



FUND OVERVIEWS

General Fund

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Operating 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



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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.

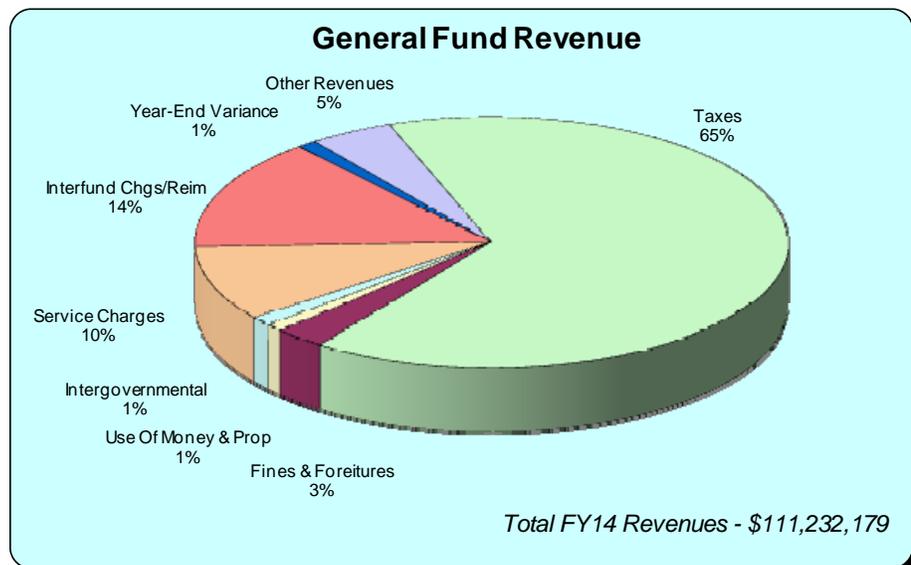
Expenditures, on the other hand, are generally less volatile and thus more predictable. Because General Fund services are labor-intensive, salary and related benefit costs (\$86,216,101) comprise over three-quarters of the total General Fund operating budget. As a result, during economic downturns when 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



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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	<u>\$ 68,919,794</u>	<u>\$ 72,266,928</u>	<u>\$ 72,690,594</u>	<u>\$ 74,914,015</u>	<u>0.6%</u>	<u>3.1%</u>

* 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

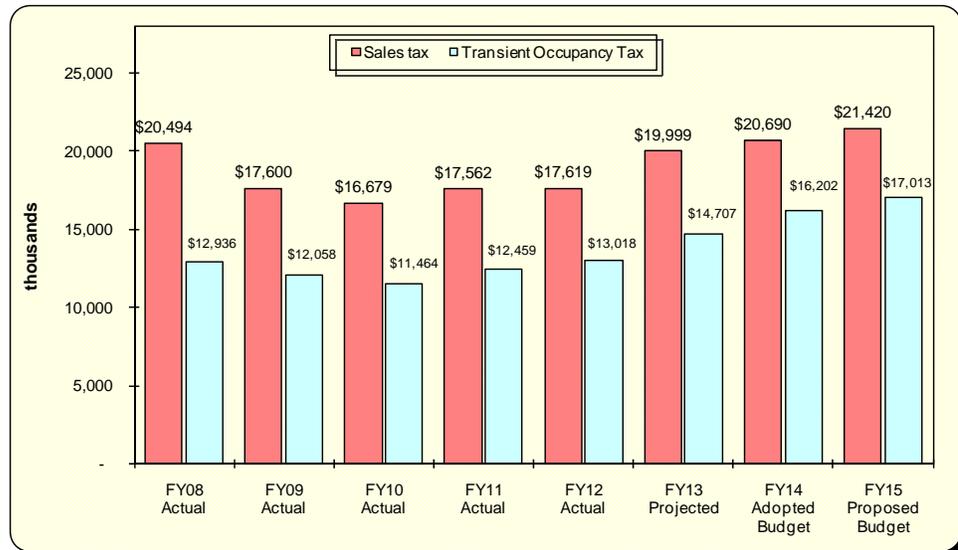


FUND OVERVIEWS

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.



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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	NA	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%



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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.



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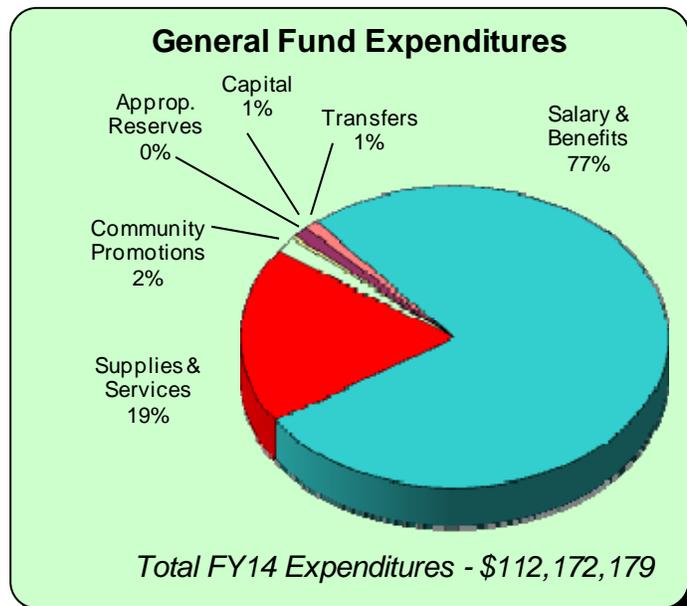
General Fund

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.



FUND OVERVIEWS

General Fund

	Fiscal 2013		Fiscal 2014	Fiscal 2015	FY14 %	FY15 %
	Adopted	Amended	Adopted	Proposed	Growth	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.



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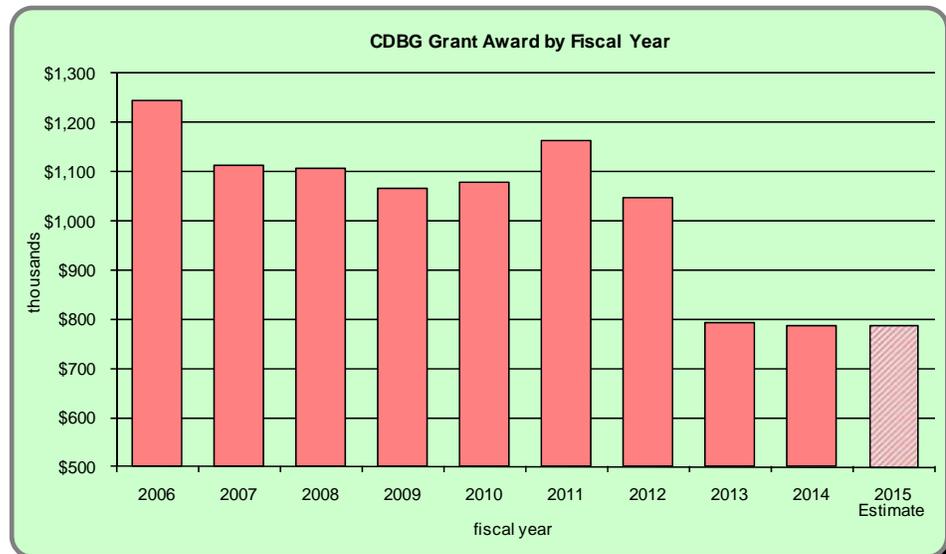
Special Revenue Funds

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Operating Budget:					
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.

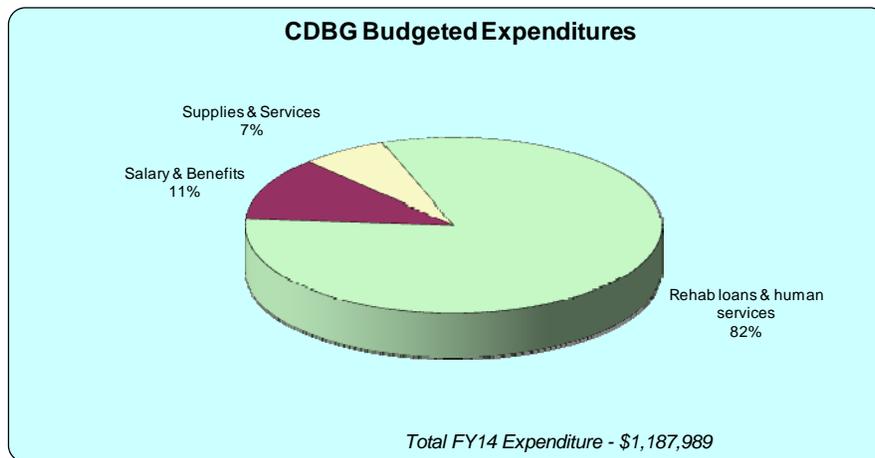


FUND OVERVIEWS

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.



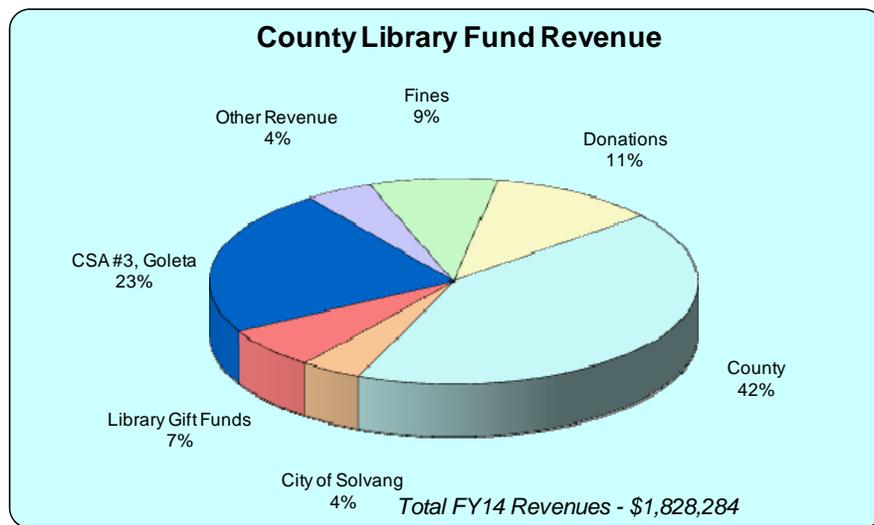
FUND OVERVIEWS

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.

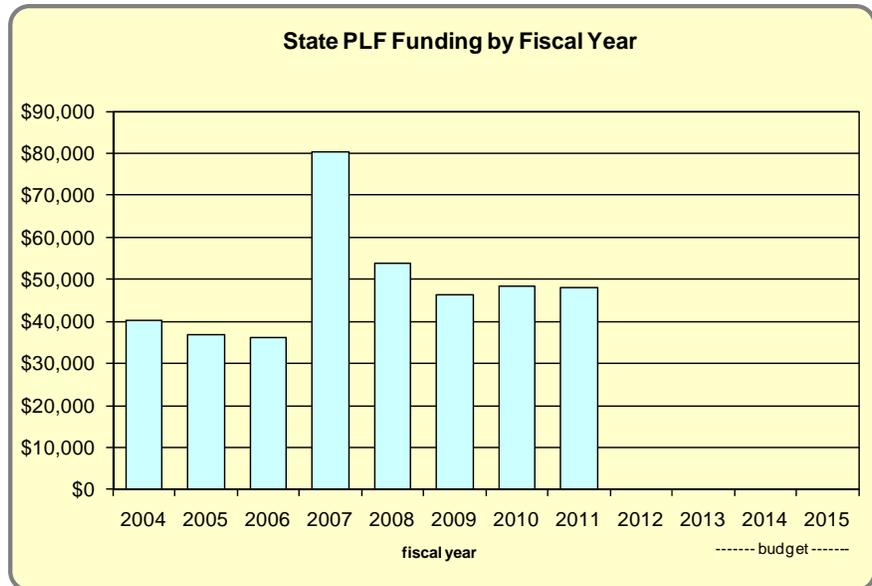
The adopted fiscal year 2014 budget is based upon staff's best estimates of next year's funding levels from both the County and the State. Changes in the level of either of these revenue sources will require corresponding program and expenditure adjustments. Since neither the State nor the County generally 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.



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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.



FUND OVERVIEWS

Special Revenue Funds

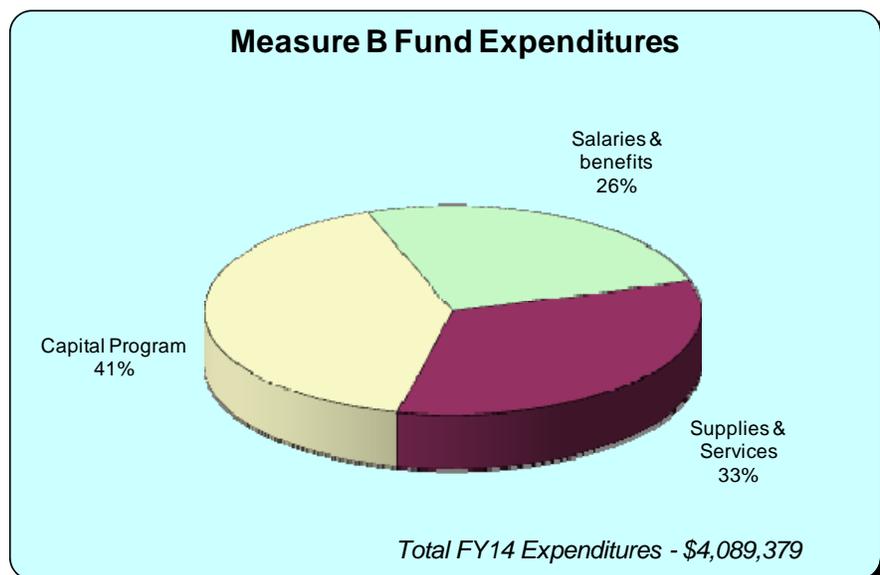
CREEKS RESTORATION & WATER QUALITY IMPROVEMENT (MEASURE B) FUND

	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.



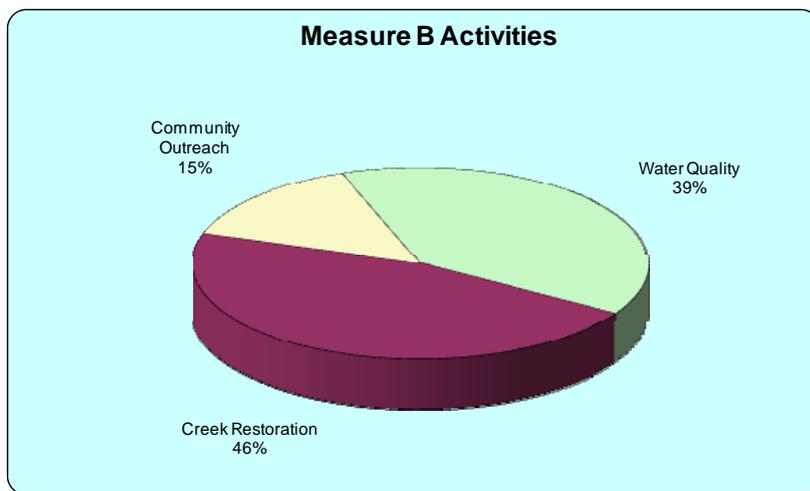


FUND OVERVIEWS

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



FUND OVERVIEWS

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.



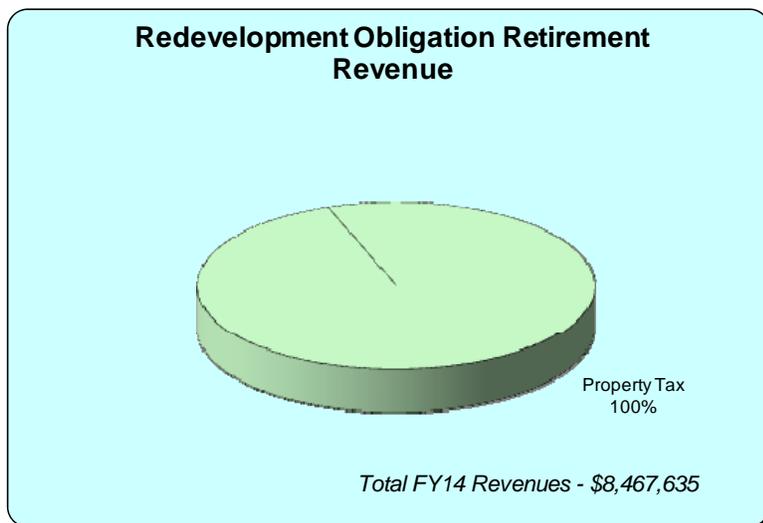
FUND OVERVIEWS

Special Revenue Funds

REDEVELOPMENT OBLIGATION RETIREMENT FUND

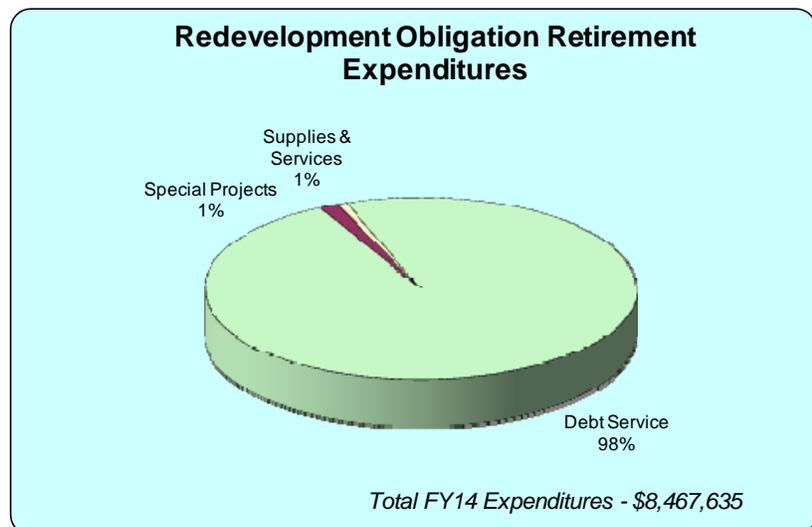
	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenue	\$ 14,750,090	\$ 9,196,100	\$ 8,613,393	\$ 8,467,635	\$ 8,469,975
Operating expenditures	9,213,296	9,207,914	12,186,820	8,467,635	8,469,975
Operating surplus	5,536,794	(11,814)	(3,573,427)	-	-
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,





FUND OVERVIEWS

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	\$ -	\$ -

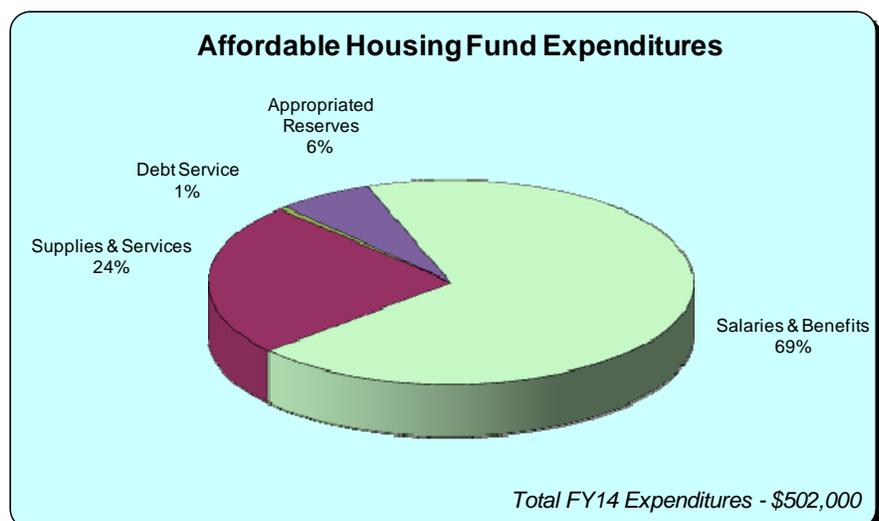
The adopted fiscal year 2014 Affordable Housing Fund budget includes \$502,000 in estimated



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.





FUND OVERVIEWS

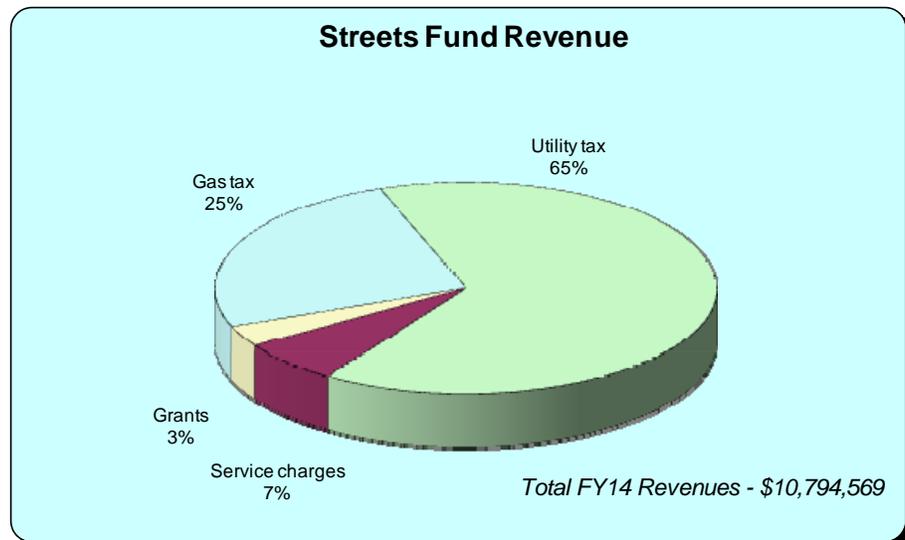
Special Revenue Funds

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



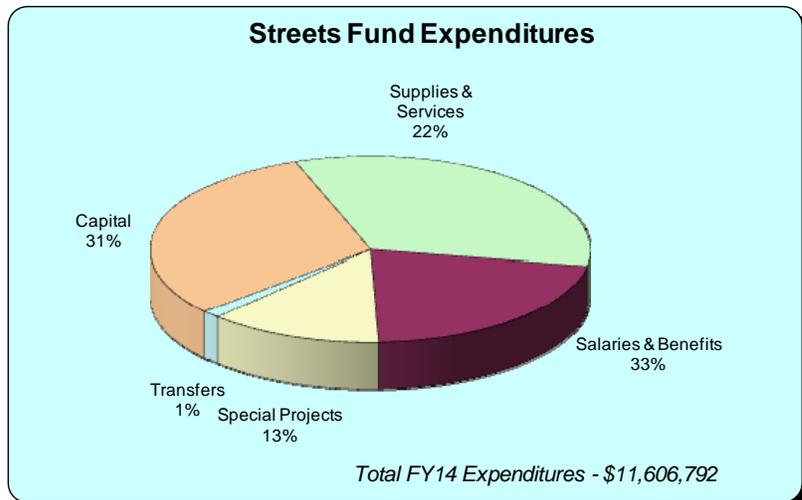
revenue source. The gas tax revenue received by the City is a portion of the state's 39.5 cents per gallon tax on fuel used to propel a motor vehicle or aircraft. Article XIX of the California Constitution restricts the use of gas tax revenue to research, planning, construction, improvement, maintenance, 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.



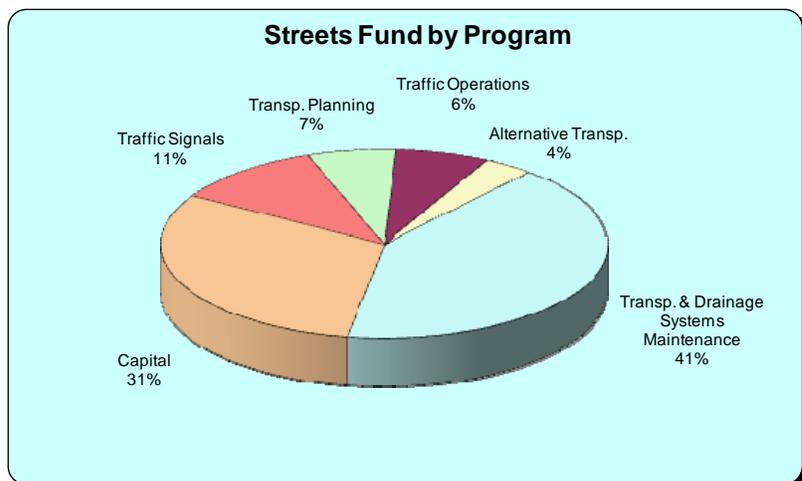
FUND OVERVIEWS

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.





FUND OVERVIEWS

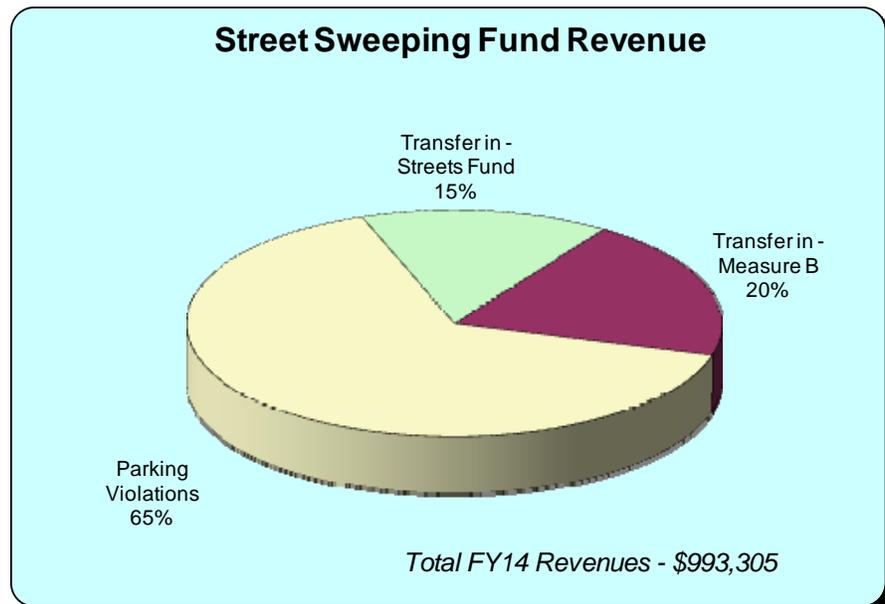
Special Revenue Funds

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

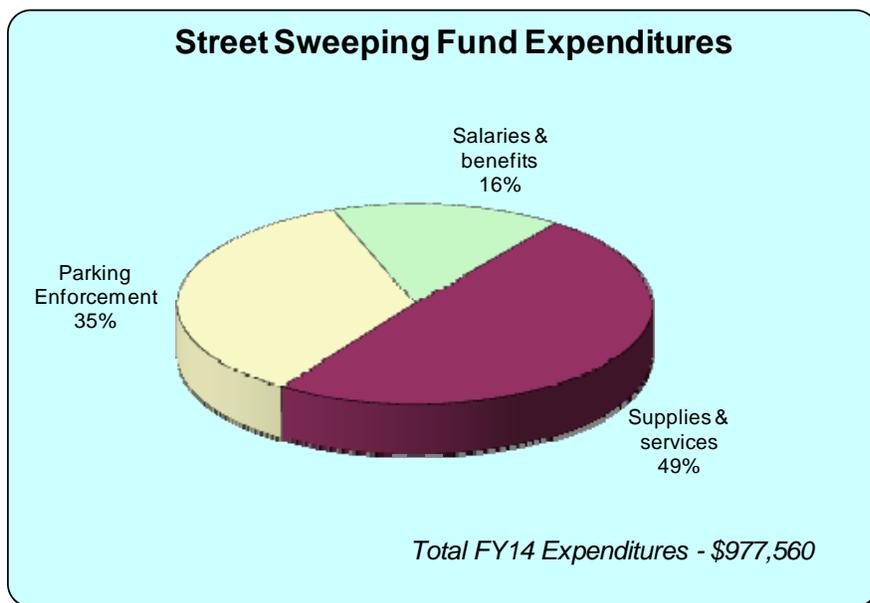


FUND OVERVIEWS

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.



FUND OVERVIEWS

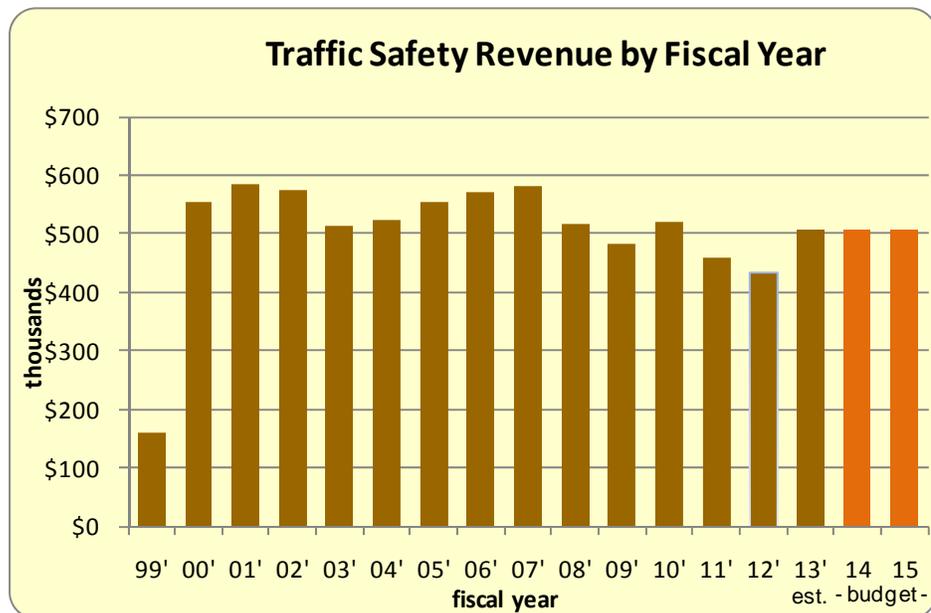
Special Revenue Funds

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.



FUND OVERVIEWS

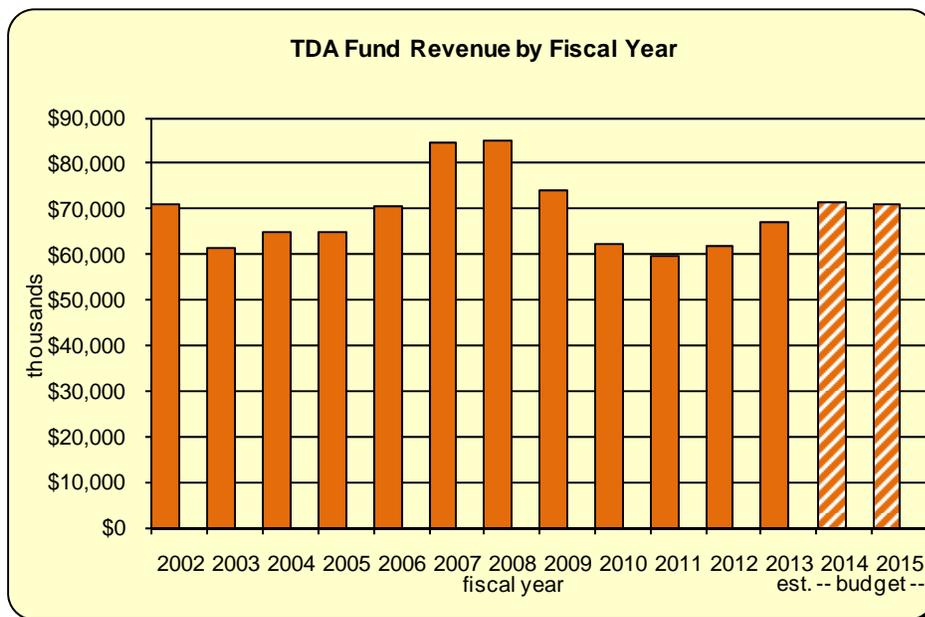
Special Revenue Funds

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.



FUND OVERVIEWS

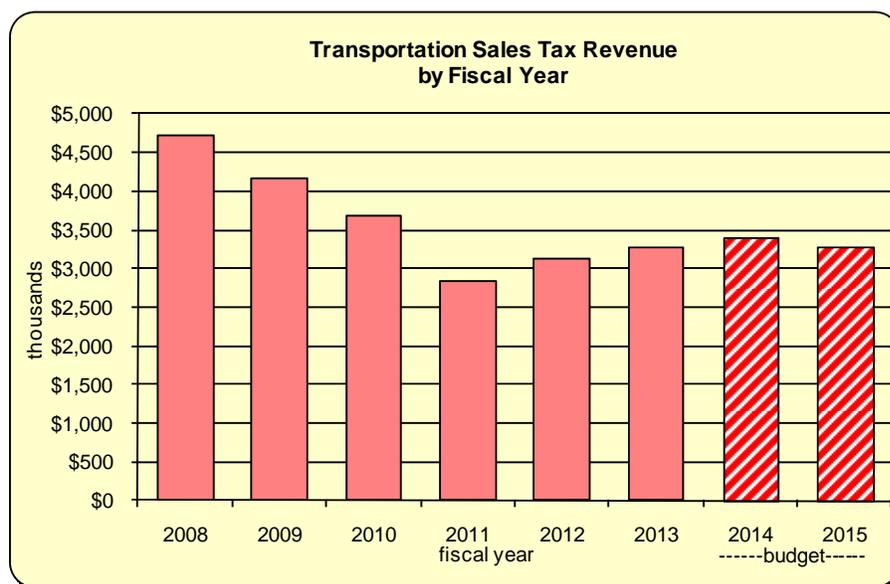
Special Revenue Funds

TRANSPORTATION SALES TAX (MEASURE A) FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Revenues					
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.

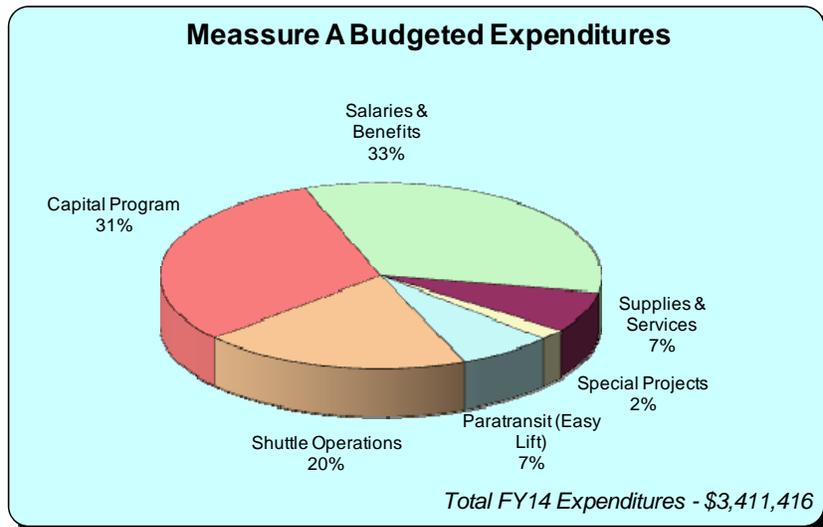


FUND OVERVIEWS

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.



FUND OVERVIEWS

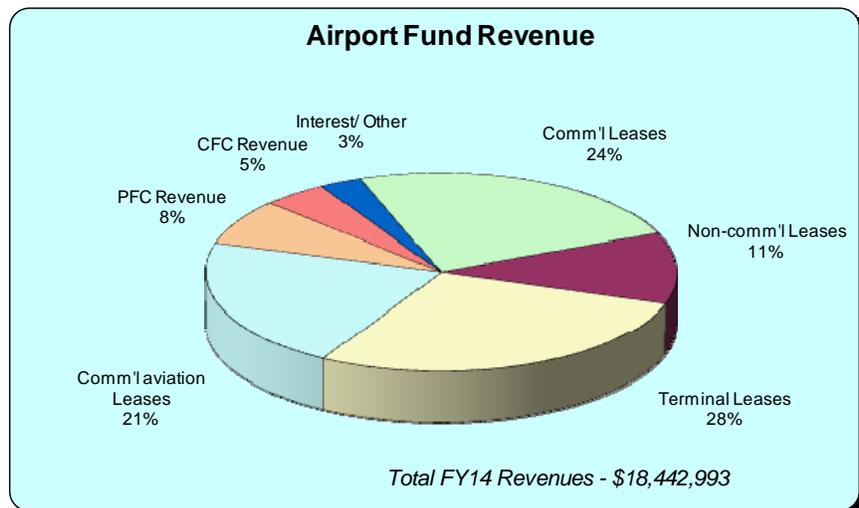
Enterprise Funds

AIRPORT FUND

	Fiscal Year				
	2012 Actual	2013 Amended Budget	2013 Projected Actual	2014 Adopted Budget	2015 Proposed Budget
Operating 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

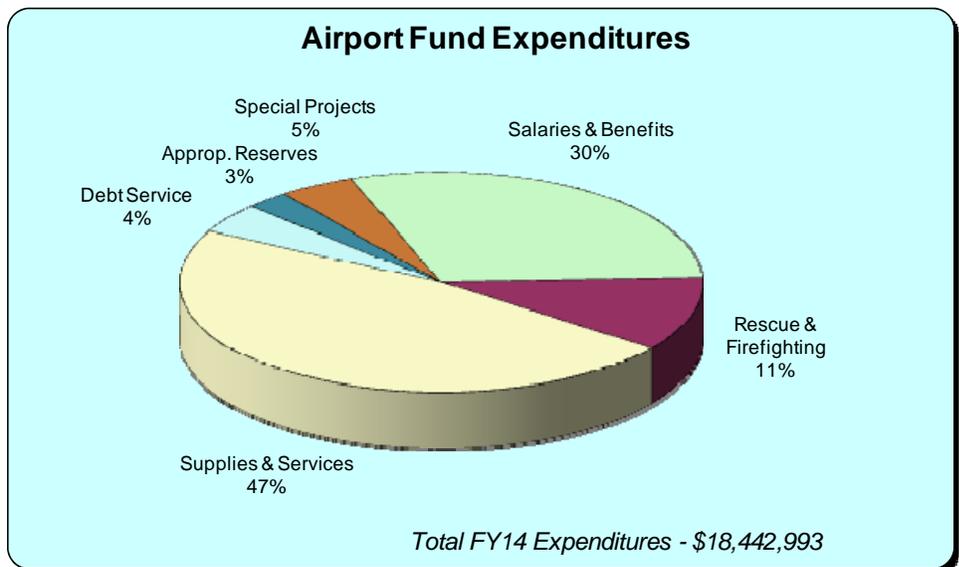


FUND OVERVIEWS

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.



FUND OVERVIEWS

Enterprise Funds

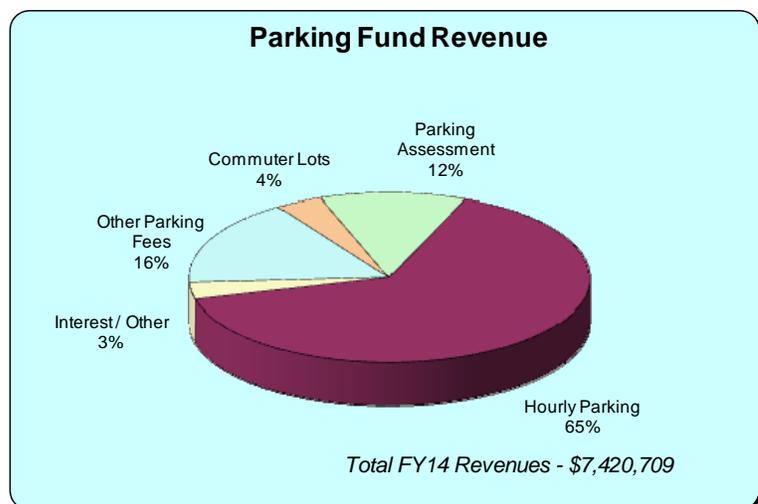
DOWNTOWN PARKING FUND

	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.





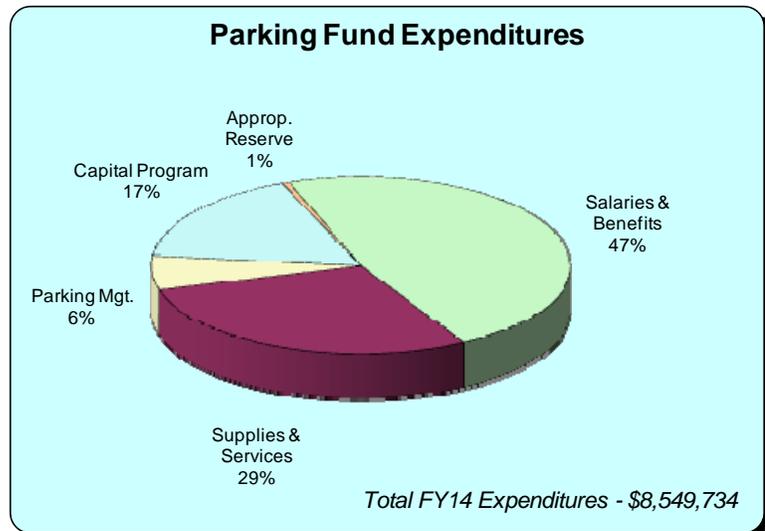
FUND OVERVIEWS

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.





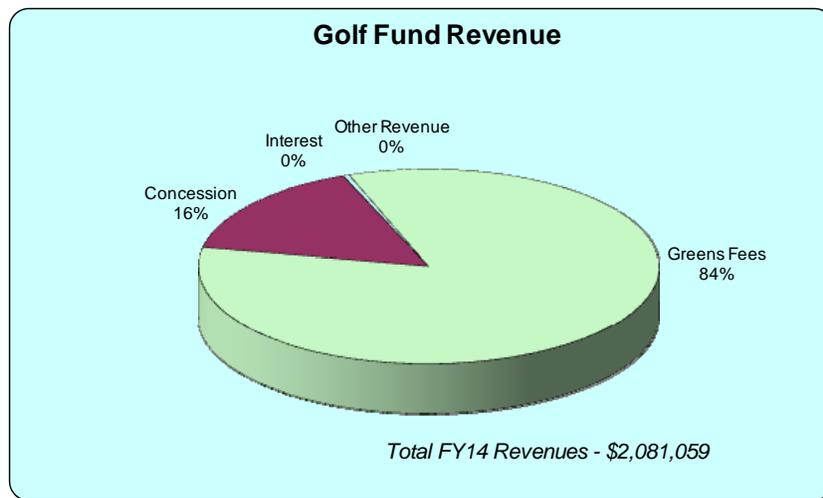
FUND OVERVIEWS

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-



FUND OVERVIEWS

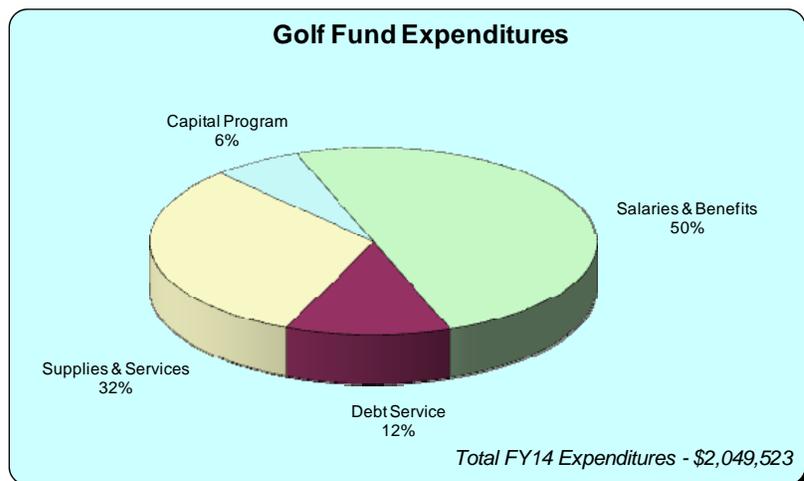
Enterprise Funds

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.





FUND OVERVIEWS

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.



FUND OVERVIEWS

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.





FUND OVERVIEWS

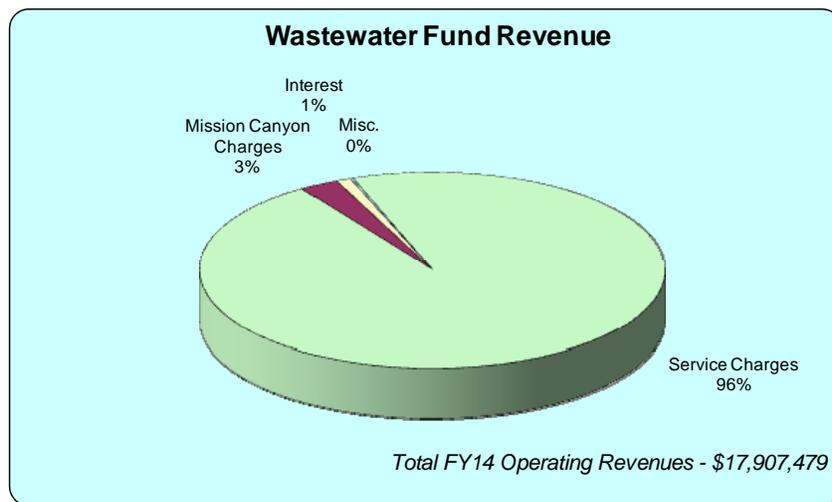
Enterprise Funds

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.



FUND OVERVIEWS

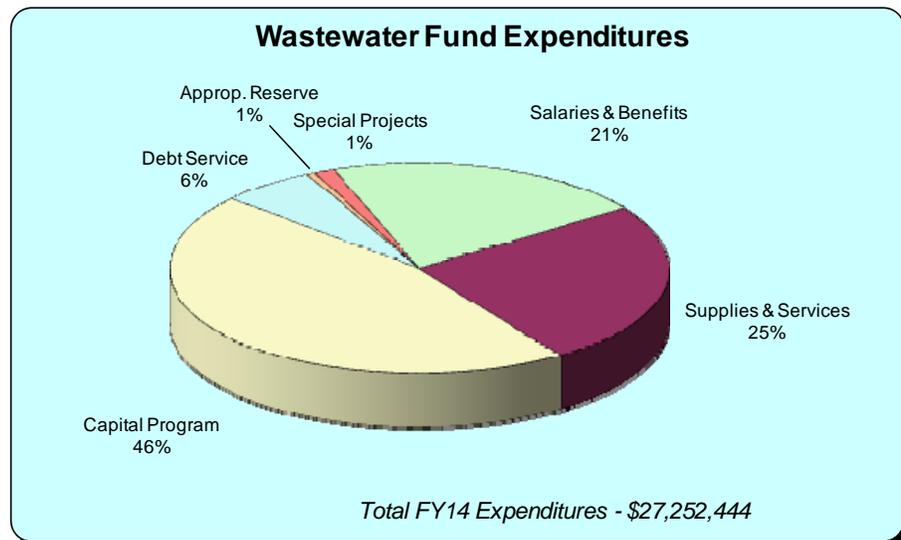
Enterprise Funds

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.





FUND OVERVIEWS

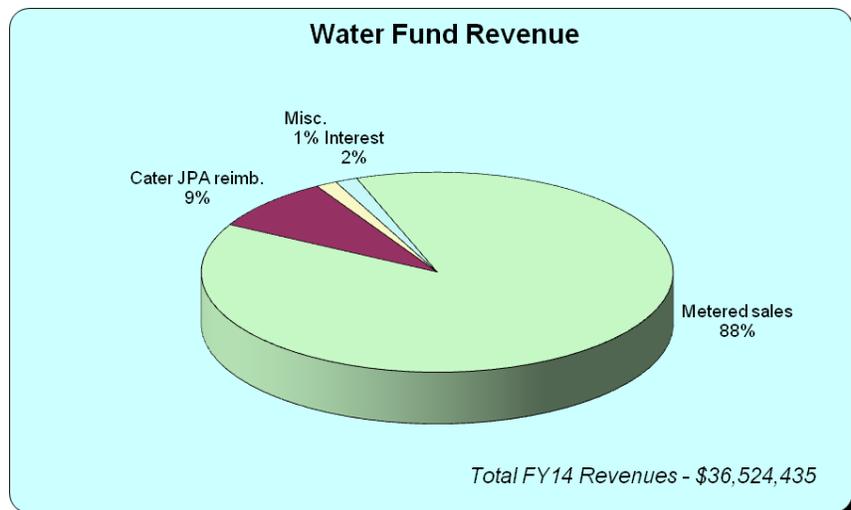
Enterprise Funds

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



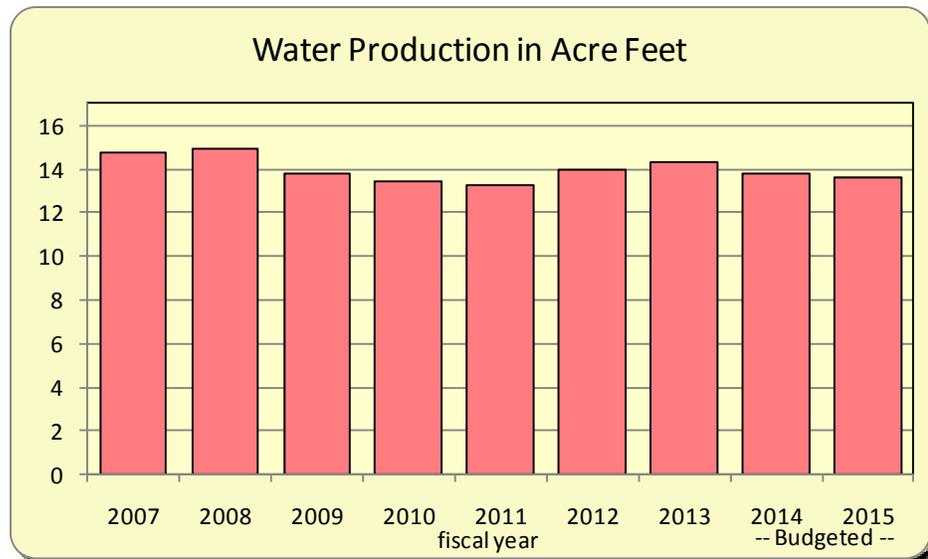
Valley Water Districts. Under a Joint Powers Agreement (JPA), the City's Cater Water Treatment Plant treats drinking water for the City and both Districts. Under the terms of the JPA, the Districts pay their pro-rata share, which is a combined total of 39% of the operating and capital costs of the Cater 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.



FUND OVERVIEWS

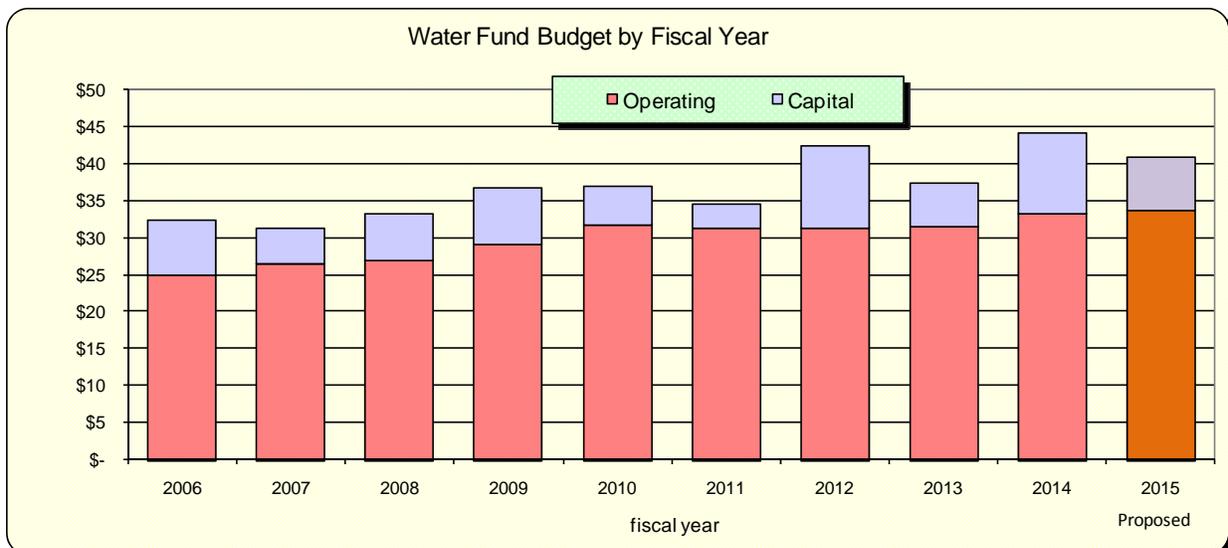
Enterprise Funds

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





FUND OVERVIEWS

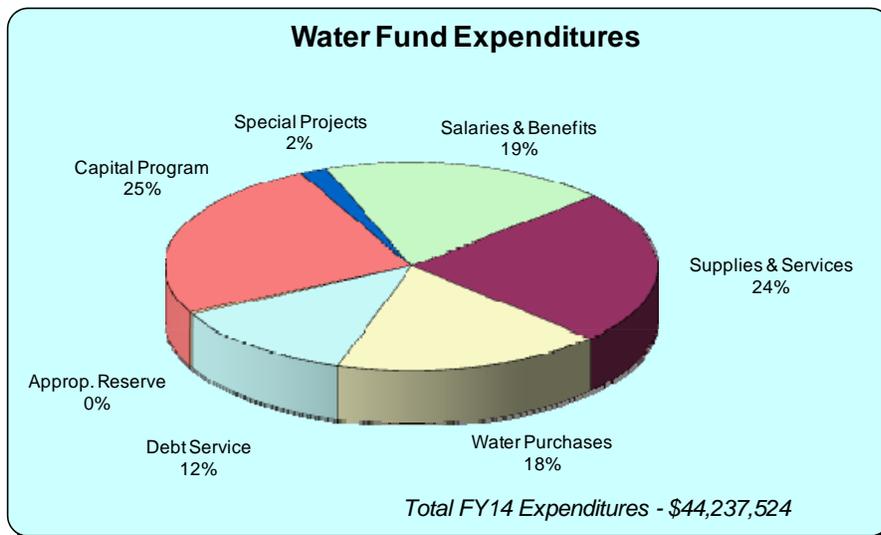
Enterprise Funds

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



FUND OVERVIEWS

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).



FUND OVERVIEWS

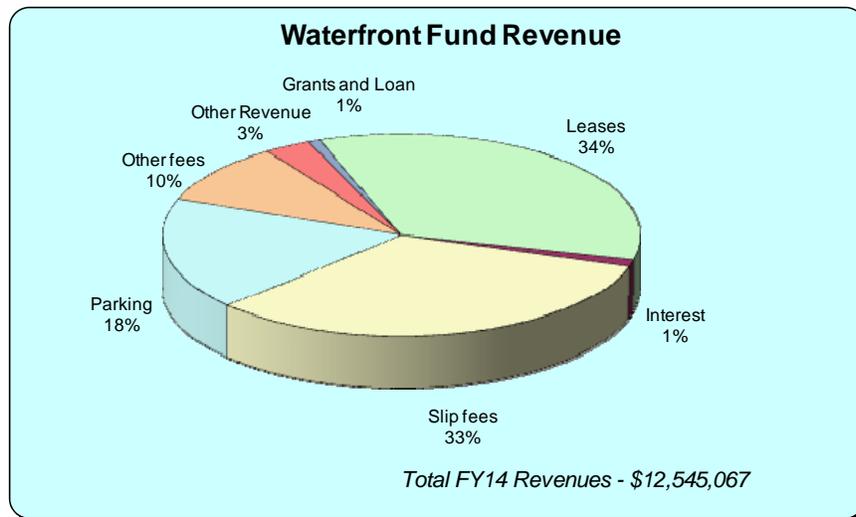
Enterprise Funds

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.

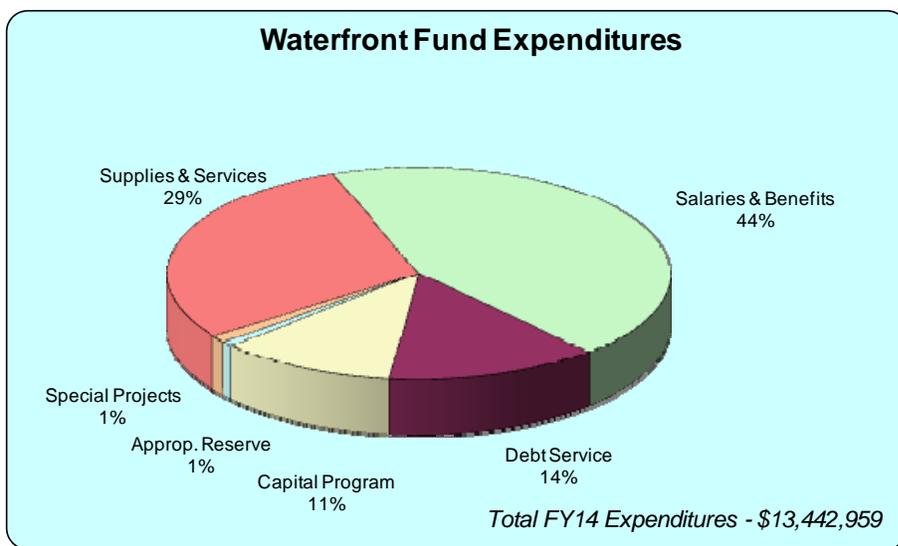


FUND OVERVIEWS

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



FUND OVERVIEWS

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.



FUND OVERVIEWS

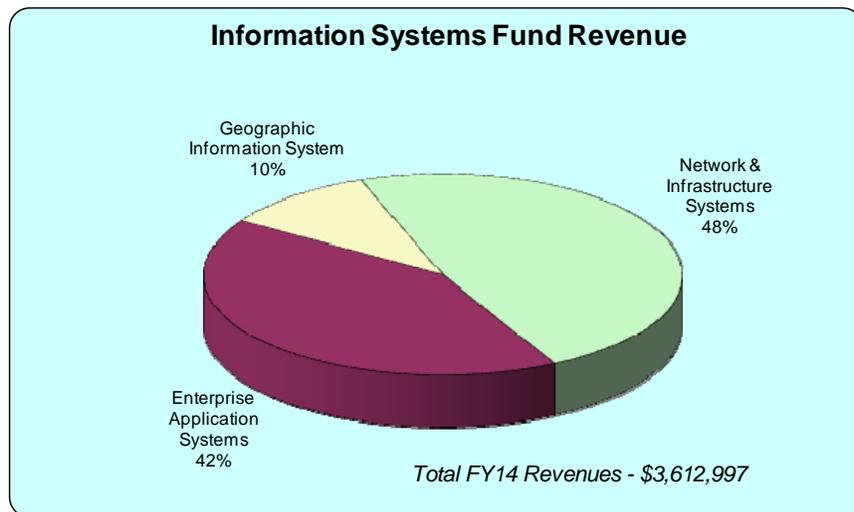
Internal Service Funds

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.

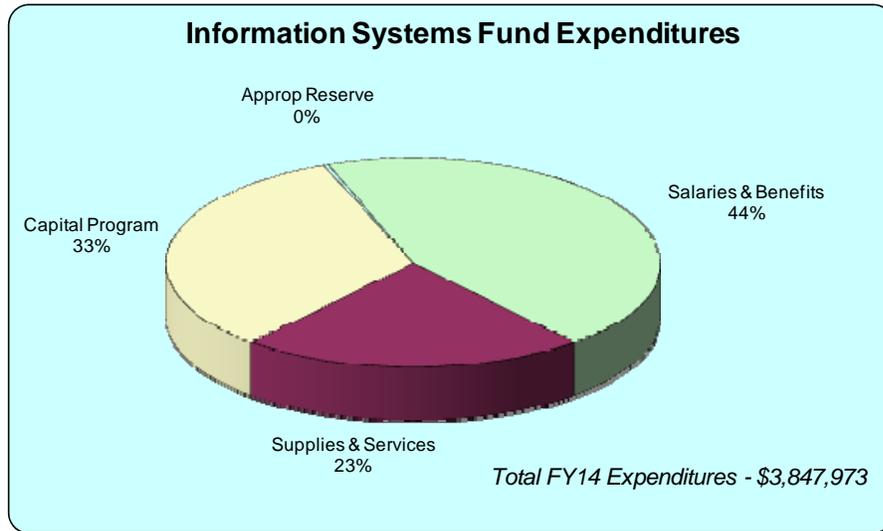


The Network & Infrastructure Systems Program revenue is over \$1.7 million (48%), the Enterprise Application Systems Program revenue is approximately \$1.5 million (42%), and the Geographic Information Systems Program revenue is over \$376,000 (10%). As mentioned above, all revenue is derived from direct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



FUND OVERVIEWS

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.



FUND OVERVIEWS

Internal Service Funds

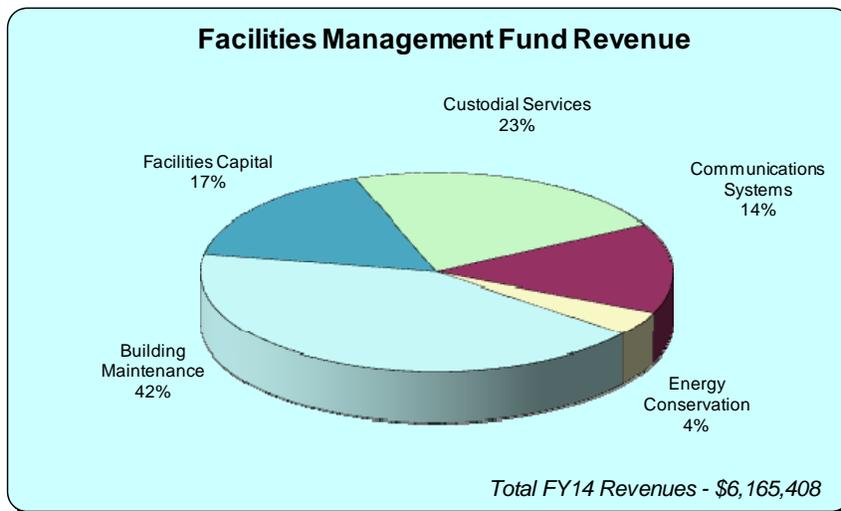
FACILITIES MANAGEMENT FUND

	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

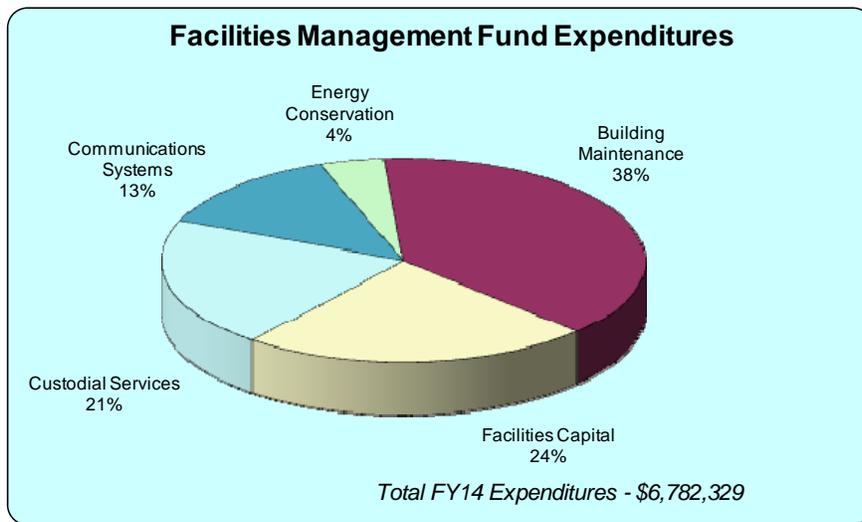
program also provides management of small and medium-sized improvements to various City facilities. The Communications Systems function provides management and maintenance of the City's radio, telephone and related communications systems. The Custodial Services function provides custodial services to 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).



FUND OVERVIEWS

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.



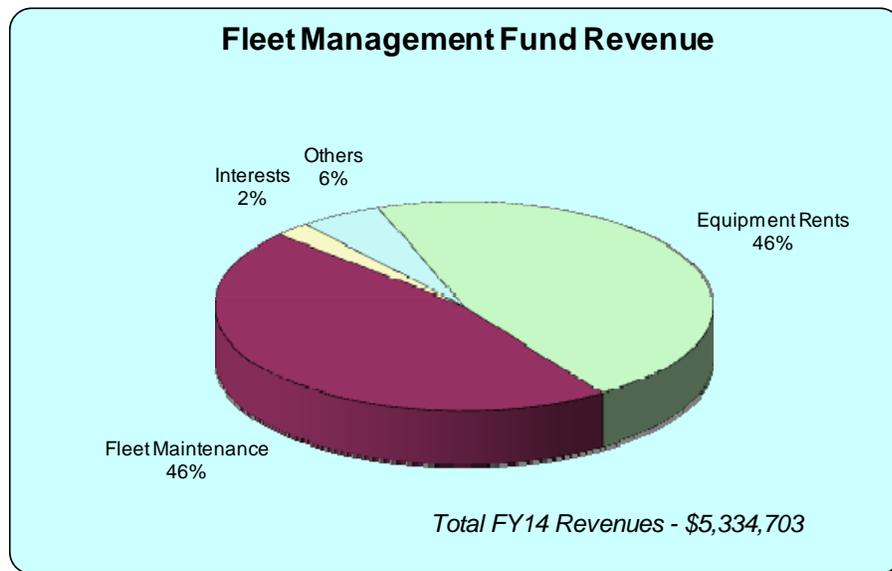
FUND OVERVIEWS

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.



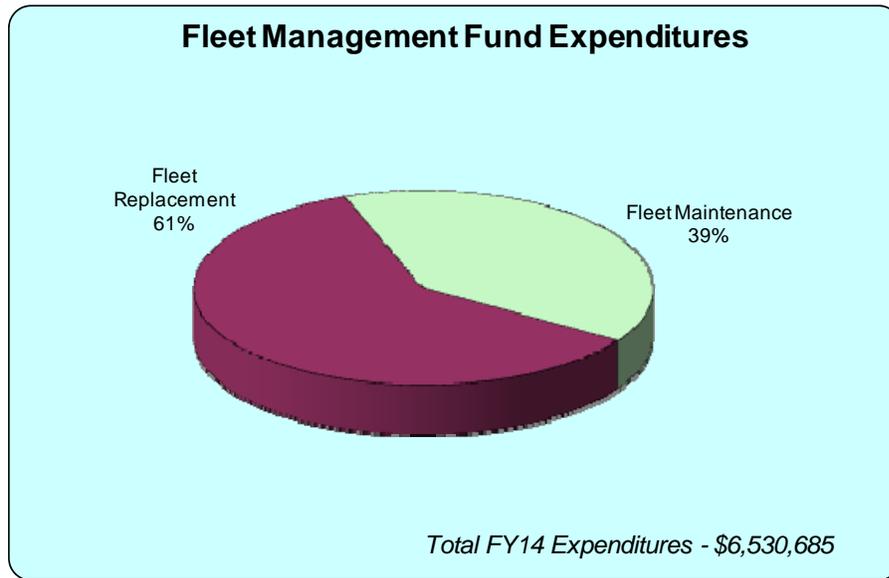
As shown in the chart to the left, 92% of revenue is attributable to Fleet Management vehicle maintenance allocations and equipment rental charges. Fleet Management charges an annual rental for each City vehicle in service. These rental payments are accumulated in a separate capital account and used 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.



FUND OVERVIEWS

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.



FUND OVERVIEWS

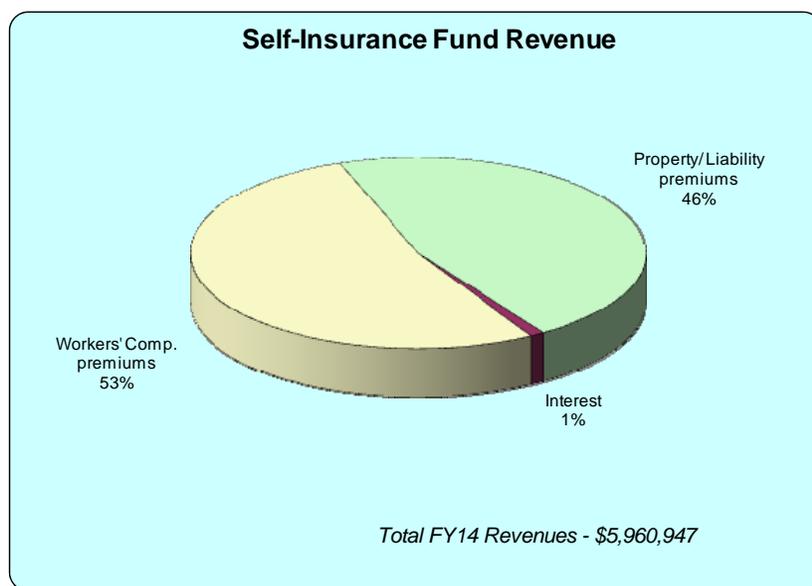
Internal Service Funds

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

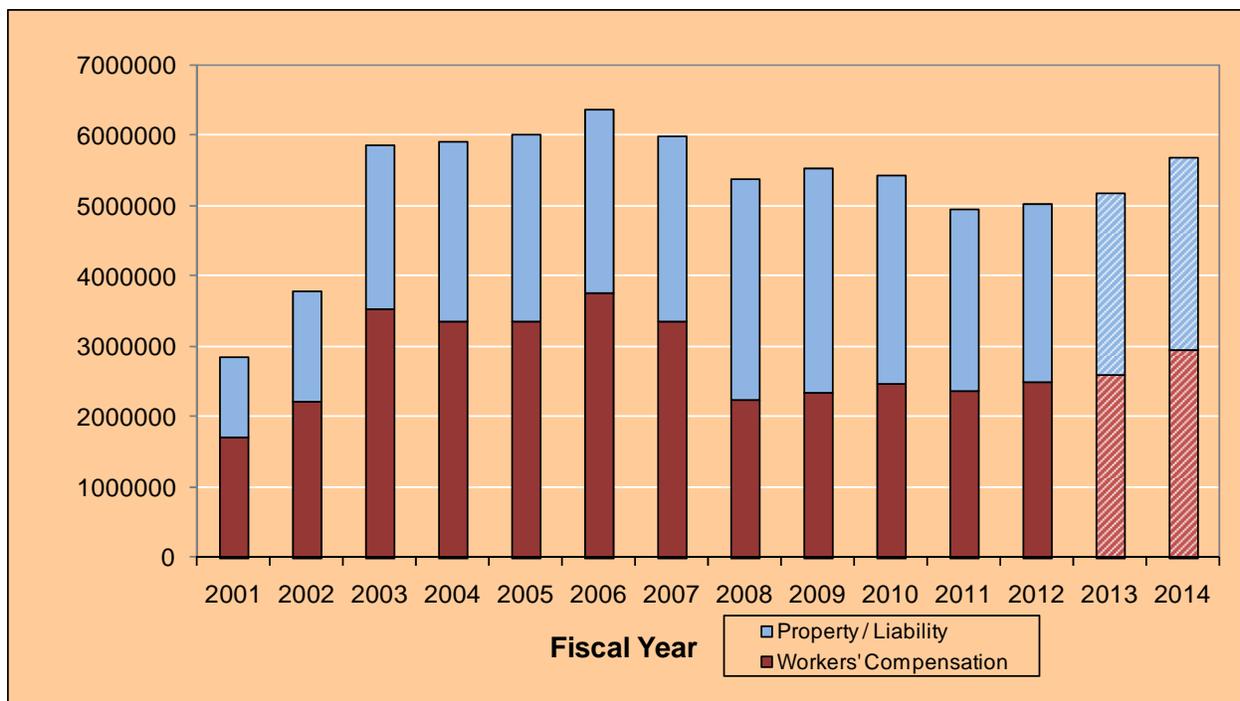


FUND OVERVIEWS

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'



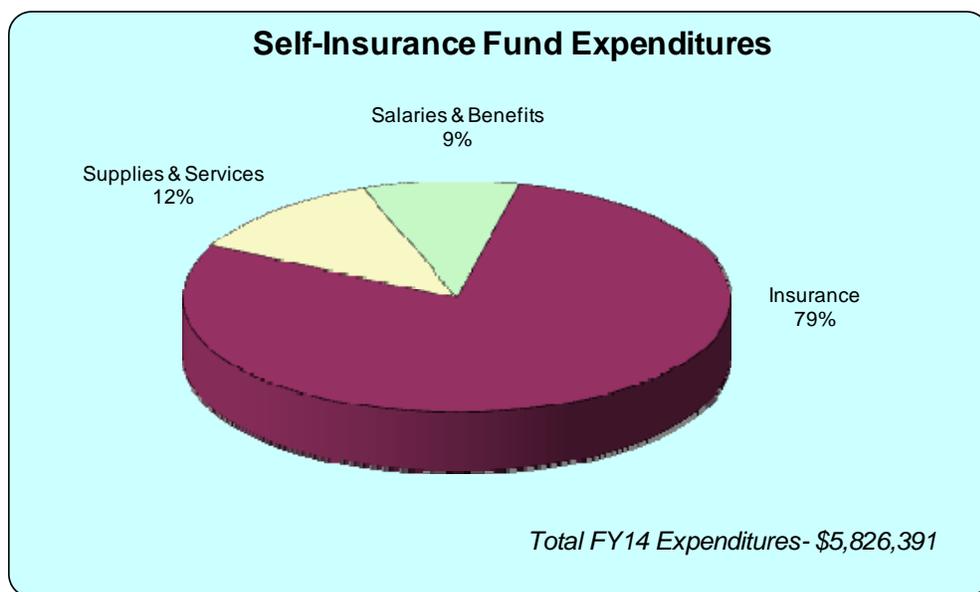
FUND OVERVIEWS

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 overestimates 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.



FUND OVERVIEWS

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.