City of Santa Barbara

Adopted Two-Year Financial Plan for Fiscal Years 2018 and 2019

Including Operating and Capital Budget for Fiscal Year 2018

Adopted Two-Year Financial Plan for Fiscal Years 2018 and 2019

Including Operating and Capital Budget for Fiscal Year 2018

City of Santa Barbara, California

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Santa Barbara Harbor
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City Administrator's Budget Message

Due to other priorities, the budget message will be available shortly.

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Directory of City Officials

Helene Schneider
Mayor

Jason Dominguez
Councilmember

Cathy Murillo
Councilmember

Gregg Hart
Councilmember

Randy Rowse
Councilmember

Frank Hotchkiss
Councilmember

Harwood "Bendy" White
Councilmember

Paul A. Casey
City Administrator, City Clerk, and City Treasurer

Ariel Pierre Calonne
City Attorney

Pamela Antil
Assistant City Administrator

Kristine E. Schmidt
Administrative Services Director

Jessica Cadiente
Library Director

Hazel Johns
Airport Director

Jill E. Zachary
Parks and Recreation Director

George R. Buell
Community Development Director

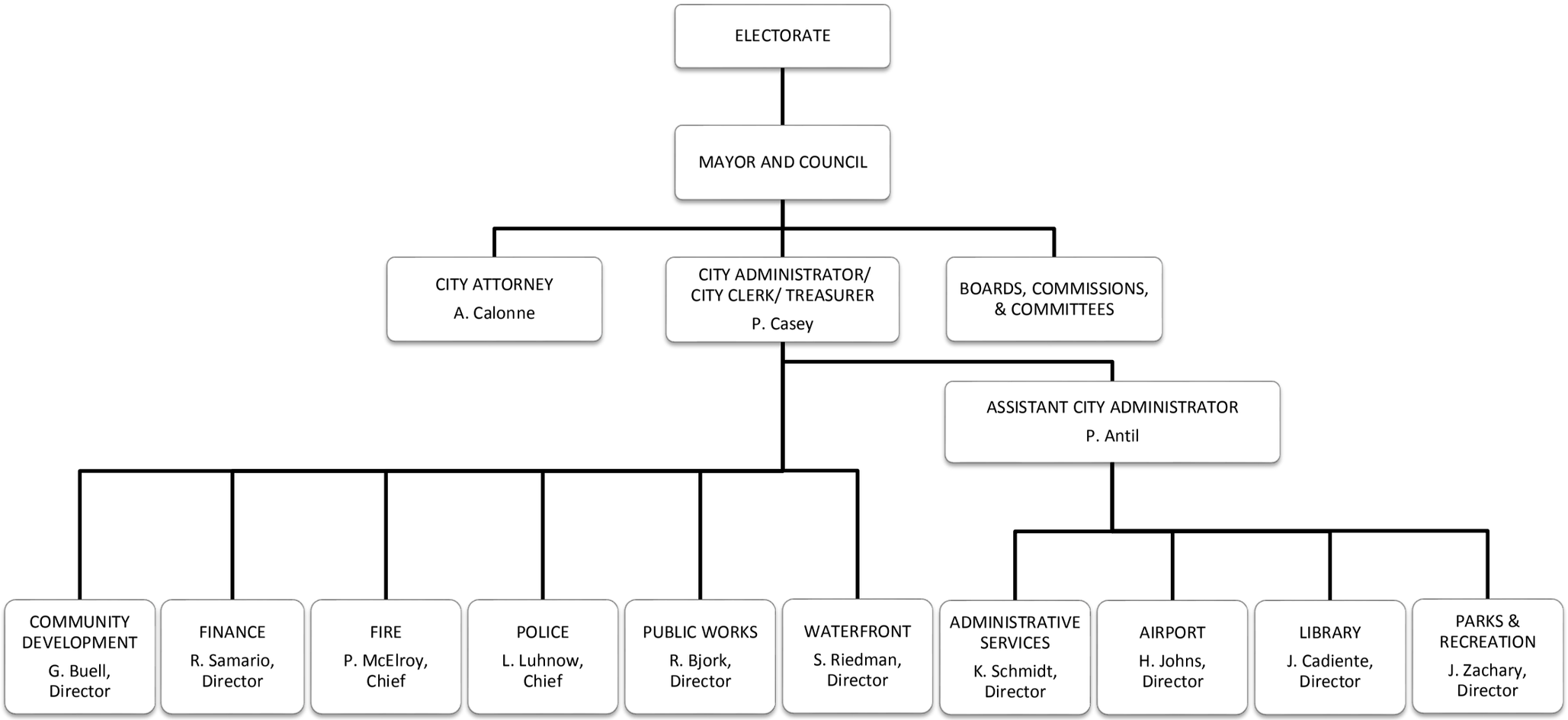
Lori Luhnow
Police Chief

Robert Samario
Finance Director

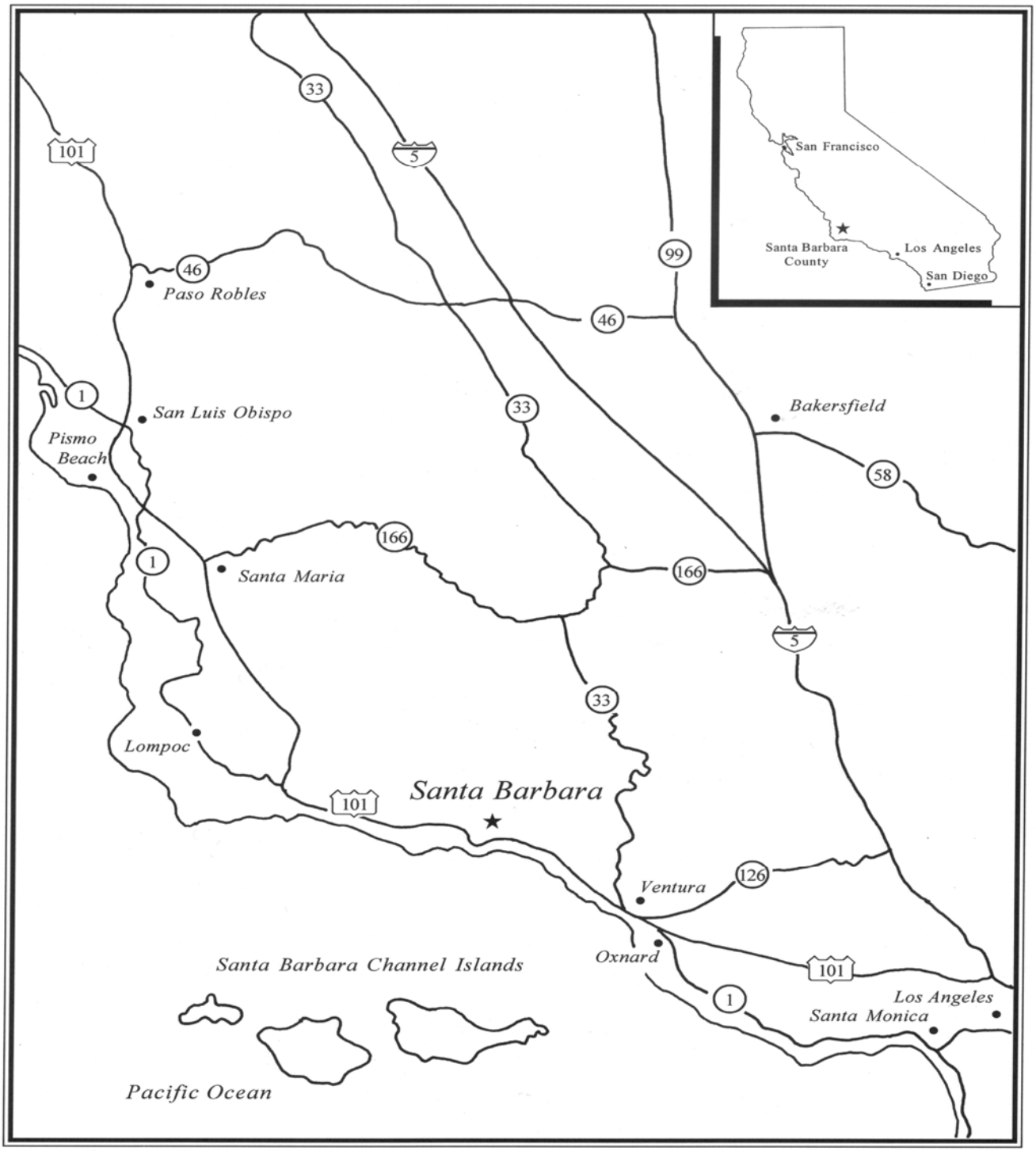
Rebecca J. Bjork
Public Works Director

Pat McElroy
Fire Chief

Scott Riedman
Waterfront Director


ELECTORATE
MAYOR AND COUNCIL
CITY ATTORNEY
A. Calonne
CITY ADMINISTRATOR/
CITY CLERK/ TREASURER
P. Casey
BOARDS, COMMISSIONS,
& COMMITTEES
ASSISTANT CITY ADMINISTRATOR
P. Antil
COMMUNITY DEVELOPMENT
G. Buell, Director
FINANCE
R. Samario, Director
FIRE
P. McElroy, Chief
POLICE
L. Luhnow, Chief
PUBLIC WORKS
R. Bjork, Director
WATERFRONT
S. Riedman, Director
ADMINISTRATIVE SERVICES
K. Schmidt, Director
AIRPORT
H. Johns, Director
LIBRARY
J. Cadiente, Director
PARKS & RECREATION
J. Zachary, Director

Santa Barbara Area Map



COMMUNITY PROFILE

About the City of Santa Barbara

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

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

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

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

The City of Santa Barbara (the primary government) was incorporated on August 26, 1850. The City is a charter city under the laws of the State of California and operates under a Council-Administrator form of government. The Council consists of six council members elected by district and a mayor elected at-large. The current City Charter was adopted on May 2, 1967 and provides for the following services: public safety (police and fire), construction and maintenance of highways and streets, sanitation, culture and recreation, public improvements, planning, zoning and general administration. Enterprise funds, operated in a manner similar to a private business, include water, wastewater, airport, parking, golf, and waterfront.

Miscellaneous Statistics

General City Information:

Date of incorporation	August 26, 1850
Form of government	Council-Administrator
Land area in square miles	21.1
Miles of paved roadways	244.53
Number of traffic signals	115

Community Forest, Beaches and Gardens:

Developed Park Trees	9,300
Open space trees	30,000
Number of street trees	23,600
Number of tree species	456
Parkway and Median acres	13
Linear miles of city beaches	6.2
Community gardens	4

Airport:

Number of terminals	1
Number of commercial carriers	3
Number of ticketed passengers annually	658,956
Number of runways	3
Total airport acreage	942
Commercial / industrial acreage	87
Number of leased buildings	48
Goleta Slough Ecological Reserve wetlands acreage	400

Hospitals:

Number of hospitals	1
Number of patient beds	450

Libraries:

Number of city libraries	2
Number of county libraries	7
Total volumes	288,985
Total digital items cataloged	79,643

Municipal Water Operation:

Gallons of potable water treated and distributed annually	3.073 billion
Gallons of reclaimed water treated and distributed annually	263 million
Number of reservoirs	14
Number of pump stations	11
Number of treatment plants	2
Number of wells	8
Number of water reclamation plants	1

Miscellaneous Statistics

Municipal Wastewater Operation:

Number of treatment plants	1
Number of lift stations	7
Gallons of water treated annually	2.24 billion

Parks and Recreation:

Park acreage	1,570
Number of developed parks	38
Number of open space parks	11
Number of park playgrounds	22
Number of swimming and wading pools	4
Number of community buildings	14
Number of sports facilities	11
Number of municipal golf courses (18 holes)	1

Public Safety:

Number of police stations	1
Number of police officers and other sworn personnel	142
Number of law violations	
Total arrests	11,764
Traffic citations	5,128
Parking citations	90,000
Number of fire stations	8
Number of firefighters and officers	92

Public Schools:

Elementary schools	13
Annual enrollment	4,986
Secondary schools	5
Annual enrollment	6,771
Colleges	1
Enrollment per semester	17,608

Waterfront:

Acreage of city-managed tidelands and submerged lands	252
Wharf length in feet	1,950
Acreage of wharf decking	3.8
Number of marinas	4
Number of commercial and pleasure vessel slips	1,143
Number of waterfront property leases	65

COMMUNITY PROFILE

Demographics

Regional Population [3]

City of Santa Barbara	93,190
Santa Barbara County	446,717
San Luis Obispo County	277,977
Ventura County	856,508

Area (in square miles)

Land area	21.1
Water area	22.0
Total area	43.1

Gender [1]

	#	%
Male	44,815	49.6
Female	45,586	50.4

Age [1]

Median age (in years)	36.7

Population Demographics [7]

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

Housing [1]

Median home price (2016) [6] $1,063,900

	#	%
Total housing units	37,886	100.0
Occupied housing units	34,973	92.3
Vacant housing units	2,913	7.7
Seasonal, recreational, or occasional use housing [1b]	1,015	(X)
Homeowner vacancy rate	(x)	1.7
Rental vacancy rate	(x)	1.7

Housing Tenure [1]

Occupied housing units	34,973	100.0
Owner-occupied units	13,954	39.9
Renter-occupied units	21,019	60.1
Avg. household size of owner-occupied units	2.54	(X)
Avg. household size of renter-occupied units	2.54	(X)

Race and Ethnicity [1]

	%
White	77.0
Black or African American	1.5
American Indian/Alaska Native	0.5
Asian	3.5
Some other race	13.9
Two or more races	3.4
Hispanic or Latino (of any race)	39.5

Education [5]

	%
High school graduate	84.1
College graduates (2 year)	6.8
College graduates (4 year)	45.1
Graduate degrees	18.4

COMMUNITY PROFILE

Demographics

Employment [1a]

Work population (16 yrs and older) [1] 75,348

Residents by major profession:	%
Management, professional and related	41.3
Sales and office occupation	20.3
Service	25.4
Construction, maintenance, production and transportation	13.0

City household median annual income [1] $66,107

Economic Demographics [2]

Service Industry (private & non-profit)	*Number of Businesses*	*Number of Employees*
Professional, scientific, and technical services	657	3,836
Retail trade	531	6,881
Healthcare and social assistance	562	8,733
Foodservice and lodging	421	8,143
Other services (except public administration)	287	1,734
Real estate and rental & leasing	287	1,101
Administrative and support, waste management, and remediation services	268	2,953
Information	115	1,912
Wholesale trade	110	1,641
Arts, entertainment, and recreation	97	1,508
Manufacturing	96	998
Educational services	62	486

Leading Area Employers, Public and Private (with industry) [4]

University of California, Santa Barbara (higher education)	10,827
County of Santa Barbara (government)	4,945
Cottage Hospital and Health System (healthcare)	3,760
Santa Barbara City College (education)	2,348
Santa Barbara Unified School District (education)	2,000
Raytheon (aerospace and defense)	1,100
City of Santa Barbara [8] (government)	1,034.50
Sansum Medical Clinic (healthcare)	1,002
Santa Barbara County Education Office (education)	875
Goleta Union School District (education)	625

(1) **Source:** U.S. Bureau of the Census, American Community Survey, 2011-2015 (5-Year Est.)

(1a) **Source:** U.S. Bureau of the Census, American Community Survey, 2010-2012 (3-Year Est.)

(2) **Source:** U.S. Bureau of the Census, 2012 Economic Census

(3) **Source:** State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2015 and 2016.* Sacramento, California, May 2016.

(4) **Source:** City of Santa Barbara *Comprehensive Annual Financial Report: Fiscal Year Ended June 30, 2016. p. 182.*

(5) **Source:** U.S Bureau of the Census, American Community Survey, 2011-2015 (5-Year Est.)

(6) **Source**: Zillow Home Price Index Dec. 31, 2016

(7) **Source:** U.S. Bureau of the Census, 2010 Census

(8) Includes permanent full-time equivalent positions as of April 25, 2017

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SUMMARY OF SOURCES

FY 2018 Adopted Budget

	SOURCES		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund	120,700	129,441,165	129,561,865
Capital Outlay Fund	603,709	-	603,709
Special Revenue Funds			
City Affordable Housing	-	952,400	952,400
Community Dev. Block Grant	-	1,234,376	1,234,376
County Library	347,880	2,481,685	2,829,565
Creeks Restoration and Water Quality	608,703	4,002,572	4,611,275
HOME Grant	-	371,831	371,831
Miscellaneous Grants	-	553,767	553,767
Police Asset Forfeiture and Grants	70,578	133,000	203,578
Street Sweeping	61,935	910,000	971,935
Streets	273,602	10,171,657	10,445,259
Supplemental Law Enforcement	-	150,000	150,000
Traffic Safety	-	525,000	525,000
Transportation Development Act	-	78,675	78,675
Transportation Sales Tax	546,660	3,917,472	4,464,132
Wildland Fire Benefit Assessment	-	256,600	256,600
Enterprise Funds			
Airport	659,432	18,683,220	19,342,652
Airport Capital Grants (FAA/PFC)	-	1,507,400	1,507,400
Airport Customer Facility Charge (CFC)	-	971,160	971,160
Downtown Parking	956,490	9,207,180	10,163,670
Golf	7,155	2,854,973	2,862,128
Solid Waste	371,968	23,396,634	23,768,602
Wastewater	1,575,413	20,377,545	21,952,958
Water	6,007,042	52,461,153	58,468,195
Waterfront	2,895,266	14,869,016	17,764,282
Internal Service Funds			
Facilities Management	189,432	8,023,395	8,212,827
Fire Equipment Replacement	32,000	47,850	79,850
Fleet Management	528,761	6,076,120	6,604,881
Information Technology	17,822	3,649,149	3,666,971
Police Equipment Replacement	-	87,000	87,000
Post-Employment Benefits Fund	-	1,836,000	1,836,000
Self-Insurance	-	8,000,082	8,000,082
Fiduciary Funds			
Revolving Rehabilitation Loan Fund	25,000	-	25,000
Successor Agency (Former Redev. Agency)	-	8,415,108	8,415,108
Citywide Subtotal	$ 15,899,548	$ 335,643,185	$ 351,542,733
Less: Inter-Fund Transactions	-	(46,643,436)	(46,643,436)
Citywide Total	$ 15,899,548	$ 288,999,749	$ 304,899,297

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Surplus
General Fund	128,145,574	1,416,291	129,561,865	-
Capital Outlay Fund	-	603,709	603,709	-
Special Revenue Funds				
City Affordable Housing	592,571	-	592,571	359,829
Community Dev. Block Grant	1,234,376	-	1,234,376	-
County Library	2,829,565	-	2,829,565	-
Creeks Restoration and Water Quality	2,686,275	1,925,000	4,611,275	-
HOME Grant	371,831	-	371,831	-
Miscellaneous Grants	553,767	-	553,767	-
Police Asset Forfeiture and Grants	203,578	-	203,578	-
Street Sweeping	971,935	-	971,935	-
Streets	9,376,231	1,069,028	10,445,259	-
Supplemental Law Enforcement	150,000	-	150,000	-
Traffic Safety	525,000	-	525,000	-
Transportation Development Act	-	78,675	78,675	-
Transportation Sales Tax	1,688,004	2,776,128	4,464,132	-
Wildland Fire Benefit Assessment	256,600	-	256,600	-
Enterprise Funds				
Airport	18,611,152	731,500	19,342,652	-
Airport Capital Grants (FAA/PFC)	1,507,400	-	1,507,400	-
Airport Customer Facility Charge (CFC)	971,160	-	971,160	-
Downtown Parking	9,076,728	1,086,942	10,163,670	-
Golf	2,598,128	264,000	2,862,128	-
Solid Waste	23,768,602	-	23,768,602	-
Wastewater	17,032,958	4,920,000	21,952,958	-
Water	49,018,195	9,450,000	58,468,195	-
Waterfront	13,856,125	3,908,157	17,764,282	-
Internal Service Funds				
Facilities Management	7,657,127	555,700	8,212,827	-
Fire Equipment Replacement	79,850	-	79,850	-
Fleet Management	3,031,296	3,573,585	6,604,881	-
Information Technology	3,353,801	313,170	3,666,971	-
Police Equipment Replacement	-	-	-	87,000
Post-Employment Benefits Fund	1,836,000	-	1,836,000	-
Self-Insurance	7,995,670	-	7,995,670	4,412
Fiduciary Funds				
Revolving Rehabilitation Loan Fund	25,000	-	25,000	-
Successor Agency (Former Redev. Agency)	8,415,108	-	8,415,108	-
Citywide Subtotal	$ 318,419,607	$ 32,671,885	$ 351,091,492	$ 451,241
Less: Inter-Fund Transactions	(46,643,436)	-	(46,643,436)	-
Citywide Total	$ 271,776,171	$ 32,671,885	$ 304,448,056	$ 451,241

SUMMARY OF SOURCES

FY 2019 Proposed Budget

	SOURCES		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund	120,700	133,388,802	133,509,502
Special Revenue Funds			
City Affordable Housing	-	1,003,300	1,003,300
Community Dev. Block Grant	-	1,234,376	1,234,376
County Library	987,695	2,484,710	3,472,405
Creeks Restoration and Water Quality	362,250	4,149,372	4,511,622
HOME Grant	-	371,831	371,831
Miscellaneous Grants	-	528,110	528,110
Police Asset Forfeiture and Grants	12,841	133,000	145,841
Street Sweeping	83,790	910,000	993,790
Streets	262,136	11,289,510	11,551,646
Supplemental Law Enforcement	-	158,842	158,842
Traffic Safety	-	535,000	535,000
Transportation Development Act	-	78,875	78,875
Transportation Sales Tax	-	4,085,449	4,085,449
Wildland Fire Benefit Assessment	-	259,000	259,000
Enterprise Funds			
Airport	-	20,544,373	20,544,373
Airport Capital Grants (FAA/PFC)	-	1,550,600	1,550,600
Airport Customer Facility Charge (CFC)	-	999,872	999,872
Downtown Parking	578,184	9,212,080	9,790,264
Golf	-	3,008,200	3,008,200
Solid Waste	434,908	25,822,751	26,257,659
Wastewater	1,494,531	21,570,959	23,065,490
Water	4,281,382	55,441,062	59,722,444
Waterfront	116,442	15,150,702	15,267,144
Internal Service Funds			
Facilities Management	301,536	8,093,975	8,395,511
Fire Equipment Replacement	-	47,850	47,850
Fleet Management	41,866	6,190,044	6,231,910
Information Technology	-	3,938,544	3,938,544
Police Equipment Replacement	-	87,000	87,000
Post-Employment Benefits Fund	-	1,836,000	1,836,000
Self-Insurance	-	8,035,687	8,035,687
Fiduciary Funds			
Revolving Rehabilitation Loan Fund	25,000	-	25,000
Successor Agency (Former Redev. Agency)	-	8,404,530	8,404,530
Citywide Subtotal	$ 9,103,261	$ 350,544,406	$ 359,647,667
Less: Inter-Fund Transactions	-	(47,729,289)	(47,729,289)
Citywide Total	$ 9,103,261	$ 302,815,117	$ 311,918,378

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Surplus
General Fund	132,604,502	905,000	133,509,502	-
Special Revenue Funds				
City Affordable Housing	600,434	-	600,434	402,866
Community Dev. Block Grant	1,234,376	-	1,234,376	-
County Library	3,073,656	-	3,073,656	398,749
Creeks Restoration and Water Quality	2,636,622	1,875,000	4,511,622	-
HOME Grant	371,831	-	371,831	-
Miscellaneous Grants	528,110	-	528,110	-
Police Asset Forfeiture and Grants	145,841	-	145,841	-
Street Sweeping	993,790	-	993,790	-
Streets	9,428,288	2,123,358	11,551,646	-
Supplemental Law Enforcement	158,842	-	158,842	-
Traffic Safety	535,000	-	535,000	-
Transportation Development Act	-	78,875	78,875	-
Transportation Sales Tax	1,723,821	2,361,628	4,085,449	-
Wildland Fire Benefit Assessment	259,000	-	259,000	-
Enterprise Funds				
Airport	18,910,419	950,000	19,860,419	683,954
Airport Capital Grants (FAA/PFC)	1,550,600	-	1,550,600	-
Airport Customer Facility Charge (CFC)	999,872	-	999,872	-
Downtown Parking	9,223,598	566,666	9,790,264	-
Golf	2,618,929	366,800	2,985,729	22,471
Solid Waste	26,257,659	-	26,257,659	-
Wastewater	18,815,490	4,250,000	23,065,490	-
Water	50,072,444	9,650,000	59,722,444	-
Waterfront	14,197,144	1,070,000	15,267,144	-
Internal Service Funds				
Facilities Management	7,789,811	605,700	8,395,511	-
Fire Equipment Replacement	47,850	-	47,850	-
Fleet Management	3,165,052	3,066,858	6,231,910	-
Information Technology	3,316,415	516,370	3,832,785	105,759
Police Equipment Replacement	-	-	-	87,000
Post-Employment Benefits Fund	1,836,000	-	1,836,000	-
Self-Insurance	8,029,755	-	8,029,755	5,932
Fiduciary Funds				
Revolving Rehabilitation Loan Fund	25,000	-	25,000	-
Successor Agency (Former Redev. Agency)	8,404,530	-	8,404,530	-
Citywide Subtotal	$ 329,554,681	$ 28,386,255	$ 357,940,936	$ 1,706,731
Less: Inter-Fund Transactions	(47,729,289)	-	(47,729,289)	-
Citywide Total	$ 281,825,392	$ 28,386,255	$ 310,211,647	$ 1,706,731

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Summary of Revenues by Fund

GENERAL FUND	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Taxes					
Sales and Use	$ 21,931,961	$ 22,810,515	$ 22,201,032	$ 22,362,400	$ 22,810,700
Utility Users	7,168,867	7,072,200	6,906,232	7,035,700	7,040,100
Property	29,381,978	30,839,600	30,960,163	32,625,600	34,222,900
Transient Occupancy	18,643,212	19,766,200	18,957,713	19,262,400	19,972,300
Business License	2,636,315	2,488,900	2,654,609	2,682,758	2,709,835
Real Property Transfer	730,363	778,600	777,353	800,700	824,700
Total Taxes	**$ 80,492,696**	**$ 83,756,015**	**$ 82,457,102**	**$ 84,769,558**	**$ 87,580,535**
Licenses					
Animal Licenses	100,530	129,000	104,000	119,000	124,000
Miscellaneous License and Permits	61,394	77,100	59,600	63,100	63,100
Total Licenses	**$ 161,924**	**$ 206,100**	**$ 163,600**	**$ 182,100**	**$ 187,100**
Fines and Forfeitures					
Late Payment Penalties	344,987	310,000	310,000	310,000	310,000
Parking Violations	2,041,126	2,850,400	2,906,415	2,734,566	2,740,100
Library	60,397	67,000	45,800	48,000	51,400
Municipal Court Fines	60,542	90,000	110,000	90,000	90,000
Total Fines and Forfeitures	**$ 2,507,052**	**$ 3,317,400**	**$ 3,372,215**	**$ 3,182,566**	**$ 3,191,500**
Use of Money and Property					
Investment Income	466,477	590,887	487,604	532,380	548,298
Rents and Concessions	389,830	462,329	410,219	444,911	457,126
Total Use of Money and Property	**$ 856,307**	**$ 1,053,216**	**$ 897,823**	**$ 977,291**	**$ 1,005,424**
Intergovernmental					
JPA - Clets	84,741	80,732	90,595	94,420	96,696
Library Intergovernmental and Grants	1,010,175	1,161,956	1,120,068	1,189,758	1,207,825
Miscellaneous Grants	101,576	143,876	184,018	107,676	108,676
Motor Vehicle License Fee	36,752	35,000	41,748	42,000	42,000
Mutual Aid Reimbursement	1,710,780	600,000	1,850,000	600,000	600,000

Summary of Revenues by Fund (continued)

GENERAL FUND (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
P.O.S.T. Reimbursement	$ 42,455	$ 60,000	$ 60,000	$ 42,000	$ 45,000
School District	56,730	55,476	55,476	56,769	57,904
SB 90 Reimbursements	165,671	-	-	-	-
Total Intergovernmental	**$ 3,208,880**	**$ 2,137,040**	**$ 3,401,905**	**$ 2,132,623**	**$ 2,158,101**
Service Charges	**$ 12,338,214**	**$ 11,923,302**	**$ 12,054,236**	**$ 11,974,991**	**$ 11,968,336**
Interfund Charges and Reimbursements	**$ 16,138,137**	**$ 16,886,395**	**$ 15,691,486**	**$ 18,163,585**	**$ 18,789,605**
Interfund Transfers	**$ 1,410,393**	**$ 1,931,693**	**$ 1,646,346**	**$ 1,243,379**	**$ 1,094,058**
Other Revenues					
Donations	194,480	241,758	222,383	211,024	211,024
Franchise Fees	3,131,682	3,002,500	2,844,614	3,586,626	3,589,781
Library Gift Funds	-	136,957	136,957	187,932	187,932
Miscellaneous	1,217,627	760,170	727,581	405,652	407,919
Video Provider PEG Fees	135,253	141,000	130,500	132,000	132,000
Total Other Revenue	**$ 4,679,042**	**$ 4,282,385**	**$ 4,062,035**	**$ 4,523,234**	**$ 4,528,656**
Anticipated Year-End Variance	**$ -**	**$ 2,300,000**	**$ 2,300,000**	**$ 2,291,838**	**$ 2,700,000**
Anticipated Operational Reductions	**$ -**	**$ -**	**$ -**	**$ -**	**$ 185,487**
TOTAL GENERAL FUND	**$ 121,792,645**	**$ 127,793,546**	**$ 126,046,748**	**$ 129,441,165**	**$ 133,388,802**
CAPITAL PROJECT FUNDS					
Capital Outlay Fund	577,176	274,135	1,250	-	-
TOTAL CAPITAL PROJECT	**$ 577,176**	**$ 274,135**	**$ 1,250**	**$ -**	**$ -**
SPECIAL REVENUE FUNDS					
City Affordable Housing	961,267	588,300	801,313	952,400	1,003,300
Community Development Block Grant	1,021,764	2,046,547	1,303,053	1,234,376	1,234,376
County Library	2,210,214	2,164,363	2,269,733	2,481,685	2,484,710
Creeks Restoration/Water Quality	5,235,037	5,994,162	4,857,899	4,002,572	4,149,372
HOME Grant	1,114,287	1,441,929	1,028,827	371,831	371,831
Miscellaneous Grants	1,329,366	1,986,625	1,171,415	553,767	528,110
Police Asset Forfeiture and Grants	196,720	130,000	134,785	133,000	133,000

Summary of Revenues by Fund (continued)

SPECIAL REVENUE FUNDS (continued)

	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Street Sweeping	884,860	910,000	895,000	910,000	910,000
Streets	29,007,102	30,797,736	25,285,723	10,171,657	11,289,510
Supplemental Law Enforcement	216,882	145,000	185,369	150,000	158,842
Traffic Safety	361,820	525,000	360,000	525,000	535,000
Transportation Development Act	73,832	75,943	77,716	78,675	78,875
Transportation Sales Tax	3,652,624	3,658,545	3,935,905	3,917,472	4,085,449
Wildland Fire Benefit Assessment	248,679	250,539	254,039	256,600	259,000
TOTAL SPECIAL REVENUE	**$ 46,514,454**	**$ 50,714,689**	**$ 42,560,777**	**$ 25,739,035**	**$ 27,221,375**

ENTERPRISE FUNDS

Airport Fund

Leases - Commercial	4,296,205	4,472,463	4,526,370	4,425,100	4,859,435
Leases - Non-Commercial	2,286,506	2,399,405	2,480,551	2,679,030	3,807,973
Leases - Terminal	4,855,627	5,219,696	5,258,084	6,024,790	6,196,205
Leases - Commerical Aviation	4,431,206	4,555,412	4,686,076	5,244,460	5,363,820
Interest Income	123,690	113,100	186,500	203,500	210,600
Miscellaneous	437,699	8,788,641	8,796,755	106,340	106,340
Subtotal	**$ 16,430,933**	**$ 25,548,717**	**$ 25,934,336**	**$ 18,683,220**	**$ 20,544,373**
Airport Capital Grants Fund	**$ 4,440,733**	**$ 1,868,207**	**$ 1,880,908**	**$ 1,507,400**	**$ 1,550,600**
Airport Facility Charge Fund	**$ 903,497**	**$ 931,656**	**$ 912,264**	**$ 971,160**	**$ 999,872**

Downtown Parking Fund

PBIA Assessment	1,051,597	1,004,000	1,004,000	1,004,000	1,004,000
Hourly Parking	5,296,505	5,298,000	5,283,065	5,288,716	5,288,716
Other Parking Fees	1,282,846	1,351,000	1,403,120	1,401,462	1,401,462
Lobero Garage	312,166	307,575	307,575	307,575	307,575
Commuter Lots	362,280	375,000	390,880	390,000	390,000
Interest Income	132,806	118,200	127,500	139,000	143,900
Rents and Leases	107,000	107,960	110,840	127,760	127,760
Transfer From General Fund	-	-	-	477,951	477,951

Summary of Revenues by Fund (continued)

ENTERPRISE FUNDS (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Miscellaneous	$ 87,708	$ 63,716	$ 66,719	$ 70,716	$ 70,716
Subtotal	**$ 8,632,908**	**$ 8,625,451**	**$ 8,693,699**	**$ 9,207,180**	**$ 9,212,080**
Golf Fund					
Greens Fees	1,635,775	1,775,105	1,656,119	1,776,578	1,884,771
Cart Fees	-	457,272	451,121	479,304	493,683
Merchandise	-	210,220	210,030	234,000	248,251
Concessions	311,438	158,555	150,477	154,991	159,641
Range Fees	-	97,170	94,565	105,000	113,558
Lessons	-	49,000	53,982	56,000	57,690
Interest Income	8,704	8,800	6,800	7,400	7,700
Miscellaneous	3,018	365,224	372,007	41,700	42,906
Subtotal	**$ 1,958,935**	**$ 3,121,346**	**$ 2,995,101**	**$ 2,854,973**	**$ 3,008,200**
Solid Waste Fund	**$ 21,109,008**	**$ 21,258,649**	**$ 21,168,880**	**$ 23,396,634**	**$ 25,822,751**
Wastewater Fund					
Service Charges	17,757,339	18,846,430	18,672,500	19,792,850	20,980,421
Connection Fees	536,574	220,000	711,776	330,000	330,000
Mission Canyon Charges	248,106	-	-	-	-
Interest Income	185,561	164,600	124,600	135,900	140,600
Rents and Leases	35,168	35,000	36,985	38,095	39,238
Intergovernmental	2,103,783	29,101,029	2,607,312	-	-
Miscellaneous	134,640	82,950	78,023	80,700	80,700
Subtotal	**$ 21,001,171**	**$ 48,450,009**	**$ 22,231,196**	**$ 20,377,545**	**$ 21,570,959**
Water Fund					
Metered Sales	41,433,002	45,047,359	45,047,359	48,651,148	51,570,217
Water Service & Meters	670,867	529,594	1,061,797	636,500	648,440
Water Turn On Fees	258,036	240,000	244,362	247,000	251,000
Water Tap Fees	140,654	100,000	193,270	179,000	182,000
Water Drought	1,467,090	-	76,661	-	-
J.P.A. Reimbursement	2,569,535	2,438,285	3,056,763	2,354,285	2,385,285
Interest Income	362,292	212,350	285,220	310,920	321,820
Intergovernmental	19,999,276	39,001,238	39,001,238	-	-
Miscellaneous	185,682	63,000	372,263	82,300	82,300
Subtotal	**$ 67,086,434**	**$ 87,631,826**	**$ 89,338,933**	**$ 52,461,153**	**$ 55,441,062**

Summary of Revenues by Fund (continued)

ENTERPRISE FUNDS (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Waterfront Fund					
Leases - Commercial	$ 1,620,023	$ 1,567,000	$ 1,734,000	$ 1,768,680	$ 1,804,054
Leases - Food Service	3,175,807	3,205,000	3,159,377	3,222,565	3,287,016
Leases - Other	349,947	331,500	359,749	366,608	373,604
Interest Income	126,099	101,000	113,700	121,100	124,100
Parking Fees & Permits	2,918,318	2,882,000	2,916,675	2,975,008	3,034,508
Slip Rentals	4,288,151	4,374,610	4,374,610	4,462,102	4,551,344
Visitor Fees	475,569	510,000	510,000	490,000	510,000
Slip Transfer Fees	855,975	685,000	830,000	830,000	830,000
Live Aboard Fees	166,695	175,000	175,000	170,000	170,000
Intergovernmental	1,624,520	2,050,138	1,888,311	-	-
Miscellaneous	809,336	722,095	746,628	462,953	466,076
Subtotal	**$ 16,410,440**	**$ 16,603,343**	**$ 16,808,050**	**$ 14,869,016**	**$ 15,150,702**
TOTAL ENTERPRISE FUNDS	**$ 157,974,059**	**$ 214,039,204**	**$ 189,963,367**	**$ 144,328,281**	**$ 153,300,599**
INTERNAL SERVICE FUNDS					
Facilities Management Fund					
Building Maintenance	5,203,606	3,891,738	3,541,571	3,588,032	3,595,873
Electronic Maintenance	986,988	1,049,309	1,049,309	1,079,369	1,093,330
Energy Conservation	906,907	1,447,911	1,457,411	1,647,269	1,691,662
Custodial Services	1,659,077	1,723,739	1,723,739	1,708,725	1,713,110
Subtotal	**$ 8,756,578**	**$ 8,112,697**	**$ 7,772,030**	**$ 8,023,395**	**$ 8,093,975**
Fire Equipment Replacement Fund	**$ 362,714**	**$ 47,850**	**$ 47,850**	**$ 47,850**	**$ 47,850**
Fleet Management Fund	**$ 6,190,095**	**$ 6,480,393**	**$ 6,298,876**	**$ 6,076,120**	**$ 6,190,044**
Information Technology Fund	**$ 3,530,672**	**$ 4,971,111**	**$ 5,025,602**	**$ 3,649,149**	**$ 3,938,544**
Police Equipment Replacement Fund	**$ 173,132**	**$ 53,032**	**$ 53,032**	**$ 87,000**	**$ 87,000**
Post-Employment Benefits Fund	**$ 1,835,928**	**$ 1,835,928**	**$ 1,835,928**	**$ 1,836,000**	**$ 1,836,000**

Summary of Revenues by Fund (continued)

INTERNAL SERVICE (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Self-Insurance Fund					
Workers' Compensation Premiums	$ 3,344,112	$ 3,507,209	$ 3,507,209	$ 3,967,335	$ 3,954,949
Unemployment Insurance Premiums	221,805	221,324	221,324	221,637	222,355
Property/Liability Insurance Premiums	3,862,444	3,573,726	3,573,726	3,506,410	3,542,183
Occupational Safety and Health Charges	231,057	251,864	251,864	260,000	270,000
Interest Income	52,494	41,800	41,000	44,700	46,200
Other Revenue	87,772	-	23,069	-	-
Subtotal	**$ 7,799,684**	**$ 7,595,923**	**$ 7,618,192**	**$ 8,000,082**	**$ 8,035,687**
TOTAL INTERNAL SERVICE	**$ 28,648,803**	**$ 29,096,934**	**$ 28,651,510**	**$ 27,719,596**	**$ 28,229,100**
Fiduciary Funds					
Successor Agency (Former Redev. Agency)	**$ 8,640,457**	**$ 8,405,630**	**$ 8,405,630**	**$ 8,415,108**	**$ 8,404,530**
TOTAL FIDUCIARY FUNDS	**$ 8,640,457**	**$ 8,405,630**	**$ 8,405,630**	**$ 8,415,108**	**$ 8,404,530**
TOTAL CITYWIDE REVENUE	**$ 364,147,594**	**$ 430,324,138**	**$ 395,629,282**	**$ 335,643,185**	**$ 350,544,406**
Less: All Inter-fund Transactions	(44,044,799)	(45,895,772)	(45,895,772)	(46,643,436)	(47,729,289)
CITYWIDE REVENUE (NET)	**$ 320,102,795**	**$ 384,428,366**	**$ 349,733,510**	**$ 288,999,749**	**$ 302,815,117**

Summary of Appropriations by Fund

GENERAL FUND	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Administrative Services					
Administration	$ 353,383	$ 386,449	$ 397,399	$ 390,067	$ 397,813
City Clerk's Office	649,954	757,907	562,217	920,761	565,322
Human Resources	1,433,929	1,579,754	1,431,360	1,545,519	1,601,966
Subtotal	**$ 2,437,266**	**$ 2,724,110**	**$ 2,390,976**	**$ 2,856,347**	**$ 2,565,101**
City Administrator's Office					
Administration	1,446,822	1,760,822	1,636,978	1,660,618	1,713,904
City TV - Channel 18	636,326	606,455	586,598	587,964	593,318
Subtotal	**$ 2,083,148**	**$ 2,367,277**	**$ 2,223,576**	**$ 2,248,582**	**$ 2,307,222**
City Attorney's Office					
Administration	617,250	598,091	608,073	623,265	635,427
Advisory	877,695	994,396	994,396	1,270,646	1,305,987
Civil Litigation	739,758	768,157	775,412	1,111,037	1,140,438
Code Enforcement & Criminal Prosecution	159,264	304,816	305,141	247,142	254,170
Subtotal	**$ 2,393,967**	**$ 2,665,460**	**$ 2,683,022**	**$ 3,252,090**	**$ 3,336,022**
Community Development					
Administration	1,390,098	978,961	947,873	999,939	1,027,821
CDBG Admin. and Human Services	1,077,060	1,101,365	1,101,132	1,076,282	1,077,187
Rental Housing Mediation Task Force	226,523	241,513	235,017	249,220	259,696
Housing Development and Preservation	5,501	16,710	-	-	-
Long Range Planning & Special Studies	839,359	924,796	834,984	898,584	927,535
Development/Environmental Review	1,345,197	1,550,372	1,431,161	1,543,903	1,579,554
Zoning: Ordinance, Info and Enforcement	1,570,494	1,958,561	1,904,810	1,682,880	1,690,500
Design Review and Historic Preservation	1,105,593	1,379,015	1,220,562	1,374,609	1,394,520
Building Inspection and Code Enforcement	1,219,637	1,466,968	1,573,152	1,567,169	1,563,079
Records, Archives and Clerical Services	532,876	643,057	585,485	632,751	654,740
Building Counter and Plan Review	1,625,315	1,922,470	1,952,711	1,719,925	1,793,930
Subtotal	**$ 10,937,653**	**$ 12,183,788**	**$ 11,786,887**	**$ 11,745,262**	**$ 11,968,562**
Finance					
Administration	249,695	278,487	251,661	247,981	282,788
Budget Management	457,859	531,175	475,046	476,668	507,951
Revenue and Cash Management	469,821	532,023	521,449	487,646	497,916
Cashiering and Collections	487,173	533,483	482,372	548,684	567,170
Licenses and Permits	493,586	544,538	529,172	472,977	485,195
City Billing and Customer Service	633,878	723,146	687,866	710,178	735,676
Accounting Services	792,442	892,138	890,527	906,324	929,954
Payroll	349,381	376,647	355,829	383,249	399,629

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Accounts Payable	$ 267,137	$ 295,394	$ 285,524	$ 230,194	$ 239,716
Purchasing	715,984	733,264	733,831	716,433	735,643
Central Warehouse	207,957	215,633	218,303	194,718	199,807
Mail Courier Services	122,636	127,284	122,669	125,252	127,497
Subtotal	**$ 5,247,549**	**$ 5,783,212**	**$ 5,554,249**	**$ 5,500,304**	**$ 5,708,942**
Fire					
Administration	960,562	976,158	996,645	1,006,045	1,041,381
Emergency Services and Public Education	314,055	335,084	335,173	333,766	341,810
Fire Prevention	1,288,447	1,328,452	1,418,335	1,358,141	1,414,694
Wildland Fire Mitigation	221,789	218,983	258,892	223,285	232,705
Operations	20,122,023	19,865,319	21,040,686	20,561,744	21,406,832
Fire Training and Recruitment	661,402	661,885	644,011	667,714	999,810
Aircraft Rescue and Firefighting (ARFF)	2,084,486	2,117,969	2,178,603	2,253,825	2,367,952
Subtotal	**$ 25,652,764**	**$ 25,503,850**	**$ 26,872,345**	**$ 26,404,520**	**$ 27,805,184**
General Government	**$ 785,421**	**$ 1,060,235**	**$ 967,902**	**$ 783,028**	**$ 781,257**
Library					
Administration	442,723	558,531	559,532	743,120	780,573
Central Library	-	4,801,469	4,838,287	4,441,971	4,577,735
Eastside Library	-	332,627	333,845	344,658	357,286
Public Services	2,638,002	-	-	-	-
Support Services	1,686,917	-	-	-	-
Subtotal	**$ 4,767,642**	**$ 5,692,627**	**$ 5,731,664**	**$ 5,529,749**	**$ 5,715,594**
Mayor and City Council					
Mayor and City Council	809,940	843,688	801,303	832,519	862,740
Arts and Community Promotions	2,633,202	2,693,153	2,690,343	2,673,322	2,673,322
Subtotal	**$ 3,443,142**	**$ 3,536,841**	**$ 3,491,646**	**$ 3,505,841**	**$ 3,536,062**
Parks and Recreation					
Administration	669,611	960,436	919,851	935,897	969,389
Project Management Team	481,121	592,020	576,477	587,215	603,831

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
RECREATION					
Recreation Program Management	$ 729,316	$ 885,296	$ 693,788	$ 727,861	$ 741,605
Recreation Facilities and Special Events	802,728	832,506	820,003	744,846	686,785
Active Adults and Classes	731,491	830,476	825,302	825,184	847,142
Aquatics	1,447,998	1,443,642	1,440,953	1,545,042	1,529,383
Sports	571,321	595,775	605,663	548,788	556,674
Tennis	274,056	274,801	288,611	298,472	304,848
Youth Activities	1,136,543	1,160,747	1,235,653	1,176,395	1,201,852
Neighborhood and Outreach Services	1,305,814	1,383,222	1,368,325	1,354,806	1,389,163
PARKS					
Park Operations Management	655,812	752,913	735,182	713,042	736,678
Park Grounds and Facilities Maintenance	4,550,749	5,265,928	4,951,661	5,147,276	5,217,530
Forestry	1,249,527	1,263,076	1,177,424	1,253,668	1,292,905
Beach Maintenance	134,145	142,921	138,958	139,552	151,031
Medians, Parkways and Contracts	1,079,069	1,144,180	1,131,341	456,384	465,410
Subtotal	**$ 15,819,301**	**$ 17,527,939**	**$ 16,909,192**	**$ 16,454,428**	**$ 16,694,226**
Police					
Chief's Staff	1,210,667	1,142,800	916,259	1,122,107	1,160,191
Support Services	648,599	689,487	645,117	770,521	797,864
Community/Support Services	1,346,695	1,153,307	1,160,477	2,112,347	2,234,872
Community and Media Relations	697,410	913,628	811,966	1,307,246	1,382,713
Special Events	901,765	915,956	836,374	869,721	896,665
Animal Control	690,969	815,388	725,805	824,545	861,857
Training and Recruitment	558,915	538,474	609,657	564,276	579,166
Range and Equipment	1,416,024	1,562,547	1,471,411	1,330,687	1,369,720
Field Operations Division	15,643,242	16,308,786	15,749,172	14,455,344	15,281,167
Traffic	1,095,538	1,429,391	1,299,395	1,799,115	1,912,693
Tactical Patrol Force	1,828,093	1,773,756	1,774,562	1,486,744	1,567,449
Special Enforcement Team	320,067	1,095,828	850,732	1,440,417	1,528,783
Combined Communications Center	2,396,566	2,688,937	2,261,124	2,542,299	2,667,585
Investigative Division	4,382,022	5,042,960	4,993,898	5,838,229	6,148,762
Crime Lab	107,085	173,310	148,420	165,713	176,208
Information Technology/Crime Analysis	1,331,072	1,482,117	1,405,969	1,551,405	1,583,308
Property Room	185,046	233,978	217,202	230,029	245,010
Records Bureau	1,467,567	1,573,988	1,585,026	1,603,572	1,669,898
Parking Enforcement	1,197,471	1,408,278	1,150,489	1,471,765	1,547,407

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Subtotal	**$ 37,424,813**	**$ 40,942,916**	**$ 38,613,055**	**$ 41,486,082**	**$ 43,611,318**
Public Works					
Administration	1,055,496	1,200,396	1,167,355	1,214,655	1,243,643
Engineering Services	5,160,540	5,471,589	4,577,518	5,141,708	5,303,078
Land Development	1,144,478	1,440,165	1,362,353	1,594,914	1,596,628
Transportation Planning	-	-	-	-	-
Environmental Compliance	407,130	586,643	579,941	428,064	431,663
Subtotal	**$ 7,767,644**	**$ 8,698,793**	**$ 7,687,167**	**$ 8,379,341**	**$ 8,575,012**
TOTAL GENERAL FUND	**$ 118,760,310**	**$ 128,687,048**	**$ 124,911,681**	**$ 128,145,574**	**$ 132,604,502**
Capital Outlay Fund	**$ -**	**$ 1,979,659**	**$ 2,045,264**	**$ -**	**$ -**
SPECIAL REVENUE FUNDS					
City Affordable Housing	775,447	1,210,217	1,131,506	592,571	600,434
Community Development Block Grant	832,655	2,510,834	1,171,689	1,234,376	1,234,376
County Library	2,202,455	2,589,907	2,593,846	2,829,565	3,073,656
Creeks Restoration & Water Quality	2,010,656	2,738,746	2,420,280	2,686,275	2,636,622
HOME Grant	1,114,287	1,331,381	907,186	371,831	371,831
Miscellaneous Grants	1,453,217	2,286,307	1,001,535	553,767	528,110
Police Asset Forfeiture & Grants	253,213	468,656	325,911	203,578	145,841
Street Sweeping	911,824	986,073	976,103	971,935	993,790
Streets	8,424,659	9,208,796	8,699,208	9,376,231	9,428,288
Supplemental Law Enforcement	216,745	145,000	141,220	150,000	158,842
Traffic Safety	361,820	525,000	360,000	525,000	535,000
Transportation Sales Tax	2,237,093	2,271,612	1,867,011	1,688,004	1,723,821
Wildland Fire Benefit Assessment	266,685	260,849	259,149	256,600	259,000
TOTAL SPECIAL REVENUE	**$ 21,060,756**	**$ 26,533,378**	**$ 21,854,644**	**$ 21,439,733**	**$ 21,689,611**

Summary of Appropriations by Fund (continued)

ENTERPRISE FUNDS	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Airport Fund					
Administration	$ 5,218,482	$ 6,546,109	$ 5,922,403	$ 7,246,629	$ 7,134,976
Business and Property Management	1,258,896	1,392,283	1,336,292	1,710,441	1,753,661
Marketing and Communications	395,019	444,233	438,817	422,233	426,784
Airport Facilities Maintenance	3,470,926	3,954,970	3,774,721	3,833,435	3,952,377
Air Operations Area Maintenance	834,174	780,684	711,307	833,935	854,438
Airport Security	1,570,407	1,974,213	1,584,577	2,191,883	2,271,316
Airport Certification and Operations	3,614,416	3,931,303	3,743,386	4,228,504	4,432,841
Facility Planning and Development	523,652	607,964	553,540	622,652	634,498
Subtotal	**$ 16,885,972**	**$ 19,631,759**	**$ 18,065,043**	**$ 21,089,712**	**$ 21,460,891**
Downtown Parking Fund	**$ 7,025,604**	**$ 8,296,586**	**$ 8,120,904**	**$ 9,076,728**	**$ 9,223,598**
Municipal Golf Course Fund	**$ 1,608,996**	**$ 2,919,114**	**$ 2,795,721**	**$ 2,598,128**	**$ 2,618,929**
Solid Waste Fund	**$ 20,387,933**	**$ 21,646,118**	**$ 21,359,554**	**$ 23,768,602**	**$ 26,257,659**
Wastewater Fund					
Water Resources Management	3,570,572	4,225,088	4,200,268	4,934,660	6,478,278
Wastewater Collection	2,841,135	3,463,906	3,587,826	4,221,830	3,991,836
Wastewater Treatment	5,986,508	7,659,474	7,345,475	7,013,838	7,442,699
Water Resources Laboratory	659,043	833,204	804,199	862,630	902,677
Subtotal	**$ 13,057,258**	**$ 16,181,672**	**$ 15,937,768**	**$ 17,032,958**	**$ 18,815,490**
Water Fund					
Water Resources Management	5,831,808	13,772,196	12,839,708	17,014,912	18,489,517
Water Supply Management	10,803,198	15,266,105	13,737,409	14,515,144	14,521,350
Gibraltar Dam	334,077	510,939	481,213	487,199	492,538
Recycled Water	814,253	910,569	1,000,220	918,723	942,388
Water Treatment	4,291,068	6,371,683	5,158,304	5,787,469	5,244,513
Water Distribution	6,942,503	8,206,842	8,318,492	8,687,752	8,739,757

Summary of Appropriations by Fund (continued)

ENTERPRISE FUNDS (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Meter Reading	$ 658,148	$ 714,507	$ 712,654	$ 787,455	$ 802,226
Water Resources Laboratory	558,502	790,106	658,074	819,541	840,155
Subtotal	**$ 30,233,557**	**$ 46,542,947**	**$ 42,906,074**	**$ 49,018,195**	**$ 50,072,444**
Waterfront Fund					
Admin. Support and Community Relations	1,716,552	2,445,167	2,329,233	2,609,275	2,680,709
Property Management	344,866	455,766	451,846	477,986	472,558
Financial Management	304,624	352,862	346,652	361,198	372,381
Parking Services	967,833	1,076,422	1,080,360	1,047,635	1,074,182
Harbor Patrol	2,074,463	2,334,891	2,400,224	2,461,164	2,535,125
Marina Management	281,637	360,406	334,227	343,360	357,791
Facilities Maintenance	4,158,749	4,343,138	4,424,046	4,522,698	4,664,271
Facilities Design and Capital Program	1,085,373	2,040,192	1,941,123	2,032,809	2,040,127
Subtotal	**$ 10,934,097**	**$ 13,408,844**	**$ 13,307,711**	**$ 13,856,125**	**$ 14,197,144**
TOTAL ENTERPRISE FUNDS	**$ 100,133,417**	**$ 128,627,040**	**$ 122,492,775**	**$ 136,440,448**	**$ 142,646,155**
INTERNAL SERVICE FUNDS					
Facilities Management Fund					
Building Maintenance	2,974,308	3,405,113	3,017,328	3,334,834	3,405,180
Electronic Maintenance	960,192	1,063,400	1,056,771	1,078,836	1,092,832
Custodial Services	1,563,765	1,699,519	1,588,992	1,709,151	1,713,580
Energy Conservation	932,788	1,524,279	1,567,613	1,534,306	1,578,219
Subtotal	**$ 6,431,053**	**$ 7,692,311**	**$ 7,230,704**	**$ 7,657,127**	**$ 7,789,811**
Fire Equipment Replacement	**$ 357,654**	**$ 216,920**	**$ 120,000**	**$ 79,850**	**$ 47,850**
Fleet Management Fund	**$ 3,262,503**	**$ 4,102,340**	**$ 3,918,030**	**$ 3,031,296**	**$ 3,165,052**
Information Technology Fund	**$ 2,627,247**	**$ 3,495,680**	**$ 3,203,021**	**$ 3,353,801**	**$ 3,316,415**

Summary of Appropriations by Fund (continued)

INTERNAL SERVICE FUNDS (continued)	FY 2016 Actual	FY 2017 Amended	FY 2017 Projected	FY 2018 Adopted	FY 2019 Proposed
Police Equipment Replacement	$ 52,599	$ 53,465	$ 53,465	$ -	$ -
Post-Employment Benefits Fund	$ 2,647,567	$ 1,835,928	$ 1,835,928	$ 1,836,000	$ 1,836,000
Self-Insurance Fund					
Risk Management Admin. Operations	1,511,360	1,612,572	1,540,645	1,646,674	1,570,365
Workers' Compensation	7,967,964	3,490,847	3,856,100	4,268,842	4,464,197
Liability	1,469,151	1,847,190	1,706,007	1,821,888	1,732,421
Occupational Safety and Health	186,191	251,479	214,358	258,266	262,772
Subtotal	$ 11,134,666	$ 7,202,088	$ 7,317,110	$ 7,995,670	$ 8,029,755
TOTAL INT. SERVICE FUNDS	$ 26,513,289	$ 24,598,732	$ 23,678,258	$ 23,953,744	$ 24,184,883
Fiduciary Funds					
Revolving Rehab. Loan Fund	$ -	$ -	$ -	$ 25,000	$ 25,000
Successor Agency (Former Redev. Agency)	$ 8,281,753	$ 8,445,830	$ 8,386,755	$ 8,415,108	$ 8,404,530
TOTAL FIDUCIARY FUNDS	$ 8,281,753	$ 8,445,830	$ 8,386,755	$ 8,440,108	$ 8,429,530
CITY OPERATING BUDGET	274,749,525	318,871,687	303,369,377	318,419,607	329,554,681
Less: All Inter-fund Transactions	(44,044,799)	(45,895,772)	(45,895,772)	(46,643,436)	(47,729,289)
CITY OPERATING (NET)	230,704,726	272,975,915	257,473,605	271,776,171	281,825,392
Add: Capital Program - All Funds	99,907,322	166,715,481	116,641,517	32,671,885	28,386,255
CITY BUDGET TOTAL (NET)	$ 330,612,048	$ 439,691,396	$ 374,115,122	$ 304,448,056	$ 310,211,647

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SUMMARY OF POSITIONS

Positions by Department

Department	Actual FY 2015	Actual FY 2016	Amended FY 2017	Adopted FY 2018	Proposed FY 2019
Administrative Services	28.50	30.60	30.60	30.60	30.60
Airport	55.50	55.50	55.75	61.00	61.00
City Administrator's Office	10.40	9.30	9.30	8.30	8.30
City Attorney's Office	11.60	11.00	11.00	13.75	13.75
Community Development	68.85	70.85	73.85	72.85	72.85
Finance	47.55	47.50	47.50	47.50	47.50
Fire	105.00	105.00	105.00	105.00	105.00
Library	36.10	37.10	38.35	40.35	40.35
Mayor and City Council	8.00	8.00	8.00	8.00	8.00
Parks and Recreation	96.75	100.05	93.25	92.45	92.45
Police	212.00	212.00	212.00	211.00	211.00
Public Works	298.95	297.70	295.20	296.70	293.20
Waterfront	46.00	46.00	47.00	47.00	47.00
CITY TOTAL (FTEs)	**1,025.20**	**1,030.60**	**1,026.80**	**1,034.50**	**1,031.00**

Positions by Fund for Fiscal Year 2018

Fund	Adopted	Fund	Adopted
General Fund		**Golf**	**0.35**
Administrative Services	15.45	**HOME Grant**	**0.22**
City Administrator's Office	8.30	**Information Technology**	**15.15**
City Attorney's Office	13.75	**Facilities Management**	**37.00**
Community Development	67.80	**Fleet Maintenance**	**13.20**
Finance	35.15	**Fleet Replacement**	**1.80**
Fire	104.00	**Miscellaneous Grants**	**0.40**
Library	31.00	**Police Asset Forfeiture**	**1.17**
Mayor and City Council	8.00	**Redev. Obligation Retirement**	**0.75**
Parks and Recreation	82.85	**Self-Insurance**	**4.14**
Police	208.83	**Solid Waste**	**8.21**
Public Works	46.75	**Street Sweeping**	**1.15**
GENERAL FUND SUBTOTAL	**621.88**	**Streets**	**36.40**
Airport	**61.00**	**Supplemental Law Enforcement**	**1.00**
City Affordable Housing	**3.00**	**Transportation Sales Tax**	**9.30**
Community Dev. Block Grant	**1.08**	**Wastewater**	**49.58**
County Library	**9.35**	**Water**	**76.37**
Creeks Restoration & Water Quality	**8.85**	**Waterfront**	**47.00**
Downtown Parking	**25.15**	**Wildland Fire Assessment**	**1.00**
CITY TOTAL (FTEs)			**1,034.50**

Positions by Fund for Fiscal Year 2019

Fund	Proposed	Fund	Proposed
General Fund		**Golf**	**0.35**
Administrative Services	15.45	**HOME Grant**	**0.22**
City Administrator's Office	8.30	**Information Technology**	**15.15**
City Attorney's Office	13.75	**Facilities Management**	**37.00**
Community Development	67.80	**Fleet Maintenance**	**13.20**
Finance	35.15	**Fleet Replacement**	**1.80**
Fire	104.00	**Miscellaneous Grants**	**0.40**
Library	31.00	**Police Asset Forfeiture**	**1.17**
Mayor and City Council	8.00	**Redev. Obligation Retirement**	**0.75**
Parks and Recreation	82.85	**Self-Insurance**	**4.14**
Police	208.83	**Solid Waste**	**8.21**
Public Works	46.75	**Street Sweeping**	**1.15**
GENERAL FUND SUBTOTAL	**621.88**	**Streets**	**36.40**
Airport	**61.00**	**Supplemental Law Enforcement**	**1.00**
City Affordable Housing	**3.00**	**Transportation Sales Tax**	**9.30**
Community Dev. Block Grant	**1.08**	**Wastewater**	**49.58**
County Library	**9.35**	**Water**	**72.87**
Creeks Restoration & Water Quality	**8.85**	**Waterfront**	**47.00**
Downtown Parking	**25.15**	**Wildland Fire Assessment**	**1.00**
CITY TOTAL (FTEs)			**1,031.00**

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CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM	**FY 2018**	**FY 2019**
Central Library ADA Compliant Elevator ***Library*** *To make the Central Library one elevator comply with current ADA standards.* *Funding: General Fund Capital*	100,000	-
Central Library Staff Workspace Renovation ***Library*** *To update carpeting, staff workstations, storage, lighting, electrical, data and ADA accessibility.* *Funding: General Fund Capital*	30,000	300,000
ADA Improvement: CDBG Project Design ***Neighborhood Improvement Task Force*** *Project design for annual CDBG projects such as sidewalk access ramps (curb cuts), sidewalk infill, and neighborhood facility interior and exterior improvements in low-moderate income areas of the City.* *Funding: General Fund Capital; applying for CDBG Grant funds for all years*	80,000	80,000
Bohnett Park Field and Access Improvements ***Parks and Recreation*** *To complete the engineering design for park improvements for site access, including new stairs, retaining wall and ADA ramp compliance, adult fitness equipment area, fencing, park lighting and picnic area, and improved field open space.* *Funding: General Fund Capital*	250,000	-
Carrillo Ballroom Air Conditioning ***Parks and Recreation*** *To install an active cooling system for the Ballroom in the Carrillo Recreation Center.* *Funding: General Fund Capital*	200,000	-
Dwight Murphy Field Renovation ***Parks and Recreation*** *To replace the existing playground equipment with a fully accessible playground, re-orient the soccer fields to accommodate a second field, installation of artificial sport turf, ball field and security lighting, restroom remodel, new picnic facilities, landscape renovation, replacement of the adult fitness equipment, and repairs to the asphalt within the park.* *Funding: General Fund Capital*	125,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	-	-	100,000	Non-recurring
-	-	-	-	330,000	Non-recurring
80,000	80,000	80,000	80,000	480,000	Recurring
500,000	-	-	-	750,000	Non-recurring
-	-	-	-	200,000	Non-recurring
2,000,000	2,000,000	-	-	4,125,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
Louise Lowry Davis Center Renovation ***Parks and Recreation*** *To update mechanical systems and accessibility, and improve the functionality of the interior and exterior of the Louise Lowry Davis Center.* *Funding: General Fund Capital*	120,000	-
Municipal Tennis Playground and Site Improvements ***Parks and Recreation*** *To develop a new playground, address safety and site access improvements and enhance the renovation of the Municipal Tennis Center to address safety and security concerns and enhance neighborhood and player use.* *Funding: General Fund Capital; potential grant funds*	190,000	-
Off-leash Dog Areas ***Parks and Recreation*** *To construct an off-leash dog area for large and small dogs at MacKenzie Park.* *Funding: General Fund Capital*	300,000	-
Ortega Park Renovation ***Parks and Recreation*** *To develop and implement a master plan for this park that will include demolition and construction of a new year-round swimming pool, splash playground, and a shared pool/community building to support programs and activities to enhance the recreational and enrichment opportunities for Eastside neighborhood residents.* *Funding: General Fund Capital; potential grant funds*	75,000	225,000
Playground Replacement Program ***Parks and Recreation*** *A 10-year replacement schedule to maintain the city's 22 playgrounds in conformance with safety and accessibility standards. The priority for playground replacement in FY 2018 is MacKenzie Park.* *Funding: General Fund Capital*	150,000	-
Thousand Steps (Camino al Mar) Renovation ***Parks and Recreation*** *To renovate Thousand Steps (also known as Camino al Mar), the beach access stairs located at the end of Santa Cruz Boulevard.* *Funding: General Fund Capital*	-	100,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
750,000	-	-	-	870,000	Non-recurring
600,000	700,000	1,000,000	-	2,490,000	Non-recurring
50,000	300,000	50,000	300,000	1,000,000	Recurring
2,000,000	2,000,000	4,000,000	-	8,300,000	Non-recurring
350,000	250,000	250,000	250,000	1,250,000	Recurring
1,000,000	-	-	-	1,100,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
West Beach Splash Playground ***Parks and Recreation*** *To remove and replace the existing wading pool with a splash playground, while maintaining space to add a warm water 25-yard lap swimming pool with a sloped entry, and adjoining restroom facilities in the future.* *Funding: General Fund Capital*	125,000	-
101 Freeway Underpass Art Revitalization ***Public Works*** *To create an attractive and inviting multi-disciplinary project to improve connectivity on State Street between Downtown and the Waterfront on either side and under Highway 101.* *Funding: General Fund Capital*	75,000	-
ADA Transition Plan Implementation ***Public Works*** *This project covers building code requirements and occupational safety (OSHA) requirements for safety, monitoring, abatement, asbestos, and Americans with Disabilities Act (ADA) compliance needs for General Fund buildings. All General Fund buildings are required to abide by ADA/Title 24 guidelines.* *Funding: General Fund Capital*	100,000	100,000
Walkways and Building Pathways ***Public Works*** *Annual project to repair and replace existing parking lots, concrete walkways, pathways, and driveways of General Fund buildings and parks throughout the City.* *Funding: General Fund Capital*	100,000	100,000
Total General Fund Capital Program	**2,020,000**	**905,000**
INFORMATION TECHNOLOGY FUND		
CIS Infinity Version 4.0 *To migrate existing utility customer information and billing data from the existing CIS Infinity software by Advanced Utilities Systems to version 4.0, the newest version.* *Funding: Wastewater Fund - $84,000; Water Fund - $84,000; Solid Waste Fund - $84,000;*	-	252,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
225,000	-	3,000,000	-	3,350,000	Non-recurring
-	-	-	-	75,000	Non-recurring
250,000	250,000	250,000	250,000	1,200,000	Recurring
100,000	100,000	100,000	100,000	600,000	Recurring
7,905,000	**5,680,000**	**8,730,000**	**980,000**	**26,220,000**	
-	-	-	-	252,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
INFORMATION TECHNOLOGY FUND (Continued)	**FY 2018**	**FY 2019**
Desktop Computer Replacement *To provide replacements and upgrades of the City's General Fund workstations.*	63,700	163,720
IT Training Room Upgrades *To upgrade the technology and furniture in the IT training room to current standards.*	-	50,000
Network Infrastructure *To provide replacement and upgrade of the City's network and server/storage infrastructure. This includes: server hardware, server virtualization software, storage arrays, backup systems, network equipment, security, and firewall equipment.*	114,470	50,650
Property Management & Accounts Receivable System *To replace current property management and accounts receivable systems. To be used primarily for asset management, records, rent billing, and payment acceptance for commercial and industrial airport property, as well as for the management of monthly parking permit spaces at downtown and commuter lots.* *Funding: Downtown Parking Fund - $60,000; Airport Fund - $75,000*	135,000	-
Total Information Technology Fund	**313,170**	**516,370**
STREETS CAPITAL PROGRAM		
Bicycle Improvements *Ongoing improvements in bicycle parking, bike path conditions, supplemental signage, signal loop replacement, striping, and stenciling.* *Funding: Transportation Development Act (TDA) Fund*	78,675	78,875
Bike Facilities: Eastside & Westside Bike Boulevard Gap Closure *To design and construct new bike lanes along Cota and Ortega Streets.* *Funding: Streets Fund*	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
26,300	56,050	13,585	54,869	378,224	Recurring
-	-	-	-	50,000	Non-recurring
347,135	41,754	123,733	194,677	872,419	Recurring
-	-	-	-	135,000	Non-recurring
373,435	**97,804**	**137,318**	**249,546**	**1,687,643**	
-	-	-	-	157,550	Recurring
635,000	6,538,000	-	-	7,173,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
STREETS CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
Bridges: Carpinteria Bridge Replacement at Sycamore Creek *To replace the existing structurally deficient bridge located on Carpinteria Street over Sycamore Creek between Soledad and Canada Streets.* *Funding: Streets Fund*	-	-
Bridges: Mission Canyon Road / Los Olivos Bridge Restoration *To restore and enhance the Mission Canyon Road / Los Olivos Street Bridge over Mission Creek, located between Mission Santa Barbara and the Santa Barbara Museum of Natural History.* *Funding: Streets Fund*	-	-
Bridges: Preventative Maintenance *For annual preventative bridge maintenance of City owned bridges.* *Funding: Streets Fund*	75,000	75,000
Bridges: Upper De la Vina Street Bridge Replacement *To replace the existing structurally deficient De la Vina Street Bridge over Mission Creek, located between Vernon Road and Alamar Avenue.* *Funding: Streets Fund*	-	-
Drainage Improvements *Annual program to maintain, improve, and construct citywide public drainage facilities.* *Funding: Streets Fund*	250,000	250,000
Drainage: Lower Sycamore Creek Drainage Improvements *To increase flood capacity on Sycamore Creek from above US Highway 101 downstream to the ocean to minimize the potential for flooding adjacent to Sycamore Creek.* *Funding: Streets Fund*	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
5,676,986	-	-	-	5,676,986	Non-recurring
885,300	7,409,961	-	-	8,295,261	Non-recurring
-	-	-	-	150,000	Recurring
5,975,775	-	-	-	5,975,775	Non-recurring
100,000	100,000	100,000	100,000	900,000	Non-recurring
50,000	-	-	-	50,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
STREETS CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
Lower Mission Creek Improvements *This project includes the design and construction of flood control improvements on Mission Creek from Canon Perdido Street to the ocean, in cooperation with the County of Santa Barbara Flood Control.* *Funding: Streets Fund*	75,000	75,000
Pavement Maintenance Program *Perform pavement maintenance including asphalt overlay, slurry seal, spot repair, and crack sealing on city streets as part of the City's annual pavement maintenance program.* *FY 2018 Funding: Measure A Fund - $2,476,128; Streets Fund - $444,028* *FY 2019 Funding Measure A - $2,061,628; Streets Fund - $1,523,358*	2,920,156	3,584,986
Post Bridge Construction Mitigation, Monitoring & Reporting *To satisfy an environmental compliance requirement for completed bridge construction projects per a bridge's project conditions during the entitlement process.* *Funding: Streets Fund*	75,000	-
Sidewalk Access Ramps *Install access ramps to improve accessibility throughout the City.* *Funding: Measure A Fund*	50,000	50,000
Sidewalk Maintenance *Replace existing sidewalks that are uplifted or depressed due to tree roots or other damage.* *Funding: Measure A Fund*	250,000	250,000
Streetlight Improvements *Annual program to fund new mid-block streetlights and the replacement of existing streetlights throughout the city.* *Funding: Streets Fund*	100,000	100,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
75,000	75,000	75,000	75,000	450,000	Recurring
2,845,553	2,845,553	2,845,553	2,845,553	17,887,354	Recurring
50,000	-	50,000	-	175,000	Recurring
50,000	50,000	50,000	50,000	300,000	Recurring
250,000	250,000	250,000	250,000	1,500,000	Recurring
75,000	75,000	75,000	75,000	500,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
STREETS CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
Traffic Safety and Capacity Improvement Program *This program provides funding for projects that will improve traffic flow, such as pavement marking/lane changes, or traffic signal changes, and funding for safety improvements, such as pedestrian flashers and improved signs.* *Funding: Streets Fund*	50,000	50,000
Traffic Signal Maintenance Program *An annual maintenance program to refurbish traffic signals, replace LED lights, painting of traffic signal poles, and maintenance of communication system.* *Funding: Streets Fund*	-	50,000
Total Streets Capital Program	**3,923,831**	**4,563,861**
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT		
Andree Clark Bird Refuge Water Quality and Habitat Restoration *Develop a comprehensive program to improve water quality and enhance native habitats of the Andree Clark Bird Refuge.*	500,000	400,000
Arroyo Burro Open Space Restoration *Design and implement a creek restoration project on City-owned property in the lower Arroyo Burro watershed.*	400,000	400,000
Bacterial Reduction and Water Quality Program *Design and install targeted water quality treatment projects to reduce the discharge of polluted water into Santa Barbara creeks.*	50,000	50,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
50,000	50,000	50,000	5,000	255,000	Recurring
-	-	-	-	50,000	Recurring
16,718,614	**17,393,514**	**3,495,553**	**3,400,553**	**49,495,926**	
300,000	150,000	200,000	-	1,550,000	Recurring
200,000	-	-	-	1,000,000	Non-recurring
50,000	50,000	50,000	50,000	300,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)	**FY 2018**	**FY 2019**
Capital Replacement – Storm Water Facilities *Set aside funds for the replacement of pumps, gates, valves, filters and other hardware and software installed in water quality treatment projects.*	25,000	25,000
Honda Valley Restoration *The purpose of this project is to restore the riparian corridor in Honda Valley Park.*	50,000	150,000
Las Positas Creek Restoration *Design and implement a creek restoration project in the lower Las Positas Creek.*	300,000	-
Lighthouse Watershed Restoration *To restore a section of Lighthouse Creek.*	-	-
Lower Arroyo Burro Restoration at Hidden Valley *Restore the riparian corridor in the lower Arroyo Burro watershed (between Cliff Drive and Modoc Road), including the Hidden Valley area. Could include property acquisition, removal of hard structures from the creek channel, non-native weed removal and re-vegetation with native plants, and improvement of trails and interpretive information.*	300,000	300,000
Lower Mission Creek Restoration *Restore the riparian corridor in lower Mission Creek. Includes property acquisition, non-native weed removal and re-vegetation with native plants, and improvement of trails and interpretive information where appropriate.*	100,000	150,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
25,000	25,000	25,000	25,000	150,000	Recurring
150,000	200,000	250,000	250,000	1,050,000	Non-recurring
-	-	-	-	300,000	Non-recurring
50,000	100,000	100,000	100,000	350,000	Non-recurring
300,000	200,000	-	-	1,100,000	Non-recurring
150,000	-	-	-	400,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)	**FY 2018**	**FY 2019**
Mid-Arroyo Burro Restoration *Restore the riparian corridor in the mid-Arroyo Burro watershed (between Highway 101 and Foothill Road). Could include property acquisition, removal of hard structures from the creek channel, non-native weed removal and re-vegetation with native plants, and improvement of trails and interpretive information.*	50,000	100,000
Mission Creek Restoration at Oak Park *Restore the riparian corridor through Oak Park. Could include property acquisition, removal of hard structures from the creek channel, non-native weed removal and re-vegetation with native plants, and improvement of trails and interpretive information.*	-	50,000
Old Mission Creek at West Figueroa *To develop a storm water detention system to reduce bacteria, sediment, and other pollutants in storm water in Old Mission Creek, and to restore and enhance the riparian habitat adjacent to the creek.*	-	-
Rattlesnake Creek Restoration Program *To restore a section of Rattlesnake Creek.*	-	-
San Roque Creek Restoration *To restore the upper San Roque Creek watershed.*	-	-
Stormwater Treatment Retrofit Projects (LID) *Design, permit, and construct a "Low Impact Development" (LID) demonstration project, or projects, on City-owned properties to improve creek and ocean water quality.*	150,000	150,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
200,000	250,000	250,000	300,000	1,150,000	Non-recurring
150,000	200,000	-	-	400,000	Non-recurring
-	150,000	250,000	250,000	650,000	Non-recurring
250,000	250,000	250,000	350,000	1,100,000	Non-recurring
150,000	200,000	250,000	250,000	850,000	Non-recurring
-	-	-	-	300,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)	**FY 2018**	**FY 2019**
Sycamore Creek Watershed Restoration *Restore the riparian corridor in Sycamore Creek. Could include property acquisition, removal of hard structures from the creek channel, non-native weed removal and re-vegetation with native plants, and improvement of trails and interpretive information.*	-	100,000
Total Creeks Restoration And Water Quality Improvement	**1,925,000**	**1,875,000**
AIRPORT OPERATING FUND CAPITAL PROGRAM		
495 Fairview Hangar Projects *In 2018 the long-term lease for the 495 Fairview Hangars is set to expire. Ownership and operation of these hangars will revert to the Airport Department. Maintenance and repair will become an Airport expense.*	-	250,000
Aircraft Rescue and Fire Fighting (ARFF) Vehicle *To replace an ARFF vehicle that was purchased in 2003, and will be nearing the end of its useful life.*	-	-
Aircraft Wash Rack *To provide an amenity for local and visiting small aircraft pilots to clean their aircraft in a consolidated location where run-off can be contained and treated rather than discharging into a storm drain.*	-	-
Airline Terminal Projects *Annual program that includes repairs, replacement, and upgrades to the Airline Terminal.*	-	50,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
100,000	200,000	200,000	200,000	800,000	Non-recurring
2,075,000	**1,975,000**	**1,825,000**	**1,775,000**	**11,450,000**	
-	-	-	-	250,000	Recurring
-	825,000	-	-	825,000	Non-recurring
-	-	477,838	-	477,838	Non-recurring
50,000	50,000	50,000	50,000	250,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
AIRPORT OPERATING FUND CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
Airport Operations Area (AOA) Maintenance *Ongoing capital program to maintain Airport Operations Area pavement including runways, taxiways, aircraft parking ramps and aprons, and other miscellaneous pavement used by aircraft or service vehicles.*	150,000	150,000
Airport Radio Repeater *Install simulcast radio repeater site linked to Airport radio communications system to provide Airport Patrol Officers with clear, dependable communication with SBPD dispatch center from the Airport via handheld radios.*	100,000	-
Airport Sweeper Replacement *To purchase new regenerative air sweeping equipment for removal of foreign object debris (FOD) from aircraft movement areas such as runways, taxiways and ramps.*	-	-
Airport Utility Infrastructure *Annual program that includes storm drain, sewer, water, and electrical facilities repair and replacement.*	50,000	50,000
Automated Terminal Exit Lane Monitoring System *Install an automated system to monitor and secure the Airline Terminal exit lane to prevent security breaches. The exit lane separates the secure Terminal hold rooms from the public areas of the Terminal.*	-	150,000
Automatic Vehicle Identification System *This system automatically counts vehicle trips and provides billing information for all commercial ground transportation vehicles with a permit to provide ground transportation services from the airport, such as taxis, limos, shuttles, and transportation network carriers like Uber and Lyft.*	81,500	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
150,000	150,000	150,000	150,000	900,000	Recurring
-	-	-	-	100,000	Non-recurring
-	-	-	250,000	250,000	Non-recurring
-	-	-	-	100,000	Recurring
-	-	-	-	150,000	Non-recurring
-	-	-	-	81,500	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
AIRPORT OPERATING FUND CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
General Aviation (GA) Pavement Replacement *To remove about 200,000 square feet of existing 7-inch thick Portland concrete cement and replace it with new 13-inch thick Portland Concrete Cement. Other work includes installation of aircraft tie downs and pavement marking.*	-	-
Goleta Slough Tidal Restoration *For mitigation, monitoring, and reporting for the Goleta Slough Tidal Restoration, which was a coastal development permit condition for the 2006-2007 Airfield Safety project.*	50,000	-
Leased Building Maintenance *Annual maintenance and improvements for leased facilities at the Santa Barbara Airport.*	150,000	150,000
Street Resurfacing Program *Annual maintenance program including crack/joint sealing, repairing failed pavement due to poor drainage, slurry seal, and reconstruction of cement and asphalt pavement at various Airport streets and parking lots.*	150,000	150,000
Taxiway D and Northeast Pavement Rehabilitation *Pavement rehabilitation for Taxiway D and an adjacent area of the North East General Aviation Ramp.*	-	-
Taxiway H Extension *To extend Taxiway H 3,000 feet to the western end of the main instrument runway (Runway 7- 25), relocate a pressurized sewer line running under Runway 7-25, and relocate the Airport's sewer lift station.*	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	-	1,225,000	1,225,000	Non-recurring
-	-	-	-	50,000	Non-recurring
150,000	150,000	150,000	150,000	900,000	Recurring
150,000	150,000	150,000	150,000	900,000	Recurring
-	2,105,123	-	-	2,105,123	Non-recurring
14,135,264	-	-	-	14,135,264	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
AIRPORT OPERATING FUND CAPITAL PROGRAM (Continued)	**FY 2018**	**FY 2019**
Taxiways A, B, and C Rehabilitation *To rehab the principal taxiways of the Santa Barbara Airport.*	-	-
Total Airport Operating Fund Capital Program	**731,500**	**950,000**
DOWNTOWN PARKING FUND		
ADA Compliance *This design and construction work address issues identified in the Transition Plan for the Downtown Parking Facilities, including garages, surface lots and paseos.*	50,000	-
Depot Lot Long Range Management Plan *Design and construction work to incorporate the Rey Road public parking lot into the hourly lot operation of the existing Depot Parking Lot (Lot 13).*	-	100,000
Elevator Modernizations *To upgrade and replace elevator operating systems in all of the City's parking structures.*	-	-
Energy Efficient LED Lighting at Parking Garages *Replace existing interior and exterior parking garage light fixtures with energy-efficient LED lights.*	168,300	171,666
Garage Protective Railings and Barriers (Lot 2 & Lot 10) *Current codes require our decorative railings to be vehicle crash resistant. This project will bring garages 2 and 10 up to code.*	50,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	2,906,318	-	2,906,318	Non-recurring
14,635,264	**3,430,123**	**3,884,156**	**1,975,000**	**25,606,043**	
51,000	-	52,020	-	153,020	Recurring
-	500,000	-	-	600,000	Non-recurring
-	50,000	-	-	50,000	Non-recurring
175,100	178,601	-	-	693,667	Recurring
-	-	-	-	50,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
DOWNTOWN PARKING FUND (Continued)	**FY 2018**	**FY 2019**
Helena Lot Pay & Display *Installation of a Pay & Display station at the Helena parking lot to enable Downtown Parking to collect parking fees.*	22,000	-
Installation of Electric Vehicle Charging Stations *Install 6-dual port EV Charging Stations in 3 City-operated parking lots.*	-	45,000
Landscaping Sustainability Upgrades of Surface Parking Lots *To replace the existing landscaping and irrigation in the surface lots with drought tolerant sustainable landscaping and water conserving irrigation systems.*	-	-
Lot 2 Paseo Enhancement/Replacement *To remove tile in the Lot 2 paseo and replace it with a better and sturdier material.*	-	-
Lot 3 Paseo Improvements *The project is to upgrade the walking surfaces, landscaping, lighting and trash enclosures in the Lot 3 paseo, located at the corner of Chapala and W. Figueroa Streets.*	181,500	-
Lot 8 ADA Improvements *Design and construction to bring City Parking Lot 8 into ADA compliance. This work will address the existing ADA parking spaces, accessible paths of travel and signage.*	100,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	-	-	22,000	Non-recurring
-	45,900	-	46,818	137,718	Non-recurring
28,800	144,000	29,963	149,817	352,580	Recurring
-	-	-	617,633	617,633	Non-recurring
-	-	-	-	181,500	Non-recurring
-	-	-	-	100,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
DOWNTOWN PARKING FUND (Continued)	**FY 2018**	**FY 2019**
Ortega Garage (Lot 10) Cornice Work Repair/Replacement *Repair and replacement of damaged cornices and the application of plaster finish and painting of exterior of structure.*	-	-
Ortega Garage (Lot 10) Paseo Improvements *To remove existing concrete and tile in the Lot 10 paseo and replace it with a better and sturdier material. Project would also address drainage concerns within the paseo.*	-	-
Parking Lot Maintenance and Annual Repair Program *Perform ongoing maintenance in the Downtown lots and structures such as landscaping, equipment enhancements, repairs, cleaning, and general maintenance in order to maintain integrity of structures and first-rate parking facilities.*	250,000	250,000
Parking Security Camera System *Installation of security cameras and related infrastructure in the Downtown Parking lots.*	67,045	-
Pavement, Surface, and Paseo Maintenance *Major repair or replacement of deteriorated asphalt, concrete, tile, or brick in the surface lots and paseos. The work will be done concurrent with the City's annual pavement prep and slurry seal contract.*	65,000	-
Surface Parking Lot Lighting *Design and lighting upgrades for surface parking lots. Photometric studies will be conducted to make sure there is adequate lighting for patrons as they navigate from the lot to the public right of way. Including American with Disabilities Act (ADA) requirements.*	133,097	-
Total Downtown Parking Fund	**1,086,942**	**566,666**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	-	435,475	435,475	Non-recurring
-	-	-	308,816	308,816	Non-recurring
250,000	250,000	250,000	250,000	1,500,000	Recurring
-	-	-	-	67,045	Non-recurring
66,300	-	67,626	-	198,926	Recurring
-	-	-	-	133,097	Non-recurring
571,200	**1,168,501**	**399,609**	**1,808,559**	**5,601,477**	

CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
GOLF COURSE FUND	**FY 2018**	**FY 2019**
Golf Course Infrastructure Renewal and Improvement *To repair and replace key infrastructure such as cart path renewals, restroom renovations and building refurbishments.*	79,000	100,000
Golf Course Irrigation Infrastructure Improvements *To increase the effectiveness of existing irrigation design by retro fitting sprinkler heads, mapping the system with GPS and updating the main sprinkler controller units.*	85,000	55,000
Golf Course: Fleet Renewal *To purchase key pieces of new equipment as they reach the end of their useful life, to improve maintenance standards while also increasing labor efficiency.*	30,000	30,000
Golf-Course Improvement Plan Project *To provide longevity to the existing greens and tee complexes, as well as enlarge the main practice putting green.*	10,000	120,000
Players' Course Improvements *Funded by $1 added to each greens fee paid at the Santa Barbara Golf Club, to prioritize and fund improvements which directly improve the play for golfers.*	60,000	61,800
Total Golf Course Fund	**264,000**	**366,800**
FACILITIES MANAGEMENT FUND		
HVAC and Window Replacement for Aging Facilities *Replace windows at City Hall and Fire Station 6 to meet Title 24 energy requirements for building envelope. Install new air conditioning unit at Fire Station 6 and replace aging HVAC system at Casa Las Palmas.*	-	150,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	-	-	179,000	Recurring
-	-	-	-	140,000	Recurring
-	-	-	-	60,000	Recurring
-	-	-	-	130,000	Non-recurring
-	-	-	-	121,800	Recurring
-	**-**	**-**	**-**	**630,800**	
-	-	-	-	150,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
FACILITIES MANAGEMENT FUND (Continued)	**FY 2018**	**FY 2019**
Central Library - Roof, Gutter, and Eave Replacement *Replacement of sloped tile roof and gutters at Central Library.*	65,000	-
City Facility Termite Tenting *Provide termite tenting and treatment for City facilities. Termite tenting is required to ensure the structural integrity of all City facilities. Many City facilities have significant and active termite damage that needs to be addressed.*	75,000	-
Energy Efficiency Projects *General Fund facilities energy efficiency projects with a short-term payback that include retrofitting existing fluorescent lighting to LED as well as upgrading and installing lighting and HVAC controls. The projects are funded by a loan from General Fund reserves to be paid back from energy savings generated as the projects are completed.*	120,700	120,700
Parking Lot Repave & Maintenance *Repair, resurface, repave, City parking lots, including Police Department and lot.*	50,000	150,000
Los Banos - Pool Shower Area Renovation *Repair and renovate the Los Banos shower area. Install new tile, plumbing fixtures, lighting. Full renovation of the locker/shower room area.*	130,000	-
Maintenance: Annex Yard Changes and Upgrades *The project is to identify needs at the City Annex Yard and bring the facility up to current environmental and safety standards. Repair vehicle wash stations, oil storage tank, material storage areas and the access gate system.*	-	10,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	-	-	65,000	Non-recurring
-	-	-	-	75,000	Non-recurring
-	-	-	-	241,400	Recurring
-	-	-	-	200,000	Recurring
-	-	-	-	130,000	Non-recurring
-	-	-	-	10,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
FACILITIES MANAGEMENT FUND (Continued)	**FY 2018**	**FY 2019**
Miscellaneous Facilities Renewal *The project includes various smaller capital maintenance projects performed under contract, such as elevator upgrades, HVAC replacements, plumbing renewals, roofing replacements, and other projects.*	115,000	75,000
Public Works / Community Development Building Fire Protection *The installation of electronic fire alarm system including; smoke and heat detectors, annunciators and strobes, pull stations, and all other electronic detection equipment.*	-	100,000
Total Facilities Management Fund	**555,700**	**605,700**
FLEET MANAGEMENT FUND		
Enterprise Fund Vehicle Replacement Program *Annual replacement of Enterprise Fleet vehicles scheduled for replacement based upon completion of their assigned life cycle.*	2,072,105	854,389
General Fund Vehicle Replacement Program *Annual replacement of General Fund Fleet vehicles scheduled for replacement based upon completion of their assigned life cycle.*	1,501,480	2,212,469
Total Fleet Management Fund	**3,573,585**	**3,066,858**
WASTEWATER FUND		
El Estero Wastewater Strategic Plan Implementation *A capital program providing planning for the betterment of major equipment and process components used to treat wastewater at the EEWWTP. The project is renewed annually to improve unit processes which are not a part of major CIP projects.*	50,000	50,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
75,000	75,000	75,000	75,000	490,000	Recurring
-	-	-	-	100,000	Non-recurring
75,000	**75,000**	**75,000**	**75,000**	**1,461,400**	
1,025,103	696,416	1,985,207	397,795	7,031,015	Recurring
1,619,890	1,082,188	1,325,403	468,988	8,210,418	Recurring
2,644,993	**1,778,604**	**3,310,610**	**866,783**	**15,241,433**	
50,000	50,000	50,000	50,000	300,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
WASTEWATER FUND (Continued)	**FY 2018**	**FY 2019**
El Estero Wastewater Treatment Plant Biosolids Projects *To design and construct unit process improvement associated with solids handling facilities within the EEWWTP.*	-	-
El Estero Wastewater Treatment Plant Maintenance Program *An annual program of capital maintenance to replace electrical and mechanical equipment in a timely manner to keep the EEWWTP operating at a fully functional level.*	2,000,000	50,000
Lift Station Maintenance Program *An annual program of capital maintenance to keep wastewater lift stations in fully operational status. Timely replacement of motor control centers, pumps, motors, water level sensors and other electrical and mechanical equipment.*	25,000	2,500,000
Sanitary Sewer Overflow Compliance Program *The SSO Compliance Program is comprised of projects that will help in the prevention of sewage spills. This level of Program funding supports primarily structural rehabilitation of approximately 1-2% of the public sewage collection system mains and manholes.*	2,845,000	1,650,000
Total Wastewater Fund	**4,920,000**	**4,250,000**
WATER FUND		
Annual Water Main Replacement Program *Annual program of replacement of 1% (approximately 16,000 feet) of the City's water distribution piping system.*	4,700,000	4,700,000
Cater Treatment Plant Equipment Rehabilitation *Annual capital program for the Cater Water Treatment Plant including baseline maintenance, filter media replacement, data/control system (SCADA) and equipment upgrades, and process improvements.*	533,000	1,000,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	15,000,000	10,000,000	-	25,000,000	Non-recurring
2,500,000	450,000	2,500,000	500,000	8,000,000	Recurring
400,000	2,300,000	500,000	2,000,000	7,725,000	Recurring
1,750,000	2,000,000	2,000,000	2,500,000	12,745,000	Recurring
4,700,000	**19,800,000**	**15,050,000**	**5,050,000**	**53,770,000**	
4,700,000	6,336,000	8,500,000	8,500,000	37,436,000	Recurring
445,000	500,000	550,000	600,000	3,628,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
WATER FUND (Continued)	**FY 2018**	**FY 2019**
Distribution Pump Station Rehabilitation *The Distribution Pump Station Program includes: Baseline Maintenance, upgrades to El Cielito, Cater Cross-Tie, Sheffield and Tunnel Pump Stations, plus rehabilitation of the City's Pressure Reducing Stations.*	2,425,000	1,800,000
Distribution Reservoir Maintenance Program *The Distribution Reservoir Program includes baseline maintenance of the City's water storage reservoirs including, upgrades to Vic Trace Reservoir, seismic retrofit to Reservoir No 1, 2 East, and Tunnel, and replacement of reservoir control valves.*	235,000	850,000
Groundwater Supply Program *Annual program for baseline well system component maintenance and rehabilitation of the Ortega Groundwater Treatment plant and city wells.* *Funding: Drought Fund - $350,000 FY 2018 & FY 2019;* *Water Capital Fund - $100,000 FY 2019*	350,000	450,000
Recycled Water Program *Project includes golf course reservoir data/control system (SCADA) upgrades, water conservation retrofits at City facilities, and baseline maintenance for the recycled water system.*	707,000	350,000
Water Meter Replacement Program *Program to replace the City's water meters and make associated improvements, including replacing meter boxes, valves, etc. as needed.*	500,000	500,000
Total Water Fund	**9,450,000**	**9,650,000**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
900,000	1,500,000	1,100,000	1,250,000	8,975,000	Recurring
550,000	600,000	650,000	600,000	3,485,000	Recurring
100,000	100,000	100,000	100,000	1,200,000	Recurring
50,000	125,000	150,000	150,000	1,532,000	Recurring
500,000	500,000	750,000	750,000	3,500,000	Recurring
7,245,000	**9,661,000**	**11,800,000**	**11,950,000**	**59,756,000**	

CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
WATERFRONT FUND	**FY 2018**	**FY 2019**
Accommodation Dock Gangway Replacement *The Accommodation Dock Gangway was installed in 1987, and serves Harbor Patrol, commercial fishermen, and visiting boaters.*	-	-
Harbor Restrooms ADA Remodel Program *Restroom remodel for compliance with current building code and Americans with Disabilities Act (ADA).*	150,000	-
Harbor Way Sidewalk *Project includes construction of a sidewalk along the west side of the USCG building on Harbor Way to separate vehicles from pedestrians.*	-	125,000
Marina One Replacement *Construct Phase 8 of an eight-phase project to repair, maintain, and upgrade facilities at Marina One.*	1,912,157	-
Marina Renovations Program *Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.*	250,000	275,000
Parking Lot Maintenance Program *Scheduled maintenance of the eight Waterfront area parking lots, including slurry and crack sealing, painting, and traffic striping in the launch ramp and Harbor West.*	110,000	95,000
Parking Self Pay System *To add additional "Luke" self pay stations and HLC approved enclosures.*	240,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
225,000	-	-	-	225,000	Non-recurring
-	225,000	-	-	375,000	Recurring
-	-	-	-	125,000	Non-recurring
-	-	-	-	1,912,157	Recurring
275,000	275,000	275,000	275,000	1,625,000	Recurring
230,000	100,000	90,000	125,000	750,000	Recurring
-	-	-	-	240,000	Non-recurring

CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
WATERFRONT FUND (Continued)	**FY 2018**	**FY 2019**
Replace Hoists 1, 2, & 3 *The hoists on the City Pier were installed in the mid 1990s and serve the commercial fishing industry. Hoist #1: 1/2 Ton capacity, Hoist #2: 1/2Ton capacity, Hoist #3: 1 Ton capacity.*	-	150,000
Repower Harbor Patrol Vessels *Replacement of new, low emission, diesel engines on three Harbor Patrol vessels over the next several years.*	200,000	-
Seawall Handrail and Sidewalk Repairs *Ongoing program to repair seawall sink holes created by tidal action that washes out soil and creates void spaces under sidewalks and replace existing handrails to conform to current building codes.*	170,000	-
Stearns Wharf Guardrail *Upgrade existing and add new guardrail to comply with current building code.*	101,000	-
Stearns Wharf Heavy Timber & Pile Replacement *Annual wharf pile driving and timber replacement program to ensure structural integrity of Stearns Wharf.*	425,000	425,000
Stearns Wharf Waterline Replacement *The project involves replacement of approximately 1,500 LF of 8" main line and several hundred feet of 6".*	350,000	-
Total Waterfront Fund	**3,908,157**	**1,070,000**
Total Capital	**32,671,885**	**28,386,255**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2020	FY 2021	FY 2022	FY 2023		
-	-	-	-	150,000	Recurring
-	-	125,000	-	325,000	Recurring
-	-	-	-	170,000	Non-recurring
-	-	-	-	101,000	Non-recurring
450,000	450,000	450,000	450,000	2,650,000	Recurring
-	-	300,000	-	650,000	Non-recurring
1,180,000	**1,050,000**	**1,240,000**	**850,000**	**9,298,157**	
58,123,506	**62,109,546**	**49,947,246**	**28,980,441**	**260,218,879**	

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Policy Area: Safety

Key Objectives for Fiscal Year 2018

- Complete 911 Phone System upgrade utilizing State 911 funding.
- Answer all 911 calls within an average of 5 seconds or less.
- Respond to Code 3 medical call incidents in 6.25 minutes or less 90% of the time.
- Maintain an average response time at or below 7 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.
- Contain 90% of all structure fires to area or room of origin.
- Respond to 100% of calls for service from (Airport) security checkpoints within 5 minutes.
- Respond to 100% of all emergencies on the Aircraft Operational Area (AOA) within 3 minutes.
- Respond to 96% of in-harbor emergencies within 5 minutes.
- Coordinate three joint agency emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.
- Develop and implement Citizen's Advisory Board to the Chief (CAB).
- Install one accessible pedestrian systems (audible push buttons) for sight-impaired pedestrians.
- Create an annual crash analysis report for Santa Barbara that will be used to identify locations in need of crash mitigation and increased enforcement efforts to improve safety.

Key Indicators

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
911 calls for service	57,000	59,000	61,500
Priority One emergency Police calls for service	760	870	875
Police response time to Priority One emergency calls (minutes)	7.0	6.0	7.0
Code 3 Fire emergency calls for service	7,000	7,000	7,000
Harbor Patrol calls for service	2,000	2,500	2,000
Emergency vessel tows	100	100	100
Airport Patrol emergency calls for service	54	68	68
Fire investigations conducted	65	50	60
Driving Under the Influence (DUI) traffic collisions	155	170	180
Total traffic collisions	1,987	1,987	1,987

Policy Area: Sustainability

Key Objectives for Fiscal Year 2018

- Coordinate citywide sustainability efforts and assist departments in achieving objectives that protect and enhance the environment.
- Complete the following Local Coastal Plan Update Project work products by June 30, 2018:
  a. Release Draft Coastal Land Use Plan for public review; complete City advisory board and commission review; complete Planning Commission review with recommendation to Council;
  b.Complete a draft sea level rise adaptation plan.
  c. Complete a draft study on preservation of lower-cost visitor-serving accommodations.
- Complete a community-wide Green House Gas emissions inventory for review at a Joint Council and Planning Commission meeting in the Fall of 2017.
- Complete conceptual design plans and initiate permitting and environmental review for a water quality improvement and wetland restoration project at the Andree Clark Bird Refuge.
- Maintain the diversion rate for recyclables at the Airline Terminal at 45% or more.
- Hold two electronic waste collection events.
- Complete at least 20 hours of follow-up inspections to ensure storm water treatment measures are properly installed and maintained.
- Complete construction of a Storm Water Treatment Retrofit Project in a City right-of-way.
- Complete LED lighting upgrade to the City's covered parking garages.
- Complete preliminary design plans for the Lower Arroyo Burro Restoration Project.
- Work with the United States Geological Service to complete a modeling study of the City's groundwater basins. Develop a work plan to establish the City as a State recognized Groundwater Sustainability Agency.
- Identify potential new sources of feedstock for the FOG program and assess the feasibility of using the new materials.
- Complete Phase I construction of the Las Positas Creek Restoration Project.
- Support Clean Marina Program by conducting annual seafloor debris clean-up (Operation Clean Sweep Event).
- Support Cachuma Conservation Release Board staff in both the State water rights order process and federal biological opinion re-consultation process, in order to minimize adverse impacts to water supplies.
- Operate and maintain City's hydro-electric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.
- Install at least one Electric Vehicle Charging Station in a City surface parking lot and/or garage each year.

Policy Area: Sustainability (continued)

- Evaluate and expand comprehensive mixed recycling programs at three City facilities.
- Participate in the South Coast Energy Efficiency Partnership (SCEEP) to provide public outreach and promote energy efficiency in City buildings and the community.

Key Indicators

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
Commuter miles reduced by City employees using Work Trip Program	600,000	400,000	200,000
Water check-ups provided to customers that offer water conservation opportunities	600	1,590	1,000
Percent of fleet vehicles using alternative fuels	35%	32%	35%
Airport taxiway and runway sweepings	8.0	8.0	8.0
Millions of gallons of recycled water used	268.8 M	303.2 M	268.8 M
Tons of food scraps diverted from the Tajiguas Landfill (franchise only)	3,300	3,200	3,200
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	19,000	19,000	19,000
Tons of green waste diverted from the Tajiguas Landfill (franchise only)	13,300	13,300	13,300
Pounds of household hazardous waste collected at the City ABOP and UCSB facility	322,870	322,870	325,000
Pounds of electronic waste (e-Waste) collected at City-sponsored events and at the City ABOP	270,644	270,644	270,000
Tons of commercial route debris collected by street sweepers	950	950	950
School-age children provided with watershed education programs	3,000	3,000	3,000
Square feet of Arundo donax invasive species removed.	20,000	60,000	,20,000
Cubic yards of mulch used to combat weed growth and conserve water	700	500	600
Savings from energy conservation efforts since 2009.	$450K	$480K	$500K

Policy Area: Infrastructure

Key Objectives for Fiscal Year 2018

- Initiate construction of the Cabrillo Pavilion and Bathhouse Renovation Project.
- Achieve 100% completion of the El Estero Wastewater Treatment Plant Secondary Process Improvements Project by Fall 2018.
- Complete construction of the Runway 7-25 Pavement Rehabilitation project.
- Award construction contract and complete 50% of construction for the 6100 Hollister Ave Development project.
- Implement automated Closed Captioning system for City Council meetings and other City meetings to enhance accessibility of City meetings for the public.
- Install and make operational UCSB and Channel Islands radio repeaters.
- Work with Information Technology and Building & Safety to replace the Accela Tidemark Permitting System. Complete implementation of the essential functions of the program by January 2018.
- Complete the replacement of the expansion lines and pump valves at Los Baños swimming pool.
- Complete first year installation of the Park and Facility Sign Replacement Program.
- Complete construction of the Kids World Renovation Project at Alameda Park.
- Award a contract for construction of the El Cielito Pump Station Rehabilitation.
- Construct Phase 8 of the Marina One Replacement Project.

Key Indicators

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
Millions of gallons of drinking water treated	5,000	3,800	4,500
Millions of gallons of wastewater treated	2,500	2,300	2,300
City pavement quality index (all roads)	62	61	60
Curb miles swept	18,750	18,750	18,750
Square feet of graffiti abated	250,000	166,000	160,000
Square feet of sidewalk repaired or replaced	3,500	8,000	7,000

Policy Area: Affordable Housing

Key Objectives for Fiscal Year 2018

- Provide HOME-funded tenant based rental assistance (TBRA) to approximately 24 unduplicated extremely-low and low-income City of Santa Barbara households.
- Certify compliance of at least 95% of 459 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Facilitate the preservation of 20 affordable units through Loan Committee or City Council approved loans, modifications and/or subordination of existing City financing.
- Certify compliance of at least 95% of 1,220 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Submit Annual Status and Progress Report on the Housing Element to the Department of Housing and Community Development and the Governor's Office of Planning and Research by April 1, 2018.

Key Indicators

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
Initial sales of new affordable units monitored for conformance with housing policies	4	4	4
Re-sales of existing affordable units monitored for conformance with housing policies	15	15	10
Re-financings of existing affordable monitored for conformance with housing policies	10	13	10

Policy Area: Community Programs

Key Objectives for Fiscal Year 2018

- Coordinate City responses to homeless issues and implement Council direction regarding homelessness by participating in the Central Coast Collaborative on Homelessness (C3H) and the Milpas Action Task Force.
- Expand informational resources and videos on the City's website and issue quarterly e-newsletters to help small business owners understand City regulations and efforts to improve economic vitality.
- Expand community engagement by using the Harwood method to hold community conversations with diverse groups from the Santa Barbara community, including teens, seniors, Spanish-speaking populations, job-seekers, adults, and community stakeholders. Share the public knowledge and common themes that arise from conversations and the aspirations and concerns of the community with other City departments, the public, and relevant community organizations.
- Provide food distribution to 10,000 households (unduplicated) annually through Farmer's Market, Brown Bag, and Food Pantry programs.

Policy Area: Community Programs (continued)

- Provide sports programs to 1,800 youth.
- Accommodate increased cruise ship visits by working with cruise ship lines, government agencies and community hospitality organizations.
- Identify and produce three cultural events that help foster the identity of the Cultural Arts District.
- Assist at least 265 adult literacy learners, with 50% reaching the California Library Literacy Services goal.
- Administer 2017 Municipal Election for Mayor and district-level Council races.
- Plan and coordinate City-sponsored major special events (Fiesta, Summer Solstice, Oak Park Ethnic Festivals, and 4th of July).
- Work with local youth service agencies, non-profits and volunteers to provide innovative free educational programs that focus on community outreach, health education and increased physical activity at 6 elementary school sites.
- Provide service learning projects for afterschool and summer program participants including water conservation, fire prevention, recycling and trash reduction.
- Work to enliven the State Street corridor via arts and culture, utilizing pre-established sculpture pads and identifying potential opportunities.
- Complete 10 park volunteer workdays and foster development of a volunteer program.
- Maintain the Restorative Policing Program with a minimum of 35 active cases at all times.

Key Indicators

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
Community Development Block Grant /Human Services grant recipients awarded in March 2017	50	49	45
Homeless persons reunited with families or placed in a recovery program	100	75	80
City libraries per capita expenditure from state and local funds	$57.72	$62.03	$60.23
Digital materials circulated in the Library System	140,000	200,000	200,000
Youth and adults mentored through the Job Apprentice Program	150	167	150
Free or low cost meals provided to senior citizens	5,500	5,000	5,500
Residents served by food distribution (duplicated)	13,000	8,000	10,000
Elementary school Recreation Afterschool Program participants (unduplicated)	525	480	350
Participants in Ballroom, Swing, and Contra dance programs	6,500	6,000	6,000
Participants at Los Baños Swimming Pool	101,000	101,000	101,000
Scholarships awarded for aquatic summer camps	60	60	66

Policy Area: Community Programs (continued)

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
Participants in free after school youth sports programs	1,200	1,275	1,200
Youth league sports program participants	1,800	1,800	1,800
Adult sports program participants	2,600	2,700	2,700
Tennis court hours for youth tennis programming	1,800	1,800	1,800
Paid rounds of golf at Municipal Golf Course	60,346	57,437	60,000

Policy Area: Neighborhood Livability

Key Objectives for Fiscal Year 2018

- Notify 100% of aircraft operators who failed to comply with noise abatement procedures, in which a noise complaint resulted.
- Implement plans to improve vibrancy downtown and engage with stakeholders in revitalization efforts.
- Further the development of existing Neighborhood Watch groups by providing leadership and training in crime prevention techniques. All Neighborhood Watch groups will be contacted at least once during the year.
- Manage Neighborhood Improvement Program projects within the city by coordinating transient camp clean-ups and enforcement sweeps each quarter with other agencies and/or city departments.
- Coordinate with ABC and local businesses in order to conduct two Responsible Beverage Service trainings.
- Complete the Council adoption process for the revised Zoning Ordinance by the end of July 2017. Implement the revised Zoning Ordinance and process an "errors and omissions" amendment package, if necessary, by June 2018.

Key Indicators

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
Development applications submitted, including re-submittals	50	55	45
Zoning plan checks completed – initial review	1,300	1,300	1,300
Zoning enforcement cases received	350	800	250
Historic Resource Evaluations	140	140	140
Building inspections completed	11,650	11,500	11,500

Policy Area: Organizational Efficiency and Effectiveness

Key Objectives for Fiscal Year 2018

- Develop a comprehensive citywide electronic records management plan, including requisite revisions to City policies, document management protocols, and methods to ensure staff compliance.
- Ensure that City departments achieve 80% of program objectives.
- Complete a GIS needs assessment with all departments to determine how existing GIS services can be used to improve City services and enhance community engagement, and to identify additional services needed, by June 30, 2018.
- Maintain an uptime of 99.8% of the City's Wide Area Network, Financial Management System (FMS), Geographic Information Systems (GIS) and Mapping Analysis and Printing Services (MAPS).
- Create a Disaster Recovery and Business Continuity plan by June 30, 2018.
- Present a balanced budget for Fiscal Year 2019 for Council consideration by May 2018, in accordance with Council policy.
- Work with Information Technology and Building & Safety to replace the Accela Tidemark Permitting System. Complete implementation and "go live," by December 2017.
- Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 5 days of presentation to City Council.
- Initiate the upgrade of the Advanced Utility Billing software system to Version 4 in Fiscal Year 2018 to be completed in Fiscal Year 2019.
- Complete the recruitment, appointment, orientation and training for 31 City advisory groups.
- Provide a lead role in transitioning the software used throughout the Parks and Recreation Department from Class to Perfect Mind. Support Class as a legacy system to provide historical data on past courses, rentals, and memberships.
- Complete Baseline Study for a Parks and Recreation Master Plan.
- Implement and conduct cross training for all Billing staff to ensure they are fully cross-trained on Accounts Receivable, Utility Billing, and collections processing.
- Respond and deliver 100% of building and planning file public records requests within 10 days of receipt.

Policy Area: Organizational Efficiency and Effectiveness (continued)

Key Indicators

	Adopted FY 2017	Projected FY 2017	Adopted FY 2018
Percent of turnover of regular employees	7.5%	7.5%`	7.5%
Employment applications reviewed or processed	9,000	9,000	9,000
New business licenses issued	1,600	2,000	1,800
Employees attending Injury Illness Prevention Program training sessions	2,283	6,800	3,933
Percent of treasury receipts processed on day received	99%	99%	99%
Airport building space occupancy rate	98%	98%	98%
City TV original productions	45	45	45
Public meetings televised	300	350	300

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DEPARTMENT SUMMARY

Administrative Services

Support city operations with effective and efficient administrative and advisory services that include preparing the official city record, conducting elections, and managing human resources, labor relations, information technology, and computer network and infrastructure services.

About Administrative Services

The Administrative Services Department includes three divisions: City Clerk, Human Resources, and Information Systems. The Department provides important services to twelve departments, over 1,500 regular and hourly city employees, and the community.

The Administration program oversees department operations, submits the department budget, negotiates labor agreements with eight labor unions, develops citywide administrative policies, and manages high profile projects,

The City Clerk Division maintains the official city council meeting minutes and records, conducts elections, and coordinates compliance with related laws and regulations.

The Human Resources Division recruits employees, advises departments in employment matters, manages the personnel system, and administers the employee benefits and training programs.

The Information Systems Division provides a reliable desktop and network computing infrastructure, implementation and support of major software applications (including Financial Management and GIS), web and online interfaces, Help Desk and user support services, and computer training.

Fiscal Year 2018 Budget Highlights

The Administrative Services Department is responsible for:

- Conducting the November 2017 Municipal Election.
- Negotiating five new labor agreements with the General, Treatment & Patrol, Firefighters, Fire Management, and Police Management bargaining units.
- Making salary and benefit recommendation for unrepresented management and confidential employees.
- Selecting a new citywide Employee Time & Attendance software system.
- Replacing computers, servers, and other networking equipment according to the Network Infrastructure Replacement Plan for Fiscal Year 2018.
- Creating an Information Technology Disaster Recovery and Business Continuity plan.
- Selecting a contractor to design and build improvements to the Fire Station 1 Data Center.

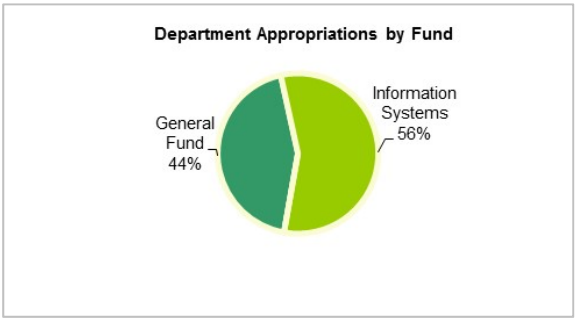
Administrative Services

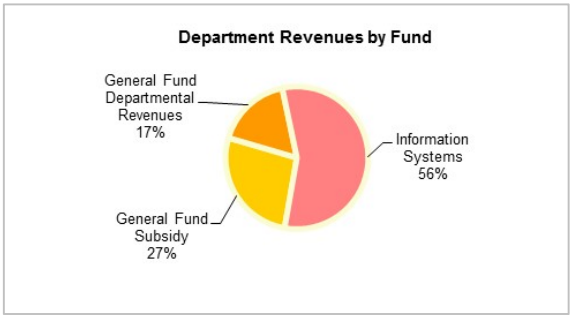
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**30.60**	**30.60**	**30.60**	**30.60**	**30.60**
Hourly Employee Hours	**1,727**	**1,340**	**1,563**	**1,633**	**1,339**
Revenues					
Fees and Service Charges	$ 3,205,284	$ 3,447,602	$ 3,447,202	$ 3,319,756	$ 3,511,586
Other Revenue	4,456	2,600	2,645	2,600	2,600
Overhead Allocation Recovery	1,026,263	1,102,018	1,102,018	1,113,139	1,162,117
General Fund Subsidy	1,406,282	1,618,792	1,286,013	1,739,894	1,399,656
Total Department Revenue	**$ 5,642,285**	**$ 6,171,012**	**$ 5,837,878**	**$ 6,175,389**	**$ 6,075,959**
Expenditures					
Salaries and Benefits	$ 3,433,269	$ 4,054,441	$ 3,699,636	$ 4,096,672	$ 4,244,124
Supplies and Services	1,572,472	1,750,267	1,504,269	1,865,522	1,565,110
Special Projects	38,418	53,784	39,400	41,484	41,484
Capital Equipment	9,600	10,000	9,600	10,000	10,000
Non-Capital Equipment	10,997	8,250	11,692	3,750	3,750
Transfers Out	-	326,000	326,000	171,000	-
Appropriated Reserve	-	17,048	3,400	21,720	17,048
Total Operating Expenditures	**$ 5,064,756**	**$ 6,219,790**	**$ 5,593,997**	**$ 6,210,148**	**$ 5,881,516**
Capital Revenue	$ 325,653	$ 1,524,209	$ 1,578,700	$ 330,107	$ 427,686
Capital Program	389,930	3,034,176	1,513,359	313,170	516,370
Total Department Expenditures	**$ 5,454,686**	**$ 9,253,966**	**$ 7,107,356**	**$ 6,523,318**	**$ 6,397,886**
Addition to (Use of) Reserves	**$ 513,252**	**$ (1,558,745)**	**$ 309,222**	**$ (17,822)**	**$ 105,759**

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

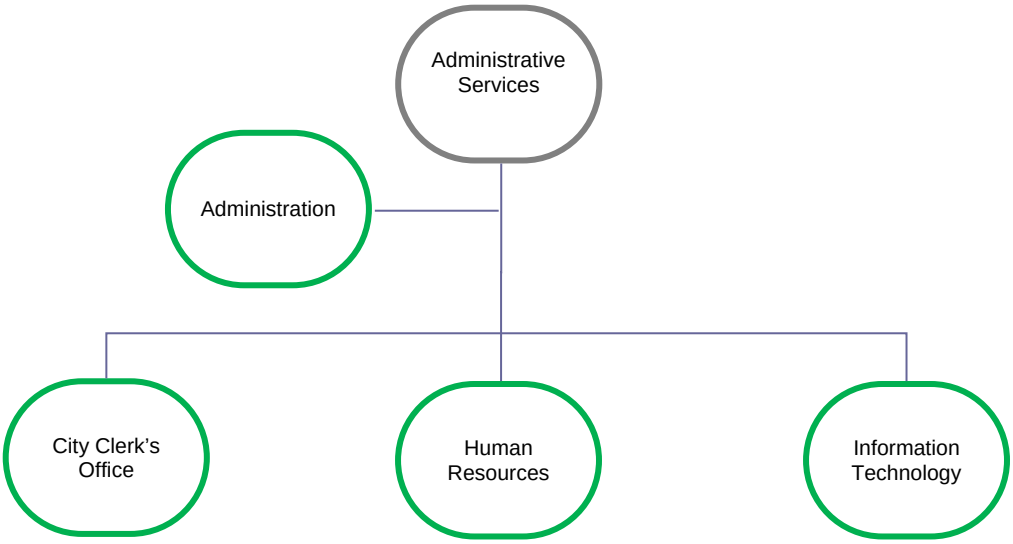
Department Fund Composition





Administrative Services

Organizational Program Chart



ADMINISTRATIVE SERVICES PROGRAMS

➢ **Administration**
City Clerk's Office
Human Resources
Information Technology

Administration

(Program No. 1511)

Mission Statement

Provide leadership, direction and oversight to the City Clerk's Office, Human Resources, and Information Technology ensuring high performance and efficient operations. Negotiate labor agreements with the City's bargaining units, implement workplace policies, and resolve issues in ways that create positive employer-employee relations.

Program Activities

- Provide overall direction for the City Clerk, Human Resources and Information Technology Divisions.
- Support the activities of the division managers and provide interface and support to other City department heads.
- Manage department budget preparation and monitor department expenditures and revenues.
- Manage labor relations with the City's bargaining units.

Project Objectives for Fiscal Year 2018

- Develop and present to City Council the Administrative Services Department budget plan and performance objectives for Fiscal Year 2019.
- Negotiate a new labor agreement with the General Bargaining Unit and Treatment & Patrol Bargaining Unit, in accordance with Council parameters (both agreements expire in September 2017).
- Negotiate a new labor agreement with the Firefighters bargaining unit, in accordance with Council parameters (agreement expires in December 2017).
- Make salary and benefit recommendations for unrepresented management and confidential employees (effective June 2018).
- Negotiate new labor agreements with the Police and Fire Management Associations, in accordance with Council parameters (agreements expire in December 2017 and June 2018).

RECENT PROGRAM ACHIEVEMENTS

Negotiated a new labor agreement with the Police Management Association.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.10**	**2.10**	**2.10**	**1.95**	**1.95**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 64,807	$ 119,433	$ 119,433	$ 115,426	$ 120,505
General Fund Subsidy	288,576	267,016	277,966	274,641	277,308
Total Revenue	**$ 353,383**	**$ 386,449**	**$ 397,399**	**$ 390,067**	**$ 397,813**
Expenditures					
Salaries and Benefits	$ 295,786	$ 296,272	$ 296,272	$ 340,216	$ 347,867
Supplies and Services	57,597	90,177	101,127	49,851	49,946
Total Expenditures	**$ 353,383**	**$ 386,449**	**$ 397,399**	**$ 390,067**	**$ 397,813**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Monitor and support Division Managers so that the Administrative Services Department meets 80% of its annual performance objectives.				
Percent of annual performance objectives met	80%	80%	80%	80%
Percent of Administrative Services Department employee evaluations submitted by due date.				
Percent evaluations submitted by due date	89%	80%	80%	80%
Monitor to ensure all division budgets are within budget at the end of each fiscal year.				
Percent of division budget spent at the end of the fiscal year	91%	95%	95%	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Formal grievances under labor agreement	0	4	1	4
Labor contract negotiations completed	2	3	3	5
Leadership Academy seminars conducted	4	7	7	4

ADMINISTRATIVE SERVICES PROGRAMS

Administration
➢ City Clerk's Office
Human Resources
Information Technology

City Clerk's Office

(Program No. 1521, 1522)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Complete the recruitment, appointment, orientation and training for 31 City advisory groups.
- Ensure receipt of compliance certificates for required ethics training for Mayor and Councilmembers and members of designated advisory groups.
- Oversee the Records Management Program and prepare an annual report on each Department's progress in meeting the program goals.
- Conduct a training for City staff on agenda report preparation and process.
- Administer 2017 Municipal Election for Mayor and district-level Council races.
- Develop a comprehensive citywide electronic records management plan, including requisite revisions to City policies, document management protocols, and methods to ensure staff compliance.

RECENT PROGRAM ACHIEVEMENTS

Implemented Highland OnBase Agenda Manager program.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.50**	**3.50**	**3.50**	**3.50**	**3.50**
Hourly Employee Hours	**785**	**0**	**121**	**294**	**0**
Revenues					
Fees and Service Charges	$ 265	$ 700	$ 300	$ 714	$ 728
Other Revenue	4,426	2,600	2,645	2,600	2,600
Overhead Allocation Recovery	331,189	343,001	343,001	337,892	352,759
General Fund Subsidy	314,074	411,606	216,271	579,555	209,235
Total Revenue	**$ 649,954**	**$ 757,907**	**$ 562,217**	**$ 920,761**	**$ 565,322**
Expenditures					
Salaries and Benefits	$ 380,366	$ 436,214	$ 386,927	$ 441,001	$ 447,185
Supplies and Services	266,588	320,193	173,790	479,760	118,137
Special Projects	3,000	1,500	1,500	-	-
Total Expenditures	**$ 649,954**	**$ 757,907**	**$ 562,217**	**$ 920,761**	**$ 565,322**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 100% of customer service requests within 2 working days or by the requested deadline.				
Percent of customer service requests completed within 2 Working Days or by the requested deadline	100%	100%	100%	100%
Maintain 90% timely filing rate for statements of economic interests.				
Percent of timely filings of Statements of Economic Interests	95%	90%	90%	90%
Complete 80% of Council minutes accurately within 7 working days.				
Percent of Council minutes accurately prepared within 7 working days and presented for Council approval	64%	80%	80%	80%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Pages of Council minutes prepared for Council approval	277	450	400	450
Staff hours spent in support of City advisory groups	463	400	400	350
Customer service requests completed within 2 working days or by the requested deadline	1,027	1,400	1,200	1,400

City Clerk's Office
(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Electronic filings of statements of economic interests	551	440	440	440
Staff hours spent in support of statements of economic interests	215	130	130	130
Staff hours spent on codification of the municipal code	70	60	20	60
Contracts and agreements, deeds and notices of completion processed	586	380	425	380
Resolutions and ordinances processed	137	135	110	135
City Council agendas and packets prepared	62	60	60	60
Campaign statements processed	50	30	30	50
Staff hours spent in support of campaign statements	49	20	50	50
Staff hours spent on research requests	351	200	200	350
Phone calls received	4,466	4,750	4,100	4,750
Staff hours spent on the Council agenda packet process	759	500	1,200	500
Staff hours spent on Council meeting attendance and follow-up	676	800	600	750

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ADMINISTRATIVE SERVICES PROGRAMS

Administration
City Clerk's Office
➢ **Human Resources**
Information Technology

Human Resources

(Program No. 1531, 1533)

Mission Statement

Through strategic partnerships and collaboration with departments and community, Human Resources develops and delivers programs and services to support and strengthen the City's workforce to deliver the highest standard of service to the public.

Program Activities

- Human Resources Management: provide a well-developed program of Human Resources services to a workforce of approximately 1,500 regular and hourly employees. Develop and maintain job descriptions and compensation program of over 400 job classifications.
- Talent Acquisition: strategically recruit and qualify quality candidates for City positions.
- Employee Relations: provide ethical advice and support to departments and employees on employee relations matters, such as disciplinary actions, performance issues and investigations.
- Human Resources Compensation: develop and administer a system to accurately document and process employee compensation and personnel actions.
- Civil Service Commission: provide staff support to the commission.
- Benefits Administration: support the City's workforce on all aspects relating to employee benefit programs such as Health, Life, Disability, Spending Accounts, Deferred Compensation, Retirement and Leave of Absence.
- Employee Development: offer employee training and development opportunities, as well as legally mandated and compliance related trainings. Conduct on-boarding programs for new and newly promoted employees.

Project Objectives for Fiscal Year 2018

- Provide three (3) sessions of legally required Harassment Training for supervisors and managers.
- Provide three (3) sessions of staff-level Harassment Training.
- Provide two (2) Time and Attendance trainings to managers and supervisors.

RECENT PROGRAM ACHIEVEMENTS

Implemented Businesssolver.com, Inc., for benefits administration contract services.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**
Hourly Employee Hours	**69**	**340**	**0**	**340**	**340**
Revenues					
Other Revenue	$ 30	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	630,267	639,584	639,584	659,821	688,853
General Fund Subsidy	803,632	940,170	791,776	885,698	913,113
Total Revenue	**$ 1,433,929**	**$ 1,579,754**	**$ 1,431,360**	**$ 1,545,519**	**$ 1,601,966**
Expenditures					
Salaries and Benefits	$ 1,076,474	$ 1,218,987	$ 1,123,578	$ 1,219,022	$ 1,271,538
Supplies and Services	312,038	315,767	271,682	286,497	290,428
Special Projects	30,847	35,000	26,500	30,000	30,000
Capital Equipment	9,600	10,000	9,600	10,000	10,000
Non-Capital Equipment	4,970	-	-	-	-
Total Expenditures	**$ 1,433,929**	**$ 1,579,754**	**$ 1,431,360**	**$ 1,545,519**	**$ 1,601,966**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure that City supervisors and managers complete 85% of employee performance evaluations on-time.				
Percent of evaluations completed on-time/total number of evaluations due	84%	85%	85%	85%
Provide 95% of classification recommendations to the requesting department within 45 working days of receiving the Positions Description Form from the department.				
Percent of classification studies completed within 45 working days	100%	95%	95%	95%
Complete internal (promotional) recruitments within an average of 39-working days.				
Working days from Personnel Services Requisition to certification date	29	39	39	39
Complete external (open) recruitments within an average of 49-working days.				
Working days from Personnel Services Requisition to certification date	39	49	49	49

Human Resources
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Hold training updates with department representatives on pertinent issues related to Human Resources, such as the Family Medical Leave Act, Personnel Action Forms (PAFs), etc.				
Training updates held for department reps	3	2	2	2
Conduct quarterly retirement workshops with PERS representatives and City staff.				
PERS workshops held	4	4	4	4
Hold, on a quarterly basis, in-house supervisory training classes.				
Supervisory training classes held (HR staff)	36	4	4	4
Maintain an 85% satisfaction rate of recruitment survey respondents.	N/A	N/A	N/A	N/A
Percentage of recruitment survey respondents who were very satisfied/exceeded expectation.	N/A	N/A	N/A	85%
Ensure that at least 90% of new employees complete their first year of employment.				
Percentage of employees who successfully complete their first year.	N/A	N/A	N/A	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Applications reviewed and processed	6,828	9,000	9,000	9,000
Recruitments conducted	122	80	80	80
Employees (regular and hourly) hired	476	400	400	400
Regular employee turnover	2.76%	7.50%	7.50%	7.50%
Personnel actions processed by HR staff	4,589	2,800	2,800	2,800
Percent of Management positions filled by internal promotion	64%	75%	75%	75%
Percent Supervisory positions filled by internal promotion	125%	80%	80%	80%
Supervisory/manager requests for assistance re: disciplinary issues	554	650	650	650
Employees who made benefit changes during Open Enrollment	757	500	500	500
Employee requests for assistance regarding benefits	9,121	9,500	9,500	9,500
Average number of LEAP training hours attended per employee	0.04	1.00	1.00	1.00

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ADMINISTRATIVE SERVICES PROGRAMS

Administration
City Clerk's Office
Human Resources
➢ **Information Technology**

Information Technology

(Program No. 1541, 1542, 1543)

Mission Statement

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

Program Activities

- Provide a reliable and secure computer infrastructure with high-speed network access to City facilities.
- Maintain, upgrade, and support 820 desktop computers and 100 infrastructure and application servers.
- Support the Munis Financial Management System (FMS) and City-wide and departmental application systems.
- Provide computer training for City staff.
- Provide a single source Help Desk support service for quick and effective problem diagnosis and resolution.
- Provide easily maintained and user friendly public Web site to residents and internal SharePoint services to City staff.
- Provide technical assistance support to departments for hardware selection, applications, and operations.

Project Objectives for Fiscal Year 2018

- Conduct an RFP process to select a vendor for a new Time and Attendance Management System and begin contract negotiations with selected vendor by September 30, 2017.
- Replace all networking equipment scheduled in the Network Infrastructure Replacement Plan for Fiscal Year 2018.
- Replace the servers scheduled in the Network Infrastructure Replacement Plan for Fiscal Year 2018.
- Create a Disaster Recovery and Business Continuity plan by June 30, 2018.
- Conduct an RFP process and begin contract negotiations with the selected contractor to design and build improvements to the Data Center at Fire Station 1 by December 31, 2017.
- Complete a GIS needs assessment with all departments to determine how existing GIS services can be used to improve City services and enhance community engagement, and to identify additional services needed, by June 30, 2018.

RECENT PROGRAM ACHIEVEMENTS

Enhanced network security services. Implemented a new Content Management and Council Agenda Preparation system. Contract signed for a new Permitting system.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Work with the Community Development and Public Works Departments to implement the Accela Civic Platform system. Complete implementation of the essential functions of the program by January 2018.
- Conduct an RFP process to select a vendor for a new Property Management and Accounts Receivable System, in accordance with timelines established by affected departments (Airport, Finance, and Public Works Downtown Parking Division).
- Replace the workstations scheduled in the Network Infrastructure Replacement Plan for Fiscal Year 2018.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**15.00**	**15.00**	**15.00**	**15.15**	**15.15**
Hourly Employee Hours	**873**	**1,000**	**1,442**	**999**	**999**
Revenues					
Fees and Service Charges	$ 3,205,019	$ 3,446,902	$ 3,446,902	$ 3,319,042	$ 3,510,858
Total Revenue	**$ 3,205,019**	**$ 3,446,902**	**$ 3,446,902**	**$ 3,319,042**	**$ 3,510,858**
Expenditures					
Salaries and Benefits	$ 1,680,643	$ 2,102,968	$ 1,892,859	$ 2,096,433	$ 2,177,534
Supplies and Services	936,249	1,024,130	957,670	1,049,414	1,106,599
Special Projects	4,571	17,284	11,400	11,484	11,484
Non-Capital Equipment	6,027	8,250	11,692	3,750	3,750
Transfers Out	-	326,000	326,000	171,000	-
Appropriated Reserve	-	17,048	3,400	21,720	17,048
Total Expenditures	**$ 2,627,490**	**$ 3,495,680**	**$ 3,203,021**	**$ 3,353,801**	**$ 3,316,415**
Capital Revenue	325,653	1,524,209	1,578,700	330,107	427,686
Capital Program	389,930	3,034,176	1,513,359	313,170	516,370
Addition to (Use of) Reserves	**$ 513,252**	**$ (1,558,745)**	**$ 309,222**	**$ (17,822)**	**$ 105,759**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Resolve 70% of requests for Customer Support at time of request.				
Percent of calls for customer support that are resolved within 30 minutes of time of request	73.4%	70.0%	70.0%	70.0%

Information Technology

(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Resolve 75% of requests for Customer Support within 1 business day.				
Percent of requests for customer support that are resolved within 1 business day	81.2%	75.0%	75.0%	75.0%
Resolve 98% of Out of Service requests rated as Critical within 1 Business Day.				
Percent of Critical Out of Service requests resolved in 1 business day	95.0%	98.0%	98.0%	98.0%
Maintain an uptime of 99.8% of the City's Wide Area Network and critical file and application servers.				
Percent uptime for City WAN and critical support servers	98.9%	99.8%	99.8%	99.8%
Maintain an uptime of 99.8% of the City's Financial Management Systems.				
Percent uptime for City's Financial Management Systems	99.6%	99.8%	99.8%	99.8%
Maintain an uptime of 99.8% of the City's Centralized GIS and MAPS servers.				
Percent uptime for City GIS and MAPS servers	99.8%	99.8%	99.8%	99.8%
Maintain a 95% or higher customer satisfaction rating on service requests.				
Percent of employees surveyed reporting satisfactory ratings	98.3%	95.0%	95.0%	95.0%
Ensure 99% of employees report that training provided will result in improvements in their ability to use desktop applications.				
Percent of employees reporting that the training improved their ability to use desktop applications	100.0%	99.0%	99.0%	99.0%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
"User Support" requests completed	3,638	3,800	3,578	3,500
Infrastructure Support service requests completed	3,252	3,000	2,990	3,000
Critical out-of-service incidents	22	15	3	5
Enterprise application service requests completed	1,436	1,200	1,488	1,500

Information Technology

(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
GIS service requests completed	990	1,000	900	1,000
Web service requests completed	811	1,000	858	800
Computer users supported	1,017	1,015	1,015	1,015
Computer workstation devices supported	769	820	820	820
Computer users support per FTE (6)	169	168	168	168
Munis users support per FTE (2)	215	210	210	210
GIS users support per FTE (2)	333	320	320	320
Web content managers support per FTE (1.5)	164	145	145	145
Training Enrollments	1,016	800	558	1,200

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Airport

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

About Airport

Santa Barbara Municipal Airport is the busiest commercial service airport on the California coast between San Jose and Los Angeles. An integral part of the National Air Transportation System, the Airport ranks in the top third of the nation's commercial service airports in terms of total passengers. General Aviation accounts for over 70% of total aircraft operations with 188 based aircraft.

The Airport, owned and operated by the City since 1941, is managed by the Airport Department. The Department provides fiscal management of airport funding sources, property management and maintenance services for its aviation and commercial/industrial facilities, public safety, and facility planning and development services.

Fiscal Year 2018 Budget Highlights

Initiate transition of 495 Fairview to Airport ownerhship.

Complete 50% of construction for 6100 Hollister Ave Development project.

In addition to the airfield the Airport's 942 acres comprises 400 acres of wetlands and 87 acres of commercial/industrial property. Located about 10 miles from downtown Santa Barbara, the Airport neighbors the City of Goleta and the University of California. The Airport's primary market area encompasses Santa Barbara County.

The Airport is financially self-supporting through tenant rents and user fees. These revenues are spent on Airport operations, maintenance, and capital improvements as required by federal law. The Federal Aviation Administration (FAA) provides grant funding for capital improvements. No local tax dollars are used for the Airport's operation.

DEPARTMENT SUMMARY

Airport

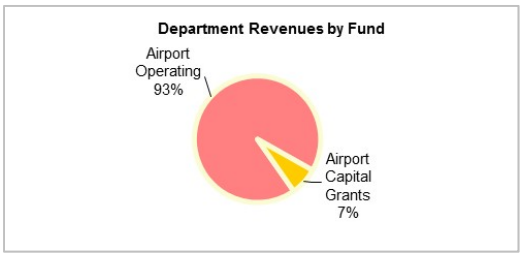
Department Financial and Staffing Summary

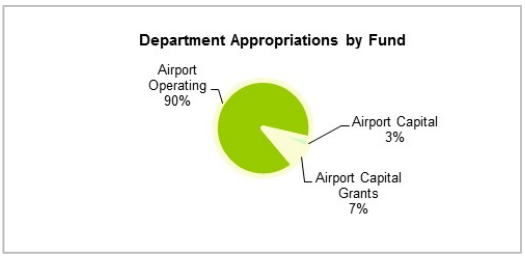
	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**55.50**	**55.75**	**55.75**	**61.00**	**61.00**
Hourly Employee Hours	**15,430**	**16,020**	**17,585**	**10,970**	**10,970**
Revenues					
FAA Grants	$ 2,955,518	$ 515,712	$ 515,712	$ -	$ -
Passenger Facility Charges	1,133,672	1,279,738	1,291,539	1,466,800	1,508,600
Customer Facility Charges	840,540	852,655	857,351	913,100	940,500
Intergovernmental	5,000	-	-	-	-
Lease Income	15,869,544	16,646,976	16,951,081	18,373,380	20,227,433
Interest Income	188,632	171,100	251,500	274,400	284,000
Other Revenue	152,509	162,601	140,527	134,100	134,312
Sale of Property	-	8,683,341	8,683,341	-	-
Transfer In	205,166	-	-	-	-
Total Department Revenue	**$ 21,350,581**	**$ 28,312,123**	**$ 28,691,051**	**$ 21,161,780**	**$ 23,094,845**
Expenditures					
Salaries and Benefits	$ 4,989,135	$ 6,309,638	$ 5,759,066	$ 6,847,453	$ 7,083,524
Supplies and Services	7,756,414	8,903,728	8,380,512	9,246,851	9,368,901
Special Projects	3,044	14,646	6,451	278,451	285,851
Non-Capital Equipment	123,580	82,100	48,711	63,100	63,100
Debt Service	3,351,550	3,825,617	3,825,617	3,823,016	3,822,765
Appropriated Reserve	-	451,344	-	755,841	836,750
Transfers Out	237,667	8,229	8,229	75,000	-
Total Operating Expenditures	**$ 16,461,390**	**$ 19,595,302**	**$ 18,028,586**	**$ 21,089,712**	**$ 21,460,891**
Capital Program	4,131,959	10,642,698	2,425,831	731,500	950,000
Total Department Expenditures	**$ 20,593,349**	**$ 30,238,000**	**$ 20,454,417**	**$ 21,821,212**	**$ 22,410,891**
Addition to (Use of) Reserves	**$ 757,232**	**$ (1,925,877)**	**$ 8,236,634**	**$ (659,432)**	**$ 683,954**

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

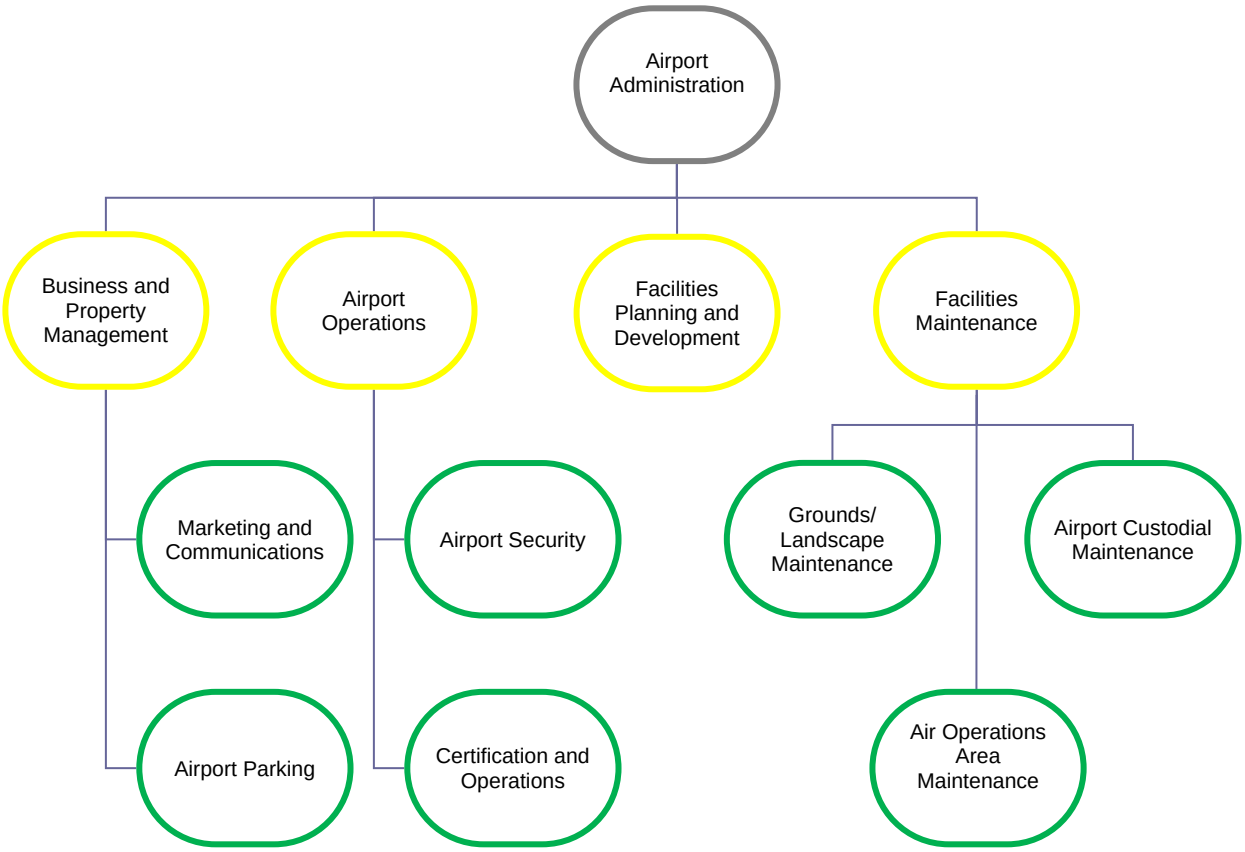
Airport

Department Fund Composition





Program Organizational Chart



AIRPORT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Updated passenger leakage study to inform airline decision makers about possible new airline routes.

Administration

(Program No. 7411)

Mission Statement

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

Program Activities

- Oversee management of all operating divisions within the Department.
- Implement City policies established by City Administrator and City Council.
- Develop procedures, rules, and regulations for Airport operations.
- Provide primary staff support to Airport Commission.

Project Objectives for Fiscal Year 2018

- Initiate transition of hangar at 495 Fairview to Airport ownership and maintenance by May 2018.
- Establish procedures for the solicitation of the Fixed Base Operator (FBO) RFP and receive Council approval by December 2018.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.25**	**3.25**	**3.25**	**3.25**	**3.25**
Hourly Employee Hours	**0**	**0**	**29**	**0**	**0**
Revenues					
FAA Grants	$ 2,955,518	$ 515,712	$ 515,712	$ -	$ -
Passenger Facility Charges	1,133,672	1,279,738	1,291,539	1,466,800	1,508,600
Customer Facility Charges	840,540	852,655	857,351	913,100	940,500
Intergovernmental	5,000	-	-	-	-
Lease Income	208,275	228,500	232,402	236,000	351,500
Interest Income	188,632	171,100	251,500	274,400	284,000
Other Revenue	37,763	57,301	27,113	27,760	27,972
Sale of Property	-	8,683,341	8,683,341	-	-
Total Revenue	**$ 5,369,400**	**$ 11,788,347**	**$ 11,858,958**	**$ 2,918,060**	**$ 3,112,572**
Expenditures					
Salaries and Benefits	$ (132,203)	$ 544,357	$ 538,983	$ 560,688	$ 573,440
Supplies and Services	1,345,714	1,685,060	1,518,572	2,029,633	1,899,570
Special Projects	35	1,451	1,451	1,451	1,451
Non-Capital Equipment	1,239	1,000	500	1,000	1,000
Debt Service	3,351,550	3,825,617	3,825,617	3,823,016	3,822,765
Appropriated Reserve	-	451,344	-	755,841	836,750
Transfers Out	227,565	823	823	75,000	-
Total Operating Expenditures	**$ 4,793,900**	**$ 6,509,652**	**$ 5,885,946**	**$ 7,246,629**	**$ 7,134,976**
Capital Program	4,131,959	10,642,698	2,425,831	731,500	950,000
Total Expenditures	**$ 8,925,859**	**$ 17,152,350**	**$ 8,311,777**	**$ 7,978,129**	**$ 8,084,976**
Addition to (Use of) Reserves	**$ (3,556,459)**	**$ (5,364,003)**	**$ 3,547,181**	**$ (5,060,069)**	**$ (4,972,404)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Accomplish 85% of the Department's program objectives.				
Percent of Department program objectives achieved	71%	85%	82%	85%
Capture at least 55% of the regional (SBP,SMX,SBA) air service market share based on the number of daily departures.				
Tri-county region air service market share	64%	65%	61%	55%

Administration
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Annual passengers	630,612	691,750	698,000	792,800
Annual aircraft operations for airlines and general aviation	105,210	107,800	100,000	100,000
Annual tons of airfreight	1,794	1,800	1,776	1,775

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AIRPORT PROGRAMS

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

Business and Property Management

(Program No. 7412, 7414)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Complete new parking management contract and installation of new revenue control equipment by August 31, 2017.
- Replace outdated and inadequate property management system software with new lease inventory and accounts receivable system by December 2017.
- Complete marketing plan to lease 6100 Hollister Avenue commercial/industrial development by October 2017.
- Complete new tenant lease for Building 114 by June 2017.

RECENT PROGRAM ACHIEVEMENTS

New advertising contract executed and space has been sold, much of it with 3-5 year commitments.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.75**	**3.75**	**3.75**	**3.75**	**3.75**
Hourly Employee Hours	**484**	**0**	**314**	**0**	**0**
Revenues					
Lease Income	$ 15,661,269	$ 16,418,476	$ 16,718,679	$ 18,137,380	$ 19,875,933
Other Revenues	27,706	17,300	26,374	19,300	19,300
Total Revenue	**$ 15,688,975**	**$ 16,435,776**	**$ 16,745,053**	**$ 18,156,680**	**$ 19,895,233**
Expenditures					
Salaries and Benefits	$ 380,625	$ 439,847	$ 409,580	$ 479,801	$ 498,755
Supplies and Services	875,808	950,613	925,149	959,640	976,506
Special Projects	-	-	-	270,000	277,400
Non-Capital Equipment	2,463	1,000	740	1,000	1,000
Transfers Out	-	823	823	-	-
Total Expenditures	**$ 1,258,896**	**$ 1,392,283**	**$ 1,336,292**	**$ 1,710,441**	**$ 1,753,661**
Addition to (Use of) Reserves	**$ 14,430,079**	**$ 15,043,493**	**$ 15,408,761**	**$ 16,446,239**	**$ 18,141,572**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain airline cost per enplaned passenger with the maximum not to exceed $12.54 based on the approved FY2018 airline rates, fees, and charges.				
Airport facility lease and landing fees per enplaned passenger	$13.64	$12.49	$12.89	$12.54
Maintain annual revenue at budget target through effective management of commercial air carrier and terminal related assets.				
Air carrier and Airline Terminal Revenue	$9.28 M	$9.78 M	$10.06 M	$11.27 M
Maintain annual revenue at budget target through effective management of general aviation assets.				
General Aviation revenue	$2.08 M	$2.17 M	$2.25 M	$2.44 M
Maintain annual lease revenue at budget target through effective management of commercial industrial assets.				
Lease revenue	$4.34 M	$4.47 M	$4.53 M	$4.43 M

Business and Property Management
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Revenue for food and beverage at $4.61 enplaned passenger	$4.26	$4.80	$4.62	$4.61
Revenue for news and gifts at $2.81 per enplaned passenger	$2.64	$2.78	$2.81	$2.81
Annual number of rental car contracts	84,015	85,000	85,000	90,525
Annual Gallons of Avgas aviation fuel sold	207,515	218,000	200,000	200,000

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Annual Gallons of Jet A aviation fuel sold	3.15 M	3.16 M	3.43 M	3.43 M
Land leased (sq ft)	4.87 M	4.75 M	4.75 M	4.77 M
Land space occupancy rate	100.0%	98.0%	98.0%	98.0%
Building space leased (sq ft)	297,692	295,450	295,450	294,916
Building space occupancy rate	98.6%	98.0%	98.0%	98.0%
KWh generated by the rental car facility solar PV collection system	199,547	220,000	209,000	209,000

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AIRPORT PROGRAMS

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

Marketing and Communications

(Program No. 7413)

Mission Statement

Using a research-driven approach, the Santa Barbara Airport marketing program serves to create regional awareness and support commercial air service, charter and general aviation activities, as well as the broad range of commercial businesses which assure the Airport's self-sustainability.

Program Activities

- Act as the center for collecting market and passenger data useful in planning marketing activities.
- Execute a paid media advertising program.
- Execute a robust social media engagement program.
- Maintain open communication and availability for local media regarding Airport issues.
- Execute public events to create greater opportunities for residents to enjoy their Airport.
- Manage community outreach and education.
- Support crisis communications inherent in the operation of an Airport.

Project Objectives for Fiscal Year 2018

- Conduct new survey research of traveler groups to inform marketing decisions by March 30, 2018.
- Refocus the paid advertising budget to promotion of direct non-stop service destinations by August 31, 2017.
- Engage one or more champions, e.g. chamber representatives or members of the business community, to carry the message of SBA's value by December 31, 2017.

RECENT PROGRAM ACHIEVEMENTS

Completed 2-year marketing plan and commenced implementation.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.50**	**1.50**	**1.50**	**1.50**	**1.50**
Hourly Employee Hours	**114**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 171,145	$ 172,093	$ 173,406	$ 171,690	$ 175,730
Supplies and Services	216,051	263,646	258,417	240,543	241,054
Special Projects	3,009	5,000	5,000	7,000	7,000
Non-Capital Equipment	4,814	3,000	1,500	3,000	3,000
Transfers Out	-	494	494	-	-
Total Expenditures	**$ 395,019**	**$ 444,233**	**$ 438,817**	**$ 422,233**	**$ 426,784**
Addition to (Use of) Reserves	**$ (395,019)**	**$ (444,233)**	**$ (438,817)**	**$ (422,233)**	**$ (426,784)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Enhance knowledge of aviation and its community importance.				
Attract at least 5,000 local students and/or adults to Airport tour and education program.	N/A	5,500	6,000	5,000
Increase awareness of SBA service in local media.				
Dollars of earned media publicity (excluding irregular operations).	N/A	N/A	N/A	50,000
Build a social media community to increase engagement with SBA.				
Increase the number of engaged followers by 10%	N/A	N/A	N/A	10%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Annual visits to Airport website	214,491	180,000	220,000	180,000

AIRPORT PROGRAMS

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

Airport Facilities Maintenance

(Program No. 7421, 7422, 7424)

Mission Statement

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

Program Activities

- Provide 24-hour maintenance service for 52 Airport buildings, as well as Airport water mains, fire hydrants, sewer mains, manholes, and road and parking areas.
- Inspect and maintain one tidal gate to prevent flooding.
- Maintain landscaped areas at leased properties, roadway medians and Love Park on Airport property, including planting, mowing, weed abatement, and rodent control.
- Maintain Airport buildings, infrastructure and grounds to minimize unit costs.
- Administer the Storm Water Pollution Prevention Plan as part of the Airport's National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.

Project Objectives for Fiscal Year 2018

- Complete top priority repairs to wastewater collection system that were identified during the system cleaning and visual evaluation project.
- Reroof and paint Building 305.
- Re-bid the contract for the Airline Terminal custodial supplies by December 2018.
- Maintain the diversion rate for recyclables at the Airline Terminal at 45% or more.
- Provide additional charging stations for passenger's electronic devices in the Airline Terminal holdroom.
- Provide LED emergency battery backup lighting for restrooms in the Airline Terminal lobby.

RECENT PROGRAM ACHIEVEMENTS

Installed LED emergency battery backup lighting above public stairways in the Airline Terminal.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**18.03**	**17.70**	**17.70**	**18.25**	**18.25**
Hourly Employee Hours	**1,608**	**1,600**	**1,817**	**1,600**	**1,600**
Revenues					
Transfers In	$ 205,166	$ -	$ -	$ -	$ -
Total Revenue	**$ 205,166**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,661,866	$ 1,640,620	$ 1,595,406	$ 1,719,825	$ 1,768,365
Supplies and Services	1,793,071	2,285,003	2,168,746	2,093,610	2,164,012
Special Projects	-	8,195	-	-	-
Non-Capital Equipment	10,689	20,000	9,417	20,000	20,000
Transfers Out	5,300	1,152	1,152	-	-
Total Expenditures	**$ 3,470,926**	**$ 3,954,970**	**$ 3,774,721**	**$ 3,833,435**	**$ 3,952,377**
Addition to (Use of) Reserves	**$ (3,265,760)**	**$ (3,954,970)**	**$ (3,774,721)**	**$ (3,833,435)**	**$ (3,952,377)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 90% of all work orders by the established target date.				
Percent of work orders completed by target date	95%	94%	98%	95%
Inspect Airport storm water inlets equipped with a structural storm water BMP device four times annually.				
Structural BMP device inspections	4	4	4	4
Monitor and communicate custodial services contractor performance by completing at least quarterly audits.				
Performance audits completed	4	4	4	4
Audit and communicate landscape maintenance contractor performance at least six times.				
Performance audits completed	N/A	6	7	6
Provide pre-rental custodial services for 100% of spaces prior to tenant occupancy.				
Percent of vacant indoor airport lease spaces that receive custodial services prior to tenant occupancy	N/A	100%	100%	100%

Airport Facilities Maintenance
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Total cost per square foot for building maintenance	$1.39	$1.80	$2.00	$1.65
Cost per passenger for airline terminal custodial services	$1.32	$1.25	$1.25	$1.25
Work orders completed	2,628	3,000	3,000	2,900
Buildings maintained	56	54	52	52

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AIRPORT PROGRAMS

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

Aircraft Operations Area Maintenance

(Program No. 7423)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Evaluate airfield runway and taxiway signage to create an inventory for replacing faded and damaged signage.
- Evaluate and repaint all deteriorated surface painted signs.
- Repaint taxiway centerlines once.

RECENT PROGRAM ACHIEVEMENTS

Returned primary runway to operable condition within 16 hours after floodwater and debris covered the western end of the runway on February 17, 2017.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.30**	**5.30**	**5.30**	**5.75**	**5.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 487,075	$ 516,681	$ 491,475	$ 559,751	$ 577,305
Supplies and Services	267,099	263,838	219,667	274,184	277,133
Non-Capital Equipment	75,198	-	-	-	-
Transfers Out	4,802	165	165	-	-
Total Expenditures	**$ 834,174**	**$ 780,684**	**$ 711,307**	**$ 833,935**	**$ 854,438**
Addition to (Use of) Reserves	**$ (834,174)**	**$ (780,684)**	**$ (711,307)**	**$ (833,935)**	**$ (854,438)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 92% of Aircraft Operations Area maintenance work orders generated from airfield safety inspections within the established timeframe.				
Percent of AOA work orders completed	96%	92%	95%	92%
Complete 92% of all work orders by the established target dates.				
Percent of work orders completed	96%	92%	95%	92%
Steam clean the air carrier ramp four times annually as a storm water pollution prevention best management practice.				
Air carrier ramp cleanings completed	4	4	4	4
Sweep runways four times annually.				
Runway sweepings completed	4.3	4.0	4.0	4.0
Sweep taxiways four times annually.				
Taxiway sweepings completed	4.0	4.0	4.0	4.0

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
AOA maintenance cost per acre	$666	$630	$650	$650
AOA work orders completed	865	900	1,000	1,050
Hours devoted to airfield maintenance	3,003	3,000	3,000	3,100

AIRPORT PROGRAMS

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

Airport Security

(Program No. 7431)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Develop an internal Notice of Violation (NOV) procedure for the enforcement and disposition of driving violations that occur in the Air Operations Area.

RECENT PROGRAM ACHIEVEMENTS

Response times to both emergency and non-emergency calls in 2016 were consistent with 2015 despite increased TSA responsibilities and staffing shortages.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**12.33**	**12.50**	**12.50**	**15.50**	**15.50**
Hourly Employee Hours	**12,321**	**12,600**	**12,745**	**7,550**	**7,550**
Revenues					
Other Revenue	$ 87,040	$ 88,000	$ 87,040	$ 87,040	$ 87,040
Total Revenue	**$ 87,040**	**$ 88,000**	**$ 87,040**	**$ 87,040**	**$ 87,040**
Expenditures					
Salaries and Benefits	$ 1,397,065	$ 1,754,491	$ 1,398,092	$ 1,947,929	$ 2,022,027
Supplies and Services	167,696	183,806	169,569	228,354	233,689
Non-Capital Equipment	5,646	34,600	15,600	15,600	15,600
Transfers Out	-	1,316	1,316	-	-
Total Expenditures	**$ 1,570,407**	**$ 1,974,213**	**$ 1,584,577**	**$ 2,191,883**	**$ 2,271,316**
Addition to (Use of) Reserves	**$ (1,483,367)**	**$ (1,886,213)**	**$ (1,497,537)**	**$ (2,104,843)**	**$ (2,184,276)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 100% of calls for service from security checkpoints within 5 minutes.				
Percent of responses within 5 minutes	100%	100%	100%	100%
Respond to 100% of reports of unauthorized persons in most sensitive security areas within 5 minutes of the unauthorized person being reported.				
Percent of responses within 5 minutes	100%	100%	100%	100%
Conduct 100% of the airport perimeter inspections required by TSA regulations.				
Percent of inspections completed	101.9%	100.0%	104.1%	100.0%
Respond to 100% of reports of unauthorized persons in the aircraft operations area (AOA).				
Percent of response	100%	100%	100%	100%
Respond to 99% of non-emergency calls on the airport property within 15 minutes.				
Percent of responses within 15 minutes	99.2%	100.0%	97.5%	100.0%
Complete the scheduled number of daily airline terminal inspections 85% of the time.				
Percent inspections completed	77.9%	85.0%	37.8%	85.0%

Airport Security
(Continued)

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete the scheduled number of daily Security Identification Display Area ramp inspections 90% of the time.				
Percent of inspections completed	86.1%	90.0%	58.1%	90.0%
Complete all of the daily scheduled checks of AOA patrol points 85% of the time.				
Percent of days where all 7 checks of AOA patrol points were completed	74.3%	85.0%	38.9%	85.0%
Complete the daily scheduled checks of non-AOA patrol points 85% of the time.				
Percent of days where all 7 checks of non-AOA patrol points were completed	81.7%	85.0%	58.1%	85.0%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Emergency calls received	70	54	68	68
Non-emergency calls received	3,821	4,000	4,104	4,104
Terminal building inspections	5,064	6,000	3,990	3,990
Security Identification Display Area ramp inspections	5,758	6,850	4,306	4,306
Checks of AOA Patrol Points	3,019	3,500	2,266	2,266
Checks of non-AOA Patrol checkpoints	3,348	3,900	2,630	2,630
Notices issued for security violations	17	10	36	36

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AIRPORT PROGRAMS

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

Airport Certification and Operations

(Program No. 7441, 7442)

Mission Statement

Operate Airport pursuant to safety guidelines as outlined in Federal Aviation Regulation (FAR) Part 139 and Transportation Security Regulation Part 1542, and minimize noise impacts of Airport operations on the communities surrounding the Airport, by promoting noise abatement procedures.

Program Activities

- Assure compliance with Federal Aviation Administration airport certification mandates which govern airports served by commercial air carriers.
- Provide emergency planning and response which includes Aircraft Rescue and Firefighting (ARFF) services and other safety requirements.
- Minimize adverse impacts of aircraft noise on communities around the Airport through pilot education and other noise abatement programs.

Project Objectives for Fiscal Year 2018

- Purchase, install, and implement new airport daily activity logging and reporting system.

RECENT PROGRAM ACHIEVEMENTS

Conducted successful FAA-required Part 139 Triennial Emergency Response Drill in September 2016.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**9.84**	**10.25**	**10.25**	**11.50**	**11.50**
Hourly Employee Hours	**905**	**1,820**	**2,680**	**1,820**	**1,820**
Expenditures					
Salaries and Benefits	$ 878,856	$ 1,033,195	$ 981,013	$ 1,197,595	$ 1,253,856
Supplies and Services	2,712,829	2,875,146	2,739,735	3,010,909	3,158,985
Non-Capital Equipment	22,731	20,000	19,676	20,000	20,000
Transfers Out	-	2,962	2,962	-	-
Total Expenditures	**$ 3,614,416**	**$ 3,931,303**	**$ 3,743,386**	**$ 4,228,504**	**$ 4,432,841**
Addition to (Use of) Reserves	**$ (3,614,416)**	**$ (3,931,303)**	**$ (3,743,386)**	**$ (4,228,504)**	**$ (4,432,841)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Promote a safe Airport by achieving 95% compliance on the annual FAA Certification inspection.				
Percent compliance achieved	N/A	95%	95%	95%
Conduct two badge office audits.				
Audits conducted	N/A	2	2	2
Conduct monthly tests of Airport Emergency Notification System.				
Tests conducted	12	12	12	12
Respond to 100% of periodic emergency response drills within Federal Administration (FAA) required time parameters.				
Percent completed	100%	100%	100%	100%
Notify 100% of aircraft owners who failed to comply with noise abatement procedures, in which a noise complaint resulted.				
Percent notified	100%	100%	100%	100%
Provide noise abatement program data for Airport Director's Report to Airport Commission.				
Percent of Airport Commission meetings with data provided	N/A	N/A	N/A	100%

Airport Certification and Operations
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Access Control system alarms	144,282	100,000	100,000	120,000
Noise complaints received	807	650	650	600
Airfield safety inspections	1,129	1,150	1,150	1,100
Security badge appointments	1,506	687	687	1,200
Total ARFF emergency responses	31	36	36	35
Total training hours for Security Operations Center staff	1,296	480	480	2,000

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AIRPORT PROGRAMS

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

Airport Facility Planning and Development

(Program No. 7451)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Complete construction of the Runway 7-25 Pavement Rehabilitation project.
- Award construction contract and complete 50% of construction for the 6100 Hollister Ave Development project.
- Complete 30% design for the Taxiway H Extension project.
- Complete construction for L-3 building remodel.
- Certify Environmental Impact Report and adopt Airport Master Plan.
- Facilitate completion of Endangered Species Act Section 7 consultation between federal agencies in their consideration of a permit for the management of the Goleta Slough Mouth.

RECENT PROGRAM ACHIEVEMENTS

Completed 50% design for the Runway 7-25 Pavement Rehabilitation Project.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.50**	**1.50**	**1.50**	**1.50**	**1.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 144,706	$ 208,354	$ 171,111	$ 210,174	$ 214,046
Supplies and Services	378,146	396,616	380,657	409,978	417,952
Non-Capital Equipment	800	2,500	1,278	2,500	2,500
Transfers Out	-	494	494	-	-
Total Expenditures	**$ 523,652**	**$ 607,964**	**$ 553,540**	**$ 622,652**	**$ 634,498**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 100% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.				
Percent of compliance with permit conditions	100%	100%	100%	100%
Achieve total annual construction contract bid average within 10% of the total engineer's estimates for the preliminary design packages.				
Percent difference between construction contract bids and the total engineer's estimates for preliminary design	-7%	10%	10%	10%
Limit the total annual value of construction contract change orders on capital improvement projects to less than or equal to 7% of the total value of construction contracts awarded.				
Construction contract change orders as a percentage of the total value of construction contracts awarded	12%	7%	12%	7%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Total estimated value of projects in active design and construction	$12.7 M	$13.7 M	$13.7 M	$27.3 M
Total number of projects under active planning, design, construction, and monitoring	6	6	6	6

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City Administrator's Office

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

About City Administrator's Office

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

Administration provides for the management of all affairs of City government and services, direct control of the administrative branch of City government, and oversight of and direction to departments.

The City Administrator's Office oversees ten departments with over 1,000 full-time employees.

City TV is responsible for producing all public information programming on the city's government access cable television station, Channel 18, including City Council and various board and commission meetings and Inside Santa Barbara.

Fiscal Year 2018 Budget Highlights

The City Administrator's Office will continue to engage City residents, business owners and other community stakeholders on revitalization efforts to improve downtown vibrancy.

The City Administrator's Office will implement an automated closed-captioning system for City Council meetings and other City meetings to enhance accessibility to City meetings for the public.

DEPARTMENT SUMMARY

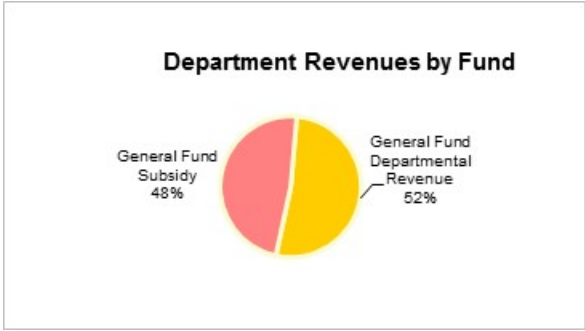
City Administrator's Office

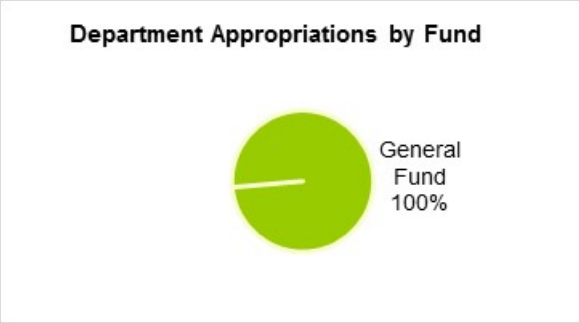
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**9.30**	**9.30**	**9.30**	**8.30**	**8.30**
Hourly Employee Hours	**4,700**	**3,351**	**4,282**	**3,263**	**3,281**
Revenues					
Intergovernmental	$ 468,301	$ 129,168	$ 67,738	$ -	$ -
Other Revenue	237,755	257,772	218,483	234,296	236,100
Overhead Allocation Recovery	853,901	884,328	884,328	934,740	975,869
General Fund Subsidy	991,492	1,225,177	1,120,765	1,079,546	1,095,253
Total Department Revenue	**$ 2,551,449**	**$ 2,496,445**	**$ 2,291,314**	**$ 2,248,582**	**$ 2,307,222**
Expenditures					
Salaries and Benefits	$ 1,522,881	$ 1,771,987	$ 1,639,333	$ 1,663,971	$ 1,713,177
Supplies and Services	341,967	427,132	416,685	425,453	434,887
Special Projects	490,483	82,127	27,158	27,158	27,158
Debt Service	-	-	-	104,000	-
Non-Capital Equipment	44,069	26,000	25,400	28,000	30,000
Transfers Out	150,855	115,000	115,000	-	102,000
Total Department Expenditures	**$ 2,550,255**	**$ 2,422,246**	**$ 2,223,576**	**$ 2,248,582**	**$ 2,307,222**

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

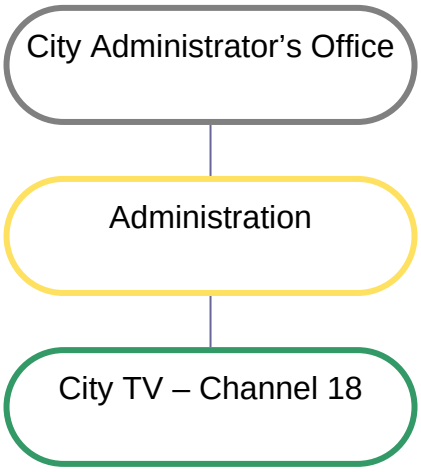
Department Fund Composition





City Administrator's Office

Program Organizational Chart



CITY ADMINISTRATOR PROGRAMS

- **City Administrator**
  City TV - Channel 18

City Administrator

(Program No. 1311)

Mission Statement

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

Program Activities

- Manage operations in ten City departments with over 1,000 full- and part-time employees.
- Coordinate a performance management program in all City departments.
- Coordinate legislative advocacy and intergovernmental relations.
- Provide support to the Ordinance Committee, Committee on Legislation, Sustainability Council Committee, and the Sister City Committee.
- Coordinate citywide communications activities, including the City News In Brief, employee briefings, and media relations.

Project Objectives for Fiscal Year 2018

- Present a balanced budget for Fiscal Year 2019 for Council consideration by May 2018, in accordance with Council policy.
- Review department status reports for performance objectives on a biannual basis and submit a year-end report to Council.
- Send advocacy letters on federal and state legislation based on the City's Legislative Platform.
- Prepare and deliver the State of the City presentation by April 2018.
- Issue the City News-in-Brief on a weekly basis to communicate with the public and a quarterly e-newsletter to businesses.
- Coordinate citywide sustainability efforts and assist departments in achieving objectives that protect and enhance the environment.
- Implement plans to improve vibrancy downtown and engage with stakeholders in revitalization efforts.
- Expand informational resources and videos on the City's website and issue quarterly e-newsletters to help small business owners understand City regulations and efforts to improve economic vitality.

RECENT PROGRAM ACHIEVEMENTS

Subscriptions to the weekly City News in Brief have grown from 1,200 at its inception to 15,000 community members in 2017.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Assist Downtown Santa Barbara in their efforts to reconfigure the downtown business improvement district boundaries and assessment method for enhanced services downtown.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**7.05**	**7.05**	**7.05**	**6.05**	**6.05**
Hourly Employee Hours	**1,782**	**0**	**1,428**	**0**	**0**
Revenues					
Intergovernmental	$ 468,301	$ 129,168	$ 67,738	$ -	$ -
Overhead Allocation Recovery	714,715	740,178	740,178	769,179	803,023
General Fund Subsidy	732,107	1,020,644	896,800	891,439	910,881
Total Revenue	**$ 1,915,123**	**$ 1,889,990**	**$ 1,704,716**	**$ 1,660,618**	**$ 1,713,904**
Expenditures					
Salaries and Benefits	$ 1,169,734	$ 1,406,017	$ 1,280,881	$ 1,293,033	$ 1,335,678
Supplies and Services	253,712	327,647	328,939	340,427	351,068
Special Projects	490,483	82,127	27,158	27,158	27,158
Total Expenditures	**$ 1,913,929**	**$ 1,815,791**	**$ 1,636,978**	**$ 1,660,618**	**$ 1,713,904**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure that City departments achieve 80% of program objectives.				
Percent of objectives achieved	N/A	80%	80%	80%
Ensure that 90% of public service requests receive a response within five working days.				
Percent of responses within five working days	92%	90%	90%	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Staff recommendations forwarded to Council	620	550	532	550
Public service requests requiring department follow-up	24	20	16	20

CITY ADMINISTRATOR PROGRAMS

City Administrator
➢ City TV - Channel 18

City TV - Channel 18

(Program No. 1313)

Mission Statement

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

Program Activities

- Televise public meetings, including City Council, Ordinance Committee, Finance Committee, Planning Commission, Historic Landmarks Commission, Architectural Board of Review, Transportation and Circulation Committee, Harbor Commission, Parks and Recreation.
- Televise public meetings for the City of Goleta.
- Produce the quarterly news magazine show "Inside Santa Barbara", about City programs, services and issues and produce quarterly sustainable landscaping and water conservation show "Garden Wise", for the family of Santa Barbara County Water Agencies.
- Produce on-line video streaming content of City meetings, educational and informational programming to members of the public and staff and provide technical support for users of the Granicus video streaming system.
- Maintain an electronic bulletin board to inform the public of City program information, City job opportunities, and non-profit organization events.
- Maintain equipment, technical standards and operational capability of audio visual and television systems in the City Council Chambers, David Gebhard Public Meeting Room, Central Library Faulkner Gallery and City TV Master Control Facilities.
- Provide video production services to City departments.

Project Objectives for Fiscal Year 2018

- Implement automated Closed Captioning system for City Council meetings and other City meetings to enhance accessibility of City meetings for the public.

RECENT PROGRAM ACHIEVEMENTS

Replaced and upgraded meeting room cameras, control room systems, routing systems, video server, meeting room audio visual equipment and all other associated cable television infrastructure from analog to digital technology.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**2,918**	**3,351**	**2,854**	**3,263**	**3,281**
Revenues					
Other Revenue	$ 237,755	$ 257,772	$ 218,483	$ 234,296	$ 236,100
Overhead Allocation Recovery	139,186	144,150	144,150	165,561	172,846
General Fund Subsidy	259,385	204,533	223,965	188,107	184,372
Total Revenue	**$ 636,326**	**$ 606,455**	**$ 586,598**	**$ 587,964**	**$ 593,318**
Expenditures					
Salaries and Benefits	$ 353,147	$ 365,970	$ 358,452	$ 370,938	$ 377,499
Supplies and Services	88,255	99,485	87,746	85,026	83,819
Debt Service	-	-	-	104,000	-
Non-Capital Equipment	44,069	26,000	25,400	28,000	30,000
Transfers Out	150,855	115,000	115,000	-	102,000
Total Expenditures	**$ 636,326**	**$ 606,455**	**$ 586,598**	**$ 587,964**	**$ 593,318**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 90% of department requests for video production services within the requested time period.				
Percent video production service requested completed	100%	95%	95%	95%
Maintain 99% television broadcast system uptime out of 24 hours, 7 days per week.				
Percent broadcast system uptime (24/7)	96%	95%	95%	95%
Prepare 25 videos that highlight city services, events and programs for online distribution via the City website and newsletters.				
Videos posted online	36	25	25	25

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Videotape/DVD/Digital File duplications completed	35	20	20	20
Public meetings televised (including contract services)	326	300	350	300
First run televised meeting hours (including contract services)	910	850	860	850
Percent of total available airtime hours devoted to video programming	52%	55%	54%	55%
City TV original productions	44	45	45	45

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City Attorney

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

About City Attorney

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

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

The office is staffed by six attorneys (the City Attorney, four assistants and one deputy) and five support and paraprofessional staff, who work as a close team managing the City's legal affairs. Many assignments cross over into several departments (e.g., Public Works, Community Development, Risk Management, Parks and Recreation, Police and Fire departments). Attorneys work cooperatively on complex matters such as the negotiations for Airport and Harbor property development, major land use, environmental and water law issues, and complex litigation.

Fiscal Year 2018 Budget Highlights

The City Attorney's Office operates in four functional areas: Administration, Advisory, Civil Litigation and Code Enforcement. The City Attorney's Office has developed important performance objectives and milestones. The highlights include:

- Conducting an annual customer service survey to evaluate our performance.
- Monitoring response times on all documented work requests.
- Increasing staffing by 2.75 FTE to allow performance improvements for water resources, airport, human resources, civil litigation, and code enforcement work.
- Consolidating other departmental legal expenditures to show the full amount of the City's legal expenditures.

DEPARTMENT SUMMARY

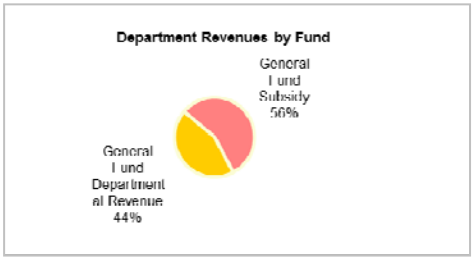
City Attorney

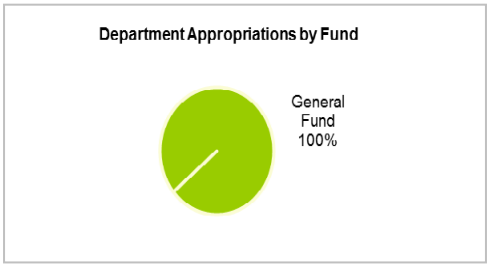
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**11.00**	**11.00**	**11.00**	**13.75**	**13.75**
Hourly Employee Hours	**207**	**391**	**395**	**954**	**954**
Revenues					
Inter-fund Reimbursement	$ -	$ -	$ -	$ 91,152	$ 95,162
Other Revenue	57,215	50,216	5,000	50,220	50,225
Successor Agency Reimb.	70,142	30,000	30,000	30,000	30,000
Overhead Allocation Recovery	543,335	562,709	562,709	1,252,763	1,307,885
General Fund Subsidy	1,723,275	2,022,535	2,085,313	1,827,955	1,852,750
Total Department Revenue	**$ 2,393,967**	**$ 2,665,460**	**$ 2,683,022**	**$ 3,252,090**	**$ 3,336,022**
Expenditures					
Salaries and Benefits	$ 1,971,026	$ 2,068,968	$ 2,076,031	$ 2,756,377	$ 2,833,718
Supplies and Services	384,673	596,492	606,991	495,713	502,304
Capital Equipment	22,572	-	-	-	-
Miscellaneous	15,696	-	-	-	-
Total Department Expenditures	**$ 2,393,967**	**$ 2,665,460**	**$ 2,683,022**	**$ 3,252,090**	**$ 3,336,022**

The City Attorney Department is budgeted in the General Fund.

Department Fund Composition



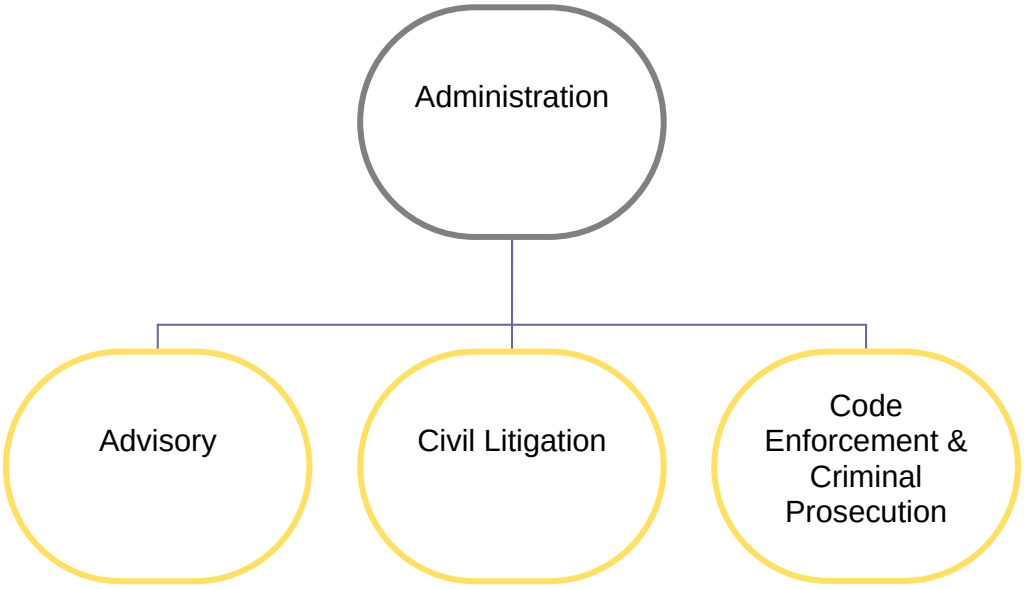


City Attorney

Other Department Legal Expenditures

Department	Purpose	FY 2018	FY 2019
Administrative Services	Labor Relations	$ 38,375	$ 38,375
Airport	Litigation	100,000	100,000
Community Development	Special Services	89,233	83,172
Public Works	Litigation	325,000	75,000
	Total	**$ 552,608**	**$ 296,547**

Program Organizational Chart



CITY ATTORNEY PROGRAMS

- **Administration**
- Advisory
- Civil Litigation
- Code Enforcement & Criminal Prosecution

City Attorney

(Program No. 1212)

Mission Statement

Achieve timely, accurate and complete departmental administration and results reporting.

Program Activities

- Departmental administration including budget, personnel, facilities and outside counsel.

Project Objectives for Fiscal Year 2018

- By September 30, 2017, circulate City Attorney's Office customer service survey.

RECENT PROGRAM ACHIEVEMENTS

Completed second citywide customer service survey. Started Collaborative Legal Budgeting system to improve cost-effective delivery of legal services.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.05**	**1.40**	**1.40**	**1.40**	**1.40**
Hourly Employee Hours	**0**	**41**	**41**	**0**	**0**
Revenues					
Other Revenue	$ 215	$ 216	$ -	$ 220	$ 225
Successor Agency Reimb.	70,142	30,000	30,000	30,000	30,000
Overhead Allocation Recovery	139,900	126,264	127,531	110,322	115,175
General Fund Subsidy	406,993	441,611	450,542	482,723	490,027
Total Revenue	**$ 617,250**	**$ 598,091**	**$ 608,073**	**$ 623,265**	**$ 635,427**
Expenditures					
Salaries and Benefits	$ 317,967	$ 239,311	$ 246,073	$ 262,165	$ 268,190
Supplies and Services	261,015	358,780	362,000	361,100	367,237
Capital Equipment	22,572	-	-	-	-
Miscellaneous	15,696	-	-	-	-
Total Expenditures	**$ 617,250**	**$ 598,091**	**$ 608,073**	**$ 623,265**	**$ 635,427**

CITY ATTORNEY PROGRAMS

Administration
➢ **Advisory**
Civil Litigation
Code Enforcement & Criminal Prosecution

City Attorney

(Program No. 1213)

Mission Statement

Provide timely, innovative and responsive legal advice and legal documents.

Program Activities

- Advise the City Council, Boards, Commissions and all City officers and departments on legal matters.
- Attend all meetings of the City Council and Planning Commission, and provide advice on procedures, meeting administration, and substantive law.
- Approve the form of all City contracts and bonds issued by the City.
- Prepare and review proposed ordinances, resolutions and other legislative actions.
- Perform all legal functions and duties required the City Charter and state law.

Project Objectives for Fiscal Year 2018

- By December 31, 2017, prepare and distribute Legislative Report.

RECENT PROGRAM ACHIEVEMENTS

Drafted successful Marijuana Tax Measure, Oversized Vehicle regulations, and supported New Zoning Ordinance efforts.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.70**	**4.10**	**4.10**	**5.30**	**5.30**
Hourly Employee Hours	**0**	**191**	**191**	**200**	**200**
Revenues					
Overhead Allocation Recovery	$ 199,296	$ 209,928	$ 208,554	$ 606,206	$ 632,880
General Fund Subsidy	678,399	784,468	785,842	664,440	673,107
Total Revenue	**$ 877,695**	**$ 994,396**	**$ 994,396**	**$ 1,270,646**	**$ 1,305,987**
Expenditures					
Salaries and Benefits	$ 825,356	$ 933,049	$ 933,049	$ 1,247,700	$ 1,282,810
Supplies and Services	52,339	61,347	61,347	22,946	23,177
Total Expenditures	**$ 877,695**	**$ 994,396**	**$ 994,396**	**$ 1,270,646**	**$ 1,305,987**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 80% of City Attorney advisory work requests within 15 working days (Advisory - 1213).	51.8%	80.0%	80.0%	80.0%

CITY ATTORNEY PROGRAMS

Administration
Advisory
➢ **Civil Litigation**
Code Enforcement & Criminal Prosecution

City Attorney

(Program No. 1214)

Mission Statement

Represent the City zealously and effectively in all forms of civil and administrative litigation.

Program Activities

- Represent the City, its officers and employees in all legal actions or proceedings.

RECENT PROGRAM ACHIEVEMENTS

Achieved zero litigation loss goal and review of major tax case by California Supreme Court. Defended recreational vehicle regulations in the Court of Appeal.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.25**	**4.40**	**4.40**	**5.95**	**5.95**
Hourly Employee Hours	**153**	**133**	**133**	**479**	**479**
Revenues					
Inter-fund Reimbursement	$ -	$ -	$ -	$ 91,152	$ 95,162
Overhead Allocation Recovery	167,975	162,167	162,627	469,345	489,997
General Fund Subsidy	571,783	605,990	612,785	550,540	555,279
Total Revenue	**$ 739,758**	**$ 768,157**	**$ 775,412**	**$ 1,111,037**	**$ 1,140,438**
Expenditures					
Salaries and Benefits	$ 685,186	$ 736,579	$ 736,579	$ 1,081,847	$ 1,111,096
Supplies and Services	54,572	31,578	38,833	29,190	29,342
Total Expenditures	**$ 739,758**	**$ 768,157**	**$ 775,412**	**$ 1,111,037**	**$ 1,140,438**

CITY ATTORNEY PROGRAMS

Administration
Advisory
Civil Litigation
➢ **Code Enforcement & Criminal Prosecution**

City Attorney

(Program No. 1215)

Mission Statement

Independently and fairly represent the People and the City by enforcing the municipal code and state law thorough civil abatement and criminal prosecution cases as the interests of justice may require.

Program Activities

- Independently prosecute on behalf of the People all criminal cases arising from violation of the provisions of the City Charter or the Municipal Code.
- Indepenently pursue and enforce nusiance abatement and civil actions to enforce the Municipal Code and related state law.

RECENT PROGRAM ACHIEVEMENTS

The City Attorney's Office has made significant progress in enforcement of City short-term vacation rental laws and safe housing code compliance.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.00**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**55**	**27**	**30**	**275**	**275**
Revenues					
Other Revenue	$ 57,000	$ 50,000	$ 5,000	$ 50,000	$ 50,000
Overhead Allocation Recovery	36,164	64,350	63,997	66,890	69,833
General Fund Subsidy	66,100	190,466	236,144	130,252	134,337
Total Revenue	**$ 159,264**	**$ 304,816**	**$ 305,141**	**$ 247,142**	**$ 254,170**
Expenditures					
Salaries and Benefits	$ 142,517	$ 160,029	$ 160,330	$ 164,665	$ 171,622
Supplies and Services	16,747	144,787	144,811	82,477	82,548
Total Expenditures	**$ 159,264**	**$ 304,816**	**$ 305,141**	**$ 247,142**	**$ 254,170**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
File complaints based upon code enforcement referrals within 90 days unless otherwise resolved (Code Enforcement - 1215).	N/A	N/A	N/A	80%

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DEPARTMENT SUMMARY

Community Development

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

About Community Development

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

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

Fiscal Year 2018 Budget Highlights

Overall, land development and construction activities are forecast to remain steady.

The Building & Safety Division will continue enforcement activities, revise the Floodplain Management ordinance, implement a new Accela permit system, and initiate electronic plan check.

The Planning Division will continue work on major projects, including Zoning Ordinance and Local Coastal Program updates and implementation of the Housing Element.

Affordable Housing staff will identify and support rehabilitation and new construction, and when appropriate, restructure existing debt and extend affordability requirements in order to preserve the viability of the City's affordable housing inventory.

DEPARTMENT SUMMARY

Community Development

Department Financial and Staffing Summary

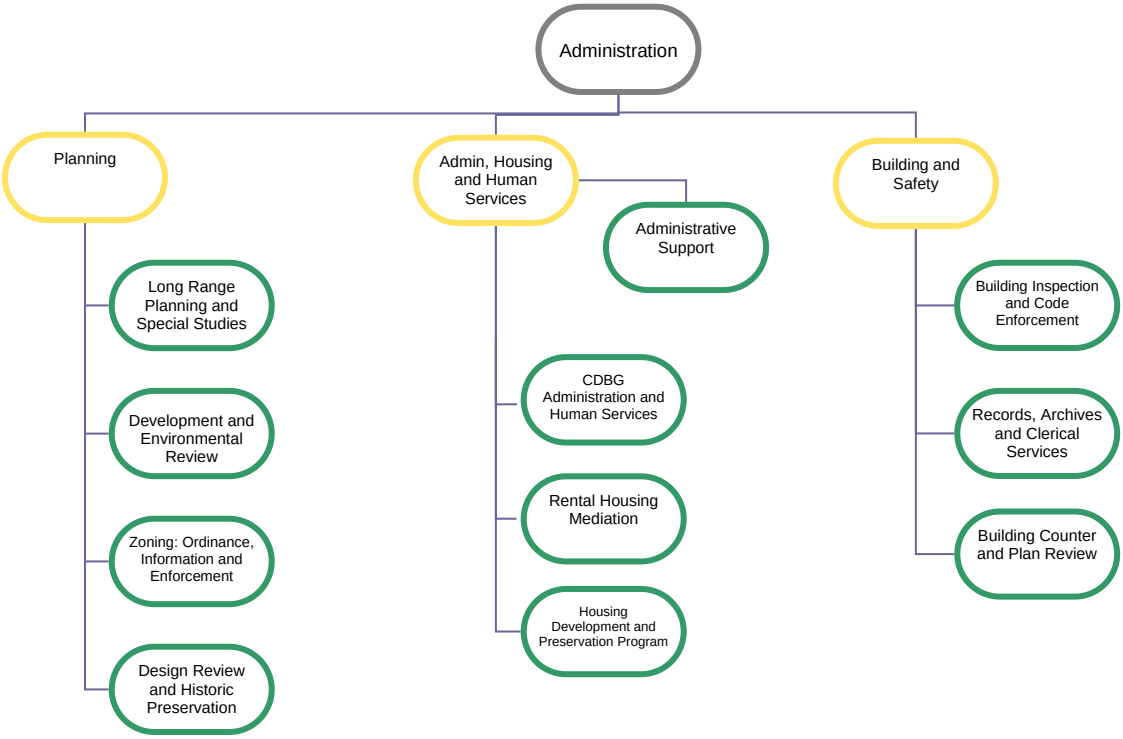
	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**70.85**	**73.85**	**73.85**	**72.85**	**72.85**
Hourly Employee Hours	**8,632**	**19,343**	**16,130**	**7,420**	**5,095**
Revenues					
Fees and Service Charges	$ 5,774,850	$ 5,352,593	$ 5,598,238	$ 5,537,720	$ 5,675,977
Intergovernmental	2,298,324	3,885,368	2,513,608	1,715,883	1,715,883
Property Taxes	8,586,766	8,405,630	8,405,630	8,415,108	8,404,530
Interest Income	948,651	588,300	799,329	952,400	1,003,300
Inter-fund Reimbursement	5,551	8,000	8,000	8,000	8,000
Other Revenue	323,753	101,600	171,825	105,000	105,000
Transfer In	213,318	351,000	351,000	120,000	-
Overhead Allocation Recovery	61,026	63,203	63,203	70,690	73,800
General Fund Subsidy	4,632,483	6,030,666	5,453,668	5,794,176	5,996,109
Total Revenue	**$22,844,722**	**$24,786,360**	**$23,364,501**	**$22,718,977**	**$22,982,599**
Expenditures					
Salaries and Benefits	$ 8,517,028	$10,069,337	$ 9,548,199	$ 9,689,970	$ 9,881,408
Supplies and Services	1,551,194	2,027,331	1,888,129	1,747,219	1,786,760
Special Projects	608,828	188,795	119,600	213,030	204,709
Transfers Out	130,050	111,237	170,327	-	20,000
Debt Service	8,413,191	8,210,109	8,208,849	8,306,608	8,284,530
Housing Activity, Loans & Grants	1,690,831	4,226,574	2,413,434	1,368,649	1,368,649
Human Services Grants	1,029,231	1,054,583	1,054,583	1,028,605	1,028,605
Non-Capital Equipment	49,411	34,469	33,775	30,067	30,072
Capital Equipment	-	22,400	18,600	-	-
Appropriated Reserve	-	23,107	-	-	-
Total Operating Expenditures	**$21,989,764**	**$25,967,942**	**$23,455,496**	**$22,384,148**	**$22,604,733**
Capital Program	$ 671,502	$ 9,894,078	$ 1,594,841	$ -	$ -
Total Department Expenditures	**$22,661,266**	**$35,862,020**	**$25,050,337**	**$22,384,148**	**$22,604,733**
Addition to (Use of) Reserves	**$ 183,456**	**$ (11,075,660)**	**$ (1,685,836)**	**$ 334,829**	**$ 377,866**

The Community Development department is budgeted in the following funds:

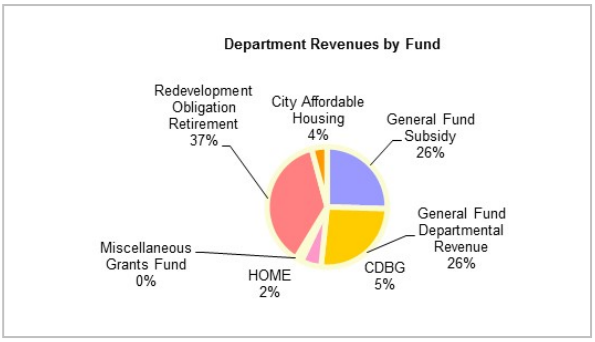
- General Fund
- Redevelopment Obligation Retirement
- City Affordable Housing Fund
- Community Development Block Grant Fund
- Federal HOME Loan Program Fund
- Miscellaneous Grants Fund

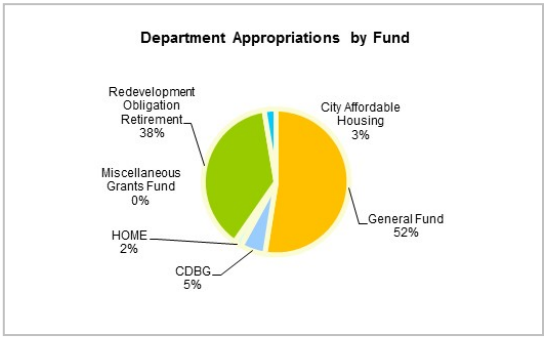
Community Development

Program Organizational Chart



Department Fund Composition





COMMUNITY DEVELOPMENT PROGRAMS

- **Administration**
- Successor Agency
- CDBG Administration and Human Services
- Rental Housing Mediation Program
- Housing Development and Preservation
- Long Range Plan and Special Studies
- Development/Environmental Review
- Zoning: Ordinance, Information and Enforcement
- Design Review and Historic Preservation
- Building Inspection and Code Enforcement
- Records, Archives and Clerical Services
- Building, Counter and Plan Review Services

RECENT PROGRAM ACHIEVEMENTS

Coordinated Oversized Vehicle Off-Street Parking Ad-Hoc Stakeholder Committee meetings.

Administration

(Program No. 2111)

Mission Statement

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

Program Activities

- Manage, administer, and support the Building and Safety, Admin, Housing & Human Services, and Planning divisions of the Community Development Department.
- Assist City Administration with policy formulation and implementation of City Council direction.
- Provide illustration and computerized graphic support to the divisions of the Community Development Department and other City departments upon request.
- Prepare mid-year budget reviews.
- Develop Fiscal Year budgets, including new fee schedules and revenue projections.

Project Objectives for Fiscal Year 2018

- Coordinate City responses to homeless issues and implement Council direction regarding homelessness by participating in the Central Coast Collaborative on Homelessness (C3H) and the PATH Neighborhood Partnership.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.45**	**5.45**	**5.45**	**5.45**	**5.45**
Hourly Employee Hours	**83**	**0**	**790**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 5,551	$ 8,000	$ 8,000	$ 8,000	$ 8,000
Overhead Allocation Recovery	61,026	63,203	63,203	70,690	73,800
General Fund Subsidy	1,323,521	907,758	876,670	921,249	946,021
Total Revenue	**$ 1,390,098**	**$ 978,961**	**$ 947,873**	**$ 999,939**	**$ 1,027,821**
Expenditures					
Salaries and Benefits	$ 700,454	$ 768,246	$ 752,170	$ 779,564	$ 805,063
Supplies and Services	82,401	84,075	79,736	98,702	101,085
Special Projects	593,497	117,000	107,000	115,500	115,500
Debt Service	3,467	3,467	3,467	-	-
Non-Capital Equipment	10,279	6,173	5,500	6,173	6,173
Total Expenditures	**$ 1,390,098**	**$ 978,961**	**$ 947,873**	**$ 999,939**	**$ 1,027,821**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Monitor and support program owners so that Community Development meets 80% of P3 objectives.				
Percent of Department objectives achieved	82%	80%	80%	80%
Monitor to ensure all division budgets are within budget and that proper accounting procedures are followed.				
Percent of divisions within budget	100%	100%	100%	100%
Ensure all divisions respond to 90% of complaints filed via the City Administrator's or Mayor's Office within five days of receipt.				
Percent of complaints responded to within 5 days of receipt	100%	90%	90%	90%

COMMUNITY DEVELOPMENT PROGRAMS

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Records, Archives and Clerical Services
Building, Counter and Plan Review Services

Successor Agency

(Program No. 2125)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Prepare an annual Recognized Obligation Payment Schedule (ROPS) and six-month amendment, present them to the Oversight Board and submit them to the State Department of Finance for approval.
- Continue the Redevelopment Agency dissolution process in compliance with State legislation.
- Complete the sale of Calle Cesar Chavez property in accordance with State legislation.

RECENT PROGRAM ACHIEVEMENTS

Fiscal Year 2018 ROPS was submitted and approved by the Oversight Board and the State DOF.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.75**	**0.75**	**0.75**	**0.75**	**0.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Property Taxes	$ 8,586,766	$ 8,405,630	$ 8,405,630	$ 8,415,108	$ 8,404,530
Transfer In	37,200	-	-	-	-
Total Revenue	**$ 8,623,966**	**$ 8,405,630**	**$ 8,405,630**	**$ 8,415,108**	**$ 8,404,530**
Expenditures					
Salaries and Benefits	$ 134,313	$ 148,603	$ 148,603	$ 144,960	$ 151,022
Supplies and Services	91,888	140,597	88,322	105,040	98,978
Special Projects	9,830	-	-	8,500	-
Debt Service	8,059,712	8,156,630	8,149,830	8,156,608	8,154,530
Total Operating Expenditures	**$ 8,295,743**	**$ 8,445,830**	**$ 8,386,755**	**$ 8,415,108**	**$ 8,404,530**
Capital Program	$ 671,502	$ 9,894,078	$ 1,594,841	$ -	$ -
Total Expenditures	**$ 8,967,245**	**$ 18,339,908**	**$ 9,981,596**	**$ 8,415,108**	**$ 8,404,530**
Addition to (Use of) Reserves	**$ (343,279)**	**$ (9,934,278)**	**$ (1,575,966)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure that 100% of existing Successor Agency Redevelopment Property Tax Trust Funds are spent on redevelopment-eligible activities and in compliance with State legislation.				
Percent of funds spent on redevelopment-eligible activities and in compliance with State legislation	100%	100%	100%	100%

COMMUNITY DEVELOPMENT PROGRAMS

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➢ **CDBG Administration and Human Services**
Rental Housing Mediation Program
Housing Development and Preservation
Long Range Plan and Special Studies
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Records, Archives and Clerical Services
Building, Counter and Plan Review Services

CDBG Administration and Human Services

(Program No. 2121, 2124)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Develop, with public input, the Consolidated Annual Performance Evaluation Report (CAPER) and submit to the Department of Housing and Urban Development (HUD) using the on-line system by September 30, 2017.
- Develop, with public input, the Annual Consolidated Action Plan and submit to HUD by May 15, 2018.

RECENT PROGRAM ACHIEVEMENTS

Identified resources to convert city documents into accessible format compatible with screen-reader software for the visually impaired.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.43**	**1.42**	**1.42**	**1.42**	**1.42**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 766,749	$ 1,225,833	$ 983,053	$ 914,376	$ 914,376
Transfer In	-	100,000	100,000	-	-
General Fund Subsidy	1,077,059	1,001,365	1,001,132	1,076,282	1,077,187
Total Revenue	**$ 1,843,808**	**$ 2,327,198**	**$ 2,084,185**	**$ 1,990,658**	**$ 1,991,563**
Expenditures					
Salaries and Benefits	$ 187,685	$ 193,452	$ 193,452	$ 194,533	$ 198,402
Supplies and Services	82,227	97,680	98,197	98,904	95,940
Transfers Out	-	329	329	-	-
Debt Service	1,081	1,081	1,081	-	-
Housing Activity, Loans & Grants	530,349	883,704	714,356	667,501	667,501
Human Services Grants	1,029,231	1,054,583	1,054,583	1,028,605	1,028,605
Non-Capital Equipment	-	1,115	1,115	1,115	1,115
Total Expenditures	**$ 1,830,573**	**$ 2,231,944**	**$ 2,063,113**	**$ 1,990,658**	**$ 1,991,563**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Expend 95% of committed Human Services funds within the program year funds were committed.				
Percent of Human Services funds expended within the program year	100%	95%	95%	95%
Ensure that less than 2% of all applicants appeal the Committee recommendations to the City Council by providing staff support to the Community Development/Human Services Committee and applicants in the annual process of recommending funding commitments.				
Percent of applicants appealing the funding decisions	0%	<2%	<2%	<2%
Ensure that CDBG disbursements meet federal timeliness requirements as per HUD/CPD schedule.				
Amount of unspent CDBG funds as of May 2nd	0.01%	1.50%	1.50%	1.50%
Ensure that 95% of sub-grantees comply with Human Services and CDBG grant agreement terms.				
Percent of sub-grantees that comply with grant terms	97%	95%	95%	95%

CDBG Administration and Human Services
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
CDBG/Human Services grant applicants received in December 2017	67	60	54	55
CDBG/Human Services grant recipients awarded in March 2018	53	50	49	45

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Successor Agency
CDBG Administration and Human Services
➢ **Rental Housing Mediation Program**
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Building, Counter and Plan Review Services

Rental Housing Mediation Program

(Program No. 2122)

Mission Statement

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

Program Activities

- Help to resolve tenant/landlord disputes out of court through staff consultations and mediations, resulting in housing retention and the prevention of homelessness.
- Provide neutral accurate information on tenant/landlord rights and responsibilities to enable the parties to make informed decisions and resolve their dispute(s) without further assistance.
- Provide Outreach and Education to the community.

RECENT PROGRAM ACHIEVEMENTS

Completed a successful mediation that resulted in the cancellation of a termination notice for a Section 8 recipient who is a single mother with 5 children.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**1,358**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 101,576	$ 102,000	$ 99,676	$ 99,676	$ 99,676
General Fund Subsidy	124,947	139,513	135,341	149,544	160,020
Total Revenue	**$ 226,523**	**$ 241,513**	**$ 235,017**	**$ 249,220**	**$ 259,696**
Expenditures					
Salaries and Benefits	$ 206,630	$ 217,704	$ 211,469	$ 227,298	$ 237,027
Supplies and Services	19,090	23,006	22,745	21,922	22,669
Debt Service	803	803	803	-	-
Total Expenditures	**$ 226,523**	**$ 241,513**	**$ 235,017**	**$ 249,220**	**$ 259,696**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Obtain either an oral or a written agreement between disputing parties on 85% of all telephone mediations.				
Percent of oral or written agreements on telephone mediations	88%	85%	85%	85%
Obtain either an oral or a written agreement between disputing parties on 85% of all face-to-face (in-office) mediations.				
Percent of oral or written agreement on face-to-face mediations	100%	85%	85%	85%
Provide 6 outreach and education presentations on rental housing rights and responsibilities to community groups, tenant groups, and landlord groups.				
Outreach and education presentations	10	6	6	6
Provide 1,400 residents with information, consultation and mediation services.				
Residents receiving information and consultation services	1,463	1,400	1,400	1,400
Out of 1400 telephone or in-office client consultations, 1260 or 90% will result in clients affirming that the information/materials provided will be helpful to them in resolving their rental housing dispute/concern.				
Percent of telephone or in-office client consultations resulting in client affirmation that information/materials provided will be helpful to them in resolving their rental housing dispute/concern	N/A	N/A	N/A	90%

Rental Housing Mediation Program
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Telephone mediation services provided for rental housing disputes	32	26	26	26
Face-to-face mediation services provided for rental housing disputes	4	4	4	4
Of survey respondents, percent of which all or most rental issues resolve by staff consultation/information	70%	75%	70%	70%

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COMMUNITY DEVELOPMENT PROGRAMS

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➢ **Housing Development and Preservation**
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Building, Counter and Plan Review Services

Housing Development and Preservation

(Program No. 2123, 2126, 2127)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

Completed financing for development or preservation of 108 units: Jardin de las Rosas (39 units), Grace Village (57 senior units) and Eleanor Apartments (12 units).

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.22**	**3.23**	**3.23**	**3.23**	**3.23**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 1,375,302	$ 2,262,643	$ 1,349,411	$ 691,831	$ 691,831
Interest Income	948,651	588,300	799,329	952,400	1,003,300
Other Revenue	7,188	-	2,000	-	-
General Fund Subsidy	4,929	16,710	-	-	-
Total Revenue	**$ 2,336,070**	**$ 2,867,653**	**$ 2,150,740**	**$ 1,644,231**	**$ 1,695,131**
Expenditures					
Salaries and Benefits	$ 374,070	$ 420,185	$ 420,695	$ 431,800	$ 441,961
Supplies and Services	131,660	129,869	122,805	148,954	146,656
Special Projects	5,501	16,710	-	25,000	25,000
Transfers Out	-	658	658	-	-
Debt Service	302,664	2,664	2,664	-	-
Housing Activity, Loans & Grants	1,160,482	3,342,870	1,699,078	701,148	701,148
Non-Capital Equipment	-	2,500	2,500	2,500	2,500
Appropriated Reserve	-	23,107	-	-	-
Total Expenditures	**$ 1,974,377**	**$ 3,938,563**	**$ 2,248,400**	**$ 1,309,402**	**$ 1,317,265**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Facilitate the preservation of 20 affordable units through Loan Committee or City Council approved loans, modifications and/or subordination of existing City financing.				
Loans, modifications and/or subordinations of existing City financing	32	20	16	20
Facilitate the construction of 17 affordable units through Finance Committee and City Council approved new loans and/or modifications and/or subordination of existing City financing.				
New loans and/or modifications or subordinations of existing City financing.	N/A	40	57	17

Housing Development and Preservation
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Obtain approval from the Loan Committee or City Council for one or more HRLP loans or grants for rehabilitation of multi-family projects using CDBG loan repayment funds.				
Multi-unit HRLP Loans/Grants approved	1	2	2	1
Collect a minimum of $250,000 per Quarter (minimum $1,000,000 annually) from loan re-payments through monitoring and enforcement of compliance with City loan agreements and thorough analysis of submitted financial statements.				
Amount of payments received from loan agreements	$1 M	$525,000	$1 M	$1 M
Provide HOME-funded tenant based rental assistance (TBRA) to approximately 24 unduplicated extremely low-and low-income City of Santa Barbara households.				
Households provided with tenant-based rental assistance	48	40	12	24
Certify compliance of at least 95% of 1,220 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of affordable rental units certified for compliance	98%	95%	95%	95%
Certify compliance of at least 95% of 459 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of affordable ownership units certified for compliance	99%	95%	100%	95%
Assure compliance with City requirements for 100% of initial sales, resale, and refinancing of affordable ownership units.				
Percent of monitored initial sales, resales and refinancings that complied with City requirements	100%	100%	100%	100%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Initial sales of new affordable units monitored for conformance with housing policies	1	4	4	4
Resales of existing affordable units monitored for conformance with housing policies	20	15	15	10
Refinancings of existing affordable units monitored for conformance with housing policies	15	10	13	10

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COMMUNITY DEVELOPMENT PROGRAMS

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➢ **Long Range Plan and Special Studies**
Development/Environmental Review
Zoning: Ordinance, Information and Enforcement
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Building, Counter and Plan Review Services

RECENT PROGRAM ACHIEVEMENTS

Awarded $287,000 grant from the Coastal Commission to further study sea level rise adaptation and preservation of lower-cost visitor-serving accommodations.

Long Range Plan and Special Studies

(Program No. 2131)

Mission Statement

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

Program Activities

- Develop and implement goals, policies, and action plans related to community issues such as affordable housing, land use, growth management, resource conservation, open space, transportation, and circulation.
- Prepare studies to update City policies, particularly the General Plan and Local Coastal Program, in response to state law, resource availability, and community goals.
- Monitor the amount and type of development to ensure compliance with growth restrictions and to inform the public and decision-makers about development patterns and trends.
- Facilitate public participation and community involvement in planning issues.
- Participate in the development and review of regional studies prepared by the Santa Barbara County Association of Governments such as the Regional Growth Forecast, the Regional Housing Needs Assessment, and the Highway 101 Implementation Plan.
- Support City Council and City Administration in addressing regional governance and planning issues.

Project Objectives for Fiscal Year 2018

- Complete the following Local Coastal Plan Update Project work products by June 30, 2018:
  a. Release Draft Coastal Land Use Plan for public review; complete City advisory board and commission review; complete Planning Commission review with recommendation to Council;

  b. Complete Draft Sea Level Rise Adaptation Plan; and,

  c. Complete a draft study on preservation of lower-cost visitor-serving accommodations.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Prepare General Plan Implementation/Adaptive Management Program Report for review at a Joint Council and Planning Commission meeting in Fall 2017.
- Submit Annual Status and Progress Report on the Housing Element to the Department of Housing and Community Development and the Governor's Office of Planning and Research by April 1, 2018.
- Prepare General Plan Program Environmental Impact Report Monitoring Report for review at a Joint Council and Planning Commission Meeting in Fall 2017.
- Prepare Climate Action Plan Implementation Report for review at a Joint Council and Planning Commission meeting in Fall 2017.
- Prepare the following annual reports: Census Bureau--Building permits issued for new privately owned housing units for previous year (January); Department of Finance--Certificates of Occupancy issued for total number of new housing units finished (public and private) for the previous year (January), and; SBCAG--Building permits issued for new housing units during the previous year assigned to each Traffic Analysis Zone in the City (February).
- Complete a community-wide Green House Gas emissions inventory for review at a Joint Council and Planning Commission meeting in Fall 2017.
- Prepare a work program and budget by March 31, 2018 for preparation of the Climate Action Plan update.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.57**	**5.72**	**5.72**	**5.67**	**5.67**
Hourly Employee Hours	**1,557**	**10,390**	**3,060**	**675**	**675**
Revenues					
Fees and Service Charges	$ 133,561	$ -	$ 135,085	$ -	$ -
Intergovernmental	43,876	285,892	71,473	-	-
Other Revenue	24	-	-	-	-
General Fund Subsidy	839,335	924,796	834,984	898,584	927,535
Total Revenue	**$ 1,016,796**	**$ 1,210,688**	**$ 1,041,542**	**$ 898,584**	**$ 927,535**
Expenditures					
Salaries and Benefits	$ 792,761	$ 1,119,044	$ 822,123	$ 815,914	$ 842,474
Supplies and Services	73,631	85,422	77,256	81,820	84,211
Debt Service	5,372	5,372	6,228	-	-
Non-Capital Equipment	1,574	850	850	850	850
Total Expenditures	**$ 873,338**	**$ 1,210,688**	**$ 906,457**	**$ 898,584**	**$ 927,535**

COMMUNITY DEVELOPMENT PROGRAMS

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Successor Agency
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➢ **Development/Environmental Review**
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Records, Archives and Clerical Services
Building, Counter and Plan Review Services

Development and Environmental Review

(Program No. 2132)

Mission Statement

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

Program Activities

- Provide support to City Council, Planning Commission, Architectural Board of Review, Historic Landmarks Commission, Single Family Design Board, and Staff Hearing Officer.
- Review, analyze, and make recommendations on project proposals by private property owners and government agencies. Review takes place through all stages of development including pre-application, staff analysis, public hearings, plan check, construction, and future monitoring.
- Administer environmental review process in compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), when appropriate.
- Provide public information and permit services at the public counter and in phone calls and meetings with members of the public interested in projects.

Project Objectives for Fiscal Year 2018

- Implement process improvements to reduce time spent reviewing projects, and improve performance through better managing staff workload, updating procedures for project and environmental analysis, and conducting staff training. Specifically: update the DART and PRT letter templates; and, finalize and implement the Master Environmental Assessment directions document.
- Plan or participate in one or more "Open House" events to provide information to Land Development Team stakeholders (architects, planners, engineers, contractors) and answer questions; increase outreach through use of LDT Bulletins, City website, advanced notification of relevant hearings, etc.

RECENT PROGRAM ACHIEVEMENTS

Completed the City's environmental process for Grace Village and Hope Avenue affordable housing projects; and amended the Solar Rules and Regulations.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**9.92**	**9.82**	**9.82**	**9.82**	**9.82**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 495,972	$ 491,427	$ 560,000	$ 507,257	$ 517,400
Other Revenue	11,756	50,000	21,000	50,000	50,000
General Fund Subsidy	837,469	1,008,945	850,161	986,646	1,012,154
Total Revenue	**$ 1,345,197**	**$ 1,550,372**	**$ 1,431,161**	**$ 1,543,903**	**$ 1,579,554**
Expenditures					
Salaries and Benefits	$ 1,172,670	$ 1,297,203	$ 1,257,306	$ 1,316,587	$ 1,349,108
Supplies and Services	163,623	216,390	159,411	194,344	197,390
Special Projects	-	27,286	-	31,472	31,556
Debt Service	7,993	7,993	12,844	-	-
Non-Capital Equipment	911	1,500	1,600	1,500	1,500
Total Expenditures	**$ 1,345,197**	**$ 1,550,372**	**$ 1,431,161**	**$ 1,543,903**	**$ 1,579,554**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure 80% of all draft Planning Commission and Staff Hearing Officer Staff Reports are submitted to the supervisor by the required review date.				
Percent of Planning Commission and Staff Hearing Officer staff reports submitted to the supervisor by the required review date	84%	80%	85%	80%
Ensure that 90% of all minutes and resolutions are ready for action by the Planning Commission on the second meeting after the Planning Commission took action.				
Percent of minutes and resolutions ready for action by the Planning Commission on the second meeting after action was taken	96%	90%	95%	90%
Ensure that 90% of Development Application Review Team (DART) comments are provided to the applicants by the required deadlines.				
Percent of comments provided to the applicants by the required deadlines	96%	90%	95%	90%
Achieve 80% reimbursement of CIP Environmental Analyst's salary for environmental and project review of City projects.				
Percent of reimbursable time for Environmental Analyst	73%	80%	60%	70%

Development and Environmental Review
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Development applications submitted, including re-submittals	56	50	55	45
Percent of applications deemed complete within the second DART process	62%	60%	70%	60%
Pre-applications reviewed	29	20	30	20
Percent of DART applications that received a Pre-Application Review Team (PRT) review	40%	25%	60%	30%
Hearings on development projects by Planning Commission and non-Modification only projects by the Staff Hearing Officer	36	24	40	28
Major work sessions, trainings, and discussion items at the Planning Commission	20	18	18	18
Staff hours spent at Planning Commission meetings	285	300	350	300
Planning Commission appeals heard by Council	4	3	3	3
Staff hours spent participating in Planning Division training sessions	91	40	50	80
Out-of-agency major projects, policies/planning documents, environmental documents, technical studies etc, commented on by the Environmental Analysts	8	6	6	6
Planner Consultations (paid for by applicant)	19	10	35	10

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Successor Agency
CDBG Administration and Human Services
Rental Housing Mediation Program
Housing Development and Preservation
Long Range Plan and Special Studies
Development/Environmental Review
➢ **Zoning: Ordinance, Information and Enforcement**
Design Review and Historic Preservation
Building Inspection and Code Enforcement
Records, Archives and Clerical Services
Building, Counter and Plan Review Services

RECENT PROGRAM ACHIEVEMENTS

Held the last of three public open houses/hearings and released the New Zoning Ordinance for public review and comment.

Zoning: Ordinance, Information and Enforcement

(Program No. 2133)

Mission Statement

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

Program Activities

- Staff the planning counter and provide information for the community about land use and zoning requirements, the review process, and other land development issues.
- Review plans for proposed development for compliance with zoning requirements.
- Prepare Zoning Information Reports for residential real estate transactions.
- Investigate land use and sign complaints and enforce land use and sign regulations.
- Prepare amendments to the Zoning Ordinance and Zone Map as necessary.
- Maintain, update, and add functionality to the City's permit tracking database as needed and requested.
- Perform Staff Hearing Officer tasks including, reviewing reports and plans, conducting hearings, reviewing minutes and resolutions, and assisting in the appeal process.

Project Objectives for Fiscal Year 2018

- Attend the monthly Neighborhood Improvement Task Force (NITF) meetings. Participate in at least 1 neighborhood clean-up activity, inter-departmental enforcement activity, or similar, if directed by the NITF.
- Complete the Council adoption process for the revised Zoning Ordinance by the end of July 2017. Implement the revised Zoning Ordinance and process an "errors and omissions" amendment package, if necessary, by June 2018.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Work with Information Technology and Building & Safety to replace the Accela Tidemark Permitting System. Complete implementation of the essential functions of the program by January 2018.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**10.88**	**11.68**	**11.68**	**10.88**	**10.88**
Hourly Employee Hours	**2,044**	**5,531**	**5,231**	**3,705**	**2,855**
Revenues					
Fees and Service Charges	$ 679,206	$ 684,450	$ 681,265	$ 633,206	$ 645,870
Other Revenue	2,463	5,000	22,000	5,000	5,000
Transfer In	175,000	91,000	91,000	-	-
General Fund Subsidy	722,173	1,012,385	942,778	1,044,674	1,039,630
Total Revenue	**$ 1,578,842**	**$ 1,792,835**	**$ 1,737,043**	**$ 1,682,880**	**$ 1,690,500**
Expenditures					
Salaries and Benefits	$ 1,384,793	$ 1,655,996	$ 1,600,861	$ 1,526,550	$ 1,530,045
Supplies and Services	175,912	289,363	292,053	148,965	153,064
Special Projects	-	1,185	-	2,236	2,257
Debt Service	7,586	7,586	7,586	-	-
Non-Capital Equipment	2,203	4,431	4,310	5,129	5,134
Total Expenditures	**$ 1,570,494**	**$ 1,958,561**	**$ 1,904,810**	**$ 1,682,880**	**$ 1,690,500**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 80% of initial site inspections for highest priority enforcement cases (Levels 1 - 5) within 21 days of receipt of the complaint.				
Percent of highest priority enforcement cases where initial inspections are performed within 21 days of the receipt of the complaint	65%	80%	75%	80%
Complete 80% of initial actions on enforcement cases within 10 days of the initial site inspection.				
Percent of initial actions on enforcement cases within 10 days of the initial site inspection	87%	80%	80%	80%
Complete 85% of initial zoning plan checks within the target timelines.				
Percent of initial zoning plan checks for building permits completed by the target date	86%	85%	80%	85%
Complete 85% of re-submittal plan checks within the target timelines.				
Percent of re-submittal zoning plan checks for building permits completed by the target date	84%	85%	85%	85%

Zoning: Ordinance, Information and Enforcement
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Issue 80% of Zoning Information Reports (ZIRs) within three working days of physical inspection.				
Percent of ZIRs issued within 3 working days of the inspection	91%	80%	80%	80%
Issue 80% of Zoning Information Reports (ZIRs) within ten working days of application receipt.				
Percent of ZIRs issued within 10 working days of receipt	60%	80%	75%	80%
Achieve 80% on-time completion of Staff Hearing Officer (SHO) review and approval of minutes and resolutions within five working days of SHO meetings.				
Percent of on-time completion (within 5 days) of SHO review and approval of minutes and resolutions	96%	80%	95%	80%
Complete 90% of preliminary plan checks for Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), and Single Family Design Board (SFDB) within five days of the date that the initial application submittal is deemed complete.				
Percent of preliminary plan checks for ABR, HLC, and PC completed within 5 days of receipt	81%	90%	75%	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Zoning enforcement cases received	763	350	800	250
Warning letters sent	291	350	600	250
First citations sent	53	100	125	50
Zoning enforcement cases closed	308	450	800	350
Zoning plan checks completed - initial review	1,277	1,300	1,300	1,300
Zoning plan checks completed - re-submitted	1,427	1,300	1,300	1,300
Zoning Information Reports prepared	548	500	540	500
People served at the Zoning Counter	10,407	10,000	9,500	10,000
Technology-related requests for assistance from staff and the public	44	40	40	40

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Staff hours spent participating in Planning Division training sessions	48	40	50	80
Modification items heard by the SHO	117	145	120	120
Modification applications received	N/A	N/A	N/A	100
SHO appeals	5	2	10	3

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Successor Agency
CDBG Administration and Human Services
Rental Housing Mediation Program
Housing Development and Preservation
Long Range Plan and Special Studies
Development/Environmental Review
Zoning: Ordinance, Information and Enforcement
➢ **Design Review and Historic Preservation**
Building Inspection and Code Enforcement
Records, Archives and Clerical Services
Building, Counter and Plan Review Services

RECENT PROGRAM ACHIEVEMENTS

Hired and trained three new Planning Technicians to staff the design review boards.

Design Review and Historic Preservation

(Program No. 2134)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Continue progress on the 5-year Historic Preservation Work Program, including code amendments for historic districting and Council adoption of Historic Design Guidelines by December 2017, and begin public outreach for designation of Historic Districts.
- Work with the design review boards and commissions to conduct at least one training seminar.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**9.63**	**9.78**	**9.78**	**9.63**	**9.63**
Hourly Employee Hours	**872**	**1,305**	**1,267**	**1,130**	**280**
Revenues					
Fees and Service Charges	$ 355,417	$ 348,767	$ 331,500	$ 455,257	$ 463,707
Other Revenue	39	-	-	-	-
Transfer In	1,118	91,429	91,429	68,572	-
General Fund Subsidy	749,019	938,819	797,633	850,780	930,813
Total Revenue	**$ 1,105,593**	**$ 1,379,015**	**$ 1,220,562**	**$ 1,374,609**	**$ 1,394,520**
Expenditures					
Salaries and Benefits	$ 942,753	$ 1,170,859	$ 1,042,196	$ 1,162,846	$ 1,179,121
Supplies and Services	153,460	160,656	148,980	191,241	194,803
Special Projects	-	14,014	-	17,722	17,796
Debt Service	7,586	7,586	7,586	-	-
Non-Capital Equipment	1,794	3,500	3,200	2,800	2,800
Capital Equipment	-	22,400	18,600	-	-
Total Expenditures	**$ 1,105,593**	**$ 1,379,015**	**$ 1,220,562**	**$ 1,374,609**	**$ 1,394,520**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Present 80% of noticed design review applications (ABR/HLC/SFDB) to decision makers for review within 30 days of acceptance.				
Percent all of design review applications submitted within 30 days of acceptance	83%	80%	60%	80%
Present 85% of non-noticed design review applications (ABR/HLC/SFDB) to design review boards for review within 20 days.				
Percent of design review applications submitted within 20 days of acceptance	91%	85%	78%	85%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Design Review applications received	688	720	650	700
ABR agenda items scheduled	368	320	320	320
HLC agenda items scheduled	300	325	325	325

Design Review and Historic Preservation
(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
SFDB agenda items scheduled	335	350	350	350
Administrative Staff review items	126	170	120	150
Mailed notices prepared for Design Review public hearings	146	130	120	120
Historic Resource Evaluations	137	140	140	140
Appeals filed to City Council	6	4	3	4
Sign review agenda items scheduled	32	60	40	50
Conforming Sign Review items	146	150	150	140

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Successor Agency
CDBG Administration and Human Services
Rental Housing Mediation Program
Housing Development and Preservation
Long Range Plan and Special Studies
Development/Environmental Review
Zoning: Ordinance, Information and Enforcement
Design Review and Historic Preservation
➢ **Building Inspection and Code Enforcement**
Records, Archives and Clerical Services
Building, Counter and Plan Review Services

Building Inspection and Code Enforcement

(Program No. 2141)

Mission Statement

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

Program Activities

- Provide inspection and code enforcement resources to the public.
- Perform building inspections each year for compliance with approved plans, design review details, and conditions.
- Perform investigations and follow-up inspections in response to citizen and other-agency complaints regarding sub-standard and/or dangerous structures.
- Respond to natural and man-made disasters by providing technical assistance in estimating the safety of damaged structures and real property.
- Confirm compliance with construction site, and the installation of post-construction, site stormwater run-off regulations established as part of the City's Stormwater General Permit.
- Confirm proper and timely permit record closure via final inspection approval, permit expiration or permit cancellation by the permit holder.

Project Objectives for Fiscal Year 2018

- Maintain minimum required industry certifications for inspection staff.
- Work with Information Technology and Building & Safety to replace the Accela Tidemark Permitting System. Complete implementation and "go live," by December 2017.

RECENT PROGRAM ACHIEVEMENTS

Improved response times for filing initial complaint related to Code Enforcement Cases, and maintained 100% for performing inspections on the day requested.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**8.35**	**9.35**	**9.35**	**9.35**	**9.35**
Hourly Employee Hours	**1,017**	**830**	**2,090**	**625**	**0**
Revenues					
Fees and Service Charges	$ 1,219,637	$ 1,398,397	$ 1,504,581	$ 1,515,741	$ 1,563,079
Transfer In	-	68,571	68,571	51,428	-
Total Revenue	**$ 1,219,637**	**$ 1,466,968**	**$ 1,573,152**	**$ 1,567,169**	**$ 1,563,079**
Expenditures					
Salaries and Benefits	$ 1,062,285	$ 1,264,295	$ 1,326,911	$ 1,311,515	$ 1,302,973
Supplies and Services	150,622	190,843	234,411	250,554	255,006
Special Projects	-	5,100	5,100	5,100	5,100
Debt Service	6,730	6,730	6,730	-	-
Total Expenditures	**$ 1,219,637**	**$ 1,466,968**	**$ 1,573,152**	**$ 1,567,169**	**$ 1,563,079**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 100% of inspection requests on the day scheduled for permitted work.				
Percent of inspection requests completed on the day scheduled for permitted work	100%	100%	100%	100%
Perform 95% of specialty / commercial plan reviews (electrical, plumbing, mechanical) within four working days.				
Percent of specialty or commercial plan checks completed within 4 working days	97%	95%	95%	95%
Document or close 90% of code enforcement complaints within 30 days from receipt of complaint.				
Percent of code complaints closed or officially documented within 30 days of the complaint	N/A	90%	90%	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Building inspections completed	11,403	11,650	11,500	11,500
Code enforcement cases responded to	377	350	400	375
Erosion control inspections completed	173	350	120	200
Specialty or commercial plan reviews completed	782	800	650	650
Permits resolved under the Expired Permit Program	857	500	600	500

COMMUNITY DEVELOPMENT PROGRAMS

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Successor Agency
CDBG Administration and Human Services
Rental Housing Mediation Program
Housing Development and Preservation
Long Range Plan and Special Studies
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Zoning: Ordinance, Information and Enforcement
Design Review and Historic Preservation
Building Inspection and Code Enforcement
➢ **Records, Archives and Clerical Services**
Building, Counter and Plan Review Services

Records, Archives and Clerical Services

(Program No. 2142)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Design and implement a process for integrating digitally born permits and other electronic records directly from their native databases into the OnBase electronic records management database.

RECENT PROGRAM ACHIEVEMENTS

Implemented Hyland OnBase Electronic Records Management Database in January 2017.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.30**	**5.30**	**5.30**	**5.30**	**5.30**
Hourly Employee Hours	**1,702**	**0**	**2,405**	**0**	**0**
Revenues					
Fees and Service Charges	$ 532,593	$ 643,057	$ 585,485	$ 632,751	$ 654,740
Other Revenue	283	-	-	-	-
Total Revenue	**$ 532,876**	**$ 643,057**	**$ 585,485**	**$ 632,751**	**$ 654,740**
Expenditures					
Salaries and Benefits	$ 388,019	$ 489,056	$ 419,597	$ 474,305	$ 493,777
Supplies and Services	129,664	125,371	137,525	140,946	143,463
Special Projects	-	7,500	7,500	7,500	7,500
Debt Service	6,730	6,730	6,563	-	-
Non-Capital Equipment	8,463	14,400	14,300	10,000	10,000
Total Expenditures	**$ 532,876**	**$ 643,057**	**$ 585,485**	**$ 632,751**	**$ 654,740**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond and deliver 100% of building and planning file public records requests within 10 days of receipt.				
Percent of building and planning file public records requests delivered within 10 days of receipt	100%	100%	100%	100%
Respond to 100% of commercial plan viewing requests within 72 hours of receipt.				
Percent of viewing appointments for commercial plans filled within 72 hours of receipt	91%	100%	80%	100%
Respond to 100% of residential plan viewing requests within 10 business days of request.				
Percent of viewing appointments for residential plans filled within 10 business days of request	93%	100%	97%	100%
Ensure that 95% of all building and planning documents are processed within ten days of receipt by Records, Archives and Clerical Services.				
Percent of building and planning documents processed within 10 days of receipt	100%	95%	100%	95%
Ensure that 100% of all Land Development team cash receipts are balanced on a daily basis.				
Percent of Land Development cash receipts are balanced on a daily basis	100%	100%	100%	100%

Records, Archives and Clerical Services
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Document requests processed	4,922	4,500	4,500	4,500
Commercial plan viewings	521	525	600	600
Residential plan viewings	1,932	1,800	2,030	2,050
Documents scanned and filed	110,929	100,000	112,485	120,000
Register transactions	8,589	8,000	8,500	8,500

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COMMUNITY DEVELOPMENT PROGRAMS

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Design Review and Historic Preservation
Building Inspection and Code Enforcement
Records, Archives and Clerical Services
➢ **Building, Counter and Plan Review Services**

Building, Counter and Plan Review Services

(Program No. 2143)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

Achieved all P3 goals in the 2nd quarter of FY 2017, and are on-track to successfully achieve all P3 goals at year-end.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**9.35**	**9.35**	**9.35**	**9.35**	**9.35**
Hourly Employee Hours	**0**	**1,287**	**1,287**	**1,285**	**1,285**
Revenues					
Fees and Service Charges	$ 2,358,464	$ 1,786,495	$ 1,800,322	$ 1,793,508	$ 1,831,181
Intergovernmental	10,821	9,000	9,995	10,000	10,000
Other Revenue	302,000	46,600	126,825	50,000	50,000
Total Revenue	**$ 2,671,285**	**$ 1,842,095**	**$ 1,937,142**	**$ 1,853,508**	**$ 1,891,181**
Expenditures					
Salaries and Benefits	$ 1,170,595	$ 1,324,694	$ 1,352,816	$ 1,304,098	$ 1,350,435
Supplies and Services	297,016	484,059	426,688	265,827	293,495
Transfers Out	130,050	110,250	169,340	-	20,000
Indirect Overhead	1,045,970	-	-	133,583	97,251
Debt Service	3,467	3,467	3,467	150,000	130,000
Non-Capital Equipment	24,187	-	400	-	-
Total Expenditures	**$ 2,671,285**	**$ 1,922,470**	**$ 1,952,711**	**$ 1,853,508**	**$ 1,891,181**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 90% of building Initial Reviews within the promised timelines.				
Percent of building permit initial reviews completed within the promised timelines	86%	90%	85%	90%
Complete 80% of building permit re-submittals within the promised timelines.				
Percent of building permit re-submittals completed within the promised timelines	86%	80%	85%	80%
Complete 80% of building permit revisions within the promised timelines.				
Percent of building permit revisions completed within the promised timelines	90%	80%	85%	80%
Process 95% of faxed permit requests within 72 hours.				
Percent of faxed permit requests processed within 72 hours	100%	95%	100%	95%
Notify property owners of permit expiration within 10 days of expiration date.				
Percent of owners notified within 10 days of permit expiration	100%	90%	95%	90%

Building, Counter and Plan Review Services
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Permits issued	2,818	2,500	2,500	2,500
Staff hours devoted to PRT and DART reviews	305	250	250	250
Plan reviews and re-submittals completed	3,288	2,500	3,000	2,500
Over-the-Counter permits issued	1,830	1,600	1,600	1,600
New permit applications	3,085	2,500	3,000	2,500

Finance

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

About Finance

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

Fiscal Year 2018 Budget Highlights

In collaboration with Information Technology staff, Finance staff will be implementing a new time & attendance system in Fiscal Year 2018. The new system will not only eliminate paper time sheets, but completely automate the timesheet preparation and approval process and create more efficiencies. In addition, the system will integrate with the current payroll system, track attendance each day and produce helpful management reports. Proposals were received in April 2017 and, after an evaluation and selection period, implementation is scheduled to begin in January 2018.

Finance

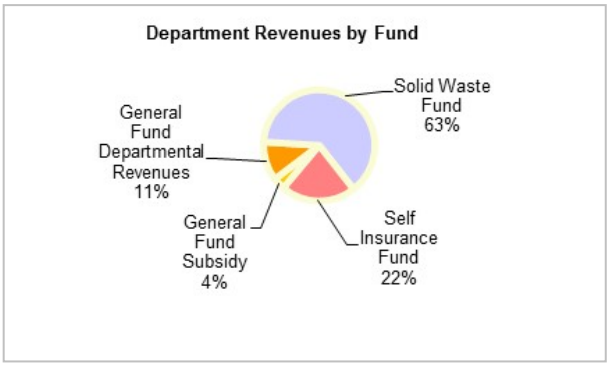
Department Financial and Staffing Summary

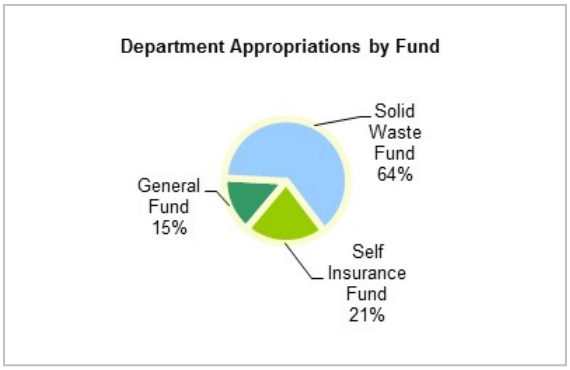
	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**47.50**	**47.50**	**47.50**	**47.50**	**47.50**
Hourly Employee Hours	**1,451**	**5,016**	**925**	**4,732**	**4,502**
Revenues					
Donations	$ 81,184	$ 82,742	$ 82,742	$ 84,149	$ 85,579
Fees and Service Charges	20,530,707	20,860,668	20,948,026	22,997,784	25,420,193
Insurance Premiums	3,156,625	3,497,901	3,497,901	3,430,585	3,466,358
Interest Income	78,363	64,100	68,800	75,000	77,600
Inter-fund Reimbursement	75,825	75,825	75,825	75,825	75,825
Intergovernmental	391,486	202,685	23,251	202,685	202,685
Licenses	14,502	14,600	14,600	14,600	14,600
OSH Premiums	231,057	251,864	251,864	260,000	270,000
Other Revenue	1,214,323	480,506	530,267	492,296	490,095
Unemployment Ins. Premiums	221,805	221,324	221,324	221,637	222,355
Workers Comp. Premiums	3,344,112	3,507,209	3,507,209	3,967,335	3,954,949
Overhead Allocation Recovery	3,483,273	3,631,215	3,631,215	3,759,931	3,925,368
General Fund Subsidy	1,332,979	1,747,145	1,488,297	1,315,193	1,361,773
Total Department Revenue	**$34,156,241**	**$34,637,784**	**$ 34,341,321**	**$ 36,897,020**	**$ 39,567,380**
Expenditures					
Salaries and Benefits	$ 5,113,414	$ 5,800,965	$ 5,502,567	$ 5,884,921	$ 6,052,461
Supplies and Services	30,937,761	27,585,999	27,630,112	29,990,799	32,521,372
Special Projects	579,408	992,328	951,223	1,023,316	1,072,883
Appropriated Reserve	-	21,300	-	21,300	21,300
Capital Equipment	-	-	-	125,000	25,000
Non-Capital Equipment	121,522	170,150	86,460	160,340	160,340
Tax Expense	8,446	8,700	8,575	8,900	9,000
Transfers Out	50,000	51,976	51,976	50,000	134,000
Total Department Expenditures	**$36,810,551**	**$34,631,418**	**$ 34,230,913**	**$ 37,264,576**	**$ 39,996,356**
Addition to (Use of) Reserves	**$ (2,654,310)**	**$ 6,366**	**$ 110,408**	**$ (367,556)**	**$ (428,976)**

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

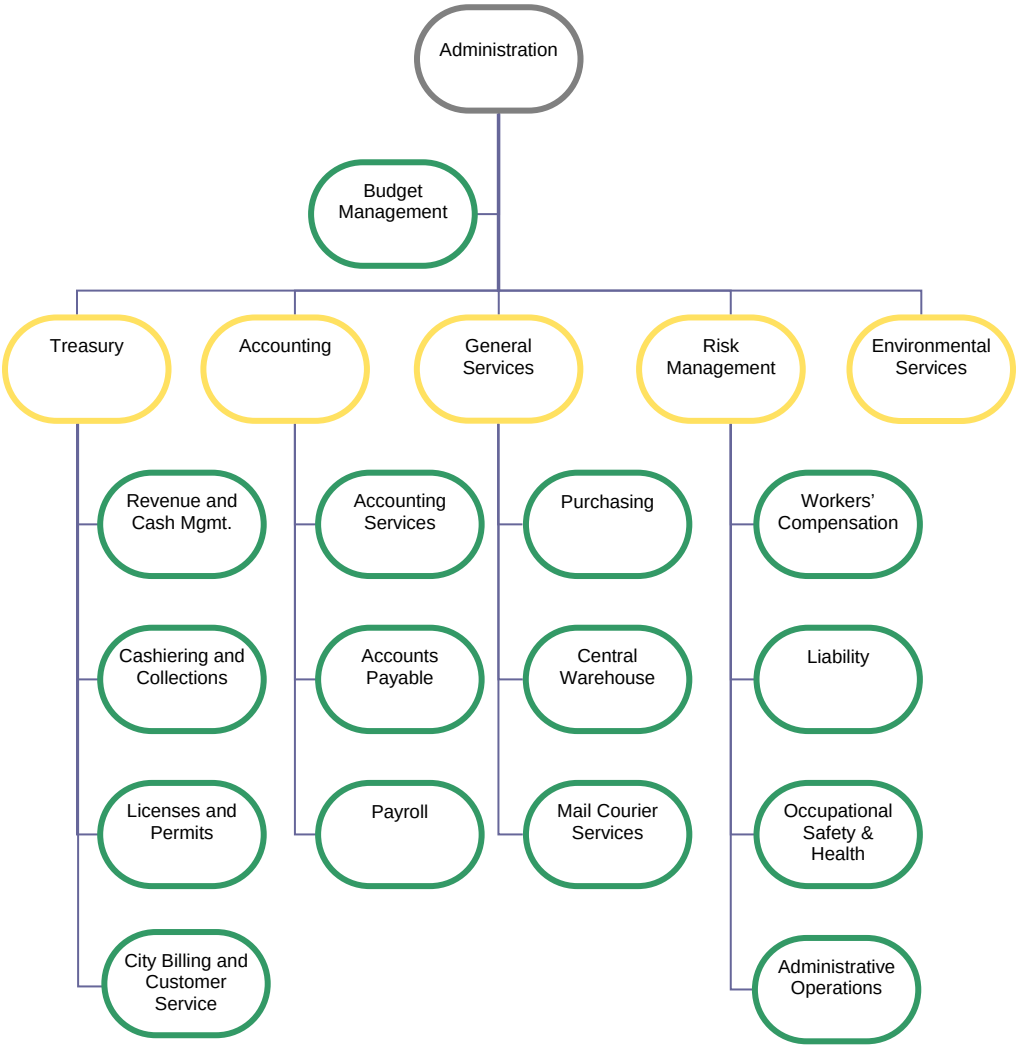
Finance

Department Fund Composition





Program Organizational Chart



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RECENT PROGRAM ACHIEVEMENTS

Assisted with the refinancing of the 2004 Wastewater Revenue Bonds, saving the Wastewater Fund approximately $1.1 million over the next nine years.

Administration

(Program No. 1411)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Develop an implementation plan based on the responses received from a customer service survey issued to City departments in fiscal year 2017.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.30**	**1.25**	**1.25**	**1.21**	**1.21**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 29,731	$ 7,000	$ 37,000	$ 26,000	$ 26,000
Overhead Allocation Recovery	108,462	112,331	112,331	127,365	132,969
General Fund Subsidy	111,502	159,156	102,330	94,616	123,819
Total Revenue	**$ 249,695**	**$ 278,487**	**$ 251,661**	**$ 247,981**	**$ 282,788**
Expenditures					
Salaries and Benefits	$ 161,208	$ 168,331	$ 168,548	$ 180,147	$ 184,529
Supplies and Services	79,335	56,979	47,636	53,934	54,592
Special Projects	706	29,667	21,902	-	29,667
Non-Capital Equipment	-	14,810	5,000	5,000	5,000
Tax Expense	8,446	8,700	8,575	8,900	9,000
Total Expenditures	**$ 249,695**	**$ 278,487**	**$ 251,661**	**$ 247,981**	**$ 282,788**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure that Finance Programs meet 80% of their program objectives.				
Percent of Finance program objectives met	86%	80%	84%	80%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Santa Barbara City Employee Mortgage Loan Assistance Program (EMLAP) loans administered	25	22	20	17

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RECENT PROGRAM ACHIEVEMENTS

Implemented additional budget analysis training for Finance staff serving as department budget submittal reviewers.

Budget Management

(Program No. 1412)

Mission Statement

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

Program Activities

- Manage the City's annual budget process, including training and support to departments, analysis of department budget requests, and public presentation of the recommended budget.
- Provide guidance to departments on departmental revenue estimates.
- Provide expertise to City Council and departments on economic and financial conditions and policy issues affecting the budget.
- Provide ongoing budgetary guidance and support to all City departments in administering the annual budget.
- Prepare and publish the City's Two-Year Financial Plan and Annual Budget.

Project Objectives for Fiscal Year 2018

- Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2018 and 2019 within 90 days of budget adoption.
- Submit the Fiscal Year 2019 Recommended Mid-Cycle Budget Addendum to the City Council and City Clerk before May 1, 2018 in accordance with the Council-established budget filing deadline.
- Maintain minimum distribution of printed budget documents by only distributing to City Council and Executive Management to reduce paper use and waste.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.50**	**2.39**	**2.39**	**2.39**	**2.39**
Hourly Employee Hours	**0**	**3,330**	**0**	**3,396**	**3,464**
Revenues					
Overhead Allocation Recovery	$ 232,776	$ 241,077	$ 241,077	$ 252,509	$ 263,619
General Fund Subsidy	225,083	290,098	233,969	224,159	244,332
Total Revenue	**$ 457,859**	**$ 531,175**	**$ 475,046**	**$ 476,668**	**$ 507,951**
Expenditures					
Salaries and Benefits	$ 364,388	$ 415,084	$ 360,337	$ 395,033	$ 403,716
Supplies and Services	91,809	96,091	94,709	81,635	84,235
Special Projects	-	20,000	20,000	-	20,000
Non-Capital Equipment	4,333	-	-	-	-
Total Expenditures	**$ 460,530**	**$ 531,175**	**$ 475,046**	**$ 476,668**	**$ 507,951**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 90% of all budget journal entries to record budget amendments within 4 working days of approval.				
Percent of budget journal entries completed within 4 working days	92%	90%	90%	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Budget adjustments	244	180	200	200
Days to post the adopted core budget document to the City's website after fiscal year-end	24	31	28	31

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Revenue and Cash Management

(Program No. 1421)

Mission Statement

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

Program Activities

- Manage investment portfolio of approximately $156 million.
- Submit monthly investment reports to Finance Committee and City Council.
- Manage the City's banking relationships.
- Ensure timely reconciliation of all cash transactions.
- Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
- Provide ongoing analysis of City revenues.
- Forecast and manage cash to ensure adequate liquidity for expenditure requirements.
- Conduct a monthly analysis of all City and Banking revenues.

Project Objectives for Fiscal Year 2018

- Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
- Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.
- Submit an annual Statement of Investment Policy for Fiscal Year 2018 to Council by September 30, 2017.
- Issue a request for proposal for banking services, analyze responses, perform reviews and testing of potential service providers and implement new banking service provider by December 31, 2018.

RECENT PROGRAM ACHIEVEMENTS

Enhanced the monthly revenue analysis to ensure a more accurate and timelier review process.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.60**	**2.49**	**2.49**	**2.48**	**2.48**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 333,892	$ 322,581	$ 322,581	$ 395,458	$ 412,858
General Fund Subsidy	135,929	209,442	198,868	92,188	85,058
Total Revenue	**$ 469,821**	**$ 532,023**	**$ 521,449**	**$ 487,646**	**$ 497,916**
Expenditures					
Salaries and Benefits	$ 341,088	$ 353,024	$ 347,522	$ 359,590	$ 367,596
Supplies and Services	128,733	155,999	153,927	128,056	130,320
Special Projects	-	23,000	20,000	-	-
Total Expenditures	**$ 469,821**	**$ 532,023**	**$ 521,449**	**$ 487,646**	**$ 497,916**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Submit 100% of monthly investment reports to City Council within 30 days of month-end.				
Number of months in which investment report is submitted within 30 days	12	12	12	12

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Average portfolio balance	$152.0 M	$155.0 M	$152.0 M	$156.0 M
Variance between the City portfolio and LAIF book rates of return	0.71%	1.00%	1.00%	1.00%
Average days to maturity of the portfolio	672	750	650	700
Maintain annual credit rating of AAA for portfolio holdings 100% of the time	100%	100%	100%	100%

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RECENT PROGRAM ACHIEVEMENTS

Performed an evaluation of business processes and procedures in the Cashiering and Collections Program and reallocated duties to improve efficiencies.

Cashiering and Collections

(Program No. 1422)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Work with Information Technology to initiate the upgrade of the Advanced Utility Billing software system to Version 4 in Fiscal Year 2018 to be completed in Fiscal Year 2019.
- Perform testing of the interface between Tyler Cashiering and the new accounts receivable system replacing Tyler Munis AR, once implemented in Fiscal Year 2018.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.15**	**4.15**	**4.15**	**4.85**	**4.85**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 124	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	446,765	462,700	462,700	449,205	468,970
General Fund Subsidy	40,284	70,783	19,672	99,479	98,200
Total Revenue	**$ 487,173**	**$ 533,483**	**$ 482,372**	**$ 548,684**	**$ 567,170**
Expenditures					
Salaries and Benefits	$ 394,200	$ 433,402	$ 383,341	$ 467,813	$ 482,881
Supplies and Services	92,973	100,081	99,031	80,871	84,289
Total Expenditures	**$ 487,173**	**$ 533,483**	**$ 482,372**	**$ 548,684**	**$ 567,170**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Accurately process 99% of treasury receipts on the day received.				
Percent of treasury receipts processed on the day received	100%	99%	99%	99%
Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.				
Correcting entries needed	3	6	6	6

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Payments processed at public counter	40,193	47,000	35,000	35,000
Utility billing mail in payments processed (bank lockbox)	127,101	126,000	115,000	120,000
Transient Occupancy Tax (TOT) payments recorded and reconciled	2,997	1,800	2,700	960
Utility Users Tax (UUT) payments recorded and reconciled	2,545	2,500	2,500	2,500

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Licenses and Permits

(Program No. 1423)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 28, 2018.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the city of Santa Barbara and remit to Visit Santa Barbara on a monthly basis.

RECENT PROGRAM ACHIEVEMENTS

Cross trained staff on new business license tax regulations and the process of notifying new businesses of the local business tax requirements.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.50**	**4.50**	**4.50**	**3.80**	**3.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 71,141	$ 66,400	$ 66,400	$ 67,728	$ 69,082
Licenses	14,502	14,600	14,600	14,600	14,600
Other Revenue	275	300	300	300	300
Overhead Allocation Recovery	138,162	143,090	143,090	157,032	163,941
General Fund Subsidy	269,506	320,148	304,782	233,317	237,272
Total Revenue	**$ 493,586**	**$ 544,538**	**$ 529,172**	**$ 472,977**	**$ 485,195**
Expenditures					
Salaries and Benefits	$ 433,936	$ 466,870	$ 457,663	$ 400,347	$ 411,751
Supplies and Services	59,650	77,668	71,509	72,630	73,444
Total Expenditures	**$ 493,586**	**$ 544,538**	**$ 529,172**	**$ 472,977**	**$ 485,195**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Locate 550 unlicensed businesses using periodicals, MuniServices, Franchise Tax Board and State Board of Equalization sources.				
New businesses located from reference sources	515	550	550	450

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
New business licenses issued	1,839	1,600	2,000	1,800
Business license renewals remitted	13,481	13,300	13,300	13,300
Business license delinquency notices	3,683	3,700	3,700	3,700
Percent of business licenses paid by due date	75%	72%	72%	72%
Assessment district billings	4,544	4,600	4,600	4,600
Assessment district delinquency notices	1,159	1,200	1,200	1,200
Percent of PBIA assessments paid by due date	71.5%	72.0%	72.0%	72.0%
Percent of accounts sent to collections	2%	2%	2%	2%

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City Billing and Customer Service

(Program No. 1424)

Mission Statement

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

Program Activities

- Prepare and mail or email approximately 340,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 15,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Manage and provides support to online customer billing records and customer payment options with the City's online payment vendor.
- Process approximately 18,500 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Project Objectives for Fiscal Year 2018

- Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.
- Implement and conduct cross training for all Billing staff to ensure they are fully cross-trained on Accounts Receivable, Utility Billing, and collections processing.
- Work with Information Technology, Airport staff, and Downtown Parking staff to create a request for proposal, review responses, select a vendor, and implement a new accounts receivable system.
- Work with Information Technology to initiate the upgrade of the Advanced Utility Billing software system to Version 4 in Fiscal Year 2018 to be completed in Fiscal Year 2019.

RECENT PROGRAM ACHIEVEMENTS

Implemented the first upgrade of the City's utility billing software system, requiring six months of testing and verification of records in the database.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.35**	**4.20**	**4.20**	**4.20**	**4.20**
Hourly Employee Hours	**159**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 309,727	$ 310,000	$ 310,000	$ 310,000	$ 310,000
Overhead Allocation Recovery	716,270	741,817	741,817	754,652	787,857
Total Revenue	**$ 1,025,997**	**$ 1,051,817**	**$ 1,051,817**	**$ 1,066,341**	**$ 1,099,593**
Expenditures					
Salaries and Benefits	$ 368,229	$ 413,650	$ 399,015	$ 435,250	$ 457,350
Supplies and Services	264,476	309,496	288,851	274,928	278,326
Non-Capital Equipment	1,173	-	-	-	-
Total Expenditures	**$ 633,878**	**$ 723,146**	**$ 687,866**	**$ 710,178**	**$ 735,676**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Notify 99% of Extraordinary Water Use applicants of credit determination within 15 days of receipt of application.				
Percent of Extraordinary Water Use applicants notified within 15 days of credit determination	99%	99%	99%	99%
Enter 99% of Utility User Tax (UUT) exemption applications within 10 days of receipt.				
Percent of UUT exemption applications entered within 10 days	99%	99%	99%	99%
Enter 99% of electronic service requests submitted by the City's trash hauler within 10 days.				
Percent of electronic service requests entered within 10 days	99%	99%	99%	99%
Increase the number of customers opting out of printed utility bills in favor of paperless billing by 400.				
Additional customers opting out of printed utility bills	917	400	400	400

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Utility Bills issued annually	357,648	375,000	375,000	375,000
Service orders prepared annually	18,578	18,500	18,500	18,500
Customers on automatic pay	7,790	8,000	8,400	9,000
Customers opting for paperless billing	N/A	N/A	8,520	9,000
Customers registering for billing text notifications	N/A	N/A	490	750

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Accounting Services

(Program No. 1431)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2018.
- Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 5 days of presentation to City Council.
- Prepare comprehensive written procedures for the General Ledger, Fixed Assets and Project Accounting components of the City's Financial Management System.

RECENT PROGRAM ACHIEVEMENTS

Presented CAFR within the GFOA Award submission period with no request for extension.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.60**	**4.74**	**4.74**	**4.73**	**4.73**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 5,797	$ 6,552	$ 6,437	$ 6,552	$ 1,819
Overhead Allocation Recovery	413,305	474,972	474,972	452,033	471,922
General Fund Subsidy	373,340	410,614	409,118	447,739	456,213
Total Revenue	**$ 792,442**	**$ 892,138**	**$ 890,527**	**$ 906,324**	**$ 929,954**
Expenditures					
Salaries and Benefits	$ 557,241	$ 646,210	$ 650,056	$ 685,256	$ 707,017
Supplies and Services	235,201	244,968	239,511	220,108	221,977
Non-Capital Equipment	-	960	960	960	960
Total Expenditures	**$ 792,442**	**$ 892,138**	**$ 890,527**	**$ 906,324**	**$ 929,954**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Produce the annual Comprehensive Annual Financial Report (CAFR) for the City within 170 days of fiscal year-end.				
Days after June 30 to issue City CAFR	168	170	170	170
Receive an unmodified audit opinion for the annual financial statement audit for the City.				
Unmodified audit opinion	1	1	1	1
Receive the Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.				
Award for financial reporting	1	1	1	1
Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.				
Percent of bank reconciliations completed within 45 days	0%	100%	100%	100%
Complete 100% of general ledger closings within 7 working days of month-end (excluding June).				
Percent of general ledger closings completed within 7 working days of month-end	100%	100%	100%	100%
Complete and input 100% of regular monthly interim financial reports into Legistream within 45 days of month-end.				
Percent of interim financial reports input into Legistream within 45 days	92%	100%	100%	100%

Accounting Services
(Continued)

Measurable Objectives for Fiscal Year 2018 Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete and file all State Controller's Reports before the deadlines.				
Percent of State Controller's Reports prepared and filed before the deadlines	100%	100%	100%	100%
Prepare and input 100% of first quarter, third quarter, and mid-year interim financial reviews into Legistream within 45 days of month-end.				
Percent interim financial reviews input into Legistream within 45 days	100%	100%	100%	100%
Submit the audited OMB-A133 Single Audit for the City to the Federal Government within 275 days of year-end.				
Days after June 30 to submit Single Audit	N/A	275	275	275

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Audit adjustments required by independent auditor	0	2	1	2
Journal entries posted	1,886	2,000	1,500	1,800

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RECENT PROGRAM ACHIEVEMENTS

Staff have been crossed trained with Accounts Payable. Quarterly Payroll Tax Returns, Year-end W-2 and 1099R processes are fully documented.

Payroll

(Program No. 1432)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Prepare 2017 W-2 forms for distribution by January 26, 2018.
- Ensure that 100% of program staff attends City offered training classes related to job duties in order to maintain and/or upgrade job skills.
- Prepare and electronically submit the Local Government Compensation Report for calendar year 2017 to the State Controller's Office by April 30, 2018.
- Update comprehensive written procedures for the Payroll component of the City's Financial Management System.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.45**	**3.00**	**3.00**	**2.75**	**2.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 156,090	$ 161,655	$ 161,655	$ 163,766	$ 170,972
General Fund Subsidy	193,291	214,992	194,174	219,483	228,657
Total Revenue	**$ 349,381**	**$ 376,647**	**$ 355,829**	**$ 383,249**	**$ 399,629**
Expenditures					
Salaries and Benefits	$ 251,265	$ 278,237	$ 258,614	$ 300,470	$ 313,690
Supplies and Services	116,225	98,410	97,215	82,779	85,939
Total Expenditures	**$ 367,490**	**$ 376,647**	**$ 355,829**	**$ 383,249**	**$ 399,629**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Reconcile 100% of monthly insurance billings within 30 days of receipt from benefits administrator.				
Percent of insurance billings reconciled within 30 days	100%	100%	100%	100%
Process all biweekly payrolls on time.				
Number of paydays in which direct deposit bank files are submitted electronically and checks are printed and distributed on time	N/A	26	26	26

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Value of benefits and withholding accounts reconciled bi-weekly per payroll staff member	$5.13 M	$5.20 M	$5.16 M	$5.20 M
City employees per payroll staff member	731	670	675	670
Program cost per paycheck issued	$7.86	$6.50	$6.90	$6.50
Program cost per timesheet processed	$8.01	$6.75	$7.20	$6.75
W-2s issued annually	2,125	2,100	2,125	2,100
Manual checks issued annually	N/A	225	250	225
Manual checks issued due to payroll errors in processing	N/A	10	10	10

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Accounts Payable

(Program No. 1433)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Prepare 2017 1099-MISC forms for distribution by January 26, 2018.
- Ensure that 100% of program staff attends City offered training classes related to job duties in order to maintain and/or upgrade job skills.
- Update comprehensive written procedures for the Accounts Payable component of the City's Financial Management System.

RECENT PROGRAM ACHIEVEMENTS

New Accounts Payable staff have been trained and crossed trained with Payroll. Year-end 1099 processes are fully documented.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.75**	**1.40**	**1.40**	**1.65**	**1.65**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 178,398	$ 184,762	$ 184,762	$ 214,928	$ 224,385
General Fund Subsidy	**88,739**	**110,632**	**100,762**	**15,266**	**15,331**
Total Revenue	**$ 267,137**	**$ 295,394**	**$ 285,524**	**$ 230,194**	**$ 239,716**
Expenditures					
Salaries and Benefits	$ 179,939	$ 197,189	$ 188,365	$ 177,274	$ 184,873
Supplies and Services	106,821	98,205	97,159	52,920	54,843
Total Expenditures	**$ 286,760**	**$ 295,394**	**$ 285,524**	**$ 230,194**	**$ 239,716**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Review and approve vendor invoices and process payment within 5 days on average.				
Average number of days to approve and issue payment within 5 days after receipt of invoice	N/A	5	5	5
Issue 90% of vendor payments within 30 days.				
Percent of payments issued within 30 days after entry into Munis	N/A	90%	90%	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Invoices processed	43,637	44,000	39,000	42,000
Program cost per payment issued	$12.98	$11.75	$15.37	$12.00

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Purchasing

(Program No. 1441)

Mission Statement

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

Program Activities

- Prepare Quick Quote, Bid and Proposal packages and track cost savings.
- Advertise and solicit for competitive bids for goods, materials, and general services that meet the City's needs.
- Leverage the City's purchasing power and resources by utilizing cooperative purchasing contracts when the goods and materials meet department specifications and needs.
- Educate City staff and potential bidders on the City's procurement processes.
- Assist departments and divisions with developing procurement strategies for achieving their goals.

Project Objectives for Fiscal Year 2018

- Conduct at least two classes to train City staff on City's purchasing policies and procedures, on the professional service agreement process, or on managing Living Wage agreements.
- Complete an external customer (vendors/contractors) survey by June 30, 2018.
- Conduct semi-annual compliance audits of at least five (5) percent of Blanket Purchase Orders (BPOs).
- Track and publish cost savings on formal bids & quick quotes for ordinary services and goods.

RECENT PROGRAM ACHIEVEMENTS

Successfully implemented an electronic bidding system, PlanetBids, and SmartProcure that allows staff to check sourcing and prices.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.60**	**4.54**	**4.54**	**4.54**	**4.54**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 515,478	$ 533,862	$ 533,862	$ 589,204	$ 615,129
General Fund Subsidy	200,506	199,402	199,969	127,229	120,514
Total Revenue	**$ 715,984**	**$ 733,264**	**$ 733,831**	**$ 716,433**	**$ 735,643**
Expenditures					
Salaries and Benefits	$ 541,582	$ 553,011	$ 561,665	$ 566,735	$ 579,870
Supplies and Services	174,402	175,253	170,166	144,698	150,773
Special Projects	-	5,000	2,000	5,000	5,000
Total Expenditures	**$ 715,984**	**$ 733,264**	**$ 733,831**	**$ 716,433**	**$ 735,643**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Issue Market Price Purchase Orders within five (5) calendar days from receipt of complete requisitions.				
Average number of days to process informal requisitions into purchase orders	2.4	8.0	3	5.0
Issue Formal Purchase Orders within forty-five (45) calendar days from receipt of complete requisition.				
Average number of days to process formal requisitions into purchase orders	38.5	45.0	31.5	45.0
Issue Informal Purchase Orders within twenty one (21) calendar days from receipt of complete requisition.				
Calendar Days	N/A	N/A	N/A	21
Complete an annual internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher.				
Overall customer satisfaction rating	100%	90%	90%	90%

Purchasing
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Purchase Orders (all categories) issued including change orders for services and goods	2,365	2,500	2,500	2,250
Purchase Orders (PO) issued for ordinary services and supplies over market price	1,017	1,400	890	1,000
Blanket Purchase Orders (BPO) issued for ordinary services and supplies	477	475	550	475
Contracts Processed	208	230	240	300
Change Orders (CO) issued to purchase orders and contracts	674	1,000	800	700
Request for Proposals/Qualifications (RFPs/RFQs)	27	25	34	25
Formal Bids for ordinary services and supplies	38	40	48	40
Percent of sole source (SS) purchase orders for ordinary services and supplies	6.1%	7.0%	5.0%	1.0%
Percent of after-the-fact purchase orders (internal)	2%	1%	1%	1%

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Central Warehouse

(Program No. 1442)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Perform a customer satisfaction survey by June 30, 2018.
- Track auction proceeds from surplus items (excluding vehicles).
- Track cost saving from bids and quotes on inventory items.

RECENT PROGRAM ACHIEVEMENTS

Implemented a system to assist our walk up customers with looking up inventoried items.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.40**	**1.40**	**1.40**	**1.40**	**1.40**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 193,975	$ 200,894	$ 200,894	$ 168,059	$ 175,454
General Fund Subsidy	13,982	14,739	17,409	26,659	24,353
Total Revenue	**$ 207,957**	**$ 215,633**	**$ 218,303**	**$ 194,718**	**$ 199,807**
Expenditures					
Salaries and Benefits	$ 122,648	$ 123,301	$ 127,351	$ 125,246	$ 127,886
Supplies and Services	85,309	92,332	90,952	69,472	71,921
Total Expenditures	**$ 207,957**	**$ 215,633**	**$ 218,303**	**$ 194,718**	**$ 199,807**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain an accuracy rate of 99.9% for the monthly inventory count.				
Accuracy rate for the monthly inventory count	99.9%	99.9%	99.8%	99.9%
Process and fill 99% of issue requisitions within one day.				
Percent of issue requisitions processed within one working day	99%	99%	99%	99%
Complete 100% of monthly inventory counts within one day.				
Percent of monthly inventory counts completed within 1 working day	100%	100%	100%	100%
Competitively award at least 80% of the inventory purchases of stock items.				
Percent of competitively awarded inventory purchases of stock items	86%	80%	95%	80%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Issue requisitions processed	3,012	2,600	2,700	2,600
Replenishment orders	318	375	300	300
Stock items on hand	1,292	1,293	1,296	1,293

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Mail Courier Services

(Program No. 1443)

Mission Statement

Process outgoing certified mail, and collect and distribute U.S. Postal Service and interdepartmental mail to all City departments accurately and efficiently.

Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail twice daily.
- Provide interoffice mail courier service to 33 stops at City offices and selected outside agencies.
- Process 99% of the outgoing U.S.P.S. mail the same day.
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Process certified mail in-house and track the cost savings.

Project Objectives for Fiscal Year 2018

- Notify customers of changes in postal rates and post rates on SharePoint.
- Provide Finance with timely, accurate postal charges by department each month.

RECENT PROGRAM ACHIEVEMENTS

Most recent customer satisfaction survey showed 90% of our mail customers were either satisfied or very satisfied.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.15**	**1.15**	**1.15**	**1.15**	**1.15**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 49,700	$ 51,474	$ 51,474	$ 35,720	$ 37,292
General Fund Subsidy	72,936	75,810	71,195	89,532	90,205
Total Revenue	**$ 122,636**	**$ 127,284**	**$ 122,669**	**$ 125,252**	**$ 127,497**
Expenditures					
Salaries and Benefits	$ 96,650	$ 99,221	$ 98,519	$ 99,299	$ 101,173
Supplies and Services	25,986	28,063	24,150	25,953	26,324
Total Expenditures	**$ 122,636**	**$ 127,284**	**$ 122,669**	**$ 125,252**	**$ 127,497**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Process incoming and outgoing U.S.P.S. mail within 1 working day 99% or more of the time.				
Percent of outgoing U.S.P.S. mail sent within same day	99.95%	99.00%	99.00%	99.00%
Provide mail services according to the published schedules 99% or more of the time.				
Percent of mail stops serviced in accordance with the mail schedule	100%	99%	99%	99%
Complete a Customer Survey by June 30 and achieve an overall customer satisfaction rating of 90% or higher.				
Overall Customer Satisfaction rating	90%	90%	90%	90%
Bi-monthly (24) cross-training with Central Stores.				
Cross-training sessions held	24	24	24	24

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Pieces of outgoing USPS mail processed	135,718	121,000	121,000	120,000
Labor cost per piece of outgoing US.P.S. mail	$0.32	$0.35	$0.34	$0.35
Pieces of outgoing certified mail processed	1,397	1,400	900	1,000
Cost Savings from processing certified mail in-house	$1,886	$1,428	$1,215	$1,300
Zero Customer Complaints	N/A	N/A	N/A	0

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RECENT PROGRAM ACHIEVEMENTS

Increased the dedicated coverage limits for Earthquake insurance by 50%.

Risk Management Administrative Operations

(Program No. 1464)

Mission Statement

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

Program Activities

- Create and maintain a risk management information system.
- Review and execute contracts, agreements, leases, and grants.
- Identify, evaluate, and rate all risks of accidental loss.
- Respond to employee, supervisor and management requests for assistance.
- Market and negotiate placement of commercial insurance policies.
- Initiate investigation and recovery of costs for loss or damage to City property caused by insurable perils or a negligent third party.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.70**	**0.70**	**0.70**	**0.70**	**0.70**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Insurance Premiums	$ 1,426,854	$ 1,569,539	$ 1,569,539	$ 1,857,829	$ 1,864,856
Interest Income	52,494	41,800	41,000	44,700	46,200
Total Revenue	**$ 1,479,348**	**$ 1,611,339**	**$ 1,610,539**	**$ 1,902,529**	**$ 1,911,056**
Expenditures					
Salaries and Benefits	$ 105,111	$ 112,539	$ 112,639	$ 116,115	$ 117,693
Supplies and Services	1,406,249	1,500,033	1,428,006	1,405,559	1,427,672
Capital Equipment	-	-	-	125,000	25,000
Total Expenditures	**$ 1,511,360**	**$ 1,612,572**	**$ 1,540,645**	**$ 1,646,674**	**$ 1,570,365**
Addition to (Use of) Reserves	**$ (32,012)**	**$ (1,233)**	**$ 69,894**	**$ 255,855**	**$ 340,691**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure 80% completion of Division program objectives.				
Percent of objectives achieved	95%	80%	80%	80%
Compile and post semi-annual loss data.				
Post loss data semi annually	2	2	2	2

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Dollar value of property damage and worker's compensation expenses recovered from negligent third parties	$315,327	$300,000	$300,000	$444,783
Total cost of risk as percentage of city operating and capital expenditures	1.70%	2.00%	2.00%	2.00%

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RECENT PROGRAM ACHIEVEMENTS

Utilized contract terms to reduce administrative costs for the Third Party Claims Administrator, create internal efficiencies, and reduce costs.

Workers Compensation

(Program No. 1461)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Update the Risk Management Frequency and Severity Report by September 30, 2017.
- Issue an RFP for Workers' Compensation Third Party Administrator (TPA) by November 1, 2017.
- Conduct semi-annual claim reviews of the Third Party Administrator by September 30, 2017 and March 31, 2018.
- Develop an 'after hours coverage' guideline by March 31, 2018.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.25**	**1.24**	**1.24**	**1.24**	**1.24**
Hourly Employee Hours	**143**	**249**	**246**	**498**	**254**
Revenues					
Other Revenue	$ -	$ -	$ 1,521	$ -	$ -
Unemployment Ins. Premiums	221,805	221,324	221,324	221,637	222,355
Workers' Comp. Premiums	3,344,112	3,507,209	3,507,209	3,967,335	3,954,949
Total Revenue	**$ 3,565,917**	**$ 3,728,533**	**$ 3,730,054**	**$ 4,188,972**	**$ 4,177,304**
Expenditures					
Salaries and Benefits	$ 143,293	$ 203,058	$ 203,933	$ 220,558	$ 210,951
Supplies and Services	7,824,668	3,287,503	3,651,881	4,048,163	4,253,125
Special Projects	3	121	121	121	121
Transfers Out	-	165	165	-	-
Total Expenditures	**$ 7,967,964**	**$ 3,490,847**	**$ 3,856,100**	**$ 4,268,842**	**$ 4,464,197**
Addition to (Use of) Reserves	**$ (4,402,047)**	**$ 237,686**	**$ (126,046)**	**$ (79,870)**	**$ (286,893)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Obtain 75% of industrial injury preventability determination reports from the operating departments.				
Percent of preventability reports received	83%	75%	75%	78%
Investigate 50% of the industrial injuries with lost time within 45 days.				
Percent of investigations completed	56%	50%	50%	50%
Conduct annual claim review with three departments with the highest claims frequency.				
Claim reviews conducted	5	3	3	3

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Claim costs (paid and reserved) for the current fiscal year	$1.8 M	$2.3 M	$1.0 M	$2.0 M
Annual gross amount of medical costs billed (all open claims)	$3.2 M	$2.0 M	$4.0 M	$3.5 M
Annual gross amount of medical costs paid (all open claims)	$1 M	$770,000	$1 M	$1 M
Annual cost of professional medical bill review services (all open claims)	$68,400	$68,400	$66,861	$66,348

Workers Compensation
(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Claims filed (current fiscal year only)	152	147	138	142
Open claims all years at Fiscal Year End	232	205	210	200
Litigation ratio (Number of active litigated claims divided by the number of open claims (all years)	14%	19%	19%	19%
Percent of claims filed without lost time	56%	66%	66%	67%
Modified duty days worked	1,718	2,055	1,845	2,055
Modified duty cost savings	$235,744	$331,266	$262,728	$250,000
Average number of days claims are open (non-litigated)	N/A	N/A	N/A	365
Average number of days claims are open (litigated)	N/A	N/A	N/A	1095
Closing Ratio				1.0
Average # of Days from Date of Knowledge (DOK) of Injury to Date Injury Reported to Risk Management	N/A	N/A	N/A	2

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Mail Courier Services
Risk Management Administrative Operations
Workers Compensation
➢ **Liability**
Occupational Safety/Health
Solid Waste

Liability

(Program No. 1462)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Update the Risk Management Frequency and Severity Report by September 30, 2017.
- Update the Injury & Illness Prevention Program Chapter 12 by March 31, 2018.

RECENT PROGRAM ACHIEVEMENTS

Implemented a pilot program aimed at minimizing the number of vehicle collisions reported annually and the costs associated with each vehicle collision

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.10**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**272**	**532**	**465**	**0**	**0**
Revenues					
Insurance Premiums	$ 1,729,771	$ 1,928,362	$ 1,928,362	$ 1,572,756	$ 1,601,502
Inter-fund Reimbursement	75,825	75,825	75,825	75,825	75,825
Other Revenue	717,766	-	21,548	-	-
Total Revenue	**$ 2,523,362**	**$ 2,004,187**	**$ 2,025,735**	**$ 1,648,581**	**$ 1,677,327**
Expenditures					
Salaries and Benefits	$ 142,083	$ 175,819	$ 164,252	$ 162,300	$ 167,590
Supplies and Services	1,327,068	1,671,206	1,541,590	1,659,588	1,564,831
Transfers Out	-	165	165	-	-
Total Expenditures	**$ 1,469,151**	**$ 1,847,190**	**$ 1,706,007**	**$ 1,821,888**	**$ 1,732,421**
Addition to (Use of) Reserves	**$ 1,054,211**	**$ 156,997**	**$ 319,728**	**$ (173,307)**	**$ (55,094)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 90% of claims investigations within 45 days.				
Percent of claims acted upon within 45 days of receipt	97%	90%	98%	98%
Route 90% of public hazard concerns to the appropriate department within 7 working days.				
Percent of public hazard complaints (Fix-Its) routed to appropriate department within 7 working days of receipt	94%	90%	94%	93%
Obtain 80% of collision preventability determination reports from the operating departments.				
Percent of preventability reports received	95%	80%	95%	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Liability claims filed (current fiscal year)	132	124	135	120
Current open claims inventory at Fiscal Year End	72	84	80	75
Annual claim costs (paid only)	$316,462	$640,000	$600,000	$604,861
Litigation ratio	15%	10%	15%	13%
Open litigation ratio	26%	21%	30%	25%

Liability
(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Claims closed ratio (within 11 months of filing)	84%	84%	82%	83%
Reported fleet collisions	106	86	100	96
Fleet claims/fleet collision ratio	20%	21%	20%	14%
Preventable collision costs	$31,308	$32,097	$30,000	$30,262
Site visits conducted	92	93	90	95
Incident reports completed	72	145	70	116
Restitution claims initiated (current fiscal year)	N/A	67	70	67

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FINANCE PROGRAMS

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

Occupational Safety and Health

(Program No. 1463)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Coordinate monthly Illness and Injury Prevention Program training calendar.
- Complete Annual Facility Safety Audit by March 31, 2018.
- Post Cal/OSHA Log 300A electronically by February 1, 2018.

RECENT PROGRAM ACHIEVEMENTS

Overall participation in OSHA mandated training classes increased for the second consecutive year.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.10**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
OSH Premiums	$ 231,057	$ 251,864	$ 251,864	$ 260,000	$ 270,000
Total Revenue	**231,057**	**251,864**	**251,864**	**260,000**	**270,000**
Expenditures					
Salaries and Benefits	$ 126,108	$ 136,263	$ 136,363	$ 142,598	$ 146,834
Supplies and Services	60,083	115,051	77,830	115,668	115,938
Transfers Out	-	165	165	-	-
Total Expenditures	**$ 186,191**	**$ 251,479**	**$ 214,358**	**$ 258,266**	**$ 262,772**
Addition to (Use of) Reserves	**$ 44,866**	**$ 385**	**$ 37,506**	**$ 1,734**	**$ 7,228**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure the number of occupational injuries do not exceed the 5 year average.				
Occupational injury claims filed	152	134	142	138
Utilize in-house staff to coordinate 60% of the annual training topics identified on the IIPP training calendar.				
Percent of in-house staff who teach IIPP classes	67%	60%	67%	67%
Ensure compliance with State and Federal OSHA mandates.				
Percent compliance with State and Federal OSHA mandates	100%	100%	100%	100%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Lost work days due to occupational injuries	3,214	1,021	2,736	1,861
IIPP training sessions conducted	391	126	400	227
Employees attending Injury Illness Prevention Program training sessions	6,860	2,283	6,800	3,933

FINANCE PROGRAMS

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

Solid Waste

(Program No. 1471)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

- Conduct the Spirit of Service Awards.
- Hold two electronic waste collection events.
- Evaluate and expand comprehensive mixed recycling programs at three City facilities.
- Monitor compliance of retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.
- Actively promote the revised Waste Enclosure Guidelines to architects, developers, and building industry stakeholders to facilitate its consistent and widespread use throughout the development process.
- Explore options for reducing per-customer household hazardous waste disposal costs.

RECENT PROGRAM ACHIEVEMENTS

Executed a 20 year Agreement with the County for the Resource Recovery Project.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**8.00**	**8.15**	**8.15**	**8.21**	**8.21**
Hourly Employee Hours	**877**	**905**	**213**	**837**	**783**
Revenues					
Donations	$ 81,184	$ 82,742	$ 82,742	$ 84,149	$ 85,579
Fees and Service Charges	20,459,566	20,794,268	20,881,626	22,930,056	25,351,111
Interest Income	25,869	22,300	27,800	30,300	31,400
Intergovernmental	391,486	202,685	23,251	202,685	202,685
Other Revenue	150,903	156,654	153,461	149,444	151,976
Total Revenue	**$ 21,109,008**	**$ 21,258,649**	**$ 21,168,880**	**$ 23,396,634**	**$ 25,822,751**
Expenditures					
Salaries and Benefits	$ 784,445	$ 1,025,756	$ 884,384	$ 1,050,890	$ 1,087,061
Supplies and Services	18,858,773	19,478,661	19,455,989	21,473,837	23,842,823
Special Projects	578,699	914,540	887,200	1,018,195	1,018,095
Appropriated Reserve	-	21,300	-	21,300	21,300
Non-Capital Equipment	116,016	154,380	80,500	154,380	154,380
Transfers Out	50,000	51,481	51,481	50,000	134,000
Total Expenditures	**$ 20,387,933**	**$ 21,646,118**	**$ 21,359,554**	**$ 23,768,602**	**$ 26,257,659**
Addition to (Use of) Reserves	**$ 721,075**	**$ (387,469)**	**$ (190,674)**	**$ (371,968)**	**$ (434,908)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Meet with 200 new and existing business clients to establish or to maintain onsite diversion programs.				
Business contacts made to establish or to maintain onsite diversion programs	531	200	200	200
Respond to 98% of code enforcement calls within one business day.				
Percent of code enforcement calls responded to within one business day	98%	98%	80%	80%
Divert from landfill disposal, a minimum of 3,200 tons of source-separated food scraps on an annual basis.				
Tons of Source-Separated Food Scraps	3,207	3,200	3,200	3,200

Solid Waste

(Program No. 1471)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Tons of solid waste disposed of at Tajiguas Landfill	90,603	90,000	90,000	90,000
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	20,488	19,000	19,000	19,000
Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only)	31.8%	31.0%	31.0%	31.0%
Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	13,600	13,300	13,300	13,300
Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only)	25.0%	24.0%	24.0%	24.0%
Tons of foodscraps diverted from Tajiguas Landfill	3,237	3,300	3,200	3,200
Hauler service complaints reported to MarBorg	1440	1400	1400	1400
Number of calls handled by Code Enforcement staff	229	200	244	250
Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste, and/or foodscraps	22.8%	23.0%	23.0%	25.0%
Percent of single-family residential accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	79.5%	79.0%	79.0%	80.0%
Percent of multi-unit residential account with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	24.0%	24.0%	24.0%	25.0%
Percent of buildings and facilities owned, operated, or controlled by the City with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, or foodscraps	15.0%	16.0%	16.0%	18.0%
Pounds of household hazardous waste collected at the City ABOP and UCSB facility (less electronic waste)	340,222	322,870	322,870	325,000
Pounds of electronics waste collected at City-sponsored events and In-City collection	348,051	270,644	270,644	270,000
Development projects reviewed	161	100	150	150

Fire

Provide fire protection, emergency medical rescue and related life safety service to Santa Barbara's citizens and visitors.

About Fire

The Fire Department is responsible for the protection of Santa Barbara from fire and a long list of natural and man-made catastrophes. The Fire Department has provided continuous, uninterrupted service for over 125 years.

Santa Barbara is served by eight fire stations and the City's firefighters respond to more than 7,000 emergency incidents each year.

Employees conduct over 2,000 fire inspections each year as part of the department's commitment to a fire safe community. Plan reviews and inspections of all new construction help ensure the future fire safety of Santa Barbara.

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

Fiscal Year 2018 Budget Highlights

Deliver 5 Spanish lanquage Community Disaster Education programs.

Conduct a recruit academy for – 6 - 8 new firefighters, should staffing levels require it.

Conduct live-fire training for all operations personnel utilizing burn prop at SBFD Training Tower.

Develop specifications and oversee build of new fire engine for Station 3.

DEPARTMENT SUMMARY

Fire

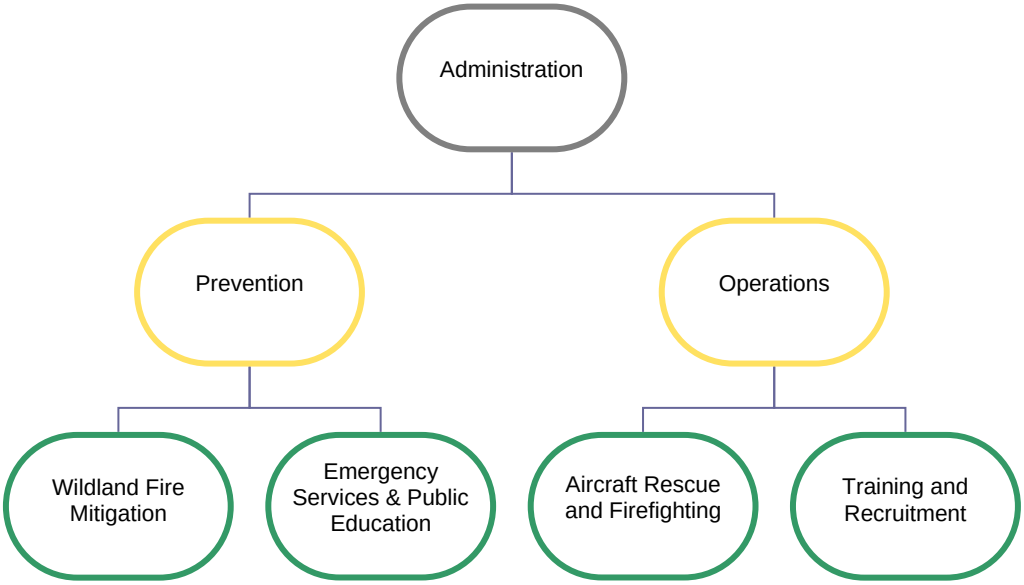
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**105.00**	**105.00**	**105.00**	**105.00**	**105.00**
Hourly Employee Hours	**5,837**	**4,353**	**4,115**	**5,135**	**5,122**
Revenues					
Donations	$ 34,453	$ -	$ -	$ -	$ -
Fees and Service Charges	211,041	215,353	188,681	198,343	201,872
Inter-fund Reimbursement	2,237,617	2,275,787	2,275,787	2,409,969	2,528,025
Mutual Aid Reimbursements	1,710,780	600,000	1,850,000	600,000	600,000
Other Revenue	192,823	192,000	192,963	200,060	202,121
Prop. 172 Sales Tax	153,332	157,128	156,400	155,500	158,800
Transfer In	280,411	-	-	-	-
Wildland Fire Assessment	248,679	250,539	254,039	256,600	259,000
Overhead Allocation Recovery	137,888	142,805	142,805	152,086	158,777
General Fund Subsidy	21,044,133	21,955,627	22,100,559	22,723,412	23,990,439
Total Department Revenue	**$26,251,157**	**$25,789,239**	**$ 27,161,234**	**$ 26,695,970**	**$ 28,099,034**
Expenditures					
Salaries and Benefits	$22,640,071	$22,144,723	$ 23,530,414	$ 23,343,828	$ 24,387,822
Supplies and Services	2,959,123	3,140,516	3,123,027	3,066,165	3,129,719
Special Projects	136,085	117,206	115,742	92,404	390,188
Appropriated Reserve	-	-	-	4,925	4,925
Capital Equipment	74,534	178,416	128,000	50,550	50,550
Non-Capital Equipment	161,070	227,296	180,849	170,098	135,830
Transfers Out	-	160,462	160,462	-	-
Total Department Expenditures	**$25,970,883**	**$25,968,619**	**$ 27,238,494**	**$ 26,727,970**	**$ 28,099,034**
Addition to (Use of) Reserves	**$ 280,274**	**$ (179,380)**	**$ (77,260)**	**$ (32,000)**	**$ -**

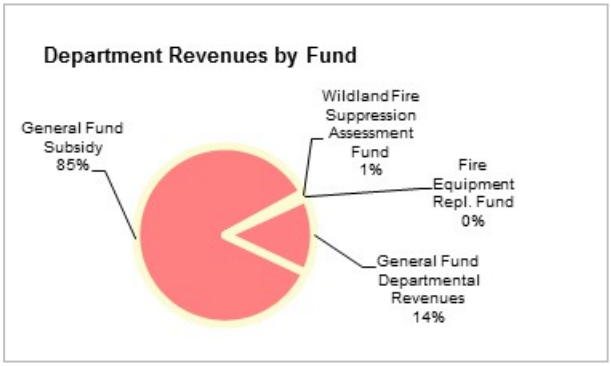
Fire Department is budgeted in the General Fund, Fire Equipment Replacement Fund, Miscellaneous Grants Fund and the Wildland Fire Assessment District.

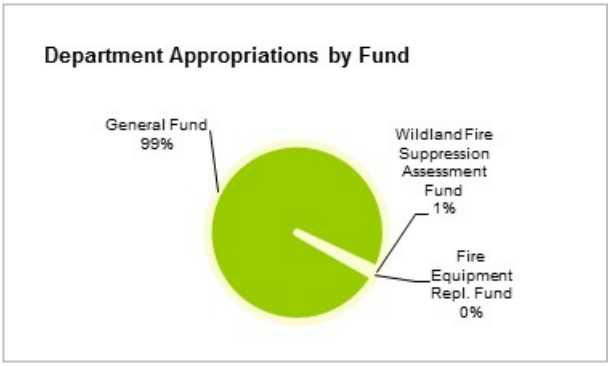
Fire

Program Organizational Chart



Department Fund Composition





FIRE PROGRAMS

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

Fire Administration

(Program No. 3111)

Mission Statement

Provide leadership, policy direction, and administrative support to the entire department.

Program Activities

- Provide administrative direction, short/long range planning, and support for the entire department.
- Prepare department payroll, personnel actions, purchasing requisitions, and correspondence.
- Manage department computer and telecommunications networks.
- Manage department budget preparation and monitor department expenditures and revenues.
- Develop and maintain highly collaborative inter-governmental agreements with emergency response agencies within the County.

Project Objectives for Fiscal Year 2018

- Prepare mid-year financial review of Fire Department budget and P3 objectives by January 31, 2018.
- Develop and present to City Council the Fire Department budget plan and P3 objectives for FY 2019.
- Ensure Fire Department's increasing Information Technology needs are supported by City and Police Department I.T. divisions throughout the fiscal year.
- Ensure the Combined Communications Center addresses Fire Department's dispatch needs and adopts best practices to achieve stated goals throughout the fiscal year.

RECENT PROGRAM ACHIEVEMENTS

Effectively invoiced, processed and received $1.8M revenue generated by Fire Department's response to 63 requests for Mutual Aid.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 118,281	$ 122,968	$ 62,334	$ 121,294	$ 125,223
Other Revenue	67	-	41	-	-
Prop. 172 Sales Tax	153,332	157,128	156,400	155,500	158,800
Overhead Allocation Recovery	-	-	-	10,443	10,902
General Fund Subsidy	688,882	696,062	777,870	718,808	746,456
Total Revenue	**$ 960,562**	**$ 976,158**	**$ 996,645**	**$ 1,006,045**	**$ 1,041,381**
Expenditures					
Salaries and Benefits	$ 836,069	$ 847,437	$ 867,924	$ 880,665	$ 913,852
Supplies and Services	124,493	128,721	128,721	125,380	127,529
Total Expenditures	**$ 960,562**	**$ 976,158**	**$ 996,645**	**$ 1,006,045**	**$ 1,041,381**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure that 82% of the department's program objectives are accomplished.				
Percent of department program Objectives accomplished	76%	82%	82%	82%
Submit 99% of invoices to Forest Service within 15 working days of completion of mutual aid assignment.				
Percent of invoices generated within 15 working days of completion of mutual aid assignment	100%	99%	99%	99%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Total amount of Mutual Aid reimbursements	$1 M	$600,000	$2 M	$600,000
Hours lost due to injury	4,020	3,000	3,200	3,000

FIRE PROGRAMS

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

Emergency Services and Public Education

(Program No. 3112)

Mission Statement

Ensure the City is ready and able to mitigate, prepare for, respond to and recover from the effects of major emergencies that threaten lives, property, and the environment by: 1) conducting comprehensive safety education programs for the public; 2) training City employees regarding their Disaster Service Worker roles and responsibilities; and 3) administering inter-agency coordination activities that assist in the City's emergency management efforts.

Program Activities

- Collaborate with other emergency service providers to disseminate comprehensive life safety information to the community.
- Update and maintain the City's Emergency Operations Plan.
- Assist City Department with updates on their Emergency Action Plans.
- Provide focused training for Emergency Operations Center staff and volunteers.

Project Objectives for Fiscal Year 2018

- Deliver 5 Spanish language Community Disaster Education (CDE) programs.
- Assist Airport and Waterfront Departments with the production and delivery of their respective Emergency Action Plans.

RECENT PROGRAM ACHIEVEMENTS

Submitted the City's Local Hazard Mitigation Plan to the County of Santa Barbara Office of Emergency Services.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**1,020**	**1,000**	**1,030**	**990**	**955**
Revenues					
Fees and Service Charges	$ 271	$ 1,144	$ 1,144	$ 1,167	$ 1,191
Other Revenue	1,187	-	322	-	-
Overhead Allocation Recovery	137,888	142,805	142,805	141,643	147,875
General Fund Subsidy	174,709	191,135	190,902	190,956	192,744
Total Revenue	**$ 314,055**	**$ 335,084**	**$ 335,173**	**$ 333,766**	**$ 341,810**
Expenditures					
Salaries and Benefits	$ 191,998	$ 196,920	$ 198,233	$ 197,510	$ 200,971
Supplies and Services	122,057	138,164	136,940	136,256	140,839
Total Expenditures	**$ 314,055**	**$ 335,084**	**$ 335,173**	**$ 333,766**	**$ 341,810**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Conduct four (4) basic SEMS training to all attendees of the City's New Employee Orientation.				
City Orientation program presentations	4	4	4	4
Provide quarterly Emergency Operations Center (EOC) training for the City staff and volunteers assigned to the EOC.				
EOC trainings provided	4	4	4	4
Present three (2 in English and 1 in Spanish) CERT Trainings to the public.				
CERT trainings provided	4	3	3	3
Ensure 800 volunteer hours of service to the Department and the public.				
Annual total of volunteer hours received	832	800	800	800
Deliver 100 hours of community disaster education and fire safety outreach presentations outside of the regular CERT program.				
Presentation hours	N/A	100	100	100

Emergency Services and Public Education
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Individuals reached through emergency preparedness presentations	2,091	2,000	2,000	2,000
Students participating in the Fire Safety House Program	708	600	600	600
LISTOS presentations in the Hispanic community	7	3	3	3

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FIRE PROGRAMS

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

Fire Prevention

(Program No. 3121)

Mission Statement

Protect life, property and the environment from the perils of fire, hazardous material incidents, and other disasters through effective code enforcement, new development plan checks, fire investigation and support of the engine company fire inspection program.

Program Activities

- Participate in Community Development's Land Development Team (LDT).
- Conduct fire and arson investigations.
- Reduce the impact of wildland fire in the community through fire resistive construction code enforcement and fire safe community development guidelines.
- Conduct fire code enforcement compliance inspections.
- Conduct fire prevention inspections on the Airport and adjacent City areas.

Project Objectives for Fiscal Year 2018

- Test 10 major buildings with the mobile data platform for Building preplans to ensure compatibility and accuracy.
- Relocate existing street files from outlying stations to a central location for ease of access and improve ease for public viewing.
- Begin the process and evaluation of a scanned digital database for the existing street files to maintain in an electronic form and to be accessed from an outside platforms both in-house and by the public.
- Work with the Planning and Building and Safety Divisions to create a vacation rental checklist for existing and potential future conversions of residential properties.

RECENT PROGRAM ACHIEVEMENTS

Amended the 2016 California Fire Code to reflect local needs and presented to the Ordinance Committee and City Council for successful adoption

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**177**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 210,770	$ 214,209	$ 187,537	$ 197,176	$ 200,681
General Fund Subsidy	1,077,677	1,114,243	1,230,798	1,160,965	1,214,013
Total Revenue	**$ 1,288,447**	**$ 1,328,452**	**$ 1,418,335**	**$ 1,358,141**	**$ 1,414,694**
Expenditures					
Salaries and Benefits	$ 1,128,881	$ 1,148,955	$ 1,245,045	$ 1,203,645	$ 1,256,625
Supplies and Services	159,566	178,033	173,290	153,032	156,605
Special Projects	-	1,464	-	1,464	1,464
Total Expenditures	**$ 1,288,447**	**$ 1,328,452**	**$ 1,418,335**	**$ 1,358,141**	**$ 1,414,694**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 100% of the State Mandated Licensed Facility inspections within the prescribed schedule.				
Percent of State Mandated Licensed Facility inspections completed annually	100%	100%	100%	100%
Conduct 95% of new construction related inspections within 2 working days of initial request.				
Percent of new construction related inspections conducted within 2 days of request	99.8%	95.0%	95.0%	95.0%
Complete 95% of all plan reviews submitted to the Community Development department within time allotted.				
Percent of plan reviews completed within time allotted	100%	95%	95%	95%
Determine the cause of 80% of the fires investigated within the City of Santa Barbara.				
Percent of causes determined of fires investigated	79.8%	80.0%	80.0%	80.0%
Respond to 95% of code enforcement complaints within five (5) working days from receipt of complaint.				
Percent of code enforcement complaints receiving initial response within five (5) working days	98.0%	95.0%	95.0%	95.0%
Resolve 75% of code enforcement cases within three (3) months of initiation.				
Percent of code enforcement cases resolved within three (3) months of initiation	82%	75%	75%	75%
Attend 85% of all joint Land Development Team meetings for Dev Application Review Team and Pre-Application Review Team submittals.				
Percent of LDT meetings attended	92%	85%	85%	85%

Fire Prevention
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
State Mandated inspections conducted	106	119	119	115
New construction related inspections	535	500	500	500
Plan reviews conducted	1,374	1,300	1,450	1,400
Fire investigations conducted	84	65	50	60
Code enforcement complaints received	311	300	300	300
Enforcement cases resolved	282	300	340	300
LDT meetings attended	250	250	250	250

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FIRE PROGRAMS

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

Wildland Fire Mitigation

(Program No. 3123)

Mission Statement

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

Program Activities

- Manage and implement the City of Santa Barbara Wildland Fire Plan strategies.
- Manage the City of Santa Barbara Wildland Fire Suppression Assessment District Program.
- Maintain accuracy of fire-related Geographic Information System (GIS) map layers.

Project Objectives for Fiscal Year 2018

- Continue efforts to give first responders field access to building and wildland preplan data on Mobile Data Terminals for emergency response and public/personnel safety. Hire hourly employee to continue building preplan development.
- Create, maintain and update Fire Department Geographic Information System (GIS) data within Fire Department and City GIS database server.

RECENT PROGRAM ACHIEVEMENTS

Removed 90 tons of road clearance vegetation and recycled 100% of the chipped material.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Wildland Fire Assessment	$ 248,679	$ 250,539	$ 254,039	$ 256,600	$ 259,000
General Fund Subsidy	221,789	218,983	258,892	223,285	232,705
Total Revenue	**$ 470,468**	**$ 469,522**	**$ 512,931**	**$ 479,885**	**$ 491,705**
Expenditures					
Salaries and Benefits	$ 278,597	$ 278,880	$ 319,194	$ 293,088	$ 305,232
Supplies and Services	73,792	84,881	82,776	90,932	92,824
Special Projects	136,085	115,742	115,742	90,940	88,724
Appropriated Reserve	-	-	-	4,925	4,925
Transfers Out	-	329	329	-	-
Total Expenditures	**$ 488,474**	**$ 479,832**	**$ 518,041**	**$ 479,885**	**$ 491,705**
Addition to (Use of) Reserves	**$ (18,006)**	**$ (10,310)**	**$ (5,110)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 14 miles of road clearance annually within the Wildland Fire Suppression Assessment District (WFSAD).				
Miles cleared	12	16	16	14
Complete 4 miles of weed abatement along roads within high fire hazard area to enhance evacuation routes and response safety.				
Miles cleared	4	4	4	4
Complete 8 acres of vegetation management/fuels reduction work within the Wildland Fire Assessment Suppression District.				
Acres cleared	8	4	4	8
Continue wildland public education and outreach in the high fire hazard area by providing contact with 300 property owners.				
Contacts made	313	300	300	300
Utilize 80% of chipped material from vegetation road clearance and defensible space chipping program by mulching and preventing material from reaching landfill.				
Percent of material chipped	100%	80%	80%	80%
Continue code enforcement on properties violating Defensible Space Requirements within the high fire hazard areas.				
Enforcement cases	103	100	100	100

FIRE PROGRAMS

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

Operations/Suppression

(Program No. 3131)

Mission Statement

To save and protect lives, property, and the environment at the City of Santa Barbara by reducing the impact of emergency incidents through proactive training, planning, public education, fire code inspections, and effective responses to 9-1-1 calls for service.

Program Activities

- Prepare for and respond to a multitude of emergency situations.
- Conduct fire safety inspections in order to reduce/prevent fire loss and injuries.
- Provide public education programs to help inform the residents of fire and other life-safety hazards within our community.

Project Objectives for Fiscal Year 2018

- Install and make operational UCSB and Channel Islands radio repeaters.
- Assure that personnel needing to complete their 4 core USAR classes are completed by end of Fiscal Year 2019.
- Develop Personal Protective Equipment replacement plan with associtated timetable by December 2018.
- Conduct a comprehensive evaluation of the Engine Company Fire Prevention Inspection program with an emphasis on billing accuracy.
- Develop specifications and oversee build of fire engine to be used at Station 3 in coordination with Fleet Management by fiscal year end.

RECENT PROGRAM ACHIEVEMENTS

Implemented next-generation Mobile Data Computers with upgraded communications and data-gathering software on all front-line apparatus.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**81.30**	**79.30**	**79.30**	**79.30**	**79.30**
Hourly Employee Hours	**4,640**	**3,353**	**3,085**	**4,145**	**4,167**
Revenues					
Donations	$ 34,453	$ -	$ -	$ -	$ -
Inter-fund Reimbursement	34,850	34,850	34,850	34,850	34,850
Mutual Aid Reimbursements	1,710,780	600,000	1,850,000	600,000	600,000
Other Revenue	191,569	192,000	192,600	200,060	202,121
Transfer In	280,411	-	-	-	-
General Fund Subsidy	18,219,674	19,073,319	18,998,086	19,761,684	20,604,711
Total Revenue	**$ 20,471,737**	**$ 19,900,169**	**$ 21,075,536**	**$ 20,596,594**	**$ 21,441,682**
Expenditures					
Salaries and Benefits	$ 17,538,126	$ 17,006,306	$ 18,177,598	$ 17,941,116	$ 18,737,855
Supplies and Services	2,399,727	2,497,088	2,501,106	2,466,830	2,517,447
Capital Equipment	74,534	178,416	128,000	50,550	50,550
Non-Capital Equipment	161,070	227,296	180,849	170,098	135,830
Transfers Out	-	160,133	160,133	-	-
Total Expenditures	**$ 20,173,457**	**$ 20,069,239**	**$ 21,147,686**	**$ 20,628,594**	**$ 21,441,682**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure dispatch center alarm processing time for Code 3 incidents is 60 seconds or less 90% of the time.				
Dispatch center alarm processing time	N/A	90%	70%	90%
Ensure firefighter turn-out time for Code 3 medical incidents is less than 60 seconds 90% of the time.				
Firefighter turn-out time	N/A	90%	50%	90%
Ensure travel time to Code 3 medical incidents is less than 4 minutes 90% of the time.				
Travel time from "responding" to "on-scene"	N/A	90%	78%	90%
Respond to Code 3 medical call incidents in 6.25 minutes or less 90% of the time.				
Response time on Code 3 medical calls	N/A	90%	85%	90%
Contain 90% of all structure fires to area or room of origin.				
Percent of fires that do not extend from area of origin	88%	90%	90%	90%

Operations/Suppression
(Continued)

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Conduct engine company level fire and safety inspections on 80% of scheduled business and residential occupancies annually.				
Percent of business and residential occupancies inspected annually	102%	93%	93%	94%
Conduct 70% of prevention re-inspections within 3 weeks of initial inspection.				
Percent of re-inspections on notices of violation within 3 weeks of initial inspection	26%	70%	65%	75%
Ensure Medical Director reviews 80% of Basic Life Support (BLS) Automatic External Defibrillator (AED) incidents.				
Percent of BLS AED incidents reviewed	100%	80%	80%	80%
Ensure Battalion Chief reviews 100% of Cardiac Arrest Management (CAM) incidents.				
Percent of CAM incidents reported	N/A	100%	100%	100%
Provide 1,000 staff hours of public education to the community and collaboratively with other agencies.				
Hours of public education delivered by engine company personnel	1,078	1,000	1,000	1,000

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Code 3 (emergency) calls for service	8,130	7,000	7,000	7,000
Code 2 (non-emergency) calls for service	972	900	900	900
Medical calls received	5,304	5,400	5,400	5,500
Fire calls received	221	225	225	225
Hazardous condition calls received	430	250	250	250
Miscellaneous calls received	3,203	2,700	2,700	2,800
Revenue for engine company inspections	$76,691	$75,000	$68,000	$68,000
Engine company fire and safety inspections	2,890	2,500	2,364	2,300
Basic life support on automated defibrillator incidents	30	24	20	24
Cardiac Arrest Management (CAM) incidents		50	40	40

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FIRE PROGRAMS

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

Fire Training and Recruitment

(Program No. 3134)

Mission Statement

Recruit quality personnel into the fire service profession. Ensure all active-duty fire personnel receive proper training, have appropriate safety gear, and are supported in continuous improvement of their professional abilities.

Program Activities

- Plan and provide ongoing training to department members that is required by local, state, and federal regulations.
- Ensure that mandated certifications and training.is provided to all active-duty fire personnel and maintain accurate records.
- Oversee the hiring process for incoming firefighter recruits and plan and implement each twelve-week recruit academy.
- Purchase and provide the Personal Protective Equipment (PPE).
- Provide and promote professional growth opportunities through education and training.

Project Objectives for Fiscal Year 2018

- Conduct a recruit academy for 6 - 8 new firefighters, should staffing levels require it.
- Conduct live-fire training for all operations personnel utilizing burn prop at training facility.
- Ensure adjacent fire protection districts' firefighters utilize burn prop at training facility.
- Prepare and conduct a fire engineer's exam in November 2017.
- Prepare and conduct a Fire Captain's exam in April 2018.

RECENT PROGRAM ACHIEVEMENTS

A newly acquired burn prop has been installed and being used to conduct live-fire drills to train firefighters from our department and neighboring jurisdictions.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.80**	**1.80**	**1.80**	**1.80**	**1.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 661,402	$ 661,885	$ 644,011	$ 667,714	$ 999,810
Total Revenue	**$ 661,402**	**$ 661,885**	**$ 644,011**	**$ 667,714**	**$ 999,810**
Expenditures					
Salaries and Benefits	$ 600,277	$ 569,513	$ 565,074	$ 592,616	$ 624,569
Supplies and Services	61,125	92,372	78,937	75,098	75,241
Special Projects	-	-	-	-	300,000
Total Expenditures	**$ 661,402**	**$ 661,885**	**$ 644,011**	**$ 667,714**	**$ 999,810**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure Operations personnel attend 1,000 hours of safety concepts training to reduce injuries and increase effectiveness.				
Total number of hours of safety training	1,353	1,000	1,100	1,100
Provide 100% of required/mandated training classes to active-duty Operations personnel each calendar year.				
Total % of training sessions completed	100%	100%	100%	100%
Ensure 100% of the active-duty first responders maintain their Emergency Medical Technician (EMT) certifications by attending required EMT specific training.				
Average training hours per EMT	100%	100%	100%	100%
Ensure 100% of Cardiac Arrest Registry to Enhance Survival (CARES) calls reviewed.				
Total % of CARES calls reviewed	N/A	100%	100%	100%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Number of 911 calls for Cardiac Arrest Registry to Enhance Survival (CARES)	N/A	24	24	24

FIRE PROGRAMS

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

Aircraft Rescue and Firefighting

(Program No. 3141)

Mission Statement

To save and protect lives, property, and the environment at the City of Santa Barbara Airport by reducing the impact of emergency incidents through proactive training, planning, public education, fire code inspections, and effective responses to 9-1-1 calls for service.

Program Activities

- Respond to all aircraft related emergencies at the Airport.
- Comply with all Federal Aviation Administration (FAA) standards for training and proficiency.
- Inspect all aircraft fueling vehicles for compliance with FAA standards.
- Inspect all aircraft fuel farms for compliance with FAA standards.

Project Objectives for Fiscal Year 2018

- Research and develop specifications for new ARFF apparatus in coordination with Airport Administrations and Operations staff.
- Develop and update new FAA mandated training program. Program will reflect specific operational information for the Santa Barbara Airport AOA and the related local hazards.

RECENT PROGRAM ACHIEVEMENTS

Conducted FAA-mandated, multi-agency regional drill (activating the Airport Emergency Plan) in October 2016 with the participation of over 150 personnel.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**7.90**	**9.90**	**9.90**	**9.90**	**9.90**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 2,084,486	$ 2,117,969	$ 2,178,603	$ 2,253,825	$ 2,367,952
Total Revenue	**$ 2,084,486**	**$ 2,117,969**	**$ 2,178,603**	**$ 2,253,825**	**$ 2,367,952**
Expenditures					
Salaries and Benefits	$ 2,066,123	$ 2,096,712	$ 2,157,346	$ 2,235,188	$ 2,348,718
Supplies and Services	18,363	21,257	21,257	18,637	19,234
Total Expenditures	**$ 2,084,486**	**$ 2,117,969**	**$ 2,178,603**	**$ 2,253,825**	**$ 2,367,952**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 100% of all aircraft-related emergencies in the Aircraft Operational Area (AOA) within 3 minutes.				
Percent of emergency responses on the AOA under 3 minutes	100%	100%	100%	100%
Ensure that all active-duty ARFF-certified personnel achieve mandated training goals per Federal Aviation Regulation 139 (FAR 139).				
Percent of mandated training classes attended by active duty personnel	100%	100%	100%	100%
Participate in 100% of FAA-mandated emergency response drills.				
Percent of FAA-mandated three minute emergency response drills attended	100%	100%	100%	100%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Aircraft-related emergencies in AOA	32	16	45	45
Training hours attended by Station 8 assigned personnel	1,416	1,100	1,200	1,100
FAA-mandated emergency response drills	13	12	12	12
Public education hours provided by Station 8 ARFF members	123	275	200	180
Station 8 Fire Safety public education sessions held	27	22	20	25

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General Government

About General Government

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

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

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

DEPARTMENT SUMMARY

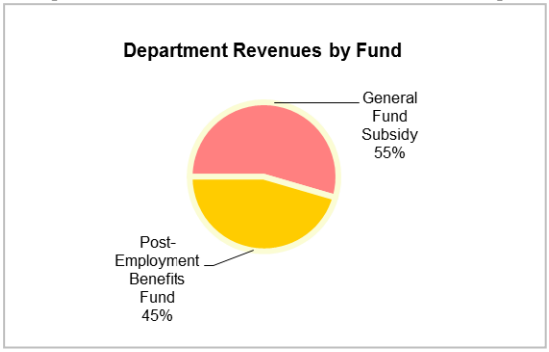
General Government

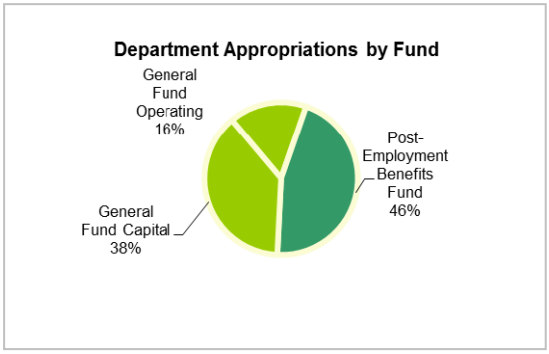
Department Financial Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Revenues					
Inter-fund Reimbursement	$ 1,835,928	$ 1,835,928	$ 1,835,928	$ 1,836,000	$ 1,836,000
General Fund Subsidy	1,265,421	2,486,969	2,394,636	2,199,319	1,686,257
Total Department Revenue	**$ 3,101,349**	**$ 4,322,897**	**$ 4,230,564**	**$ 4,035,319**	**$ 3,522,257**
Expenditures					
Benefit Claims	$ 2,647,567	$ 1,835,928	$ 1,835,928	$ 1,836,000	$ 1,836,000
Appropriated Reserve	-	113,427	-	140,877	139,106
Debt Service	313,230	348,308	369,902	-	-
Miscellaneous	53,691	-	-	-	-
Transfers Out	593,500	1,397,209	1,396,709	521,451	521,451
Operating Expenditures	**$ 3,607,988**	**$ 3,694,872**	**$ 3,602,539**	**$ 2,498,328**	**$ 2,496,557**
General Fund Capital Transfer	$ 305,000	$ 628,025	$ 628,025	$ 1,536,991	$ 1,025,700
Total Expenditures	**$ 3,912,988**	**$ 4,322,897**	**$ 4,230,564**	**$ 4,035,319**	**$ 3,522,257**

The General Government department is budgeted in the General Fund, Capital Outlay Fund, and Post-Employment Benefits Fund.

Department Fund Composition





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GENERAL GOVERNMENT PROGRAMS

➢ General Government
Post-Employment Benefits

General Government

(Program No. 9911)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

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

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Revenues					
General Fund Subsidy	$ 1,265,421	$ 2,486,969	$ 2,394,636	$ 2,199,319	$ 1,686,257
Total Revenue	**$ 1,265,421**	**$ 2,486,969**	**$ 2,394,636**	**$ 2,199,319**	**$ 1,686,257**
Expenditures					
Appropriated Reserve	$ -	$ 113,427	$ -	$ 140,877	$ 139,106
Debt Service	313,230	348,308	369,902	-	-
Miscellaneous	53,691	-	-	-	-
Transfers Out	593,500	1,397,209	1,396,709	521,451	521,451
Operating Expenditures	**$ 960,421**	**$ 1,858,944**	**$ 1,766,611**	**$ 662,328**	**$ 660,557**
General Fund Capital Transfer	$ 305,000	$ 628,025	$ 628,025	$ 1,536,991	$ 1,025,700
Total Expenditures	**$ 1,265,421**	**$ 2,486,969**	**$ 2,394,636**	**$ 2,199,319**	**$ 1,686,257**

Program Performance Measures

Performance Measures	Adopted FY 2016*	Adopted FY 2017*	Adopted FY 2018*
General Fund capital program as a percent of total General Fund operating budget	3.09%	2.86%	1.58%
Long-term debt as a percent of total General Fund operating budget	0.28%	0.27%	0.00%

* Calculated as a percent of adopted budget.

GENERAL GOVERNMENT PROGRAMS

General Government
➢ Post-Employment Benefits

Post-Employment Benefits

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2018

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

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Revenues					
Inter-fund Reimbursement	$ 1,835,928	$ 1,835,928	$ 1,835,928	$ 1,836,000	$ 1,836,000
Total Revenue	**1,835,928**	**1,835,928**	**1,835,928**	**1,836,000**	**1,836,000**
Expenditures					
Benefit Claims	$ 2,647,567	$ 1,835,928	$ 1,835,928	$ 1,836,000	$ 1,836,000
Total Expenditures	**2,647,567**	**1,835,928**	**1,835,928**	**1,836,000**	**1,836,000**

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DEPARTMENT SUMMARY

Library

Provide information services, reading materials, and educational resources to residents of all ages from the Santa Ynez Valley to Carpinteria.

About the Library

The Library Department provides a full range of modern library services to over 235,000 residents of southern Santa Barbara County, including: access to information resources in print and electronic formats, including books, ebooks, audiobooks, and databases; research assistance through reference services both in person, over the phone, and online through chat reference service; access to computers and internet in the library, as well as internet access through mobile devices that can be borrowed from the library; adult education tutoring in Spanish and English, for career preparation, literacy, and citizenship testing; early literacy education for children and families; homework help for elementary students; information literacy instruction for middle and high school students; digital literacy instruction, including one-on-one computer coaching and mobile device assistance; educational programs on science, technology, engineering and math for all ages, including a makerspace with 3D design and printing, coding classes, and more; and a variety of enriching programs that allow children, teens, and adults to explore their interests and engage with their community.

The Central and Eastside libraries serve the residents of Santa Barbara, while the Carpinteria, Montecito, Buellton and Solvang branch libraries are owned and funded by the County of Santa Barbara and administered under an agreement with the City. The Goleta Branch is owned by the City of Goleta, receives funding from the City of Goleta and the County of Santa Barbara and is administered under an agreement with the City. Coordination and administration of the network of libraries allows for the sharing of resources.

Fiscal Year 2018 Budget Highlights

The Central Library main level renovation was completed and this has allowed for an expansion of programming and services provided to the community. A new mobile on the go van is launching and will further allow the Library to reach the community in new ways. A strategic plan for the City Libraries is currently underway and it will help position the Library to be able to respond quickly to the changing needs and expectations of our community.

The Library was successful in securing Adult Education Block Grants to kick start a new career center at the Central Library and a new division of the Adult Literacy Division, dyslexia training for care givers.

DEPARTMENT SUMMARY

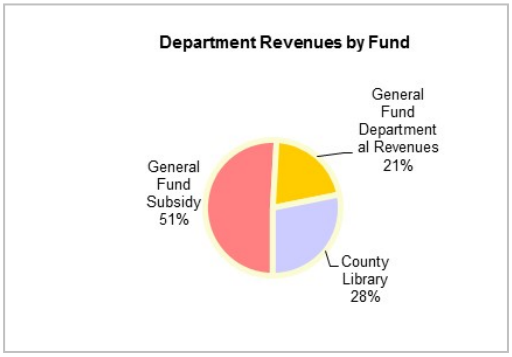
Library

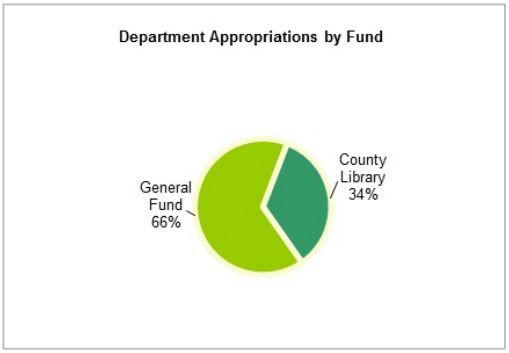
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**37.10**	**38.35**	**38.35**	**40.35**	**40.35**
Hourly Employee Hours	**64,750**	**62,094**	**62,094**	**53,568**	**53,568**
Revenues					
Donations	$ 353,500	$ 300,184	$ 387,961	$ 336,737	$ 336,737
Fees and Service Charges	675,627	708,394	703,399	918,694	958,524
Grants	-	4,000	4,000	8,000	9,000
Intergovernmental	2,214,682	2,365,532	2,421,588	2,436,388	2,416,025
Library Fines	123,990	138,430	102,400	106,400	111,225
Library Gift Funds	17,713	136,957	136,957	187,932	187,932
Other Revenue	3,907	33,603	3,380	6,100	6,200
Rents	60,081	64,850	67,850	71,850	73,000
General Fund Subsidy	3,528,356	4,105,040	4,173,862	3,939,333	4,101,661
Total Department Revenue	**$ 6,977,856**	**$ 7,856,990**	**$ 8,001,397**	**$ 8,011,434**	**$ 8,200,304**
Expenditures					
Salaries and Benefits	$ 4,170,091	$ 4,970,324	$ 5,010,707	$ 5,006,089	$ 5,186,749
Supplies and Services	2,094,141	2,421,866	2,420,577	2,445,096	2,523,386
Capital Equipment	601,249	656,850	659,600	908,129	1,079,115
Miscellaneous	4,819	-	-	-	-
Non-Capital Equipment	2,797	131,000	132,132	-	-
Transfers Out	97,000	102,494	102,494	-	-
Total Operating Expenditures	**$ 6,970,097**	**$ 8,282,534**	**$ 8,325,510**	**$ 8,359,314**	**$ 8,789,250**
Addition to (Use of) Reserves	**$ 7,759**	**$ (425,544)**	**$ (324,113)**	**$ (347,880)**	**$ (588,946)**

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

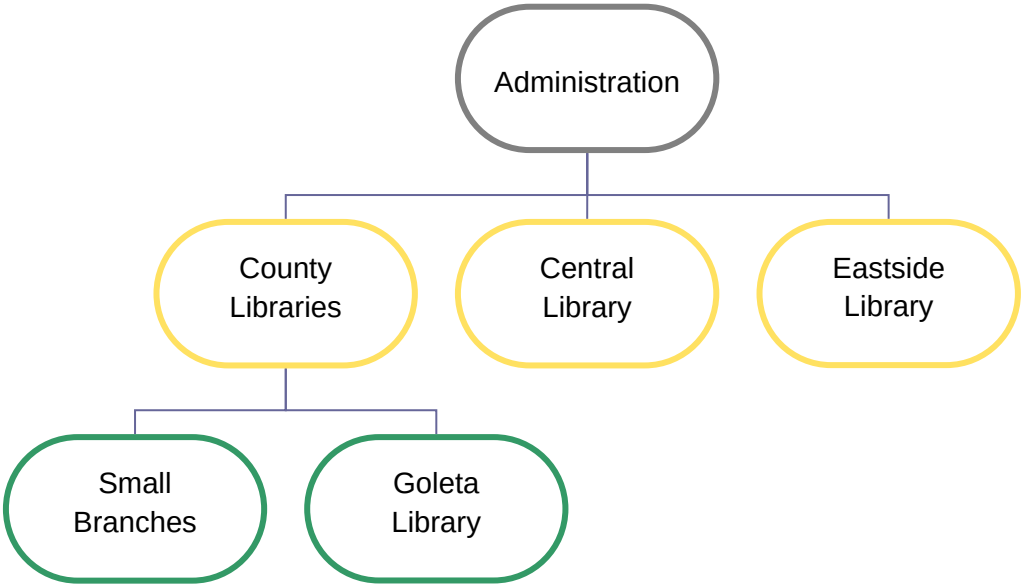
Department Fund Composition





Library

Program Organizational Chart



LIBRARY PROGRAMS

➢ **Administration**
Public Services
Support Services
Central Library
Eastside Library
Goleta Library
Buellton Library
Solvang Library
Montecito Library
Carpinteria Library

Administration

(Program No. 5111)

Mission Statement

Provide system-wide leadership, planning and direction, and anticipate and address the library services needs of residents.

Program Activities

- Direct program and staff providing library services to 235,000 residents of southern Santa Barbara County.
- Prepare budget, payroll, correspondence, public relations materials, reports, documents, accounts and purchase orders.
- Participate in activities of library organizations, citizen groups, state and local government boards, committees and councils.
- Coordinate use of Central Library public meeting rooms by over 100 local organizations annually.
- Provide and coordinate Adult Literacy services system-wide.

Project Objectives for Fiscal Year 2018

- Ensure that all program budgets are within Fiscal Year 2018 expenditure and revenue budget appropriations, and that any revenue shortfalls are covered by expenditure savings.
- Continue coordination with Santa Barbara Museum of Art with respect to the museum's request for use of City property related to their planned renovation. Perform a mid-contract check and negotiate necessary changes with SBMA.
- Finalize and implement strategic plan for City libraries by June 30, 2018.
- Complete the modernization and reconstruction of lower level staff workspace interior.
- Create Digital Skills modules for Library Academy for all current staff and add to onboarding process. Develop in-house classes for staff to be successful in learning modules.
- Expand community engagement by using the Harwood method to hold community conversations with diverse groups from the Santa Barbara community, including teens, seniors, Spanish-speaking populations, job-seekers, adults, and community stakeholders. Share the public knowledge and common themes that arise from conversations and the aspirations and concerns of the community with the other City departments, the public, and relevant community organizations.

RECENT PROGRAM ACHIEVEMENTS

Finalized agreement with Santa Barbara Museum of Art for the free use of Library property. Completed renovation of main floor of Central Library.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.00**	**2.80**	**2.80**	**3.80**	**3.80**
Hourly Employee Hours	**38**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 143,436	$ 219,981	$ 220,513	$ 336,556	$ 374,986
General Fund Subsidy	299,287	338,550	339,019	406,564	405,587
Total Revenue	**$ 442,723**	**$ 558,531**	**$ 559,532**	**$ 743,120**	**$ 780,573**
Expenditures					
Salaries and Benefits	$ 300,801	$ 398,934	$ 399,916	$ 565,548	$ 604,135
Supplies and Services	137,103	146,597	146,616	177,572	176,438
Miscellaneous	4,819	-	-	-	-
Transfers Out	-	13,000	13,000	-	-
Total Expenditures	**$ 442,723**	**$ 558,531**	**$ 559,532**	**$ 743,120**	**$ 780,573**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure accomplishment of at least 80% of departmental program objectives.				
Percent of program objectives accomplished	87.5%	80.0%	90.0%	80.0%
Assist at least 265 adult literacy learners, with 50% reaching the California Library Literacy Services goal.				
Learners assisted	N/A	265	265	285

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
City libraries per capita expenditure from state and local funds	$49.30	$57.72	$62.03	$60.23
County libraries per capita expenditure from state and local funds	$12.81	$16.64	$18.48	$20.11
County per capita appropriation	$7.80	$7.80	$8.29	$7.80
eNewsletter subscriptions	N/A	39,000	39,000	41,000
Digital materials circulated in the SBPL system	N/A	140,000	200,000	200,000
Digital material added to collection	N/A	N/A	N/A	20000
Print and a/v materials added to collection	N/A	N/A	N/A	30000

LIBRARY PROGRAMS

Administration
➢ **Public Services**
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Solvang Library
Montecito Library
Carpinteria Library

Public Services

(Program No. 5112)

Effective Fiscal Year 2017, Budget and Program Objectives have been moved to

Central Library - 5114 and Eastside Library - 5115

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**22.10**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**29,720**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 86,081	$ -	$ -	$ -	$ -
Fees and Service Charges	33,615	-	-	-	-
Intergovernmental	804,236	-	-	-	-
Library Fines	60,397	-	-	-	-
Rents	41,552	-	-	-	-
General Fund Subsidy	1,612,121	-	-	-	-
Total Revenue	**$ 2,638,002**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 2,212,800	$ -	$ -	$ -	$ -
Supplies and Services	35,750	-	-	-	-
Capital Equipment	386,655	-	-	-	-
Non-Capital Equipment	2,797	-	-	-	-
Total Expenditures	**$ 2,638,002**	**$ -**	**$ -**	**$ -**	**$ -**

LIBRARY PROGRAMS

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Public Services
➢ **Support Services**
Central Library
Eastside Library
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Carpinteria Library

Support Services

(Program No. 5113)

Effective Fiscal Year 2017, Budget and Program Objectives have been moved to:

Central Library – 5114 and Eastside Library - 5115

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.65**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**7,360**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 7,690	$ -	$ -	$ -	$ -
Intergovernmental	62,279	-	-	-	-
General Fund Subsidy	1,616,948	-	-	-	-
Total Revenue	**$ 1,686,917**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 473,384	$ -	$ -	$ -	$ -
Supplies and Services	1,116,361	-	-	-	-
Capital Equipment	172	-	-	-	-
Transfers Out	97,000	-	-	-	-
Total Expenditures	**$ 1,686,917**	**$ -**	**$ -**	**$ -**	**$ -**

LIBRARY PROGRAMS

Administration
Public Services
Support Services
➢ **Central Library**
Eastside Library
Goleta Library
Buellton Library
Solvang Library
Montecito Library
Carpinteria Library

Central Library

(Program No. 5114)

Mission Statement

Provide information services, programming and equal access to materials for all residents of the Central Library service area in order to promote reading and lifelong learning.

Program Activities

- Provide access to the library's collections using an automated circulation system, and a dynamic website that offers access to downloadable materials and databases.
- Offer a variety of programs and trainings that foster creativity and lifelong learning for all ages; including family story times, homework assistance, toddler programs, and coordination of the annual Summer Reading Program.
- Provide quality reference assistance and reader's advisory for people in the library, by telephone and online via the library's website.

Project Objectives for Fiscal Year 2018

- Complete design of teen space at Central Library by June 30, 2018.
- Offer a One Community/One Book program focused on engaging multi-generational participation and programming for community members.
- Create a collaborative program focusing on immigration, in conjunction with grant received from California Humanities.
- Equip a mobile outreach van to deliver programs, services, and materials to neighborhoods in Santa Barbara. Conduct a minimum of 24 outreach events in FY 2018.
- Submit draft plan for SBPL Works, a workforce development suite of offerings to create an extensive network of resources for employment seekers, small business owners, and entrepreneurs.
- Establish exploratory STEAM (science, technology, engineering, art, and mathematics) Learning Lab for youth.
- Develop Library partnership with City Poet Laureate. Create library-sponsored programing for all ages that celebrates poetry in the community by hosting a series of poetry reading/writing workshops at Central and Eastside Libraries. Establish workspace at the Central Lilbrary for Poet Laureate. Define parameters for building, collecting, and housing Poet Laureate archive.

RECENT PROGRAM ACHIEVEMENTS

Received $150,000 in grant funds to enhance and expand library services including, a dyslexia initiative, and workforce readiness classes and technology.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Work with the California Preservation Program (CPP) standards and best practice guidelines to create metadata and digitize the entire Edson Smith Historic Photo Collection (approx. 1400 unique images). Provide metadata and digital files to CPP so they can provide free, online access through the Internet Archive, Calisphere, and Digital Public Library of America.
- Create community awareness and celebrate the history of the Central Library by hosting a speaker series, architectural and library art tours, family Opening Day event, Central Library oral history project, and documentary film about the Central Library.
- Analyze Virtual Services and technology offerings, including chat reference, reserve a librarian, computer access, and the website to inform selection choices, and direct programming and community education.
- Cross-train staff members in library services for children and families, incorporating early literacy standard curriculum.
- In order to track and monitor progress of Homework Help Program collect reading assessment data from homework help participants.
- In order to better support early literacy skills and build awareness of the direct correlation between early exposure to languages and books and the success rate of young students expand 1,000 Books Before Kindergarten program to include at minimum six events.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**24.20**	**24.20**	**25.20**	**25.20**
Hourly Employee Hours	**0**	**30,452**	**30,452**	**21,562**	**21,562**
Revenues					
Donations	$ -	$ 89,510	$ 104,010	$ 88,776	$ 88,776
Fees and Service Charges	-	20,000	13,500	15,200	15,200
Grants	-	4,000	4,000	8,000	9,000
Intergovernmental	-	979,851	979,885	853,202	832,839
Library Fines	-	61,000	42,000	44,000	47,250
Library Gift Funds	-	136,957	136,957	187,932	187,932
Other Revenue	-	16,888	137	-	-
Rents	-	35,350	35,350	40,350	41,000
General Fund Subsidy	-	3,457,913	3,522,448	3,204,511	3,355,738
Total Revenue	**$ -**	**$ 4,801,469**	**$ 4,838,287**	**$ 4,441,971**	**$ 4,577,735**
Expenditures					
Salaries and Benefits	$ -	$ 2,955,992	$ 2,990,216	$ 2,806,256	$ 2,889,265
Supplies and Services	-	1,275,477	1,274,189	1,160,215	1,179,655
Capital Equipment	-	350,000	352,750	475,500	508,815
Non-Capital Equipment	-	131,000	132,132	-	-
Transfers Out	-	89,000	89,000	-	-
Total Expenditures	**$ -**	**$ 4,801,469**	**$ 4,838,287**	**$ 4,441,971**	**$ 4,577,735**

Central Library
(Continued)

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain circulation at 785,000.				
Items checked out	N/A	734,500	783,800	785,000
Achieve youth attendance of 35,000 at Central library programs and classes.				
Youth program attendance	N/A	25,000	33,000	35,000
Achieve young adult attendance of 1,000 at Central Library programs and classes.				
Young adult program attendance	N/A	N/A	N/A	1000
Achieve adult attendance of 7,500 at Central library programs and classes.				
Adult program attendance	N/A	N/A	N/A	7500
Achieve 20,000 volunteer hours worked at Central library.				
Volunteer hours	N/A	16,000	19,000	20,000
Achieve 1,500 computer coaching sessions at the Central Library.				
Adult computer coaching sessions	N/A	N/A	N/A	1500

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Percent of circulation from self-check kiosks	N/A	82%	86%	86%
Adult print and media materials circulated	N/A	400,000	395,000	400,000
Children's and teen print and media materials circulated	N/A	300,000	315,000	320,000
Circulation per capita for Central library service area	N/A	8.8	9.4	9.1
Visits to Central Library	N/A	530,000	500,000	500,000
Public computer sessions	N/A	N/A	N/A	100,000
Public wireless sessions	N/A	N/A	N/A	75,000
Items supplied to patrons for check-out via requests made in online catalog	N/A	54,000	67,200	68,000
Expenditure per capita for Central Library materials	N/A	$4.74	$4.74	$5.54

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LIBRARY PROGRAMS

Administration
Public Services
Support Services
Central Library
➢ **Eastside Library**
Goleta Library
Buellton Library
Solvang Library
Montecito Library
Carpinteria Library

Eastside Library

(Program No. 5115)

Mission Statement

Provide information services, programming and equal access to materials for all residents of the Eastside Library service area in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including story times, puppet shows, crafts, movies and a Summer Reading Program to encourage youth in the Eastside service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide meeting rooms for community use.
- Provide computers, internet access, and computer assistance to adults and children.

Project Objectives for Fiscal Year 2018

- Cultivate mentorship and boost educational confidence through the development of an afterschool homework help program. The new program, aimed at 1st through 6th grade, is staffed by teen volunteers and is designed to provide guided learning and assistance with homework challenges in a supportive environment.
- Foster digital literacy by offering bilingual, introductory computer classes for those with no or very limited basic computing skills.

RECENT PROGRAM ACHIEVEMENTS

The Martin Luther King meeting room completed a full renovation, including new audio visual equipment, flooring, and kitchen.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**3,692**	**3,692**	**3,692**	**3,692**
Revenues					
Donations	$ -	$ 200	$ 6,200	$ 200	$ 200
Fees and Service Charges	-	4,350	3,950	4,200	4,350
Library Fines	-	6,000	3,800	4,000	4,150
Other Revenue	-	6,000	-	-	-
Rents	-	7,500	7,500	8,000	8,250
General Fund Subsidy	-	308,577	312,395	328,258	340,336
Total Revenue	**$ -**	**$ 332,627**	**$ 333,845**	**$ 344,658**	**$ 357,286**
Expenditures					
Salaries and Benefits	$ -	$ 226,424	$ 227,624	$ 241,667	$ 251,031
Supplies and Services	-	61,203	61,221	56,641	58,514
Capital Equipment	-	45,000	45,000	46,350	47,741
Total Expenditures	**$ -**	**$ 332,627**	**$ 333,845**	**$ 344,658**	**$ 357,286**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain circulation at 90,000.				
Items checked out	N/A	90,000	89,000	90,000
Achieve youth attendance of 13,000 at Eastside library programs.				
Youth program attendance	N/A	13,000	13,000	13,000
Achieve 2,000 volunteer hours worked at Eastside library.				
Volunteer hours	N/A	1,500	2,200	2,000

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Percent of circulation from self-check kiosks	N/A	79%	81%	81%
Adult print and media materials circulated	N/A	31,000	32,000	32,000
Children's and teen print and media materials circulated	N/A	53,000	55,000	55,000
Circulation per capita for Eastside library service area	N/A	12.3	12.2	12.2
Visits to Eastside Library	N/A	109,000	102,000	102,000

Eastside Library
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Public computer sessions	N/A	N/A	N/A	35,000
Public wireless sessions	N/A	N/A	N/A	8,000
Items supplied to patrons for check-out via requests made in online catalog	N/A	7,000	8,200	8,200
Expenditure per capita for Eastside Library materials	N/A	$8.31	$8.31	$6.31

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LIBRARY PROGRAMS

Administration
Public Services
Support Services
Central Library
Eastside Library
➢ **Goleta Library**
Buellton Library
Solvang Library
Montecito Library
Carpinteria Library

Goleta Library

(Program No. 5123)

Mission Statement

Provide a full range of library services to residents of the Goleta Valley and surrounding areas.

Program Activities

- Circulate library materials, fill reserve requests, provide information on library services and collect fines and fees.
- Offer a variety of programs, including story times, puppet shows, crafts, book discussions and a Summer Reading Program for youth.
- Answer reference questions for patrons in the library and by telephone.
- Provide meeting room and exhibit space for community use.
- Provide computers, internet access and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

The City of Goleta has decided to take on management of the Goleta Valley Branch Library requiring coordination of City, County, Black Gold, and State Library staff.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.15**	**5.15**	**5.15**	**5.15**	**5.15**
Hourly Employee Hours	**12,331**	**12,805**	**12,805**	**12,805**	**12,805**
Revenues					
Donations	$ 97,477	$ 60,400	$ 65,250	$ 50,500	$ 50,500
Fees and Service Charges	477,689	443,713	444,213	541,463	541,713
Intergovernmental	688,923	705,589	746,917	760,334	760,334
Library Fines	40,326	43,000	36,000	36,550	37,250
Library Gift Funds	3,164	-	-	-	-
Other Revenue	2,327	1,100	1,989	4,100	4,200
Rents	11,795	15,000	15,000	15,000	15,000
Total Revenue	**$ 1,321,701**	**$ 1,268,802**	**$ 1,309,369**	**$ 1,407,947**	**$ 1,408,997**
Expenditures					
Salaries and Benefits	$ 643,332	$ 738,939	$ 741,715	$ 731,617	$ 757,761
Supplies and Services	561,899	635,546	635,853	674,016	701,038
Capital Equipment	116,574	160,000	160,000	245,042	295,516
Transfers Out	-	329	329	-	-
Total Expenditures	**$ 1,321,805**	**$ 1,534,814**	**$ 1,537,897**	**$ 1,650,675**	**$ 1,754,315**
Addition to (Use of) Reserves	**$ (104)**	**$ (266,012)**	**$ (228,528)**	**$ (242,728)**	**$ (345,318)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve a circulation of 645,000.				
Items checked out	613,966	590,000	645,000	645,000
Maintain attendance at Goleta youth programs at 10,000.				
Youth program attendance	9,852	10,500	8,500	10,000
Maintain the number of residents using the meeting rooms at 16,000.				
Residents using meeting rooms	16,772	16,000	16,000	16,000
Maintain the number of volunteer hours at 3,600.				
Volunteer Hours	3,674	3,400	3,700	3,600

Goleta Library
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Percent of circulation from self-check machines	76.4%	75.0%	77.5%	77.5%
Adult materials circulated	294,433	260,000	300,000	300,000
Children and Teen materials circulated	271,434	250,000	300,000	300,000
Circulation per capita for Goleta Valley residents	$6.95	$6.52	$7.13	$9.43
Visits to library	284,531	284,000	261,000	262,000
Public computer sessions	56,472	57,000	50,000	52,000
Public wireless sessions	N/A	N/A	N/A	35,000
Items supplied to patrons for check-out via requests made in online catalog	N/A	56,000	67,200	72,000
Expenditure per capita for Goleta Library materials	N/A	$2.35	$2.35	$2.93

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LIBRARY PROGRAMS

Administration
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Goleta Library
➢ **Buellton Library**
Solvang Library
Montecito Library
Carpinteria Library

Buellton Library

(Program No. 5125)

Mission Statement

Provide information services, programming and equal access to materials for all residents of Buellton and surrounding communities, in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including story times, cultural and educational performances, crafts, and a Summer Reading Program to encourage the youth in the Buellton service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide computers, internet access, and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

City of Buellton funded a full-time supervisor position. This position will allow expanded classes and programming for the Buellton community.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**1.05**	**1.05**	**1.05**	**1.05**
Hourly Employee Hours	**3,705**	**3,822**	**3,822**	**3,978**	**3,978**
Revenues					
Donations	$ 5,730	$ 250	$ 2,100	$ 2,100	$ 2,100
Fees and Service Charges	4,716	5,000	5,523	5,150	5,275
Intergovernmental	237,584	223,759	228,569	229,099	229,099
Library Fines	3,798	4,930	2,500	3,000	3,150
Library Gift Funds	-	-	-	-	-
Other Revenue	359	2,050	309	500	500
Total Revenue	**$ 252,187**	**$ 235,989**	**$ 239,001**	**$ 239,849**	**$ 240,124**
Expenditures					
Salaries and Benefits	$ 109,537	$ 170,785	$ 171,295	$ 163,360	$ 169,911
Supplies and Services	58,119	67,188	67,213	78,817	83,508
Capital Equipment	21,097	26,850	26,850	32,059	39,472
Total Expenditures	**$ 188,753**	**$ 264,823**	**$ 265,358**	**$ 274,236**	**$ 292,891**
Addition to (Use of) Reserves	**$ 63,434**	**$ (28,834)**	**$ (26,357)**	**$ (34,387)**	**$ (52,767)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain a circulation of 57,000.				
Items checked out	N/A	54,000	57,000	57,000
Achieve attendance of 1,000 at Buellton youth programs.				
Youth program attendance	N/A	400	1,000	1,000
Achieve 320 volunteer hours.				
Volunteer hours	N/A	320	320	320

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Circulation per capita	N/A	5.1	5.4	5.3
Visits to Buellton Library	N/A	62,000	62,000	62,000
Public computer sessions	N/A	6,500	8,000	8,000
Public wireless sessions	N/A	N/A	N/A	2,000
Items supplied to patrons for check-out via requests made in online catalog	N/A	6,500	7,200	7,200
Expenditure per capita for Buellton Library materials	N/A	$3.12	$3.12	$2.99

LIBRARY PROGRAMS

Administration
Public Services
Support Services
Central Library
Eastside Library
Goleta Library
Buellton Library
➢ **Solvang Library**
Montecito Library
Carpinteria Library

Solvang Library

(Program No. 5126)

Mission Statement

Provide information services, programming and equal access to materials for all residents of Solvang and surrounding communities, in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including story times, cultural and educational performances, crafts, and a Summer Reading Program to encourage the youth in the Santa Ynez Valley service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide computers, internet access, and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

Staff and public computers were replaced in FY17. The branch received a donation allowing for an update to the early literacy manipulatives and toys offered.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.06**	**1.05**	**1.05**	**1.05**	**1.05**
Hourly Employee Hours	**4,188**	**3,913**	**3,913**	**3,913**	**3,913**
Revenues					
Donations	$ 23,467	$ 23,000	$ 24,600	$ 21,000	$ 21,000
Fees and Service Charges	7,936	7,100	7,200	7,500	7,750
Intergovernmental	173,785	205,868	210,678	241,208	241,208
Library Fines	5,980	7,300	5,200	5,350	5,500
Other Revenue	421	200	350	500	500
Total Revenue	**$ 211,589**	**$ 243,468**	**$ 248,028**	**$ 275,558**	**$ 275,958**
Expenditures					
Salaries and Benefits	$ 134,875	$ 159,580	$ 160,266	$ 170,002	$ 173,026
Supplies and Services	63,005	77,725	76,056	96,298	103,164
Capital Equipment	22,171	25,000	25,000	32,059	41,456
Transfers Out	-	55	55	-	-
Total Expenditures	**$ 220,051**	**$ 262,360**	**$ 261,377**	**$ 298,359**	**$ 317,646**
Addition to (Use of) Reserves	**$ (8,462)**	**$ (18,892)**	**$ (13,349)**	**$ (22,801)**	**$ (41,688)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain a circulation of 84,500.				
Items checked out	81,116	76,500	84,500	84,500
Achieve attendance of 2,600 at Solvang youth programs.				
Youth program attendance	3,346	2,600	2,600	2,600
Maintain the number of volunteer hours at 2,000.				
Volunteer Hours	2,084	1,500	1,900	2,000

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Circulation per capita	4.97	7.27	8.03	7.08
Visits to Solvang Library	80,529	83,000	80,000	80,000
Public computer sessions	8,768	9,400	7,500	7,500
Public wireless sessions	N/A	N/A	N/A	6,000
Items supplied to patrons for check-out via requests made in online catalog	N/A	12,500	13,000	13,000
Expenditure per capita for Solvang Library Materials	N/A	$3.12	$3.12	$2.88

LIBRARY PROGRAMS

Administration
Public Services
Support Services
Central Library
Eastside Library
Goleta Library
Buellton Library
Solvang Library
➢ **Montecito Library**
Carpinteria Library

Montecito Library

Program No. (5127)

Mission Statement

Provide information services, programming and equal access to materials for all residents of Montecito in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including a Summer Reading Program to encourage the youth in the Montecito service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide computers, internet access, and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

The Friends of the Montecito Library provided additional funding to maintain service levels for FY17. New programming such as Lego Club was introduced.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.07**	**1.05**	**1.05**	**1.05**	**1.05**
Hourly Employee Hours	**3,402**	**3,380**	**3,380**	**3,588**	**3,588**
Revenues					
Donations	$ 70,193	$ 72,723	$ 125,460	$ 120,060	$ 120,060
Fees and Service Charges	4,368	6,250	6,250	6,375	6,500
Intergovernmental	80,729	86,627	91,701	92,389	92,389
Library Fines	6,733	7,700	6,800	7,200	7,350
Other Revenue	407	925	290	500	500
Total Revenue	**$ 162,430**	**$ 174,225**	**$ 230,501**	**$ 226,524**	**$ 226,799**
Expenditures					
Salaries and Benefits	$ 123,311	$ 144,551	$ 144,556	$ 150,498	$ 157,525
Supplies and Services	58,848	77,104	78,367	90,828	99,219
Capital Equipment	25,332	25,000	25,000	33,162	58,707
Transfers Out	-	55	55	-	-
Total Expenditures	**$ 207,491**	**$ 246,710**	**$ 247,978**	**$ 274,488**	**$ 315,451**
Addition to (Use of) Reserves	**$ (45,061)**	**$ (72,485)**	**$ (17,477)**	**$ (47,964)**	**$ (88,652)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve a circulation of 101,000.				
Items checked out	99,706	94,000	101,000	101,000
Achieve attendance of 1,800 at Montecito youth programs.				
Youth program attendance	1,530	1,100	1,800	1,800
Achieve 900 volunteer hours.				
Volunteer hours	795	600	950	900

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Circulation per capita	9.64	8.47	9.10	4.87
Visits to Montecito Library	45,363	42,000	40,000	42,000
Public computer sessions	6,532	8,000	4,800	4,800
Public wireless sessions	N/A	N/A	N/A	1,000
Percent of circulation from self-check kiosk	19%	18%	24%	24%

Montecito Library
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Items supplied to patrons for check-out via requests made in online catalog	N/A	14,600	15,500	15,500
Expenditure per capita for Montecito Library materials	N/A	$2.96	$2.96	$1.66

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LIBRARY PROGRAMS

Administration
Public Services
Support Services
Central Library
Eastside Library
Goleta Library
Buellton Library
Solvang Library
Montecito Library
➢ **Carpinteria Library**

Carpinteria Library

(Program No. 5128)

Mission Statement

Provide information services, programming and equal access to materials for all residents of Carpinteria in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs, including story times, puppet shows, crafts, movies and a Summer Reading Program to encourage the youth in the Carpinteria service area to maintain their reading skills.
- Answer reference questions for patrons in the library and by telephone.
- Provide meeting rooms for community use.
- Provide computers, internet access, and computer assistance to adults and children.

RECENT PROGRAM ACHIEVEMENTS

Friends of the Carpinteria Library provided funding for new computers. Staff from Carpinteria branch library completed Harwood Public Innovators Training.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.07**	**1.05**	**1.05**	**1.05**	**1.05**
Hourly Employee Hours	**4,006**	**4,030**	**4,030**	**4,030**	**4,030**
Revenues					
Donations	$ 62,862	$ 54,101	$ 60,341	$ 54,101	$ 54,101
Fees and Service Charges	3,867	2,000	2,250	2,250	2,750
Intergovernmental	167,146	163,838	163,838	260,156	260,156
Library Fines	6,756	8,500	6,100	6,300	6,575
Library Gift Funds	14,549	-	-	-	-
Other Revenue	393	6,440	305	500	500
Rents	6,734	7,000	10,000	8,500	8,750
Total Revenue	**$ 262,307**	**$ 241,879**	**$ 242,834**	**$ 331,807**	**$ 332,832**
Expenditures					
Salaries and Benefits	$ 172,051	$ 175,119	$ 175,119	$ 177,141	$ 184,095
Supplies and Services	63,056	81,026	81,062	110,709	121,850
Capital Equipment	29,248	25,000	25,000	43,957	87,408
Transfers Out	-	55	55	-	-
Total Expenditures	**$ 264,355**	**$ 281,200**	**$ 281,236**	**$ 331,807**	**$ 393,353**
Addition to (Use of) Reserves	**$ (2,048)**	**$ (39,321)**	**$ (38,402)**	**$ -**	**$ (60,521)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve a circulation of 117,000.				
Items checked out	104,491	99,000	117,800	118,000
Achieve attendance of 9,800 at Carpinteria youth programs.				
Youth program attendance	9,377	9,800	9,600	9,800
Achieve 1,200 hours of volunteer service.				
Volunteer hours	1,198	1,200	1,200	1,200
Maintain the number of residents using the Carpinteria branch meeting room and homework center at 10,000.				
Meeting room and homework center attendance	9,261	10,000	9,100	10,000

Carpinteria Library
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Circulation per capita	6.2	6.0	7.2	3.9
Visits to Carpinteria Library	141,712	142,000	142,000	142,000
Public computer sessions	25,695	24,000	20,000	20,000
Public wireless sessions	N/A	N/A	N/A	9,000
Items supplied to patrons for check-out via requests made in online catalog	N/A	14,400	17,600	18,000
Expenditure per capita for Carpinteria Library materials	N/A	$2.00	$2.00	$2.24

Mayor and City Council

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

About Mayor and City Council

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

The seven-member governmental body is elected and serves discrete electoral districts. The mayor is elected and serves at large. The election for Districts 1, 2, and 3 was held in November 2015. The election for Districts 4, 5 and 6 will be conducted in November 2017. Its duties under the City Charter include approval of the Annual Budget and oversight of the financial affairs of the City. The Mayor and City Councilmembers appoint the City Administrator and the City Attorney. The City Council has the power to adopt ordinances and resolutions; make appointments to advisory boards and commissions; establish policy and approve programs; act on program and administrative recommendations of City staff; appropriate funds and approve contracts; and respond to concerns and needs of residents.

Fiscal Year 2018 Budget Highlights

The Mayor and Council will oversee the:

- City's infrastructure and transportation needs;
- Citywide sustainability efforts;
- Youth programs and youth safety activities; and
- Disbursement of funds to organizations that enhance tourism and promote community arts;
- Adoption of the City's budget.

The Mayor and Councilmembers provide grants to various organizations to promote art, events, and festivals, and to enhance tourism in the City of Santa Barbara. Individually, Councilmembers represent the City by serving on state and regional boards and local civic organizations.

Staff to the Mayor and City Councilmembers assist in responding to numerous calls and letters from citizens each week. They also provide support for the Arts Advisory Committee, the Visual Arts in Public Places Committee, and the Community Events and Festivals Committee.

The Mayor and City Council oversee and evaluate the programs and policies of all departments.

DEPARTMENT SUMMARY

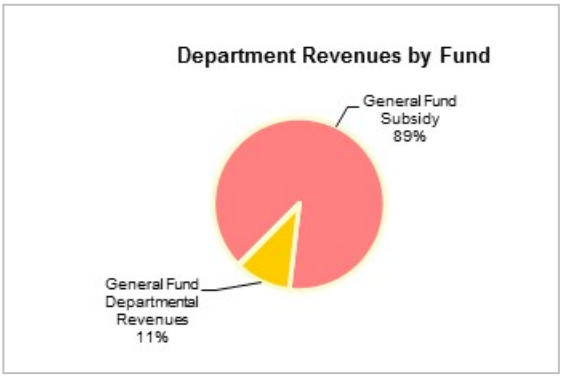
Mayor and City Council

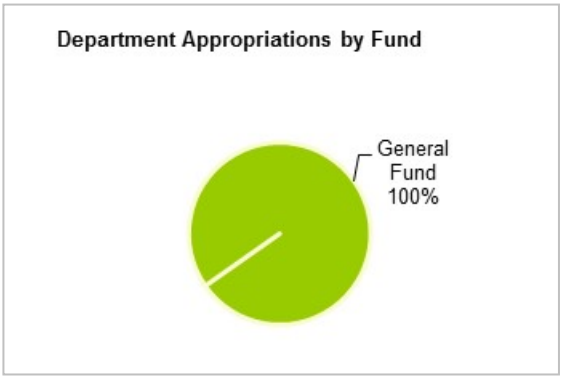
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**500**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 140,733	$ 141,000	$ 130,500	$ 132,000	$ 132,000
Overhead Allocation Recovery	203,209	210,463	210,463	241,656	252,289
General Fund Subsidy	3,099,200	3,185,378	3,150,683	3,132,185	3,151,773
Total Department Revenue	**$ 3,443,142**	**$ 3,536,841**	**$ 3,491,646**	**$ 3,505,841**	**$ 3,536,062**
Expenditures					
Salaries and Benefits	$ 613,898	$ 640,020	$ 596,836	$ 630,650	$ 657,677
Supplies and Services	369,072	382,496	382,755	380,291	383,485
Special Projects	640	7,400	5,130	7,900	7,900
Community Promotions	2,459,532	2,506,925	2,506,925	2,487,000	2,487,000
Total Department Expenditures	**$ 3,443,142**	**$ 3,536,841**	**$ 3,491,646**	**$ 3,505,841**	**$ 3,536,062**

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

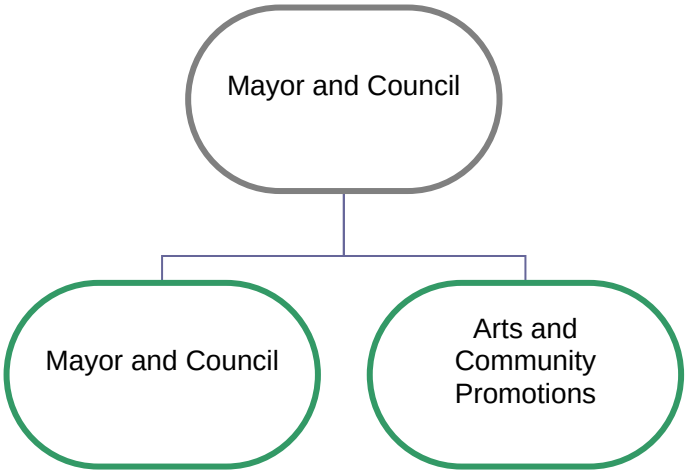
Department Fund Composition





Mayor and City Council

Program Organizational Chart



MAYOR AND CITY COUNCIL PROGRAMS

- **Mayor and City Council**
  Arts and Community Promotion

Mayor and City Council

(Program No. 1111)

Mission Statement

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

Program Activities

- Respond to the needs and concerns of citizens.
- Establish policy and approve programs.
- Oversee the City's finances.
- Oversee and evaluate the programs and accomplishments of departments.
- Serve as liaisons on all City boards, commissions, and advisory groups and appointees on regional, state, and national committees.
- Advise staff on pending litigation and personnel issues.

Project Objectives for Fiscal Year 2018

- Hold weekly Council Meetings to set policy and act on recommendations from staff.
- Adopt the Fiscal Year 2019 budget by June 30, 2018.
- Act on staff and Advisory Board and Commission recommendations at weekly Council meetings.
- Appoint members to the City Advisory Boards and Commissions twice annually.
- Provide guidance to the City's negotiating team related to collective bargaining agreements and other employee compensation decisions.
- Conduct economic development outreach meetings with different business sectors on a quarterly basis.

RECENT PROGRAM ACHIEVEMENTS

This year, the City hosted the 50th anniversary of its Sister City relationship with Toba, Japan.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**500**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 203,209	$ 210,463	$ 210,463	$ 241,656	$ 252,289
General Fund Subsidy	606,731	633,225	590,840	590,863	610,451
Total Revenue	**$ 809,940**	**$ 843,688**	**$ 801,303**	**$ 832,519**	**$ 862,740**
Expenditures					
Salaries and Benefits	$ 613,898	$ 640,020	$ 596,836	$ 630,650	$ 657,677
Supplies and Services	195,402	202,668	202,837	200,369	203,563
Special Projects	640	1,000	1,630	1,500	1,500
Total Expenditures	**$ 809,940**	**$ 843,688**	**$ 801,303**	**$ 832,519**	**$ 862,740**

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Council meetings held	49	70	50	55

MAYOR AND CITY COUNCIL PROGRAMS

Mayor and City Council
➢ **Arts and Community Promotion**

Arts and Community Promotion

(Program No. 1112)

Mission Statement

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

Program Activities

- Coordinate activities with stakeholders who enhance tourism and promote diverse cultural activities through the community.
- Provide funding to the County Office of Arts and Culture for administration of the Arts and Events Program.
- Provide grant funding and support to art and community organizations for arts, events and community promotion.

Project Objectives for Fiscal Year 2018

- Ensure lease compliance and distribution of funds for the Community Arts Workshop at 631 Garden Street and initiate discussions for a long-term lease.
- Administer contracts and disburse funds to organizations that enhance tourism, and promote events, festivals and community arts.
- Produce a City Hall gallery exhibition and establish City Airport gallery space and an accompanying exhibition.
- Identify and produce three cultural events that help foster the identity of the Cultural Arts District.
- Work to enliven the State Street corridor via arts and culture, utilizing pre-established sculpture pads and identifying potential opportunities.
- Document and digitally catalogue City-owned artwork within the Colin Campbell Cooper Collection.
- Organize and host an annual symposium on the arts addressing regional art issues, cultural opportunities and challenges by June 30, 2018.

RECENT PROGRAM ACHIEVEMENTS

The Community Arts Workshop and MOXI Museum opened to the public as a result of a creative partnership with the City. The City leased the properties for $1 per year.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 140,733	$ 141,000	$ 130,500	$ 132,000	$ 132,000
General Fund Subsidy	2,492,469	2,552,153	2,559,843	2,541,322	2,541,322
Total Revenue	**$ 2,633,202**	**$ 2,693,153**	**$ 2,690,343**	**$ 2,673,322**	**$ 2,673,322**
Expenditures					
Supplies and Services	$ 173,670	$ 179,828	$ 179,918	$ 179,922	$ 179,922
Special Projects	-	6,400	3,500	6,400	6,400
Community Promotions	2,459,532	2,506,925	2,506,925	2,487,000	2,487,000
Total Expenditures	**$ 2,633,202**	**$ 2,693,153**	**$ 2,690,343**	**$ 2,673,322**	**$ 2,673,322**

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Community Events and Festivals Grant applications received	9	15	11	12
Organizational Development Grant applications received	40	40	39	40
Community Arts Grant applications received	16	32	16	19
Monthly Visual Arts in Public Places (VAPP) and Arts Advisory Committee meetings held	10	10	10	10

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DEPARTMENT SUMMARY

Parks and Recreation

Provide residents and visitors with diverse open space, parks, beaches and community forest resources, creek restoration and water quality enhancements and enrich people's lives through a broad array of recreation and community services.

About Parks and Recreation

The Parks and Recreation Department is comprised of 5 divisions: Administration, Parks, Recreation, Creeks and Golf. The Department manages a diverse and unique park and recreation system – 1,812 acres of parkland encompassing 60 developed and open space parks, beaches, recreation and sports facilities, community forest and municipal golf course.

Recreation programs engage people of all ages, with specialized programs for youth, teens, active adults, low-income families and people living with disabilities. Recreation opportunities for the community are enhanced through collaborations, partnerships and volunteers.

The Creeks Restoration and Water Quality Improvement Program, funded by Measure B, implements clean water and restoration projects citywide.

The City's 18-hole municipal golf course, Santa Barbara Golf Club, is well known for the exceptional quality of its greens and spectacular views.

Fiscal Year 2018 Budget Highlights

In FY 2018 the Parks and Recreation Department will continue to develop new opportunities to manage limited resources to best meet community priorities.
Some FY 2018 highlights include:

- Enhance marketing and POS booking software systems for recreation programs and facility reservations
- Implement the Strategic Drought Response Plan to achieve City water conservation goals.
- Enhance summer youth programming
- Expand recreation services at the Carrillo Recreation Center
- Initiate baseline studies for new Parks and Recreation Master Plan
- Implement park landscape renovation and urban forest enhancement initiatives
- Expand junior golf programs, tournaments, and special events at the municipal golf course
- Implement creek restoration projects in the Arroyo Burro watershed

In addition, there are a number of key capital projects such as the renovation of Cabrillo Ball Park, Thousand Steps Beach Access, Kids World, and the Cabrillo Pavilion and Bathhouse. Other initiatives to support recreation and public access include sports field improvements, playground renovation, and implementation of new park signage.

DEPARTMENT SUMMARY

Parks and Recreation

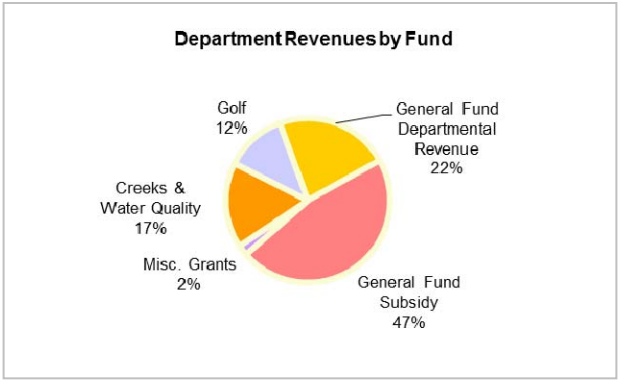
Department Financial and Staffing Summary

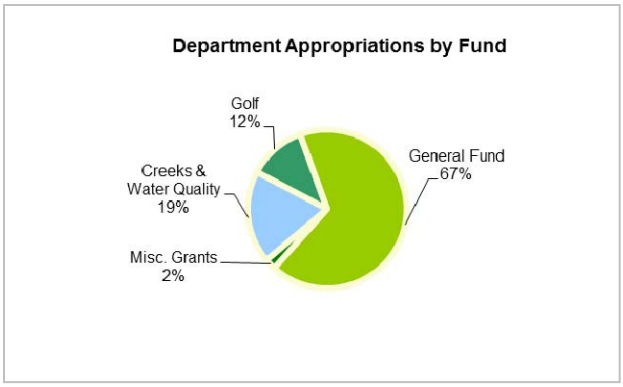
	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**100.05**	**93.25**	**93.25**	**92.45**	**92.45**
Hourly Employee Hours	**161,243**	**149,422**	**144,694**	**135,311**	**132,540**
Revenues					
Fees and Service Charges	$ 3,334,331	$ 3,362,808	$ 3,318,200	$ 3,192,747	$ 2,959,965
Golf Fees	1,635,775	2,623,062	2,504,840	2,691,082	2,839,359
Leases and Rents	645,081	564,644	517,846	538,162	554,127
Transient Occupancy Tax	3,728,588	3,947,900	3,820,100	3,852,500	3,994,500
Inter-fund Reimbursement	1,836,298	2,237,438	2,046,302	1,670,732	1,798,417
Interest Income	155,213	148,500	132,500	144,400	149,500
Other Revenue	44,446	22,072	39,075	36,122	36,173
Transfers In	-	329,429	329,429	-	-
Intergovernmental	261,202	582,065	320,479	295,386	295,386
Donations	287,817	342,741	260,911	281,805	259,548
General Fund Subsidy	10,202,139	11,447,256	11,088,121	11,105,080	11,435,209
Total Department Revenue	**$22,130,890**	**$25,607,915**	**$ 24,377,803**	**$ 23,808,016**	**$ 24,322,184**
Expenditures					
Salaries and Benefits	$11,505,153	$12,285,661	$ 11,536,286	$ 11,947,729	$ 12,283,979
Supplies and Services	7,831,146	10,062,294	9,737,411	9,418,343	9,328,580
Special Projects	420,356	1,170,261	560,220	428,678	428,678
Non-Capital Equipment	68,835	86,126	80,877	66,495	66,495
Transfers Out	83,422	445,736	299,237	245,347	245,347
Capital Equipment	-	50,000	-	-	-
Debt Service	40,843	329,604	439,891	128,282	67,084
Total Operating Expenditures	**$19,949,755**	**$24,429,682**	**$ 22,653,922**	**$ 22,234,874**	**$ 22,420,163**
Capital Grants Revenue	$ 1,345,237	$ 1,893,490	$ 893,490	$ -	$ -
Capital Program	4,706,081	11,092,306	3,527,119	2,189,000	2,241,800
Total Department Expenditures	**$24,655,836**	**$35,521,988**	**$ 26,181,041**	**$ 24,423,874**	**$ 24,661,963**
Addition to (Use of) Reserves	**$(1,179,709)**	**$(8,020,583)**	**$(909,748)**	**$(615,858)**	**$(339,779)**

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

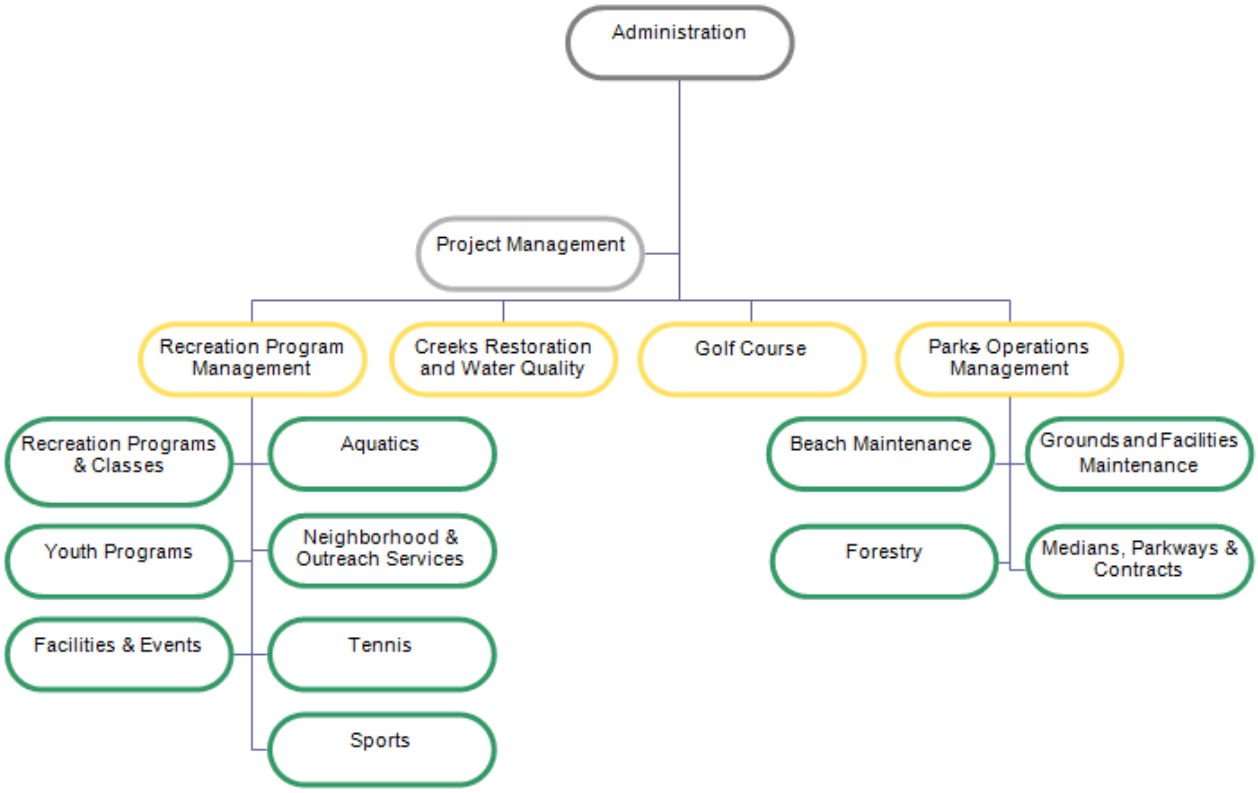
Parks and Recreation

Department Fund Composition





Program Organizational Chart



PARKS AND RECREATION PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Drought response plan implemented successfully.

Administration

(Program No. 6811)

Mission Statement

Provide policy direction, strategic planning, administrative support, and oversight for five divisions; plan, design, and construct park and facility projects; foster community outreach and collaborations to maximize impacts of City-funded programs and services.

Program Activities

- Provide administrative direction and support for Parks Division, Creeks Division, Recreation Division, Golf Division, and Project Management.
- Coordinate and provide staff support for Parks and Recreation Commission and 7 Advisory Committees.
- Oversee open space, park, and recreation master planning.
- Oversee park and recreation facility design, rehabilitation, and refurbishment.
- Build community partnerships and agreements with other agencies and community organizations to enhance and expand resources.
- Oversee the Department's financial business for budget, revenue, contracts, leases, grants, and capital improvement projects.
- Provide financial analysis and produce a variety of reports for Department staff which depict the financial status of the Department. Manage the Santa Barbara Golf Club professional and food concession contracts.
- Collaborate with the Parks and Recreation Community (PARC) Foundation.

Project Objectives for Fiscal Year 2018

- Ensure all program budgets are within expenditure and revenue budget appropriations, and that any revenue shortfalls are equally met by expenditure savings.
- Complete the semi-annual and Annual Parks and Recreation Grants and Donations Report, which includes grants, cash, and in-kind donations, and volunteer support secured by department programs.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Implement and revise the Parks and Recreation Department Strategic Drought Response Plan to effectively conserve water use in facilities, parks, and the golf course while preserving parks, golf, and urban forest resources and the playability and use of recreational spaces for the public.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.75**	**4.30**	**4.30**	**4.25**	**4.25**
Hourly Employee Hours	**653**	**975**	**703**	**703**	**753**
Revenues					
Other Revenue	$ -	$ -	$ 2	$ -	$ -
General Fund Subsidy	669,611	960,436	919,849	935,897	969,389
Total Revenue	**$ 669,611**	**$ 960,436**	**$ 919,851**	**$ 935,897**	**$ 969,389**
Expenditures					
Salaries and Benefits	$ 466,875	$ 742,235	$ 701,837	$ 745,668	$ 776,318
Supplies and Services	176,363	192,976	192,930	190,004	192,846
Special Projects	26,128	25,000	25,084	-	-
Non-Capital Equipment	245	225	-	225	225
Total Expenditures	**$ 669,611**	**$ 960,436**	**$ 919,851**	**$ 935,897**	**$ 969,389**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure 80% or greater of Parks and Recreation measurable and project objectives are met or exceeded.				
Objectives met or exceeded	85%	80%	80%	80%
Maintain $500,000 in cash and non-cash donations and grants from public and private resources.				
Amount of donations and grants	$461,471	$500,000	$500,000	$500,000
Achieve $300,000 in volunteer support to enhance Department resources.				
Value of volunteer support	$444,121	$300,000	$300,000	$300,000
Complete Mid-Year and Year-End expenditure and revenue reports for Parks, Recreation, and Administration Divisions.				
Expenditure budget projections provided quarterly	2	2	2	2
Review and update database for contracts and leases on a monthly basis to ensure all contracts and leases remain current.				
Monthly contract update reports	12	12	12	12

Administration
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Review and update pending and received grants, donations, and volunteer support database on a mid-year and year-end basis.				
Reports	2	2	2	2

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RECENT PROGRAM ACHIEVEMENTS

The Chase Palm Park Restroom Renovation Project was completed.

Project Management

(Program No. 6813)

Mission Statement

Plan, design, and implement park and facility development, renovation and improvement projects; leverage project resources with grant funding; oversee development of long-range planning projects; and coordinate participation in regional trails programs.

Program Activities

- Develop scope of work and budget for Department capital improvement program and special projects.
- Oversee required permit applications and discretionary review approvals.
- Oversee project budgets and schedules.
- Manage and oversee design consultants and construction contractors.
- Coordinate inter-departmental staff and inter-agency staff teams.
- Prepare grant proposals and administrator grant contracts.
- Monitor and report project status to the Parks and Recreation Commission.

Project Objectives for Fiscal Year 2018

- Submit the Annual Maintenance and Financial Report to the Parma Park Trustee.
- Complete first year installation of the Park and Facility Sign Replacement Program.
- Complete conceptual plan for renovation of Thousand Steps beach access.
- Complete construction of the Kids World Renovation Project at Alameda Park.
- Implement first year of the Parma Park Sustainable Trail Plan.
- Initiate construction of the Cabrillo Pavilion and Bathhouse Renovation Project.
- Complete final plans and initiate construction of the Cabrillo Ball Park Renovation Project.
- Complete construction of the Chase Palm Park Safety Improvement Project.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Develop preliminary access improvement plans for Bohnett Park.
- Complete Baseline Study for a Parks and Recreation Master Plan.
- Complete construction of Municipal Tennis Playground and Site Improvements.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.75**	**3.90**	**3.90**	**3.90**	**3.90**
Hourly Employee Hours	**1,469**	**3,700**	**800**	**960**	**960**
Revenues					
Inter-fund Reimbursement	$ 77,917	$ 105,000	$ 59,211	$ 105,000	$ 105,000
Intergovernmental	26,766	14,734	-	-	-
General Fund Subsidy	403,204	487,020	517,266	482,215	498,831
Total Revenue	**$ 507,887**	**$ 606,754**	**$ 576,477**	**$ 587,215**	**$ 603,831**
Expenditures					
Salaries and Benefits	$ 455,318	$ 526,548	$ 512,163	$ 543,244	$ 558,487
Supplies and Services	24,281	53,845	52,447	32,344	33,717
Special Projects	28,043	25,911	11,177	11,177	11,177
Non-Capital Equipment	245	450	690	450	450
Total Expenditures	**$ 507,887**	**$ 606,754**	**$ 576,477**	**$ 587,215**	**$ 603,831**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure that 75% of the capital improvement projects are completed within the approved budget.				
Percent of capital projects completed on budget	100%	75%	100%	75%
Complete the quarterly status report for Capital Improvement Program.				
Project Status Reports completed	4	4	4	4

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RECENT PROGRAM ACHIEVEMENTS

The Recreation Division achieved 34,426 hours of volunteer service to supplement the Division's programs and services in FY17.

Recreation Program Management

(Program No. 6111)

Mission Statement

Manage Recreation Division resources and foster collaborations to provide high quality and diverse recreation activities that enrich people's lives and promote healthy lifestyles. Plan, develop and implement comprehensive marketing and communications strategy to increase use of Department's programs, facilities and services. Create awareness about benefits of parks and recreation programs to the community while fostering media relations.

Program Activities

- Provide administrative oversight to the Recreation Division, including budget and facility management, planning, day-to-day operations, program development and evaluation, and customer service.
- Develop and administer a wide variety of structured recreation programs.
- Facilitate sponsorship and partnership agreements with community organizations to enhance public recreation opportunities.
- Manage revenues produced from activity fees, facility rentals, grants and partnerships.
- Provide marketing and design services that allow the public to easily access department information through print, broadcast and electronic medium.

Project Objectives for Fiscal Year 2018

- Implement strategic marketing plan to increase use and knowledge of Department's programs, facilities, and service.
- Initiate at least five new and creative marketing and/or website ideas to increase recreation program visibility and increase program participation and facility rental revenue.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.80**	**3.80**	**3.80**	**3.80**	**3.80**
Hourly Employee Hours	**3,191**	**3,186**	**1,980**	**2,040**	**2,040**
Revenues					
Donations	$ 29,228	$ 52,050	$ 3,662	$ 25,000	$ 25,000
General Fund Subsidy	725,110	885,296	693,787	727,861	741,605
Total Revenue	**$ 754,338**	**$ 937,346**	**$ 697,449**	**$ 752,861**	**$ 766,605**
Expenditures					
Salaries and Benefits	$ 576,953	$ 612,632	$ 436,420	$ 478,383	$ 489,919
Supplies and Services	174,523	167,664	218,979	234,478	236,686
Special Projects	2,237	155,000	40,000	40,000	40,000
Non-Capital Equipment	-	1,500	1,500	-	-
Total Expenditures	**$ 753,713**	**$ 936,796**	**$ 696,899**	**$ 752,861**	**$ 766,605**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Manage division programs to achieve 75% of measurable and performance objectives.				
Percent of objectives achieved	82%	75%	75%	75%
Maintain Recreation Division expenditure recovery at 50% through user fee revenues.				
Percent of actual expenditures recovered by user fee revenue	55%	53%	52%	50%
Negotiate and complete 18 annual co-sponsorship agreements to enhance recreation opportunities.				
Co-sponsorship agreements completed	22	18	18	18
Achieve a minimum of 28,000 volunteer hours to supplement City resources.				
Volunteer hours	34,426	25,000	30,000	28,000
Increase Parks and Recreation Facebook page followers to 5000 followers by the end of FY2018.				
Facebook followers	3,791	5,686	4,200	5,000
Increase Parks and Recreation Twitter followers to 1000 by end of FY18.				
Twitter followers	649	1,298	800	1,000
Submit at least one marketing project for State or National Awards annually.				
Number of marketing projects submitted for State or National awards	N/A	1	1	1

Recreation Program Management
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Employee Injuries	10	3	12	3
Vehicle accidents	4	2	2	2
Registration in all free and fee-based recreation programs	12,107	13,000	12,000	13,000
Internet registrations	4,438	4,000	4,400	4,500
Visits to the Parks and Recreation Department's section of the City's new Civica website	225,552	200,000	230,000	230,000
Number of posts made on NextDoor		12	12	12

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RECENT PROGRAM ACHIEVEMENTS

Reduced the number of noise complaints and music curfew violations generated by Oak Park and MacKenzie Center rentals through better monitoring of sound levels.

Facilities and Special Events

(Program No. 6121)

Mission Statement

Provide good, responsive customer service and quality indoor and outdoor rental facilities for private events, public special events, and photo/film shoots.

Program Activities

- Promote public use of city parks, beaches, open space, and other venues through facility reservations services and event coordination.
- Protect the integrity of public space by informing the public of rules and guidelines for use and through monitoring of activities.
- Through the one-stop permitting process, provide quick and responsive service to customers conducting commercial still photography and film/video shoots within the City of Santa Barbara and maintain necessary communications with other affected departments.
- Provide event organizers with comprehensive information and service for the permitting of community special events to ensure success for their events while preserving the integrity of the City's parks and beaches.
- Coordinate use, marketing, and rental operations of three premier beach area facilities, the Cabrillo Pavilion Arts Center, Chase Palm Park Recreation Center, and Casa Las Palmas, and two community buildings, Mackenzie Adult Building and Ortega Welcome House for community, recreational, educational and cultural activities.

Project Objectives for Fiscal Year 2018

- Plan and coordinate City-sponsored major special events (Fiesta, Summer Solstice, Oak Park Ethnic Festivals, and 4th of July).

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**7,583**	**7,740**	**7,000**	**5,397**	**3,881**
Revenues					
Fees and Service Charges	$ 917,421	$ 908,818	$ 853,392	$ 733,406	$ 576,489
Inter-fund Reimbursement	-	-	-	-	128,268
Total Revenue	**$ 917,421**	**$ 908,818**	**$ 853,392**	**$ 733,406**	**$ 704,757**
Expenditures					
Salaries and Benefits	$ 410,769	$ 421,501	$ 413,036	$ 392,836	$ 375,935
Supplies and Services	383,764	405,165	400,574	346,170	305,010
Special Projects	1,850	-	18	-	-
Non-Capital Equipment	6,345	5,840	6,375	5,840	5,840
Total Expenditures	**$ 802,728**	**$ 832,506**	**$ 820,003**	**$ 744,846**	**$ 686,785**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 85 outdoor wedding ceremony reservations in City parks or beaches.				
Wedding ceremony reservations	89	80	93	85
Achieve 650 picnic site rentals in City parks or beaches.				
Picnic site rentals	669	625	669	650
Achieve 50 Saturday and Sunday rentals at the Mackenzie Adult Building and Ortega Welcome House.				
Saturday and Sunday rentals	44	50	50	50
Work with community organizations to facilitate 115 public special events held in park facilities.				
Public special events held in park facilities	131	115	115	115
Achieve 95% "good" to "excellent" survey response ratings for overall customer satisfaction with beachfront rental facilities.				
Customers rating beachfront facilities "good" to "excellent"	100%	95%	95%	95%
Achieve 20 Friday and Sunday rentals at the Cabrillo Pavilion Arts Center from July to December 2017.				
Friday and Sunday Rentals	44	39	35	20
Achieve $110,000 in facility rental fee revenue at Chase Palm Park Center and Casa Las Palmas indoor facility rentals.				
Revenue for Chase Palm Park Center and Casa Las Palmas	$111,758	$130,000	$97,900	$110,000

Facilities and Special Events
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 50 outdoor private gatherings reservations in City parks or beaches.				
No. of reservations	N/A	N/A	50	50

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Revenue for outdoor park sites	$306,343	$314,802	$299,528	$309,028
Photo and film permits processed for the City	54	55	55	55
Total paid facility reservations processed for beachfront facilities	400	430	394	312

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RECENT PROGRAM ACHIEVEMENTS

Adjusted youth summer camp programs to improve program structure and delivery and increase accessibility to extended care.

Youth Activities

(Program No. 6141)

Mission Statement

Provide safe youth recreational activities in a positive and nurturing environment for children 4-17 years old to promote enriching and healthy lifestyles.

Program Activities

- Provide Recreation Afterschool Programs (RAP) at four elementary schools.
- Provide 12 summer and 3 spring camps, programs and clinics for youth.
- Provide free summer drop-in recreation programs.
- Foster collaborations with other youth service agencies, non-profits and school districts to maximize resources and programming for youth.
- Provide training for the successful integration of individuals with disabilities into department programs.
- Facilitate sports and social recreation activities specifically adapted for children and adults with developmental and physical disabilities.

Project Objectives for Fiscal Year 2018

- Provide service learning projects for afterschool and summer program participants including water conservation, fire prevention, recycling and trash reduction.
- Work with local youth service agencies, non-profits and volunteers to provide innovative free educational programs that focus on community outreach, health education and increased physical activity at 6 elementary school sites.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.80**	**4.00**	**4.00**	**4.00**	**4.00**
Hourly Employee Hours	**48,485**	**44,572**	**44,572**	**47,923**	**47,923**
Revenues					
Fees and Service Charges	$ 556,381	$ 545,750	$ 536,346	$ 515,739	$ 523,704
Other Revenue	3	-	1	-	-
Intergovernmental	177,431	192,712	192,712	167,619	167,619
Donations	43,320	63,366	48,385	55,000	55,500
General Fund Subsidy	587,819	622,697	706,691	660,656	678,148
Total Revenue	**$ 1,364,954**	**$ 1,424,525**	**$ 1,484,135**	**$ 1,399,014**	**$ 1,424,971**
Expenditures					
Salaries and Benefits	$ 1,022,329	$ 1,053,201	$ 1,133,715	$ 1,073,026	$ 1,090,901
Supplies and Services	308,618	285,269	264,178	243,988	252,070
Special Projects	77,114	82,830	82,000	82,000	82,000
Total Expenditures	**$ 1,408,061**	**$ 1,421,300**	**$ 1,479,893**	**$ 1,399,014**	**$ 1,424,971**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Serve 500 registered youth in Recreation Afterschool Programs (RAP) at 4 elementary school sites.				
RAP participants	528	525	500	500
Serve 1,200 registered youth in summer and spring camps, programs and clinics.				
Program registrations	1,236	1,200	1,275	1,200
Serve 500 local youth in drop-in recreation programs.				
Summer drop-in participants	1,101	1,200	1,102	500
Achieve 95% "good" to "excellent" overall customer satisfaction rate with youth programs.				
Participants overall customer satisfaction "good" to "excellent"	95%	95%	95%	95%
Serve 150 unduplicated youth in drop-in supervised skate programs.				
Annual unduplicated drop-in participants	N/A	N/A	N/A	150

Youth Activities
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Individuals served through the Inclusion Program	178	175	180	180
Percent of elementary afterschool program staff retained the full academic year	90%	80%	80%	75%
Percent of returning summer program staff	N/A	N/A	N/A	55%

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RECENT PROGRAM ACHIEVEMENTS

New fee structure established for ongoing groups to increase facility use and revenue.

Active Adults and Classes

(Program No. 6161)

Mission Statement

Provide recreation and enrichment classes for all ages, and social and wellness activities for adults to promote a healthy lifestyle and active community. Manage the Carrillo Recreation Center and Carrillo Street Gym for community use.

Program Activities

- Provide public dance programs for swing, ballroom, and contra dancing at the historic Carrillo Ballroom.
- Offer dance, fitness, and wellness classes for a wide range of interests and ability levels.
- Coordinate volunteer-led social programs including bridge, potlucks, and peer support groups.
- Provide a wide variety of classes through collaboration with community groups and use of independent contractors.
- Provide site management of the Carrillo Recreation Center, Carrillo Street Gym, Santa Barbara Lawn Bowls Club, and MacKenzie Park Lawn Bowls Club.
- Manage the registration, rental, and membership software used throughout the Parks and Recreation Department.
- Manage the Santa Barbara Arts and Crafts Show, a Santa Barbara tradition since 1965.

Project Objectives for Fiscal Year 2018

- Provide a lead role in transitioning the software used throughout the Parks and Recreation Department from Class to Perfect Mind. Support Class as a legacy system to provide historical data on past courses, rentals, and memberships.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.80**	**3.50**	**3.50**	**3.50**	**3.50**
Hourly Employee Hours	**4,733**	**4,669**	**4,669**	**2,005**	**2,005**
Revenues					
Fees and Service Charges	$ 474,300	$ 549,993	$ 521,023	$ 555,787	$ 565,251
Donations	-	-	-	16,998	9,000
General Fund Subsidy	257,191	280,483	304,279	269,397	281,891
Total Revenue	**$ 731,491**	**$ 830,476**	**$ 825,302**	**$ 842,182**	**$ 856,142**
Expenditures					
Salaries and Benefits	$ 332,184	$ 406,580	$ 367,729	$ 412,329	$ 426,074
Supplies and Services	380,244	423,896	457,573	429,853	430,068
Special Projects	17,472	-	-	-	-
Non-Capital Equipment	1,591	-	-	-	-
Total Expenditures	**$ 731,491**	**$ 830,476**	**$ 825,302**	**$ 842,182**	**$ 856,142**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Serve 6,000 participants through the Swing, Ballroom, and Contra dance programs.				
Participants in Ballroom, Swing, and Contra dance programs	6,344	6,500	6,000	6,000
Serve 2,300 participants in adult and youth contract classes at Carrillo Recreation Center.				
Contract class registrations	1,975	2,300	2,150	2,300
Maintain community use of Carrillo Recreation Center and Carrillo St. Gym at 8,500.				
Facility use hours	8,537	8,500	9,000	8,500
Achieve 24 paid Friday and Saturday night rentals at the Carrillo Recreation Center.				
Friday and Saturday Night Rentals	N/A	24	18	24

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Active Adults Fitness members	74	50	60	50
Facility reservations processed for the Carrillo Recreation Center	1,831	1,850	1,800	1,850
Facility reservations processed for the Carrillo St Gym	846	850	800	850
Artisans in the Santa Barbara Arts and Crafts Show	176	190	180	190

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Aquatics

(Program No. 6171)

Mission Statement

Provide safe and high quality aquatic programs and services that encourage skill development and promote swimming as a lifetime sport for swimmers of all ages.

Program Activities

- Provide safe and clean community swimming and wading pools for exercise and healthy enjoyment.
- Provide professional lifeguard services at City beaches and pools to ensure that 2 million visitors and citizens enjoy the sun, surf and sand in a safe environment.
- Provide swim lessons and water safety training to safeguard against drowning accidents, provide job certifications, and enhance community awareness for responsible swimming.
- Provide aquatic opportunities for youth including Junior Lifeguards, Aquacamp, Beach Volleyball Camp, and new avenues for aquatics-related personal growth.
- Manage 2 year-round, multi-use aquatic facilities, Los Baños del Mar Swimming Pool and Cabrillo Bathhouse, and 3 seasonal pool facilities.

Project Objectives for Fiscal Year 2018

- Complete the replacement of the expansion lines and pump valves at Los Baños swimming pool.

RECENT PROGRAM ACHIEVEMENTS

In Fiscal Year 2017, a greater number of aquatics scholarships were granted than in previous years.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.60**	**3.60**	**3.60**	**4.60**	**4.60**
Hourly Employee Hours	**26,142**	**26,709**	**28,766**	**26,118**	**25,441**
Revenues					
Fees and Service Charges	$ 915,325	$ 873,973	$ 917,737	$ 861,507	$ 763,704
Inter-fund Reimbursement	101,337	104,377	104,377	109,060	111,242
Other Revenue	35	-	58	-	-
Donations	-	-	-	27,259	20,000
General Fund Subsidy	431,301	465,292	418,781	574,475	654,437
Total Revenue	**$ 1,447,998**	**$ 1,443,642**	**$ 1,440,953**	**$ 1,572,301**	**$ 1,549,383**
Expenditures					
Salaries and Benefits	$ 725,972	$ 727,306	$ 733,930	$ 799,110	$ 815,569
Supplies and Services	694,474	694,056	674,374	743,191	703,814
Special Projects	22,572	14,280	26,280	25,000	25,000
Non-Capital Equipment	4,980	8,000	6,369	5,000	5,000
Total Expenditures	**$ 1,447,998**	**$ 1,443,642**	**$ 1,440,953**	**$ 1,572,301**	**$ 1,549,383**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain high quality and sanitary public swimming pool facilities resulting in zero mandated pool closures.				
Mandated closures by the Santa Barbara County Health Department	0	0	0	0
Achieve 95% "good to "excellent" overall customer satisfaction rate with aquatics programs.				
Participants overall customer satisfaction "good" to "excellent"	97%	95%	95%	95%
Achieve 870 youth swim lesson registrations.				
Youth swim lesson registrations	872	870	870	870
Provide 60 scholarships to aquatic camp programs.				
Scholarships awarded for aquatic summer camps	65	60	60	66
Retain 55% of aquatic summer staff hourly employee annual retention to ensure consistent quality programming.				
Aquatic summer staff returning	63%	55%	55%	55%

Aquatics
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Training hours provided for aquatics staff	270	225	225	225
Percent of cost recovery for all aquatics programs	72%	70%	70%	63%
Participation at Los Baños swimming pool	109,388	101,000	101,000	101,000
Participation at Ortega Park swimming pool	4,785	4,800	4,800	4,800
Participation at Oak Park wading pool	9,145	9,000	9,000	9,000
Participation at West Beach wading pool	0	0	0	0

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Sports

(Program No. 6181)

Mission Statement

Provide adults and youth of all ability levels the opportunity to participate in competitive sports by working towards personal development, by promoting healthy and active lifestyles, and coordinate and facilitate use of sports fields.

Program Activities

- Provide sports leagues for adults and youth in volleyball, basketball, soccer, flag football, and other sports of community interest.
- Manage City contract to provide community softball program at City facilities.
- Promote and facilitate community use of the City's sports fields and courts for soccer, softball, baseball, volleyball and other sports.
- Coordinate training for sports officials, coaches, volunteers and staff to promote sportsmanship, safety, and compliance with all policies and procedures.
- Facilitate the California Beach Volleyball Tournament Series which includes youth and adult tournaments.
- Schedule and coordinate sporting events at City parks, beaches and sports fields.

RECENT PROGRAM ACHIEVEMENTS

Implemented a new beach volleyball class for youth during after school hours and implemented new men's indoor volleyball division.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.50**	**2.80**	**2.80**	**2.00**	**2.00**
Hourly Employee Hours	**5,329**	**6,780**	**8,543**	**6,585**	**5,983**
Revenues					
Fees and Service Charges	$ 296,932	$ 286,815	$ 296,658	$ 304,600	$ 304,600
General Fund Subsidy	274,389	308,960	309,005	244,188	252,074
Total Revenue	**$ 571,321**	**$ 595,775**	**$ 605,663**	**$ 548,788**	**$ 556,674**
Expenditures					
Salaries and Benefits	$ 350,636	$ 361,807	$ 372,950	$ 329,083	$ 334,923
Supplies and Services	214,377	230,768	226,513	216,505	218,551
Special Projects	6,185	-	3,000	-	-
Non-Capital Equipment	2,043	3,200	3,200	3,200	3,200
Total Expenditures	**$ 573,241**	**$ 595,775**	**$ 605,663**	**$ 548,788**	**$ 556,674**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 1,800 registrations in youth sports programs.				
Youth participants	1,717	1,800	1,800	1,800
Achieve 2,600 registrations in adult sports programs.				
Adult participants	2,731	2,600	2,700	2,700
Facilitate community use of 6,000 programmable hours at 7 City sports fields.				
Field hours reserved	5,969	6,000	6,000	6,000
Achieve 95% "good" to "excellent" annual survey response ratings for overall customer satisfaction with youth and adult sports programs.				
Participants rating overall customer satisfaction with youth and adult sports programs as "good" to "excellent"	N/A	95%	95%	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Adult and youth tournament participants	942	950	950	950
Youth served in free afterschool sports program	1,002	1,000	1,000	1,000
Youth served with scholarships	16	20	24	20
Youth served in sports clinics, camps and classes	N/A	800	800	800
Adult sports team registrations	N/A	350	350	350

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Tennis

(Program No. 6182)

Mission Statement

Offer reasonably priced, quality tennis classes and programs in well-maintained facilities and promote tennis as a lifetime sport.

Program Activities

- Provide community tennis programs consisting of group and private lessons, rentals, clinics, summer youth tennis programs, and tournaments.
- Maintain and coordinate use of 22 tennis courts at 3 facilities, including 11 lighted courts, showers, and locker rooms.
- Manage a tennis court user-fee permit system, including sales of daily and annual tennis permits.
- Collaborate with local schools, non-profit agencies, and national tennis associations to promote adult and youth participation in tennis.

Project Objectives for Fiscal Year 2018

- Implement one annual public Pickleball tournament.

RECENT PROGRAM ACHIEVEMENTS

Successfully implemented Pickleball as a new sport at the Municipal Tennis Facility. Total of 119 new Pickleball memberships sold in 9 month period.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.80**	**0.80**	**0.80**	**0.80**	**0.80**
Hourly Employee Hours	**2,048**	**2,359**	**2,359**	**1,800**	**1,800**
Revenues					
Fees and Service Charges	$ 101,442	$ 100,595	$ 110,587	$ 114,900	$ 119,000
Donations	-	-	-	7,500	-
General Fund Subsidy	172,614	174,206	178,024	183,572	185,848
Total Revenue	**$ 274,056**	**$ 274,801**	**$ 288,611**	**$ 305,972**	**$ 304,848**
Expenditures					
Salaries and Benefits	$ 87,166	$ 89,101	$ 91,624	$ 91,284	$ 92,844
Supplies and Services	166,372	160,700	172,073	189,688	187,004
Special Projects	20,518	25,000	24,914	25,000	25,000
Total Expenditures	**$ 274,056**	**$ 274,801**	**$ 288,611**	**$ 305,972**	**$ 304,848**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Provide 600 hours of group lessons on an annual basis.				
Hours of group lessons	690	600	700	700
Sell 2,100 Daily Tennis permits.				
Daily tennis permits sold	1,160	2,100	1,100	1,200
Manage 2,000 hours of fee based facility court rentals.				
Court rentals hours	2,209	2,000	2,300	2,300
Provide 1,800 court hours to local agencies for youth programming.				
Court hours for youth programming	1,555	1,800	1,800	1,800
Distribute a tennis e-newsletter once a year to the tennis community.				
Times e-newsletter is sent	1	1	1	1

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Expenditure cost recovery through user fee revenue	34%	50%	36%	40%
Annual public tennis tournaments	9	9	9	9

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RECENT PROGRAM ACHIEVEMENTS

Free senior lunch program expanded successfully this fiscal year to a second site on the Eastside.

Neighborhood and Outreach Services

(Program No. 6195)

Mission Statement

Neighborhood and Outreach Services provides educational, cultural, nutrition and recreational programs and services through neighborhood outreach to strengthen families, improve the quality of life for children and youth, and create stronger sustainable communities.

Program Activities

- Provide outreach to youth, families, and neighborhoods through collaborations with community and non-profit organizations, youth service agencies, and school districts.
- Operate neighborhood centers located in densely populated, low-income, and culturally diverse neighborhoods: Westside, Downtown and Eastside, for various recreation and community programs and community rental use.
- Improve neighborhood and youth voice through the Neighborhood Advisory Council, Santa Barbara Youth Council, and South Coast Task Force on Youth Gangs, City Neighborhood Improvement Task Force, Human Services Commission, and Community Development Block Grant initiatives.
- Manage the Community Gardens Program and coordinate annual rental of garden plots at Yanonali, Rancheria, and Pilgrim Terrace community gardens.

Project Objectives for Fiscal Year 2018

- Facilitate Neighborhood Improvement Task Forces' recommendation for Community Development Block grants to the Neighborhood Advisory Council by December 2017.
- Identify 5 action items where the Neighborhood Advisory Council and Santa Barbara Youth Council took action to address and resolve a community issue.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**30,501**	**22,692**	**21,557**	**18,257**	**18,257**
Revenues					
Fees and Service Charges	$ 72,530	$ 96,864	$ 82,457	$ 106,808	$ 107,217
Leases and Rents	328,143	400,089	361,369	377,171	388,486
Inter-fund Reimbursement	15,000	15,000	15,000	8,400	5,000
Other Revenue	10,245	5,000	4,097	9,000	9,000
Intergovernmental	57,005	374,619	127,767	127,767	127,767
Donations	18,500	26,346	13,109	19,500	19,500
General Fund Subsidy	894,896	886,269	920,402	866,827	889,460
Total Revenue	**$ 1,396,319**	**$ 1,804,187**	**$ 1,524,201**	**$ 1,515,473**	**$ 1,546,430**
Expenditures					
Salaries and Benefits	$ 851,696	$ 877,214	$ 828,759	$ 837,785	$ 864,345
Supplies and Services	506,218	577,159	554,992	548,421	552,818
Special Projects	62,311	387,864	210,127	127,767	127,767
Non-Capital Equipment	5,302	2,259	2,326	1,500	1,500
Transfers Out	63	-	-	-	-
Total Expenditures	**$ 1,425,590**	**$ 1,844,496**	**$ 1,596,204**	**$ 1,515,473**	**$ 1,546,430**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Provide food distribution to 8,000 households (unduplicated) annually through Farmer's Market, Brown Bag, and Food Pantry programs.				
Households served through food distribution	10,287	13,000	8,000	8,000
Provide 11 neighborhood projects, community service opportunities and/or special events annually with outreach, marketing and promotion targeting low to moderate income residents.				
Outreach projects or events held annually	15	10	14	11
Process 1,600 bookings for facility reservations for community, private and public events at 3 community centers.				
Facility bookings for community, private, and public events	1,802	1,300	1,800	1,600
Increase number of garden plots rented at Community Gardens by 5% over FY 2017 actual.				
Garden plots rented	N/A	153	153	160

Neighborhood and Outreach Services
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Serve 350 unduplicated youth with educational, recreational and cultural programming and activities.				
Youth registered in all scheduled NOS programs, services and activities	N/A	350	350	350
Achieve 38 Friday, Saturday and Sunday weekend rentals at the Neighborhood Centers (Westside, Franklin and Davis).				
Number of Friday, Saturday and Sunday rentals at the Neighborhood Centers.	N/A	N/A	N/A	38
Achieve 55 Saturday and Sunday rentals at the MacKenzie Center and Ortega Welcome House.				
No. of Saturday and Sunday rentals	N/A	50	50	55

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Free meals served by Community Action Commission's Senior Meal program at the Davis and Franklin Centers	3,009	5,500	5,000	5,500
Youth and adults mentored, trained and employed through the Youth Employment Training program.	180	150	167	150
Individual tax returns processed through the Volunteer Income Tax Assistance program (VITA)	326	250	300	300
High school students participating in the Culinary Arts Program	35	35	35	35
Maintain an average daily attendance of 25 teens at the Franklin Teen Drop in Center	N/A	25	24	25
Seniors participating in programs at the Louise Lowry Davis Center (duplicated)	N/A	1,800	3,500	3,500
Youth participating in the Santa Barbara Youth Arts Alliance program	N/A	40	40	40
Low income families served at Franklin Center with supplemental foods, health care referrals and nutrition education by the SB County Public Health Department's WIC program.	N/A	N/A	N/A	2,000

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Creeks Restoration and Water Quality Improvement

(Program No. 6511)

Mission Statement

Improve creek and ocean water quality and restore natural creek systems with the implementation of storm water and urban runoff pollution reduction, creek restoration, and community education programs.

Program Activities

- Monitor creek and ocean water quality.
- Oversee clean water operations, including creek cleanups and storm drain screens.
- Enforce storm water and urban runoff pollution code.
- Develop and implement water quality improvement and creek restoration projects.
- Oversee storm water treatment programs.
- Coordinate community water quality information and clean water business assistance programs.

Project Objectives for Fiscal Year 2018

- Complete at least 20 hours of follow-up inspections to ensure storm water treatment measures are properly installed and maintained.
- Complete the City's Storm Water Management Program Annual Report to the State and Regional Water Quality Control Board.
- Maintain restoration sites to meet permit conditions, and conduct water quality and habitat analyses to determine success of restoration and water treatment projects.
- Complete grant reporting requirements for all grant funded capital projects.
- Secure Creeks Advisory Committee support for the Fiscal Year 2018 Water Quality Research and Monitoring Plan.
- Produce an annual report summarizing water quality samples collected and results for public distribution.
- Complete construction of a Storm Water Treatment Retrofit Project in a City right-of-way.

RECENT PROGRAM ACHIEVEMENTS

Completed a grant-supported permeable paver demonstration project on the street and sidewalks along the 700 and 800 blocks of Quarantina Street.

Project Objectives for Fiscal Year 2018 (Conf'd)

- Complete conceptual design plans and initiate permitting and environmental review for a water quality improvement and wetland restoration project at the Andree Clark Bird Refuge.
- Complete Phase I construction of the Las Positas Creek Restoration Project.
- Complete preliminary design plans for the Lower Arroyo Burro Restoration Project.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**8.85**	**8.85**	**8.85**	**8.85**	**8.85**
Hourly Employee Hours	**0**	**2,000**	**2,000**	**2,000**	**2,000**
Revenues					
Transient Occupancy Tax	$ 3,728,588	$ 3,947,900	$ 3,820,100	$ 3,852,500	$ 3,994,500
Interest Income	146,509	139,700	125,700	137,000	141,800
Other Revenue	14,703	13,072	18,609	13,072	13,072
Total Revenue	**$ 3,889,800**	**$ 4,100,672**	**$ 3,964,409**	**$ 4,002,572**	**$ 4,149,372**
Expenditures					
Salaries and Benefits	$ 1,035,043	$ 1,202,280	$ 1,130,413	$ 1,202,498	$ 1,245,382
Supplies and Services	894,917	1,413,920	1,175,036	1,364,035	1,271,498
Special Projects	10,129	10,242	7,179	10,242	10,242
Non-Capital Equipment	245	10,000	6,500	9,500	9,500
Transfers Out	70,322	102,304	101,152	100,000	100,000
Total Expenditures	**$ 2,010,656**	**$ 2,738,746**	**$ 2,420,280**	**$ 2,686,275**	**$ 2,636,622**
Capital Grants	$ 1,345,237	$ 1,893,490	$ 893,490	$ -	$ -
Capital Program	4,460,099	10,629,612	3,065,893	1,925,000	1,875,000
Addition to (Use of) Reserves	**$ (1,235,718)**	**$ (7,374,196)**	**$ (628,274)**	**$ (608,703)**	**$ (362,250)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain 95% response rate to enforcement calls within one working day.				
Percent of enforcement calls receiving response within one working day	100%	95%	95%	95%
Perform 95% of creek clean-ups within 48 hours of work order.				
Percent of Creek cleanup responses within 48 hours of work order	95%	95%	95%	95%
Achieve participation of an additional 20 businesses in certified clean water business program.				
Additional business participants in Clean Water Business Program	20	20	20	20

Creeks Restoration and Water Quality Improvement
(Continued)

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Provide watershed education programs to at least 3,000 school-age children in Santa Barbara.				
School-age children provided with watershed education programs	3,313	3,000	3,000	3,000
Inspect at least ten large City facilities for compliance with water pollution prevention best management practices.				
City facilities inspected	11	10	10	10
Provide public education on storm water impacts and clean water solutions at six community events per year.				
Public Education Provided at Community Events	6	6	6	6
Conduct 8 community creek stewardship and cleanup projects.				
Creek Stewardship and Clean-Up Projects	10	5	7	8
Conduct 95% of scheduled biweekly monitoring of integrator sites and quarterly sampling of watershed sites.				
Percent of scheduled biweekly monitoring and watershed sites sampled	96%	95%	95%	95%
Apply for a minimum of four new grants.				
Grants applied for	3	4	4	4
Sign up at least 75 additional e-mail subscribers for Creeks Division Information.				
New e-mail subscribers	236	50	65	75
Remove at least 20,000 square feet of Arundo donax as part of the Invasive Plant Removal program.				
Square feet removed	30,500	20,000	60,000	20,000
Increase the number of Creeks Division social media followers by 200.				
New social media followers	879	100	250	200
Inspect at least twenty parking lots (with 25 spaces or more) for compliance with water pollution prevention best management practices.				
Parking lots inspected	25	20	20	20
Inspect/clean 25 miles of City creeks annually.				
Miles of City creeks inspected/cleaned	66	20	30	25

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Golf

(Program No. 6711)

Mission Statement

Santa Barbara Golf Club is dedicated to providing residents and visitors an exceptional and affordable golfing experience in a friendly, inclusive environment for socializing and enjoying nature.

Program Activities

- Manage a contract that oversees golf services, including daily play, youth programming, tournaments, lessons, equipment rental, driving range, and food service for residents and visitors in Santa Barbara.
- Maintain 108 acres of land (85 acres of developed golf area) in accordance with golf industry best practices and the City's Integrated Pest Management Program.
- Manage a contract for Golf Course facilities, including the Pro Shop, parking lot, and walkways to a high standard befitting a leading municipal Golf Course.
- Plan and implement capital improvement projects to maintain and enhance the City's municipal Golf Course.

Project Objectives for Fiscal Year 2018

- Implement Capital plan on time and on budget to improve the infrastructure and playability of the Golf course while minimizing the impact on customer enjoyment during project construction.
- Work with management company and restaurant concessionaires to improve the communication and coordination for scheduling and increasing the number of tournament rounds and events at the Santa Barbara Golf Club.
- Provide contract oversight for the golf course maintenance, operations and restaurant concessions ensuring compliance with all audits and policies in monthly and quarterly reviews.

RECENT PROGRAM ACHIEVEMENTS

Scored 100% in December's Secret Shopper program.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**10.40**	**0.70**	**0.70**	**0.35**	**0.35**
Hourly Employee Hours	**8,855**	**0**	**0**	**0**	**0**
Revenues					
Golf Fees	$ 1,635,775	$ 2,623,062	$ 2,504,840	$ 2,691,082	$ 2,839,359
Rents (Concessions)	311,438	158,555	150,477	154,991	159,641
Interest Income	8,704	8,800	6,800	7,400	7,700
Other Revenue	3,018	1,500	3,555	1,500	1,500
Transfers In (General Fund Loan)	-	329,429	329,429	-	-
Donations	8,358	19,994	14,645	6,000	6,000
Total Revenue	**$ 1,967,293**	**$ 3,141,340**	**$ 3,009,746**	**$ 2,860,973**	**$ 3,014,200**
Expenditures					
Salaries and Benefits	$ 867,146	$ 102,808	$ 44,132	$ 70,062	$ 73,313
Supplies and Services	702,498	2,161,228	2,127,052	2,260,074	2,338,822
Special Projects	9	363	268	363	363
Non-Capital Equipment	-	13,872	13,137	-	-
Transfers Out	-	343,432	198,085	145,347	145,347
Debt Service	40,843	329,604	439,891	128,282	67,084
Total Operating Expenditures	**$ 1,610,496**	**$ 2,951,307**	**$ 2,822,565**	**$ 2,604,128**	**$ 2,624,929**
Capital Program	$ 245,982	$ 462,694	$ 461,226	$ 264,000	$ 366,800
Total Expenditures	**$ 1,856,478**	**$ 3,414,001**	**$ 3,283,791**	**$ 2,868,128**	**$ 2,991,729**
Addition to (Use of) Reserves	**$ 110,815**	**$ (272,661)**	**$ (274,045)**	**$ (7,155)**	**$ 22,471**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Grow Greens Fees revenue to meet or exceed budgeted revenue.				
Greens Fees Revenue Budget is $1,776,578	$1.636 M	$1.775 M	$1.656 M	$1.777 M
Grow Greens Fee Revenue per round to $27.51.				
Greens Fee Revenue / Total Rounds Played	$26.97	$27.95	$27.03	$27.51
Manage maintenance cost per round of golf to budget.				
Operating maintenance costs / total rounds played	$25.57	$16.71	$17.09	$17.91
Grow paid participation in Golf to 60,000 rounds.				
Paid rounds of golf	55,376	60,346	57,437	60,000
Manage the usage of potable water to best conserve water resources, while maintaining golf course greens in a desirable play condition.				
HCF used to maintain Greens	8,042	8,567	8,567	8,567

Golf
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Grow Golf Operations Revenue to meet or exceed budget.				
Golf Operations Revenue includes Greens Fees, Cart Rental, Sale of Merchandise, Lessons and Range	N/A	2.62 M	2.50 M	2.69 M

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Golf Concessionaire Revenue - Food and Beverage	$150,874	$158,560	$150,477	$154,991
Monthly facility inspections of clubhouse and maintenance facilities	12	12	12	12
Quantity of "red" liquid pest control materials used in support of the City IPM Program (in gallons)	7.3	15	15	15
Quantity of "red" solid pest control materials used in support of the City IPM Program (in pounds)	8.6	8.0	50.0	20.0

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Park Operations Management

(Program No. 6911)

Mission Statement

Manage park maintenance operations, sports fields, park and street tree resources, recreation facilities landscaping, capital projects, secure grants, monitor safety programs, division budget, and overall ordinance compliance related to parks and street trees.

Program Activities

- Oversee long range planning, set goals and manage budget resources for parks and open space.
- Respond to citizen inquiries regarding park operations, street tree operations and record keeping.
- Coordinate park project planning and inter-departmental efforts.
- Work with the school district staff on issues related to the Joint Use Agreement between the City and the Santa Barbara Schools District.
- Administer Park Ranger Program for public safety and enjoyment of parks and school facilities.

Project Objectives for Fiscal Year 2018

- Complete 10 park volunteer workdays and foster development of a volunteer program.
- Complete annual vegetation management work program in open space parks in high fire risk areas.
- Prepare and deliver the City's annual IPM report by June 2018.

RECENT PROGRAM ACHIEVEMENTS

Transitioned staff from the golf course into the Parks Division through reorganization and training.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.50**	**5.50**	**5.50**	**5.50**	**5.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 125,840	$ 118,485	$ 118,485	$ 32,048	$ 32,048
General Fund Subsidy	623,764	720,865	703,134	680,994	704,630
Total Revenue	**$ 749,604**	**$ 839,350**	**$ 821,619**	**$ 713,042**	**$ 736,678**
Expenditures					
Salaries and Benefits	$ 503,799	$ 593,618	$ 587,384	$ 625,368	$ 647,369
Supplies and Services	109,228	155,582	137,058	86,574	88,209
Special Projects	91,133	337,320	36,109	-	-
Non-Capital Equipment	9,480	1,100	1,100	1,100	1,100
Total Expenditures	**$ 713,640**	**$ 1,087,620**	**$ 761,651**	**$ 713,042**	**$ 736,678**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 85% of Parks Division objectives.				
Percent of Division performance measures achieved	91%	85%	94%	85%
Maintain 348 acres of developed parkland at a cost of $13,294 per acre.				
Cost to maintain an acre of parkland	$11,754	$13,095	$12,345	$13,294
Maintain 1,227 acres of open space at a cost of $420 per acre.				
Cost to maintain an acre of open space	$371	$428	$404	$420

PARKS AND RECREATION PROGRAMS

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Youth Activities
Active Adults and Classes
Aquatics
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Creeks Restoration and Water Quality Improvement
Golf
Park Operations Management
➢ **Grounds and Facilities Maintenance**
Forestry
Beach Maintenance
Medians, Parkways and Contracts

Grounds and Facilities Maintenance

(Program No. 6912)

Mission Statement

Provide safe and high quality open space, parks, sports fields, building landscaping, and restrooms.

Program Activities

- Repair and reconstruct existing park features such as softball backstops, signs, benches, hardscape, and other park amenities.
- Maintain 23 restroom facilities to the highest standards.
- Manage 22 playgrounds including routine safety inspection and follow-up, replacements, modifications for universal access, and user safety.
- Oversee grounds maintenance, including litter control, trash removal, hardscape cleaning, the pruning, planting, and fertilizing of landscape plants, mowing, turf management, and sports field maintenance.
- Coordinate water use management, irrigation repair, replacement, and performance management.
- Maintain 1,183 acres of open space in 12 areas and oversee vegetative fuels management of open space parks.

Project Objectives for Fiscal Year 2018

- Complete monthly pesticide usage reports on time as required by the County Agricultural Commissioner.
- Renovate planter beds at A.C. Postel Memorial Rose Garden, Alice Keck Park Memorial Garden, and Chase Palm Park Expansion.
- Aerate sports fields to encourage a healthy turf at Cabrillo, Chase Palm, Dwight Murphy, Pershing, and MacKenzie twice a year.

RECENT PROGRAM ACHIEVEMENTS

Installed a new playground at Shoreline Park.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**28.75**	**30.75**	**30.75**	**30.25**	**30.25**
Hourly Employee Hours	**18,008**	**19,121**	**16,826**	**16,600**	**16,600**
Revenues					
Leases and Rents	$ 5,500	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Inter-fund Reimbursement	236,912	585,022	439,675	386,937	386,937
Other Revenue	160	-	21	-	-
Donations	62,571	62,500	62,625	92,500	92,500
General Fund Subsidy	4,235,606	4,612,406	4,443,340	4,691,839	4,762,093
Total Revenue	**$ 4,540,749**	**$ 5,265,928**	**$ 4,951,661**	**$ 5,177,276**	**$ 5,247,530**
Expenditures					
Salaries and Benefits	$ 2,674,231	$ 3,300,783	$ 3,003,275	$ 3,058,254	$ 3,151,247
Supplies and Services	1,782,420	1,884,436	1,841,328	1,998,713	1,975,974
Special Projects	54,655	66,269	69,064	82,129	82,129
Non-Capital Equipment	33,503	38,180	38,180	38,180	38,180
Capital Equipment	-	50,000	-	-	-
Total Expenditures	**$ 4,544,809**	**$ 5,339,668**	**$ 4,951,847**	**$ 5,177,276**	**$ 5,247,530**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Make 100% of reported safety issues safe within an average of 8 work hours of notification.				
Percent of reported safety issues made safe within average of 8 work hours of notification	100%	100%	100%	100%
Complete 100% of monthly parks safety inspections (504 total).				
Park safety inspections completed	504	504	504	504
Complete 125 non-safety work orders annually.				
Non-safety work orders completed	129	125	160	125
Ensure that 75% of parks grounds inspections meet established park maintenance standards.				
Percent of park grounds inspections in compliance	87%	75%	80%	75%
Clean and inspect Skater's Point skateboard park daily.				
Daily skateboard park inspections and cleanings	366	365	365	365

Grounds and Facilities Maintenance
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Total number of restroom cleanings	12,042	10,000	11,000	11,000
Hours spent on Neighborhood Improvement Program	550	250	500	500
Quantity of "green" pest control materials used in support of the City IPM program in gallons	0.37	40.00	40.00	40.00
Quantity of "yellow" pest control materials used in support of the City IPM program in gallons	1.24	20.00	10.00	20.00
Quantity of "red" pest control materials used in support of the City IPM program in gallons	0	0	0	0
Cubic yards of mulch used to combat weed growth and conserve water	469	700	500	600

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PARKS AND RECREATION PROGRAMS

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Grounds and Facilities Maintenance
➢ **Forestry**
Beach Maintenance
Medians, Parkways and Contracts

Forestry

(Program No. 6913)

Mission Statement

Plant and maintain street, park, and City facility trees for the benefit of residents and to ensure a safe and healthy community forest.

Program Activities

- Manage 23,500 street trees and 9,300 park and facility trees.
- Oversee stump and root management.
- Coordinate young tree planting and management.
- Inspect potentially hazardous trees.
- Communicate City policies and ordinances regarding tree issues and coordinate citizen requests for tree planting.
- Respond to citizen tree maintenance and removal requests and scheduled block pruning.
- Enforce street tree and front yard setback tree ordinance.

Project Objectives for Fiscal Year 2018

- Hold annual training for contractor/management companies related to City Tree Preservation Policies.
- Complete Arbor Day celebrations at 3 schools.

RECENT PROGRAM ACHIEVEMENTS

Completed Arbor Day Celebrations at 4 schools.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**9.00**	**9.00**	**9.00**	**9.00**	**9.00**
Hourly Employee Hours	**1,596**	**1,730**	**1,730**	**1,693**	**1,677**
Revenues					
Inter-fund Reimbursement	$ 899,859	$ 879,093	$ 879,093	$ 874,040	$ 874,675
Other Revenue	16,282	2,500	12,732	12,550	12,601
General Fund Subsidy	333,386	381,483	285,599	367,078	405,629
Total Revenue	**$ 1,249,527**	**$ 1,263,076**	**$ 1,177,424**	**$ 1,253,668**	**$ 1,292,905**
Expenditures					
Salaries and Benefits	$ 811,532	$ 876,318	$ 797,246	$ 890,830	$ 924,627
Supplies and Services	433,139	385,258	378,678	361,338	366,778
Special Projects	-	15,182	-	-	-
Non-Capital Equipment	4,856	1,500	1,500	1,500	1,500
Transfers Out	13,037	-	-	-	-
Total Expenditures	**$ 1,262,564**	**$ 1,278,258**	**$ 1,177,424**	**$ 1,253,668**	**$ 1,292,905**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Trim 4,401 street trees.				
Street trees pruned	5,569	4,600	4,600	4,670
Trim 1,070 park and facility trees.				
Park and facility trees pruned	1,065	1,237	900	1,000
Complete 93% of service inspections requested within 10 working days.				
Service inspection requests completed within 10 working days	95%	93%	95%	93%
Inspect and act on 100% of tree ordinance violations within 30 days.				
Percent of ordinance violations acted on within 30 days	100%	100%	100%	100%
Maintain average tree pruning by staff at a cost of $251 per tree.				
Cost per tree pruned by staff	$226	$240	$240	$251
Maintain average tree pruning by contract at a cost of $130 per tree.				
Cost per tree pruned by contract	$99	$106	$100	$130

Forestry
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Service inspections	1,118	1,000	1,000	1,000
Ordinance violations reported	23	20	20	20
Cubic yards of mulch produced for City weed deterrent program	405	450	450	450
Neighborhood Improvement Program events	7	4	4	4

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PARKS AND RECREATION PROGRAMS

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➢ **Beach Maintenance**
Medians, Parkways and Contracts

Beach Maintenance

(Program No. 6914)

Mission Statement

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

Program Activities

- Perform maintenance duties of raking, sand grooming, and minor grading of the beaches.
- Remove and dispose of litter, storm debris, and dead sea animals.
- Oversee creek outlet cleaning, maintenance, and annual installation and removal of lifeguard towers.

Project Objectives for Fiscal Year 2018

- Complete Snowy Plover monitoring surveys in conjunction with every beach grooming and raking cycle.

RECENT PROGRAM ACHIEVEMENTS

Removed approximately 257 pounds of debris from City beaches.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**1,005**	**1,000**	**1,000**	**1,019**	**1,009**
Revenues					
General Fund Subsidy	$ 134,145	$ 142,921	$ 138,958	$ 139,552	$ 151,031
Total Revenue	**$ 134,145**	**$ 142,921**	**$ 138,958**	**$ 139,552**	**$ 151,031**
Expenditures					
Salaries and Benefits	$ 98,929	$ 104,057	$ 100,511	$ 104,436	$ 115,170
Supplies and Services	35,216	38,864	38,447	35,116	35,861
Total Expenditures	**$ 134,145**	**$ 142,921**	**$ 138,958**	**$ 139,552**	**$ 151,031**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Groom sand on Leadbetter, West and East beaches 10 times between May and October.				
Beach grooming cycles	10	10	10	10
Rake beach sand on Leadbetter, West, and East beaches 6 times between November and April.				
Beach rake cycles	6	6	6	6
Hand clean the perimeter of Mission Creek Lagoon on East Beach an average of 2 times per week.				
Mission Lagoon perimeter hand-cleanings	110	110	110	110
Hand clean Sycamore Creek Outfall an average of 2 times per week to prevent pollution from entering the ocean.				
Sycamore Creek Outfall hand-cleanings	110	110	110	110

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Beached animals removed	10	20	15	20
Tons of beach debris removed	257	150	250	150

PARKS AND RECREATION PROGRAMS

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Forestry
Beach Maintenance
➢ **Medians, Parkways and Contracts**

Medians, Parkways and Contracts

(Program No. 6916)

Mission Statement

Maintain City street medians and parkways at required maintenance service levels for safety and aesthetics, and manage Parks Division landscape maintenance contracts.

Program Activities

- Oversee the Sheffield landscape maintenance contract.
- Oversee contract management of gateway medians and parkways.
- Maintain medians and parkways elsewhere that the City is responsible to maintain.

Project Objectives for Fiscal Year 2018

- Complete Sheffield Open Space Vegetative Fuels Management by June 15, 2018.

RECENT PROGRAM ACHIEVEMENTS

Awarded vendor contract to maintain 13 gateway medians.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.75**	**2.75**	**2.75**	**2.65**	**2.65**
Hourly Employee Hours	**1,647**	**2,189**	**2,189**	**2,211**	**2,211**
Revenues					
Inter-fund Reimbursement	$ 505,273	$ 548,946	$ 548,946	$ 187,295	$ 187,295
General Fund Subsidy	573,796	595,234	582,395	269,089	278,115
Total Revenue	**$ 1,079,069**	**$ 1,144,180**	**$ 1,131,341**	**$ 456,384**	**$ 465,410**
Expenditures					
Salaries and Benefits	$ 234,575	$ 287,672	$ 281,162	$ 293,533	$ 301,556
Supplies and Services	844,494	831,508	825,179	137,851	138,854
Special Projects	-	25,000	25,000	25,000	25,000
Total Expenditures	**$ 1,079,069**	**$ 1,144,180**	**$ 1,131,341**	**$ 456,384**	**$ 465,410**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure that 75% of medians and parkways meet established park maintenance standards.				
Percent pass	80%	75%	80%	75%
Provide median walkthrough inspections with landscape contractor on a monthly basis to ensure conformance to standards and contract specifications.				
Inspections	9	12	12	12
Apply 50 yards of mulch to gateway medians to control weeds.				
Yards applied	105	50	50	50

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DEPARTMENT SUMMARY

Police

Operating under a community-oriented policing philosophy, create and maintain a safe community where people can live in peace without the fear of crime.

About Police

The Police Department is responsible for providing law enforcement services to the City of Santa Barbara. Working in partnership with the community, quality and professional law enforcement services are provided in a fair and efficient manner.

The Field Operations Division provides police services to the community that includes 24-hour patrol response to 9-1-1 calls for service, traffic enforcement, special enforcement and quality of life response teams.

The Investigative/Internal Operations Division conducts follow-up investigations from initial crime reports that include crimes against persons, property, narcotics, gangs, schools, and forensic investigations. It also provides services within the organization including information technology, crime analysis, records management, and evidence management as well as parking enforcement services within the City.

The Community/Support Services Division manages the Department's Beat Coordinator Program, Restorative Outreach Program, Volunteer Corps, Police Activities League, and Youth Explorer program. The division also manages and staffs City sanctioned special events, as well as providing animal control services. In-house services include training and recruitment, management of the Department's facilities and vehicle fleet.

Our motto "Dedicated to Serve" captures our commitment to ensure a safe and secure place for people to live, work and enjoy our community.

Fiscal Year 2018 Budget Highlights

In Fiscal Year 2017 the Department was reorganized into three divisions: Field Operations, Community/ Support Services and Investigative/Internal Operations. The reorganization aligns the Department's work efforts to the Chief's focus on Community Oriented Policing and public engagement. Key efforts include:

- Creation of Citizen's Advisory Board
- Expanded Beat Coordinator and volunteer programs
- Increased staffing to fill vacant positions in Restorative Policing, Traffic, Tactical Patrol, Special Enforcement and Investigations

DEPARTMENT SUMMARY

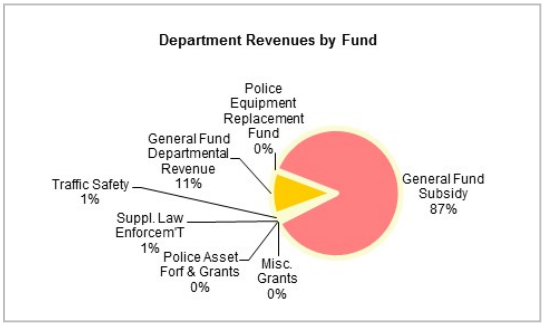
Police

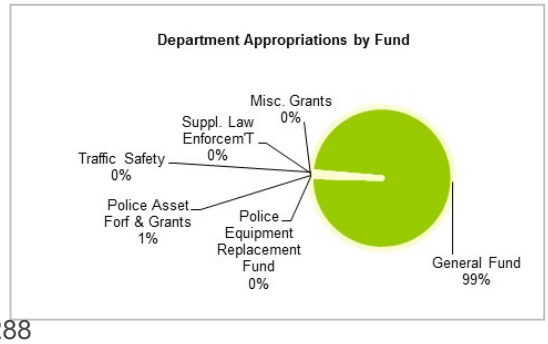
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**212.00**	**212.00**	**212.00**	**211.00**	**211.00**
Hourly Employee Hours	**34,583**	**41,118**	**45,524**	**36,030**	**36,238**
Revenues					
Transfers In	$ 120,100	$ -	$ -	$ -	$ -
Parking Violations	2,041,126	2,850,400	2,906,415	2,734,566	2,740,100
Traffic Safety	361,820	525,000	360,000	525,000	535,000
Prop. 172 Sales Tax	264,466	302,387	269,800	270,800	276,500
Donations	38,845	83,453	43,500	27,500	27,500
Fines & Forfeitures	60,542	90,000	110,000	90,000	90,000
Fees and Service Charges	583,596	703,984	620,100	884,600	903,326
Inter-fund Reimbursement	415,106	423,642	413,642	484,032	495,711
Intergovernmental	744,105	1,073,477	948,258	476,189	491,442
Licenses	147,422	191,500	149,000	167,500	172,500
Other Revenue	323,128	299,000	319,200	37,000	42,000
General Fund Subsidy	33,119,319	35,629,327	33,330,259	36,213,895	38,271,081
Total Revenue	**$38,219,575**	**$42,172,170**	**$ 39,470,174**	**$ 41,911,082**	**$ 44,045,160**
Expenditures					
Salaries and Benefits	$32,579,136	$35,972,859	$ 33,543,443	$ 36,319,828	$ 38,318,506
Supplies and Services	5,240,335	5,498,453	5,309,197	5,349,081	5,459,233
Special Projects	102,413	227,182	98,533	16,000	16,000
Capital Equipment	97,105	210,770	212,943	-	-
Non-Capital Equipment	199,045	389,951	333,483	209,751	177,262
Transfers Out	100,000	200,000	-	-	-
Total Department Expenditures	**$38,318,034**	**$42,499,215**	**$ 39,497,599**	**$ 41,894,660**	**$ 43,971,001**

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

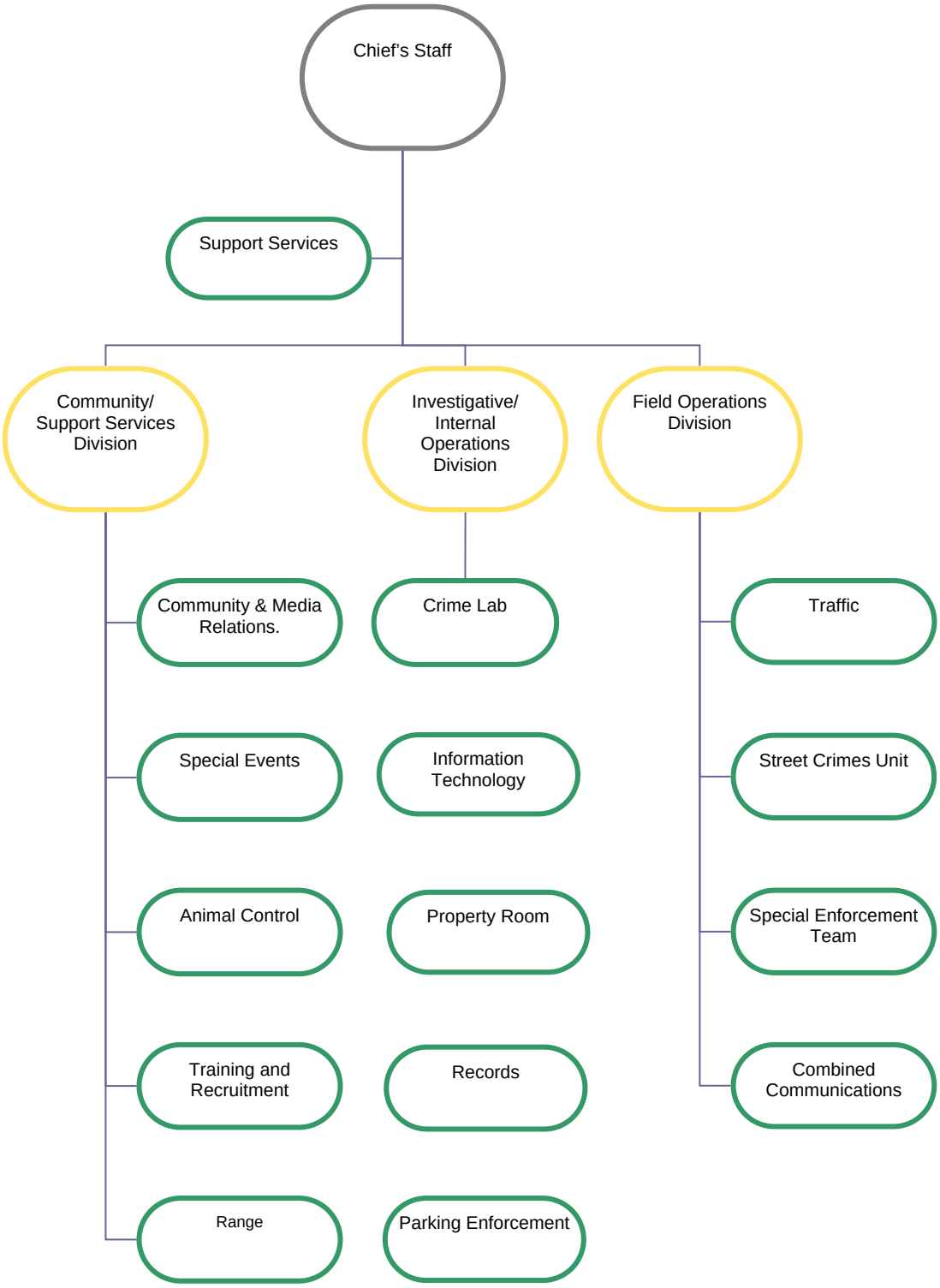
Department Fund Composition





Police

Program Organizational Chart



POLICE PROGRAMS

- Chief's Staff
- Support Services
- Community/Support Services Division
- Community and Media Relations
- Special Events
- Animal Control
- Training and Recruitment
- Range and Equipment
- Field Operations Division
- Traffic
- Street Crimes Unit
- Special Enforcement Team
- Combined Communications Center
- Investigative/Internal Operations Division
- Crime Lab
- Information Technology
- Property Room
- Records Bureau
- Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Police Integrity Software selected and purchased.

Chief's Staff

(Program No. 3411)

Mission Statement

Ensure that the organization is operating in a professional manner at all levels with a solid and consistent focus on community policing through team approaches and employee accountability.

Program Activities

- Manage, oversee, and monitor the operations of the Santa Barbara Police Department, which includes 3 divisions that provide public safety for the Santa Barbara Community and focus on quality of life issues.
- Investigate and evaluate all complaints related to the performance and conduct of the members of the Police Department.
- Assist other City departments in gathering information related to public liability claims and other personnel matters.
- Investigate special requests from City Hall and respond with information in a timely manner.

Project Objectives for Fiscal Year 2018

- Complete IA Pro training for Professional Standards and IT, and implement program use.
- Develop and implement Citizen's Advisory Board to the Chief (CAB).

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**
Hourly Employee Hours	**1,922**	**2,294**	**971**	**297**	**300**
Revenues					
Parking Violations	$ 2,041,126	$ 2,850,400	$ 2,906,415	$ 2,734,566	$ 2,740,100
Prop. 172 Sales Tax	264,466	302,387	269,800	270,800	276,500
Donations	23,600	78,521	41,000	25,000	25,000
Fees and Service Charges	374,232	478,734	390,100	406,900	408,326
Intergovernmental	42,455	163,309	163,309	42,000	45,000
Other Revenue	65,030	37,000	60,100	37,000	42,000
Total Revenue	**$ 2,810,909**	**$ 3,910,351**	**$ 3,830,724**	**$ 3,516,266**	**$ 3,536,926**
Expenditures					
Salaries and Benefits	$ 1,081,909	$ 1,046,865	$ 748,777	$ 985,528	$ 1,022,609
Supplies and Services	128,758	153,744	152,532	124,579	125,582
Special Projects	40,000	50,571	37,000	12,000	12,000
Capital Equipment	-	23,500	23,500	-	-
Total Expenditures	**$ 1,250,667**	**$ 1,274,680**	**$ 961,809**	**$ 1,122,107**	**$ 1,160,191**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 80% of the department program objectives.				
Percent of performance objectives	80%	80%	80%	80%
Investigate administrative complaints and complete 80% of the complaint investigations within 120 days of complaint.				
Percent of administrative complaint investigations completed in 120 days	N/A	N/A	N/A	80%
Respond to 90% of special requests from City Council members, citizen inquiries and outside agencies within one working day of being assigned.				
Percent of requests responded to within one working day	100%	90%	90%	90%
Respond to 90% of City Attorney and Risk Management requests for investigation within one working day.				
Percent of requests responded to within one working day	100%	90%	90%	90%
Investigate formal citizen's complaints and complete 80% of the complaint investigations within 120 days of complaint.				
Percent of formal citizen's complaint investigations completed in 120 days	N/A	80%	80%	80%

Chief's Staff
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Formal citizen complaints	5	10	4	5
Citizen Pitchess Motions filed	3	8	1	4
Special requests from City Hall, citizen inquiries, and outside agencies	24	47	20	21
City Attorney and Risk Management requests	64	120	60	62
Administrative complaints	8	15	6	8

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POLICE PROGRAMS

Chief's Staff
➢ **Support Services**
Community/Support Services Division
Community and Media Relations
Special Events
Animal Control
Training and Recruitment
Range and Equipment
Field Operations Division
Traffic
Street Crimes Unit
Special Enforcement Team
Combined Communications Center
Investigative/Internal Operations Division
Crime Lab
Information Technology
Property Room
Records Bureau
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Completed 100% of Dance Permit Staff Reports at least 8 days prior to the corresponding Police and Fire Commission meetings.

Support Services

(Program No. 3413)

Mission Statement

Perform the administrative and fiscal functions for the Police Department, including purchasing, payroll, and revenue collection while providing fiscal support and oversight to all department divisions.

Program Activities

- Administer the preparation, implementation, and management of the department's budget.
- Provide timely management and support on all matters related to personnel and payroll actions.
- Process all Department purchasing and accounts payable and receivable actions.
- Manage the Parking Collection Section, including payments, reviews, and tows.
- Conduct Dance Permit Application and Renewal Application investigations and prepare staff reports for the Fire and Police Commission.
- Conduct taxi, pedicab, and massage technician permit application and renewal application investigations.

Project Objectives for Fiscal Year 2018

- Develop an annual budget within target and administer within fiscal constraints and policies.
- Develop a trainer/refresher course for newly promoted supervisors on purchasing and payroll procedures.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**6.00**	**6.00**	**6.00**	**7.00**	**7.00**
Hourly Employee Hours	**402**	**1,010**	**264**	**793**	**793**
Revenues					
Fees and Service Charges	$ 3,027	$ -	$ -	$ 170,000	$ 175,000
Licenses	-	-	-	48,500	48,500
Other Revenue	60	-	900	-	-
General Fund Subsidy	645,512	689,487	644,217	552,021	574,364
Total Revenue	**$ 648,599**	**$ 689,487**	**$ 645,117**	**$ 770,521**	**$ 797,864**
Expenditures					
Salaries and Benefits	$ 585,058	$ 625,324	$ 587,440	$ 714,125	$ 735,312
Supplies and Services	63,541	64,163	57,677	56,396	62,552
Total Expenditures	**$ 648,599**	**$ 689,487**	**$ 645,117**	**$ 770,521**	**$ 797,864**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve a 99% accuracy rate in processing employee timesheets.				
Percent of timesheets processed error free	99%	99%	99%	99%
Achieve a clearance rate of 80% for parking citations for the prior fiscal year.				
Percent of parking citations paid	80%	80%	80%	80%
Notify 100% of interested parties of vehicles towed for unlicensed driver within 1 business day.				
Percent of interested parties notified within 1 business day	100%	100%	100%	100%
Complete 100% of Dance Permit Application Staff Reports at least 8 days prior to the corresponding Police & Fire Commission meetings.				
Percent of Dance Permit Application Staff Reports at least 8 days prior to the corresponding Police & Fire Commission meetings	100%	100%	100%	100%
Process 97% of completed Dance Permit Renewal Applications within three weeks.				
Percent of completed Dance Permit Renewal Applications within three weeks	100%	97%	97%	97%

Support Services
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 95% of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations within three weeks of receipt of Live Scan results.				
Percent of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations within three weeks of receipt of Live Scan results	71%	95%	95%	95%
Process 92% of permit renewal investigations (excluding Dance Permits) within three weeks of application.				
Percent of permit renewal investigations (excluding Dance Permits) within three weeks of application	72%	92%	92%	92%
Achieve a 99% accuracy rate in preparing and submitting Treasury Receipts.				
Accuracy rate in preparing and submitting Treasury Receipts	N/A	N/A	N/A	99%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Timesheets processed	6,521	6,700	6,500	6,700
Errors reported by Payroll on timesheets	57	67	67	67
Purchasing transactions processed	947	950	850	900
Accounts Payable transactions processed	1,918	1,900	1,850	1,900
Parking citations issued	87,389	92,000	83,000	92,000
Current fiscal year parking citation payments	64,676	75,000	73,000	75,000
Parking citations paid online	29,843	30,000	43,000	40,000
Dance Permit Application Staff Reports completed	0	2	2	2
Dance Permit Renewal Applications processed	2	11	10	10
Security Alarm actions performed	13632	22,745	22,745	22,745
Treasury Receipts prepared	N/A	N/A	N/A	700

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RECENT PROGRAM ACHIEVEMENTS

Completed a $200,000.00 project to renovate the men's locker room facility, as well as a $100,000.00 project to upgrade the Department's armory.

Community/Support Services Division

(Program No. 3421)

Mission Statement

Provide leadership, direction, and administrative guidance for the Community/Support Services Division.

Program Activities

- Coordinate and oversee the Police Department facilities maintenance needs with the Public Works Department.
- Work closely with the Business Office to efficiently administer the Community/Support Services Division Budget.
- Continue administration of current and future grant funding programs.
- Provide information to the public regarding police activities, crime trends, and emergency situations with media releases and interviews.
- Maintain the Restorative Policing Program.
- Supervise, coordinate, and direct the activities of the Police Department's Reserve Corps, Volunteer Corps, and Chaplain Program.

Project Objectives for Fiscal Year 2018

- Complete annual policy manual update including general orders and approved legal recommendations for command staff approval.
- Complete annual mileage review of all department vehicles to ensure uniform usage. Re-distribute vehicles as necessary.
- Maintain the Restorative Policing Program with a minimum of 35 active cases at all times.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**2.00**	**2.00**	**6.00**	**6.00**
Hourly Employee Hours	**1,362**	**1,076**	**3,287**	**20,609**	**20,720**
Revenues					
Transfers In	$ 120,100	$ -	$ -	$ -	$ -
Fees and Service Charges	171,036	152,250	170,000	-	-
Inter-fund Reimbursement	53,032	53,032	53,032	87,000	87,000
General Fund Subsidy	1,175,659	1,001,057	990,477	2,112,347	2,234,872
Total Revenue	**$ 1,519,827**	**$ 1,206,339**	**$ 1,213,509**	**$ 2,199,347**	**$ 2,321,872**
Expenditures					
Salaries and Benefits	$ 680,665	$ 606,002	$ 587,834	$ 1,549,475	$ 1,648,477
Supplies and Services	547,730	527,305	552,643	552,872	576,395
Special Projects	-	533	533	-	-
Capital Equipment	58,981	53,465	53,465	-	-
Non-Capital Equipment	63,669	52,631	52,632	10,000	10,000
Transfers Out	100,000	-	-	-	-
Total Expenditures	**$ 1,451,045**	**$ 1,239,936**	**$ 1,247,107**	**$ 2,112,347**	**$ 2,234,872**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure Administrative Services program owners complete 80% of program objectives.				
Percent of program objectives completed	80%	80%	80%	80%
Ensure Restorative Outreach Specialists conduct 450 outreach contacts with homeless persons.				
Number of outreach contacts with homeless persons	N/A	1000	420	450
Ensure Community Service Liaisons and Community Service Officers conduct a minimum of 5300 contacts with downtown businesses to address concerns regarding nuisance related issues.				
Number of contacts with downtown businesses	N/A	5290	5290	5300

Community/Support Services Division
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Community & Media Notifications	N/A	100	110	110
Homeless persons placed in recovery programs	N/A	65	55	60
Homeless persons reunited with family members	N/A	35	20	20
Hours donated by Reserve Corps	380	900	900	900
Hours donated by Volunteer Corps	1152	1600	1600	1600
Hours donated by Chaplains	92	100	100	100

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RECENT PROGRAM ACHIEVEMENTS

SBPD Explorer Post is on track to perform over 2,000 hours of volunteer community service in FY17.

Community and Media Relations

(Program No. 3427)

Mission Statement

Utilize community oriented policing programs and partnerships to resolve specific neighborhood problems affecting quality of life issues.

Program Activities

- Coordinate a citywide implementation of the Community Oriented Problem Solving (COPS) philosophy.
- Utilize problem solving techniques to resolve specific neighborhood problems.
- Conduct presentations on crime prevention topics.
- Provide information to the public on police procedures with English and Spanish language Citizen's Academies.
- Provide training to school officials and parents on current issues and counsel school children on personal issues and safety tips.
- Oversee the SBPD Explorer Post, preparing youth for careers in law enforcement.
- Serve as the Police Department's liaison to the Santa Barbara Police Activities League.

Project Objectives for Fiscal Year 2018

- Further the development of existing Neighborhood Watch groups by providing leadership and training in crime prevention techniques. All Neighborhood Watch groups will be contacted at least once during the year.
- Continue to develop the skills of the SBPD Explorers. Explorers will compete in at least one multi-agency Explorer competition during the year and attend an Explorer Academy.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.00**	**5.00**	**5.00**	**7.00**	**7.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 68	$ 2,432	$ -	$ -	$ -
General Fund Subsidy	697,410	913,628	811,966	1,307,246	1,382,713
Total Revenue	**$ 697,478**	**$ 916,060**	**$ 811,966**	**$ 1,307,246**	**$ 1,382,713**
Expenditures					
Salaries and Benefits	$ 674,874	$ 884,613	$ 785,769	$ 1,277,675	$ 1,352,929
Supplies and Services	22,536	29,015	26,197	29,571	29,784
Special Projects	4,808	2,404	-	-	-
Total Expenditures	**$ 702,218**	**$ 916,032**	**$ 811,966**	**$ 1,307,246**	**$ 1,382,713**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 95% of all requests for attendance at public education presentations within three working days.				
Percent of requests for public education presentations responded to within three working days	97%	94%	96%	95%
Contact 93% of complainants within three working days of notification of a community problem or issue.				
Percent of requests for assistance responded to within three working days	96%	90%	98%	93%
Host 3 Citizen's Academies.				
Citizen's Academies completed	2	2	2	3
Provide 12 media releases focusing on issues of community interest, efforts to engage youth and non-enforcement related activities of the Police Department.				
Media releases involving non-enforcement activities	N/A	N/A	N/A	12

Community and Media Relations
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
COPS Projects	244	200	400	350
Telephone & E-mail Contacts	1,921	1,900	2,100	2,000
Public Meetings & Presentations	340	200	500	400
Neighborhood Improvement Task Force (NITF) Meetings	11	12	12	12
Explorer Post Meetings & Events	58	48	50	50
Explorer Post Volunteer Community Service Hours	2,246	1,500	2,000	1,800
PAL Meetings & Events	230	150	230	200

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RECENT PROGRAM ACHIEVEMENTS

In the previous fiscal year, 100 % (131) of special events permits were processed within 5 days.

Special Events

(Program No. 3443)

Mission Statement

Monitor special events within the City of Santa Barbara to ensure the safety of event organizers, participants, and the general public. Monitor and maintain permits and licensing for various vendors operating within the City.

Program Activities

- Process all Special Event applications in accordance with rules and regulations outlined in the Municipal Code.
- Prepare and implement tactical plans for all events likely to require a police presence beyond the scope of day-to-day operations.
- Provide local law enforcement agency review and endorsement of Alcohol Beverage Control Special Event Daily License Applications.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**174**	**0**	**178**	**181**
Revenues					
Fees and Service Charges	$ -	$ -	$ -	$ 252,000	$ 262,000
Other Revenue	204,006	262,000	252,000	-	-
General Fund Subsidy	697,759	653,956	584,374	617,721	634,665
Total Revenue	**$ 901,765**	**$ 915,956**	**$ 836,374**	**$ 869,721**	**$ 896,665**
Expenditures					
Salaries and Benefits	$ 733,623	$ 725,076	$ 649,105	$ 684,605	$ 706,499
Supplies and Services	168,142	190,880	187,269	185,116	190,166
Total Expenditures	**$ 901,765**	**$ 915,956**	**$ 836,374**	**$ 869,721**	**$ 896,665**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Process 92% of completed Special Events Permit Applications within five working days.				
Percent of Special Event Permit Applications processed within five working days	100%	92%	92%	92%
Process 99% of completed Alcohol Beverage Control Special Events Daily License Applications within three working days.				
Percent of Alcohol Beverage Control Special Events Daily License Applications processed within three working days	100%	99%	99%	99%
Provide a written response to 100% of completed Alcohol Beverage Control License Applications within 40 days.				
Percent of Alcohol Beverage Control License Applications responded to within 40 days	100%	100%	100%	100%

Special Events
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Completed Special Events Permit Applications processed	70	74	74	75
Operations Plans drafted	119	100	100	100
Alcohol Beverage Control Special Event Daily License Applications endorsed	315	375	150	100
Alcohol Beverage Control License Applications processed	38	45	40	45
Cost of providing Police services for the July 4th Celebration	$64,873	$65,000	$65,000	$65,000
Cost of providing Police services for the Old Spanish Days Celebration	$353,968	$355,000	$355,000	$355,000
Cost of providing Police services for the Solstice Celebration	$31,418	$37,048	$40,221	$41,000

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RECENT PROGRAM ACHIEVEMENTS

In the previous FY, 99% of the Animal Control calls for service (2,591) were responded to within 24 hours.

Animal Control

(Program No. 3461)

Mission Statement

Provide law enforcement and respond to calls for service for neighborhood and health concerns related to domestic and wild animals.

Program Activities

- Investigate reports of possible rabies exposure from animal bites to humans and wildlife bites to domestic owned animals.
- Quarantine animals as required or submit specimen for lab testing.
- Enforce State Humane Laws under the Penal Code, California Code of Regulations, Civil Code, Fish and Game Code, Food and Agriculture Code, Health and Safety Code, Government Code, and Title 6 of the Santa Barbara Municipal Code.
- Impound stray, abused, neglected, injured, sick, abandoned, dead, or aggressive animals.
- Deal patiently and effectively with frightened, fractious, and injured animals with the ability to humanely capture, control, carry, or subdue.
- Respond to calls for service regarding animal complaints seven days a week and provide standby service for emergencies after regular work hours.
- Promote good public relations by educating pet owners on laws pertaining to the care and control of animals, spaying, neutering, vaccinating, and licensing of pets.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 15,177	$ 2,500	$ 2,500	$ 2,500	$ 2,500
Licenses	100,530	129,000	104,000	119,000	124,000
Other Revenue	350	-	300	-	-
General Fund Subsidy	588,212	683,888	619,005	703,045	735,357
Total Revenue	**$ 704,269**	**$ 815,388**	**$ 725,805**	**$ 824,545**	**$ 861,857**
Expenditures					
Salaries and Benefits	$ 279,988	$ 323,954	$ 281,452	$ 358,408	$ 372,875
Supplies and Services	406,981	486,634	439,553	461,760	484,605
Special Projects	4,000	4,000	4,000	4,000	4,000
Non-Capital Equipment	3,095	10,770	11,090	377	377
Total Expenditures	**$ 694,064**	**$ 825,358**	**$ 736,095**	**$ 824,545**	**$ 861,857**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 99% of Animal Control calls for service within 24 hours.				
Percent of animal control calls receiving a response within 24 hours	99%	99%	99%	99%
Quarantine 90% of identifiable animals involved in bites to humans within 24 hours of notification.				
Percent of animals involved in bites to humans quarantined in 24 hours	100%	90%	90%	90%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Calls for service	2,591	3,100	2,675	2,700
Animals involved in bite incidents with humans	139	188	130	130
Animals impounded live, injured or dead	1,093	800	702	700
Violations cited	179	275	208	200
Animals quarantined	98	100	98	100
Educational presentations	5	4	2	2

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Training and Recruitment

(Program No. 3424)

Mission Statement

Recruit and hire qualified personnel and provide state mandated training for all department employees.

Program Activities

- Conduct recruiting activities with Human Resources personnel to recruit a diverse candidate pool.
- Conduct thorough background investigations on all prospective Police Department employees.
- Supervise police officer recruits at the Police Academy.
- Review training records of all employees legally mandated to comply with Peace Officer Standards Training (POST) requirements.
- Coordinate the department's training in developing a training plan and execute the plan.
- Conduct department safety training under the City's Injury and Illness Protection Plan.
- Prepare policy manual recommendations for command staff approval and make regular updates.

Project Objectives for Fiscal Year 2018

- Ensure 95% of Sworn/Reserve Police Officers (excluding approved leaves) meet POST training requirements by December 31 of each even numbered calendar year (Biennial POST training cycle).

RECENT PROGRAM ACHIEVEMENTS

Successfully passed a State POST training audit for both sworn officers and the Department's hiring background investigations.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**1,667**	**2,456**	**3,255**	**2,481**	**2,506**
Revenues					
Inter-fund Reimbursement	$ -	$ 10,000	$ -	$ 10,000	$ 10,000
General Fund Subsidy	558,915	528,474	609,657	554,276	569,166
Total Revenue	**$ 558,915**	**$ 538,474**	**$ 609,657**	**$ 564,276**	**$ 579,166**
Expenditures					
Salaries and Benefits	$ 411,150	$ 428,234	$ 494,846	$ 440,940	$ 455,915
Supplies and Services	147,765	110,240	114,811	123,336	115,251
Non-Capital Equipment	-	-	-	-	8,000
Total Expenditures	**$ 558,915**	**$ 538,474**	**$ 609,657**	**$ 564,276**	**$ 579,166**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain 95% staffing level of authorized, full-time positions.				
Percent maintained of authorized staffing level	90%	95%	95%	95%
Complete 90% of pre-employment personnel background investigations within 60 days of receiving the Personal History Statement.				
Percent of backgrounds completed within 60 days	83%	90%	90%	90%
Distribute twelve training bulletin to employees on various law enforcement topics.				
Monthly Training Bulletins	10	12	12	12

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Employees hired	39	30	40	30
Pre-Employment background investigations completed	141	100	125	100
Training days conducted	46	24	24	24

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RECENT PROGRAM ACHIEVEMENTS

100% of officers completed the quarterly range qualifications, which included a noticeably enhanced training component.

Range and Equipment

(Program No. 3425)

Mission Statement

Provide real world firearms training to insure compliance for all officers and oversee the maintenance and issuance of operative, well-maintained safety equipment and vehicles.

Program Activities

- Oversee primary weapon qualification for all regular and reserve officers, Harbor Patrol, and Airport Patrol.
- Operate an indoor firing range in order to provide firearm training and certification in a safe environment.
- Provide a safety officer at requested SWAT trainings.
- Maintain condition and inventory control of department weapons, excluding SWAT inventory.
- Maintain the operation and cleanliness of indoor firing range.
- Manage all requests for repairs for department fleet vehicles.
- Monitor all manufacturer recalls on department vehicles and schedule vehicles for routine preventive maintenance.
- Maintain inventories and issue all safety equipment to newly hired personnel and replace safety equipment for all officers as needed.
- Oversee day-to-day minor building maintenance requests.

Project Objectives for Fiscal Year 2018

- Complete yearly range maintenance of backstop/lead-trap.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 1,416,024	$ 1,762,547	$ 1,471,411	$ 1,330,687	$ 1,369,720
Total Revenue	**$ 1,416,024**	**$ 1,762,547**	**$ 1,471,411**	**$ 1,330,687**	**$ 1,369,720**
Expenditures					
Salaries and Benefits	$ 91,759	$ 94,667	$ 100,526	$ 103,624	$ 107,938
Supplies and Services	1,305,309	1,362,572	1,288,577	1,211,353	1,246,072
Non-Capital Equipment	18,956	105,308	82,308	61,767	15,710
Transfers Out	-	200,000	-	-	-
Total Expenditures	**$ 1,416,024**	**$ 1,762,547**	**$ 1,471,411**	**$ 1,376,744**	**$ 1,369,720**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure 100% active duty officers and reserve officers pass a shooting qualification course each quarter.				
Percent of officers qualified	100%	100%	100%	100%
Take corrective action on 90% of vehicle repair requests within three (3) business days.				
Percent of vehicle requests responded to within three business days	99%	90%	90%	90%
Conduct annual inventory of all department firearms excluding SWAT.				
Weapon inventories done	1	1	1	1
Ensure 100% of all department utilized duty weapons are inspected for safety, and maintained as needed each year.				
Percent of weapons inspected	100%	100%	100%	100%
Ensure 100% of long rifles are cleaned and maintained each year (25% each quarter).				
Percent of long rifles cleaned and maintained	52%	100%	100%	100%

Range and Equipment
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Officers qualified with primary weapon	494	510	510	510
Officers demonstrating proficiency with long rifle	150	150	150	150
Vehicle repair request	630	550	575	575
Preventive maintenance vehicle services	436	350	350	350
Duty pistols inspected	501	450	470	470
Long rifles cleaned	21	34	80	80

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RECENT PROGRAM ACHIEVEMENTS

Hours Lost Due to Injury have been significantly reduced.

Field Operations Division

(Program No. 3441)

Mission Statement

Respond to community needs through the enforcement of public safety laws and provide expedient responses to calls for service.

Program Activities

- Provide uniform patrol 24 hours a day, 7 days a week to prevent and deter crime.
- Respond to all felony calls, crimes in progress, and selected misdemeanors.
- Conduct initial investigations and complete crime reports.
- Enforce State and Local statutes and traffic regulations.
- Facilitate the safe and efficient movement of motor vehicles, bicyclists, and pedestrians on City streets and thoroughfares.
- Develop and implement community policing strategies to reduce crime and enhance quality of life within our community.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**89.00**	**85.00**	**85.00**	**72.00**	**72.00**
Hourly Employee Hours	**351**	**0**	**990**	**0**	**0**
Revenues					
Traffic Safety Fines	$ 361,820	$ 525,000	$ 360,000	$ 525,000	$ 535,000
Fines & Forfeitures	60,542	90,000	110,000	90,000	90,000
Fees and Service Charges	35,301	73,000	60,000	55,700	58,000
Intergovernmental	216,500	145,000	185,269	150,000	158,842
Other Revenue	24,423	-	5,900	-	-
General Fund Subsidy	15,187,931	15,693,786	15,249,172	13,839,644	14,653,167
Total Revenue	**$ 15,886,517**	**$ 16,526,786**	**$ 15,970,341**	**$ 14,660,344**	**$ 15,495,009**
Expenditures					
Salaries and Benefits	$ 14,913,949	$ 15,554,178	$ 14,952,991	$ 13,747,675	$ 14,561,357
Supplies and Services	933,384	946,507	933,291	892,669	905,201
Capital Equipment	353	-	-	-	-
Non-Capital Equipment	44,768	49,943	37,453	33,943	28,451
Total Expenditures	**$ 15,892,454**	**$ 16,550,628**	**$ 15,923,735**	**$ 14,674,287**	**$ 15,495,009**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain an average response time at or below 7.0 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority One Emergency calls for service	6.5	7.0	6.0	7.0
Maintain an average response time at or below 14.5 minutes to all Priority Two Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Two Emergency calls for service	17.2	14.5	16.8	14.5
Maintain an average response time at or below 30.0 minutes to all Priority Three Non-Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Three Non-Emergency calls for service	39.8	30.0	36.8	30.0
Maintain an average response time at or below 50.0 minutes to all Priority Four Routine calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Four Routine calls for service	58.2	50.0	54.2	50.0
Conduct a minimum of 24 SWAT training days annually.				
SWAT Training Days conducted	18	11	24	24

Field Operations Division
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Federal Bureau of Investigation (FBI) Uniform Crime Reporting Part One arrests	941	831	840	850
FBI Uniform Crime Reporting Part Two arrests	8,492	9,674	7,092	8,445
Municipal Code citations written	4,832	5,171	2,862	4,346
Hours lost due to injuries on the job	12,967	11,148	3,990	9,438
Premise checks conducted of private and public properties	3,606	4,168	4,980	4,354

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RECENT PROGRAM ACHIEVEMENTS

We continue to be successful in receiving grant funding through the Office of Traffic Safety.

Traffic

(Program No. 3442)

Mission Statement

Reduce traffic collisions and facilitate the safe and orderly flow of traffic through education and enforcement.

Program Activities

- Enforce traffic laws for motorists, pedestrians, and bicyclists.
- Investigate traffic collisions.
- Provide public education about traffic issues.
- Conduct Driving Under the Influence (DUI) and Seatbelt Checkpoints to promote motorist safety and reduce collisions.
- Administer Office of Traffic Safety grants to improve traffic safety.

Project Objectives for Fiscal Year 2018

- Apply for a minimum of one grant funded special enforcement traffic program.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**7.00**	**7.00**	**7.00**	**10.00**	**10.00**
Hourly Employee Hours	**8,351**	**9,972**	**9,225**	**0**	**0**
Revenues					
Intergovernmental	$ 236,088	$ 522,340	$ 368,950	$ 56,769	$ 57,904
General Fund Subsidy	1,036,516	1,373,915	1,243,919	1,742,346	1,854,789
Total Revenue	**$ 1,272,604**	**$ 1,896,255**	**$ 1,612,869**	**$ 1,799,115**	**$ 1,912,693**
Expenditures					
Salaries and Benefits	$ 1,296,194	$ 1,784,400	$ 1,534,983	$ 1,765,156	$ 1,877,869
Supplies and Services	25,051	42,509	30,762	33,959	34,824
Non-Capital Equipment	4,404	18,596	-	-	-
Total Expenditures	**$ 1,325,649**	**$ 1,845,505**	**$ 1,565,745**	**$ 1,799,115**	**$ 1,912,693**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain the total number of DUI traffic collisions at or below 110% of the most recent three-year average.				
DUI traffic collisions	155	155	170	180
Maintain the total number of injury traffic collisions at or below 110% of the most recent three-year average.				
Injury traffic collisions	551	625	625	625
Maintain the total number of traffic collisions at or below 110% of the most recent three-year average.				
Traffic collisions	1,894	1,987	1,987	1,987
Achieve an 80% clearance rate by arrest/warrant/civil or referral for all assigned cases.				
Percent of cases cleared	75%	80%	80%	80%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Active grants for special traffic enforcement programs	2	1	1	1
Total traffic citations issued by department	5,113	5,500	5,000	5,500
Pedestrian involved traffic collisions	82	81	81	81
Bicycle involved traffic accidents	111	132	132	132

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Street Crimes Unit

(Program No. 3444)

Mission Statement

Maintain a proactive police presence in the downtown corridor, Milpas corridor and beachfront areas to reduce street crime through the utilization of unique strategies and partnerships.

Program Activities

- Provide uniformed foot and bicycle patrol officers downtown to deter street crime, maintain a highly visible police presence, and encourage interaction with the public.
- Maintain a daily proactive enforcement effort against alcohol, narcotics, panhandling, loitering, and illegal vending violations in the downtown corridor, Milpas corridor and beachfront areas.
- Provide security at City Council meetings with a uniformed officer.
- Provide bicycle patrol training to SBPD officers and outside agencies.
- Work with representatives of the Downtown Organization, Old Town Merchants, and County Mental Health to solve problems.

Project Objectives for Fiscal Year 2018

- Manage Neighborhood Improvement Program projects within the city by coordinating transient camp clean-ups and enforcement sweeps each quarter with other agencies and/or city departments.

RECENT PROGRAM ACHIEVEMENTS

The Street Crimes Unit Team was responsible for 18.4% of the Departments total arrests.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**7.83**	**6.83**	**6.83**	**8.00**	**8.00**
Hourly Employee Hours	**9,882**	**14,947**	**10,029**	**0**	**0**
Revenues					
General Fund Subsidy	$ 1,828,093	$ 1,773,756	$ 1,774,562	$ 1,486,744	$ 1,567,449
Total Revenue	**$ 1,828,093**	**$ 1,773,756**	**$ 1,774,562**	**$ 1,486,744**	**$ 1,567,449**
Expenditures					
Salaries and Benefits	$ 1,787,947	$ 1,727,841	$ 1,734,632	$ 1,457,461	$ 1,538,891
Supplies and Services	37,296	40,915	34,930	25,619	25,894
Non-Capital Equipment	2,850	5,000	5,000	3,664	2,664
Total Expenditures	**$ 1,828,093**	**$ 1,773,756**	**$ 1,774,562**	**$ 1,486,744**	**$ 1,567,449**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Attend semi-monthly Path Neighborhood Partnership (PNP) Meetings.				
Meetings attended	5	6	6	6
Conduct a minimum of 16 transient camp cleanup details annually.				
Clean-ups conducted	21	16	16	16
Maintain uniformed police presence at 95% of City Council meetings.				
Percent of City Council meetings attended	100%	100%	95%	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Criminal Citations	3,511	3,500	3,500	3,500
Felony Arrests	215	130	130	130
Misdemeanor Arrests	364	230	230	303
Investigations	3,176	3,000	3,000	3,000
Neighborhood Improvement Projects	21	16	16	16
Calls for service for nuisance related crimes within the downtown corridor	2,762	2,600	2,600	2,770
Calls for service for nuisance related crimes within the beachfront area	1,106	1,000	1,000	1,045

Street Crimes Unit
(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Calls for service for nuisance related crimes within the lower Milpas corridor	660	600	600	601
Calls for service for nuisance related crimes within the upper Milpas corridor	561	580	580	591

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Special Enforcement Team

(Program No. 3446, 3448, 3481)

Mission Statement

Special Enforcement Team is responsible for the prevention and suppression of gang-related activities, proactive investigations of serious crimes committed by career criminals, and to respond to crime trends requiring special enforcement or investigative techniques within the city.

Program Activities

- Participate in field enforcement activities that include gang suppression, criminal investigations, and downtown nightlife issues.
- Obtain and execute arrest/search warrants, conduct surveillance and plain clothes operations.
- Work with Parole and Probation in order to identify locations to conduct compliance checks for known offenders in the City of Santa Barbara.
- Prepare and present public speaking presentations on gangs and crime trends to schools , civic organizations, churches, and businesses.
- Establish communications with community based organizations, businesses, and school administration in order to continually assess crime trends and problem areas within the city. Re-deploy team resources to those areas to solve crime issues.
- Monitor downtown nightlife activities.

RECENT PROGRAM ACHIEVEMENTS

The Special Enforcement Team was created to respond to and resolve identified crime trends and quality of life issues.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**9.00**	**9.00**	**8.00**	**8.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 51,234	$ 29,096	$ 7,135	$ -	$ -
General Fund Subsidy	320,067	1,095,828	850,732	1,440,417	1,528,783
Total Revenue	**$ 371,301**	**$ 1,124,924**	**$ 857,867**	**$ 1,440,417**	**$ 1,528,783**
Expenditures					
Salaries and Benefits	$ 365,573	$ 1,109,610	$ 847,574	$ 1,417,015	$ 1,506,021
Supplies and Services	6,690	11,979	11,040	23,402	22,762
Special Projects	1,605	2,674	-	-	-
Capital Equipment	-	20,000	19,636	-	-
Total Expenditures	**$ 373,868**	**$ 1,144,263**	**$ 878,250**	**$ 1,440,417**	**$ 1,528,783**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Collaborate with Detectives, Probation, and Parole to locate 350 wanted subjects.				
Attempts to locate known offenders	N/A	N/A	N/A	350
Collaborate with Probation and Parole to conduct two coordinated compliance checks and search for wanted persons.				
Coordinated Probation / Parole compliance checks of known gang offenders	N/A	N/A	N/A	2
Conduct 50 premise checks of ABC licensed businesses in the downtown corridor.				
Premise checks conducted	N/A	N/A	N/A	50
Coordinate with ABC and local businesses in order to conduct two Responsible Beverage Service trainings.				
Responsible beverage service trainings	N/A	N/A	N/A	2
Conduct quarterly gang awareness Field Operations briefing training.				
Field Operations briefing trainings	N/A	N/A	N/A	4

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Felony arrests	N/A	N/A	N/A	50
Misdemeanor arrests	N/A	N/A	N/A	200

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RECENT PROGRAM ACHIEVEMENTS

We hired a tenured 911 Communications Manager with 10 years of management experience who will oversee the Combined Communications Center.

Combined Communications Center

(Program No. 3451)

Mission Statement

Receive all calls for service and dispatch public safety resources in an expedient manner.

Program Activities

- Provide radio communication for Police, Fire, and rescue personnel during emergency, routine, and disaster situations 24 hours a day, seven days a week.
- Receive calls for service for emergency and non-emergency incidents requiring Police, Fire, and medical personnel; determine the appropriate response and dispatch resources accordingly.
- Coordinate the public safety response for Santa Barbara Police and Fire, and other City resources, and, as needed, other allied agencies.
- Provide Emergency Medical Dispatch (EMD) services to the community.
- Maintain certifications for communications staff in compliance with Peace Officer Standards and Training (POST) and Emergency Medical Dispatching (EMD) standards.
- Comply with discovery requests from the District Attorney, Public Defender, and court civil process.
- Provide continuous training and support to develop and retain public safety dispatchers.
- Receive requests from the FAA Air Traffic Controllers and respond with appropriate emergency equipment to aircraft emergencies at the Santa Barbara Airport.

Project Objectives for Fiscal Year 2018

- Coordinate with City Human Resources and Training/Recruitment to recruit dispatch candidates and complete a minimum of three open-entry dispatch recruitments per year until fully staffed.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Complete 911 Phone System upgrade utilizing State 911 funding.
- Sustain Emergency Medical Dispatching, training and quality assurance through software and hardware enhancements from previous years upgrade.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**20.00**	**19.00**	**19.00**	**18.00**	**18.00**
Hourly Employee Hours	**2,563**	**1,351**	**4,334**	**1,370**	**1,388**
Revenues					
Intergovernmental	$ -	$ 3,000	$ -	$ -	$ -
General Fund Subsidy	2,396,566	2,688,937	2,261,124	2,542,299	2,667,585
Total Revenue	**$ 2,396,566**	**$ 2,691,937**	**$ 2,261,124**	**$ 2,542,299**	**$ 2,667,585**
Expenditures					
Salaries and Benefits	$ 2,262,676	$ 2,546,413	$ 2,120,417	$ 2,376,411	$ 2,491,416
Supplies and Services	133,890	145,524	140,707	165,888	166,169
Non-Capital Equipment	-	-	-	-	10,000
Total Expenditures	**$ 2,396,566**	**$ 2,691,937**	**$ 2,261,124**	**$ 2,542,299**	**$ 2,667,585**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Answer all 911 calls within an average of five seconds or less (State 911 Office and National Fire Protection Association minimum guidelines are to answer 95% of 911 calls within 15 seconds).				
Average ring time in seconds	5.13	5.00	5.00	5.00
Maintain Combined Communications Center daily minimum staffing of 2 dispatchers during non-peak hours and 4 dispatchers during peak hours greater than or equal to 90% of the time.				
Maintain minimum staffing	67%	90%	90%	90%
Ensure 100% of all non-trainee dispatchers are current with their Emergency Medical Dispatching certification.				
Percent of non-trainee dispatchers with current EMD certification	100%	90%	100%	100%

Combined Communications Center
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
911 Calls for service received	64,470	57,000	59,000	61,500
Emergency Medical Dispatch instructions provided	4,229	5,000	5,000	5,000
Priority 1 service calls	886	760	870	875
Priority 2 service calls	21,105	17,000	21,000	21,000
Priority 3 service calls	9,437	8,000	9,100	9,300
Phone calls from outside lines	79,443	90,000	90,000	90,000
Recordings provided to the Court Discovery	314	300	500	500

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Investigative/Internal Operations Division

(Program No. 3431)

Mission Statement

Investigate or resolve all active assigned criminal cases, including high tech crimes, to a successful conclusion or until all leads are exhausted.

Program Activities

- Investigate active, unsolved criminal cases.
- Serve as a liaison with the District Attorney to ensure successful prosecution of criminal offenders.
- Serve as a liaison with community-based organizations and outside law enforcement agencies.
- Proactively investigate narcotic violations.
- Extradite fugitives and transport wanted subjects back to Santa Barbara County for prosecution.

Project Objectives for Fiscal Year 2018

- Develop and implement plan to address need for computer and phone forensic evidence retrieval.

RECENT PROGRAM ACHIEVEMENTS

Clearance rate for assigned cases reached 40% during first quarter of FY17.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**25.17**	**23.17**	**23.17**	**27.00**	**27.00**
Hourly Employee Hours	**819**	**994**	**5,000**	**3,605**	**3,594**
Revenues					
Inter-fund Reimbursement	$ 1,500	$ -	$ -	$ -	$ -
Intergovernmental	48,027	45,000	48,000	48,000	48,000
Licenses	46,892	62,500	45,000	-	-
Other Revenue	29,259	-	-	-	-
General Fund Subsidy	4,304,371	4,980,460	4,948,898	5,838,229	6,148,762
Total Revenue	**$ 4,430,049**	**$ 5,087,960**	**$ 5,041,898**	**$ 5,886,229**	**$ 6,196,762**
Expenditures					
Salaries and Benefits	$ 3,915,983	$ 4,589,211	$ 4,506,756	$ 5,375,613	$ 5,680,432
Supplies and Services	504,431	570,868	569,342	510,613	516,328
Special Projects	52,000	167,000	57,000	-	-
Total Expenditures	**$ 4,472,414**	**$ 5,327,079**	**$ 5,133,098**	**$ 5,886,226**	**$ 6,196,760**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve a 28% clearance rate by arrest, warrant or District Attorney's Office complaint for all assigned cases.				
Percent of cases closed by arrest, warrant or District Attorney complaint	25%	23%	40%	28%
Complete 93% of cases within 90 days following the date assigned to the investigator.				
Percent of cases completed within 90 days following the date assigned to investigator	88%	92%	96%	93%
Complete 96% of District Attorney follow-up requests assigned to the Investigative Division by due date.				
Percent of District Attorney requests completed by due date	99.0%	90.0%	99.0%	96%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Cases closed by arrest, warrant, or District Attorney complaint	648	554	932	665
Total cases closed	2,349	2,268	2,292	2,339
Narcotic investigations completed	1,887	1,683	1,918	1,723
Narcotic forfeiture investigations completed	14	22	8	10
Arrests by Investigative Division personnel	644	732	1,060	777
Sex registrants registered	558	581	572	590
Completed requests for District Attorney's Office follow-up by Investigative Division	1,589	1,100	2,248	1,499

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RECENT PROGRAM ACHIEVEMENTS

Crime Lab has identified over 60 suspects this past year using new FBI fingerprint software.

Crime Lab

(Program No. 3432)

Mission Statement

Collect and process forensic evidence to assist in criminal investigations.

Program Activities

- Respond to crime scenes to identify, document, collect, and preserve physical evidence for future examinations.
- Examine and analyze evidence in the laboratory, including the identification of suspected controlled, trace evidence (i.e. hairs, fibers, physiological fluids), and the evaluation of various types of physical evidence.
- Conduct Hi-Tech crime analysis including the forensic examination of electronic evidence (i.e. computers and hand-held devices).
- Perform various photographic assignments, including maintaining the digital image archive of crime scene photos, and perform departmental photographic work, including developing and printing a variety of films used for evidence and court displays.
- Process evidence for latent fingerprints, examine latent fingerprints and conduct fingerprint comparisons.
- Attend autopsies in criminal cases for evidence collection, documentation and evaluation.
- Examine evidence to determine if further forensic analysis is required by forensic scientists at the Department of Justice (DOJ) or Federal Bureau of Investigations (FBI). These include: serology, DNA, hair and fiber comparisons, footwear and tire track.
- Prepare reports that document crime scenes and results of evidence examinations.
- Provide expert testimony in court regarding the examinations and evaluations performed.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**180**	**512**	**512**
Revenues					
General Fund Subsidy	$ 107,085	$ 173,310	$ 148,420	$ 165,713	$ 176,208
Total Revenue	**$ 107,085**	**$ 173,310**	**$ 148,420**	**$ 165,713**	**$ 176,208**
Expenditures					
Salaries and Benefits	$ 91,243	$ 142,139	$ 124,904	$ 150,046	$ 160,050
Supplies and Services	7,753	16,348	18,516	15,667	16,158
Non-Capital Equipment	8,089	14,823	5,000	-	-
Total Expenditures	**$ 107,085**	**$ 173,310**	**$ 148,420**	**$ 165,713**	**$ 176,208**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Process 95% of photographic evidence submitted by Crime Scene Investigators and Detectives within 4 working days.				
Percent of photographic evidence processed within 4 working days	100%	95%	100%	95%
Submit 95% of all CAL-ID quality latent fingerprints to Department of Justice within 4 working days.				
Percent of CAL-ID latents submitted to DOJ within 4 working days	75%	95%	100%	95%
Ensure 95% of evidence processing requests by investigators and District Attorney's Office be completed within 4 working days.				
Percent of evidence processing requests completed within 4 working days	100%	95%	100%	95%
Ensure that 95% of computer forensic exams are completed within 60 days following the date assigned to examiner.				
Percent of computer exams completed within 60 days	100%	95%	100%	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Physical evidence cases processed by lab	43	82	62	66
Electronic evidence cases processed by lab (ie. computers, cell phones)	87	165	68	122
Crime scene responses by lab	11	29	6	21
Follow-up reports submitted by lab	401	500	272	276
Latent prints submitted to CAL-ID	153	200	444	248
Total number of images processed and archived	110,955	115,000	116,828	109,288

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RECENT PROGRAM ACHIEVEMENTS

Replaced all frontline fire rig Mobile Data Terminals (MDT's) with iPads.

Information Technology

(Program No. 3428)

Mission Statement

Design, create, implement, and maintain automated systems, analyze crime data to identify crime series, patterns, trends, and criminal offenders to assist in criminal investigations and Citywide reports, and provide 24-hour technical support to system users, in order to enhance public safety.

Program Activities

- Provide infrastructure support and network security for the 911 Combined Communications Center and all Police Department systems.
- Provide all mobile device support for the Fire Department and all systems that are connected to the 911 Combined Communication Center servers.
- Design and implement automated systems to enhance public safety, user workflow, and provide critically needed public safety information in a timely manner.
- Administer the Joint Powers Agreement (JPA) network and the Santa Barbara County Information Sharing System, providing law enforcement agencies in Santa Barbara and San Luis Obispo counties with access to local, state, national and international databases.
- Maintain the Santa Barbara Police Department web page, provide user training, maintain all PCs and mobile computers and related software, and provide 24-hour user support for law enforcement systems.
- Provide timely and pertinent information relative to crime and arrest data to Police Department personnel, other City departments, outside law enforcement agencies, and the general public for resource allocation, budgeting activities, and community policing.

Project Objectives for Fiscal Year 2018

- Implement CrimeView crime analysis dashboard software for the Police Department.
- Plan the implementation of Proximity Dispatching and coordinate with the 911 Combined Communication Center and the Fire Department to construct a project timeline.
- Continue cost benefit and business impact analysis for hosting a Computer Aided Dispatch & Records Management systems to public safety agencies within Santa Barbara County and immediate surrounding counties.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Implement Microsoft Windows 10 operating system and Microsoft Office 2016 for all desktop workstations at the Police Department.
- Assist in upgrading the Public Safety Answering Point (PSAP) for the 911 Combined Communications Center utilizing funds from the California Emergency Services (CAL OES).
- Continue to develop the iOS Vmobile application to better support operational efficiencies for both Fire and Police Department first responding units.
- Implement dockable laptops for the entire investigative bureau.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.00**	**6.00**	**6.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 84,741	$ 80,732	$ 90,595	$ 94,420	$ 96,696
General Fund Subsidy	1,246,331	1,401,385	1,315,374	1,456,985	1,486,612
Total Revenue	**$ 1,331,072**	**$ 1,482,117**	**$ 1,405,969**	**$ 1,551,405**	**$ 1,583,308**
Expenditures					
Salaries and Benefits	$ 788,802	$ 844,816	$ 774,847	$ 897,749	$ 920,432
Supplies and Services	489,056	432,421	419,122	553,656	560,816
Capital Equipment	-	72,000	72,000	-	-
Non-Capital Equipment	53,214	132,880	140,000	100,000	102,060
Total Expenditures	**$ 1,331,072**	**$ 1,482,117**	**$ 1,405,969**	**$ 1,551,405**	**$ 1,583,308**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Provide system availability for critical systems at a rate exceeding 99% uptime.				
Rate of critical system uptime	100%	99%	99%	99%
Complete 90% of Joint Powers Agreement (JPA) user requests for system access and workstation configurations within 5 working days.				
Percent completed	100%	90%	90%	90%
Respond to 90% of all Police Department vehicle mobile data computer (MDC) and/or Mobile Audio Video (MAV) equipment within ten (10) business days.				
Percent completed	100%	90%	90%	90%

Information Technology
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 95% of all Fire Department vMobile tablet data terminals with five (5) business days.				
Percent completed	N/A	N/A	N/A	95%
Provide system availability for critical systems at a rate exceeding 99% uptime.				
Rate of critical system uptime	100%	99%	99%	99%
Complete 90% of Joint Powers Agreement (JPA) user requests for system access and workstation configurations within 5 working days.				
Percent completed	100%	90%	90%	90%
Respond to 90% of all Police Department vehicle mobile data computer (MDC) and/or Mobile Audio Video (MAV) equipment within ten (10) business days.				
Percent completed	100%	90%	90%	90%
Respond to 95% of all Fire Department vMobile tablet data terminals with five (5) business days.				
Percent completed	N/A	N/A	N/A	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Help requests completed	4,892	5,750	4,800	5,250
PC Workstations maintained	163	170	170	180
Mobile Data Computers (MDCs) maintained	70	71	77	77
RMS help requests completed	336	280	208	200
JPA workstations maintained	548	548	548	548
Wireless Access Points Maintained		11	15	15
Servers Maintained (Police Servers = 65, Fire Servers = 2, Joint Powers Agreement JPA = 8)		75	75	75

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POLICE PROGRAMS

Chief's Staff
Support Services
Community/Support Services Division
Community and Media Relations
Special Events
Animal Control
Training and Recruitment
Range and Equipment
Field Operations Division
Traffic
Street Crimes Unit
Special Enforcement Team
Combined Communications Center
Investigative/Internal Operations Division
Crime Lab
Information Technology
➢ **Property Room**
Records Bureau
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Installed narcotic and prescription disposal drop box in the SBPD lobby for use by the public.

Property Room

(Program No. 3423)

Mission Statement

Process and track all incoming and outgoing property received by the property room, and return found property to its rightful owner.

Program Activities

- Catalog and store all items of evidence.
- Identify and dispose of evidence associated with closed cases.
- Provide legal access to items of evidence for Santa Barbara Police Department employees and officers of the courts.
- Notify the public how and when their property is available for retrieval from the property room.
- Catalog, track, and ensure the disposal of all weapons and drugs in a timely manner.
- Facilitate the delivery and retrieval of evidence pursuant to Discovery Requests and Court purposes.
- Facilitate the delivery and retrieval of evidence for analysis with the State Crime Lab.
- Prepare and catalog all items to be disposed by way of auction.

Project Objectives for Fiscal Year 2018

- Create and implement a new policy and procedure that enables officers to discard syringes in criminal cases rather than book them into the property room as evidence. Ensure that the new policy and procedure meets evidentiary standards for the District Attorney's Office.
- Create and implement a new policy and procedure that enables Mobile Audio Video evidence to be stored in a "cloud based" environment that District Attorney's Office can access.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**480**	**1,172**	**282**	**457**	**457**
Revenues					
General Fund Subsidy	$ 185,046	$ 233,978	$ 217,202	$ 230,029	$ 245,010
Total Revenue	**$ 185,046**	**$ 233,978**	**$ 217,202**	**$ 230,029**	**$ 245,010**
Expenditures					
Salaries and Benefits	$ 168,012	$ 217,874	$ 202,842	$ 209,382	$ 224,350
Supplies and Services	17,034	16,104	14,360	20,647	20,660
Total Expenditures	**$ 185,046**	**$ 233,978**	**$ 217,202**	**$ 230,029**	**$ 245,010**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Dispose of a number of items equivalent to 62% of the items received.				
Percent of items disposed	55%	90%	59%	62%
Dispose of a number equivalent to 90% of cash items received in accordance with state law.				
Percentage of cash items disposed	122%	90%	84%	90%
Conduct quarterly audits to ensure accountability.				
Property audits	4	4	4	4
Conduct annual destruction of drugs and weapons approved by court order.				
Drug and weapon destruction	0	1	1	1

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Safekeeping items received and stored	1,605	1,730	1,582	1,523
Safekeeping items released to owner or owner representative	917	1,230	800	857
Safekeeping items destroyed	491	1,000	562	506
Discovery requests processed	426	440	422	423
Total items received annually	18,438	18,435	18,470	17,953
Total items disposed annually	9,025	9,022	10,036	10,626
Total transactions to receive, transfer, or dispose	56,634	57,000	60,606	67,012
Total in-car mobile video requests	1,349	1,670	1,682	1,700

POLICE PROGRAMS

Chief's Staff
Support Services
Community/Support Services Division
Community and Media Relations
Special Events
Animal Control
Training and Recruitment
Range and Equipment
Field Operations Division
Traffic
Street Crimes Unit
Special Enforcement Team
Combined Communications Center
Investigative/Internal Operations Division
Crime Lab
Information Technology
Property Room
➢ **Records Bureau**
Parking Enforcement

Records Bureau

(Program No. 3414)

Mission Statement

Provide necessary support to the police department and allied law enforcement agencies as it relates to police records as well as excellent customer service to our community in compliance with federal, state and municipal laws.

Program Activities

- Process, maintain, and track all police crime reports, arrest reports, traffic accident reports, and traffic citations.
- Provide the timely processing of subpoenas for officer and civilian personnel, declarations, and requests for records.
- Assist the general public and police officers by taking and completing counter reports.
- Process and maintain the monthly Uniform Crime Reporting statistics for the Department of Justice.
- Fingerprint using Live Scan or rolling prints for the Police Department, City employees, bookings, registrants, City permits and public.
- Transcribe police reports as needed.

Project Objectives for Fiscal Year 2018

- Ensure California Law Enforcement Telecommunication System (CLETS) training to Records Bureau Team Members is in compliance with Department of Justice regulations.
- Ensure that all data entry backlog (Juvenile Record Sealing, Court Dispositions, Traffic Citations, and Report Verification) is completed and current by assigning additional resources.

RECENT PROGRAM ACHIEVEMENTS

Records program caught up with most work areas that had been back-logged due to vacancies.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**
Hourly Employee Hours	**6,783**	**5,672**	**7,707**	**5,728**	**5,786**
Revenues					
Intergovernmental	$ 65,060	$ 85,000	$ 85,000	$ 85,000	$ 85,000
General Fund Subsidy	1,467,567	1,573,988	1,585,026	1,603,572	1,669,898
Total Revenue	**$ 1,532,627**	**$ 1,658,988**	**$ 1,670,026**	**$ 1,688,572**	**$ 1,754,898**
Expenditures					
Salaries and Benefits	$ 1,375,383	$ 1,440,357	$ 1,473,034	$ 1,495,260	$ 1,567,161
Supplies and Services	171,865	223,732	202,093	203,893	200,580
Capital Equipment	37,771	41,805	44,342	-	-
Total Expenditures	**$ 1,585,019**	**$ 1,705,894**	**$ 1,719,469**	**$ 1,699,153**	**$ 1,767,741**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Audit and ensure 97% of all in-custody adult and juvenile arrest reports are processed and distributed prior to 10:00 a.m. the following court day.				
Percent of in-custody reports processed by 10:00 a.m. the following court day	98%	97%	96%	97%
Ensure 92% of Uniform Crime Report reportable crime reports are entered into Versadex by the 5th day of the following month.				
Percent of UCR reportable reports processed by the 5th of the month	100%	92%	100%	92%
Ensure 92% of Uniform Crime Report reports are submitted to the Department of Justice by the 10th of day of the following month.				
Percent of UCR reports submitted by the 10th of the following month	100%	92%	100%	92%
Ensure 92% of juvenile detention information is transmitted to the Department of Corrections by the 10th day of the following month.				
Percent of juvenile detention information transmitted to the DOC by the 10th of the month	100%	92%	100%	92%
Ensure 95% of public records are responded to within 10 days.				
Percent of public records responses completed within 10 days	100%	95%	100%	95%
Ensure 94% of records related discovery requests from the District Attorney's Office are fulfilled within three working days.				
Percent of discovery requests from the District Attorney's Office fulfilled within three working days	95%	90%	100%	94%

Records Bureau
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Officer reports processed	20,480	20,300	16,614	19,589
Street checks/field interviews processed	5,067	4,700	4,526	4,682
Officer appearance subpoenas processed	2,253	2,300	2,374	2,308
Fingerprint services rendered	3,010	3,000	2,834	2,992
Dictated reports typed	1,870	2,500	1,770	2,171
Towed vehicle reports processed	1,913	2,600	1,938	2,235
Restraining orders processed	613	525	566	543
District attorney rejections processed	655	1,200	350	1,069
Quarterly records meetings	3	4	4	4
Counter reports completed	2,048	2,500	4,248	3,248
Civil subpoenas processed	119	150	84	88

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POLICE PROGRAMS

Chief's Staff
Support Services
Community/Support Services Division
Community and Media Relations
Special Events
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Special Enforcement Team
Combined Communications Center
Investigative/Internal Operations Division
Crime Lab
Information Technology
Property Room
Records Bureau
➢ **Parking Enforcement**

RECENT PROGRAM ACHIEVEMENTS

During first half of FY17, Parking Enforcement Officers towed 140 vehicles that were using the City Streets for storage.

Parking Enforcement

(Program No. 3447, 3449)

Mission Statement

Enforce parking regulations in the City of Santa Barbara to ensure availability of limited parking resources.

Program Activities

- Enforce time zone restrictions, residential parking regulations and other Municipal Code and California Vehicle Code Regulations.
- Issue warnings and tow vehicles stored on City streets and other City maintained or owned property.
- Locate and impound vehicles owned or operated by habitual parking offenders that have 5 or more outstanding parking violations.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 360,574	$ 360,610	$ 360,610	$ 387,032	$ 398,711
General Fund Subsidy	836,897	1,047,668	789,879	1,084,733	1,148,696
Total Revenue	**$ 1,197,471**	**$ 1,408,278**	**$ 1,150,489**	**$ 1,471,765**	**$ 1,547,407**
Expenditures					
Salaries and Benefits	$ 1,074,348	$ 1,281,285	$ 1,034,714	$ 1,313,680	$ 1,387,973
Supplies and Services	123,123	126,993	115,775	158,085	159,434
Total Expenditures	**$ 1,197,471**	**$ 1,408,278**	**$ 1,150,489**	**$ 1,471,765**	**$ 1,547,407**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Locate vehicles that have five (5) or more unpaid parking citations known as Habitual Offender Parking Enforcement (H.O.P.E.) vehicles.				
H.O.P.E. vehicles located	178	240	210	204

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Parking citations issued by the Parking Enforcement Unit	55,716	51,000	59,000	53,000
Street sweeping citations issued by the Parking Enforcement Unit	29,031	28,400	28,500	28,000
Street storage requests investigated by the Parking Enforcement Unit	5,181	4,811	5,662	4,423
Street storage requests found “gone on arrival” (GOA) on initial contact by a Parking Enforcement Officer	1,266	1,224	1,436	1,128
Street storage vehicles moved after being warned or tagged by a Parking Enforcement Officer	2,768	2,485	2,934	2,302
Street storage vehicles cited after being warned or tagged by a Parking Enforcement Officer	132	134	165	125
Street storage vehicles towed after being warned or tagged by a Parking Enforcement Officer	411	393	438	343

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DEPARTMENT SUMMARY

Public Works

Provide the community with the sustainable foundation to thrive by delivering quality services and public infrastructure through efficient and fiscally responsible practices. Provide for the public's needs relative to transportation, water, wastewater, and City owned buildings.

About Public Works

Public Works delivers a wide range of utility and infrastructure services in an efficient and cost effective manner. Responsibilities include the planning, design, construction, and management of the Capital Improvement Program projects, transportation system, city streets, public drainage, street lights, traffic signals, City buildings, and other City infrastructure facilities. Public Works also ensures safe treatment and reliable distribution of high quality water and the collection and treatment of wastewater. Public Works manages the maintenance and replacement services for the City's fleet and buildings. To accomplish its mission, the Department is divided into seven functional areas: Administration, Engineering Services, Facilities and Energy Management, Fleet Management, Streets Operations and Infrastructure Management, Transportation Planning and Parking, and Water Resources.

While the main office for Public Works is located at 630 Garden Street, the department also staffs remote locations, including the City's El Estero Wastewater Treatment Plant and the Cater Water Treatment Plant which provide water and sewer service to over 100,000 customers.

Fiscal Year 2018 Budget Highlights

- Complete the El Estero Wastewater Treatment Plan Secondary Process Improvements.
- Install Electric Vehicle Charging Stations in City owned parking lots and garages.
- Complete construction of the Montecito Street Bridge Replacement and sidewalk.
- Implement the Accela Land Management Permit Processing System.

DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**297.70**	**295.20**	**295.20**	**296.70**	**293.20**
Hourly Employee Hours	**172,806**	**186,741**	**182,872**	**176,136**	**175,103**
Revenues					
Fees and Service Charges	$ 69,546,991	$ 73,584,740	$ 74,658,204	$ 78,576,067	$ 82,736,475
Gas Tax	1,911,185	1,863,751	1,784,897	2,597,945	3,698,685
Interest Income	860,787	655,450	713,620	778,020	805,220
Inter-fund Reimbursements	18,372,215	19,914,818	18,691,770	19,683,847	19,974,646
Intergovernmental	41,570,325	86,855,005	55,170,751	-	-
JPA Reimbursements	2,817,641	2,438,285	3,056,763	2,354,285	2,385,285
Measure A Sales Tax	3,618,641	3,628,245	3,628,245	3,631,372	3,798,149
Other Revenue	3,368,278	2,024,067	2,297,386	864,249	863,643
Parking Violations	664,538	660,000	645,000	660,000	660,000
PBIA Assessment	1,051,597	1,004,000	1,004,000	1,004,000	1,004,000
Rents	140,887	144,928	147,808	164,728	164,728
Transfers In	375,000	1,420,255	1,420,255	201,000	150,000
Transportation Dev. Funds	70,566	73,143	74,116	74,775	74,775
Utility Users Tax	7,167,689	7,072,200	6,878,085	7,035,600	7,040,200
Overhead Allocation Recovery	774,992	802,633	802,633	806,446	841,930
General Fund Subsidy	741,916	1,299,873	1,242,712	1,049,504	1,128,530
Total Department Revenue	**$ 153,053,248**	**$ 203,441,393**	**$ 172,216,245**	**$ 119,481,838**	**$ 125,326,266**
Expenditures					
Salaries and Benefits	$ 33,575,176	$ 38,985,727	$ 36,285,674	$ 40,046,439	$ 41,257,247
Supplies and Services	26,107,302	36,068,050	33,768,453	36,103,997	35,952,780
Special Projects	4,704,352	6,984,418	6,404,567	5,819,458	5,828,357
Water Supply Purchases	8,562,692	11,565,677	11,256,644	11,500,000	11,500,000
Capital Equipment	184,361	303,669	271,156	793,195	410,395
Debt Service	4,612,530	7,803,973	7,385,341	9,947,215	12,799,837
Non-Capital Equipment	323,444	667,156	618,191	698,070	695,570
Transfers Out	1,502,460	1,540,493	1,552,943	672,857	792,536
Appropriated Reserve	-	346,584	-	650,584	550,584
Total Operating Expenditures	**$ 79,572,317**	**$ 104,265,747**	**$ 97,542,969**	**$ 106,231,815**	**$ 109,787,306**
Capital Grants Revenue	$ -	$ -	$ -	$ 120,700	$ 120,700
Capital Program	85,116,716	119,105,332	101,604,555	23,510,058	22,703,085
Total Department Expenditures	**$ 164,689,033**	**$ 223,371,079**	**$ 199,147,524**	**$ 129,741,873**	**$ 132,490,391**
Addition to (Use of) Reserves	**$ (11,635,785)**	**$ (19,929,686)**	**$ (26,931,279)**	**$ (10,139,335)**	**$ (7,043,425)**

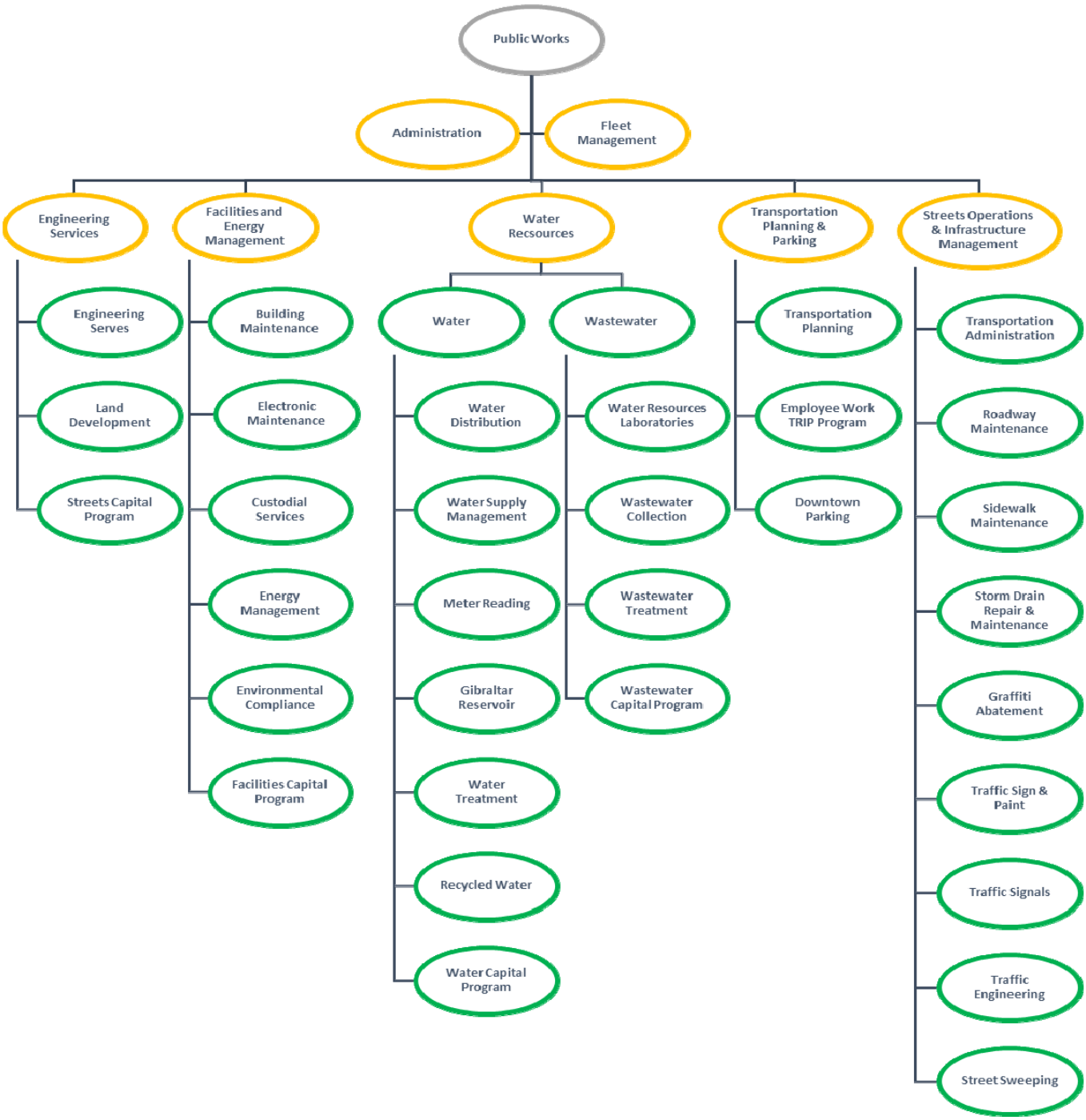
Public Works

The work of the Public Works Department is budgeted in the following funds:

- General Fund
- Downtown Parking Fund
- Facilities Management / Capital Funds (ICS)
- Fleet Maintenance / Replacement Funds (ICS)
- Streets Fund
- Streets Grant Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund – Measure A
- Water Fund
- Wastewater Fund

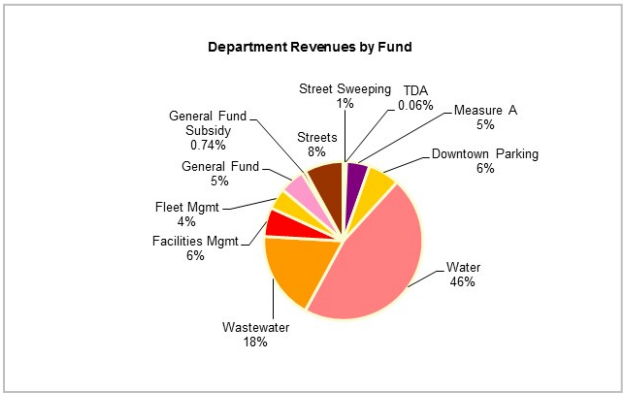
Public Works

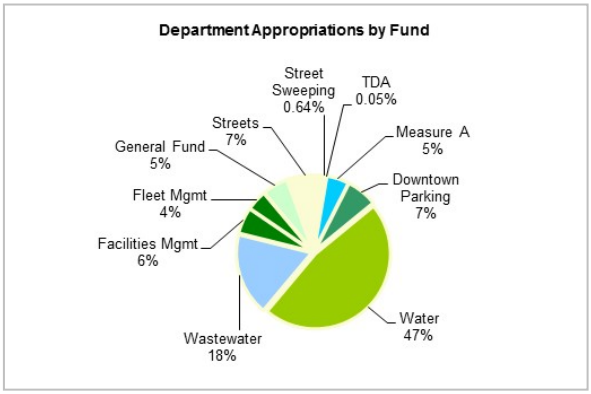
Program Organizational Chart



Public Works

Department Fund Composition





PUBLIC WORKS PROGRAMS

- **Administration**
- Fleet Management
- Engineering Services
- Land Development
- Transportation Administration
- Roadway Maintenance
- Sidewalk Maintenance
- Storm Drain Repair & Maintenance
- Graffiti Abatement
- Traffic Sign & Paint
- Traffic Signals
- Traffic Engineering
- Streets Capital
- Street Sweeping
- Transportation Planning
- Employee Work TRIP
- Downtown Parking
- Building Maintenance
- Environmental Compliance
- Electronic Maintenance
- Custodial Services
- Energy Conservation
- Facilities Capital
- Water Resources Management
- Water Supply Management
- Gibraltar Dam
- Recycled Water
- Water Treatment
- Water Distribution
- Meter Reading
- Water Capital
- Water Resources Laboratory
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Developed an on-line new hiring packet, including an enhanced welcome orientation, for all new Public Works employees.

Administration

(Program No. 4111)

Mission Statement

Provide excellent public service and administrative, personnel, and financial management support to five divisions and all Department staff to ensure efficient and organized day-to-day operations.

Program Activities

- Support the activities of the division managers and provide interface and support to other City department heads.
- Develop and coordinate all department revenues including water and wastewater rate setting.
- Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.
- Coordinate timely and responsive input to develop the Capital Improvement Program, the financial plan, and annual budget.
- Process departmental correspondence and phone calls, Council reports, departmental claims and requisitions, as well as all personnel documentation and evaluations for the department, ensuring timeliness and accuracy.

Project Objectives for Fiscal Year 2018

- Review department performance objective reports on a quarterly basis and submit a comprehensive semiannual and year-end Performance Plan report to City Administration.
- Develop Fiscal Year 2019 Mid-Cycle budget as appropriate, including all auxiliary items such as, new fee schedules, revenue projections, line items, memorandums, etc.
- Prepare the Annual Street Report and file with the State Controller's Office by submission due date.
- Complete the Cost Allocation Plan / Indirect Cost Rate Proposal as required by Caltrans for billing rate approval including reimbursement of indirect costs on Streets projects using federal and state funds.
- Execute Records Management requirements and meet all deadlines from the City Clerk's office.
- Lead three safety supervisor meetings and ensure 19 department sections conduct appropriate safety training meetings.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Update Department Operating Center (DOC) Operating Plan and conduct training exercise by December 31, 2017.
- Develop and present a PW new employee orientation "Welcome to Public Works" for all new Public Work staff every 4 months with key division managers.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**0**	**80**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 112,125	$ 112,125	$ 112,125	$ 112,125	$ 112,125
Other Revenue	5	-	-	-	-
Overhead Allocation Recovery	774,992	802,633	802,633	806,446	841,930
General Fund Subsidy	168,374	285,638	252,597	296,084	289,588
Total Revenue	**$ 1,055,496**	**$ 1,200,396**	**$ 1,167,355**	**$ 1,214,655**	**$ 1,243,643**
Expenditures					
Salaries and Benefits	$ 868,302	$ 921,999	$ 889,369	$ 948,266	$ 974,974
Supplies and Services	123,785	181,580	183,669	195,499	197,709
Special Projects	641	81,669	81,669	62,890	62,960
Debt Service	7,148	7,148	7,148	-	-
Non-Capital Equipment	2,007	8,000	5,500	8,000	8,000
Transfers Out	53,613	-	-	-	-
Total Expenditures	**$ 1,055,496**	**$ 1,200,396**	**$ 1,167,355**	**$ 1,214,655**	**$ 1,243,643**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure the Department meets 85% of their program objectives.				
Percent of division program objectives achieved	74%	85%	85%	85%
Updates to the Public Works home page website.				
Website updates	66	55	45	52
Conduct quarterly training sessions for the Public Works' Administrative Support staff to increase the Department's efficiency.				
Training sessions conducted	6	4	4	4
Prepare the quarterly budget reviews as required by the Finance Department within the required timelines.				
Quarterly reviews completed	4	4	4	4

Administration
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Department Council Agenda Reports processed	177	140	186	175
Department Personnel Action Forms processed	203	175	254	200
Complaints received by Public Works Administration and responded to by due date	25	30	14	25
Employee evaluations submitted by the due date	229	255	300	255
Percent of employee evaluations submitted by due date	81%	85%	80%	85%
City News in Brief Submittals	75	48	100	75
Public Records requests received and responded to	N/A	10	44	20

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PUBLIC WORKS PROGRAMS

Administration
➢ **Fleet Management**
Engineering Services
Land Development
Transportation Administration
Roadway Maintenance
Sidewalk Maintenance
Storm Drain Repair & Maintenance
Graffiti Abatement
Traffic Sign & Paint
Traffic Signals
Traffic Engineering
Streets Capital
Street Sweeping
Transportation Planning
Employee Work TRIP
Downtown Parking
Building Maintenance
Environmental Compliance
Electronic Maintenance
Custodial Services
Energy Conservation
Facilities Capital
Water Resources Management
Water Supply Management
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
Wastewater Treatment
Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Fleet is in the process of transitioning to renewable diesel fuel. Renewable diesel is 100% renewable, and much cleaner burning than conventional diesel fuel.

Fleet Management

(Program No. 4571, 4579)

Mission Statement

Manage the motorized fleet and fleet support services to cost-effectively provide safe, reliable vehicles and equipment for all City departments.

Program Activities

- Maintain and repair the City's fleet vehicles and heavy equipment and administer, test, and certify vehicles and equipment in compliance with federal and state mandates.
- Ensure readiness of City's emergency power generators.
- Maintain automated fuel delivery system and refueling infrastructure.
- Fund and maintain a vehicle replacement program that ensures the orderly and timely replacement of the City's fleet.
- Provide technical services to develop specifications for purchasing of vehicles and equipment.
- Maintain the Pool Vehicle Program for shared vehicle use.

Project Objectives for Fiscal Year 2018

- Prepare the vehicle replacement report by January 31, 2017.
- Comply with mandated reporting requirements from various regulatory agencies.
- Establish a unified equipment pool using the vehicle pool program.
- Complete a project to remove the existing Diesel In-ground Storage Tank and replace it with an Above-Ground Storage Tank compatible with biosdiesel at the Corporate yard refueling site.
- Complete 100 percent of the mandated inspections and certifications annually in the following areas: a) aerial equipment certifications b) youth bus inspections and certifications c) commercial vehicle maintenance and inspection d) mandated smog inspections and certifications, and e) mandated diesel smoke testing and certifications.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**
Hourly Employee Hours	**1,176**	**0**	**1,611**	**0**	**0**
Revenues					
Interest Income	$ 142,879	$ 127,200	$ 139,600	$ 152,200	$ 157,500
Inter-fund Reimbursements	5,719,876	5,871,920	5,713,845	5,676,031	5,786,404
Other Revenue	327,340	321,140	285,298	247,889	246,140
Transfers In	-	160,133	160,133	-	-
Total Revenue	**$ 6,190,095**	**$ 6,480,393**	**$ 6,298,876**	**$ 6,076,120**	**$ 6,190,044**
Expenditures					
Salaries and Benefits	$ 1,321,186	$ 1,629,089	$ 1,632,251	$ 1,623,674	$ 1,688,125
Supplies and Services	1,361,936	1,332,306	1,302,840	1,285,052	1,354,357
Special Projects	95,673	822,319	753,313	60,000	60,000
Capital Equipment	33,384	-	-	-	-
Debt Service	-	118,070	43,070	43,070	43,070
Non-Capital Equipment	49,813	34,000	34,000	5,500	5,500
Transfers Out	400,511	152,556	152,556	-	-
Appropriated Reserve	-	14,000	-	14,000	14,000
Total Expenditures	**$ 3,262,503**	**$ 4,102,340**	**$ 3,918,030**	**$ 3,031,296**	**$ 3,165,052**
Capital Program	2,820,135	4,167,932	3,653,584	3,573,585	3,066,858
Addition to (Use of) Reserves	**$ 107,457**	**$ (1,789,879)**	**$ (1,272,738)**	**$ (528,761)**	**$ (41,866)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 96% of preventive maintenance services on schedule in accordance with manufacturer's recommendations.				
Percent of preventive maintenance services completed on schedule	98%	96%	98%	96%
Maintain 96% or greater availability for Fire Pumpers.				
Percent availability for service	97%	96%	97%	96%
Maintain 96% or greater availability for Police Interceptors.				
Percent availability for service	98%	96%	98%	96%
Maintain 99% or greater availability for 3/4 Ton trucks.				
Percent availability for service	99%	99%	99%	99%
Maintain 96% or greater availability for Backhoe / Loaders.				
Percent availability for service	96%	96%	98%	96%

Fleet Management
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Maintain 98% or greater availability for Non-emergency sedans.				
Percent availability for service	99%	98%	100%	98%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Vehicles in the fleet maintained	478	480	474	474
Pool vehicle trips	8,559	9,000	7,400	9,000
Pool vehicle miles	268,549	280,000	226,000	280,000
Preventive maintenance services performed	1,193	1,200	1,150	1,200
Maintenance cost per fire pumper	$22,385	$25,000	$38,000	$25,000
Maintenance cost per Police interceptor	$5,132	$7,000	$5,200	$7,000
Maintenance cost per ¾ ton truck	$1,727	$2,000	$1,630	$2,000
Maintenance cost per backhoe/loader	$6,779	$6,600	$9,000	$6,600
Maintenance cost per non-emergency sedan	$1,382	$1,600	$1,250	$1,600
Average maintenance cost per mile for fire pumpers	$3.05	$3.50	$4.03	$3.50
Average maintenance cost per mile for Police interceptors	$0.44	$0.54	$0.36	$0.54
Average maintenance cost per mile for ¾ ton trucks	$0.44	$0.47	$0.44	$0.47
Average maintenance cost per hour for backhoes and loaders	$31	$35	$30	$35
Average maintenance cost per mile for non-emergency sedans	$0.20	$0.23	$0.22	$0.23
Percent of vehicles using alternative fuels in the fleet	32%	35%	32%	35%
Vehicles fueled with Biodiesel in the fleet	92	91	86	86
Compressed natural gas vehicles in the fleet	7	7	5	5
Hybrid powered vehicles in the fleet	55	53	53	53

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RECENT PROGRAM ACHIEVEMENTS

The program was successful in limiting all engineering services (City and consultant) to average less than targeted numbers of the project cost.

Engineering Services

(Program No. 4211)

Mission Statement

Provide professional engineering and management support for City departments and all Capital Projects to maintain and improve the City's infrastructure.

Program Activities

- Manage Construction of the City's Capital Improvement Program (CIP).
- Provide professional engineering and management services for planning, designing, surveying, inspecting, and managing the City's Capital Program.
- Provide long-range master planning and engineering support for the City's capital infrastructure, in addition to general engineering services for all City projects as requested.
- Track and bill engineering services to user departments or capital improvement projects for design and construction.

Project Objectives for Fiscal Year 2018

- Manage revenue and expenses to meet budget for Engineering Services.
- Conduct one post-construction public feedback survey to assist in continued enhancement of Capital Improvement Project management. Receive a score of "Good" or better.
- Conduct at least one client survey for feedback on capital program performance. Receive an average score of "Good" or better.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**39.30**	**35.50**	**35.50**	**34.65**	**34.65**
Hourly Employee Hours	**5,810**	**5,560**	**5,970**	**4,768**	**4,815**
Revenues					
Inter-fund Reimbursements	$ 4,720,017	$ 5,143,118	$ 4,414,560	$ 5,264,269	$ 5,364,554
Other Revenue	2	-	316	-	-
General Fund Subsidy	440,521	328,471	437,202	127,439	188,524
Total Revenue	**$ 5,160,540**	**$ 5,471,589**	**$ 4,852,078**	**$ 5,391,708**	**$ 5,553,078**
Expenditures					
Salaries and Benefits	$ 5,054,406	$ 5,258,631	$ 4,374,468	$ 5,092,284	$ 5,253,622
Supplies and Services	598,202	687,607	660,668	583,226	597,470
Special Projects	113,921	21,047	16,542	21,047	21,047
Debt Service	23,455	23,455	23,455	-	-
Non-Capital Equipment	26,116	36,507	26,928	30,079	30,079
Transfers Out	-	987	987	-	-
Total Expenditures	**$ 5,816,100**	**$ 6,028,234**	**$ 5,103,048**	**$ 5,726,636**	**$ 5,902,218**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
For projects greater than $400,000, limit all engineering (City and consultant) services to average less than 20% of total project costs.				
Percent of projects under 20% of total project costs	15%	20%	20%	20%
For projects less than $400,000, limit all engineering services (City and consultant) to average less than 35% of the total project cost.				
Percent of projects under 35% of total project costs	27%	35%	24%	35%
Limit the cost of construction contract change orders in Capital Program projects to less than 5% of the total annual value of construction awarded.				
Percent of change order cost	2%	5%	6%	5%
Achieve an actual cost of the City Design Services that does not exceed estimates provided to clients 75% of the time.				
Percent of projects where City Design Services Costs do not exceed estimates	83%	75%	75%	75%
Achieve an actual cost of Construction Management that does not exceed estimates provided to clients 75% of the time.				
Percent of projects where Construction Management costs do not exceed estimates	71%	75%	50%	75%

Engineering Services
(Continued)

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Archive projects in a timely manner; within three months of project Notice of Completion (NOC).				
Percent of projects archived within three months from completion date	N/A	100%	83%	100%
File Notice of Completions (NOCs) within 10 days of acceptance.				
Percent of projects for which a Notice of Completion was filed within 10 days of acceptance	N/A	100%	50%	100%
Achieve project wrap-up and communication by submitting a Project Completion Memo within 30 days of the release of retention.				
Percent on-time Project Completion Memos submitted	N/A	100%	100%	100%
Achieve at least 65% billable hours for Engineering Division staff working on Capital Projects.				
Percent of billable hours for Engineering Division staff working on Capital Projects	N/A	N/A	N/A	65%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Public Outreach Activities for City Capital Improvement Projects	46	30	34	30
Meet award of contract milestones (as measured from the beginning of the project) 75% of the time	N/A	N/A	N/A	75%
Number of employees receiving at least 2 hours of professional training	N/A	N/A	N/A	40

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RECENT PROGRAM ACHIEVEMENTS

Substantial completion of Entrada stage 2/eastside State St. public improvements and the completion of Cabrillo Blvd Bridge right-of-way process.

Land Development

(Program No. 4212)

Mission Statement

Manage the public right-of-way and City owned lands, protect the interests of the general public, and process private development review applications and permits.

Program Activities

- Ensure the land development projects comply with applicable regulations including the Subdivision Map Act, sound engineering practices, and City policies and guidelines.
- Manage and operate the Public Works permit counter , which issues over the counter Public Works permits, and participate in the review of approximately 1,000 building construction permits annually.
- Review, coordinate, process, and permit private land development project applications and coordinate a unified response from all Department divisions.
- Manage and maintain a document inventory of the City's real property interests, including city utility easements.
- Acquire, rights-of-way and associated easements as required for City initiated public improvement projects following applicable Federal, State, and local statutes.
- Perform technical review of subdivision Final/Parcel Maps by consultant contract and coordinate digital geospatial data for street centerlines ("Official City Street Map").
- Manage and provide enforcement of the Outdoor Dining Program and Newsracks for permits issued on City sidewalks.

Project Objectives for Fiscal Year 2018

- Successfully implement all existing Public Works permit processes from Tidemark Advantage to Accela Land Management including document inventory using Hyland Onbase.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**7.50**	**8.25**	**8.25**	**9.10**	**9.10**
Hourly Employee Hours	**225**	**470**	**1,623**	**1,246**	**217**
Revenues					
Fees and Service Charges	$ 1,150,045	$ 1,006,560	$ 1,054,897	$ 1,077,513	$ 1,109,389
Inter-fund Reimbursements	243,484	243,484	243,484	243,484	243,484
Other Revenue	58	-	-	-	-
Transfers In	-	66,000	66,000	51,000	-
General Fund Subsidy	-	124,121	-	222,917	243,755
Total Revenue	**$ 1,393,587**	**$ 1,440,165**	**$ 1,364,381**	**$ 1,594,914**	**$ 1,596,628**
Expenditures					
Salaries and Benefits	$ 919,057	$ 1,213,806	$ 1,136,959	$ 1,372,092	$ 1,369,488
Supplies and Services	117,934	135,470	122,988	131,742	134,727
Special Projects	44,949	18,432	17,040	43,973	44,727
Debt Service	5,457	5,457	5,457	45,107	45,686
Non-Capital Equipment	1,610	2,000	2,459	2,000	2,000
Transfers Out	55,471	65,000	77,450	-	-
Total Expenditures	**$ 1,144,478**	**$ 1,440,165**	**$ 1,362,353**	**$ 1,594,914**	**$ 1,596,628**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Meet 90% of the target response dates for staff review of building permits at the Public Works Permit Counter.				
Building permit review timelines met	86%	90%	89%	90%
Meet 100% of Land Development Team discretionary land development project review deadlines.				
Percent of review deadlines met	98%	100%	100%	100%
Meet 90% of the target response dates for staff review of public improvement plans.				
Public improvement plan review timelines met	N/A	N/A	N/A	90%
Acquire/record easements on Capital projects within 6 months of initial right-of-way appraisal map on 75% of projects.				
Real property related tasks completed within 6 months of assignment	N/A	N/A	N/A	75%

Land Development
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Public Works permits issued	1,714	1,600	1,600	1,600
Building permit applications reviewed	822	1,000	1,000	1,000
Land Development discretionary development projects reviewed	85	20	50	50
Subdivision map applications submitted	17	11	12	10
Real Property tasks completed, including acquisitions, abandonments, encroachments, and developments	24	40	18	30
Active outdoor dining leases	47	40	45	40
Value of securities received from private development to bond for public improvements in the public right-of-way	$1.76 M	$1.00 M	$1.00 M	$1.50 M
Council Agenda Reports prepared	22	20	30	20
Major Public Works permits issued (≥$25,000)	4	20	8	10
Minor Public Works permits issued (<$10,000)	1,710	1,580	1,600	1,600
Street and sewer permits issued that were initiated by the Sewer lateral inspection program	285	240	250	240
Encroachment permits issued	5	12	12	10
Right-Of-Way Dedication easement documents drafted/accepted	2	8	20	5
Voluntary lot mergers	5	5	10	5
Right-Of-Way acquisition easement documents drafted/accepted	N/A	N/A	N/A	10
Newsrack inventories completed and permit/enforcement cycles completed	N/A	N/A	N/A	1

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RECENT PROGRAM ACHIEVEMENTS

The Montecito-Yanonali Street Bridge Replacement project is on target to begin construction in early Summer of 2017.

Transportation Administration

Program No. (4410)

Mission Statement

Provide support and direction to staff to ensure that City streets, sidewalks, storm drains, traffic signs, and signals are reliable, safe for the community, and to enhance community mobility.

Program Activities

- Provide ongoing budgetary guidance and support to all Transportation related Sections.
- Develop annual Streets Operations and Infrastructure fund budgets and ensure that expenditures remain within adopted budget amounts.
- Manage the programs within the Streets Operations and Infrastructure Management Division so they can effectively clean, maintain, repair transportation and drainage system infrastructure and other public property within the public right-of-way.
- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements that include streets, bridges, storm drains, traffic signals, streetlights, etc.

Project Objectives for Fiscal Year 2018

- This Programs Project Objectives are captured in all Streets Programs (4411 – 4416), and the Streets Capital Program (4491).

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**1.50**	**1.50**	**1.50**	**1.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 40,006	$ 20,536	$ 20,536	$ 20,536	$ 20,536
Gas Tax	1,911,185	1,863,751	1,784,897	2,597,945	3,698,685
Inter-fund Reimbursements	2,581	-	-	-	-
Other Revenue	263,239	24,000	35,300	24,000	24,000
Rents	33,887	36,968	36,968	36,968	36,968
Total Revenue	**$ 2,250,898**	**$ 1,945,255**	**$ 1,877,701**	**$ 2,679,449**	**$ 3,780,189**
Expenditures					
Salaries and Benefits	$ -	$ 148,012	$ 138,423	$ 254,440	$ 259,780
Supplies and Services	301,095	372,582	388,463	330,936	337,588
Special Projects	1,377,342	1,357,964	1,357,964	1,352,911	1,353,546
Debt Service	12,755	12,755	12,755	-	-
Non-Capital Equipment	3,571	3,529	3,529	-	-
Transfers Out	280,825	225,825	225,825	225,825	225,825
Appropriated Reserve	-	46,000	-	200,000	100,000
Total Expenditures	**$ 1,975,588**	**$ 2,166,667**	**$ 2,126,959**	**$ 2,364,112**	**$ 2,276,739**

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RECENT PROGRAM ACHIEVEMENTS

Streets Division staff more than doubled its point repair work in various sections of the City to help improve the safety and quality of the pavement.

Roadway Maintenance

(Program No. 4411)

Mission Statement

Clean, maintain and repair transportation infrastructure and other public property within the public right-of-way, to enhance community mobility, and to improve community appearance.

Program Activities

- Maintain streets, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**10.35**	**10.15**	**10.15**	**10.15**	**10.15**
Hourly Employee Hours	**1,119**	**2,027**	**6,000**	**2,000**	**2,000**
Revenues					
Interest Income	$ 33,983	$ 30,300	$ 33,100	$ 36,100	$ 37,300
Measure A Sales Tax	344,196	389,843	463,056	399,383	404,422
Utility Users Tax	1,123,535	1,260,201	1,168,802	1,280,218	1,319,118
Total Revenue	**$ 1,501,714**	**$ 1,680,344**	**$ 1,664,958**	**$ 1,715,701**	**$ 1,760,840**
Expenditures					
Salaries and Benefits	$ 900,519	$ 1,030,114	$ 930,747	$ 982,483	$ 1,019,806
Supplies and Services	591,485	628,914	690,781	709,218	717,034
Special Projects	6,920	7,000	29,114	8,000	8,000
Non-Capital Equipment	2,790	13,000	13,000	16,000	16,000
Transfers Out	-	1,316	1,316	-	-
Total Expenditures	**$ 1,501,714**	**$ 1,680,344**	**$ 1,664,958**	**$ 1,715,701**	**$ 1,760,840**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Repair 500,000 square feet of paved street.				
Square feet of street surface repaired	44,246	75,000	105,000	500,000
Use 6,777 tons of asphalt to repair paved streets.				
Amount of tons of asphalt used to repair paved streets	N/A	2,600	2,000	6,667
Respond to 100% of high priority work requests within 14 days of receipt.				
Percentage of work requests responded to within 14 days	N/A	N/A	N/A	100
Repair 600 potholes.				
Number of Potholes Repaired	N/A	N/A	N/A	600

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Requests from public for abandoned furniture and trash removal referred to MarBorg	2,679	1,400	2,600	2,600
Special event set-ups completed	9	12	12	12
Staff hours spent on special events, including major and minor events	1,168	1,500	200	1,500
Work tasks completed by Streets Division	3,307	3,000	1,800	3,000
Work requests from the public completed by Streets Division	834	600	720	600
Staff hours spent on repairs to paved streets	N/A	4,400	8,400	9,600

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RECENT PROGRAM ACHIEVEMENTS

Sidewalk grinding and padding has increased over the past 6 months as a result of the sidewalk survey program.

Sidewalk Maintenance

(Program No. 4412)

Mission Statement

Clean, maintain and repair sidewalk infrastructure to enhance community mobility, and to improve community appearance.

Program Activities

- Maintain sidewalks, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**8.00**	**7.75**	**7.75**	**7.75**	**7.75**
Hourly Employee Hours	**2,054**	**2,027**	**4,000**	**2,000**	**2,000**
Revenues					
Measure A Sales Tax	$ 227,663	$ 246,125	$ 268,663	$ 255,361	$ 260,386
Utility Users Tax	622,192	689,409	558,190	630,621	650,121
Total Revenue	**$ 849,855**	**$ 935,534**	**$ 826,853**	**$ 885,982**	**$ 910,507**
Expenditures					
Salaries and Benefits	$ 756,010	$ 820,778	$ 723,403	$ 782,427	$ 806,368
Supplies and Services	86,565	84,636	82,352	91,555	92,139
Special Projects	7,280	30,120	21,098	8,000	8,000
Non-Capital Equipment	-	-	-	4,000	4,000
Total Expenditures	**$ 849,855**	**$ 935,534**	**$ 826,853**	**$ 885,982**	**$ 910,507**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Repair 7,000 square feet of damaged sidewalk including curb, gutter, and driveway.				
Square feet of sidewalk repaired	14,145	3,500	8,000	7,000
Replace 12,000 square feet of damaged sidewalk including curb, gutter, and driveway.				
Square feet of sidewalk replaced	N/A	N/A	13,800	12,000

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RECENT PROGRAM ACHIEVEMENTS

Prior to the major storm event over the winter, all storm drains were inspected. Those that needed work were maintained by storm drain crew.

Storm Drain Repair & Maintenance

(Program No. 4413)

Mission Statement

Clean, maintain and repair drainage system infrastructure to preserve creek and water quality.

Program Activities

- Repair or replace damaged or deteriorated storm drain facilities and remove debris from the storm drain system.
- Operate and maintain storm water pump stations and respond to storm conditions or emergencies to protect property.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.00**	**1.90**	**1.90**	**1.90**	**1.90**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Measure A Sales Tax	$ 134,448	$ 165,494	$ 128,892	$ 164,221	$ 167,122
Utility Users Tax	220,645	341,037	293,322	293,314	298,463
Total Revenue	**$ 355,093**	**$ 506,531**	**$ 422,214**	**$ 457,535**	**$ 465,585**
Expenditures					
Salaries and Benefits	$ 189,014	$ 205,474	$ 197,951	$ 189,902	$ 194,249
Supplies and Services	161,389	296,057	221,463	258,633	262,336
Special Projects	4,690	5,000	2,800	5,000	5,000
Non-Capital Equipment	-	-	-	4,000	4,000
Total Expenditures	**$ 355,093**	**$ 506,531**	**$ 422,214**	**$ 457,535**	**$ 465,585**

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Staff hours spent on storm drain maintenance	5,220	2,000	3,200	2,000
Number of drains maintained	N/A	N/A	N/A	1,800

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RECENT PROGRAM ACHIEVEMENTS

100% of calls from the public regarding graffiti were responded to within 3 working days.

Graffiti Abatement

(Program No. 4414)

Mission Statement

Clean, maintain, and repair public property within the public right-of-way to improve community appearance.

Program Activities

- Remove graffiti from public property in right-of-way and assist private property owners with graffiti removal on private property.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.95**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**733**	**1,025**	**3,000**	**1,000**	**1,000**
Revenues					
Utility Users Tax	$ 214,916	$ 186,650	$ 213,824	$ 152,692	$ 156,036
Total Revenue	**$ 214,916**	**$ 186,650**	**$ 213,824**	**$ 152,692**	**$ 156,036**
Expenditures					
Salaries and Benefits	$ 198,089	$ 159,155	$ 181,814	$ 121,581	$ 124,881
Supplies and Services	16,827	25,745	20,010	23,111	23,155
Special Projects	-	1,750	12,000	4,000	4,000
Non-Capital Equipment	-	-	-	4,000	4,000
Total Expenditures	**$ 214,916**	**$ 186,650**	**$ 213,824**	**$ 152,692**	**$ 156,036**

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Graffiti calls abated within 3 working days within the public right of way	1,289	1,600	552	1,000
Square feet of graffiti removed or painted over	160,000	250,000	166,000	160,000
Cost of Graffiti removal	N/A	N/A	N/A	$20,000

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RECENT PROGRAM ACHIEVEMENTS

270 oversized vehicle parking signs installed, and 450 RV parking signs removed.

Traffic Sign & Paint

(Program No. 4415)

Mission Statement

Install and maintain traffic signs, pavement markings and curb markings to promote safe and efficient traffic operations.

Program Activities

- Install and maintain curb markings.
- Install and maintain traffic signs.
- Install and maintain pavement markings.

Project Objectives for Fiscal Year 2018

- Establish an electronic inventory of long line striping.
- Establish an electronic inventory of curb markings.
- Establish an electronic inventory of pavement markings (crosswalks, legends, pavement arrows). Future program measures will include the amount of crosswalks, legends, and pavement arrows that we maintain.
- Establish rating condition system for signs included in sign inventory. Future program measure will include a rating index for our sign conditions.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**7.25**	**7.40**	**7.40**	**7.40**	**7.40**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 19	$ -	$ -	$ -	$ -
Utility Users Tax	921,757	989,493	979,821	1,087,135	1,084,479
Total Revenue	**$ 921,776**	**$ 989,493**	**$ 979,821**	**$ 1,087,135**	**$ 1,084,479**
Expenditures					
Salaries and Benefits	$ 678,880	$ 718,234	$ 667,916	$ 738,565	$ 755,247
Supplies and Services	240,613	268,259	286,474	319,570	323,232
Special Projects	2,283	3,000	25,431	3,000	3,000
Capital Equipment	-	-	-	23,000	-
Non-Capital Equipment	-	-	-	3,000	3,000
Total Expenditures	**$ 921,776**	**$ 989,493**	**$ 979,821**	**$ 1,087,135**	**$ 1,084,479**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Amount of curb markings repainted.				
Linear feet of curb markings repainted	N/A	180,000	118,000	180,000
Repaint crosswalks, legends, and pavement arrows.				
Number of crosswalks, legends and pavement arrows repainted	N/A	300	300	400
Number of signs replaced.				
Number of signs replaced (faded, lost reflectivity, damaged, vandalized)	N/A	2000	1800	2000
Amount of long line striping repainted.				
Lineal feet of pavement lane restriped	N/A	350,000	114,000	350,000
Average calendar days to complete work orders issued by other divisions.				
Average calendar days to complete work orders issued by other departments or divisions	N/A	N/A	N/A	60

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Number of signs maintained	N/A	N/A	N/A	21,000
Number of work orders from other departments or divisions	N/A	N/A	N/A	200

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RECENT PROGRAM ACHIEVEMENTS

Upgrades completed to 40 traffic signals including larger, more visible indications and new pedestrian countdown timers for traffic safety.

Traffic Signals

(Program No. 4532)

Mission Statement

Maintain a safe, efficient and reliable citywide Traffic Signal System Network and provide funding for electrical energy for streetlights and traffic signals.

Program Activities

- Provide maintenance and repair support for the City's signalized intersections.
- Maintain the computerized controlling network for each intersection.
- Ensure appropriate traffic detection at signalized intersections.
- Manage the Fire Department's Opticom preemption system to coordinate signal timing with emergency vehicle response.
- Provide funding for all electrical costs for both traffic signals and streetlights.
- Provide funding for city funded traffic signals and streetlights maintained by Caltrans or the City of Goleta.

Project Objectives for Fiscal Year 2018

- Replace three traffic signal cabinets for improved reliability.
- Install one accessible pedestrian systems (audible push buttons) for sight-impaired pedestrians.
- Install three new battery backup systems to improve traffic signal reliability.
- Integrate new traffic signal at State Street and Mason Street (Entrada Development) into City's central system.
- Refurbish/reconstruct one traffic signal for long term reliability.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.30**	**3.20**	**3.20**	**3.20**	**3.20**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 2,718	$ -	$ -	$ -	$ -
Utility Users Tax	1,458,103	1,587,164	1,581,790	1,760,640	1,792,147
Total Revenue	**$ 1,460,821**	**$ 1,587,164**	**$ 1,581,790**	**$ 1,760,640**	**$ 1,792,147**
Expenditures					
Salaries and Benefits	$ 292,608	$ 363,631	$ 342,027	$ 438,090	$ 451,062
Supplies and Services	1,003,214	1,009,265	1,017,101	1,030,970	1,049,505
Special Projects	97,236	80,580	80,580	80,580	80,580
Non-Capital Equipment	67,763	132,536	140,930	211,000	211,000
Transfers Out	-	1,152	1,152	-	-
Total Expenditures	**$ 1,460,821**	**$ 1,587,164**	**$ 1,581,790**	**$ 1,760,640**	**$ 1,792,147**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 99% of scheduled preventative maintenance (PM) work orders on the traffic signal network in accordance with approved preventative maintenance plan.				
Percent of scheduled PM completed	96%	99%	98%	99%
Complete 95% of priority 1 work orders (emergency repairs) within 12 hours of notification, 7 days per week.				
Percent of emergency work orders completed within 12 hours of notification, 7 days per week	98%	95%	100%	95%
Complete 99% of non-emergency unscheduled work order repairs on the traffic signal network in accordance with approved preventative maintenance plan.				
Percent of non-emergency, unscheduled repairs responded to within 24 working hours of notification	98%	99%	100%	99%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Emergency work orders	49	50	28	50
Unscheduled work orders completed	83	150	90	150
Cost of maintenance and operations per traffic intersection	$6,890	$6,500	$7,496	$6,500

Traffic Signals
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
City-owned Traffic Signals operated and maintained	116	117	116	117
Traffic signals integrated into city's central system	116	117	116	117
Traffic signals equipped with battery back up systems	31	31	31	31
City-owned pedestrian active flashers owned and operated	13	19	14	19
Digital speed feedback signs operated and maintained	5	5	5	5
Electronic devices (traffic signals, flashers, speed signs) maintained per Electronics Technician	66	71	68	71
Proactive (preventative) maintenance work order hours as a percentage of all maintenance work order hours completed	83%	75%	84%	75%

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RECENT PROGRAM ACHIEVEMENTS

During Fiscal Year 2017, nine pedestrian activated flashers have been added for pedestrian safety.

Traffic Engineering

(Program No. 4215)

Mission Statement

Provide the City of Santa Barbara with effective traffic control and street designs that maximizes safety, quality, reliability, and efficiency for all modes of travel.

Program Activities

- Collect, analyze, and interpret traffic information needed to optimize the transportation system to meet travel demand and City policy for equality between all modes of travel.
- Monitor traffic collision records to identify collision patterns and high collision locations. Work to prevent future collisions by identifying and implementing engineering countermeasures, and by collaborating with the Police Department.
- Respond to public requests, suggestions, and inquires for changes in parking and traffic control.
- Provide direction in the design and construction of public and private improvements to ensure traffic safety and minimize travel impacts.
- Support Police enforcement efforts by completing speed surveys.
- Operate a coordinated traffic signal system to maximize safety, minimize delay, and be responsive to pedestrian, cyclist, and motor vehicle needs.

Project Objectives for Fiscal Year 2018

- Create an annual crash analysis report for Santa Barbara that will be used to identify locations in need of crash mitigation and increased enforcement efforts to improve safety.
- Complete speed surveys on 12 streets to support Police enforcement of established speed limits.
- Complete travel time studies on three corridors annually as a tool to assess and improve traffic signal coordination (Citywide three year rotation, nine corridors total).
- Complete annual traffic counting effort and post count data to City's MAPS system.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.20**	**4.00**	**4.00**	**4.00**	**4.00**
Hourly Employee Hours	**0**	**999**	**0**	**1,020**	**1,040**
Revenues					
Utility Users Tax	$ 617,030	$ 665,754	$ 571,050	$ 677,129	$ 695,568
Total Revenue	**$ 617,030**	**$ 665,754**	**$ 571,050**	**$ 677,129**	**$ 695,568**
Expenditures					
Salaries and Benefits	$ 501,215	$ 504,316	$ 431,815	$ 562,855	$ 579,132
Supplies and Services	74,385	97,166	87,963	70,274	72,436
Special Projects	16,285	34,900	34,900	25,000	25,000
Non-Capital Equipment	16,645	28,714	15,714	19,000	19,000
Transfers Out	8,500	658	658	-	-
Total Expenditures	**$ 617,030**	**$ 665,754**	**$ 571,050**	**$ 677,129**	**$ 695,568**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Investigate and determine solution (if any) for 65% of traffic related concerns, complaints and requests within 60 calendar days (for investigations completed this quarter).				
Percent of complaints resolved within 60 calendar days	56%	65%	74%	65%
Perform review of 95% of temporary traffic control plans within 5 business days.				
Percent of temporary traffic control plans reviewed within 5 business days	96%	95%	100%	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Traffic concerns reported	297	300	260	300
Turning Movement and Volume Counts Conducted	146	90	110	90
Annual number of traffic collision injuries and fatalities reported (most recent SWITRS data available)	1,080	550	656	550
Annual number of pedestrian involved collisions (most recent SWITRS data available)	76	60	61	60
Annual number of bicycle involved collisions (most recent SWITRS data available)	122	80	97	80

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RECENT PROGRAM ACHIEVEMENTS

Recently awarded $11.2 M in Active Transportation Grant funding.

Streets Capital

(Program No. 4491)

Mission Statement

Manage the maintenance, repair of, and improvements to the public right-of-way infrastructure in accordance with the goals of the City Council and the Circulation Element, in order to provide the public with safe, efficient, functional, high quality, and cost-effective transportation and drainage systems.

Program Activities

- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements that include streets, bridges, storm drains, traffic signals, streetlights, etc.
- Apply for grant funding from a variety of sources for capital projects to leverage City funds.
- Provide courtesy review and coordination of all CalTrans initiated roadway projects.
- Provide staff support to division managers and supervisors associated with Streets capital projects.

Project Objectives for Fiscal Year 2018

- Prepare an annual Road Maintenance Action Plan update.
- Prepare Quarterly Bridge Program Summary reports that include highlights of key bridge project milestones and updates to the individual bridge project schedules, scope, and cost.
- Complete the biennial Pavement Management System Report Update, including pavement inspections of two pavement maintenance zones.
- Complete the annual Highway Bridge Program Funding Survey.
- Invoice all grant funded projects at least semi-annually.
- Invoice all Bridge Program projects in construction quarterly.
- Apply for available grant opportunities for Streets Capital projects.
- Award construction contract for Anapamu Street Bridge Replacement Project.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 25,659	$ -	$ 13,765	$ -	$ -
Interest Income	3,266	2,800	3,600	3,900	4,100
Intergovernmental	16,866,982	18,744,838	13,485,540	-	-
Measure A Sales Tax	2,071,091	1,943,578	2,319,864	2,564,396	2,710,768
Other Revenue	2,240,885	1,428,377	1,433,037	-	-
Transfers In	-	1,119,122	1,119,122	-	-
Transportation Dev. Funds	70,566	73,143	74,116	74,775	74,775
Utility Users Tax	1,160,713	494,469	705,090	488,478	358,955
Total Revenue	**$ 22,439,162**	**$ 23,806,327**	**$ 19,154,134**	**$ 3,131,549**	**$ 3,148,598**
Expenditures					
Capital Program - TDA Fund	$ 9,674	$ 314,027	$ 141,577	$ 78,675	$ 78,875
Capital Program - Streets	24,349,536	22,514,720	18,834,107	1,069,028	2,123,358
Capital Program - Measure A	1,201,269	3,840,816	3,692,636	2,776,128	2,361,628
Total Expenditures	**$ 25,560,479**	**$ 26,669,563**	**$ 22,668,320**	**$ 3,923,831**	**$ 4,563,861**

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Square feet of City Streets that receive asphalt overlay	458,000	400,000	670,000	0
Square feet of City Streets that receive slurry seal	443,000	0	0	0
City PCI for asphalt pavement roads only	62	62	61	60
City PCI for all roads (as evaluated by the City's Pavement Management System)	61	61	60	59
Square feet of new City sidewalk infill installed	300	25,000	9,000	25,000
Access ramps installed	48	30	16	34
Active grant funded bridge replacement projects	10	10	10	11
Total project cost for all active bridge replacement projects	$100 M	$90 M	$100 M	$108 M
Grant funds utilized in completed capital projects	$1 M	$39 M	$39 M	$15 M
Percent of grant funds utilized in all completed Streets Capital projects	17%	70%	85%	75%
Active capital projects in process	28	25	29	28
Total project cost for all active capital projects	$94 M	$89 M	$115 M	$75 M

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RECENT PROGRAM ACHIEVEMENTS

The City awarded the residential sweeping contract to a new vendor, who has learned the extensive residential routes quickly.

Street Sweeping

(Program No. 4421, 4422)

Mission Statement

Clean streets to improve community appearance and water quality in urban creeks.

Program Activities

- Mechanically sweep residential streets regularly.
- Mechanically sweep business and commercial area streets (primarily in the downtown and Milpas Street areas) regularly.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.95**	**1.15**	**1.15**	**1.15**	**1.15**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 220,322	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Parking Violations	664,538	660,000	645,000	660,000	660,000
Total Revenue	**$ 884,860**	**$ 910,000**	**$ 895,000**	**$ 910,000**	**$ 910,000**
Expenditures					
Salaries and Benefits	$ 112,091	$ 133,924	$ 125,778	$ 125,831	$ 129,657
Supplies and Services	439,159	489,045	487,221	457,072	463,422
Non-Capital Equipment	-	2,000	2,000	2,000	2,000
Transfers Out	360,574	361,104	361,104	387,032	398,711
Total Expenditures	**$ 911,824**	**$ 986,073**	**$ 976,103**	**$ 971,935**	**$ 993,790**
Addition to (Use of) Reserves	**$ (26,964)**	**$ (76,073)**	**$ (81,103)**	**$ (61,935)**	**$ (83,790)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Sweep 18,750 curb miles per year on the established sweeping schedules for residential and commercial routes.				
Curb miles swept on established schedules for residential and commercial routes	17,995	18,750	18,750	18,750

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Tons of debris from commercial routes	980	950	950	950
Pounds (average) of debris collected per mile of street sweeping	252	250	250	250
Amount of inquires received from the public related to sweeping		500	500	500
Number of signs replaced related to sweeping	N/A	N/A	N/A	150
Number of days Street Sweeping is cancelled due to holidays and weather	N/A	N/A	N/A	20
Money spent on special sweeps, parades, or special events	N/A	N/A	N/A	$50,000
Revenue collected by the Police Department on behalf of Street Sweeping enforcement	N/A	N/A	N/A	$650,000
Number of Parking Citations issued by the Police Department on behalf of Street Sweeping	N/A	N/A	N/A	20,000

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RECENT PROGRAM ACHIEVEMENTS

Staff continues to meet deadlines despite a high workload of applications reviewed.

Transportation Planning

(Program No. 4416)

Mission Statement

Review private land development and public transportation facilities consistent with Council's adopted policies so that people can move within the City with equality of convenience and access among all modes of transportation.

Program Activities

- Create a more integrated multi-modal transportation system to connect people, places, goods, and services by providing a choice of transportation modes while decreasing vehicle traffic congestion.
- Support regional transportation planning decision making.
- Review all site plans for conformance with transportation and parking alternative transportation policies, regulation, and practices.
- Work with the Community Development Department to implement the Circulation Element.

Project Objectives for Fiscal Year 2018

- Assist Community Development with the New Zoning Ordinance and the Local Coastal Plan Update.
- Complete update of City Traffic Model projections and recommend to City Council to fund a Traffic Impact Mitigation Fee nexus study to implement the General Plan.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.45**	**4.20**	**4.20**	**4.20**	**4.20**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 166,643	$ 148,870	$ 155,469	$ 153,151	$ 156,103
Other Revenue	9,835	-	-	-	-
Utility Users Tax	724,118	858,023	806,196	665,373	685,313
Total Revenue	**$ 900,596**	**$ 1,006,893**	**$ 961,665**	**$ 818,524**	**$ 841,416**
Expenditures					
Salaries and Benefits	$ 724,955	$ 787,882	$ 737,772	$ 627,690	$ 648,797
Supplies and Services	135,333	94,165	99,047	70,525	72,310
Special Projects	40,308	79,830	79,830	76,609	76,609
Non-Capital Equipment	-	43,700	43,700	43,700	43,700
Transfers Out	-	1,316	1,316	-	-
Total Expenditures	**$ 900,596**	**$ 1,006,893**	**$ 961,665**	**$ 818,524**	**$ 841,416**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Meet 90% of all Land Development Team (LDT) Pre-application Review Team (PRT) and Development Application Review Team (DART) deadlines.				
Percent of PRT and DART applications reviewed within the deadline	90%	80%	93%	90%
Act within deadlines on 80% of all Development Plan (DP), Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), building permit, modification, and garage waiver requests. Meet 90% of all Land Development Team (LDT) Pre-application Review Team (PRT) and Development Application Review Team (DART) deadlines.				
Percent of DP, ABR, HLC, building permits, modifications, and garage waiver requests reviewed within their respective deadlines	95%	90%	100%	80%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
PRT and DART submittals reviewed	75	70	100	70
DP, ABR, HLC, building permit, modification, and garage waiver requests reviewed	928	800	924	800

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RECENT PROGRAM ACHIEVEMENTS

The Bicycle Master Plan was adopted in July of 2016 and the Zipcar Carshare Contract agreement was reached in March 2017.

Employee Work TRIP & Alternative Transportation

(Program No. 4418,4419)

Mission Statement

Develop projects and programs that promote the convenient and safe movement of people throughout the city.

Program Activities

- Identify and compete for state and federal money for transportation system development.
- Identify funding for the construction of new or improved pedestrian and bicycle facilities.
- Identify funding for the construction of new facilities serving various alternative transportation modes.
- Manage transit service contract.
- Subsidize the operation of various transit assistance programs.
- Plan auto-related, non-auto, and auto-alternative improvements to the City's transportation system, consistent with policies of the Circulation Element, Bicycle Master Plan, and others.

Project Objectives for Fiscal Year 2018

- Manage the Safe Routes to School program.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.20**	**0.50**	**0.50**	**0.50**	**0.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 190,476	$ 256,874	$ 256,874	$ 227,743	$ 237,304
Measure A Sales Tax	841,243	883,205	447,770	248,011	255,451
Other Revenue	85,298	82,200	66,130	75,714	75,714
Utility Users Tax	104,680	-	-	-	-
Total Revenue	**$ 1,221,697**	**$ 1,222,279**	**$ 770,774**	**$ 551,468**	**$ 568,469**
Expenditures					
Salaries and Benefits	$ 161,534	$ 66,210	$ 62,140	$ 69,236	$ 70,954
Supplies and Services	117,989	151,653	103,858	145,110	145,747
Special Projects	929,280	980,705	525,392	345,511	352,951
Transfers Out	-	165	165	-	-
Total Expenditures	**$ 1,208,803**	**$ 1,198,733**	**$ 691,555**	**$ 559,857**	**$ 569,652**
Addition to (Use of) Reserves	**$ 12,894**	**$ 23,546**	**$ 79,219**	**$ (8,389)**	**$ (1,183)**

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
MTD Downtown/Waterfront Shuttle Ridership	N/A	400,000	400,000	350,000
Commuter miles reduced by City employees using the Work Trip Program	N/A	600,000	400,000	200,000
City employees enrolled in a subscribed Alternative Transportation Program (carpool, van pool, bus pass, etc.)	N/A	100	114	75
Grant applications submitted to fund transportation projects identified in the six-year CIP	N/A	3	0	5
New bicycle parking spaces installed in right-of-way	N/A	30	30	20

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RECENT PROGRAM ACHIEVEMENTS

Lighting upgrades were completed at Parking Lot 5 and Lot 6. Shifted start and stop time of Kiosk Operations to eliminate Overnight Collection Envelopes.

Downtown Parking

(Program No. 4315)

Mission Statement

Operate and maintain the City's parking facilities and on-street parking supply in order to maximize their use by customers and employees that shop and work in the Downtown Business District, thereby enhancing the economic vitality of the Downtown area.

Program Activities

- Operate and maintain 15 parking lots, including five parking structures, containing over 3,300 parking stalls.
- Administer customer and commuter parking permit programs.
- Provide parking facilities for over five million vehicles per year.
- Administer the Parking and Business Improvement Area Assessment.
- Provide customer accounting and billing services.
- Plan, fund, and implement long-term capital maintenance projects, including needs identified in the Facilities Assessment Report provided by Watry.
- Manage on-street resources for resident parking, oversized vehicle parking, time restrictions, and special designation parking.
- Administer Metropolitan Transit District Waterfront /Downtown Shuttle program, and Bus Pass program for City employees.

Project Objectives for Fiscal Year 2018

- Develop short, mid, and long-term maintenance strategies for the five Downtown Parking garages, the REA Building and the AMTRAK depot building.
- Maintain ADA Transition Plan compliance.
- Install at least one Electric Vehicle Charging Station in a City surface parking lot and/or garage each year.
- Evaluate the effectiveness of Self-Service Lanes where there are multiple exits to the lots and/or garages.
- Complete the transition of the two bicycle parking facilities from the previous vendor to City management to produce a revenue neutral operation the first year.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**24.30**	**24.65**	**24.65**	**25.15**	**25.15**
Hourly Employee Hours	**137,806**	**142,869**	**136,850**	**139,190**	**139,190**
Revenues					
Fees and Service Charges	$ 7,264,925	$ 7,342,991	$ 7,401,059	$ 7,407,669	$ 7,407,669
Interest Income	132,806	118,200	127,500	139,000	143,900
Other Revenue	76,580	52,300	50,300	378,751	378,751
PBIA Assessment	1,051,597	1,004,000	1,004,000	1,004,000	1,004,000
Rents	107,000	107,960	110,840	127,760	127,760
Transfers In	-	-	-	150,000	150,000
Total Revenue	**$ 8,632,908**	**$ 8,625,451**	**$ 8,693,699**	**$ 9,207,180**	**$ 9,212,080**
Expenditures					
Salaries and Benefits	$ 4,040,016	$ 4,517,916	$ 4,348,594	$ 4,721,742	$ 4,875,701
Supplies and Services	2,197,430	2,503,884	2,549,047	2,603,656	2,656,567
Special Projects	436,618	825,252	825,250	1,614,811	1,614,811
Non-Capital Equipment	8,574	32,744	32,742	25,000	25,000
Transfers Out	342,966	365,271	365,271	60,000	-
Appropriated Reserve	-	51,519	-	51,519	51,519
Total Operating Expenditures	**$ 7,025,604**	**$ 8,296,586**	**$ 8,120,904**	**$ 9,076,728**	**$ 9,223,598**
Capital Program	$ 907,961	$ 3,852,969	$ 2,509,341	$ 1,086,942	$ 566,666
Total Expenditures	**$ 7,933,565**	**$ 12,149,555**	**$ 10,630,245**	**$ 10,163,670**	**$ 9,790,264**
Addition to (Use of) Reserves	**$ 699,343**	**$ (3,524,104)**	**$ (1,936,546)**	**$ (956,490)**	**$ (578,184)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete a week-long sampling each quarter to ensure that staff is responding to equipment malfunction calls that affect customer entry and exit times within 10 minutes.				
Percent of responses to equipment malfunctions that affect entry and exit times made within 10 minutes	100%	95%	92%	95%
Maintain subscribership in the Cota Commuter Lot at 170% (375 Subscribers) of available parking spaces. There are 221 spaces in the Cota Lot.				
Cota Commuter Lot subscribers	382	375	376	375
Maintain subscribership in the Carrillo Commuter Lot at 125% (175 subscribers) of available parking spaces. There are 140 spaces in the Carrillo Lot.				
Carrillo Commuter Lot subscribers	162	175	178	175

Downtown Parking
(Continued)

Measurable Objectives for Fiscal Year 2018 (Cont'd)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Process and receive division approvals of all invoices within 10 business days of receipt by the accounting assistant.				
Percent of invoices processed and approved within 10 business days of receipt	91%	80%	98%	85%
Maintain performance of contract custodial services by completing quarterly performance audits.				
Number of quarterly audits completed	N/A	N/A	N/A	4
Complete 100% of monthly facility safety inspections. 15 inspections per month, 45 per quarter, 180 per year.				
Complete 100% of the scheduled inspections	N/A	N/A	N/A	100%
Maintain performance of contracted landscape maintenance services by completing quarterly performance audits.				
Number of quarterly audits completed	N/A	N/A	N/A	4
Total number of Scheduled Work Orders completed.				
Complete scheduled Work Orders	N/A	N/A	N/A	1,100
Cubic yards of mulch used to combat weed growth and conserve water.				
Place 95 cubic yards of mulch	N/A	N/A	N/A	95
Percentage of secret parker inspections where a kiosk operator was standing by ready to assist customers as they enter and exit the parking lot garage.				
Percentage of secret parker inspections where a kiosk operator was standing by ready to assist customers as they enter and exit the parking lot garage	N/A	N/A	N/A	100%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Vehicle transactions	4.43 M	4.50 M	4.44 M	4.50 M
Paid transactions	2 M	2 M	2 M	2 M
Percent of paid transactions paid with a credit card	30%	32%	31%	34%
Active Monthly Parking Permits	773	715	797	715
Active Commuter Lot Permits	543	550	532	550

Downtown Parking
(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Residential Parking Permits	3,013	2,900	3,113	3,000
Percent of visitors to the real-time occupancy webpage that are mobile users	60%	65%	62%	65%
Percentage of paid transactions processed by a Lot Operator vs transactions processed at the ticket column	N/A	N/A	N/A	98%

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RECENT PROGRAM ACHIEVEMENTS

Completed major renovation on the main level of the Central Library and the retrofit of the upper eastside neighborhood streetlight with LED lighting.

Building Maintenance

(Program No. 4511, 4521)

Mission Statement

To maintain a clean, safe, and functional work and business environment and provide operations, maintenance and construction services.

Program Activities

- Manage the maintenance, replacement, upgrade of the buildings, facilities, and City owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support planned maintenance and special building project programs.
- Provide project management support for special capital improvement projects in various departments.

Project Objectives for Fiscal Year 2018

- Develop a maintenance schedule for street lights using the streetlight inventory.
- Meet with the Building Users Group, August through October 2018 to discuss allocated charges.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**17.55**	**17.55**	**17.55**	**17.55**	**17.55**
Hourly Employee Hours	**94**	**562**	**1,290**	**187**	**189**
Revenues					
Inter-fund Reimbursements	$ 3,585,362	$ 3,791,338	$ 3,454,923	$ 3,577,532	$ 3,585,373
Other Revenue	99,514	17,500	11,648	10,500	10,500
Total Revenue	**$ 3,684,876**	**$ 3,808,838**	**$ 3,466,571**	**$ 3,588,032**	**$ 3,595,873**
Expenditures					
Salaries and Benefits	$ 1,634,357	$ 2,063,259	$ 1,896,930	$ 2,095,184	$ 2,145,795
Supplies and Services	743,738	709,107	705,808	787,618	807,353
Special Projects	585,613	452,001	320,779	350,967	350,967
Capital Equipment	5,758	5,000	1,805	5,000	5,000
Non-Capital Equipment	4,842	12,061	13,386	11,000	11,000
Transfers Out	-	78,620	78,620	-	-
Appropriated Reserve	-	85,065	-	85,065	85,065
Total Expenditures	**$ 2,974,308**	**$ 3,405,113**	**$ 3,017,328**	**$ 3,334,834**	**$ 3,405,180**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 90% of streetlight work orders within 2 weeks.				
Percent of streetlight work orders completed within 2 weeks	89%	90%	91%	90%
Complete 90% of special request work orders within 90 days.				
Percent of special request work orders completed within 90 days	96%	90%	100%	90%
Complete 95% of preventative maintenance work orders by the due date.				
Percent of preventative maintenance work orders completed by the due date	85%	95%	89%	95%
Prioritize and complete 90% of service calls within 30 working days.				
Percent of service calls responded to and completed within 30 working days	78%	90%	91%	90%

Building Maintenance
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Vandalism work orders	114	300	110	300
Streetlight work orders	219	300	250	300
Average days to complete a service call	20	15	14	15
Average days to complete special projects	99	45	20	45
Average days to complete streetlight work orders	10	10	8	10
Streetlight knockdowns	7	4	5	4

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RECENT PROGRAM ACHIEVEMENTS

Completed installation of the Soil Vapor Extraction System at the Santa Barbara Police Department.

Environmental Compliance

(Program No.4513)

Mission Statement

Properly manage and dispose of hazardous materials, and comply with State regulations applying to City owned and operated Underground Storage Tanks (USTs), Leaking Underground Fuel Tanks (LUFTs) and Site Mitigation Units (SMUs). Manage Vector Control in the ROW.

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from all City LUFT and SMU sites and to comply with State regulatory requirements.
- Prepare reports for all City LUFT and SMU sites as required by regulatory agencies.
- Provide vector control services in City creeks and public right-of-way, and provide vector control information to citizens regarding mosquitoes, bees, mice, and rats.
- Provide for the proper disposal of hazardous waste found in the public right-of-way.

Project Objectives for Fiscal Year 2018

- Monitor operation and maintenance of Soil Vapor Extraction System at SBPD.
- Parking Lot # 12: Conduct groundwater monitoring as directed by Water Board. Review data to verify actual declining trend of contaminants. If no declining trend develop remedial action plan and locate funding for remediation as needed.
- Chase Palm Park: Go to bid, award, and conduct data gap site assessment. Once completed, conduct human health risk assessment (HRA) per regulatory mandate. Move forward with guidance from HRA. Develop remedial action plan if remediation is required.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
General Fund Subsidy	382,130	561,643	554,941	403,064	406,663
Total Revenue	**$ 407,130**	**$ 586,643**	**$ 579,941**	**$ 428,064**	**$ 431,663**
Expenditures					
Salaries and Benefits	$ 137,159	$ 141,881	$ 138,871	$ 142,759	$ 145,575
Supplies and Services	87,652	100,203	100,403	74,805	75,588
Special Projects	182,319	344,559	340,667	210,500	210,500
Total Expenditures	**$ 407,130**	**$ 586,643**	**$ 579,941**	**$ 428,064**	**$ 431,663**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Submit 100% of regulatory reports required for City's LUFTS and SMUs as required by the California Water Quality Control Board (CWQCB).				
Percent LUFT and SMU groundwater monitoring events/reports submitted on time	100%	100%	100%	100%
Meet 100% of required deadlines for site assessment and/or remediation efforts for all City LUFTS and SMUs as imposed by LEA of the CWQCB.				
Percent required LUFT and SMU site assessments and remediation efforts completed on time	100%	100%	100%	100%
Respond to 100% of Hazardous Material spills during working hours, after hours, and weekends, within 1 hour of call.				
Percent hazardous material spills responded to within one hour of call	100%	100%	100%	100%
Resolve 100% of vector control requests for creeks and the public right-of-way for mosquitoes, bees, mice, and rats within 5 working days.				
Percent vector control requests resolved within 5 working days	100%	100%	100%	100%
Submit 100% of all hazardous waste fees, taxes, permits and manifests, state and county oversight fees, UST permits, fuel tank throughput reports, and related requirements from regulatory agencies on time.				
Percent regulatory requirements satisfied on time	100%	100%	100%	100%

Environmental Compliance
(Continued)

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 100% compliance with Business Plan regulations for all City Sites in program including California Environmental Reporting System (CERS) Database submittals/updates, SPCC Plans for Petroleum Storage, Annual Hazardous Material Permits and CUPA Inspections and compliance.				
Percent compliance with Business Plan regulations		100%	100%	100%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Hazardous materials spills responded to	17	16	18	15
Vector control requests resolved	53	58	36	55
Open City LUFT and SMU sites	40	10	9	9
Approved closures for City LUFT and SMU sites	4	2	1	1
Rodent Abatement Program cost per rodent	$27	$24	$32	$33
Rodents caught in Rodent Abatement Program	749	780	580	575

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RECENT PROGRAM ACHIEVEMENTS

Completed installation of dual band radio for the Fire Department.

Electronic Maintenance

(Program No. 4531)

Mission Statement

Provide and maintain the citywide radio, telephone, microwave, Combined Communication Center (911), and associated electronic communication systems to ensure uninterrupted high quality communication operations.

Program Activities

- Provide maintenance and support activity for all communication equipment, including repeaters, voters, and mobile and portable radios.
- Ensure the maintenance and operability of the Combined Communications Center, the City's 911 emergency call center.
- Maintain the City's microwave links.
- Manage the telephone system maintenance contract.
- Respond to all telephone and voicemail problems.
- Maintain computerized call accounting and name display databases.
- Perform radio, computer, and electronics installations in all City owned vehicles.
- Install telecommunications cables in City owned buildings.

Project Objectives for Fiscal Year 2018

- Bring Central Library onto City Access Control System.
- Upgrade Video Surveillance Cameras at Ortega Park and Facilities Parking Lot.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.90**	**5.90**	**5.90**	**5.90**	**5.90**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 986,988	$ 1,049,309	$ 1,049,309	$ 1,079,369	$ 1,093,330
Total Revenue	**$ 986,988**	**$ 1,049,309**	**$ 1,049,309**	**$ 1,079,369**	**$ 1,093,330**
Expenditures					
Salaries and Benefits	$ 675,463	$ 704,929	$ 695,794	$ 719,096	$ 734,135
Supplies and Services	284,136	331,990	334,496	334,740	333,697
Non-Capital Equipment	593	25,000	25,000	25,000	25,000
Transfers Out	-	1,481	1,481	-	-
Total Expenditures	**$ 960,192**	**$ 1,063,400**	**$ 1,056,771**	**$ 1,078,836**	**$ 1,092,832**
Addition to (Use of) Reserves	**$ 26,796**	**$ (14,091)**	**$ (7,462)**	**$ 533**	**$ 498**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 95% of wireless communications network outages within 24 hours.				
Percent of outages on City Wireless network responded to within 24 hours	100%	95%	100%	95%
Complete 90% of all unscheduled work orders for the Citywide telephone system within 5 working days of the reported outage.				
Percent of unscheduled repairs closed within 5 working days of reported outage	87%	90%	90%	90%
Complete 90% of all requested moves, adds, and changes to the City's telephone system by due date.				
Percent of telecommunications MAC work orders completed within 5 working days	92%	90%	98%	90%
Maintain the Combined Communication Center (911) at 100% operational readiness.				
Total annual downtime in hours of Combined Communications Center less than 1 hour	0	<1	0	<1
Complete 95% of preventative maintenance work orders within the month they are issued.				
Complete 95% of preventative maintenance work orders within 30 days	N/A	N/A	N/A	95%
Complete 75% of service calls within 5 working days.				
Percentage of service calls completed within 5 working days	N/A	N/A	N/A	75%

Electronic Maintenance
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Preventative maintenance work orders	310	350	310	350
Routine maintenance service calls	672	600	560	600
Total number of moves adds and changes performed on city telephone network	288	225	250	225
Percentage of Projects completed ontime	N/A	N/A	N/A	80%

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Water Resources Laboratory
Wastewater Collection
Wastewater Treatment
Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Completed carpet cleaning and floor refinishing at 630 Garden Street.

Custodial Services

(Program No. 4541)

Mission Statement

Provide custodial services to specified City facilities to ensure a clean and safe work environment for the staff and the public.

Program Activities

- Perform daily and routine cleaning services for approximately 280,000 square feet of facilities.
- Provide emergency custodial services.
- Manage contracted services and provide window, carpet, and awning cleaning as needed.

Project Objectives for Fiscal Year 2018

- Provide window-cleaning services to 48 City-owned facilities.
- Provide an annual training on green cleaning methods and practices to City Staff.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**12.40**	**12.30**	**12.30**	**12.30**	**12.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 1,659,077	$ 1,723,739	$ 1,723,739	$ 1,708,725	$ 1,713,110
Total Revenue	**$ 1,659,077**	**$ 1,723,739**	**$ 1,723,739**	**$ 1,708,725**	**$ 1,713,110**
Expenditures					
Salaries and Benefits	$ 940,346	$ 1,032,589	$ 933,547	$ 1,024,720	$ 1,054,132
Supplies and Services	623,419	666,930	655,445	684,431	659,448
Total Expenditures	**$ 1,563,765**	**$ 1,699,519**	**$ 1,588,992**	**$ 1,709,151**	**$ 1,713,580**
Addition to (Use of) Reserves	**$ 95,312**	**$ 24,220**	**$ 134,747**	**$ (426)**	**$ (470)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Provide carpet cleaning and floor work services in City buildings as needed.				
Carpet Cleaning/ Floor Work services	42	70	70	50
Respond to 95% of custodial emergencies within 2 hours during normal business hours.				
Percent of emergency responses within 2 hours	100%	95%	100%	95%
Complete 100 custodial inspections per year.				
Custodial inspections completed	119	100	140	100
Achieve a cleanliness rating of 80% via inspections by Custodial Supervisor and Lead Custodial Staff.				
Cleanliness inspection rating	80%	80%	81%	80%
Achieve an 80% success rating on a semiannual customer satisfaction survey.				
Customer satisfaction rating	88%	80%	81%	80%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Special cleaning requests completed	187	200	210	200
Parks & Recreation cleaning requests completed	178	175	160	175
Meeting setups completed	539	600	900	600
Custodial emergency responses	24	25	20	25

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RECENT PROGRAM ACHIEVEMENTS

Due to successful rate restructuring, the Energy Team anticipates that the City will save about $60k per year (based on previous rates prior to rate increases).

Energy Conservation

(Program No. 4551, 4561)

Mission Statement

Provide energy efficiency and conservation management, energy generation project management, and electric and gas utility coordination for all City departments.

Program Activities

- Provide energy management services for City departments that include energy conservation services, renewable energy generation development, and energy and bill auditing.
- Represent the City's interests in the South Coast Energy Efficiency Partnership.
- Pursue funding opportunities for energy conservation projects.
- Provide technical support to include energy conservation in capital improvement and special projects for various departments.
- Administer the power purchase agreements for the City's alternative energy generating facilities.

Project Objectives for Fiscal Year 2018

- Participate in the South Coast Energy Efficiency Partnership (SCEEP) to provide public outreach and promote energy efficiency in City buildings and the community, and take advantage of member benefits in order to support energy efficiency projects.
- Complete LED lighting upgrade to the City's covered parking garages.
- Identify a feasible design for Solar Carports at City Parking Garages and initiate project development.
- Identify potential new sources of feedstock for the FOG program and assess the feasibility of using the new materials.
- Apply for Utility funding for Climate Action Plan update and Energy Action Plan.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.15**	**1.25**	**1.25**	**1.25**	**1.25**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 906,907	$ 1,447,911	$ 1,447,911	$ 1,519,569	$ 1,563,962
Other Revenue	-	-	9,500	7,000	7,000
Total Revenue	**$ 906,907**	**$ 1,447,911**	**$ 1,457,411**	**$ 1,526,569**	**$ 1,570,962**
Expenditures					
Salaries and Benefits	$ 177,345	$ 190,596	$ 186,590	$ 195,090	$ 198,818
Supplies and Services	755,443	1,333,683	1,381,023	1,339,216	1,379,401
Total Expenditures	**$ 932,788**	**$ 1,524,279**	**$ 1,567,613**	**$ 1,534,306**	**$ 1,578,219**
Capital Grants	-	-	-	120,700	120,700
Capital Program	-	25,000	25,000	120,700	120,700
Addition to (Use of) Reserves	**$ (25,881)**	**$ (101,368)**	**$ (135,202)**	**$ (7,737)**	**$ (7,257)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve $25K in annual energy savings from conservation efforts.				
Annual savings from energy conservation efforts	N/A	$25,000	$25,000	$25,000
Obtain $25K in incentive and grant funding for City facility energy conservation projects.				
Incentive and grant funding received for City energy conservation projects	$47,014	$25,000	$75,000	$25,000
Track electricity and waste heat production at the cogeneration facility at the El Estero Wastewater Treatment Plant Project.				
Current Cogen kWh production	4.72 M	3.50 M	4.00 M	4.00 M
Track the El Estero Wastewater Treatment Plant Pilot Fats, Oils and Grease (FOG) receiving station and monitor gas production.				
Gallons of FOG collected	652,049	650,000	700,000	700,000
Achieve $50k in 0% interest financing for energy efficiency projects.				
Achieve $50k in 0% interest financing for energy efficiency projects	N/A	$50,000	$118,000	$50,000

Energy Conservation
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Incentive and grant funding applications submitted	8	8	8	8
Host meetings with the Energy Users Group to discuss energy policies, developments and projects	N/A	2	1	2
Number of major HVAC and lighting issues responded to and solved by Energy Team	N/A	10	400	50
Number of electrical tariff changes (for savings)	N/A	2	84	10

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RECENT PROGRAM ACHIEVEMENTS

Completed Waterfront HVAC design and installation and the planning, design, and award of Library South Entrance renovation.

Facilities Capital

(Program No. 4559)

Mission Statement

Develop, fund, design and construct projects that will maintain, upgrade and enhance City facilities to ensure a safe, efficient, practical and accessible working environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Facilities infrastructure.
- Develop the necessary funding to facilitate the Facilities Capital Program.
- Review and approve plans and specifications developed for constructing Facilities Capital Projects.
- Coordinate the management of Facilities Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Facilities Capital Projects.

Project Objectives for Fiscal Year 2018

- Obtain building permit for Cabrillo Pavilion and Bathhouse Renovation project.
- Bid and Award construction contract for Cabrillo Pavilion and Bathhouse Project.
- Treat Central Library and East Side Library for termites (tenting).
- Replace sloped tile roof and surrounding gutters at Central Library.
- Repair / renovate Los Banos shower areas.
- Replace carpet and paint in City Hall Mayor and City Council offices.
- Replace lighting in the Westside Community Center auditorium.
- Complete unplanned Facilities renewal projects.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 1,143,730	$ 7,900	$ -	$ -	$ -
Transfers In	375,000	75,000	75,000	-	-
Total Revenue	**$ 1,518,730**	**$ 82,900**	**$ 75,000**	**$ -**	**$ -**
Expenditures					
Capital Program	$ 2,556,676	$ 592,862	$ 581,006	$ 435,000	$ 485,000
Total Expenditures	**$ 2,556,676**	**$ 592,862**	**$ 581,006**	**$ 435,000**	**$ 485,000**

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RECENT PROGRAM ACHIEVEMENTS

The Gibraltar Hydroelectric Plant was re-commissioned and is generating renewable electric power.

Water Resources Management

(Program No. 4611,4711)

Mission Statement

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

Program Activities

- Manage the City's water, wastewater and recycled water, storage, treatment, distribution and collection systems, and the Long-Term Water Supply Program.
- Ensure compliance of water, wastewater and recycled water systems, with extensive local, state, and federal regulations.
- Develop short and long range water and wastewater resources and capital programs.
- Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council on issues concerning water resources.
- Develop annual Water and Wastewater Fund budgets and ensure that expenditures remain within adopted budget amounts.
- Provide ongoing budgetary guidance and support to all Water Resources Division sections.

Project Objectives for Fiscal Year 2018

- This Program's Project Objectives are captured in Water Capital (Program 4671) and Wastewater Capital (Program 4771).

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.50**	**6.50**	**6.50**	**8.00**	**8.00**
Hourly Employee Hours	**4,086**	**8,200**	**2,085**	**4,335**	**4,352**
Revenues					
Fees and Service Charges	$ 42,515,500	$ 45,922,653	$ 46,551,260	$ 49,718,648	$ 52,656,657
Interest Income	362,292	212,350	285,220	310,920	321,820
JPA Reimbursements	2,568,360	2,438,285	3,056,743	2,354,285	2,385,285
Other Revenue	140,192	57,300	367,791	77,300	77,300
Total Revenue	**$ 45,586,344**	**$ 48,630,588**	**$ 50,261,014**	**$ 52,461,153**	**$ 55,441,062**
Expenditures					
Salaries and Benefits	$ 295,681	$ 1,290,528	$ 968,265	$ 1,343,275	$ 1,386,128
Supplies and Services	4,355,964	8,643,172	8,575,926	10,121,087	10,071,160
Special Projects	178,415	257,685	187,317	186,659	186,659
Debt Service	4,563,715	7,637,088	7,293,456	9,859,038	12,711,081
Non-Capital Equipment	8,605	17,659	13,860	9,000	6,500
Transfers Out	-	1,152	1,152	-	168,000
Appropriated Reserve	-	150,000	-	300,000	300,000
Total Expenditures	**$ 9,402,380**	**$ 17,997,284**	**$ 17,039,976**	**$ 21,819,059**	**$ 24,829,528**
Addition to (Use of) Reserves	**$ 36,183,964**	**$ 30,633,304**	**$ 33,221,038**	**$ 30,642,094**	**$ 30,611,534**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Provide water checkups that offer customers water conservation opportunities.				
Water check-ups that offer water conservation opportunities	1,547	600	1,590	1,000

Water Resources Management
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Water purchases budget (year-to-date expenditures)	9 M	11 M	9 M	11 M
Pre-inspection properties that complete their project under the Smart Landscape Rebate Program (total program since 2009)	64%	75%	62%	70%
Smart Landscape Rebates pre-inspections completed	334	300	378	300
Students reached by Water Education Program	2,968	2,000	1,218	1,200
Provide Landscape Design Standards for Water Conservation on landscape plans at issuance of building permit	N/A	70	154	100

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RECENT PROGRAM ACHIEVEMENTS

Held Watershed Wise Landscape Professional training Feb 9-10 for 37 landscape professionals.

Water Supply Management

(Program No. 4612, 4674)

Mission Statement

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

Program Activities

- Implement the Long-Term Water Supply Program.
- Advise on optimal use of the City's diverse sources of water supplies.
- Provide information on the City's water supplies and water conservation efforts via the City's website.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Manage a cost-effective customer-response based water conservation program that meets federal and state requirements.

Project Objectives for Fiscal Year 2018

- Support Cachuma Conservation Release Board staff in both the State water rights order process and federal biological opinion reconsultation process, in order to minimize adverse impacts to water supplies.
- Present annual Water Supply Management Report for the previous water year to Council for adoption by January 30, 2018.
- Manage water supplies to meet the water supply targets of the City's adopted Long-Term Water Supply Plan, and consider cost-effectiveness of water supply management strategies.
- Meet City's Urban Water Management Plan gallons per capita per day (GPCD) target annually.
- Ensure that expenditures under the Water Purchases Program stay within budgeted amounts (including any supplemental appropriations as needed due to extraordinary water shortage conditions) and meet payment schedules.

Project Objectives for Fiscal Year 2018 (Cont'd)

- Work with the United States Geological Service to complete a modeling study of the City's groundwater basins. Develop a work plan to establish the City as a State recognized Groundwater Sustainability Agency.
- Implement recommendations of multi-year Water Conservation Marketing Plan.
- Offer water conservation training opportunities for landscape professionals and homeowners.
- Evaluate opportunities to increase use of recycled water, including non-potable reuse and potable reuse.
- Develop a process to update the variable operating unit cost of each water source.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**10.00**	**10.00**	**10.00**	**10.00**	**6.50**
Hourly Employee Hours	**2,224**	**3,700**	**3,606**	**3,700**	**3,700**
Revenues					
Intergovernmental	$ 1,456,554	$ -	$ 76,661	$ -	$ -
Other Revenue	41,962	-	-	-	-
Total Revenue	**$ 1,498,516**	**$ -**	**$ 76,661**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,012,375	$ 1,569,139	$ 1,073,223	$ 1,553,510	$ 1,550,977
Supplies and Services	704,752	1,302,147	927,733	881,234	889,973
Special Projects	519,038	803,467	469,013	560,000	560,000
Water Supply Purchases	8,562,692	11,565,677	11,256,644	11,500,000	11,500,000
Capital Equipment	-	5,000	-	-	-
Non-Capital Equipment	4,341	19,029	9,150	20,400	20,400
Transfers Out	-	1,646	1,646	-	-
Total Operating Expenditures	**$ 10,803,198**	**$ 15,266,105**	**$ 13,737,409**	**$ 14,515,144**	**$ 14,521,350**
Capital Program	2,705,364	1,893,166	391,882	350,000	350,000
Total Expenditures	**$ 13,508,562**	**$ 17,159,271**	**$ 14,129,291**	**$ 14,865,144**	**$ 14,871,350**

Water Supply Management
(Continued)

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Provide water checkups that offer customers water conservation opportunities.				
Water check-ups that offer water conservation opportunities	1,547	600	1,590	1,000

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Water purchases budget (year-to-date expenditures)	9 M	11 M	9 M	11 M
Pre-inspection properties that complete their project under the Smart Landscape Rebate Program (total program since 2009)	64%	75%	62%	70%
Smart Landscape Rebates pre-inspections completed	334	300	378	300
Students reached by Water Education Program	2,968	2,000	1,218	1,200
Provide Landscape Design Standards for Water Conservation on landscape plans at issuance of building permit	N/A	70	154	100

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RECENT PROGRAM ACHIEVEMENTS

Successfully maintained 1400' reservoir level during storm events.

Gibraltar Dam

(Program No. 4621)

Mission Statement

Operate and maintain Gibraltar Dam and Reservoir in accordance with all dam safety standards and to maximize the City's water supply.

Program Activities

- Regulate water flow from Gibraltar Dam; observe and record reservoir levels, water flow, evaporation rate, temperature and rainfall.
- Accomplish operation and maintenance of reservoir equipment including recorders, rainfall gauges, weirs, pumps, motors, boats, generators, flood gates, access roads and drains; inspect, clean and perform minor repair activities; and open flood gates.
- Maintain reservoir and dam site security.
- Monitor available water storage capacity of the reservoir.
- Collect water and silt samples; perform routine tests on samples; analyze data from testing procedures.
- Work with a variety of agencies on operations and activities and resolve issues on reservoir activities.

Project Objectives for Fiscal Year 2018

- Successfully pass the Division of Safety of Dams Annual Inspection.
- Replace influent and effluent valves for intake structure.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.15**	**2.15**	**2.15**	**2.15**	**2.15**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 234,361	$ 240,479	$ 242,353	$ 274,072	$ 279,394
Supplies and Services	80,565	118,282	86,682	136,627	136,644
Special Projects	19,151	150,678	150,678	75,000	75,000
Non-Capital Equipment	-	1,500	1,500	1,500	1,500
Total Expenditures	**$ 334,077**	**$ 510,939**	**$ 481,213**	**$ 487,199**	**$ 492,538**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Repair and restore closed roadways within three days.				
Days to repair and restore closed roadways	4	3	3	3
Log and report daily observation readings 200/220 reporting days.				
Daily readings reported (days)	255	200	254	200
Ensure a bi-monthly inspection of the Gibraltar Dam and Reservoir by City engineering.				
Bi-monthly inspections	6	6	6	6

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RECENT PROGRAM ACHIEVEMENTS

Installation of the Elings Pump Station and successfully fed recycled water from Phase 3 to Phases 1 and 2 during emergency shutdown at El Estero.

Recycled Water

(Program No. 4622)

Mission Statement

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

Program Activities

- Operate and maintain the City's recycled water distribution system comprised of distribution pipelines, pump stations, a reservoir, pressure reducing stations and metered service connections.
- Provide assistance and ensure compliance on the proper setup on new recycled water sites.
- Ensure compliance with required agreements and state regulations for users on the recycled water distribution system.
- Provide guidance, training education materials, and signage for landscape and toilet flushing uses of recycled water.

Project Objectives for Fiscal Year 2018

- Upgrade communication systems at recycled water pump station and reservoir at SB Golf Course.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.00**	**5.00**	**5.00**	**4.50**	**4.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 532,022	$ 615,748	$ 616,317	$ 591,310	$ 614,715
Supplies and Services	282,231	294,821	383,903	327,413	327,673
Total Expenditures	**$ 814,253**	**$ 910,569**	**$ 1,000,220**	**$ 918,723**	**$ 942,388**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Perform site inspections for all active recycled water users to ensure compliance with Title 22 regulations.				
Number of Sites Inspected	N/A	N/A	N/A	20
Exercise all isolation valves on the recycled water distribution system annually.				
Number of valves exercised	53	100	60	100

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Million gallons of recycled water sold	231.04	268.8	303.2	268.8

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RECENT PROGRAM ACHIEVEMENTS

In the process of preparing bid documents for the Cater valve and valve actuator replacement project with the goal of completing the project in FY 18.

Water Treatment

(Program No. 4631, 4632)

Mission Statement

Provide safe drinking water that is treated in a cost-effective manner and complies with State and federal regulations.

Program Activities

- Operate and maintain the Cater Water Treatment Plant to achieve compliance with State and federal drinking water regulations.
- Provide regional water treatment for the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District, supplying drinking water to the communities of Santa Barbara, Montecito, Summerland, and Carpinteria.
- Operate and maintain the Ortega Groundwater Treatment Plant in accordance with State and Federal regulations.
- Operate and maintain City's hydro electric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.

Project Objectives for Fiscal Year 2018

- Operate and maintain City's hydro electric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.
- Maintain 100% compliance with California Division of Drinking Water (DDW) Primary Water Quality Regulations.
- Perform 100% of preventative maintenance in accordance with the annual preventative maintenance plan at the Cater Water Treatment Plant and Ortega Groundwater Treatment Plant.
- Award contract and complete the Cater valve and valve actuator replacement project.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**14.80**	**14.80**	**14.80**	**14.80**	**14.80**
Hourly Employee Hours	**1,424**	**2,730**	**1,283**	**1,330**	**1,240**
Expenditures					
Salaries and Benefits	$ 1,949,032	$ 2,012,829	$ 2,003,438	$ 2,195,301	$ 2,292,262
Supplies and Services	2,268,645	4,233,873	3,025,893	3,465,218	2,825,101
Capital Equipment	72,924	104,500	96,992	120,450	120,650
Non-Capital Equipment	467	19,000	30,500	6,500	6,500
Transfers Out	-	1,481	1,481	-	-
Total Expenditures	**$ 4,291,068**	**$ 6,371,683**	**$ 5,158,304**	**$ 5,787,469**	**$ 5,244,513**

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Million gallons (MG) of water treated (Cater)	3,769	5,000	3,800	4,500
Cost per million gallons (Cater)	$959	$900	$1,000	$900
Chemical cost per million gallons (Cater)	$194	$190	$250	$250
Unscheduled work orders	0	150	120	150
Percent of work orders that were emergency	0%	5%	3%	5%
Million gallons (MG) of water treated (Ortega Groundwater Treatment Plant -OGWTP)	478	667	500	284
Megawatt hours (MWh)per year produced from hydro electric plant	0	1,500	375	1,500

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RECENT PROGRAM ACHIEVEMENTS

Tested innovative flushing technology for 125 miles of pipeline to address water quality concerns and prepare for desalination operations.

Water Distribution

(Program No. 4635)

Mission Statement

Convey water to customers in a reliable cost-effective manner and provide drinking water that meets all State and Federal regulations.

Program Activities

- Operate and maintain the City's potable water distribution system comprised of distribution pipelines, pump stations, reservoirs, pressure reducing stations and metered service connections.
- Meet 100% of all applicable State and Federal requirements.
- Operate and maintain the groundwater well system.
- Implement and oversee the cross connection control program.

Project Objectives for Fiscal Year 2018

- Implement upgrade to Cartegraph OMS work order system.
- Evaluate annual fire hydrant maintenance needs.
- Evaluate water distribution system flushing needs.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**32.42**	**32.32**	**32.32**	**32.32**	**32.32**
Hourly Employee Hours	**10,635**	**10,000**	**9,117**	**10,000**	**10,000**
Revenues					
Other Revenue	$ 1,123	$ -	$ -	$ -	$ -
Total Revenue	**$ 1,123**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 3,684,498	$ 4,071,960	$ 4,182,225	$ 4,318,150	$ 4,442,088
Supplies and Services	3,108,288	3,729,813	3,731,198	3,846,966	3,860,033
Special Projects	21,439	105,864	105,864	125,000	125,000
Capital Equipment	41,532	75,722	75,722	268,745	183,745
Non-Capital Equipment	86,746	130,177	130,177	128,891	128,891
Transfers Out	-	93,306	93,306	-	-
Total Expenditures	**$ 6,942,503**	**$ 8,206,842**	**$ 8,318,492**	**$ 8,687,752**	**$ 8,739,757**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Replace 4,660 water meters according to the 5-year meter replacement program.				
Meters replaced	4,601	4,660	4,660	4,660
Exercise 4,450 valves in the Water Distribution system annually.				
Valves exercised	3,712	3,712	1,850	4,450
Respond to all reported customer concerns related to Water Distribution within one working day.				
Percent of field responses in one working day	100%	100%	100%	100%
Restore water service within 8 hours after shutdown 75% of the time.				
Percent of water restored within 8 hours	79%	75%	88%	75%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Distribute 100% of work requests from the public to Water, Wastewater and Streets in one working day	100%	100%	100%	100%
Number of calls dispatched to Water Distribution Customer Service Rep	N/A	750	808	750
Number of calls dispatched to Streets section	N/A	200	236	200
Number of calls dispatched to Waste Water section	N/A	200	122	200

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➢ **Meter Reading**
Water Capital
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RECENT PROGRAM ACHIEVEMENTS

Managed an increased workload and improved customer communication due to updating meter read verification policy.

Meter Reading

(Program No. 4636)

Mission Statement

Read water meters for accurate and timely utility billings and respond to field service requests in a timely, courteous, efficient, and safe manner.

Program Activities

- Read approximately 26,000 water meters every 27-33 days.
- Process approximately 10,000 service orders to begin and terminate service.
- Maintain water meters and make recommendations for replacement.
- Download daily route meter reading data to the centralized utility billing system.
- Field-check new water meter installations.
- Maintain and manage an active water meter inventory.

Project Objectives for Fiscal Year 2018

- Consolidate 3 of the meter reading/billing cycles into 2 meter reading/billing cycles for better efficiency.
- Update truncation rules to finish adding radios to meters that cause a safety hazard to read.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**5.00**	**5.10**	**5.10**	**5.10**	**5.10**
Hourly Employee Hours	**2,270**	**2,340**	**3,390**	**2,340**	**2,340**
Expenditures					
Salaries and Benefits	$ 606,595	$ 643,475	$ 640,419	$ 705,635	$ 719,220
Supplies and Services	51,513	66,703	67,906	77,820	79,006
Non-Capital Equipment	40	4,000	4,000	4,000	4,000
Transfers Out	-	329	329	-	-
Total Expenditures	**$ 658,148**	**$ 714,507**	**$ 712,654**	**$ 787,455**	**$ 802,226**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 100% of disconnect, start and stop service orders within one working day.				
Percent of service calls responded to within one working day	100%	100%	100%	100%
Ensure 98% of meters are read accurately on first visit.				
Percent of meters read accurately on first visit	99%	98%	99%	98%
Read 100% of water meters according to an approved monthly schedule.				
Percent of meters read each month according to schedule	100%	100%	100%	100%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Meters read annually	323,207	324,000	324,000	324,000
Meters read per month per meter reader	5,385	5,400	5,400	5,400
Percent of rush reads re-read before scheduled date to bill	100%	100%	100%	100%
Number of meters turned off for non-payment within one working day	2,293	1,275	1,700	1,500
Number of meter maintenance issues reported	13,392	3,000	3,000	3,000
Number of zero-consumption meters inspected	N/A	1000	1000	1000

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➢ **Water Capital**
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RECENT PROGRAM ACHIEVEMENTS

The surge tank located atop Mission Creek was recently demolished.

Water Capital

(Program No. 4671)

Mission Statement

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

Program Activities

- Determine the work required to maintain and upgrade the City's water supply, treatment, distribution, and recycled water infrastructure.
- Develop the necessary funding to facilitate the Water Capital Program.
- Approve the design, plans, and specifications for Water Capital Projects.
- Assist the Public Works Engineering Division in moving projects through the City's planning, environmental, and permitting process, when appropriate.
- Assist Engineering staff in the bid, award, monitoring and inspection of Water Capital projects through completion of construction, when appropriate.

Project Objectives for Fiscal Year 2018

- Ensure that 80% of the performance measures for the Water Section are met.
- Award a contract for construction of the El Cielito Pump Station Rehabilitation.
- Complete 90% of the Valve Actuator Replacement Project by June 30, 2018.
- Award a design contract for Fiscal Year 2018 Water Main Replacements.
- Replace the Cater Cross-Tie Pump Station Variable Frequency Drives.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 19,999,276	$ 39,001,238	$ 39,001,238	$ -	$ -
JPA Reimbursements	1,175	-	20	-	-
Total Revenue	**$ 20,000,451**	**$ 39,001,238**	**$ 39,001,258**	**$ -**	**$ -**
Expenditures					
Supplies and Services	$ 221,122	$ 284,617	$ 200,000	$ -	$ -
Capital Program	42,821,077	46,253,919	43,769,332	9,100,000	9,300,000
Total Expenditures	**$ 43,042,199**	**$ 46,538,536**	**$ 43,969,332**	**$ 9,100,000**	**$ 9,300,000**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Replace 3 miles of water mains on average every 10 years per Council's goals.				
Miles of water mains replaced	0.08	3	0	3

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RECENT PROGRAM ACHIEVEMENTS

The Laboratory will begin implementation of a new Laboratory Information Management System (LIMS) to improve laboratory workflow, staff efficiency and regulatory reporting.

Water Resources Laboratory

(Program No. 4641, 4741)

Mission Statement

Provide cost-effective analytical testing services and high quality data to meet the testing requirements of the water and wastewater systems.

Program Activities

- Perform all required testing in accordance with Environmental Protection Agency (EPA) approved analytical methods.
- Provide laboratory services for Water, Wastewater, Engineering and other departments in the City.
- Perform and complete proficiency testing required to maintain Environmental Laboratory Accreditation Program (ELAP) certification.
- Provide and submit regulatory reports to the Regional Water Quality Control Board and the State Water Resources Control Board, Division of Drinking Water.
- Maintain all major analytical instrumentation in accordance with the Good Laboratory Practice Standards.
- Provide ongoing technical training to staff.

Project Objectives for Fiscal Year 2018

- Submit all NPDES and Division of Drinking Water reports electronically and on time.
- Complete all necessary sampling and analyses to maintain compliance with current and pending drinking water regulations. Monitor all required existing primary and secondary drinking water regulations.
- Complete all required sampling, analyses, and inspections of industrial users and other permittees within the time limits specified in the Pretreatment Regulations.
- Install newly selected Laboratory Information Management Systems (LIMS) and train staff in the use of the new LIMS. Remove legacy LIMS from service by June 30, 2018.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**1,792**	**3,075**	**1,435**	**2,000**	**2,000**
Expenditures					
Salaries and Benefits	$ 787,383	$ 882,090	$ 765,397	$ 941,485	$ 985,016
Supplies and Services	417,076	657,575	618,952	642,686	659,816
Capital Equipment	488	40,000	34,779	50,000	50,000
Non-Capital Equipment	12,598	42,000	41,500	48,000	48,000
Transfers Out	-	1,645	1,645	-	-
Total Expenditures	**$ 1,217,545**	**$ 1,623,310**	**$ 1,462,273**	**$ 1,682,171**	**$ 1,742,832**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Produce valid data from 99.9% of completed analyses.				
Percent of tests with valid data	99.9%	99.5%	99.9%	99.9%
Calculate actual test costs using the "cost-per-test" analysis.				
Average cost per cost-per-test analyzed	$13.58	$15.00	$14.00	$14.00
Inspect all Industrial Users and other permitees as required by Pretreatment Regulations.				
Pretreatment inspections	26	24	28	28

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
All drinking water, wastewater, pretreatment, Harbor, creek, and special samples received	16,394	15,000	15,500	15,500
Analyses performed	51,141	45,500	47,000	47,000
Special samples received	1,248	250	150	150
Special analyses performed	5,373	1,500	1,200	1,200
Active IWP permits	25	25	35	30
Permits issued or renewed (IU, GW, and temporary)	14	13	12	13
Pretreatment sampling events (IU, GW, and temporary)	106	64	70	70
Water quality inquiries received by laboratory staff	N/A	N/A	N/A	120

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➢ **Wastewater Collection**
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RECENT PROGRAM ACHIEVEMENTS

Wastewater staff procured trenchless repair equipment to make spot lining repairs on sewer mains.

Wastewater Collection

(Program No. 4721)

Mission Statement

Convey wastewater to the treatment plant in a reliable and cost-effective manner, meet all applicable State and federal regulations, and protect the environment.

Program Activities

- Maintain the wastewater collection system capacity and prevent sewer over flows through regular maintenance.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the Preventive Maintenance Program for the wastewater collection system.
- Operate the wastewater collection system in compliance with state and federal requirements.

Project Objectives for Fiscal Year 2018

- Clean pipes in accordance to a 5-year cleaning schedule.
- Coordinate with maintenance planner to utilize the Cartegraph CMMS to effectively implement and track cleaning activity data. Complete cleaning work packets and data entry for calendar year 2017 by January 31, 2018.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**17.33**	**17.33**	**17.33**	**19.33**	**19.33**
Hourly Employee Hours	**1,360**	**1,077**	**1,612**	**1,020**	**1,020**
Expenditures					
Salaries and Benefits	$ 1,736,307	$ 1,936,359	$ 1,901,007	$ 2,244,547	$ 2,341,671
Supplies and Services	1,099,248	1,276,737	1,178,682	1,323,296	1,278,932
Special Projects	-	-	275,000	450,000	450,000
Capital Equipment	5,562	30,947	35,324	295,000	20,000
Non-Capital Equipment	18	38,000	15,950	39,500	39,500
Transfers Out	-	181,863	181,863	-	-
Total Expenditures	**$ 2,841,135**	**$ 3,463,906**	**$ 3,587,826**	**$ 4,352,343**	**$ 4,130,103**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Limit the number of overflows in the wastewater collection system to no more than 8.				
Overflows in the collection system	13	8	6	8
Make 300 site inspections of Food Service Establishments for compliance with grease trap maintenance requirements.				
Number of FSE inspections made.	303	225	480	300
Sewer Lateral Inspection Program (SLIP) staff to coordinate with other Division staff members to complete all submitted SLIP 1 video inspection packages. SLIP staff to review and submit requirements within 10 calendar days after receipt of package.				
Percent of cases reviewed within 10 calendar days	93%	95%	93%	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Percent of sewer system (251.4 miles) cleaned by percent of sewer main geographic miles; cumulative by quarter. Each main is only counted once during the period	64.4%	20.0%	35.8%	30.0%
Actual total footage recorded as miles cleaned each FY quarter. Includes multiple pipe cleaning and unscheduled events	262	200	232	200
Miles of pipeline inspected and coded to PACP standards using Closed Circuit Television equipment (by both City and Contractor)	23.5	25	29	25
Responses to private sewer lateral overflows	33	36	36	30

Wastewater Collection
(Continued)

Other Program Measures (Continued)

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Private sewer lateral inspections submitted to SLIP staff for review	754	700	572	700
Private sewer laterals reviewed by SLIP staff which required repairs	211	175	160	175
For Sanitary Sewer Overflow (SSO's) events, the spill volume (in gallons) reaching surface waters not recovered from waters of the state	0	0	0	0

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➢ **Wastewater Treatment**
Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Completed the implementation of the Computer Maintenance Management System Upgrade Project.

Wastewater Treatment

(Program No. 4731)

Mission Statement

Provide cost-effective wastewater treatment, protect ocean water quality and public health, and comply with National Pollution Discharge Elimination System (NPDES) permit requirements.

Program Activities

- Operate the El Estero Wastewater Treatment Plant to comply with discharge limitations as required by the Regional Water Quality Control Board (RWQCB).
- Operate the El Estero Wastewater Treatment Plant to assure air emission compliance with the Santa Barbara Air Pollution Control District Permit (SBAPCD).
- Maintain the El Estero Wastewater Treatment Plant using predictive and preventive maintenance methods.
- Continue public outreach and education to inform the public of environmental benefits of the El Estero Wastewater Treatment Plant process.

Project Objectives for Fiscal Year 2018

- Maintain compliance with NPDES permit limits during construction of the Secondary Treatment Process Improvements Project.
- Continue to work with consultant on operation of Tertiary Treatment Facility until Secondary Treatment Process Improvement Project is complete and operational.
- Continue to operate and optimize Tertiary Treatment operation during phase II of the Tertiary Treatment improvement project.
- Maintain compliance with NPDES permit limits during construction of the FY17 Improvement Projects.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**24.75**	**24.75**	**24.75**	**22.75**	**22.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 18,384,213	$ 19,143,130	$ 19,461,218	$ 20,198,550	$ 21,386,121
Interest Income	185,561	164,600	124,600	135,900	140,600
Mission Canyon JPA	248,106	-	-	-	-
Other Revenue	79,508	41,250	38,066	43,095	44,238
Total Revenue	**$ 18,897,388**	**$ 19,348,980**	**$ 19,623,884**	**$ 20,377,545**	**$ 21,570,959**
Expenditures					
Salaries and Benefits	$ 2,454,370	$ 3,110,695	$ 3,119,871	$ 3,051,147	$ 3,165,478
Supplies and Services	3,456,169	3,960,063	3,490,458	3,754,691	4,069,221
Special Projects	24,951	520,596	692,326	150,000	150,000
Capital Equipment	24,713	42,500	26,534	31,000	31,000
Non-Capital Equipment	26,305	22,000	12,666	27,000	27,000
Transfers Out	-	3,620	3,620	-	-
Total Expenditures	**$ 5,986,508**	**$ 7,659,474**	**$ 7,345,475**	**$ 7,013,838**	**$ 7,442,699**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 99.9% compliance with wastewater discharge limits as listed in the NPDES permit issued by Regional Water Quality Control Board.				
Percent of samples in compliance with NPDES permit limits	100.0%	99.9%	100.0%	99.9%
Achieve 100% compliance with local air emissions standards as specified in the Santa Barbara Air Pollution Control District (SBAPCD) permit requirements.				
Percent of air samples in compliance with SBAPCD permit requirements	100%	100%	100%	100%
Achieve 99.9% compliance with discharge limits for recycled water as listed in the Water Reclamation Discharge permit issued by the Regional Water Quality Control Board.				
Percent of samples in compliance with Water Reclamation Discharge Standards	100.0%	99.9%	100.0%	100.0%

Wastewater Treatment
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Millions of Gallons of Wastewater treated	2,301	2,500	2,300	2,300
Average cost per million gallons treated	$3,625	$3,300	$3,300	$3,300
Chemical cost per million gallons treated	$190	$185	$200	$200
Tons of Carbonaceous Biochemical Oxygen Demand (CBOD) treated	2,775	3,750	2,600	2,600
Average cost per ton of CBOD treated	$3,006	$2,000	$3,000	$3,000
Biosolids chemical and hauling cost per dry ton	$302	$300	$300	$300
Gallons of Fats, Oils, and Grease (FOG) received at FOG Facility	718,539	624,000	624,000	624,000
kWh produced by Cogeneration Facility (3,322,863 KWh minimum required)	4.72 M	4.50 M	4.50 M	4.50 M
Standard cubic feet of anaerobic digester gas produced (52,560,000 scfm minimum required)	71.77 M	65.00 M	70.00 M	70.00 M
Completed wrench time hours as a percentage of total available craft hours for maintenance personnel	76%	75%	75%	75%
Proactive maintenance work order hours as a percentage of all maintenance work orders hours completed	85%	80%	80%	80%
Individuals receiving tours of El Estero WWTP	1,082	1,000	0	0

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➢ **Wastewater Capital**

RECENT PROGRAM ACHIEVEMENTS

Awarded a contract and initiated work to update the El Estero Wastewater Treatment Plant's Facility Plan.

Wastewater Capital

(Program No. 4771)

Mission Statement

Expedite development, design, and construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet National Pollutant Discharge Elimination System permit requirements and protect the environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Wastewater Treatment and Collection System infrastructure.
- Develop funding to facilitate the Wastewater Capital Program.
- Review and approve plans and specifications developed for constructing Wastewater Capital Projects.
- Coordinate the management of Wastewater Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.
- Monitor and expedite projects in the El Estero Wastewater Treatment Plant (EEWTP) Strategic Plan.

Project Objectives for Fiscal Year 2018

- Complete construction of 3.58 miles of Sewer Main Rehabilitation/Replacement/Spot Repairs in Calendar Year 2017.
- Achieve 100% completion of the El Estero Wastewater Treatment Plant Secondary Process Improvements Project by Fall 2018.
- Complete construction of the El Estero Drain Mitigation Project.
- Complete a State Water Resources Control Board (SWRCB) SRF loan application to finance the El Estero Wastewater Treatment Plant Biosolids Process Improvements Project and initiate preliminary design.
- Complete construction of the El Estero Solids Handling Process Improvements Project.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 2,103,783	$ 29,101,029	$ 2,607,312	$ -	$ -
Total Revenue	**$ 2,103,783**	**$ 29,101,029**	**$ 2,607,312**	**$ -**	**$ -**
Expenditures					
Capital Program	$ 7,745,024	$ 35,649,921	$ 28,006,090	$ 4,920,000	$ 4,250,000
Total Expenditures	**$ 7,745,024**	**$ 35,649,921**	**$ 28,006,090**	**$ 4,920,000**	**$ 4,250,000**

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Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,143 slips in the Harbor, about 10% of which are used by commercial fishermen and 90% by recreational boaters and others that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

Fiscal Year 2018 Budget Highlights

Waterfront Department will fund $3,908,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, the replacement of the Stearns Wharf waterline, and the Marina Two Restroom ADA remodel. The most significant capital project, Marina One replacement, will conclude in FY 2018 with the construction of Phase 8, A, B, C and D fingers, in the harbor's largest marina.

While the Harbor area is a mixture of ocean-dependent, ocean-related and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store, and limited office space.

The Waterfront Department also operates eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

DEPARTMENT SUMMARY

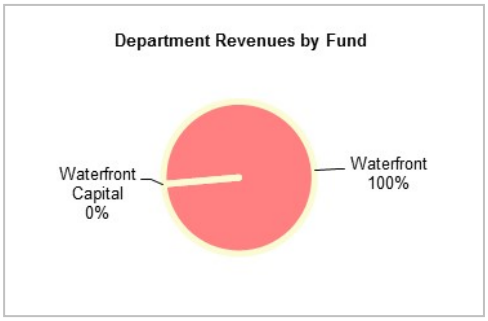
Waterfront

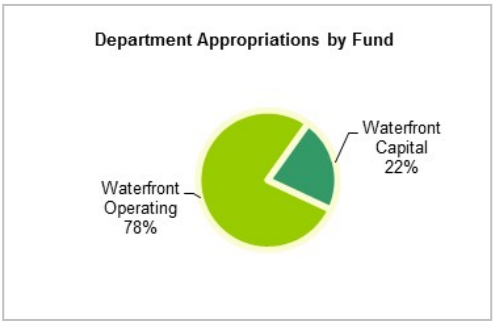
Department Financial and Staffing Summary

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**46.00**	**47.00**	**47.00**	**47.00**	**47.00**
Hourly Employee Hours	**60,514**	**49,774**	**49,987**	**51,121**	**51,128**
Revenues					
Fees and Service Charges	$ 8,810,745	$ 8,728,705	$ 8,910,552	$ 9,004,763	$ 9,174,703
Interest Income	125,630	100,800	112,400	119,600	122,600
Inter-fund Reimbursement	1,777	-	-	-	-
Lease Income	5,145,777	5,103,500	5,253,126	5,357,853	5,464,674
Other Revenue	701,522	620,000	642,361	385,300	387,225
Total Department Revenue	**$14,785,451**	**$14,553,005**	**$ 14,918,439**	**$ 14,867,516**	**$ 15,149,202**
Expenditures					
Salaries and Benefits	$ 5,693,402	$ 6,530,053	$ 6,624,365	$ 6,698,647	$ 6,961,180
Supplies and Services	4,163,868	4,342,810	4,389,312	4,800,357	4,872,258
Special Projects	220,493	374,602	339,320	414,820	420,586
Capital Equipment	-	37,104	37,104	7,500	7,500
Debt Service	759,942	1,741,168	1,649,535	1,733,437	1,732,229
Non-Capital Equipment	44,920	233,200	221,700	101,364	103,391
Transfers Out	51,472	89,370	46,375	-	-
Appropriated Reserve	-	60,537	-	100,000	100,000
Total Operating Expenditures	**$10,934,097**	**$13,408,844**	**$ 13,307,711**	**$ 13,856,125**	**$ 14,197,144**
Capital Revenues	$ 1,624,989	$ 2,050,338	$ 1,889,611	$ 1,500	$ 1,500
Capital Program	2,572,571	6,731,574	3,098,288	3,908,157	1,070,000
Total Department Expenditures	**$13,506,668**	**$20,140,418**	**$ 16,405,999**	**$ 17,764,282**	**$ 15,267,144**
Addition to (Use of) Reserves	**$ 2,903,772**	**$ (3,537,075)**	**$ 402,051**	**$ (2,895,266)**	**$ (116,442)**

The Waterfront Department is budgeted in the Waterfront Fund.

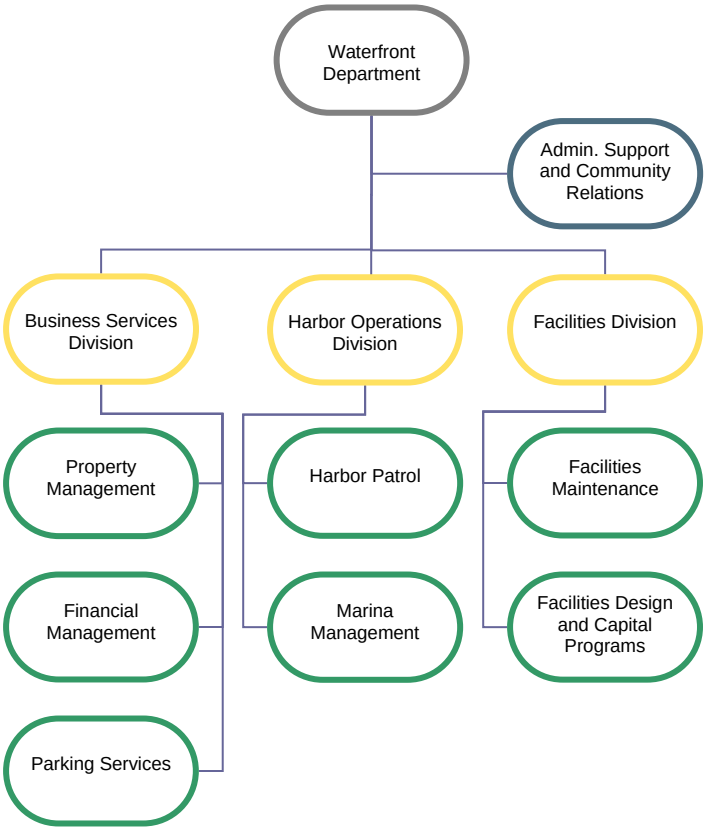
Department Fund Composition





Waterfront

Program Organization Chart



WATERFRONT PROGRAMS

- Administrative Support and Community Relations
- Property Management
- Financial Management
- Parking Services
- Harbor Patrol
- Marina Management
- Facilities Maintenance
- Facilities Design and Capital Program

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the department and special events in the Waterfront to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, state, and federal agencies.

Project Objectives for Fiscal Year 2018

- Continue a comprehensive public information and community relations program which includes sponsored Waterfront events, published department communications, Navy and cruise ship visits, and sponsored public/media meetings.

RECENT PROGRAM ACHIEVEMENTS

Negotiated two extra dredgings with Army Corps of Engineers for 300,000+ c.y. of sand removal.
Also accommodated New Beginnings' clients overnight in Waterfront lots.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**4.60**	**5.60**	**5.60**	**5.60**	**5.60**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 336,588	$ 798,846	$ 800,346	$ 780,977	$ 806,334
Supplies and Services	1,242,424	1,236,086	1,217,016	1,383,574	1,425,288
Special Projects	119,156	270,225	232,398	305,760	309,344
Non-Capital Equipment	18,384	38,200	38,200	38,964	39,743
Transfers Out	-	41,273	41,273	-	-
Appropriated Reserve	-	60,537	-	100,000	100,000
Total Expenditures	**$ 1,716,552**	**$ 2,445,167**	**$ 2,329,233**	**$ 2,609,275**	**$ 2,680,709**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure 85% of Department program objectives are achieved.				
Percent of department performance objectives achieved	90%	85%	85%	85%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
City-sponsored events coordinated	7	7	9	7
Department newsletter issues published by deadline	3	3	3	3
City News In Brief articles submitted	20	20	20	20
Film shoots processed	25	25	30	25
Cruise ship passengers served	75,021	85,000	65,000	37,000
Harbor Commission meetings held	9	9	9	9
Merchant Associations meetings attended	8	7	7	7
Media contacts (responded to or made)	29	30	30	30
Department press releases issued	9	8	8	8
Presentations to other agencies conducted	6	2	2	2
Inter-Agency meetings attended (Federal)	4	4	4	4
Inter-Agency meetings attended (State)	13	4	17	8
Inter-Agency meetings attended (Local)	7	6	12	8

WATERFRONT PROGRAMS

Administrative Support and Community Relations
➢ **Property Management**
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Property Management

(Program No. 8112)

Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of services and the department receives market value rents.

Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Ensure tenants receive the services entitled under their agreements.

Project Objectives for Fiscal Year 2018

- Maintain accurate sales reporting by auditing 25% of percentage rent leases annually.
- Monitor number of pedestrians entering Stearns Wharf via a thermal imaging system. Compile data monthly and provide to Wharf Merchants Association.

RECENT PROGRAM ACHIEVEMENTS

Property Management completed 17 lease agreements in FY 2017, including the majority of all Stearns Wharf leases.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.55**	**1.55**	**1.55**	**1.55**	**1.55**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 35,787	$ 40,000	$ 35,597	$ 36,309	$ 37,035
Lease Income	5,145,777	5,103,500	5,253,126	5,357,853	5,464,674
Other Revenue	639,334	575,000	575,620	335,300	336,225
Total Revenue	**$ 5,820,898**	**$ 5,718,500**	**$ 5,864,343**	**$ 5,729,462**	**$ 5,837,934**
Expenditures					
Salaries and Benefits	$ 186,220	$ 205,475	$ 206,735	$ 213,485	$ 223,019
Supplies and Services	158,646	250,126	244,946	264,501	249,539
Transfers Out	-	165	165	-	-
Total Expenditures	**$ 344,866**	**$ 455,766**	**$ 451,846**	**$ 477,986**	**$ 472,558**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Support tenants' sales through department funded marketing and promotions.				
Total marketing expenditures	$50,208	$62,000	$62,000	$65,000
Renew 86% of Business Activities Permits (BAPs) by September 1, 2016.				
Percent of BAPs renewed by September 1	93%	86%	90%	86%
Collect 95% of base rents collected by due date in lease.				
Percent of base rents collected	96%	95%	95%	95%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Business Activity Permits managed	66	60	62	55
Business Activity Permits renewed by September 1	65	55	50	50
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%	25%
Leases audited	7	6	7	6
Lease contracts managed	64	65	65	65
Tenant contacts regarding sustainability issues	176	120	210	120

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
➢ **Financial Management**
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Financial Management

(Program No. 8113)

Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.

Project Objectives for Fiscal Year 2018

- Complete budget within timeline set by Finance Department.
- Ensure department expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.

RECENT PROGRAM ACHIEVEMENTS

Implemented custom marina management software system, which handles point-of-sale and all billing functions. Software offers more payment options to slip permitees, tenants, and visitors.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**1.75**	**1.75**	**1.75**	**1.75**	**1.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Interest Income	$ 125,630	$ 100,800	$ 112,400	$ 119,600	$ 122,600
Total Revenue	**$ 125,630**	**$ 100,800**	**$ 112,400**	**$ 119,600**	**$ 122,600**
Expenditures					
Salaries and Benefits	$ 182,811	$ 200,742	$ 205,272	$ 200,538	$ 205,136
Supplies and Services	121,813	151,791	141,051	160,660	167,245
Transfers Out	-	329	329	-	-
Total Expenditures	**$ 304,624**	**$ 352,862**	**$ 346,652**	**$ 361,198**	**$ 372,381**

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
➢ **Parking Services**
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Parking Services

(Program No. 8121)

Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

Program Activities

- Staff and operate 8 parking lots throughout the Waterfront area.
- Monitor and collect revenue at 6 Self-Pay parking lots.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

Project Objectives for Fiscal Year 2018

- Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting each quarter.

RECENT PROGRAM ACHIEVEMENTS

A new Stearns Wharf parking kiosk was installed as well as eight additional self-pay parking units in Waterfront parking lots.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**3.10**	**3.10**	**3.10**	**3.10**	**3.10**
Hourly Employee Hours	**41,777**	**30,370**	**30,370**	**31,498**	**31,498**
Revenues					
Fees and Service Charges	$ 2,922,707	$ 2,886,500	$ 2,921,344	$ 2,979,677	$ 3,039,177
Other Revenue	3,328	-	20,741	-	-
Total Revenue	**$ 2,926,035**	**$ 2,886,500**	**$ 2,942,085**	**$ 2,979,677**	**$ 3,039,177**
Expenditures					
Salaries and Benefits	$ 822,201	$ 815,896	$ 817,396	$ 823,497	$ 844,806
Supplies and Services	137,170	164,210	161,648	198,638	203,366
Non-Capital Equipment	8,462	95,000	100,000	25,500	26,010
Transfers Out	-	1,316	1,316	-	-
Total Expenditures	**$ 967,833**	**$ 1,076,422**	**$ 1,080,360**	**$ 1,047,635**	**$ 1,074,182**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Ensure annual parking permit revenue of at least $380,000.				
Total permit revenue	$459,861	$380,000	$421,155	$425,000
Maintain an annual operating expense of not more than 40% of revenue collected.				
Operating expense as a percentage of revenue collected	33%	40%	32%	40%
Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.				
Accuracy rate of cash drawers	99.0%	99.0%	99.0%	99.0%
Return 95% of customer phone calls within the first 24 hours.				
Percent of phone calls returned within 24 hours	99%	95%	98%	95%
Perform preventative parking equipment maintenance at least once per week to minimize equipment malfunctions and extend equipment performance.				
Percent of preventative maintenance performed per weekly schedule	100%	95%	100%	95%

Parking Services
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Total permit revenue	$459,861	$380,000	$421,155	$425,000
Accuracy rate of cash drawers	99.0%	99.0%	99.0%	99.0%
Wharf tickets distributed	256,891	250,000	255,989	250,000
Harbor tickets distributed	174,561	150,000	165,133	160,000
Boat trailer tickets distributed	9,204	10,000	9,255	9,500
Outer lot tickets distributed	317,274	285,000	323,970	285,000
Operating expense	$952,730	$998,997	$1 M	$1 M
Collection envelopes collected	7,541	8,000	6,116	8,000

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WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
➢ **Harbor Patrol**
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Harbor Patrol

(Program No. 8131)

Mission Statement

Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area.

Program Activities

- Provide emergency response 7 days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara Fire, California Department of Fish and Wildlife, and County Sheriff.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire response and prevention services.

Project Objectives for Fiscal Year 2018

- Coordinate three joint agency emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

RECENT PROGRAM ACHIEVEMENTS

Harbor Patrol will receive its first completely new boat in nearly 20 years. Patrol Boat #1 was made by local boat maker, Radon Boats.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**12.50**	**12.50**	**12.50**	**12.50**	**12.50**
Hourly Employee Hours	**3,966**	**4,385**	**4,732**	**4,732**	**4,732**
Inter-fund Reimbursement	1,777	-	-	-	-
Total Revenue	**$ 1,777**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,833,007	$ 1,997,345	$ 2,069,660	$ 2,153,928	$ 2,252,466
Supplies and Services	124,197	152,346	147,819	181,676	154,587
Special Projects	101,337	104,377	106,922	109,060	111,242
Non-Capital Equipment	15,922	80,000	75,000	16,500	16,830
Transfers Out	-	823	823	-	-
Total Expenditures	**$ 2,074,463**	**$ 2,334,891**	**$ 2,400,224**	**$ 2,461,164**	**$ 2,535,125**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Respond to 96% of in-harbor emergencies within 5 minutes.				
Percent of five-minute response times	99%	96%	96%	96%
Achieve an average of 80 training hours per Harbor Patrol Officer.				
Average training hours per officer	129	80	70	80
Enhance public relations by conducting a minimum of 35 class tours or other public relations.				
Class tours or public relations events	46	35	40	35
Limit time lost due to injury to 410 or fewer hours.				
Hours lost due to injury	610	410	410	410

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Joint agency drills	3	3	3	3
Calls for service	2,070	2,000	2,500	2,000
Emergency responses inside of harbor (tows not included)	89	100	100	100
Emergency responses outside of harbor (tows not included)	134	100	80	100
Emergency vessel tows	58	80	70	80
Non-emergency (courtesy) vessel tows	349	325	400	350

Harbor Patrol
(Continued)

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Marine sanitation device inspections	443	600	800	700
Enforcement contacts	2,134	1,800	2,500	2,100
Arrests	214	160	180	160
Parking citations	674	600	660	600
Motor patrols	2,546	2,800	3,300	2,800
Foot patrols	2,892	3,000	3,200	3,200
Boat patrols	1,724	1,700	2,000	1,800
Medical emergency responses	163	150	140	150
Fire Service emergency responses	11	15	6	15
Marine mammal rescues	51	40	14	20
Bird rescues	24	60	40	60

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WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
➢ **Marina Management**
Facilities Maintenance
Facilities Design and Capital Program

Marina Management

(Program No. 8141)

Mission Statement

Efficiently manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

Program Activities

- Manage a 1,143 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, cruise ship visits, and U.S. Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments and slip transfers, and accommodate visitors.
- Administer permit process for skiff, catamarans, outrigger canoes, and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users, and visitors.

Project Objectives for Fiscal Year 2018

- Support Clean Marina Program by conducting annual seafloor debris clean-up (Operation Clean Sweep Event).
- Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.
- Accommodate increased cruise ship visits by working with cruise ship lines, government agencies, and community hospitality organizations.
- Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via 2 articles in department newsletter, Docklines.

RECENT PROGRAM ACHIEVEMENTS

As part of the first harbor expansion in five years, Marina Management staff assigned four new 35' slips on Marina One F finger from Department's slip waiting list.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**1**	**221**	**221**	**227**	**234**
Revenues					
Fees and Service Charges	$ 5,852,251	$ 5,802,205	$ 5,953,611	$ 5,988,777	$ 6,098,491
Other Revenue	58,860	45,000	46,000	50,000	51,000
Total Revenue	**$ 5,911,111**	**$ 5,847,205**	**$ 5,999,611**	**$ 6,038,777**	**$ 6,149,491**
Expenditures					
Salaries and Benefits	$ 212,133	$ 247,002	$ 247,252	$ 253,496	$ 265,858
Supplies and Services	69,504	75,642	49,213	82,364	84,433
Capital Equipment	-	37,104	37,104	7,500	7,500
Transfers Out	-	658	658	-	-
Total Expenditures	**$ 281,637**	**$ 360,406**	**$ 334,227**	**$ 343,360**	**$ 357,791**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Process 96% of slip trades, transfers, live-aboard permits or wait-list assignments within 10 working days of application completion or notice of acceptance (wait-list, live-aboard permits).				
Percent of trades, permits, and assignments processed within ten days	98.6%	95.0%	97.0%	96.0%
Process 96% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.				
Percent of visitor slip assignments processed within 30 minutes	94.2%	95.0%	95.0%	96.0%

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Trades, transfers, permits, or assignments processed	142	155	165	155
West Beach permit revenue	$19,450	$18,000	$18,000	$18,000
Catamaran permit revenue	$9,400	$8,500	$8,500	$8,500
Visitor occupancy days per year	14,987	13,000	13,500	14,000
Vessels aground or sunk in East Beach anchorage	1	6	6	4
Cost to dispose of vessels beached on East Beach	$0	$10,000	$10,000	$10,000

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
➢ **Facilities Maintenance**
Facilities Design and Capital Program

Facilities Maintenance

(Program No. 8151, 8152)

Mission Statement

Provide clean and safe commercial and recreational facilities for tenants and visitors at the Harbor and Stearns Wharf.

Program Activities

- Maintain and repair the Harbor, Stearns Wharf, and Waterfront parking lots, including buildings, ocean structures, pavement, utilities, vessels, and equipment.
- Use tracking system to analyze preventive maintenance program effectiveness.

Project Objectives for Fiscal Year 2018

- Install 16 fiberglass pile jackets under the commercial buildings on Stearns Wharf.
- Replace 10 marina fingers on Marina 4.
- Complete installation of new power centers and submeters on Marinas Two through Four.

RECENT PROGRAM ACHIEVEMENTS

Waterfront staff replaced 10 fingers of Marina Four per year entirely in-house. In FY 2017, staff will complete entire re-decking of Marina Four main walkways.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**17.50**	**17.50**	**17.50**	**17.50**	**17.50**
Hourly Employee Hours	**14,771**	**14,798**	**14,664**	**14,664**	**14,664**
Expenditures					
Salaries and Benefits	$ 1,851,294	$ 1,987,353	$ 2,001,181	$ 1,989,962	$ 2,072,757
Supplies and Services	2,305,303	2,291,473	2,413,048	2,512,336	2,570,706
Non-Capital Equipment	2,152	20,000	8,500	20,400	20,808
Transfers Out	-	44,312	1,317	-	-
Total Expenditures	**$ 4,158,749**	**$ 4,343,138**	**$ 4,424,046**	**$ 4,522,698**	**$ 4,664,271**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Achieve 85% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.				
Percent of in-service days for Harbor Patrol fleet (PB1, PB2, and PB3)	94.8%	85.0%	85.0%	85.0%
Minimize time lost due to injury at 690 or fewer hours.				
Lost staff hours due to injury	70	690	690	690
Achieve 90% of in-service days for the Ice House through facility upgrades and preventative maintenance.				
Percent of in-service days for Ice House	96.1%	90.0%	90.0%	90.0%
Track labor and material costs for fiberglass jacket installation.				
Average cost per pile jacket installation (labor and materials)	N/A	$5,500	$5,500	$5,500

Other Program Measures

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Work orders completed	2,477	2,600	2,600	2,700
Track Ice House labor, material, service, and repair costs	N/A			$55,000
Labor and material costs for marina finger replacement per square foot	$35	$35	$35	$38
Labor cost of Harbor preventative maintenance tasks	N/A	N/A	N/A	$150,000
Labor cost of Wharf preventative maintenance tasks	N/A	N/A	N/A	$120,000
Track fiberglass jacket installation labor and material costs	$5,500	$5,500	$5,500	$5,500

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
➢ **Facilities Design and Capital Program**

Facilities Design and Capital Program

(Program No. 8161)

Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects.
- Manage capital improvement projects including inspection, scheduling, and public notification.

Project Objectives for Fiscal Year 2018

- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.
- Construct Phase 8 of the Marina One Replacement Project.
- Remodel Marina 2 Restroom.
- Complete Stearns Wharf Waterline Replacement.

RECENT PROGRAM ACHIEVEMENTS

Addition of new ADA accessible Sea Landing gangway along with Sea Landing boardwalk provides access from the Sea Landing sidewalk to the rock groin.

Financial and Staffing Information

	Actual FY 2016	Amended FY 2017	Projected FY 2017	Adopted FY 2018	Proposed FY 2019
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 269,148	$ 277,394	$ 276,523	$ 282,764	$ 290,804
Supplies and Services	4,811	21,136	14,571	16,608	17,094
Debt Service	759,942	1,741,168	1,649,535	1,733,437	1,732,229
Transfers Out	51,472	494	494	-	-
Total Expenditures	**$ 1,085,373**	**$ 2,040,192**	**$ 1,941,123**	**$ 2,032,809**	**$ 2,040,127**
Capital Revenues	$ 1,624,989	$ 2,050,338	$ 1,889,611	$ 1,500	$ 1,500
Capital Program	2,572,571	6,731,574	3,098,288	3,908,157	1,070,000
Addition to (Use of) Reserves	**$ (2,032,955)**	**$ (6,721,428)**	**$ (3,149,800)**	**$ (5,939,466)**	**$ (3,108,627)**

Measurable Objectives for Fiscal Year 2018

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Adopted FY 2018
Complete 80% of minor capital projects under $100,000 according to the approved budget.				
Percent of minor capital projects completed on schedule	79%	80%	80%	80%
Complete 75% of minor capital projects that are constructed under $100,000 according to the approved budget.				
Percent of minor capital projects within budget	83%	75%	75%	75%

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APPENDIX: Description of Funds

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities, or complying with special regulations, restrictions, or limitations. The following provides a description of all accounting funds used by the City of Santa Barbara, including those for which a budget is not adopted.

GOVERNMENTAL FUNDS

The measurement focus for governmental funds is on current spendable resources, and as such, the balance sheets for these types of funds include only current assets and current liabilities. Governmental funds are accounted for on a modified accrual basis, thus revenues are recognized when measurable and available, and expenditures are recorded when the related liability is incurred.

General Fund

The City's General Fund accounts for activities and services traditionally associated with governments, such as police and fire, which are financed primarily through tax-generated revenues and not required to be accounted for in another fund.

Special Revenue Funds

Special revenue funds are used to account for the proceeds from specific revenue sources, other than trusts or major capital projects that are legally or contractually restricted to expenditures for specific purposes.

FEMA Reimbursement Fund

For costs incurred as a result of the federally or state declared disasters for storms and wildfires from July 2007 to May 2009.

Affordable Housing Fund

For affordable housing financial activity of the City. This includes monitoring low and moderate income housing covenants and accounting for payments on outstanding housing loans. Revenues are derived from principal and interest payments made by loan receipts.

Community Development Block Grant Fund

For receipt and disbursement of the City's federal block grant funds.

County Library

For funds received and expended for library services on behalf of Santa Barbara County (non-City) residents.

Creeks Restoration and Water Quality Improvement (Measure B) Fund

For the receipt and disbursement of the creeks-related share of transient occupancy tax (2%), generated by the passage of Measure B in October 2000. These funds may only be used for operations and capital projects related to creeks restoration, cleanup and maintenance, and for creeks- and ocean-water quality improvement projects and activities.

HOME Grant Fund

For receipt and disbursement of federal HOME Investment Partnership Program funds which facilitate the development of affordable housing projects in the City.

Justice Assistance Grant Fund

For receipt and disbursement of federal Edward Byrne Memorial Justice Assistance Grant Program funds to support crime control and prevention.

Miscellaneous Grants Fund

For resources received from various granting agencies.

Police Asset Forfeiture and Grants Fund

For assets confiscated by police special operations and restricted for use in support of police operations and miscellaneous grants.

Police Local Law Enforcement Block Grant Fund

For Federal grants funds received for local law enforcement activities.

Police Supplemental Law Enforcement Fund

For State voter-approved funds (AB 3229), restricted to public safety and law enforcement.

Redevelopment Obligation Retirement Fund

For the costs of retiring existing Redevelopment Agency obligations with the elimination of the Redevelopment Agency on January 31, 2012.

Solid Waste Fund

For City operations related to solid waste in support of State AB 939.

Streets

For receipt and disbursement of streets-restricted utility users' tax for activities related to streets and roads. Fifty percent of the City's utility users' tax is restricted for this purpose.

Street Sweeping Fund

For receipt and disbursement of street sweeping parking violations revenue in connection with the City's Consolidated Clean Sweep Program which provides for sweeping of City streets in both commercial and residential neighborhoods.

Traffic Safety Fund

For receipt of fines collected pursuant to the California Vehicle Code. The State of California Government Code restricts use of these funds to traffic control devices, equipment and supplies related to traffic control or traffic safety, and maintenance of public streets. The funds may not be used to pay compensation to traffic or police officers.

Transportation Development Act Fund

For receipt and disbursement of the City's share of gasoline sales tax and Transportation Development Act of 1971. These funds may be used only for capital projects pertaining to streets, roads and bikeways.

Transportation Sales Tax (Measure A) Fund

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure A was approved by the voters of Santa Barbara County in an election held on November 4, 2008. The tax became effective on April 1, 2010.

Transportation Sales Tax (Measure D) Fund

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure D was approved by the voters of Santa Barbara County in an election held on November 7, 1989. The tax became effective on April 1, 1990.

Utility Undergrounding Fund

For the City's portion of funds received from a 1% franchise surcharge on electric utility bills in the City. The funds are used to support the City's costs associated with Southern California Edison Rule 20A and 20B approved undergrounding utility line projects in the City.

Wildland Fire Benefit Assessment District Fund

For funds received from a special property tax assessment to property owners who live in Extreme Foothill and Foothill Zones of the City high fire hazard area. Funds are spent solely within the Benefit Assessment District for vegetation road clearance, chipping services, defensible space assistance and inspection, and vegetation management projects.

Debt Service Funds

Debt service funds are used to account for debt service expenditures on general long-term debt.

2002 Municipal Refunding Certificates of Participation

For the accumulation of funds for the payment of the General Fund's portion of the 2002 municipal improvement certificates of participation. These certificates mature in annual installments of $247,500 to $339,900, with final maturity in 2017.

2001 Redevelopment Agency Tax Allocation Bonds – Series 2001A

For the accumulation of funds for the payment of the 2001 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $2,895,000 to $4,340,000 through 2019.

2003 Redevelopment Agency Tax Allocation Bonds – Series 2003A

For the accumulation of funds for the payment of the 2003 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $1,920,000 to $2,835,000 through 2019.

2004 Redevelopment Agency Tax Allocation Housing Bonds – Series 2004A

For the accumulation of funds for the payment of the 2004 Redevelopment Tax Allocation Housing Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $470,000 to $620,000 through 2018.

1994 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 1994 Water Revenue Refunding Serial Bonds. These bonds mature in annual principal installments of $560,000 to $720,000 through 2014.

2004 Sewer Revenue Bonds

For the accumulation of funds for the payment of the 2004 Sewer Revenue Bonds. These bonds mature in annual installments of $580,000 to $1,290,000 through 2029.

2009 Airport Revenue Bonds

For the accumulation of funds for the payment of the 2009 Airport Revenue Bonds. These bonds mature in annual principal installments of $865,000 to $2,995,000 through 2039.

2013 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 2013 Water Certificates of Participation that refunded the outstanding City of Santa Barbara 2002 Certificates and defeased a Safe Drinking Water State Revolving Fund loan. These bonds mature in annual installments of $1,360,000 to $2,055,000 through 2026.

Capital Projects Funds

Capital projects funds are used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Capital Outlay Fund

For all capital projects financed by the General Fund.

PROPRIETARY FUNDS

Proprietary funds account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other city departments (internal users), and the costs are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

Enterprise Funds

Enterprise funds are used to report activities for which service charges or fees are charged to external users. Enterprise funds are financed and operated in a manner similar to private sector enterprises.

Airport Fund

For operations of the municipal airport and the administration of leases on airport property. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Downtown Parking Fund

For the provision of parking services in the downtown area of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Golf Fund

For the operation of a municipal golf course. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Wastewater Fund

For the provision of sewer services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Water Fund

For the provision of water services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Waterfront Fund

For the operations of the City-managed waterfront, the assets of which are part of the State of California Tideland Trust. Operations include: (1) a public wharf providing facilities for, and services to, leaseholders, restaurants, retail shops and other recreational activities; (2) a small watercraft harbor for commercial fishing, tour and privately-owned boats; and (3) the operation of all parking facilities in the waterfront area.

Internal Service Funds

Internal service funds are used to report activities for which service charges or fees are charged to internal users. These funds are used to account for the financing of goods or services provided by one City department to other City departments on a cost reimbursement basis.

Facilities Management Fund

For the costs of operating citywide building maintenance, custodial, electronics maintenance, and energy conservation operations. Also includes the capital project costs of renewing City facilities.

Fire Equipment Replacement Fund

To accumulate monies for the scheduled replacement of small equipment in the Fire department.

Fleet Management Fund

For the costs of operating a City maintenance facility for automobiles and other vehicles used by all City departments. Also includes the costs of scheduled replacement of the City's vehicle fleet.

Police Equipment Replacement Fund

To accumulate monies for the scheduled replacement of small equipment in the Police department.

Self-Insurance Fund

For the cost of providing workers' compensation, unemployment, liability and employee health insurance coverage on a citywide basis.

Information Systems Fund

For the costs of the Information Systems operations for citywide computer and network maintenance and replacement.

Post-Employment Benefits Fund

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

FIDUCIARY FUNDS

Funds that account for resources held in a trustee, custodial or agency capacity for others.

Pension Trust Funds

Pension trust funds are used to account for the accumulation of resources for the locally administered safety retirement programs.

Safety Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965.

Service Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965, and who were disabled due to job related injuries.

Private Purpose Trust Funds

Private Purpose trust funds are other trust resources accounted for by the City, in accordance with the terms of their respective trust agreements.

Successor Agency of the former RDA Fund

For assets held until they are distributed to other units of state and local government and to receive revenue from the County to pay enforceable obligations of the former redevelopment agency.

Library Gifts Fund

For gifts and bequests made to the City library. Funds are used for book replacement.

Canine Unit Fund

For contributions made for the Police Department's Canine Unit program.

Agency Funds

Agency funds are used to account for resources for which the City acts as an agent, or custodian, for other governmental units, private organizations, or individuals.

California Law Enforcement Telecommunications System (CLETS) Fund

For monies received from various participating public agencies for the purchase of computer equipment for communication with the California Law Enforcement Tracking System (CLETS).

Revolving Rehabilitation Loan Fund

For rehabilitation loans made by the City through the use of various funding sources.

Seismic Safety Assessment Fund

For the financial activities of the Seismic Assessment District #1.

APPENDIX: Legal Requirements and the Budgetary Process

Authoritative Basis for the Annual Budget

The authoritative basis for the development of the annual budget is provided in Article XII, Fiscal Administration, Section 1200 et. al. of the City of Santa Barbara Charter. Section 1200 specifically requires that "... at least sixty (60) days prior to the beginning of each fiscal year, the City Administrator shall submit to the City Council the proposed budget as prepared by him (or her)."

Budgetary Roles and Responsibilities

The Budget Manager, during budget pre-development, determines departmental revenue targets for use during budget development and develops cycle-specific information, such as debt service requirements and allocated costs. The Finance Director works with the Treasury Manager throughout the entire budget development process to develop the base budget requirements for the next fiscal year through analysis of revenue estimates.

The Treasury Manager develops preliminary revenue estimates for departments during budget pre-development, and works with departments throughout the budget development process in revising the preliminary estimates for departmental revenues in order to reach final, revised estimates.

The Budget Manager develops overhead cost allocations and works with the Public Works Department in preparing preliminary cost allocations for building maintenance, custodial, electronic maintenance, and energy conservation services, and the City's Motor Pool. The Budget Manager also works with Information Systems to determine cost allocations for the desktop maintenance and replacement program, and the City's financial management and Geographic Information systems.

Finance managers assist the Budget Manager with the review of budgets to ensure that departmental budget submittals are complete, technically correct and submitted in a timely manner. During the budget review phase, Finance managers analyze requested budgets to determine that departments met their revenue target, and verify the accuracy of line-item budgets. They present findings and recommendations to the City Administrator during the individual departmental meetings with the departments.

The Assistant to the City Administrator works with all departmental Program Owners, Managers and Department Heads to ensure that the performance objectives contained in the Programs and Services narratives are measurable, actionable, specific and adequately cover the day-to-day activities of city operations, as well as any one-time projects or initiatives planned for the budget year.

The Budget Steering Committee provides oversight to the entire budget process, with direction from the City Administrator, to ensure that Council goals and other citywide priorities are addressed throughout development of the budgets.

Departmental Staff develop line-item operating budgets and capital requests. Anticipated program adjustments are incorporated and communicated to the Finance Department for revising departmental revenue targets.

The City Administrator provides oversight of the Budget Steering Committee throughout the entire budget process. The City Administrator meets with Department Heads, Program Owners, Departmental Budget Staff and Budget Liaisons to review all departmental operating and capital requests and makes funding decisions for the recommended budget, ensuring that Council goals and the Steering Committee's budget priorities are addressed. Also at these budget meetings, the City Administrator approves all operational goals and objectives for the coming fiscal year that are laid out in the Programs and Services narratives. All recommendations and adjustments are incorporated into the City Administrator's recommended budget that is filed with the City Clerk and presented to City Council for approval in April of each year.

Mayor and City Council, with input from the public, review the City Administrator's recommended budget, along with any specific recommendations from the Council Finance Committee, approve or adjust as necessary, and adopt the final operating and capital budget.

Budgetary Basis and the Budgetary Level of Control

Governmental funds are budgeted using the modified accrual basis, consistent with the basis of accounting. Briefly, this means that expenditures are recognized when the related liability is incurred; revenues are recognized to the degree that they are available to finance expenditures of the current period. The only exception is the budgeting of capital projects, in which the entire cost of the capital project is budgeted in the first year, and subsequently carried over until project completion.

Similarly, Proprietary Funds use the modified accrual basis of budgeting, but use the accrual basis of accounting. Differences arise between the two bases for several items: depreciation expense is recorded on a GAAP basis only; debt service retirement, including principal and interest payments, are budgeted as expenditures; and, like governmental funds, all costs of capital projects are included in the budget for the first year of the project.

Budgets are monitored at varying levels of classification detail. However, expenditures cannot exceed total appropriations at the department level for the General Fund and at the fund level for all legally budgeted funds (proprietary funds).

Specifically, the budget is controlled at the following levels:

1. Departments are authorized to transfer amounts between individual line-item expenditure categories within a particular major object account group.

2. The City Administrator is authorized to transfer amounts within individual departmental budgets, both between programs and between major object groupings.

3. City Council must authorize all budget amendments that alter the total appropriations of a particular department or fund.

Also, capital project budgets are controlled at the following levels:

1. City Council must authorize changes to capital project budgets already approved by Council when:

    a. Adding a new project using appropriations from an existing project approved by Council;

    b. Transferring between capital projects when the total amount being transferred exceeds $35,000.

2. The City Administrator is authorized to approve changes to capital project budgets already approved by Council when:

    a. Transferring funding between capital projects approved by Council when the total amount being transferred does not exceed $35,000; or

    b. Transferring funding between different projects under the umbrella of a single capital project/program approved by Council.

Two-Year Budget Cycle

On November 27, 1984, the City Council adopted Resolution No. 84-182, approving the concept of a two-year budget cycle for the City of Santa Barbara. This action provided that:

1. City Council would approve a two-year program and financial plan at the beginning of each two-year cycle; and

2. Consistent with City Charter requirements, the City Council would adopt a budget for the program on an annual basis.

Significant characteristics of a two-year budget process, in addition to the items noted above, are:

- Budget preparation and analysis will be for two years, occurring in the fiscal year immediately preceding the two-year cycle.

- Mid-cycle adjustments will be managed as mid-year adjustments are managed; that is, outside of the budget development process, but subject to City Council approval.

- The two-year budget cycle will be developed in conjunction with the establishment of the City Council two-year goals and action plan.

Implementation of a two-year budget cycle does not preclude adjustments at mid-cycle or modifications to the second year recommendations due to special circumstances or significant changes in revenue projections. It does, however, eliminate much of the repetitive and time-consuming aspects associated with the development of budget estimates, particularly for those programs that tend to remain constant. In

addition, because the City Council is already focusing on a two-year commitment, the two-year budget process facilitates a long-term program and financial planning approach.

The following summarizes the City of Santa Barbara's two-year budget process.

Budget Process - Year One

Pre-Development Activities

Council goals and program priorities are developed.

Finance Department develops preliminary revenue projections.

Revenue targets are developed by City Administrator and distributed to departments.

The Finance and Public Works departments and Information Systems in the Administrative Services department develop allocated costs.

Departments submit capital project requests to Public Works Business Manager as part of development of the Six-Year Capital Improvement Plan.

Anticipated program adjustments are communicated to the Finance Department.

Budget Preparation

Cycle-specific information is distributed to each department, including revenue targets for General Fund departments.

Departments develop line-item budget estimates, document text information, and annual performance plans for each program.

Edit and Review of Departmental Submittals

Finance Department Budget Liaisons perform preliminary review of departmental line-item submittals.

Budget Liaisons review department line-item and text submittals.

City Administrator holds in-depth budget review meetings with each department.

Production and Publication of Budget Document

Budget Manager and staff develop the tables, charts and graphs, prepare summary schedules and fund overviews, and compile, review and publish the document, as well as post the Recommended Budget to the Internet.

City Administrator and Finance Director prepare "City Administrator's Budget Message" and review annual performance plans included in the program narratives.

The Recommended Budget is filed with the City Clerk’s Office.

Public Review

Boards and Commissions review the Recommended Budget.

City Council and Finance Committee review the Recommended Budget, including Capital Program and Fee Resolutions.

City Council approves and/or adjusts the City Administrator’s Recommended Budget, as appropriate.

Public hearings are held.

Budget overview and department presentations are held.

Budget information made available in accordance with Public Information Plan.

Budget Adoption

City Council adopts, by resolution, the two-year financial plan and the operating and capital program budgets for year one of the two-year financial plan.

Finance Department updates and publishes the budget document, and posts it to the Internet.

Budget Process - Year Two

Mid-Cycle Review

Finance Department updates the revenue projections for year two of the two-year financial plan.

Year two recommendations are revised, if necessary.

Presentation and Adoption

City Administrator presents addendum and a summary of the proposed budget for year two to the City Council. This document identifies the following:

- Changes to the two-year financial plan approved at mid-cycle.
- Any changes to the City Administrator's second year recommendations.
- The progress of the City Council's two-year goals and action plan.
- A summary of the second year's budget by program.

City Council reviews the addendum information and approves and/or adjusts the changes made by the City Administrator, as appropriate.

A public hearing is held.

Council adopts, by resolution, the operating and capital budget for year two of the two-year financial plan.

APPENDIX: Budget Policies

General Policies

All current operating expenditures will be financed with current revenues.

Budgetary emphasis will focus on providing high quality municipal services, recognizing the fundamental importance to the public of public safety and properly maintained infrastructure.

The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.

The budget will reflect a higher priority for maintenance of existing facilities than for acquisition of new facilities.

Future maintenance needs for all new capital facilities will be fully costed, and added costs will be recognized and included in future year budget projections.

Strong customer service and productivity improvements, with a focus on cost savings, remain important budgetary goals.

Productivity improvements resulting in cost reduction will remain an important budgetary goal.

Revenue Policies

A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any single revenue source.

Revenues will be conservatively estimated, will be projected for the next four years and will be updated at least annually.

Intergovernmental assistance in the form of grants and loans will be used to finance only:

- Capital improvements that are consistent with the Six-Year Capital Program priorities and can be maintained and operated over time; and
- Operating programs which either can be sustained over time or have a limited horizon.
- One-time revenues will be used for operating programs only after an examination determines whether they are subsidizing an imbalance between operating revenues and expenditures, and then only if a long-term forecast shows that the operating deficit will not continue. In general, one-time revenues will be used only to support capital or other non-recurring expenditures.

All fees and charges for each enterprise fund will be set at a level that fully supports the direct and indirect cost of the enterprise.

Reserve Policies

An Appropriated Reserve will be included in each operating fund's adopted budget to provide for unanticipated expenditures or to meet unexpected small increases in service delivery costs within the fiscal year. This reserve will be at least ½ of 1% of the operating budget and any unused portion will be returned to fund balance at the end of the fiscal year.

Each Enterprise Fund will establish a Capital Reserve funded to at least 5% of the value of its capital assets. In the alternative, the amount may be established at an amount equal to the average of the adopted capital program budgets for the previous five years. Appropriations from these reserves will be to fund major capital costs.

For each operating fund there will be a reserve equal to 15% of its annual operating budget for the purpose of responding to emergencies. It may take more than one year to meet the 15% goal if these emergency reserves do not presently meet the 15% goal.

Each operating fund will establish and maintain a reserve equal to 10% of its annual operating budget for contingencies; specifically, to allow for the orderly implementation of a balancing strategy to address the fiscal impacts of unexpected events in order to minimize impacts to the organization and community.

Funding of reserves will come generally from one-time revenues, excess fund balance and projected revenues in excess of projected expenditures. They will generally be reserved in the following priority order:

- Reserve for Economic Contingency/Emergencies
- Reserve for Capital
- Reserve for Future Years' Budgets

However, flexibility will be retained to allocate available funds among the reserves based on the current circumstances and needs of the City's various operating funds.

The use of reserves for disasters and contingencies require Council action and must be accompanies by an assessment of the fiscal condition of the fund and a comprehensive balancing strategy and plan for replenishing reserves.

Debt Policy

It is the intent of the City of Santa Barbara to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management. A summary of existing debt obligations by fund and a summary of total annual debt service requirements are provided in this section under "Debt Obligations".

The General Fund currently does not have any general obligation bonds and does not anticipate issuing such debt. Existing General Fund debt includes certificates of participation for capital improvements to City facilities. As of June 30, 2012, the outstanding balance is $1,831,500 and annual debt service requirement is $349,125.

With respect to financing of future capital improvements, General Fund annual budgeted expenditures provide for funding of general capital improvements. In addition, current City policy provides for the use of accumulated reserves in excess of policy requirements for one-time costs, including major capital projects.

Restrictions affecting the issuance of debt relate to existing bond covenants associated with the outstanding Water and Wastewater Fund Revenue Bonds. Specifically, existing bond covenants require that net system revenues (operating revenues less operating expenses, excluding depreciation) must be at least 125% of the annual debt service requirements (maximum).

Based on these restrictions and existing annual debt service requirements, total annual debt service capacity for the Water Fund and Wastewater Fund is approximately $14.4 million and $4.7 million, respectively, based on operating results for the year ended June 30, 2012. For fiscal year 2014, the current total debt service requirement for all existing debt is approximately $5.6 million and $1.7 million for the Water Fund and Wastewater Fund, respectively.

Based on a net assessed value of property of approximately $16.41 billion, the legal debt limit is $615.2 million. Currently, there is no outstanding debt subject to limitation.

No other restrictions exist.

APPENDIX: Budget Calendar

OCTOBER & NOVEMBER 2016	
Friday, October 14	▸ FY18 and FY19 Internal Service Fund rates due to Finance
Monday, October 31	▸ Final CIP submissions due to Public Works from departments
Tuesday, November 1	▸ BUDGET SYSTEM INITIALIZATION ▸ Position re-allocation worksheets and "special pays" instructions sent to departments
Tuesday, November 1 *Friday, December 9*	▸ Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets
Thursday, November 3	▸ BUDGET STEERING COMMITTEE ▸ Budget Calendar Highlights distributed to Budget Policy Steering Committee
Mid-November	▸ FINANCE COMMITTEE MEETING - FY 17 First Quarter Review ▸ Human Resources sends request for new positions or reclassifications for FY18 to departmen
Thursday, November 10	▸ Finance completes payroll projections, calculation of status quo budgets and preliminary revenue targets ▸ Department position re-allocation worksheets and "special pays" due to Finance ▸ Overhead allocation and Internal Service Funds charges finalized and entered into MUNIS

DECEMBER 2016	
Month of December	▸ Dept. Heads discuss budget issues with City Administrator at respective monthly meetings
Tuesday, November 1 *Friday, December 9*	▸ Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets
Thursday, December 1	▸ BUDGET STEERING COMMITTEE ▸ Budget Steering Committee approves FY18 salary assumptions. ▸ Budget Steering Committee approves FY18 status quo overhead and allocated cost assumpti
Thursday, December 8	▸ BUDGET STEERING COMMITTEE
Monday, December 12	▸ **BUDGET KICK-OFF AND ANNUAL BUDGET TRAINING SESSION FOR DEPARTMENTS**
Monday, December 12 - Thursday, March 3	▸ Departments develop line-item budgets and P3 plans
Tuesday, December 13	▸ FY 17 AE&E and revenue reports for five months ended Nov 30, 2016 released to depts. ▸ FINANCE COMMITTEE & COUNCIL MEETINGS - CAFRs presented

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

Wednesday, December 14	COUNCIL BUDGET WORKSESSION - Workload Commitment Pre-Budget Work Session
Thursday, December 15	BUDGET STEERING COMMITTEE
Friday, December 23	Deadline for new positions and reclassifications for FY 18 (dept requests) to City Administrator (copy to HR)
JANUARY 2017	
Monday, December 12 - Friday, March 3	Departments develop line-item budgets and P3 plans
Thursday, January 5	BUDGET STEERING COMMITTEE
Thursday, January 12	BUDGET STEERING COMMITTEE FY 17 AE&E and revenue reports for six months ended Dec 31, 2016 released to depts.
Thursday, January 19	BUDGET STEERING COMMITTEE
Thursday, January 26	BUDGET STEERING COMMITTEE
Monday, January 30 - Friday, March 3	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
Wednesday, January 30	Training for FY18 Department Budget Submittal Reviewers
Tuesday, January 31	P3 Quarterly Reports due to CAO for second quarter of FY 17
FEBRUARY 2017	
Monday, December 12 - Friday, March 3	Departments develop line-item budgets and P3 plans
Monday, January 30 - Friday, March 3	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
First Week of February	COUNCIL BUDGET WORKSESSION - Review of General Fund Budget Priorities for FY 18
Thursday, February 2	BUDGET STEERING COMMITTEE **Final Draft CIP due to City Administrator**
Mid-February	FINANCE COMMITTEE MEETING - FY 17 Mid-Year Review
Thursday, February 9	BUDGET STEERING COMMITTEE
Monday, February 13 - Friday, March 17	**Departmental Budget Review Meetings with City Administrator and departments**
Thursday, February 16	BUDGET STEERING COMMITTEE **City Administrator finalizes Six-Year Capital Improvement Plan (CIP)**
Thursday, February 23	BUDGET STEERING COMMITTEE

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

MARCH 2017	
Monday, December 12 - Friday, March 3	Departments develop line-item budgets and P3 plans
Monday, January 30 - Friday, March 3	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
Monday, February 13 - Friday, March 17	**Departmental Budget Review Meetings with City Administrator and departments**
Thursday, March 2	BUDGET STEERING COMMITTEE
Thursday, March 9	BUDGET STEERING COMMITTEE
Tuesday, March 14	CITY COUNCIL MEETING - Six-Year Capital Improvement Plan presented
Thursday, March 16	BUDGET STEERING COMMITTEE
Monday, March 20	**FINAL BUDGET REVIEW AND BALANCING** by Budget Steering Committee
Tuesday, March 21 - Monday, April 24	Budget document compiled, reviewed and published
Thursday, March 23	BUDGET STEERING COMMITTEE
Late March to Early April	Departments provide information for budget message

APRIL 2017	
Tuesday, March 21 - Monday, April 24	Budget document compiled, reviewed and published
Late March to Early April	Departments provide information for budget message
First and Second Week of April	Departments review final draft of recommended budget pages and provide input for budget message

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

Thursday, April 6	BUDGET STEERING COMMITTEE
Thursday, April 13	BUDGET STEERING COMMITTEE
Thursday, April 20	BUDGET STEERING COMMITTEE
Tuesday, April 25	**City Administrator's Recommended Budget filed with City Clerk** FINANCE COMMITTEE MEETING - Finance Committee Budget Review Schedule approved CITY COUNCIL MEETING - Staff presents budget overview and Schedule of Budget Worksessions and Public Hearings approved Recommended budget posted to the Internet and available on CD-ROM Press briefings with local newspapers in a.m.
Thursday, April 27	BUDGET STEERING COMMITTEE
Late April	Budget Briefings with Labor Unions

MAY 2017

Month of May	FINANCE COMMITTEE REVIEW OF CERTAIN ELEMENTS OF RECOMMENDED BUDGET
Thursday, May 4	BUDGET STEERING COMMITTEE
Wednesday, May 10	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #1
Thursday, May 11	BUDGET STEERING COMMITTEE
Monday, May 15	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #2
Wednesday, May 17	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #3
Thursday, May 18	BUDGET STEERING COMMITTEE
Mid-May	FINANCE COMMITTEE MEETING - FY 17 Third Quarter Review
Monday, May 22	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #4
Tuesday, May 23	FINANCE COMMITTEE MEETING - Decisions on recommended budget adjustments
Wednesday, May 24	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #5
Thursday, May 25	BUDGET STEERING COMMITTEE

Budget | Budget Meetings | Capital | Performance Measures | CC / FC Meetings

APPENDIX: Budget Calendar

JUNE 2017	
Thursday, June 1	BUDGET STEERING COMMITTEE
Wednesday, June 7	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #6
Monday, June 12	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #7: Finance Committee Recommendations presented to Council; Council budget deliberations; Final direction to staff from Council
Wednesday, June 14	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #8: Council budget deliberations (as needed)
Tuesday, June 20	Final revisions to P3 Annual Plans for FY 18 due to the City Administrator
Tuesday, June 27	CITY COUNCIL MEETING **- BUDGET ADOPTION**
Wednesday, June 28	Adopted budget transferred to general ledger
Late June	BUDGET DEBRIEF - Improving the Budget Process with Dept. Budget Staff

JULY 2017	
Monday, July 31	Adopted core budget document distributed and published to the City's website P3 Quarterly Reports due to CAO for fourth quarter of FY 17

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Debt Obligations

REVENUE BONDS

	Outstanding at June 30, 2016
***Wastewater Fund*:**	
$20,410,000 – 2004A sewer revenue serial bonds. Bond proceeds are used to provide funds for the acquisition of certain capital improvements to the Wastewater system. Remaining annual principal installments range from $760,000 to $1,290,000 through May 1, 2029. Interest rates range from 2.4% to 4.7% payable semi annually.	$ 12,925,000
***Waterfront Fund*:**	
$12,334,391 Waterfront Harbor Refunding Revenue Bonds, Series 2014. Revenue bonds were issued to provide funds in order to refund the outstanding City of Santa Barbara Waterfront Revenue Refunding Certificates of Participation, Series 2002 which were used to finance capital improvements at the waterfront. Remaining annual principal installments range from $345,000 to $1,092,700 through October 1, 2027. The interest rate is 3.530%.	10,642,482
***Airport Fund*:**	
$47,270,000 – 2009 Airport Revenue Bonds. Bonds issued to provide funds to construct a new passenger terminal building and related parking and roadway improvements at the Santa Barbara Municipal Airport. Remaining annual principal installments range from $1,020,000 to $2,995,000 through July 1, 2039. Interest rates range from 4.0% to 5.0% payable semi annually.	43,600,000
Total Revenue Bonds	**$67,167,482**

TAX ALLOCATION BONDS

The total principal and interest remaining to be paid on the Bonds is $24,433,273 as of June 30, 2016. For the current year, principal and interest paid on the Bonds was $8,146,980, and property tax received in the Successor Agency was $8,586,766. With the elimination of the Redevelopment Agency on January 31, 2012, the outstanding tax allocation bonds have been assumed by the Successor Agency. However, the security for the debt continues to be property taxes to be distributed by the County pursuant ABx1 26 and AB 1484 whereby the outstanding tax allocation bonds are considered enforceable obligations. As such, the City will receive property taxes sufficient to meet the annual debt service payments each year until the bonds are fully retired.

The City has complied with all bond covenants.

GOVERNMENTAL ACTIVITIES

General Fund:	
$4,184,400 - 2002 Refunding Municipal Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara Refunding Certificates of Participation Series 1993, which were used to finance capital improvements in the City's Municipal Improvements Program. Remaining annual principal installments range from $323,400 to $339,900 through August 1, 2017. Interest rates range from 3.0% to 4.625% payable semi annually.	$663,300
Total Governmental Activities	**$663,300**

APPENDIX: Debt Obligations

CERTIFICATES OF PARTICIPATION

	Outstanding at June 30, 2016
Golf Fund:	
$2,155,600 - 2002 Refunding Municipal Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara Refunding Certificates of Participation Series 1993, which were used to finance capital improvements at the golf course. Remaining annual principal installments range from $166,600 to $175,100 through August 1, 2017. Interest rates range from 3.0% to 4.625% payable semiannually.	341,700
Water Fund:	
$22,680,000 - 2013 Refunding Water Certificates of Participation. Certificates issued to provide funds to refund the outstanding City of Santa Barbara 2002 Certificates, which were used to finance capital improvements to the water distribution system. Certificates were also used to defease a California Department of Health Services Safe Drinking Water State Revolving Fund loan, which was used to finance construction of a project that enabled the City to meet safe drinking water standards. Remaining annual principal installments range from $1,425,000 to $2,055,000 through October 1, 2026. Interest rates range from 2.0% to 6.85% payable semi annually.	18,455,000
Total Certificates of Participation	**$ 18,796,700**

LOANS PAYABLE

	Outstanding at June 30, 2016
Water Fund:	
$17,900,849 - California Department of Health Services Safe Drinking Water State Revolving Fund loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Due in semi annual payments of $572,123. Interest is 2.5132% per annum. The final payment is due July 1, 2025.	9,165,394
$26,614,040 - California Department of Health Services Safe Drinking Water State Revolving Fund loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Due in semi annual payments of $849,692. Interest is 2.5017% per annum. The final payment is due July 1, 2035.	26,100,962
$55,000,000 - California State Water Resources Control Board loan. Funds used to assist in financing the desalination plant reactivation project. Once the project is complete, the total amount borrowed will be repaid to the State with annual principal and interest payments for 20 years. Interest is 1.663% per annum.	19,948,762
Wastewater Fund:	
$1,600,000 - California State Water Resources Control Board loan. Funds used to assist in financing a two phase project to increase energy generated at the El Estero Wastewater Treatment Plant. Once the project is complete, the total amount borrowed will be repaid to the State with semi annual payments for 20 years. Interest is 1.8% per annum.	1,573,416

$5,200,000 - California State Water Resources Control Board loan. Funds used to assist in financing the replacement design, modifications to the washer compactor area, replacement of water compactor units, and a study of the electrical generators use for new mechanical screens and conveyance. Due in 20 annual payments of $341,981. Interest is 2.6% per annum. The final payment is due August 4, 2033.	4,866,519
$31,388,033 - California State Water Resources Control Board loan. Funds used to assist in financing the upgrade to the aeration system and improve the secondary treatment process at the El Estero Wastewater Treatment Plant. Once the project is complete, the total amount borrowed will be repaid to the State with annual principal and interest payments for 20 years. Interest is 1.9% per annum.	2,405,397
Airport Fund:	
$2,450,339 - State Department of Transportation Loan. Funds used to finance capital improvements at the airport. Due in 17 annual payments of $218,714. Interest is 5.0843% per annum. The final payment is due June 30, 2024.	1,408,787
$7,300,000 - Airport Promissory Note. Funds used to finance construction of a joint use rental car facility for use by the rental car companies serving the Airport. Due in semi-annual payments of $230,182. Interest is 3.5% per annum. The final payment is due June 30, 2029.	4,775,296
Waterfront Fund:	
$9,101,000 - State Department of Boating and Waterways loan. Funds used to finance capital improvements at the marina. Interest is 4.5% per annum. Once all phases of the project are complete, the total amount borrowed will be repaid to the State with fixed annual principal and interest payments due each year on August 1 for 30 years.	7,536,315
Total Loans Payable	**$77,780,848**
Outstanding Debt Obligations – Total All Funds	**$164,408,330**

APPENDIX: Debt Obligations

The annual requirements to amortize all debts outstanding as of June 30, 2016 are as follows:

	Govt'l Activities	Business-type Activities			
	Principal Payments				
Fiscal Year Ending	Certificates of Participation	Revenue Bonds	Certificates of Participation	Other Loans	Total
2017	$323,400	$2,574,241	$1,591,600	$2,804,908	$7,294,149
2018	339,900	2,669,357	1,645,100	3,869,009	8,523,366
2019	-	2,767,141	1,520,000	3,968,491	8,255,632
2020	-	2,887,919	1,585,000	4,070,797	8,543,716
2021	-	3,017,539	1,645,000	4,175,126	8,837,665
2022-2026	-	17,003,607	9,385,000	20,965,975	47,354,582
2027-2031	-	13,907,678	1,425,000	17,199,718	32,532,396
2032-2036	-	11,195,000	-	16,346,732	27,541,732
2037-2041	-	11,145,000	-	3,253,699	14,398,699
2042-2046	-	-	-	1,126,393	1,126,393
Total Principal	663,300	67,167,482	18,796,700	77,780,848	164,408,330

Fiscal Year Ending	Interest Payments				Total
2017	23,159	3,066,346	723,805	1,953,055	5,766,365
2018	7,860	2,966,031	672,499	1,905,989	5,552,379
2019	-	2,855,724	616,000	1,806,507	5,278,231
2020	-	2,734,660	553,900	1,704,202	4,992,762
2021	-	2,612,992	489,300	1,599,872	4,702,164
2022-2026	-	11,047,232	1,301,475	6,327,346	18,676,053
2027-2031	-	7,147,196	21,375	3,939,751	11,108,322
2032-2036	-	4,240,375	-	1,884,017	6,124,392
2037-2041	-	1,148,625	-	554,189	1,702,814
2042-2046	-	-	-	112,841	112,841
Total Interest	31,019	37,819,181	4,378,354	21,787,769	64,016,323
Total Debt	**$694,319**	**$104,986,663**	**$23,175,054**	**$99,568,617**	**$228,424,653**

APPENDIX: Budget Glossary

Accrual Basis of Accounting: Proprietary and non-expendable trust fund types utilize the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, such that revenues and expenditures are recognized when the underlying event or transaction takes place.

Appropriation: An authorization granted by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period by the City Council. Non-operating appropriations, i.e., capital and special projects, continue in force through a budget re-appropriation (or carryover) until fully expended or until the City has accomplished or abandoned the purpose for which Council originally granted the appropriation.

Appropriation Resolution: The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

Assessed Value: The value placed on real and other property as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the State Board of Equalization establishes assessed value of utility property tax rolls.

Balanced Budget: A budget is balanced when the fiscal year's appropriations equals to the revenue.

Balance Sheet: A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specific date.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place) and, (3) modified accrual basis (revenues recognized in the accounting period in which they become available and measurable and expenditures recognized in the accounting period in which the fund liability in incurred).

Bond: A written promise to pay (debt) a specified sum of money (principal or face value) on a specific future date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to finance large-scale capital projects such as buildings, bridges, streets, and utility infrastructure.

Bond Rating: An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Two agencies regularly review city bonds and generate bond rating: Moody's Investors Service and Standard and Poor's Ratings Group.

Budget: A plan for the expenditure of financial resources covering a specific time period, usually one year, which, by adoption, constitutes legal authority to spend. The City of Santa Barbara adopts an annual budget from July 1 – June 30. The budget contains appropriations needed to continue the City's operations for the year and the revenues anticipated to finance them.

Budget Amendment: Under the City Charter, the City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by a majority vote. The City Administrator has the authority to approve administrative adjustments to the budget, as long as the adjustments will not have a significant policy impact, or affect the bottom-line appropriations for any given department.

Budget Calendar: A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.

Budgetary Basis of Accounting: The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes. The City of Santa Barbara uses the modified accrual basis for budgeting all funds, including proprietary funds.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available revenues. The level of budgetary control for City Council is at the department level. For the City Administrator, budgetary control is within a department, at the program level and at the major object level (groupings of individual line-item expenditure categories, for example, salaries and benefits, supplies and services, special projects, and non-capital equipment categories). For departments, budgetary control is at the line-item level within a particular major object group.

Budget Message: A general discussion of the budget presented in writing as a part of, or supplement to, the budget document. The budget message explains the principal issues against the background of financial trends and the priorities set forth in the budget.

Capital Asset: A tangible, fixed asset that is long-term in nature, of significant value, and obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to buildings, and infrastructure (i.e., streets, highways, bridges and other immovable assets). A capital asset is defined as an asset with a useful life extending beyond a single accounting period. The capitalization threshold for the City of Santa Barbara is $10,000.

Capital Expenditure: An amount expended for fixed asset acquisitions and improvements. The capitalization threshold for the City of Santa Barbara is $10,000.

Capital Budget: A plan of capital expenditures and the means of financing them. The capital budget is adopted as part of the complete annual budget, including both operating and capital outlays.

Capital Improvement Plan (CIP): A formal long-term (multi-year) plan for the acquisition and improvement of major assets, such as land, buildings, machinery and equipment, and infrastructure (i.e., streets, highways, bridges, and other immovable assets). The CIP identifies the expected beginning and ending date for each project, the amount to be expended in each, and the method of financing those expenditures. The City of Santa Barbara prepares a six-year CIP and the threshold for inclusion in the CIP is $25,000.

Capital Lease: An agreement that conveys the rights to use property, plant or equipment, usually for a stated period of time.

Capital Projects Fund: A governmental fund type used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds). See also *Governmental Fund*.

Carryover: Expenditure originally planned in the current year but, because of delays, is postponed to the following fiscal year.

Certificate of Participation: A form of lease-purchase financing used to construct or acquire capital facilities and equipment.

Change in Service: A change in the nature, type or level of service provided by a City program from that provided in the prior fiscal year's adopted budget, as amended.

Community Development Block Grant (CDBG): Grant funds allocated by the federal government to the City of Santa Barbara to use for the prevention and removal of slum and blight, and to benefit low- and moderate-income persons. The City disburses these funds through an annual application process open to all nonprofit organizations and City departments.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenue and similar eventualities, natural disasters, and federal mandates.

Contractual Services: Expenditures for City services performed by firms, individuals or other city departments.

Cost-Reimbursement Basis: The setting of service charges and fees such that costs are systematically recovered on a break-even basis over time. This term is used in connection with internal service funds.

Debt Instrument: A vehicle for borrowing funds, including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds. See also *Bond*.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Debt Service Fund: A governmental fund type used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in the enterprise fund itself. See also *Governmental Fund*.

Debt Service Requirement: The amount of money required to pay interest and principal on outstanding debt and the required contributions to accumulate monies for future retirement of long-term bonds.

Department: An operational and budgetary unit designated by the City Council to define and organize City operations, or a group of related operations within a functional area.

Encumbrance: Legal commitments related to unperformed (executory) contracts for goods and services. At year-end, encumbrances represent a reservation on fund balance.

Enterprise Fund: A proprietary fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, such that the costs of providing goods and services to the general public are financed or recovered primarily through fees charged directly to the users of the goods or services provided. The City of Santa Barbara has ten enterprise funds, including Airport Operating and Capital, Golf, Downtown Parking, Water Operating and Capital, Wastewater Operating and Capital, and Waterfront Operating and Capital Funds. See also *Proprietary Fund*.

Enterprise Fund Accounting: Accounting used for government operations that are financed and operated in a manner similar to private sector enterprises, and for which preparation of an income statement is desirable. Enterprise Funds use the accrual basis of accounting.

Estimated Revenue: The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.

Expenditure: The outflow of funds paid, or to be paid, for goods and services received during the current period. Note: an encumbrance is not expenditure; rather it represents a reservation on fund balance.

Expense: The incurrence of liabilities or the

consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitutes the entity's ongoing major or central operation. This term applies to the City's Enterprise and Internal Service Funds.

Fiduciary Fund: A major fund type used to account for assets held by the City in a trustee, agency or custodial capacity for others. The City of Santa Barbara has pension trust, expendable trust, non-expendable trust, and agency funds within the fiduciary fund type. Expendable trust funds are accounted for in the same manner as governmental funds, using the modified accrual basis of accounting. Pension trust and non-expendable trust funds use the accrual basis of accounting. An agency fund is custodial in nature in that it does not measure results of operations and the assets equal liabilities (i.e., all assets are held solely for the benefit of others).

Fiscal Year: The 12-month period to which the annual operating budget applies, at the end of which a government determines its financial position and the results of its operations. The City of Santa Barbara operates on a fiscal year from July 1 through June 30.

Fixed Asset: See *Capital Asset*.

Full-Time Equivalent (FTE): The standardized unit of measurement of staffing equal to 2,080 hours of work per year.

Fund: A separate fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances and changes therein are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations. There are three major fund types: governmental, proprietary, and fiduciary.

Fund Balance: From a strict accounting perspective, fund balance represents the excess of assets over liabilities. It also represents the cumulative effect of revenues and other financing sources over expenditures, and other financing uses that are available for reservation, designation or appropriation. A negative fund balance is called a *fund deficit*.

General Fund: The primary operating fund of a governmental organization that accounts for activities and services not required to be accounted for in another fund, and traditionally associated with governments, such as police and fire service, which are financed primarily through tax, intergovernmental and other non-exchange revenues.

General Obligation Bond: A bond sold to generate financing for various purposes, and to be repaid with normal, unrestricted operating revenue, usually from the General Fund.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for accounting and reporting. These standards govern the form and content of the annual financial statements of an entity. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Governmental Activities: Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues, and usually reported in governmental and internal service funds.

Governmental Fund: A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting. The City of Santa Barbara uses four types of governmental funds: general, special revenue, debt service, and capital projects funds.

Grant: Contributions of cash or other assets donated from one governmental agency or organization to another, and usually restricted for a specific purpose. Typically, these contributions are made to local governments from state and federal governments.

Infrastructure: Facilities that support the daily life and growth of the City, for example, roads, waterlines, sewers, public buildings, parks and airports.

Interfund Reimbursements: Payments from one fund to another to reimburse costs to the recipient fund.

Interfund Transfers: Payments from one fund to another to finance the operations of the recipient fund.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost-reimbursement basis. See also *Proprietary Fund*.

Liability: Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. Note: the term does not include encumbrances.

Line-Item Budget: A budget that lists detailed expenditure categories separately, along with the amount budgeted for each specified category. The City of Santa Barbara uses program rather than line-item budgeting; however, detailed line-item accounts are maintained and recorded for financial reporting and control purposes.

Major Object: Categorized groupings of individual line-item expenditures that are similar in nature. For example, the City's major object categories include salaries and benefits, supplies and services, special projects, non-capital equipment, capital equipment, and miscellaneous.

Mandate: Legislation passed by the state or

federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

Modified Accrual Basis of Accounting: Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). "Measurable" means the amount of the transaction that can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Those revenues susceptible to accrual include property taxes remitted within 60 days after year-end, interest on investments, and certain intergovernmental and other revenues. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due, or when amounts have been accumulated in the debt service fund for payments to be made early in the following year. All governmental fund types, expendable trust funds and agency funds use the modified accrual basis of accounting.

Objective: Quantified, outcome-based statements of what will be accomplished during the budget year. These annual performance goals are specific, measurable, time-bound, and realistic, yet challenging. Objectives cover day-to-day activities as well as one-time initiatives.

Operating Budget: A plan of financial operations embodying an estimate of planned expenditures for a given period (typically a fiscal year) and the proposed means for financing them (revenue estimates). The annual operating budget, as distinguished from the capital program budget, is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The City of Santa Barbara generally adopts a two-year financial plan that includes the adoption of actual budget appropriations for the first year of the financial plan, and recommendations for year two.

Operating Deficit: The deficiency of operating revenues under expenditures during a single accounting period.

Operating Surplus: The excess of operating revenues over operating expenditures during a single accounting period.

Ordinance: A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

Outstanding Bonds: Bonds not yet retired through principal and interest payments.

Performance Measure: Quantifiable indicators that measure program workload or progress in achieving program objectives.

Program: A group of activities, operations or organizational units organized to accomplish specific purposes, goals or objectives. It is a distinct functional unit within a department, consisting of a significant service provided using City resources.

Program Budgeting: A method of budgeting that focuses on services provided to customers at the functional (or program) level.

Proposed Budget: This refers to the status of an annual budget, which has been submitted by the City Administrator and is pending public review and City Council adoption.

Proprietary Fund: A major fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other City departments (internal users), and the costs of which are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

Reserves: Accumulated funds legally restricted or otherwise designated by management and/or City Council for specific purposes. See also *Fund Balance*.

Revenue Bond: A bond sold to construct a project that will produce revenues pledged for the repayment of principal and related interest.

Revenues: Total amount of income received, earned, or otherwise available for appropriation.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency.

Service Charge: See *User Fee*.

Special Revenue Fund: A governmental fund type used to account for the proceeds from specific revenue sources, other than trusts or major capital projects, that are legally restricted to expenditures for specific purposes. See also *Governmental Fund*.

Transient Occupancy Tax (TOT): Tax collected by hotel operators and imposed on hotel guests for transient lodging (30 days or less) within the City. The current TOT rate is 12%, 2% of which is legally restricted for creeks restoration and creeks and ocean water quality improvement pursuant to voter-approved Measure B, effective January 1, 2001.

User Fee: The voluntary payment of a fee for direct receipt of a public service by the party directly benefiting from service.

APPENDIX: List of Acronyms

A-OK!	After-School Opportunities for Kids!
ABC	Alcoholic Beverage Control
ABOP	Anti-freeze, Batteries, Oil and Paint
ABR	Architectural Board of Review
ACCEL	Authority of California Cities Excess Liability
ADA	Americans with Disabilities Act
AED	Electronic External Defibrillator
AF	Acre Feet
AFP	Aviation Facilities Plan
ALP	Adult (and Family) Literacy Program
AOA	Airfield Operations Area
A/P	Accounts Payable
APWA	American Public Works Association
ARFF	Aircraft Rescue and Firefighting
ARRA	American Recovery and Reinvestment Act
ATP	Active Transportation Program
BAP	Business Activity Permit
BFI	Browning-Ferris Industries (a wholly owned subsidiary of Allied Waste Industries, Inc.)
BLS	Basic Life Support
BMPs	Best Management Practices
BPO	Blanket Purchase Order
C3H	Central Coast Collaborative on Homelessness
C&D Recycling	Construction and demolition recyclable waste
CA-DHS	California Department of Health Services
CAD	Computer Aided Dispatch System
CAFR	Comprehensive Annual Financial Report
CAL-ID	State of California's automated fingerprinting identification system
CalPERS	California Public Employee Retirement System
CAPER	Consolidated Annual Performance Report
CARB	California Air Resources Board
CCC	Combined Communications Center
CCRB	Cachuma Conservation Release Board
CCTV	Closed Circuit Television
CCWA	Central Coast Water Authority
CDBG	Community Development Block Grant
CDE	Community Disaster Education
CEQA	California Environmental Quality Act
CERT	Citizens Emergency Response Training
CFC	Customer Facility Charge
CHDO	Community Housing Development Organization
CIP	Capital Improvement Program
CIT	Criminal Impact Team
CLA	City Leadership Academy
CLETS	California Law Enforcement Telecommunications System
CMMS	Computerized Maintenance Management System
COMB	Cachuma Operations and Management Board
CO	Change Orders
COP	Citizen-Oriented Policing
COPS	Community Oriented Problem Solving
CPI	Consumer Price Index
CPUC	California Public Utilities Commission
CSMFO	California Society of Municipal Finance Officers
CSO	Community Services Officer
CVRA	California Voting Rights Act of 2001
CWQCB	California Water Quality Control Board
DA	District Attorney
D.A.R.E.	Drug Awareness Resistance Education
DART	Development Activity Review Team (Community Development Department)
DART	Development Application Review Team
DOJ	Department of Justice
DPA	Development Plan Agreement
DUI	Driving Under the Influence
EEWPT	El Estero Wastewater Treatment Plant
EIR	Environmental Impact Report
EMLAP	Employee Mortgage Loan Assistance Program
ELAP	Environmental Laboratory Accreditation Program
EMD	Emergency Medical Dispatch
ENF	Enforcement
EOC	Emergency Operations Center
EEWWTP	El Estero Treatment Wastewater Treatment Plant
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Reporting
ERAF	Educational Revenue Augmentation

APPENDIX: List of Acronyms

	Fund
EV	Electric Vehicle
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBI	Federal Bureau of Investigation
FMDSS	Financial Management Decision Support System
FMLA	Family and Medical Leave Act
FMS	Financial Management System
FOG	Fats, Oils and Grease
FTE	Full-time Equivalent Job Position
FY	Fiscal Year
FYE	Fiscal Year End
GA	General Aviation
GAAP	Generally Accepted Accounting Principles
GASB 34	Governmental Accounting Standards Board Statement No. 34
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers' Association
GIS	Geographical Information Systems
GOA	Gone on Arrival
GPU	General Plan Update
GREAT	Gang Resistance Education and Training
GW	Groundwater
HBRR	Federal Highway Bridge Replacement and Rehabilitation funds
HD	High Definition
HHW	Hazardous Household Waste
HLC	Historic Landmarks Commission
HOME	Federal Home Investment Partnership Program
HOPE	Habitual Offender Parking Enforcement
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
ICS	Intra-City Services
IFT	Infrastructure Financing Taskforce
IIPP	Injury and Illness Prevention Program
IOD	Injury on Duty
IPM	Integrated Pest Management
ICPMS	Inductively Coupled Plasma Mass Spectroscopy
ISAIMS	Integrated Scanning of America Imaging Management System
IU	Industrial Users
IWP	Industrial Waste Pretreatment
JPA	Joint Powers Authority
LAIF	Local Agency Investment Fund
LDT	Land Development Team
LEA	Local Enforcement Agency
LEAP	Learning for Excellence & Achievement Program
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LID	Low Impact Development
LIMS	Laboratory Information Management System
LTF	Local Task Force on Solid Waste
LUFT	Leaking Underground Fuel Tank
LUP	Land Use Plan
MAPS	Mapping Analysis and Printing Services
MDC	Mobile Data Computer
MDT	Mobile Data Terminals
MEA	Master Environmental Assessment
MHA	Mental Health Association
MJSWTG	Multi-Jurisdictional Solid Waste Task Group
MOXI	Museum of Exploration + Innovation
MRE	Mobile Reporting Equipment
MRF	Materials Recovery Facility
MTD	Metropolitan Transit District
MOU	Memorandum of Understanding
MtCO2e	Million metric tons of carbon dioxide equivalent
MUR	Multi-Unit Residential
NEPA	National Environmental Policy Act
NET	Nightlife Enforcement Team
NIMS	National Incident Management System
NITF	Neighborhood Improvement Task Force
NOV	Notice of Violation
NPDES	National Pollution Discharge Elimination System
NPO	Neighborhood Preservation Ordinance
NZO	New Zoning Ordinance
OGWTP	Ortega Groundwater Treatment Plant
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
P^3	Paradise Performance Program
PAF	Personnel Action Form
PAL	Police Activities League
PARC	Parks & Recreation Comm. Foundation

APPENDIX: List of Acronyms

PBIA	Parking and Business Improvement Area (Assessment)
PC	Planning Commission
PCD	Program Criteria Document
PEM	Proposed Evaluatory Monitoring
PIO	Public Information Officer
PERS	Public Employee Retirement System
PFC	Passenger Facility Charge
PlanSB	General Plan Update
PLF	Public Library Fund
PM	Planned Maintenance
PO	Purchase Orders
POST	Police Officers' Standards & Training
PPE	Personal Protective Equipment
PQI	Pavement Quality Index
PRT	Pre-Application Review Team
PSA	Public Service Announcement
PSR	Project Study Report
PUC	Public Utilities Commission
RACS	Records, Archives, and Clerical Services
RAP	Recreation After-School Program
RDA	Redevelopment Agency
RFP	Request for Proposal
RFQ	Request for Qualifications
RMS	Records Management System
ROPS	Reorganized Obligation Payment Schedule
RRP	Resource Recovery Project
RWQCB	California Regional Water Quality Control Board
SAN	Storage Area Network
SBA	Santa Barbara Airport
SBAPCD	Santa Barbara Air Pollution Control District
SBCAG	Santa Barbara County Association of Governments
SBCPA	Santa Barbara Center for the Performing Arts
SBCVB	Santa Barbara Conference and Visitor's Bureau
SBMC	Santa Barbara Municipal Code
SBPD	Santa Barbara Police Department
SBPL	Santa Barbara Public Library
SBSC	Santa Barbara Swim Club
SCADA	Supervisory Control and Data Acquisition
SCE	**S**outhern California Edison
SCEEP	South Coast Energy Efficiency Partnership
SCORE	Service Corps of Retired Executives
SD	Standard Definition
SEIU	Service Employee International Union (Local 620)
SEMS	Standardized Emergency Management System
SFDB	Single Family Design Board
SHO	Staff Hearing Officer
SHO	Serious Habitual Offender
SIDA	Security Identification Display Area
SLIP	Sewer Lateral and Inspection Program
SMS	(Microsoft) Software Management System
SMU	Site Mitigation Unit
SOP	Standard Operating Procedures
SRF	State Revolving Loan
SS	Sole Source
SSO	Sanitary Sewer Overflow
STEAM	Science, Technology, Engineering, the Arts and Math
STIP	State Transportation Improvement Project funds
SWPPP	Storm Water Pollution Prevention Pan
SWITRS	Statewide Integrated Traffic Records System
TACT	Total Awareness Cross Training
TBID	Tourism Business Improvement District
TBRA	Tenant Based Rental Assistant
TDA	Transportation Development Act
TOT	Transient Occupancy Tax
TSA	Transportation Security Administration
TTD	Temporary Total Disability
UP	Union Pacific Railroad
USGS	U.S. Geological Services
USPS	United States Postal Service
UST	Underground Storage (Fuel) Tanks
UUAD	Underground Utility Assessment District
UUT	Utility Users' Tax
VAPP	Visual Arts in Public Places
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
WFSAD	Wildland Fire Suppression Assessment District
ZIR	Zoning Information Report

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