



City of Santa Barbara

Adopted Two-Year Financial Plan for Fiscal Years 2006 and 2007
Including the Operating and Capital Budget for Fiscal Year 2006

CITY OF SANTA BARBARA

ADOPTED TWO-YEAR FINANCIAL
PLAN FOR FISCAL YEARS
2006 AND 2007

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ADOPTED OPERATING
AND CAPITAL BUDGET FOR
FISCAL YEAR 2006

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Santa Barbara
California**

For the Fiscal Year Beginning

July 1, 2004

Nancy L. Ziehl
President

Jeffrey R. Egan
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to City of Santa Barbara for its one-year financial plan and annual budget for the fiscal year beginning July 1, 2004.

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

This award is valid for a period of one year. We believe our current budget continues to conform to program requirements, and we have submitted it to GFOA to determine its eligibility for another award.



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OVERVIEW

Key Indicators Showing Local Economy is Getting Back on Track

After a difficult national recession and amid a continuing State budget crisis, the economic recovery that began last year appears to be holding steady. This is reflected in several key indicators of local economic health, many of which are tied to tourist and visitor counts.



One of the most favorable trends is the steady increase in airport passenger counts over the last two years. In fiscal year 2002, passenger counts fell to just under 700,000 from 781,000 due to the events of September 11, 2001. In fiscal year 2004, passenger counts reached 796,000, finally exceeding pre-September 11 levels. In May 2005, passenger counts were 9.9% above the same month last year, well above the national average of 4.7%. For fiscal year 2005, passenger counts are up 8.3% through

May 2005, representing strong overall growth in passenger volumes.

Another good measure of local economic health is the level of activity at local hotels. After a 3% decline in fiscal year 2002, transient occupancy tax (TOT) revenues remained flat in fiscal year 2003, but rebounded for a 5.1% increase in fiscal year 2004. Through May 2005, TOT revenues have grown 5.7%. 4.5% and 5% growth rates are projected for fiscal years 2006 and 2007, respectively.

And finally, we look to our sales tax revenues as a key indicator of local spending, which is heavily influenced by the number of visitors and tourists coming to the City. After several years of stellar performances, sales tax revenues declined 2.6% in fiscal year 2002, the first decline in approximately 10 years. Since then, sales tax revenues grew by 1% in fiscal year 2003 and 4.1% in fiscal year 2004. Through March 31, 2005, nine months into the fiscal year, sales tax revenues have increased 2.8%.

Proposition 1A Provides Measure of Relief

In connection with the State budget, the Governor and a coalition of local government officials reached an historic agreement, which led to placement of Proposition 1A on the November 2004 ballot. The measure, overwhelmingly approved by the voters, provides enhanced Constitutional protection to local government revenues, preventing the State from taking local



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government revenues in the future. The State would still be able to *borrow* property taxes from local governments, but only if: (1) the Governor proclaims a "significant State fiscal hardship," (2) the Legislature approves the borrowing with a 2/3 vote, and (3) the State repays any outstanding loans from local government, with interest.

In return for this protection of local revenues, the budget agreement calls for cities, counties, special districts, and redevelopment agencies to endure two years of revenues losses. Specifically, \$1.3 billion in local property tax revenues will be shifted to the State in the current fiscal year and next fiscal year (fiscal years 2005 and 2006). Statewide, cities will share in a \$350 million loss. The City of Santa Barbara's annual share of this shift is approximately \$1.25 million, and our Redevelopment Agency will lose approximately \$1.3 million. The adopted budget for fiscal year 2006 has been adjusted for these losses.



Despite this historic agreement, the \$105 billion fiscal year 2005 State budget continues to rely heavily on borrowing and does not resolve the State's continuing structural deficit. Although Proposition 1A provides significant protection against future raids on local revenues, it does not provide absolute protection. The State may find other ways to address their deficits that have an impact on local government.

Controlling Cost Still a Major Challenge

Over the last few years, the single biggest challenge facing most California cities has been the impacts of increased costs of health insurance, property and liability insurance, workers' compensation, and retirement. The most dramatic increase has been increased contributions to the Public Employee Retirement System (PERS). In large part due to the stock market losses from 2001 through 2003, required contributions for the General Fund increased by \$6.7 million from fiscal year 2003 to 2005. Another \$1.5 million increase is projected in fiscal year 2006.

In the General Fund, where salaries and benefits make up approximately 75% of total operating costs, recently negotiated and approved salary and benefit increases have added stress to the overall balancing of the fund. Although the City Council has expressed the importance of keeping salaries in line with the local market to ensure the City can attract and retain quality personnel, particularly in light of the extraordinary housing prices in the tri-County area, the challenge is finding a way to fund these additional costs when the General Fund is still facing budget deficits.



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Additional Reserves Needed to Balance General Fund Budget

Over the last three years, the City has budgeted for the use of reserves to balance the General Fund operating budget. This long-term strategy was developed to address the operating budget deficits created by the impacts of "9-11", the increases in costs, and the State's raid on local revenues. In addition to the use of reserves, the strategy included cuts to departmental budgets and adjustments to fees to keep pace with the cost of providing services. The goal was to minimize the impacts on the organization as it transitions to a smaller organization, and to resolve the structural imbalance by fiscal year 2009.

Although the use of reserves through fiscal year 2009 was contemplated when the strategy was developed several years ago, recently completed labor negotiations have increased the structural deficit and projected use of reserves beyond the amounts anticipated. As a result, City General Fund departments will be asked immediately in fiscal year 2006 to reduce operating expenditures by \$1 million. We will also immediately begin planning for additional adjustments totaling \$1.3 million for fiscal year 2007, for a total of \$2.3 million annually. It is critical we implement these additional changes to the General Fund in order to minimize the long-term use of General Fund reserves.

Forecast Shows General Fund Balanced by Fiscal Year 2009

In the development of the budget each year, staff updates the General Fund multi-year forecast, a financial planning document that plays a vital role in budgetary decisions. The forecast undergoes ongoing review by the Finance Committee and Council, and is updated several times throughout the budget development process.

The table on the following page is a summary version of the most current General Fund multi-year forecast. The forecast includes the expected results for fiscal year 2005 (current year); the adopted and proposed budgets for fiscal years 2006 and 2007; and projections for fiscal years 2008 and 2009.



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CITY OF SANTA BARBARA General Fund Multi-Year Forecast					
	Two-Year Financial Plan				
	FY 2005 Expected	FY 2006 Adopted	FY 2007 Proposed	FY 2008 Projected	FY 2009 Projected
Operating Revenues	\$ 84,438,876	\$ 88,510,646	\$ 93,587,465	\$97,121,623	\$100,937,869
Operating Expenses	<u>87,547,417</u>	<u>95,754,589</u>	<u>98,648,031</u>	<u>102,145,470</u>	<u>105,653,619</u>
Operating Gain (Loss)	(3,108,541)	(7,243,943)	(5,060,566)	(5,023,847)	(4,715,750)
Anticipated Year-End Variance	<u>2,626,423</u>	<u>2,872,638</u>	<u>2,959,441</u>	<u>3,064,364</u>	<u>3,169,609</u>
Net Operating Gain (Loss)	(482,118)	(4,371,305)	(2,101,125)	(1,959,483)	(1,546,141)
Capital Program	<u>(1,177,400)</u>	<u>(623,700)</u>	<u>(977,000)</u>	<u>(750,000)</u>	<u>(750,000)</u>
Total Projected Use of Reserves	(1,659,518)	(4,995,005)	(3,078,125)	(2,709,483)	(2,296,141)
Required Budgetary Adjustments	-	1,000,000	1,300,000	-	-
Cumulative Budgetary Adjustments	<u>-</u>	<u>1,000,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>2,300,000</u>
Adjusted Use of Reserves	<u>\$ (1,659,518)</u>	<u>\$ (3,995,005)</u>	<u>\$ (778,125)</u>	<u>\$ (409,483)</u>	<u>\$ 3,859</u>

As shown in the multi-year forecast above, operating revenues are insufficient to fund operating expenditures in each year of the forecast, resulting in operating deficits ranging from almost \$7.2 million in fiscal year 2006 to approximately \$4.7 million in fiscal year 2009. Because favorable year-end variances are typically realized each year, the forecast includes an "Anticipated Year-End Variance" amount, estimated at 3% of operating expenditures, in each year. Although unbudgeted, these anticipated year-end variances (i.e., revenues over budget and expenditures under budget) are important for financial planning purposes as they provide considerable relief, if realized, to the overall use of reserves. Thus, the "Net Operating Loss" for fiscal year 2006 drops to approximately \$4.4 million, and down to slightly over \$1.5 million by fiscal year 2009.

When capital program expenditures are included, however, the use of reserves increases each year by the estimated amount of the capital program. Therefore, the balance, shown as the "Total Projected Use of Reserves", represents total deficit of the General Fund. By fiscal year 2009, this total projected deficit decreases to approximately \$2.3 million, which is the amount established as the "structural deficit" that needs to be addressed.

Accordingly, the multi-year forecast identifies a total of \$2.3 million of adjustments (i.e., expenditure reductions or revenue enhancements) to be implemented in the next two fiscal



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years in order to bring the General Fund into balance by fiscal year 2009. It is anticipated that the majority of the adjustments will be in the form of expenditure reductions through the further downsizing of the City organization via attrition. Staff is committed to minimizing service delivery impacts whenever possible, but some service impacts are inevitable.

In accordance with Council-adopted policy, the General Fund should have 25% of its operating budget set aside in reserves: 10% designated to cover budgetary shortfalls, and 15% designated to respond to natural disasters. In addition, a fixed amount of \$1 million is designated as a capital reserve. The following table shows the reserves needed to fully fund General Fund reserves in accordance with City policy, and the projected reserve balances based on the multi-year forecast from fiscal year 2005 to 2009.

As shown in the table below, the first year that "policy reserves" are used is in fiscal year 2005, in the amount of \$655,822. Each year thereafter, the gap between the policy reserve balances and the actual reserve balances grows, reaching almost \$9.1 million in fiscal year 2009. However, with the structural deficit cured by this same year as forecasted, no additional reserves will be needed to balance the General Fund operating budget. Having "turned the corner", we expect, over time, to begin replenishing the reserves back to the policy levels over time.

**CITY OF SANTA BARBARA
Summary of Projected and Policy Reserves**

	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Budget Reserve (10%)	\$ 8,754,742	\$ 9,575,459	\$ 9,814,803	\$ 10,099,547	\$ 10,405,983	\$ 10,767,323
Disaster Reserve (15%)	13,132,113	14,363,188	14,722,205	15,149,321	15,608,975	16,150,984
Capital	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Policy Reserves	22,886,855	24,938,647	25,537,008	26,248,868	27,014,958	27,918,307
Actual/Projected Reserves	25,942,343	24,282,825	20,150,155	19,234,366	18,824,883	18,828,741
Over (Under)	\$ 3,055,488	\$ (655,822)	\$ (5,386,853)	\$ (7,014,502)	\$ (8,190,075)	\$ (9,089,566)



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CITYWIDE GOALS AND PRIORITIES

Preserving the Quality of Life a Top Priority

We are fortunate to live in one of the most beautiful cities in the world. It is a city that boasts a breathtaking coastline, great beaches, and a mild climate, all within a picturesque setting



bordered by mountains to the north and the ocean to the south. It is a destination point for both domestic and international travelers, attracted by the exclusive shopping and dining, nearby wineries, cultural events and attractions, such as the Old Spanish Days and the Santa Barbara International Film Festival, and a relaxed beachfront atmosphere.

The preservation of this wonderful community has long been a priority of the City and its residents. The quality of life we enjoy encompasses the environment, the quality and safety of our neighborhoods, the economic vitality of the downtown and waterfront areas, and the cultural and recreational elements of the City.

City Continues Efforts to Improve the Environment

Some of the efforts aimed at improving the environment include restoration of local creeks that will help improve the overall quality of the waters flowing into local beaches. The concern over water quality led to the passage of Measure B in November of 2000, which increased the City's transient occupancy tax from 10% to 12%. Measure B has provided over \$2 million per year in revenues, supplemented by various federal and state grants, to address water quality issues.



Examples of such efforts include the restoration of Old Mission Creek and the Arroyo Burro estuary. The implementation of a watershed action plan is currently underway that will identify community priorities and long-term strategies for storm water and urban runoff reduction, and creek habitat and water quality capital improvement needs.

In terms of solid waste management, the City continues to implement strategies in order to reach its goal of diverting 70% of its solid waste from the local landfill. Some of the efforts aimed at reaching this goal have included introducing recycling bins in all City parks to convey the message that recycling is always a part of waste disposal - at home, at work, and at play. Trash cans in all City offices have also been replaced with a recycling/trash combo, with the trash container being significantly smaller than the recycling container.



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In this environmentally conscious community, waste diversion goes beyond basic recycling and green waste bins. The City has launched a public outreach program to give residents information on recycling, reuse, or proper disposal of commonly recycled items as well as non-traditional materials such as CD's, plastic bags, construction waste, electronic waste, hazardous wastes, appliances, and furniture. In an effort to reach out to all members of the community, the City has developed a Hispanic outreach program that features Spanish television commercials, recycling brochures in Spanish, and a bilingual newsletter that will premier on Earth Day.

On a larger scale, the City extended its contract to MarBorg Industries for waste disposal in order to help them finance a new state of the art recycling facility that will increase local waste diversion. The Public Work's Environmental Services Program is also completing a strategic plan that sets a road map for increasing diversion through food waste composting, diversion in schools, recycling of construction wastes, increased business and multi-family recycling, green building, and procurement of recycled products.

More Neighborhood Improvements Planned



Last year, the City implemented the Neighborhood Improvement Program in response to a growing awareness that the delivery of City services needed to be restructured to improve the safety and quality of life in our neighborhoods. The goals of the program include increasing the effectiveness and efficiency of services provided by City departments, creating more positive impacts in higher-density neighborhoods, engaging neighborhood residents and community groups to improve the quality of life in their neighborhoods, and increasing building and zoning enforcement efforts.

As a result of this program, a number of improvements and neighborhood clean-up efforts have been completed. For example, the City's Recreation Division Job Apprenticeship Program, with partial funding from Santa Barbara Beautiful, cleaned up a portion of Old Mission Creek. Youth apprentices worked all through August to clean up the site. Other efforts include:

- In September of 2004, City streets maintenance staff, along with the Police Department and Union Pacific Railroad, removed 18,000 pounds of trash from under the Las Positas Bridge at Highway 101. About 20 gallons of paint were used to cover graffiti on both sides of the underpass.



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- Renovation of the Community Gardens, including the Rancheria, Yanonali and Pilgrim Terrace Gardens, is scheduled for completion in June 2005. Garden plot borders have been installed at the three sites, storage sheds have been delivered and will be permanently located, irrigation systems are being repaired, and information kiosks have been ordered for installation.
- The City is eligible to receive up to \$473,500 from the State Street Workforce Incentive Grant Program for additional neighborhood improvement projects, including the Montecito Street Pedestrian Lighting Improvement Project; the Junipero Pedestrian Bridge Lighting Project; and Punta Gorda Street curbs, gutters, and sidewalks.
- On March 15, 2005, the City Council approved \$425,375 in funding from the Community Development Block Grant Program for five projects that are part of the Neighborhood Improvement Program. They include \$64,225 for Clean and Safe Neighborhoods; \$42,000 for the Franklin Center/Library; \$125,000 for the Coronel Pocket Park; \$85,000 for Ortega Park Improvements; and \$109,150 for Montecito Street Lighting.

Another major effort is the West Downtown Neighborhood Improvement Project, one of several projects funded by the Redevelopment Agency's 2003 Tax Allocation Bonds. Improvements will include upgrading pedestrian amenities, general landscaping improvements, and additional lighting where appropriate. Improvement of this area will strengthen the pedestrian connection between the west downtown and downtown.

Downtown and Waterfront Slated for Major Renovations

Maintaining the physical, cultural, and aesthetic features in the downtown and waterfront areas is critical to the economic vitality of the City. Over the last several years, the Redevelopment Agency (RDA) and business owners jointly funded the Downtown Sidewalk and Landscaping Project. The Project was broken up into phases, beginning with the 1000-1200 blocks, each carrying the same improvements further south on State Street. The goals of the Project are to improve pedestrian circulation and safety, improve business visibility, maintain and enhance landscape diversity, acknowledge significant architectural features of buildings, provide amenities for the comforts and





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convenience of pedestrians, and thereby provide a pedestrian friendly State Street Plaza. Phase IV of the Project, covering the 400-500 blocks, is scheduled to begin in January 2006.

While the majority of the development in the downtown has been focused on State Street over the last 30 years, Chapala Street is emerging as a focus of private redevelopment. Redevelopment Agency (RDA) staff, in collaboration with the Planning Division and Transportation Division of Public Works, recently completed a design guidelines process to develop a cohesive streetscape design theme to be used by both private developers and the City. The product of this process will be guidelines similar to the State Street Landscaping Guidelines, including text and renderings. The RDA has now funded \$835,000 for various improvements to Chapala Street in conformance with the Design Guidelines.



In the waterfront area, over \$5 million has been allocated towards sidewalk and other pedestrian improvements. The East Cabrillo Boulevard Sidewalk Improvement Project will repair and replace the existing sidewalk from Stearns Wharf to Milpas Street. The Project will also include landscaping enhancements where appropriate and the addition of pedestrian amenities. The West Side Pedestrian Improvements Project will provide sidewalk and landscaping improvements from Stearns Wharf to the Santa Barbara Harbor, and will

focus on improving the pedestrian connection between the wharf and harbor.

The Granada Garage, which is being built on Parking Lot No. 6 on Anacapa Street (between Anapamu and Victoria Streets), is now under construction. When completed, the Granada Garage will be a six-level parking structure with 575 parking spaces. The architecture of the garage is Mediterranean in style and the garage will feature new paseos and landscaping surrounding the structure. The garage will provide much needed parking in the Cultural District north of Carrillo, and help maintain the economic vitality of this important area.

Renovations to Cultural and Recreational Venues in the Works

A number of separate efforts are underway to develop or renovate major performing arts venues. One of the major efforts currently underway is the renovation of the historic Granada Theater. The Santa Barbara Center for the Performing Arts (SBCPA) has acquired the theater, with the goal of improving and expanding it to provide up to 1,600 seats. A major fundraising campaign is currently underway. The City's Redevelopment Agency will be providing a \$3 million grant towards construction, which is expected to begin in fiscal year 2006.



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The Ensemble Theater has also proposed a new theater in response to the Performing Arts Feasibility Study conducted by the Santa Barbara Center for Performing Arts and partially funded by the Redevelopment Agency (RDA). The RDA has allocated \$2.5 million in funding from the proceeds of the 2001 Tax Allocations Bonds for a potential grant or loan to Ensemble Theater for predevelopment or construction costs, as well as installation by the RDA of public paseos around the theater.

The Carrillo Recreation Center, located at the corner of Carrillo Boulevard and Anacapa Street, is scheduled for a \$3.5 million renovation next year. This heavily-used historic landmark will receive upgrades to its electrical and plumbing and aesthetic improvements.

Affordable Housing Receives Boost in Funding

For many years our City has made the provision of affordable housing a high priority. In partnership with the Santa Barbara Housing Authority and other non-profit housing developers, the City and Redevelopment Agency have provided funding for the development of many affordable units in the City. Currently, 12% of the City's housing stock is under restrictions to ensure its affordability.



The Redevelopment Agency (RDA) recently approved \$2.3 million in funding towards a project at 617 Garden Street for a Mental Health Association (MHA) administrative and program center, which will include 50 units of affordable housing. Twenty-five of the units would be for very-low-income MHA clients, and 25 for low-income, downtown workers. The RDA also recently allocated \$2 million for future affordable housing projects, and an additional \$4 million for property acquisition, some or all of which could be

used for acquiring property for housing.

In addition, the Redevelopment Agency provided approximately \$17 million in a combination of loans and grants toward the largest affordable housing development to be built on the South Coast. Mercy Housing California and St. Vincent's Institution are developing 75 low-income family apartments and 95 low-income senior apartments on the 19-acre St. Vincent's School campus at Highway 154 and Calle Real. The development is also financially supported by the County of Santa Barbara as a regional response to affordable housing needs.

City Focusing on Working Smarter

Over the last several years, the City has faced unprecedented financial challenges on many fronts, including the impacts of September 11, 2001, and the ensuing economic downturn on



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City revenues; the sharp rise in costs; and the raid on local revenues by the State. Because of these factors, the City has been forced to trim costs and reduce staffing through attrition.

Even with the staff reductions over the last several years, and the potential for further reductions over the next two years, the demand for City services has not diminished. Consequently, it has become more important than ever for the City to work more efficiently to ensure the quality services our residents and businesses currently enjoy are unaffected.

One of the initiatives designed to create a more efficient City government is the implementation of a performance measurement program two years ago, called the Paradise Performance Program (or "P³"). For each operating program, specific measurable objectives are created to better plan work efforts and identify results. Additionally, performance indicators have been developed for each program to measure both effectiveness and efficiency. Although still evolving, the P³ program has already made significant improvements in City operations.

One of the ongoing challenges affecting City operations is the high cost of living on the south coast, which has made it difficult to attract and retain quality staff. This will become even more acute as a large number of baby boomers reach retirement age in the next five years.

In response to this challenge, last year the City implemented a comprehensive training program for employees, called Learning for Excellence and Achievement Program ("LEAP"). Employees are provided training opportunities in a number of topics, ranging from employment law to improving communication skills. This is an important investment in our employees that will generate dividends on a long-term basis as we look to our own personnel to fill key management and supervisory positions.



Major Planning Efforts Underway

Next year staff will begin work to update the City's General Plan, which contains many important goals and policies for growth management and land use planning in our community. Measure E, which in 1989 amended the City's Charter that provides the basis for the City's Growth Management Strategies, has a 2010 expiration date. This effort will require considerable time and resources over the next 5 years. When complete, we will have the framework for land use decisions through 2030.



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Staff is currently working on Phase I of the General Plan Update (GPU). The primary objective of Phase I is to produce a series of background reports ("Conditions, Trends & Issues") for each of the key resource constraints to growth. These reports will serve as both the foundation for the community discussion and decision making in the next phases, as well as an educational tool.

Phase II, which will begin in early fiscal year 2006, will formally kick-off the public participation effort, the residential development analysis, as well as the environmental review. This process will develop and confirm the community's vision for future growth and development, as well as work through a set of specific growth scenarios, culminating in a single preferred growth option.

The focus of Phase III, scheduled to begin in fiscal year 2007, will be the development, analysis and community debate of the various growth options and their associated environmental impacts. In working towards a preferred growth option, formal environmental review will play a key role in framing the discussions and eventual decisions.

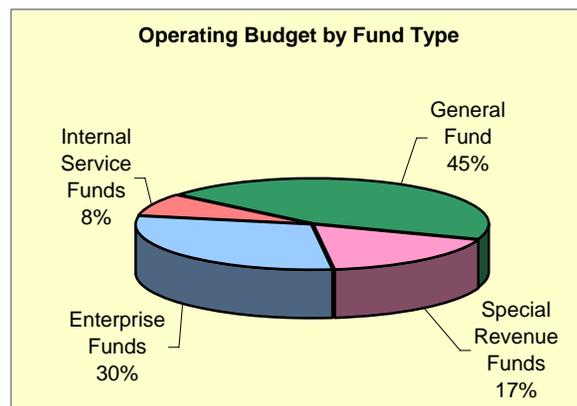
Phase IV will confirm the preferred option through a ballot measure, and will be followed by a series of General Plan Element and Zoning Ordinance implementation efforts.

BUDGET HIGHLIGHTS

City Continues to Provide Full Scope of Services

The City of Santa Barbara is a full service City providing a broad range of services, including police and fire protection, parks and recreation, library, planning, streets maintenance, water, wastewater and refuse, a regional airport, a harbor and waterfront.

The fiscal year 2006 adopted budget includes a total operating budget of approximately \$189.8 million and a citywide capital program of \$20.6 million. The General Fund, where services traditionally associated with local government are accounted for, includes a \$95.8 million operating budget and a \$623,700 capital program.





INTRODUCTION

City Administrator's Budget Message

In addition to the General Fund, the City has a number of other funds used to account for the many services and activities provided (see chart). Special revenue funds, totaling \$45.5 million (17%), are used to account for revenues legally restricted for a specific purpose. Internal service funds, totaling \$17.3 million (8%) are used to account for services provided internally to City departments and programs, such as Information Systems and Risk Management (i.e., Self-Insurance) services. Enterprise funds, totaling \$64.5 million (30%), are used to account for the activities of the City operated in a manner similar to the private sector.

The City's enterprise funds include the Water, Wastewater, Downtown Parking, Waterfront, Golf and Airport Funds. Each relies on a unique set of fees and charges to fund its operating and capital costs. As with the General Fund, they have been affected by the increased costs over the last several years in insurance and employee retirement costs. However, all of the enterprise funds are in good financial health and are balanced in fiscal years 2006 and 2007.

Key General Fund Revenues Reflect Moderate Growth

Key General Fund revenues are now posting increases consistent with historical growth averages. Between 1992 and 1995, the national, state and local economies suffered through an economic recession. City revenues at that time were flat and, in some cases declined. This period was then followed by one of the strongest periods of growth in recent history, which lasted through the last half of the decade and through 2000. Correspondingly, City tax revenues realized extraordinary growth, ranging from 6 to 9%. However, for the decade, total General Fund revenues realized an average growth of just 3.5%, and tax revenues (i.e., sales, property, transient occupancy, etc.) grew an average of just 4.3%.

These long-term growth averages give perspective and understanding to current growth trends of General Fund revenues and the projections for the next two years. The table below provides a summary of key General Fund revenues for fiscal year 2005 (estimated year-end projections), and budgeted estimates for fiscal years 2006 and 2007.

The largest growth has been, and continues to be, in property tax revenues. Between 1997 and 2004, property tax revenues grew an average of 9% per year. In the last three years, despite the impacts of the recession on other key revenues, property values appreciated considerably. For both fiscal year 2005 and 2006, as shown in the table, we estimate a 7% growth in property tax revenues; a 6% growth is projected for fiscal year 2007.



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City Administrator's Budget Message

CITY OF SANTA BARBARA Summary of Key General Fund Revenue Estimates

	<u>FY 2005 Projected</u>	<u>Est. Growth %</u>	<u>FY 2006 Estimate</u>	<u>Est. Growth %</u>	<u>FY 2007 Estimate</u>	<u>Est. Growth %</u>
Sales Tax *	\$ 18,629,754	3.0%	\$ 19,374,944	4.0%	\$20,149,942	4.0%
Property Tax *	11,981,583	7.0%	12,820,294	7.0%	13,589,512	6.0%
Transient Occupancy Tax	10,780,310	4.0%	11,504,200	6.7%	12,079,400	5.0%
Utility Users Tax	5,837,700	4.8%	6,071,200	4.0%	6,253,300	3.0%
Franchise Fees	2,074,964	1.0%	2,170,200	4.6%	2,275,100	4.8%
	<u>\$ 49,304,311</u>		<u>\$ 51,940,838</u>		<u>\$54,347,254</u>	

* Amounts do not include adjustments for recent change in allocation pursuant to State budget provisions:

- Sales tax does not include Prop. 172 1/2 cent sales tax.
- 25% of sales tax revenues replaced them with an equal amount of "property tax in-lieu".
- Replacement of approximately 90% of Vehicle License Fees with an equal amount of property taxes.
- State take away in both FY 2005 and 2006 of over \$1.2 million in property taxes ("ERAF shift").

As shown in the preceding table, sales tax, the largest General Fund revenue, is projected to grow 3% in fiscal year 2005, and 4% in fiscal years 2006 and 2007. Although the growth rates are consistent with historical averages, they are above the growth rates of the previous three years. The table to the right shows the actual growth rates for sales tax revenues since 1999 through 2004, and the estimates for fiscal years 2005 through 2007. The economic recovery of the late 1990's generated strong growth through fiscal year 2001. However, revenues *declined* in fiscal year 2002 by 4.1%, and grew less than 3% in fiscal years 2003 and 2004.

City of Santa Barbara Sales Tax Revenue Growth

<u>Fiscal Year</u>	<u>Actual Growth Rate</u>
1999	6.4%
2000	5.8%
2001	5.4%
2002	-4.1%
2003	2.2%
2004	2.8%
2005 (Est.)	3.0%
2006 (Est.)	4.0%
2007 (Est.)	4.0%

Our projected growth rate for fiscal years 2006 and 2007 of 4% essentially reflect an expectation that the economy will continue on this positive trend. This is consistent with economic indicators and general economic projections at both the state and national levels.

Through May 2005, transient occupancy tax revenues are 5.7% above last year, and are projected to continue at this rate through remainder of the fiscal year. A 6.7% increase is estimated for fiscal year 2006, which assumes a normal growth rate of 4.5% plus additional



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revenues due to the recent opening of the Andalucia Hotel. Based on recent trends, a 5% growth is estimated for fiscal year 2007.

As shown in the table below, growth in franchise fees has been fairly unstable over the last few years. This is due to a number of factors, including: (1) fluctuation in the prices of natural gas and electricity rate reductions; (2) overpayments of franchise fees on natural gas received in one year, adjusted in the subsequent year; a rebate to customers in fiscal year 2004 on electric charges; and a change in funding for public access and educational programming whereby the City received an additional 1.5% in franchise fees from the City's cable provider, offset by City contributions to the South Coast Community Media Access Center.

The table also shows the percentage change in franchise fee revenue from fiscal year 2002 through 2004, and the projections for fiscal years 2005 through 2007. Even with the volatility of the past few years, we are now seeing more stability. For fiscal year 2005, we expect revenues to grow just 1%. In fiscal years 2006 and 2007, the projected growth is 4.6% and 4.8%, respectively. The increases in fiscal year 2006 and 2007 are largely attributable to increases to cable franchise fees, from 4.5% to 5% approved by Council in May 2005. Although the effective date could be as early as end of July 2005, we have only factored in six months of additional revenues in fiscal year 2006, with the full impact of the fee increase reflected in fiscal year 2007 revenues.

City of Santa Barbara Franchise Fee Growth

<u>Fiscal Year</u>	<u>Amount</u>	<u>Actual Growth Rate</u>
2002	\$1,797,590	15.9%
2003	1,769,584	-1.6%
2004	2,055,864	16.2%
2005 (Est.)	2,074,964	1.0%
2006 (Est.)	2,170,200	4.6%
2007 (Est.)	2,275,100	4.8%

The City Council has also approved an increase in the electric franchise fee, from 1% to 2%. The fee increase could generate approximately \$600,000 of additional revenues, half of which will be restricted to fund undergrounding of electric power lines. The proposed increase has recently been approved by the Public Utilities Commission (PUC); however, the implementation date is still uncertain given the substantial effort required to effect this change. Therefore, no additional revenues have been included in this adopted two-year financial plan for the impacts of the increase in franchise fees.

Enterprise Funds Focusing on Major Capital Improvements

The Airport is moving forward with the expansion of the airline terminal. The growth in passenger volumes over the last ten years and the additional security needs have resulted in severe overcrowding and lack of space for airline and airport operations.

The Airline Terminal Improvement Project will be funded from a combination of federal grants, bond financing and airport revenues. A feasibility study determined that the Airport's financial



INTRODUCTION

City Administrator's Budget Message

capacity is \$55 million for the entire project, which includes the terminal expansion, roadway improvements, increased parking facilities, and an aircraft-parking ramp.

In February of 2005, Airport staff and the project management team initiated meetings with stakeholders. These "kick-off" meetings focused on the process of developing a Program Criteria Document (PCD), which will contain the key elements for design of a new Airline Terminal Complex. Over the next several months, additional meetings with a subcommittee of the stakeholders will be held to provide ongoing input to design elements. When complete, the PCD will set forth the project budget, the building size, all technical information on square footage, space for the various uses in the terminal, and parking gate layout. The PCD process enables the City Council, boards and commission members, and affected users to have their concerns and needs addressed prior to design. Completion of the PCD is expected for the fall of 2005.

The Golf Course is planning major capital improvements to address a number of safety issues and to improve the overall playability of the course. A Master Plan has been approved by the Golf Advisory Committee, the Parks and Recreation Commission, and City Council. The Master Plan will guide future capital improvement projects and will outline methods of improving the course in an orderly manner over the next few years.

The Downtown Parking Fund is currently evaluating alternative parking fee structures to fund an increase to its capital program for maintenance of the aging parking facilities. Although no additional parking structures are proposed, other than the Granada Garage, the aging facilities are demanding more maintenance efforts to ensure continued service to both shoppers and commuters.

In the Water Fund, major improvements to the William B. Cater Water Treatment Plant began two years ago and will continue over the next several years, at a total cost of approximately \$20 million. The plant, which was built in 1964, supplies water to the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District.



In the Wastewater Fund, a strategic plan for the rehabilitation of the El Estero Wastewater Treatment Plant was completed in January 2003. Nine projects costing \$18.5 million, identified as having the highest priority, began this fiscal year and will continue into the next two years. These projects will be funded through long-term debt issued in June 2004, which will be repaid over 25 years.



INTRODUCTION

City Administrator's Budget Message

The Sheffield Reservoir Project is nearing completion. The main elements of this project are the construction of two buried 6.5 million gallon capacity concrete reservoirs and conversion of



the parcel to a passive open space. The existing open reservoir has been demolished, and construction of the new tanks has been completed, and the temporary above ground steel bolted tanks are being dismantled. The area around the water tanks is being backfilled for the planting of trees and plants this fall. In the last few months, work consisted of bringing the two buried tanks on line, beginning backfill and compacting operations, erecting the roof of the Filtration Building, and removal of the liner of the water main running under the Filtration Building and under Mountain Drive. The project is approximately 72% complete and is scheduled to be completed at the end of this calendar year.

CONCLUSION

Despite many difficult challenges ahead, the adopted two-year financial plan envisions a bright future for our community: improvements to protect our fragile environment, major enhancements to a multitude of facilities and our critical infrastructure, development of a new General Plan to guide future land use decisions, and the continued delivery of quality services to our residents. This truly is an exciting time to be a part of Santa Barbara City government.

Over the next two years we need to have the courage to address the financial issues our City faces. This issue is not complex and the budget shortfall we face is certainly less severe than other fiscal crises faced by Santa Barbara over the past 155 years. I am confident that our organization has the talent and the dedication to solve the problems we face and continue to move our City forward in a positive direction.

On behalf of the City staff, I would also like to express our appreciation to the City Council for your leadership and support as we implement the work envisioned in this budget. Our City is the type of community it is today because citizen leaders are willing to contribute their time and skills to make Santa Barbara special.

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COMMUNITY PROFILE

Directory of City Officials

Marty Blum
Mayor

Dan B. Secord, M.D.
Councilmember

Helene Schneider
Councilmember

Brian B. Barnwell
Councilmember

Roger L. Horton
Councilmember

Iya G. Falcone
Councilmember

Das Williams
Councilmember

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

Stephen P. Wiley
City Attorney

Joan M. Kent
Assistant City Administrator

Robert D. Peirson
Finance Director

Karen S. Ramsdell
Airport Director

Nancy L. Rapp
Acting Parks and Recreation Director

Carol L. Keator
Library Director

Camerino Sanchez
Police Chief

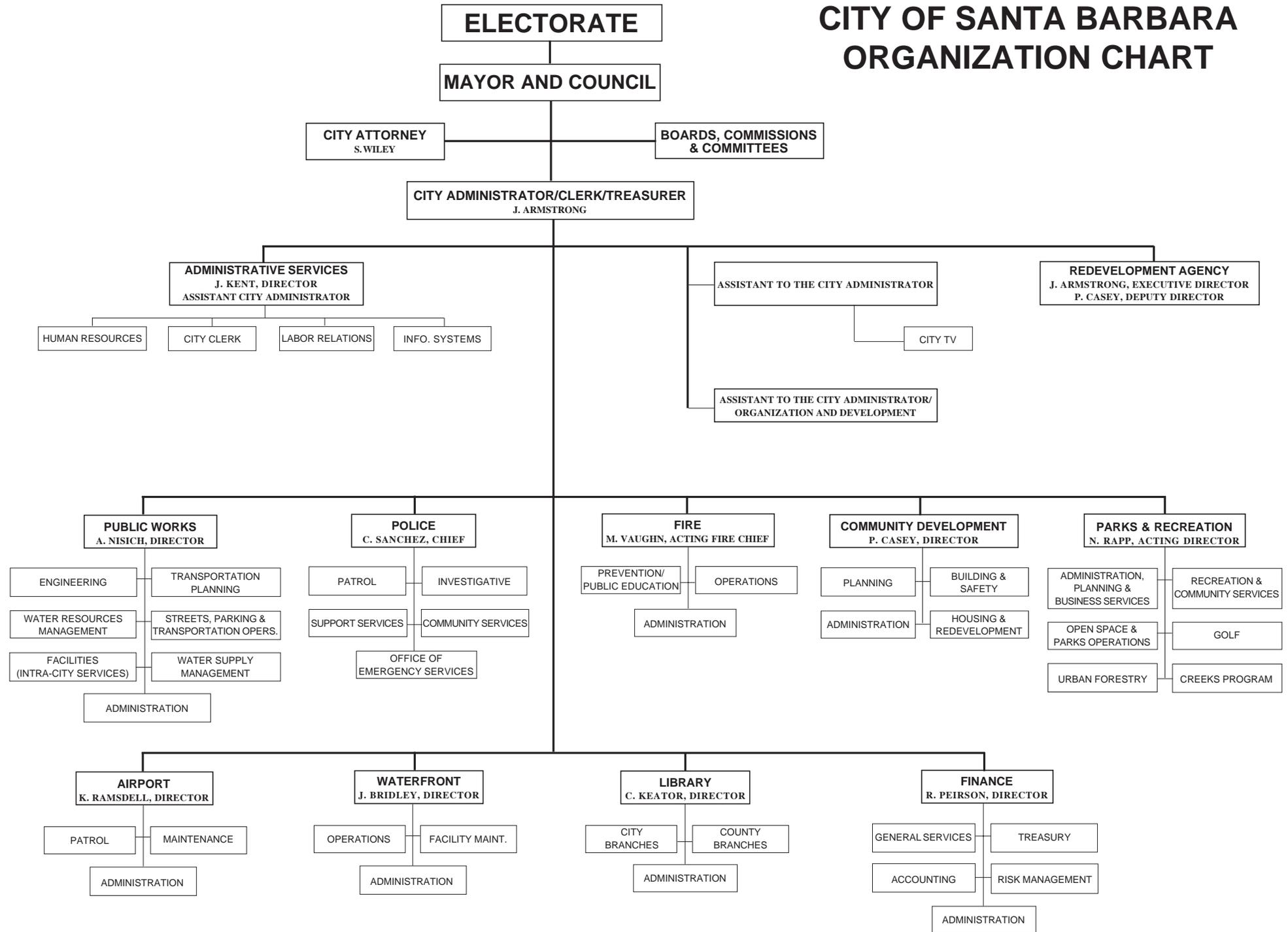
Mitchell B. Vaughn
Acting Fire Chief

Paul A. Casey
Community Development Director

Anthony J. Nisich
Public Works Director

John N. Bridley
Waterfront Director

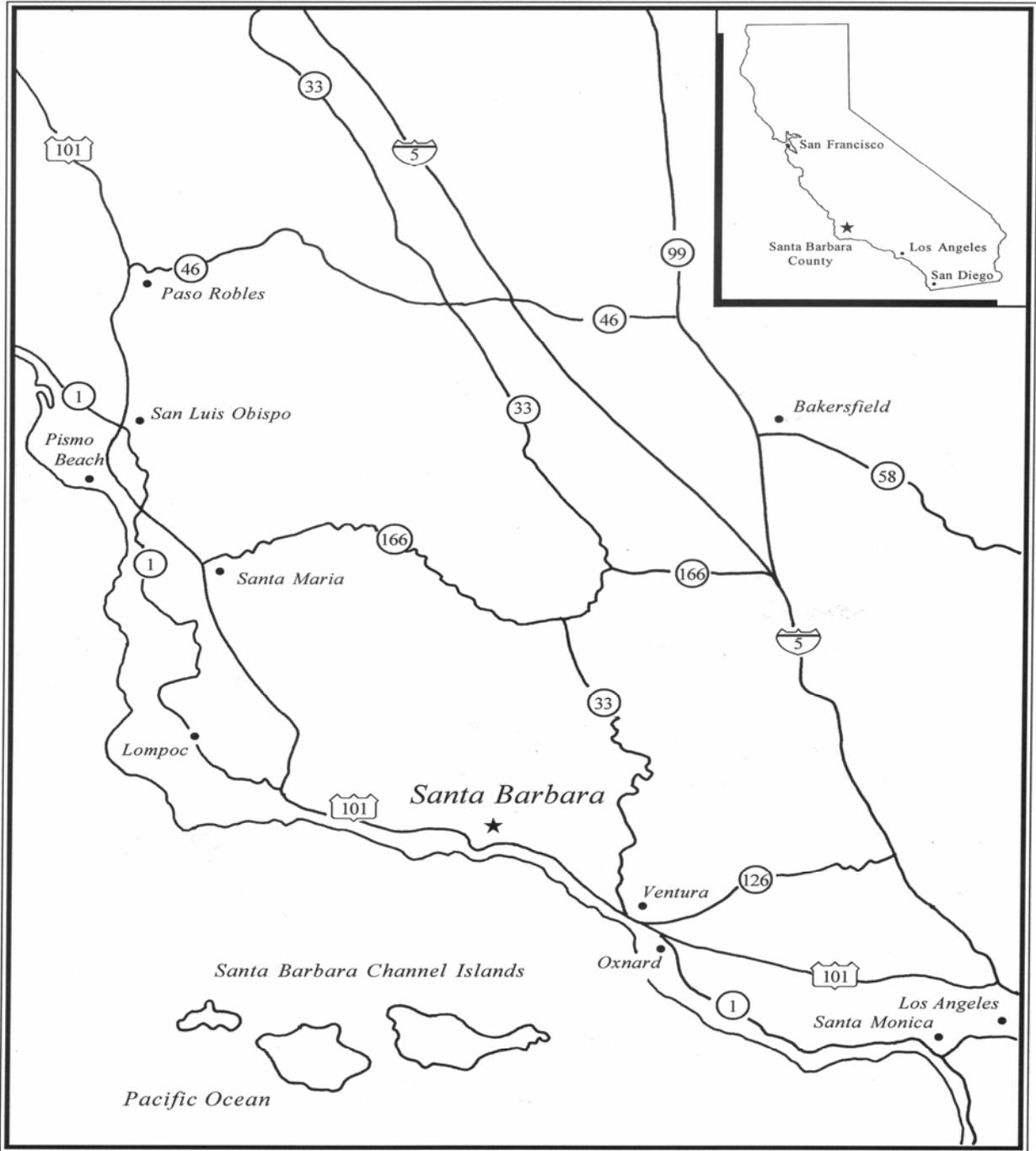
CITY OF SANTA BARBARA ORGANIZATION CHART





COMMUNITY PROFILE

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 Ortigas, 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.



COMMUNITY PROFILE

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	23,500
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	796,162
Number of runways	3
Total airport acreage	950
Commercial / industrial acreage	95
Number of leased buildings	76
Goleta Slough Ecological Reserve wetlands acreage	400

Hospitals:

Number of hospitals	1
Number of patient beds	366

Libraries:

Number of city libraries	2
Number of bookmobiles	1
Number of county libraries	6
Total volumes	431,800

Municipal Water Department:

Gallons of potable water treated and distributed annually	4.37 billion
Gallons of reclaimed water treated and distributed annually	260 million
Number of reservoirs	13
Number of pump stations	11
Number of treatment plants	4
Number of wells	9
Number of water reclamation facilities	1



COMMUNITY PROFILE

Miscellaneous Statistics

Municipal Wastewater Department:

Number of treatment plants	1
Number of lift stations	11
Gallons of water treated annually	3.01 billion

Parks and Recreation:

Park acreage	1,764
Number of developed parks	38
Number of undeveloped parks	21
Number of park playgrounds	22
Number of swimming and wading pools	4
Number of community centers	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	143
Number of law violations	
Total arrests	13,754
Traffic citations	10,633
Parking citations	103,270
Number of fire stations	8
Number of firefighters and officers	99

Public Schools:

Elementary schools	14
Annual enrollment	6,024
Secondary schools	9
Annual enrollment	10,598
Colleges	1
Enrollment per semester	17,014

Waterfront:

Acreage of city-managed tidelands and submerged lands	252
Wharf length in feet	1,978
Acreage of wharf decking	3.8
Number of marinas	4
Number of commercial and pleasure vessel slips	1,133
Number of waterfront property leases	60



COMMUNITY PROFILE

Demographics

Regional Population

City of Santa Barbara	90,569
Santa Barbara County	419,260
San Luis Obispo County	246,681
Ventura County	753,197

Area (in square miles)

Land area	21.1
Water area	22.0
Total area	43.1

Gender

	<u>#</u>	<u>%</u>
Male	45,960	50.8
Female	44,513	49.2

Age

Median age (in years)	35.8
-----------------------------	------

Population Demographics ⁽¹⁾

	<u>#</u>	<u>%</u>
Households	35,605	100.0
Family households	18,954	53.2
Married couples	14,163	39.8
Male householder	1,415	3.9
Female householder	3,376	9.5
Non-family households	16,651	46.8
Households with individuals under 18 years	9,578	26.9
Households with individuals 65 years and over	8,871	24.9
Average household size	2.49	(X)
Average family size	3.17	(X)

Housing

Median home price (2003)	\$925,000
	<u>#</u> <u>%</u>
Total housing units	37,076 100.0
Occupied housing units	35,605 96.0
Vacant housing units	1,471 4.0
Seasonal, recreational, or occasional use housing ...	525 1.4
Homeowner vacancy rate	(X) 0.7
Rental vacancy rate	(X) 2.3

Housing Tenure

Occupied housing units	35,605	100.0
Owner-occupied units	14,957	42.0
Renter-occupied units	20,648	58.0
Avg. household size of owner-occupied units	2.51	(X)
Avg. household size of renter-occupied units	2.43	(X)

Race and Ethnicity

	<u>%</u>
White	74.0
Black or African American	1.5
American Indian/Alaska Native	1.1
Asian-Pacific Islander	2.8
Some other race	16.8
Two or more races	3.8
Hispanic or Latino (of any race)	35.0

Education ⁽²⁾

	<u>%</u>
High school graduate	84.1
College Graduates (2 year)	12.0
College Graduates (4 year)	25.5
Graduate Degrees	15.0



COMMUNITY PROFILE

Demographics

Income ⁽³⁾

Average household income	\$76,606
Median family household income	\$53,682
Income per capita	\$29,985

Employment ⁽⁴⁾

	<u>%</u>
Work population (16 yrs and older)	82.1
Residents by major profession:	
Management, professional and related	40.9
Sales and office occupation	25.3
Service	18.7
Construction, maintenance, production and transportation	14.6
Other	0.5

Economic Demographics ⁽⁵⁾

<u>Service Industry (private & non-profit)</u>	<u>Number of Businesses</u>	<u>Number of Employees</u>
Retail trade	655	7,589
Professional, scientific, and technical services	520	2,950
Healthcare and social assistance	416	3,277
Foodservice and lodging	386	7,570
Real estate and rental & leasing	256	1,277
Other services (except public administration)	205	1,130
Administrative and support, waste management, and remediation services	162	3,331
Wholesale trade	157	1,145
Manufacturing	155	2,204
Arts, entertainment, and recreation	43	395
Educational services	26	165

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

University of California, Santa Barbara (public administration-education)	9,678
County of Santa Barbara (public administration)	4,140
Santa Barbara School District Admin and Schools (public administration-education) ...	3,509
Santa Barbara Cottage Hospital (healthcare)	2,562
Santa Barbara City College (public administration-education)	2,111
Raytheon Electronic Systems (manufacturing)	1,939
City of Santa Barbara (public administration) ⁽⁶⁾	1,693
Sansum-Santa Barbara Medical Clinic (healthcare)	1,100
Santa Barbara Bank and Trust (banking services)	870
U.S. Postal Service (postal services)	864

- (1) Source: U.S. Bureau of the Census, 2000 Census
- (2) Source: www.bestplaces.net, as of March 1, 2005
- (3) Source: USCB Economic Outlook 2005 (Reported for 2004)
- (4) Source: Santa Barbara Chamber of Commerce, January 2005
- (5) Source: U.S. Bureau of the Census, 1997 Economic Census
- (6) Includes permanent full-time equivalent positions & hourly employees

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SUMMARY OF SOURCES

FY 2006 Adopted Budget

	S O U R C E S		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund			
Operating	\$ 7,243,943	\$ 88,510,646	95,754,589
Capital Outlay	623,700	-	623,700
Special Revenue Funds			
Community Dev. Block Grant	-	1,893,765	1,893,765
County Library	-	1,640,583	1,640,583
Creeks Restoration and Water Quality	-	2,430,158	2,430,158
HOME Grant	-	868,002	868,002
Miscellaneous Grants	-	293,900	293,900
Police Asset Forfeiture and Grants	-	60,000	60,000
Redevelopment Agency	-	11,743,000	11,743,000
Redevelopment Agency Housing	-	3,315,000	3,315,000
Solid Waste	-	15,415,840	15,415,840
Street Sweeping	6,426	1,222,649	1,229,075
Streets	58,091	10,268,617	10,326,708
Supplemental Law Enforcement	-	135,232	135,232
Traffic Safety	-	555,000	555,000
Transportation Development Act	-	55,000	55,000
Transportation Sales Tax	159,032	4,650,000	4,809,032
Enterprise Funds			
Airport	398,257	11,504,005	11,902,262
Airport Capital Grants (FAA/PFC)	-	4,329,900	4,329,900
Downtown Parking	386,097	6,170,000	6,556,097
Golf	226,710	2,279,400	2,506,110
Wastewater	1,931,576	12,533,250	14,464,826
Water	3,184,044	29,131,563	32,315,607
Waterfront	1,134,007	10,395,704	11,529,711
Internal Service Funds			
Duplications	-	385,063	385,063
Information Systems	86,140	2,092,976	2,179,116
Intra-City Service	-	9,285,233	9,285,233
Self-Insurance	-	7,407,408	7,407,408
Citywide Subtotal	15,438,023	238,571,894	254,009,917
Less: Interfund Transactions	-	33,620,054	33,620,054
Citywide Total	\$ 15,438,023	\$ 204,951,840	\$ 220,389,863

AND USES OF FUNDS

U S E S			
Operating Budget	Capital Program	Total Uses	Surplus
\$ 95,754,589	\$ -	\$ 95,754,589	\$ -
-	623,700	623,700	-
1,893,765	-	1,893,765	-
1,640,583	-	1,640,583	-
1,799,696	450,000	2,249,696	180,462
868,002	-	868,002	-
186,515	-	186,515	107,385
60,000	-	60,000	-
11,713,477	-	11,713,477	29,523
690,252	-	690,252	2,624,748
15,361,404	-	15,361,404	54,436
1,229,075	-	1,229,075	-
6,404,708	3,922,000	10,326,708	-
135,232	-	135,232	-
555,000	-	555,000	-
-	55,000	55,000	-
2,976,032	1,833,000	4,809,032	-
11,116,262	786,000	11,902,262	-
-	2,964,900	2,964,900	1,365,000
5,426,297	879,800	6,306,097	250,000
2,002,110	504,000	2,506,110	-
11,079,826	3,385,000	14,464,826	-
25,035,247	7,280,360	32,315,607	-
9,849,711	1,680,000	11,529,711	-
385,063	-	385,063	-
2,145,116	34,000	2,179,116	-
7,410,143	1,675,000	9,085,143	200,090
7,407,408	-	7,407,408	-
223,125,513	26,072,760	249,198,273	4,811,644
33,620,054	-	33,620,054	-
\$ 189,505,459	\$ 26,072,760	\$ 215,578,219	\$ 4,811,644



SUMMARY OF SOURCES

FY 2007 Proposed Budget

	S O U R C E S		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund			
Operating	\$ 5,060,566	\$ 93,587,465	\$ 98,648,031
Capital Outlay	977,000	-	977,000
Special Revenue Funds			
Community Dev. Block Grant	-	1,893,765	1,893,765
County Library	35,210	1,640,583	1,675,793
Creeks Restoration and Water Quality	-	2,555,209	2,555,209
HOME Grant	-	868,002	868,002
Miscellaneous Grants	-	299,348	299,348
Police Asset Forfeiture and Grants	-	60,000	60,000
Redevelopment Agency	-	12,203,000	12,203,000
Redevelopment Agency Housing	-	3,430,000	3,430,000
Solid Waste	-	15,883,170	15,883,170
Street Sweeping	8,171	1,232,329	1,240,500
Streets	68,726	14,764,900	14,833,626
Supplemental Law Enforcement	-	135,232	135,232
Traffic Safety	-	580,000	580,000
Transportation Development Act	-	55,000	55,000
Transportation Sales Tax	201,974	4,850,000	5,051,974
Enterprise Funds			
Airport	731,917	11,447,182	12,179,099
Airport Capital Grants (FAA/PFC)	-	15,847,000	15,847,000
Downtown Parking	-	7,375,000	7,375,000
Golf	19,080	2,369,431	2,388,511
Wastewater	1,162,927	13,044,748	14,207,675
Water	2,198,057	30,162,526	32,360,583
Waterfront	993,695	10,590,130	11,583,825
Internal Service Funds			
Duplications	-	391,966	391,966
Information Systems	14,149	2,096,654	2,110,803
Intra-City Service	-	9,526,422	9,526,422
Self-Insurance	-	7,622,623	7,622,623
Citywide Subtotal	11,471,472	264,511,685	275,983,157
Less: Interfund Transactions	-	34,560,732	34,560,732
Citywide Total	\$ 11,471,472	\$ 229,950,953	\$ 241,422,425

AND USES OF FUNDS

U S E S			
Operating Budget	Capital Program	Total Uses	Surplus
\$ 98,648,031	\$ -	\$ 98,648,031	\$ -
-	977,000	977,000	-
1,893,765	-	1,893,765	-
1,675,793	-	1,675,793	-
1,966,916	525,000	2,491,916	63,293
868,002	-	868,002	-
191,963	-	191,963	107,385
60,000	-	60,000	-
10,471,993	-	10,471,993	1,731,007
717,043	-	717,043	2,712,957
15,876,361	-	15,876,361	6,809
1,240,500	-	1,240,500	-
6,425,626	8,408,000	14,833,626	-
135,232	-	135,232	-
580,000	-	580,000	-
-	55,000	55,000	-
3,091,974	1,960,000	5,051,974	-
11,276,099	903,000	12,179,099	-
-	14,482,000	14,482,000	1,365,000
5,519,763	944,425	6,464,188	910,812
2,071,251	317,260	2,388,511	-
11,391,325	2,816,350	14,207,675	-
26,109,911	6,250,672	32,360,583	-
9,888,825	1,695,000	11,583,825	-
391,966	-	391,966	-
2,110,803	-	2,110,803	-
7,654,662	1,450,000	9,104,662	421,760
7,622,623	-	7,622,623	-
227,880,427	40,783,707	268,664,134	7,319,023
34,560,732	-	34,560,732	-
\$ 193,319,695	\$ 40,783,707	\$ 234,103,402	\$ 7,319,023



SUMMARY SCHEDULES

Summary of Revenues

GENERAL FUND	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
Taxes					
Sales and Use	\$ 18,419,580	\$ 18,994,900	\$ 18,979,750	\$ 19,738,900	\$ 20,528,500
Utility Users	5,498,925	5,837,700	5,837,700	6,071,200	6,253,300
Property	11,197,742	10,637,763	15,773,200	16,964,100	19,294,800
Transient Occupancy	10,365,683	10,684,900	10,780,300	11,504,200	12,079,400
Business License	1,925,832	1,982,500	2,002,900	2,062,950	2,124,800
Real Property Transfer	708,746	618,000	618,000	618,000	618,000
Total Taxes	48,116,508	48,755,763	53,991,850	56,959,350	60,898,800
Fines and Forfeitures					
Library	140,546	133,000	135,000	143,000	145,685
Municipal Court Fines	301,641	225,000	200,000	200,000	200,000
Parking Violations	2,185,694	2,277,245	2,277,245	2,348,982	2,348,982
Total Fines and Forfeitures	2,627,881	2,635,245	2,612,245	2,691,982	2,694,667
Use of Money and Property					
Investment Income	371,730	1,150,000	1,187,100	1,200,000	1,300,000
Rents and Concessions	408,847	479,810	381,738	389,778	418,109
Total Use of Money and Property	780,577	1,629,810	1,568,838	1,589,778	1,718,109
Intergovernmental					
Library Grants	61,324	92,609	92,609	86,409	91,409
Miscellaneous Grants	221,657	1,417,921	-	-	-
Motor Vehicle License Fee	4,352,206	5,815,500	1,928,200	474,000	488,100
SB 90 Reimbursements	13	-	-	-	-
Other	635,300	560,416	668,917	474,900	474,900
Total Intergovernmental	5,270,500	7,886,446	2,689,726	1,035,309	1,054,409
Service Charges					
City Attorney	-	-	-	-	-
Administrative Services	1,410	-	-	-	-
Finance	735,520	677,500	753,000	793,000	816,000
Community Development	3,560,844	4,245,951	3,837,554	4,576,851	4,840,909
Fire	79,347	187,379	128,785	215,246	225,365
Police	571,600	570,190	567,367	602,150	621,199
Public Works	343,837	349,952	241,000	605,865	533,774
Library	608,736	648,241	648,241	709,649	739,200
Parks and Recreation	2,119,690	2,129,856	1,954,218	2,019,016	2,088,791
Miscellaneous	218	-	1,150	-	-
Total Service Charges	8,021,202	8,809,069	8,131,315	9,521,777	9,865,238
Interfund Charges and Reimbursements					
	11,255,081	11,714,314	11,894,875	13,215,608	13,724,338
Interfund Transfers					
	485,954	475,000	525,000	525,000	550,000
Other Revenues					
Donations	62,757	63,000	63,000	64,000	64,000
Franchise Fees	2,055,863	2,106,600	2,075,000	2,170,200	2,275,100
Library Gift Funds	401,474	250,000	250,000	207,838	210,000
Miscellaneous	629,166	490,010	352,104	529,804	532,804
Total Other Revenue	3,149,260	2,909,610	2,740,104	2,971,842	3,081,904
TOTAL GENERAL FUND	\$ 79,706,963	\$ 84,815,257	\$ 84,153,953	\$ 88,510,646	\$ 93,587,465



SUMMARY SCHEDULES

Summary of Revenues (continued)

	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
CAPITAL AND SPECIAL REVENUE FUNDS					
Community Dev. Block Grant	1,234,960	3,206,008	2,069,000	1,893,765	1,893,765
County Library	1,583,118	1,434,537	1,433,895	1,640,583	1,640,583
Creeks Restoration/Water Quality	2,581,957	3,314,313	2,604,100	2,430,158	2,555,209
Home Administration	783,281	1,029,496	912,000	868,002	868,002
Miscellaneous Grants	1,034,732	1,253,913	1,162,168	293,900	299,348
Police Asset Forfeiture and Grants	-	187,947	187,947	60,000	60,000
Redevelopment Agency (RDA)	10,660,928	11,199,000	11,217,000	11,743,000	12,203,000
RDA Housing	3,001,921	3,300,000	3,140,200	3,315,000	3,430,000
Solid Waste	893,110	1,721,346	1,422,105	15,415,840	15,883,170
Street Sweeping	-	1,184,151	1,204,151	1,222,649	1,232,329
Streets	10,309,668	13,011,633	7,893,625	10,268,617	14,764,900
Supplemental Law Enforcement	134,679	135,232	133,436	135,232	135,232
Traffic Safety	518,714	505,000	555,000	555,000	580,000
Transportation Development	64,776	55,000	55,825	55,000	55,000
Transportation Sales Tax	4,603,865	5,340,000	4,640,000	4,650,000	4,850,000
TOTAL SPECIAL REVENUE	\$ 37,405,709	\$ 46,877,576	\$ 38,630,452	\$ 54,546,746	\$ 60,450,538
ENTERPRISE FUNDS					
Airport Fund					
Leases - Commercial	3,932,712	3,568,441	3,896,047	3,983,214	3,670,009
Leases - Non-Commercial	1,202,411	1,205,467	1,126,080	1,192,384	1,230,314
Leases - Terminal	3,819,811	3,847,750	4,209,962	3,946,260	4,063,213
Leases - Commercial Aviation	1,717,421	1,784,150	1,888,155	1,807,562	1,903,098
Intergovernmental	69,643	250,000	10,000	-	-
Interest Income	99,642	301,553	398,544	350,950	351,000
Miscellaneous	330,231	240,913	223,197	223,635	229,548
Subtotal	11,171,871	11,198,274	11,751,985	11,504,005	11,447,182
Airport Capital Grants Fund	6,368,071	25,781,215	12,894,470	4,329,900	15,847,000
Downtown Parking Fund					
PBIA Assessment	\$ 764,445	\$ 675,000	\$ 775,000	\$ 750,000	\$ 775,000
Hourly Parking	3,386,477	2,850,000	3,170,000	3,945,000	4,820,000
Other Parking Fees	407,807	465,000	445,000	810,000	1,070,000
Lobero Garage	88,568	120,000	130,000	180,000	225,000
Commuter Lots	177,367	175,000	205,000	220,000	220,000
Interest Income	61,362	200,000	225,000	250,000	250,000
Miscellaneous	19,607	25,000	15,000	15,000	15,000
Subtotal	4,905,633	4,510,000	4,965,000	6,170,000	7,375,000
Golf Fund					
Greens Fees	1,768,565	1,852,213	1,800,000	1,963,000	2,050,000
Food Concession	275,720	275,000	275,000	277,000	277,000
Interest Income	9,373	26,897	35,178	39,400	42,431
Miscellaneous	1,517	-	-	-	-
Subtotal	2,055,175	2,154,110	2,110,178	2,279,400	2,369,431



SUMMARY SCHEDULES

Summary of Revenues (continued)

<i>ENTERPRISE FUNDS (cont.)</i>	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
Wastewater Fund					
Service Charges	\$ 9,643,385	11,040,000	11,200,000	11,650,000	12,116,000
Connection Fees	180,708	193,000	167,500	170,000	172,000
Mission Canyon Charges	274,221	275,000	272,500	283,250	291,748
Interest Income	110,900	375,000	365,000	405,000	440,000
Miscellaneous	22,332	27,770	5,000	25,000	25,000
Subtotal	10,231,546	11,910,770	12,010,000	12,533,250	13,044,748
Water Fund					
Metered Sales	23,127,138	25,125,000	25,125,000	26,004,375	26,914,528
New Service	243,358	120,000	250,000	170,000	190,000
Water Turn On Fees	102,714	100,000	100,000	100,000	110,000
Water Tap Fees	151,621	135,000	175,000	175,000	180,000
J.P.A. Reimbursement	1,446,950	1,358,000	1,500,000	1,880,188	1,907,998
Creeks Reimbursement	8,736	42,000	10,000	42,000	42,000
Interest Income	154,282	450,000	636,000	710,000	760,000
Miscellaneous	101,017	53,860	90,000	50,000	58,000
Subtotal	25,335,816	27,383,860	27,886,000	29,131,563	30,162,526
Waterfront Fund					
Leases - Commercial	1,156,861	1,134,285	1,150,878	1,223,153	1,235,172
Leases - Food Service	2,109,219	2,167,000	2,222,590	2,267,042	2,312,383
Leases - Other	228,957	254,524	241,290	245,407	249,606
Interest Income	165,473	160,000	272,397	294,451	311,040
State Grants	83,300	195,300	60,000	-	-
Parking Fees	1,368,750	1,331,000	1,299,618	1,325,610	1,352,123
Parking Permits	288,088	255,000	270,100	320,100	370,100
Slip Rentals	3,172,794	3,127,821	3,174,000	3,269,220	3,269,220
Visitor Fees	439,512	370,000	454,761	463,856	473,133
Slip Transfer Fees	422,624	390,000	525,651	530,000	555,000
Liveaboard Fees	129,450	190,000	179,488	180,000	180,000
Miscellaneous fees	191,415	161,388	164,164	166,523	169,804
Miscellaneous	117,153	1,785,000	97,184	110,342	112,549
Subtotal	9,873,596	11,521,318	10,112,121	10,395,704	10,590,130
TOTAL ENTERPRISE FUNDS	\$ 69,941,708	\$ 94,459,547	\$ 81,729,754	\$ 76,343,822	\$ 90,836,017
INTERNAL SERVICE FUNDS					
Duplications Fund					
Service Charges	208,351	233,950	183,810	180,000	175,000
Allocation Receipts	125,978	131,528	131,528	205,063	216,966
Subtotal	334,329	365,478	315,338	385,063	391,966
Information Systems ICS Fund					
Service Charges	1,896,371	2,271,082	2,271,082	2,092,976	2,096,654
Subtotal	1,896,371	2,271,082	2,271,082	2,092,976	2,096,654



SUMMARY SCHEDULES

Summary of Revenues (continued)

INTERNAL SERVICE FUNDS	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
Intra-City Services Fund					
Rents - Equipment	1,427,675	1,957,296	1,957,296	1,942,705	1,952,435
Interest Income	-	-	-	80,000	85,000
Maintenance - Equipment	2,367,866	2,341,582	2,341,582	2,411,830	2,484,185
Maintenance - Facilities	2,665,774	2,792,815	2,792,815	3,174,453	3,279,771
ICS Communications	508,027	644,774	644,774	664,130	684,053
Custodial Services	801,019	934,093	934,093	962,115	990,978
Miscellaneous	159,812	50,000	71,000	50,000	50,000
Subtotal	7,930,173	8,720,560	8,741,560	9,285,233	9,526,422
Self-Insurance Fund					
Workers' Compensation Premiums	3,374,303	3,370,716	3,370,716	3,747,010	3,875,260
Property/Liability Insurance Premiums	2,554,741	2,650,000	2,650,000	3,235,236	3,271,446
ACCEL Premium Rebate	1,310,753	190,000	-	-	-
Occupational Safety and Health Charges	217,076	228,744	228,744	253,162	289,917
Interest Income	36,579	120,000	155,476	172,000	186,000
Miscellaneous	139,877	-	-	-	-
Subtotal	7,633,329	6,559,460	6,404,936	7,407,408	7,622,623
TOTAL INT. SERVICE FUNDS	\$ 17,794,202	\$ 17,916,580	\$ 17,732,916	\$ 19,170,680	\$ 19,637,665
TOTAL CITYWIDE REVENUE	204,848,582	244,068,960	222,247,075	238,571,894	264,511,685
Less: All Interfund Transactions	(30,497,949)	(32,135,091)	(32,135,091)	(33,620,054)	(34,560,732)
CITYWIDE REVENUE (NET)	\$ 174,350,633	\$ 211,933,869	\$ 190,111,984	\$ 204,951,840	\$ 229,950,953



SUMMARY SCHEDULES

Summary of Appropriations

	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
GENERAL FUND					
Administrative Services					
City Clerk	\$ 696,455	\$ 507,278	\$ 615,023	\$ 785,167	\$ 553,941
Human Resources	899,100	1,039,024	941,257	1,267,635	1,387,858
Subtotal	1,595,555	1,546,302	1,556,280	2,052,802	1,941,799
City Administrator's Office					
Administration	1,108,282	1,276,641	1,178,522	1,214,348	1,271,585
Employee Relations	185,689	279,952	279,952	253,183	239,812
City TV	336,234	369,408	361,449	385,159	396,111
Subtotal	1,630,205	1,926,001	1,819,923	1,852,690	1,907,508
City Attorney's Office					
	1,598,119	1,877,578	1,709,310	2,005,626	2,122,167
Community Development					
Administration	419,092	414,869	399,772	520,135	459,024
Economic Development	83,669	70,060	70,755	79,137	82,908
CDBG and Human Services	650,617	716,729	714,681	717,180	718,384
Redevelopment Agency	559,848	600,621	594,239	656,607	682,584
Housing Development and Preservation	374,028	403,867	411,171	491,566	510,489
Long Range Planning & Special Studies	599,406	719,258	691,072	1,392,964	1,489,297
Development / Environmental Review	1,061,518	1,305,527	1,157,485	1,304,398	1,368,519
Zoning: Ordinance, Info and Enforcement	777,857	910,931	798,462	1,013,173	1,051,389
Design Review and Historic Preservation	734,043	884,362	847,091	879,108	927,105
Building Inspection and Code Enforcement	874,655	943,731	928,424	1,022,151	1,059,633
Records, Archives and Clerical Services	505,992	552,067	548,562	599,159	621,536
Building, Counter and Plan Review	889,710	1,160,848	1,160,645	1,272,079	1,319,390
Subtotal	7,530,435	8,682,870	8,322,359	9,947,657	10,290,258
Finance					
Administration	729,775	673,371	627,801	630,630	692,228
Revenue and Cash Management	299,141	356,697	328,840	412,038	428,064
Cashiering and Collections	319,948	271,108	268,656	295,910	306,480
Licenses and Permits	314,163	377,715	379,733	478,832	444,935
Budget Management	370,221	382,161	381,903	425,971	443,740
Accounting Services	262,317	375,058	413,771	380,585	399,607
Payroll	319,465	370,834	363,337	388,529	404,718
Accounts Payable	188,713	191,438	193,711	205,754	212,872
City Billing and Customer Service	517,123	559,626	536,819	580,168	594,989
Purchasing	327,368	509,012	478,188	561,893	570,036
Central Warehouse	226,486	136,475	137,787	144,143	151,452
Meter Reading	399,332	408,881	410,534	437,690	451,784
Subtotal	4,274,052	4,612,376	4,521,080	4,942,143	5,100,905
Fire					
Administration	576,325	846,407	811,006	778,153	812,005
Prevention	1,135,464	1,169,673	1,084,278	1,235,625	1,295,620
Public Education	100,603	117,311	118,778	120,633	123,721
Operations	12,026,816	12,865,450	12,663,481	13,926,672	14,643,573
Aircraft Rescue and Firefighting (ARFF)	1,058,752	1,272,255	1,291,696	1,377,222	1,454,281
Subtotal	14,897,960	16,271,096	15,969,239	17,438,305	18,329,200



SUMMARY SCHEDULES

Summary of Appropriations (continued)

	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
GENERAL FUND (continued)					
Library					
Administration	289,058	296,010	299,148	339,909	354,000
Public Services	2,075,676	2,264,818	2,263,112	2,341,563	2,406,693
Support Services	1,331,151	1,516,635	1,503,006	1,549,283	1,583,842
Subtotal	3,695,885	4,077,463	4,065,266	4,230,755	4,344,535
Mayor and City Council	557,493	529,528	516,975	774,145	790,124
Nondepartmental					
Community Promotion	2,186,417	2,483,143	2,385,264	2,197,084	2,197,084
General Government	487,338	987,178	1,005,563	846,778	821,420
Subtotal	2,673,755	3,470,321	3,390,827	3,043,862	3,018,504
Parks and Recreation					
Parks and Recreation Administration	396,330	361,524	225,458	271,977	288,725
Project Management Team	-	-	-	322,524	336,919
Business Services	428,274	457,507	399,979	476,943	491,310
PARKS					
Park Operations Management	1,003,718	1,084,966	1,012,686	1,033,987	1,063,145
Grounds and Facilities Maintenance	3,213,662	3,401,938	3,377,260	3,639,535	3,762,049
Forestry	974,726	1,039,157	1,041,562	1,135,112	1,164,678
Beach Maintenance	96,049	101,851	101,007	122,940	125,988
Chase Palm Park	587,380	552,993	508,724	537,504	551,981
RECREATION					
Recreation Program Management	590,309	577,838	580,323	558,965	551,734
Registration and Reservation Services	321,003	350,871	342,176	372,955	385,226
Cultural Arts	484,798	541,090	570,934	431,808	445,646
Youth Activities	712,792	977,374	952,670	691,325	706,791
Teen Programs	258,726	11,752	11,378	254,569	258,027
Active Adults and Classes	640,209	689,092	621,439	778,638	799,545
Aquatics	1,107,541	1,067,960	1,080,191	1,110,372	1,128,560
Sports	354,634	281,621	269,030	410,932	413,947
Tennis	256,703	293,681	276,680	255,925	268,670
Community Services	803,187	835,161	854,363	878,298	909,885
Subtotal	12,230,041	12,626,376	12,225,860	13,284,309	13,652,826
Police					
Chief's Staff	934,726	750,901	753,611	828,910	863,529
Support Services	591,803	667,288	604,204	703,008	593,434
Records Bureau	1,278,030	1,376,036	1,297,478	1,483,337	1,541,938
Community Services Division	850,914	971,855	861,433	883,885	923,550
Crime Analysis	58,688	20,427	18,968	64,453	69,653
Property Room	138,628	159,398	154,267	174,994	181,152
Training and Recruitment	305,174	351,926	317,449	362,908	382,753
Shooting Range	913,858	990,083	999,530	1,069,123	1,098,648
Beat Coordinators / D.A.R.E.	1,079,319	1,037,359	1,000,398	1,112,495	1,142,140
Information Technology	702,520	841,040	831,879	853,016	863,519
Investigative Division	3,596,142	3,925,327	3,901,333	4,346,245	4,471,459
Crime Lab	160,402	188,030	174,861	206,077	210,974
Patrol Division	10,267,461	10,757,237	10,569,070	11,623,597	11,947,127



SUMMARY SCHEDULES

Summary of Appropriations (continued)

<i>GENERAL FUND (continued)</i>	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
Police (continued)					
Traffic	1,002,186	1,147,312	1,015,770	1,003,419	1,023,332
Special Events	513,629	236,183	306,617	518,245	533,978
Tactical Patrol Force	465,809	501,177	498,178	547,561	560,918
Nightlife Enforcement	436,520	463,448	469,631	519,435	533,464
Parking Enforcement	913,474	1,087,378	940,708	1,175,537	1,235,904
Combined Communications Center	1,666,902	1,917,500	1,745,451	2,097,188	2,194,294
Animal Control	414,098	473,240	422,963	451,484	462,351
Emergency Services	91,567	31,803	16,293	140,357	130,939
Subtotal	26,381,850	27,894,948	26,900,092	30,165,274	30,965,056
Public Works					
Administration	588,972	622,078	609,438	742,771	769,219
Engineering Services	2,834,123	3,165,665	3,170,094	3,502,085	3,649,099
Land Development	876,421	1,025,866	980,786	1,245,375	1,139,207
Environmental Programs	235,390	242,801	92,254	526,790	627,624
Subtotal	4,534,906	5,056,410	4,852,572	6,017,021	6,185,149
TOTAL GENERAL FUND	\$ 81,600,256	\$ 88,571,269	\$ 85,849,783	\$ 95,754,589	\$ 98,648,031
SPECIAL REVENUE FUNDS					
Community Development Block Grant	1,234,959	3,206,009	2,812,756	1,893,765	1,893,765
County Library	1,604,446	1,655,354	1,654,637	1,640,583	1,675,793
Creeks Restoration & Water Quality	906,487	2,138,628	1,790,393	1,799,696	1,966,916
HOME Grant	783,280	1,029,496	450,017	868,002	868,002
Miscellaneous Grants	1,176,497	1,455,208	1,408,995	186,515	191,963
Police Asset Forfeiture Funds and Grants	-	429,207	415,813	60,000	60,000
Redevelopment Agency	10,901,206	12,903,223	11,752,891	11,713,477	10,471,993
Redevelopment Agency Housing	3,352,287	7,379,098	6,403,219	690,252	717,043
Solid Waste	694,109	2,067,689	1,235,049	15,361,404	15,876,361
Street Sweeping	-	1,184,764	1,176,880	1,229,075	1,240,500
Streets	5,765,403	6,024,745	5,743,057	6,404,708	6,425,626
Supplemental Law Enforcement	134,679	135,232	133,436	135,232	135,232
Traffic Safety	518,714	505,000	555,000	555,000	580,000
Transportation Sales Tax	2,518,664	3,726,420	3,571,599	2,976,032	3,091,974
TOTAL SPECIAL REVENUE	\$ 29,590,731	\$ 43,840,073	\$ 39,103,742	\$ 45,513,741	\$ 45,195,168
ENTERPRISE FUNDS					
Airport					
Administration	1,341,163	1,704,534	1,487,424	1,512,248	1,552,012
Business and Property Management	1,116,836	1,240,553	1,202,093	1,364,510	1,319,306
Marketing and Communications	310,284	425,988	392,651	497,213	450,861
Facilities Maintenance	2,113,259	2,704,552	2,227,512	2,598,766	2,612,893
Air Operations Area Maintenance	654,058	674,754	549,306	718,481	736,597
Airport Security	1,218,863	1,377,326	1,486,639	1,668,265	1,784,696
Airport Certification and Operations	1,566,586	1,825,921	1,827,007	2,081,796	2,123,410
Facility Planning and Development	519,459	615,410	567,435	674,983	696,324
Subtotal	8,840,508	10,569,038	9,740,067	11,116,262	11,276,099
Downtown Parking	3,980,904	4,881,996	4,388,651	5,426,297	5,519,763
Municipal Golf Course	1,688,839	1,941,757	1,878,079	2,002,110	2,071,251



SUMMARY SCHEDULES

Summary of Appropriations (continued)

<i>ENTERPRISE FUNDS (continued)</i>	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
Wastewater					
Water Resources Management	1,173,316	3,111,261	1,823,976	2,762,691	2,848,398
Wastewater Collection	2,200,917	2,477,217	2,338,825	2,861,655	2,947,605
Water Resources Laboratories	373,973	517,103	388,370	561,472	611,490
Wastewater Treatment	4,007,633	4,484,697	4,124,988	4,894,008	4,983,832
Subtotal	7,755,839	10,590,278	8,676,159	11,079,826	11,391,325
Water					
Water Resources Management	4,898,359	5,620,020	5,535,449	6,761,437	7,519,365
Recycled Water	506,562	819,284	794,875	842,456	880,262
Water Distribution	4,669,611	5,121,914	5,253,106	5,407,803	5,603,699
Water Treatment	2,108,511	3,127,103	2,716,752	2,991,704	3,110,255
Water Supply Management	7,519,204	8,152,601	8,090,973	8,383,123	8,323,879
Water Resources Laboratories	455,039	582,072	437,709	648,724	672,451
Subtotal	20,157,286	23,422,994	22,828,864	25,035,247	26,109,911
Waterfront					
Admin. Support and Comm. Relations	2,347,906	3,099,050	2,928,759	3,313,324	3,329,550
Property Management	225,223	301,336	300,634	265,063	277,779
Financial Management	140,562	150,729	153,972	165,242	172,239
Parking Services	804,449	845,997	840,319	852,456	841,860
Harbor Patrol	1,315,928	1,411,461	1,411,976	1,520,507	1,600,832
Marina Management	250,019	267,206	280,109	273,364	279,556
Facilities Maintenance	2,678,155	3,367,373	3,027,653	3,234,914	3,149,648
Facilities Design and Capital Program	156,874	209,476	178,593	224,841	237,361
Subtotal	7,919,116	9,652,628	9,122,015	9,849,711	9,888,825
TOTAL ENTERPRISE FUNDS	\$ 50,342,492	\$ 61,058,691	\$ 56,633,835	\$ 64,509,453	\$ 66,257,174
INTERNAL SERVICE FUNDS					
Duplications					
Duplicating	321,990	298,855	276,835	297,558	302,727
Mail Courier Services	42,608	66,870	70,404	87,505	89,239
Subtotal	364,598	365,725	347,239	385,063	391,966
Information Systems					
Desktop Information Systems	1,464,808	1,645,952	1,445,242	1,675,785	1,624,168
Financial Information Systems	433,209	456,269	427,303	469,331	486,635
Subtotal	1,898,017	2,102,221	1,872,545	2,145,116	2,110,803
Intra-City Services					
Building Maintenance	2,787,833	2,952,727	2,891,298	3,174,453	3,279,771
Motorpool	2,797,895	3,037,958	2,763,761	2,588,498	2,665,617
Communications Systems	571,374	644,851	641,812	698,126	721,378
Custodial Services	880,363	934,843	985,972	949,066	987,896
Subtotal	7,037,465	7,570,379	7,282,843	7,410,143	7,654,662
Self Insurance					
Workers' Compensation	2,866,855	3,437,734	3,342,571	3,747,010	3,875,260
Liability	480,979	1,327,512	1,257,893	1,560,366	1,562,694
Occupational Safety and Health	101,156	249,364	167,926	253,162	289,917
Administrative Operations	2,227,265	1,693,366	1,534,441	1,846,870	1,894,752
Subtotal	5,676,255	6,707,976	6,302,831	7,407,408	7,622,623
TOTAL INT. SERVICE FUNDS	\$ 14,976,335	\$ 16,746,301	\$ 15,805,458	\$ 17,347,730	\$ 17,780,054



SUMMARY SCHEDULES

Summary of Appropriations (continued)

	FY 2004 Actual	FY 2005 Amended	FY 2005 Projected	FY 2006 Adopted	FY 2007 Proposed
CITYWIDE APPROPRIATIONS	176,509,814	210,216,334	197,392,818	223,125,513	227,880,427
Less: All Interfund Transactions	(30,497,949)	(32,135,091)	(32,135,091)	(33,620,054)	(34,560,732)
CITY OPERATING BUDGET (NET)	146,011,865	178,081,243	165,257,727	189,505,459	193,319,695
Add: Capital Program - All Funds	42,877,146	114,554,055	N/A	26,072,760	40,783,707
CITYWIDE TOTAL (NET)	\$ 188,889,011	\$ 292,635,298	\$ 165,257,727	\$ 215,578,219	\$ 234,103,402



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

GENERAL FUND CAPITAL PROGRAM	
Project Title	
<p>Oak Park and Dwight Murphy Playground Replacement <i>Parks and Recreation Department</i></p> <p><i>Replace outdated playgrounds at Oak Park and Dwight Murphy Field to meet all current State safety and accessibility standards and ensure safe play structures for children. New playgrounds will include equivalent play value with improved fall surfacing.</i></p> <p><i>FUNDING: General Fund reserves</i></p>	230,000
<p>Los Banos Pool Leak and Basement Wall Repairs <i>Parks and Recreation Department / Public Works Building Maintenance ICS</i></p> <p><i>Investigate cause of pool leak and evaluate structural integrity of basement wall. Funding will be used to either make necessary repairs or provide construction design and cost estimate for repairs needed.</i></p> <p><i>FUNDING: General Fund reserves</i></p>	250,000
<p>Leaking Underground Fuel Tank Remediation <i>Public Works Department</i></p> <p><i>Leaking underground fuel tank removal and site preparation to comply with soil and groundwater standards regulated by the County of Santa Barbara.</i></p> <p><i>FUNDING: General Fund reserves</i></p>	143,700
Total General Fund Capital	\$623,700
INFORMATION SYSTEMS FUND	
Project Title	
<p>Geographic Information System (GIS) Master Plan Update</p> <p><i>Update the 1999 GIS Master Plan to accurately identify the scope and funding needs for a centralized GIS project.</i></p>	\$34,000
Total Information Systems Fund	\$34,000
STREETS CAPITAL PROGRAM	
Project Title	
<p>Street Overlay Program</p> <p><i>Perform pavement overlay and resurfacing as part of the city's annual pavement maintenance program.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund - \$594,800) and Transportation Sales Tax (Measure D Fund - \$1,062,900)</i></p>	1,657,700



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

<p>Haley/De La Vina Bridge Replacement at Mission Creek <i>First year of funding for a two year project to replace and widen the bridge over Mission Creek at the intersection of Haley and de La Vina streets in coordination with the Mission Creek Flood Control Project.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund - \$100,000) and Federal Highway Bridge Replacement and Rehabilitation (HBRR) Funds (Streets Fund - \$1,000,000)</i></p>	1,100,000
<p>Cabrillo Boulevard Bridge Replacement at Mission Creek <i>Replace the vehicular and beach-way bridge over Mission Creek on Cabrillo Boulevard due to deterioration.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund - \$127,200) and Federal Highway Bridge Replacement and Rehabilitation (HBRR) Funds (Streets Fund - \$500,000)</i></p>	627,200
<p>Carrillo Pedestrian Walkway <i>Construct missing sidewalk links on Carrillo Street between San Andreas Street to Cliff Drive. This is funding for the first year of a two year project.</i></p> <p><i>FUNDING: Transportation Enhancement Funds (Streets Fund)</i></p>	465,000
<p>Sidewalk Infill Program <i>Annual installation of approximately 3,000 linear feet of missing sidewalk links in the citywide sidewalk network.</i></p> <p><i>FUNDING: Transportation Sales Tax (Measure D Fund - \$288,400) and Transportation Development Act Funds (TDA Fund - \$55,000)</i></p>	343,400
<p>Drainage System Improvements <i>Annual program to maintain, improve and construct citywide public drainage facilities.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	318,100
<p>Sidewalk Maintenance Program <i>Replace existing uplifted or depressed sidewalks due to tree roots or other damage.</i></p> <p><i>FUNDING: Transportation Sales Tax (Measure D Fund)</i></p>	254,500
<p>Streetlight Installation Program <i>Install and maintain streetlights and poles under the city's annual Streetlight Installation Program.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	246,000
<p>Citywide Power Lines Replacement <i>Ongoing program to replace underground 6.6 KVA power lines.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	233,300



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

<p>Loma Alta Drive Sidewalk <i>Construct sidewalk on Loma Alta Drive from Canon Perdido Street to Coronel Street. This is funding for the first year of a two year project.</i> <i>FUNDING: Transportation Enhancement Funds (Streets Fund)</i></p>	100,000
<p>Traffic Safety and Capacity Improvement <i>Annual replacement program for traffic signals, intersections and signage at specific locations in the City.</i> <i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	127,200
<p>School Zone Safety Improvements <i>Improve traffic safety in school zones through improved signage, pavement markings, and other traffic calming devices to reduce speeding and unsafe behavior in school zones.</i> <i>FUNDING: Transportation Sales Tax (Measure D Fund)</i></p>	127,200
<p>Streets Engineering <i>Provide ongoing engineering support to all Streets capital programs and projects, including surveying, public right-of-way transactions, automated mapping updates</i> <i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	110,400
<p>State Route 225 Relinquishment Improvements <i>Determine ongoing maintenance and future capital costs associated with the potential annexation of county-maintained State Route 225 and, if appropriate, initiate annexation of portions to the city.</i> <i>FUNDING: Transportation Sales Tax (Measure D Fund)</i></p>	100,000
<p>Total Streets Capital Program</p>	\$5,810,000
<p>CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT Project Title</p>	
<p>Restoration of Arroyo Burro Creek at Las Positas <i>Final design and permitting costs to implement creek bank stabilization and restoration of a riparian habitat and wetland within a city-owned six-acre parcel along Arroyo Burro Creek.</i></p>	\$150,000
<p>Old Mission Creek – West Figueroa Wetland <i>Final project design and permitting costs to restore and enhance the wetland function of Old Mission Creek in the West Figueroa area.</i></p>	150,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

Watershed Action Plan Implementation <i>Undertake various watershed improvement projects as recommended by the Watershed Action Plan, currently underway, to reduce storm water and urban runoff pollution, restore creeks, and improve local water quality.</i>	150,000
Total Creeks Restoration & Water Quality Improvement	\$450,000
AIRPORT CAPITAL PROGRAM Project Title	
AOA Pavement Maintenance <i>Annual maintenance program for pavement to include crack sealing, slurry seal, overlay, and reconstruction.</i>	200,000
Street Resurfacing Program <i>Overlay and repair various Airport streets and parking lots.</i>	200,000
Airport Infrastructure <i>Annual maintenance program for Airport infrastructure to include water, sewer, and wastewater facilities repair and replacement.</i>	150,000
Leased Building Maintenance for Lease Properties <i>Annual maintenance and improvements of leased facilities, including painting and replacement of roofs, HVAC systems, and windows.</i>	150,000
Airport Hazardous Materials Program <i>Annual monitoring and reporting for hazardous materials sites to ensure sites are clean and in compliance with County and State regulations.</i>	50,000
Botello Road Parking Lot <i>Reconstruct the Reson parking lot on Botello Road to conform to city standards, including demolition of existing pavement, grading, drainage improvements, new pavement and landscaping. This is funding for the first year of a two year project.</i>	36,000
Total Airport Operating Fund Capital	\$786,000
AIRPORT GRANTS CAPITAL PROGRAM Project Title	
Airfield Safety Projects <i>Partial funding for ongoing capital projects to enhance safety for Airport users, including runway safety area construction, runway, taxiway and approach lighting relocation, and creation of a new 48-acre wetland area to mitigate project impacts.</i> <i>FUNDING: FAA Grant Capital</i>	\$2,964,900
Total Airport Grants Capital Program	\$2,964,900



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

DOWNTOWN PARKING FUND	
Project Title	
Downtown Parking Lot Maintenance <i>Perform ongoing maintenance in the Downtown Parking Lots, including paint, slurry seals, and landscaping.</i>	\$262,000
Concrete Maintenance for Parking Structures <i>Preventive maintenance for slabs, beams, columns, girders and drive aisles in the four concrete parking structures, and replacement of cornices at Ortega Garage.</i>	292,800
Bike Station Furnishings for Granada Garage <i>Purchase and install equipment for the new bike station in Granada Garage.</i>	125,000
Granada Garage Refuse Management Equipment <i>Purchase a compactor and baler for the Granada Garage central refuse enclosure.</i>	100,000
Downtown Parking Staff Office Furnishings and Equipment <i>Furniture, office equipment, telephone system, and alarm system for staff offices in Granada Garage.</i>	100,000
Total Downtown Parking Fund Capital	\$879,800
GOLF FUND	
Project Title	
Golf Course Safety Improvement Master Plan Projects <i>Implement Phase II of the Golf Course Safety Improvement Master Plan, including safety improvements to bunkers, fencing, tees, greens, and cart paths.</i>	\$400,000
Power Turf Equipment <i>Annual replacement of power turf equipment.</i>	104,000
Total Golf Fund Capital	\$504,000
INTRA-CITY SERVICES FUND	
Project Title	
General Fund Vehicle Replacement Program <i>Annual replacement of General Fund Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.</i>	\$1,075,000
Enterprise Fund Vehicle Replacement Program <i>Annual replacement of Enterprise Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.</i>	600,000
Total Intra-City Services Fund Capital	\$1,675,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

WASTEWATER FUND Project Title	
<p>Sanitary Sewer Overflow Compliance Program</p> <p><i>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.</i></p>	\$1,945,000
<p>EI Estero Treatment Plant Maintenance Program</p> <p><i>An annual program to ensure that EI 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.</i></p>	680,000
<p>EI Estero Strategic Plan</p> <p><i>Rehabilitation and replacement of the major equipment and process components at the EI Estero Wastewater Treatment Plant. Includes rehabilitation of critical facilities including odor control systems, belt filter presses, and aeration blowers.</i></p>	400,000
<p>EI Estero Wetlands Restoration</p> <p><i>Mitigate environmentally sensitive habitat and the small wetland adjacent to the wastewater treatment plant due to the discovery of elevated levels of contaminants during the clearing stage of the wetlands restoration project.</i></p>	250,000
<p>Lift Station Maintenance Program</p> <p><i>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.</i></p>	110,000
Total Wastewater Fund Capital	\$3,385,000
WATER FUND Project Title	
<p>Groundwater Supply Program</p> <p><i>Annual program for baseline well system component maintenance and rehabilitation of the Ortega Groundwater Treatment plant and city wells.</i></p>	\$4,234,090
<p>Cater Plant Maintenance Program</p> <p><i>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.</i></p>	1,360,090
<p>Cater Strategic Plan</p> <p><i>Continue implementation of the 1999 Cater 10-Year Strategic Plan, specifically Phase III, the study and pre-design phases for determining compliance with Phase II of the Disinfectant/Disinfection By-Products Rule. This is funding for the first year of implementation of Phase III of the Cater Strategic Plan.</i></p>	650,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

<p>Water Distribution Pump Station Program <i>Annual program for maintenance, repair and upgrades to water facilities and equipment at city's water distribution pump stations.</i></p>	602,090
<p>Water Distribution Reservoir Program <i>Annual program developed to fund maintenance, rehabilitation and replacement of major equipment and facilities at the City's fourteen water storage reservoirs and Gibraltar Dam.</i></p>	184,090
<p>Metron Meter Installation Program <i>Continue citywide installation of high-efficiency Metron water meters.</i></p>	250,000
Total Water Fund Capital	\$7,280,360
WATERFRONT FUND	
Project Title	
<p>Interior Harbor Dredging <i>Dredge interior harbor along the Breakwater to Marina 1 due to sediment infiltration.</i></p>	\$350,000
<p>Stearns Wharf Annual Repair Program <i>Annual wharf pile driving and timber replacement program to ensure structural integrity of Stearns Wharf.</i></p>	300,000
<p>Fish Float North and Gangway Replacement <i>Replace the 25-year-old Fish Float North structure and aluminum gangway.</i></p>	315,000
<p>Marina Maintenance Annual Repair Program <i>Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.</i></p>	250,000
<p>Ice House Equipment Replacement <i>Replace ice machine due to heavy usage and exposure to harsh marine environment.</i></p>	110,000
<p>Travel Lift Pier Timber Replacement <i>Replace and rebuild sections of the pier legs, piles, pile caps and deckboards that hold the travel lift hoist to widen opening to allow hoisting of larger vessels and ensure structural stability of the pier.</i></p>	100,000
<p>Utility Upgrade for 125 Harbor Way Building <i>Upgrade electrical system at the Marine Center Building at 125 Harbor Way to meet existing electrical demand in this multi-tenant building.</i></p>	50,000
<p>Seawall Sink Hole Repair <i>Repair seawall sink hole created by tidal action that washes out soil and creates void spaces under sidewalks & roadway.</i></p>	50,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2006

Parking Lot Maintenance Program <i>Maintenance to the eight Waterfront area parking lots, including slurry and crack sealing, painting and traffic striping.</i>	45,000
Harbor Restroom Interior Repair <i>Refurbish the public restrooms at Sea Landing to bring into ADA compliance.</i>	45,000
Upgrade Marina 1 Electrical Transformers <i>Upgrade electrical transformers, switch panel and continuous conduit for aging transformers on Marina 1.</i>	25,000
Replace Stearns Wharf Compressors <i>Replace the air compressors at the sewer lift station on Stearns Wharf.</i>	20,000
107/117 Harbor Way Concept Design <i>Concept design costs for Waterfront fountain and sidewalk improvements at 107 and 117 Harbor Way.</i>	20,000
Total Waterfront Fund Capital	\$1,680,000
Total Capital	\$26,072,760



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

GENERAL FUND CAPITAL PROGRAM Project Title	
<p>Police Combined Communications Center Radio Replacement <i>Police Department</i></p> <p><i>Replace the public safety communications radio system in the Combined Communications Center to meet current industry standards. The replacement will include all internal console components, server, licensing training and maintenance.</i></p> <p><i>FUNDING: General Fund reserves</i></p>	\$527,000
<p>Bohnett, Ortega and Los Banos Parks Playground Replacement <i>Parks and Recreation Department</i></p> <p><i>Replace outdated playgrounds at Bohnett Park, Ortega Park and Los Banos Pool to meet all current State safety and accessibility standards and ensure safe play structures for children.</i></p> <p><i>FUNDING: General Fund reserves</i></p>	230,000
<p>Restroom Refurbishment at Oak Park <i>Parks and Recreation Department</i></p> <p><i>Refurbish existing restrooms at the Sycamore Picnic area at Oak Park and installation of a handicap path to the picnic area.</i></p> <p><i>FUNDING: General Fund reserves</i></p>	120,000
<p>Leaking Underground Fuel Tank Remediation <i>Public Works Department</i></p> <p><i>Leaking underground fuel tank removal and site preparation to comply with soil and groundwater standards regulated by the County of Santa Barbara.</i></p> <p><i>FUNDING: General Fund reserves</i></p>	100,000
Total General Fund Capital	\$977,000
STREETS CAPITAL PROGRAM Project Title	
<p>Street Overlay Program</p> <p><i>Perform pavement overlay and resurfacing as part of the city's annual pavement maintenance program.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund - \$678,300), State Transportation Improvement Project Funds (Streets Fund \$1,540,000), and Transportation Sales Tax (Measure D Fund - \$1,106,600)</i></p>	3,324,900



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

<p>Haley/De La Vina Bridge Replacement at Mission Creek <i>Second year of funding for a two year project to replace and widen the bridge over Mission Creek at the intersection of Haley and de La Vina streets in coordination with the Mission Creek Flood Control Project.</i></p> <p><i>FUNDING: Federal Highway Bridge Replacement and Rehabilitation (HBRR) Funds (Streets Fund - \$2,030,000)</i></p>	<p>2,030,000</p>
<p>Cabrillo Boulevard Bridge Replacement at Mission Creek <i>Second year of funding for a four year project to replace the vehicular and beach-way bridge over Mission Creek on Cabrillo Boulevard due to deterioration.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund - \$181,400) and Federal Highway Bridge Replacement and Rehabilitation (HBRR) Funds (Streets Fund - \$500,000)</i></p>	<p>681,400</p>
<p>Loma Alta Drive Sidewalk <i>Construct sidewalk on Loma Alta Drive from Canon Perdido Street to Coronel Street. This is funding for the second year of a two year project.</i></p> <p><i>FUNDING: Transportation Enhancement Funds (Streets Fund)</i></p>	<p>942,000</p>
<p>Mission Interchange Bicycle and Pedestrian Improvements <i>Provide bicycle lanes from Modoc Road to Castillo Street, construct access ramps and improve pedestrian conditions through the Mission Interchange. This is funding for the second year of a two year project.</i></p> <p><i>FUNDING: Transportation Improvement Project Funds (Streets Fund)</i></p>	<p>947,000</p>
<p>Cota Street Bridge Replacement at Mission Creek <i>Replace and increase the water conveyance of the bridge over Mission Creek at Cota Street in coordination with the Lower mission Creek Flood Control Project. This is funding for the second year of a two year project.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund - \$217,600) and Federal Highway Bridge Replacement and Rehabilitation (HBRR) Funds (Streets Fund - \$288,000)</i></p>	<p>505,600</p>
<p>Sidewalk Infill Program <i>Annual installation of approximately 3,000 linear feet of missing sidewalk links in the citywide sidewalk network.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund - \$100,000), Transportation Sales Tax (Measure D Fund - \$200,000) and Transportation Development Act Funds (TDA Fund - \$55,000)</i></p>	<p>355,000</p>
<p>Sidewalk Maintenance Program <i>Replace existing uplifted or depressed sidewalks due to tree roots or other damage.</i></p> <p><i>FUNDING: Transportation Sales Tax (Measure D Fund)</i></p>	<p>281,400</p>
<p>Citywide Power Lines Replacement <i>Ongoing program to replace underground 6.6 KVA power lines.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	<p>272,000</p>



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

<p>Ortega Bridge Replacement at Mission Creek <i>Year one funding for a two year project to replace and increase the water conveyance of the bridge over Mission Creek at Ortega Street in coordination with the Lower Mission Creek Flood Control Project.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	181,400
<p>Streetlight Installation Program <i>Install and maintain streetlights and poles under the city's annual Streetlight Installation Program.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	181,400
<p>Traffic Safety and Capacity Improvement <i>Annual replacement program for traffic signals, intersections and signage at specific locations in the City.</i></p> <p><i>FUNDING: Transportation Sales Tax (Measure D Fund)</i></p>	136,000
<p>School Zone Safety Improvements <i>Improve traffic safety in school zones through improved signage, pavement markings, and other traffic calming devices to reduce speeding and unsafe behavior in school zones.</i></p> <p><i>FUNDING: Transportation Sales Tax (Measure D Fund)</i></p>	136,000
<p>Carrillo Pedestrian Walkway <i>Construct missing sidewalk links on Carrillo Street between San Andreas Street to Cliff Drive. This is funding for the second year of a two year project.</i></p> <p><i>FUNDING: Transportation Enhancement Funds (Streets Fund)</i></p>	131,000
<p>Streets Engineering <i>Provide ongoing engineering support to all Streets capital programs and projects, including surveying, public right-of-way transactions, automated mapping updates</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	117,900
<p>Drainage System Improvements <i>Annual program to maintain, improve and construct citywide public drainage facilities.</i></p> <p><i>FUNDING: Transportation Sales Tax (Measure D Fund)</i></p>	100,000
<p>State Route 225 Relinquishment Improvements <i>Determine ongoing maintenance and future capital costs associated with the potential annexation of county-maintained State Route 225 and, if appropriate, initiate annexation of portions to the city.</i></p> <p><i>FUNDING: Utility Users' Tax (Streets Fund)</i></p>	100,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

Total Streets Capital Program	\$10,423,000
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT	
Project Title	
Restoration of Arroyo Burro Creek at Las Positas <i>Begin construction phase for creek bank stabilization and restoration of a riparian habitat and wetland within a city-owned six-acre parcel along Arroyo Burro Creek.</i>	\$300,000
Old Mission Creek – West Figueroa Wetland <i>Begin construction phase of project to restore and enhance the wetland function of Old Mission Creek in the West Figueroa area.</i>	150,000
Watershed Action Plan Implementation <i>Continue various watershed improvement projects as recommended by the Watershed Action Plan, currently underway, to reduce storm water and urban runoff pollution, restore creeks, and improve local water quality.</i>	75,000
Total Creeks Restoration & Water Quality Improvement	\$525,000
AIRPORT CAPITAL PROGRAM	
Project Title	
Botello Road Parking Lot <i>Reconstruct the Reson parking lot on Botello Road to conform to city standards, including demolition of existing pavement, grading, drainage improvements, new pavement and landscaping. This is funding for the second year of a two year project.</i>	253,000
AOA Pavement Maintenance <i>Annual maintenance program for pavement to include crack sealing, slurry seal, overlay, and reconstruction.</i>	200,000
Street Resurfacing Program <i>Overlay and repair various Airport streets and parking lots.</i>	200,000
Leased Building Maintenance for Lease Properties <i>Annual maintenance and improvements of leased facilities, including painting and replacement of roofs, HVAC systems, and windows.</i>	150,000
Airport Infrastructure <i>Annual maintenance program for Airport infrastructure to include water, sewer, and wastewater facilities repair and replacement.</i>	50,000
Airport Hazardous Materials Program <i>Annual monitoring and reporting for hazardous materials sites to ensure sites are clean and in compliance with County and State regulations..</i>	50,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

Total Airport Operating Fund Capital	\$903,000
AIRPORT GRANTS CAPITAL PROGRAM Project Title	
Airfield Safety Projects <i>Partial funding for ongoing capital projects to enhance safety for Airport users, including runway safety area construction, runway, taxiway and approach lighting relocation, and creation of a new 48-acre wetland area to mitigate project impacts.</i> <i>FUNDING: FAA Grant Capital</i>	\$14,482,000
Total Airport Grants Capital Program	\$14,482,000
DOWNTOWN PARKING FUND Project Title	
Downtown Parking Lot Maintenance <i>Perform ongoing maintenance in the Downtown Parking Lots, including paint, slurry seals, and landscaping.</i>	\$304,000
Concrete Maintenance for Parking Structures <i>Preventive maintenance for slabs, beams, columns, girders and drive aisles in the four concrete parking structures, and replacement of cornices at Ortega Garage.</i>	565,425
Replacement of Parking Revenue Control System <i>Scheduled replacement of the existing parking revenue control system. Advanced technology on new equipment will help staff provide better customer service and more accurate revenue control. This is funding for the first year of a three year project.</i>	75,000
Total Downtown Parking Fund Capital	\$944,425
GOLF FUND Project Title	
Golf Course Improvement Projects <i>Re-build tees and greens, repair and add cart paths, and make other course improvements under the multi-year Golf Course Improvement Plan.</i>	\$196,260
Power Turf Equipment <i>Annual replacement of power turf equipment.</i>	121,000
Total Golf Fund Capital	\$317,260



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

INTRA-CITY SERVICES FUND	
Project Title	
General Fund Vehicle Replacement Program <i>Annual replacement of General Fund Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.</i>	\$750,000
Enterprise Fund Vehicle Replacement Program <i>Annual replacement of Enterprise Fleet Vehicles scheduled for replacement based upon completion of their assigned life cycle.</i>	700,000
Total Intra-City Services Fund Capital	\$1,450,000
WASTEWATER FUND	
Project Title	
Sanitary Sewer Overflow Compliance Program <i>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.</i>	\$1,691,350
EI Estero Treatment Plant Maintenance Program <i>An annual program to ensure that EI 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.</i>	525,000
EI Estero Strategic Plan <i>Rehabilitation and replacement of the major equipment and process components at the EI Estero Wastewater Treatment Plant. Includes rehabilitation of critical facilities including odor control systems, belt filter presses, and aeration blowers.</i>	315,000
Hydro-Jetter Sewer Cleaning Vehicle <i>Purchase an additional hydro-jetter sewer cleaning vehicle dedicated to routine pipe cleaning operations, necessary for line inspections.</i>	175,000
Lift Station Maintenance Program <i>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.</i>	110,000
Total Wastewater Fund Capital	\$2,816,350
WATER FUND	
Project Title	
Water Main Replacement Program <i>Annual program to replace 1%, or approximately 16,000 feet, of the city's water distribution piping system.</i>	\$2,400,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

<p>Cater Plant Maintenance Program <i>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.</i></p>	1,336,273
<p>Groundwater Supply Program <i>Annual program for baseline well system component maintenance and rehabilitation of the Ortega Groundwater Treatment plant and city wells.</i></p>	804,273
<p>Water Distribution Reservoir Program <i>Annual program developed to fund maintenance, rehabilitation and replacement of major equipment and facilities at the city's fourteen water storage reservoirs and Gibraltar Dam.</i></p>	704,273
<p>Cater Strategic Plan <i>Continue implementation of the 1999 Cater 10-Year Strategic Plan, specifically Phase III, the study and pre-design phases for determining compliance with Phase II of the Disinfectant/Disinfection By-Products Rule. This is funding for the second year of implementation of Phase III of the Cater Strategic Plan.</i></p>	500,000
<p>Water Distribution Pump Station Program <i>Annual program for maintenance, repair and upgrades to water facilities and equipment at city's water distribution pump stations.</i></p>	385,853
<p>Escondido Reservoir Roof Replacement <i>Replacement of the Escondido Reservoir roof. This is funding for the first year of a two year project.</i></p>	70,000
<p>Recycled Water Program <i>Rehabilitation of the recycled water system tertiary filters.</i></p>	50,000
Total Water Fund Capital	\$6,250,672
WATERFRONT FUND	
Project Title	
<p>Breakwater Concrete Repairs <i>Wall and sidewalk repairs to sections of the 25-year-old concrete breakwater "cap".</i></p>	\$500,000
<p>Interior Harbor Dredging <i>Dredge interior harbor along the seawall adjacent to Marinas 2, 3 and 4 due to sediment infiltration.</i></p>	400,000
<p>Stearns Wharf Annual Repair Program <i>Annual wharf pile driving and timber replacement program to ensure structural integrity of Stearns Wharf.</i></p>	400,000
<p>Marina Maintenance Annual Repair Program <i>Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.</i></p>	250,000



CAPITAL PROGRAM

Capital Budget for Fiscal Year 2007

Parking Lot Maintenance Program <i>Maintenance to the eight Waterfront area parking lots, including slurry and crack sealing, painting and traffic striping.</i>	55,000
Marina 1 Main Walkway Replacement <i>Design and permitting costs for the 30-year-old Marina 1 main walkway replacement project.</i>	50,000
Fish Hoist Replacement <i>Replace motor, davit and frame of one fish hoist used by commercial fishermen.</i>	25,000
Marina 1 Restroom Sump Pump Replacement <i>Replace the sump pump that pumps from the floating restroom on Marina 1 to the sewer lateral on land.</i>	15,000
Total Waterfront Fund Capital	\$1,695,000
Total Capital	\$40,783,707



SUMMARY OF POSITIONS

Positions by Department

Department	Actual FY 2004	Adopted FY 2005	Amended FY 2005	Adopted FY 2006	Proposed FY 2007
Administrative Services	28.30	27.30	27.30	28.80	28.80
Airport	50.00	50.00	53.00	53.00	53.00
City Administrator's Office	11.40	11.30	12.30	11.30	11.30
City Attorney's Office	11.50	12.00	12.00	12.00	12.00
Community Development	83.80	84.70	84.70	87.70	87.70
Finance	47.00	46.00	46.00	46.00	46.00
Fire	113.00	112.00	112.00	112.00	112.00
Library	49.25	48.25	48.25	48.25	48.25
Mayor and City Council	9.00	9.00	9.00	9.00	9.00
Parks and Recreation	97.80	92.10	102.00	100.20	99.20
Police	223.00	220.00	222.00	221.00	220.00
Public Works	278.60	278.60	284.60	285.60	285.60
Waterfront	45.00	45.00	46.00	46.00	46.00
CITY TOTAL (FTEs)	1,047.65	1,036.25	1,059.15	1060.85	1058.85

Summary of Position Changes

Position	Change (FTEs)	Position	Change (FTEs)
FISCAL YEAR 2006			
Administrative Services		Parks and Recreation (continued)	
Human Resources Analyst	1.0	Recreation Program Leader	(1.0)*
Senior Office Specialist	0.5	Water Resources Specialist	1.5
City Administrator's Office		Police	
City Special Projects Manager	(1.0)	Animal Control Officer	(1.0)
Community Development		Public Works	
Project Planner	2.0	Project Engineer II	1.0
Project Planner (Cottage Hospital)	(1.0)	FY 2006 POSITION CHANGES	1.7
Recording Secretary	1.0		
Senior Plans Examiner	1.0		
Parks and Recreation		FISCAL YEAR 2007	
Accounting Coordinator	(1.0)	Parks and Recreation	
Asst. Parks and Recreation Dir.	(1.0)	Recreation Supervisor	(1.0)
Engineering Technician II	0.5	Police	
Lead Park Ranger	(1.0)	Police Business Manager	(1.0)
Park Ranger	0.2	FY 2007 POSITION CHANGES	(2.0)

* 2 Recreation Program Leaders, each at 0.5 FTEs, deleted in 2006.



SUMMARY OF POSITIONS

Positions by Fund Fiscal Year 2006

Fund	Adopted	Fund	Adopted
General Fund		Creeks Restoration & Water Quality	7.00
Administrative Services	16.00	Downtown Parking	20.50
City Administrator	11.30	Duplications	3.10
City Attorney	12.00	Golf	13.70
Community Development	81.58	HOME Grant	.85
Finance	37.70	Information Systems	12.80
Fire	112.00	Intra-City Services	52.50
Library	35.45	Miscellaneous Grants	1.57
Mayor and Council	9.00	Self-Insurance	5.20
Parks and Recreation	79.50	Solid Waste	3.00
Police	217.00	Street Sweeping	6.25
Public Works	46.06	Streets	31.93
GENERAL FUND SUBTOTAL	657.59	Supplemental Law Enforcement	3.00
		Transportation Sales Tax	11.75
Airport	53.00	Wastewater	49.40
Community Dev. Block Grant	4.70	Water	64.21
County Library	12.80	Waterfront	46.00
CITY TOTAL (FTEs)			1,060.85

Positions by Fund Fiscal Year 2007

Fund	Proposed	Fund	Proposed
General Fund		Creeks Restoration & Water Quality	7.00
Administrative Services	16.00	Downtown Parking	20.50
City Administrator	11.30	Duplications	3.10
City Attorney	12.00	Golf	13.70
Community Development	81.58	HOME Grant	.85
Finance	37.70	Information Systems	12.80
Fire	112.00	Intra-City Services	52.50
Library	35.45	Miscellaneous Grants	1.57
Mayor and Council	9.00	Self-Insurance	5.20
Parks and Recreation	78.50	Solid Waste	3.00
Police	216.00	Street Sweeping	6.25
Public Works	46.06	Streets	31.93
GENERAL FUND SUBTOTAL	655.59	Supplemental Law Enforcement	3.00
		Transportation Sales Tax	11.75
Airport	53.00	Wastewater	49.40
Community Dev. Block Grant	4.70	Water	64.21
County Library	12.80	Waterfront	46.00
CITY TOTAL (FTEs)			1,058.85



DEPARTMENT SUMMARY

Administrative Services

Provide effective support services that encompass preparing the official city record, conducting elections, and providing human resources and information system services.

About Administrative Services

The Administrative Services Department consists of four programs: City Clerk, Human Resources, Desktop Information Systems and Financial Information Systems. The Department provides important services to over 1,060 city employees and the community.

The City Clerk provides answers to questions from the public regarding city services and maintains the official city council meeting minutes and records.

Human Resources recruits employees, develops policies and administers benefit and training programs.

Information Systems programs provide technical, maintenance and user support for over 680 desktop computers and a financial management system.

Fiscal Year 2006 Budget Highlights

City Clerk will conduct November 2005 election and coordinate citywide records management program.

Human Resources will assume management of LEAP employee training and development program.

Information Systems will implement automated software updates and spyware protection.





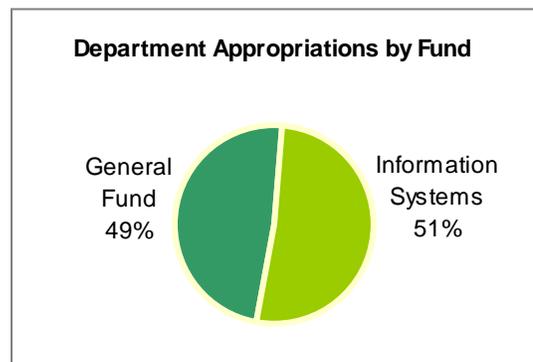
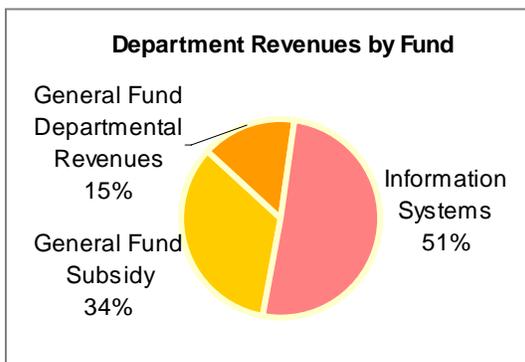
DEPARTMENT SUMMARY

Administrative Services

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	28.30	27.30	27.30	28.80	28.80
Hourly Employee Hours	N/A	0	500	0	0
Revenues					
Fees and Service Charges	\$ 1,897,740	\$ 2,271,082	\$ 2,271,082	\$ 2,092,976	\$ 2,096,654
Overhead Allocation Recovery	N/A	521,350	521,350	630,765	655,996
Other Revenue	5,123	-	-	-	-
General Fund Subsidy	1,589,063	1,024,952	1,034,930	1,422,037	1,285,803
Total Department Revenue	\$ 3,491,926	\$ 3,817,384	\$ 3,827,362	\$ 4,145,778	\$ 4,038,453
Expenditures					
Salaries and Benefits	\$ 2,223,790	\$ 2,312,090	\$ 2,156,857	\$ 2,630,680	\$ 2,749,460
Supplies and Services	772,367	868,313	832,837	939,278	956,234
Special Projects	239,582	78,749	184,086	305,000	55,000
Non-Capital Equipment	257,833	335,177	255,045	312,517	206,686
Capital Equipment	-	-	-	-	75,000
Appropriated Reserve	-	54,194	-	10,443	10,222
Total Operating Expenditures	\$ 3,493,572	\$ 3,648,523	\$ 3,428,825	\$ 4,197,918	\$ 4,052,602
Capital Program	107,877	471,393	N/A	34,000	-
Total Department Expenditures	\$ 3,601,449	\$ 4,119,916	\$ 3,428,825	\$ 4,231,918	\$ 4,052,602
Addition to (Use of) Reserves	\$ (109,523)	\$ (302,532)	\$ 398,537	\$ (86,140)	\$ (14,149)

Department Fund Composition

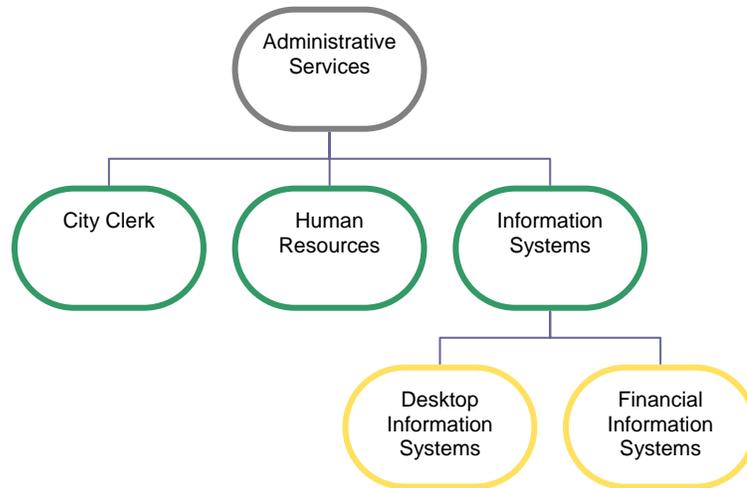




DEPARTMENT SUMMARY

Administrative Services

Organizational Program Chart



ADMINISTRATIVE SERVICES PROGRAMS

- City Clerk's Office
- Human Resources
- Desktop Information Systems
- Financial Information Systems



RECENT PROGRAM ACHIEVEMENTS

Two Deputy City Clerks attained the designation of Certified Municipal Clerk by the International Institute of Municipal Clerks.

City Clerk's Office

(Program No. 1521)

Mission Statement

Ensure the integrity and preservation of the City Council's record, 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 and Statements of Economic Interests.
- Coordinate the recruitment and appointment process for City advisory groups.

Key Objectives for Fiscal Year 2006

- Complete 100% of customer service requests within 2 working days or by the requested deadline.
- Maintain 90% timely filing rate for Statements of Economic Interests.
- Complete 90% of Council/Redevelopment Agency minutes accurately within 5 working days.
- Coordinate the Records Management Program and report annually on each department's progress in meeting the program's goals.
- Coordinate the recruitment and appointment process for City advisory groups, including an orientation and training.
- Administer the November 8, 2005 General Municipal Election for the purpose of electing the Mayor and three Councilmembers.
- Develop a secure posting system for Council and Redevelopment Agency regular, special and adjourned meetings.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	6.00	5.00	5.00	5.00	5.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 1,410	\$ -	\$ -	\$ -	\$ -
Overhead Allocation Recovery	N/A	212,866	212,866	188,834	196,387
Other Revenue	4,917	-	-	-	-
General Fund Subsidy	690,128	294,412	402,157	596,333	357,554
Total Revenue	\$ 696,455	\$ 507,278	\$ 615,023	\$ 785,167	\$ 553,941
Expenditures					
Salaries and Benefits	\$ 404,782	\$ 382,018	\$ 340,000	\$ 428,599	\$ 448,371
Supplies and Services	84,974	96,620	123,088	105,368	105,570
Special Projects	206,699	28,640	151,335	250,000	-
Non-Capital Equipment	-	-	600	1,200	-
Total Expenditures	\$ 696,455	\$ 507,278	\$ 615,023	\$ 785,167	\$ 553,941

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of customer service requests completed within 2 working days or by the requested deadline	100%	100%	100%
Statements of economic interests filed	413	400	400
Percent of timely filings of Statements of Economic Interests	96%	90%	90%
Percent of Council and Redevelopment Agency minutes accurately prepared within 5 working days and presented for Council and Redevelopment Agency approval	N/A	N/A	90%
Council agenda items and related documents processed	1,109	900	1,050
Pages of Council and Redevelopment Agency minutes accurately prepared within 5 working days and presented for Council and Redevelopment Agency approval	625	600	600
Staff hours spent in support of 29 City Advisory Groups composed of 201 members	223.5	300	360
Customer service requests completed within 2 working days or by the requested deadline	657	600	700

ADMINISTRATIVE SERVICES PROGRAMS

- City Clerk's Office
- Human Resources
- Desktop Information Systems
- Financial Information Systems



RECENT PROGRAM ACHIEVEMENTS

Initiated quarterly supervisor/manager orientation program. Implemented computerized police/fire dispatcher examination. Improved & reorganized HR website for easier use.

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 over 1,060 regular employees.
- Provide guidance and personnel related information to employees and departments.
- Establish job descriptions and compensation levels for 360 classifications.
- Recruit, test, and certify applicants for City positions.
- Coordinate and assist departments on disciplinary actions, performance issues, and complaints.
- Administer employee benefit programs including health insurance, life insurance, long and short-term disability, deferred compensation and retirement.
- Administer leave programs and track employees who are on a leave of absence.
- Conduct new employee orientation programs.
- Coordinate the citywide Learning for Excellence and Achievement Program (LEAP) training program.
- Provide staff support to the Civil Service Commission.

Key Objectives for Fiscal Year 2006

- Ensure that City supervisors and managers complete 90% 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 from the department.
- Complete 100% of benefit enrollment processing for new employees within 31 calendar days of employee's hiring date.
- Complete internal (promotional) recruitments within an average of 39 working days.
- Complete external (open) recruitments within an average of 49 working days.

Key Objectives for Fiscal Year 2006 (continued)

- Hold quarterly training updates with department representatives on pertinent issues related to Human Resources, such as Family Medical Leave Act, Personal Action Forms (PAFs), etc.
- By December 31, 2005 conduct an employee satisfaction survey related to the services provided by the Human Resources staff.
- By March 31, 2006, conduct an employee satisfaction survey related to the services provided by the Benefits staff.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.50	9.50	9.50	11.00	11.00
Hourly Employee Hours	N/A	0	500	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 308,484	\$ 308,484	\$ 441,931	\$ 459,609
Other Revenue	165	-	-	-	-
General Fund Subsidy	898,935	730,540	632,773	825,704	928,249
Total Revenue	\$ 899,100	\$ 1,039,024	\$ 941,257	\$ 1,267,635	\$ 1,387,858
Expenditures					
Salaries and Benefits	\$ 678,364	\$ 753,646	\$ 673,366	\$ 918,939	\$ 969,740
Supplies and Services	187,853	235,269	235,140	293,346	298,118
Special Projects	32,883	50,109	32,751	45,000	45,000
Non-Capital Equipment	-	-	-	10,350	-
Capital Equipment	-	-	-	-	75,000
Total Expenditures	\$ 899,100	\$ 1,039,024	\$ 941,257	\$ 1,267,635	\$ 1,387,858

PROGRAMS & SERVICES

Human Resources

(Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of evaluations completed on time	95%	85%	90%
Percent of classification studies completed within 45 working days of department completing the Position Description Form	75%	95%	95%
Percent of new employees hired / benefit enrollment completed within 31 calendar days	100%	100%	100%
Working days to certify promotional recruitment list	31	39	39
Working days to certify open recruitment list	49	49	49
Training updates held	N/A	4	4
Applications processed	1,345	1,200	1,200
Recruitments conducted	62	60	60
Employees (regular and hourly) hired	553	500	500
Turnover rate of regular employees	6.48%	6.2%	6%
Personnel actions, such as new hires, promotions, resignations, merit increases, etc. processed by HR staff	3,356	3,000	3,000
Percent of hires for management positions as internal promotions	N/A	N/A	50%
Percent of hires for supervisory positions as internal promotions	N/A	N/A	50%
Supervisor / manager requests for assistance regarding disciplinary issues	N/A	N/A	900
Employees making benefit changes during Open Enrollment	N/A	N/A	300
Employee requests for assistance regarding benefits	N/A	N/A	3,000
Percent of employees using the Educational Reimbursement Program	N/A	N/A	5%
Total LEAP training hours provided to employees	N/A	N/A	840
Average number of LEAP training hours attended per employee	N/A	N/A	16

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ADMINISTRATIVE SERVICES PROGRAMS

City Clerk's Office
Human Resources

➤ Desktop Information Systems
Financial Information Systems



RECENT PROGRAM ACHIEVEMENTS

Converted to Native 2000 Mode-Microsoft Active Directory.
Deployed automatic anti-virus updates.
Implemented secure isolated new web server.

Desktop Information Systems

(Program No. 1541)

Mission Statement

Provide technical leadership, maintenance, and user support for computing and networking services to City staff to enhance the quality and effectiveness of City operations.

Program Activities

- Operate and maintain the City's 17 Local Area Networks.
- Provide maintenance and support to over 680 desktop computers.
- Establish and maintain standards for hardware and software.
- Coordinate the City's computer training program.
- Establish standards and provide oversight of the City's Web page.
- Operate, maintain, and ensure the reliable operation of the citywide Intranet.
- Perform systems analysis, integration, and implementation.

Key Objectives for Fiscal Year 2006

- Resolve 87% of Help Desk phone call requests at time of call and 92% within 1 business day.
- Resolve 98% of Out of Service requests rated as critical within 1 business day.
- Maintain an uptime of 99.8% on the City's Wide Area Network and critical file and application servers.
- Ensure 99% of employees report the training provided will result in improvements in their ability to use desktop applications.
- Implement Spyware/Pop-up protection Citywide via automated distribution by March 31, 2006.
- Implement password change requirements every 60 days on all workstations by September 30, 2005.
- Implement fully managed and monitored network and server status and alerts by June 30, 2006.
- Convert City Intranet to a more flexible and easily maintained application using Microsoft Portal Server technology by December 31, 2005.
- Implement automated software and updates deployment using Microsoft Software Management System (SMS) by December 31, 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.30	9.30	9.30	9.55	9.55
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 1,491,075	\$ 1,818,813	\$ 1,818,813	\$ 1,631,092	\$ 1,620,367
Other Revenues	41	-	-	-	-
Total Revenue	\$ 1,491,116	\$ 1,818,813	\$ 1,818,813	\$ 1,631,092	\$ 1,620,367
Expenditures					
Salaries and Benefits	\$ 814,474	\$ 836,797	\$ 805,041	\$ 925,334	\$ 959,744
Supplies and Services	392,501	437,686	386,506	431,963	440,503
Special Projects	-	-	-	10,000	10,000
Non-Capital Equipment	257,833	334,427	253,695	300,217	205,936
Appropriated Reserve	-	37,042	-	8,271	7,985
Total Expenditures	\$ 1,464,808	\$ 1,645,952	\$ 1,445,242	\$ 1,675,785	\$ 1,624,168
Capital Program	107,877	471,393	N/A	34,000	-
Total Expenditures	\$ 1,572,685	\$ 2,117,345	\$ 1,445,242	\$ 1,709,785	\$ 1,624,168
Addition to / (Use of) Reserves	\$ (81,569)	\$ (298,532)	\$ 373,571	\$ (78,693)	\$ (3,801)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of Help Desk phone call requests resolved:			
At time of call	90.6%	87%	87%
Within one business day	95.1%	93%	92%
Percent of Critical Out of Service requests resolved in 1 business day	95.8%	99%	98%
Percent of uptime of the City's WAN servers	99.73%	99.95%	99.8%
Percent of employees reporting the training provided will result in improvements in their ability to use desktop applications	99%	100%	99%
Help Desk calls taken	9,180	9,100	8,800
Out of Service requests received (down systems or applications)	141	200	220
Non-Help Desk requests (enhancements and report requests)	236	256	240
Workstations supported per FTE	69	72.9	73
Workstations maintained	N/A	N/A	678
Computer training raining enrollments (internal City classes and outside vendor provided classes)	723	526	526
Base workstation annual cost of ownership	N/A	N/A	\$2,379

ADMINISTRATIVE SERVICES PROGRAMS

- City Clerk's Office
- Human Resources
- Desktop Information Systems
- Financial Information Systems



RECENT PROGRAM ACHIEVEMENTS

Implemented a centralized Maintenance Management System.
Developed a Decision Support System for the Financial Management System.

Financial Information Systems

(Program No. 1542)

Mission Statement

Provide financial management systems and related services to City staff and their customers, to maintain data integrity, and enable financial accountability and compliance with financial standards.

Program Activities

- Support 17 applications on the Financial Management System (FMS).
- Provide a secure environment for information and computer systems.
- Provide maintenance and support to the FMS and its customers.
- Provide systems analysis, software development, and training services.
- Perform reporting services and data exportation to support the analysis and inquiry needs of City staff.
- Provide consulting services to all departments from researching business problems to implementing solutions.
- Maintain a plan of future goals and projects.

Key Objectives for Fiscal Year 2006

- Maintain an uptime of 99.8% on the central computer system supporting the FMS.
- Maintain a 90% customer satisfaction rating on service requests.
- Complete 98% of urgent requests to export data or generate special reports within 1 business day.
- Create an Information Technology Plan in support of citywide technology projects for fiscal year 2007 and publish by December 31, 2005.
- Expand the FMDSS data Warehouse to include additional FMS modules and standard reports by June 30, 2006.
- Determine the City's highest priority needs for providing online payments via the Internet and develop an implementation plan by September 30, 2005.
- Perform a needs analysis and develop a project specification and implementation plan to add a Cost Accounting module to the FMS by December 31, 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.50	3.50	3.50	3.25	3.25
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 405,255	\$ 452,269	\$ 452,269	\$ 461,884	\$ 476,287
Total Revenue	\$ 405,255	\$ 452,269	\$ 452,269	\$ 461,884	\$ 476,287
Expenditures					
Salaries and Benefits	\$ 326,170	\$ 339,629	\$ 338,450	\$ 357,808	\$ 371,605
Supplies and Services	107,039	98,738	88,103	108,601	112,043
Non-Capital Equipment	-	750	750	750	750
Appropriated Reserve	-	17,152	-	2,172	2,237
Total Expenditures	\$ 433,209	\$ 456,269	\$ 427,303	\$ 469,331	\$ 486,635
Addition to / (Use of) Reserves	\$ (27,954)	\$ (4,000)	\$ 24,966	\$ (7,447)	\$ (10,348)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent uptime on the central computer system supporting the Financial Management System	99.9%	99.8%	99.8%
Percent of customers surveyed reporting a satisfactory rating on services received	93%	90%	90%
Percent of urgent requests to export data or generate special reports completed within 1 business day.	97%	94%	98%
Major application improvement requests completed	13	15	15
Total application improvement requests completed	92	89	89
Application program errors fixed, number of requests for general assistance, and data changes completed	197	199	199
Requests for reports and data exports completed	126	125	125
Financial Management System users supported per program FTE	N/A	101	108

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DEPARTMENT SUMMARY

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.

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 Department has begun implementation of its Aviation Facilities Plan. Two priority projects that are underway are creation of FAA standard safety areas for Runway 7/25 and the Airline Terminal Improvement Project. As part of the Runway Safety Area Project, the Airport will restore approximately 39 acres of wetland habitat at a cost of about \$8 million.

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.

Fiscal Year 2006 Budget Highlights

The Airport Department will:

- Begin construction of Airfield Safety Projects.
- Begin final design of the Airline Terminal Improvement Project.
- Finalize lease agreement for Parcel 22.



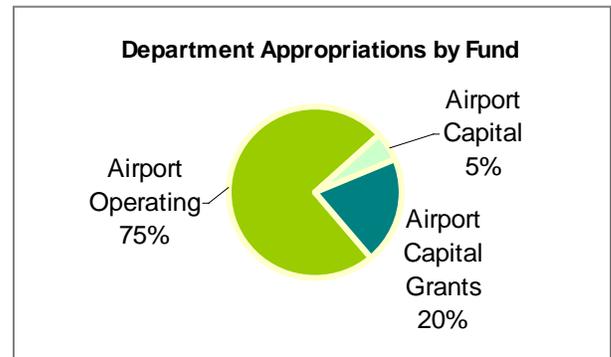
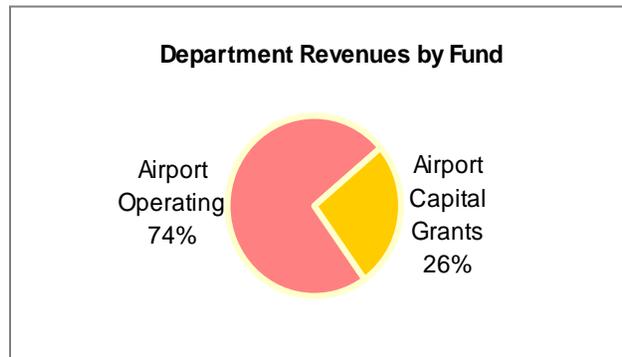
DEPARTMENT SUMMARY

Airport

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	50.00	50.00	50.00	53.00	53.00
Hourly Employee Hours	N/A	3,164	3,164	5,148	5,148
Revenues					
FAA Grants	\$ 5,079,509	\$ 23,991,824	\$ 11,389,800	\$ 2,964,900	\$ 14,482,000
Passenger Facility Charges	1,269,037	1,724,391	1,421,704	1,300,000	1,300,000
Intergovernmental	282,583	440,913	200,913	196,635	202,548
Lease Income	10,672,355	10,405,808	11,120,244	10,929,420	10,866,634
Interest Income	442,690	366,553	481,510	415,950	416,000
Market Valuation	(323,524)	-	-	-	-
Other Revenue	117,292	50,000	32,284	27,000	27,000
Total Department Revenue	\$ 17,539,942	\$ 36,979,489	\$ 24,646,455	\$ 15,833,905	\$ 27,294,182
Expenditures					
Salaries and Benefits	\$ 3,429,892	\$ 3,750,865	\$ 3,653,424	\$ 4,284,154	\$ 4,486,294
Supplies and Services	5,271,142	6,161,155	5,562,604	6,245,678	6,211,842
Special Projects	61,356	331,309	331,810	386,374	386,374
Non-Capital Equipment	51,102	142,524	123,231	144,936	84,999
Capital Equipment	27,016	38,230	38,175	-	50,000
Appropriated Reserve	-	114,132	-	55,120	56,590
Total Operating Expenditures	\$ 8,840,508	\$ 10,538,215	\$ 9,709,244	\$ 11,116,262	\$ 11,276,099
Capital Program	6,577,062	31,546,536	7,556,834	3,750,900	15,385,000
Total Department Expenditures	\$ 15,417,570	\$ 42,084,751	\$ 17,266,078	\$ 14,867,162	\$ 26,661,099
Addition to (Use of) Reserves	\$ 2,122,372	\$ (5,105,262)	\$ 7,380,377	\$ 966,743	\$ 633,083

Department Fund Composition

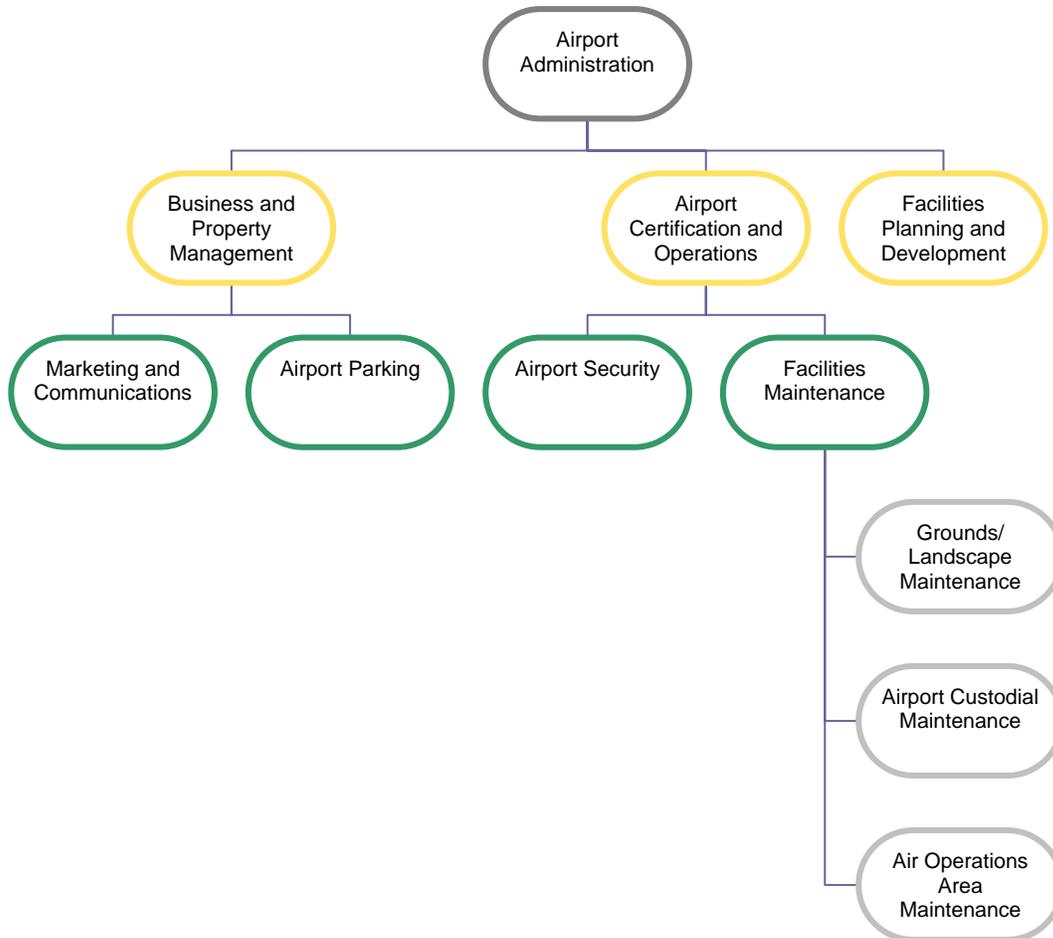




DEPARTMENT SUMMARY

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



RECENT PROGRAM ACHIEVEMENTS

Began work on the program criteria document (design guidelines) for the Airline Terminal Improvement Project. The City Council addressed key design issues in April 2005.

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 2006

- Accomplish 90% of the department program objectives.
- Conduct at least 2 public workshops to inform the community about the Airport's Airline Terminal Improvement Project.
- Encourage Airport staff to attend at least 48 total hours of professional development, LEAP or IIPP training.
- Finalize the Airline Terminal Improvement Project Program Criteria Document (PCD) for City Council approval by December 31, 2005 based on City needs and input from Airport advisory groups.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.25	2.45	2.45	2.45	2.45
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
FAA Grants	\$ 5,079,509	\$ 23,991,824	\$ 11,389,800	\$ 2,964,900	\$ 14,482,000
Passenger Facility Charges	1,269,037	1,724,391	1,421,704	1,300,000	1,300,000
Intergovernmental	69,643	250,000	10,000	-	-
Interest Income	442,690	366,553	481,510	415,950	416,000
Market Valuation	(323,524)	-	-	-	-
Other Revenue	73,507	-	-	-	-
Total Revenue	\$ 6,610,862	\$ 26,332,768	\$ 13,303,014	\$ 4,680,850	\$ 16,198,000
Expenditures					
Salaries and Benefits	\$ 382,451	\$ 363,620	\$ 365,449	\$ 330,583	\$ 345,595
Supplies and Services	954,436	1,163,259	1,066,447	1,121,545	1,144,827
Non-Capital Equipment	4,276	32,700	24,705	5,000	5,000
Appropriated Reserve	-	114,132	-	55,120	56,590
Total Operating Expenditures	\$ 1,341,163	\$ 1,673,711	\$ 1,456,601	\$ 1,512,248	\$ 1,552,012
Capital Program	6,577,062	31,546,536	7,556,834	3,750,900	15,385,000
Total Expenditures	\$ 7,918,225	\$ 33,220,247	\$ 9,013,435	\$ 5,263,148	\$ 16,937,012
Addition to (Use of) Reserves	\$ (1,307,363)	\$ (6,887,479)	\$ 4,289,579	\$ (582,298)	\$ (739,012)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of department objectives achieved	82.4%	90%	90%
Airline Terminal public workshops hosted	N/A	N/A	2
Hours of training received per employee	N/A	N/A	48
Total annual passengers	796,162	823,000	850,000
Annual aircraft operations for airlines and general aviation	147,471	160,000	160,000
Annual tons of airfreight	3,207	3,100	3,100
OSHA lost work hours	400	150	≤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

The City Council authorized Airport Commission to approve Airport leases with terms less than five years, reducing City Council Agenda workload.

Business and Property Management

(Program Nos. 7412, 7414)

Mission Statement

Manage fixed assets to ensure 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.
- Insure 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 2006

- Maintain airline cost per enplaned passenger with the maximum not to exceed the median rate of the 6 benchmark airports.
- Maximize Airline Terminal concession revenue per enplaned passenger.
- Maintain annual lease revenue at budget target through effective management of commercial and industrial lease assets.
- Collect 95% of base rents collected by due date in lease.
- Complete lease negotiations for Parcel 22 development.
- Complete a feasibility study for a consolidated rental car facility.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.75	3.75	3.75	3.75	3.75
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Lease Income	\$ 8,954,934	\$ 8,621,658	\$ 9,232,089	\$ 9,121,858	\$ 8,963,536
Other Revenue	39,214	50,000	32,284	27,000	27,000
Total Revenue	\$ 8,994,148	\$ 8,671,658	\$ 9,264,373	\$ 9,148,858	\$ 8,990,536
Expenditures					
Salaries and Benefits	\$ 258,400	\$ 296,078	\$ 262,853	\$ 335,426	\$ 354,982
Supplies and Services	857,239	617,220	617,538	647,710	582,950
Special Projects	-	311,755	311,755	378,374	378,374
Non-Capital Equipment	1,197	15,500	9,947	3,000	3,000
Total Expenditures	\$ 1,116,836	\$ 1,240,553	\$ 1,202,093	\$ 1,364,510	\$ 1,319,306
Addition to (Use of) Reserves	\$ 7,877,312	\$ 7,431,105	\$ 8,062,280	\$ 7,784,348	\$ 7,671,230

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Airline airport facility lease and landing fees per enplaned passenger	\$4.19	\$4.43	\$5.58
Airline Terminal restaurant and gift shop revenue per enplaned passenger	N/A	N/A	\$0.35
Lease revenue	\$3,932,712	\$3,771,197	\$3,763,214
Percent of base rents collected by due date	97.39%	96%	95%
Land leased (in square feet)	3,940,470	3,897,182	3,956,530
Land space occupancy rate	98.3%	98.5%	95%
Building space leased (in square feet)	354,771	342,912	353,518
Building space occupancy rate	97.1%	97%	95%

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

Experienced the second highest passenger count year in the history of the Airport due to the quality of air service options available, including 10 non-stop destinations served by 5 major airlines.

Marketing and Communications

(Program No. 7413)

Mission Statement

Plan and implement comprehensive marketing and communications projects to increase local traveler awareness of Santa Barbara Airport air transportation services, and work with national airline corporations to preserve existing service and attract new service.

Program Activities

- Develop and implement air service strategic plans 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.

Key Objectives for Fiscal Year 2006

- Capture at least 55% of the regional (San Luis Obispo, Santa Maria, Santa Barbara and Oxnard Airports) air service market share based on number of daily departures.
- Maintain a 90% rate of news releases that elicit coverage by at least one media format.
- Achieve a 70% satisfaction rating of air service options available at Santa Barbara Airport.
- Provide educational information to students (ages 3-18) through the Airport's Aviation Education Program.
- Accomplish objectives associated with one-year air service plan goals.
- Develop a communications plan for the dissemination of public information for the Airline Terminal Improvement Project.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.50	1.50	1.50	1.50	1.50
Hourly Employee Hours	N/A	1,040	1,040	990	990
Expenditures					
Salaries and Benefits	\$ 127,629	\$ 138,289	\$ 140,625	\$ 148,347	\$ 153,932
Supplies and Services	172,398	253,447	217,397	330,035	280,129
Special Projects	7,603	19,000	19,501	8,000	8,000
Non-Capital Equipment	2,654	15,252	15,128	10,831	8,800
Total Expenditures	\$ 310,284	\$ 425,988	\$ 392,651	\$ 497,213	\$ 450,861
Addition to (Use of) Reserves	\$ (310,284)	\$ (425,988)	\$ (392,651)	\$ (497,213)	\$ (450,861)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Regional (tri-county) air service market share	59.5%	55%	55%
Percent of news releases eliciting media coverage	100%	90%	90%
Percent rating of air service options as satisfactory	N/A	70%	70%
Students receiving educational information	8,409	6,500	7,000
Website sessions	N/A	N/A	130,000

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



RECENT PROGRAM ACHIEVEMENTS

Implemented passenger
comment card survey
effort at the Airline
Terminal.

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 56 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 2006

- Complete 90% of all work orders by the established target date.
- Maintain 85% customer satisfaction rating for the Airline Terminal facilities cleanliness.
- Maintain an 80% tenant satisfaction rating for maintenance services.
- Track and establish benchmarks for numbers of work orders by type (routine, emergencies, planned maintenance, and capital projects).

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	16.03	15.88	15.88	15.88	15.88
Hourly Employee Hours	N/A	408	408	408	408
Expenditures					
Salaries and Benefits	\$ 885,526	\$ 1,009,687	\$ 896,242	\$ 1,066,075	\$ 1,108,910
Supplies and Services	1,198,445	1,664,018	1,299,939	1,468,823	1,479,915
Special Projects	23,783	-	-	-	-
Non-Capital Equipment	5,505	30,847	31,331	63,868	9,068
Capital Equipment	-	-	-	-	15,000
Total Expenditures	\$ 2,113,259	\$ 2,704,552	\$ 2,227,512	\$ 2,598,766	\$ 2,612,893
Addition to (Use of) Reserves	\$ (2,113,259)	\$ (2,704,552)	\$ (2,227,512)	\$ (2,598,766)	\$ (2,612,893)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of work orders completed by established target date	99.9%	94.8%	90%
Percent of customers satisfied with cleanliness of Airline Terminal facilities	90.5%	85%	85%
Percent of tenants satisfied with maintenance services	89%	80%	89%
Total cost per square foot for building maintenance	\$1.30	\$2.50	\$2.50
Cost per passenger for Terminal custodial services	\$0.46	\$0.55	\$0.55
Cost per acre of landscape maintenance services	\$5,286	\$4,562	\$4,562
Water and sewer system maintenance cost per lineal foot	\$1.86	\$0.66	\$0.92
Work orders completed	2,269	2,200	1,650
Buildings maintained	58	57	57
Work related injuries	1	1	≤ 1

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

Implemented quarterly preventive maintenance cleaning of the air carrier ramp.

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/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 2006

- Achieve 100% compliance with Federal Air Regulations (FAR) Part 139 airfield maintenance requirements.
- Complete 95% of Airfield Operations Area (AOA) maintenance work orders generated from airfield safety inspections within 24 hours of receiving report.
- Complete 90% of all work orders by the established target dates.
- Complete quarterly cleanings of the air carrier ramp as a storm water pollution prevention plan best management practice.
- Implement new maintenance management system software.
- Track and establish benchmarks for numbers of work orders by type (routine, emergencies, planned maintenance, and capital projects).

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.90	5.90	5.90	5.90	5.90
Hourly Employee Hours	N/A	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 383,375	\$ 412,344	\$ 338,980	\$ 445,229	\$ 461,338
Supplies and Services	246,557	253,235	201,151	265,123	267,459
Non-Capital Equipment	-	6,000	6,000	8,129	7,800
Capital Equipment	24,126	3,175	3,175	-	-
Total Expenditures	\$ 654,058	\$ 674,754	\$ 549,306	\$ 718,481	\$ 736,597
Addition to (Use of) Reserves	\$ (654,058)	\$ (674,754)	\$ (549,306)	\$ (718,481)	\$ (736,597)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Compliance with Federal airfield maintenance regulations	100%	100%	100%
Percent of AOA work orders resulting from airfield safety inspections completed within 24 hours of receipt	97.5%	95%	95%
Percent of work orders completed by established target date	97%	90%	90%
Carrier ramp cleanings completed	N/A	N/A	4
Total AOA maintenance cost per acre	\$470.12	\$450	\$450
AOA work orders completed	572	550	550
Total acres of unpaved airfield surface maintained	311	311	311

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

During calendar year 2004, officers responded to calls for service that resulted in 39 cite and release arrests, completion of 271 field contact cards, 146 crime incident reports, and 9 aircraft incident reports.

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 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 2006

- Respond to 100% of calls for service from security checkpoints within 5 minutes, as required by the Transportation Security Administration.
- 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 Transportation Security Administration (TSA) regulations.
- Respond to 100% of reports of unauthorized persons in the Airfield Operations Area (AOA).
- Respond to 95% of non-emergency calls from airlines, other airport tenants, airport patrons, or any other person on the airport within 15 minutes.
- Complete the following, 80% of the time:
 - The scheduled number of daily Airline Terminal inspections.
 - The scheduled number of daily Security Identification Display Area (SIDA) ramp inspections.
 - The scheduled number of AOA patrols.
 - The scheduled number of daily airport property patrols.
 - The scheduled number of daily patrols of sensitive areas.
- Develop training calendar for patrol division employees.
- Develop procedure manual for the Security Operations Center.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	15.33	18.33	18.33	18.33	18.33
Hourly Employee Hours	N/A	1,716	1,716	3,750	3,750
Revenues					
Other Revenue	\$ 4,571	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 4,571	\$ -	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 1,051,970	\$ 1,140,098	\$ 1,276,582	\$ 1,451,573	\$ 1,531,535
Supplies and Services	154,567	190,373	164,425	199,324	200,793
Non-Capital Equipment	9,436	11,800	10,632	17,368	17,368
Capital Equipment	2,890	35,055	35,000	-	35,000
Total Expenditures	\$ 1,218,863	\$ 1,377,326	\$ 1,486,639	\$ 1,668,265	\$ 1,784,696
Addition to (Use of) Reserves	\$ (1,214,292)	\$ (1,377,326)	\$ (1,486,639)	\$ (1,668,265)	\$ (1,784,696)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of responses to calls	100%	100%	100%
Percent response to reports of unauthorized persons in the Security Identification Display Area (SIDA) within five minutes	100%	100%	100%
Percentage compliance with TSA perimeter security inspection requirements	102%	100%	100%
Percent of Law Enforcement responses to reports of unauthorized persons in the AOA	100%	100%	100%
Percent of responses to non-emergency calls within 15 minutes	99%	99%	95%
Percent of days scheduled Airline Terminal inspections were conducted	N/A	N/A	80%
Percent of days scheduled SIDA ramp inspections were conducted	N/A	N/A	80%
Percent of days scheduled AOA patrols were conducted	N/A	N/A	80%
Percent of days scheduled airport property patrols were conducted	N/A	N/A	80%
Percent of days scheduled patrols of sensitive areas were conducted	N/A	N/A	80%
Access control system alarms	48,896	45,000	45,000
Airfield safety inspections	1,150	1,095	1,095
Emergency calls received	68	100	60
Non-emergency calls received	3,700	3,200	4,000
Terminal building inspections / SIDA ramps inspection	N/A	N/A	5,475
AOA patrols / Airport property patrols	N/A	N/A	3,285
Patrols of sensitive areas	N/A	N/A	5,480

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

Completed review and rewrite of the Airport's Certification Manual per new federal requirements.

Airport Certification and Operations

(Program No. 7441)

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 FAA 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 2006

- Promote a safe Airport by achieving 95% compliance with FAR Part 139 Airport Certification Requirements.
- Ensure the safe condition of the airfield by achieving 100% compliance with FAR Part 139 daily airfield inspection requirements.
- Respond to 90% of periodic emergency response drills within Federal Aviation Administration (FAA) required time parameters.
- Host at least nine Noise Abatement Committee meetings.
- Correspond with 100% of aircraft operators who failed to comply with noise abatement procedures in which a noise complaint resulted.
- Complete all required projects to begin implementation of FAR Part 150 Noise Compatibility Program recommendations under the Noise Abatement Measures and Program Management Elements of the study.
- Conduct one Airport Emergency Plan tabletop exercise.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.74	2.59	2.59	2.59	2.59
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Lease Income	\$ 1,717,421	\$ 1,784,150	\$ 1,888,155	\$ 1,807,562	\$ 1,903,098
Intergovernmental	212,940	190,913	190,913	196,635	202,548
Total Revenue	\$ 1,930,361	\$ 1,975,063	\$ 2,079,068	\$ 2,004,197	\$ 2,105,646
Expenditures					
Salaries and Benefits	\$ 144,751	\$ 158,684	\$ 150,173	\$ 251,879	\$ 261,009
Supplies and Services	1,399,543	1,649,772	1,660,109	1,816,817	1,849,233
Non-Capital Equipment	22,292	17,465	16,725	13,100	13,168
Total Expenditures	\$ 1,566,586	\$ 1,825,921	\$ 1,827,007	\$ 2,081,796	\$ 2,123,410
Addition to (Use of) Reserves	\$ 363,775	\$ 149,142	\$ 252,061	\$ (77,599)	\$ (17,764)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent compliance on annual Federal Airport Certification Inspections	100%	TBA	95%
Percent compliance with Certification Manual daily airfield inspection requirements	100%	100%	100%
Percent of Aircraft Rescue and Firefighting drill responses completed within time requirements	90%	90%	90%
Noise Abatement Committee meetings hosted	9	10	9
Percent of aircraft owners notified regarding failure to use noise abatement procedures when possible	100%	100%	100%
Noise complaints received	708	1,000	750

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

In fiscal year 2005, Facilities Planning and Development staff completed construction of two major drainage improvement projects and a new Airfield Electrical Vault.

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.
- Implement the Airport's Capital Improvement Program.
- 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 2006

- Achieve 75% on-time completion of Capital Improvement Program (CIP) and Aviation Facilities Plan (AFP) annual project milestones.
- Achieve 95% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.
- Achieve total annual construction contract bid averages within 10% of the total engineer's estimates for the 30% complete design packages.
- Limit the total annual value of construction change orders on CIP and AFP projects to less than 7% of the total value of construction contracts awarded.
- Continue development of the Airport Geographic Information System (GIS) by implementing ArcIMS and training users, mapping the precise boundaries of existing aviation easements, and creating a linkage between ArcView and the existing property management Access database.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.50	2.60	2.60	2.60	2.60
Hourly Employee Hours	N/A	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 195,790	\$ 232,065	\$ 222,520	\$ 255,042	\$ 268,993
Supplies and Services	287,957	369,831	335,598	396,301	406,536
Special Projects	29,970	554	554	-	-
Non-Capital Equipment	5,742	12,960	8,763	23,640	20,795
Total Expenditures	\$ 519,459	\$ 615,410	\$ 567,435	\$ 674,983	\$ 696,324
Addition to (Use of) Reserves	\$ (519,459)	\$ (615,410)	\$ (567,435)	\$ (674,983)	\$ (696,324)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent on-time completion of Capital Improvement Program and Aviation Facilities Plan project annual milestones	66%	85-95%	75%
Percent compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities	100%	100%	95%
Total value of CIP, AFP and non-CIP construction contracts bid averages as a percentage of the total value of the preliminary design estimates	- 3%	+/- 10%	+/- 10%
Total change order cost as a percentage of awarded contract value	6%	< 7%	< 7%
Total estimated value of projects in active design and construction	\$91,700,000	\$98,000,000	\$98,000,000
Total number of projects under active planning, design, construction, and monitoring	15	22	22

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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 three programs: Administration, City TV (Channel 18), and Employee Relations.

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.

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.

The Employee Relations 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.

Fiscal Year 2006 Budget Highlights

City Administrator's Office will help the organization become more effective and efficient. The Office will be engaged in labor negotiations with two labor groups. Neighborhood improvements will be made with an overall goal to systematically and routinely correct and prevent neighborhood problems.





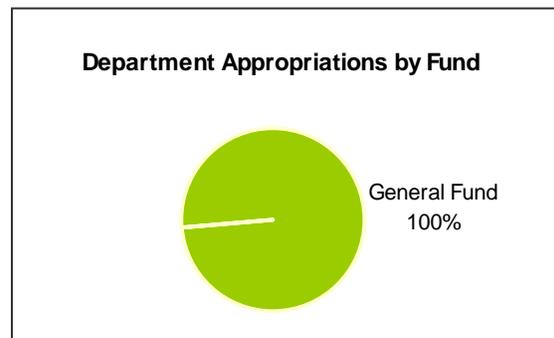
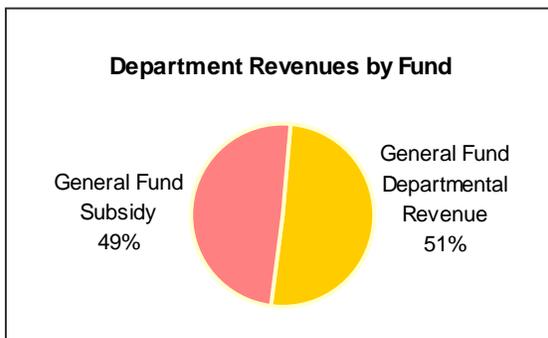
DEPARTMENT SUMMARY

City Administrator's Office

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	11.40	12.20	12.20	11.20	11.20
Hourly Employee Hours	N/A	3,500	3,099	3,898	3,898
Revenues					
Overhead Allocation Recovery	N/A	\$ 783,439	\$ 783,439	\$ 873,231	\$ 908,160
Other Revenue	52,040	71,844	69,889	69,900	69,900
General Fund Subsidy	1,578,165	1,070,718	966,595	909,559	929,448
Total Department Revenue	\$ 1,630,205	\$ 1,926,001	\$ 1,819,923	\$ 1,852,690	\$ 1,907,508
Expenditures					
Salaries and Benefits	\$ 1,282,771	\$ 1,369,715	\$ 1,311,652	\$ 1,492,122	\$ 1,563,120
Supplies and Services	296,795	475,830	439,134	305,568	289,388
Special Projects	8,243	35,858	25,000	20,000	20,000
Non-Capital Equipment	42,396	44,598	44,137	35,000	35,000
Total Department Expenditures	\$ 1,630,205	\$ 1,926,001	\$ 1,819,923	\$ 1,852,690	\$ 1,907,508

Department Fund Composition

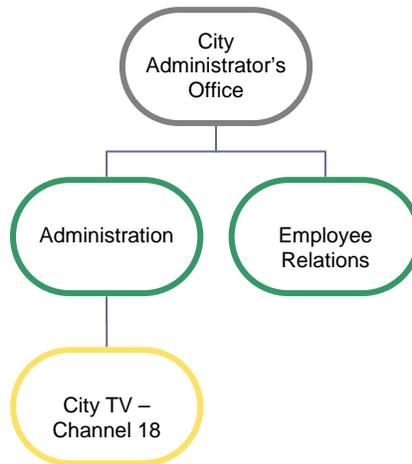




DEPARTMENT SUMMARY

City Administrator's Office

Program Organizational Chart



CITY ADMINISTRATOR PROGRAMS

- Administration
- Employee Relations
- City TV – Channel 18



RECENT PROGRAM ACHIEVEMENTS

The Learning for Excellence and Achievement Program (LEAP) was expanded to provide employee development and training opportunities to all city employees in January 2005.

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 1,060 full- and part-time employees.
- Assist the Mayor and Council in strategic planning efforts, policy development, and implementation.
- Coordinate internal and external communication efforts.
- Coordinate a performance management program in all City programs.
- Coordinate legislative advocacy and intergovernmental relations.
- Provide support to the Ordinance Committee, Committee on Legislation, and the Committee on Youth and Children.

Key Objectives for Fiscal Year 2006

- Ensure that City departments achieve 80% of program objectives.
- Ensure that 95% of service requests are referred to departments within 8 work hours.
- Present a balanced budget for fiscal year 2007 for Council consideration by May 2006, in accordance with Council policy.
- Review program status reports for performance objectives on a quarterly basis and submit a year end report to Council.
- Hold a Council work session to help Councilmembers prioritize goals and receive updates on high priority projects.
- Recommend Council adoption of a legislative platform that provides the foundation for legislative advocacy.
- Prepare and deliver the State of the City Report by March 2006.
- Issue City Administrator Reports to communicate with Council, Boards, and Commissions and maintain frequent communication with City employees, particularly on significant budget issues.
- Coordinate the development of the City's Neighborhood Improvement Program.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	8.15	8.00	8.00	7.00	7.00
Hourly Employee Hours	N/A	0	999	1,998	1,998
Revenues					
Overhead Allocation Recovery	N/A	\$ 602,875	\$ 602,875	\$ 651,015	\$ 677,055
General Fund Subsidy	1,108,282	673,766	575,647	563,333	594,530
Total Revenue	\$ 1,108,282	\$ 1,276,641	\$ 1,178,522	\$ 1,214,348	\$ 1,271,585
Expenditures					
Salaries and Benefits	\$ 959,461	\$ 999,788	\$ 946,068	\$ 1,058,723	\$ 1,109,571
Supplies and Services	140,090	240,534	207,454	135,625	142,014
Special Projects	8,243	35,858	25,000	20,000	20,000
Non-Capital Equipment	488	461	-	-	-
Total Expenditures	\$ 1,108,282	\$ 1,276,641	\$ 1,178,522	\$ 1,214,348	\$ 1,271,585

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of City performance objectives achieved	75%	80%	80%
Percent of service requests referred within 8 working hours	94.8%	95%	95%
Staff recommendations forwarded to Council	689	700	700
Citizen service requests received	134	120	120

CITY ADMINISTRATOR PROGRAMS

- Administration
- **Employee Relations**
- City TV – Channel 18



RECENT PROGRAM ACHIEVEMENTS

Concluded negotiations with seven bargaining units, including four, four-year agreements.

Employee Relations

(Program No. 1312)

Mission Statement

Negotiate labor agreements, implement workplace policies, and resolve issues in ways that create positive employer-employee relations.

Program Activities

- Negotiate and administer labor contracts with 7 employee bargaining groups: Police, Fire, General, Treatment and Patrol, Hourly Employees, Supervisors, and Police Managers.
- Work with employees, employee representatives, and unions to resolve employee issues, including discrimination and harassment complaints and grievances.
- Review, update, and ensure compliance with workplace policies.
- Promote positive employee and employer relations.

Key Objectives for Fiscal Year 2006

- Negotiate a new labor agreement with the Hourly Employees Bargaining Unit, S.E.I.U. Local 620, in accordance with Council parameters. (Prior agreement expires on October 30, 2005.)
- Negotiate a new labor agreement with the Santa Barbara Police Officers Association, in accordance with Council parameters. (Prior agreement expires on June 30, 2006.)
- Continue comprehensive redraft of Title 3 of the Santa Barbara Municipal Code and submit to the City Attorney for review and approval. Seek input from labor organizations as necessary, and present recommendations to the Ordinance Committee and/or City Council by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.25	1.20	1.20	1.20	1.20
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 67,355	\$ 67,355	\$ 76,430	\$ 79,487
General Fund Subsidy	185,689	212,597	212,597	176,753	160,325
Total Revenue	\$ 185,689	\$ 279,952	\$ 279,952	\$ 253,183	\$ 239,812
Expenditures					
Salaries and Benefits	\$ 130,548	\$ 149,878	\$ 149,878	\$ 177,460	\$ 186,981
Supplies and Services	55,141	130,074	130,074	75,723	52,831
Total Expenditures	\$ 185,689	\$ 279,952	\$ 279,952	\$ 253,183	\$ 239,812

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Formal grievances under labor agreement	1	4	2

CITY ADMINISTRATOR PROGRAMS

- Administration
- Employee Relations
- City TV – Channel 18



RECENT PROGRAM ACHIEVEMENTS

CITY TV was awarded two 2004 NATOA Programming Awards, receiving first place for "El Estero: Keeping Santa Barbara Clean and Healthy" and third place for "Inside Santa Barbara."

City TV – Channel 18

(Program No. 1313)

Mission Statement

Produce informational videos and audio-visual presentations to inform and educate the public about City programs and services.

Program Activities

- Televisе public meetings, including City Council, 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.
- Produce monthly news magazine show, Inside Santa Barbara.
- Produce monthly Spanish language show, Nuestra Ciudad.
- Provide videotape duplication services of City meetings to members of the public and staff.
- Maintain an electronic City Calendar to inform the public of City program information, City job opportunities, and non-profit organization events.

Key Objectives for Fiscal Year 2006

- Complete 95% of tape duplication requests within 3 business days.
- Complete 75% of department requests for video production services within the requested time period.
- Achieve an average production cost of \$82 per hour.
- Maintain 98.6% television broadcast system uptime out of 24 hours, 7 days per week.
- Design and build a portable multi-camera system for taping remote meetings.
- Wire the Faulkner Gallery for video, audio and communications to televise events and meetings live from that location.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.00	3.00	3.00	3.00	3.00
Hourly Employee Hours	N/A	3,500	2,100	1,900	1,900
Revenues					
Overhead Allocation Recovery	N/A	\$ 113,209	\$ 113,209	\$ 145,786	\$ 151,618
Other Revenue	52,040	71,844	69,889	69,900	69,900
General Fund Subsidy	284,194	184,355	178,351	169,473	174,593
Total Revenue	\$ 336,234	\$ 369,408	\$ 361,449	\$ 385,159	\$ 396,111
Expenditures					
Salaries and Benefits	\$ 192,762	\$ 220,049	\$ 215,706	\$ 255,939	\$ 266,568
Supplies and Services	101,564	105,222	101,606	94,220	94,543
Non-Capital Equipment	41,908	44,137	44,137	35,000	35,000
Total Expenditures	\$ 336,234	\$ 369,408	\$ 361,449	\$ 385,159	\$ 396,111

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of videotape duplication requests completed for public and staff within 3 business days	96%	96%	95%
Percent of department video production requests completed	N/A	N/A	75%
Average cost per production hour	\$133	\$81	\$82
Television broadcast system uptime	N/A	100%	98.6%
Videotape/DVD duplications completed	339	318	300
Public meetings televised	196	208	180
First run televised meeting hours	713	694	600
Percent of total available airtime devoted to video programming	55%	54%	60%
City TV original productions	35	48	30

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DEPARTMENT SUMMARY

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 and five assistants) and five 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 2006 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:

- General Plan Update.
- Airport Aviation Facilities Plan.
- Granada Garage Construction.
- Code Enforcement.
- Zoning Law Revisions.
- Defenses of Litigation Claims and Prosecution of City Claims.
- Planning Issues.
- Employment Law Issues.

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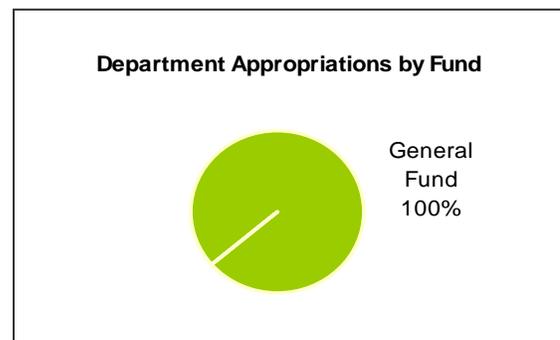
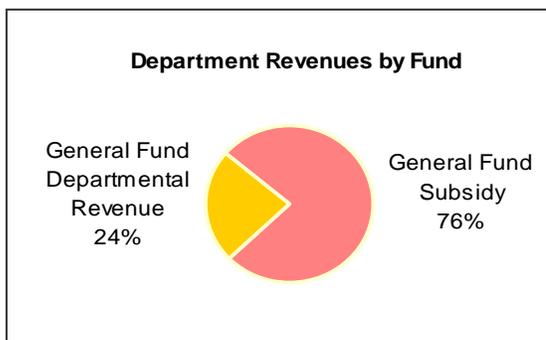
DEPARTMENT SUMMARY

City Attorney

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	11.50	12.00	12.00	12.00	12.00
Hourly Employee Hours	N/A	832	2,680	832	832
Revenues					
RDA Reimbursement	\$ 67,568	\$ 157,581	\$ 205,525	\$ 175,589	\$ 182,613
Overhead Allocation Recovery	N/A	322,636	322,636	296,445	308,304
Other Revenue	95,826	-	30,300	-	-
General Fund Subsidy	1,434,725	1,397,361	1,150,849	1,533,592	1,631,250
Total Department Revenue	\$ 1,598,119	\$ 1,877,578	\$ 1,709,310	\$ 2,005,626	\$ 2,122,167
Expenditures					
Salaries and Benefits	\$ 1,182,700	\$ 1,405,074	\$ 1,255,656	\$ 1,595,368	\$ 1,709,771
Supplies and Services	415,419	472,504	453,654	405,258	412,396
Non-Capital Equipment	-	-	-	5,000	-
Total Department Expenditures	\$ 1,598,119	\$ 1,877,578	\$ 1,709,310	\$ 2,005,626	\$ 2,122,167

Department Fund Composition



CITY ATTORNEY PROGRAM

➤ City Attorney



RECENT PROGRAM ACHIEVEMENTS

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

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 2006

- Resolve 80% of all Code Enforcement referrals within 120 days of receipt of referral.
- Summarize all new State and Federal laws and regulations, which may impact the City and provide the summary to all Departments prior to March 31, 2006.
- Prepare instructional memos on various aspects of the following State laws regarding municipalities: the Brown Act, the Public Records Act, the Political Reform Act, Government Code Section 1090 et seq., CEQA, and Prop. 218.
- Provide staff seminars on the requirements of the following state laws regarding municipalities: the Brown Act, the Public Records Act, the Political Reform Act, Government Code Section 1090 et seq., CEQA, and Prop. 218.

Key Objectives for Fiscal Year 2006 (continued)

- o Develop a standardized City contract format for the following contract situations: a) long-term leases (retail and non-retail situations), b) professional services contracts for State licensed professionals, c) professional services contracts for non-licensed professionals, d) utility franchises, e) grant agreements, f) loan agreements, and g) affordability covenants.
- o Work with Community Development and Public Works Land Development Team to develop various sets of standardized City conditions of approval for each of the different types of Title 28 Development Plan and other project approval situations.
- o Provide legal advice and code enforcement staffing for the Neighborhood Improvement Task Force.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	11.50	12.00	12.00	12.00	12.00
Hourly Employee Hours	N/A	832	2,680	832	832
Revenues					
RDA Reimbursement	\$ 67,568	\$ 157,581	\$ 205,525	\$ 175,589	\$ 182,613
Overhead Allocation Recovery	N/A	322,636	322,636	296,445	308,304
Other Revenue	95,826	-	30,300	-	-
General Fund Subsidy	1,434,725	1,397,361	1,150,849	1,533,592	1,631,250
Total Revenue	\$ 1,598,119	\$ 1,877,578	\$ 1,709,310	\$ 2,005,626	\$ 2,122,167
Expenditures					
Salaries and Benefits	\$ 1,182,700	\$ 1,405,074	\$ 1,255,656	\$ 1,595,368	\$ 1,709,771
Supplies and Services	415,419	472,504	453,654	405,258	412,396
Non-Capital Equipment	-	-	-	5,000	-
Total Expenditures	\$ 1,598,119	\$ 1,877,578	\$ 1,709,310	\$ 2,005,626	\$ 2,122,167

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of code enforcement referrals resolved within 120 days of referral	N/A	80%	80%

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DEPARTMENT SUMMARY

Community Development

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

About Community Development

The Community Development Department is responsible for managing the development of the community. To accomplish this mission, the Department is divided into 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, home rehabilitation loans, allocation of Community Development Block Grant dollars, review of development plans, support to the Planning Commission, Architectural Board of Review, Historic Landmarks Commission, and Sign Committee, and long range planning with the community.



Fiscal Year 2006 Budget Highlights

Housing Programs Staff continues to encourage and assist the development of affordable rental and ownership housing.

Redevelopment Agency Staff will be working on implementing the recently approved RDA Capital Program with over \$67 million worth of projects.

The Planning Division will begin the City's General Plan Update Public Participation phase. Staff will soon be implementing the Staff Hearing Officer position to streamline the development review process and updating the Single Family Design Guidelines through the Neighborhood Preservation Ordinance.

Continued participation in the Neighborhood Improvement Task Force will be a highlight for Building and Safety Staff as well as our Zoning and Enforcement Program.



DEPARTMENT SUMMARY

Community Development

Department Financial and Staffing Summary

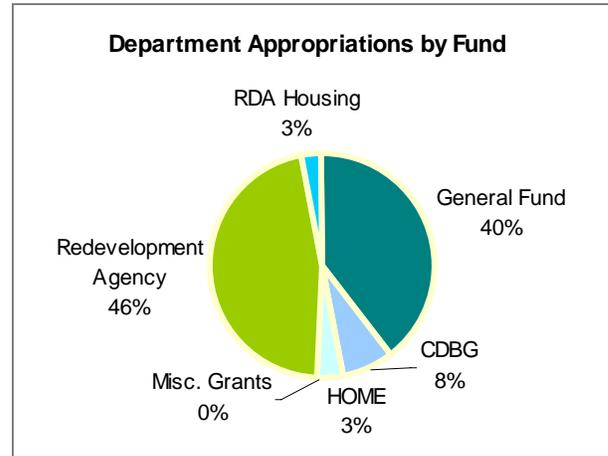
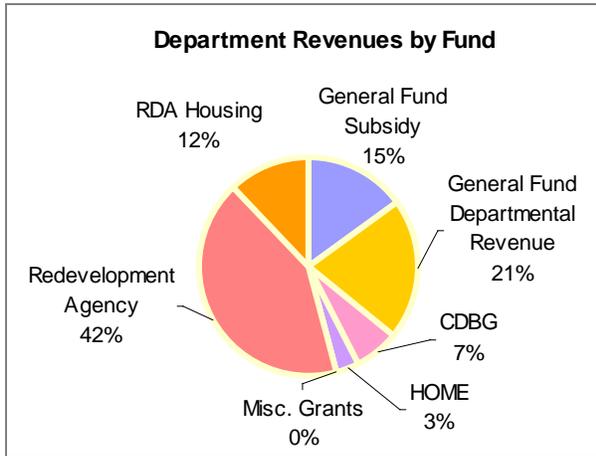
	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	83.80	84.80	84.80	87.80	87.80
Hourly Employee Hours	N/A	4,000	7,288	2,000	2,000
Revenues					
Fees and Service Charges	\$ 3,637,689	\$ 4,333,005	\$ 3,924,608	\$ 4,662,641	\$ 4,926,709
Intergovernmental	2,002,392	4,204,428	2,942,193	2,717,967	2,717,967
Property Taxes	12,945,066	13,750,000	13,750,000	14,400,000	14,975,000
Rents	24,000	24,000	42,000	48,000	48,000
Special Assessments	129,558	-	-	-	-
Interest Income	692,019	725,000	565,000	610,000	610,000
Market Valuation	(140,763)	-	-	-	-
Interfund Reimbursements	918,291	1,004,488	1,006,103	1,148,173	1,193,073
Other Revenue	130,411	119,891	60,938	19,740	20,740
Overhead Allocation Recovery	-	13,318	13,318	21,795	22,667
General Fund Subsidy	2,922,401	3,303,027	3,405,339	4,181,108	4,212,869
Total Department Revenue	\$ 23,261,064	\$ 27,477,157	\$ 25,709,499	\$ 27,809,424	\$ 28,727,025
Expenditures					
Salaries and Benefits	\$ 6,415,224	\$ 7,163,742	\$ 6,818,653	\$ 8,010,370	\$ 8,389,403
Supplies and Services	2,758,608	3,528,099	3,359,765	4,047,353	4,160,276
Special Projects	1,206,481	6,278,587	5,666,339	1,856,832	528,500
Transfers Out	-	54,770	54,770	52,300	52,300
Debt Service	8,259,926	8,300,000	8,300,000	8,250,000	8,250,000
Housing Activity	4,511,808	13,065,312	4,799,085	2,050,963	2,022,810
Human Services Grants	618,570	681,110	681,110	678,895	678,895
Non-Capital Equipment	65,889	54,816	38,127	57,122	51,559
Capital Equipment	7,168	-	-	15,000	13,000
Miscellaneous	44,265	11,500	11,500	11,500	11,500
Appropriated Reserve	-	134,217	50,000	124,818	124,818
Total Department Expenditures	\$ 23,887,939	\$ 39,272,153	\$ 29,779,349	\$ 25,155,153	\$ 24,283,061
Capital Program	122,984	69,412,262	N/A	-	-
Total Department Expenditures	\$ 24,010,923	\$ 108,684,415	\$ 29,779,349	\$ 25,155,153	\$ 24,283,061
Addition to (Use of) Reserves	\$ (749,859)	\$ (81,207,258)	\$ (4,069,850)	\$ 2,654,271	\$ 4,443,964



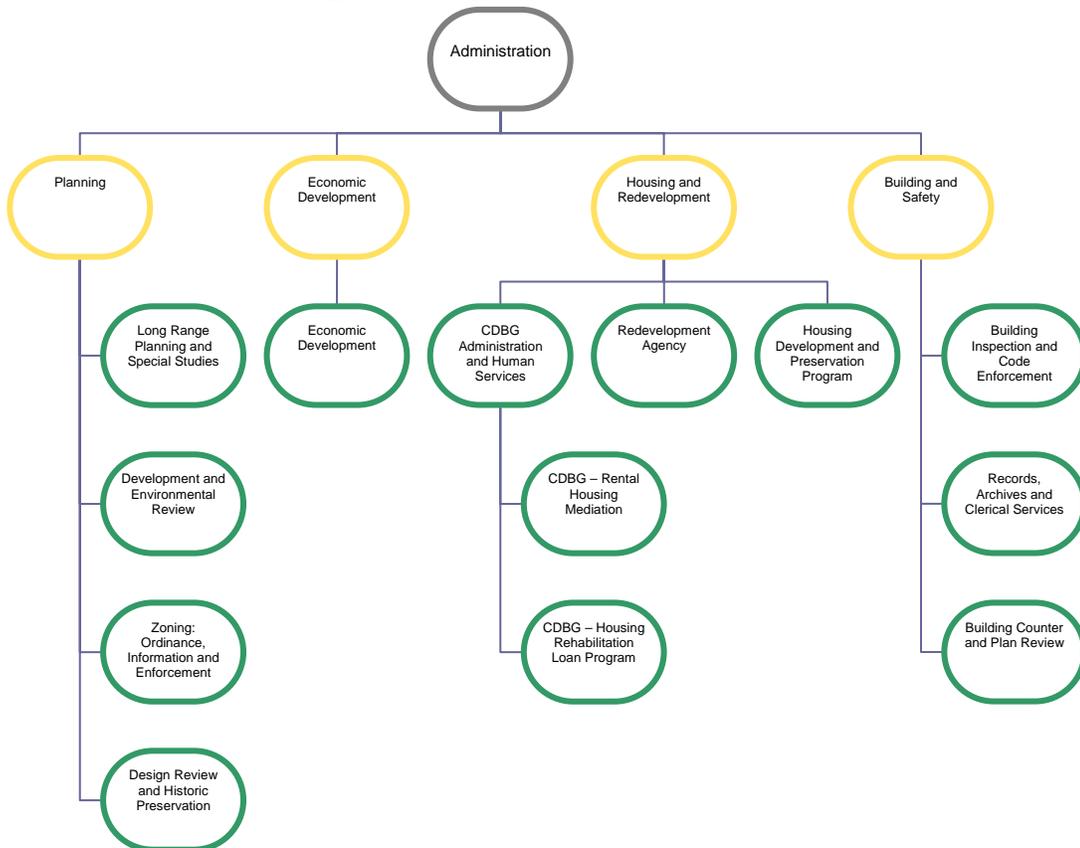
DEPARTMENT SUMMARY

Community Development

Department Fund Composition



Program Organizational Chart



COMMUNITY DEVELOPMENT PROGRAMS

➤ **Administration**

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



RECENT PROGRAM ACHIEVEMENTS

Completed refined Time Tracking Study for Planning and Land Development Team fees and revenues.

Administration

(Program No. 2111)

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, computerized graphic support, and training to the divisions of the Community Development Department and other City departments upon request.
- Implement technological advancement for the Department (i.e., mapping, interactive web applications, project tracking, etc.).

Key Objectives for Fiscal Year 2006

- Ensure divisions meet 75% of their program objectives.
- Ensure all division budgets are within budget and that proper accounting procedures are followed.
- Prepare mid-year budget review for Fiscal Year 2006, and develop (revise/refine) Fiscal Year 2007 budget, including all auxiliary items such as new fee schedules, revenue projections, line items, etc.
- Prepare a report to City Council on options for providing Green Building Incentives and implement Council's recommendations by the end of September 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.40	3.40	3.40	3.40	3.40
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 13,318	\$ 13,318	\$ 21,795	\$ 22,667
General Fund Subsidy	419,092	401,551	386,454	498,340	436,357
Total Revenue	\$ 419,092	\$ 414,869	\$ 399,772	\$ 520,135	\$ 459,024
Expenditures					
Salaries and Benefits	\$ 296,743	\$ 319,586	\$ 305,246	\$ 343,495	\$ 359,431
Supplies and Services	117,863	91,833	91,076	142,646	95,116
Special Projects	-	-	-	28,332	-
Non-Capital Equipment	4,486	3,450	3,450	5,662	4,477
Total Expenditures	\$ 419,092	\$ 414,869	\$ 399,772	\$ 520,135	\$ 459,024

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of division program objectives achieved	56%	76%	75%
Percent of divisions within budget (four divisions reporting)	75%	100%	100%

COMMUNITY DEVELOPMENT PROGRAMS

Administration

➤ **Economic Development**

CDBG Administration and Human Services

CDBG - Rental Housing Mediation Task Force

CDBG - Housing Rehabilitation Loan Program

Redevelopment Agency Housing Development and Preservation Program

Long Range Planning and Special Studies

Development / Environmental Review

Zoning: Ordinance, Information, and Enforcement

Design Review and Historic Preservation

Building Inspection and Code Enforcement

Records, Archives, and Clerical Services

Building Counter and Plan Review



RECENT PROGRAM ACHIEVEMENTS

The economic breakfast meeting with the Lodging industry has led to greater participation by that industry in the City budget dialogue regarding uses of the Transient Occupancy Tax.

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, Metropolitan Transit District, and the County of Santa Barbara Economic Development Advisory Committee 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.

Key Objectives for Fiscal Year 2006

- Hold quarterly economic development meetings with Mayor and City Council representatives and members of the business community to ensure retention and foster expansion.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.50	0.50	0.50	0.50	0.50
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 83,669	\$ 70,060	\$ 70,755	\$ 79,137	\$ 82,908
Total Revenue	\$ 83,669	\$ 70,060	\$ 70,755	\$ 79,137	\$ 82,908
Expenditures					
Salaries and Benefits	\$ 61,513	\$ 62,343	\$ 63,053	\$ 71,280	\$ 75,038
Supplies and Services	1,156	1,717	1,702	1,857	1,870
Special Projects	21,000	6,000	6,000	6,000	6,000
Total Expenditures	\$ 83,669	\$ 70,060	\$ 70,755	\$ 79,137	\$ 82,908

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Economic development meetings with the business community	4	4	4

COMMUNITY DEVELOPMENT PROGRAMS

- Administration
- Economic Development
- **CDBG Administration and Human Services**
- CDBG - Rental Housing Mediation Task Force
- CDBG - Housing Rehabilitation Loan Program
- Redevelopment Agency
- Housing Development and Preservation Program
- Long Range Planning and Special Studies
- Development / Environmental Review
- Zoning: Ordinance, Information, and Enforcement
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- Building Inspection and Code Enforcement
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- Building Counter and Plan Review



RECENT PROGRAM ACHIEVEMENTS

The Department of Housing and Urban Development's review of our Consolidated Annual Performance and Evaluation Report (CAPER) included no findings. This is the best evaluation given.

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, meeting Federal requirements that benefit programs/projects for low and moderate-income persons.
- Provide Fair Housing Enforcement that includes investigation of reported cases of housing discrimination.

Key Objectives for Fiscal Year 2006

- Expend 95% of Human Services funds within the program year funds were committed.
- Ensure that 90% of agencies successfully complete funded goals annually, by providing technical support and project monitoring to these agencies on an ongoing basis.
- Ensure that less than 2% of all applicants appeal the Community Development/Human Services Committee (CDHSC) recommendations to the City Council by providing staff support to the CDHSC and applicants in the annual process of recommending funding commitments.
- Develop, with public input, the Consolidated Annual Performance Evaluation Report (CAPER) and the Consolidated Annual Performance Plan and submit to HUD by September 30, 2005 and May 15, 2006, respectively.
- Comply with all federal CDBG regulations and deadlines including submittal, documentation, and record keeping regarding administration of CDBG funds.

Key Objectives for Fiscal Year 2006 (continued)

- Work with the County of Santa Barbara to develop a 10-Year Plan to end chronic homelessness.
- 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 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.62	1.62	1.62	1.62	1.62
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 650,617	\$ 716,729	\$ 714,681	\$ 717,180	\$ 718,384
Total Revenue	\$ 650,617	\$ 716,729	\$ 714,681	\$ 717,180	\$ 718,384
Expenditures					
Salaries and Benefits	\$ 150,835	\$ 164,333	\$ 163,276	\$ 178,966	\$ 186,985
Supplies and Services	54,545	78,486	73,642	64,127	65,414
Transfers Out	-	1,818	1,818	-	-
Human Services	618,570	681,110	681,110	678,895	678,895
Housing Activity	346,372	750,914	354,764	-	-
Non-Capital Equipment	-	1,000	1,332	2,568	1,000
Appropriated Reserve	-	8,182	-	11,818	11,818
Total Expenditures	\$ 1,170,322	\$ 1,685,843	\$ 1,275,942	\$ 936,374	\$ 944,112

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of Human Services funds expended within the program year	100%	95%	95%
Percent of agencies successfully completing funded goals	87%	90%	90%
Percent of applicants appealing funding decisions	< 2%	< 2%	< 2%
CDBG/Human Services grant applications received	56	69	65
CDBG/Human Services grant recipients awarded	45	54	47
Homeless persons served by funded agencies for services such as shelter, food, case management, supportive, and others	N/A	N/A	3,000
Seniors served by funded agencies for services including day care, counseling, in-home support, and others	N/A	N/A	3,500
Children and youth served by funded agencies for services including child care, counseling, advocacy, gang prevention, after-school care, and others	N/A	N/A	5,000

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
CDBG Administration and
Human Services

➤ **CDBG - Rental Housing Mediation Task Force**

CDBG - Housing Rehabilitation
Loan Program

Redevelopment Agency
Housing Development and
Preservation Program

Long Range Planning and
Special Studies

Development / Environmental
Review

Zoning: Ordinance, Information,
and Enforcement

Design Review and Historic
Preservation

Building Inspection and Code
Enforcement

Records, Archives, and Clerical
Services

Building Counter and Plan
Review



RECENT PROGRAM ACHIEVEMENTS

87% of rental housing dispute cases receiving mediation services were successfully resolved last year.

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 2006

- Successfully mediate 85% of all disputes completing mediation.
- Provide 10 outreach and education presentations to tenants, landlords, and community groups on rental housing rights and responsibilities.
- Provide 2,700 residents with information and mediation services.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	N/A	2,000	35	0	0
Revenues					
Intergovernmental	\$ 61,188	\$ 29,250	\$ 48,247	\$ 42,000	\$ 42,000
Total Revenue	\$ 61,188	\$ 29,250	\$ 48,247	\$ 42,000	\$ 42,000
Expenditures					
Salaries and Benefits	\$ 162,428	\$ 178,039	\$ 152,645	\$ 157,729	\$ 165,846
Supplies and Services	46,938	22,144	46,021	30,354	27,627
Non-Capital Equipment	2,007	4,700	1,617	3,136	3,136
Appropriated Reserve	-	3,000	-	3,000	3,000
Total Expenditures	\$ 211,373	\$ 207,883	\$ 200,283	\$ 194,219	\$ 199,609

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of mediations successfully mediated	87%	89%	85%
Outreach and education presentations	12	10	10
Residents receiving information and mediation services	2,616	2,600	2,700
Percent of disputes resolved by providing information	71%	75%	75%
Average cost to mediate a dispute	N/A	N/A	\$400

COMMUNITY DEVELOPMENT PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Rehabilitated the 31-unit Hotel de Riviera, a residence for low-income, mentally disabled veterans.

CDBG – Housing Rehabilitation Loan Program

(Program No. 2123)

Mission Statement

Finance and facilitate the improvement of housing for low-income homeowners and renters in order to provide safe, desirable and stable living conditions, and enhance neighborhoods.

Program Activities

- Provide loans to improve neighborhoods and assist low-income residents.
- Administer rehabilitation loan funds and portfolio.
- Establish and maintain prudent lending and contracting practices to encourage rehabilitation projects.
- Assist clients in the rehabilitation process.

Key Objectives for Fiscal Year 2006

- Loan and grant at least 95% of available funds, including new Community Development Block Grant (CDBG) loan funds and loan repayments received.
- Correct deficiencies and eliminate lead-based paint hazards in 7 single-family homes owned by low-income households.
- Correct deficiencies and eliminate lead-based paint hazards in 20 apartment units occupied by low-income households.
- Complete construction on single-family rehabilitations within an average of 52 weeks of application approval.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.95	2.00	2.00	2.00	2.00
Hourly Employee Hours	N/A	0	91	0	0
Revenues					
Intergovernmental	\$ 1,234,772	\$ 3,232,736	\$ 2,069,000	\$ 1,893,765	\$ 1,893,765
Total Revenue	\$ 1,234,772	\$ 3,232,736	\$ 2,069,000	\$ 1,893,765	\$ 1,893,765
Expenditures					
Salaries and Benefits	\$ 146,815	\$ 179,083	\$ 147,906	\$ 170,774	\$ 177,326
Supplies and Services	61,166	79,211	67,713	70,800	77,708
Housing Loans and Grants	353,269	1,774,930	1,869,700	1,266,778	1,241,394
Non-Capital Equipment	28,362	4,000	4,000	4,000	4,000
Appropriated Reserve	-	23,035	-	10,000	10,000
Total Expenditures	\$ 589,612	\$ 2,060,259	\$ 2,089,319	\$ 1,522,352	\$ 1,510,428

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of available CDBG loan funds and repayment funds loaned and granted	80%	98%	95%+
Single-family homes rehabilitated	7	7	7
Apartment units rehabilitated	25	25	20
Average number of weeks from application to completion of construction on single-family rehabilitations (excluding plans preparation)	47	46	≤ 52

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
CDBG Administration and
Human Services
CDBG - Rental Housing
Mediation Task Force
CDBG - Housing Rehabilitation
Loan Program

- **Redevelopment Agency**
 - Housing Development and
Preservation Program
 - Long Range Planning and
Special Studies
 - Development / Environmental
Review
 - Zoning: Ordinance, Information,
and Enforcement
 - Design Review and Historic
Preservation
 - Building Inspection and Code
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Review



RECENT PROGRAM ACHIEVEMENTS

The Carrillo Sidewalk Improvement Project is complete. Based on the approved contract amount, the project came in 11.53% under the originally approved construction contract budget.

Redevelopment Agency

(Program Nos. 2125, 2126, 2611, 2711)

Mission Statement

Revitalize the Redevelopment 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 as the principal center of commerce for Santa Barbara's South Coast region and to enhance the Downtown 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 the city.

Key Objectives for Fiscal Year 2006

- 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.
- Extend the Redevelopment Agency's Sunset Date to 2015 by June 1, 2006, based on State legislation passed as part of the State budget approval.
- 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 by March 1, 2006.
- Submit the State Controller's Annual Report by December 31, 2005, and comply with all applicable State rules, regulations, and reporting requirements.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.97	10.77	10.77	10.77	10.77
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Special Assessments	\$ 129,558	\$ -	\$ -	\$ -	\$ -
Market Valuation	(140,763)	-	-	-	-
Interest Income	692,019	725,000	565,000	610,000	610,000
Property Taxes	12,945,066	13,750,000	13,750,000	14,400,000	14,975,000
Interfund Reimbursements	918,291	1,004,488	1,006,103	1,148,173	1,193,073
Rents	24,000	24,000	42,000	48,000	48,000
Other Revenue	1,510	-	200	-	-
General Fund Subsidy	15,585	-	-	-	-
Total Revenue	\$ 14,585,266	\$ 15,503,488	\$ 15,363,303	\$ 16,206,173	\$ 16,826,073
Expenditures					
Salaries and Benefits	\$ 932,018	\$ 1,004,488	\$ 1,005,410	\$ 1,148,173	\$ 1,193,073
Supplies and Services	1,629,579	2,028,566	1,904,953	2,205,429	2,285,436
Special Projects	1,180,713	5,665,179	5,652,339	1,812,500	512,500
Transfers Out	-	2,952	2,952	2,300	2,300
Debt Service	8,259,926	8,300,000	8,300,000	8,250,000	8,250,000
Housing Activity	3,113,554	10,179,972	2,215,125	-	-
Non-Capital Equipment	20,146	30,557	19,241	22,000	27,300
Capital Equipment	7,168	-	-	-	-
Miscellaneous	44,265	11,500	11,500	11,500	11,500
Appropriated Reserve	-	100,000	50,000	100,000	100,000
Total Operating Expenditures	\$ 15,187,369	\$ 27,323,214	\$ 19,161,520	\$ 13,551,902	\$ 12,382,109
Capital Program	122,984	69,412,262	N/A	-	-
Total Expenditures	\$ 15,310,353	\$ 96,735,476	\$ 19,161,520	\$ 13,551,902	\$ 12,382,109
Addition to (Use of) Reserves	\$ (725,087)	\$ (81,231,988)	\$ (3,798,217)	\$ 2,654,271	\$ 4,443,964

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of Agency-budgeted Capital Improvement Projects completed without exceeding original budget by more than 10%	N/A	N/A	75%
Percent of grant funds spent on redevelopment eligible activities and in compliance with grant agreement	N/A	N/A	100%

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
CDBG Administration and Human Services
CDBG - Rental Housing Mediation Task Force
CDBG - Housing Rehabilitation Loan Program

Redevelopment Agency

➤ **Housing Development and Preservation Program**

Long Range Planning and Special Studies

Development / Environmental Review

Zoning: Ordinance, Information, and Enforcement

Design Review and Historic Preservation

Building Inspection and Code Enforcement

Records, Archives, and Clerical Services

Building Counter and Plan Review



RECENT PROGRAM ACHIEVEMENTS

Ground was broken on the 75 unit low-income family rental project at the St. Vincent's site, for which the City's Redevelopment Agency provided a loan of \$8.7 million.

Housing Development and Preservation Program

(Program No. 2127)

Mission Statement

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

Program Activities

- Administer 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 2006

- 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 Federal HOME funding to eligible affordable housing projects within 2 years of receipt.
- Certify compliance of at least 95% of 307 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 City requirements.
- Assure compliance with City requirements for 100% of initial sales, resales, and refinancings of affordable ownership units.

Key Objectives for Fiscal Year 2006 (continued)

- o Process funding request and secure bond and other financing for the Santa Barbara Mental Health Association affordable housing project at 617 Garden Street.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.10	0.85	0.85	0.85	0.85
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Intergovernmental	\$ 706,432	\$ 942,442	\$ 824,946	\$ 782,202	\$ 782,202
Fees and Service Charges	76,849	87,054	87,054	85,800	85,800
Total Revenue	\$ 783,281	\$ 1,029,496	\$ 912,000	\$ 868,002	\$ 868,002
Expenditures					
Salaries and Benefits	\$ 84,668	\$ 87,054	\$ 90,521	\$ 83,817	\$ 86,586
Housing Activity	698,613	359,496	359,496	784,185	781,416
Special Projects	-	582,946	-	-	-
Total Expenditures	\$ 783,281	\$ 1,029,496	\$ 450,017	\$ 868,002	\$ 868,002

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
City and Redevelopment Agency funding committed	\$7,400,000	\$3,500,000	\$3,000,000
Affordable housing units for which financing is committed or density bonus approved	101	50	40
Percent of HOME funds committed within 2 years of receipt	100%	100%	100%
Percent of affordable rental units certified for compliance	98%	98%	95%
Percent of affordable ownership units certified for compliance	98%	98%	95%
Percent of affordable ownership units that are sold or refinanced for which the City has assured compliance	N/A	N/A	100%
Initial sales of new affordable units which Housing Programs staff certified for conformance with housing policies	N/A	N/A	12
Resales of existing affordable units which Housing Programs staff certified for conformance with housing policies	N/A	N/A	9
Refinancings of existing affordable units which Housing Programs staff certified for conformance with housing policies	N/A	N/A	3

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
CDBG Administration and
Human Services
CDBG - Rental Housing
Mediation Task Force
CDBG - Housing Rehabilitation
Loan Program
Redevelopment Agency
Housing Development and
Preservation Program

➤ **Long Range Planning and Special
Studies**

Development / Environmental
Review
Zoning: Ordinance, Information,
and Enforcement
Design Review and Historic
Preservation
Building Inspection and Code
Enforcement
Records, Archives, and Clerical
Services
Building Counter and Plan
Review



RECENT PROGRAM ACHIEVEMENTS

Received State
Certification of the
Housing Element Update
in September 2004; The
Local Coast Plan
Amendment was
adopted and certified
for the Interior
Waterfront in February
2005.

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 existing 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 City Charter goals and growth restrictions, as specified under Section 1508, 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 2006

- Establish and complete General Plan Phase II public participation objectives, i.e., define steering committee, conduct surveys, interviews, prepare newsletters, workshops, etc. by June 30, 2006.
- Select General Plan Environmental Impact Report (EIR) consultant and issue Notice of Preparation by June 30, 2006.
- Define Housing Element implementation approach to commercial and multi-family development standards update, including relationship to General Plan growth scenarios by June 30, 2006.
- Present Jobs Housing Linkage Study to Council by June 30, 2006.
- Present Tenant Protection Ordinance to Council by June 30, 2006.

Key Objectives for Fiscal Year 2006 (continued)

- Present the Reasonable Accommodation Ordinance or functional equivalent to Council by June 30, 2006.
- Participate in Highway 101 in Motion Plan through the Technical Advisory Group and formal public meetings and workshops.
- Present bi-annual Measure E updates to the Planning Commission.
- Prepare bi-annual update data regarding the Congestion Management Plan for the Santa Barbara County Association of Governments.
- Provide an annual Housing Activity report to the State Department of Finance.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	6.74	6.49	6.49	7.64	7.64
Hourly Employee Hours	N/A	0	1,119	0	0
Revenues					
Fees and Services Charges	\$ -	\$ 147,000	\$ 61,000	\$ 100,000	\$ 100,000
General Fund Subsidy	599,406	572,258	630,072	1,292,964	1,389,297
Total Revenue	\$ 599,406	\$ 719,258	\$ 691,072	\$ 1,392,964	\$ 1,489,297
Expenditures					
Salaries and Benefits	\$ 518,771	\$ 588,606	\$ 566,317	\$ 785,818	\$ 822,569
Supplies and Services	80,635	128,652	123,755	602,776	665,228
Non-Capital Equipment	-	2,000	1,000	4,370	1,500
Total Expenditures	\$ 599,406	\$ 719,258	\$ 691,072	\$ 1,392,964	\$ 1,489,297

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
CDBG Administration and
Human Services
CDBG - Rental Housing
Mediation Task Force
CDBG - Housing Rehabilitation
Loan Program
Redevelopment Agency
Housing Development and
Preservation Program
Long Range Planning and
Special Studies

➤ Development / Environmental Review

Zoning: Ordinance, Information,
and Enforcement
Design Review and Historic
Preservation
Building Inspection and Code
Enforcement
Records, Archives, and Clerical
Services
Building Counter and Plan
Review



RECENT PROGRAM ACHIEVEMENTS

Approved 51 affordable units as part of the Santa Barbara Mental Health Association project and approved a 61 unit Single Room Occupancy project for the City Housing Authority.

Development/Environmental Review

(Program No. 2132)

Mission Statement

Manage the development and environmental review process, including 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 Modification Hearings.
- 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).
- 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 2006

- Work with applicants to submit complete applications within the second 30-day review, at least 70% of the time, to improve customer service and reduce workload.
- Encourage at least 50% of 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.
- Present all applications to decision-makers for action within 3 months of exemption, 6 months of negative declaration, and 1 year of an EIR.
- Achieve 75% on-time completion of major milestones 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 updating the Planning Commission staff report template and improving the Consent Calendar process by October 2005, as well as creating an evaluation form for Planning Commission projects.

Key Objectives for Fiscal Year 2006 (continued)

- Present ordinance revisions to the Ordinance Committee to reduce the amount of time spent to review projects while maintaining the quality of the City by June 2006.
- Prepare revisions to staff processes such as simplifying conditions of approval to better manage staff workload by December 2005.
- Identify cost differential between Staff Hearing Officer and Planning Commission review of development projects.
- Use detailed fee information and analysis during the budget process (over the next few fiscal years) to establish a minimum fee recovery of LDT fees of 30%, including a mechanism to keep pace with changing costs.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	13.24	11.69	11.69	11.89	11.89
Hourly Employee Hours	N/A	0	1,705	0	0
Revenues					
Fees and Service Charges	\$ 270,547	\$ 452,394	\$ 307,974	\$ 443,024	\$ 620,805
Other Revenue	116,566	97,442	43,680	-	-
General Fund Subsidy	674,405	758,741	805,831	861,374	747,714
Total Revenue	\$ 1,061,518	\$ 1,308,577	\$ 1,157,485	\$ 1,304,398	\$ 1,368,519
Expenditures					
Salaries and Benefits	\$ 876,313	\$ 1,039,531	\$ 943,665	\$ 1,078,739	\$ 1,140,523
Supplies and Services	178,708	260,257	209,820	221,289	225,744
Special Projects	-	3,050	-	-	-
Non-Capital Equipment	6,497	5,739	4,000	4,370	2,252
Total Expenditures	\$ 1,061,518	\$ 1,308,577	\$ 1,157,485	\$ 1,304,398	\$ 1,368,519

Development/Environmental Review (Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of applications deemed complete within 2 nd DART process	77%	55%	70%
Percent of DART applications that receive PRT	56%	50-55%	50%
Percent of environmental determinations on PC agendas completed within the required timelines	100%	99%	100%
Percent of milestones achieved for City project review	N/A	90%	75%
Development applications submitted, including re-submittals	144	130	130
Pre-application reviews received	50	50	40
Hearings on development projects at Planning Commission	N/A	90	150
Minor work sessions, trainings, and discussion items at Planning Commission	N/A	25	30
Major work sessions, trainings, and discussion items at Planning Commission	N/A	30	30
Minutes and resolutions approved by the Planning Commission within four weeks of PC meetings	70%	70%	80%
Planning Commission appeals	N/A	8	5
Environmental Analyst hours spent on City Projects	1,620.5	750	1,800
Planning staff hours devoted to projects that include affordable housing	1,212	1,500	900
Affordable housing units approved at Planning Commission	N/A	70	35
Value of staff time spent at Planning Commission meetings on development review projects	N/A	N/A	\$20,000

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COMMUNITY DEVELOPMENT PROGRAMS

- Administration
- Economic Development
- CDBG Administration and Human Services
- CDBG - Rental Housing Mediation Task Force
- CDBG - Housing Rehabilitation Loan Program
- Redevelopment Agency
- Housing Development and Preservation Program
- Long Range Planning and Special Studies
- Development / Environmental Review

➤ **Zoning: Ordinance, Information, and Enforcement**

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



RECENT PROGRAM ACHIEVEMENTS

Reduced the Zoning Enforcement case backlog by 84%.

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

- Answer questions from community members 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 zoning and sign complaints and enforce zoning and sign violations.
- Prepare amendments to the Zoning Ordinance and Zone Map as necessary.
- Administer Geographic Information System (GIS) software and data.
- Maintain and update the City's permit tracking database.
- Add functionality to the project tracking database and the GIS system as requested.

Key Objectives for Fiscal Year 2006

- Perform 80% of initial site inspections within 21 days of receipt of the complaint.
- Perform 75% of initial actions (send warning letters or close case) within 10 days of the initial site inspection.
- Complete 65% of initial zoning plan checks within the target timelines.
- Complete 70% of re-submittal zoning plan checks within the target timelines.
- Complete 95% of preliminary plan checks for Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), and Planning Commission (PC) within 3 days of receipt by Zoning staff.

Key Objectives for Fiscal Year 2006 (continued)

- Issue 95% of Zoning Information Reports (ZIRs) within 1 working day of physical inspection.
- Prepare for Council approval a package of Zoning Ordinance amendments that will clarify an assortment of existing regulations by June 30, 2006.
- Participate in three neighborhood clean-up activities, inter-departmental enforcement activities, or similar, as directed by the Neighborhood Improvement Task Force.
- Oversee and coordinate four high priority Community Development Department technology projects, with the assistance of a 0.4 FTE hired under agreement from the Information Systems Division and Department Staff.
- Prepare and present to the Ordinance Committee a draft Property Maintenance Ordinance and a draft ordinance that would allow Police Officers to write parking tickets for vehicles parked on front lawns by June 30, 2006.
- Investigate and adopt new procedures to increase the effectiveness of the enforcement process by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	8.99	9.74	9.74	10.19	10.19
Hourly Employee Hours	N/A	2,000	2,333	2,000	2,000
Revenues					
Fees and Service Charges	\$ 394,435	\$ 367,014	\$ 355,926	\$ 416,450	\$ 445,776
Other Revenue	10,148	9,240	9,240	9,240	9,240
General Fund Subsidy	373,274	534,677	433,296	587,483	596,373
Total Revenue	\$ 777,857	\$ 910,931	\$ 798,462	\$ 1,013,173	\$ 1,051,389
Expenditures					
Salaries and Benefits	\$ 673,843	\$ 787,893	\$ 683,113	\$ 859,590	\$ 899,592
Supplies and Services	101,604	116,448	113,849	129,119	132,047
Special Projects	-	5,000	-	5,000	5,000
Non-Capital Equipment	2,410	1,590	1,500	4,464	1,750
Capital Equipment	-	-	-	15,000	13,000
Total Expenditures	\$ 777,857	\$ 910,931	\$ 798,462	\$ 1,013,173	\$ 1,051,389

Zoning: Ordinance, Information, & Enforcement

(Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of enforcement cases where initial inspections are performed within 21 days of the receipt of the complaint	N/A	N/A	80%
Percent of enforcement cases where a warning letter is sent or the case is closed within 10 days of the initial site inspection	59%	75%	75%
Percent of initial zoning plan checks completed by the target date	59%	60%	65%
Percent of re-submittal zoning plan checks completed by the target date	74%	70%	70%
Percent of preliminary plan checks for ABR, HLC, and PC completed within 3 days of receipt	96%	95%	95%
Percent of ZIRs issued within 1 working day of the inspection	96%	95%	95%
Zoning enforcement cases received	330	426	400
Warning letters sent	N/A	220	200
First citations sent	N/A	64	60
Zoning enforcement cases closed	313	534	350
Zoning plan checks completed – initial review	1,411	1,156	1,250
Zoning plan checks completed – re-submittal	1,037	1,058	1,000
Preliminary plan checks completed	365	296	300
ZIRs prepared	1,053	1,000	950
People served at the Planning and Zoning Counter	N/A	12,000	16,000
Technology-related requests for assistance from staff and the public	N/A	N/A	150
Items heard by the Modification Hearing Officer or Staff Hearing Officer	N/A	N/A	145
Average cost of ZIRs per resident unit	N/A	N/A	\$79

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
CDBG Administration and
Human Services
CDBG - Rental Housing
Mediation Task Force
CDBG - Housing Rehabilitation
Loan Program
Redevelopment Agency
Housing Development and
Preservation Program
Long Range Planning and
Special Studies
Development / Environmental
Review
Zoning: Ordinance, Information,
and Enforcement

➤ **Design Review and Historic
Preservation**

Building Inspection and Code
Enforcement
Records, Archives, and Clerical
Services
Building Counter and Plan
Review



RECENT PROGRAM ACHIEVEMENTS

Completion of the
Demolition Review
Ordinance.

Design Review and Historic Preservation

(Program No. 2134)

Mission Statement

Ensure the design and development of buildings, structures, and signs 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 Sign Committee.
- Review, analyze, 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 Sign Committee agendas, minutes, and noticing.
- Update and prepare guidelines, 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 2006

- Complete 80% of the Master Environmental Assessments (MEAs) on Design Review applications within 20 days of application receipt.
- Present 50% of design review applications (ABR/HLC) to decision makers for review within 30 days of acceptance.
- Present Neighborhood Preservation Ordinance (NPO) and Single Family Residential Design Guidelines to City Council for adoption by June 30, 2006.
- Develop Solar Design Guidelines and present to City Council for adoption by June 30, 2006.
- Implement final recommendations for potential historic resources based on results from the Lower Riviera and Waterfront surveys.
- Present ordinance amendments to reduce the number of projects required to be reviewed by the Architectural Board of Review and Historic Landmarks Commission by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.19	9.24	9.24	9.44	9.44
Hourly Employee Hours	N/A	0	1,875	0	0
Revenues					
Fees and Service Charges	\$ 183,799	\$ 208,346	\$ 222,051	\$ 239,223	\$ 254,436
General Fund Subsidy	550,244	676,771	625,040	639,885	672,669
Total Revenue	\$ 734,043	\$ 885,117	\$ 847,091	\$ 879,108	\$ 927,105
Expenditures					
Salaries and Benefits	\$ 625,064	\$ 694,932	\$ 637,377	\$ 766,147	\$ 810,786
Supplies and Services	106,829	180,480	208,062	111,961	115,217
Special Projects	1,490	9,305	1,000	-	-
Non-Capital Equipment	700	400	652	1,000	1,102
Total Expenditures	\$ 734,083	\$ 885,117	\$ 847,091	\$ 879,108	\$ 927,105

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of MEAs completed within established timelines	N/A	75%	80%
Percent of design review applications presented to decision makers within 30 days of acceptance	N/A	N/A	50%
Design Review applications received	810	860	820
ABR agenda items scheduled	1,302	1,200	1,200
HLC agenda items scheduled	462	402	400
Sign Committee agenda items scheduled	216	180	200
Conforming Sign Review items scheduled	144	80	100
Administrative Staff Review items	238	220	240
Meeting hours of ABR, HLC and Sign Committee	N/A	400	375
Mailed notices prepared for Design Review public hearings	163	225	220
Staff hours assisting the Development and Environmental Review section	330	245	275
Staff hours staffing the Planning and Zoning Counter	1,128	1,000	1,080
Historic Resource Evaluations	N/A	180	225
Staff hours completing Historic Resource Evaluations	314	240	320
Appeals heard by City Council	N/A	2	6
Appeals withdrawn prior to being heard by City Council	N/A	N/A	3
Cost to provide mailed public notices	N/A	N/A	\$27,940

COMMUNITY DEVELOPMENT PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

The timely resolution of code enforcement cases greatly improved in the second quarter of fiscal year 2005 due to procedural changes which resulted in staff meeting their annual target.

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 over 10,100 building inspections each year for compliance with approved plans, design review details, and conditions.
- Perform more than 1,300 investigations and follow-up investigations in response to citizen and other-agency complaints regarding substandard 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 2006

- Respond to 100% of inspection requests on the day scheduled for permitted work.
- Respond to 95% of code enforcement complaints within 5 working days from receipt of complaint.
- Perform 93% Specialty/Commercial plan reviews (electrical, plumbing and mechanical) within 4 working days.
- Identify 240 properties in targeted neighborhoods with building code violations or spot blight conditions and give correction notice to the owners, using the newly created neighborhood Code Enforcement Officer position as part of the Neighborhood Improvement Task Force Program.
- Resolve 85% of code enforcement cases within 8 months from issuance of Notice and Order.
- Make a determination on whether the City should assume building permit jurisdiction for mobile homes in the City of Santa Barbara by June 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	8.95	9.69	9.69	9.69	9.69
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 874,655	\$ 943,731	\$ 928,424	\$ 1,022,151	\$ 1,059,633
Total Revenue	\$ 874,655	\$ 943,731	\$ 928,424	\$ 1,022,151	\$ 1,059,633
Expenditures					
Salaries and Benefits	\$ 748,282	\$ 806,743	\$ 797,946	\$ 878,860	\$ 914,566
Supplies and Services	126,373	136,988	130,478	141,464	143,745
Non-Capital Equipment	-	-	-	1,827	1,322
Total Expenditures	\$ 874,655	\$ 943,731	\$ 928,424	\$ 1,022,151	\$ 1,059,633

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
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	92%	95%	95%
Percent of specialty/commercial plan checks completed within 4 working days	93%	93%	93%
Property owners given notice that their properties have been identified with building code violations or spot blight conditions	N/A	N/A	240
Percent of code enforcement cases closed within 8 months of issuance of Notice and Order	N/A	N/A	85%
Building inspections completed	11,698	12,000	14,440
Code enforcements completed	354	400	400
Specialty/commercial plan reviews completed	610	700	700
Expired permit inspections or site visits performed	502	600	480
Total cost to perform specialty plan reviews	N/A	N/A	\$40,000

COMMUNITY DEVELOPMENT PROGRAMS

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



RECENT PROGRAM ACHIEVEMENTS

Records Staff has recently re-tagged and re-jacketed all oversized plans located in the Archive facility within the six month time frame we set to finish this project.

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 and staff in adherence with State law and City Council policies.

Program Activities

- Provide reception services to the Community Development and Public Works departments, as well as the Pro-Youth Coalition, Redevelopment Agencies, and Fire Plan Check.
- Provide cashiering services to the public for all Land Development transactions.
- Coordinate and provide for the imaging, storage, archival, and review of all Land Development documents, while providing access via the Internet.
- Provide clerical support for Building and Safety administration.

Key Objectives for Fiscal Year 2006

- Respond to 100% of building and planning file document demands within 1 hour of receipt.
- Respond to 100% of commercial plan viewing requests within 48 hours of receipt.
- Ensure 95% of building and planning documents are processed within ten days of receipt.
- Ensure 100% Land Development Team cash receipts are balanced to 100% accuracy on a daily basis.
- Purge, inventory, and re-label all Administration boxes housed at Mackenzie Storage Facility by December 31, 2005.
- Transfer all Airport street and planning files from the Record Center shelves to Mackenzie Storage Facility by September 30, 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	6.80	7.13	7.13	7.13	7.13
Hourly Employee Hours	N/A	0	130	0	0
Revenues					
Fees and Service Charges	\$ 505,990	\$ 548,549	\$ 545,044	\$ 598,159	\$ 619,536
Other Revenue	-	3,518	3,518	1,000	2,000
General Fund Subsidy					
Total Revenue	\$ 505,990	\$ 552,067	\$ 548,562	\$ 599,159	\$ 621,536
Expenditures					
Salaries and Benefits	\$ 408,087	\$ 436,841	\$ 429,005	\$ 479,290	\$ 500,407
Supplies and Services	93,880	106,739	111,222	114,004	115,269
Special Projects	3,278	7,107	7,000	5,000	5,000
Non-Capital Equipment	747	1,380	1,335	865	860
Total Expenditures	\$ 505,992	\$ 552,067	\$ 548,562	\$ 599,159	\$ 621,536

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of requests filled for files delivered within 1 hour of receipt	100%	100%	100%
Percent of viewing request appointments for commercial plans filled within 48 hours of receipt	100%	100%	100%
Percent of documents prepared, scanned, and stored within 10 days of receipt	N/A	N/A	95%
Percent of cash receipts received and in balance with Advantage Cashiering Reports	100%	100%	100%
Document requests processed	9,127	9,150	9,500
Commercial and residential plan viewings	1,058	1,100	1,050
Documents scanned and archived	136,283	145,786	145,000
LDT register transactions	10,462	9,450	10,000
Cost to prepare and enter claims	N/A	N/A	\$4,375

COMMUNITY DEVELOPMENT PROGRAMS

Administration
Economic Development
CDBG Administration and Human Services
CDBG - Rental Housing Mediation Task Force
CDBG - Housing Rehabilitation Loan Program
Redevelopment Agency
Housing Development and Preservation Program
Long Range Planning and Special Studies
Development / Environmental Review
Zoning: Ordinance, Information, and Enforcement
Design Review and Historic Preservation
Building Inspection and Code Enforcement
Records, Archives, and Clerical Services

➤ **Building Counter and Plan Review**



RECENT PROGRAM ACHIEVEMENTS

Introduced new matrix guideline to identify complexity of projects and assign review timelines as appropriate.

Building Counter and Plan Review

(Program No. 2143)

Mission Statement

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

Program Activities

- Review over 2,000 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 1,500 “over-the-counter” building permits each year for various minor projects.
- Review and prepare more than 3,000 building permits each year.
- Prepare and maintain reference materials for public and staff use in both hard copy and electronic formats.
- 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 construction-related issues.

Key Objectives for Fiscal Year 2006

- Complete 70% of building permit Initial Reviews within the promised timelines.
- Complete 70% of building permit Re-submittals and Revisions within the promised timelines.
- Meet with the local Architectural Association at least twice per year to help foster open communication and identify places of concern and satisfaction.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.35	9.68	9.68	10.68	10.68
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 1,331,414	\$ 1,578,917	\$ 1,417,135	\$ 1,757,834	\$ 1,740,723
Other Revenue	2,187	9,691	4,300	9,500	9,500
Total Revenue	\$ 1,333,601	\$ 1,588,608	\$ 1,421,435	\$ 1,767,334	\$ 1,750,223
Expenditures					
Salaries and Benefits	\$ 729,844	\$ 814,270	\$ 833,173	\$ 1,007,692	\$ 1,056,675
Supplies and Services	159,332	296,578	277,472	211,527	209,855
Non-Capital Equipment	534	-	-	2,860	2,860
Indirect Overhead	443,891	427,760	260,790	495,255	430,833
Transfers Out	-	50,000	50,000	50,000	50,000
Total Expenditures	\$ 1,333,601	\$ 1,588,608	\$ 1,421,435	\$ 1,767,334	\$ 1,750,223

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of initial reviews completed within the promised timeline	64%	60%	70%
Percent of re-submittals and revisions completed within the promised timeline	N/A	N/A	70%
Total permits issued	2,921	3,000	3,000
Staff hours devoted to PRT and DART reviews	655	500	500
Plan reviews and re-submittals completed	2,642	3,000	3,000
"Over-the-counter" permits issued at the Building and Safety Counter	1,841	1,900	2,000
New permit applications made to the Building and Safety Division	N/A	3,000	3,000

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DEPARTMENT SUMMARY

Finance

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

About Finance

The Finance Department is responsible for providing financial expertise and guidance to the City Council and departments, managing the City's daily financial operations, and maintaining the financial integrity of the City. The department's major functional areas include accounting, revenue management, budget, payroll, purchasing, and investment management. The department also administers two internal service funds: The Risk Management Fund manages the City's insurance portfolio and self-insured workers' compensation program, and the Duplications and Mail Services Fund operates a full-service print shop and provides mail service to all City departments and facilities.



Fiscal Year 2006 Budget Highlights

The Finance Department will be expanding its revenue audit program beginning next fiscal year. The proposed fiscal years 2006 and 2007 budgets include funding for additional audits of hotels in the city for compliance with the city's Transient Occupancy Tax Ordinance. In addition, Treasury Division staff has recently subscribed to a Franchise Tax Board program that provides data to identify businesses that have not obtained a city business license.

The fiscal year 2006 proposed budget includes funding to replace the business license system to address data retention and reporting capabilities.



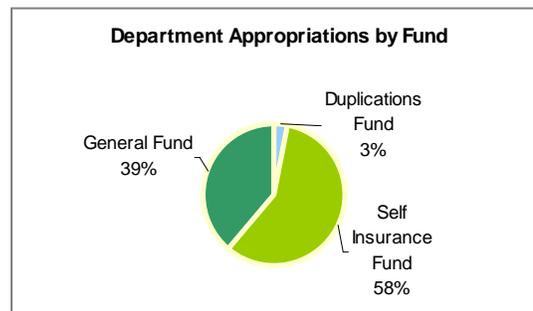
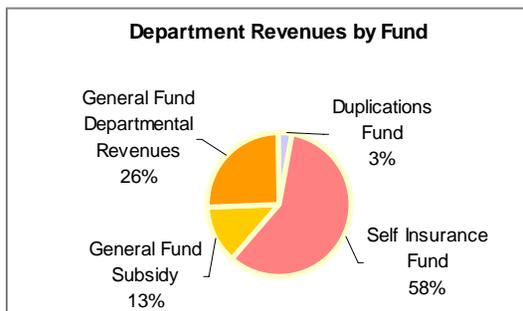
DEPARTMENT SUMMARY

Finance

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	47.00	45.60	46.00	46.00	46.00
Hourly Employee Hours	N/A	490	490	490	490
Revenues					
Fees and Services Charges	\$ 214,792	\$ 233,950	\$ 183,810	\$ 180,000	\$ 175,000
Franchise Fees - Cable	367,582	382,161	326,873	342,618	359,749
Licenses	22,968	2,500	3,000	5,000	5,000
Workers Comp. Premiums	3,374,303	3,370,716	3,370,716	3,747,010	3,875,260
Insurance Premiums	2,554,741	2,650,000	2,650,000	3,235,236	3,271,446
Occup. Safety and Health Fees	217,076	228,744	228,744	253,162	289,917
ACCEL- Return of Premium	1,310,753	190,000	-	-	-
Interest Income	136,532	120,000	155,476	172,000	186,000
Market Valuation	(99,953)	-	-	-	-
Other Revenue	266,154	131,528	131,528	205,063	216,966
Overhead Allocation Recovery	N/A	2,494,760	2,494,760	2,937,516	3,055,018
General Fund Subsidy	3,876,762	1,732,955	1,696,447	1,657,009	1,681,138
Total Department Revenue	\$ 12,241,710	\$ 11,537,314	\$ 11,241,354	\$ 12,734,614	\$ 13,115,494
Expenditures					
Salaries and Benefits	\$ 3,247,381	\$ 3,634,520	\$ 3,577,104	\$ 4,039,331	\$ 4,207,650
Supplies and Services	6,629,457	7,616,906	7,196,697	8,275,839	8,486,095
Special Projects	406,268	407,354	367,873	392,618	389,749
Transfers Out	-	1,368	1,368	1,378	-
Non-Capital Equipment	18,228	14,429	16,608	11,200	15,500
Equipment Capital	-	-	-	2,748	5,000
Tax Expense	13,571	11,500	11,500	11,500	11,500
Total Department Expenditures	\$ 10,314,905	\$ 11,686,077	\$ 11,171,150	\$ 12,734,614	\$ 13,115,494
Addition to (Use of) Reserves	\$ 1,926,805	\$ (148,763)	\$ 70,204	\$ -	\$ -

Department Fund Composition

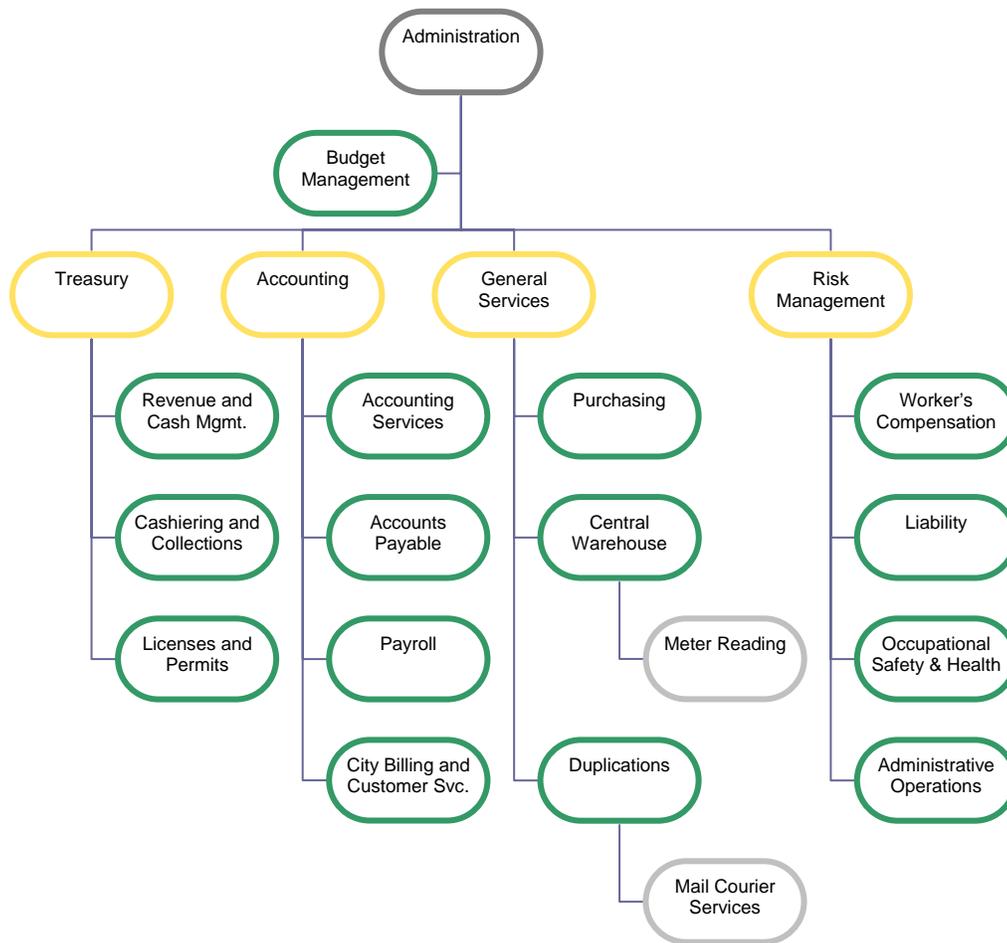




DEPARTMENT SUMMARY

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
Meter Reading
Duplications
Mail Courier Services
Risk Management – Workers’
Compensation
Risk Management – Liability
Risk Management –
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Risk Management –
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RECENT PROGRAM ACHIEVEMENTS

In fiscal year 2005, Administration staff obtained an additional \$1 million funding authorization for the Employee Mortgage Loan Assistance Program (EMLAP) and updated the EMLAP program guidelines.

Administration

(Program No. 1411)

Mission Statement

Provide management and administrative support to Finance programs and provide the City Council and departments with responsive financial information, analysis, and expertise.

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 \$140 million 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 2006

- Ensure that Finance programs meet 75% of program objectives.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.20	1.95	1.95	1.95	1.95
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Franchise Fees - Cable	\$ 367,582	\$ 382,161	\$ 326,873	\$ 342,618	\$ 359,749
Overhead Allocation Recovery	N/A	115,902	115,902	130,324	135,539
General Fund Subsidy	362,193	175,308	185,026	157,688	196,940
Total Revenue	\$ 729,775	\$ 673,371	\$ 627,801	\$ 630,630	\$ 692,228
Expenditures					
Salaries and Benefits	\$ 223,199	\$ 210,816	\$ 211,578	\$ 242,742	\$ 256,956
Supplies and Services	78,705	36,786	47,642	31,770	32,023
Special Projects	402,726	407,165	352,873	342,618	389,749
Non-Capital Equipment	11,574	7,104	4,208	2,000	2,000
Tax Expense	13,571	11,500	11,500	11,500	11,500
Total Expenditures	\$ 729,775	\$ 673,371	\$ 627,801	\$ 630,630	\$ 692,228

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of Finance program objectives met	73.3%	75%	75%
EMLAP loans administered	17	22	28

FINANCE PROGRAMS

Administration

➤ **Revenue & Cash Management**

Cashiering & Collections

Licenses & Permits

Budget Management

Accounting Services

Payroll

Accounts Payable

City Billing & Customer Service

Purchasing

Central Warehouse

Meter Reading

Duplications

Mail Courier Services

Risk Management – Workers'
Compensation

Risk Management – Liability

Risk Management –
Occupational Safety & Health

Risk Management –
Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Implemented an improved cash management process whereby cleared check data is transmitted and posted daily rather than monthly.

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 \$136 million.
- Prepare and present 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.

Objectives for Fiscal Year 2006

- Maintain a minimum average "AA" credit quality for securities in the portfolio.
- Meet or exceed the Local Agency Investment Fund (LAIF) book rate of return on an annual basis.
- Submit 100% of monthly investment reports to City Council within 30 days of month-end.
- On a quarterly basis, review newly issued business licenses for resale permit status; submit findings to State Board of Equalization.
- 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 and Redevelopment Agency that are consistent with investment objectives.
- Provide investment information and data on City's website by September 30, 2005.

Key Objectives for Fiscal Year 2006 (continued)

- Submit annual Statement of Investment Policy by June 30, 2006.
- Prepare comprehensive Investment Policies and Procedures Manual by September 30, 2005.
- Cross-train staff in the banking and investment functions by December 31, 2005.
- Prepare request for proposal for Investment Custodial Services by September 30, 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.05	2.05	2.05	2.55	2.55
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 169,610	\$ 169,610	\$ 198,843	\$ 206,796
General Fund Subsidy	299,141	187,087	159,230	213,195	221,268
Total Revenue	\$ 299,141	\$ 356,697	\$ 328,840	\$ 412,038	\$ 428,064
Expenditures					
Salaries and Benefits	\$ 172,589	\$ 188,529	\$ 182,162	\$ 250,309	\$ 262,046
Supplies and Services	126,552	168,168	146,678	159,029	161,018
Non-Capital Equipment	-	-	-	2,700	5,000
Total Expenditures	\$ 299,141	\$ 356,697	\$ 328,840	\$ 412,038	\$ 428,064

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Credit rating of portfolio holdings	AA	AA	AA
Portfolio book rate of return compared to LAIF	> 1.44	> LAIF	> LAIF
Months in which investment report is submitted within 30 days	12	12	12
Submittals to State Board of Equalization	N/A	N/A	4
Average portfolio balance	\$139 million	\$135 million	\$135 million
Average days to maturity of portfolio	478	478	500
Average daily dollar amount of bank credits	\$977,000	\$1,242,000	\$1,242,000
Average daily dollar amount of bank debits	\$1,006,000	\$1,238,000	\$1,238,000

FINANCE PROGRAMS

Administration
Revenue & Cash Management

➤ **Cashiering & Collections**

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



RECENT PROGRAM ACHIEVEMENTS

Credit card payment option for customers was implemented at City Hall, Library and Police Departments.

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 2006

- Accurately process 99% of treasury receipts on the day received.
- Accurately prepare deposit summary and daily bank deposit with less than 25 correcting entries needed.
- Implement electronic payment capability for selected application(s) by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.50	3.75	3.75	3.75	3.75
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 239,347	\$ 239,347	\$ 261,731	\$ 272,201
Other Revenue	(43)	-	-	-	-
General Fund Subsidy	319,991	31,761	29,309	34,179	34,279
Total Revenue	\$ 319,948	\$ 271,108	\$ 268,656	\$ 295,910	\$ 306,480
Expenditures					
Salaries and Benefits	\$ 283,188	\$ 235,057	\$ 232,250	\$ 257,585	\$ 267,508
Supplies and Services	35,566	35,262	36,406	38,325	38,972
Special Projects	-	189	-	-	-
Non-Capital Equipment	1,194	600	-	-	-
Total Expenditures	\$ 319,948	\$ 271,108	\$ 268,656	\$ 295,910	\$ 306,480

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percentage of treasury receipts processed each day	99%	99.95%	99%
Correcting entries needed	N/A	< 25	< 25
Payments processed at public counter	54,059	55,000	55,000
Utility billing lockbox payments processed	235,689	239,000	230,000
Transient Occupancy Tax (TOT) payments recorded and reconciled monthly	68	67	68
Utility Users Tax (UUT) payments recorded and reconciled monthly	130	128	130
Petty cash audits performed	55	33	33

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Risk Management – Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Completed five Transient Occupancy Tax audits in fiscal year 2005.

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 billing and collection of Transient Occupancy Tax, Parking and Business Improvement Area (PIA) assessments, Old Town and Downtown Business Improvement District assessments and Fire Inspection fees.
- Process delinquency notices and initiate collection efforts for past due accounts.
- Process and issue over 13,000 City licenses and permits.
- Process applications for exemption from Utility Users Tax on water billings and coordinate with other utilities for this exemption.
- Review outside sources and publications to identify unlicensed businesses.

Key Objectives for Fiscal Year 2006

- Locate 100 unlicensed businesses as a result of the field inspection program.
- Locate 300 unlicensed businesses using periodicals, Franchise Tax Board, and State Board of Equalization sources.
- Evaluate Business License Software package(s) for improved billing and reporting options by September 30, 2005.
- Complete 5 Transient Occupancy Tax (TOT) audits.
- Present fee recommendations for issuing miscellaneous licenses and permits to City Council April 15, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.20	4.45	4.45	4.45	4.45
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Licenses	\$ 22,968	\$ 2,500	\$ 3,000	\$ 5,000	\$ 5,000
Fees and Service Charges	6,441	-	-	-	-
Overhead Allocation Recovery	N/A	79,183	79,183	88,427	91,964
Other Revenue	342	-	-	-	-
General Fund Subsidy	284,412	296,032	297,550	385,405	347,971
Total Revenue	\$ 314,163	\$ 377,715	\$ 379,733	\$ 478,832	\$ 444,935
Expenditures					
Salaries and Benefits	\$ 237,347	\$ 295,848	\$ 299,785	\$ 329,925	\$ 344,792
Supplies and Services	76,816	81,267	79,948	98,907	100,143
Special Projects	-	-	-	50,000	-
Non-Capital Equipment	-	600	-	-	-
Total Expenditures	\$ 314,163	\$ 377,715	\$ 379,733	\$ 478,832	\$ 444,935

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
New businesses located from field inspection	154	100	100
New businesses located from reference sources	N/A	175	300
New business licenses issued	1,969	1,900	1,900
Business license renewals	10,879	10,200	10,600
Business license delinquency notices	2,540	2,550	2,650
Percent of business licenses paid by due date	77%	75%	75%
Assessment district billings	3,216	4,000	4,000
Assessment district delinquency notices	774	1,000	1,000
Percent of PBIA assessments paid by due date	76%	75%	75%
Percent of accounts sent to collections	2%	2%	2%

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RECENT PROGRAM ACHIEVEMENTS

Received the Government Finance Officers Association Distinguished Budget Award for the FY 2005 Adopted Budget, reflecting production of a document that achieves national program criteria.

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 providing support to departments, analysis of department budget requests, and public presentation of the recommended budget.
- Project non-departmental revenue estimates and 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 implementing the annual budget throughout the fiscal year.
- Publish the City's Two-Year Financial Plan and Annual Budget and the Budget-at-a-Glance, including CD-ROM and posting on the City's web site.

Key Objectives for Fiscal Year 2006

- Complete 80% of all budget journal entries to record Council-approved budget amendments within 7 working days of approval.
- Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award.
- Project General Fund non-departmental revenues within a 2% margin in relation to mid-year projections.
- Submit the FY 2007 Proposed Mid-Cycle Budget to Council and City Clerk by due date.
- Post the FY 2007 Proposed Mid-Cycle Budget on the Internet within 5 days following filing date.
- Produce the FY 2006-07 Two-Year Financial Plan within 30 days after prior year-end.
- Ensure that policy reserves are calculated each year.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.85	2.80	2.80	2.80	2.80
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 186,833	\$ 186,833	\$ 234,507	\$ 243,887
General Fund Subsidy	370,221	195,328	195,070	191,464	199,853
Total Revenue	\$ 370,221	\$ 382,161	\$ 381,903	\$ 425,971	\$ 443,740
Expenditures					
Salaries and Benefits	\$ 306,635	\$ 305,145	\$ 306,397	\$ 346,284	\$ 362,833
Supplies and Services	63,160	77,016	75,506	77,687	78,907
Non-Capital Equipment	426	-	-	2,000	2,000
Total Expenditures	\$ 370,221	\$ 382,161	\$ 381,903	\$ 425,971	\$ 443,740

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of budget journal entries completed within 7 days	60%	85%	85%
Consecutive GFOA Distinguished Budget Awards / Number of submissions for award	4 / 4	5 / 5	6 / 6
Number of budget adjustments	N/A	130	130
Days to produce the adopted budget document after fiscal year-end	95	30	30
Days to post the proposed budget to Internet	0	5	5

FINANCE PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Published an interactive version of the City's Comprehensive Annual Financial Report (CAFR) on the Finance Internet web page for the first time.

Accounting Services

(Program No. 1431)

Mission Statement

Maintain and ensure the integrity of the City's financial records and audits and report financial information to Council, the public, and 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 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 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 2006

- Compile, produced, and issue the annual Comprehensive Annual Financial Reports (CAFRs) for the City and the Redevelopment Agency within 150 days of fiscal year-end.
- Receive an unqualified audit opinion for the annual financial statement audit.
- Receive Government Finance Officers Association (GFOA) and California Municipal Finance Officers (CSMFO) awards for achievement in financial reporting for the City's CAFR.
- Complete 92% of monthly bank reconciliations within 30 days of receiving bank statements.
- Complete 92% of general ledger monthly closings within 5 working days of month-end.
- Complete and submit 91% of monthly interim financial reports to City Council within 45 days of month-end.
- Reduce the number of bound copies of the RDA and City CAFRs printed for distribution by 25% by issuing electronic versions of the reports (via CD, email, or Internet access).
- Complete and file the required annual disclosure reports for all debt issues prior to February 15.

Key Objectives for Fiscal Year 2006 (continued)

- Publish City and RDA CAFRs on the City's Internet web page within 7 days of presentation to City Council.
- Complete infrastructure asset capitalization by June 30, 2006, as required by GASB 34.
- Conduct at least one training workshop for employees to improve their knowledge of analyzing financial data and/or financial reporting.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.20	2.85	2.85	2.20	2.20
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 213,958	\$ 213,958	\$ 229,958	\$ 239,157
General Fund Subsidy	262,317	161,100	199,813	150,627	160,450
Total Revenue	\$ 262,317	\$ 375,058	\$ 413,771	\$ 380,585	\$ 399,607
Expenditures					
Salaries and Benefits	\$ 129,714	\$ 254,122	\$ 272,697	\$ 257,431	\$ 273,028
Supplies and Services	131,527	120,936	126,074	120,154	121,579
Special Projects	-	-	15,000	-	-
Non-Capital Equipment	1,076	-	-	3,000	5,000
Total Expenditures	\$ 262,317	\$ 375,058	\$ 413,771	\$ 380,585	\$ 399,607

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Days after June 30 to issue City and RDA CAFRs	148	146	150
Unqualified audit opinions	1	1	1
Awards for achievement in financial reporting	1	2	2
Percent of bank statements completed within 30 days	17%	92%	92%
Percent of general ledger closings completed within 5 working days of month-end	N/A	92%	92%
Percent of interim reports submitted to Council within 45 days	N/A	N/A	91%
Audit adjustments required by independent auditor	3	2	3
Journal entries posted	N/A	N/A	480
Bound copies of the CAFR distributed	N/A	N/A	135
Electronic copies of the CAFR distributed	N/A	N/A	45

FINANCE PROGRAMS

Administration
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Accounting Services

➤ **Payroll**

Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Meter Reading
Duplications
Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Direct Deposit form improved and added to Intranet. Separate Family Sick Leave/Sick Leave calculations modified and added to pay stubs. Social Security Numbers eliminated from 6 department reports.

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 2006

- Process and pay payroll accurately and timely 99.9% of the time.
- Achieve a 94% accuracy rate of submitted timesheets during the fiscal year.
- Reconcile 60% of insurance billings within 30 days of receipt from company.
- Audit and, if necessary, update 52 of 92 payroll reports to improve effectiveness and usefulness of reports.
- Determine the feasibility and cost effectiveness of using electronic timesheets for citywide payroll timecard entry.

Key Objectives for Fiscal Year 2006 (continued)

- Implement two new automated procedures as requested by employees in the February 2004 payroll survey.
- Prepare 2005 W-2 forms for distribution by January 17, 2006.
- Reconcile all payroll tax and liability accounts and adjust the general ledger as necessary by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.45	2.45	2.45	2.45	2.45
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 115,048	\$ 115,048	\$ 156,225	\$ 162,474
General Fund Subsidy	319,465	255,786	248,289	232,304	242,244
Total Revenue	\$ 319,465	\$ 370,834	\$ 363,337	\$ 388,529	\$ 404,718
Expenditures					
Salaries and Benefits	\$ 173,600	\$ 186,617	\$ 179,101	\$ 200,137	\$ 211,101
Supplies and Services	145,865	184,217	184,236	188,392	193,617
Total Expenditures	\$ 319,465	\$ 370,834	\$ 363,337	\$ 388,529	\$ 404,718

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Accuracy rate of timesheet data entry	99.92%	99.91%	99.9%
Accuracy rate of timecards submitted by departments	N/A	95%	94%
Percent of insurance billings balanced within 30 days	N/A	N/A	60%
Dollar value of benefits and withholding accounts reconciled bi-weekly per payroll staff member	\$2,836,000	\$3,200,000	\$3,300,000
City employees per payroll staff	770	653	655
Program cost per paycheck issued	\$7.80	\$8.65	\$8.75
Program cost per timesheet processed	N/A	N/A	\$8.50
W-2's issued annually	2,032	2,072	2,100
Percent of staff hours worked per quarter	N/A	83.5%	85%

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➤ **Accounts Payable**

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Risk Management – Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Accounts Payable dataset was updated to change primary payment address to vendor selection address. Annual 1099-MISC forms were printed and distributed on January 11, 2005.

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.
- Perform daily 'Positive Pay' check disbursement reports to the bank.

Key Objectives for Fiscal Year 2006

- Issue 99% of vendor payments within 2 working days of receipt of claim for payment.
- Issue 99% of payments error free to vendors.
- Audit and, if necessary, update 5 additional accounts payable reports to improve effectiveness and usefulness of reports.
- Complete an audit/analysis of accounts payable processing and procedures to determine the potential for enhancements, and implement enhancement findings by working with the Information Systems Division.
- Prepare 2005 1099-MISC forms for distribution by January 17, 2006.
- Develop and conduct an accounts payable departmental user training survey to determine City-wide training needs and provide training.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.75	1.75	1.75	1.75	1.75
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 115,198	\$ 115,198	\$ 114,470	\$ 119,049
General Fund Subsidy	188,713	76,240	78,513	91,284	93,823
Total Revenue	\$ 188,713	\$ 191,438	\$ 193,711	\$ 205,754	\$ 212,872
Expenditures					
Salaries and Benefits	\$ 112,368	\$ 120,187	\$ 118,961	\$ 130,398	\$ 135,670
Supplies and Services	76,345	71,251	74,750	75,356	77,202
Total Expenditures	\$ 188,713	\$ 191,438	\$ 193,711	\$ 205,754	\$ 212,872

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of payments issued within 2 working days after receipt of claim	N/A	100%	99%
Percent of payments issued error free to vendors	N/A	99.5%	99%
Invoices processed	N/A	58,600	59,000
Program cost per payment issued	\$7.39	\$8.25	\$8.50
Percentage of available discounts taken by departments	28.18%	15.3%	15%
Percentage of discounts taken by A/P staff	63.06%	60.85%	62%
Total value of discounts available	N/A	N/A	\$9,200
Total value of discounts utilized	N/A	N/A	\$7,000

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➤ **City Billing & Customer Service**

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Risk Management – Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Successfully conducted a customer satisfaction survey and learned that 95% of our customers expressed an overall positive experience when dealing with our office.

City Billing & Customer Service

(Program No. 1434)

Mission Statement

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

Program Activities

- Prepare and mail annually approximately 360,000 consolidated utility bills 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 10,000 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 2006

- Issue 90% of refunds due on closed water accounts within 30 days.
- Accurately input 95% newly created auto-payment account information for utility billing and harbor slip customers.
- Notify Extraordinary Water use applicants of credit determination within 45 days of application's receipt.
- Complete an analysis of Extraordinary Water Use applications received and quantify the financial impact of the credits granted.
- Assess the number and dollar amount of delinquent customer accounts sent to our collection agency and perform analysis of the recovered dollar amount.
- Develop a tracking method for monitoring Utility Billing accuracy by February 28, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.60	3.60	3.60	3.75	3.75
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 559,653	\$ 559,653	\$ 607,061	\$ 631,343
General Fund Subsidy	517,123	-	-	-	-
Total Revenue	\$ 517,123	\$ 559,653	\$ 559,653	\$ 607,061	\$ 631,343
Expenditures					
Salaries and Benefits	\$ 206,790	\$ 252,745	\$ 257,958	\$ 291,556	\$ 302,118
Supplies and Services	310,087	306,881	278,861	288,612	292,871
Special Projects	246	-	-	-	-
Total Expenditures	\$ 517,123	\$ 559,626	\$ 536,819	\$ 580,168	\$ 594,989

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percentage of water refunds issued within 30 days of account being closed	N/A	90%	90%
Accuracy rate of customer account auto-payment data entry	N/A	95%	95%
Percent of Extraordinary Water Use applicants notified of credit determination within 45 days of receipt	N/A	N/A	95%
Bills issued monthly	32,111	32,000	31,980
Cost per bill issued	\$1.33	\$1.42	\$1.63
Service orders prepared monthly	1,062	1,088	1,000
Phone calls received from customers monthly	2,288	2,350	2,600
Customers on automatic pay including utility bills and harbor slips	3,977	4,400	4,300

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➤ Purchasing

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RECENT PROGRAM ACHIEVEMENTS

Purchasing staff bid 84% of Blanket Purchase Orders exceeding \$50,000 to ensure that the City was receiving competitively priced services and materials.

Purchasing

(Program No. 1441)

Mission Statement

Competitively purchase quality goods and services that meet department specifications in a timely and cost effective manner in accordance with the Municipal Code.

Program Activities

- Prepare Quick Quote, Bid, and Proposal packages, and advertise and solicit for competitive bids to supply goods, materials and services to meet the City's needs.
- Utilize State contracts for cooperative purchases when State goods and materials meet department specifications and needs.
- Routinely review warehouse stock for quantity re-order levels and adjust as appropriate.
- Dispose of surplus City property.

Key Objectives for Fiscal Year 2006

- Re-bid 85% of Blanket Purchase Orders over \$50,000 to ensure that the City is receiving competitively priced services and materials.
- Process informal requests into purchase orders within an average of 30 calendar days.
- Process formal requests into purchase orders within an average of 75 calendar days.
- Achieve an 80% customer satisfaction rating for purchasing operations.
- Evaluate Purchasing Code revisions to determine if raising the bid thresholds would be efficient.
- Provide a purchasing training workshop to employees as part of the City's Learning for Excellence an Achievement Program (LEAP) through quarterly orientations and an annual course.
- Develop a computerized "Bidder's List."

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.75	4.75	4.75	4.75	4.75
Hourly Employee Hours	N/A	300	300	300	300
Revenues					
Overhead Allocation Recovery	N/A	\$ 230,894	\$ 230,894	\$ 361,587	\$ 376,051
General Fund Subsidy	327,368	278,118	247,294	200,306	193,985
Total Revenue	\$ 327,368	\$ 509,012	\$ 478,188	\$ 561,893	\$ 570,036
Expenditures					
Salaries and Benefits	\$ 257,801	\$ 430,654	\$ 402,231	\$ 473,425	\$ 477,134
Supplies and Services	69,567	78,358	75,957	85,720	87,902
Equipment Capital	-	-	-	2,748	5,000
Total Expenditures	\$ 327,368	\$ 509,012	\$ 478,188	\$ 561,893	\$ 570,036

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of Blanket Purchase Orders over \$50,000 re-bid	0%	85%	85%
Days to process informal requisitions into purchase orders	N/A	N/A	30
Days to process formal requisitions into purchase orders	N/A	N/A	75
Customer satisfaction rating for Purchasing Services	N/A	N/A	80%
Purchase Orders (all categories) issued, including change orders	6,151	6,300	5,000
Cash Purchase Orders (CPO) issued for routine services and supplies under \$500	1,368	1,850	550
Purchase Orders (PO) issued for routine services and supplies over \$500	1,955	1,800	1,800
Blanket Purchase Orders (BPO) issued for ordinary services and supplies	1,383	1,200	1,200
Purchase Orders (PS) issued for Professional Services	297	350	350
Change Orders (CO) issued	1,148	1,150	1,150
Request for Proposals/Qualifications (RFPs/RFQs) advertised	7	8	8
Bids for Ordinary Services and/or Materials	N/A	90	90
Average Purchase Orders processed per Buyer (3 Buyers)	1,947	2,100	1,675

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➤ **Central Warehouse**

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RECENT PROGRAM ACHIEVEMENTS

All inventory shelves were labeled with stock numbers, product description, and assigned an aisle number.

Central Warehouse

(Program No. 1442)

Mission Statement

Competitively purchase inventory and issue quality goods that meet department specifications in support of routine and emergency City operations, and dispose of City surplus in accordance with the Municipal Code.

Program Activities

- Prepare Quick Quote, Bid and Proposal packages, advertise and solicit for competitive bids to supply goods, materials and services to meet the City's needs.
- Utilize State contracts for cooperative purchases when State goods and materials meet department specifications and needs.
- Routinely review warehouse stock for quantity re-order levels and adjust as appropriate.
- Dispose of surplus City property.

Key Objectives for Fiscal Year 2006

- Maintain the accuracy of the monthly inventory count within 2%.
- Process and fill 98% of issue requisitions within the promised timeframe.
- Complete monthly inventory within 1 working day.
- Evaluate the impact, feasibility, and cost savings of direct shipments of custodial supplies by vendors to City facilities.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.55	1.65	1.65	1.65	1.65
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 90,991	\$ 90,991	\$ 105,389	\$ 109,604
General Fund Subsidy	226,486	45,484	46,796	38,754	41,848
Total Revenue	\$ 226,486	\$ 136,475	\$ 137,787	\$ 144,143	\$ 151,452
Expenditures					
Salaries and Benefits	\$ 194,743	\$ 103,581	\$ 104,753	\$ 112,180	\$ 118,775
Supplies and Services	28,447	32,894	33,034	31,963	32,677
Special Projects	3,296	-	-	-	-
Total Expenditures	\$ 226,486	\$ 136,475	\$ 137,787	\$ 144,143	\$ 151,452

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Accuracy percentage of monthly inventory	N/A	N/A	98%
Issue requisitions processed within the promised timeframe	N/A	98%	98%
Monthly inventories completed within 1 working day	N/A	10	10

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➤ Meter Reading

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RECENT PROGRAM ACHIEVEMENTS

All meter locations have been updated in the FMS system to help meter readers and customers to locate water meters easily.

Meter Reading

(Program No. 1443)

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 2006

- Respond to 100% of service orders within 1 working day.
- Maintain a 99.9% or better meter reading accuracy rate.
- Read 100% of water meters according to an approved schedule, monthly.
- Achieve 80% satisfaction rate for water meter reading services from customer satisfaction survey.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.60	5.65	5.65	5.65	5.65
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Overhead Allocation Recovery	N/A	\$ 378,143	\$ 378,143	\$ 448,994	\$ 466,953
General Fund Subsidy	399,332	30,738	32,391	-	-
Total Revenue	\$ 399,332	\$ 408,881	\$ 410,534	\$ 448,994	\$ 466,953
Expenditures					
Salaries and Benefits	\$ 355,275	\$ 360,556	\$ 360,207	\$ 381,729	\$ 394,551
Supplies and Services	44,057	48,325	50,327	55,961	57,233
Total Expenditures	\$ 399,332	\$ 408,881	\$ 410,534	\$ 437,690	\$ 451,784

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of service calls responded to within 1 working day	100%	100%	100%
Accuracy rate of meters read	99%	99%	99.9%
Percent of meters read according to schedule	100%	100%	100%
Satisfaction rating of customers	N/A	N/A	80%
Percent of missed reads completed within two working days	100%	100%	100%
Return visits for missed reads annually	N/A	800	800
Meters turned off for non-payment	1,078	1,200	1,200
Meters read annually	310,680	310,680	312,660
Meters read per month per meter reader	N/A	5,178	5,211
Cost per meter read	N/A	N/A	\$12.30

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➤ **Duplications**

Mail Courier Services
Risk Management – Workers' Compensation
Risk Management – Liability
Risk Management – Occupational Safety & Health
Risk Management – Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Processed a high percentage of orders in-house reducing the time between ordering and completion as well as cost effective means for our customers.

Duplications

(Program No. 1451)

Mission Statement

Provide quality, full-service printing, copying, and post-press services through a combination of both in-house and contract resources in a timely, confidential, and cost-effective manner.

Program Activities

- Provide typesetting, design, and layout services.
- Produce brochures, flyers, forms, manuals, and stationery for all city departments.
- Perform finishing operations such as folding, collating, stapling, drilling, and binding.
- Write specifications for printing orders sent to outside vendors.
- Prepare cost estimates and bill departments for services provided.
- Print utility billings and prepare them for mailing.
- Review informational brochure outlining services provided by Duplications and update as necessary.

Key Objectives for Fiscal Year 2006

- Process at least 97% of service requests in-house to ensure effective utilization of duplicating staff.
- Complete 95% of printing and copying orders within the promised timeframe.
- Update the fiscal year 2007 fee schedule for duplicating services by June 15, 2006.
- Implement service improvements for duplicating services based on comments received from a customer satisfaction survey.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.10	2.00	2.00	2.00	2.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 208,351	\$ 233,950	\$ 183,810	\$ 180,000	\$ 175,000
Other Revenue	66,132	64,658	64,658	117,558	127,727
Total Revenue	\$ 274,483	\$ 298,608	\$ 248,468	\$ 297,558	\$ 302,727
Expenditures					
Salaries and Benefits	\$ 147,860	\$ 144,175	\$ 144,529	\$ 158,738	\$ 164,654
Supplies and Services	174,130	154,680	132,306	138,820	138,073
Total Expenditures	\$ 321,990	\$ 298,855	\$ 276,835	\$ 297,558	\$ 302,727
Addition to (Use of) Reserves	\$ (47,507)	\$ (247)	\$ (28,367)	\$ -	\$ -

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of service requests processed in-house	98%	97%	97%
Percent of printing and copying orders completed within promised timeframe	96%	95%	95%
Average cost per black and white copy (single-sided / double-sided)	\$ 0.03 / 0.06	\$ 0.03 / 0.06	\$ 0.03 / 0.06
Average cost per color copy (single-sided / double-sided)	\$ 0.30 / 0.60	\$ 0.30 / 0.60	\$ 0.30 / 0.60
Average days to complete service orders	2.9	3.0	3
Duplications service requests and total number of copies	1,729/ 2,400,000	1,400/ 1,700,000	1,400/ 2,000,000
Utility billing mailings and total number of pieces processed	850/ 402,687	725/ 412,000	720/ 410,000

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➤ **Mail Courier Services**

- Risk Management – Workers' Compensation
- Risk Management – Liability
- Risk Management – Occupational Safety & Health
- Risk Management – Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Increased the number of presorted mail sent, increasing the financial savings to the City.

Mail Courier Services

(Program No. 1452)

Mission Statement

Collect and distribute U.S. Postal Service and interdepartmental mail to all City departments for efficiency, convenience, and savings realized through bulk and presort mail rates.

Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail from the U.S. Post Office twice daily.
- Provide interoffice mail courier service to City offices and selected outside agencies.
- Process outgoing U.S.P.S. mail daily, utilizing pre-sort standards on mail qualifying for discount rates.
- Review informational brochure outlining mail courier services and update as necessary.

Key Objectives for Fiscal Year 2006

- Send 85% of outgoing U.S.P.S. mail at the discounted presort rate.
- Provide mail courier services according to an approved mail service schedule 98% of the time.
- Track savings to the City through the use of other delivery services (UPS).
- Complete an evaluation of the effectiveness of merging the Mail Courier Services program with the Warehouse program.
- Implement service improvements for mail courier services based on comments received from a customer satisfaction service survey.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.00	1.10	1.10	1.10	1.10
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Other Revenue	\$ 59,846	\$ 66,870	\$ 66,870	\$ 87,505	\$ 89,239
Total Revenue	\$ 59,846	\$ 66,870	\$ 66,870	\$ 87,505	\$ 89,239
Expenditures					
Salaries and Benefits	\$ 30,140	\$ 49,405	\$ 52,507	\$ 59,699	\$ 63,868
Supplies and Services	12,468	17,465	17,897	27,806	25,371
Total Expenditures	\$ 42,608	\$ 66,870	\$ 70,404	\$ 87,505	\$ 89,239

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of mail processed at presort rates	75%	83%	85%
Percent of mail stops completed	98%	99%	98%
Pieces of outgoing U.S.P.S. mail processed	516,757	650,000	650,000
Pieces of interoffice mail and correspondence	26,430	26,000	25,000
Dollar savings to City using presort mailings	\$13,407	\$25,000	\$24,000
Labor cost per piece of outgoing U.S.P.S. mail	\$0.07	\$0.05	\$0.10

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➤ **Risk Management – Workers’
Compensation**

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



RECENT PROGRAM ACHIEVEMENTS

TBA Reduced medical costs paid by 54%.
Reduced indemnity claim costs by over \$300,000. Closed 215 claims. Reduced excess insurance premium by 30% over 2 fiscal years.

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 2006

- Conduct semi-annual claim reviews with the four departments with the highest claim frequency during fiscal year 2005 and annually with the remaining departments.
- Increase the use of modified work duty to 625 days.
- Complete the investigation on 50% of the industrial injuries with lost time within 45 days of knowledge.
- Complete contract audit of Third Party Administrator by December 31, 2005.
- Conduct two Risk Awareness classes for the LEAP Program by June 30, 2006.

Key Objectives for Fiscal Year 2006 (continued)

- o Ensure that claim administrator sends loss data to nationwide public entity statistical clearinghouse to participate in national benchmarking effort by June 30, 2006.
- o Complete the evaluation on the merits of implementing a Medical Panel Network.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.75	1.55	1.55	1.55	1.55
Hourly Employee Hours	N/A	80	80	80	80
Revenues					
Workers Compensation Premium:	\$ 3,374,303	\$ 3,370,716	\$ 3,370,716	\$ 3,747,010	\$ 3,875,260
Other Revenue	126,148	-	-	-	-
Total Revenue	\$ 3,500,451	\$ 3,370,716	\$ 3,370,716	\$ 3,747,010	\$ 3,875,260
Expenditures					
Salaries and Benefits	\$ 161,083	\$ 158,084	\$ 158,355	\$ 151,434	\$ 157,120
Supplies and Services	2,704,815	3,276,782	3,182,248	3,595,576	3,718,140
Transfers Out	-	1,368	1,368	-	-
Non-Capital Equipment	957	1,500	600	-	-
Total Expenditures	\$ 2,866,855	\$ 3,437,734	\$ 3,342,571	\$ 3,747,010	\$ 3,875,260
Addition to (Use of) Reserves	\$ 633,596	\$ (67,018)	\$ 28,145	\$ -	\$ -

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Review of open claims conducted with the department	N/A	8	17
Temporary Total Disability days not paid	N/A	600	625
Percent of industrial injuries, with lost work time, investigated within 45 days of knowledge	59%	50%	50%
Total annual claim costs (paid and reserved)	\$1,630,328	\$1,280,000	\$1,319,513
Annual gross amount of medical costs billed (all open claims)	\$2,387,244	\$2,100,000	\$2,252,867
Annual gross medical amount of costs paid (all open claims)	\$915,471	\$1,250,000	\$969,818
Annual cost of professional medical bill review services (all open claims)	\$114,597	\$101,000	\$102,654
Claims filed	193	205	195
Open claims all years at fiscal year end	238	225	214
Litigation Ratio (active litigated claims/number of open claims; all years)	N/A	20%	20%
Percent of claims filed without lost time	44%	40%	45%
Percent of eligible industrial injury employees on modified duty	76%	65%	70%

FINANCE PROGRAMS

Administration
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
Accounting Services
Payroll
Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Meter Reading
Duplications
Mail Courier Services
Risk Management – Workers’
Compensation
➤ Risk Management – Liability
Risk Management –
Occupational Safety & Health
Risk Management –
Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

The number of claims filed and costs incurred decreased from fiscal year 2003 to fiscal year 2004. The number of City vehicle accidents and costs incurred for City related vehicle accidents also decreased during the same period.

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 2006

- Complete 90% of claim investigations within 45 days.
- Route 90% of public hazard concerns to appropriate department within 2 working days.
- Reduce preventable fleet collisions from 71 (FY 04) to 67.
- Conduct two departmental workplace security assessments and implement recommendations.
- Conduct two Risk Management classes for the LEAP program by June 30, 2006.
- Ensure that claim administrator sends loss data to nationwide public entity claim statistic clearinghouse by June 30, 2006 to participate in benchmarking study.
- Update fleet liability Illness Prevention Program sections by March 31, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.30	1.10	1.10	1.10	1.10
Hourly Employee Hours	N/A	80	80	80	80
Revenues					
Liability Insurance Premiums	\$ 766,050	\$ 1,224,163	\$ 1,224,163	\$ 1,560,366	\$ 1,562,694
ACCEL- Return of Premium	16,140	-	-	-	-
Other Revenue	13,710	-	-	-	-
Total Revenue	\$ 795,900	\$ 1,224,163	\$ 1,224,163	\$ 1,560,366	\$ 1,562,694
Expenditures					
Salaries and Benefits	\$ 110,898	\$ 125,989	\$ 124,976	\$ 121,530	\$ 126,384
Supplies and Services	368,092	1,199,898	1,132,317	1,437,458	1,436,310
Transfers Out	-	-	-	1,378	-
Non-Capital Equipment	1,989	1,625	600	-	-
Total Expenditures	\$ 480,979	\$ 1,327,512	\$ 1,257,893	\$ 1,560,366	\$ 1,562,694
Addition to (Use of) Reserves	\$ 314,921	\$ (103,349)	\$ (33,730)	\$ -	\$ -

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percentage of claims acted upon within 45 days of receipt	90%	90%	90%
Percentage of public hazard complaints routed to appropriate departments, within 2 working days of receipt	N/A	N/A	90%
Preventable City vehicle collisions	N/A	N/A	67
Liability claims filed during the quarter	156	170	160
Total current open claims	N/A	100	100
Total annual claim costs paid	N/A	\$75,000	\$75,000
Percent of annual claims filed resulting in litigation	N/A	10%	10%
Percent of open claims litigated (all years)	13%	18%	15%
Percentage of claims closed within 11 months of filing	93%	85%	85%
Loss prevention class attendees, including Defensive Driver Classes	336	170	210
Reported vehicle incidents	139	130	130
Percent of vehicle collisions resulting in claims	9%	10%	10%
Amount paid for preventable accidents	N/A	\$30,000	\$30,000

FINANCE PROGRAMS

Administration
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
Accounting Services
Payroll
Accounts Payable
City Billing & Customer Service
Purchasing
Central Warehouse
Meter Reading
Duplications
Mail Courier Services
Risk Management – Workers’
Compensation
Risk Management – Liability
➤ Risk Management –
Occupational Safety & Health
Risk Management –
Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Loss work days reduced by 15% in fiscal year 2005. Conducted a citywide facility safety inspection.

Occupational Safety & Health

(Program No. 1463)

Mission Statement

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

Program Activities

- Review and update the Injury and Illness Prevention Program (IIPP) to conform with 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.
- Conduct a job safety analysis for job classifications with most frequent work injuries.
- Respond to hazards and safety concerns identified by employees.
- Provide loss data for monthly and annual reports.
- Conduct departmental safety audits for program compliance.
- Identify job task hazards that cause the most frequent work injuries and recommend corrective actions.
- Maintain network of internal occupational safety and health trainers.

Key Objectives for Fiscal Year 2006

- Reduce occupational injuries by 5%.
- Maintain compliance with state and federal Occupational Safety and Health Association (OSHA) mandates.
- Conduct two departmental safety audits to examine loss prevention management and organization.
- Conduct Fall Protection Training.
- Coordinate department facility safety inspection to identify potential physical hazards.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.30	1.70	1.70	1.70	1.70
Hourly Employee Hours	N/A	30	30	30	30
Revenues					
Occupational Health and Safety F	\$ 217,076	\$ 228,744	\$ 228,744	\$ 253,162	\$ 289,917
Total Revenue	\$ 217,076	\$ 228,744	\$ 228,744	\$ 253,162	\$ 289,917
Expenditures					
Salaries and Benefits	\$ 61,045	\$ 121,818	\$ 76,465	\$ 170,482	\$ 180,259
Supplies and Services	39,850	126,046	80,861	82,680	109,658
Non-Capital Equipment	261	1,500	10,600	-	-
Total Expenditures	\$ 101,156	\$ 249,364	\$ 167,926	\$ 253,162	\$ 289,917

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Occupational injury claims filed	N/A	205	195
Percent compliance with state and federal OSHA mandates	N/A	< 100%	<100%
Employees attending Injury and Illness Prevention Program training sessions	1,000	1,000	1,000
Ergonomic evaluations conducted	40	15	20
Safety audits conducted	0	2	2
Loss work days due to occupational injuries	3,596	3,300	3,000
Occupational Safety Trainers	130	94	94

FINANCE PROGRAMS

Administration
Revenue & Cash Management
Cashiering & Collections
Licenses & Permits
Budget Management
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Purchasing
Central Warehouse
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Duplications
Mail Courier Services
Risk Management – Workers'
Compensation
Risk Management – Liability
Risk Management –
Occupational Safety & Health
➤ Risk Management –
Administrative Operations



RECENT PROGRAM ACHIEVEMENTS

Created on-line work
injury reporting.
Updated the Risk cost
allocation plan.

Administrative Operations

(Program No. 1464)

Mission Statement

Manage Risk Management division programs and assist operating departments to assess exposures to loss.

Program Activities

- Create and maintain 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 2006

- Ensure completion of 80% of Risk Management Division program objectives.
- Compile and distribute monthly and annual loss data reports to operating departments.
- Create on-demand workers' compensation and liability loss run reports for operating departments.
- Convert Risk Management Access training database to new Learning Management System by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.85	0.85	0.85	0.85	0.85
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Interest Income	\$ 136,532	\$ 120,000	\$ 155,476	\$ 172,000	\$ 186,000
Market Valuation	(99,953)	-	-	-	-
Property Insurance Allocation	1,788,691	1,425,837	1,425,837	1,674,870	1,708,752
ACCEL- Return of Premium	1,294,613	190,000	-	-	-
Other Revenue	19	-	-	-	-
Total Revenue	\$ 3,119,902	\$ 1,735,837	\$ 1,581,313	\$ 1,846,870	\$ 1,894,752
Expenditures					
Salaries and Benefits	\$ 83,106	\$ 91,192	\$ 92,192	\$ 103,747	\$ 108,853
Supplies and Services	2,143,408	1,600,674	1,441,649	1,741,623	1,784,399
Non-Capital Equipment	751	1,500	600	1,500	1,500
Total Expenditures	\$ 2,227,265	\$ 1,693,366	\$ 1,534,441	\$ 1,846,870	\$ 1,894,752
Addition to (Use of) Reserves	\$ 892,637	\$ 42,471	\$ 46,872	\$ -	\$ -

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of division objectives accomplished	N/A	80%	80%
Loss data reports	N/A	13	13
Dollar value of property damage and workers' compensation expenses recovered from negligent third parties	\$100,000	\$100,000	\$100,000
Total cost of risk as percentage of total City operating and capital expenditures	3%	3%	3%
Public hazard concerns received	72	72	70

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DEPARTMENT SUMMARY

Fire

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

About Fire

The Fire Department is responsible for the protection of Santa Barbara from fire and a long list of natural and man-made catastrophes. The Fire Department has provided continuous, uninterrupted service for over 123 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 2006 Budget Highlights

With the delivery of the new Squad-Rescue Vehicle, the Department will be certified as a Type 1 Urban Search and Rescue Team by the State Office of Emergency Services. The certification is based on an extensive equipment inventory, acquired with 2 federal grants, and a rigorous training curriculum.





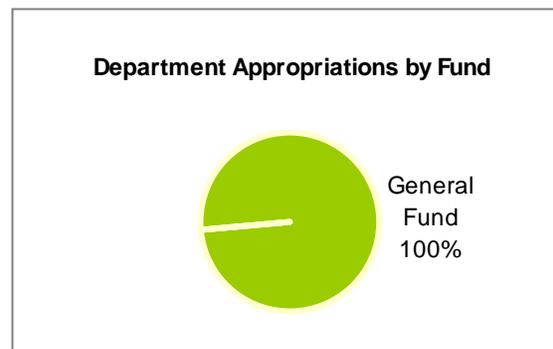
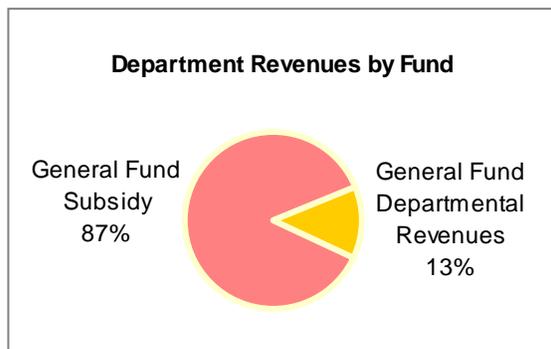
DEPARTMENT SUMMARY

Fire

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	113.00	112.00	112.00	112.00	112.00
Hourly Employee Hours	N/A	1,040	1,040	1,016	1,016
Revenues					
Interfund Reimbursements	\$ 1,153,893	\$ 1,352,461	\$ 1,392,461	\$ 1,466,631	\$ 1,546,418
Fees and Service Charges	79,106	187,379	128,785	215,246	225,365
Grants	55,000	60,000	121,199	-	-
Miscellaneous	4,456	15,000	12,150	152,664	152,664
Mutual Aid Reimbursements	418,265	343,416	390,683	257,900	257,900
Prop. 172 Sales Tax	-	-	-	133,600	139,000
General Fund Subsidy	13,247,240	14,312,840	13,923,961	15,212,264	16,007,853
Total Department Revenue	\$ 14,957,960	\$ 16,271,096	\$ 15,969,239	\$ 17,438,305	\$ 18,329,200
Expenditures					
Salaries and Benefits	\$ 13,037,573	\$ 14,367,959	\$ 14,053,359	\$ 15,398,428	\$ 16,265,465
Supplies and Services	1,758,703	1,809,196	1,816,229	1,954,918	1,978,776
Special Projects	81,331	5,455	3,585	-	-
Non-Capital Equipment	80,353	88,486	96,066	84,959	84,959
Total Department Expenditures	\$ 14,957,960	\$ 16,271,096	\$ 15,969,239	\$ 17,438,305	\$ 18,329,200

Department Fund Composition

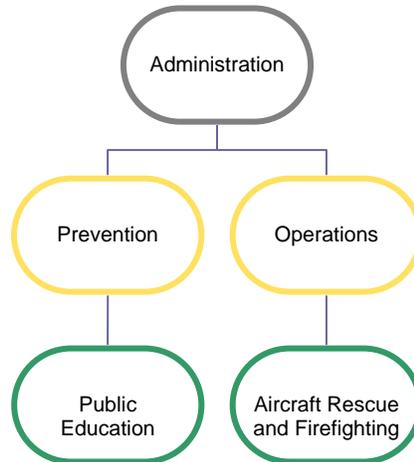




DEPARTMENT SUMMARY

Fire

Program Organizational Chart



FIRE PROGRAMS

- Administration
 - Fire Prevention
 - Public Education
 - Operations
 - Aircraft Rescue and Firefighting (ARFF)



RECENT PROGRAM ACHIEVEMENTS

The Department of Homeland Security awarded the Fire Department a \$272,861 grant for firefighter safety equipment.

Administration

(Program No. 3111)

Mission Statement

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

Program Activities

- Provide administrative direction 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.

Key Objectives for Fiscal Year 2006

- Ensure that at least 80% of the department's program objectives are accomplished.
- Stabilize time lost due to injury at 8,000 or fewer hours.
- Submit 90% of invoices to the U.S. Forest Service within 15 working days of completion of mutual aid assignment.
- Maintain annual fire loss (\$) at or below average of previous 3 years.
- Complete the design of the Station 1 Remodel Project.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.00	7.00	7.00	6.00	6.00
Hourly Employee Hours	N/A	1,040	1,040	1,016	1,016
Revenues					
Prop. 172 Sales Tax	\$ -	\$ -	\$ -	\$ 133,600	\$ 139,000
Interfund Reimbursement	95,141	80,206	100,765	89,409	92,137
General Fund Subsidy	481,184	766,201	710,241	555,144	580,868
Total Revenue	\$ 576,325	\$ 846,407	\$ 811,006	\$ 778,153	\$ 812,005
Expenditures					
Salaries and Benefits	\$ 512,640	\$ 756,561	\$ 722,440	\$ 686,555	\$ 718,705
Supplies and Services	63,685	89,846	88,566	91,598	93,300
Total Expenditures	\$ 576,325	\$ 846,407	\$ 811,006	\$ 778,153	\$ 812,005

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of department program objectives accomplished	69%	75%	80%
Hours lost due to injury	7,125	5,500	8,000
Mutual aid reimbursements	\$418,265	\$390,683	\$257,900
Percent of invoices generated within 15 working days of completion of mutual aid assignment	95%	93%	90%
Annual fire loss	\$778,374	\$1,500,000	\$1,086,113

FIRE PROGRAMS

- Administration
- **Fire Prevention**
- Public Education
- Operations
- Aircraft Rescue and Firefighting (ARFF)



RECENT PROGRAM ACHIEVEMENTS

With Council adoption in April, implementation of the Wildland Fire Plan began. The program is designed to mitigate the impact of wildfire in the community.

Fire Prevention

(Program No. 3121)

Mission Statement

Protect life, property and the environment from fire, hazardous materials, and disasters through proactive code enforcement, modern fire prevention methods, fire and arson investigation, and progressive public safety education.

Program Activities

- Participate in the Community Development Land Development Team (LDT).
- Conduct life safety inspections of hazardous materials facilities.
- Conduct fire and arson investigations.
- Conduct state mandated licensed facility inspections.
- Reduce the impact of wildland fire in the community through hazard reduction, public education, and code enforcement.
- Conduct fire code enforcement compliance inspections.
- Oversee fire prevention at the Airport in compliance with the Federal Aviation Administration regulations.
- Oversee Business Self-Inspection Program (BSIP).

Key Objectives for Fiscal Year 2006

- Complete 95% of the 137 Hazardous Materials Facility inspections within the prescribed 3 year cycle.
- Complete 95% of 133 State Mandated Licensed Facility Inspections within the prescribed schedule.
- Conduct 95% of new construction-related inspections within two working days of initial request.
- Complete 90% of all plan reviews submitted to the Community Development Department within the time allotted.
- Determine cause of 80% of fires investigated within the City.
- Respond to 95% of code enforcement complaints within 5 working days from receipt of complaint.
- Attend 80% of all joint LDT meetings for Development Application Review Team (DART) and Pre-Application Review Team (PRT) submittals.
- Resolve 85% of code enforcement cases within 3 months of case.
- Complete 7 miles of vegetation road clearance.
- Identify funding to implement the Wildland Fire Plan and implement a benefit assessment district, if approved.
- Complete abatement of the fire hazard issues on Loma Alta.
- Complete abatement of fire hazards at Deluxe Trailer Park.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	10.00	9.00	9.00	9.00	9.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 76,990	\$ 170,200	\$ 116,785	\$ 198,067	\$ 208,186
State Grants	55,000	-	-	-	-
Miscellaneous	300	-	-	-	-
General Fund Subsidy	1,003,174	999,473	967,493	1,037,558	1,087,434
Total Revenue	\$ 1,135,464	\$ 1,169,673	\$ 1,084,278	\$ 1,235,625	\$ 1,295,620
Expenditures					
Salaries and Benefits	\$ 885,990	\$ 981,055	\$ 910,107	\$ 1,044,388	\$ 1,102,241
Supplies and Services	165,018	183,393	171,421	186,012	188,154
Special Projects	81,331	-	-	-	-
Non-Capital Equipment	3,125	5,225	2,750	5,225	5,225
Total Expenditures	\$ 1,135,464	\$ 1,169,673	\$ 1,084,278	\$ 1,235,625	\$ 1,295,620

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of 137 Hazardous Materials Facilities inspected within prescribed 3 year cycle	86%	98%	95%
Percent of 133 State Mandated Licensed Facility inspections completed annually	56%	95%	95%
Title 19 inspections conducted	N/A	137	137
New construction-related inspections	N/A	400	400
Percent of new construction-related inspections conducted within 2 working days of request	100%	98%	95%
Plan reviews conducted	N/A	1,200	1,200
Percent of plan reviews completed within time allotted	99%	95%	90%
Fire investigations conducted	N/A	90	100
Percent of causes determined of fires investigated	91%	84%	80%
Code enforcement complaints received	N/A	70	70
Enforcement cases resolved	N/A	60	60
Percent of code enforcement complaints receiving initial response within five working days	92%	95%	95%
Percent of enforcements resolved within 3 months of initiation	92%	95%	95%
LDT meetings attended	N/A	360	288
Percent of joint LDT meetings attended	N/A	N/A	80%
Average cost to provide PRT/DRT review per project	N/A	N/A	\$576
Miles of road vegetation clearance	N/A	7	7
Average cost per mile of road vegetation clearance	N/A	N/A	\$2,700
High Fire Hazard Area Public Education contacts	N/A	6,500	6,500

FIRE PROGRAMS

Administration
Fire Prevention

➤ **Public Education**

Operations
Aircraft Rescue and Firefighting (ARFF)



RECENT PROGRAM ACHIEVEMENTS

Providing CERT Training in the high-risk, Spanish speaking community in collaboration with SBPD. Two trainings provided to: Milagros de La Ladera Apartments and Guadalupe Church.

Public Education

(Program No. 3122)

Mission Statement

Reduce injuries and loss of life and property by offering a comprehensive progressive fire and life safety education program to the community.

Program Activities

- Provide a variety of safety programs with age appropriate curriculums to school age children.
- Conduct Community Emergency Response Team (CERT) training.
- Target safety education to identified high-risk populations, including seniors, children, Spanish-speakers, and persons with disabilities.
- Collaborate with other emergency service providers to give comprehensive life safety information to the community.
- Provide business owners with the latest fire prevention and disaster mitigation information.
- Offer public education programs to the community in a variety of mediums in both English and Spanish.

Key Objectives for Fiscal Year 2006

- Achieve 90% of fire safety class participants reporting improved safety skills.
- Target 50% of public education programs at high-risk individuals.
- Achieve 90% of CERT class participants reporting improved disaster preparedness skills.
- Achieve 75% of Fire Safety House Program participants reporting that children shared fire safety information learned with their families.
- Coordinate and participate in the "Teaming up for Safety" Safety Fair.
- Implement bicycle helmet safety program and secure on-going funding.
- Develop Wildland Fire Prevention Program public education component and present program to homeowners.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Miscellaneous	\$ 1,330	\$ -	\$ 1,150	\$ -	\$ -
General Fund Subsidy	99,273	117,311	117,628	120,633	123,721
Total Revenue	\$ 100,603	\$ 117,311	\$ 118,778	\$ 120,633	\$ 123,721
Expenditures					
Salaries and Benefits	\$ 76,457	\$ 81,820	\$ 84,401	\$ 85,277	\$ 88,168
Supplies and Services	24,146	35,491	34,377	35,356	35,553
Total Expenditures	\$ 100,603	\$ 117,311	\$ 118,778	\$ 120,633	\$ 123,721

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of fire safety participants that reported improved safety skills	N/A	90%	90%
Percent of public education programs reaching high-risk individuals	N/A	35%	50%
Percent of CERT participants that reported improved disaster preparedness skills	N/A	90%	90%
Percent of Fire Safety House participants that reported they shared fire safety information with family members	N/A	75%	75%
Public Education presentations	305	320	275
Individuals reached through public safety programs	N/A	10,000	10,000
High-risk individuals reached through public safety programs	N/A	N/A	5,000
Students participating in the Fire Safety House programs	1,075	1,000	1,000
Community Emergency Response Team (CERT) Trainings	3	3	3
Fire Safety House cost per participant	N/A	N/A	\$16.66

FIRE PROGRAMS

Administration
Fire Prevention
Public Education

➤ **Operations**
Aircraft Rescue and Firefighting (ARFF)



RECENT PROGRAM ACHIEVEMENTS

The department completed the upgrade of our secondary radio frequency (Green 2) with the assistance of Public Works Electronic Maintenance staff.

Operations

(Program No. 3131)

Mission Statement

Save and protect lives, property, and the environment of the Santa Barbara community by preventing the impact of future events through proactive planning, public education, and occupancy fire code inspections.

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 and 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 2006

- Ensure an average response time for all emergencies within jurisdiction in 4 minutes or less from unit receipt of alarm.
- Contain 90% of all structure fires to area or room of origin.
- Conduct an Engine Company level Fire and Safety Inspection on 95% of business and residential occupancies as required once during designated two year periods.
- Conduct 90% of prevention re-inspections within three weeks of initial inspection.
- Ensure staff attends 17,500 hours of training to reduce injuries and improve performance.
- Provide 100% of all required and mandated training class to department personnel each calendar year.
- Provide 1,000 staff hours of public education annually.
- Achieve Type 1 certification (highest level) for the Urban Search and Rescue Vehicle from the State Office of Emergency Services.

Financial and Staffing Information

	Actual	Amended	Projected	Adopted	Proposed
	FY 2004	FY 2005	FY 2005	FY 2006	FY 2007
Authorized Positions	88.00	85.20	85.20	86.20	86.20
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 2,116	\$ 17,179	\$ 12,000	\$ 17,179	\$ 17,179
Mutual Aid Reimbursements	418,265	343,416	390,683	257,900	257,900
Grants	-	60,000	121,199	-	-
Miscellaneous	2,826	15,000	11,000	152,664	152,664
General Fund Subsidy	11,663,609	12,429,855	12,128,599	13,498,929	14,215,830
Total Revenue	\$ 12,086,816	\$ 12,865,450	\$ 12,663,481	\$ 13,926,672	\$ 14,643,573
Expenditures					
Salaries and Benefits	\$ 10,513,833	\$ 11,284,796	\$ 11,053,243	\$ 12,214,037	\$ 12,911,186
Supplies and Services	1,495,755	1,491,938	1,513,337	1,632,901	1,652,653
Special Projects	-	5,455	3,585	-	-
Non-Capital Equipment	77,228	83,261	93,316	79,734	79,734
Total Expenditures	\$ 12,086,816	\$ 12,865,450	\$ 12,663,481	\$ 13,926,672	\$ 14,643,573

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Average response time for calls for service	N/A	N/A	≤ 4 min.
Percent of fires that do not extend from area of origin	92%	95%	90%
Percent of business and residential occupancies inspected on a 2-year cycle	94%	35%	95%
Percent of re-inspections conducted on notices of violation within 3 weeks of initial inspection	90%	90%	90%
Total hours of safety training	18,392	16,462	17,500
Total percent of training sessions completed	100%	100%	100%
Staff hours utilized presenting public education	1,424	1,000	1,000
Medical emergency calls received	4,529	4,438	4,458
Fire calls received	283	334	329
Hazardous condition calls received	465	530	488
Miscellaneous calls received	1,608	1,726	1,658
Engine Company fire and safety inspections	N/A	750	1,067
Revenue for engine company inspections	N/A	N/A	\$87,535

FIRE PROGRAMS

Administration
Fire Prevention
Public Education
Operations

➤ Aircraft Rescue and Firefighting
(ARFF)



RECENT PROGRAM ACHIEVEMENTS

All 27 ARFF trained personnel will now receive structured, supervised training in conjunction with their annual FAA Live Burn certification, exceeding FAA minimum requirements.

Aircraft Rescue and Firefighting (ARFF)

(Program No. 3141)

Mission Statement

Save and protect lives, property, and the environment at the City of Santa Barbara Airport by preventing the impact of future events through proactive planning, public education and occupancy fire code inspections.

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.
- Receive reimbursements from the Airport Fund for all costs of the Aircraft Rescue and Firefighting (ARFF) Program.

Key Objectives for Fiscal Year 2006

- Respond to 100% of all emergencies on the aircraft operational area (AOA) within 3 minutes.
- Ensure that 100% of ARFF-certified personnel reach mandated training goals during each quarter and calendar year per FAA standards.
- Complete 95% of assigned building and fuel handling inspections annually.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.00	9.80	9.80	9.80	9.80
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Interfund Reimbursement	\$ 1,058,752	\$ 1,272,255	\$ 1,291,696	\$ 1,377,222	\$ 1,454,281
Total Revenue	\$ 1,058,752	\$ 1,272,255	\$ 1,291,696	\$ 1,377,222	\$ 1,454,281
Expenditures					
Salaries and Benefits	\$ 1,048,653	\$ 1,263,727	\$ 1,283,168	\$ 1,368,171	\$ 1,445,165
Supplies and Services	10,099	8,528	8,528	9,051	9,116
Total Expenditures	\$ 1,058,752	\$ 1,272,255	\$ 1,291,696	\$ 1,377,222	\$ 1,454,281

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of emergency responses on the aircraft operational area under 3 minutes	100%	100%	100%
Percent of mandated training classes attended	100%	100%	100%
Percent of assigned building and fuel handling inspections completed	104%	100%	95%
Emergency responses in aircraft operational area (AOA)	26	34	26
Building and fuel handling inspections	87	68	67

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DEPARTMENT SUMMARY

Library

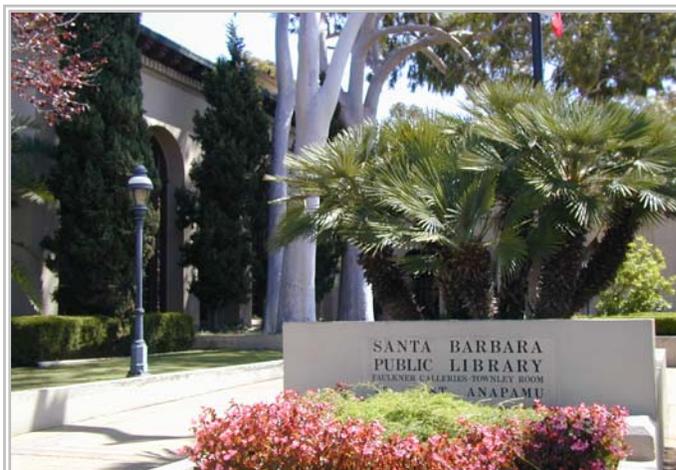
Provide information services, reading materials, and educational resources to residents of all ages from the Santa Ynez Valley to Carpinteria.

About the Library

The Library Department is responsible for providing a full range of contemporary library services to over 228,140 residents of southern Santa Barbara County. The largest components of the department are areas of public service at the Central and branch libraries, including circulation, reference, youth services, periodicals and reserve materials.

Additional activities in support of direct service include an adult literacy program, interlibrary loan and borrowing, 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 automated computer system, Internet stations and website, and maintenance and repair of library facilities.

Branches of the Santa Barbara Public Library System outside the City of Santa Barbara are owned and funded by the County of Santa Barbara and administered under an agreement with the City.



Fiscal Year 2006 Budget Highlights

Funding for Library programs, staffing, collections, and services remains at a status quo level for fiscal year 2006, allowing for continued acquisition of print and non-print materials, a full range of children's programs and story times, reading-readiness for children and literacy tutoring for adults, and online access to the library catalog and information databases. Donations from individuals and Friends of the Library groups will provide wireless Internet access at each Library facility. In partnership with other tri-county Libraries, the Santa Barbara Public Library System will emphasize outreach to schools, assistance to teachers, and homework help for students in fiscal year 2006.



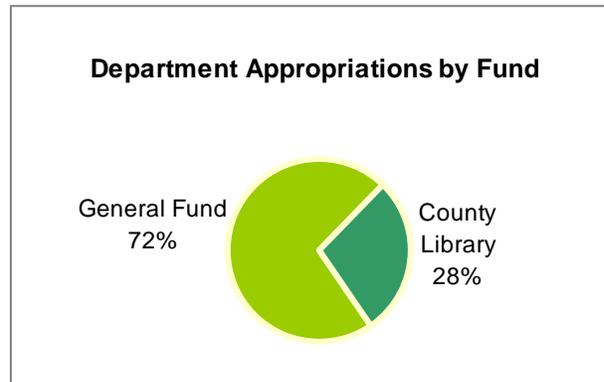
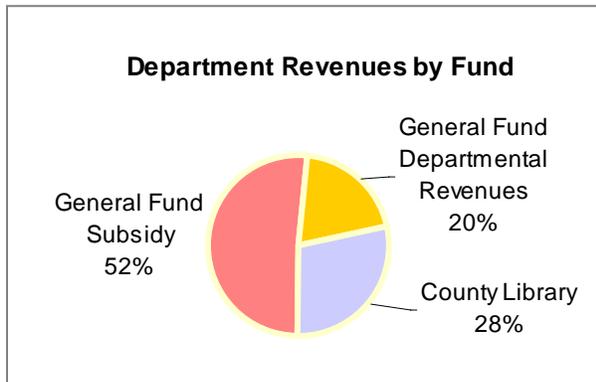
DEPARTMENT SUMMARY

Library

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	49.25	48.25	48.25	48.25	48.25
Hourly Employee Hours	N/A	54,428	54,428	52,052	52,052
Revenues					
Fees and Service Charges	\$ 1,633,017	\$ 1,771,222	\$ 1,770,802	\$ 1,875,235	\$ 1,904,786
Library Fines	302,152	265,500	267,500	286,724	285,557
Rents	13,870	13,000	15,000	18,000	20,000
Intergovernmental	101,578	133,015	132,793	122,682	127,682
Library Gift Funds	317,774	250,000	250,000	207,838	210,000
Donations	66,754	62,500	62,500	66,500	66,500
Other Revenue	14,699	3,000	28,000	16,500	18,500
Transfers In	374,180	76,650	76,650	230,000	233,852
General Fund Subsidy	2,454,979	2,937,113	2,895,916	3,047,859	3,118,241
Total Department Revenue	\$ 5,279,003	\$ 5,512,000	\$ 5,499,161	\$ 5,871,338	\$ 5,985,118
Expenditures					
Salaries and Benefits	\$ 3,591,422	\$ 3,852,385	\$ 3,843,658	\$ 4,212,238	\$ 4,350,015
Supplies and Services	1,135,466	1,240,101	1,311,671	1,257,652	1,268,865
Capital Equipment	573,443	640,331	564,574	401,448	401,448
Total Department Expenditures	\$ 5,300,331	\$ 5,732,817	\$ 5,719,903	\$ 5,871,338	\$ 6,020,328
Addition to (Use of) Reserves	\$ (21,328)	\$ (220,817)	\$ (220,742)	\$ -	\$ (35,210)

Department Fund Composition

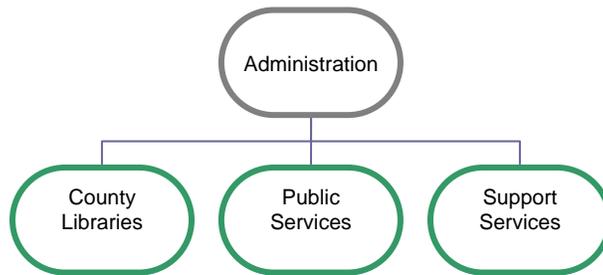




DEPARTMENT SUMMARY

Library

Program Organizational Chart



PROGRAMS & SERVICES

LIBRARY PROGRAMS

- Administration
- Public Services
- Support Services
- County Libraries



RECENT PROGRAM ACHIEVEMENTS

Established LEAP VIP (Very Informed Person) resource lending program for City and County employees.

Administration

(Program No. 5111)

Mission Statement

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

Program Activities

- Direct program and staff providing library services to 228,140 residents of southern Santa Barbara County.
- Prepare budget, payroll, correspondence, public relations materials, reports, documents, accounts, and purchase orders.
- Coordinate the volunteer program.
- 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 90 local organizations and over 25,000 residents annually.

Key Objectives for Fiscal Year 2006

- Ensure accomplishment of at least 75% of department program objectives.
- Increase the number of residents using Central and Eastside meeting rooms to 30,000.
- Design and conduct a survey to measure use of library services by elementary school teachers and determine unmet needs.
- Manage budget preparation and oversee revenues and expenditures to ensure expenditures are within budget.
- Conduct annual Santa Barbara Reads program to promote reading and increase awareness of all library services.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.00	3.00	3.00	3.00	3.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 87,168	\$ 98,635	\$ 98,635	\$ 148,159	\$ 152,126
Other Revenue	83	-	-	-	-
General Fund Subsidy	201,807	197,375	200,513	191,750	201,874
Total Revenue	\$ 289,058	\$ 296,010	\$ 299,148	\$ 339,909	\$ 354,000
Expenditures					
Salaries and Benefits	\$ 281,073	\$ 287,449	\$ 290,587	\$ 330,767	\$ 344,839
Supplies and Services	7,985	8,561	8,561	9,142	9,161
Total Expenditures	\$ 289,058	\$ 296,010	\$ 299,148	\$ 339,909	\$ 354,000

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of department program objectives met	70%	78%	75%
Residents using meeting rooms	29,205	29,745	30,000
State and local government expenditure per capita for library services for City residents	\$36.41	\$35.94	\$35.25
State and local government expenditure per capita for library services for County service area residents	\$7.63	\$8.80	\$9.05

LIBRARY PROGRAMS

- Administration
- **Public Services**
- Support Services
- County Libraries



RECENT PROGRAM ACHIEVEMENTS

Installed new public access computers with a net gain of six workstations and increased functionality in response to public requests.

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, movies 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 reserve materials.
- Maintain the library's website, providing remote access to information about library services, and to the library's online catalog and information databases.
- Provide Bookmobile service to locations on Santa Barbara's Westside and Lower Westside.

Key Objectives for Fiscal Year 2006

- Maintain a level of 120,000 reference contacts with the City's residents.
- Maintain a circulation total of at least 700,000 items checked out from City libraries.
- Increase the number of visits to the library's website by 3%.
- Maintain at least 29,000 contacts with City youth (under 18 years of age).
- Create and maintain Library website resources supporting local book discussion groups.
- Investigate and make a determination on the desirability of adding receipt printers to check out stations to improve service to the public.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	22.70	21.70	21.70	21.70	21.70
Hourly Employee Hours	N/A	25,224	25,224	22,968	22,968
Revenues					
Fees and Service Charges	\$ 521,568	\$ 549,606	\$ 549,606	\$ 561,490	\$ 587,074
Library Fines	140,546	133,000	135,000	143,000	145,685
Rents	13,870	13,000	15,000	18,000	20,000
State PLF Grant	61,113	60,609	60,609	54,409	59,409
Library Gift Funds	317,774	250,000	250,000	207,838	210,000
Other Revenue	14,616	3,000	28,000	16,500	18,500
General Fund Subsidy	1,006,189	1,255,603	1,224,897	1,340,326	1,366,025
Total Revenue	\$ 2,075,676	\$ 2,264,818	\$ 2,263,112	\$ 2,341,563	\$ 2,406,693
Expenditures					
Salaries and Benefits	\$ 1,606,231	\$ 1,731,291	\$ 1,730,177	\$ 1,911,134	\$ 1,975,633
Supplies and Services	124,108	104,770	104,935	98,981	99,612
Equipment Capital	345,337	428,757	428,000	331,448	331,448
Total Expenditures	\$ 2,075,676	\$ 2,264,818	\$ 2,263,112	\$ 2,341,563	\$ 2,406,693

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Reference contacts with City residents	131,209	127,000	120,000
Items checked out	790,732	776,500	770,000
Visits to Library website	450,851	520,550	536,000
Contacts with City youth	28,399	28,685	29,000
Circulation per capita for City residents	8.83	8.6	8.6
Reference questions answered at City libraries	115,910	108,846	106,000
Public computer sessions in City libraries	N/A	158,447	161,000
Users receiving information technology training	15,299	13,252	14,000
Subscription database searches (SBPL systems)	N/A	N/A	95,000
Visits to Central and Eastside libraries	660,509	637,984	645,000
Percent of City residents that are active registered borrowers	37.22%	37.25%	37.25%
Cost to circulate an item	N/A	N/A	\$.80

LIBRARY PROGRAMS

Administration
Public Services
➤ **Support Services**
County Libraries



RECENT PROGRAM ACHIEVEMENTS

The Adult Literacy Program received a one-year grant providing four AmeriCorps workers to assist with literacy outreach to families and at-risk youth, including programming and learner recruitment.

Support Services

(Program No. 5113)

Mission Statement

Provide operational support to acquire, process and catalog collections, support technology hardware and software, maintain facilities and coordinate literacy efforts within the service area.

Program Activities

- Process books and other collection materials.
- Coordinate tutoring services for the Adult Literacy program.
- 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 2006

- Reduce processing time of new books to an average of 10 days from receipt to public availability.
- Reduce processing time of new audiovisual materials to an average of 15 days.
- Maintain collection materials per capita ratio of 3.05 in terms per city resident.
- Ensure that 37% of collection materials in science and technology are less than 7 years old.
- Resolve 75% of technology service calls within eight work hours.
- Help Adult Literacy learners in the Adult and Family Literacy Program (ALP) meet 40% of their personal objectives.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	10.75	10.75	10.75	10.75	10.75
Hourly Employee Hours	N/A	6,780	6,780	6,780	6,780
Revenues					
State Grants	\$ 211	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Donations	257	500	500	1,500	1,500
Transfers In	83,700	-	-	-	-
General Fund Subsidy	1,246,983	1,484,135	1,470,506	1,515,783	1,550,342
Total Revenue	\$ 1,331,151	\$ 1,516,635	\$ 1,503,006	\$ 1,549,283	\$ 1,583,842
Expenditures					
Salaries and Benefits	\$ 664,260	\$ 741,797	\$ 731,010	\$ 818,179	\$ 845,951
Supplies and Services	666,415	702,264	699,422	731,104	737,891
Equipment Capital	476	72,574	72,574	-	-
Total Expenditures	\$ 1,331,151	\$ 1,516,635	\$ 1,503,006	\$ 1,549,283	\$ 1,583,842

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Average number of days from receipt to public availability for new books	13	12	10
Average number of days from receipt to public availability for audiovisual materials	N/A	20	15
Materials owned per capita City resident	3.05	3.05	3.05
Percent of science and technology collection materials that are 7 years old or less	38.45%	35%	37%
Percent of technology calls resolved within 8 hours	54.5%	70%	75%
Percent of objectives met by learners in the Adult Literacy Program	N/A	N/A	40%
Books and AV materials processed by technical services	38,338	20,000	20,000
Cost to process an item for checkout	N/A	N/A	\$2.51
Requests filled	91,110	90,000	90,000
New items purchased for science and technology collections	423	200	200
Expenditure per capita for library materials for SBPL System	\$2.10	\$1.60	\$1.60
Average cost per learner in the Adult Literacy Program	\$319	\$333	\$333
Adult Literacy learners	141	140	140

LIBRARY PROGRAMS

- Administration
- Public Services
- Support Services
- **County Libraries**



RECENT PROGRAM ACHIEVEMENTS

Wireless Internet access is now available to the public at all County branch libraries.

County Libraries

(Program Nos. 5122, 5123, 5125)

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 room and exhibit space for community use.
- Deliver supplies, materials and collection items to all branches of SBPL system.

Key Objectives for Fiscal Year 2006

- Maintain a circulation total of at least 815,000 items checked out from County branches.
- Increase the number of audiovisual items owned to 104 audiobooks, videos, and DVDs per 1,000 County service area residents.
- Ensure that 37.0% of collection materials in science and technology are less than 7 years old.
- Maintain the number of contacts with County youth at 22,000 for the fiscal year.
- Maintain at 10,000 the number of residents using the meeting rooms at Goleta branch and the homework center at Carpinteria branch.
- Provide at least 120,000 public computer sessions at County branches.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	12.80	12.80	12.80	12.80	12.80
Hourly Employee Hours	N/A	22,424	22,424	22,304	22,304
Revenues					
Fees and Service Charges	\$ 1,024,281	\$ 1,122,981	\$ 1,122,561	\$ 1,165,586	\$ 1,165,586
Library Fines	161,606	132,500	132,500	143,724	139,872
State PLF Grant	40,254	40,406	40,184	36,273	36,273
Donations	66,497	62,000	62,000	65,000	65,000
Transfers In	290,480	76,650	76,650	230,000	233,852
Total Revenue	\$ 1,583,118	\$ 1,434,537	\$ 1,433,895	\$ 1,640,583	\$ 1,640,583
Expenditures					
Salaries and Benefits	\$ 1,039,858	\$ 1,091,848	\$ 1,091,884	\$ 1,152,158	\$ 1,183,592
Supplies and Services	336,958	424,506	498,753	418,425	422,201
Equipment Capital	227,630	139,000	64,000	70,000	70,000
Total Expenditures	\$ 1,604,446	\$ 1,655,354	\$ 1,654,637	\$ 1,640,583	\$ 1,675,793
Addition to (Use of) Reserves	\$ (21,328)	\$ (220,817)	\$ (220,742)	\$ -	\$ (35,210)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Items checked out	739,119	810,000	815,000
Audiovisual items per 1,000 County residents in service area	96.03	101.5	104
Percent of science and technology materials less than 7 years old	36.21%	35%	37%
Youth under 18 attending library programs or contacted through outreach	26,409	22,000	22,000
Residents using library meeting rooms and homework center	10,963	10,000	10,000
Public computer sessions in County libraries	N/A	N/A	120,000
County circulation per capita	5.77	5.9	5.9
Percent of County residents that are active registered borrowers	30.54%	31%	31%

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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.

Staff to the Mayor and City Councilmembers assist in responding to numerous calls and letters from citizens each week, including conducting research and drafting responses.

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

Fiscal Year 2006 Budget Highlights

The Mayor and Council will oversee the following initiatives:

- Airport staff will continue implementation of the Aviation Facilities Plan.
- Granada Garage will be constructed with 575 parking spaces.
- The update of the General Plan will be initiated.
- A community education and visioning process will be completed to develop Watershed Action Plans for Mission, Arroyo Burro, and Sycamore Creeks.
- Council will consider a long-term plan to divert solid waste from local landfills.
- The City's fiscal condition will be monitored closely.

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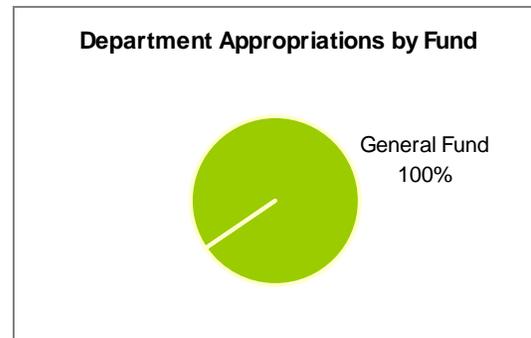
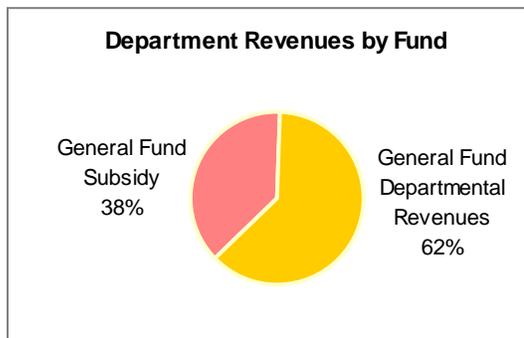
DEPARTMENT SUMMARY

Mayor and City Council

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.00	9.00	9.00	9.00	9.00
Hourly Employee Hours	N/A	3,300	2,100	2,100	2,100
Revenues					
Overhead Allocation Recovery	N/A	\$ 372,005	\$ 372,005	\$ 477,762	\$ 496,872
General Fund Subsidy	\$ 557,493	\$ 157,523	\$ 144,970	\$ 296,383	\$ 293,252
Total Department Revenue	\$ 557,493	\$ 529,528	\$ 516,975	\$ 774,145	\$ 790,124
Expenditures					
Salaries and Benefits	\$ 302,219	\$ 312,411	\$ 302,720	\$ 547,520	\$ 561,585
Supplies and Services	251,930	216,117	214,255	225,625	227,539
Special Projects	3,344	1,000	-	1,000	1,000
Total Department Expenditures	\$ 557,493	\$ 529,528	\$ 516,975	\$ 774,145	\$ 790,124

Department Fund Composition



PROGRAMS & SERVICES

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.
- Create City Council Goals to guide department budget and program decisions.

Key Objectives for Fiscal Year 2006

- Adopt the Fiscal Year 2007 budget by June 30, 2006.
- Act on staff and advisory boards and commission recommendations at weekly Council meetings.
- Appoint members to the City advisory boards and commissions twice annually.



RECENT PROGRAM ACHIEVEMENTS

The City Council adopted the fiscal year 2006 budget within the established timeline.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.00	9.00	9.00	9.00	9.00
Hourly Employee Hours	N/A	3,300	2,100	2,100	2,100
Revenues					
Overhead Allocation Recovery	N/A	\$ 372,005	\$ 372,005	\$ 477,762	\$ 496,872
General Fund Subsidy	557,493	157,523	144,970	296,383	293,252
Total Revenue	\$ 557,493	\$ 529,528	\$ 516,975	\$ 774,145	\$ 790,124
Expenditures					
Salaries and Benefits	\$ 302,219	\$ 312,411	\$ 302,720	\$ 547,520	\$ 561,585
Supplies and Services	251,930	216,117	214,255	225,625	227,539
Special Projects	3,344	1,000	-	1,000	1,000
Total Expenditures	\$ 557,493	\$ 529,528	\$ 516,975	\$ 774,145	\$ 790,124

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Council meetings	61	60	52

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DEPARTMENT SUMMARY

Non-Departmental

About Non-Departmental

The Non-Departmental “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 within the City that coordinate festivals and events throughout the year, including Fiesta, the Fourth of July fireworks show, the Spirit of '76 Parade, Semana Nautica, Summer Solstice, and many others.

The City also provides funding to the Santa Barbara Conference and Visitor’s Bureau to support their marketing efforts designed to attract visitors to the South Coast and funding to the Chamber of Commerce Visitor’s Center.

Fiscal Year 2006 Budget Highlights

The City’s direct funding for community promotions for fiscal years 2006 and 2007 is the same as fiscal year 2005 with the exception a 3.5% CPI adjustment to funding provided to the Santa Barbara Conference and Visitor’s Bureau. However, funding for Police Department overtime costs associated with Summer Solstice, Fourth of July and Old Spanish Days have been moved out of the Non-Departmental budget to the Police Department’s budget, into the Special Events Program.

The General Fund capital program for fiscal year 2006 totals \$623,700 and is comprised of three projects: playground equipment replacements, leak repairs at Los Banos Pool and remediation of abandoned leaking under-ground fuel tanks that are discovered in the public right-of-way or on other City owned property.

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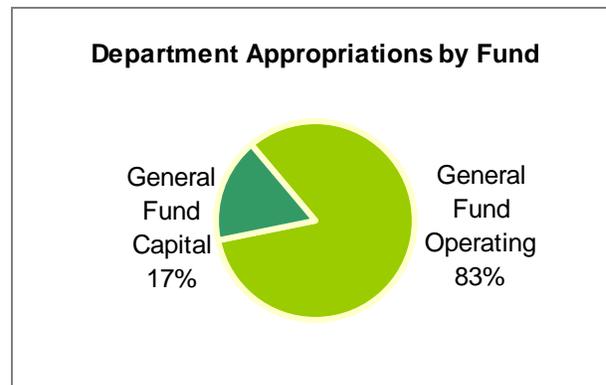
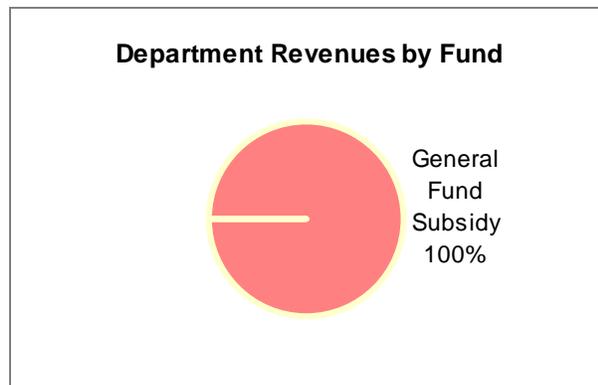
DEPARTMENT SUMMARY

Non-Departmental

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	N/A	N/A	N/A	N/A	N/A
Hourly Employee Hours	N/A	N/A	N/A	N/A	N/A
Revenues					
General Fund Subsidy	3,688,907	3,897,721	3,818,227	3,667,562	3,995,504
Total Department Revenue	\$ 3,688,907	\$ 3,897,721	\$ 3,818,227	\$ 3,667,562	\$ 3,995,504
Expenditures					
Supplies and Services	\$ 72,563	\$ 111,688	\$ 72,563	\$ 72,563	\$ 72,563
Special Projects	2,138,556	2,440,355	2,331,757	2,144,521	2,144,521
Transfers Out	461,136	590,444	561,507	376,778	351,420
Miscellaneous	1,500	327,834	425,000	450,000	450,000
Total Department Expenditures	\$ 2,673,755	\$ 3,470,321	\$ 3,390,827	\$ 3,043,862	\$ 3,018,504
General Fund Capital Program	1,015,152	427,400	N/A	623,700	977,000
Total Operating and Capital	\$ 3,688,907	\$ 3,897,721	\$ 3,390,827	\$ 3,667,562	\$ 3,995,504

Department Fund Composition



NON-DEPARTMENTAL PROGRAMS

- Community Promotions
General Government



RECENT PROGRAM ACHIEVEMENTS

Continue to develop and produce a DVD and print brochure to focus on the City's Public Art collection and the history behind the art and artists represented.

Community Promotions

(Program No. 9331)

Mission Statement

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

Program Activities

- Administer contracts between the City and various grantees that enhance tourism and promote art, events, and festivals.
- Provide funding to the Santa Barbara 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.
- Provide funding towards the maintenance of the Santa Barbara Zoo gardens.

Key Objectives for Fiscal Year 2006

- Ensure that 90% of awarded grant funds are disbursed in the current fiscal year.
- Ensure that grant payments are made within 15 working days of receiving invoices.
- Link City arts web pages to websites of five other organizations involved in cultural and economic development in the City.
- Hold monthly committee meetings and ensure that all notices, agendas, and meeting minutes are properly filed.
- Produce Channing Peake Gallery exhibition in cooperation with other cultural organizations.
- Identify and promote 2 cultural events that help foster the identity of the Cultural Arts District.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	N/A	N/A	N/A	N/A	N/A
Hourly Employee Hours	N/A	N/A	N/A	N/A	N/A
Revenues					
General Fund Subsidy	\$ 2,186,417	\$ 2,483,143	\$ 2,385,264	\$ 2,197,084	\$ 2,197,084
Total Revenue	\$ 2,186,417	\$ 2,483,143	\$ 2,385,264	\$ 2,197,084	\$ 2,197,084
Expenditures					
Supplies and Services	\$ 72,563	\$ 111,688	\$ 72,563	\$ 72,563	\$ 72,563
Special Projects	2,113,854	2,371,455	2,312,701	2,124,521	2,124,521
Total Expenditures	\$ 2,186,417	\$ 2,483,143	\$ 2,385,264	\$ 2,197,084	\$ 2,197,084

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of grant funds disbursed during the fiscal year	97%	95%	90%
Percent of grant payments disbursed within 15 days of receiving the invoice	100%	100%	100%
Arts pages linked to other web sites	3	5	5
Community Events and Festivals Grant applications received	18	18	18
Organizational Development Grant applications received	27	27	27
Community Arts Grant applications received	19	19	19
Monthly Visual Arts in Public Places (VAPP) and Arts Advisory Committee meetings held	9	10	12

NON- DEPARTMENTAL 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 2006

- 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 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	N/A	N/A	N/A	N/A	N/A
Hourly Employee Hours	N/A	N/A	N/A	N/A	N/A
Revenues					
General Fund Subsidy	\$ 1,502,490	\$ 1,414,578	\$ 1,005,563	\$ 1,470,478	\$ 1,798,420
Total Revenue	\$ 1,502,490	\$ 1,414,578	\$ 1,005,563	\$ 1,470,478	\$ 1,798,420
Expenditures					
Special Projects	\$ 24,702	\$ 68,900	\$ 19,056	\$ 20,000	\$ 20,000
Transfers Out	461,136	590,444	561,507	376,778	351,420
Miscellaneous	1,500	327,834	425,000	450,000	450,000
Total Operating Expenditures	\$ 487,338	\$ 987,178	\$ 1,005,563	\$ 846,778	\$ 821,420
General Fund Capital Program	1,015,152	427,400	N/A	623,700	977,000
Total Operating and Capital	\$ 1,502,490	\$ 1,414,578	\$ 1,005,563	\$ 1,470,478	\$ 1,798,420

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Capital funding as a percent of total General Fund operating budget	2.5%	2.0%	1.5%
Long-term debt as a percent of total General Fund operating budget	10%	9%	3.9%

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DEPARTMENT SUMMARY

Parks and Recreation

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

About Parks and Recreation

The Department manages a diverse and unique park and recreation system, which provides citizens and visitors with clean and safe open spaces, parks, beaches, recreation programs and facilities, and community services. Open space and parkland totals 1,765 acres with a total of 59 park and open space areas. Developed parkland consists of 588 acres with the balance of 1,177 acres in open space. Sports areas are managed by the Department and include, for example, 28 tennis courts, 2 swimming pools, beach volleyball courts, sports fields, lawn bowling greens, a golf course, and a skateboard facility. The community forest consists of 23,000 street trees and 12,000 park and open space trees. Other resources include 14 community buildings, 4 community gardens, 22 accessible playgrounds, beach access areas, and numerous trail systems.

The Department is responsible for managing the Creeks Restoration and Water Quality Improvement Program in collaboration with the Public Works and Community Development Departments.

Recreation Programs provide a wide variety of recreational opportunities for people of all ages and abilities in sports, classes, tennis, aquatics, cultural arts and more. Specialized programs provide services for youth, teens, active adults, low-income families, and people living with disabilities. With a focus on community recreation, some of the more popular annual programs include the summer Concerts in the Parks series, Sunday Arts & Crafts Show, Tournament of Champions youth sports competition, summer day camps, after-school recreation programs, beach volleyball tournaments, and active adult programs. A strong commitment to collaborations, partnerships and volunteers enhances recreation opportunities for the community.

Fiscal Year 2006 Budget Highlights

Increase participation in programs through creative and effective marketing strategies.

Implement a project management team to ensure the completion of capital and special projects on time and within budget.

Complete Microbial Source Tracking research studies to determine sources of bacterial pollution in City creeks.

Evaluate success of Master Plan Safety Improvements at golf course in fall 2005 and plan additional safety projects as needed.

Re-organize how Adapted Recreation Services are provided to facilitate continued participation by the disabled community.

Continue to implement the Integrated Pest Management Strategy and reduce use of toxic pesticides in city parks.

Complete the Louise Lowry Davis Center remodel and open the new Teen Center at 1235 Chapala Street.



DEPARTMENT SUMMARY

Parks and Recreation

Department Financial and Staffing Summary

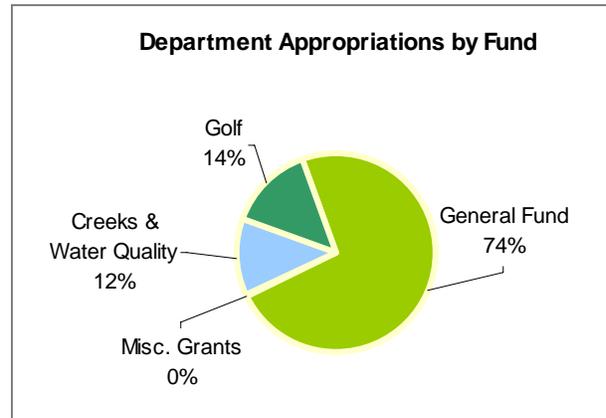
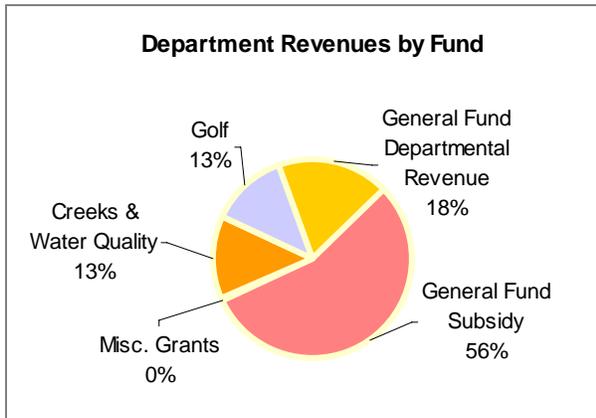
	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	97.80	102.00	102.00	100.20	99.20
Hourly Employee Hours	N/A	135,315	135,315	101,991	101,991
Revenues					
Fees and Service Charges	\$ 2,182,966	\$ 2,181,756	\$ 2,006,128	\$ 2,051,772	\$ 2,124,779
Golf Fees	1,768,565	1,852,213	1,800,000	1,963,000	2,050,000
Leases and Rents	530,964	596,110	553,088	554,878	578,409
Transient Occupancy Tax	2,073,155	2,137,970	2,156,000	2,300,800	2,415,900
Interfund Reimbursements	744,576	744,579	744,579	781,808	813,080
Interest Income	131,404	76,897	150,178	168,758	181,740
Market Valuation	(96,449)	-	-	-	-
Intergovernmental	537,476	1,325,343	529,000	-	-
Other Revenue	338,784	400,777	397,877	137,100	141,384
Donations	262,669	377,181	377,181	114,521	114,521
General Fund Subsidy	8,900,830	9,106,664	8,930,808	9,988,251	10,224,674
Total Department Revenue	\$ 17,374,940	\$ 18,799,490	\$ 17,644,839	\$ 18,060,888	\$ 18,644,487
Expenditures					
Salaries and Benefits	\$ 8,637,437	\$ 9,016,776	\$ 8,596,164	\$ 9,220,423	\$ 9,509,572
Supplies and Services	6,334,868	7,352,364	7,037,841	6,968,971	7,196,876
Special Projects	188,662	848,666	789,190	324,531	418,002
Non-Capital Equipment	39,064	87,206	78,139	128,250	117,068
Capital Equipment	-	40,000	40,000	50,000	50,000
Transfers Out	20,730	155,052	155,052	265,375	269,703
Debt Service	78,173	184,418	184,418	184,452	184,418
Appropriated Reserve	-	8,451	-	11,134	12,375
Total Operating Expenditures	\$ 15,298,934	\$ 17,692,933	\$ 16,880,804	\$ 17,153,136	\$ 17,758,014
Capital Program	959,781	3,267,298	1,122,155	954,000	842,260
Total Department Expenditures	\$ 16,258,715	\$ 20,960,231	\$ 18,002,959	\$ 18,107,136	\$ 18,600,274
Addition to (Use of) Reserves	\$ 1,116,225	\$ (2,160,741)	\$ (358,120)	\$ (46,248)	\$ 44,213



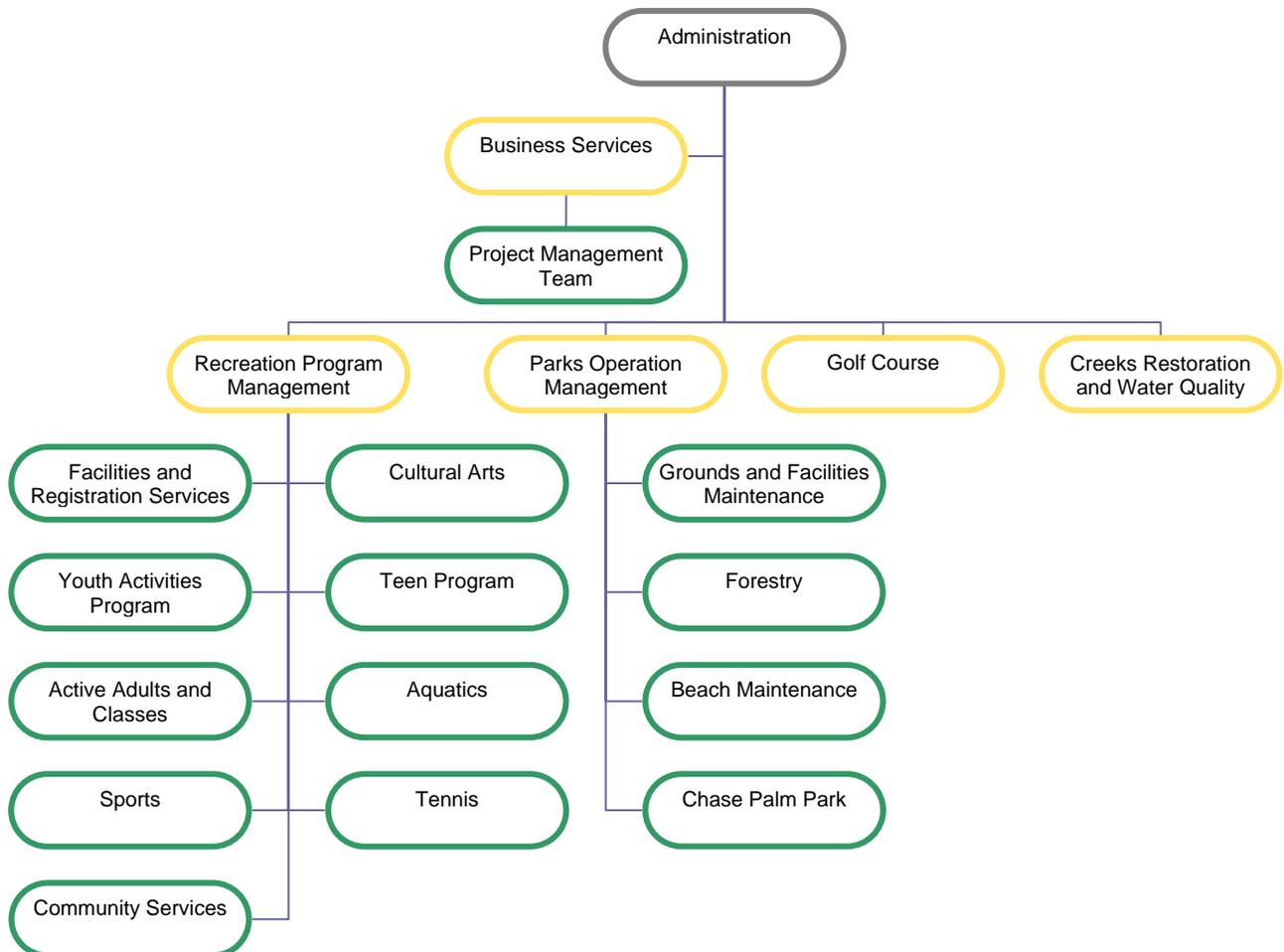
DEPARTMENT SUMMARY

Parks and Recreation

Department Fund Composition



Program Organizational Chart



PROGRAMS & SERVICES

PARKS AND RECREATION PROGRAMS

- **Administration**
 - Project Management Team
 - Business Services
 - Recreation Program Management
 - Facilities and Reservation Services
 - Cultural Arts
 - Youth Activities
 - Teen Programs
 - Active Adults and Classes
 - Aquatics
 - Sports
 - Tennis
 - Community Services
 - Creeks Restoration and Water Quality Improvement
 - Golf Course
 - Park Operations Management
 - Grounds and Facilities Maintenance
 - Forestry
 - Beach Maintenance
 - Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

The Douglas Family Preserve Management Plan and Dogs Off-Leash policy was adopted by Council in June 2004 and represented a significant effort by staff.

Administration

(Program No. 6811)

Mission Statement

Provide policy direction, strategic planning, administrative support and oversight for five divisions and project planning, design and construction projects.

Program Activities

- Provide administrative direction and support for Parks Division, Creeks Restoration and Water Quality Improvement, Recreation Division, Golf Division, Project Management Team.
- Coordinate and provide staff support for Park and Recreation Commission and fourteen 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 2006

- Maintain \$325,000 in cash and non-cash donations and grants from public and private resources.
- Maintain \$300,000 in volunteer support to enhance department resources.
- Ensure 75% or greater of Parks and Recreation program objectives are met or exceeded.
- Maintain \$250,000 in volunteer support to enhance department resources.
- Ensure all division budgets are within expenditure and revenue budget appropriations for fiscal year 2006, and that any revenue shortfalls are met by equal expenditure savings.
- Complete budget within timelines established by the Finance Department, with input from Parks and Recreation divisions for the fiscal year 2007 mid-cycle budget.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.80	3.80	3.80	1.80	1.80
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	396,330	361,524	225,458	271,977	288,725
Total Revenue	\$ 396,330	\$ 361,524	\$ 225,458	\$ 271,977	\$ 288,725
Expenditures					
Salaries and Benefits	\$ 348,564	\$ 313,413	\$ 182,837	\$ 220,199	\$ 236,362
Supplies and Services	47,766	48,111	42,621	51,778	52,363
Total Expenditures	\$ 396,330	\$ 361,524	\$ 225,458	\$ 271,977	\$ 288,725

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Donations and grants received	\$1,081,481	\$350,000	\$325,000
Value of volunteer support	\$320,336	\$300,000	\$300,000

PARKS AND RECREATION PROGRAMS

Administration

➤ **Project Management Team**

Business Services

Recreation Program Management

Facilities and Reservation Services

Cultural Arts

Youth Activities

Teen Programs

Active Adults and Classes

Aquatics

Sports

Tennis

Community Services

Creeks Restoration and Water Quality Improvement

Golf Course

Park Operations Management

Grounds and Facilities Maintenance

Forestry

Beach Maintenance

Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

Received grant funding in the amount of \$450,000 for the Franceschi Park improvements from the State Department of Parks and Recreation.

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 preliminary 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 2006

- Achieve 75% of project milestones from the department's fiscal year 2006 Capital Projects Program.
- Complete 3 out of 4 capital improvement projects: Oak Park Bridge Replacement, Los Banos Sewer Discharge Connection, Los Banos Leaking Wall Study, and the Teen Center.
- Ensure that 75% of capital improvement projects are completed within the approved budget.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.00	0.00	0.00	3.50	3.50
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ -	\$ -	\$ -	\$ 47,756	\$ 50,988
General Fund Subsidy	-	-	-	274,768	285,931
Total Revenue	\$ -	\$ -	\$ -	\$ 322,524	\$ 336,919
Expenditures					
Salaries and Benefits	\$ -	\$ -	\$ -	\$ 319,949	\$ 334,344
Supplies and Services	-	-	-	2,575	2,575
Total Expenditures	\$ -	\$ -	\$ -	\$ 322,524	\$ 336,919

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of capital project milestones complete	N/A	N/A	75%
Capital improvement projects completed	N/A	N/A	3
Percent capital projects completed on budget	N/A	N/A	75%

PROGRAMS & SERVICES

PARKS AND RECREATION PROGRAMS

- Administration
- Project Management Team
- **Business Services**
- Recreation Program Management
- Facilities and Reservation Services
- Cultural Arts
- Youth Activities
- Teen Programs
- Active Adults and Classes
- Aquatics
- Sports
- Tennis
- Community Services
- Creeks Restoration and Water Quality Improvement
- Golf Course
- Park Operations Management
- Grounds and Facilities Maintenance
- Forestry
- Beach Maintenance
- Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

Implemented advertising of programs in the Metropolitan Theatres. Held successful Open House with free classes for one week at Carrillo Recreation Center, with 161 new registrations to the classes.

Business Services

(Program No. 6815)

Mission Statement

Manage the department's financial process 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, both monthly and annually.
- Manage the technology system in the department, through liaison with the Information Systems Division, and coordinate implementation and training as technological applications broaden in the department.

Key Objectives for Fiscal Year 2006

- Complete all annual expenditure, revenue and capital improvement project development, budget development, and other financial reports within established deadlines.
- Maintain the total number of camp registrations completed on the Internet at 20%.
- Maintain non-camp registrations completed on the Internet at 15%.
- Implement a comprehensive media campaign to increase recreation program visibility and increase program participation.
- Increase program registration by direct mailing the Activity Guide to all postal route customers in City of Santa Barbara.
- Develop and implement a marketing plan for the Santa Barbara Golf Club to increase use by out-of-city golfers.
- Create a marketing plan to increase visibility and rentals of all facilities, through web site presence and a four-color brochure.

Key Objectives for Fiscal Year 2006 (continued)

- o Ensure compliance on department contracts by maintaining a contract and agreement tracking system for insurance certificate, terms of contracts and renewals, and distributing reports to staff quarterly.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.30	4.30	4.30	2.80	2.80
Hourly Employee Hours	N/A	1,500	1,500	1,500	1,500
Revenues					
Fees and Service Charges	\$ 28,842	\$ -	\$ -	\$ -	\$ -
General Fund Subsidy	399,432	457,507	399,979	476,943	491,310
Total Revenue	\$ 428,274	\$ 457,507	\$ 399,979	\$ 476,943	\$ 491,310
Expenditures					
Salaries and Benefits	\$ 286,839	\$ 315,338	\$ 260,122	\$ 302,780	\$ 314,831
Supplies and Services	117,264	135,131	135,551	173,163	175,479
Special Projects	22,319	5,338	2,606	-	-
Non-Capital Equipment	1,852	1,700	1,700	1,000	1,000
Total Expenditures	\$ 428,274	\$ 457,507	\$ 399,979	\$ 476,943	\$ 491,310

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Expenditure and revenue budget projection forecasts provided to department managers	12	12	12
Percent of camp registrations completed on the Internet	53%	20%	20%
Percent of non-camp registrations completed on the Internet	16%	15%	15%
User visits to Parks and Recreation web site pages	N/A	13,000	13,000
User visits to eRecreation web site pages	N/A	12,000	13,000
New email addresses on CLASS database	N/A	2,500	1,500
Visits to SummerFun web site	N/A	N/A	3,500

PARKS AND RECREATION PROGRAMS

Administration
Project Management Team
Business Services
➤ **Recreation Program Management**
Facilities and Reservation Services
Cultural Arts
Youth Activities
Teen Programs
Active Adults and Classes
Aquatics
Sports
Tennis
Community Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
Beach Maintenance
Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

Completion of Senior Program Strategy Plan and Arts and Crafts Show Task Force Report.

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.
- 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 2006

- Manage division programs to achieve 80% of performance objectives.
- Maintain expenditure recovery through user fee revenue at 40% for Recreation Division.
- Negotiate and complete 20 annual co-sponsorship agreements to enhance recreation opportunities.
- Achieve a minimum of 30,000 volunteer hours to supplement City resources.
- Complete implementation of Adapted Programs transition to other program sections by April 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.00	2.82	2.82	2.75	1.75
Hourly Employee Hours	N/A	6,248	6,248	4,121	4,121
Revenues					
General Fund Subsidy	579,476	568,344	568,763	558,965	551,734
Total Revenue	\$ 579,476	\$ 568,344	\$ 568,763	\$ 558,965	\$ 551,734
Expenditures					
Salaries and Benefits	\$ 469,841	\$ 492,300	\$ 500,694	\$ 400,529	\$ 328,755
Supplies and Services	145,817	139,510	135,010	157,436	160,287
Special Projects	-	-	-	-	61,692
Non-Capital Equipment	-	1,409	-	1,000	1,000
Total Expenditures	\$ 615,658	\$ 633,218	\$ 635,703	\$ 558,965	\$ 551,734

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of division performance objectives achieved	75%	80%	80%
Percent of actual expenditure recovered by user fee revenue	41%	41%	40%
Co-sponsorship agreements completed	21	22	20
Volunteer hours	31,777	30,000	30,000
Employee injuries	6	7	6
Vehicle accidents	4	3	0
Individuals served through the Inclusion Program	31	30	30

PARKS AND RECREATION PROGRAMS

- Administration
- Project Management Team
- Business Services
- Recreation Program Management
- **Facilities and Reservation Services**
 - Cultural Arts
 - Youth Activities
 - Teen Programs
 - Active Adults and Classes
 - Aquatics
 - Sports
 - Tennis
 - Community Services
 - Creeks Restoration and Water Quality Improvement
 - Golf Course
 - Park Operations Management
 - Grounds and Facilities Maintenance
 - Forestry
 - Beach Maintenance
 - Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

Developed a more accessible way for customers to view each facility's amenities by creating active links on the Facilities Rental List on t.

Facilities and Reservation Services

(Program No. 6121)

Mission Statement

Provide good customer service, reservation and registration services, and clean, safe indoor and outdoor rental facilities to the public.

Program Activities

- Provide customer reception and services at department administrative office, and serve as primary source of information on department programs and services to the public.
- Provide activity registration services to the public, in-person, and on the Internet.
- 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.
- Provide the public with opportunities to gain cultural awareness by co-sponsoring the Oak Park festivals and similar community events.

Key Objectives for Fiscal Year 2006

- Process 90% of facility rental applications, received via mail, fax, or e-mail, in 3 working days or less.
- Process 95% of facility rental applications while the customer is present.
- Achieve 80% "good to very good rating" from public special events for "customer overall satisfaction" with their facility rental experience.
- Increase wedding ceremonies booked in City parks or beaches by 10%.
- Work with community organizations to facilitate 95 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).
- Modify facility content in CLASS to better serve the eRecreation rental customer by providing a greater level of details by March 31, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.00	2.00	2.00	2.80	2.80
Hourly Employee Hours	N/A	3,450	3,450	1,273	1,273
Revenues					
Fees and Service Charges	\$ 190,460	\$ 240,542	\$ 227,598	\$ 238,648	\$ 245,808
Other Revenue	(138)	-	-	-	-
General Fund Subsidy	130,681	110,329	114,578	134,307	139,418
Total Revenue	\$ 321,003	\$ 350,871	\$ 342,176	\$ 372,955	\$ 385,226
Expenditures					
Salaries and Benefits	\$ 158,910	\$ 169,538	\$ 163,016	\$ 207,328	\$ 216,716
Supplies and Services	156,906	157,333	155,160	142,627	145,510
Non-Capital Equipment	5,187	24,000	24,000	23,000	23,000
Total Expenditures	\$ 321,003	\$ 350,871	\$ 342,176	\$ 372,955	\$ 385,226

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Facility permits received via mail and processed	141	140	120
Percent of facility rental applications received via mail, fax, or e-mail processed in 3 working days or less	96.75%	85%	90%
Facility permits processed while the customer is present	716	500	500
Percent of facility rental applications processed while the customer is present	99.25%	95%	95%
Percent of customers that rate the rental facilities "good" to "very good"	N/A	75%	80%
Ceremonies booked	N/A	N/A	115
Public special events held	N/A	N/A	95
Special event applications processed	75	95	95

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Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
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RECENT PROGRAM ACHIEVEMENTS

The Concerts in the Parks series served over 40,000 Santa Barbara area residents in the summer of 2004, and over \$20,000 in grants and donations were received to support the program.

Cultural Arts

(Program No. 6131)

Mission Statement

Promote involvement in cultural arts through a variety of events and programs, and provide quality public rental facilities with responsive customer service.

Program Activities

- 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.
- Provide a variety of cultural arts events through collaboration with community groups.
- Coordinate the 40th Annual Santa Barbara Arts and Crafts Show, held every Sunday along Cabrillo Boulevard.
- Coordinate large special events such as the Concerts in the Parks program and the 75th Annual Children's Fiesta Parade.

Key Objectives for Fiscal Year 2006

- Achieve 95% "good" to "excellent" survey response ratings for overall customer satisfaction with rental facilities.
- Achieve \$16,000 in grants and financial sponsorship for the Concerts in the Parks program.
- Maintain current level of vendors at the Santa Barbara Arts and Crafts Show.
- Maintain an average occupancy of 0.77 rentals per day at the Cabrillo Pavilion Arts Center.
- Implement Arts and Crafts Show Task Force recommendations by December 2005.
- Complete Request for Proposal and select vendor for the snack bar space at Chase Palm Park by March 31, 2006.
- Continue to oversee the construction and grand opening of the Teen Center project, in collaboration with the Teen Programs Supervisor by January 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.00	3.00	3.00	2.25	2.25
Hourly Employee Hours	N/A	4,842	4,842	5,761	5,761
Revenues					
Fees and Service Charges	\$ 408,242	\$ 432,680	\$ 439,500	\$ 331,300	\$ 345,070
Donations	11,500	24,000	24,000	-	-
Other Revenue	(1)	-	-	-	-
General Fund Subsidy	76,557	108,410	131,434	100,508	100,576
Total Revenue	\$ 496,298	\$ 565,090	\$ 594,934	\$ 431,808	\$ 445,646
Expenditures					
Salaries and Benefits	\$ 198,827	\$ 252,474	\$ 273,912	\$ 222,690	\$ 231,635
Supplies and Services	297,784	315,095	324,001	207,118	212,011
Non-Capital Equipment	2,451	2,000	1,500	2,000	2,000
Total Expenditures	\$ 499,062	\$ 569,569	\$ 599,413	\$ 431,808	\$ 445,646

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of customers rating rental facilities as "good" to "excellent"	100%	98%	95%
Annual amount for grants and financial sponsorships for program	\$13,075	\$16,000	\$16,000
Vendors registered with the Santa Barbara Arts and Crafts Show	242	240	240
Facility rental revenue	N/A	\$162,800	\$167,000
Facility reservations processed for the Cabrillo Pavilion Arts Center	N/A	300	300
Participants in Concerts in the Parks program	N/A	N/A	30,000
Participants in Children's Fiesta Parade	N/A	N/A	2,000

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- Tennis
- Community Services
- Creeks Restoration and Water Quality Improvement
- Golf Course
- Park Operations Management
- Grounds and Facilities Maintenance
- Forestry
- Beach Maintenance
- Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

1,450 children participated in after-school programs as a result of \$120,000 additional after-school funding provided by the City and Santa Barbara School Districts.

Youth Activities

(Program No. 6141)

Mission Statement

Provide safe youth recreational opportunities in a positive and nurturing environment for children ages 4 through 17 to promote enriching and healthy lifestyles.

Program Activities

- Provide after-school sports and recreation programs at 10 elementary and 4 junior high schools, and City recreation facilities.
- Provide four youth summer camps and junior counselor training program. Provide summer drop-in recreation programs at 3 elementary schools located in low-income neighborhoods.
- Foster collaborations with other youth service agencies, non-profits and school districts to maximize resources and programming for youth.

Key Objectives for Fiscal Year 2006

- Maintain Recreation After-school Program (RAP) participation at 70% for 270 available spaces.
- Achieve 75% “good” to “excellent” survey response rating for overall participant satisfaction with Recreation After-School Programs (RAP).
- Achieve 80% participation in after-school sports at 4 Junior High Schools with a maximum of 1,920 spaces available.
- Achieve 75% “good” to “excellent” survey response rating for overall participant satisfaction with Junior High After-School Sports program.
- Provide recreation services for 520 participants at After-School Opportunities for Kids! (A-OK!) at 5 elementary school sites.
- Achieve 75% “good” to “excellent” survey response rating for overall participant satisfaction with the recreation services component of the After-School Opportunities for Kids! program.
- Provide summer camps and clinics for 450 participants at 3 youth camps.
- Achieve 75% “good” to “excellent” survey response rating for overall participant satisfaction with summer camps and clinics.
- Provide summer drop-in recreation programs for 300 unduplicated youth at 3 elementary school sites.
- Develop and offer a new youth camp for summer 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.80	5.80	5.80	3.00	3.00
Hourly Employee Hours	N/A	24,786	24,786	13,005	13,005
Revenues					
Fees and Service Charges	\$ 142,956	\$ 217,616	\$ 163,561	\$ 100,260	\$ 103,268
Intergovernmental	-	50,000	50,000	-	-
Other Revenue	203,754	287,777	287,777	-	-
Donations	-	8,000	8,000	-	-
General Fund Subsidy	522,381	652,373	681,724	591,065	603,523
Total Revenue	\$ 869,091	\$ 1,215,766	\$ 1,191,062	\$ 691,325	\$ 706,791
Expenditures					
Salaries and Benefits	\$ 734,915	\$ 952,015	\$ 938,262	\$ 339,014	\$ 350,862
Supplies and Services	178,737	370,428	359,477	243,926	247,544
Special Projects	2,825	-	-	-	-
Transfers Out	-	-	-	107,385	107,385
Non-Capital Equipment	-	2,961	2,961	1,000	1,000
Total Expenditures	\$ 916,477	\$ 1,325,404	\$ 1,300,700	\$ 691,325	\$ 706,791

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of RAP registration of maximum spaces available	N/A	N/A	70%
Percent of participants that rate satisfaction with RAP as "good" to "excellent"	N/A	N/A	75%
Percent of Jr. High participants of maximum spaces available	N/A	N/A	80%
Percent of participants that rate satisfaction with Jr. High sports as "good" to "excellent"	N/A	N/A	75%
Average A-OK! participants	528	520	520
Percent of participants that rate satisfaction with A-OK! as "good" to "excellent"	N/A	N/A	75%
Percent of summer camp and clinic registrations	N/A	N/A	450
Percent of participants that rate satisfaction with summer camps and clinics as "good" to "excellent"	N/A	N/A	75%
Summer drop-in registrations	N/A	N/A	300
Percent of staff with all required certifications	N/A	N/A	100%
Percent of staff attending required trainings	N/A	N/A	95%
RAP unduplicated participants	162	153	189
Jr. High sports participants	419	1,118	1,150

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RECENT PROGRAM ACHIEVEMENTS

Plans to open a Teen Center at 1235 Chapala Street moved forward with the opening scheduled by January 2006.

Teen Programs

(Program No. 6142)

Mission Statement

Provide recreational educational and leadership training activities in a positive and nurturing environment for teens, including entertainment, substance-free leisure and personal development activities to promote enriching and healthy lifestyles for community youth.

Program Activities

- Provide recreation, life-skills, and leadership training activities for junior high and high school teens to encourage healthy, productive lifestyles and reduce involvement with drugs, alcohol, and negative social behaviors.
- Coordinate and supervise the activities of the Santa Barbara Youth Council to provide a forum for teens to discuss and make recommendations on topics of concern.
- Foster collaborations with other youth service agencies, non-profits, and school districts to maximize resources and programming for teens.
- Operate a Teen Center to provide interesting leisure, drop-in, and personal development activities, and a variety of classes.

Key Objectives for Fiscal Year 2006

- Achieve an annual participation of 2,200 teens in Teen Programs' activities.
- At least two times per month, provide an entertaining, safe and drug free recreational activity for teens.
- Conduct or co-sponsor at least 6 leadership/personal development activities for teens.
- Achieve 1,500 participants at junior and senior high school dances.
- Coordinate or co-sponsor 63 recreational or enriching activities to encourage participation by teens in a safe, substance free environment.
- Maintain a 95% overall satisfaction rate of "good" or better for teen programs' events and services.
- Track and provide services such as advising, homework assistance, mentoring and referrals to 12 teens to realize individual impact of teen services.
- Coordinate the televising of the Youth Council meetings on Government Channel 18 by working with production staff by September 30, 2005.

Key Objectives for Fiscal Year 2006 (continued)

- Establish an on-campus teen club on at least one Santa Barbara School District Junior High or High School campus by September 30, 2005.
- Complete the development and opening of the new Teen center by January 2006.
- Conduct at least 2 Youth Speak Out events on issues important to youth, teens, and the community.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.00	0.05	0.05	1.00	1.00
Hourly Employee Hours	N/A	405	405	3,476	3,476
Revenues					
Fees and Service Charges	\$ 19,159	\$ 4,149	\$ 5,051	\$ 23,625	\$ 24,334
Intergovernmental	49,246	-	-	-	-
Donations	20,860	14,280	14,280	-	-
General Fund Subsidy	243,598	11,136	10,629	230,944	233,693
Total Revenue	\$ 332,864	\$ 29,565	\$ 29,960	\$ 254,569	\$ 258,027
Expenditures					
Salaries and Benefits	\$ 200,447	\$ 11,428	\$ 11,072	\$ 161,813	\$ 165,920
Supplies and Services	105,578	3,890	3,899	91,256	90,607
Non-Capital Equipment	2,127	27	-	1,500	1,500
Total Expenditures	\$ 308,152	\$ 15,345	\$ 14,971	\$ 254,569	\$ 258,027

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Teen participants	N/A	2,205	2,200
Teen events	N/A	24	24
Leadership/personal development activities	6	6	6
Dance participants	1,173	1,400	1,500
Teen activities offered	N/A	63	63
Overall satisfaction rate achieved with teen events through program evaluations	91%	95%	95%
Teens mentored successfully	N/A	N/A	12
Formal Youth Council meetings held	22	22	22
Teen participants at Teen Center	N/A	N/A	6,000
Percent of teens reporting they have gained knowledge or skills through participation in leadership programs	N/A	N/A	85%

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➤ **Active Adults and Classes**

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RECENT PROGRAM ACHIEVEMENTS

Completion of Senior Program Strategy and renovation of Carrillo courtyard

Active Adults and Classes

(Program No. 6161)

Mission Statement

Provide recreation, social, and wellness activities for adults 50 years of age and older to promote a healthy lifestyle in an active senior community.

Program Activities

- Manage a tour and travel program with opportunities ranging from in-town outings to oversea excursions.
- Provide public dance programs for swing, ballroom, and contra dancing at the historic Carrillo Ballroom.
- Offer 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 sports activities including badminton, table tennis, and basketball.
- Operate an information and referral service to connect seniors with local resources.
- For youth and adult, 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.

Key Objectives for Fiscal Year 2006

- Achieve 600 participants in the Senior Recreation Services tour program.
- Maintain a minimum 90% "good" or better rating in overall customer satisfaction in the tour program.
- Serve 10,500 participants through the Swing, Ballroom, and Contra dance programs.
- Achieve 90% "good" to "excellent" survey response ratings for overall customer satisfaction with contract classes.
- Increase youth and adult contract class registrations by 5%.
- Achieve 90% or more program participants reporting improved quality of life through participation in programs designed for seniors.

Key Objectives for Fiscal Year 2006 (continued)

- Foster volunteerism through leadership and involvement in programs with a minimum of 90 volunteers.
- Increase community use of Carrillo Recreation Center and Carrillo Street Gym by 3%.
- Implement a minimum five of the recommendations from the 2005 Program Audit by June 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.00	2.00	2.00	3.00	3.00
Hourly Employee Hours	N/A	6,981	6,981	6,252	6,252
Revenues					
Fees and Service Charges	\$ 215,812	\$ 284,500	\$ 157,555	\$ 277,700	\$ 286,031
Interest Income	10	-	-	-	-
Donations	8,000	-	-	-	-
General Fund Subsidy	424,387	404,592	463,884	500,938	513,514
Total Revenue	\$ 648,209	\$ 689,092	\$ 621,439	\$ 778,638	\$ 799,545
Expenditures					
Salaries and Benefits	\$ 221,110	\$ 230,400	\$ 196,453	\$ 294,663	\$ 303,495
Supplies and Services	427,099	457,692	423,986	482,975	495,050
Non-Capital Equipment	-	1,000	1,000	1,000	1,000
Total Expenditures	\$ 648,209	\$ 689,092	\$ 621,439	\$ 778,638	\$ 799,545

Active Adults and Classes

(Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Tour registrations	1,042	600	600
Percent of participants who rate tour experience as "good" or "excellent" on program evaluations	87%	90%	90%
Participants in Ballroom, Swing, and Contra dance programs	10,779	10,200	10,500
Percent of participants that rate customer satisfaction with contract classes as "good" to "excellent"	98%	93%	90%
Number of contract class registrations	2,740	2,500	2,625
Percent of program participants who indicate that participation in senior programs has improved their quality of life	93%	90%	90%
Volunteers registered with senior programs	90	90	90
Facility use hours	N/A	9,000	9,476
Senior Recreation Services members	N/A	740	800
Participations in health and fitness programs	N/A	14,250	14,000
Participations in social and recreational programs	N/A	52,000	50,000
Facility reservations processed for the Carrillo Recreation Center	N/A	1,800	1,800
Facility reservations processed for the Carrillo St. Gym	N/A	990	900
Percent of cost recovery on Saturday night Ballroom Dance program	N/A	N/A	55%
Percent of cost recovery on facility rentals	N/A	N/A	68%

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PROGRAMS & SERVICES

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RECENT PROGRAM ACHIEVEMENTS

Oak Park wading pool deck replacement completed.
Implemented CLASS Membership System to replace paper punchcard system.
Completed five aquatic training manuals.

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 two 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 two year-round, multi-use aquatic facilities, Los Banos del Mar Swimming Pool and Cabrillo Bathhouse, and three seasonal pool facilities.

Key Objectives for Fiscal Year 2006

- Maintain high-quality and sanitary public swimming pool facilities resulting in zero mandated pool closures.
- Maintain 95% "Good" to "Excellent" overall customer satisfaction rate with aquatics programs.
- Maintain current level of registrations in 3 aquatic summer camps.
- Maintain 590 youth swim lesson registrations.
- Provide 63 scholarships to aquatic camp programs.
- Complete Los Banos wastewater connection to sanitary sewer by June 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.00	3.00	3.00	2.00	2.00
Hourly Employee Hours	N/A	25,328	25,328	27,009	27,009
Revenues					
Fees and Service Charges	\$ 619,060	\$ 550,915	\$ 578,120	\$ 592,133	\$ 609,898
Other Revenue	(2)	-	-	-	-
Donations	10,000	-	-	-	-
General Fund Subsidy	488,483	517,045	502,071	518,239	518,662
Total Revenue	\$ 1,117,541	\$ 1,067,960	\$ 1,080,191	\$ 1,110,372	\$ 1,128,560
Expenditures					
Salaries and Benefits	\$ 541,693	\$ 537,708	\$ 527,795	\$ 514,137	\$ 527,126
Supplies and Services	555,023	500,939	523,863	563,735	568,934
Special Projects	11,154	25,000	25,000	25,000	25,000
Non-Capital Equipment	5,704	8,280	7,500	7,500	7,500
Total Expenditures	\$ 1,113,574	\$ 1,071,927	\$ 1,084,158	\$ 1,110,372	\$ 1,128,560

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Mandated pool closures by the Santa Barbara County Health Department	0	0	0
Percent of participants rating overall customer satisfaction "Good" to "Excellent"	91%	99%	95%
Registrations for 3 aquatic summer camps	1,329	1,488	1,488
Youth swim lesson registrations	698	590	590
Scholarships awarded for aquatic summer camps	51	62	63
Training hours provided for aquatics staff	N/A	N/A	131
Percent of cost recovery for all aquatics programs	N/A	N/A	53%
Participation at Los Banos swimming pool	46,873	45,000	45,000
Attendance at Ortega Park swimming pool	N/A	5,066	5,066
Attendance at Oak Park wading pool	N/A	4,420	4,420
Attendance at West Beach wading pool	N/A	3,530	3,530

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RECENT PROGRAM ACHIEVEMENTS

Introduced two successful new adult leagues: Coed Soccer and Ultimate Frisbee.

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, ultimate frisbee, and other sports of community interest.
- Manage City contract to provide community softball program at City facilities.
- Promote and facilitate community use of City 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 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 2006

- Maintain 748 participants in 6 youth sports programs.
- Maintain 527 participants in 4 adult sports programs.
- Provide 150 scholarships totaling \$10,000 for youth sports league participants.
- Achieve 90% customer satisfaction with sports fields reservation processing.
- Facilitate community use of 26,200 programmable hours at 7 City sports fields and 10 school district sports fields.
- Provide 4 adult and 5 youth beach volleyball tournaments.
- Refine co-sponsorship agreements with PONY Baseball and the Santa Barbara Youth Soccer Coalition to achieve better programming for youth sports by June 2006.

Key Objectives for Fiscal Year 2006 (continued)

- Develop, organize and implement a triathlon camp for the summer of 2006.
- Maintain a working relationship with both Santa Barbara City College and the Santa Barbara School District by meeting quarterly with staff to discuss joint-use facilities.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.00	2.13	2.13	2.00	2.00
Hourly Employee Hours	N/A	2,115	2,115	4,188	4,188
Revenues					
Fees and Service Charges	\$ 252,298	\$ 176,952	\$ 153,609	\$ 160,617	\$ 167,443
Donations	32,169	50,111	50,111	-	-
General Fund Subsidy	173,565	113,748	125,807	250,315	246,504
Total Revenue	\$ 458,031	\$ 340,811	\$ 329,527	\$ 410,932	\$ 413,947
Expenditures					
Salaries and Benefits	\$ 223,812	\$ 202,269	\$ 202,829	\$ 223,250	\$ 238,184
Supplies and Services	175,776	112,608	99,521	186,682	174,763
Special Projects	-	31,006	31,006	-	-
Non-Capital Equipment	-	3,065	3,000	1,000	1,000
Total Expenditures	\$ 399,588	\$ 348,948	\$ 336,356	\$ 410,932	\$ 413,947

PROGRAMS & SERVICES

Sports (Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Youth league participants	N/A	N/A	748
Adult league participants	N/A	N/A	527
Scholarships for youth sports leagues	N/A	N/A	150
Percent of participants rating customer satisfaction with sports fields reservation processing as "satisfactory" or above.	83%	90%	90%
Field hours reserved	6,321	8,000	8,000
Beach volleyball tournaments	9	9	9
Participants in adult basketball league	N/A	N/A	232
Participants in adult volleyball league	N/A	N/A	136
Participants in adult co-ed soccer league	N/A	N/A	75
Participants in adult Ultimate Frisbee league	N/A	85	84
Participants in adult youth flag football league	N/A	N/A	215
Participants in youth biddy basketball league	N/A	N/A	48
Participants in youth basketball league	N/A	N/A	225
Participants in youth t- ball league	N/A	N/A	98
Participants in youth t- ball clinic	N/A	N/A	63
Participants in girls softball league	N/A	N/A	99

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RECENT PROGRAM ACHIEVEMENTS

Positive response was received from A-OK! (After-School Opportunities for Kids) program participants and staff with tennis outreach program with Tennis Patrons.

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, summer youth tennis programs, and tournaments.
- Maintain and coordinate use of 32 tennis courts at five facilities, including 17 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 2006

- Provide group tennis lessons for 550 participants annually.
- Sell 4,300 daily Tennis Permits.
- Sell 279 Annual Tennis Permits.
- Maintain an 80% customer satisfaction rate for tennis facility and court maintenance.
- Resurface 2 tennis courts at Oak Park.
- Revise annual survey to permit holders to include questions regarding the demographics of customers.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.80	0.80	0.80	0.80	0.80
Hourly Employee Hours	N/A	2,712	2,712	2,712	2,712
Revenues					
Fees and Service Charges	\$ 170,759	\$ 161,333	\$ 133,317	\$ 136,123	\$ 141,084
Other Revenue	25	-	-	-	-
General Fund Subsidy	85,919	132,348	143,363	119,802	127,586
Total Revenue	\$ 256,703	\$ 293,681	\$ 276,680	\$ 255,925	\$ 268,670
Expenditures					
Salaries and Benefits	\$ 79,611	\$ 89,549	\$ 89,549	\$ 99,525	\$ 102,312
Supplies and Services	170,921	150,589	133,888	130,400	135,358
Special Projects	7,457	52,543	52,543	25,000	30,000
Non-Capital Equipment	-	1,000	700	1,000	1,000
Total Expenditures	\$ 257,989	\$ 293,681	\$ 276,680	\$ 255,925	\$ 268,670

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Registered participants	766	550	550
Daily permits sold	4,506	4,300	4,300
Annual permits sold	264	279	279
Percent of annual permit holders who rate maintenance and cleanliness at "satisfactory" or better	82%	80%	80%
Cost recovery for all tennis programs and facility maintenance	67%	52%	50%
Mix and Match participants	2,360	2,368	2,370
Contractor rental hours for private lessons	907	810	810

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➤ Community Services

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Park Operations Management
Grounds and Facilities Maintenance
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Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

Community Services successfully renovated the City's Community Gardens to make them safer and more accessible to senior citizens and the disabled.

Community Services

(Program No. 6192)

Mission Statement

Strengthen families and neighborhoods by operating three community centers and one recreation center, through which City-related information and social services are provided to low-income populations.

Program Activities

- Operate four neighborhood centers, located in densely populated, low-income and culturally diverse neighborhoods: Franklin Community Center, Westside Community Center, Lower Westside Community Center, and Louise Lowry Davis Center.
- Provide leasable office space at below-market rates for direct social services delivery by non-profit agencies.
- Provide facilities for various recreation and community programs and private and public events.
- Facilitate social service referrals and direct services in areas of community relations, public education programs, information referral, and youth diversion programs.
- Coordinate annual rental of garden plots at Yanonali, Rancheria, and Pilgrim Terrace community gardens.

Key Objectives for Fiscal Year 2006

- Maintain 95% "satisfactory" to "above satisfactory" rating for satisfaction with facilities and customer service in 4 neighborhood social service and recreation centers.
- Maintain 100% occupancy of 11 leasable office spaces by non-profit social service agencies.
- Process 1,000 facility reservations for community, private and public events at 4 community buildings.
- Respond to 13,500 community resident requests for services, information, and referrals regarding City services and community social services.
- Provide 17,000 units of service to meet specific neighborhood needs such as renters/homeowners assistance, tax preparation, health screening, food distribution, and other social services.
- Coordinate the application selection process to have 75% of the 172 garden plots available at community gardens by October 1, 2005.
- Coordinate, prepare, and submit by January 2006 a minimum of two Community Development Block Grant proposals as part of the fiscal year 2007 Neighborhood Improvement Program.

Key Objectives for Fiscal Year 2006 (continued)

- o Ensure compliance of the terms and conditions of the Lower Westside Center lease agreement with the Community Housing Corporation.
- o Coordinate the Neighborhood Improvement Program Action Plan for Community Center Request for Services Processes, and respond to advisory committees with proposed plan by December 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.50	5.30	5.30	5.30	5.30
Hourly Employee Hours	N/A	2,736	2,736	858	858
Revenues					
Rents	\$ 248,835	\$ 311,110	\$ 271,848	\$ 271,878	\$ 295,209
Fees and Service Charges	18,105	11,100	12,504	11,880	12,355
Other Revenue	10	-	-	-	-
General Fund Subsidy	538,863	515,451	572,511	594,540	602,321
Total Revenue	\$ 805,813	\$ 837,661	\$ 856,863	\$ 878,298	\$ 909,885
Expenditures					
Salaries and Benefits	\$ 326,067	\$ 369,443	\$ 378,224	\$ 404,996	\$ 424,072
Supplies and Services	479,175	480,587	495,008	469,302	481,813
Special Projects	2,085	7,548	7,548	-	-
Non-Capital Equipment	743	4,000	-	4,000	4,000
Total Expenditures	\$ 808,070	\$ 861,578	\$ 880,780	\$ 878,298	\$ 909,885

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
User approval rating for 3 neighborhood social service centers	93%	99%	95%
Occupancy rate for leasable office space	99%	100%	100%
Facility reservations for community, private, and public events	2,440	832	1,000
Information and referrals contacts to residents	14,764	13,756	13,500
Units of service	22,628	22,000	17,000
Operating costs for community centers	N/A	N/A	\$11.50/ft ²
Free or low cost meals to senior citizens	14,764	13,756	9,000
Youth and adults mentored through the Job Apprenticeship Program	73	45	45

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➤ **Creeks Restoration and Water Quality Improvement**

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RECENT PROGRAM ACHIEVEMENTS

Completion of first phase of Arroyo Burro, Mission and Sycamore Watershed Action Plans.

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 creek restoration projects and watershed restoration plans.
- Oversee storm water treatment control projects.
- Coordinate community information and clean water business assistance programs.

Key Objectives for Fiscal Year 2006

- Maintain 95% response rate to enforcement calls within 3 working days.
- Conduct weekly creek clean-ups to remove contaminants.
- Perform 95% of the scheduled maintenance of the storm water treatment system.
- Achieve participation of an additional 10 businesses in certified Clean Water Business program.
- Provide six bilingual information programs on clean water and creeks issues.
- Provide 132 youth watershed education programs to school-age children in Santa Barbara.
- Train employees in 8 operations divisions to develop and implement pollution prevention plans.
- Complete second phase of community education and visioning for the development of Watershed Action Plans by Spring 2006.
- Complete final design for the Las Positas/Golf Club storm water detention system.
- Complete construction of the Westside Ultra Violet Light facility.

Key Objectives for Fiscal Year 2006 (continued)

- Complete construction of the diversion projects in the Hope Ave. and Haley St. storm drains.
- Complete construction of the Arroyo Burro Estuary and Mesa Creek Restoration Project by December 2005.
- Submit Final Storm Water Management Program by August 2005 and receive Regional Board approval by June 2006.
- Complete preliminary design plans for the restoration of Old Mission Creek at West Figueroa.
- Conduct 4 community creek stewardship and clean-up projects. (These projects are Neighborhood Task Force projects as they are geared toward improving creek areas in neighborhoods.)
- Develop scope and funding parameters for a Watershed Resident and Business Technical Assistance Program.
- Complete first phase of Microbial Source Tracking research studies to determine sources of bacterial pollution in City creeks by December 2005.
- Maintain restoration sites to meet permit conditions, and conduct water quality and habitat analyses to determine success of restoration and water treatment projects.
- Ensure compliance with all Creeks education, restoration, and water quality contracts.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.00	5.00	5.00	7.00	7.00
Hourly Employee Hours	N/A	2,900	2,900	500	500
Revenues					
Transient Occupancy Tax	\$ 2,073,155	\$ 2,137,970	\$ 2,156,000	\$ 2,300,800	\$ 2,415,900
Intergovernmental	483,230	1,121,343	325,000	-	-
Interest Income	96,806	50,000	115,000	129,358	139,309
Market Valuation	(71,234)	-	-	-	-
Other Revenue	-	5,000	8,100	-	-
Total Revenue	\$ 2,581,957	\$ 3,314,313	\$ 2,604,100	\$ 2,430,158	\$ 2,555,209
Expenditures					
Salaries and Benefits	\$ 412,429	\$ 514,305	\$ 514,080	\$ 634,654	\$ 671,936
Supplies and Services	464,299	1,368,849	1,032,590	869,568	1,000,287
Special Projects	4,090	82,577	79,577	117,500	117,500
Non-Capital Equipment	4,939	9,778	9,778	9,250	2,500
Transfers Out	20,730	154,368	154,368	157,590	162,318
Appropriated Reserve	-	8,451	-	11,134	12,375
Total Operating Expenditures	\$ 906,487	\$ 2,138,328	\$ 1,790,393	\$ 1,799,696	\$ 1,966,916
Capital Program	875,625	2,894,008	823,000	450,000	525,000
Total Expenditures	\$ 1,782,112	\$ 5,032,336	\$ 2,613,393	\$ 2,249,696	\$ 2,491,916
Addition to (Use of) Reserves	\$ 799,845	\$ (1,718,023)	\$ (9,293)	\$ 180,462	\$ 63,293

Creeks Restoration and Water Quality Improvement

(Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Enforcement calls receiving response within 3 working days	100%	94%	95%
Creek cleanups	52	52	52
Percent scheduled maintenance completed	96.5%	99%	95%
Businesses certified through the Clean Water Business program	N/A	10	10
Bilingual information programs	2	6	6
Schools, summer camps and field trips for watershed education	80	110	132
Divisions/employees trained in pollution prevention	7 / 119	4 / TBA	8 / 150
Percent program revenues matched with grant funds	33%	6%	10%
Avg. weekly creek, ocean, & storm samples collected and analyzed	N/A	20	20

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➤ Golf Course

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RECENT PROGRAM ACHIEVEMENTS

Program staff are developing and improving the Integrated Pest Management Program at the municipal golf course.

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 2006

- Achieve greens fee revenue per round of \$22.00.
- Achieve Golf Course facility use of 87,000 rounds of golf.
- Achieve sales of 2,800 resident discounts and
- Achieve sales of 700 total "Frequent User" seven-day play discounts.
- Maintain \$26.20 maintenance cost per round of golf.
- Maintain the number of reportable injuries at 1 or less by holding monthly co-worker safety meetings.
- Monthly vehicle inspection report completed by each employee.
- Complete 90% of maintenance activities in accordance with Golf Division Maintenance Standards, utilizing daily job tasking and work schedules.
- Complete pesticide usage reports on-time required by the County Agricultural Commissioner on a monthly basis.
- Ensure compliance of contract terms and conditions for golf concessionaires.
- Irrigate golf course using daily 24-hour evapotranspiration data and track daily usage using irrigation log printouts.
- Evaluate results of Master Plan Safety Improvements – Phase II by March 31, 2006.
- Develop a comprehensive evaluation of Player Assistant (Course Marshal) Program by January 1, 2006.

Key Objectives for Fiscal Year 2006 (continued)

- Evaluate impact of City Integrated Pest Management (IPM) Strategy as it relates to turf quality, golfer satisfaction and increased manpower usage. Prepare monthly impact report.
- Survey golfers to evaluate success of Master Plan Safety Improvements during and after construction by November 2005.
- Develop Phase III construction plans for 2007 by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	12.90	13.70	13.70	13.70	13.70
Hourly Employee Hours	N/A	5,260	5,260	3,700	3,700
Revenues					
Golf Fees	\$ 1,768,565	\$ 1,852,213	\$ 1,800,000	\$ 1,963,000	\$ 2,050,000
Donations	17,353	-	-	17,021	17,021
Interest Income	34,588	26,897	35,178	39,400	42,431
Market Valuation	(25,215)	-	-	-	-
Other Revenue	1,517	-	-	-	-
Rents (Concessions)	275,720	275,000	275,000	277,000	277,000
Total Revenue	\$ 2,072,528	\$ 2,154,110	\$ 2,110,178	\$ 2,296,421	\$ 2,386,452
Expenditures					
Salaries and Benefits	\$ 925,411	\$ 995,930	\$ 1,003,032	\$ 1,100,504	\$ 1,143,536
Supplies and Services	613,242	661,109	645,945	655,744	659,940
Special Projects	65,891	85,816	32,000	67,031	93,810
Non-Capital Equipment	6,122	13,800	12,000	11,000	6,568
Transfers Out	-	684	684	400	-
Debt Service	78,173	184,418	184,418	184,452	184,418
Total Operating Expenditures	\$ 1,688,839	\$ 1,941,757	\$ 1,878,079	\$ 2,019,131	\$ 2,088,272
Capital Program	84,156	373,290	299,155	504,000	317,260
Total Expenditures	\$ 1,772,995	\$ 2,315,047	\$ 2,177,234	\$ 2,523,131	\$ 2,405,532
Addition to (Use of) Reserves	\$ 299,533	\$ (160,937)	\$ (67,056)	\$ (226,710)	\$ (19,080)

PROGRAMS & SERVICES

Golf Course (Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Average greens fee revenue per round	\$20.64	\$21.00	\$22.00
Rounds of golf	86,404	87,000	87,000
Resident discounts sold	3,584	3,000	2,800
Seven-day discounts sold	883	700	700
Cost per round	N/A	N/A	\$26.20
Reportable injuries	1	1	1
Monthly vehicle inspection reports	N/A	N/A	276
Percent of all acceptable recyclable materials collected	N/A	85%	85%
Golf concessionaire revenue	\$275,720	\$275,000	\$277,000
Facility inspections of clubhouse and maintenance facilities	N/A	12	12
Unplanned annual days of sick leave by Golf Staff	N/A	N/A	72

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RECENT PROGRAM ACHIEVEMENTS

Implemented citywide program following adoption of the Integrated Pest Management (IPM) Strategy by City Council in 2004.

Park Operations Management

(Program No. 6911)

Mission Statement

Manage maintenance operations for park and street tree resources, recreation facilities landscaping, capital projects, secure grants, and 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 School District.

Key Objectives for Fiscal Year 2006

- Achieve 80% of Parks Division objectives.
- Maintain 365 acres of developed parkland at a cost of \$8,530 per acre.
- Maintain 1,180 acres of open space at a cost of \$293 per acre.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.00	4.00	4.00	3.00	3.00
Hourly Employee Hours	N/A	650	650	730	730
Revenues					
Intergovernmental	\$ -	\$ 144,000	\$ 144,000	\$ -	\$ -
Other Revenue	30,000	-	-	30,000	30,000
Donations	70,287	158,290	158,290	-	-
General Fund Subsidy	1,003,718	1,084,966	1,012,686	1,033,987	1,063,145
Total Revenue	\$ 1,104,005	\$ 1,387,256	\$ 1,314,976	\$ 1,063,987	\$ 1,093,145
Expenditures					
Salaries and Benefits	\$ 355,763	\$ 372,103	\$ 295,125	\$ 347,941	\$ 361,131
Supplies and Services	670,829	718,260	722,958	713,546	729,514
Special Projects	57,060	334,359	334,359	-	-
Non-Capital Equipment	2,197	2,500	2,500	2,500	2,500
Total Expenditures	\$ 1,085,849	\$ 1,427,222	\$ 1,354,942	\$ 1,063,987	\$ 1,093,145

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Parks Division objectives achieved	69%	80%	80%
Cost to maintain an acre of parkland	\$7,916	\$8,000	\$8,530
Cost to maintain an acre of open space	\$272	\$280	\$293

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RECENT PROGRAM ACHIEVEMENTS

Renovated two rose flowerbeds at the Mission Rose Garden and planted 125 rose bushes.

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 25 restroom facilities to 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, pruning, planting, and fertilizing 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 1,200 acres of open space in eleven areas and oversee vegetative fuels management of open space parks.

Key Objectives for Fiscal Year 2006

- Make all reported safety issues safe within an average of 8 work hours of notification.
- Maintain a "good" or better rating on 70% of restroom surveys from restroom users.
- Maintain a "good" or better rating on 80% of park quality surveys from park users.
- Complete 100% of monthly parks safety inspections.
- Provide walkthrough inspections with Downtown Organization for 12 blocks of State Street four times per year to ensure conformance to standards and contract specifications.
- Complete 100 non-safety work orders annually.
- Complete design and installation of Irrigation System at Stevens Park by June 30, 2006.
- Participate in four Neighborhood Improvement Programs projects.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	25.80	28.30	28.30	27.50	27.50
Hourly Employee Hours	N/A	29,840	29,840	13,798	13,798
Revenues					
Intergovernmental	\$ 5,000	\$ 10,000	\$ 10,000	\$ -	\$ -
Fees and Service Charges	3,750	-	-	-	-
Other Revenue	101,868	108,000	102,000	107,100	111,384
Donations	20,000	60,000	60,000	25,000	25,000
General Fund Subsidy	3,108,044	3,293,938	3,275,260	3,527,435	3,645,665
Total Revenue	\$ 3,238,662	\$ 3,471,938	\$ 3,447,260	\$ 3,659,535	\$ 3,782,049
Expenditures					
Salaries and Benefits	\$ 1,965,312	\$ 2,009,386	\$ 1,870,594	\$ 2,135,399	\$ 2,227,993
Supplies and Services	1,248,695	1,231,096	1,345,138	1,326,136	1,356,056
Special Projects	15,781	224,479	224,551	90,000	90,000
Non-Capital Equipment	7,429	8,000	8,000	58,000	58,000
Capital Equipment	-	40,000	40,000	50,000	50,000
Total Expenditures	\$ 3,237,217	\$ 3,512,961	\$ 3,488,283	\$ 3,659,535	\$ 3,782,049

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Average hours to ensure completion of all safety related issues	N/A	N/A	8
Percentage of satisfactory or better responses from restroom surveys	N/A	N/A	70%
Percentage of "satisfactory" or better responses from park surveys	N/A	N/A	80%
Park safety inspections completed	504	504	504
Walkthrough inspections completed	4	4	4
Safety work orders	43	53	60
Non-safety work orders completed	N/A	N/A	100
Total restroom cleanings	0	0	\$15,000
Average cost of restroom cleaning	N/A	N/A	\$10
Hours spent on medians, under/over passes, and easements	N/A	N/A	800
Hours spent on Neighborhood Improvement Program	N/A	N/A	400

PROGRAMS & SERVICES

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RECENT PROGRAM ACHIEVEMENTS

Completed street sweeper clearance on 1,300 trees in Samarkand, Upper Eastside and Lower Eastside sweeping routes.

Forestry

(Program No. 6913)

Mission Statement

Plant and maintain street trees, park, and City facility trees for the benefit of residents and to ensure a safe and healthy community forest.

Program Activities

- Manage 23,500 street trees and 5,300 park trees.
- Oversee stump and root management.
- Coordinate young tree planting and management.
- Inspect potentially hazardous trees.
- Communicate City policies and ordinances regarding tree issues and coordinate citizen requests for tree planting.
- Respond to citizen tree maintenance and removal requests and schedule block pruning.
- Enforce street tree and front yard setback tree ordinance.

Key Objectives for Fiscal Year 2006

- Achieve an average 5-year pruning cycle by pruning 21% of all street trees.
- Achieve an average 6-year pruning cycle by pruning 10% of all park and facility trees.
- Maintain a tree replacement program by planting 50% more trees than the average loss of trees.
- 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 \$130 per tree.
- Maintain average tree pruning by contract at a cost of \$54 per tree.
- Participate in four Neighborhood Improvement Program projects.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	11.00	11.00	11.00	11.00	11.00
Hourly Employee Hours	N/A	1,300	1,300	1,302	1,302
Revenues					
Interfund Reimbursement	\$ 744,576	\$ 744,579	\$ 744,579	\$ 781,808	\$ 813,080
Donations	10,000	-	-	10,000	10,000
Other Revenues	600	-	-	-	-
General Fund Subsidy	229,550	294,578	296,983	343,304	341,598
Total Revenue	\$ 984,726	\$ 1,039,157	\$ 1,041,562	\$ 1,135,112	\$ 1,164,678
Expenditures					
Salaries and Benefits	\$ 748,888	\$ 772,073	\$ 781,114	\$ 859,530	\$ 885,196
Supplies and Services	235,838	265,584	258,948	274,082	277,982
Non-Capital Equipment	-	1,500	1,500	1,500	1,500
Total Expenditures	\$ 984,726	\$ 1,039,157	\$ 1,041,562	\$ 1,135,112	\$ 1,164,678

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Street trees pruned	5,068	5,400	5,100
Park and facility trees pruned	578	530	530
Trees planted	305	300	300
Service inspections requested completed within 10 working days	94.25%	90%	90%
Percent of ordinance violations acted on within 30 days	100%	100%	100%
Cost per tree pruned by staff	N/A	\$130	\$130
Cost per tree pruned by contract	N/A	\$200	\$54
Service inspections	630	900	900
Ordinance violations reported	N/A	30	30
Neighborhood Improvement Program staff hours	N/A	N/A	800

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Business Services
Recreation Program Management
Facilities and Reservation Services
Cultural Arts
Youth Activities
Teen Programs
Active Adults and Classes
Aquatics
Sports
Tennis
Community Services
Creeks Restoration and Water Quality Improvement
Golf Course
Park Operations Management
Grounds and Facilities Maintenance
Forestry
➤ **Beach Maintenance**
Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

Cleaned debris off of two miles of beach area from Leadbetter to East Beach after January 2005 major storm event.

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.
- Dispose and remove of kelp, litter and storm debris, and dead sea animals.
- Oversee creek outlet cleaning, maintenance, and annual installation and removal of lifeguard towers.
- Dispose of beached boats or vessels that have been abandoned.

Key Objectives for Fiscal Year 2006

- Groom beach sand on Leadbetter, West, and East beaches 12 times between May and October.
- Rake beach sand on Leadbetter, West, and East beaches 12 times between November and April.
- Hand clean the perimeter of Mission Creek Lagoon on East Beach an average of twice per week.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	N/A	750	750	711	711
Revenues					
Other Revenue	\$ 1,151	\$ -	\$ -	\$ -	\$ -
General Fund Subsidy	94,898	101,851	101,007	122,940	125,988
Total Revenue	\$ 96,049	\$ 101,851	\$ 101,007	\$ 122,940	\$ 125,988
Expenditures					
Salaries and Benefits	\$ 67,420	\$ 72,063	\$ 70,369	\$ 79,846	\$ 81,928
Supplies and Services	28,629	29,788	30,638	43,094	44,060
Total Expenditures	\$ 96,049	\$ 101,851	\$ 101,007	\$ 122,940	\$ 125,988

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Beach groom cycles	12	12	12
Beach rake cycles	13	12	12
Mission Creek Lagoon perimeter hand-cleanings	105	104	104
Beach debris and animals removed	23	50	30

PARKS AND RECREATION PROGRAMS

- Administration
- Project Management Team
- Business Services
- Recreation Program Management
- Facilities and Reservation Services
- Cultural Arts
- Youth Activities
- Teen Programs
- Active Adults and Classes
- Aquatics
- Sports
- Tennis
- Community Services
- Creeks Restoration and Water Quality Improvement
- Golf Course
- Park Operations Management
- Grounds and Facilities Maintenance
- Forestry
- Beach Maintenance
- Chase Palm Park



RECENT PROGRAM ACHIEVEMENTS

Improved appearance of Chase Palm Park
Expansion parkland area along Cabrillo Boulevard by replanting with new plant material

Chase Palm Park

(Program No. 6917)

Mission Statement

Provide high quality park maintenance and recreation services at Chase Palm Park.

Program Activities

- Maintain the park landscaping and facilities of Chase Palm, a popular venue for leisure visits, corporate and community events, and concerts.
- Maintain and oversee Skater's Point skateboard park.
- Provide grounds maintenance including mowing, pruning, trash pick-up, and litter control.
- Coordinate restroom cleaning and maintenance.
- Provide safety oversight and maintenance of playground equipment and water features.
- Provide repairs and maintenance to hardscape elements.
- Develop and coordinate recreation programming for the park.
- Schedule and coordinate rentals of indoor and outdoor reservable sites.
- Facilitate community special events at the park.
- Provide on-site staff on a daily basis to oversee public use of the Chase Palm Park, provide information, and check out recreational equipment at no charge to the public.

Key Objectives for Fiscal Year 2006

- Maintain an 85% "very good" to "excellent" rating for overall customer satisfaction with outdoor rental facilities.
- Maintain 49 permits to rent outdoor facilities on an annual basis.
- Maintain revenue for Chase Palm Park at \$199,230, including indoor and outdoor facility rentals, concessions and payment from hotel.
- Ensure that 80% of park grounds inspections meet established park maintenance standards.
- Clean and inspect Skater's Point skateboard park daily.
- Maintain 23 acres at a cost of \$23,006 per acre.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.90	4.00	4.00	4.00	4.00
Hourly Employee Hours	N/A	13,512	13,512	11,095	11,095
Revenues					
Fees and Service Charges	\$ 113,523	\$ 101,969	\$ 135,313	\$ 131,730	\$ 138,500
Donations	62,500	62,500	62,500	62,500	62,500
Rents-Concessions	6,409	10,000	6,240	6,000	6,200
General Fund Subsidy	404,948	378,524	304,671	337,274	344,781
Total Revenue	\$ 587,380	\$ 552,993	\$ 508,724	\$ 537,504	\$ 551,981
Expenditures					
Salaries and Benefits	\$ 371,578	\$ 345,041	\$ 337,085	\$ 351,676	\$ 363,238
Supplies and Services	215,489	205,765	169,639	183,828	186,743
Non-Capital Equipment	313	2,187	2,000	2,000	2,000
Total Expenditures	\$ 587,380	\$ 552,993	\$ 508,724	\$ 537,504	\$ 551,981

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of overall customer satisfaction surveys rated "good" to "very good"	96%	85%	85%
Permits issued for rental of outdoor facilities	53	49	49
Outdoor facility rental and other income	\$182,431	\$204,053	\$199,230
Percent of park grounds inspections in compliance with established park maintenance standards	90%	85%	80%
Skateboard Park inspections/cleanings	366	365	365
Cost to maintain an acre of parkland	\$21,989	\$19,000	\$23,006
Revenue for outdoor facility rentals	\$11,295	\$16,598	\$17,964
Facility reservations processed at Chase Palm Park Recreation Center	N/A	330	300
Facility reservations processed at Casa Las Palmas	N/A	74	85

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DEPARTMENT SUMMARY

Police

Operating under a Community Oriented Policing philosophy, create and maintain a safe community where people can live in peace, without the fear of crime.

About Police

The Police Department is responsible for providing law enforcement services to the City of Santa Barbara. Working in partnership with the community, quality and professional law enforcement services are provided in a fair and efficient manner.

The Patrol Division provides police services to the community that includes 24-hour patrol assignments, traffic enforcement, safety programs, animal control activities, special event planning, crisis response teams and a chaplaincy program.

The Investigative Division conducts follow-up investigations from initial crime reports that include crimes against persons, property, narcotics violations, school resource officers and forensic investigations.

The Community Services Division provides support services to the entire organization that include managing the building and maintaining equipment, providing crime analysis, training and recruitment and community oriented problem solving programs and services.

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 2006 Budget Highlights

The Santa Barbara Police Department continues to serve hundreds of local youth through the Police Activities League (PAL). This program is a non-profit collaboration funded through private donations, federal grants and the City of Santa Barbara.

Patrol Officers will respond to 37,949 calls for service over a twelve-month-period of time. Of those calls, over 1,900 are emergencies in progress.

The Santa Barbara Police Department relies on a Citizen's Advisory Committee to be the eyes and ears of the community while using their knowledge in committee work to resolve community issues.





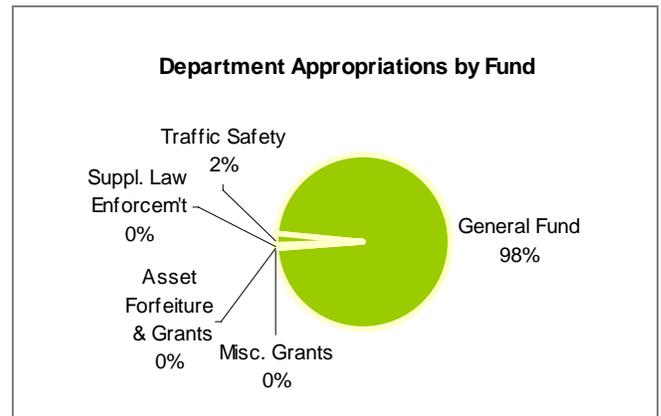
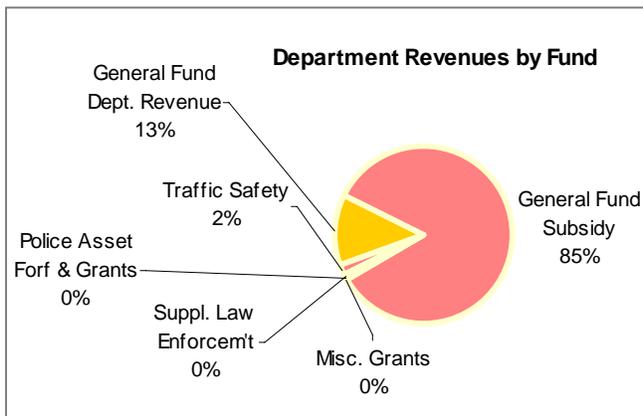
DEPARTMENT SUMMARY

Police

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	223.00	222.00	222.00	221.00	220.00
Hourly Employee Hours	N/A	18,320	18,320	18,320	18,320
Revenues					
Parking Violations	\$ 2,185,694	\$ 2,277,245	\$ 2,277,245	\$ 2,348,982	\$ 2,348,982
Traffic Safety	518,714	505,000	555,000	555,000	580,000
Prop. 172 Sales Tax	-	-	-	230,400	239,600
Fines & Forfeitures	301,641	225,000	200,000	200,000	200,000
Fees and Services Charges	765,836	779,710	776,887	898,848	933,986
Intergovernmental	693,843	729,686	727,925	412,232	412,232
Other Revenue	246,250	70,000	70,541	80,000	80,000
General Fund Subsidy	22,219,122	23,880,044	22,837,181	25,742,538	26,478,430
Total Department Revenue	\$ 26,931,100	\$ 28,466,685	\$ 27,444,779	\$ 30,468,000	\$ 31,273,230
Expenditures					
Salaries and Benefits	\$ 23,093,223	\$ 24,366,761	\$ 23,551,541	\$ 26,189,472	\$ 26,911,309
Supplies and Services	3,483,060	3,732,405	3,544,496	4,068,566	4,170,154
Special Projects	129,198	463,960	462,024	60,000	60,000
Transfers	99,998	4,394	-	-	-
Non-Capital Equipment	188,419	183,006	157,165	149,962	131,767
Total Department Expenditures	\$ 26,993,898	\$ 28,750,526	\$ 27,715,226	\$ 30,468,000	\$ 31,273,230

Department Fund Composition

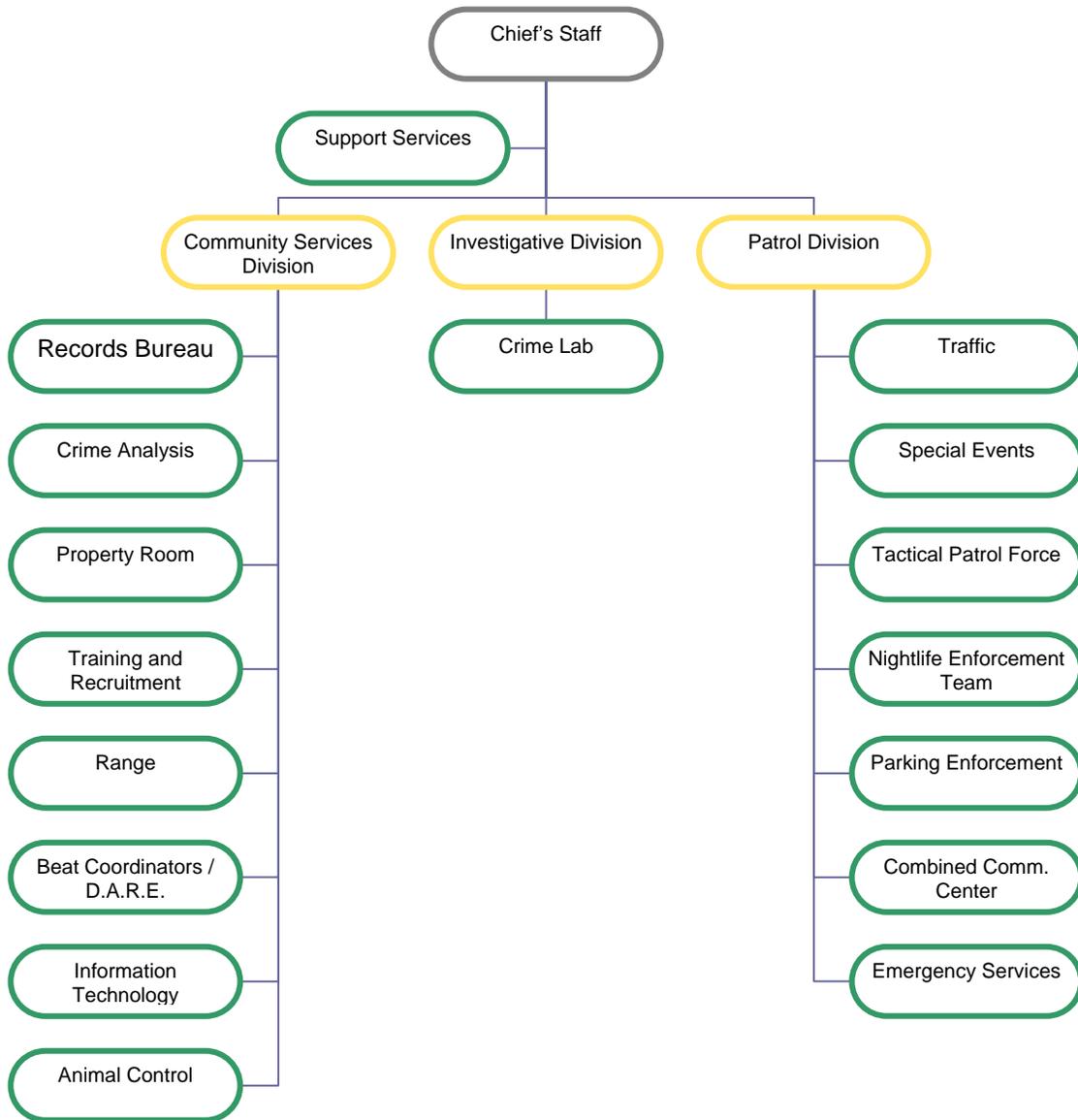




DEPARTMENT SUMMARY

Police

Program Organizational Chart



POLICE PROGRAMS

➤ **Chief's Staff**

- Support Services
- Records Bureau
- Community Services Division
- Crime Analysis
- Property Room
- Training and Recruitment
- Range
- Beat Coordinators/D.A.R.E.
- Information Technology
- Investigative Division
- Crime Lab
- Patrol Division
- Traffic
- Special Events
- Tactical Patrol Force
- Nightlife Enforcement
- Parking Enforcement
- Combined Communications Center
- Animal Control
- Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Implemented Restorative Policing to more effectively serve the mentally ill in our community.

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 three 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 2006

- Achieve 80% of the department program objectives.
- Investigate formal and 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 City Councilmembers, citizen inquiries, and outside agencies within 24 hours of being assigned to advice timeline of completion.
- Respond to 90% of City Attorney and Risk Management requests for investigation within 24 hours to advice timeline of completion.
- Complete a 12-year Strategic Plan to implement a work space solution, to include an upgrade and change of focus to the 1999 work space study.
- Develop and implement a Comstat strategy for Command Staff.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Prop. 172 Sales Tax	\$ -	\$ -	\$ -	\$ 230,400	\$ 239,600
Parking Violations	2,185,694	2,277,245	2,277,245	2,348,982	2,348,982
Intergovernmental	217,035	217,000	217,035	217,000	217,000
Fees and Service Charges	359,512	305,000	327,400	320,000	335,000
Other Revenue	21,863	5,000	541	5,000	5,000
Total Revenue	\$ 2,784,104	\$ 2,804,245	\$ 2,822,221	\$ 3,121,382	\$ 3,145,582
Expenditures					
Salaries and Benefits	\$ 869,294	\$ 703,645	\$ 710,566	\$ 779,296	\$ 813,443
Supplies and Services	63,569	47,256	43,045	49,614	50,086
Special Projects	28	3,797	3,797	-	-
Transfers	3,797	-	-	-	-
Non-Capital Equipment	11,638	25,254	-	-	-
Total Expenditures	\$ 948,326	\$ 779,952	\$ 757,408	\$ 828,910	\$ 863,529

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of performance objectives met	77.4%	80%	80%
Percent of ongoing citizen's complaint investigations completed within 60 days	N/A	N/A	90%
Special requests from City Hall, citizen inquiries, and outside agencies	N/A	80	80
Percent of requests from Council, citizens, and outside agencies responded to within 24 hours	N/A	90%	90%
City Attorney and Risk Management requests	N/A	24	24
Percent of requests from City Attorney and Risk Management responded to within 24 hours	N/A	100%	90%
Ongoing formal and informal citizen complaints	N/A	N/A	40
Pitchess Motions	N/A	15	15
Ongoing administrative complaints	N/A	12	12

POLICE PROGRAMS

Chief's Staff

➤ **Support Services**

Records Bureau

Community Services Division

Crime Analysis

Property Room

Training and Recruitment

Range

Beat Coordinators/D.A.R.E.

Information Technology

Investigative Division

Crime Lab

Patrol Division

Traffic

Special Events

Tactical Patrol Force

Nightlife Enforcement

Parking Enforcement

Combined Communications
Center

Animal Control

Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Successful completion of job tasks including preparation of fiscal year 2006 and 2007 budgets, after reorganization of Business Office duties and personnel.

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, accounts payable, and receivable actions.
- Manage the Parking Collection Section, including payments, reviews and tows.

Key Objectives for Fiscal Year 2006

- 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 87% for parking citations
- Notify all interested parties of vehicles towed for unlicensed driver within 1 business day.
- Develop the annual budget within target and administer within fiscal constraints and policies.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	8.00	8.00	8.00	8.00	7.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 591,803	\$ 667,288	\$ 604,204	\$ 703,008	\$ 593,434
Total Revenue	\$ 591,803	\$ 667,288	\$ 604,204	\$ 703,008	\$ 593,434
Expenditures					
Salaries and Benefits	\$ 504,554	\$ 576,098	\$ 520,527	\$ 604,321	\$ 494,138
Supplies and Services	86,892	91,190	83,677	97,919	98,528
Non-Capital Equipment	357	-	-	768	768
Total Expenditures	\$ 591,803	\$ 667,288	\$ 604,204	\$ 703,008	\$ 593,434

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Timesheets processed	6,538	6,556	6,500
Errors reported on timesheets by Payroll	15	18	25
Percent of timesheets processed error free	99.8%	99%	99%
Purchasing transactions processed	520	396	400
Accounts payable transactions processed	951	880	850
Percent of purchasing and accounts payable transactions completed within 2 business days	100%	99%	99%
Parking citations issued	97,315	103,332	99,000
Parking citations paid	57,193	75,475	77,220
Percent of parking citations paid	88.4%	85.6%	87%
Vehicles towed for unlicensed driver	1,480	1,316	1,315
Percent of interested parties notified of tows for unlicensed driver	100%	100%	100%

POLICE PROGRAMS

Chief's Staff
Support Services
➤ **Records Bureau**
Community Services Division
Crime Analysis
Property Room
Training and Recruitment
Range
Beat Coordinators/D.A.R.E.
Information Technology
Investigative Division
Crime Lab
Patrol Division
Traffic
Special Events
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement
Combined Communications
Center
Animal Control
Emergency Services



RECENT PROGRAM ACHIEVEMENTS

The Records Bureau has recently hired a new Records Manager to assist in the processing of backlogged work and evaluating program efficiency.

Records Bureau

(Program No. 3414)

Mission Statement

Process and disseminate police reports while providing quality customer service to citizens.

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 Report 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 that are dictated by officers to ensure the reports are correct, standardized and legible.

Key Objectives for Fiscal Year 2006

- Complete and distribute 99% of all in-custody adult and juvenile arrest reports prior to 10:00 a.m. the following court day.
- Complete 95% of data entry for part one crimes by the 5th day of the month.
- Seal 95% of juvenile records within 60 days of receipt to comply with court orders.
- Complete and forward 99.5% of court dispositions of conviction within 30 days of receipt.
- Scan 15,000 backlogged property release records at a rate of 3,750 per quarter.
- Administer 150 hours of California Law Enforcement Telecommunications System Training "CLETS" to Records Bureau team members in compliance with Department of Justice regulations.
- Administer "Single Point of Entry" training to 18 Records Bureau team members to more efficiently track, store, and access police records.
- Implement Total Awareness Cross Training program "TACT" with all Records Bureau staff to enhance excellent customer service skills and increase the ability to meet team objectives.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	20.00	20.00	20.00	20.00	20.00
Hourly Employee Hours	N/A	2,080	2,080	2,080	2,080
Revenues					
General Fund Subsidy	\$ 1,278,030	\$ 1,376,036	\$ 1,297,478	\$ 1,483,337	\$ 1,541,938
Total Revenue	\$ 1,278,030	\$ 1,376,036	\$ 1,297,478	\$ 1,483,337	\$ 1,541,938
Expenditures					
Salaries and Benefits	\$ 1,185,339	\$ 1,257,426	\$ 1,183,795	\$ 1,354,082	\$ 1,412,533
Supplies and Services	92,691	118,240	113,683	129,255	129,405
Non-Capital Equipment	-	370	-	-	-
Total Expenditures	\$ 1,278,030	\$ 1,376,036	\$ 1,297,478	\$ 1,483,337	\$ 1,541,938

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of in-custody reports processed by 10:00 a.m. the following court day	99%	99%	99%
Percent of part one crimes data entry completed by the 5th of each month	94%	94%	95%
Percent of juvenile records sealed within 60 days of receipt	52.5%	90%	95%
Percent of court dispositions processed within 30 days	100%	100%	99.5%
Percent of property release records processed within promised time frame	N/A	N/A	100%
Reports from officers processed	20,213	20,000	20,000
Traffic citations processed, without case numbers	10,761	11,000	11,000
Subpoenas processed	2,414	2,400	2,400
Total reports taken by Records	N/A	N/A	4,500
Total people fingerprinted by LiveScan and rolled fingerprints	4,967	4,800	4,800
Total police reports transcribed	11,279	10,800	10,800
Total number of 180's processed	3,800	4,000	4,000
Total juvenile records sealed by court order	N/A	N/A	200
Total restraining orders processed	N/A	N/A	450
Cost of transcription services for police reports	N/A	N/A	\$18.87

POLICE PROGRAMS

- Chief's Staff
- Support Services
- Records Bureau
- **Community Services Division**
- Crime Analysis
- Property Room
- Training and Recruitment Range
- Beat Coordinators/D.A.R.E.
- Information Technology
- Investigative Division
- Crime Lab
- Patrol Division
- Traffic
- Special Events
- Tactical Patrol Force
- Nightlife Enforcement
- Parking Enforcement
- Combined Communications Center
- Animal Control
- Emergency Services



RECENT PROGRAM ACHIEVEMENTS

The Police Activities League (PAL) sponsored seventeen after school/summer programs and held thirty-four special events.

Community Services Division

(Program No. 3421)

Mission Statement

Provide leadership, direction, and administrative guidance for the Community 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 Community Services division.
- Work closely with the Business Office to efficiently administer the Community Services Division Budget.
- Maintain a working relationship with the landlord of the Police Annex Building.
- Provide outreach to local youth through the Police Activities League (PAL) to strengthen relationships between the Police Department and youth.

Key Objectives for Fiscal Year 2006

- Ensure Community Services program owners complete 80% of program objectives.
- Continue to identify, secure, and track non-traditional funding sources to support the Police Activities League.
- Submit a final fiscal year 2007 budget proposal to the Police Activities League (PAL) Board of Directors by April 1, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 26,050	\$ 82,000	\$ 75,000	\$ 159,494	\$ 164,942
Intergovernmental	-	16,822	16,822	-	-
Other Revenue	35	-	-	-	-
General Fund Subsidy	824,829	889,855	786,433	801,885	841,550
Total Revenue	\$ 850,914	\$ 988,677	\$ 878,255	\$ 961,379	\$ 1,006,492
Expenditures					
Salaries and Benefits	\$ 460,794	\$ 558,774	\$ 463,811	\$ 554,013	\$ 581,936
Supplies and Services	390,120	413,081	397,622	407,366	424,556
Special Projects	-	16,822	16,822	-	-
Total Expenditures	\$ 850,914	\$ 988,677	\$ 878,255	\$ 961,379	\$ 1,006,492

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of program objectives completed	88%	82%	80%
Police Activity League (PAL) programs and events	31	38	45
Youths participating in PAL	1057	702	500
Youths participating in the Campership Alliance program	N/A	N/A	466

POLICE PROGRAMS

Chief's Staff
Support Services
Records Bureau
Community Services Division

➤ **Crime Analysis**

Property Room
Training and Recruitment
Range
Beat Coordinators/D.A.R.E.
Information Technology
Investigative Division
Crime Lab
Patrol Division
Traffic
Special Events
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement
Combined Communications
Center
Animal Control
Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Crime Analysis staff recently completed class at U. C. Riverside towards obtaining a Crime Analysis Certificate.

Crime Analysis

(Program No. 3422)

Mission Statement

Analyze data to identify crime series, patterns, trends, and criminal offenders to assist in criminal investigations and citywide reports.

Program Activities

- 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.
- Furnish crime analysis services to Police Department personnel through the identification of crime patterns and/or series, suspect identification and forecasting future crime occurrences.
- Manage the City's alarm permit ordinance, and provide false alarm and registration revenue reports to the City's Finance Department.

Key Objectives for Fiscal Year 2006

- Ensure 80% of the requests for crime data/statistics are provided within two working days.
- Enter 90% of part one, qualifying part two, and DUI offenses in Crime Summary and ABC databases within 3 working days.
- Complete implementation of comprehensive Compstat statistical reporting system and transfer to affected personnel.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.00	0.00	0.00	1.00	1.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 58,688	\$ 20,427	\$ 18,968	\$ 64,453	\$ 69,653
Total Revenue	\$ 58,688	\$ 20,427	\$ 18,968	\$ 64,453	\$ 69,653
Expenditures					
Salaries and Benefits	\$ 51,022	\$ 9,798	\$ 8,908	\$ 54,369	\$ 58,634
Supplies and Services	6,096	10,629	10,060	10,084	11,019
Non-Capital Equipment	1,570	-	-	-	-
Total Expenditures	\$ 58,688	\$ 20,427	\$ 18,968	\$ 64,453	\$ 69,653

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of crime data requests provided within 2 working days	>89%	80%	80%
Percent of crime summary offenses entered within 3 working days	95.5%	90%	90%
Crime data or statistics requests	905	820	780
Crime reports entered into Crime Summary Module for analysis	2,461	2,750	2,500

POLICE PROGRAMS

Chief's Staff
Support Services
Records Bureau
Community Services Division
Crime Analysis

➤ **Property Room**

Training and Recruitment
Range
Beat Coordinators/D.A.R.E.
Information Technology
Investigative Division
Crime Lab
Patrol Division
Traffic
Special Events
Tactical Patrol Force
Nightlife Enforcement
Parking Enforcement
Combined Communications
Center
Animal Control
Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Property Officers fully implemented a bar-code system for property/evidence collection and subsequent purging of cases beyond statute of limitations.

Property Room

(Program No. 3423)

Mission Statement

Track and store all property and evidence received for court proceedings or return to rightful owners.

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.
- Coordinate the delivery and retrieval of evidence for analysis with the State Crime Lab.
- Prepare and catalog all items to be released by way of auction.

Key Objectives for Fiscal Year 2006

- Catalog, barcode, and store 98% of property within one working day.
- Conduct quarterly property audits to ensure accountability.
- Ensure purging of 40 cases beyond statutory limitations or with dispositions per week.
- Continue to train new Officers, employees, and other agencies in the use of the Bar Coding System.
- Purge 98% of all misdemeanor cases by June 2006 that are not barcode.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 138,628	\$ 159,398	\$ 154,267	\$ 174,994	\$ 181,152
Total Revenue	\$ 138,628	\$ 159,398	\$ 154,267	\$ 174,994	\$ 181,152
Expenditures					
Salaries and Benefits	\$ 127,156	\$ 144,986	\$ 142,707	\$ 159,263	\$ 165,235
Supplies and Services	11,078	14,412	11,560	15,731	15,917
Non-Capital Equipment	394	-	-	-	-
Total Expenditures	\$ 138,628	\$ 159,398	\$ 154,267	\$ 174,994	\$ 181,152

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percentage of cases bar-coded and stored	100%	100%	98%
Property audits	1	3	4
Property cases purged	N/A	1,000	2,080
Bulk property cases cataloged and stored	340	400	400
Bulk property cases released	205	324	325
Cases received, released, and purged	N/A	N/A	9,021
Cost of receiving, releasing, and purging property per item	N/A	N/A	\$14.00

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➤ Training and Recruitment

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RECENT PROGRAM ACHIEVEMENTS

An annual training calendar has been established to ensure that police officers maintain compliance with POST requirements.

Training and Recruitment

(Program No. 3424)

Mission Statement

Recruit and hire qualified personnel and provide state-mandated training for all Police Department employees.

Program Activities

- Conduct thorough background investigations on all prospective Police Department employees.
- Conduct background investigations for other city departments such as Fire, Parks and Recreation, Airport, and Waterfront.
- Conduct recruiting activities with Human Resources personnel to recruit a diverse candidate pool.
- Review training records of all employees legally mandated to comply with Police Officer Standards Training (POST) requirements.
- Facilitate new employee orientations.
- Supervise police officer trainees while at the Police Academy.
- Oversee and supervise the property room and range personnel.
- Oversee the department's Mentoring and Training Committee programs.

Key Objectives for Fiscal Year 2006

- Maintain an average staffing level of 95% of authorized positions.
- Complete 85% of background investigations on prospective Police Department employees within 45 days of a conditional job offer.
- Maintain 95% compliance of state mandated training for Sworn/Reserve Officers.
- Update the procedure for conducting background investigations of Police Department employees and present to staff for approval.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	N/A	3,000	3,000	3,000	3,000
Revenues					
Other Revenue	\$ 344				
General Fund Subsidy	304,830	351,926	317,449	362,908	382,753
Total Revenue	\$ 305,174	\$ 351,926	\$ 317,449	\$ 362,908	\$ 382,753
Expenditures					
Salaries and Benefits	\$ 262,815	\$ 317,486	\$ 291,641	\$ 327,922	\$ 336,021
Supplies and Services	42,359	34,440	25,808	34,749	46,541
Non-Capital Equipment	-	-	-	237	191
Total Expenditures	\$ 305,174	\$ 351,926	\$ 317,449	\$ 362,908	\$ 382,753

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of authorized positions staffed in department	96.5%	95%	95%
Percent of employees in compliance with POST	98%	95%	95%
Employees hired	15	15	15
Outside agency recruitment trips and job fairs	2	2	3
Advertisements and promotions for diverse workforce	4	3	5
Training Committee meetings	N/A	3	4
Background investigations for other City employees	7	5	10
Background investigations for Police Department employees	27	25	25
Percent of backgrounds checks completed within 45 days	83%	85%	85%
Cost to conduct a background investigation	N/A	N/A	\$659

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➤ **Range**

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RECENT PROGRAM ACHIEVEMENTS

A body armor rotation program has been established to ensure that police officers have current ballistic protection.

Range

(Program No. 3425)

Mission Statement

Provide 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.
- Provide a safety officer at requested SWAT trainings.
- Manage all requests for repairs for department fleet vehicles.
- Monitor all manufacturer recalls on department vehicles and schedule vehicles for routine preventive maintenance.
- Issue all safety equipment to newly hired personnel and replace safety equipment to all officers as requested.
- Oversee day-to-day minor building maintenance requests.

Key Objectives for Fiscal Year 2006

- Maintain 98% quarterly compliance for weapons qualification for officers available to qualify.
- Respond to 100% of vehicle repair requests within two business days.
- Ensure that 100% of all equipment meets department requirements.
- Ensure cleaning of 25% of all department duty weapons each quarter.
- Ensure 25% of patrol long rifles cleaned each quarter.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 913,858	\$ 990,083	\$ 999,530	\$ 1,069,123	\$ 1,098,648
Total Revenue	\$ 913,858	\$ 990,083	\$ 999,530	\$ 1,069,123	\$ 1,098,648
Expenditures					
Salaries and Benefits	\$ 68,917	\$ 74,281	\$ 72,618	\$ 81,213	\$ 84,253
Supplies and Services	844,941	915,802	926,912	950,598	973,630
Non-Capital Equipment	-	-	-	37,312	40,765
Total Expenditures	\$ 913,858	\$ 990,083	\$ 999,530	\$ 1,069,123	\$ 1,098,648

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Officers trained in primary weapon (4 times per year)	675	744	744
Officers trained in long rifle (4 times per year)	604	636	636
Percent of officers qualified	N/A	N/A	98%
Safety equipment pieces issued	248	200	150
Percent of safety equipment pieces within department standards issued	100%	100%	100%
Duty weapons cleaned	0	177	186
Percent of duty weapons cleaned	N/A	100%	100%
Long rifles cleaned	0	35	35
Percent of long rifles cleaned	N/A	100%	100%
Vehicles repair requests	239	200	180
Percent of vehicle requests completed within two business days	100%	100%	100%
Preventive maintenance vehicles repaired	246	200	180

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RECENT PROGRAM ACHIEVEMENTS

The Santa Barbara Police Department public access television show, "SBPD Live", was recognized as Studio Production of the Year for 2004.

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 direction to the Citizen's Advisory Committee.
- Guide, mentor, and assist members of the Explorer Post to help develop their life skills and self-confidence.
- 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 2006

- Respond within 3 working days to 95% of all requests for attendance at public education presentations.
- Ensure that 3 Citizen Academies are conducted, alternating between English and Spanish, with a satisfaction rate of 95%.
- Contact 90% of complainants within 3 working days of receipt of community problem or issue.
- Recruit new members for the Explorer Post to bring the total number to 22.
- Provide Drug Abuse Resistance Education to 5th and 6th grade students at 7 elementary schools.
- Produce the cable television show, "SBPD Live", on a weekly basis.
- Participate in Neighborhood Improvement Task Force projects on a monthly basis.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.00	8.00	8.00	8.00	8.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 1,079,319	\$ 1,037,359	\$ 1,000,398	\$ 1,112,495	\$ 1,142,140
Total Revenue	\$ 1,079,319	\$ 1,037,359	\$ 1,000,398	\$ 1,112,495	\$ 1,142,140
Expenditures					
Salaries and Benefits	\$ 1,035,587	\$ 975,083	\$ 946,203	\$ 1,048,753	\$ 1,074,638
Supplies and Services	43,732	62,276	54,195	63,742	67,502
Total Expenditures	\$ 1,079,319	\$ 1,037,359	\$ 1,000,398	\$ 1,112,495	\$ 1,142,140

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Public education presentations	N/A	N/A	120
Percent of requests for public education presentations responded to within 3 working days	N/A	N/A	95%
Spanish speaking presentations	N/A	N/A	60
Participants in Citizen Academies	N/A	N/A	60
Satisfaction Rate from Academy participants	N/A	N/A	95%
Percent of requests for assistance responded to within 3 working days	90%	90%	90%
Explorer Post members	20	22	22
Elementary schools with D.A.R.E. instruction	13	13	13
Students participating in the D.A.R.E. Program	827	750	800
Complaints/C.O.P.S. Projects	620	700	700
COPS projects utilizing other city departments	131	60	160
Hours filling patrol assignments	540	480	400
Explorer meetings	48	48	48
Citizen's Advisory Committee meetings	N/A	N/A	10

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➤ **Information Technology**

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RECENT PROGRAM ACHIEVEMENTS

Staff recently implemented a property evidence bar coding system for the Police property room inventory and a comprehensive false alarm billing system.

Information Technology

(Program No. 3428)

Mission Statement

Design, create, implement, and maintain automated systems, 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.

Key Objectives for Fiscal Year 2006

- Provide system availability for critical systems at a rate exceeding 99% uptime.
- Complete 100% of Department of Justice (DOJ) mandated updates within required timeframe in support of the Joint Powers Agreement (JPA) network.
- Complete 97% of Joint Powers Agreement (JPA) user requests for system access and workstation configurations within 5 working days.
- Respond to 80% of Mobile Data Computer (MDC) repair requests within five (5) business days.
- Research infrastructure replacement options for Mobile Data Computers; evaluate costs and funding resources; make replacement proposal.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.00	5.00	5.00	5.00	5.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 54,042	\$ 56,063	\$ 63,142	\$ 68,250	\$ 70,204
Other Revenue	1,927	-	-	-	-
General Fund Subsidy	646,551	784,977	768,737	784,766	793,315
Total Revenue	\$ 702,520	\$ 841,040	\$ 831,879	\$ 853,016	\$ 863,519
Expenditures					
Salaries and Benefits	\$ 498,023	\$ 566,319	\$ 559,871	\$ 649,242	\$ 670,512
Supplies and Services	102,725	132,495	129,782	114,463	114,849
Non-Capital Equipment	101,772	142,226	142,226	89,311	78,158
Total Expenditures	\$ 702,520	\$ 841,040	\$ 831,879	\$ 853,016	\$ 863,519

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Rate of critical system uptime	>99%	>99%	>99%
Mobile Data Computers (MDCs) maintained	42	42	35
Percent of MDC repair requests completed within 5 business days	N/A	N/A	80%
Percent of DOJ updates completed within required timeframe	100%	100%	100%
Percent of JPA user requests completed within 5 working days	100%	100%	97%
PC workstations maintained	141	141	141
Printers maintained	29	28	29
JPA workstations maintained	421	420	420
User help requests completed	2,618	2,000	3,500

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RECENT PROGRAM ACHIEVEMENTS

The Investigative division was able to increase asset forfeiture in narcotics investigations by 11% over the previous fiscal year.

Investigative Division

(Program No. 3431)

Mission Statement

Investigate or resolve all active unsolved assigned criminal cases 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.
- Process requests for taxi, massage, and dance permits.
- Proactively investigate narcotic violations.
- Extradite fugitives and transport wanted subjects back to Santa Barbara County for prosecution.
- Conduct department surveys to evaluate officer effectiveness.

Key Objectives for Fiscal Year 2006

- Achieve a 20% clearance rate by arrest, warrant, or referral for all assigned cases.
- Complete 80% of investigations 90 days after being assigned.
- Complete 90% of taxi permit and dance permit investigations within two weeks of application.
- Complete 75% of follow-up requests from the District Attorney's office by due date.
- Ensure 25% yearly update of hardware software in high tech crime lab.
- Implement changes to existing Santa Barbara Municipal Code dance ordinance to facilitate safer environment in nightlife district.
- Implement the newly adopted municipal code sections relating to false burglary and robbery alarms.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	27.00	28.00	28.00	29.00	29.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 142	\$ 27,127	\$ 11,009	\$ 41,900	\$ 43,995
Intergovernmental	106,004	90,000	90,000	60,000	60,000
Other Revenue	100	-	-	-	-
General Fund Subsidy	3,595,900	3,898,200	3,890,324	4,304,345	4,427,464
Total Revenue	\$ 3,702,146	\$ 4,015,327	\$ 3,991,333	\$ 4,406,245	\$ 4,531,459
Expenditures					
Salaries and Benefits	\$ 3,367,407	\$ 3,688,505	\$ 3,680,510	\$ 4,068,044	\$ 4,188,316
Supplies and Services	247,971	245,822	220,823	278,201	283,143
Special Projects	110,472	167,927	167,927	60,000	60,000
Transfers	96,201	-	-	-	-
Non-Capital Equipment	7,388	-	-	-	-
Total Expenditures	\$ 3,829,439	\$ 4,102,254	\$ 4,069,260	\$ 4,406,245	\$ 4,531,459

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Arrests, warrants, and referrals	641	698	698
Percent of cases closed by arrest, warrant, or referral	20.3%	20%	20%
Cases assigned for follow-up	1,193	1,462	1,462
Percent of investigations completed in 90 days	66.66%	82%	80%
Taxi, pedicab, and dance permits issued	205	210	210
Percent of taxi and dance permits completed within two weeks	96.9%	98%	90%
Taxi, pedicab, and dance permits denied or held for further investigation	4	26	26
Requests for follow-up from the District Attorney's Office	170	78	78
Percent of District Attorney follow-ups by due date	60%	70%	75%
Percent of hi-tech hardware and software updated	25%	25%	25%
Arrests by division personnel	268	N/A	N/A
Narcotic investigations	126	104	104
Computer forensic examinations conducted by high tech crimes unit	N/A	92	92
Customer surveys distributed	N/A	240	240
Cal Gang training classes	N/A	12	12

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RECENT PROGRAM ACHIEVEMENTS

New Drager PAS devices implemented for breathalyzer tests and exceeded objective for calibration.

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.
- 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 2006

- Process 97.5% of photographic evidence submitted by crime scene investigators and detectives within 2 working days.
- Submit 90% of all CAL-ID quality latent fingerprints to Department of Justice within 1 working day.
- Ensure 90% of evidence processing requests by investigators and District Attorney's Office be completed within 3 working days.
- Ensure that 95% of the Drager E-PAS intoxilizer devices successfully pass accuracy testing & calibration to meet Title 17 requirements.
- Ensure 95% of in custody arrest reports are delivered to the Santa Barbara County District Attorney's Office within 1 working day.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 160,402	\$ 188,030	\$ 174,861	\$ 206,077	\$ 210,974
Total Revenue	\$ 160,402	\$ 188,030	\$ 174,861	\$ 206,077	\$ 210,974
Expenditures					
Salaries and Benefits	\$ 158,668	\$ 172,611	\$ 168,922	\$ 189,427	\$ 196,578
Supplies and Services	1,734	15,419	5,939	12,762	12,796
Non-Capital Equipment	-	-	-	3,888	1,600
Total Expenditures	\$ 160,402	\$ 188,030	\$ 174,861	\$ 206,077	\$ 210,974

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of photographic evidence processed within 2 working days	98.75%	100%	97.5%
Latent prints submitted to CAL-ID	34,848	27,000	28,000
Cost to submit each latent print to CAL-ID	N/A	N/A	\$3.70
Percent of CAL-ID latents submitted to DOJ within 1 working day	96.25%	96%	90%
Percent of evidence processing requests completed within 3 working days	100%	90%	90%
Percent of EPAS devices that pass accuracy testing & calibration	90.3%	100%	95%
Percent of arrest reports delivered to the District Attorney's Office within one working day	N/A	N/A	95%
Physical evidence cases processed by lab	328	190	200
Cost for each physical evidence case processed	N/A	N/A	\$86.31
Crime scene responses by lab	145	80	80
Cost of crime scene response by lab personnel only	N/A	N/A	\$215.76

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RECENT PROGRAM ACHIEVEMENTS

In December 2004, all officers attended a 10 hour POST approved class in Racial Profiling and Domestic Violence.

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, seven 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 2006

- Maintain an average response time under 6:50 minutes to all priority one calls for service from the time the call is received to the time of arrival.
- Maintain an average response time under 14:30 minutes to all priority two calls for service from the time the call is received to the time of arrival.
- Maintain an average response time under 37:00 minutes to all priority three calls for service from the time the call is received to the time of arrival.
- Maintain minimum patrol staffing levels 24 hours per day, 7 days per week.
- Submit to transcribers 99% of in-custody arrests within 24 hours of arrest time.
- Implement service improvements based on survey results to improve employee awareness, community relations, and patrol response.
- Develop a system of measurement to quantify the number of patrol officer hours spent managing issues related to the homeless.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	82.00	83.00	83.00	81.40	81.40
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Traffic Safety Fines	\$ 518,714	\$ 505,000	\$ 555,000	\$ 555,000	\$ 580,000
Fines & Forfeitures	301,641	225,000	200,000	200,000	200,000
Intergovernmental	370,804	405,864	404,068	135,232	135,232
Fees and Service Charges	99,607	50,000	35,000	35,000	35,000
Other Revenue	42,192	-	-	-	-
General Fund Subsidy	9,364,149	10,007,237	9,809,070	10,863,597	11,162,127
Total Revenue	\$ 10,697,107	\$ 11,193,101	\$ 11,003,138	\$ 11,788,829	\$ 12,112,359
Expenditures					
Salaries and Benefits	\$ 9,623,858	\$ 10,071,530	\$ 9,937,040	\$ 10,624,759	\$ 10,920,185
Supplies and Services	1,001,368	1,044,007	988,534	1,153,948	1,185,455
Special Projects	3,091	270,084	270,084	-	-
Transfers	-	4,394	-	-	-
Non-Capital Equipment	4,295	-	-	10,122	6,719
Total Expenditures	\$ 10,632,612	\$ 11,390,015	\$ 11,195,658	\$ 11,788,829	\$ 12,112,359

Workload Indicators

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Average response time to all priority one calls for service	N/A	N/A	6:50
Average response time to all priority two calls for service	N/A	N/A	14:30
Average response time to all priority three calls for service	N/A	N/A	37:00
Percent of days with minimum level of patrol officers for 911 response	N/A	98%	100%
Percentage of reports submitted to transcribers within 24 hours	N/A	N/A	99%
Felony arrests	2,112	1,725	1,725
Misdemeanor arrests	6,234	4,100	4,100
Emergency calls for service	1,949	1,949	1,949
Medium and low priority calls for service	N/A	36,000	36,000
Municipal Code citations written	5,072	4,625	4,625
Arrest reports submitted to Records for transcription	N/A	5,825	5,825
Hours lost injuries on duty (IOD)	12,193	11,722	11,722

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Emergency Services



RECENT PROGRAM ACHIEVEMENTS

In 2004 the Traffic Program obtained \$239,000 in grant funding to conduct DUI education and enforcement and \$30,000 in grant funding to conduct seatbelt education and enforcement.

Traffic

(Program No. 3442)

Mission Statement

Reduce traffic collisions and facilitate the safe and orderly flow of traffic through education and enforcement.

Program Activities

- Enforce traffic laws for motorists, pedestrians, and bicyclists.
- Investigate traffic collisions.
- Provide public education about traffic issues.
- Conduct Driving Under the Influence (DUI) and Seatbelt Checkpoints to promote motorist safety and reduce collisions.
- Administer Office of Traffic Safety grants to improve traffic safety.

Key Objectives for Fiscal Year 2006

- 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 20% clearance rate by arrest, warrant, civil or referral for all assigned traffic collision cases.
- Apply for and receive continued grant funding for special enforcement programs.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	8.00	9.00	9.00	8.00	8.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 1,002,186	\$ 1,147,312	\$ 1,015,770	\$ 1,003,419	\$ 1,023,332
Total Revenue	\$ 1,002,186	\$ 1,147,312	\$ 1,015,770	\$ 1,003,419	\$ 1,023,332
Expenditures					
Salaries and Benefits	\$ 974,677	\$ 1,107,718	\$ 979,760	\$ 948,802	\$ 972,076
Supplies and Services	27,509	39,594	36,010	53,117	51,256
Non-Capital Equipment	-	-	-	1,500	-
Total Expenditures	\$ 1,002,186	\$ 1,147,312	\$ 1,015,770	\$ 1,003,419	\$ 1,023,332

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
DUI traffic collisions	140	141	148
Injury traffic collisions	647	622	627
Traffic collisions	1,993	1,978	1,977
Percent of cases cleared	N/A	N/A	20%
Active grants for special traffic enforcement programs	3	1	N/A
Total traffic citations issued by department	11,175	8,440	10,412
Pedestrians involved traffic collisions	81	70	80
Bicycles involved traffic accidents	122	134	122

POLICE PROGRAMS

- Chief's Staff
- Support Services
- Records Bureau
- Community Services Division
- Crime Analysis
- Property Room
- Training and Recruitment Range
- Beat Coordinators/D.A.R.E.
- Information Technology
- Investigative Division
- Crime Lab
- Patrol Division
- Traffic

➤ **Special Events**

- Tactical Patrol Force
- Nightlife Enforcement
- Parking Enforcement
- Combined Communications Center
- Animal Control
- Emergency Services



RECENT PROGRAM ACHIEVEMENTS

The Reserve Corps located the whereabouts of the sexual registrants residing in the City of Santa Barbara as reported in the recently released Department of Justice website.

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.
- Process business-related film and photo 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.
- Supervise, coordinate, and direct the activities of the Police Department's Reserve Corps, Volunteer Corps, and Chaplain Program.

Key Objectives for Fiscal Year 2006

- Process 95% of completed Special Event applications within three working days.
- Process 95% of completed Film/Photo applications within two working days.
- Reduce part one crimes by 20% as compared to the prior three-year average within venue areas during Solstice, July 4th, and Fiesta.
- Increase the number of hours volunteered by the Reserve Corps, Volunteer Corps, and Chaplains by 10%, as compared to the previous year.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Other Revenue	\$ 163,809	\$ 65,000	\$ 70,000	\$ 75,000	\$ 75,000
General Fund Subsidy	349,820	171,183	236,617	443,245	458,978
Total Revenue	\$ 513,629	\$ 236,183	\$ 306,617	\$ 518,245	\$ 533,978
Expenditures					
Salaries and Benefits	\$ 436,149	\$ 209,635	\$ 294,044	\$ 402,619	\$ 423,395
Supplies and Services	77,480	26,548	12,573	115,626	110,583
Total Expenditures	\$ 513,629	\$ 236,183	\$ 306,617	\$ 518,245	\$ 533,978

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of Special Event applications processed within three working days	93%	90%	95%
Percent of Film/Photo applications completed within two working days	100%	95%	95%
Part one crimes within venues area during Solstice, July 4th, and Fiesta	55	16	27
Hours volunteered by the Reserve Corps, Volunteer Corps, and Chaplains	5,916	5,600	6,160
Special Event applications processed	201	200	200
Film/Photo applications processed	79	75	75
Complaints generated by permitted events	11	5	10
Hours donated by Reserve Corps	3,845	3,875	4,260
Hours donated by Volunteer Corps	1,287	1,000	1,100
Hours donated by Chaplains	784	725	800
Cost of providing Police services for the July 4th Celebration	N/A	N/A	\$25,515
Cost of providing Police services for the Old Spanish Days Celebration	N/A	N/A	\$278,265
Cost of providing Police services for the Solstice Celebration	N/A	N/A	\$23,503

POLICE PROGRAMS

- Chief's Staff
- Support Services
- Records Bureau
- Community Services Division
- Crime Analysis
- Property Room
- Training and Recruitment Range
- Beat Coordinators/D.A.R.E.
- Information Technology
- Investigative Division
- Crime Lab
- Patrol Division
- Traffic
- Special Events

- **Tactical Patrol Force**
- Nightlife Enforcement
- Parking Enforcement
- Combined Communications Center
- Animal Control
- Emergency Services



RECENT PROGRAM ACHIEVEMENTS

In 2004 members of the Tactical Patrol Force collaborated with Santa Barbara County's Mental Health and Public Health departments to develop the Restorative Policing Program.

Tactical Patrol Force

(Program No. 3444)

Mission Statement

Maintain a proactive police presence in the downtown and waterfront 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 and waterfront areas.
- Conduct plainclothes enforcement to target specific problems.
- Provide security at City Council meetings with a uniformed officer.
- Monitor activity at the labor line.
- 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.

Key Objectives for Fiscal Year 2006

- Maintain enforcement at the Labor Line 208 days per year.
- Maintain uniformed police presence at 100% of City Council meetings.
- Provide enforcement coverage for all unscheduled demonstrations, marches, and problems throughout the city as requested.
- Manage Neighborhood Improvement Program projects along the freeway corridor and coordinate quarterly clean-up efforts with Caltrans, other agencies, and city departments.
- Manage Neighborhood Improvement Program projects along the railroad corridor and coordinate bi-annual clean-up efforts with Union Pacific, Amtrak, other agencies, and city departments.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 465,809	\$ 501,177	\$ 498,178	\$ 547,561	\$ 560,918
Total Revenue	\$ 465,809	\$ 501,177	\$ 498,178	\$ 547,561	\$ 560,918
Expenditures					
Salaries and Benefits	\$ 455,920	\$ 486,428	\$ 484,628	\$ 530,191	\$ 545,599
Supplies and Services	9,889	13,251	12,052	14,525	13,745
Non-Capital Equipment	-	1,498	1,498	2,845	1,574
Total Expenditures	\$ 465,809	\$ 501,177	\$ 498,178	\$ 547,561	\$ 560,918

Workload Indicators

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Daily premise checks conducted at the labor line	209	210	208
Percent of City Council meetings attended	100%	98%	100%
Public intoxication arrests	95	124	110
Citations issued for open container / public consumption of alcohol (9.05.010 SBMC)	1,250	1,846	1,610
Narcotics arrests	192	346	225
Panhandling, loitering, and illegal vending citations	129	164	175
Citations issued for solicitation on a public right-of-way (9.140.020 SBMC)	70	228	145
Arrests	304	498	370
Citations issued	1,876	3,040	2,600
Restorative policing cases monitored	N/A	N/A	70

POLICE PROGRAMS

Chief's Staff
Support Services
Records Bureau
Community Services Division
Crime Analysis
Property Room
Training and Recruitment
Range
Beat Coordinators/D.A.R.E.
Information Technology
Investigative Division
Crime Lab
Patrol Division
Traffic
Special Events
Tactical Patrol Force
➤ **Nightlife Enforcement**
Parking Enforcement
Combined Communications
Center
Animal Control
Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Implemented the Alcoholic Beverage Control Grant by conducting the Trapdoor, Shoulder Trap, and Minor Decoy program.

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 Alcohol and Beverage Control (ABC).

Key Objectives for Fiscal Year 2006

- Conduct premise checks on 100% of downtown bars and restraints with dance permits, Wednesday through Saturday, and check locations outside the downtown corridor at least twice per month.
- Conduct Responsible Beverage Server Trainings every month.
- Refer 100% of alcohol violations in bars and restaurants to Alcoholic Beverage Control (ABC).
- Complete and submit all recommendations on Dance/ABC permit applications to the Police and Fire technician within 4 working days.
- Increase compliance of sales of alcohol to minors from "off-sale" licensees to 80%.
- Develop a training program for Bar Security personnel.
- Research and apply for the fiscal year 2006 Alcoholic Beverage Control Grant.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 436,520	\$ 463,448	\$ 469,631	\$ 519,435	\$ 533,464
Total Revenue	\$ 436,520	\$ 463,448	\$ 469,631	\$ 519,435	\$ 533,464
Expenditures					
Salaries and Benefits	\$ 424,562	\$ 448,265	\$ 455,325	\$ 504,980	\$ 518,829
Supplies and Services	11,958	15,183	14,306	14,455	14,635
Total Expenditures	\$ 436,520	\$ 463,448	\$ 469,631	\$ 519,435	\$ 533,464

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Responsible Beverage Server training sessions conducted	NA	15	12
Premise checks conducted	1,896	1,900	2,075
Percent of premise checks conducted of bar and restaurants with dance permits	N/A	N/A	100%
Violations referred to ABC	N/A	N/A	110
Percentage of alcohol violations in bars and restaurants referred to Alcoholic Beverage Control	100%	100%	100%
Rate of compliance of "off-sale" licensees	N/A	N/A	80%
Alcohol related incidents involving minors	N/A	50	60
Incidents involving the use of false identifications for entry into "21 and over" premises	N/A	N/A	180
Dance permits/ABC recommendations made to Police and Fire Commission	37	35	50
Percent of permit recommendations submitted within 4 working days	100%	100%	100%

POLICE PROGRAMS

- Chief's Staff
- Support Services
- Records Bureau
- Community Services Division
- Crime Analysis
- Property Room
- Training and Recruitment
- Range
- Beat Coordinators/D.A.R.E.
- Information Technology
- Investigative Division
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- Traffic
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- Tactical Patrol Force
- Nightlife Enforcement
- **Parking Enforcement**
- Combined Communications Center
- Animal Control
- Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Developed a permanent enforcement program for the expanded citywide street sweeping program.

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 owned or maintained property.
- Locate and impound vehicles owned or operated by habitual parking offenders (H.O.P.E.) that have five or more outstanding parking violations.
- Maintain a Crossing Guard Program to provide crossing guard coverage for local elementary schools.

Key Objectives for Fiscal Year 2006

- Locate 53 vehicles per month that have five or more unpaid parking citations (H.O.P.E. vehicles).
- Maintain 97.5% daily crossing guard coverage for sixteen school intersections during the normal school year.
- Design and implement a new computer program for tracking data on vehicles entered into the street storage system.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	13.00	13.00	13.00	13.00	13.00
Hourly Employee Hours	N/A	13,240	13,240	13,240	13,240
Revenues					
Fees and Service Charges	\$ 168,204	\$ 209,520	\$ 209,520	\$ 219,204	\$ 229,845
General Fund Subsidy	745,270	877,858	731,188	956,333	1,006,059
Total Revenue	\$ 913,474	\$ 1,087,378	\$ 940,708	\$ 1,175,537	\$ 1,235,904
Expenditures					
Salaries and Benefits	\$ 782,206	\$ 1,014,653	\$ 874,250	\$ 1,104,631	\$ 1,149,991
Supplies and Services	71,268	72,725	66,458	70,906	85,913
Non-Capital Equipment	60,000	-	-	-	-
Total Expenditures	\$ 913,474	\$ 1,087,378	\$ 940,708	\$ 1,175,537	\$ 1,235,904

Workload Indicators

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
H.O.P.E. vehicles located	668	666	636
Percent of crossing guard positions covered	96.9%	97%	97.5%
Parking citations issued by the Parking Enforcement Unit	63,152	74,000	75,000
Street sweeping citations issued by the Parking Enforcement Unit	23,741	28,900	27,700
Street storage requests investigated by the Parking Enforcement Unit	4,356	4,375	4,350
Street storage requests found "gone on arrival" (GOA) on initial contact by a parking enforcement officer	1,191	919	914
Street storage vehicles moved after being warned or tagged by a parking enforcement officer	2,445	2,494	2,480
Street storage vehicles towed after being warned or tagged by a parking enforcement officer	580	525	522
Cost per parking citation issued by a parking enforcement officer (excluding street sweeping parking citations)	N/A	N/A	\$10.79
Cost per street sweeping parking citation issued by a parking enforcement officer	N/A	N/A	\$5.74

POLICE PROGRAMS

- Chief's Staff
- Support Services
- Records Bureau
- Community Services Division
- Crime Analysis
- Property Room
- Training and Recruitment
- Range
- Beat Coordinators/D.A.R.E.
- Information Technology
- Investigative Division
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- Nightlife Enforcement
- Parking Enforcement
- **Combined Communications Center**
- Animal Control
- Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Implemented a software-based testing system, as part of the dispatcher hiring process, to measure the ability of applicants to perform necessary computer tasks related to the position.

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.
- Receive initial requests for emergency and non-emergency incidents requiring police, fire and medical personnel, determine appropriate response, and dispatch units accordingly.
- Receive requests from the FAA Air Traffic Controllers and respond with appropriate emergency equipment to aircraft emergencies at the Santa Barbara Airport.
- Coordinate public safety activity with Police, Fire, allied agencies, and other city department staff.
- Provide Emergency Medical Dispatch services to the community.
- Maintain certifications for communications staff in compliance with Police Officer Standards and Training and Emergency Medical Dispatching.
- Coordinate and comply with discovery requests from the Court Liaison Officer and District Attorney's Office.
- Provide continuous training and support through communications training to develop and retain public safety dispatchers.

Key Objectives for Fiscal Year 2006

- Ensure that all 911 calls for service are answered within an average of 4 seconds.
- Minimize the total hours worked by sworn officers in the Combined Communication Center to less than 3,600.
- Maintain 100% compliance of state-mandated training for public safety dispatchers.
- Purchase and implement emergency radio system upgrade for the Communications Center and coordinate training for personnel.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	20.00	19.00	19.00	19.00	19.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Other Revenue	\$ 15,607	\$ -	\$ -	\$ -	\$ -
General Fund Subsidy	1,651,295	1,917,500	1,745,451	2,097,188	2,194,294
Total Revenue	\$ 1,666,902	\$ 1,917,500	\$ 1,745,451	\$ 2,097,188	\$ 2,194,294
Expenditures					
Salaries and Benefits	\$ 1,404,724	\$ 1,620,535	\$ 1,457,643	\$ 1,775,269	\$ 1,864,646
Supplies and Services	246,163	279,276	272,055	319,927	327,656
Special Projects	15,607	5,330	3,394	-	-
Non-Capital Equipment	408	12,359	12,359	1,992	1,992
Total Expenditures	\$ 1,666,902	\$ 1,917,500	\$ 1,745,451	\$ 2,097,188	\$ 2,194,294

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Average ring time in seconds	2.75	4	4
Hours worked by officers in communications	3,580	3,500	3,600
Percent of employees in compliance with POST	N/A	N/A	100%
911 calls for service	34,174	34,000	49,000
Emergency medical dispatch instructions given	894	1,004	1,200
Priority one calls for service	N/A	2,630	2,500
Priority two calls for service	N/A	32,400	32,400
Priority three calls for service	N/A	9,900	9,900
Fire priority one calls for service	6,358	6,460	6,604
Fire priority two calls for service	1,336	1,460	1,375
Calls to seven-digit telephone lines	64,871	56,100	64,000
California Highway Patrol transfer calls	11,961	10,000	12,800

POLICE PROGRAMS

- Chief's Staff
- Support Services
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- Combined Communications Center
- **Animal Control**
- Emergency Services



RECENT PROGRAM ACHIEVEMENTS

Nine local veterinarians are selling dog licenses to their clients to improve dog licensing compliance.

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, and aggressive animals.
- Deal patiently and effectively with frightened, fractious, and injured animals and 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 2006

- Respond to 100% of animal control calls for service within 24 hours.
- Quarantine 90% of animals involved in bites to humans or contact with wildlife within 24 hours of notification.
- Ensure 100% of impounded animals are handled in accordance with state laws.
- Through a partnership with local veterinarians develop a measure of effectiveness to ensure dog licensing compliance to comply with California Business & Professions Code which requires veterinarians to disclose client information to animal control officers.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	5.00	5.00	5.00	4.00	4.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Fees and Service Charges	\$ 58,279	\$ 50,000	\$ 55,816	\$ 55,000	\$ 55,000
Other Revenue	373				
General Fund Subsidy	355,446	423,240	367,147	396,484	407,351
Total Revenue	\$ 414,098	\$ 473,240	\$ 422,963	\$ 451,484	\$ 462,351
Expenditures					
Salaries and Benefits	\$ 326,317	\$ 362,985	\$ 318,772	\$ 336,894	\$ 346,504
Supplies and Services	87,184	109,607	103,760	114,590	115,847
Non-Capital Equipment	597	648	431	-	-
Total Expenditures	\$ 414,098	\$ 473,240	\$ 422,963	\$ 451,484	\$ 462,351

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Calls for service	4,346	4,000	3,375
Percent of animal control calls receiving a response within 24 hours	100%	100%	100%
Percent of animals involved in bites to humans quarantined in 24 hours	96%	90%	90%
Animals impounded live, injured, or dead	3,213	3,300	2,505
Percent of animals impounded handled in accordance with state law	100%	100%	100%
Animals involved in bite incidents	165	154	154
Animals quarantined	161	120	120
Educational presentations	15	12	11
Citations issued	N/A	N/A	900
Cost to respond to each call for service	N/A	N/A	\$88.98
Dog licenses issued	N/A	N/A	6,500

POLICE PROGRAMS

- Chief's Staff
- Support Services
- Records Bureau
- Community Services Division
- Crime Analysis
- Property Room
- Training and Recruitment
- Range
- Beat Coordinators/D.A.R.E.
- Information Technology
- Investigative Division
- Crime Lab
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- Special Events
- Tactical Patrol Force
- Nightlife Enforcement
- Parking Enforcement
- Combined Communications Center
- Animal Control
- **Emergency Services**



RECENT PROGRAM ACHIEVEMENTS

The Emergency Operations Center was opened and staffed to successfully manage the incidents connected with the winter storms of 2005.

Emergency Services

(Program No. 3471)

Mission Statement

Coordinate citywide emergency planning and services, including training, to ensure a rapid response to a disaster or other emergency.

Program Activities

- Provide Standardized Emergency Management Systems (SEMS) training to all city employees.
- Maintain city readiness to deal with disasters and other major emergencies.
- Monitor levels of training for city managers and department heads in emergency management procedures.
- Review and update action plans and emergency response manuals.

Key Objectives for Fiscal Year 2006

- Ensure 95% of full time city employees have received training in Standardized Emergency Management Systems (SEMS).
- Ensure 95% of primary Emergency Operations Center (EOC) personnel have received training in SEMS and emergency operations.
- Exceed State of California guidelines in conducting at least two citywide disaster exercises.
- Complete review of all city department plans for disaster response.
- Update contingency plans for disasters outlined in the Santa Barbara Police Department's Unusual Occurrence Manual.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.00	0.00	0.00	0.60	0.60
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
General Fund Subsidy	\$ 91,567	\$ 31,803	\$ 16,293	\$ 140,357	\$ 130,939
Total Revenue	\$ 91,567	\$ 31,803	\$ 16,293	\$ 140,357	\$ 130,939
Expenditures					
Salaries and Benefits	\$ 75,234	\$ -	\$ -	\$ 91,382	\$ 93,847
Supplies and Services	16,333	31,152	15,642	46,988	37,092
Non-Capital Equipment	-	651	651	1,987	-
Total Expenditures	\$ 91,567	\$ 31,803	\$ 16,293	\$ 140,357	\$ 130,939

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of City management staff receiving SEMS training	N/A	N/A	95%
Percent of EOC staff receiving SEMS training	N/A	N/A	95%

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DEPARTMENT SUMMARY

Public Works

Provide for the public's needs relative to transportation, water, wastewater, and refuse collection services.

About Public Works

The Public Works Department is responsible for an annual budget of nearly \$100 million, representing approximately 48% of the City of Santa Barbara's total budget, and the 286.6 permanent positions represent approximately 27% of the City's total permanent work force. Public Works programs generate approximately \$95 million in revenue from a variety of sources to offset the expenditures. The department organization supports 30 City programs.

Public Works responsibilities include the design and construction of the City's capital program projects, management and planning of a City transportation system, treatment and reliable distribution of high quality water at a reasonable price, collection and treatment of wastewater at a reasonable price, and cost effective construct and maintenance City streets, public drainage facilities, street lights, traffic signals and other City infrastructure facilities.

Fiscal Year 2006 Budget Highlights

- Provide over \$1.5M in Measure D funds for Transit Support to Downtown.
- Initiate Bridge Replacement projects at Haley/De La Vina and Cabrillo Boulevard over Mission Creek.
- Continue multi-million dollar project to rehabilitate Ortega Groundwater Treatment Plant and city wells.



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 on Yanonali Street and the Cater Water Treatment Facility on San Roque Road, which provide basic water and sewer service to over 100,000 customers.



DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

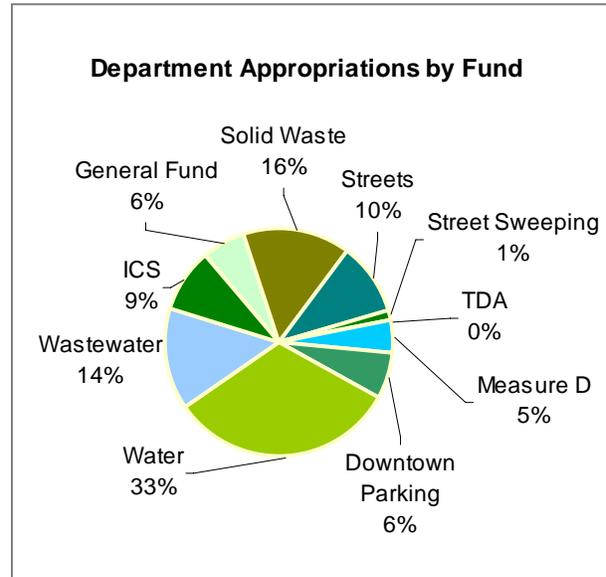
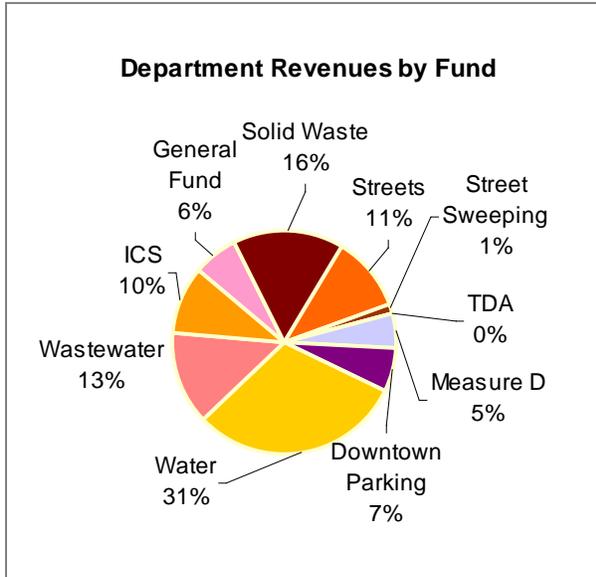
	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	278.60	284.60	284.60	285.60	285.60
Hourly Employee Hours	N/A	167,513	167,513	169,150	170,850
Revenues					
Donations	\$ 60,200	\$ 80,000	\$ 80,000	\$ 80,000	\$ 90,000
Fees and Service Charges	39,040,329	42,572,528	43,071,593	59,938,751	62,936,378
Franchise Fees - Refuse	327,393	352,500	372,000	385,944	395,572
Gas Tax	1,678,700	1,725,000	1,735,624	1,725,000	1,725,000
General Fund Subsidy	1,230,011	1,161,520	876,009	1,309,193	1,420,548
Interest Income	1,387,127	1,170,000	1,371,825	1,600,000	1,710,000
Market Valuation	(1,012,481)	-	-	-	-
Interfund Reimbursements	10,330,669	11,691,726	11,841,227	12,523,493	12,842,752
Intergovernmental	810,981	3,723,001	70,105	2,091,000	6,404,000
JPA Reimbursements	1,721,161	1,633,000	1,772,500	2,163,438	2,199,746
Loan Proceeds	13,817,126	20,282,417	-	-	-
Other Revenue	269,681	135,000	181,000	140,000	148,000
Overhead Allocation Recovery	N/A	503,954	503,954	747,354	777,248
Parking Violations	402,209	650,000	670,000	750,000	750,000
PBIA Assessment	764,445	675,000	775,000	750,000	775,000
Transfer In	-	7,770	-	-	-
Transportation Dev. Funds	63,367	50,000	50,000	50,000	50,000
Measure D Sales Tax	4,558,143	5,200,000	4,500,000	4,500,000	4,680,000
Utility Users Tax	5,498,857	5,837,731	5,800,000	5,995,000	6,175,000
Total Department Revenue	\$ 80,947,918	\$ 97,451,147	\$ 73,670,837	\$ 94,749,173	\$ 103,079,244
Expenditures					
Salaries and Benefits	\$ 22,179,290	\$ 24,301,626	\$ 23,349,572	\$ 27,245,090	\$ 28,449,122
Supplies and Services	17,021,130	18,458,463	17,204,078	33,498,188	34,133,315
Special Projects	3,269,474	6,319,292	5,360,166	5,260,091	5,396,950
Debt Service	2,202,321	4,101,943	3,858,000	4,869,985	5,521,127
Non-Capital Equipment	116,482	296,188	249,387	373,449	348,189
Capital Equipment	104,328	605,786	144,498	248,000	221,122
Transfers	-	1,765,612	1,678,784	1,827,202	1,867,945
Water Supply Purchases	6,926,750	7,418,730	7,418,730	7,361,995	7,301,809
Miscellaneous	17,987	846,501	3,628	255,753	255,692
Total Operating Expenditures	\$ 51,837,762	\$ 64,114,141	\$ 59,266,843	\$ 80,939,753	\$ 83,495,271
Capital Program	30,753,097	74,041,971	23,553,989	19,030,160	21,884,447
Total Department Expenditures	\$ 82,590,859	\$ 138,156,112	\$ 82,820,832	\$ 99,969,913	\$ 105,379,718
Addition to (Use of) Reserves	\$ (1,642,941)	\$ (40,704,965)	\$ (9,149,995)	\$ (5,220,740)	\$ (2,300,474)



DEPARTMENT SUMMARY

Public Works

Department Fund Composition

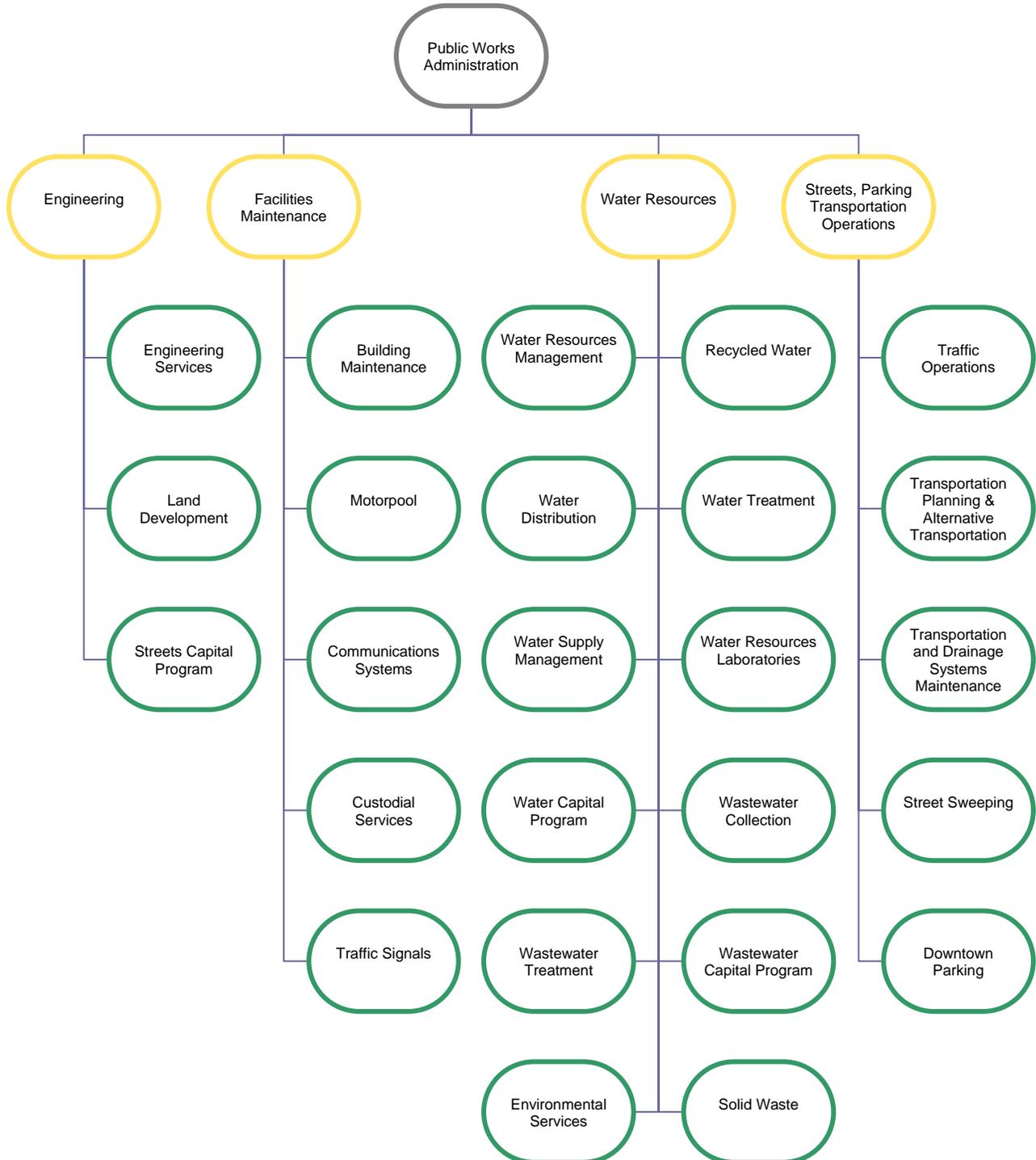




DEPARTMENT SUMMARY

Public Works

Program Organizational Chart



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PUBLIC WORKS PROGRAMS

➤ **Administration**

- Engineering Services
- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

This program continues to successfully manage over 50% of the City's operating budget within guidelines and has ensured financially solvent and strong funds in Water, Wastewater and Parking.

Administration

(Program No. 4111)

Mission Statement

Provide administrative, personnel and financial management support to division staff in order to attain efficient and organizational day-to-day operations by the department.

Program Activities

- Direct the activities of the Public Works 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 for the department for the development of the two-year financial plan and annual budget.
- Administer the City Hall telephone exchange and coordinate centralized payment of department utility bills.
- Process all departmental correspondence, 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 2006

- Ensure 80% or greater of all Public Works program objectives are met or exceeded.
- Ensure positive annual appropriation balance for all assigned Public Works funds.
- Ensure annual revenues attained by fund are within 5% of fiscal year estimates.
- For assigned Enterprise Funds, ensure Council policy reserve level goals are met or exceeded annually.
- Reduce electricity use in major Public Works facilities by 1% from 2005 usage.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.00	5.00	5.00	5.00	5.00
Hourly Employee Hours	N/A	350	350	350	350
Revenues					
Interfund Reimbursement	\$ 112,128	\$ 112,125	\$ 112,125	\$ 112,125	\$ 112,125
Fees and Service Charges	3,682	10,375	1,000	-	-
Overhead Allocation Recovery	N/A	503,954	503,954	747,354	777,248
General Fund Subsidy	473,162	-	-	-	-
Total Revenue	\$ 588,972	\$ 626,454	\$ 617,079	\$ 859,479	\$ 889,373
Expenditures					
Salaries and Benefits	\$ 457,798	\$ 486,708	\$ 484,103	\$ 552,095	\$ 578,104
Supplies and Services	121,771	122,339	112,304	175,676	176,115
Special Projects	8,136	3,188	3,188	-	-
Non-Capital Equipment	788	9,843	9,843	15,000	15,000
Capital Equipment	466	-	-	-	-
Miscellaneous	13	-	-	-	-
Total Expenditures	\$ 588,972	\$ 622,078	\$ 609,438	\$ 742,771	\$ 769,219

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of objectives met or exceeded	78%	80%	80%
Percent expended for Public Works expenditures	91.3%	93%	< 100%
Percent of revenues received to date	100.2%	100%	95% - 100%
Policy reserve levels met or exceeded	100%	100%	100%
Council Agenda Reports processed	N/A	156	144
Kilowatt-hours of energy used in major Public Works facilities	8.1M KWH	6.3M KWH	6.1M KWH

PUBLIC WORKS PROGRAMS

Administration

➤ **Engineering Services**

Land Development

Environmental Services

Solid Waste

Traffic Operations

Transportation Planning &

Alternative Transportation

Transportation and Drainage

Systems Maintenance

Street Sweeping

Traffic Signals

Streets Capital

Downtown Parking

Building Maintenance

Motor Pool

Communications Systems

Custodial Services

Water Resources Management

Recycled Water

Water Distribution

Water Treatment

Water Supply Management

Water Resources Laboratories

Water Capital Program

Wastewater Collection

Wastewater Treatment

Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Managed the completion of the \$18M Cater Treatment Plant on schedule and the start of the \$26M Granada Garage start of construction on schedule and with cost saving as promised to the Council.

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 the construction of the City's Capital Improvement Program.
- 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 2006

- Complete 75% of budgeted Capital Program project milestones assigned to Engineering.
- Limit engineering services (staff and consultant) costs to average less than 25% of total project costs.
- Limit engineering services costs to less than 25% of the total project cost on 60% of all capital projects.
- Limit the cost of construction contract change orders in the Capital Program to less than 9% of the total annual value of construction awarded.
- Limit all construction contract change orders to the initial maximum of the Council authorized change order allowance.
- Achieve construction bid averages for the City's capital program to be within 10% of preliminary design cost estimates for work assigned to Engineering Division.
- Meet or exceed the budget's engineering work order revenue projections.
- Ensure that 100% of program employees attend career development associated training.
- Conduct a survey of clients to determine satisfaction with engineering services.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	34.30	35.60	35.60	36.60	36.60
Hourly Employee Hours	N/A	2,704	2,704	1,550	1,550
Revenues					
Interfund Reimbursements	\$ 2,520,916	\$ 2,650,000	\$ 2,850,000	\$ 2,974,000	\$ 3,072,970
Measure D Sales Tax	571,365	606,944	551,873	667,575	690,802
General Fund Subsidy	313,207	515,665	320,094	528,085	576,129
Total Revenue	\$ 3,405,488	\$ 3,772,609	\$ 3,721,967	\$ 4,169,660	\$ 4,339,901
Expenditures					
Salaries and Benefits	\$ 2,970,308	\$ 3,313,742	\$ 3,215,187	\$ 3,725,924	\$ 3,890,449
Supplies and Services	428,975	441,739	490,115	435,736	441,452
Special Projects	159	7,500	7,440	2,000	2,000
Non-Capital Equipment	6,046	9,628	9,225	6,000	6,000
Total Expenditures	\$ 3,405,488	\$ 3,772,609	\$ 3,721,967	\$ 4,169,660	\$ 4,339,901

Program Performance Measures

	Adopted FY 2004	Projected FY 2004	Adopted FY 2005
Percent of budgeted annual Capital Program project milestones assigned to Engineering	66%	75%	75%
Percent of engineering services costs to total project costs	21%	22%	< 25%
Percent of projects with engineering service costs under 25% of total project costs	N/A	65%	60%
Percent of Change Order cost to annual value of construction awarded	4%	7%	< 9%
Projects exceeding maximum Change Order Allowance	0	1	0
Percent of construction contract awards within 10% of preliminary cost estimate	75%	90%	80%
Total project cost of filed Notice of Completions	\$6.89 Million	\$20 Million	\$20 Million
Filed project Notice of Completions	10	18	18

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- **Land Development**
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

The Engineering Website has been updated and includes additional Land Development related handouts and application information.

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 and process private land development project applications and coordinate a unified department response from all department divisions.
- Coordinate department review and permitting of private land development projects.
- 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 2006

- Meet 100% of Land Development Team discretionary land development project review deadlines.
- Meet 91% of the target response dates for staff review of specified building permits at the Public Works Permit Counter.
- Provide quarterly updates to 90% of the applicants regarding their submitted complete applications for real property-related tasks.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	9.50	10.45	10.45	10.45	10.45
Hourly Employee Hours	N/A	400	400	400	400
Revenues					
Interfund Reimbursement	\$ 297,636	\$ 243,484	\$ 243,484	\$ 243,484	\$ 243,484
Fees and Service Charges	343,837	349,952	241,000	605,865	533,774
Other Revenue	400	-	-	-	-
General Fund Subsidy	234,548	432,430	496,302	396,026	361,949
Total Revenue	\$ 876,421	\$ 1,025,866	\$ 980,786	\$ 1,245,375	\$ 1,139,207
Expenditures					
Salaries and Benefits	\$ 793,574	\$ 885,048	\$ 836,746	\$ 1,003,195	\$ 1,048,170
Supplies and Services	81,144	138,818	142,040	241,180	90,037
Non-Capital Equipment	1,703	2,000	2,000	1,000	1,000
Total Expenditures	\$ 876,421	\$ 1,025,866	\$ 980,786	\$ 1,245,375	\$ 1,139,207

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of LDT project deadlines met	100%	100%	100%
Percent of building permits review timelines met	92%	91%	91%
Percent of real property related applicants receiving a quarterly update	N/A	N/A	90%
Public Works permits issued	1,351	1,632	1,351
Building permit applications reviewed	1,231	1,164	1,231
Land Development discretionary development projects reviewed	193	186	193
Real property tasks completed, including acquisitions, abandonments and developments	45	52	45
Current number of real property leases and outdoor dining licenses managed	53	48	53
Value of securities received from private development to bond for public improvements in the public right-of-way	\$2,560,193	N/A	\$2,560,193

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
➤ **Environmental Services**
Solid Waste
Traffic Operations
Transportation Planning &
Alternative Transportation
Transportation and Drainage
Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Motor Pool
Communications Systems
Custodial Services
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Water Resources Laboratories
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Leaking Underground Fuel Tanks were removed from the City's right-of-way at 21 West Carrillo Street and 436 State Street in fiscal year 2005.

Environmental Services

(Program No. 4213)

Mission Statement

Properly manage and dispose of hazardous waste and keep the City in compliance with state regulations applying to City-owned and operated Leaking Underground Fuel Tank (LUFT) sites.

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from leaking underground fuel tank (LUFT) sites to comply with regulatory agency requirements.
- Prepare reports for all LUFT sites as required by regulatory agencies.
- Apply for State UST Reimbursement funds for work done at LUFT sites with contaminated soil and groundwater.
- Provide vector control services in City creeks and the 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.
- Coordinate the removal of contaminated soil identified during project development and construction of capital projects.
- Perform asbestos studies and abate conditions in City facilities.

Key Objectives for Fiscal Year 2006

- Maintain 100% of the planned schedule for removal of LUFTs and site remediation efforts per work plan approved by the Local Enforcement Agency of the California Water Quality Control Board.
- Respond to 98% of Hazardous Materials Emergency Response spills within 1 hour of call.
- Resolve 98% of vector control requests in creeks and public right-of-way for mosquitoes, bees, mice and rats within 5 working days.
- Obtain closure approval from the Local Enforcement Agency of the Regional Water Quality Control Board at two site mitigation unit (SMU) sites with groundwater and soil contamination.
- Bring all City reimbursement claims up to date with the Water Quality Control Board's Underground Storage Tank Reimbursement Fund.
- Coordinate with the South Coast Vector Control District in developing a comprehensive plan to reduce rodent populations on lower State Street and Coast Village Road.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.60	1.00	1.00	1.00	1.00
Hourly Employee Hours	N/A	1,000	1,000	1,500	1,500
Revenues					
Interfund Reimbursement	\$ 24,996	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Other Revenue	1,300	-	-	-	-
General Fund Subsidy	209,094	217,801	67,254	501,790	602,624
Total Revenue	\$ 235,390	\$ 242,801	\$ 92,254	\$ 526,790	\$ 627,624
Expenditures					
Salaries and Benefits	\$ 127,761	\$ 123,143	\$ 17,139	\$ 127,195	\$ 131,830
Supplies and Services	13,410	23,569	21,387	19,739	19,819
Special Projects	94,219	54,128	53,728	258,739	351,575
Transfers	-	-	-	121,117	124,400
Capital Equipment	-	41,961	-	-	-
Total Expenditures	\$ 235,390	\$ 242,801	\$ 92,254	\$ 526,790	\$ 627,624

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of required LUFT Site reports completed on schedule	100%	90%	100%
Percent of hazardous materials emergency response spills responded to within 1 hour of call	99%	100%	98%
Percent of vector control requests resolved within 5 working days	N/A	99%	98%
Spilled hazardous materials properly disposed	N/A	10	15
Vector control requests received	N/A	130	120
Cost to respond to vector control requests	N/A	N/A	\$61,500

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Services
➤ **Solid Waste**
Traffic Operations
Transportation Planning &
Alternative Transportation
Transportation and Drainage
Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Motor Pool
Communications Systems
Custodial Services
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Water Resources Laboratories
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Color-coordinated recycling/trash containers installed in all City work stations, conference rooms and offices; recycling containers installed at all City parks and open space.

Solid Waste

(Program No. 4214)

Mission Statement

Provide reliable, cost-effective collection of residential and commercial municipal solid waste, recyclables and green waste through contracted haulers, with a primary focus on maximizing recycling and landfill diversion levels.

Program Activities

- Develop a cost-effective solid waste management system that will allow the City to maintain ultimate control of its waste stream, pursue long-term disposal options, and continuously reduce the volume of material disposed in landfills through aggressive recycling and other diversion strategies.
- Maintain the City's compliance with state solid waste mandates.
- Manage all components of the City's waste management system.
- Design solid waste programs that protect public health and the environment and minimize the City's exposure to liability.
- Provide information to the public and respond to concerns about hauling services.
- Ensure contract compliance with haulers.
- Participate in regional solid waste forums such as the Multi-Jurisdictional Solid Waste Task Group (MJSWTG) and the Solid Waste Local Task Force (LTF).

Key Objectives for Fiscal Year 2006

- Increase overall diversion from landfills by approximately 2% (4,000 tons) per year.
- Respond to hauler service complaints within 2 business days.
- Add 15 new commercial recycling accounts per month.
- Respond to 98% of code enforcement calls within 1 business day.
- Implement diversion projects, programs, and system modifications as proposed in the Solid Waste Strategic Plan.
- Assist the Santa Barbara School Districts with the implementation of district-wide recycling programs.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.90	3.00	3.00	3.00	3.00
Hourly Employee Hours	N/A	2,857	2,857	3,500	4,000
Revenues					
Franchise Fees - Refuse	\$ 327,393	\$ 352,500	\$ 372,000	\$ 385,944	\$ 395,572
Fees and Service Charges	348,784	927,608	900,000	14,923,896	15,371,598
Intergovernmental	156,933	361,238	70,105	26,000	26,000
Donations	60,000	80,000	80,000	80,000	90,000
Total Revenue	\$ 893,110	\$ 1,721,346	\$ 1,422,105	\$ 15,415,840	\$ 15,883,170
Expenditures					
Salaries and Benefits	\$ 271,299	\$ 288,586	\$ 338,128	\$ 352,662	\$ 385,902
Supplies and Services	20,405	93,351	100,076	14,021,825	14,442,711
Special Projects	402,405	1,551,999	774,395	968,717	1,031,148
Transfers	-	450	450	-	-
Non-Capital Equipment	-	3,600	-	8,200	6,600
Capital Equipment	-	22,000	22,000	-	-
Miscellaneous	-	107,703	-	10,000	10,000
Total Expenditures	\$ 694,109	\$ 2,067,689	\$ 1,235,049	\$ 15,361,404	\$ 15,876,361

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Approximate total diversion for City	N/A	N/A	50%
Percent of hauler service complaints responded to within 2 business days	98%	99%	98%
Commercial recycling accounts	2,540	2,720	2,900
Percent of code enforcement calls responded to within 1 business day	N/A	99.5%	98%
Residential recycling, greenwaste and trash accounts	17,062	17,300	17,500
Commercial recycling, greenwaste and trash accounts	3,020	3,100	3,200
Hauler general service complaints received	184	120	100
Hauler complaints received regarding commingling refuse with recyclables and/or greenwaste	N/A	N/A	25

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Services
Solid Waste
➤ **Traffic Operations**
Transportation Planning &
Alternative Transportation
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Recycled Water
Water Distribution
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Water Supply Management
Water Resources Laboratories
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Prepared a new speed survey documentation process that is comprehensive and readily understood by members of the public.

Traffic Operations

(Program No. 4311)

Mission Statement

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 or lower than statewide averages.

Key Objectives for Fiscal Year 2006

- Complete traffic signal timing studies along Santa Barbara Street, Anacapa Street and Chapala Street.
- Maintain Level of Service D or better at 80% of signalized intersections during peak hours.
- Investigate and resolve 85% of traffic related concerns, complaints and requests within 30 calendar days.
- Update annual warrant lists to determine the need for multi-way stops and traffic signals and present them to Council by March 31, 2006.
- Construct a transportation operations improvement list based on base traffic count, collision and speed survey data for a bi-annual report to Council by January 31, 2006.

Key Objectives for Fiscal Year 2006 (continued)

- o Complete a review of curb markings in the downtown core by December 31, 2005 and develop a plan for the review of curb markings citywide by June 30, 2006.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.00	3.95	3.95	3.95	3.95
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Utility Users Tax	\$ 1,586,434	\$ 629,378	\$ 546,716	\$ 623,328	\$ 614,267
Fees and Service Charges	8,856	-	-		
Total Revenue	\$ 1,595,290	\$ 629,378	\$ 546,716	\$ 623,328	\$ 614,267
Expenditures					
Salaries and Benefits	\$ 342,212	\$ 349,562	\$ 346,762	\$ 390,168	\$ 404,741
Supplies and Services	1,247,677	57,227	48,454	56,500	57,026
Transfers	-	220,089	150,000	150,000	150,000
Non-Capital Equipment	5,401	2,500	1,500	6,660	2,500
Capital Equipment	-	-	-	20,000	-
Total Expenditures	\$ 1,595,290	\$ 629,378	\$ 546,716	\$ 623,328	\$ 614,267

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Corridors where signal timing is studied	3	3	3
Intersections at Level of Service D or better	N/A	75%	80%
Percent of complaints resolved within 30 calendar days	N/A	75%	85%

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- **Transportation Planning & Alternative Transportation**
- Transportation and Drainage Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed the Pedestrian Master Plan as directed by the Circulation Element. Completed Oak Park Neighborhood Transportation Management Plan.

Transportation Planning & Alternative Transportation

(Program Nos. 4312 and 4314)

Mission Statement

Review private land development and plan public transportation facilities and policy 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.
- Fund the construction of new or improved pedestrian and bicycle facilities.
- Fund the construction of new facilities serving various alternative transportation modes.
- Fund the operation of energy efficient, non-polluting electric shuttle buses.
- 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 Community Development to implement the Circulation Element.
- Work with neighborhoods and other Public Works divisions to develop Neighborhood Traffic Management Programs and Projects.
- Meet 95% of all Land Development Team (LTD) Pre-Application Review Team (PRT) and Development Application Review Team (DART) deadlines.

Key Objectives for Fiscal Year 2006

- Review and act within deadlines on 75% of all Development Plan Agreement (DPA), Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), building permit, modification, and garage waiver requests.
- Represent the City's interests and the Circulation Element on the U.S. Highway 101 Technical Advisory Group in determining project alternatives for 101 in Motion.
- Revise the Parking Design Standards.
- Identify sidewalk priorities and provide oversight for the sidewalk infill program to construct 1% of the missing sidewalk links (approximately 2,000 linear feet of sidewalk).
- Submit 1 grant application annually for capital improvement projects that will improve the availability and/or attractiveness of alternative modes of transportation.
- Locate and install 100 new bicycle hitching posts.
- Complete employee survey to determine current mode share and identify program to increase use of alternative modes of transportation.
- Complete design for the Carrillo Hill Sidewalk.
- Construct Cornell Street Pocket Park.
- Complete design for the West Downtown Improvements.
- Complete conceptual design for the Shoreline Drive Bike Path Extension to Harbor Way.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	6.35	5.90	5.90	5.90	5.90
Hourly Employee Hours	N/A	600	600	1,000	1,000
Revenues					
Utility Users Tax	\$ 416,843	\$ 509,733	\$ 535,771	\$ 639,694	\$ 628,740
Measure D Sales Tax	1,038,284	1,960,457	1,960,160	1,297,800	1,336,734
Fees and Service Charges	-	7,500	8,000	7,500	7,500
Interfund Reimbursements	300,000	300,000	300,000	300,000	300,000
Intergovernmental	-	125,000	-	-	-
Donations	200	-	-	-	-
Total Revenue	\$ 1,755,327	\$ 2,902,690	\$ 2,803,931	\$ 2,244,994	\$ 2,272,974
Expenditures					
Salaries and Benefits	\$ 361,763	\$ 410,403	\$ 382,694	\$ 563,256	\$ 578,532
Supplies and Services	37,206	43,657	33,431	45,234	45,708
Special Projects	1,354,793	2,446,630	2,385,306	1,629,800	1,646,734
Non-Capital Equipment	-	2,000	2,500	6,704	2,000
Total Expenditures	\$ 1,753,762	\$ 2,902,690	\$ 2,803,931	\$ 2,244,994	\$ 2,272,974

Transportation Planning & Alternative Transportation

(Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of LDT PRT and DART applications reviewed within the deadline	90%	97%	95%
Percent of DPA, ABR, HLC, building permit, modification, and garage waiver requests reviewed within required deadlines	74%	80%	75%
PRT and DART applications reviewed	217	200	200
DPA, ABR, HLC, building permit, modification, and garage waiver requests reviewed	620	600	600
Linear feet of sidewalk completed	3,500	5,500	2,000
Grant applications submitted	2	2	1
MTD Downtown/Waterfront Shuttle riders	596,965	520,000	526,200
Cross-town Shuttle riders	154,373	160,000	160,900
Commuter Lot Shuttle riders	21,347	20,000	19,800

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PUBLIC WORKS PROGRAMS

- Administration
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- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- **Transportation and Drainage
Systems Maintenance**
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

The Sign and Paint crew installed over 900 new parking restriction signs and poles for the expansion of the Street Sweeping Program into five additional neighborhoods of the City.

Transportation and Drainage Systems Maintenance

(Program Nos. 4411, 4413, 4415)

Mission Statement

Clean, maintain, and repair transportation and drainage system infrastructure to enhance community mobility and preserve creek and water quality.

Program Activities

- Maintain 250 curb miles of streets, over 3.5 million square feet of sidewalk, 792,000 linear feet of curb and gutter, and 100 miles of roadside vegetation, using a variety of maintenance techniques.
- Repair or replace damaged or deteriorated storm drain facilities.
- Clean and haul away debris from the storm drain system annually.
- Operate and maintain storm water pump stations and respond to storm conditions or emergencies to protect property.
- Install, revise and repaint over one million linear feet of striping, install and maintain over 45,000 square feet of pavement legends and maintain over 40,000 units of traffic and parking signs.

Key Objectives for Fiscal Year 2006

- Repair 50,000 square feet of streets and sidewalk with asphalt, including potholes, skin patching, sidewalk padding, and overlays.
- Replace 13,500 square feet of concrete sidewalks, curbs, and gutter.
- Respond to 90% of public requests for removal of debris and large trash items within 24 hours.
- Develop a schedule to inspect and clean storm drains by December 31, 2005.
- Clean catch basin filters identified by the Creeks Restoration and Water Quality Improvement Program on a monthly basis.
- Develop a schedule to repaint pavement striping, including double yellow lines, skipped lines, and curbs, and pavement legends by December 31, 2005.
- Replace 100% of critical, damaged traffic signs within 8 work hours.
- Participate in quarterly neighborhood clean-ups on City property.
- Abate graffiti in railroad corridor four times per year.

Key Objectives for Fiscal Year 2006 (continued)

- Remove 75% of graffiti from public property within three working days of notice.
- Develop action plan with non-City agencies (state, county, and railroad) to take responsibility to maintain their property that lies within the City limits, to an agreed upon maintenance standard.
- Develop and implement an action plan to maintain median strips to an agreed upon maintenance standard.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	29.33	27.84	27.84	27.84	27.84
Hourly Employee Hours	N/A	2,620	2,620	9,250	10,250
Revenues					
Measure D Sales Tax	\$ 684,257	\$ 1,019,013	\$ 919,565	860,657	894,438
Utility Users Tax	1,966,540	2,381,907	2,264,166	2,522,449	2,543,519
Gas Tax	-	1,095,622	1,188,908	1,101,672	1,110,733
Interfund Reimbursement	51,618	48,499	30,000	161,117	164,400
Interest Income	170,406	140,000	140,000	150,000	170,000
Market Valuation	(124,684)	-	-	-	-
Total Revenue	\$ 2,748,137	\$ 4,685,041	\$ 4,542,639	\$ 4,795,895	\$ 4,883,090
Expenditures					
Salaries and Benefits	\$ 1,564,606	\$ 1,827,395	\$ 1,849,289	\$ 2,112,737	\$ 2,232,167
Supplies and Services	1,170,302	1,349,683	1,342,767	1,214,357	1,180,619
Special Projects	7,508	50,000	50,000	119,121	84,400
Transfers	-	1,292,407	1,291,942	1,327,476	1,363,700
Non-Capital Equipment	2,602	8,641	8,641	22,204	22,204
Capital Equipment	3,119	53,039	-	-	-
Miscellaneous	-	103,876	-	-	-
Total Expenditures	\$ 2,748,137	\$ 4,685,041	\$ 4,542,639	\$ 4,795,895	\$ 4,883,090

Transportation and Drainage Systems Maintenance

(Continued)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Square feet of street and sidewalk surfaces repaired	N/A	35,000	50,000
Square feet of concrete installed	N/A	12,100	13,500
Percent of large trash removed within 24 hours	90%	90%	90%
Drains inspected and/or cleaned	N/A	2,500	2,500
Catch basin filters cleaned	N/A	1,200	1,200
Linear feet of pavement striping painted	N/A	360,000	360,000
Square feet of legends installed	N/A	20,000	20,000
Percent of critical, damaged signs replaced within 8 hours of notice	100%	100%	100%
Neighborhood cleanups performed	N/A	N/A	4
Railroad corridor graffiti incidents abated	N/A	N/A	4
Percent of reports of graffiti on public property removed within 3 days	N/A	N/A	75%
Potholes filled	N/A	500	1,000
Requests from public for abandoned furniture and trash removal referred to BFI and Marborg	N/A	296	300
Special event set-ups completed	N/A	30	30
Average cost to remove and install one square foot of concrete sidewalk	N/A	N/A	\$16
Average cost to repair one square foot of asphalt pavement with asphalt overlay	N/A	N/A	\$12

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PUBLIC WORKS PROGRAMS

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Solid Waste
Traffic Operations
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Alternative Transportation
Transportation and Drainage
Systems Maintenance

➤ Street Sweeping

Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Motor Pool
Communications Systems
Custodial Services
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Water Resources Laboratories
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Began sweeping routes in five residential neighborhoods on October 1, 2004, and added 70 miles of streets to the established weekly sweeping program.

Street Sweeping

(Program Nos. 4412, 4418)

Mission Statement

Clean streets to improve community appearance and water quality in urban creeks.

Program Activities

- Mechanically sweep 104 miles of residential streets, in conjunction with the City's Clean Sweep Program.
- Mechanically sweep 32 miles of business and commercial area streets (primarily in the downtown and Milpas Street areas) seven days a week.

Key Objectives for Fiscal Year 2006

- Ensure that 14,700 curb miles of established commercial and residential routes in the Consolidated Street Sweeping Program are swept on schedule, except in inclement weather conditions.
- Develop a plan to expand the Street Sweeping Program by December 31, 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.00	3.25	3.25	3.25	3.25
Hourly Employee Hours	N/A	0	0	100	100
Revenues					
Parking Violations	\$ 402,209	\$ 650,000	\$ 670,000	\$ 750,000	\$ 750,000
Interfund Reimbursements	-	534,151	534,151	472,649	482,329
Utility Users Tax	184,371	-	-	-	-
Measure D Sales Tax	182,155	-	-	-	-
Total Revenue	\$ 768,735	\$ 1,184,151	\$ 1,204,151	\$ 1,222,649	\$ 1,232,329
Expenditures					
Salaries and Benefits	\$ 210,336	\$ 268,947	\$ 256,663	\$ 258,690	\$ 271,068
Supplies and Services	557,896	549,678	554,078	606,181	602,138
Special Projects	503	156,619	156,619	145,000	137,449
Transfers	-	209,520	209,520	219,204	229,845
Total Expenditures	\$ 768,735	\$ 1,184,764	\$ 1,176,880	\$ 1,229,075	\$ 1,240,500

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Curb miles swept	N/A	14,700	14,700
Tons of debris collected by street sweepers	N/A	N/A	2,640
Cost (contracted) to sweep one curb mile	N/A	N/A	\$14.95

PUBLIC WORKS PROGRAMS

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Environmental Services
Solid Waste
Traffic Operations
Transportation Planning &
Alternative Transportation
Transportation and Drainage
Systems Maintenance
Street Sweeping

➤ **Traffic Signals**

Streets Capital
Downtown Parking
Building Maintenance
Motor Pool
Communications Systems
Custodial Services
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Water Resources Laboratories
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

The Traffic Signals program has purchased amber LED's for all signalized intersections. Installation is ongoing.

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 104 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 2006

- Complete 99% of scheduled preventive maintenance work orders on the Traffic Signal Network monthly, in accordance with an approved preventive maintenance plan.
- Respond to 100% of emergency calls within 1 working hour of notification on weekdays.
- Respond to all non-emergency unscheduled repair work orders within 24 working hours on the Traffic Signal Network.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.30	3.00	3.00	3.00	3.00
Hourly Employee Hours	N/A	1,450	1,450	0	200
Revenues					
Utility Users Tax	\$ 704,903	\$ 732,664	\$ 722,736	\$ 1,033,948	\$ 1,041,467
Fees and Service Charges	17,978	20,000	20,000	15,000	15,000
Interfund Reimbursement	20,730	-	-	-	-
Total Revenue	\$ 743,611	\$ 752,664	\$ 742,736	\$ 1,048,948	\$ 1,056,467
Expenditures					
Salaries and Benefits	\$ 213,187	\$ 233,272	\$ 233,044	\$ 247,999	\$ 261,099
Supplies and Services	525,855	512,263	502,563	723,449	741,511
Non-Capital Equipment	4,569	7,129	7,129	7,500	12,000
Capital Equipment	-	-	-	70,000	41,857
Total Expenditures	\$ 743,611	\$ 752,664	\$ 742,736	\$ 1,048,948	\$ 1,056,467

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of scheduled preventive maintenance work orders completed	99.37%	99%	99%
Percent of emergency work orders responded to within 1 working hour	100%	100%	100%
Percent of unscheduled repairs responded to within 24 working hours of notification	100%	100%	100%
Emergency work orders	224	173	173
Unscheduled work orders completed	552	660	660
Maintenance and operations cost per traffic intersection per month	N/A	\$3,000	\$3,000

PUBLIC WORKS PROGRAMS

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Land Development
Environmental Services
Solid Waste
Traffic Operations
Transportation Planning &
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Transportation and Drainage
Systems Maintenance
Street Sweeping

➤ Streets Capital

Downtown Parking
Building Maintenance
Motor Pool
Communications Systems
Custodial Services
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Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Water Resources Laboratories
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Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Received neighborhood consensus for Milpas Street Beautification Project. This project is slated for start of construction near the end of summer 2005.

Streets Capital

(Program No. 4417)

Mission Statement

Manage the maintenance, repair, and improvements to the public right-of-way infrastructure in accordance with the goals of the City Council and the Circulation Element, providing the public with safe, efficient, functional, high quality, and cost-effective transportation and drainage systems.

Program Activities

- Adequately 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-model transportation and street right-of-way infrastructure maintenance, repair and improvements (which 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.
- Identify, study, and address public drainage issues to maximize the benefit from the available funds.
- Provide courtesy review and coordination of Caltrans initiated roadway projects.
- Provide staff support to division managers and supervisors associated with streets capital projects.

Key Objectives for Fiscal Year 2006

- Slurry seal, overlay, or reconstruct 90% of lane miles of City asphalt concrete roadways for the next scheduled pavement maintenance zone in accordance with recommendations of the latest Pavement Management Systems report.
- Maintain an average asphalt concrete City Street Pavement Quality Index (PQI) of greater than 71 or greater (as evaluated by the City's Pavement Management System).
- Reduce the percentage of asphalt concrete streets with a PQI of less than 20 from 1.8% to 1.5%.
- Award a pavement maintenance construction contract in 1 of the 6 City pavement maintenance areas for slurry seal and asphalt concrete overlay.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Utility Users Tax	\$ 639,766	\$ 1,584,049	\$ 1,730,611	\$ 1,175,581	\$ 1,347,007
Measure D Sales Tax	2,082,082	1,613,586	1,068,402	1,673,968	1,758,026
Gas Tax	1,678,700	629,378	546,716	623,328	614,267
Intergovernmental	644,889	3,222,903	-	2,065,000	6,378,000
Transportation Dev. Funds	63,367	50,000	50,000	50,000	50,000
Interest Income	5,194	5,000	5,825	5,000	5,000
Market Valuation	(3,785)	-	-	-	-
Other Revenue	6,930	-	-	-	-
Total Revenue	\$ 5,117,143	\$ 7,104,916	\$ 3,401,554	\$ 5,592,877	\$ 10,152,300
Expenditures					
Capital Program	6,728,685	15,685,643	8,223,003	5,810,000	10,423,000
Total Expenditures	\$ 6,728,685	\$ 15,685,643	\$ 8,223,003	\$ 5,810,000	\$ 10,423,000

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Lane miles of asphalt concrete roads slurry sealed, overlaid or reconstructed divided by the total lane miles of asphalt concrete roads within the pavement maintenance zone	N/A	N/A	90%
Average asphalt concrete pavement PQI	77	74	71
Asphalt concrete streets with a PQI of less than 20	1.8%	1.8%	1.5%
Current number of streets Capital Program professional engineering services contracts managed	N/A	N/A	8
Lane miles of asphalt concrete roadway slurry sealed, overlaid or reconstructed	N/A	N/A	75
Square feet of new City sidewalk installed	38,031	29,000	TBD
Access ramps installed	68	50	TBD

PROGRAMS & SERVICES

PUBLIC WORKS PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

MyRide bus passes were issued in 2004 to Santa Barbara County employees and employees around the Granada Garage, as well as all City employees.

Downtown Parking

(Program Nos. 4315, 4316, 4317)

Mission Statement

Operate and maintain the City's parking facilities and on-street parking supply in order to maximize 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 ten surface customer parking lots and four parking structures containing over 3,300 parking stalls.
- Administer customer and commuter parking programs.
- Provide parking facilities for over five 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 programs.
- Manage on-street resources for resident parking in the Downtown, City College, and upper Modoc areas.
- Fund and administer Downtown employee MTD bus pass programs.

Key Objectives for Fiscal Year 2006

- Perform a routine cleaning of all City parking lots Monday through Friday.
- Check parking lot equipment per approved schedule to reduce breakdowns.
- Respond to 90% of all equipment malfunction calls within 15 minutes.
- Ensure that 98.5% of all cash drawers are balanced each day.
- Increase the use of MTD bus passes by downtown employees by 10%.
- Issue 10,100 MyRide bus passes before the Granada Garage opens.
- Add 5 new car pools to the Transportation Management Program.
- Make 200 new downtown merchant contacts each year to increase the awareness of Public Transportation options.
- Develop a measure of effectiveness for the MyRide program.
- Perform regular cleaning of all Parking-maintained public restrooms each day and ensure that all contractor-maintained portable restrooms are kept cleaned and well supplied.
- Implement asset management software to track maintenance activities.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	20.51	20.50	20.50	20.50	20.50
Hourly Employee Hours	N/A	134,300	134,300	134,200	134,200
Revenues					
Fees and Service Charges	\$ 4,067,239	\$ 3,610,000	\$ 3,950,000	\$ 5,155,000	\$ 6,335,000
PBIA Assessments	764,445	675,000	775,000	750,000	775,000
Interest Income	230,049	200,000	225,000	250,000	250,000
Market Valuation	(168,687)	-	-	-	-
Other Revenue	12,587	25,000	15,000	15,000	15,000
Total Revenue	\$ 4,905,633	\$ 4,510,000	\$ 4,965,000	\$ 6,170,000	\$ 7,375,000
Expenditures					
Salaries and Benefits	\$ 2,700,809	\$ 2,871,913	\$ 2,559,142	\$ 3,066,554	\$ 3,147,488
Supplies and Services	989,623	1,501,129	1,459,671	1,691,437	1,700,339
Special Projects	274,407	460,735	346,738	590,120	592,126
Transfers	-	4,104	4,100	986	-
Non-Capital Equipment	15,915	19,115	19,000	27,200	29,810
Miscellaneous	150	25,000	-	50,000	50,000
Total Operating Expenditures	\$ 3,980,904	\$ 4,881,996	\$ 4,388,651	\$ 5,426,297	\$ 5,519,763
Capital Program	289,752	3,814,146	2,634,873	879,800	944,425
Total Expenditures	\$ 4,270,656	\$ 8,696,142	\$ 7,023,524	\$ 6,306,097	\$ 6,464,188
Surplus / (Deficit)	\$ 634,977	\$ (4,186,142)	\$ (2,058,524)	\$ (136,097)	\$ 910,812

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Daily parking lot cleanings before 10:00 a.m. (Monday through Friday)	5,054	5,054	5,054
Percent of preventive maintenance inspections done each day per the approved schedule	100%	100%	100%
Percent of responses to equipment breakdowns made within 15 minutes	90%	90%	90%
Percent of daily booth transactions completed and balanced successfully	100%	100%	98.5%
Bus passes issued from the beginning of the fiscal year	N/A	1,235	1,358
MyRide bus passes issued before December 31, 2005	N/A	N/A	10,100
Car pools in Transportation Management Program	N/A	52	57
Downtown merchants contacted for public transportation options	N/A	N/A	200
Percent of parking maintained public restrooms cleaned each day per the approved schedule	N/A	N/A	100%
Percent of all portable restrooms checked by Parking staff each day per the approved schedule	N/A	N/A	100%
Vehicles parked in City lots	4,395,778	5,000,000	5,000,000
Maintenance calls	2,200	2,400	2,400

PUBLIC WORKS PROGRAMS

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Wastewater Treatment
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RECENT PROGRAM ACHIEVEMENTS

Re-carpeted Council Chambers and Conference Room 15 in City Hall and installed additional communication conduits in the floors of those rooms during Christmas Holiday 2004.

Building Maintenance

(Program No. 4511)

Mission Statement

Provide operations, maintenance, and construction services to City-owned facilities to maintain a clean, safe and functional environment in which to conduct City business.

Program Activities

- Manage the maintenance, replacement, and upgrade of the City's buildings and 2,250 City-owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support the accomplishment of the planned maintenance and special building project programs.
- Provide project management support for capital improvement special projects in various departments.

Key Objectives for Fiscal Year 2006

- Complete 90% of customer requested work orders by due date.
- Complete 100% of mandatory maintenance work orders by the due date.
- Complete 90% of preventive maintenance work orders by due date.
- Complete 95% of City-owned street light work orders within 5 working days of issuance.
- Achieve a 90% satisfaction rate on the Building Maintenance customer satisfaction survey.
- Purchase and populate an asset management module to track assets in General Fund facilities by December 31, 2005.
- Complete construction of the Building Maintenance office addition and reorganize all work spaces to achieve more efficiency.
- Complete the 6.6 amp underground streetlight circuit on Chapala Street.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	16.45	16.45	16.45	16.45	16.45
Hourly Employee Hours	N/A	3,000	3,000	2,800	2,800
Revenues					
Interfund Reimbursements	\$ 2,665,774	\$ 2,792,815	\$ 2,792,815	\$ 3,174,453	\$ 3,279,771
Other Revenue	6,842	-	-	-	-
Total Revenue	\$ 2,672,616	\$ 2,792,815	\$ 2,792,815	\$ 3,174,453	\$ 3,279,771
Expenditures					
Salaries and Benefits	\$ 1,320,331	\$ 1,389,174	\$ 1,336,816	\$ 1,499,176	\$ 1,556,170
Supplies and Services	431,856	412,734	406,352	453,934	474,185
Special Projects	832,820	960,158	960,500	1,174,894	1,203,818
Transfers	-	3,187	3,187	1,444	-
Non-Capital Equipment	7,796	14,773	13,573	15,200	19,500
Capital Equipment	8,559	10,000	100	10,000	10,000
Miscellaneous	-	8,600	-	19,805	16,098
Total Operating Expenditures	\$ 2,601,362	\$ 2,798,626	\$ 2,720,528	\$ 3,174,453	\$ 3,279,771
Capital Program	186,471	154,101	170,770	-	-
Total Expenditures	\$ 2,787,833	\$ 2,952,727	\$ 2,891,298	\$ 3,174,453	\$ 3,279,771

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Customer requested work orders issued	3,134	3,200	3,200
Percent of customer requested work orders completed by due date	94%	85%	90%
Mandatory maintenance services work orders issued	212	215	215
Percent of mandatory maintenance work orders completed by due date	98%	100%	100%
Preventive maintenance work orders issued	811	815	815
Percent of preventive maintenance work orders completed by due date	93%	85%	90%
City-owned street light work orders issued	542	550	550
Percent of City-owned street light work orders completed within 5 days	98%	95%	95%
Overall satisfaction with Building Maintenance service	N/A	N/A	90%
Capital and special project work orders issued	256	260	260
Work orders issued	4,955	5,035	5,035
Percent of work orders completed within the specified time frame	95%	95%	95%

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➤ **Motor Pool**

Communications Systems
Custodial Services
Water Resources Management
Recycled Water
Water Distribution
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Water Supply Management
Water Resources Laboratories
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Established a program that tracks funds collected over the life of a vehicle, to ensure that sufficient funds are available to replace every vehicle at the end of each vehicle's life cycle.

Motor Pool

(Program No. 4521, 4522)

Mission Statement

Manage 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 of 529 vehicles and heavy equipment and administer, test and certify vehicles and equipment in compliance with federal and state mandates.
- Maintain 15 Emergency Power Generators in a state of readiness.
- Maintain automated fuel delivery system and re-fueling infrastructure.
- Fund and maintain a vehicle replacement program that ensures the orderly and timely replacement of the City's fleet.
- Provide engineering services to develop specifications for purchasing of vehicles and equipment.
- Maintain a vehicle pool car program for shared vehicle use.

Key Objectives for Fiscal Year 2006

- Complete 95% of preventive maintenance services on schedule in accordance with manufacturers' recommendations.
- Complete 100% of the following mandated inspections and certifications: a) aerial equipment certification, b) smog inspections and certifications, c) diesel smoke testing and certifications, d) youth bus inspections and certifications, and e) commercial vehicle maintenance and inspections.
- Ensure that 65% of maintenance and repair services are for planned and scheduled work.
- Maintain 90% availability for the identified 5 classes of vehicles.
- Implement a fleet utilization program by September 30, 2005.
- Prepare a vehicle replacement report by January 31, 2006 and develop specifications and establish purchase contracts for the procurement of every vehicle approved for replacement.
- Initiate a customer survey to gauge customer satisfaction with Motor Pool's vehicle maintenance services.
- Replace the City's fuel management system at Motor Pool and the Airport with a modern system that validates vehicles and employees authorized to fuel, and allocates the fuel costs to the proper program in real time.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	15.45	16.45	16.45	16.45	16.45
Hourly Employee Hours	N/A	2,400	2,400	3,300	3,300
Revenues					
Interfund Reimbursements	\$ 3,820,108	\$ 4,298,878	\$ 4,298,878	\$ 4,354,535	\$ 4,436,620
Interest Income	-	-	-	80,000	85,000
Other Revenue	127,955	50,000	71,000	50,000	50,000
Total Revenue	\$ 3,948,063	\$ 4,348,878	\$ 4,369,878	\$ 4,484,535	\$ 4,571,620
Expenditures					
Salaries and Benefits	\$ 1,168,191	\$ 1,219,037	\$ 1,129,232	\$ 1,402,515	\$ 1,454,569
Supplies and Services	1,171,738	1,237,058	1,039,763	1,110,011	1,138,626
Special Projects	81,807	381,845	381,780	50,000	50,000
Transfers	-	3,186	3,186	-	-
Non-Capital Equipment	-	28,324	18,500	19,024	16,828
Miscellaneous	14,455	85,523	-	6,948	5,594
Total Operating Expenditures	\$ 2,436,191	\$ 2,954,973	\$ 2,572,461	\$ 2,588,498	\$ 2,665,617
Capital Program	1,632,501	2,774,791	82,619	1,675,000	1,450,000
Total Expenditures	\$ 4,068,692	\$ 5,729,764	\$ 2,655,080	\$ 4,263,498	\$ 4,115,617

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of preventive maintenance services on schedule	99%	98%	95%
Aerial Equipment Certifications	100%	100%	100%
Smog Inspections and Certifications	100%	100%	100%
Diesel Smoke Testing and Certifications	100%	100%	100%
Bus Inspections and Certifications completed for 7 units	100%	100%	100%
Commercial Vehicle Maintenance and Inspection completed for 23 units	100%	100%	100%
Percent of maintenance and repair services that are for planned and scheduled work	68%	69%	65%
The percentage of time a class of vehicles is available for service (fire pumpers, police interceptors, ¾ ton trucks, backhoe/loaders, non-emergency sedans)	N/A	N/A	90%
Vehicles in the fleet maintained	526	511	511
Commercial vehicle inspections performed	127	118	59
Annual aerial lift inspections performed	8	9	9

PROGRAMS & SERVICES

Motor Pool

(Program No. 4521, 4522)

Program Performance Measures (continued)

Work orders written for repairs with one or more repair requests	2320	2,200	2,200
Preventive maintenance services performed	1262	1,202	1,200
Bus inspections performed	24	24	24
Smog tests performed	102	103	105
Smoke tests performed	61	61	64
Invoices processed for payment	N/A	N/A	TBD
Average maintenance cost per fire pumper	N/A	N/A	\$18,540
Average maintenance cost per police interceptor	N/A	N/A	\$7,226
Average maintenance cost per ¾ ton truck	N/A	N/A	\$2,486
Average maintenance cost per backhoe/loader	N/A	N/A	\$7,751
Average maintenance cost per non-emergency sedan	N/A	N/A	\$1,935
Average maintenance cost per mile for fire pumpers	N/A	N/A	\$5.59
Average maintenance cost per mile for police interceptors	N/A	N/A	\$0.30
Average maintenance cost per mile for ¾ ton trucks	N/A	N/A	\$0.53
Average maintenance cost per hour for backhoes and loaders	N/A	N/A	\$32.07
Average maintenance cost per mile for non-emergency sedans	N/A	N/A	\$0.47
Total annual maintenance & repair costs budgeted	\$2,343,383	\$2,190,681	\$2,461,830

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➤ Communications Systems

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Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed upgrade of
Voicemail system for all users
on the City Hall switch.

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 within the City, including repeaters, voters, 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 2006

- Complete 99% of scheduled preventive maintenance work orders monthly on the combined communication and all other communication equipment per the manufacturers' suggested specifications.
- Complete 95% of all unscheduled repairs to portable and mobile radios within 24 working hours.
- Complete 100% of all scheduled manufacturers' suggested maintenance as contracted for citywide telephone systems.
- Respond to 90% of all unscheduled work orders for the citywide telephone system within 4 working hours of the reported outage.
- Maintain the Combined Communications Center at 100% operational readiness.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.25	6.05	6.05	6.05	6.05
Hourly Employee Hours	N/A	630	630	0	0
Revenues					
Interfund Reimbursements	\$ 508,027	\$ 644,774	\$ 644,774	\$ 664,130	\$ 684,053
Total Revenue	\$ 508,027	\$ 644,774	\$ 644,774	\$ 664,130	\$ 684,053
Expenditures					
Salaries and Benefits	\$ 387,053	\$ 441,171	\$ 440,445	\$ 525,135	\$ 552,722
Supplies and Services	176,690	192,680	190,367	161,378	160,656
Special Projects	3,234	-	-	-	-
Non-Capital Equipment	2,774	7,000	7,000	7,613	8,000
Capital Equipment	1,623	4,000	4,000	4,000	-
Total Expenditures	\$ 571,374	\$ 644,851	\$ 641,812	\$ 698,126	\$ 721,378

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of preventive maintenance work orders completed	96.33%	93%	99%
Percent of unscheduled work orders completed on radios within 24 working hours	98.44%	95%	95%
Percent of preventive maintenance work orders completed on telephone system by contractor	100%	97%	100%
Percent of unscheduled repairs responded to within 4 working hours of reported outage	98.6%	90%	90%
Percent of operational readiness for the Combined Communications Center	100%	100%	100%
Combined total of all scheduled preventive maintenance	256	322	322
Combined total of all routine work orders for the Communication Section	1,909	2,300	2,300
Total costs to manage and maintain the city telecommunications system	N/A	N/A	\$166,000

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Communications Systems

➤ **Custodial Services**

Water Resources Management
Recycled Water
Water Distribution
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Water Supply Management
Water Resources Laboratories
Water Capital Program
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

All schedule contracted services were completed on target and on time.

Custodial Services

(Program No. 4541)

Mission Statement

Provide custodial services to specified City-owned facilities to ensure a clean and safe work environment for the staff and the public.

Program Activities

- Perform daily and routine cleaning of approximately 280,000 square feet of City-owned facilities.
- Provide emergency custodial services to City-owned facilities.
- Manage contracted services and maintain a schedule for cleaning windows, carpets, and awnings.

Key Objectives for Fiscal Year 2006

- Ensure completion of 100% of scheduled contracted services in City buildings for floors, windows, and awnings according to an approved schedule.
- Respond to 100% of custodial emergencies within 1 hour during normal business hours.
- Achieve an 80% satisfaction rate from an employee survey on the cleanliness of City facilities.
- Maintain an annual average cost of \$3.40, or less, per square foot cleaned.
- Complete the special monitoring tasks assigned to Custodial Services for Fiesta activities in a timely and efficient manner.
- Complete the annual Council Chamber and Room 15 special cleaning project prior to City Council convening in January 2006.
- Ensure that 50% of cleaning agents used for general cleaning are environmentally friendly (green products).
- Using the Computerized Work Order System, identify, record, and track all special service requests for meeting setups, special cleaning, changing out lamps and bulbs, and special event coverage (Fiesta not included).

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	13.55	13.55	13.55	13.55	13.55
Hourly Employee Hours	N/A	417	417	0	0
Revenues					
Fees and Service Charges	\$ 801,019	\$ 934,093	\$ 934,093	\$ 962,115	\$ 990,978
Other Revenue	448	-	-	-	-
Total Revenue	\$ 801,467	\$ 934,093	\$ 934,093	\$ 962,115	\$ 990,978
Expenditures					
Salaries and Benefits	\$ 738,229	\$ 780,062	\$ 831,764	\$ 804,242	\$ 839,040
Supplies and Services	142,134	152,781	152,208	142,824	146,796
Capital Equipment	-	2,000	2,000	2,000	2,060
Total Expenditures	\$ 880,363	\$ 934,843	\$ 985,972	\$ 949,066	\$ 987,896

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of cleaning services scheduled and completed	115	100	100
Percent of emergency responses within one hour	100%	100%	100%
Returned surveys rated satisfactory or better	N/A	80%	80%
Cost per square foot cleaned	N/A	N/A	< \$3.40
Special cleaning requests handled	N/A	N/A	240
Special meeting setups completed	N/A	N/A	360
Custodial emergencies responses	N/A	N/A	60

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➤ Water Resources Management

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RECENT PROGRAM ACHIEVEMENTS

The Solid Waste and Environmental Services Programs have been integrated into the Water Resources Division.

Water Resources Management

(Program Nos. 4611, 4612)

Mission Statement

Provide support and direction to staff in order to ensure that City water, wastewater, and hazardous and solid waste systems are reliable, comply with all permits and regulations, protect public health and the environment, and are cost efficient.

Program Activities

- Manage the City water, wastewater and recycled water, storage, treatment, distribution and collection systems, the solid waste collection systems and the Long Term Water Supply Program.
- Ensure compliance of water, wastewater, recycled water, hazardous waste, and solid waste collection systems, and the National Pollutant Discharge Elimination System (NPDES) Stormwater Management Program with extensive local, State, and Federal regulations.
- Develop short and long range water and wastewater resources and solid waste collection plans and capital programs.
- Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council concerning water resources, hazardous waste and solid waste issues.
- Develop annual Water, Wastewater and Solid Waste Fund budgets and ensure that expenditures remain within adopted budget amounts.
- Provide ongoing budgetary guidance and support to all Water Resources Division sections, including Solid Waste and Environmental Services.

Key Objectives for Fiscal Year 2006

- Ensure that 80% of Water Resources Division program objectives are met.
- Comply with El Estero Wastewater Treatment Plant NPDES discharge requirements.
- Comply with California Department of Health Services drinking water regulations.
- Increase overall diversion from landfills by approximately 2% (or 4,000 tons) per year.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.75	4.50	4.50	4.50	4.50
Hourly Employee Hours	N/A	1,000	1,000	0	0
Revenues					
Fees and Service Charges	\$ 23,624,831	\$ 25,480,000	\$ 25,650,000	\$ 26,449,375	\$ 27,394,528
JPA Reimbursements	1,446,950	1,358,000	1,500,000	1,880,188	1,907,998
Interest Income	570,610	450,000	636,000	710,000	760,000
Market Valuation	(416,328)	-	-	-	-
Intergovernmental	-	13,860	-	-	-
Other Revenue	90,887	40,000	90,000	50,000	58,000
Total Revenue	\$ 25,316,950	\$ 27,341,860	\$ 27,876,000	\$ 29,089,563	\$ 30,120,526
Expenditures					
Salaries and Benefits	\$ 359,023	\$ 465,186	\$ 219,615	\$ 418,299	\$ 446,787
Supplies and Services	3,501,160	3,550,358	3,204,967	4,048,801	4,214,318
Special Projects	347	52,016	50,000	-	-
Debt Service	2,202,321	4,101,943	3,858,000	4,869,985	5,521,127
Transfers	-	32,669	16,399	6,975	-
Non-Capital Equipment	5,455	10,310	6,816	11,068	11,531
Capital Equipment	-	3,000	-	-	-
Miscellaneous	3,369	515,799	3,628	169,000	174,000
Total Expenditures	\$ 6,071,675	\$ 8,731,281	\$ 7,359,425	\$ 9,524,128	\$ 10,367,763

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of Water Resources Division program objectives met	92%	90%	80%
Percent of discharge requirements met	99.9%	99%	99%
Percent of drinking water regulations met	100%	100%	100%
Approximate total diversion for City	N/A	N/A	50%

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- Wastewater Collection
- Wastewater Treatment
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RECENT PROGRAM ACHIEVEMENTS

Distributed 260,800,000 gallons (800 acre feet) of recycled water for irrigation and interior restroom use.

Recycled Water

(Program No. 4621)

Mission Statement

Provide cost efficient treatment and distribution of recycled water in accordance with State regulations in order to conserve City potable water supplies.

Program Activities

- Provide reclaimed water to 75 service connections.
- Provide public education and assistance on the use of reclaimed 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 reclaimed water.

Key Objectives for Fiscal Year 2006

- Perform inspections on all recycled water sites to meet the annual State inspection requirement.
- Provide one class for recycled water users to meet the annual State training requirement.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.50	5.00	5.00	5.00	5.00
Hourly Employee Hours	N/A	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 297,371	\$ 355,464	\$ 349,644	\$ 436,026	\$ 458,742
Supplies and Services	252,590	463,820	445,231	401,430	416,520
Special Projects	1,129	-	-	5,000	5,000
Total Expenditures	\$ 551,090	\$ 819,284	\$ 794,875	\$ 842,456	\$ 880,262

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Inspections performed	80	80	80
Classes for recycled water users	1	1	1
Million gallons of recycled water used	262	261	260.8
Cost per million gallons of recycled water used	\$2,793	\$1,914	\$2,791

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RECENT PROGRAM ACHIEVEMENTS

As a part of the Sheffield Water Quality Project, two newly constructed 6.5 million gallon reservoirs have been placed in operation.

Water Distribution

(Program No. 4631)

Mission Statement

Convey water to customers in a reliable and cost-efficient manner and provide drinking water that meets all state and federal regulations.

Program Activities

- Operate and maintain the City's water distribution system comprised of Gibraltar Lake and Dam, 299 miles of pipelines, 12 water pumping stations, 13 reservoirs, 16 pressure reducing stations, and 25,780 service connections and meters.
- Operate and maintain the groundwater well system.
- Distribute 13,200 acre feet (4.3 billion gallons) of potable water to the City's residents.
- Operate and maintain the City's reclaimed water distribution system comprised of 14 miles of pipelines, one pumping station, 1.5 million gallon reservoir, three pressure reducing stations and 75 service connections.
- Operate and maintain the reclamation distribution system, which has the capacity to treat and deliver 1,200 acre feet per year; current demand is approximately 800 acre feet per year.
- Provide 24-hour emergency response services for all City departments through the emergency service unit.

Key Objectives for Fiscal Year 2006

- Operate the water distribution system to meet 100% of all applicable State and Federal requirements.
- Exercise 35% 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 of the time of shutdown 75% of the time.
- Clean 80% of all water distribution reservoirs annually.
- Install 200 new Metron meters in the water distribution system.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	33.41	33.16	33.16	33.16	33.16
Hourly Employee Hours	N/A	6,600	6,600	4,000	4,000
Revenues					
Interest Income	\$ 971	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 971	\$ -	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 2,594,961	\$ 2,628,392	\$ 2,729,572	\$ 2,997,926	\$ 3,123,964
Supplies and Services	1,873,225	2,231,745	2,263,284	2,164,964	2,240,953
Special Projects	149,075	100,000	100,000	90,000	95,000
Non-Capital Equipment	24,226	76,166	75,250	84,913	70,982
Capital Equipment	28,124	85,611	85,000	70,000	72,800
Total Expenditures	\$ 4,669,611	\$ 5,121,914	\$ 5,253,106	\$ 5,407,803	\$ 5,603,699

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of state and federal requirements achieved	100%	100%	100%
Water of valves exercised	3,639	2,600	2,600
Fire hydrants and transmission main blow off valves flushed	2,025 / 13	N/A / 13	1,797 / 13
Percent of water service shutdowns restored within 8 hours	88.8%	73%	75%
Water distribution reservoirs cleaned	11	10	> 9
Metron meters installed	N/A	200	200
Water main breaks	68	77	90
Installation cost per Metron meter	N/A	N/A	TBD

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RECENT PROGRAM ACHIEVEMENTS

Maintained regulatory compliance and continuous water service during construction of the two-year Cater Improvement Project.

Water Treatment

(Program Nos. 4641, 4642)

Mission Statement

Provide safe drinking water that is treated in a cost efficient 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 2006

- Perform 100% of preventive maintenance for the Cater Water Treatment Plant, in accordance with the annual preventive maintenance plan.
- Perform 100% of preventive maintenance for the C. Meyer Desalination Facility, in accordance with the annual preventive maintenance plan.
- Maintain 100% compliance with California Department of Health Services Water Quality Regulations.
- Maintain C. Meyer Desalination Facility in long-term storage for reactivation within 2 years, when required to supplement existing water supplies.
- Complete pilot-scale study of alternate treatment technology in preparation of Phase III of the Cater Strategic Plan.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	13.80	13.80	13.80	13.80	13.80
Hourly Employee Hours	N/A	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 1,102,323	\$ 1,217,487	\$ 1,217,698	\$ 1,418,937	\$ 1,488,100
Supplies and Services	997,024	1,571,215	1,460,653	1,529,237	1,573,921
Non-Capital Equipment	9,164	38,401	38,401	43,530	48,234
Capital Equipment	-	300,000	-	-	-
Total Expenditures	\$ 2,108,511	\$ 3,127,103	\$ 2,716,752	\$ 2,991,704	\$ 3,110,255

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of scheduled preventive maintenance at Cater Treatment Plant completed	100%	100%	100%
Percent of scheduled preventive maintenance at Desalination Facility completed	100%	100%	100%
Million gallons of water treated	7,488	7,300	7,790
Cost per million gallons of water treated	\$216.16	\$290	\$300
Emergency trouble reports	27	50	50

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- **Water Supply Management**
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Prior to winter storms, staff conducted a drought response planning effort demonstrating the adequacy of City water supplies, even under a weather scenario drier than any in recorded history.

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 City water supplies and water conservation via the City Internet site, with quarterly or more frequent updates and prompt responses to inquiries.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Manage a cost-efficient customer-response based water conservation program that meets federal and state requirements.

Key Objectives for Fiscal Year 2006

- Accumulate at least 3,000 acre-feet of end-of-year carryover in Lake Cachuma by the third year following each Cachuma spill.
- Achieve a 95% customer satisfaction rate for home water check-ups.
- Implement conditions from State Water Resources Control Board to maintain Cachuma Project water rights.
- Present annual Water Supply Management Report for the previous water year to Council for adoption by January 15, 2006.
- Ensure that water deliveries are not reduced by more than 10% during severe drought.
- Achieve 100% compliance with California Urban Water Conservation Council Best Management Practices.
- Ensure that funding of the Water Purchases Program stays within budgeted amounts and meets payment schedules.
- Submit 2005 updated "Urban Water Management Plan" to the Department of Water Resources by December 31, 2005.
- Prepare an updated unit cost analysis for City's water supply sources.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.25	5.75	5.75	5.75	5.75
Hourly Employee Hours	N/A	1,000	1,000	200	200
Revenues					
Intergovernmental	\$ 9,159	\$ -	\$ -	\$ -	\$ -
Interfund Reimbursements	8,736	42,000	10,000	42,000	42,000
Total Revenue	\$ 17,895	\$ 42,000	\$ 10,000	\$ 42,000	\$ 42,000
Expenditures					
Salaries and Benefits	\$ 417,488	\$ 455,605	\$ 456,067	\$ 610,879	\$ 642,985
Supplies and Services	112,729	193,982	147,002	245,049	226,885
Water Supply Purchases	6,926,750	7,418,730	7,418,730	7,361,995	7,301,809
Special Projects	58,932	72,774	58,914	150,700	127,700
Non-Capital Equipment	2,045	11,510	10,260	14,500	24,500
Capital Equipment	1,260	-	-	-	-
Total Expenditures	\$ 7,519,204	\$ 8,152,601	\$ 8,090,973	\$ 8,383,123	\$ 8,323,879

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
End of year (September 30) Cachuma carryover	N/A	N/A	3,000 AF
Satisfaction as measured by percent responding "4" ("Very Good") or better on "Overall Satisfaction" survey item	100%	100%	95%
Water purchases budget	\$6.9 Million	\$7.4 Million	\$7.4 Million
Home water checkups	376	370	350

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- **Water Resources Laboratories**
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed special processing and analysis of samples for redesign of the Ortega Well Treatment Plant.

Water Resources Laboratories

(Program Nos. 4661, 4662)

Mission Statement

Provide cost efficient 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 regulatory report to the California Regional Water Quality Control Board, and California Department of Health Services.
- Maintain all major analytical instrumentation in accordance with the Good Laboratory Practice Protocols.
- Provide ongoing technical training to all staff.

Key Objectives for Fiscal Year 2006

- Complete 100% of required testing in accordance with EPA-approved analytical methods.
- Complete sampling in a timely manner to ensure reports are submitted to the Environmental Protection Agency (EPA), the California Regional Water Quality Control Board (RWQBC), and the California Department of Health Services (CA-DHS), in compliance with reporting deadlines.
- Complete an evaluation of the effectiveness of the Laboratory Information Management System (LIMS) by September 30, 2005.
- Obtain certification for the Inductively Coupled Plasma Mass Spectroscopy (ICPMS) instrument by September 30, 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	7.00	7.00	7.00	7.00	7.00
Hourly Employee Hours	N/A	2,500	2,500	2,500	2,500
Expenditures					
Salaries and Benefits	\$ 484,848	\$ 606,542	\$ 562,669	\$ 671,810	\$ 699,884
Supplies and Services	287,954	421,053	263,312	495,957	513,558
Non-Capital Equipment	5,173	21,705	-	14,929	20,544
Capital Equipment	51,037	49,875	98	27,500	49,955
Total Expenditures	\$ 829,012	\$ 1,099,175	\$ 826,079	\$ 1,210,196	\$ 1,283,941

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of tests completed in accordance with EPA-approved analytical methods	100%	100%	100%
Drinking water, wastewater, and creek samples received	14,620	14,300	14,300
Analyses performed	51,296	50,000	50,000
Special or follow-up samples received	354	125	125
Special and/or follow-up analyses performed	2,708	2,500	2,500
Average cost per analysis	N/A	N/A	\$20

PUBLIC WORKS PROGRAMS

Administration
Engineering Services
Land Development
Environmental Services
Solid Waste
Traffic Operations
Transportation Planning &
Alternative Transportation
Transportation and Drainage
Systems Maintenance
Street Sweeping
Traffic Signals
Streets Capital
Downtown Parking
Building Maintenance
Motor Pool
Communications Systems
Custodial Services
Water Resources Management
Recycled Water
Water Distribution
Water Treatment
Water Supply Management
Water Resources Laboratories

➤ **Water Capital Program**
Wastewater Collection
Wastewater Treatment
Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Completed the Cater Improvement Project during fiscal year 2005 both under budget and ahead of contracted schedule.

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 and distribution, and recycled water infrastructure.
- Develop the necessary funding to facilitate the Water Capital Program.
- Approve the design, plans, and specifications for constructing Water Fund 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 Fund capital projects through completion of construction, when appropriate.

Key Objectives for Fiscal Year 2006

- Complete the Sheffield Water Quality Project by June 30, 2006.
- Ensure that the San Roque and Santa Barbara High School Well projects are in operation by December 31, 2005.
- Complete the Ortega Treatment Plant Rehabilitation Project permitting, environmental, and design phases by June 30, 2006.
- Facilitate the completion of the fiscal year 2006 Water Capital Program projects within the approved funding level.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Loan Proceeds	\$ 13,817,126	\$ 20,282,417	\$ -	\$ -	\$ -
Total Revenue	\$ 13,817,126	\$ 20,282,417	\$ -	\$ -	\$ -
Expenditures					
Capital Program	\$ 18,553,420	\$ 26,213,238	\$ 9,442,376	\$ 7,280,360	\$ 6,250,672
Total Expenditures	\$ 18,553,420	\$ 26,213,238	\$ 9,442,376	\$ 7,280,360	\$ 6,250,672

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
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- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- **Wastewater Collection**
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Staff inspected 18" and above large diameter mains (56,000 ft.) identified 3,000 feet requiring cleaning and completed this project in December of 2004.

Wastewater Collection

(Program No. 4632)

Mission Statement

Convey wastewater to the treatment plant in a reliable and cost efficient manner, meet all applicable state and federal regulations, and protect the environment.

Program Activities

- Maintain wastewater collection system to prevent sewer overflows.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the preventive maintenance program for the wastewater collection system and lift stations.
- Conduct a sanitary sewer smoke-testing program to identify areas of inflow and infiltration.
- Operate wastewater collection system to comply with state and federal reporting requirements.
- Enhance collection system performance by maintaining system hydraulic capacity to allow system to operate at its design capacity.

Key Objectives for Fiscal Year 2006

- Limit number of reportable overflows that are considered preventable through increased maintenance to 15 or less per year.
- Complete 90% of System Evaluation and Inflow/Infiltration Reduction Program measures.
- Respond to and resolve 98% of stoppages and overflow calls in a safe, timely and professional manner within two hours of receiving notification, and reduce impacts should they occur.
- Comply with all state and federal reporting requirements for wastewater collection as specified in the National Pollution Discharge Elimination Standards permit issued for the El Estero Wastewater Treatment Plant.
- Clean 100% of all pipe sections listed on the annual preventive maintenance list at the assigned frequency.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	22.40	17.65	17.65	17.65	17.65
Hourly Employee Hours	N/A	2,685	2,685	3,000	3,000
Revenues					
Transfers In	\$ -	\$ 7,770	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 7,770	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 1,569,292	\$ 1,763,290	\$ 1,682,258	\$ 1,909,980	\$ 2,002,423
Supplies and Services	623,150	705,459	645,335	869,417	860,054
Special Projects	-	-	10,558	60,000	60,000
Non-Capital Equipment	8,475	5,468	674	7,258	9,678
Capital Equipment	-	3,000	-	15,000	15,450
Total Expenditures	\$ 2,200,917	\$ 2,477,217	\$ 2,338,825	\$ 2,861,655	\$ 2,947,605

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Preventable overflows	11	17	< 15
Non-preventable overflows	N/A	N/A	5
Miles of wastewater collection system pipes cleaned	270	200	200
Miles of pipe smoke tested	57	50	50
Percent of calls responded to and resolved within two hours	100%	99%	98%
Blockages in the collection system	43	56	≤ 65
Miles of pipeline inspected using the closed circuit television	N/A	17	50
Average cost per foot of closed circuit television inspections	N/A	N/A	TBD
Manholes inspected	N/A	N/A	1,000
Frame and covers replaced	N/A	N/A	125
Average cleaning cost per foot	N/A	N/A	TBD

PROGRAMS & SERVICES

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Street Sweeping
- Traffic Signals
- Streets Capital
- Downtown Parking
- Building Maintenance
- Motor Pool
- Communications Systems
- Custodial Services
- Water Resources Management
- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- **Wastewater Treatment**
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Staff has integrated approximately 65% of all plant processes into the Supervisory Control and Data Acquisition program and implemented a computerized system to allow remote monitoring and operation of critical processes.

Wastewater Treatment

(Program No. 4711)

Mission Statement

Provide cost efficient 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.
- Operate the El Estero Wastewater Treatment Plant to assure air emission compliance with the Santa Barbara Air Pollution Control District Permit.
- Operate Pretreatment Program to inspect and sample industrial dischargers to the City's wastewater collection system.
- Maintain 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 2006

- Achieve at least 99% compliance with discharge limitations for wastewater treatment as listed in the Wastewater Discharge permit issued by Regional Water Quality Control Board toward a goal of 100%.
- Achieve 100% compliance with local air emission standards as specified in the Santa Barbara Air Pollution Control District permit requirements.
- Achieve at least 99% compliance with discharge limitations for water reclamation treatment as listed in the Water Reclamation Discharge permit issued by the Regional Water Quality Control Board towards a goal of 100%.
- Complete a total of 649 maintenance work orders on wastewater treatment facilities.
- Complete all work orders generated from preventative maintenance inspection in the time period during which they are generated.
- Develop a work plan and time for implementing consultant recommendations for maintenance practices.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	24.00	25.75	25.75	25.75	25.75
Hourly Employee Hours	N/A	1,000	1,000	1,500	1,500
Revenues					
Fees and Service Charges	\$ 9,824,103	\$ 11,233,000	\$ 11,367,500	\$ 11,820,000	\$ 12,288,000
Mission Canyon - JPA	274,211	275,000	272,500	283,250	291,748
Interest Income	409,897	375,000	365,000	405,000	440,000
Market Valuation	(298,997)	-	-	-	-
Other Revenue	22,332	20,000	5,000	25,000	25,000
Total Revenue	\$ 10,231,546	\$ 11,903,000	\$ 12,010,000	\$ 12,533,250	\$ 13,044,748
Expenditures					
Salaries and Benefits	\$ 1,726,527	\$ 1,921,497	\$ 1,874,895	\$ 2,149,690	\$ 2,254,186
Supplies and Services	2,256,616	2,492,125	2,178,718	2,643,872	2,669,368
Special Projects	-	21,700	21,000	16,000	10,000
Non-Capital Equipment	14,350	18,075	19,075	54,946	21,278
Capital Equipment	10,140	31,300	31,300	29,500	29,000
Total Expenditures	\$ 4,007,633	\$ 4,484,697	\$ 4,124,988	\$ 4,894,008	\$ 4,983,832

Program Performance Measures

	Actual Adopted	Projected FY 2005	Proposed FY 2006
Percent of samples in compliance with NPDES permit limits	99.94%	99.85%	99%
Percent of air samples in compliance with SBAPCD permit requirements	100%	100%	100%
Percent of samples in compliance with Water Reclamation Discharge Standards	99.71%	99.85%	99%
Maintenance work orders completed	568	649	649
Millions of gallons of wastewater treated	3,038.4	3,100	3,100
Average cost per million gallons treated	\$1,260	\$1,265	\$1,300
Millions of gallons of reclaimed water treated	N/A	N/A	292
Average cost per million gallons of recycled water treated	N/A	N/A	\$1,000
Preventive maintenance work orders performed as a percent of total work orders	N/A	N/A	10%

PUBLIC WORKS PROGRAMS

- Administration
- Engineering Services
- Land Development
- Environmental Services
- Solid Waste
- Traffic Operations
- Transportation Planning &
Alternative Transportation
- Transportation and Drainage
Systems Maintenance
- Street Sweeping
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- Recycled Water
- Water Distribution
- Water Treatment
- Water Supply Management
- Water Resources Laboratories
- Water Capital Program
- Wastewater Collection
- Wastewater Treatment
- Wastewater Capital Program



RECENT PROGRAM ACHIEVEMENTS

Placed in service two 250 kw fuel cells to provide power to El Estero. The fuel cells use methane produced by the plant to provide affordable power, heat for the digesters, and reduce air emissions.

Wastewater Capital Program

(Program No. 4771)

Mission Statement

Expedite the development, design and construction of wastewater-related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet NPDES 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.
- Assist Engineering Division staff in moving Wastewater Capital Projects through the City's planning, environmental, and permitting process, when appropriate.
- Assist Engineering Division staff in the bid, award and inspection of Wastewater Capital Projects, when appropriate.
- Monitor and expedite projects in the El Estero Strategic Plan.

Key Objectives for Fiscal Year 2006

- Secure funding and Council action for proceeding with the second year of the USGS bacterial contamination investigation.
- Provide sufficient locker space to accommodate the El Estero work force by June 30, 2006.
- Achieve approval of a plan to mitigate environmental issues at the El Estero Drain from the City's Planning Commission and Santa Barbara County Environmental Health Services by June 30, 2006.
- Develop a private lateral inspection ordinance and present it to Council for adoption by June 30, 2006.
- Develop a work plan for reducing wet weather overflows with \$2 million from the recent wastewater debt issuance by December 31, 2005.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	N/A	0	0	0	0
<i>Expenditures</i>					
Capital Program	\$ 3,362,268	\$ 25,400,052	\$ 3,000,348	\$ 3,385,000	\$ 2,816,350
Total Expenditures	\$ 3,362,268	\$ 25,400,052	\$ 3,000,348	\$ 3,385,000	\$ 2,816,350

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Average cost per foot of sewer line rehabilitation	N/A	N/A	\$50
Average cost per foot of sewer line replacement	N/A	N/A	\$150

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DEPARTMENT SUMMARY

Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,133 slips in the Harbor, about 19% of which are used by commercial fishermen and 81% by recreational boaters and others, 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 nine parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.



Fiscal Year 2006 Budget Highlights

Waterfront Department will fund \$1,680,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf and the Travel Hoist Pier, refurbishment of the commercial ice machine on the City Pier, and replacement of the commercial fishing dock on the north side of the City Pier. Capital projects will also include dredging the interior harbor between the breakwater and Marina One, as well as dredging sand buildup along the seawall between Marinas Two, Three, and Four.

After capital projects are funded, Waterfront Department reserves will be maintained between \$5.2 and \$5.9 million during fiscal years 2006/2007.

The Department does not receive any tax revenues and is entirely dependent upon fees generated from its operations. In order to balance the department's operating budget, fund capital projects, and maintain reserves at required levels, slip rentals, parking permits, and slip transfer fees will increase on July 1, 2005.



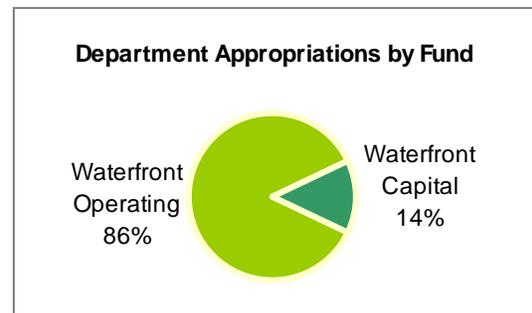
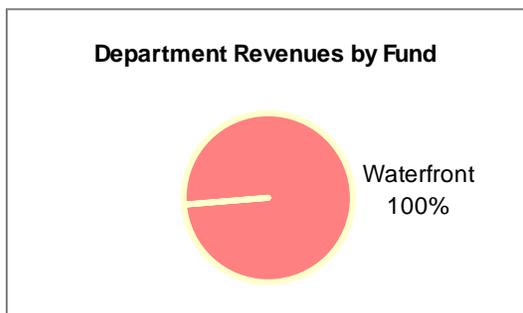
DEPARTMENT SUMMARY

Waterfront

Department Financial and Staffing Summary

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	45.00	46.00	46.00	46.00	46.00
Hourly Employee Hours	N/A	66,941	66,941	56,710	56,710
Revenues					
Fees and Service Charges	\$ 6,012,633	\$ 5,825,209	\$ 6,067,782	\$ 6,255,309	\$ 6,369,380
Leases	3,495,037	3,555,809	3,614,758	3,735,602	3,797,161
Interest Income	396,134	160,000	272,397	294,451	311,040
Market Valuation	(230,661)	-	-	-	-
Loan Proceeds	-	1,700,000	-	-	-
State Grants	83,300	195,300	60,000	-	-
Other Revenue	117,153	85,000	97,184	110,342	112,549
Total Department Revenue	\$ 9,873,596	\$ 11,521,318	\$ 10,112,121	\$ 10,395,704	\$ 10,590,130
Expenditures					
Salaries and Benefits	\$ 4,093,449	\$ 4,413,310	\$ 4,400,166	\$ 4,870,396	\$ 5,072,923
Supplies and Services	2,781,523	3,502,573	3,107,886	3,163,334	3,037,489
Transfers Out	-	9,325	9,325	1,918	-
Debt Service	914,938	1,476,138	1,476,138	1,599,063	1,595,913
Non-Capital Equipment	129,206	160,607	128,500	95,000	82,500
Appropriated Reserve	-	90,675	-	120,000	100,000
Total Department Operating	\$ 7,919,116	\$ 9,652,628	\$ 9,122,015	\$ 9,849,711	\$ 9,888,825
Capital Program	2,181,698	4,676,473	3,340,680	1,680,000	1,695,000
Total Department Expenditures	\$ 10,100,814	\$ 14,329,101	\$ 12,462,695	\$ 11,529,711	\$ 11,583,825
Addition to (Use of) Reserves	\$ (227,218)	\$ (2,807,783)	\$ (2,350,574)	\$ (1,134,007)	\$ (993,695)

Department Fund Composition

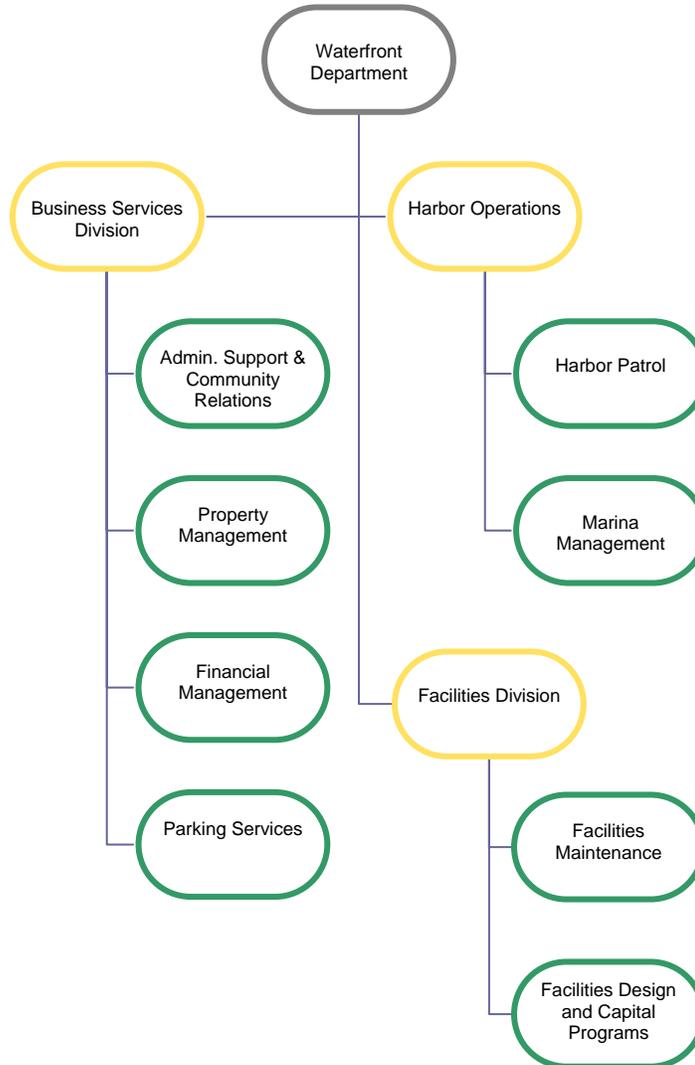




DEPARTMENT SUMMARY

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



RECENT PROGRAM ACHIEVEMENTS

Waterfront Department received \$1.4 million of federal funding for the annual maintenance dredging of the Federal Channel in Santa Barbara Harbor.

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, the local harbor community, residents, and businesses.

Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the Department to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, state, and federal agencies.

Key Objectives for Fiscal Year 2006

- Ensure 80% of department program objectives are achieved.
- Implement a comprehensive public information and community relations program which includes sponsored Waterfront Events, Published Department Communication, Navy Ship and Cruise Ship visits, and sponsored public/media meetings.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	4.60	4.60	4.60	4.60	4.60
Hourly Employee Hours	N/A	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 467,947	\$ 451,456	\$ 456,128	\$ 519,616	\$ 544,057
Supplies and Services	931,145	1,041,456	964,668	1,052,727	1,074,580
Transfers Out	-	9,325	9,325	1,918	-
Debt Service	914,938	1,476,138	1,476,138	1,599,063	1,595,913
Non-Capital Equipment	33,876	30,000	22,500	20,000	15,000
Appropriated Reserve	-	90,675	-	120,000	100,000
Total Expenditures	\$ 2,347,906	\$ 3,099,050	\$ 2,928,759	\$ 3,313,324	\$ 3,329,550

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of department program objectives completed	94%	80%	80%

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 implementation of improved tracking method for tenant payments for FY 2005-2006.

Property Management

(Program No. 8112)

Mission Statement

Manage Waterfront leases ensuring 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 2006

- Audit 25% of percentage rent leases.
- Renew 95% of Business Activity Permits within 30 days of permit expiration.
- Reduce cost to audit percentage rent leases by 10%.
- Ensure that 95% of tenants are in compliance with major lease provisions.
- Track identified advertising or promotional program costs designed to enhance Waterfront tenant revenues.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.55	1.55	1.55	1.55	1.55
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Leases	\$ 3,495,037	\$ 3,555,809	\$ 3,614,758	\$ 3,735,602	\$ 3,797,161
Fees and Service Charges	8,797	6,000	5,172	5,275	5,381
Other Revenue	84,184	75,000	64,006	76,500	78,030
Total Revenue	\$ 3,588,018	\$ 3,636,809	\$ 3,683,936	\$ 3,817,377	\$ 3,880,572
Expenditures					
Salaries and Benefits	\$ 118,574	\$ 132,281	\$ 131,595	\$ 151,840	\$ 159,574
Supplies and Services	106,649	169,055	169,039	113,223	118,205
Total Expenditures	\$ 225,223	\$ 301,336	\$ 300,634	\$ 265,063	\$ 277,779

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Business Activity Permits managed	70	70	68
Business Activity Permits renewed within 30 days of expiration	50	72	65
Percent of Business Activity Permits renewed within 30 days of expiration	95%	80%	95%
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%
Cost to audit percentage rent leases	N/A	N/A	\$33,480
Percent of tenants in compliance with lease agreement	N/A	N/A	95%
Leases audited	12	12	10
Lease contracts managed	57	57	58

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

Negotiated an agreement with Santa Barbara Bank & Trust for installing an Automatic Teller Machine on Stearns Wharf.

Financial Management

(Program No. 8113)

Mission Statement

Support the Waterfront Department with 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 2006

- Process revenues with 90% deposit error resolution within three working days.
- Process 85% of requisitions and claims within 21 days of receipt.
- Prepare department billing with 90% resolution of billing errors within 2 billing cycles.
- Complete budget within timeline set by the Finance Department.
- Ensure program expenditures are within budget.
- Ensure that 99% of Business Office cash drawers are balanced daily.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	1.75	1.75	1.75	1.75	1.75
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
Interest Income	\$ 281,750	\$ 160,000	\$ 272,397	\$ 294,451	\$ 311,040
Market Valuation	(148,120)	-	-	-	-
Total Revenue	\$ 133,630	\$ 160,000	\$ 272,397	\$ 294,451	\$ 311,040
Expenditures					
Salaries and Benefits	\$ 119,095	\$ 132,306	\$ 133,668	\$ 146,021	\$ 151,486
Supplies and Services	21,467	18,423	20,304	19,221	20,753
Total Expenditures	\$ 140,562	\$ 150,729	\$ 153,972	\$ 165,242	\$ 172,239

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent deposit errors resolved within 3 working days	N/A	N/A	90%
Percent of requisitions and claims processed within 21 days	N/A	N/A	85%
Percent of resolution of billing errors within 2 billing cycles	N/A	N/A	90%
Deposits processed	1,043	850	865
Requisitions and claims processed	2,358	2,000	2,025
Billing accounts processed	14,478	14,000	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



RECENT PROGRAM ACHIEVEMENTS

Waterfront Parking expanded the Honor Fee System to the Garden Street Parking Lot on January 24, 2005.

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 nine parking lots throughout the Waterfront area.
- Monitor and collect revenue at four 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 2006

- Maintain annual parking permit revenues of at least \$300,000.
- Maintain an annual operating expense of not more than 55% of revenue collected.
- Achieve an 85% annual collection rate on parking fee collection envelopes issued.
- Maintain a quarterly cash drawer accuracy rate of 98% for all attendant-staffed parking lots.
- Maintain an annual operating labor cost of not more than 33% of revenue collected from Stearns Wharf.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	3.10	3.10	3.10	3.10	3.10
Hourly Employee Hours	N/A	36,521	36,521	36,598	36,598
Revenues					
Fees and Service Charges	\$ 1,643,515	\$ 1,571,000	\$ 1,560,457	\$ 1,636,264	\$ 1,712,588
Other Revenue	5	-	-	-	-
Total Revenue	\$ 1,643,520	\$ 1,571,000	\$ 1,560,457	\$ 1,636,264	\$ 1,712,588
Expenditures					
Salaries and Benefits	\$ 657,388	\$ 631,567	\$ 675,873	\$ 695,557	\$ 697,697
Supplies and Services	83,105	116,717	89,446	111,899	106,663
Non-Capital Equipment	63,956	97,713	75,000	45,000	37,500
Total Expenditures	\$ 804,449	\$ 845,997	\$ 840,319	\$ 852,456	\$ 841,860

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Total permit revenue	\$288,112	\$230,000	\$300,000
Operating expenses as a percent of revenue collected	47.15%	55%	55%
Annual collection rate on parking fee collection envelopes issued	86.5%	85%	85%
Accuracy rate of cash drawers	N/A	N/A	98%
Annual operating labor cost as a percentage of revenue collected from Stearns Wharf	N/A	N/A	33%
Collection envelopes collected	5,982	12,000	12,000
Wharf tickets distributed	259,590	271,700	271,700
Harbor tickets distributed	132,173	147,900	147,900
Boat trailer tickets distributed	N/A	11,500	15,000
Outer Lot tickets distributed	261,632	289,500	289,500

WATERFRONT PROGRAMS

Administrative Support and
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➤ **Harbor Patrol**

Marina Management
Facilities Maintenance
Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Completed U.S. Coast Guard approved Facilities Security Plan for cruise ship visits.

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 seven 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 department.
- Provide search and rescue, towing, and dewatering service to ocean users.
- Provide fire response and prevention services.

Key Objectives for Fiscal Year 2006

- Respond to 90% of in-harbor emergencies within 5 minutes.
- Achieve a minimum average of 110 hours of training per Harbor Patrol Officer.
- Enhance public relations by conducting a minimum of 45 class tours or other public relations events.
- Limit time lost due to injury to 410 or fewer hours.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	12.50	12.50	12.50	12.50	12.50
Hourly Employee Hours	N/A	4,732	4,732	4,732	4,732
Expenditures					
Salaries and Benefits	\$ 1,171,423	\$ 1,267,480	\$ 1,266,813	\$ 1,385,982	\$ 1,466,326
Supplies and Services	130,823	125,587	128,663	118,025	118,006
Non-Capital Equipment	13,682	18,394	16,500	16,500	16,500
Total Expenditures	\$ 1,315,928	\$ 1,411,461	\$ 1,411,976	\$ 1,520,507	\$ 1,600,832

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of 5 minute emergency response times	95%	90%	90%
Training hours per officer	113.77	100	110
Class tours of other public relations events	45	36	45
Hours lost due to injury	N/A	N/A	410
Calls for service	1,342	1,687	1,500
Emergency responses inside of harbor (tows not included)	102	104	100
Emergency responses outside of harbor (tows not included)	110	126	110
Emergency vessel tows	186	186	180
Non-emergency (courtesy vessel) tows	319	252	250
Average cost non-emergency (courtesy vessel tows)	N/A	N/A	\$100
Marine sanitation device inspections	1,280	1,214	1,200
Average cost marine sanitation device inspections	N/A	N/A	\$5
Enforcement contacts	1,426	1,275	1,300
Arrests	114	103	100
Parking citations	516	527	500

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
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Parking Services
Harbor Patrol

➤ **Marina Management**

Facilities Maintenance
Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Proposed berthing standards for Santa Barbara Harbor approved by Harbor Commission in January 2005.

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 1,133 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, 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 2006

- Process 90% of slip trades, transfers, liveaboard permits, or wait-list assignments within 10 working days of application completion or notice of acceptance.
- Process 90% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- Assign 90% of available West Beach permits.
- Assign 95% of available catamaran permits.
- Implement the Clean Marina Program by completing Marina 1 port-a-potty dump station and pursuing analysis of harbor sediments.
- Implement a permit system for vessels moored east of Stearns Wharf.
- Implement a berthing standards program to augment navigability standards and deter berthing of derelict craft in Santa Barbara Harbor.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	2.50	2.50	2.50	2.50	2.50
Hourly Employee Hours	N/A	2,028	2,028	988	988
Revenues					
Fees and Service Charges	\$ 4,360,321	\$ 4,248,209	\$ 4,502,153	\$ 4,613,770	\$ 4,651,411
Other Revenue	32,964	10,000	33,178	33,842	34,519
Total Revenue	\$ 4,393,285	\$ 4,258,209	\$ 4,535,331	\$ 4,647,612	\$ 4,685,930
Expenditures					
Salaries and Benefits	\$ 185,759	\$ 205,705	\$ 218,129	\$ 215,920	\$ 222,172
Supplies and Services	64,260	61,501	61,980	57,444	57,384
Total Expenditures	\$ 250,019	\$ 267,206	\$ 280,109	\$ 273,364	\$ 279,556

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Trades, transfers, permits or assignments processed	201	200	150
Percent of trades, transfers, permits, or assignments processed within 10 days	96.6%	90%	90%
Percent of visitor slip assignments processed within 30 minutes	93.9%	90%	90%
West Beach permits sold	N/A	N/A	45
Percent of West Beach permits assigned	N/A	N/A	90%
Catamaran permits sold	N/A	N/A	62
Percent of catamaran permits assigned	N/A	N/A	95%
Visitor occupancy days per year	19,185	19,500	17,000
Vessels aground or sunk in East Beach anchorage	N/A	N/A	10
Cost to dispose of vessels beached on East Beach	N/A	N/A	\$13,000

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
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Parking Services
Harbor Patrol
Marina Management

➤ **Facilities Maintenance**

Facilities Design and Capital
Programs



RECENT PROGRAM ACHIEVEMENTS

Staff was able to maintain all 4 of the Harbor Patrol vessels, keeping them in-service 69% of the time in fiscal year 2004, despite several engine failures.

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 2006

- Achieve 70% of in-service days for the Harbor Patrol fleet through preventive maintenance and services.
- Accomplish 90% of the preventive maintenance tasks for Waterfront facilities.
- Minimize time lost due to injury at 3,500 or fewer hours.
- Achieve an 80% satisfaction rate from commercial and restaurant tenants based on cleanliness, safety, and response time.

Financial and Staffing Information

	Actual FY 2004	Amended FY 2005	Projected FY 2005	Adopted FY 2006	Proposed FY 2007
Authorized Positions	16.50	17.30	17.30	17.30	17.30
Hourly Employee Hours	N/A	23,660	23,660	14,392	14,392
Revenues					
Grants	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ -
Total Revenue	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 1,231,146	\$ 1,396,627	\$ 1,345,774	\$ 1,543,561	\$ 1,606,545
Supplies and Services	1,429,317	1,956,246	1,667,379	1,677,853	1,529,603
Non-Capital Equipment	17,692	14,500	14,500	13,500	13,500
Total Expenditures	\$ 2,678,155	\$ 3,367,373	\$ 3,027,653	\$ 3,234,914	\$ 3,149,648

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of in-service days for Harbor Patrol fleet	69%	70%	70%
Percent of preventative maintenance tasks completed	90%	90%	90%
Lost staff hours due to injury	N/A	N/A	3,500
Rate of tenant satisfaction	N/A	N/A	80%
Labor cost for vessel maintenance	N/A	N/A	\$65,000
Labor cost of preventive maintenance tasks	N/A	N/A	\$250,000
Labor and equipment cost for holiday and special events	N/A	N/A	\$70,000
Labor hours per dock box installation	N/A	N/A	3 hours

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
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Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance

➤ Facilities Design and Capital
Programs



Facilities Design and Capital Programs

(Program No. 8161)

Mission Statement

Plan, design, and execute needed construction and repair activities for Waterfront Facilities.

Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects.
- Manage capital improvement projects including inspection, scheduling and public notification.

Key Objectives for Fiscal Year 2006

- Complete 80% of minor capital projects under \$100,000, in FY 2006, according to the approved schedule.
- Complete 70% of minor capital projects under \$100,000 according to the approved budget.
- Obtain required permits for the Sediment Management Plan to achieve ideal beach configurations.
- Complete interior dredging between breakwater and Marina 1 as part of the Sediment Management Plan to improve navigability.
- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.
- Complete design and obtain permits for the Fish Float North Replacement Project.
- Complete design and obtain permits for the Marina 4B Reconfiguration Project.

RECENT PROGRAM ACHIEVEMENTS

The Breakwater Cap Repair Project was completed and the Chandlery Remodel Project is being constructed according to the schedule.

Financial and Staffing Information

	Actual	Amended	Projected	Adopted	Proposed
	FY 2004	FY 2005	FY 2005	FY 2006	FY 2007
Authorized Positions	2.50	2.70	2.70	2.70	2.70
Hourly Employee Hours	N/A	0	0	0	0
Revenues					
State Grants	\$ 83,300	\$ 135,300	\$ -	\$ -	\$ -
Interest Income	114,384	-	-	-	-
Market Valuation	(82,541)	-	-	-	-
Loan Proceeds	-	1,700,000	-	-	-
Total Revenue	\$ 115,143	\$ 1,835,300	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 142,117	\$ 195,888	\$ 172,186	\$ 211,899	\$ 225,066
Supplies and Services	14,757	13,588	6,407	12,942	12,295
Total Expenditures	\$ 156,874	\$ 209,476	\$ 178,593	\$ 224,841	\$ 237,361
Capital Program	2,181,698	4,676,473	3,340,680	1,680,000	1,695,000
Total Expenditures	\$ 2,338,572	\$ 4,885,949	\$ 3,519,273	\$ 1,904,841	\$ 1,932,361
Addition to (Use of) Reserves	\$ (2,223,429)	\$ (3,050,649)	\$ (3,519,273)	\$ (1,904,841)	\$ (1,932,361)

Program Performance Measures

	Actual FY 2004	Projected FY 2005	Adopted FY 2006
Percent of minor capital projects completed on schedule	88.5%	70.5%	80%
Percent of minor capital projects completed within budget	77.5%	100%	70%

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APPENDIX: Description of Funds

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities, or complying with special regulations, restrictions, or limitations. The following provides a description of all accounting funds used by the City of Santa Barbara, including those for which a budget is not adopted.

GOVERNMENTAL FUNDS

The measurement focus for governmental funds is on current spendable resources, and as such, the balance sheets for these types of funds include only current assets and current liabilities. Governmental funds are accounted for on a modified accrual basis, thus revenues are recognized when measurable and available, and expenditures are recorded when the related liability is incurred.

General Fund

The City's General Fund accounts for activities and services traditionally associated with governments, such as police and fire, which are financed primarily through tax-generated revenues and not required to be accounted for in another fund.

Special Revenue Funds

Special revenue funds are used to account for the proceeds from specific revenue sources, other than trusts or major capital projects that are legally or contractually restricted to expenditures for specific purposes.

1995 Floods Fund

For costs incurred as a result of the two federally declared disasters in January 1995 and February 1998.

2005 Floods Fund

For costs incurred as a result of the federally declared disaster in January 2005.

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.

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.

APPENDIX: Description of Funds

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 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.

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 \$65,000 to \$360,000, with final maturity in 2018.

1995 Redevelopment Agency Refunding Tax Allocation Bonds Series A and B

For the accumulation of funds for the payment of the 1995 Refunding Tax Allocation Bonds, Series A and B. These bonds mature in annual principal installments of \$2,300,000 to \$4,705,000 through 2008.

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 range from \$2,785,000 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 range from \$1,140,000 to \$2,835,000 through 2019.

APPENDIX: Description of Funds

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 \$420,000 to \$510,000 through 2008

2004 Sewer Revenue Bonds

For the accumulation of funds for the payment of the 2004 Sewer Revenue Bonds. These bonds mature in annual principal installments of \$525,000 to \$1,290,000 through 2029.

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.

APPENDIX: Description of Funds

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.

Duplications Fund

For the costs of operating the City print shop that provides duplicating services to all City departments.

Intra-City Service Fund

For the costs of operating a City maintenance facility for automobiles and other vehicles used by all City departments and scheduled replacement of the motor pool. This fund also accounts for the citywide building maintenance operation, custodial and electronics maintenance operations.

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.

APPENDIX: Description of Funds

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 Finance Department, 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 departmental budget staff 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 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.

APPENDIX: Legal Requirements and the Budgetary Process

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:

- o Budget preparation and analysis will be for two years, occurring in the fiscal year immediately preceding the two-year cycle.
- o 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.
- o 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 projection.

Revenue targets are developed by City Administrator and distributed to departments.

The Finance and Public Works departments develop allocated costs.

Departments submit capital project requests to Capital Improvement Program Coordinator.

Anticipated program adjustments are communicated to the Finance Department.

Budget Preparation

Cycle-specific information is distributed to each department.

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 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.

APPENDIX: Legal Requirements and the Budgetary Process

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 post 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.

If necessary, an addendum to the two-year plan is prepared by the City Administrator.

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:

- o Changes to the two-year financial plan approved at mid-cycle.
- o Any changes to the City Administrator's second year recommendations.
- o The progress of the City Council's two-year goals and action plan.
- o 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 out, 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.

APPENDIX: Budget Policies

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 is 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, 2004, the outstanding balance is \$3,725,700 and annual debt service requirement is \$357,987.

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 \$5.6 million and \$1.8 million, respectively, based on operating results for the year ended June 30, 2004. For fiscal year 2005, the current total debt service requirement for all existing debt is approximately \$2.3 million and \$1,355,000 for the Water Fund and Wastewater Fund, respectively.

Based on a net assessed value of property of approximately \$10.73 billion, the legal debt limit is \$1,073 million (10%). Currently, there is no outstanding debt subject to limitation.

No other restrictions exist.

Investment Policy

It is the policy of the City to invest public funds in a manner that will provide maximum security, adequate liquidity, and sufficient yield, while meeting the daily cash flow demands of the City and conforming to all statutes and regulations governing the investment of public funds.

The primary objectives of the City's investment activities are safety, liquidity, and yield. Safety, the preservation of capital in the portfolio, is the foremost objective of the investment program. In order to mitigate credit and interest rate risk, the City diversifies its investments by investing funds among several financial institutions and a variety of securities offering independent returns. The liquidity objective maintains that the portfolio should remain sufficiently liquid to enable the City meet all cash requirements that can be reasonably anticipated without requiring a sale of securities. A portion of the portfolio is placed in money market mutual funds or LAIF which offer same-day liquidity for short-term holdings to meet unanticipated cash needs. Yield, or return on investment, is the final objective of the investment program and states that the portfolio should attain a benchmark rate of return, throughout budgetary and economic cycles, commensurate with the investment risk constraints and the liquidity requirements of the portfolio. Yield is of secondary importance to safety and liquidity, and the core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

Except for cash in certain restricted and special funds, the investment policy provides for consolidating, or pooling, cash balances from all funds to maximize investment earnings. Investment earnings are then allocated back to the various funds in accordance with identified investment procedures and generally accepted accounting principles.

APPENDIX: Annual Budget Calendar for FY 06

NOVEMBER 2004

- Monday, November 1*
- ▶ P3 Quarterly Reports due to CAO for first quarter of FY 05
 - ▶ BUDGET SYSTEM INITIALIZATION
- Monday, November 1 -
Wednesday, December 2*
- ▶ Finance prepares General Fund multiyear forecast, non-departmental revenue estimates, salaries and benefit projections, and departmental revenue targets
- Thursday, November 4*
- ▶ BUDGET STEERING COMMITTEE - (1) Proposed non-departmental revenue estimates, (2) Review and approve Budget Calendar, (3) Direction on MOU assumptions for FY 05 thru FY 07, (4) Council work session planning, and (5) ICS contribution to revenue target reductions
- Friday, November 5*
- ▶ Budget Calendar distributed to departments
 - ▶ Schedule of Pre-Budget Meetings with City Administrator distributed to departments
 - ▶ Position re-allocation worksheets distributed to departments
- Tuesday, November 9*
- ▶ FINANCE COMMITTEE MEETING - FY 05 First Quarter Review
- Wednesday, November 10*
- ▶ Finance completes initial payroll projections and projected cost increases
- Thursday, November 11*
- ▶ BUDGET STEERING COMMITTEE - (1) Finalize non-departmental revenue estimates, (2) Multiyear forecast, (3) Continue Council work session planning, (4) Target allocation methodology, (5) MOU assumptions, and (6) FY 05 Budget cycle debriefing and Council suggestions to budget process.
- Wednesday, November 17*
- ▶ Cost Allocation Plan Update available
- Thursday, November 18*
- ▶ BUDGET STEERING COMMITTEE - (1) Review Information System and Public Works allocations, including Planned Maintenance and generator replacements, (2) Review preliminary overhead allocation charges and insurance allocations, and (3) Finalize General Fund capital projects, and (4) Direction to departments on pre-budget meetings
- Monday, November 22*
- ▶ Final Public Works and Information Systems (Internal Service Funds) allocations due to Finance
 - ▶ Property and liability insurance premium estimates finalized
 - ▶ Overhead allocation charges finalized
 - ▶ Retiree medical contributions and other status quo adjustments calculated

Budget

Budget Meetings

Capital

Performance Measures

CC / FC Meetings

APPENDIX: Annual Budget Calendar for FY 06

NOVEMBER 2004 (CONTINUED)

Tuesday, November 23 ▶ BUDGET STEERING COMMITTEE (SPECIAL MEETING) - (1) Multiyear forecast update, (2) Proposed General Fund balancing strategy, and (3) Direction of allocation of target reductions

Monday, November 29 ▶ DEPT HEAD STAFF MEETING - (1) Review multi-year forecast, (2) Discuss General Fund balancing strategy and (3) Department target allocations

DECEMBER 2004

Month of December ▶ Department Heads discuss budget issues with Jim Armstrong and Finance at monthly meeting

Thursday, December 2 ▶ BUDGET STEERING COMMITTEE - Review revenue target allocations to departments

Tuesday, December 7 ▶ FINANCE COMMITTEE MEETING - (1) Review multi-year forecast and (2) Present preliminary General Fund balancing strategy, and (3) Provide direction to staff

Thursday, December 9 ▶ BUDGET STEERING COMMITTEE

Monday, December 13 ▶ **BUDGET KICK-OFF.** DEPT HEAD STAFF MEETING - Revenue targets issued, status quo budgets and authorized position reports distributed

Monday, December 13 ▶ COUNCIL BUDGET WORK SESSION I - GENERAL FUND (1) Preliminary financial issues and review multiyear forecast, (3) Highlights of major activities and capital in departments, and (3) Policy direction to staff

Tuesday, December 21 ▶ CITYWIDE PRE-BUDGET MEETING (#1) with City Administrator, Finance and City staff to discuss budget framework

Monday, December 20 ▶ Deadline for new/deleted positions for FY 06 to Human Resources

Tuesday, December 28 ▶ CITYWIDE PRE-BUDGET MEETING (#2) with City Administrator, Finance and City staff to discuss budget framework

Budget **Budget Meetings** **Capital** **Performance Measures** **CC / FC Meetings**

APPENDIX: Annual Budget Calendar for FY 06

JANUARY 2005

- Thursday, January 6* ▶ CITYWIDE PRE-BUDGET MEETING (#3) with City Administrator, Finance and City staff to discuss budget framework
- Friday, January 7* ▶ Technical budget training for departments
- Monday, January 10* ▶ Live expense and revenue reports for six months ended, December 31, 2004 released
▶ General Fund User Fee Study Update available
- Monday, January 31 -
Friday, February 18* ▶ **BUDGET SUBMITTALS DUE:** Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
- Monday, January 31* ▶ P3 Quarterly Reports due to CAO for second quarter of FY 05

FEBRUARY 2005

- Monday, January 31 -
Friday, February 18* ▶ **BUDGET SUBMITTALS DUE:** Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
- Monday, February 7 -
Friday, March 4* ▶ Departmental budget review meetings with City Administrator and departments
- Monday, February 24* ▶ COUNCIL BUDGET WORK SESSION II - ENTERPRISE FUNDS (1) Update on financial issues, (2) Review current projects and new initiatives, and (3) Policy direction to staff

MARCH 2005

- Monday, February 7 -
Friday, March 4* ▶ Departmental budget review meetings with City Administrator and departments (cont'd)
- Thursday, March 10* ▶ **BUDGET REVIEW AND BALANCING**
- Tuesday, March 15 -
Monday, April 21* ▶ Budget document published

Budget **Budget Meetings** **Capital** **Performance Measures** **CC / FC Meetings**

APPENDIX: Annual Budget Calendar for FY 06

APRIL 2005

- Monday, April 18* ▶ Budget document completed
- Tuesday, April 19* ▶ **City Administrator's Recommended Budget filed with City Clerk**
▶ CITY COUNCIL MEETING - (1) Staff presents budget overview, (2) Schedule of Budget Work sessions & Public Hearings approved by Council
▶ Recommended budget posted to the Internet and available on CD-ROM
▶ Press briefings with Santa Barbara Newspress and SB Independent newspapers
▶ P3 Quarterly Report due to City Administrator for 3rd quarter of fiscal year 2004
- Tuesday, April 26* ▶ FINANCE COMMITTEE SPECIAL BUDGET REVIEW MEETING - General Fund revenue estimates and assumptions, detailed review multi-year forecast update
- Late April* ▶ Budget Briefings with Labor Unions

MAY 2005

- Monday, May 2* ▶ P3 Quarterly Reports due to CAO for third quarter of FY 05
- Tuesday, May 3* ▶ FINANCE COMMITTEE SPECIAL BUDGET REVIEW MEETING - Legal and policy restrictions on enterprise funds, review of citywide performance measures program
- Thursday, May 5* ▶ FINANCE COMMITTEE SPECIAL BUDGET REVIEW MEETING - Fire department, Police department, and Mayor and Council department budget reviews
- Monday, May 9* ▶ CITY COUNCIL SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING - Review of administrative departments budgets
- Tuesday, May 10* ▶ FINANCE COMMITTEE SPECIAL BUDGET REVIEW MEETING - Review of cable franchise fees, public access funding, and Community Development department budget
- Monday, May 16* ▶ CITY COUNCIL SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING - Review of Fire, Police, and Community Development departments budgets

Budget

Budget Meetings

Capital

Performance Measures

CC / FC Meetings

APPENDIX: Annual Budget Calendar for FY 06

MAY 2005 (CONTINUED)

- Tuesday, May 17* ▶ FINANCE COMMITTEE SPECIAL BUDGET REVIEW MEETING - Review of Public Works transportation/transit programs, downtown parking fund, solid waste fund, and sewer capacity overflow projects, and city community promotions funding
- Friday, May 20* ▶ CITY COUNCIL SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING - Review of Public Works department budget
- Tuesday, May 24* ▶ FINANCE COMMITTEE SPECIAL BUDGET REVIEW MEETING - Review of Parks and Recreation department budget, staff recommended adjustments to the proposed budget, and make final Finance Committee decisions and recommendations for Council

JUNE 2005

- Wednesday, June 1* ▶ CITY COUNCIL SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING - Review of Library and Parks and Recreation departments budgets, and city community promotions funding
- Monday, June 6* ▶ CITY COUNCIL SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING - Review of Airport and Waterfront departments budgets
- Tuesday, June 7* ▶ CITY COUNCIL MEETING - Finance Committee recommendations presented to Council, preliminary direction to staff on Council changes to proposed budget
- Tuesday, June 14* ▶ CITY COUNCIL MEETING - Final direction to staff on Council changes to proposed budget
- Tuesday, June 21* ▶ CITY COUNCIL MEETING - **BUDGET ADOPTION**
- Wednesday, June 22 -* ▶ Adopted budget transferred to general ledger
- Friday, June 25* ▶ Adopted budget reports from general ledger, reviewed and distributed

Budget

Budget Meetings

Capital

Performance Measures

CC / FC Meetings

APPENDIX: Gann Appropriation Limit

Article XIII B of the California State Constitution, commonly referred to as the "Gann Appropriation Limit", was adopted by the California voters in 1980. The Gann Limit places a limit on the amount of tax proceeds that government agencies can receive and appropriate each year.

The Gann Appropriation Limit is based on actual appropriations during the 1979 fiscal year, and is adjusted each year using the growth in population and inflation. The City's limit is adopted by resolution each year by the City Council.

In 1990, Proposition 111 made changes to the manner in which the Appropriation Limit is calculated by allowing government agencies a choice of annual growth factors. Proposition 111 also provides for the exclusion from the calculation of capital expenditures for fixed assets of \$100,000 or more in value that have a useful life of ten years or more.

The fiscal year 2006 Gann Appropriation Limit is calculated as follows:

Appropriations Subject to Limitation

Fiscal year 2005 adopted revenues		\$	93,676,414
Less:			
Nonproceeds of tax			(30,517,906)
Qualified Capital Outlay			(5,213,723)
Federal Mandates:			
Medicare	(516,252)		
FLSA - Fire Department	(495,226)		(1,011,478)
Plus: User fees in excess of costs			-
Total Appropriations Subject to Limitation		\$	<u>56,933,307</u>

Appropriation Limit

Fiscal year 2005 appropriation limit, adopted		\$	82,424,009
A. Inflation adjustment, CPI	1.0526		
B. Population adjustment	1.0114		
Change factor (A X B)	1.0646		
Increase in appropriation limit			<u>5,324,561</u>
Fiscal year 2006 appropriation limit		\$	<u>87,748,570</u>

APPENDIX: Debt Obligations

REVENUE BONDS

Water Fund:

\$9,780,000 – 1994A Water Revenue Refunding Serial Bonds. Remaining annual installments ranging from \$420,000 to \$510,000 through September 1, 2008, term bonds of \$3,835,000 due on September 1, 2014, interest at 4.4% to 5.1% due semi-annually. Bonds maturing on or after September 1, 2004, shall be subject to redemption, at the option of the City, upon at least 45 days prior written notice to the Trustee specifying the date and amount of such redemption, on or after September 1, 2003, in whole or in part on any date (by lot within any maturity and among maturities as specified by the City). Bonds maturing on September 1, 2014 shall be subject to mandatory redemption, on each date that a sinking installment payment for such Term Bonds is payable from sinking installment, by lot, in an amount equal to such sinking installment payments, plus accrued interest to the redemption date and without premium.

**Outstanding at
June 30, 2004**

\$ 6,255,000

Total Revenue Bonds

\$ 6,225,000

TAX ALLOCATION BONDS

Redevelopment Agency:

\$34,810,000 – 2003 Redevelopment Agency Tax Allocation Refunding Bonds, Series A. Remaining annual principal installments on serial bonds range from \$1,140,000 to \$2,835,000 beginning March 1, 2004 through March 1, 2019. Interest rates range from 2.0% to 5.0% payable semi-annually on September 1 and March 1.

\$ 32,725,000

\$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% payable semi-annually on September 1 and March 1.

38,305,000

\$28,170,000 - 1995 Redevelopment Agency Tax Allocation Refunding Bonds, Series A. Remaining annual principal installments on serial bonds range from \$1,935,000 to \$2,330,000 through March 1, 2005. Term bonds of \$7,235,000 are due March 1, 2008. Interest rates range from 3.65% to 6.0% payable semi-annually.

9,080,000

\$6,845,000 – 1995 Redevelopment Agency Tax Allocation Refunding Bonds, Series B. \$2,545,000 term bonds are due March 1, 2007. Interest rates range from 4.375% to 6.35% payable semi-annually.

1,925,000

Total Tax Allocation Bonds

\$ 82,035,000

APPENDIX: Debt Obligations

CERTIFICATES OF PARTICIPATION

	<u>Outstanding at June 30, 2004</u>
<u>General Fund:</u>	
\$4,184,400 – 2002 Refunding Municipal Certificates of Participation, remaining annual installments range from \$204,600 to \$339,000 beginning August 1, 2003 through 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	\$3,725,700
<u>Tidelands Trust - Waterfront:</u>	
\$19,405,000 - 2002 Waterfront Refunding Certificates of Participation. Remaining annual installments range from \$490,000 to \$1,230,000 beginning October 1, 2002 through 2027. Term certificates of \$16,090,000 are due in October 2027. Interest rates range from 3.75% to 6.75% payable semi-annually. Certificates maturing on or after October 1, 2004, are subject to optional prepayment prior to maturity on or after October 1, 2003. The Certificates are subject to mandatory prepayment prior to maturity on any date, in inverse order of maturity and by lot within a maturity, from the net proceeds of insurance or condemnation awards.	18,195,000
<u>Golf Fund:</u>	
\$2,155,600 - 2002 Refunding Municipal Certificates of Participation. Remaining annual installments range from \$105,400 to \$175,100 beginning August 1, 2003 through 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	1,919,300
<u>Water Fund:</u>	
\$15,535,000 - 2002 Refunding Water Certificates of Participation. Remaining annual installments range from \$380,000 to \$675,000 beginning September 1, 2003 through 2027. Interest rates range from 3.0% to 4.75% payable semi-annually.	14,620,000
Total Certificates of Participation	<u>\$ 38,460,000</u>

LOANS PAYABLE

	<u>Outstanding at June 30, 2004</u>
<u>Water Fund:</u>	
\$2,000,000 - State Department of Water Resources Loan. Due in 20 annual payments of \$150,894 each on April 30. Interest is 4.0128% per annum. The final payment is due April 30, 2009.	\$ 684,249
\$5,000,000 - State Department of Water Resources Loan. Due in 20 annual payments of \$342,477 on April 30. Interest is 3.1% per annum. The final payment is due November 30, 2011.	2,286,992
\$15,965,705 – State Department of Water Resources Loan. Due in semi-annual payments commencing January 1, 2006. Interest is 2.5132% per annum. The final payment is due July 1, 2025.	15,965,705
\$2,961,877 – State Department of Water Resources Loan. Due in semi-annual payments commencing January 1, 2007. Interest is 2.7934% per annum. The final payment is due July 1, 2026.	2,961,877
Total Loans Payable	<u>\$ 21,898,823</u>

APPENDIX: Debt Obligations

The annual requirements to amortize all debts outstanding as of June 30, 2004 are as follows:

Fiscal Year Ending	Principal Payments				Total
	Revenue	Tax	Certificates	Other	
	Bonds	Allocation	of	Loans	
		Bonds	Participation		
2005	435,000	4,535,000	1,210,000	395,016	6,575,016
2006	460,000	4,720,000	1,250,000	1,031,579	7,461,579
2007	480,000	4,920,000	1,275,000	1,437,837	8,112,837
2008	510,000	4,405,000	1,330,000	1,860,819	8,105,819
2009	535,000	4,645,000	1,375,000	1,929,331	8,484,331
2010 - 2014	3,115,000	26,115,000	7,370,000	5,489,401	42,089,401
2015 - 2019	720,000	32,695,000	8,550,000	4,103,690	46,068,690
2020 - 2024	-	-	8,580,000	4,649,519	13,229,519
2025 - 2029	-	-	7,520,000	1,001,630	8,521,630
Principal payments outstanding	6,255,000	82,035,000	38,460,000	21,898,822	148,648,822

Fiscal Year Ending	Interest Payments				Total
2005	289,800	3,699,984	1,550,956	98,355	5,639,095
2006	268,320	3,511,284	1,523,956	482,341	5,785,901
2007	245,760	3,313,884	1,493,506	732,089	5,785,239
2008	222,000	3,106,884	1,458,686	965,106	5,752,676
2009	196,920	2,871,084	1,595,237	912,156	5,575,397
2010 - 2014	562,200	11,454,692	5,691,128	1,526,863	19,234,883
2015 - 2019	17,280	4,871,260	5,268,219	999,053	11,155,812
2020 - 2024	-	-	3,090,434	884,580	3,975,014
2025 - 2029	-	-	671,897	18,919	690,816
Interest payments outstanding	1,802,280	32,829,072	22,344,019	6,619,462	63,594,833
Total Debt Service Obligation	\$ 8,057,280	\$ 114,864,072	\$ 60,804,019	\$ 28,518,284	\$ 212,243,655

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.

Balance Sheet: A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specific date.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place) and, (3) modified accrual basis (revenues recognized in the accounting period in which they become available and measurable and expenditures recognized in the accounting period in which the fund liability is incurred).

Bond: A written promise to pay (debt) a specified sum of money (principal or face value) on a specific future date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to finance large-scale capital projects such as buildings, bridges, streets, and utility infrastructure.

Bond Rating: An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Two agencies regularly review city bonds and generate bond rating: Moody's Investors Service and Standard and Poor's Ratings Group.

Budget: A plan for the expenditure of financial resources covering a specific time period, usually one year, which, by adoption, constitutes legal authority to spend. The City of Santa Barbara adopts an annual budget from July 1 – June 30. The budget contains appropriations needed to continue the City's operations for the year and the revenues anticipated to finance them.

Budget Amendment: Under the City Charter, the City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by a majority vote. The City Administrator has the authority to approve administrative adjustments to the budget, as long as the adjustments will not have a significant policy impact, or affect the bottom-line appropriations for any given department.

Budget Calendar: A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.

Budgetary Basis of Accounting: The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes. The City of Santa Barbara uses the modified accrual basis for budgeting all funds, including proprietary funds.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available revenues. The level of budgetary control for City Council is at the department level. For the City Administrator, budgetary control is within a department, at the program level and at the major object level (groupings of individual line-item expenditure categories, for example, salaries and benefits, supplies and services, special projects, and non-capital equipment categories). For departments, budgetary control is at the line-item level within a particular major object group.

Budget Message: A general discussion of the budget presented in writing as a part of, or supplement to, the budget document. The budget message explains the principal issues against the background of financial trends and the priorities set forth in the budget.

Capital Asset: A tangible, fixed asset that is long-term in nature, of significant value, and obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to buildings, and infrastructure (i.e., streets, highways, bridges and other immovable assets). A capital asset is defined as an asset with a useful life extending beyond a single accounting period. The capitalization threshold for the City of Santa Barbara is \$10,000.

Capital Expenditure: An amount expended for fixed asset acquisitions and improvements. The capitalization threshold for the City of Santa

APPENDIX: Budget Glossary

Barbara is \$10,000.

Capital Budget: A plan of capital expenditures and the means of financing them. The capital budget is adopted as part of the complete annual budget, including both operating and capital outlays.

Capital Improvement Plan (CIP): A formal long-term (multi-year) plan for the acquisition and improvement of major assets, such as land, buildings, machinery and equipment, and infrastructure (i.e., streets, highways, bridges, and other immovable assets). The CIP identifies the expected beginning and ending date for each project, the amount to be expended in each, and the method of financing those expenditures. The City of Santa Barbara prepares a six-year CIP and the threshold for inclusion in the CIP is \$25,000.

Capital Lease: An agreement that conveys the rights to use property, plant or equipment, usually for a stated period of time.

Capital Projects Fund: A governmental fund type used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds). See also *Governmental Fund*.

Carryover: Expenditure originally planned in the current year but, because of delays, is postponed to the following fiscal year.

Certificate of Participation: A form of lease-purchase financing used to construct or acquire capital facilities and equipment.

Change in Service: A change in the nature, type or level of service provided by a City program from that provided in the prior fiscal year's adopted budget, as amended.

Community Development Block Grant (CDBG): Grant funds allocated by the federal government to the City of Santa Barbara to use for the prevention and removal of slum and blight, and to benefit low- and moderate-income persons. The City disburses these funds through an annual application process open to all nonprofit organizations and City departments.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenue and similar eventualities, natural disasters, and federal mandates,

Contractual Services: Expenditures for City services performed by firms, individuals or other city departments.

Cost-Reimbursement Basis: The setting of service charges and fees such that costs are systematically recovered on a break-even basis over time. This term is used in connection with internal service funds.

Debt Instrument: A vehicle for borrowing funds,

including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds. See also *Bond*.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Debt Service Fund: A governmental fund type used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in the enterprise fund itself. See also *Governmental Fund*.

Debt Service Requirement: The amount of money required to pay interest and principal on outstanding debt and the required contributions to accumulate monies for future retirement of long-term bonds.

Department: An operational and budgetary unit designated by the City Council to define and organize City operations, or a group of related operations within a functional area.

Encumbrance: Legal commitments related to unperformed (executory) contracts for goods and services. At year-end, encumbrances represent a reservation on fund balance.

Enterprise Fund: A proprietary fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, such that the costs of providing goods and services to the general public are financed or recovered primarily through fees charged directly to the users of the goods or services provided. The City of Santa Barbara has ten enterprise funds, including Airport Operating and Capital, Golf, Downtown Parking, Water Operating and Capital, Wastewater Operating and Capital, and Waterfront Operating and Capital Funds. See also *Proprietary Fund*.

Enterprise Fund Accounting: Accounting used for government operations that are financed and operated in a manner similar to private sector enterprises, and for which preparation of an income statement is desirable. Enterprise Funds use the accrual basis of accounting.

Estimated Revenue: The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.

Expenditure: The outflow of funds paid, or to be paid, for goods and services received during the current period. Note: an encumbrance is not expenditure; rather it represents a reservation on fund balance.

Expense: The incurrence of liabilities or the consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitutes the entity's ongoing major or central operation. This

APPENDIX: Budget Glossary

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 expenditures 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

APPENDIX: Budget Glossary

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	EOC	Emergency Operations Center
ABOP	Antifreeze, Batteries, Oil and Paint	EPA	Environmental Protection Agency
ABR	Architectural Board of Review	ERAF	Educational Revenue Augmentation Fund
ACCEL	Authority of California Cities Excess Liability	FAA	Federal Aviation Administration
AF	Acre Feet	FAR	Federal Air Regulation
AFP	Aviation Facilities Plan	FBI	Federal Bureau of Investigation
ALP	Adult (and Family) Literacy Program	FMDSS	Financial Management Decision Support System
AOA	Airfield Operations Area	FMS	Financial Management System
A/P	Accounts Payable	FTE	Full-time Equivalent Job Position
ARFF	Aircraft Rescue and Firefighting	FY	Fiscal Year
BFI	Browning-Ferris Industries (a wholly owned subsidiary of Allied Waste Industries, Inc.)	FYE	Fiscal Year End
		GASB 34	Governmental Accounting Standards Board Statement No. 34
BPO	Blanket Purchase Order	GASB	Governmental Accounting Standards Board
BSIP	Business Self Inspection Program	GFOA	Government Finance Officers' Association
CA-DHS	California Department of Health Services	GIS	Geographical Information Systems
CAFR	Comprehensive Annual Financial Report	GOA	Gone on Arrival
CAPER	Consolidated Annual Performance Report	GPU	General Plan Update
CCC	Combined Communications Center	HLC	Historic Landmarks Commission
CDBG	Community Development Block Grant	HOME	Federal Home Investment Partnership Program
CEQA	California Environmental Quality Act	HUD	Housing and Urban Development
CERT	Citizens Emergency Response Training	ICS	Intra-City Services
CHDO	Community Housing Development Organization	IIPP	Injury and Illness Prevention Program
CIP	Capital Improvement Program	IOD	Injury on Duty
CLETS	California Law Enforcement Telecommunications System	IPM	Integrated Pest Management
COPS	Community Oriented Problem Solving	ICPMS	Inductively Coupled Plasma Mass Spectroscopy
CPO	Cash Purchase Order	JPA	Joint Powers Authority
CSMFO	California Society of Municipal Finance Officers	LAIF	Local Agency Investment Fund
DA	District Attorney	LDT	Land Development Team
D.A.R.E.	Drug Awareness Resistance Education	LEAP	Learning for Excellence & Achievement Program
DART	Development Application Review Team	LTF	Local Task Force
DOJ	Department of Justice	LUFT	Leaking Underground Fuel Tank
DPA	Development Plan Agreement	MDC	Mobile Data Computer
DUI	Driving Under the Influence	MHA	Mental Health Association
EIR	Environmental Impact Report	MJSWTG	Multi-Jurisdictional Solid Waste Task Group
EMLAP	Employee Mortgage Loan Assistance	MTD	Metropolitan Transit District
		NPDES	National Pollution Discharge Elimination System

APPENDIX: List of Acronyms

NPO	Neighborhood Preservation Ordinance	TOT	Transient Occupancy Tax
OSHA	Occupational Safety and Health Administration	TSA	Transportation Security Administration
P³	Paradise Performance Program	USGS	U.S. Geological Services
PAF	Personnel Action Form	USPS	United States Postal Service
PAL	Police Activities League	UUT	Utility Users' Tax
PARC	Parks and Recreation Community Foundation	VAPP	Visual Arts and Public Places
PBIA	Parking and Business Improvement Area (Assessment)	WAN	Wide Area Network
PC	Planning Commission	ZIR	Zoning Information Report
PCD	Program Criteria Document		
PERS	Public Employee Retirement System		
PFC	Passenger Facility Charge		
PLF	Public Library Fund		
PM	Planned Maintenance		
PO	Purchase Order		
POST	Police Officers Standards and Training		
PQI	Pavement Quality Index		
PRT	Pre-Application Review Team		
PSA	Public Service Announcement		
PUC	Public Utilities Commission		
RAP	Recreation After-School Program		
RDA	Redevelopment Agency		
RFP	Request for Proposal		
RFQ	Request for Qualifications		
RWQCB	California Regional Water Quality Control Board		
SBAPCD	Santa Barbara Air Pollution Control District		
SBCAG	Santa Barbara County Association of Governments		
SBCPA	Santa Barbara Center for the Performing Arts		
SBMC	Santa Barbara Municipal Code		
SBPD	Santa Barbara Police Department		
SBPL	Santa Barbara Public Library		
SEIU	Service Employee International Union (Local 620)		
SEMS	Standardized Emergency Management Systems		
SIDA	Security Identification Display Area		
SMS	(Microsoft) Software Management System		
SMU	Site Mitigation Unit		
TACT	Total Awareness Cross Training		
TDA	Transportation Development Act		