City of Santa Barbara

Adopted Two-Year Financial Plan for Fiscal Years 2016 and 2017
Including Operating and Capital Budget for Fiscal Year 2016

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City of Santa Barbara, California

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to City of Santa Barbara for its two-year financial plan and annual budget for the biennium beginning July 1, 2013 and ending June 30, 2015.

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.

The award is valid for a period of two years, covering both years of the two-year plan. The mid-cycle budget is an addendum to the two-year plan and thus not submitted to GFOA for award consideration.

BUDGET MESSAGE

City Administrator's Budget Message

INTRODUCTION

Overview

I am pleased to present the Two-Year Financial Plan for Fiscal Years 2016 and 2017, which includes the Fiscal Year 2016 Operating and Capital Budget. This document is the culmination of many months of effort on the part of City staff across the entire organization and has been prepared in the context of an overall favorable financial and economic climate.

Tourism, the City's largest industry, has benefitted from the overall economic recovery, but also from unusually dry and warm weather, even through the winter months. The lodging industry in particular has experienced tremendous gains in the last few years, with revenues growing an average of over 10% from fiscal year 2012 to 2014. The City's transient occupancy tax (TOT) revenues, generated from a 12% tax applied to room rates, have correspondingly experienced strong revenue growth over the last several years. While not as strong as TOT revenues, both property tax and sales tax revenues, the two largest General Fund revenues, have also performed well.

The strong revenue growth provided additional funds to address several important needs, although not enough to fully address them all. The challenge in preparing the fiscal year 2016 budget, therefore, was finding the right balance among competing priorities, specifically: (1) responding to the increasing demand for services, increasing workloads, and restoring some needed services that were cut during the difficult budget cycles of earlier years; (2) addressing the funding gap in reserves relative to City policy; and (3) providing appropriate levels of funding for much needed capital. I believe the budget strikes the right balance among these competing priorities.

The adopted budget allocates a portion of the additional revenues to fund modest enhancements to General Fund departments totaling approximately $730,000 to restore and augment important services. These increases are consistent with the strategy of incrementally restoring previously cut staff and services and increasing resources in key areas. The balance of the additional revenues has been set aside as an "Appropriated Surplus" totaling $1,887,742 and $1,159,701 in fiscal years 2016 and 2017, respectively. This strategy is designed to ensure some level of funds is available at year-end to increase reserve balances and provide supplemental funding for capital. In fiscal year 2013, the City Council adopted a policy requiring 50% of any year-end surplus to be

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allocated to capital, with the balance going to meet reserve requirements. Since adoption of this policy, a total of $3.6 million was generated and augmented the annual capital program.

Over the last several years, the strong revenue growth has helped close the funding gap in General Fund reserves, which were approximately $10 million below the amounts required per City policy in 2008. The funding gap at the end of fiscal year 2014 was just $1.7 million. This was accomplished even with the new policy requiring that 50% of any surplus be allocated to capital. Moving forward, however, the ability to close the gap completely, or perhaps maintaining the current funded status, will be a challenge since reserve requirements are calculated as 25% of the operating budget. As operating budgets grow over the next several years due to increasing retirement costs, providing reasonable cost of living increases to employee wages and salaries, and modestly restoring/augmenting key services, reserve requirements will grow and will add yet more pressure on revenue growth to cover the increasing reserve requirements.

To close the funding gap in General Fund reserves in two years, the City Council has approved a plan to allocate portions of the expected surpluses in Fiscal Year 2015 through 2017 that would otherwise be allocated to capital projects per City reserve policies, as shown below:

- 75% of Fiscal Year 2015 Expected Surplus to Operating Reserves (25% Allocated to Capital)
- 100% of Fiscal Year 2016 Budgeted Surplus to Operating Reserves
- 75% Fiscal Year 2017 Budgeted Surplus to Operating Reserves (25% Allocated to Capital)

Another challenge to restoring reserves has been recent legal suits brought against the City that have resulted in large settlement payouts and the loss of ongoing revenue in the General Fund. One of the lawsuits is challenging the City's 1% franchise fee charged to Southern California Edison. The plaintiffs argue the franchise fee is a tax that should have been approved by the voters pursuant to Proposition 218 adopted in 1995. The trial court agreed with the City's position, but it was overturned on appeal. The City Council petitioned the Supreme Court to hear the case since it could set a major precedent affecting franchise fees collected by local governments statewide and the Supreme Court agreed to hear the case. In the meantime, to be safe we have reduced General Fund revenues by approximately $700,000 per year, resulting in a large ongoing impact to the General Fund. However, we have not made provision for any refunds we may need to pay going back to 2010, which could be several hundred thousand dollars.

In addition, the City recently settled a lawsuit alleging racially polarized voting under the

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California Voting Rights Act. The settlement included establishing district elections, which the City has done, as well as paying legal fees to the attorney representing the plaintiffs. In total, the City has paid $677,000 in attorney fees.

Finally, the City's appeal of the trial court's decision in an inverse condemnation case involving properties in a landslide area was unsuccessful. The City will have to pay damages and legal fees totaling close to $1 million.

These cases have created a larger gap in our goal to restore policy reserves, and have led to a tempered budget submittal.

The warm and dry weather these past several years, while helping to boost the local economy and the General Fund, has also resulted in unprecedented drought conditions, both locally and statewide. The community has responded to a request for a voluntary reduction in water usage of 20%; through February, water usage was down 23%. The City has also looked to other water sources to offset the shortfalls in primary water sources. In addition to rehabilitating closed wells and purchasing water on the open market, the City is also moving forward with reactivation of the Charles E. Meyer Desalination Plant. The Plant, which was originally built in the early 1990s, is expected to be in operation by late summer of 2016 and will have the capacity to produce 3,125 acre-feet of water per year, approximately one-third of the City's annual water supply needs. As long as the drought continues, however, conservation will continue to be an important element of the response plan, along with additional use of underground water supplies and purchased water from external sources.

Apart from the drought, one of the lingering challenges facing the City is the large funding gap in maintaining and rehabilitating major facilities and infrastructure, such as streets and sidewalks and older buildings. The funding gap is estimated at $400 million over the next twenty years – approximately $20 million per year. The City created an Infrastructure Financing Taskforce (IFT) in 2008 made up of members of the community and City staff. Their report, which included a number of recommendations, was unfortunately issued in early 2009 just as the Great Recession began. With the economy back on track, and looking to build on the work of the IFT, the City formed a committee of Council members to bring this matter back to the forefront. The Council committee held numerous public meetings during the summer and fall of 2014 to hear from the community as to their priorities for the backlog of infrastructure capital needs. More recently, the City hired a firm to conduct a scientific survey of the community to gauge their interest in addressing the infrastructure funding gap and whether they would support a tax measure that would provide a dedicated funding source for this purpose. Depending on the results of the survey and Council interest, the City may add such a measure to the November 2015 ballot for the public to vote on. The goal of the measure is to generate sufficient

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revenues to fund approximately half of the $400 million deficit over a 20-year period.

Outside of the General Fund, important services are provided out of the City's enterprise funds. These funds, which operate like private enterprises, do not receive any tax support, but rather fund their operations primarily from fees to customers directly using those services. The City's enterprise funds include the Airport, Golf, Water, Wastewater, Waterfront, Downtown Parking, and Solid Waste funds. All of these funds face their own unique financial challenges, and this year the challenges for several are more pronounced than normal. Each of these funds is discussed later in this budget message.

Overall, the short term outlook is very favorable. We look forward to continued strong growth in General Fund revenues through the next two years as projected. We are also pleased to be in a position to make further strides in restoring services cut during the recession and, in some cases, augment existing services in key areas. Long-term, it will be important to continue to keep costs in check to ensure reserve levels are maintained and adequate funding is provided for capital.

Summary of Citywide Budget

The adopted fiscal year 2016 citywide operating budget totals $293.4 million and has a $105.8 million capital program. Separate funds are used to account for discrete operations.

At $124.3 million, the General Fund is the largest individual fund in the City and accounts for most services associated with municipal government, including parks, recreation, library, police, fire, building and planning services. The General Fund is primarily funded from general tax revenues such as sales, transient occupancy, and property tax revenues.

Special revenue funds, totaling $33.7 million (including $5.2 million for capital), are used to account for restricted revenues. Examples of these funds include: the Community Development Block Grant Fund, in which federal funds are used to provide programs targeted at low and moderate income families; the Creeks Restoration and Water Quality Improvement Fund, which is funded from a 2% transient occupancy tax approved by City voters in 2000; and the Transportation Sales Tax Fund, which accounts for a ½ cent sales tax measure approved by County voters to fund improvements to local and regional streets and highways.

Enterprise funds include the Airport, Water, Wastewater, Golf, Downtown Parking, Solid Waste, and Waterfront Funds. These funds are funded primarily from fees and other user charges. Their operating budget totals $117.6 million and capital program totals $93.7 million.

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Internal service funds, totaling $27.2 million (including a $4.2 million capital program), account for services provided internally to City departments. These services include information systems management, vehicle maintenance, facilities maintenance, and risk management.

GENERAL FUND HIGHLIGHTS

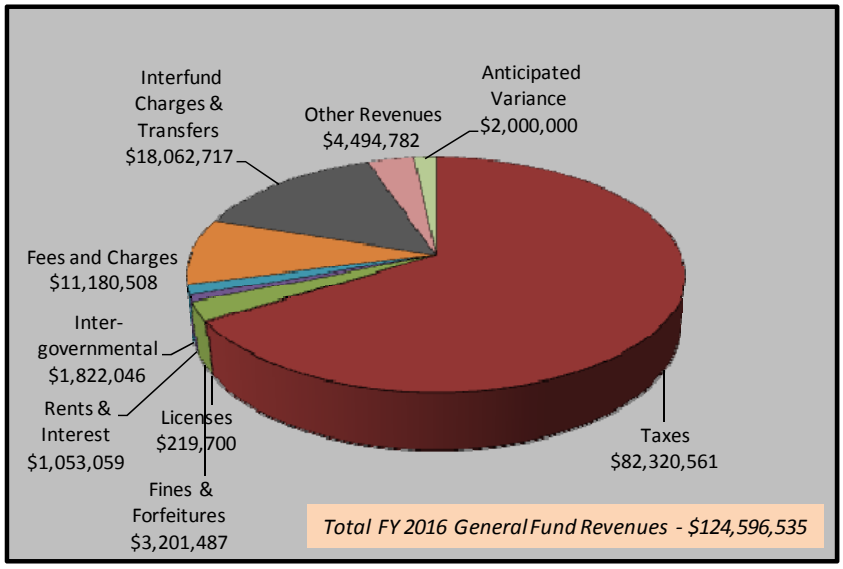
Balancing the General Fund

The adopted fiscal year 2016 General Fund budget totals $124.3 million. It includes modest but important increases to staffing across many General Fund departments. The need for additional staff is driven by a variety of factors. In some cases, they are in response to increasing demands for services or increasing workloads; in other cases, it involves restoring positions and related functions that were eliminated during the recession.

The capital program for fiscal year 2016 totals $2,745,000. This reflects a baseline funding of $905,000 plus an additional $1,840,000 derived from prior year's surplus pursuant to the new policy adopted by City Council in 2013 that requires 50% of any General Fund surplus realized at the end of the year to be used to augment the annual funding for capital. In fiscal year 2014, the General Fund realized a surplus of approximately $3.7 million. Therefore, $1,840,000 (i.e., 50%) was made available for capital in fiscal year 2016.

General Fund Revenues

The accompanying chart presents the major revenue categories for the General Fund. Total General Fund revenues are approximately $124.6 million. At $82.3 million, the largest revenue category is Taxes, making up 66% of total revenues. Taxes include property, sales, utility use, transient occupancy, and other smaller taxes. The fact



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that such a large portion of General Fund revenues is derived from taxes is common in local governmental agencies. These tax revenues are used primarily to fund services of a general benefit to the community, such as police, fire, libraries, parks and recreation.

For fiscal year 2016, the General Fund expects to generate $18.3 million in Interfund Charges and Transfers, which consists of charges imposed by the General Fund for services provided to other City funds and operations. For example, the General Fund charges all funds for central administrative services, such as financial services, administrative services, legal services and City administration.

Revenues from Fees and Charges are estimated at $11.2 million for fiscal year 2016. These revenues are generated from fees charged to residents for direct services received. This category includes a broad range of fees imposed across different departments, such as recreation fees for dance classes or the use of a facility for a wedding; fire inspection fees; plan check fees; and building permit fees.

Each year, the General Fund budget includes a quasi-revenue called "Anticipated Variance." This "revenue" actually represents the estimated savings in expenditures – primarily salaries and benefits – to be realized by the end of the fiscal year. Each year, due to staff vacancies and changing circumstances, the General Fund realizes varying amounts of expenditure savings relative to the adopted budget. Historically, these savings have been between $2 and $3 million. For fiscal year 2016, we have estimated $2 million, which is an increase from the $1.2 million estimate budgeted in recent years.

Growth Rate Assumptions

The table below summarizes the five largest General Fund revenues, showing the actual results for fiscal year 2014, the fiscal year 2015 projections, and the assumed growth rates and revenue amounts contained in this two-year financial plan for fiscal years 2016 and 2017.

				Two-Year Financial Plan			
	FY 2014 Actual	FY 2015 Projected	Projected Growth	FY 2016 Adopted	Assumed Growth	FY 2017 Proposed	Assumed Growth
Property Tax	$26,555,242	$27,669,900	4.2%	$28,742,300	3.9%	$29,857,700	3.9%
Sales Tax	21,323,309	22,311,041	4.6%	23,367,961	4.7%	24,426,951	4.5%
TOT	16,821,995	18,612,400	10.6%	19,707,100	5.9%	21,022,100	6.7%
UUT	7,008,202	6,973,700	-0.5%	7,219,700	3.5%	7,395,000	2.4%
Franchise Fees	3,822,441	3,899,900	2.0%	3,219,400	-17.4%	3,242,900	0.7%
TOTAL	$75,531,189	$79,466,941		$82,256,461		$85,944,651	

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The largest General Fund revenue is **property taxes**. After a few years of no growth, property tax revenues are now growing at moderate rate. Properties are assessed a 1% tax annually, payable in two equal installments. In addition, the assessed values can increase by the lesser of the Consumer Price Index (CPI) or 2%. The CPI has been relatively low in recent years, resulting in only a modest increase to assessed values and tax revenues. Starting in fiscal year 2014, an uptick in property values and sales have driven up assessed values, resulting in a 4.2% growth in City property tax revenues anticipated in fiscal year 2015. For the next two years, we anticipate almost 4% in revenue growth in each year.

Sales tax revenues have performed well during the last few years, averaging almost 6% per year from fiscal year 2011 through 2014, with a low of 3.3% and a high of 8.8%. Based on two quarters' receipts in fiscal year 2015, we project a 4.6% growth for the year, and similar growth for the next two years. In general, the allocation of sales taxes statewide has been subject to a great deal of discussion and concern, in particular with the growth of online sales transactions. Certainly, the growth in internet sales has created winners and losers among California cities due to the way sales taxes from internet sales are collected and allocated. The City of Santa Barbara, with its strong "bricks and mortar" presence, could potentially see deterioration in future sales tax revenues unless and until this issue is resolved on a statewide level.

Transient occupancy tax (TOT) revenues have led the way in terms of overall percentage growth. Following two years of decline due to the recession, TOT revenues have grown an average of 10% over the last four years. A number of factors have likely played into this tremendous growth, including the dry and warm weather, increased marketing by Visit Santa Barbara funded from the Tourism Business Improvement District that has doubled the funding available for marketing the south coast, and an increase in vacation rentals. We anticipate strong growth over the next two years, although tempered in fiscal year 2017 given the general increased risk associated with longer-term projections.

It is important to note that our TOT revenue projections contained within this two-year plan do not factor in any potential revenue loss from vacation rentals. The City has recently initiated a process to determine how to address the sharp increase in these types of businesses in residential neighborhoods where the City's zoning ordinance prohibits this type of activity. Thus far, the City has not been actively enforcing the zoning ordinance except on a complaint basis. This year, the City expects to receive between $800,000 and $900,000 in TOT revenues from vacation rentals. The TOT revenue will see a decline to the extent the City Council decides to prohibit and strictly enforce vacation rentals in neighborhoods.

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We have also not factored an increase in TOT as a result of the La Entrada project on lower State Street, which is scheduled to be completed by late fall of 2016. The La Entrada project is fully entitled for a 114-room luxury hotel, nine fractional vacation units, and 21,557 square feet of retail space with open plazas, paseos and gardens. While the project will certainly generate additional TOT and sales tax revenues to the City starting in fiscal year 2017, it is too premature to make any meaningful estimates for purposes of the two-year financial plan. However, we do expect to have more information when we develop the recommended budget for fiscal year 2017.

Utility users' tax (UUT) revenues are generated from a 6% tax applied to water, electricity, natural gas, and refuse; and a 5.75% tax applied to telecommunication services, including telephone (landline, cellular, internet-based) and video services. Revenues over the last several years have been relatively stable, realizing only modest increases. There have been shifts, however, within the telecommunications sector. For example, UUT revenues from traditional landline telephone services have been in decline for several years, with a corresponding increase in cellular and internet-based phone services as more households are moving away from landline telephone services in favor of cellular telephone services. More recently, there has been a consumer shift away from long-term contracts for cellphone (wireless) service to prepaid wireless services. Until recently, there has been no mechanism in place to collect UUT on prepaid wireless services. However, the state legislature recently enacted AB 1717 which establishes a mechanism, through the State Board of Equalization, to collect UUT from retail stores selling prepaid wireless cards. The effective date for AB 1717 is January 2016, and we have factored in the estimated additional UUT revenues in the two-year plan.

Since **franchise fees** are applied in the same manner and generally to the same utilities as UUT, the pattern of growth between the two revenues are fairly aligned. Historically, growth has been in the 0%-2% range, and our projections are consistent with this historical trend. However, revenues have been lowered starting in fiscal year 2016 by approximately $700,000 due to a recent court ruling against the City regarding a 1% franchise fee charged to Southern California Edison (SCE). Unlike UUT, which is a tax levied on the consumer, franchise fees are charged to the service provider – in this case, SCE – to compensate the General Fund for SCE's use of the public right-of-way for electrical infrastructure (e.g., electric utility poles and boxes). In this way, franchise fees have long been recognized to be more akin to a rental fee, but not a tax. The court of appeals, in overturning the lower court's decision, ruled that the 1% franchise fee implemented in 2005 was a tax and, therefore, required voter approval pursuant to Proposition 218 enacted in 1995.

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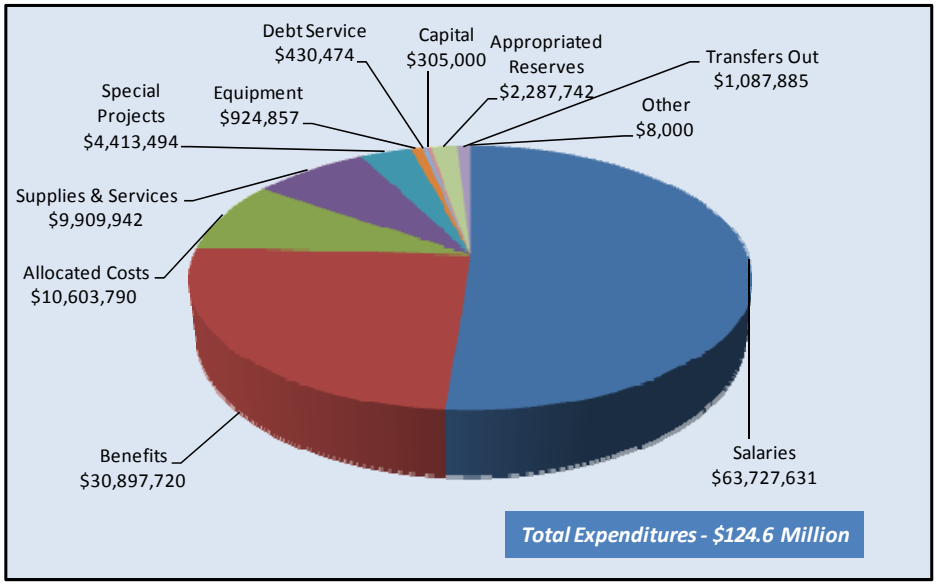
General Fund Expenditures

The table below presents General Fund operating expenditures by major category adopted for fiscal year 2016. The total adopted operating budget is approximately $124.3 million and the capital program is $305,000 for a total of $124.6 million.



At 51% of total expenditures, salaries totaling $63.7 million represent the largest expenditure category. Benefit costs are projected to cost $30.9 million, and include health insurance, retirement, and workers' compensation insurance. For most employees, salaries and benefits are negotiated and established through multi-year contracts. During the recession, all City employees did not receive increases to either salaries or benefits and, in fact, took pay cuts as concessions to help address the sharp revenue declines realized during that period. With the local economy and City revenues in growth mode, the City has recently negotiated modest increases to compensation starting in fiscal year 2013.

One of the unfortunate outcomes of the Great Recession was the investment loss incurred by the California Public Employee Retirement System (CalPERS), the pension administrator for most local government agencies in the State of California. The dramatic investment losses directly and significantly reduced the assets held by CalPERS that were accumulated for retirement benefits, creating unfunded liabilities in the billions of dollars statewide. After a few years of adjusting retirement rates, CalPERS ultimately approved a five-year rate strategy to address the unfunded liabilities. The rate strategy, starting in fiscal year 2016, involves large rate increases through fiscal year 2020. For the City of Santa Barbara, the current and projected contribution rates through fiscal year 2020 are shown in the accompanying table. Note

Fiscal Year	Retirement Plan		
	Misc.	Police	Fire
2015	24.17%	40.13%	41.12%
2016	25.71%	37.63%	42.08%
2017	26.93%	41.30%	45.42%
2018	27.83%	43.80%	47.74%
2019	28.67%	46.20%	50.05%
2020	29.57%	48.60%	52.37%

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that these rates and costs reflect all employees paying their full share of the retirement costs by 2016, which is 9% for public safety and 8% for all other employees.

Allocated costs total $10.6 million and represent charges for central services provided by internal service funds, such as information systems, fleet maintenance, facilities maintenance, and insurance. Supplies & services total $9.9 million and historically have been relatively stable. It includes such costs as training, professional services, office supplies, and utilities.

General Fund Service and Staffing Enhancements

The two-year plan includes modest enhancements to services and staffing across most General Fund departments. The accompanying table presents the General Fund adopted expenditures by department. Included within the table are the approved enhancements and any added positions to departments. In all cases, the enhancements are in response to increasing demands for services or restoring staff and services cut during the recent recession. The adopted enhancements total $728,270 and include 6 full-time equivalent positions across many General Fund departments. A summary of the enhancements and added positions by department is provided below.

Fiscal Year 2016 Adopted Budget
Summary of Expenditures Including Service Enhancements
GENERAL FUND

	Baseline Budget	Enhance-ments	Adopted Budget	Added Positions
Mayor & Council	$ 3,409,528	$ 52,390	$ 3,461,918	-
City Attorney	2,353,995	10,800	2,364,795	(0.60)
City Administrator	2,106,819	-	2,106,819	-
Finance	5,439,352	-	5,439,352	1.0
Administrative Services	2,678,762	95,414	2,774,176	1.0
Community Development	10,398,736	132,000	10,530,736	-
Fire	24,880,475	-	24,880,475	-
Police	39,187,073	165,000	39,352,073	-
Public Works	8,390,878	-	8,390,878	-
Library	5,068,343	87,100	5,155,443	1.0
Parks & Recreation	16,243,660	185,566	16,429,226	3.6
General Government	1,822,902	-	1,822,902	-
Appropriated Surplus	1,887,742	-	1,887,742	-
	$123,868,265	$ 728,270	$ 124,596,535	6.0

Mayor & Council

Starting in fiscal year 2015, the Community Promotions Program was moved into the Mayor & Council's Office budget. Community Promotions includes funding to various organizations that provide cultural events and festivals within the City. Such events

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include Fiesta, Summer Solstice, etc. The largest component of this program, which totals approximately $1.5 million, is the funding provided to Visit Santa Barbara whose purpose is to promote Santa Barbara as a destination for tourism. The $52,390 enhancement represents: (1) $25,000 in one-time funds for the Legal Aid Foundation's Common Ground project, and (2) $27,390 for a 3% increase in funding to the above cultural events with the exception of Visit Santa Barbara who currently receives approximately $1.5 million from the City.

City Attorney's Office

The City Attorney's Office adopted budget includes very minor increases to fund new software, professional publications and memberships totaling $10,800. In addition, a vacant part-time (0.60) Legal Secretary position is being eliminated. The savings from the position have been reprogrammed to provide funding for contracted legal support as needed to assist existing staff when caseloads are high.

Finance Department

A new Accounting Supervisor position is included in the adopted budget, which is fully funded from existing appropriations for hourly staff support and a portion of monies allocated to conduct revenue audits. The Accounting Program currently consists of two Senior Accountants and an Accountant I, all of whom report to the Accounting Manager who oversees three other programs. The Accounting Program staff maintains the general ledger and performs the year-end closing of the books and all monthly and annual reporting, including the Comprehensive Annual Financial Report (CAFR). Over the last several years, the overall workload of the Accounting Program has increased due to increasing demands for service from operating departments. In addition, the Accounting staff, including the Accounting Manager, work many overtime hours to complete the year-end closing and annual reports to a level that is not sustainable. Adding a supervisor will serve three purposes: first, it will provide additional staff resources to the Accounting Program to better respond to the demand for services; second, it will reduce the overtime hours spent over the four-month long year-end and reporting season; and third, it will enable the Accounting Manager to better manage the Accounting Division and to provide more support on various departmental and Citywide projects.

Administrative Services Department

The $95,414 in increased funding will pay for an Administrative Analyst II to provide professional level staff support to the labor relations function. Last year the Labor Relations Manager was promoted to Administrative Services Director, who has continued her role in labor relations in addition to managing the Administrative Services Department. The duties of the new Administrative Analyst II position will be to perform

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difficult and complex labor relations and human resources tasks, conduct various management studies, and coordinate other complex projects of Citywide importance. As fully imagined, this position would be assigned and work at the Human Resources Analyst II/Administrative Analyst II level. The position would be partially funded with savings from reclassifying an existing Human Resources Analyst II position to a Human Resources Assistant (currently under-filled at this level).

Community Development Department

The $132,000 enhancement includes two items: (1) $125,000 in one-time funding to continue to same funding level for the Casa Esperanza Homeless Center, and (2) $7,000 for a one-time cost to fund outreach assistance in connection with the effort to improve the zoning information report requirements and processes.

Not included in the enhancements is the addition of a full-time Plans Examiner approved by Council during fiscal year 2015 in response to the increased development activity and to ensure quick turnaround in the plan check process. Last year City Council appropriated funds for Building & Safety to hire one part-time hourly Plans Examiner. Since then, the division has processed 11% more applications, trained staff and assisted customers with a new State Energy Code, and performed more over-the-counter reviews. The recently approved Plans Examiner position replaces the part-time hourly position hired last year. Staff anticipates $67,000 more in building permit revenue in fiscal year 2015 as a result of increased permit activity, which would be sufficient to cover the additional costs of the full-time position.

Police Department

A new civilian Combined Communications Center (CCC) Manager position is included in the Police Department at a top-of-the range cost estimated at $165,000. The City Council approved the addition of a police officer during fiscal year 2015. However, starting in fiscal year 2016, the police officer position is replaced with the civilian CCC Manager position. Therefore, there is no net increase in positions in the department. This was the top recommendation of both the Police Department and Fire Department for staffing changes included in the adopted budget.

The civilian CCC Manager position was eliminated approximately thirteen years ago and was replaced by an existing sworn lieutenant position. At that time, the department was staffed with seven lieutenant positions (three Watch Commanders, three Assistant Division Commanders, and one Public Information Officer). The Dispatch Center had a long standing history of being understaffed, and it was believed that the civilian manager played a role in the problems associated with the Dispatch Center at that time. A lieutenant (former PIO Lieutenant) was transferred into the position of CCC Manager, and

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the civilian manager position was eliminated during budget adjustments shortly thereafter. The Police Department has continued to operate the CCC with a sworn lieutenant ever since.

The problems associated with the CCC have continued despite our best efforts with four different lieutenant managers over the last thirteen years. The Police Department recently hired a consulting firm to analyze the CCC operations. The consultants strongly recommended the civilian CCC Manager position be reinstated. The creation of the Dispatch Manger will:

- Create a sense of stability and continuity in the leadership of the Communication Center;
- Bring a higher level of technical expertise in Dispatch Center management;
- Ensure Dispatch operations are being conducted in accordance with ever-progressing industry standards;
- Provide enhanced strategic planning for future Dispatch Center development;
- As a career dispatcher, trainer, and supervisor, the new Dispatch Manager will be better able to assess the needs of the Dispatch Center and address the root causes of complicated problems involving employee recruitment, training, and retention.

As mentioned above, the creation of the civilian CCC Manager position is the Police Department's top priority for service enhancements in fiscal year 2016. The Fire Department also strongly supports reinstating this position.

With the creation of the civilian CCC manager, the lieutenant currently holding that assignment in CCC will be transferred to the position of Investigative Assistant Division Commander, a position that was eliminated due to the recession in fiscal year 2009. While coordinating investigative resources and assisting in the management of the Investigative Division, this lieutenant will also manage the Records Bureau. (NOTE: The Records Bureau Manager position was eliminated during the budget adjustments of 2010.) In summary, the creation of the civilian CCC Manager will help off-set the loss of three manager positions during past budget adjustments. It will also bring consistent, long term management to the CCC by a civilian manager whose expertise is in Dispatch Center operations.

Library Department

The Library Department budget includes the restoration of a Youth Librarian position to work in the new Children's Library in the basement of the central library on the corner of Anacapa and Anapamu Streets. The new Children's Library was made possible through a community-wide fundraising effort which raised $3.8 million in private funds. In addition, the City contributed $500,000 towards the project. This improvement to the library provides an expanded, modernized and appropriately equipped space for children and will

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need appropriate staffing to ensure its success.

Parks & Recreation Department

A total of $185,566 in increased funding is included in the Parks & Recreation Department, which includes the addition of 3.6 full-time equivalent (FTE) positions and $12,830 for the Santa Barbara School District's Junior High After-School Sports Program. Two of the positions (1.8 FTE) are funded from salary and benefit savings realized from recent reclassifications and the use of funds allocated for hourly salaries. The positions and their associated funding are discussed below.

1.0 FTE Senior Planner – The Senior Planner will support the Assistant Parks and Recreation Director in the development, planning, and implementation of the Parks and Recreation Department's capital improvement and planning projects. The position will provide direct project management for capital projects and supervise other program staff. Over the last two fiscal years, a total of $2.3 million has been allocated from the General Fund annual capital program for Parks & Recreation projects. In addition, Parks & Recreation Department staff is managing the rehabilitation of the Cabrillo Arts Pavilion and Bath House, a project estimated to cost over $10 million and funded from the balance of redevelopment agency funds. At a projected cost of $140,000, the Department is requesting $79,500 in new appropriations for this position. Revenue and other budgeted savings would provide the additional funds for this position.

0.8 FTE Recreation Specialist – The restoration of a 0.8 FTE Recreation Specialist will help to expand revenue-based classes and programs at the Carrillo Recreation Center. Revenues from these programs have been on the decline since fiscal year 2014. A total of $49,136 in new appropriations is included in the budget to restore this critical position that was eliminated during the recession with the hope that this will increase revenue to the department as well.

1.0 FTE Office Specialist II – This position restores permanent clerical staff in the Recreation Division and would be assigned to the Carrillo Recreation Center to provide support to Youth Activities and the Sports/Tennis Programs. Currently, these programs receive administrative support from hourly clerical staff with backup from the Active Adults Office Specialist II and the Aquatics Administrative Specialist. The position will enhance program effectiveness, improve customer service, and provide enhanced administrative and financial support to program staff.

0.8 FTE Head Pool Lifeguard – This new permanent, part-time, position is included in the budget as a result of the contractual change between the City and the Santa Barbara Swim Club (SBSC), which now requires City lifeguard services during all SBSC practice times. This position has been filled with hourly staff; however, the contract now imposes

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an increase of 2,031 lifeguard staff hours for Los Banos Pool, with 1,069 (53%) of the additional hours occurring during early morning and late evening practice times when existing permanent and appropriately certified aquatic employees are not scheduled. The Head Pool Lifeguard requires a minimum of 112 hours of certification training, and often receives additional training to troubleshoot pool maintenance issues, ensures staff and patron safety, and provides high quality customer service while preventing unplanned interruptions to regular pool programming.

ENTERPRISE FUNDS

Golf Fund

Over the last twenty years, in keeping with national trends, the number of golf rounds played at the City's municipal golf course has been in decline. As recent as 2004, a total of 84,057 rounds were played; in 2014 rounds dropped to 62,512. Although Santa Barbara Golf Club remains one of the busiest golf courses in the tri-county area, the current level of play is not sufficient to meet the ongoing costs of the Golf Fund. As a result, the Golf Fund has faced deficits over the last several years, which have depleted its reserve balances to approximately 50% of what they should be.

In response, a number of measures have been implemented to minimize the deficits, including reducing costs where possible, evaluating and increasing fees in a manner that does not further reduce play, increasing marketing efforts including using social media, and implementing a new, more robust, point of sale system that will capture important data regarding play to more effectively establish promotions and fees.

Additionally, Council recently approved two important measures that are expected to resolve the projected deficits. The first is a refinancing of existing Golf Fund long term debt over a twenty-year period. The General Fund will lend the Golf Course approximately $1.2 million to pay off all existing debt, which will reduce the Golf Course Fund's annual debt service costs from $263,000 to $83,000. The second measure is contracting out the grounds maintenance that is currently performed by regular and hourly City employees. Existing regular employees will be absorbed into the other

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General Fund Parks & Recreation operations, although several of the maintenance staff will be retiring or will be of retirement age in the next two years. This last measure is expected to reduce operating expenses by approximately $200,000 per year.

Water Fund

Spring 2015 marks the driest four consecutive years on record in Santa Barbara, and severe drought conditions persist locally and across the State of California. Even though this drought is extreme, the City is confident that there will be sufficient water to meet health and safety needs with help from the community.

The City planned for droughts in its 2011 Long Term Water Supply Plan and 2011 Water Shortage Contingency Plan. To offset diminished surface water supplies, the City is using Lake Cachuma water reserved from prior years, purchasing water to be delivered through the State Water pipeline, and increasing groundwater production through well rehabilitation and replacement projects.

An important element of the drought response plan has been conservation. In May 2014, City Council declared a Stage Two Drought Condition, requiring a 20% city-wide reduction in water use. The community has responded by conserving 23% through February 2015, eight months into the fiscal year.

However, assuming that the drought continues, minimal surface water supplies will be available from Lake Cachuma and Gibraltar Reservoir by the end of 2016, groundwater levels will be reduced, and State water deliveries will remain low. Therefore, in June 2015, the City Council approved reactivating the City's existing Charles E. Meyer Desalination Plant. The Plant will provide 3,125 acre-feet of water, roughly one-third of the City's water supply needs, by late summer of 2016.

The drought response has resulted in extraordinary costs to the Water Fund for the purchased water, groundwater projects, Cachuma emergency pump project, and potential reactivation of the desalination plant. Consequently, water rates will need to be raised substantially starting July 1, 2015 to generate additional revenues of over 30%. In addition, water rates are currently designed based on a 20% demand reduction. While

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water conservation is an important part of our drought response, if water conservation exceeds 20%, there is a negative effect on revenues to the Water Fund and water rates would need to be adjusted.

The revenues from the water rates will also be used to provide funding for maintaining the City's water distribution system; including pipes, pump stations, and reservoirs. This is essential to minimize disruption from breaks and other failures to the water distribution system.

Wastewater Fund

A major focus in fiscal year 2016 continues to be the renewal of capital facilities, particularly the Wastewater Treatment Plant processes. El Estero, the City's wastewater treatment plant is 37 years old and needs major rehabilitation. A low-interest State Revolving Loan (SRF) for $20 million was recently secured to finance the rehabilitation of the aeration basins. Staff is currently working to secure another $29 million SRF loan to fund major improvements to the solids processing. If the second SRF is not available, other traditional financing will be needed to provide the needed funding.

In addition to the projects financed through the SRF loans totaling $49 million, an additional $4.15 million in capital is adopted starting in fiscal year 2016, which will be financed from operating revenues. Approximately $2.1 million will be used for pipe replacements, which includes $900,000 to stay in compliance with a recent settlement with Santa Barbara Channelkeeper to augment our annual sewer pipe replacement program for five years through fiscal year 2017.

Wastewater staff has developed a long-term financing plan to ensure revenues are adequate to meet operating costs as well as any financing costs to repay existing and future loans and/or bonds. This plan contemplates annual increases to wastewater rates in the 5-6% range. These rate increases have been adjusted to offset some of the recent revenue losses arising out of the voluntary conservation efforts for water consumption. Since wastewater revenues are tied to water use, the conservation efforts are expected to result in a $600,000 annual revenue shortfall.

Airport Fund

Similar to the Golf Fund, the Airport Fund has been impacted by national trends that have

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affected air services. In an increasingly competitive industry, airlines have undergone mergers and have consolidated services at major airports at the expense of the medium and small airports, such as the City's municipal airport. From the peak in 2005 of 436,206, the number of passengers leaving out of the Santa Barbara Airport has declined to a projected 321,897 in 2015, which is a 26.2% decline.

As with other airports, passenger volumes affect virtually all aviation-related revenues, such as concessions, parking and rental cars. Charges to airlines for use of the terminal and airfield, which are intended to recover the costs to maintain the terminal and landing areas and provide federally mandated security, must remain competitive. Since these costs are relatively fixed, the reduction in air service means the airport has to further subsidize the cost of the airport from other revenues.

In April 2014, American Eagle pulled out of the airport, which created a $1 million loss in revenues. A year later, Frontier Airlines terminated their services, creating additional revenue losses. The Airport has responded with a number of cost-cutting measures as well as negotiating modest increases to landing fees and rents with airlines to offset most of the revenue losses. These measures have helped rebalance the operating budget, but the Airport is still unable to cover its capital program needs over the next several years, which would therefore require the use of policy reserves to fund these costs.

Solid Waste Fund

The Solid Waste Fund accounts for the services, primarily provided by contract, associated with collection and disposal or processing of trash and recyclable materials. Collection is handled by the City's franchise hauler, MarBorg Industries, with the trash component sent to the County-operated Tajiguas Landfill. Recyclable materials are sorted and sold by a privately-run materials recovery facility (MRF) in Ventura.

Two years into a ten-year franchise agreement for collection and hauling, programs and services are reasonably stable. However, efforts continue towards continuing to increase

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diversion rates, particularly in the business sector, by expanding the current food scraps collection and composting program. This program has been very successful in diverting organic materials away from the landfill where they break down and generate harmful methane gas. The organic materials, primarily food collected from participating restaurants, are trucked to north Santa Barbara County where they are converted into compost and sold to local farmers.

With the Tajiguas Landfill expected to reach its permitted capacity within the next ten years, Solid Waste staff have been working with the County and the Cities of Goleta, Buellton, and Solvang to build a facility that will substantially extend the permitted capacity of Tajiguas. The facility, called the Resource Recovery Project (RRP), would include a MRF to sort the material in trash containers to extract recyclable materials (paper, aluminum cans, glass and plastics), thereby reducing the volume of materials buried at Tajiguas; and include an Anaerobic Digester that would take the organic fraction of the trash and convert it into energy and a potentially useful residue. The RRP has gone through environmental review and a vendor has been selected. The project is currently in the negotiations phase. Construction could begin in late fiscal year 2016 or early fiscal year 2017.

If built, the RRP will substantially reduce the amount of materials currently being buried by approximately 60%, provide rate stability over the contemplated twenty-year contract period, extend the life of the landfill, and mitigate the environmental impacts of buried organics.

Waterfront Fund

The Waterfront Fund, like the General Fund, has benefitted from the great weather these last few years, drawing many visitors to the waterfront area, including Stearns Wharf and the harbor. Waterfront revenues are largely affected by both economic conditions and weather, both of which have been excellent. A major component of Waterfront revenues is derived from rents charged to tenants in the harbor and on the Wharf, which include shops, restaurants and water sport rental outlets. Since rents are tied to gross revenues, the overall success of businesses has resulted in more revenues to the Waterfront Fund.

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Parking revenue has also increased. In addition to higher volume of transactions, the Waterfront has installed several automated payment systems in previously unmanned lots, replacing the old boxes operated on the honor system. In the old honor lots, visitors were required to insert their cash into slots assigned to each parking space. The new system allows for payment through a credit/debit card, which has increased the level of compliance of paid parking.

Slip transfer fees, charged when a rented slip changes hands, have seen a marked increase in the last two years. Similar to the real estate market, as the economy improves more boats are bought and sold, a transaction that often includes transfer of a slip permit. This slip transfer is subject to a fee paid to the Waterfront Fund for the privilege of immediate access to a Waterfront slip and in recognition that slips permits themselves have considerable value in the Santa Barbara Harbor, where demand for berthing far exceeds supply.

Additionally, cruise ship visits have become more popular over the last few years. Several years ago, key members of the business community, City staff, and members of Council made a concerted effort to attract cruise ships to the area during the off-season. Not only is it good for business, it is a way to promote Santa Barbara by having visitors get a glimpse of the many amenities and attractions the City has to offer, thus leading to future visits. Each year, between 25 and 30 cruise ships come to the City, generating net revenues of approximately $250,000 per year to the Waterfront Fund. Thus far, the cruise ships have been widely supported by local businesses.

Downtown Parking Fund

The Downtown Parking Program is responsible for the maintenance and operation of the City's parking system and infrastructure. This includes five parking structures, eight surface lots and two commuter parking lots primarily within the downtown corridor. The parking lots along the waterfront are operated by the Waterfront Department and, therefore, are not included within these numbers.

Of the total $8.4 million in Downtown Parking revenues projected for fiscal year 2016, approximately $5.2 million (62%) is derived from the hourly parking charges. Of the total transactions at the hourly lots, only 60% are paid transactions; the remaining 40% stay

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less than 75 minutes and therefore are free. The majority of the patrons use the parking lots to shop, eat at restaurants, attend events, or otherwise conduct business in and around the downtown area, and include both local residents and visitors. As such, the revenues are generally impacted by local economic conditions. As expected, given the favorable economic climate, hourly parking revenues have been strong in the last several years. Revenues over the next few years are expected to remain strong, and no increases or adjustments to parking rates are contemplated.

The next largest component of Downtown Parking revenue is derived from Parking and Business Improvement Area (PBIA) assessments, which is projected at $1.1 million for fiscal year 2016. The PBIA was created to offset the 75-minute free parking provided by the City in the parking lots. This partnership between the City and local businesses benefits businesses to varying degrees. The quarterly assessment to individual businesses is calculated using a formula that factors in the type of business, the proximity to a parking lot and whether the business provides dedicated parking for their customers.

An additional $1 million in revenue is projected in fiscal year 2016 from monthly parking permits at designated lots. The City also charges a heavily discounted fee per month in the two commuter parking lots, and that demand remains high.

An ongoing effort in fiscal year 2016 will be implementing the Downtown Parking Fund capital program, which totals $1.3 million. Most of the capital program funding is devoted to the ongoing maintenance of the structures and surface lots that address safety, cleanliness and customer service issues; however other improvements are planned, including installing energy efficient LED lighting in the parking garages; installing additional security cameras in the parking garages and surface lots; and installing more electric vehicle charging stations.

KEY INITIATIVES

Infrastructure Financing

In January 2008, the City Council formed the Infrastructure Financing Taskforce (IFT) to develop recommendations for addressing the unfunded infrastructure needs. The IFT consisted of members of the community appointed by Council and staffed by the City Administrator's Office and Finance Department. The report and recommendations were

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presented to the City Council in March 2009, in the midst of the Great Recession. With the General Fund facing major deficits, the City's ability to implement the more significant of the recommendations was severely hampered.

With a much improved economy and the funding gap growing, Council formed an Infrastructure Financing Committee last summer to bring this matter back to the forefront. During the summer and fall, a number of public meetings were held to educate the community on the issue and receive input on what their priorities might be among a long list of needs, including streets, sidewalks, facilities, etc. Those meetings were followed with additional public meetings to discuss financing options, such as selling bonds and/or increasing taxes. More recently, the City hired a firm to scientifically gauge the community's support for a ballot measure to provide the resources to address the infrastructure financing gap.

The City is facing an estimated $400 million funding gap – approximately $20 million per year. If the survey indicates general support, the City could place a tax measure sufficient to meet 50% of the infrastructure gap on the November 2015 ballot, approximately $10 million per year. One logical means of generating such revenues is increasing the local sales tax rate by ½ cent.

District Elections

In 2014, the City was sued for alleged racially polarized voting as defined in the California Voting Rights Act of 2001 (CVRA). The City recently settled the lawsuit with the plaintiffs, agreeing to move to district elections starting with the November 2015 election.

Ideally, a move to district elections would be left to the voters. In fiscal year 2015, the City held several public forums and created a website which offered an online tool for the public to view several district map options and suggest alternative district boundaries within certain parameters. Based on the input received, on March 30th the City Council adopted a map with the six districts consisting of approximately similar number of voters, and includes two districts where the majority of the voters are the minority, pursuant to the settlement agreement. In November 2015, three of the districts will be voting for a representative, and the remaining three districts will be voting in November 2017.

In addition to moving to district elections, the City also had to pay attorney fees of approximately $677,000.

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Efforts to Address Issues Surrounding Homelessness

In an effort to address issues surrounding homelessness, in 2011 the City established an Enhanced Restorative Policing Pilot Program funded from the former City Redevelopment Agency. The Program included the addition of a second police officer to the program, three part-time Outreach Workers and six part-time Community Service Liaisons. The Outreach Workers work with the two full-time restorative police officers to identify and assist homeless persons with housing and services. The Community Service Liaisons are assigned in teams of two to State Street, Cabrillo Boulevard and Milpas Street to be the "eyes and ears" of the Restorative Policing Program as well as local merchants. After a three-year pilot, the Program has transitioned to a permanent program funded by the General Fund.

Unfortunately, the downtown area still suffers from aggressive panhandling and other inappropriate behavior, including vending goods on sidewalks, urinating in public spaces, and sleeping on sidewalks. This type of behavior has been a problem for many years and the City has been searching for appropriate measures to curtail this type of activity while being sensitive to freedom of speech rights and other applicable and federal and state laws.

To that end, the City approved $150,000 in funding in fiscal year 2015 for six uniformed Community Service Officers (CSOs). Unlike the Community Service Liaisons, these CSOs will have citation authority to enforce City ordinances prohibiting certain behavior on State Street. More recently, the City Council approved proposed ordinances that, when adopted, will enable the City to more effectively address inappropriate behavior and activities along State Street, giving more enforcement capabilities to the CSOs. This comprehensive approach is intended to significantly reduce the level and types of unwanted activities in the main business corridor of the City.

Zoning Ordinance Update

The City is currently underway with updating the Municipal Code related to zoning. The Zoning Ordinance (Title 28 of the City's Municipal Code) establishes the zone classifications, permitted uses in the various zones, development standards and regulations, and the development review process. The zoning regulations affect land use, design, parcel size, building heights, density, setbacks, parking, landscaping,

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fencing and other aspects of property development and use.

The City's current Zoning Ordinance was first adopted in 1957, and has been amended many times over the years. However, it is out-of-date and difficult to apply consistently. As such, a comprehensive update is needed to bring it up to date to reflect current uses and practices.

At the end of the New Zoning Ordinance (NZO) process, the goal is to have an improved Zoning Ordinance that is:

- Restructured and easier to understand
- Modern and current
- Flexible in administering the code, including staff administrative authority for minor items
- Responsive to nonconforming situations

A Zoning Ordinance Update project was approved for funding beginning in fiscal year 2014. The cost is estimated at $602,000 to be spread over three years; $162,000 was funded in the fiscal year 2014 budget; $265,000 is included in the fiscal year 2015 budget for a consultant, a full-time Project Planner and City Attorney support; and the final funding of $175,000 is included in the fiscal year 2016 adopted budget. The project is expected to be completed by the end of fiscal year 2016.

Vacation Rentals

Over the last several years, there has been a significant increase in the number of private homeowners offering their residences as a short-term rental, particularly to visitors who might otherwise stay in a local hotel. Online websites and services, such as Airbnb make it easy for homeowners to list their homes or rooms for short-term rent (less than 30 days).

Many of these vacation rentals are located in areas of the City that are zoned for residential purposes only, thus they are not in compliance with local zoning ordinances. Several years ago, as they started to emerge, the City began pursuing collection of both transient occupancy taxes and business license taxes in accordance with applicable tax ordinances, while enforcement of the zoning rules was handled on a complaint basis. The City's General Fund currently receives approximately $800,000 annually from approximately 331 registered vacation rental properties. It is likely that many more vacation rentals exist that are not registered.

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Due to the rapid increase in popularity, the City recently evaluated options for how to appropriately deal with these types of activities. There are many differing views in the community. Certainly, vacation rentals have the ability to negatively impact the character and nature of neighborhoods; and there is also a concern that vacation rentals reduce the number of homes that would otherwise be available for monthly rentals where vacancy rates in residential rentals is virtually zero.

In June 2015, City Council directed staff to continue enforcing existing zoning regulations regarding vacation rentals and develop a work program to allow home sharing where residential uses are allowed. Over the next year, the City will hold public meetings to get input from stakeholders and decision-makers as staff implements this work program.

Guide to City Business Regulations and Services

As there are a number of laws, rules and regulations affecting new and existing businesses in Santa Barbara, the City offers many services and resources to the business community. In an effort to help businesses learn more about the City and help them be more successful and ensure they are complying with applicable rules and regulations, the City has started work on a series of informational tools, including brochures, videos and online resources targeted to the business community.

The first in this series targets small businesses, with an emphasis on new businesses. The tools, for example, inform businesses about taking out a business license; they provide information on activities/businesses that require City approval; and provide tips on what you should know before you sign a lease. In upcoming phases, the information will focus on what to know if you are expanding or relocating your business, and how to "green" your business.

Santa Barbara is known for its high standards, aesthetics and environmental leadership. The City's efforts to provide resources and information to the business community stem from the fact that local businesses play a vital role in the City's overall success and, to the extent the City can help make businesses successful, the City is better able to preserve the community's quality of life.

Key Capital Projects

Cabrillo Arts Pavilion and Bath House

The City is in the design and permitting phase for a major renovation of the

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Cabrillo Pavilion and Bathhouse. The primary objectives of the renovation project (Project) are to achieve a viable community recreation center and return the building to its original status as the "crown jewel of East Cabrillo Boulevard." Constructed and given to the City by David Gray, the Cabrillo Pavilion and Bathhouse has provided community cultural and recreational opportunities since 1926. Today, the building's outdated interiors, structural deficiencies, failing mechanical, electrical and plumbing systems, as well as poor site accessibility, significantly limit its potential to serve Santa Barbara residents and visitors. A City designated Structure of Merit and one of its most significant public assets, renovation of the building will ensure its role as a prime recreational facility well into the future.

The Project includes complete renovation of the facility's mechanical, electrical, plumbing and communication systems, and associated structural, seismic, fire protection, and accessibility upgrades. Proposed exterior building improvements include restoration of the original beach level promenade, renovation of exterior building modifications, site improvements, and renovation of landscaping, outdoor showers, and covered walkways adjacent to the playground. The Project also proposes installation of a boardwalk to connect to the recreational beach. Proposed interior improvements for the Bathhouse floor include restoration of the lobby, renovation of men's and women's shower and locker facilities, new multi-purpose rooms, a new small tenant space, and renovation of the private restaurant concession area. Improvements for the Pavilion floor include redesign of the lobby to create one large room, renovation of the main special event room and restrooms, installation of a modern prep kitchen for special events and functions, and renovation of the enclosed terrace with new windows and doors. An interior elevator will connect the two floors.

The Project will be funded from revenues of the former redevelopment agency (RDA), totaling approximately $9.1 million. The Governor's action a few years ago to dissolve RDAs statewide resulted in a loss of ongoing revenues for infrastructure improvements. As these funds were deemed "committed", the City was able to retain the funds for this project rather than be part of the monies the City had to effectively give to the State. Additional project support of $1.5 million is proposed from the General Fund with a goal of attaining $1.5 million in matching grant funds and community fundraising for a total estimated project cost of $12 million.

Children's Library

After a successful community-wide fundraising effort that raised approximately $3.8 million and a contribution from the City of $500,000, work on the new Children's Library is

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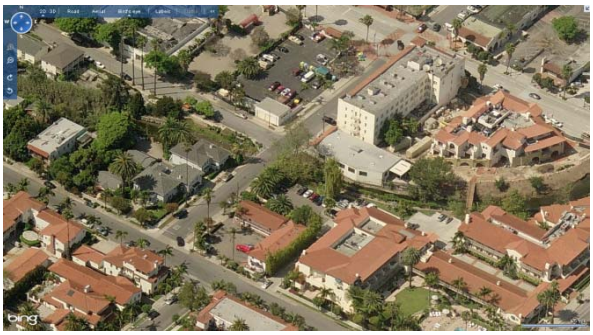
nearing completion. There has been a tremendous amount of support from the community for this project, and both the Friends of Santa Barbara Public Library and the recently formed Santa Barbara Public Library Foundation have been major partners in this effort.

The previous Children's Library was located on the main floor of the Central Library but no longer met the needs of the community in terms of space, function, technology and furnishings appropriate for children. The new Children's Library will be located on the lower floor and will feature state-of-the art equipment, furnishings, and technology suited to children.

Bridges

The City of Santa Barbara has an inventory of over 60 vehicle bridges. Many of these bridges are approaching 100 years of age or have been deemed structurally deficient by Caltrans. Therefore, the City has developed a bridge program aimed at replacing this aging infrastructure.



Over the past several years, the City has completed bridge replacement projects at De La Vina, Ortega, and Chapala Streets over Mission Creek. Additional bridge replacement projects at Cabrillo, Mason, and Cota Streets over Mission Creek are currently under construction. With other private development work underway on lower State Street near Cabrillo Boulevard, including the La Entrada Project and the new Children's Museum adjacent to the railroad station, successfully managing the flow of traffic and pedestrians is an important element of the Cabrillo Bridge project.

Design for replacement of the De La Guerra and Gutierrez Street bridges over Mission Creek is underway. These bridge replacements are an integral part of the Lower Mission Creek Flood Control Project, which will increase the flood water conveyance and enhance the riparian habitat along Lower Mission Creek.

In addition to these projects on Lower Mission Creek, design is also underway for the replacement of the Quinientos Street and Montecito Street bridges over Sycamore Creek as well as the Anapamu Street Bridge over Old Mission Creek.

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Major Private Developments

Children's Museum

The Wolf Museum of Exploration + Innovation (MOXI) is building a world-class museum from the ground up on Lower State Street near the Santa Barbara Railroad Depot. The Museum will be built on land owned by the City, which will be secured through a long-term ground lease.

MOXI is billed to provide a vibrant, one-of-a-kind experience where brains play and minds work. MOXI will be built to create a new museum for the 21st century, based on thorough research, cutting edge ideas, and the best practices of children's museums and science centers around the globe. In addition, MOXI is aligned with national goals to boost student achievement in Science, Technology, Engineering, the Arts, and Math (STEAM), ensuring that children learn the critical thinking skills they will need to succeed in the future.

La Entrada Project

After many years of delays and uncertainty underlying the project, the Entrada de Santa Barbara project (referred to as "La Entrada") is now underway. The project is located on State Street between Cabrillo Boulevard and the Union Pacific Railroad, and on West Mason Street from Kimberly Avenue to State Street, and will include a 114-room luxury hotel, nine fractional vacation units, and 21,557 square feet of retail space with open plazas, paseos and gardens. The project includes widening the State Street sidewalks, installing new landscaping and street trees, utilities, decorative street lights and roadway improvements.

Along with the new Children's Museum on the 125 block of State Street and the bridge improvements going on in the area, lower State Street near Cabrillo Blvd is undergoing a major revitalization. With the emergence of restaurants, wine tasting rooms and micro-breweries in the Funk Zone, which has quickly grown in popularity, once all of the construction is completed, lower State Street will truly become the "Entrance to Santa Barbara" and finally integrate all of State Street from the beach to all of downtown.

CONCLUSION

The adopted 2016 budget reflects the strong revenue growth we are seeing with an improved local and national economy. This increase in revenue has allowed us to make strategic restoration of services in key areas, put more money towards our policy reserve goals, and continue to make funding capital improvements a priority.

City Administrator's Budget Message

Challenges remain of course, including the severe drought conditions which will lead to higher water rates, the reactivation of the desalination plant, and continued emphasis on conservation for the community. Finding adequate resources to fund our deficit in infrastructure financing will also be a key discussion during the next fiscal year. And the City will also start its transition to a district based City Council with the November 2015 election. I believe the organization is well prepared to face these and other challenges going forward and City staff look forward to working with the City Council and community on appropriate responses.

The preparation of the annual budget is a substantial effort on behalf of the entire organization and one of the most important things we do in city management. I want to thank all the departments for their effort and creativity in putting the budget together and keeping a focus on how best to deliver services to the community. I especially want to thank the budget managers for each of the departments who put in so much time and effort to get it all right.

I also want to recognize the efforts of the City's strong finance team for their countless hours, late nights and long weekends in putting the budget together. This includes Acting Assistant City Administrator/Finance Director Robert Samario, Budget Manager Michael Pease, Budget Analyst Jonathan Abad, Administrative Analyst Kate Whan, Treasury Manager Julie Nemes, Treasury Analyst Diego Martin, and Executive Assistant Jennifer Disney. Their professionalism and dedication are greatly appreciated.

Respectfully submitted,

Paul Casey
City Administrator

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Directory of City Officials

Helene Schneider
Mayor

Dale Francisco
Councilmember

Cathy Murillo
Councilmember

Gregg Hart
Councilmember

Randy Rowse
Councilmember

Frank Hotchkiss
Councilmember

Harwood "Bendy" White
Councilmember

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

Ariel Pierre Calonne
City Attorney

Robert Samario
Acting Assistant City Administrator

Kristine E. Schmidt
Administrative Services Director

Irene Macias
Library Director

Hazel Johns
Airport Director

Nancy L. Rapp
Parks and Recreation Director

George R. Buell
Community Development Director

Camerino Sanchez
Police Chief

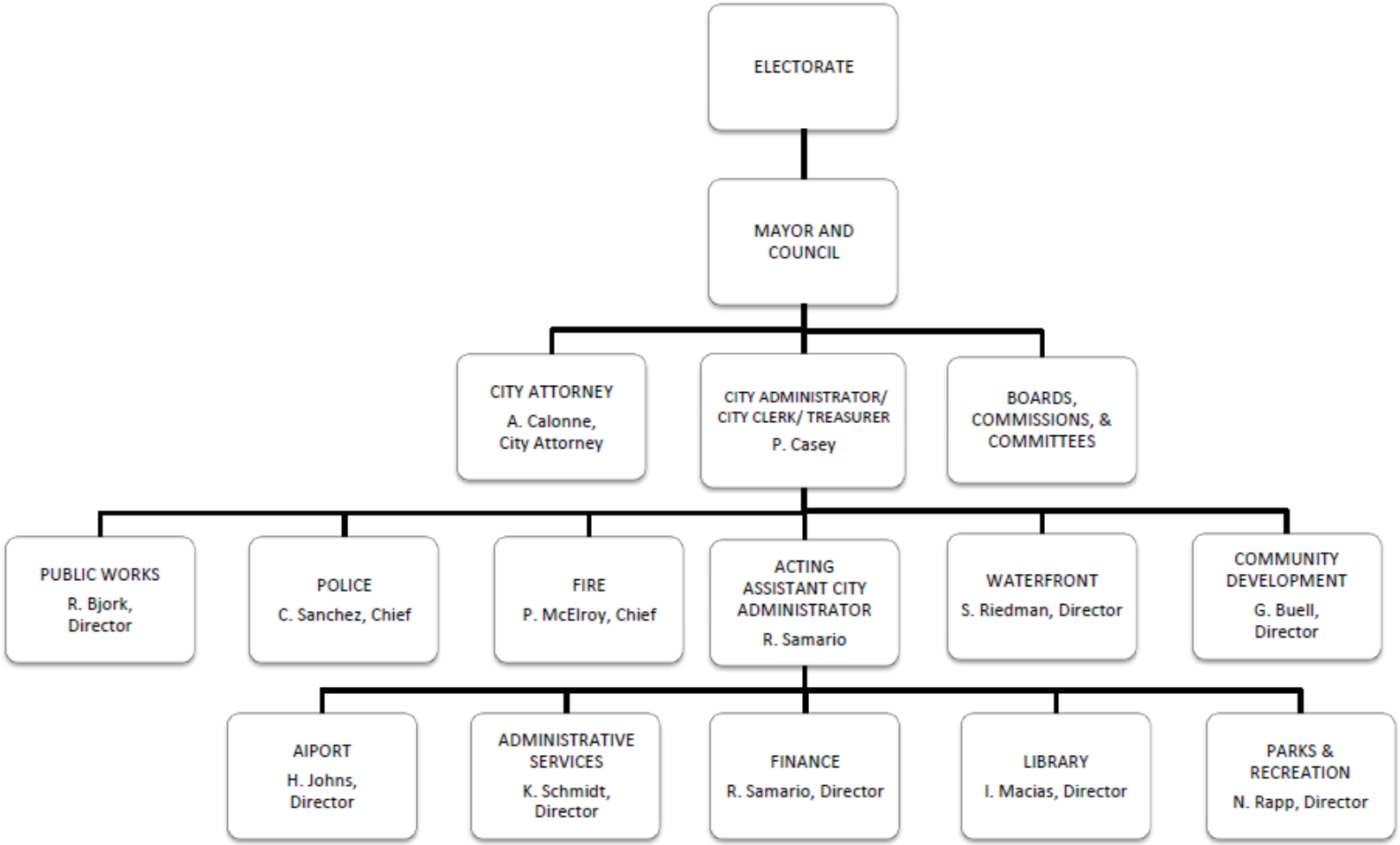
Robert Samario
Finance Director

Rebecca J. Bjork
Public Works Director

Pat McElroy
Fire Chief

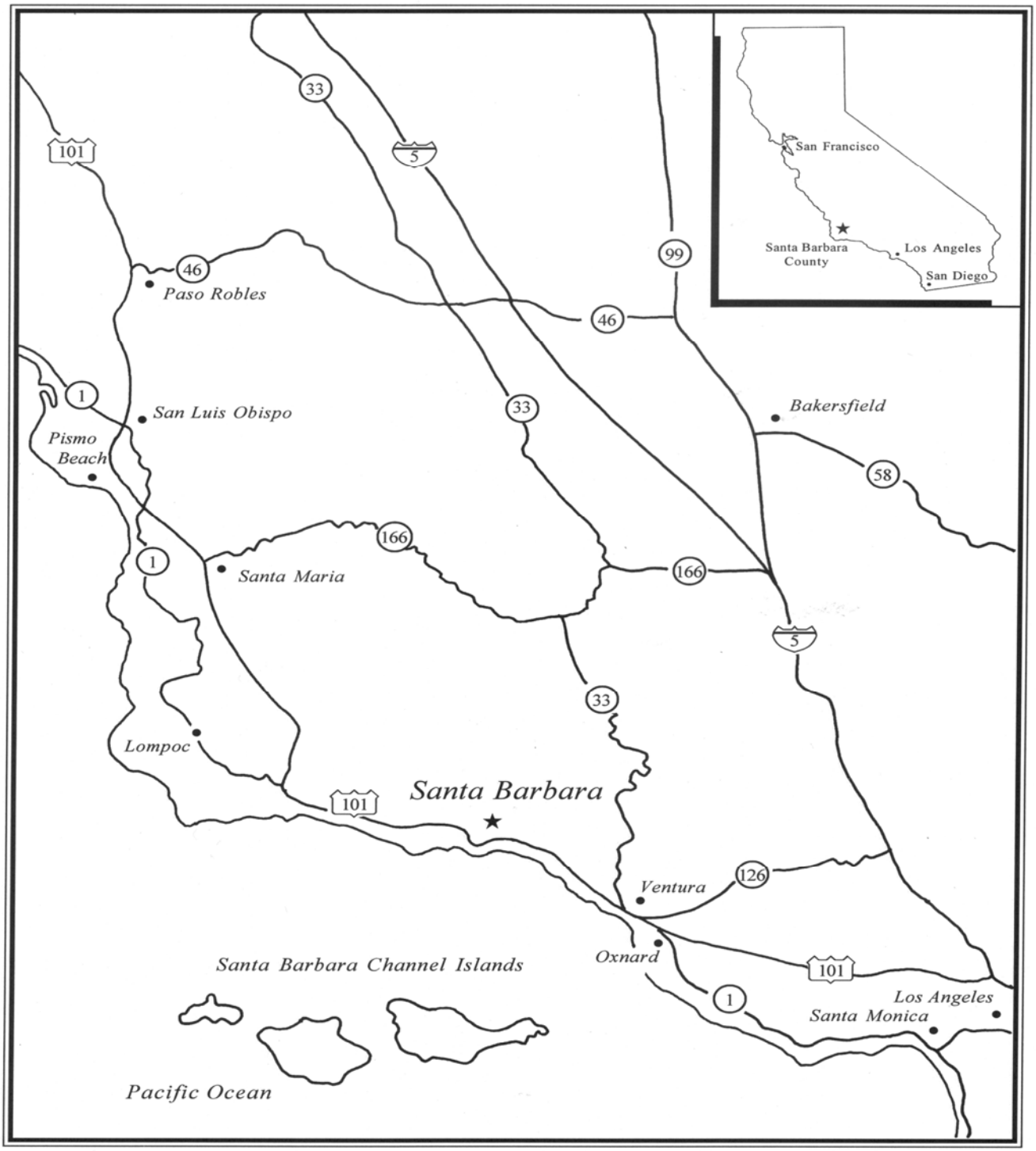
Scott Riedman
Waterfront Director

CITY OF SANTA BARBARA
ORGANIZATIONAL CHART



Updated 01/28/2015

Santa Barbara Area Map



COMMUNITY PROFILE

About the City of Santa Barbara

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

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

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

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

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

Miscellaneous Statistics

General City Information:

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

Community Forest, Beaches and Gardens:

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

Airport:

Number of terminals	1
Number of commercial carriers	3
Number of ticketed passengers annually	662,661
Number of runways	3
Total airport acreage	950
Commercial / industrial acreage	95
Number of leased buildings	51
Goleta Slough Ecological Reserve wetlands acreage	400

Hospitals:

Number of hospitals	1
Number of patient beds	408

Libraries:

Number of city libraries	2
Number of county libraries	6
Total volumes	331,253

Municipal Water Operation:

Gallons of potable water treated and distributed annually	3.75 billion
Gallons of reclaimed water treated and distributed annually	100 million
Number of reservoirs	14
Number of pump stations	11
Number of treatment plants	2
Number of wells	8
Number of water reclamation plants	1

Miscellaneous Statistics

Municipal Wastewater Operation:

Number of treatment plants	1
Number of lift stations	7
Gallons of water treated annually	2.4billion

Parks and Recreation:

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

Public Safety:

Number of police stations	1
Number of police officers and other sworn personnel	142
Number of law violations	
Total arrests	15,804
Traffic citations	9,076
Parking citations	90,000
Number of fire stations	8
Number of firefighters and officers	91

Public Schools:

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

Waterfront:

Acreage of city-managed tidelands and submerged lands	252
Wharf length in feet	1,950
Acreage of wharf decking	3.8
Number of marinas	4
Number of commercial and pleasure vessel slips	1,139
Number of waterfront property leases	65

COMMUNITY PROFILE

Demographics

Regional Population [3]

City of Santa Barbara	90,385
Santa Barbara County	433,398
San Luis Obispo County	272,357
Ventura County	842,967

Area (in square miles)

Land area	21.1
Water area	22.0
Total area	43.1

Gender [1]

	#	%
Male	44,152	49.6
Female	44,910	50.4

Age [1]

Median age (in years)	36.10

Population Demographics [7]

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

Housing [1]

Median home price (2011) [6]	$821,813

	#	%
Total housing units	37,704	100.0
Occupied housing units	34,444	91.4
Vacant housing units	3,268	8.6
Seasonal, recreational, or occasional use housing	776	2.1
Homeowner vacancy rate	(X)	1.3
Rental vacancy rate	(X)	4.1

Housing Tenure [1]

Occupied housing units	34,444	100.0
Owner-occupied units	13,762	40.0
Renter-occupied units	20,682	60.0
Avg. household size of owner-occupied units	2.51	(X)
Avg. household size of renter-occupied units	2.56	(X)

Race and Ethnicity [1]

	%
White	73.5
Black or African American	1.9
American Indian/Alaska Native	0.7
Asian-Pacific Islander	3.7
Some other race	17.0
Two or more races	3.3
Hispanic or Latino (of any race)	40.7

Education [5]

	%
High school graduate	12.2
College graduates (2 year)	5.7
College graduates (4 year)	26.3
Graduate degrees	19.1

COMMUNITY PROFILE

Demographics

Employment [1a]

Work population (16 yrs and older) [1]	73,886
Residents by major profession:	%
Management, professional and related	42.5
Sales and office occupation	21.3
Service	22.2
Construction, maintenance, production and transportation	14.0
City family median annual income [1]	$65,034

Economic Demographics [2]

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

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

University of California, Santa Barbara (higher education)	4,379
County of Santa Barbara (government)	3,900
Santa Barbara City College (education)	2,644
Cottage Hospital and Health System (healthcare)	2,632
Santa Barbara Unified School District (education)	1,500
Raytheon (aerospace and defense)	1,300
Sansum Medical Clinic (healthcare)	1,040
City of Santa Barbara [8] (government)	1,027.70
Santa Barbara County Education Office (education)	929
U.S. Postal Service (postal services)	805

(1) **Source:** U.S. Bureau of the Census, American Community Survey, 2009-2013 (5-Year Est.)

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

(2) **Source:** U.S. Bureau of the Census, 2007 Economic Census

(3) State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2013 and 2014.* Sacramento, California, May 2014.

(4) **Source:** Pacific Coast Business Times, 2014

(5) **Source:** U.S Bureau of the Census, American Community Survey, 2013 (1-Year Est.)

(6) **Source**: DataQuick – Santa Barbara County

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

(8) Includes permanent full-time equivalent positions as of July, 1, 2015

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SUMMARY OF SOURCES

FY 2016 Adopted Budget

	SOURCES		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund	$ -	124,596,535	124,596,535
Capital Outlay Fund	2,440,000	-	2,440,000
Special Revenue Funds			
City Affordable Housing	-	553,300	553,300
Community Dev. Block Grant	-	1,203,372	1,203,372
County Library	254,446	1,793,751	2,048,197
Creeks Restoration and Water Quality	-	4,070,672	4,070,672
HOME Grant	-	345,230	345,230
Miscellaneous Grants	-	547,223	547,223
Police Asset Forfeiture and Grants	3,006	124,604	127,610
Redevelopment Obligation Retirement	-	8,419,610	8,419,610
Street Sweeping	8,914	883,322	892,236
Streets	751,059	10,062,007	10,813,066
Supplemental Law Enforcement	-	144,188	144,188
Traffic Safety	-	525,000	525,000
Transportation Development Act	-	74,063	74,063
Transportation Sales Tax	266,072	3,669,665	3,935,737
Wildland Fire Benefit Assessment	29,843	248,058	277,901
Enterprise Funds			
Airport	1,385,855	16,455,111	17,840,966
Airport Capital Grants (FAA/PFC)	3,900	1,329,418	1,333,318
Airport Customer Facility Charge (CFC)	-	866,711	866,711
Downtown Parking	488,932	8,383,944	8,872,876
Golf	48,551	2,266,957	2,315,508
Solid Waste	-	20,952,792	20,952,792
Wastewater	585,384	44,490,927	45,076,311
Water	6,130,949	92,367,662	98,498,611
Waterfront	586,996	15,050,300	15,637,296
Internal Service Funds			
Information Systems	380,472	3,304,557	3,685,029
Facilities Management	-	7,486,724	7,486,724
Fire Equipment Replacement	478,874	47,850	526,724
Fleet Management	738,552	5,968,428	6,706,980
Police Equipment Replacement	-	53,032	53,032
Post-Employment Benefits	-	1,835,000	1,835,000
Self-Insurance	-	7,068,083	7,068,083
Citywide Subtotal	$ 14,581,805	$ 385,188,096	$ 399,769,901
Less: Inter-Fund Transactions	-	(44,044,799)	(44,044,799)
Citywide Total	$ 14,581,805	$ 341,143,297	$ 355,725,102

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Surplus
General Fund	$ 124,291,535	305,000	124,596,535	-
Capital Outlay Fund	-	2,440,000	2,440,000	-
Special Revenue Funds				
City Affordable Housing	553,300	-	553,300	-
Community Dev. Block Grant	1,203,372	-	1,203,372	-
County Library	2,048,197	-	2,048,197	-
Creeks Restoration and Water Quality	2,419,299	1,325,000	3,744,299	326,373
HOME Grant	345,230	-	345,230	-
Miscellaneous Grants	547,223	-	547,223	-
Police Asset Forfeiture and Grants	127,610	-	127,610	-
Redevelopment Obligation Retirement	8,419,610	-	8,419,610	-
Street Sweeping	892,236	-	892,236	-
Streets	8,588,325	2,224,741	10,813,066	-
Supplemental Law Enforcement	144,188	-	144,188	-
Traffic Safety	525,000	-	525,000	-
Transportation Development Act	-	74,063	74,063	-
Transportation Sales Tax	2,327,733	1,608,004	3,935,737	-
Wildland Fire Benefit Assessment	277,901	-	277,901	-
Enterprise Funds				
Airport	16,645,966	1,195,000	17,840,966	-
Airport Capital Grants (FAA/PFC)	1,333,318	-	1,333,318	-
Airport Customer Facility Charge (CFC)	866,711	-	866,711	-
Downtown Parking	7,567,876	1,305,000	8,872,876	-
Golf	2,050,460	265,048	2,315,508	-
Solid Waste	20,871,991	-	20,871,991	80,801
Wastewater	15,016,311	30,060,000	45,076,311	-
Water	40,623,611	57,875,000	98,498,611	-
Waterfront	12,657,450	2,979,846	15,637,296	-
Internal Service Funds				
Information Systems	3,331,029	354,000	3,685,029	-
Facilities Management	6,801,112	685,612	7,486,724	-
Fire Equipment Replacement	526,724	-	526,724	-
Fleet Management	3,590,743	3,116,237	6,706,980	-
Police Equipment Replacement	53,032	-	53,032	-
Post-Employment Benefits	1,835,000	-	1,835,000	-
Self-Insurance	6,891,471	-	6,891,471	176,612
Citywide Subtotal	$ 293,373,564	$ 105,812,551	$ 399,186,115	$ 583,786
Less: Inter-Fund Transactions	(44,044,799)	-	(44,044,799)	-
Citywide Total	$ 249,328,765	$ 105,812,551	$ 355,141,316	$ 583,786

SUMMARY OF SOURCES

FY 2017 Proposed Budget

	SOURCES		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund	-	128,669,995	128,669,995
Capital Outlay Fund	300,000	-	300,000
Special Revenue Funds			
City Affordable Housing	-	583,000	583,000
Community Dev. Block Grant	-	1,203,372	1,203,372
County Library	329,383	1,794,179	2,123,562
Creeks Restoration and Water Quality	-	4,331,272	4,331,272
HOME Grant	-	345,230	345,230
Miscellaneous Grants	-	550,236	550,236
Police Asset Forfeiture and Grants	4,805	125,004	129,809
Redevelopment Obligation Retirement	-	8,405,630	8,405,630
Street Sweeping	14,274	922,843	937,117
Streets	620,257	10,150,932	10,771,189
Supplemental Law Enforcement	-	140,000	140,000
Traffic Safety	-	525,000	525,000
Transportation Development Act	-	73,963	73,963
Transportation Sales Tax	100,129	3,595,017	3,695,146
Wildland Fire Benefit Assessment	-	250,539	250,539
Enterprise Funds			
Airport	621,022	16,924,839	17,545,861
Airport Capital Grants (FAA/PFC)	4,600	1,328,718	1,333,318
Airport Customer Facility Charge (CFC)	-	868,842	868,842
Downtown Parking	482,088	8,382,512	8,864,600
Golf	64,980	2,296,857	2,361,837
Solid Waste	-	21,068,982	21,068,982
Wastewater	-	19,467,507	19,467,507
Water	2,445,339	49,151,811	51,597,150
Waterfront	706,078	15,597,607	16,303,685
Internal Service Funds			
Information Systems	23,316	3,398,945	3,422,261
Facilities Management	-	7,452,776	7,452,776
Fire Equipment Replacement	-	47,850	47,850
Fleet Management	816,030	6,071,270	6,887,300
Police Equipment Replacement	-	53,032	53,032
Post-Employment Benefits Fund	-	1,835,000	1,835,000
Self-Insurance	-	7,591,982	7,591,982
Citywide Subtotal	$ 6,532,301	$ 323,204,742	$ 329,737,043
Less: Inter-Fund Transactions	-	(45,038,234)	(45,038,234)
Citywide Total	$ 6,532,301	$ 278,166,508	$ 284,698,809

AND USES OF FUNDS

	USES			
	Operating Budget	Capital Program	Total Uses	Surplus
General Fund	127,374,995	1,295,000	128,669,995	-
Capital Outlay Fund	-	300,000	300,000	-
Special Revenue Funds				
City Affordable Housing	583,000	-	583,000	-
Community Dev. Block Grant	1,203,372	-	1,203,372	-
County Library	2,123,562	-	2,123,562	-
Creeks Restoration and Water Quality	2,536,094	1,375,000	3,911,094	420,178
HOME Grant	345,230	-	345,230	-
Miscellaneous Grants	550,236	-	550,236	-
Police Asset Forfeiture and Grants	129,809	-	129,809	-
Redevelopment Obligation Retirement	8,405,630	-	8,405,630	-
Street Sweeping	937,117	-	937,117	-
Streets	8,913,450	1,857,739	10,771,189	-
Supplemental Law Enforcement	140,000	-	140,000	-
Traffic Safety	525,000	-	525,000	-
Transportation Development Act	-	73,963	73,963	-
Transportation Sales Tax	2,408,985	1,286,161	3,695,146	-
Wildland Fire Benefit Assessment	250,539	-	250,539	-
Enterprise Funds				
Airport	17,045,861	500,000	17,545,861	-
Airport Capital Grants (FAA/PFC)	1,333,318	-	1,333,318	-
Airport Customer Facility Charge (CFC)	868,842	-	868,842	-
Downtown Parking	7,824,600	1,040,000	8,864,600	-
Golf	2,106,289	255,548	2,361,837	-
Solid Waste	21,038,105	-	21,038,105	30,877
Wastewater	15,414,698	3,870,000	19,284,698	182,809
Water	41,062,150	10,535,000	51,597,150	-
Waterfront	13,092,230	3,211,455	16,303,685	-
Internal Service Funds				
Information Systems	3,281,761	140,500	3,422,261	-
Facilities Management	6,970,044	482,732	7,452,776	-
Fire Equipment Replacement	47,850	-	47,850	-
Fleet Management	3,068,947	3,818,353	6,887,300	-
Police Equipment Replacement	53,032	-	53,032	-
Post-Employment Benefits Fund	1,835,000	-	1,835,000	-
Self-Insurance	7,360,591	-	7,360,591	231,391
Citywide Subtotal	$ 298,830,337	$ 30,041,451	$ 328,871,788	$ 865,255
Less: Inter-Fund Transactions	(45,038,234)	-	(45,038,234)	-
Citywide Total	$ 253,792,103	$ 30,041,451	$ 283,833,554	$ 865,255

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Summary of Revenues by Fund

GENERAL FUND

	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Taxes					
Sales and Use	$ 21,323,309	$ 21,726,115	$ 22,311,041	$ 23,367,961	$ 24,426,951
Utility Users	7,008,202	7,257,800	6,973,700	7,219,700	7,395,000
Property	26,555,242	27,164,000	27,669,900	28,742,300	29,857,700
Transient Occupancy	16,821,995	17,641,400	18,612,400	19,707,100	21,022,100
Business License	2,555,399	2,571,200	2,564,800	2,624,400	2,677,900
Real Property Transfer	668,641	678,000	639,900	659,100	678,900
Total Taxes	**$ 74,932,787**	**$ 77,038,515**	**$ 78,771,741**	**$ 82,320,561**	**$ 86,058,551**
Licenses					
Animal Licenses	113,429	132,800	120,900	129,000	129,000
Miscellaneous License and Permits	84,234	100,700	78,500	90,700	95,700
Total Licenses	**$ 197,663**	**$ 233,500**	**$ 199,400**	**$ 219,700**	**$ 224,700**
Fines and Forfeitures					
Late Payment Penalties	340,650	300,000	341,700	310,000	310,000
Parking Violations	2,565,829	2,681,987	2,547,853	2,701,987	2,707,400
Library	136,396	105,500	105,500	89,500	89,500
Municipal Court Fines	86,224	120,000	100,000	100,000	100,000
Total Fines and Forfeitures	**$ 3,129,099**	**$ 3,207,487**	**$ 3,095,053**	**$ 3,201,487**	**$ 3,206,900**
Use of Money and Property					
Investment Income	772,960	627,224	629,660	633,743	619,767
Rents and Concessions	371,333	398,797	385,557	419,316	429,613
Total Use of Money and Property	**$ 1,144,293**	**$ 1,026,021**	**$ 1,015,217**	**$ 1,053,059**	**$ 1,049,380**
Intergovernmental					
JPA - Clets	73,705	80,732	80,732	80,732	80,732
Library Intergovernmental and Grants	827,804	915,731	853,398	882,618	870,793
Miscellaneous Grants	144,027	94,750	94,750	90,220	90,220
Mutual Aid Reimbursement	1,079,422	423,046	562,183	423,000	423,000

Summary of Revenues by Fund (continued)

GENERAL FUND (continued)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
P.O.S.T. Reimbursement	$ 19,819	$ 46,000	$ 170,000	$ 55,000	$ 55,000
School District	52,325	54,388	54,388	55,476	55,476
SB 90 Reimbursements	49,502	-	216,585	200,000	200,000
Total Intergovernmental	**$ 2,286,548**	**$ 1,614,647**	**$ 2,070,436**	**$ 1,822,046**	**$ 1,810,221**
Service Charges	**$ 10,369,036**	**$ 10,871,401**	**$ 10,965,271**	**$ 11,180,508**	**$ 11,391,442**
Interfund Charges and Reimbursements	**$ 14,970,553**	**$ 15,621,144**	**$ 15,511,645**	**$ 16,792,199**	**$ 17,167,135**
Interfund Transfers	**$ 1,663,703**	**$ 1,433,377**	**$ 1,283,377**	**$ 1,512,193**	**$ 1,240,966**
Other Revenues					
Donations	194,923	200,025	190,871	178,748	177,748
Franchise Fees	3,822,441	3,771,000	3,899,900	3,219,400	3,242,900
Library Gift Funds	-	136,957	136,957	136,686	136,957
Miscellaneous	726,086	733,895	857,630	818,948	822,095
Video Provider PEG Fees	140,359	138,000	138,000	141,000	141,000
Total Other Revenue	**$ 4,883,809**	**$ 4,979,877**	**$ 5,223,358**	**$ 4,494,782**	**$ 4,520,700**
Anticipated Year-End Variance	**$ -**	**$ 1,200,000**	**$ 1,200,000**	**$ 2,000,000**	**$ 2,000,000**
TOTAL GENERAL FUND	**$ 113,577,490**	**$ 117,225,968**	**$ 119,335,498**	**$ 124,596,535**	**$ 128,669,995**
CAPITAL PROJECT FUNDS					
Capital Outlay Fund	140,277	1,964,993	1,964,993	-	-
TOTAL CAPITAL PROJECT	**$ 140,277**	**$ 1,964,993**	**$ 1,964,993**	**$ -**	**$ -**
SPECIAL REVENUE FUNDS					
City Affordable Housing	669,863	500,000	733,300	553,300	583,000
Community Development Block Grant	1,089,458	1,838,117	1,169,122	1,203,372	1,203,372
County Library	2,078,317	1,918,015	1,910,215	1,793,751	1,794,179
Creeks Restoration/Water Quality	8,313,965	6,139,602	4,145,867	4,070,672	4,331,272
Disaster Recovery Initiative Fund	1,120,302	1,658,582	1,656,103	-	-
HOME Grant	499,917	1,956,801	449,115	345,230	345,230
Miscellaneous Grants	1,071,460	2,698,982	2,577,852	547,223	550,236
Police Asset Forfeiture and Grants	291,062	120,536	120,536	124,604	125,004
Redevelopment Obligation Retirement	9,507,207	8,469,975	8,469,975	8,419,610	8,405,630

Summary of Revenues by Fund (continued)

SPECIAL REVENUE FUNDS (continued)

	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Street Sweeping	$ 1,005,569	$ 911,255	$ 928,255	$ 883,322	$ 922,843
Streets	19,543,865	55,619,219	24,169,464	10,062,007	10,150,932
Supplemental Law Enforcement	127,981	144,188	140,000	144,188	140,000
Traffic Safety	580,151	525,000	525,000	525,000	525,000
Transportation Development Act	68,866	71,472	71,702	74,063	73,963
Transportation Sales Tax	3,455,237	3,376,976	3,546,400	3,669,665	3,595,017
Wildland Fire Benefit Assessment	243,426	246,285	246,285	248,058	250,539
TOTAL SPECIAL REVENUE	**$ 49,666,646**	**$ 86,195,006**	**$ 50,859,191**	**$ 32,664,065**	**$ 32,996,217**

ENTERPRISE FUNDS

Airport Fund					
Leases - Commercial	4,190,885	4,545,175	4,196,928	4,488,390	4,673,100
Leases - Non-Commercial	1,922,882	2,032,730	2,216,874	2,314,450	2,376,900
Leases - Terminal	4,987,205	4,607,134	4,800,982	4,884,637	4,911,328
Leases - Commerical Aviation	4,278,204	4,218,655	4,446,485	4,544,034	4,742,211
Interest Income	147,862	121,800	107,400	107,300	105,000
Miscellaneous	214,133	270,215	346,939	116,300	116,300
Subtotal	**$ 15,741,171**	**$ 15,795,709**	**$ 16,115,608**	**$ 16,455,111**	**$ 16,924,839**
Airport Capital Grants Fund	**$ 4,643,272**	**$ 4,122,618**	**$ 4,076,210**	**$ 1,329,418**	**$ 1,328,718**
Airport Facility Charge Fund	**$ 1,111,342**	**$ 956,471**	**$ 968,703**	**$ 866,711**	**$ 868,842**
Downtown Parking Fund					
PBIA Assessment	1,009,607	980,000	1,084,000	1,080,000	1,080,000
Hourly Parking	5,255,142	4,970,000	5,303,887	5,295,000	5,295,000
Other Parking Fees	1,038,278	1,015,000	1,088,597	1,090,000	1,090,000
Lobero Garage	268,084	290,946	302,327	309,826	309,634
Commuter Lots	262,502	260,000	341,865	340,000	340,000
Interest Income	125,817	102,100	104,300	104,200	102,000
Rents and Leases	71,873	104,000	104,000	107,000	107,960
Transfer of Successor Agency To City	28,956,177	-	-	-	-
Miscellaneous	92,662	214,887	115,218	57,918	57,918
Subtotal	**$ 37,080,142**	**$ 7,936,933**	**$ 8,444,194**	**$ 8,383,944**	**$ 8,382,512**

Summary of Revenues by Fund (continued)

ENTERPRISE FUNDS (continued)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Golf Fund					
Greens Fees	$ 1,664,726	$ 1,766,876	$ 1,673,867	$ 1,753,034	$ 1,783,034
Concessions	328,701	313,572	310,022	325,523	325,523
Interest Income	11,710	10,100	7,900	7,900	7,800
Miscellaneous	37,948	500	1,054	180,500	180,500
Subtotal	**$ 2,043,085**	**$ 2,091,048**	**$ 1,992,843**	**$ 2,266,957**	**$ 2,296,857**
Solid Waste	**$ 20,689,401**	**$ 20,645,776**	**$ 20,820,858**	**$ 20,952,792**	**$ 21,068,982**
Wastewater Fund					
Service Charges	17,187,404	17,873,555	17,188,106	17,801,601	18,691,681
Connection Fees	224,749	231,000	303,421	248,368	248,368
Mission Canyon Charges	493,408	509,121	502,590	251,300	251,300
Interest Income	198,838	158,100	162,800	162,700	159,200
Rents and Leases	15,650	20,887	34,358	34,358	34,358
Intergovernmental	976,269	4,996,538	3,241,568	25,910,000	-
Miscellaneous	108,944	90,950	68,035	82,600	82,600
Subtotal	**$ 19,205,263**	**$ 23,880,151**	**$ 21,500,878**	**$ 44,490,927**	**$ 19,467,507**
Water Fund					
Metered Sales	33,296,287	34,869,458	31,069,458	41,800,000	45,500,000
Water Service & Meters	343,004	330,500	333,717	336,000	336,000
Water Turn On Fees	188,357	221,000	226,413	210,000	210,000
Water Tap Fees	87,321	50,000	170,594	100,000	100,000
J.P.A. Reimbursement	2,440,251	3,517,929	2,164,304	2,400,740	2,494,089
Interest Income	671,769	529,200	438,431	437,950	428,750
Intergovernmental	4,444,947	3,000,611	193,501	47,000,000	-
Miscellaneous	129,982	47,872	134,146	82,972	82,972
Subtotal	**$ 41,601,918**	**$ 42,566,570**	**$ 34,730,564**	**$ 92,367,662**	**$ 49,151,811**
Waterfront Fund					
Leases - Commercial	1,467,157	1,401,007	1,520,521	1,428,787	1,457,122
Leases - Food Service	2,977,798	2,694,636	3,020,382	2,844,333	2,894,552
Leases - Other	317,498	304,966	302,568	310,770	316,650

Summary of Revenues by Fund (continued)

ENTERPRISE FUNDS (cont'd)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Interest Income	$ 157,477	$ 117,000	$ 95,800	$ 95,700	$ 93,700
Parking Fees & Permits	2,769,146	2,323,966	2,607,516	2,647,578	2,692,929
Slip Rentals	4,138,316	4,204,739	4,204,739	4,288,834	4,374,611
Visitor Fees	454,520	455,000	455,000	500,000	500,000
Slip Transfer Fees	672,450	575,000	750,000	575,000	575,000
Live Aboard Fees	151,074	153,000	153,000	156,060	159,181
Intergovernmental	1,933,495	4,509,032	1,684,800	1,601,702	1,858,311
Miscellaneous	897,731	406,223	470,496	601,536	675,551
Subtotal	**$ 15,936,662**	**$ 17,144,569**	**$ 15,264,822**	**$ 15,050,300**	**$ 15,597,607**
TOTAL ENTERPRISE FUNDS	**$ 158,052,254**	**$ 135,139,845**	**$ 123,914,680**	**$ 202,163,822**	**$ 135,087,675**
INTERNAL SERVICE FUNDS					
Information Systems Fund	**$ 3,612,997**	**$ 3,120,588**	**$ 3,120,588**	**$ 3,304,557**	**$ 3,398,945**
Facilities Management Fund					
Building Maintenance	4,391,830	5,622,888	4,879,594	3,933,751	3,810,637
Electronic Communications	890,824	939,038	939,038	986,989	1,007,605
Energy Conservation	242,253	261,154	261,154	906,907	924,450
Custodial Services	1,397,696	1,443,177	1,443,177	1,659,077	1,710,084
Subtotal	**$ 6,922,603**	**$ 8,266,257**	**$ 7,522,963**	**$ 7,486,724**	**$ 7,452,776**
Fire Equipment Replacement	**$ -**	**$ 353,000**	**$ 353,000**	**$ 47,850**	**$ 47,850**
Fleet Management	**$ 5,292,249**	**$ 5,371,848**	**$ 5,490,115**	**$ 5,968,428**	**$ 6,071,270**
Self-Insurance Fund					
Workers' Compensation Premiums	2,950,702	3,388,165	3,388,165	3,564,376	3,738,562
Property/Liability Insurance Premiums	3,213,168	2,860,847	2,860,847	3,232,450	3,573,726

Summary of Revenues by Fund (continued)

INTERNAL SERVICE (cont'd)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Occupational Safety and Health Charges	$ 193,833	$ 203,462	$ 203,462	$ 231,057	$ 240,294
Interest Income	59,901	55,200	40,300	40,200	39,400
Miscellaneous	39,528	-	-	-	-
Subtotal	**$ 6,457,132**	**$ 6,507,674**	**$ 6,492,774**	**$ 7,068,083**	**$ 7,591,982**
Police Equipment Replacement	**$ -**	**$ -**	**$ -**	**$ 53,032**	**$ 53,032**
Post-Employment Benefits Fund	**$ 1,604,000**	**$ 1,604,000**	**$ 1,604,000**	**$ 1,835,000**	**$ 1,835,000**
TOTAL INTERNAL SERVICE	**$ 23,888,981**	**$ 25,223,367**	**$ 24,583,441**	**$ 25,763,674**	**$ 26,450,855**
TOTAL CITYWIDE REVENUE	**$ 345,325,648**	**$ 365,749,179**	**$ 320,657,803**	**$ 385,188,096**	**$ 323,204,742**
Less: All Inter-fund Transactions	(36,473,509)	(37,362,111)	(37,362,111)	(44,044,799)	(45,038,234)
CITYWIDE REVENUE (NET)	**$ 308,852,139**	**$ 328,387,068**	**$ 283,295,692**	**$ 341,143,297**	**$ 278,166,508**

Summary of Appropriations by Fund

GENERAL FUND	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Administrative Services					
Administration	$ -	$ -	$ -	$ 384,471	$ 410,234
City Clerk's Office	672,259	576,662	504,580	840,650	567,218
Human Resources	1,216,834	1,535,788	1,535,788	1,549,055	1,609,549
Subtotal	**$ 1,889,094**	**$ 2,112,450**	**$ 2,040,368**	**$ 2,774,176**	**$ 2,587,001**
City Administrator's Office					
Administration	1,517,641	1,709,162	1,470,173	1,518,230	1,589,364
City TV - Channel 18	520,336	575,011	598,511	588,589	605,040
Subtotal	**$ 2,037,977**	**$ 2,284,173**	**$ 2,068,684**	**$ 2,106,819**	**$ 2,194,404**
City Attorney's Office	**$ 2,083,451**	**$ 3,203,695**	**$ 2,325,027**	**$ 2,364,795**	**$ 2,422,952**
Community Development					
Administration	504,198	695,290	690,731	937,504	985,754
Economic Development	42,507	-	-	-	-
City Arts Advisory	437,260	-	-	-	-
CDBG Admin. and Human Services	814,852	1,001,899	984,854	1,043,760	920,618
Rental Housing Mediation Task Force	188,927	207,165	209,756	220,324	226,007
Housing Development and Preservation	21,866	37,784	37,784	-	-
Long Range Planning & Special Studies	794,758	888,268	931,350	874,335	910,773
Development and Environmental Review	1,275,201	1,397,024	1,388,209	1,425,746	1,487,851
Zoning: Ordinance, Info and Enforcement	1,283,496	1,773,746	1,757,883	1,615,422	1,503,170
Design Review and Historic Preservation	1,030,227	1,187,654	1,148,091	1,148,501	1,207,194
Building Inspection and Code Enforcement	1,069,605	1,179,595	1,176,977	1,212,607	1,281,069
Records, Archives and Clerical Services	521,020	585,566	549,045	587,016	609,717
Building Counter and Plan Review	1,255,834	1,500,031	1,440,277	1,640,522	1,721,569
Subtotal	**$ 9,239,751**	**$ 10,454,021**	**$ 10,314,957**	**$ 10,705,736**	**$ 10,853,721**
Finance					
Administration	235,965	260,409	260,409	238,935	278,239
Budget Management	420,212	475,712	461,382	489,858	547,926
Revenue and Cash Management	465,626	519,455	459,185	492,430	511,691
Cashiering and Collections	459,796	488,983	464,852	513,575	539,059
Licenses and Permits	471,911	499,751	477,991	509,091	535,176
City Billing and Customer Service	648,661	729,485	651,522	705,002	743,478
Accounting Services	704,985	644,696	632,540	809,969	854,799
Payroll	290,998	317,773	317,283	372,151	387,052

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Accounts Payable	$ 224,236	$ 239,384	$ 240,781	$ 260,145	$ 270,077
Purchasing	596,235	643,166	636,540	726,624	760,941
Central Warehouse	169,670	194,491	197,273	202,935	211,670
Mail Courier Services	107,948	116,186	110,702	118,637	122,619
Subtotal	**$ 4,796,242**	**$ 5,129,491**	**$ 4,910,460**	**$ 5,439,352**	**$ 5,762,727**
Fire					
Administration	809,268	885,869	879,826	946,445	985,907
Emergency Services and Public Education	287,280	318,743	315,073	312,297	321,168
Fire Prevention	1,148,830	1,149,258	1,147,224	1,287,740	1,332,929
Wildland Fire Mitigation	188,521	196,752	196,670	207,222	212,272
Operations/Suppression	18,584,698	18,035,119	18,286,111	19,638,887	19,889,390
Fire Training and Recruitment	-	437,757	425,486	474,184	510,718
Aircraft Rescue and Firefighting (ARFF)	1,781,807	1,965,145	1,978,263	2,013,700	2,096,938
Subtotal	**$ 22,800,404**	**$ 22,988,643**	**$ 23,228,653**	**$ 24,880,475**	**$ 25,349,322**
General Government					
Community Promotions (See Mayor/Council)	2,027,230	-	-	-	-
General Government	2,284,518	835,877	424,776	3,230,644	2,284,760
Subtotal	**$ 4,311,749**	**$ 835,877**	**$ 424,776**	**$ 3,230,644**	**$ 2,284,760**
Library					
Administration	457,695	478,261	478,261	557,882	590,642
Public Services	2,517,063	2,832,343	2,770,010	2,978,981	3,083,848
Support Services	1,653,255	1,727,136	1,717,781	1,618,580	1,654,832
Subtotal	**$ 4,628,012**	**$ 5,037,740**	**$ 4,966,052**	**$ 5,155,443**	**$ 5,329,322**
Mayor and City Council					
Mayor and City Council	738,660	792,975	792,975	797,951	818,060
Arts and Community Promotions	5,000	2,627,740	2,615,532	2,663,967	2,672,367
Subtotal	**$ 743,660**	**$ 3,420,715**	**$ 3,408,507**	**$ 3,461,918**	**$ 3,490,427**
Parks and Recreation					
Administration	671,737	738,630	740,087	821,741	861,453
Project Management Team	309,885	425,848	424,124	556,412	580,227

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
PARKS					
Park Operations Management	$ 941,721	$ 425,305	$ 370,716	$ 670,624	$ 704,660
Grounds and Facilities Maintenance	4,471,683	4,923,440	4,838,687	4,779,787	4,949,254
Forestry	1,207,362	1,243,841	1,177,735	1,252,861	1,329,521
Beach Maintenance	142,197	160,875	160,622	139,923	152,675
Medians Parkways and Contracts	-	1,148,051	1,034,347	1,166,903	1,200,641
RECREATION					
Recreation Program Management	675,935	728,108	711,321	805,829	809,779
Facilities and Special Events	753,824	776,403	781,083	799,181	819,927
Youth Activities	979,693	1,081,330	1,079,583	1,142,478	1,183,365
Active Adults and Classes	694,248	730,330	710,621	788,329	818,244
Aquatics	1,239,147	1,307,066	1,299,210	1,388,408	1,434,948
Sports	571,655	568,670	582,642	580,714	598,689
Tennis	270,655	289,547	246,699	268,345	276,063
Neighborhood and Outreach Services	1,102,105	1,232,847	1,157,812	1,267,691	1,296,720
Subtotal	**$ 14,031,846**	**$ 15,780,292**	**$ 15,315,289**	**$ 16,429,226**	**$ 17,016,166**
Police					
Chief's Staff	1,105,767	1,114,970	1,107,365	1,151,521	1,207,057
Support Services	727,451	687,279	650,306	710,316	743,280
Community and Media Relations	904,292	862,784	794,051	854,936	905,167
Administrative Services Division	1,006,876	1,103,716	1,123,564	1,120,850	1,145,533
Records Bureau	1,256,870	1,424,883	1,360,793	1,481,364	1,557,620
Property Room	184,204	213,855	200,169	229,172	242,063
Training and Recruitment	442,729	541,866	531,246	513,325	528,766
Range and Equipment	1,271,826	1,372,724	1,360,728	1,466,493	1,491,608
Information Technology / Crime Analysis	1,179,400	1,261,880	1,238,588	1,336,516	1,372,971
Special Events	968,318	858,861	971,921	884,414	911,585
Animal Control	559,600	695,107	652,883	687,806	707,067
Investigative Division	5,168,760	4,956,320	4,791,576	5,112,083	5,355,347
Crime Lab	139,959	159,784	160,832	163,999	168,962
Patrol Division	15,792,253	15,748,702	15,083,881	16,187,322	17,091,573
Traffic	1,395,769	1,413,132	1,328,228	1,429,012	1,499,578
Tactical Patrol Force	1,341,263	1,790,617	1,490,832	1,555,778	1,788,261

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Nightlife Enforcement	$ 331,871	$ 323,946	$ 271,409	$ 315,189	$ 337,198
Parking Enforcement	1,326,103	1,346,015	1,204,315	1,390,104	1,462,462
Combined Communications Center	2,205,043	2,495,608	2,270,891	2,761,873	2,890,055
Subtotal	**$ 37,308,353**	**$ 38,372,049**	**$ 36,593,577**	**$ 39,352,073**	**$ 41,406,153**
Public Works					
Administration	896,714	1,132,859	1,076,536	1,136,473	1,211,965
Engineering Services	4,702,447	5,190,401	5,003,773	5,629,185	5,804,675
Land Development	1,013,696	1,097,734	1,103,108	1,184,685	1,241,311
Transportation Planning	-	-	-	-	-
Environmental Compliance	334,912	477,377	344,484	440,535	420,089
Subtotal	**$ 6,947,769**	**$ 7,898,371**	**$ 7,527,902**	**$ 8,390,878**	**$ 8,678,040**
TOTAL GENERAL FUND	**$ 110,818,309**	**$ 117,517,516**	**$ 113,124,253**	**$ 124,291,535**	**$ 127,374,995**
CAPITAL PROJECT FUNDS					
Capital Outlay Fund	1,128,000	1,068,716	1,068,716	-	-
TOTAL CAPITAL PROJ. FUNDS	**$ 1,128,000**	**$ 1,068,716**	**$ 1,068,716**	**$ -**	**$ -**
SPECIAL REVENUE FUNDS					
City Affordable Housing	409,546	536,738	524,745	553,300	583,000
Community Development Block Grant	1,044,459	2,280,237	2,295,004	1,203,372	1,203,372
County Library	2,065,337	2,071,054	2,080,454	2,048,197	2,123,562
Creeks Restoration & Water Quality	1,926,150	2,572,817	2,333,321	2,419,299	2,536,094
Disaster Recovery Initiative Fund	162,691	5,877	3,397	-	-
HOME Grant	499,917	1,940,898	2,296,910	345,230	345,230
Miscellaneous Grants	1,457,517	3,014,989	2,963,563	547,223	550,236
Police Asset Forfeiture Funds & Grants	187,237	275,507	210,452	127,610	129,809
Redevelopment Obligation Retirement	75,430,120	8,481,264	8,420,055	8,419,610	8,405,630
Street Sweeping	952,914	951,325	945,782	892,236	937,117
Streets	7,480,815	8,536,926	7,806,731	8,588,325	8,913,450
Supplemental Law Enforcement	133,346	144,188	144,188	144,188	140,000
Traffic Safety	580,151	525,000	517,000	525,000	525,000
Transportation Sales Tax	2,096,816	2,335,328	2,160,109	2,327,733	2,408,985
Wildland Fire Benefit Assessment	239,024	347,709	336,916	277,901	250,539
TOTAL SPECIAL REVENUE	**$ 94,666,041**	**$ 34,019,857**	**$ 33,038,627**	**$ 28,419,224**	**$ 29,052,024**

Summary of Appropriations by Fund (continued)

ENTERPRISE FUNDS	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Airport					
Administration	$ 5,153,020	$ 5,969,505	$ 5,436,673	$ 6,299,476	$ 6,335,769
Business and Property Management	1,896,811	1,697,472	1,517,694	1,542,223	1,591,519
Marketing and Communications	399,933	414,098	414,689	399,393	416,574
Airport Facilities Maintenance	3,413,622	3,796,448	3,600,609	3,787,192	3,889,538
Air Operations Area Maintenance	688,473	752,824	692,815	842,031	787,371
Airport Security	1,667,410	1,810,772	1,753,750	1,832,144	1,909,090
Airport Certification and Operations	2,924,255	3,319,651	3,295,866	3,556,248	3,708,153
Facility Planning and Development	529,184	544,840	561,158	587,288	610,007
Subtotal	**$ 16,672,708**	**$ 18,305,610**	**$ 17,273,253**	**$ 18,845,995**	**$ 19,248,021**
Downtown Parking	**$ 6,758,047**	**$ 7,495,044**	**$ 7,017,755**	**$ 7,567,876**	**$ 7,824,600**
Municipal Golf Course	**$ 1,721,650**	**$ 1,999,518**	**$ 1,978,172**	**$ 2,050,460**	**$ 2,106,289**
Solid Waste	**$ 19,852,861**	**$ 20,613,368**	**$ 20,318,923**	**$ 20,871,991**	**$ 21,038,105**
Wastewater					
Water Resources Management	3,598,538	4,299,771	4,000,828	4,153,351	4,270,945
Wastewater Collection	2,646,419	3,602,045	3,136,993	3,214,889	3,340,079
Wastewater Treatment	6,272,892	7,474,567	6,970,541	6,835,590	6,994,437
Water Resources Laboratories	587,803	731,183	707,615	812,481	809,237
Subtotal	**$ 13,105,652**	**$ 16,107,566**	**$ 14,815,976**	**$ 15,016,311**	**$ 15,414,698**
Water					
Water Resources Management	6,085,154	8,480,533	7,098,892	8,551,878	12,992,053
Water Supply Management	12,342,731	18,649,752	18,206,746	16,404,575	11,476,862
Gibraltar Dam Operations	303,587	519,496	305,443	425,210	433,477
Recycled Water	782,160	892,984	779,488	822,229	852,636
Water Treatment	3,861,181	5,488,008	4,754,361	5,650,576	6,292,109
Water Distribution	6,182,227	7,248,272	7,196,964	7,403,145	7,597,951

Summary of Appropriations by Fund (continued)

ENTERPRISE FUNDS (continued)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Meter Reading	$ 545,257	$ 661,941	$ 664,071	$ 637,564	$ 668,590
Water Resources Laboratories	536,186	736,167	736,396	728,434	748,472
Subtotal	**$ 30,638,484**	**$ 42,677,153**	**$ 39,742,361**	**$ 40,623,611**	**$ 41,062,150**
Waterfront					
Admin. Support and Comm. Relations	1,801,992	2,065,155	1,987,455	2,121,703	2,230,541
Property Management	444,948	414,199	418,732	378,995	392,176
Financial Management	265,214	263,384	263,384	330,594	354,649
Parking Services	839,531	933,547	933,547	995,998	998,367
Harbor Patrol	2,023,011	2,171,947	2,178,030	2,205,526	2,325,303
Marina Management	305,062	322,157	305,486	317,621	334,961
Facilities Maintenance	3,735,484	4,076,723	4,129,490	4,103,768	4,237,113
Facilities Design and Capital Program	1,694,446	2,063,425	1,986,514	2,203,245	2,219,120
Subtotal	**$ 11,109,686**	**$ 12,310,537**	**$ 12,202,638**	**$ 12,657,450**	**$ 13,092,230**
TOTAL ENTERPRISE FUNDS	**$ 99,859,087**	**$ 119,508,796**	**$ 113,349,078**	**$ 117,633,694**	**$ 119,786,093**
INTERNAL SERVICE FUNDS					
Information Systems	**$ 2,582,188**	**$ 3,008,141**	**$ 2,726,353**	**$ 3,331,029**	**$ 3,281,761**
Facilities Maintenance					
Building Maintenance	3,075,567	3,031,060	2,975,579	3,248,139	3,327,905
Communications Systems	835,441	945,324	951,070	986,989	1,007,605
Custodial Services	1,451,516	1,556,084	1,464,153	1,659,077	1,710,084
Energy Conservation	317,223	318,390	319,153	906,907	924,450
Subtotal	**$ 5,679,747**	**$ 5,850,858**	**$ 5,709,955**	**$ 6,801,112**	**$ 6,970,044**
Fire Equipment Replacement	**$ -**	**$ 353,000**	**$ 353,000**	**$ 526,724**	**$ 47,850**
Fleet Management	**$ 2,516,890**	**$ 2,960,685**	**$ 2,834,501**	**$ 3,590,743**	**$ 3,068,947**

Summary of Appropriations by Fund (continued)

INTERNAL SERVICE FUNDS (cont.)	FY 2014 Actual	FY 2015 Amended	FY 2015 Projected	FY 2016 Adopted	FY 2017 Proposed
Police Equipment Replacement	$ -	$ -	$ -	$ 53,032	$ 53,032
Post-Employment Benefits Fund	$ 3,924,082	$ 1,604,000	$ 1,604,000	$ 1,835,000	$ 1,835,000
Self-Insurance					
Workers' Compensation	$ 2,216,735	$ 2,939,796	$ 2,939,174	$ 3,273,709	$ 3,459,766
Liability	1,717,844	1,599,235	1,646,346	1,745,075	1,847,540
Occupational Safety and Health	125,762	216,135	218,622	240,871	252,642
Administrative Operations	1,486,933	1,423,162	1,421,919	1,631,816	1,800,643
Subtotal	$ 5,547,274	$ 6,178,328	$ 6,226,061	$ 6,891,471	$ 7,360,591
TOTAL INT. SERVICE FUNDS	$ 20,250,182	$ 19,955,012	$ 19,453,869	$ 23,029,111	$ 22,617,225
CITY OPERATING BUDGET	326,721,618	292,069,898	280,034,543	293,373,564	298,830,337
Less: All Inter-fund Transactions	(36,473,509)	(37,362,111)	(37,362,111)	(44,044,799)	(45,038,234)
CITY OPERATING (NET)	290,248,109	254,707,787	242,672,432	249,328,765	253,792,103
Add: Capital Program - All Funds	43,582,935	142,024,754	101,410,509	105,812,551	30,041,451
CITY BUDGET TOTAL (NET)	$ 333,831,044	$ 396,732,541	$ 344,082,940	$ 355,141,316	$ 283,833,554

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SUMMARY OF POSITIONS

Positions by Department

Department	Actual FY 2013	Actual FY 2014	Amended FY 2015	Adopted FY 2016	Proposed FY 2017
Administrative Services	25.50	27.50	28.50	30.60	30.60
Airport	52.00	55.50	55.50	55.50	55.50
City Administrator's Office	9.90	10.40	10.40	9.30	9.30
City Attorney's Office	11.30	11.30	11.60	11.00	11.00
Community Development	65.35	66.85	68.85	68.85	67.85
Finance	46.50	47.05	47.55	47.50	47.50
Fire	110.00	105.00	105.00	105.00	105.00
Library	36.10	36.10	36.10	36.10	36.10
Mayor and City Council	8.00	8.00	8.00	8.00	8.00
Parks and Recreation	91.10	95.30	96.75	100.15	100.15
Police	207.00	209.00	212.00	212.00	212.00
Public Works	289.50	290.95	295.45	297.70	294.20
Waterfront	46.00	46.00	46.00	46.00	46.00
CITY TOTAL (FTEs)	**998.25**	**1,008.95**	**1,021.70**	**1,027.70**	**1,023.20**

Positions by Fund for Fiscal Year 2016

Fund	Adopted	Fund	Adopted
General Fund		**GPU (Zoning Ordinance Update)**	**1.00**
Administrative Services	15.60	**HOME Grant**	**0.22**
City Administrator's Office	9.30	**Information Systems**	**15.00**
City Attorney's Office	11.00	**Facilities Management**	**37.00**
Community Development	62.80	**Fleet Maintenance**	**13.20**
Finance	35.35	**Fleet Replacement**	**1.80**
Fire	104.00	**Miscellaneous Grants**	**0.87**
Library	28.75	**Police Asset Forfeiture**	**1.17**
Mayor and City Council	8.00	**Redev. Obligation Retirement**	**0.75**
Parks and Recreation	80.40	**Self-Insurance**	**4.15**
Police	209.46	**Solid Waste**	**8.00**
Public Works	48.80	**Street Sweeping**	**0.95**
GENERAL FUND SUBTOTAL	**613.46**	**Streets**	**37.40**
Airport	**55.50**	**Supplemental Law Enforcement**	**1.00**
City Affordable Housing	**3.00**	**Transportation Sales Tax**	**10.30**
Community Dev. Block Grant	**1.08**	**Wastewater**	**48.58**
County Library	**7.35**	**Water**	**75.37**
Creeks Restoration & Water Quality	**8.85**	**Waterfront**	**46.00**
Downtown Parking	**24.30**	**Wildland Fire Assessment**	**1.00**
Golf	**10.40**		
CITY TOTAL (FTEs)			**1,027.70**

SUMMARY OF POSITIONS

Positions by Fund for Fiscal Year 2017

Fund	Proposed	Fund	Proposed
General Fund		**Golf**	**10.40**
Administrative Services	15.60	**HOME Grant**	**0.22**
City Administrator's Office	9.30	**Information Systems**	**15.00**
City Attorney's Office	11.00	**Facilities Management**	**37.00**
Community Development	62.80	**Fleet Maintenance**	**13.20**
Finance	35.35	**Fleet Replacement**	**1.80**
Fire	104.00	**Miscellaneous Grants**	**0.87**
Library	28.75	**Police Asset Forfeiture**	**1.17**
Mayor and City Council	8.00	**Redev. Obligation Retirement**	**0.75**
Parks and Recreation	80.40	**Self-Insurance**	**4.15**
Police	209.46	**Solid Waste**	**8.00**
Public Works	48.80	**Street Sweeping**	**0.95**
GENERAL FUND SUBTOTAL	**613.46**	**Streets**	**37.40**
Airport	**55.50**	**Supplemental Law Enforcement**	**1.00**
City Affordable Housing	**3.00**	**Transportation Sales Tax**	**10.30**
Community Dev. Block Grant	**1.08**	**Wastewater**	**48.58**
County Library	**7.35**	**Water**	**71.87**
Creeks Restoration & Water Quality	**8.85**	**Waterfront**	**46.00**
Downtown Parking	**24.30**	**Wildland Fire Assessment**	**1.00**
CITY TOTAL (FTEs)			**1,023.20**

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CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM	**FY 2016**	**FY 2017**
City TV Master Control Room Equipment Replacement Project ***City Administrator*** *To replace and enhance the majority of City TV broadcast video systems, replacing and upgrading outdated video equipment and video infrastructure and transitioning from an analog standard definition (SD) broadcast system to a digital hi-definition (HD) system.* *Funding: PEG Fees*	-	-
Advantage Permit Plan Upgrade Project ***Community Development*** *To upgrade the current permit tracking system used by Community Development.* *Funding: Permit Fees*	600,000	300,000
New Fire Station 7 Building ***Fire*** *To construct a new 3,200 square-foot Fire Station utilizing the existing Fire Station 7 site at 2411 Stanwood Dr. Includes hiring a design professional to evaluate the long term needs (needs assessment) of the Fire Department at Fire Station 7.* *Funding: General Fund Capital*	60,000	-
PRO-QA Emergency Dispatch Module and Training ***Fire*** *To upgrade existing Emergency Medical Dispatch (EMD) system to an all electronic system that is much quicker and more efficient and similar to what the Santa Barbara County uses.* *Funding: General Fund Capital*	74,000	-
Central Library Automated Materials Handling System ***Library*** *To install an automated materials handling system.* *Funding: Eralda Kogan Trust*	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
476,000	-	-	-	476,000	Non-recurring
-	-	-	-	900,000	Non-recurring
180,000	180,000	2,195,000	-	2,615,000	Non-recurring
-	-	-	-	74,000	Non-recurring
100,000	-	-	-	100,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM (Continued)	**FY 2016**	**FY 2017**
ADA Improvement: Access Ramps for Low-Mod Income Neighborhoods ***Neighborhood Improvement Taskforce*** *An annual project to construct sidewalk access ramps (curb cuts) in low-moderate income areas of the City.* *Funding: FY 2016 and FY 2017 - General Fund Capital; FY 2018 to FY 2021 - CDBG Grant funds; applying for CDBG Grant funds for all years*	50,000	50,000
Neighborhood Facility Improvements ***Neighborhood Improvement Taskforce*** *Neighborhood facility interior and exterior improvements in low-moderate income neighborhoods. Includes new patio cover at Franklin Neighborhood Center, patio improvements at Louise Lowry Davis Center, new ceiling and new interior lighting in the multi-purpose room at the Westside Center, and technological upgrades at all facilities.* *Funding: FY 2016 to FY 2021 - General Fund Capital - $50,000; FY 2018 to FY 2021 - CDBG Grant funds - $100,000; applying for CDBG Grant funds for all years*	50,000	50,000
Neighborhood Enhancement Program ***Neighborhood Improvement Taskforce*** *A program to provide City residents in low-income neighborhoods with small project funds to address blight in their neighborhood.* *Funding: FY 2016 and FY 2017 - General Fund Capital; FY 2018 to FY 2021 - CDBG Grant funds; applying for CDBG Grant funds for all years*	-	20,000
Artificial Sport Field Development ***Parks and Recreation*** *To evaluate the feasibility and prepare conceptual plans of installing artificial sports fields at Ortega Park, Dwight Murphy Ball Field, Pershing Ball Field, and Bohnett Park in order to expand community use, generate additional revenue, and reduce the need to develop additional fields. The feasibility analysis would address design options, cost to install and maintain, programming and revenue opportunities, and replacement cycle.* *Funding: General Fund Capital*	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
150,000	150,000	150,000	150,000	700,000	Recurring
150,000	150,000	150,000	150,000	700,000	Recurring
20,000	20,000	20,000	20,000	100,000	Recurring
200,000	1,500,000	1,500,000	-	3,200,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM (Continued)	**FY 2016**	**FY 2017**
Cabrillo Pavilion and Bathhouse Renovation ***Parks and Recreation*** *To restore the Cabrillo Pavilion and Bathhouse as a viable community recreation center that serves Santa Barbara residents and visitors and returns the building to its original status as the "crown jewel" of East Cabrillo Boulevard. This project is also funded by $9.1 million of former Redevelopment Agency funds.* *Funding: General Fund Capital*	500,000	1,000,000
Chase Palm Park Renovation ***Parks and Recreation*** *Renovation of Chase Palm Park to address design deficiencies, address ADA accessibility and upgrade park infrastructure. Infrastructure improvements include replacement of the pavilion shade structure, park signage and fencing, renovation of park restrooms, replacement of walkway and stucco surfaces, and interior renovations for Casa Las Palmas and the adjacent snack bar. Landscape renovations include planting new trees and redesign of landscaped areas currently in decline. The project will be phased. First year funding will address park access and safety improvements.* *Funding: General Fund Capital*	128,000	-
Median and Parkway Landscape Renovation ***Parks and Recreation*** *To undertake a comprehensive landscape renovation of medians and parkways managed by the City. Includes overall re-design and review of all City landscape medians and parkways, installation of new irrigation systems as needed, and drought tolerant plant material.* *Funding: General Fund Capital*	150,000	-
Off-leash Dog Areas ***Parks and Recreation*** *To identify and develop fenced and unfenced off-leash dog areas within existing City parks and other public property. First year funding would complete improvements for one park. Additional off leash areas would be pursued in subsequent years.* *Funding: General Fund Capital*	-	-
Park Irrigation System Renovation ***Parks and Recreation*** *To implement a comprehensive program to replace and upgrade irrigation systems at 59 City parks and facilities, many of which are more than 30 years old. First year funding would replace Cabrillo Ball Park irrigation.* *Funding: General Fund Capital*	150,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	-	-	-	1,500,000	Non-recurring
400,000	-	-	-	528,000	Non-recurring
250,000	250,000	250,000	250,000	1,150,000	Recurring
125,000	75,000	75,000	75,000	350,000	Recurring
100,000	85,000	200,000	200,000	735,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM (Continued)	**FY 2016**	**FY 2017**
Park Restroom Renovation Program ***Parks and Recreation*** *To address significant deferred maintenance for the 23 restrooms in 19 parks. Includes installation of new fixtures, wall and floor surfaces, partitions, lighting and screening, as well as compliance with accessibility requirements. Chase Palm Park restroom would be completed in year one.* *Funding: General Fund Capital*	153,000	-
Parks and Recreation Facilities Master Plan ***Parks and Recreation*** *To develop an updated Parks and Recreation Facilities Master Plan to address park development and management and recreational program needs for the next thirty years.* *Funding: General Fund Capital*	200,000	-
Playground Replacement Program ***Parks and Recreation*** *A 10-year replacement schedule to maintain the city's 22 playgrounds in conformance with safety and accessibility standards. The priorities for playground replacement in FY2016 and FY2017 are La Mesa and Shoreline Park.* *Funding: General Fund Capital*	175,000	175,000
Thousand Steps Renovation ***Parks and Recreation*** *To repair and renovate Thousand Steps (also known as Camino al Mar), the beach access stairs located at the end of Santa Cruz Boulevard. FY2016 funding will be used to complete final design.* *Funding: General Fund Capital*	-	-
Urban Forest Management Plan Implementation ***Parks and Recreation*** *The plan calls for a range of program and policy initiatives to meet the plan's 30-year goals and achieve key program objectives. Implementation includes a comprehensive update to the City's Street Tree Master Plan, development of a Park Tree Master Plan, and the implementation of City Street Tree infrastructure enhancement projects. Also includes renovating parkways, including the removal of impermeable surfaces.* *Funding: General Fund Capital*	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
120,000	123,000	232,000	250,000	878,000	Recurring
-	-	-	-	200,000	Non-recurring
330,000	250,000	350,000	250,000	1,530,000	Recurring
2,000,000	-	-	-	2,000,000	Non-recurring
250,000	250,000	250,000	150,000	900,000	Recurring

CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
GENERAL FUND CAPITAL PROGRAM (Continued)	**FY 2016**	**FY 2017**
Biometric Rifle Locks and Check-out System ***Police*** *To install a system designed for officers to securely check-out rifles without supervisors and provide automated inventory control. Includes rifle racks, computer, and software.* *Funding: General Fund Capital*	105,000	-
ADA Transition Plan Implementation ***Public Works*** *This project covers building code requirements and occupational safety (OSHA) requirements for safety, monitoring, abatement, asbestos and Americans with Disabilities Act (ADA) compliance needs for General Fund buildings. All General Fund buildings are required to abide by ADA/Title 24 guidelines.* *Funding: General Fund Capital*	250,000	-
Walkways and Building Pathways ***Public Works*** *Annual project to repair and replace existing parking lots, concrete walkways, pathways, and driveway of General Fund buildings and parks throughout the City.* *Funding: General Fund Capital*	100,000	-
Total General Fund Capital Program	**2,745,000**	**1,595,000**
INFORMATION SYSTEMS FUND		
Desktop Computer Replacement *To provide replacement and upgrade of City's General Fund workstations.*	27,000	23,500
Implement Media Management and Storage *To provide efficient low cost storage, provide index and search capability, reduce backup requirements, eliminate duplicate file storage, and relocate media file types from existing file servers to dedicated media servers.* *Funding: General Fund*	-	80,000
Network Infrastructure *To provide replacement and upgrade of the City's network and server/storage infrastructure. This includes: server hardware, server virtualization software, storage arrays, backup systems, network equipment, security, and firewall equipment.*	227,000	37,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	-	-	-	105,000	Non-recurring
250,000	250,000	250,000	250,000	1,250,000	Recurring
100,000	100,000	100,000	100,000	500,000	Recurring
5,201,000	**3,383,000**	**5,722,000**	**1,845,000**	**20,491,000**	
-	-	-	-	50,500	Recurring
-	-	-	-	80,000	Non-recurring
-	-	-	-	264,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
INFORMATION SYSTEMS FUND (Continued)	**FY 2016**	**FY 2017**
Upgrade Document Management Application *To upgrade or replace the Questys Document Management Application for improved legislative workflow process, and to provide web access to agenda archives. The new replacement application would be selected following a needs assessment, product review, and RFP/bid process.* *Funding: General Fund*	100,000	-
Total Information Systems Fund	**354,000**	**140,500**
STREETS CAPITAL PROGRAM		
Bicycle Improvements *Ongoing improvements in bicycle parking, bike path conditions, supplemental signage, signal loop replacement, striping, and stenciling.* *Funding: Transportation Development Act (TDA) Fund*	74,063	73,963
Bridges: Mission Canyon Road / Los Olivos Bridge Restoration *Restoration and enhancement of the Mission Canyon Road / Los Olivos Street bridge over Mission Creek, located between Mission Santa Barbara and the Santa Barbara Museum of Natural History.* *FUNDING: Streets Grants*	-	-
Bridges: Preventative Maintenance *For annual preventative bridge maintenance of City owned bridges.* *FUNDING: Streets Fund*	50,000	50,000
Drainage Improvements *Annual program to maintain, improve, and construct citywide public drainage facilities.* *FUNDING: Streets Fund*	75,000	75,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	-	-	-	100,000	Non-recurring
-	**-**	**-**	**-**	**494,500**	
50,000	50,000	50,000	50,000	348,026	Recurring
2,000,000	-	-	-	2,000,000	Non-recurring
150,000	400,000	150,000	400,000	1,200,000	Recurring
100,000	100,000	100,000	100,000	550,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
STREETS CAPITAL PROGRAM (Continued)	**FY 2016**	**FY 2017**
Lower Mission Creek Improvements *This project includes the design and construction of flood control improvements on Mission Creek from Canon Perdido Street to the ocean, in cooperation with the County of Santa Barbara Flood Control.* *FUNDING: Streets Fund*	50,000	50,000
Pavement Maintenance Program *Perform pavement maintenance including asphalt overlay, slurry seal, spot repair, and crack sealing on city streets as part of the City's annual pavement maintenance program.* *FY 2016 FUNDING: Measure A Fund - $1,308,004; Streets Fund - $1,205,024; Streets Grants - $344,717* *FY 2017 FUNDING: Measure A Fund - $986,161; Streets Fund - $838,022; Streets Grants - $344,717*	2,857,745	2,168,900
Pedestrian Enhancement: Crosswalk Improvements *To improve crosswalks at locations that have been identified as challenging for pedestrians to cross. Includes hardscape, pedestrian activated flashers, and pedestrian safety lighting.* *FUNDING: Streets Fund*	-	-
Post Bridge Construction Mitigation, Monitoring & Reporting *To satisfy an environmental compliance requirement for completed bridge construction projects per a bridge's project conditions during the entitlement process.* *FUNDING: Streets Fund*	50,000	50,000
Sidewalk Access Ramps *Install access ramps to improve accessibility throughout the City.* *Funding: Measure A Fund*	50,000	50,000
Sidewalk Maintenance *Replace existing sidewalks that are uplifted or depressed due to tree roots or other damage.* *Funding: Measure A Fund*	250,000	250,000
Streetlight Improvements *Annual program to fund new mid-block streetlights and the replacement of existing streetlights throughout the city.* *FUNDING: Streets Fund*	50,000	50,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
50,000	50,000	-	-	200,000	Recurring
2,829,486	2,829,486	-	-	10,685,617	Recurring
-	-	-	600,000	600,000	Non-recurring
50,000	50,000	50,000	50,000	300,000	Recurring
100,000	100,000	100,000	100,000	500,000	Recurring
400,000	400,000	400,000	400,000	2,100,000	Recurring
100,000	100,000	100,000	100,000	500,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
STREETS CAPITAL PROGRAM (Continued)	**FY 2016**	**FY 2017**
Streets Engineering *Provide ongoing engineering support to all Streets capital programs and projects, including surveying, public right-of-way transactions, and automated mapping updates.* *FUNDING: Streets Fund*	150,000	150,000
Traffic Safety and Capacity Improvement Program *This program provides funding for projects that will improve traffic flow, such as pavement marking/lane changes, or traffic signal changes, and funding for safety improvements, such as pedestrian flashers and improved signs.* *FUNDING: Streets Fund*	50,000	50,000
Traffic Signal Improvements *Project includes upgrades to traffic signal indications (vehicular and pedestrian) for safety, detection equipment for efficiency, poles/mast arms, accessible pedestrian devices, cabinets and wiring, battery back up systems, communications, and software and control upgrades.* *FUNDING: Streets Fund*	125,000	125,000
Traffic Signal Maintenance Program *An annual maintenance program to refurbish traffic signals, replace LED lights, painting of traffic signal poles, and maintenance of communication system.* *FUNDING: Streets Fund*	75,000	75,000
Total Streets Capital Fund	**3,906,808**	**3,217,863**
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT		
Andree Clark Bird Refuge Water Quality and Habitat Restoration *This project is to develop a comprehensive program to improve water quality and enhance native habitats of the Andree Clark Bird Refuge. In addition to poor water quality, issues to be addressed include sedimentation, overgrown emergent vegetation, non-native habitat, flood management, and the function of the weir gate.*	150,000	150,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	-	-	-	300,000	Recurring
50,000	50,000	50,000	50,000	300,000	Recurring
125,000	125,000	125,000	125,000	750,000	Recurring
150,000	150,000	150,000	150,000	750,000	Recurring
6,154,486	**4,404,486**	**1,275,000**	**2,125,000**	**21,083,643**	
300,000	300,000	300,000	250,000	1,450,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)	**FY 2016**	**FY 2017**
Bacterial Reduction and Water Quality Program *Design and install targeted water quality treatment projects (such as dry weather diversions and active treatment) to reduce the discharge of polluted water into Santa Barbara creeks.*	50,000	50,000
Capital Replacement – Storm Water Facilities *Set aside funds for the replacement of pumps and other hardware installed in water quality treatment projects.*	25,000	25,000
Honda Valley Restoration *Restoration includes non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, removal of asphalt from the creek channel bottom, and improvement of trails and interpretive information.*	-	-
Las Positas Valley Restoration *The purpose of this project is to design and implement a creek restoration project in the lower Las Positas Valley.*	300,000	300,000
Lower Arroyo Burro Restoration Program *Develop a restoration project for one of three reaches of lower Arroyo Burro.*	-	-
Lower Mission Creek Restoration *To restore the riparian corridor in lower Mission Creek. Includes property acquisition, non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, removal of hard structures from the creek area, and improvement of trails and interpretive information.*	-	150,000
Mid-Arroyo Burro Restoration *To restore the riparian corridor in the mid-Arroyo Burro watershed (above Highway 101). Includes non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, removal of concrete from the creek channel, and improvement of trails and interpretive information.*	150,000	200,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
50,000	50,000	50,000	50,000	300,000	Recurring
25,000	25,000	25,000	25,000	150,000	Recurring
75,000	100,000	100,000	100,000	375,000	Non-recurring
-	-	-	-	600,000	Non-recurring
300,000	300,000	-	-	600,000	Non-recurring
100,000	-	-	-	250,000	Non-recurring
250,000	250,000	200,000	200,000	1,250,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)	**FY 2016**	**FY 2017**
Mission Creek Restoration at Oak Park *Restore Mission Creek in Oak Park. Restoration may include non-native weed removal and re-vegetation with native plants, removal of steelhead passage barriers, biotechnical stabilization of eroding banks, removal of concrete from the creek channel, and improvement of trails and interpretive information.*	-	-
Old Mission Creek at West Figueroa *To develop a storm water detention system to reduce bacteria, sediment, and other pollutants in storm water in Old Mission Creek, and to restore and enhance the riparian habitat adjacent to the creek.*	-	-
Rattlesnake Creek Restoration Program *To restore upper Rattlesnake Creek, which may include using non-native weed removal and re-vegetation with native plants.*	-	-
San Roque Creek Restoration *To restore the upper San Roque Creek watershed.*	-	-
Stormwater Treatment Retrofit Projects (LID) *Design, permit, and construct a "Low Impact Development" (LID) demonstration project, or projects, on City-owned properties to improve creeks and ocean water quality.*	350,000	250,000
Sycamore Creek Watershed Restoration *To develop a restoration plan for Sycamore Creek that addresses creek bank restoration, water quality improvement, flood reduction, and riparian habitat enhancement.*	-	-
Upper Arroyo Burro Restoration Program *Develop a restoration project for one of three reaches of lower Arroyo Burro.*	300,000	250,000
Total Creeks Restoration And Water Quality Improvement	**1,325,000**	**1,375,000**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	50,000	100,000	-	150,000	Non-recurring
-	-	-	150,000	150,000	Non-recurring
-	100,000	250,000	250,000	600,000	Non-recurring
-	-	250,000	250,000	500,000	Non-recurring
250,000	250,000	-	-	1,100,000	Recurring
-	100,000	100,000	100,000	300,000	Non-recurring
-	-	-	-	550,000	Non-recurring
1,350,000	**1,525,000**	**1,375,000**	**1,375,000**	**8,325,000**	

Project Title	TWO-YEAR FINANCIAL PLAN	
AIRPORT OPERATING FUND CAPITAL PROGRAM	**FY 2016**	**FY 2017**
1440 & 1520 Cecil Cook Place Exterior Improvements *To improve aging façade and to replace all windows for weatherproofing and aesthetics improvement.*	150,000	-
6100 Hollister Avenue Development *A multi-phase project to develop the southern portion of the parcel at 6100 Hollister Avenue into a light industrial park of 6 buildings each approximately 10,000 square feet in size.*	375,000	-
Aircraft Rescue and Fire Fighting (ARFF) Vehicles *To replace aging Aircraft Rescue and Fire Fighting (ARFF) vehicles.* *FUNDING: Airport Operating - $74,720; FAA Grants - $725,280*	-	-
Airline Terminal Projects *To repair settlement cracking in the stucco and flooring. Includes repainting, improvements to the loading dock, accessible facilities, and lighting.*	-	50,000
Airport Operations Area (AOA) Maintenance *Ongoing capital program to maintain Airport Operations Area pavement including runways, taxiways, aircraft parking ramps and aprons, and other miscellaneous pavement used by aircraft or service vehicles.*	50,000	50,000
FAA AIP Change Order Authority *Airport is required to "front" change order authority for FAA AIP projects every year, and then seeks reimbursement from FAA for grant-eligible expenditures. This revolving account would fund the Airport's AIP change order authority each year.*	270,000	-
General Aviation (GA) Pavement Replacement *Removal of about 200,000 square feet of existing 7-inch thick Portland concrete cement and replacing it with new 13-inch thick Portland Concrete Cement.* *FUNDING: Airport Operating - $93,000; FAA Grants - $907,000*	-	-
Goleta Slough Tidal Restoration *For mitigation, monitoring, and reporting for the Goleta Slough Tidal Restoration, which was a coastal development permit condition for the 2006-2007 Airfield Safety project.*	50,000	50,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	-	-	-	150,000	Non-recurring
-	-	-	-	375,000	Non-recurring
800,000	-	-	-	800,000	Non-recurring
275,000	50,000	50,000	50,000	475,000	Recurring
150,000	150,000	150,000	150,000	700,000	Recurring
-	-	-	-	270,000	Non-recurring
1,000,000	-	-	-	1,000,000	Non-recurring
-	-	-	-	100,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
AIRPORT OPERATING FUND CAPITAL PROGRAM (Continued)	**FY 2016**	**FY 2017**
Leased Building Maintenance *Annual maintenance and improvements for leased facilities at the Santa Barbara Airport.*	200,000	250,000
Street Resurfacing Program *Annual maintenance program including crack/joint sealing, repairing failed pavement due to poor drainage, slurry seal, and reconstruction of cement and asphalt pavement at various Airport streets and parking lots.*	100,000	100,000
Taxiway H Extension *To extend Taxiway H 3,000 feet to the western end of the main instrument runway (Runway 7-25).* *FY 2018 FUNDING: Airport Operating* *FY 2019 FUNDING: FAA Grants - $9,216,427; Airport Operating - 949,498*	-	-
Total Airport Operating Fund Capital Program	**1,195,000**	**500,000**
DOWNTOWN PARKING FUND		
Cota Commuter Lot ADA Improvements *To bring the Cota Commuter Lot into compliance with the American with Disabilities Act (ADA).*	75,000	-
Elevator Modernizations *This project will upgrade or replace the elevator operating systems in five Downtown Parking garages within the City's parking structures.*	-	-
Energy Efficient LED Lighting at Parking Garages *To replace existing interior and exterior parking garage light fixtures with energy-efficient LED lights.*	150,000	150,000
Installation of Electric Vehicle Charging Stations *To Install 6-dual port EV Charging Stations in 5 City-operated parking lots.*	100,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
150,000	150,000	-	-	750,000	Recurring
150,000	150,000	150,000	150,000	800,000	Recurring
750,000	10,165,925	-	-	10,915,925	Non-recurring
3,275,000	**10,665,925**	**350,000**	**350,000**	**16,335,925**	
-	-	-	-	75,000	Non-recurring
-	-	-	50,000	50,000	Non-recurring
150,000	150,000	150,000	150,000	900,000	Recurring
-	-	-	-	100,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
DOWNTOWN PARKING FUND (Continued)	**FY 2016**	**FY 2017**
Landscaping Sustainability Upgrades of Surface Parking Lots *To replace the existing landscaping and irrigation systems in the surface lots with drought tolerant sustainable landscaping and water conserving irrigation systems.*	-	-
Lot 2 Staircase Repair *To repair and reconstruct the existing steel staircase in Lot 2 located at 914 Chapala Street across from Paseo Nuevo, for ADA accessibility requirements and to comply with current building codes.*	50,000	300,000
Lot 3 Paseo Improvements *Upgrade the walking surfaces, landscaping, lighting, and trash enclosures in the Lot 3 Paseo, located at the corner of Chapala and West Figueroa Streets.*	215,000	-
Ortega Garage (Lot 10) Paseo Improvements, Restroom, and Ancillary Use *To remove existing concrete and tile in the Ortega Parking Garage (Lot 10) paseo and replace it with better and sturdier material. Project would also address drainage concerns within the paseo and to design and construct a public restroom at the Ortega Parking Garage (Lot 10). An ancillary use may also be integrated into the project to deter vandalism and increase safety around the vicinity of the parking structure and surrounding businesses/night clubs.*	50,000	50,000
Parking Facility Assessment *Project involves a conditional and structural assessment performed by a certified structural engineer to determine if there are any concerns related to the structural integrity of the parking structures.*	75,000	-
Parking Lot Maintenance and Annual Repair Program *Perform ongoing maintenance in the Downtown lots and structures such as landscaping, equipment enhancements, repairs, cleaning, and general maintenance in order to maintain integrity of structures and first-rate parking facilities.*	300,000	300,000
Parking Security Camera System *Installation of security cameras and related infrastructure in the Downtown Parking lots.*	100,000	50,000

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
50,000	100,000	50,000	100,000	300,000	Recurring
-	-	-	-	350,000	Non-recurring
-	-	-	-	215,000	Non-recurring
365,000	-	-	-	465,000	Non-recurring
-	-	-	-	75,000	Non-recurring
300,000	300,000	300,000	300,000	1,800,000	Recurring
50,000	50,000	-	-	250,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
DOWNTOWN PARKING FUND (Continued)	**FY 2016**	**FY 2017**
Pavement, Surface, and Paseo Maintenance *Major repair or replacement of deteriorated asphalt, concrete, tile, or brick in the surface lots and paseos. The work will be done concurrent with the City's annual pavement prep and slurry seal contract.*	50,000	50,000
Surface Parking Lot Lighting *Design and lighting upgrades for surface parking lots. Photometric studies will be conducted to make sure there is adequate lighting for patrons as they navigate from the lot to the public right of way. Lighting of paths to also meet the American with Disabilities Act (ADA).*	140,000	140,000
Total Downtown Parking Fund	**1,305,000**	**1,040,000**
GOLF COURSE CAPITAL		
Golf Course Infrastructure Renewal and Improvement *To repair and replace key infrastructure such as the restaurant patio roofing, Range Fence poles and netting.*	105,000	87,500
Golf Course Irrigation Infrastructure Improvements *To increase the effectiveness of existing irrigation design by retro fitting sprinkler heads, mapping the system with GPS and updating the main sprinkler controller units.*	25,000	33,000
Golf-Course Improvement Plan Proj *To provide longevity to the existing greens and tee complexes as well as increase the consistency of the greens across the course.*	75,000	75,000
Players' Course Improvements *Funded by $1 added to each greens fee paid at the Santa Barbara Golf Club, this pilot program will fund annual course improvements identified by golfers and recommended by the Golf Course Advisory Committee. The intent is to prioritize and fund improvements which directly improve the play for golfers, such as rebuilding tee complexes, bunkers and greens.*	60,048	60,048
Total Golf Course Capital	**265,048**	**255,548**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
200,000	200,000	200,000	200,000	900,000	Recurring
140,000	-	-	-	420,000	Non-recurring
1,255,000	**800,000**	**700,000**	**800,000**	**5,900,000**	
30,000	30,000	103,000	14,500	370,000	Recurring
-	100,000	-	100,000	258,000	Recurring
150,000	30,000	40,000	-	370,000	Recurring
60,048	60,048	60,048	60,048	360,288	Recurring
240,048	**220,048**	**203,048**	**174,548**	**1,358,288**	

CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
FACILITIES CAPITAL FUND	**FY 2016**	**FY 2017**
Central Library Improvements *To repaint the exterior of the Central Library building and to replace and repair gutters, windows, and ornamental woodwork.* *Funding: Facilities Capital Fund - $107,727; General Fund - 36,419*	144,146	-
City Hall Restroom Drain Replacement *A project to maintain City facilities under the City's Facility Renewal and Reinvestment model.*	-	-
Miscellaneous Facilities Renewal *The project includes various smaller capital maintenance projects performed under contract, such as elevator upgrades, HVAC replacements, plumbing renewals, roofing replacements, and other projects.* *FUNDING: General Fund*	238,581	67,732
Parks and Recreation Parking Lot Improvements *Remove asphalt, repair failed base course, modify drainage as needed, and repave Parks and Recreation parking lots as well as other parking lots as needed.*	50,000	80,000
Police Department Locker Room Remodel *To design, remodel, and refurbishment men's locker rooms. Includes installation of new lockers and reconfiguration of existing locker rooms with the addition of the old weight room.* *Funding: Facilities Capital Fund - $72,732; General Fund - $7,268*	-	80,000
Public Works Corporate Yard Improvements *To remove asphalt, repair failed base course, modify drainage as needed and repave.*	-	30,000
Replace concrete in Public Works Corporate Yard *To replace concrete around fuel island in Public Works Corporate Yard.*	150,000	-
Roof Replacements *To repair and replace the roof at the Ortega Park Pool house and Water Distribution Warehouse (FY 16), and other roof repairs and replacements starting in FY 18.*	102,885	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	-	-	-	144,146	Non-recurring
-	80,000	-	-	80,000	Non-recurring
238,505	303,356	432,691	446,960	1,727,825	Recurring
50,000	50,000	50,000	50,000	330,000	Recurring
-	-	-	-	80,000	Non-recurring
100,000	-	-	-	130,000	Non-recurring
-	-	-	-	150,000	Non-recurring
60,000	60,000	60,000	100,000	382,885	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
FACILITIES CAPITAL FUND (Continued)	**FY 2016**	**FY 2017**
Westside Center Improvements *Improvements to Westside Center including roof replacement, HVAC replacement, and exterior door replacements.*	-	225,000
Total Facilities Capital Fund	**685,612**	**482,732**
FLEET REPLACEMENT FUND		
Enterprise Fund Vehicle Replacement Program *Annual replacement of Enterprise Fleet vehicles scheduled for replacement based upon completion of their assigned life cycle.*	1,665,105	2,312,060
General Fund Vehicle Replacement Program *Annual replacement of General Fund Fleet vehicles scheduled for replacement based upon completion of their assigned life cycle.*	1,451,132	1,506,293
Total Fleet Replacement Fund	**3,116,237**	**3,818,353**
WASTEWATER FUND		
Accelerated Wastewater Collection System Rehabilitation *Repair, rehabilitation, and replacement program for City sanitary sewer mains that are proximate to City storm drain pipes.*	900,000	900,000
El Estero Wastewater Treatment Plant Drain Restoration *To provide restorative habitat for the 0.13 acre property adjacent to the El Estero Wastewater Treatment Plant.*	300,000	-
El Estero Wastewater Treatment Plant Air Process Improvements *Provides for engineering design and construction of process air system improvements associated with the facility's activated sludge secondary treatment process.*	25,910,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
-	-	-	-	225,000	Non-recurring
448,505	**493,356**	**542,691**	**596,960**	**3,249,856**	
1,919,652	1,199,123	779,136	971,128	8,846,204	Recurring
717,299	1,582,630	1,737,031	1,847,328	8,841,713	Recurring
2,636,951	**2,781,753**	**2,516,167**	**2,818,456**	**17,687,917**	
-	-	-	-	1,800,000	Non-recurring
-	-	-	-	300,000	Non-recurring
-	-	-	-	25,910,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
WASTEWATER FUND (Continued)	**FY 2016**	**FY 2017**
El Estero Wastewater Treatment Plant Biosolids Projects *Design and construction of unit process improvement projects associated with solids handling facilities within the El Estero Wastewater Treatment Plant. The current equipment is nearing the end of its useful life and newer technologies exist for biosolids handling.*	750,000	500,000
El Estero Wastewater Treatment Plant Maintenance Program *An annual program to ensure that the El Estero Wastewater Treatment Plant remains fully operational. Includes electrical and mechanical equipment replacement, integration of plant processes into the data/control (SCADA) system, and pipe replacement throughout the plant.*	400,000	400,000
El Estero Wastewater Startigic Plan Implementation *Rehabilitation or replacement of the major equipment and process components at the El Estero Wastewater Treatment Plant. Includes rehabilitation of critical facilities including odor control systems, belt filter presses, and aeration blowers.*	130,000	400,000
Lift Station Maintenance Program *Annual program of capital maintenance projects to keep the City's wastewater lift stations fully operational. Includes replacement of motor control centers, pumps, water level sensors, and other equipment to prevent lift station failures.*	320,000	320,000
Sanitary Sewer Overflow Compliance Program *Undertake a variety of projects to ensure compliance with the Sanitary Sewer Overflow Rule requirements, including annual replacement or rehabilitation of 1% of the sewer collection lines and manholes, replacement of lift station force mains, and other studies and projects to maintain overflow compliance.*	1,150,000	1,150,000
Stormwater Facilities Improvement *Develop El Estero Wastewater Treatment Plant facility storm water master planning documentation.*	200,000	200,000
Total Wastewater Fund	**30,060,000**	**3,870,000**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
27,750,000	-	-	-	29,000,000	Non-recurring
565,000	580,000	595,000	615,000	3,155,000	Recurring
335,000	635,000	955,000	365,000	2,820,000	Recurring
405,000	420,000	430,000	445,000	2,340,000	Recurring
1,150,000	1,150,000	1,000,000	1,000,000	6,600,000	Recurring
-	-	-	-	400,000	Non-recurring
30,205,000	**2,785,000**	**2,980,000**	**2,425,000**	**72,325,000**	

Project Title	TWO-YEAR FINANCIAL PLAN	
WATER CAPITAL	**FY 2016**	**FY 2017**
Annual Water Main Replacement Program *Annual program of replacement of 1% (approximately 16,000 feet) of the City's water distribution piping system.*	4,700,000	4,700,000
Cater Treatment Plant Equipment Rehabilitation *Annual capital program for the Cater Water Treatment Plant including baseline maintenance, filter media replacement, data/control system (SCADA) and equipment upgrades, and process improvements.*	666,000	1,045,000
Desalination Facility *To reactivate and operate the City's Charles Meyer Desalination Facility.*	47,000,000	-
Distribution Pump Station Rehabilitation *Annual program for maintenance, repair, and upgrades to water facilities and equipment at the City's water distribution pump stations.*	300,000	500,000
Distribution Reservoir Maintenance Program *Annual program for baseline maintenance of the City's water storage reservoirs including Vic Trace data/control system (SCADA) and El Cielito Reservoir upgrades.*	109,000	790,000
Groundwater Supply Program *Annual program for baseline well system component maintenance and rehabilitation of the Ortega Groundwater Treatment plant and city wells.*	3,950,000	1,850,000
Recycled Water Program *Project includes golf course reservoir data/control system (SCADA) upgrades, water conservation retrofits at City facilities, and baseline maintenance for the recycled water system.*	150,000	150,000
Vic Trace Reservoir Improvements *Improvements to the Vic Trace Reservoir roof and related equipment.*	-	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
4,700,000	6,336,000	7,645,440	6,336,000	34,417,440	Recurring
533,000	123,500	1,400,400	363,500	4,131,400	Recurring
-	-	-	-	47,000,000	Non-recurring
2,425,000	2,295,500	530,000	1,400,000	7,450,500	Recurring
235,000	300,000	684,160	160,000	2,278,160	Recurring
-	-	-	-	5,800,000	Recurring
707,000	-	-	-	1,007,000	Non-recurring
2,100,000	-	-	-	2,100,000	Non-recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
WATER CAPITAL (Continued)	**FY 2016**	**FY 2017**
Water Meter Replacement Program *Program to replace the City's water meters and make associated improvements, including replacing meter boxes, valves, etc. as needed.*	1,000,000	1,500,000
Total Water Capital	**57,875,000**	**10,535,000**
WATERFRONT FUND		
Harbor Restrooms ADA Remodel Program *Restroom remodel for compliance with current building code and Americans with Disabilities Act (ADA).*	-	200,000
Marina 2 - 4 Endtie Replacement *Widen Marinas 2 - 4 end ties from 4' to 6' to meet current standards.*	-	150,000
Marina One Replacement *Construct Phases 6, 7, and 8 of an eight-phase project to repair, maintain, and upgrade facilities at Marina One.*	1,689,846	1,946,455
Marina Renovations Program *Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.*	250,000	250,000
Parking Equipment Infrastructure *To expand the Luke Pay-And-Display Parking System into Leadbetter Beach Parking Lot and additional machines at the Garden Street and Chase Palm Parking lots. In addition, funding would replace the dilapidated parking kiosk at the entrance to Stearns Wharf.*	200,000	-
Parking Lot Maintenance Program *Scheduled maintenance to the eight Waterfront area parking lots, including slurry and crack sealing, painting, and traffic striping in the launch ramp and Harbor West.*	105,000	85,000
Replace Hoists 1, 2, 3 & 4 *To replace motors, prep & paint steel on the hoists and replace cable & rigging for hoists 1, 2, 3 & 4 on the City Pier.*	50,000	-

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
500,000	500,000	-	-	3,500,000	Non-recurring
11,200,000	**9,555,000**	**10,260,000**	**8,259,500**	**107,684,500**	
-	150,000	-	-	350,000	Recurring
-	85,000	-	-	235,000	Recurring
1,885,000	-	-	-	5,521,301	Recurring
250,000	275,000	275,000	275,000	1,575,000	Recurring
-	-	-	-	200,000	Recurring
240,000	80,000	80,000	85,000	675,000	Recurring
50,000	-	-	-	100,000	Recurring

Project Title	TWO-YEAR FINANCIAL PLAN	
WATERFRONT FUND (Continued)	**FY 2016**	**FY 2017**
Repower Harbor Patrol Vessels *Replacement of new, low emission, diesel engines on three Harbor Patrol vessels over the next several years.*	110,000	130,000
Sea Landing Gangway *Install an Americans with Disabilities Act (ADA) compliant 80' long gangway at Sea Landing. The gangway will facilitate loading and off-loading of passengers from cruise ships, whale watching, sport fishing and sport diving charters.*	125,000	-
Seawall Handrail and Sidewalk Repairs *Ongoing program to repair seawall sink holes created by tidal action that washes out soil and creates void spaces under sidewalks and replace existing handrails to conform to current building codes.*	50,000	50,000
Stearns Wharf Heavy Timber & Pile Replacement *Annual wharf pile driving and timber replacement program to ensure structural integrity of Stearns Wharf.*	400,000	400,000
Stearns Wharf Waterline Replacement *To replace approximately 2,000 linear feet of 8" waterline and to provide reliable water service to businesses on Stearns Wharf.*	-	-
Total Waterfront Fund	**2,979,846**	**3,211,455**
Total Capital	**105,812,551**	**30,041,451**

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)				Project Total	Project Type
FY 2018	FY 2019	FY 2020	FY 2021		
200,000	-	-	140,000	580,000	Recurring
-	-	-	-	125,000	Non-recurring
50,000	50,000	-	-	200,000	Recurring
425,000	425,000	450,000	450,000	2,550,000	Recurring
-	200,000	-	-	200,000	Non-recurring
3,100,000	**1,265,000**	**805,000**	**950,000**	**12,311,301**	
65,065,990	**37,878,568**	**26,728,906**	**21,719,464**	**287,246,930**	

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Policy Area: Safety

Key Objectives for Fiscal Year 2016

- Modernize Emergency Medical Dispatching, training and quality assurance through software and hardware enhancements.
- Maintain an average response time at or below 7 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.
- Provide Basic Life Support (BLS) for medical emergencies within 4 minutes or less 80% of the time from unit receipt of alarm.
- Respond to 96% of in-harbor emergencies within 5 minutes.
- Respond to 100% of all emergencies on the Aircraft Operational Area (AOA) within 3 minutes.
- Contain 90% of all structure fires to area or room of origin.
- Create an annual crash analysis report for Santa Barbara that will be used to identify locations in need of crash mitigation and increased enforcement efforts to improve safety.
- Ensure Community Service Liaisons and Community Service Officers establish regular contact with downtown businesses to address concerns regarding nuisance related issues.
- Develop a Spanish language Community Disaster Education (CDE) program to conduct 10 presentations within the Spanish-speaking community.

Key Indicators

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
911 calls for service	51,000	58,000	58,500
Priority One emergency Police calls for service	950	750	750
Police response time to Priority One emergency calls (minutes)	≤7.0	6.5	≤7.0
Code 3 Fire emergency calls for service	6,000	7,500	7,000
Fire response time for all emergencies within jurisdiction from unit receipt of alarm (minutes)	≤4:00	3:20	≤4:00
Harbor Patrol calls for service	1,900	1,900	1,900
Emergency vessel tows	100	100	100
Airport Patrol emergency calls for service	75	96	96
Fire investigations conducted	70	45	60
Driving Under the Influence (DUI) traffic collisions	158	150	113
Total traffic collisions	1,837	1,837	1,809

Policy Area: Sustainability

Key Objectives for Fiscal Year 2016

- Support Cachuma Conservation Release Board staff in both the State water rights order process and federal biological opinion consultation process, in order to minimize adverse impacts to water supplies.
- Work with the United States Geological Service to complete a modeling study of the City's groundwater basins. Upon completion of the modeling study, develop a formal Groundwater Management Plan in conformance with State law to provide for coordinated management of City groundwater basins.
- Operate and maintain City's hydro-electric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.
- Replace 4,660 5/8-inch water meters according to the 5-year meter replacement program.
- Award the construction contract(s) for the El Estero Wastewater Treatment Plant Air Facilities and Activated Sludge Treatment Process Improvement Project resulting from final approved Engineering Plans and Specifications.
- Implement and revise the Parks and Recreation Department Strategic Drought Response Plan to effectively conserve water use in facilities, parks, and the golf course while preserving parks, golf, and urban forest resources and the playability and use of recreational spaces for the public.
- Manage the usage of potable and recycled water to best conserve water resources while maintaining the golf course turf areas in an acceptable play condition.
- Monitor compliance of large grocery retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.
- Utilize 80% of chipped material from vegetation road clearance and defensible space chipping program by mulching and preventing material from reaching landfill
- Present to City Council the Bicycle Master Plan Update.
- Complete preliminary and final designs for creek restoration projects on Las Positas and Arroyo Burro Creeks respectively.
- Complete final design of a Storm Water Treatment Retrofit project in a city right-of-way.
- Install and operate Soil Vapor Extraction System at the Santa Barbara Police Department.
- Track electricity and waste heat production at the cogeneration facility at the El Estero Wastewater Treatment Plant Project.
- Track the El Estero Wastewater Treatment Plant Pilot Fats, Oils and Grease (FOG) receiving station and monitor gas production.
- Support the Clean Marina Program by conducting annual seafloor debris clean up (Operation Clean Sweep Event).
- Evaluate the feasibility and design for Solar Carports at City Parking Garages.

Policy Area: Sustainability (continued)

Key Indicators

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
Provide watershed education programs to at least 3,000 school-age children in Santa Barbara.	3,000	3,000	3,000
Remove at least 20,000 square feet of Arundo donax as part of the Invasive Plant Removal program.	5,000	65,800	20,000
Cubic yards of mulch used to combat weed growth and conserve water	800	800	800
Percent of fleet vehicles capable of using alternative fuels	41%	4%	41%
Airport taxiway and runway sweepings	8	8	8
Millions of gallons of recycled water used	260.8	259.2	260.8
Tons of food scraps diverted from the Tajiguas Landfill (franchise only)	3,300	3,184	3,300
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	19,000	19,718	19,000
Tons of green waste diverted from the Tajiguas Landfill (franchise only)	15,200	13,270	13,300
Pounds of household hazardous waste collected at the City ABOP and UCSB facility	322,870	187,788	322,870
Pounds of electronic waste (e-Waste) collected at City-sponsored events and at the City ABOP	270,644	440,516	270,644
Tons of debris collected by street sweepers	2,425	2,136	2,275
New bicycle parking spaces installed	25	68	25
MTD Downtown/Waterfront Shuttle Ridership	525,000	430,700	525,000
Commuter miles reduced by City employees using the Work Trip Program	600,000	669,502	600,000
Annual savings from energy conservation efforts	$400K	$397K	$425K
Greenhouse gas emissions from City operations (MT CO_2 e)	9,600	9,390	9,400

Policy Area: Infrastructure

Key Objectives for Fiscal Year 2016

- Implement the next phases of project design and implementation of the High School wellhead and piping, the Alameda Well, and the El Cielito Pump Station rehabilitation.
- Ensure the Recycle Water Waste Discharge Requirements and Master Reclamation Permit is obtained in advance of the Tertiary Treatment Facility startup.

Policy Area: Infrastructure (continued)

- Implement the next phases of bridge construction for the Punta Gorda Bridge at Sycamore Creek, Cabrillo Boulevard Bridge at Mission Creek, and Cota Street Bridge at Mission Creek.
- Complete coastal development permitting and initiate final plans for the Cabrillo Pavilion and Bathhouse Renovation Project.
- Implement the annual trail maintenance, training, and management work plan for the Multi-agency Front Country Trails Program.
- Complete the Lower West Downtown Lighting Improvement project.
- Complete a Traffic Impact Mitigation Program and update the City Traffic Model projections to account for the Highway 101 widening and present findings to the City Council.
- Rehabilitate pavement on Runway 15L-33R at the Airport.
- Complete the installation of an ADA accessible entry ramp system at Oak Park wading pool by June 1, 2016.
- Complete the scoping and design phase of the Ortega Garage (Lot 10) Restroom Project.
- Create a Request for Proposal (RFP) for golf course maintenance, restaurant and pro shop operations and initiate contract negotiations to ensure seamless and effective agreements are in place without disruption to customers.
- Construct Phase 6 of Marina One Replacement, and construct a new ADA-compliant gangway at Sea Landing.

Key Indicators

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
Millions of gallons of drinking water treated	7,500	7,500	7,865
Millions of gallons of wastewater treated	2,700	2,600	2,700
City pavement quality index (all roads)	61	61	61
Curb miles swept	18,750	19,750	18,750
Square feet of graffiti abated	270,000	360,500	350,000
Square feet of street surface repaired	75,000	64,060	75,000
Repaint 160,000 lineal feet of the existing curb markings.	160,000	216,000	160,000
Replace 450 faded, damaged or missing, street name, warning, and/or regulatory signs.	450	500	450
Square feet of sidewalk repaired or replaced	9,500	9,292	9,500

Policy Area: Affordable Housing

Key Objectives for Fiscal Year 2016

- Provide HOME-funded tenant based rental assistance (TBRA) to approximately 140 unduplicated extremely-low and low-income households.
- Certify compliance of at least 95% of 467 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Certify compliance of at least 95% of 1,220 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.
- Coordinate with local housing providers to develop affordable housing projects.
- Facilitate the preservation of 20 affordable units through Loan Committee or City Council approved loans, modifications and/or subordination of existing City financing.

Key Indicators

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
Initial sales of new affordable units monitored for conformance with housing policies	10	10	4
Re-sales of existing affordable units monitored for conformance with housing policies	15	15	15
Re-financings of existing affordable monitored for conformance with housing policies	30	20	10

Policy Area: Community Programs

Key Objectives for Fiscal Year 2016

- Coordinate City responses to homeless issues and implement Council direction regarding homelessness by participating in the Central Coast Collaborative on Homelessness (C3H) and the Milpas Action Task Force.
- Maintain the Restorative Policing program with a minimum of 35 active cases at all times.
- Conduct marketing, outreach, and coordination for the application and selection process of the 179 garden plots assigned at community gardens by October 1, 2015.
- Provide food distribution to 14,000 households (duplicated) annually through Farmer's Market, Brown Bag, and Food Pantry programs.

Policy Area: Community Programs (continued)

- Plan and coordinate City-sponsored major special events (Fiesta, Summer Solstice, Oak Park Ethnic Festivals, and 4th of July).
- Provide service-learning projects for after-school participants including water conservation, fire prevention, recycling, and trash reduction.
- Work with local non-profits to provide innovative free educational programs that focus on healthy eating and increasing physical activity at 12 program sites.
- Provide summer drop-in recreation programs for 885 unduplicated participants at three elementary school sites.
- Provide 1,200 participants with summer, spring camps and clinics.
- Provide 4 community service opportunities per year for teens and adults in youth or community service programs or activities.
- Upgrade building permit software and implement a historic properties web application.

Key Indicators

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
Community Development Block Grant /Human Services grant recipients awarded in March 2015	50	50	50
City libraries per capita expenditure from state and local funds	$48.05	$48.05	$50.55
Library volunteer hours	13,000	14,538	14,000
Adult literacy learners assisted	200	200	250
Residents receiving information and consultation services from Rental Housing and Mediation.	1,400	1,400	1,400
Youth and adults mentored through the Job Apprentice Program	54	95	85
Free or low cost meals provided to senior citizens	5,500	5,500	5,500
High School students participating in the Healthy Options Culinary Arts Program	54	95	85
Students receiving information through Airport Aviation Education Program via an Airport tour or school visit	5,000	5,350	5,500
Residents using City Library meeting rooms	37,000	34,170	36,000
Elementary school Recreation Afterschool Program participants (unduplicated)	370	450	425
Participants in Ballroom, Swing, and Contra dance programs	7,000	6,750	6,500
Participants at Los Baños Swimming Pool	98,000	98,000	98,000
Scholarships awarded for aquatic summer camps	45	45	45

Policy Area: Community Programs (continued)

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
Participants in free after school youth sports programs	1,000	1,000	1,000
Youth league sports program participants	1,800	1,800	1,800
Adult sports program participants	2,100	2,500	2,500
Tennis court hours for youth tennis programming	1,600	1,600	1,600
Paid rounds of golf at Municipal Golf Course	60,219	58,335	60,048

Policy Area: Neighborhood Livability

Key Objectives for Fiscal Year 2016

- Ensure Restorative Outreach Specialists conduct regular outreach with homeless persons.
- Further the development of existing Neighborhood Watch groups by providing leadership and training in crime prevention techniques. All Neighborhood Watch groups will be contacted at least once during the year.
- Conduct 12 Nightlife Enforcement Team Responsible Beverage Server Trainings for bars.
- Continue to implement the Neighborhood Enhancement Program, for neighborhood improvements, which benefit low income residents, based on annual recommendations from the Neighborhood Advisory Council.
- Develop the revised Zoning Ordinance for presentation to Planning Commission, which involves working on various modules with the New Zoning Ordinance Joint Committee and conducting four Community Workshops with the Planning Commission.
- Notify 100% of aircraft operators who failed to comply with noise abatement procedures, in which a noise complaint resulted.

Key Indicators

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
Development applications submitted, including re-submittals	50	44	50
Design Review applications received	600	750	700
Zoning plan checks completed – initial review	1,100	14,00	1,300
Zoning enforcement cases received	250	250	250
Historic Resource Evaluations	125	140	140
Building inspections completed	11,000	11,550	12,128
Library circulation per capita for City residents	9.00	9.02	9.25

Policy Area: Organizational Efficiency and Effectiveness

Key Objectives for Fiscal Year 2016

- Ensure that City departments achieve 80% of program objectives.
- Present a balanced budget for Fiscal Year 2017 for Council consideration by May 2016, in accordance with Council policy.
- Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 7 days of presentation to City Council.
- Implement Munis Bidding or a third-party Bid Management System and Munis Vendor Self Service Module.
- Complete the current Leadership Academy and finalize selection process for a new Leadership Academy cohort.
- Engage a professional management consultant to perform a comprehensive management audit of the Human Resources Division.
- Limit the cost of construction contract change orders for Capital Improvement Program projects to less than 9% of the total annual value of construction awarded.
- Maintain an uptime of 99.8% for: the City's Wide Area Network (WAN), Financial Management System (FMS), Centralized Geographic Information Systems (GIS) and Mapping Analysis and Printing Services (MAPS).
- Respond and deliver 100% of building and planning file public records requests within 10 days of receipt.

Key Indicators

	Adopted FY 2015	Projected FY 2015	Adopted FY 2016
Percent of turnover of regular employees	7.5%	7.5%`	7.5%
Employment applications reviewed or processed	9,000	9,000	9,000
New business licenses issued	2,000	2,000	2,000
Employees attending Injury Illness Prevention Program training sessions	1,615	2,122	1,774
Percent of treasury receipts processed on day received	99%	99%	99%
Airport building space occupancy rate	98%	98%	98%
City TV original productions	40	47	45
Public meetings televised	300	325	300

DEPARTMENT SUMMARY

Administrative Services

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

About Administrative Services

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

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

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

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

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

Fiscal Year 2016 Budget Highlights

The Administrative Services Department is responsible for:

- Transitioning to by-district elections and conducting the November 2015 Municipal Election.
- Selecting and purchasing a replacement electronic Council agenda preparation system.
- Performing a comprehensive management audit of the Human Resources Division.
- Conducting a Compensation Survey for the General bargaining unit.
- Negotiating a new labor agreement with the Police Officers Association.
- Replacing computers, servers, and other networking equipment according to the Network Infrastructure Replacement Plan for Fiscal Year 2016.
- Investigating the need to upgrade the City's GIS software and developing an implementation plan.
- Selecting and purchasing a replacement document management system and a replacement permitting system.

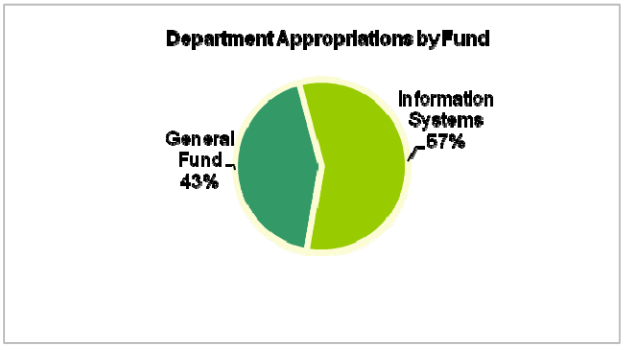
Administrative Services

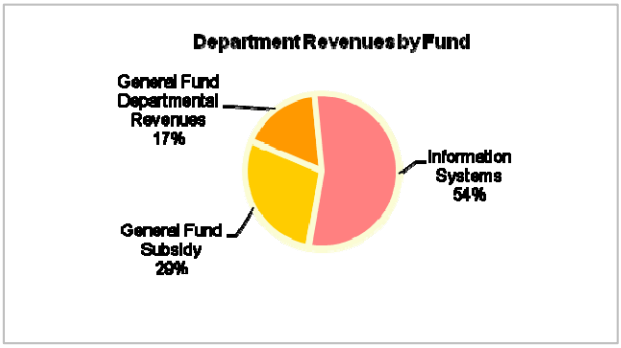
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**27.50**	**28.50**	**28.50**	**30.60**	**30.60**
Hourly Employee Hours	**2,965**	**2,154**	**2,160**	**1,570**	**1,000**
Revenues					
Fees and Service Charges	$ 2,516,107	$ 3,121,836	$ 3,121,836	$ 3,205,830	$ 3,320,243
Other Revenue	3,217	2,200	3,000	3,000	3,000
Overhead Allocation Recovery	804,779	819,060	819,060	1,024,764	1,105,071
General Fund Subsidy	1,079,988	1,289,942	1,217,060	1,745,139	1,477,632
Total Department Revenue	**$ 4,404,091**	**$ 5,233,038**	**$ 5,160,956**	**$ 5,978,733**	**$ 5,905,946**
Expenditures					
Salaries and Benefits	$ 2,954,871	$ 3,529,450	$ 3,301,468	$ 3,944,501	$ 4,148,180
Supplies and Services	1,362,491	1,495,437	1,375,203	1,728,831	1,516,505
Special Projects	305	53,400	60,800	52,900	54,279
Capital Equipment	131,381	11,000	11,000	10,000	10,000
Non-Capital Equipment	22,234	18,250	18,250	2,750	2,750
Transfers Out	-	-	-	350,000	120,000
Appropriated Reserve	-	13,053	-	16,223	17,048
Total Operating Expenditures	**$ 4,471,282**	**$ 5,120,590**	**$ 4,766,721**	**$ 6,105,205**	**$ 5,868,762**
Capital Grants Revenue	$ 1,098,000	$ -	$ -	$ 100,000	$ 80,000
Capital Program	1,014,388	1,946,973	1,304,061	354,000	140,500
Total Department Expenditures	**$ 5,485,670**	**$ 7,067,564**	**$ 6,070,782**	**$ 6,459,205**	**$ 6,009,262**
Addition to (Use of) Reserves	**$ 16,421**	**$ (1,834,526)**	**$ (909,826)**	**$ (380,472)**	**$ (23,316)**

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

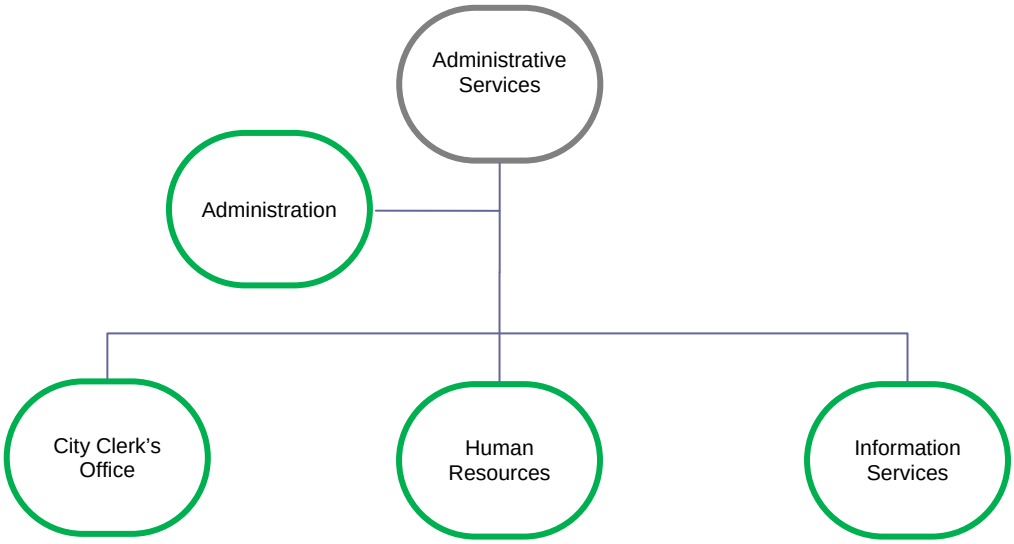
Department Fund Composition





Administrative Services

Organizational Program Chart



ADMINISTRATIVE SERVICES PROGRAMS

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

Administration

(Program No. 1511)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop and present to City Council the Administrative Services Department budget plan and performance objectives for Fiscal Year 2017.
- Conduct a Compensation Survey for the General bargaining unit and negotiate whether and how to resolve market compensation inequities, in accordance with Council parameters.
- Negotiate a new labor agreement with the Police Officers Association, in accordance with Council parameters.
- Hire and train an Administrative Analyst to coordinate labor relations and other department activities.
- Complete the current Leadership Academy and finalize selection process for a new Leadership Academy cohort.

RECENT PROGRAM ACHIEVEMENTS

Conducted a successful public outreach to establish District Election boundaries.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**0.00**	**0.00**	**2.10**	**2.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ -	$ -	$ -	$ 64,645	$ 119,764
General Fund Subsidy	-	-	-	319,826	290,470
Total Revenue	**$ -**	**$ -**	**$ -**	**$ 384,471**	**$ 410,234**
Expenditures					
Salaries and Benefits	$ -	$ -	$ -	$ 343,882	$ 368,739
Supplies and Services	-	-	-	40,589	41,495
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 384,471**	**$ 410,234**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Monitor and support Division Managers so that the Administrative Services Department meets 80% of its annual performance objectives.				
Percent of annual performance objectives met	89%	80%	90%	80%
Percent of Administrative Services Department employee evaluations submitted by due date.				
Percent evaluations submitted by due date	76%	80%	80%	80%
Monitor to ensure all division budgets are within budget at the end of each fiscal year.				
Percent of division budget spent at the end of the fiscal year	N/A	N/A	N/A	95%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Formal grievances under labor agreement	0	4	2	4
Labor contract negotiations completed	5	0	2	2
Leadership Academy seminars conducted	N/A	N/A	N/A	4

ADMINISTRATIVE SERVICES PROGRAMS

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

City Clerk's Office

(Program No. 1521, 1522)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Administer the November 3, 2015 General Municipal Election to elect 3 Councilmembers and vote on ballot measure(s).
- Complete the recruitment, appointment, orientation and training for 31 City advisory groups.
- Ensure receipt of compliance certificates for required ethics training for Mayor and Councilmembers and members of designated advisory groups.
- Oversee the Records Management Program and prepare an annual report on each Department's progress in meeting the program goals.
- Provide implementation support to Information Systems on new electronic Agenda Management software.
- Conduct a training for City staff on agenda report preparation and process.

RECENT PROGRAM ACHIEVEMENTS

Conducted a Brown Act and Advisory Group Agenda training for staff.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.50**	**3.50**	**3.50**	**3.50**	**3.50**
Hourly Employee Hours	**354**	**0**	**6**	**570**	**0**
Revenues					
Fees and Service Charges	$ 1,110	$ 1,248	$ 1,248	$ 1,273	$ 1,298
Other Revenue	3,202	2,200	3,000	3,000	3,000
Overhead Allocation Recovery	278,459	282,359	282,359	330,722	343,951
General Fund Subsidy	389,489	290,855	217,973	505,655	218,969
Total Revenue	**$ 672,259**	**$ 576,662**	**$ 504,580**	**$ 840,650**	**$ 567,218**
Expenditures					
Salaries and Benefits	$ 381,797	$ 390,610	$ 390,755	$ 434,344	$ 444,970
Supplies and Services	290,441	186,052	106,325	406,306	122,248
Non-Capital Equipment	22	-	-	-	-
Total Expenditures	**$ 672,259**	**$ 576,662**	**$ 504,580**	**$ 840,650**	**$ 567,218**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 100% of customer service requests within 2 working days or by the requested deadline.				
Percent of customer service requests completed within 2 Working Days or by the requested deadline	100%	100%	100%	100%
Maintain 90% timely filing rate for statements of economic interests.				
Percent of timely filings of Statements of Economic Interests	93%	90%	95%	90%
Complete 80% of Council minutes accurately within 7 working days.				
Percent of Council minutes accurately prepared within 7 working days and presented for Council approval	93%	80%	85%	80%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Pages of Council minutes prepared for Council approval	425	450	450	450
Staff hours spent in support of City advisory groups	387	360	500	400
Customer service requests completed within 2 working days or by the requested deadline	1,322	1,400	1,200	1,400
Electronic filings of statements of economic interests	455	435	440	440

City Clerk's Office
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Staff hours spent in support of statements of economic interests	147	125	130	130
Staff hours spent on codification of the municipal code	101	60	60	60
Contracts and agreements, deeds and notices of completion processed	363	400	425	450
Resolutions and ordinances processed	119	135	135	135
City Council agendas and packets prepared	58	60	60	60
Campaign statements processed	83	20	30	75
Staff hours spent in support of campaign statements	50	20	20	50
Staff hours spent on research requests	155	120	200	175
Phone calls received	4,757	4,200	4,200	4,750
Staff hours spent on the Council agenda packet process	556	600	500	500
Staff hours spent on Council meeting attendance and follow-up	861	1,000	1,000	1,000

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ADMINISTRATIVE SERVICES PROGRAMS

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

Human Resources

(Program No. 1531, 1533)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Engage a professional management consultant to perform a comprehensive management audit of the Human Resources Division.
- Provide four (4) sessions of legally required Harassment Training for supervisors and managers in the second half of calendar year 2015.
- Provide five (5) sessions of staff-level Harassment Training.
- Provide Time and Attendance training to managers and supervisors.

RECENT PROGRAM ACHIEVEMENTS

Implemented Tyler Munis Human Resources/Payroll module and provided related training for end users.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**9.50**	**10.00**	**10.00**	**10.00**	**10.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 15	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	526,320	536,701	536,701	629,397	641,356
General Fund Subsidy	690,499	999,087	999,087	919,658	968,193
Total Revenue	**$ 1,216,834**	**$ 1,535,788**	**$ 1,535,788**	**$ 1,549,055**	**$ 1,609,549**
Expenditures					
Salaries and Benefits	$ 981,887	$ 1,198,658	$ 1,198,658	$ 1,212,750	$ 1,269,009
Supplies and Services	225,325	292,130	292,130	291,305	295,540
Capital Equipment	9,600	10,000	10,000	10,000	10,000
Non-Capital Equipment	22	-	-	-	-
Total Expenditures	**$ 1,216,834**	**$ 1,535,788**	**$ 1,535,788**	**$ 1,549,055**	**$ 1,609,549**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure that City supervisors and managers complete 85% of employee performance evaluations on-time.				
Percent of evaluations completed on-time/total number of evaluations due	85%	85%	85%	85%
Provide 95% of classification recommendations to the requesting department within 45 working days of receiving the Positions Description Form from the department.				
Percent of classification studies completed within 45 working days	100%	95%	95%	95%
Complete internal (promotional) recruitments within an average of 39-working days.				
Working days from Personnel Services Requisition to certification date	22	39	35	39
Complete external (open) recruitments within an average of 49-working days.				
Working days from Personnel Services Requisition to certification date	39	49	45	49
Hold training updates with department representatives on pertinent issues related to Human Resources, such as the Family Medical Leave Act, Personnel Action Forms (PAFs), etc.				
Training updates held for department reps	0	2	2	2

Human Resources
(Continued)

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Conduct quarterly retirement workshops with PERS representatives and City staff.				
PERS workshops held	4	4	4	4
Hold, on a quarterly basis, in-house supervisory training classes.				
Supervisory training classes held	53	4	4	4

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Applications reviewed and processed	8,609	9,000	9,000	9,000
Recruitments conducted	93	75	80	80
Employees (regular and hourly) hired	437	400	400	400
Regular employee turnover	8.78%	7.50%	7.50%	7.50%
Personnel actions processed by HR staff	2,661	3,000	3,000	3,000
Percent of Management positions filled by internal promotion	67%	70%	70%	70%
Percent Supervisory positions filled by internal promotion	50%	80%	80%	80%
Supervisory/manager requests for assistance re: disciplinary issues	583	800	800	800
Employees who made benefit changes during Open Enrollment	431	500	500	500
Employee requests for assistance regarding benefits	9,586	9,000	9,000	9,000
Average number of LEAP training hours attended per employee	0.31	2.00	2.00	2.00

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ADMINISTRATIVE SERVICES PROGRAMS

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

Information Systems

(Program No. 1541, 1542, 1543)

Mission Statement

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

Program Activities

- Provide a reliable and secure computer infrastructure with high-speed network access to City facilities.
- Maintain, upgrade, and support 820 desktop computers and 90 infrastructure and application servers.
- Support the Munis Financial Management System (FMS) and City-wide and departmental application systems.
- Provide computer training for City staff.
- Provide a single source Help Desk support service for quick and effective problem diagnosis and resolution.
- Provide easily maintained and user friendly public Web site to residents and internal SharePoint services to City staff.
- Provide technical assistance support to departments for hardware selection, applications, and operations.

Project Objectives for Fiscal Year 2016

- Continue the Accela Tidemark upgrade project by selecting a vendor, negotiating a contract and obtaining council approval.
- Continue the Document Management and Council Agenda Process System upgrade project by selecting a vendor, negotiating a contract, and obtaining council approval by March 31, 2016.
- Replace all networking equipment scheduled in the Network Infrastructure Replacement Plan for Fiscal Year 2016.
- Replace the servers scheduled in the Network Infrastructure Replacement Plan for Fiscal Year 2016.
- Replace the server Storage Area Networks (SAN), scheduled in the Network Infrastructure Plan.
- Investigate the need to upgrade the City's GIS software and develop an implementation plan, by December 31, 2015.
- Implement the Historic Properties Web Application by December 31, 2015.

RECENT PROGRAM ACHIEVEMENTS

Expanded public Wi-Fi in multiple City facilities. Upgraded City network connections to Fire Stations 2 through 8. Completed 3-year project to implement new citywide financial system.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**14.50**	**15.00**	**15.00**	**15.00**	**15.00**
Hourly Employee Hours	**2,611**	**2,154**	**2,154**	**1,000**	**1,000**
Revenues					
Fees and Service Charges	$ 2,514,997	$ 3,120,588	$ 3,120,588	$ 3,204,557	$ 3,318,945
Total Revenue	**$ 2,514,997**	**$ 3,120,588**	**$ 3,120,588**	**$ 3,204,557**	**$ 3,318,945**
Expenditures					
Salaries and Benefits	$ 1,591,188	$ 1,940,182	$ 1,712,055	$ 1,953,525	$ 2,065,462
Supplies and Services	846,725	1,017,256	976,749	990,631	1,057,222
Special Projects	305	18,400	18,300	17,900	19,279
Capital Equipment	121,781	1,000	1,000	-	-
Non-Capital Equipment	22,190	18,250	18,250	2,750	2,750
Transfers Out	-	-	-	350,000	120,000
Appropriated Reserve	-	13,053	-	16,223	17,048
Total Expenditures	**$ 2,582,188**	**$ 3,008,141**	**$ 2,726,353**	**$ 3,331,029**	**$ 3,281,761**
Capital Grants	1,098,000	-	-	100,000	80,000
Capital Program	1,014,388	1,946,973	1,304,061	354,000	140,500
Addition to (Use of) Reserves	**$ 16,421**	**$ (1,834,526)**	**$ (909,826)**	**$ (380,472)**	**$ (23,316)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Resolve 60% of requests for Customer Support at time of request.				
Percent of calls for customer support that are resolved within 30 minutes of time of request	63.3%	60.0%	70.0%	60.0%
Resolve 70% of requests for Customer Support within 1 business day.				
Percent of requests for customer support that are resolved within 1 business day	72.2%	70.0%	70.0%	70.0%
Resolve 98% of Out of Service requests rated as Critical within 1 Business Day.				
Percent of Critical Out of Service requests resolved in 1 business day	100.0%	98.0%	98.0%	98.0%
Maintain an uptime of 99.8% of the City's Wide Area Network and critical file and application servers.				
Percent uptime for City WAN and critical support servers	100.0%	99.8%	99.8%	99.8%
Maintain an uptime of 99.8% of the City's Financial Management Systems.				
Percent uptime for City's Financial Management Systems	100.0%	99.8%	99.8%	99.8%

Information Systems
(Continued)

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain an uptime of 99.8% of the City's Centralized GIS and MAPS servers.				
Percent uptime for City GIS and MAPS servers	100.0%	99.8%	99.9%	99.8%
Maintain a 95% or higher customer satisfaction rating on service requests.				
Percent of employees surveyed reporting satisfactory ratings	99.0%	95.0%	99.0%	95.0%
Ensure 99% of employees report that training provided will result in improvements in their ability to use desktop applications.				
Percent of employees reporting that the training improved their ability to use desktop applications	99.7%	99.0%	100.0%	99.0%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
"User Support" requests completed	4,500	4,500	4,024	4,200
Infrastructure Support service requests completed	3,299	3,000	3,986	3,000
Critical out-of-service requests completed	3	15	6	10
Enterprise application service requests completed	616	700	758	1,100
GIS service requests completed	971	880	1,222	1,000
Web service requests completed	768	600	1,016	1,000
Computer users supported	1,104	1,080	1,080	1,010
Computer workstation devices supported	868	820	820	820
Computer users support per FTE (6)	148	196	210	168
Munis users support per FTE (2)	154	215	192	140
GIS users support per FTE (2)	232	325	326	250
Web content managers support per FTE (1.5)	180	100	120	180
Training Enrollments	696	1,000	600	650

Airport

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

About Airport

Santa Barbara Municipal Airport is the busiest commercial service airport on the California coast between San Jose and Los Angeles. An integral part of the National Air Transportation System, the Airport ranks in the top third of the nation's commercial service airports in terms of total passengers. General Aviation accounts for over 70% of total aircraft operations with 195 based aircraft.

Fiscal Year 2016 Budget Highlights

Adopt Airport Master Plan.

Complete repairs to restaurant facility at 521 Firestone Road to prepare for new tenant occupancy.

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

In addition to the airfield the Airport's 950 acres comprises 400 acres of wetlands and 95 acres of commercial/industrial property. Located about 10 miles from downtown Santa Barbara, the Airport neighbors the City of Goleta and the University of California. The Airport's primary market area encompasses Santa Barbara County.

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

DEPARTMENT SUMMARY

Airport

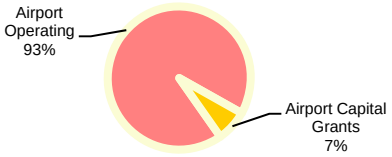
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**55.50**	**55.50**	**55.50**	**55.50**	**55.50**
Hourly Employee Hours	**18,189**	**16,664**	**16,631**	**15,145**	**15,145**
Revenues					
FAA Grants	$ 3,287,917	$ 2,815,718	$ 2,753,024	$ -	$ -
Passenger Facility Charges	1,308,680	1,267,500	1,287,586	1,293,918	1,293,918
Customer Facility Charges	801,920	712,300	772,070	795,900	795,900
Intergovernmental	-	111,480	95,000	-	-
Lease Income	15,379,176	15,403,694	15,661,269	16,231,511	16,703,539
Interest Income	210,395	173,000	159,100	158,900	155,500
Other Revenue	507,697	391,106	432,472	171,011	173,542
Total Department Revenue	**$ 21,495,785**	**$ 20,874,798**	**$ 21,160,520**	**$ 18,651,240**	**$ 19,122,399**
Expenditures					
Salaries and Benefits	$ 5,053,922	$ 5,723,701	$ 5,372,393	$ 6,006,251	$ 6,322,942
Supplies and Services	7,543,283	8,213,849	7,946,096	8,392,120	8,549,124
Special Projects	464,952	94,926	50,668	48,380	49,831
Non-Capital Equipment	50,406	96,765	84,179	134,000	59,475
Debt Service	3,435,809	3,819,916	3,819,916	3,821,415	3,825,617
Appropriated Reserve	-	356,453	-	443,829	441,032
Transfers Out	124,336	-	-	-	-
Total Operating Expenditures	**$ 16,672,708**	**$ 18,305,610**	**$ 17,273,253**	**$ 18,845,995**	**$ 19,248,021**
Capital Program	4,337,687	5,770,994	5,032,719	1,195,000	500,000
Total Department Expenditures	**$ 21,010,396**	**$ 24,076,603**	**$ 22,305,972**	**$ 20,040,995**	**$ 19,748,021**
Addition to (Use of) Reserves	**$ 485,389**	**$ (3,201,805)**	**$ (1,145,452)**	**$ (1,389,755)**	**$ (625,622)**

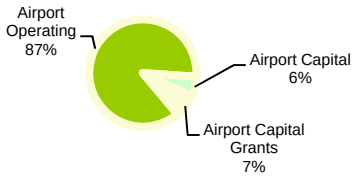
The Airport Department is budgeted in the Airport Operating Fund, the Airport FAA/PFC Capital Grants Fund and the Airport Customer Facility Charge (CFC) Fund.

Department Fund Composition

Department Revenues by Fund

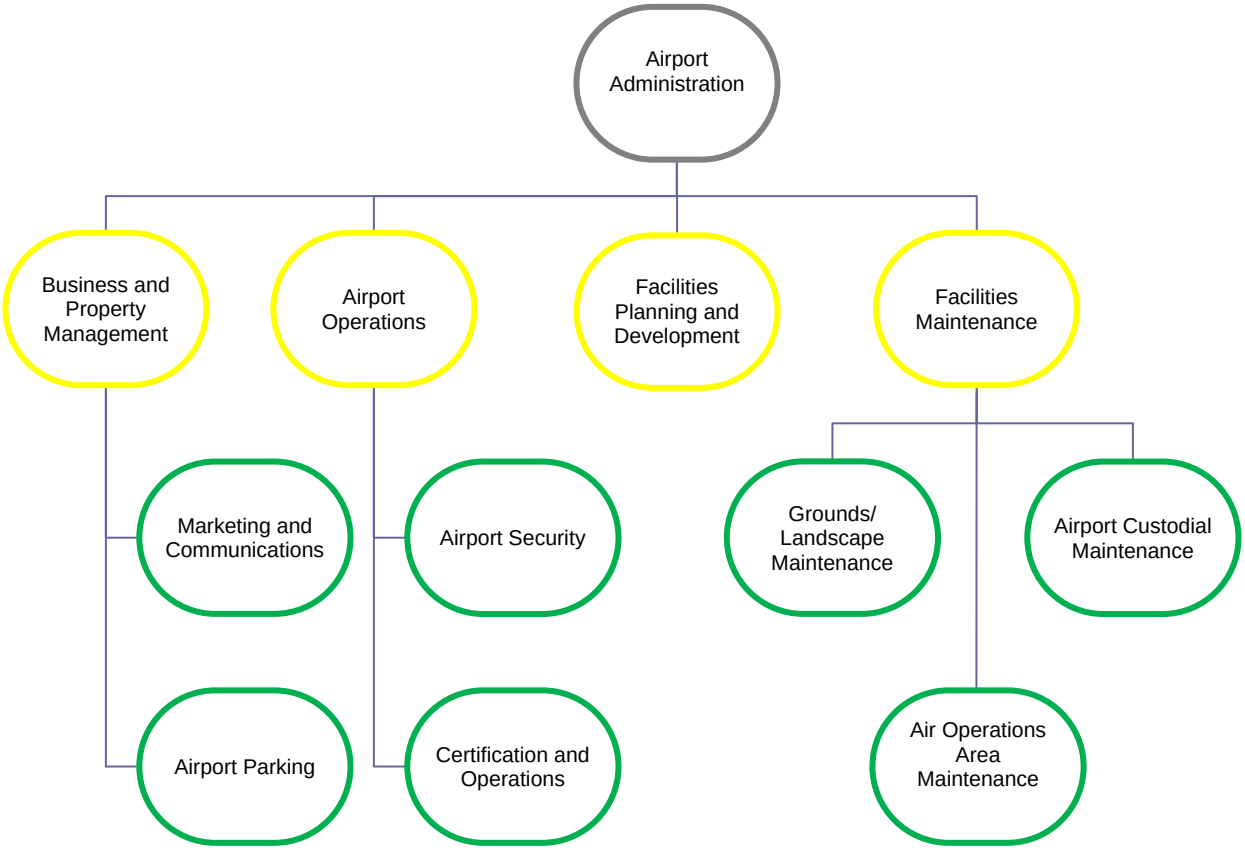


Department Appropriations by Fund



Airport

Program Organizational Chart



AIRPORT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Updated Minimum Standards for Airport Aeronautical Activities.

Administration

(Program No. 7411 & FAA Grant Funds)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop financial and logistical plan to relocate Fixed Base Operators, as described in the draft Airport Master Plan by June 2016.
- Coordinate preliminary design and obtain all discretionary permits for Commercial/Industrial Area Development by Spring 2016.
- Prepare legal documents necessary to accomplish sale and parcel division of property at 6100 Hollister Avenue to Direct Relief per purchase and sale agreement.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
FAA Grants	$ 3,287,917	$ 2,815,718	$ 2,753,024	$ -	$ -
Passenger Facility Charges	1,308,680	1,267,500	1,287,586	1,293,918	1,293,918
Customer Facility Charges	801,920	712,300	772,070	795,900	795,900
Intergovernmental	-	111,480	95,000	-	-
Lease Income	208,527	213,000	219,642	220,800	227,500
Interest Income	210,395	173,000	159,100	158,900	155,500
Other Revenue	336,242	277,406	203,741	54,711	57,242
Total Revenue	**$ 6,153,681**	**$ 5,570,404**	**$ 5,490,162**	**$ 2,524,229**	**$ 2,530,060**
Expenditures					
Salaries and Benefits	$ 243,320	$ 373,587	$ 315,148	$ 375,440	$ 401,986
Supplies and Services	1,346,792	1,400,425	1,290,534	1,657,792	1,664,683
Special Projects	-	1,451	1,451	-	1,451
Non-Capital Equipment	2,764	17,673	9,623	1,000	1,000
Debt Service	3,435,809	3,819,916	3,819,916	3,821,415	3,825,617
Appropriated Reserve	-	356,453	-	443,829	441,032
Transfers Out	124,336	-	-	-	-
Total Operating Expenditures	**$ 5,153,020**	**$ 5,969,505**	**$ 5,436,673**	**$ 6,299,476**	**$ 6,335,769**
Capital Program	4,337,687	5,770,994	5,032,719	1,195,000	500,000
Total Expenditures	**$ 9,490,708**	**$ 11,740,499**	**$ 10,469,392**	**$ 7,494,476**	**$ 6,835,769**
Addition to (Use of) Reserves	**$ (3,337,027)**	**$ (6,170,095)**	**$ (4,979,230)**	**$ (4,970,247)**	**$ (4,305,709)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Accomplish 85% of the Department's program objectives.				
Percent of Department program objectives achieved	81%	85%	85%	85%
Capture at least 55% of the regional (SBP,SMX,SBA) air service market share based on the number of daily departures.				
Tri-county region air service market share	61%	60%	56%	55%

Administration
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Annual passengers	699,916	650,000	644,000	647,000
Annual aircraft operations for airlines and general aviation	106,249	102,000	103,000	103,500
Annual tons of airfreight	1,764	1,600	1,880	1,880

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AIRPORT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Leased two major vacant properties, one tire shop and one restaurant, with a combined rent of $20,200 per month.

Business and Property Management

(Program No. 7412, 7414)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop written standards for tenant alterations and improvements by April 30, 2016.
- Develop standard written procedures for assessing rent delinquincies, addressing lease compliance issues, and ensuring tenant compliance with insurance and business license requirements by September 30, 2015.
- Evaluate and adjust methodology for annual utility rates and charges for Airport commercial/industrial tenants by February 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.75**	**4.75**	**4.75**	**4.75**	**4.75**
Hourly Employee Hours	**0**	**0**	**177**	**0**	**0**
Revenues					
Lease Income	$ 15,170,649	$ 15,190,694	$ 15,441,627	$ 16,010,711	$ 16,476,039
Other Revenues	35,135	13,700	19,455	16,300	16,300
Total Revenue	**$ 15,205,784**	**$ 15,204,394**	**$ 15,461,082**	**$ 16,027,011**	**$ 16,492,339**
Expenditures					
Salaries and Benefits	$ 491,704	$ 547,553	$ 424,001	$ 579,565	$ 612,992
Supplies and Services	939,284	1,052,536	1,045,370	918,278	934,147
Special Projects	461,549	88,475	43,380	43,380	43,380
Non-Capital Equipment	4,274	8,909	4,943	1,000	1,000
Total Expenditures	**$ 1,896,811**	**$ 1,697,472**	**$ 1,517,694**	**$ 1,542,223**	**$ 1,591,519**
Addition to (Use of) Reserves	**$ 13,308,973**	**$ 13,506,922**	**$ 13,943,388**	**$ 14,484,788**	**$ 14,900,820**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain airline cost per enplaned passenger with the maximum not to exceed $13.38 based on the approved FY2016 airline rates, fees, and charges.				
Airport facility lease and landing fees per enplaned passenger	$10.81	$11.44	$13.00	$13.38
Maintain annual revenue at budget target through effective management of commercial air carrier and terminal related assets.				
Air carrier and Airline Terminal Revenue	$9.39 M	$8.84 M	$8.91 M	$9.43 M
Maintain annual revenue at budget target through effective management of general aviation assets.				
General Aviation revenue	$1.71 M	$1.82 M	$2.00 M	$2.09 M
Maintain annual lease revenue at budget target through effective management of commercial industrial assets.				
Lease revenue	$4.19 M	$4.55 M	$4.19 M	$4.49 M

Business and Property Management
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Revenue for food and beverage at $4.64 per enplaned passenger	$3.93	$3.25	$4.26	$4.64
Revenue for news and gifts at $2.32 per enplaned passenger	$2.41	$2.15	$2.55	$2.32
Annual number of rental car contracts	77,399	65,955	80,000	79,590
Annual Gallons of Avgas aviation fuel sold	205,264	192,432	205,000	205,600
Annual Gallons of Jet A aviation fuel sold	3.03 M	2.67 M	3.26 M	3.26 M
Land leased (sq ft)	4.76 M	4.69 M	4.79 M	4.74 M
Land space occupancy rate	99.5%	98.0%	99.0%	98.0%
Building space leased (sq ft)	303,746	321,023	321,023	321,023
Building space occupancy rate	92.2%	98.0%	98.0%	98.0%
KWh generated by the rental car facility solar PV collection system	235,575	220,000	210,000	220,000

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AIRPORT PROGRAMS

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

Marketing and Communications

(Program No. 7413)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Advertise and promote the Thanks Again Program to engage passengers in the Ventura County region to fly SBA.
- Facilitate four event rentals per year at the Ovington Historic Terminal.
- Expand our Social Media platform to engage potential passengers throughout the region.

RECENT PROGRAM ACHIEVEMENTS

Launched the Thanks Again program, an airport loyalty program that offers rewards (airline miles, hotel points and other rewards) for transactions with Airport concessions and parking.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.50**	**1.50**	**1.50**	**1.50**	**1.50**
Hourly Employee Hours	**8**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 149,039	$ 152,541	$ 153,441	$ 162,864	$ 172,910
Supplies and Services	248,096	253,935	253,039	229,529	231,189
Special Projects	2,748	5,000	5,837	5,000	5,000
Non-Capital Equipment	50	2,622	2,372	2,000	7,475
Total Expenditures	**$ 399,933**	**$ 414,098**	**$ 414,689**	**$ 399,393**	**$ 416,574**
Addition to (Use of) Reserves	**$ (399,933)**	**$ (414,098)**	**$ (414,689)**	**$ (399,393)**	**$ (416,574)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide passenger regional information/services at the Terminal Information Center.				
Public inquiries	2,773	8,000	3,200	3,000
Increase awareness of Airport services through use of social media.				
Annual visitors to Twitter	N/A	3,500	3,500	4,000
Increase awareness of Airport services through use of social media.				
Facebook likes	N/A	N/A	N/A	1500

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Students receiving information through the Aviation Education Program via an Airport Tour or Visit	5,912	5,000	5,350	5,500
Annual number of news releases issued	19	12	12	12
Annual visits to Airport website	N/A	N/A	180,000	180,000

AIRPORT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Implemented water conservation strategies resulting in a 31% annual reduction in Airport water use for the last half of 2014 vs. the last half of 2013.

Airport Facilities Maintenance

(Program No. 7421, 7422, 7424)

Mission Statement

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

Program Activities

- Provide 24-hour maintenance service for 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.
- Maintain landscaped areas at leased properties, roadway medians and Love Park on Airport property, including planting, mowing, weed abatement, and rodent control.
- Maintain Airport buildings, infrastructure and grounds to minimize unit costs.
- Administer the Storm Water Pollution Prevention Plan as part of the Airport's National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.

Project Objectives for Fiscal Year 2016

- Audit and communicate landscape maintenance contractor performance at least six times.
- Complete repairs to restuarant facility at 521 Firestone Road by January 2016 in preparation for new tenant occupancy.
- Install new roof and replace HVAC equipment at building 223.
- Implement new General Industrial Stormwater Permit compliance plan.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**18.03**	**18.03**	**18.03**	**18.03**	**18.03**
Hourly Employee Hours	**3,426**	**2,324**	**4,348**	**2,000**	**2,000**
Revenues					
Other Revenue	$ -	$ -	$ 109,276	$ -	$ -
Total Revenue	**$ -**	**$ -**	**$ 109,276**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 1,463,883	$ 1,575,054	$ 1,533,510	$ 1,655,096	$ 1,736,643
Supplies and Services	1,946,377	2,197,042	2,044,247	2,112,096	2,132,895
Non-Capital Equipment	3,361	24,352	22,852	20,000	20,000
Total Expenditures	**$ 3,413,622**	**$ 3,796,448**	**$ 3,600,609**	**$ 3,787,192**	**$ 3,889,538**
Addition to (Use of) Reserves	**$ (3,413,622)**	**$ (3,796,448)**	**$ (3,491,333)**	**$ (3,787,192)**	**$ (3,889,538)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 90% of all work orders by the established target date.				
Percent of work orders completed by target date	97%	90%	96%	90%
Inspect Airport storm water inlets equipped with a structural storm water BMP device four times annually.				
Structural BMP device inspections	4	4	4	4
Maintain performance of contract custodial service by completing a quarterly performance audit.				
Performance audits completed	N/A	4	4	4

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total cost per square foot for building maintenance	$1.94	$1.90	$2.00	$2.00
Cost per passenger for airline Terminal custodial services	$1.11	$1.25	$1.20	$1.30
Work orders completed	3,764	3,000	3,450	3,500
Buildings maintained	56	56	56	56

AIRPORT PROGRAMS

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

Aircraft Operations Area Maintenance

(Program No. 7423)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop airfield safety training program for Maintenance staff by January 31, 2016.

RECENT PROGRAM ACHIEVEMENTS

Corrected 268 airfield discrepancies during the first half of Fiscal Year 2015 that were noted during airport self-inspections.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.30**	**5.30**	**5.30**	**5.30**	**5.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 447,205	$ 480,738	$ 455,506	$ 502,246	$ 525,135
Supplies and Services	241,269	271,464	236,687	259,785	262,236
Non-Capital Equipment	-	622	622	80,000	-
Total Expenditures	**$ 688,473**	**$ 752,824**	**$ 692,815**	**$ 842,031**	**$ 787,371**
Addition to (Use of) Reserves	**$ (688,473)**	**$ (752,824)**	**$ (692,815)**	**$ (842,031)**	**$ (787,371)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 90% of Aircraft Operations Area maintenance work orders generated from airfield safety inspections within the established timeframe after receiving the report.				
Percent of AOA work orders completed	92%	90%	94%	90%
Complete 85% of all work orders by the established target dates.				
Percent of work orders completed	93%	85%	95%	90%
Steam clean the air carrier ramp four times annually as a storm water pollution prevention best management practice.				
Air carrier ramp cleanings completed	4	4	4	4
Sweep runways four times annually.				
Runway sweeping scompleted	3.7	4.0	4.0	4.0
Sweep taxiways four times annually.				
Taxiway sweepings completed	4.0	4.0	4.0	4.0

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
AOA maintenance cost per acre	$566	$650	$575	$600
AOA work orders completed	906	700	900	950
Hours devoted to airfield maintenance	N/A	2,700	3,400	3,400

AIRPORT PROGRAMS

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

Airport Security

(Program No. 7431)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop a new Notice of Violation (NOV) form by January 1, 2016.

RECENT PROGRAM ACHIEVEMENTS

Significantly increased the daily scheduled checks of AOA and Non-AOA patrol points.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**12.33**	**12.33**	**12.33**	**12.33**	**12.33**
Hourly Employee Hours	**14,425**	**14,340**	**12,106**	**13,145**	**13,145**
Revenues					
Other Revenue	$ 136,320	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Total Revenue	**$ 136,320**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**
Expenditures					
Salaries and Benefits	$ 1,490,926	$ 1,598,381	$ 1,554,526	$ 1,638,915	$ 1,713,035
Supplies and Services	166,434	200,321	187,154	185,729	188,555
Non-Capital Equipment	10,051	12,070	12,069	7,500	7,500
Total Expenditures	**$ 1,667,410**	**$ 1,810,772**	**$ 1,753,750**	**$ 1,832,144**	**$ 1,909,090**
Addition to (Use of) Reserves	**$ (1,531,090)**	**$ (1,710,772)**	**$ (1,653,750)**	**$ (1,732,144)**	**$ (1,809,090)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 100% of calls for service from security checkpoints within 5 minutes.				
Percent of responses within 5 minutes	100%	100%	100%	100%
Respond to 100% of reports of unauthorized persons in most sensitive security areas within 5 minutes of the unauthorized person being reported.				
Percent of responses within 5 minutes	100%	100%	100%	100%
Conduct 100% of the airport perimeter inspections required by TSA regulations.				
Percent of inspections completed	100.5%	100.0%	100.0%	100.0%
Respond to 100% of reports of unauthorized persons in the aircraft operations area (AOA).				
Percent of response	N/A	100%	100%	100%
Respond to 99% of non-emergency calls on the airport property within 15 minutes.				
Percent of responses within 15 minutes	99.6%	99.0%	99.0%	99.0%
Complete the scheduled number of daily airline terminal inspections 85% of the time.				
Percent inspections completed	95.6%	85.0%	100.0%	85.0%

Airport Security
(Continued)

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete the scheduled number of daily Security Identification Display Area ramp inspections 90% of the time.				
Percent of inspections completed	98.6%	90.0%	100.0%	90.0%
Complete all of the daily scheduled checks of AOA patrol points 85% of the time.				
Percent of days where all 7 checks of AOA patrol points were completed	22.5%	85.0%	50.0%	85.0%
Complete the daily scheduled checks of non-AOA patrol points 85% of the time.				
Percent of days where all 7 checks of non-AOA patrol points were completed	22.5%	85.0%	73.0%	85.0%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Emergency calls received	90	75	96	96
Non-emergency calls received	4,696	4,900	4,224	4,224
Terminal building inspections	5,490	5,000	6,208	6,208
Security Identification Display Area ramp inspections	6,506	6,500	7,372	7,372
Checks of AOA Patrol Points	1,975	2,000	2,392	2,392
Checks of non-AOA Patrol checkpoints	1,947	2,000	2,028	2,028
Notices issued for security violations	44	45	8	8

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AIRPORT PROGRAMS

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

Airport Certification and Operations

(Program No. 7441, 7442)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Review and amend out-dated airfield policies and procedures.
- Develop and conduct three training sessions for Airline Terminal employees on building emergency plan procedures.

RECENT PROGRAM ACHIEVEMENTS

Airport received an award from AAAE for the amount of airport safety training received by staff via the airport news and training network.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**9.84**	**9.84**	**9.84**	**9.84**	**9.84**
Hourly Employee Hours	**330**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 586,332	$ 801,636	$ 742,050	$ 891,006	$ 950,452
Supplies and Services	2,309,075	2,492,807	2,527,427	2,645,242	2,737,701
Non-Capital Equipment	28,848	25,208	26,389	20,000	20,000
Total Expenditures	**$ 2,924,255**	**$ 3,319,651**	**$ 3,295,866**	**$ 3,556,248**	**$ 3,708,153**
Addition to (Use of) Reserves	**$ (2,924,255)**	**$ (3,319,651)**	**$ (3,295,866)**	**$ (3,556,248)**	**$ (3,708,153)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Promote a safe Airport by achieving 95% compliance on the annual FAA Certification inspection.				
Percent compliance achieved	97%	95%	95%	95%
Conduct monthly tests of Airport Emergency Notification System.				
Tests conducted	10	12	12	12
Respond to 100% of periodic emergency response drills within Federal Administration (FAA) required time parameters.				
Percent completed	100%	100%	100%	100%
Submit 85% of airport identification media applications to the appropriate vetting process within 48 hours of receiving the completed application.				
Percent submitted	100%	85%	100%	85%
Host at least 4 Noise Abatement Committee meetings.				
Meetings hosted	4	4	4	4
Notify 100% of aircraft owners who failed to comply with noise abatement procedures, in which a noise complaint resulted.				
Percent notified	100%	100%	100%	100%

Airport Certification and Operations
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Access Control system alarms		108,000	108,000	100,000
Noise complaints received	492	300	750	650
Airfield safety inspections		1,150	1,150	1,150
Security badges issued	624	1000	1000	1400
Total ARFF emergency responses	48	35	20	12
Total training hours for Security Operations Center staff	378	350	350	360

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AIRPORT PROGRAMS

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

Airport Facility Planning and Development

(Program No. 7451)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Complete construction for the Airfield Electrical & Safety project by June 30, 2016.
- Complete consultant selection, design, and award construction contract for General Aviation Ramp Rehabilitation and Taxiway E/K Improvement project.
- Adopt Airport Master Plan by December 2015.
- Submit Wildlife Hazard Management Plan to FAA by January 2016.
- Submit permit applications to regulatory agencies for the completed design of the Goleta Slough Adaptive Mouth Management Project that avoids adverse affects to endangered species.

RECENT PROGRAM ACHIEVEMENTS

Completed Goleta Slough Ecosystem Management Plan Update and Sea Level Rise Study.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.50**	**1.50**	**1.50**	**1.50**	**1.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 181,512	$ 194,211	$ 194,211	$ 201,119	$ 209,789
Supplies and Services	345,957	345,320	361,638	383,669	397,718
Special Projects	655	-	-	-	-
Non-Capital Equipment	1,059	5,309	5,309	2,500	2,500
Total Expenditures	**$ 529,184**	**$ 544,840**	**$ 561,158**	**$ 587,288**	**$ 610,007**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve 100% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.				
Percent of compliance with permit conditions	100%	100%	100%	100%
Achieve total annual construction contract bid average within 10% of the total engineer's estimates for the preliminary design packages.				
Percent difference between construction contract bids and the total engineer's estimates for preliminary design	-5%	≤ 10%	≤ 10%	≤ 10%
Limit the total annual value of construction contract change orders on capital improvement projects to less than or equal to 7% of the total value of construction contracts awarded.				
Construction contract change orders as a percentage of the total value of construction contracts awarded	-5%	≤ 7%	≤ 7%	≤ 7%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total estimated value of projects in active design and construction	$9.4 M	$6.0 M	$11.7 M	$12.7 M
Total number of projects under active planning, design, construction, and monitoring	9	6	6	6

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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 two programs: Administration and City TV (Channel 18).

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

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

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

Fiscal Year 2016 Budget Highlights

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

The City Administrator's Office will expand informational resources for businesses to understand City regulations and services.

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

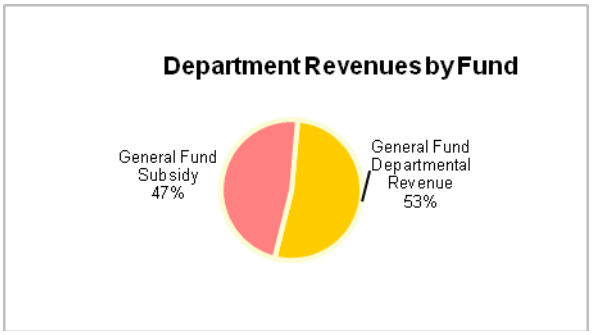
City Administrator's Office

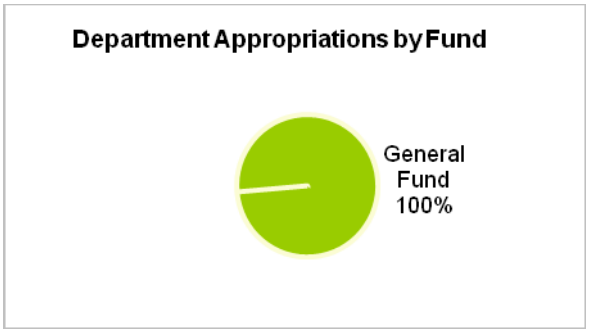
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**10.40**	**10.40**	**10.40**	**9.30**	**9.30**
Hourly Employee Hours	**3,886**	**2,750**	**3,660**	**2,750**	**2,750**
Revenues					
Intergovernmental	$ 67,423	$ 679,429	$ 679,429	$ -	$ -
Other Revenue	239,707	248,563	248,563	253,774	256,026
Overhead Allocation Recovery	823,441	839,725	839,725	852,699	886,778
General Fund Subsidy	974,830	1,195,885	980,396	1,000,346	1,051,600
Total Department Revenue	**$ 2,105,401**	**$ 2,963,602**	**$ 2,748,113**	**$ 2,106,819**	**$ 2,194,404**
Expenditures					
Salaries and Benefits	$ 1,590,323	$ 1,763,266	$ 1,496,709	$ 1,636,147	$ 1,718,815
Supplies and Services	294,869	329,847	369,520	302,514	307,431
Special Projects	87,775	726,878	714,773	27,158	27,158
Non-Capital Equipment	26,433	49,602	73,102	26,000	26,000
Transfers Out	106,000	112,000	112,000	115,000	115,000
Total Department Expenditures	**$ 2,105,401**	**$ 2,981,593**	**$ 2,766,104**	**$ 2,106,819**	**$ 2,194,404**

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

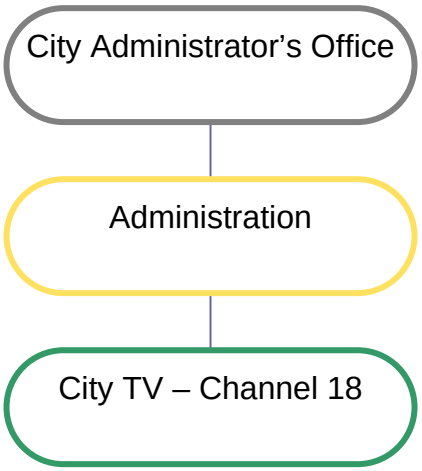
Department Fund Composition





City Administrator's Office

Program Organizational Chart



CITY ADMINISTRATOR PROGRAMS

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

City Administrator

(Program No. 1311)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Present a balanced budget for Fiscal Year 2017 for Council consideration by May 2016, in accordance with Council policy.
- Review department status reports for performance objectives on a biannual basis and submit a year-end report to Council.
- Send advocacy letters on federal and state legislation based on the City's Legislative Platform.
- Prepare and deliver the State of the City presentation by April 2016.
- Issue the City News in Brief on a weekly basis to communicate with the public and a quarterly e-newsletter to businesses.
- Expand informational resources and videos on the City's website to help small business owners understand City regulations and services.
- Coordinate citywide sustainability efforts and assist departments in achieving objectives that protect and enhance the environment.

RECENT PROGRAM ACHIEVEMENTS

Developed a guide, website and informational resources to help business owners understand City regulations and services.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**8.15**	**8.15**	**8.15**	**7.05**	**7.05**
Hourly Employee Hours	**960**	**0**	**960**	**0**	**0**
Revenues					
Intergovernmental	$ 67,423	$ 679,429	$ 679,429	$ -	$ -
Overhead Allocation Recovery	679,518	692,952	692,952	713,709	742,229
General Fund Subsidy	838,123	1,016,210	777,221	804,521	847,135
Total Revenue	**$ 1,585,064**	**$ 2,388,591**	**$ 2,149,602**	**$ 1,518,230**	**$ 1,589,364**
Expenditures					
Salaries and Benefits	$ 1,271,751	$ 1,440,523	$ 1,173,966	$ 1,284,297	$ 1,351,060
Supplies and Services	225,539	239,181	278,854	206,775	211,146
Special Projects	87,775	726,878	714,773	27,158	27,158
Total Expenditures	**$ 1,585,064**	**$ 2,406,582**	**$ 2,167,593**	**$ 1,518,230**	**$ 1,589,364**

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Staff recommendations forwarded to Council	612	550	550	550
Public service requests requiring department follow-up	21	50	20	30

CITY ADMINISTRATOR PROGRAMS

City Administrator
➢ City TV - Channel 18

City TV - Channel 18

(Program No. 1313)

Mission Statement

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

Program Activities

- Televise public meetings for the City of Goleta and Santa Barbara City College.
- Televise public meetings, including City Council, Ordinance Committee, Finance Committee, Planning Commission, Historic Landmarks Commission, Architectural Board of Review, Transportation and Circulation Committee, Harbor Commission, Parks and Recreation
- Produce the quarterly news magazine show Inside Santa Barbara, about City programs, services and issues.
- Produce quarterly sustainable landscaping show, Garden Wise for the family of Santa Barbara County Water Agencies.
- Provide on-line video content of City meetings and educational programming to members of the public and staff.
- Maintain an electronic bulletin board to inform the public of City program information, City job opportunities, and non-profit organization events.

Project Objectives for Fiscal Year 2016

- Produce short bi-monthly instructional videos for staff, business owners and the public to promote better understanding of City policies and services.

RECENT PROGRAM ACHIEVEMENTS

Completed documentary about the History of the Santa Barbara Airport entitled, "Santa Barbara Aviation: Above and Beyond"

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**
Hourly Employee Hours	**2,926**	**2,750**	**2,700**	**2,750**	**2,750**
Revenues					
Other Revenue	$ 239,707	$ 248,563	$ 248,563	$ 253,774	$ 256,026
Overhead Allocation Recovery	143,923	146,773	146,773	138,990	144,549
General Fund Subsidy	136,707	179,675	203,175	195,825	204,465
Total Revenue	**$ 520,337**	**$ 575,011**	**$ 598,511**	**$ 588,589**	**$ 605,040**
Expenditures					
Salaries and Benefits	$ 318,573	$ 322,743	$ 322,743	$ 351,850	$ 367,755
Supplies and Services	69,331	90,666	90,666	95,739	96,285
Non-Capital Equipment	26,433	49,602	73,102	26,000	26,000
Transfers Out	106,000	112,000	112,000	115,000	115,000
Total Expenditures	**$ 520,336**	**$ 575,011**	**$ 598,511**	**$ 588,589**	**$ 605,040**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 90% of department requests for video production services within the requested time period.				
Percent video production service requested completed	98%	90%	95%	90%
Maintain 99% television broadcast system uptime out of 24 hours, 7 days per week.				
Percent broadcast system uptime (24/7)	100%	90%	99%	95%
Prepare 20 videos that highlight city services, events and programs for online distribution via the City website and newsletters.				
Videos posted online	N/A	20	25	20

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Videotape/DVD duplications completed	23	15	25	20
Public meetings televised (including contract services)	323	300	325	300
First run televised meeting hours (including contract services)	878	700	846	850
Percent of total available airtime hours devoted to video programming	55%	55%	52%	55%
City TV original productions	44	40	47	45

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City Attorney

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

About City Attorney

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

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

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

Fiscal Year 2016 Budget Highlights

The City Attorney's Office has been reorganized for Fiscal Year 2016 to include four functional areas: Administration, Advisory, Civil Litigation and Code Enforcement. Moreover, for the first time, the City Attorney's Office has developed important performance objectives and milestones. The highlights include:

- Conducting a customer service survey
- Monitoring response times on all documented work requests
- Implementation of new case management software
- Emphasizing code enforcement
- Reducing staffing in favor of flexible funding for outside counsel and hourly assistance

DEPARTMENT SUMMARY

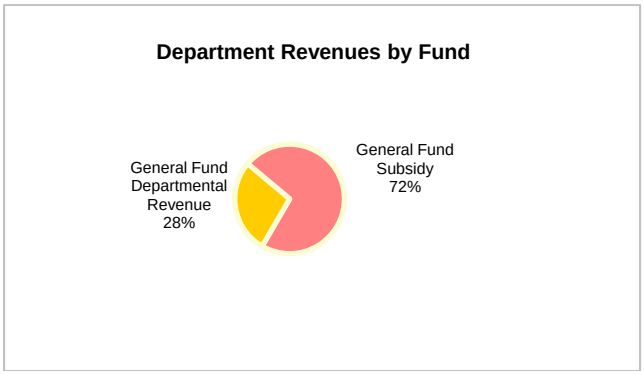
City Attorney

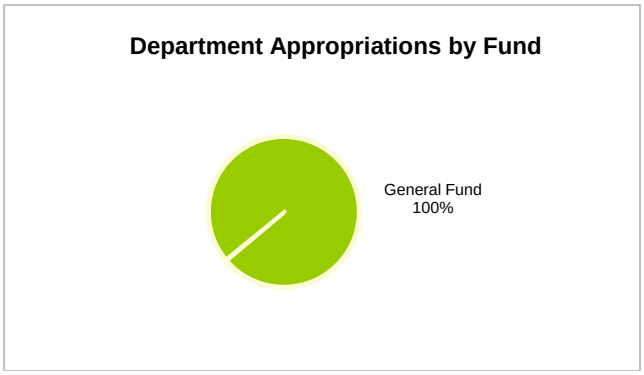
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**11.30**	**11.60**	**11.60**	**11.00**	**11.00**
Hourly Employee Hours	**1,230**	**1,230**	**1,230**	**1,230**	**1,230**
Revenues					
Other Revenue	$ 46,794	$ 65,208	$ 115,208	$ 85,212	$ 50,216
Successor Agency Reimb.	77,434	50,000	30,000	30,000	30,000
Overhead Allocation Recovery	467,563	476,839	476,839	542,570	564,268
General Fund Subsidy	1,491,659	2,611,648	1,702,980	1,707,013	1,778,468
Total Department Revenue	**$ 2,083,451**	**$ 3,203,695**	**$ 2,325,027**	**$ 2,364,795**	**$ 2,422,952**
Expenditures					
Salaries and Benefits	$ 1,786,074	$ 1,869,492	$ 1,912,492	$ 1,971,707	$ 2,056,468
Supplies and Services	297,376	674,270	412,535	393,088	366,484
Special Projects	-	625,000	-	-	-
Capital Equipment	-	34,933	-	-	-
Total Department Expenditures	**$ 2,083,451**	**$ 3,203,695**	**$ 2,325,027**	**$ 2,364,795**	**$ 2,422,952**

The City Attorney Department is budgeted in the General Fund.

Department Fund Composition





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CITY ATTORNEY PROGRAMS

- City Attorney

City Attorney

(Program No. 1212 - 1215)

Mission Statement

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

Program Activities

- Represent and advise the City Council, Boards, Commissions and all City officers and departments on legal issues.
- 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 City officers.
- 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 their employment.
- Prosecute on behalf of the People all criminal cases arising from violation of the provisions of the City Charter or the City Municipal Code.
- Approve the form of all City contracts and bonds issued by the City.
- Prepare and review proposed ordinances and City Council resolutions and related amendments.
- Perform all legal functions and duties required the City Charter.

Project Objectives for Fiscal Year 2016

- Ensure all program budgets are within Fiscal Year 2016 expenditure and revenue budget appropriations.
- By September 30, 2015, circulate City Attorney's Office customer service survey.
- By September 30, 2015, implement transition to new case management software system.

RECENT PROGRAM ACHIEVEMENTS

The City Attorney's Office reorganized and developed four newly defined functional areas: Administration, Advisory, Civil Litigation and Code Enforcement.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**11.30**	**11.60**	**11.60**	**11.00**	**11.00**
Hourly Employee Hours	**1,230**	**1,230**	**1,230**	**1,230**	**1,230**
Revenues					
Other Revenue	$ 46,794	$ 65,208	$ 115,208	$ 85,212	$ 50,216
Successor Agency Reimb.	77,434	50,000	30,000	30,000	30,000
Overhead Allocation Recovery	467,563	476,839	476,839	542,570	564,268
General Fund Subsidy	1,491,659	2,611,648	1,702,980	1,707,013	1,778,468
Total Revenue	**$ 2,083,451**	**$ 3,203,695**	**$ 2,325,027**	**$ 2,364,795**	**$ 2,422,952**
Expenditures					
Salaries and Benefits	$ 1,786,074	$ 1,869,492	$ 1,912,492	$ 1,971,707	$ 2,056,468
Supplies and Services	297,376	674,270	412,535	393,088	366,484
Special Projects	-	625,000	-	-	-
Capital Equipment	-	34,933	-	-	-
Total Expenditures	**$ 2,083,451**	**$ 3,203,695**	**$ 2,325,027**	**$ 2,364,795**	**$ 2,422,952**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 80% of City Attorney advisory work requests within 15 working days.				
Complete 80% of City Attorney advisory work requests within 15 working days	N/A	N/A	N/A	80.0%
Secure defense verdicts or settle within established reserves in 85% of cases.				
Secure defense verdicts or settle within established reserves in 85% of cases	N/A	N/A	N/A	85.0%
Resolve 80% of code enforcement referrals within 6 months.				
Resolve 80% of code enforcement referrals within 6 months	N/A	N/A	N/A	80.0%

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Community Development

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

About Community Development

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

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

Fiscal Year 2016 Budget Highlights

Overall, with the economy continuing to strengthen, development and construction activities are forecast to continue to increase.

The Building & Safety Division will work to expedite plan review processing, publish standard plan review & inspection checklists, and upgrade records management and permit systems.

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

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

Community Development

Department Financial and Staffing Summary

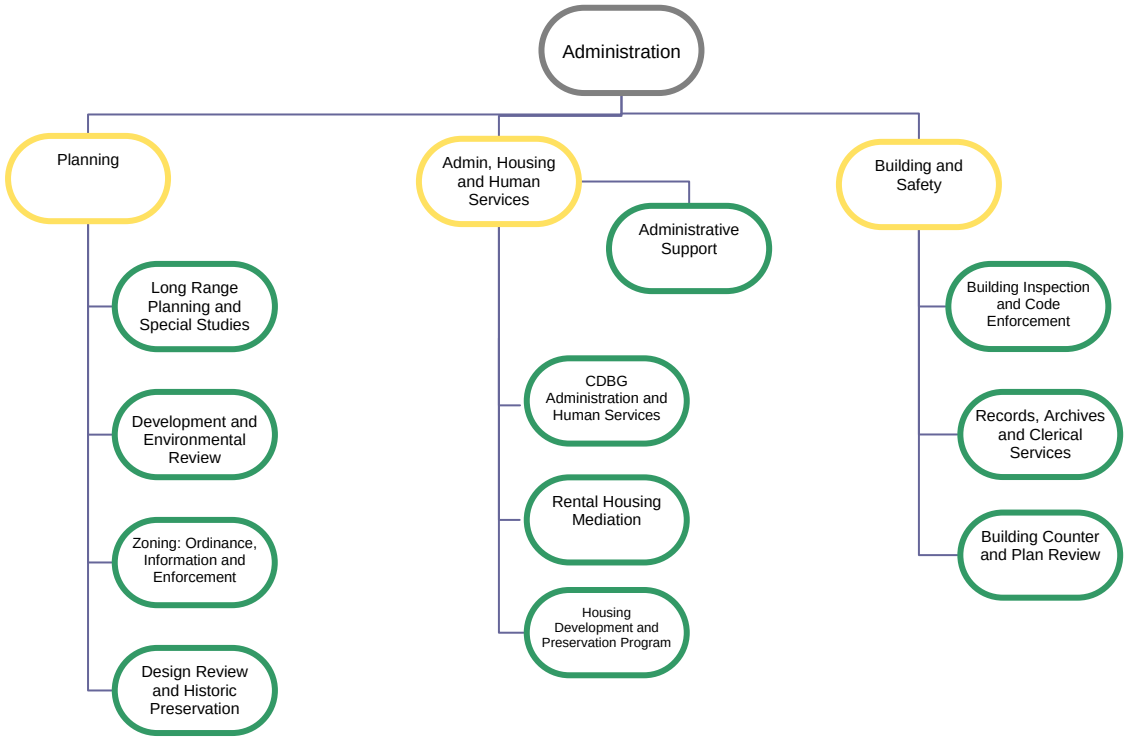
	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**66.85**	**68.85**	**68.85**	**68.85**	**67.85**
Hourly Employee Hours	**7,930**	**11,000**	**11,000**	**7,200**	**7,320**
Revenues					
Fees and Service Charges	$ 4,363,862	$ 4,649,515	$ 4,777,405	$ 4,812,812	$ 4,947,958
Intergovernmental	1,770,653	4,018,402	1,837,581	1,644,797	1,645,296
Property Taxes	8,107,206	8,469,975	8,469,975	8,419,610	8,405,630
Interest Income	662,486	500,000	733,900	553,300	583,000
Inter-fund Reimbursement	22,608	8,000	7,000	8,000	8,000
Other Revenue	72,245	30,600	93,110	51,170	51,600
Transfer In	1,566,954	265,000	265,000	175,000	-
Overhead Allocation Recovery	51,110	50,799	50,799	60,940	63,378
General Fund Subsidy	4,594,048	5,251,899	4,984,495	5,501,619	5,686,091
Total Revenue	**$21,211,172**	**$23,244,190**	**$21,219,265**	**$21,227,248**	**$21,390,953**
Expenditures					
Salaries and Benefits	$ 7,526,849	$ 8,589,152	$ 8,524,270	$ 8,896,537	$ 9,192,396
Supplies and Services	1,279,274	1,726,546	1,629,019	1,523,979	1,514,480
Special Projects	521,318	176,485	168,412	128,830	129,600
Transfers Out	67,257,224	98,880	100,000	105,000	110,250
Debt Service	8,121,581	8,213,454	8,217,454	8,213,259	8,209,109
Housing Activity, Loans & Grants	1,308,135	3,971,966	4,343,536	1,304,905	1,304,905
Human Services Grants	774,581	958,403	941,653	998,332	873,332
Non-Capital Equipment	18,609	38,293	32,862	34,767	32,573
Capital Equipment	-	25,000	7,500	7,500	7,500
Appropriated Reserve	-	10,493	-	14,139	16,808
Total Operating Expenditures	**$86,807,571**	**$23,808,673**	**$23,964,706**	**$21,227,248**	**$21,390,953**
Capital Program	$ 59,541	$ -	$ -	$ -	$ -
Total Department Expenditures	**$86,867,111**	**$23,808,673**	**$23,964,706**	**$21,227,248**	**$21,390,953**
Addition to (Use of) Reserves	**$ (65,655,939)**	**$ (564,483)**	**$ (2,745,441)**	**$ -**	**$ -**

The Community Development department is budgeted in the following funds:

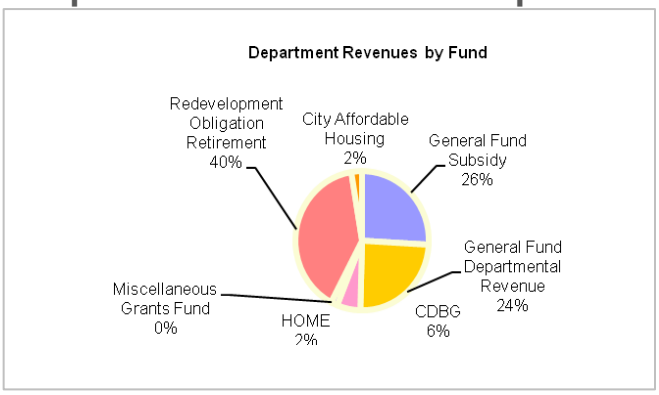
- General Fund
- Redevelopment Obligation Retirement
- City Affordable Housing Fund
- Community Development Block Grant Fund
- Federal HOME Loan Program Fund
- Miscellaneous Grants Fund

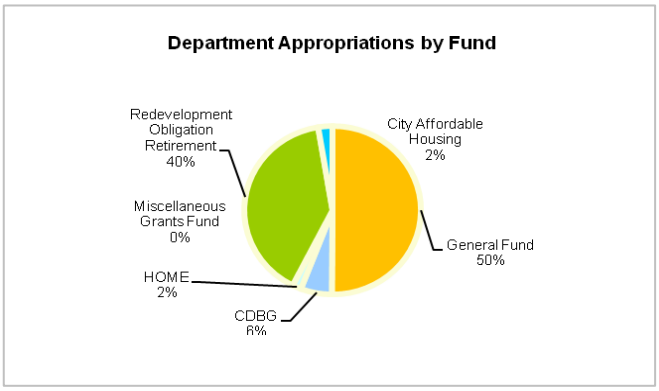
Community Development

Program Organizational Chart



Department Fund Composition





COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

The Community Development Department was on track to meet 83% of their objectives at mid year.

Administration

(Program No. 2111)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Coordinate City responses to homeless issues and implement Council direction regarding homelessness by participating in the Central Coast Collaborative on Homelessness (C3H) and the Milpas Action Task Force.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.85**	**3.95**	**3.95**	**5.45**	**5.45**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 6,373	$ 8,000	$ 7,000	$ 8,000	$ 8,000
Overhead Allocation Recovery	51,110	50,799	50,799	60,940	63,378
General Fund Subsidy	446,715	636,491	632,932	868,564	914,376
Total Revenue	**$ 504,198**	**$ 695,290**	**$ 690,731**	**$ 937,504**	**$ 985,754**
Expenditures					
Salaries and Benefits	$ 386,173	$ 542,386	$ 542,386	$ 739,956	$ 775,458
Supplies and Services	71,302	83,082	84,222	80,908	83,656
Special Projects	42,506	58,324	58,056	107,000	117,000
Debt Service	3,467	3,467	3,467	3,467	3,467
Non-Capital Equipment	750	8,031	2,600	6,173	6,173
Total Expenditures	**$ 504,198**	**$ 695,290**	**$ 690,731**	**$ 937,504**	**$ 985,754**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Monitor and support program owners so that Community Development meets 80% of P3 objectives.				
Percent of Department objectives achieved	90%	80%	80%	80%
Monitor to ensure all division budgets are within budget and that proper accounting procedures are followed.				
Percent of divisions within budget	100%	100%	100%	100%
Ensure all divisions respond to 90% of complaints filed via the City Administrator's or Mayor's Office within five days of receipt.				
Percent of complaints responded to within 5 days of receipt	83%	90%	90%	90%

COMMUNITY DEVELOPMENT PROGRAMS

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

Economic Development

(Program No. 2112)

Effective Fiscal Year 2015, Budget and Program Objectives have been moved to:

Mayor and Council – Arts and Community Promotions - 1112

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.20**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 42,507	$ -	$ -	$ -	$ -
Total Revenue	**$ 42,507**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 42,199	$ -	$ -	$ -	$ -
Supplies and Services	307	-	-	-	-
Total Expenditures	**$ 42,507**	**$ -**	**$ -**	**$ -**	**$ -**

COMMUNITY DEVELOPMENT PROGRAMS

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

City Arts Advisory

(Program No. 2113)

Effective Fiscal Year 2015, Budget and Program Objectives have been moved to:

Mayor and Council – Arts and Community Promotions - 1112

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 437,260	$ -	$ -	$ -	$ -
Total Revenue	**$ 437,260**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Supplies and Services	$ 136,047	$ -	$ -	$ -	$ -
Special Projects	301,213	-	-	-	-
Total Expenditures	**$ 437,260**	**$ -**	**$ -**	**$ -**	**$ -**

COMMUNITY DEVELOPMENT PROGRAMS

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

Successor Agency

(Program No. 2125)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Prepare two Recognized Obligation Payment Schedules (ROPS), present them to the Oversight Board and submit them to the State Department of Finance for approval.
- Continue the Redevelopment Agency dissolution process in compliance with State legislation.

RECENT PROGRAM ACHIEVEMENTS

All RDA Dissolution deadlines have been met to-date.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.75**	**0.75**	**0.75**	**0.75**	**0.75**
Hourly Employee Hours	**186**	**0**	**0**	**0**	**0**
Revenues					
Property Taxes	$ 8,107,206	$ 8,469,975	$ 8,469,975	$ 8,419,610	$ 8,405,630
Transfer In	1,340,460	-	-	-	-
Total Revenue	**$ 9,447,666**	**$ 8,469,975**	**$ 8,469,975**	**$ 8,419,610**	**$ 8,405,630**
Expenditures					
Salaries and Benefits	$ 113,938	$ 128,075	$ 128,075	$ 137,076	$ 144,611
Supplies and Services	108,682	133,214	68,005	112,924	105,389
Special Projects	58,980	60,000	60,000	9,830	-
Transfers Out	67,099,658	-	-	-	-
Debt Service	8,062,852	8,159,975	8,163,975	8,159,780	8,155,630
Total Operating Expenditures	**$ 75,444,110**	**$ 8,481,264**	**$ 8,420,055**	**$ 8,419,610**	**$ 8,405,630**
Capital Program	$ 59,541	$ -	$ -	$ -	$ -
Total Expenditures	**$ 75,503,651**	**$ 8,481,264**	**$ 8,420,055**	**$ 8,419,610**	**$ 8,405,630**
Addition to (Use of) Reserves	**$ (66,055,984)**	**$ (11,289)**	**$ 49,920**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure that 100% of existing Successor Agency Redevelopment Property Tax Trust Funds are spent on redevelopment-eligible activities and in compliance with State legislation.				
Percentage of funds spent on redevelopment-eligible activities and in compliance with State legislation	100%	100%	100%	100%

COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Created an Administrative Report Card for grantees to inform the Community Development Human Services Committee regarding compliance with contract/funding requirements.

CDBG Administration and Human Services

(Program No. 2121, 2124)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop, with public input, the Consolidated Annual Performance Evaluation Report (CAPER) and submit to the Department of Housing and Urban Development (HUD) using the on-line system by September 30, 2015.
- Develop, with public input, the Annual Consolidated Action Plan and submit to HUD by May 15, 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.43**	**1.43**	**1.43**	**1.43**	**1.43**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 804,212	$ 905,564	$ 788,961	$ 803,372	$ 803,372
General Fund Subsidy	814,852	1,001,899	984,854	1,043,760	920,618
Total Revenue	**$ 1,619,065**	**$ 1,907,463**	**$ 1,773,815**	**$ 1,847,132**	**$ 1,723,990**
Expenditures					
Salaries and Benefits	$ 173,497	$ 181,217	$ 181,617	$ 187,408	$ 194,907
Supplies and Services	62,139	95,706	94,220	94,329	90,882
Debt Service	1,081	1,081	1,081	1,081	1,081
Housing Activity, Loans & Grants	612,760	667,772	650,173	642,698	642,698
Human Services Grants	774,581	958,403	941,653	998,332	873,332
Non-Capital Equipment	21	3,284	3,284	3,284	1,090
Total Expenditures	**$ 1,624,079**	**$ 1,907,463**	**$ 1,872,028**	**$ 1,927,132**	**$ 1,803,990**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Expend 95% of committed Human Services funds within the program year funds were committed.				
Percent of Human Services funds expended within the program year	95%	95%	95%	95%
Ensure that less than 2% of all applicants appeal the Committee recommendations to the City Council by providing staff support to the Community Development/Human Services Committee and applicants in the annual process of recommending funding commitments.				
Percent of applicants appealing the funding decisions	1.78%	≤ 2.00%	≤ 2.00%	≤ 2.00%
Ensure that percentage of CDBG disbursements meet federal timeliness requirements as per HUD/CPD schedule.				
Amount of unspent CDBG funds as of May 2nd	1.32%	≤ 1.50%	≤ 1.50%	≤ 1.50%
Ensure that 95% of sub-grantees comply with Human Services and CDBG grant agreement terms.				
Percent of sub-grantees that comply with grant terms	95%	95%	95%	95%

CDBG Administration and Human Services
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
CDBG/Human Services grant applicants received in December 2014	59	58	55	55
CDBG/Human Services grant recipients awarded in March 2015	51	50	50	50

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COMMUNITY DEVELOPMENT PROGRAMS

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

Rental Housing Mediation Task Force

(Program No. 2122)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

Expanded program outreach to include Food Bank distribution locations to better inform and reach out to the low income and Spanish speaking members of our community.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**2,870**	**3,000**	**3,000**	**3,000**	**3,000**
Revenues					
Intergovernmental	$ 73,000	$ 90,750	$ 90,750	$ 86,220	$ 86,220
Other Revenue	15	-	-	-	-
Transfer In	64,494	-	-	-	-
General Fund Subsidy	51,419	116,415	119,006	134,104	139,787
Total Revenue	**$ 188,927**	**$ 207,165**	**$ 209,756**	**$ 220,324**	**$ 226,007**
Expenditures					
Salaries and Benefits	$ 171,935	$ 188,962	$ 191,684	$ 201,146	$ 206,373
Supplies and Services	15,223	17,400	17,269	18,375	18,831
Transfers Out	64,494	-	-	-	-
Debt Service	803	803	803	803	803
Total Expenditures	**$ 252,456**	**$ 207,165**	**$ 209,756**	**$ 220,324**	**$ 226,007**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Obtain either an oral or a written agreement between disputing parties on 85% of all telephone mediations.				
Oral or written agreement on telephone mediations	100%	85%	85%	85%
Obtain either an oral or a written agreement between disputing parties on 85% of all face-to-face (in-office) mediations.				
Oral or written agreement on face-to-face mediations	100%	85%	85%	85%
Provide 6 outreach and education presentations on rental housing rights and responsibilities to community groups, tenant groups, and landlord groups.				
Outreach and education presentations	11	6	6	6
Provide 1,400 residents with information, consultation and mediation services.				
Residents receiving information and consultation services	1,435	1,400	1,400	1,400

Rental Housing Mediation Task Force
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Telephone mediation services provided for rental housing disputes	20	26	26	26
Face-to-face mediation services provided for rental housing disputes	6	4	4	4
Of survey respondents, percent of which all or most rental issues resolve by staff consultation/information	71%	75%	75%	75%
Average cost to mediate disputes	$436	$500	$500	$500

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RECENT PROGRAM ACHIEVEMENTS

The City of Santa Barbara Affordable Housing Policy & Procedures Manual was updated and approved by City Council on September 9, 2014.

Housing Development and Preservation

(Program No. 2123, 2126, 2127)

Mission Statement

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

Program Activities

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.22**	**3.22**	**3.22**	**3.22**	**3.22**
Hourly Employee Hours	**372**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 785,163	$ 2,889,354	$ 828,115	$ 745,230	$ 745,230
Interest Income	662,486	500,000	733,900	553,300	583,000
Other Revenue	8,906	-	1,161	-	-
General Fund Subsidy	20,337	37,784	37,184	-	-
Total Revenue	**$ 1,476,892**	**$ 3,427,138**	**$ 1,600,360**	**$ 1,298,530**	**$ 1,328,230**
Expenditures					
Salaries and Benefits	$ 324,016	$ 395,949	$ 395,949	$ 405,580	$ 429,475
Supplies and Services	123,475	136,509	135,009	131,440	134,576
Special Projects	21,862	37,784	37,784	-	-
Debt Service	2,664	2,664	2,664	2,664	2,664
Housing Activity, Loans & Grants	695,375	3,304,194	3,693,363	662,207	662,207
Non-Capital Equipment	136	2,500	2,500	2,500	2,500
Appropriated Reserve	-	10,493	-	14,139	16,808
Total Expenditures	**$ 1,167,528**	**$ 3,890,092**	**$ 4,267,269**	**$ 1,218,530**	**$ 1,248,230**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Facilitate the preservation of 20 affordable units through Loan Committee or City Council approved loans, modifications and/or subordination of existing City financing.				
Number of loans, modifications and/or subordinations of existing City financing	89	20	20	20
Obtain approval from the Loan Committee or City Council for two or more HRLP loans or grants for rehabilitation of multi-family projects using CDBG loan repayment funds.				
Multi-unit HRLP Loans/Grants approved	4	2	2	2
Collect a minimum of $131,250 per Quarter (minimum $525,000 annually) from loan re-payments through monitoring and enforcement of compliance with City loan agreements and thorough analysis of submitted financial statements.				
Amount of payments received from loan agreements	$1 M	$500,000	$500,000	$525,000

Housing Development and Preservation
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide HOME-funded tenant based rental assistance (TBRA) to approximately 40 unduplicated extremely low-and low-income City of Santa Barbara households.				
Number of households provided with tenant-based rental assistance	178	140	25	40
Certify compliance of at least 95% of 1,220 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of affordable rental units certified for compliance	96%	95%	95%	95%
Certify compliance of at least 95% of 467 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of affordable ownership units certified for compliance	95%	95%	95%	95%
Assure compliance with City requirements for 100% of initial sales, resale, and refinancing of affordable ownership units.				
Percent of monitored initial sales, resales and refinancings that complied with City requirements	100%	100%	100%	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Initial sales of new affordable units monitored for conformance with housing policies	7	10	10	4
Resales of existing affordable units monitored for conformance with housing policies	19	15	15	15
Refinancings of existing affordable units monitored for conformance with housing policies	16	30	20	10

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RECENT PROGRAM ACHIEVEMENTS

An Emergency Shelter Ordinance was adopted in July 2014 and the Housing Element was adopted in February 2015.

Long Range Plan and Special Studies

(Program No. 2131)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Prepare comprehensive draft Coastal Land Use Plan (LUP) amendment for review and approval by Planning Commission in late 2015, by City Council in early 2016, and submittal to Coastal Commission by end of April 2016.
- Prepare General Plan Implementation/Adaptive Management Program Report by August 2015 for review at Joint Council and Planning Commission meeting in Fall 2015.
- Submit Annual Status and Progress Report on the Housing Element to the Department of Housing and Community Development and the Governor's Office of Planning and Research by April 1, 2016.
- Prepare Housing Element Implementation Program and seek Council direction to initiate priority programs by September 2015.

Project Objectives for Fiscal Year 2016 (Continued)

- Prepare General Plan Program Environmental Impact Report Monitoring Report by August 2015 for review at Joint Council and Planning Commission Meeting in Fall 2015.
- Prepare Climate Action Plan Implementation Report by August 2015 for review at Joint Council and Planning Commision meeting in Fall 2015.
- Prepare the following annual reports: Census Bureau--Building permits issued for new privately owned housing units for previous year (January); Department of Finance--Certificates of Occupancy issued for total number of new housing units finished (public and private) for the previous year (January), and; SBCAG--Building permits issued for new housing units during the previous year assigned to each Traffic Analysis Zone in the City (February).

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.91**	**5.84**	**5.84**	**5.57**	**5.57**
Hourly Employee Hours	**1,566**	**4,000**	**4,000**	**0**	**120**
Revenues					
Fees and Service Charges	$ 68,982	$ -	$ 60,000	$ -	$ -
Intergovernmental	98,075	122,734	120,255	-	-
Inter-fund Reimbursement	13,510	-	-	-	-
General Fund Subsidy	781,248	888,268	931,350	874,335	910,773
Total Revenue	**$ 961,815**	**$ 1,011,002**	**$ 1,111,605**	**$ 874,335**	**$ 910,773**
Expenditures					
Salaries and Benefits	$ 736,398	$ 889,127	$ 914,777	$ 785,124	$ 820,801
Supplies and Services	65,415	102,557	119,989	82,989	83,750
Special Projects	91,931	5,877	3,397	-	-
Debt Service	5,372	5,372	5,372	5,372	5,372
Non-Capital Equipment	934	850	850	850	850
Total Expenditures	**$ 900,051**	**$ 1,003,784**	**$ 1,044,385**	**$ 874,335**	**$ 910,773**

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RECENT PROGRAM ACHIEVEMENTS

We have received positive feedback regarding recent Land Development Team Open Houses and continue to engage stakeholders in refining and improving our development review processes.

Development and Environmental Review

(Program No. 2132)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**10.07**	**10.17**	**10.17**	**9.92**	**9.92**
Hourly Employee Hours	**47**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 389,996	$ 431,654	$ 442,514	$ 436,964	$ 447,687
Inter-fund Reimbursement	2,725	-	-	-	-
Other Revenue	-	-	329	-	-
General Fund Subsidy	882,480	965,370	945,365	988,782	1,040,164
Total Revenue	**$ 1,275,201**	**$ 1,397,024**	**$ 1,388,209**	**$ 1,425,746**	**$ 1,487,851**
Expenditures					
Salaries and Benefits	$ 1,152,927	$ 1,242,747	$ 1,244,667	$ 1,273,677	$ 1,332,983
Supplies and Services	108,950	144,984	134,249	142,776	145,575
Debt Service	13,243	7,993	7,993	7,993	7,993
Non-Capital Equipment	81	1,300	1,300	1,300	1,300
Total Expenditures	**$ 1,275,201**	**$ 1,397,024**	**$ 1,388,209**	**$ 1,425,746**	**$ 1,487,851**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure 80% of all draft Planning Commission and Staff Hearing Officer Staff Reports are submitted to the supervisor by the required review date.				
Percent of Planning Commission and Staff Hearing Officer staff reports submitted to the supervisor by the required review date	86%	80%	85%	80%
Ensure that 90% of all minutes and resolutions are ready for action by the Planning Commission on the second meeting after the Planning Commission took action.				
Percent of minutes and resolutions ready for action by the Planning Commission on the second meeting after action was taken	95%	90%	90%	90%
Ensure that 90% of Development Application Review Team (DART) comments are provided to the applicants by the required deadlines.				
Percent of comments provided to the applicants by the required deadlines	100%	90%	96%	90%
Achieve 80% reimbursement of CIP Environmental Analyst's salary for environmental and project review of City projects.				
Percent of reimbursable time for Environmental Analyst	70%	80%	82%	80%

Development and Environmental Review
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Development applications submitted, including re-submittals	51	50	44	50
Percent of applications deemed complete within the second DART process	76%	50%	50%	50%
Pre-applications reviewed	19	15	18	20
Percent of DART applications that received a Pre-Application Review Team (PRT) review	28%	20%	35%	25%
Hearings on development projects by Planning Commission and non-Modification only projects by the Staff Hearing Officer	24	22	22	24
Major work sessions, trainings, and discussion items at the Planning Commission	15	15	18	18
Staff hours spent at Planning Commission meetings	274	300	325	300
Planning Commission appeals heard by Council	1	3	4	3
Staff hours spent participating in Planning Division training sessions	71	40	40	40
Number of out-of-agency major projects, policies/planning documents, environmental documents, technical studies etc., commented on by the Environmental Analysts	5	6	7	6
Number of Planner Consultations (paid for by applicant)	7	15	9	10

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RECENT PROGRAM ACHIEVEMENTS

Zoning & Enforcement staff has reduced the unassigned case backlog and the number of late plan checks significantly.

Zoning: Ordinance, Information & Enforcement

(Program No. 2133)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Attend monthly Neighborhood Improvement Task Force (NITF) meetings. Participate in at least 1 neighborhood clean-up activity, inter-departmental enforcement activity, or similar, if directed by the NITF.
- Develop the revised Zoning Ordinance for presentation to Planning Commission. The process will include working on various modules with the NZO Joint Committee and four Community Workshops to be conducted in combination with the Planning Commission.
- Evaluate upgrading or replacing the Accela Tidemark Permitting System. Conduct a needs assessment, vendor/product selection, and complete an implementation plan by December 31, 2015.
- Continue work on Zoning Information Report (ZIR) process improvements. Prepare, process and implement an ordinance to establish provisions for administrative zoning approvals in cases of discrepancies between ZIRs.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**10.31**	**11.35**	**11.35**	**10.88**	**9.88**
Hourly Employee Hours	**1,684**	**2,000**	**2,000**	**2,000**	**2,000**
Revenues					
Fees and Service Charges	$ 598,351	$ 620,206	$ 633,000	$ 646,943	$ 659,882
Other Revenue	7,200	5,000	5,000	5,000	5,000
Transfer In	162,000	265,000	265,000	175,000	-
General Fund Subsidy	613,404	786,081	757,424	788,479	838,288
Total Revenue	**$ 1,380,955**	**$ 1,676,287**	**$ 1,660,424**	**$ 1,615,422**	**$ 1,503,170**
Expenditures					
Salaries and Benefits	$ 1,178,693	$ 1,406,350	$ 1,391,987	$ 1,434,828	$ 1,360,498
Supplies and Services	96,631	357,050	355,550	170,248	132,326
Special Projects	326	-	-	-	-
Debt Service	7,586	7,586	7,586	7,586	7,586
Non-Capital Equipment	261	2,760	2,760	2,760	2,760
Total Expenditures	**$ 1,283,496**	**$ 1,773,746**	**$ 1,757,883**	**$ 1,615,422**	**$ 1,503,170**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 80% of initial site inspections for highest priority enforcement cases (Levels 1 - 5) within 21 days of receipt of the complaint.				
Percent of highest priority enforcement cases where initial inspections are performed within 21 days of the receipt of the complaint	86%	80%	90%	80%
Complete 80% of initial actions on enforcement cases within 10 days of the initial site inspection.				
Percent of initial actions on enforcement cases within 10 days of the initial site inspection	89%	80%	85%	80%
Complete 85% of initial zoning plan checks within the target timelines.				
Percent of initial zoning plan checks for building permits completed by the target date	56%	85%	75%	85%
Complete 85% of re-submittal plan checks within the target timelines.				
Percent of re-submittal zoning plan checks for building permits completed by the target date	72%	85%	85%	85%

Zoning: Ordinance, Information & Enforcement

(Continued)

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Issue 80% of Zoning Information Reports (ZIRs) within ten working days of application receipt.				
Percent of ZIRs issued within 10 working days of receipt.	N/A	80%	80%	80%
Achieve 80% on-time completion of Staff Hearing Officer (SHO) review and approval of minutes and resolutions within five working days of SHO meetings.				
Percent of on-time completion (within 5 days) of SHO review and approval of minutes and resolutions	100%	80%	100%	80%
Complete 90% of preliminary plan checks for Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), and Single Family Design Board (SFDB) within five days of the date that the initial application submittal is deemed complete.				
Percent of preliminary plan checks for ABR, HLC, and PC completed within 5 days of receipt	96%	90%	90%	90%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Zoning enforcement cases received	244	250	250	250
Warning letters sent	368	175	275	250
First citations sent	60	50	40	50
Zoning enforcement cases closed	505	350	350	350
Zoning plan checks completed - initial review	1,290	1,100	1,400	1,300
Zoning plan checks completed - re-submitted	1,260	1,100	1,300	1,300
Zoning Information Reports prepared	542	500	500	500
People served at the Zoning Counter	10,436	10,000	10,000	10,000
Technology-related requests for assistance from staff and the public	46	40	40	40
Staff hours spent participating in Planning Division training sessions	48	40	40	40
Policies, procedures, or handouts updated	115	40	40	40
Modification items heard by the SHO	123	135	120	135
SHO appeals	2	2	0	2

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RECENT PROGRAM ACHIEVEMENTS

Staff, working with the Historic Landmarks Commission, completed (10) designations and executed (6) Mills Act contracts this past year.

Design Review and Historic Preservation

(Program No. 2134)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**9.11**	**9.14**	**9.14**	**8.63**	**8.63**
Hourly Employee Hours	**536**	**600**	**600**	**200**	**200**
Revenues					
Fees and Service Charges	$ 243,788	$ 252,738	$ 267,386	$ 266,839	$ 273,116
General Fund Subsidy	786,440	934,916	880,705	881,662	934,078
Total Revenue	**$ 1,030,227**	**$ 1,187,654**	**$ 1,148,091**	**$ 1,148,501**	**$ 1,207,194**
Expenditures					
Salaries and Benefits	$ 925,100	$ 1,006,510	$ 984,447	$ 980,440	$ 1,035,527
Supplies and Services	95,434	145,058	145,058	149,475	153,081
Special Projects	326	-	-	-	-
Debt Service	7,586	7,586	7,586	7,586	7,586
Non-Capital Equipment	1,782	3,500	3,500	3,500	3,500
Capital Equipment	-	25,000	7,500	7,500	7,500
Total Expenditures	**$ 1,030,227**	**$ 1,187,654**	**$ 1,148,091**	**$ 1,148,501**	**$ 1,207,194**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Present 80% of all design review applications (ABR/HLC/SFDB) to decision makers for review within 30 days of acceptance.				
Percent all of design review applications submitted within 30 days of acceptance	85%	80%	80%	80%
Present 85% of non-noticed design review applications (ABR/HLC/SFDB) to design review boards for review within 20 days.				
Percent of design review applications submitted within 20 days of acceptance.	N/A	85%	85%	85%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Design Review applications received	701	600	750	700
ABR agenda items scheduled	293	300	300	300
HLC agenda items scheduled	310	300	325	325
SFDB agenda items scheduled	352	325	375	375
Administrative Staff review items	169	150	170	170

Design Review and Historic Preservation
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Mailed notices prepared for Design Review public hearings	103	120	130	130
Historic Resource Evaluations	124	125	140	140
Appeals filed to City Council	4	2	3	3
Sign review agenda items scheduled	54	80	75	80
Conforming Sign Review items	147	140	150	150

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COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

A new, permanent, full-time electrical inspector starts February 19, 2015.

Building Inspection and Code Enforcement

(Program No. 2141)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Maintain minimum required industry certifications for inspection staff.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**8.35**	**8.35**	**8.35**	**8.35**	**8.35**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 1,069,605	$ 1,179,595	$ 1,176,977	$ 1,212,607	$ 1,281,069
Total Revenue	**$ 1,069,605**	**$ 1,179,595**	**$ 1,176,977**	**$ 1,212,607**	**$ 1,281,069**
Expenditures					
Salaries and Benefits	$ 927,155	$ 1,013,587	$ 1,014,716	$ 1,039,953	$ 1,091,317
Supplies and Services	135,720	154,278	150,531	160,924	177,922
Special Projects	-	5,000	5,000	5,000	5,100
Debt Service	6,730	6,730	6,730	6,730	6,730
Total Expenditures	**$ 1,069,605**	**$ 1,179,595**	**$ 1,176,977**	**$ 1,212,607**	**$ 1,281,069**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 100% of inspection requests on the day scheduled for permitted work.				
Percent of inspection requests completed on the day scheduled for permitted work	100%	100%	100%	100%
Respond to 90% of code enforcement complaints within five working days from receipt of complaint.				
Percent of code complaints responded to within 5 working days	87%	90%	86%	90%
Perform 95% of specialty / commercial plan reviews (electrical, plumbing, mechanical) within four working days.				
Percent of specialty or commercial plan checks completed within 4 working days	90%	95%	85%	95%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Building inspections completed	11,220	11,000	11,550	12,128
Code enforcement cases processed	321	350	350	350
Erosion control inspections completed	223	325	341	358
Specialty or commercial plan reviews completed	501	600	630	662
Permits resolved under the Expired Permit Program	301	200	200	200

COMMUNITY DEVELOPMENT PROGRAMS

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

Records, Archives and Clerical Services

(Program No. 2142)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

The City's Records, Archives and Clerical Services unit has met 100% of their P-3 performance goals so far this year.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.30**	**4.30**	**4.30**	**4.30**	**4.30**
Hourly Employee Hours	**380**	**400**	**400**	**1,000**	**1,000**
Revenues					
Fees and Service Charges	$ 520,579	$ 585,566	$ 549,025	$ 587,016	$ 609,717
Other Revenue	441	-	20	-	-
Total Revenue	**$ 521,020**	**$ 585,566**	**$ 549,045**	**$ 587,016**	**$ 609,717**
Expenditures					
Salaries and Benefits	$ 391,829	$ 414,327	$ 401,860	$ 434,936	$ 453,693
Supplies and Services	103,736	138,941	120,212	123,950	127,394
Special Projects	4,175	9,500	4,175	7,000	7,500
Debt Service	6,730	6,730	6,730	6,730	6,730
Non-Capital Equipment	14,551	16,068	16,068	14,400	14,400
Total Expenditures	**$ 521,020**	**$ 585,566**	**$ 549,045**	**$ 587,016**	**$ 609,717**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond and deliver 100% of building and planning file public records requests within 10 days of receipt.				
Percent of building and planning file public records requests delivered within 10 days of receipt	100%	100%	100%	100%
Respond to 100% of commercial plan viewing requests within 72 hours of receipt.				
Percent of viewing appointments for commercial plans filled within 72 hours of receipt	100%	100%	100%	100%
Respond to 100% of residential plan viewing requests within 10 business days of request.				
Percent of viewing appointments for residential plans filled within 10 business days of request	100%	100%	100%	100%
Ensure that 95% of all building and planning documents are processed within ten days of receipt by Records, Archives and Clerical Services.				
Percent of building and planning documents processed within 10 days of receipt	100%	95%	100%	95%
Ensure that 100% of all Land Development team cash receipts are balanced on a daily basis.				
Percent of Land Development cash receipts are balanced on a daily basis	100%	100%	100%	100%

Records, Archives and Clerical Services
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Document requests processed	4,620	6,000	4,500	6,000
Commercial plan viewings	533	450	450	500
Residential plan viewings	1,725	1,500	1,800	1,800
Documents scanned and filed	79,254	80,000	100,000	80,000
Register transactions	7,787	7,500	8,000	8,000

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COMMUNITY DEVELOPMENT PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

The Building Counter and Plan Review section continues to improve customer service and timeliness of plan check.

Building, Counter and Plan Review Services

(Program No. 2143)

Mission Statement

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

Program Activities

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**8.35**	**9.35**	**9.35**	**9.35**	**9.35**
Hourly Employee Hours	**289**	**1,000**	**1,000**	**1,000**	**1,000**
Revenues					
Fees and Service Charges	$ 1,472,561	$ 1,579,756	$ 1,648,503	$ 1,662,443	$ 1,676,487
Intergovernmental	10,204	10,000	9,500	9,975	10,474
Other Revenue	55,683	25,600	86,600	46,170	46,600
Total Revenue	**$ 1,538,447**	**$ 1,615,356**	**$ 1,744,603**	**$ 1,718,588**	**$ 1,733,561**
Expenditures					
Salaries and Benefits	$ 1,002,989	$ 1,179,915	$ 1,132,105	$ 1,276,414	$ 1,346,754
Supplies and Services	156,213	217,769	204,705	255,641	261,098
Transfers Out	93,072	98,880	100,000	105,000	110,250
Indirect Overhead	282,614	115,325	304,325	78,066	11,992
Debt Service	3,467	3,467	3,467	3,467	3,467
Non-Capital Equipment	93	-	-	-	-
Total Expenditures	**$ 1,538,447**	**$ 1,615,356**	**$ 1,744,603**	**$ 1,718,588**	**$ 1,733,561**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 90% of building Initial Reviews within the promised timelines.				
Percent of building permit initial reviews completed within the promised timelines	80%	90%	90%	90%
Complete 80% of building permit re-submittals within the promised timelines.				
Percent of building permit re-submittals completed within the promised timelines	81%	80%	80%	80%
Complete 80% of building permit revisions within the promised timelines.				
Percent of building permit revisions completed within the promised timelines	87%	80%	80%	80%
Process 95% of faxed permit requests within 72 hours.				
Percent of faxed permit requests processed within 72 hours	100%	95%	95%	95%
Notify property owners of permit expiration within 10 days of expiration date.				
Percent of owners notified within 10 days of permit expiration	100%	90%	90%	90%

Building, Counter and Plan Review Services
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Permits issued	2,412	2,500	2,500	2,625
Staff hours devoted to PRT and DART reviews	126	250	250	263
Plan reviews and re-submittals completed	2,662	2,500	2,500	2,625
Over-the-Counter permits issued	1,473	1,600	1,600	1,680
New permit applications	2,697	2,500	2,500	2,625

Finance

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

About Finance

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

Fiscal Year 2016 Budget Highlights

The Finance Department will be updating the dollar thresholds that establish the when the purchase of ordinary goods and services require formal and informal bids. The current thresholds have not changed in ten years and do not reflect the increases the cost of gods and services. An increase in thresholds will streamline the purchasing process and allow City staff to focus its efforts on purchases where the most opportunity for savings can be achieved through a formal, competitive, process. In conjunction with updating purchasing thresholds, the City will be evaluating options for expanding the use of credit cards to provide a more efficient method for small purchases and for items where the use of a purchase order is not practical, such as hotel reservations and on-line purchases.

Finance

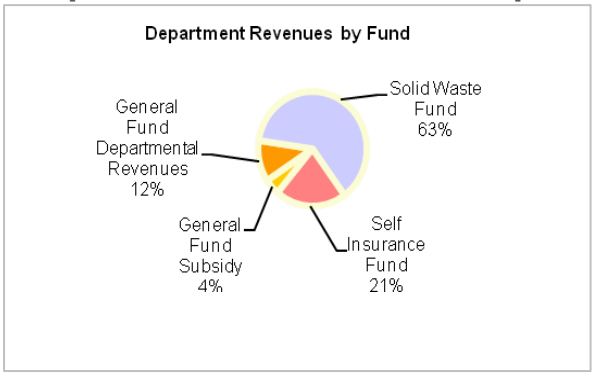
Department Financial and Staffing Summary

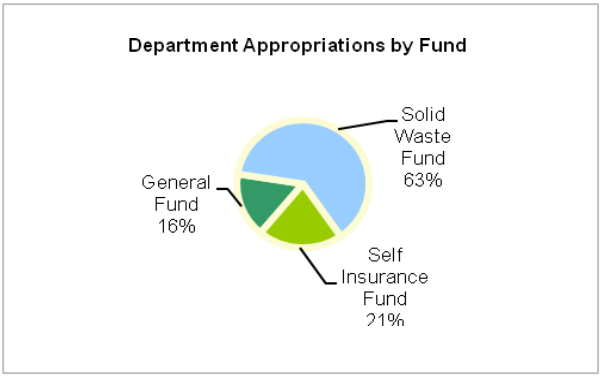
	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**47.05**	**47.55**	**47.55**	**47.50**	**47.50**
Hourly Employee Hours	**4,479**	**1,602**	**2,245**	**2,440**	**1,690**
Revenues					
Donations	$ 80,000	$ 80,927	$ 80,927	$ 82,546	$ 84,196
Fees and Service Charges	19,932,720	20,139,093	20,266,244	20,434,589	20,561,878
Insurance Premiums	2,756,112	2,785,022	2,785,022	3,156,625	3,497,901
Interest Income	59,901	55,200	44,073	52,400	51,300
Inter-fund Reimbursement	-	75,825	75,825	75,825	75,825
Intergovernmental	563,207	317,342	382,342	361,642	346,478
Licenses	14,494	14,000	14,000	14,000	14,000
OSH Premiums	193,833	203,462	203,462	231,057	240,294
Other Revenue	989,798	462,642	493,111	472,598	475,471
Unemployment Ins. Premiums	-	-	-	221,805	221,324
Workers Comp. Premiums	2,950,702	3,388,165	3,388,165	3,342,571	3,517,238
Overhead Allocation Recovery	3,084,697	3,144,720	3,144,720	3,478,337	3,641,276
General Fund Subsidy	1,317,311	1,616,543	1,346,201	1,536,232	1,696,510
Total Department Revenue	**$31,942,775**	**$32,282,941**	**$ 32,224,092**	**$ 33,460,227**	**$ 34,423,691**
Expenditures					
Salaries and Benefits	$ 4,657,423	$ 5,220,415	$ 5,051,553	$ 5,593,259	$ 5,889,653
Supplies and Services	24,795,761	25,799,695	25,679,950	26,755,816	27,349,007
Special Projects	637,997	677,920	613,567	613,990	679,134
Appropriated Reserve	-	10,000	-	25,000	25,000
Non-Capital Equipment	29,433	155,157	52,374	156,749	160,629
Tax Expense	8,208	8,000	8,000	8,000	8,000
Transfers Out	67,556	50,000	50,000	50,000	50,000
Total Department Expenditures	**$30,196,378**	**$31,921,187**	**$ 31,455,444**	**$ 33,202,814**	**$ 34,161,423**
Addition to (Use of) Reserves	**$ 1,746,397**	**$ 361,754**	**$ 768,648**	**$ 257,413**	**$ 262,268**

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

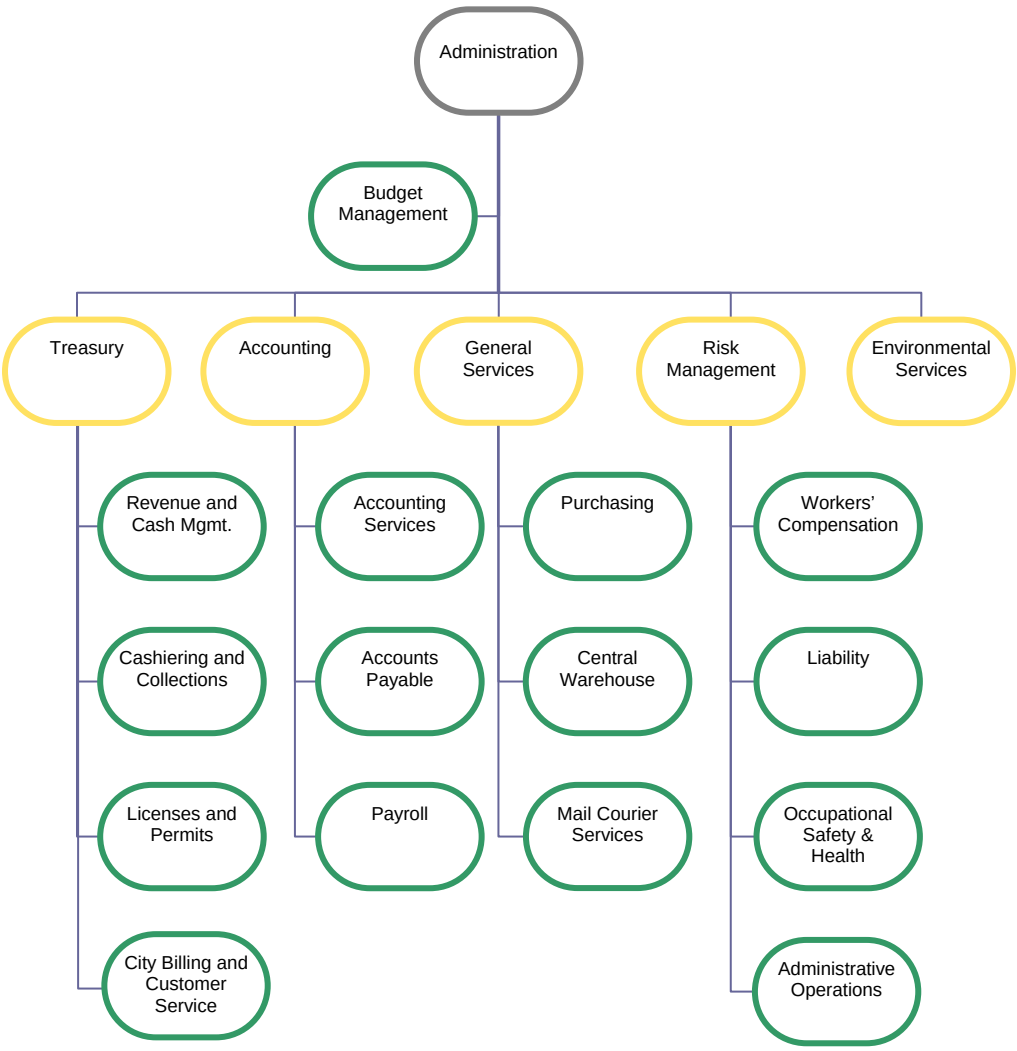
Finance

Department Fund Composition





Program Organizational Chart



FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Produced a "Budget at a Glance" document to supplement the fiscal year 2016 and 2017 two-year financial plan, which highlights the recommended budget.

Administration

(Program No. 1411)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Evaluate and modify as appropriate, the existing bidding thresholds for the purchase of ordinary goods and services.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.30**	**1.30**	**1.30**	**1.30**	**1.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 7,958	$ 7,000	$ 7,000	$ 7,000	$ 7,000
Overhead Allocation Recovery	129,736	132,251	132,251	108,309	112,642
General Fund Subsidy	98,271	121,158	121,158	123,626	158,597
Total Revenue	**$ 235,965**	**$ 260,409**	**$ 260,409**	**$ 238,935**	**$ 278,239**
Expenditures					
Salaries and Benefits	$ 149,939	$ 166,393	$ 166,393	$ 175,424	$ 183,385
Supplies and Services	62,908	56,349	56,349	55,511	57,187
Special Projects	-	29,667	29,667	-	29,667
Non-Capital Equipment	14,910	-	-	-	-
Tax Expense	8,208	8,000	8,000	8,000	8,000
Total Expenditures	**$ 235,965**	**$ 260,409**	**$ 260,409**	**$ 238,935**	**$ 278,239**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure that Finance Programs meet 80% of their program objectives.				
Percent of Finance program objectives met	84%	80%	80%	80%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Santa Barbara City Employee Mortgage Loan Assistance Program (EMLAP) loans administered	30	28	27	26

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Implemented a web-based financial transparency tool to provide the community with user-friendly access to the City's financial data.

Budget Management

(Program No. 1412)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Produce and distribute the Adopted Two-Year Financial Plan for Fiscal Years 2016 and 2017 within 90 days of budget adoption.
- Submit the Fiscal Year 2017 Recommended Mid-Cycle Budget Addendum to the City Council and City Clerk before May 1, 2016 in accordance with the Council-established budget filing deadline.
- Maintain minimum distribution of printed budget documents by only distributing to City Council and Executive Management to reduce paper use and waste.
- Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award for the Adopted Two-Year Financial Plan for Fiscal Years 2016 and 2017.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**500**	**1,000**
Revenues					
Overhead Allocation Recovery	$ 212,464	$ 216,575	$ 216,575	$ 232,448	$ 241,745
General Fund Subsidy	207,748	259,137	244,807	257,410	306,181
Total Revenue	**$ 420,212**	**$ 475,712**	**$ 461,382**	**$ 489,858**	**$ 547,926**
Expenditures					
Salaries and Benefits	$ 348,913	$ 360,358	$ 347,069	$ 390,807	$ 426,031
Supplies and Services	71,261	95,054	94,068	99,051	101,895
Special Projects	-	20,000	20,000	-	20,000
Non-Capital Equipment	39	300	245	-	-
Total Expenditures	**$ 420,212**	**$ 475,712**	**$ 461,382**	**$ 489,858**	**$ 547,926**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 90% of all budget journal entries to record budget amendments within 4 working days of approval.				
Percent of budget journal entries completed within 4 working days	92%	90%	90%	90%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Budget adjustments	197	140	200	180
Days to produce the adopted budget document after fiscal year-end	107	45	44	90
Days to post the adopted core budget document to the City's website after fiscal year-end	N/A	31	31	31

FINANCE PROGRAMS

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

RECENT PROGRAM ACHIEVEMENTS

Entered into new contracts for banking, armored car and courier services in January 2015.

Revenue and Cash Management

(Program No. 1421)

Mission Statement

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

Program Activities

- Manage investment portfolio of approximately $165 million.
- Submit monthly investment reports to Finance Committee and City Council.
- Manage the City's banking relationships.
- Ensure timely reconciliation of all cash transactions.
- Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
- Provide ongoing analysis of City revenues.
- Forecast and manage cash to ensure adequate liquidity for expenditure requirements.
- Conduct a monthly analysis of all City and Banking revenues.

Project Objectives for Fiscal Year 2016

- Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
- Purchase investments for the City's Investment Portfolio that are consistent with investment objectives.
- Submit an annual Statement of Investment Policy for Fiscal Year 2016 to Council by September 30, 2015.
- Participate in the search for a new online payment system vendor, including analyzing responses to the Request for Proposal and tesing of potential vendors for implementation in Fiscal Year 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.60**	**2.60**	**2.60**	**2.60**	**2.60**
Hourly Employee Hours	**63**	**0**	**990**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 308,263	$ 314,300	$ 314,300	$ 333,454	$ 323,475
General Fund Subsidy	157,363	205,155	144,885	158,976	188,216
Total Revenue	**$ 465,626**	**$ 519,455**	**$ 459,185**	**$ 492,430**	**$ 511,691**
Expenditures					
Salaries and Benefits	$ 333,443	$ 343,397	$ 323,626	$ 358,947	$ 376,049
Supplies and Services	115,073	107,473	119,824	118,483	120,642
Special Projects	17,000	67,600	15,000	15,000	15,000
Non-Capital Equipment	110	985	735	-	-
Total Expenditures	**$ 465,626**	**$ 519,455**	**$ 459,185**	**$ 492,430**	**$ 511,691**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Submit 100% of monthly investment reports to City Council within 30 days of month-end.				
Number of months in which investment report is submitted within 30 days	12	12	12	12

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Average portfolio balance	$164.8 M	$160.0 M	$165.0 M	$165.0 M
Variance between the City portfolio and LAIF book rates of return	0.96%	1.00%	1.00%	1.00%
Average days to maturity of the portfolio	1,012	1,000	900	900
Maintain annual credit rating of AAA for portfolio holdings 100% of the time	100%	100%	100%	100%

FINANCE PROGRAMS

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

Cashiering and Collections

(Program No. 1422)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Participate in the evaluation of the Munis Account Receivable module in order to make a software billing recommendation to the project team by December 31, 2015.

RECENT PROGRAM ACHIEVEMENTS

Implemented remote deposit banking capabilities at the Airport, Waterfront and Police Departments.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.15**	**4.15**	**4.15**	**4.15**	**4.15**
Hourly Employee Hours	**302**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 381,781	$ 389,351	$ 389,351	$ 446,136	$ 463,982
General Fund Subsidy	78,015	99,632	75,501	67,439	75,077
Total Revenue	**$ 459,796**	**$ 488,983**	**$ 464,852**	**$ 513,575**	**$ 539,059**
Expenditures					
Salaries and Benefits	$ 377,713	$ 396,320	$ 375,589	$ 415,796	$ 437,832
Supplies and Services	82,083	92,663	89,263	97,779	101,227
Total Expenditures	**$ 459,796**	**$ 488,983**	**$ 464,852**	**$ 513,575**	**$ 539,059**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Accurately process 99% of treasury receipts on the day received.				
Percent of treasury receipts processed on the day received	99.8%	99.0%	99.0%	99.0%
Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.				
Correcting entries needed	10	10	7	7

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Payments processed at public counter	43,812	42,000	40,000	40,000
Utility billing lockbox payments processed	143,208	145,000	140,000	140,000
Transient Occupancy Tax (TOT) payments recorded and reconciled	2,011	2,000	2,600	2,600
Utility Users Tax (UUT) payments recorded and reconciled	1,892	1,900	1,900	1,900

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RECENT PROGRAM ACHIEVEMENTS

Assisted Visit Santa Barbara with the renewal of the Santa Barbara South Coast Tourism Business Improvement District.

Licenses and Permits

(Program No. 1423)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 28, 2016.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the cities of Santa Barbara and Carpinteria and remit to Visit Santa Barbara on a monthly basis.
- If the new Eastside Business Improvement District is formed, establish procedures necessary to send annual assessment billings by April 7, 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.50**	**4.50**	**4.50**	**4.50**	**4.50**
Hourly Employee Hours	**476**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 43,143	$ 46,328	$ 67,800	$ 92,883	$ 93,041
Licenses	14,494	14,000	14,000	14,000	14,000
Other Revenue	1,084	900	739	900	900
Overhead Allocation Recovery	133,680	136,353	136,353	137,968	143,486
General Fund Subsidy	279,510	302,170	259,099	263,340	283,749
Total Revenue	**$ 471,911**	**$ 499,751**	**$ 477,991**	**$ 509,091**	**$ 535,176**
Expenditures					
Salaries and Benefits	$ 397,230	$ 417,309	$ 403,013	$ 440,021	$ 464,362
Supplies and Services	74,681	82,442	74,978	69,070	70,814
Total Expenditures	**$ 471,911**	**$ 499,751**	**$ 477,991**	**$ 509,091**	**$ 535,176**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Locate 550 unlicensed businesses using periodicals, MuniServices, Franchise Tax Board and State Board of Equalization sources.				
New businesses located from reference sources	556	400	550	550

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
New business licenses issued	1,996	2,000	2,000	2,000
Business license renewals remitted	13,279	13,000	13,000	13,000
Business license delinquency notices	3,330	3,400	3,400	3,400
Percent of business licenses paid by due date	76%	75%	75%	75%
Assessment district billings	4,906	4,550	4,550	4,550
Assessment district delinquency notices	1,103	1,100	1,100	1,100
Percent of PBIA assessments paid by due date	75.5%	75.0%	75.0%	75.0%
Percent of accounts sent to collections	2%	2%	2%	2%

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RECENT PROGRAM ACHIEVEMENTS

Implemented Munis Acounts Receivable and are on track to meet 90-100% of the objectives for Fiscal Year 2015.

City Billing and Customer Service

(Program No. 1434)

Mission Statement

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

Program Activities

- Prepare and mail approximately 385,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 23,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Maintain and manage an automatic payment option for customers to have their bills paid automatically from their checking account.
- Process approximately 17,500 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Project Objectives for Fiscal Year 2016

- Ensure that program staff attends relevant training classes appropriate to assigned job duties in order to maintain and/or upgrade technical skills.
- Implement and conduct cross training for all Billing staff to ensure they are fully cross-trained on Accounts Receivable, Utility Bililng, and collections processing.
- Evaluate the Munis Account Receivable module in order to make a software billing recommendation to the project team by December 31, 2015.
- Participate in the search for a new online payment system vendor, including analyzing responses to the Request for Proposal and tesing of potential vendors for implementation in Fiscal Year 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.10**	**4.10**	**4.10**	**4.35**	**4.35**
Hourly Employee Hours	**1,496**	**0**	**517**	**0**	**0**
Revenues					
Other Revenue	$ 327,307	$ 300,000	$ 330,000	$ 310,000	$ 310,000
Overhead Allocation Recovery	677,965	691,525	691,525	715,262	743,872
Total Revenue	**$ 1,005,272**	**$ 991,525**	**$ 1,021,525**	**$ 1,025,262**	**$ 1,053,872**
Expenditures					
Salaries and Benefits	$ 272,921	$ 389,663	$ 376,691	$ 419,808	$ 449,831
Supplies and Services	317,993	339,822	274,831	285,194	293,647
Special Projects	57,500	-	-	-	-
Non-Capital Equipment	247	-	-	-	-
Total Expenditures	**$ 648,661**	**$ 729,485**	**$ 651,522**	**$ 705,002**	**$ 743,478**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Notify 99% of Extraordinary Water Use applicants of credit determination within 15 days of receipt of application.				
Percent of Extraordinary Water Use applicants notified within 15 days of credit determination	89.0%	99.0%	99.0%	99.0%
Enter 99% of Utility User Tax (UUT) exemption applications within 10 days of receipt.				
Percent of UUT exemption applications entered within 10 days	99%	99%	99%	99%
Enter 99% of automatic payment account data within 10 days of receipt.				
Percent of new automatic payment accounts entered within 10 days	96%	99%	99%	99%
Enter new automatic payment accounts accurately 99% of the time.				
Percent of new automatic payment accounts entered accurately	99.0%	99.0%	99.0%	99.0%
Enter 99% of electronic service requests submitted by the City's trash hauler within 10 days.				
Percent of electronic service requests entered within 10 days	93%	99%	99%	99%
Increase the number of customers opting out of printed utility bills in favor of online billing by 200.				
Additional customers opting out of printed utility bills	131	300	300	200

City Billing And Customer Service
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Bills issued annually	387,364	385,000	385,000	385,000
Service orders prepared annually	17,282	18,000	17,500	17,500
Customers on automatic pay	7,276	7,500	7,500	7,600

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Accounting Services

(Program No. 1431)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Complete and file mandatory annual disclosure reports for all debt issues prior to February 15, 2016.
- Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 7 days of presentation to City Council.
- Prepare comprehensive written procedures for the General Ledger, Fixed Assets and Project Accounting components of the City's Financial Management System.

RECENT PROGRAM ACHIEVEMENTS

Implemented the General Ledger and Fixed Assets components of the new financial management system during Fiscal Year 2014.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.85**	**3.85**	**3.85**	**4.60**	**4.60**
Hourly Employee Hours	**321**	**1,012**	**67**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 280,967	$ 285,753	$ 285,753	$ 412,659	$ 476,288
General Fund Subsidy	424,018	358,943	346,787	397,310	378,511
Total Revenue	**$ 704,985**	**$ 644,696**	**$ 632,540**	**$ 809,969**	**$ 854,799**
Expenditures					
Salaries and Benefits	$ 451,153	$ 483,458	$ 420,802	$ 601,083	$ 637,234
Supplies and Services	246,824	161,238	211,738	208,886	216,605
Special Projects	5,800	-	-	-	-
Non-Capital Equipment	1,209	-	-	-	960
Total Expenditures	**$ 704,985**	**$ 644,696**	**$ 632,540**	**$ 809,969**	**$ 854,799**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Compile and produce the annual Comprehensive Annual Financial Report (CAFR) for the City within 170 days of fiscal year-end.				
Days after June 30 to issue City CAFR	190	170	208	170
Receive an unmodified audit opinion for the annual financial statement audit for the City.				
Unmodified audit opinion	1	1	1	1
Receive the Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.				
Award for financial reporting	1	1	1	1
Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.				
Percent of bank reconciliations completed within 45 days	84%	100%	100%	100%
Complete 100% of general ledger closings within 7 working days of month-end (excluding June).				
Percent of general ledger closings completed within 7 working days of month-end	83%	100%	100%	100%
Complete and input 100% of regular monthly interim financial reports into Legistream within 45 days of month-end.				
Percent of interim financial reports input into Legistream within 45 days	100%	100%	100%	100%

Accounting Services
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete and file all State Controller's Reports before the deadlines.				
Percent of State Controller's Reports prepared and filed before the deadlines	100%	100%	100%	100%
Complete the annual reserve allocation within 130 days of year-end.				
Days from year-end to complete the annual reserve allocation	134	130	173	130
Prepare and input 100% of first quarter, third quarter, and mid-year interim financial reviews into Legistream within 45 days of month-end.				
Percent interim financial reviews input into Legistream within 45 days	100%	100%	100%	100%

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Payroll

(Program No. 1432)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Review 45 printed payroll reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate or consolidate them as appropriate.
- Identify and implement two new automated procedures as determined by Payroll staff (in collaboration with Information Systems staff) and report any paper reduction realized.
- Prepare 2015 W-2 forms for distribution by January 21, 2016.
- Audit and reconcile all payroll tax and liability accounts, and adjust the general ledger as necessary on an ongoing basis throughout the fiscal year.

RECENT PROGRAM ACHIEVEMENTS

The Payroll component of the City's Financial Management System Replacement project was implemented successfully and went live on November 4, 2014.

Project Objectives for Fiscal Year 2016 (Cont'd)

- Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Prepare and electronically submit the Local Government Compensation Report for calendar year 2014 to the State Controller's Office by October 18, 2015.
- Prepare comprehensive written procedures for the Payroll component of the City's new Financial Management Systems.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.45**	**2.45**	**2.45**	**2.45**	**2.45**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 124,916	$ 127,352	$ 127,352	$ 155,870	$ 162,103
General Fund Subsidy	166,082	190,421	189,931	216,281	224,949
Total Revenue	**$ 290,998**	**$ 317,773**	**$ 317,283**	**$ 372,151**	**$ 387,052**
Expenditures					
Salaries and Benefits	$ 239,284	$ 254,735	$ 254,735	$ 265,792	$ 276,398
Supplies and Services	51,692	62,303	62,303	106,359	110,654
Non-Capital Equipment	22	735	245	-	-
Total Expenditures	**$ 290,998**	**$ 317,773**	**$ 317,283**	**$ 372,151**	**$ 387,052**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Process and pay payroll accurately and timely 99.9% of the time.				
Accuracy rate of timesheet data entry	99.94%	99.90%	99.96%	99.90%
Achieve a 96% accuracy rate of timesheets submitted by departments during the fiscal year.				
Accuracy rate of timesheets submitted by departments	96.74%	96.00%	96.40%	96.00%
Reconcile 100% of monthly insurance billings within 30 days of receipt from benefits administrator.				
Percent of insurance billings reconciled within 30 days	100.0%	100.0%	100.0%	100.0%
Increase the number of employees opting out of printed pay advices by 50 to a projected 850 employees.				
Additional employees opting out of printed pay advices	53	50	52	50

Payroll
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Value of benefits and withholding accounts reconciled bi-weekly per payroll staff member	$5.14 M	$5.10 M	$5.20 M	$5.20 M
City employees per payroll staff member	663	650	660	660
Program cost per paycheck issued	$5.76	$5.75	$6.00	$6.25
Program cost per timesheet processed	$5.93	$5.95	$6.20	$6.45
W-2s issued annually	2,014	2,030	2,013	2,015
Percent of staff hours worked per quarter	91.2%	89.0%	90.0%	89.5%

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RECENT PROGRAM ACHIEVEMENTS

The Accounts Payable module of the Financial Management System Replacement project went live on January 8, 2014. Discounts utilized during calendar year 2014 resulted in City savings of $8,001.

Accounts Payable

(Program No. 1433)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Review 5 accounts payable financial reports to identify opportunities to improve the effectiveness and usefulness of the reports, and eliminate, consolidate them as appropriate.
- Implement and conduct accounts payable training for accounts payable staff and cross-training for all payroll staff to ensure they are fully trained / cross-trained on calendar year-end and fiscal year-end processing duties in the new Tyler Munis Accounts
- Prepare 2015 1099-MISC forms for distribution by January 21, 2016.
- Ensure that 100% of program staff attends City computer training classes related to job duties in order to maintain and/or upgrade computer skills.
- Prepare comprehensive written procedures for the Accounts Payable component of the City's new Financial Management System.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.75**	**1.75**	**1.75**	**1.75**	**1.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 145,943	$ 148,820	$ 148,820	$ 178,147	$ 185,274
General Fund Subsidy	78,293	90,564	91,961	81,998	84,803
Total Revenue	**$ 224,236**	**$ 239,384**	**$ 240,781**	**$ 260,145**	**$ 270,077**
Expenditures					
Salaries and Benefits	$ 159,785	$ 164,475	$ 165,872	$ 170,902	$ 177,927
Supplies and Services	64,451	74,909	74,909	89,243	92,150
Total Expenditures	**$ 224,236**	**$ 239,384**	**$ 240,781**	**$ 260,145**	**$ 270,077**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Issue 85% of vendor payments within 4 working days of receipt of direct pay invoice for payment.				
Percent of payments issued within 4 working days after receipt of direct pay invoice	83.0%	99.0%	85.0%	85.0%
Issue 99% of payments to vendors, error free.				
Percent of payments issued error free to vendors	99.4%	99.0%	99.0%	99.0%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Invoices processed	47,047	54,000	42,000	44,000
Program cost per payment issued	$11.40	$10.80	$11.25	$11.50
Percent of available discounts taken by departments	59.0%	55.0%	84.0%	85.0%
Percent of available discounts taken by Accounts Payable staff	30.6%	30.0%	2.0%	2.0%
Total value of discounts available	$10,420	$11,000	$10,674	$10,700
Total value of discounts utilized	$8,161	$9,350	$9,206	$9,250

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RECENT PROGRAM ACHIEVEMENTS

Implemented the new Tyler Munis Purchasing module that replaced the old Financial Management System (FMS) successfully in early 2014.

Purchasing

(Program No. 1441)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Conduct at least one class to train City staff on City's purchasing policies and procedures, on the professional service agreement process, or on managing Living Wage agreements.
- Complete an external customer (vendors/contractors) survey by June 30, 2016.
- Conduct semi-annual compliance audits of at least two (2) Blanket Purchase Orders (BPOs).
- Track and publish cost savings on formal bids & quick quotes for ordinary services and goods.
- Implement Munis Bidding or a third-party Bid Management System and Munis Vender Self Service Module by June 30, 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.75**	**4.60**	**4.60**	**4.60**	**4.60**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 248	$ -	$ -	$ -	$ -
Overhead Allocation Recovery	519,204	529,280	529,280	514,752	535,341
General Fund Subsidy	76,783	113,886	107,260	211,872	225,600
Total Revenue	**$ 596,235**	**$ 643,166**	**$ 636,540**	**$ 726,624**	**$ 760,941**
Expenditures					
Salaries and Benefits	$ 480,916	$ 508,977	$ 510,909	$ 544,599	$ 572,793
Supplies and Services	115,319	129,189	124,431	177,025	183,148
Special Projects	-	5,000	1,200	5,000	5,000
Total Expenditures	**$ 596,235**	**$ 643,166**	**$ 636,540**	**$ 726,624**	**$ 760,941**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Issue Informal Purchase Orders within ten (10) calendar days from receipt of complete requisitions.				
Average number of days to process informal requisitions into purchase orders	5.0	10.0	7.0	10.0
Issue Formal Purchase Orders within forty-five (45) calendar days from receipt of complete requisition.				
Average number of days to process formal requisitions into purchase orders	33.5	45.0	31.0	45.0
Complete an annual internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher.				
Overall customer satisfaction rating	N/A	90%	90%	90%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Purchase Orders (all categories) issued including change orders for services and goods	2,128	3,100	2,874	2,800
Purchase Orders (PO) issued for ordinary services and supplies over market price	866	1,400	1,320	1,400
Blanket Purchase Orders (BPO) issued for ordinary services and supplies	463	500	350	500

Purchasing
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Purchase Orders (PO) and Contracts issued for Professional Services	233	200	146	150
Change Orders (CO) issued to purchase orders and contracts	605	1,000	900	1,000
Request for Proposals/Qualifications (RFPs/RFQs)	31	24	22	24
Formal Bids for ordinary services and supplies	81	80	58	60
Percent of sole source (SS) purchase orders for ordinary services and supplies	10.9%	7.0%	4.1%	7.0%
Percent of after-the-fact purchase orders (internal)	1%	1%	1%	1%

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Solid Waste

Central Warehouse

(Program No. 1442)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Perform a customer satisfaction survey by June 30, 2016.
- Track Auction proceeds from surplus items (excluding vehicles).
- Track cost saving from bids and quotes on inventory items.

RECENT PROGRAM ACHIEVEMENTS

Purchasing, receiving and issuing all stock items through the new City Financial System (Tyler Munis) that was implemented successfully in early 2014.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.20**	**1.40**	**1.40**	**1.40**	**1.40**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 126,292	$ 128,817	$ 128,817	$ 193,702	$ 201,451
General Fund Subsidy	43,378	65,674	68,456	9,233	10,219
Total Revenue	**$ 169,670**	**$ 194,491**	**$ 197,273**	**$ 202,935**	**$ 211,670**
Expenditures					
Salaries and Benefits	$ 94,070	$ 112,729	$ 117,858	$ 118,383	$ 124,148
Supplies and Services	75,599	81,762	79,415	84,552	87,522
Total Expenditures	**$ 169,670**	**$ 194,491**	**$ 197,273**	**$ 202,935**	**$ 211,670**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain an accuracy rate of 99.9% for the monthly inventory count.				
Accuracy rate for the monthly inventory count	100.0%	99.9%	99.9%	99.9%
Process and fill 99% of issue requisitions within one day.				
Percent of issue requisitions processed within one working day	100%	99%	99%	99%
Complete 100% of monthly inventory counts within one day.				
Percent of monthly inventory counts completed within 1 working day	100%	100%	100%	100%
Competitively award at least 80% of the inventory purchases of stock items.				
Percent of competitively awarded inventory purchases of stock items	N/A	80%	80%	80%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Issue requisitions processed	2,698	3,000	3,000	3,000
Replenishment orders	356	375	375	375
Stock items on hand	1,292	1,292	1,292	1,292

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Mail Courier Services

(Program No. 1443)

Mission Statement

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

Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail twice daily.
- Provide interoffice mail courier service to 34 stops at City offices and selected outside agencies.
- Process outgoing U.S.P.S. mail daily.
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Process certified mail in-house and track the cost savings

Project Objectives for Fiscal Year 2016

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

RECENT PROGRAM ACHIEVEMENTS

Purchased a new mail machine that allowed us to implement in-house Certified Mailing, thus avoiding the long lines at the Post Office and enabling better cost tracking.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.20**	**1.15**	**1.15**	**1.15**	**1.15**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 43,486	$ 44,343	$ 44,343	$ 49,630	$ 51,617
General Fund Subsidy	64,462	71,843	66,359	69,007	71,002
Total Revenue	**$ 107,948**	**$ 116,186**	**$ 110,702**	**$ 118,637**	**$ 122,619**
Expenditures					
Salaries and Benefits	$ 95,346	$ 92,897	$ 93,860	$ 96,039	$ 99,794
Supplies and Services	11,327	23,289	16,842	22,598	22,825
Non-Capital Equipment	1,275	-	-	-	-
Total Expenditures	**$ 107,948**	**$ 116,186**	**$ 110,702**	**$ 118,637**	**$ 122,619**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Process incoming and outgoing U.S.P.S. mail within 1 working day 99% or more of the time.				
Percent of outgoing U.S.P.S. mail sent within 1 working day	99.50%	99.00%	99.00%	99.00%
Provide mail services according to the published schedules 99% or more of the time.				
Percent of mail stops serviced in accordance with the mail schedule	100%	99%	99%	99%
Complete a Customer Survey by June 30 and achieve an overall customer satisfaction rating of 90% or higher.				
Overall Customer Satisfaction rating	N/A	90%	90%	90%
Bi-monthly (24) cross-training with Central Stores				
Cross-training sessions held	N/A	24	24	24

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Pieces of outgoing USPS mail processed	122,748	120,000	120,000	120,000
Percent of damaged/spoiled mail	0.00%	0.02%	0.02%	0.02%
Percent of returned mail for incorrect postage	0%	0%	0%	0%
Labor cost per piece of outgoing US.P.S. mail	$0.33	$0.35	$0.35	$0.35
Pieces of outgoing certified mail processed	N/A	N/A	N/A	1,600
Cost Savings from processing certified mail in-house	N/A	N/A	N/A	$2,160

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Solid Waste

Workers Compensation

(Program No. 1461)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Update the Risk Management Frequency and Severity Report by September 30, 2015.
- Update the Injury & Illness Prevention Program Policy on Modified Duty by March 31, 2016.
- Conduct annual claim review of the Third Party Administrator by March 31, 2016.
- Develop a new template for electronic claim file maintenance by December 31, 2015.

RECENT PROGRAM ACHIEVEMENTS

The amount of Workers' Compensation payments for Temporary Total Disability (TTD) was reduced by $449,000 in FY 2014 through the success of the modified duty program.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.55**	**1.55**	**1.55**	**1.25**	**1.25**
Hourly Employee Hours	**250**	**250**	**200**	**250**	**250**
Revenues					
Other Revenue	$ 39,509	$ -	$ -	$ -	$ -
Unemployment Ins. Premiums	-	-	-	221,805	221,324
Workers' Comp. Premiums	2,950,702	3,388,165	3,388,165	3,342,571	3,517,238
Total Revenue	**$ 2,990,211**	**$ 3,388,165**	**$ 3,388,165**	**$ 3,564,376**	**$ 3,738,562**
Expenditures					
Salaries and Benefits	$ 158,246	$ 211,979	$ 211,979	$ 197,547	$ 208,879
Supplies and Services	2,058,468	2,727,074	2,727,074	3,076,162	3,250,766
Special Projects	-	121	121	-	121
Non-Capital Equipment	22	622	-	-	-
Total Expenditures	**$ 2,216,735**	**$ 2,939,796**	**$ 2,939,174**	**$ 3,273,709**	**$ 3,459,766**
Addition to (Use of) Reserves	**$ 773,475**	**$ 448,369**	**$ 448,991**	**$ 290,667**	**$ 278,796**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Obtain 75% of industrial injury preventability determination reports from the operating departments.				
Percent of preventability reports received	68%	50%	70%	75%
Investigate 50% of the industrial injuries with lost time within 45 days.				
Percent of investigations completed	100%	50%	35%	50%
Conduct annual claim review with four departments with the highest claims frequency.				
Claim reviews conducted	5	3	4	4

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total claim costs (paid and reserved) current FY	$1.1 M	$852,731	$1.3 M	$886,769
Annual gross amount of medical costs billed (all open claims)	$3.2 M	$2.7	$2.7 M	$3.1 M
Annual gross amount of medical costs paid (all open claims)	$816,504	$761,292	$800,000	$803,599
Annual cost of professional medical bill review services (all open claims)	$68,400	$68,400	$68,400	$68,400

Workers Compensation
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Claims filed (current FY only)	126	142	142	134
Open claims all years at FYE	179	169	190	171
Litigation ratio (Number of active litigated claims divided by the number of open claims (all years)	30%	20%	20%	25%
Percent of claims filed without lost time	70%	66%	66%	67%
Modified duty days worked	2,333	2,204	2,600	2,051
Modified Duty cost savings	$449,000	$486,427	$350,000	$466,236

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Risk Management Administrative Operations
Solid Waste

Liability

(Program No. 1462)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Update the Risk Management Frequency and Severity Report by September 30, 2015.

RECENT PROGRAM ACHIEVEMENTS

Liability program staff recovered $193,000 in restitution for damage to City property from responsible third parties.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.10**	**1.10**	**1.10**	**1.10**	**1.10**
Hourly Employee Hours	**340**	**340**	**350**	**440**	**440**
Revenues					
Insurance Premiums	$ 1,514,146	$ 1,479,771	$ 1,479,771	$ 1,729,771	$ 1,928,362
Inter-fund Reimbursement	-	75,825	75,825	75,825	75,825
Other Revenue	457,076	-	-	-	-
Total Revenue	**$ 1,971,221**	**$ 1,555,596**	**$ 1,555,596**	**$ 1,805,596**	**$ 2,004,187**
Expenditures					
Salaries and Benefits	$ 134,812	$ 156,708	$ 156,708	$ 162,906	$ 176,142
Supplies and Services	1,583,010	1,441,905	1,489,638	1,582,169	1,671,398
Non-Capital Equipment	22	622	-	-	-
Total Expenditures	**$ 1,717,844**	**$ 1,599,235**	**$ 1,646,346**	**$ 1,745,075**	**$ 1,847,540**
Addition to (Use of) Reserves	**$ 253,377**	**$ (43,639)**	**$ (90,750)**	**$ 60,521**	**$ 156,647**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Proposed FY 2016
Complete 90% of claims investigations within 45 days.				
Percent of claims acted upon within 45 days of receipt	98%	90%	95%	90%
Route 90% of public hazard concerns to the appropriate department within 4 working days.				
Percent of public hazard complaints (Fix-Its) routed to appropriate department within 4 working days of receipt	92%	90%	88%	90%
Obtain 80% of collision preventability determination reports from the operating departments.				
Percent of preventability reports received	80%	80%	85%	80%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Liability claims filed during the year	111	132	120	128
Current open claims	76	83	80	84
Annual claim costs paid	$762,436	$502,314	$600,000	$491,917
Percent of claims filed resulting in litigation	11%	8%	12%	9%
Percent of open claims litigated	23%	19%	25%	20%

Liability
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Percent of claims closed within 11 months of filing	81%	82%	80%	84%
Reported vehicle incidents	88	87	90	83
Percent of vehicle incidents resulting in claims	13%	24%	20%	22%
Preventable collision costs	$39,724	$41,077	$20,000	$37,170
Site visits conducted	98	91	110	123
Incident reports completed	163	152	100	155

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Risk Management Administrative Operations
Solid Waste

Occupational Safety and Health

(Program No. 1463)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Coordinate monthly IIPP Training calendar.
- Create a new proactive training module for Fleet Safety before December 31, 2015.
- Complete the Facility Safety Audit Inspection of Public Works (main campus - Garden/Laguna) by March 31, 2016.
- Post Cal/OSHA Log 300A electronically by February 1, 2016.

RECENT PROGRAM ACHIEVEMENTS

Hired a Safety Coordinator to re-energize the development and administration of the City's Injury and Illness Prevention Program.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.80**	**0.80**	**0.80**	**1.10**	**1.10**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
OSH Premiums	$ 193,833	$ 203,462	$ 203,462	$ 231,057	$ 240,294
Total Revenue	**193,833**	**203,462**	**203,462**	**231,057**	**240,294**
Expenditures					
Salaries and Benefits	$ 71,757	$ 98,307	$ 98,307	$ 128,731	$ 137,714
Supplies and Services	54,005	117,206	120,315	112,140	114,928
Non-Capital Equipment	-	622	-	-	-
Total Expenditures	**$ 125,762**	**$ 216,135**	**$ 218,622**	**$ 240,871**	**$ 252,642**
Addition to (Use of) Reserves	**$ 68,071**	**$ (12,673)**	**$ (15,160)**	**$ (9,814)**	**$ (12,348)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure the number of occupational injuries at the level do not exceed the 5 year average.				
Occupational injury claims filed	126	142	140	134
Utilize in-house staff to coordinate 60% of the annual training topics identified on the IIPP training calendar.				
Percent of in-house staff who teach IIPP classes	N/A	50%	50%	60%
Ensure compliance with State and Federal OSHA mandates.				
Percent compliance with State and Federal OSHA mandates	100%	100%	100%	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Lost work days due to occupational injuries	1,179	1,059	2,118	1,080
IIPP training sessions conducted	87	85	85	83
Employees attending Injury Illness Prevention Program training sessions	1,823	1,615	2,122	1,774
Occupational Safety Trainers	88	84	85	85

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➢ **Risk Management Administrative Operations**
Solid Waste

RECENT PROGRAM ACHIEVEMENTS

Reorganized the Division to improve internal operations and the professional services provided for the operating departments.

Risk Management Administrative Operations

(Program No. 1464)

Mission Statement

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

Program Activities

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.70**	**0.70**	**0.70**	**0.70**	**0.70**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Insurance Premiums	$ 1,241,966	$ 1,305,251	$ 1,305,251	$ 1,426,854	$ 1,569,539
Interest Income	59,901	55,200	40,300	40,200	39,400
Total Revenue	**$ 1,301,867**	**$ 1,360,451**	**$ 1,345,551**	**$ 1,467,054**	**$ 1,608,939**
Expenditures					
Salaries and Benefits	$ 88,679	$ 104,466	$ 104,466	$ 107,901	$ 113,443
Supplies and Services	1,398,233	1,317,208	1,317,208	1,523,915	1,687,200
Non-Capital Equipment	22	1,488	245	-	-
Total Expenditures	**$ 1,486,933**	**$ 1,423,162**	**$ 1,421,919**	**$ 1,631,816**	**$ 1,800,643**
Addition to (Use of) Reserves	**$ (185,066)**	**$ (62,711)**	**$ (76,368)**	**$ (164,762)**	**$ (191,704)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure 80% completion of Division program objectives.				
Percent of objectives achieved	94%	80%	80%	80%
Compile and post semi-annual loss data.				
Post loss data semi annually	2	2	2	2

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Dollar value of property damage and worker's compensation expenses recovered from negligent third parties	$702,500	$75,000	$125,000	$190,000
Total cost of risk as percentage of city operating and capital expenditures	1.9%	2.0%	2.0%	2.0%

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➢ **Solid Waste**

RECENT PROGRAM ACHIEVEMENTS

The Environmental Services Division successfully implemented the Single Use Bag Ordinance at all Tier 1 and Tier 2 stores.

Solid Waste

(Program No. 1471,1472)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Conduct the Spirit of Service Awards.
- Hold two electronic waste collection events.
- Evaluate and expand comprehensive mixed recycling programs at three City facilities.
- Negotiate final terms with the Resource Recovery Project vendor. If terms are acceptable, bring the Material Delivery Agreement, Joint Powers Agreement and CEQA findings to the City Council for consideration.
- Monitor compliance of retailers that are subject to the Single Use Bag ordinance and take appropriate enforcement action.
- Distribute the revised Waste Enclosure Guidelines to architects, developers, and building industry stakeholders and solicit feedback and suggested revisions to improve the usability and efficacy of the document.
- Explore options for improving the efficiency of solid waste collection services with the City Council and its subcommittees.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**8.55**	**9.05**	**9.05**	**8.00**	**8.00**
Hourly Employee Hours	**1,231**	**0**	**121**	**1,250**	**0**
Revenues					
Donations	$ 80,000	$ 80,927	$ 80,927	$ 82,546	$ 84,196
Fees and Service Charges	19,889,577	20,092,765	20,198,444	20,341,706	20,468,837
Interest Income	-	-	3,773	12,200	11,900
Intergovernmental	563,207	317,342	382,342	361,642	346,478
Other Revenue	156,616	154,742	155,372	154,698	157,571
Total Revenue	**$ 20,689,401**	**$ 20,645,776**	**$ 20,820,858**	**$ 20,952,792**	**$ 21,068,982**
Expenditures					
Salaries and Benefits	$ 803,217	$ 958,244	$ 923,676	$ 998,573	$ 1,027,691
Supplies and Services	18,412,836	18,889,809	18,746,764	19,047,679	19,166,399
Special Projects	557,697	555,532	547,579	593,990	609,346
Appropriated Reserve	-	10,000	-	25,000	25,000
Non-Capital Equipment	11,556	149,783	50,904	156,749	159,669
Transfers Out	67,556	50,000	50,000	50,000	50,000
Total Expenditures	**$ 19,852,861**	**$ 20,613,368**	**$ 20,318,923**	**$ 20,871,991**	**$ 21,038,105**
Addition to (Use of) Reserves	**$ 836,540**	**$ 32,408**	**$ 501,935**	**$ 80,801**	**$ 30,877**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Meet with 200 new and existing business clients about the environmental and financial benefits of recycling.				
Business contacts made regarding the benefits of recycling	141	200	200	200
Generate 5,200 cubic yards of additional diversion at food-serving businesses on an annualized basis.				
Cubic yards of additional diversion at food-serving businesses (annualized)	5,888	5,200	5,664	5,200
Respond to 98% of code enforcement calls within one business day.				
Percent of code enforcement calls responded to within one business day	100%	98%	98%	98%

Solid Waste
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Tons of solid waste disposed of at Tajiguas Landfill	82,403	88,000	80,376	83,500
Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	19,431	19,000	19,718	19,000
Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only)	31.0%	30.0%	31.0%	30.0%
Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	14,616	15,200	13,270	13,300
Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only)	27.0%	28.0%	24.0%	24.0%
Tons of foodscraps diverted from Tajiguas Landfill	3,159	3,300	3,184	3,300
Hauler service complaints reported to MarBorg	N/A	N/A	N/A	135
Calls handled by Code Enforcement staff	144	132	70	132
Percent of business accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste, and/or foodscraps	23.0%	23.0%	22.0%	23.0%
Percent of single-family residential accounts with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	77.0%	76.0%	79.0%	79.0%
Percent of multi-unit residential account with 2/3 or more of monthly trash service dedicated to recycling and greenwaste	21.0%	21.0%	23.0%	23.0%
Percent of buildings and facilities owned, operated, or controlled by the City with 2/3 or more of monthly trash service dedicated to recycling, greenwaste, or foodscraps	12.0%	15.0%	12.0%	15.0%
Pounds of household hazardous waste collected at the City ABOP and UCSB facility (less electronic waste)	331,537	322,870	187,788	322,870
Pounds of electronics waste collected at City-sponsored events and In-City collection	368,128	270,644	440,516	270,644
Development projects reviewed	N/A	N/A	N/A	100

DEPARTMENT SUMMARY

Fire

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

About Fire

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

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

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

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

Fiscal Year 2016 Budget Highlights

Develop a Spanish language Community Disaster Education (CDE) program to be used within the City.

Conduct a recruit academy for 8 - 10 new firefighters.

Create a certification and training program for use of the live-fire burn prop at the SBFD Training Tower. Certify a cadre of regional fire personnel to conduct trainings using the prop.

Take delivery, equip and place into service new Type 6 fire engine for use at Fire Station 3.

DEPARTMENT SUMMARY

Fire

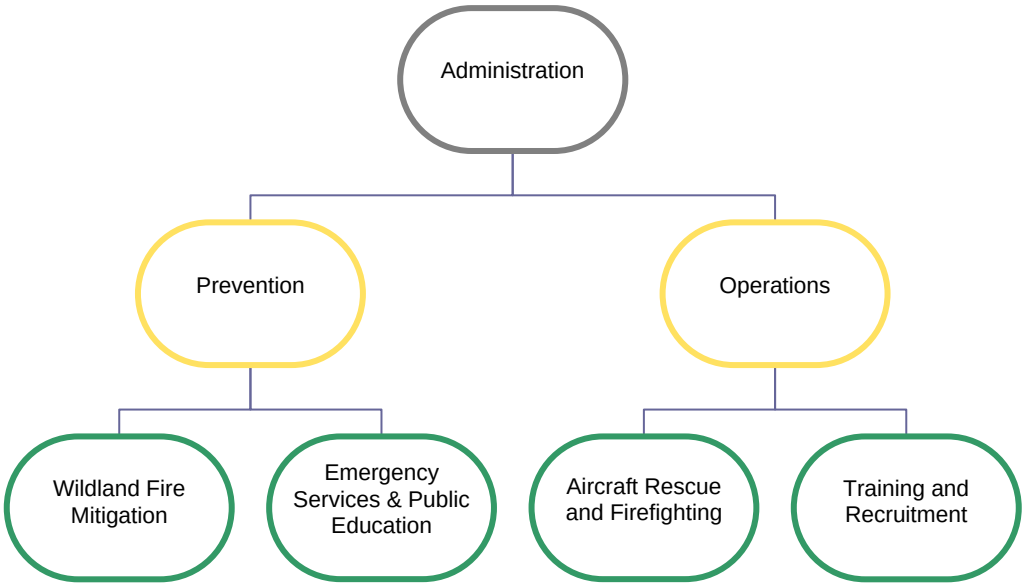
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**105.00**	**105.00**	**105.00**	**105.00**	**105.00**
Hourly Employee Hours	**4,649**	**5,006**	**5,372**	**3,382**	**3,398**
Revenues					
Fees and Service Charges	$ 216,772	$ 207,955	$ 210,848	$ 217,775	$ 217,419
Inter-fund Reimbursement	1,886,249	2,079,766	2,079,766	2,166,830	2,255,076
Intergovernmental	-	591,311	591,311	-	-
Mutual Aid Reimbursements	1,079,422	423,046	562,183	423,000	423,000
Other Revenue	185,591	186,008	186,008	189,000	192,000
Prop. 172 Sales Tax	145,039	149,811	152,436	159,296	166,464
Transfer In	-	340,000	340,000	-	-
Wildland Fire Assessment	243,426	246,285	246,285	248,058	250,539
Overhead Allocation Recovery	105,765	107,851	107,851	137,694	143,201
General Fund Subsidy	19,181,565	19,834,206	19,929,561	21,328,510	21,987,012
Total Department Revenue	**$23,043,829**	**$24,166,239**	**$ 24,406,249**	**$ 24,870,163**	**$ 25,634,711**
Expenditures					
Salaries and Benefits	$20,256,245	$20,368,513	$ 20,624,580	$ 21,902,586	$ 22,302,681
Supplies and Services	2,446,052	2,566,362	2,537,990	2,956,654	3,036,248
Special Projects	128,528	223,260	229,702	138,698	100,507
Appropriated Reserve	-	4,919	-	4,938	4,925
Capital Equipment	11,170	599,311	599,311	208,000	42,850
Non-Capital Equipment	197,433	505,298	505,297	168,004	147,500
Total Department Expenditures	**$23,039,428**	**$24,267,663**	**$ 24,496,880**	**$ 25,378,880**	**$ 25,634,711**
Addition to (Use of) Reserves	**$ 4,401**	**$ (101,424)**	**$ (90,631)**	**$ (508,717)**	**$ -**

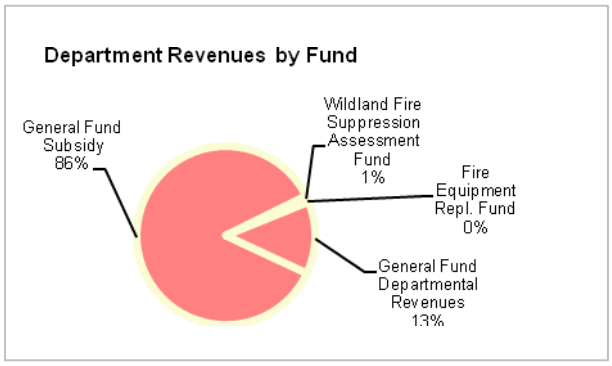
Fire Department is budgeted in the General Fund, Fire Equipment Replacement Fund, Miscellaneous Grants Fund and the Wildland Fire Assessment District.

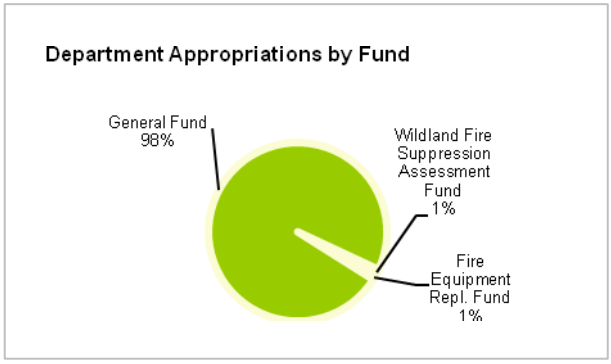
Fire

Program Organizational Chart



Department Fund Composition





FIRE PROGRAMS

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

Administration

(Program No. 3111)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Prepare FY16 mid-year review for Fire Department budget and P3 Objectives.
- Develop and present to City Council the Fire Department budget plan and P3 Objectives for FY17.
- Implement a new Emergency Medical Dispatch software module (Pro-Q-A EMD).
- Make final determination of a joint-use Fire Station 7 with Forest Service.

RECENT PROGRAM ACHIEVEMENTS

Awarded $657,000 FEMA grant to obtain entire new complement of Self Contained Breathing Apparatus equipment for health and safety of firefighters.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**31**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 104,442	$ 114,621	$ 101,503	$ 118,280	$ 123,288
Other Revenue	214	-	-	-	-
Prop. 172 Sales Tax	145,039	149,811	152,436	159,296	166,464
General Fund Subsidy	559,573	621,437	625,887	668,869	696,155
Total Revenue	**$ 809,268**	**$ 885,869**	**$ 879,826**	**$ 946,445**	**$ 985,907**
Expenditures					
Salaries and Benefits	$ 693,438	$ 776,402	$ 765,366	$ 813,162	$ 847,617
Supplies and Services	115,830	109,467	108,018	133,283	138,290
Special Projects	-	-	6,442	-	-
Total Expenditures	**$ 809,268**	**$ 885,869**	**$ 879,826**	**$ 946,445**	**$ 985,907**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure that 82% of the department's program objectives are accomplished.				
Percent of department program Objectives accomplished	89%	82%	82%	82%
Submit 95% of invoices to Forest Service within 15 working days of completion of mutual aid assignment.				
Percent of invoices generated within 15 working days of completion of mutual aid assignment	100%	99%	100%	99%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total amount of Mutual Aid reimbursements	$1.08 M	$400,000	$562,000	$423,000
Hours lost due to injury	3,863	3,000	9,000	3,000

FIRE PROGRAMS

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

Emergency Services and Public Education

(Program No. 3112)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop a Spanish language Community Disaster Education (CDE) program to be used within the City. Developed CDE materials will be used to conduct 2 presentations within the Hispanic Community.
- Develop a planning team and revise the City's Local Hazard Mitigation Plan and submit to County OEM. Develop a planning team from within the City Department to update LHMP to stay compliant with Federal Mandate.

RECENT PROGRAM ACHIEVEMENTS

Produced neighborhood preparedness manuals in both English and Spanish.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**915**	**915**	**871**	**29**	**45**
Revenues					
Fees and Service Charges	$ 711	$ 1,100	$ 1,100	$ 1,100	$ 1,144
Other Revenue	1,692	-	-	-	-
Overhead Allocation Recovery	105,765	107,851	107,851	137,694	143,201
General Fund Subsidy	179,112	209,792	206,122	173,503	176,823
Total Revenue	**$ 287,280**	**$ 318,743**	**$ 315,073**	**$ 312,297**	**$ 321,168**
Expenditures					
Salaries and Benefits	$ 177,107	$ 183,710	$ 180,198	$ 191,294	$ 197,641
Supplies and Services	110,173	135,033	134,875	121,003	123,527
Total Expenditures	**$ 287,280**	**$ 318,743**	**$ 315,073**	**$ 312,297**	**$ 321,168**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Conduct four (4) basic SEMS training to all attendees of the City's New Employee Orientation.				
City Orientation program presentations	3	2	2	2
Provide quarterly Emergency Operations Center (EOC) training for the City staff assigned to the EOC.				
EOC trainings provided	5	4	4	3
Present three (2 in English and 1 in Spanish) CERT Trainings to the public.				
CERT trainings provided	4	2	2	2
Provide 1,000 staff hours of public education to the community and collaboratively with other other agencies.				
Staff hours of public education annually	1,750	1,000	1,000	500
Ensure 800 volunteer hours of service to the Department and the public.				
Annual total of volunteer hours received	N/A	800	1,000	500

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Individuals reached through emergency preparedness presentations	N/A	N/A	N/A	1,000

Emergency Services and Public Education
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
High-risk individuals reached through emergency preparedness and safety presentations	N/A	N/A	N/A	500
Students participating in the Fire Safety House Program	N/A	N/A	N/A	300
LISTOS presentations in the Hispanic community	N/A	N/A	N/A	3

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FIRE PROGRAMS

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

Fire Prevention

(Program No. 3121)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Complete joint inspections of 103 Airport occupancies with Airport staff.
- Conduct an analysis of Fire Department database records and field verify information of the 57 known Nightlife Enforcement Team (NET) occupancies to ensure accuracy.
- Test 10 major buildings with the mobile data platform for Building preplans to ensure compatibility and accuracy.

RECENT PROGRAM ACHIEVEMENTS

Reconciled Fire and Airport inspection records to ensure consistency and to accurately reflect the current information.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 216,061	$ 206,855	$ 209,748	$ 216,675	$ 216,275
Other Revenue	1,481	-	-	-	-
General Fund Subsidy	931,288	942,403	937,476	1,071,065	1,116,654
Total Revenue	**$ 1,148,830**	**$ 1,149,258**	**$ 1,147,224**	**$ 1,287,740**	**$ 1,332,929**
Expenditures					
Salaries and Benefits	$ 1,018,413	$ 1,013,005	$ 1,013,821	$ 1,100,537	$ 1,145,725
Supplies and Services	130,417	136,253	133,403	187,203	187,204
Total Expenditures	**$ 1,148,830**	**$ 1,149,258**	**$ 1,147,224**	**$ 1,287,740**	**$ 1,332,929**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 100% of the State Mandated Licensed Facility inspections within the prescribed schedule.				
Percent of State Mandated Licensed Facility inspections completed annually	105%	100%	88%	100%
Conduct 90% of new construction related inspections within 2 working days of initial request.				
Percent of new construction related inspections conducted within 2 days of request	99.5%	90.0%	98.0%	95.0%
Complete 95% of all plan reviews submitted to the Community Development department within time allotted.				
Percent of plan reviews completed within time allotted	99%	95%	99%	95%
Determine the cause of 80% of the fires investigated within the City of Santa Barbara.				
Percent of causes determined of fires investigated	72.3%	80.0%	80.0%	80.0%
Respond to 85% of code enforcement complaints within five (5) working days from receipt of complaint.				
Percent of code enforcement complaints receiving initial response within five (5) working days	97.3%	85.0%	95.0%	95.0%
Resolve 75% of code enforcement cases within three (3) months of initiation.				
Percent of code enforcement cases resolved within three (3) months of initiation	82%	75%	79%	75%
Attend 85% of all joint Land Development Team meetings for Dev Application Review Team and Pre-Application Review Team submittals.				
Percent of LDT meetings attended	89%	85%	90%	85%

Fire Prevention
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
State Mandated inspections conducted	112	115	115	115
New construction related inspections	498	450	550	525
Plan reviews conducted	1,388	1,200	1,300	1,275
Fire investigations conducted	65	70	45	60
Code enforcement complaints received	312	300	330	325
Enforcement cases resolved	286	250	290	275
LDT meetings attended	259	250	200	225

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FIRE PROGRAMS

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

Wildland Fire Mitigation

(Program No. 3123)

Mission Statement

Protect lives, property and natural resources threatened by wildland fire by the creation of defensible space through engineering, education, enforcement, fuel reduction and fuel modification activities.

Program Activities

- Manage and implement the City of Santa Barbara Wildland Fire Plan strategies.
- Manage the City of Santa Barbara Wildland Fire Suppression Assessment District Program.

Project Objectives for Fiscal Year 2016

- Complete 25 target hazard preplans for entry into the mobile platform database. Maintain and update Geographic Information System (GIS) data within Fire Department and City GIS server.

RECENT PROGRAM ACHIEVEMENTS

Completed 38 miles of road clearance to improve wildland fire evacuation routes within the Wildland Fire Suppression District. Additional funding enabled clearance of 24 miles more than the annual average.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Wildland Fire Assessment	$ 243,426	$ 246,285	$ 246,285	$ 248,058	$ 250,539
General Fund Subsidy	188,521	196,752	196,670	207,222	212,272
Total Revenue	**$ 431,946**	**$ 443,037**	**$ 442,955**	**$ 455,280**	**$ 462,811**
Expenditures					
Salaries and Benefits	$ 241,336	$ 249,185	$ 245,399	$ 266,212	$ 280,715
Supplies and Services	57,681	67,097	64,928	75,275	76,664
Special Projects	128,528	223,260	223,260	138,698	100,507
Appropriated Reserve	-	4,919	-	4,938	4,925
Total Expenditures	**$ 427,545**	**$ 544,460**	**$ 533,586**	**$ 485,123**	**$ 462,811**
Addition to (Use of) Reserves	**$ 4,401**	**$ (101,424)**	**$ (90,631)**	**$ (29,843)**	**$ -**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 14 miles of road clearance annually within the Wildland Fire Suppression Assessment District (WFSAD).				
Miles cleared	15	14	50	14
Complete 4 miles of weed abatement along roads within high fire hazard area to enhance evacuation routes and response safety.				
Miles cleared	4	4	4	4
Complete 12 acres of vegetation management/fuels reduction work.				
Acres cleared	12	20	16	12
Continue wildland public education and outreach in the high fire hazard area by providing contact with 300 property owners.				
Contacts made	317	300	317	300
Utilize 80% of chipped material from vegetation road clearance and defensible space chipping program by mulching and preventing material from reaching landfill.				
Percent of material chipped	100%	80%	80%	80%
Continue code enforcement on properties violating Defensible Space Requirements within the high fire hazard areas.				
Enforcement cases	67	100	100	100

FIRE PROGRAMS

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

Operations/Suppression

(Program No. 3131)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Specify and order a Type 6 Fire Engine for use at Fire Station 3.
- Develop and implement new physical fitness standards for operations personnel.
- Create new standard operating procedures for Electronic Patient Care Reporting (EPCR).

RECENT PROGRAM ACHIEVEMENTS

Developed detailed specifications and placed order for new Type I Fire Pumper to be assigned to Fire Station Six (Mesa).

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**81.20**	**79.30**	**79.30**	**79.30**	**79.30**
Hourly Employee Hours	**3,703**	**4,091**	**4,501**	**3,353**	**3,353**
Revenues					
Inter-fund Reimbursement	$ -	$ -	$ -	$ 34,850	$ 34,850
Intergovernmental	-	591,311	591,311	-	-
Mutual Aid Reimbursements	1,079,422	423,046	562,183	423,000	423,000
Other Revenue	182,205	186,008	186,008	189,000	192,000
Transfer In	-	340,000	340,000	-	-
General Fund Subsidy	17,323,072	17,426,065	17,537,920	18,733,667	19,274,390
Total Revenue	**$ 18,584,698**	**$ 18,966,430**	**$ 19,217,422**	**$ 19,380,517**	**$ 19,924,240**
Expenditures					
Salaries and Benefits	$ 16,356,150	$ 15,830,805	$ 16,102,426	$ 17,134,771	$ 17,325,826
Supplies and Services	2,019,945	2,031,016	2,010,388	2,348,616	2,408,064
Capital Equipment	11,170	599,311	599,311	208,000	42,850
Non-Capital Equipment	197,433	505,298	505,297	168,004	147,500
Transfers Out	-	-	-	-	-
Total Expenditures	**$ 18,584,698**	**$ 18,966,430**	**$ 19,217,422**	**$ 19,859,391**	**$ 19,924,240**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide Basic Life Support (BLS) for medical emergencies within 4 minutes or less 80% of the time from unit receipt of alarm.				
Percent of Medical responses under 4 minutes	90%	80%	85%	80%
Contain 90% of all structure fires to area or room of origin.				
Percent of fires that do not extend from area of origin	94%	90%	90%	90%
Conduct Engine Company level Fire and Safety Inspections on 95% of scheduled business and residential occupancies annually.				
Percent of business and residential occupancies inspected annually	100%	95%	95%	95%
Conduct 85% of prevention re-inspections within 3 weeks of initial inspection.				
Percent of re-inspections on notices of violation within 3 weeks of initial inspection	80%	90%	80%	85%
Ensure Medical Director reviews 80% of Basic Life Support (BLS) Automatic External Defibrillator (AED) incidents.				
Percent of BLS AED incidents reviewed	96%	80%	80%	80%

Operations/Suppression
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Code 3 (emergency) calls for service	7,188	6,000	7,500	7,000
Code 2 (non-emergency) calls for service	977	800	950	900
Medical emergency calls received	5,265	4,500	5,000	5,000
Fire calls received	212	250	200	225
Hazardous condition calls received	324	220	300	250
Miscellaneous calls received	2,364	1,700	2,000	2,000
Revenue for engine company inspections	$91,170	$90,000	$90,000	$90,000
Engine company fire and life safety inspections	2,661	2,250	2,500	2,500
Average response time for emergency call for service in minutes	3.10	4.00	3.20	4.00
Basic life support on automated external defibrillator incidents	N/A	24	20	24

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FIRE PROGRAMS

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

Fire Training and Recruitment

(Program No. 3134)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Conduct a recruit academy for 8 - 10 new firefighters.
- Create standard operating procedures for the live-fire burn prop at the SBFD Training Tower.
- Create a certification and training program for use of the live-fire burn prop at the SBFD Training Tower. Certify a cadre of regional fire personnel to conduct trainings using the prop.
- Prepare and conduct a fire engineer's exam in November 2015.
- Prepare and conduct a Fire Captain's exam in February 2016.

RECENT PROGRAM ACHIEVEMENTS

Implemented the new Electronic Patient Care Reporting (EPCR) tool required by the Santa Barbara County Emergency Medical Service Agency.Trained all personnel in the use of the software.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**1.80**	**1.80**	**1.80**	**1.80**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ -	$ 437,757	$ 425,486	$ 474,184	$ 510,718
Total Revenue	**$ -**	**$ 437,757**	**$ 425,486**	**$ 474,184**	**$ 510,718**
Expenditures					
Salaries and Benefits	$ -	$ 365,052	$ 352,792	$ 399,910	$ 426,017
Supplies and Services	-	72,705	72,694	74,274	84,701
Total Expenditures	**$ -**	**$ 437,757**	**$ 425,486**	**$ 474,184**	**$ 510,718**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure Operations personnel attend 1,000 hours of safety concepts training to reduce injuries and increase effectiveness.				
Total number of hours of safety training	1,010	1,000	1,100	1,000
Provide 100% of required/mandated training classes to active-duty Operations personnel each calendar year.				
Total % of training sessions completed	100%	100%	100%	100%
Ensure 100% of the active-duty first responders maintain their Emergency Medical Technician (EMT) certifications by attending required EMT specific training.				
Average training hours per EMT	14	12	12	12

FIRE PROGRAMS

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

Aircraft Rescue and Firefighting

(Program No. 3141)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Bring staff recommendations of the Citygate report on the Aircraft Rescue and Firefighting (ARFF) program to the City Council and implement Council direction.

RECENT PROGRAM ACHIEVEMENTS

Hosted a multi-agency response drill for the tria1nnual FAA mandated live fire drill.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**9.80**	**9.90**	**9.90**	**9.90**	**9.90**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 1,781,807	$ 1,965,145	$ 1,978,263	$ 2,013,700	$ 2,096,938
Total Revenue	**$ 1,781,807**	**$ 1,965,145**	**$ 1,978,263**	**$ 2,013,700**	**$ 2,096,938**
Expenditures					
Salaries and Benefits	$ 1,769,801	$ 1,950,354	$ 1,964,579	$ 1,996,700	$ 2,079,140
Supplies and Services	12,006	14,791	13,684	17,000	17,798
Total Expenditures	**$ 1,781,807**	**$ 1,965,145**	**$ 1,978,263**	**$ 2,013,700**	**$ 2,096,938**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 100% of all aircraft-related emergencies in the Aircraft Operational Area (AOA) within 3 minutes #1.				
Percent of emergency responses on the AOA under 3 minutes	100%	100%	100%	100%
Ensure that all active-duty ARFF-certified personnel achieve mandated training goals per Federal Aviation Regulation 139 (FAR 139).				
Percent of mandated training classes attended	100%	100%	100%	100%
Participate in 100% of periodic emergency response drills.				
Percent of emergency response drills attended	100%	100%	100%	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Aircraft-related emergencies in AOA	51	36	36	36
Training hours attended by Station 8 assigned personnel	1,251	1,080	1,200	1,200
Emergency response drills	7	12	12	12
Public education hours provided by Station 8 ARFF members	233	240	200	240
Station 8 Fire Safety public education sessions held	69	24	24	24

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General Government

About General Government

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

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

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

DEPARTMENT SUMMARY

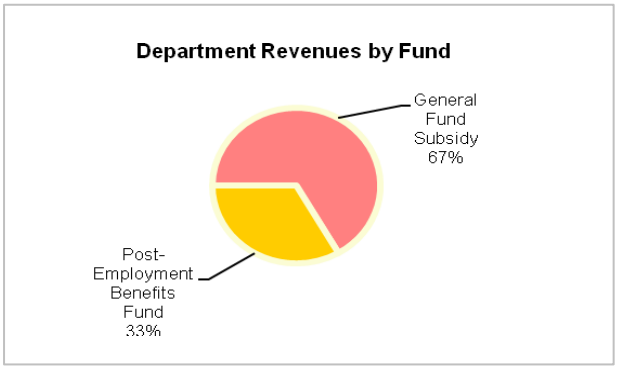
General Government

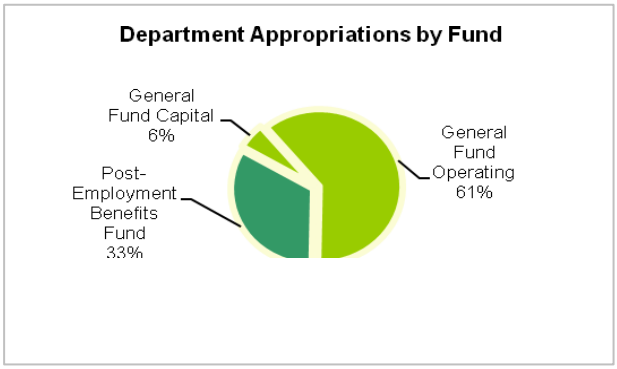
Department Financial Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Revenues					
Fees and Service Charges	$ 937,703	$ -	$ -	$ -	$ -
Inter-fund Reimbursement	1,604,000	1,604,000	1,604,000	1,835,000	1,835,000
General Fund Subsidy	2,291,815	2,535,877	2,124,776	3,710,644	3,579,760
Total Department Revenue	**$ 4,833,517**	**$ 4,139,877**	**$ 3,728,776**	**$ 5,545,644**	**$ 5,414,760**
Expenditures					
Supplies and Services	$ 22,264	$ -	$ -	$ -	$ -
Benefit Claims	3,924,082	1,604,000	1,604,000	1,835,000	1,835,000
Appropriated Reserve	-	261,101	-	2,287,742	1,559,701
Miscellaneous	1,676	-	-	-	-
Transfers Out	2,850,577	1,908,492	1,758,492	1,117,902	725,059
Operating Expenditures	**$ 6,798,600**	**$ 3,773,593**	**$ 3,362,492**	**$ 5,240,644**	**$ 4,119,760**
General Fund Capital Transfer	$ 355,000	$ 366,284	$ 366,284	$ 305,000	$ 1,295,000
Total Expenditures	**$ 7,153,600**	**$ 4,139,877**	**$ 3,728,776**	**$ 5,545,644**	**$ 5,414,760**

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

Department Fund Composition





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GENERAL GOVERNMENT PROGRAMS

➢ General Government
Post-Employment Benefits

General Government

(Program No. 9911)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- 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 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Revenues					
Fees and Service Charges	$ 937,703	$ -	$ -	$ -	$ -
General Fund Subsidy	2,291,815	2,535,877	2,124,776	3,710,644	3,579,760
Total Revenue	**$ 3,229,518**	**$ 2,535,877**	**$ 2,124,776**	**$ 3,710,644**	**$ 3,579,760**
Expenditures					
Supplies and Services	$ 22,264	$ -	$ -	$ -	$ -
Appropriated Reserve	-	261,101	-	2,287,742	1,559,701
Miscellaneous	1,676	-	-	-	-
Transfers Out	2,850,577	1,908,492	1,758,492	1,117,902	725,059
Operating Expenditures	**$ 2,874,518**	**$ 2,169,593**	**$ 1,758,492**	**$ 3,405,644**	**$ 2,284,760**
General Fund Capital Transfer	$ 355,000	$ 366,284	$ 366,284	$ 305,000	$ 1,295,000
Total Expenditures	**$ 3,229,518**	**$ 2,535,877**	**$ 2,124,776**	**$ 3,710,644**	**$ 3,579,760**

Program Performance Measures

Performance Measures	Adopted FY 2014*	Adopted FY 2015*	Adopted FY 2016
General Fund capital program as a percent of total General Fund operating budget	1.76%	2.99%	3.09%
Long-term debt as a percent of total General Fund operating budget	0.32%	0.30%	0.28%

* Calculated as a percent of adopted budget.

GENERAL GOVERNMENT PROGRAMS

General Government
➢ Post-Employment Benefits

Post-Employment Benefits

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Revenues					
Inter-fund Reimbursement	$ 1,604,000	$ 1,604,000	$ 1,604,000	$ 1,835,000	$ 1,835,000
Total Revenue	**1,604,000**	**1,604,000**	**1,604,000**	**1,835,000**	**1,835,000**
Expenditures					
Benefit Claims	$ 3,924,082	$ 1,604,000	$ 1,604,000	$ 1,835,000	$ 1,835,000
Total Expenditures	**3,924,082**	**1,604,000**	**1,604,000**	**1,835,000**	**1,835,000**

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DEPARTMENT SUMMARY

Library

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

About the Library

The Library Department is responsible for providing a full range of contemporary library services to over 222,000 residents of southern Santa Barbara County. The largest components of the department are areas of public service at the Central and branch libraries, including youth services, reference, patron services, adult literacy, and outreach to youth and families.

Additional activities include acquisition of materials in various formats, ebooks, downloadable audiobooks and magazines, streaming movies. delivery of supplies and materials throughout the library system, interlibrary loan, oversight of the library's automation system, public access computers, website, and maintenance and repair of library facilities.

The Carpinteria, Montecito and Solvang branch libraries are owned and funded by the County of Santa Barbara and administered under an agreement with the City. The Goleta Branch Library is owned by the City of Goleta, receives funding from the City of Goleta and the County of Santa Barbara and is administered under an agreement with the City.

Fiscal Year 2016 Budget Highlights

After several years of community fundraising, it is anticipated that the Children's Library renovation will be completed in time for the Summer Reading Program. The area dedicated to children will quadruple, enhancing the Library's ability to serve the community's families.

The library was successful in securing a prestigious Federal grant from the Institute of Museum and Library Services for the Juntos Lemos/Read Together program aimed at increasing family literacy and school preparedness for incoming kindergarteners.

DEPARTMENT SUMMARY

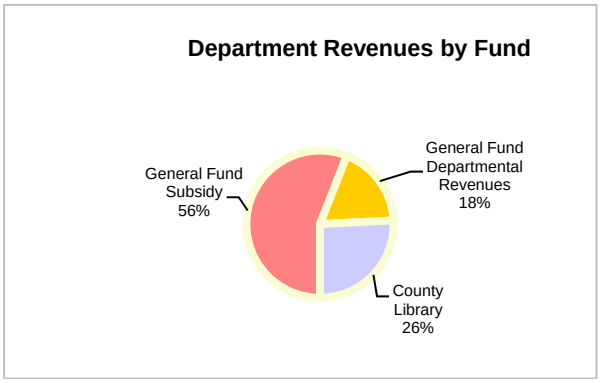
Library

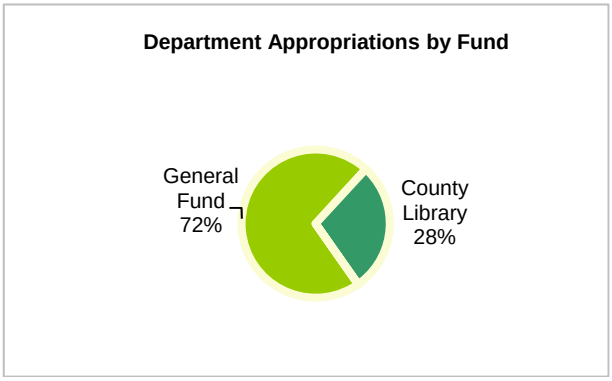
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**36.10**	**36.10**	**36.10**	**36.10**	**36.10**
Hourly Employee Hours	**59,167**	**61,896**	**61,896**	**61,650**	**61,650**
Revenues					
Donations	$ 316,572	$ 332,383	$ 328,528	$ 273,778	$ 273,778
Fees and Service Charges	662,756	615,022	615,022	637,620	641,673
Intergovernmental	1,733,592	1,809,446	1,738,613	1,752,671	1,737,221
Library Fines	295,508	208,800	208,800	187,200	187,200
Library Gift Funds	169,439	306,745	302,145	136,686	136,957
Other Revenue	14,643	8,600	8,400	8,400	8,400
Rents	64,331	65,850	65,850	64,850	64,850
General Fund Subsidy	3,449,489	3,608,910	3,608,910	3,887,989	4,073,422
Total Department Revenue	**$ 6,706,329**	**$ 6,955,755**	**$ 6,876,267**	**$ 6,949,194**	**$ 7,123,501**
Expenditures					
Salaries and Benefits	$ 4,118,293	$ 4,488,278	$ 4,442,445	$ 4,614,334	$ 4,820,192
Supplies and Services	1,842,494	1,860,315	1,829,861	1,954,282	1,997,878
Capital Equipment	663,895	742,201	756,201	626,024	625,814
Non-Capital Equipment	35,030	18,000	18,000	9,000	9,000
Transfers Out	33,637	-	-	-	-
Total Operating Expenditures	**$ 6,693,349**	**$ 7,108,794**	**$ 7,046,507**	**$ 7,203,640**	**$ 7,452,884**
Addition to (Use of) Reserves	**$ 12,980**	**$ (153,039)**	**$ (170,239)**	**$ (254,446)**	**$ (329,383)**

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

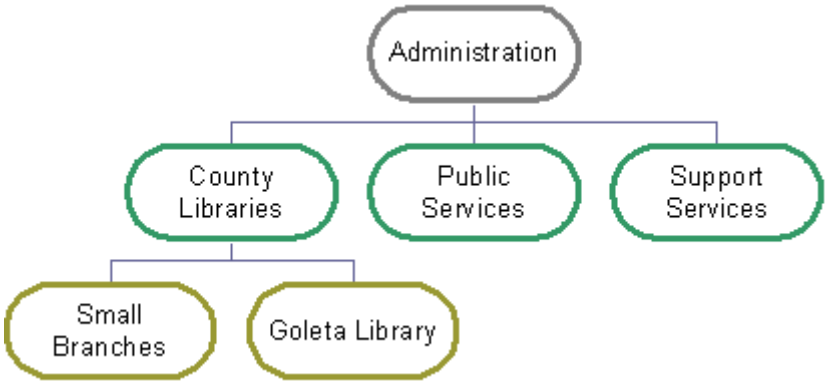
Department Fund Composition





Library

Program Organizational Chart



LIBRARY PROGRAMS

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

Administration

(Program No. 5111)

Mission Statement

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

Program Activities

- Direct program and staff providing library services to 222,000 residents of southern Santa Barbara County.
- Prepare budget, payroll, correspondence, public relations materials, reports, documents, accounts and purchase orders.
- Participate in activities of library organizations, citizen groups, state and local government boards, committees and councils.
- Coordinate use of City Libraries public meeting rooms by over 100 local organizations and 30,000 residents annually.

Project Objectives for Fiscal Year 2016

- Ensure that all program budgets are within Fiscal Year 2016 expenditure and revenue budget appropriations, and that any revenue shortfalls are covered by expenditure savings.
- By June 30, 2016, raise cash, pledges, grants, and non-cash donations from public and private resources in the amount of $250,000 for the purpose of supporting library programs and growing the Santa Barbara Public Library Foundation's endowment for youth services.
- Oversee completion of construction phase of new Children's Library and renovation of the southern portion of the main floor at the Central Library.
- Continue coordination with Santa Barbara Museum of Art with respect to the museum's request for use of City property related to their planned renovation.

RECENT PROGRAM ACHIEVEMENTS

Completed an enhanced and modernized Children's Library funded by a public private partnership. Community members contributed more than $2.5 M.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 118,903	$ 125,334	$ 125,334	$ 141,957	$ 145,910
Other Revenue	407	-	-	-	-
General Fund Subsidy	338,385	352,927	352,927	415,925	444,732
Total Revenue	**$ 457,695**	**$ 478,261**	**$ 478,261**	**$ 557,882**	**$ 590,642**
Expenditures					
Salaries and Benefits	$ 375,870	$ 392,481	$ 392,481	$ 417,585	$ 441,037
Supplies and Services	81,825	85,780	85,780	140,297	149,605
Total Expenditures	**$ 457,695**	**$ 478,261**	**$ 478,261**	**$ 557,882**	**$ 590,642**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure accomplishment of at least 80% of departmental program objectives.				
Percent of program objectives accomplished	84.4%	80.0%	79.2%	80.0%
Maintain the number of residents using Central and Eastside meeting rooms at 36,000.				
Residents using meeting rooms	36,972	37,000	34,170	36,000
Ensure the Library System has 500 media mentions in all forms of news media (radio, television, print and electronic).				
Media mentions	N/A	N/A	400	500

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
City libraries per capita expenditure from state and local funds	$46.85	$48.05	$48.05	$50.55
County libraries per capita expenditure from state and local funds	$8.98	$11.02	$11.02	$10.92
County per capita appropriation	$6.88	$6.90	$6.90	$6.83

LIBRARY PROGRAMS

Administration
➢ Library Public Services
Library Support Services
Goleta Library
Carpinteria Library
Montecito Library
Solvang Library

Library Public Services

(Program No. 5112)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Evaluate Homework Help and Summer Reading Programs with assistance from a UCSB research team. Utilize assessment results to determine best practices for future children's programming and present programming ideas at a professional conference.
- Promote the new Marketplace area of the Central Library as part of the ongoing transformation of the Main Floor. Use display shelving to market sections of the library collection on a monthly basis to improve the customer experience. Develop a process to keep the Marketplace stocked and fresh, as well as benchmarks to track success.
- Investigate and implement new wayfinding for the Central Library, including creating user friendly maps and improved signage, all for the purpose of making it easier for customers to find their way around the library.

RECENT PROGRAM ACHIEVEMENTS

Received an Institute of Museum and Library Services 3-year grant of $249,914 for improving family literacy and school readiness with the Read Together Program.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**20.30**	**20.30**	**20.30**	**22.10**	**22.10**
Hourly Employee Hours	**26,079**	**27,605**	**27,605**	**29,200**	**29,200**
Revenues					
Donations	$ 89,735	$ 86,250	$ 86,250	$ 73,700	$ 73,700
Fees and Service Charges	39,322	36,000	36,000	31,100	31,100
Intergovernmental	647,568	758,397	696,064	708,661	692,883
Library Fines	136,396	105,500	105,500	89,500	89,500
Library Gift Funds	-	136,957	136,957	136,686	136,957
Other Revenue	5,363	-	-	-	-
Rents	45,862	42,850	42,850	42,850	42,850
General Fund Subsidy	1,552,816	1,666,389	1,666,389	1,896,484	2,016,858
Total Revenue	**$ 2,517,063**	**$ 2,832,343**	**$ 2,770,010**	**$ 2,978,981**	**$ 3,083,848**
Expenditures					
Salaries and Benefits	$ 2,001,864	$ 2,300,268	$ 2,254,435	$ 2,512,296	$ 2,620,065
Supplies and Services	55,268	101,459	84,959	50,661	47,969
Capital Equipment	440,913	430,616	430,616	416,024	415,814
Non-Capital Equipment	19,018	-	-	-	-
Total Expenditures	**$ 2,517,063**	**$ 2,832,343**	**$ 2,770,010**	**$ 2,978,981**	**$ 3,083,848**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain circulation at 735,000.				
Items checked out	853,177	830,000	810,872	735,000
Achieve youth attendance of 38,000 at City library programs.				
Youth program attendance	40,973	35,000	35,000	38,000
Assist at least 250 adult literacy learners, with 50% reaching the California Library Literacy Services goal.				
Adult literacy learners assisted	232	200	200	250
Achieve 14,000 volunteer hours worked at City libraries.				
Volunteer hours	13,676	13,000	14,538	14,000

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Percent of circulation from self-check kiosks in City libraries	80%	82%	83%	84%

Library Public Services
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Digital materials circulated	93,854	90,000	112,395	120,000
Adult print and media materials circulated by City libraries	476,296	475,000	423,986	400,000
Children's and teen print and media materials circulated by City libraries	251,709	260,000	260,000	275,000
Circulation per capita for City residents	9.58	9.25	9.04	8.13
Visits to library website	607,065	590,000	623,453	623,500
eNewsletter subscriptions	8,969	12,000	12,000	13,000
Visits to City libraries	633,225	635,000	628,749	630,000

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LIBRARY PROGRAMS

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

Library Support Services

(Program No. 5113)

Mission Statement

Provide operational support to acquire, process and catalog collections, support technology hardware and software, and maintain facilities.

Program Activities

- Process books and other collection materials.
- Maintain public and staff computer hardware and software.
- Maintain online database of holdings of the Santa Barbara Public Library (SBPL) System.
- Borrow materials from other libraries to fill user requests.
- Maintain safe and clean environment for public and staff.

Project Objectives for Fiscal Year 2016

- Develop and implement a Training Academy consisting of a series of modules used to train staff on utilizing the tools needed to perform their work successfully. Training modules will focus on Customer Service, Technology, and Workplace Safety.

RECENT PROGRAM ACHIEVEMENTS

Installed new copier/printers for the public providing email/USB scanning, wireless printing, credit card payment, and color copying capabilities.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.45**	**4.45**	**4.45**	**3.65**	**3.65**
Hourly Employee Hours	**9,202**	**9,518**	**9,518**	**9,520**	**9,520**
Revenues					
Donations	$ 14,775	$ 16,355	$ 7,000	$ 7,000	$ 7,000
Intergovernmental	77,182	32,000	32,000	32,000	32,000
Library Gift Funds	-	85,188	85,188	-	-
Other Revenue	3,008	4,000	4,000	4,000	4,000
General Fund Subsidy	1,558,289	1,589,594	1,589,594	1,575,580	1,611,832
Total Revenue	**$ 1,653,255**	**$ 1,727,136**	**$ 1,717,781**	**$ 1,618,580**	**$ 1,654,832**
Expenditures					
Salaries and Benefits	$ 662,220	$ 625,040	$ 625,040	$ 575,177	$ 595,459
Supplies and Services	972,107	983,377	974,023	1,034,403	1,050,373
Capital Equipment	2,917	100,719	100,719	-	-
Non-Capital Equipment	16,012	18,000	18,000	9,000	9,000
Total Expenditures	**$ 1,653,255**	**$ 1,727,136**	**$ 1,717,781**	**$ 1,618,580**	**$ 1,654,832**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve an average collection turnover rate of 3.8 (the number of checkouts per item per year) in City libraries.				
Collection turnover rate	4.4	3.9	3.9	3.8
Ensure an in-service rate of 95% for public computers during business hours.				
In-service rate for public computers	98.19%	95.00%	95.00%	95.00%
Digitize and make accessible through the online catalog, 200 photos from the Edson Smith collection.				
Photos digitized and cataloged	N/A	100	324	200

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Materials processed by Technical Services	34,674	29,000	30,000	28,000
Gift materials processed by Technical Services	N/A	7,500	7,000	6,500
Expenditure per capita for Library materials for SBPL System	$3.04	$2.00	$2.70	$2.82
Requests filled	83,715	86,000	100,000	120,000

LIBRARY PROGRAMS

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

Goleta Library

(Program No. 5123)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

Refreshed the multipurpose room to improve the look of the room, encourage new bookings, and improve the display background for local artists' works.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.15**	**5.15**	**5.15**	**5.15**	**5.15**
Hourly Employee Hours	**12,126**	**12,587**	**12,587**	**11,945**	**11,945**
Revenues					
Donations	$ 55,177	$ 51,000	$ 51,000	$ 50,400	$ 50,400
Fees and Service Charges	481,937	434,938	434,938	446,713	446,713
Intergovernmental	595,743	601,562	601,562	600,698	600,698
Library Fines	100,578	68,000	68,000	65,000	65,000
Library Gift Funds	81,190	4,600	-	-	-
Other Revenue	3,531	2,800	2,600	2,600	2,600
Rents	9,503	15,000	15,000	15,000	15,000
Total Revenue	**$ 1,327,658**	**$ 1,177,900**	**$ 1,173,100**	**$ 1,180,411**	**$ 1,180,411**
Expenditures					
Salaries and Benefits	$ 623,830	$ 696,018	$ 696,018	$ 710,227	$ 745,879
Supplies and Services	543,713	506,211	501,611	545,814	559,675
Capital Equipment	136,543	112,060	112,060	135,000	135,000
Transfers Out	22,868	-	-	-	-
Total Expenditures	**$ 1,326,955**	**$ 1,314,289**	**$ 1,309,689**	**$ 1,391,041**	**$ 1,440,554**
Addition to (Use of) Reserves	**$ 703**	**$ (136,389)**	**$ (136,589)**	**$ (210,630)**	**$ (260,143)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve a circulation of 546,000.				
Items checked out	606,717	615,000	600,000	546,000
Increase attendance at Goleta youth programs to 10,000.				
Youth program attendance	11,567	8,000	10,000	10,000
Increase the number of residents using the meeting rooms to 15,000.				
Residents using meeting rooms	17,176	11,000	15,000	15,000
Maintain the number of volunteer hours at 4,000.				
Volunteer Hours	4,461	4,000	4,000	4,000

Goleta Library
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Percent of circulation from self-check machines	70.9%	75.0%	75.0%	75.0%
Average collection turnover rate	7.64	7.00	7.00	6.80
Public computer sessions	64,009	61,000	61,000	60,000
Adult materials circulated	303,433	330,000	330,000	292,000
Children and Teen materials circulated	235,328	235,000	235,000	212,600
Circulation per capita for Goleta Valley residents	7.03	6.90	6.90	6.18
Visits to library	297,356	285,000	285,000	289,000

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LIBRARY PROGRAMS

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

Carpinteria Library

(Program No. 5128)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

With funding provided from the Friends of the Carpinteria Library, and support from the City of Carpinteria, new carpeting was installed in the Carpinteria Library.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.07**	**1.07**	**1.07**	**0.57**	**0.57**
Hourly Employee Hours	**3,757**	**3,856**	**3,856**	**4,446**	**4,446**
Revenues					
Donations	$ 51,495	$ 57,055	$ 48,555	$ 48,955	$ 48,955
Fees and Service Charges	3,890	3,000	3,000	2,500	2,500
Intergovernmental	140,475	145,962	137,462	141,787	141,787
Library Fines	19,535	11,900	11,900	11,000	11,000
Library Gift Funds	17,691	20,000	20,000	-	-
Other Revenue	826	600	600	600	600
Rents	8,966	8,000	8,000	7,000	7,000
Total Revenue	**$ 242,877**	**$ 246,517**	**$ 229,517**	**$ 211,842**	**$ 211,842**
Expenditures					
Salaries and Benefits	$ 158,623	$ 161,346	$ 161,346	$ 123,195	$ 134,069
Supplies and Services	59,057	57,567	57,567	59,060	61,636
Capital Equipment	21,297	18,295	18,295	25,000	25,000
Transfers Out	3,756	-	-	-	-
Total Expenditures	**$ 242,734**	**$ 237,208**	**$ 237,208**	**$ 207,255**	**$ 220,705**
Addition to (Use of) Reserves	**$ 143**	**$ 9,309**	**$ (7,691)**	**$ 4,587**	**$ (8,863)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve a circulation of 80,000				
Items checked out	92,557	94,000	94,000	80,000
Achieve attendance of 6,000 at Carpinteria youth programs.				
Youth program attendance	9,228	7,500	8,000	6,000
Achieve 1,000 hours of volunteer service.				
Volunteer hours	1,444	1,200	1,400	1,000
Maintain the number of residents using the Carpinteria branch meeting room and homework center at 8,000.				
Meeting room and homework center attendance	11,637	10,000	10,000	8,000

Carpinteria Library
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Circulation per capita	5.6	5.4	5.4	4.7
Visits to Carpinteria Library	137,675	120,000	140,000	120,000
Public computer sessions	28,554	20,000	34,000	22,000

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LIBRARY PROGRAMS

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

Montecito Library

(Program No. 5127)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

With funding from a donor to the Friends of the Montecito Library, a self-check machine, new tables, computers, and display shelving were purchased and installed at the Montecito Library.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.07**	**1.07**	**1.07**	**0.57**	**0.57**
Hourly Employee Hours	**3,896**	**4,134**	**4,134**	**2,327**	**2,327**
Revenues					
Donations	$ 62,602	$ 100,223	$ 100,223	$ 72,723	$ 72,723
Fees and Service Charges	8,415	7,750	7,750	8,050	8,050
Intergovernmental	82,856	72,274	72,274	70,391	70,719
Library Fines	23,642	14,500	14,500	13,000	13,000
Library Gift Funds	70,558	60,000	60,000	-	-
Other Revenue	776	600	600	600	600
Total Revenue	**$ 248,848**	**$ 255,347**	**$ 255,347**	**$ 164,764**	**$ 165,092**
Expenditures					
Salaries and Benefits	$ 141,188	$ 156,817	$ 156,817	$ 113,301	$ 117,313
Supplies and Services	65,083	64,289	64,289	58,638	60,992
Capital Equipment	38,988	60,200	60,200	25,000	25,000
Transfers Out	3,446	-	-	-	-
Total Expenditures	**$ 248,705**	**$ 281,306**	**$ 281,306**	**$ 196,939**	**$ 203,305**
Addition to (Use of) Reserves	**$ 143**	**$ (25,959)**	**$ (25,959)**	**$ (32,175)**	**$ (38,213)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve a circulation of 80,000.				
Items checked out	117,465	115,000	110,000	80,000
Achieve attendance of 800 at Montecito youth programs.				
Youth program attendance	2,061	1,600	1,300	800
Achieve 700 volunteer hours.				
Volunteer hours	961	1,000	1,000	700

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Circulation per capita	9.78	9.70	9.50	7.73
Visits to Montecito Library	85,889	75,700	50,000	40,000
Public computer sessions	12,157	11,000	9,000	7,500
Percent of circulation from self-check kiosk	N/A	N/A	N/A	30%

LIBRARY PROGRAMS

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

Solvang Library

(Program No. 5126)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

After being closed for 11 months due to a fire, the library in Los Olivos was reopened inside the Grange Hall in 2014.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.06**	**1.06**	**1.06**	**1.06**	**1.06**
Hourly Employee Hours	**4,107**	**4,196**	**4,196**	**4,212**	**4,212**
Revenues					
Donations	$ 42,787	$ 21,500	$ 35,500	$ 21,000	$ 21,000
Fees and Service Charges	10,291	8,000	8,000	7,300	7,400
Intergovernmental	189,769	199,251	199,251	199,134	199,134
Library Fines	15,357	8,900	8,900	8,700	8,700
Other Revenue	732	600	600	600	600
Total Revenue	**$ 258,934**	**$ 238,251**	**$ 252,251**	**$ 236,734**	**$ 236,834**
Expenditures					
Salaries and Benefits	$ 154,697	$ 156,308	$ 156,308	$ 162,553	$ 166,370
Supplies and Services	65,442	61,632	61,632	65,409	67,628
Capital Equipment	23,237	20,311	34,311	25,000	25,000
Transfers Out	3,567	-	-	-	-
Total Expenditures	**$ 246,944**	**$ 238,251**	**$ 252,251**	**$ 252,962**	**$ 258,998**
Addition to (Use of) Reserves	**$ 11,990**	**$ -**	**$ -**	**$ (16,228)**	**$ (22,164)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain a circulation of 68,000.				
Items checked out	74,226	68,000	72,000	68,000
Achieve attendance of 3,100 at Solvang youth programs.				
Youth program attendance	4,486	2,250	5,000	3,100
Maintain the number of volunteer hours at 2,000.				
Volunteer Hours	2,340	2,000	2,300	2,000

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Circulation per capita	5.03	3.70	3.70	4.16
Visits to Solvang Library	86,849	72,500	80,000	83,000
Public computer sessions	10,513	10,000	8,000	9,500

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Mayor and City Council

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

About Mayor and City Council

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

The seven-member governmental body serves the City at large. Its duties under the City Charter include approval of the Annual Budget and oversight of the financial affairs of the City. The Mayor and City Councilmembers appoint the City Administrator and the City Attorney. The City Council has the power to adopt ordinances and resolutions; make appointments to advisory boards and commissions; establish policy and approve programs; act on program and administrative recommendations of City staff; appropriate funds and approve contracts; and respond to concerns and needs of residents.

Fiscal Year 2016 Budget Highlights

The Mayor and Council will oversee the:

- City's infrastructure and transportation needs.
- Citywide sustainability efforts;
- Youth programs and gang prevention activities; and
- Adoption of the City's budget.

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

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

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

DEPARTMENT SUMMARY

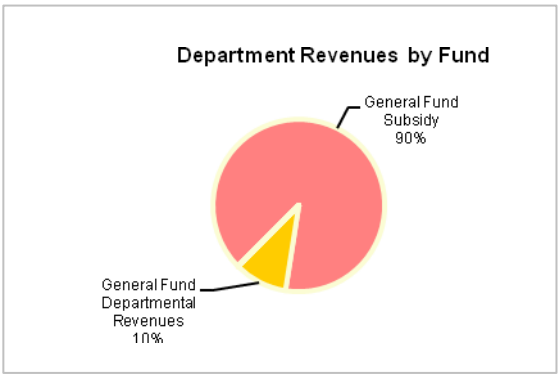
Mayor and City Council

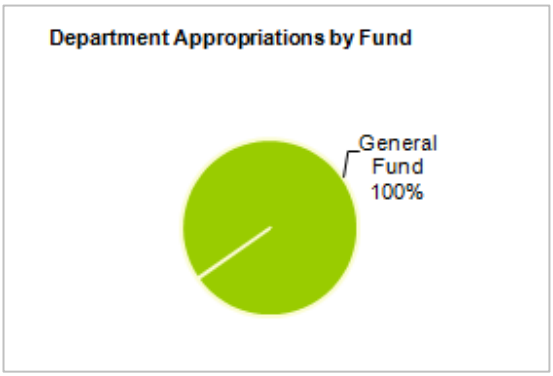
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**130**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ -	$ 138,000	$ 138,000	$ 141,000	$ 141,000
Overhead Allocation Recovery	168,863	172,049	172,049	202,925	211,044
General Fund Subsidy	574,797	3,110,666	3,098,458	3,117,993	3,138,383
Total Department Revenue	**$ 743,660**	**$ 3,420,715**	**$ 3,408,507**	**$ 3,461,918**	**$ 3,490,427**
Expenditures					
Salaries and Benefits	$ 539,623	$ 561,236	$ 561,236	$ 590,724	$ 606,917
Supplies and Services	197,742	398,808	398,808	378,649	387,065
Special Projects	1,295	7,000	7,000	7,200	7,400
Community Promotions	5,000	2,453,671	2,441,463	2,485,345	2,489,045
Total Department Expenditures	**$ 743,660**	**$ 3,420,715**	**$ 3,408,507**	**$ 3,461,918**	**$ 3,490,427**

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

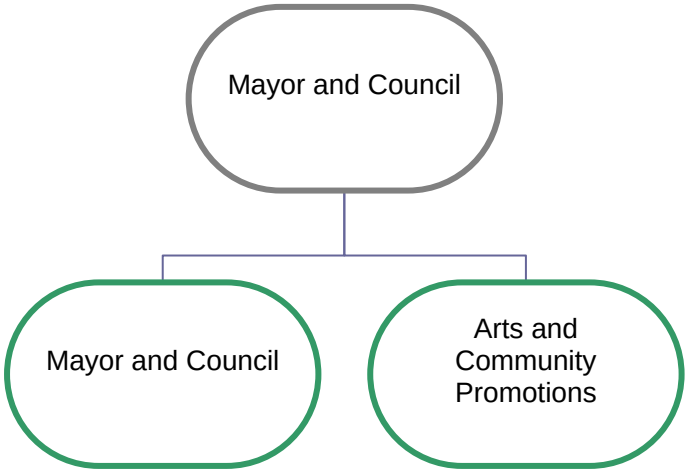
Department Fund Composition





Mayor and City Council

Program Organizational Chart



MAYOR AND CITY COUNCIL PROGRAMS

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

Mayor and City Council

(Program No. 1111)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Hold weekly Council Meetings to set policy and act on recommendations from staff.
- Adopt the Fiscal Year 2017 budget by June 30, 2016.
- Act on staff and Advisory Board and Commission recommendations at weekly Council meetings.
- Appoint members to the City Advisory Boards and Commissions twice annually.
- Provide guidance to the City's negotiating team related to collective bargaining agreements and other employee compensation decisions.
- Conduct economic development outreach meetings with different business sectors on a quarterly basis.

RECENT PROGRAM ACHIEVEMENTS

The City Council adopted the Mid-Cycle Annual Operating and Capital Budget for Fiscal Year 2015.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**
Hourly Employee Hours	**130**	**0**	**0**	**0**	**0**
Revenues					
Overhead Allocation Recovery	$ 168,863	$ 172,049	$ 172,049	$ 202,925	$ 211,044
General Fund Subsidy	569,797	620,926	620,926	595,026	607,016
Total Revenue	**$ 738,660**	**$ 792,975**	**$ 792,975**	**$ 797,951**	**$ 818,060**
Expenditures					
Salaries and Benefits	$ 539,623	$ 561,236	$ 561,236	$ 590,724	$ 606,917
Supplies and Services	197,742	230,739	230,739	206,227	210,143
Special Projects	1,295	1,000	1,000	1,000	1,000
Total Expenditures	**$ 738,660**	**$ 792,975**	**$ 792,975**	**$ 797,951**	**$ 818,060**

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Council meetings held	56	70	70	70

MAYOR AND CITY COUNCIL PROGRAMS

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

Arts and Community Promotions

(Program No. 1112)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Ensure lease compliance and distribution of funds for the Community Arts Workshop at 631 Garden Street.
- Administer contracts and disburse funds to organizations that enhance tourism and promote events, festivals, and community arts.
- Produce two Channing Peake Gallery exhibitions and maintain and promote the City Hall Art Gallery exhibition in cooperation with cultural organizations.
- Organize and host an annual symposium on the arts addressing regional art issues by June 30, 2016.
- Identify and produce three cultural events that help foster the identity of the Cultural Arts District.

RECENT PROGRAM ACHIEVEMENTS

Completed an agreement with the Arts Collaborative to lease City property at no cost for a year-round Community Arts Workshop.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ -	$ 138,000	$ 138,000	$ 141,000	$ 141,000
General Fund Subsidy	5,000	2,489,740	2,477,532	2,522,967	2,531,367
Total Revenue	**$ 5,000**	**$ 2,627,740**	**$ 2,615,532**	**$ 2,663,967**	**$ 2,672,367**
Expenditures					
Supplies and Services	$ -	$ 168,069	$ 168,069	$ 172,422	$ 176,922
Special Projects	-	6,000	6,000	6,200	6,400
Community Promotions	5,000	2,453,671	2,441,463	2,485,345	2,489,045
Total Expenditures	**$ 5,000**	**$ 2,627,740**	**$ 2,615,532**	**$ 2,663,967**	**$ 2,672,367**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure that 95% of City art grantees are placed under contract and in compliance within the current fiscal year that they are awarded funds.				
Percent of grantees under contract and compliance	97%	95%	95%	95%
Ensure that all grant payments are made within 15 working days of receiving invoices.				
Percent of grant payments disbursed within 15 days of receiving the invoice	100%	100%	100%	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Community Events and Festivals Grant applications received	10	20	10	15
Organizational Development Grant applications received	34	30	30	30
Community Arts Grant applications received	25	32	32	32
Monthly Visual Arts in Public Places (VAPP) and Arts Advisory Committee meetings held	11	10	10	10

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DEPARTMENT SUMMARY

Parks and Recreation

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

About Parks and Recreation

The Parks and Recreation Department is comprised of 5 divisions: Administration, Parks, Recreation, Creeks and Golf. The Department manages a diverse and unique park and recreation system – 1,765 acres of parkland encompassing 60 developed and open space parks, beaches, recreation and sports facilities, community forest and municipal golf course.

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

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

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

Fiscal Year 2016 Budget Highlights

In FY 2016 the Parks and Recreation Department will continue to develop new opportunities to manage limited resources to best meet community priorities. As the economy improves, increased revenues and reallocation of resources is allowing the Department to address critical program needs, reinvest in key facilities, and respond to staffing challenges and deferred maintenance.

Some FY 2016 highlights include:

- Improve customer service for registration and reservation services
- Enhance marketing and POS booking software systems for the municipal golf course, recreation programs, and facility reservations
- Implement the Strategic Drought Response Plan to achieve City water conservation goals.
- Expand youth programming for summer camps and golf course
- Enhance tree and landscape maintenance programs
- Implement urban forest management plan initiatives
- Construct grant-funded water quality improvement demonstration projects in City parks

In addition, there are a number of key capital projects such as the renovation of Cabrillo Ball Park, Thousand Steps Beach Access, and the Cabrillo Pavilion and Bathhouse. Other initiatives to support recreation and public access include sports field improvements, playground renovation, coastal park education programs, and adult outdoor fitness opportunities.

DEPARTMENT SUMMARY

Parks and Recreation

Department Financial and Staffing Summary

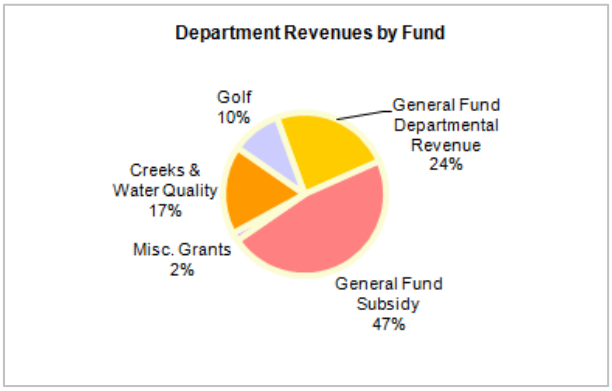
	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**95.30**	**96.75**	**96.75**	**100.15**	**100.15**
Hourly Employee Hours	**138,789**	**138,887**	**147,141**	**157,102**	**157,102**
Revenues					
Fees and Service Charges	$ 3,065,944	$ 3,101,036	$ 3,088,232	$ 3,184,680	$ 3,217,521
Golf Fees	1,664,726	1,766,876	1,673,867	1,753,034	1,783,034
Leases and Rents	643,323	659,671	639,819	688,842	698,896
Transient Occupancy Tax	3,362,193	3,509,480	3,722,500	3,941,400	4,204,400
Inter-fund Reimbursement	1,467,855	1,847,662	1,847,662	1,848,381	1,902,415
Interest Income	122,655	113,200	124,300	124,100	121,600
Other Revenue	72,234	30,782	26,935	53,072	53,072
Transfers In	303,064	-	-	180,000	180,000
Intergovernmental	238,840	255,108	255,108	273,630	273,630
Donations	266,472	217,470	185,204	191,719	191,719
General Fund Subsidy	8,818,535	10,443,137	9,999,035	10,906,498	11,396,509
Total Department Revenue	**$20,025,842**	**$21,944,422**	**$ 21,562,662**	**$ 23,145,356**	**$ 24,022,796**
Expenditures					
Salaries and Benefits	$10,660,418	$11,842,750	$ 11,595,112	$ 12,599,916	$ 13,171,041
Supplies and Services	6,799,173	8,062,246	7,610,280	7,944,314	8,110,099
Special Projects	224,769	686,414	602,064	326,352	313,367
Non-Capital Equipment	70,009	91,504	99,839	73,560	67,910
Transfers Out	369,970	172,640	172,641	127,707	167,228
Capital Equipment	1,862	58,057	58,057	-	-
Debt Service	65,061	265,795	266,135	263,022	264,790
Total Operating Expenditures	**$18,191,261**	**$21,179,407**	**$ 20,404,129**	**$ 21,334,871**	**$ 22,094,435**
Capital Grants Revenue	$ 4,828,565	$ 2,513,950	$ 291,940	$ -	$ -
Capital Program	5,591,486	9,301,976	3,074,300	1,590,048	1,630,548
Total Department Expenditures	**$23,782,747**	**$30,481,383**	**$ 23,478,429**	**$ 22,924,919**	**$ 23,724,983**
Addition to (Use of) Reserves	**$1,071,660**	**$(6,023,011)**	**$(1,623,827)**	**$220,437**	**$297,813**

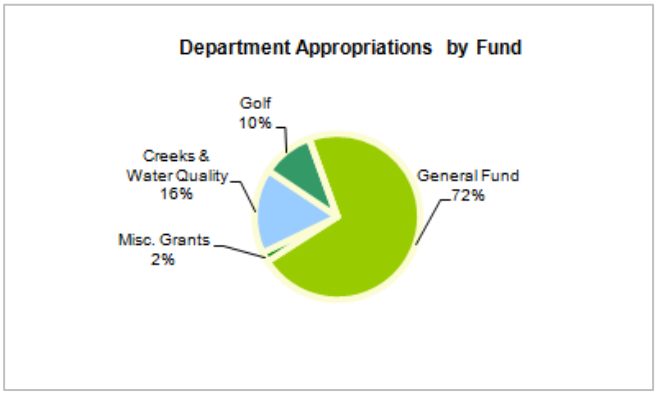
The Parks and Recreation Department is budgeted in the General Fund, Creeks Fund, Miscellaneous Grants Fund and Golf Fund.

DEPARTMENT SUMMARY

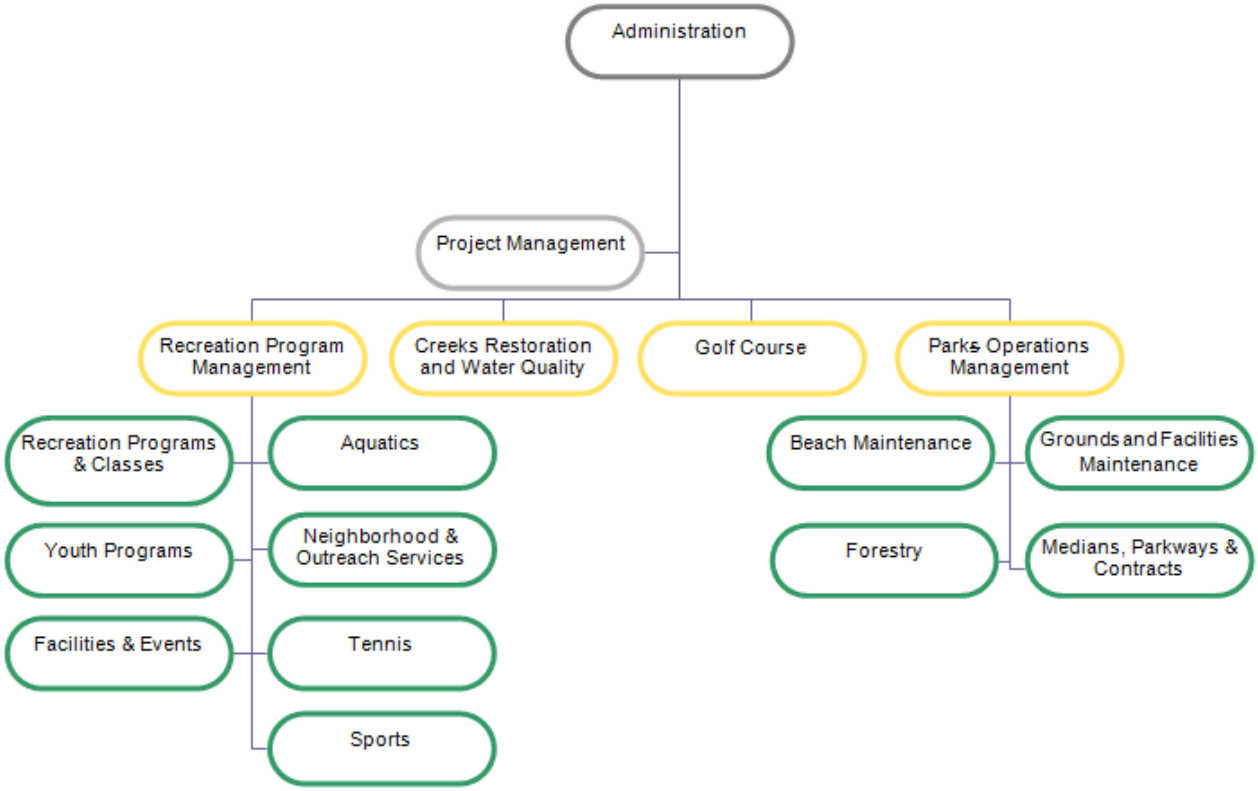
Parks and Recreation

Department Fund Composition





Program Organizational Chart



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RECENT PROGRAM ACHIEVEMENTS

Prepared a comprehensive analysis of options to improve the long-term financial sustainability of the City's municipal golf course for City Council consideration.

Administration

(Program No. 6811)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Ensure all program budgets are within expenditure and revenue budget appropriations, and that any revenue shortfalls are equally met by expenditure savings.
- Complete the semi-annual and Annual Parks and Recreation Grants and Donations Report, which includes grants, cash, and in-kind donations, and volunteer support secured by department programs.
- Implement and revise the Parks and Recreation Department Strategic Drought Response Plan to conserve water use in facilities, parks, and the golf course while preserving parks, golf, and urban forest resources and the playability and use of recreational spaces for the public.
- Develop a Parks and Recreation Department Emergency Incident Response Plan in collaboration with the City Emergency Management Plan.
- Complete draft Business Plan for programming and operations of a renovated Cabrillo Pavilion and Bathhouse.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.40**	**3.40**	**3.40**	**3.75**	**3.75**
Hourly Employee Hours	**630**	**1,145**	**690**	**975**	**975**
Revenues					
General Fund Subsidy	$ 671,737	$ 738,630	$ 740,087	$ 821,741	$ 861,453
Total Revenue	**$ 671,737**	**$ 738,630**	**$ 740,087**	**$ 821,741**	**$ 861,453**
Expenditures					
Salaries and Benefits	$ 525,293	$ 573,247	$ 572,128	$ 661,061	$ 690,940
Supplies and Services	139,284	141,763	141,927	160,455	170,288
Special Projects	7,138	23,395	26,032	-	-
Non-Capital Equipment	22	225	-	225	225
Total Expenditures	**$ 671,737**	**$ 738,630**	**$ 740,087**	**$ 821,741**	**$ 861,453**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure 80% or greater of Parks and Recreation measurable and project objectives are met or exceeded.				
Objectives met or exceeded	83%	80%	84%	80%
Maintain $500,000 in cash and non-cash donations and grants from public and private resources.				
Amount of donations and grants	$427,750	$500,000	$500,000	$500,000
Achieve $300,000 in volunteer support to enhance Department resources.				
Value of volunteer support	$321,220	$300,000	$300,000	$300,000
Complete Mid-Year and Year-End expenditure and revenue reports for Parks, Recreation, and Administration Divisions.				
Expenditure budget projections provided quarterly	2	2	2	2
Review and update database for contracts and leases on a monthly basis to ensure all contracts and leases remain current.				
Monthly contract update reports	12	12	12	12
Review and update pending and received grants, donations, and volunteer support database on a mid-year and year-end basis.				
Reports	2	2	2	2

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RECENT PROGRAM ACHIEVEMENTS

Design and Construction of the new Bath Street Pocket Park.

Project Management

(Program No. 6813)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Complete final plans and specifications for the renovation of Kids World Playground at Alameda Park.
- Complete fifth year maintenance and renew permit applications for the Bird Refuge Maintenance and Management Program.
- Submit the Annual Maintenance and Financial Report to the Parma Park Trustee.
- Complete coastal development permitting and initiate final plans for the Cabrillo Pavilion and Bathhouse Renovation Project.
- Complete preliminary design for the Cabrillo Ball Park Renovation Project.
- Complete first year implementation of the Park and Facility Sign Replacement Program.
- Implement annual trail maintenance, training and management work plan for Multi-agency Front Country Trails Program.
- Complete the Coastal Resource Education and Mapping Project.
- Complete Feasibility Assessment and Conceptual Plans for Artificial Sports Fields.

Project Objectives for Fiscal Year 2016 (Cont'd)

- Complete preliminary engineering feasibility plans for the Renovation of Thousand Steps beach access.
- Construct Oak Park Pool ADA improvements.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.50**	**3.50**	**3.50**	**3.75**	**3.75**
Hourly Employee Hours	**973**	**1,042**	**1,500**	**3,700**	**3,700**
Revenues					
Inter-fund Reimbursement	$ 59,145	$ 85,000	$ 85,000	$ 105,000	$ 115,000
Intergovernmental	-	27,000	27,000	14,500	14,500
General Fund Subsidy	250,740	340,848	339,124	451,412	465,227
Total Revenue	**$ 309,885**	**$ 452,848**	**$ 451,124**	**$ 570,912**	**$ 594,727**
Expenditures					
Salaries and Benefits	$ 287,644	$ 396,831	$ 402,225	$ 525,209	$ 552,267
Supplies and Services	20,610	18,469	16,975	19,605	19,952
Special Projects	-	36,562	30,967	25,648	22,058
Non-Capital Equipment	1,631	986	957	450	450
Total Expenditures	**$ 309,885**	**$ 452,848**	**$ 451,124**	**$ 570,912**	**$ 594,727**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure that 75% of the capital improvement projects are completed within the approved budget.				
Percent of capital projects completed on budget	100%	75%	100%	85%
Complete the quarterly status report for Capital Improvement Program.				
Number of Project Status Reports completed	4	4	4	4

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Recreation Program Management

(Program No. 6111)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Implement the FY 2016 strategic fundraising plan to increase grants, donations, and sponsorships to support Department programs.
- Implement FY 2016 strategic marketing plan to increase use and knowledge of Department's programs, facilities, and service.
- Initiate at least five new and creative marketing and/or website ideas to increase recreation program visibility and increase program participation and facility rental revenue.

RECENT PROGRAM ACHIEVEMENTS

A total of $149,408 was raised in grants, sponsorship and donations by mid-year Fiscal Year 15.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.75**	**3.75**	**3.75**	**3.80**	**3.80**
Hourly Employee Hours	**3,526**	**4,600**	**4,600**	**3,186**	**3,186**
Revenues					
Donations	$ -	$ 27,449	$ 27,449	$ 25,000	$ 25,000
General Fund Subsidy	675,935	728,108	711,321	805,829	809,779
Total Revenue	**$ 675,935**	**$ 755,557**	**$ 738,770**	**$ 830,829**	**$ 834,779**
Expenditures					
Salaries and Benefits	$ 524,916	$ 539,906	$ 522,583	$ 561,666	$ 592,606
Supplies and Services	152,774	204,016	204,552	229,163	202,173
Special Projects	-	10,000	10,000	40,000	40,000
Total Expenditures	**$ 677,690**	**$ 753,922**	**$ 737,135**	**$ 830,829**	**$ 834,779**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Manage division programs to achieve 75% of measurable and performance objectives.				
Percent of objectives achieved	81%	75%	75%	75%
Maintain Recreation division expenditure recovery at 54% through user fee revenues.				
Percent of actual expenditures recovered by user fee revenue	55%	54%	55%	54%
Negotiate and complete 20 annual co-sponsorship agreements to enhance recreation opportunities.				
Co-sponsorship agreements completed	17	20	15	20
Achieve a minimum of 25,000 volunteer hours to supplement city resources.				
Volunteer hours	22,818	25,000	25,000	25,000
Increase Parks and Recreation Facebook page followers by 50%.				
Facebook followers	N/A	N/A	2,000	3,000
Increase Parks and Recreation Twitter followers by 100%.				
Twitter followers	N/A	N/A	250	500

Recreation Program Management
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Employee Injuries	0	3	0	3
Vehicle accidents	2	2	1	2
Registration in all free and fee-based recreation programs	12,817	13,000	13,000	13,000
Internet registrations	3,615	3,000	3,500	3,400
Visits to Summer Fun website	13,105	15,000	13,000	14,000
Visits to the Parks and Recreation Department's section of the City's new Civica website.	N/A	N/A	N/A	200,000

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RECENT PROGRAM ACHIEVEMENTS

Successully transitioned picnic site rental operation from Franklin Center to the Department Administrative offices to better accommodate the public.

Facilities and Special Events

(Program No. 6121)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

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

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**7,067**	**7,797**	**7,797**	**7,740**	**7,740**
Revenues					
Fees and Service Charges	$ 873,173	$ 864,137	$ 868,820	$ 895,620	$ 905,471
Total Revenue	**$ 873,173**	**$ 864,137**	**$ 868,820**	**$ 895,620**	**$ 905,471**
Expenditures					
Salaries and Benefits	$ 375,517	$ 390,417	$ 395,206	$ 407,748	$ 423,280
Supplies and Services	367,597	376,081	375,972	380,028	390,892
Non-Capital Equipment	10,709	9,905	9,905	11,405	5,755
Total Expenditures	**$ 753,824**	**$ 776,403**	**$ 781,083**	**$ 799,181**	**$ 819,927**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve 80 outdoor wedding ceremony reservations in City parks or beaches.				
Wedding ceremony reservations	82	75	94	80
Achieve 600 picnic site rentals in City parks or beaches.				
Picnic site rentals	673	550	647	600
Achieve 50 Saturday and Sunday rentals at the Mackenzie Adult Building and Ortega Welcome House.				
Saturday and Sunday rentals	52	50	55	50
Work with community organizations to facilitate 110 public special events held in park facilities.				
Public special events held in park facilities	116	110	122	110
Achieve 95% "good" to "excellent" survey response ratings for overall customer satisfaction with beachfront rental facilities.				
Customers rating beachfront facilities "good" to "excellent"	100%	95%	95%	95%
Achieve 35 Friday and Sunday rentals at the Cabrillo Pavilion Arts Center.				
Friday and Sunday Rentals	32	35	33	35
Achieve $123,000 in facility rental fee revenue at Chase Palm Park Center and Casa Las Palmas indoor facility rentals.				
Revenue for Chase Palm Park Center and Casa Las Palmas	$183,403	$121,530	$121,000	$123,000

Facilities and Special Events
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Revenue for outdoor park sites	$347,104	$277,000	$314,303	$300,000
Photo and film permits processed for the City	60	50	58	50
Number of total paid facility reservations processed for beachfront facilities	434	430	422	430

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RECENT PROGRAM ACHIEVEMENTS

A total number of unduplicated youth in the RAP and summer drop-in program grew by 141 individuals. This represents an 11% increase above the 2015 Fiscal Year target.

Youth Activities

(Program No. 6141)

Mission Statement

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

Program Activities

- Provide after-school research-based curricula at elementary afterschool programs, and recreation programs at City recreation facilities.
- Provide 12 summer, and 3 spring camps and clinics.
- Provide free summer drop-in recreation programs.
- Foster collaborations with other youth service agencies, non-profits and school districts to maximize resources and programming for youth.
- Provide training for the successful integration of individuals with disabilities into department programs.
- Facilitate sports and social recreation activities specifically adapted for children and adults with developmental and physical disabilities.

Project Objectives for Fiscal Year 2016

- Provide service learning projects for after-school participants including water conservation, fire prevention, recycling, and trash reduction.
- Work with local non-profits to provide innovative free educational programs that focus on healthy eating and increased physical activity at 12 program sites.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.80**	**2.80**	**2.80**	**3.80**	**3.80**
Hourly Employee Hours	**47,667**	**40,981**	**42,000**	**44,572**	**44,572**
Revenues					
Fees and Service Charges	$ 430,322	$ 428,352	$ 478,658	$ 512,634	$ 513,412
Other Revenue	25	-	-	37,000	37,000
Intergovernmental	177,845	181,804	181,804	215,130	215,130
Donations	85,441	21,735	21,735	22,171	22,171
General Fund Subsidy	557,156	660,690	608,637	600,544	640,653
Total Revenue	**$ 1,250,789**	**$ 1,292,581**	**$ 1,290,834**	**$ 1,387,479**	**$ 1,428,366**
Expenditures					
Salaries and Benefits	$ 894,132	$ 955,461	$ 931,413	$ 995,028	$ 1,023,769
Supplies and Services	305,840	299,464	333,164	308,876	321,022
Special Projects	20,351	80,000	68,600	83,575	83,575
Transfers Out	47,385	47,385	47,386	47,385	47,385
Total Expenditures	**$ 1,267,708**	**$ 1,382,310**	**$ 1,380,563**	**$ 1,434,864**	**$ 1,475,751**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide 370 unduplicated participants with Recreation Afterschool Programs at four elementary schools.				
RAP participants	450	370	450	425
Provide 1,200 participants with summer camps, spring camps and clinics.				
Summer and spring program registrations	1,267	1,200	1,200	1,200
Provide 885 unduplicated participants with summer drop-in recreation programs at three sites.				
Summer drop-in registrations	1,045	885	1,045	1,000
Provide 250 children four years old and up with new innovative revenue generating programs.				
Registrations for new programs	259	250	250	250
Achieve 95% "good" to "excellent" overall customer satisfaction rate with youth programs.				
Participants overall customer satisfaction "good" to "excellent"	N/A	N/A	N/A	95%

Youth Activities
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Individuals served through the Inclusion Program	181	120	140	140
Percentage of elementary afterschool program staff retained the full academic year	85%	80%	80%	80%

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RECENT PROGRAM ACHIEVEMENTS

The Carrillo Street Gym met and exceeded the annual usage and revenue targets.

Active Adults and Classes

(Program No. 6161)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Investigate and implement CLASS upgrades to support the Department's activity registration and eRecreation. Recommend staff training and new upgrades to address and improve customer satisfaction.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.80**	**3.00**	**3.00**	**3.80**	**3.80**
Hourly Employee Hours	**3,965**	**3,764**	**3,764**	**4,669**	**4,669**
Revenues					
Fees and Service Charges	$ 501,603	$ 538,525	$ 476,707	$ 522,092	$ 533,368
General Fund Subsidy	192,645	191,805	233,914	266,237	284,876
Total Revenue	**$ 694,248**	**$ 730,330**	**$ 710,621**	**$ 788,329**	**$ 818,244**
Expenditures					
Salaries and Benefits	$ 297,284	$ 332,680	$ 333,677	$ 411,235	$ 433,061
Supplies and Services	394,993	397,650	376,944	377,094	385,183
Non-Capital Equipment	1,972	-	-	-	-
Total Expenditures	**$ 694,248**	**$ 730,330**	**$ 710,621**	**$ 788,329**	**$ 818,244**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Serve 6,500 participants through the Swing, Ballroom, and Contra dance programs.				
Participants in Ballroom, Swing, and Contra dance programs	6,586	7,000	6,750	6,500
Serve 2,000 participants in adult and youth contract classes at Carrillo Recreation Center.				
Contract class registrations	1,675	2,250	1,250	2,000
Maintain community use of Carrillo Recreation Center and Carrillo St. Gym at 8,500.				
Facility use hours	8,814	8,500	8,750	8,500
Achieve 30 event rentals at the Carrillo Recreation Center.				
Event Rentals	40	30	35	30

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Active Adults Fitness members	50	40	45	40
Facility reservations processed for the Carrillo Recreation Center	1,544	1,600	1,600	1,500
Facility reservations processed for the Carrillo St. Gym	885	850	900	850
Artisans in the Santa Barbara Arts and Crafts Show	199	190	190	190

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Aquatics

(Program No. 6171)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Complete the installation of an ADA accessible entry ramp system at Oak Park wading pool by June 1, 2016.

RECENT PROGRAM ACHIEVEMENTS

Participation grew by 6% in the grant-funded free youth swim lessons. Awarded aquatic scholarships increased from 49 to 63, as a result of City Council funding to partially restore summer camp scholarships.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.80**	**2.80**	**2.80**	**3.60**	**3.60**
Hourly Employee Hours	**25,006**	**25,274**	**25,274**	**26,709**	**26,709**
Revenues					
Fees and Service Charges	$ 798,954	$ 802,720	$ 803,415	$ 827,660	$ 835,423
Inter-fund Reimbursement	87,443	97,270	97,270	101,337	106,922
General Fund Subsidy	352,751	407,076	398,525	459,411	492,603
Total Revenue	**$ 1,239,147**	**$ 1,307,066**	**$ 1,299,210**	**$ 1,388,408**	**$ 1,434,948**
Expenditures					
Salaries and Benefits	$ 639,623	$ 673,852	$ 667,388	$ 704,340	$ 734,930
Supplies and Services	584,485	590,457	585,483	654,068	670,018
Special Projects	22,343	37,757	41,339	25,000	25,000
Non-Capital Equipment	4,516	5,000	5,000	5,000	5,000
Total Expenditures	**$ 1,250,968**	**$ 1,307,066**	**$ 1,299,210**	**$ 1,388,408**	**$ 1,434,948**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain high quality and sanitary public swimming pool facilities resulting in zero mandated pool closures.				
Mandated closures by the Santa Barbara County Health Department	0	0	0	0
Achieve 95% "good to "excellent" overall customer satisfaction rate with aquatics programs.				
Participants overall customer satisfaction "good" to "excellent"	96%	95%	95%	95%
Achieve 870 youth swim lesson registrations.				
Youth swim lesson registrations	833	870	870	870
Provide 45 scholarships to aquatic camp programs.				
Scholarships awarded for aquatic summer camps	49	45	45	45
Retain 55% of aquatic summer staff hourly employee annual retention to ensure consistent quality programming.				
Aquatic summer staff returning	72%	55%	55%	55%

Aquatics
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Training hours provided for aquatics staff	279	225	225	225
Percentage of cost recovery for all aquatics programs	72%	70%	70%	70%
Participation at Los Baños swimming pool	105,074	98,000	98,000	98,000
Participation at Ortega Park swimming pool	4,579	4,750	4,750	4,750
Participation at Oak Park wading pool	8,819	8,000	8,000	8,000
Participation at West Beach wading pool	1,773	2,000	0	0

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Sports

(Program No. 6181)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Develop a minimum of one new camp, clinic, and sports program and class for Fiscal Year 2016.

RECENT PROGRAM ACHIEVEMENTS

The transfer of the Joint Use Field Scheduling and Monitoring program to the Santa Barbara Unified School District went well, with minimal impacts to community user groups requiring District sport fields for programming.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.80**	**2.80**	**2.80**	**2.80**	**2.80**
Hourly Employee Hours	**7,160**	**7,670**	**7,670**	**6,780**	**6,780**
Revenues					
Fees and Service Charges	$ 298,341	$ 302,000	$ 303,805	$ 267,200	$ 268,200
General Fund Subsidy	308,797	313,170	325,337	313,514	330,489
Total Revenue	**$ 607,138**	**$ 615,170**	**$ 629,142**	**$ 580,714**	**$ 598,689**
Expenditures					
Salaries and Benefits	$ 359,144	$ 381,621	$ 383,723	$ 375,656	$ 388,545
Supplies and Services	246,368	230,349	242,419	201,858	206,944
Special Projects	3,834	13,803	8,749	-	-
Non-Capital Equipment	1,626	3,200	3,000	3,200	3,200
Total Expenditures	**$ 610,972**	**$ 628,973**	**$ 637,891**	**$ 580,714**	**$ 598,689**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve 1,800 registrations in youth sports programs.				
Youth participants	2,051	1,800	1,800	1,800
Achieve 2,100 registrations in adult sports programs.				
Adult participants	2,979	2,100	2,500	2,500
Achieve 95% "good" to "excellent" annual survey response ratings for overall customer satisfaction with youth sports programs.				
Participants rating overall customer satisfaction with youth sports programs as "good" to "excellent"	95%	95%	95%	95%
Achieve 90% "good" to "excellent" annual survey response ratings for overall customer satisfaction with adult sports programs.				
Participants rating overall customer satisfaction with adult sports programs as "good" to "excellent"	93%	90%	90%	90%
Facilitate community use of 5,000 programmable hours at 7 City sports fields.				
Field hours reserved	9,258	8,000	5,000	5,000

Sports
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Adult and youth tournament participants	902	750	968	950
Youth served in free afterschool sports program	1,367	1,000	1,000	1,000
Youth served with scholarships	20	20	20	20

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Tennis

(Program No. 6182)

Mission Statement

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

Program Activities

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

RECENT PROGRAM ACHIEVEMENTS

The final 4 tennis courts at the Municipal tennis facility were resurfaced, which completed a three-year court resurfacing project.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.80**	**0.80**	**0.80**	**0.80**	**0.80**
Hourly Employee Hours	**2,441**	**2,712**	**2,400**	**2,359**	**2,359**
Revenues					
Fees and Service Charges	$ 96,559	$ 89,927	$ 78,674	$ 85,175	$ 85,939
General Fund Subsidy	174,096	199,620	168,025	183,170	190,124
Total Revenue	**$ 270,655**	**$ 289,547**	**$ 246,699**	**$ 268,345**	**$ 276,063**
Expenditures					
Salaries and Benefits	$ 121,851	$ 125,604	$ 93,029	$ 94,524	$ 100,269
Supplies and Services	128,804	137,443	127,314	148,821	150,794
Special Projects	20,000	25,000	25,000	25,000	25,000
Non-Capital Equipment	-	1,500	1,356	-	-
Total Expenditures	**$ 270,655**	**$ 289,547**	**$ 246,699**	**$ 268,345**	**$ 276,063**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide 600 hours of group lessons on an annual basis.				
Hours of group lessons	573	600	520	550
Sell 2,000 Daily Tennis permits.				
Daily Tennis Permits Sold	1,823	2,000	1,400	1,600
Manage 1,400 hours of fee based facility court rentals.				
Court rentals hours	1,752	1,400	1,400	1,400
Provide 1,600 court hours to local agencies for youth programming.				
Court hours for youth programming	2,090	1,600	1,600	1,600
Distribute a tennis e-newsletter twice a year to the tennis community.				
Number of times e-newsletter is sent	2	2	2	2

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Expenditure cost recovery through user fee revenue	35%	31%	31%	31%
Annual public tennis tournaments	8	9	9	9

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RECENT PROGRAM ACHIEVEMENTS

Received a $75,000 Santa Barbara Foundation grant for Culinary Arts Collaborative program with Santa Barbara School District and Santa Barbara City College.

Neighborhood and Outreach Services

(Program No. 6195)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Coordinate the approval of a grant request from the Neighborhood Advisory Council for the Community Development Block Grant (CDBG) and Neighborhood Improvement Task Force by December 2015.
- Identify 5 action items where the Neighborhood Advisory Council and Santa Barbara Youth Council advised City staff and action was taken to address and resolve the item.
- Conduct marketing, outreach, and coordination for the application and selection process of the 179 garden plots assigned at community gardens by October 1, 2015.
- Provide 4 community service opportunities per year for teens and adults in youth or community service programs or activities.
- Continue to implement the Neighborhood Enhancement Program, which provides funding for neighborhood improvements, which benefit low income residents, based on annual recommendations from the Neighborhood Advisory Council.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.80**	**4.80**	**4.80**	**4.80**	**4.80**
Hourly Employee Hours	**16,653**	**16,500**	**21,152**	**22,692**	**22,692**
Revenues					
Fees and Service Charges	$ 66,993	$ 75,375	$ 78,153	$ 74,299	$ 75,708
Leases and Rents	308,623	340,099	323,797	357,319	367,373
Inter-fund Reimbursement	15,000	-	-	-	-
Other Revenue	3,691	-	240	-	-
Intergovernmental	-	26,304	26,304	24,000	24,000
Donations	7,000	33,267	1,000	15,000	15,000
General Fund Subsidy	707,799	817,373	755,622	836,073	853,639
Total Revenue	**$ 1,109,105**	**$ 1,292,418**	**$ 1,185,116**	**$ 1,306,691**	**$ 1,335,720**
Expenditures					
Salaries and Benefits	$ 685,994	$ 758,139	$ 720,583	$ 831,953	$ 848,603
Supplies and Services	444,690	443,658	428,320	472,238	484,617
Special Projects	-	89,408	35,000	-	-
Non-Capital Equipment	-	2,500	2,500	2,500	2,500
Total Expenditures	**$ 1,130,684**	**$ 1,293,705**	**$ 1,186,403**	**$ 1,306,691**	**$ 1,335,720**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide food distribution to 14,000 households (duplicated) annually through Farmer's Market, Brown Bag, and Food Pantry programs.				
Households served through food distribution	37,399	14,000	16,000	16,000
Provide 7 outreach, neighborhood projects or special events annually.				
Outreach projects or events held annually	7	7	6	7
Maintain an average daily attendance of 25 teens at the Franklin Teen Drop-In Center.				
Average daily attendance at Franklin Teen Center	27	25	25	25
Process 1,000 applications for facility reservations for community, private, and public events at 3 community centers.				
Facility reservations for community, private, and public events	2,296	1,000	1,000	1,000
Register 150 teens in NOS programs, services and activities.				
Teens registered in scheduled activities	171	125	150	125

Neighborhood and Outreach Services
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Free or low cost meals provided to senior citizens	5,320	5,500	5,500	5,500
Youth and adults mentored through the Job Apprentice Program	48	54	95	85
Individuals assisted through the Volunteer Income Tax Assistance Program	62	75	75	75
High School students participating in the Healthy Options Culinary Arts Program	28	40	40	40

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RECENT PROGRAM ACHIEVEMENTS

The Creeks Division secured over $2.3 million in highly competitive grant funding for water quality improvement projects during the first half of fiscal year 2015.

Creeks Restoration and Water Quality Improvement

(Program No. 6511)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Complete final design of a Storm Water Treatment Retrofit Project in a City right-of-way.
- Complete the City's Storm Water Management Program Annual Report to the State and Regional Water Quality Control Board.
- Maintain restoration sites to meet permit conditions, and conduct water quality and habitat analyses to determine success of restoration and water treatment projects.
- Complete grant reporting requirements for all grant funded capital projects.
- Secure Creeks Advisory Committee support for the Fiscal Year 2016 Water Quality Research and Monitoring Plan.
- Produce an annual report summarizing water quality samples collected and results for public distribution.
- To design and implement a creek restoration project on recently acquired property in Barger Canyon along upper Arroyo Burro.
- Complete preliminary design and environmental review for a creek restoration project on Las Positas Creek.
- Complete technical studies for the El Estero Drain Restoration.
- Complete construction of a Storm Water Treatment Retrofit Project in a City right-of-way.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**8.60**	**8.85**	**8.85**	**8.85**	**8.85**
Hourly Employee Hours	**494**	**1,500**	**2,000**	**2,000**	**2,000**
Revenues					
Transient Occupancy Tax	$ 3,362,193	$ 3,509,480	$ 3,722,500	$ 3,941,400	$ 4,204,400
Interest Income	110,945	103,100	116,400	116,200	113,800
Other Revenue	12,261	13,072	15,027	13,072	13,072
Total Revenue	**$ 3,485,400**	**$ 3,625,652**	**$ 3,853,927**	**$ 4,070,672**	**$ 4,331,272**
Expenditures					
Salaries and Benefits	$ 948,188	$ 1,126,029	$ 1,107,501	$ 1,144,773	$ 1,204,181
Supplies and Services	754,461	1,311,291	1,092,323	1,174,204	1,201,828
Special Projects	2,740	10,242	8,242	20,000	10,242
Non-Capital Equipment	3,082	10,000	10,000	10,000	10,000
Transfers Out	215,816	115,255	115,255	70,322	109,843
Capital Equipment	1,862	-	-	-	-
Total Expenditures	**$ 1,926,150**	**$ 2,572,817**	**$ 2,333,321**	**$ 2,419,299**	**$ 2,536,094**
Capital Grants	$ 4,828,565	$ 2,513,950	$ 291,940	$ -	$ -
Capital Program	5,137,836	9,078,033	2,850,357	1,325,000	1,375,000
Addition to (Use of) Reserves	**$ 1,249,979**	**$ (5,511,248)**	**$ (1,037,811)**	**$ 326,373**	**$ 420,178**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain 95% response rate to enforcement calls within one working day.				
Percentage of enforcement calls receiving response within one working day	N/A	95%	100%	95%
Perform 95% of creek clean-ups within 48 hours of work order.				
Percentage of Creek cleanup responses within 48 hours of work order	100%	95%	98%	95%
Achieve participation of an additional 20 businesses in certified clean water business program.				
Additional business participants in Clean Water Business Program	20	20	20	20
Provide watershed education programs to at least 3,000 school-age children in Santa Barbara.				
School-age children provided with watershed education programs	3,057	3,000	3,000	3,000

Creeks Restoration and Water Quality Improvement
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Inspect at least ten large City facilities for compliance with water pollution prevention best management practices.				
City facilities inspected	12	10	10	10
Provide public education on storm water impacts and clean water solutions at six community events per year.				
Public Education Provided at Community Events	8	6	6	6
Conduct 5 community creek stewardship and cleanup projects. (These projects can be considered Neighborhood Task Force projects because they are geared toward improving creek areas in neighborhoods).				
Creek Stewardship and Clean-Up Projects	13	5	5	5
Conduct 95% of scheduled biweekly monitoring of integrator sites and quarterly sampling of watershed sites.				
Percentage of scheduled biweekly monitoring and watershed sites sampled	96%	95%	100%	95%
Apply for a minimum of four new grants.				
Grants applied for	3	4	4	4
Remove at least 20,000 square feet of Arundo donax as part of the Invasive Plant Removal program.				
Square feet removed	38,600	5,000	65,800	20,000
Increase the number of Creeks Division social media followers by 100.				
New social media followers	N/A	50	155	100
Inspect at least twenty parking lots (with 25 spaces or more) for compliance with water pollution prevention best management practices.				
Parking lots inspected	22	20	20	20
Inspect/clean 20 miles of City creeks annually.				
Miles of City creeks inspected/cleaned	N/A	N/A	N/A	20

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Golf Course

(Program No. 6711)

Mission Statement

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

Program Activities

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

Project Objectives for Fiscal Year 2016

- Implement new Golf Course Point of Sale software system to enhance customer experiences and on-line services, improve fiscal management, and identify patterns of play to enable more effective targeted marketing.
- Implement and analyze the effectiveness of the expanded golf course marketing program to further enhance the customer experience and increase resident and non-resident play at Santa Barbara Golf Club.
- Under direction of City Council, create a Request For Proposal (RFP) for golf course maintenance, restaurant and pro shop operations and initiate contract negotiations to ensure seamless and effective agreements are in place by June 2016 without disruption to customers.
- Implement Capital plan on time and to budget to improve the infrastructure and playability of the Golf course while minimizing the impact to customer enjoyment during project construction.

RECENT PROGRAM ACHIEVEMENTS

The Golf Club has seen impressive growth in youth programming and participation by women golfers. New point of sale software and booking website has made it easier for golfers to book their round of golf.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**11.05**	**11.05**	**11.05**	**10.40**	**10.40**
Hourly Employee Hours	**1,877**	**2,880**	**7,496**	**7,680**	**7,680**
Revenues					
Golf Fees	$ 1,664,726	$ 1,766,876	$ 1,673,867	$ 1,753,034	$ 1,783,034
Rents (Concessions)	328,701	313,572	310,022	325,523	325,523
Interest Income	11,710	10,100	7,900	7,900	7,800
Other Revenue	37,948	500	1,054	500	500
Transfers In (General Fund Loan)	-	-	-	180,000	180,000
Donations	9,900	6,099	6,099	-	-
Total Revenue	**$ 2,052,985**	**$ 2,097,147**	**$ 1,998,942**	**$ 2,266,957**	**$ 2,296,857**
Expenditures					
Salaries and Benefits	$ 1,062,931	$ 1,108,919	$ 1,122,333	$ 1,146,810	$ 1,199,223
Supplies and Services	572,854	635,140	600,040	640,628	641,913
Special Projects	-	363	363	-	363
Non-Capital Equipment	-	3,000	3,000	-	-
Transfers Out	24,504	-	-	-	-
Debt Service	65,061	265,795	266,135	263,022	264,790
Total Operating Expenditures	**$ 1,725,350**	**$ 2,013,217**	**$ 1,991,871**	**$ 2,050,460**	**$ 2,106,289**
Capital Program	$ 453,650	$ 223,943	$ 223,943	$ 265,048	$ 255,548
Total Expenditures	**$ 2,178,999**	**$ 2,237,160**	**$ 2,215,814**	**$ 2,315,508**	**$ 2,361,837**
Addition to (Use of) Reserves	**$ (126,015)**	**$ (140,013)**	**$ (216,872)**	**$ (48,551)**	**$ (64,980)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Grow Greens Fees revenue to meet or exceed budgeted revenue.				
Greens Fees Revenue Budget is $1,753,034	$1,664,726	$1,766,876	$1,673,867	$1,753,034
Grow Greens Fee Revenue per round to $27.68.				
Greens Fee Revenue / Total Rounds Played	$26.57	$27.43	$27.24	$27.68
Grow concession revenue per round of $5.14.				
Average concession revenue/round	$5.26	$4.87	$5.04	$5.14
Manage maintenance cost per round of golf at $25.51 or less.				
Operating maintenance costs / total rounds played	$24.12	$25.08	$25.60	$25.51
Grow paid participation in Golf to 60,048 rounds.				
Paid rounds of golf	59,197	60,219	58,335	60,048
HCF used to maintain all turf area (except Greens)	69,016	76,956	59,387	76,000

Golf Course
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Manage the usage of potable water to best conserve water resources, while maintaining golf course greens in a desirable play condition.				
HCF used to maintain Greens	8,725	8,670	8,666	8,670
Manage the usage of recycled water to best conserve water resources while maintaining the golf course turf areas in an acceptable play condition.				
HCF used to maintain all turf area (except Greens)	69,016	76,956	59,387	76,000

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Golf Concessionaire revenue - Pro Shop	$189,638	$174,128	$159,017	$166,968
Golf Concessionaire Revenue - Food and Beverage	$138,984	$139,063	$151,005	$158,555
Monthly facility inspections of clubhouse and maintenance facilities	12	12	12	12
Complete monthly pesticide usage reports on-time as required by the County Agricultural Commissioner	12	12	12	12
Quantity of "red" liquid pest control materials used in support of the City IPM Program (in gallons)	N/A	24	24	24
Quantity of "red" solid pest control materials used in support of the City IPM Program (in pounds)	N/A	3.5	3.5	3.5

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➢ **Park Operations Management**
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RECENT PROGRAM ACHIEVEMENTS

The Parks Division implemented the mitigation measures from the Department Strategic Drought Response Plan for parks and facilities to meet the water conservation goal.

Park Operations Management

(Program No. 6911)

Mission Statement

Manage park maintenance operations, sports fields, park and street tree resources, recreation facilities landscaping, capital projects, secure grants, monitor safety programs, division budget, and overall ordinance compliance related to parks and street trees.

Program Activities

- Oversee long range planning, set goals, and manage budget resources for parks and open space.
- Respond to citizen inquiries regarding park operations, street tree operations, and record keeping.
- Coordinate park project planning and inter-departmental efforts.
- Work with the school district staff on issues related to the Joint Use Agreement between the City and the Santa Barbara Schools District.
- Administer Park Ranger Program for public safety and enjoyment of parks and school facilities.

Project Objectives for Fiscal Year 2016

- Complete 10 park volunteer workdays and foster development of a volunteer program.
- Complete annual vegetation management work program in open space parks in high fire risk areas.
- Prepare and deliver the City's annual IPM report by June 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.00**	**2.00**	**2.00**	**5.50**	**5.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Transfers In	$ 303,064	$ -	$ -	$ -	$ -
Donations	81,037	5,000	5,000	37,048	37,048
General Fund Subsidy	638,657	425,305	370,716	638,576	672,612
Total Revenue	**$ 1,022,758**	**$ 430,305**	**$ 375,716**	**$ 675,624**	**$ 709,660**
Expenditures					
Salaries and Benefits	$ 265,434	$ 273,446	$ 275,424	$ 573,607	$ 605,060
Supplies and Services	678,698	92,854	94,387	100,917	103,500
Special Projects	54,243	208,772	178,220	-	-
Non-Capital Equipment	638	26,100	1,000	1,100	1,100
Total Expenditures	**$ 999,013**	**$ 601,173**	**$ 549,031**	**$ 675,624**	**$ 709,660**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve 85% of Parks Division objectives.				
Percent of Division performance measures achieved	90%	85%	85%	85%
Maintain 360 acres of developed parkland at a cost of $11,955 per area.				
Cost to maintain an acre of parkland	$10,778	$11,781	$11,781	$11,955
Maintain 1,183 acres of open space at a cost of $404 per acre.				
Cost to maintain an acre of open space	$364	$398	$398	$404

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Forestry
Beach Maintenance
Medians, Parkways and Contracts

Grounds and Facilities Maintenance

(Program No. 6912)

Mission Statement

Provide safe and high quality open space, parks, sports fields, building landscaping, and restrooms.

Program Activities

- Repair and reconstruct existing park features such as softball backstops, signs, benches, hardscape, and other park amenities.
- Maintain 23 restroom facilities to the highest standards.
- Manage 22 playgrounds including routine safety inspection and follow-up, replacements, modifications for universal access, and user safety.
- Oversee grounds maintenance, including litter control, trash removal, hardscape cleaning, the pruning, planting, and fertilizing of landscape plants, mowing, turf management, and sports field maintenance.
- Coordinate water use management, irrigation repair, replacement, and performance management.
- Maintain 1,183 acres of open space in 12 areas and oversee vegetative fuels management of open space parks.

Project Objectives for Fiscal Year 2016

- Complete monthly pesticide usage reports on time, as required by the County Agricultural Commissioner.
- Renovate planter beds at A.C. Postel Memorial Rose Garden, Alice Keck Park Memorial Garden, and Chase Palm Park Expansion.
- Aerate sports fields to encourage a healthy turf at Cabrillo, Chase Palm, Dwight Murphy, Pershing, and MacKenzie twice a year.

RECENT PROGRAM ACHIEVEMENTS

Installation of the new playground at Parque de los Niños.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**33.20**	**31.95**	**31.95**	**28.75**	**28.75**
Hourly Employee Hours	**17,852**	**18,196**	**15,972**	**19,121**	**19,121**
Revenues					
Leases and Rents	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Inter-fund Reimbursement	354,325	229,325	229,325	236,912	241,590
Other Revenue	1,541	-	1,112	-	-
Intergovernmental	-	20,000	20,000	20,000	20,000
Donations	83,094	123,920	123,921	92,500	92,500
General Fund Subsidy	4,026,723	4,594,195	4,508,329	4,474,375	4,639,164
Total Revenue	**$ 4,471,683**	**$ 4,973,440**	**$ 4,888,687**	**$ 4,829,787**	**$ 4,999,254**
Expenditures					
Salaries and Benefits	$ 2,805,189	$ 3,058,457	$ 2,979,300	$ 2,917,817	$ 3,059,476
Supplies and Services	1,525,011	1,780,485	1,732,826	1,791,661	1,819,469
Special Projects	87,318	108,704	116,704	82,129	82,129
Non-Capital Equipment	45,813	27,588	61,651	38,180	38,180
Transfers Out	33,303	10,000	10,000	10,000	10,000
Capital Equipment	-	58,057	58,057	-	-
Total Expenditures	**$ 4,496,634**	**$ 5,043,291**	**$ 4,958,538**	**$ 4,839,787**	**$ 5,009,254**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Make 100% of reported safety issues safe within an average of 8 work hours of notification.				
Percent of reported safety issues made safe within average of 8 work hours of notification	100%	100%	100%	100%
Complete 100% of monthly parks safety inspections.				
Number of park safety inspections completed	504	504	504	504
Complete 125 non-safety work orders annually.				
Number of non-safety work orders completed	132	125	150	125
Ensure that 75% of parks grounds inspections meet established park maintenance standards.				
Percent of park grounds inspections in compliance	82.3%	75.0%	80.0%	75.0%
Clean and inspect Skater's Point skateboard park daily.				
Number of skateboard park inspections/cleanings	365	365	365	365

Grounds and Facilities Maintenance
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total number of restroom cleanings	11,914	10,000	11,000	10,000
Hours spent on Neighborhood Improvement Program	593	250	300	250
Quantity of "green" pest control materials used in support of the City IPM program in gallons	0.25	50.00	15.00	50.00
Quantity of "yellow" pest control materials used in support of the City IPM program in gallons	3.75	20.00	10.00	20.00
Quantity of "red" pest control materials used in support of the City IPM program in gallons	0	0	0	0
Cubic yards of mulch used to combat weed growth	679	800	800	800

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Beach Maintenance
Medians, Parkways and Contracts

RECENT PROGRAM ACHIEVEMENTS

Developed the Historic and Specimen Tree Drought Action Plan and installed 56 watering devices, (Irricades) along the Historic Doremus Stone Pines to assist in irrigating these valuable trees.

Forestry

(Program No. 6913)

Mission Statement

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

Program Activities

- Manage 23,500 street trees and 9,300 park and facility trees.
- Oversee stump and root management.
- Coordinate young tree planting and management.
- Inspect potentially hazardous trees.
- Communicate City policies and ordinances regarding tree issues, and coordinate citizen requests for tree planting.
- Respond to citizen tree maintenance and removal requests and scheduled block pruning.
- Enforce street tree and front yard setback tree ordinance.

Project Objectives for Fiscal Year 2016

- Hold annual training for contractor/management companies related to City Tree Preservation Policies.
- Complete Arbor Day celebrations at 3 schools.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**9.00**	**9.00**	**9.00**	**9.00**	**9.00**
Hourly Employee Hours	**2,639**	**1,600**	**1,600**	**1,730**	**1,730**
Revenues					
Inter-fund Reimbursement	$ 951,942	$ 901,942	$ 901,942	$ 899,859	$ 921,805
Other Revenue	16,767	17,210	9,502	2,500	2,500
Intergovernmental	60,995	-	-	-	-
General Fund Subsidy	238,653	339,249	266,291	350,502	405,216
Total Revenue	**$ 1,268,357**	**$ 1,258,401**	**$ 1,177,735**	**$ 1,252,861**	**$ 1,329,521**
Expenditures					
Salaries and Benefits	$ 771,556	$ 837,199	$ 809,347	$ 873,512	$ 921,134
Supplies and Services	436,230	405,142	366,918	377,849	406,887
Special Projects	6,801	42,408	27,848	-	-
Non-Capital Equipment	-	1,500	1,470	1,500	1,500
Transfers Out	48,962	-	-	-	-
Total Expenditures	**$ 1,263,549**	**$ 1,286,249**	**$ 1,205,583**	**$ 1,252,861**	**$ 1,329,521**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Trim 5,100 street trees.				
Street trees pruned (Average street trimmed by staff is 4,000 and 1,100 by contract)	4,921	5,100	5,200	5,100
Trim 900 park and facility trees.				
Park and facility trees pruned (Average park and facility tree trimmed by staff is 450 and 450 by contract)	1,210	800	1,100	900
Complete 90% of service inspections requested within 10 working days.				
Service inspection requests completed within 10 working days	96%	90%	97%	90%
Inspect and act on 100% of tree ordinance violations within 30 days.				
Percent of ordinance violations acted on within 30 days	100%	100%	100%	100%
Maintain average tree pruning by staff at a cost of $256 per tree.				
Cost per tree pruned by staff	$193	$216	$215	$256

Forestry
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain average tree pruning by contract at a cost of $77 per tree.				
Cost per tree pruned by contract	$147	$91	$90	$77

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Service inspections	1,336	900	950	900
Ordinance violations reported	21	25	20	25
Cubic yards of mulch produced for City weed deterrent program	920	400	475	400
Neighborhood Improvement Program events	9	2	6	4

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➢ **Beach Maintenance**
Medians, Parkways and Contracts

RECENT PROGRAM ACHIEVEMENTS

Removed approximately 175,000 pounds of debris from City beaches.

Beach Maintenance

(Program No. 6914)

Mission Statement

Clean, grade, and groom beaches to maintain clean and safe beaches for the enjoyment of residents and visitors.

Program Activities

- Perform maintenance duties of raking, sand grooming, and minor grading of the beaches.
- Remove and dispose of, litter, storm debris, and dead sea animals.
- Oversee creek outlet cleaning, maintenance, and annual installation and removal of lifeguard towers.

Project Objectives for Fiscal Year 2016

- Complete Snowy Plover monitoring surveys in conjunction with every beach grooming and raking cycle.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**839**	**1,002**	**1,002**	**1,000**	**1,000**
Revenues					
General Fund Subsidy	$ 142,197	$ 160,875	$ 160,622	$ 139,923	$ 152,675
Total Revenue	**$ 142,197**	**$ 160,875**	**$ 160,622**	**$ 139,923**	**$ 152,675**
Expenditures					
Salaries and Benefits	$ 95,724	$ 97,532	$ 97,120	$ 100,464	$ 104,472
Supplies and Services	46,473	63,343	63,502	39,459	48,203
Total Expenditures	**$ 142,197**	**$ 160,875**	**$ 160,622**	**$ 139,923**	**$ 152,675**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Groom sand on Leadbetter, West, and East beaches 10 times between May and October.				
Beach grooming cycles	11	10	10	10
Rake beach sand on Leadbetter, West, and East beaches 6 times between November and April.				
Beach rake cycles	6	6	6	6
Hand clean the perimeter of Mission Creek Lagoon on East Beach an average of 2 times per week.				
Number of Mission Lagoon perimeter hand-cleanings	110	110	110	110
Hand clean Sycamore Creek Outfall an average of 2 times per week to prevent pollution from entering the ocean.				
Number of Sycamore Creek Outfall hand-cleanings	110	110	110	110

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Beached animals removed	13	25	25	20
Tons of beach debris removed	57	100	100	150

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Beach Maintenance
➢ **Medians, Parkways and Contracts**

Medians, Parkways and Contracts

(Program No. 6916)

Mission Statement

Maintain City street medians and parkways at required maintenance service levels for safety and aesthetics, and manage Parks Division landscape maintenance contracts.

Program Activities

- Oversee contract management of gateway medians and parkways.
- Maintain medians and parkways elsewhere that the City is responsible to maintain.
- Oversee the Downtown Organization and Sheffield landscape maintenance contract.

Project Objectives for Fiscal Year 2016

- Develop annual State Street maintenance program, and contract with Downtown Organization by June 15, 2016.
- Complete Sheffield Open Space Vegetative Fuels Management by June 15, 2016.
- Develop landscape design specifications for gateway medians and parkways.

RECENT PROGRAM ACHIEVEMENTS

Awarded vendor contract to maintain 13 City gateway medians.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**2.25**	**2.25**	**2.75**	**2.75**
Hourly Employee Hours	**0**	**2,224**	**2,224**	**2,189**	**2,189**
Revenues					
Inter-fund Reimbursement	$ -	$ 534,125	$ 534,125	$ 505,273	$ 517,098
General Fund Subsidy	-	613,926	500,222	661,630	683,543
Total Revenue	**$ -**	**$ 1,148,051**	**$ 1,034,347**	**$ 1,166,903**	**$ 1,200,641**
Expenditures					
Salaries and Benefits	$ -	$ 213,410	$ 182,132	$ 274,513	$ 289,225
Supplies and Services	-	934,641	827,215	867,390	886,416
Special Projects	-	-	25,000	25,000	25,000
Total Expenditures	**$ -**	**$ 1,148,051**	**$ 1,034,347**	**$ 1,166,903**	**$ 1,200,641**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure that 75% of medians and parkways meet established park maintenance standards.				
Percent pass	N/A	75%	75%	75%
Provide median walkthrough inspections with landscape contractor on a monthly basis to ensure conformance to standards and contract specifications.				
Number of inspections	N/A	12	12	12
Apply 50 yards of mulch to gateway medians to control weeds.				
Number of yards applied	N/A	50	50	50
Conduct walkthrough inspections of State Street once a month, including quarterly inspections with the Downtown Organization for 12 blocks of State Street to ensure conformance to standards and contract specifications.				
Number of inspections	N/A	12	12	12

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Police

Operating under a community-oriented policing philosophy, create and maintain a safe community where people can live in peace without the fear of crime.

About Police

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

The Patrol Division provides police services to the community that includes 24-hour patrol response to calls for service, traffic enforcement, gang suppression, crisis response teams and restorative policing services for the homeless and mentally ill.

The Investigative Division conducts follow-up investigations from initial crime reports that include crimes against persons, property, narcotics, gangs, schools, and forensic investigations.

The Administrative Services Division provides support services to the entire organization. These services include training and recruitment, information technology, records, evidence management, crime analysis, animal control, fleet management, community policing, permits and management of police facilities.

Our motto "Dedicated to Serve" captures our commitment to ensure a safe and secure place for people to live, work and enjoy our community.

Fiscal Year 2016 Budget Highlights

The Santa Barbara Police Department's primary mission is the protection of life and property, the prevention of crime, and the regulation of traffic. The department responds to over 30,000 calls for service each year.

The department continues its community-oriented policing philosophy with programs that include "Restorative Policing" for mental illness, and the Police Activities League (PAL) serving over 1,000 children.

DEPARTMENT SUMMARY

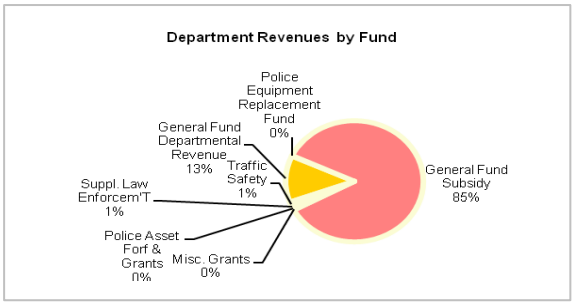
Police

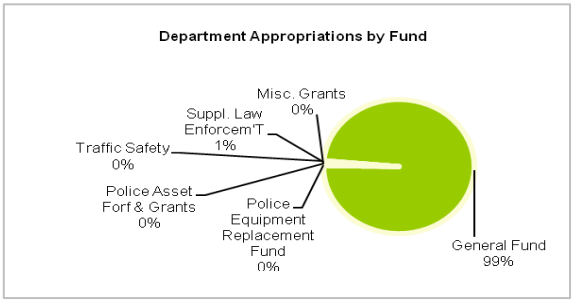
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**209.00**	**212.00**	**212.00**	**212.00**	**212.00**
Hourly Employee Hours	**29,106**	**40,054**	**27,777**	**35,702**	**35,710**
Revenues					
Transfers In	$ 36,617	$ 237,657	$ 87,657	$ -	$ -
Parking Violations	2,565,829	2,681,987	2,547,853	2,701,987	2,707,400
Traffic Safety	580,151	525,000	525,000	525,000	525,000
Prop. 172 Sales Tax	250,163	258,904	276,905	289,365	302,387
Donations	89,385	28,200	18,250	3,500	2,500
Fines & Forfeitures	86,224	120,000	100,000	100,000	100,000
Fees and Service Charges	798,729	894,981	736,879	820,271	829,734
Inter-fund Reimbursement	342,891	359,064	359,064	413,606	436,047
Intergovernmental	790,619	1,093,476	1,154,735	523,337	522,562
Licenses	183,169	219,500	185,400	205,700	210,700
Other Revenue	335,078	289,800	279,215	298,000	297,000
General Fund Subsidy	31,999,020	32,776,993	31,357,641	33,939,468	35,940,209
Total Revenue	**$38,057,874**	**$39,485,563**	**$ 37,628,600**	**$ 39,820,234**	**$ 41,873,539**
Expenditures					
Salaries and Benefits	$32,805,040	$33,700,881	$ 31,981,373	$ 34,403,180	$ 36,258,250
Supplies and Services	4,818,203	5,145,111	5,083,867	5,179,557	5,379,591
Special Projects	138,650	241,855	167,917	4,000	4,000
Capital Equipment	263,195	270,966	276,236	53,032	53,032
Non-Capital Equipment	152,195	257,771	253,672	183,471	183,471
Transfers Out	36,617	-	-	-	-
Total Department Expenditures	**$38,213,900**	**$39,616,585**	**$ 37,763,065**	**$ 39,823,240**	**$ 41,878,344**

Police Department is budgeted in the General Fund, Police Asset Forfeiture and Grants Fund, Supplemental Law Enforcement Fund, Miscellaneous Grants Fund, and the Traffic Safety Fund.

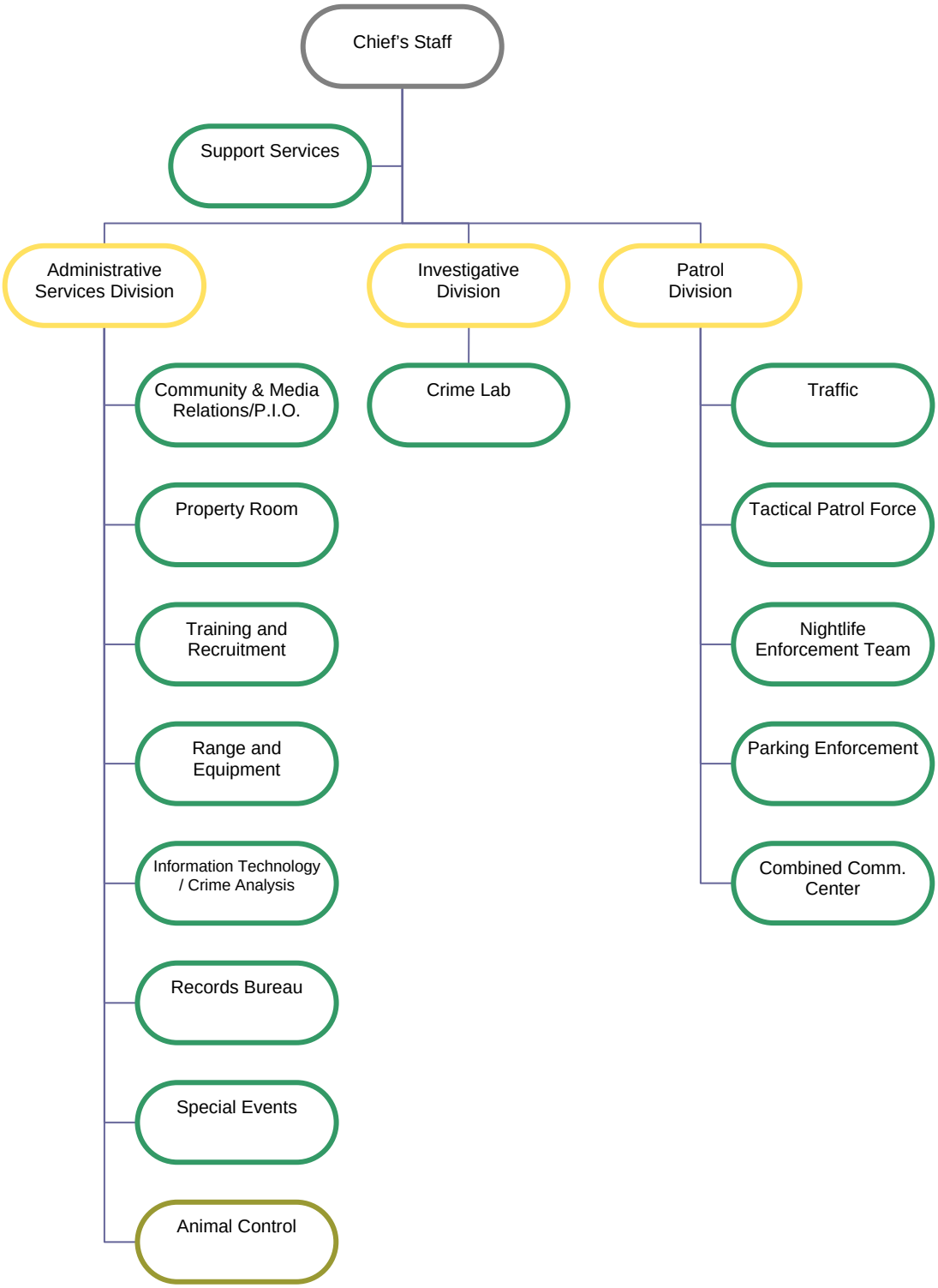
Department Fund Composition





Police

Program Organizational Chart



POLICE PROGRAMS

- Chief's Staff
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- Community and Media Relations
- Records Bureau
- Property Room
- Training and Recruitment
- Range and Equipment
- Information Technology/Crime Analysis
- Special Events
- Animal Control
- Investigative Division
- Crime Lab
- Patrol Division
- Traffic
- Tactical Patrol Force
- Nightlife Enforcement Team
- Parking Enforcement
- Combined Communications Center

RECENT PROGRAM ACHIEVEMENTS

The Explorer Program provides outstanding community service to the citizens and visitors of Santa Barbara. The Explorer program provided 1,176 hours of community service for FY 2014.

Chief's Staff

(Program No. 3411)

Mission Statement

Ensure that the organization is operating in a professional manner at all levels with a solid and consistent focus on community policing through team approaches and employee accountability.

Program Activities

- Manage, oversee, and monitor the operations of the Santa Barbara Police Department, which includes 3 divisions that provide public safety for the Santa Barbara Community and focus on quality of life issues.
- Investigate and evaluate all complaints related to the performance and conduct of the members of the Police Department.
- Assist other City departments in gathering information related to public liability claims and other personnel matters.
- Investigate special requests from City Hall and respond with information in a timely manner.

Project Objectives for Fiscal Year 2016

- Implement a Community Service Officer program designed to reduce issues of nuisance-related crimes in the downtown corridor, work collaboratively with Restorative Policing and increase quality of life for the citizens and visitors of the city. Develop written policies and procedures, establish job descriptions and expectations, identify and select qualified candidates, provide both formal and informal training to ensure maximum potential of this new program.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**
Hourly Employee Hours	**273**	**270**	**270**	**300**	**300**
Revenues					
Parking Violations	$ 2,565,829	$ 2,681,987	$ 2,547,853	$ 2,701,987	$ 2,707,400
Prop. 172 Sales Tax	250,163	258,904	276,905	289,365	302,387
Donations	-	5,000	-	-	-
Fees and Service Charges	548,525	653,981	476,879	545,271	544,734
Intergovernmental	19,819	46,000	170,000	55,000	55,000
Other Revenue	35,001	38,000	37,000	38,000	37,000
Total Revenue	**$ 3,419,337**	**$ 3,683,872**	**$ 3,508,637**	**$ 3,629,623**	**$ 3,646,521**
Expenditures					
Salaries and Benefits	$ 943,507	$ 1,027,567	$ 1,019,693	$ 1,068,462	$ 1,119,408
Supplies and Services	162,260	107,403	87,672	83,059	87,649
Special Projects	-	5,000	-	-	-
Total Expenditures	**$ 1,105,767**	**$ 1,139,970**	**$ 1,107,365**	**$ 1,151,521**	**$ 1,207,057**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve 80% of the department program objectives.				
Percent of performance objectives	83%	80%	80%	80%
Investigate formal citizen complaints and complete 80% of the complaint investigations within 120 days (not timetold cases).				
Percent of formal citizen's complaint investigations completed in 120 days	88%	80%	100%	80%
Investigate informal citizen complaints and respond to 90% of the reporting parties with final action taken within 60 days of complaint.				
Percent of informal citizen's complaint investigations completed in 60 days	100%	90%	100%	90%
Respond to 90% of special requests from City Council members, citizen inquiries and outside agencies within one working day of being assigned to establish a timeline of completion.				
Percent of requests responded to within one working day	100%	90%	100%	90%
Respond to 90% of City Attorney and Risk Management requests for investigation within one working day to establish a timeline of completion.				
Percent of requests responded to within one working day	98%	90%	100%	90%

Chief's Staff
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Percent of requests responded to within one working day	98%	90%	100%	90%
Provide 12 media releases focusing on issues of community interest, efforts to engage youth and non-enforcement related activities of the Police Department.				
Media releases involving non-enforcement activities	45	12	24	29

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Formal citizen complaints	7	17	8	15
Informal citizen complaints	27	24	12	27
Citizen Pitchess Motions filed	3	24	8	16
Special requests from City Hall, citizen inquiries, and outside agencies	66	48	10	56
City Attorney and Risk Management requests	131	185	242	178
Administrative complaints	16	17	22	17
Media Contacts	800	583	760	649

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Support Services

(Program No. 3413)

Mission Statement

Perform the administrative and fiscal functions for the Police Department, including purchasing, payroll, and revenue collection while providing fiscal support and oversight to all department divisions.

Program Activities

- Administer the preparation, implementation, and management of the department's budget.
- Provide timely management and support on all matters related to personnel and payroll actions.
- Process all Department purchasing and accounts payable and receivable actions.
- Manage the Parking Collection Section, including payments, reviews, and tows.

Project Objectives for Fiscal Year 2016

- Develop an annual budget within target and administer within fiscal constraints and policies.

RECENT PROGRAM ACHIEVEMENTS

Submitted the Police Department Two-year budget proposal on-time.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**1,026**	**1,378**	**1,300**	**999**	**999**
Revenues					
Fees and Service Charges	$ 40,166	$ 42,000	$ 48,000	$ 52,000	$ 52,000
Other Revenue	577	-	2,000	-	-
General Fund Subsidy	686,709	645,279	600,306	658,316	691,280
Total Revenue	**$ 727,451**	**$ 687,279**	**$ 650,306**	**$ 710,316**	**$ 743,280**
Expenditures					
Salaries and Benefits	$ 552,820	$ 572,717	$ 538,337	$ 596,565	$ 628,222
Supplies and Services	119,661	114,562	111,969	113,751	115,058
Special Projects	54,970	-	-	-	-
Total Expenditures	**$ 727,451**	**$ 687,279**	**$ 650,306**	**$ 710,316**	**$ 743,280**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve a 99% accuracy rate in processing employee timesheets.				
Percent of timesheets processed error free	99%	99%	99%	99%
Achieve a clearance rate of 80% for parking citations for the prior fiscal year.				
Percent of parking citations paid	81%	88%	80%	85%
Notify all interested parties of vehicles towed for unlicensed driver within 1 business day.				
Percent of interested parties notified within 1 business day	100%	100%	100%	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Timesheets processed	6,543	6,300	6,600	6,500
Errors reported by Payroll on timesheets	51	63	66	65
Purchasing transactions processed	642	600	890	900
Accounts Payable transactions processed	1,629	1,200	1,300	1,300
Parking citations issued	90,801	92,000	85,000	92,000
Current fiscal year parking citation payments	81,483	75,000	68,000	78,200
Percent of prior fiscal year parking citation payments	81%	88%	80%	85%

Support Services
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Parking citations paid online	26,661	25,000	29,000	33,350
Vehicles towed for unlicensed driver	1,203	1,300	1,080	1,000

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Administrative Services Division

(Program No. 3421)

Mission Statement

Provide leadership, direction, and administrative guidance for the Administrative Services Division.

Program Activities

- Coordinate and oversee the Police Department facilities maintenance needs with the Public Works Department.
- Work closely with the Business Office to efficiently administer the Administrative Services Division Budget.
- Continue administration of current and future grant funding programs.

Project Objectives for Fiscal Year 2016

- Complete annual policy manual update including general orders and approved legal recommendations for command staff approval.
- Complete annual mileage review of all department vehicles to ensure uniform usage. Re-distribute vehicles as necessary.

RECENT PROGRAM ACHIEVEMENTS

Completed installation of parking lot security gates in March of 2015.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**1,020**	**2,025**	**1,170**	**1,560**	**1,560**
Revenues					
Transfers In	$ 36,617	$ 87,657	$ 87,657	$ -	$ -
Donations	6,500	-	-	-	-
Fees and Service Charges	144,443	130,000	140,000	145,000	150,000
Inter-fund Reimbursement	-	-	-	53,032	53,032
Intergovernmental	10,684	222,047	222,047	-	-
General Fund Subsidy	825,816	973,716	983,564	975,850	995,533
Total Revenue	**$ 1,024,060**	**$ 1,413,420**	**$ 1,433,268**	**$ 1,173,882**	**$ 1,198,565**
Expenditures					
Salaries and Benefits	$ 534,398	$ 554,337	$ 533,727	$ 586,244	$ 607,180
Supplies and Services	459,178	449,852	490,309	514,606	518,353
Special Projects	16,651	82,837	82,837	-	-
Capital Equipment	31,500	268,994	274,264	53,032	53,032
Non-Capital Equipment	13,300	50,157	50,157	20,000	20,000
Transfers Out	36,617	-	-	-	-
Total Expenditures	**$ 1,091,644**	**$ 1,406,176**	**$ 1,431,294**	**$ 1,173,882**	**$ 1,198,565**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure Administrative Services program owners complete 80% of program objectives.				
Percent of program objectives completed	84%	80%	80%	80%

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RECENT PROGRAM ACHIEVEMENTS

Based on the new Franklin Neighborhood Center Community Policing Office, the Beat Coordinator Unit is now creating a Westside Community Policing Office at the Westside Boys & Girls Club.

Community and Media Relations

(Program No. 3427)

Mission Statement

Utilize community oriented policing programs and partnerships to resolve specific neighborhood problems affecting quality of life issues.

Program Activities

- Coordinate a citywide implementation of the Community Oriented Problem Solving (COPS) philosophy.
- Utilize problem-solving techniques to resolve specific neighborhood problems.
- Conduct presentations on crime prevention topics.
- Provide information to the public on police procedures with English and Spanish language Citizen's Academies.
- Provide training to school officials and parents on current issues and counsel school children on personal issues and safety tips.
- Provide information to the public regarding police activities, crime trends, and emergency situations with media releases and interviews.
- Oversee the SBPD Explorer Post, preparing youth for careers in law enforcement.
- Serve as the Police Department's liaison to the Santa Barbara Police Activities League.
- Maintain the Restorative Policing Program.

Project Objectives for Fiscal Year 2016

- Further the development of existing Neighborhood Watch groups by providing leadership and training in crime prevention techniques. All Neighborhood Watch groups will be contacted at least once during the year.
- Continue to develop the skills of the SBPD Explorers. Explorers will compete in at least one multi-agency Explorer competition during the year and attend an Explorer Academy.
- Maintain the Restorative Policing Program with a minimum of 35 active cases at all times.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 6,166	$ 10,200	$ 10,250	$ -	$ -
General Fund Subsidy	904,292	862,784	794,051	854,936	905,167
Total Revenue	**$ 910,458**	**$ 872,984**	**$ 804,301**	**$ 854,936**	**$ 905,167**
Expenditures					
Salaries and Benefits	$ 880,179	$ 837,213	$ 768,790	$ 828,437	$ 877,453
Supplies and Services	24,302	25,571	25,261	26,499	27,714
Special Projects	14,779	11,817	11,818	-	-
Total Expenditures	**$ 919,259**	**$ 874,601**	**$ 805,869**	**$ 854,936**	**$ 905,167**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 94% of all requests for attendance at public education presentations within three working days.				
Percent of requests for public education presentations responded to within three working days	93%	92%	98%	94%
Contact 87% of complainants within three working days of notification of a community problem or issue.				
Percent of requests for assistance responded to within three working days	84%	87%	82%	87%
Host 3 Citizen's Academies.				
Citizen's Academies completed	6	3	3	3
Ensure Restorative Outreach Specialists conduct regular outreach with homeless persons.				
Contacts with homeless persons (duplicative)	N/A	1,478	900	900

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
COPS Projects	260	237	158	158
Telephone & E-mail Contacts	1,951	1,764	1,472	1,472
Public Meetings & Presentations	275	238	132	132
Neighborhood Improvement Task Force (NITF) Meetings	12	12	12	12

Community and Media Relations
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Community & Media Notifications	151	180	112	112
Explorer Post Meetings & Events	52	48	48	48
Explorer Post Volunteer Community Service Hours	1,176	824	1,906	1,906
PAL Meetings & Events	110	93	130	130
Homeless persons placed in recovery programs	N/A	128	110	110
Homeless persons reunited with family members	N/A	46	34	34

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Records Bureau

(Program No. 3414)

Mission Statement

Provide necessary support to the police department and allied law enforcement agencies as it relates to police records as well as excellent customer service to our community in compliance with federal, state and municipal laws.

Program Activities

- Process, maintain, and track all police crime reports, arrest reports, traffic accident reports, and traffic citations.
- Provide the timely processing of subpoenas for officer and civilian personnel, declarations, and requests for records.
- Assist the general public and police officers by taking and completing counter reports.
- Process and maintain the monthly Uniform Crime Reporting statistics for the Department of Justice.
- Fingerprint using Live Scan or rolling prints for the Police Department, City employees, bookings, registrants, City permits and public.
- Transcribe police reports as needed.

Project Objectives for Fiscal Year 2016

- Ensure California Law Enforcement Telecommunication System (CLETS) training to Records Bureau Team Members is in compliance with Department of Justice regulations.
- Ensure that all data entry backlog (Juvenile Record Sealing, Court Dispositions, Traffic Citations, and Report Verification) is completed and current by assigning additional resources.

RECENT PROGRAM ACHIEVEMENTS

The Records Bureau has made significant progress in reducing the data entry backlog in the areas of Juvenile Record Sealing, Court Dispositions, Traffic Citations, and Report Verification.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**14.00**	**15.00**	**15.00**	**15.00**	**15.00**
Hourly Employee Hours	**7,748**	**5,180**	**7,700**	**7,904**	**7,904**
Revenues					
Intergovernmental	$ 85,348	$ 80,532	$ 80,532	$ 84,600	$ 85,000
General Fund Subsidy	1,256,870	1,424,883	1,360,793	1,481,364	1,557,620
Total Revenue	**$ 1,342,218**	**$ 1,505,415**	**$ 1,441,325**	**$ 1,565,964**	**$ 1,642,620**
Expenditures					
Salaries and Benefits	$ 1,171,493	$ 1,309,379	$ 1,265,807	$ 1,376,854	$ 1,452,501
Supplies and Services	165,725	196,028	176,027	191,578	194,386
Non-Capital Equipment	-	5,093	5,094	-	-
Total Expenditures	**$ 1,337,218**	**$ 1,510,500**	**$ 1,446,928**	**$ 1,568,432**	**$ 1,646,887**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Audit and ensure 97% of all in-custody adult and juvenile arrest reports are processed and distributed prior to 10:00 a.m. the following court day.				
Percent of in-custody reports processed by 10:00 a.m. the following court day	98%	97%	98%	97%
Ensure 92% of "Uniform Crime Report" reportable crime reports are entered into Versadex by the 5th day of the following month.				
Percent of UCR reportable reports processed by the 5th of the month	100%	92%	100%	92%
Ensure 92% of "Uniform Crime Report" reports are submitted to the Department of Justice by the 10th of day of the following month.				
Percent of UCR reports submitted by the 10th of the following month	0%	92%	100%	92%
Ensure 92% of juvenile detention information is transmitted to the Department of Corrections by the 10th day of the following month.				
Percent of juvenile detention information transmitted to the DOC by the 10th of the month	100%	92%	100%	92%
Ensure 90% of public records are responded to within 10 days.				
Percent of public records responses completed within 10 days	100%	90%	95%	90%
Ensure 90% of records related discovery requests from the District Attorney's Office are fulfilled within 3 working days.				
Percent of discovery requests from the District Attorney's Office fulfilled within three working days	87%	90%	92%	90%

Records Bureau
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Officer Reports Processed	19,974	20,000	20,370	20,000
Street Checks/Field Interviews Processed	4,420	4,500	4,348	4,500
Officer Appearance Subpoenas Processed	2,578	2,700	2,328	2,500
Fingerprint Services Rendered	3,121	3,000	2,900	3,000
Dictated Reports Typed	2,486	2,700	2,474	2,500
Towed Vehicle Reports Processed	2,668	2,800	2,586	2,700
Restraining Orders Processed	449	450	476	475
DA. Rejections Processed	1,882	2,100	1,328	1,500
Quarterly Records Meetings	4	4	4	4
Counter Reports Completed	2,944	3,200	3,400	3,400
Civil Subpoenas Processed	142	200	118	150

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Property Room

(Program No. 3423)

Mission Statement

Process and track all incoming and outgoing property received by the property room, and return found property to its rightful owner.

Program Activities

- Catalog and store all items of evidence.
- Identify and dispose of evidence associated with closed cases.
- Provide legal access to items of evidence for Santa Barbara Police Department employees and officers of the courts.
- Notify the public how and when their property is available for retrieval from the property room.
- Catalog, track, and ensure the disposal of all weapons and drugs in a timely manner.
- Facilitate the delivery and retrieval of evidence pursuant to Discovery Requests and Court purposes.
- Facilitate the delivery and retrieval of evidence for analysis with the State Crime Lab.
- Prepare and catalog all items to be disposed by way of auction.

Project Objectives for Fiscal Year 2016

- Implement new storage system for digital evidence.

RECENT PROGRAM ACHIEVEMENTS

Total in-car mobile video requests are being handled in a timely manner as they continue to rise signficantly compared to mid-year of Fiscal Year 2014.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**502**	**533**	**213**	**999**	**999**
Revenues					
General Fund Subsidy	$ 184,204	$ 213,855	$ 200,169	$ 229,172	$ 242,063
Total Revenue	**$ 184,204**	**$ 213,855**	**$ 200,169**	**$ 229,172**	**$ 242,063**
Expenditures					
Salaries and Benefits	$ 169,138	$ 197,493	$ 183,332	$ 213,702	$ 226,185
Supplies and Services	15,066	16,362	16,837	15,470	15,878
Total Expenditures	**$ 184,204**	**$ 213,855**	**$ 200,169**	**$ 229,172**	**$ 242,063**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Dispose of a number of items equivalent to 90% of the items.				
Percent of items disposed	70%	90%	57%	90%
Dispose of a number equivalent to 90% of cash items received in accordance with state law.				
Percentage of cash items disposed	N/A	90%	91%	90%
Conduct quarterly audits to ensure accountability.				
Property audits	4	4	4	4
Conduct annual destruction of drugs and weapons approved by court order.				
Drug and weapon destruction	0	1	1	1

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Safekeeping items received and stored	1,513	1,500	1,378	1,500
Safekeeping items released to owner or owner representative	835	850	856	850
Safekeeping items destroyed	543	600	446	550
Discovery requests processed	1,262	700	420	700
Total items received annually	17,767	18,500	15,998	18,000
Total items disposed annually	12,378	13,000	9,098	12,000
Total transactions to receive, transfer, or dispose	82,525	84,000	76,036	80,000
Total in-car mobile video requests	699	500	758	700

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Training and Recruitment

(Program No. 3424)

Mission Statement

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

Program Activities

- Conduct recruiting activities with Human Resources personnel to recruit a diverse candidate pool.
- Conduct thorough background investigations on all prospective Police Department employees.
- Supervise police officer recruits at the Police Academy.
- Review training records of all employees legally mandated to comply with Peace Officer Standards Training (POST) requirements.
- Coordinate the department's training in developing a training plan and execute the plan.
- Conduct department safety training under the City's Injury and Illness Protection Plan.
- Prepare policy manual recommendations for command staff approval and make regular updates.

Project Objectives for Fiscal Year 2016

- Ensure 95% of Sworn/Reserve Police Officers (excluding approved leaves) meet POST training requirements by December 31 of each even numbered calendar year. (Biennial POST training cycle)

RECENT PROGRAM ACHIEVEMENTS

Staff projects a 72% increase in employees hired over the previous year. The objective is to maintain 95% staffing level of authorized, full-time positions.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**2,420**	**2,554**	**2,400**	**3,120**	**3,120**
Revenues					
Inter-fund Reimbursement	$ 1,438	$ 10,000	$ 10,000	$ -	$ 10,000
General Fund Subsidy	441,291	531,866	521,246	513,325	518,766
Total Revenue	**$ 442,729**	**$ 541,866**	**$ 531,246**	**$ 513,325**	**$ 528,766**
Expenditures					
Salaries and Benefits	$ 379,122	$ 418,822	$ 423,141	$ 413,522	$ 428,601
Supplies and Services	63,607	123,044	108,105	99,803	100,165
Total Expenditures	**$ 442,729**	**$ 541,866**	**$ 531,246**	**$ 513,325**	**$ 528,766**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain 95% staffing level of authorized, full-time positions.				
Percent maintained of authorized staffing level	97%	95%	95%	95%
Complete 90% of pre-employment personnel background investigations within 60 days of receiving the Personal History Statement.				
Percent of backgrounds completed within 60 days	93.5%	85.0%	100.0%	90.0%
Distribute twelve training bulletin to employees on various law enforcement topics.				
Monthly Training Bulletins	15	12	12	12

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Employees Hired	18	26	31	29
Pre-Employment Background Investigations Completed	88	91	105	95
Training Days Conducted	22	24	24	24

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Range and Equipment

(Program No. 3425)

Mission Statement

Provide real world firearms training to insure compliance for all officers and oversee the maintenance and issuance of operative, well-maintained safety equipment and vehicles.

Program Activities

- Oversee primary weapon qualification for all regular and reserve officers, Harbor Patrol, and Airport Patrol.
- Operate an indoor firing range in order to provide firearm training and certification in a safe environment.
- Provide a safety officer at requested SWAT trainings.
- Maintain condition and inventory control of department weapons, excluding SWAT inventory.
- Maintain the operation and cleanliness of indoor firing range.
- Manage all requests for repairs for department fleet vehicles.
- Monitor all manufacturer recalls on department vehicles and schedule vehicles for routine preventive maintenance.
- Maintain inventories and issue all safety equipment to newly hired personnel and replace safety equipment for all officers as needed.
- Oversee day-to-day minor building maintenance requests.

Project Objectives for Fiscal Year 2016

- Complete yearly range maintenance of backstop/lead-trap.

RECENT PROGRAM ACHIEVEMENTS

The annual maintenance of the range was completed on-time. All active-duty officers participated in their quarterly range qualifications.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ -	$ -	$ 200	$ -	$ -
General Fund Subsidy	1,271,826	1,372,724	1,360,528	1,466,493	1,491,608
Total Revenue	**$ 1,271,826**	**$ 1,372,724**	**$ 1,360,728**	**$ 1,466,493**	**$ 1,491,608**
Expenditures					
Salaries and Benefits	$ 60,515	$ 80,643	$ 80,867	$ 87,616	$ 95,302
Supplies and Services	1,200,299	1,270,873	1,258,653	1,363,069	1,380,498
Non-Capital Equipment	11,012	21,208	21,208	15,808	15,808
Total Expenditures	**$ 1,271,826**	**$ 1,372,724**	**$ 1,360,728**	**$ 1,466,493**	**$ 1,491,608**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure 100% active duty officers and reserve officers pass a shooting qualification course each quarter.				
Percent of Officers Qualified	92.5%	100.0%	100.0%	100.0%
Take corrective action on 90% of vehicle repair requests within three (3) business days.				
Percent of vehicle requests responded to within three business days	91%	90%	92%	90%
Conduct annual inventory of all department firearms excluding SWAT.				
Weapon inventories done	1	1	1	1
Ensure 100% of all department utilized duty weapons are inspected for safety, and maintained as needed.				
Percent of weapons inspected	100%	100%	100%	100%
Ensure 100% of long rifles are cleaned and maintained each year (25% each quarter).				
Percent of long rifles cleaned and maintained	100%	100%	100%	100%

Range and Equipment
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Officers qualified with primary weapon	516	460	570	510
Officers demonstrating proficiency with long rifle	152	290	282	290
Vehicle repair requests	533	500	702	550
Preventive maintenance vehicle services	316	325	308	325
Duty pistols inspected	420	150	570	400
Long rifles cleaned	48	34	34	34

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RECENT PROGRAM ACHIEVEMENTS

Completed Phase 1 in extending our network to Granada Garage. This allowed the dispatch workgroup and their systems to operate in an updated environment.

Information Technology/Crime Analysis

(Program No. 3428)

Mission Statement

Design, create, implement, and maintain automated systems, analyze crime data to identify crime series, patterns, trends, and criminal offenders to assist in criminal investigations and Citywide reports, and provide 24-hour technical support to system users, in order to enhance public safety.

Program Activities

- Provide 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 and the Santa Barbara County Information Sharing System, providing law enforcement agencies in Santa Barbara and San Luis Obispo counties with access to local, state, national and international databases
- Maintain the Santa Barbara Police Department web page, provide user training, maintain all PCs and mobile computers and related software, and provide 24-hour user support for law enforcement systems.
- Provide timely and pertinent information relative to crime and arrest data to Police Department personnel, other City departments, outside law enforcement agencies, and the general public for resource allocation, budgeting activities, and community polici

Project Objectives for Fiscal Year 2016

- Update all Computer Aided Dispatch (CAD) workstations and Mobile Data Terminals (MDT) with the new county wide street centerline maps.
- Continue the second phase of migrating our core infrastructure to the Granada Garage.
- Conduct pilot test on body worn camera systems and be prepared to provide a chosen vendor when funding is available.
- Complete the Versadex personnel module implementation and sustain the new processes with the business office.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 198,705	$ 80,732	$ 80,732	$ 80,732	$ 80,732
General Fund Subsidy	1,105,695	1,181,148	1,157,856	1,255,784	1,292,239
Total Revenue	**$ 1,304,400**	**$ 1,261,880**	**$ 1,238,588**	**$ 1,336,516**	**$ 1,372,971**
Expenditures					
Salaries and Benefits	$ 643,842	$ 739,087	$ 714,046	$ 811,955	$ 855,458
Supplies and Services	476,423	424,942	425,791	430,738	423,690
Capital Equipment	125,000	-	-	-	-
Non-Capital Equipment	59,135	97,851	98,751	93,823	93,823
Total Expenditures	**$ 1,304,400**	**$ 1,261,880**	**$ 1,238,588**	**$ 1,336,516**	**$ 1,372,971**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide system availability for critical systems at a rate exceeding 99% uptime.				
Rate of critical system uptime	99%	99%	99%	99%
Complete 90% of Joint Powers Agreement (JPA) user requests for system access and workstation configurations within 5 working days.				
Percent completed	100%	90%	100%	90%
Respond to 90% of vehicle mobile data computer (MDC) repair requests within ten (10) business days.				
Percent completed	93%	85%	100%	90%
Publish Compstat reports92% of the time 2 days prior to CompStat meeting for Staff review.				
Percent completed	92%	92%	92%	92%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
PC Workstations maintained	155	150	163	163
Mobile Data Computers (MDCs) maintained	61	71	61	61
RMS help requests completed	223	250	260	260
JPA workstations maintained	549	525	525	525
Help requests completed	6,391	4,500	6,000	5,750

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Special Events

(Program No. 3443)

Mission Statement

Monitor special events within the City of Santa Barbara to ensure the safety of event organizers, participants, and the general public. Monitor and maintain permits and licensing for various vendors operating within the City.

Program Activities

- Process all Special Event applications in accordance with rules and regulations outlined in the Municipal Code.
- Prepare and implement tactical plans for all events likely to require a police presence beyond the scope of day-to-day operations.
- Provide local law enforcement agency review and endorsement of Alcohol Beverage Control Special Event Daily License Applications.
- Conduct Dance Permit Application and Renewal Application investigations and prepare staff reports for the Fire and Police Commission.
- Conduct taxi, pedicab, and massage technician permit application and renewal application investigations.
- Supervise, coordinate, and direct the activities of the Police Department's Reserve Corps, Volunteer Corps and Chaplain Program.

Project Objectives for Fiscal Year 2016

- Cross-train one employee as a backfill resource.

RECENT PROGRAM ACHIEVEMENTS

Special Event related performance objectives have exceeded goals.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**75**	**147**	**5**	**138**	**138**
Revenues					
Other Revenue	$ 236,427	$ 246,000	$ 240,000	$ 260,000	$ 260,000
General Fund Subsidy	731,891	612,861	731,921	624,414	651,585
Total Revenue	**$ 968,318**	**$ 858,861**	**$ 971,921**	**$ 884,414**	**$ 911,585**
Expenditures					
Salaries and Benefits	$ 783,190	$ 672,073	$ 772,581	$ 700,959	$ 727,498
Supplies and Services	185,128	186,788	199,340	183,455	184,087
Total Expenditures	**$ 968,318**	**$ 858,861**	**$ 971,921**	**$ 884,414**	**$ 911,585**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Process 92% of completed Special Events Permit Applications within five working days.				
Percent of Special Event Permit Applications processed within five working days	100%	92%	100%	92%
Process 99% of completed Alcohol Beverage Control Special Events Daily License Applications within three working days.				
Percent of Alcohol Beverage Control Special Events Daily License Applications processed within three working days	100%	99%	100%	99%
Complete 100% of Dance Permit Application Staff Reports at least 8 days prior to the corresponding Fire and Police Commission meetings.				
Percent of Dance Permit Application Staff Reports completed at least 8 days prior to the corresponding Fire and Police Commission meetings	100%	100%	100%	100%
Process 97% of completed Dance Permit Renewal Applications within three weeks.				
Percent of Dance Permit Renewal Applications processed within three weeks	100%	97%	100%	97%
Complete 96% of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations within three weeks of receipt of Live Scan results.				
Percent of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations completed within three weeks of receipt of Live Scan results	96%	96%	96%	96%

Special Events
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Process 92% of permit renewal investigations (excluding Dance Permits) within three weeks of application.				
Percent of permit renewal investigations processed within three weeks	97%	95%	88%	92%
Provide a written response to 100% of completed Alcohol Beverage Control License Applications within 40 days.				
Percent of Alcohol Beverage Control License Applications responded to within 40 days	100%	100%	100%	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Completed Special Events Permit Applications processed	75	77	72	74
Operations Plans drafted	107	94	122	95
Alcohol Beverage Control Special Event Daily License Applications endorsed	426	365	328	365
Cost of providing Police services for the July 4th Celebration	$49,375	$54,263	$61,134	$61,134
Cost of providing Police services for the Old Spanish Days Celebration	$365,834	$378,247	$321,146	$350,000
Cost of providing Police services for the Solstice Celebration	$30,678	$37,084	$37,084	$37,084
Hours donated by the Reserve Corps	1,648	1,102	1,920	1,300
Hours donated by the Volunteer Corps	1,170	320	1,694	1,600
Hours donated by the Chaplains	211	156	154	155
Dance Permit Application Staff Reports completed	3	5	0	3
Dance Permit Renewal Applications processed	16	18	12	15
Permit Applications processed (excluding Dance Permits and Special Events Permits)	236	250	178	200
Permit Applications denied	5	6	0	4
Alcohol Beverage Control License Applications processed	50	47	23	45
Security alarm actions performed	23,499	19,917	15,298	18,392

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RECENT PROGRAM ACHIEVEMENTS

The vacant Animal Control Officer position was filled and the training. The expectation is that the new hire will be working as a solo Animal Control Officer by the end of Fiscal Year 2015.

Animal Control

(Program No. 3461)

Mission Statement

Provide law enforcement and respond to calls for service for neighborhood and health concerns related to domestic and wild animals.

Program Activities

- Investigate reports of possible rabies exposure from animal bites to humans and wildlife bites to domestic owned animals.
- Quarantine animals as required or submit specimen for lab testing.
- Enforce State Humane Laws under the Penal Code, California Code of Regulations, Civil Code, Fish and Game Code, Food and Agriculture Code, Health and Safety Code, Government Code, and Title 6 of the Santa Barbara Municipal Code.
- Impound stray, abused, neglected, injured, sick, abandoned, dead, or aggressive animals.
- Deal patiently and effectively with frightened, fractious, and injured animals with the ability to humanely capture, control, carry, or subdue.
- Respond to calls for service regarding animal complaints seven days a week and provide standby service for emergencies after regular work hours.
- Promote good public relations by educating pet owners on laws pertaining to the care and control of animals, spaying, neutering, vaccinating, and licensing of pets.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Donations	$ 7,319	$ 8,000	$ 8,000	$ 3,500	$ 2,500
Licenses	113,429	132,800	120,900	129,000	129,000
Other Revenue	73	-	-	-	-
General Fund Subsidy	438,780	558,807	528,483	555,306	575,567
Total Revenue	**$ 559,600**	**$ 699,607**	**$ 657,383**	**$ 687,806**	**$ 707,067**
Expenditures					
Salaries and Benefits	$ 264,411	$ 303,909	$ 261,932	$ 301,613	$ 318,021
Supplies and Services	295,189	383,072	385,364	380,868	383,721
Special Projects	-	6,801	4,262	4,000	4,000
Non-Capital Equipment	-	5,825	5,825	1,325	1,325
Total Expenditures	**$ 559,600**	**$ 699,607**	**$ 657,383**	**$ 687,806**	**$ 707,067**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 98% of Animal Control calls for service within 24 hours.				
Percent of animal control calls receiving a response within 24 hours	99%	98%	99%	98%
Quarantine 80% of identifiable animals involved in bites to humans within 24 hours of notification.				
Percent of animals involved in bites to humans quarantined in 24 hours	48%	68%	54%	80%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Calls for service	3,373	3,053	3,204	3,100
Animals involved in bite incidents with humans	207	158	122	155
Animals impounded live, injured or dead	1,077	1,038	902	996
Violations cited	332	301	276	276
Animals quarantined	118	126	66	121
Educational presentations	21	3	4	4

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RECENT PROGRAM ACHIEVEMENTS

Started the G.R.E.A.T. program (Gang Resistance Education and Training) at local elementary schools.

Investigative Division

(Program No. 3431)

Mission Statement

Investigate or resolve all active assigned criminal cases, including high tech crimes, to a successful conclusion or until all leads are exhausted.

Program Activities

- Investigate active, unsolved criminal cases.
- Serve as a liaison with the District Attorney to ensure successful prosecution of criminal offenders.
- Serve as a liaison with community-based organizations and outside law enforcement agencies.
- Proactively investigate narcotic violations.
- Extradite fugitives and transport wanted subjects back to Santa Barbara County for prosecution.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**25.17**	**25.17**	**25.17**	**25.17**	**25.17**
Hourly Employee Hours	**384**	**807**	**460**	**999**	**999**
Revenues					
Intergovernmental	$ 94,689	$ 130,770	$ 67,770	$ 103,341	$ 106,354
Licenses	69,740	86,700	64,500	76,700	81,700
Other Revenue	63,000	-	-	-	-
General Fund Subsidy	4,987,871	4,869,620	4,727,076	5,035,383	5,273,647
Total Revenue	**$ 5,215,300**	**$ 5,087,090**	**$ 4,859,346**	**$ 5,215,424**	**$ 5,461,701**
Expenditures					
Salaries and Benefits	$ 4,802,737	$ 4,640,093	$ 4,496,669	$ 4,744,135	$ 4,978,418
Supplies and Services	392,946	446,997	440,489	471,827	483,821
Special Projects	52,000	104,000	52,000	-	-
Capital Equipment	19,317	-	-	-	-
Non-Capital Equipment	8,649	-	-	-	-
Total Expenditures	**$ 5,275,650**	**$ 5,191,090**	**$ 4,989,158**	**$ 5,215,962**	**$ 5,462,239**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve a 23% clearance rate by arrest, warrant or District Attorney's Office complaint for all assigned cases.				
Percent of cases closed by arrest, warrant or District Attorney complaint	20%	23%	26%	23%
Complete 92% of cases within 90 days following the date assigned to the investigator.				
Percent of cases completed within 90 days following the date assigned to investigator	94%	90%	94%	92%
Complete 90% of District Attorney follow-up requests assigned to the Investigative Division by due date.				
Percent of District Attorney requests completed by due date	90.5%	87%	95.5%	90%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Cases closed by arrest, warrant, or District Attorney complaint	461	514	654	565
Total cases closed	2,309	2,047	2,506	2,301
Narcotic investigations completed	1,756	1,915	1,120	1,612

Investigative Division
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Narcotic forfeiture investigations completed	28	23	22	22
Arrests by Investigative Division personnel	657	706	756	734
Sex registrants registered	631	670	646	596
Completed requests for District Attorney's Office follow-up by Investigative Division	845	820	1,148	929

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RECENT PROGRAM ACHIEVEMENTS

The lab increased its abilty to examine locked cell phones with the acquisition of new forensic hardware.

Crime Lab

(Program No. 3432)

Mission Statement

Collect and process forensic evidence to assist in criminal investigations.

Program Activities

- Respond to crime scenes to identify, document, collect, and preserve physical evidence for future examinations.
- Examine and analyze evidence in the laboratory, including the identification of suspected controlled, trace evidence (i.e. hairs, fibers, physiological fluids), and the evaluation of various types of physical evidence.
- Conduct high-tech crime analysis including the forensic examination of electronic evidence (i.e. computers and hand-held devices).
- Perform various photographic assignments, including maintaining the digital image archive of crime scene photos, and perform departmental photographic work, including developing and printing a variety of films used for evidence and court displays.
- Process evidence for latent fingerprints, examine latent fingerprints and conduct fingerprint comparisons.
- Attend autopsies in criminal cases for evidence collection, documentation and evaluation.
- Examine evidence to determine if further forensic analysis is required by forensic scientists at the Department of Justice (DOJ) or Federal Bureau of Investigations (FBI). These include: serology, DNA, hair and fiber comparisons, footwear and tire track
- Prepare reports that document crime scenes and results of evidence examinations.
- Provide expert testimony in court regarding the examinations and evaluations performed.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
General Fund Subsidy	$ 139,959	$ 159,784	$ 160,832	$ 163,999	$ 168,962
Total Revenue	**$ 139,959**	**$ 159,784**	**$ 160,832**	**$ 163,999**	**$ 168,962**
Expenditures					
Salaries and Benefits	$ 126,355	$ 133,046	$ 133,744	$ 137,834	$ 142,610
Supplies and Services	13,604	16,411	16,761	16,165	16,352
Non-Capital Equipment	-	10,327	10,327	10,000	10,000
Total Expenditures	**$ 139,959**	**$ 159,784**	**$ 160,832**	**$ 163,999**	**$ 168,962**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Proposed FY 2016
Process 95% of photographic evidence submitted by Crime Scene Investigators and Detectives within 4 working days				
Percent of photographic evidence processed within 4 working days	100%	95%	100%	95%
Submit 95% of all CAL-ID quality latent fingerprints to Department of Justice within 4 working days.				
Percent of CAL-ID latents submitted to DOJ within 4 working days	100%	95%	100%	95%
Ensure 95% of evidence processing requests by investigators and District Attorney's Office be completed within 4 working days.				
Percent of evidence processing requests completed within 4 working days	100%	95%	100%	95%
Ensure that 95% of computer forensic exams are completed within 60 days following the date assigned to examiner.				
Percent of computer exams completed within 60 days	100%	95%	100%	95%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Proposed FY 2016
Physical evidence cases processed by lab	76	100	80	100
Electronic evidence cases processed by lab (ie. computers, cell phones)	182	225	130	225

Crime Lab
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Crime scene responses by lab	33	40	28	40
Follow-up reports submitted by lab	459	550	440	550
Latent prints submitted to CAL-ID	177	225	210	225
Total number of images processed and archived	100,968	115,000	110,000	115,000

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RECENT PROGRAM ACHIEVEMENTS

Added a foot beat officer to the Tactical Patrol Force team. The CIT (Criminal Impact Team) contributed to a city five-year low in Part 1 property crimes. Approximately 50 arrests made in active investigative cases.

Patrol Division

(Program No. 3441)

Mission Statement

Respond to community needs through the enforcement of public safety laws and provide expedient responses to calls for service.

Program Activities

- Provide uniform patrol 24 hours a day, 7 days a week to prevent and deter crime.
- Respond to all felony calls, crimes in progress, and selected misdemeanors.
- Conduct initial investigations and complete crime reports.
- Enforce State and Local statutes and traffic regulations.
- Facilitate the safe and efficient movement of motor vehicles, bicyclists, and pedestrians on City streets and thoroughfares.
- Develop and implement community policing strategies to reduce crime and enhance quality of life within our community.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**88.83**	**88.83**	**88.83**	**89.00**	**89.00**
Hourly Employee Hours	**1,575**	**0**	**0**	**0**	**0**
Revenues					
Traffic Safety Fines	$ 580,151	$ 525,000	$ 525,000	$ 525,000	$ 525,000
Donations	69,400	5,000	-	-	-
Fines & Forfeitures	86,224	120,000	100,000	100,000	100,000
Fees and Service Charges	65,596	69,000	72,000	78,000	83,000
Intergovernmental	142,915	144,188	144,447	144,188	140,000
Other Revenue	-	5,800	15	-	-
General Fund Subsidy	15,130,908	15,117,702	14,469,866	15,567,322	16,466,573
Total Revenue	**$ 16,075,193**	**$ 15,986,690**	**$ 15,311,328**	**$ 16,414,510**	**$ 17,314,573**
Expenditures					
Salaries and Benefits	$ 15,037,144	$ 14,954,344	$ 14,315,283	$ 15,458,873	$ 16,356,249
Supplies and Services	912,752	962,678	942,273	918,186	920,873
Special Projects	250	14,400	-	-	-
Capital Equipment	87,378	1,972	1,972	-	-
Non-Capital Equipment	58,606	62,246	57,246	37,451	37,451
Total Expenditures	**$ 16,096,130**	**$ 15,995,640**	**$ 15,316,774**	**$ 16,414,510**	**$ 17,314,573**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain an average response time at or below 7.0 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority One Emergency calls for service	5.7	7.0	6.5	7.0
Maintain an average response time at or below 14.5 minutes to all Priority Two Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Two Emergency calls for service	13.3	14.5	13.7	14.5
Maintain an average response time at or below 30.0 minutes to all Priority Three Non-Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Three Non-Emergency calls for service	30.6	30.0	30.0	30.0

Patrol Division
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain an average response time at or below 50.0 minutes to all Priority Four Routine calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Four Routine calls for service	42.1	50.0	46.0	50.0
Conduct a minimum of 11 SWAT training days annually				
SWAT Training Days conducted	12	11	12	11
In alignment with their mission, the Criminal Interdiction Team will conduct a minimum of 700 "attempts to locate known offenders" annually				
Attempts to locate known offenders	864	625	800	700

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Federal Bureau of Investigation (FBI) Uniform Crime Reporting Part One arrests	785	839	700	871
FBI Uniform Crime Reporting Part Two arrests	9,988	9,768	9,846	10,458
Municipal Code citations written	5,239	4,565	5,182	4,402
Hours lost due to injuries on the job	7,728	4,304	15,356	4,275
Premise checks conducted of private and public properties	4,758	5,049	4,753	5,080

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RECENT PROGRAM ACHIEVEMENTS

This program received a $213,000 grant from the Office of Traffic Safety for the funding of Driving Under the Influence (DUI) checkpoints and selective traffic enforcement programs.

Traffic

(Program No. 3442)

Mission Statement

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

Program Activities

- Enforce traffic laws for motorists, pedestrians, and bicyclists.
- Investigate traffic collisions.
- Provide public education about traffic issues.
- Conduct Driving Under the Influence (DUI) and Seatbelt Checkpoints to promote motorist safety and reduce collisions.
- Administer Office of Traffic Safety grants to improve traffic safety.
- Manage the Crossing Guard Program for 19 current locations.

Project Objectives for Fiscal Year 2016

- Apply for and receive a minimum of two grant funded special enforcement traffic programs.
- Administer the Crossing Guard program and collaborate with local School Districts.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**7,698**	**13,554**	**7,696**	**9,856**	**9,856**
Revenues					
Intergovernmental	$ 195,050	$ 353,807	$ 353,807	$ 55,476	$ 55,476
General Fund Subsidy	1,343,444	1,358,744	1,273,840	1,373,536	1,444,102
Total Revenue	**$ 1,538,495**	**$ 1,712,551**	**$ 1,627,647**	**$ 1,429,012**	**$ 1,499,578**
Expenditures					
Salaries and Benefits	$ 1,509,069	$ 1,672,909	$ 1,585,390	$ 1,391,815	$ 1,461,084
Supplies and Services	31,119	38,256	36,077	37,197	38,494
Total Expenditures	**$ 1,540,188**	**$ 1,711,165**	**$ 1,621,467**	**$ 1,429,012**	**$ 1,499,578**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain the total number of DUI traffic collisions at or below 110% of the most recent three-year average.				
DUI traffic collisions	120	158	150	113
Maintain the total number of injury traffic collisions at or below 110% of the most recent three-year average.				
Injury traffic collisions	568	570	570	559
Maintain the total number of traffic collisions at or below 110% of the most recent three-year average.				
Traffic collisions	1,665	1,837	1,837	1,809
Achieve an 80% clearance rate by arrest/warrant/civil or referral for all assigned cases.				
Percent of cases cleared	74%	80%	80%	80%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Active grants for special traffic enforcement programs	4	2	2	2
Total traffic citations issued by department	8,978	9,232	8,000	8,900
Pedestrian involved traffic collisions	85	92	92	90
Bicycle involved traffic accidents	154	128	135	125

POLICE PROGRAMS

Chief's Staff
Support Services
Administrative Services Division
Community and Media Relations
Records Bureau
Property Room
Training and Recruitment
Range and Equipment
Information Technology/Crime Analysis
Special Events
Animal Control
Investigative Division
Crime Lab
Patrol Division
Traffic
➢ **Tactical Patrol Force**
Nightlife Enforcement Team
Parking Enforcement
Combined Communications Center

Tactical Patrol Force

(Program No. 3444)

Mission Statement

Maintain a proactive police presence in the downtown corridor, Milpas corridor and beachfront areas to reduce street crime through the utilization of unique strategies and partnerships.

Program Activities

- Provide uniformed foot and bicycle patrol officers downtown to deter street crime, maintain a highly visible police presence, and encourage interaction with the public.
- Maintain a daily proactive enforcement effort against alcohol, narcotics, panhandling, loitering, and illegal vending violations in the downtown corridor, Milpas corridor and beachfront areas.
- Provide security at City Council meetings with a uniformed officer.
- Provide bicycle patrol training to SBPD officers and outside agencies.
- Work with representatives of the Downtown Organization, Old Town Merchants, and County Mental Health to solve problems.

Project Objectives for Fiscal Year 2016

- Manage Neighborhood Improvement Program projects within the city by coordinating transient camp clean-ups and enforcement sweeps each quarter with other agencies and/or city departments.

RECENT PROGRAM ACHIEVEMENTS

Added the Community Service Officer program to the Tactical Patrol Force program. Increased camp clean-ups, putting the department ahead of the projected number of clean-ups.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**7.00**	**9.00**	**9.00**	**7.83**	**7.83**
Hourly Employee Hours	**4,632**	**12,129**	**4,680**	**8,320**	**8,320**
Revenues					
Transfers In	$ -	$ 150,000	$ -	$ -	$ -
General Fund Subsidy	1,341,263	1,640,617	1,490,832	1,555,778	1,788,261
Total Revenue	**$ 1,341,263**	**$ 1,790,617**	**$ 1,490,832**	**$ 1,555,778**	**$ 1,788,261**
Expenditures					
Salaries and Benefits	$ 1,316,641	$ 1,736,652	$ 1,442,922	$ 1,510,074	$ 1,592,024
Supplies and Services	23,130	48,901	42,846	40,640	191,173
Non-Capital Equipment	1,492	5,064	5,064	5,064	5,064
Total Expenditures	**$ 1,341,263**	**$ 1,790,617**	**$ 1,490,832**	**$ 1,555,778**	**$ 1,788,261**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Attend monthly Milpas Action Task Force Meetings				
Meetings attended	10	12	12	12
Conduct a minimum of 16 transient camp cleanup details annually.				
Clean-ups conducted	18	10	16	16
Maintain uniformed police presence at 95% of City Council meetings.				
Percent of City Council meetings attended	100%	95%	95%	95%
Ensure Community Service Liaisons and Community Service Officers establish regular contact with downtown businesses to address concerns regarding nuisance related issues.				
Contacts with businesses and community organization individuals (duplicative)	N/A	6,350	6,350	9,950

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Criminal Citations	4,282	2,981	4,800	4,000
Felony Arrests	137	111	200	130
Misdemeanor Arrests	181	186	286	230

Tactical Patrol Force
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Investigations	3,067	2,143	3,000	3,000
Neighborhood Improvement Projects	18	10	20	16
Calls for service for nuisance related crimes within the downtown corridor	2,349	2,205	2,326	2,326
Calls for service for nuisance related crimes within the beachfront area	863	843	902	902
Calls for service for nuisance related crimes within the lower Milpas corridor	470	549	438	438
Calls for service for nuisance related crimes within the upper Milpas corridor	484	522	564	564

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Patrol Division
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Tactical Patrol Force
➢ **Nightlife Enforcement Team**
Parking Enforcement
Combined Communications Center

Nightlife Enforcement Team (NET)

(Program No. 3448)

Mission Statement

Ensure public safety on weekend nights in the downtown corridor through enforcement, education, and intervention, with the downtown bar and restaurant owners and the citizens of Santa Barbara.

Program Activities

- Conduct premise checks on downtown bars and nightclubs.
- Conduct responsible beverage server training every month to prevent the sale of alcohol to minors and reduce alcohol-related incidents.
- Assist with Zona Seca classes monthly to provide alcohol awareness training and education to individuals with alcohol-related violations.
- Provide security training for nightclub and bar staff.
- Refer all alcohol, bar, and restaurant violations to the California Department of Alcoholic and Beverage Control (ABC).

RECENT PROGRAM ACHIEVEMENTS

Nightlife Enforcement Team utilized SBPD Reserve Officers to assist in downtown enforcement. Continued to foster realtionship with ABC and conducted decoy operations.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 43,409	$ 35,400	$ 35,400	$ -	$ -
General Fund Subsidy	331,871	323,946	271,409	315,189	337,198
Total Revenue	**$ 375,280**	**$ 359,346**	**$ 306,809**	**$ 315,189**	**$ 337,198**
Expenditures					
Salaries and Benefits	$ 370,999	$ 352,141	$ 299,794	$ 308,225	$ 329,755
Supplies and Services	6,149	7,205	7,205	6,964	7,443
Total Expenditures	**$ 377,148**	**$ 359,346**	**$ 306,999**	**$ 315,189**	**$ 337,198**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Conduct premise checks on 90% of downtown bars and restaurants with dance permits Wednesday through Saturday.				
Percent of premise checks conducted	132%	90%	95%	90%
Conduct 100% of planned premise checks on ABC licensed establishments outside the downtown corridor 12 times a quarter.				
Percent of premise checks conducted	100%	90%	90%	100%
Conduct regular Responsible Beverage Server Training.				
RBS trainings conducted	16	12	12	12

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Premise checks	1,319	1,000	1,000	1,425
Alcohol related incidents with minors	101	50	90	91
Incidents of false ID use in bars	88	50	50	74
Violations referred to ABC	26	20	20	24

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Tactical Patrol Force
Nightlife Enforcement Team
➢ **Parking Enforcement**
Combined Communications Center

RECENT PROGRAM ACHIEVEMENTS

Between July 01, 2014 and December 31, 2014, the Parking Enforcement Detail impounded 178 vehicles for HOPE (Habitual Offenders) resulting in $83,215 of back revenue collected.

Parking Enforcement

(Program No. 3447, 3449)

Mission Statement

Enforce parking regulations in the City of Santa Barbara to ensure availability of limited parking resources.

Program Activities

- Enforce time zone restrictions, residential parking regulations and other Municipal Code and California Vehicle Code Regulations.
- Issue warnings and tow vehicles stored on City streets and other City maintained or owned property.
- Locate and impound vehicles owned or operated by habitual parking offenders that have 5 or more outstanding parking violations.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursement	$ 341,453	$ 349,064	$ 349,064	$ 360,574	$ 373,015
General Fund Subsidy	984,650	996,951	855,251	1,029,530	1,089,447
Total Revenue	**$ 1,326,103**	**$ 1,346,015**	**$ 1,204,315**	**$ 1,390,104**	**$ 1,462,462**
Expenditures					
Salaries and Benefits	$ 1,186,097	$ 1,195,883	$ 1,063,693	$ 1,244,428	$ 1,314,159
Supplies and Services	140,006	150,132	140,622	145,676	148,303
Total Expenditures	**$ 1,326,103**	**$ 1,346,015**	**$ 1,204,315**	**$ 1,390,104**	**$ 1,462,462**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Locate vehicles that have five (5) or more unpaid parking citations known as Habitual Offender Parking Enforcement (H.O.P.E.) vehicles.				
H.O.P.E. vehicles located	449	381	356	383

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Parking citations issued by the Parking Enforcement Unit	55,555	51,500	53,000	49,000
Street sweeping citations issued by the Parking Enforcement Unit	26,187	26,227	27,500	26,660
Street storage requests investigated by the Parking Enforcement Unit	4,366	4,324	4,625	4,442
Street storage requests found “gone on arrival” (GOA) on initial contact by a Parking Enforcement Officer	1,092	1,118	1,249	1,171
Street storage vehicles moved after being warned or tagged by a Parking Enforcement Officer	2,292	2,255	2,312	2,271
Street storage vehicles cited after being warned or tagged by a Parking Enforcement Officer	128	132	139	134
Street storage vehicles towed after being warned or tagged by a Parking Enforcement Officer	325	298	370	334

POLICE PROGRAMS

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Tactical Patrol Force
Nightlife Enforcement Team
Parking Enforcement
➢ **Combined Communications Center**

RECENT PROGRAM ACHIEVEMENTS

In September 2014 the Combined Communications Center moved to a new facility. The center was moved in 12 hours with all aspects of the 911 reporting fully operational.

Combined Communications Center

(Program No. 3451)

Mission Statement

Receive all calls for service and dispatch public safety resources in an expedient manner.

Program Activities

- Provide radio communication for Police, Fire and rescue personnel during emergency, routine, and disaster situations 24 hours a day, seven days a week.
- Receive calls for service for emergency and non-emergency incidents requiring Police, Fire, and medical personnel; determine the appropriate response and dispatch resources accordingly.
- Coordinate the public safety response for Santa Barbara Police and Fire, and other City resources, and, as needed, other allied agencies.
- Provide Emergency Medical Dispatch (EMD) services to the community.
- Maintain certifications for communications staff in compliance with Peace Officer Standards and Training (POST) and Emergency Medical Dispatching (EMD) standards. Comply with discovery requests from the District Attorney, Public Defender, and court civil process.
- Provide continuous training and support to develop and retain public safety dispatchers.
- Receive requests from the FAA Air Traffic Controllers and respond with appropriate emergency equipment to aircraft emergencies at the Santa Barbara Airport.

Project Objectives for Fiscal Year 2016

- Complete a minimum of two open-entry dispatch recruitments per year.
- Train a minimum of two police officers in dispatch each fiscal year.
- Reorganize recruitment plan for the Combined Communications Center by developing a recruitment team focused on advertising through professional organizations, job fairs, military and university outreach.
- Modernize Emergency Medical Dispatching, training and quality assurance through software and hardware enhancements.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**19.00**	**19.00**	**19.00**	**20.00**	**20.00**
Hourly Employee Hours	**1,753**	**1,477**	**1,883**	**1,507**	**1,515**
Revenues					
General Fund Subsidy	$ 2,205,043	$ 2,495,608	$ 2,270,891	$ 2,761,873	$ 2,890,055
Total Revenue	**$ 2,205,043**	**$ 2,495,608**	**$ 2,270,891**	**$ 2,761,873**	**$ 2,890,055**
Expenditures					
Salaries and Benefits	$ 2,073,383	$ 2,302,573	$ 2,081,625	$ 2,621,867	$ 2,748,122
Supplies and Services	131,660	176,035	172,266	140,006	141,933
Special Projects	-	17,000	17,000	-	-
Total Expenditures	**$ 2,205,043**	**$ 2,495,608**	**$ 2,270,891**	**$ 2,761,873**	**$ 2,890,055**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Answer all 911 calls within an average of five seconds or less.				
Average ring time in seconds	3.65	4.00	4.70	5.00
Maintain daily minimum staffing of 2 dispatchers during non-peak hours and 4 dispatchers during peak hours in the Combined Communications Center 90% or above.				
Maintain minimum staffing	100%	90%	100%	90%
Ensure 90% of all non-trainee dispatchers are current with their Emergency Medical Dispatching certification.				
Percent of non-trainee dispatchers with current EMD certification	100%	90%	100%	90%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
911 Calls for service received	55,459	51,000	58,000	58,500
Emergency Medical Dispatch instructions provided	726	450	700	700
Priority 1 service calls	719	950	750	750
Priority 2 service calls	15,656	17,000	16,500	17,000
Priority 3 service calls	6,778	8,000	7,500	8,000
Phone calls from outside lines	112,802	125,000	83,000	90,000
Recordings provided to the Court Discovery	317	350	350	350

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DEPARTMENT SUMMARY

Public Works

Provide the community with the sustainable foundation to thrive by delivering quality services and public infrastructure through efficient and fiscally responsible practices. Provide for the public's needs relative to transportation, water, wastewater, and City owned buildings.

About Public Works

Public Works delivers a wide range of infrastructure services in an efficient and cost effective manner. Responsibilities include the planning, design, construction, and management of the Capital Improvement Program projects, transportation system, city streets, public drainage, street lights, traffic signals, City buildings, and other City infrastructure facilities. Public Works also ensures safe treatment and reliable distribution of high quality water and the collection and treatment of wastewater. Public Works manages the maintenance and replacement services for the City's fleet and buildings. To accomplish this mission, the Department is divided into six functional areas: Administration, Engineering Services, Facilities and Energy Management, Fleet Management, Transportation, and Water Resources.

While the main office for Public Works is located at 630 Garden Street, the department also staffs remote locations, including the City's El Estero Wastewater Treatment Plant and the Cater Water Treatment Plant which provide water and sewer service to over 100,000 customers.

Fiscal Year 2016 Budget Highlights

- Complete a sustainable permeable paving system project at the parking lot on Laguna St. using a grant of over $1.15 Million.
- Replace the traffic lanes on the mountain side of the Cabrillo Bridge Replacement Project.
- Begin construction of the El Estero Wastewater Treatment Plant Process Improvements Project.
- Present the Bicycle Master Plan Update to City Council.
- Complete drought relief projects such as the construction of the High School Wellhead and Piping Project.

DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**290.95**	**295.45**	**295.45**	**297.70**	**294.20**
Hourly Employee Hours	**161,487**	**160,700**	**176,395**	**189,066**	**188,039**
Revenues					
Fees and Service Charges	$ 59,211,206	$ 61,278,753	$ 57,554,087	$ 68,674,261	$ 73,283,346
Gas Tax	2,879,166	2,356,690	2,672,938	2,033,807	1,940,387
Interest Income	1,177,075	936,000	847,131	846,350	828,350
Inter-fund Reimbursements	16,546,734	17,305,461	17,088,480	19,041,957	19,283,875
Intergovernmental	13,100,165	48,230,981	18,955,867	73,256,717	346,717
JPA Reimbursements	2,933,659	4,027,050	2,666,894	2,652,040	2,745,389
Measure A Sales Tax	3,421,651	3,355,376	3,524,000	3,647,265	3,573,117
Other Revenue	782,933	8,076,809	992,612	518,918	513,918
Parking Violations	658,265	646,000	663,000	663,000	663,000
PBIA Assessment	1,009,607	980,000	1,084,000	1,080,000	1,080,000
Rents	108,841	140,968	140,996	143,968	144,928
Transfers In	2,918,000	1,248,716	1,098,716	275,000	75,000
Transportation Dev. Funds	66,254	69,472	69,302	71,663	71,663
Utility Users Tax	7,008,178	7,257,800	6,973,700	7,219,700	7,395,000
Overhead Allocation Recovery	679,520	693,110	693,110	773,901	804,857
General Fund Subsidy	264,244	873,351	485,091	879,073	1,197,124
Total Department Revenue	**$ 112,765,496**	**$ 157,476,537**	**$ 115,509,923**	**$ 181,777,620**	**$ 113,946,671**
Expenditures					
Salaries and Benefits	$ 32,638,703	$ 36,183,846	$ 34,785,179	$ 37,841,242	$ 39,586,113
Supplies and Services	21,879,652	28,267,695	26,262,270	28,073,854	31,456,497
Special Projects	4,519,412	6,225,999	5,308,897	5,747,738	4,976,156
Water Supply Purchases	10,939,748	14,905,476	14,685,476	13,504,703	8,604,703
Capital Equipment	160,947	282,227	243,331	171,900	177,500
Debt Service	4,565,066	7,008,712	5,899,023	6,610,422	8,590,841
Non-Capital Equipment	206,167	437,581	431,172	521,670	534,846
Transfers Out	1,197,440	1,134,170	920,722	928,798	950,791
Appropriated Reserve	-	392,552	-	398,498	400,584
Total Operating Expenditures	**$ 76,107,133**	**$ 94,838,257**	**$ 88,536,070**	**$ 93,798,825**	**$ 95,278,031**
Capital Program	$ 27,498,365	$ 112,198,055	$ 80,571,160	$ 96,948,657	$ 22,963,948
Total Department Expenditures	**$ 103,605,498**	**$ 207,036,312**	**$ 169,107,231**	**$ 190,747,482**	**$ 118,241,979**
Addition to (Use of) Reserves	**$ 9,159,998**	**$ (49,559,775)**	**$ (53,597,307)**	**$ (8,969,862)**	**$ (4,295,308)**

DEPARTMENT SUMMARY

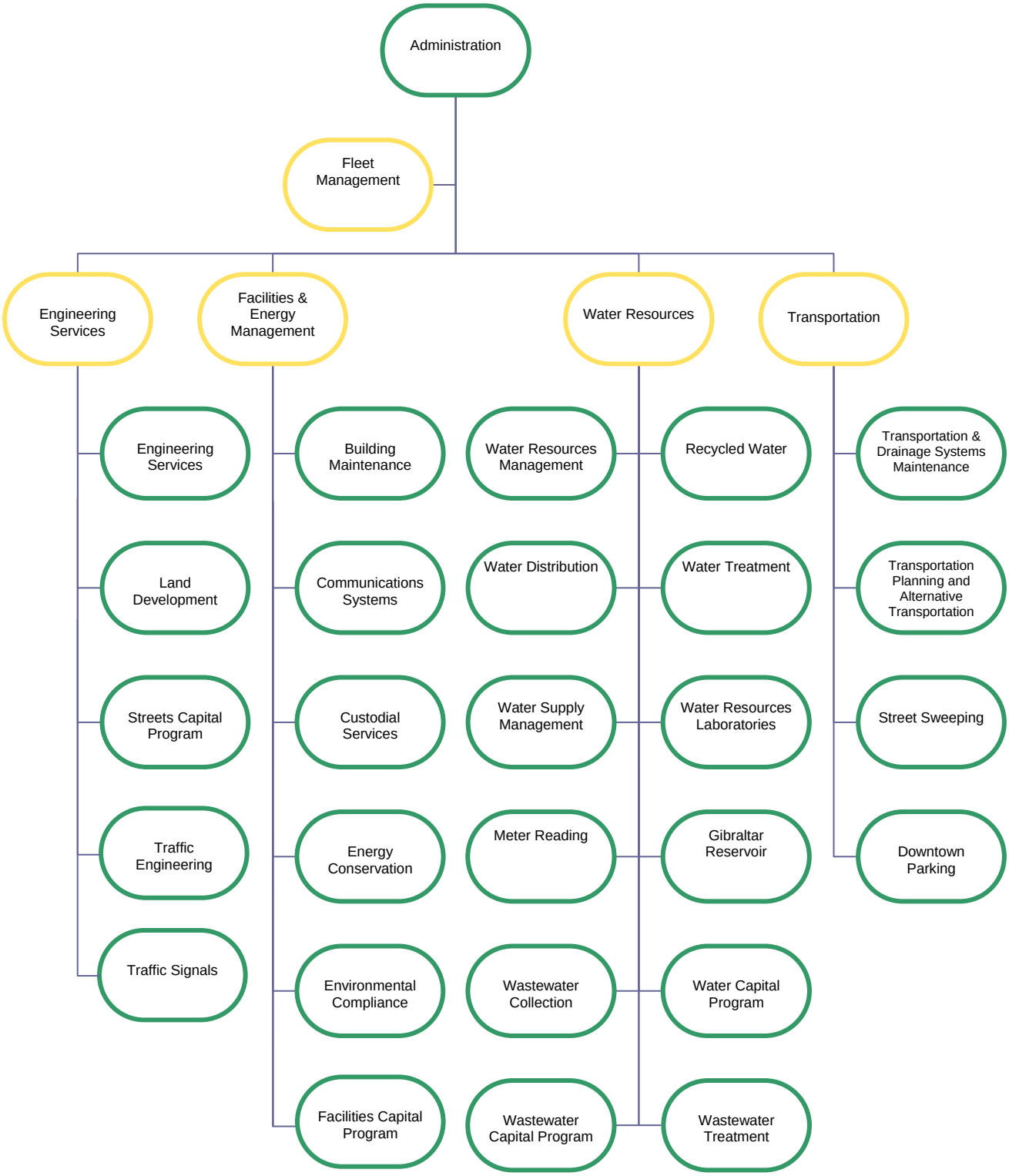
Public Works

The work of the Public Works Department is budgeted in the following funds:

- General Fund
- Downtown Parking Fund
- Facilities Management / Capital Funds (ICS)
- Fleet Maintenance / Replacement Funds (ICS)
- Streets Fund
- Streets Grant Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund – Measure A
- Water Fund
- Wastewater Fund

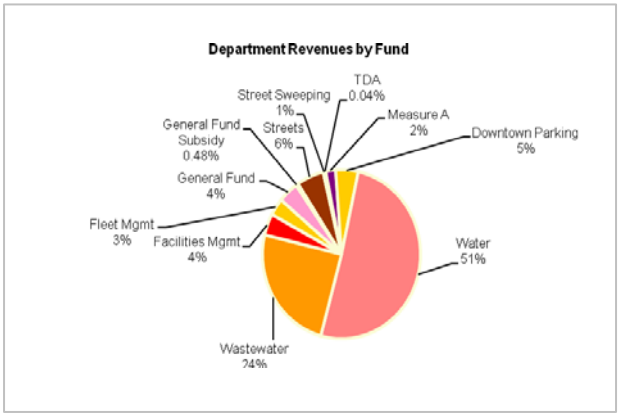
Public Works

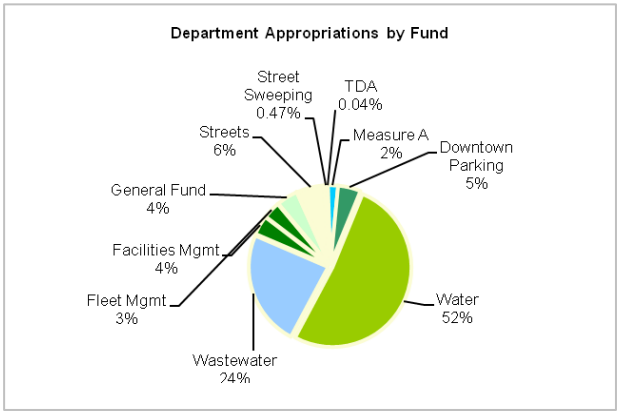
Program Organizational Chart



Public Works

Department Fund Composition





PUBLIC WORKS PROGRAMS

➢ **Administration**
Fleet Management
Engineering Services
Land Development
Streets Capital
Traffic Signals
Traffic Engineering
Transportation Planning and Alternative Transportation
Downtown Parking
Transportation and Drainage Maintenance Systems
Street Sweeping
Building Maintenance
Communications Systems
Custodial Services
Energy Conservation
Environmental Compliance
Facilities Capital Program
Water Resources Management
Water Supply Management
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
Wastewater Treatment
Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Successfully coordinated the effort with all City Departments to file the Capital Improvement Program for Fiscal Years 2016 - 2021 and submitted to the City Administrator.

Administration

(Program No. 4111)

Mission Statement

Provide excellent public serivce and administrative, personnel, and financial management support to five divisions and all Department staff to ensure efficient and organized day-to-day operations.

Program Activities

- Support the activities of the division managers and provide interface and support to other City department heads.
- Develop and coordinate all department revenues including water and wastewater rate setting.
- Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.
- Coordinate timely and responsive input to develop the Capital Improvement Program, the financial plan, and annual budget.
- Process departmental correspondence and phone calls, Council reports, departmental claims and requisitions, as well as all personnel documentation and evaluations for the department, ensuring timeliness and accuracy.

Project Objectives for Fiscal Year 2016

- Review department performance objective reports on a quarterly basis and submit a comprehensive bi-annual and year-end Performance Plan report to City Administration.
- Develop Mid-Cycle Fiscal Year 2017 budget as appropriate, including all auxiliary items such as new fee schedules, revenue projections, line items, memoranda, etc.
- Prepare the Annual Street Report and file with the State Controller's Office by submission due date.
- Work with the Transportation Manager, Streets Manager, and supervisors to implement recommendations of the Streets Maintenance Practices Evaluation.
- Complete the Cost Allocation Plan / Indirect Cost Rate Proposal as required by Caltrans for billing rate approval including reimbursement of indirect costs on Streets projects using federal and state funds.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**
Hourly Employee Hours	**717**	**163**	**0**	**80**	**80**
Revenues					
Inter-fund Reimbursements	$ 112,125	$ 112,125	$ 112,125	$ 112,125	$ 112,125
Overhead Allocation Recovery	679,520	693,110	693,110	773,901	804,857
General Fund Subsidy	105,069	327,624	271,301	250,447	294,983
Total Revenue	**$ 896,714**	**$ 1,132,859**	**$ 1,076,536**	**$ 1,136,473**	**$ 1,211,965**
Expenditures					
Salaries and Benefits	$ 754,352	$ 858,877	$ 804,974	$ 886,411	$ 938,751
Supplies and Services	119,358	172,546	171,414	170,179	176,397
Special Projects	12,387	86,288	85,000	64,735	81,669
Debt Service	7,148	7,148	7,148	7,148	7,148
Non-Capital Equipment	3,470	8,000	8,000	8,000	8,000
Total Expenditures	**$ 896,714**	**$ 1,132,859**	**$ 1,076,536**	**$ 1,136,473**	**$ 1,211,965**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure the Department meets 85% of their program objectives.				
Percent of division program objectives achieved	80%	85%	85%	85%
Ensure the Department responds to 98% of complaints filed via the City Administrator's (CAO) or Mayor's Office within five days of receipt.				
Percent of complaints filed via the CAO or Mayor's Office responded to within five days of receipt	100%	98%	100%	100%
Update the Public Works home page website.				
Number of web site updates	53	24	159	75
Conduct six training sessions for the Public Works' Administrative Support staff on standardized business processes, professional development, and Public Works programs to increase the Department's ability to respond to staff and/or workload shortages, and increase efficiencies among staff.				
Number of training sessions	N/A	6	8	6
Prepare the quarterly budget reviews as required by the Finance Department within the required timelines.				
Number of quarterly reviews completed	N/A	N/A	N/A	4

Administration
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Department Council Agenda Reports processed	130	125	159	125
Department Personnel Action Forms processed	189	174	166	174
Complaints received directly by Public Works and responded to by due date	21	35	15	35
Employee evaluations submitted by the due date	200	275	207	275
Percent of Administrative Support staff attending training sessions	N/A	95%	94%	95%
Percent of employee evaluations submitted by due date	N/A	85%	83%	85%
Percent of programs that comply with City's Record Destruction Policy	N/A	100%	100%	100%
Number of City News-in-Brief submittals	N/A	N/A	N/A	52

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RECENT PROGRAM ACHIEVEMENTS

Designed a solution to meet the high electrical demands of information technology equipment on Police Patrol vehicles without requiring the vehicle to run continually.

Fleet Management

(Program No. 4571, 4579)

Mission Statement

Manage the motorized fleet and fleet support services to cost-effectively provide safe, reliable vehicles and equipment for all City departments.

Program Activities

- Maintain and repair the City's fleet vehicles and heavy equipment and administer, test, and certify vehicles and equipment in compliance with federal and state mandates.
- Ensure readiness of City's emergency power generators.
- Maintain automated fuel delivery system and refueling infrastructure.
- Fund and maintain a vehicle replacement program that ensures the orderly and timely replacement of the fleet.
- Provide technical services to develop specifications for purchasing of vehicles and equipment.
- Maintain the Pool Vehicle Program for shared vehicle use.

Project Objectives for Fiscal Year 2016

- Prepare the vehicle replacement report by January 31, 2016.
- Comply with mandated reporting requirements from various regulatory agencies.
- Establish a unified equipment pool using the vehicle pool program.
- Complete a project to remove the existing Diesel In-ground Storage Tank and replace it with an Above-Ground Storage Tank compatible with biosdiesel at the Corporate yard refueling site.
- Establish a system to measure reliability (up time) of each of the City's refueling sites. The measurement should be tested and up and running prior to the end of Fiscal Year 2016.
- Complete 100 percent of the mandated inspections and certifications annually in the following areas: a) aerial equipment certifications b) youth bus inspections and certifications c) commercial vehicle maintenance and inspection d) mandated smog inspections and certifications e) mandated diesel smoke testing and certifications.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**
Hourly Employee Hours	**31**	**0**	**844**	**0**	**0**
Revenues					
Interest Income	$ 150,530	$ 123,000	$ 116,800	$ 116,700	$ 114,200
Inter-fund Reimbursements	4,926,215	5,005,730	5,005,730	5,565,540	5,670,882
Other Revenue	215,504	243,118	367,585	286,188	286,188
Total Revenue	**$ 5,292,249**	**$ 5,371,848**	**$ 5,490,115**	**$ 5,968,428**	**$ 6,071,270**
Expenditures					
Salaries and Benefits	$ 1,380,081	$ 1,532,063	$ 1,404,309	$ 1,566,751	$ 1,654,977
Supplies and Services	1,066,588	1,224,185	1,253,122	1,225,672	1,287,900
Special Projects	57,231	136,300	125,000	685,250	60,000
Debt Service	-	43,070	43,070	43,070	43,070
Non-Capital Equipment	12,990	9,000	9,000	56,000	9,000
Appropriated Reserve	-	16,067	-	14,000	14,000
Total Expenditures	**$ 2,516,890**	**$ 2,960,685**	**$ 2,834,501**	**$ 3,590,743**	**$ 3,068,947**
Capital Program	1,365,735	6,250,680	6,253,846	3,116,237	3,818,353
Addition to (Use of) Reserves	**$ 1,409,624**	**$ (3,839,517)**	**$ (3,598,231)**	**$ (738,552)**	**$ (816,030)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 96% of preventive maintenance services on schedule in accordance with manufacturer's recommendations.				
Percentage of preventive maintenance services completed on schedule	96%	96%	94%	96%
Ensure that 70% of maintenance and repair work orders are for planned and scheduled work.				
Percentage of work orders for planned and scheduled work	N/A	N/A	70%	70%
Maintain 96% or greater availability for Fire Pumpers				
The percentage of time a class of vehicles is available for service	95%	96%	94%	96%
Maintain 96% or greater availability for Police Interceptors				
The percentage of time a class of vehicles is available for service	96%	96%	96%	96%
Maintain 95% or greater availability for 3/4 Ton trucks				
The percentage of time a class of vehicles is available for service	99%	98%	98%	98%

Fleet Management
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Maintain 95% or greater availability for Backhoe / Loaders				
The percentage of time a class of vehicles is available for service	96%	96%	96%	96%
Maintain 95% or greater availability for non-emergency sedans				
The percentage of time a class of vehicles is available for service	98%	98%	98%	98%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Number of vehicles in the fleet maintained	478	483	480	483
Number of pool vehicle trips	8,456	9,500	8,850	9,500
Number of pool vehicle miles	266,781	250,000	300,000	250,000
Number of preventive maintenance services performed	1,195	1,170	1,128	1,170
Maintenance cost per fire pumper	$24,511	$30,000	$20,000	$30,000
Maintenance cost per Police interceptor	$6,840	$7,700	$8,000	$7,700
Maintenance cost per ¾ ton truck	$1,860	$2,400	$1,600	$2,400
Maintenance cost per backhoe/loader	$5,498	$6,500	$4,000	$6,500
Maintenance cost per non emergency sedan	$1,698	$2,000	$1,500	$2,000
Average maintenance cost per mile for fire pumpers	$4.59	$5.64	$5.00	$5.64
Average maintenance cost per mile for Police interceptors	$0.48	$0.50	$0.50	$0.50
Average maintenance cost per mile for ¾ ton trucks	$.045	$0.55	$0.50	$0.55
Average maintenance cost per hour for backhoes and loaders	$32.12	$33	$25	$33
Average maintenance cost per mile for non emergency sedans	$0.21	$0.23	$0.23	$0.23
Percent of vehicles using alternative fuels in the fleet	42%	41%	40%	41%
Number of vehicles fueled with Biodiesel in the fleet	91	101	91	101
Number of compressed natural gas in the fleet	8	8	8	8
Number of hybrid powered vehicles in the fleet	45	45	45	45
Number of vehicles capable of using alternative fuels not listed above in the fleet	47	60	60	60

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RECENT PROGRAM ACHIEVEMENTS

Completed the Lower Sycamore Creek Channel Widening and the Punta Gorda Street Bridge Replacement projects.

Engineering Services

(Program No. 4211)

Mission Statement

Provide professional engineering and management support for City departments and all Capital Projects to maintain and improve the City's infrastructure.

Program Activities

- Manage Construction of the City's Capital Improvement Program (CIP).
- Provide professional engineering and management services for planning, designing, surveying, inspecting, and managing the City's Capital Program.
- Provide long-range master planning and engineering support for the City's capital infrastructure, in addition to general engineering services for all City projects as requested.
- Track and bill engineering services to user departments or capital improvement projects for design and construction.

Project Objectives for Fiscal Year 2016

- Meet budgeted revenues to achieve full cost recovery of Engineering Services.
- Conduct one post-construction public feedback survey to assist in continued enhancement of Capital Improvement Project management.
- Complete the construction of the Cota Street Bridge Replacement Project.
- Complete construction of Phases I and II, the mountain side lanes, of the Cabrillo Bridge Replacement Project.
- Award a pavement maintenance construction contract in one of the City's pavement maintenance areas for slurry seal and/or asphalt concrete pavement overlay.
- Award the construction of the next sidewalk access ramp project.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**38.90**	**39.90**	**39.90**	**39.30**	**39.30**
Hourly Employee Hours	**6,381**	**3,000**	**5,560**	**5,560**	**5,560**
Revenues					
Inter-fund Reimbursements	$ 4,835,756	$ 5,108,077	$ 5,018,226	$ 5,495,796	$ 5,416,961
Other Revenue	23,495	-	3,200	-	-
General Fund Subsidy	-	82,324	-	133,389	387,714
Total Revenue	**$ 4,859,251**	**$ 5,190,401**	**$ 5,021,426**	**$ 5,629,185**	**$ 5,804,675**
Expenditures					
Salaries and Benefits	$ 4,836,033	$ 5,302,631	$ 5,100,163	$ 5,615,952	$ 5,882,467
Supplies and Services	414,342	472,357	445,862	538,172	553,885
Special Projects	38,894	40,584	55,807	117,441	40,488
Debt Service	23,455	23,455	23,455	23,455	23,455
Non-Capital Equipment	31,869	32,229	30,229	34,229	34,229
Total Expenditures	**$ 5,344,593**	**$ 5,871,256**	**$ 5,655,516**	**$ 6,329,249**	**$ 6,534,524**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 75% of budgeted Capital Program project milestones assigned to Engineering.				
Budgeted annual Capital Program project milestones assigned to Engineering completed	83%	75%	75%	75%
For projects greater than $400,000, limit engineering services to average less than 25% of total project cost.				
Projects greater than $400,000 with engineering service costs under 25% of total project cost	25%	25%	25%	25%
For projects less than $400,000, limit engineering services to average less than 40% of the total project cost.				
Projects less than $400,000 with engineering service costs under 40% of total project cost	40%	40%	40%	40%
Limit the cost of construction contract change orders in Capital Program projects to less than 9% of the total annual value of construction awarded.				
Change order cost to annual value of construction awarded	4%	9%	9%	9%
At the transfer of projects to construction, the number of projects that met the Design Services estimate in the PRF.				
Percentage of City Design Services costs at or below target	N/A	N/A	N/A	75%
At the the Notice of Completion, the number of projects that met the Construction Management estimate in the ADF.				
Percentage of City Design services costs at or below target	N/A	N/A	N/A	75%

Engineering Services
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total Cost of completed Capital Projects	N/A	N/A	$14.6 M	$30.0 M
Number of Capital Project completed	N/A	N/A	18	20
Construction value of Capital Projects in progress	N/A	N/A	N/A	10
Number of Capital Projects in process	N/A	N/A	N/A	20
CIP status reports provided to Council	4	4	4	4
Number of Public Outreach Activities for City Capital Improvement Projects	N/A	N/A	N/A	33

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RECENT PROGRAM ACHIEVEMENTS

Coordination and approval of the Entrada de Santa Barbara project with City Capital bridge projects.

Land Development

(Program No. 4212)

Mission Statement

Manage the public right-of-way and City owned lands, protect the interests of the general public, and process private development review applications and permits.

Program Activities

- Ensure the land development projects comply with applicable regulations including the Subdivision Map Act, sound engineering practices, and City policies and guidelines.
- Manage and operate the Public Works permit counter, which issues over the counter Public Works permits, and participate in the review of approximately 1,000 building construction permits annually.
- Review, coordinate, process, and permit private land development project applications and coordinate a unified response from all Department divisions.
- Manage and maintain a monthly inventory of the City's real property interests, including city utility easements.
- Acquire, rights-of-way and associated easements as required for City initiated public improvement projects following applicable Federal, State, and local statutes.
- Manage and maintain the Public Works library of record drawings and digital geospatial data.
- Manage and provide enforcement of the Outdoor Dining Program for permits issued for outdoor dining on City sidewalks.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**7.30**	**7.30**	**7.30**	**7.50**	**7.50**
Hourly Employee Hours	**440**	**375**	**440**	**470**	**515**
Revenues					
Fees and Service Charges	$ 764,145	$ 843,224	$ 947,666	$ 861,499	$ 878,489
Inter-fund Reimbursements	243,484	243,484	243,484	243,484	243,484
General Fund Subsidy	6,066	11,026	-	79,702	119,338
Total Revenue	**$ 1,013,696**	**$ 1,097,734**	**$ 1,191,150**	**$ 1,184,685**	**$ 1,241,311**
Expenditures					
Salaries and Benefits	$ 878,877	$ 904,067	$ 909,782	$ 984,186	$ 1,027,475
Supplies and Services	100,630	146,279	134,829	133,111	146,448
Special Projects	3,431	15,431	14,331	35,431	35,431
Debt Service	5,457	5,457	5,457	5,457	5,457
Non-Capital Equipment	523	2,500	2,000	2,500	2,500
Transfers Out	24,778	24,000	36,708	24,000	24,000
Total Expenditures	**$ 1,013,696**	**$ 1,097,734**	**$ 1,103,108**	**$ 1,184,685**	**$ 1,241,311**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Meet 90% of the target response dates for staff review of building permits at the Public Works Permit Counter.				
Building permit review timelines met	98%	90%	92%	90%
Provide quarterly updates to 90% of active case applicants regarding status of real property related tasks.				
Active real property related applicants receiving a quarterly update	93%	90%	96%	90%
Meet 100% of Land Development Team discretionary land development project review deadlines.				
Percent of review deadlines met	N/A	N/A	N/A	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Public Works permits issued	1,549	1,600	1,610	1,600
Building permit applications reviewed	894	1,000	764	1,000
Land Development discretionary development projects reviewed	66	50	60	50

Land Development
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Subdivision applications submitted	15	11	10	11
Real Property tasks completed, including acquisitions, abandonments, encroachments, developments and leases	41	40	60	40
Active Outdoor Dining Leases	40	40	42	40
Value of securities received from private development to bond for public improvements in the public right-of-way	$502,319	$1 M	$135,766	$1 M
Total valuation of Public Works permits	N/A	$4 M	$3.2M	$3.5 M
Council Agenda Reports prepared	16	20	14	20
Major Public Works permits issued (≥$10,000)	13	20	2	20
Minor Public Works permits issued (<$10,000)	1,535	1,580	1,608	1,580
Sewer Lateral Inspection Program permits issued	N/A	240	176	240
Encroachment Permits Issued	N/A	N/A	N/A	12
Right-Of-Way Dedications	N/A	N/A	N/A	8
Voluntary Mergers	N/A	N/A	N/A	5

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RECENT PROGRAM ACHIEVEMENTS

Received $8.6 M in Active Transportation Program (ATP) grant funds for bridge replacements, pedestrian, and bicycle improvements.

Streets Capital

(Program No. 4491)

Mission Statement

Manage the maintenance, repair of, and improvements to the public right-of-way infrastructure in accordance with the goals of the City Council and the Circulation Element, in order to provide the public with safe, efficient, functional, high quality, and cost-effective transportation and drainage systems.

Program Activities

- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements that include streets, bridges, storm drains, traffic signals, streetlights, etc.
- Apply for grant funding from a variety of sources for capital projects to leverage City funds.
- Provide courtesy review and coordination of all CalTrans initiated roadway projects.
- Provide staff support to division managers and supervisors associated with Streets Capital projects.

Project Objectives for Fiscal Year 2016

- Prepare an annual Road Maintenance Action Plan update.
- Prepare Quarterly Bridge Program Summary reports that include highlights of key bridge project milestones and updates to the individual bridge project schedules, scope, and cost.
- Complete the biennial Pavement Management System Report Update, including pavement inspections of two pavement maintenance zones.
- Complete the annual Highway Bridge Program Funding Survey.
- Invoice all grant funded projects at least semi-annually.
- Invoice all Bridge Program projects in construction quarterly.
- Apply for available grant opportunities for Streets Capital projects.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Interest Income	$ 2,612	$ 2,000	$ 2,400	$ 2,400	$ 2,300
Intergovernmental	7,560,397	39,051,456	14,918,797	344,717	344,717
Measure A Sales Tax	1,992,295	1,722,503	2,038,034	2,041,996	1,915,881
Other Revenue	-	7,445,734	90,210	-	-
Transfers In	2,463,000	593,716	593,716	-	-
Transportation Dev. Funds	66,254	69,472	69,302	71,663	71,663
Utility Users Tax	2,994,372	1,593,873	2,362,496	1,108,371	872,447
Total Revenue	**$ 15,078,929**	**$ 50,478,754**	**$ 20,074,955**	**$ 3,569,147**	**$ 3,207,008**
Expenditures					
Transfers Out - Streets	$ -	$ 50,000	$ -	$ -	$ -
Capital Program - TDA Fund	430	198,187	100,000	74,063	73,963
Capital Prog. - HUD Disaster Fund	1,125,749	1,484,566	1,484,566	-	-
Capital Program - Streets	9,260,118	54,998,614	26,235,642	2,224,741	1,857,739
Capital Program - Measure A	1,056,959	2,900,222	2,650,000	1,608,004	1,286,161
Capital Program - Measure D	439,791	-	-	-	-
Total Expenditures	**$ 11,883,047**	**$ 59,631,589**	**$ 30,470,208**	**$ 3,906,808**	**$ 3,217,863**

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Number of square feet of City Streets that receive asphalt overlay	240,000	450,000	500,000	400,000
Number of square feet of City Streets that receive slurry seal	560,000	300,000	1 M	400,000
City PCI for asphalt pavement roads only	63	62	63	62
City PCI for all roads (as evaluated by the City's Pavement Management System)	62	61	63	61
Square feet of new City sidewalk infill installed	0	0	0	0
Number of access ramps installed	15	10	28	25
Number of active grant funded bridge replacement projects	10	8	10	10
Total project cost for all active bridge replacement projects	$73 M	$75 M	$78 M	$90 M
Grant funds utilized in completed capital projects	N/A	N/A	N/A	$9 M
Percent of grant funds utilized in completed capital projects	N/A	N/A	N/A	67%
Number of active capital projects in process	N/A	N/A	N/A	24
Total project cost for all active capital projects	N/A	N/A	N/A	$101 M
Value of capital project construction expenditures	N/A	N/A	N/A	$17 M

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RECENT PROGRAM ACHIEVEMENTS

Sixteen traffic signal cabinets were replaced for safety and reliability. Seven traffic signals along the former State Route 225 were integrated into the City's central traffic signal system.

Traffic Signals

(Program No. 4532)

Mission Statement

Maintain a safe, efficient and reliable citywide Traffic Signal System Network and provide funding for electrical energy for streetlights and traffic signals.

Program Activities

- Provide maintenance and repair support for the City's 106 signalized intersections.
- Maintain the computerized controlling network for each intersection.
- Ensure proper video and analog vehicle detection at signalized intersections.
- Manage the Fire Department's Opticom preemption system to coordinate signal timing with emergency vehicle response.
- Provide funding for all electrical costs for both traffic signals and streetlights.

Project Objectives for Fiscal Year 2016

- Replace three traffic signal cabinets for improved reliability.
- Install one accessible pedestrian systems (audible push buttons) for sight-impaired pedestrians.
- Install three new battery backup systems to improve traffic signal reliability.
- Integrate new traffic signal at State Street and Mason Street (Entrada Development) into City's central system.
- Refurbish/reconstruct one traffic signal for long term reliability.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.50**	**2.30**	**2.30**	**2.30**	**2.30**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 12,392	$ 13,563	$ 13,563	$ 13,563	$ 13,563
Other Revenue	47,273	-	30,430	-	-
Utility Users Tax	1,147,281	1,422,600	1,331,421	1,467,323	1,507,091
Total Revenue	**$ 1,206,946**	**$ 1,436,163**	**$ 1,375,414**	**$ 1,480,886**	**$ 1,520,654**
Expenditures					
Salaries and Benefits	$ 274,496	$ 266,382	$ 255,841	$ 292,611	$ 305,306
Supplies and Services	898,740	953,301	930,304	999,497	1,026,570
Special Projects	-	97,778	97,778	97,778	97,778
Capital Equipment	32,755	110,702	83,491	-	-
Non-Capital Equipment	955	8,000	8,000	91,000	91,000
Total Expenditures	**$ 1,206,946**	**$ 1,436,163**	**$ 1,375,414**	**$ 1,480,886**	**$ 1,520,654**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 99% of scheduled preventative maintenance (PM) work orders on the traffic signal network in accordance with approved preventative maintenance plan.				
Percent of scheduled PM completed	100%	99%	100%	99%
Complete 95% of priority 1 work orders (emergency repairs) within 12 hours of notification, 7 days per week.				
Percent of emergency work orders completed within 12 hours of notification, 7 days per week	100%	95%	100%	95%
Complete 99% of scheduled preventative maintenance (PM) work orders on the traffic signal network in accordance with approved preventative maintenance plan.				
Percent of non-emergency, unscheduled repairs responded to within 24 working hours of notification	100%	99%	100%	99%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Number of emergency work orders	52	50	26	50
Number of unscheduled work orders completed	176	250	218	250

Traffic Signals
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Cost of maintenance and operations per traffic intersection	$6,120	$5,600	$6,780	$5,600
Number of City-owned Traffic Signals operated and maintained	N/A	115	115	115
Number of traffic signals integrated into city's central system	N/A	N/A	N/A	115
Number of traffic signals equipped with battery back up systems	N/A	N/A	N/A	30
Number of City-owned pedestrian active flashers owned and operated	N/A	7	10	14
Number of digital speed feedback signs operated and maintained	N/A	N/A	N/A	5
Number of electronic devices (traffic signals, flashers, speed signs) maintained per Electronics Technician	N/A	N/A	N/A	67
Proactive (preventative) maintenance work order hours as a percentage of all maintenance work order hours completed	N/A	N/A	N/A	75%

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RECENT PROGRAM ACHIEVEMENTS

Installed a new traffic signal at De La Vina and Arrellaga Streets. In 2013, this intersection had the highest number of collisions (12) of any in the City.

Traffic Engineering

(Program No. 4215)

Mission Statement

Effectively manage the transportation network and develop improvements that are responsive to the needs of all travel modes so that people and goods can move safely and efficiently throughout the City.

Program Activities

- Collect, analyze, and interpret traffic information needed to optimize the transportation system to meet travel demand and City policy for equality between all modes of travel.
- Monitor traffic collisions to identify high collision locatations and prevent collisions by collaborating with the Police Department.
- Respond to public requests, suggestions, and inquires for changes in parking and traffic control.
- Provide direction in the design and construction of public and private improvements to ensure traffic safety and minimize travel impacts.
- Collect and process traffic data for transportation planning and land development review activities.
- Operate a coordinated traffic signal system to maxmize safety, minimize delay, and be responsive to pedestrian, cyclist, and motor vehicle needs.
- Review collisions involving pedestrians, bicyclists and vehicles and take corrective action as necessary to reduce collision rates to be equal to or lower than statewide averages.

Project Objectives for Fiscal Year 2016

- Create an annual crash analysis report for Santa Barbara that will be used to identify locations in need of crash mitigation and increased enforcement efforts to improve safety.
- Complete speed surveys on 12 streets to support Police enforcement of established speed limits.
- Complete travel time studies on three corridors annually as a tool to assess and improve traffic signal coordination (Citywide three year rotation, nine corridors total).
- Complete annual traffic counting effort and post count data to City's MAPS system.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.60**	**4.30**	**4.30**	**4.20**	**4.20**
Hourly Employee Hours	**241**	**999**	**999**	**999**	**999**
Revenues					
Utility Users Tax	$ 599,264	$ 785,258	$ 719,896	$ 663,041	$ 695,779
Total Revenue	**$ 599,264**	**$ 785,258**	**$ 719,896**	**$ 663,041**	**$ 695,779**
Expenditures					
Salaries and Benefits	$ 494,338	$ 557,337	$ 499,939	$ 554,458	$ 585,227
Supplies and Services	59,691	170,729	162,765	59,682	60,684
Special Projects	32,579	27,974	27,974	25,000	25,967
Debt Service	4,901	4,901	4,901	4,901	4,901
Non-Capital Equipment	7,755	24,317	24,317	19,000	19,000
Total Expenditures	**$ 599,264**	**$ 785,258**	**$ 719,896**	**$ 663,041**	**$ 695,779**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Investigate and determine solution (if any) for 65% of traffic related concerns, complaints and requests within 60 calendar days.				
Percent of complaints resolved within 60 calendar days	65%	65%	69%	65%
Perform review of 95% of temporary traffic control plans within 5 business days.				
Percent of temporary traffic control plans reviewed within 5 business days	100%	65%	100%	95%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Number of traffic concerns reported	279	300	236	300
Number of Turning Movement and Volume Counts conducted	172	40	12	60
Annual number of traffic collision injuries and fatalities reported (most recent SWITRS* data available)	N/A	N/A	N/A	550
Annual number of pedestrian involved collisions (most recent SWITRS* data available)	N/A	N/A	N/A	60
Annual number of bicycle involved collisions (most recent SWITRS* data available)	N/A	N/A	N/A	80

*SWITRS - The Statewide Integrated Traffic Records System

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RECENT PROGRAM ACHIEVEMENTS

Completed the kickoff for the update of the Bicycle Master Plan.

Transportation Planning and Alternative Transportation

(Program No. 4416, 4418, 4419)

Mission Statement

Review private land development and public transportation facilities consistent with council's adopted policies so that people can move within the City with equality of convenience and access among all modes of transportation and develop projects and programs that promote the convenient and safe movement of people throughout the city.

Program Activities

- Create a more integrated multi-modal transportation system to connect people, places, goods, and services by providing a choice of transportation modes while decreasing vehicle traffic congestion.
- Support regional transportation planning decision making.
- Identify and compete for state and federal money for transportation system development.
- Review all site plans for conformance with transportation and parking alternative transportation policies, regulation, and practices.
- Identify funding for the construction of new or improved pedestrian and bicycle facilities.
- Identify funding for the construction of new facilities serving various alternative transportation modes.
- Manage transit service contract.
- Subsidize the operation of various transit assistance programs.
- Plan auto-related, non-auto, and auto-alternative improvements to the City's transportation system, consistent with policies of the Circulation Element, Bicycle Master Plan and others.
- Work with the Community Development Department to implement the Circulation Element.
- Recommend to City Council to Implement the General Plan by completing a Traffic Impact Mitigation Program and update the City Traffic Model projections to account for the Highway 101 widening.

Project Objectives for Fiscal Year 2016

- Assist Community Development with the new Zoning Ordinance and the Local Coastal Plan Update.
- Present to City Council the Bicycle Master Plan Update.
- Administer the Safe Routes to School program.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**6.45**	**6.65**	**6.65**	**6.65**	**6.65**
Hourly Employee Hours	**648**	**0**	**711**	**0**	**0**
Revenues					
Fees and Service Charges	$ 98,749	$ 120,584	$ 128,874	$ 123,813	$ 126,020
Inter-fund Reimbursements	168,048	166,721	166,721	190,466	195,304
Measure A Sales Tax	810,683	827,113	815,069	856,069	896,957
Other Revenue	67,208	61,500	72,877	68,000	68,000
Rents	36,968	36,968	36,996	36,968	36,968
Utility Users Tax	722,138	881,688	747,783	945,344	1,024,406
General Fund Subsidy	-	-	-	-	-
Total Revenue	**$ 1,903,794**	**$ 2,094,573**	**$ 1,968,320**	**$ 2,220,660**	**$ 2,347,655**
Expenditures					
Salaries and Benefits	$ 811,340	$ 903,270	$ 856,485	$ 925,091	$ 969,143
Supplies and Services	163,426	217,689	174,362	231,852	234,183
Special Projects	921,130	962,060	926,069	1,031,569	1,072,457
Debt Service	7,854	7,854	7,854	7,854	7,854
Non-Capital Equipment	44	3,700	3,550	3,700	43,700
Total Expenditures	**$ 1,903,794**	**$ 2,094,573**	**$ 1,968,320**	**$ 2,200,066**	**$ 2,327,337**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Meet 90% of all Land Development Team (LDT) Pre-application Review Team (PRT) and Development Application Review Team (DART) deadlines.				
Percent of DPA, ABR, HLC, building permits, modifications, and garage waiver requests reviewed within their respective deadlines	93%	90%	97%	90%

Transportation Planning and Alternative Transportation
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Act within deadlines on 80% of all Development Plan Agreement (DPA), Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), building permit, modification, and garage waiver requests.				
Percent of LDT, PRT and DART applications reviewed within the deadline	85%	80%	83%	80%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
LDT, PRT and DART applications reviewed	70	60	58	60
DPA, ABR, HLC, building permit, modification, and garage waiver requests reviewed	851	700	904	700
MTD Downtown/Waterfront Shuttle Ridership	421,434	525,000	430,700	525,000
Commuter miles reduced by City employees using the Work Trip Program	587,265	600,000	669,502	600,000
City employees enrolled in a subscribed Alternative Transportation Program (carpool, van pool, bus pass, etc.)	591	250	240	250
Grant applications submitted to fund transportation projects identified in the six-year CIP	8	2	5	2
New bicycle parking spaces installed	76	25	68	25
Number of Bikestation memberships	N/A	N/A	N/A	55

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RECENT PROGRAM ACHIEVEMENTS

Improved the security in the Lot 10 paseo leading to State Street by increasing cleaning and lighting, installing additional security cameras & installing fixtures to discourage long-term stays.

Downtown Parking

(Program No. 4315, 4316, 4317, 4319)

Mission Statement

Operate and maintain the City's parking facilities and on-street parking supply in order to maximize their use by customers and employees that shop and work in the Downtown Business District, thereby enhancing the economic vitality of the Downtown area.

Program Activities

- Operate and maintain 15 parking lots, including five parking structures, containing over 3,300 parking stalls.
- Administer customer and commuter parking programs.
- Provide parking facilities for over four million vehicles per year.
- Administer the Parking and Business Improvement Area, providing for 75-minute free parking program.
- Provide customer accounting and billing services.
- Plan, fund and implement long-term capital maintenance projects.
- Manage on-street resources for resident parking in the Downtown, City College, and upper Modoc areas.
- Administer Metropolitan Transit District Bus Pass programs for City employees.

Project Objectives for Fiscal Year 2016

- Conduct public outreach efforts to ensure that the Downtown merchants and the public are informed of construction projects, special events, promotions, improvements, or changes made to the Parking Program.
- Obtain design approval for the Surface Parking Lot Lighting Project in Downtown Parking Lot 8.
- Obtain design approval for the Lot 3 Paseo Improvements Project.
- Complete ADA improvements in the Cota Commuter Lot.
- Complete the scoping and design phase of the Ortega Garage (Lot 10) Restroom Project.
- Update Municipal Code Sections relating to Residential Parking Program.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**24.60**	**24.40**	**24.40**	**24.30**	**24.30**
Hourly Employee Hours	**134,783**	**134,057**	**139,292**	**142,869**	**142,869**
Revenues					
Fees and Service Charges	$ 6,831,172	$ 6,538,946	$ 7,043,720	$ 7,041,744	$ 7,041,552
Interest Income	125,817	102,100	104,300	104,200	102,000
Other Revenue	85,496	61,887	108,174	51,000	51,000
PBIA Assessment	1,009,607	980,000	1,084,000	1,080,000	1,080,000
Rents	71,873	104,000	104,000	107,000	107,960
Transfers In	-	150,000	-	-	-
Total Revenue	**$ 8,123,964**	**$ 7,936,933**	**$ 8,444,194**	**$ 8,383,944**	**$ 8,382,512**
Expenditures					
Salaries and Benefits	$ 3,993,791	$ 4,183,765	$ 4,180,210	$ 4,352,940	$ 4,518,172
Supplies and Services	1,872,344	2,188,253	1,987,984	2,355,654	2,436,182
Special Projects	504,431	586,431	519,436	463,226	465,776
Non-Capital Equipment	9,569	27,470	21,000	27,000	25,000
Transfers Out	377,911	459,125	309,125	318,399	327,951
Appropriated Reserve	-	50,000	-	50,657	51,519
Total Operating Expenditures	**$ 6,758,047**	**$ 7,495,044**	**$ 7,017,755**	**$ 7,567,876**	**$ 7,824,600**
Capital Program	$ 740,990	$ 3,139,682	$ 2,334,390	$ 1,305,000	$ 1,040,000
Total Expenditures	**$ 7,499,037**	**$ 10,634,726**	**$ 9,352,145**	**$ 8,872,876**	**$ 8,864,600**
Addition to (Use of) Reserves	**$ 624,927**	**$ (2,697,793)**	**$ (907,951)**	**$ (488,932)**	**$ (482,088)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Inspect all parking lot equipment at each lot per the approved preventative maintenance schedules to reduce the number of equipment breakdowns, extend the life of the equipment, and satisfy internal risk management guidelines.				
Percent of preventative maintenance inspections completed per the approved schedules	100%	100%	100%	100%
Complete a week-long sampling each quarter to ensure that staff is responding to equipment malfunction calls that affect customer entry and exit times within 10 minutes.				
Percent of responses to equipment malfunctions that affect entry and exit times made within 10 minutes	98%	95%	95%	95%

Downtown Parking
(Continued)

Measurable Objectives for Fiscal Year 2016 (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Document all cash discrepancies and provide a report to the Finance Department, per their requirements, detailing the nature of material discrepancies.				
Percent of material cash discrepancies accounted for and reported to Finance	100.0%	98.5%	98.5%	100.0%
Ensure that 100% of the parking garage elevators are maintained per contract requirements.				
Percent of Parking garage elevators maintained per contract requirements	100%	100%	100%	100%
Complete seven billing cycles to recover fees due from the issuance of Night Collection Envelopes and Promissory Notes written for hourly fees due.				
Billing cycles completed	5	7	7	7
Remove graffiti from Downtown Parking property within 72 hours of reporting.				
Percent of graffiti removed within 72 hours	N/A	N/A	N/A	100%
Maintain subscribership in the Cota Commuter Lot at 190% of available parking spaces. There are 221 spaces in the Cota Lot.				
Cota Commuter Lot subscribers	N/A	N/A	N/A	420
Maintain subscribership in the Carrillo Commuter Lot at 125% of available parking spaces. There are 140 spaces in the Carrillo Lot.				
Carrillo Commuter Lot subscribers	N/A	N/A	N/A	175
Process and receive Division approvals of all invoices within 10 business days of receipt by the accounting assistant.				
Percent of invoices processed and approved within 10 business days of receipt	N/A	N/A	N/A	95%

Downtown Parking
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Vehicle transactions	4.42 M	4.30 M	4.30 M	4.40 M
Number of paid transactions	N/A	2 M	2 M	2 M
Number of radio dispatched requests (projected from quarterly sample)	544	500	500	1,800
Percentage of radio dispatched requests not related to troubleshooting revenue control equipment (projected from quarterly sample)	N/A	50%	50%	50%
Percentage of paid transactions paid with a credit card	24%	23%	23%	26%
Active Monthly Parking Permits	662	600	600	700
Active Commuter Lot Permits	530	500	500	527
Residential Parking Permits	2,778	2,900	2,900	2,900
Fees Due envelopes issued	3,490	2,000	2,000	3,200
Percentage of Fee Due envelopes returned with payment	N/A	40%	40%	50%
Number of Night Collection Envelopes issued	N/A	N/A	N/A	7,500
Percent of visitors to the real-time occupancy webpage that are mobile users	N/A	N/A	N/A	60%
Total number of Maintenance Work Orders	N/A	N/A	N/A	900

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RECENT PROGRAM ACHIEVEMENTS

Allocated close to 1,500 man hours on storm drain maintenance during the first half of Fiscal Year 2015.

Transportation and Drainage Maintenance Systems

(Program No. 4411 - 4415)

Mission Statement

Clean, maintain and repair transportation and drainage system infrastructure and other public property within the public right-of-way, to enhance community mobility, to improve community appearance, and to preserve creek and water quality.

Program Activities

- Maintain streets, sidewalks, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.
- Maintain and revise pavement striping, painted curb, crosswalks and pavement legends.
- Repair or replace damaged or deteriorated storm drain facilities and remove debris from the storm drain system.
- Install and maintain street name, traffic warning, and regulatory signage.
- Operate and maintain storm water pump stations and respond to storm conditions or emergencies to protect property.
- Remove graffiti from public property in right-of-way and assist private property owners with graffiti removal on private property.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**29.42**	**29.87**	**29.87**	**29.55**	**29.55**
Hourly Employee Hours	**1,959**	**3,067**	**3,800**	**4,000**	**2,900**
Revenues					
Fees and Service Charges	$ 71,559	$ 91,973	$ 30,973	$ 30,973	$ 30,973
Gas Tax	2,879,166	2,356,690	2,672,938	2,033,807	1,940,387
Interest Income	27,509	21,600	22,400	22,400	21,900
Measure A Sales Tax	618,673	805,760	670,897	749,200	760,279
Other Revenue	15,647	-	17,155	-	-
Utility Users Tax	1,545,123	2,574,381	1,812,104	3,035,621	3,295,277
Total Revenue	**$ 5,157,676**	**$ 5,850,404**	**$ 5,226,467**	**$ 5,872,001**	**$ 6,048,816**
Expenditures					
Salaries and Benefits	$ 2,630,701	$ 2,870,842	$ 2,479,575	$ 2,943,286	$ 3,060,577
Supplies and Services	1,028,481	1,308,757	1,094,942	1,298,798	1,328,223
Special Projects	1,346,234	1,444,980	1,426,124	1,401,092	1,431,191
Non-Capital Equipment	66	-	-	3,000	3,000
Transfers Out	150,000	225,825	225,825	225,825	225,825
Total Expenditures	**$ 5,155,481**	**$ 5,850,404**	**$ 5,226,467**	**$ 5,872,001**	**$ 6,048,816**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Repair 75,000 square feet of paved street.				
Square feet of street surface repaired	71,684	75,000	64,060	75,000
Replace or repair 9,500 square feet of damaged sidewalk including curb, gutter, and driveway.				
Square feet of sidewalk repaired or replaced	10,754	9,500	9,292	9,500
Repaint 160,000 lineal feet of the existing curb markings.				
Linear feet of curb markings repainted	190,882	160,000	216,000	160,000
Refresh paint on 200 crosswalks.				
Crosswalks repainted	324	200	150	200
Replace 450 faded, damaged or missing, street name, warning, and/or regulatory signs.				
Faded or damaged street name, warning and/or regulatory signs replaced	628	450	500	450
Restripe 350,000 lineal feet of pavement lane striping.				
Lineal feet of pavement lane restriped	304,216	350,000	300,000	350,000
Respond to 75% of high priority work orders within 30 days.				
Percent of work orders responded to within 30 days	N/A	N/A	N/A	75%

Transportation and Drainage Maintenance Systems
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Requests from public for abandoned furniture and trash removal referred to Marborg	1,403	1,400	1,430	1,400
Special event set-ups completed	11	12	12	12
Staff hours spent on special events, including major and minor events	1,445	1,500	1,920	1,500
5-gallon paint buckets recycled	80	150	160	150
Number of graffiti calls abated within 3 days within the public right of way.	N/A	N/A	N/A	2,600
Square feet of graffiti removed or painted over	325,105	350,000	197,654	350,000
Staff hours spent on storm drain maintenance	1,082	1,000	2,000	1,000
Days worked with CCC and UP on railroad corridor maintenance (UP private property)	0	21	0	21
Staff hours spent on weed abatement	2,293	1,700	524	600
Work orders completed by Street Section	1,663	1,700	1,472	1,700
Number of work orders completed by Street Section based on complaints	0	1,530	368	400

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RECENT PROGRAM ACHIEVEMENTS

Two new areas were added to residential program in the Eucalyptus area, and off of Barker Pass.

Street Sweeping

(Program No. 4421, 4422)

Mission Statement

Clean streets to improve community appearance and water quality in urban creeks.

Program Activities

- Mechanically sweep residential streets regularly.
- Mechanically sweep business and commercial area streets (primarily in the downtown and Milpas Street areas) regularly.

Project Objectives for Fiscal Year 2016

- Monitor all street sweeping routes and debris collected, on-street parking, and street sweeping hotline call activity. When necessary, adjust schedule, routes, or parking restriction zones to maintain acceptable curb access and cleanliness with minimal inconvenience to residents and businesses.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.40**	**0.95**	**0.95**	**0.95**	**0.95**
Hourly Employee Hours	**0**	**0**	**576**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 347,305	$ 265,255	$ 265,255	$ 220,322	$ 259,843
Parking Violations	658,265	646,000	663,000	663,000	663,000
Total Revenue	**$ 1,005,569**	**$ 911,255**	**$ 928,255**	**$ 883,322**	**$ 922,843**
Expenditures					
Salaries and Benefits	$ 152,249	$ 116,581	$ 114,070	$ 114,996	$ 119,968
Supplies and Services	449,872	485,680	482,648	414,666	442,134
Non-Capital Equipment	-	-	-	2,000	2,000
Transfers Out	350,793	349,064	349,064	360,574	373,015
Total Expenditures	**$ 952,914**	**$ 951,325**	**$ 945,782**	**$ 892,236**	**$ 937,117**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Sweep 18,750 curb miles per year on the established sweeping schedules for residential and commercial routes.				
Curb miles swept on established schedules for residential and commercials routes	19,480	18,750	19,750	18,750

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Tons of debris from commercial routes	980	1,100	862	950
Tons of debris from Westside residential routes	426	440	416	440
Tons of debris from Eastside residential routes	408	375	408	375
Tons of debris from Mesa and Bel Air residential routes	178	210	162	210
Tons of debris from Hidden Valley and Campanil residential routes	73	80	64	80
Tons of debris from San Roque residential routes	222	220	224	220
Pounds (average) of debris collected per mile of street sweeping	N/A	250	257	250

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Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Completed an inventory of streetlights in order to create a maintenance schedule for replacement.

Building Maintenance

(Program No. 4511, 4521)

Mission Statement

To maintain a clean, safe and functional work and business environment and provide operations, maintenance and construction services.

Program Activities

- Manage the maintenance, replacement, and upgrade of the buildings, facilities and City owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support planned maintenance and special building project programs.
- Provide project management support for special capital improvement projects in various departments.

Project Objectives for Fiscal Year 2016

- Develop a maintenance schedule for street lights using the streetlight inventory.
- Meet with the Building Users Group, August through October to discuss allocated charges.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**16.40**	**16.40**	**16.40**	**17.55**	**17.55**
Hourly Employee Hours	**1,066**	**200**	**543**	**554**	**562**
Revenues					
Inter-fund Reimbursements	$ 2,388,032	$ 2,604,016	$ 2,476,886	$ 3,636,251	$ 3,718,137
Intergovernmental	118,552	30,747	2,001	2,000	2,000
Other Revenue	179,802	199,811	162,139	20,500	15,500
Total Revenue	**$ 2,686,386**	**$ 2,834,574**	**$ 2,641,027**	**$ 3,658,751**	**$ 3,735,637**
Expenditures					
Salaries and Benefits	$ 1,655,578	$ 1,786,802	$ 1,795,435	$ 1,953,813	$ 2,057,180
Supplies and Services	532,879	583,933	620,892	750,870	768,055
Special Projects	864,460	605,491	548,014	484,615	453,929
Capital Equipment	19,649	13,349	3,909	10,000	5,000
Non-Capital Equipment	3,000	15,000	7,329	15,000	8,676
Appropriated Reserve	-	26,485	-	33,841	35,065
Total Expenditures	**$ 3,075,567**	**$ 3,031,060**	**$ 2,975,579**	**$ 3,248,139**	**$ 3,327,905**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 90% of streetlight work orders within 2 weeks.				
Percent of streetlight work orders completed within 2 weeks	95%	90%	90%	90%
Complete 90% of special request work orders within 90 days.				
Percent of special request work orders completed within 90 days	99%	90%	90%	90%
Complete 95% of preventative maintenance work orders by the due date.				
Percent of preventative maintenance work orders completed by the due date	91%	95%	95%	95%
Prioritize and complete 90% of service calls within 30 working days.				
Percent of service calls responded to and completed within 30 working days	N/A	90%	90%	90%

Building Maintenance
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Vandalism work orders	281	400	400	400
Streetlight work orders	283	380	380	380
Average days to complete a service call	9	15	15	15
Average days to complete special projects	16	45	45	45
Average days to complete streetlight work orders	24	10	10	10
Streetlight knockdowns	10	4	4	4

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RECENT PROGRAM ACHIEVEMENTS

Worked with vendor to insure no loss of communications during 911 move to Granada Garage.
Completed installation of new microwave backbone to 6 sites throughout the city.

Communications Systems

(Program No. 4531)

Mission Statement

Provide and maintain the citywide radio, telephone, microwave, Combined Communication Center (911), and associated electronic communication systems to ensure uninterrupted high quality communication operations.

Program Activities

- Provide maintenance and support activity for all communication equipment, including repeaters, voters, and mobile and portable radios.
- Ensure the maintenance and operability of the Combined Communications Center, the City's 911 emergency call center.
- Maintain the City's microwave links.
- Manage the telephone system maintenance contract.
- Respond to all telephone and voicemail problems.
- Maintain computerized call accounting and name display databases.
- Perform radio, computer, and electronics installations in all City owned vehicles.
- Install telecommunications cables in City owned buildings.

Project Objectives for Fiscal Year 2016

- Inspect all City Radio towers and develop routine maintenance schedule in computerized work management system.
- Initiate routine maintenance schedule for Facilities Maintained Camera Systems.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.70**	**5.95**	**5.95**	**5.90**	**5.90**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 890,824	$ 939,038	$ 939,038	$ 986,989	$ 1,007,605
Other Revenue	-	-	1,660	-	-
Total Revenue	**$ 890,824**	**$ 939,038**	**$ 940,698**	**$ 986,989**	**$ 1,007,605**
Expenditures					
Salaries and Benefits	$ 559,013	$ 658,718	$ 666,562	$ 675,166	$ 710,506
Supplies and Services	276,429	286,606	282,807	311,823	297,099
Non-Capital Equipment	-	-	1,700	-	-
Total Expenditures	**$ 835,441**	**$ 945,324**	**$ 951,070**	**$ 986,989**	**$ 1,007,605**
Addition to (Use of) Reserves	**$ 55,383**	**$ (6,286)**	**$ (10,372)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 90% of all vehicle installations withing 5 working days				
Percent of vehicle installations completed withing 5 working days	N/A	N/A	N/A	90%
Respond to 95% of wireless communications network outages within 24 hours				
Percent of outages on City Wireless network responded to within 24 hours	N/A	N/A	N/A	95%
Complete 95% of all unscheduled work orders for the Citywide telephone system within 3 working days of the reported outage.				
Percent of unscheduled repairs closed within 3 working days of reported outage	95%	95%	95%	95%
Complete 95% of all requested moves, adds, and changes to the City's telephone system within 5 working days				
Percent of telecommunications MAC work orders completed within 5 working days	N/A	95%	95%	95%
Maintain the Combined Communication Center (911) at 100% operational readiness.				
Total annual downtime in hours of Combined Communications Center less than 1 hour	0	<1	0	<1

Communications Systems
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Preventative maintenance work orders	353	450	356	450
Routine work orders completed	708	1,050	924	1,050
Total number of moves adds and changes perfomed on city telephone network	N/A	N/A	N/A	225
Total number of vehicle radio installs performed on city vehicles	N/A	N/A	N/A	30

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RECENT PROGRAM ACHIEVEMENTS

Completed LEED points for 630 Garden Street submission. Completed extensive cleaning of City Hall and Cabrillo Bath House Locker Rooms. Refinished floors at Carrillo Recreation Center.

Custodial Services

(Program No. 4541)

Mission Statement

Provide custodial services to specified City facilities to ensure a clean and safe work environment for the staff and the public.

Program Activities

- Perform daily and routine cleaning services for approximately 280,000 square feet of facilities.
- Provide emergency custodial services.
- Manage contracted services and provide window, carpet, and awning cleaning as needed.

Project Objectives for Fiscal Year 2016

- Provide window-cleaning services to 48 City owned facilities.
- Provide an annual training on green cleaning methods and practices to City Staff.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**12.30**	**12.45**	**12.45**	**12.40**	**12.40**
Hourly Employee Hours	**31**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 1,397,696	$ 1,443,177	$ 1,443,177	$ 1,659,077	$ 1,710,084
Total Revenue	**$ 1,397,696**	**$ 1,443,177**	**$ 1,443,177**	**$ 1,659,077**	**$ 1,710,084**
Expenditures					
Salaries and Benefits	$ 924,160	$ 990,894	$ 904,253	$ 995,908	$ 1,041,588
Supplies and Services	527,042	565,190	559,900	663,169	668,496
Special Projects	314	-	-	-	-
Total Expenditures	**$ 1,451,516**	**$ 1,556,084**	**$ 1,464,153**	**$ 1,659,077**	**$ 1,710,084**
Addition to (Use of) Reserves	**$ (53,820)**	**$ (112,907)**	**$ (20,976)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide carpet cleaning and floor work services in City buildings as needed.				
Number of Carpet Cleaning/Floor Work services	102	70	70	80
Respond to 95% of custodial emergencies within 2 hours during normal business hours.				
Percent of emergency responses within 2 hours	100%	95%	95%	95%
Complete 100 custodial inspections per year.				
Number of custodial inspections completed	101	100	100	100
Achieve a cleanliness rating of 80% via inspections by Custodial Supervisor and Lead Custodial Staff.				
Cleanliness inspection rating	80%	80%	80%	80%
Achieve an 80% success rating on a bi-annual customer satisfaction survey.				
Customer satisfaction rating	87%	80%	80%	80%

Custodial Services
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Special cleaning requests completed	157	150	326	150
Parks & Recreation cleaning requests completed	150	150	150	150
Meeting setups completed	636	400	400	600
Custodial emergency responses	21	25	25	25

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RECENT PROGRAM ACHIEVEMENTS

Installation of outdoor lighting and completed the first full year of Cogen power production at the El Estero Wastewater Treatment Plant.

Energy Conservation

(Program No. 4551)

Mission Statement

Provide energy efficiency and conservation management, energy generation project management, and electric and gas utility coordination for all City departments.

Program Activities

- Provide energy management services for City departments that include energy conservation services, renewable energy generation development, and energy and bill auditing.
- Represent the City's interests in the South Coast Energy Efficiency Partnership.
- Pursue funding opportunities for energy conservation projects.
- Provide technical support to include energy conservation in capital improvement and special projects for various departments.
- Administer the power purchase agreements for the City's alternative energy generating facilities.

Project Objectives for Fiscal Year 2016

- Participate in the South Coast Energy Efficiency Partnership (SCEEP) to provide public outreach and promote energy efficiency in City buildings and the community.
- Develop method for reporting electricity usage data to City departments using the Enterprise Energy Management Information System.
- Evaluate City-wide LED streetlight replacement options and costs.
- Evaluate a possible LED lighting upgrade to the City's covered parking garages.
- Evaluate LED Lighting upgrade at Cater Water Treatment Plant.
- Evaluate the feasibility and design for Solar Carports at City Parking Garages.
- Evaluate the expansion of the FOG program and potential material sources.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.10**	**1.20**	**1.20**	**1.15**	**1.15**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 242,253	$ 256,154	$ 256,154	$ 906,907	$ 924,450
Transfers In	-	5,000	5,000	-	-
Total Revenue	**$ 242,253**	**$ 261,154**	**$ 261,154**	**$ 906,907**	**$ 924,450**
Expenditures					
Salaries and Benefits	$ 170,424	$ 182,441	$ 183,204	$ 176,320	$ 183,582
Supplies and Services	146,798	130,949	130,949	730,587	740,868
Special Projects	-	5,000	5,000	-	-
Total Expenditures	**$ 317,223**	**$ 318,390**	**$ 319,153**	**$ 906,907**	**$ 924,450**
Addition to (Use of) Reserves	**$ (74,970)**	**$ (57,236)**	**$ (57,999)**	**$ -**	**$ -**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve $425K in cumulative annual energy savings from conservation efforts (base year 2009).				
Cumulative annual savings from energy conservation efforts	$395,176	$400,000	$396,569	$425,000
Achieve $150K in cumulative annual energy savings from tariff restructuring (base year 2009).				
Cumulative annual savings from tariff restructuring	$146,190	$140,000	$163,060	$150,000
Obtain $25K in incentive and grant funding for City facility energy conservation projects.				
Incentive and grant funding received for City energy conservation projects	$269,927	$25,000	$1,690	$25,000
Track electricity and waste heat production at the cogeneration facility at the El Estero Wastewater Treatment Plant Project.				
Current Cogen kWh production	N/A	N/A	N/A	3.5 M
Track the El Estero Wastewater Treatment Plant Pilot Fats, Oils and Grease (FOG) receiving station and monitor gas production.				
Gallons of FOG collected	N/A	N/A	N/A	600,000

Energy Conservation
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Incentive and grant funding applications submitted	N/A	8	1	8

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RECENT PROGRAM ACHIEVEMENTS

2 official LUFT Site Closures: 625 Laguna St, Corporate Fleet Yard - 10/2/14 and 34 W Carrillo Street - 12/8/14.

Environmental Compliance

(Program No. 4513)

Mission Statement

Properly manage and dispose of hazardous materials, and comply with State regulations applying to City owned and operated Underground Storage Tanks (USTs), Leaking Underground Fuel Tanks (LUFTs) and Site Mitigation Units (SMUs). Manage Vector Control in the ROW.

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from all City LUFT and SMU sites and to comply with State regulatory requirements.
- Prepare reports for all City LUFT and SMU sites as required by regulatory agencies.
- Provide vector contorl services in City creeks and public right-of-way, and provide vector control information to citizens regarding mosquitoes, bees, mice, and rats.
- Provide for the proper disposal of hazardous waste found in the public right-of-way.

Project Objectives for Fiscal Year 2016

- Install and Operate Soil Vapor Extraction System at SBPD.
- Parking Lot # 12 LUFT site expanded groundwater monitoring and reporting project per RWQCB mandate. Develop scope, bid job, conduct expanded monitoring and compare to previous years. Based off findings, develop site recommendations being either remedial action or natural attenuation.
- Complete Design Phase and begin Construction Phase for Fleet Corporate Yard Diesel AST Install, Diesel UST Removal, contaminated soil removal, and site resurfacing.
- Work with County SMU Agents in prioritizing City SMU sites. Develop remedial action plans, conduct assessments, or complete closure summaries/notifications to move sites toward closure.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
General Fund Subsidy	309,912	452,377	319,484	415,535	395,089
Total Revenue	**$ 334,912**	**$ 477,377**	**$ 344,484**	**$ 440,535**	**$ 420,089**
Expenditures					
Salaries and Benefits	$ 128,322	$ 131,919	$ 135,009	$ 136,692	$ 142,728
Supplies and Services	24,991	52,625	37,475	93,843	99,361
Special Projects	181,600	292,833	172,000	210,000	178,000
Total Expenditures	**$ 334,912**	**$ 477,377**	**$ 344,484**	**$ 440,535**	**$ 420,089**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Submit 100% of regulatory reports required for City's LUFTS and SMUs as required by the California Water Quality Control Board (CWQCB).				
Percentage LUFT and SMU groundwater monitoring events/reports submitted on time	100%	100%	100%	100%
Meet 100% of required deadlines for site assessment and/or remediation efforts for all City LUFTS and SMUs as imposed by LEA of the CWQCB.				
Percentage of required LUFT and SMU site assessments and remediation efforts completed on time	100%	100%	100%	100%
Respond to 100% of Hazardous Material spills during working hours, after hours, and weekends, within 1 hour of call.				
Percentage of hazardous material spills responded to within 1 hour of call	100%	100%	100%	100%
Resolve 100% of vector control requests for creeks and the public right-of-way for mosquitoes, bees, mice, and rats within 5 working days.				
Percentage of vector control requests resolved within 5 working days	100%	100%	100%	100%
Submit 100% of all hazardous waste fees, taxes, permits and manifests, state and county oversight fees, business plans, UST permits, fuel tank throughput reports, and related requirements from regulatory agencies on time.				
Percentage regulatory requirements satisfied on time	100%	100%	100%	100%

Environmental Compliance
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Hazardous materials spills responded to	12	15	14	15
Vector control requests resolved	42	50	46	50
Open City LUFT and SMU sites	12	14	10	13
Approved closures for City LUFT and SMU sites	5	2	2	2
Rodent Abatement Program cost per rodent	N/A	N/A	N/A	$23.50
Number of rodents caught in Rodent Abatement Program	N/A	N/A	N/A	780

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RECENT PROGRAM ACHIEVEMENTS

Managed the design and award of the Children's Library Project and the Police Department HVAC and Security Gate Projects.

Facilities Capital Program

(Program No. 4559)

Mission Statement

Develop, fund, design and construct projects that will maintain, upgrade and enhance City facilities to ensure a safe, efficient, practical and accessible working environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Facilities infrastructure.
- Develop the necessary funding to facilitate the Facilities Capital Program.
- Review and approve plans and specifications developed for constructing Facilities Capital Projects.
- Coordinate the management of Facilities Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Facilities Capital Projects.

Project Objectives for Fiscal Year 2016

- Support the design, award, and initial construction of the Cabrillo Pavilion and Bathhouse renovation.
- Manage the design, bid, award, and construction of Central Library exterior painting and repair.
- Replace roof at Water Distribution metering warehouse.
- Replace roof and doors at Ortega Park.
- Manage design and construction of the Police Department locker room renovation.
- Manage the award, design, and construction of the Public Works fuel island paving renovation and installation of diesel tank.
- Manage the award and construction of the Public Works and Community Development parking lot scrape and repave.
- Manage the design, bid, award, and construction of miscellaneous City facility renovation projects.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Inter-fund Reimbursements	$ 969,995	$ 1,136,684	$ 1,136,684	$ -	$ -
Intergovernmental	-	1,151,630	600,000	-	-
Other Revenue	-	-	224	-	-
Transfers In	455,000	500,000	500,000	275,000	75,000
Total Revenue	**$ 1,424,995**	**$ 2,788,314**	**$ 2,236,908**	**$ 275,000**	**$ 75,000**
Expenditures					
Capital Program	$ 982,632	$ 4,778,196	$ 4,053,233	$ 685,612	$ 482,732
Total Expenditures	**$ 982,632**	**$ 4,778,196**	**$ 4,053,233**	**$ 685,612**	**$ 482,732**

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RECENT PROGRAM ACHIEVEMENTS

Applied for a State Revolving Fund Loan to finance the El Estero Wastewater Treatment Plant Air Facilities and Activated Sludge Treatment Process Improvement Project.

Water Resources Management

(Program No. 4611,4711)

Mission Statement

Provide support and direction to staff to ensure that City water and wastewater systems are reliable, comply with all the permits and regulations,

Program Activities

- Manage the City's water, wastewater and recycled water, storage, treatment, distribution and collection systems, and the Long-Term Water Supply Program.
- Ensure compliance of water, wastewater, and recycled water systems, with extensive local, state, and federal regulations.
- Develop short and long range water and wastewater resources and capital programs.
- Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council on issues concerning water resources.
- Develop annual Water and Wastewater Fund budgets and ensure that expenditures remain within adopted budget amounts.
- Provide ongoing budgetary guidance and support to all Water Resources Division sections.

Project Objectives for Fiscal Year 2016

This Program's Project Objectives are captured in Water Capital (Program 4671) and Wastewater Capital (Program 4771).

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.50**	**5.50**
Hourly Employee Hours	**3,295**	**1,920**	**2,400**	**3,200**	**3,200**
Revenues					
Fees and Service Charges	$ 33,930,533	$ 35,470,958	$ 31,827,232	$ 42,471,000	$ 46,171,000
Interest Income	671,769	529,200	438,431	437,950	428,750
JPA Reimbursements	2,381,788	3,299,639	2,164,304	2,400,740	2,494,089
Other Revenue	82,454	20,000	73,527	30,000	30,000
Total Revenue	**$ 37,066,545**	**$ 39,319,797**	**$ 34,503,494**	**$ 45,339,690**	**$ 49,123,839**
Expenditures					
Salaries and Benefits	$ 952,146	$ 1,009,671	$ 978,745	$ 1,088,303	$ 1,144,035
Supplies and Services	3,851,631	4,182,824	4,107,664	4,517,088	7,084,837
Special Projects	61,415	363,981	201,177	274,301	228,170
Debt Service	4,516,251	6,916,827	5,807,138	6,518,537	8,498,956
Non-Capital Equipment	8,292	7,000	4,996	7,000	7,000
Transfers Out	293,958	-	-	-	-
Appropriated Reserve	-	300,000	-	300,000	300,000
Total Expenditures	**$ 9,683,693**	**$ 12,780,304**	**$ 11,099,720**	**$ 12,705,229**	**$ 17,262,998**

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RECENT PROGRAM ACHIEVEMENTS

Presented the annual Water Supply Management Report for the previous water year to City Council.

Water Supply Management

(Program No. 4612, 4674)

Mission Statement

Provide an adequate supply of water by implementing the Long-Term Water Supply Program, which includes a cost-effective water conservation element and a diverse portfolio of supplies.

Program Activities

- Implement the Long-Term Water Supply Program.
- Advise on optimal use of the City's diverse sources of water supplies.
- Provide information on the City's water supplies and water conservation efforts via the City's web site.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Manage a cost-effective customer-response based water conservation program that meets federal and state requirements.

Project Objectives for Fiscal Year 2016

- Support Cachuma Conservation Release Board staff in both the State water rights order process and federal biological opinion reconsultation process, in order to minimize adverse impacts to water supplies.
- Present annual Water Supply Management Report for the previous water year to Council for adoption by January 30, 2016.
- Manage water supplies to meet the water supply targets of the City's adopted Long-Term Water Supply Plan.
- Meet City's Urban Water Management Plan gallons per capita per day target annually.
- Prepare 5-year update to the City's Urban Water Management Plan in compliance with State requirements.
- Ensure that expenditures under the Water Purchases Program stay within budgeted amounts (including any supplemental appropriations as needed due to extraordinary water shortage conditions) and meet payment schedules.

Project Objectives for Fiscal Year 2016 (Cont'd)

- Work with the United States Geological Service to complete a modeling study of the City's groundwater basins. Upon completion of the modeling study, develop a formal Groundwater Management Plan in conformance with State law to provide for coordinated management of City groundwater basins.
- Implement recommendations of multi-year Water Conservation Marketing Plan.
- Offer water conservation training opportunities for landscape professionals and homeowners.
- Evaluate opportunities to increase use of recycled water, including non-potable reuse and indirect potable reuse.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.50**	**9.00**	**9.00**	**10.00**	**6.50**
Hourly Employee Hours	**2,538**	**2,790**	**3,290**	**12,504**	**12,524**
Revenues					
Other Revenue	$ 26,395	$ 22,872	$ 28,114	$ 22,872	$ 22,872
Total Revenue	**$ 26,395**	**$ 22,872**	**$ 28,114**	**$ 22,872**	**$ 22,872**
Expenditures					
Salaries and Benefits	$ 670,846	$ 1,062,859	$ 1,085,936	$ 1,442,714	$ 1,502,278
Supplies and Services	459,120	1,811,374	1,746,949	700,858	665,581
Special Projects	269,084	826,705	649,685	732,300	680,300
Water Supply Purchases	10,939,748	14,905,476	14,685,476	13,504,703	8,604,703
Capital Equipment	-	9,000	5,000	5,000	5,000
Non-Capital Equipment	3,933	8,182	33,700	19,000	19,000
Transfers Out	-	26,156	-	-	-
Total Operating Expenditures	**$ 12,342,731**	**$ 18,649,752**	**$ 18,206,746**	**$ 16,404,575**	**$ 11,476,862**
Capital Program	257,870	5,541,464	4,648,401	3,950,000	1,850,000
Total Expenditures	**$ 12,600,601**	**$ 24,191,215**	**$ 22,855,147**	**$ 20,354,575**	**$ 13,326,862**

Water Supply Management
(Continued)

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Provide water checkups that offer customers water conservation opportunities.				
Number of water check-ups that offer water conservation opportunities	N/A	500	2002	500
Provide Landscape Design Standards for Water Conservation on landscape plans at issuance of building permit.				
Number of of landscape plans reviewed for compliance with Landscape Design Standards	N/A	40	116	40

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Water purchases budget (year-to-date expenditures)	$11 M	$14 M	$14 M	$14 M
Pre-inspection properties that complete their project under the Smart Landscape Rebate Program (total program since 2009)	60%	50%	70%	75%
Number of Smart Landscape Rebates pre-inspections completed	N/A	160	926	160
Number of students reached by Water Education Program	N/A	N/A	N/A	2,000

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RECENT PROGRAM ACHIEVEMENTS

Passed the Division of Safety of Dams Annual Inspection.

Gibraltar Dam

(Program No. 4621)

Mission Statement

Operate and maintain Gibraltar Dam and Reservoir in accordance with all dam safety standards and to maximize the City's water supply.

Program Activities

- Regulate water flow from Gibraltar Dam; observe and record reservoir levels, water flow, evaporation rate, temperature and rainfall.
- Accomplish operation and maintenance of reservoir equipment including recorders, rainfall gauges, weirs, pumps, motors, boats, generators, flood gates, access roads and drains; inspect, clean and perform minor repair activities; and open flood gates.
- Maintain reservoir and dam site security.
- Monitor available water storage capacity of the reservoir.
- Collect water and silt samples; perform routine tests on samples; analyze data from testing procedures.
- Work with a variety of agencies on operations and activities and resolve issues on reservoir activities.

Project Objectives for Fiscal Year 2016

- Successfully pass the Division of Safety of Dams Annual Inspection.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.15**	**2.15**	**2.15**	**2.15**	**2.15**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Other Revenue	$ 54	$ -	$ -	$ -	$ -
Total Revenue	**$ 54**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 210,743	$ 232,886	$ 218,334	$ 233,926	$ 242,192
Supplies and Services	83,201	139,451	87,109	114,784	114,785
Special Projects	9,642	147,159	-	75,000	75,000
Non-Capital Equipment	-	-	-	1,500	1,500
Total Expenditures	**$ 303,587**	**$ 519,496**	**$ 305,443**	**$ 425,210**	**$ 433,477**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Repair and restore closed roadway within three days.				
Days to repair and restore closed roadways	3	3	24	3
Log and report daily observation readings 200/220 reporting days.				
Daily readings reported (days)	254	200	256	250
Ensure a bi-monthly inspection of the Gibraltar Dam and Reservoir by City engineering.				
Bi-monthly inspections	7	6	6	6

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RECENT PROGRAM ACHIEVEMENTS

Provide a training class to recycled water users.

Recycled Water

(Program No. 4622)

Mission Statement

Provide cost-effective treatment and distribution of recycled water in accordance with State regulations in order to conserve the City's potable water supplies.

Program Activities

- Provide recycled water to established service connections.
- Provide assistance and ensure compliance on the proper setup on new recycled water sites.
- Ensure compliance with required agreements and state regulations for users on the recycled water distribution system.
- Provide guidance, training education materials, and signage for landscape and toilet flushing uses of recycled water.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 525,169	$ 585,413	$ 576,332	$ 586,444	$ 616,495
Supplies and Services	256,992	307,571	203,156	235,785	236,141
Total Expenditures	**$ 782,160**	**$ 892,984**	**$ 779,488**	**$ 822,229**	**$ 852,636**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure the proper signage is installed on all of the recycled water meter boxes.				
Inspections performed	62	41	46	41
Provide a class for recycled water users to meet the annual state training requirement.				
Classes for recycled water users	1	1	1	1

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Million gallons of recycled water used	222.35	260.8	259.2	268.8

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RECENT PROGRAM ACHIEVEMENTS

Maintained 100% compliance with California Department of Health Services Primary Water Quality Regulations.

Water Treatment

(Program No. 4631, 4632)

Mission Statement

Provide safe drinking water that is treated in a cost-effective manner and complies with State and federal regulations.

Program Activities

- Operate and maintain the Cater Water Treatment Plant to achieve compliance with State and federal drinking water regulations.
- Provide regional water treatment for the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District, supplying drinking water to the communities of Santa Barbara, Montecito, Summerland, and Carpinteria.
- Operate and maintain the Ortega Groundwater Treatment Plant in accordance with State and Federal regulations.
- Operate and maintain City's hydro electric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.

Project Objectives for Fiscal Year 2016

- Research and identify replacement valve actuators for Cater Water Treatment Plant.
- Maintain 100% compliance with California Department of Health Services Primary Water Quality Regulations.
- Perform 100% of preventative maintenance, in accordance with the annual preventative maintenance plan at the Cater Water Treatment Plant, Ortega Groundwater Treatment Plant, and the C. Meyer Desalination Facility.
- Operate and maintain City's hydroelectric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**13.80**	**13.80**	**13.80**	**14.80**	**14.80**
Hourly Employee Hours	**1,681**	**4,160**	**1,450**	**1,500**	**1,500**
Expenditures					
Salaries and Benefits	$ 1,847,715	$ 1,834,575	$ 2,035,912	$ 1,975,530	$ 2,061,026
Supplies and Services	1,978,565	3,569,133	2,635,057	3,624,146	4,179,583
Capital Equipment	25,056	26,300	26,892	31,900	32,500
Non-Capital Equipment	9,846	58,000	56,500	19,000	19,000
Total Expenditures	**$ 3,861,181**	**$ 5,488,008**	**$ 4,754,361**	**$ 5,650,576**	**$ 6,292,109**

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Million gallons (MG) of water treated (Cater)	7,527	7,500	5,500	5,500
Cost per MG (Cater)	$453	$400	$550	$550
Chemical cost per MG (Cater)	$97	$150	$125	$130
Number of preventative maintenance work orders	N/A	500	4,884	4,884
Number of emergency work orders	60	50	150	150
Percent of work orders that were emergency	N/A	10%	3%	3%
Million gallons of water treated (Ortega Groundwater Treatment Plant -OGWTP)	37	365	220	657
Cost per million gallons (OGWTP)	$5,846	$2,500	$4,364	$2,500
Variable costs per MG (OGWTP)	N/A	$1,200	$1,783	$1,200
Mega Watt Hours per year produced from hydro electric plant	N/A	N/A	N/A	500

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RECENT PROGRAM ACHIEVEMENTS

Implemented a Fall Protection Program for Water Distribution's reservoirs, pump stations, pressure reducing stations, and valve vaults.

Water Distribution

(Program No. 4635)

Mission Statement

Convey water to customers in a reliable cost-effective manner and provide drinking water that meets all State and federal regulations.

Program Activities

- Operate and maintain the groundwater well system.
- Distribute potable water to City residents.
- Operate and maintain the City's recycled water distribution system comprised of distribution pipelines, pump stations, a reservoir, pressure reducing stations and service connections.
- Provide 24-hour emergency response services for all City departments through the emergency service unit.

Project Objectives for Fiscal Year 2016

- Complete contract work of Phase 2 Asset Management Program. Prepare long-range Water Distribution System replacement and rehabilitation model.
- Present cost-sharing report for services provided to other groups by Water Distribution Emergency Services Workers.
- Successfully integrate an automated regulatory mechanism, the Tokay Datalink, for public use.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**31.75**	**31.75**	**31.75**	**32.42**	**32.42**
Hourly Employee Hours	**5,075**	**8,000**	**11,500**	**10,000**	**10,000**
Revenues					
Other Revenue	$ 14	$ -	$ 352	$ -	$ -
Total Revenue	**$ 14**	**$ -**	**$ 352**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 3,280,214	$ 3,798,556	$ 3,739,131	$ 3,962,912	$ 4,146,623
Supplies and Services	2,669,580	3,200,560	3,208,677	3,220,842	3,233,437
Special Projects	135,608	55,503	55,503	50,000	50,000
Capital Equipment	42,954	71,389	71,389	64,000	64,000
Non-Capital Equipment	53,871	122,265	122,265	105,391	103,891
Total Expenditures	**$ 6,182,227**	**$ 7,248,272**	**$ 7,196,964**	**$ 7,403,145**	**$ 7,597,951**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Replace 4,660 5/8-inch water meters according to the 5-year meter replacement program.				
Meters replaced	N/A	4,660	4,000	4,660
Exercise 3,712 valves in the water distribution system annually.				
Valves exercised	3,429	3,712	1,132	3,712
Initiate a field response to all reported customer concerns related to Water Distribution within one working day.				
Percent of field responses in one working day	N/A	100%	100%	100%
Restore water service within 8 hours after shutdown 75% of the time.				
Percent of water restored within 8 hours	89%	75%	79%	75%
Provide percent of preventative maintenance tasks versus corrective maintenance tasks using Cartegraph CMMS.				
Percent of preventative maintenance tasks	N/A	N/A	N/A	40%
Test 10% of 5/8-inch water meters removed from service as a part of our 5-year water meter replacment program.				
Percent of 5/8 inch water meters removed	N/A	N/A	N/A	10%

Water Distribution
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Operate the water distribution system to meet 100% of all applicable State and Federal requirements	N/A	N/A	N/A	100%
Distribute 100% of work requests from the public to Water, Wastewater and Streets in one working day	N/A	N/A	N/A	100%

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RECENT PROGRAM ACHIEVEMENTS

Analyzed routes 12, 21, 30, and 41 for increased efficiency.

Meter Reading

(Program No. 4636)

Mission Statement

Read water meters for accurate and timely utility billings and respond to field service requests in a timely, courteous, efficient, and safe manner.

Program Activities

- Read approximately 26,000 water meters every 27-33 days.
- Process approximately 10,000 service orders to begin and terminate service.
- Maintain water meters and make recommendations for replacement.
- Download daily route meter reading data to the centralized utility billing system.
- Field-check new water meter installations.
- Maintain and manage an active water meter inventory.
- Provide information to public service providers regarding unusual circumstances affecting the elderly through the Gatekeeper Program.

Project Objectives for Fiscal Year 2016

- Ensure all meter exchange slips are in billing system within 1 billing cycle.
- Streamline meter-reading routes for increased efficiency.
- Ensure all meter reading staff are cross-trained in water distribution customer service duties.
- Ensure all meter reading staff are properly trained on how to enter Cartegraph work orders.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**6.00**	**6.00**	**6.00**	**5.00**	**5.00**
Hourly Employee Hours	**0**	**0**	**0**	**2,340**	**2,340**
Expenditures					
Salaries and Benefits	$ 494,763	$ 599,447	$ 618,817	$ 580,560	$ 604,995
Supplies and Services	50,478	56,494	45,254	53,004	59,595
Non-Capital Equipment	16	6,000	-	4,000	4,000
Total Expenditures	**$ 545,257**	**$ 661,941**	**$ 664,071**	**$ 637,564**	**$ 668,590**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 100% of service orders within one working day.				
Percent of service calls responded to within one working day	100%	100%	100%	100%
Ensure 98% of meters are read accurately on first visit.				
Percent of meters read accurately on first visit	99%	98%	99%	98%
Read 100% of water meters according to an approved monthly schedule.				
Percent of meters read each month according to schedule	100%	100%	100%	100%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Meters read annually	322,470	324,000	324,366	324,000
Meters read per month per meter reader	5,374	5,400	5,406	5,400
Return visits for missed reads	91	125	54	125
Percent of missed reads re-read within one working day	100%	100%	100%	100%
Meters turned off for non-payment	1,030	1,275	1,350	1,275
Service orders processed	14,170	13,500	14,182	13,500
Percent of zero-consumption meters inspected	100%	100%	100%	100%

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RECENT PROGRAM ACHIEVEMENTS

Completed design, environmental review, and renovation for re-commissioning the Hydroelectric plant.

Water Capital

(Program No. 4671, 4672, 4673, 4675)

Mission Statement

Develop, fund, design and construct projects that will maintain, upgrade and enhance the City's water system infrastructure in order to ensure a continual supply of safe water for both domestic and fire protection purposes.

Program Activities

- Determine the work required to maintain and upgrade the City's water supply, treatment, distribution, and recycled water infrastructure.
- Develop the necessary funding to facilitate the Water Capital Program.
- Approve the design, plans and specifications for Water Capital Projects.
- Assist the Public Works Engineering Division in moving projects through the City's planning, environmental, and permitting process, when appropriate.
- Assist Engineering staff in the bid, award, monitoring and inspection of Water Capital projects through completion of construction, when appropriate.

Project Objectives for Fiscal Year 2016

- Ensure that 80% of the performance measures for the Water Section are met.
- Construction of High School Well Head and piping by Decemeber 31, 2015.
- Develop Alameda Well and have it operatonal by September 30, 2015.
- Design the El Cielito Pump Station Rehab by June 30, 2016.
- Design the Fiscal Year 2016 Main Replacement Program.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 4,444,947	$ 3,000,611	$ 193,501	$ 47,000,000	$ -
JPA Reimbursements	58,463	218,290	-	-	-
Total Revenue	**$ 4,503,410**	**$ 3,218,901**	**$ 193,501**	**$ 47,000,000**	**$ -**
Expenditures					
Capital Program	8,368,156	18,268,516	21,583,851	53,925,000	8,685,000
Total Expenditures	**$ 8,368,156**	**$ 18,268,516**	**$ 21,583,851**	**$ 53,925,000**	**$ 8,685,000**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Replace 3 miles of water mains on average every 10 years per Council's goals.				
Miles of water mains replaced.	N/A	3	3	3

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RECENT PROGRAM ACHIEVEMENTS

Completed review and updated 7 Standart Operating Procedures for in-house analyses performed.

Water Resources Laboratory

(Program No. 4641, 4741)

Mission Statement

Provide cost-effective analytical testing services and high quality data to meet the testing requirements of the water and wastewater systems.

Program Activities

- Perform all required testing in accordance with Environmental Protection Agency (EPA) approved analytical methods.
- Provide laboratory services and conduct water and wastewater sampling for special projects and research.
- Perform and complete water pollution and water supply proficiency testing.
- Provide and submit the regulatory report to the California Regional Water Quality Control Board and the California Department of Health Services.
- Maintain all major analytical instrumentation in accordance with the Good Laboratory Practice Standards.
- Provide ongoing technical training to staff.

Project Objectives for Fiscal Year 2016

- Complete samples and provide data for the timely submittal of the NPDES and Drinking Water Reports.
- Complete all necessary sampling and analyses to maintain compliance with current and pending drinking water regulations. Monitor all required existing primary and secondary drinking water regulations.
- Complete all required sampling, analyses, and inspections of industrial users and other permittees within the time limits specified in the Pretreatment regulations.
- LIMS Project Implemetation - Phase I - Needs Assessment: After a successful selection of a Laboratory Information Management System (LIMS) consultant, a consulting firm will conduct LIMS "Needs Assessment" and then select a commercial off-the-self LIMS product by June 30, 2016.
- Update laboratory Standard Operating Procedures (SOPs) with a target of 5 SOPs per quarter.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Hourly Employee Hours	**1,001**	**1,969**	**2,240**	**2,240**	**2,240**
Revenues					
Fees and Service Charges	$ 10,974	$ 10,000	$ 11,057	$ 10,700	$ 10,700
Other Revenue	28	-	454	-	-
Total Revenue	**$ 11,002**	**$ 10,000**	**$ 11,511**	**$ 10,700**	**$ 10,700**
Expenditures					
Salaries and Benefits	$ 695,725	$ 833,090	$ 809,226	$ 838,862	$ 882,074
Supplies and Services	379,390	559,424	559,949	617,703	581,285
Capital Equipment	36,845	50,486	50,486	60,000	70,000
Non-Capital Equipment	12,030	24,350	24,350	24,350	24,350
Total Expenditures	**$ 1,123,989**	**$ 1,467,350**	**$ 1,444,011**	**$ 1,540,915**	**$ 1,557,709**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Produce valid data from 99.5% of completed tests.				
Percent of tests with valid data	0.0%	99.5%	99.7%	99.5%
Calculate actual test costs using the "cost-per-test" analysis.				
Average cost per cost-per-test analyzed	$14.01	$17.00	$14.50	$15.00
Determine the "bench-time" (active analytical hours) as a percentage of total laboratory workload.				
Percent of laboratory analytical hours compared to total hours	92.5%	85.0%	90.0%	75.0%
Inspect all Industrial Users and other permitees as required by Pretreatment Regulations.				
Number of pretreatment inspections	N/A	N/A	N/A	16

Water Resources Laboratory
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
All drinking water, wastewater, pretreatment, Harbor, creek and special samples received	15,628	14,500	14,500	14,500
Analyses performed	45,014	54,000	45,000	45,000
Special samples received	951	250	200	500
Special analyses performed	2,388	1,700	500	1,700
Permits Issued or Renewed (IU, GW and Temporary)	13	16	13	13
Active IWP Permits	N/A	N/A	N/A	16
Pretreatment Sampling events (IU, GW and Temporary)	54	52	54	54

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PUBLIC WORKS PROGRAMS

Administration
Fleet Management
Engineering Services
Land Development
Streets Capital
Traffic Signals
Traffic Engineering
Transportation Planning and Alternative Transportation
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Transportation and Drainage Maintenance Systems
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Building Maintenance
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Custodial Services
Energy Conservation
Environmental Compliance
Facilities Capital Program
Water Resources Management
Water Supply Management
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
➢ **Wastewater Collection**
Wastewater Treatment
Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Developed and implemented a five-year cleaning schedule of the City's Wastewater collection sytem pipes.

Wastewater Collection

(Program No. 4721)

Mission Statement

Convey wastewater to the treatment plant in a reliable and cost-effective manner, meet all applicable State and federal regulations, and protect the environment.

Program Activities

- Maintain the wastewater collection system capacity and prevent sewer over flows through regular maintenance.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the Preventive Maintenance Program for the wastewater collection system.
- Operate the wastewater collection system in compliance with state and federal requirements.

Project Objectives for Fiscal Year 2016

- Clean pipes in accordance to a 5-year cleaning schedule.
- Coordinate with maintenance planning section to utilize the Cartegraph CMMS to effectively implement and track cleaning activity data. Complete cleaning work packets and data entry for calendar year 2015 by January 31, 2016.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**17.33**	**17.33**	**17.33**	**17.33**	**17.33**
Hourly Employee Hours	**1,084**	**0**	**1,000**	**2,000**	**2,000**
Other Revenue	$ 1,282	$ -	$ 1,978	$ 1,000	$ 1,000
Total Revenue	**$ 1,282**	**$ -**	**$ 1,978**	**$ 1,000**	**$ 1,000**
Expenditures					
Salaries and Benefits	$ 1,481,021	$ 1,914,679	$ 1,543,892	$ 1,881,020	$ 1,967,744
Supplies and Services	1,159,400	1,652,366	1,558,101	1,298,869	1,307,335
Non-Capital Equipment	5,998	35,000	35,000	35,000	65,000
Total Expenditures	**$ 2,646,419**	**$ 3,602,045**	**$ 3,136,993**	**$ 3,214,889**	**$ 3,340,079**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Limit the number of overflows in the wastewater collection system to no more than 8.				
Number of overflows in the collection system	16	8	20	8
Inspect 130 restaurants for compliance with grease trap maintenance requirements.				
Number of restaurants inspected	195	130	400	130
Coordinate with Water Resources administrative staff to complete submitted Sewer Lateral Inspection Program (SLIP) 1 video inspection packages. Review within 8 working days after receipt of package and submit back SLIP requirements to administrative staff.				
Percent of cases reviewed within 8 working days	N/A	N/A	N/A	95%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Percentage of system sewer main geographic miles cleaned; cumulative by quarter	N/A	20.0%	43.0%	20.0%
Actual total footage recorded as miles cleaned each FY quarter. Includes all cleaning event totals; including multiple pipe cleaning and unscheduled events	N/A	200	236	200
Miles of pipeline inspected using the Closed Circuit Television (by both City and contractor)	28	25	32.58	25
Private sewer lateral overflows responded to	30	18	24	18
Private sewer laterals requiring inspection	508	700	580	700
Private sewer laterals requiring repairs	90	140	178	140
For Sanitary Sewer Overflow (SSO's) events, the volume (in gallons) reaching surface waters not recovered	0	0	89	0

PUBLIC WORKS PROGRAMS

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Environmental Compliance
Facilities Capital Program
Water Resources Management
Water Supply Management
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
➢ **Wastewater Treatment**
Wastewater Capital

RECENT PROGRAM ACHIEVEMENTS

Submitted the NPDES permit application in November 2015.

Wastewater Treatment

(Program No. 4731)

Mission Statement

Provide cost-effective wastewater treatment, protect ocean water quality and public health, and comply with National Pollution Discharge Elimination System (NPDES) permit requirements.

Program Activities

- Operate the El Estero Wastewater Treatment Plant to comply with discharge limitations as required by the Regional Water Quality Control Board (RWQCB).
- Operate the El Estero Wastewater Treatment Plant to assure air emission compliance with the Santa Barbara Air Pollution Control District Permit (SBAPCD).
- Maintain the El Estero Wastewater Treatment Plant using predictive and preventive maintenance methods.
- Continue public outreach and education to inform the public of environmental benefits of the El Estero Wastewater Treatment Plant process.

Project Objectives for Fiscal Year 2016

- Assist with Tertiary Treatment Facility and recycle water brochure update by December 15, 2015.
- Complete the implementation phase of the Computerized Maintenance Management System (CMMS) Upgrade Project.
- Insure the Recycle Water Waste Discharge requirements and Master Reclamation Permit is obtained in advance of the Tertiary Treatment Facility startup.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**24.75**	**24.75**	**24.75**	**24.75**	**24.75**
Hourly Employee Hours	**516**	**0**	**1,750**	**750**	**750**
Revenues					
Fees and Service Charges	$ 17,491,682	$ 18,189,505	$ 17,551,001	$ 18,120,969	$ 19,011,049
Interest Income	198,838	158,100	162,800	162,700	159,200
Mission Canyon JPA	493,408	509,121	502,590	251,300	251,300
Other Revenue	38,282	21,887	34,533	39,358	39,358
Total Revenue	**$ 18,222,211**	**$ 18,878,613**	**$ 18,250,924**	**$ 18,574,327**	**$ 19,460,907**
Expenditures					
Salaries and Benefits	$ 2,836,607	$ 3,066,081	$ 2,889,042	$ 3,076,390	$ 3,221,004
Supplies and Services	3,309,686	3,829,418	3,640,099	3,713,200	3,727,433
Special Projects	80,971	531,500	400,000	-	-
Capital Equipment	3,688	1,000	2,163	1,000	1,000
Non-Capital Equipment	41,939	46,568	39,236	45,000	45,000
Total Expenditures	**$ 6,272,892**	**$ 7,474,567**	**$ 6,970,541**	**$ 6,835,590**	**$ 6,994,437**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve 99.9% compliance with wastewater discharge limits as listed in the NPDES permit issued by Regional Water Quality Control Board.				
Percent of samples in compliance with NPDES permit limits	100.0%	99.9%	99.9%	99.9%
Achieve 100% compliance with local air emissions standards as specified in the Santa Barbara Air Pollution Control District (SBAPCD) permit requirements.				
Percent of air samples in compliance with SBAPCD permit requirements	100%	100%	100%	100%
Achieve 99.9% compliance with discharge limits for recycled water as listed in the Water Reclamation Discharge permit issued by the Regional Water Quality Control Board.				
Percent of samples in compliance with Water Reclamation Discharge Standards	99.9%	99.9%	99.9%	99.9%

Wastewater Treatment
(Continued)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Millions of gallons of wastewater treated	2,551	2,700	2,474	2,500
Average cost per million gallons treated	$2,667	$2,400	$3,382	$3,300
Chemical cost per million gallons treated	$151	$175	$175	$175
Tons of Carboneaceous Biochemical Oxygen Demand (CBOD) treated	N/A	N/A	N/A	3,750
Average cost per ton of CBOD treated	N/A	N/A	N/A	$2,000
Biosolids chemical and hauling cost per dry ton	N/A	N/A	N/A	$300
Gallons of Fats, Oils and Grease (FOG) received at FOG Facility	647,737	624,000	624,335	624,000
kWh produced by Cogeneration Facility (3,322,863 KWh mimimum required).	2.16 M	3.32 M	4.84 M	4.80 M
Standard cubic feet of anaerobic digester gas produced. (52,560,000 scfm mimimum required)	74.39 M	52.56 M	69.84 M	70.00 M
Completed wrench time hours as a percentage of total available craft hours for maintenance personnel	74%	75%	75%	75%
Proactive maintenance work order hours as a percentage of all maintenance work orders hours completed	79%	80%	80%	80%
Number of individuals receiving tours of El Estero WWTP	N/A	N/A	N/A	500

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PUBLIC WORKS PROGRAMS

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Water Supply Management
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
Wastewater Treatment
➢ **Wastewater Capital**

RECENT PROGRAM ACHIEVEMENTS

Completed 2 miles of accelerated sewer main rehabilitation, replacement and spot repairs.

Wastewater Capital

(Program No. 4771, 4772, 4773)

Mission Statement

Expedite development, design and construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet National Pollutant Discharge Elimination System permit requirements and protect the environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Wastewater Treatment and Collection System infrastructure.
- Develop funding to facilitate the Wastewater Capital Program.
- Review and approve plans and specifications developed for constructing Wastewater Capital Projects.
- Coordinate the management of Wastewater Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.
- Monitor and expedite projects in the El Estero Wastewater Treatment Plant (EEWTP) Strategic Plan.

Project Objectives for Fiscal Year 2016

- Award the construction contract(s) for the EEWWTP Air Facilities and Activated Sludge Treatment Process Improvement Project resulting from final approved Engineering Plans and Specifications.
- Complete plans and specifications for the interim El Estero Drain mitigation project and obtain all applicable permit approvals.
- Award a contract to prepare a Storm Water Facilities Plan for the El Estero Wastewater Treatment Plant property.
- Complete the design plans and specifications for the secondary force main pipe project for the Braemar Wastewater Lift Station.
- Complete a State of California SWRCB SRF loan application to finance the EEWWTP Sludge/Biosolids Processes Improvement Projects so as to begin receiving disbursements for completed engineering planning and design project work-related costs.
- Complete the construction of 2.58 miles of Sewer Main Rehabilitation/Replacement/Spot Repairs and 2.0 miles of Accelerated Sewer Main Rehabilitation/Replacement/Spot Repairs in Calendar Year 2015.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ 976,269	$ 4,996,538	$ 3,241,568	$ 25,910,000	$ -
Total Revenue	**$ 976,269**	**$ 4,996,538**	**$ 3,241,568**	**$ 25,910,000**	**$ -**
Expenditures					
Capital Program	$ 3,899,935	$ 14,637,928	$ 11,227,231	$ 30,060,000	$ 3,870,000
Total Expenditures	**$ 3,899,935**	**$ 14,637,928**	**$ 11,227,231**	**$ 30,060,000**	**$ 3,870,000**

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DEPARTMENT SUMMARY

Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,139 slips in the Harbor, about 10% of which are used by commercial fishermen and 90% by recreational boaters and others that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

Fiscal Year 2016 Budget Highlights

Waterfront Department will fund $3,005,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, and accessibility improvements to the Sea Landing gangway. The most significant capital project, Marina One replacement, will continue with the construction of Phase 6, H and I fingers, of this multi-year reconstruction project of the harbor's largest marina.

While the Harbor area is a mixture of ocean dependent, ocean-related and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store, and limited office space.

The Waterfront Department also operates eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

DEPARTMENT SUMMARY

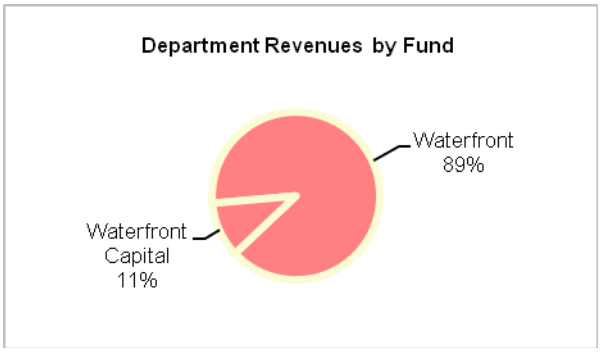
Waterfront

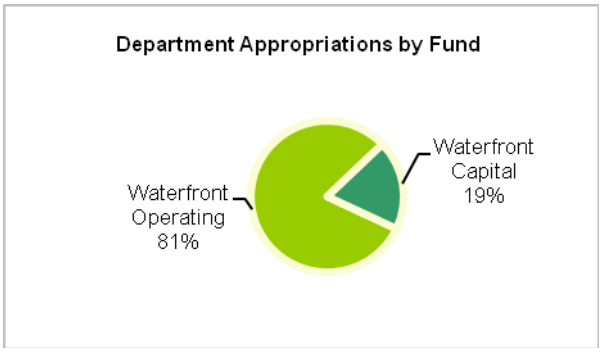
Department Financial and Staffing Summary

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**46.00**	**46.00**	**46.00**	**46.00**	**46.00**
Hourly Employee Hours	**50,076**	**48,893**	**48,893**	**49,778**	**49,774**
Revenues					
Fees and Service Charges	$ 8,288,987	$ 7,795,928	$ 8,256,751	$ 8,254,216	$ 8,390,170
Interest Income	157,477	117,000	95,800	95,700	93,700
Intergovernmental	-	25,600	-	-	-
Lease Income	4,762,452	4,400,609	4,843,471	4,583,890	4,668,324
Other Revenue	718,250	322,000	384,000	514,792	587,102
Total Department Revenue	**$13,927,167**	**$12,661,137**	**$ 13,580,022**	**$ 13,448,598**	**$ 13,739,296**
Expenditures					
Salaries and Benefits	$ 5,662,715	$ 6,050,691	$ 6,050,691	$ 6,272,587	$ 6,589,753
Supplies and Services	3,788,678	4,018,126	4,104,243	4,017,154	4,142,847
Special Projects	163,750	261,506	235,906	240,589	250,244
Capital Equipment	22,896	17,104	-	-	-
Debt Service	1,280,819	1,780,351	1,729,040	1,841,620	1,848,886
Non-Capital Equipment	21,673	82,759	82,759	110,500	85,500
Transfers Out	99,155	-	-	75,000	75,000
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Operating Expenditures	**$11,039,686**	**$12,310,537**	**$ 12,202,638**	**$ 12,657,450**	**$ 13,092,230**
Capital Revenues	$ 1,939,495	$ 4,483,432	$ 1,684,800	$ 1,601,702	$ 1,858,311
Capital Program	1,617,937	6,240,524	6,294,805	2,979,846	3,211,455
Total Department Expenditures	**$12,657,623**	**$18,551,061**	**$ 18,497,443**	**$ 15,637,296**	**$ 16,303,685**
Addition to (Use of) Reserves	**$ 3,209,039**	**$ (1,406,492)**	**$ (3,232,621)**	**$ (586,996)**	**$ (706,078)**

The Waterfront Department is budgeted in the Waterfront Fund.

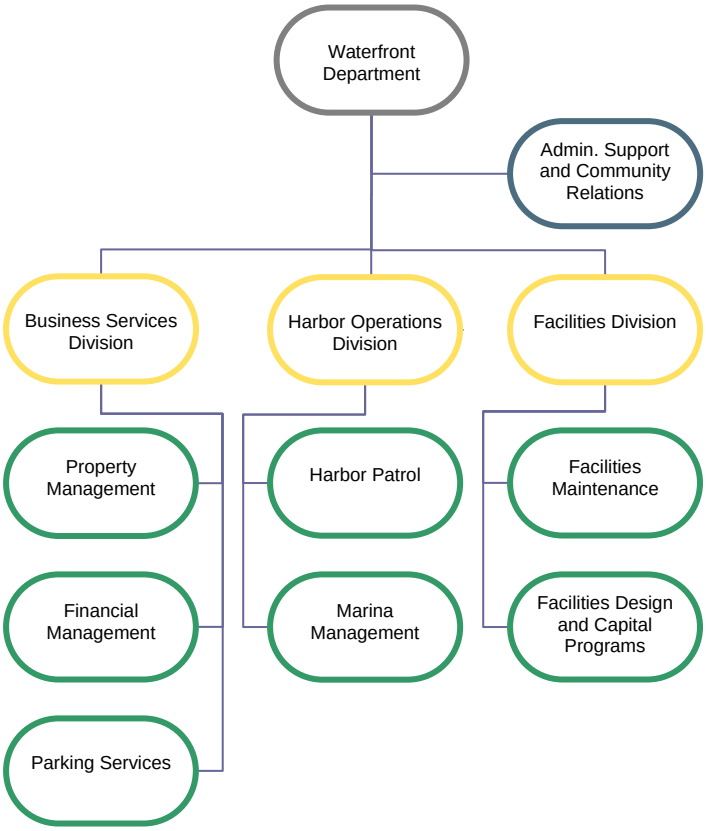
Department Fund Composition





Waterfront

Program Organization Chart



WATERFRONT PROGRAMS

➢ Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the department and special events in the Waterfront to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, state and federal agencies.

Project Objectives for Fiscal Year 2016

- Continue a comprehensive public information and community relations program which includes sponsored Waterfront events, published department communications, Navy and cruise ship visits, and sponsored public/media meetings.

RECENT PROGRAM ACHIEVEMENTS

Executed contract with new fireworks vendor for Fourth of July and Parade of Lights events following a competitive bidding process.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**4.60**	**4.60**	**4.60**	**4.60**	**4.60**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Expenditures					
Salaries and Benefits	$ 617,531	$ 657,343	$ 657,343	$ 700,185	$ 731,668
Supplies and Services	1,102,908	1,148,676	1,170,976	1,156,766	1,230,051
Special Projects	73,312	138,636	138,636	139,252	143,322
Non-Capital Equipment	8,240	20,500	20,500	25,500	25,500
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Expenditures	**$ 1,801,992**	**$ 2,065,155**	**$ 1,987,455**	**$ 2,121,703**	**$ 2,230,541**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure 85% of Department program objectives are achieved.				
Percent of department performance objectives achieved	87%	85%	85%	85%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Proposed FY 2016
City-sponsored events coordinated	12	7	7	7
Department newsletter issues published by deadline	3	3	3	3
City News In Brief articles submitted	11	36	20	24
Film shoots processed	18	15	25	15
Cruise ship passengers served	68,456	60,000	90,000	85,000
Harbor Commission meetings held	9	9	9	9
Merchant Associations meetings attended	12	10	10	7
Media contacts (responded to or made)	13	12	25	20
Department press releases issued	7	7	7	7
Presentations to other agencies conducted	3	2	6	2
Inter-Agency meetings attended (Federal)	14	4	4	4
Inter-Agency meetings attended (State)	6	4	4	4
Inter-Agency meetings attended (Local)	11	4	6	6

WATERFRONT PROGRAMS

Administrative Support and Community Relations
➢ **Property Management**
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Property Management

(Program No. 8112)

Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of services and the department receives market value rents.

Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Ensure tenants receive the services entitled under their agreements.

Project Objectives for Fiscal Year 2016

- Maintain accurate sales reporting by auditing 25% of percentage rent leases annually.
- Monitor number of pedestrians entering Stearns Wharf via a thermal imaging system. Compile data monthly and provide to Wharf Merchants Association.

RECENT PROGRAM ACHIEVEMENTS

Hosted the Harbor and Seafood Festival and Parade of Lights supported by our staff, volunteers, and the leadership of our managers, parking and maintenance divisions.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.55**	**1.55**	**1.55**	**1.55**	**1.55**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Fees and Service Charges	$ 26,393	$ 30,000	$ 31,962	$ 30,600	$ 31,212
Lease Income	4,762,452	4,400,609	4,843,471	4,583,890	4,668,324
Other Revenue	679,174	307,000	347,000	476,792	549,102
Total Revenue	**$ 5,468,019**	**$ 4,737,609**	**$ 5,222,433**	**$ 5,091,282**	**$ 5,248,638**
Expenditures					
Salaries and Benefits	$ 172,835	$ 191,488	$ 191,488	$ 198,748	$ 206,789
Supplies and Services	272,112	222,711	227,244	180,247	185,387
Total Expenditures	**$ 444,948**	**$ 414,199**	**$ 418,732**	**$ 378,995**	**$ 392,176**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Support tenants' sales through department funded marketing and promotions.				
Total marketing expenditures	$58,594	$56,000	$56,000	$60,000
Renew 86% of Business Activities Permits (BAPs) by September 1, 2015				
Percent of BAPs renewed by September 1	90%	86%	97%	86%
Collect 95% of base rents collected by due date in lease.				
Percent of base rents collected	95%	95%	97%	95%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Business Activity Permits managed	66	70	65	65
Business Activity Permits renewed by September 1	63	60	65	60
Percent of tenants audited for accurate percentage rent reporting	25%	25%	25%	25%
Leases audited	6	6	6	6
Lease contracts managed	65	65	64	65
Tenant contacts regarding sustainability issues	176	100	150	120

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
➢ **Financial Management**
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Financial Management

(Program No. 8113)

Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.

Project Objectives for Fiscal Year 2016

- Complete budget within timeline set by Finance Department.
- Ensure department expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.
- Develop an action plan to resolve Point-of-Sale software issues.

RECENT PROGRAM ACHIEVEMENTS

Waterfront staff processed all aspects of billing and accounts receivable previously handled by the City Finance Department.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**1.75**	**1.75**	**1.75**	**1.75**	**1.75**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Interest Income	$ 157,477	$ 117,000	$ 95,800	$ 95,700	$ 93,700
Total Revenue	**$ 157,477**	**$ 117,000**	**$ 95,800**	**$ 95,700**	**$ 93,700**
Expenditures					
Salaries and Benefits	$ 181,909	$ 187,763	$ 187,763	$ 194,178	$ 203,053
Supplies and Services	83,305	75,621	75,621	136,416	151,596
Total Expenditures	**$ 265,214**	**$ 263,384**	**$ 263,384**	**$ 330,594**	**$ 354,649**

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
➢ **Parking Services**
Harbor Patrol
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Parking Services

(Program No. 8121)

Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

Program Activities

- Staff and operate 8 parking lots throughout the Waterfront area.
- Monitor and collect revenue at 5 Self-Pay parking lots.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

Project Objectives for Fiscal Year 2016

- Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting at the beginning of each quarter.

RECENT PROGRAM ACHIEVEMENTS

Completed implementation of Skidata Parking System in the Harbor Main Parking Lot, improving revenue control practices as well as public usability.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**3.10**	**3.10**	**3.10**	**3.10**	**3.10**
Hourly Employee Hours	**31,280**	**30,290**	**30,290**	**30,370**	**30,370**
Revenues					
Fees and Service Charges	$ 2,773,690	$ 2,327,416	$ 2,611,616	$ 2,651,934	$ 2,697,342
Total Revenue	**$ 2,773,690**	**$ 2,327,416**	**$ 2,611,616**	**$ 2,651,934**	**$ 2,697,342**
Expenditures					
Salaries and Benefits	$ 721,286	$ 757,691	$ 757,691	$ 790,861	$ 815,191
Supplies and Services	117,708	150,856	150,856	155,137	158,176
Non-Capital Equipment	536	25,000	25,000	50,000	25,000
Total Expenditures	**$ 839,531**	**$ 933,547**	**$ 933,547**	**$ 995,998**	**$ 998,367**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Ensure annual parking revenue of at least $360,000				
Total permit revenue	N/A	$350,000	$366,000	$360,000
Maintain an annual operating expense of not more than 40% of revenue collected.				
Operating expense as a percentage of revenue collected	N/A	45%	35%	40%
Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.				
Accuracy rate of cash drawers	99.0%	99.0%	99.0%	99.0%
Return 95% of customer phone calls within the first 24 hours.				
Percent of phone calls returned within 24 hours	99%	95%	98%	95%
Perform preventative parking equipment maintenance at least once per week to minimize equipment malfunctions and extend equipment performance.				
Percent of preventative maintanance performed per weekly schedule	N/A	N/A	N/A	95%

Parking Services

(Program No. 8121)

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Total permit revenue	$382,174	$350,000	$366,000	$360,000
Accuracy rate of cash drawers	99.00%	99.00%	99.00%	99.00%
Wharf tickets distributed	258,704	259,000	252,240	259,000
Harbor tickets distributed	150,898	144,000	143,195	144,000
Boat trailer tickets distributed	9,487	10,000	9,718	10,000
Outer lot tickets distributed	277,651	285,000	237,108	285,000
Operating expense	$823,502	$921,786	$933,547	$967,334
Collection envelopes collected	N/A	8,500	7,400	8,000

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WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
➢ **Harbor Patrol**
Marina Management
Facilities Maintenance
Facilities Design and Capital Program

Harbor Patrol

(Program No. 8131)

Mission Statement

Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area.

Program Activities

- Provide emergency response 7 days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara Fire, California Department of Fish and Game, and County Sheriff.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire response and prevention services.

Project Objectives for Fiscal Year 2016

- Coordinate three joint agency emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

RECENT PROGRAM ACHIEVEMENTS

Harbor Patrol rescued persons from sinking vessels about 10 miles from the Harbor on two separate incidents in September and October 2014.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**12.50**	**12.50**	**12.50**	**12.50**	**12.50**
Hourly Employee Hours	**4,385**	**4,385**	**4,385**	**4,385**	**4,385**
Expenditures					
Salaries and Benefits	$ 1,819,416	$ 1,920,205	$ 1,920,205	$ 1,951,968	$ 2,063,769
Supplies and Services	106,331	137,213	143,297	137,221	139,612
Special Projects	90,438	97,270	97,270	101,337	106,922
Non-Capital Equipment	6,826	17,259	17,259	15,000	15,000
Total Expenditures	**$ 2,023,011**	**$ 2,171,947**	**$ 2,178,030**	**$ 2,205,526**	**$ 2,325,303**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Respond to 96% of in-harbor emergencies within 5 minutes.				
Percent of five-minute response times	97%	96%	96%	96%
Achieve an average of 70 training hours per Harbor Patrol Officer.				
Average training hours per officer	74.53	70	70	75
Enhance public relations by conducting a minimum of 35 class tours or other public relations.				
Class tours or public relations events	45	35	35	35
Limit time lost due to injury to 410 or fewer hours.				
Hours lost due to injury	979	410	1,104	410

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Joint agency drills	7	3	3	3
Calls for service	2,042	1,900	1,900	1,900
Emergency responses inside of harbor (tows not included)	96	100	100	100
Emergency responses outside of harbor (tows not included)	118	100	100	100
Emergency vessel tows	77	100	100	100
Non-emergency (courtesy) vessel tows	286	350	325	325
Marine sanitation device inspections	704	1,000	700	700
Enforcement contacts	1,635	1,400	1,400	1,400
Arrests	154	130	130	130

Harbor Patrol
(Continued)

Other Program Measures (Cont'd)

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Parking citations	392	400	400	400
Motor patrols	2,665	2,800	2,800	2,800
Foot patrols	3,566	3,500	3,500	3,500
Boat patrols	1,781	1,700	1,700	1,700
Medical emergency responses	135	100	100	100
Fire Service emergency responses	19	15	15	15
Marine mammal rescues	45	40	40	40
Bird rescues	38	80	60	60

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WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
➢ **Marina Management**
Facilities Maintenance
Facilities Design and Capital Program

Marina Management

(Program No. 8141)

Mission Statement

Efficiently manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

Program Activities

- Manage a 1,139 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, cruise ship visits, and U.S. Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments and slip transfers, and accommodate visitors.
- Administer permit process for skiff, catamarans, outrigger canoes and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users and visitors.

Project Objectives for Fiscal Year 2016

- Support Clean Marina Program by conducting annual seafloor debris clean-up (Operation Clean Sweep Event).
- Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.
- Accommodate increased cruise ship visits by working with cruise ship lines, government agencies and community hospitality organizations.
- Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via 2 articles in department newsletter, Docklines.

RECENT PROGRAM ACHIEVEMENTS

Welcomed 90,000 visiting cruise ship passengers to Santa Barbara and increased involvement with our local commercial fishing industry at our Annual Harbor and Seafood Festival.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**445**	**252**	**252**	**225**	**221**
Revenues					
Fees and Service Charges	$ 5,488,904	$ 5,438,512	$ 5,613,173	$ 5,571,682	$ 5,661,616
Other Revenue	39,076	15,000	37,000	38,000	38,000
Total Revenue	**$ 5,527,980**	**$ 5,453,512**	**$ 5,650,173**	**$ 5,609,682**	**$ 5,699,616**
Expenditures					
Salaries and Benefits	$ 191,009	$ 231,263	$ 231,263	$ 243,716	$ 259,472
Supplies and Services	91,157	73,790	74,223	73,905	75,489
Capital Equipment	22,896	17,104	-	-	-
Total Expenditures	**$ 305,062**	**$ 322,157**	**$ 305,486**	**$ 317,621**	**$ 334,961**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Process 95% of slip trades, transfers, live-aboard permits or wait-list assignments within 10 working days of application completion or notice of acceptance (wait-list, live-aboard permits).				
Percent of trades, permits and assignments processed within ten days	89.0%	95.0%	95.0%	95.0%
Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.				
Percent of visitor slip assignments processed within 30 minutes	99.0%	95.0%	95.0%	95.0%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Trades, transfers, permits or assignments processed	164	150	175	155
West Beach permit revenue	$18,900	$17,000	$18,000	$18,000
Catamaran permit revenue	$9,200	$8,000	$8,000	$8,500
Visitor occupancy days per year	14,885	12,000	12,000	13,000
Vessels aground or sunk in East Beach anchorage	4	6	8	6
Cost to dispose of vessels beached on East Beach	$3,800	$10,000	$10,000	$10,000

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
➢ **Facilities Maintenance**
Facilities Design and Capital Program

Facilities Maintenance

(Program No. 8151)

Mission Statement

Provide clean and safe commercial and recreational facilities for tenants and visitors at the Harbor and Stearns Wharf.

Program Activities

- Maintain and repair the Harbor, Stearns Wharf and Waterfront parking lots, including buildings, ocean structures, pavement, utilities, vessels, and equipment.
- Use tracking system to analyze preventive maintenance program effectiveness.

Project Objectives for Fiscal Year 2016

- Install 16 fiberglass pile jackets under the commercial buildings on Stearns Wharf.
- Track labor and material cost for fiberglass pile jacket installation.
- Replace 10 marina fingers on Marina 4.

RECENT PROGRAM ACHIEVEMENTS

Continued to improve the integrity of the pier piles underneath the restaurants and the commerical area on Stearns Wharf. Improved set-up time for annual Harbor & Seafood Festival.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**17.50**	**17.50**	**17.50**	**17.50**	**17.50**
Hourly Employee Hours	**13,966**	**13,966**	**13,966**	**14,798**	**14,798**
Expenditures					
Salaries and Benefits	$ 1,723,607	$ 1,856,165	$ 1,856,165	$ 1,927,937	$ 2,028,319
Supplies and Services	2,005,806	2,200,558	2,253,325	2,155,831	2,188,794
Non-Capital Equipment	6,071	20,000	20,000	20,000	20,000
Total Expenditures	**$ 3,735,484**	**$ 4,076,723**	**$ 4,129,490**	**$ 4,103,768**	**$ 4,237,113**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Achieve 85% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.				
Percent of in-service days for Harbor Patrol fleet (PB1, PB2 and PB3)	88.0%	85.0%	85.0%	80.0%
Minimize time lost due to injury at 690 or fewer hours.				
Lost staff hours due to injury	1,012	690	690	690
Achieve 90% of in-service days for the Ice House through facility upgrades and preventative maintenance.				
Percent of in-service days for Ice House	88.7%	90.0%	90.0%	90.0%

Other Program Measures

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Labor cost for vessel maintenance	$51,188	$70,000	$70,000	$65,000
Labor cost of preventative maintenance tasks	$263,416	$250,000	$250,000	$230,000
Cost of holiday and special events (labor and equipment)	$44,611	$45,000	$48,000	$48,000
Routine work orders completed	2,241	1,700	1,700	1,900
Percent of in-service days for Ice House	88.7%	90.0%	90.0%	90.0%
Pile jackets installed at Stearns Wharf	8	16	16	20
Average cost per pile jacket installation (labor and materials)	$5,166	$5,200	$5,200	$5,500
Dock fingers replaced on Marina 4	N/A	N/A	N/A	10
Cost per square foot of fingers replaced	N/A	N/A	N/A	$35.00

WATERFRONT PROGRAMS

Administrative Support and Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Maintenance
➢ **Facilities Design and Capital Program**

Facilities Design and Capital Program

(Program No. 8161)

Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects
- Manage capital improvement projects including inspection, scheduling and public notification.

Project Objectives for Fiscal Year 2016

- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.
- Construct Phase 6 of the Marina One Replacement Project.
- Obtain permits and construct a new ADA compliant gangway at Sea Landing.

RECENT PROGRAM ACHIEVEMENTS

Completed Phase 5 of the Marina One Construction Project on budget and ahead of schedule.

Financial and Staffing Information

	Actual FY 2014	Amended FY 2015	Projected FY 2015	Adopted FY 2016	Proposed FY 2017
Authorized Positions	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**
Hourly Employee Hours	**0**	**0**	**0**	**0**	**0**
Revenues					
Intergovernmental	$ -	$ 25,600	$ -	$ -	$ -
Total Revenue	**$ -**	**$ 25,600**	**$ -**	**$ -**	**$ -**
Expenditures					
Salaries and Benefits	$ 235,122	$ 248,773	$ 248,773	$ 264,994	$ 281,492
Supplies and Services	9,350	8,701	8,701	21,631	13,742
Special Projects	-	25,600	-	-	-
Debt Service	1,280,819	1,780,351	1,729,040	1,841,620	1,848,886
Transfers Out	99,155	-	-	75,000	75,000
Total Expenditures	**$ 1,624,446**	**$ 2,063,425**	**$ 1,986,514**	**$ 2,203,245**	**$ 2,219,120**
Capital Revenues	$ 1,939,495	$ 4,483,432	$ 1,684,800	$ 1,601,702	$ 1,858,311
Capital Program	1,617,937	6,240,524	6,294,805	2,979,846	3,211,455
Addition to (Use of) Reserves	**$ (1,302,888)**	**$ (3,794,917)**	**$ (6,596,519)**	**$ (3,581,389)**	**$ (3,572,264)**

Measurable Objectives for Fiscal Year 2016

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Adopted FY 2016
Complete 80% of minor capital projects under $100,000 according to the approved budget.				
Percent of minor capital projects completed on schedule	85%	80%	80%	80%
Complete 70% of minor capital projects that are constructed under $100,000 according to the approved budget.				
Percent of minor capital projects within budget	77%	70%	77%	75%

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APPENDIX: Description of Funds

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities, or complying with special regulations, restrictions, or limitations. The following provides a description of all accounting funds used by the City of Santa Barbara, including those for which a budget is not adopted.

GOVERNMENTAL FUNDS

The measurement focus for governmental funds is on current spendable resources, and as such, the balance sheets for these types of funds include only current assets and current liabilities. Governmental funds are accounted for on a modified accrual basis, thus revenues are recognized when measurable and available, and expenditures are recorded when the related liability is incurred.

General Fund

The City's General Fund accounts for activities and services traditionally associated with governments, such as police and fire, which are financed primarily through tax-generated revenues and not required to be accounted for in another fund.

Special Revenue Funds

Special revenue funds are used to account for the proceeds from specific revenue sources, other than trusts or major capital projects that are legally or contractually restricted to expenditures for specific purposes.

FEMA Reimbursement Fund

For costs incurred as a result of the federally or state declared disasters for storms and wildfires from July 2007 to May 2009.

Community Development Block Grant Fund

For receipt and disbursement of the City's federal block grant funds.

County Library

For funds received and expended for library services on behalf of Santa Barbara County (non-City) residents.

Creeks Restoration and Water Quality Improvement (Measure B) Fund

For the receipt and disbursement of the creeks-related share of transient occupancy tax (2%), generated by the passage of Measure B in October 2000. These funds may only be used for operations and capital projects related to creeks restoration, cleanup and maintenance, and for creeks- and ocean-water quality improvement projects and activities.

HOME Grant Fund

For receipt and disbursement of federal HOME Investment Partnership Program funds which facilitate the development of affordable housing projects in the City.

Justice Assistance Grant Fund

For receipt and disbursement of federal Edward Byrne Memorial Justice Assistance Grant Program funds to support crime control and prevention.

Miscellaneous Grants Fund

For resources received from various granting agencies.

Police Asset Forfeiture and Grants Fund

For assets confiscated by police special operations and restricted for use in support of police operations and miscellaneous grants.

Police Local Law Enforcement Block Grant Fund

For Federal grants funds received for local law enforcement activities.

Police Supplemental Law Enforcement Fund

For State voter-approved funds (AB 3229), restricted to public safety and law enforcement.

Redevelopment Obligation Retirement Fund

For the costs of retiring existing Redevelopment Agency obligations with the elimination of the Redevelopment Agency on January 31, 2012.

Solid Waste Fund

For City operations related to solid waste in support of State AB 939.

Streets

For receipt and disbursement of streets-restricted utility users' tax for activities related to streets and roads. Fifty percent of the City's utility users' tax is restricted for this purpose.

Street Sweeping Fund

For receipt and disbursement of street sweeping parking violations revenue in connection with the City's Consolidated Clean Sweep Program which provides for sweeping of City streets in both commercial and residential neighborhoods.

Traffic Safety Fund

For receipt of fines collected pursuant to the California Vehicle Code. The State of California Government Code restricts use of these funds to traffic control devices, equipment and supplies related to traffic control or traffic safety, and maintenance of public streets. The funds may not be used to pay compensation to traffic or police officers.

Transportation Development Act Fund

For receipt and disbursement of the City's share of gasoline sales tax and Transportation Development Act of 1971. These funds may be used only for capital projects pertaining to streets, roads and bikeways.

Transportation Sales Tax (Measure A) Fund

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure A was approved by the voters of Santa Barbara County in an election held on November 4, 2008. The tax became effective on April 1, 2010.

Transportation Sales Tax (Measure D) Fund

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure D was approved by the voters of Santa Barbara County in an election held on November 7, 1989. The tax became effective on April 1, 1990.

Utility Undergrounding Fund

For the City's portion of funds received from a 1% franchise surcharge on electric utility bills in the City. The funds are used to support the City's costs associated with Southern California Edison Rule 20A and 20B approved undergrounding utility line projects in the City.

Wildland Fire Benefit Assessment District Fund

For funds received from a special property tax assessment to property owners who live in Extreme Foothill and Foothill Zones of the City high fire hazard area. Funds are spent solely within the Benefit Assessment District for vegetation road clearance, chipping services, defensible space assistance and inspection, and vegetation management projects.

Debt Service Funds

Debt service funds are used to account for debt service expenditures on general long-term debt.

2002 Municipal Refunding Certificates of Participation

For the accumulation of funds for the payment of the General Fund's portion of the 2002 municipal improvement certificates of participation. These certificates mature in annual installments of $247,500 to $339,900, with final maturity in 2017.

2001 Redevelopment Agency Tax Allocation Bonds – Series 2001A

For the accumulation of funds for the payment of the 2001 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $2,895,000 to $4,340,000 through 2019.

2003 Redevelopment Agency Tax Allocation Bonds – Series 2003A

For the accumulation of funds for the payment of the 2003 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $1,920,000 to $2,835,000 through 2019.

2004 Redevelopment Agency Tax Allocation Housing Bonds – Series 2004A

For the accumulation of funds for the payment of the 2004 Redevelopment Tax Allocation Housing Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from $470,000 to $620,000 through 2018.

1994 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 1994 Water Revenue Refunding Serial Bonds. These bonds mature in annual principal installments of $560,000 to $720,000 through 2014.

2004 Sewer Revenue Bonds

For the accumulation of funds for the payment of the 2004 Sewer Revenue Bonds. These bonds mature in annual installments of $580,000 to $1,290,000 through 2029.

2009 Airport Revenue Bonds

For the accumulation of funds for the payment of the 2009 Airport Revenue Bonds. These bonds mature in annual principal installments of $865,000 to $2,995,000 through 2039.

2013 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 2013 Water Certificates of Participation that refunded the outstanding City of Santa Barbara 2002 Certificates and defeased a Safe Drinking Water State Revolving Fund loan. These bonds mature in annual installments of $1,360,000 to $2,055,000 through 2026.

Capital Projects Funds

Capital projects funds are used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Capital Outlay Fund

For all capital projects financed by the General Fund.

PROPRIETARY FUNDS

Proprietary funds account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other city departments (internal users), and the costs are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

APPENDIX: Description of Funds

Enterprise Funds

Enterprise funds are used to report activities for which service charges or fees are charged to external users. Enterprise funds are financed and operated in a manner similar to private sector enterprises.

Airport Fund

For operations of the municipal airport and the administration of leases on airport property. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Downtown Parking Fund

For the provision of parking services in the downtown area of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Golf Fund

For the operation of a municipal golf course. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Wastewater Fund

For the provision of sewer services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Water Fund

For the provision of water services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Waterfront Fund

For the operations of the City-managed waterfront, the assets of which are part of the State of California Tideland Trust. Operations include: (1) a public wharf providing facilities for, and services to, leaseholders, restaurants, retail shops and other recreational activities; (2) a small watercraft harbor for commercial fishing, tour and privately-owned boats; and (3) the operation of all parking facilities in the waterfront area.

Internal Service Funds

Internal service funds are used to report activities for which service charges or fees are charged to internal users. These funds are used to account for the financing of goods or services provided by one City department to other City departments on a cost reimbursement basis.

Facilities Management Fund

For the costs of operating citywide building maintenance, custodial, electronics maintenance, and energy conservation operations. Also includes the capital project costs of renewing City facilities.

Fleet Management Fund

For the costs of operating a City maintenance facility for automobiles and other vehicles used by all City departments. Also includes the costs of scheduled replacement of the City's vehicle fleet.

Self-Insurance Fund

For the cost of providing workers' compensation, unemployment, liability and employee health insurance coverage on a citywide basis.

Information Systems Fund

For the costs of the Information Systems operations for citywide computer and network maintenance and replacement.

Post-Employment Benefits Fund

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

FIDUCIARY FUNDS

Funds that account for resources held in a trustee, custodial or agency capacity for others.

Pension Trust Funds

Pension trust funds are used to account for the accumulation of resources for the locally administered safety retirement programs.

Safety Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965.

Service Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965, and who were disabled due to job related injuries.

Private Purpose Trust Funds

Private Purpose trust funds are other trust resources accounted for by the City, in accordance with the terms of their respective trust agreements.

Successor Agency of the former RDA Fund

For assets held until they are distributed to other units of state and local government and to receive revenue from the County to pay enforceable obligations of the former redevelopment agency.

Library Gifts Fund

For gifts and bequests made to the City library. Funds are used for book replacement.

Canine Unit Fund

For contributions made for the Police Department's Canine Unit program.

Agency Funds

Agency funds are used to account for resources for which the City acts as an agent, or custodian, for other governmental units, private organizations, or individuals.

California Law Enforcement Telecommunications System (CLETS) Fund

For monies received from various participating public agencies for the purchase of computer equipment for communication with the California Law Enforcement Tracking System (CLETS).

Revolving Rehabilitation Loan Fund

For rehabilitation loans made by the City through the use of various funding sources.

Seismic Safety Assessment Fund

For the financial activities of the Seismic Assessment District #1.

APPENDIX: Legal Requirements and the Budgetary Process

Authoritative Basis for the Annual Budget

The authoritative basis for the development of the annual budget is provided in Article XII, Fiscal Administration, Section 1200 et. al. of the City of Santa Barbara Charter. Section 1200 specifically requires that "... at least sixty (60) days prior to the beginning of each fiscal year, the City Administrator shall submit to the City Council the proposed budget as prepared by him (or her)."

Budgetary Roles and Responsibilities

The Budget Manager, during budget pre-development, determines departmental revenue targets for use during budget development and develops cycle-specific information, such as debt service requirements and allocated costs. The Finance Director works with the Treasury Manager throughout the entire budget development process to develop the base budget requirements for the next fiscal year through analysis of revenue estimates.

The Treasury Manager develops preliminary revenue estimates for departments during budget pre-development, and works with departments throughout the budget development process in revising the preliminary estimates for departmental revenues in order to reach final, revised estimates.

The Budget Manager develops overhead cost allocations and works with the Public Works Department in preparing preliminary cost allocations for building maintenance, custodial, electronic maintenance, and energy conservation services, and the City's Motor Pool. The Budget Manager also works with Information Systems to determine cost allocations for the desktop maintenance and replacement program, and the City's financial management and Geographic Information systems.

Finance managers assist the Budget Manager with the review of budgets to ensure that departmental budget submittals are complete, technically correct and submitted in a timely manner. During the budget review phase, Finance managers analyze requested budgets to determine that departments met their revenue target, and verify the accuracy of line-item budgets. They present findings and recommendations to the City Administrator during the individual departmental meetings with the departments.

The Assistant to the City Administrator works with all departmental Program Owners, Managers and Department Heads to ensure that the performance objectives contained in the Programs and Services narratives are measurable, actionable, specific and adequately cover the day-to-day activities of city operations, as well as any one-time projects or initiatives planned for the budget year.

The Budget Steering Committee provides oversight to the entire budget process, with direction from the City Administrator, to ensure that Council goals and other citywide priorities are addressed throughout development of the budgets.

Departmental Staff develop line-item operating budgets and capital requests. Anticipated program adjustments are incorporated and communicated to the Finance Department for revising departmental revenue targets.

The City Administrator provides oversight of the Budget Steering Committee throughout the entire budget process. The City Administrator meets with Department Heads, Program Owners, Departmental Budget Staff and Budget Liaisons to review all departmental operating and capital requests and makes funding decisions for the recommended budget, ensuring that Council goals and the Steering Committee's budget priorities are addressed. Also at these budget meetings, the City Administrator approves all operational goals and objectives for the coming fiscal year that are laid out in the Programs and Services narratives. All recommendations and adjustments are incorporated into the City Administrator's recommended budget that is filed with the City Clerk and presented to City Council for approval in April of each year.

Mayor and City Council, with input from the public, review the City Administrator's recommended budget, along with any specific recommendations from the Council Finance Committee, approve or adjust as necessary, and adopt the final operating and capital budget.

Budgetary Basis and the Budgetary Level of Control

Governmental funds are budgeted using the modified accrual basis, consistent with the basis of accounting. Briefly, this means that expenditures are recognized when the related liability is incurred; revenues are recognized to the degree that they are available to finance expenditures of the current period. The only exception is the budgeting of capital projects, in which the entire cost of the capital project is budgeted in the first year, and subsequently carried over until project completion.

Similarly, Proprietary Funds use the modified accrual basis of budgeting, but use the accrual basis of accounting. Differences arise between the two bases for several items: depreciation expense is recorded on a GAAP basis only; debt service retirement, including principal and interest payments, are budgeted as expenditures; and, like governmental funds, all costs of capital projects are included in the budget for the first year of the project.

Budgets are monitored at varying levels of classification detail. However, expenditures cannot exceed total appropriations at the department level for the General Fund and at the fund level for all legally budgeted funds (proprietary funds).

Specifically, the budget is controlled at the following levels:

1. Departments are authorized to transfer amounts between individual line-item expenditure categories within a particular major object account group.

2. The City Administrator is authorized to transfer amounts within individual departmental budgets, both between programs and between major object groupings.

3. City Council must authorize all budget amendments that alter the total appropriations of a particular department or fund.

Also, capital project budgets are controlled at the following levels:

1. City Council must authorize changes to capital project budgets already approved by Council when:

    a. Adding a new project using appropriations from an existing project approved by Council;

    b. Transferring between capital projects when the total amount being transferred exceeds $35,000.

2. The City Administrator is authorized to approve changes to capital project budgets already approved by Council when:

    a. Transferring funding between capital projects approved by Council when the total amount being transferred does not exceed $35,000; or

    b. Transferring funding between different projects under the umbrella of a single capital project/program approved by Council.

Two-Year Budget Cycle

On November 27, 1984, the City Council adopted Resolution No. 84-182, approving the concept of a two-year budget cycle for the City of Santa Barbara. This action provided that:

1. City Council would approve a two-year program and financial plan at the beginning of each two-year cycle; and

2. Consistent with City Charter requirements, the City Council would adopt a budget for the program on an annual basis.

Significant characteristics of a two-year budget process, in addition to the items noted above, are:

- Budget preparation and analysis will be for two years, occurring in the fiscal year immediately preceding the two-year cycle.

- Mid-cycle adjustments will be managed as mid-year adjustments are managed; that is, outside of the budget development process, but subject to City Council approval.

- The two-year budget cycle will be developed in conjunction with the establishment of the City Council two-year goals and action plan.

Implementation of a two-year budget cycle does not preclude adjustments at mid-cycle or modifications to the second year recommendations due to special circumstances or significant changes in revenue projections. It does, however, eliminate much of the repetitive and time-consuming aspects associated with the development of budget estimates, particularly for those programs that tend to remain constant. In

addition, because the City Council is already focusing on a two-year commitment, the two-year budget process facilitates a long-term program and financial planning approach.

The following summarizes the City of Santa Barbara's two-year budget process.

Budget Process - Year One

Pre-Development Activities

Council goals and program priorities are developed.

Finance Department develops preliminary revenue projections.

Revenue targets are developed by City Administrator and distributed to departments.

The Finance and Public Works departments and Information Systems in the Administrative Services department develop allocated costs.

Departments submit capital project requests to Public Works Business Manager as part of development of the Six-Year Capital Improvement Plan.

Anticipated program adjustments are communicated to the Finance Department.

Budget Preparation

Cycle-specific information is distributed to each department, including revenue targets for General Fund departments.

Departments develop line-item budget estimates, document text information, and annual performance plans for each program.

Edit and Review of Departmental Submittals

Finance Department Budget Liaisons perform preliminary review of departmental line-item submittals.

Budget Liaisons review department line-item and text submittals.

City Administrator holds in-depth budget review meetings with each department.

Production and Publication of Budget Document

Budget Manager and staff develop the tables, charts and graphs, prepare summary schedules and fund overviews, and compile, review and publish the document, as well as post the Recommended Budget to the Internet.

City Administrator and Finance Director prepare "City Administrator's Budget Message" and review annual performance plans included in the program narratives.

The Recommended Budget is filed with the City Clerk’s Office.

Public Review

Boards and Commissions review the Recommended Budget.

City Council and Finance Committee review the Recommended Budget, including Capital Program and Fee Resolutions.

City Council approves and/or adjusts the City Administrator’s Recommended Budget, as appropriate.

Public hearings are held.

Budget overview and department presentations are held.

Budget information made available in accordance with Public Information Plan.

Budget Adoption

City Council adopts, by resolution, the two-year financial plan and the operating and capital program budgets for year one of the two-year financial plan.

Finance Department updates and publishes the budget document, and posts it to the Internet.

Budget Process - Year Two

Mid-Cycle Review

Finance Department updates the revenue projections for year two of the two-year financial plan.

Year two recommendations are revised, if necessary.

Presentation and Adoption

City Administrator presents addendum and a summary of the proposed budget for year two to the City Council. This document identifies the following:

- Changes to the two-year financial plan approved at mid-cycle.
- Any changes to the City Administrator's second year recommendations.
- The progress of the City Council's two-year goals and action plan.
- A summary of the second year's budget by program.

City Council reviews the addendum information and approves and/or adjusts the changes made by the City Administrator, as appropriate.

A public hearing is held.

Council adopts, by resolution, the operating and capital budget for year two of the two-year financial plan.

APPENDIX: Budget Policies

General Policies

All current operating expenditures will be financed with current revenues.

Budgetary emphasis will focus on providing high quality municipal services, recognizing the fundamental importance to the public of public safety and properly maintained infrastructure.

The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.

The budget will reflect a higher priority for maintenance of existing facilities than for acquisition of new facilities.

Future maintenance needs for all new capital facilities will be fully costed, and added costs will be recognized and included in future year budget projections.

Strong customer service and productivity improvements, with a focus on cost savings, remain important budgetary goals.

Productivity improvements resulting in cost reduction will remain an important budgetary goal.

Revenue Policies

A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any single revenue source.

Revenues will be conservatively estimated, will be projected for the next four years and will be updated at least annually.

Intergovernmental assistance in the form of grants and loans will be used to finance only:

- Capital improvements that are consistent with the Six-Year Capital Program priorities and can be maintained and operated over time; and
- Operating programs which either can be sustained over time or have a limited horizon.
- One-time revenues will be used for operating programs only after an examination determines whether they are subsidizing an imbalance between operating revenues and expenditures, and then only if a long-term forecast shows that the operating deficit will not continue. In general, one-time revenues will be used only to support capital or other non-recurring expenditures.

All fees and charges for each enterprise fund will be set at a level that fully supports the direct and indirect cost of the enterprise.

Reserve Policies

An Appropriated Reserve will be included in each operating fund's adopted budget to provide for unanticipated expenditures or to meet unexpected small increases in service delivery costs within the fiscal year. This reserve will be budgeted up to ½ of 1% of the operating budget and any unused portion will be returned to fund balance at the end of the fiscal year.

Each Enterprise Fund will establish a Capital Reserve funded to at least 5% of the value of its capital assets. In the alternative, the amount may be established at an amount equal to the average of the adopted capital program budgets for the previous five years. Appropriations from these reserves will be to fund major capital costs.

For each operating fund there will be a reserve equal to 15% of its annual operating budget for the purpose of responding to emergencies. It may take more than one year to meet the 15% goal if these emergency reserves do not presently meet the 15% goal.

Each operating fund will establish and maintain a reserve equal to 10% of its annual operating budget for contingencies; specifically, to allow for the orderly implementation of a balancing strategy to address the fiscal impacts of unexpected events in order to minimize impacts to the organization and community.

Funding of reserves will come generally from one-time revenues, excess fund balance and projected revenues in excess of projected expenditures. They will generally be reserved in the following priority order:

- Reserve for Economic Contingency/Emergencies
- Reserve for Capital
- Reserve for Future Years' Budgets

However, flexibility will be retained to allocate available funds among the reserves based on the current circumstances and needs of the City's various operating funds.

The use of reserves for disasters and contingencies require Council action and must be accompanies by an assessment of the fiscal condition of the fund and a comprehensive balancing strategy and plan for replenishing reserves.

Debt Policy

It is the intent of the City of Santa Barbara to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management. A summary of existing debt obligations by fund and a summary of total annual debt service requirements are provided in this section under "Debt Obligations".

The General Fund currently does not have any general obligation bonds and does not anticipate issuing such debt. Existing General Fund debt includes certificates of participation for capital improvements to City facilities. As of June 30, 2012, the outstanding balance is $1,831,500 and annual debt service requirement is $349,125.

With respect to financing of future capital improvements, General Fund annual budgeted expenditures provide for funding of general capital improvements. In addition, current City policy provides for the use of accumulated reserves in excess of policy requirements for one-time costs, including major capital projects.

Restrictions affecting the issuance of debt relate to existing bond covenants associated with the outstanding Water and Wastewater Fund Revenue Bonds. Specifically, existing bond covenants require that net system revenues (operating revenues less operating expenses, excluding depreciation) must be at least 125% of the annual debt service requirements (maximum).

Based on these restrictions and existing annual debt service requirements, total annual debt service capacity for the Water Fund and Wastewater Fund is approximately $14.4 million and $4.7 million, respectively, based on operating results for the year ended June 30, 2012. For fiscal year 2014, the current total debt service requirement for all existing debt is approximately $5.6 million and $1.7 million for the Water Fund and Wastewater Fund, respectively.

Based on a net assessed value of property of approximately $16.41 billion, the legal debt limit is $615.2 million. Currently, there is no outstanding debt subject to limitation.

No other restrictions exist.

APPENDIX: Budget Calendar

NOVEMBER 2014	
Monday, November 3	▸ BUDGET SYSTEM INITIALIZATION ▸ Final Six-Year Capital Improvement Plan (CIP) submissions due to Public Works from depts.
Monday, November 3 to Thursday, December 4	▸ Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets
Thursday, November 6	▸ BUDGET STEERING COMMITTEE ▸ Budget Calendar Highlights distributed to departments ▸ Position re-allocation worksheets and "special pays" instructions sent to departments
Thursday, November 13	▸ Finance completes payroll projections, calculation of status quo budgets and preliminary revenue targets ▸ General Fund Cost Allocation Plan finalized ▸ BUDGET STEERING COMMITTEE ▸ Department position re-allocation worksheets and "special pays" due to Finance ▸ Overhead Allocation and Internal Service Funds charges finalized and entered into MUNIS
Tuesday, November 25	▸ FINANCE COMMITTEE MEETING - FY 15 First Quarter Review
DECEMBER 2014	
Month of December	▸ Dept. Heads discuss budget issues with City Administrator at respective monthly meetings
Monday, November 3 to Thursday, December 4	▸ Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets
Monday, December 1	▸ Training for FY16 Department Budget Submittal Reviewers
Thursday, December 4	▸ BUDGET STEERING COMMITTEE
Monday, December 8	▸ **BUDGET KICK-OFF AND ANNUAL BUDGET TRAINING SESSION FOR DEPARTMENTS**
Monday, December 8 - Monday, March 9	▸ Departments develop line-item budgets and P3 plans
Thursday, December 11	▸ FY 15 AE&E and revenue reports for five months ended Nov 30, 2014 released to depts.
Friday, December 12	▸ Deadline for new positions and reclassifications for FY 16 to City Administrator (copy to HR)
JANUARY 2015	
Monday, December 8 - Monday, March 9	▸ Departments develop line-item budgets and P3 plans
Thursday, January 8	▸ BUDGET STEERING COMMITTEE

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

Wednesday, January 14	FY 15 AE&E and revenue reports for six months ended Dec 31, 2014 released to depts.
Thursday, January 15	BUDGET STEERING COMMITTEE
Thursday, January 22	BUDGET STEERING COMMITTEE
Monday, January 26	**Final Draft CIP due to City Administrator**
Thursday, January 29	BUDGET STEERING COMMITTEE
Friday, January 30	P3 Quarterly Reports due to CAO for second quarter of FY 15
	City Administrator finalizes Six-Year Capital Improvement Plan (CIP)
FEBRUARY 2015	
First Week of February	COUNCIL BUDGET WORKSESSION - Review of General Fund Budget Priorities for FY 16
Tuesday, February 3	FINANCE COMMITTEE MEETING - CAFRs presented
Thursday, February 5	BUDGET STEERING COMMITTEE
Monday, February 9 - Monday, March 9	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
Thursday, February 12	BUDGET STEERING COMMITTEE
Thursday, February 19	BUDGET STEERING COMMITTEE
Monday, February 23 - Monday, March 23	**Departmental Budget Review Meetings with City Administrator and departments**
MARCH 2015	
Monday, February 9 - Monday, March 9	**BUDGET SUBMITTALS DUE**: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)
Monday, February 23 - Monday, March 23	**Departmental Budget Review Meetings with City Administrator and departments**
Tuesday, March 3	FINANCE COMMITTEE MEETING - FY 15 Mid-Year Review
Thursday, March 5	BUDGET STEERING COMMITTEE
Thursday, March 12	BUDGET STEERING COMMITTEE
Tuesday, March 17	CITY COUNCIL MEETING - Six-Year Capital Improvement Plan presented
Thursday, March 19	**FINAL BUDGET REVIEW AND BALANCING** by Budget Steering Committee
Thursday, March 19 - Monday, April 20	Budget document compiled, reviewed and published

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

APRIL 2015	
Thursday, March 19 - Monday, April 20	Budget document compiled, reviewed and published
Thursday, April 9	BUDGET STEERING COMMITTEE
Tuesday, April 21	**City Administrator's Recommended Budget filed with City Clerk** FINANCE COMMITTEE MEETING - Finance Committee Budget Review Schedule approved CITY COUNCIL MEETING - Staff presents budget overview and Schedule of Budget Worksessions and Public Hearings approved Recommended budget posted to the Internet and available on CD-ROM Press briefings with local newspapers in a.m.
Late April	Budget Briefings with Labor Unions

MAY 2015	
Month of May	FINANCE COMMITTEE REVIEW OF CERTAIN ELEMENTS OF RECOMMENDED BUDGET
Thursday, April 30	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #1
Monday, May 4	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #2
Monday, May 11	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #3
Wednesday, May 13	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #4
Mid-May	FINANCE COMMITTEE MEETING - FY 15 Third Quarter Review
Monday, May 18	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #5
Tuesday, May 19	FINANCE COMMITTEE MEETING - Decisions on recommended budget adjustments
Wednesday, May 20	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #6

JUNE 2015	
Monday, June 1	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #7: Finance Committee Recommendations presented to Council; Council budget deliberations; Final direction to staff from Council
Wednesday, June 3	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #8: Council budget deliberations (as needed)
Monday, June 8	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #9: Council budget deliberations (as needed)
Tuesday, June 16	Final revisions to P3 Annual Plans for FY 16 due to the City Administrator

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Budget Calendar

Tuesday, June 23	‣ CITY COUNCIL MEETING - **BUDGET ADOPTION**
Wednesday, June 24	‣ Adopted budget transferred to general ledger ‣ Adopted budget reports from general ledger reviewed and distributed to departments ‣ City Administrator finalizes P3 changes for FY16 Adopted Budget
JULY 2015	
Month of July	‣ BUDGET DEBRIEF MEETING with City dept. budget staff to improve the budget process.
Friday, July 31	‣ Adopted core budget document distributed and published to the City's website ‣ P3 Quarterly Reports due to CAO for fourth quarter of FY 15

Budget | **Budget Meetings** | **Capital** | **Performance Measures** | **CC / FC Meetings**

APPENDIX: Debt Obligations

REVENUE BONDS

	Outstanding at June 30, 2014
***Wastewater Fund*:**	
$20,410,000 – 2004A sewer revenue serial bonds. Bond proceeds are used to provide funds for the acquisition of certain capital improvements to the Wastewater system. Remaining annual installments range from $675,000 to $1,290,000 through May 1, 2029. Interest rates range from 2.4% to 4.7% payable semi-annually.	$ 14,355,000
***Waterfront Fund*:**	
$12,334,391 - Waterfront Harbor Refunding Revenue Bonds, Series 2014. Revenue bonds were issued to provide funds in order to refund the outstanding City of Santa Barbara Waterfront Revenue Refunding Certificates of Participation, Series 2002 which were used to finance capital improvements at the waterfront. Remaining annual installments range from $223,000 to $1,163,000 through October 1, 2027. The interest rate is 3.530%.	12,140,391
***Airport Fund*:**	
$47,270,000 – 2009 Airport Revenue Bonds. Bonds issued to provide funds to construct a new passenger terminal building and related parking and roadway improvements at the Santa Barbara Municipal Airport. Remaining annual principal installments range from $900,000 to $2,995,000 through July 1, 2039.	45,505,000
Total Revenue Bonds	**$72,000,391**

TAX ALLOCATION BONDS

The total principal and interest remaining to be paid on the Bonds is $40,727,428 as of June 30, 2014. For the current year, principal and interest paid on the Bonds was $8,144,835, and property tax received in the Successor Agency was $8,107,206. With the elimination of the Redevelopment Agency on January 31, 2012, the outstanding tax allocation bonds have been assumed by the Successor Agency. However, the security for the debt continues to be property taxes to be distributed by the County pursuant ABx1 26 and AB 1484 whereby the outstanding tax allocation bonds are considered enforceable obligations. As such, the City will receive property taxes sufficient to meet the annual debt service payments each year until the bonds are fully retired.

The City has complied with all bond covenants.

GOVERNMENTAL ACTIVITIES

General Fund:	
$4,184,400 - 2002 Refunding Municipal Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara Refunding Certificates of Participation Series 1993, which were used to finance capital improvements in the City's Municipal Improvements Program. Remaining annual installments range from $287,100 to $339,900 through August 1, 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	$1,270,500
Total Governmental Activities	**$1,270,500**

APPENDIX: Debt Obligations

CERTIFICATES OF PARTICIPATION

	Outstanding at June 30, 2014
Golf Fund:	
$2,155,600 **–** 2002 Refunding Municipal Certificates of Participation. Certificates issued to provide funds in order to refund the outstanding City of Santa Barbara Refunding Certificates of Participation Series 1993, which were used to finance capital improvements at the golf course. Remaining annual installments range from $141,100 to $175,100 through August 1, 2017. Interest rates range from 3.0% to 4.625% payable semi-annually.	654,500
Water Fund:	
$22,680,000 **-** 2013 Refunding Water Certificates of Participation. Certificates issued to provide funds to refund the outstanding City of Santa Barbara 2002 Certificates, which were used to finance capital improvements to the water distribution system. Certificates were also used to defease a California Department of Health Services Safe Drinking Water State Revolving Fund loan, which was used to finance construction of a project that enabled the City to meet safe drinking water standards. Remaining annual installments range from $1,360,000 to $2,055,000 through October 1, 2026. Interest rates range from 2.0% to 6.85% payable semiannually.	21,205,000
Total Certificates of Participation	**$ 21,859,500**

LOANS PAYABLE

	Outstanding at June 30, 2014
Water Fund:	
$17,900,849 **-** California Department of Health Services Safe Drinking Water State Revolving Fund loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Due in semi-annual payments of $572,123. Interest is 2.5132% per annum. The final payment is due July 1, 2025.	10,937,188
$29,283,000 **-** California Department of Health Services Safe Drinking Water State Revolving Fund loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Once all phases of the project are complete, the total amount borrowed will be repaid to the State with semi-annual payments for 20 years. Interest is 2.5017% per annum.	26,282,389
Wastewater Fund:	
$1,600,000 **-** California State Water Resources Control Board loan. Funds used to assist in financing a two phase project to increase energy generated at the El Estero Wastewater Treatment Plant. Once the project is complete, the total amount borrowed will be repaid to the State with semi-annual payments for 20 years. Interest is 1.8% per annum.	723,462
$5,200,000 **-** California State Water Resources Control Board loan. Funds used to assist in financing the replacement design, modifications to the washer compactor area, replacement of water compactor units, and a study of the electrical generators use for new mechanical screens and conveyance. Once the project is complete, the total amount borrowed will be repaid to the State with semi-annual payments for 20 years. Interest is 2.6% per annum.	5,200,000
Airport Fund:	
$2,450,339 **-** State Department of Transportation Loan. Funds used to finance capital improvements at the airport. Due in 17 annual payments of $218,714. Interest is 5.0843% per annum. The final payment is due June 30, 2024.	1,681,955

APPENDIX: Debt Obligations

Waterfront Fund:

$9,101,000 - State Department of Boating and Waterways loan. Funds used to finance capital improvements at the marina. Interest is 4.5% per annum. Once all phases of the project are complete, the total amount borrowed will be repaid to the State with fixed annual principal and interest payments due each year on August 1 for 30 years. 6,145,124

Total Loans Payable **$50,970,118**

Outstanding Debt Obligations – Total All Funds **$146,100,509**

The annual requirements to amortize all debts outstanding as of June 30, 2014 are as follows:

	Governmental Activities	Business-type Activities			
	Principal Payments				
Fiscal Year Ending	Certificates of Participation	Revenue Bonds	Certificates of Participation	Other Loans	Total
2015	$300,300	$2,373,061	$1,514,700	$1,371,894	$5,559,955
2016	306,900	2,459,849	1,548,100	2,571,545	6,886,394
2017	323,400	2,574,241	1,591,600	2,641,199	7,130,440
2018	339,900	2,669,357	1,645,100	2,714,409	7,368,766
2019	-	2,767,140	1,520,000	2,789,014	7,076,154
2020 - 2024	-	15,684,084	8,600,000	15,142,658	39,426,742
2025 - 2029	-	17,362,659	5,440,000	11,003,602	33,806,261
2030 - 2034	-	10,155,000	-	9,997,787	20,152,787
2035 - 2039	-	12,960,000	-	1,427,385	14,387,385
2040 - 2044	-	2,995,000	-	1,310,625	4,305,625
Total Principal	$1,270,500	$72,000,391	$21,859,500	$50,970,118	$146,100,509

Fiscal Year Ending	Interest Payments				Total
2015	$50,976	$3,263,817	$800,911	$1,501,038	$5,616,742
2016	37,502	3,167,322	766,469	1,385,682	5,356,975
2017	23,159	3,066,345	723,805	1,421,228	5,234,537
2018	7,860	2,966,031	672,499	1,347,963	4,994,353
2019	-	2,855,724	616,000	1,273,303	4,745,027
2020 - 2024	-	12,414,754	2,086,875	4,951,281	19,452,910
2025 - 2029	-	8,702,576	279,175	3,264,107	12,245,858
2030 - 2034	-	5,307,125	-	1,122,229	6,429,354
2035 - 2039	-	2,431,750	-	517,743	2,949,493
2040 - 2044	-	74,875	-	162,964	237,839
Total Interest	$119,497	$44,250,319	$5,945,734	$16,947,538	$67,263,088
Total Debt	**$ 1,389,997**	**$ 116,250,710**	**$ 27,805,234**	**$ 67,917,656**	**$ 213,363,597**

APPENDIX: Budget Glossary

Accrual Basis of Accounting: Proprietary and non-expendable trust fund types utilize the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, such that revenues and expenditures are recognized when the underlying event or transaction takes place.

Appropriation: An authorization granted by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period by the City Council. Non-operating appropriations, i.e., capital and special projects, continue in force through a budget re-appropriation (or carryover) until fully expended or until the City has accomplished or abandoned the purpose for which Council originally granted the appropriation.

Appropriation Resolution: The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

Assessed Value: The value placed on real and other property as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the State Board of Equalization establishes assessed value of utility property tax rolls.

Balanced Budget: A budget is balanced when the fiscal year's appropriations equals to the revenue.

Balance Sheet: A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specific date.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place) and, (3) modified accrual basis (revenues recognized in the accounting period in which they become available and measurable and expenditures recognized in the accounting period in which the fund liability in incurred).

Bond: A written promise to pay (debt) a specified sum of money (principal or face value) on a specific future date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to finance large-scale capital projects such as buildings, bridges, streets, and utility infrastructure.

Bond Rating: An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Two agencies regularly review city bonds and generate bond rating: Moody's Investors Service and Standard and Poor's Ratings Group.

Budget: A plan for the expenditure of financial resources covering a specific time period, usually one year, which, by adoption, constitutes legal authority to spend. The City of Santa Barbara adopts an annual budget from July 1 – June 30. The budget contains appropriations needed to continue the City's operations for the year and the revenues anticipated to finance them.

Budget Amendment: Under the City Charter, the City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by a majority vote. The City Administrator has the authority to approve administrative adjustments to the budget, as long as the adjustments will not have a significant policy impact, or affect the bottom-line appropriations for any given department.

Budget Calendar: A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.

Budgetary Basis of Accounting: The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes. The City of Santa Barbara uses the modified accrual basis for budgeting all funds, including proprietary funds.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available revenues. The level of budgetary control for City Council is at the department level. For the City Administrator, budgetary control is within a department, at the program level and at the major object level (groupings of individual line-item expenditure categories, for example, salaries and benefits, supplies and services, special projects, and non-capital equipment categories). For departments, budgetary control is at the line-item level within a particular major object group.

Budget Message: A general discussion of the budget presented in writing as a part of, or supplement to, the budget document. The budget message explains the principal issues against the background of financial trends and the priorities set forth in the budget.

Capital Asset: A tangible, fixed asset that is long-term in nature, of significant value, and obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to buildings, and infrastructure (i.e., streets, highways, bridges and other immovable assets). A capital asset is defined as an asset with a useful life extending beyond a single accounting period. The capitalization threshold for the City of Santa Barbara is $10,000.

APPENDIX: Budget Glossary

Capital Expenditure: An amount expended for fixed asset acquisitions and improvements. The capitalization threshold for the City of Santa Barbara is $10,000.

Capital Budget: A plan of capital expenditures and the means of financing them. The capital budget is adopted as part of the complete annual budget, including both operating and capital outlays.

Capital Improvement Plan (CIP): A formal long-term (multi-year) plan for the acquisition and improvement of major assets, such as land, buildings, machinery and equipment, and infrastructure (i.e., streets, highways, bridges, and other immovable assets). The CIP identifies the expected beginning and ending date for each project, the amount to be expended in each, and the method of financing those expenditures. The City of Santa Barbara prepares a six-year CIP and the threshold for inclusion in the CIP is $25,000.

Capital Lease: An agreement that conveys the rights to use property, plant or equipment, usually for a stated period of time.

Capital Projects Fund: A governmental fund type used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds). See also *Governmental Fund*.

Carryover: Expenditure originally planned in the current year but, because of delays, is postponed to the following fiscal year.

Certificate of Participation: A form of lease-purchase financing used to construct or acquire capital facilities and equipment.

Change in Service: A change in the nature, type or level of service provided by a City program from that provided in the prior fiscal year's adopted budget, as amended.

Community Development Block Grant (CDBG): Grant funds allocated by the federal government to the City of Santa Barbara to use for the prevention and removal of slum and blight, and to benefit low- and moderate-income persons. The City disburses these funds through an annual application process open to all nonprofit organizations and City departments.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenue and similar eventualities, natural disasters, and federal mandates.

Contractual Services: Expenditures for City services performed by firms, individuals or other city departments.

Cost-Reimbursement Basis: The setting of service charges and fees such that costs are systematically recovered on a break-even basis over time. This term is used in connection with internal service funds.

Debt Instrument: A vehicle for borrowing funds, including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds. See also *Bond*.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Debt Service Fund: A governmental fund type used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in the enterprise fund itself. See also *Governmental Fund*.

Debt Service Requirement: The amount of money required to pay interest and principal on outstanding debt and the required contributions to accumulate monies for future retirement of long-term bonds.

Department: An operational and budgetary unit designated by the City Council to define and organize City operations, or a group of related operations within a functional area.

Encumbrance: Legal commitments related to unperformed (executory) contracts for goods and services. At year-end, encumbrances represent a reservation on fund balance.

Enterprise Fund: A proprietary fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, such that the costs of providing goods and services to the general public are financed or recovered primarily through fees charged directly to the users of the goods or services provided. The City of Santa Barbara has ten enterprise funds, including Airport Operating and Capital, Golf, Downtown Parking, Water Operating and Capital, Wastewater Operating and Capital, and Waterfront Operating and Capital Funds. See also *Proprietary Fund*.

Enterprise Fund Accounting: Accounting used for government operations that are financed and operated in a manner similar to private sector enterprises, and for which preparation of an income statement is desirable. Enterprise Funds use the accrual basis of accounting.

Estimated Revenue: The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.

Expenditure: The outflow of funds paid, or to be paid, for goods and services received during the current period. Note: an encumbrance is not expenditure; rather it represents a reservation on fund balance.

Expense: The incurrence of liabilities or the

consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitutes the entity's ongoing major or central operation. This term applies to the City's Enterprise and Internal Service Funds.

Fiduciary Fund: A major fund type used to account for assets held by the City in a trustee, agency or custodial capacity for others. The City of Santa Barbara has pension trust, expendable trust, non-expendable trust, and agency funds within the fiduciary fund type. Expendable trust funds are accounted for in the same manner as governmental funds, using the modified accrual basis of accounting. Pension trust and non-expendable trust funds use the accrual basis of accounting. An agency fund is custodial in nature in that it does not measure results of operations and the assets equal liabilities (i.e., all assets are held solely for the benefit of others).

Fiscal Year: The 12-month period to which the annual operating budget applies, at the end of which a government determines its financial position and the results of its operations. The City of Santa Barbara operates on a fiscal year from July 1 through June 30.

Fixed Asset: See *Capital Asset*.

Full-Time Equivalent (FTE): The standardized unit of measurement of staffing equal to 2,080 hours of work per year.

Fund: A separate fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances and changes therein are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations. There are three major fund types: governmental, proprietary, and fiduciary.

Fund Balance: From a strict accounting perspective, fund balance represents the excess of assets over liabilities. It also represents the cumulative effect of revenues and other financing sources over expenditures, and other financing uses that are available for reservation, designation or appropriation. A negative fund balance is called a *fund deficit*.

General Fund: The primary operating fund of a governmental organization that accounts for activities and services not required to be accounted for in another fund, and traditionally associated with governments, such as police and fire service, which are financed primarily through tax, intergovernmental and other non-exchange revenues.

General Obligation Bond: A bond sold to generate financing for various purposes, and to be repaid with normal, unrestricted operating revenue, usually from the General Fund.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for accounting and reporting. These standards govern the form and content of the annual financial statements of an entity. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Governmental Activities: Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues, and usually reported in governmental and internal service funds.

Governmental Fund: A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting. The City of Santa Barbara uses four types of governmental funds: general, special revenue, debt service, and capital projects funds.

Grant: Contributions of cash or other assets donated from one governmental agency or organization to another, and usually restricted for a specific purpose. Typically, these contributions are made to local governments from state and federal governments.

Infrastructure: Facilities that support the daily life and growth of the City, for example, roads, waterlines, sewers, public buildings, parks and airports.

Interfund Reimbursements: Payments from one fund to another to reimburse costs to the recipient fund.

Interfund Transfers: Payments from one fund to another to finance the operations of the recipient fund.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost-reimbursement basis. See also *Proprietary Fund*.

Liability: Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. Note: the term does not include encumbrances.

Line-Item Budget: A budget that lists detailed expenditure categories separately, along with the amount budgeted for each specified category. The City of Santa Barbara uses program rather than line-item budgeting; however, detailed line-item accounts are maintained and recorded for financial reporting and control purposes.

Major Object: Categorized groupings of individual line-item expenditures that are similar in nature. For example, the City's major object categories include salaries and benefits, supplies and services, special projects, non-capital equipment, capital equipment, and miscellaneous.

Mandate: Legislation passed by the state or

federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

Modified Accrual Basis of Accounting: Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). "Measurable" means the amount of the transaction that can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Those revenues susceptible to accrual include property taxes remitted within 60 days after year-end, interest on investments, and certain intergovernmental and other revenues. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due, or when amounts have been accumulated in the debt service fund for payments to be made early in the following year. All governmental fund types, expendable trust funds and agency funds use the modified accrual basis of accounting.

Objective: Quantified, outcome-based statements of what will be accomplished during the budget year. These annual performance goals are specific, measurable, time-bound, and realistic, yet challenging. Objectives cover day-to-day activities as well as one-time initiatives.

Operating Budget: A plan of financial operations embodying an estimate of planned expenditures for a given period (typically a fiscal year) and the proposed means for financing them (revenue estimates). The annual operating budget, as distinguished from the capital program budget, is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The City of Santa Barbara generally adopts a two-year financial plan that includes the adoption of actual budget appropriations for the first year of the financial plan, and recommendations for year two.

Operating Deficit: The deficiency of operating revenues under expenditures during a single accounting period.

Operating Surplus: The excess of operating revenues over operating expenditures during a single accounting period.

Ordinance: A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

Outstanding Bonds: Bonds not yet retired through principal and interest payments.

Performance Measure: Quantifiable indicators that measure program workload or progress in achieving program objectives.

Program: A group of activities, operations or organizational units organized to accomplish specific purposes, goals or objectives. It is a distinct functional unit within a department, consisting of a significant service provided using City resources.

Program Budgeting: A method of budgeting that focuses on services provided to customers at the functional (or program) level.

Proposed Budget: This refers to the status of an annual budget, which has been submitted by the City Administrator and is pending public review and City Council adoption.

Proprietary Fund: A major fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other City departments (internal users), and the costs of which are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

Reserves: Accumulated funds legally restricted or otherwise designated by management and/or City Council for specific purposes. See also *Fund Balance*.

Revenue Bond: A bond sold to construct a project that will produce revenues pledged for the repayment of principal and related interest.

Revenues: Total amount of income received, earned, or otherwise available for appropriation.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency.

Service Charge: See *User Fee*.

Special Revenue Fund: A governmental fund type used to account for the proceeds from specific revenue sources, other than trusts or major capital projects, that are legally restricted to expenditures for specific purposes. See also *Governmental Fund*.

Transient Occupancy Tax (TOT): Tax collected by hotel operators and imposed on hotel guests for transient lodging (30 days or less) within the City. The current TOT rate is 12%, 2% of which is legally restricted for creeks restoration and creeks and ocean water quality improvement pursuant to voter-approved Measure B, effective January 1, 2001.

User Fee: The voluntary payment of a fee for direct receipt of a public service by the party directly benefiting from service.

APPENDIX: List of Acronyms

A-OK!	After-School Opportunities for Kids!
ABC	Alcoholic Beverage Control
ABOP	Anti-freeze, Batteries, Oil and Paint
ABR	Architectural Board of Review
ACCEL	Authority of California Cities Excess Liability
ADA	Americans with Disabilities Act
AED	Electronic External Defibrillator
AF	Acre Feet
AFP	Aviation Facilities Plan
ALP	Adult (and Family) Literacy Program
AOA	Airfield Operations Area
A/P	Accounts Payable
APWA	American Public Works Association
ARFF	Aircraft Rescue and Firefighting
ARRA	American Recovery and Reinvestment Act
ATP	Active Transportation Program
BAP	Business Activity Permit
BFI	Browning-Ferris Industries (a wholly owned subsidiary of Allied Waste Industries, Inc.)
BLS	Basic Life Support
BMPs	Best Management Practices
BPO	Blanket Purchase Order
C3H	Central Coast Collaborative on Homelessness
C&D Recycling	Construction and demolition recyclable waste
CA-DHS	California Department of Health Services
CAD	Computer Aided Dispatch System
CAFR	Comprehensive Annual Financial Report
CAL-ID	State of California's automated fingerprinting identification system
CalPERS	California Public Employee Retirement System
CAPER	Consolidated Annual Performance Report
CARB	California Air Resources Board
CCC	Combined Communications Center
CCRB	Cachuma Conservation Release Board
CCTV	Closed Circuit Television
CCWA	Central Coast Water Authority
CDBG	Community Development Block Grant
CDE	Community Disaster Education
CEQA	California Environmental Quality Act
CERT	Citizens Emergency Response Training
CFC	Customer Facility Charge
CHDO	Community Housing Development Organization
CIP	Capital Improvement Program
CIT	Criminal Impact Team
CLA	City Leadership Academy
CLETS	California Law Enforcement Telecommunications System
CMMS	Computerized Maintenance Management System
COMB	Cachuma Operations and Management Board
CO	Change Orders
COP	Citizen-Oriented Policing
COPS	Community Oriented Problem Solving
CPI	Consumer Price Index
CPUC	California Public Utilities Commission
CSMFO	California Society of Municipal Finance Officers
CSO	Community Services Officer
CVRA	California Voting Rights Act of 2001
CWQCB	California Water Quality Control Board
DA	District Attorney
D.A.R.E.	Drug Awareness Resistance Education
DART	Development Activity Review Team (Community Development Department)
DART	Development Application Review Team
DOJ	Department of Justice
DPA	Development Plan Agreement
DUI	Driving Under the Influence
EEWPT	El Estero Wastewater Treatment Plant
EIR	Environmental Impact Report
EMLAP	Employee Mortgage Loan Assistance Program
ELAP	Environmental Laboratory Accreditation Program
EMD	Emergency Medical Dispatch
ENF	Enforcement
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Reporting
ERAF	Educational Revenue Augmentation Fund
EV	Electric Vehicle

APPENDIX: List of Acronyms

FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBI	Federal Bureau of Investigation
FMDSS	Financial Management Decision Support System
FMLA	Family and Medical Leave Act
FMS	Financial Management System
FOG	Fats, Oils and Grease
FTE	Full-time Equivalent Job Position
FY	Fiscal Year
FYE	Fiscal Year End
GA	General Aviation
GAAP	Generally Accepted Accounting Principles
GASB 34	Governmental Accounting Standards Board Statement No. 34
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers' Association
GIS	Geographical Information Systems
GOA	Gone on Arrival
GPU	General Plan Update
GREAT	Gang Resistance Education and Training
GW	Groundwater
HBRR	Federal Highway Bridge Replacement and Rehabilitation funds
HD	High Definition
HHW	Hazardous Household Waste
HLC	Historic Landmarks Commission
HOME	Federal Home Investment Partnership Program
HOPE	Habitual Offender Parking Enforcement
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
ICS	Intra-City Services
IFT	Infrastructure Financing Taskforce
IIPP	Injury and Illness Prevention Program
IOD	Injury on Duty
IPM	Integrated Pest Management
ICPMS	Inductively Coupled Plasma Mass Spectroscopy
ISAIMS	Integrated Scanning of America Imaging Management System
IU	Industrial Users
IWP	Industrial Waste Pretreatment
JPA	Joint Powers Authority
LAIF	Local Agency Investment Fund
LDT	Land Development Team
LEA	Local Enforcement Agency
LEAP	Learning for Excellence & Achievement Program
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LID	Low Impact Development
LIMS	Laboratory Information Management System
LTF	Local Task Force on Solid Waste
LUFT	Leaking Underground Fuel Tank
LUP	Land Use Plan
MAPS	Mapping Analysis and Printing Services
MDC	Mobile Data Computer
MDT	Mobile Data Terminals
MEA	Master Environmental Assessment
MHA	Mental Health Association
MJSWTG	Multi-Jurisdictional Solid Waste Task Group
MOXI	Museum of Exploration + Innovation
MRE	Mobile Reporting Equipment
MRF	Materials Recovery Facility
MTD	Metropolitan Transit District
MOU	Memorandum of Understanding
MtCO2e	Million metric tons of carbon dioxide equivalent
MUR	Multi-Unit Residential
NEPA	National Environmental Policy Act
NET	Nightlife Enforcement Team
NIMS	National Incident Management System
NITF	Neighborhood Improvement Task Force
NOV	Notice of Violation
NPDES	National Pollution Discharge Elimination System
NPO	Neighborhood Preservation Ordinance
NZO	New Zoning Ordinance
OGWTP	Ortega Groundwater Treatment Plant
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
P^3	Paradise Performance Program
PAF	Personnel Action Form
PAL	Police Activities League
PARC	Parks & Recreation Comm. Foundation
PBIA	Parking and Business Improvement Area (Assessment)

APPENDIX: List of Acronyms

PC	Planning Commission
PCD	Program Criteria Document
PEM	Proposed Evaluatory Monitoring
PIO	Public Information Officer
PERS	Public Employee Retirement System
PFC	Passenger Facility Charge
PlanSB	General Plan Update
PLF	Public Library Fund
PM	Planned Maintenance
PO	Purchase Orders
POST	Police Officers' Standards & Training
PPE	Personal Protective Equipment
PQI	Pavement Quality Index
PRT	Pre-Application Review Team
PSA	Public Service Announcement
PSR	Project Study Report
PUC	Public Utilities Commission
RACS	Records, Archives, and Clerical Services
RAP	Recreation After-School Program
RDA	Redevelopment Agency
RFP	Request for Proposal
RFQ	Request for Qualifications
RMS	Records Management System
ROPS	Reorganized Obligation Payment Schedule
RRP	Resource Recovery Project
RWQCB	California Regional Water Quality Control Board
SAN	Storage Area Network
SBA	Santa Barbara Airport
SBAPCD	Santa Barbara Air Pollution Control District
SBCAG	Santa Barbara County Association of Governments
SBCPA	Santa Barbara Center for the Performing Arts
SBCVB	Santa Barbara Conference and Visitor's Bureau
SBMC	Santa Barbara Municipal Code
SBPD	Santa Barbara Police Department
SBPL	Santa Barbara Public Library
SBSC	Santa Barbara Swim Club
SCADA	Supervisory Control and Data Acquisition
SCE	**S**outhern California Edison
SCEEP	South Coast Energy Efficiency Partnership
SCORE	Service Corps of Retired Executives
SD	Standard Definition
SEIU	Service Employee International Union (Local 620)
SEMS	Standardized Emergency Management System
SET	Staff Hearing Officer, Environmental Review, and Training
SFDB	Single Family Design Board
SHO	Staff Hearing Officer
SHO	Serious Habitual Offender
SIDA	Security Identification Display Area
SLIP	Sewer Lateral and Inspection Program
SMS	(Microsoft) Software Management System
SMU	Site Mitigation Unit
SOP	Standard Operating Procedures
SRF	State Revolving Loan
SS	Sole Source
SSO	Sanitary Sewer Overflow
STEAM	Science, Technology, Engineering, the Arts and Math
STIP	State Transportation Improvement Project funds
SWPPP	Storm Water Pollution Prevention Pan
SWITRS	Statewide Integrated Traffic Records System
TACT	Total Awareness Cross Training
TBID	Tourism Business Improvement District
TBRA	Tenant Based Rental Assistant
TDA	Transportation Development Act
TOT	Transient Occupancy Tax
TSA	Transportation Security Administration
TTD	Temporary Total Disability
UP	Union Pacific Railroad
USGS	U.S. Geological Services
USPS	United States Postal Service
UST	Underground Storage (Fuel) Tanks
UUAD	Underground Utility Assessment District
UUT	Utility Users' Tax
VAPP	Visual Arts in Public Places
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
WFSAD	Wildland Fire Suppression Assessment District
ZIR	Zoning Information Report

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