program

(Program No. 4515)

Mission Statement

Develop, fund, design and construct projects that will maintain, upgrade and enhance City facilities to ensure a safe, efficient, practical and accessible working environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Facilities infrastructure.
- Develop the necessary funding to facilitate the Facilities Capital Program.
- Review and approve plans and specifications developed for constructing Facilities Capital Projects.
- Coordinate the management of Facilities Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Facilities Capital Projects.

Project Objectives for Fiscal Year 2014

- Bid and complete the Pershing Park ballfield lighting replacement project.
- Design and replace the boiler at the Police Department, and install electronic controls for boiler operations.
- Complete a structural evaluation of the Municipal Tennis Stadium.
- Complete the exterior repainting of all Public Works Corporate Yard buildings.
- Complete the design for the Police Department basement airhandler replacement.
- Complete the Public Works Corporate Yard repavement and drainage design.
- Procure and install the Central Library security gates.
- Complete Phase II of the Community Development first floor recarpeting project during the holiday break.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ -	$ -	$ -	$ 969,995	$ 1,136,684
Transfers In	-	-	-	55,000	-
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 1,024,995**	**$ 1,136,684**
Expenditures					
Capital Program	$ -	$ -	$ -	$ 1,592,995	$ 1,436,684
Addition to (Use of) Reserves	**$ -**	**$ -**	**$ -**	**$ (568,000)**	**$ (300,000)**

No staff is allocated to this budgetary program.

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RECENT PROGRAM ACHIEVEMENTS

Completed the construction on the Cater Ozonation Project which the plant will comply with the Stage 2 Disinfection By-Products Rule, which lowers the allowable level of disinfection by-products in drinking water

Water Resources Management

(Program No. 4611, 4612)

Mission Statement

Provide support and direction to staff to ensure that City water and wastewater systems are reliable, comply with all permits and regulations, protect public health and the environment, and are cost- effective.

Program Activities

- Manage the City's water, wastewater and recycled water, storage, treatment, distribution and collection systems, and the Long-Term Water Supply Program.
- Ensure compliance of water, wastewater, and recycled water systems, with extensive local, state, and federal regulations.
- Develop short and long range water and wastewater resources and capital programs.
- Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council on issues concerning water resources.
- Develop annual Water and Wastewater Fund budgets and ensure that expenditures remain within adopted budget amounts.
- Provide ongoing budgetary guidance and support to all Water Resources Division sections.

Project Objectives for Fiscal Year 2014

This Program's Project Objectives are captured in Water Capital (Program 4671) and Wastewater Capital (Program 4771).

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**2,458**	**1,920**	**1,920**	**1,920**	**1,920**
Revenues					
Fees and Service Charges	$ 30,922,753	$ 30,330,000	$ 31,725,561	$ 32,801,500	$ 33,101,500
Interest Income	739,983	500,000	608,597	534,400	489,500
JPA Reimbursements	2,989,085	2,925,362	3,623,371	3,140,663	3,285,666
Other Revenue	433,762	30,000	68,467	20,000	20,000
Transfers In	77,988	-	-	-	-
Total Revenue	**$ 35,163,571**	**$ 33,785,362**	**$ 36,025,996**	**$ 36,496,563**	**$ 36,896,666**
Expenditures					
Salaries and Benefits	$ 592,035	$ 964,626	$ 946,719	$ 979,983	$ 1,003,305
Supplies and Services	3,495,775	3,987,351	3,686,042	4,087,567	4,044,021
Special Projects	16,535	303,711	134,209	315,500	265,500
Debt Service	3,907,547	6,675,600	5,844,627	7,270,460	7,956,147
Non-Capital Equipment	6,202	9,000	2,056	11,000	6,250
Transfers Out	251,975	276,770	276,770	293,958	-
Appropriated Reserve	-	300,000	-	300,000	300,000
Total Expenditures	**$ 8,270,069**	**$ 12,517,058**	**$ 10,890,423**	**$ 13,258,468**	**$ 13,575,223**

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RECENT PROGRAM ACHIEVEMENTS

Met the annual recycled water sites State inspection requirements for the past five years.

Recycled Water

(Program No. 4621)

Mission Statement

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

Program Activities

- Provide recycled water to established service connections.
- Provide public education and assistance on the use of recycled water.
- Implement required agreements and ensure compliance with state regulations for users on the reclamation distribution system.
- Provide guidance, training education materials, and signage for landscape and toilet flushing uses of recycled water.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**4.75**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 35,303	$ -	$ -	$ -	$ -
Total Revenue	**$ 35,303**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 477,507	$ 535,330	$ 553,396	$ 567,182	$ 591,813
Supplies and Services	241,873	308,254	275,970	290,521	290,619
Total Expenditures	**$ 719,380**	**$ 843,584**	**$ 829,366**	**$ 857,703**	**$ 882,432**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Perform inspections of all recycled water sites to meet the annual state inspection requirement.				
Inspections performed	81	81	81	81
One class for recycled water users to meet the annual state training requirement.				
Classes for recycled water users	1	1	1	1

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Million gallons of recycled water used	247.06	260.8	260.8	260.8
Cost per million gallons of recycled water used	$3,560.17	$2,791.41	$2,791.41	$2,791.41

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RECENT PROGRAM ACHIEVEMENTS

Completed the microwave upgrade for SCADA communications.

Water Distribution

(Program No. 4631)

Mission Statement

Convey water to customers in a reliable cost-effective manner and provide drinking water that meets all State and federal regulations.

Program Activities

- Operate and maintain the groundwater well system.
- Distribute potable water to City residents.
- Operate and maintain the City's recycled water distribution system comprised of distribution pipelines, a pumping station, a reservoir, pressure reducing stations and service connections.
- Operate and maintain the recycled water distribution system, which has the capacity to treat and deliver 1,200 acre feet per year.
- Provide 24-hour emergency response services for all City departments through the emergency service unit.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**30.92**	**30.62**	**30.62**	**31.75**	**31.75**
Hourly Employee Hours	**2,407**	**8,000**	**8,000**	**8,000**	**8,000**
Revenues					
Transfers In	$ 211,779	$ -	$ -	$ -	$ -
Total Revenue	**$ 211,779**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 2,993,700	$ 3,198,652	$ 3,204,844	$ 3,635,450	$ 3,792,874
Supplies and Services	2,304,472	2,663,359	2,829,768	3,012,814	3,028,380
Special Projects	24,904	450,000	450,000	50,000	50,000
Capital Equipment	62,811	77,689	25,595	64,000	64,000
Non-Capital Equipment	118,205	107,893	54,617	85,000	80,000
Total Expenditures	**$ 5,504,092**	**$ 6,497,593**	**$ 6,564,824**	**$ 6,847,264**	**$ 7,015,254**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Operate the water distribution system to meet 100% of all applicable State and Federal requirements.				
Percent of State and Federal requirements achieved	100%	100%	100%	100%
Exercise 40% (2,970) of the valves in the water distribution system annually.				
Valves exercised	4,556	2,970	4,226	2,970
Flush 80% of the fire hydrants and transmission mains annually (10/12 valves & 1910/2292 FH).				
Percent of fire hydrants and transmission main blow off valves flushed	100%	80%	100%	80%
Restore water service within 8 hours after shutdown 75% of the time.				
Percent of water restored within 8 hours	91%	75%	90%	75%
Clean at least 10 of the 12 water distribution reservoirs annually.				
Number of water distribution reservoirs cleaned	10	10	11	10

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➢ **Water Treatment**
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Wastewater Collection
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RECENT PROGRAM ACHIEVEMENTS

In January successfully shut down the Cater Water Treatment Plant over a three-day weekend without disrupting water service for customers.

Water Treatment

(Program No. 4641, 4642)

Mission Statement

Provide safe drinking water that is treated in a cost-effective manner and complies with State and federal regulations.

Program Activities

- Operate and maintain the Cater Water Treatment Plant to achieve compliance with State and federal drinking water regulations.
- Provide regional water treatment for the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District, supplying drinking water to the communities of Santa Barbara, Montecito, Summerland, and Carpinteria.
- Maintain the C. Meyer Desalination Facility in long-term storage to supplement existing water supplies.

Project Objectives for Fiscal Year 2014

- Research and identify replacement valve actuators for Cater Water Treatment Plant.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**13.80**	**13.80**	**13.80**	**13.80**	**13.80**
Hourly Employee Hours	**3,980**	**4,160**	**4,160**	**4,160**	**4,160**
Revenues					
Transfers In	$ 108,038	$ -	$ -	$ -	$ -
Total Revenue	**$ 108,038**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,674,895	$ 1,772,509	$ 1,722,632	$ 1,739,743	$ 1,827,060
Supplies and Services	1,952,767	2,837,532	2,503,139	3,291,983	3,299,377
Special Projects	88	-	-	-	-
Capital Equipment	19,818	20,000	21,000	25,450	26,300
Non-Capital Equipment	24,763	13,500	13,709	17,000	17,000
Total Expenditures	**$ 3,672,331**	**$ 4,643,541**	**$ 4,260,480**	**$ 5,074,176**	**$ 5,169,737**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Perform 100 % of preventative maintenance for the Cater Water Treatment Plant, in accordance with the annual preventative maintenance plan.				
Percent of scheduled preventative maintenance performed	100%	100%	100%	100%
Perform 100 % of preventative maintenance for the Ortega Groundwater Treatment Plant, in accordance with the annual preventative maintenance plan.				
Percent of scheduled preventative maintenance performed	N/A	N/A	N/A	100%
Perform 100 % of preventative maintenance for the C. Meyer Desalination Facility, in accordance with the annual preventative maintenance plan detailed in the Decommissioning Report.				
Percent of scheduled preventative maintenance performed	100%	100%	100%	100%
Maintain 100% compliance with California Department of Health Services Primary Water Quality Regulations.				
Percent compliance with California Department of Health Services Primary Water Quality Regulations	100%	100%	100%	100%

Water Treatment

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Million gallons (MG) of water treated (Cater)	6,409	7,500	7,300	7,500
Cost per million gallons (Cater)	$516	$750	$500	$750
Chemical cost per million gallons (Cater)	$142	$250	$130	$250
Number of Emergency Work Orders	114	50	114	50
Million gallons (MG) of water treated (Ortega Groundwater Treatment Plant -OGTP)	N/A	N/A	N/A	365
Cost per million gallons (OGTP)	N/A	N/A	N/A	$2,500

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RECENT PROGRAM ACHIEVEMENTS

Collaborated with Surfrider and City Parks & Recreation on the State-grant funded Ocean-Friendly Gardens project to install an Ocean Friendly Garden at Spencer Adams Park.

Water Supply Management

(Program No. 4651)

Mission Statement

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

Program Activities

- Implement the Long-Term Water Supply Program.
- Provide up to 8,277 acre-feet of water per year from the Cachuma Project and up to 3,000 acre-feet of water per year from the State Water Project.
- Advise on optimal use of the City's diverse sources of water supplies.
- Provide information on the City's water supplies and water conservation efforts via the City's web site.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Manage a cost-effective customer-response based water conservation program that meets federal and state requirements.

Project Objectives for Fiscal Year 2014

- Support Cachuma Conservation Release Board staff in water rights order process in order to minimize adverse impacts to water supplies.
- Present annual Water Supply Management Report for the previous water year to Council for adoption by January 30, 2014.
- Manage water supplies to meet the water supply targets of the City's adopted Long-Term Water Supply Plan.
- Meet City's Urban Water Management Plan GPCD target annually.
- Ensure that expenditures under the Water Purchases Program stay within budgeted amounts (including any supplemental appropriations as needed due to extraordinary water shortage conditions) and meet payment schedules.
- Develop a formal Groundwater Management Plan in conformance with State law to provide for coordinated management of City groundwater basins.
- Implement recommendations of multi-year Water Conservation Marketing Plan.
- Increase water conservation training opportunities for landscape professionals and homeowners.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.50**	**5.50**
Hourly Employee Hours	**1,117**	**3,750**	**3,750**	**3,750**	**2,790**
Revenues					
Other Revenue	$ 28,845	$ -	$ 50,514	$ 22,872	$ 22,872
Transfers In	37,847	-	-	-	-
Total Revenue	**$ 66,692**	**$ -**	**$ 50,514**	**$ 22,872**	**$ 22,872**
Expenditures					
Salaries and Benefits	$ 499,390	$ 631,927	$ 484,414	$ 693,917	$ 726,213
Supplies and Services	298,386	517,108	576,137	499,863	482,361
Special Projects	364,717	614,963	402,376	486,960	486,960
Water Supply Purchases	6,836,019	7,963,366	7,398,688	7,851,195	7,752,454
Capital Equipment	-	6,600	6,530	11,000	9,000
Non-Capital Equipment	3,074	12,350	8,500	10,200	10,200
Total Expenditures	**$ 8,001,586**	**$ 9,746,314**	**$ 8,876,645**	**$ 9,553,135**	**$ 9,467,188**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Have available at least 3,000 acre-feet (AF) of carryover in Lake Cachuma at the start of the fourth complete water year following each Cachuma spill.				
End-of-year (September 30) Cachuma carryover	3,000 AF	3,000 AF	3,000 AF	3,000 AF
Provide water checkups that offer customers water conservation opportunities.				
Percent of water check-ups that offer water conservation opportunities	N/A	N/A	N/A	80%
Achieve compliance with the Landscape Design Standards for Water Conservation on landscape plans at issuance of building permit.				
Percent compliance with Landscape Design Standards at issuance of building permit	N/A	N/A	N/A	100%
Achieve 100% compliance with the Landscape Design Standards for Water Conservation on landscape installation at final approval/occupancy.				
Percent compliance with Landscape Design Standards at final occupancy	N/A	N/A	N/A	100%

Water Supply Management
(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Water purchases budget (year-to-date expenditures)	$6.2M	$7.2M	$7.2M	$7.1M
Pre-inspection properties that complete their project under the Smart Landscape Rebate Program.	N/A	75%	52%	75%

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RECENT PROGRAM ACHIEVEMENTS

Successfully passed the annual Department of Safety of Dams annual inspection.

Gibraltar Dam Operations

(Program No. 4652)

Mission Statement

Operate and maintain Gibraltar Dam and Reservoir in accordance with all dam safety standards and maximize the City's water supply.

Program Activities

- Regulate water flow from Gibraltar Dam; observe and record reservoir levels, water flow, evaporation rate, temperature and rainfall.
- Accomplish operation and maintenance of reservoir equipment including recorders, rainfall gauges, weirs, pumps, motors, boats, generators, flood gates, access roads and drains; inspect, clean and perform minor repair activities; open flood gates and clean debris.
- 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.

Project Objectives for Fiscal Year 2014

- Successfully pass the Department of Safety of Dams annual inspection.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.10**	**2.15**	**2.15**	**2.15**	**2.15**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 13,606	$ -	$ -	$ -	$ -
Total Revenue	**$ 13,606**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 185,097	$ 227,828	$ 200,631	$ 225,945	$ 233,948
Supplies and Services	122,129	93,309	68,832	149,388	128,898
Special Projects	45,023	15,000	15,000	70,000	75,000
Non-Capital Equipment	739	1,500	-	-	-
Total Expenditures	**$ 352,988**	**$ 337,637**	**$ 284,463**	**$ 445,333**	**$ 437,846**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Repair and restore closed roadway within three days.				
Days to repair and restore closed roadways	N/A	N/A	3	3
Log and report daily observation readings 200/220 reporting days.				
Daily readings reported (days)	251	200	250	200
Ensure a bi-monthly inspection of the Gibraltar Dam and Reservoir by City engineering.				
Bi-monthly inspections	8	6	6	6

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RECENT PROGRAM ACHIEVEMENTS

Staff analyzed in-house data and created a cost per sample analyzed and workload analysis formulas to accurately compare lab costs with industry benchmarks.

Water Resources Laboratories

(Program No. 4661, 4662)

Mission Statement

Provide cost-effective analytical testing services and high quality data to meet the testing requirements of the water and wastewater systems.

Program Activities

- Perform all required testing in accordance with Environmental Protection Agency (EPA) approved analytical methods.
- Provide laboratory services and conduct water and wastewater sampling for special projects and research.
- Perform and complete water pollution and water supply proficiency testing.
- Provide and submit the regulatory report to the California Regional Water Quality Control Board and the California Department of Health Services.
- Maintain all major analytical instrumentation in accordance with the Good Laboratory Practice Standards.
- Provide ongoing technical training to staff.

Project Objectives for Fiscal Year 2014

- Complete samples and provide data on time for the timely submittal of the NPDES and Drinking Water Reports.
- Complete all necessary sampling and analyses to maintain compliance with current and pending drinking water regulations. Monitor all required existing primary and secondary drinking water regulations.
- Maintain and update the existing Laboratory Information Management System (LIMS) application software according to the Good Laboratory Practice Standards.
- Complete all required sampling, analyses, and inspections of industrial users and other permittees within the time limits specified in the Pretreatment Regulations.
- Inventory and identify regulatory vs. operational tests performed by the lab.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**2,590**	**2,968**	**2,968**	**1,969**	**1,969**
Revenues					
Fees and Service Charges	$ 14,742	$ 14,000	$ 9,810	$ 10,000	$ 10,000
Other Revenue	837	-	-	-	-
Transfers In	74,330	-	-	-	-
Total Revenue	**$ 89,909**	**$ 14,000**	**$ 9,810**	**$ 10,000**	**$ 10,000**
Expenditures					
Salaries and Benefits	$ 769,973	$ 767,420	$ 864,641	$ 797,203	$ 811,416
Supplies and Services	361,200	438,777	366,838	449,075	453,145
Capital Equipment	40,300	50,000	50,000	50,000	50,000
Non-Capital Equipment	1,722	19,394	21,525	19,350	19,350
Total Expenditures	**$ 1,173,195**	**$ 1,275,591**	**$ 1,303,004**	**$ 1,315,628**	**$ 1,333,911**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Produce valid data from 99.5% of completed tests.				
Percent of tests with valid data	99.9%	99.5%	99.7%	99.5%
Utilize the "cost-per-sample analyzed" algorithm for all laboratory samples (previously developed in FY 2012) to calculate FY 2014 actual sample costs for all laboratory samples in all pertinent cost categories.				
Average cost per cost-per-sample analyzed	N/A	N/A	$16.00	$17.00
Use the laboratory workload analysis method developed in FY 2012 to track laboratory staff workload levels through routine "cost-per-sample" reporting				
Percent of laboratory analysis workload hours compared to total hours	N/A	N/A	88%	85%

Water Resources Laboratories

(Program No. 4661, 4662)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
All drinking water, wastewater, and creek samples received	14,789	15,000	14,500	14.500
Analyses performed	54,058	54,000	54,000	54,000
Special or follow-up samples received	219	400	300	250
Special and or follow-up analyses performed	1,622	3,000	1,700	1,700
Permittees (IU, GW and Temporary)	N/A	16	25	16
Sampling events (IU, GW and Temporary)	N/A	52	54	52

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➢ **Meter Reading**
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Wastewater Collection
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Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

For meter readers' safety, successfully installed AMR (automatic meter reads) on all vault and unsafe meter locations.

Meter Reading

(Program No. 4681)

Mission Statement

Read water meters for accurate and timely utility billings and respond to field service requests in a timely, courteous, efficient, and safe manner.

Program Activities

- Read approximately 26,000 water meters every 27-33 days.
- Process approximately 10,000 service orders to begin and terminate service.
- Maintain water meters and make recommendations for replacement.
- Download daily route meter reading data to the centralized utility billing system.
- Field-check new water meter installations.
- Maintain and manage an active water meter inventory.
- Provide information to public service providers regarding unusual circumstances affecting the elderly through the Gatekeeper Program.

Project Objectives for Fiscal Year 2014

- Develop and implement new reading route and accounts for all fire-line meters.
- Streamline meter reading routes for increased efficiency.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**1,585**	**999**	**999**	**0**	**0**
Transfers In	$ 39,017	$ -	$ -	$ -	$ -
Total Revenue	**$ 39,017**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 500,923	$ 578,952	$ 505,467	$ 584,755	$ 611,665
Supplies and Services	60,711	61,108	61,333	57,279	58,129
Capital Equipment	2,512	-	-	-	-
Non-Capital Equipment	2,704	1,500	-	1,000	6,000
Total Expenditures	**$ 566,850**	**$ 641,560**	**$ 566,800**	**$ 643,034**	**$ 675,794**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 100% of service orders within one working day.				
Percent of service calls responded to within one working day	100%	100%	100%	100%
Ensure 98% of meters are read accurately on first visit.				
Percent of meters read accurately on first visit	97.3%	98%	99%	98%
Read 100% of water meters according to an approved monthly schedule.				
Percent of meters read each month according to schedule	100%	100%	100%	100%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Meters read annually	321,396	321,396	321,396	321,396
Meters read per month per meter reader	5,356	5,356	5,356	5,356
Return visits for missed reads	565	500	450	500
Percent of missed reads re-read within one working day	100%	100%	100%	100%
Meters turned off for non-payment	2,246	1,275	2,000	1,275
Service orders processed	16,906	13,500	13,800	13,500
Percent of zero-consumption meters inspected	100%	100%	100%	100%

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RECENT PROGRAM ACHIEVEMENTS

Completed drilling of the Corporate Yard groundwater well (Phase I), part of the groundwater supply system for the City.

Water Capital Program

(Program No. 4671, 4672, 4673)

Mission Statement

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

Program Activities

- Determine the work required to maintain and upgrade the City's water supply, treatment, distribution, and recycled water infrastructure.
- Develop the necessary funding to facilitate the Water Capital Program.
- Approve the design, plans and specifications for Water Capital Projects.
- Assist the Public Works Engineering Division in moving projects through the City's planning, environmental, and permitting process, when appropriate.
- Assist Engineering staff in the bid, award, monitoring and inspection of Water Capital projects through completion of construction, when appropriate.

Project Objectives for Fiscal Year 2014

- Ensure that 80% of the performance measures for the Water Section are met.
- Complete design/environmental review for re-commissioning the Hydroelectric plant by January 30, 2014.
- Complete the construction of the Corp Yard Well Phase 2 by February 28, 2014.
- Complete design and permitting for the Surge Tank Project by April 30, 2014.
- Complete 90% of the FY 2013 Water Main Improvement Project by June 30, 2014.
- Develop a meter replacement program.
- Perform a cost/benefit analysis to evaluate remote meter reading technologies for the water distribution system.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 8,782,847	$ 20,587,620	$ 15,325,690	$ -	$ -
JPA Reimbursements	1,883,136	2,116,864	2,116,864	-	-
Total Revenue	**$ 10,665,983**	**$ 22,704,484**	**$ 17,442,554**	**$ -**	**$ -**
Expenditures					
Capital Program	$ 18,085,884	$ 39,440,542	$ 19,931,508	$ 11,000,000	$ 7,185,000
Total Expenditures	**$ 18,085,884**	**$ 39,440,542**	**$ 19,931,508**	**$ 11,000,000**	**$ 7,185,000**

No staff is allocated to this budgetary program.

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➢ **Wastewater Collection**
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RECENT PROGRAM ACHIEVEMENTS

City Wastewater Collection staff continues to improve preventative maintenance cleaning procedures by implementing updated Sewer System Management Plan business processes.

Wastewater Collection

(Program No. 4632)

Mission Statement

Convey wastewater to the treatment plant in a reliable and cost-effective manner, meet all applicable State and federal regulations, and protect the environment.

Program Activities

- Maintain the wastewater collection system capacity and prevent sewer over flows through regular maintenance.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the Preventive Maintenance Program for the wastewater collection system.
- Operate the wastewater collection system in compliance with state and federal requirements.

Project Objectives for Fiscal Year 2014

- Coordinate with Water Resources administrative staff to complete all submitted Sewer Lateral Inspection Program (SLIP) 1 video inspection packages. Review within 5 working days after receipt of package and submit back SLIP requirements to administrative staff.
- Coordinate with maintenance planning section to utilize the Cartegraph CMMS to effectively implement and track cleaning activity data. Finalize cleaning work packets for calendar year 2013 by January 15, 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**16.53**	**17.53**	**17.53**	**17.33**	**17.33**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Other Revenue	$ 1,394	$ -	$ -	$ -	$ -
Transfers In	233,540	-	-	-	-
Total Revenue	**$ 234,934**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,426,490	$ 1,717,830	$ 1,594,530	$ 1,838,807	$ 1,917,060
Supplies and Services	875,352	1,491,922	1,386,326	1,333,360	1,353,481
Non-Capital Equipment	330	22,000	1,000	35,000	35,000
Total Expenditures	**$ 2,302,172**	**$ 3,231,752**	**$ 2,981,856**	**$ 3,207,167**	**$ 3,305,541**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Limit the number of overflows in the wastewater collection system to less than 8.				
Overflows in the collection system	23	≤ 8	14	≤ 8
Respond to and resolve all calls associated with overflows within two hours on average.				
Average time (in hours) to respond to and resolve stoppage or overflow calls	1 hr	≤ 2 hrs	1 hr	≤ 2 hrs
Perform more than 185 cleaning miles of preventative pipe cleaning maintenance on city sewer mains.				
Miles of preventative pipe cleaning maintenance	180	≥ 175	225	≥ 185
130 restaurants for compliance with grease trap maintenance requirements.				
Restaurants inspected	132	130	140	130

Wastewater Collection

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Percentage of system sewer main geographic miles cleaned	96%	20%	96%	20%
Miles of pipeline inspected using the Closed Circuit Television (by both City and contractor)	22.3 miles	25 miles	50 miles	50
Miles of sewer main cleaned on unscheduled maintenance	5.8 miles	<15	8 miles	<10
Calls dispatched from (Control 10 & 14) and responded to within two hours. (NEW)	N/A	N/A	N/A	150
Private sewer lateral overflows responded to	N/A	N/A	N/A	18
Private sewer laterals requiring inspection	N/A	N/A	N/A	90
Private sewer laterals requiring repairs	N/A	N/A	N/A	39
For Sanitary Sewer Overflow (SSO's) events, the volume (in gallons) reaching surface waters not recovered	N/A	N/A	N/A	2,500

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RECENT PROGRAM ACHIEVEMENTS

Treated 3 billion gallons of wastewater to achieve the Clean Water Act permit requirements.

Wastewater Treatment

(Program No. 4711)

Mission Statement

Provide cost-effective wastewater treatment, protect ocean water quality and public health, and comply with National Pollution Discharge Elimination System (NPDES) permit requirements.

Program Activities

- Operate the El Estero Wastewater Treatment Plant to comply with discharge limitations as required by the Regional Water Quality Control Board (RWQCB).
- Operate the El Estero Wastewater Treatment Plant to assure air emission compliance with the Santa Barbara Air Pollution Control District Permit (SBAPCD).
- Operate Pretreatment Program to inspect and sample industrial dischargers to the City's wastewater collection system.
- Maintain the El Estero Wastewater Treatment Plant using predictive and preventive maintenance methods.
- Continue public outreach and education to inform the public of environmental benefits of the El Estero Wastewater Treatment Plant process.

Project Objectives for Fiscal Year 2014

- Complete 50% of the Operation and Maintenance (O&M) Manual and related Standard Operating Procedures (SOP) update project.
- Complete the Asset Management Program project with Carollo Engineering.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**25.75**	**24.75**	**24.75**	**24.75**	**24.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 15,123,539	$ 16,535,000	$ 16,544,200	$ 17,202,000	$ 17,880,080
Interest Income	233,521	206,200	172,087	150,900	138,200
Mission Canyon JPA	396,729	434,000	458,292	482,579	501,882
Other Revenue	32,910	25,000	40,000	67,000	67,000
Transfers In	348,150	-	-	-	-
Total Revenue	**$ 16,134,849**	**$ 17,200,200**	**$ 17,214,579**	**$ 17,902,479**	**$ 18,587,162**
Expenditures					
Salaries and Benefits	$ 2,715,110	$ 2,859,127	$ 2,844,771	$ 2,993,177	$ 3,123,095
Supplies and Services	3,298,557	3,498,162	3,226,957	3,448,883	3,484,661
Special Projects	-	225,000	50,000	250,000	50,000
Capital Equipment	805	1,000	-	1,000	1,000
Non-Capital Equipment	26,670	45,000	56,815	45,000	45,000
Total Expenditures	**$ 6,041,142**	**$ 6,628,289**	**$ 6,178,543**	**$ 6,738,060**	**$ 6,703,756**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve 99.9% compliance with wastewater discharge limits as listed in the NPDES permit issued by Regional Water Quality Control Board.				
Percent of samples in compliance with NPDES permit limits	99.7%	99.9%	99.9%	99.9%
Achieve 100% compliance with local air emissions standards as specified in the Santa Barbara Air Pollution Control District permit requirements.				
Percent of air samples in compliance with SBAPCD permit requirements	100%	100%	100%	100%
Achieve 99.9% compliance with discharge limits for recycled water as listed in the Water Reclamation Discharge permit issued by the Regional Water Quality Control Board.				
Percent of samples in compliance with Water Reclamation Discharge Standards	99.9%	99.9%	99.9%	99.9%

Wastewater Treatment

(Continued)

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Millions of Gallons of Wastewater treated	2,708	2,900	2,700	2,700
Average cost per million gallons treated	$2,400	$2,200	$2,400	$2,400
Chemical cost per million gallons treated	$175	$200	$160	$175
Gallons of Fats, Oils and Grease (FOG) received at FOG Facility	N/A	N/A	N/A	624,000
kWh produced by Cogeneration Facility	N/A	N/A	N/A	3,322,863
Standard cubic feet of anaerobic digester gas produced	N/A	N/A	N/A	52,560,000
Completed wrench time hours as a percentage of total available craft hours for maintenance personnel	71%	75%	70%	75%
Proactive maintenance work order hours as a percentage of all maintenance work orders hours completed	N/A	N/A	N/A	80%

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PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Fleet Management
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
➢ **Wastewater Capital Program**

RECENT PROGRAM ACHIEVEMENTS

Achieved completion of the El Estero Wastewater Treatment Plant Headworks Rehabilitation Construction Project and successful implementation of various consultant planning and design contracts.

Wastewater Capital Program

(Program No. 4771)

Mission Statement

Expedite development, design and construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet National Pollutant Discharge Elimination System permit requirements and protect the environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Wastewater Treatment and Collection System infrastructure.
- Develop the necessary funding to facilitate the Wastewater Capital Program.
- Review and approve plans and specifications developed for constructing Wastewater Capital Projects.
- Coordinate the management of Wastewater Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.
- Monitor and expedite projects in the El Estero Wastewater Treatment Plant (EEWTP) Strategic Plan.

Project Objectives for Fiscal Year 2014

- Award final design contract(s) for the El Estero Wastewater Treatment Plant Process Air Facilities and Activated Sludge Treatment Process Improvement Project.
- Award the Aeration Basin-related component construction project at the El Estero Wastewater Treatment Plant prior to July, 2014.
- Complete the final contract drawings and specifications for the El Estero Wastewater Treatment Plant Tertiary Filtration Process Improvement Project. Award the construction project for this contact design package prior to July, 2014.
- Achieve completion of El Estero Wastewater Treatment Plant Operations and Maintenance Manual/SOP development project and on-line final documentation "go-live" date by June, 2014.
- Achieve 90% completion of the El Estero Wastewater Treatment Plant Influent Pump Station project by December 1, 2013.

Project Objectives for Fiscal Year 2014 (Cont'd)

- Utilize the new Pipeline Observation System Management (POSM) sewer main condition assessment database with associated closed-circuit television video file management to prioritize sewer infrastructure CIP projects by December, 2013.
- Complete the construction of 2.58 miles of Sewer Main Rehabilitation/Replacement/Spot Repairs and 2.0 miles of Accelerated Sewer Main Rehabilitation/Replacement/Spot Repairs in CY 2013.
- Complete the construction of 2.58 miles of Sewer Main Rehabilitation/Replacement/Spot Repairs and 2.0 miles of Accelerated Sewer Main Rehabilitation/Replacement/Spot Repairs in CY 2013.
- Complete a financial evaluation needed to assess the feasibility of issuing infrastructure bonds or a State of California SWRCB SRF loan to finance wastewater capital projects in CY 2014.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ -	$ 6,047,778	$ 5,200,000	$ 8,500,000	$ 10,000,000
Total Revenue	**$ -**	**$ 6,047,778**	**$ 5,200,000**	**$ 8,500,000**	**$ 10,000,000**
Expenditures					
Capital Program	$ 6,897,122	$ 14,886,977	$ 8,603,292	$ 12,550,000	$ 14,350,000
Total Expenditures	**$ 6,897,122**	**$ 14,886,977**	**$ 8,603,292**	**$ 12,550,000**	**$ 14,350,000**

No staff is allocated to this budgetary program.

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DEPARTMENT SUMMARY

Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,139 slips in the Harbor, about 10% of which are used by commercial fishermen and 90% by recreational boaters and others that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

Fiscal Year 2014 Budget Highlights

Waterfront Department will fund $1,455,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, Marina 1 dock replacement, and improvements to Sea Landing sidewalk and landscaping. The most significant capital project will continue with the design of Phases 5 through 8, and the construction start of Phase 5 of a multi-year reconstruction project for Marina One, the harbor's largest marina.

While the Harbor area is a mixture of ocean dependent, ocean-related and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store, and limited office space.

The Waterfront Department also operates eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

DEPARTMENT SUMMARY

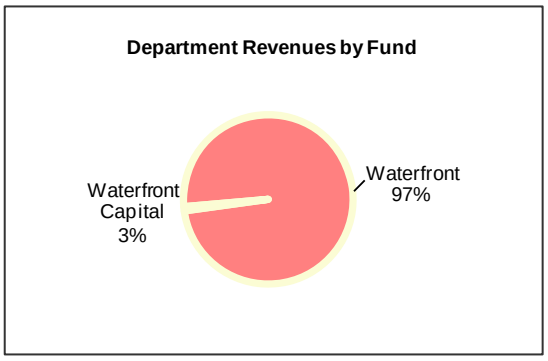
Waterfront

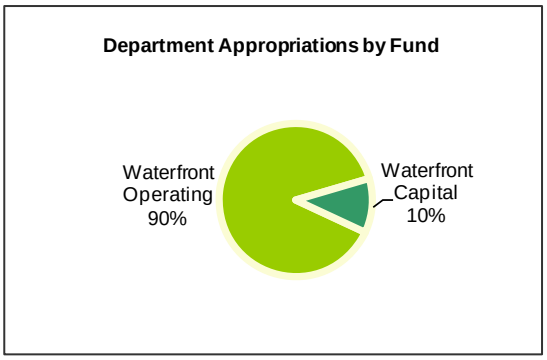
Department Financial and Staffing Summary

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**46.00**	**46.00**	**46.00**	**46.00**	**46.00**
Hourly Employee Hours	**57,621**	**52,603**	**52,803**	**49,881**	**48,891**
Revenues					
Fees and Service Charges	$ 7,584,912	$ 7,244,712	$ 7,472,954	$ 7,593,528	$ 7,795,928
Interest Income	166,113	150,900	147,139	137,700	132,000
Lease Income	4,240,675	4,390,952	4,680,835	4,321,839	4,418,849
Other Revenue	244,271	286,000	296,469	392,000	392,000
Transfers In	453,481	-	-	-	-
Total Department Revenue	**$12,689,452**	**$12,072,564**	**$ 12,597,397**	**$ 12,445,067**	**$ 12,738,777**
Expenditures					
Salaries and Benefits	$ 5,461,278	$ 5,741,416	$ 5,919,109	$ 5,866,308	$ 6,019,842
Supplies and Services	3,359,892	3,621,195	3,668,370	3,733,673	3,743,630
Special Projects	117,681	140,685	140,685	147,443	157,270
Capital Equipment	42,345	40,000	40,000	-	-
Debt Service	1,045,383	1,849,105	1,849,195	1,843,880	1,845,222
Non-Capital Equipment	77,961	129,369	129,369	107,500	72,500
Transfers Out	84,483	90,978	90,978	99,155	-
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Operating Expenditures	**$10,189,023**	**$11,712,748**	**$ 11,837,706**	**$ 11,897,959**	**$ 11,938,464**
Capital Revenues	$ 1,569,240	$ 4,769,624	$ 4,476,286	$ 100,000	$ 1,676,000
Capital Program	2,456,964	4,609,559	3,715,328	1,545,000	3,061,000
Total Department Expenditures	**$12,645,987**	**$16,322,307**	**$ 15,553,034**	**$ 13,442,959**	**$ 14,999,464**
Addition to (Use of) Reserves	**$ 1,612,705**	**$ 519,881**	**$ 1,520,649**	**$ (897,892)**	**$ (584,687)**

The Waterfront Department is budgeted in the Waterfront Fund.

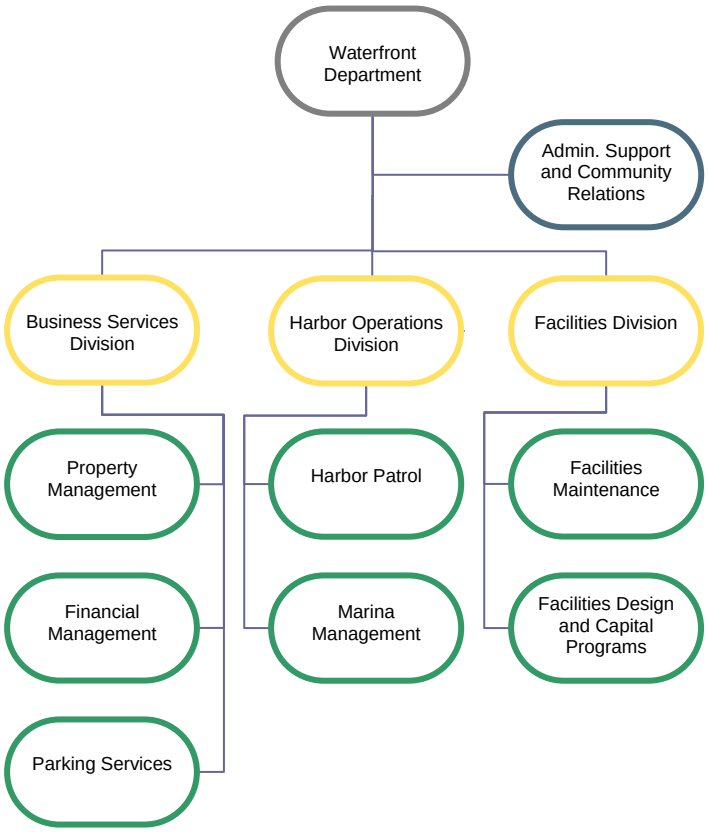
Department Fund Composition





Waterfront

Program Organization Chart



WATERFRONT PROGRAMS

- **Administrative Support and Community Relations**
- Property Management
- Financial Management
- Parking Services
- Harbor Patrol
- Marina Management
- Facilities Maintenance
- Facilities Design and Capital Programs

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

Provide direction and support to Waterfront Department Staff along with effective communication and representation before federal and state agencies, local harbor community, residents and businesses.

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.

Project Objectives for Fiscal Year 2014

- 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.

RECENT PROGRAM ACHIEVEMENTS

Waterfront Department received $2.24 million in federal funding for the Annual Maintenance Dredging of the Federal Channel in Santa Barbara Harbor for FY 2013

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**4.60**	**4.60**	**4.60**	**4.60**	**4.60**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 257	$ -	$ -	$ -	$ -
Transfers In	61,126	-	-	-	-
Total Revenue	**$ 61,383**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 629,895	$ 582,446	$ 600,446	$ 625,734	$ 650,708
Supplies and Services	950,739	1,012,806	1,021,031	1,081,307	1,116,635
Special Projects	40,539	61,400	61,400	60,000	60,000
Non-Capital Equipment	13,286	33,700	33,700	22,500	12,500
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Expenditures	**$ 1,634,459**	**$ 1,790,352**	**$ 1,716,577**	**$ 1,889,541**	**$ 1,939,843**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure 85% of Department program objectives are achieved.				
Percent of department performance objectives achieved	93%	85%	97%	85%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
City-sponsored events coordinated	N/A	N/A	N/A	7
Department newsletter issues published by deadline	N/A	N/A	N/A	3
City News In Brief articles submitted	N/A	N/A	N/A	36
Film shoots processed	N/A	N/A	N/A	15
Navy ship visits coordinated	N/A	N/A	N/A	1
Cruise ship passengers served	N/A	N/A	N/A	40,000
Harbor Commission meetings held	N/A	N/A	N/A	9
Merchant Associations meetings attended	N/A	N/A	N/A	10
Media contacts (responded to or made)	N/A	N/A	N/A	12
Department press releases issued	N/A	N/A	N/A	7
Presentations to other agencies conducted	N/A	N/A	N/A	2
Inter-Agency meetings attended (Federal)	N/A	N/A	N/A	4
Inter-Agency meetings attended (State)	N/A	N/A	N/A	4
Inter-Agency meetings attended (Local)	N/A	N/A	N/A	4

WATERFRONT PROGRAMS

Administrative Support and Community Relations
➢ **Property Management**
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Property Management

(Program No. 8112)

Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of services and the department receives market value rents.

Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Assure tenants receive the services entitled under their agreements.

Project Objectives for Fiscal Year 2014

- Maintain accurate sales reporting by auditing 25% of percentage rent leases annually.

RECENT PROGRAM ACHIEVEMENTS

Negotiated 7 lease renewals
(1 merger) with a total annual Base Rent income of $567,431

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.55**	**1.55**	**1.55**	**1.55**	**1.55**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 32,380	$ 35,000	$ 27,000	$ 30,000	$ 30,000
Lease Income	4,240,675	4,390,952	4,680,835	4,321,839	4,418,849
Other Revenue	212,578	250,000	270,638	377,000	377,000
Transfers In	15,458	-	-	-	-
Total Revenue	**$ 4,501,091**	**$ 4,675,952**	**$ 4,978,473**	**$ 4,728,839**	**$ 4,825,849**
Expenditures					
Salaries and Benefits	$ 137,483	$ 167,442	$ 174,042	$ 181,740	$ 190,337
Supplies and Services	168,021	205,386	205,386	209,308	209,676
Total Expenditures	**$ 305,504**	**$ 372,828**	**$ 379,428**	**$ 391,048**	**$ 400,013**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Support tenants' sales through department funded marketing and promotions.				
Total marketing expenditures	$56,033	$50,000	$53,515	$50,000
Renew 86% of Business Activities Permits (BAPs) by September 1.				
Percent of BAPs renewed by September 1	93%	86%	97%	86%
Collect 95% of base rents collected by due date in lease.				
Percent of base rents collected	97%	95%	95%	95%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Business Activity Permits managed	70	70	70	70
Business Activity Permits renewed by September 1	70	60	60	60
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%	25%
Cost to audit percentage rent leases	$32,840	$33,000	$33,000	$33,000
Leases audited	8	8	8	8
Lease contracts managed	64	65	65	65
Tenant contacts regarding sustainability issues (Green Objective)	95	70	70	70

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
➢ **Financial Management**
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Financial Management

(Program No. 8113)

Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.

Project Objectives for Fiscal Year 2014

- Complete budget within timeline set by Finance Department.
- Ensure department expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.

RECENT PROGRAM ACHIEVEMENTS

Tracked the Self-Pay Parking System's revenue collection component

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**1.75**	**1.75**	**1.75**	**1.75**	**1.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Interest Income	$ 166,113	$ 150,900	$ 147,139	$ 137,700	$ 132,000
Transfers In	17,034	-	-	-	-
Total Revenue	**$ 183,147**	**$ 150,900**	**$ 147,139**	**$ 137,700**	**$ 132,000**
Expenditures					
Salaries and Benefits	$ 150,735	$ 172,699	$ 176,699	$ 181,568	$ 186,493
Supplies and Services	30,329	29,127	61,127	69,308	70,039
Total Expenditures	**$ 181,064**	**$ 201,826**	**$ 237,826**	**$ 250,876**	**$ 256,532**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Process 90% of requisitions and claims within 21 days of receipt.				
Percent of requisitions and claims processed within 21 days	95%	90%	90%	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Deposits processed	829	825	825	825
Requisitions and claims processed	1,775	2,100	1,750	1,700
Billing accounts processed	13,736	13,800	13,700	13,800

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
➢ **Parking Services**
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Parking Services

(Program No. 8121)

Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

Program Activities

- Staff and operate 8 parking lots throughout the Waterfront area.
- Monitor and collect revenue at 5 Self-Pay parking lots.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

Project Objectives for Fiscal Year 2014

- Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting at the beginning of each quarter.
- Research and implement new parking infrastructure equipment to replace the outdated, aging Canadian Parking Equipment at Stearns Wharf and Harbor Main lots.

RECENT PROGRAM ACHIEVEMENTS

Expanded the self-pay parking system with credit card capabilities to include Cabrillo East and West, Garden Street and Palm Park parking lots

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**3.10**	**3.10**	**3.10**	**3.10**	**3.10**
Hourly Employee Hours	**40,922**	**35,496**	**35,496**	**31,280**	**30,290**
Revenues					
Fees and Service Charges	$ 2,271,185	$ 2,137,240	$ 2,262,267	$ 2,262,750	$ 2,327,416
Transfers In	26,341	-	-	-	-
Total Revenue	**$ 2,297,526**	**$ 2,137,240**	**$ 2,262,267**	**$ 2,262,750**	**$ 2,327,416**
Expenditures					
Salaries and Benefits	$ 769,581	$ 805,878	$ 816,578	$ 749,409	$ 753,486
Supplies and Services	88,597	80,439	80,439	135,506	134,942
Non-Capital Equipment	46,999	50,000	50,000	50,000	25,000
Total Expenditures	**$ 905,177**	**$ 936,317**	**$ 947,017**	**$ 934,915**	**$ 913,428**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Ensure annual parking revenue of at least $350,000.				
Total permit revenue	$364,353	$318,500	$345,000	$350,000
Maintain an annual operating expense of not more than 55% of revenue collected.				
Operating expense as a percentage of revenue collected	40%	≤55%	40%	≤55%
Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.				
Accuracy rate of cash drawers	99.9%	99%	99%	99%
Return 95% of customer phone calls within the first 24 hours.				
Percent of phone calls returned within 24 hours	N/A	N/A	N/A	95%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Total permit revenue	$364,353	$318,500	$345,000	$350,000
Accuracy rate of cash drawers	99.97%	99%	99%	99%
Attendant salary savings at Garden Street lot	N/A	$15,000	$20,000	$17,000
Wharf tickets distributed	249,686	250,000	251,100	250,000
Harbor tickets distributed	138,479	144,000	245,900	144,000
Boat trailer tickets distributed	9,933	10,000	9,600	10,000
Outer lot tickets distributed	274,707	285,000	221,850	285,000
Operating expense	$907,704	$923,000	$936,317	$939,484
Collection envelopes collected	9,306	8,000	8,580	8,500

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
➢ **Harbor Patrol**
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Harbor Patrol

(Program No. 8131)

Mission Statement

Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area.

Program Activities

- Provide emergency response 7 days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara Fire, California Department of Fish and Game, and County Sheriff.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire response and prevention services.

Project Objectives for Fiscal Year 2014

- Coordinate three joint agency emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

RECENT PROGRAM ACHIEVEMENTS

Facilitated joint training with Fire Department's new Water Rescue Team

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**12.50**	**12.50**	**12.50**	**12.50**	**12.50**
Hourly Employee Hours	**3,721**	**4,385**	**4,385**	**4,385**	**4,385**
Other Revenue	$ 101	$ -	$ 10,831	$ -	$ -
Transfers In	141,115	-	-	-	-
Total Revenue	**$ 141,216**	**$ -**	**$ 10,831**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,785,152	$ 1,814,074	$ 1,885,352	$ 1,855,303	$ 1,890,119
Supplies and Services	101,730	110,669	117,669	125,873	128,443
Special Projects	77,020	79,285	79,285	87,443	97,270
Non-Capital Equipment	5,608	24,329	24,329	15,000	15,000
Total Expenditures	**$ 1,969,510**	**$ 2,028,357**	**$ 2,106,635**	**$ 2,083,619**	**$ 2,130,832**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Respond to 96% of in-harbor emergencies within 5 minutes.				
Percent of five-minute response times	96%	96%	96%	96%
Achieve an average of 70 training hours per Harbor Patrol Officer.				
Average training hours per officer	50	50	70	70
Enhance public relations by conducting a minimum of 35 class tours or other public relations.				
Class tours or public relations events	35	35	35	35
Limit time lost due to injury to 410 0r fewer hours.				
Hours lost due to injury	1,680	410	410	410

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Joint agency drills	10	2	4	3
Calls for service	1,810	1.900	2,500	1,900
Emergency responses inside of harbor (tows not included)	85	100	140	100
Emergency responses outside of harbor (tows not included)	92	100	120	100
Emergency vessel tows	78	100	120	100

Harbor Patrol

(Program No. 8131)

Other Program Measures (Cont'd)

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Non-emergency (courtesy) vessel tows	297	400	400	350
Marine sanitation device inspections	640	1,000	1,200	1,000
Enforcement contacts	1,257	1,400	1,800	1,400
Arrests	66	130	130	130
Parking citations	403	400	500	400
Motor patrols	2,666	2,800	3,000	2,800
Foot patrols	3,766	3,500	4,000	3,500
Boat patrols	1,735	1,700	1,800	1,700
Medical emergency responses	118	100	150	100
Fire Service emergency responses	9	15	15	15
Marine mammal rescues	46	40	40	40
Bird rescues	81	20	100	80

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WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
➢ **Marina Management**
Facilities Maintenance
Facilities Design and Capital Programs

Marina Management

(Program No. 8141)

Mission Statement

Efficiently manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

Program Activities

- Manage a 1,139 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor 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 skiff, catamarans, outrigger canoes and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users and visitors.

Project Objectives for Fiscal Year 2014

- Support Clean Marina Program by conducting annual seafloor debris clean-up (Operation Clean Sweep Event).
- Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.
- Accommodate increased cruise ship visits by working with cruise ship lines, government agencies and community hospitality organizations.
- Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via 2 articles in department newsletter *Docklines*.

RECENT PROGRAM ACHIEVEMENTS

Completed RFP for new Marina Management software, and emailed to prospective vendors

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**250**	**250**	**250**	**250**
Revenues					
Fees and Service Charges	$ 5,281,347	$ 5,072,472	$ 5,183,687	$ 5,300,778	$ 5,438,512
Other Revenue	31,335	36,000	15,000	15,000	15,000
Transfers In	21,239	-	-	-	-
Total Revenue	**$ 5,333,921**	**$ 5,108,472**	**$ 5,198,687**	**$ 5,315,778**	**$ 5,453,512**
Expenditures					
Salaries and Benefits	$ 183,864	$ 231,715	$ 250,780	$ 228,675	$ 239,129
Supplies and Services	66,537	62,967	62,967	70,154	71,716
Capital Equipment	-	40,000	40,000	-	-
Total Expenditures	**$ 250,401**	**$ 334,682**	**$ 353,747**	**$ 298,829**	**$ 310,845**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Process 95% of slip trades, transfers, live-aboard permits or wait-list assignments within 10 working days of application completion or notice of acceptance (wait-list, live-aboard permits).				
Percent of trades, permits and assignments processed within ten days	93.8%	92%	95%	95%
Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.				
Percent of visitor slip assignments processed within 30 minutes	95%	95%	95%	95%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Trades, transfers, permits or assignments processed	161	150	159	150
West Beach permit revenue	$16,000	$15,000	$15,000	$15,000
Catamaran permit revenue	$7,800	$9,000	$8,800	$8,000
Visitor occupancy days per year	14,192	17,000	12,385	15,000
Vessels aground or sunk in East Beach anchorage	6	10	4	6
Cost to dispose of vessels beached on East Beach	$1,500	$13,000	$3,000	$10,000

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
➢ **Facilities Maintenance**
Facilities Design and Capital Programs

Facilities Maintenance

(Program No. 8151, 8152)

Mission Statement

Provide clean and safe commercial and recreational facilities for tenants and visitors at the Harbor and Stearns Wharf.

Program Activities

- Maintain and repair the Harbor, Stearns Wharf and Waterfront parking lots, including buildings, ocean structures, pavement, utilities, vessels, and equipment.
- Use tracking system to analyze preventive maintenance program effectiveness.

Project Objectives for Fiscal Year 2014

- Rebuild 16 20-foot marina slip fingers in Marina 2.
- Install 16 fiberglass pile jackets under the commercial buildings on Stearns Wharf.
- Track labor and material cost for fiberglass pile jacket installation.

RECENT PROGRAM ACHIEVEMENTS

Implemented a new Maintenance Program (Carti-graph) to track Work Orders and preventative maintenance Work orders.

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**17.50**	**17.50**	**17.50**	**17.50**	**17.50**
Hourly Employee Hours	**12,979**	**12,472**	**12,672**	**13,966**	**13,966**
Revenues					
Transfers In	$ 147,745	$ -	$ -	$ -	$ -
Total Revenue	**$ 147,745**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,576,354	$ 1,729,548	$ 1,772,148	$ 1,794,270	$ 1,853,382
Supplies and Services	1,947,620	2,112,815	2,112,765	2,034,532	2,004,074
Special Projects	122	-	-	-	-
Capital Equipment	42,345	-	-	-	-
Non-Capital Equipment	12,068	21,340	21,340	20,000	20,000
Total Expenditures	**$ 3,578,509**	**$ 3,863,703**	**$ 3,906,253**	**$ 3,848,802**	**$ 3,877,456**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Achieve 85% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.				
Percent of in-service days for Harbor Patrol fleet (PB1, PB2 and PB3)	89%	85%	89%	85%
Minimize time lost due to injury at 690 or fewer hours.				
Lost staff hours due to injury	300	690	690	690
Achieve 90% of in-service days for the Ice House through facility upgrades and preventative maintenance.				
Percent of in-service days for Ice House	N/A	N/A	N/A	90%

Other Program Measures

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Labor cost for vessel maintenance	$61,435	$70,000	$70,000	$70,000
Labor cost of preventative maintenance tasks	$127,000	$250,000	$250,000	$250,000
Cost of holiday and special events (labor and equipment)	$33,850	$45,000	$45,000	$45,000
Routine work orders completed	1,268	1,700	1,350	1,700
Dock fingers replaced in Marina 2	10	16	16	16
Cost per linear foot of dock fingers replaced	$250	$250	$250	$250
Percent of in-service days for Ice House	N/A	N/A	N/A	90%
Pile jackets installed at Stearns Wharf	N/A	N/A	N/A	16
Average cost per pile jacket installation (labor and materials)	N/A	N/A	N/A	$5,200

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
➢ **Facilities Design and Capital Programs**

Facilities Design and Capital Programs

(Program No. 8161)

Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects.
- Manage capital improvement projects including inspection, scheduling and public notification.

Project Objectives for Fiscal Year 2014

- 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.
- Complete preliminary design for Phases 5 through 8 of the Marina One Replacement Project.
- Obtain permits for endtie-widening projects at Marinas Two, Three and Four.
- Develop plan to retrofit or replace Ice House condenser and install unit.

RECENT PROGRAM ACHIEVEMENTS

Completed Phase 4 the of Marina One Replacement Project which included replacing "L" and "M" Fingers

Financial and Staffing Information

	Actual FY 2012	Amended FY 2013	Projected FY 2013	Adopted FY 2014	Proposed FY 2015
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 23,423	$ -	$ -	$ -	$ -
Total Revenue	**$ 23,423**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 228,214	$ 237,614	$ 243,064	$ 249,609	$ 256,188
Supplies and Services	6,319	6,986	6,986	7,685	8,105
Debt Service	1,045,383	1,849,105	1,849,195	1,843,880	1,845,222
Transfers Out	84,483	90,978	90,978	99,155	-
Total Expenditures	**$ 1,364,399**	**$ 2,184,683**	**$ 2,190,223**	**$ 2,200,329**	**$ 2,109,515**
Capital Revenues	$ 1,569,240	$ 4,769,624	$ 4,476,286	$ 100,000	$ 1,676,000
Capital Program	2,456,964	4,609,559	3,715,328	1,545,000	3,061,000
Addition to (Use of) Reserves	**$ (2,228,700)**	**$ (2,024,618)**	**$ (1,429,265)**	**$ (3,645,329)**	**$ (3,494,515)**

Measurable Objectives for Fiscal Year 2014

	Actual FY 2012	Budget FY 2013	Projected FY 2013	Adopted FY 2014
Complete 80% of minor capital projects under $100,000 according to the approved budget.				
Percent of minor capital projects completed on schedule	77%	80%	80%	80%
Complete 70% of minor capital projects that are constructed under $100,000 according to the approved budget.				
Percent of minor capital projects within budget	85%	70%	70%	70%

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APPENDIX: Description of Funds

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities, or complying with special regulations, restrictions, or limitations. The following provides a description of all accounting funds used by the City of Santa Barbara, including those for which a budget is not adopted.

GOVERNMENTAL FUNDS

The measurement focus for governmental funds is on current spendable resources, and as such, the balance sheets for these types of funds include only current assets and current liabilities. Governmental funds are accounted for on a modified accrual basis, thus revenues are recognized when measurable and available, and expenditures are recorded when the related liability is incurred.

General Fund

The City's General Fund accounts for activities and services traditionally associated with governments, such as police and fire, which are financed primarily through tax-generated revenues and not required to be accounted for in another fund.

Special Revenue Funds

Special revenue funds are used to account for the proceeds from specific revenue sources, other than trusts or major capital projects that are legally or contractually restricted to expenditures for specific purposes.

FEMA Reimbursement Fund

For costs incurred as a result of the federally or state declared disasters for storms and wildfires from July 2007 to May 2009.

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.

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 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.

Transportation Sales Tax (Measure D) 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 D was approved by the voters of Santa Barbara County in an election held on November 7, 1989. The tax became effective on April 1, 1990.

Utility Undergrounding Fund

For the City's portion of funds received from a 1% franchise surcharge on electric utility bills in the City. The funds are used to support the City's costs associated with Southern California Edison Rule 20A and 20B approved undergrounding utility line projects in the City.

Wildland Fire Benefit Assessment District Fund

For funds received from a special property tax assessment to property owners who live in Extreme Foothill and Foothill Zones of the City high fire hazard area. Funds are spent solely within the Benefit Assessment District for vegetation road clearance, chipping services, defensible space assistance and inspection, and vegetation management projects.

APPENDIX: Description of Funds

Debt Service Funds

Debt service funds are used to account for debt service expenditures on general long-term debt.

2002 Municipal Refunding Certificates of Participation

For the accumulation of funds for the payment of the General Fund's portion of the 2002 municipal improvement certificates of participation. These certificates mature in annual installments of $247,500 to $339,900, with final maturity in 2017.

2001 Redevelopment Agency Tax Allocation Bonds – Series 2001A

For the accumulation of funds for the payment of the 2001 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $2,895,000 to $4,340,000 through 2019.

2003 Redevelopment Agency Tax Allocation Bonds – Series 2003A

For the accumulation of funds for the payment of the 2003 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $1,920,000 to $2,835,000 through 2019.

2004 Redevelopment Agency Tax Allocation Housing Bonds – Series 2004A

For the accumulation of funds for the payment of the 2004 Redevelopment Tax Allocation Housing Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $470,000 to $620,000 through 2018.

1994 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 1994 Water Revenue Refunding Serial Bonds. These bonds mature in annual principal installments of $560,000 to $720,000 through 2014.

2004 Sewer Revenue Bonds

For the accumulation of funds for the payment of the 2004 Sewer Revenue Bonds. These bonds mature in annual installments of $580,000 to $1,290,000 through 2029.

2009 Airport Revenue Bonds

For the accumulation of funds for the payment of the 2009 Airport Revenue Bonds. These bonds mature in annual principal installments of $865,000 to $2,995,000 through 2039.

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.

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.

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.

Facilities Management Fund

For the costs of operating citywide building maintenance, custodial and electronics maintenance operations. Also includes the capital project costs of renewing City facilities.

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.

Self-Insurance Fund

For the cost of providing workers' compensation, unemployment, liability and employee health insurance coverage on a citywide basis.

Information Systems Intra-City Service 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.

Non-Expendable Trust Funds

Non-expendable trust funds are used to account for trust resources, wherein the City, in accordance with the terms of the trust agreement, can expend interest earnings of the trust, but the principal must remain intact. Like proprietary funds, non-expendable trust funds use the accrual basis of accounting.

Expendable Trust Funds

Expendable trust funds are used to account for trust resources, wherein the City, in accordance with the terms of the trust agreement, can expend the Trust's principal and interest earnings.

Library Gifts Fund

For gifts and bequests made to the City library. Funds are used for book replacement.

Agency Funds

Agency funds are used to account for resources for which the City acts as an agent, or custodian, for other governmental units, private organizations, or individuals.

California Law Enforcement Telecommunications System (CLETS) Fund

For monies received from various participating public agencies for the purchase of computer equipment for communication with the California Law Enforcement Tracking System (CLETS).

Revolving Rehabilitation Loan Fund

For rehabilitation loans made by the City through the use of various funding sources.

Seismic Safety Assessment Fund

For the financial activities of the Seismic Assessment District #1.

APPENDIX: Legal Requirements and the Budgetary Process

Authoritative Basis for the Annual Budget

The authoritative basis for the development of the annual budget is provided in Article XII, Fiscal Administration, Section 1200 et. al. of the City of Santa Barbara Charter. Section 1200 specifically requires that "... at least sixty (60) days prior to the beginning of each fiscal year, the City Administrator shall submit to the City Council the proposed budget as prepared by him (or her)."

Budgetary Roles and Responsibilities

The Budget Officer and the Budget Manager, during budget pre-development, determine departmental revenue targets for use during budget development and develop cycle-specific information, such as debt service requirements and allocated costs. The Budget Officer works with the Treasury Manager from Finance throughout the entire budget development process to develop the base budget requirements for the next fiscal year through analysis of revenue estimates.

The Treasury Manager develops preliminary revenue estimates for departments during budget pre-development, and works with departments throughout the budget development process in revising the preliminary estimates for departmental revenues in order to reach final, revised estimates.

The Budget Manager develops overhead cost allocations and works with the Public Works Department in preparing preliminary cost allocations for building maintenance, custodial and electronic maintenance services, and the City's Motor Pool. The Budget Manager also works with Information Systems to determine cost allocations for the desktop maintenance and replacement program, as well as cost allocations related to the City's financial management system.

Finance managers 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 managers 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 City Administrator for Organizational Development works with all departmental Program Owners, Managers and Department Heads to ensure that the performance objectives contained in the Programs and Services narratives are measurable, actionable, specific and adequately cover the day-to-day activities of city operations, as well as any one-time projects or initiatives planned for the budget year.

The Budget Steering Committee provides oversight to the entire budget process, with direction from the City Administrator, to ensure that Council goals and other citywide priorities are addressed throughout development of the budgets.

Departmental Staff develop line-item operating budgets and capital requests. Anticipated program adjustments are incorporated and communicated to the Finance Department for revising departmental revenue targets.

The City Administrator provides oversight of the Budget Steering Committee throughout the entire budget process. The City Administrator meets with Department Heads, Program Owners, Departmental Budget Staff and Budget Liaisons to review all departmental operating and capital requests and makes funding decisions for the recommended budget, ensuring that Council goals and the Steering Committee's budget priorities are addressed. Also at these budget meetings, the City Administrator approves all operational goals and objectives for the coming fiscal year that are laid out in the Programs and Services narratives. All recommendations and adjustments are incorporated into the City Administrator's recommended budget that is filed with the City Clerk and presented to City Council for approval in April of each year.

Mayor and City Council, with input from the public, review the City Administrator's recommended budget, along with any specific recommendations from the Council Finance Committee, approve or adjust as necessary, and adopt the final operating and capital budget.

Budgetary Basis and the Budgetary Level of Control

Governmental funds are budgeted using the modified accrual basis, consistent with the basis of accounting. Briefly, this means that expenditures are recognized when the related liability is incurred; revenues are recognized to the degree that they are available to finance expenditures of the current period. The only exception is the budgeting of capital projects, in which the entire cost of the capital project is budgeted in the first year, and subsequently carried over until project completion.

Similarly, Proprietary Funds use the modified accrual basis of budgeting, but use the accrual basis of accounting. Differences arise between the two bases for several items: depreciation expense is recorded on a GAAP basis only; debt service retirement, including principal and interest payments, are budgeted as expenditures; and, like governmental funds, all costs of capital projects are included in the budget for the first year of the project.

Budgets are monitored at varying levels of classification detail. However, expenditures cannot exceed total appropriations at the department level for the General Fund and at the fund level for all legally budgeted funds (proprietary funds).

Specifically, the budget is controlled at the following levels:

1. Departments are authorized to transfer amounts between individual line-item expenditure categories within a particular major object account group.

2. The City Administrator is authorized to transfer amounts within individual departmental budgets, both between programs and between major object groupings.

3. City Council must authorize all budget amendments that alter the total appropriations of a particular department or fund.

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.

APPENDIX: Legal Requirements and the Budgetary Process

The following summarizes the City of Santa Barbara's two-year budget process.

Budget Process - Year One

Pre-Development Activities

Council goals and program priorities are developed.

Finance Department develops preliminary revenue projections.

Revenue targets are developed by City Administrator and distributed to departments.

The Finance and Public Works departments and Information Systems in the Administrative Services department develop allocated costs.

Departments submit capital project requests to Public Works Administrative Officer as part of development of the Six-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 performs 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

Finance Director 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 staff prepare "City Administrator's Budget Message" and review annual performance plans included in the program narratives.

The Recommended Budget is filed with the City Clerk’s Office.

Public Review

Boards and Commissions review the Recommended Budget.

City Council and Finance Committee review the Recommended Budget, including Capital Program and Fee Resolutions.

City Council approves and/or adjusts the City Administrator’s Recommended Budget, as appropriate.

Public hearings are held.

Budget overview and department presentations are held.

Budget information made available in accordance with Public Information Plan.

Budget Adoption

City Council adopts, by resolution, the two-year financial plan and the operating and capital program budgets for year one of the two-year financial plan.

Finance Department updates and publishes the budget document, and posts it to the Internet.

Budget Process - Year Two

Mid-Cycle Review

Finance Department updates the revenue projections for year two of the two-year financial plan.

Year two recommendations are revised, if necessary.

Presentation and Adoption

City Administrator presents addendum and a summary of the proposed budget for year two to the City Council. This document identifies the following:

- Changes to the two-year financial plan approved at mid-cycle.
- Any changes to the City Administrator's second year recommendations.
- The progress of the City Council's two-year goals and action plan.
- A summary of the second year's budget by program.

City Council reviews the addendum information and approves and/or adjusts the changes made by the City Administrator, as appropriate.

A public hearing is held.

Council adopts, by resolution, the operating and capital budget for year two of the two-year financial plan.

APPENDIX: Budget Policies

General Policies

All current operating expenditures will be financed with current revenues.

Budgetary emphasis will focus on providing high quality municipal services, recognizing the fundamental importance to the public of public safety and properly maintained infrastructure.

The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.

The budget will reflect a higher priority for maintenance of existing facilities than for acquisition of new facilities.

Future maintenance needs for all new capital facilities will be fully costed, and added costs will be recognized and included in future year budget projections.

Strong customer service and productivity improvements, with a focus on cost savings, remain important budgetary goals.

Productivity improvements resulting in cost reduction will remain an important budgetary goal.

Revenue Policies

A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any single revenue source.

Revenues will be conservatively estimated, will be projected for the next four years and will be updated at least annually.

Intergovernmental assistance in the form of grants and loans will be used to finance only:

- Capital improvements that are consistent with the Six-Year Capital Program priorities and can be maintained and operated over time; and
- Operating programs which either can be sustained over time or have a limited horizon.
- One-time revenues will be used for operating programs only after an examination determines whether they are subsidizing an imbalance between operating revenues and expenditures, and then only if a long-term forecast shows that the operating deficit will not continue. In general, one-time revenues will be used only to support capital or other non-recurring expenditures.

All fees and charges for each enterprise fund will be set at a level that fully supports the direct and indirect cost of the enterprise.

Reserve Policies

An Appropriated Reserve will be included in each operating fund's adopted budget to provide for unanticipated expenditures or to meet unexpected small increases in service delivery costs within the fiscal year. This reserve will be budgeted up to 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 accompanies by an assessment of the fiscal condition of the fund and a comprehensive balancing strategy and plan for replenishing reserves.

Debt Policy

It is the intent of the City of Santa Barbara to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management. A summary of existing debt obligations by fund and a summary of total annual debt service requirements are provided in this section under "Debt Obligations".

The General Fund currently does not have any general obligation bonds and does not anticipate issuing such debt. Existing General Fund debt includes certificates of participation for capital improvements to City facilities. As of June 30, 2012, the outstanding balance is $1,831,500 and annual debt service requirement is $349,125.

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).

Based on these restrictions and existing annual debt service requirements, total annual debt service capacity for the Water Fund and Wastewater Fund is approximately $14.4 million and $4.7 million, respectively, based on operating results for the year ended June 30, 2012. For fiscal year 2014, the current total debt service requirement for all existing debt is approximately $5.6 million and $1.7 million for the Water Fund and Wastewater Fund, respectively.

Based on a net assessed value of property of approximately $16.41 billion, the legal debt limit is $615.2 million. Currently, there is no outstanding debt subject to limitation.

No other restrictions exist.

APPENDIX: Budget Calendar

NOVEMBER 2012	
Thursday, November 1	• FMS BUDGET SYSTEM INITIALIZATION • BUDGET STEERING COMMITTEE
Thursday, November 1 - Thursday, December 6	• Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets
Thursday, November 8	• Finance completes payroll projections, calculation of status quo budgets and preliminary revenue targets • General Fund Cost Allocation Plan finalized • Budget Calendar Highlights distributed to departments • Position re-allocation worksheets and "special pays" instructions sent to departments • BUDGET STEERING COMMITTEE
Friday, November 9	• Draft Six-Year Capital Improvement Plan (CIP) submissions due to Public Works from depts.
Mid-November	• FINANCE COMMITTEE MEETING - FY 13 First Quarter Review
Thursday, November 15	• Overhead Allocation and Internal Service Funds charges finalized and entered into FMS • BUDGET STEERING COMMITTEE • Budget Steering Committee approves FY14 salary & benefit, and allocated cost assumptions.
Monday, November 19	• Final CIP project revisions due to Public Works from departments
Thursday, November 29	• BUDGET STEERING COMMITTEE

DECEMBER 2012	
Month of December	• Dept. Heads discuss budget issues with City Administrator at respective monthly meetings
Thursday, November 1 - Thursday, December 6	• Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets
Thursday, December 6	• BUDGET STEERING COMMITTEE
Tuesday, December 18	• FINANCE COMMITTEE MEETING - CAFRs presented
Thursday, December 20	• Deadline for new positions and reclassifications for FY 14 to Human Resources

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

JANUARY 2013	
Thursday, January 10	BUDGET STEERING COMMITTEE
Friday, January 11	**BUDGET KICK-OFF AND ANNUAL BUDGET TRAINING SESSION FOR DEPARTMENTS**
Monday, January 14	FY 13 AE&E and revenue reports for six months ended Dec 31, 2012 released to depts.
Monday, January 14 - Monday, March 4	Departments develop line-item budgets and P3 plans
Thursday, January 17	BUDGET STEERING COMMITTEE
Thursday, January 24	BUDGET STEERING COMMITTEE
Thursday, January 31	P3 Quarterly Reports due to CAO for second quarter of FY 13 Final Draft of Six-Year Capital Improvement Plan (CIP) due to City Administrator

FEBRUARY 2013	
Wednesday, February 6	COUNCIL BUDGET WORKSESSION - Review of General Fund Budget Priorities for FY 14
Thursday, February 7 - Monday, March 4	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
Mid-February	FINANCE COMMITTEE MEETING - FY 13 Mid-Year Review City Administrator finalizes Six-Year Capital Improvement Plan (CIP)
Thursday, February 14	BUDGET STEERING COMMITTEE
Thursday, February 21 - Thursday, March 21	**Departmental Budget Review Meetings with City Administrator and departments**

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

MARCH 2013	
Thursday, February 7 - Monday, March 4	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
Thursday, February 21 - Thursday, March 21	**Departmental Budget Review Meetings with City Administrator and departments**
Thursday, March 7	BUDGET STEERING COMMITTEE
Early March	Six-Year Capital Improvement Plan filed with the City Clerk CITY COUNCIL MEETING - Six-Year Capital Improvement Plan presented
Wednesday, March 13	COUNCIL BUDGET WORKSESSION - Review Options for Increasing General Fund Revenues
Monday, March 18	**FINAL BUDGET REVIEW AND BALANCING** by Budget Steering Committee
Monday, March 18 - Monday, April 15	Budget document compiled, reviewed and published

APRIL 2013	
Monday, March 18 - Monday, April 15	Budget document compiled, reviewed and published
Tuesday, April 16	**City Administrator's Recommended Budget filed with City Clerk** FINANCE COMMITTEE MEETING - Finance Committee Budget Review Schedule approved CITY COUNCIL MEETING - Staff presents budget overview and Schedule of Budget Worksessions and Public Hearings approved Recommended budget posted to the Internet and available on CD-ROM Press briefings with local newspapers in a.m.
Late April	Budget Briefings with Labor Unions

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

MAY 2013	
Month of May	FINANCE COMMITTEE REVIEW OF CERTAIN ELEMENTS OF RECOMMENDED BUDGET
Wednesday, May 1	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #1
Thursday, May 2	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #2
Monday, May 6	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #3
Mid-May	FINANCE COMMITTEE MEETING - FY 13 Third Quarter Review
Monday, May 13	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #4
Wednesday, May 15	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #5
Monday, May 20	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #6
Tuesday, May 21	FINANCE COMMITTEE MEETING - Decisions on recommended budget adjustments
Wednesday, May 22	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #7 (as needed)

JUNE 2013	
Monday, June 3	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #8: Finance Committee Recommendations presented to Council; Council budget deliberations; Final direction to staff from Council
Wednesday, June 5	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #9: Council budget deliberations (as needed)
Thursday, June 6	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #10: Council budget deliberations (as needed)
Friday, June 14	Final revisions to P3 Annual Plans for FY 14 due to the City Administrator
Tuesday, June 18	CITY COUNCIL MEETING - **BUDGET ADOPTION**
Wednesday, June 19	Adopted budget transferred to general ledger Adopted budget reports from general ledger reviewed and distributed to departments

JULY 2013	
Wednesday, July 31	Adopted budget document distributed and published to the City's website P3 Quarterly Reports due to CAO for fourth quarter of FY 13

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Legal Debt Margin

City of Santa Barbara
Legal Debt Margin
(amounts expressed in thousands)

	2008	2009	2010	2011	2012
Assessed valuation	$14,771,839	$15,805,423	$16,059,758	$16,133,703	$16,405,822
Coverage percentage	25%	25%	25%	25%	25%
Adjusted assessed valuation	$3,692,960	$3,951,356	$4,014,940	$4,033,426	$4,101,456
Debt limit percentage	15%	15%	15%	15%	15%
Debt limit	$553,944	$592,703	$602,241	$605,014	$615,218
Total net debt applicable to limit	-	-	-	-	-
Legal debt margin	$553,944	$592,703	$602,241	$605,014	$615,218
Total net debt applicable to the limit as a percentage of debt limit	0.00%	0.00%	0.00%	0.00%	0.00%

The Government Code of the State of California provides for a legal debt limit of 15% of gross assessed valuation. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). The computations shown above reflect a conversion of assessed valuation data for each fiscal year from the current full valuation perspective to the 25% level that was in effect at the time that the legal debt margin was enacted by the State of California for local governments located within the state. The City is not at risk of exceeding its legal debt limit.

APPENDIX: Debt Obligations

REVENUE BONDS

	Outstanding at June 30, 2012
***Water Fund*:**	
$9,780,000 – 1994A water revenue refunding serial bonds. Bonds issued to provide funds in order to refund the outstanding City of Santa Barbara Water Revenue and Refunding Bonds of 1979, which were used to finance capital improvements to the water distribution system. Remaining annual installments range from $655,000 to $720,000 through September 1, 2014. Interest rates range from 4.3% to 4.8% payable semi-annually on March 1st and September 1st.	$ 2,065,000
***Airport Fund*:**	
$47,270,000 – 2009 Airport Revenue Bonds. Bonds issued to provide funds to construct a new passenger terminal building and related parking and roadway improvements at the Santa Barbara Municipal Airport. Remaining annual principal installments range from $865,000 to $2,995,000 through July 1, 2039.	47,270,000
***Wastewater Fund*:**	
$20,410,000 – 2004A sewer revenue serial bonds. Bond proceeds are used to provide funds for the acquisition of certain capital improvements to the Wastewater system. Remaining annual installments range from $655,000 to $1,290,000 through May 1, 2029. Interest rates range from 2.4% to 4.7% payable semi-annually.	15,685,000
Total Revenue Bonds	**$65,020,000**

TAX ALLOCATION BONDS

For fiscal year 2012, principal and interest paid on these bonds was $1,782,898, and property tax received in the Redevelopment Agency was $11,740,474. With the elimination of the Redevelopment Agency on January 31, 2012, the outstanding tax allocation bonds have been assumed by the Successor Agency.

CERTIFICATES OF PARTICIPATION

	Outstanding at June 30, 2012
General Fund:	
$4,184,400 – 2002 Refunding Municipal Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara Refunding Certificates of Participation Series 1993, which were used to finance capital improvements in the City's Municipal Improvements Program. Remaining annual installments range from $273,900 to $339,900 through August 1, 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	$1,831,500

Tidelands Trust - Waterfront:

$19,405,000 - 2002 Waterfront Refunding Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara 1992 Certificates of Participation, which were used to finance capital improvements at the waterfront. Remaining annual installments range from $575,000 to $1,230,000 through October 1, 2027. Term certificates of $16,090,000 are due on October 2027. Interest rates range from 3.75% to 6.75% payable semi-annually.	13,870,000

Golf Fund:

$2,155,600 – 2002 Refunding Municipal Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara Refunding Certificates of Participation Series 1993, which were used to finance capital improvements at the golf course. Remaining annual installments range from $141,100 to $175,100 through August 1, 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	943,500

Water Fund:

$15,535,000 – 2002 Refunding Water Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara 1992 Certificates, which were used to finance capital improvements to the water distribution system. Remaining annual installments range from $520,000 to $1,030,000 through September 1, 2026. Interest rates range from 3.0% to 4.75% payable semi-annually.	11,095,000
Total Certificates of Participation	**$ 27,740,000**

LOANS PAYABLE

Water Fund:	**Outstanding at June 30, 2012**
$17,900,849 – California Department of Health Services Safe Drinking Water State Revolving Fund loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Due in semiannual payments of $572,123. Interest is 2.5132% per annum. The final payment is due July 1, 2025.	12,622,653
$19,997,929 – California Department of Health Services Safe Drinking Water State Revolving Fund loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Due in semiannual payments of $655,935. Interest is 2.7934% per annum. The final payment is due January 1, 2027.	15,553,279
$29,283,000 – California Department of Health Services Safe Drinking Water State Revolving Fund loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Once all phases of the project are complete, the total amount borrowed will be repaid to the State with semi-annual principal and interest payments for 20 years. Interest is 2.5017% per annum.	8,695,381

APPENDIX: Debt Obligations

Airport Fund:

$2,450,339 **–** State Department of Transportation loan. Funds used to finance capital improvements at the airport. Due in 17 annual payments of $218,714. Interest is 5.0843% per annum. The final payment is due June 30, 2024. 1,929,329

Waterfront Fund:

$7,201,000 **–** State Department of Boating and Waterways loan. Funds used to finance capital improvements at the marina. Interest is 4.5% per annum. Once all phases of the project are complete, the total amount borrowed will be repaid to the State with fixed annual principal and interest payments due each year on August 1 for 30 years. 3,084,714

Total Loans Payable	**$ 41,885,356**
Outstanding Debt Obligations – Total , All Funds	**$134,645,356**

APPENDIX: Debt Obligations

The annual requirements to amortize all debts outstanding as of June 30, 2012 are as follows:

	Governmental Activities	Business-type Activities			
	Principal Payments				
Fiscal Year Ending	Certificates of Participation	Revenue Bonds	Certificates of Participation	Other Loans	Total
2013	$273,900	$2,175,000	$1,236,100	$1,867,841	$5,552,841
2014	287,100	2,265,000	1,292,900	2,285,284	6,130,284
2015	300,300	2,355,000	1,349,700	2,349,918	6,354,918
2016	306,900	1,700,000	1,413,100	2,416,472	5,836,472
2017	323,400	1,780,000	1,496,600	2,485,007	6,085,007
2018 - 2022	339,900	10,110,000	7,890,100	13,526,940	31,866,940
2023 - 2027	-	12,585,000	10,000,000	11,898,577	34,483,577
2028 - 2032	-	11,735,000	1,230,000	3,101,321	16,066,321
2033 - 2037	-	11,755,000	-	1,258,217	13,013,217
2038 - 2042	-	8,560,000	-	695,779	9,255,779
Total Principal	$1,831,500	$65,020,000	$25,908,500	$41,885,356	$134,645,356
Fiscal Year Ending	Interest Payments				Total
2013	$75,225	$3,028,430	$1,292,019	$1,177,196	$5,572,870
2014	63,647	2,936,570	1,236,089	1,141,364	5,377,670
2015	50,976	2,840,355	1,172,540	1,076,729	5,140,600
2016	37,502	2,747,275	1,105,136	1,010,175	4,900,088
2017	23,159	2,677,275	1,033,259	941,640	4,675,333
2018 - 2022	7,860	12,127,473	3,974,924	3,606,296	19,716,553
2023 - 2027	-	9,555,040	1,625,194	1,634,088	12,814,322
2028 - 2032	-	6,235,250	30,750	657,765	6,923,765
2033 - 2037	-	3,372,750	-	269,376	3,642,126
2038 - 2040	-	442,000	-	79,997	521,997
Total Interest	$258,369	$45,962,418	$11,469,911	$11,594,626	$69,285,324
Total Debt	$2,089,869	$110,982,418	$37,378,411	$53,479,982	$203,930,680

APPENDIX: Budget Glossary

Accrual Basis of Accounting: Proprietary and non-expendable trust fund types utilize the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, such that revenues and expenditures are recognized when the underlying event or transaction takes place.

Appropriation: An authorization granted by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period by the City Council. Non-operating appropriations, i.e., capital and special projects, continue in force through a budget re-appropriation (or carryover) until fully expended or until the City has accomplished or abandoned the purpose for which Council originally granted the appropriation.

Appropriation Resolution: The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

Assessed Value: The value placed on real and other property as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the State Board of Equalization establishes assessed value of utility property tax rolls.

Balanced Budget: A budget is balanced when the fiscal year's appropriations equals to the revenue.

Balance Sheet: A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specific date.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place) and, (3) modified accrual basis (revenues recognized in the accounting period in which they become available and measurable and expenditures recognized in the accounting period in which the fund liability in 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.

APPENDIX: Budget Glossary

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.

APPENDIX: List of Acronyms

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
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
BAP	Business Activity Permit
BFI	Browning-Ferris Industries (a wholly owned subsidiary of Allied Waste Industries, Inc.)
BMPs	Best Management Practices
BPO	Blanket Purchase Order
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
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
CEQA	California Environmental Quality Act
CERT	Citizens Emergency Response Training
CHDO	Community Housing Development Organization
CIP	Capital Improvement Program
CLA	City Leadership Academy
CLETS	California Law Enforcement Telecommunications System
COMB	Cachuma Operations and Management Board
COP	Citizen-Oriented Policing
COPS	Community Oriented Problem Solving
CPUC	California Public Utilities Commission
CSMFO	California Society of Municipal Finance Officers
CWQCB	California Water Quality Control Board
DA	District Attorney
D.A.R.E.	Drug Awareness Resistance Education
DART	Development Application Review Team
DOJ	Department of Justice
DPA	Development Plan Agreement
DUI	Driving Under the Influence
EIR	Environmental Impact Report
EMLAP	Employee Mortgage Loan Assistance Program
ELAP	Environmental Laboratory Accreditation Program
ENF	Enforcement
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ERAF	Educational Revenue Augmentation Fund
FAA	Federal Aviation Administration
FAR	Federal Air Regulation
FBI	Federal Bureau of Investigation
FMDSS	Financial Management Decision Support System
FMLA	Family and Medical Leave Act
FMS	Financial Management System
FTE	Full-time Equivalent Job Position
FY	Fiscal Year
FYE	Fiscal Year End
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
HBRR	Federal Highway Bridge Replacement and Rehabilitation

APPENDIX: List of Acronyms

	funds
HHW	Hazardous Household Waste
HLC	Historic Landmarks Commission
HOME	Federal Home Investment Partnership Program
HUD	Housing and Urban Development
ICS	Intra-City Services
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
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
LIMS	Laboratory Information Management System
LTF	Local Task Force on Solid Waste
LUFT	Leaking Underground Fuel Tank
MDC	Mobile Data Computer
MEA	Master Environmental Assessment
MHA	Mental Health Association
MJSWTG	Multi-Jurisdictional Solid Waste Task Group
MRE	Mobile Reporting Equipment
MTD	Metropolitan Transit District
MOU	Memorandum of Understanding
MUR	Multi-Unit Residential
NIMS	National Incident Management System
NITF	Neighborhood Improvement Task Force
NPDES	National Pollution Discharge Elimination System
NPO	Neighborhood Preservation Ordinance
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
P^3	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
PERS	Public Employee Retirement System
PFC	Passenger Facility Charge
PlanSB	General Plan Update
PLF	Public Library Fund
PM	Planned Maintenance
POST	Police Officers' Standards & Training
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
RWQCB	California Regional Water Quality Control Board
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
SCADA	Supervisory Control and Data Acquisition
SCE	**S**outhern California Edison
SCEEP	South Coast Energy Efficiency Partnership
SCORE	Service Corps of Retired Executives
SEIU	Service Employee International Union (Local 620)
SEMS	Standardized Emergency Management System
SET	Staff Hearing Officer, Environmental Review, and Training
SFDB	Single Family Design Board

APPENDIX: List of Acronyms

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
STIP	State Transportation Improvement Project funds
SWPPP	Storm Water Pollution Prevention Pan
TACT	Total Awareness Cross Training
TBID	Tourism Business Improvement District
TDA	Transportation Development Act
TOT	Transient Occupancy Tax
TSA	Transportation Security Administration
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
ZIR	Zoning Information Report

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