City of Santa Barbara

Adopted Two-Year Financial Plan for Fiscal Years 2012 and 2013

Including Operating and Capital Budget for Fiscal Year 2012

Adopted Two-Year Financial Plan for Fiscal Years 2012 and 2013

Including Operating and Capital Budget for Fiscal Year 2012

City of Santa Barbara, California

Cover Photo: “Shoreline Cliffs”
Location: Shoreline Park
Photographer: Allison Grube

Inside Photos: City of Santa Barbara Graphics Library

TABLE OF CONTENTS

TABLE OF CONTENTS i

GFOA Distinguished Budget Presentation Award vi

BUDGET MESSAGE

City Administrator's Budget Message A-1

COMMUNITY PROFILE

Directory of City Officials B-1

City of Santa Barbara Organizational Chart B-2

Area Map B-3

About the City of Santa Barbara B-4

Miscellaneous Statistics B-5

Demographics B-7

SUMMARY SCHEDULES

Summary of Sources and Uses of Funds for Fiscal Year 2012 ..... C-2

Summary of Sources and Uses of Funds for Fiscal Year 2013 ..... C-4

Summary of Revenues by Fund C-7

Summary of Appropriations by Fund C-12

AUTHORIZED POSITIONS

Positions by Department D-1

Positions by Fund for Fiscal Years 2012 and 2013 ..... D-1

Summary of Position Changes for Fiscal Year 2012 ..... D-2

CAPITAL PROGRAM

Capital Budget (by Fund) for Fiscal Year 2012 ..... E-1

Capital Budget (by Fund) for Fiscal Year 2013 ..... E-11

FUND OVERVIEWS

General Fund F-1

Special Revenue Funds

Community Development Block Grant F-9

County Library F-11

Creeks Restoration and Water Quality Improvement F-13

Redevelopment Agency F-15

Redevelopment Agency Housing F-17

Streets F-19

Street Sweeping F-21

Traffic Safety F-23

TABLE OF CONTENTS

Special Revenue Funds (continued)
Transportation Development Act (TDA) F-24
Transportation Sales Tax (Measure A) F-25

Enterprise Funds
Airport Fund F-27
Downtown Parking F-29
Golf Fund F-31
Solid Waste Fund F-33
Wastewater Fund F-35
Water Fund F-37
Waterfront Fund F-41

Internal Service Funds
Information Systems Fund F-43
Facilities Management Fund F-45
Fleet Management Fund F-47
Self-Insurance Fund F-49

CITYWIDE OBJECTIVES G-1

DEPARTMENTS

Administrative Services Summary H-1
City Clerk's Office H-4
Human Resources H-8
Information Systems H-12

Airport Summary H-15
Administration H-18
Business and Property Management H-20
Marketing and Communications H-22
Facilities Maintenance H-24
Air Operations Area Maintenance H-26
Airport Security H-28
Airport Certification and Operations H-32
Facility Planning and Development H-34

City Administrator Summary H-37
Administration H-40
City TV – Channel 18 ..... H-44

City Attorney Summary H-47
City Attorney H-50

Community Development Summary H-53
Administration H-56
Economic Development H-58
City Arts Advisory H-60
CDBG Administration and Human Services H-62
CDBG – Rental Housing Mediation Task Force H-64

TABLE OF CONTENTS

Community Development (continued)
Redevelopment Agency H-66
Housing Development and Preservation Program H-68
Long-Range Planning and Special Studies H-72
Development and Environmental Review H-74
Zoning: Ordinance, Information, and Enforcement H-78
Design Review and Historic Preservation H-82
Staff Hearing Officer, Environmental Review and Training Section H-86
Building Inspection and Code Enforcement H-88
Records, Archives, and Clerical Services H-90
Building Counter and Plan Review H-92

Community Promotions H-95
Community Promotions H-97
General Government H-98

Finance Summary H-101
Administration H-104
Revenue & Cash Management H-106
Cashiering & Collections H-108
Licenses & Permits H-110
Budget Management H-112
Accounting Services H-114
Payroll H-116
Accounts Payable H-118
City Billing and Customer Service H-120
Purchasing H-122
Central Warehouse H-124

Finance (continued)
Mail Courier Services H-126
Risk Management – Workers' Compensation H-128
Risk Management – Liability H-130
Risk Management – Occupational Safety and Health H-132
Risk Management – Administrative Operations H-134
Solid Waste H-136

Fire Summary H-139
Administration H-142
Emergency Services and Public Education H-144
Fire Prevention H-146
Wildland Fire Mitigation H-148
Operations H-150
Aircraft Rescue and Firefighting (ARFF) H-152

Library Summary H-155
Administration H-158
Public Services H-160
Support Services H-164
County Libraries – Small Branches H-166

TABLE OF CONTENTS

Library Summary (continued)
County Libraries – Goleta Library H-168

Mayor and Council Summary H-171
Mayor and City Council H-174

Parks and Recreation Summary H-177
Administration H-180
Project Management Team H-182
Business Services H-184
Recreation Program Management H-186
Facilities and Special Events H-188
Youth Activities H-190
Active Adults and Classes H-192
Aquatics H-194
Sports H-196
Tennis H-198
Neighborhood and Outreach Services H-200
Creeks Restoration and Water Quality Improvement H-204
Golf Course H-208
Park Operations Management H-210
Grounds and Facilities Maintenance H-212
Forestry H-214
Beach Maintenance H-216

Police Summary H-219
Chief's Staff H-222
Support Services H-224
Beat Coordinators/D.A.R.E. H-226
Administrative Services Division H-228
Property Room H-230
Training and Recruitment H-232
Range and Equipment H-234
Information Technology / Crime Analysis H-236
Records Bureau H-238
Special Events H-240
Combined Communications Center H-244
Animal Control H-246
Investigative Division H-248
Crime Lab H-250
Patrol Division H-252
Traffic H-254
Tactical Patrol Force H-256
Nightlife Enforcement H-258
Parking Enforcement H-260

Public Works Summary H-263
Administration H-268
Engineering Services H-270
Land Development H-272

TABLE OF CONTENTS

Public Works (continued)
Environmental Compliance H-274
Traffic Engineering H-276
Access and Parking Development Review and Transit Assistance H-278
Transportation and Drainage Systems Maintenance H-282
Street Sweeping H-284
Traffic Signals H-286
Streets Capital H-288
Downtown Parking H-290
Building Maintenance H-294
Fleet Management H-296
Communications Systems H-300
Custodial Services H-302
Energy Conservation H-304
Water Resources Management H-306
Recycled Water H-308
Water Distribution H-310
Water Treatment H-312
Water Supply Management H-314
Gibraltar Dam Operations H-316
Water Resources Laboratories H-318
Meter Reading H-320
Water Capital Program H-322
Wastewater Collection H-324
Wastewater Treatment H-326
Wastewater Capital Program H-328

Waterfront Summary H-331
Administrative Support and Community Relations H-334
Property Management H-336
Financial Management H-338
Parking Services H-340
Harbor Patrol H-342
Marina Management H-344
Facilities Maintenance H-346
Facilities Design and Capital Programs H-348

APPENDICES
Description of Funds I-1
Legal Requirements and the Budgetary Process I-6
Budget Policies I-10
Budget Calendar I-12
Debt Obligations I-16
Budget Glossary I-19
List of Acronyms I-23

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Santa Barbara

California

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

BUDGET MESSAGE

City Administrator's Budget Message

INTRODUCTION

Overview

In accordance with the City Charter, I am pleased to present a balanced adopted budget for fiscal year 2012 and a financial plan for fiscal year 2013. After several years of one-year budgets, we have once again returned to the traditional *two-year* financial plan. While the economy still has not fully recovered, the worst appears to be behind us and revenues have stabilized to a point where we believe we can make reasonable predictions for the next two fiscal years.

The financial impacts of the recent recession, the longest and deepest in over seventy years, have been tremendous. Between 2008 and 2010, sales tax revenues fell by an unprecedented 16%. We also saw an 11% decline during this period in transient occupancy tax revenues. This resulted in a combined loss of $4.5 million in these two General Fund revenues during that period.

Over the last two years, we made a concerted effort to manage and respond to the economic downturn. We implemented measures to reduce the costs and size of the organization. These measures include reaching significant concession agreements with all of our labor unions and the elimination of seventy full-time positions, reducing the City's total workforce to the levels of 1999.

With the economy now on the upswing, local revenues are starting to show signs of recovery. Transient occupancy taxes are 8.4% higher than last year through the first eleven months of the year. In addition, sales tax revenues grew 3.2% through March 31, 2011.

Because of cost cutting measures implemented over the last few years and the recent recovery in revenues, we began the budget process with an anticipated deficit of $2.7 million. This is well below the $8.9 million gap that we faced for fiscal year 2011. A major driver in creating our projected deficit in fiscal year 2012 is increases in pension costs, driven by investment losses experienced by the California Public Employee's Retirement System (CalPERS) during 2008 and 2009.

City Administrator's Budget Message

To balance the budget, we recommended several one-time measures to offset a portion of the projected shortfall. Additionally, continued wage and benefit concessions are needed in fiscal year 2012 from our general and supervisory employees to address much of the projected deficit. We reached agreement with these labor groups and have incorporated the estimated savings into the adopted budget. The adopted budget includes the net elimination of four positions from our continuing efforts to streamline operations, including the additional of two Police Technician positions and four Police Officers to enhance the Restorative Policing Program (1 funded by Redevelopment and 3 unfunded). All of the eliminated positions are vacant and the adopted budget does not include any layoffs.

New Funding to Enhance Restorative Policing Efforts

To address transient related issues and concerns in the Downtown Redevelopment Project and East Beach areas, staff proposed a three-year pilot program to expand the City's Restorative Policing efforts. The adopted budget includes $352,070 in Redevelopment Agency funding for this program.

The program includes enhanced support to the existing Restorative Policing Program through targeted on-street staffing and outreach workers under the direction of the Police Department's Tactical Patrol Program. This effort is modeled after a successful City of Santa Monica program.

Financial Highlights

The fiscal year 2012 adopted budget is comprised of all City funds, including the General Fund, special revenue funds, enterprise funds and internal service funds. Each fund accounts for distinct and uniquely funded operations.

The adopted budget includes a combined operating budget of $254.5 million and a combined capital budget totaling $33.3 million. The table below provides a summary of the adopted budget by fund.

City Administrator's Budget Message

City of Santa Barbara
Summary of Fiscal Year 2012 Adopted Budget by Fund

	Operating Budget	Capital Program	Total	% of Total
General Fund	$ 103,118,549	$ 220,570	$ 103,339,119	35.9%
Special Revenue Funds	33,602,394	11,040,968	44,643,362	15.5%
Enterprise Funds	98,376,710	20,195,000	118,571,710	41.2%
Internal Service Funds	19,422,085	1,815,000	21,237,085	7.4%
	$ 254,519,738	$ 33,271,538	$ 287,791,276	100.0%

The General Fund, the primary and largest individual fund in the City, is comprised of six operating and three administrative departments. The adopted General Fund operating budget totals $103.1 million and includes $220,570 for capital expenditures. In addition to the $220,570 for capital, the General Fund is also contributing $400,000 each year, over the next three years, towards the replacement of the City's legacy financial management system.

Special revenue funds account for restricted revenues and have a combined adopted operating budget of $33.6 million and a combined capital budget of $11 million. These funds include the Redevelopment Agency, which is a separate legal entity created to eliminate blight and provide low and moderate income housing in the community.

Enterprise funds make up one-third of the City budget. They consist of six distinct operations funded from user fees and charges. Enterprise operations are managed and operated much like private sector businesses. They require significant investment in plant, equipment, and infrastructure to deliver services. Their operating budgets total $98.4 million, and include an adopted capital budget of $20.2 million.

Internal service funds provide services exclusively to other City operations, including building maintenance, information systems, vehicle maintenance and replacement, and insurance. The adopted internal service funds budget includes an operating budget of approximately $19.4 million and a $1.8 million capital program budget.

Economic Outlook

There are many indications that we may have seen the worst of the recession and the economy is slowly recovering. As a result, we believe we can begin to stabilize our organization and minimize additional cuts to public services.

One key driver in the strength and speed of the national recovery is how quickly the job picture improves. The national unemployment rate recently fell below 9% for the first time in over a

City Administrator's Budget Message

year. Unfortunately, California's unemployment is still over 11%. This high unemployment rate suggests California will likely lag behind other states in its recovery and we will need to be conservative in our estimates.

The current civil unrest in North Africa and the Middle East may ultimately affect economic growth, depending upon how quickly these issues play out. Of special concern to Santa Barbara is the potential long-term impact upon oil prices, which could affect consumer and tourism spending, which plays a vital role in our local economy.

BALANCING THE GENERAL FUND

After facing an $8.9 million deficit for fiscal year 2011, we began the budget process this year with a smaller deficit for fiscal year 2012 of approximately $2.7 million. This deficit is due to two factors: (1) one-year wage and benefit concessions with our non-safety labor groups that expire on June 30, 2011; and (2) significant increases in retirement costs.

In order to address the anticipated deficit, the adopted budget is balanced through a combination of measures, including a continuation of wage and benefit concessions from non-safety employees totaling $1.84 million. These concessions are in addition to the $1.1 million in savings we expect to realize through the three-year agreements currently in place with our Police and Fire unions, and the elimination of four positions throughout the organization through attrition.

Summary of Balancing Strategy
GENERAL FUND
Fiscal Year 2012

Projected Budget Gap	**$ (2,694,123)**
Balancing Measures	
Assumed Wage and Benefit Concessions	1,844,938
Other One-Time Measures:	
Rebate from Self-Insurance Fund	567,620
Shift of Reserves from LUFT Program	131,565
Shift of Reserves from Utility Undergrounding Fund	150,000
Total Balancing Measures	**$ 2,694,123**

We were successful in negotiating wage and benefit concessions from the non-safety labor groups to achieve nearly all the assumed concessions needed for closing the projected fiscal year 2012 budget gap. Without concessions, the balancing strategy would have required more cuts to staffing and services. Fiscal Year 2012 is the third year in which non-safety employees have agreed to wage and benefit reductions in order to avoid additional cuts to staffing and services.

City Administrator's Budget Message

Other balancing measures include using available reserves from two programs – the Leaking Underground Fuel Tank (LUFT) Program and the Utility Undergrounding Program. The LUFT Program no longer needs the $131,565 budgeted for removal and remediation of potential leaking fuel tanks, and the Utility Undergrounding Program was discontinued last year due to lack of neighborhood support for residential projects.

Additionally, we are using reserve monies from the City's Self-Insurance Fund to close the remaining budget gap. These reserve monies are a result of the excellent record in the Workers' Compensation Program over the last several years. The number of claims has dropped dramatically, lowering the amount of monies needed for current and potential future claims. Even with the use of these monies, the Self-Insurance Fund is fully funded to meet all City obligations.

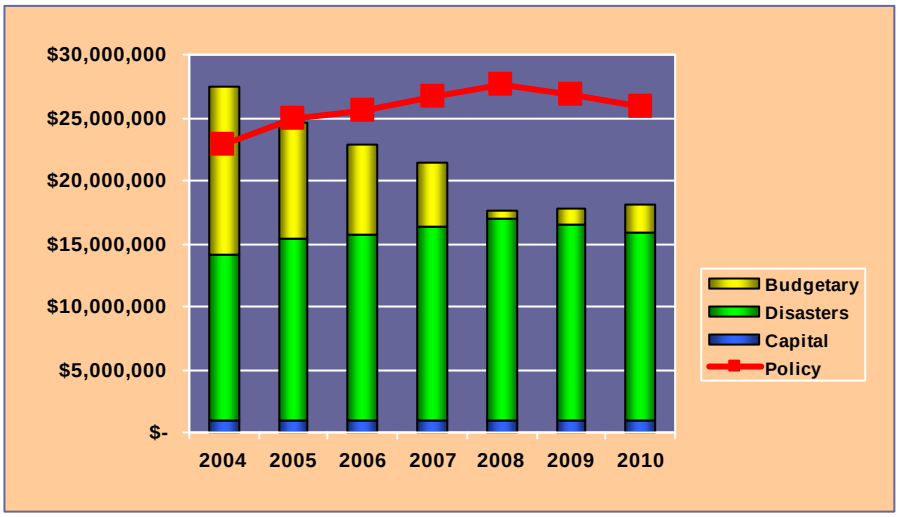
Status of General Fund Reserves

In fiscal year 1995, the City adopted policies establishing minimum reserve requirements for all operating funds, including the General Fund and enterprise funds. The reserve policies establish three categories of reserves for the General Fund as defined below:

Disaster Reserve – A reserve equal to 15% of the operating budget, to be used to deal with fires, floods, earthquakes, and other natural disasters affecting the City.

Budgetary Reserve – A reserve equal to 10% of the operating budget, to be used for one-time costs and during periods of unexpected and significant declines in revenues and increases in costs allowing for orderly budget adjustments.

Capital Budget – A reserve equal to $1,000,000 for capital cost overruns.



Over the last several years, General Fund reserves have fallen below the amounts prescribed by the City's policy. Fortunately, during fiscal years 2009 and 2010 when General Fund revenues declined significantly, the City took corrective

action to ensure no additional reserves were used.

The accompanying chart summarizes General Fund reserves for fiscal years 2004 through 2010. The red line represents the reserves prescribed by City policy, and the bars represent actual reserve balances at the end of the fiscal year. Since the amounts required for disaster and budgetary reserves are a percentage of the operating budget, required reserves increased from fiscal years 2004 through 2008 in concert with the growth in the General Fund's operating budget. As the General Fund budget declined to address the revenue shortfalls, the reserve requirements also declined. Actual reserves increased slightly during this two-year period as well, helping to shrink the gap between required and actual reserves.

Although reserve levels are well below the City Council's established policy levels, the City is still in excellent financial condition and reserve levels are healthy compared to many comparable municipalities. However, it will be important over the next several years to avoid the further use of reserves and, as the finances of the General Fund improve, close the current gap in reserves.

FINANCIAL CHALLENGES FACING THE CITY

Reliance on Revenue Growth

Because the fiscal year 2012 adopted budget is relying on several one-time measures to close the estimated $2.7 million budget gap, balancing in subsequent years will require continued cost containment until revenues recover and align with expenditures.

It is difficult to project when revenues will align with expenditures because it will depend on the strength of the economic recovery and the speed in which General Fund tax revenues return to previous levels. However, based on our long-term projections, General Fund revenues will have to outperform the growth assumptions contained in the two-year financial plan to reduce the current structural imbalance.

The accompanying table summarizes the assumed growth rates used and revenue amounts for the General Fund's key tax revenues.

City Administrator's Budget Message

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

	FY 2011 Projected	Est. Growth %	FY 2012 Adopted	Est. Growth %	FY 2013 Proposed	Est. Growth %
Sales Tax	$ 17,401,747	2.4%	$ 17,949,013	3.1%	$ 18,663,915	4.0%
Property Tax	22,842,695	-0.9%	23,063,000	1.0%	23,396,000	1.4%
Transient Occupancy Tax	12,286,931	7.2%	12,865,000	4.7%	13,507,000	5.0%
Utility Users Tax	7,057,870	0.1%	7,144,500	1.2%	7,206,500	0.9%
	$ 59,589,243		$ 61,021,513		$ 62,773,415	

With respect to **sales tax revenues**, the current fiscal year (2011) projections are based on just two quarters of data. For fiscal years 2012 and 2013, we have assumed moderate growth rates based on a general expectation that the economy will grow slowly. In past years, growth rates of 4% were typical.

Transient occupancy tax (TOT) revenues have performed well this year. Through May 2011, TOT receipts are up 8.4% in comparison to last year for the same period. We expect some moderation the rest of fiscal year 2011 and in the next two years as occupancy rates and room rates stabilize. Nevertheless, we have assumed that revenues will be relatively strong in the next two years.

Predicting growth in **property tax revenues** is difficult in this economic environment. In normal economic conditions, property taxes are based on assessed values, which increase each year by the lesser of 2% or a statewide Consumer Price Index (CPI) factor. When real estate values decline dramatically as they have in the last two years, this formula becomes less relevant. When values decline, the County reassesses the properties to the lower market value. The revised assessed value will remain at that level until the real estate market recovers. Until then, these properties will not be subject to the annual increases and the related property tax revenues remain flat.

Because of this reassessment process, and a statewide CPI for fiscal year 2012 of less than 1%, we have assumed very little growth in property tax revenues for the next two years. In contrast, up until fiscal year 2008, property tax revenues grew on average by over 8% per year, even during the recession in 2001 and 2002.

City Administrator's Budget Message

Impact of Rising Pension Costs

Although declining revenues were a key factor in creating the City's budget shortfall over the last three years, rising pension costs will be the greatest obstacle to balancing the General Fund budget over the next three years.

In fiscal year 2008, and particularly in fiscal year 2009, CalPERS sustained major and unprecedented investment losses. Normally, investment losses and gains are spread over 15 years by CalPERS to minimize the impacts on annual retirement contribution rates. However, because of their severity, CalPERS is spreading the majority of the losses over a three-year period, beginning in fiscal year 2012. The table summarizes the rates the City will be paying towards employee retirements. As shown in the table, rates are increasing substantially each year, particularly for the two safety plans – fire and police. Based on these rates, the General Fund's annual pension cost will increase from $15 million this year to over $20 million by fiscal year 2014.

Fiscal Year	Police	Fire	Misc.
2011	35.929%	35.672%	20.155%
2012	42.896%	41.543%	21.988%
2013	45.453%	43.620%	22.464%
2014	53.628%	52.974%	24.291%

Potential Impacts of the State's Budget Crisis

A major area of uncertainty is the impact of the State fiscal crisis on local government. The State is grappling with a $25 billion budget gap through fiscal year 2012 and has been unable to develop a comprehensive solution to the problem. Due to last year's successful passage of Proposition 22, it does not appear that any of the likely solutions will have a major impact on the City's General Fund. However, it is clear that the State will make major cuts to many County health and social service programs, local schools, and Santa Barbara City College. These cuts could indirectly affect many of the City's programs and finances.

One of the Governor's proposals to help close the State's budget gap is to eliminate redevelopment agencies statewide. If successful, this proposal will significantly affect the City's ability to fund infrastructure improvements in the downtown area. The League of California Cities and the California Redevelopment Association (CRA) are vigorously opposing this proposal and have pledged to mount a strong legal challenge if the proposal is signed into law. The CRA has also put forth an alternative to the Governor's proposal that redirects a portion of property taxes currently collected by redevelopment agencies to local schools. This would reduce the State's legally mandated funding to schools and, thereby, help balance the State's budget. We will continue to monitor these proposals closely. The adopted budget does not take into account any changes to Redevelopment law.

City Administrator's Budget Message

Capital Program Funding Still Falls Short of Needs

The recently completed Six-Year Capital Improvement Program identified $10.1 million in General Fund capital projects over the next two years. However, the adopted two-year financial plan includes just $650,570 and $980,570 (including $400,000 in each year for the General Fund portion of the replacement of the City's Financial Management System) for the General Fund capital program in fiscal years 2012 and 2013, respectively. This is more than in the current fiscal year, in which only $508,170 was allocated for General Fund capital projects. This amount does *not* include capital spending in the Enterprise Funds, such as the Airport, Water, Wastewater, Waterfront, and Downtown Parking funds, which totals $20.2 million.

Key projects in the General Fund for fiscal year 2012 include:

- Replacement of the City's Financial Management System
- Replacement of Park Playground Equipment at Chase Palm Park
- Annual Debt Service on the Police Records Management System

Among the capital projects that were not funded in the next two years are the following:

- Automated Materials Handling System at the Central Library
- Park Restroom Renovation Program
- Access Control System at the City Yard
- Cabrillo Ball Field Renovation
- Cabrillo Bathhouse Renovation
- Chase Palm Park Renovation
- Fire Training Facility Renovation
- Replacement of Fire Protection System at the Central Library
- Additional Maintenance Needs at Various City Facilities

Over the next several years, as revenues grow, it will be critical that the City restore capital funding back to appropriate levels to preserve important capital assets into the future.

ENTERPRISE FUNDS

Beyond the services funded by the General Fund, the City provides *other* important services. These services are accounted for in separate Enterprise Funds, special revenue funds, and internal service funds. Only a few of these funds are affected by the economic recession.

City Administrator's Budget Message

The hardest hit is the City's municipal golf course, which experienced a significant decline in golf rounds in both fiscal years 2009 and 2010. Although the number of rounds has improved, golfers are choosing to play during off-peak days and times when cheaper fees are available. As a result, revenues are still lagging.

After two years of declines, passenger counts at the City's Municipal Airport are on the rise. For calendar year 2010, 755,734 passengers arrived and departed from the Santa Barbara Airport, an increase of 1.2% over 2009. This count compares to a 9.2% decrease in 2009 over the previous year of 2008. Seat capacity dropped 10% last year due to the loss of flights. The highest average passenger loads were aboard United Airlines flights to Denver (88.0%), Horizon Air flights to Seattle (83.5%), and Frontier Airlines flights to Denver (79.0%). Overall, passenger traffic in fiscal year 2011 was up almost 0.4% over fiscal year 2010.

INTERNAL SERVICE FUNDS

Internal service funds include services provided by one department to other City departments. Examples include motor pool, building maintenance, information systems, and risk management. These operations receive funding through charges levied on operating departments of the City. To deal with the City's revenue shortfalls, internal service funds' budgets were also reduced over the past three years. No major additional cuts to these functions are included in the adopted budget for fiscal year 2012.

RECENT ACCOMPLISHMENTS

Despite the serious economic conditions, it is important to recognize that the City as a whole provides excellent services to our community and we are making important progress in a variety of different areas. This progress includes improving City facilities, investing in the City's aging infrastructure, and improving community resources.

Improvements to City Facilities

Cater Water Treatment Plant

The Cater Water Treatment Plant will begin construction on a new Advanced Water Treatment Project that will help us meet federal drinking water standards. In addition, once in place, the new treatment process will improve the taste of the water.

City Administrator's Budget Message

U.S. Highway 101 Improvements

The U.S. Highway 101 freeway improvements are on schedule for completion this year. The improvements will reduce traffic congestion, provide better ramp access and increase overall safety on Highway 101. Several project components are complete, including a roundabout at Coast Village Road and the partial construction of a new southbound lane. Construction is underway on the Milpas Street Bridge to build a third northbound lane. Funding for this project comes from the ½-cent sales tax approved by County voters.

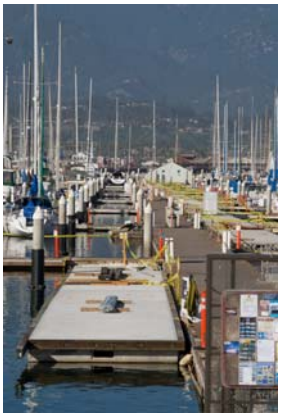
Airline Terminal Improvements

The most significant event in fiscal year 2011 for the Airport is the substantial completion of the new terminal facility that commenced construction in 2009. Santa Barbara's new $32 million airline terminal provides larger boarding gate areas, centralized passenger screening, a variety of concessions, improved ground transportation access, boarding bridges, and additional restrooms. The project is funded by grants from the Federal Aviation Agency (FAA), airline leases, and passenger facility charges. No local tax dollars have been used for the project.

The new two-story 67,000 square foot terminal is expected to be completed in August 2011 and achieve a Leadership in Energy and Environmental Design (LEED) silver rating for sustainable building practices. The Airline Terminal Project also includes the construction of a new reconfigured short-term parking lot directly in front of the Terminal and a wider, longer loop road with a separate lane for public transportation vehicles. The historic portion of the existing Airline Terminal, built in 1942, will open in late 2011 following its relocation adjacent to the new Terminal. The rehabilitated building will provide offices for Airport Patrol and the parking operation.

City Administrator's Budget Message

Marina One Replacement Project



Construction has begun to replace thirty-year old Marina One, Santa Barbara Harbor's largest marina. The majority of funding for the ten-phase project will be provided by a $7.2 million loan from the California Department of Boating and Waterways (DBAW).

The first phase, consisting of replacing the main walkway, gangway, and utilities, was completed in fiscal year 2010. The second phase, to replace "O" and "P" docks, was completed in fiscal year 2011. In fiscal years 2012 and 2013, the "L," "M," and "N" docks will be replaced. Overall, the Marina One Replacement Project will take ten years to complete.

Mission Creek Improvements

An important project the City has been working on for decades is the Mission Creek Flood Control Project. Working closely with the County Flood Control District and the U.S. Army Corps of Engineers, this project involves widening over a mile of creek channel to reduce flooding and potential property damage during major storm events. After years of planning and design work, a portion of this project will begin construction this summer. We will continue to lobby aggressively for additional federal funds for construction.

On a smaller scale, the City has recently completed a project on Mission Creek at Oak Park. The project removed concrete barriers from the creek channel, stabilized the eroding banks, replaced non-native vegetation with native plants, and improved the trails with added interpretive information for visitors. The goals include improving the quality of the water that ultimately reaches the ocean and providing a safe passage for steelhead trout, an endangered species, by removing the barriers restricting their migration upstream.

Seismic Retrofits at Parking Structures

Two important projects designed to seismically retrofit downtown parking structures have recently been completed. Construction on the Ortega Parking Garage was completed in April 2011 and construction on the Lobero Parking Garage was completed prior to summer. These projects were funded by the Redevelopment Agency.

City Administrator's Budget Message

Carrillo Recreation Center

The major renovation of the historic Carrillo Recreation Center is now complete. Improvements included seismic safety and accessibility to meet Americans with Disabilities Act requirements; and improved program spaces including a new dance studio. The building has served the community for over 98 years and today over 100,000 people in the community use the facility for events, dances, and recreation programs. Lovingly restored to its original art deco style, the renovation has been well received in the local community and has led to increased demand for those facilities. The project was also funded by the Redevelopment Agency.

Fire Department Administrative Offices

Two years ago, seismic renovations and construction of a new Emergency Operations Center at Fire Station 1 were completed. The project is currently in the final phase of renovations to the nearby muffler shop on Chapala Street for the administrative offices. This project will result in $200,000 of annual savings from temporary lease space. This project is also funded by the Redevelopment Agency.

Shoreline Park

A few years ago, a significant portion of the bluff along Shoreline Park disappeared with a major storm. Funded in part with a Santa Barbara County Coastal Resources Enhancement Fund (CREF) grant, the City will be replacing the fencing, rerouting walkways, installing new lights, landscaping and benches, and replacing the interpretative signage along the walkway. In this sensitive coastal zone, construction is expected to begin in the Spring of 2012.

West Beach Pedestrian Improvements

The West Beach Pedestrian Improvement Project has greatly enhanced beach access and the pedestrian linkage between Stearns Wharf and the Harbor. The project includes new plaza areas and public art on the sidewalks that create a promenade feel, enabling visitors and residents to more easily migrate to and from these two venues.

City Administrator's Budget Message

Renovation of Children's Library

Used by thousands of local families each year, the Children's Library is sorely in need of more space, computers, seating, and shelving. The plans are to renovate the library basement and build a new children's area. The Junior League and the Friends of the Library are leading the charge to give this important community building a facelift. The Children's Library renovation is the first piece of a new Library Master Plan that will adapt the historic building to 21st century demands and growing numbers of library patrons.

KEY PRIORITIES AND CHALLENGES

Addressing Youth Gang Violence

One of the most serious issues facing neighborhoods in Santa Barbara and across the South Coast is youth gang violence. Law enforcement has estimated that there are hundreds of young people affiliated with or at high risk of joining a gang. The City of Santa Barbara has taken the lead to initiate several prevention and intervention strategies to reduce gang violence.

A key element in our strategy has been the creation of the South Coast Task Force on Youth Gangs to centralize coordination and collaboration between the myriad of governmental, educational, and non-profit agencies working on this problem. The City of Santa Barbara, the cities of Goleta and Carpinteria, and the County of Santa Barbara have each invested in this effort, which has resulted in the hiring of a full-time coordinator. The adopted budget continues funding for this important undertaking.

As a part of this strategy, we recently received a $369,000 State grant to help our partners, the Community Action Commission, All-for-One, and the Santa Barbara County Education Office, to reach a common goal of ending youth violence.

Participation also continues to be strong in the City's afterschool programs and the Police Activities League. The combination of job training, mentorship, and afterschool and summer programs will help kids make healthy life choices and prevent them from joining gangs.

As a part of our enforcement efforts, we recently asked a Superior Court judge to implement a new enforcement tool, a gang injunction, to deal with specific gang members who are a threat to the safety of our community. This limited gang injunction will target thirty known gang members to deter them from future criminal activity, prohibit them from associating with each other, and prohibit them from loitering in certain areas of the City.

City Administrator's Budget Message

Managing Transient Population and Chronic Homelessness

For many years, the City has struggled with how to best manage a growing homeless population and stop illegal behaviors that occur among some homeless individuals, such as aggressive panhandling. City efforts have included funding a number of non-profit organizations to provide direct services to the homeless, participation in the County's Ten Year Plan to End Chronic Homelessness, and funding several projects designed to provide housing for the homeless. Two years ago, we received $1.2 million in federal funding for homeless prevention and rapid re-housing. To date, this program prevented 124 very low-income households from slipping into homelessness and helped 208 homeless people obtain housing.

We also worked closely with the Chamber of Commerce, Downtown Organization, businesses, shelters, and non-profit community to develop a new ordinance that bans aggressive panhandling in the downtown core, lower Milpas Street, and the Waterfront area. Combined with this effort was the "Real Change, Not Spare Change" effort headed up by the Downtown Organization, designed to discourage residents and visitors from contributing directly to panhandlers.

Over the past six months, we have increased police enforcement in both the Downtown area and in the Milpas/East Beach area in response to complaints from local businesses about transient-related criminal activity. These efforts have had a measureable impact on reducing crime in these important business areas of the City.

In an effort to improve our response to transient-related issues within the Downtown Redevelopment Project Area, the adopted budget includes a three-year pilot program to enhance the City's Restorative Policing efforts. The program includes increased support to the existing Restorative Policing Program through targeted on-street staffing and outreach workers under the direction of the Police Department's Tactical Patrol Force (TPF) Program. This effort is modeled after the City of Santa Monica's successful program. The $352,070 cost of the program is funded by the Redevelopment Agency.

Increase Library Hours During the Holidays

During the past year, both the Main and Eastside libraries were closed for two weeks during the holiday period, along with most other City business operations in order to generate budgetary savings. Due to concerns expressed by the community regarding this long closure period, especially the impact on children during their school break, we have supplemented the Library budget to eliminate the furlough closures over the holiday period.

City Administrator's Budget Message

Solid Waste Management

Negotiation of Zone 1 Franchise Agreement

The City currently contracts with two haulers, MarBorg Industries and Allied Waste, for the refuse services in the City of Santa Barbara. The City is divided into two zones, each representing approximately one-half of the City, with State Street serving as the dividing line.

In June of 2013, the contract for Zone 1, handled currently by Allied Waste, will expire. As a result, we have already initiated a process to secure a contractor to continue the services starting July 1, 2013. The current value of the contract is approximately $8 million per year and could be worth over $80 million to the successful contractor over a ten-year franchise. It is by far the largest single contract of the City. This effort will require a significant amount of time and analysis to ensure residents receive the greatest amount of services at the lowest price.

Regional Efforts to Better Manage Solid Waste Disposal

One of the challenges facing the entire South Coast is the shrinking capacity at the County owned and operated Tajiguas Landfill. Each year, an average of 200,000 tons of solid waste generated by the cities of Santa Barbara, Buellton, Solvang and Goleta, and the unincorporated areas of the County is sent to the landfill. Based on these averages, Tajiguas Landfill will run out of permitted capacity by 2023.

Consequently, several years ago the City Council directed staff to implement programs that would reduce the amount of waste buried by diverting the materials to more inexpensive and environmentally preferred alternatives.

The City recently implemented a Foodscraps Recovery and Composting Program in which local restaurants can save money by diverting their foodscraps to a local facility that converts the waste into compost. Diverting the food scraps has both financial and environmental benefits. The compost is sold to the agricultural community as a nutrient-rich soil amendment. Its moisture-retaining properties help conserve water and replace chemical fertilizers that can make their way into the water supplies.

On a larger scale, the City and County of Santa Barbara, along with other agencies that take their waste to the Tajiguas Landfill, have collaborated to evaluate technological alternatives to disposing of waste at the landfill. We are analyzing facilities that would divert up to 95% of the waste and generate energy as a byproduct of the processing. We recently received proposals from several qualified vendors and are now analyzing these proposals. The next step will

include additional public outreach to allow the community, environmental, and regulatory organizations to provide input into this important project.

CONCLUSION

The adopted two-year financial plan is a balanced approach to dealing with the financial challenges facing the City. Due to the steps taken in the last three years to reduce the size of the City organization, work with employees to reduce wage and benefit costs, and pay close attention to expense control, we are in a much stronger financial position than many other local governments in California. As the economy slowly recovers, these steps will provide a strong foundation to restore services and prepare for the future.

Despite the elimination of employees throughout the organization, I am proud of the efforts taken to streamline processes and procedures, minimize service reductions, and provide quality services to the community. The adopted financial plan continues these efforts, and includes modest service enhancements in critical priority areas such as responding to homeless problems, addressing youth gang violence and increasing library hours during the holidays.

A critical element of the proposed financial plan is the cooperation of the City's employee organizations. Their cooperation has resulted in avoiding employee layoffs, and most importantly, minimizing service cuts. With agreements in place with our public safety unions, the final piece of the puzzle is to reach agreements with our general, supervisory and treatment and patrol employees at an early date. We are working diligently to finalize these negotiations.

ACKNOWLEDGEMENTS

The preparation of the two-year financial plan has been a team approach, involving employees throughout our organization. It required countless hours of analysis, study, and preparation. As we have struggled over the past three years with the recession, I have been extremely impressed with the cooperative attitude demonstrated by the entire City management team to problem solve and find creative solutions to minimize disruption to services in the community. The final plan is a much better product because of this cooperative approach.

City Administrator's Budget Message

I want to especially recognize the efforts of the City's financial management team, headed by Finance Director Bob Samario. Of special note are the efforts of Budget Manager Michael Pease, Treasury Manager Jill Taura, Budget Analyst Jonathan Abad, and Treasury Analyst Lynne Sparks, who all toiled on evenings and weekends to ensure the final document was timely and professionally prepared. They did a tremendous job.

I also want to recognize members of the City Administrator's Office who also worked long hours to help prepare the financial plan. This includes Assistant City Administrators Marcelo Lopez and Paul Casey, Labor Relations Manager Kristy Schmidt, Assistant to the City Administrator Nina Johnson, and Administrative Analyst Lori Pedersen.

Respectfully submitted,

James L. Armstrong
City Administrator

Directory of City Officials

Helene Schneider
Mayor

Dale Francisco
Councilmember

Randy Rowse
Councilmember

Frank Hotchkiss
Councilmember

Michael Self
Councilmember

Grant House
Councilmember

Harwood "Bendy" White
Councilmember

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

Stephen P. Wiley
City Attorney

Paul A. Casey
Assistant City Administrator

Marcelo A. Lopez
Assistant City Administrator

Karen S. Ramsdell
Airport Director

Nancy L. Rapp
Parks and Recreation Director

Robert Samario
Finance Director

Camerino Sanchez
Police Chief

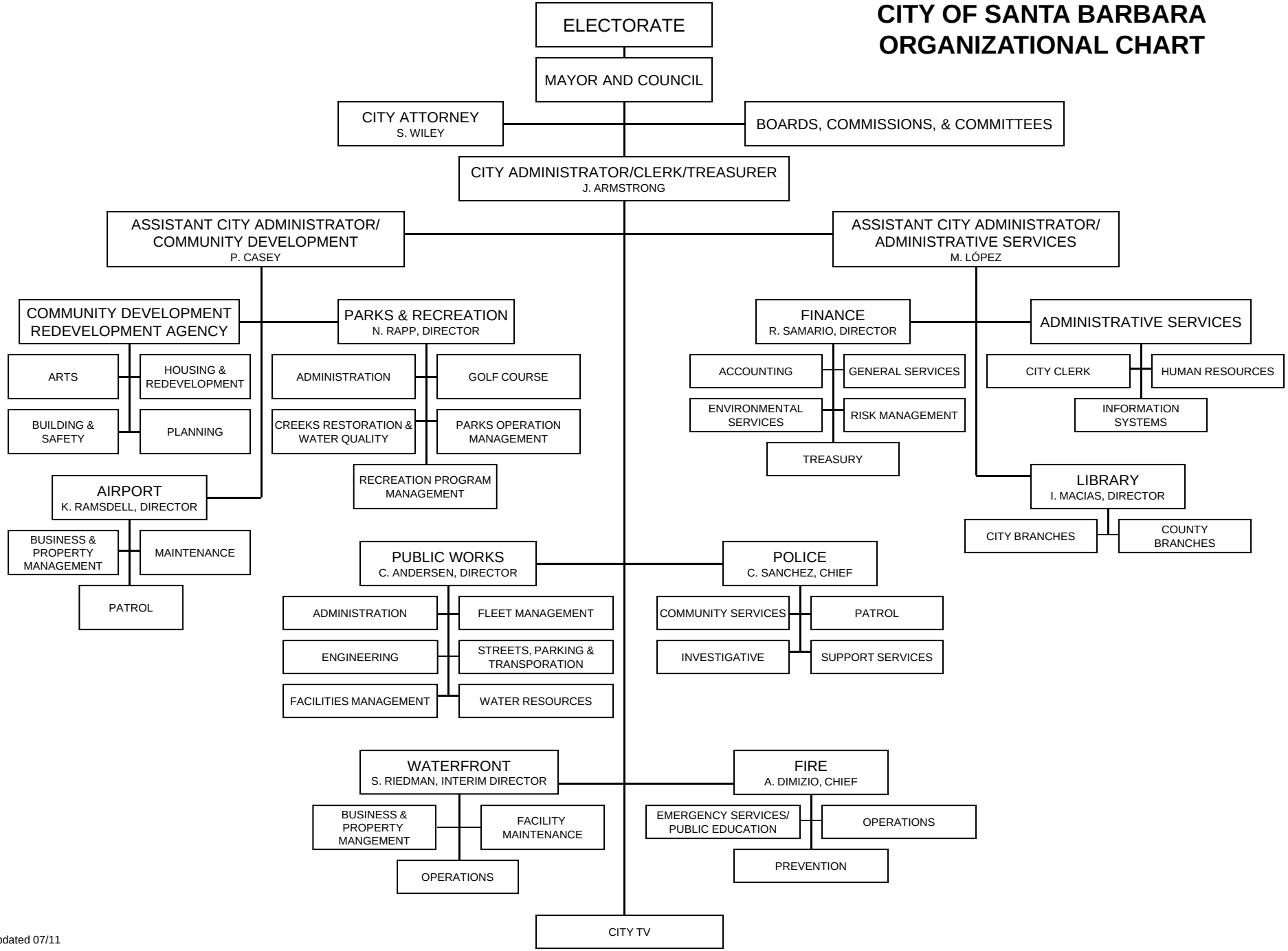
Andrew Dimizio
Fire Chief

Christine Andersen
Public Works Director

Irene Macias
Library Director

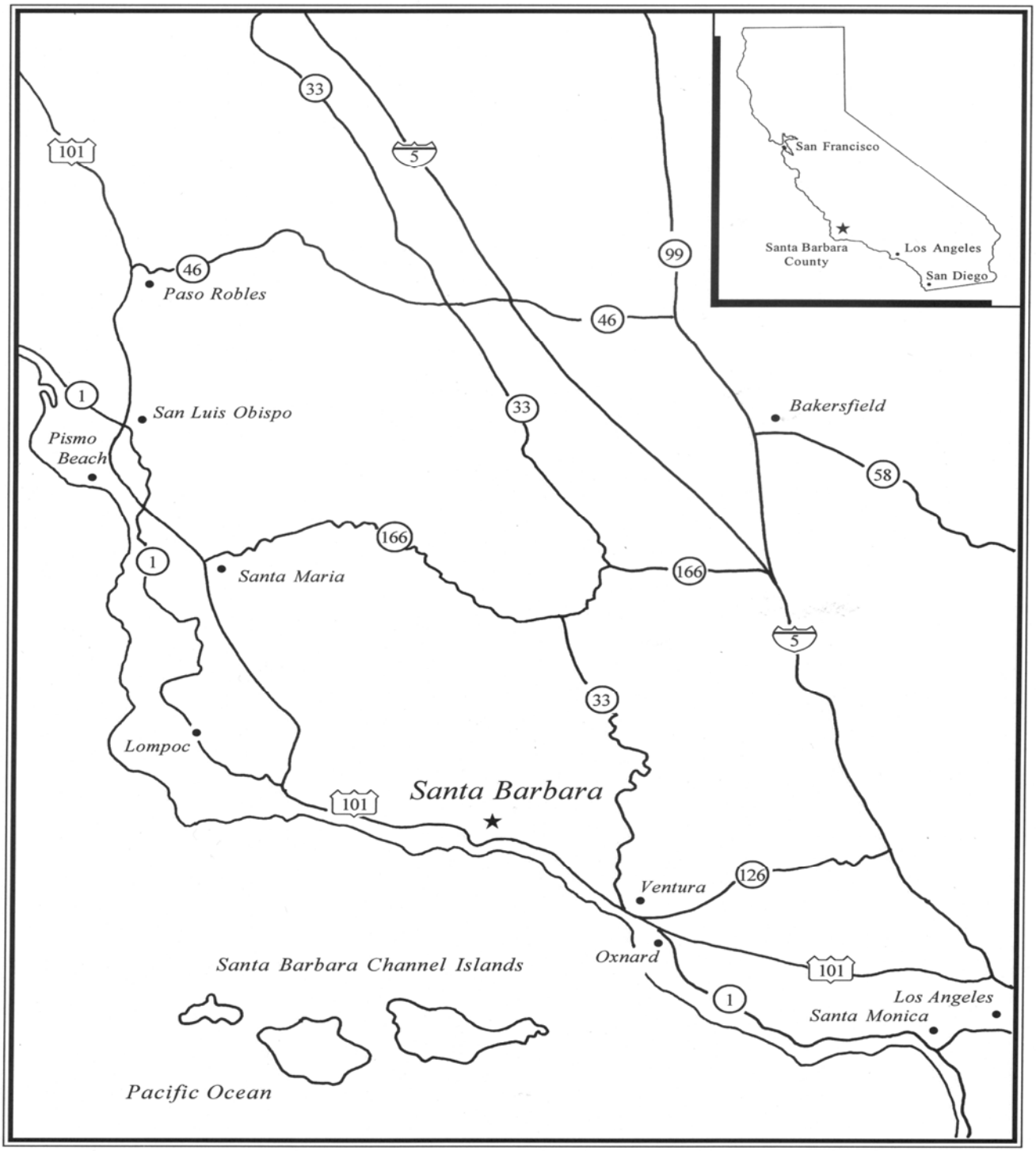
John N. Bridley
Waterfront Director

CITY OF SANTA BARBARA ORGANIZATIONAL CHART



Updated 07/11

Santa Barbara Area Map



COMMUNITY PROFILE

About the City of Santa Barbara

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

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

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

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

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

The Redevelopment Agency of the City of Santa Barbara, a blended component unit of the City, was established in 1968 and is a separate governmental entity as prescribed in the State of California's Community Redevelopment Law as set forth in the State's Health and Safety Code.

The City Council of the City of Santa Barbara and the Board of Directors of the Agency are legally separate boards; however, they share common membership. The City also provides all support staff and performs all administrative functions for the Agency under the terms of a written agreement between the two entities.

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 streets	280
Number of traffic intersections	104

Community Forest, Beaches and Gardens:

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

Airport:

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

Hospitals:

Number of hospitals	1
Number of patient beds	408

Libraries:

Number of city libraries	2
Number of bookmobiles	0
Number of county libraries	6
Total volumes	380,567

Municipal Water Operation:

Gallons of potable water treated and distributed annually	4.7 billion
Gallons of reclaimed water treated and distributed annually	260 million
Number of reservoirs	14
Number of pump stations	12
Number of treatment plants	2
Number of wells	9
Number of water reclamation plants	1

Miscellaneous Statistics

Municipal Wastewater Operation:

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

Parks and Recreation:

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

Public Safety:

Number of police stations	1
Number of police officers and other sworn personnel	141
Number of law violations	
Total arrests	14,336
Traffic citations	11,022
Parking citations	90,000
Number of fire stations	8
Number of firefighters and officers	95

Public Schools:

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

Waterfront:

Acreage of city-managed tidelands and submerged lands	252
Wharf length in feet	1,950
Acreage of wharf decking	3.8
Number of marinas	4
Number of commercial and pleasure vessel slips	1,133
Number of waterfront property leases	69

COMMUNITY PROFILE

Demographics

Regional Population [7]

City of Santa Barbara	89,253
Santa Barbara County	426,189
San Luis Obispo County	270,966
Ventura County	828,383

Area (in square miles)

Land area	21.1
Water area	22.0
Total area	43.1

Gender [1]

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

Age [1]

Median age (in years)	36.80

Population Demographics [1]

	#	%
Households	35,449	100.0
Family households	18,233	51.4
Married couples	13,240	37.3
Male householder	1,539	4.3
Female householder	3,454	9.7
Non-family households	17,216	48.6
Single Households	11,937	33.7
Single Households 65 years and over	4,340	12.2
Average household size	2.47	(X)

Housing [1]

Median home price (2009) [5]	$876,292

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

Housing Tenure [1]

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

Race and Ethnicity [1]

	%
White	75.1
Black or African American	1.6
American Indian/Alaska Native	1.0
Asian-Pacific Islander	3.5
Some other race	14.7
Two or more races	3.9
Hispanic or Latino (of any race)	38.0

Education [2]

	%
High school graduate	81.3
College Graduates (2 year)	12.0
College Graduates (4 year)	39.6
Graduate Degrees	15.6

COMMUNITY PROFILE

Demographics

Employment [3]

	%
Work population (16 yrs and older)	81.4
Residents by major profession:	
Management, professional and related	41.1
Sales and office occupation	25.4
Service	18.4
Construction, maintenance, production and transportation	14.6
Other	0.5
City family median annual income (2008)	$76,706

Economic Demographics [2]

Service Industry (private & non-profit)	*Number of Businesses*	*Number of Employees*
Retail trade	627	7,580
Professional, scientific, and technical services	486	3,316
Healthcare and social assistance	392	3,007
Foodservice and lodging	379	7,307
Real estate and rental & leasing	238	1,187
Other services (except public administration)	179	1,538
Administrative and support, waste management, and remediation services	190	3,901
Wholesale trade	168	1,229
Manufacturing	159	2,274
Arts, entertainment, and recreation	50	465
Educational services	28	178

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

University of California, Santa Barbara (public administration-education)	9,723
County of Santa Barbara (public administration)	4,269
Santa Barbara Cottage Hospital (healthcare)	2,762
Santa Barbara City College (public administration-education)	2,157
Santa Barbara School District Admin and Schools (public administration-education)	1,618
Raytheon Electronic Systems (manufacturing)	1,613
City of Santa Barbara (public administration) [6]	1,010.55
Sansum-Santa Barbara Medical Clinic (healthcare)	1,100
U.S. Postal Service (postal services)	1,005
Costco (retail)	507

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

(2) **Source:** U.S. Bureau of the Census, 2002 Economic Census

(3) **Source:** Santa Barbara County Economic Outlook 2006, published by the UCSB Economic Forecast Project

(4) **Source:** Santa Barbara County Economic Outlook 2008, published by the UCSB Economic Forecast Project

(5) **Source:** Santa Barbara County Economic Outlook 2011, published by the UCSB Economic Forecast Project

(6) Includes adopted permanent full-time equivalent positions as of July 1, 2011

(7) CA Department of Finance January 1, 2011

[This page intentionally left blank.]

SUMMARY OF SOURCES

FY 2012 Adopted Budget

	SOURCES		
	Est. Beg. Fund Balance July 1, 2011	Estimated Revenues	Total Sources
General Fund	$ 19,760,072	$ 103,207,554	$ 122,967,626
Special Revenue Funds			
Community Dev. Block Grant	-	1,296,033	1,296,033
County Library	497,522	1,858,999	2,356,521
Creeks Restoration and Water Quality	4,020,724	2,794,400	6,815,124
HOME Grant	-	816,000	816,000
Miscellaneous Grants	295,752	734,960	1,030,712
Police Asset Forfeiture and Grants	39,381	120,000	159,381
Redevelopment Agency	1,895,548	16,477,200	18,372,748
Redevelopment Agency Housing	4,101,729	4,312,900	8,414,629
Street Sweeping	49,356	1,009,779	1,059,135
Streets	918,047	10,695,391	11,613,438
Supplemental Law Enforcement	-	100,000	100,000
Traffic Safety	-	515,000	515,000
Transportation Development Act	99,454	62,084	161,538
Transportation Sales Tax	224,481	2,774,034	2,998,515
Utility Undergrounding	-	-	-
Wildland Fire Benefit Assessment	78,556	220,450	299,006
Enterprise Funds			
Airport	53,578,868	15,068,363	68,647,231
Airport Capital Grants (FAA/PFC)	-	1,503,000	1,503,000
Airport Customer Facility Charge (CFC)	-	965,000	965,000
Downtown Parking	5,201,169	7,036,049	12,237,218
Golf	-	2,060,146	2,060,146
Solid Waste	651,950	18,331,232	18,983,182
Wastewater	4,115,164	16,395,810	20,510,974
Water	31,366,417	37,671,185	69,037,602
Waterfront	2,178,044	12,603,518	14,781,562
Internal Service Funds	-		
Information Systems	946,461	3,336,135	4,282,596
Facilities Management	2,137,648	5,502,499	7,640,147
Fleet Management	7,913,353	4,760,806	12,674,159
Self-Insurance	4,218,578	5,391,678	9,610,256
Citywide Subtotal	$ 144,288,275	$ 277,620,205	$ 421,908,480
Less: Inter-Fund Transactions	-	(38,449,479)	(38,449,479)
Citywide Total	$ 144,288,275	$ 239,170,726	$ 383,459,001

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Est. Ending Fund Balance June 30, 2012
General Fund	$ 103,118,549	$ 220,570	$ 103,339,119	$ 19,628,507
Special Revenue Funds				
Community Dev. Block Grant	1,296,033	-	1,296,033	-
County Library	1,895,222	-	1,895,222	461,299
Creeks Restoration and Water Quality	2,203,536	1,225,000	3,428,536	3,386,588
HOME Grant	816,000	-	816,000	-
Miscellaneous Grants	734,960	-	734,960	295,752
Police Asset Forfeiture and Grants	120,000	-	120,000	39,381
Redevelopment Agency	10,343,332	6,133,868	16,477,200	1,895,548
Redevelopment Agency Housing	4,312,900	-	4,312,900	4,101,729
Street Sweeping	1,045,552	-	1,045,552	13,583
Streets	7,499,806	3,195,585	10,695,391	918,047
Supplemental Law Enforcement	100,000	-	100,000	-
Traffic Safety	515,000	-	515,000	-
Transportation Development Act	-	62,084	62,084	99,454
Transportation Sales Tax	2,349,603	424,431	2,774,034	224,481
Utility Undergrounding	150,000	-	150,000	(150,000)
Wildland Fire Benefit Assessment	220,450	-	220,450	78,556
Enterprise Funds				
Airport	14,074,352	1,250,000	15,324,352	53,322,879
Airport Capital Grants (FAA/PFC)	1,503,000	-	1,503,000	-
Airport Customer Facility Charge (CFC)	965,000	-	965,000	-
Downtown Parking	6,499,134	1,000,000	7,499,134	4,738,084
Golf	1,990,146	70,000	2,060,146	-
Solid Waste	18,331,232	-	18,331,232	651,950
Wastewater	12,760,427	5,500,000	18,260,427	2,250,547
Water	31,236,125	11,125,000	42,361,125	26,676,477
Waterfront	11,017,294	1,250,000	12,267,294	2,514,268
Internal Service Funds				
Information Systems	2,338,963	1,030,000	3,368,963	913,633
Facilities Management	5,223,651	-	5,223,651	2,416,496
Fleet Management	2,899,760	785,000	3,684,760	8,989,399
Self-Insurance	8,959,711	-	8,959,711	650,545
Citywide Subtotal	$ 254,519,738	$ 33,271,538	$ 287,791,276	$ 134,117,204
	(38,449,479)	-	(38,449,479)	-
Citywide Total	$ 216,070,259	$ 33,271,538	$ 249,341,797	$ 134,117,204

SUMMARY OF SOURCES

FY 2013 Proposed Budget

	SOURCES		
	Est. Beg. Fund Balance July 1, 2012	Estimated Revenues	Total Sources
General Fund	$ 19,628,507	$ 104,828,535	$ 124,457,042
Special Revenue Funds			
Community Dev. Block Grant	-	1,315,000	1,315,000
County Library	461,299	1,743,098	2,204,397
Creeks Restoration and Water Quality	3,386,588	2,926,400	6,312,988
HOME Grant	-	816,000	816,000
Miscellaneous Grants	295,752	638,140	933,892
Police Asset Forfeiture and Grants	39,381	120,000	159,381
Redevelopment Agency	1,895,548	16,801,300	18,696,848
Redevelopment Agency Housing	4,101,729	4,394,000	8,495,729
Street Sweeping	13,583	1,015,358	1,028,941
Streets	918,047	10,516,464	11,434,511
Supplemental Law Enforcement	-	100,000	100,000
Traffic Safety	-	515,000	515,000
Transportation Development Act	99,454	62,084	161,538
Transportation Sales Tax	224,481	2,497,762	2,722,243
Wildland Fire Benefit Assessment	78,556	220,450	299,006
Enterprise Funds			
Airport	53,322,879	15,165,917	68,488,796
Airport Capital Grants (FAA/PFC)	-	1,503,000	1,503,000
Airport Customer Facility Charge (CFC)	-	965,000	965,000
Downtown Parking	4,738,084	6,725,691	11,463,775
Golf	-	2,136,017	2,136,017
Solid Waste	651,950	18,803,966	19,455,916
Wastewater	2,250,547	16,221,714	18,472,261
Water	26,676,477	38,297,300	64,973,777
Waterfront	2,514,268	11,974,941	14,489,209
Internal Service Funds			
Information Systems	913,633	3,368,725	4,282,358
Facilities Management	2,416,496	5,217,597	7,634,093
Fleet Management	8,989,399	4,662,001	13,651,400
Self-Insurance	650,545	5,547,686	6,198,231
Citywide Subtotal	$ 134,117,204	$ 279,099,146	$ 413,216,350
Less: Inter-Fund Transactions	-	(35,563,312)	(35,563,312)
Citywide Total	$ 134,117,204	$ 243,535,834	$ 377,653,038

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Est. Ending Fund Balance June 30, 2013
General Fund	$ 106,987,845	$ 560,570	$ 107,548,415	$ 16,908,627
Special Revenue Funds				
Community Dev. Block Grant	1,315,000	-	1,315,000	-
County Library	1,902,566	-	1,902,566	301,831
Creeks Restoration and Water Quality	2,348,650	1,325,000	3,673,650	2,639,338
HOME Grant	816,000	-	816,000	-
Miscellaneous Grants	638,140	-	638,140	295,752
Police Asset Forfeiture and Grants	120,000	-	120,000	39,381
Redevelopment Agency	10,376,813	6,424,487	16,801,300	1,895,548
Redevelopment Agency Housing	4,394,000	-	4,394,000	4,101,729
Street Sweeping	1,068,150	-	1,068,150	(39,209)
Streets	7,707,684	2,808,780	10,516,464	918,047
Supplemental Law Enforcement	100,000	-	100,000	-
Traffic Safety	515,000	-	515,000	-
Transportation Development Act	-	62,084	62,084	99,454
Transportation Sales Tax	2,417,931	79,831	2,497,762	224,481
Wildland Fire Benefit Assessment	224,759	-	224,759	74,247
Enterprise Funds				
Airport	15,142,810	350,000	15,492,810	52,995,986
Airport Capital Grants (FAA/PFC)	1,503,000	-	1,503,000	-
Airport Customer Facility Charge (CFC)	965,000	-	965,000	-
Downtown Parking	6,741,879	1,065,000	7,806,879	3,656,896
Golf	2,061,017	75,000	2,136,017	-
Solid Waste	18,817,359	-	18,817,359	638,557
Wastewater	13,451,188	4,500,000	17,951,188	521,073
Water	31,595,760	5,870,000	37,465,760	27,508,017
Waterfront	11,413,062	1,035,000	12,448,062	2,041,147
Internal Service Funds				
Information Systems	2,468,663	1,020,000	3,488,663	793,695
Facilities Management	5,126,140	-	5,126,140	2,507,953
Fleet Management	2,689,283	2,230,000	4,919,283	8,732,117
Self-Insurance	5,499,613	-	5,499,613	698,618
Citywide Subtotal	$ 258,407,312	$ 27,405,752	$ 285,813,064	$ 127,403,286
	(35,563,312)	-	(35,563,312)	-
Citywide Total	$ 222,844,000	$ 27,405,752	$ 250,249,752	$ 127,403,286

[This page intentionally left blank.]

Summary of Revenues

GENERAL FUND	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Taxes					
Sales and Use	$ 16,989,712	$ 16,714,359	$ 17,401,747	$ 17,949,013	$ 18,663,915
Utility Users	7,009,012	7,040,000	7,057,869	7,144,500	7,206,500
Property	23,039,699	22,790,000	22,842,695	23,063,000	23,396,000
Transient Occupancy	11,464,132	11,157,000	12,286,931	12,865,000	13,507,000
Business License	2,245,071	2,168,000	2,215,900	2,229,800	2,243,800
Real Property Transfer	388,681	358,100	405,492	410,000	415,000
Total Taxes	**$ 61,136,307**	**$ 60,227,459**	**$ 62,210,634**	**$ 63,661,313**	**$ 65,432,215**
Licenses					
Animal Licenses	119,776	130,000	115,000	115,000	115,000
Miscellaneous License and Permits	65,297	64,000	69,636	67,900	67,900
Total Licenses	**$ 185,073**	**$ 194,000**	**$ 184,636**	**$ 182,900**	**$ 182,900**
Fines and Forfeitures					
Late Payment Penalties	187,700	175,000	210,000	210,000	210,000
Parking Violations	2,342,615	2,469,069	2,356,400	2,403,500	2,403,500
Library	125,686	115,000	112,585	133,516	134,667
Municipal Court Fines	173,248	150,000	175,000	180,000	183,000
Total Fines and Forfeitures	**$ 2,829,249**	**$ 2,909,069**	**$ 2,853,985**	**$ 2,927,016**	**$ 2,931,167**
Use of Money and Property					
Investment Income	1,034,960	848,615	810,173	740,827	738,683
Rents and Concessions	403,248	421,535	432,302	416,437	421,779
Total Use of Money and Property	**$ 1,438,208**	**$ 1,270,150**	**$ 1,242,475**	**$ 1,157,264**	**$ 1,160,462**
Intergovernmental					
American Recovery And Reinvestment Act	50,000	-	-	-	-
JPA - Clets	77,591	83,087	78,933	78,879	79,149
Library Intergovernmental and Grants	830,604	817,726	818,769	641,925	641,925
Miscellaneous Grants	-	57,000	82,343	50,000	-
Motor Vehicle License Fee	276,370	150,000	200,000	200,000	200,000
Mutual Aid Reimbursement	588,185	340,866	340,866	400,000	400,000
P.O.S.T. Reimbursement	36,019	40,000	44,000	40,000	40,000
School District	94,565	52,650	52,650	52,650	52,650
SB 90 Reimbursements	134,315	-	-	-	-
Total Intergovernmental	**$ 2,087,649**	**$ 1,541,329**	**$ 1,617,561**	**$ 1,463,454**	**$ 1,413,724**
Service Charges	**$ 9,633,725**	**$ 9,644,435**	**$ 9,660,233**	**$ 9,660,465**	**$ 9,874,797**
Interfund Charges and Reimbursements	**$ 16,679,217**	**$ 16,418,303**	**$ 15,900,563**	**$ 16,239,889**	**$ 16,645,562**
Interfund Transfers	**$ 1,991,862**	**$ 1,088,957**	**$ 1,113,001**	**$ 1,850,577**	**$ 1,130,128**

Summary of Revenues (continued)

GENERAL FUND (cont'd)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Other Revenues					
Donations	$ 186,338	$ 148,304	$ 154,482	$ 146,000	$ 156,000
Franchise Fees	3,351,275	3,266,000	3,486,220	3,593,200	3,647,200
Library Gift Funds	121,998	532,018	60,000	120,000	120,000
Miscellaneous	1,415,752	1,030,022	1,083,228	913,817	875,380
Video Provider PEG Fees	-	-	25,000	91,659	59,000
Total Other Revenue	**$ 5,075,363**	**$ 4,976,344**	**$ 4,808,930**	**$ 4,864,676**	**$ 4,857,580**
Anticipated Year-End Variance	**$ -**	**$ 1,975,256**	**$ -**	**$ 1,200,000**	**$ 1,200,000**
TOTAL GENERAL FUND	**$ 101,056,653**	**$ 100,245,302**	**$ 99,592,018**	**$ 103,207,554**	**$ 104,828,535**

SPECIAL REVENUE AND CAPITAL FUNDS					
Community Development Block Grant	2,418,066	2,003,480	1,839,771	1,296,033	1,315,000
County Library	1,943,747	1,752,519	1,785,077	1,858,999	1,743,098
Creeks Restoration/Water Quality	4,652,207	6,759,887	5,655,340	2,794,400	2,926,400
HOME Grant	811,321	1,114,191	1,220,020	816,000	816,000
Justice Assistance Grants	777,205	-	-	-	-
Miscellaneous Grants	1,563,621	2,725,449	1,531,064	734,960	638,140
Police Asset Forfeiture and Grants	172,817	80,000	158,742	120,000	120,000
Redevelopment Agency	24,527,138	16,259,000	16,243,899	16,477,200	16,801,300
Redevelopment Agency Housing	4,424,156	4,277,800	4,353,100	4,312,900	4,394,000
Street Sweeping	1,041,822	1,141,372	982,762	1,009,779	1,015,358
Streets	12,601,549	29,379,330	22,179,115	10,695,391	10,516,464
Supplemental Law Enforcement	99,837	100,000	100,037	100,000	100,000
Traffic Safety	519,543	470,000	495,500	515,000	515,000
Transportation Development	62,320	62,108	60,564	62,084	62,084
Transportation Sales Tax	3,807,311	2,882,759	2,821,346	2,774,034	2,497,762
Wildland Fire Benefit Assessment	216,281	214,895	214,895	220,450	220,450
Utility Undergrounding	-	-	3,333	-	-
TOTAL SPECIAL REVENUE	**$ 59,638,941**	**$ 69,222,790**	**$ 59,644,565**	**$ 43,787,230**	**$ 43,681,056**

Summary of Revenues (continued)

ENTERPRISE FUNDS	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Airport Fund					
Leases - Commercial	$ 4,122,757	$ 3,977,000	$ 4,255,000	$ 4,171,000	$ 4,171,000
Leases - Non-Commercial	1,190,075	1,095,875	1,317,800	1,361,600	1,361,600
Leases - Terminal	4,812,630	4,927,950	4,791,000	5,183,033	5,504,033
Leases - Commerical Aviation	2,146,495	2,637,000	2,291,337	3,465,000	3,541,720
Interest Income	470,351	434,625	426,262	402,512	402,512
Miscellaneous	203,461	236,552	180,325	485,218	185,052
Subtotal	**$ 12,945,769**	**$ 13,309,002**	**$ 13,261,724**	**$ 15,068,363**	**$ 15,165,917**
Airport Capital Grants Fund	**$ 5,680,312**	**$ 15,052,285**	**$ 4,271,629**	**$ 1,503,000**	**$ 1,503,000**
Airport Facility Charge Fund	**$ 590,397**	**$ 627,460**	**$ 764,513**	**$ 965,000**	**$ 965,000**
Downtown Parking Fund					
PBIA Assessment	815,292	840,000	860,000	840,000	840,000
Hourly Parking	4,471,337	4,375,000	4,332,628	4,390,000	4,390,000
Other Parking Fees	694,288	685,000	719,661	715,000	715,000
Lobero Garage	243,210	246,000	255,102	267,166	267,166
Commuter Lots	301,047	300,000	292,140	290,000	290,000
Interest Income	215,410	178,440	177,153	178,525	178,525
Miscellaneous	179,545	65,000	61,586	355,358	45,000
Subtotal	**$ 6,920,129**	**$ 6,689,440**	**$ 6,698,270**	**$ 7,036,049**	**$ 6,725,691**
Golf Fund					
Greens Fees	1,430,728	1,725,172	1,552,655	1,640,801	1,819,617
Food Concession	275,313	300,322	294,192	302,322	303,000
Interest Income	28,732	20,200	13,429	9,900	9,900
Miscellaneous	8,721	3,500	53,169	107,123	3,500
Subtotal	**$ 1,743,494**	**$ 2,049,194**	**$ 1,913,445**	**$ 2,060,146**	**$ 2,136,017**
Solid Waste	**$ 17,790,808**	**$ 17,512,032**	**$ 17,387,340**	**$ 18,331,232**	**$ 18,803,966**
Wastewater Fund					
Service Charges	13,432,909	14,000,000	13,917,225	14,800,000	15,300,000
Connection Fees	122,525	71,400	309,158	110,000	110,000
Mission Canyon Charges	418,747	392,911	427,736	393,222	393,222
Interest Income	365,739	296,100	297,556	267,300	267,300
Miscellaneous	166,412	451,251	151,885	825,288	151,192
Subtotal	**$ 14,506,332**	**$ 15,211,662**	**$ 15,103,560**	**$ 16,395,810**	**$ 16,221,714**

Summary of Revenues (continued)

ENTERPRISE FUNDS (cont'd)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Water Fund					
Metered Sales	$ 28,163,162	$ 30,350,000	$ 28,900,000	$ 30,700,000	$ 31,770,000
Water Service & Meters	223,925	160,000	409,707	176,000	176,000
Water Turn On Fees	212,692	185,000	193,965	198,000	198,000
Water Tap Fees	65,739	50,000	151,000	65,000	65,000
J.P.A. Reimbursement	3,348,632	2,926,786	3,354,266	3,134,883	3,196,500
Creeks Reimbursement	-	-	-	-	-
Interest Income	1,078,257	860,900	962,008	791,800	791,800
Intergovernmental	124,877	-	-	2,000,000	2,000,000
Miscellaneous	549,505	226,177	312,984	605,502	100,000
Subtotal	**$ 33,766,789**	**$ 34,758,863**	**$ 34,283,930**	**$ 37,671,185**	**$ 38,297,300**
Waterfront Fund					
Leases - Commercial	1,368,324	1,372,773	1,306,735	1,332,869	1,359,527
Leases - Food Service	2,280,276	2,173,351	2,306,132	2,352,254	2,399,300
Leases - Other	280,653	299,504	323,209	301,173	304,197
Interest Income	308,246	215,759	198,404	185,859	185,859
Parking Fees & Permits	2,102,566	2,156,813	1,992,678	2,155,000	2,198,100
Slip Rentals	3,664,390	3,864,398	3,842,981	3,998,521	4,078,492
Visitor Fees	517,613	555,894	462,990	463,000	463,000
Slip Transfer Fees	524,425	621,957	344,147	425,000	450,000
Live Aboard Fees	169,420	168,018	163,999	164,000	164,000
Intergovernmental	63,806	110,690	-	-	-
Miscellaneous	362,950	7,969,530	1,627,754	1,225,842	372,466
Subtotal	**$ 11,642,669**	**$ 19,508,687**	**$ 12,569,029**	**$ 12,603,518**	**$ 11,974,941**
TOTAL ENTERPRISE FUNDS	**$ 105,586,699**	**$ 124,718,625**	**$ 106,253,440**	**$ 111,634,303**	**$ 111,793,546**
INTERNAL SERVICE FUNDS					
Information Systems Fund	**$ 2,580,248**	**$ 2,335,726**	**$ 2,331,338**	**$ 3,336,135**	**$ 3,368,725**
Facilities Management Fund					
Building Maintenance	3,395,727	4,340,988	3,583,307	3,313,775	3,185,030
Electronic Communications	706,555	706,549	706,549	764,332	706,549
Energy Conservation	-	-	-	15,357	-
Custodial Services	999,932	1,036,016	984,390	1,409,035	1,326,018
Subtotal	**$ 5,102,214**	**$ 6,083,553**	**$ 5,274,246**	**$ 5,502,499**	**$ 5,217,597**

Summary of Revenues (continued)

INTERNAL SERVICE (cont'd)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Fleet Management	$ 4,447,619	$ 4,656,486	$ 4,670,391	$ 4,760,806	$ 4,662,001
Self-Insurance Fund					
Workers' Compensation Premiums	2,482,928	2,643,581	2,643,581	2,500,000	2,600,000
Property/Liability Insurance Premiums	2,950,613	2,583,750	2,583,751	2,547,084	2,598,025
Occupational Safety and Health Charges	302,518	277,322	277,322	182,894	187,961
Interest Income	253,726	189,900	180,164	161,700	161,700
Miscellaneous	4,086	-	8,384	-	-
Subtotal	$ 5,993,871	$ 5,694,553	$ 5,693,202	$ 5,391,678	$ 5,547,686
TOTAL INTERNAL SERVICE	$ 18,123,952	$ 18,770,318	$ 17,969,177	$ 18,991,118	$ 18,796,009
TOTAL CITYWIDE REVENUE	$ 284,406,245	$ 312,957,035	$ 283,459,200	$ 277,620,205	$ 279,099,146
Less: All Inter-fund Transactions	(36,595,811)	(35,926,860)	(35,926,860)	(38,449,479)	(35,563,312)
CITYWIDE REVENUE (NET)	$ 247,810,434	$ 277,030,175	$ 247,532,340	$ 239,170,726	$ 243,535,834

Summary of Appropriations

GENERAL FUND	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Administrative Services					
City Clerk	$ 680,601	$ 453,472	$ 434,856	$ 735,245	$ 458,718
Human Resources	1,210,325	1,208,298	1,154,447	1,212,429	1,270,251
Subtotal	**$ 1,890,926**	**$ 1,661,770**	**$ 1,589,303**	**$ 1,947,674**	**$ 1,728,969**
City Administrator's Office					
Administration	1,397,292	1,399,988	1,381,224	1,468,399	1,555,189
City TV	407,341	449,365	415,096	436,352	432,080
Subtotal	**$ 1,804,633**	**$ 1,849,353**	**$ 1,796,320**	**$ 1,904,751**	**$ 1,987,269**
City Attorney's Office	**$ 2,062,699**	**$ 1,867,900**	**$ 1,906,690**	**$ 1,930,640**	**$ 2,041,924**
Community Development					
Administration	463,660	427,609	421,738	456,182	476,749
Economic Development	56,300	52,296	46,296	52,667	55,868
City Arts Advisory	540,483	427,260	427,260	427,260	427,260
CDBG and Human Services	803,832	819,851	820,446	855,862	825,977
Redevelopment Agency / Housing	1,297,056	1,328,546	1,328,344	1,326,727	1,423,672
Long Range Planning & Special Studies	1,371,473	1,250,885	1,232,938	808,182	773,347
Development and Environmental Review	948,179	952,017	931,116	1,065,206	1,114,319
Zoning: Ordinance, Info and Enforcement	777,744	809,341	814,751	1,245,146	1,318,463
Design Review and Historic Preservation	860,549	886,555	824,805	973,897	1,031,347
Staff Hearing Officer, Env. Review & Training	673,793	737,535	739,145	-	-
Building Inspection and Code Enforcement	964,836	1,027,134	976,108	1,041,921	1,097,653
Records, Archives and Clerical Services	473,983	523,630	507,705	524,969	543,923
Building Counter and Plan Review	1,171,235	1,252,403	1,174,814	1,271,905	1,381,959
Subtotal	**$ 10,403,123**	**$ 10,495,062**	**$ 10,245,466**	**$ 10,049,924**	**$ 10,470,537**
Finance					
Administration	628,611	225,246	210,283	219,098	249,346
Revenue and Cash Management	382,908	442,107	449,464	482,061	504,500
Cashiering and Collections	409,556	419,606	388,097	417,180	440,957
Licenses and Permits	375,977	383,444	348,124	417,558	439,641
Budget Management	363,156	376,809	384,003	396,344	420,015
Accounting Services	420,978	389,626	410,734	478,913	505,708
Payroll	267,465	266,456	258,782	268,474	282,104
Accounts Payable	203,494	207,691	200,959	207,832	216,810
City Billing and Customer Service	513,095	575,806	552,314	583,635	612,897
Purchasing	640,067	657,198	622,617	659,344	695,055
Central Warehouse	177,943	158,284	152,999	160,010	165,427
Mail Courier Services	96,244	86,794	86,609	102,301	107,217
Subtotal	**$ 4,479,494**	**$ 4,189,067**	**$ 4,064,985**	**$ 4,392,750**	**$ 4,639,677**

Summary of Appropriations (continued)

GENERAL FUND (cont.)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Fire					
Administration	$ 891,686	$ 816,405	$ 790,674	$ 740,779	$ 778,954
Emergency Services and Public Education	201,748	210,178	192,462	246,838	255,006
Prevention	1,160,439	1,166,561	1,061,772	1,109,296	1,149,225
Wildland Fire Mitigation	179,718	173,996	177,127	172,505	179,416
Operations	16,455,184	16,292,037	17,132,089	17,119,140	17,867,058
Aircraft Rescue and Firefighting (ARFF)	1,684,973	1,637,120	1,796,221	1,698,433	1,786,709
Subtotal	**$ 20,573,748**	**$ 20,296,297**	**$ 21,150,345**	**$ 21,086,991**	**$ 22,016,368**
Library					
Administration	400,741	399,732	342,682	420,294	445,675
Public Services	2,168,403	1,997,383	1,999,194	1,822,641	1,917,147
Support Services	1,318,727	1,861,824	1,538,400	1,687,541	1,725,125
Subtotal	**$ 3,887,871**	**$ 4,258,939**	**$ 3,880,276**	**$ 3,930,476**	**$ 4,087,947**
Mayor and City Council	**$ 699,993**	**$ 686,819**	**$ 687,169**	**$ 725,196**	**$ 746,480**
Community Promotions					
Community Promotions	1,743,858	1,897,154	1,885,063	1,917,872	1,885,213
General Government	443,352	1,359,196	417,911	1,278,669	1,101,840
Subtotal	**$ 2,187,210**	**$ 3,256,350**	**$ 2,302,974**	**$ 3,196,541**	**$ 2,987,053**
Parks and Recreation					
Parks and Recreation Administration	517,263	520,544	517,618	522,889	548,609
Project Management Team	249,324	223,659	232,952	222,476	234,815
Business Services	329,303	302,136	288,766	299,201	310,329
PARKS					
Park Operations Management	1,000,083	951,580	950,744	956,950	972,820
Grounds and Facilities Maintenance	4,006,126	4,134,610	4,149,920	4,119,025	4,271,696
Forestry	1,107,835	1,163,333	1,171,452	1,160,228	1,204,753
Beach Maintenance	145,697	164,643	159,754	146,160	150,255
RECREATION					
Recreation Program Management	488,764	476,287	456,507	370,912	387,662
Registration and Reservation Services	808,708	774,941	742,015	731,720	774,486
Youth Activities	705,750	733,831	682,317	743,003	759,848
Active Adults and Classes	692,451	653,938	617,850	672,216	682,615
Aquatics	1,075,091	1,042,852	1,041,942	1,040,683	1,059,787
Sports	446,003	495,345	433,382	468,258	483,215
Tennis	270,784	258,175	223,715	224,714	239,917
Neighborhood and Outreach Services	1,193,091	989,941	1,182,810	980,833	1,010,223
Subtotal	**$ 13,036,273**	**$ 12,885,815**	**$ 12,851,744**	**$ 12,659,268**	**$ 13,091,030**

Summary of Appropriations (continued)

GENERAL FUND (cont.)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Police					
Chief's Staff	$ 1,173,959	$ 1,157,059	$ 1,146,128	$ 979,104	$ 1,034,178
Support Services	568,031	568,188	564,251	574,199	600,192
Records Bureau	1,320,487	1,272,453	1,175,288	1,172,517	1,221,799
Administrative Services Division	1,016,898	904,269	856,897	729,721	750,768
Property Room	125,067	125,865	123,062	165,159	155,823
Training and Recruitment	484,775	452,567	537,372	405,269	411,277
Range	948,941	1,023,098	1,134,519	1,184,348	1,178,479
Beat Coordinators / D.A.R.E.	497,492	479,676	560,479	784,859	830,052
Information Technology / Crime Analysis	1,065,668	1,119,816	1,144,841	1,275,768	1,317,302
Investigative Division	4,358,881	4,334,087	4,057,950	4,578,489	4,774,651
Crime Lab	132,536	213,712	127,562	130,163	132,630
Patrol Division	13,128,164	13,162,085	12,988,067	14,663,551	15,385,454
Traffic	1,182,918	1,288,565	1,134,231	1,288,412	1,344,865
Special Events	1,158,501	972,017	1,164,821	772,599	786,039
Tactical Patrol Force	1,141,127	1,114,467	1,136,092	1,324,561	1,379,327
Nightlife Enforcement	251,398	325,787	280,314	297,965	315,341
Parking Enforcement	1,198,266	1,278,791	1,153,439	1,226,335	1,268,128
Combined Communications Center	2,150,632	2,292,999	1,961,278	2,361,140	2,430,165
Animal Control	625,753	542,378	606,021	607,170	630,270
Subtotal	**$ 32,529,494**	**$ 32,627,879**	**$ 31,852,612**	**$ 34,521,329**	**$ 35,946,740**
Public Works					
Administration	797,575	872,992	776,762	868,519	999,930
Engineering Services	4,140,909	4,353,334	4,292,768	4,367,118	4,637,754
Land Development	940,220	983,568	954,231	1,167,214	1,228,440
Environmental Compliance	312,241	361,153	307,793	370,158	377,727
Subtotal	**$ 6,190,945**	**$ 6,571,047**	**$ 6,331,554**	**$ 6,773,009**	**$ 7,243,851**
TOTAL GENERAL FUND	**$ 99,746,409**	**$ 100,646,298**	**$ 98,659,438**	**$ 103,118,549**	**$ 106,987,845**
SPECIAL REVENUE FUNDS					
Community Development Block Grant	2,531,302	2,003,478	1,961,949	1,296,033	1,315,000
County Library	1,724,757	1,863,394	1,743,350	1,895,222	1,902,566
Creeks Restoration & Water Quality	1,534,485	2,263,728	2,088,394	2,203,536	2,348,650
Justice Assistance Grant	367,729	428,934	200,000	-	-
HOME Grant	811,322	2,801,943	2,787,081	816,000	816,000

Summary of Appropriations (continued)

SPECIAL REVENUE FUNDS (cont.)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Miscellaneous Grants	$ 1,613,574	$ 3,359,002	$ 2,074,755	$ 734,960	$ 638,140
Police Asset Forfeiture Funds & Grants	117,879	441,524	69,692	120,000	120,000
Redevelopment Agency	16,986,552	13,174,982	11,253,512	10,343,332	10,376,813
Redevelopment Agency Housing	4,161,012	8,798,738	4,720,411	4,312,900	4,394,000
Street Sweeping	1,187,279	1,186,172	1,155,235	1,045,552	1,068,150
Streets	6,902,690	7,576,138	7,036,543	7,499,806	7,707,684
Supplemental Law Enforcement	97,256	100,000	102,276	100,000	100,000
Traffic Safety	519,543	470,000	495,500	515,000	515,000
Transportation Sales Tax	3,312,411	2,891,323	2,216,655	2,349,603	2,417,931
Utility Undergrounding	-	-	-	150,000	-
Wildland Fire Benefit Assessment	190,069	264,745	255,226	220,450	224,759
TOTAL SPECIAL REVENUE	**$ 42,057,860**	**$ 47,624,101**	**$ 38,160,579**	**$ 33,602,394**	**$ 33,944,693**
ENTERPRISE FUNDS					
Airport					
Administration	2,027,299	2,509,557	2,182,797	5,478,062	6,098,026
Business and Property Management	1,826,970	1,892,175	1,966,383	1,825,690	1,857,909
Marketing and Communications	459,900	534,962	565,884	549,981	530,493
Facilities Maintenance	2,343,277	2,788,454	2,538,698	2,947,704	3,133,738
Air Operations Area Maintenance	672,264	710,714	699,214	754,394	772,434
Airport Security	1,891,153	2,028,733	2,044,272	2,017,838	2,157,290
Airport Certification and Operations	2,220,896	2,230,114	2,182,224	2,277,901	2,363,364
Facility Planning and Development	616,043	795,171	799,286	690,782	697,556
Subtotal	**$ 12,057,802**	**$ 13,489,880**	**$ 12,978,758**	**$ 16,542,352**	**$ 17,610,810**
Downtown Parking	**$ 6,038,523**	**$ 6,731,283**	**$ 5,843,569**	**$ 6,499,134**	**$ 6,741,879**
Municipal Golf Course	**$ 1,790,509**	**$ 1,990,811**	**$ 1,856,419**	**$ 1,990,146**	**$ 2,061,017**
Solid Waste	**$ 18,141,997**	**$ 19,316,716**	**$ 19,258,152**	**$ 18,331,232**	**$ 18,817,359**
Wastewater					
Water Resources Management	3,657,816	3,267,043	3,074,677	3,636,995	4,036,612
Wastewater Collection	2,664,864	2,839,647	2,758,065	2,661,369	2,750,891
Water Resources Laboratories	453,942	604,191	574,308	586,733	609,411
Wastewater Treatment	5,168,665	6,059,966	5,708,581	5,875,330	6,054,274
Subtotal	**$ 11,945,287**	**$ 12,770,847**	**$ 12,115,631**	**$ 12,760,427**	**$ 13,451,188**

Summary of Appropriations (continued)

ENTERPRISE FUNDS (cont.)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Water					
Water Resources Management	$ 5,456,474	$ 8,338,691	$ 7,343,609	$ 8,104,512	$ 8,256,631
Gibraltar Dam Operations	-	-	-	432,568	539,287
Recycled Water	747,414	762,308	579,212	753,263	787,293
Water Distribution	5,822,219	6,428,672	6,243,785	6,441,817	6,426,829
Water Treatment	4,369,653	5,563,296	4,672,899	5,304,055	5,405,879
Water Supply Management	7,513,755	9,924,333	8,797,047	8,937,771	8,854,372
Water Resources Laboratories	534,015	673,646	637,054	662,465	689,942
Meter Reading	503,571	629,063	549,636	599,674	635,527
Subtotal	**$ 24,947,101**	**$ 32,320,009**	**$ 28,823,242**	**$ 31,236,125**	**$ 31,595,760**
Waterfront					
Admin. Support and Comm. Relations	2,644,388	3,393,609	3,261,863	1,713,848	1,772,595
Property Management	209,766	265,475	243,796	242,773	255,078
Financial Management	180,843	188,680	188,680	191,486	201,507
Parking Services	885,821	915,648	907,708	907,137	929,394
Harbor Patrol	1,883,941	1,950,591	1,942,072	1,930,066	2,025,637
Marina Management	268,676	287,369	275,292	284,043	298,433
Facilities Maintenance	3,454,659	3,650,694	3,618,774	3,663,206	3,758,615
Facilities Design and Capital Program	229,068	229,007	228,757	2,084,735	2,171,803
Subtotal	**$ 9,757,162**	**$ 10,881,073**	**$ 10,666,942**	**$ 11,017,294**	**$ 11,413,062**
TOTAL ENTERPRISE FUNDS	**$ 84,678,381**	**$ 97,500,619**	**$ 91,542,713**	**$ 98,376,710**	**$ 101,691,075**
INTERNAL SERVICE FUNDS					
Information Systems	**$ 2,309,461**	**$ 2,344,701**	**$ 2,278,691**	**$ 2,338,963**	**$ 2,468,663**
Fleet Management	**$ 2,441,651**	**$ 2,637,948**	**$ 2,570,205**	**$ 2,899,760**	**$ 2,689,283**
Facilities Maintenance					
Building Management	3,335,996	5,058,639	3,862,908	3,124,027	2,969,983
Communications Systems	640,866	680,405	671,798	672,995	705,077
Energy Conservation	-	-	-	140,455	153,683
Custodial Services	873,182	1,042,855	973,446	1,286,174	1,297,397
Subtotal	**$ 4,850,044**	**$ 6,781,899**	**$ 5,508,152**	**$ 5,223,651**	**$ 5,126,140**

Summary of Appropriations (continued)

INTERNAL SERVICE FUNDS (cont.)	FY 2010 Actual	FY 2011 Amended	FY 2011 Projected	FY 2012 Adopted	FY 2013 Proposed
Self-Insurance					
Workers' Compensation	$ 2,312,732	$ 2,256,462	$ 2,171,238	$ 5,973,264	$ 2,414,377
Liability	1,336,413	2,412,767	2,239,531	1,548,196	1,618,930
Occupational Safety and Health	138,611	202,037	164,590	173,401	180,502
Administrative Operations	1,281,061	1,322,845	1,192,771	1,264,850	1,285,804
Subtotal	**$ 5,068,817**	**$ 6,194,111**	**$ 5,768,130**	**$ 8,959,711**	**$ 5,499,613**
TOTAL INT. SERVICE FUNDS	**$ 14,669,973**	**$ 17,958,659**	**$ 16,125,178**	**$ 19,422,085**	**$ 15,783,699**
CITY OPERATING BUDGET	**241,152,623**	**263,729,677**	**244,487,908**	**254,519,738**	**258,407,312**
Less: All Inter-fund Transactions	(36,595,811)	(35,926,860)	(35,926,860)	(38,449,479)	(35,563,312)
CITY OPERATING (NET)	**204,556,812**	**227,802,817**	**208,561,048**	**216,070,259**	**222,844,000**
Add: Capital Program - All Funds	57,698,172	171,692,085	79,268,267	33,271,538	27,405,752
CITY BUDGET TOTAL (NET)	**$ 262,254,984**	**$ 399,494,902**	**$ 287,829,315**	**$ 249,341,797**	**$ 250,249,752**

[This page intentionally left blank.]

SUMMARY OF POSITIONS

Positions by Department

Department	Actual FY 2009	Actual FY 2010	Amended FY 2011	Adopted FY 2012	Proposed FY 2013
Administrative Services	31.50	28.50	25.50	25.50	25.50
Airport	54.00	53.00	54.00	54.00	54.00
City Administrator's Office	12.20	10.90	9.40	9.90	9.90
City Attorney's Office	13.00	12.20	11.40	11.40	11.40
Community Development	87.60	78.60	75.60	74.60	74.10
Finance	41.35	40.30	48.50	46.50	46.50
Fire	115.00	114.00	110.00	110.00	110.00
Library	48.00	42.30	38.50	34.55	34.55
Mayor and City Council	9.00	9.00	8.00	8.00	8.00
Parks and Recreation	109.60	99.20	95.10	93.60	93.60
Police	212.00	209.00	202.00	207.00*	207.00*
Public Works	309.65	303.20	290.50	289.50	289.50
Waterfront	46.00	46.00	46.00	46.00	46.00
CITY TOTAL (FTEs)	**1,088.90**	**1,046.20**	**1,014.50**	**1,010.55**	**1,010.05**

*3 Police Officer positions are unfunded

Positions by Fund for Fiscal Year 2012 and 2013

Fund	Adopted	Fund	Adopted
General Fund		**Golf**	**13.05**
Administrative Services	12.00	**HOME Grant**	**0.75**
City Administrator's Office	9.90	**Information Systems**	**13.50**
City Attorney	11.40	**Facilities Maintenance**	**35.50**
Community Development	72.21	**Fleet Maintenance**	**13.40**
Finance	33.85	**Fleet Replacement**	**1.60**
Fire	109.00	**Miscellaneous Grants**	**2.34**
Library	26.45	**Self-Insurance**	**4.15**
Mayor and Council	8.00	**Solid Waste**	**8.50**
Parks and Recreation	70.31	**Street Sweeping**	**2.35**
Police	206.25	**Streets**	**35.00**
Public Works	49.55	**Supplemental Law Enforcement**	**0.75**
GENERAL FUND SUBTOTAL	**608.92**	**Transportation Sales Tax**	**10.75**
Airport	**54.00**	**Wastewater**	**48.28**
Community Dev. Block Grant	**0.94**	**Water**	**68.57**
County Library	**8.10**	**Waterfront**	**46.00**
Creeks Restoration & Water Quality	**8.60**	**Wildland Fire Assessment**	**1.00**
Downtown Parking	**24.50**		
CITY TOTAL (FTEs)			**1,010.55**

Position Changes for Fiscal Year 2012

City Administrator's Office

Employee Relations Manager (Moved from Finance-Solid Waste) .. 0.50

Community Development

Housing Loan Officer.....(1.00)

Finance

Code Enforcement Officer.....(1.00)
Employee Relations Manager (Moved to City Admin. Office) .....(0.50)
Recycling Educator .....(0.50)

Fire

Deputy Fire Chief.....(1.00)
Fire Battalion Chief .....(1.00)
Fire Operations Division Chief..... 1.00
Fire Prevention Division Chief..... 1.00

Library

Adult Literacy Coordinator 0.05
Custodian (Moved to Public Works) .....(2.00)
Library Assistant I.....(1.00)
Senior Custodian (Moved to Public Works and Deleted).....(1.00)

Parks and Recreation

Administrative Specialist I .....(1.00)
Recreation Program Leader .....(0.80)
Recreation Specialist 0.30

Police

Police Officer (3 Unfunded)..... 4.00
Police Records Manager .....(1.00)
Police Records Specialist .....(1.00)
Police Technician..... 2.00
Public Safety Dispatch Supervisor 1.00
Public Safety Dispatcher III .....(1.00)
Records Technician..... 1.00

Public Works

Administrative Specialist 1.00
Custodian (Moved 2.00 from Library) .....(1.00)
Fleet Manager 1.00
Fleet Services Superintendent .....(1.00)
Laboratory Analyst II .....(1.00)
Laboratory Analyst Coordinator 1.00
Principal Engineer 1.00
Project Engineer II .....(1.00)
Senior Wastewater Collection System Operator .....(1.00)
Treatment Plant Maintenance Chief 1.00

Public Works (continued)

Wastewater Collection System Supervisor .....(2.00)

Wastewater Collection System Lead Operator 1.00

TOTAL POSITION CHANGES (in FTEs).....(3.95)

OTHER COMMITTED DELETIONS DURING THE FISCAL YEAR:

Community Development

Senior Planner II.....(0.50)

There are no additional position changes for Fiscal Year 2013.

[This page intentionally left blank.]

Capital Budget for Fiscal Year 2012

GENERAL FUND CAPITAL PROGRAM Project Title	
Kids World Renovation ***Parks and Recreation Department*** *To renew Kids World at Alameda Park. The playground is nearly 20 years old and a number of design, safety and playground standards issues need to be addressed.* *FUNDING: General Fund*	35,000
Records Management System ***Police Department*** *This is a continuation of multiyear project to replace the Police Computer Automated Dispatch (CAD) and Records Management systems with Versaterms software that will be used by both Police and Fire departments to increase productivity, integrate communications, and create cost efficiencies.* *FUNDING: General Fund*	185,570
Total General Fund Capital	**220,570**
REDEVELOPMENT AGENCY CAPITAL PROGRAM **Project Title**	
Parking Lot Maintenance *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.*	112,621
Chase Palm Park Playground Replacement ***Parks and Recreation Department*** *First constructed in 1997, the playground is almost 15 years old and exceeds the City's ten-year playground replacement cycle. Over the years, portions of the playground have been removed due to damage, and the play elements have become worn. Very popular with families with young children, it is considered one of the City's flagship playgrounds.*	200,000
RDA Capital Project Contingency Fund *Set-aside funding for cost increases to existing RDA capital projects.*	5,821,247
Total Redevelopment Agency Capital Program	**6,133,868**

Capital Budget for Fiscal Year 2012

INFORMATION SYSTEMS FUND Project Title	
Financial Management System Replacement *A four year project to replace the City's in-house designed, built, and maintained Financial Management System (FMS) with a vendor provided and supported application. The new FMS will provide integrated financial system components; intelligent routing, workflow, and reporting; and interfaces to other Financial applications.* *FUNDING: General Fund - $400,000; Enterprise Funds - $600,000*	1,000,000
Upgrade Public Website for Improved Use and Benefit *Replace and upgrade the City's public website to provide for advanced searching, easier navigation and use, the ability for the public to interact and transact business over the net, to offer new "mobile user" features, and to improve usability of the City's public interface.* *FUNDING: General Fund*	30,000
Total Information Systems Fund	**1,030,000**
STREETS CAPITAL PROGRAM **Project Title**	
101 Operational Improvements *This project involves staff time to coordinate with Caltrans inspection during construction of the Highway Improvement project.* *FUNDING: Streets Fund*	50,000
Cabrillo Boulevard Bridge Replacement at Mission Creek *Replace the vehicular and beach-way bridge over Mission Creek on Cabrillo Boulevard due to deterioration.* *FUNDING: Streets Fund*	100,000
Drainage Improvements *Annual program to maintain, improve, and construct citywide public drainage facilities.* *FUNDING: Streets Fund*	100,000

Capital Budget for Fiscal Year 2012

Lower Mission Creek Improvements *This project will coordinate, design and construct flood control improvements on Mission Creek from near Canon Perdido Street to the ocean to handle 20-year peak design floods using the US Army Corps of Engineers design, in cooperation with the County of Santa Barbara Flood Control.* *FUNDING: Streets Fund*	50,000
Sidewalk Infill Program *Annual installation of missing sidewalk links in the citywide sidewalk network.* *FUNDING: Transportation Development Act (TDA) Fund*	62,084
Sidewalk Repairs and Handicap Ramps *Replace existing sidewalks that are uplifted or depressed due to tree roots or other damage, and install access ramps to provide equal access to pedestrian facilities.* *FUNDING: Streets Fund - $50,000; FUNDING: Measure A Fund - $300,000*	350,000
Streets Engineering *Provide ongoing engineering support to all Streets capital programs and projects, including surveying, public right-of-way transactions, and automated mapping updates.* *FUNDING: Streets Fund*	126,000
Streets Resurfacing Program *Perform pavement overlay and repairs to city streets and parking lots as part of the city's annual pavement maintenance program.* *FUNDING: Measure A Fund – $124,431; Streets Fund – $2,230,803; Streets Grants –$338,782*	2,694,016
Traffic Safety and Capacity Improvement Program *Annual replacement program for traffic signals, intersections, and signage at specific locations in the City.* *FUNDING: Streets Fund*	75,000
Traffic Signal Maintenance Program *This annual program includes the installation of battery backup, cabinet upgrades, LED replacements, and power conditioning.* *FUNDING: Streets Fund*	75,000
Total Streets Capital Program	**3,682,100**

Capital Budget for Fiscal Year 2012

CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT Project Title	
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 (such as dry weather diversions and active treatment).*	50,000
Capital Replacement – Storm Water Facilities *Set aside funds for the replacement of pumps and other hardware installed in water quality treatment projects.*	25,000
Mission Creek Barrier Removal/Watershed Restoration *The final year of a five-year project to develop a restoration plan for upper Mission Creek that includes the removal of key steelhead barriers. Final design, technical studies, environmental review, and permitting will be completed in FY 2011.*	400,000
Mission Creek Restoration at Oak Park *Restore Mission Creek in Oak Park. Restoration could include non-native weed removal and vegetation with native plants, removal of steelhead passage barriers, biotechnical stabilization of eroding banks, removal of concrete from the creek channel, and improvement of trails and interpretive information.*	100,000
Mission Lagoon/Laguna Channel Restoration & Management Program *Develop a management program for the Mission Creek Lagoon that includes habitat restoration and water quality improvements.*	500,000
Stormwater Treatment Retrofit Projects (LID) *Design, permit, and construct a "Low Impact Development" (LID) demonstration project, or projects, on City-owned properties to improve creeks and ocean water quality.*	150,000
Total Creeks Restoration & Water Quality Improvement	**1,225,000**
AIRPORT OPERATING CAPITAL PROGRAM **Project Title**	
Airport Operations Area Pavement Maintenance *Annual maintenance program for airport operations area pavement areas to include crack sealing, slurry seal, overlay, and reconstruction for the general aviation ramp on the east and west sides of the parallel runways.*	150,000

Capital Budget for Fiscal Year 2012

Airport Street Resurfacing Program *An annual pavement resurfacing program to overlay and repair various Airport streets and parking lots.*	150,000
FAA Airfield Projects *Preliminary design work for potential airfield projects.*	500,000
Building 225 Remodel *Remodel of a 60 year old building constructed as part of the Marine Air Corps Station in the 1940's. The building is located on the north side of Airport property at 605 Francis Botello Road. The approximately 5,000 square feet building is currently leased out to several tenants and is in fair condition. In order to continue to meet rental standards, improvements need to be made to the aging building.*	300,000
Leased Building Maintenance *Annual maintenance of and improvements to leased facilities, including painting and replacement of roofs, HVAC systems, and windows.*	150,000
Total Airport Operating Fund Capital	**1,250,000**
DOWNTOWN PARKING FUND **Project Title**	
Concrete and Asphalt Work in Surface Lots *Major repair or replacement of deteriorated asphalt or concrete in the surface lots. First priority will be work in Lot 3 (corner of Figueroa and Chapala Streets) and Lot 11 (corner of Haley and Anacapa Streets). The work will be done concurrent with the City's annual pavement prep and slurry contract.*	250,000
Elevator Modernizations *This project will upgrade or replace the elevator operating systems in five Downtown Parking garages within the City's parking structures.*	150,000
Lot 9 Mid-Level Traffic Coating *Replacement of the existing mid-level traffic deck coating at the Lobero Parking Garage (Lot 9) located at 621 Anacapa Street. This deck coating seals the deck and prevents water intrusion.*	100,000
Painting of Parking Structures *Regular and reoccurring painting of the interior and exterior of the parking garage structures. This work includes the painting of all interior and exterior walls, ceilings, columns and beams.*	100,000

Capital Budget for Fiscal Year 2012

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.*	300,000
Security Cameras at Granada Garage *Install security cameras in the Granada Garage.*	50,000
Surface Parking Lot Lighting *Design and lighting upgrades for surface parking lots. Lighting shall be energy efficient and meet the lighting design standards for El Pueblo Viejo.*	50,000
Total Downtown Parking Fund Capital	**1,000,000**
GOLF COURSE CAPITAL **Project Title**	
Power Turf Equipment *Annual replacement of power turf equipment.*	70,000
Total Golf Course Capital	**70,000**
FLEET REPLACEMENT FUND **Project Title**	
Enterprise Fund Vehicle Replacement Program *Annual replacement of Enterprise Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.*	115,000
General Fund Vehicle Replacement Program *Annual replacement of General Fund Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.*	670,000
Total Fleet Replacement Fund Capital	**785,000**

Capital Budget for Fiscal Year 2012

WASTEWATER FUND Project Title	
El Estero Strategic Plan Implementation *Rehabilitation or replacement of the major equipment and process components at the El Estero Wastewater Treatment Plant. Includes rehabilitation of critical facilities including odor control systems, belt filter presses, and aeration blowers.*	390,000
El Estero Treatment Plant Maintenance Program *An annual program to ensure that the El Estero Wastewater Treatment Plant remains fully operational. Includes electrical and mechanical equipment replacement, integration of plant processes into the SCADA system, and pipe replacement throughout the plant.*	230,000
El Estero Wastewater Treatment Plant Air Process Improvements *Provides for engineering design and construction of process air system improvements associated with the facility's activated sludge secondary treatment process.*	400,000
El Estero Wastewater Treatment Plant Influent Pump Replacement *Replaces the existing El Estero Wastewater Treatment Plant influent pumps. This project will be in the construction phase during Fiscal Year 2012.*	2,030,000
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 El Estero Treatment Plant operating at a fully functional level. Examples of the types of projects included in this program are the replacement of the belt-press wash water pump, and chemical systems' equipment replacements.*	1,000,000
Lift Station Maintenance Program *Annual program of capital maintenance projects to keep the City's wastewater lift stations fully operational. Includes replacement of motor control centers, pumps, water level sensors, and other equipment to prevent lift station failures.*	300,000
Sanitary Sewer Overflow Compliance Program *Undertake a variety of projects to ensure compliance with the Sanitary Sewer Overflow Rule requirements, including annual replacement or rehabilitation of 1% of the sewer collection lines and manholes, replacement of lift station force mains, and other studies and projects to maintain overflow compliance.*	1,150,000
Total Wastewater Fund Capital	**5,500,000**

Capital Budget for Fiscal Year 2012

WATER CAPITAL Project Title	
Cater Treatment Plant Equipment Rehabilitation *Annual program for baseline treatment plant maintenance, including scheduled filter media replacement, Supervisory Control and Data Acquisition (SCADA) maintenance and upgrades, and aeration and sedimentation basin improvements.*	350,000
Distribution Pump Stations Rehabilitation *Annual program for maintenance, repair, and upgrades to water facilities and equipment at city's water distribution pump stations.*	400,000
Distribution Reservoir Maintenance Program *Maintenance and upgrades of the City's water storage reservoirs including: installation of Mag meters at Reservoir No. 2, Tunnel Reservoir, and La Mesa Reservoir; the East Reservoir mixing system retrofit; Escondido, and Hope reservoirs; El Cielito Reservoir erosion control and hardscape improvements; Vic Trace SCADA upgrades; Tunnel Reservoir Fuel Tank Replacement, and baseline maintenance for the reservoirs.*	1,600,000
Recycled Water Program *Rehabilitation of the tertiary filters and the Cottage Hospital recycled water main, installation of SCADA at the La Mesa recycled water booster station, and implementation of conservation retrofits for City facilities.*	225,000
Rehab Aeration Basin *To improve water quality for recycled water production.*	1,050,000
Water Facilities Corporation Yard Well Replacement *To drill a new well to replace the Corporation Yard Well.*	2,500,000
Water Main Replacement *Annual program of replacement of 1%, approximately 16,000 feet, of the City's water distribution piping system.*	5,000,000
Total Water Fund Capital	**11,125,000**
WATERFRONT FUND **Project Title**	
Breakwater Lights Design and Installation *The project includes design and installation of eight acorn lights on the breakwater that were removed in the 1970's.*	10,000

Capital Budget for Fiscal Year 2012

Harbor ADA Restroom remodel *Improvements to Marina 3 restroom to ensure compliance with ADA Standards.*	20,000
Launch Ramp Concrete Design *Design of the public launch ramp at the Santa Barbara Harbor that needs to be repaired.*	400,000
Marina Annual Repair Program *Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.*	225,000
Parking - Self Pay System *To replace existing honor fee kiosks with automated self pay system.*	40,000
Recoat Passenger Loading Ramp *To replace deteriorating original coating installed in 2000. The Passenger Loading Ramp allows thousands of people to access Stearns Wharf from the water every year.*	30,000
Replace Lift Stations at Stearns Wharf *Replace mechanical lift station with electrical lift stations in FY 2012.*	85,000
Replace Sump Pump - Marina 1 West Restroom *Replacement of force main pump that removes sewage from Marina 1.*	20,000
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.*	20,000
Solar Thermal Restroom Upgrade *This is the second year of a three year project to install solar thermal units. The first phase is to install a solar thermal unit on the east restroom to reduce Marina One's annual electrical use of $120,000.*	25,000
Stearns Wharf Annual Repair Program *Annual wharf pile driving and timber replacement program to ensure structural integrity of Stearns Wharf.*	300,000

Capital Budget for Fiscal Year 2012

Waterfront Parking Lot Maintenance Program *Scheduled maintenance to the eight Waterfront area parking lots, including slurry and crack sealing, painting, and traffic striping in Harbor West lot and maintenance yard.*	75,000
Total Waterfront Fund Capital	**1,250,000**
Total Capital	**33,271,538**

Capital Budget for Fiscal Year 2013

GENERAL FUND CAPITAL PROGRAM Project Title	
Kids World Renovation ***Parks and Recreation Department*** *To renew Kids World at Alameda Park. The playground is nearly 20 years old and a number of design, safety and playground standards issues need to be addressed.* *FUNDING: General Fund*	25,000
Mesa Lane Steps Renovation ***Parks and Recreation Department*** *Replace the lower set of stairs and landing at Mesa Lane Steps. The existing landing has eroded over the last 25 years and is becoming unsafe. The lower set of steps from the landing to the first platform is worn and also in need of replacement.* *FUNDING: General Fund*	350,000
Records Management System ***Police Department*** *This is a continuation of multiyear project to replace the Police Computer Automated Dispatch (CAD) and Records Management systems with Versaterms software that will be used by both Police and Fire departments to increase productivity, integrate communications, and create cost efficiencies.* *FUNDING: General Fund*	185,570
Total General Fund Capital	**560,570**
REDEVELOPMENT AGENCY CAPITAL PROGRAM **Project Title**	
Parking Lot Maintenance *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.*	112,621
RDA Capital Project Contingency Fund *Set-aside funding for cost increases to existing RDA capital projects.*	6,311,866
Total Redevelopment Agency Capital Program	**6,424,487**

Capital Budget for Fiscal Year 2013

INFORMATION SYSTEMS FUND Project Title	
Financial Management System Replacement *A four year project to replace the City's in-house designed, built, and maintained Financial Management System (FMS) with a vendor provided and supported application. The new FMS will provide integrated financial system components; intelligent routing, workflow, and reporting; and interfaces to other Financial applications.* *FUNDING: General Fund - $400,000; Enterprise Funds - $600,000*	1,000,000
Upgrade Public Website for Improved Use and Benefit *Replace and upgrade the City's public website to provide for advanced searching, easier navigation and use, the ability for the public to interact and transact business over the net, to offer new "mobile user" features, and to improve usability of the City's public interface.* *FUNDING: General Fund*	20,000
Total Information Systems Fund	**1,020,000**
STREETS CAPITAL PROGRAM **Project Title**	
101 Operational Improvements *This project involves staff time to coordinate with Caltrans inspection during construction of the Highway Improvement project.* *FUNDING: Streets Fund*	50,000
Drainage Improvements *Annual program to maintain, improve, and construct citywide public drainage facilities.* *FUNDING: Streets Fund*	100,000
Lower Mission Creek Improvements *This project will coordinate, design and construct flood control improvements on Mission Creek from near Canon Perdido Street to the ocean to handle 20-year peak design floods using the US Army Corps of Engineers design, in cooperation with the County of Santa Barbara Flood Control.* *FUNDING: Streets Fund*	50,000

Capital Budget for Fiscal Year 2013

Mission Creek Bridge Replacement at Cota Street *Located on Cota Street between Bath Street and De la Vina Street, the bridge has qualified for replacement under the federal Highway Bridge Program (HBP).* *FUNDING: Streets Fund*	100,000
Sidewalk Infill Program *Annual installation of missing sidewalk links in the citywide sidewalk network.* *FUNDING: Transportation Development Act (TDA) Fund*	62,084
Sidewalk Repairs and Handicap Ramps *Replace existing sidewalks that are uplifted or depressed due to tree roots or other damage, and install access ramps to provide equal access to pedestrian facilities.* *FUNDING: Streets Fund - $250,000; FUNDING: Measure A Fund - $57,695*	307,695
Streets Engineering *Provide ongoing engineering support to all Streets capital programs and projects, including surveying, public right-of-way transactions, and automated mapping updates.* *FUNDING: Streets Fund*	126,000
Streets Resurfacing Program *Perform pavement overlay and repairs to city streets and parking lots as part of the city's annual pavement maintenance program.* *FUNDING: Measure A Fund – $22,136; Streets Fund – $1,644,001; Streets Grants – $338,782*	2,004,916
Traffic Safety and Capacity Improvement Program *Annual replacement program for traffic signals, intersections, and signage at specific locations in the City.* *FUNDING: Streets Fund*	75,000
Traffic Signal Maintenance Program *This annual program includes the installation of battery backup, cabinet upgrades, LED replacements, and power conditioning.* *FUNDING: Streets Fund*	75,000
Total Streets Capital Program	**2,950,695**

Capital Budget for Fiscal Year 2013

CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT Project Title	
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 (such as dry weather diversions and active treatment).*	50,000
Capital Replacement – Storm Water Facilities *Set aside funds for the replacement of pumps and other hardware installed in water quality treatment projects.*	25,000
Lower Arroyo Burro Restoration Program *Develop a restoration project for one of three reaches of lower Arroyo Burro. Funds to be used for outreach, planning, design, environmental review, and permitting. Technical studies will begin in FY2012 and preliminary design would be completed in FY 2014.*	200,000
Mid-Arroyo Burro Restoration *Restoration of the riparian corridor in the mid-Arroyo Burro watershed (above Highway 101). Restoration could include non-native weed removal and revegetation with native plants, biotechnical stabilization of eroding banks, removal of concrete from the creek channel, and improvement of trails and interpretive information.*	100,000
Mission Creek Restoration at Oak Park *Restore Mission Creek in Oak Park. Restoration could include non-native weed removal and vegetation with native plants, removal of steelhead passage barriers, biotechnical stabilization of eroding banks, removal of concrete from the creek channel, and improvement of trails and interpretive information.*	150,000
Mission Lagoon/Laguna Channel Restoration & Management Program *Develop a management program for the Mission Creek Lagoon that includes habitat restoration and water quality improvements. The first phase of the program would be to identify priorities and study management alternatives. Additional phases would include preliminary design and environmental review.*	500,000
Stormwater Treatment Retrofit Projects (LID) *Design, permit, and construct a "Low Impact Development" (LID) demonstration project, or projects, on City-owned properties to improve creeks and ocean water quality.*	150,000

Capital Budget for Fiscal Year 2013

Sycamore Creek Watershed Restoration *To develop a restoration plan for Sycamore Creek and complete conceptual designs/technical studies for preferred projects in FY 2013. Specific projects would address creek bank restoration, water quality improvement, flood reduction, and riparian habitat enhancement.*	50,000
Watershed Action Plan Implementation *To implement project and program recommendations developed through the watershed action plans.*	100,000
Total Creeks Restoration & Water Quality Improvement	**1,325,000**
AIRPORT OPERATING CAPITAL PROGRAM **Project Title**	
Airport Operations Area Pavement Maintenance *Annual maintenance program for airport operations area pavement areas to include crack sealing, slurry seal, overlay, and reconstruction for the general aviation ramp on the east and west sides of the parallel runways.*	100,000
Airport Street Resurfacing Program *An annual pavement resurfacing program to overlay and repair various Airport streets and parking lots.*	100,000
Leased Building Maintenance *Annual maintenance of and improvements to leased facilities, including painting and replacement of roofs, HVAC systems, and windows.*	150,000
Total Airport Operating Fund Capital	**350,000**
DOWNTOWN PARKING FUND **Project Title**	
Concrete and Asphalt Work in Surface Lots *Major repair or replacement of deteriorated asphalt or concrete in the surface lots. First priority will be work in Lot 3 (corner of Figueroa and Chapala Streets) and Lot 11 (corner of Haley and Anacapa Streets). The work will be done concurrent with the City's annual pavement prep and slurry contract.*	200,000
Elevator Modernizations *This project will upgrade or replace the elevator operating systems in five Downtown Parking garages within the City's parking structures.*	150,000

Capital Budget for Fiscal Year 2013

Emergency Backup Kiosk Communications Replacement *Replacement of the existing analog Verizon phone lines that connect the Downtown Parking kiosks to the Granada Garage offices with a City-owned system that uses the City's newly constructed fiber-optic grid. This fiber-optic telephone connection will provide for back up communications should the existing radios fail during an emergency.*	50,000
Painting of Parking Structures *Regular and reoccurring painting of the interior and exterior of the parking garage structures. This work includes the painting of all interior and exterior walls, ceilings, columns and beams.*	100,000
Parking Lot Maintenance and Annual Repair Program *Perform ongoing maintenance in the Downtown lots and structures such as landscaping, equipment enhancements, repairs, cleaning, and general maintenance, in order to maintain integrity of structures and first-rate parking facilities.*	350,000
Security Cameras at Granada Garage *Install security cameras in the Granada Garage.*	50,000
Surface Parking Lot Lighting *Design and lighting upgrades for surface parking lots. Lighting shall be energy efficient and meet the lighting design standards for El Pueblo Viejo.*	165,000
Total Downtown Parking Fund Capital	**1,065,000**
GOLF COURSE CAPITAL **Project Title**	
Power Turf Equipment *Annual replacement of power turf equipment.*	75,000
Total Golf Course Capital	**75,000**
FLEET REPLACEMENT FUND **Project Title**	
Enterprise Fund Vehicle Replacement Program *Annual replacement of Enterprise Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.*	950,000

Capital Budget for Fiscal Year 2013

General Fund Vehicle Replacement Program *Annual replacement of General Fund Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.*	1,280,000
Total Fleet Replacement Fund Capital	**2,230,000**
WASTEWATER FUND **Project Title**	
El Estero Strategic Plan Implementation *Rehabilitation or replacement of the major equipment and process components at the El Estero Wastewater Treatment Plant. Includes rehabilitation of critical facilities including odor control systems, belt filter presses, and aeration blowers.*	1,430,000
El Estero Treatment Plant Maintenance Program *An annual program to ensure that the El Estero Wastewater Treatment Plant remains fully operational. Includes electrical and mechanical equipment replacement, integration of plant processes into the SCADA system, and pipe replacement throughout the plant.*	120,000
El Estero Wastewater Treatment Plant Air Process Improvements *Provides for engineering design and construction of process air system improvements associated with the facility's activated sludge secondary treatment process.*	1,500,000
Lift Station Maintenance Program *Annual program of capital maintenance projects to keep the City's wastewater lift stations fully operational. Includes replacement of motor control centers, pumps, water level sensors, and other equipment to prevent lift station failures.*	300,000
Sanitary Sewer Overflow Compliance Program *Undertake a variety of projects to ensure compliance with the Sanitary Sewer Overflow Rule requirements, including annual replacement or rehabilitation of 1% of the sewer collection lines and manholes, replacement of lift station force mains, and other studies and projects to maintain overflow compliance.*	1,150,000
Total Wastewater Fund Capital	**4,500,000**

Capital Budget for Fiscal Year 2013

WATER CAPITAL Project Title	
Cater Treatment Plant Equipment Rehabilitation *Annual program for baseline treatment plant maintenance, including scheduled filter media replacement, Supervisory Control and Data Acquisition (SCADA) maintenance and upgrades, and aeration and sedimentation basin improvements.*	350,000
Distribution Pump Stations Rehabilitation *Annual program for maintenance, repair, and upgrades to water facilities and equipment at city's water distribution pump stations.*	500,000
Distribution Reservoir Maintenance Program *Maintenance and upgrades of the City's water storage reservoirs including: installation of Mag meters at Reservoir No. 2, Tunnel Reservoir, and La Mesa Reservoir; the East Reservoir mixing system retrofit; Escondido, and Hope reservoirs; El Cielito Reservoir erosion control and hardscape improvements; Vic Trace SCADA upgrades; Tunnel Reservoir Fuel Tank Replacement, and baseline maintenance for the reservoirs.*	350,000
Groundwater Supply Development Program *Annual program for baseline well system component maintenance and rehabilitation of the Ortega Groundwater Treatment plant and city wells.*	495,000
Recycled Water Program *Rehabilitation of the tertiary filters and the Cottage Hospital recycled water main, installation of SCADA at the La Mesa recycled water booster station, and implementation of conservation retrofits for City facilities.*	2,125,000
Water Main Replacement *Annual program of replacement of 1%, approximately 16,000 feet, of the City's water distribution piping system.*	2,050,000
Total Water Fund Capital	**5,870,000**
WATERFRONT FUND **Project Title**	
Breakwater Lights Design and Installation *The project includes design and installation of eight acorn lights on the breakwater that were removed in the 1970's.*	325,000

Capital Budget for Fiscal Year 2013

Harbor ADA Restroom remodel *Improvements to Marina 3 restroom to ensure compliance with ADA Standards.*	20,000
Marina Annual Repair Program *Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.*	225,000
Parking - Self Pay System *To replace existing honor fee kiosks with automated self pay system.*	40,000
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.*	50,000
Stearns Wharf Annual Repair Program *Annual wharf pile driving and timber replacement program to ensure structural integrity of Stearns Wharf.*	300,000
Waterfront Parking Lot Maintenance Program *Scheduled maintenance to the eight Waterfront area parking lots, including slurry and crack sealing, painting, and traffic striping in Harbor West lot and maintenance yard.*	75,000
Total Waterfront Fund Capital	**1,035,000**
Total Capital	**27,405,752**

[This page intentionally left blank.]

General Fund

	Fiscal Year				
Operating Budget:	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 100,723,459	$ 99,869,807	$ 99,576,888	$ 103,207,554	$ 104,828,535
Expenditures	99,746,409	100,646,298	98,659,438	103,118,549	106,987,845
Operating surplus	977,050	(776,491)	917,450	89,005	(2,159,310)
Capital budget:					
Capital revenue	333,194	375,495	15,130	-	-
Capital budget	753,206	2,241,862	912,550	220,570	560,570
Net addition to (use of) reserves	$ 557,038	$ (2,642,858)	$ 20,030	$ (131,565)	$ (2,719,880)

BACKGROUND

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

Some of the costs associated with providing these services are recovered through fees and service charges, or through inter-fund charges (i.e., charges to other funds for services provided by General Fund departments). However, the large majority of these costs are funded from general tax revenues. For example, the three largest tax revenues in the General Fund - sales taxes, property taxes, and transient occupancy taxes – account for $53,877,013 (52%) of the total $103,207,554 fiscal year 2012 budgeted operating revenues. Only $9,660,464 (9%) of total revenues is from fees, and $18,090,466 (18%) is from inter-fund charges.

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

In the case of the City of Santa Barbara, tax revenues ($63,661,313) comprise 62% of total budgeted revenues in the General Fund. Although not unusual, the specific composition of taxes in the City has proven to be not only a strength, but at times a weakness. With sales tax and transient occupancy tax revenues being two of the top three revenues, both of which are fairly elastic to economic swings, the General Fund is susceptible to financial boons and setbacks. This was the case during the recession of the early 1990's and, more recently, in the aftermath of September 11, 2001 terrorist attacks and the ensuing economic downturn. As a tourist destination

General Fund

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

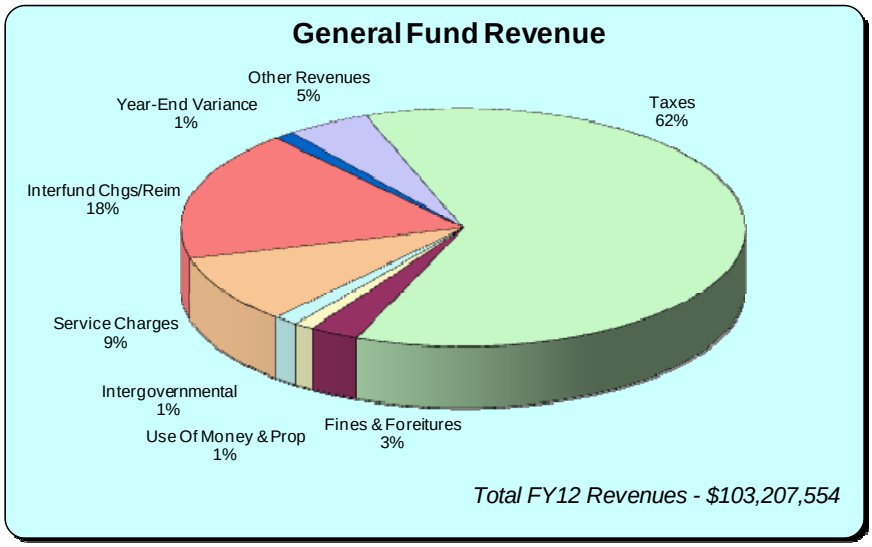
Expenditures, on the other hand, are generally less volatile and thus more predictable. Because General Fund services are labor-intensive, salary and related benefit costs ($80,186,464) comprise approximately three-quarters of the total General Fund operating budget. As a result, during economic downturns when revenues flatten or decline, cutting expenditures without reducing staffing levels is very difficult. For example, during the most recent economic downturn, the General Fund eliminated a number of positions to offset revenue losses and other cost increases.

SUMMARY OF ADOPTED FY 2012 BUDGET

As shown in the table at the top of the previous page, the adopted fiscal year 2012 General Fund operating budget projects total revenue of $103.2 million to fund an operating budget of $103.1 million. The operating surplus ($89,005), along with reserves from the leaking underground fuel tank abatement program) of $131,565, is sufficient to fund the entire planned capital program for fiscal year 2012.

Operating Revenues

The chart on the right displays the General Fund's major revenue sources. Taxes, budgeted at $63,661,313, still constitute the largest source of General Fund revenue (62% of total revenues). Inter-fund Charges and Reimbursements, which represent payments to the General Fund from other City funds for various services provided to those funds, is the second largest category at 18%.



Within the taxes category, property tax revenues make up 22.3% of total revenue, followed by sales and use taxes at 17.4%, and then transient occupancy tax revenues at 12.5%. In recent years, the General Fund's property tax revenue base has been modified by State action changing the way in which vehicle license fees (VLF) are allocated. In connection with the adoption of its fiscal year 2005 budget, the State implemented what is termed the "VLF for Property Tax Swap of

General Fund

2004", and also referred to as the "triple flip", which eliminated approximately 90% of VLF revenues and replaces them with an equal amount of property taxes. In fiscal year 2006, the swap became a permanent adjustment to the receipt of VLF and property tax revenues, resulting in approximately $5 million in additional property taxes in fiscal year 2006 and a corresponding reduction in VLF revenues. Given the growth rates realized over the last ten years in the city's property tax revenues, this swap actually provides not only greater growth potential in these revenues, but a more stable revenue base given the volatile nature of VLF payments over recent years.

Overall, staff is projecting modest growth in the General Fund's major tax revenues in fiscal year 2012. Additional detail is presented on the following page, but growth rates are projected to be between 0.6% and 4.7%, depending on the particular revenue. We are anticipating even stronger growth in fiscal year 2013.

Taxes

Overall, the adopted fiscal year 2012 tax revenue estimate is 2.3% above the projected fiscal year 2011 year-end amounts. The table below details the City's tax revenues with amounts presented for the adopted budget and projected fiscal year 2011 year-end actual amounts, and the two-year financial plan (including the adopted budget for fiscal year 2012). The "percentage growth" amounts compare the fiscal year 2011 projected year-end amounts to the adopted fiscal year 2012 budget and the adopted fiscal year 2012 budget to the proposed fiscal year 2013 budget.

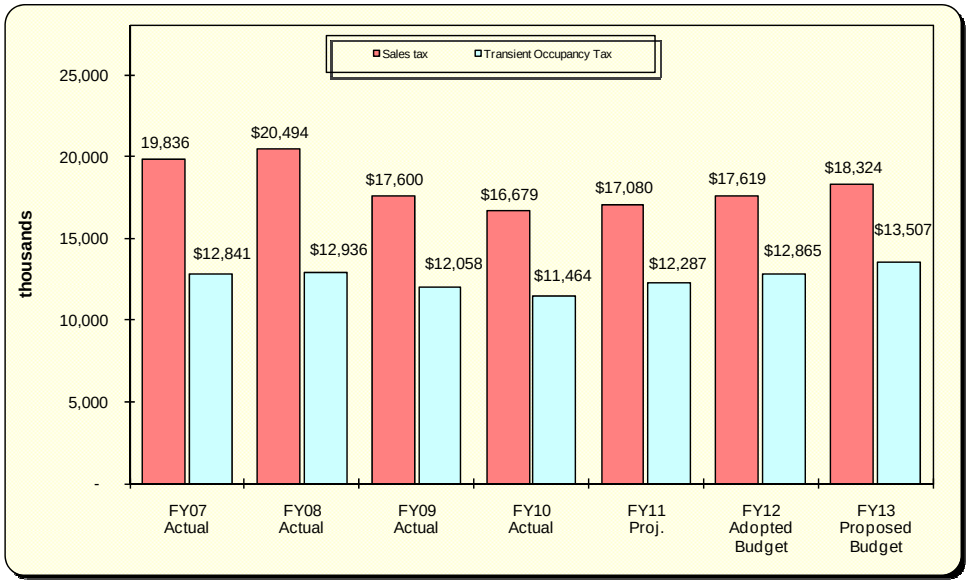
	Fiscal 2011 Budget	Fiscal 2011 Projected	Fiscal 2012 Adopted	Fiscal 2013 Proposed	FY12 % Growth	FY13 % Growth
Sales and Use	*16,414,000*	*17,079,799*	*17,619,000*	*18,324,000*	*3.2%*	*4.0%*
County 1/2 Cent Sales Tax	*300,359*	*321,948*	*330,013*	*339,915*	*2.5%*	*3.0%*
Sales and Use	$16,714,359	$17,401,747	$17,949,013	$18,663,915	3.1%	4.0%
Utility Users	7,040,000	7,057,869	7,144,500	7,206,500	1.2%	0.9%
Property	22,790,000	22,842,695	23,063,000	23,396,000	1.0%	1.4%
Transient Occupancy	11,157,000	12,286,931	12,865,000	13,507,000	4.7%	5.0%
Business License	2,168,000	2,215,900	2,229,800	2,243,800	0.6%	0.6%
Real Property Transfer	358,100	405,492	410,000	415,000	1.1%	1.2%
Total Taxes	$60,227,459	$62,210,634	$63,661,313	$65,432,215	2.3%	2.8%

This comparison presents a clearer picture of the growth rates staff projected for fiscal years 2012 and 2013 and is consistent with the way staff develops the revenue estimates. Staff begins by evaluating fiscal year 2011 year-to-date amounts and projects estimated year-end balances. Then projections for the two-year financial plan years are developed based upon the prior year-end estimates, less any adjustments for any structural changes.

As the table above indicates, the City is projecting 3.1% growth in sales tax revenue. As the City's second largest and most economically sensitive revenue source, staff tends to be somewhat conservative with sales tax projections. A negative variance of only 1% in the sales tax

General Fund

projection translates into a revenue loss of over $186,000. In addition, sales tax is more difficult to project because of the significant delay in the state's reporting of actual results. In projecting sales tax growth rates, staff also considers projections developed by the State Franchise Tax Board and the City's sales tax consultant.



As the chart on the right indicates, both sales tax and transient occupancy tax have declined significantly since fiscal year 2008. Transient Occupancy Tax (TOT) revenues are budgeted to have 4.7% growth in fiscal year 2012 and 5% growth in fiscal year 2013. Unlike sales tax, the City receives TOT on a monthly basis and, therefore, it is somewhat more predictable.

Until fiscal year 2010, Property Tax continued to show strong growth, proving to be the City's most stable and reliable tax revenue. Between 1997 and 2006, even in the midst of the recession, property tax revenues grew an average of 8.5% per year. Staff is projecting 1% growth in this revenue for the next couple fiscal years anticipating some modest recovery in assessed values after the recent housing market decline. As can be seen in the tax table on the preceding page, the projected revenues for fiscal year 2011 of $22.8 million show no change from the $22.8 million budget because of the recent housing market declines.

Revenue from the City's 6% utility users tax (UUT) is split between the General Fund and the Streets Fund. Pursuant to City ordinance, 50% of the City's UUT is restricted to streets and roads and is budgeted in the Streets Fund. The other 50% is unrestricted and is budgeted in the General Fund. UUT is projected to increase 1.2% next year and 0.9% in fiscal year 2013. The City's utility users tax revenue is volatile from year to year as commodity prices for energy increase and decrease over time. While averaging 3.7%, historical growth percentages in UUT over the past 10 years have ranged from a low of -0.9% in 2011 to a high of 8.9% in 2003. Given the volatility in this particular revenue, staff feels that the 1.2% growth estimate is realistic for fiscal year 2012.

General Fund

Fines and Forfeitures

This revenue category is projected to provide approximately $2.9 million in General Fund revenue (3%). By far, the largest item in this group is parking fines, which are anticipated to generate over $2.4 million of the $2.9 million total.

Use of Money and Property

This category, totaling $1.2 million (1% of total General Fund revenue) is comprised of two items. The first, and smaller, is the rents and leases earned on General Fund properties, primarily the three Community Centers in the City. This provides approximately $416,000.

The more significant revenue in this category is investment income. The fiscal year 2012 budget for investment income is almost $741,000. This is down from the fiscal year 2011 budget of nearly $849,000 and the fiscal year-end projection of $810,000.

Intergovernmental

Intergovernmental revenues are projected to contribute approximately $1.5 million (1.4%) to the General Fund budget. This is lower than the amount projected for the fiscal year 2011 year-end amount of $1.6 million. The decrease is due primarily to lost State library grant revenue ($75,000) and the County's reduced per capita contribution to the library ($90,000). The fiscal year 2011 year-end estimate for library intergovernmental revenue is almost $819,000 and, in fiscal year 2012, is budgeted at $642,000.

Service Charges

After taxes and inter-fund charges, service charges are the third largest revenue category in the General Fund. In total, service charges are projected to provide almost $9.7 million (9%) of General Fund revenue. As the table below indicates, the adopted fiscal year 2012 amount is

	Fiscal 2010 Actual	Fiscal 2011 Amended	Fiscal 2012 Adopted	Fiscal 2013 Proposed	FY12 % Growth	FY13 % Growth
Administrative Services	$ 1,775	$ 2,500	$ 1,200	$ 1,200	-52.0%	0.0%
City Administrator	109,470	141,089	120,615	101,766	-14.5%	-15.6%
Community Development	4,432,751	4,288,350	4,368,276	4,523,470	1.9%	3.6%
Finance	841,372	865,930	892,000	892,000	3.0%	0.0%
Fire	158,158	362,459	173,103	173,103	-52.2%	0.0%
Library	41,931	37,000	33,650	33,750	-9.1%	0.3%
Parks & Recreation	2,278,203	2,418,157	2,331,241	2,364,409	-3.6%	1.4%
Police	756,539	784,000	798,000	798,000	1.8%	0.0%
Public Works	1,013,526	744,950	942,380	987,099	26.5%	4.7%
Total	$ 9,633,725	$ 9,644,435	$ 9,660,465	$ 9,874,797	0.2%	2.2%

approximately $16,000 (0.2%) over the amended fiscal year 2011 amount. In many cases, the total projected increase in revenue is due to an overall increase in anticipated activity levels

General Fund

reflecting some anticipated recovery from the recent economic decline. The largest changes include a 26.5% increase in Public Works is due to higher anticipated permit revenue and a 52.2% decline in the Fire Department from an anticipated reduction in civil litigation reimbursement revenue.

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

Inter-Fund Charges and Reimbursements

This category of revenue represents reimbursements to the General Fund for services provided to the City's Enterprise and Special Revenue funds. The adopted fiscal year 2012 budget contains over $18 million from this revenue source, representing 18% of total General Fund revenue. Five items, as discussed below, account for over $15.2 million of the total.

The General Fund's overhead allocation represents just $6.1 million. These are charges to the City's Enterprise and Special Revenue funds for administrative services provided by the General Fund. Examples of the services provided include payroll, accounts payable, accounting, human resources, legal, City Clerk and City Administrator support. Each administrative service is individually allocated based upon usage. For example, payroll costs are allocated based upon the number of paychecks issued for each fund.

The Public Works department generates $4.5 million from engineering charges to City projects. Virtually all of these charges are for engineering support of capital projects. When the General Fund-paid engineering staff works on a capital project, the cost of their time is charged to that project.

The Airport pays approximately $1.8 million to the General Fund for Fire Department staffing of the Airport Rescue and Firefighting (ARFF) program. This is the fire station at the Airport that provides specialized and FAA-mandated fire and rescue services. The Airport pays for the direct costs of the firefighters as well as all associated costs of maintaining the station and equipment and an allocated overhead.

The General Fund is also reimbursed by the Streets Fund for street-related administrative and direct costs that are budgeted in the General Fund. This includes activities in Public Works and the reimbursement of a portion of the Forestry Program in the Parks and Recreation department to maintain the city's street trees. The Streets reimbursement to the General Fund is budgeted at $1.3 million in fiscal year 2012.

The final notable item in this revenue category is payment from the City's Redevelopment Agency (RDA) for staffing of the Agency. The RDA has no staff. Under a contract between the City and

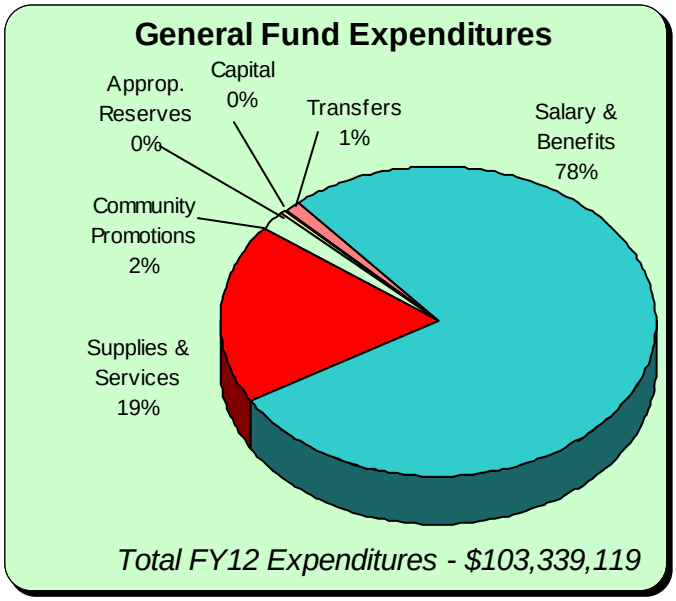
General Fund

the RDA, the City commits to providing staffing to the Agency, including legal services. This reimbursement totals approximately $1.4 million.

EXPENDITURES

As mentioned at the beginning of this section, overall General Fund operating expenditures in the adopted fiscal year 2012 budget are approximately $103.1 million. Including a capital program of $220,570, the total adopted General Fund budget is nearly $103.3 million.

The chart to the right displays the adopted budget, including capital, by object of expenditure. As is always the case, salaries and benefits (78%) represent the largest portion of the General Fund budget. Expenditures for supplies and services make up 19% of the total adopted budget.



Capital expenditures represent 0.2% of the General Fund budget. As indicated in the chart, the Community Promotion budget comprises 2% of the budget. The Community Promotion program accounts for City contributions to various civic events such as Old Spanish Days and Summer Solstice, as well as to organizations such as the Conference and Visitors Bureau.

The table on the next page summarizes General Fund operating expenditures by department for the adopted fiscal year 2011 budget, the fiscal 2011 amended budget, and the adopted two-year financial plan for fiscal years 2012 and 2013. The percentage change columns are based on the change from fiscal year 2011 amended budget to the adopted fiscal year 2012 budget and the change from the adopted fiscal year 2012 budget to the proposed fiscal year 2013 budget.

General Fund

General Fund Departments

	Fiscal 2011		Fiscal 2012	Fiscal 2013	FY12 %	FY13 %
	Adopted	Amended	Adopted	Proposed	Growth	Growth
Administrative Services	$ 1,641,770	$ 1,661,770	$ 1,947,674	$ 1,728,969	17.2%	-11.2%
City Administrator	1,792,122	1,849,353	1,904,751	1,987,269	3.0%	4.3%
City Attorney	1,867,900	1,867,900	1,930,640	2,041,924	3.4%	5.8%
Community Development	9,980,620	10,495,062	10,049,924	10,470,537	-4.2%	4.2%
Finance	4,183,067	4,189,067	4,392,750	4,639,677	4.9%	5.6%
Fire	21,441,666	20,296,297	21,086,991	22,016,368	3.9%	4.4%
Library	4,085,880	4,258,939	3,930,476	4,087,947	-7.7%	4.0%
Mayor & Council	679,880	686,819	725,196	746,480	5.6%	2.9%
Community Promotions	3,256,350	3,256,350	3,196,541	2,987,053	-1.8%	-6.6%
Parks and Recreation	12,866,930	12,885,815	12,659,268	13,091,030	-1.8%	3.4%
Police	33,237,776	32,627,879	34,521,329	35,946,740	5.8%	4.1%
Public Works	6,571,047	6,571,047	6,773,009	7,243,851	3.1%	7.0%
Total	$101,605,008	$100,646,298	$103,118,549	$106,987,845	2.5%	3.8%

As the table indicates, while the General Fund operating budget for fiscal year 2012 is only 2.5% above the fiscal year 2011 amended budget, the individual General Fund departmental budgets are, in some cases, significantly above or below the fiscal year 2011 amended budget. All department budgets contain increases in salaries and benefit costs in fiscal year 2012 because of the impact of negotiated salary contracts as well as the rising cost of health insurance premiums and retirement costs. However, many department budgets are actually lower than the fiscal year 2011 amended budget because of recent labor concessions, including furloughs. The Administrative Services Department's budget is 17.2% above the fiscal year 2011 primarily because significant funding for the municipal election was not included in the fiscal year 2011 amended budget since municipal elections only occur every other year.

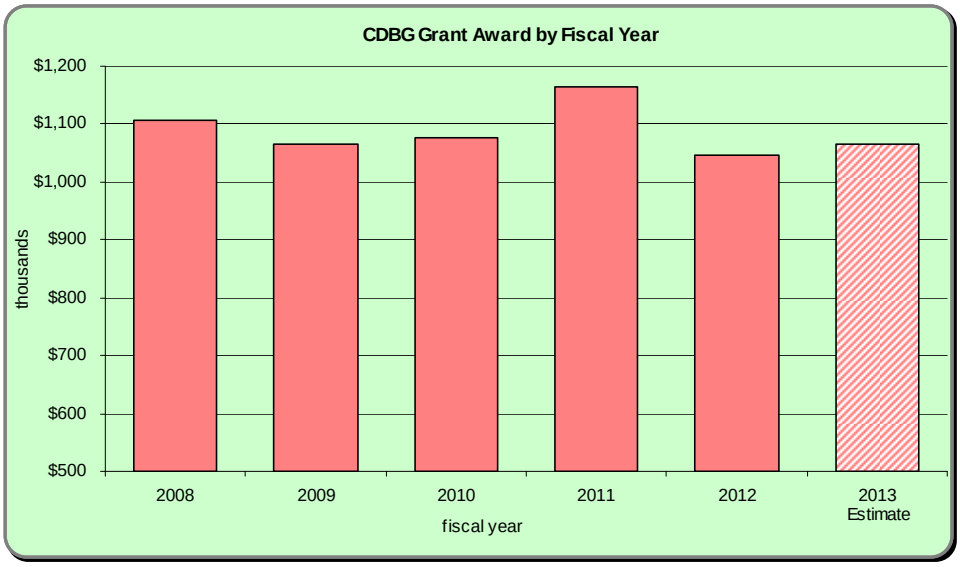
Special Revenue Funds

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Operating Budget:	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
	Fiscal Year				
CDBG Revenue	$ 1,833,486	$ 1,753,480	$ 1,339,771	$ 1,046,033	$ 1,065,000
Program Income	584,580	250,000	500,000	250,000	250,000
Total Revenue	2,418,066	2,003,480	1,839,771	1,296,033	1,315,000
Operating Expenditure	2,531,302	2,003,478	1,961,949	1,296,033	1,315,000
Net addition to (use of) reserves	$ (113,236)	$ 2	$ (122,178)	$ -	$ -

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

Over the last several years, federal budget actions have adversely impacted the City's annual CDBG award. The chart below indicates that since fiscal year 2006 the City's grant award has declined over $197,000 (15.9%) to a projected grant amount of $1.05 million for fiscal year 2012. Although the City's grant award has declined since the peak award of $1.471 million in fiscal year 2002, the City is still enjoying substantially greater CDBG funding than in the early 1990s when grant amounts were approximately $800,000. The City remains concerned that federal budget actions may continue to adversely affect the programs supported by the CDBG grant program.

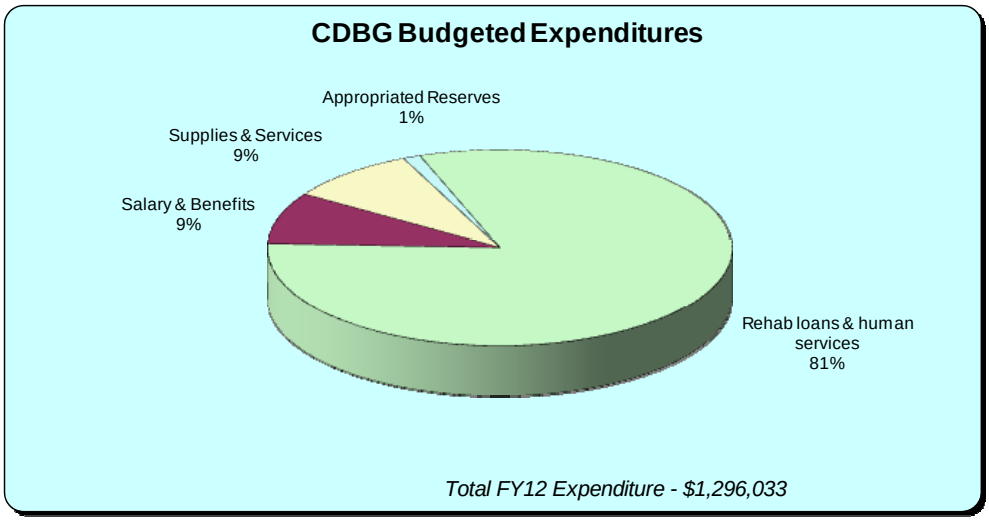


Besides the annual federal grant award, the other major source of revenue in this fund comes from repayments of the housing loans issued under the housing rehabilitation program.

Special Revenue Funds

As of June 30, 2010, the City had almost $6.41 million in outstanding CDBG funded housing rehabilitation loans. The City maintains a "revolving" loan fund so that as loan repayments are received the funds are re-appropriated and loaned again. As in past years, the adopted fiscal year 2012 budget includes an estimated amount for loan repayments (also known as "program income"). The estimate is based upon an analysis of the scheduled monthly payments for all outstanding loans. Because the routine repayments are quite predictable, they are included in the budget. As indicated in the table at the top of the previous page, loan repayments for fiscal year 2012 are projected to be $250,000. In some years, loan repayments significantly exceed expectations. For example, in fiscal year 2004 loan repayments were approximately $750,000, $350,000 ahead of budget. The additional amounts represent unscheduled pre-payments of loan balances due to property sales or re-financings. Due to the indeterminate nature of these prepayments, no attempt is made to include them in the budget. In the event significant prepayments are received during the year, a supplemental appropriation will be requested from the City Council.

The chart below displays the CDBG budget by category of expenditure. Human service grants (including community capital grants) and housing rehabilitation loans represent 81% of the budget.



The CDBG human services grants are allocated, along with the General Fund human services funding, based upon recommendations submitted to the City Council by the City's Community Development and Human Services Committee. The Committee's recommendations for fiscal year 2012 grant awards, to be funded from the adopted fiscal year 2012 budget, were recently submitted to and approved by the City Council.

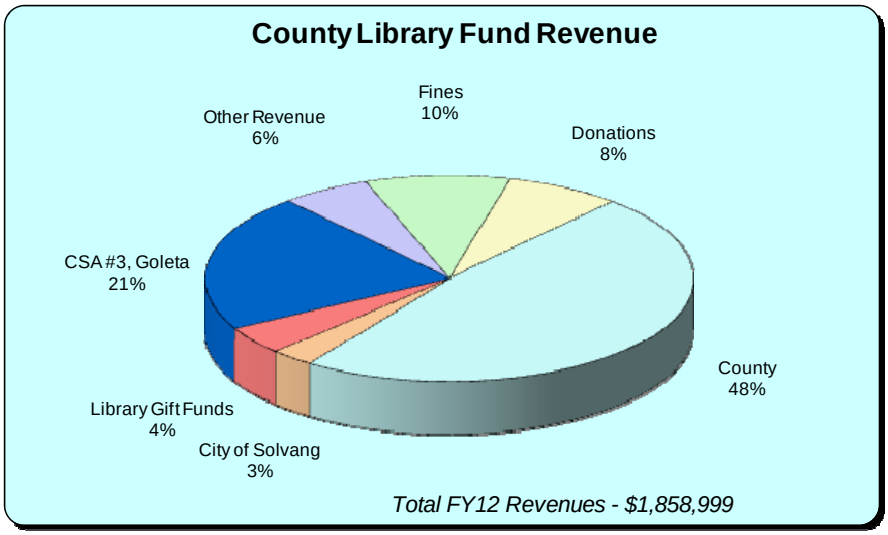
All requests for housing rehabilitation loans are evaluated by program staff and are submitted to the City's Loan Committee for approval. The Loan Committee is comprised of the Assistant City Administrator, Assistant City Administrator/Community Development Director, and the Finance Director. The Loan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

Special Revenue Funds

COUNTY LIBRARY FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 1,943,747	$ 1,752,519	$ 1,785,077	$ 1,858,999	$ 1,743,098
Operating expenditures	1,724,757	1,863,394	1,743,350	1,895,222	1,902,566
Net addition to (use of) reserves	$ 218,990	$ (110,875)	$ 41,727	$ (36,223)	$ (159,468)

The County Library Fund accounts for the costs of providing a full range of library services to the residents of Solvang, Santa Ynez, Los Olivos, Carpinteria, Montecito, and Goleta, under contract with the County of Santa Barbara. The chart below indicates that revenue to support these services comes from a variety of sources including the County, the cities of Solvang and Carpinteria, fines, fees and donations. Additional funds for the Goleta library are provided by a special assessment (CSA #3). Although additional contributions from various "Friends of the Library" community groups are received occasionally, they are generally not budgeted because of the unpredictable nature of the donations. The budget does, however, include the use of $92,358 in gift funds from the Friends of the Montecito, Carpinteria, and Solvang libraries used to support some of the program staffing at those libraries. No City of Santa Barbara funds are included in the County Library Fund budget.

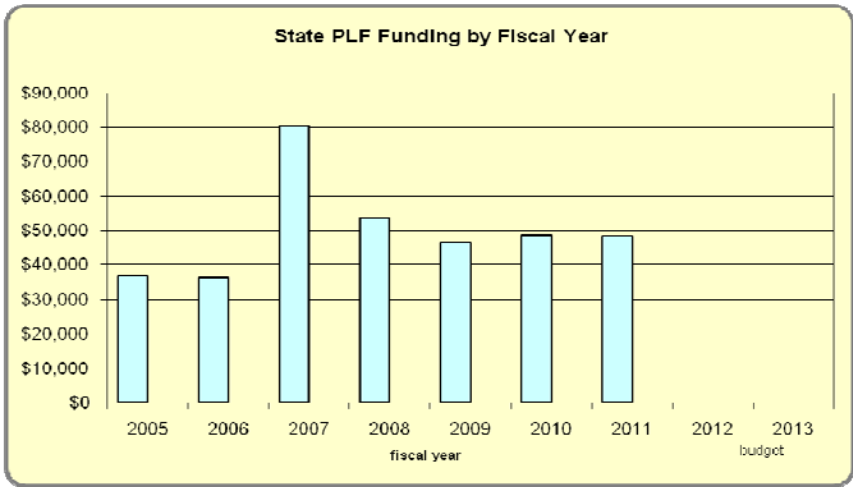


Under the terms of the agreement between the City and the County, the City is compensated for managing these County library services. The City's General Fund receives an administration fee amounting to 9% of the annual County appropriation for County (non-City) resident library services.

The adopted fiscal year 2012 budget is based upon staff's best estimates of next year's funding levels from both the County and the State. Changes in the level of either of these revenue sources will require corresponding program and expenditure adjustments. Since neither the State nor the County generally adopt a budget prior to the July 1st start of the fiscal year, such adjustments are usually brought before the Council in the fall of each fiscal year.

Special Revenue Funds

This County Library System continues to be impacted by reductions in the State Public Library Fund (PLF) funding in recent years. This funding source has been a major source of funding for libraries statewide, The funding was temporarily restored in fiscal year 2007 to $80,324. Much less than the historical high of $151,600 in fiscal year 2000, this funding was eliminated in the fiscal year 2012 budget.



The adopted budget also contains the use of approximately $83,000 in Library gift funds to offset the continuing impacts of fiscal pressures. The gift funds will be used to supplement funding for the acquisition of collection materials.

Special Revenue Funds

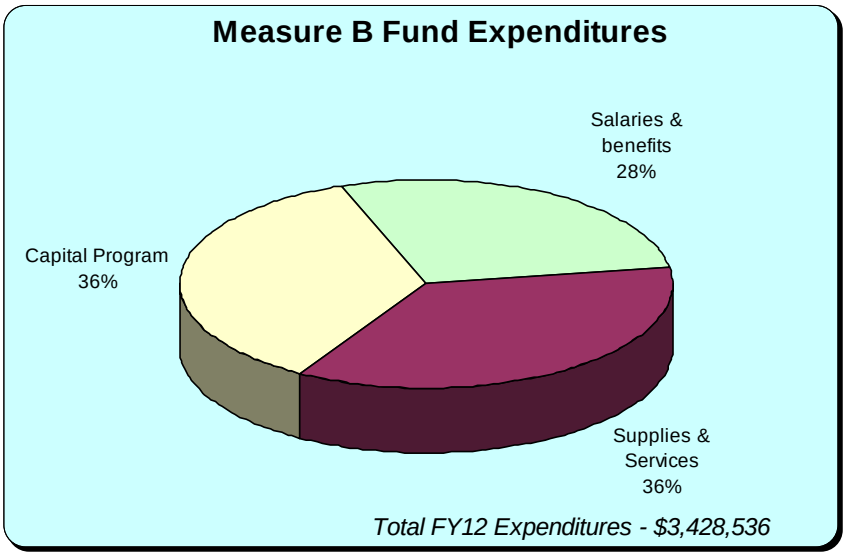
CREEKS RESTORATION & WATER QUALITY IMPROVEMENT (MEASURE B) FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 4,652,207	$ 6,759,887	$ 5,655,340	$ 2,794,400	$ 2,926,400
Operating expenditures	1,534,485	2,263,728	2,088,394	2,203,536	2,348,650
Operating surplus	3,117,722	4,496,159	3,566,946	590,864	577,750
Capital Budget	3,888,864	9,934,848	5,447,973	1,225,000	1,325,000
Net addition to (use of) reserves	$ (771,142)	$ (5,438,689)	$ (1,881,027)	$ (634,136)	$ (747,250)

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

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

The adopted revenues for fiscal year 2012 are nearly $2.8 million. Approximately $156,000 of the budgeted revenue is projected to come from investment income. The balance, just over $2.6 million, is projected to come from the two-percent transient occupancy tax (TOT). The $2.6 million TOT estimate for fiscal year 2012 is consistent with the assumptions used to budget the General Fund's TOT. An additional $634,000 from the Creeks Fund reserves, will fund the fiscal year 2012 Creeks capital program.

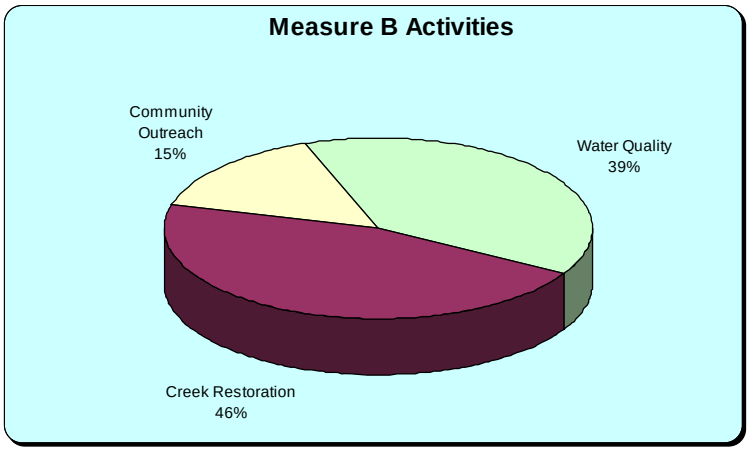


The chart on the right displays the expenditure budget by major category. As the chart

Special Revenue Funds

indicates, 36% of the budget is dedicated to capital ($1.2 million). Fiscal year 2012 capital projects include low impact development projects ($150,000), the bacterial reduction program ($50,000), the Mission Creek fish passage and barrier removal program ($400,000), Mission Creek restoration at Oak Park ($100,000), restoration of the Mission Lagoon ($500,000), and capital replacement funds ($25,000).

With salary and benefit costs representing only 28% of the operating budget, the Measure B Fund more closely resembles one of the City's Enterprise Funds rather than the General Fund. The chart below displays the adopted budget (operating and capital) by activity. Water Quality activities comprise approximately $1.3 million (39%) of the budget with specific focus on creek clean-ups ($115,000), water quality testing ($70,000), water quality and habitat research ($55,000), storm water ordinance revisions ($15,000), maintenance of water quality improvement projects ($60,000) and residential street sweeping ($185,979). Two full-time Water Resources Specialist positions provide storm water code enforcement, technical business assistance and storm drain monitoring.



Creeks Restoration activities comprise 46% of the budget and include a full-time Restoration Planner position, maintenance of a native plant nursery, restoration projects on Old Mission Creek at Bohnett Park and the Arroyo Burro Estuary ($30,000), management of neighborhood creek re-vegetation projects ($30,000), and management of Mission Creek fish passage projects, an invasive plant removal program, and restoration efforts for Mission lagoon.

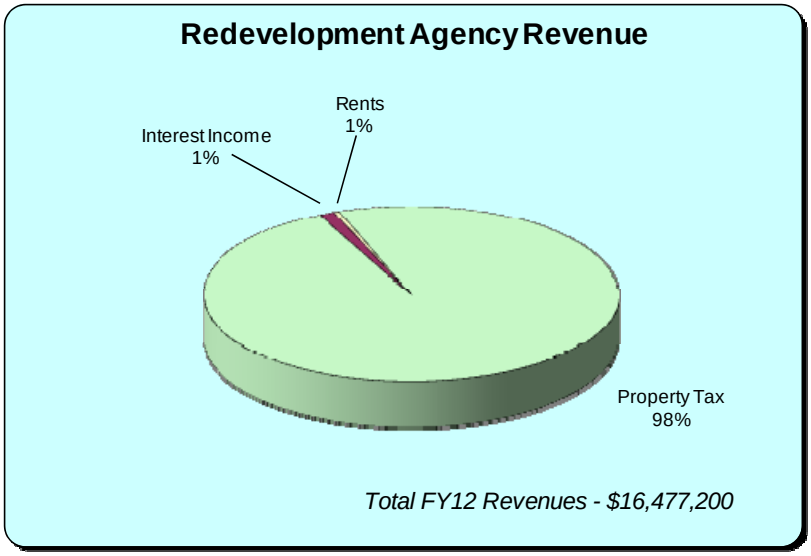
Community Outreach activities comprise approximately $526,472 (15%) of the budget and include a full-time Outreach Coordinator position, and programs such as youth education ($60,000), clean water business and neighborhood enrichment ($40,000), as well as $125,000 for production and airing of bilingual radio and television educational campaigns and print advertising. The adopted budget also includes public outreach activities through the monthly meetings of the Creeks Advisory Committee, community creek restoration and water quality events, collaborative projects with community organizations and other public agencies, and the development of educational materials.

Special Revenue Funds

REDEVELOPMENT AGENCY (GENERAL) FUND

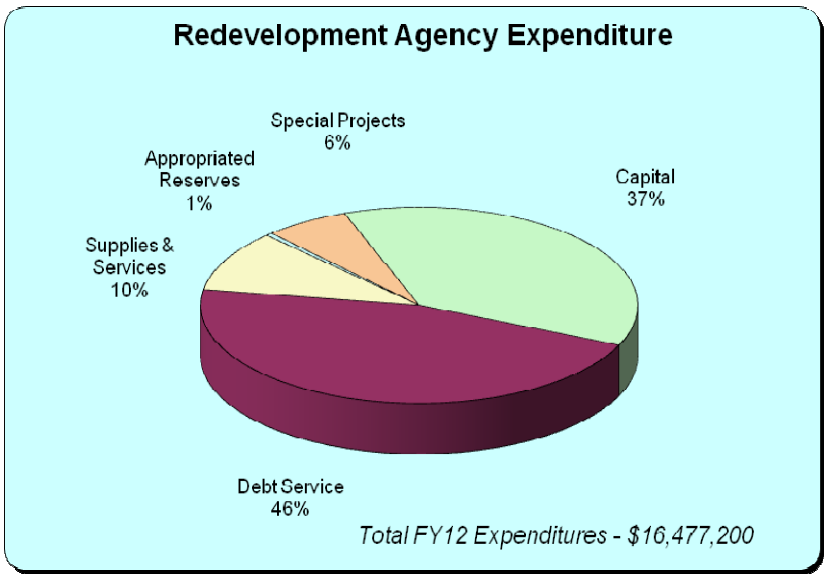
	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 16,925,970	$ 16,259,000	$ 16,243,899	$ 16,477,200	$ 16,801,300
Operating expenditures	16,986,552	12,734,982	11,253,512	10,343,332	10,376,813
Operating surplus	(60,582)	3,524,018	4,990,387	6,133,868	6,424,487
Capital Budget	8,778,588	33,961,023	9,773,545	6,133,868	6,424,487
Net addition to (use of) reserves	$ (8,839,170)	$ (30,437,005)	$ (4,783,158)	$ -	$ -

The adopted fiscal year 2012 Redevelopment Agency (RDA) General Fund budget includes almost $16.5 million budgeted revenue, $16.2 million (98%) of which is from the incremental property tax ("tax increment") generated from within the Agency's one project area. Under State law, all redevelopment agencies are required to dedicate a minimum of twenty percent of total tax increment revenue to low and moderate housing programs. The remaining 80% of the tax increment may be used for any legally qualifying redevelopment activity, and represents the $16.2 million of tax increment budgeted in the RDA General Fund. The twenty percent of tax increment restricted to low and moderate housing programs is budgeted separately in the RDA Housing Fund. The balance of the RDA General Fund's budgeted revenue is from interest income ($201,500) and rental income on an Agency-owned property ($72,000).



The RDA has no staff; the City provides staffing for the Agency and bills the Agency for the costs under a contract between the two legally separate entities. These costs are budgeted by the Agency as contractual services within the "supplies and services" category. As shown in the chart on the next page, the total supplies and services budget is approximately $1.7 million (10%). Of that amount, reimbursement to the City for direct administrative and legal services totals approximately $756,000. In addition, pursuant to the results of the recent City cost allocation plan, the Agency reimburses the General Fund approximately $580,000 for administrative and management services provided by General Fund administrative divisions (Payroll, Human Resources, Purchasing, etc.).

Special Revenue Funds



The fiscal year 2012 budget also includes $1 million (6%) for special projects. Of this total, $300,000 is for the annual contribution to the operation of the Downtown and Commuter Lot electric shuttle buses. The contribution is a mitigation measure for the impacts of the downtown improvements financed by the Agency. $352,000 is also appropriated for the Redevelopment Agency's contribution to a new three-year pilot program to expand the City's Restorative Policing efforts to address transient-related issues and concerns in the Downtown Redevelopment Project and East Beach areas. The remaining special project appropriations will fund hazardous waste studies and mitigation in the project area, as well as property management costs for Agency-owned properties.

As displayed in the table below, debt service represents over $7.5 million (46%) of the budget. The RDA has three outstanding tax allocation bonds. In December 2003, the Agency issued what is likely to be its final (non-housing) bond. The Agency's only project area, the Central City Redevelopment Project Area, expires in 2015 and the Agency has already bonded against its projected future tax increment receipts.

Issue	Original Amount	Outstanding at 30-Jun-10	FY 2012 Debt Service	Final Maturiaty
2001 Tax Allocation Bonds	$ 38,855,000	$ 32,625,000	$ 4,551,165	3/1/2019
2003 Tax Allocation Bonds	34,810,000	21,370,000	$ 2,961,455	3/1/2019
2004 Tax Allocation Bonds	7,150,000	4,885,000	$ 632,840	7/1/2019
Totals	$ 80,815,000	$ 58,880,000	$ 8,145,460	

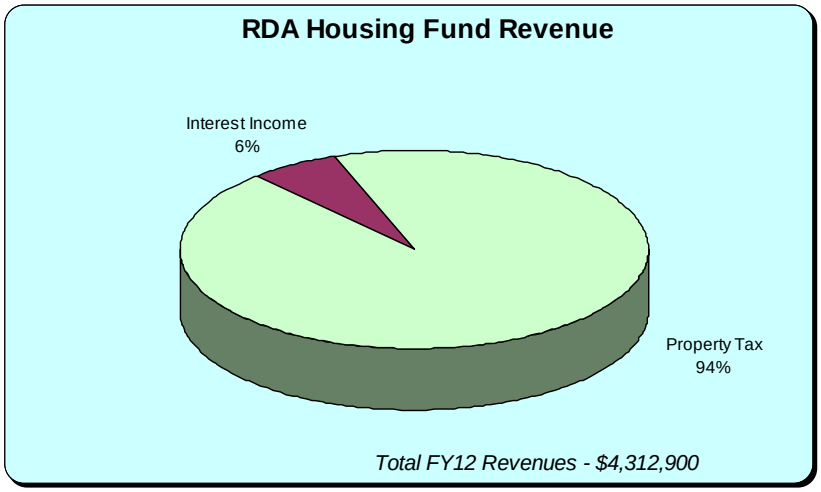
Budgeted capital for fiscal year 2012 is over $6.1 million (37%), of which nearly $5.8 million will be used solely as contingency funding for cost overruns on existing RDA capital projects. The entire $5.8 million will come from fiscal year 2012 property tax revenues.

Special Revenue Funds

REDEVELOPMENT AGENCY HOUSING FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 4,424,156	$ 4,277,800	$ 4,353,100	$ 4,312,900	$ 4,394,000
Operating expenditures	4,161,012	8,798,738	4,720,411	4,312,900	4,394,000
Net addition to (use of) reserves	$ 263,144	$ (4,520,938)	$ (367,311)	$ -	$ -

The adopted fiscal year 2012 Redevelopment Agency (RDA) Housing Fund budget includes approximately $4.3 million in estimated revenue, and an operating budget of approximately $4.3 million. Of the $4.3 million budgeted revenue, $4.1 million (94%) is from the incremental property tax ("tax increment") generated from within the Agency's one project area. Under State law, all redevelopment agencies are required to dedicate a minimum of twenty percent of total tax increment revenue to low and moderate housing programs. The remaining 80% of the tax increment may be used for any legally qualifying redevelopment activity. The $4.1 million of tax increment budgeted in the RDA Housing Fund meets the twenty percent state requirement.



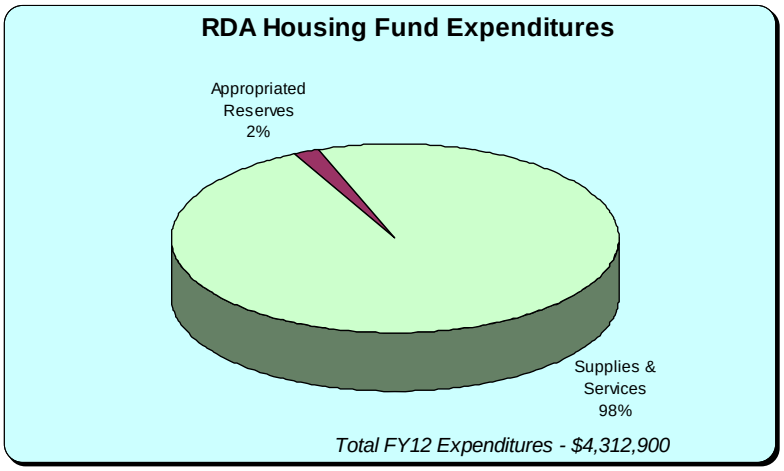
The balance of the RDA Housing Fund's budgeted revenue is interest income on investments ($60,000) and on housing loans ($200,000). As of June 30, 2010, the Housing Fund had approximately $43 million of outstanding low and moderate-income housing loans.

The chart on the next page summarizes the Housing Fund's expenditures. The Housing Fund has no staff. Under a contract between the two legally separate entities, the City provides staffing for the Agency's Housing Fund and bills the Agency for the costs. These costs are budgeted in the Housing Fund as contractual services within the "supplies and services" category. The total supplies and services budget is approximately $4.2 million (98%). Of that amount, reimbursement to the City for direct administrative and legal services totals approximately $645,000. In addition, pursuant to the results of the recent City cost allocation plan, the Agency Housing Fund reimburses the General Fund approximately $111,000 for administrative and management

Special Revenue Funds

services provided by General Fund personnel (purchasing, accounting, auditing, etc.). An appropriated reserve is also budgeted at $80,000.

In the form of housing grants and loans, the Redevelopment Agency's Housing Fund continues to direct significant resources towards what many consider to be the most pressing need facing the Santa Barbara area - developing and maintaining affordable housing.

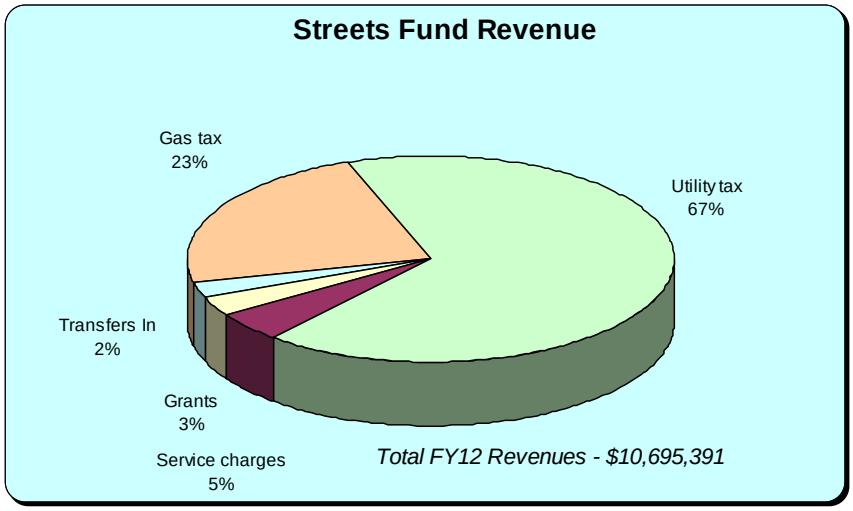


Special Revenue Funds

STREETS FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 12,601,549	$ 29,379,330	$ 22,179,115	$ 10,695,391	$ 10,516,464
Operating expenditures	6,902,690	7,576,138	7,036,543	7,499,806	7,707,684
Operating surplus	5,698,859	21,803,192	15,142,572	3,195,585	2,808,780
Capital Budget	9,109,320	25,325,871	16,506,647	3,195,585	2,808,780
Net addition to (use of) reserves	$ (3,410,461)	$ (3,522,679)	$ (1,364,075)	$ -	$ -

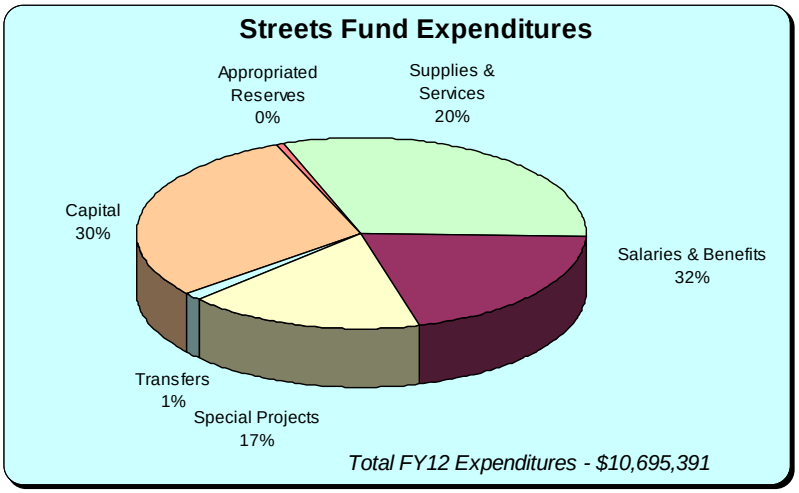
The Streets Fund accounts for all City-funded streets operations, maintenance and capital. Until fiscal year 2004, the Streets Fund was strictly a capital fund used to budget and account for streets capital projects. Prior to that time, all City-funded streets operations and maintenance activities were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



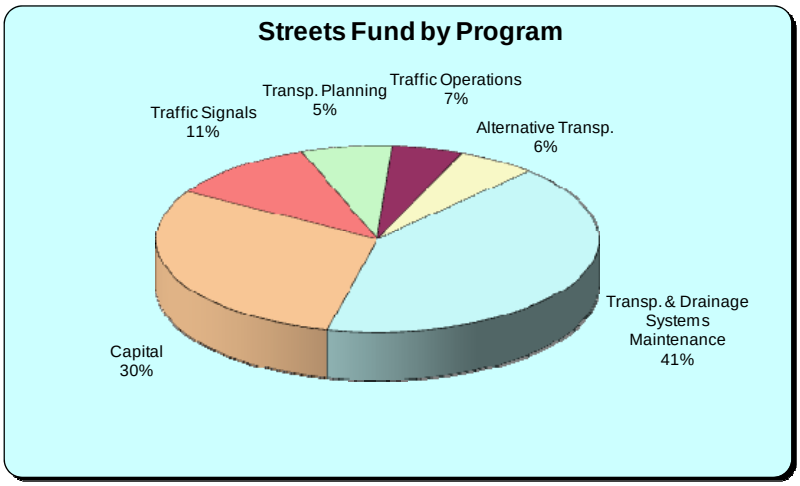
The chart to the right summarizes the Streets Fund revenue sources. The single largest revenue source is utility users' tax ($7.1 million). As required by City ordinance, fifty percent of the City's 5.75%, utility users' tax revenue is restricted to use for streets operations, maintenance, and capital. Gas tax ($2.5 million) is the other significant revenue source. The gas tax revenue received by the City is a portion of the state's 18 cents per gallon tax on fuel used to propel a motor vehicle or aircraft. Article XIX of the California Constitution restricts the use of gas tax revenue to research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit. The funds are distributed by the state on a per capita basis, and each year, the City is audited by the State Controller's Office to ensure that the funds are used in accordance with state law. The Streets Fund is also projecting the receipt of almost $340,000 in state grants.

Special Revenue Funds

The chart to the right summarizes the Street Fund expenditures by object. In addition to the capital projects funded primarily from grants, the Streets capital program of $2.7 million includes $2.2 million for the annual streets resurfacing program and $150,000 for the annual traffic safety and capacity improvement program which replaces streetlights and signage and improves safety of intersections in the City.



The chart to the right summarizes the Streets Fund expenditure budget by program activity. Besides capital, the largest activity is the Transportation and Drainage Systems Maintenance ($4.4 million). This activity includes maintenance and repair of streets, sidewalks, storm drains, traffic signage and markings and other infrastructure within the public right-of-way.



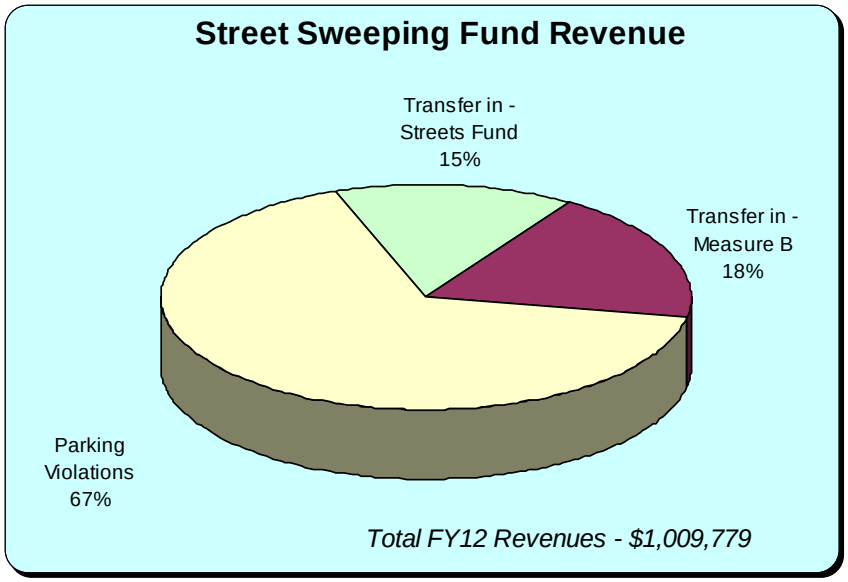
Special Revenue Funds

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Total Revenue	$ 1,041,822	$ 1,141,372	$ 982,762	$ 1,009,779	$ 1,015,358
Operating expenditures	1,187,279	1,186,172	1,155,235	1,045,552	1,068,150
Net addition to (use of) reserves	$ (145,457)	$ (44,800)	$ (172,473)	$ (35,773)	$ (52,792)

STREET SWEEPING FUND

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

As displayed in the chart to the right, there are two sources of street sweeping revenue. The largest revenue source is parking violations ($673,800). Parking tickets are issued to vehicles that are not moved off the streets during posted street sweeping times. The police department's parking enforcement officers issue an average of 550 parking citations each week in support of the program. Revenue generated from these parking citations is returned to the Street Sweeping Fund. The balance of revenue is transferred from other City funds. The transfers are from the Streets Fund ($150,000) and the Creeks Restoration/Water Quality ("Measure B") Fund ($185,979). The Measure B contribution is used to fund a portion of the expanded residential street sweeping program.



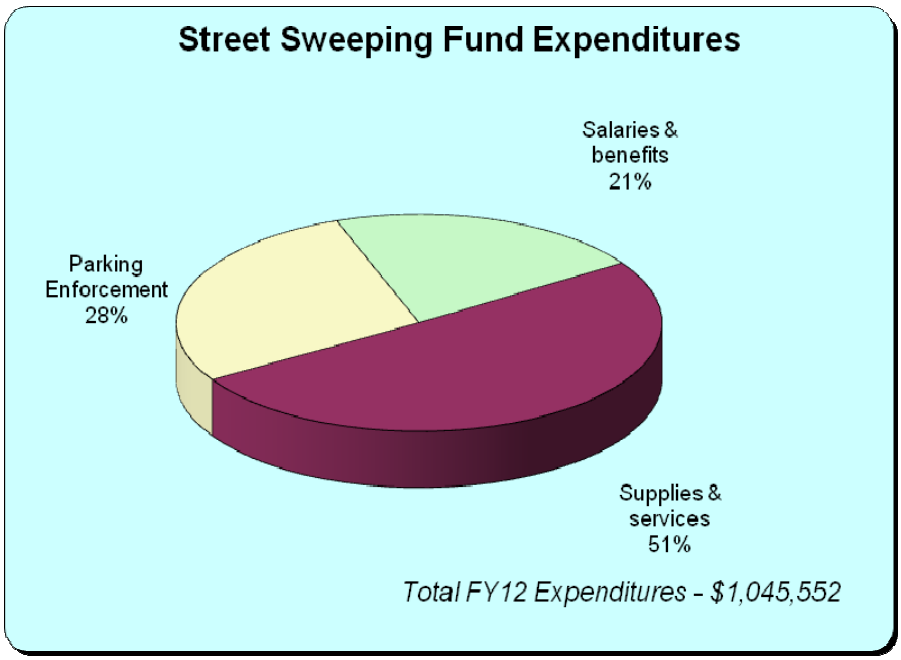
In fiscal year 2000, the City's street sweeping program was limited to the downtown commercial area. In October 2001, the residential street sweeping program began as a pilot program on the Westside and was expanded to the Eastside on October 2003. In October 2004, expansion continued to the Upper Eastside, Westside, West Beach and Samarkand areas, and in October 2006, street sweeping began in the Braemar, Sea Ranch, Alan Road, Hidden Valley and Lower and East Mesa areas. In fiscal year 2009 the Bel Air and the Upper Mesa areas were added to the program and in fiscal year 2010, the City completed the final sweeping program expansion into

Special Revenue Funds

the San Roque area. Approximately 80% of the City's streets are now swept on a regular schedule.

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

The chart to left summarizes the fund's expenditures. Salaries and benefits constitute 21% of the fund's total budget. Currently, street sweeping is handled through a combination of contract and in-house resources. The supplies and services category includes funds for the contract sweeping portion of the program ($381,305). The other expenditure category is for parking enforcement. Approximately $295,000 is reimbursed to the City's Police Department (General Fund) for the costs of enforcing the street sweeping-related parking restrictions. With anticipated parking citation revenue of $673,800, the net use of reserves in the Street Sweeping Fund in fiscal year 2012 will be approximately $36,000.

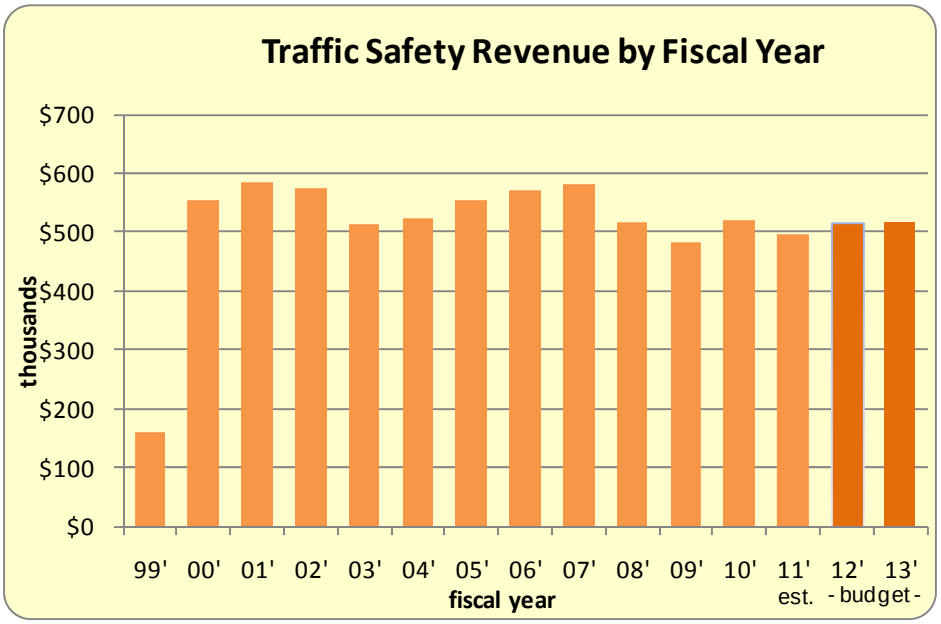


Special Revenue Funds

TRAFFIC SAFETY FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Total Revenue	$ 519,543	$ 470,000	$ 495,500	$ 515,000	$ 515,000
Operating expenditures	519,543	470,000	495,500	515,000	515,000
Total Expenditures	519,543	470,000	495,500	515,000	515,000
Net addition to (use of) reserves	$ -	$ -	$ -	$ -	$ -

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



As the chart indicates, there was a substantial increase in the City's Traffic Safety revenue in fiscal year 2000. Effective with fiscal year 1999, State legislation changed the Vehicle Code to allocate to cities fees paid for "court supervised programs" (i.e., traffic schools) in lieu of base fines. The City began receiving this additional revenue in fiscal year 2000. Since this change in State law, the amounts received by the City have been fairly stable at around $500,000 or more. The fiscal year 2012 estimate is $515,000.

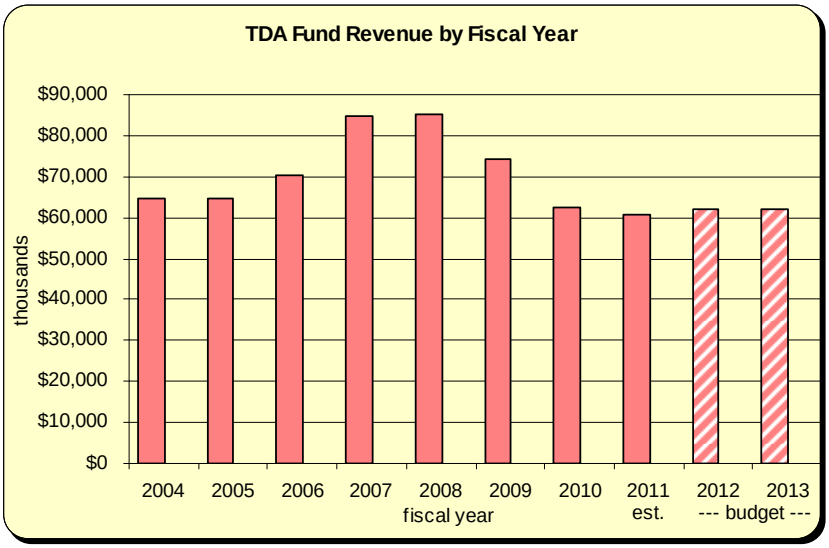
Special Revenue Funds

TRANSPORTATION DEVELOPMENT FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 62,320	$ 62,108	$ 60,564	$ 62,084	$ 62,084
Capital expenditures	165,656	222,521	222,521	62,084	62,084
Net addition to (use of) reserves	$ (103,336)	$ (160,413)	$ (161,957)	$ -	$ -

The Transportation Development Act of 1971 established a local 0.25% gasoline sales tax designated for countywide transportation purposes. The City's share of funds, disbursed by the County, is restricted for capital expenditures in support of alternative transportation, including sidewalks and bikeways. Each year, the City receives approximately $62,000 of TDA revenues. This revenue along with annual interest income earned on accumulated balances is appropriated each year to the Street Capital Program.

Because of the relatively small amount of TDA revenue received annually, the proceeds are often accumulated over multiple years in order to fund specific projects. For example, in fiscal year 2011, the amended budget for the TDA fund included the use of $220,000 of accumulated prior year balances for the Streets Capital Program. That balance represented over two years of accumulated TDA revenues. In fiscal year 2012, the TDA revenue is fully appropriated in the Sidewalk In-Fill Program.



As the chart to the left indicates, the fund's revenue dipped a few times over the last 10 years due to reduced interest earnings because of economic declines. However, TDA funding itself has remained relatively constant since 2002, averaging approximately $63,500 per year. In fiscal year 2012, $56,484 is budgeted, with the balance of revenue ($5,600) attributable to interest income.

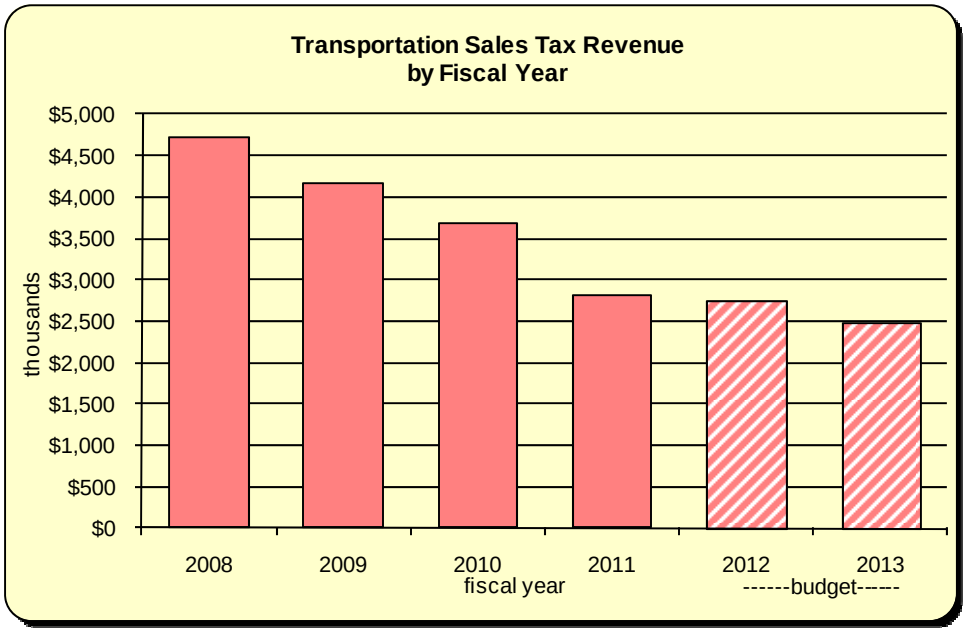
Special Revenue Funds

TRANSPORTATION SALES TAX (MEASURE A) FUND

Revenues	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
	Fiscal Year				
Transportation sales tax	$ 3,692,441	$ 2,790,259	$ 2,818,162	$ 2,761,034	$ 2,484,762
Interest income	114,870	92,500	3,184	13,000	13,000
Total revenue	3,807,311	2,882,759	2,821,346	2,774,034	2,497,762
Operating expenditure	3,312,411	2,891,323	2,216,655	2,349,603	2,417,931
Operating surplus	494,900	(8,564)	604,691	424,431	79,831
Capital budget	639,746	4,371,195	3,323,952	424,431	79,831
Net addition to (use of) reserves	$ (144,846)	$ (4,379,759)	$ (2,719,261)	$ -	$ -

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

The adopted fiscal year 2012 estimated revenues of nearly $2.8 million are adequate to cover operating costs and the $424,000 capital budget. Due to the recent downturn in the economy and associated reduced Measure A sales tax revenue, revenues continue to be significantly lower, compared to a few years earlier, because of lower sales tax receipts and allocation adjustments.



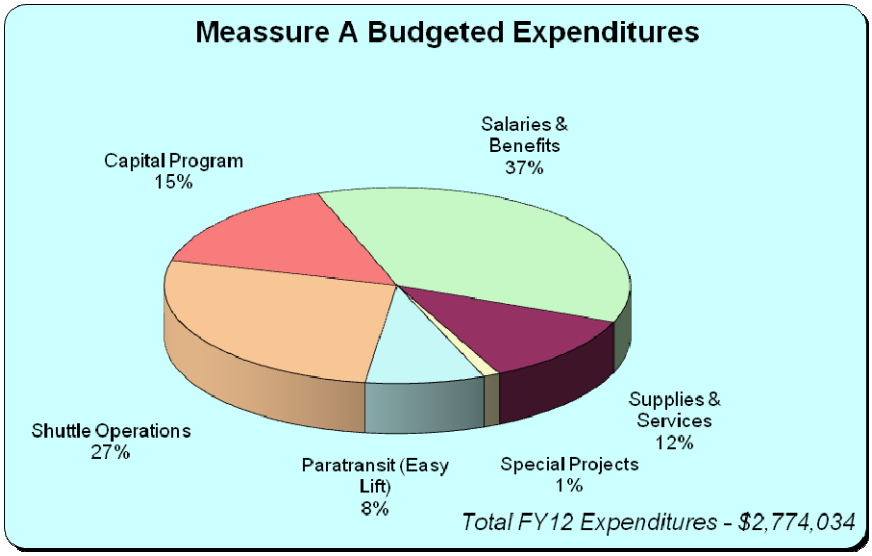
Revenue estimates, and therefore the budget, are based upon an estimate provided by the Santa Barbara

Special Revenue Funds

County Association of Governments (SBCAG). SBCAG is the agency that oversees the Measure A program on a countywide basis.

The Measure A Fund budget is developed based upon annual and five-year program of projects that is prepared by the City and submitted to SBCAG for approval. The adopted fiscal year 2012 budget is consistent with those plans.

As mentioned earlier, over $424,000, or 15%, of the adopted fiscal year 2012 budget is dedicated to the Streets Capital Program, including $124,000 for the streets resurfacing program, $250,000 for sidewalk repairs and infill, and $50,000 for sidewalk access ramps. The budget also includes almost $747,000 (27%) for the Downtown and Crosstown Shuttle programs and almost $230,000 (8%) for a grant to EasyLift for paratransit services. The balance of the budget, approximately $1.4 million supports street maintenance activities.



With an adopted fiscal year 2012 budget totaling almost $2.8 million, Measure A has been, and continues to be, a critical component of the City's street operations and capital programs.

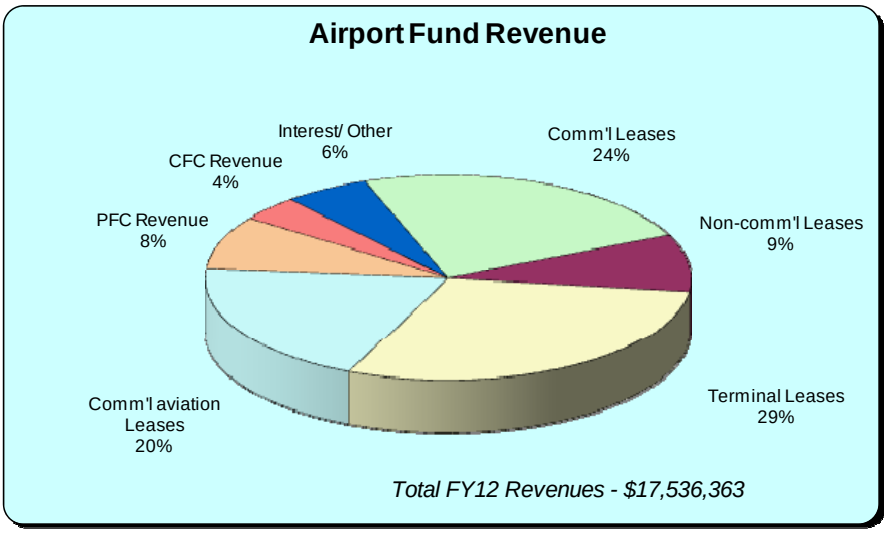
Enterprise Funds

AIRPORT FUND

	Fiscal Year				
Operating Budget	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 15,155,836	$ 15,367,062	$ 15,454,651	$ 17,536,363	$ 17,633,917
Expenses	12,057,802	13,489,880	12,978,758	16,542,352	17,610,810
Operating surplus	$ 3,098,034	$ 1,877,182	$ 2,475,893	$ 994,011	$ 23,107
Capital budget					
FAA grants	$ 4,060,642	$ 13,621,685	$ 2,843,215	$ -	$ -
Capital expenses	19,405,726	45,374,204	20,081,939	1,250,000	350,000
Net addition to (use of) reserves	$ (12,247,050)	$ (29,875,337)	$ (14,762,831)	$ (255,989)	$ (326,893)

The adopted fiscal year 2012 Airport Fund budget reflects an operating budget of $16.5 million and a capital program of $1.3 million.

The chart on the right displays total fiscal 2012 operating and capital revenues as contained in the adopted budget. As the chart indicates, virtually all of the Airport's operating revenue is derived from leases at Airport-owned commercial, non-commercial and aviation-related properties. Lease revenue comprises 94% of operating revenue and 82% of total Airport revenues.

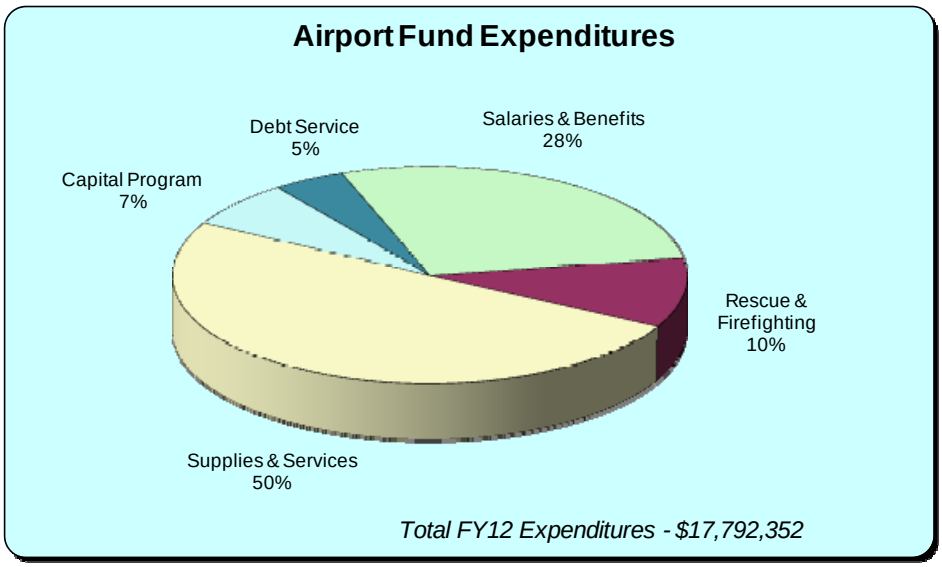


Capital-related revenues are expected to total almost $2.2 million. Of this total, $1.5 million is expected in PFC revenue. With the approval of the FAA, on January 1, 1998, the Airport began to levy and collect a $3 PFC. Again with FAA approval, on November 1, 2003, the Airport's PFC was raised to $4. The PFC is a fee per airline passenger ticket with the proceeds restricted by federal law to FAA-approved capital improvements. It is estimated that the PFC will generate approximately $1.4 million in fiscal year 2012, all of which will be used for debt service related to the airline terminal expansion capital project.

Customer facility charges (CFCs) are expected to generate $700,000 in revenue in fiscal year 2012 and are another source of capital-related funding. Customer facility charges, charged at a rate of $10 per rental car contract, is funding construction of a vehicle storage and light maintenance facility for the rental car companies.

Enterprise Funds

The chart below displays expenses in the adopted fiscal year 2012 Airport Fund budget by category. Supplies and services represent 50% of the budget and salaries and benefits comprise 28% of the total budget. The cost of Airport Rescue and Firefighting (ARFF) services represents 10% of the budget. ARFF services are provided to the Airport by the City's Fire Department with the Airport Fund reimbursing the City's General Fund for these services. For fiscal year 2012, the Airport Fund budget contains $1.8 million for this FAA-required service.



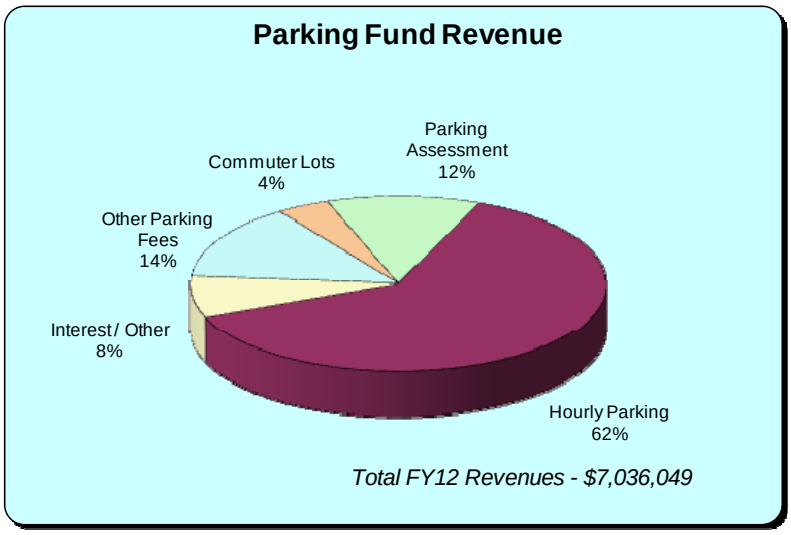
Enterprise Funds

DOWNTOWN PARKING FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 6,920,129	$ 6,689,440	$ 6,698,270	$ 7,036,049	$ 6,725,691
Operating expenditures	6,038,523	6,731,283	5,843,569	6,499,134	6,741,879
Operating surplus	881,606	(41,843)	854,701	536,915	(16,188)
Capital budget	1,213,049	2,052,374	935,330	1,000,000	1,065,000
Net addition to (use of) reserves	$ (331,443)	$ (2,094,217)	$ (80,629)	$ (463,085)	$ (1,081,188)

The adopted fiscal year 2012 Parking Fund operating budget is $6.5 million with a capital program of $1 million. The budget relies on $463,085 of reserves to fund a portion of the capital program.

As the chart below indicates, the various parking user fees provide the bulk of the Parking Fund revenue. Combined, these fees totaling approximately $5.7 million represent 80% of total revenue. Hourly parking revenues are estimated at $4.4 million for fiscal year 2012 and there are no increases to hourly parking rates. The last rate increase took effect in January 2006 and was implemented in order to fund a number of capital improvements over several years to address the Fund's aging facilities and structures and to generate an additional $500,000 each year to build up the Fund's capital reserves. Due to the downturn in the economy this additional revenue has not been realized. Increases to the Parking Funds permit programs went into effect in July 2009 and July 2011 for the Monthly and Commuter lots and in January of 2010 for the Residential Permit Program.

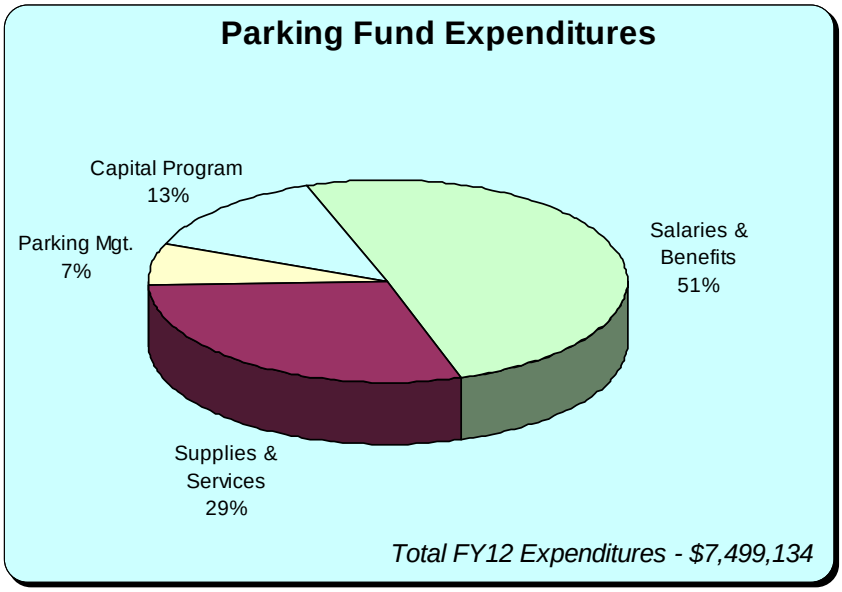


The commercial parking assessment (PBIA) paid by downtown businesses supports a portion of the costs to maintain the parking lots as well as staffing costs for the hourly employees. The PBIA is budgeted to provide $840,000 (12%) of total revenues. Other major Parking Fund revenues include a rebate of unused workers compensation insurance premiums ($310,000), investment income ($138,000), General Fund support for the New Beginnings Counseling Center ($43,500), and rental income ($41,000), which together comprise 8% of total revenue.

Enterprise Funds

As the chart below indicates, the largest segment of the Parking Fund's expense budget is salaries and benefits (51%). Approximately 43% ($1.6 million) of the total $3.8 million in salaries and benefits is for hourly wages paid to staff the City's various lots.

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



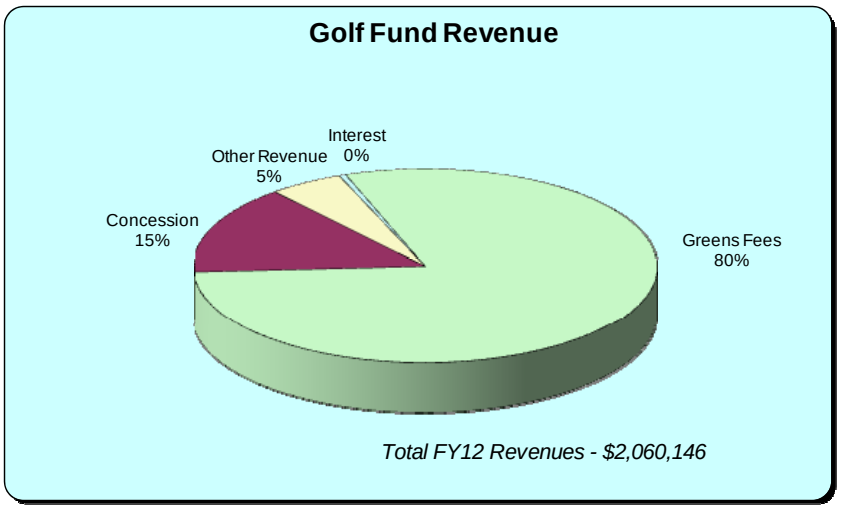
The adopted capital program of $1 million includes several projects, including annual repairs and maintenance to parking facilities, resurfacing needed parking lots and elevator modernizations.

Enterprise Funds

GOLF FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 1,743,494	$ 2,049,194	$ 1,913,445	$ 2,060,146	$ 2,136,017
Operating expenditures	1,790,509	1,990,811	1,856,419	1,990,146	2,061,017
Operating surplus	(47,015)	58,383	57,026	70,000	75,000
Capital Budget	483,153	158,061	82,240	70,000	75,000
Net addition to (use of) reserves	$ (530,168)	$ (99,678)	$ (25,214)	$ -	$ -

The Golf Fund adopted fiscal year 2012 budget contains operating revenue sufficient to support a nearly $2 million operating budget and a planned capital program of $70,000. Operating revenue in the adopted budget reflects 0.5% growth over the fiscal year 2011 amended budget due to a one-time rebate of $103,000 of unused workers compensation insurance premiums. Excluding the rebate, the operating revenue reflects a decline of 4.5% due to economic declines.



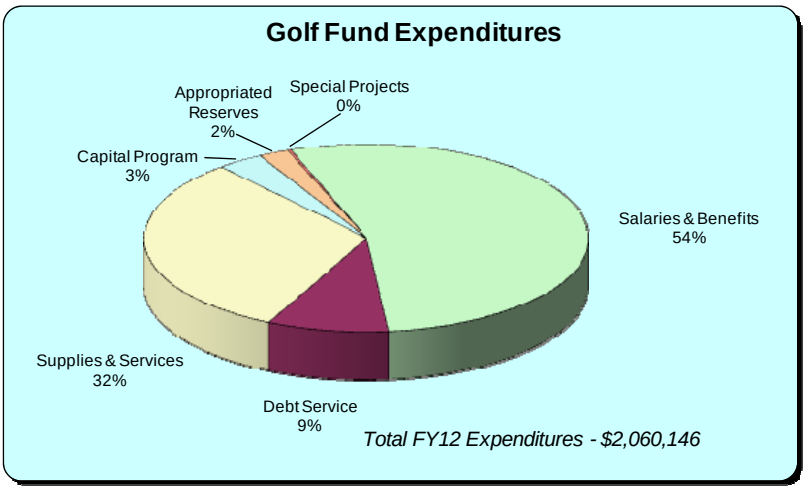
Greens fees of various types comprise 80% ($1.6 million) of the revenue budget. The Golf Fund's fee structure currently offers discounts to residents of Santa Barbara and Ventura counties. Residents may purchase a resident card for a nominal $25 annual fee. The card entitles the holder to discounts of $11 per round. Additional rewards program benefits are also available.

Revenue from concession agreements with the golf professional and the clubhouse restaurant comprise 15% of the fund's revenue. Revenue from these agreements is budgeted flat at $300,000. Golf Fund staff perform all course maintenance, but the golf professional provides management of course play, golf lessons, and operation of the pro shop under an agreement with the City. Food services are provided by a separate concession agreement. Budgeted revenues also include a nominal amount of interest income ($10,000).

Expenses in the adopted budget, including capital, total just over $2 million. The chart below summarizes the distribution of expenses. Salaries and benefits comprise 54% of the budget. Other than personnel costs, water is the Fund's single largest cost ($170,000). In terms of acre-feet consumed, the golf course is one of the largest water customers in the City's municipal water system.

Enterprise Funds

The capital program of $70,000 includes the purchase of replacement power turf equipment.



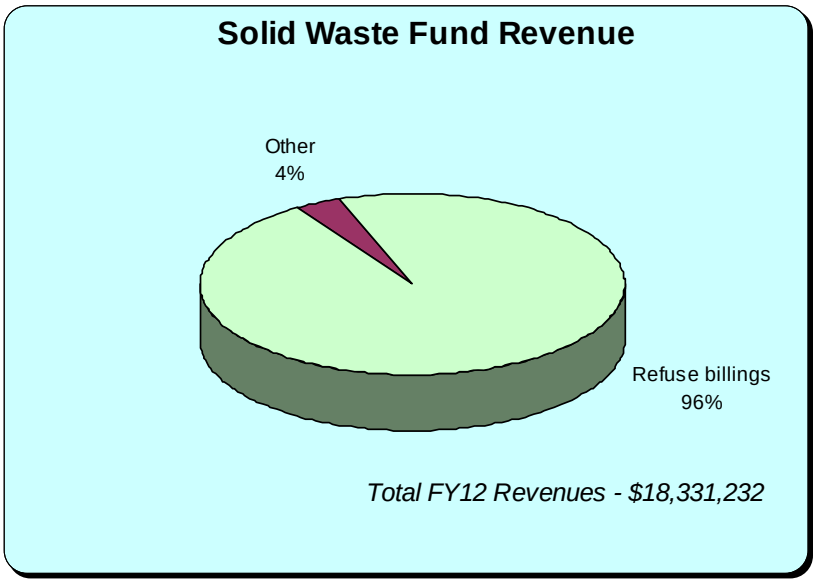
Debt service, at just over $230,000, consists of principal and interest on the Golf Fund's share of the 2002 Municipal Refunding Certificates of Participation (COP). The 2002 certificates were issued to refund certificates originally sold in 1986 and previously refunded in 1993. The original proceeds were used to expand and renovate the clubhouse and to install a new irrigation system for the entire course. The 2002 refunding lowered the Fund's annual debt service by approximately $15,000. The current outstanding principal balance is approximately $1.2 million. Final maturity of the certificates is in 2017.

Enterprise Funds

SOLID WASTE FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 17,790,808	$ 17,512,032	$ 17,387,340	$ 18,331,232	$ 18,803,966
Operating expenditures	18,141,997	19,316,716	19,258,152	18,331,232	18,817,359
Net addition to (use of) reserves	$ (351,189)	$ (1,804,684)	$ (1,870,812)	$ -	$ (13,393)

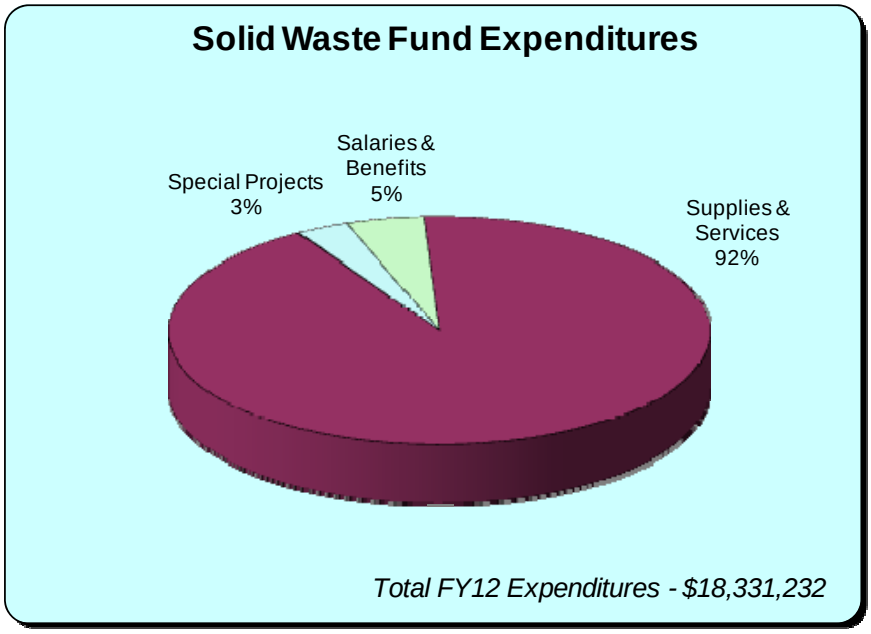
The City's Solid Waste Fund was first established in fiscal year 2003. Prior to that time, solid waste activities were accounted for within the General Fund. Given the importance of the City's solid waste activities and the increasing and dedicated revenue sources supporting the solid waste activities,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



Funding for solid waste activities comes from several sources. The chart to the right details the estimated solid waste revenue for fiscal year 2012. The largest source of revenue is refuse billings revenue category. The refuse billings category includes trash collection fees ($16,307,273), fees for County solid waste activities ($544,892), a surcharge for ongoing maintenance costs at Elings Park Landfill ($149,075), and a recycling fee ($672,706), generated from a 4% fee included in the trash collection rates. The balance of the revenue, as shown in other revenue, is from grants ($20,000), County recycling revenue sharing ($376,000), and donations and public education funding from the contracted trash haulers ($236,600). The donations are used for the Looking Good Santa Barbara program, dedicated to assisting the City with recycling outreach, beautification, and graffiti abatement activities.

Enterprise Funds

The chart to the right summarizes the adopted budget by object of expenditure. Included in the adopted budget is $542,012 that will be used for special projects to further enhance the City's solid waste diversion efforts. As indicated in the chart, 92% of the budget is supplies and services, which includes the $16 million in trash collection billings collected by the City and then paid to the contract haulers.



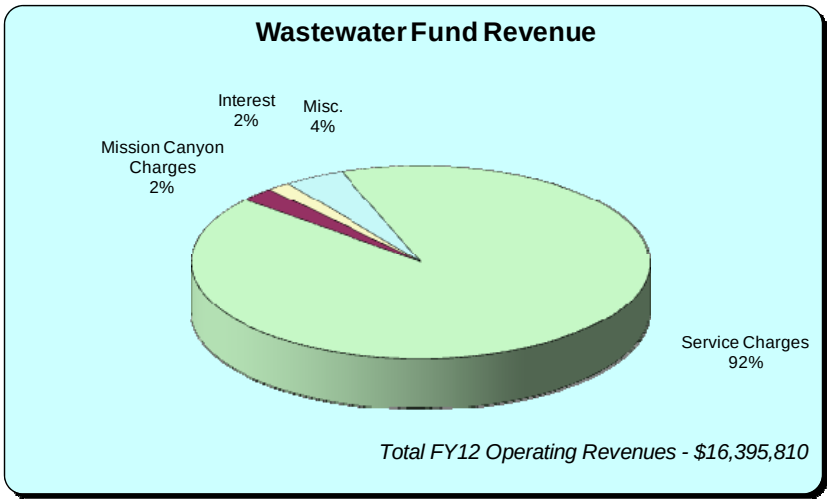
Enterprise Funds

WASTEWATER FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 14,506,332	$ 15,211,662	$ 15,103,560	$ 16,395,810	$ 16,221,714
Operating expenditures	11,945,287	12,770,847	12,115,631	12,760,427	13,451,188
Operating surplus	2,561,045	2,440,815	2,987,929	3,635,383	2,770,526
Capital Budget	3,467,415	13,751,126	6,143,797	5,500,000	4,500,000
Net addition to (use of) reserves	$ (906,370)	$ (11,310,311)	$ (3,155,868)	$ (1,864,617)	$ (1,729,474)

The adopted fiscal year 2012 Wastewater Fund budget projects enough revenue to fund all operating costs and a significant portion of the $5.5 million capital program. The remaining portion of the capital program is funded from the fund's reserves ($1.9 million).

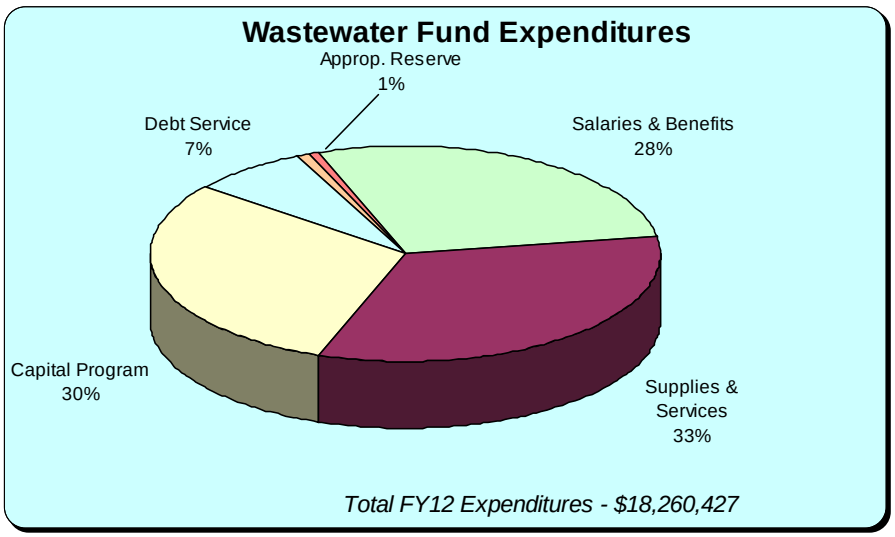
The budget reflects a 4% wastewater service rate increase, effective July 1, 2011, as recommended by the City's Water Commission and adopted by City Council. This increase continues the strategy to implement regular and relatively modest annual increases to provide revenues to address increasing capital needs.



Wastewater Fund revenue is much more stable than revenue in the Water Fund. Wastewater revenues are comprised almost entirely of the regular, monthly service charges. Because these are based upon the customer's water usage in the lower rate blocks, they are more stable and less susceptible to variations than metered water sales. Service charges are projected to provide $15 million (92%) of the nearly $16.4 million revenue total. A one-time rebate of unused workers compensation insurance premiums, the second largest source of revenue for the fund, is budgeted at $674,096. The other significant revenues are $393,222 in charges to Mission Canyon (non-city) residents and $267,300 in investment income.

Wastewater Fund operating expenses are budgeted at almost $12.8 million and the adopted capital program is $5.5 million. As the chart below indicates, capital represents 30% of the overall budget.

Enterprise Funds



Debt service, at $1.4 million, represents 7% of the budget. In July 2004 the Wastewater Fund issued 25-year bonds for $20.41 million. The bond proceeds generated $18.5 million of project funds. $2 million of the proceeds was spent to improve wastewater collection system capacity during wet weather. The remaining $16.5 million is being used for major renovations at the El Estero Treatment Plant. The plant is now 33 years old. An independent evaluation of the facility identified a ten-year capital improvement program necessary to protect the City's massive investment and to ensure compliance with the more stringent federal and state treatment standards. A total of $26.5 million in adopted capital improvements was identified over the horizon of the study. The proceeds of the debt issuance have allowed those improvements to be constructed over the last several years.

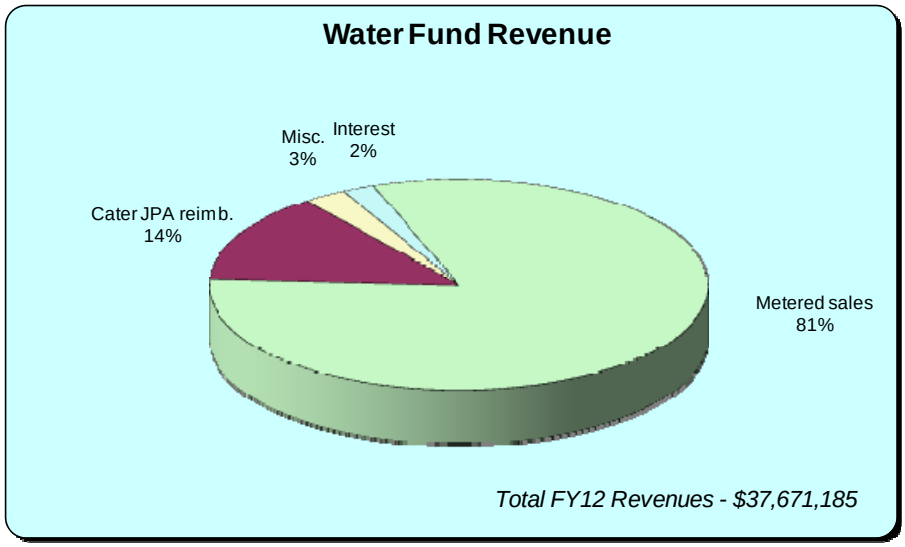
In the period from fiscal year 2012 to fiscal year 2017, the capital program will exceed $24 million. Managing the projects, especially those at the El Estero Treatment Plant, will be a major focus of the Wastewater Fund (Public Works) staff. The current year capital program of $5.5 million includes $3 million allocated to the replacement of existing influent pumps at El Estero Wastewater Treatment Plant, $1.2 million for the sanitary sewer overflow compliance program, $300,000 for lift station maintenance, and other improvements at El Estero Treatment Plant: $400,000 for air system process improvements, $390,000 for rehabilitation or replacement of major equipment and process components, and $230,000 for the annual maintenance program (equipment and pipe replacement) at the plant.

Enterprise Funds

WATER FUND

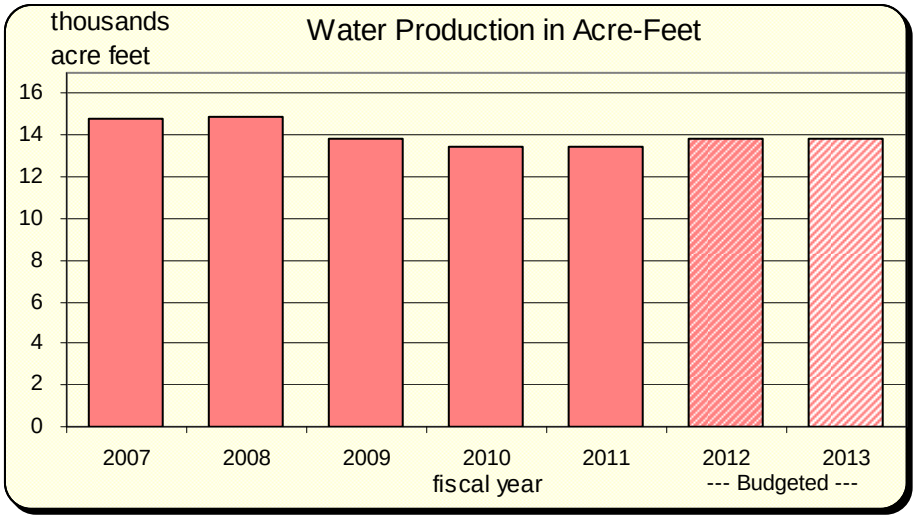
	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 33,766,789	$ 34,758,863	$ 34,283,930	$ 37,671,185	$ 38,297,300
Operating expenditures	24,947,101	32,320,009	28,823,242	31,236,125	31,595,760
Operating surplus	8,819,688	2,438,854	5,460,688	6,435,060	6,701,540
Capital Budget	5,647,746	20,438,723	10,239,710	11,125,000	5,870,000
Net addition to (use of) reserves	$ 3,171,942	$ (17,999,869)	$ (4,779,022)	$ (4,689,940)	$ 831,540

The adopted fiscal year 2012 Water Fund budget contains operating revenues sufficient to fund a $31 million operating budget and over half of the $11.1 million capital program. The adopted budget reflects a 3.5% rate increase for metered water sales, effective July 1, 2011 as adopted by City Council.



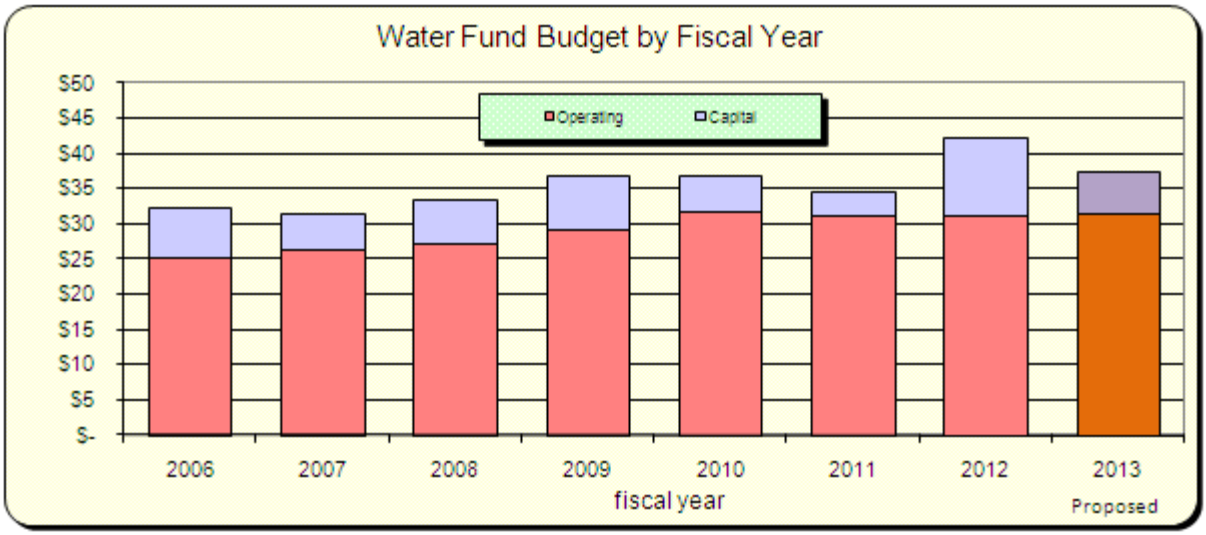
As the chart on the right indicates, the vast majority of estimated Water Fund revenue is provided by metered water sales ($30.7 million, or 81%). Interest income, budgeted at $791,800, is derived from the investment of the Water Fund's capital and operating reserves. The other notable Water Fund revenue is a reimbursement from the Montecito and Carpinteria Valley Water Districts. Under a Joint Powers Agreement (JPA), the City's Cater Water Treatment Plant treats drinking water for the City and both Districts. Under the terms of the JPA, the Districts pay their pro-rata share, which is a combined total of 39% of the operating and capital costs of the Cater Plant. The percentage is based on an allocation of Cater's water treatment capacity, and is projected to result in over $5.1 million of revenue in fiscal year 2012. This amount includes the two districts' payments for their share of debt service associated with a 2002 $19.2 million State Revolving Fund loan that has a 2.5132% interest rate and 2011 $20.3 million State Revolving Fund loan with a 2.5017% interest rate. Both loans fund significant improvement projects at Cater necessary for Cater to meet more stringent pending federal drinking water quality regulations.

Enterprise Funds



With 81% of Water Fund revenue generated by metered water sales, the most important component of the revenue projection is the annual water sales estimate in acre-feet. As the chart indicates, water production varies from year-to-year based on weather and seasonal factors. Metered sales revenue for the adopted 2012 budget is based upon an annual water production estimate of 13,800 acre-feet. Because a large portion of the Water Fund's costs are fixed, declining or stable water sales can have a negative impact on the overall financial health of the fund. City staff believes the fiscal year 2012 estimate is reasonably conservative. If revenues are less than projected, the capital expenditures in future years will be adjusted to ensure that the fund balance continues to include reserves at the policy levels.

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



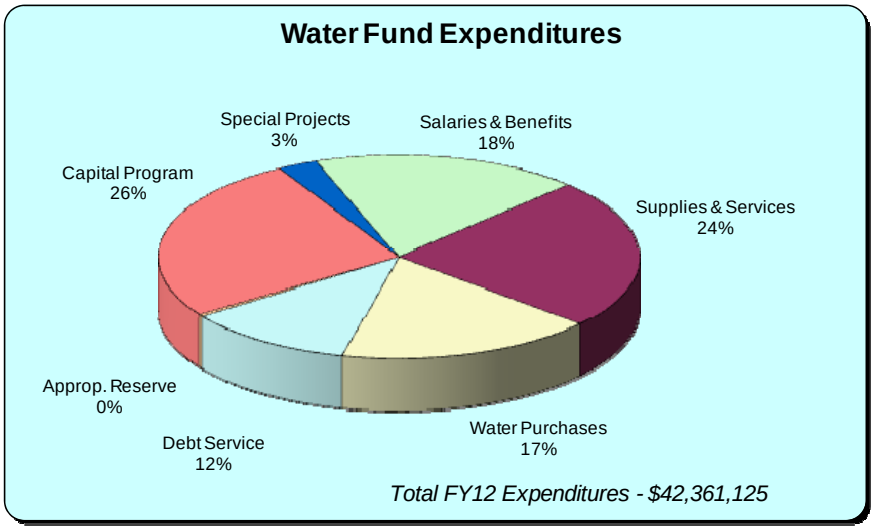
Enterprise Funds

operating budget has grown almost by $6.2 million (25%). The increasing trend in operating costs combined with significant capital needs has led to rate increases over the last several years.

The adopted budget includes funding for capital improvement projects, including $5 million for the annual water main replacement program, $2.5 million to replace the well at the water facilities corporation yard, $2.4 million for the on-going upgrade of equipment and facilities at the Cater Treatment Plant and at pump stations and reservoirs throughout the distribution system, and $1.1 million for the rehabilitation of the aeration basin to improve recycled water production quality. During FY 2011, staff commenced work on the Advanced Treatment Project at Cater to change the process for treating water and allow the City to meet pending water quality regulations. This project is budgeted at $20 million and is funded with a low interest loan from the State Revolving Fund Loan program. Another significant project also funded through the State Revolving Fund Loan program is the rehabilitation of the Ortega Groundwater Treatment Plant (nearly $10 million).

The adopted operating budget is $31.2 million, 24% of which is projected to be spent on water purchases. It is anticipated that $2.4 million will be spent on water from the federal Cachuma Project, and $4.8 million on water from the State Water Project.

As the chart below indicates, fixed costs, including water purchases and debt service, comprise 29% of Water Fund operating expenses. Because of the magnitude of these fixed costs, unlike most other City funds, salaries and benefits comprise only 18% of the Water Fund budget. Of the $10.1 million of supplies and services, $1 million is for electricity, approximately $1.4 million is for facilities maintenance, and an additional $1.4 million is paid to the General Fund for overhead allocation. Other significant items include $447,000 for vehicle replacement and maintenance charges, and $266,000 for insurance. The combined amount for these items is just under $4.5 million, which is 44% of the supplies and services budget.



The Water Fund has five outstanding debt obligations. As of June 30, 2010, the combined principal outstanding on the two bond issues and three State loans totaled $47.3 million. The

Enterprise Funds

bond issues include a 1994 revenue bond ($3.3 million outstanding), a 2002 Refunding Certificate of Participation ($12.1 million outstanding); a loan from the State to construct and expand the City's water reclamation system ($525,881 outstanding), a State loan for the Cater Water Treatment Plant Improvements ($14.2 million outstanding), and a separate State loan for the Sheffield Reservoir Project ($17.2 million outstanding).

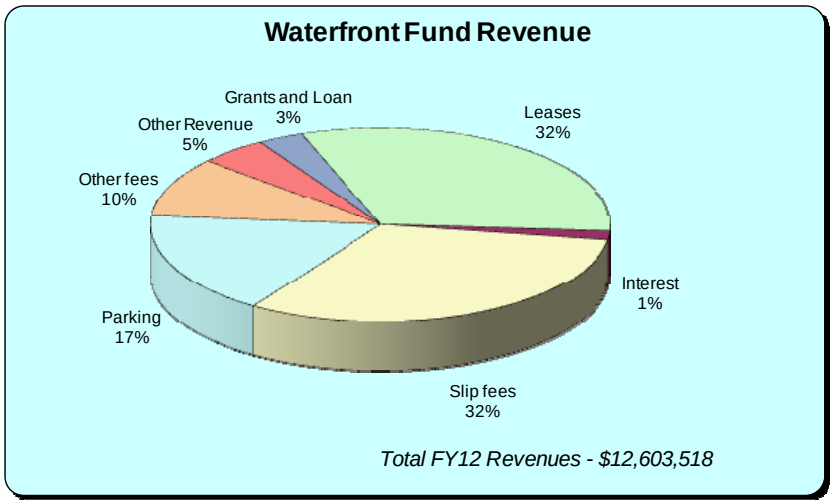
Enterprise Funds

WATERFRONT FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 11,601,669	$ 11,762,974	$ 11,269,029	$ 12,203,518	$ 11,974,941
Operating expenditures	9,757,162	10,881,073	10,666,942	11,017,294	11,413,062
Operating surplus	1,844,507	881,901	602,087	1,186,224	561,879
Capital Grants/Loans	41,000	7,745,713	1,300,000	400,000	-
Capital Budget	2,805,544	8,802,988	2,555,000	1,250,000	1,035,000
Net addition to (use of) reserves	$ (920,037)	$ (175,374)	$ (652,913)	$ 336,224	$ (473,121)

The adopted Waterfront Fund budget for fiscal year 2012 contains sufficient operating revenue to fund all operating expenses. The $1.3 million capital program will be funded from surplus revenue from the operating fund, and a $400,000 loan from the California Department of Boating and Waterways.

As the chart below indicates, leases of waterfront property provide over $4 million (32%) of total revenue. Most of the Waterfront leases are long-term agreements on a "percent of gross basis" under which the Waterfront receives a minimum base rent, or up to 11% of the tenant's gross receipts, whichever is greater. The specific percent of gross receipts paid by the tenant varies from lease to lease. The Waterfront has a lease audit program to ensure that the City is receiving the percentage rent to which it is entitled. The Waterfront has realized substantial additional revenues as a result of this lease audit program. Because virtually all of the significant leases are long-term in nature, the Waterfront has little control over lease revenue in the short run.



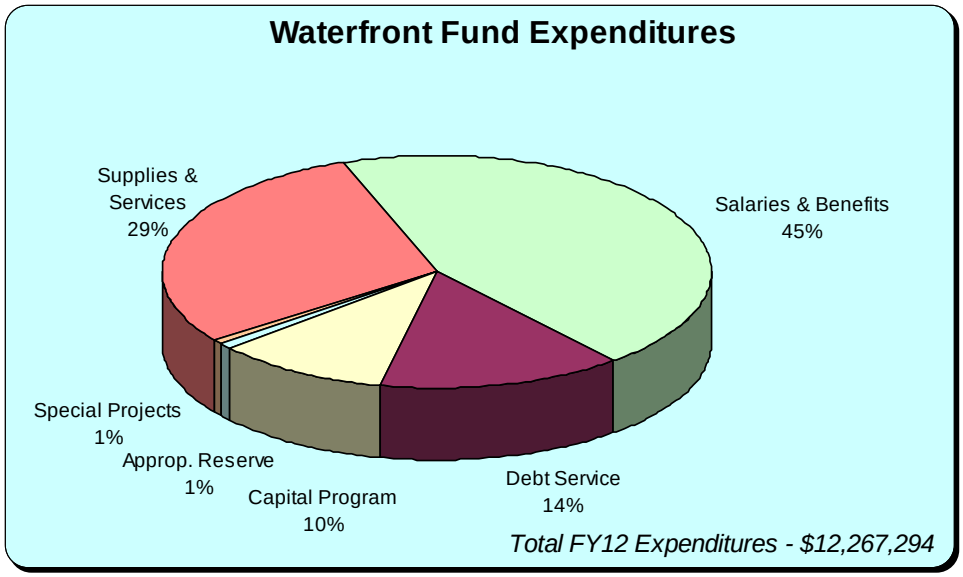
Parking fees collected at the 10 waterfront lots, including Stearns Wharf, generate approximately $2.2 million, or 17% of total revenue. Included in this revenue category is approximately $325,000 generated from the issuance of annual parking permits at the Waterfront parking lots. The adopted budget contains no increase in waterfront parking rates.

Slip fees are estimated to generate almost $4 million (32%) of total revenue in fiscal year 2012. Other fees include visitor fees ($463,000), slip transfer fees ($425,000) and live-aboard fees

Enterprise Funds

($164,000). The adopted budget includes increases in both the slip rental fee (by 3%) and the slip transfer fee (increase of $25 per foot).

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



The chart to the left displays the Waterfront Fund's expenses by category for fiscal 2012. The capital program (10%) and debt service (14%) combined represent almost a quarter of the total adopted budget.

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

Total operating expenses in the adopted budget are approximately $136,000 (1.3%) higher than in the fiscal year 2011 amended budget.

The adopted $1.3 million capital program includes annual capital maintenance of Stearns Wharf ($300,000) and the Marina docks ($225.000). Also included is funding for the launch ramp concrete repair ($400,000) and replacement of Stearns Wharf lift stations ($85,000). These projects comprise $1 million of the total $1.3 million capital program.

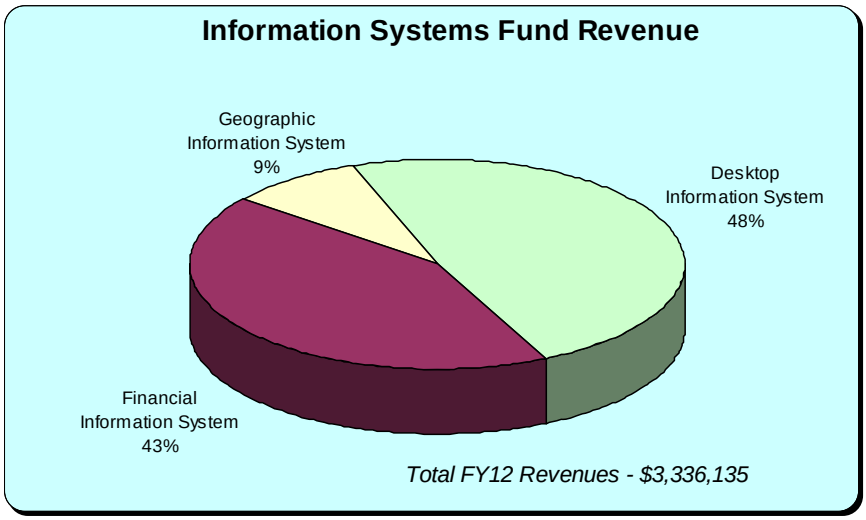
Internal Service Funds

INFORMATION SYSTEMS FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 2,446,400	$ 2,302,393	$ 2,298,005	$ 2,306,135	$ 2,348,725
Operating Expenditures	2,309,461	2,344,701	2,278,691	2,338,963	2,468,663
Operating Surplus/(Deficit)	136,939	(42,308)	19,314	(32,828)	(119,938)
Capital Transfers In	133,848	33,333	33,333	1,030,000	1,020,000
Capital Budget	223,433	150,034	106,666	1,030,000	1,020,000
Net addition to (use of) reserves	$ 47,354	$ (159,009)	$ (54,019)	$ (32,828)	$ (119,938)

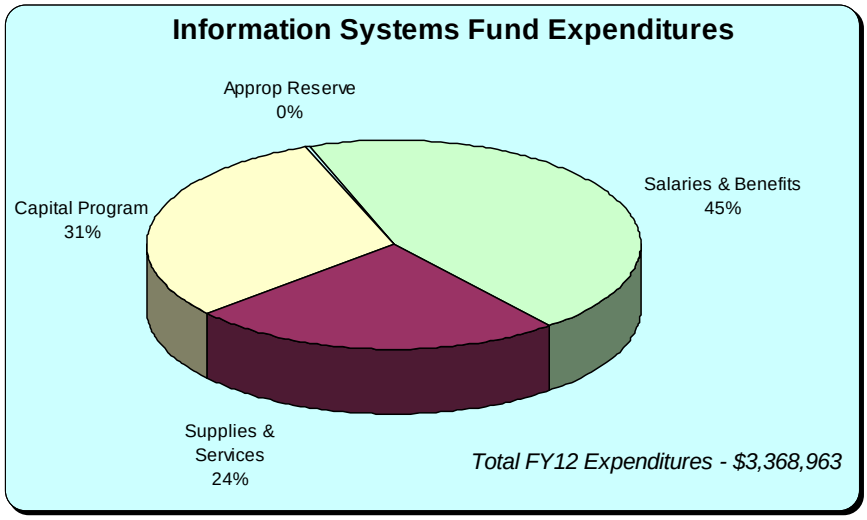
Information Systems was first established as an internal service fund in fiscal year 2004. Prior to that time, it was part of the General Fund. The adopted fiscal year 2012 budget is reflects the one-time use of reserves due to increased application maintenance costs. We anticipate addressing this structural funding issue during the FY 2013 budget process. As an internal service fund, all of the revenue is generated from charges to other City funds and departments, allocated in proportion to services provided.

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



The Desktop Systems Program revenue is over $1.6 million (48%), the Financial Information Systems Program revenue is approximately $1.4 million (43%), and the Geographic Information Systems Program revenue is over $300,000 (9%). As mentioned above, all revenue is derived from direct charges to other City funds and departments.

Internal Service Funds



As the chart to the left indicates, expenditures for fiscal year 2012 total $3,368,963, including salaries and benefits for the 13.5 full-time equivalent positions (45%), capital program (31%), and supplies and services (24%).

The capital program (31%) for fiscal year 2012 totals $1.03 million, nearly all of which is for the financial management system (FMS) replacement project. The project is anticipated to take four years to replace the City's in-house designed, built, and maintained FMS with a vendor provided and supported application.

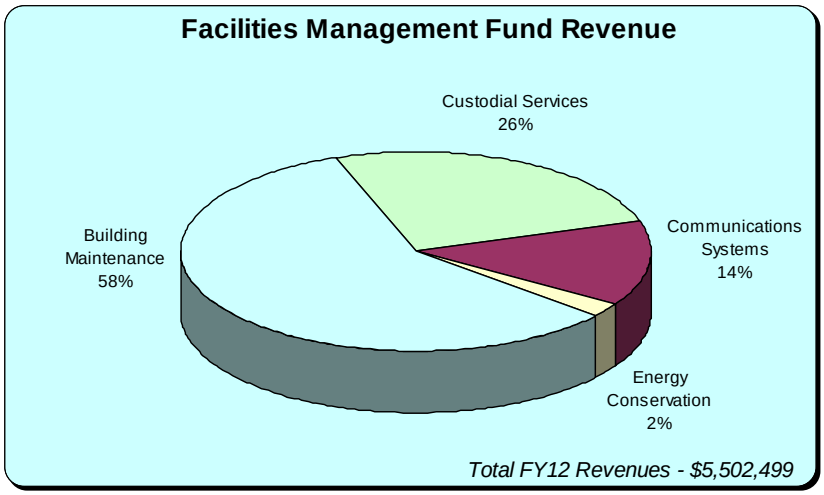
Internal Service Funds

FACILITIES MANAGEMENT FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 5,102,214	$ 6,083,553	$ 5,274,246	$ 5,502,499	$ 5,217,597
Operating expenditures	4,850,044	6,781,899	5,508,152	5,223,651	5,126,140
Net addition to (use of) reserves	$ 252,170	$ (698,346)	$ (233,906)	$ 278,848	$ 91,457

Part of the City's Public Works Department, the Facilities Management Fund is an internal service fund providing services to other City funds and departments. The fiscal year 2012 budget reflects the surplus due to anticipated savings from labor concessions.

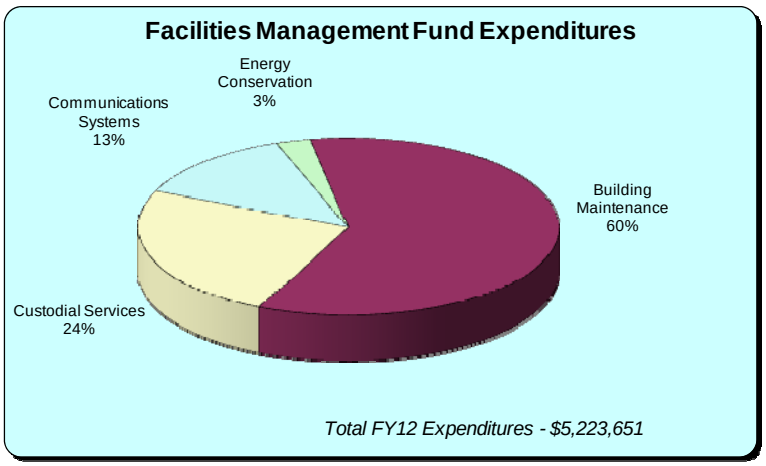
The Facilities Management Fund includes Building Maintenance, Custodial Services and Communications Systems operations that provide services exclusively to other City departments. Rates are evaluated regularly against industry standards and then charge other City operations for the related services.



The Building Maintenance function provides on-call response for repairs and maintenance of facilities throughout the City, as well as managing the General Fund's annual planned maintenance program. The facilities maintenance program also provides management of small and medium-sized improvements to various City facilities. The Communications Systems function provides management and maintenance of the City's radio, telephone and related communications systems. The Custodial Services function provides custodial services to various City facilities. The chart displays the various Facilities Management Fund revenues for fiscal year 2012, of which 58% is attributable to facilities maintenance charges.

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

Internal Service Funds



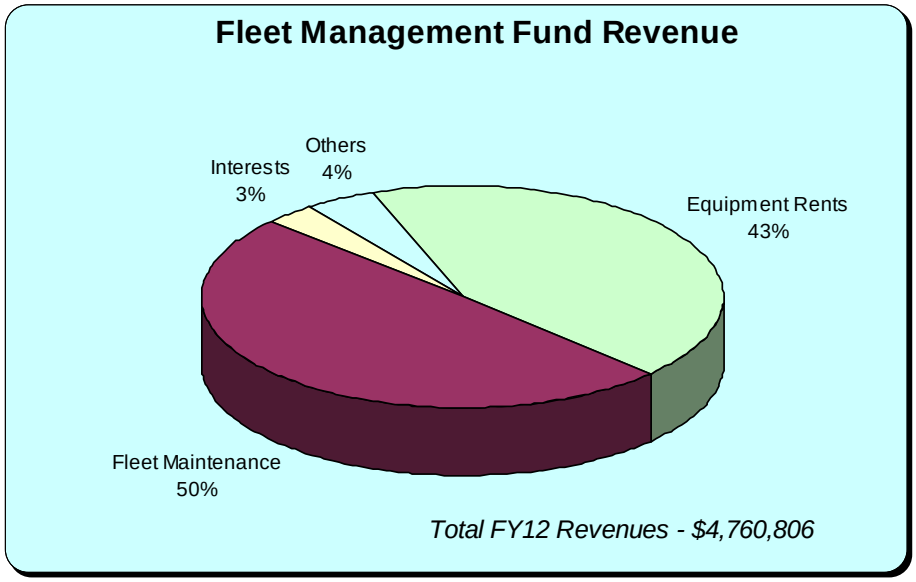
The chart to the left displays the Facilities Management Fund expenses by program for fiscal year 2012. The Building Maintenance (59%) and Custodial Services (25%) combined represent almost 85% of the total adopted budget.

Internal Service Funds

FLEET MANAGEMENT FUND

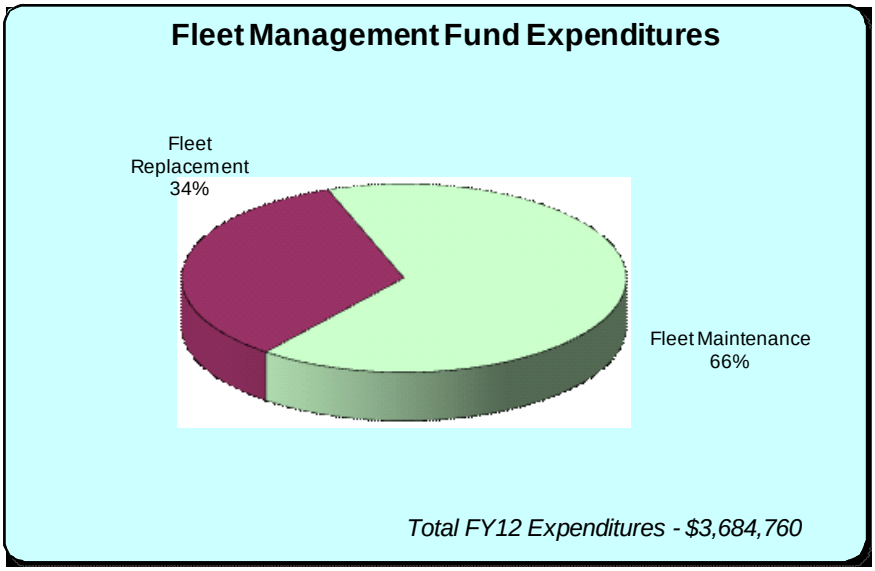
	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 4,447,619	$ 4,656,486	$ 4,670,391	$ 4,760,806	$ 4,662,001
Operating expenditures	2,441,651	2,637,948	2,570,205	2,899,760	$ 2,689,283
Operating surplus	2,005,968	2,018,538	2,100,186	1,861,046	1,972,718
Capital Budget	889,718	4,479,566	2,106,764	785,000	$ 2,230,000
Net addition to (use of) reserves	$ 1,116,250	$ (2,461,028)	$ (6,578)	$ 1,076,046	$ (257,282)

The Fleet Management Fund is an internal service fund providing services to other City funds and departments. Revenue in the adopted fiscal year 2012 budget is more than sufficient to fund all operating costs and the $785,000 capital program. Nearly $1 million of the $1.1 million surplus will be used to support the City's fleet replacement program.



As shown in the chart to the left, 93% of revenue is attributable to Fleet Management vehicle maintenance allocations and equipment rental charges. Fleet Management charges an annual rental for each City vehicle in service. These rental payments are accumulated in a separate capital account and used to replace vehicles at the end of their lifecycle. Each vehicle is also charged an annual maintenance fee, which covers all required maintenance and all repairs as needed. While the maintenance charge is a flat annual fee, actual costs to maintain and repair individual vehicles varies. On the whole however, sufficient funds are raised to maintain the City's vehicles and equipment in a safe and reliable condition.

Internal Service Funds



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

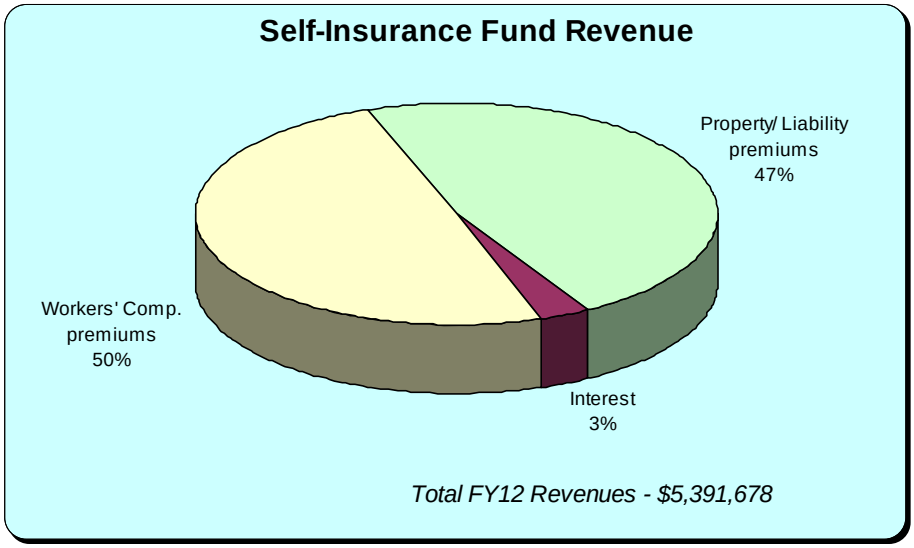
Internal Service Funds

SELF-INSURANCE FUND

	Fiscal Year				
	2010 Actual	2011 Amended Budget	2011 Projected Actual	2012 Adopted Budget	2013 Proposed Budget
Revenue	$ 5,993,871	$ 5,694,553	$ 5,693,202	$ 5,391,678	$ 5,547,686
Operating expenditures	5,068,817	6,194,111	5,768,130	8,959,711	5,499,613
Net addition to (use of) reserves	$ 925,054	$ (499,558)	$ (74,928)	$ (3,568,033)	$ 48,073

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

Insurable property is covered for all risks by commercial policies with a pooled aggregate limit of $1 billion. Deductibles vary depending on peril and apply on a per occurrence basis. The City has separate limits of $50 million per occurrence for both flood and earthquake. The City's property insurance is purchased through a consortium of over 4,000 public entities that pool their purchasing power in order to better manage costs. The City currently has declared insured property values totaling $444 million.

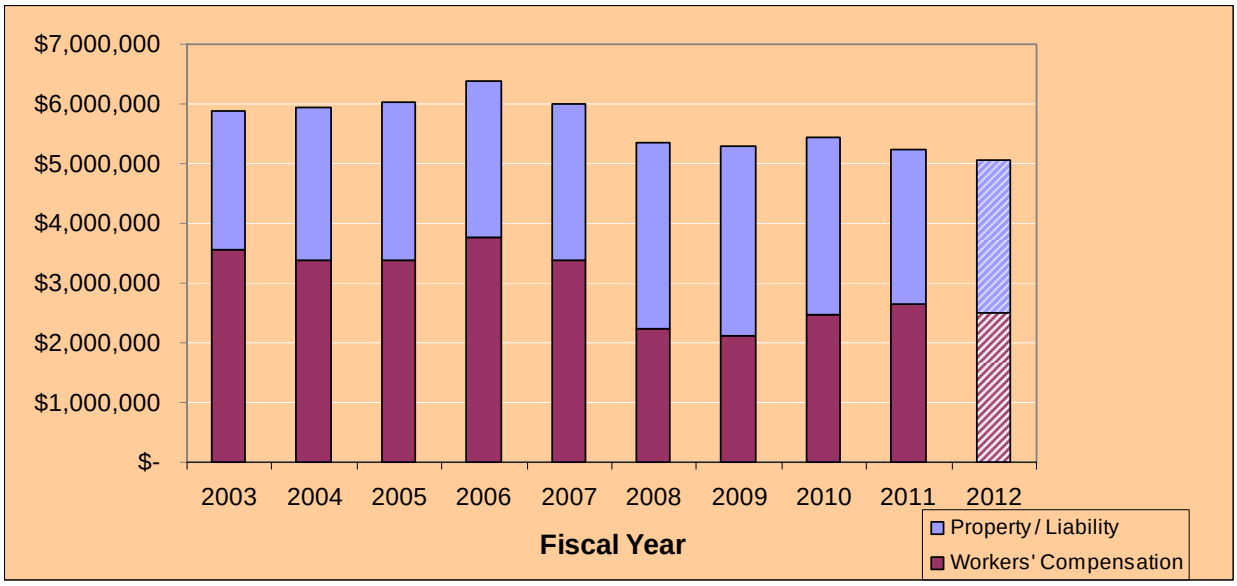


The Self Insurance Fund acts as the City's own insurance company. As displayed in the chart above, the $5.4 million of

Internal Service Funds

total revenue contained in the adopted fiscal year 2012 budget is divided between workers' compensation premiums (50%), property and liability premiums (47%), and interest income (3%). As an internal service fund, the fund's revenue comes entirely from "premiums" charged to the City's other funds and departments for the coverage provided.

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

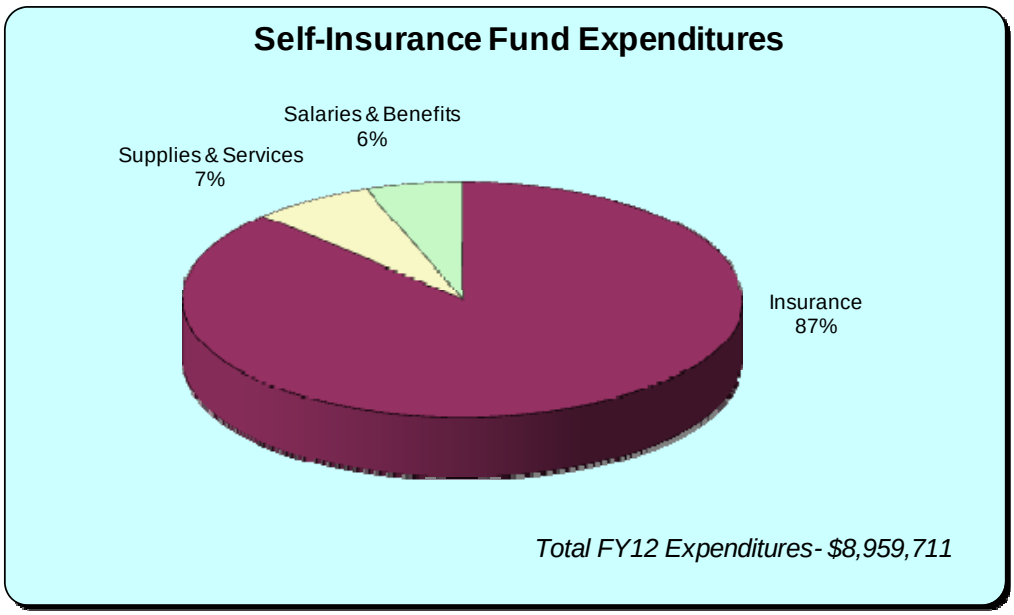


the City's departments to pay for increased insurance costs. And the premium increase only tells half the story. Over that same period, the City had to accept significantly higher deductibles or premium increases would have been much larger. Since 2002, the City's deductible for workers' compensation has increased from $300,000 to $750,000 per occurrence and the property insurance deductible has increased from $100,000 to $250,000.

However, since the premium high in fiscal year 2006, city departments have experienced a slight reduction in the total premiums charged by the Self-Insurance Fund. In fiscal year 2007, property and liability expenses grew only 1.4%, while the cost of workers' compensation claims went down. Accordingly, the Risk Fund issued a "rebate" to departments in the form of reduced workers' compensation premiums that year. The fiscal year 2012 budget again contains another "rebate" to departments for workers' compensation premiums because of cost containment efforts coupled with the favorable trend in workers' compensation claims, which is expected to continue. Every two years, in conjunction with the budget development process, the City contracts for an actuarial

Internal Service Funds

study on its self-insurance programs. The actuarial study recommends both how much the City should have in its self-insurance reserves and how much the City should budget for claims expense for each of the next two years. The actuarial study is based upon a combination of the City's specific loss history and certain industry standards. It has been the City's experience over the years that the actuarial study, because of its conservative assumptions, generally over-estimates the amount needed by the City for annual claims expense. This is due to the generally conservative nature of the study and the fact that the City's loss experience continues to be better than public agency industry standards. Based upon this experience, the City has traditionally set the premiums charged to the City's various funds significantly lower than the actuarial study recommends. This is once again true with the most recent actuarial study and the adopted fiscal year 2012 budget, containing the workers' compensation "rebate" to departments as discussed previously.



The chart on the left displays the Self-Insurance Fund's expense budget by category. Insurance costs represent a full 87% of the budget. Insurance costs include premiums paid for commercial insurance (property insurance, for example), as well as the claims budget for the City's self-insured exposures such as liability and workers' compensation.

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

[This page intentionally left blank.]

Policy Area: Safety

Key Objectives for Fiscal Year 2012

- Maintain the Combined Communications Center (911 call center) at 100% operational readiness and ensure that all 911 calls for service are answered within an average of 4 seconds.
- Maintain the Part One crime rate at the previous 3 year average within venue areas during Solstice, July 4th, and Fiesta.
- Contain 90% of all structure fires to area or room of origin.
- Respond to 100% of all emergencies on the aircraft operational area within 3 minutes.
- Provide basic life support for medical emergencies within 4 minutes or less, 80% of the time from unit receipt of alarm.
- Conduct Engine Company level Fire and Safety inspections on 95% of scheduled businesses and residential occupancies.
- Coordinate 2 joint emergency response (Fire and Harbor Patrol) drills in the Harbor.

Key Indicators

	Actual FY 2010	Projected FY 2011	Adopted FY 2012
911 calls for service	43,684	44,000	45,000
Priority One emergency Police calls for service	724	724	75
Police response time to Priority One emergency calls	6:13	6:40	6:45
Code 3 Fire calls for service	6,916	6,608	6,000
Fire response time for all emergencies within jurisdiction from unit receipt of alarm	2:59	3:08	< 4:00 minutes
Harbor Patrol calls for service	1,957	1,900	1,900
Emergency vessel tows	113	98	100
Airport Patrol calls for service	2,079	2,016	2,070
Fire investigations conducted	54	75	75
DUI traffic collisions	109	144	127
Total Traffic collisions	1,479	1,659	1,515

Policy Area: Sustainability

Key Objectives for Fiscal Year 2012

- Minimize the amount of solid waste destined for disposal from the new Airline Terminal by providing concessionaires educational outreach information per Airline Terminal Solid Waste Management Plan.

Policy Area: Sustainability (continued)

- Continue to reduce electrical power consumption and cooling requirements as part of the computer server virtualization project.
- Reduce production and distribution of printed legal documents by using scanning and email technologies.
- Coordinate citywide sustainability efforts and assist departments in achieving objectives that protect and enhance the environment.
- Incorporate energy-saving retrofits in at least 75% of all rehabilitation loan projects.
- Ensure that 100% of Redevelopment Agency sponsored capital projects incorporate environmentally responsible design and construction techniques.
- Prepare a Climate Action Plan, per AB 32 provisions, establishing a community greenhouse gas emissions inventory and projections, and emissions reduction targets and strategies.
- Work with Santa Barbara County Association of Governments on a regional Sustainable Communities Strategy per SB 375 provisions.
- In partnership with the County, finalize the selection process of a conversion technology vendor.
- Meet with 200 new and existing contacts in the business sector about the environmental and financial benefits of recycling.
- Enlist 40 new food-service establishments into the Foodscrap Recovery and Composting Program.
- Hold 2 electronics waste collection events in fiscal year 2012, corresponding with America Recycles Day in November 2011 and Earth Day 2012.
- Utilize 80% of chipped material from vegetation road clearance and defensible space chipping programs as mulch, preventing material from reaching the landfill.
- Utilize remote video training for Aircraft Rescue and Firefighting staff at least 24 times during the year to reduce trips into Station 1.
- Coordinate the application and selection process to have 80% of the 179 garden plots assigned at community gardens.
- Import 24 yards of tree chipper brush trimmings for weed control and water retention in site landscaping at the Golf Course.
- Spray compost tea and/or effective micro-organisms on golf greens bi-weekly to increase microbial activity in soil and decrease use of fungicides.
- Achieve participation of an additional 20 businesses in the Certified Clean Water Business program.
- Provide at least 8 businesses with clean water equipment through the new Business Assistance Program.
- Complete at least 6 planting projects and/or plant at least 30 trees through the new Creek Tree Program.

Policy Area: Sustainability (continued)

- Complete preliminary design of the Mission Lagoon/Laguna Channel Restoration project.
- Initiate construction of a steelhead fish passage project in the CalTrans Channels on Mission Creek.
- Initiate construction of a Storm Water Treatment Retrofit Project in a downtown city parking lot.
- Hand-clean the perimeter of Mission Creek Lagoon on East Beach an average of 2 times per week.
- Hand-clean Sycamore Creek outfall an average of 2 times per week to prevent pollution from entering the ocean.
- Submit 1 grant application annually for capital improvement projects that will improve the availability and/or attractiveness of alternative modes of transportation.
- Analyze universal electric vehicle charging capabilities for possible future installation in designated City-owned and operated parking lots.
- Complete the 2011 Greenhouse Gas Emissions Inventory for City Operations.
- Complete construction of all Energy Efficiency Conservation Block Grant funded energy efficiency retrofits on City buildings.
- Obtain incentive and grant funding for City energy conservation projects.
- Manage design and construction of the El Estero Wastewater Treatment Plant (WWTP) Pilot Fat, Oil & Grease (FOG) project.
- Manage construction of a power purchase funded cogeneration facility at the El Estero WWTP Project.
- Participate in the South Coast Energy Efficiency Partnership to provide public outreach and promote energy efficiency in City buildings and the community.
- Coordinate an electronic campaign filing system for candidates, committees and elected officials.
- Provide an annual training for staff on green cleaning methods and practices.
- As part of the replacement schedule replace Police Department computers with Energy Star computers and continue consolidation and reduction of printer hardware.
- Support the Clean Marina Program by conducting annual seafloor debris clean up (Operation Clean Sweep Event).
- Reduce natural gas usage and costs by installing a solar thermal unit on a Marina 2 restroom.

Key Indicators

	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Downloadable books checked out	10,581	12,000	20,000
Businesses participating in the Clean Water Business Program	90	100	115
Riparian trees and shrubs planted	4,628	1,091	200
Percent of vehicles fueled with alternative fuels in the fleet	38%	36%	40%
Airport taxiway and runway sweepings	8	8	8
Millions of Gallons of recycled water	226.84	260.8	260.8
Tons of solid waste disposed of at the Tajiguas Landfill	87,262	80,166	84,460
New food-service establishments participating in the foodscrap and composting program	N/A	40	40
Pounds of household hazardous waste collected at the City ABOP and UCSB facility	336,965	282,186	305,000
Pounds of Electronic Waste (E-Waste) collected at City-sponsored events and at the City ABOP	203,375	397,578	340,000
Tons of debris collected by street sweepers	2,359	2,116	2,160
Water check-ups conducted	389	400	400
Megawatt hours of energy produced by the Corporate Yard Solar project	N/A	530	500
Greenhouse Gas Emissions from City operations (MT CO_2 e)	11,412	10,994	10,820

Policy Area: Infrastructure

Key Objectives for Fiscal Year 2012

- Complete design, permitting and bidding for the Airport Sewer Project.
- Complete the seismic upgrade project in Downtown Parking Lot 2.
- Complete construction of the Ortega Street Bridge Replacement Project.
- Award a construction contract for the Cater Ozonation Project by January 30, 2012.
- Award a construction management consultant contract for the Ortega Groundwater Treatment Plant Rehabilitation Project by January 30, 2012.
- Award a construction contract for the El Estero Wastewater Treatment Plan Headworks project within 120 days of achieving loan approval status.
- Complete 80% of the construction for the FY 12 Water Main Replacement Project.

Policy Area: Infrastructure (continued)

- Design and construct Phase 3 of the Marina 1 replacement project, including the replacement of "N" finger.
- Rebuild 10 marina slip fingers of various lengths in Marina 2.
- Complete the Chase Palm Park lighting and electrical upgrade project.
- Maintain level of service C or better at 80% of the Santa Barbara County Association of Governments (SBCAG) Congestion Management Program signalized intersections during peak hours.

Key Indicators

	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Millions of gallons of drinking water treated	6,528	7,040	7,500
Millions of gallons of wastewater treated	2,761	2,824	3,100
Millions of gallons of recycled water used	226.84	260	260.8
City pavement quality index (all roads)	68	68	68
Lane miles of City streets that receive asphalt pavement treatment	34.5	72	35
Curb miles swept	19,229	19,174	17,400
Square feet of Graffiti abated	163,895	230,000	120,000
Square feet of new City sidewalk installed	14,100	26,000	25,000
Building permit applications reviewed	2,425	2,200	2,500

Policy Area: Affordable Housing

Key Objectives for Fiscal Year 2012

- Provide approximately $3 million in Redevelopment Agency, State, and federal funds for affordable housing projects in accordance with state and federal regulations.
- Assist in the development and preservation of 40 affordable units using density bonus, below-market rate financing, and other development incentives.
- Certify compliance of at least 95% of 336 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Certify compliance of at least 95% of 1,165 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Assure compliance with City requirements for 100% of initial sales, resales, and refinancings of affordable ownership units.

Key Indicators

	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Initial sales of new affordable units which Housing Programs staff monitored for conformance with housing policies	0	4	12
Resales of existing affordable units monitored for conformance with housing policies	16	6	9

Policy Area: Community Programs

Key Objectives for Fiscal Year 2012

- Administer the CalGRIP 2010/2011 youth gang prevention grant including the submittal of progress reports.
- Provide 40,000 units of service to meet specific neighborhood needs such as renters/homeowners' assistance, tax preparation, health screening, food distribution, and other social services.
- Respond to 16,000 community resident requests for services, information, and referrals; regarding City services and community social services.
- Provide Drug Abuse Resistance Education to 6th grade students at 13 participating elementary schools.
- Implement and track progress on *Council Subcommittee on Homelessness and Community Relations* recommendations.
- Provide 5 outreach and education presentations to tenants, landlords, and community groups on rental housing rights and responsibilities.
- Assist 50% of the adult literacy learners to reach a goal established by California Library Literacy Services.
- Plan and coordinate City-sponsored major special events (Fiesta, Summer Solstice, Oak Park Ethnic Festivals, and 4th of July).
- Provide summer drop-in recreation programs for 600 unduplicated participants at 3 elementary school sites.
- Provide 6 summer program and 4 spring camps and clinics including; Summer Cyclers, Engineering with LEGO®, Running Clinic, Nature Camp, Sk8 Skool, Rhythmic Gymnastics and Gymnastics camps.
- Achieve an overall participation of 5,000 teens (duplicated) in scheduled activities.
- Provide coordination of teen activities at 2 community centers; Franklin and Westside through collaboration with the teen serving agencies that support the program mission.
- Provide at least 4,000 hours of community services opportunities per year for teens and adults in youth program activities.

Policy Area: Community Programs (continued)

- Work with the Workforce Investment Board, Santa Barbara County Education Office, Youth Jobs Network and other employment agencies to coordinate the Youth Jobs program including job readiness training, job skills and outreach to the community.
- Provide technical and professional support to artists, art organizations, non-profits, and the public for cultural events and programs in the City of Santa Barbara.

Key Indicators

	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Community Development Block Grant /Human Services grant recipients awarded in March	62	65	65
City libraries per capita expenditure from state and local funds	$40.91	$39.964	$39.01
Children and youth served by funded agencies for services including child care, counseling, advocacy, gang prevention, after-school care and others*	4,060	4,000	4,000
Public computer sessions in City Libraries	234,185	139,033	146,426
Youth under 18 attending Library programs or contacted through outreach	62,076	55,752	45,000
Library volunteer hours	N/A	N/A	16,400
Youth and adults mentored through the Jobs Program	233	200	200
Students receiving information through Airport Aviation Education Program via an Airport tour or school visit	4,198	3,900	3,800
Recreation After-school Program (RAP) participants	329	340	404
Participants in Ballroom, Swing, and Contra dance programs	3,375	8,700	5,000
Scholarships awarded for aquatic summer camps	60	35	35
Youth league sports program participants	1,734	1,700	1,600
Adult sports program participants	1,580	1,500	1,500
Court hours for youth tennis programming	2,237	1,700	1,700
Free or low cost meals to senior citizens	5.698	6,000	5,500
Rounds of golf at Municipal Golf Course facility	59,091	61,657	61,900

Policy Area: Neighborhood Livability

Key Objectives for Fiscal Year 2012

- Host at least 4 Airport Noise Abatement Committee meetings.
- Correspond with 100% of aircraft operators who failed to comply with noise abatement procedures, in which a noise complaint resulted.
- Participate in Neighborhood Watch meetings and projects on a monthly basis.
- Work with the new Neighborhood Advisory Council, Santa Barbara Youth Council, and city leaders to increase citizen voice and identify solutions to issues.
- Provide leadership to the Front Country Trails Multi-Jurisdictional Task Force to address multi-use safety concerns, maintenance, and management of the front country trails.
- Complete 75% of initial site inspections for highest priority zoning enforcement cases within 21 days of receipt of the complaint.
- Complete 14 miles of road clearance within the Wildland Fire Suppression Benefit District and 20 acres of vegetation management and fuels reduction work.
- Provide wildland public education and outreach in the high fire hazard area by providing face to face contact with 300 property owners.

Key Indicators

	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Development applications submitted, including re-submittals	48	36	60
Zoning plan checks completed – initial review	1,079	1,100	1,100
Zoning enforcement cases received	338	280	300
Historic Resource Evaluations	155	160	150
Building inspections completed	10,815	11,000	11,000
New building permit applications made to the Building and Safety Division	2,709	2,500	2,500
Library circulation per capita for City residents	7.63	7.14	7.15

Policy Area: Organizational Efficiency and Effectiveness

Key Objectives for Fiscal Year 2012

- Ensure that City departments achieve 80% of program objectives.

Policy Area: Organizational Efficiency and Effectiveness (continued)

- Submit the Fiscal Year 2012 Recommended Budget to Council and City Clerk before May 1, 2011 in accordance with the Council-established budget filing deadline.
- Maintain an average "AAA" credit quality for securities in the City portfolio.
- Project General Fund non-departmental revenues within a 2% margin in relation to mid-year projections.
- Maintain 98.6% television broadcast system uptime out of 24 hours, 7 days per week.
- Complete 100% of City Clerk customer service requests within 2 working days or by the requested deadline.
- Process new Library books at an average of 9 days from receipt to public availability.
- Limit the cost of construction contract change orders in Capital Program projects to less than 9% of the total annual value of construction awarded.
- Maintain an uptime of 99.8% of the City's Wide Area Network, critical file and application servers, and the City's Financial Management System.
- Hold training updates with departmental representatives on pertinent issues related to Human Resources.
- Respond and deliver 100% of building and planning file document requests, made by the public, within 1 hour of receipt.
- Reduce occupational injuries by 5%.
- Maintain processing time of new books at an average of 9 days and new audiovisual materials at an average of 20 days from receipt to public availability.
- Audit 25% of Waterfront percentage rent leases.

Key Indicators

	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of turnover of regular employees	5.48%	6%	6%
Employment applications reviewed or processed	6,085	6,000	6,000
Percent of treasury receipts processed on day received	99.4%	99%	99%
Public meetings televised	264	242	240
City TV original productions	45	40	30
New business licenses issued	1,793	1,620	1,650
Employees attending Injury Illness Prevention Program training sessions	1,548	1,200	1,307
Photo and film permits processed	60	50	50

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Administrative Services

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

About Administrative Services

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

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

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

Information Systems provides technical and user support for over 780 desktop computers, the Financial Management System, centralized GIS, web services, and computer training.

Fiscal Year 2012 Budget Highlights

The Administrative Services Department is responsible for:

- Coordinating the Citywide Records Management Program and the electronic Workstream Council agenda preparation system.
- Conducting the 2011 Municipal Election
- Reviewing and updating Human Resources' policies and procedures on the City's SharePoint site.
- Initiating a four-year process to replace the City's multi-million dollar Financial Management System.
- Supporting a Citywide Geographical Information System (GIS) to better collect and manage data.

DEPARTMENT SUMMARY

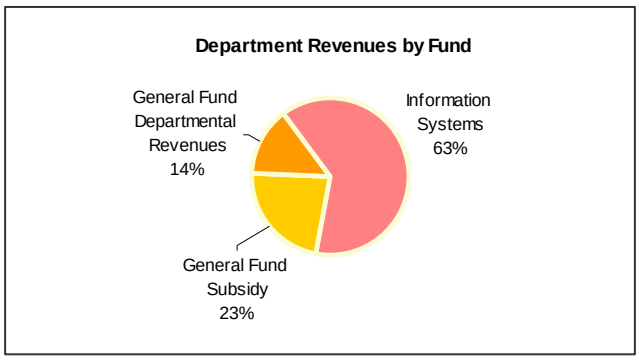
Administrative Services

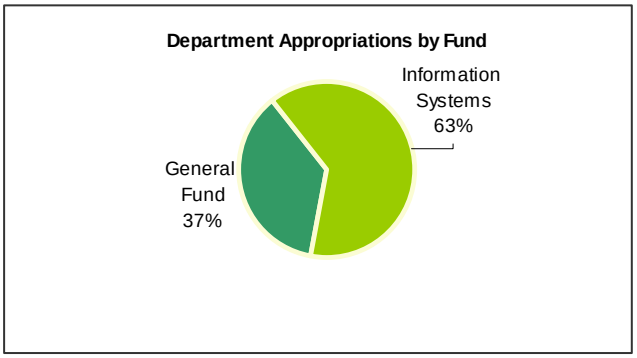
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**28.50**	**25.50**	**25.50**	**25.50**	**25.50**
Hourly Employee Hours	**2,958**	**7,062**	**905**	**6,722**	**6,722**
Revenues					
Fees and Service Charges	$ 2,447,949	$ 2,304,893	$ 2,299,205	$ 2,287,595	$ 2,349,925
Other Revenue	6,039	2,500	2,845	2,200	2,200
Transfers In	-	-	-	19,740	-
Overhead Allocation Recovery	824,402	697,738	697,738	742,123	764,386
General Fund Subsidy	1,058,936	959,032	887,520	1,202,151	961,183
Total Department Revenue	**$ 4,337,326**	**$ 3,964,163**	**$ 3,887,308**	**$ 4,253,809**	**$ 4,077,694**
Expenditures					
Salaries and Benefits	$ 2,844,706	$ 2,750,652	$ 2,731,950	$ 2,789,216	$ 2,952,214
Supplies and Services	803,846	918,067	840,458	1,199,289	942,736
Special Projects	229,848	21,700	35,556	3,700	6,500
Capital Equipment	9,600	-	10,000	10,000	11,000
Non-Capital Equipment	312,387	259,213	250,030	273,000	273,750
Appropriated Reserve	-	56,839	-	11,432	11,432
Total Operating Expenditures	**$ 4,200,387**	**$ 4,006,471**	**$ 3,867,994**	**$ 4,286,637**	**$ 4,197,632**
Capital Grants Revenue	$ 133,848	$ 33,333	$ 33,333	$ 1,030,000	$ 1,020,000
Capital Program	223,433	150,034	106,666	1,030,000	1,020,000
Total Department Expenditures	**$ 4,423,820**	**$ 4,156,505**	**$ 3,974,660**	**$ 5,316,637**	**$ 5,217,632**
Addition to (Use of) Reserves	**$ 47,354**	**$ (159,009)**	**$ (54,019)**	**$ (32,828)**	**$ (119,938)**

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

Department Fund Composition

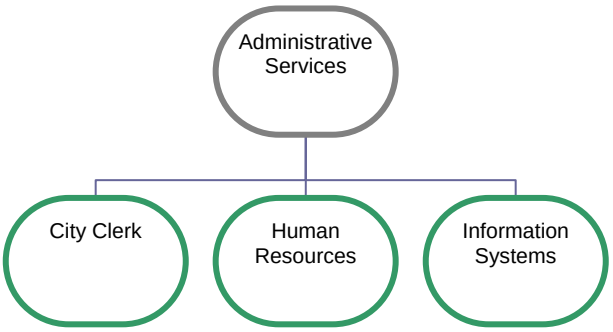




DEPARTMENT SUMMARY

Administrative Services

Organizational Program Chart



ADMINISTRATIVE SERVICES PROGRAMS

➢ City Clerk's Office
Human Resources
Information Systems

City Clerk's Office

(Program No. 1521, 1522)

Mission Statement

Ensure the integrity and preservation of the City Council's record, conduct municipal elections, coordinate the recruitment and appointment process for City Advisory Groups, codify adopted ordinances into the City's Municipal Code, coordinate citywide records management policies and procedures, and connect residents with their government by providing information in a courteous and timely manner.

Program Activities

- Prepare agendas and minutes for all City Council and Redevelopment Agency meetings and periodic adjourned and special meetings.
- Process City Council approved ordinances, resolutions, agreements, contracts, and deeds and certify the administrative record of Council actions.
- Provide public information services and publish Municipal Code updates.
- Coordinate the Records Management Program.
- Administer municipal elections.
- 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 30 City advisory groups.

Key Objectives for Fiscal Year 2012

- Complete 100% of Customer Services Requests within 2 working days or by the requested deadline.
- Maintain 90% timely filing rate for Statements of Economic Interests.
- Complete 75% of Council/Redevelopment Agency minutes accurately within 7 working days.
- Coordinate the recruitment and appointment process for 30 City advisory groups, including orientation and training, by June 30, 2012.
- Administer the November 8, 2011 general municipal election to elect 3 Councilmembers and vote on ballot measure(s).
- Coordinate the Records Management Program and report annually on each department's progress in meeting the program's goals.
- Coordinate an electronic campaign filing system for candidates, committees and elected officials.

RECENT PROGRAM ACHIEVEMENTS

The City Clerk's Office completed the Council vacancy process, and the City Council appointed a Councilmember on December 14, 2010.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.00**	**3.50**	**3.50**	**3.50**	**3.50**
Hourly Employee Hours	**1,934**	**0**	**190**	**0**	**0**
Revenues					
Fees and Service Charges	$ 1,775	$ 2,500	$ 1,200	$ 1,200	$ 1,200
Other Revenue	5,532	2,500	2,200	2,200	2,200
Overhead Allocation Recovery	196,940	175,880	175,880	248,107	255,550
General Fund Subsidy	476,354	272,592	255,576	483,738	199,768
Total Revenue	**$ 680,601**	**$ 453,472**	**$ 434,856**	**$ 735,245**	**$ 458,718**
Expenditures					
Salaries and Benefits	$ 370,064	$ 348,565	$ 339,280	$ 362,369	$ 372,370
Supplies and Services	84,125	84,907	73,751	372,876	86,348
Special Projects	226,412	20,000	21,825	-	-
Total Expenditures	**$ 680,601**	**$ 453,472**	**$ 434,856**	**$ 735,245**	**$ 458,718**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Pages of Council and Redevelopment Agency minutes prepared for Council and Redevelopment Agency approval.	528	400	400
Staff hours spent in support of 30 City advisory groups	349	430	430
Customer service requests completed within 2 working days or by the requested deadline	2,627	1,200	1,400
Percent of Customer Service Requests completed within 2 working days or by the requested deadline	100%	100%	100%
Percent of timely filings of Statements of Economic Interests	97%	90%	90%
Percent of Council/Redevelopment Agency minutes accurately prepared within seven working days and presented for Council/Redevelopment Agency approval	60%	80%	75%
Filings of statements of economic interests	450	425	450
Staff hours spent in support of statements of economic interests	165	230	230
Staff hours spent on codification of the municipal code	58	90	90
Contracts and agreements, deeds and notices of completion processed	378	260	260
Resolutions and ordinances processed	136	170	170
City Council and Redevelopment Agency agendas and packets prepared	80	70	70
Campaign statements processed	230	40	200

City Clerk's Office

(Continued)

Program Performance Measures (cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Staff hours spent in support of campaign statements	N/A	30	70
Staff hours spent on research requests	157	55	100
Phone calls received	5,429	4,400	5,400
Staff hours spent on the Council agenda packet process	646	600	600
Staff hours spent on Council meeting attendance and follow-up	907	900	900

[This page intentionally left blank.]

ADMINISTRATIVE SERVICES PROGRAMS

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

Human Resources

(Program Nos. 1531, 1533)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Ensure that City supervisors and managers complete 85% of employee performance evaluations on time.
- Provide 95% of classification recommendations to the requesting department within 45 working days of receiving the completed Position Description Form (PDF) from the department.
- Complete internal (promotional) recruitments within an average of 39 working days.
- Complete external (open) recruitments within an average of 49 working days.
- Hold training updates with departmental representatives on pertinent issues related to Human Resources, such as Family Medical Leave Act, Personnel Action Forms (PAFs), etc.
- Conduct quarterly retirement workshops with PERS representatives and City staff.

RECENT PROGRAM ACHIEVEMENTS

Successfully completed a Police Officer – Entry examination process, which included approximately 2,000 applications.

Key Objectives for Fiscal Year 2012 (cont'd)

- Hold quarterly supervisory training classes.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.00**	**3.50**	**3.50**	**3.50**	**3.50**
Hourly Employee Hours	**1,934**	**0**	**190**	**0**	**0**
Revenues					
Fees and Service Charges	$ 1,775	$ 2,500	$ 1,200	$ 1,200	$ 1,200
Other Revenue	5,532	2,500	2,200	2,200	2,200
Overhead Allocation Recovery	196,940	175,880	175,880	248,107	255,550
General Fund Subsidy	476,354	272,592	255,576	483,738	199,768
Total Revenue	**$ 680,601**	**$ 453,472**	**$ 434,856**	**$ 735,245**	**$ 458,718**
Expenditures					
Salaries and Benefits	$ 370,064	$ 348,565	$ 339,280	$ 362,369	$ 372,370
Supplies and Services	84,125	84,907	73,751	372,876	86,348
Special Projects	226,412	20,000	21,825	-	-
Total Expenditures	**$ 680,601**	**$ 453,472**	**$ 434,856**	**$ 735,245**	**$ 458,718**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of employee performance evaluations completed on time	89.8%	85%	85%
Percent of classification recommendations to the requesting department within 45 working days of receipt of Position Description Form from the department	87.5%	95%	95%
Days to complete internal (promotional) recruitments	29.5	39	39
Days to complete external (open) recruitments	28.2	49	49
Training sessions on pertinent issues related to Human Resources	0	2	2
Applications reviewed / processed	6,085	9,000	7,000
Recruitments conducted	41	74	50
Employees (regular and hourly) hired	366	400	400
Turnover of regular employees	5.48%	7%	6%
Personnel actions, such as new hires, promotions, resignations, merit increases, etc. processed by HR staff	2,491	2,500	2,500
Percent of management positions filled by internal promotion	87.5%	75%	75%
Percent of supervisory positions filled by as internal promotion	100%	90%	80%
Supervisor / manager requests for assistance regarding disciplinary issues	768	750	750

Human Resources

(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Employees who made benefit changes during Open Enrollment	569	600	500
Employee requests for assistance regarding benefits	8,268	8,000	8,000
Average number of training hours attended per employee	5.5	2	3

[This page intentionally left blank.]

ADMINISTRATIVE SERVICES PROGRAMS

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

Information Systems

(Program Nos. 1541, 1542, 1543)

Mission Statement

Provide computer support for Financial, GIS, Web Services, and Citywide 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 780 desktop computers and 60 infrastructure and application servers.
- Support the Financial Management System (FMS) and City-wide and departmental application systems.
- Support the City's GIS system and create and maintain centralized standards-based maps and reports.
- Provide computer training for City staff.
- Provide a single source Help Desk support service for quick and effective problem diagnosis and resolution.
- Provide easily maintained and user friendly public Web site to residents and internal SharePoint services to City staff.
- Provide technical assistance support to departments for hardware selection, applications, and operations.

Key Objectives for Fiscal Year 2012

- Resolve 60% of user support calls at time of call.
- Resolve 70% of requests for user support within 1 business day.
- Resolve 98% of Out of Service requests rated as critical within 1 business day.
- Maintain an uptime of 99.8% of the City's Wide Area Network and critical file and application servers.
- Maintain an uptime of 99.8% of the City's Financial Management System.
- Maintain an uptime of 99.8% of the City's Centralized GIS and MAPS servers.
- Maintain a 95% or higher customer satisfaction rating on service requests.

RECENT PROGRAM ACHIEVEMENTS

- Upgraded email services to Exchange 2010,
- Upgraded to Sharepoint 2010,
- Upgraded new meter reading system for Utility Billing, and
- Implemented Business Continuity Center.

Key Objectives for Fiscal Year 2012(cont'd)

- Ensure 99% of employees report that training provided will result in improvements in their ability to use desktop applications.
- Complete the upgrade to Office 2007 on City workstations by December 30, 2011.
- Evaluate Image Storage options, select and install an imaging server, and publish image storage guidelines and policy by March 30, 2012.
- Determine "Application Virtualization" products, conduct a pilot test, and prepare an implementation plan by March 30, 2012.
- Resume the Financial Management System Replacement Project by selecting a product, developing an implementation plan, and beginning implementation of the highest priority financial modules. This is the first phase of a 3 year project.
- Upgrade the City's ESRI GIS software and MAPS data browser application by February 28, 2012.
- Implement a new software platform for the City's Web Site and a Citizen Response Management (CRM) application by completing a needs assessment, creating a RFP, evaluating and selecting products, and implementing them by June 30, 2012.
- Reduce electrical power consumption and cooling requirements as part of the Server virtualization project.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**14.50**	**13.50**	**13.50**	**13.50**	**13.50**
Hourly Employee Hours	**1,024**	**340**	**715**	**0**	**0**
Revenues					
Fees and Service Charges	$ 2,446,174	$ 2,302,393	$ 2,298,005	$ 2,286,395	$ 2,348,725
Other Revenue	226	-	-	-	-
Transfers In	-	-	-	19,740	-
Total Revenue	**$ 2,446,400**	**$ 2,302,393**	**$ 2,298,005**	**$ 2,306,135**	**$ 2,348,725**
Expenditures					
Salaries and Benefits	$ 1,485,903	$ 1,487,770	$ 1,489,229	$ 1,502,407	$ 1,597,792
Supplies and Services	507,763	549,179	525,701	548,424	578,189
Special Projects	3,408	1,700	13,731	3,700	6,500
Capital Equipment	-	-	-	-	1,000
Non-Capital Equipment	312,387	249,213	250,030	273,000	273,750
Appropriated Reserve	-	56,839	-	11,432	11,432
Total Expenditures	**$ 2,309,461**	**$ 2,344,701**	**$ 2,278,691**	**$ 2,338,963**	**$ 2,468,663**
Capital Grants	133,848	33,333	33,333	1,030,000	1,020,000
Capital Program	223,433	150,034	106,666	1,030,000	1,020,000
Addition to (Use of) Reserves	**$ 47,354**	**$ (159,009)**	**$ (54,019)**	**$ (32,828)**	**$ (119,938)**

Information Systems

(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of requests for assistance resolved:			
At time of call	46.3%	48%	60%
Within 1 business day	57.8%	60%	70%
Percent of 'Critical Out-of-Service' requests resolved in 1 business day	99.5%	100%	98%
Percent of uptime of the City's:			
WAN and critical file and application servers	99.97%	99.98%	99.8%
Financial Management System	99.94%	100%	99.8%
GIS server	99.99%	99.98%	99.8%.
Percent of City users rating IS service satisfactory or better	98%	99%	95%
Percent of employees reporting the training provided will result in improvements in their ability to use desktop applications	100%	100%	99%
User Support Requests resolved at Time of Call	4,406	4,650	4,700
Infrastructure Support Service Requests Completed	3042	3,550	3,600
'Critical Out-of-Service' requests completed	24	40	40
FMS Service Requests completed	1,151	1,090	1,100
GIS Service Requests completed	864	875	850
Web Service Requests completed	648	830	800
Computer Users supported	1,118	1,100	1,090
Network devices supported	808	790	780
Computer Users supported per FTE	149	143	145
FMS users supported per FTE	154	161	165
GIS users supported per FTE	154	189	190
Web content managers supported per FTE	183	198	200
Training enrollments	395	450	600

Airport

Provide the region with safe, modern, convenient facilities to access the national air transportation system.

About Airport

Santa Barbara Municipal Airport is the busiest commercial service airport on the California coast between San Jose and Los Angeles and has been owned and operated by the City since 1941. The mission of the Airport Department is to provide the community with facilities necessary for access to the National Air Transportation System, to provide property management and maintenance services for the leased business/industrial facilities on the Airport, and to provide fiscal management of airport funding sources to sustain the Airport as a self-sufficient entity and a vital economic contributor to the community.

Fiscal Year 2012 Budget Highlights

The Airport Department is scheduled to complete construction of the new Airline Terminal building.

Once construction is complete, the Department will transition tenants and employees into the new facility.

The Airport is composed of 950 acres: 400 acres are wetlands (Goleta Slough Ecological Reserve) and 95 acres have been established as the Airport's commercial/industrial area. The Airport is located approximately 10 miles from downtown Santa Barbara and neighbors the City of Goleta and the University of California. The primary market area for the Airport encompasses Santa Barbara County.

The Airport is self-supporting and receives no local tax dollars for its operations. The revenues generated by the Airport are from tenant rents and user fees. These revenues are spent on Airport operations, maintenance, and capital/major construction projects as required by federal law. The Federal Aviation Administration (FAA) provides grant funding for capital improvements.

DEPARTMENT SUMMARY

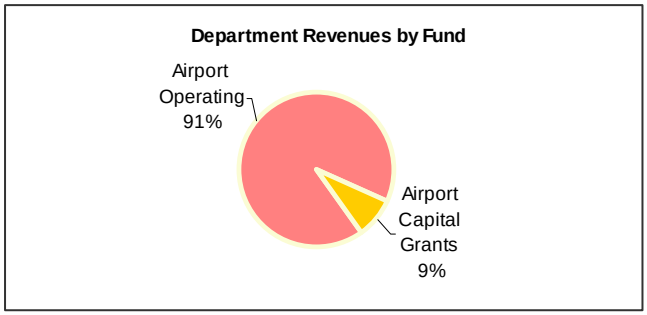
Airport

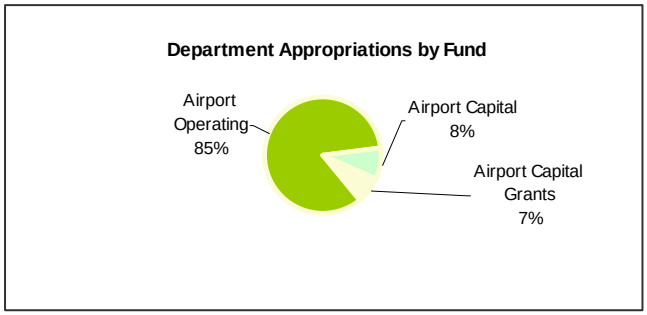
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**53.00**	**54.00**	**54.00**	**54.00**	**54.00**
Hourly Employee Hours	**8,767**	**8,594**	**8,594**	**10,432**	**10,432**
Revenues					
Donations	$ -	$ 40,000	$ -	$ -	$ -
FAA Grants	4,217,476	13,621,685	2,843,215	-	-
Passenger Facility Charges	1,419,482	1,400,000	1,400,000	1,477,000	1,477,000
Customer Facility Charges	531,337	580,000	660,000	700,000	700,000
Lease Income	12,462,417	12,839,650	12,840,509	14,367,545	14,765,265
Interest Income	378,335	263,400	273,817	241,600	241,600
Other Revenue	207,431	244,012	280,325	450,052	450,052
Transfer In	-	-	-	300,166	-
Total Department Revenue	**$ 19,216,478**	**$ 28,988,747**	**$ 18,297,866**	**$ 17,536,363**	**$ 17,633,917**
Expenditures					
Salaries and Benefits	$ 4,663,416	$ 4,913,183	$ 4,914,129	$ 5,001,631	$ 5,310,811
Supplies and Services	6,135,526	6,467,115	6,231,996	6,612,288	6,889,681
Special Projects	607,063	912,307	900,307	820,000	796,200
Non-Capital Equipment	28,377	24,610	29,934	129,276	58,440
Debt Service	622,351	902,392	902,392	2,732,032	3,887,583
Appropriated Reserve	-	270,273	-	1,149,937	570,907
Transfers Out	1,069	-	-	97,188	97,188
Total Operating Expenditures	**$ 12,057,802**	**$ 13,489,880**	**$ 12,978,758**	**$ 16,542,352**	**$ 17,610,810**
Capital Program	19,405,726	45,374,204	20,081,939	1,250,000	350,000
Total Department Expenditures	**$ 31,463,528**	**$ 58,864,084**	**$ 33,060,697**	**$ 17,792,352**	**$ 17,960,810**
Addition to (Use of) Reserves	**$ (12,247,050)**	**$ (29,875,337)**	**$ (14,762,831)**	**$ (255,989)**	**$ (326,893)**

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

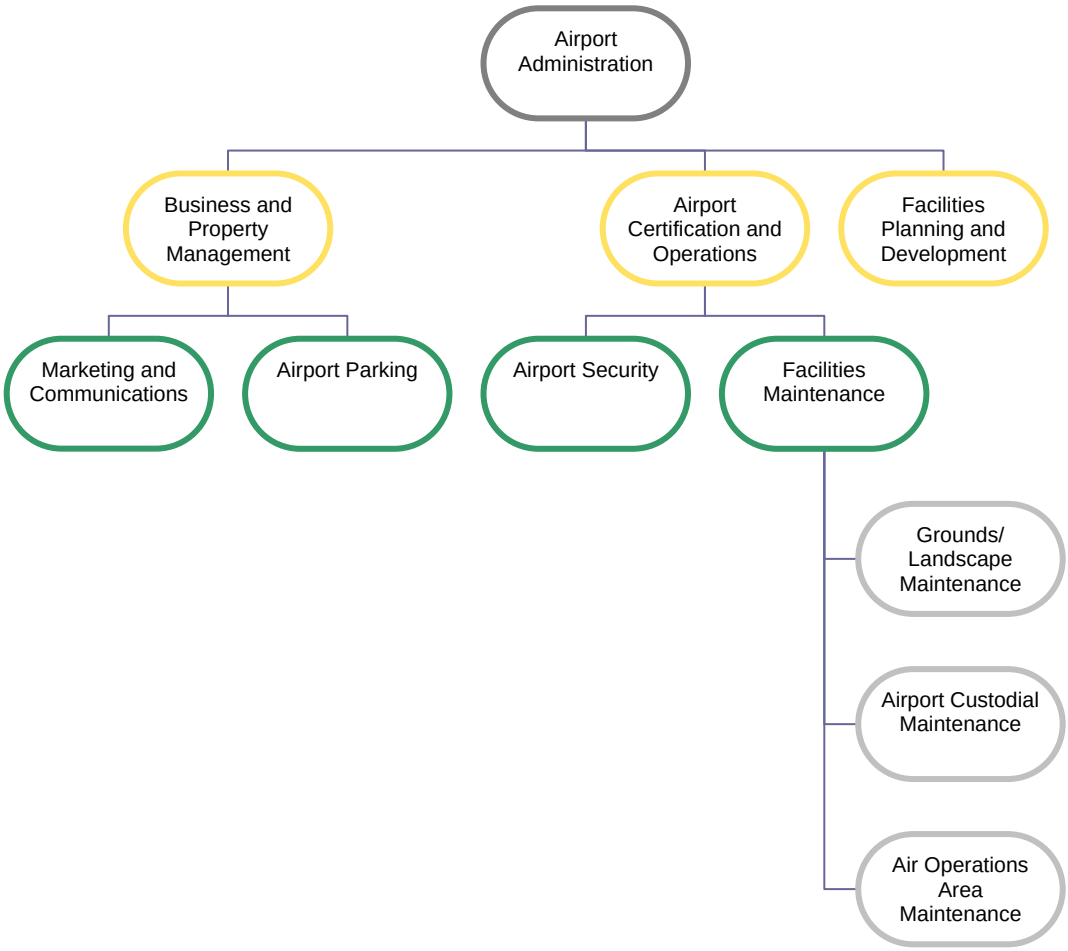
Department Fund Composition





Airport

Program Organizational Chart



AIRPORT PROGRAMS

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

Administration

(Program No. 7411)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Accomplish 85% of the Department's program objectives.
- Complete the final phase of the Airline Terminal Project by a successful transition of affected operations into the restored 1942 Historical Terminal building.
- Implement a rotating regional art display program for the new airline terminal.
- Implement a historical display program for the new airline terminal. Minimize the amount of solid waste destined for disposal from the new airline terminal by providing educational outreach regarding diversion strategies to concessionaires, tenants and passengers, per Solid Waste Management Plan.

RECENT PROGRAM ACHIEVEMENTS

Implemented a Public Arts Program for the new airline terminal by securing a long-term loaned art and commissioning new art work.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ -	$ 40,000	$ -	$ -	$ -
FAA Grants	4,217,476	13,621,685	2,843,215	-	-
Passenger Facility Charges	1,419,482	1,400,000	1,400,000	1,477,000	1,477,000
Customer Facility Charges	531,337	580,000	660,000	700,000	700,000
Lease Income	190,460	201,825	185,372	186,912	186,912
Interest Income	378,335	263,400	273,817	241,600	241,600
Other Revenue	3,970	47,460	100,000	265,000	265,000
Transfers In	-	-	-	22,048	-
Total Revenue	**$ 6,741,060**	**$ 16,154,370**	**$ 5,462,404**	**$ 2,892,560**	**$ 2,870,512**
Expenditures					
Salaries and Benefits	$ 342,248	$ 324,373	$ 324,373	$ 325,881	$ 345,757
Supplies and Services	1,061,973	1,011,279	955,032	1,172,024	1,194,391
Special Projects	-	-	-	-	1,200
Non-Capital Equipment	727	1,240	1,000	1,000	1,000
Debt Service	622,351	902,392	902,392	2,732,032	3,887,583
Appropriated Reserve	-	270,273	-	1,149,937	570,907
Transfers Out	-	-	-	97,188	97,188
Total Expenditures	**$ 2,027,299**	**$ 2,509,557**	**$ 2,182,797**	**$ 5,478,062**	**$ 6,098,026**
Capital Program	19,405,726	45,374,204	20,081,939	1,250,000	350,000
Addition to (Use of) Reserves	**$ (14,691,965)**	**$ (31,729,391)**	**$ (16,802,332)**	**$ (3,835,502)**	**$ (3,577,514)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Department's program objectives achieved	90%	85%	85%
Total annual passengers	745,167	750,000	767,000
Annual aircraft operations for airlines and general aviation	114,306	107,000	113,000
Annual tons of airfreight	2,132	2,200	2,250
OSHA lost work hours	208	<250	<200

AIRPORT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Established a new rate structure for airline rates and charges, and negotiated new operating agreements with the airlines implementing the new rates.

Business and Property Management

(Program Nos. 7412, 7414)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Maintain airline cost per enplaned passenger with the maximum not to exceed $9.75 based on the Airline Rates and Charges feasibility study from the by Leigh Fisher dated February 2011.
- Establish a revenue benchmark for food and beverage at $3.00 per enplaned passenger and $1.35 for news and gifts
- Maintain annual lease revenue at budget target through effective management of commercial and industrial lease assets.
- Collect 97% of base rents by due date in lease.
- Complete a request for proposal and solicitation for a public parking management contract by April 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.30**	**4.30**	**4.30**	**4.30**	**4.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Lease Income	$ 10,125,462	$ 10,000,825	$ 10,363,800	$ 10,715,633	$ 11,036,633
Other Revenues	40,175	33,500	17,273	22,000	22,000
Transfers In	-	-	-	27,832	-
Total Revenue	**$ 10,165,637**	**$ 10,034,325**	**$ 10,381,073**	**$ 10,765,465**	**$ 11,058,633**
Expenditures					
Salaries and Benefits	$ 426,622	$ 426,340	$ 426,340	$ 428,358	$ 456,077
Supplies and Services	794,856	718,128	801,911	665,832	665,832
Special Projects	604,742	747,707	735,707	730,000	730,000
Non-Capital Equipment	750	-	2,425	1,500	6,000
Total Expenditures	**$ 1,826,970**	**$ 1,892,175**	**$ 1,966,383**	**$ 1,825,690**	**$ 1,857,909**
Addition to (Use of) Reserves	**$ 8,338,667**	**$ 8,142,150**	**$ 8,414,690**	**$ 8,939,775**	**$ 9,200,724**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Airline cost per enplaned passenger	$5.65	$6.28	<$9.75
Revenue per enplaned passenger for food and beverage	N/A	N/A	$3.00
Revenue per enplaned passenger for news and gifts	N/A	N/A	$1.35
Airline Terminal revenue per enplaned passenger	$12.24	$12.16	N/A
Airport lease revenue	$3,863,460	$3,953,000	$3,850,000
Percent of base rents collected by due date	97%	97%	97%
Land leased (square feet)	4,780,532	4,771,961	4,763,391
Percent of land space leased	97.8%	98%	98%
Building space leased (square feet)	333,907	327,173	320,439
Percent of building space leased	97.8%	98%	98%
kWh generated by the rental car facility solar PV collection system	173,214	173,000	200,000

AIRPORT PROGRAMS

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

Marketing and Communications

(Program No. 7413)

Mission Statement

Plan, develop and implement comprehensive marketing and communications strategies to increase regional traveler awareness of local air transportation services. Create awareness about the role and benefits of the Airport to the community while fostering media relations. Build and maintain productive working relationships with national airline corporations to preserve existing service and encourage new service. Provide crisis communication support.

Program Activities

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

Key Objectives for Fiscal Year 2012

- Capture at least 55% of the regional (San Luis Obispo, Santa Maria and Santa Barbara airports) air service market share based on number of daily departure seat capacity.
- Maintain a 95% rate of news releases that elicit coverage by at least one media format.
- Implement comprehensive public outreach efforts for the Airline Terminal Project in accordance with established project milestones including completion of phased construction of buildings
- Implement the FY 12 Air Service Development Plan that outlines strategic approaches to maintaining and acquiring airline routes.
- Plan and implement an event for the completion of the Airline Terminal Project.
- Enhance communication with the public through the use of traditional media as well as social media platform tools.

RECENT PROGRAM ACHIEVEMENTS

Inaugurated a new airline with the 99-seat Frontier jet. Commissioned local at-risk youth to create a 60 foot welcome mural at the Terminal. Released an android application version 1.0 with live flight schedule.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ -	$ -	$ -	$ 14,446	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 14,446**	**$ -**
Expenditures					
Salaries and Benefits	$ 222,984	$ 221,785	$ 222,045	$ 227,061	$ 243,873
Supplies and Services	232,837	308,327	336,339	286,620	281,620
Special Projects	2,321	4,600	4,600	30,000	5,000
Non-Capital Equipment	1,758	250	2,900	6,300	-
Total Expenditures	**$ 459,900**	**$ 534,962**	**$ 565,884**	**$ 549,981**	**$ 530,493**
Addition to (Use of) Reserves	**$ (459,900)**	**$ (534,962)**	**$ (565,884)**	**$ (535,535)**	**$ (530,493)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of regional (San Luis Obispo, Santa Maria & Santa Barbara airports) air service market share based on number of daily departure seat capacity	63.7%	62%	55%
Percent of news releases that elicit coverage by at least one media format	100%	100%	95%
Visits to flysba.com website	291,799	320,000	350,000
Students receiving information through Airport Aviation Education Program via an Airport tour or school visit	4,198	3,900	3,800
Comment cards processed via the Airline Terminal Comment Card Program	767	1,000	1,000
Average daily number of departing commercial airline seats	N/A	1,150	1,150

AIRPORT PROGRAMS

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

Facilities Maintenance

(Program Nos. 7421, 7422, 7424)

Mission Statement

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

Program Activities

- Provide 24-hour maintenance service for 54 Airport buildings, as well as Airport water mains, fire hydrants, sewer mains, manholes, and road and parking areas.
- Inspect and maintain one tidal gate to prevent flooding.
- Perform custodial services for the airline terminal complex and rental car offices.
- 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.

Key Objectives for Fiscal Year 2012

- Complete 90% of all work orders by the established target date.
- Inspect at least 75% of Airport storm water inlets equipped with a structural storm water BMP device quarterly.
- Familiarize staff with the new airline terminal by rotating terminal maintenance responsibilities to each Airport maintenance employee during the first year of occupancy.
- Evaluate the effectiveness of the custodial procedures manual for the new airline terminal and update the manual based on actual experience.
- Assess and improve the Airport emergency readiness equipment by upgrading the Airport's medical supply trailer.

RECENT PROGRAM ACHIEVEMENTS

Assumed maintenance responsibility for the consolidated rental car quick turn-around facility.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**15.38**	**17.93**	**17.93**	**17.88**	**17.88**
Hourly Employee Hours	**2,052**	**1,594**	**1,594**	**872**	**872**
Revenues					
Transfers In	$ -	$ -	$ -	$ 80,885	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 80,885**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,123,665	$ 1,316,075	$ 1,313,575	$ 1,327,506	$ 1,421,340
Supplies and Services	1,218,621	1,466,379	1,218,473	1,582,198	1,695,398
Special Projects	-	-	-	-	-
Non-Capital Equipment	991	6,000	6,650	38,000	17,000
Total Expenditures	**$ 2,343,277**	**$ 2,788,454**	**$ 2,538,698**	**$ 2,947,704**	**$ 3,133,738**
Addition to (Use of) Reserves	**$ (2,343,277)**	**$ (2,788,454)**	**$ (2,538,698)**	**$ (2,866,819)**	**$ (3,133,738)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of work orders completed by target date	96%	96%	90%
Percent of structural storm water BMPs inspected quarterly	75%	100%	75%
Cost per square foot for building maintenance	$1.55	$1.90	$1.90
Cost per passenger for Airline Terminal custodial services	$0.70	$1.20	$1.25
Cost per acre for landscape maintenance services	$4,419	$4,700	$4,700
Cost per lineal foot for water and sewer system maintenance	$1.33	$1.05	$1.10
Work orders completed	2,426	2,600	2,600
Buildings maintained	56	56	56

AIRPORT PROGRAMS

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

Air Operations Area Maintenance

(Program No. 7423)

Mission Statement

Maintain Air 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 Airfield 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.

Key Objectives for Fiscal Year 2012

- Complete 90% of Airfield Operations Area maintenance work orders generated from airfield safety inspections within 24 hours of receiving report.
- Complete 85% of all work orders by the established target dates.
- Complete quarterly steam cleanings of the air carrier ramp as a storm water pollution prevention plan best management practice.
- Sweep runways quarterly.
- Sweep taxiways quarterly.
- Complete replacement of incandescent elevated runway guard lights with LED.
- Investigate the feasibility and cost of inset LED runway guard lights.
- Repaint all taxiway centerlines.
- Repaint all surface painted signs.

RECENT PROGRAM ACHIEVEMENTS

Completed replacement of all incandescent taxiway lights with LED technology.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.40**	**5.75**	**5.75**	**5.80**	**5.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ -	$ -	$ -	$ 30,331	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 30,331**	**$ -**
Expenditures					
Salaries and Benefits	$ 429,770	$ 472,832	$ 470,332	$ 482,578	$ 514,618
Supplies and Services	241,665	237,882	228,882	257,816	257,816
Non-Capital Equipment	829	-	-	14,000	-
Total Expenditures	**$ 672,264**	**$ 710,714**	**$ 699,214**	**$ 754,394**	**$ 772,434**
Addition to (Use of) Reserves	**$ (672,264)**	**$ (710,714)**	**$ (699,214)**	**$ (724,063)**	**$ (772,434)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of AOA maintenance work orders generated by airfield safety inspections completed within 24 hours of receiving report	96%	92%	90%
Percent of work orders completed by the established target date	95%	92%	85%
Airline Terminal ramp cleanings completed	4	4	4
Runways sweepings completed	3	4	4
Taxiways sweepings completed	4	4	4
Percent of AOA maintenance effort devoted to preventative maintenance	N/A	40%	N/A
AOA maintenance cost per acre	$681	$700	$700
Work orders completed	693	720	720
Acres of unpaved airfield maintained	306	300	300

AIRPORT PROGRAMS

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

Airport Security

(Program No. 7431)

Mission Statement

Provide a secure environment for the traveling public, airlines, airport tenants, and citizens by providing essential security services and law enforcement 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.

Key Objectives for Fiscal Year 2012

- Respond to 100% of calls for service from security checkpoints within 5 minutes, as required by TSA.
- Respond to 100% of reports of unauthorized persons in most sensitive security areas within 5 minutes of the unauthorized person being reported.
- Conduct 100% of the Airport perimeter inspections required by TSA regulations.
- Respond to 100% of reports of unauthorized persons in the airfield (AOA).
- Respond to 99% of non-emergency calls from airlines, other airport tenants, airport patrons, or any other person on the airport within 15 minutes.
- Complete the scheduled number of daily airline terminal inspections 85% of the time.
- Complete the scheduled number of daily Security Identification Display Area ramp inspections 90% of the time.
- Complete all of the daily scheduled checks of AOA patrol points 85% of the time.
- Complete all of the daily scheduled checks of non-AOA patrol points 85% of the time.
- Submit 85% of airport identification media applications to the appropriate vetting process within 48 hours of receiving the completed application.

RECENT PROGRAM ACHIEVEMENTS

100% of badge applications have been successfully submitted for vetting within 48 hours.

Key Objectives for Fiscal Year 2012 (cont'd)

- As required by TSA regulations, conduct a table-top exercise with appropriate agencies to test agency responsibilities, communications, and identify areas for improvement.
- Ensure all airport patrol officers attend Active Shooter training.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**18.33**	**17.33**	**17.33**	**17.33**	**17.33**
Hourly Employee Hours	**6,715**	**7,000**	**7,000**	**9,560**	**9,560**
Revenues					
Transfers In	$ -	$ -	$ -	$ 96,169	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 96,169**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,608,271	$ 1,720,778	$ 1,722,081	$ 1,772,053	$ 1,864,553
Supplies and Services	261,123	297,955	306,113	212,309	288,297
Non-Capital Equipment	21,759	10,000	16,078	33,476	4,440
Total Expenditures	**$ 1,891,153**	**$ 2,028,733**	**$ 2,044,272**	**$ 2,017,838**	**$ 2,157,290**
Addition to (Use of) Reserves	**$ (1,891,153)**	**$ (2,028,733)**	**$ (2,044,272)**	**$ (1,921,669)**	**$ (2,157,290)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of calls for service from security checkpoints responded to within 5 minutes	100%	100%	100%
Percent of unauthorized persons in sensitive security areas responded to within 5 minutes	100%	100%	100%
Percent of required perimeter inspections completed	103.3%	102.7%	100%
Percent of response to reports of unauthorized persons in the AOA	100%	100%	100%
Percent of response to non-emergency calls within 15 minutes	99.3%	99%	99%
Percent of scheduled airline terminal inspections completed	95.3%	82%	85%
Percent of Security Identification Display Area inspections completed	98.9%	94%	90%
Percent of days where all 7 checks of AOA patrol points were completed	N/A	85%	85%
Percent of days where all 7 checks of non-AOA patrol points were completed	N/A	86%	85%
Percent of badge applications submitted for vetting within 48 hours of receiving a completed application	N/A	100%	85%
Access control system alarms	38,819	38,358	40,000

Airport Security
(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Airfield safety inspections	1,156	1,086	1,100
Emergency calls received	43	54	70
Non-emergency calls received	2,032	1,676	2,000
Terminal building inspections	5,610	5,618	6,000
Security Identification Display Area ramp inspections	7,100	6,018	7,000
AOA patrol point checks	N/A	3,054	3,100
Non-AOA patrol point checks	N/A	3,036	3,100
Airport identification media issued	N/A	220	250

[This page intentionally left blank.]

AIRPORT PROGRAMS

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

Airport Certification and Operations

(Program No. 7441, 7442)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Promote a safe Airport by achieving 90% compliance on FAR Part 139 FAA annual Airport Certification inspection.
- Ensure the safe condition of the airfield by achieving 100% compliance with FAR Part 139 daily airfield inspection requirement.
- Respond to 100% of periodic emergency response drills within Federal Aviation Administration (FAA) required time parameters.
- Host at least four Noise Abatement Committee meetings.
- Correspond with 100% of aircraft operators who failed to comply with noise abatement procedures, in which a noise complaint resulted.

RECENT PROGRAM ACHIEVEMENTS

Successfully completed a full-scale emergency exersise that included a mock activation of the Airport Department Operating Center (DOC).

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.34**	**1.44**	**1.44**	**1.44**	**1.44**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Lease Income	$ 2,146,495	$ 2,637,000	$ 2,291,337	$ 3,465,000	$ 3,541,720
Other Revenue	163,286	163,052	163,052	163,052	163,052
Transfers In	-	-	-	10,714	-
Total Revenue	**$ 2,309,781**	**$ 2,800,052**	**$ 2,454,389**	**$ 3,638,766**	**$ 3,704,772**
Expenditures					
Salaries and Benefits	$ 261,604	$ 165,471	$ 169,854	$ 166,317	$ 176,606
Supplies and Services	1,957,962	2,058,523	2,011,489	2,078,584	2,158,758
Non-Capital Equipment	1,330	6,120	881	33,000	28,000
Total Expenditures	**$ 2,220,896**	**$ 2,230,114**	**$ 2,182,224**	**$ 2,277,901**	**$ 2,363,364**
Addition to (Use of) Reserves	**$ 88,885**	**$ 569,938**	**$ 272,165**	**$ 1,360,865**	**$ 1,341,408**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of compliance on FAR Part 139 FAA annual Airport Certification inspection	92%	90%	90%
Percent of compliance with FAR Part 139 daily airfield inspection requirement	100%	100%	100%
Percent of periodic emergency response drills within Federal Aviation Administration (FAA) required time parameters	100%%	100%	100%
Noise Abatement Committee meetings hosted	4	4	4
Percent of aircraft operators contacted who failed to comply with noise abatement procedures resulting in a noise complaint	100%	100%	100%
Noise complaints received	228	350	350

AIRPORT PROGRAMS

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

Facility Planning and Development

(Program No. 7451)

Mission Statement

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

Program Activities

- Implement the Aviation Facilities Plan (AFP).
- 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.

Key Objectives for Fiscal Year 2012

- Achieve 100% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.
- Achieve total annual construction contract bid average within 10 percent of the total engineer's estimates for the preliminary design packages.
- Limit the total annual value of construction contract change orders on CIP and AFP projects to less than or equal to 7 percent of the total value of construction contracts awarded.
- Complete construction of the Airline Terminal Project.
- Complete design, permitting and bidding for the Airport Sewer Project.
- Prepare an Administrative Draft Airport Master Plan and issue a Notice of Preparation of a Master Environmental Impact Report.

RECENT PROGRAM ACHIEVEMENTS

Completed Tidal Circulation Project.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfer In	$ -	$ -	$ -	$ 17,741	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 17,741**	**$ -**
Expenditures					
Salaries and Benefits	$ 248,252	$ 265,529	$ 265,529	$ 271,877	$ 287,987
Supplies and Services	366,489	368,642	373,757	356,905	347,569
Special Projects	-	160,000	160,000	60,000	60,000
Non-Capital Equipment	233	1,000	-	2,000	2,000
Transfers Out	1,069	-	-	-	-
Total Expenditures	**$ 616,043**	**$ 795,171**	**$ 799,286**	**$ 690,782**	**$ 697,556**
Addition to (Use of) Reserves	**$ (616,043)**	**$ (795,171)**	**$ (799,286)**	**$ (673,041)**	**$ (697,556)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of compliance with permit conditions of approval	100%	100%	100%
Percent of difference between construction contract bids and the total engineer's estimates for preliminary design	+12.7%	9%	+/-10%
Construction contract change orders as a percentage of the total value of construction contracts awarded	7.9%	6%	<7%
Estimated value of projects in active design and construction	$72M	$75M	$75M
Projects under active planning, design, construction, and monitoring	11	12	12

[This page intentionally left blank.]

DEPARTMENT SUMMARY

City Administrator's Office

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

About City Administrator's Office

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

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

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

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

Fiscal Year 2012 Budget Highlights

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

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

The City TV Program will televise 14 board and commission meetings on Channel 18 and produce a public service announcement on Emergency Preparedness.

DEPARTMENT SUMMARY

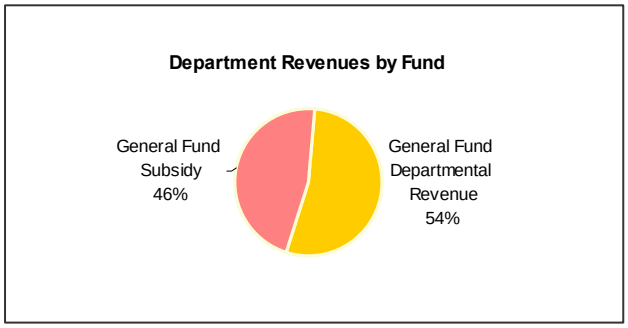
City Administrator's Office

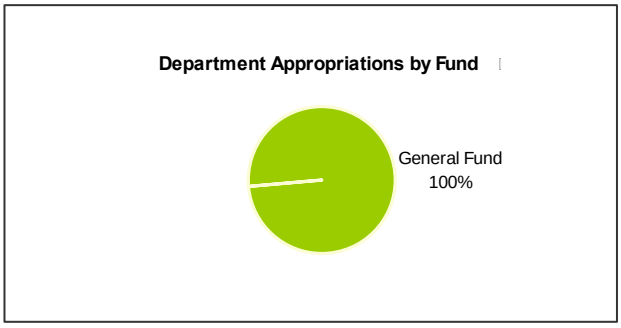
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**10.90**	**9.40**	**9.40**	**9.90**	**9.90**
Hourly Employee Hours	**4,470**	**3,110**	**3,110**	**3,215**	**3,110**
Revenues					
Inter-fund Reimbursement	$ 141,805	$ 141,805	$ 141,805	$ 131,158	$ 131,513
Other Revenue	110,437	191,285	176,588	179,615	160,766
Overhead Allocation Recovery	985,671	873,765	873,765	709,082	730,354
General Fund Subsidy	566,720	642,498	604,162	884,896	964,636
Total Department Revenue	**$ 1,804,633**	**$ 1,849,353**	**$ 1,796,320**	**$ 1,904,751**	**$ 1,987,269**
Expenditures					
Salaries and Benefits	$ 1,530,851	$ 1,437,646	$ 1,426,932	$ 1,519,543	$ 1,616,646
Supplies and Services	224,338	347,756	311,628	299,008	290,194
Special Projects	18,862	32,760	32,760	27,200	27,200
Non-Capital Equipment	30,582	31,191	25,000	59,000	53,229
Total Department Expenditures	**$ 1,804,633**	**$ 1,849,353**	**$ 1,796,320**	**$ 1,904,751**	**$ 1,987,269**

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

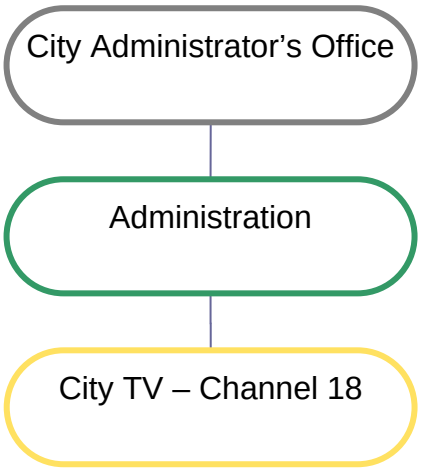
Department Fund Composition





City Administrator's Office

Program Organizational Chart



CITY ADMINISTRATOR PROGRAMS

- **Administration**
  City TV – Channel 18

Administration

(Program No. 1311)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Ensure that City departments achieve 80% of program objectives.
- Ensure that 90% of citizens' service requests are responded to within five working days.
- Present a balanced budget for Fiscal Year 2013 for Council consideration by May 2012, in accordance with Council policy.
- Review department status reports for performance objectives on a biannual basis and submit a year-end report to Council.
- Recommend Council adoption of a legislative platform that provides the foundation for legislative advocacy by April 2012.
- Prepare and deliver the State of the City report in March 2012.

RECENT PROGRAM ACHIEVEMENTS

Received state grant funding for regional coordination of efforts to address youth gang violence.

Key Objectives for Fiscal Year 2012 (cont'd)

- Issue City Administrator's Reports via email distribution to communicate with Board and Commission members and the public.
- Coordinate citywide sustainability efforts and assist departments in achieving objectives that protect and enhance the environment.
- Administer the CalGRIP 2010/2011 youth gang prevention grant including the submittal of progress reports.
- Negotiate new labor agreements, or extensions to existing labor agreements, with the General, Supervisory, and Hourly Employees' Bargaining Units, covering 871 employees, in accordance with Council parameters.
- Develop recommendations for new multi-year Management Salary Plan(s) covering 70 employees.
- Work cooperatively with all of the City's labor organizations to achieve budget savings to minimize the need for service cuts and/or layoffs.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**8.65**	**7.15**	**7.15**	**7.65**	**7.65**
Hourly Employee Hours	**670**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 141,805	$ 141,805	$ 141,805	$ 131,158	$ 131,513
Other Revenue	696	-	-	-	-
Overhead Allocation Recovery	778,391	701,176	701,176	572,780	589,963
General Fund Subsidy	476,400	557,007	538,243	764,461	833,713
Total Revenue	**$ 1,397,292**	**$ 1,399,988**	**$ 1,381,224**	**$ 1,468,399**	**$ 1,555,189**
Expenditures					
Salaries and Benefits	$ 1,227,700	$ 1,129,863	$ 1,133,964	$ 1,227,068	$ 1,313,531
Supplies and Services	149,751	237,365	214,500	214,131	214,458
Special Projects	18,862	32,760	32,760	27,200	27,200
Non-Capital Equipment	979	-	-	-	-
Total Expenditures	**$ 1,397,292**	**$ 1,399,988**	**$ 1,381,224**	**$ 1,468,399**	**$ 1,555,189**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of City performance objectives achieved	82%	80%	80%
Percent of service requests receiving department response within 5 working days	82%	90%	90%
Staff recommendations forwarded to Council	653	650	650
Citizen service requests received	78	50	50
Access Advisory Committee meetings held	5	4	4
Formal grievances under labor agreement	2	0	4
Labor contract negotiations completed	1	7	3

[This page intentionally left blank.]

CITY ADMINISTRATOR PROGRAMS

Administration
➢ City TV – Channel 18

City TV – Channel 18

(Program No. 1313)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Complete 98% of tape duplications within three business days.
- Complete 75% of department requests for video production services within the requested time period.
- Achieve an average production cost of $85.30 per hour.
- Maintain 98.6% television broadcast system uptime out of 24 hours, seven days per week.
- Produce and distribute Aware and Prepare emergency preparedness public service announcement campaign.
- Complete History of the Airport video for public display in the renovated historic airline terminal.

RECENT PROGRAM ACHIEVEMENTS

Received a grant to produce an emergency preparedness public service announcement campaign to air in Santa Barbara County.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**3,800**	**3,110**	**3,110**	**3,215**	**3,110**
Revenues					
Other Revenue	$ 109,741	$ 191,285	$ 176,588	$ 179,615	$ 160,766
Overhead Allocation Recovery	207,280	172,589	172,589	136,302	140,391
General Fund Subsidy	90,320	85,491	65,919	120,435	130,923
Total Revenue	**$ 407,341**	**$ 449,365**	**$ 415,096**	**$ 436,352**	**$ 432,080**
Expenditures					
Salaries and Benefits	$ 303,151	$ 307,783	$ 292,968	$ 292,475	$ 303,115
Supplies and Services	74,587	110,391	97,128	84,877	75,736
Non-Capital Equipment	29,603	31,191	25,000	59,000	53,229
Total Expenditures	**$ 407,341**	**$ 449,365**	**$ 415,096**	**$ 436,352**	**$ 432,080**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of video duplications completed for public and staff within three business days	100%	100%	98%
Videotape / DVD duplications completed	76	74	80
Percent of department video production requests completed within the requested time	98.5%	100%	75%
Average cost per production hour	$85.30	$85.30	$85.30
Percent of television broadcast system uptime	99.9%	99.9%	98.6%
Public meetings televised	264	242	240
First run televised meeting hours	721	665	700
Percent of total available airtime hours devoted to video programming	52%	52%	55%
City TV original productions	45	40	30

[This page intentionally left blank.]

City Attorney

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

About City Attorney

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

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

The office is staffed by six attorneys (the City Attorney, four assistants and one deputy) and seven clerical staff, which function as a close team. 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 property development, major land use, environmental and water law issues, and complex litigation.

Fiscal Year 2012 Budget Highlights

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

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

DEPARTMENT SUMMARY

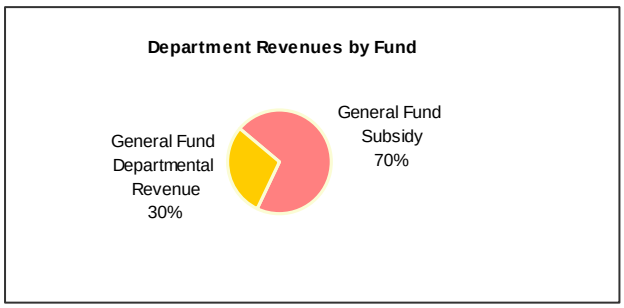
City Attorney

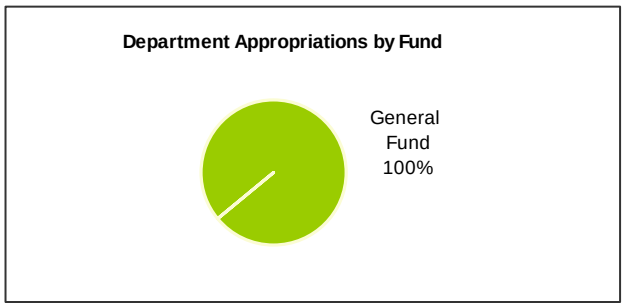
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**12.20**	**11.40**	**11.40**	**11.40**	**11.40**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 41,685	$ 25,900	$ 60,000	$ 29,528	$ 33,228
RDA Reimbursement	165,853	154,058	154,058	154,058	154,058
Overhead Allocation Recovery	539,131	479,301	479,301	388,855	400,520
General Fund Subsidy	1,316,030	1,208,641	1,213,331	1,358,199	1,454,118
Total Department Revenue	**$ 2,062,699**	**$ 1,867,900**	**$ 1,906,690**	**$ 1,930,640**	**$ 2,041,924**
Expenditures					
Salaries and Benefits	$ 1,751,513	$ 1,572,021	$ 1,607,916	$ 1,637,762	$ 1,745,089
Supplies and Services	311,186	295,879	298,774	292,878	296,835
Total Department Expenditures	**$ 2,062,699**	**$ 1,867,900**	**$ 1,906,690**	**$ 1,930,640**	**$ 2,041,924**

The City Attorney Department is budgeted in the General Fund.

Department Fund Composition





[This page intentionally left blank.]

CITY ATTORNEY PROGRAM

- City Attorney

City Attorney

(Program No. 1211)

Mission Statement

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

Program Activities

- Represent and advise the City Council, the Redevelopment Agency, Boards, Commissions and all City officers in all matters of law pertaining to their offices.
- Attend all meetings of the City Council, and give advice or opinions orally or in writing whenever requested to do so by the City Council or by any of the commissions, boards or officers of the City.
- Represent and appear for the City in all actions or proceedings in which the City is concerned or is a party, and represent and appear for any City officer or employee, in all civil actions for any act arising out of his or her employment or by reasons of their official capacity.
- Prosecute on behalf of the people all criminal cases arising from violation of the provisions of the City Charter or of City ordinances.
- Approve the form of all City contracts and bonds issued by the City.
- Prepare proposed ordinances and City Council resolutions and related amendments.
- Perform such legal functions and duties pertaining to the execution of responsibilities mandated by the City Charter.

Key Objectives for Fiscal Year 2012

- Implementation of Ordinances for General Plan Update.
- Possible Charter Amendments in response to General Plan Update.
- Code Enforcement, especially for violations within the Central Business District and the Waterfront Area.
- Close cooperation with Risk Management and Department heads on the prevention of tort liability.
- Continued reductions of printed legal documents by increasing use of scan and email technologies.

RECENT PROGRAM ACHIEVEMENTS

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

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**12.20**	**11.40**	**11.40**	**11.40**	**11.40**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 41,685	$ 25,900	$ 60,000	$ 29,528	$ 33,228
RDA Reimbursement	165,853	154,058	154,058	154,058	154,058
Overhead Allocation Recovery	539,131	479,301	479,301	388,855	400,520
General Fund Subsidy	1,316,030	1,208,641	1,213,331	1,358,199	1,454,118
Total Revenue	**$ 2,062,699**	**$ 1,867,900**	**$ 1,906,690**	**$ 1,930,640**	**$ 2,041,924**
Expenditures					
Salaries and Benefits	$ 1,751,513	$ 1,572,021	$ 1,607,916	$ 1,637,762	$ 1,745,089
Supplies and Services	311,186	295,879	298,774	292,878	296,835
Total Expenditures	**$ 2,062,699**	**$ 1,867,900**	**$ 1,906,690**	**$ 1,930,640**	**$ 2,041,924**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of code enforcement referrals resolved within 180 days of referral	80%	80%	80%

[This page intentionally left blank.]

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 four functional divisions: Administration, Building and Safety, Housing and Redevelopment, and Planning.

Each division manages several programs consisting of policy formulation, economic vitality and redevelopment, inspections and enforcement, maintaining public health, safety and welfare, records management services, housing programs, allocation of Community Development Block Grant 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 2012 Budget Highlights

The Redevelopment Agency (RDA) provided over $2M for the renovation of three downtown parking structures. Structures 9 and 10 will be completed by the end of FY 2011 and Structure 2 will be completed in early 2012.

The City and RDA provided $1.54M for the development and rehabilitation of 16 units (8 new) owned by Transition House. It will be completed before the end of FY 2012 and it includes housing for formerly homeless families and an infant childcare center.

Once the General Plan Update/PlanSB is adopted, priority implementation of new policies and programs will be undertaken and balanced with the demands of current planning and design review requirements.

With the elimination of a Sr. Planner position in planning, the S.E.T. Program (Environmental Review and Training) will be eliminated and the remaining revenue, expenses and P3 objectives will be moved to the Development and Environmental Review (formerly Development Review), Zoning: Ordinance, Information and Enforcement and Design Review sections.

DEPARTMENT SUMMARY

Community Development

Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**78.60**	**75.60**	**75.60**	**74.60**	**74.10**
Hourly Employee Hours	**1,980**	**1,400**	**2,500**	**2,950**	**800**
Revenues					
Fees and Service Charges	$ 4,432,750	$ 4,288,350	$ 4,661,431	$ 4,368,276	$ 4,523,470
Intergovernmental	3,714,978	4,078,336	3,362,791	2,167,033	2,186,000
Property Taxes	20,124,451	20,089,000	19,955,400	20,254,600	20,659,800
Rents	36,282	22,800	18,099	72,000	72,000
Interest Income	631,527	425,000	621,500	461,500	461,500
Inter-fund Reimbursement	1,314,329	1,514,330	1,403,911	1,563,286	1,431,672
Other Revenue	680,305	110,000	95,375	87,750	37,780
Donations	31,693	-	-	36,577	-
Overhead Allocation Recovery	305,266	307,201	307,201	238,751	245,914
General Fund Subsidy	3,578,277	3,805,532	3,369,646	3,807,283	4,284,088
Total Revenue	**$ 34,849,858**	**$ 34,640,549**	**$ 33,795,354**	**$ 33,057,056**	**$ 33,902,224**
Expenditures					
Salaries and Benefits	$ 7,709,835	$ 7,934,143	$ 7,727,746	$ 7,840,453	$ 8,294,017
Supplies and Services	4,504,739	4,584,283	4,427,366	3,846,079	3,811,120
Special Projects	7,816,417	2,706,995	2,411,576	1,403,245	1,403,245
Transfers Out	93,611	50,300	80,000	144,139	147,019
Debt Service	8,168,091	8,162,779	8,162,779	8,160,830	8,158,260
Housing Activity, Loans & Grants	6,069,274	13,460,866	7,822,627	4,518,971	4,628,642
Human Services Grants	773,261	778,831	778,831	778,831	778,831
Miscellaneous	-	440,000	-	-	-
Non-Capital Equipment	4,919	39,521	23,745	41,431	41,431
Capital Equipment	5,220	-	-	-	-
Appropriated Reserve	-	218,097	-	175,787	164,785
Total Operating Expenditures	**$ 35,145,367**	**$ 38,375,815**	**$ 31,434,670**	**$ 26,909,766**	**$ 27,427,350**
Capital Program	$ 8,778,588	$ 33,521,023	$ 9,773,545	$ 6,133,868	$ 6,424,487
Total Department Expenditures	**$ 43,923,955**	**$ 71,896,838**	**$ 41,208,215**	**$ 33,043,634**	**$ 33,851,837**
Addition to (Use of) Reserves	**$ (9,074,097)**	**$ (37,256,289)**	**$ (7,412,861)**	**$ 13,422**	**$ 50,387**

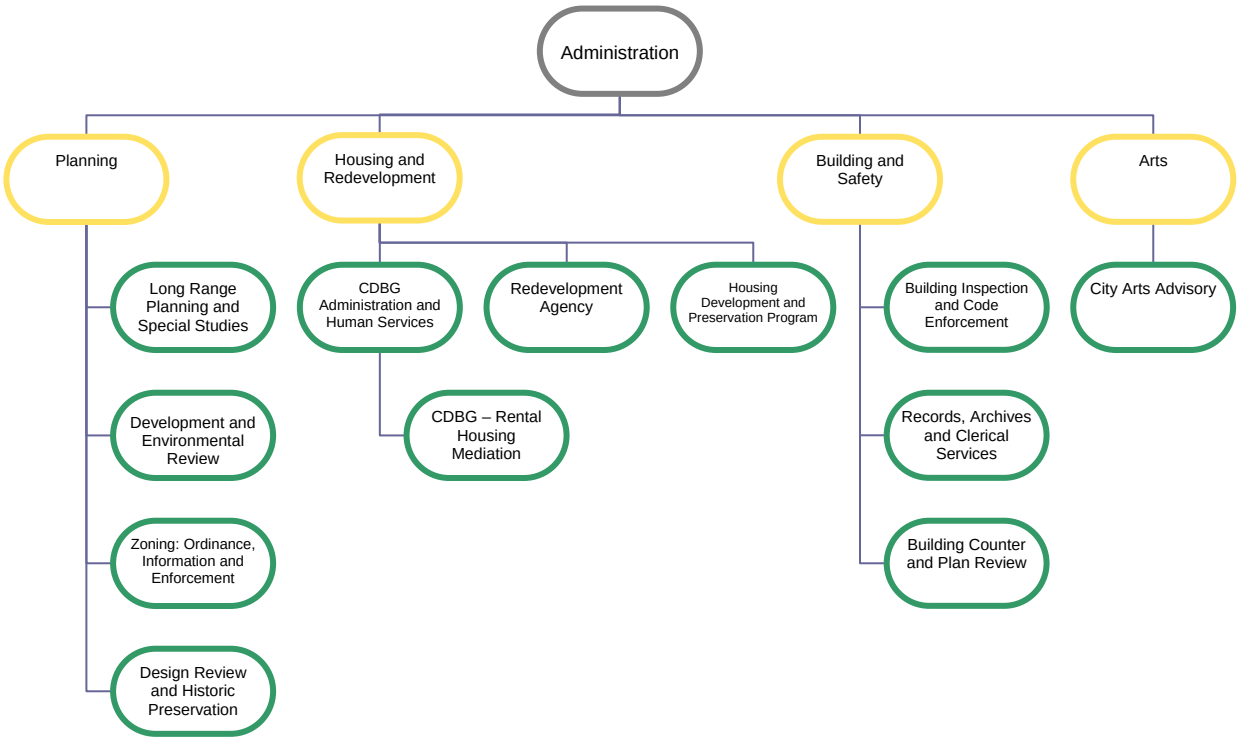
The Community Development department is budgeted in the following funds:

General Fund
Redevelopment Agency Fund
RDA Housing Fund
Community Development Block Grant Fund
Federal HOME Loan Program Fund
Miscellaneous Grants Fund

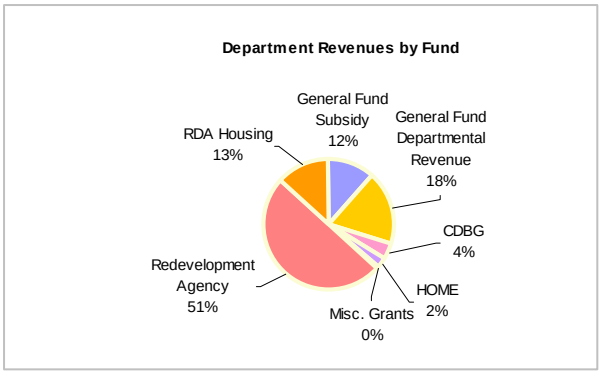
DEPARTMENT SUMMARY

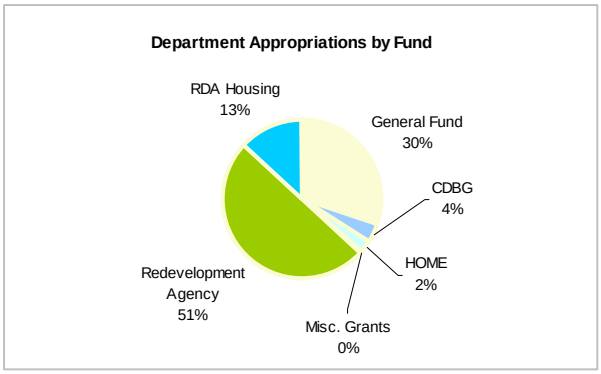
Community Development

Program Organizational Chart



Department Fund Composition





COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Submitted and received approval for an HPRP budget revision to move funding from one agency to two others in order to ensure that we meet our 60% drawdown requirement at September 2011.

Administration

(Program No. 2111 & 2128)

Mission Statement

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

Program Activities

- Manage, administer, and support the Building and Safety, Housing & Redevelopment, and Planning divisions of the Community Development Department.
- Coordinate and implement programs to enhance community economic vitality.
- Assist City Administration with policy formulation and implementation of City Council direction.
- Provide illustration and computerized graphic support to the divisions of the Community Development Department and other City departments upon request.
- Provide oversight to the City Arts Advisory Committee.

Key Objectives for Fiscal Year 2012

- Ensure divisions meet 80% of their program objectives.
- Ensure all division budgets are within budget and that proper accounting procedures are followed.
- Ensure all divisions respond to 90% of complaints filed via the City Administrator's or Mayor's Office within 5 days of receipt.
- Prepare mid-year budget review for FY 12.
- Successfully administer Homeless Prevention and Rapid Re-Housing (HPRP) American Recovery and Reinvestment Act grant.
- Develop FY 13 budget, including new fee schedules and revenue projections.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.87**	**2.87**	**2.87**	**2.87**	**2.87**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 300,000	$ 900,000	$ 250,000	$ -	$ -
Inter-fund Reimbursement	17,270	32,141	32,141	33,000	8,000
Overhead Allocation Recovery	$ 305,266	$ 307,201	$ 307,201	$ 238,751	$ 245,914
General Fund Subsidy	141,124	88,267	82,396	184,431	222,835
Total Revenue	**$ 763,660**	**$ 1,327,609**	**$ 671,738**	**$ 456,182**	**$ 476,749**
Expenditures					
Salaries and Benefits	$ 353,747	$ 331,994	$ 312,794	$ 317,182	$ 337,483
Supplies and Services	82,070	101,724	87,476	83,413	83,679
Special Projects	28,282	35,868	35,868	47,556	47,556
Housing Activity, Loans & Grants	181,190	968,110	370,000	-	-
Non-Capital Equipment	253	8,031	600	8,031	8,031
Total Expenditures	**$ 645,542**	**$ 1,445,727**	**$ 806,738**	**$ 456,182**	**$ 476,749**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of division program objectives achieved	81%	90%	80%
Percent of divisions within budget (4 divisions reporting)	100%	100%	100%
Percent of complaints responded to within five days of receipt	100%	90%	90%

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

N/A

Economic Development

(Program No. 2112)

Mission Statement

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

Program Activities

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

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.30**	**0.30**	**0.30**	**0.30**	**0.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 56,300	$ 52,296	$ 46,296	$ 52,667	$ 55,868
Total Revenue	**$ 56,300**	**$ 52,296**	**$ 46,296**	**$ 52,667**	**$ 55,868**
Expenditures					
Salaries and Benefits	$ 55,369	$ 44,841	$ 44,841	$ 45,283	$ 48,483
Supplies and Services	931	1,455	1,455	1,384	1,385
Special Projects	-	6,000	-	6,000	6,000
Total Expenditures	**$ 56,300**	**$ 52,296**	**$ 46,296**	**$ 52,667**	**$ 55,868**

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

In December 2010, the Arts Commission contracted with Americans for the Arts to take part in a nationwide year-long study of the economic impact of cultural arts nonprofits in Santa Barbara County.

City Arts Advisory

(Program No. 2113)

Mission Statement

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

Program Activities

- Administer contracts between the City and various grantees that enhance tourism and promote art, events, and festivals.
- Provide funding to the County Arts Commission for administration of the Arts and Events Programs.
- Provide grant funding to art and community organizations for arts and events.
- Provide funding for the Downtown Cultural District Programs Development administered by the Arts Advisory Committee.
- Provide funding to community organizations to support marketing of Santa Barbara and to enhance tourism.

Key Objectives for Fiscal Year 2012

- Ensure that 95% of City art grantees are placed under contract and in compliance within the current fiscal year that they are awarded funds.
- Ensure that all grant payments are made within 15 working days of receiving invoices.
- Hold monthly committee meetings and ensure that all notices, agendas, and meeting minutes are properly filed.
- Produce 3 Channing Peake Gallery exhibitions in cooperation with other cultural organizations.
- Maintain and promote the City Hall Art Gallery exhibition.
- Identify and produce three cultural events that help foster the identity of the Cultural Arts District.
- Organize and host an annual symposium on the arts addressing regional art issues by the end of the third quarter of the fiscal year.
- Provide technical and professional support to artists, art organizations, non-profits, and the public for cultural events and programs in the City of Santa Barbara.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 540,483	$ 427,260	$ 427,260	$ 427,260	$ 427,260
Total Revenue	**$ 540,483**	**$ 427,260**	**$ 427,260**	**$ 427,260**	**$ 427,260**
Expenditures					
Supplies and Services	$ 132,047	$ 132,047	$ 132,047	$ 132,047	$ 132,047
Special Projects	408,436	295,213	295,213	295,213	295,213
Total Expenditures	**$ 540,483**	**$ 427,260**	**$ 427,260**	**$ 427,260**	**$ 427,260**

No staff is allocated to this budgetary program.

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of grantees under contract and compliance this fiscal year	99%	95%	95%
Percent of grant payments disbursed within 15 days of receiving the invoice	100%	100%	100%
Community Events and Festivals Grant applications received	14	20	20
Organizational Development Grant applications received	30	30	30
Community Arts Grant applications received	23	32	32
Monthly Visual Arts in Public Places (VAPP) and Arts Advisory Committee meetings held	10	10	10

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Successfully implemented Council's directive that applicant's attendance at the Application Orientation/Technical Assistance Workshop be mandatory.

CDBG Administration and Human Services

(Program Nos. 2121, 2124)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Expend 95% of committed Human Services funds within the program year funds were committed.
- 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.
- Develop, with public input, the Consolidated Annual Performance Evaluation (CAPER) and submit to HUD by September 30, 2011.
- Develop, with public input, the Annual Consolidated Plan and submit to HUD by May 15, 2012.
- Implement and track progress on *Council Subcommittee on Homelessness and Community Relations* recommendations.
- Provide support to the City's effort to oppose Federal proposals to major changes and cuts to the CDBG Program.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.99**	**0.99**	**0.99**	**0.99**	**0.99**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 10	$ -	$ 1,575	$ -	$ -
General Fund Subsidy	803,838	819,851	818,871	819,284	821,364
Total Revenue	**$ 803,848**	**$ 819,851**	**$ 820,446**	**$ 819,284**	**$ 821,364**
Expenditures					
Salaries and Benefits	$ 69,838	$ 121,696	$ 122,802	$ 114,790	$ 125,349
Supplies and Services	138,104	74,173	75,915	111,640	112,034
Transfers Out	276	-	-	-	-
Housing Activity, Loans & Grants	838,008	1,045,505	1,045,505	802,000	802,000
Human Services Grants	773,261	778,831	778,831	778,831	778,831
Non-Capital Equipment	212	3,110	3,110	3,090	3,090
Appropriated Reserve	-	28,063	-	15,787	4,785
Total Expenditures	**$ 1,819,699**	**$ 2,051,378**	**$ 2,026,163**	**$ 1,826,138**	**$ 1,826,089**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Human Services funds expended within the program year	99%	95%	95%
Percent of applicants appealing the funding decisions	0%	<2%	<2%
CDBG/Human Services grant applicants received in January 2011	73	75	75
CDBG/Human Services grant recipients awarded in March 2011	62	65	65
Homeless persons served by funded agencies for services such as shelter, food, case management, supportive services and others*	3,526	4,000	4,000
Seniors served by funded agencies for services including day care, counseling, in-home supportive services and others*	1,722	2,000	2,000
Children and youth served by funded agencies for services including child care, counseling, advocacy, gang prevention, after-school care and others*	4,060	4,000	4,000

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

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Assisted 13 households at imminent risk of losing their housing through the American Recovery and Reinvestment Act Homeless Prevention and Rapid Re-Housing grant.

CDBG - Rental Housing Mediation Task Force

(Program No. 2122)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Successfully mediate 85% of all disputes completing mediation.
- Provide 5 outreach and education presentations to tenants, landlords, and community groups on rental housing rights and responsibilities.
- Provide 1,100 residents with information and mediation services.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**1,818**	**1,400**	**2,500**	**2,000**	**0**
Revenues					
Intergovernmental	$ 49,835	$ 60,665	$ 53,000	$ 55,000	$ 55,000
Donations	98	-	-	36,577	-
Total Revenue	**$ 49,933**	**$ 60,665**	**$ 53,000**	**$ 91,577**	**$ 55,000**
Expenditures					
Salaries and Benefits	$ 141,051	$ 159,281	$ 162,314	$ 157,275	$ 108,837
Supplies and Services	7,380	12,670	12,670	10,059	11,051
Appropriated Reserve	-	11,226	-	-	-
Total Expenditures	**$ 148,431**	**$ 183,177**	**$ 174,984**	**$ 167,334**	**$ 119,888**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of mediations successfully mediated	97%	92%	85%
Outreach and education presentations	6	5	5
Residents receiving information and mediation services	1,288	1,100	1,100
Rental housing disputes receiving mediation services, excluding those receiving information only	42	50	50
Percent of disputes resolved by providing information	91%	75%	75%
Average cost to mediate disputes	$410	$400	$400
Lost calls	267	300	300

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Completed the Westside Community Center Park Improvements and West Downtown Improvements (Ortega & Anapamu Streets from Hwy101 to Chapala St.).

Redevelopment Agency

(Program Nos. 2125 and 2611)

Mission Statement

Revitalize the Project Area by eliminating the physical and economic conditions of blight through public and private partnerships in an effort to create an economically vibrant and environmentally balanced Project Area for all residents.

Program Activities

- The Redevelopment Agency is governed by City Councilmembers sitting as the Redevelopment Agency Board, a separate distinct legal entity.
- The Redevelopment Agency receives incremental property tax revenues generated by the Agency's revitalization projects and finances redevelopment activity by issuing bonds that are repaid solely by these tax increment revenues.
- By implementing the Central City Redevelopment Plan, the Redevelopment Agency strives to maintain the Downtown area as the principal center of commerce for Santa Barbara's South Coast region and to enhance the Downtown area as the cultural and entertainment center for the County's South Coast Region.
- By implementing these goals, the Redevelopment Agency stimulates new job opportunities, as well as new cultural, retail, recreational, and housing activities in our city.

Key Objectives for Fiscal Year 2012

- Complete 75% of Agency-budgeted Capital Improvement Projects without exceeding the original budget by more than 10%.
- Ensure that 100% of Redevelopment Agency grant funds are spent on redevelopment-eligible activities and in compliance with grant agreements.
- Ensure that 100% of RDA-sponsored capital projects incorporate environmentally responsible design and construction techniques.
- Set aside at least 20% of Agency funds for Affordable Housing through the Housing Development and Preservation Program in compliance with State-mandated set-aside requirements.
- Update the Agency's Long-Range Capital Improvement Program as part budget process.
- Submit the State Controller's Annual Report by December 31, 2011, and comply with all applicable State rules, regulations, and reporting requirements.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**6.18**	**6.06**	**6.06**	**6.06**	**6.06**
Hourly Employee Hours	**2**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 85,766	$ -	$ -	$ -	$ -
Property Taxes	16,099,561	16,071,200	15,964,300	16,203,700	16,527,800
Rents	36,282	22,800	18,099	72,000	72,000
Interest Income	236,352	165,000	261,500	201,500	201,500
Inter-fund Reimbursement	641,992	722,638	682,339	755,994	765,284
Other Revenue	522,180	-	-	-	-
Donations	31,595	-	-	-	-
Total Revenue	**$ 17,653,728**	**$ 16,981,638**	**$ 16,926,238**	**$ 17,233,194**	**$ 17,566,584**
Expenditures					
Salaries and Benefits	$ 639,688	$ 678,339	$ 679,339	$ 708,301	$ 757,932
Supplies and Services	1,647,872	1,681,233	1,640,119	1,661,840	1,697,966
Special Projects	7,376,575	2,347,444	2,064,289	1,033,270	1,033,270
Transfers Out	1,658	-	-	42,809	42,809
Debt Service	7,521,928	7,524,884	7,524,884	7,526,765	7,524,120
Housing Activity, Loans & Grants	440,477	1,106,003	26,500	-	-
Miscellaneous	-	440,000	-	-	-
Non-Capital Equipment	344	8,070	1,770	6,000	6,000
Appropriated Reserve	-	74,700	-	80,000	80,000
Total Operating Expenditures	**$ 17,628,542**	**$ 13,860,673**	**$ 11,936,901**	**$ 11,058,985**	**$ 11,142,097**
Capital Program	$ 8,778,588	$ 33,521,023	$ 9,773,545	$ 6,133,868	$ 6,424,487
Total Expenditures	**$ 26,407,130**	**$ 47,381,696**	**$ 21,710,446**	**$ 17,192,853**	**$ 17,566,584**
Addition to (Use of) Reserves	**$ (8,753,402)**	**$ (30,400,058)**	**$ (4,784,208)**	**$ 40,341**	**$ -**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Agency-budgeted Capital Improvement projects completed without exceeding original budget by more then 10%	100%	100%	75%
Percent of grant funds spent on redevelopment-eligible activities and in compliance with grant agreement	100%	100%	100%
Percent of RDA-sponsored capital projects incorporating environmentally responsible design and construction techniques	100%	100%	100%

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Completed the development of the 55-unit Artisan Court project sponsored by the City Housing Authority.

Committed over $1M in CDBG funds for multi-unit rehabilitation projects.

Housing Development and Preservation Program

(Program No. 2123, 2126, 2127 and, 2711)

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 Redevelopment Agency funds and other 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.

Key Objectives for Fiscal Year 2012

- Provide approximately $3 million in Redevelopment Agency, State, and Federal funds for affordable housing projects in accordance with state and federal regulations.
- Assist in the development and preservation of 40 affordable units using density bonus, below-market rate financing, and other development incentives.
- Commit 100% of repayment funds from prior Community Development Block Grant (CDBG) rehabilitation loans to new rehabilitation projects within 18 months of receipt.
- Commit 100% of federal HOME funding to eligible affordable housing projects within 2 years of receipt.
- Certify compliance of at least 95% of 1,165 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Certify compliance of at least 95% of 336 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.

Ensure that 100% of City or Agency-funded affordable housing projects incorporate environmentally responsible design and construction techniques including, but not limited to, the specification of recycled content building materials and construction debris recycling processes.

Key Objectives for Fiscal Year 2012 (cont'd)

- Assure compliance with City requirements for 100% of initial sales, resales, and refinancings of affordable ownership units.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**7.46**	**6.99**	**6.99**	**5.99**	**5.99**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 3,229,377	$ 3,117,671	$ 3,059,791	$ 2,112,033	$ 2,131,000
Property Taxes	4,024,890	4,017,800	3,991,100	4,050,900	4,132,000
Interest Income	395,175	260,000	360,000	260,000	260,000
Inter-fund Reimbursement	655,067	677,975	642,855	645,018	658,388
Other Revenue	4,091	-	2,000	2,000	2,000
Total Revenue	**$ 8,308,600**	**$ 8,073,446**	**$ 8,055,746**	**$ 7,069,951**	**$ 7,183,388**
Expenditures					
Salaries and Benefits	$ 791,951	$ 792,283	$ 794,409	$ 681,446	$ 733,372
Supplies and Services	1,014,678	1,036,506	1,001,565	869,662	836,404
Transfers Out	1,105	-	-	5,330	5,330
Debt Service	646,163	637,895	637,895	634,065	634,140
Housing Activity, Loans & Grants	4,609,599	10,341,248	6,380,622	3,716,971	3,826,642
Non-Capital Equipment	524	2,500	455	2,500	2,500
Appropriated Reserve	-	104,108	-	80,000	80,000
Total Expenditures	**$ 7,064,020**	**$ 12,914,540**	**$ 8,814,946**	**$ 5,989,974**	**$ 6,118,388**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
City and Agency funding committed	$4.2 million	$4.7 million	$3 million
Affordable housing units for which financing is committed or density bonus approved	64	17	40
Percent of CDBG repayment funds committed within18 months of receipt	N/A	N/A	100%
Percent of HOME funds committed within two years of receipt	100%	100%	100%
Percent of affordable rental units certified for compliance	95%	95%	95%
Percent of affordable ownership units certified for compliance	100%	100%	95%
Percent of monitored resales and refinancings that complied with City requirements	100%	100%	100%

Housing Development and Preservation Program

(Program No. 2123, 2126, 2127 and, 2711)

Program Performance Measures (Cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of City or Agency funded affordable housing projects incorporating environmentally responsible design and construction techniques	100%	100%	100%
Initial sales of new affordable units which Housing Programs staff monitored for conformance with housing policies	0	4	12
Resales of existing affordable units which Housing Programs staff monitored for conformance with housing policies	16	6	9
Refinancings of existing affordable units which Housing Programs staff monitored for conformance with housing policies	27	20	3

[This page intentionally left blank.]

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
City Arts Advisory Program
CDBG Administration and Human Services
CDBG - Rental Housing Mediation Task Force
Redevelopment Agency
Housing Development and Preservation Program
➢ **Long_Range Planning and Special Studies**
Development and Environmental Review
Zoning: Ordinance, Information, and Enforcement
Design Review and Historic Preservation
Staff Hearing Officer, Environmental Review and Training Section
Building Inspection and Code Enforcement
Records, Archives, and Clerical Services
Building Counter and Plan Review

RECENT PROGRAM ACHIEVEMENTS

Completed the Land Use Element and map, the Housing Element, and General Plan Introduction and Framework for Council consideration. General Plan Update Final Environmental Impact Report was reviewed and certified.

Long-Range Planning and Special Studies

(Program No. 2131)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Prepare final Plan Santa Barbara (PlanSB) General Plan Update for Council adoption.
- Submit the Housing Element update to the state for certification following PlanSB adoption.
- Develop an Adaptive Management Program.
- Prepare PlanSB implementation priorities and schedule for Council direction following adoption of the General Plan update.
- Prepare a General Plan Safety Element update to include mapping, policies and implementation measures.

Key Objectives for Fiscal Year 2012 (cont'd)

- Work with Santa Barbara County Association of Governments on a regional Sustainable Communities Strategy per SB 375 provisions.
- Prepare a Climate Action Plan, per AB 32 provisions, establishing a community greenhouse gas emissions inventory and projections, and emissions reduction targets and strategies..

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**6.85**	**5.71**	**5.71**	**5.61**	**5.61**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 74,639	$ 65,000	$ 110,000	$ 80,000	$ 80,000
Intergovernmental	50,000	-	-	-	-
Inter-fund Reimbursement	-	35,000	-	80,000	-
General Fund Subsidy	1,246,834	1,150,885	1,122,938	648,182	693,347
Total Revenue	**$ 1,371,473**	**$ 1,250,885**	**$ 1,232,938**	**$ 808,182**	**$ 773,347**
Expenditures					
Salaries and Benefits	$ 730,851	$ 656,356	$ 652,601	$ 654,122	$ 694,212
Supplies and Services	635,168	593,679	579,487	153,210	78,285
Non-Capital Equipment	234	850	850	850	850
Capital Equipment	5,220	-	-	-	-
Total Expenditures	**$ 1,371,473**	**$ 1,250,885**	**$ 1,232,938**	**$ 808,182**	**$ 773,347**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Staff hours spent participating in Planning Division training sessions	36	24	10

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Updated the Planning Commission standard conditions of approval.

Development and Environmental Review

(Program No. 2132)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Work with applicants to submit complete applications within the second 30-day review at least 70% of the time, in order to improve customer service and reduce workload.
- Encourage at least 50% of Planning Commission projects to receive a Pre-Application Review Team (PRT) review, in order to provide early advice to project proponents and minimize applications that cannot be supported.
- Ensure 80% Planning Commission and Staff Hearing Officer Staff Reports are submitted to the supervisor by the required review date.
- Ensure that 90% of minutes and resolutions are ready for submission to the Planning Commission for approval by the next scheduled Planning Commission meeting.
- Provide Environmental Analyst support to case planners by providing 90% of written comments on technical documents and project environmental issues and impacts within the PRT/DART time lines.

Key Objectives for Fiscal Year 2012 (cont'd)

- Achieve 80% reimbursement of Capital Improvement Program Environmental Analyst's salary for environmental and project review of City projects.
- Implement process improvements that reduce the amount of time spent to review projects while maintaining the quality of the City and better managing staff workload, including updated procedures, additional training for new and existing staff, and clearer environmental analysis procedures.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012*	Proposed FY 2013
Authorized Positions	**8.60**	**7.76**	**7.76**	**8.91**	**8.41**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 409,669	$ 426,332	$ 434,000	$ 454,858	$ 478,450
Other Revenue	105,573	75,000	56,000	50,000	-
General Fund Subsidy	432,937	450,685	441,116	560,348	635,869
Total Revenue	**$ 948,179**	**$ 952,017**	**$ 931,116**	**$ 1,065,206**	**$ 1,114,319**
Expenditures					
Salaries and Benefits	$ 835,113	$ 816,199	$ 793,198	$ 915,633	$ 964,601
Supplies and Services	112,975	134,818	136,918	148,273	148,418
Special Projects	-	509	-	-	-
Non-Capital Equipment	91	1,000	1,000	1,300	1,300
Total Expenditures	**$ 948,179**	**$ 952,526**	**$ 931,116**	**$ 1,065,206**	**$ 1,114,319**

*** The Staff Hearing Officer, Environmental Review and Training section (2131) of the Planning Division has been eliminated and all expenses have been moved to the Development and Environmental Review (2132), Zoning (2133) and Design Review (2134) sections. Total expenditures for these four sections has decreased by $25,568.**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of completed applications submitted within the second 30-day review	86%	75%	70%
Percent of Planning Commission projects receiving a Pre-Application Review Team (PRT) review	34%	60%	50%
Percent of Planning Commission and Staff Hearing Officer Staff Reports submitted to the supervisor by the required review date	76%	75%	80%
Percent of Environmental Analyst written comments completed by due date	97%	90%	90%
Percent of reimbursable time for Environmental Analyst	46%	40%	80%
Development applications submitted, including resubmittals	48	36	60
Pre-application reviews received and processed	7	8	15
Hearings on development projects by Planning Commission	37	36	37

Development and Environmental Review

(continued)

Program Performance Measures (cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Major work sessions, trainings, and discussion items at the Planning Commission, including Plan Santa Barbara	20	10	20
Planning Commission appeals to Council	10	5	5
Planning staff hours devoted to projects that include affordable housing	544	446	700
Affordable housing units approved by Planning Commission/ Staff Hearing Officer	11	65	65
Value of staff time spent at the Planning Commission meetings on development review projects (salaries only)	$6,930	$8,000	$6,500
Staff hours spent participating in Planning Division training sessions	61	58	45
Major projects, policies/planning documents and/or technical studies the Environmental Analyst commented on (other than those associated with PRT or DART)	12	6	6

[This page intentionally left blank.]

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Amended the Zoning Ordinance to allow recently constructed homes and condominium units to be exempt from the Zoning Information Report requirements.

Zoning: Ordinance, Information, & Enforcement

(Program No. 2133)

Mission Statement

Protect and improve Santa Barbara's quality of life by providing information regarding the City's Planning and Zoning regulations to the community and ensuring that existing and new developments comply with those regulations.

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.

Key Objectives for Fiscal Year 2012

- Complete 75% of initial site inspections for highest priority enforcement cases within 21 days of receipt of the complaint.
- Complete 75% of initial actions on enforcement cases within 10 days of the initial site inspection.
- Complete 65% of initial zoning plan checks within the target timelines.
- Complete 75% of re-submittal plan checks within the target timelines.
- Issue 75% of Zoning Information Reports (ZIRs) within 3 working days of physical inspection.
- Conduct 6 policy and procedure training sessions for Planning Division staff who have been re-assigned due to budget reductions and on an as-needed basis.

Key Objectives for Fiscal Year 2012

- Achieve 80% on-time completion of Staff Hearing Officer (SHO) review and approval of minutes and resolutions within 5 working days of SHO meetings.
- Complete 90% of preliminary plan checks for Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), and Single Family Design Board (SFDB) within 5 days of receipt.
- 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.
- Continue implementation of a computer database for the management of the Planning Division policy and procedure library and training program to reduce the use of paper.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012*	Proposed FY 2013
Authorized Positions	**7.35**	**6.76**	**6.76**	**10.66**	**10.66**
Hourly Employee Hours	**2**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 497,444	$ 441,000	$ 470,900	$ 570,059	$ 598,000
Other Revenue	27,747	10,000	10,000	10,150	10,160
General Fund Subsidy	252,538	358,341	333,851	664,937	710,303
Total Revenue	**$ 777,729**	**$ 809,341**	**$ 814,751**	**$ 1,245,146**	**$ 1,318,463**
Expenditures					
Salaries and Benefits	$ 660,538	$ 683,421	$ 688,581	$ 1,128,743	$ 1,201,938
Supplies and Services	117,206	119,460	119,710	109,643	109,765
Special Projects	-	5,000	5,000	5,000	5,000
Non-Capital Equipment	-	1,460	1,460	1,760	1,760
Total Expenditures	**$ 777,744**	**$ 809,341**	**$ 814,751**	**$ 1,245,146**	**$ 1,318,463**

*** The Staff Hearing Officer, Environmental Review and Training section (2131) of the Planning Division has been eliminated and all expenses have been moved to the Development and Environmental Review (2132), Zoning (2133) and Design Review (2134) sections. Total expenditures for these four sections has decreased by $25,568.**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of highest priority enforcement cases where initial inspections are performed within 21 days of the receipt of the complaint	63%	65%	75%
Percent of enforcement cases where the warning letter is sent or the case is closed within ten days of the initial site inspection	81%	90%	75%
Percent of initial zoning plan checks for building permits completed by the target date	72%	70%	65%
Percent of re-submittal zoning plan checks for building permits completed by the target date	84%	82%	75%

Zoning: Ordinance, Information, & Enforcement

(Continued)

Program Performance Measures (cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Zoning Information Reports issued within 3 working days of the inspection	69%	95%	75%
Training sessions held	17	8	6
Percent of on-time completion of SHO review and approval of minutes and resolutions	96%	98%	80%
Percent of preliminary plan checks for ABR, HLC, and PC completed within 5 days of receipt	89%	92%	90%
Zoning enforcement cases received	338	280	300
Warning letters sent	171	140	150
First citations sent	26	20	30
Zoning enforcement cases closed	323	360	350
Zoning plan checks completed—initial review	1,079	1,100	1,100
Zoning plan checks completed—resubmitted	1,070	1,050	1,050
Zoning Information Reports prepared	545	450	400
People served at the Zoning Counter	11,653	11,000	11,000
Technology-related requests for assistance from staff and the public	89	110	100
Staff hours spent participating in Planning Division training sessions	43	35	40
Policies, procedures, or handouts updated	46	90	20
Modification items heard by the SHO	101	80	80
Hearings on development projects (former PC projects) by Staff Hearing Officer	17	6	10
SHO appeals	5	3	5

[This page intentionally left blank.]

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Changed the process and composition of the Sign Committee, in response to budget adjustments, to work in conjunction with the Historic Landmarks Commission and the Architectural Board of Review.

Design Review and Historic Preservation

(Program No. 2134)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Complete 85% of the Master Environmental Assessments (MEAs) on Design Review applications within 20 days of application receipt.
- Present 80% of design review applications (ABR, HLC, SFDB) to decision makers for review within 30 days of acceptance.
- Continue progress on the Historic Preservation Work Program, including the review of survey records development of Historic Resource Design Guidelines in conjunction with City's Historic Districting Plan; and preservation policies related to General Plan Historic Element.
- Work with the design review boards and commissions to conduct 1 training seminar on improving efficiency of board meetings.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012*	Proposed FY 2013
Authorized Positions	**8.10**	**7.96**	**7.96**	**9.21**	**9.21**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 255,363	$ 298,821	$ 206,000	$ 242,359	$ 254,800
General Fund Subsidy	605,186	587,734	618,805	731,538	776,547
Total Revenue	**$ 860,549**	**$ 886,555**	**$ 824,805**	**$ 973,897**	**$ 1,031,347**
Expenditures					
Salaries and Benefits	$ 716,000	$ 749,168	$ 687,168	$ 870,387	$ 927,741
Supplies and Services	144,549	132,181	132,431	98,304	98,400
Special Projects	-	2,461	1,706	1,706	1,706
Transfers Out	558	-	-	-	-
Non-Capital Equipment	-	3,500	3,500	3,500	3,500
Total Expenditures	**$ 861,107**	**$ 887,310**	**$ 824,805**	**$ 973,897**	**$ 1,031,347**

*** The Staff Hearing Officer, Environmental Review and Training section (2131) of the Planning Division has been eliminated and all expenses have been moved to the Development and Environmental Review (2132), Zoning (2133) and Design Review (2134) sections. Total expenditures for these four sections has decreased by $25,568.**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of MEAs completed within established time lines	94%	90%	85%
Percent of design review applications submitted within the established timelines	90%	90%	80%
Design Review applications received	565	330	400
ABR agenda items scheduled	304	300	280
HLC agenda items scheduled	239	232	270
SFDB agenda items scheduled	447	352	400
Administrative Staff review items	187	160	215
Mailed notices prepared for Design Review public hearings	174	120	170
Historic Resource Evaluations	141	112	125
Appeals filed to City Council	6	5	3
Percent of Design Review applications approved within 4 meetings or less	N/A	50%	50%

Design Review and Historic Preservation

(Program No. 2134)

Program Performance Measures (Cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of sign applications approved within two meetings or less	N/A	50%	50%
Sign review agenda items scheduled	145	94	100
Conforming Sign Review items	115	210	225

[This page intentionally left blank.]

COMMUNITY DEVELOPMENT PROGRAMS

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

Staff Hearing Officer, Environmental Review and Training Section

(Program No. 2135)

Budget and Program Objectives have been moved to:

Development and Environmental Review-2132 (formerly Development Review)

Zoning: Ordinance, Information and Enforcement-2133

and

Design Review and Historic Preservation-2134

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.90**	**6.20**	**6.20**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 103,358	$ 123,897	$ 59,500	$ -	$ -
General Fund Subsidy	570,435	613,638	679,645	-	-
Total Revenue	**$ 673,793**	**$ 737,535**	**$ 739,145**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 626,365	$ 691,820	$ 691,830	$ -	$ -
Supplies and Services	47,428	45,115	46,715	-	-
Non-Capital Equipment	-	600	600	-	-
Total Expenditures	**$ 673,793**	**$ 737,535**	**$ 739,145**	**$ -**	**$ -**

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Completed 100% of Specialty Plan Reviews within the 4 day review period.

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.

Key Objectives for Fiscal Year 2012

- Respond to 100% of inspection requests on the day scheduled for permitted work.
- Respond to 90% of code enforcement complaints within 5 working days from receipt of complaint.
- Perform 95% of specialty and commercial plan reviews within 4 working days.
- One inspector will receive Certified Accessibility Specialist certification.
- One inspector will obtain certification from the International Code Council in International Green Construction Code (IGCC).

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**8.35**	**8.35**	**8.35**	**8.35**	**8.35**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 964,836	$ 980,558	$ 929,532	$ 992,647	$ 1,097,653
Inter-fund Reimbursement	-	46,576	46,576	49,274	-
Total Revenue	**$ 964,836**	**$ 1,027,134**	**$ 976,108**	**$ 1,041,921**	**$ 1,097,653**
Expenditures					
Salaries and Benefits	$ 822,901	$ 865,220	$ 818,844	$ 888,624	$ 944,202
Supplies and Services	141,870	156,914	157,264	148,297	148,451
Special Projects	-	5,000	-	5,000	5,000
Non-Capital Equipment	65	-	-	-	-
Total Expenditures	**$ 964,836**	**$ 1,027,134**	**$ 976,108**	**$ 1,041,921**	**$ 1,097,653**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of inspection requests completed on the day scheduled for permitted work	100%	100%	100%
Percent of code complaints responded to within 5 working days	91%	90%	90%
Percent of specialty/commercial plan checks completed within 4 working days	97%	97%	95%
Building inspections completed	10,815	11,000	11,000
Code enforcement cases processed	367	330	340
Erosion control inspections completed	N/A	N/A	325
Specialty/commercial plan reviews completed	610	650	650
Permits resolved under Expired Permit Program	466	500	300

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Completed physical inventory and re-organization of over-sized commercial plans and implemented scanning and archiving process for Fire Sprinkler Calculations and Plans

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.

Key Objectives for Fiscal Year 2012

- Respond and deliver 100% of building and planning file document requests within 1 hour of receipt.
- Respond to 100% of commercial plan viewing requests within 72 hours of receipt.
- Respond to 100% of residential plan viewing requests within 10 business days of request.
- Ensure that 95% all building and planning documents are processed within ten days of receipt by Records, Archives and Clerical Services.
- Ensure that 100% of all Land Development team cash receipts are balanced on a daily basis.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.30**	**5.30**	**5.30**	**5.30**	**5.30**
Hourly Employee Hours	**158**	**0**	**0**	**950**	**800**
Revenues					
Fees and Service Charges	$ 473,983	$ 523,630	$ 507,705	$ 524,969	$ 543,923
Total Revenue	**$ 473,983**	**$ 523,630**	**$ 507,705**	**$ 524,969**	**$ 543,923**
Expenditures					
Salaries and Benefits	$ 345,806	$ 345,632	$ 346,132	$ 371,828	$ 390,664
Supplies and Services	121,857	158,098	141,673	129,241	129,359
Special Projects	3,124	9,500	9,500	9,500	9,500
Non-Capital Equipment	3,196	10,400	10,400	14,400	14,400
Total Expenditures	**$ 473,983**	**$ 523,630**	**$ 507,705**	**$ 524,969**	**$ 543,923**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of requests for files delivered within 1 hour of receipt	100%	100%	100%
Percent of viewing appointments for commercial plans filled within 72 hours of receipt	100%	100%	100%
Percent of viewing appointments for residential plans filled within 10 business days of request	100%	100%	100%
Percent of cash receipts received and balanced	99%	100%	100%
Document requests processed	36,657	25,000	30,000
Commercial plan viewings	N/A	N/A	350
Residential plan viewings	N/A	N/A	400
Documents scanned and filed	84,283	120,000	85,000
Register transactions	7,168	7,200	7,200

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Issued 115 Cottage work-Force Housing permits.

Building Counter and Plan Review

(Program No. 2143)

Mission Statement

Provide customer service in the areas of project plan review, permit issuance, and building code expertise 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.

Key Objectives for Fiscal Year 2012

- Complete 75% of building permit initial reviews within the promised timelines.
- Complete 75% of building permit re-submittals within the promised timelines.
- Complete 80% of building permit revisions within the promised timelines.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**9.35**	**9.35**	**9.35**	**9.35**	**9.35**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 1,653,458	$ 1,429,112	$ 1,943,794	$ 1,503,384	$ 1,470,644
Other Revenue	20,704	25,000	25,800	25,600	25,620
Total Revenue	**$ 1,674,162**	**$ 1,454,112**	**$ 1,969,594**	**$ 1,528,984**	**$ 1,496,264**
Expenditures					
Salaries and Benefits	$ 920,617	$ 997,893	$ 932,893	$ 986,839	$ 1,059,203
Supplies and Services	160,604	204,210	161,921	189,066	223,876
Transfers Out	90,014	50,300	80,000	96,000	98,880
Indirect Overhead	502,927	201,709	794,780	257,079	114,305
Non-Capital Equipment	-	-	-	-	-
Total Expenditures	**$ 1,674,162**	**$ 1,454,112**	**$ 1,969,594**	**$ 1,528,984**	**$ 1,496,264**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of initial reviews completed within the promised timeline	87%	75%	75%
Percent of re-submittals completed within the promised timeline	90%	76%	75%
Percent of revisions completed within the promised timeline	87%	81%	80%
Permits issued	2,425	2,200	2,500
Staff hours devoted to PRT and DART reviews	272	220	250
Plan reviews and re-submittals completed	2,626	2,300	2,500
“Over-the-Counter” permits issued	1,720	1,500	1,600
New permit applications	2,709	2,500	2,500

[This page intentionally left blank.]

Community Promotions

About Community Promotions

The Community Promotions department is used to account for costs not directly related to any specific department. It consists of two programs: the General Government program and the Community Promotions 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 Community Promotions program includes funding for a number of non-profit organizations in the City that coordinate festivals and events during the peak visitor season during the summer, including Fiesta, Santa Barbara Symphony 4th of July Concert, and Summer Solstice Celebration.

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

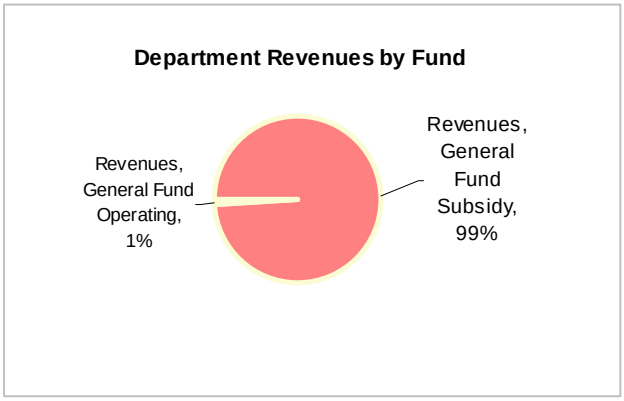
Community Promotions

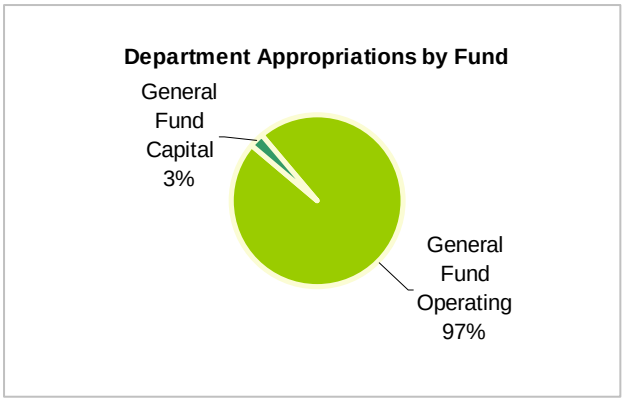
Department Financial Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Revenues					
Fees and Service Charges	$ -	$ -	$ -	$ 32,659	$ -
General Fund Subsidy	2,710,380	3,764,520	2,811,144	3,252,887	3,547,623
Total Department Revenue	**$ 2,710,380**	**$ 3,764,520**	**$ 2,811,144**	**$ 3,285,546**	**$ 3,547,623**
Expenditures					
Supplies and Services	$ 23,031	$ 22,272	$ 22,272	$ 22,272	$ 22,272
Special Projects	-	-	-	-	-
Appropriated Reserve	-	942,979	-	432,914	266,943
Community Promotions	1,743,858	1,897,154	1,885,063	1,917,872	1,885,213
Miscellaneous	1,694	-	1,694	-	-
Transfers Out	418,627	393,945	393,945	823,483	812,625
Operating Expenditures	**$ 2,187,210**	**$ 3,256,350**	**$ 2,302,974**	**$ 3,196,541**	**$ 2,987,053**
General Fund Capital Transfer	$ 523,170	$ 508,170	$ 508,170	$ 89,005	$ 560,570
Total Expenditures	**$ 2,710,380**	**$ 3,764,520**	**$ 2,811,144**	**$ 3,285,546**	**$ 3,547,623**

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

Department Fund Composition





COMMUNITY PROMOTIONS PROGRAMS

➢ **Community Promotions**
General Government

Community Promotions

(Program No. 9331)

Mission Statement

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

Program Activities

- Administer contracts between the City and various grantee organizations that enhance tourism and promote events and festivals.
- Disburse funds to grantee organizations.
- Grantee organizations include:
  - Santa Barbara Symphony 4th of July Concert
  - Downtown Visitor Restrooms
  - Old Spanish Days Fiesta
  - Santa Barbara Conference and Visitors Bureau (SBCVB)
  - Santa Barbara Visitors' Information Center
  - Summer Solstice Celebration
  - Santa Barbara International Film Festival
  - Santa Barbara Channels

Financial Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Revenues					
Fees and Service Charges	$ -	$ -	$ -	$ 32,659	$ -
General Fund Subsidy	1,743,858	1,897,154	1,885,063	1,885,213	1,885,213
Total Revenue	**$ 1,743,858**	**$ 1,897,154**	**$ 1,885,063**	**$ 1,917,872**	**$ 1,885,213**
Expenditures					
Community Promotions	$ 1,743,858	$ 1,897,154	$ 1,885,063	$ 1,917,872	$ 1,885,213
Total Expenditures	**$ 1,743,858**	**$ 1,897,154**	**$ 1,885,063**	**$ 1,917,872**	**$ 1,885,213**

COMMUNITY PROMOTIONS PROGRAMS

Community Promotions
➢ General Government

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.

Key Objectives for Fiscal Year 2012

- 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 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Revenues					
General Fund Subsidy	$ 966,522	$ 1,867,366	$ 926,081	$ 1,367,674	$ 1,662,410
Total Revenue	**$ 966,522**	**$ 1,867,366**	**$ 926,081**	**$ 1,367,674**	**$ 1,662,410**
Expenditures					
Supplies and Services	$ 23,031	$ 22,272	$ 22,272	$ 22,272	$ 22,272
Special Projects	-	-	-	-	-
Appropriated Reserve	-	942,979	-	432,914	266,943
Miscellaneous	1,694	-	1,694	-	-
Transfers Out	418,627	393,945	393,945	823,483	812,625
Operating Expenditures	**$ 443,352**	**$ 1,359,196**	**$ 417,911**	**$ 1,278,669**	**$ 1,101,840**
General Fund Capital Transfer	$ 523,170	$ 508,170	$ 508,170	$ 89,005	$ 560,570
Total Expenditures	**$ 966,522**	**$ 1,867,366**	**$ 926,081**	**$ 1,367,674**	**$ 1,662,410**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
General fund capital program as a percent of total General Fund operating budget *	1.27%	0.82%	0.74%
Long-term debt as a percent of total General Fund operating budget *	0.33%	0.34%	0.34%

* Calculated as a percent of adopted budget.

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Finance

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

About Finance

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

Fiscal Year 2012 Budget Highlights

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

DEPARTMENT SUMMARY

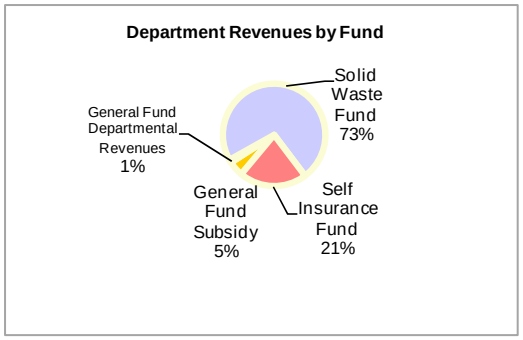
Finance

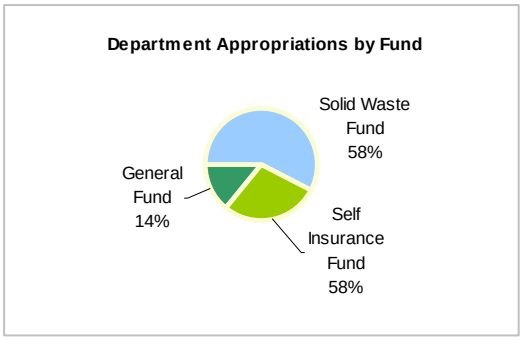
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**50.20**	**48.50**	**48.50**	**46.50**	**46.50**
Hourly Employee Hours	**1,818**	**2,198**	**830**	**1,708**	**1,642**
Revenues					
Donations	$ 100,000	$ 94,435	$ 98,695	$ 80,000	$ 80,000
Fees and Service Charges	16,683,941	17,241,930	16,629,723	17,706,946	18,231,366
Insurance Premiums	2,950,613	2,583,750	2,583,751	2,547,084	2,598,025
Interest Income	253,726	189,900	180,164	161,700	161,700
Inter-fund Reimbursement	1,029	-	82,255	-	150,000
Intergovernmental	891,136	23,000	424,000	396,000	218,000
Licenses	8,355	9,000	9,486	9,000	9,000
OSH Premiums	302,518	277,322	277,322	182,894	187,961
Other Revenue	320,014	334,667	380,869	366,600	366,600
Transfers In	-	-	-	23,686	-
Workers Comp. Premiums	2,482,928	2,643,581	2,643,581	2,500,000	2,600,000
Overhead Allocation Recovery	3,182,845	2,936,466	2,936,466	2,935,330	3,024,259
General Fund Subsidy	1,087,068	1,061,601	899,215	1,206,420	1,364,418
Total Department Revenue	**$ 28,264,173**	**$ 27,395,652**	**$ 27,145,527**	**$ 28,115,660**	**$ 28,991,329**
Expenditures					
Salaries and Benefits	$ 4,596,457	$ 4,719,045	$ 4,271,130	$ 4,598,093	$ 4,884,958
Supplies and Services	20,867,147	22,293,593	22,345,402	22,658,601	23,331,634
Special Projects	1,379,447	921,389	771,467	634,137	655,054
Appropriated Reserve	-	48,671	-	13,531	-
Premium Rebate	780,000	-	-	3,694,328	-
Non-Capital Equipment	46,086	937,208	923,280	12,500	12,500
Tax Expense	7,435	12,000	12,000	12,000	12,000
Transfers Out	13,736	767,988	767,988	60,503	60,503
Total Department Expenditures	**$ 27,690,308**	**$ 29,699,894**	**$ 29,091,267**	**$ 31,683,693**	**$ 28,956,649**
Addition to (Use of) Reserves	**$ 573,865**	**$ (2,304,242)**	**$ (1,945,740)**	**$ (3,568,033)**	**$ 34,680**

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

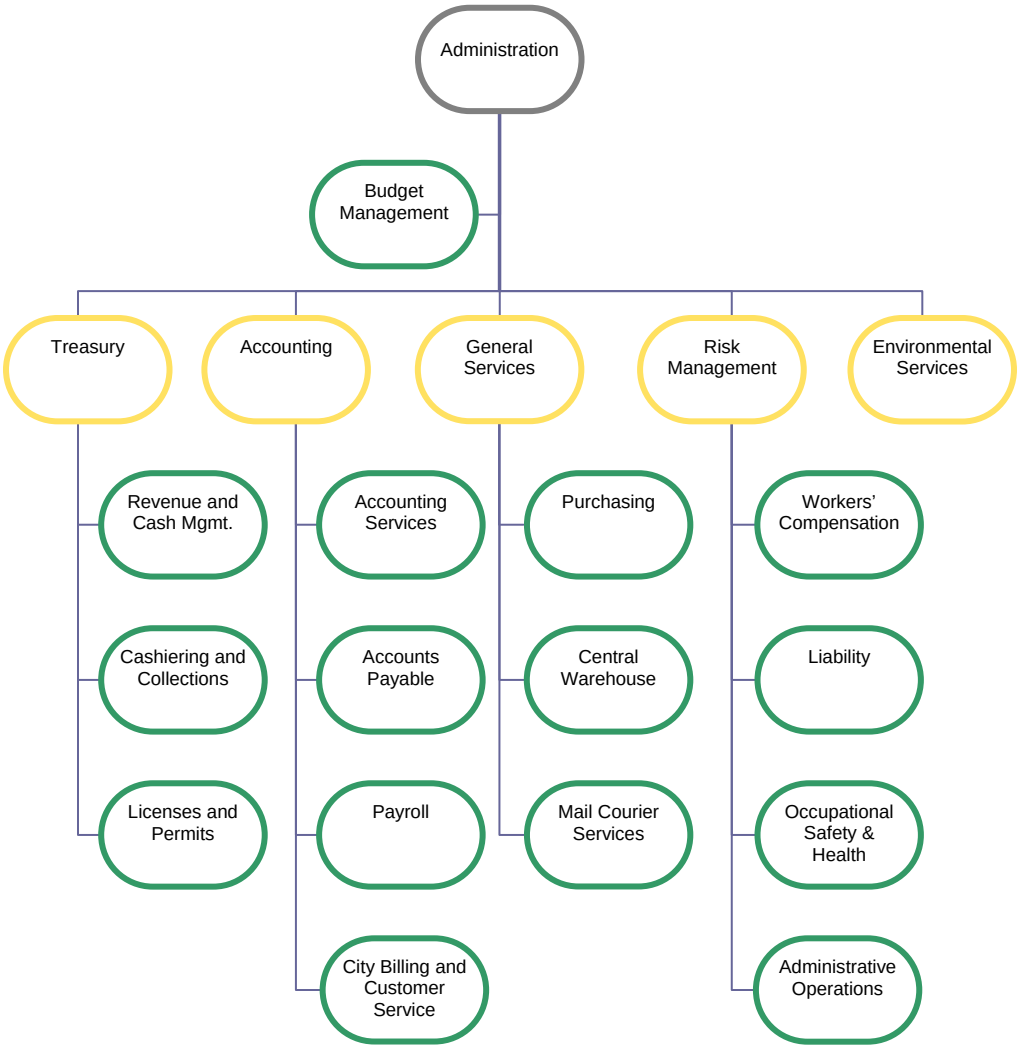
Department Fund Composition





Finance

Program Organizational Chart



FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

In conjunction with County of Santa Barbara staff, recently completed the evaluation of contractors for the potential installation of a new facility at the Tajiguas Landfill to substantially reduce the volume of trash buried.

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).
- Administer the City's cable television franchise.

Key Objectives for Fiscal Year 2012

- Ensure that Finance Programs meet 75% of their program objectives.
- Administer the City's non-exclusive cable television franchise agreement with Cox Communications and ensure that franchisee is in compliance with the franchise requirements.
- In partnership with the County, finalize the selection process of a conversion technology vendor.
- Conduct a Request for Proposal process for the selection of a refuse hauler in Zone 1 of the City.
- Select a vendor to replace the City's Financial Management System by February 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.00**	**1.35**	**1.35**	**1.30**	**1.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 1,294	$ -	$ 2,818	$ -	$ -
Overhead Allocation Recovery	157,945	140,602	140,602	118,025	121,566
General Fund Subsidy	469,372	84,644	66,863	101,073	127,780
Total Revenue	**$ 628,611**	**$ 225,246**	**$ 210,283**	**$ 219,098**	**$ 249,346**
Expenditures					
Salaries and Benefits	$ 193,901	$ 149,672	$ 149,678	$ 149,344	$ 159,039
Supplies and Services	78,924	63,574	48,605	57,754	57,907
Special Projects	348,351	-	-	-	20,400
Tax Expense	7,435	12,000	12,000	12,000	12,000
Total Expenditures	**$ 628,611**	**$ 225,246**	**$ 210,283**	**$ 219,098**	**$ 249,346**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Finance program objectives met	76%	80%	75%
Percent of Environmental Services division objectives met	50%	80%	80%
EMLAP loans administered	38	36	36

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Performed an evaluation of cash controls for banking transactions and implemented new procedures to strengthen controls and eliminate errors.

Revenue & Cash Management

(Program No. 1412)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Maintain an average "AAA" credit quality for securities in the portfolio.
- Submit 100% of monthly investment reports to City Council within 30 days of month-end.
- Conduct a monthly analysis of all City revenues.
- 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 FY 12 by September 30, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.60**	**2.70**	**2.70**	**2.60**	**2.60**
Hourly Employee Hours	**120**	**120**	**120**	**120**	**120**
Revenues					
Overhead Allocation Recovery	$ 298,979	$ 252,841	$ 252,841	$ 290,365	$ 299,076
General Fund Subsidy	83,929	189,266	196,623	191,696	205,424
Total Revenue	**$ 382,908**	**$ 442,107**	**$ 449,464**	**$ 482,061**	**$ 504,500**
Expenditures					
Salaries and Benefits	$ 254,054	$ 311,687	$ 323,298	$ 302,361	$ 324,774
Supplies and Services	128,596	130,420	126,166	129,700	129,726
Special Projects	-	-	-	50,000	50,000
Non-Capital Equipment	258	-	-	-	-
Total Expenditures	**$ 382,908**	**$ 442,107**	**$ 449,464**	**$ 482,061**	**$ 504,500**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Credit rating of portfolio holdings	AAA	AAA	AAA
Variance between the City portfolio and LAIF book rates of return	+2.03%	+1.65%	< 1%
Months in which investment report is submitted within 30 days	12	12	12
Average portfolio balance	$163.2 M	$156.5 M	$160 M
Average days to maturity of portfolio	880 days	900 days	900 days

FINANCE PROGRAMS

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

Cashiering & Collections

(Program No. 1413)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Accurately process 99% of treasury receipts on the day received.
- Accurately prepare deposit summary and daily bank deposits with less than 10 correcting entries needed.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.20**	**4.20**	**4.20**	**4.20**	**4.20**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 93	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	380,557	419,606	388,097	376,659	387,959
General Fund Subsidy	28,906	-	-	40,521	52,998
Total Revenue	**$ 409,556**	**$ 419,606**	**$ 388,097**	**$ 417,180**	**$ 440,957**
Expenditures					
Salaries and Benefits	$ 338,421	$ 345,273	$ 316,506	$ 339,569	$ 363,289
Supplies and Services	71,135	74,333	71,591	77,611	77,668
Total Expenditures	**$ 409,556**	**$ 419,606**	**$ 388,097**	**$ 417,180**	**$ 440,957**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of treasury receipts processed on day received	99.4%	99%	99%
Correcting entries for daily deposit summary and bank deposit	7	6	<10
Payments processed at public counter	50,560	49,800	50,000
Utility billing lockbox payments processed	173,896	159,800	150,000
Transient Occupancy Tax (TOT) payments recorded and reconciled monthly	100	140	150
Utility Users Tax (UUT) payments recorded and reconciled monthly	162	161	165

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Successfully adopted and implemented the Santa Barbara South Coast Tourism Business Improvement District which established additional funding for regional tourism marketing.

Licenses & Permits

(Program No. 1414)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Locate 125 unlicensed businesses using periodicals, Franchise Tax Board and State Board of Equalization sources.
- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses with the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 24, 2012.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the cities of Santa Barbara and Carpinteria and remit to the Santa Barbara Conference and Visitors' Bureau and Film Commission on a monthly basis.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.95**	**3.95**	**3.95**	**3.95**	**3.95**
Hourly Employee Hours	**0**	**0**	**0**	**1,000**	**1,000**
Revenues					
Fees and Service Charges	$ 11,437	$ 7,000	$ 7,000	$ 32,000	$ 32,000
Licenses	8,355	9,000	9,486	9,000	9,000
Other Revenue	700	-	-	-	-
Overhead Allocation Recovery	154,206	124,611	156,120	113,962	117,380
General Fund Subsidy	201,279	242,833	175,518	262,596	281,261
Total Revenue	**$ 375,977**	**$ 383,444**	**$ 348,124**	**$ 417,558**	**$ 439,641**
Expenditures					
Salaries and Benefits	$ 319,066	$ 320,739	$ 288,376	$ 355,288	$ 377,329
Supplies and Services	56,911	62,705	59,748	62,270	62,312
Total Expenditures	**$ 375,977**	**$ 383,444**	**$ 348,124**	**$ 417,558**	**$ 439,641**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
New businesses located from reference sources	327	125	125
New business licenses issued	1,793	1,620	1,650
Business license renewals	12,777	11,412	11,500
Business license delinquency notices	3,392	3,114	3,100
Percent of business licenses paid by due date	75.5%	70%	75%
Assessment district billings	4,590	4,500	4,500
Assessment district delinquency notices	1,155	950	950
Percent of PBIA assessments paid by due date	73.7%	70.5%	75%
Percent of accounts sent to collections	1.8%	2.2%	2%
TBID collections processed	$0	$366,200	$750,000

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Continue to improve the Financial Management System budget module for greater efficiency in preparing the budget document.

Budget Management

(Program No. 1415)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Complete 85% of all budget journal entries to record budget amendments within 4 working days of approval.
- Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2012 and 2013 by July 31, 2011.
- Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award for the Adopted Two-Year Financial Plan for Fiscal Years 2012 and 2013.
- Submit the Fiscal Year 2013 Recommended Mid-Cycle Budget Addendum to Council and the City Clerk before May 1, 2012 in accordance with the Council-established budget filing deadline.
- Project General Fund non-departmental revenues within a 2% margin in relation to mid-year projections.
- Maintain minimum distribution of printed budget documents only to City Council and Executive Management to reduce paper use and waste.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.55**	**2.40**	**2.40**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 249,524	$ 198,239	$ 198,239	$ 195,652	$ 201,522
General Fund Subsidy	113,632	178,570	185,764	200,692	218,493
Total Revenue	**$ 363,156**	**$ 376,809**	**$ 384,003**	**$ 396,344**	**$ 420,015**
Expenditures					
Salaries and Benefits	$ 292,808	$ 303,376	$ 301,570	$ 321,783	$ 345,414
Supplies and Services	70,348	67,433	67,433	67,061	67,101
Special Projects	-	6,000	15,000	7,500	7,500
Total Expenditures	**$ 363,156**	**$ 376,809**	**$ 384,003**	**$ 396,344**	**$ 420,015**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of budget journal entries completed within 4 working days	80%	85%	85%
Budget adjustments	178	150	150
Days to produce the adopted budget document after fiscal year-end	31	31	31

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Reviewed, analyzed, and revised CAFR to be more readable and provide additional disclosures to allow users to better understand the City's financial position and operations

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 Reports for the City and the Redevelopment Agency.
- 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.

Key Objectives for Fiscal Year 2012

- Compile and produce the annual Comprehensive Annual Financial Reports (CAFRs) for the City and the Redevelopment Agency within 170 days of fiscal year-end.
- Receive an unqualified audit opinion for the annual financial statement audit for the City and Redevelopment Agency (RDA).
- Receive Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.
- Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.
- Complete 100% of general ledger monthly closings within 7 working days of month-end.
- Complete and input 100% of regular monthly interim financial reports into Legistream within 45 days of month end.
- Publish City and RDA CAFRs on the City's website within 7 days of presentation to City Council.
- Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2012.
- Limit the number of bound copies of the RDA and City CAFRs printed for distribution to 35 by issuing electronic versions of the reports (via CD, email, or Internet access).

Key Objectives for Fiscal Year 2012 (cont'd)

- Complete and file all State Controller's Reports before the deadlines.
- Complete the annual reserve allocation within 150 days of year end.
- Perform a successful recruitment and engage auditors for the annual financial audits.
- Select a vendor to replace the City's Financial Management System by February 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.35**	**3.10**	**3.10**	**3.10**	**3.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 351,134	$ 245,380	$ 245,380	$ 271,401	$ 280,411
General Fund Subsidy	69,844	144,246	165,354	207,512	225,297
Total Revenue	**$ 420,978**	**$ 389,626**	**$ 410,734**	**$ 478,913**	**$ 505,708**
Expenditures					
Salaries and Benefits	$ 286,189	$ 269,597	$ 281,823	$ 360,646	$ 387,405
Supplies and Services	134,789	120,029	128,911	118,267	118,303
Total Expenditures	**$ 420,978**	**$ 389,626**	**$ 410,734**	**$ 478,913**	**$ 505,708**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Days after June 30 to issue City and RDA CAFRs	162	175	170
Unqualified audit opinions	2	2	2
Audit adjustments required by independent auditor	2	2	2
Awards for achievement in financial reporting	1	1	1
Percent of bank statements completed within 45 days	83%	75%	100%
Percent of general ledger closings completed within 7 working days of month-end	83%	100%	100%
Percent of interim financial reports submitted to Council within 60 days	83%	100%	100%
Journal entries posted	1742	1750	1700
Percent of State Controller's reports prepared and filed before the deadlines	N/A	N/A	100%
Printed copies of the CAFRs distributed	40	35	35
Overtime hours worked by staff and manager	651	850	600
Days from year end to complete annual reserve allocation	N/A	N/A	150

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

All FMS payroll reports were converted to electronic format on April 30, 2010, resulting in annual budget savings for supplies and services of $6,800-$8,400.

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.

Key Objectives for Fiscal Year 2012

- Process and pay payroll accurately and timely 99.9% of the time.
- Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.
- Reconcile 11 of 12 monthly insurance billings within 30 days of receipt from benefits administrator.
- Prepare 2011 W-2 forms for distribution by January 24, 2012.
- Audit and reconcile all payroll tax and liability accounts, and adjust the general ledger as necessary, at the end of the fiscal year.
- Ensure that 100% of program staff attend City computer training classes related to job duties in order to maintain and/or upgrade computer skills.

Key Objectives for Fiscal Year 2012 (cont'd)

- Review remaining 45 of 90 printed reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate.
- Increase the number of employees opting out of printed pay advices by 50 to a projected total of 650 employees.
- Identify and implement 2 new automated procedures as determined by Payroll staff (in collaboration with Information Systems staff) and report any paper reduction realized.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.45**	**2.45**	**2.45**	**2.45**	**2.45**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 2	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	123,163	116,543	116,543	114,536	117,972
General Fund Subsidy	144,300	149,913	142,239	153,938	164,132
Total Revenue	**$ 267,465**	**$ 266,456**	**$ 258,782**	**$ 268,474**	**$ 282,104**
Expenditures					
Salaries and Benefits	$ 214,929	$ 215,716	$ 209,846	$ 217,662	$ 230,728
Supplies and Services	52,536	50,740	48,936	50,812	51,376
Total Expenditures	**$ 267,465**	**$ 266,456**	**$ 258,782**	**$ 268,474**	**$ 282,104**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Accuracy rate of timesheet data entry	99.97%	99.96%	99.9%
Accuracy rate of timesheets submitted by departments	96.35%	96.41%	96%
Percent of insurance billings reconciled within 30 days	100%	100%	91.6%
Dollar value of benefits and withholding accounts reconciled bi-weekly per payroll staff member	$4,445,666	$4,372,958	$4,400,000
City employees per payroll staff member	649	639	640
Program cost per paycheck issued	$5.25	$4.90	$5.00
Program cost per timesheet processed	$5.62	$5.09	$5.25
W-2's issued annually	1,978	1,926	1,950
Percent of staff hours worked per quarter	86.80%	88.09%	88%

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Total value of discounts utilized during calendar year 2010 resulted in City savings of $7,675. Implemented electronic filing of quarterly state sales and use taxes, to comply with State Board of Equalization.

Accounts Payable

(Program No. 1433)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Issue 99% of vendor payments within 2 working days of receipt of claim for payment.
- Issue 99% of payments to vendors, error free.
- Complete implementation of accounts payable cross-training for all payroll staff.
- Prepare 2011 1099-MISC forms for distribution by January 24, 2012.
- Ensure that 100% of program staff attend City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Review 5 accounts payable financial reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate or consolidate them as appropriate.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.75**	**1.75**	**1.75**	**1.75**	**1.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 141,419	$ 136,973	$ 136,973	$ 134,854	$ 138,900
General Fund Subsidy	62,075	70,718	63,986	72,978	77,910
Total Revenue	**$ 203,494**	**$ 207,691**	**$ 200,959**	**$ 207,832**	**$ 216,810**
Expenditures					
Salaries and Benefits	$ 140,922	$ 141,826	$ 139,962	$ 142,962	$ 151,234
Supplies and Services	62,572	65,865	60,997	64,870	65,576
Total Expenditures	**$ 203,494**	**$ 207,691**	**$ 200,959**	**$ 207,832**	**$ 216,810**

Program Performance Measures

Performance Measure	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of payments issued within 2 working days after receipt of claim	100%	100%	99%
Percent of payments issued error free to vendors	99.41%	99.38%	99%
Invoices processed	51,941	51,566	52,000
Program cost per payment issued	$10.32	$10.26	$10.25
Percentage of available discounts taken by departments	47.22%	66.44%	60%
Percentage of available discounts taken by A/P staff	36.88%	23.46%	30%
Total value of discounts available	$8,331	$9,564	$10,500
Total value of discounts utilized	$7,007	$8,598	$9,400

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Performed an internal audit and updated 'Property Owner Continuous Water Service Agreement' files.

City Billing & Customer Service

(Program No. 1434)

Mission Statement

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

Program Activities

- Prepare and mail approximately 379,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 27,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Maintain and manage an automatic payment option for customers to have their bills paid automatically from their checking account.
- Process approximately 17,000 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Key Objectives for Fiscal Year 2012

- Accurately input 99% of newly-created auto-payment account information for utility billing, airport and harbor slip customers.
- Notify 99% of Extraordinary Water Use applicants of credit determination within 30 days of receipt of application.
- Issue 99% of refunds due on closed water accounts within 30 days.
- Prepare comprehensive written procedures for major components of the utility billing system and other important functions of the division.
- Provide customer assistance with the implementation of the online utility billing service.
- Perform customer outreach to encourage the receipt of electronic bills in-lieu of mailed paper bills.
- Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.65**	**3.85**	**3.85**	**3.85**	**3.85**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 187,700	$ 175,000	$ 210,000	$ 210,000	$ 210,000
Overhead Allocation Recovery	620,261	623,738	623,738	614,364	632,796
Total Revenue	**$ 807,961**	**$ 798,738**	**$ 833,738**	**$ 824,364**	**$ 842,796**
Expenditures					
Salaries and Benefits	$ 265,820	$ 321,581	$ 295,718	$ 320,323	$ 347,055
Supplies and Services	247,275	254,225	256,596	263,312	265,842
Total Expenditures	**$ 513,095**	**$ 575,806**	**$ 552,314**	**$ 583,635**	**$ 612,897**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of water refunds issued within 30 days of account closure	100%	99%	99%
Accuracy rate of data entry of auto-payment information	99%	98%	99%
Percent of Extraordinary Water Use applicants notified in 30 days	99.5%	99%	99%
Bills issued annually	373,704	379,000	379,000
Service orders prepared annually	16,476	17,000	17,000
Phone call received from customers annually	28,716	26,400	25,000
Average time customer service representative spent on each call	N/A	N/A	2 minutes
Customers on automatic pay including utility bills, airport and harbor	6,127	6,500	6,500

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Developed a calendar to manage expiring contracts; realized significant cost savings from bidding contracts for ordinary goods and services.

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 services that meet the City's needs.
- Leverage the City's purchasing power and resources by utilizing cooperative purchasing contract when 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

Key Objectives for Fiscal Year 2012

- Re-bid 95% of the Blanket Purchase Orders over $40,000 upon expiration of the current terms or receipt of new requests.
- Issue Purchase Orders under $25,000 within 15 calendar days from receipt of completed requisition
- Issue Purchase Orders over $25,000 within 45 calendar days from receipt of completed requisition.
- Conduct at least 1 class to train City staff on the City's purchasing policies and procedures.
- Complete an internal customer satisfaction survey and achieve a customer satisfaction rating of 90% or higher.
- Complete an external customer (vendors/contractors) satisfaction survey.
- Track cost savings on formal bids for ordinary services and goods.
- Increase City department participation in on-line ordering to 75% of office supply orders versus phone or fax submittals
- Conduct a class on writing specifications to encourage green purchasing solutions

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**6.00**	**5.90**	**5.90**	**5.75**	**5.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 508,375	$ 484,889	$ 484,889	$ 545,148	$ 561,503
General Fund Subsidy	131,692	172,309	137,728	114,196	133,552
Total Revenue	**$ 640,067**	**$ 657,198**	**$ 622,617**	**$ 659,344**	**$ 695,055**
Expenditures					
Salaries and Benefits	$ 552,227	$ 562,985	$ 536,941	$ 559,925	$ 595,579
Supplies and Services	87,840	94,213	85,676	99,419	99,476
Total Expenditures	**$ 640,067**	**$ 657,198**	**$ 622,617**	**$ 659,344**	**$ 695,055**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Blanket Purchase Orders over $40,000 re-bid	92%	95%	95%
Days to process requisitions under $25,000	2.95	10	15
Days to process requisitions over $25,000	44	45	45
Purchase Orders issued (all categories), including change orders	2,876	4,000	4,000
Purchase Orders for routine services and supplies over $2,500	1,056	1,000	1,000
Blanket Purchase Orders issued for ordinary services and supplies	915	950	950
Purchase Orders issued for Professional Services and Contracts	86	200	200
Change Orders issued	819	950	950
Request for Proposal/Qualifications advertised	7	10	10
Request for Bids advertised for ordinary services and materials	88	125	125
Percent of sole source Purchase Orders for ordinary services and material	8%	5%	5%
Average purchase orders processed per Buyer	957	1,400	1,400
Percent of on-line ordering of office supplies	76%	75%	75%
Percent of overall customer satisfaction rating	89%	N/A	90%

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Oversaw the assembly and delivery of Cleaning Kits used by Looking Good Santa Barbara at their annual clean ups. Approximately 600 kits were distributed to volunteers.

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.
- Perform 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.

Key Objectives for Fiscal Year 2012

- Maintain an accuracy rate of 99% for monthly inventory counts.
- Process and fill 99% of issue requisitions within 1 day.
- Achieve a turnover rate for 20 key items of 12 times per year.
- Increase the percent of inventory items under contract.
- Review auction processes for surplus items, consider online and onsite.
- Create a SharePoint page for Central Warehouse.
- Perform a Customer Satisfaction Survey by May 31, 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.40**	**1.10**	**1.10**	**1.20**	**1.20**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 157,351	$ 154,574	$ 154,574	$ 125,045	$ 128,796
General Fund Subsidy	20,592	3,710	-	34,965	36,631
Total Revenue	**$ 177,943**	**$ 158,284**	**$ 154,574**	**$ 160,010**	**$ 165,427**
Expenditures					
Salaries and Benefits	$ 105,384	$ 79,103	$ 77,161	$ 87,379	$ 92,733
Supplies and Services	72,379	78,681	75,838	72,131	72,194
Special Projects	180	500	-	500	500
Total Expenditures	**$ 177,943**	**$ 158,284**	**$ 152,999**	**$ 160,010**	**$ 165,427**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of accurate monthly inventory counts	99.87%	99%	99%
Percent of issue requisitions processed within 1 working day	100%	100%	99%
Inventory turnover rate for 20 key items (times per year)	12.4	12	12
Percent of monthly inventory counts completed within 1 working day	100%	100%	100%
Issue requisitions processed	2,923	3,000	3,500
Orders processed from vendors	401	450	500
Stock items on hand	1,254	1,250	1,250
Inventory turnover rate for 20 key items (times per year)	12.4	12	12

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Customer Satisfaction Survey results were rated good- excellent.

Mail Courier Services

(Program No. 1452)

Mission Statement

Collect and distribute U.S. Postal Service and interdepartmental mail to all City departments accurately and efficiently.

Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail twice daily.
- Provide interoffice mail courier service to 33 stops at City offices and selected outside agencies.
- Process outgoing U.S.P.S. mail daily.
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Track certified mail receipts to ensure that receipts are returned to the right departments.

Key Objectives for Fiscal Year 2012

- Process and send 99% of the routine outgoing U.S.P.S. mail within 1 working day.
- Provide mail services according to the published mail schedule.
- Complete an internal customer satisfaction survey and achieve a customer satisfaction rating of 80% or higher.
- Provide backup support for central stores.
- Maintain the monthly reporting of mail charges and volume on SharePoint page.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.20**	**1.10**	**1.10**	**1.20**	**1.20**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	39,931	$ 38,470	$ 38,470	$ 35,319	$ 36,378
General Fund Subsidy	56,313	48,324	48,139	66,982	70,839
Total Revenue	**$ 96,244**	**$ 86,794**	**$ 86,609**	**$ 102,301**	**$ 107,217**
Expenditures					
Salaries and Benefits	$ 83,668	$ 74,758	$ 71,892	$ 88,533	$ 93,449
Supplies and Services	9,681	12,036	11,745	13,768	13,768
Non-Capital Equipment	2,895	-	2,972	-	-
Total Expenditures	**$ 96,244**	**$ 86,794**	**$ 86,609**	**$ 102,301**	**$ 107,217**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of U.S.P.S. outgoing mail sent within 1 working day	100%	100%	99%
Percent of mail stops completed on-schedule	100%	100%	100%
Percent of Customer satisfaction	N/A	N/A	80%
Pieces of outgoing U.S.P.S mail processed	147,333	120,000	120,000
Pieces of interoffice mail and correspondence delivered	14,628	8,500	10,000
Percent of damaged or spoiled mail	N/A	N/A	<.02%
Percent of mail returned for incorrect postage	N/A	N/A	0%
Labor cost per piece of outgoing U.S.P.S. mail	$0.30	$0.64	$0.24
Mail stops per day	N/A	32	33

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Modified Duty Program reduced temporary disability payments by $320,638 in FY 10; claims filed remain at historic low levels for the fifth consecutive year.

Workers' Compensation

(Program No. 1461)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Conduct annual claim review of all open claims with the 4 departments with the highest claims frequency; and semi-annually post open claim data.
- Obtain 50% of the industrial injury preventability determination reports from operating departments.
- Complete investigation of 50% of the industrial injuries with lost time within 45 days of knowledge.
- Audit performance of the Third Party Administrator. Submit audit report by December 31, 2011.
- Purge workers' compensation claim records held in storage as allowed by State law by December 31, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.60**	**1.55**	**1.55**	**1.55**	**1.55**
Hourly Employee Hours	**117**	**78**	**150**	**196**	**130**
Revenues					
Other Revenue	$ 762	$ -	$ 8,334	$ -	$ -
Workers' Comp. Premiums	2,482,928	2,643,581	2,643,581	2,500,000	2,600,000
Total Revenue	**$ 2,483,690**	**$ 2,643,581**	**$ 2,651,915**	**$ 2,500,000**	**$ 2,600,000**
Expenditures					
Salaries and Benefits	$ 164,608	$ 178,976	$ 170,010	$ 192,432	$ 202,739
Supplies and Services	1,368,124	2,070,533	2,001,228	2,086,504	2,211,538
Special Projects	-	-	-	-	100
Appropriated Reserve	-	6,953	-	-	-
Premium Rebate	780,000	-	-	3,694,328	-
Total Expenditures	**$ 2,312,732**	**$ 2,256,462**	**$ 2,171,238**	**$ 5,973,264**	**$ 2,414,377**
Addition to (Use of) Reserves	**$ 170,958**	**$ 387,119**	**$ 480,677**	**$ (3,473,264)**	**$ 185,623**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Annual review of open claims with highest claims departments	8	4	4
Percent of preventability reports received from departments	64%	50%	50%
Percent of industrial injuries investigated	54%	35%	50%
Total claim costs (paid and reserved) current FY	$823,614	$912,860	$894,702
Annual gross amount of medical costs billed (all open claims)	$1,558,713	$1,781,737	$1,654,225
Annual gross amount of medical costs paid (all open claims)	$638,078	$737,469	$594,042
Annual cost of professional medical bill review services (all open claims)	$72,562	$74,000	$73,689
Claims filed (current FY only)	133	147	152
Number of open claims all years at FYE	175	175	167
Litigation Ratio, Number of active litigated claims divided by the number of open claims (all years)	10%	20%	20%
Percent of claims filed without lost time	59%	58%	66%
Percent of eligible employees placed in a modified work assignment.	97%	95%	94%
Number of Modified Duty days worked.	1,589	2,700	2,047
Modified Duty cost savings	$236,462	$423,000	$320,646

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

The downward trend in claims costs continues for the third consecutive year.

The upward trend in the receipt of Collision Preventability Determinations continues for the third consecutive year.

Liability

(Program No. 1462)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Complete 90% of claims investigations within 45 days.
- Route 90% of public hazard concerns to the appropriate department within 2 working days.
- Obtain 90% of collision preventability determination reports from the operating departments.
- Update the Liability Section (Chapters 3 – 5) of the Risk Management Manual by March 31, 2012.
- Update the Risk Management General Liability Frequency and Severity Report by September 30, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.10**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**466**	**1,000**	**560**	**392**	**392**
Revenues					
Insurance Premiums	$ 1,940,613	$ 1,722,907	$ 1,722,908	$ 1,547,084	$ 1,578,025
Other Revenue	3,324	-	50	-	-
Total Revenue	**$ 1,943,937**	**$ 1,722,907**	**$ 1,722,958**	**$ 1,547,084**	**$ 1,578,025**
Expenditures					
Salaries and Benefits	$ 165,806	$ 169,008	$ 86,964	$ 140,251	$ 149,111
Supplies and Services	1,170,331	1,520,446	1,434,579	1,407,945	1,469,819
Appropriated Reserve	-	5,325	-	-	-
Transfers Out	276	717,988	717,988	-	-
Total Expenditures	**$ 1,336,413**	**$ 2,412,767**	**$ 2,239,531**	**$ 1,548,196**	**$ 1,618,930**
Addition to (Use of) Reserves	**$ 607,524**	**$ (689,860)**	**$ (516,573)**	**$ (1,112)**	**$ (40,905)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of claims acted upon within 45 days of receipt	99%	95%	90%
Percent of public hazard concerns routed to the appropriate department within 2 working days of receipt	95%	95%	90%
Percent of preventability reports received	78%	85%	90%
Liability claims filed during the year	138	140	132
Total current open claims	79	80	82
Total annual claim costs paid	$164,414	$450,000	$604,419
Percent of claims filed resulting in litigation	8%	10%	7%
Percent of open claims litigated	19%	20%	20%
Percent of claims closed within 11 months of filing	86%	85%	85%
Reported vehicle incidents	81	115	99
Percent of vehicle incidents resulting in claims	21%	25%	19%
Amount paid for preventable collisions	$45,120	$47,500	$65,878
Number of site visits conducted.	N/A	N/A	105
Number of Incident Reports completed	N/A	N/A	TBD

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Occupational injuries and associated lost work days continue to trend downward compared to historical averages.

Occupational Safety & Health

(Program No. 1463)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Maintain the number of occupational injuries at a level not to exceed the 5 year average.
- Maintain compliance with state and federal OSHA mandates.
- Coordinate monthly IIPP Training calendar.
- Collect 80% of facility safety inspection findings from operating departments by March 1, 2012.
- Post Cal/OSHA Log 300A electronically by February 1, 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.65**	**0.80**	**0.80**	**0.80**	**0.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
OSH Premiums	$ 302,518	$ 277,322	$ 277,322	$ 182,894	$ 187,961
Total Revenue	**$ 302,518**	**$ 277,322**	**$ 277,322**	**$ 182,894**	**$ 187,961**
Expenditures					
Salaries and Benefits	$ 91,756	$ 84,725	$ 84,725	$ 84,072	$ 90,623
Supplies and Services	46,855	110,351	79,865	89,329	89,879
Appropriated Reserve	-	6,961	-	-	-
Total Expenditures	**$ 138,611**	**$ 202,037**	**$ 164,590**	**$ 173,401**	**$ 180,502**
Addition to (Use of) Reserves	**$ 163,907**	**$ 75,285**	**$ 112,732**	**$ 9,493**	**$ 7,459**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Occupational injury claims filed	133	146	152
Percent compliance with state and federal OSHA mandates	100%	100%	100%
Employees attending Injury Illness Prevention Program training sessions	1,548	1,200	1,307
Number of IIPP training sessions conducted	86	44	86
Lost work days due to occupational injuries	836	1,499	1,004
Occupational Safety Trainers	109	125	82
Fleet Safety classes	5	4	4

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Total cost of risk decreased in line with city operating and capital budgets cutbacks.

Administrative Operations

(Program No. 1464)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Ensure 80% completion of Risk Management Division program objectives.
- Compile and post semi-annual loss data
- Update Risk Management SharePoint site by March 31, 2012.
- Update the Risk Management Manual chapters describing procedures on Court Indexing and Certificates of Insurance by March 31, 2012.
- Submit insurance renewals electronically and obtain binders and policies electronically.
- Create a leave calendar on SharePoint for use by the Risk Management Division.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.85**	**0.70**	**0.70**	**0.70**	**0.70**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Insurance Premiums	$ 1,010,000	$ 860,843	$ 860,843	$ 1,000,000	$ 1,020,000
Interest Income	253,726	189,900	180,164	161,700	161,700
Other Revenue	-	-	-	-	-
Total Revenue	**$ 1,263,726**	**$ 1,050,743**	**$ 1,041,007**	**$ 1,161,700**	**$ 1,181,700**
Expenditures					
Salaries and Benefits	$ 110,304	$ 90,749	$ 29,870	$ 84,006	$ 91,460
Supplies and Services	1,170,757	1,227,664	1,162,901	1,180,844	1,194,344
Appropriated Reserve	-	4,432	-	-	-
Total Expenditures	**$ 1,281,061**	**$ 1,322,845**	**$ 1,192,771**	**$ 1,264,850**	**$ 1,285,804**
Addition to (Use of) Reserves	**$ (17,335)**	**$ (272,102)**	**$ (151,764)**	**$ (103,150)**	**$ (104,104)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of division objectives accomplished	84%	80%	80%
Loss data reports	1	2	2
Dollar value of property damage and workers' compensation expenses recovered from negligent third parties	$87,679	$100,000	$100,000
Total cost of risk as percentage of total city operating and capital expenditures	2.0%	3.0%	3.0%

FINANCE PROGRAMS

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

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 haulers, 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 haulers.
- 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).

Key Objectives for Fiscal Year 2012

- Meet with 200 new and existing contacts in the business sector about the environmental and financial benefits of recycling.
- Enlist 40 new food-service establishments into the Foodscrap Recovery and Composting Program.
- Respond to 98% of code enforcement calls within 1 business day.
- Respond to hauler service complaints within 2 business days.
- Complete the Zone 1 waste collection request for proposal process by June 30, 2012.
- Implement foodscrap recovery and composting at all junior and senior high schools in the Santa Barbara School District by June 30, 2012.
- Conduct the Spirit of Service Awards for Recycling, Composting, and Litter Reduction no later than May 2012.

RECENT PROGRAM ACHIEVEMENTS

Awarded a competitive grant from the State of California for the installation of a landfill gas collection system at the Elings Park.

Key Objectives for Fiscal Year 2012 (Cont'd)

- Hold 2 electronics waste collection events in FY 12, corresponding with America Recycles Day in November 2011 and Earth Day 2012.
- Work with and provide options to the Ordinance Committee for reduction in the use of single-use bags within the City.
- Establish a comprehensive mixed recycling program at 10 City facilities.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**9.90**	**10.50**	**10.50**	**8.50**	**8.50**
Hourly Employee Hours	**1,115**	**1,000**	**0**	**0**	**0**
Revenues					
Donations	$ 100,000	$ 94,435	$ 98,695	$ 80,000	$ 80,000
Fees and Service Charges	16,672,504	17,234,930	16,622,723	17,674,946	18,199,366
Reimbursements	1,029	-	82,255	-	150,000
Intergovernmental	891,136	23,000	424,000	396,000	218,000
Other Revenue	126,139	159,667	159,667	156,600	156,600
Transfers In	-	-	-	23,686	-
Total Revenue	**$ 17,790,808**	**$ 17,512,032**	**$ 17,387,340**	**$ 18,331,232**	**$ 18,803,966**
Expenditures					
Salaries and Benefits	$ 1,016,594	$ 1,099,274	$ 906,790	$ 851,557	$ 882,997
Supplies and Services	16,038,094	16,290,345	16,624,587	16,817,004	17,284,805
Special Projects	1,030,916	914,889	756,467	576,137	576,554
Appropriated Reserve	-	25,000	-	13,531	-
Non-Capital Equipment	42,933	937,208	920,308	12,500	12,500
Transfers Out	13,460	50,000	50,000	60,503	60,503
Total Expenditures	**$ 18,141,997**	**$ 19,316,716**	**$ 19,258,152**	**$ 18,331,232**	**$ 18,817,359**
Addition to (Use of) Reserves	**$ (351,189)**	**$ (1,804,684)**	**$ (1,870,812)**	**$ -**	**$ (13,393)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Business contacts made regarding recycling benefits	287	175	200
New food-service establishments participating in the foodscrap and composting program	N/A	40	40
Percent of Code enforcement calls responded to within 1 businesses day	98%	98%	98%
Tons of solid waste disposed of at the Tajiguas Landfill (citywide)	87,262	80,166	84,460

Solid Waste

(Continued)

Program Performance Measures (Cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	18,231	18,408	18,960
Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	N/A	13,460	13,863
Tons of foodscraps diverted from the Tajiguas Landfill (franchise only)	N/A	2,446	2,500
Hauler service complaints received	5	10	10
Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, and/or foodscraps	19.4%	20%	21%
Percent of Single-Family Residential accounts with 2/3 or more of monthly trash service dedicated to recycling and green waste	69.6%	70.0%	71%
Percent of Multi-Unit Residential accounts with 2/3 or more of monthly trash service dedicated to recycling and green waste	17.7%	17.8%	17.5%
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, and/or foodscraps	N/A	N/A	19%
Pounds of household hazardous waste collected at the City ABOP and UCSB facility	336,965	282,186	290,651
Pounds of Electronic Waste (E-Waste) collected at City-sponsored events and at the City ABOP	203,375	397,578	398,000

DEPARTMENT SUMMARY

Fire

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

About Fire

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

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

Employees conduct over 3,000 fire inspections each year as part of the department's commitment to a fire safe community. Plan reviews and inspections of all new construction help ensure the future fire safety of Santa Barbara.

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

Fiscal Year 2012 Budget Highlights

Complete Fire Administrative Office Renovation Project and move into it.

Increase Fire Code enforcement on properties violating the Defensible Space Requirements within the high fire hazard areas.

Complete implementation of a third radio frequency for tactical emergency operations.

DEPARTMENT SUMMARY

Fire

Department Financial and Staffing Summary

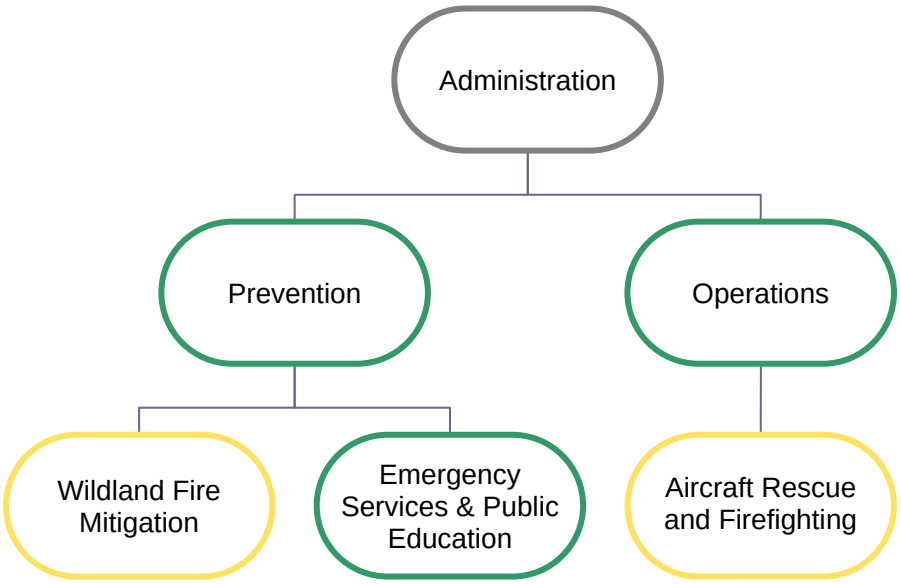
	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**114.00**	**110.00**	**110.00**	**110.00**	**110.00**
Hourly Employee Hours	**1,787**	**1,300**	**1,206**	**1,740**	**886**
Revenues					
Donations	$ 1,500	$ -	$ -	$ -	$ -
Fees and Service Charges	158,158	162,459	158,588	168,103	168,103
Inter-fund Reimbursement	1,766,450	1,805,064	1,805,064	1,805,438	1,889,062
Intergovernmental	1,651	231,581	-	-	-
Mutual Aid Reimbursements	588,185	340,866	340,866	400,000	400,000
Other Revenue	164,940	215,625	215,483	176,614	180,505
Prop. 172 Sales Tax	113,895	110,232	118,155	121,115	124,750
Wildland Fire Assessment	216,281	214,895	214,895	220,450	220,450
Overhead Allocation Recovery	141,222	57,430	57,430	88,937	91,605
General Fund Subsidy	17,637,747	17,604,621	18,454,759	18,326,784	19,162,343
Total Department Revenue	**$ 20,790,029**	**$ 20,742,773**	**$ 21,365,240**	**$ 21,307,441**	**$ 22,236,818**
Expenditures					
Salaries and Benefits	$ 18,435,626	$ 17,912,653	$ 18,763,949	$ 18,800,328	$ 19,735,870
Supplies and Services	2,067,036	2,329,522	2,359,259	2,279,087	2,281,510
Special Projects	101,683	389,730	158,616	110,000	110,000
Appropriated Reserve	-	6,971	-	4,279	-
Capital Equipment	52,432	8,947	8,947	8,947	8,947
Non-Capital Equipment	65,986	144,800	114,800	104,800	104,800
Transfers Out	84,766	-	-	-	-
Total Department Expenditures	**$ 20,807,529**	**$ 20,792,623**	**$ 21,405,571**	**$ 21,307,441**	**$ 22,241,127**

Fire Department is budgeted in the General Fund and the Wildland Fire Assessment District.

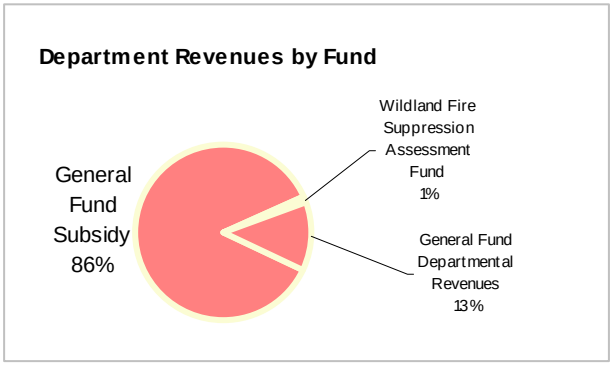
DEPARTMENT SUMMARY

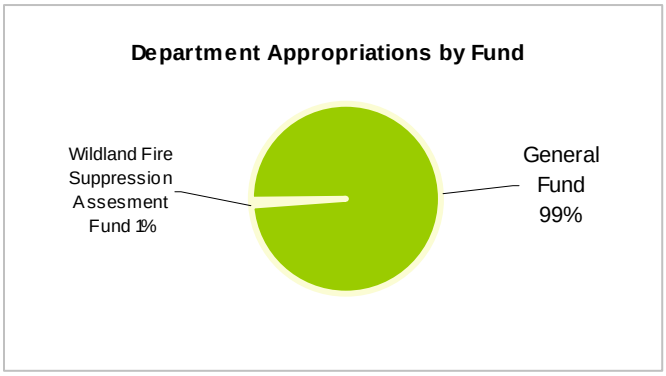
Fire

Program Organizational Chart



Department Fund Composition





FIRE PROGRAMS

➢ **Administration**
Emergency Services/Public Education
Fire Prevention
Wildland Fire Mitigation
Operations
Aircraft Rescue and Firefighting (ARFF)

Administration

(Program No. 3111)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Ensure that 82% of the department's program objectives are accomplished.
- Submit 90% of invoices to the Forest Service within 15 working days of completion of mutual aid assignment.
- Input timesheet data into payroll system accurately and timely 99% of the time.
- Ensure the smooth transition and relocation into the newly renovated Fire Administration Office Building.
- Implement the use of inventory/asset tracking software for personal protective equipment and warehouse equipment.
- Provide departmental oversight and direction during the construction phase of the Fire Administration Office Building Renovation project including submittal for LEED Certification.

RECENT PROGRAM ACHIEVEMENTS

Implemented electronic time slips system in place of paper time slips.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**1,617**	**100**	**94**	**104**	**50**
Revenues					
Inter-fund Reimbursement	$ 81,477	$ 167,944	$ 8,843	$ 107,005	$ 102,353
Prop. 172 Sales Tax	113,895	110,232	118,155	121,115	124,750
General Fund Subsidy	696,314	538,229	663,676	512,659	551,851
Total Revenue	**$ 891,686**	**$ 816,405**	**$ 790,674**	**$ 740,779**	**$ 778,954**
Expenditures					
Salaries and Benefits	$ 662,311	$ 641,235	$ 620,574	$ 642,728	$ 680,451
Supplies and Services	229,375	175,170	170,100	98,051	98,503
Total Expenditures	**$ 891,686**	**$ 816,405**	**$ 790,674**	**$ 740,779**	**$ 778,954**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of department program objectives accomplished	85%	90%	82%
Hours lost due to injury	2,616	6,882	3,000
Mutual aid reimbursements	$558,175	$340,865	$400,000
Percent of invoices generated within 15 working days of completion of mutual aid assignment	52%	100%	95%

FIRE PROGRAMS

Administration
➢ **Emergency Services/Public Education**
Fire Prevention
Wildland Fire Mitigation
Operations
Aircraft Rescue and Firefighting (ARFF)

Emergency Services/Public Education

(Program No. 3112)

Mission Statement

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

Program Activities

- Collaborate with other emergency service providers to disseminate comprehensive life safety information to the community.
- Update and maintain the City's Emergency Operations Plan.
- Deliver targeted disaster management training to all City employees.
- Provide focused training for Emergency Operations Center staff.

Key Objectives for Fiscal Year 2012

- Conduct standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) basic training for all attendees of the City's Orientation program.
- Ensure quarterly workshop sessions for Emergency Operations Center (EOC) Staff.
- Conduct 1 Community Emergency Response Team (CERT) session.
- Present 8 public service safety announcements using multi-media.
- Develop Training and Standard Operating Procedures for the ICS/SEMS/NIMS Basic computer training course with Information Systems.
- Revise and update the City's Emergency Operations Plan (EOP).

RECENT PROGRAM ACHIEVEMENTS

Worked with the Santa Barbara County Office of Emergency Services to complete the City's Portion of the Multi-Jurisdictional Hazard Mitigation Plan.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**67**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 1,500	$ -	$ -	$ -	$ -
Intergovernmental	1,651	-	-	-	-
Overhead Allocation Recovery	141,222	57,430	57,430	88,937	91,605
General Fund Subsidy	57,375	152,748	135,032	157,901	163,401
Total Revenue	**$ 201,748**	**$ 210,178**	**$ 192,462**	**$ 246,838**	**$ 255,006**
Expenditures					
Salaries and Benefits	$ 149,225	$ 150,282	$ 142,680	$ 143,847	$ 152,011
Supplies and Services	52,523	59,896	49,533	102,991	102,995
Special Projects	-	-	249	-	-
Total Expenditures	**$ 201,748**	**$ 210,178**	**$ 192,462**	**$ 246,838**	**$ 255,006**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
City Orientation program presentations	1	2	2
Workshop sessions for EOC staff	5	4	4
Community Emergency Response Team (CERT) trainings	N/A	1	1
Emergency preparedness presentations	N/A	26	50

FIRE PROGRAMS

Administration
Emergency Services/Public Education
➢ Fire Prevention
Wildland Fire Mitigation
Operations
Aircraft Rescue and Firefighting (ARFF)

Fire Prevention

(Program No. 3121)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Complete 100% of the Hazardous Materials Facility inspections within prescribed 3 year cycle.
- Complete 100% of the State Mandated Licensed Facility inspections within prescribed schedule.
- Conduct 95% of new construction related inspections within 2 working days of initial request.
- Complete 95% of all plan reviews submitted to the Community Development Department within time allotted.
- Determine the cause of 80% of fires investigated within the City of Santa Barbara.
- Respond to 95% of code enforcement complaints within 5 working days from receipt of complaint.
- Resolve 75% of code enforcement cases within 3 months of initiation.
- Attend 85% of all joint Land Development Team meetings for Development Application Review Team and Pre-application Review Team submittals.
- Continue to assist Tea and Jesusita Fire victims on the rebuilding process for 161 residences.
- Continue joint inspections of 160 Airport occupancies with Airport staff.
- Complete the Fire Department handbook for filming in Santa Barbara.
- Complete the streamlining of large event permitting with other City divisions.

RECENT PROGRAM ACHIEVEMENTS

Amended the 2010 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 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**8.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**0**	**0**	**0**	**800**	**0**
Revenues					
Fees and Service Charges	$ 158,158	$ 162,459	$ 158,588	$ 168,103	$ 168,103
Other Revenue	397	-	-	-	-
General Fund Subsidy	1,001,884	1,004,102	903,184	941,193	981,122
Total Revenue	**$ 1,160,439**	**$ 1,166,561**	**$ 1,061,772**	**$ 1,109,296**	**$ 1,149,225**
Expenditures					
Salaries and Benefits	$ 1,043,938	$ 1,023,565	$ 914,453	$ 960,451	$ 1,000,251
Supplies and Services	116,050	136,771	141,094	142,620	142,749
Non-Capital Equipment	451	6,225	6,225	6,225	6,225
Total Expenditures	**$ 1,160,439**	**$ 1,166,561**	**$ 1,061,772**	**$ 1,109,296**	**$ 1,149,225**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of hazardous materials facilities inspected within 3 year cycle	104%	100%	100%
Percent of state-mandated licensed facility inspections completed annually	106%	100%	100%
State-mandated licensed facility inspections conducted	127	128	128
New construction-related inspections	186	250	225
Percent of new construction-related inspections conducted within 2 working days of request	99.5%	95%	95%
Plan review conducted	1,165	1,200	1,150
Percent of plan reviews completed within time allotted	99%	95%	95%
Fire investigations conducted	54	75	75
Percent of causes determined of fires investigated	80%	96%	80%
Hazardous materials inspections conducted	48	49	49
Code enforcement complaints received	273	275	250
Enforcement cases resolved	289	250	225
Percent of code enforcement complaints receiving initial response within 5 working days	99%	95%	95%
Percent of enforcement cases resolved within 3 months of initiation	84%	85%	75%
Land Development Team meetings attended	176	250	225
Percent of joint Land Development Team meetings attended	87.5%	85%	85%

FIRE PROGRAMS

Administration
Emergency Services/Public Education
Fire Prevention
➢ **Wildland Fire Mitigation**
Operations
Aircraft Rescue and Firefighting (ARFF)

Wildland Fire Mitigation

(Program No. 3123)

Mission Statement

Protect lives, property and natural resources threatened by wildland fire by the creation of defensible space through engineering, education, enforcement, fuel reduction and fuel modification activities.

Program Activities

- Manage and implement the City of Santa Barbara Wildland Fire Plan strategies.
- Manage the City of Santa Barbara Wildland Fire Suppression Assessment District Program.

Key Objectives for Fiscal Year 2012

- Complete 14 miles of road clearance annually within the Wildland Fire Suppression Assessment District.
- Complete weed abatement along roads within the high fire hazard area to enhance evacuation routes and response safety.
- Complete 20 acres of vegetation management / fuels reduction work.
- Increase wildland public education and outreach in the high fire hazard area by providing face to face contact with 300 property owners.
- Utilize 80% of chipped material from vegetation road clearance and defensible space chipping programs by mulching and preventing material from reaching the landfill.
- Increase code enforcement on properties violating Defensible Space Requirements within the high fire hazard area.
- Complete wildland fire evacuation preplanning for city response and incident management based on County wide Reverse 911 zones.
- Complete 3 Fire Geographic Information System (GIS) data sets to support Prevention / Operations programs and intra-city collaboration.

RECENT PROGRAM ACHIEVEMENTS

National Fire Plan grant received from the USFS, PSW Region through the CA Fire Safe Council to help achieve four fuel reduction projects identified in the City Wildland Fire Plan for FY 12 and FY 13

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ -	$ 228,000	$ -	$ -	$ -
Wildland Fire Assessment	216,281	214,895	214,895	220,450	220,450
General Fund Subsidy	179,718	173,996	177,127	172,505	179,416
Total Revenue	**$ 395,999**	**$ 616,891**	**$ 392,022**	**$ 392,955**	**$ 399,866**
Expenditures					
Salaries and Benefits	$ 197,841	$ 200,938	$ 202,706	$ 210,527	$ 225,670
Supplies and Services	70,263	71,483	70,298	66,949	67,305
Special Projects	101,683	386,149	158,149	110,000	110,000
Appropriated Reserve	-	6,971	-	4,279	-
Non-Capital Equipment	-	1,200	1,200	1,200	1,200
Total Expenditures	**$ 369,787**	**$ 666,741**	**$ 432,353**	**$ 392,955**	**$ 404,175**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Miles of road vegetation cleared within the Wildland Suppression Assessment District	12.7	17	14
Miles of weed abatement along roads within high fire hazard area	4	4	4
Acres of vegetative management / fuel reduction completed	19	20	20
Number of wildland public education and outreach contacts within high fire hazard area	N/A	N/A	25%
Percent of vegetative chip material from vegetation road clearance and defensible space chipping program not sent to landfill	99%	98%	80%
Defensible space code enforcement case actions	N/A	N/A	200
Face to face contacts with property owners in the high fire hazard area	N/A	N/A	300

FIRE PROGRAMS

Administration
Emergency Services/Public Education
Fire Prevention
Wildland Fire Mitigation
➢ **Operations**
Aircraft Rescue and Firefighting (ARFF)

Operations

(Program No. 3131)

Mission Statement

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

Program Activities

- Prepare for and respond to a multitude of emergency situations.
- Provide ongoing training to department members that are required by local, state, and federal regulations.
- Conduct Fire Safety Inspections in order to reduce/prevent fire loss and injuries.
- Provide public education programs to help inform the residents of fire and other life-safety hazards within our community.

Key Objectives for Fiscal Year 2012

- Provide Basic Life Support for medical emergencies within 4 minutes or less 80% of the time from unit receipt of alarm.
- Contain 90% of all structure fires to area or room of origin.
- Conduct Engine Company level Fire and Safety Inspections on 95% of scheduled business and residential occupancies annually.
- Conduct 90% of prevention re-inspections within 3 weeks of initial inspection.
- Ensure staff attends 1,000 hours of safety concepts training to reduce injuries and increase effectiveness.
- Provide 100% of all required/mandated training classes to Department personnel each calendar year.
- Provide 1,000 staff hours of public education annually.
- Implement use of Electronic Patient Care Report (EPCR) in Firehouse software module for all EMS responses.
- Complete implementation of a third radio frequency for tactical emergency operations.

RECENT PROGRAM ACHIEVEMENTS

Successfully implemented the largest employee succession planning initiative in the past 35 years. This process involved the promotion of a Division Chief, six Captains, seven Engineers and the hiring of ten new firefighter recruits.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**88.20**	**86.20**	**86.20**	**86.20**	**86.20**
Hourly Employee Hours	**103**	**1,200**	**1,112**	**836**	**836**
Revenues					
Intergovernmental	$ -	$ 3,581	$ -	$ -	$ -
Mutual Aid Reimbursements	588,185	340,866	340,866	400,000	400,000
Other Revenue	164,543	215,625	215,483	176,614	180,505
General Fund Subsidy	15,702,456	15,735,546	16,575,740	16,542,526	17,286,553
Total Revenue	**$ 16,455,184**	**$ 16,295,618**	**$ 17,132,089**	**$ 17,119,140**	**$ 17,867,058**
Expenditures					
Salaries and Benefits	$ 14,706,776	$ 14,268,175	$ 15,095,977	$ 15,152,459	$ 15,898,947
Supplies and Services	1,589,387	1,877,540	1,919,572	1,860,359	1,861,789
Special Projects	-	3,581	218	-	-
Capital Equipment	52,432	8,947	8,947	8,947	8,947
Non-Capital Equipment	65,535	137,375	107,375	97,375	97,375
Transfers Out	84,766	-	-	-	-
Total Expenditures	**$ 16,498,896**	**$ 16,295,618**	**$ 17,132,089**	**$ 17,119,140**	**$ 17,867,058**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Code 3 calls for service	6,916	6,608	6,000
Code 2 calls for service	862	774	800
Average response time for calls for service in minutes	2:59	3:08	4:00
Percent of medical responses under 4 minutes	N/A	N/A	80%
Percent of structure fires contained to room of origin	84%	93%	90%
Percent of scheduled business and residential occupancies inspected annually	46.5%	96%	95%
Percent of re-inspections conducted on notices of violation within 3 weeks of initial inspection	42%	86%	90%
Hours of safety concepts training	N/A	N/A	1,000
Percent of training session completed	100%	100%	100%
Staff hours utilized presenting public education	802	836	1,000
Medical emergency calls received	5,145	5,158	4,500
Fire calls received	318	164	250
Number of Engine company Fire and Life Safety inspections	1,340	2,546	2,000
Hazardous condition calls received	408	272	220
Miscellaneous calls received	1,983	1,948	1,700
Revenue for engine company inspections	$37,023	$71,000	$74,200

FIRE PROGRAMS

Administration
Emergency Services/Public Education
Fire Prevention
Wildland Fire Mitigation
Operations
➢ **Aircraft Rescue and Firefighting (ARFF)**

Aircraft Rescue and Firefighting (ARFF)

(Program No. 3141)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Respond to 100% of all emergencies on the aircraft operational area within 3 minutes.
- Ensure that 100% of ARFF certified personnel reach mandated training goals during each quarter/calendar year per FAA standards.
- Complete 95% of assigned building and fuel handling inspections annually.
- Ensure that all permanently assigned ARFF personnel are assigned to a City engine company for at least one month per year.
- Utilize remote video training at least 24 times during the year to reduce trips into Station 1.

RECENT PROGRAM ACHIEVEMENTS

Station crews conducted a well-coordinated FAA drill by successfully utilizing command and control communications during a large-scale aircraft disaster exercise.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**9.80**	**9.80**	**9.80**	**9.80**	**9.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 1,684,973	$ 1,637,120	$ 1,796,221	$ 1,698,433	$ 1,786,709
Total Revenue	**$ 1,684,973**	**$ 1,637,120**	**$ 1,796,221**	**$ 1,698,433**	**$ 1,786,709**
Expenditures					
Salaries and Benefits	$ 1,675,535	$ 1,628,458	$ 1,787,559	$ 1,690,316	$ 1,778,540
Supplies and Services	9,438	8,662	8,662	8,117	8,169
Total Expenditures	**$ 1,684,973**	**$ 1,637,120**	**$ 1,796,221**	**$ 1,698,433**	**$ 1,786,709**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of emergency responses on the Aircraft Operational Area under 3 minutes	100%	100%	100%
Percent of mandated training classes attended	100%	95%	100%
Percent of assigned building and fuel handling inspections completed	100%	100%	95%
Emergency responses in Aircraft Operational Area (AOA)	41	30	40
Building and fuel handling inspections	40	74	74
Remote video training sessions held	34	22	24

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Library

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

About the Library

The Library Department is responsible for providing a full range of contemporary library services to over 229,000 residents of southern Santa Barbara County. The largest components of the department are areas of public service at the Central and branch libraries, including youth services, reference, patron services and outreach to youth and families.

Additional activities include an adult literacy program, interlibrary loan, acquisition of materials in a variety of formats, cataloging and processing of collection materials, delivery of supplies and materials throughout the library system, oversight of the library's automation system, public access computers, website, and maintenance and repair of library facilities.

The Carpinteria, Montecito and Solvang branch libraries are owned and funded by the County of Santa Barbara and administered under an agreement with the City. The Goleta Branch Library is owned by the City of Goleta, receives funding from the City of Goleta and the County of Santa Barbara and is administered under an agreement with the City.

Fiscal Year 2012 Budget Highlights

Library programs, staffing, collections and services will be adjusted to account for reduced funding levels for FY12, including elimination of $175,000 in funding from the State of California and a $262,500 reduction in the County of Santa Barbara per capita contribution.

Montecito and Solvang libraries will experience a reduction in hours of operation.

Book budget for Central and Eastside libraries will be reduced by 30%.

Donations from Friends of the Library groups, individuals, grants and partnerships will allow the Library System to maintain most of the hours of operation and core programs. This includes activities relating to youth literacy--acquisition of literacy skills and fostering the love of reading; cultural programs and homework help for students.

DEPARTMENT SUMMARY

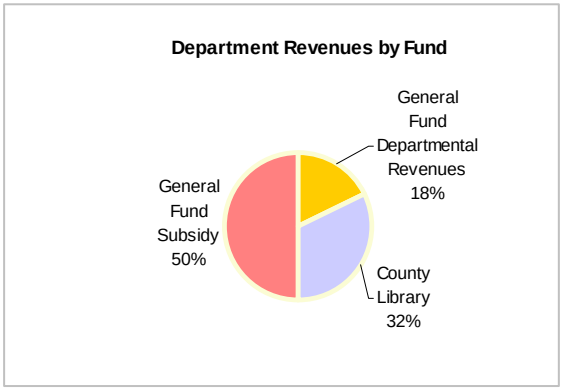
Library

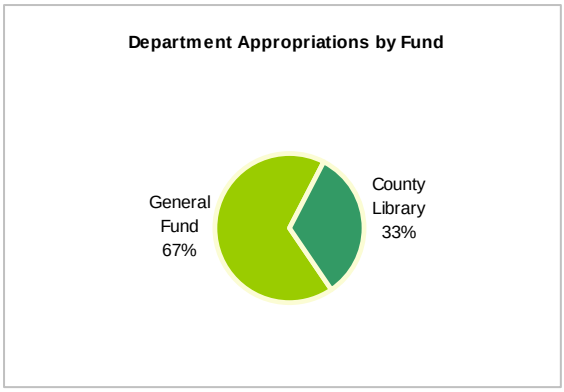
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**42.30**	**38.50**	**38.50**	**34.55**	**34.55**
Hourly Employee Hours	**54,300**	**49,329**	**50,371**	**45,280**	**45,280**
Revenues					
Donations	$ 251,151	$ 218,498	$ 215,269	$ 203,158	$ 223,158
Fees and Service Charges	2,155,277	2,069,902	2,072,886	2,047,028	1,967,603
Library Fines	266,754	236,200	259,641	312,161	315,045
Library Gift Funds	299,817	379,017	156,000	203,084	203,084
Other Revenue	22,358	19,000	29,559	26,750	26,750
Rents	51,294	55,200	47,339	53,460	53,660
State PLF Grants	136,156	123,446	123,946	-	-
Transfer In	-	-	-	48,009	-
General Fund Subsidy	2,648,811	2,910,195	2,760,713	2,895,825	3,041,745
Total Department Revenue	**$ 5,831,618**	**$ 6,011,458**	**$ 5,665,353**	**$ 5,789,475**	**$ 5,831,045**
Expenditures					
Salaries and Benefits	$ 3,993,364	$ 3,929,407	$ 3,689,216	$ 3,589,529	$ 3,736,753
Supplies and Services	1,285,310	1,462,962	1,458,919	1,796,164	1,802,219
Special Projects	-	-	-	-	300
Capital Equipment	333,084	729,964	475,491	420,073	431,309
Non-Capital Equipment	870	-	-	-	-
Transfers Out	-	-	-	19,932	19,932
Total Department Expenditures	**$ 5,612,628**	**$ 6,122,333**	**$ 5,623,626**	**$ 5,825,698**	**$ 5,990,513**
Addition to (Use of) Reserves	**$ 218,990**	**$ (110,875)**	**$ 41,727**	**$ (36,223)**	**$ (159,468)**

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

Department Fund Composition

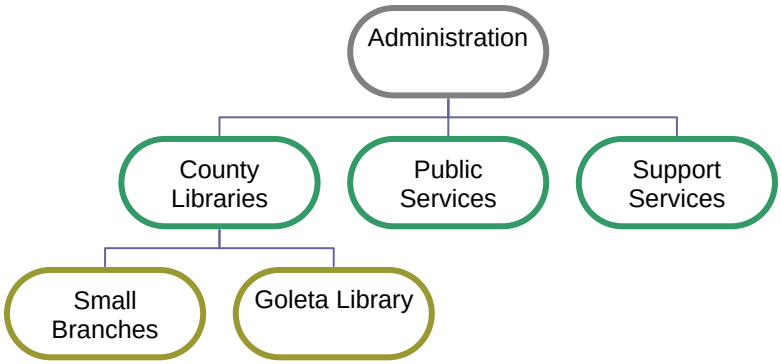




DEPARTMENT SUMMARY

Library

Program Organizational Chart



LIBRARY PROGRAMS

➢ **Administration**
Public Services
Support Services
County Libraries – Small Branches
County Libraries – Goleta 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 229,200 residents of southern Santa Barbara County.
- Prepare budget, payroll, correspondence, public relations materials, reports, documents, accounts and purchase orders.
- Participate in activities of library organizations, citizen groups, state and local government boards, committees and councils.
- Coordinate use of City Libraries public meeting rooms by over 100 local organizations and 30,000 residents annually.

Key Objectives for Fiscal Year 2012

- Ensure accomplishment of at least 80% of departmental program objectives.
- Maintain the number of residents using Central and Eastside meeting rooms at 30,000.
- Manage budget preparation and oversee revenues and expenditures to ensure expenditures are within budget.
- Library department will lead a fundraising campaign for the Children's Library in partnership with organizations such as the Junior League and the Friends of the Library.
- Continue oversight of the Library's Capital Project for a reorganization of the Central Library.

RECENT PROGRAM ACHIEVEMENTS

Library department staff, in conjunction with City-TV staff, produced a promotional video for the library, featuring the many services provided by the library.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**1,014**	**0**	**705**	**0**	**0**
Revenues					
Fees and Service Charges	$ 119,165	$ 119,518	$ 119,723	$ 108,383	$ 108,383
General Fund Subsidy	281,576	280,214	222,959	311,911	337,292
Total Revenue	**$ 400,741**	**$ 399,732**	**$ 342,682**	**$ 420,294**	**$ 445,675**
Expenditures					
Salaries and Benefits	$ 331,408	$ 340,029	$ 281,963	$ 352,061	$ 376,264
Supplies and Services	69,333	59,703	60,719	68,233	69,411
Total Expenditures	**$ 400,741**	**$ 399,732**	**$ 342,682**	**$ 420,294**	**$ 445,675**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of program objectives accomplished	71%	72%	80%
Residents using meeting rooms	37,149	25,165	30,000
City libraries per capita expenditure from state and local funds	$40.91	$39.96	$39.01
County libraries per capita expenditure from state and local funds	$9.82	$9.47	$6.24
County per capita appropriation	$6.90	$6.90	$5.87
Fundraising goal for Children's Library	N/A	N/A	$500,000

LIBRARY PROGRAMS

Administration
➢ **Public Services**
Support Services
County Libraries – Small Branches
County Libraries – Goleta Library

Public Services

(Program No. 5112)

Mission Statement

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

Program Activities

- Provide in-depth reference service for patrons in the library, by telephone and online via the library's website.
- Provide a variety of programs, including story times, puppet shows, crafts and coordination of the system-wide Summer Reading Program to encourage the City's youth to read.
- Provide access to the library's collections using an automated circulation system, including checkout and return of materials, payment of fines and fees, and pickup of reserved materials.
- Coordinate tutoring services for the Adult Literacy Program.
- Maintain the library's website, providing remote access to information about library services, and to the library's online catalog and information databases.

Key Objectives for Fiscal Year 2012

- Maintain circulation at 650,000.
- Maintain reference contacts with City residents at 75,000.
- Maintain contacts with City youth at 27,000.
- Assist 50% of the adult literacy learners to reach a goal established by California Library Literacy Services.
- Increase volunteer hours worked at library to 10,500.
- Implement Radio Frequency Identifier system in Central and Eastside libraries by October 31, 2011 to improve efficiency of checkout and checkin processes.

RECENT PROGRAM ACHIEVEMENTS

Received the 2010 Estela and Raúl Mora Award for our El día de los niños/El día de los libros, Day of the Child/Day of the Book festival, singled out as one of the best in the nation.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**21.33**	**17.50**	**17.50**	**16.75**	**16.75**
Hourly Employee Hours	**25,394**	**17,085**	**16,942**	**13,450**	**13,450**
Revenues					
Donations	$ 56,645	$ 45,000	$ 44,617	$ 60,000	$ 70,000
Fees and Service Charges	665,575	660,125	655,089	567,192	567,292
Library Fines	125,686	115,000	112,585	133,516	134,667
Library Gift Funds	20,336	193,459	60,000	120,000	120,000
Other Revenue	9,588	9,000	11,503	10,000	10,000
Rents	32,462	37,000	27,469	33,560	33,860
State PLF Grants	51,481	30,083	30,083	-	-
General Fund Subsidy	1,206,630	907,716	1,057,848	898,373	981,328
Total Revenue	**$ 2,168,403**	**$ 1,997,383**	**$ 1,999,194**	**$ 1,822,641**	**$ 1,917,147**
Expenditures					
Salaries and Benefits	$ 1,886,516	$ 1,573,051	$ 1,569,658	$ 1,512,976	$ 1,594,818
Supplies and Services	87,352	91,019	96,215	42,456	42,489
Capital Equipment	194,535	333,313	333,321	267,209	279,840
Total Expenditures	**$ 2,168,403**	**$ 1,997,383**	**$ 1,999,194**	**$ 1,822,641**	**$ 1,917,147**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Items checked out	689,391	644,799	650,000
Reference contacts	91,731	74,433	75,000
Contacts with City Youth	32,646	27,000	27,000
Percent of adult literacy learners reaching a state established goal	75%	50%	50%
Volunteer hours	N/A	N/A	10,500
Percent of circulation from self-check machines	44%	35%	50%
Downloadable books checked out	10,581	12,000	20,000
Items used within the library	N/A	N/A	12,000
Adult materials circulated in City Libraries	N/A	N/A	483,855
Children's and Teen materials circulated in City libraries	N/A	N/A	166,145
Circulation per capita for City residents	7.63	7.14	7.15
Public computer sessions in City libraries	234,185	139,033	146,426
Subscription database searches	81,530	142,221	5,000

Public Services

(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Visits to library website	646,715	612,427	600,000
Adult literacy learners served	219	195	185
Visits to City Libraries	569,945	489,365	500,000

[This page intentionally left blank.]

LIBRARY PROGRAMS

Administration
Public Services
➢ **Support Services**
County Libraries – Small Branches
County Libraries – Goleta Library

Support Services

(Program No. 5113)

Mission Statement

Provide operational support to acquire, process and catalog collections, support technology hardware and software, and maintain facilities.

Program Activities

- Process books and other collection materials.
- Maintain public and staff computer hardware and software.
- Maintain online database of holdings of the Santa Barbara Public Library (SBPL) System.
- Borrow materials from other libraries to fill user requests.
- Maintain safe and clean environment for public and staff.

Key Objectives for Fiscal Year 2012

- Maintain processing time of new books at an average of 9 days from receipt to public availability.
- Maintain processing time of new audiovisual materials at an average of 20 days from receipt to public availability.
- Maintain an average collection turnover rate of 2.95 in City libraries.
- Ensure an in-service rate of 95% for public computers during business hours.
- Implement vendor supplied cataloging and processing for new adult books by June 30, 2012.

RECENT PROGRAM ACHIEVEMENTS

Installed 2 early literacy computer stations in the Children's area, each loaded with educational games in English and Spanish, to help make learning fun for younger library patrons.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**8.08**	**8.70**	**8.70**	**6.70**	**6.70**
Hourly Employee Hours	**6,007**	**11,724**	**9,036**	**9,754**	**9,754**
Revenues					
Donations	$ 20,712	$ 6,000	$ 12,994	$ 2,000	$ 2,000
Library Gift Funds	101,162	88,559	-	-	-
State PLF Grants	36,248	45,000	45,500	-	-
General Fund Subsidy	1,160,605	1,722,265	1,479,906	1,685,541	1,723,125
Total Revenue	**$ 1,318,727**	**$ 1,861,824**	**$ 1,538,400**	**$ 1,687,541**	**$ 1,725,125**
Expenditures					
Salaries and Benefits	$ 660,343	$ 872,353	$ 722,730	$ 690,654	$ 727,827
Supplies and Services	657,906	816,412	815,670	996,887	997,298
Capital Equipment	478	173,059	-	-	-
Total Expenditures	**$ 1,318,727**	**$ 1,861,824**	**$ 1,538,400**	**$ 1,687,541**	**$ 1,725,125**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Days from receipt to public availability for new books	8.4	9	9
Days from receipt to public availability for audiovisual materials	29	20	20
Collection turnover rate	3.1	2.96	2.95
Percent of in-service rate for public computers during business hours	99.04%	95%	95%
Books and audiovisual materials processed by technical services	19,604	21,000	20,000
Cost to process an item for checkout	$5.69	$5.15	$5.43
Expenditure per capita for Library materials for SBPL System	$1.47	$1.86	$1.48
Collection items per capita for SBPL System	1.66	1.64	1.64
User requests for library materials filled	131,147	126,000	126,000

LIBRARY PROGRAMS

Administration
Public Services
Support Services
➢ County Libraries – Small Branches
County Libraries – Goleta Library

County Libraries – Small Branches

(Program No. 5122)

Mission Statement

Provide a full range of library services to residents outside the City of Santa Barbara, in the area extending from the Santa Ynez Valley to Carpinteria.

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 County 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.

Key Objectives for Fiscal Year 2012

- Maintain circulation at 200,000.
- Maintain an average collection turnover rate of 3.17.
- Maintain at least 8,900 contacts with Carpinteria, Montecito and Solvang youth.
- Maintain the number of residents using the Carpinteria branch meeting room and homework center at 7,200.
- Maintain the number of public computer sessions at 37,787.

RECENT PROGRAM ACHIEVEMENTS

Despite reduced funding for new collection materials, small branches exceeded the target for checkouts due to enhanced marketing of existing materials.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.47**	**3.20**	**3.20**	**3.00**	**3.00**
Hourly Employee Hours	**10,986**	**10,950**	**10,950**	**9,035**	**9,035**
Revenues					
Donations	$ 111,932	$ 108,498	$ 114,579	$ 95,858	$ 105,858
Fees and Service Charges	394,085	394,754	400,565	382,425	382,800
Library Fines	53,314	45,700	55,848	69,662	70,395
Library Gift Funds	178,319	96,999	96,000	83,084	83,084
Other Revenue	6,342	5,700	8,081	7,350	7,350
Rents	7,455	5,200	6,870	6,900	6,800
State PLF Grants	18,227	17,582	17,582	-	-
Transfer In	-	-	-	16,233	-
Total Revenue	**$ 769,674**	**$ 674,433**	**$ 699,525**	**$ 661,512**	**$ 656,287**
Expenditures					
Salaries and Benefits	$ 449,006	$ 455,296	$ 453,425	$ 388,409	$ 389,555
Supplies and Services	151,663	153,916	157,569	194,025	195,037
Special Projects	-	-	-	-	120
Capital Equipment	55,943	65,221	61,000	72,864	71,469
Non-Capital Equipment	870	-	-	-	-
Transfers Out	-	-	-	6,214	6,214
Total Expenditures	**$ 657,482**	**$ 674,433**	**$ 671,994**	**$ 661,512**	**$ 662,395**
Addition to (Use of) Reserves	**$ 112,192**	**$ -**	**$ 27,531**	**$ -**	**$ (6,108)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Items checked out	266,201	277,682	200,000
Collection turnover rate	4.21	4.4	3.17
Youth attending library programs or contacted through outreach	13,843	13,252	8,900
Residents using the Carpinteria branch meeting room and homework center	13,777	10,652	7,200
Public computer sessions	49,724	56,399	37,787
Circulation per capita	5.19	5.4	3.84

LIBRARY PROGRAMS

Administration
Public Services
Support Services
County Libraries – Small Branches
➢ **County Libraries – Goleta Library**

County Libraries – Goleta Library

(Program No. 5123)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Increase circulation to 600,000.
- Maintain reference contacts with Goleta Valley residents at 35,000.
- Maintain contacts with Goleta Valley youth at 10,000.
- Maintain an average collection turnover rate of 6.5.
- Maintain the number of residents using meeting rooms at 6,000.
- Provide at least 53,000 public computer sessions.
- Train staff on the use and troubleshooting of scheduled new Self Check machines and on assisting patrons with Self Check use by October 31, 2011.
- Offer 6 adult and 6 teen programs.
- Produce a total of 10 bibliographies for youth and adults by November 30, 2011.
- Reconfigure staff assignments in order to provide a staff presence in public areas beyond the service desk for the purpose of aiding patrons with Self Check, computer assistance and locating materials by October 31, 2011.

RECENT PROGRAM ACHIEVEMENTS

The Goleta Library continues to uphold its reputation as a family-friendly library by attracting over 15,000 youth to imaginative and educational library programs.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**6.42**	**6.10**	**6.10**	**5.10**	**5.10**
Hourly Employee Hours	**10,899**	**9,570**	**12,738**	**13,041**	**13,041**
Revenues					
Donations	$ 61,862	$ 59,000	$ 43,079	$ 45,300	$ 45,300
Fees and Service Charges	976,452	895,505	897,509	989,028	909,128
Library Fines	87,754	75,500	91,208	108,983	109,983
Other Revenue	6,428	4,300	9,975	9,400	9,400
Rents	11,377	13,000	13,000	13,000	13,000
State PLF Grants	30,200	30,781	30,781	-	-
Transfer In	-	-	-	31,776	-
Total Revenue	**$ 1,174,073**	**$ 1,078,086**	**$ 1,085,552**	**$ 1,197,487**	**$ 1,086,811**
Expenditures					
Salaries and Benefits	$ 666,091	$ 688,678	$ 661,440	$ 645,429	$ 648,289
Supplies and Services	319,056	341,912	328,746	494,563	497,984
Special Projects	-	-	-	-	180
Capital Equipment	82,128	158,371	81,170	80,000	80,000
Transfers Out	-	-	-	13,718	13,718
Total Expenditures	**$ 1,067,275**	**$ 1,188,961**	**$ 1,071,356**	**$ 1,233,710**	**$ 1,240,171**
Addition to (Use of) Reserves	**$ 106,798**	**$ (110,875)**	**$ 14,196**	**$ (36,223)**	**$ (153,360)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Items checked out	575,212	580,000	600,000
Reference Contacts	N/A	N/A	35,000
Youth attending library programs or contacted through outreach	15,587	15,500	10,000
Collection turnover rate	6.1	6.4	6.5
Residents using meeting rooms	6,606	5,700	6,000
Public computer sessions	61,029	55,566	53,000
Percent of circulation from self-check machines	N/A	N/A	50%
Items used within the library	N/A	N/A	20,000
Adult materials circulated	N/A	N/A	370,560
Children's and Teen materials circulated	N/A	N/A	229,440
Circulation per capita for Goleta Valley residents	6.77	6.5	6.96
Volunteer hours	N/A	N/A	5,900
Visits to library	261,672	257,000	254,000

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Mayor and City Council

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

About Mayor and City Council

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

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

The Mayor and Councilmembers serve as the Board Members of the Redevelopment Agency. Individually, Councilmembers may represent the City by serving on state and regional boards and local civic organizations.

Fiscal Year 2012 Budget Highlights

The Mayor and Council will oversee the:

- General Plan update;
- Airport terminal remodel;
- Citywide sustainability efforts;
- Youth programs and gang prevention activities;
- City's capital and transportation needs and funding options; and
- Adoption of the City's budget.

Staff to the Mayor and City Councilmembers assist in responding to numerous calls and letters from citizens each week.

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

DEPARTMENT SUMMARY

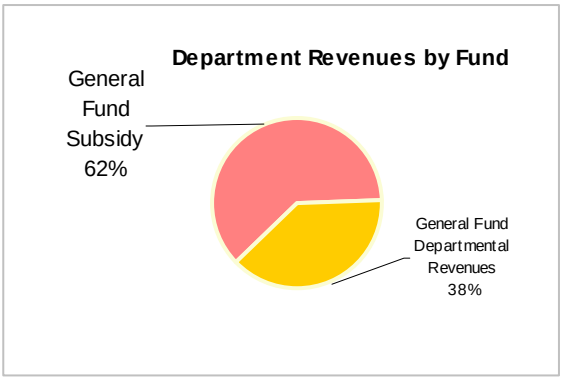
Mayor and City Council

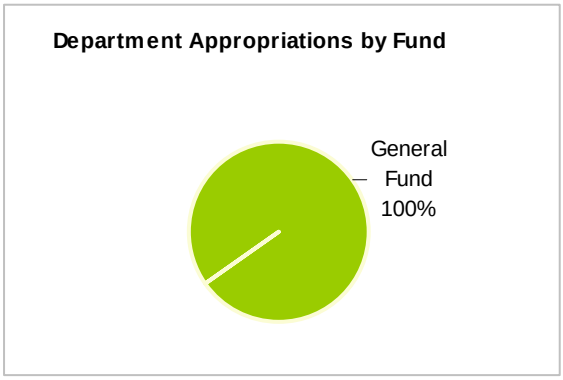
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**9.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**350**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 496	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	349,860	310,771	310,771	272,985	281,174
General Fund Subsidy	349,637	376,048	376,398	452,211	465,306
Total Department Revenue	**$ 699,993**	**$ 686,819**	**$ 687,169**	**$ 725,196**	**$ 746,480**
Expenditures					
Salaries and Benefits	$ 504,735	$ 492,120	$ 492,120	$ 524,759	$ 545,810
Supplies and Services	194,055	193,899	194,249	199,637	199,870
Special Projects	1,203	800	800	800	800
Total Department Expenditures	**$ 699,993**	**$ 686,819**	**$ 687,169**	**$ 725,196**	**$ 746,480**

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

Department Fund Composition





[This page intentionally left blank.]

MAYOR AND CITY COUNCIL PROGRAM

➢ Mayor and City Council

Mayor and City Council

(Program No. 1111)

Mission Statement

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

Program Activities

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

Key Objectives for Fiscal Year 2012

- Hold weekly Council Meetings to set policy and act on recommendations from staff.
- Adopt the Fiscal Year 2013 budget by June 30, 2012.
- 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.

RECENT PROGRAM ACHIEVEMENTS

The City Council adopted the Fiscal Year 2011 budget within the established timeline.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**9.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**350**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 496	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	349,860	310,771	310,771	272,985	281,174
General Fund Subsidy	349,637	376,048	376,398	452,211	465,306
Total Revenue	**$ 699,993**	**$ 686,819**	**$ 687,169**	**$ 725,196**	**$ 746,480**
Expenditures					
Salaries and Benefits	$ 504,735	$ 492,120	$ 492,120	$ 524,759	$ 545,810
Supplies and Services	194,055	193,899	194,249	199,637	199,870
Special Projects	1,203	800	800	800	800
Total Expenditures	**$ 699,993**	**$ 686,819**	**$ 687,169**	**$ 725,196**	**$ 746,480**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Council meetings held	70	70	70

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Parks and Recreation

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

About Parks and Recreation

The Parks and Recreation Department is comprised of 5 divisions: Administration, Parks, Recreation, Creeks and Golf. The Department manages a diverse and unique park and recreation system – 1,765 acres of parkland encompassing 59 developed and open space parks, beaches, recreation and sports facilities, community forest and municipal golf course.

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

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

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

Fiscal Year 2012 Budget Highlights

Manage department programs and services through challenging fiscal times to protect park and recreation resources, offer accessible, high quality recreation programs and respond to community priorities.

Work with City Administration and the community to improve how the City provides outreach and services to underserved neighborhoods and strengthen outcomes for youth and families.

Partner with the South Coast Gang Task Force and coordinate the Youth Jobs Network, a local collaboration of programs fostering youth job readiness and employment opportunities.

Implement a strategic plan to increase fundraising, grants and donations to support department programs and projects.

Provide leadership in the implementation of the multi-jurisdictional Front Country Trails Management Recommendations to address trail use, maintenance, and management.

Maximize resources by developing comprehensive Parks Volunteer Program.

DEPARTMENT SUMMARY

Parks and Recreation

Department Financial and Staffing Summary

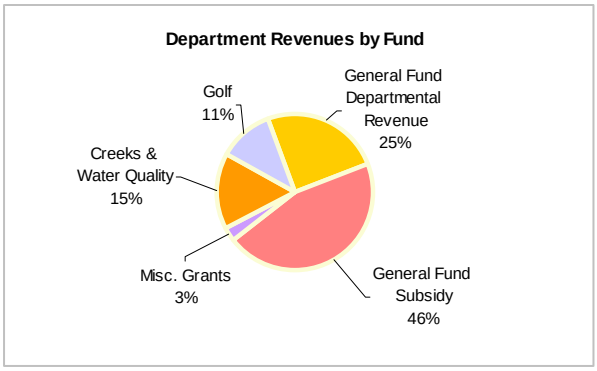
	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**99.20**	**95.10**	**95.10**	**93.60**	**93.60**
Hourly Employee Hours	**119,221**	**95,916**	**108,973**	**112,410**	**112,410**
Revenues					
Fees and Service Charges	$ 2,543,829	$ 2,667,044	$ 2,549,127	$ 2,581,395	$ 2,615,553
Golf Fees	1,430,728	1,725,172	1,552,655	1,640,801	1,819,617
Leases and Rents	598,263	637,057	651,225	637,399	643,119
Transient Occupancy Tax	2,292,875	2,231,400	2,524,500	2,638,200	2,770,200
Inter-fund Reimbursement	1,342,882	1,306,267	1,306,267	1,306,267	1,306,267
Interest Income	236,235	196,100	187,156	166,100	166,100
Other Revenue	229,356	146,095	153,209	83,020	85,285
Transfer In	427,670	440,006	396,916	508,129	404,506
Intergovernmental	142,722	316,404	241,439	180,179	180,358
Donations	361,119	344,809	264,845	159,640	159,640
General Fund Subsidy	8,551,787	8,267,149	8,334,753	8,190,042	8,581,329
Total Department Revenue	**$ 18,157,466**	**$ 18,277,503**	**$ 18,162,092**	**$ 18,091,172**	**$ 18,731,974**
Expenditures					
Salaries and Benefits	$ 9,571,429	$ 9,858,489	$ 9,633,383	$ 9,803,384	$ 10,323,636
Supplies and Services	6,863,454	7,289,128	6,960,738	6,743,366	6,854,595
Special Projects	199,695	579,942	752,215	174,900	184,800
Non-Capital Equipment	49,056	80,069	78,514	102,249	101,006
Transfers Out	421,330	307,947	285,049	329,726	335,305
Capital Equipment	77,504	22,496	22,496	-	-
Debt Service	85,439	214,421	214,420	231,308	230,866
Appropriated Reserve	-	52,272	-	45,375	49,016
Total Operating Expenditures	**$ 17,267,907**	**$ 18,404,764**	**$ 17,946,815**	**$ 17,430,308**	**$ 18,079,224**
Capital Grants Revenue	$ 2,129,265	$ 4,352,587	$ 2,948,463	$ -	$ -
Capital Program	4,372,017	10,092,909	5,530,213	1,295,000	1,400,000
Total Department Expenditures	**$ 21,639,924**	**$ 28,497,673**	**$ 23,477,028**	**$ 18,725,308**	**$ 19,479,224**
Addition to (Use of) Reserves	**$(1,353,193)**	**$(5,867,583)**	**$(2,366,473)**	**$(634,136)**	**$(747,250)**

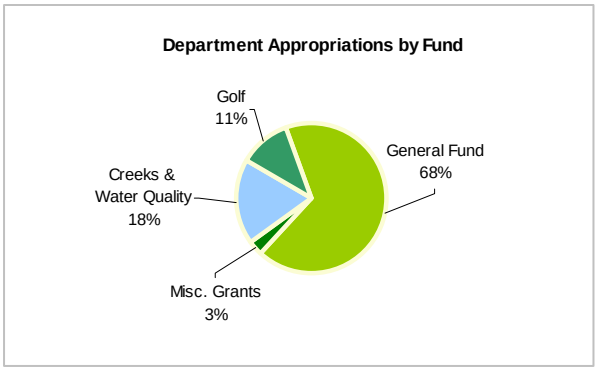
The Parks and Recreation Department is budgeted in the General Fund, Creeks Fund, Miscellaneous Grants Fund and Golf Fund.

DEPARTMENT SUMMARY

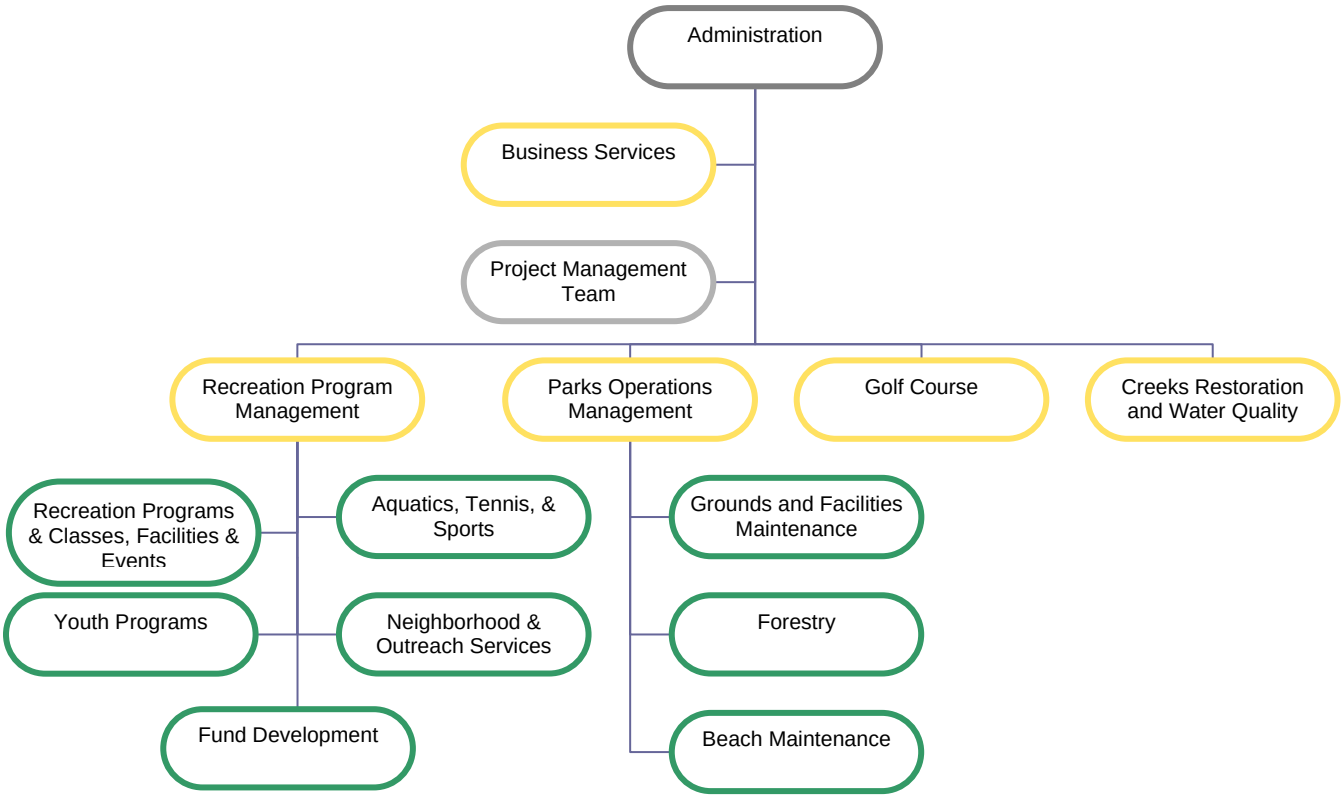
Parks and Recreation

Department Fund Composition





Program Organizational Chart



PARKS AND RECREATION PROGRAMS

➢ **Administration**
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Completed a comprehensive trail conditions assessment for 38 miles of Santa Barbara Front Country Trails.

Administration

(Program No. 6811)

Mission Statement

Provide policy direction, strategic planning, administrative support, and oversight for five divisions; project planning, design and construction of projects; 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 Team.
- Coordinate and provide staff support for Parks and Recreation Commission and 8 Advisory Committees.
- Oversee open space, park, and recreation master planning.
- Oversee park design, rehabilitation, and refurbishment.
- Build community partnerships and agreements with other agencies and community organizations to enhance and expand resources.
- Collaborate with the Parks and Recreation Community (PARC) Foundation.

Key Objectives for Fiscal Year 2012

- Ensure 75% or greater of Parks and Recreation measurable and project objectives are met or exceeded.
- Maintain $500,000 in cash and non-cash donations and grants from public and private resources.
- Maintain $400,000 in volunteer support to enhance Department resources.
- Ensure all program budgets are within expenditure and revenue FY 12 budget appropriations, and that any revenue shortfalls are equally met by expenditure savings.
- Provide leadership to the Front Country Trails Multi-jurisdictional Task Force to address safety concerns, maintenance, and management of the Front Country Trails.
- Complete lease agreement negotiations with the Santa Barbara Zoo.
- Complete the business plan for the Cabrillo Bathhouse.
- Develop a comprehensive Parks Volunteer Program.
- Complete the Annual Grants and Donations Report.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.70**	**2.70**	**2.70**	**2.70**	**2.70**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 517,263	$ 520,544	$ 517,618	$ 522,889	$ 548,609
Total Revenue	**$ 517,263**	**$ 520,544**	**$ 517,618**	**$ 522,889**	**$ 548,609**
Expenditures					
Salaries and Benefits	$ 410,894	$ 410,008	$ 410,008	$ 410,064	$ 434,835
Supplies and Services	106,369	110,311	107,385	112,600	113,549
Non-Capital Equipment	-	225	225	225	225
Total Expenditures	**$ 517,263**	**$ 520,544**	**$ 517,618**	**$ 522,889**	**$ 548,609**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of department objectives met or exceeded	81%	75%	75%
Donations and grants	$5,011,619	$1,250,000	$500,000
Value of volunteer support	$412,036	$400,000	$400,000

PARKS AND RECREATION PROGRAMS

Administration
➢ **Project Management Team**
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Completed the Parma Park Stanwood Entrance and Equestrian Staging Area Project and renovated the Westside Neighborhood Center park area.

Project Management Team

(Program No. 6813)

Mission Statement

Plan, design, and implement capital projects for the Parks and Recreation Department.

Program Activities

- Develop scope of work and budget for Department capital improvement and special projects.
- Manage and oversee consultant and design teams affiliated with active projects.
- Oversee all required permits and discretionary reviews for projects.
- Oversee projects budgets and time schedules.
- Monitor and report project status to managers and Park and Recreation Commission.

Key Objectives for Fiscal Year 2012

- Ensure that 75% of the capital improvement projects are completed within the approved budget.
- Complete quarterly status report for Capital Improvement Program.
- Complete preliminary design and permitting for the Mesa Lane Steps Repair Project.
- Complete design and permitting for the Shoreline Park Safety Project.
- Complete the Chase Palm Park Lighting and Electrical Upgrade Project.
- Submit the Annual Maintenance and Financial Report to the Parma Park Trustee.
- Complete restroom remodels for Pershing, Plaza del Mar and Chase Palm Parks.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**233**	**0**	**185**	**0**	**0**
Revenues					
Fees and Service Charges	$ 84,851	$ 82,502	$ 91,080	$ 45,000	$ 45,000
General Fund Subsidy	164,473	141,157	141,872	177,476	189,815
Total Revenue	**$ 249,324**	**$ 223,659**	**$ 232,952**	**$ 222,476**	**$ 234,815**
Expenditures					
Salaries and Benefits	$ 224,969	$ 198,929	$ 207,488	$ 201,005	$ 213,544
Supplies and Services	24,355	24,370	24,960	21,111	20,911
Non-Capital Equipment	-	360	504	360	360
Total Expenditures	**$ 249,324**	**$ 223,659**	**$ 232,952**	**$ 222,476**	**$ 234,815**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of capital projects completed on budget	100%	100%	75%
Project status reports completed	4	4	4

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
➢ **Business Services**
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Maintained program registration numbers while implementing more cost effective marketing strategies.

Business Services

(Program No. 6815)

Mission Statement

Provide management of the department's financial processes for budget, revenue, capital improvement projects, contracts, leases, grants, marketing and communications, and customer service to assist staff in effectively and efficiently serving the public.

Program Activities

- Oversee the department's financial business for budget, revenue, contracts, leases, grants, and capital improvement projects.
- Provide marketing and design services that allow the public to easily access department information through print, broadcast, and electronic medium.
- Manage the Santa Barbara Golf Club professional and food concession contracts.
- Provide financial analysis and produce a variety of reports for the department staff which depict the financial status of the department.
- Manage the technology system in the department, and coordinate implementation and training as technological applications broaden in the department.

Key Objectives for Fiscal Year 2012

- Complete quarterly expenditure and revenue reports for Parks, Recreation, and Administration Divisions.
- Review and update database for contracts and leases on a monthly basis to ensure all contracts and leases remain current.
- Review and update pending and received grants, donations, and volunteer support database on a quarterly basis.
- Maintain internet registrations at 1,900.
- Maintain recreation registrations (tracked by the CLASS software) at an amount of 10,000, through marketing and innovative promotional efforts.
- Blog a minimum of 3 times per month regarding Parks and Recreation programs and services.
- Create and distribute a minimum of 1 e-newsletter per month regarding Parks and Recreation programs and services.
- Initiate at least 5 new marketing and/or website ideas to increase recreation program visibility and help to increase program participation.

Key Objectives for Fiscal Year 2012 (cont'd)

- Enhance communication and marketing for the Santa Barbara Golf Club through participation on Golf Marketing Committee and use of social media, print media, website and pro shop flyers to increase use by golfers.
- Develop annual marketing plan including all marketing and advertising efforts, by September 1, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.75**	**2.95**	**2.95**	**1.95**	**1.95**
Hourly Employee Hours	**241**	**420**	**730**	**730**	**730**
Revenues					
General Fund Subsidy	$ 329,303	$ 302,136	$ 288,766	$ 299,201	$ 310,329
Total Revenue	**$ 329,303**	**$ 302,136**	**$ 288,766**	**$ 299,201**	**$ 310,329**
Expenditures					
Salaries and Benefits	$ 189,098	$ 141,879	$ 137,964	$ 183,761	$ 194,712
Supplies and Services	140,150	158,957	150,802	114,140	114,317
Non-Capital Equipment	55	1,300	-	1,300	1,300
Total Expenditures	**$ 329,303**	**$ 302,136**	**$ 288,766**	**$ 299,201**	**$ 310,329**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Expenditure and revenue budget projections reports	4	4	4
Monthly contract update reports	N/A	12	12
Quarterly grants, donations, and volunteer reports to managers	N/A	4	4
Internet registrations	2,644	1,900	1,900
Recreation registrations	10,343	10,000	10,000
Blogs posted	N/A	N/A	36
E-newsletters distributed	N/A	15	12
Visits to Parks and Recreation web sites	42,865	35,000	37,000
Visits to eRecreation web sites	26,294	28,000	28,000
Visits to SummerFun web site	8,022	4,200	6,500

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
➢ **Recreation Program Management**
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Achieved 51% cost recovery through Recreation Division user fee revenues.

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.

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.

Key Objectives for Fiscal Year 2012

- Manage division programs to achieve 75% of performance objectives.
- Maintain Recreation Division expenditure recovery at 52% through user fee revenues.
- Negotiate and complete 20 annual co-sponsorship agreements to enhance recreation opportunities.
- Achieve a minimum of 20,000 volunteer hours to supplement city resources.
- Implement strategic fundraising plan to increase grants, donations, and sponsorships to support Department programs.
- Facilitate reports from Police Activities League to City Council and Parks and Recreation Commission as agreed to in the Twelve35 Teen Center lease agreement.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.00**	**2.00**
Hourly Employee Hours	**3,532**	**5,044**	**4,578**	**491**	**491**
Revenues					
Fees and Service Charges	$ 11,247	$ 26,140	$ 2,000	$ 6,570	$ 6,570
Transfers In	1,649	-	-	-	-
Intergovernmental	-	-	25,130	-	-
Donations	15,700	18,690	9,207	9,345	9,345
General Fund Subsidy	477,517	463,287	431,377	370,912	387,662
Total Revenue	**$ 506,113**	**$ 508,117**	**$ 467,714**	**$ 386,827**	**$ 403,577**
Expenditures					
Salaries and Benefits	$ 378,247	$ 419,347	$ 380,834	$ 305,171	$ 322,178
Supplies and Services	122,863	103,555	86,880	81,656	81,399
Transfers Out	5,702	-	-	-	-
Total Expenditures	**$ 506,812**	**$ 522,902**	**$ 467,714**	**$ 386,827**	**$ 403,577**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of division performance objectives achieved	70%	70%	75%
Percent of actual expenditure recovered by user fee revenue	47%	51%	52%
Co-sponsorship agreements completed	22	20	20
Volunteer hours	27,717	18,000	20,000
Employee injuries	7	4	3
Vehicle accidents	3	3	2
Registrations in recreation programs	11,613	10,000	11,000

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
➢ **Facilities and Special Events**
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Aggressively marketed beachfront facilities through wedding fairs and wedding industry web sites in order to maintain and increase revenue during tough economic times.

Facilities and Special Events

(Program No. 6121)
Includes Cultural Arts

Mission Statement

Provide good, responsive customer service and quality indoor and outdoor rental facilities for private events, public special events, photo/film shoots, and manage the Santa Barbara Arts and Craft Show.

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 by monitoring 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 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, including the Cabrillo Pavilion Arts Center, Chase Palm Park Recreation Center and Casa Las Palmas, for community, recreational, educational and cultural activities.
- Coordinate the Santa Barbara Arts and Crafts Show, held every Sunday along Cabrillo Boulevard.

Key Objectives for Fiscal Year 2012

- Maintain outdoor wedding ceremonies booked in City parks or beaches at 123.
- Maintain 50 outdoor rental permits at Chase Palm Park.
- Maintain the number of Saturday and Sunday rentals at the MacKenzie Adult Building and Ortega Welcome House at 63.
- Work with community organizations to facilitate 90 public special events held in park facilities.
- Plan and coordinate City sponsored major special events (Fiesta, summer Solstice, Oak Park Ethnic Festivals, and 4th of July).

Key Objectives for Fiscal Year 2012 (cont'd)

- Achieve 98% "good" to "excellent" survey response ratings for overall customer satisfaction with beachfront rental facilities.
- Increase the number of Friday and Sunday rentals at the Cabrillo Pavilion Arts Center to 48.
- Achieve $100,985 in revenue for Chase Palm Park Center and Casa Las Palmas indoor facility rentals.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.80**	**3.80**	**3.80**	**3.80**	**3.80**
Hourly Employee Hours	**8,882**	**6,593**	**6,254**	**6,254**	**6,254**
Revenues					
Fees and Service Charges	$ 904,264	$ 929,549	$ 913,999	$ 898,906	$ 914,538
Donations	17,607	25,000	10,000	35,396	35,396
General Fund Subsidy	7,557	-	-	-	-
Total Revenue	**$ 929,428**	**$ 954,549**	**$ 923,999**	**$ 934,302**	**$ 949,934**
Expenditures					
Salaries and Benefits	$ 419,440	$ 385,081	$ 385,634	$ 390,380	$ 409,081
Supplies and Services	394,903	431,510	368,271	376,736	378,244
Non-Capital Equipment	107	1,000	783	-	22,557
Total Expenditures	**$ 814,450**	**$ 817,591**	**$ 754,688**	**$ 767,116**	**$ 809,882**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Wedding ceremonies booked	100	123	123
Permits issued for rental of outdoor facilities at Chase Palm Park	132	50	50
Saturday and Sunday rentals at MacKenzie Adult Building and Ortega Welcome House	63	41	63
Public special events	104	101	90
Revenue for outdoor facility rentals	$299,344	$340,758	$305,190
Photo and film permits within the City	60	50	50
Percent of customers rating the beachfront rental facilities "good" to "excellent"	99%	100%	98%
Friday and Saturday rentals of Cabrillo Pavilion Arts Center	48	33	48
Revenue for indoor facility rentals	$100,276	$118,770	$124,709
Paid facility reservations processed for beachfront facilities	490	500	500
Artisans in the Santa Barbara Arts and Crafts Show	198	210	205

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
➢ **Youth Activities**
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Provided Housing Authority residents Fun on the Run Mobile Recreation through grants totaling $31,000 from Santa Barbara Foundation and Venoco.

Youth Activities

(Program No. 6141)

Mission Statement

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

Program Activities

- Provide after-school sports and recreation programs at elementary schools, and City recreation facilities.
- Provide 6 summer, and 3 spring camps and clinics.
- Provide free summer drop-in recreation programs.
- Foster collaborations with other youth service agencies, non-profits and school districts to maximize resources and programming for youth.
- Provide training for the successful integration of individuals with disabilities into department programs.
- Facilitate sports and social recreation activities specifically adapted for children and adults with developmental and physical disabilities.

Key Objectives for Fiscal Year 2012

- Provide Recreation Afterschool Program at 5 elementary schools.
- Provide 6 summer programs including; Nature Camp, Running Clinic, SK8 Skool, Summer Cyclers, Teaching Engineering to Kids with LEGO®, and four spring camps and clinics, including; SK8 Skool, Spring Break Great Escape, Rhythmic Gymnastics, and Gymnastics Camps.
- Provide summer drop-in recreation programs for 600 unduplicated participants at 3 elementary school sites.
- Offer new innovative revenue generating programs for children four years old and up including; Little Shredders SK8 Skool, Gymnastics Camp and other programs in the renovated Carrillo Recreation Center.
- Work with Neighborhood and Outreach Services and Housing Authority to provide “Fun on the Run” mobile recreation at food distribution and other community special events that target low income families.
- Work with local non-profits to provide innovative free educational programs that focus on healthy eating and increasing physical activity.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.80**	**3.80**	**3.80**	**3.80**	**3.80**
Hourly Employee Hours	**33,134**	**19,135**	**32,178**	**38,712**	**38,712**
Revenues					
Fees and Service Charges	$ 264,920	$ 242,245	$ 257,305	$ 272,377	$ 273,258
Other Revenue	133,847	64,271	7,504	-	-
Transfers In	104,487	127,385	84,295	107,385	107,385
Intergovernmental	-	224,754	178,767	180,179	180,358
General Fund Subsidy	565,195	584,831	555,008	611,153	627,998
Total Revenue	**$ 1,068,449**	**$ 1,243,486**	**$ 1,082,879**	**$ 1,171,094**	**$ 1,188,999**
Expenditures					
Salaries and Benefits	$ 700,881	$ 827,138	$ 738,547	$ 818,021	$ 835,184
Supplies and Services	256,975	255,069	240,118	225,688	226,430
Special Projects	20,000	20,000	20,000	20,000	20,000
Transfers Out	104,487	127,385	104,487	107,385	107,385
Total Expenditures	**$ 1,082,343**	**$ 1,229,592**	**$ 1,103,152**	**$ 1,171,094**	**$ 1,188,999**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Recreation Afterschool Program participants	329	340	404
Summer and spring program registrations	1,112	865	900
Summer drop-in registrations	606	614	600
New registrations	N/A	N/A	50
Individuals served through the Inclusion program	64	58	58
Percent of staff with required certifications	100%	98%	98%
Percent of staff attending required trainings	100%	100%	90%
Percent of elementary afterschool program staff retained for the full school year	86%	75%	60%

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
➢ **Active Adults and Classes**
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Managed the move-in of programs and staff into the Carrillo Recreation Center following the Redevelopment Agency funded facility rehabilitation.

Active Adults and Classes

(Program No. 6161)

Mission Statement

Provide recreation and enrichment classes for all ages, and social and wellness activities for adults to promote a healthy lifestyle and active community.

Program Activities

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

Key Objectives for Fiscal Year 2012

- Serve 5,000 participants through the Swing, Ballroom, and Contra dance programs.
- Serve 2,000 participants in adult and youth contract classes.
- Maintain community use of Carrillo Recreation Center and Carrillo Street Gym at 4,200 hours.
- Facilitate ten special events at the Carrillo Recreation Center.
- Investigate and implement CLASS upgrades to support Department's activity registration and eRecreation. Recommend staff training and new upgrades to address and improve customer satisfaction.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**2,246**	**1,690**	**2,422**	**2,606**	**2,606**
Revenues					
Fees and Service Charges	$ 182,074	$ 240,988	$ 198,965	$ 253,640	$ 261,640
General Fund Subsidy	510,377	412,950	418,885	418,576	420,975
Total Revenue	**$ 692,451**	**$ 653,938**	**$ 617,850**	**$ 672,216**	**$ 682,615**
Expenditures					
Salaries and Benefits	$ 207,346	$ 201,496	$ 213,743	$ 216,053	$ 226,431
Supplies and Services	485,105	457,442	404,107	456,163	456,184
Total Expenditures	**$ 692,451**	**$ 658,938**	**$ 617,850**	**$ 672,216**	**$ 682,615**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Participants in Ballroom, Swing, and Contra dance programs	3,375	8,700	5,000
Contract class registrations	2,542	2,200	2,000
Facility use hours	4,966	3,800	4,200
Special events at Carrillo Recreation Center	N/A	3	10
Active Adults Fitness members	90	90	90
Facility reservations processed for the Carrillo Recreation Center	413	650	600
Facility reservations processed for the Carrillo St. Gym	822	600	600

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
➢ **Aquatics**
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Completed the anti-entrapment swimming pool drain retrofit project for Los Baños to comply with the Virginia Graeme Baker Pool and Spa Safety Act. The project was completed within budget and with minimal impact to pool programming and operations.

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.

Key Objectives for Fiscal Year 2012

- Maintain high quality and sanitary public swimming pool facilities resulting in zero mandated closures.
- Maintain 97% “good” to “excellent” overall customer satisfaction rate with aquatic programs.
- Maintain 650 youth swim lesson registrations.
- Provide 35 scholarships to aquatic camp programs.
- Retain 50% of aquatic summer staff to ensure consistent quality programming.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.80**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**26,387**	**20,389**	**22,772**	**21,588**	**21,588**
Revenues					
Fees and Service Charges	$ 689,646	$ 688,315	$ 701,181	$ 703,865	$ 709,515
Other Revenue	62,193	74,884	74,884	77,020	79,285
Donations	6,825	11,375	11,640	-	-
General Fund Subsidy	323,252	279,653	265,877	259,798	270,987
Total Revenue	**$ 1,081,916**	**$ 1,054,227**	**$ 1,053,582**	**$ 1,040,683**	**$ 1,059,787**
Expenditures					
Salaries and Benefits	$ 546,129	$ 533,159	$ 552,830	$ 526,574	$ 544,039
Supplies and Services	503,271	506,257	479,099	489,099	489,238
Special Projects	25,817	15,000	15,520	20,000	20,000
Non-Capital Equipment	-	6,510	6,133	5,010	6,510
Total Expenditures	**$ 1,075,217**	**$ 1,060,926**	**$ 1,053,582**	**$ 1,040,683**	**$ 1,059,787**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Mandated closures by the Santa Barbara County Health Department	0	0	0
Percent of participants rating overall customer satisfaction “good” to “excellent”	98%	97%	97%
Youth swim lesson registrations	675	650	650
Scholarships awarded for aquatic summer camps	60	35	35
Percent of aquatic summer staff retained	N/A	N/A	50%
Training hours provided for aquatics staff	206	185	185
Percent of cost recovery for all aquatics programs	71%	65%	65%
Participation at Los Baños swimming pool	94,868	92,000	92,000
Attendance at Ortega Park swimming pool	4,842	4,500	4,500
Attendance at Oak Park wading pool	0	7,500	7,500
Attendance at West Beach wading pool	3,892	1,500	1,500

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
➢ **Sports**
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Successfully offered new programs including: Ultimate Frisbee Beach Tournament, Summer Beach Volleyball League, and Youth Spring Soccer League.

Sports

(Program No. 6181)

Mission Statement

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

Program Activities

- Provide sports leagues for adults and youth in volleyball, basketball, t-ball, soccer, and other sports of community interest.
- Manage City contract to provide community softball program at City facilities.
- Promote and facilitate community use of the City's sports fields for soccer, softball, baseball and other sports.
- Coordinate training for sports officials, coaches, volunteers and staff to promote sportsmanship, safety, and compliance with all policies and procedures.
- Facilitate the California Beach Volleyball Tournament Series which includes youth and adult tournaments.
- Schedule and coordinate sporting events at City parks, beach and sports fields.
- Under agreement with Santa Barbara School District, coordinate field reservations and use of Franklin Elementary, La Colina, La Cumbre and Santa Barbara Junior High sports fields.

Key Objectives for Fiscal Year 2012

- Achieve 1,600 registrations in youth sports programs.
- Achieve 1,500 registrations in adult sports programs.
- Achieve 95% "good" to "excellent" annual survey response ratings for overall customer satisfaction with youth sports programs.
- Achieve 90% "good" to "excellent" annual survey response ratings for overall customer satisfaction with adult sports programs.
- Facilitate community use of 10,000 programmable hours at 7 City sports fields and 10 school district sports fields.
- Develop new camps, clinics, and sports programs and classes.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.80**	**2.80**	**2.80**	**2.80**	**2.80**
Hourly Employee Hours	**4,781**	**5,500**	**5,272**	**6,144**	**6,144**
Revenues					
Fees and Service Charges	$ 267,439	$ 299,260	$ 261,562	$ 268,317	$ 268,426
Other Revenue	-	440	5,746	-	-
Transfers In	8,913	-	-	-	-
Donations	-	2,000	-	-	-
General Fund Subsidy	234,959	259,085	227,820	260,498	275,455
Total Revenue	**$ 511,311**	**$ 560,785**	**$ 495,128**	**$ 528,815**	**$ 543,881**
Expenditures					
Salaries and Benefits	$ 272,618	$ 305,582	$ 254,688	$ 300,548	$ 312,451
Supplies and Services	234,640	252,003	236,287	227,267	228,230
Special Projects	25,296	20,919	-	-	-
Non-Capital Equipment	-	3,200	3,090	1,000	3,200
Transfers Out	4,860	-	-	-	-
Total Expenditures	**$ 537,414**	**$ 581,704**	**$ 494,065**	**$ 528,815**	**$ 543,881**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Youth participants	1,734	1,700	1,600
Adult league participants	1,580	1,500	1,500
Percent of participants rating youth sports programs "good" to "excellent"	97%	97%	95%
Percent or participants rating adult sports programs "good" to "excellent"	90%	90%	90%
Field hours reserved	11,651	10,000	10,000
Adult league and tournament participants	1,580	1,500	1,500
Participants in free after-school youth sports programs	890	800	800
Youth served with scholarships	15	15	15

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
➢ Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Increased participation in the Saturday Junior Tennis drop-in clinic by 25%.

Tennis

(Program No. 6182)

Mission Statement

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

Program Activities

- Provide community tennis programs consisting of group and private lessons, leagues, 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.

Key Objectives for Fiscal Year 2012

- Provide 400 hours of lessons, both group and private, on an annual basis.
- Sell 2,200 Daily Tennis Permits.
- Manage 1,000 hours of fee based facility court rentals.
- Provide 1,700 court hours to local agencies for youth programming.
- Distribute a tennis e-newsletter twice a year to the tennis community.
- Complete the windscreen project at the Municipal Tennis Facility.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.80**	**0.80**	**0.80**	**0.80**	**0.80**
Hourly Employee Hours	**3,001**	**4,158**	**4,158**	**3,066**	**3,066**
Revenues					
Fees and Service Charges	$ 113,535	$ 106,779	$ 78,147	$ 73,936	$ 77,075
Other Revenue	86	-	-	-	-
General Fund Subsidy	157,163	151,396	145,568	150,778	162,842
Total Revenue	**$ 270,784**	**$ 258,175**	**$ 223,715**	**$ 224,714**	**$ 239,917**
Expenditures					
Salaries and Benefits	$ 116,781	$ 113,337	$ 111,657	$ 113,967	$ 118,360
Supplies and Services	132,053	134,838	102,058	100,747	101,557
Special Projects	21,950	10,000	10,000	10,000	20,000
Total Expenditures	**$ 270,784**	**$ 258,175**	**$ 223,715**	**$ 224,714**	**$ 239,917**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Hours of lessons	1,256	500	400
Daily tennis permits sold	3,665	2,600	2,200
Court rental hours	1,160	1,100	1,000
Court hours for youth tennis programming	2,237	1,700	1,700
E-newsletters sent	3	2	2
Percent of expenditure cost recovery through revenue	42%	38%	38%
Annual public tennis tournaments	9	9	8
Average attendance at Saturday Junior Tennis drop-in clinic	9	10	9

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
➢ **Neighborhood and Outreach Services**
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Worked with 3 Community Center Advisory Committees, the Parks and Recreation Commission, and City Council to form the Neighborhood Advisory Council.

Neighborhood and Outreach Services

(Program No. 6195)

Mission Statement

Provide programs and outreach services to strengthen families, improve outcomes for children and youth, enhance neighborhoods and create stronger communities.

Program Activities

- Provide outreach to youth, families and neighborhoods through collaborations with community and non-profit organizations, youth service agencies and school districts.
- Facilitate social service referrals and direct services in areas of community relations, public education programs, information referral, and youth diversion programs.
- Operate neighborhood centers located in densely populated, low-income and culturally diverse neighborhoods: Westside, Downtown and Eastside, for various recreation and community programs.
- Improve neighborhood and youth voice through the Neighborhood Advisory Council, Santa Barbara Youth Council, and South Coast Task Force on Youth Gangs, City Neighborhood Improvement Task Force, Human Services Commission, and Community Development Block Grant initiatives.
- Provide leasable office space at below market rates for direct social services delivery by non-profit agencies.
- Coordinate annual rental of garden plots at Yanonali, Rancheria, and Pilgrim Terrace community gardens.

Key Objectives for Fiscal Year 2012

- Provide 40,000 units of service to meet specific neighborhood needs such as renters/homeowners' assistance, tax preparation, health screening, food distribution, and other social services.
- Respond to 16,000 community resident requests for services, information, and referrals; regarding city services and community social services.
- Maintain an average daily attendance of 20 teens at the Franklin teen drop-in center.
- Provide at least 4,000 hours of community services opportunities per year for teens and adults in youth program activities.
- Process 1,300 facility reservations for community, private, and public events at three community centers.

Key Objectives for Fiscal Year 2012 (cont'd)

- Achieve an overall participation of 5,000 teens (duplicated) in scheduled activities.
- Coordinate the submission of a grant request from the Neighborhood Advisory Council for the Community Development Block Grant and Neighborhood Improvement Task Force by December 2011.
- Work with the Workforce Investment Board, Santa Barbara County Education Office, Youth Jobs Network and other employment agencies to coordinate the Youth Jobs program including job readiness training, job skills and outreach to the community.
- Provide coordination of teen activities at two community centers; Franklin and Westside through collaboration with the teen serving agencies that support the program mission.
- Work with the new Neighborhood Advisory Council, Santa Barbara Youth Council, and city leaders to increase citizen voice and identify solutions to issues.
- Coordinate the application and selection process of the 179 garden plots assigned at community gardens by October 1, 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**6.20**	**5.40**	**5.40**	**5.40**	**5.40**
Hourly Employee Hours	**10,898**	**9,623**	**7,702**	**8,464**	**8,464**
Revenues					
Fees and Service Charges	$ 25,853	$ 51,266	$ 44,888	$ 58,784	$ 59,531
Leases and Rents	317,950	336,735	351,033	329,077	334,119
Inter-fund Reimbursement	36,615	-	-	-	-
Other Revenue	195	-	1,056	-	-
Intergovernmental	6,182	-	-	-	-
Donations	5,426	-	-	-	-
General Fund Subsidy	806,296	601,940	785,833	592,972	616,573
Total Revenue	**$ 1,198,517**	**$ 989,941**	**$ 1,182,810**	**$ 980,833**	**$ 1,010,223**
Expenditures					
Salaries and Benefits	$ 646,079	$ 600,851	$ 634,763	$ 602,064	$ 630,384
Supplies and Services	548,221	397,044	548,335	377,015	377,085
Special Projects	549	-	503	-	-
Non-Capital Equipment	-	2,874	2,880	1,754	2,754
Transfers Out	6,182	-	-	-	-
Total Expenditures	**$ 1,201,031**	**$ 1,000,769**	**$ 1,186,481**	**$ 980,833**	**$ 1,010,223**

Neighborhood and Outreach Services

(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Neighborhood service contacts	32,826	32,000	40,000
Information and referral contacts	21,548	16,000	16,000
Daily average teen attendance at community centers	N/A	20	20
Number of community service hours performed	5,999	4,000	4,000
Facility reservations for community, private, and public events	1,167	1,300	1,300
Teen participants in scheduled activities	5,709	5,000	5,000
Free or low cost meals to senior citizens	5,698	6,000	5,500
Youth and adults mentored through the Jobs Program	233	200	200

[This page intentionally left blank.]

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
➢ **Creeks Restoration and Water Quality Improvement**
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Completed construction of the Mission Creek Restoration and Steelhead Passage Project at Tallant Road in Oak Park.

Removed over 65 tons of trash from City creeks and beaches in 2010.

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 filters.
- Enforce storm water and urban runoff code.
- Develop and implement water quality improvement and creek restoration projects.
- Oversee storm water treatment programs.
- Coordinate community information and clean water business assistance programs.

Key Objectives for Fiscal Year 2012

- Maintain 95% response rate to enforcement calls within 3 working days.
- Perform 95% of creek clean-ups within 48 hours of work order.
- Achieve participation of an additional 20 businesses in Certified Clean Water Business Program.
- Provide bilingual information programs regarding clean water and creeks issues to the public every month.
- Provide 160 youth watershed education programs to school-age children in Santa Barbara.
- Inspect at least 5 large City facilities for compliance with water pollution prevention best management practices.
- Provide public education on storm water impacts and clean water solutions at 6 community events per year.
- Conduct at least 5 community creek stewardship and cleanup projects.
- Conduct 90% of scheduled biweekly monitoring of integrator sites and quarterly sampling watersheds sites.
- Apply for a minimum of 4 new grants in Fiscal Year 2012.
- Inspect at least 5 commercial facilities (100,000 square feet or greater) for compliance with water pollution prevention best management practices.
- Sign up at least 50 additional e-mail subscribers for Creeks Division information.

Key Objectives for Fiscal Year 2012

- Complete at least 6 planting projects and/or plant at least 30 trees through the Creek Tree Program.
- Provide at least 8 local businesses with clean water equipment through the Business Assistance Program.
- Remove at least 5,000 square feet of *Arundo donax* from City creeks as part of the Invasive Plant Removal Program.
- Increase the number of followers on the Creeks Division Facebook page by 50.
- Inspect at least 10 parking lots (with 25 spaces or more) for compliance with water pollution prevention best management practices.
- Initiate construction of a Storm Water Treatment Retrofit Project in a city parking lot.
- Complete and distribute a Creeks Restoration and Water Quality Improvement Division 2011 Report.
- 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 requirement for all grant funded capital projects.
- Sample water quality during 3 separate storm events.
- Produce quarterly and annual reports summarizing water quality samples collected and results for public distribution.
- Initiate construction of a steelhead fish passage project in the CalTrans Channels on Mission Creek.
- Complete preliminary design of the Mission Lagoon/Laguna Channel Restoration Project.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**8.60**	**8.60**	**8.60**	**8.60**	**8.60**
Hourly Employee Hours	**831**	**1,800**	**1,575**	**1,800**	**1,800**
Revenues					
Transient Occupancy Tax	$ 2,292,875	$ 2,231,400	$ 2,524,500	$ 2,638,200	$ 2,770,200
Interest Income	207,503	175,900	173,727	156,200	156,200
Other Revenue	17,564	-	8,650	-	-
Donations	5,000	-	-	-	-
Total Revenue	**$ 2,522,942**	**$ 2,407,300**	**$ 2,706,877**	**$ 2,794,400**	**$ 2,926,400**
Expenditures					
Salaries and Benefits	$ 798,911	$ 942,401	$ 937,401	$ 966,310	$ 1,033,433
Supplies and Services	552,914	1,116,945	946,611	1,009,101	1,084,313
Special Projects	1,867	12,500	12,500	12,500	12,700
Non-Capital Equipment	2,044	11,320	11,320	15,320	12,320
Transfers Out	178,749	180,562	180,562	200,305	205,884
Total Expenditures	**$ 1,534,485**	**$ 2,263,728**	**$ 2,088,394**	**$ 2,203,536**	**$ 2,348,650**
Capital Grants	$ 2,129,265	$ 4,352,587	$ 2,948,463	$ -	$ -
Capital Program	3,888,864	9,934,848	5,447,973	1,225,000	1,325,000
Addition to (Use of) Reserves	**$ (771,142)**	**$ (5,438,689)**	**$ (1,881,027)**	**$ (634,136)**	**$ (747,250)**

Creeks Restoration and Water Quality Improvement

(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of enforcement calls receiving response within three working days	99%	100%	95%
Percent of creek cleanups complete within 48 hours of work order	99%	100%	95%
New business participants in Clean Water Business Program	20	20	20
Bilingual information programs	12	12	12
Watershed education programs provided to school-age children	201	160	160
City facilities inspected	N/A	8	5
Public education provided at community events	7	6	6
Creek stewardship and cleanup projects	7	5	5
Percent of scheduled biweekly monitoring and quarterly watershed sites sampled	97%	100%	90%
Grants applied for	4	4	4
Commercial facilities inspected	N/A	N/A	5
New e-mail subscribers	200	50	50
Projects completed and/or trees planted	2/24	4/39	6/30
Businesses receiving clean water equipment	8	8	8
Square feet of *Arundo donax* removed	250 sq. ft.	5,000 sq. ft.	5,000 sq. ft.
Number of new Facebook followers	N/A	N/A	50
Parking lots inspected	N/A	N/A	10
Percent of program revenue matched with grants	154%	33%	10%
Percent of increase in visits to the Creeks Division website visits	-5%	0%	5%
Miles of creeks walked annually	9	10	10
Number of businesses participating in the Clean Water Business Program	90	100	115
Percent of responses to persistent beach warnings	100%	100%	100%
Riparian trees and shrubs planted annually	4,628	1,091	200

[This page intentionally left blank.]

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
➢ **Golf Course**
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Successfully worked with the Golf Advisory Committee, Marketing Committee and concessionaires to increase play at the golf course following construction.

Golf Course

(Program No. 6711)

Mission Statement

Provide a quality and affordable golf experience for all ages and abilities, through the collection of golf greens fees to support operational costs.

Program Activities

- Coordinate golf services, including daily play, tournaments, lessons, equipment rental, driving range, and food service.
- Maintain 108 acres of land (85 acres of developed golf area).
- Oversee the maintenance of equipment.
- Maintain facilities, including the Pro Shop, parking lot, and walkways.
- Implement capital improvement projects.

Key Objectives for Fiscal Year 2012

- Achieve greens fee revenue per round of $28.02.
- Achieve concession revenue per round of $4.88.
- Maintain $35.23 maintenance cost per round of golf.
- Achieve golf course facility use of 61,900 rounds of golf.
- Achieve sales of 582 Rewards Program 7-day play discounts.
- Maintain the number of reportable injuries at 1 or less by holding monthly co-worker safety meetings.
- Complete 100% of monthly vehicle inspection reports for each golf vehicle.
- Spray compost tea and/or seaweed on greens biweekly to increase microbial activity in soil and decrease use of fungicides.
- Limit full fungicide applications to greens to 4 or less per calendar year.
- Complete pesticide usage reports on-time as required by the County Agricultural Commissioner on a monthly basis.
- Irrigate golf course using daily 24-hour evapotranspiration data. Track daily usage using irrigation log printouts. Hold consumption to FY 11 level during the months of April through September. FY 11 consumption was 15% less that previous 5 years.
- Evaluate impact of City IPM Strategy as it relates to turf quality, golfer satisfaction, and increased manpower usage.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**13.75**	**13.05**	**13.05**	**13.05**	**13.05**
Hourly Employee Hours	**1,013**	**1,066**	**824**	**736**	**736**
Revenues					
Golf Fees	$ 1,430,728	$ 1,725,172	$ 1,552,655	$ 1,640,801	$ 1,819,617
Rents (Concessions)	275,313	300,322	294,192	302,322	303,000
Interest Income	28,732	20,200	13,429	9,900	9,900
Other Revenue	8,721	3,500	53,169	3,500	3,500
Transfers In	-	-	-	103,623	-
Donations	11,035	17,399	3,000	17,399	17,399
Total Revenue	**$ 1,754,529**	**$ 2,066,593**	**$ 1,916,445**	**$ 2,077,545**	**$ 2,153,416**
Expenditures					
Salaries and Benefits	$ 1,148,502	$ 1,095,646	$ 1,088,812	$ 1,111,449	$ 1,174,871
Supplies and Services	554,563	610,448	546,090	564,877	592,827
Special Projects	976	31,923	7,500	5,000	5,300
Non-Capital Equipment	2,597	3,500	2,597	27,500	3,500
Transfers Out	553	-	-	22,036	22,036
Debt Service	85,439	214,421	214,420	231,308	230,866
Appropriated Reserve	-	52,272	-	45,375	49,016
Total Expenditures	**$ 1,792,630**	**$ 2,008,210**	**$ 1,859,419**	**$ 2,007,545**	**$ 2,078,416**
Capital Program	$ 483,153	$ 158,061	$ 82,240	$ 70,000	$ 75,000
Addition to (Use of) Reserves	**$ (521,254)**	**$ (99,678)**	**$ (25,214)**	**$ -**	**$ -**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Average greens fee revenue per round	23.88	28.61	$28.02
Average concession revenue per round	$4.47	$4.87	$4.88
Cost per round	$28.98	$27.19	$35.23
Rounds of golf	59,091	61,657	61,900
Seven-day discounts sold	540	575	582
Reportable injuries	1	1	1
Golf concessionaire revenue	$275,312	$287,870	$302,322
Monthly facility inspections	12	12	12
Unplanned annual days of sick leave	68	88	90
Cubic yards of compost imported	20	175	75

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
➢ **Park Operations Management**
Grounds and Facilities Maintenance
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Conducted 11 community volunteer landscape and park maintenance projects.

Park Operations Management

(Program No. 6911)

Mission Statement

Manage park maintenance operations, sports fields, park 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.

Key Objectives for Fiscal Year 2012

- Achieve 85% of Parks Division objectives.
- Maintain 360 acres of developed parkland at a cost of $10,608 per acre.
- Maintain 1,183 acres of open space at a cost of $359 per acre.
- Provide walkthrough inspections with Downtown Organization for 12 blocks of State Street 4 times per year to ensure conformance to standards and contract specifications.
- Irrigate 20 parks using daily 24-hour evapotranspiration data central control system, andtrack daily usage.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 312,621	$ 312,621	$ 312,621	$ 297,121	$ 297,121
Donations	191,842	61,589	123,178	-	-
General Fund Subsidy	686,058	638,959	638,123	659,829	675,699
Total Revenue	**$ 1,190,521**	**$ 1,013,169**	**$ 1,073,922**	**$ 956,950**	**$ 972,820**
Expenditures					
Salaries and Benefits	$ 249,367	$ 250,616	$ 250,740	$ 251,636	$ 267,256
Supplies and Services	744,148	703,925	702,965	704,214	704,464
Special Projects	83,137	337,722	563,452	-	-
Non-Capital Equipment	5,164	1,100	1,100	1,100	1,100
Transfers Out	120,554	-	-	-	-
Total Expenditures	**$ 1,202,370**	**$ 1,293,363**	**$ 1,518,257**	**$ 956,950**	**$ 972,820**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Division performance measures achieved	92%	91%	85%
Cost to maintain an acre of parkland	$9,288	$9,721	$10,608
Cost to maintain an acre of open space	$327	$329	$359
Walk-through inspections with Downtown Organization	4	4	4

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
➢ **Grounds and Facilities Maintenance**
Forestry
Beach Maintenance

RECENT PROGRAM ACHIEVEMENTS

Installed new playground equipment at Willowglen, Hilda Ray, and Hidden Valley Parks.

Grounds and Facilities Maintenance

(Program No. 6912)

Mission Statement

Provide safe and high quality open space, parks, sports fields, street medians and right-of-way landscaping, building landscaping and restrooms.

Program Activities

- Repair and reconstruct existing park features such as softball backstops, signs, benches, hardscape, and other park amenities.
- Maintain 23 restroom facilities to the highest standards.
- Manage 21 playgrounds including routine safety inspection and follow-up, replacements, modifications for universal access, and user safety.
- Oversee grounds maintenance, including litter control, trash removal, hardscape cleaning, the pruning, planting, and fertilizing of landscape plants, mowing, turf management, and sports field maintenance.
- Coordinate water use management, irrigation repair, replacement, and performance management.
- Administer Park Ranger Program for public safety and enjoyment of parks and school facilities.
- Maintain 1,183 acres of open space in 12 areas and oversee vegetative fuels management of open space parks.

Key Objectives for Fiscal Year 2012

- Make 100% of reported safety issues safe within an average of 8 work hours of notification.
- Complete 100% of monthly parks safety inspections.
- Complete 125 non-safety work orders annually.
- Ensure that 70% of parks grounds inspections meet established park maintenance standards.
- Clean and inspect Skater's Point skateboard park daily.
- Complete monthly pesticide usage reports on time, as required by the County Agricultural Commissioner.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**30.70**	**30.20**	**30.20**	**30.20**	**30.20**
Hourly Employee Hours	**21,708**	**18,396**	**17,863**	**19,301**	**19,301**
Revenues					
Leases and Rents	$ 5,000	$ -	$ 6,000	$ 6,000	$ 6,000
Inter-fund Reimbursement	354,325	354,325	354,325	354,325	354,325
Intergovernmental	130,426	55,764	-	-	-
Donations	87,684	188,756	67,820	87,500	87,500
General Fund Subsidy	3,578,033	3,712,785	3,721,775	3,691,200	3,843,871
Total Revenue	**$ 4,155,468**	**$ 4,311,630**	**$ 4,149,920**	**$ 4,139,025**	**$ 4,291,696**
Expenditures					
Salaries and Benefits	$ 2,455,963	$ 2,628,125	$ 2,499,289	$ 2,579,857	$ 2,730,284
Supplies and Services	1,615,380	1,504,872	1,504,549	1,404,588	1,407,432
Special Projects	17,103	86,733	96,200	107,400	106,800
Non-Capital Equipment	38,827	47,180	49,882	47,180	47,180
Transfers Out	243	-	-	-	-
Capital Equipment	77,504	22,496	22,496	-	-
Total Expenditures	**$ 4,205,020**	**$ 4,289,406**	**$ 4,172,416**	**$ 4,139,025**	**$ 4,291,696**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of reported safety issues resolved within an average of 8 work hours of notification	100%	100%	100%
Park safety inspections completed	504	504	504
Non-safety work orders completed	131	125	125
Percent of park grounds inspections in compliance	83%	80%	70%
Skateboard park inspections and cleanings	365	365	365
Restroom cleanings	9,060	8,882	8,882
Hours spent on Neighborhood Improvement Program	205	200	250
Quantity of “green” pest control materials used in support of the City IPM Program	125 gal.	60 gal.	50 gal.
Quantity of “yellow” pest control materials used in support of the City IPM Program	4 gal.	5 gal.	20 gal.
Quantity of “red” pest control materials used in support of the City IPM Program	0	0	0
Cubic yards of mulch used to combat weed growth (IPM)	671	800	800

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
➢ Forestry
Beach Maintenance

Forestry

(Program No. 6913)

Mission Statement

Plant and maintain street, park, and City facility trees for the benefit of residents and to ensure a safe and healthy community forest.

Program Activities

- Manage 23,500 street trees, 9,300 park and facility trees and 104 medians.
- Oversee stump and root management.
- Coordinate young tree planting and management.
- Inspect potentially hazardous trees.
- Communicate City policies and ordinances regarding tree issues, and coordinate citizen requests for tree planting.
- Respond to citizen tree maintenance and removal requests and scheduled block pruning.
- Enforce street tree and front yard setback tree ordinance.

Key Objectives for Fiscal Year 2012

- Trim 5,100 street trees.
- Trim 480 park and facility trees.
- Maintain a tree replacement program by planting as many trees as the average loss. The City loses an average of 150 trees per year.
- Complete 90% of service inspections requested within 10 working days.
- Inspect and act on 100% of tree ordinance violations within 30 days.
- Maintain average tree pruning by staff at a cost of $171 per tree.
- Maintain average tree pruning by contract at a cost of $125 per tree.
- Hold 1 annual training for contractor/management companies related to City Tree Preservation Policies.
- Complete Arbor Day celebrations at 3 schools.

RECENT PROGRAM ACHIEVEMENTS

Hosted 2 Tree Preservation Policy community outreach meetings.

Completed Community Guide to Tree Planting.

Recognized for 31 years as a Tree City USA.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**9.75**	**8.75**	**8.75**	**8.75**	**8.75**
Hourly Employee Hours	**1,933**	**1,620**	**1,978**	**2,036**	**2,036**
Revenues					
Inter-fund Reimbursement	$ 951,942	$ 951,942	$ 951,942	$ 951,942	$ 951,942
Other Revenue	6,750	3,000	2,200	2,500	2,500
Intergovernmental	6,114	35,886	37,542	-	-
Donations	20,000	20,000	40,000	10,000	10,000
General Fund Subsidy	149,143	188,391	197,310	195,786	240,311
Total Revenue	**$ 1,133,949**	**$ 1,199,219**	**$ 1,228,994**	**$ 1,160,228**	**$ 1,204,753**
Expenditures					
Salaries and Benefits	$ 720,486	$ 718,397	$ 742,205	$ 739,684	$ 785,662
Supplies and Services	387,565	443,436	439,247	419,044	419,091
Special Projects	3,000	45,145	26,540	-	-
Non-Capital Equipment	262	1,500	-	1,500	-
Total Expenditures	**$ 1,111,313**	**$ 1,208,478**	**$ 1,207,992**	**$ 1,160,228**	**$ 1,204,753**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Street trees pruned	5,502	5,500	5,100
Park and facility trees pruned	963	500	480
Trees planted	323	170	150
Percent of service inspection requests completed within 10 working days	93%	95%	90%
Percent of ordinance violations acted on within 30 days	100%	100%	100%
Cost per tree pruned by staff	$163	$185	$171
Cost per tree pruned by contract	$110	$125	$125
Service inspections	939	920	900
Ordinance violations reported	27	25	30
Hours spent on medians and under/over passes	N/A	800	800
Cubic yards of mulch produced for City weed deterrent program	510	425	400
Neighborhood Improvement Program events	3	3	2

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
Recreation Program Management
Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Neighborhood and Outreach Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
➢ **Beach Maintenance**

RECENT PROGRAM ACHIEVEMENTS

Removed approximately 170,000 pounds of debris from City beaches.

Beach Maintenance

(Program No. 6914)

Mission Statement

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

Program Activities

- Perform maintenance duties of raking, sand grooming, and minor grading of the beaches.
- Remove and dispose of, litter, storm debris, and dead sea animals.
- Oversee creek outlet cleaning, maintenance, and annual installation and removal of lifeguard towers.
- Dispose of abandoned or beached boats or vessels.

Key Objectives for Fiscal Year 2012

- Groom beach sand on Leadbetter, West, and East beaches 10 times between May and October.
- Rake beach sand on Leadbetter, West, and East beaches 6 times between November and April.
- Hand clean the perimeter of Mission Creek Lagoon on East Beach an average of 2 times per week.
- Hand clean Sycamore Creek Outfall an average of 2 times per week to prevent pollution from entering the ocean.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**401**	**482**	**482**	**482**	**482**
Revenues					
General Fund Subsidy	$ 145,697	$ 164,643	$ 159,754	$ 146,160	$ 150,255
Total Revenue	**$ 145,697**	**$ 164,643**	**$ 159,754**	**$ 146,160**	**$ 150,255**
Expenditures					
Salaries and Benefits	$ 85,718	$ 86,497	$ 86,780	$ 86,840	$ 90,931
Supplies and Services	59,979	78,146	72,974	59,320	59,324
Total Expenditures	**$ 145,697**	**$ 164,643**	**$ 159,754**	**$ 146,160**	**$ 150,255**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Beach grooming cycles	10	10	10
Beach rake cycles	7	6	6
Hand cleanings of Mission Creek Lagoon perimeter	109	113	104
Hand cleanings of Sycamore Creek Outfall	109	113	104
Beached animals removed	24	30	25
Tons of beach debris removed	107	85	100

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Police

Operating under a community-oriented policing philosophy, create and maintain a safe community where people can live in peace without the fear of crime.

About Police

The Police Department is responsible for providing law enforcement services to the City of Santa Barbara. Working in partnership with the community, quality and professional law enforcement services are provided in a fair and efficient manner.

The Patrol Division provides police services to the community that includes 24-hour patrol response to calls for service, traffic enforcement, gang suppression, crisis response teams and restorative policing services for the homeless and mentally ill.

The Investigative Division conducts follow-up investigations from initial crime reports that include crimes against persons, property, narcotics, gangs, schools, and forensic investigations.

The Administrative Services Division provides support services to the entire organization. These services include training and recruitment, information technology, records, evidence management, crime analysis, animal control, fleet management, community policing, permits and management of police facilities.

Our motto "Dedicated to Serve" captures our commitment to ensure a safe and secure place for people to live, work and enjoy our community.

Fiscal Year 2012 Budget Highlights

The Santa Barbara Police Department's primary mission is the protection of life and property, the prevention of crime, and the regulation of traffic. The department responds to over 30,000 calls for service each year.

The department continues its community-oriented policing philosophy with programs that include "Restorative Policing" for mental illness, "Drug Abuse Resistance Education (D.A.R.E.) in our elementary schools, and the Police Activities League (PAL) serving over 1,000 children.

DEPARTMENT SUMMARY

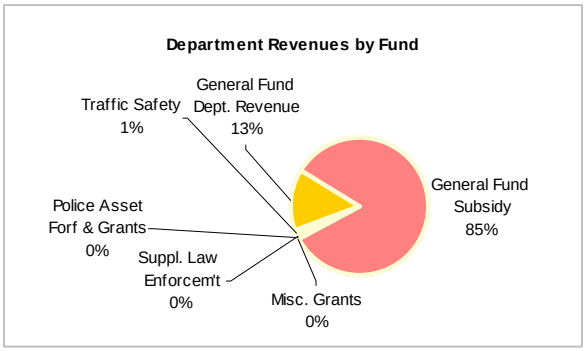
Police

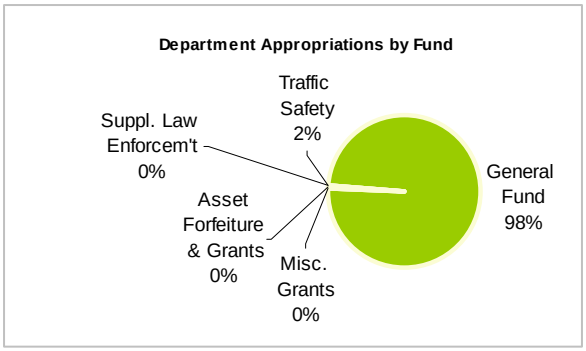
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**209.00**	**202.00**	**202.00**	**207.00**	**207.00**
Hourly Employee Hours	**20,114**	**12,742**	**18,780**	**15,547**	**17,161**
Revenues					
Parking Violations	$ 2,342,615	$ 2,469,069	$ 2,356,400	$ 2,403,500	$ 2,403,500
Traffic Safety	519,543	470,000	495,500	515,000	515,000
Prop. 172 Sales Tax	196,446	190,127	203,793	208,898	215,165
Donations	14,895	9,804	6,517	6,500	6,500
Fines & Forfeitures	173,248	150,000	175,000	180,000	183,000
Fees and Service Charges	707,204	694,000	701,000	708,000	708,000
Inter-fund Reimbursement	246,583	286,336	290,280	647,171	655,077
Intergovernmental	1,474,979	890,934	856,366	380,976	351,799
Licenses	176,718	185,000	175,150	173,900	173,900
Other Revenue	395,996	330,907	473,059	450,607	424,700
General Fund Subsidy	27,666,290	27,736,899	26,923,660	29,131,224	30,565,099
Total Revenue	**$ 33,914,517**	**$ 33,413,076**	**$ 32,656,725**	**$ 34,805,776**	**$ 36,201,740**
Expenditures					
Salaries and Benefits	$ 28,654,571	$ 28,722,684	$ 27,877,616	$ 30,259,297	$ 31,647,134
Supplies and Services	4,186,494	4,383,936	4,198,175	4,244,480	4,269,713
Special Projects	466,062	1,043,807	445,189	137,591	120,000
Capital Equipment	-	-	-	35,000	35,000
Non-Capital Equipment	182,180	150,246	150,246	129,408	129,893
Total Department Expenditures	**$ 33,489,307**	**$ 34,300,673**	**$ 32,671,226**	**$ 34,805,776**	**$ 36,201,740**

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.

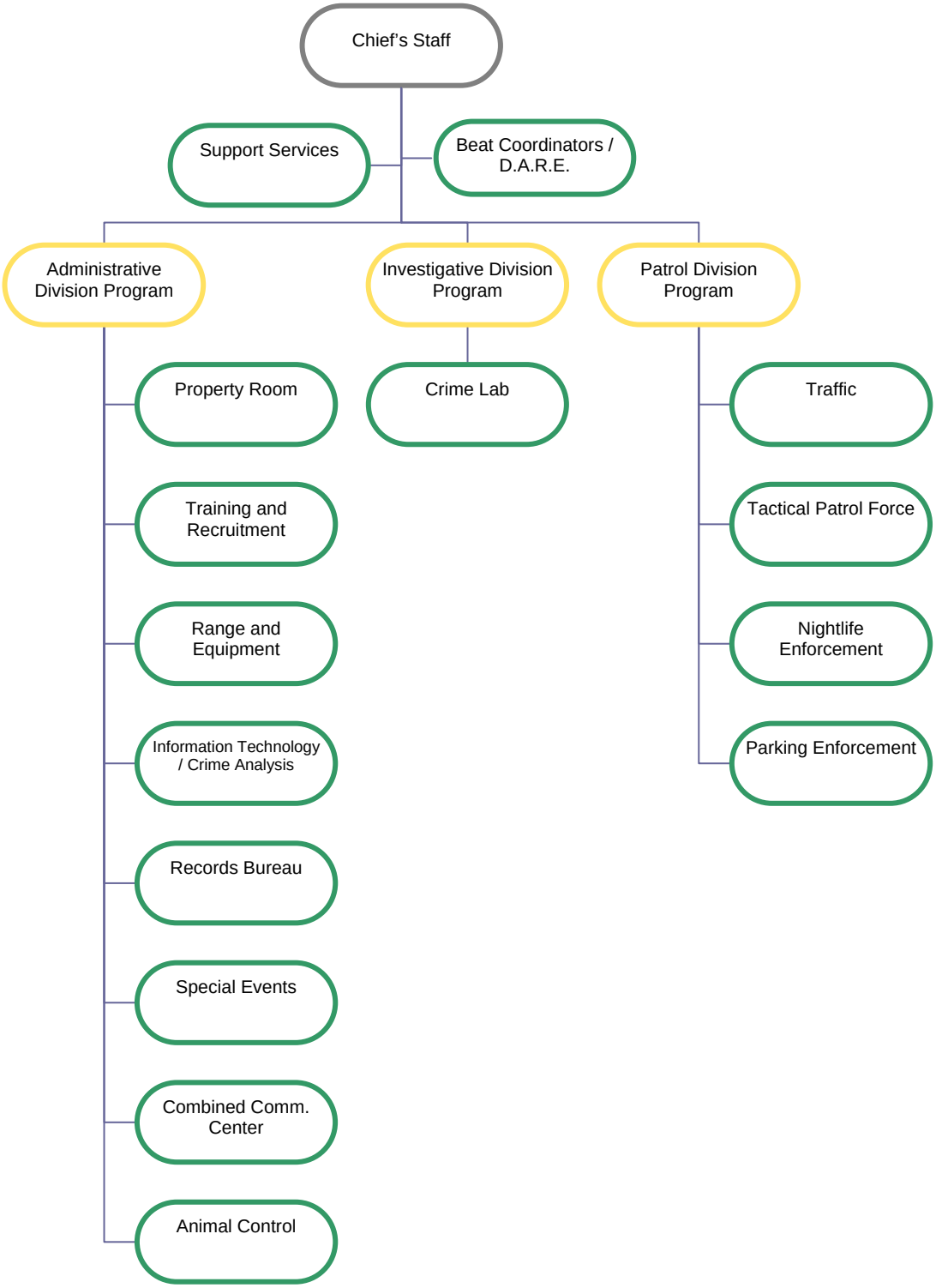
Department Fund Composition





Police

Program Organizational Chart



POLICE PROGRAMS

➢ **Chief's Staff**
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Coninued focus on comprehensively addressing youth violence issues through community meetings, staff meetings and meetings with non-profit groups.

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.

Key Objectives for Fiscal Year 2012

- Achieve 80% of the department program objectives.
- Investigate formal citizen complaints, completing 80% of the complaint investigations within 120 days.
- Investigate informal citizen complaints and respond to 90% of the reporting parties with final action taken within 60 days of complaint.
- Respond to 90% of special requests from Council members, citizen inquiries, and outside agencies within 1 working day of being assigned to establish a timeline of completion.
- Respond to 90% of City Attorney and Risk Management requests for investigation within 1 working day to establish a timeline of completion.
- Provide 12 additional media releases focusing on issues of community interest, efforts to engage youth, and non-enforcement related activities of the Police Department.
- Provide law enforcement leadership in developing a strategic plan to comprehensively address youth violence issues and integrate with identification and intervention efforts for at-risk youth and their families.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.00**	**5.00**	**5.00**	**4.00**	**4.00**
Hourly Employee Hours	**327**	**333**	**320**	**333**	**333**
Revenues					
Parking Violations	$ 2,342,615	$ 2,469,069	$ 2,356,400	$ 2,403,500	$ 2,403,500
Prop. 172 Sales Tax	196,446	190,127	203,793	208,898	215,165
Donations	7,179	-	27	-	-
Fees and Service Charges	609,672	651,000	613,000	665,000	665,000
Other Revenue	68,702	70,000	74,100	75,000	75,000
Total Revenue	**$ 3,224,614**	**$ 3,380,196**	**$ 3,247,320**	**$ 3,352,398**	**$ 3,358,665**
Expenditures					
Salaries and Benefits	$ 1,071,933	$ 1,068,407	$ 1,058,972	$ 895,285	$ 949,052
Supplies and Services	102,026	88,652	87,156	83,819	85,126
Special Projects	5,250	9,234	94	-	-
Total Expenditures	**$ 1,179,209**	**$ 1,166,293**	**$ 1,146,222**	**$ 979,104**	**$ 1,034,178**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of performance objectives met	58%	80.8%	80%
Percent of formal citizen complaint investigations completed within 120 days	40%	100%	80%
Percent of informal citizen complaint investigations completed within 60 days	97.5%	95%	90%
Percent of requests from Council, citizens, and outside agencies responded to within 1 working day	90.5%	95%	90%
Percent of requests from City Attorney and Risk Management responded to within 1 working day	90%	93.5%	90%
Special requests from City Hall, citizen inquiries, and outside agencies	42	82	63
City Attorney and Risk Management requests	159	358	156
Media releases involving non-enforcement activities	08	20	12
Formal Citizen Complaints	17	08	13
Informal Citizen Complaints	46	36	38
Pitchess Motions	16	22	15
Administrative Complaints	17	24	18
Media contacts	229	320	283

POLICE PROGRAMS

Chief's Staff
➢ **Support Services**
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Achieved a 99% accuracy rate in processing employee timesheets.

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.

Key Objectives for Fiscal Year 2012

- Achieve a 99% accuracy rate in processing employee timesheets.
- Achieve a 99% completion rate for all purchasing and accounts payable transactions within 2 business days of receipt.
- Achieve a clearance rate of 88% for parking citations.
- Notify all interested parties of vehicles towed for unlicensed driver within 1 business day.
- Develop an annual budget within target and administer within fiscal constraints and policies.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**40**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 21,377	$ 28,000	$ 28,000	$ 28,000	$ 28,000
Other Revenue	-	-	9	-	-
General Fund Subsidy	546,654	540,188	536,242	546,199	572,192
Total Revenue	**$ 568,031**	**$ 568,188**	**$ 564,251**	**$ 574,199**	**$ 600,192**
Expenditures					
Salaries and Benefits	$ 456,912	$ 456,664	$ 454,481	$ 459,970	$ 486,206
Supplies and Services	111,119	111,524	109,770	114,229	113,986
Total Expenditures	**$ 568,031**	**$ 568,188**	**$ 564,251**	**$ 574,199**	**$ 600,192**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of timesheets processed error free	99%	99%	99%
Timesheets processed	5,918	6,100	6,100
Errors reported on timesheets by Payroll	32	40	40
Percent of purchasing and accounts payable transactions completed within two business days	100%	100%	100%
Purchasing transactions	390	370	370
Accounts payable transactions processed	1,183	1,200	1,200
Percent of parking citations paid	87%	88%	88%
Parking citations issued	91,946	90,000	90,000
Parking citations paid	80223	79,200	79,200
Percent of interested parties notified of vehicles towed for unlicensed driver	100%	100%	100%
Vehicles towed for unlicensed driver	1,737	1,756	1,800

POLICE PROGRAMS

Chief's Staff
Support Services
➢ **Beat Coordinators/D.A.R.E.**
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

The Beat Coordinator section completed 30 backgrounds due to the hiring needs of the department, and one Youth Academy.

Beat Coordinators/D.A.R.E.

(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 approach to 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 through the Citizen's, Spanish, and Youth Academies.
- Provide in-classroom Drug Abuse Resistance Education (D.A.R.E.) instruction for elementary school age children.
- Provide training to school officials and parents on current issues and counsel school children on personal issues and safety tips.

Key Objectives for Fiscal Year 2012

- Respond within three working days to 95% of all requests for attendance at public education presentations.
- Contact 95% of complainants within 3 working days of receipt of community problem or issue.
- Participate in Neighborhood Improvement Task Force meetings on a monthly basis and participate in projects as requested.
- Participate in Neighborhood Watch meetings as requested.
- Complete 2 Citizen's Academies.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.00**	**3.00**	**3.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 25	$ -	$ -	$ -	$ -
General Fund Subsidy	497,492	479,676	560,479	784,859	830,052
Total Revenue	**$ 497,517**	**$ 479,676**	**$ 560,479**	**$ 784,859**	**$ 830,052**
Expenditures					
Salaries and Benefits	$ 458,417	$ 421,298	$ 521,743	$ 743,694	$ 788,657
Supplies and Services	39,075	58,378	38,736	41,165	41,395
Total Expenditures	**$ 497,492**	**$ 479,676**	**$ 560,479**	**$ 784,859**	**$ 830,052**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of requests for public education presentations responded to within 3 working days	100%	95%	95%
Percent of community assistance requests responded to within 3 working days	100%	95%	95%
Schools participating in DARE	13	7	0
Citizens Academies	2	2	2
C.O.P.S Projects	176	76	40
Telephone contacts	1,326	750	350
Public presentations	62	60	20
Students participating in the D.A.R.E Program	673	332	0
Cost to City for each student in D.A.R.E program	$184	$183	0

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
➢ **Administrative Services Division**
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Continued administration of the JAG/BYRNE grant involving 6 jurisdictions within Santa Barbara County. Grant funding over 3 years totals $777,205.

Administrative Services Division

(Program No. 3421)

Mission Statement

Provide leadership, direction, and administrative guidance for the Administrative Services Division.

Program Activities

- Coordinate and oversee the Police Department facilities maintenance needs with the Public Works Department.
- Ensure the delegation of the Community Oriented Policing efforts, throughout the department, that originate in the Administrative Services Division.
- Work closely with the Business Office to efficiently administer the Administrative Services Division Budget.
- Continue administration of current and future grant funding programs.

Key Objectives for Fiscal Year 2012

- Ensure Administrative Services program owners achieve 80% of program objectives.
- Participate in and provide input through recommendations for the main police building.
- Administrator current grants and apply for future grants. Maintain compliance with grant requirements and meeting all grant submittal deadlines.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 126,221	$ 273,779	$ 285,633	$ -	$ -
Other Revenue	103,260	90,000	90,000	90,000	90,000
General Fund Subsidy	913,638	814,269	766,897	639,721	660,768
Total Revenue	**$ 1,143,119**	**$ 1,178,048**	**$ 1,142,530**	**$ 729,721**	**$ 750,768**
Expenditures					
Salaries and Benefits	$ 537,889	$ 564,095	$ 512,973	$ 542,005	$ 562,924
Supplies and Services	508,773	367,445	343,924	187,716	187,844
Special Projects	137,177	221,209	205,788	-	-
Total Expenditures	**$ 1,183,839**	**$ 1,152,749**	**$ 1,062,685**	**$ 729,721**	**$ 750,768**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of program objectives completed	59%	80%	80%

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
➢ **Property Room**
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Worked with the District Attorney's office in purging property from large long standing cases.

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.

Key Objectives for Fiscal Year 2012

- Dispose of a number of items equivalent to 90% of the number of items received.
- Purge160 cash items in accordance with State law.
- Conduct quarterly audits to ensure accountability.
- Conduct annual destruction of drugs and weapons approved by court order.
- Conduct complete inventory of property room.
- Enclose bulk property room storage so that it is rainproof and rodent proof.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**921**	**1,057**	**1,057**	**1,000**	**1,000**
Revenues					
General Fund Subsidy	$ 125,067	$ 125,865	$ 123,062	$ 165,159	$ 155,823
Total Revenue	**$ 125,067**	**$ 125,865**	**$ 123,062**	**$ 165,159**	**$ 155,823**
Expenditures					
Salaries and Benefits	$ 110,214	$ 111,848	$ 110,265	$ 142,279	$ 140,162
Supplies and Services	14,853	14,017	12,797	16,064	15,661
Special Projects	-	-	-	6,816	-
Total Expenditures	**$ 125,067**	**$ 125,865**	**$ 123,062**	**$ 165,159**	**$ 155,823**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of property items disposed of	N/A	52%	90%
Cash items disposed of	N/A	348	160
Property audits conducted	4	4	4
Annual drug and weapon destruction	N/A	1	1
Safekeeping items received and stored	909	1594	1600
Safekeeping items released to owner or representative	N/A	1282	1200
Safekeeping items destroyed	N/A	430	400
Discovery Requests processed	N/A	832	800
Items received	N/A	21,164	20,000
Items disposed of	N/A	11,214	18,000
Property transactions	N/A	67,360	67,000

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
➢ **Training and Recruitment**
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Continued utilization of the San Bernardino Police Academy in conjunction with the Ventura Police Academy to ensure that Police Cadets are sent to a police academy in a timely manner.

Training and Recruitment

(Program No. 3424)

Mission Statement

Recruit and hire qualified personnel and provide state-mandated training for all department employees.

Program Activities

- Conduct recruiting activities with Human Resources personnel to recruit a diverse candidate pool.
- Conduct thorough background investigations on all prospective Police Department employees.
- Supervise police officer recruits at the Police Academy.
- Review training records of all employees legally mandated to comply with Peace Officer Standards Training (POST) requirements.
- Coordinate the department's Training Committee in developing a training plan and execute the plan.
- Conduct department safety training under the City's Injury and Illness Protection Plan.
- Prepare policy manual recommendations for command staff approval and make regular updates.
- Supervise the property room and range programs.

Key Objectives for Fiscal Year 2012

- Maintain 90% staffing level of authorized positions, full-time positions.
- Complete 85% of pre-employment personnel background investigations within 60 days of receiving the Personal History Statement.
- Maintain 95% compliance of state mandated training for Sworn/Reserve Officers.
- Distribute a monthly training bulletin to employees on various law enforcement topics.
- Complete annual policy manual update including general orders and approved legal recommendations for command staff approval.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**1,487**	**737**	**1,714**	**1,514**	**2,188**
Revenues					
Intergovernmental	$ 3,605	$ -	$ 1,687	$ -	$ -
General Fund Subsidy	481,170	452,567	535,685	405,269	411,277
Total Revenue	**$ 484,775**	**$ 452,567**	**$ 537,372**	**$ 405,269**	**$ 411,277**
Expenditures					
Salaries and Benefits	$ 446,796	$ 378,119	$ 463,418	$ 312,988	$ 317,868
Supplies and Services	37,979	74,448	73,954	92,281	93,409
Total Expenditures	**$ 484,775**	**$ 452,567**	**$ 537,372**	**$ 405,269**	**$ 411,277**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of authorized staffing levelmaintained	91%	93%	90%
Percent of backgrounds completed within 60 days	N/A	89%	85%
Percent of officers in compliance with POST	100%	95%	95%
Monthly training bulletins	N/A	N/A	12
Employees hired	12	20	20
Training days conducted	N/A	N/A	16
Pre-Employment Background Investigations completed	40	124	100

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
➢ **Range and Equipment**
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

A 100% of all active duty and reserve police officers received qualification in shooting.

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.

Key Objectives for Fiscal Year 2012

- Ensure 100% of active duty officers and reserve officers pass a shooting qualification course each quarter.
- Take corrective action on 90% of vehicle repair requests within three business days
- Conduct annual inventory of all department firearms, excluding SWAT.
- Ensure 100% of long rifles are cleaned and maintained each year.
- Ensure 100% of all department utilized duty weapons are inspected for safety, and maintained as needed.
- Rehabilitate, and repair the existing range. Utilize building materials to augment the range facilities with new target bench, construction of a dedicated weapons repair area, and reorganization of the officer's weapons cleaning area.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 7,641	$ 6,814	$ -	$ -	$ -
Other Revenue	-	-	1,369	-	-
General Fund Subsidy	941,300	1,016,284	1,133,150	1,184,348	1,178,479
Total Revenue	**$ 948,941**	**$ 1,023,098**	**$ 1,134,519**	**$ 1,184,348**	**$ 1,178,479**
Expenditures					
Salaries and Benefits	$ 20,319	$ 3,284	$ 62,069	$ 76,584	$ 81,319
Supplies and Services	839,440	972,384	1,025,020	1,056,956	1,046,352
Capital Equipment	-	-	-	35,000	35,000
Non-Capital Equipment	89,182	47,430	47,430	15,808	15,808
Total Expenditures	**$ 948,941**	**$ 1,023,098**	**$ 1,134,519**	**$ 1,184,348**	**$ 1,178,479**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of officers qualified	93%	100%	100%
Percent of vehicle requests responded to within 3 business days	83%	95%	90%
Percent of weapons inspected	N/A	N/A	100%
Percent of long rifles cleaned	0%	100%	100%
Department weapon inventories	0	1	1
Officers qualified with primary weapon	N/A	548	580
Officers demonstrating proficiency with long rifle	N/A	408	580
Vehicle repair requests	408	544	500
Preventative maintenance vehicle services	287	350	300
Duty weapons inspected	N/A	N/A	145
Long rifles cleaned	0	35	35

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
➢ **Information Technology/ Crime Analysis**
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Implemented an on-line police report system enabling the public to file police reports electronically and, once approved, reports are electronically submitted into the Records Management System.

Information Technology/ Crime Analysis

(Program No. 3422, 3428)

Mission Statement

Design, create, implement, and maintain automated systems, analyze crime data to identify crime series, patterns, trends, and criminal offenders to assist in criminal investigations and Citywide reports, and provide 24-hour technical support to system users, in order to enhance public safety.

Program Activities

- Provide network security for all Police systems.
- Design and implement automated systems to enhance public safety, user workflow, and provide critically needed law enforcement information in a timely manner.
- Administer the Joint Powers Agreement (JPA) network, providing law enforcement agencies in Santa Barbara and San Luis Obispo counties with access to local, state, national and international databases.
- Maintain the Santa Barbara Police Department web page, provide user training, maintain all PCs and mobile computers and related software, and provide 24-hour user support for law enforcement systems.
- Provide timely and pertinent information relative to crime and arrest data to Police Department personnel, other City departments, outside law enforcement agencies, and the general public for resource allocation, budgeting activities, and community policing.

Key Objectives for Fiscal Year 2012

- Provide system availability for critical systems at a rate exceeding 99% uptime.
- Complete 90% of Joint Powers Agreement (JPA) user requests for system access and workstation configurations within 5 working days.
- Respond to 85% of vehicle mobile data computer (MDC) repair requests within 14 business days.
- Complete Versadex upgrades to Version 7.3 for CAD, MDT, MRE and RMS systems.
- Work with San Luis Obispo and Ventura County agencies to determine feasibility to their joining the CopLink Regional Data Sharing system. Present proposal to CLEC for approval and proceed with implementation based on funding and CLEC approval.
- As JPA Administrator, work with the JPA Committee to rewrite the JPA; to include updated cost model and policies. Present to (CLEC) County Law Enforcement Chiefs for approval and proceed with Council and Board approvals.

Key Objectives for Fiscal Year 2012 (cont'd)

- Working with the Santa Barbara County Sheriff's Department, research Automated Fingerprint Identification Systems (AFIS) for the JPA and present a proposal to CLEC for a regional AFIS system to include Mobile ID devices. Proceed with implementation based on funding and CLEC approval.
- Ensure that 85% of CompStat reports are published 2 days prior to CompStat meetings for staff review.
- Cross train personnel for CompStat preparation.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.00**	**4.00**	**4.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 77,591	$ 83,087	$ 78,933	$ 78,879	$ 79,149
Other Revenue	-	-	1,943	-	-
General Fund Subsidy	988,077	1,036,729	1,063,965	1,196,889	1,238,153
Total Revenue	**$ 1,065,668**	**$ 1,119,816**	**$ 1,144,841**	**$ 1,275,768**	**$ 1,317,302**
Expenditures					
Salaries and Benefits	$ 595,521	$ 623,019	$ 654,122	$ 702,268	$ 734,286
Supplies and Services	387,433	425,047	418,969	476,740	486,256
Non-Capital Equipment	82,714	71,750	71,750	96,760	96,760
Total Expenditures	**$ 1,065,668**	**$ 1,119,816**	**$ 1,144,841**	**$ 1,275,768**	**$ 1,317,302**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Rate of critical system uptime	>99%	>99%	>99%
Mobile Data Computers (MDCs) maintained	58	61	61
Percent of MDC repair requests completed within 14 days (FY11) business days	69%	89%	85%
Percent of JPA user requests completed within 5 working days	96%	98%	90%
PC workstations maintained	145	145	145
Printers maintained	28	27	27
JPA workstations maintained	541	560	560
User help requests completed	5,105	4,250	4,200
Percent of CompStat reports published 2 days prior to CompStat meetings.	N/A	83.5%	85%

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
➢ **Records Bureau**
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Responded to 100% of Public Records request within 10 days.

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.

Key Objectives for Fiscal Year 2012

- Audit and ensure 95% of all in-custody adult and juvenile arrest reports are processed and distributed prior to 10:00 a.m. the following court day.
- Ensure 95% of "Uniform Crime Report" reportable crime reports are entered into Versadex by the 5th day of the following month.
- Ensure 92% of "Uniform Crime Report" reports are submitted to the Department of Justice by the 10th of day of the following month.
- Ensure 92% of juvenile detention information is transmitted to the Department of Corrections by the 10th day of the following month.
- Ensure 90% of responses to public records are completed within 10 days.
- Ensure 90% of discovery requests from the District Attorney's Office are fulfilled within 3 working days.
- Administer California Law Enforcement Telecommunication System "CLETS" training to Records Bureau Team Members in compliance with Department of Justice regulations.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**17.00**	**16.00**	**16.00**	**14.00**	**14.00**
Hourly Employee Hours	**6,402**	**2,200**	**6,000**	**2,700**	**3,640**
Revenues					
Other Revenue	$ 27,650	$ 25,907	$ 25,907	$ 25,907	$ -
General Fund Subsidy	1,292,837	1,246,546	1,149,381	1,146,610	1,221,799
Total Revenue	**$ 1,320,487**	**$ 1,272,453**	**$ 1,175,288**	**$ 1,172,517**	**$ 1,221,799**
Expenditures					
Salaries and Benefits	$ 1,194,101	$ 1,140,329	$ 1,055,123	$ 1,034,510	$ 1,079,154
Supplies and Services	126,386	132,124	120,165	138,007	142,645
Total Expenditures	**$ 1,320,487**	**$ 1,272,453**	**$ 1,175,288**	**$ 1,172,517**	**$ 1,221,799**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of in-custody reports processed	99%	98%	95%
Percent of Uniform Crime Reports entered in Versadex by the 5th of the following month	N/A	99%	95%
Percent of Uniform Crime Reports submitted to the Department of Justice by the 10th of the following month	N/A	100%	92%
Percent of juvenile detention information to DOC by 10th of the month	N/A	100%	92%
Percent of public records request completed within 10 days	N/A	95%	90%
Percent of discovery requests fulfilled within 3 days	N/A	95%	90%
Officer reports processed	21,100	21,932	20,000
Street Checks / Field Interviews processed	5,387	4,790	5,200
Subpoenas processed	2,264	2,214	2,000
Fingerprint services rendered	3,969	3,746	3,500
Dictated reports	269	298	250
Towed vehicle reports	3,427	3,162	3,500
Restraining Orders processed	545	604	550
District Attorney rejections processed	N/A	256	350
Quarterly Records meetings held	4	3	4
Counter reports	N/A	2,558	2,850

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
➢ **Special Events**
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Processed 100% of Alcohol Beverage Control (ABC) Special Event daily license applications within 3 working 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.

Program Activities

- Process all Special Event applications in accordance with rules and regulations outlined in the Municipal Code.
- Prepare and implement tactical plans for all events likely to require a police presence beyond the scope of day-to-day operations.
- Provide local law enforcement agency review and endorsement of Alcohol Beverage Control Special Event Daily License Applications.
- Conduct Dance Permit Application and Renewal Application investigations and prepare staff reports for the Fire and Police Commission.
- Conduct taxi, pedicab, and massage technician permit application and renewal application investigations.
- Supervise, coordinate, and direct the activities of the Police Department's Reserve Corps, Volunteer Corps and Chaplain Program.

Key Objectives for Fiscal Year 2012

- Process 93% of completed Special Event Permit Applications within 5 working days.
- Process 96% of completed Alcohol Beverage Control Special Event Daily License Applications within three working days.
- Maintain the part one crime rate at the previous three-year average within venue areas during Solstice, July 4th, and Fiesta.
- Maintain the number of hours volunteered by the Reserve Corps, Volunteer Corps and Chaplains at the previous three-year average.
- Complete 90% of Dance Permit Application Staff Reports at least 8 days prior to the corresponding Police and Fire Commission meetings.
- Process 90% of completed Dance Permit Renewal Applications within 3 weeks.
- Complete 90% of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations within three weeks of receipt of Live Scan results.

Key Objectives for Fiscal Year 2012 (cont'd)

- Process 90% of permit renewal investigations (excluding Dance Permits) within 3 weeks of application.
- Provide a written response to 90% of completed Alcohol Beverage Control License Applications within 40 days.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.00**	**3.00**	**3.00**	**2.00**	**2.00**
Hourly Employee Hours	**168**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 195,313	$ 145,000	$ 205,000	$ 200,000	$ 200,000
General Fund Subsidy	963,188	827,017	959,821	572,599	586,039
Total Revenue	**$ 1,158,501**	**$ 972,017**	**$ 1,164,821**	**$ 772,599**	**$ 786,039**
Expenditures					
Salaries and Benefits	$ 985,188	$ 806,069	$ 985,958	$ 621,169	$ 631,713
Supplies and Services	173,313	165,948	178,863	151,430	154,326
Total Expenditures	**$ 1,158,501**	**$ 972,017**	**$ 1,164,821**	**$ 772,599**	**$ 786,039**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Special Event Permit Applications processed within 5 working days	88%	70%	93%
Percent of completed Alcohol Beverage Control Special Event Daily License Applications within 3 working days	98%	96%	96%
Part one crimes within venues area during Solstice, July 4th, and Fiesta	8	8	8
Hours volunteered by the Reserve Corps, Volunteer Corps, and Chaplains	3,669	2,343	2,300
Percent of Dance Permit Application Staff Reports completed at least 8 days prior to the corresponding Fire and Police Commission meetings	100%	90%	90%
Percent of Dance Permit Renewal Applications processed within 3 weeks	67%	80%	90%
Percent of taxi, pedicab, and massage technician permit investigations completed within three weeks of receipt of Live Scan results	65%	16%	90%
Percent of permit renewal investigations completed within 3 weeks	56%	35%	90%
Percent of Alcohol Beverage Control License Applications responded to within 40 days	87%	90%	90%

Special Events

(Continued)

Program Performance Measures (cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Special Event Permit applications	67	100	100
Operations plans drafted	85	102	102
Alcohol Beverage Control Special Event Daily License Applications endorsed	124	95	95
Complaints generated by permitted events	5	5	5
Cost of providing Police services for the July 4th celebration	$66,010.77	$80,000	$83,000
Cost of providing Police services for the Old Spanish Days Celebration	$425,527.49	$434,500	$447,500
Cost of providing Police services for the Solstice Celebration	$30,463.82	$30,500	$31,500
Hours donated by the Reserve Corps	2,178	1,535	1,884
Hours donated by the Volunteer Corps	778	408	408
Hours donated by the Chaplains	713	400	400
Dance Permit Application staff reports completed	3	5	5
Dance Permit Renewal Applications processed	9	20	20
Permit applications processed (excluding Dance Permits and Special Event Permits)	227	300	300
Permit applications denied	5	10	10
Alcohol Beverage Control License Applications processed	31	25	25
Number of security alarm actions performed	9,259	7,358	7,358

[This page intentionally left blank.]

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
➢ **Combined Communications Center**
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

9-1-1 calls for service were answered by dispatchers within an average of 3.5 seconds.

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.

Key Objectives for Fiscal Year 2012

- Answer all 911 calls within an average of 4 seconds.
- Maintain minimum staffing in the Combined Communications Center at85% of the time.
- Ensure that 90% of all non-trainee dispatchers are current with their Emergency Medical Dispatching certification.
- Complete a minimum of two new applicant interviews; and advance qualified candidates to background.
- Ensure the replacement 911 phone system is fully functional and integrated with Department Dispatch procedures

Key Objectives for Fiscal Year 2012 (cont'd)

- Ensure the replacement Uninterruptible Power System (UPS) is fully functional and supports essential communications systems.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**19.00**	**19.00**	**19.00**	**19.00**	**19.00**
Hourly Employee Hours	**485**	**415**	**1,000**	**0**	**0**
Revenues					
General Fund Subsidy	$ 2,150,632	$ 2,292,999	$ 1,961,278	$ 2,361,140	$ 2,430,165
Total Revenue	**$ 2,150,632**	**$ 2,292,999**	**$ 1,961,278**	**$ 2,361,140**	**$ 2,430,165**
Expenditures					
Salaries and Benefits	$ 1,891,618	$ 2,059,483	$ 1,749,115	$ 2,201,451	$ 2,271,543
Supplies and Services	258,509	228,363	207,010	148,914	158,622
Special Projects	-	-	-	10,775	-
Non-Capital Equipment	505	5,153	5,153	-	-
Total Expenditures	**$ 2,150,632**	**$ 2,292,999**	**$ 1,961,278**	**$ 2,361,140**	**$ 2,430,165**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Average ring time in seconds	3.5	3.5	4.0
Daily minimum staffing level	81%	85%	85%
Percent of employees with current EMD certification	100%	90%	90%
911 calls for service	43,684	44,000	45,000
Emergency medical dispatch instructions given	218	150	150
Priority One calls for service	724	724	750
Priority Two calls for service	15,456	16,000	16,000
Priority Three calls for service	7,763	7,700	8,000
Calls on seven-digit phone lines	146,582	148,000	150,000
Recordings made for court Discovery	258	250	250

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
➢ **Animal Control**
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

100% of all animal control calls received a response 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.

Key Objectives for Fiscal Year 2012

- Respond to 90% of animal calls within 24 hours.
- Quarantine 90% of animals involved in bites to humans or contact with wildlife.
- Ensure 100% of impounded animals are handled in accordance with state laws.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 50	$ 2,990	$ 6,490	$ 6,500	$ 6,500
Licenses	119,776	130,000	115,000	115,000	115,000
General Fund Subsidy	505,927	409,388	484,531	485,670	508,770
Total Revenue	**$ 625,753**	**$ 542,378**	**$ 606,021**	**$ 607,170**	**$ 630,270**
Expenditures					
Salaries and Benefits	$ 341,795	$ 186,535	$ 250,420	$ 269,804	$ 286,985
Supplies and Services	283,958	354,561	354,319	336,041	341,960
Non-Capital Equipment	-	1,282	1,282	1,325	1,325
Total Expenditures	**$ 625,753**	**$ 542,378**	**$ 606,021**	**$ 607,170**	**$ 630,270**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of animal control calls receiving a response within 24 hours	100%	100%	90%
Percent of quarantined animals involved in bites to humans	94%	82%	90%
Percent of impounded animals handled in accordance with state laws	100%	100%	100%
Calls for service	3,810	3,856	3,750
Animals involved in bite incidents	179	204	190
Animals impounded live, injured or dead	1,785	2,398	2,150
Citations issued	547	568	550
Animals quarantined	168	168	170
Educational presentations	7	0	2

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
➢ **Investigative Division**
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Used federal law enforcement agency 's advanced technology equipment in several successful key investigations.

Investigative Division

(Program No. 3431)

Mission Statement

Investigate or resolve all active assigned criminal cases, including high tech crimes, to a successful conclusion or until all leads are exhausted.

Program Activities

- Investigate active, unsolved criminal cases.
- Serve as a liaison with the District Attorney to ensure successful prosecution of criminal offenders.
- Serve as a liaison with community based organizations and outside law enforcement agencies.
- Proactively investigate narcotic violations.
- Extradite fugitives and transport wanted subjects back to Santa Barbara County for prosecution.

Key Objectives for Fiscal Year 2012

- Achieve a 25% clearance rate by arrest, warrant, or District Attorney's office complaint for all assigned cases.
- Complete 85% of cases within 90 days following the date assigned to the investigator.
- Complete 80% of District Attorney follow-up requests assigned to the Investigative Division by due date.
- Update the Crime Lab program to handle High Tech Crime analysis by purchasing hardware and software. Provide training for existing staff that consist of the Senior Identification Technician (Crime Lab) and 1 Youth Services Section (YSS) Detective as a collateral assignment.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**26.00**	**25.00**	**25.00**	**25.00**	**25.00**
Hourly Employee Hours	**1,239**	**0**	**400**	**1,000**	**1,000**
Revenues					
Intergovernmental	$ 124,660	$ 80,000	$ 130,638	$ 120,000	$ 120,000
Licenses	56,942	55,000	60,150	58,900	58,900
Other Revenue	1,071	-	74,731	59,700	59,700
General Fund Subsidy	4,300,868	4,279,087	3,923,686	4,459,889	4,656,051
Total Revenue	**$ 4,483,541**	**$ 4,414,087**	**$ 4,189,205**	**$ 4,698,489**	**$ 4,894,651**
Expenditures					
Salaries and Benefits	$ 4,097,201	$ 4,196,373	$ 3,832,336	$ 4,339,586	$ 4,534,573
Supplies and Services	261,680	255,363	225,614	238,903	240,078
Special Projects	43,555	366,039	22,600	120,000	120,000
Total Expenditures	**$ 4,402,436**	**$ 4,817,775**	**$ 4,080,550**	**$ 4,698,489**	**$ 4,894,651**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of cases closed by arrest, warrant, or District Attorney complaint	26%	25%	25%
Percent of cases completed within 90 days following the date assigned to investigator	83%	85%	85%
Percent of District Attorney requests completed by due date	82.5%	80%	80%
Cases closed by arrest, warrant, or District Attorney complaint	416	400	400
Total cases closed	1,613	1,600	1,600
Narcotic investigations completed	618	500	800
Narcotic forfeiture investigations completed	12	20	25
Arrests by Investigative Division personnel	523	450	550
Newly certified juveniles as Serious Habitual Offenders (SHO)	2	5	5
Sex registrants registered	390	400	400
Completed requests for District Attorney's Office follow-up by Investigative Division	56	75	75
Total completed follow-ups by Investigative Division Personnel	N/A	N/A	2,500

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
➢ **Crime Lab**
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Upgraded the crime lab's computer forensic hardware to better examine digital evidence.

Crime Lab

(Program No. 3432)

Mission Statement

Collect and process forensic evidence to assist in criminal investigations.

Program Activities

- Respond to crime scenes to identify, document, collect, and preserve physical evidence for future examinations.
- Examine and analyze evidence in the laboratory, including the identification of suspected controlled, trace evidence (i.e. hairs, fibers, physiological fluids), and the evaluation of various types of physical evidence.
- Conduct Hi-Tech crime analysis including the forensic examination of electronic evidence (i.e. computers and hand-held devices).
- Perform various photographic assignments, including maintaining the digital image archive of crime scene photos, and perform departmental photographic work, including developing and printing a variety of films used for evidence and court displays.
- Process evidence for latent fingerprints, examine latent fingerprints and conduct fingerprint comparisons.
- Attend autopsies in criminal cases for evidence collection, documentation and evaluation.
- Examine evidence to determine if further forensic analysis is required by forensic scientists at the Department of Justice (DOJ) or Federal Bureau of Investigations (FBI). These include: serology, DNA, hair and fiber comparisons, footwear and tire track exams, ballistics, and document examinations.
- Prepare reports that document crime scenes and results of evidence examinations.
- Provide expert testimony in court regarding the examinations and evaluations performed.

Key Objectives for Fiscal Year 2012

- Process 95% of photographic evidence submitted by Crime Scene Investigators and Detectives within 4 working days.
- Submit 95% of all CAL-ID quality latent fingerprints to Department of Justice within 4 working days.
- Ensure 95% of evidence processing requests by investigators and District Attorney's office are completed within 4 working days.

Key Objectives for Fiscal Year 2012 (cont'd)

- Ensure 95% of computer examinations are completed within 60 days following the date assigned to examiner.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 132,536	$ 213,712	$ 127,562	$ 130,163	$ 132,630
Total Revenue	**$ 132,536**	**$ 213,712**	**$ 127,562**	**$ 130,163**	**$ 132,630**
Expenditures					
Salaries and Benefits	$ 121,262	$ 198,980	$ 115,643	$ 115,349	$ 118,030
Supplies and Services	6,914	14,732	11,919	14,814	14,600
Non-Capital Equipment	4,360	-	-	-	-
Total Expenditures	**$ 132,536**	**$ 213,712**	**$ 127,562**	**$ 130,163**	**$ 132,630**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of photographic evidence processed within 4 working days	100%	95%	95%
Percent of CAL-ID latent fingerprints submitted to DOJ within 4 working days	96%	95%	95%
Percent of evidence processing requests completed within 4 working days	98%	95%	95%
Percent of computer forensic exams completed within 60 days following the date assigned to examiner.	100%	95%	95%
Physical evidence cases processed by lab	110	135	105
Cost of physical evidence cases processed by lab	$12,816	$12,721	$9,894
Crime scene responses by lab	40	60	50
Cost of crime scene responses by lab	$9,187	$14,134	$11,778
Latent prints submitted to CAL-ID	238	225	225
Cost of latent prints submitted to CAL-ID	$961	$909	$909
Total images processed and archived by lab	67,477	70,000	70,000

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
➢ **Patrol Division**
Traffic
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Created the Criminal Impact Team (CIT); comprised of four police officers and a Sergeant, to address specific spikes in crime.

Patrol Division

(Program No. 3441)

Mission Statement

Respond to community needs through the enforcement of public safety laws and provide expedient responses to calls for service.

Program Activities

- Provide uniform patrol 24 hours a day, 7 days a week to prevent and deter crime.
- Respond to all felony calls, crimes in progress, and selected misdemeanors.
- Conduct initial investigations and complete crime reports.
- Enforce State and Local statutes and traffic regulations.
- Facilitate the safe and efficient movement of motor vehicles, bicyclists, and pedestrians on City streets and thoroughfares.
- Develop and implement community policing strategies to reduce crime and enhance quality of life within our community.

Key Objectives for Fiscal Year 2012

- Maintain an average response time at or below 6:45 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.
- Maintain an average response time at or below 13:30 minutes to all Priority Two Emergency calls for service from the time the call is received to the time of arrival.
- Maintain an average response time at or below 30:00 minutes to all Priority Three Non-Emergency calls for service from the time the call is received to the time of arrival.
- Maintain an average response time at or below 47:00 minutes to all Priority Four Routine calls for service from the time the call is received to the time of arrival.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**81.00**	**81.00**	**81.00**	**88.00**	**88.00**
Hourly Employee Hours	**1,043**	**0**	**289**	**1,000**	**1,000**
Revenues					
Traffic Safety Fines	$ 519,543	$ 470,000	$ 495,500	$ 515,000	$ 515,000
Fines & Forfeitures	173,248	150,000	175,000	180,000	183,000
Fees and Service Charges	76,155	15,000	60,000	15,000	15,000
Intergovernmental	1,044,451	379,099	286,972	129,447	100,000
General Fund Subsidy	12,444,998	12,557,085	12,337,967	13,988,551	14,707,454
Total Revenue	**$ 14,258,395**	**$ 13,571,184**	**$ 13,355,439**	**$ 14,827,998**	**$ 15,520,454**
Expenditures					
Salaries and Benefits	$ 12,687,046	$ 12,711,373	$ 12,528,178	$ 13,858,207	$ 14,554,407
Supplies and Services	880,257	908,648	809,650	960,145	956,401
Special Projects	280,080	447,325	216,707	-	-
Non-Capital Equipment	5,419	19,355	19,355	9,646	9,646
Total Expenditures	**$ 13,852,802**	**$ 14,086,701**	**$ 13,573,890**	**$ 14,827,998**	**$ 15,520,454**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Average response time to all Priority One emergency calls for service	6:13	6:40	6:45
Average response time to all Priority Two emergency calls for service	12:27	14:00	13:30
Average response time to all Priority Three non- emergency calls for service	27:20	31:15	30:00
Average response time to all Priority Four routine emergency calls for service	43:27	47:30	47:00
FBI Uniform Crime Reporting Part One arrests	933	950	1,000
FBI Uniform Crime Reporting Part Two arrests	11,373	11,600	12,500
Municipal Code citations written	4,523	4,200	4,700
Hours lost to injuries (IOD)	1,520	2,600	2,800
Premise checks conducted of private and public properties	4,263	5,200	5,100

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
➢ **Traffic**
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

Awarded a California Office of Traffic Safety DUI Enforcement grant for DUI enforcement through checkpoints and patrols.

Traffic

(Program No. 3442)

Mission Statement

Reduce traffic collisions and facilitate the safe and orderly flow of traffic through education and enforcement.

Program Activities

- Enforce traffic laws for motorists, pedestrians, and bicyclists.
- Investigate traffic collisions.
- Provide public education about traffic issues.
- Conduct Driving Under the Influence (DUI) and Seatbelt Checkpoints to promote motorist safety and reduce collisions.
- Administer Office of Traffic Safety grants to improve traffic safety.
- Manage the Crossing Guard Program for 19 current locations.

Key Objectives for Fiscal Year 2012

- Maintain the total number of DUI traffic collisions at or below the most recent three-year average.
- Maintain the total number of injury traffic collisions at or below the most recent three-year average.
- Maintain the total number of traffic collisions at or below the most recent three-year average.
- Achieve a 49% clearance rate by arrest/warrant/civil or referral for all assigned cases.
- Apply for and receive continued grant funding for special enforcement programs.
- Collaborate with local School Districts and administer the Crossing Guard program. Maintain hourly employees for all positions.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**8.00**	**8.00**	**8.00**	**7.00**	**7.00**
Hourly Employee Hours	**0**	**0**	**0**	**8,000**	**8,000**
Revenues					
Intergovernmental	$ 3,886	$ 22,319	$ 19,853	$ 52,650	$ 52,650
General Fund Subsidy	1,182,918	1,288,565	1,134,231	1,235,762	1,292,215
Total Revenue	**$ 1,186,804**	**$ 1,310,884**	**$ 1,154,084**	**$ 1,288,412**	**$ 1,344,865**
Expenditures					
Salaries and Benefits	$ 1,159,939	$ 1,244,033	$ 1,096,927	$ 1,255,227	$ 1,311,099
Supplies and Services	42,408	49,588	39,893	30,980	31,076
Non-Capital Equipment	-	1,720	1,720	2,205	2,690
Total Expenditures	**$ 1,202,347**	**$ 1,295,341**	**$ 1,138,540**	**$ 1,288,412**	**$ 1,344,865**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
DUI Traffic Collisions	109	144	127
Injury Traffic Collisions	441	476	462
Total Traffic Collisions	1,479	1,659	1,515
Active Grants for specific traffic enforcement programs	3	2	2
Total Traffic Citations Issued by Department	12,030	9,789	11,022
Pedestrian Involved Traffic Collisions	71	80	77
Bicycle Involved Traffic Accidents	108	105	104
Percent of assigned cases clearance rate	57%	41%	49%

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
➢ **Tactical Patrol Force**
Nightlife Enforcement
Parking Enforcement

RECENT PROGRAM ACHIEVEMENTS

The Restorative Policing Program consistently maintained ten active cases at all times. An additional 54 persons are being assisted in moving towards treatment.

Tactical Patrol Force

(Program No. 3444)

Mission Statement

Maintain a proactive police presence in the downtown corridor, Milpas corridor and beachfront areas to reduce street crime through the utilization of unique strategies and partnerships.

Program Activities

- Provide uniformed foot and bicycle patrol officers downtown to deter street crime, maintain a highly visible police presence, and encourage interaction with the public.
- Maintain a daily proactive enforcement effort against alcohol, narcotics, panhandling, loitering, and illegal vending violations in the downtown corridor, Milpas corridor and beachfront areas.
- Provide security at City Council meetings with a uniformed officer.
- Provide bicycle patrol training to SBPD officers and outside agencies.
- Work with representatives of the Downtown Organization, Old Town Merchants, and County Mental Health to solve problems.
- Maintain the Restorative Policing Program.

Key Objectives for Fiscal Year 2012

- Maintain the total number of calls for service for nuisance related crimes within the downtown corridor at or below the most recent 2 year average.
- Maintain the total number of calls for service for nuisance related crimes within the beachfront area at or below the most recent 2 year average.
- Maintain the total number of calls for service for nuisance related crimes within the lower Milpas corridor at or below the most recent 2 year average.
- Maintain the total number of calls for service for nuisance related crimes within the upper Milpas corridor at or below the most recent 2 year average.
- Maintain uniformed police presence at 95% of City Council meetings.
- Manage Neighborhood Improvement Program projects within the city by coordinating transient camp clean-ups and enforcement sweeps with other agencies and/or city departments.
- Maintain the Restorative Policing Program with a minimum of 10 active cases at all times.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ -	$ -	$ -	$ 352,070	$ 352,070
General Fund Subsidy	1,141,127	1,114,467	1,136,092	972,491	1,027,257
Total Revenue	**$ 1,141,127**	**$ 1,114,467**	**$ 1,136,092**	**$ 1,324,561**	**$ 1,379,327**
Expenditures					
Salaries and Benefits	$ 1,121,940	$ 1,093,013	$ 1,119,699	$ 1,297,888	$ 1,348,489
Supplies and Services	19,187	17,898	12,837	23,009	27,174
Non-Capital Equipment	-	3,556	3,556	3,664	3,664
Total Expenditures	**$ 1,141,127**	**$ 1,114,467**	**$ 1,136,092**	**$ 1,324,561**	**$ 1,379,327**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Calls for service for nuisance related crimes within the downtown corridor	N/A	N/A	937
Calls for service for nuisance related crimes within the beachfront area	N/A	N/A	699
Calls for service for nuisance related crimes within the lower Milpas corridor	N/A	N/A	574
Calls for service for nuisance related crimes within the upper Milpas corridor	N/A	N/A	304
Percent of City Council meetings attended	100%	95%	95%
Criminal citations	1,642	1,882	2,270
Felony arrests	110	104	123
Misdemeanor arrests	454	351	467
Investigations	2,012	1,624	2,322
Neighborhood Improvement Projects	3	2	4

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
➢ **Nightlife Enforcement**
Parking Enforcement

Nightlife Enforcement

(Program No. 3448)

Mission Statement

Ensure public safety on weekend nights in the downtown corridor through enforcement, education, and intervention, with the downtown bar and restaurant owners and the citizens of Santa Barbara.

Program Activities

- Conduct premise checks on downtown bars and nightclubs.
- Conduct responsible beverage server training every month to prevent the sale of alcohol to minors and reduce alcohol-related incidents.
- Assist with Zona Seca classes monthly to provide alcohol awareness training and education to individuals with alcohol-related violations.
- Provide security training for nightclub and bar staff.
- Refer all alcohol, bar, and restaurant violations to the California Department of Alcoholic and Beverage Control(ABC).

Key Objectives for Fiscal Year 2012

- Conduct premise checks on 90% of Downtown bars and restaurants with dance permits Wednesday through Saturday, and check locations outside the downtown corridor at least twice per month.
- Conduct regular Responsible Beverage Server Training.

RECENT PROGRAM ACHIEVEMENTS

Conducted Responsible Beverage Server Training for employees of establishments serving alcohol.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 251,398	$ 325,787	$ 280,314	$ 297,965	$ 315,341
Total Revenue	**$ 251,398**	**$ 325,787**	**$ 280,314**	**$ 297,965**	**$ 315,341**
Expenditures					
Salaries and Benefits	$ 241,036	$ 310,251	$ 268,770	$ 284,098	$ 303,423
Supplies and Services	10,362	15,536	11,544	13,867	11,918
Total Expenditures	**$ 251,398**	**$ 325,787**	**$ 280,314**	**$ 297,965**	**$ 315,341**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of premise checks on Downtown bars and restaurants	99%	99%	90%
Responsible Beverage Server trainings	13	16	12
Premise Checks	998	1,700	1,400
Alcohol Related Incidents with Minors	59	50	50
Incidents involving false identification	111	120	100
Violations Referred to the California Department of Alcoholic Beverage Control (ABC)	19	12	10

POLICE PROGRAMS

Chief's Staff
Support Services
Beat Coordinators/D.A.R.E.
Administrative Services Division
Property Room
Training and Recruitment
Range and Equipment
Information Technology/ Crime Analysis
Records Bureau
Special Events
Combined Communications Center
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
Tactical Patrol Force
Nightlife Enforcement
➢ **Parking Enforcement**

RECENT PROGRAM ACHIEVEMENTS

Located 240 HOPE vehicles (Habitual Offender Parking Enforcement) within the last 6 months.

Parking Enforcement

(Program Nos. 3447, 3449)

Mission Statement

Enforce parking regulations in the City of Santa Barbara to ensure availability of limited parking resources.

Program Activities

- Enforce time zone restrictions, residential parking regulations and other Municipal Code and California Vehicle Code Regulations.
- Issue warnings and tow vehicles stored on City streets and other City maintained or owned property.
- Locate and impound vehicles owned or operated by habitual parking offenders that have 5 or more outstanding parking violations.

Key Objectives for Fiscal Year 2012

- Locate 44 vehicles per month that have 5 or more unpaid parking citations (Habitual Offender Parking Enforcement).

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**
Hourly Employee Hours	**8,002**	**8,000**	**8,000**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 246,583	$ 286,336	$ 290,280	$ 295,101	$ 303,007
Intergovernmental	94,565	52,650	52,650	-	-
General Fund Subsidy	857,118	939,805	810,509	931,234	965,121
Total Revenue	**$ 1,198,266**	**$ 1,278,791**	**$ 1,153,439**	**$ 1,226,335**	**$ 1,268,128**
Expenditures					
Salaries and Benefits	$ 1,115,444	$ 1,149,511	$ 1,037,404	$ 1,106,935	$ 1,147,244
Supplies and Services	82,822	129,280	116,035	119,400	120,884
Total Expenditures	**$ 1,198,266**	**$ 1,278,791**	**$ 1,153,439**	**$ 1,226,335**	**$ 1,268,128**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
H.O.P.E. vehicles located	616	486	528
Parking citations issued by the Parking Enforcement unit	54,377	45,275	54,435
Street sweeping citations issued by the Parking Enforcement unit	27,400	27,672	27,000
Street storage requests investigated by the Parking Enforcement unit	4,344	3,982	4,399
Street storage requests found “gone on arrival” (GOA) on initial contact by a Parking Enforcement Officer	1,030	1,075	1,188
Street storage vehicles moved after being warned or tagged by a Parking Enforcement Officer	2,152	1,951	2,155
Street storage vehicles towed after being warned or tagged by a Parking Enforcement Officer	341	279	308

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Public Works

Provide for the public's needs relative to transportation, water, wastewater, and City owned buildings.

About Public Works

Public Works responsibilities include the design and construction of the City's Capital Improvement Program projects, city transportation system management and planning, treatment and reliable distribution of high quality water at a reasonable price, collection and treatment of wastewater at a reasonable price, cost effective construction and maintenance of city streets, public drainage facilities, street lights, traffic signals and other city infrastructure facilities. Public Works is also responsible for the maintenance of the City fleet and all City facilities. To accomplish this mission, the Department is divided into six functional areas; Administration, Engineering Services, Facilities and Energy Management, Fleet Management, Transportation, and Water Resources.

While the main office for Public Works is located at 630 Garden Street, the department is also responsible for operating the City's El Estero Wastewater Treatment Facility and the Cater Water Treatment Facility which provide basic water and sewer service to over 100,000 customers.

Fiscal Year 2012 Budget Highlights

- Install a co-generation facility at the El Estero Wastewater Treatment Plant under a power purchase agreement.
- Complete construction of the Ortega Street Bridge Replacement Project.
- Complete design of the Cabrillo Bridge Replacement and Chapala Bridge Replacement projects on Mission Creek.
- Begin the construction of the Advanced Treatment Project at the William B. Cater Water Treatment Plant and the Ortega Groundwater Treatment Plant.
- Design improvements for the Aeration Basins at the El Estero Wastewater Treatment Plant.

DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**293.30**	**290.50**	**290.50**	**289.50**	**289.50**
Hourly Employee Hours	**149,422**	**177,540**	**157,621**	**155,080**	**155,080**
Revenues					
Fees and Service Charges	$ 49,493,143	$ 51,792,350	$ 50,837,199	$ 53,207,305	$ 54,822,024
Gas Tax	1,488,502	2,387,670	2,407,669	2,479,583	2,479,583
Grants	75,230	742,970	475,499	-	-
Interest Income	1,952,956	1,565,300	1,589,622	1,365,000	1,365,000
Inter-fund Reimbursements	14,246,142	15,100,632	14,144,404	14,816,193	15,167,611
Intergovernmental	3,656,022	19,827,900	12,215,359	338,782	338,782
JPA Reimbursements	3,767,379	3,319,697	3,782,002	5,528,105	5,589,722
Measure D Sales Tax	3,569,704	-	-	-	-
Measure A Sales Tax	122,737	2,790,259	2,818,162	2,761,034	2,484,762
Other Revenue	964,944	360,000	611,542	614,431	330,308
Parking Violations	714,453	810,810	652,200	673,800	673,800
PBIA Assessment	815,292	840,000	860,000	840,000	840,000
Rents	23,740	23,740	23,740	40,925	40,925
Transfers In	78,184	-	-	1,882,767	-
Transportation Dev. Funds	53,175	54,308	54,308	56,484	56,484
Utility Users Tax	7,009,012	7,077,138	7,058,100	7,142,800	7,216,685
Overhead Allocation Recovery	802,706	750,836	750,836	628,753	647,716
General Fund Subsidy	-	52,960	128,429	304,684	416,005
Total Department Revenue	**$ 88,833,321**	**$ 107,496,570**	**$ 98,409,071**	**$ 92,680,646**	**$ 92,469,407**
Expenditures					
Salaries and Benefits	$ 29,635,054	$ 30,954,843	$ 29,815,564	$ 31,367,918	$ 33,217,406
Supplies and Services	19,957,568	23,876,826	21,213,791	23,223,044	23,092,721
Special Projects	6,278,873	7,369,289	5,384,171	6,125,558	5,554,492
Water Supply Purchases	6,693,985	8,177,644	7,677,644	7,341,775	7,260,554
Capital Equipment	145,604	1,099,753	481,311	193,800	181,800
Debt Service	3,914,369	6,489,891	5,993,984	6,243,402	6,952,417
Non-Capital Equipment	175,579	349,427	285,364	371,955	354,955
Transfers Out	1,079,899	748,957	748,957	1,219,615	1,077,521
Appropriated Reserve	-	422,848	-	350,000	350,000
Total Operating Expenditures	**$ 67,880,931**	**$ 79,489,478**	**$ 71,600,786**	**$ 76,437,067**	**$ 78,041,866**
Capital Program	$ 21,359,658	$ 71,509,065	$ 40,308,354	$ 22,092,100	$ 16,615,695
Total Department Expenditures	**$ 89,240,589**	**$ 150,998,543**	**$ 111,909,140**	**$ 98,529,167**	**$ 94,657,561**
Addition to (Use of) Reserves	**$ (407,268)**	**$ (43,501,973)**	**$ (13,500,069)**	**$ (5,848,521)**	**$ (2,188,154)**

DEPARTMENT SUMMARY

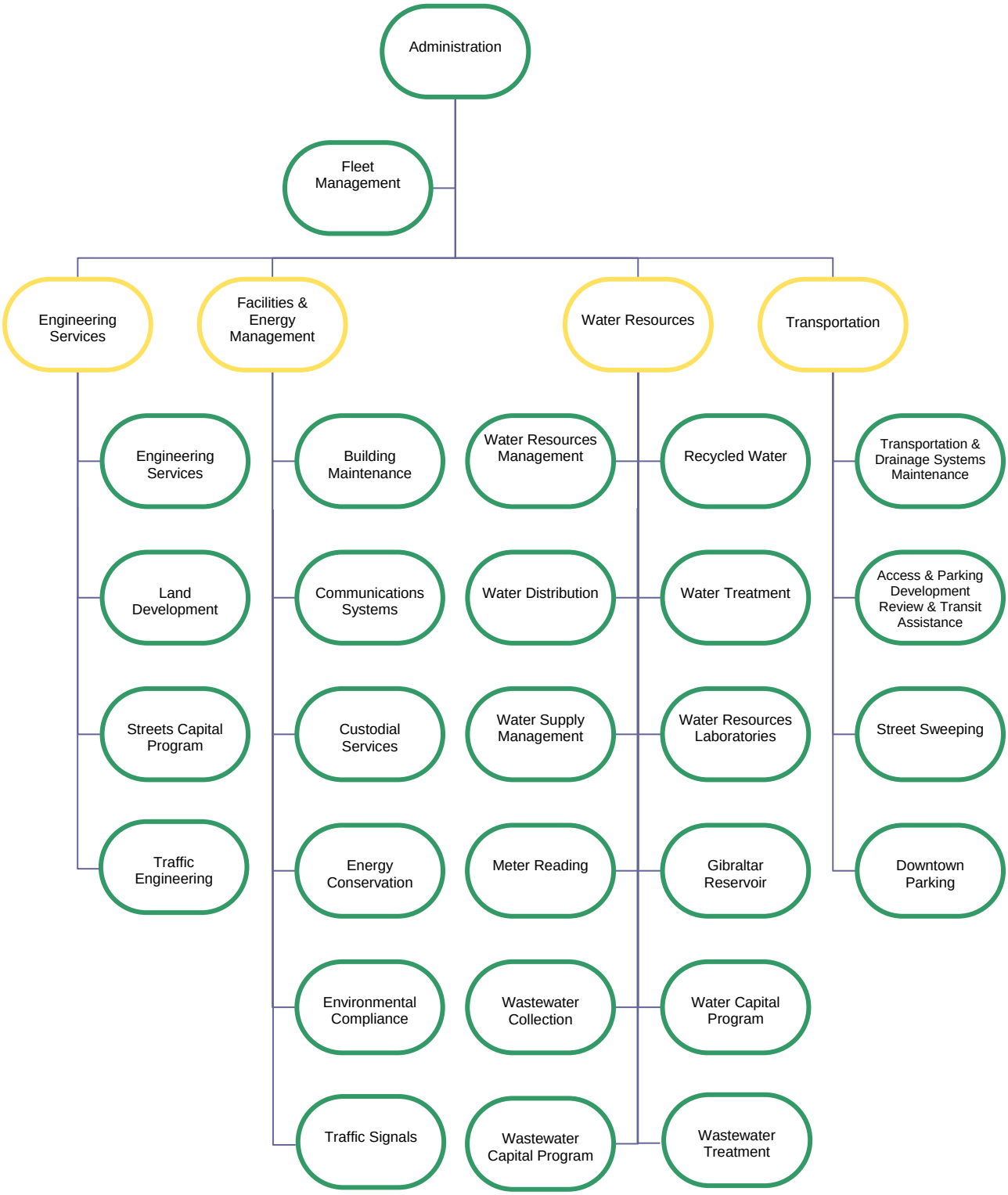
Public Works

The Public Works Department is budgeted in the following funds:

- General Fund
- Downtown Parking Fund
- Facilities Management Fund (ICS)
- Fleet Maintenance Fund (ICS)
- Fleet Replacement Fund (ICS)
- Miscellaneous Grants Fund
- Streets Fund
- Streets Grant Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund
- Water Fund
- Wastewater Fund

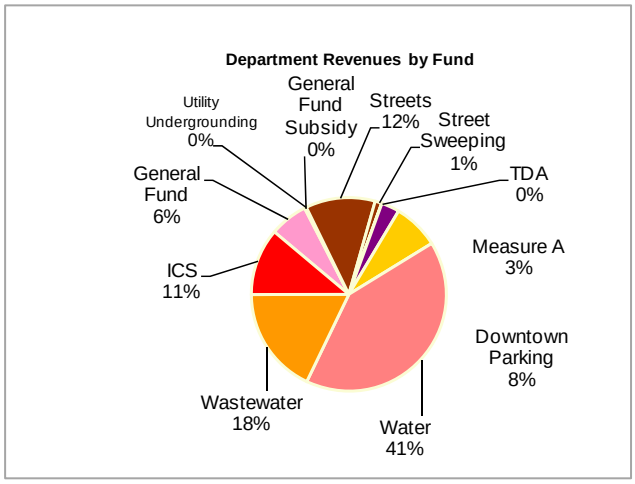
Public Works

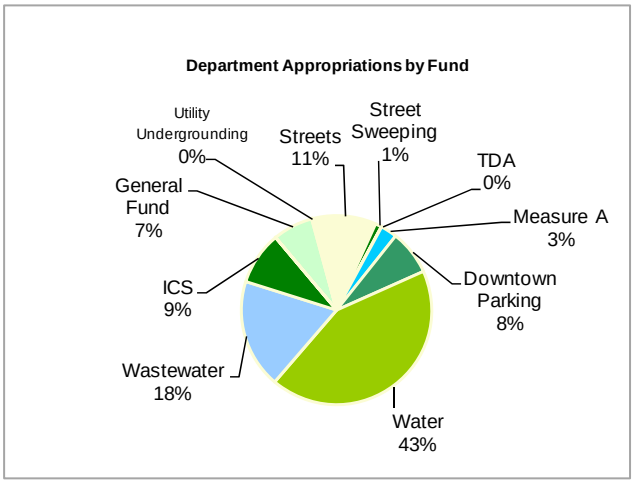
Program Organizational Chart



Public Works

Department Fund Composition





PUBLIC WORKS PROGRAMS

➢ **Administration**
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Standardized purchasing practices and provided purchasing procedure training.

Administration

(Program No. 4111)

Mission Statement

Provide excellent public service and administrative, personnel and financial management support to Department staff in order to ensure efficient and organized day-to-day operations of the department.

Program Activities

- Support the activities of the division managers and provide interface and support to other City department heads.
- Develop and coordinate all department revenues including water and wastewater rate setting.
- Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.
- Coordinate timely and responsive input to develop the Capital Improvement Program, the financial plan and annual budget.
- Process departmental correspondence and phone calls, Council reports, departmental claims and requisitions, as well as all personnel documentation and evaluations for the department, ensuring timeliness and accuracy.

Key Objectives for Fiscal Year 2012

- Ensure the Department meets 80% of their program objectives.
- Ensure the Department responds to 90% of complaints filed via the City Administrator's (CAO) or Mayor's Office within 5 days of receipt.
- Update the Public Works home page web site once per quarter.
- Prepare mid-year budget review for Fiscal Year 2012.
- Develop Fiscal Year 2013 budget as appropriate, including all auxiliary items such as new fee schedules, revenue projections, line items, etc.
- Coordinate and develop a Draft Annual Report describing the Public Works Department FY 11 accomplishments by September 30, 2011.
- Participate in and contribute to the City's web site update.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.85**	**4.85**	**4.85**	**5.50**	**5.50**
Hourly Employee Hours	**51**	**20**	**3**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 112,125	$ 112,125	$ 112,125	$ 112,125	$ 112,125
Other Revenue	243	-	-	-	-
Overhead Allocation Recovery	802,706	750,836	750,836	628,753	647,716
General Fund Subsidy	-	10,031	-	127,641	240,089
Total Revenue	**$ 915,074**	**$ 872,992**	**$ 862,961**	**$ 868,519**	**$ 999,930**
Expenditures					
Salaries and Benefits	$ 676,703	$ 673,631	$ 661,591	$ 710,611	$ 758,538
Supplies and Services	113,379	150,536	104,944	131,719	141,911
Special Projects	-	40,325	5,000	20,189	93,481
Miscellaneous	6,000	-	-	-	-
Non-Capital Equipment	1,493	8,500	5,227	6,000	6,000
Total Expenditures	**$ 797,575**	**$ 872,992**	**$ 776,762**	**$ 868,519**	**$ 999,930**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of Public Works objectives achieved	82%	90%	80%
Percent of complaints responded to within 5 days of receipt	N/A	90%	90%
Web site updates	N/A	N/A	4
Department Council Agenda Reports processed	140	125	125
Department PAFs processed	N/A	N/A	174
Complaints received by Public Works and responded by due date	N/A	N/A	100
Employee evaluations submitted by the due date	173	176	215
Public calls processed by Administration staff	3,350	2,000	2,500

PUBLIC WORKS PROGRAMS

Administration
➢ **Engineering Services**
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operation
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed the Haley/De la Vina Street Bridge Replacement project.

Engineering Services

(Program No. 4211)

Mission Statement

Provide professional engineering and management support for City departments and all Capital Projects to maintain and improve the City's infrastructure.

Program Activities

- Manage construction of the City's Capital Improvement Program (CIP).
- Provide professional engineering services for planning, designing, surveying, inspecting and managing the City's Capital Program.
- Provide long-range master planning and engineering support for the City's capital infrastructure, in addition to general engineering services for all City projects as requested.
- Track and bill engineering services to user departments or capital improvement projects for design and construction.

Key Objectives for Fiscal Year 2012

- Complete 75% of budgeted Capital Program project milestones assigned to Engineering.
- For projects greater than $400,000, limit engineering services to average less than 25% of total project costs.
- For projects less than $400,000, limit engineering services to average less than 40% of the total project cost.
- Limit the cost of construction contract change orders for Capital Program projects to less than 9% of the total annual value of construction awarded.
- File the Notice of Completion (NOC) for the Haley/De La Vina Street Bridge Replacement project.
- Meet or exceed the work order revenue projections.
- Complete construction of the Ortega Street Bridge Replacement Project.
- Develop the bid package and put the Cabrillo Bridge Replacement Project out for bid.
- Complete design of the Chapala/Yanonali Bridge Replacement Project.
- Conduct a post-construction public feedback survey to assist in the continued enhancement of CIP management.
- Meet quarterly with client departments to obtain feedback on the quality of services provided by the Engineering Division.

Key Objectives for Fiscal Year 2012 (cont'd)

- Begin construction of the Fire Station #1 Annex Renovation Project.
- Complete construction of the Airport Airline Terminal Improvement Project.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**38.65**	**39.15**	**39.15**	**38.75**	**38.75**
Hourly Employee Hours	**3,408**	**3,980**	**3,980**	**3,980**	**3,980**
Revenues					
Inter-fund Reimbursements	$ 4,378,559	$ 4,641,692	$ 4,224,106	$ 4,516,583	$ 4,812,422
Other Revenue	443	-	-	-	-
General Fund Subsidy	-	-	68,662	-	-
Total Revenue	**$ 4,379,002**	**$ 4,641,692**	**$ 4,292,768**	**$ 4,516,583**	**$ 4,812,422**
Expenditures					
Salaries and Benefits	$ 4,222,579	$ 4,442,052	$ 4,333,491	$ 4,484,025	$ 4,794,465
Supplies and Services	508,928	522,883	508,750	493,007	493,755
Special Projects	5,459	-	2,530	4,000	4,200
Capital Equipment	543	-	-	-	-
Non-Capital Equipment	16,724	14,079	10,268	10,079	10,079
Total Expenditures	**$ 4,754,233**	**$ 4,979,014**	**$ 4,855,039**	**$ 4,991,111**	**$ 5,302,499**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of budgeted annual Capital Program project milestones assigned to Engineering completed	86%	75%	75%
Percent of projects greater than $400,000 with engineering service costs under 25% of total project cost	23.76%	<25%	<25%
Percent of projects less than $400,000 with engineering service costs under 40% of total project cost	30.40%	<40%	<40%
Percent of change order cost to annual value of construction awarded	7%	<9%	<9%
Total project cost of filed Notice of Completions	$30.1M	$20M	$20M
Filed project Notice of Completions	13	18	18
Reports prepared and presented to Council on the comprehensive workload management and scheduling system for all CIP construction projects	4	4	4
Percent of CIP construction bid ranges (average) that are within 10% of construction cost estimates	40%	70%	70%
Land Survey requests completed	25	40	40
City CIP projects supported by the survey crew	14	10	10

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
➢ **Land Development**
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and
Transit Assistance
Transportation and Drainage
Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operation
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Accomplished $1.8 M of improvements in the public right-of-way.

Land Development

(Program No. 4212)

Mission Statement

Manage the public right-of-way and City owned lands, protect the interests of the general public, and process private development review applications and permits.

Program Activities

- Ensure land development projects comply with applicable regulations including the Subdivision Map Act, sound engineering practices, and City policies and guidelines.
- Manage and operate the Public Works permit counter, which issues over the counter Public Works permits, and participate in the review of over 3,000 building construction permits annually.
- Review, coordinate, process, and permit private land development project applications and coordinate a unified response from all Department divisions.
- Manage and maintain a monthly inventory of the City's real property interests, including city utility easements.
- Acquire rights-of-way and associated easements as required for City initiated public improvement projects following applicable Federal, State, and local statutes.
- Manage and maintain the Public Works library of record drawings and digital geospatial data.
- Manage and provide enforcement of the Outdoor Dining Program for permits issued for outdoor dining on City sidewalks.

Key Objectives for Fiscal Year 2012

- Meet 100% of Land Development Team discretionary land development project review deadlines.
- Meet 85% of the target response dates for staff review of building permits at the Public Works Permit Counter.
- Provide quarterly updates to 90% of active case applicants regarding status of real property related tasks.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**8.10**	**8.10**	**8.10**	**9.30**	**9.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 1,013,526	$ 744,950	$ 844,424	$ 942,380	$ 987,099
Inter-fund Reimbursements	243,484	243,484	243,484	243,484	243,484
Other Revenue	150	-	300	-	-
Total Revenue	**$ 1,257,160**	**$ 988,434**	**$ 1,088,208**	**$ 1,185,864**	**$ 1,230,583**
Expenditures					
Salaries and Benefits	$ 852,352	$ 879,458	$ 869,321	$ 1,000,229	$ 1,061,287
Supplies and Services	86,249	99,110	84,560	139,485	139,653
Special Projects	-	-	-	2,000	2,000
Non-Capital Equipment	1,619	5,000	350	1,500	1,500
Transfers Out	-	-	-	24,000	24,000
Total Expenditures	**$ 940,220**	**$ 983,568**	**$ 954,231**	**$ 1,167,214**	**$ 1,228,440**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of LDT project deadlines met	100%	100%	100%
Percent of building permit review timelines met	86%	87%	85%
Percent of real property related applicants receiving a quarterly update	95%	94%	90%
Public Works Permits issued	1,843	1,494	1,600
Building permit applications reviewed	1,333	1,032	1,200
Land Development discretionary development projects reviewed	52	40	40
Real Property tasks completed, including acquisitions, abandonments, encroachments, developments and leases	42	46	36
Outdoor Dining leases	43	44	43
Value of securities received from private development to bond for public improvements in the public right-of-way	$1,981,030	$868,400	$800,000
Council Agenda Reports generated	19	30	24
Subdivision applications submitted	17	8	16
Total valuation of Public Works permits	N/A	$1.8M	$3.2M
Major Public Works permits issued (≥$10,000)	83	32	60
Minor Public Works permits issued (<$10,000)	1,760	1,462	1,600

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
➢ **Environmental Compliance**
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operation
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed 5 Phase II Environmental Soil and/or Groundwater Assessments at City sites.

Environmental Compliance

(Program No. 4213)

Mission Statement

Properly manage and dispose of hazardous materials, and comply with State regulations applying to City owned and operated Underground Storage Tanks (USTs), Leaking Underground Fuel Tanks (LUFTs) and Site Mitigation Units (SMUs).

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from all City LUFT and SMU sites and to comply with State regulatory requirements.
- Prepare reports for all City LUFT and SMU sites as required by regulatory agencies.
- Provide vector control services in City creeks and public right-of-way and provide vector control information to citizens regarding mosquitoes, bees, mice and rats.
- Provide for the proper disposal of hazardous waste found in the public right-of-way.

Key Objectives for Fiscal Year 2012

- Meet 100% of the required deadlines for groundwater monitoring events and report submittals for all City LUFTs and SMUs as required by the Local Enforcement Agency (LEA) of the California Water Quality Control Board (CWQCB).
- Meet 100% of required deadlines for site assessment and/or remediation efforts in compliance with the Local Enforcement Agency (LEA) of the California Water Quality Control Board (CWQCB).
- Respond to 100% of Hazardous Material spills within 1 hour of call.
- Resolve 100% of vector control requests for creeks and the public right-of-way for mosquitoes, bees, mice, and rats within 5 working days.
- Process and submit 98% of all hazardous waste fees, taxes, permits and manifests, state and county oversight fees, business plans, UST permits, fuel tank throughput reports, and related requirements from federal, state and/or county entities on time.
- Remove the UST at Vic Trace Reservoir and install new generator with belly tank. Assess and remediate site contamination.
- Remove the UST at Tunnel Road Reservoir and install new generator with belly tank or equivalent equipment. Assess and remediate site contamination.

Key Objectives for Fiscal Year 2012 (cont'd)

- Remove the UST at El Estero Wastewater Treatment Plant. Assess and remediate site contamination.
- Complete a UST removal plan for the City Corporate Yard.
- Complete a UST removal plan for the Airport Maintenance Yard.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.10**	**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
Intergovernmental	-	22,812	-	-	-
Other Revenue	1,000	-	2,850	-	-
General Fund Subsidy	286,241	336,153	279,943	345,158	352,727
Total Revenue	**$ 312,241**	**$ 383,965**	**$ 307,793**	**$ 370,158**	**$ 377,727**
Expenditures					
Salaries and Benefits	$ 112,807	$ 114,746	$ 111,674	$ 116,724	$ 123,691
Supplies and Services	35,620	36,557	31,119	42,184	42,786
Special Projects	64,149	232,662	165,000	211,250	211,250
Capital Equipment	683	-	-	-	-
Transfers Out	98,982	-	-	-	-
Total Expenditures	**$ 312,241**	**$ 383,965**	**$ 307,793**	**$ 370,158**	**$ 377,727**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of required LUFT/SMU site assessments completed on time	N/A	100%	100%
Percent of required LUFT/SMU groundwater monitoring events/reports conducted on time	N/A	100%	100%
Percent of Hazardous Materials Emergency Response spills responded to within 1 hour of call	100%	100%	100%
Percent of vector control requests resolved within 5 working days	100%	100%	100%
Percent of fees paid, reports and manifests submitted, and other regulatory requirements satisfied on time	N/A	100%	98%
Hazardous materials spills responded to	8	6	8
Vector control requests resolved	52	32	40
Open City LUFT and SMU sites	18	18	18
Approved closures for City LUFT and SMU sites	3	2	2

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
➢ Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

Traffic Engineering

(Program No. 4311)

Mission Statement

Effectively manage the transportation network and develop improvements that are responsive to the needs of all travel modes so that people and goods can move safely and efficiently throughout the City.

Program Activities

- Collect, analyze, and interpret traffic information needed to optimize the transportation system to meet travel demand and City policy for equality between all modes of travel.
- Monitor traffic collisions to identify high collision locations and prevent collisions by collaborating with the Police Department.
- Respond to public requests, suggestions, and inquiries for changes in parking and traffic control.
- Provide direction in the design and construction of public and private improvements to ensure traffic safety and minimize travel impacts.
- Collect and process traffic data for transportation planning and land development review activities.
- Operate a coordinated traffic signal system to maximize safety, minimize delay, and be responsive to pedestrian, cyclist and motor vehicle needs.
- Review collisions involving pedestrians, bicyclists and vehicles and take corrective action as necessary to reduce collision rates to be equal to or lower than statewide averages.

Key Objectives for Fiscal Year 2012

- Maintain Level of Service C or better at 80% of the Santa Barbara County Association of Governments (SBCAG) Congestion Management Program signalized intersections during peak hours in order to provide acceptable levels of automobile related congestion and achieve consistency with the regional Congestion Management Plan.
- Investigate and resolve 65% of traffic related concerns, complaints, and requests within 60 calendar days.
- Perform review of 65% of temporary traffic control plans within 5 business days.
- Complete speed surveys on 5 streets to support Police enforcement of established speed limits.
- Review collision rates at intersections annually to determine the need to conduct warrant analyses for multi-way stops and traffic signals.

RECENT PROGRAM ACHIEVEMENTS

Installed 600 pedestrian countdown timers with American Recovery and Reinvestment Act of 2009 funds.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.45**	**4.45**	**4.45**	**4.75**	**4.75**
Hourly Employee Hours	**292**	**860**	**471**	**860**	**860**
Revenues					
Other Revenue	$ 55	$ -	$ -	$ -	$ -
Transfers In	-	-	-	40,709	-
Utility Users Tax	793,726	989,030	739,291	669,636	743,409
Total Revenue	**$ 793,781**	**$ 989,030**	**$ 739,291**	**$ 710,345**	**$ 743,409**
Expenditures					
Salaries and Benefits	$ 588,075	$ 543,692	$ 512,291	$ 572,670	$ 604,934
Supplies and Services	41,670	61,748	51,407	58,899	58,899
Special Projects	-	-	-	-	800
Non-Capital Equipment	13,207	28,793	25,593	28,776	28,776
Transfers Out	150,829	150,000	150,000	-	-
Appropriated Reserve	-	204,797	-	50,000	50,000
Total Expenditures	**$ 793,781**	**$ 989,030**	**$ 739,291**	**$ 710,345**	**$ 743,409**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of intersections at Level of Service C or better	95%	80%	80%
Percent of complaints resolved within 60 calendar days	91%	90%	65%
Percent of temporary traffic control plans reviewed within 5 business days	97.5%	100%	65%
Speed surveys completed	10	5	5
Traffic concerns reported	1,000	800	1,000
Turning movement and volume counts conducted	72	54	40

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
➢ **Access and Parking Development Review and Transit Assistance**
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Met all Land Development (LDT), Pre-application Review Team (PRT), and Development Application Review Team (DART) application deadlines.

Access and Parking Development Review and Transit Assistance

(Program Nos. 4312 and 4314)

Mission Statement

Review private land development and public transportation facilities consistent with council's adopted policies so that people can move within the City with equality of convenience and access among all modes of transportation; and, plan and coordinate projects and programs that promote alternative modes of transportation and are widely available and attractive to the public.

Program Activities

- Support regional transportation planning decision making.
- Identify and compete for state and federal money for transportation system development.
- Work directly with community groups to address neighborhood and business transportation concerns, and develop appropriate programs or projects.
- Review all site plans for conformance with transportation and parking alternative transportation policies, regulation, and practices.
- Identify funding for the construction of new or improved pedestrian and bicycle facilities.
- Identify funding for the construction of new facilities serving various alternative transportation modes.
- Manage para-transit service contract.
- Develop funding programs for transit capital and operating assistance.
- Subsidize the operation of various transit assistance programs.
- Plan auto related, non-auto, and auto alternative improvements to the City's transportation system, consistent with policies of the Circulation Element, Bicycle Master Plan and others.
- Work with the Community Development Department to implement the Circulation Element.

Key Objectives for Fiscal Year 2012

- Meet 90% of all Land Development Team (LDT) Pre-application Review Team (PRT) and Development Application Review Team (DART) deadlines.
- Review and act within deadlines on 80% of all Development Plan Agreement (DPA), Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), building permit, modification, and garage waiver requests.
- Finalize the draft Access and Parking Design Standards.
- Oversee the implementation of the General Plan as approved by City Council.
- Develop a request for proposal to update the Bicycle Master Plan and ensure the City's continued eligibility for bike facility funding opportunities.
- Manage the Metropolitan Transit District annual contract for shuttle service.
- Manage the Easy Lift contract for para-transit service.
- Attend, participate, and provide input to Santa Barbara County of Association of Government's discussion on SB 375.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**6.15**	**5.15**	**5.15**	**5.05**	**5.05**
Hourly Employee Hours	**0**	**260**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 337,484	$ 330,000	$ 332,000	$ 331,375	$ 331,375
Measure D Sales Tax	2,060,676	-	-	-	-
Measure A Sales Tax	-	976,306	926,960	976,306	976,306
Other Revenue	58,896	60,000	64,088	61,500	61,500
Transfers In	-	-	-	43,798	-
Utility Users Tax	675,830	771,516	691,045	738,503	819,827
Total Revenue	**$ 3,132,886**	**$ 2,137,822**	**$ 2,014,093**	**$ 2,151,482**	**$ 2,189,008**
Expenditures					
Salaries and Benefits	$ 671,192	$ 590,405	$ 574,531	$ 612,802	$ 650,328
Supplies and Services	69,514	69,960	88,981	94,174	94,174
Special Projects	2,389,489	1,964,512	1,347,381	1,441,306	1,441,306
Non-Capital Equipment	1,586	3,200	3,200	3,200	3,200
Transfers Out	1,105	-	-	-	-
Total Expenditures	**$ 3,132,886**	**$ 2,628,077**	**$ 2,014,093**	**$ 2,151,482**	**$ 2,189,008**

Access and Parking Development Review and Transit Assistance

(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of LDT, PRT and DART applications reviewed within the deadline	93%	95%	90%
Percent of DPA, ABR, HLC, building permits, modifications, and garage waiver requests reviewed within their respective deadlines	89%	90%	80%
PRT and DART applications reviewed	58	60	60
DPA, ABR, HLC, building permit, modification, and garage waiver requests reviewed	576	572	600
MTD Downtown/Waterfront Shuttle Ridership	525,900	544,000	525,000
Commuter Lot Shuttle Ridership	20,200	20,000	20,000
Commuter miles reduced by City employees using the Work Trip Program	272,500	600,000	600,000
City employees enrolled in a subscribed Alternative Transportation program (carpool, van pool, bus pass, etc.)	151	115	250
Grant applications submitted to fund transportation projects identified in the six-year Capital Improvement Program	N/A	N/A	1
New bicycle parking spaces installed	N/A	N/A	25

[This page intentionally left blank.]

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and Transit Assistance
➢ **Transportation and Drainage Systems Maintenance**
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservations
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Successfully met routine maintenance objectives and maintained service levels while balancing reduction of staff hours associated with the City's furlough.

Transportation and Drainage Systems Maintenance

(Program No. 4411, 4413-4415)

Mission Statement

Clean, maintain and repair transportation and drainage system infrastructure and other public property within the public right-of-way, to enhance community mobility, to improve community appearance, and to preserve creek and water quality.

Program Activities

- Maintain streets, sidewalks, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.
- Maintain and revise pavement striping, painted curb, crosswalks and pavement legends.
- Repair or replace damaged or deteriorated storm drain facilities and remove debris from the storm drain system.
- Install and maintain street name, traffic warning, and regulatory signage.
- Operate and maintain storm water pump stations and respond to storm conditions or emergencies to protect property.
- Remove graffiti from public property in right-of-way and assist private property owners with graffiti removal on private property.

Key Objectives for Fiscal Year 2012

- Repair 75,000 square feet of street and sidewalk with asphalt, including potholes, skin patching, sidewalk padding, and overlays.
- Replace 9,500 square feet of damaged concrete sidewalk, curb, and gutter.
- Support right-of-way cleanups at the request of the Police Department.
- Maintain 96,000 linear feet of the existing curb markings.
- Maintain 200 crosswalks.
- Replace 500 faded, damaged, or missing street name signs, warning, and/or regulatory signs per year.
- Perform maintenance along both sides of the 5.9 mile railroad corridor (a total of 11.8 miles) within City limits with California Conservation Corps, to a level agreed upon under the provisions of the MOU with Union Pacific Railroad.
- Restripe 180,000 linear feet of pavement lane striping.
- Develop a sign management system that will use a software database program to organize and categorize data of signage on City streets in a format compatible with the Cartegraph work order system.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**26.70**	**26.80**	**26.80**	**28.45**	**28.45**
Hourly Employee Hours	**1,919**	**3,000**	**2,100**	**3,000**	**3,000**
Revenues					
Fees and Service Charges	$ 64,035	$ 95,000	$ 89,027	$ 85,000	$ 85,000
Interest Income	114,870	92,500	3,184	13,000	13,000
Inter-fund Reimbursements	98,982	-	-	-	-
Measure D Sales Tax	508,853	-	-	-	-
Measure A Sales Tax	14,688	700,682	718,340	736,304	763,880
Other Revenue	20	-	-	-	-
Transfers In	-	-	-	139,677	-
Utility Users Tax	3,744,591	4,100,874	3,908,849	4,215,158	4,473,883
Total Revenue	**$ 4,546,039**	**$ 4,989,056**	**$ 4,719,400**	**$ 5,189,139**	**$ 5,335,763**
Expenditures					
Salaries and Benefits	$ 2,079,133	$ 2,226,143	$ 2,078,264	$ 2,394,589	$ 2,538,307
Supplies and Services	1,130,248	1,382,682	1,284,485	1,270,914	1,273,820
Special Projects	1,335,001	1,386,131	1,362,551	1,373,636	1,373,636
Transfers Out	1,657	-	-	150,000	150,000
Total Expenditures	**$ 4,546,039**	**$ 4,994,956**	**$ 4,725,300**	**$ 5,189,139**	**$ 5,335,763**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Square feet of surface repaired with asphalt	117,336	75,000	75,000
Square feet of concrete installed	11,080	9,338	9,500
Right-of-Way cleanups	N/A	26	26
Linear feet of curb markings maintained	N/A	168,000	96,000
Crosswalks maintained	N/A	268	200
Faded, damaged or missing street name, warning, and/or regulatory signs replaced	505	500	500
Cleanup days managed along the railroad corridor	21	7	21
Linear feet of pavement lane restriped	N/A	224,000	180,000
Requests from the public for abandoned furniture and trash removal referred to Allied and/or MarBorg	709	990	990
Special event setups completed	16	15	15
Staff hours spent on special events, including major and minor events	538	1,000	1,000
5-gallon paint buckets recycled	176	300	300
Square feet of graffiti removed or painted over	163,895	230,000	230,000
Graffiti hotline and email reports received	3,317	3,400	3,400
Staff hours spent on storm drain maintenance	N/A	1,200	1,200

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
➢ **Street Sweeping**
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Updated the residential and commercial street sweeping specifications and rebid the contracts taking effect July 1, 2011.

Street Sweeping

(Program No. 4412, 4418)

Mission Statement

Clean streets to improve community appearance and water quality in urban creeks.

Program Activities

- Mechanically sweep residential streets regularly.
- Mechanically sweep business and commercial area streets (primarily in the downtown and Milpas Street areas) regularly.

Key Objectives for Fiscal Year 2012

- Sweep 17,400 curb miles per the established sweeping schedules for residential and commercial routes, except in inclement weather and on City-observed holidays.
- Conduct stakeholder meetings to evaluate the sustainability of the Street Sweeping Program by December 31, 2011.
- Monitor all street sweeping routes and debris collected, and hotline call activity. If necessary, adjust schedule and/or parking restriction zones to establish acceptable curb access and cleanliness with minimal inconvenience to residents and businesses.
- Investigate use of license plate recognition (LPR) cameras mounted on street sweepers and related software programs to perform parking enforcement, and determine if it is feasible for use in the City street sweeping program.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.00**	**4.00**	**4.00**	**2.35**	**2.35**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 327,369	$ 330,562	$ 330,562	$ 335,979	$ 341,558
Parking Violations	714,453	810,810	652,200	673,800	673,800
Total Revenue	**$ 1,041,822**	**$ 1,141,372**	**$ 982,762**	**$ 1,009,779**	**$ 1,015,358**
Expenditures					
Salaries and Benefits	$ 370,172	$ 372,486	$ 368,319	$ 222,441	$ 235,854
Supplies and Services	469,695	527,350	500,580	519,862	521,041
Special Projects	-	-	-	-	100
Transfers Out	347,412	286,336	286,336	303,249	311,155
Total Expenditures	**$ 1,187,279**	**$ 1,186,172**	**$ 1,155,235**	**$ 1,045,552**	**$ 1,068,150**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Curb miles swept on established schedules for residential and commercials routes	19,229	19,174	17,400
Tons of debris collected on commercial routes	1,081	898	900
Tons of debris collected on Westside residential routes	408	336	340
Tons of debris collected on Eastside residential routes	337	376	380
Tons of debris collected on Mesa and Bel Air residential routes	200	194	200
Tons of debris collected on Hidden Valley and Campanil residential routes	66	58	60
Tons of debris collected on San Roque residential routes	267	254	260

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
➢ **Traffic Signals**
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENT

Installed battery back-up systems at 16 intersections funded by American Recovery and Reinvestment Act of 2009.

Traffic Signals

(Program No. 4532)

Mission Statement

Maintain a safe, efficient and reliable citywide Traffic Signal System Network and provide funding for electrical energy for streetlights and traffic signals.

Program Activities

- Provide maintenance and repair support for the City's 106 signalized intersections.
- Maintain the computerized controlling network for each intersection.
- Ensure proper video and analog vehicle detection at signalized intersections.
- Manage the Fire Department's Opticom preemption system to coordinate signal timing with emergency vehicle response.
- Provide funding for all electrical costs for both traffic signals and streetlights.

Key Objectives for Fiscal Year 2012

- Complete 99% of scheduled preventative maintenance work orders on the traffic signal network in accordance with approved preventative maintenance plan.
- Complete 99% of priority 1 work orders (Emergency Repairs) within 12 working hours of notification on weekdays.
- Respond to 99% of all non-emergency unscheduled repair work orders within 24 working hours on the traffic signal network.
- Replace ten traffic signal controllers with Cold Fire systems for better communications.
- Replace 3 traffic signal cabinets.
- Replace 10 conflict monitors.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.35**	**3.35**	**3.35**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees & Service Charges	$ 12,246	$ 14,000	$ 12,872	$ 13,124	$ 13,124
Other Revenue	190	-	-	-	-
Transfers In	-	-	-	19,043	-
Utility Users Tax	1,116,635	1,215,718	1,199,371	1,142,283	1,179,566
Total Revenue	**$ 1,129,071**	**$ 1,229,718**	**$ 1,212,243**	**$ 1,174,450**	**$ 1,192,690**
Expenditures					
Salaries and Benefits	$ 302,740	$ 318,653	$ 306,269	$ 243,203	$ 261,443
Supplies and Services	826,331	873,065	867,974	893,247	893,247
Capital Equipment	-	30,000	30,000	30,000	30,000
Non-Capital Equipment	-	8,000	8,000	8,000	8,000
Total Expenditures	**$ 1,129,071**	**$ 1,229,718**	**$ 1,212,243**	**$ 1,174,450**	**$ 1,192,690**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of scheduled PM's completed	93%	100%	99%
Percent of Emergency work orders completed within 12 working hours	100%	100%	99%
Percent of non-emergency, unscheduled repairs responded to within 24 working hours of notification	100%	100%	99%
Emergency work orders completed	46	50	50
Unscheduled work orders completed	252	120	250
Cost of maintenance and operations per traffic intersection	$5,556	$5,684	$5,600

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
➢ **Streets Capital**
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed $3.7M of American Recovery and Reinvestment Act of 2009 funded projects including: roadway maintenance, and sidewalk and access ramp installation.

Streets Capital

(Program No. 4417)

Mission Statement

Manage the maintenance, repair of, and improvements to the public right-of-way infrastructure in accordance with the goals of the City Council and the Circulation Element, in order to provide the public with safe, efficient, functional, high quality, and cost-effective transportation and drainage systems.

Program Activities

- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements that include streets, bridges, storm drains, traffic signals, streetlights, traffic markings, and sidewalks.
- Apply for grant funding from a variety of sources for capital projects to leverage City funds.
- Provide courtesy review and coordination of all CalTrans initiated roadway projects.
- Coordinate the City's involvement and activities with the utility companies' design for Underground Utility Districts.
- Provide staff support to division managers and supervisors associated with Streets capital projects.

Key Objectives for Fiscal Year 2012

- Award a pavement maintenance construction contract in 1 of the City's pavement maintenance areas for slurry seal and/or asphalt concrete pavement overlay.
- Include in the annual asphalt pavement design contract a street with a Pavement Condition Index (PCI) of less than 40.
- Prepare an annual Road Maintenance Action Plan update.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Gas Tax	$ 1,488,502	$ 2,387,670	$ 2,407,669	$ 2,479,583	$ 2,479,583
Interest Income	9,145	7,800	6,256	5,600	5,600
Inter-fund Reimbursements	-	-	3,333	-	-
Intergovernmental	3,531,145	19,452,660	12,215,359	338,782	338,782
Measure D Sales Tax	1,000,175	-	-	-	-
Measure A Sales Tax	108,049	1,113,271	1,172,862	1,048,424	744,576
Other Revenue	982	-	-	-	-
Transportation Dev. Funds	53,175	54,308	54,308	56,484	56,484
Utility Users Tax	678,230	-	519,544	377,220	-
Total Revenue	**$ 6,869,403**	**$ 23,015,709**	**$ 16,379,331**	**$ 4,306,093**	**$ 3,625,025**
Expenditures					
Transfers Out - Und. Util.	$ -	$ -	$ -	$ 150,000	$ -
Capital Program - TDA Fund	165,656	222,521	222,521	62,084	62,084
Capital Program - Streets	9,109,320	25,325,871	16,506,647	3,195,585	2,808,780
Capital Program - Measure A	-	487,591	487,591	424,431	79,831
Capital Program - Measure D	639,746	3,883,604	2,836,361	-	-
Capital Program - Und. Util.	227,008	867,689	829,633	-	-
Total Expenditures	**$ 10,141,730**	**$ 30,787,276**	**$ 20,882,753**	**$ 3,832,100**	**$ 2,950,695**

No staff is allocated to this budgetary program.

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Streets Capital Program professional engineering services contracts managed	17	12	12
Lane miles of asphalt pavement treatment	34.5	72	35
Square feet of new sidewalk installed	14,100	26,000	25,000
PCI for asphalt pavement roads only	70	70	70
PCI for all roads	69	68	68
Access ramps installed	28	80	25
Construction contracts awarded	11	15	5
Value of construction contracts awarded	$11.8M	$11.6m	$19.9M
Active federally funded bridge grants	6	6	6
Value of bridge grants	$57M	$51.8m	$51.8M

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
➢ **Downtown Parking**
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed seismic upgrades in 2 parking structures. Conducted public outreach regarding projects and alternative parking locations.

Downtown Parking

(Program Nos. 4315, 4316, 4317, 4319)

Mission Statement

Operate and maintain the City's parking facilities and on-street parking supply in order to maximize their use by customers and employees that shop and work in the Downtown Business District, thereby enhancing the economic vitality of the Downtown area.

Program Activities

- Operate and maintain 12 parking lots, including five parking structures, containing over 3,300 parking stalls.
- Administer customer and commuter parking programs.
- Provide parking facilities for over four million vehicles per year.
- Administer the Parking and Business Improvement Area, providing for 75-minute free parking program.
- Provide customer accounting and billing services.
- Plan, fund and implement long-term capital maintenance projects.
- Manage on-street resources for resident parking in the Downtown, City College, and upper Modoc areas.
- Fund and administer Metropolitan Transit District Bus Pass programs for City employees.

Key Objectives for Fiscal Year 2012

- Check 100% of parking lot equipment per approved preventative maintenance schedule.
- Respond to 90% of all equipment malfunction calls within 15 minutes.
- Ensure that 98.5% of all cash drawers are balanced at the end of each day.
- Perform regular cleaning of 100% Parking Program maintained public restrooms each day.
- Ensure that 100% of contractor maintained portable restrooms are kept clean and well supplied.
- Ensure that 100% of parking garage elevators are maintained per contract requirements.
- Conduct public outreach efforts to ensure that the Downtown merchants and the public are informed of construction projects, special events, promotions, improvements or changes made to the Parking Program.

Key Objectives for Fiscal Year 2012 (cont'd)

- Compile parking data and begin analysis of effects, timing, and options of possible changes to hourly parking rates.
- Complete the seismic upgrade project in City Parking Lot 2.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**23.90**	**24.50**	**24.50**	**24.50**	**24.50**
Hourly Employee Hours	**134,185**	**144,000**	**134,638**	**135,000**	**135,000**
Revenues					
Fees and Service Charges	$ 5,719,507	$ 5,606,000	$ 5,599,531	$ 5,662,166	$ 5,662,166
Interest Income	191,670	154,700	153,413	137,600	137,600
Other Revenue	169,920	65,000	61,586	329,123	45,000
PBIA Assessment	815,292	840,000	860,000	840,000	840,000
Rents	23,740	23,740	23,740	40,925	40,925
Transfers In	-	-	-	26,235	-
Total Revenue	**$ 6,920,129**	**$ 6,689,440**	**$ 6,698,270**	**$ 7,036,049**	**$ 6,725,691**
Expenditures					
Salaries and Benefits	$ 3,617,455	$ 3,847,242	$ 3,581,437	$ 3,799,707	$ 3,947,865
Supplies and Services	1,596,809	1,807,229	1,434,573	1,835,558	1,929,145
Special Projects	509,679	730,482	498,478	498,478	499,478
Non-Capital Equipment	578	25,000	16,460	25,000	25,000
Transfers Out	314,002	312,621	312,621	340,391	340,391
Appropriated Reserve	-	8,709	-	-	-
Total Operating Expenditures	**$ 6,038,523**	**$ 6,731,283**	**$ 5,843,569**	**$ 6,499,134**	**$ 6,741,879**
Capital Program	$ 1,213,049	$ 2,052,374	$ 935,330	$ 1,000,000	$ 1,065,000
Total Expenditures	**$ 7,251,572**	**$ 8,783,657**	**$ 6,778,899**	**$ 7,499,134**	**$ 7,806,879**
Addition to (Use of) Reserves	**$ (331,443)**	**$ (2,094,217)**	**$ (80,629)**	**$ (463,085)**	**$ (1,081,188)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of preventative maintenance inspections completed per the approved schedule	100%	100%	100%
Percent of responses to equipment breakdowns made within 15 minutes	98%	95%	90%
Percent of daily booth transactions completed and balanced successfully	99%	98.5%	98.5%
Percent of Parking Program maintained public restrooms cleaned each day per the approved schedule	100%	100%	100%

Downtown Parking

(continued)

Program Performance Measures (cont'd)

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of portable restrooms checked by Parking staff per approved schedule	100%	100%	100%
Percent of parking garage elevators maintained per contract requirements	100%	100%	100%
Vehicle transactions	4,315,418	4,440,848	4,300,000
Maintenance calls	1,731	1,200	1,000
Percent of paid transactions paid with a credit card	N/A	N/A	20%
Monthly Parking Permits	N/A	N/A	500
Commuter Lot Permits	N/A	N/A	800
Residential (RPP) Parking Permits	N/A	N/A	3,100

[This page intentionally left blank.]

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking Development Review and Transit Assistance
- Transportation and Drainage Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- **Building Maintenance**
- Fleet Management
- Communications Systems
- Custodial Services
- Energy Conservation
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed maintenance projects at City Hall, Los Banos, and the Central Library over the mandatory furlough and avoided disruption of City services.

Building Maintenance

(Program No. 4511)

Mission Statement

To maintain a clean, safe and functional work and business environment and provide operations, maintenance and construction services.

Program Activities

- Manage the maintenance, replacement, and upgrade of the buildings, facilities and City owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support planned maintenance and special building project programs.
- Provide project management support for special capital improvement projects in various departments.

Key Objectives for Fiscal Year 2012

- Complete 90% of service calls within 30 days.
- Complete 95% of preventative maintenance work orders by the due date.
- Complete 90% of special request work orders within 90 days
- Complete 90% of streetlight work orders within 2 weeks.
- Complete the City's 2011 Greenhouse Gas Emissions Inventory.
- Build an electronic lock and key database for City buildings.
- Complete the roof replacement at the Central Library.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**18.85**	**17.65**	**17.65**	**16.40**	**16.40**
Hourly Employee Hours	**0**	**300**	**520**	**120**	**120**
Revenues					
Grants	$ 75,230	$ 742,970	$ 475,499	$ -	$ -
Inter-fund Reimbursements	3,340,790	3,598,018	3,108,797	3,035,446	3,085,446
Other Revenue	(20,293)	-	(989)	-	-
Transfers In	-	-	-	178,745	-
Total Revenue	**$ 3,395,727**	**$ 4,340,988**	**$ 3,583,307**	**$ 3,214,191**	**$ 3,085,446**
Expenditures					
Salaries and Benefits	$ 1,780,342	$ 1,720,928	$ 1,708,548	$ 1,569,781	$ 1,676,264
Supplies and Services	593,907	531,631	537,870	542,747	547,178
Special Projects	895,584	2,010,520	1,317,901	981,499	726,541
Capital Equipment	64,812	780,560	281,664	15,000	5,000
Non-Capital Equipment	522	15,000	16,925	15,000	15,000
Transfers Out	65,829	-	-	-	-
Total Expenditures	**$ 3,400,996**	**$ 5,058,639**	**$ 3,862,908**	**$ 3,124,027**	**$ 2,969,983**
Addition to (Use of) Reserves	**$ (5,269)**	**$ (717,651)**	**$ (279,601)**	**$ 90,164**	**$ 115,463**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of service calls respond to and completed within 30 days	87%	90%	90%
Percent of preventative maintenance work orders completed by the due date	93%	86%	95%
Percent of special request work orders completed within 90 days	99%	100%	90%
Percent of streetlight work orders completed within 2 weeks	88.5%	87%	90%
Graffiti work orders	405	440	400
Streetlight work orders	370	400	380
Average days to complete a service call	19	26	15
Average days to complete special projects	16	36	45

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
➢ **Fleet Management**
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Expanded the on-line Pool Vehicle Reservation and Dispatch Program to facilitate vehicle sharing.

Fleet Management

(Program No. 4521, 4522)

Mission Statement

Manage the motorized fleet and fleet support services to cost-effectively provide safe, reliable vehicles and equipment for all City departments.

Program Activities

- Maintain and repair the City's fleet vehicles and heavy equipment and administer, test, and certify vehicles and equipment in compliance with federal and state mandates.
- Maintain the emergency power generators in a state of readiness.
- Maintain automated fuel delivery system and refueling infrastructure.
- Fund and maintain a vehicle replacement program that ensures the orderly and timely replacement of the City's fleet.
- Provide technical services to develop specifications for purchasing of vehicles and equipment.
- Maintain the Pool Vehicle Program for shared vehicle use.

Key Objectives for Fiscal Year 2012

- Complete 95% of preventive maintenance services on schedule and in accordance with manufacturer's recommendations.
- Complete 100% of the mandated inspections and certifications annually in the following areas: a) aerial equipment certifications b) youth bus inspections and certifications c) commercial vehicle maintenance and inspection.
- Maintain 90% availability for each of the 5 identified classes of vehicles.
- Complete 100% of mandated smog inspections and certifications.
- Complete 100% of mandated diesel smoke tests and certifications.
- Prepare the Vehicle Replacement Report by January 31, 2012.
- Develop specifications, maximize the use of alternative fueled vehicles and establish purchase contracts for the procurement of every vehicle approved for replacement in the fiscal year.
- Comply with mandated reporting requirements from Santa Barbara Air Pollution Control District, California Air Resources Board and the Bureau of Automotive Repair in a variety of areas governing fleet operations.

Key Objectives for Fiscal Year 2012 (cont'd)

- Complete a diesel powered engine retrofit program for on road vehicles to comply with California Air Resources Board (CARB) regulations by December 31, 2011.
- Develop a plan to comply with California Air Resources Board (CARB) regulations for off-road diesel powered equipment (due by December 31, 2015).
- Continue the centralized electronic vehicle pool program as a tool to improve the utilization of administrative vehicles in the City fleet.
- Continue fleet user group meetings to share information regarding new or ongoing fleet programs and solicit input from customers to help shape fleet services.
- Pursue grant funding opportunities for all types of vehicles and equipment, including alternative fueled vehicles and equipment.
- Establish an on-line preventive maintenance scheduling program citywide.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**16.15**	**15.15**	**15.15**	**15.00**	**15.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Interest Income	$ 193,275	$ 153,300	$ 167,205	$ 149,700	$ 149,700
Inter-fund Reimbursements	4,066,106	4,393,186	4,393,186	4,402,301	4,402,301
Other Revenue	175,054	110,000	110,000	110,000	110,000
Transfers In	13,184	-	-	98,805	-
Total Revenue	**$ 4,447,619**	**$ 4,656,486**	**$ 4,670,391**	**$ 4,760,806**	**$ 4,662,001**
Expenditures					
Salaries and Benefits	$ 1,296,476	$ 1,292,239	$ 1,274,744	$ 1,305,886	$ 1,388,273
Supplies and Services	1,100,028	1,256,230	1,233,795	1,228,874	1,235,710
Special Projects	33,347	87,279	60,013	360,000	60,300
Non-Capital Equipment	11,800	2,200	1,653	5,000	5,000
Total Expenditures	**$ 2,441,651**	**$ 2,637,948**	**$ 2,570,205**	**$ 2,899,760**	**$ 2,689,283**
Capital Program	889,718	4,479,566	2,106,764	785,000	2,230,000
Addition to (Use of) Reserves	**$ 1,116,250**	**$ (2,461,028)**	**$ (6,578)**	**$ 1,076,046**	**$ (257,282)**

Fleet Management

(Continued)

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of preventive maintenance services completed on schedule	97%	96%	95%
Vehicles maintained	495	485	485
Pool vehicle trips	N/A	N/A	10,020
Pool vehicle miles	N/A	N/A	290,000
Work orders written for repairs with one or more repair requests	2,462	2,394	2,350
Preventive maintenance services performed	1,211	1,068	1,150
Invoices processed for payment	3,880	3,890	3,900
Maintenance cost per fire pumper	$15,248	$14,000	$17,000
Maintenance cost per Police interceptor	$8,721	$8,000	$8,800
Maintenance cost per ¾-ton truck	$2,434	$2,700	$2,450
Maintenance cost per backhoe/loader	$6,905	$6,000	$7,200
Average maintenance cost per non emergency sedan	$3,180	$3,500	$3,500
Average maintenance cost per mile for fire pumpers	$4.90	$4.80	$4.85
Average maintenance cost per mile for Police interceptors	$0.58	$0.61	$0.60
Average maintenance cost per mile for ¾-ton trucks	$0.61	$0.63	$0.63
Average maintenance cost per hour for backhoes and loaders	$36.44	$33.00	$39.00
Average maintenance cost per mile for non emergency sedans	$0.32	$0.41	$0.35
Percent of vehicles capable of using alternative fuels	38%	36%	40%
Vehicles fueled with biodiesel	115	102	102
Vehicles fueled with compressed natural gas	8	8	8
Hybrid vehicles	42	42	44
Vehicles capable of using alternative fuels not listed above	26	26	26

[This page intentionally left blank.]

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
➢ **Communications Systems**
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Replaced the City Hall phone switch and integrated Microsoft Exchange Voicemail. Connected the Cabrillo Arts Pavilion to the City owned fiber network.

Communications Systems

(Program No. 4531)

Mission Statement

Provide and maintain the citywide radio, telephone, microwave, Combined Communication Center (911), and associated electronic communication systems to ensure uninterrupted high quality communication operations.

Program Activities

- Provide maintenance and support activity for all communication equipment, including repeaters, voters, and mobile and portable radios.
- Ensure the maintenance and operability of the Combined Communications Center, the City's 911 emergency call center.
- Maintain the City's microwave links.
- Manage the telephone system maintenance contract.
- Respond to all telephone and voicemail problems.
- Maintain computerized call accounting and name display databases.
- Perform radio, computer, and electronics installations in all City owned vehicles.
- Install telecommunications cables in City owned buildings.

Key Objectives for Fiscal Year 2012

- Complete 99% of all scheduled preventative maintenance work orders monthly on the combined communication and all other communication equipment (radios), per manufacturers' suggested specifications.
- Process 90% of all unscheduled repairs to portable and mobile radios within 3 working days.
- Complete 99% of all scheduled preventative maintenance and manufacturers' suggested maintenance work orders on citywide telephone systems.
- Complete 90% of all unscheduled work orders for the citywide telephone system within three working days of the reported outage.
- Maintain the Combined Communication Center (911) at 100% operational readiness.
- Convert all City radios and channels to narrow band format per FCC mandate.
- Lower maintenance costs through utilization of various communications technology.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.40**	**5.40**	**5.40**	**5.70**	**5.70**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 706,549	$ 706,549	$ 706,549	$ 706,549	$ 706,549
Other Revenue	6	-	-	-	-
Transfers In	-	-	-	57,783	-
Total Revenue	**$ 706,555**	**$ 706,549**	**$ 706,549**	**$ 764,332**	**$ 706,549**
Expenditures					
Salaries and Benefits	$ 497,281	$ 492,703	$ 506,085	$ 540,294	$ 575,472
Supplies and Services	142,438	179,702	157,713	132,701	129,605
Special Projects	316	-	-	-	-
Non-Capital Equipment	831	8,000	8,000	-	-
Total Expenditures	**$ 640,866**	**$ 680,405**	**$ 671,798**	**$ 672,995**	**$ 705,077**
Addition to (Use of) Reserves	**$ 65,689**	**$ 26,144**	**$ 34,751**	**$ 91,337**	**$ 1,472**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of scheduled monthly preventive maintenance work orders completed	100%	59%	99%
Percent of unscheduled work orders completed on radios within 3 working days	87%	95%	90%
Percent of telephone system preventive maintenance work orders completed on schedule or per manufacturers' recommendations	100%	100%	99%
Percent of telephone system unscheduled repairs completed within 3 days of reported outage	100%	92%	90%
Percent of operational readiness for the Combined Communications Center (9-1-1)	100%	100%	100%
Preventative maintenance work orders	450	434	400
Routine work orders completed	1,140	308	1,300
Cost to manage and maintain the telecommunications system	$144,000	$146,000	$162,500

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
➢ **Custodial Services**
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Successfully added Parks and Recreation events to work program.

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.

Key Objectives for Fiscal Year 2012

- Provide carpet cleaning and floor work services in city buildings as needed.
- Respond to 95% of custodial emergencies within 2 hours during normal business hours.
- Complete the annual Council Chambers and Room 15 Special Cleaning prior to City Council convening in January 2012.
- Provide an annual training on green cleaning methods and practices.
- Using computerized work order system, identify, record and track all special service requests for meeting set ups, special cleanings, changing out lamps and bulbs and special events coverage.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**13.10**	**13.10**	**13.10**	**12.30**	**12.30**
Hourly Employee Hours	**731**	**1,000**	**500**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 934,932	$ 1,036,016	$ 984,390	$ 1,326,018	$ 1,326,018
Transfers In	65,000	-	-	83,017	-
Total Revenue	**$ 999,932**	**$ 1,036,016**	**$ 984,390**	**$ 1,409,035**	**$ 1,326,018**
Expenditures					
Salaries and Benefits	$ 685,971	$ 645,092	$ 596,025	$ 857,096	$ 910,746
Supplies and Services	187,211	397,763	377,421	429,078	386,651
Total Expenditures	**$ 873,182**	**$ 1,042,855**	**$ 973,446**	**$ 1,286,174**	**$ 1,297,397**
Addition to (Use of) Reserves	**$ 126,750**	**$ (6,839)**	**$ 10,944**	**$ 122,861**	**$ 28,621**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Carpet and floor cleaning services completed	N/A	N/A	70
Percent of emergency responses within 2 hours	100%	95%	95%
Special cleaning requests completed	139	116	300
Meeting set-ups completed	28	8	30
Custodial emergency responses	11	8	25

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
➢ **Energy Conservation**
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Worked with Los Banos Del Mar pool staff to design and install an energy efficient pumping system, cutting the facility's electricity consumption in half.

Energy Conservation

(Program No. 4551)

Mission Statement

Provide energy efficiency and conservation management, energy generation project management, and electric and gas utility coordination for all City departments.

Program Activities

- Provide energy management services for City departments which 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.

Key Objectives for Fiscal Year 2012

- Administer the power purchase agreement at the Public Works Corporate Yard.
- Achieve $180,000 in cumulative annual savings from energy conservation efforts (base year 2009).
- Achieve $95,000 in cumulative annual savings from tariff restructuring (base year 2009).
- Obtain $20,000 in incentive and grant funding for City energy conservation projects.
- Manage design and construction of the El Estero Wastewater Treatment Plant (WWTP) Pilot Fat, Oil & Grease (FOG) project.
- Participate in the South Coast Energy Efficiency Partnership (SCEEP) to provide public outreach and promote energy efficiency in City buildings and the community.
- Track and report on the status of Energy Efficiency and Conservation Block Grant (EECBG) funded projects.
- Manage construction of a power purchase funded cogeneration facility at the El Estero WWTP Project.

Key Objectives for Fiscal Year 2012 (cont'd)

- Complete construction of all EECBG funded energy efficiency retrofits.
- Analyze universal electric vehicle charging capabilities for possible future installation in designated City owned and operated parking lots.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.00**	**0.00**	**0.00**	**1.10**	**1.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ -	$ -	$ -	$ 99,584	$ 99,584
Transfers In	-	-	-	15,357	-
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 114,941**	**$ 99,584**
Expenditures					
Salaries and Benefits	$ -	$ -	$ -	$ 140,455	$ 153,683
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 140,455**	**$ 153,683**
Addition to (Use of) Reserves	**$ -**	**$ -**	**$ -**	**$ (25,514)**	**$ (54,099)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Megawatt hours produced by the Corporate Yard Solar project	N/A	530	500
Cumulative annual savings from energy conservation efforts	N/A	N/A	$180,000
Cumulative annual energy savings from tariff restructuring	N/A	N/A	$95,000
Incentive and grant funding received for City energy conservation projects	N/A	N/A	$20,000
Incentive and grant funding applications submitted	N/A	N/A	10
EECBG funded energy efficiency retrofits	N/A	N/A	7

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
➢ **Water Resources Management**
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Upgraded the operating system for the Laboratory Information Management System main server and workstations.

Water Resources Management

(Program Nos. 4611, 4612)

Mission Statement

Provide support and direction to staff to ensure that City water and wastewater systems are reliable, comply with all permits and regulations, protect public health and the environment, and are cost- effective.

Program Activities

- Manage the City's water, wastewater and recycled water, storage, treatment, distribution and collection systems, and the Long-Term Water Supply Program.
- Ensure compliance of water, wastewater, and recycled water systems, with extensive local, State, and federal regulations.
- Develop short and long range water and wastewater resources and capital programs.
- Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council on issues concerning water resources.
- Develop annual Water and Wastewater Fund budgets and ensure that expenditures remain within adopted budget amounts.
- Provide ongoing budgetary guidance and support to all Water Resources Division sections.

Key Objectives for Fiscal Year 2012

This Program's Key Objectives are captured in Water Capital (Program 4671) and Wastewater Capital (Program 4771).

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**5,000**	**960**	**960**	**960**
Revenues					
Fees and Service Charges	$ 28,665,518	$ 30,745,000	$ 29,654,672	$ 31,139,000	$ 32,209,000
Interest Income	1,078,257	860,900	962,008	791,800	791,800
JPA Reimbursements	3,348,632	2,926,786	3,354,266	3,134,883	3,196,500
Other Revenue	543,465	100,000	279,288	88,808	88,808
Transfers In	-	-	-	77,988	-
Total Revenue	**$ 33,635,872**	**$ 34,632,686**	**$ 34,250,234**	**$ 35,232,479**	**$ 36,286,108**
Expenditures					
Salaries and Benefits	$ 648,007	$ 783,793	$ 743,143	$ 921,888	$ 964,827
Supplies and Services	3,575,403	3,851,952	3,460,649	3,776,242	3,577,824
Special Projects	894,168	240,000	189,417	210,000	213,200
Debt Service	3,908,369	6,489,891	5,993,984	6,243,402	6,952,417
Non-Capital Equipment	22,238	30,756	31,093	38,000	33,000
Transfers Out	66,105	-	-	251,975	251,975
Appropriated Reserve	-	209,342	-	300,000	300,000
Total Expenditures	**$ 9,114,290**	**$ 11,605,734**	**$ 10,418,286**	**$ 11,741,507**	**$ 12,293,243**

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
➢ **Recycled Water**
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Inventoried and mapped the recycled water system infrastructure.

Recycled Water

(Program No. 4621)

Mission Statement

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

Program Activities

- Provide recycled water to established service connections.
- Provide public education and assistance on the use of recycled water.
- Implement required agreements and ensure compliance with state regulations for users on the reclamation distribution system.
- Provide guidance, training education materials, and signage for landscape and toilet flushing uses of recycled water.

Key Objectives for Fiscal Year 2012

- Perform inspections of all recycled water sites to meet the annual State inspection requirement.
- Provide 1 class for recycled water users to meet the annual State training requirement.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.75**	**4.75**	**4.75**	**4.75**	**4.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ -	$ -	$ -	$ 35,303	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 35,303**	**$ -**
Expenditures					
Salaries and Benefits	$ 415,613	$ 514,776	$ 404,129	$ 472,246	$ 506,276
Supplies and Services	329,831	239,532	175,083	281,017	281,017
Special Projects	1,970	8,000	-	-	-
Total Expenditures	**$ 747,414**	**$ 762,308**	**$ 579,212**	**$ 753,263**	**$ 787,293**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Inspections performed	81	81	81
Classes for recycled water users	1	1	1
Millions of gallons of recycled water used	226.84	260.8	260.8
Cost per million gallons of recycled water used	$3,141.43	$2,791.41	$2,791.41

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
➢ **Water Distribution**
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Finished design and awarded a construction contract for standby generators at El Cielito Pump Station and Sheffield Reservoir.

Water Distribution

(Program No. 4631)

Mission Statement

Convey water to customers in a reliable cost-effective manner and provide drinking water that meets all State and federal regulations.

Program Activities

- Operate and maintain the groundwater well system.
- Distribute potable water to City residents.
- Operate and maintain the City's recycled water distribution system comprised of distribution pipelines, a pumping station, a reservoir, pressure reducing stations and service connections.
- Operate and maintain the recycled water distribution system, which has the capacity to treat and deliver 1,200 acre feet per year.
- Provide 24-hour emergency response services for all City departments through the emergency service unit.

Key Objectives for Fiscal Year 2012

- Operate the water distribution system to meet 100% of all applicable State and federal requirements.
- Exercise 35% (2,600) of the valves in the water distribution system annually.
- Flush 80% of the fire hydrants and transmission mains annually.
- Restore water service within 8 hours after shutdown 75% of the time.
- Clean at least 10 of the 12 water distribution reservoirs annually.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**33.02**	**33.02**	**33.02**	**30.92**	**30.92**
Hourly Employee Hours	**2,722**	**3,000**	**5,000**	**3,000**	**3,000**
Revenues					
Other Revenue	$ 895	$ -	$ 684	$ -	$ -
Transfers In	-	-	-	211,779	-
Total Revenue	**$ 895**	**$ -**	**$ 684**	**$ 211,779**	**$ -**
Expenditures					
Salaries and Benefits	$ 3,165,433	$ 3,327,227	$ 3,328,605	$ 3,209,276	$ 3,385,288
Supplies and Services	2,486,617	2,836,048	2,654,280	2,609,141	2,618,141
Special Projects	6,302	74,904	74,900	450,000	250,000
Capital Equipment	68,582	69,422	69,000	70,300	70,300
Non-Capital Equipment	78,710	121,071	117,000	103,100	103,100
Transfers Out	16,575	-	-	-	-
Total Expenditures	**$ 5,822,219**	**$ 6,428,672**	**$ 6,243,785**	**$ 6,441,817**	**$ 6,426,829**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of State and federal requirements achieved	100%	100%	100%
Valves exercised	3,811	2,800	2,600
Fire hydrants flushed	2,327 hydrants	2,100 hydrants	2000 hydrants
Transmission main blow off valves flushed	13 valves	13 valves	10 valves
Percent of water service restored within 8 hours after shutdown	88%	83%	75%
Water distribution reservoirs cleaned	12	10	10
Water main breaks	66	80	80

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
➢ **Water Treatment**
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed the design phase of the Cater Advanced Treatment Project and Ortega Groundwater Treatment Plant.

Water Treatment

(Program Nos. 4641, 4642)

Mission Statement

Provide safe drinking water that is treated in a cost-effective manner and complies with State and federal regulations.

Program Activities

- Operate and maintain the Cater Water Treatment Facility to achieve compliance with State and federal drinking water regulations.
- Provide regional water treatment for the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District, supplying drinking water to the communities of Santa Barbara, Montecito, Summerland, and Carpinteria.
- Maintain the C. Meyer Desalination Facility in long-term storage to supplement existing water supplies.

Key Objectives for Fiscal Year 2012

- Perform 100% of preventative maintenance for the Cater Water Treatment Plant, in accordance with the annual preventative maintenance plan.
- Perform 100% of preventative maintenance for the C. Meyer Desalination Facility, in accordance with the annual preventative maintenance plan.
- Maintain 100% compliance with California Department of Health Services Primary Water Quality Regulations.
- Maintain C. Meyer Desalination Facility in long-term storage for reactivation when required to supplement other water supplies.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**13.80**	**13.80**	**13.80**	**13.80**	**13.80**
Hourly Employee Hours	**1,564**	**6,080**	**3,969**	**4,160**	**4,160**
Revenues					
Transfers In	$ -	$ -	$ -	$ 108,038	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 108,038**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,809,288	$ 1,838,042	$ 1,696,957	$ 1,782,459	$ 1,883,810
Supplies and Services	2,546,622	3,696,544	2,944,081	3,488,096	3,488,569
Capital Equipment	-	17,510	19,466	20,000	20,000
Non-Capital Equipment	13,467	11,200	12,395	13,500	13,500
Transfers Out	276	-	-	-	-
Total Expenditures	**$ 4,369,653**	**$ 5,563,296**	**$ 4,672,899**	**$ 5,304,055**	**$ 5,405,879**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of scheduled preventative maintenance at Cater Treatment Plant completed	100%	100%	100%
Percent of scheduled preventative maintenance at Desalination facility completed	100%	100%	100%
Percent of compliance with California Department of Health Services Primary Water Quality Regulations	100%	100%	100%
Millions of gallons of water treated	6,528	7,000	7,500
Cost per million gallons	$717	$750	$750
Chemical cost per million gallons	N/A	N/A	$250
Unscheduled work orders	39	50	50

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
➢ **Water Supply Management**
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed comprehensive modeling of City water use that will be used to support water demand projections for the new Water Supply Plan.

Water Supply Management

(Program No. 4651)

Mission Statement

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

Program Activities

- Implement the Long-Term Water Supply Program.
- Provide up to 8,277 acre-feet of water per year from the Cachuma Project and up to 3,000 acre-feet of water per year from the State Water Project.
- Advise on optimal use of the City's diverse sources of water supplies.
- Provide information on the City's water supplies and water conservation efforts via the City's web site.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Manage a cost-effective customer-response based water conservation program that meets federal and state requirements.

Key Objectives for Fiscal Year 2012

- Have available at least 3,000 acre-feet (AF) of carryover in Lake Cachuma at the start of the third complete water year following each Cachuma spill.
- Achieve a 95% customer satisfaction rate for home water checkups.
- Implement conditions from State Water Resources Control Board hearing to maintain Cachuma project water rights.
- Present annual Water Supply Management Report for the previous water year to Council for adoption by January 30, 2012.
- Manage water supplies to meet the water supply targets of the City's adopted Long-Term Water Supply Plan.
- Maintain 100% compliance with California Urban Water Conservation Council Best Management Practices.
- Ensure that expenditures under the Water Purchases Program stay within budgeted amounts (including any supplemental appropriations as needed due to extraordinary water shortage conditions) and meet payment schedules.
- Develop an implementation schedule for elements of the updated Long-Term Water Supply Plan.

Key Objectives for Fiscal Year 2012 (cont'd)

- Commence development of a Groundwater Management Plan in conformance with State law to provide for coordinated management of City groundwater basins.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**1,438**	**2,000**	**2,000**	**2,000**	**2,000**
Revenues					
Intergovernmental	$ 124,877	$ -	$ -	$ -	$ -
Other Revenue	5,137	-	12,919	-	-
Transfers In	-	-	-	37,847	-
Total Revenue	**$ 130,014**	**$ -**	**$ 12,919**	**$ 37,847**	**$ -**
Expenditures					
Salaries and Benefits	$ 465,133	$ 559,364	$ 445,205	$ 564,701	$ 582,523
Supplies and Services	209,501	571,901	303,198	482,145	454,145
Special Projects	143,409	594,474	361,000	528,200	538,200
Water Supply Purchases	6,693,985	8,177,644	7,677,644	7,341,775	7,260,554
Capital Equipment	-	-	-	7,500	5,500
Non-Capital Equipment	622	20,950	10,000	13,450	13,450
Transfers Out	1,105	-	-	-	-
Total Expenditures	**$ 7,513,755**	**$ 9,924,333**	**$ 8,797,047**	**$ 8,937,771**	**$ 8,854,372**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Acre-feet of end-of-year (September 30) carryover	4,800	6,600	3,000
Percent of water checkup participants rating Overall Satisfaction as "very good" or better	94%	95%	95%
Water purchases budget	$7.0M	$7.0M	$7.1M
Water checkups	389	400	400

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
➢ **Gibraltar Dam Operations**
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed the Waterproofing Crack Seal Repair Project on the Gibraltar Dam thrust block walls and gallery upstream dam face walls.

Gibraltar Dam Operations

(Program No. 4652)

Mission Statement

Operate and maintain Gibraltar Dam and Reservoir in accordance with all dam safety standards and maximize the City's water supply.

Program Activities

- Regulate water flow from Gibraltar Dam; observe and record reservoir levels, water flow, evaporation rate, temperature and rainfall.
- Accomplish operation and maintenance of reservoir equipment including recorders, rainfall gauges, weirs, pumps, motors, boats, generators, flood gates, access roads and drains; inspect, clean and perform minor repair activities; open flood gates and clean debris.
- Maintain reservoir and dam site security.
- Monitor available water storage capacity of the reservoir.
- Collect water and silt samples; perform routine tests on samples; analyze data from testing procedures.
- Work with a variety of agencies on operations and activities and resolve issues on reservoir activities.

Key Objectives for Fiscal Year 2012

- Maintain 70% of the 9 miles of access roads.
- Log and report daily observation readings 90% of the time.
- Ensure a bi-monthly inspection of the Gibraltar Dam and Reservoir by City Engineering.
- Maintain Certified Status for the State Inspection of Gibraltar Dam and Reservoir.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.00**	**0.00**	**0.00**	**2.10**	**2.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ -	$ -	$ -	$ 13,606	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 13,606**	**$ -**
Expenditures					
Salaries and Benefits	$ -	$ -	$ -	$ 215,763	$ 225,906
Supplies and Services	-	-	-	170,305	171,881
Special Projects	-	-	-	45,000	140,000
Non-Capital Equipment	-	-	-	1,500	1,500
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 432,568**	**$ 539,287**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Miles of access roads maintained	N/A	N/A	6
Daily readings reported (days)	N/A	N/A	200
Number of bi-monthly inspections	N/A	N/A	6

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking
Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
➢ **Water Resources Laboratories**
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Passed annual Water testing studies.

Water Resources Laboratories

(Program Nos. 4661, 4662)

Mission Statement

Provide cost-effective analytical testing services and high quality data to meet the testing requirements of the water and wastewater systems.

Program Activities

- Perform all required testing in accordance with Environmental Protection Agency (EPA) approved analytical methods.
- Provide laboratory services and conduct water and wastewater sampling for special projects and research.
- Perform and complete water pollution and water supply proficiency testing.
- Provide and submit the regulatory report to the California Regional Water Quality Control Board and the California Department of Health Services.
- Maintain all major analytical instrumentation in accordance with the Good Laboratory Practice Standards.
- Provide ongoing technical training to staff.

Key Objectives for Fiscal Year 2012

- Produce valid data from 99% of completed tests.
- Complete samples and provide data so that National Pollutant Discharge Elimination System and Drinking Water Reports are submitted by the due date.
- 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.
- Generate quarterly lab test specific sample cost reports within 30 working days of each quarter.
- Provide written reports summarizing laboratory workload analysis within 30 working days of each quarter.
- Maintain and update the existing Laboratory Information Management System (LIMS) application software according the Good Laboratory Practice Standards.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**2,190**	**2,040**	**3,000**	**2,000**	**2,000**
Revenues					
Fees and Service Charges	$ -	$ -	$ 40,286	$ 22,384	$ 22,384
Other Revenue	-	-	200	-	-
Transfers In	-	-	-	74,330	-
Total Revenue	**$ -**	**$ -**	**$ 40,486**	**$ 96,714**	**$ 22,384**
Expenditures					
Salaries and Benefits	$ 710,434	$ 743,348	$ 737,418	$ 745,120	$ 790,275
Supplies and Services	264,859	447,128	423,244	434,728	439,728
Capital Equipment	2,002	69,361	42,000	50,000	50,000
Non-Capital Equipment	9,833	18,000	8,700	19,350	19,350
Transfers Out	829	-	-	-	-
Total Expenditures	**$ 987,957**	**$ 1,277,837**	**$ 1,211,362**	**$ 1,249,198**	**$ 1,299,353**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of tests with valid data	100%	99%	99%
Drinking water, wastewater and creek samples received	14,031	13,500	14,200
Analyses performed	53,924	52,000	51,000
Special or follow-up samples received	586	400	500
Special and or follow-up analyses performed	4,120	1,560	3,000
Average cost per analysis	$20.60	$22.00	$23.50

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
➢ **Meter Reading**
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Implemented new Itron Meter Reading System with AMR (radio read capability).

Meter Reading

(Program No. 4681)

Mission Statement

Read water meters for accurate and timely utility billings and respond to field service requests in a timely, courteous, efficient, and safe manner.

Program Activities

- Read approximately 26,000 water meters every 27-33 days.
- Process approximately 10,000 service orders to begin and terminate service.
- Maintain water meters and make recommendations for replacement.
- Download daily route meter reading data to the centralized utility billing system.
- Field-check new water meter installations.
- Maintain and manage an active water meter inventory.
- Provide information to public service providers regarding unusual circumstances affecting the elderly through the Gatekeeper Program.

Key Objectives for Fiscal Year 2012

- Respond to 100% of service orders within 1 working day.
- Maintain a 100% reading accuracy rate.
- Read 100% of water meters according to an approved monthly schedule.
- Develop a plan and implement a 10-15 year meter replacement program.
- Develop and implement new reading route and accounts for all fire-line meters.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**5.70**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**922**	**0**	**480**	**0**	**0**
Transfers In	$ -	$ -	$ -	$ 39,017	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 39,017**	**$ -**
Expenditures					
Salaries and Benefits	$ 449,431	$ 480,060	$ 488,996	$ 533,858	$ 571,591
Supplies and Services	54,140	69,003	60,640	62,316	62,436
Capital Equipment	-	80,000	-	-	-
Non-Capital Equipment	-	-	-	3,500	1,500
Total Expenditures	**$ 503,571**	**$ 629,063**	**$ 549,636**	**$ 599,674**	**$ 635,527**

The Meter Reading program was previously budgeted in the Finance Department.

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of service calls responded to within 1 working day	100%	100%	100%
Percent of accuracy of meters read	99.99%	100%	100%
Percent of meters read each month according to schedule	100%	100%	100%
Meters read annually	321,600	321,396	321,396
Meters read per month per meter reader	5,356	5,356	5,356
Return visits for missed reads	818	800	800
Percent of missed reads completed within 1 working day	100%	100%	100%
Meters turned off for non-payment	2,183	1,150	1,275
Service orders processed	15,207	12,000	13,500
Cost per meter read	$1.00	$1.43	$1.43

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
➢ **Water Capital Program**
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Received a $29.283 million Clean Water State Revolving Fund loan for water facility upgrades.

Water Capital Program

(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.

Key Objectives for Fiscal Year 2012

- Ensure that 80% of the performance measures for the Water Section are met.
- Award a construction contract for the Cater Ozonation Project by January 30, 2012.
- Award a construction contract for the Ortega Groundwater Treatment Plant Rehabilitation Project by January 30, 2012.
- Complete 80% of the construction of the Water Main Replacement Project by June 30, 2012.
- Award a contract to conduct an Asset Management Analysis on the Water Distribution System by March 1, 2012.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ -	$ 126,177	$ -	$ -	$ -
JPA Reimbursements	-	-	-	2,000,000	2,000,000
Other Revenue	8	-	-	-	-
Total Revenue	**$ 8**	**$ 126,177**	**$ -**	**$ 2,000,000**	**$ 2,000,000**
Expenditures					
Capital Program	$ 5,647,746	$ 20,438,723	$ 10,239,710	$ 11,125,000	$ 5,870,000
Total Expenditures	**$ 5,647,746**	**$ 20,438,723**	**$ 10,239,710**	**$ 11,125,000**	**$ 5,870,000**

No staff is allocated to this budgetary program.

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Compliance
- Traffic Engineering
- Access and Parking Development Review and Transit Assistance
- Transportation and Drainage Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Fleet Management
- Communications Systems
- Custodial Services
- Energy Conservation
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Gibraltar Dam Operations
- Water Resources Laboratories
- Meter Reading
- Water Capital Program
- **Wastewater Collection**
- Wastewater Treatment
- Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Reduced the number of Sanitary Sewer Overflow (SSO's) to the lowest number in 5 years.

Wastewater Collection

(Program No. 4632)

Mission Statement

Convey wastewater to the treatment plant in a reliable and cost-effective manner, meet all applicable State and federal regulations, and protect the environment.

Program Activities

- Maintain the wastewater collection system capacity and prevent sewer over flows through regular maintenance.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the Preventive Maintenance Program for the wastewater collection system.
- Operate the wastewater collection system in compliance with State and federal requirements.

Key Objectives for Fiscal Year 2012

- Limit the number of overflows in the wastewater collection system to less than 10.
- Respond to and resolve calls associated with stoppages, overflows within 2 hours.
- Perform >150 miles of preventative pipe cleaning maintenance on City sewer mains.
- Inspect 130 restaurants for compliance with grease trap maintenance requirements.
- Comply with all State and federal reporting requirements for wastewater collection as specified in the National Pollution Discharge Elimination System Permit issued to the City.
- Implement the new, system wide, sewer main preventative maintenance cleaning program that establishes a pipe-specific cleaning frequency in the Cartegraph Computerized Maintenance Management System (CMMS), and complete quarterly reports.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**18.53**	**18.53**	**18.53**	**16.53**	**16.53**
Hourly Employee Hours	**0**	**4,000**	**0**	**0**	**0**
Other Revenue	$ -	$ -	$ 206	$ -	$ -
Transfers In	-	-	-	233,540	-
Total Revenue	**$ -**	**$ -**	**$ 206**	**$ 233,540**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,621,937	$ 1,826,284	$ 1,798,245	$ 1,568,821	$ 1,663,543
Supplies and Services	1,029,443	988,285	954,820	1,060,548	1,065,348
Capital Equipment	-	15,400	-	-	-
Non-Capital Equipment	(1,433)	9,678	5,000	32,000	22,000
Transfers Out	14,917	-	-	-	-
Total Expenditures	**$ 2,664,864**	**$ 2,839,647**	**$ 2,758,065**	**$ 2,661,369**	**$ 2,750,891**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Overflows from the collection system	N/A	N/A	<10
Average time (in hours) to respond to and resolve stoppage or overflow calls	N/A	N/A	<2
Miles of preventative pipe cleaning maintenance	214	209	>150
Restaurants inspected	156	140	130
Percent of wastewater collection pipes cleaned	N/A	100%	72%
Miles of pipeline inspected using the Close Circuit Television	26.8	25	25
Miles of sewer main cleaned on unscheduled reactive maintenance	19	25	<15
Calls completed within 2 hours	N/A	N/A	30

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
➢ **Wastewater Treatment**
Wastewater Capital Program

RECENT PROGRAM ACHIEVEMENTS

Completed the Supervisory Control And Data Acquisition (SCADA) Network Redundancy Project at the El Estero Wastewater Treatment Plant.

Wastewater Treatment

(Program No. 4711)

Mission Statement

Provide cost-effective wastewater treatment, protect ocean water quality and public health, and comply with National Pollution Discharge Elimination System (NPDES) permit requirements.

Program Activities

- Operate the El Estero Wastewater Treatment Plant to comply with discharge limitations as required by the Regional Water Quality Control Board (RWQCB).
- Operate the El Estero Wastewater Treatment Plant to assure air emission compliance with the Santa Barbara Air Pollution Control District Permit (SBAPCD).
- Operate Pretreatment Program to inspect and sample industrial dischargers to the City's wastewater collection system.
- Maintain the El Estero Wastewater Treatment Plant using predictive and preventive maintenance methods.
- Continue public outreach and education to inform the public of environmental benefits of the El Estero Wastewater Treatment Plant process.

Key Objectives for Fiscal Year 2012

- Achieve 99.9% compliance with wastewater discharge limits as listed in the NPDES permit issued by Regional Water Quality Control Board.
- Achieve 100% compliance with local air emissions standards as specified in the Santa Barbara Air Pollution Control District permit requirements.
- 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.
- Install wash water booster pumps on belt press #1 and #2.
- Merge the lift station SCADA system with El Estero Wastewater Treatment Plant SCADA system.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**24.75**	**24.75**	**24.75**	**25.75**	**25.75**
Hourly Employee Hours	**0**	**2,000**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 13,693,073	$ 14,271,400	$ 14,277,259	$ 15,025,000	$ 15,525,000
Interest Income	365,739	296,100	297,556	267,300	267,300
Mission Canyon JPA	418,747	392,911	427,736	393,222	393,222
Other Revenue	28,773	25,000	80,410	25,000	25,000
Transfers In	-	-	-	348,150	-
Total Revenue	**$ 14,506,332**	**$ 14,985,411**	**$ 15,082,961**	**$ 16,058,672**	**$ 16,210,522**
Expenditures					
Salaries and Benefits	$ 2,596,500	$ 2,722,479	$ 2,690,276	$ 2,783,273	$ 2,962,217
Supplies and Services	2,559,125	3,279,987	2,973,624	3,046,057	3,046,057
Capital Equipment	8,982	37,500	39,181	1,000	1,000
Non-Capital Equipment	3,782	20,000	5,500	45,000	45,000
Transfers Out	276	-	-	-	-
Total Expenditures	**$ 5,168,665**	**$ 6,059,966**	**$ 5,708,581**	**$ 5,875,330**	**$ 6,054,274**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of samples in compliance with NPDES permit limits	99.9%	99.9%	99.9%
Percent of air samples in compliance with SBAPCD permit requirements	100%	100%	100%
Percent of samples in compliance with Water Reclamation Discharge Standards	99.6%	99.7%	99.9%
Millions of gallons of wastewater treated	2,761	2,824	3,100
Average cost per million gallons treated	$1,520	$1,929	$1,700
Chemical cost per million gallons treated	N/A	N/A	$200
Percent of completed wrench time (skilled labor) hours to total craft hours	N/A	N/A	75%
Percent of predictive and preventative maintenance work order hours to total maintenance work order hours	N/A	N/A	50%

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Compliance
Traffic Engineering
Access and Parking Development Review and Transit Assistance
Transportation and Drainage Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Fleet Management
Communications Systems
Custodial Services
Energy Conservation
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Gibraltar Dam Operations
Water Resources Laboratories
Meter Reading
Water Capital Program
Wastewater Collection
Wastewater Treatment
➢ **Wastewater Capital Program**

RECENT PROGRAM ACHIEVEMENT

Completed design of the El Estero Wastewater Treatment Plant Influent Pump Station Project.

Wastewater Capital Program

(Program No. 4771)

Mission Statement

Development, design and construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet National Pollutant Discharge Elimination System permit requirements and protect the environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Wastewater Treatment and Collection System infrastructure.
- Develop the necessary funding to facilitate the Wastewater Capital Program.
- Review and approve plans and specifications developed for constructing Wastewater Capital Projects.
- Coordinate the management of Wastewater Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.
- Monitor and expedite projects in the El Estero Wastewater Treatment Plant (EEWTP) Strategic Plan.

Key Objectives for Fiscal Year 2012

- Award a construction contract for the El Estero Wastewater Treatment Plant (EEWWTP) Headworks project within 120 calendar days of achieving Clean Water State Revolving Fund loan approval status.
- Achieve 50% Design status for the EEWWTP Influent Pump Station by August 1, 2011.
- Award a construction contract for the EEWWTP Influent Pump Station project.
- Implement a computer based sewer main condition assessment process to rate sewer mains and manholes, for CIP purposes.
- Award a consultant contract for the EEWWTP Process Air Facilities and Activated Sludge Treatment Process Design Services Contract prior to January 1, 2012. Achieve 30% Design status by June 30, 2012.
- Complete construction of 80% of the Sewer Main Replacement/Rehabilitation Project.

Key Objectives for Fiscal Year 2012 (cont'd)

- Coordinate construction and start-up of the pilot Fats, Oils, and Grease (FOG) project.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ -	$ 226,251	$ -	$ -	$ -
Total Revenue	**$ -**	**$ 226,251**	**$ -**	**$ -**	**$ -**
Expenditures					
Capital Program	$ 3,467,415	$ 13,751,126	$ 6,143,797	$ 5,500,000	$ 4,500,000
Total Expenditures	**$ 3,467,415**	**$ 13,751,126**	**$ 6,143,797**	**$ 5,500,000**	**$ 4,500,000**

No staff is allocated to this budgetary program.

[This page intentionally left blank.]

DEPARTMENT SUMMARY

Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,137 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.

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.

Fiscal Year 2012 Budget Highlights

Waterfront Department will fund $5,378,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, Marina 2 dock replacement, and replacement of a lift station on Stearns Wharf. The most significant capital project will be the replacement of "L", "M" and "N" fingers in Marina One, which are the third and fourth phases of a multi-year reconstruction project for Marina One, the harbor's largest marina.

The Department has also received a $400,000 Boating and Waterways grant to replace deteriorated concrete in the launch ramp.

DEPARTMENT SUMMARY

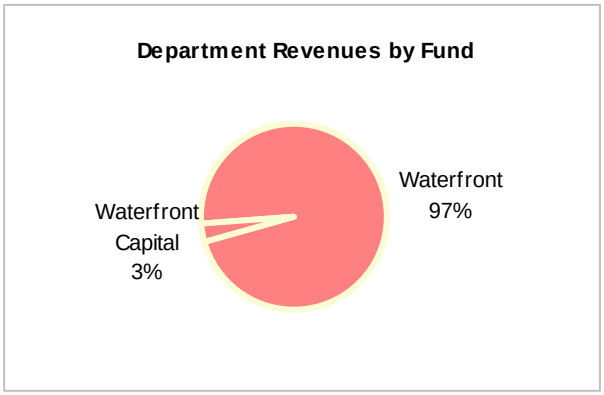
Waterfront

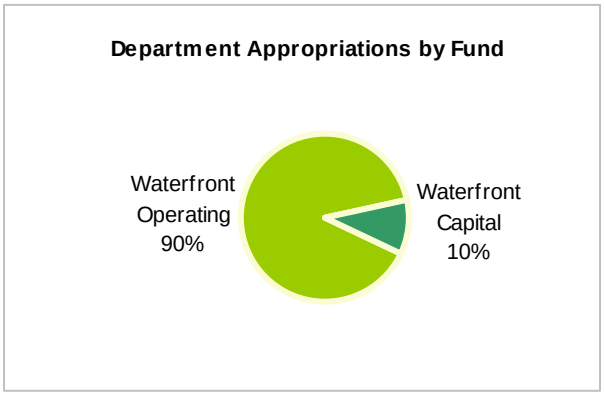
Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**46.00**	**46.00**	**46.00**	**46.00**	**46.00**
Hourly Employee Hours	**58,633**	**52,803**	**52,803**	**52,803**	**52,803**
Revenues					
Fees and Service Charges	$ 7,175,959	$ 7,560,747	$ 7,018,141	$ 7,422,882	$ 7,571,058
Grants	22,806	12,190	-	-	-
Interest Income	240,783	215,759	198,404	185,859	185,859
Lease Income	3,929,253	3,845,628	3,936,076	3,986,296	4,063,024
Other Revenue	169,811	128,650	116,408	155,000	155,000
Transfers In	-	-	-	453,481	-
Total Department Revenue	**$ 11,538,612**	**$ 11,762,974**	**$ 11,269,029**	**$ 12,203,518**	**$ 11,974,941**
Expenditures					
Salaries and Benefits	$ 5,357,279	$ 5,480,825	$ 5,480,796	$ 5,461,051	$ 5,752,909
Supplies and Services	3,297,750	3,405,268	3,315,780	3,340,451	3,368,380
Special Projects	116,578	147,074	126,869	137,020	140,685
Debt Service	968,738	1,665,997	1,665,997	1,776,789	1,849,105
Non-Capital Equipment	16,817	81,909	77,500	117,500	117,500
Transfers Out	-	-	-	84,483	84,483
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Operating Expenditures	**$ 9,757,162**	**$ 10,881,073**	**$ 10,666,942**	**$ 11,017,294**	**$ 11,413,062**
Capital Revenues	$ 41,000	$ 7,745,713	$ 1,300,000	$ 400,000	$ -
Capital Program	2,805,544	8,802,988	2,555,000	1,250,000	1,035,000
Total Department Expenditures	**$ 12,562,706**	**$ 19,684,061**	**$ 13,221,942**	**$ 12,267,294**	**$ 12,448,062**
Addition to (Use of) Reserves	**$ (983,094)**	**$ (175,374)**	**$ (652,913)**	**$ 336,224**	**$ (473,121)**

The Waterfront Department is budgeted in the Waterfront Fund.

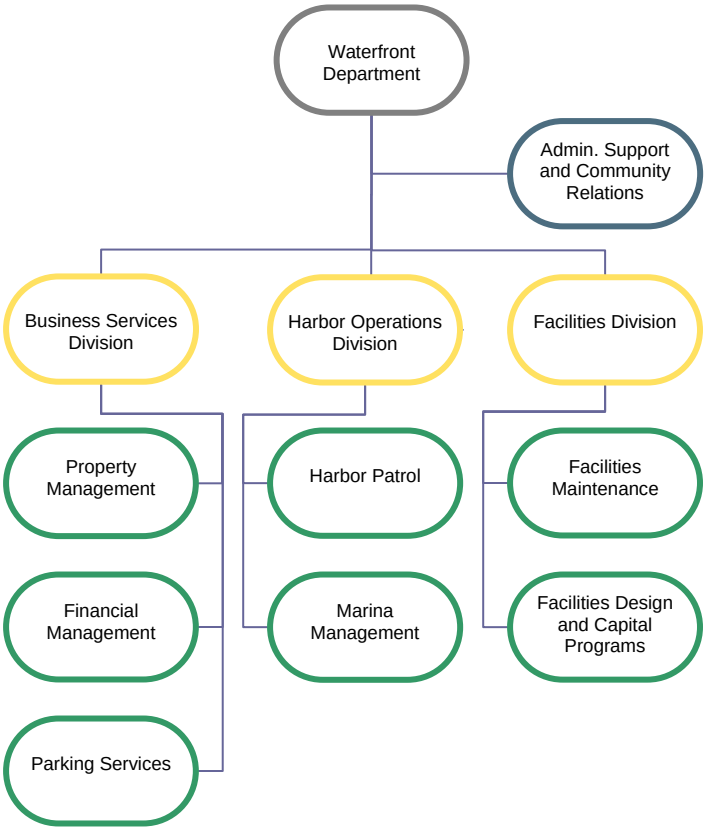
Department Fund Composition





Waterfront

Program Organizational Chart



WATERFRONT PROGRAMS

➢ **Administrative Support and Community Relations**
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

Provide direction and support to Waterfront Department Staff along with effective communication and representation before Federal and State Agencies, local harbor community, residents and businesses.

Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the department and special events in the Waterfront to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, State and Federal agencies.

Key Objectives for Fiscal Year 2012

- Ensure 85% of department program objectives are achieved.
- Continue a comprehensive public information and community relations program which includes sponsored Waterfront events, published department communications, Navy ship and cruise ship visits and sponsored public/media meetings.

RECENT PROGRAM ACHIEVEMENTS

Waterfront Department received $1.9 million in federal funding for the Annual Maintenance Dredging of the Federal Channel in Santa Barbara Harbor for FY 2011.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**4.60**	**4.60**	**4.60**	**4.60**	**4.60**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ -	$ -	$ -	$ 61,126	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 61,126**	**$ -**
Expenditures					
Salaries and Benefits	$ 586,018	$ 575,288	$ 575,288	$ 575,418	$ 609,836
Supplies and Services	1,032,552	979,824	948,078	945,930	968,859
Special Projects	54,385	60,000	60,000	60,000	61,400
Non-Capital Equipment	2,561	12,500	12,500	32,500	32,500
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Expenditures	**$ 1,675,516**	**$ 1,727,612**	**$ 1,595,866**	**$ 1,713,848**	**$ 1,772,595**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Ensure 85% of department program objectives are achieved	100%	95%	85%

WATERFRONT PROGRAMS

Administrative Support and Community Relations
➢ **Property Management**
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Property Management

(Program No. 8112)

Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of services and the department receives market value rents.

Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Assure tenants receive the services entitled under their agreements.

Key Objectives for Fiscal Year 2012

- Support tenants' sales through department funded marketing and promotions.
- Renew 86% of Business Activity Permits (BAPs) by September 1, 2011.
- Collect 95% of base rents by due date in lease.
- Maintain accurate reporting by auditing 25% of percentage rent leases annually.

RECENT PROGRAM ACHIEVEMENTS

Negotiated a 25-year lease with Brophy Brothers Restaurant and a 15-year lease with new tenant Conway Family Wines on Stearns Wharf.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
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	$ 13,585	$ 9,180	$ 26,093	$ 35,000	$ 35,000
Lease Income	3,929,253	3,845,628	3,936,076	3,986,296	4,063,024
Other Revenue	138,878	103,779	82,898	119,000	119,000
Transfers In	-	-	-	15,458	-
Total Revenue	**$ 4,081,716**	**$ 3,958,587**	**$ 4,045,067**	**$ 4,155,754**	**$ 4,217,024**
Expenditures					
Salaries and Benefits	$ 121,102	$ 153,743	$ 153,743	$ 151,035	$ 163,340
Supplies and Services	88,664	111,732	90,053	91,738	91,738
Total Expenditures	**$ 209,766**	**$ 265,475**	**$ 243,796**	**$ 242,773**	**$ 255,078**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Business Activity Permits managed	68	70	70
Business Activity Permits renewed within 30 days of expiration	29 of 32	60	60
Percent of Business Activity Permits renewed within 30 days of expiration	91%	86%	86%
Percent of tenants audited for accurate percentage rent reporting	25%	34%	25%
Cost to audit percentage rent leases	$34,430	$41,000	$33,000
Percent of base rents collected by due date in lease	97%	95%	95%
Leases audited	8	11	8
Lease contracts managed	62	62	65
Tenant contacts regarding sustainability issues	40	45	50

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
➢ **Financial Management**
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Financial Management

(Program No. 8113)

Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.

Key Objectives for Fiscal Year 2012

- Process 90% of requisitions and claims within 21 days of receipt.
- Complete budget within timeline set by Finance Department.
- Ensure program expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.

RECENT PROGRAM ACHIEVEMENTS

Set up revenue tracking method for the Marina One project area to comply with Department of Boating and Waterways loan requirements.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**1.75**	**1.75**	**1.75**	**1.75**	**1.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Interest Income	$ 240,783	$ 215,759	$ 198,404	$ 185,859	$ 185,859
Transfers In	-	-	-	17,034	-
Total Revenue	**$ 240,783**	**$ 215,759**	**$ 198,404**	**$ 202,893**	**$ 185,859**
Expenditures					
Salaries and Benefits	$ 161,264	$ 161,648	$ 161,648	$ 162,526	$ 172,547
Supplies and Services	19,579	27,032	27,032	28,960	28,960
Total Expenditures	**$ 180,843**	**$ 188,680**	**$ 188,680**	**$ 191,486**	**$ 201,507**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of requisitions and claims processed within 21 days	94%	95%	90%
Deposits processed	836	860	825
Requisitions and claims processed	1,825	1,900	2,100
Billing accounts processed	13,798	13,780	13,800

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
➢ **Parking Services**
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Parking Services

(Program No. 8121)

Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

Program Activities

- Staff and operate 8 parking lots throughout the Waterfront area.
- Monitor and collect revenue at 5 Honor Fee collection sites.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

Key Objectives for Fiscal Year 2012

- Maintain annual parking permit revenues of at least $325,000.
- Maintain an annual operating expense of not more than 55% of revenue collected.
- Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.
- Maintain an annual operating labor cost of not more than 31% of revenue collected from Stearns Wharf.
- Maintain a high standard of customer service by holding an annual Waterfront Parking staff training meeting in April 2012.
- Inventory and reorganize the parking file system to improve customer service and staff efficiency.
- Inventory Waterfront parking signage for consistent language and replace signs as needed.
- Install a new pay-and-display parking system in existing Honor Fee parking lots.

RECENT PROGRAM ACHIEVEMENTS

Selected and began phased installation of a pay-and-display parking system with credit card capability to reduce labor costs and improve customer service in Honor Fee parking lots.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**3.10**	**3.10**	**3.10**	**3.10**	**3.10**
Hourly Employee Hours	**40,777**	**35,496**	**35,496**	**35,496**	**35,496**
Revenues					
Fees and Service Charges	$ 2,106,329	$ 2,160,381	$ 1,995,794	$ 2,158,450	$ 2,201,619
Transfers In	-	-	-	26,341	-
Total Revenue	**$ 2,106,329**	**$ 2,160,381**	**$ 1,995,794**	**$ 2,184,791**	**$ 2,201,619**
Expenditures					
Salaries and Benefits	$ 781,785	$ 766,074	$ 766,074	$ 768,892	$ 791,149
Supplies and Services	95,316	110,387	106,634	88,245	88,245
Non-Capital Equipment	8,720	39,187	35,000	50,000	50,000
Total Expenditures	**$ 885,821**	**$ 915,648**	**$ 907,708**	**$ 907,137**	**$ 929,394**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Total permit revenue	$336,314	$325,000	$325,000
Operating expenses as a percent of revenue collected	43%	55%	55%
Accuracy rate of Cash Drawers	100%	99%	99%
Annual operating labor cost as a percentage of revenue collected from Stearns Wharf	30%	31%	31%
Wharf tickets distributed	243,940	250,000	250,000
Harbor tickets distributed	155,715	147,000	144,000
Boat Trailer tickets distributed	10,448	10,000	10,000
Outer Lot tickets distributed	281,059	280,000	285,000
Total operating expense	$896,596	$923,000	$913,272
Collection envelopes collected	6,626	7,000	7,000

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
➢ **Harbor Patrol**
Marina Management
Facilities Maintenance
Facilities Design and Capital Programs

Harbor Patrol

(Program No. 8131)

Mission Statement

Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area.

Program Activities

- Provide emergency response 7 days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara Fire, California Department of Fish and Game, and County Sheriff.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire response and prevention services.

Key Objectives for Fiscal Year 2012

- Respond to 96% of in-harbor emergencies within 5 minutes.
- Achieve an average of 50 training hours per Harbor Patrol Officer.
- Enhance public relations by conducting a minimum of 35 class tours or other public relations events.
- Limit time lost due to injury to 410 or fewer hours.
- Coordinate two joint agency (Fire & Harbor Patrol) emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

RECENT PROGRAM ACHIEVEMENTS

All Harbor Patrol Officers obtained a "Boating Safety and Enforcement Core Training Certification" from the Department of Boating and Waterways for completing 224 hours of State training.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**12.50**	**12.50**	**12.50**	**12.50**	**12.50**
Hourly Employee Hours	**4,347**	**4,385**	**4,385**	**4,385**	**4,385**
Transfers In	$ -	$ -	$ -	$ 141,115	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 141,115**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,731,774	$ 1,752,833	$ 1,752,833	$ 1,738,734	$ 1,827,040
Supplies and Services	85,179	107,874	107,370	99,312	104,312
Special Projects	62,193	74,884	66,869	77,020	79,285
Non-Capital Equipment	4,795	15,000	15,000	15,000	15,000
Total Expenditures	**$ 1,883,941**	**$ 1,950,591**	**$ 1,942,072**	**$ 1,930,066**	**$ 2,025,637**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of 5 minute emergency response times	100%	96%	96%
Training hours per officer	67	50	50
Class tours or other public relations events	35	35	35
Hours lost due to injury	0	52	410
Joint agency drills (Fire & Harbor Patrol)	2	2	2
Calls for Service	1,957	1,900	1,900
Emergency responses inside of harbor (tows not included)	83	90	100
Emergency responses outside of harbor (tows not included)	130	84	100
Emergency vessel tows	113	98	100
Non-emergency (courtesy) vessel tows	414	400	400
Marine sanitation device inspections	837	1,000	1,000
Enforcement contacts	1,318	1,400	1,400
Arrests	120	140	130
Parking citations	381	400	400
Motor patrols	2,821	2,850	2,800
Foot patrols	3,402	3,504	3,500
Boat patrols	1,694	1,696	1,700
Medical emergency responses	52	98	100
Fire Service emergency responses	18	12	15
Marine mammal rescues	52	40	40
Bird rescues	N/A	14	20

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
➢ **Marina Management**
Facilities Maintenance
Facilities Design and Capital Programs

Marina Management

(Program No. 8141)

Mission Statement

Efficiently manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

Program Activities

- Manage a 1,137 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.

Key Objectives for Fiscal Year 2012

- Process 92% 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).
- Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- 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

Implemented a web-based phone messaging system for non-emergency alerts to tenants and slip permittees.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**11**	**250**	**250**	**250**	**250**
Revenues					
Fees and Service Charges	$ 5,056,045	$ 5,391,186	$ 4,996,254	$ 5,229,432	$ 5,334,439
Grants	22,806	12,190	-	-	-
Other Revenue	30,933	24,871	33,510	36,000	36,000
Transfers In	-	-	-	21,239	-
Total Revenue	**$ 5,109,784**	**$ 5,428,247**	**$ 5,029,764**	**$ 5,286,671**	**$ 5,370,439**
Expenditures					
Salaries and Benefits	$ 203,644	$ 219,820	$ 219,933	$ 222,540	$ 236,930
Supplies and Services	65,032	55,359	55,359	61,503	61,503
Special Projects	-	12,190	-	-	-
Total Expenditures	**$ 268,676**	**$ 287,369**	**$ 275,292**	**$ 284,043**	**$ 298,433**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Trades, transfers, permits or assignments processed	131	135	150
Percent of trades, transfers, permits or assignments processed within 10 working days	98%	95%	92%
Percent of visitor slip assignments processed within 30 minutes	98.5%	95%	95%
West Beach permit revenue	$13,900	$15,000	$15,000
Catamaran permit revenue	$9,800	$9,000	$9,000
Visitor occupancy days per year	17,261	17,000	17,000
Vessels aground or sunk in East Beach anchorage	15	10	10
Cost to dispose of vessels beached on East Beach	$15,040	$13,000	$13,000

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
➢ **Facilities Maintenance**
Facilities Design and Capital Programs

Facilities Maintenance

(Program Nos. 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.

Key Objectives for Fiscal Year 2012

- Achieve 80% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.
- Accomplish 90% of preventative maintenance tasks for Waterfront facilities.
- Minimize time lost due to injury at 690 or fewer hours.
- Encourage 55% of staff to participate in flex work schedules.
- Rebuild 10 marina slip fingers of various lengths in Marina 2.
- Install a total of 60 dock boxes in Marina 3. Complete data gathering from other harbors regarding corrective activities and/or enforcement on electrolysis issues, and prepare report on initial findings of possible sources of electrolysis in Santa Barbara Harbor to the Harbor Commission in first quarter of FY 2012.
- Prepare final determination and recommendation on findings of possible sources of electrolysis in Santa Barbara Harbor to Harbor Commission in first half of FY 2012.

RECENT PROGRAM ACHIEVEMENTS

Completed the installation of all 124 dock boxes in Marina 4.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**17.50**	**17.50**	**17.50**	**17.50**	**17.50**
Hourly Employee Hours	**13,498**	**12,672**	**12,672**	**12,672**	**12,672**
Revenues					
Transfers In	$ -	$ -	$ -	$ 147,745	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 147,745**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,549,967	$ 1,629,528	$ 1,629,386	$ 1,624,077	$ 1,719,486
Supplies and Services	1,904,166	2,005,944	1,974,388	2,019,129	2,019,129
Non-Capital Equipment	660	15,222	15,000	20,000	20,000
Total Expenditures	**$ 3,454,793**	**$ 3,650,694**	**$ 3,618,774**	**$ 3,663,206**	**$ 3,758,615**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of in-service days for Harbor Patrol Fleet (each vessel)	87%	87%	80%
Percent of preventative maintenance tasks completed	99%	97%	90%
Lost staff hours due to injury	375.5	340.5	690
Labor cost for vessel maintenance	$53,300	$55,550	$70,000
Labor cost of preventative maintenance tasks	$221,250	$231,250	$250,000
Labor and equipment cost for holiday and special events	$48,411	$56,016	$45,000
Hours per dock box installation	N/A	10	10
Routine work orders completed	1,919	1,908	1,700
Preventative maintenance work orders completed	592	614	500
Dock fingers replaced in Marina 3	NA	NA	10
Cost per linear foot of dock fingers replaced	NA	NA	$250

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
➢ **Facilities Design and Capital Programs**

RECENT PROGRAM ACHIEVEMENTS

Completed Phase 2 of the Marina 1 Replacement Project which included replacing "O" and "P" dock fingers and adding 4 new slips to "P" dock.

Facilities Design and Capital Programs

(Program No. 8161)

Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects.
- Manage capital improvement projects including inspection, scheduling and public notification.

Key Objectives for Fiscal Year 2012

- Complete 80% of minor capital projects under $100,000 in FY 2012 according to the approved schedule.
- Complete 70% of minor capital projects that are constructed under $100,000, according to the approved budget.
- Install 200' of recycled plastic bull rails on Stearns Wharf every year.
- 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.
- Oversee design and construction of launch ramp projects funded by grants from the Department of Boating and Waterways.
- Oversee design and construction of Phase 3 of the Marina 1 Replacement Project which includes the replacement of "N" Finger in FY 2012.
- Install a solar thermal unit on Marina 2 restroom to reduce natural gas usage.

Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Adopted FY 2012	Proposed FY 2013
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ -	$ -	$ -	$ 23,423	$ -
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 23,423**	**$ -**
Expenditures					
Salaries and Benefits	$ 221,725	$ 221,891	$ 221,891	$ 217,829	$ 232,581
Supplies and Services	7,262	7,116	6,866	5,634	5,634
Debt Service	968,738	1,665,997	1,665,997	1,776,789	1,849,105
Non-Capital Equipment	81	-	-	-	-
Transfers Out	-	-	-	84,483	84,483
Total Expenditures	**$ 1,197,806**	**$ 1,895,004**	**$ 1,894,754**	**$ 2,084,735**	**$ 2,171,803**
Capital Revenues	$ 41,000	$ 7,745,713	$ 1,300,000	$ 400,000	$ -
Capital Program	2,805,544	8,802,988	2,555,000	1,250,000	1,035,000
Addition to (Use of) Reserves	**$ (3,962,350)**	**$ (2,952,279)**	**$ (3,149,754)**	**$ (2,911,312)**	**$ (3,206,803)**

Program Performance Measures

Performance Measures	Actual FY 2010	Projected FY 2011	Adopted FY 2012
Percent of minor capital projects completed on schedule	82%	80%	80%
Percent of minor capital projects completed within budget	87%	70%	70%

[This page intentionally left blank.]

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 January 2005 to May 2009.

Community Development Block Grant Fund

For receipt and disbursement of the City's federal block grant funds.

County Library

For funds received and expended for library services on behalf of Santa Barbara County (non-City) residents.

Creeks Restoration and Water Quality Improvement (Measure B) Fund

For the receipt and disbursement of the creeks-related share of transient occupancy tax (2%), generated by the passage of Measure B in October 2000. These funds may only be used for operations and capital projects related to creeks restoration, cleanup and maintenance, and for creeks- and ocean-water quality improvement projects and activities.

HOME Grant Fund

For receipt and disbursement of federal HOME Investment Partnership Program funds which facilitate the development of affordable housing projects in the City.

Justice Assistance Grant Fund

For receipt and disbursement of federal Edward Byrne Memorial Justice Assistance Grant Program funds to support crime control and prevention.

Miscellaneous Grants Fund

For resources received from various granting agencies.

Police Asset Forfeiture and Grants Fund

For assets confiscated by police special operations and restricted for use in support of police operations and miscellaneous grants.

Police Local Law Enforcement Block Grant Fund

For Federal grants funds received for local law enforcement activities.

Police Supplemental Law Enforcement Fund

For State voter-approved funds (AB 3229), restricted to public safety and law enforcement.

Redevelopment Agency Fund

For operations of the Redevelopment Agency. Tax increment revenues primarily support this fund.

Solid Waste Fund

For City operations related to solid waste in support of State AB 939.

Streets

For receipt and disbursement of streets-restricted utility users' tax for activities related to streets and roads. Fifty percent of the City's utility users' tax is restricted for this purpose.

Street Sweeping Fund

For receipt and disbursement of street sweeping parking violations revenue in connection with the City's Consolidated Clean Sweep Program which provides for sweeping of City streets in both commercial and residential neighborhoods.

Traffic Safety Fund

For receipt of fines collected pursuant to the California Vehicle Code. The State of California Government Code restricts use of these funds to traffic control devices, equipment and supplies related to traffic control or traffic safety, and maintenance of public streets. The funds may not be used to pay compensation to traffic or police officers.

Transportation Development Act Fund

For receipt and disbursement of the City's share of gasoline sales tax and Transportation Development Act of 1971. These funds may be used only for capital projects pertaining to streets, roads and bikeways.

Transportation Sales Tax (Measure A) Fund

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure A was approved by the voters of Santa Barbara County in an election held on November 4, 2008. The tax became effective on April 1, 2010.

Transportation Sales Tax (Measure D) Fund

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure D was approved by the voters of Santa Barbara County in an election held on November 7, 1989. The tax became effective on April 1, 1990.

Utility Undergrounding Fund

For the City's portion of funds received from a 1% franchise surcharge on electric utility bills in the City. The funds are used to support the City's costs associated with Southern California Edison Rule 20A and 20B approved undergrounding utility line projects in the City.

Wildland Fire Benefit Assessment District Fund

For funds received from a special property tax assessment to property owners who live in Extreme Foothill and Foothill Zones of the City high fire hazard area. Funds are spent solely within the Benefit Assessment District for vegetation road clearance, chipping services, defensible space assistance and inspection, and vegetation management projects.

APPENDIX: Description of Funds

Debt Service Funds

Debt service funds are used to account for debt service expenditures on general long-term debt.

2002 Municipal Refunding Certificates of Participation

For the accumulation of funds for the payment of the General Fund's portion of the 2002 municipal improvement certificates of participation. These certificates mature in annual installments of $247,500 to $339,900, with final maturity in 2017.

2001 Redevelopment Agency Tax Allocation Bonds – Series 2001A

For the accumulation of funds for the payment of the 2001 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $2,895,000 to $4,340,000 through 2019.

2003 Redevelopment Agency Tax Allocation Bonds – Series 2003A

For the accumulation of funds for the payment of the 2003 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $1,920,000 to $2,835,000 through 2019.

2004 Redevelopment Agency Tax Allocation Housing Bonds – Series 2004A

For the accumulation of funds for the payment of the 2004 Redevelopment Tax Allocation Housing Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $470,000 to $620,000 through 2018.

1994 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 1994 Water Revenue Refunding Serial Bonds. These bonds mature in annual principal installments of $560,000 to $720,000 through 2014.

2004 Sewer Revenue Bonds

For the accumulation of funds for the payment of the 2004 Sewer Revenue Bonds. These bonds mature in annual installments of $580,000 to $1,290,000 through 2029.

2009 Airport Revenue Bonds

For the accumulation of funds for the payment of the 2009 Airport Revenue Bonds. These bonds mature in annual principal installments of $865,000 to $2,995,000 through 2039.

Capital Projects Funds

Capital projects funds are used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Capital Outlay Fund

For all capital projects financed by the General Fund.

Redevelopment Agency Capital Projects Funds

For expenditures funded from the proceeds of the Agency's Tax Allocation Bonds.

PROPRIETARY FUNDS

Proprietary funds account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other city departments (internal users), and the costs are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

Enterprise Funds

Enterprise funds are used to report activities for which service charges or fees are charged to external users. Enterprise funds are financed and operated in a manner similar to private sector enterprises.

Airport Fund

For operations of the municipal airport and the administration of leases on airport property. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Downtown Parking Fund

For the provision of parking services in the downtown area of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Golf Fund

For the operation of a municipal golf course. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Wastewater Fund

For the provision of sewer services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Water Fund

For the provision of water services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Waterfront Fund

For the operations of the City-managed waterfront, the assets of which are part of the State of California Tideland Trust. Operations include: (1) a public wharf providing facilities for, and services to, leaseholders, restaurants, retail shops and other recreational activities; (2) a small watercraft harbor for commercial fishing, tour and privately-owned boats; and (3) the operation of all parking facilities in the waterfront area.

Internal Service Funds

Internal service funds are used to report activities for which service charges or fees are charged to internal users. These funds are used to account for the financing of goods or services provided by one City department to other City departments on a cost reimbursement basis.

Facilities Management Fund

For the costs of operating citywide building maintenance, custodial and electronics maintenance operations.

Fleet Replacement Fund

For the costs of scheduled replacement of the City's vehicle fleet.

Fleet Management Fund

For the costs of operating a City maintenance facility for automobiles and other vehicles used by all City departments.

Self-Insurance Fund

For the cost of providing workers' compensation, unemployment, liability and employee health insurance coverage on a citywide basis.

Information Systems Intra-City Service Fund

For the costs of the Information Systems operations for citywide computer and network maintenance and replacement.

FIDUCIARY FUNDS

Funds that account for resources held in a trustee, custodial or agency capacity for others.

Pension Trust Funds

Pension trust funds are used to account for the accumulation of resources for the locally administered safety retirement programs.

Safety Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965.

Service Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965, and who were disabled due to job related injuries.

Non-Expendable Trust Funds

Non-expendable trust funds are used to account for trust resources, wherein the City, in accordance with the terms of the trust agreement, can expend interest earnings of the trust, but the principal must remain intact. Like proprietary funds, non-expendable trust funds use the accrual basis of accounting.

Expendable Trust Funds

Expendable trust funds are used to account for trust resources, wherein the City, in accordance with the terms of the trust agreement, can expend the Trust's principal and interest earnings.

Library Gifts Fund

For gifts and bequests made to the City library. Funds are used for book replacement.

Agency Funds

Agency funds are used to account for resources for which the City acts as an agent, or custodian, for other governmental units, private organizations, or individuals.

California Law Enforcement Telecommunications System (CLETS) Fund

For monies received from various participating public agencies for the purchase of computer equipment for communication with the California Law Enforcement Tracking System (CLETS).

Revolving Rehabilitation Loan Fund

For rehabilitation loans made by the City through the use of various funding sources.

Seismic Safety Assessment Fund

For the financial activities of the Seismic Assessment District #1.

APPENDIX: Legal Requirements and the Budgetary Process

Authoritative Basis for the Annual Budget

The authoritative basis for the development of the annual budget is provided in Article XII, Fiscal Administration, Section 1200 et. al. of the City of Santa Barbara Charter. Section 1200 specifically requires that "... at least sixty (60) days prior to the beginning of each fiscal year, the City Administrator shall submit to the City Council the proposed budget as prepared by him (or her)."

Budgetary Roles and Responsibilities

The Budget Officer and the Budget Manager, during budget pre-development, determine departmental revenue targets for use during budget development and develop cycle-specific information, such as debt service requirements and allocated costs. The Budget Officer works with the Treasury Manager from Finance throughout the entire budget development process to develop the base budget requirements for the next fiscal year through analysis of revenue estimates.

The Treasury Manager develops preliminary revenue estimates for departments during budget pre-development, and works with departments throughout the budget development process in revising the preliminary estimates for departmental revenues in order to reach final, revised estimates.

The Budget Manager develops overhead cost allocations and works with the Public Works Department in preparing preliminary cost allocations for building maintenance, custodial and electronic maintenance services, and the City's Motor Pool. The Budget Manager also works with Information Systems to determine cost allocations for the desktop maintenance and replacement program, as well as cost allocations related to the City's financial management system.

Finance managers assist the Budget Manager with the review of budgets to ensure that departmental budget submittals are complete, technically correct and submitted in a timely manner. During the budget review phase, Finance managers analyze requested budgets to determine that departments met their revenue target, and verify the accuracy of line-item budgets. They present findings and recommendations to the City Administrator during the individual departmental meetings with the departments.

The Assistant City Administrator for Organizational Development works with all departmental Program Owners, Managers and Department Heads to ensure that the performance objectives contained in the Programs and Services narratives are measurable, actionable, specific and adequately cover the day-to-day activities of city operations, as well as any one-time projects or initiatives planned for the budget year.

The Budget Steering Committee provides oversight to the entire budget process, with direction from the City Administrator, to ensure that Council goals and other citywide priorities are addressed throughout development of the budgets.

Departmental Staff develop line-item operating budgets and capital requests. Anticipated program adjustments are incorporated and communicated to the Finance Department for revising departmental revenue targets.

The City Administrator provides oversight of the Budget Steering Committee throughout the entire budget process. The City Administrator meets with Department Heads, Program Owners, Departmental Budget Staff and Budget Liaisons to review all departmental operating and capital requests and makes funding decisions for the recommended budget, ensuring that Council goals and the Steering Committee's budget priorities are addressed. Also at these budget meetings, the City Administrator approves all operational goals and objectives for the coming fiscal year that are laid out in the Programs and Services narratives. All recommendations and adjustments are incorporated into the City Administrator's recommended budget that is filed with the City Clerk and presented to City Council for approval in April of each year.

Mayor and City Council, with input from the public, review the City Administrator's recommended budget, along with any specific recommendations from the Council Finance Committee, approve or adjust as necessary, and adopt the final operating and capital budget.

Budgetary Basis and the Budgetary Level of Control

Governmental funds are budgeted using the modified accrual basis, consistent with the basis of accounting. Briefly, this means that expenditures are recognized when the related liability is incurred; revenues are recognized to the degree that they are available to finance expenditures of the current period. The only exception is the budgeting of capital projects, in which the entire cost of the capital project is budgeted in the first year, and subsequently carried over until project completion.

Similarly, Proprietary Funds use the modified accrual basis of budgeting, but use the accrual basis of accounting. Differences arise between the two bases for several items: depreciation expense is recorded on a GAAP basis only; debt service retirement, including principal and interest payments, are budgeted as expenditures; and, like governmental funds, all costs of capital projects are included in the budget for the first year of the project.

Budgets are monitored at varying levels of classification detail. However, expenditures cannot exceed total appropriations at the department level for the General Fund and at the fund level for all legally budgeted funds (proprietary funds).

Specifically, the budget is controlled at the following levels:

1. Departments are authorized to transfer amounts between individual line-item expenditure categories within a particular major object account group.

2. The City Administrator is authorized to transfer amounts within individual departmental budgets, both between programs and between major object groupings.

3. City Council must authorize all budget amendments that alter the total appropriations of a particular department or fund.

Two-Year Budget Cycle

On November 27, 1984, the City Council adopted Resolution No. 84-182, approving the concept of a two-year budget cycle for the City of Santa Barbara. This action provided that:

1. City Council would approve a two-year program and financial plan at the beginning of each two-year cycle; and

2. Consistent with City Charter requirements, the City Council would adopt a budget for the program on an annual basis.

Significant characteristics of a two-year budget process, in addition to the items noted above, are:

- Budget preparation and analysis will be for two years, occurring in the fiscal year immediately preceding the two-year cycle.

- Mid-cycle adjustments will be managed as mid-year adjustments are managed; that is, outside of the budget development process, but subject to City Council approval.

- The two-year budget cycle will be developed in conjunction with the establishment of the City Council two-year goals and action plan.

Implementation of a two-year budget cycle does not preclude adjustments at mid-cycle or modifications to the second year recommendations due to special circumstances or significant changes in revenue projections. It does, however, eliminate much of the repetitive and time-consuming aspects associated with the development of budget estimates, particularly for those programs that tend to remain constant. In addition, because the City Council is already focusing on a two-year commitment, the two-year budget process facilitates a long-term program and financial planning approach.

APPENDIX: Legal Requirements and the Budgetary Process

The following summarizes the City of Santa Barbara's two-year budget process.

Budget Process - Year One

Pre-Development Activities

Council goals and program priorities are developed.

Finance Department develops preliminary revenue projections.

Revenue targets are developed by City Administrator and distributed to departments.

The Finance and Public Works departments and Information Systems in the Administrative Services department develop allocated costs.

Departments submit capital project requests to Public Works Administrative Officer as part of development of the Six-Year Capital Improvement Plan.

Anticipated program adjustments are communicated to the Finance Department.

Budget Preparation

Cycle-specific information is distributed to each department, including revenue targets for General Fund departments.

Departments develop line-item budget estimates, document text information, and annual performance plans for each program.

Edit and Review of Departmental Submittals

Finance Department Budget Liaisons performs preliminary review of departmental line-item submittals.

Budget Liaisons review department line-item and text submittals.

City Administrator holds in-depth budget review meetings with each department.

Production and Publication of Budget Document

Finance Director and staff develop the tables, charts and graphs, prepare summary schedules and fund overviews, and compile, review and publish the document, as well as post the Recommended Budget to the Internet.

City Administrator and staff prepare "City Administrator's Budget Message" and review annual performance plans included in the program narratives.

The Recommended Budget is filed with the City Clerk’s Office.

Public Review

Boards and Commissions review the Recommended Budget.

City Council and Finance Committee review the Recommended Budget, including Capital Program and Fee Resolutions.

City Council approves and/or adjusts the City Administrator’s Recommended Budget, as appropriate.

Public hearings are held.

Budget overview and department presentations are held.

Budget information made available in accordance with Public Information Plan.

Budget Adoption

City Council adopts, by resolution, the two-year financial plan and the operating and capital program budgets for year one of the two-year financial plan.

Finance Department updates and publishes the budget document, and posts it to the Internet.

Budget Process - Year Two

Mid-Cycle Review

Finance Department updates the revenue projections for year two of the two-year financial plan.

Year two recommendations are revised, if necessary.

Presentation and Adoption

City Administrator presents addendum and a summary of the proposed budget for year two to the City Council. This document identifies the following:

- Changes to the two-year financial plan approved at mid-cycle.
- Any changes to the City Administrator's second year recommendations.
- The progress of the City Council's two-year goals and action plan.
- A summary of the second year's budget by program.

City Council reviews the addendum information and approves and/or adjusts the changes made by the City Administrator, as appropriate.

A public hearing is held.

Council adopts, by resolution, the operating and capital budget for year two of the two-year financial plan.

APPENDIX: Budget Policies

General Policies

All current operating expenditures will be financed with current revenues.

Budgetary emphasis will focus on providing high quality municipal services, recognizing the fundamental importance to the public of public safety and properly maintained infrastructure.

The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.

The budget will reflect a higher priority for maintenance of existing facilities than for acquisition of new facilities.

Future maintenance needs for all new capital facilities will be fully costed, and added costs will be recognized and included in future year budget projections.

Strong customer service and productivity improvements, with a focus on cost savings, remain important budgetary goals.

Productivity improvements resulting in cost reduction will remain an important budgetary goal.

Revenue Policies

A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any single revenue source.

Revenues will be conservatively estimated, will be projected for the next four years and will be updated at least annually.

Intergovernmental assistance in the form of grants and loans will be used to finance only:

- Capital improvements that are consistent with the Six-Year Capital Program priorities and can be maintained and operated over time; and
- Operating programs which either can be sustained over time or have a limited horizon.
- One-time revenues will be used for operating programs only after an examination determines whether they are subsidizing an imbalance between operating revenues and expenditures, and then only if a long-term forecast shows that the operating deficit will not continue. In general, one-time revenues will be used only to support capital or other non-recurring expenditures.

All fees and charges for each enterprise fund will be set at a level that fully supports the direct and indirect cost of the enterprise.

Reserve Policies

An Appropriated Reserve will be included in each operating fund's adopted budget to provide for unanticipated expenditures or to meet unexpected small increases in service delivery costs within the fiscal year. This reserve will be budgeted up to ½ of 1% of the operating budget and any unused portion will be returned to fund balance at the end of the fiscal year.

Each operating 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. The goal for the General Fund Capital Reserve shall be set to at least $1 million. 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 the purpose of providing for unique one-time costs and maintenance of City services and permit orderly budget adjustments during periods of reductions. Appropriation of these reserves to operating budgets should, when feasible, be accompanied by a plan for the replenishment within a reasonable period of time.

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.

Appropriation or use of funds from any of these reserves will require Council action.

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, 2010, the outstanding balance is $2,349,600 and annual debt service requirement is $350,445.

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 $9.8 million and $3.4 million, respectively, based on operating results for the year ended June 30, 2010. For fiscal year 2011, the current total debt service requirement for all existing debt is approximately $5.1 million and $1.4 million for the Water Fund and Wastewater Fund, respectively.

Based on a net assessed value of property of approximately $16.06 billion, the legal debt limit is $602.2 million. Currently, there is no outstanding debt subject to limitation.

No other restrictions exist.

APPENDIX: Budget Calendar

NOVEMBER 2010	
Monday, November 1	▸ FMS BUDGET SYSTEM INITIALIZATION ▸ Final CIP submissions due to Public Works from departments
Monday, November 1 *Monday, December 6*	▸ Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets
Tuesday, November 9	▸ General Fund Cost Allocation Plan finalized ▸ FINANCE COMMITTEE MEETING - FY 11 First Quarter Review
Wednesday, November 10	▸ Finance completes payroll projections, calculation of status quo budgets and preliminary revenue targets
Thursday, November 11	▸ BUDGET STEERING COMMITTEE ▸ Budget Calendar Highlights distributed to departments ▸ Position re-allocation worksheets and "special pays" instructions sent to departments
Wednesday, November 17	▸ Overhead Allocation and Internal Service Funds charges finalized and entered into FMS
Thursday, November 18	▸ BUDGET STEERING COMMITTEE

DECEMBER 2010	
Month of December	▸ Dept. Heads discuss budget issues with City Administrator at respective monthly meetings
Tuesday, December 14	▸ FINANCE COMMITTEE MEETING - CAFRs presented

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

JANUARY 2011	
Tuesday, January 11	FY 11 AE&E and revenue reports for six months ended Dec 31, 2010 released to depts.
Wednesday, January 12	**BUDGET KICK-OFF AND ANNUAL BUDGET TRAINING SESSION FOR DEPARTMENTS**
Wednesday, January 12 - Mid-February/Late February	Departments develop line-item budgets and P3 plans
Thursday, January 13	BUDGET STEERING COMMITTEE
Thursday, January 20	Deadline for new positions and reclassifications for FY 12 to Human Resources
Thursday, January 27	BUDGET STEERING COMMITTEE
Monday, January 31	P3 Quarterly Reports due to CAO for second quarter of FY 11 Final Draft CIP due to City Administrator

FEBRUARY 2011	
Thursday, February 3	COUNCIL BUDGET WORKSESSION - Review of General Fund Budget Priorities for FY 12 BUDGET STEERING COMMITTEE
Tuesday, February 8 - Monday, February 28	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
Tuesday, February 15	FINANCE COMMITTEE MEETING - FY 11 Mid-Year Review
Thursday, February 24	BUDGET STEERING COMMITTEE
Wednesday, February 23 - Monday, March 14	**Departmental Budget Review Meetings with City Administrator and departments**
Monday, February 28	City Administrator finalizes CIP

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

MARCH 2011	
Wednesday, February 23 - Monday, March 14	**Departmental Budget Review Meetings with City Administrator and departments**
Thursday, March 3	BUDGET STEERING COMMITTEE
Thursday, March 17	BUDGET STEERING COMMITTEE
Tuesday, March 22	Six-Year Capital Improvement Plan filed with the City Clerk CITY COUNCIL MEETING - Six-Year Capital Improvement Plan presented
Friday, March 25	**FINAL BUDGET REVIEW AND BALANCING** by Budget Steering Committee
Friday, March 25 - Thursday, April 14	Budget document compiled, reviewed and published

APRIL 2011	
Friday, March 25 - Thursday, April 14	Budget document compiled, reviewed and published
Thursday, April 14	BUDGET STEERING COMMITTEE
Tuesday, April 19	**City Administrator's Recommended Budget filed with City Clerk** FINANCE COMMITTEE MEETING - Finance Committee Budget Review Schedule approved CITY COUNCIL MEETING - Staff presents budget overview and Schedule of Budget Worksessions and Public Hearings approved Recommended budget posted to the Internet and available on CD-ROM Press briefings with local newspapers in a.m.
Late April	Budget Briefings with Labor Unions
Thursday, April 21	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #1

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

MAY 2011	
Month of May	FINANCE COMMITTEE REVIEW OF CERTAIN ELEMENTS OF RECOMMENDED BUDGET
Monday, May 2	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #2
Thursday, May 5	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #3
Monday, May 9	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #4
Tuesday, May 10	FINANCE COMMITTEE MEETING - FY 11 Third Quarter Review
Thursday, May 12	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #5 BUDGET STEERING COMMITTEE
Monday, May 16	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #6
Thursday, May 19	BUDGET STEERING COMMITTEE
Monday, May 23	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #7
Tuesday, May 24	FINANCE COMMITTEE MEETING - Decisions on recommended budget adjustments
Thursday, May 26	BUDGET STEERING COMMITTEE

JUNE 2011	
Thursday, June 2	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #8: Finance Committee Recommendations presented to Council; Final direction to staff from Council
Monday, June 6	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #9
Thursday, June 9	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #10
Thursday, June 16	Final revisions to P3 Annual Plans for FY 11 due to the City Administrator
Tuesday, June 21	CITY COUNCIL MEETING - **BUDGET ADOPTION**
Wednesday, June 22	Adopted budget transferred to general ledger Adopted budget reports from general ledger reviewed and distributed to departments

JULY 2011	
Friday, July 29	Adopted budget document distributed and published to the City's website P3 Quarterly Reports due to CAO for fourth quarter of FY 11

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Debt Obligations

REVENUE BONDS

	Outstanding at June 30, 2010
***Water Fund*:**	
$9,780,000 – 1994A Water Revenue Refunding Serial Bonds. Remaining annual principal installments range from $535,000 to $720,000 through September 1, 2014. Interest rates range from 4.3% to 4.8% due semi-annually.	$ 3,275,000
***Airport Fund*:**	
$47,270,000 – 2009 Airport Revenue Bonds. Bonds issued to provide funds to construct a new passenger terminal building and related parking and roadway improvements at the Santa Barbara Municipal Airport. Remaining annual principal installments range from $865,000 to $2,995,000 through July 1, 2039.	47,270,000
***Wastewater Fund*:**	
$20,410,000 – 2004A Sewer Revenue Serial Bonds. Remaining annual principal installments range from $580,000 to $1,290,000 through May 1, 2029. Interest rates range from 2.4% to 4.7% payable semi-annually.	16,925,000
Total Revenue Bonds	**$67,470,000**

TAX ALLOCATION BONDS

	Outstanding at June 30, 2010
Redevelopment Agency:	
$7,150,000 – 2004 Redevelopment Agency Tax Allocation Housing Bonds, Series A. Remaining annual principal installments on serial bonds range from $455,000 to $620,000 through July 1, 2018. Interest rates range from 2.0% to 5.0% due semi-annually.	$ 4,885,000
$34,810,000 – 2003 Redevelopment Agency Tax Allocation Refunding Bonds, Series A. Remaining annual principal installments on serial bonds range from $1,860,000 to $2,835,000 through March 1, 2019. Interest rates range from 2.0% to 5.0% due semi-annually.	21,370,000
$38,855,000 – 2001 Redevelopment Agency Tax Allocation Refunding Bonds, Series A. Remaining annual principal installments on serial bonds range from $2,785,000 to $4,340,000 beginning March 1, 2009 through March 1, 2019. Interest rates range from 4.0% to 5.0% due semi-annually.	32,625,000
Total Tax Allocation Bonds	**$ 58,880,000**

CERTIFICATES OF PARTICIPATION

	Outstanding at June 30, 2010
General Fund:	
$4,184,400 – 2002 Refunding Municipal Certificates of Participation, remaining annual principal installments range from $240,900 to $339,900 beginning August 1, 2007 through 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	$2,349,600

Tidelands Trust - Waterfront:	
$19,405,000 - 2002 Waterfront Refunding Certificates of Participation. Remaining annual principal installments range from $535,000 to $1,230,000 through October 1, 2027. Term certificates of $16,090,000 are due in October 2027. Interest rates range from 3.75% to 6.75% payable semi-annually.	14,960,000
Golf Fund:	
$2,155,600 – 2002 Refunding Municipal Certificates of Participation. Remaining annual principal installments range from $124,100 to $175,100 through August 1, 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	1,210,400
Water Fund:	
$15,535,000 – 2002 Refunding Water Certificates of Participation. Remaining annual principal installments range from $445,000 to $1,030,000 through September 1, 2026. Interest rates range from 3.0% to 4.75% payable semi-annually.	12,070,000
Total Certificates of Participation	**$ 30,590,000**

LOANS PAYABLE

	Outstanding at June 30, 2010
Water Fund:	
$5,000,000 – *State Department of Water Resources Loan. Funds used to finance capital improvements to the water distribution system. Due in 20 annual payments of $342,477 on April 30. Interest is 3.1% per annum. The final payment is due April 30, 2012.*	$ 525,881
$17,900,849 – California Department of Health Services Safe Drinking Water State Revolving Fund Loan. Due in semi-annual payments of $572,123. Interest is 2.5132% per annum. The final payment is due July 1, 2025.	14,225,995
$19,997,929 – California Department of Health Services Safe Drinking Water State Revolving Fund Loan. Due in semi-annual payments commencing January 1, 2007. Interest is 2.7934% per annum. The final payment is due July 1, 2027.	17,248,486
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. The final payment is due June 20, 2024.	2,153,345
$6,124,300 – City of Santa Barbara loan. Funds used to finance capital improvements at the airport. The loan is to be repaid over 20 years with an interest rate of higher of 6.5% or the LAIF rate, but not to exceed 9%.	6,124,300
Waterfront Fund:	
$212,787 – State Department of Boating and Waterways loan. Funds used to finance capital improvements at the marina. Due in 17 annual payments of $218,714. Interest is 4.5% per annum. Once all phases of the project are complete, the total amount borrowed will be repaid to the State with fixed annual principal and interest payments due each year on August 1 for 30 years.	212,787
Total Loans Payable	**$ 40,490,794**
Outstanding Debt Obligations – Total , All Funds	**$197,430,794**

APPENDIX: Debt Obligations

The annual requirements to amortize all debts outstanding as of June 30, 2010 are as follows:

	Governmental Activities		Business-type Activities			
	Principal Payments					
Fiscal Year Ending	Tax Allocation Bonds	Certificates of Participation	Revenue Bonds	Certificates of Participation	Other Loans	Total
2011	$ 5,470,000	$ 254,100	$ 1,200,000	$ 1,140,900	$ 2,224,710	$ 10,289,710
2012	5,705,000	264,000	1,250,000	1,191,000	2,158,852	10,568,852
2013	5,925,000	273,900	2,175,000	1,236,100	2,022,026	11,632,026
2014	6,195,000	287,100	2,265,000	1,292,900	2,087,282	12,127,282
2015	6,485,000	300,300	2,355,000	1,349,700	2,155,024	12,645,024
2016 - 2020	29,100,000	970,200	9,275,000	7,469,800	12,099,498	58,914,498
2021 - 2025	-	-	11,505,000	9,035,000	13,809,352	34,349,352
2026 - 2030	-	-	13,175,000	5,525,000	3,934,050	22,634,050
2031 - 2035	-	-	10,660,000	-	-	10,660,000
2036 - 2039	-	-	13,610,000	-	-	13,610,000
Total Principal	$ 58,880,000	$ 2,349,600	$ 67,470,000	$ 28,240,400	$ 40,490,794	$ 197,430,794
Fiscal Year Ending	Interest Payments					Total
2011	$ 2,679,979	$ 96,345	$ 3,163,916	$ 1,388,587	$ 1,542,106	$ 8,870,933
2012	2,443,030	85,983	3,115,050	1,341,267	1,480,364	8,465,694
2013	2,220,460	75,225	3,028,430	1,292,019	1,426,181	8,042,315
2014	1,949,835	63,647	2,936,570	1,236,089	1,374,149	7,560,290
2015	1,662,175	50,976	2,840,355	1,172,540	1,320,574	7,046,620
2016 - 2020	3,480,253	68,521	12,969,655	4,777,019	5,741,703	27,037,151
2021 - 2025	-	-	10,683,268	2,618,822	4,140,573	17,442,663
2026 - 2030	-	-	7,827,390	373,422	2,395,536	10,596,348
2031 - 2035	-	-	4,520,250	-	-	4,520,250
2036 - 2039	-	-	1,427,250	-	-	1,427,250
Total Interest	$ 14,435,732	$ 440,697	$ 52,512,134	$ 14,199,765	$ 19,421,186	$ 101,009,514
Total Debt	$ 73,315,732	$ 2,790,297	$ 119,982,134	$ 42,440,165	$ 59,911,980	$ 298,440,308

APPENDIX: Budget Glossary

Accrual Basis of Accounting: Proprietary and non-expendable trust fund types utilize the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, such that revenues and expenditures are recognized when the underlying event or transaction takes place.

Appropriation: An authorization granted by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period by the City Council. Non-operating appropriations, i.e., capital and special projects, continue in force through a budget re-appropriation (or carryover) until fully expended or until the City has accomplished or abandoned the purpose for which Council originally granted the appropriation.

Appropriation Resolution: The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

Assessed Value: The value placed on real and other property as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the State Board of Equalization establishes assessed value of utility property tax rolls.

Balanced Budget: A budget is balanced when the fiscal year's appropriations equals to the revenue.

Balance Sheet: A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specific date.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place) and, (3) modified accrual basis (revenues recognized in the accounting period in which they become available and measurable and expenditures recognized in the accounting period in which the fund liability in incurred).

Bond: A written promise to pay (debt) a specified sum of money (principal or face value) on a specific future date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to finance large-scale capital projects such as buildings, bridges, streets, and utility infrastructure.

Bond Rating: An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Two agencies regularly review city bonds and generate bond rating: Moody's Investors Service and Standard and Poor's Ratings Group.

Budget: A plan for the expenditure of financial resources covering a specific time period, usually one year, which, by adoption, constitutes legal authority to spend. The City of Santa Barbara adopts an annual budget from July 1 – June 30. The budget contains appropriations needed to continue the City's operations for the year and the revenues anticipated to finance them.

Budget Amendment: Under the City Charter, the City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by a majority vote. The City Administrator has the authority to approve administrative adjustments to the budget, as long as the adjustments will not have a significant policy impact, or affect the bottom-line appropriations for any given department.

Budget Calendar: A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.

Budgetary Basis of Accounting: The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes. The City of Santa Barbara uses the modified accrual basis for budgeting all funds, including proprietary funds.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available revenues. The level of budgetary control for City Council is at the department level. For the City Administrator, budgetary control is within a department, at the program level and at the major object level (groupings of individual line-item expenditure categories, for example, salaries and benefits, supplies and services, special projects, and non-capital equipment categories). For departments, budgetary control is at the line-item level within a particular major object group.

Budget Message: A general discussion of the budget presented in writing as a part of, or supplement to, the budget document. The budget message explains the principal issues against the background of financial trends and the priorities set forth in the budget.

Capital Asset: A tangible, fixed asset that is long-term in nature, of significant value, and obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to buildings, and infrastructure (i.e., streets, highways, bridges and other immovable assets). A capital asset is defined as an asset with a useful life extending beyond a single accounting period. The capitalization threshold for the City of Santa Barbara is $10,000.

APPENDIX: Budget Glossary

Capital Expenditure: An amount expended for fixed asset acquisitions and improvements. The capitalization threshold for the City of Santa Barbara is $10,000.

Capital Budget: A plan of capital expenditures and the means of financing them. The capital budget is adopted as part of the complete annual budget, including both operating and capital outlays.

Capital Improvement Plan (CIP): A formal long-term (multi-year) plan for the acquisition and improvement of major assets, such as land, buildings, machinery and equipment, and infrastructure (i.e., streets, highways, bridges, and other immovable assets). The CIP identifies the expected beginning and ending date for each project, the amount to be expended in each, and the method of financing those expenditures. The City of Santa Barbara prepares a six-year CIP and the threshold for inclusion in the CIP is $25,000.

Capital Lease: An agreement that conveys the rights to use property, plant or equipment, usually for a stated period of time.

Capital Projects Fund: A governmental fund type used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds). See also *Governmental Fund*.

Carryover: Expenditure originally planned in the current year but, because of delays, is postponed to the following fiscal year.

Certificate of Participation: A form of lease-purchase financing used to construct or acquire capital facilities and equipment.

Change in Service: A change in the nature, type or level of service provided by a City program from that provided in the prior fiscal year's adopted budget, as amended.

Community Development Block Grant (CDBG): Grant funds allocated by the federal government to the City of Santa Barbara to use for the prevention and removal of slum and blight, and to benefit low- and moderate-income persons. The City disburses these funds through an annual application process open to all nonprofit organizations and City departments.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenue and similar eventualities, natural disasters, and federal mandates.

Contractual Services: Expenditures for City services performed by firms, individuals or other city departments.

Cost-Reimbursement Basis: The setting of service charges and fees such that costs are systematically recovered on a break-even basis over time. This term is used in connection with internal service funds.

Debt Instrument: A vehicle for borrowing funds, including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds. See also *Bond*.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Debt Service Fund: A governmental fund type used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in the enterprise fund itself. See also *Governmental Fund*.

Debt Service Requirement: The amount of money required to pay interest and principal on outstanding debt and the required contributions to accumulate monies for future retirement of long-term bonds.

Department: An operational and budgetary unit designated by the City Council to define and organize City operations, or a group of related operations within a functional area.

Depreciation: Allocating the cost of an asset over its estimated useful life

Encumbrance: Legal commitments related to unperformed (executory) contracts for goods and services. At year-end, encumbrances represent a reservation on fund balance.

Enterprise Fund: A proprietary fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, such that the costs of providing goods and services to the general public are financed or recovered primarily through fees charged directly to the users of the goods or services provided. The City of Santa Barbara has ten enterprise funds, including Airport Operating and Capital, Golf, Downtown Parking, Water Operating and Capital, Wastewater Operating and Capital, and Waterfront Operating and Capital Funds. See also *Proprietary Fund*.

Enterprise Fund Accounting: Accounting used for government operations that are financed and operated in a manner similar to private sector enterprises, and for which preparation of an income statement is desirable. Enterprise Funds use the accrual basis of accounting.

Estimated Revenue: The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.

Expenditure: The outflow of funds paid, or to be paid, for goods and services received during the current period. Note: an encumbrance is not expenditure; rather it represents a reservation on

fund balance.

Expense: The incurrence of liabilities or the consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitutes the entity's ongoing major or central operation. This term applies to the City's Enterprise and Internal Service Funds.

Fiduciary Fund: A major fund type used to account for assets held by the City in a trustee, agency or custodial capacity for others. The City of Santa Barbara has pension trust, expendable trust, non-expendable trust, and agency funds within the fiduciary fund type. Expendable trust funds are accounted for in the same manner as governmental funds, using the modified accrual basis of accounting. Pension trust and non-expendable trust funds use the accrual basis of accounting. An agency fund is custodial in nature in that it does not measure results of operations and the assets equal liabilities (i.e., all assets are held solely for the benefit of others).

Fiscal Year: The 12-month period to which the annual operating budget applies, at the end of which a government determines its financial position and the results of its operations. The City of Santa Barbara operates on a fiscal year from July 1 through June 30.

Fixed Asset: See *Capital Asset*.

Full-Time Equivalent (FTE): The standardized unit of measurement of staffing equal to 2,080 hours of work per year.

Fund: A separate fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances and changes therein are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations. There are three major fund types: governmental, proprietary, and fiduciary.

Fund Balance: From a strict accounting perspective, fund balance represents the excess of assets over liabilities. It also represents the cumulative effect of revenues and other financing sources over expenditures, and other financing uses that are available for reservation, designation or appropriation. A negative fund balance is called a *fund deficit*.

General Fund: The primary operating fund of a governmental organization that accounts for activities and services not required to be accounted for in another fund, and traditionally associated with governments, such as police and fire service, which are financed primarily through tax, intergovernmental and other non-exchange revenues.

General Obligation Bond: A bond sold to generate financing for various purposes, and to be repaid with normal, unrestricted operating revenue, usually from the General Fund.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for accounting and reporting. These standards govern the form and content of the annual financial statements of an entity. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Governmental Activities: Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues, and usually reported in governmental and internal service funds.

Governmental Fund: A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting. The City of Santa Barbara uses four types of governmental funds: general, special revenue, debt service, and capital projects funds.

Grant: Contributions of cash or other assets donated from one governmental agency or organization to another, and usually restricted for a specific purpose. Typically, these contributions are made to local governments from state and federal governments.

Infrastructure: Facilities that support the daily life and growth of the City, for example, roads, waterlines, sewers, public buildings, parks and airports.

Interfund Reimbursements: Payments from one fund to another to reimburse costs to the recipient fund.

Interfund Transfers: Payments from one fund to another to finance the operations of the recipient fund.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost-reimbursement basis. See also *Proprietary Fund*.

Liability: Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. Note: the term does not include encumbrances.

Line-Item Budget: A budget that lists detailed expenditure categories separately, along with the amount budgeted for each specified category. The City of Santa Barbara uses program rather than line-item budgeting; however, detailed line-item accounts are maintained and recorded for financial reporting and control purposes.

Major Object: Categorized groupings of individual line-item expenditures that are similar in nature. For example, the City's major object categories include salaries and benefits, supplies and services, special projects, non-capital

equipment, capital equipment, and miscellaneous.

Mandate: Legislation passed by the state or federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

Modified Accrual Basis of Accounting: Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). "Measurable" means the amount of the transaction that can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Those revenues susceptible to accrual include property taxes remitted within 60 days after year-end, interest on investments, and certain intergovernmental and other revenues. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due, or when amounts have been accumulated in the debt service fund for payments to be made early in the following year. All governmental fund types, expendable trust funds and agency funds use the modified accrual basis of accounting.

Objective: Quantified, outcome-based statements of what will be accomplished during the budget year. These annual performance goals are specific, measurable, time-bound, and realistic, yet challenging. Objectives cover day-to-day activities as well as one-time initiatives.

Operating Budget: A plan of financial operations embodying an estimate of planned expenditures for a given period (typically a fiscal year) and the proposed means for financing them (revenue estimates). The annual operating budget, as distinguished from the capital program budget, is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The City of Santa Barbara generally adopts a two-year financial plan that includes the adoption of actual budget appropriations for the first year of the financial plan, and recommendations for year two.

Operating Deficit: The deficiency of operating revenues under expenditures during a single accounting period.

Operating Surplus: The excess of operating revenues over operating expenditures during a single accounting period.

Ordinance: A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

Outstanding Bonds: Bonds not yet retired through principal and interest payments.

Performance Measure: Quantifiable indicators that measure program workload or progress in achieving program objectives.

Program: A group of activities, operations or organizational units organized to accomplish specific purposes, goals or objectives. It is a distinct functional unit within a department, consisting of a significant service provided using City resources.

Program Budgeting: A method of budgeting that focuses on services provided to customers at the functional (or program) level.

Proposed Budget: This refers to the status of an annual budget, which has been submitted by the City Administrator and is pending public review and City Council adoption.

Proprietary Fund: A major fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other City departments (internal users), and the costs of which are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

Reserves: Accumulated funds legally restricted or otherwise designated by management and/or City Council for specific purposes. See also *Fund Balance*.

Revenue Bond: A bond sold to construct a project that will produce revenues pledged for the repayment of principal and related interest.

Revenues: Total amount of income received, earned, or otherwise available for appropriation.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency.

Service Charge: See *User Fee*.

Special Revenue Fund: A governmental fund type used to account for the proceeds from specific revenue sources, other than trusts or major capital projects, that are legally restricted to expenditures for specific purposes. See also *Governmental Fund*.

Transient Occupancy Tax (TOT): Tax collected by hotel operators and imposed on hotel guests for transient lodging (30 days or less) within the City. The current TOT rate is 12%, 2% of which is legally restricted for creeks restoration and creeks and ocean water quality improvement pursuant to voter-approved Measure B, effective January 1, 2001.

User Fee: The voluntary payment of a fee for direct receipt of a public service by the party directly benefiting from service.

APPENDIX: List of Acronyms

A-OK!	After-School Opportunities for Kids!
ABC	Alcoholic Beverage Control
ABOP	Anti-freeze, Batteries, Oil and Paint
ABR	Architectural Board of Review
ACCEL	Authority of California Cities Excess Liability
ADA	Americans with Disabilities Act
AF	Acre Feet
AFP	Aviation Facilities Plan
ALP	Adult (and Family) Literacy Program
AOA	Airfield Operations Area
A/P	Accounts Payable
APWA	American Public Works Association
ARFF	Aircraft Rescue and Firefighting
ARRA	American Recovery and Reinvestment Act
BAP	Business Activity Permit
BFI	Browning-Ferris Industries (a wholly owned subsidiary of Allied Waste Industries, Inc.)
BMPs	Best Management Practices
BPO	Blanket Purchase Order
C&D Recycling	Construction and demolition recyclable waste
CA-DHS	California Department of Health Services
CAD	Computer Aided Dispatch System
CAFR	Comprehensive Annual Financial Report
CAL-ID	State of California's automated fingerprinting identification system
CAPER	Consolidated Annual Performance Report
CARB	California Air Resources Board
CCC	Combined Communications Center
CCRB	Cachuma Conservation Release Board
CCTV	Closed Circuit Television
CCWA	Central Coast Water Authority
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CERT	Citizens Emergency Response Training
CHDO	Community Housing Development Organization
CIP	Capital Improvement Program
CLA	City Leadership Academy
CLETS	California Law Enforcement Telecommunications System
COMB	Cachuma Operations and Management Board
COP	Citizen-Oriented Policing
COPS	Community Oriented Problem Solving
CPUC	California Public Utilities Commission
CSMFO	California Society of Municipal Finance Officers
CWQCB	California Water Quality Control Board
DA	District Attorney
D.A.R.E.	Drug Awareness Resistance Education
DART	Development Application Review Team
DOJ	Department of Justice
DPA	Development Plan Agreement
DUI	Driving Under the Influence
EIR	Environmental Impact Report
EMLAP	Employee Mortgage Loan Assistance Program
ELAP	Environmental Laboratory Accreditation Program
ENF	Enforcement
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ERAF	Educational Revenue Augmentation Fund
FAA	Federal Aviation Administration
FAR	Federal Air Regulation
FBI	Federal Bureau of Investigation
FMDSS	Financial Management Decision Support System
FMLA	Family and Medical Leave Act
FMS	Financial Management System
FTE	Full-time Equivalent Job Position
FY	Fiscal Year
FYE	Fiscal Year End
GAAP	Generally Accepted Accounting Principles
GASB 34	Governmental Accounting Standards Board Statement No. 34
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers' Association
GIS	Geographical Information Systems
GOA	Gone on Arrival
GPU	General Plan Update
HBRR	Federal Highway Bridge Replacement and Rehabilitation

APPENDIX: List of Acronyms

	funds
HHW	Hazardous Household Waste
HLC	Historic Landmarks Commission
HOME	Federal Home Investment Partnership Program
HUD	Housing and Urban Development
ICS	Intra-City Services
IIPP	Injury and Illness Prevention Program
IOD	Injury on Duty
IPM	Integrated Pest Management
ICPMS	Inductively Coupled Plasma Mass Spectroscopy
ISAIMS	Integrated Scanning of America Imaging Management System
JPA	Joint Powers Authority
LAIF	Local Agency Investment Fund
LDT	Land Development Team
LEA	Local Enforcement Agency
LEAP	Learning for Excellence & Achievement Program
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LIMS	Laboratory Information Management System
LTF	Local Task Force on Solid Waste
LUFT	Leaking Underground Fuel Tank
MDC	Mobile Data Computer
MEA	Master Environmental Assessment
MHA	Mental Health Association
MJSWTG	Multi-Jurisdictional Solid Waste Task Group
MRE	Mobile Reporting Equipment
MTD	Metropolitan Transit District
MOU	Memorandum of Understanding
MUR	Multi-Unit Residential
NIMS	National Incident Management System
NITF	Neighborhood Improvement Task Force
NPDES	National Pollution Discharge Elimination System
NPO	Neighborhood Preservation Ordinance
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
P^3	Paradise Performance Program
PAF	Personnel Action Form
PAL	Police Activities League
PARC	Parks & Recreation Comm. Foundation
PBIA	Parking and Business Improvement Area (Assessment)
PC	Planning Commission
PCD	Program Criteria Document
PEM	Proposed Evaluatory Monitoring
PERS	Public Employee Retirement System
PFC	Passenger Facility Charge
PlanSB	General Plan Update
PLF	Public Library Fund
PM	Planned Maintenance
POST	Police Officers' Standards & Training
PQI	Pavement Quality Index
PRT	Pre-Application Review Team
PSA	Public Service Announcement
PSR	Project Study Report
PUC	Public Utilities Commission
RACS	Records, Archives, and Clerical Services
RAP	Recreation After-School Program
RDA	Redevelopment Agency
RFP	Request for Proposal
RFQ	Request for Qualifications
RMS	Records Management System
RWQCB	California Regional Water Quality Control Board
SBA	Santa Barbara Airport
SBAPCD	Santa Barbara Air Pollution Control District
SBCAG	Santa Barbara County Association of Governments
SBCPA	Santa Barbara Center for the Performing Arts
SBCVB	Santa Barbara Conference and Visitor's Bureau
SBMC	Santa Barbara Municipal Code
SBPD	Santa Barbara Police Department
SBPL	Santa Barbara Public Library
SCADA	Supervisory Control and Data Acquisition
SCE	**S**outhern California Edison
SCEEP	South Coast Energy Efficiency Partnership
SCORE	Service Corps of Retired Executives
SEIU	Service Employee International Union (Local 620)
SEMS	Standardized Emergency Management System
SET	Staff Hearing Officer, Environmental Review, and Training
SFDB	Single Family Design Board

APPENDIX: List of Acronyms

SHO	Staff Hearing Officer
SHO	Serious Habitual Offender
SIDA	Security Identification Display Area
SLIP	Sewer Lateral and Inspection Program
SMS	(Microsoft) Software Management System
SMU	Site Mitigation Unit
SOP	Standard Operating Procedures
STIP	State Transportation Improvement Project funds
SWPPP	Storm Water Pollution Prevention Pan
TACT	Total Awareness Cross Training
TBID	Tourism Business Improvement District
TDA	Transportation Development Act
TOT	Transient Occupancy Tax
TSA	Transportation Security Administration
UP	Union Pacific Railroad
USGS	U.S. Geological Services
USPS	United States Postal Service
UST	Underground Storage (Fuel) Tanks
UUAD	Underground Utility Assessment District
UUT	Utility Users' Tax
VAPP	Visual Arts in Public Places
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
ZIR	Zoning Information Report

[This page intentionally left blank.]