

Peer Jurisdiction Budget Comparison

City of Santa Cruz **Council Ad-Hoc Budget Committee** June 7, 2018

Management
Partners



Data Collection Dimensions

- **Demographics**

- Population
- Median income

- **Citywide**

- General Fund Revenue
- General Fund Expenditures
- Staffing (FTE)
- Expenditures per capita

- **By Major Service Area**

- Organizational placement
- Expenditures (General Fund only, when possible)
- Expenditures per capita
- Total staffing (FTE)
- Number of employees supported per FTE
- Number of FTE per 10,000 population

Principal Findings

- **Revenues**

- Property, sales, and transient occupancy tax revenues are in line with peers
- Business License Tax is far below peers
- Utility Users Tax is above peers

- **Staffing**

- Police, Fire, and Parks & Recreation are in alignment with or below peers
- Administrative staffing ratios are one of the lowest
- Planning staffing levels to meet policy direction are slightly above peers

- **Additional research still underway**

- Number of hotel rooms
- Funding for County and other health and human services, including homeless



Seven Peers Identified

City	Population
Berkeley	121,238
Ventura	109,275
Santa Maria	106,280
Santa Barbara	93,063
Napa	80,628
Davis	68,740
Santa Cruz	65,070
Monterey	28,828

- City contracted with industry leader for independent municipal research
- Pilot project to collect and provide initial comparison metrics
- Help identify future common metrics that may be used annually

Note: City of Santa Cruz service population is well beyond City Limits

- Utilities
- UCSC
- County Library service area
- Beaches

Peer cities selected based on available information and comparable features: tourism, college/university presence, demographics, size and services.

City Organization

Management
Partners

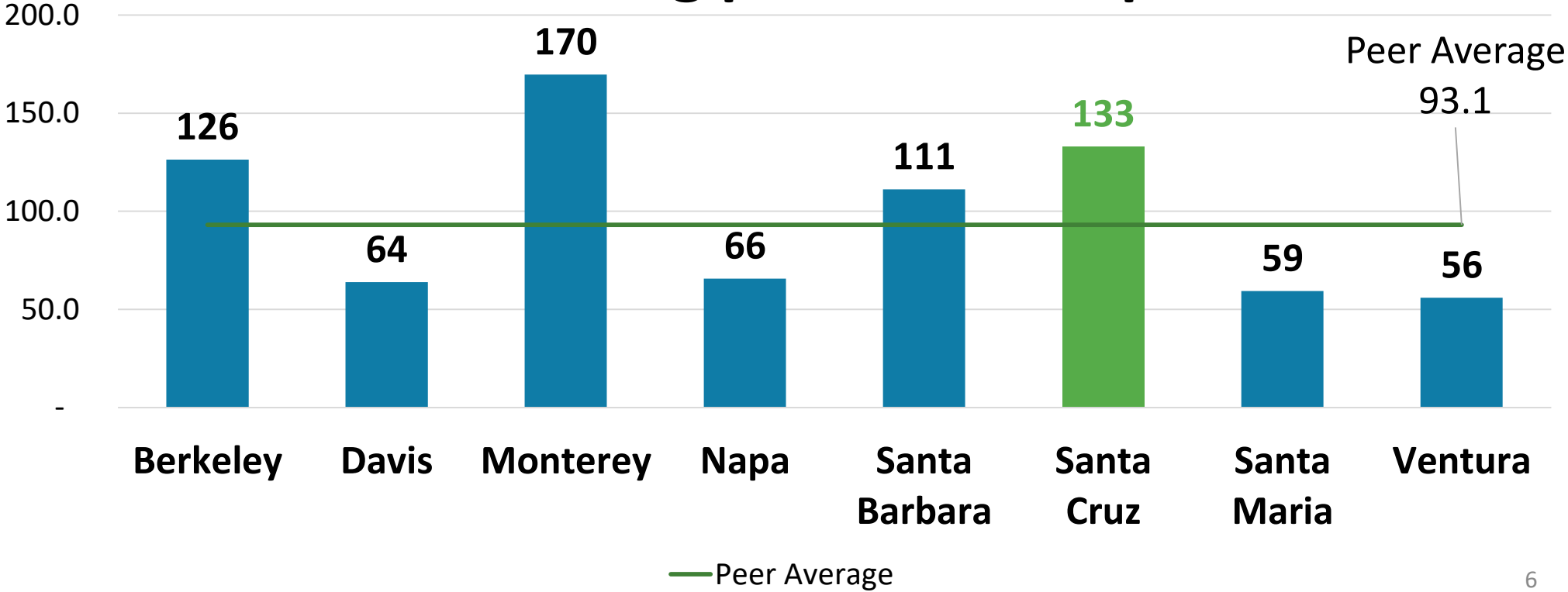




Total Staffing (FTEs)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
1,532	439	489	529	1,035	865	631	611

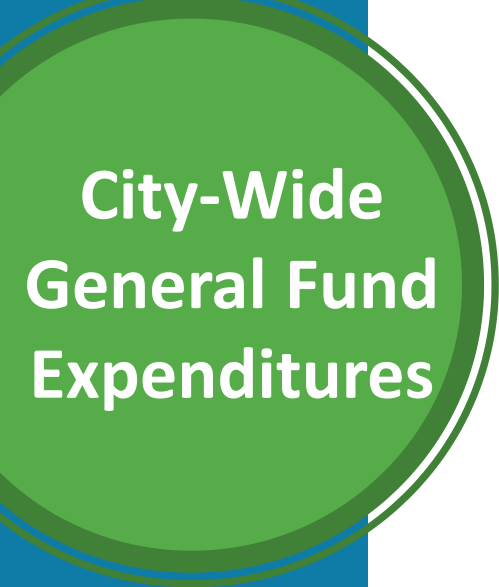
Total Staffing per 10,000 Population



Note 1
City of Santa Cruz service population is well beyond City Limits

- Utilities
- UCSC
- County Library service area
- Beaches

Note 2
Ventura data is based on FY 2016-17 due to data limitations.
Santa Maria data assumes part-time staff as 0.5 FTEs.

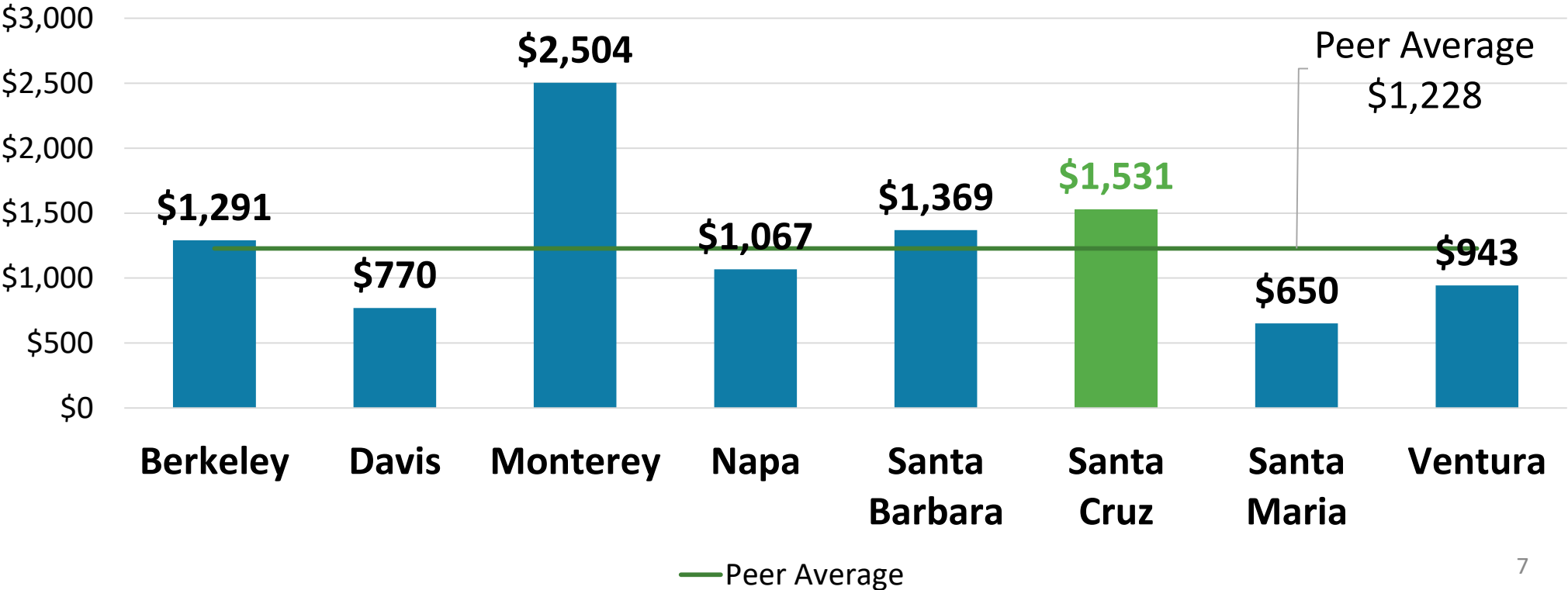


Total General Fund Expenditures (in millions)

excluding Non-Departmental Costs (e.g., internal service, debt)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$156.5	\$53.0	\$72.2	\$86.0	\$127.4	\$99.6	\$69.1	\$103.0

General Fund Expenditures (per capita)



Note
Per capita calculations do not include non-departmental costs (e.g., internal service, debt)

General Fund Revenues

Management
Partners

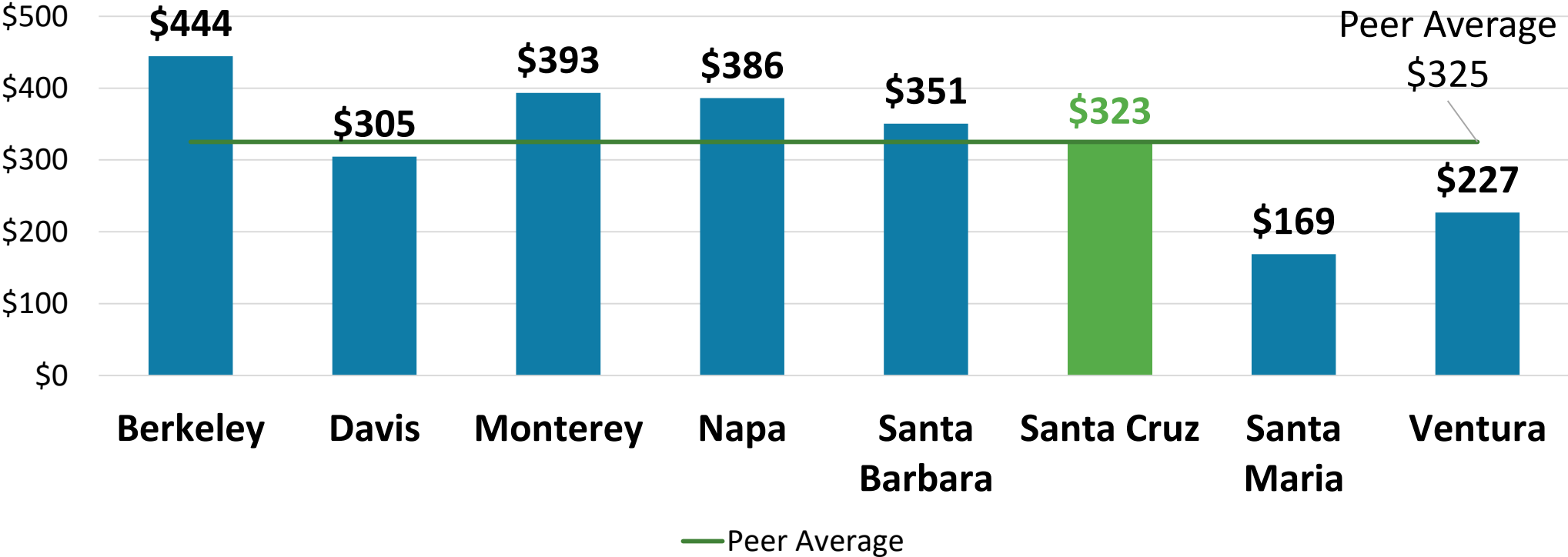




Total Property Tax Revenues (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$53.9	\$20.9	\$11.3	\$31.1	\$32.6	\$21.0	\$18.0	\$24.8

Property Tax Revenues (per capita)

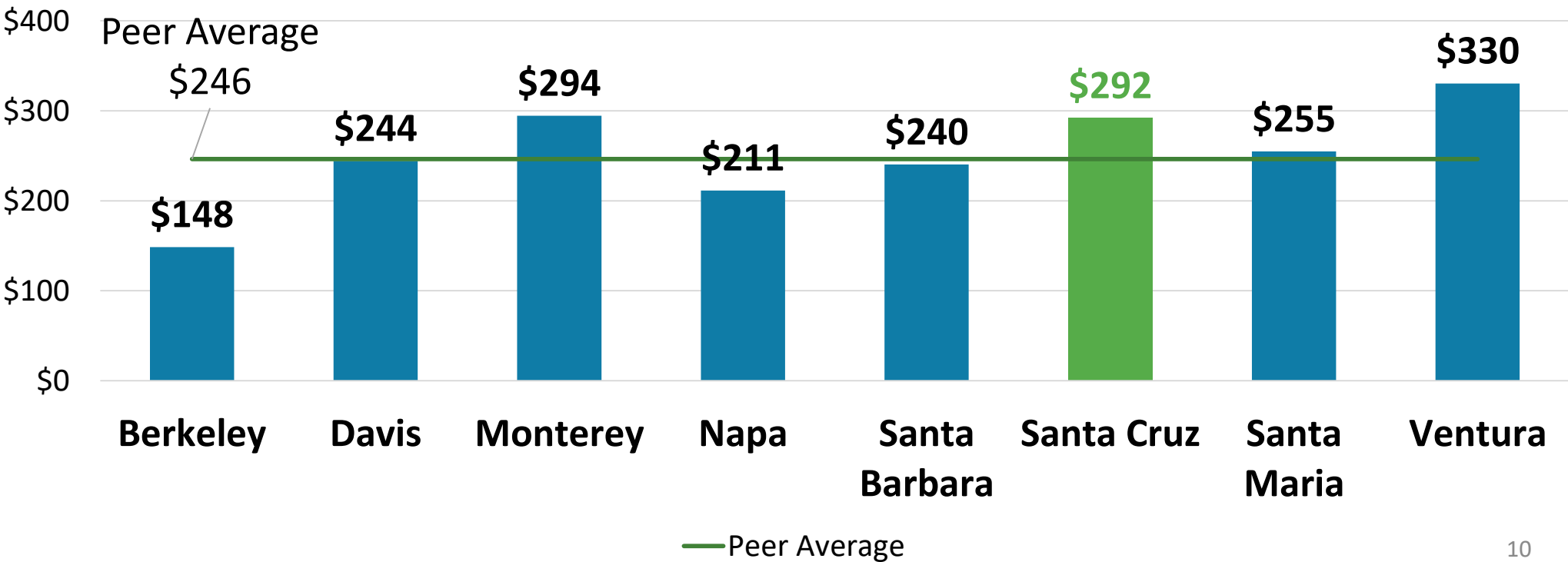


City-Wide
General
Fund
Revenues

Total Sales Tax Revenues (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$18.0	\$16.8	\$8.5	\$17.0	\$22.4	\$19.0	\$27.1	\$36.1

Sales Tax Revenues (per capita)



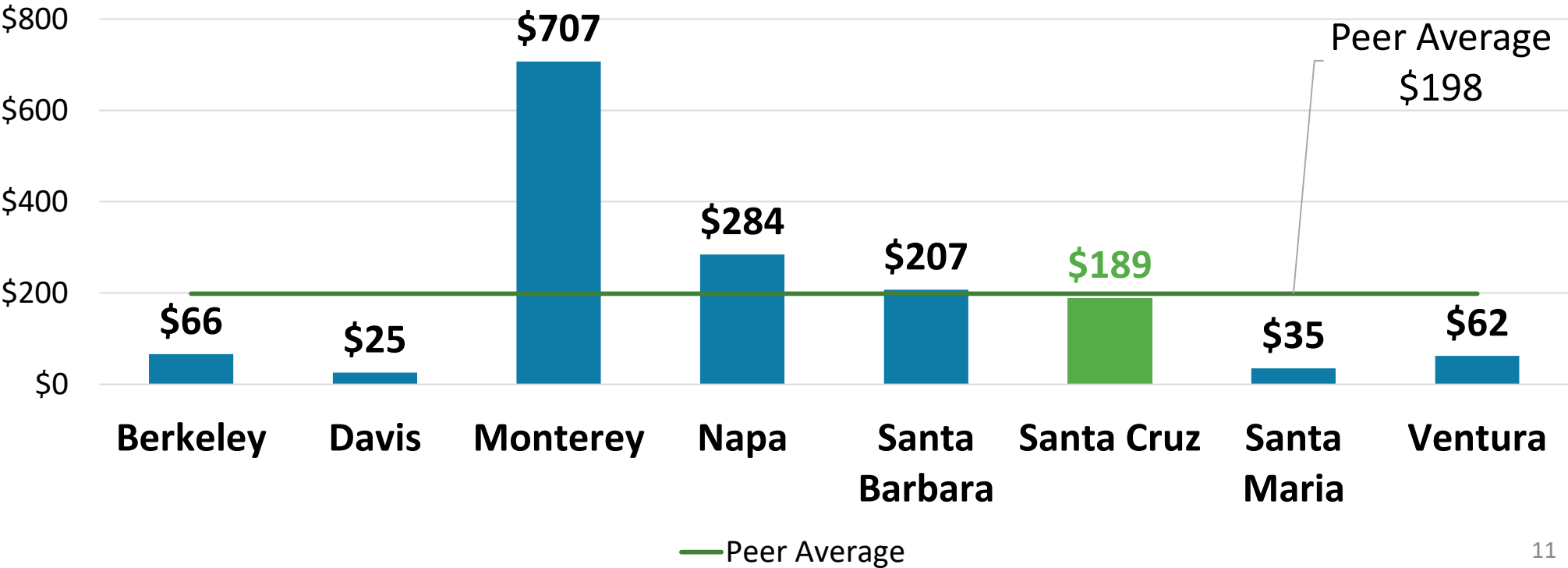
Note
Includes sales tax measures passed by Davis, Santa Maria and Ventura. Does not include Santa Cruz admissions tax. Does not include Berkeley’s soda tax.



Total Transient Occupancy Tax Revenues (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$8.0	\$1.8	\$20.4	\$22.9	\$19.3	\$12.3	\$3.7	\$6.8

Transient Occupancy Tax Revenues (per capita)

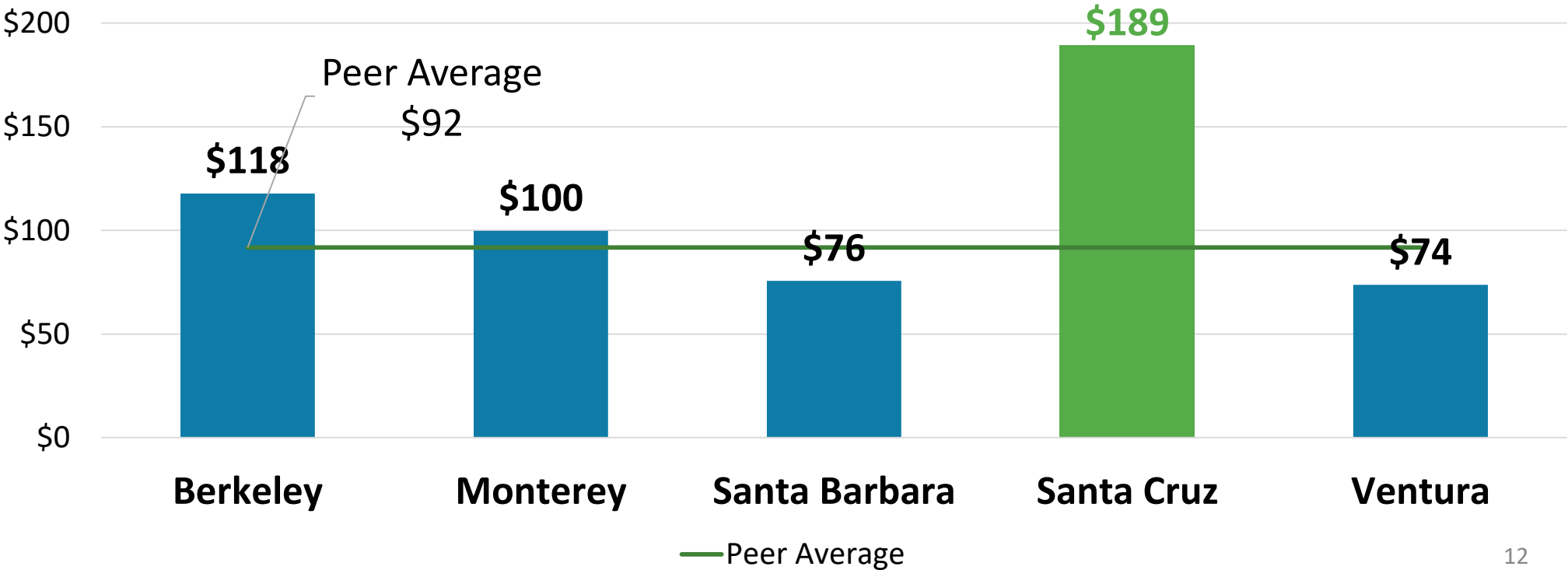




Total Utility Users Tax Revenues (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$14.3	N/A	\$2.9	N/A	\$7.0	\$12.3	N/A	\$8.1

Utility Users Tax Revenues (per capita)

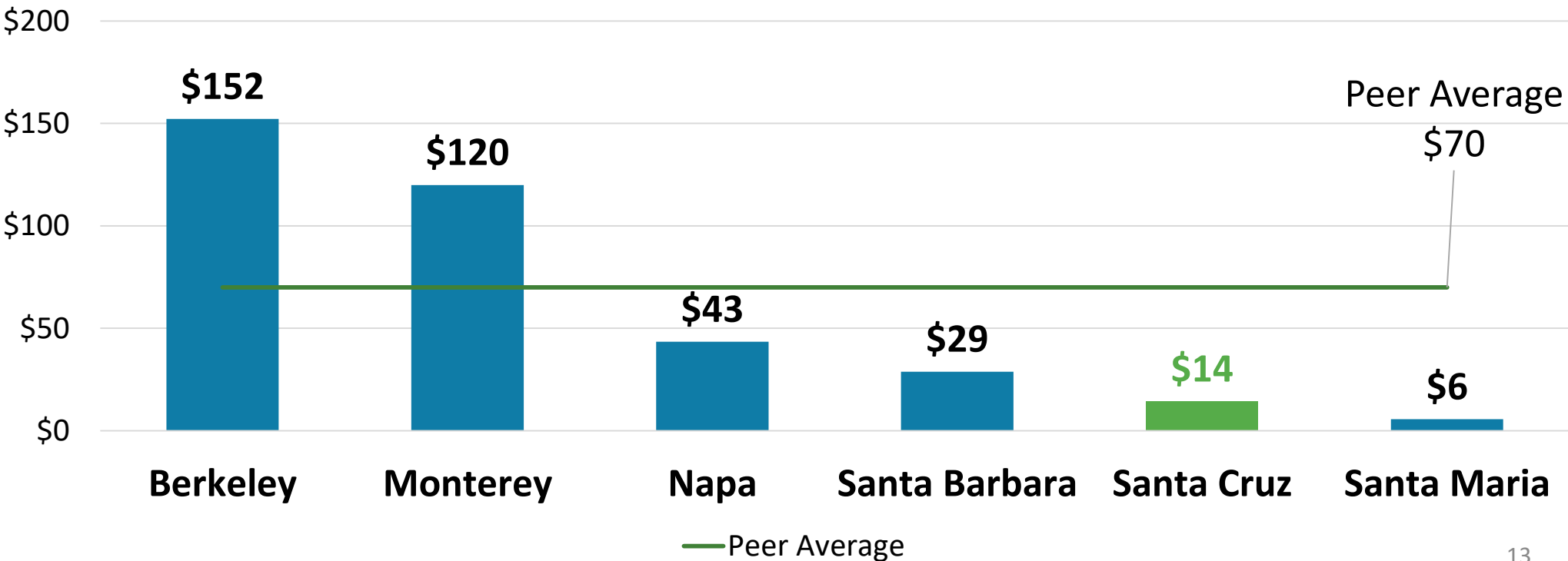




Total Business License Tax Revenues (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$18.5	N/A	\$3.5	\$3.5	\$2.7	\$0.9	\$0.6	N/A

Business License Tax Revenues (per capita)



Note
City of Santa Cruz tax rate would require voter approval to increase

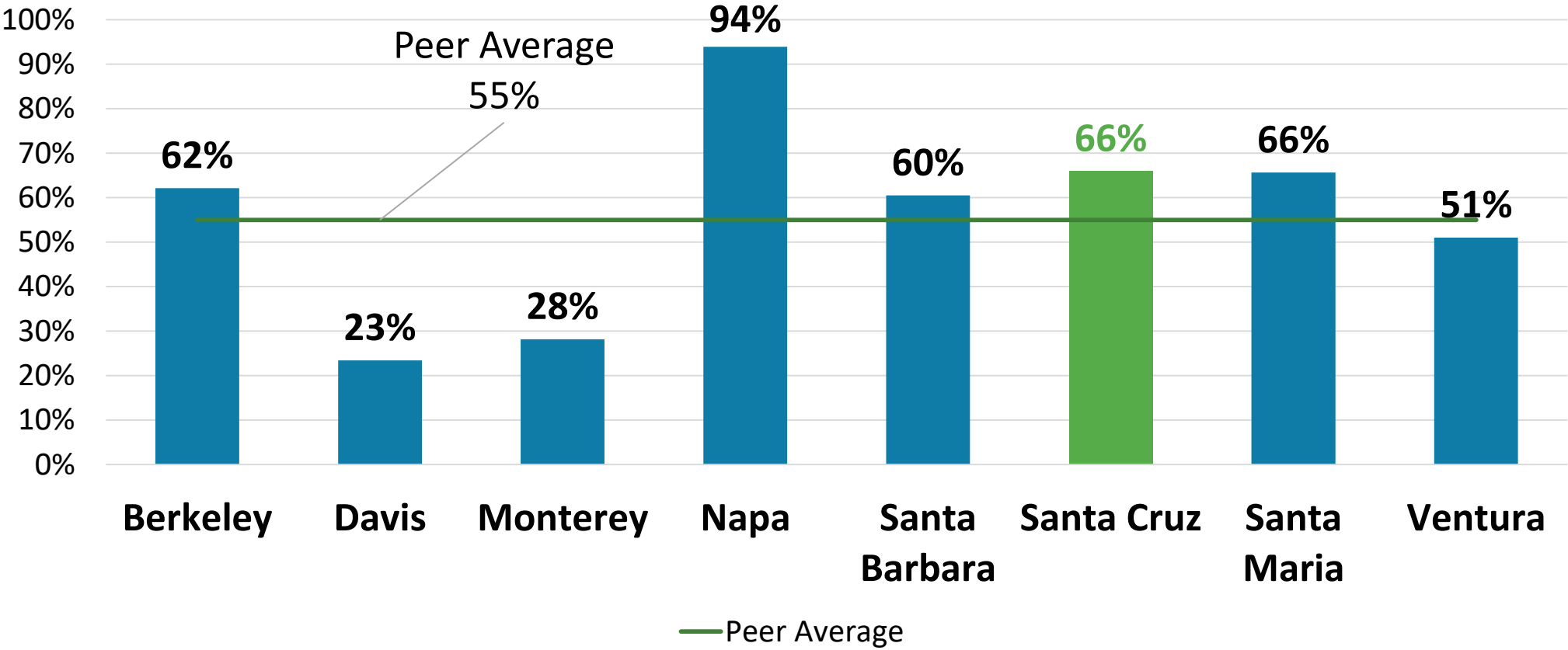
Administrative Functions

Management
Partners





Percent of General Fund Expenditures of Total Budget for Administrative Functions

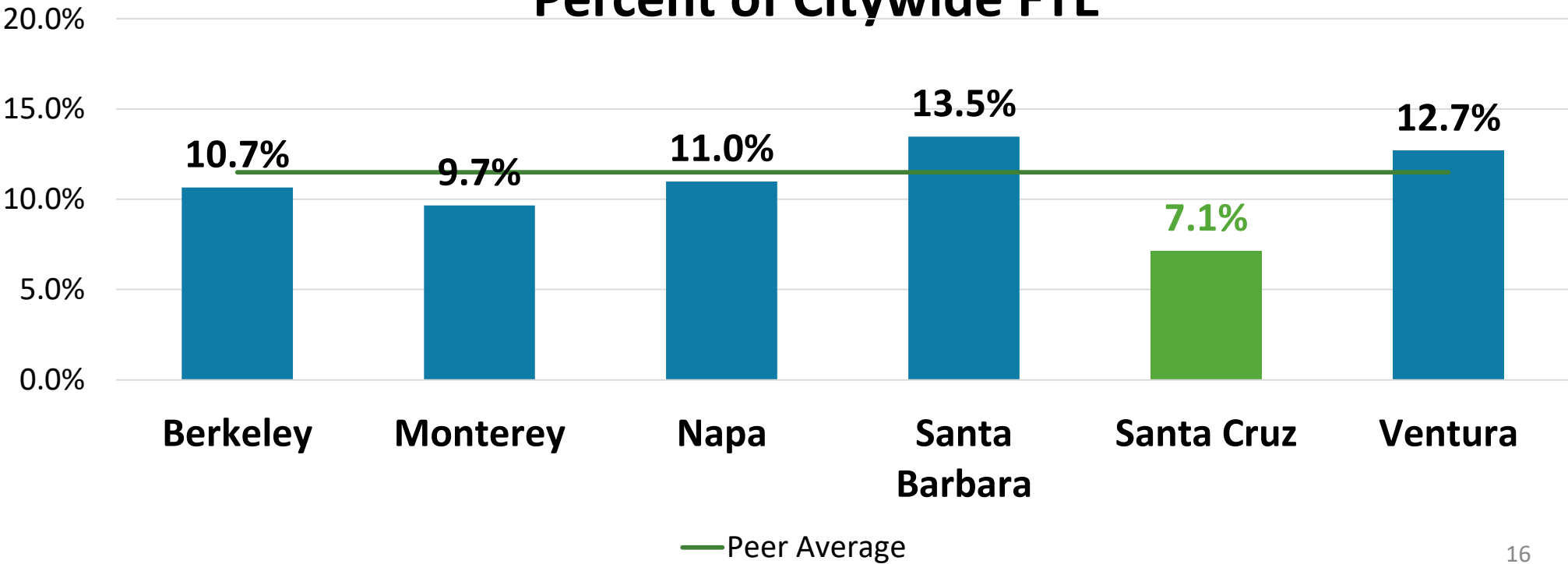


Administrative Functions

Staffing (FTE)

	Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
Administrative Services (including Finance, IT and HR)	108.5	31.2	35.0	43.7	113.9	44.5	N/A	59.8
City Manager and Clerk	41.7	18.2	8.5	10.5	11.8	12.3	N/A	8.8
City Attorney	13.0	N/A	3.8	4.0	13.8	5.0	11.5	9.0
Total Admin Services	163.2	N/A	47.3	58.2	139.4	61.8	N/A	77.5

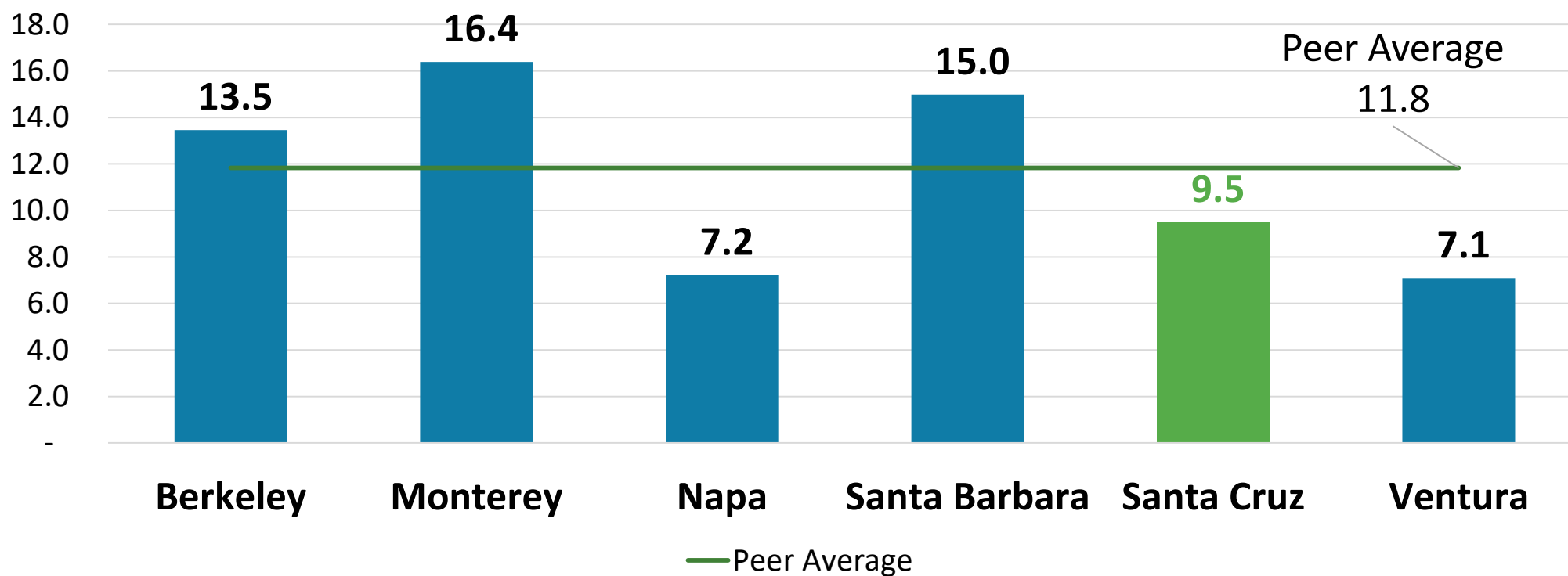
Percent of Citywide FTE



Note
 Santa Maria data assumes part-time staff as 0.5 FTEs.
 Davis budget does not provide FTEs for the City Attorney function.
 The programs of City Manager (Administrator) department varies by City.



FTE per 10,000 Population



Public Safety

Management
Partners



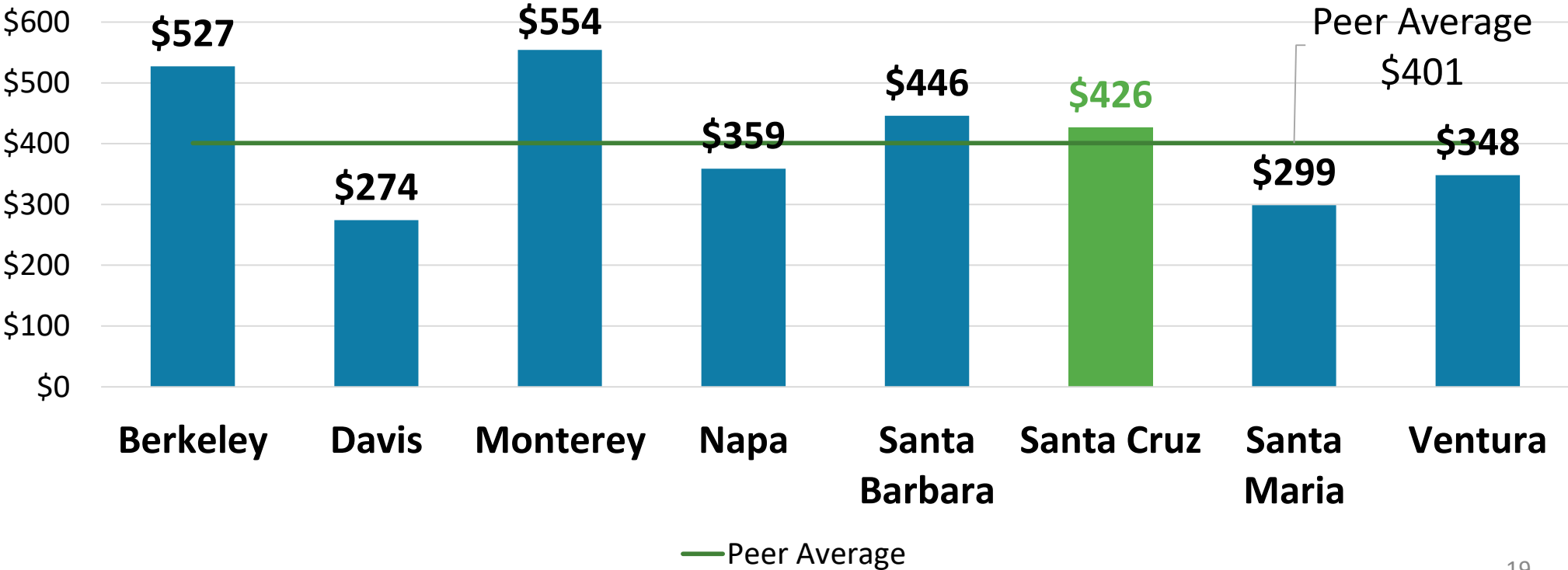


Police and Dispatch

Total General Fund Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$63.9	\$18.8	\$16.0	\$28.9	\$41.5	\$27.7	\$31.7	\$38.1

General Fund Expenditures (per capita)



Note
The information does not show if cities are providing services to nearby jurisdictions. Monterey is dispatched by the County. Santa Cruz is dispatched by a regional JPA.

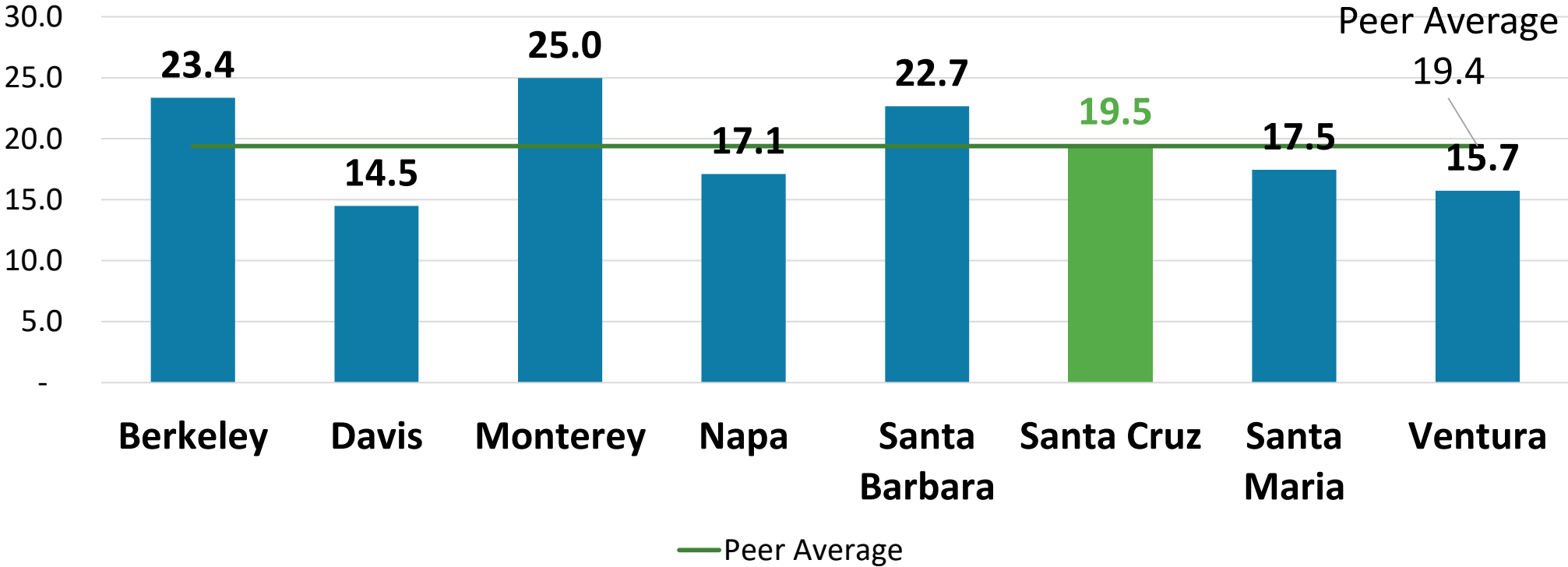
Police and Dispatch

Note
The information does not show if cities are providing services to nearby jurisdictions. Monterey is dispatched by the County. Santa Cruz is dispatched by a regional JPA. Santa Maria data assumes part-time staff as 0.5 FTEs.

Staffing (FTE)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
283.2	99.5	72.0	138.0	211.0	127.0	185.5	172.0

FTE per 10,000 Population

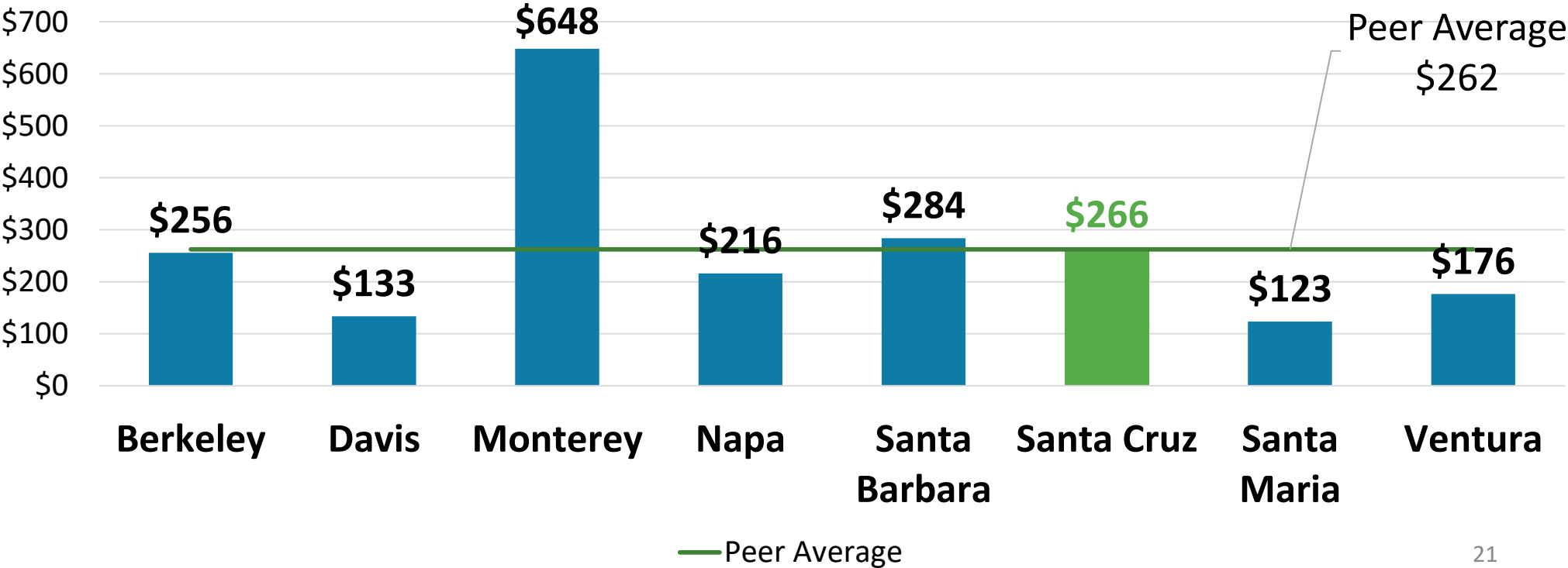




Total General Fund Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$31.0	\$9.2	\$18.7	\$17.4	\$26.4	\$17.3	\$13.1	\$19.3

General Fund Expenditures (per capita)



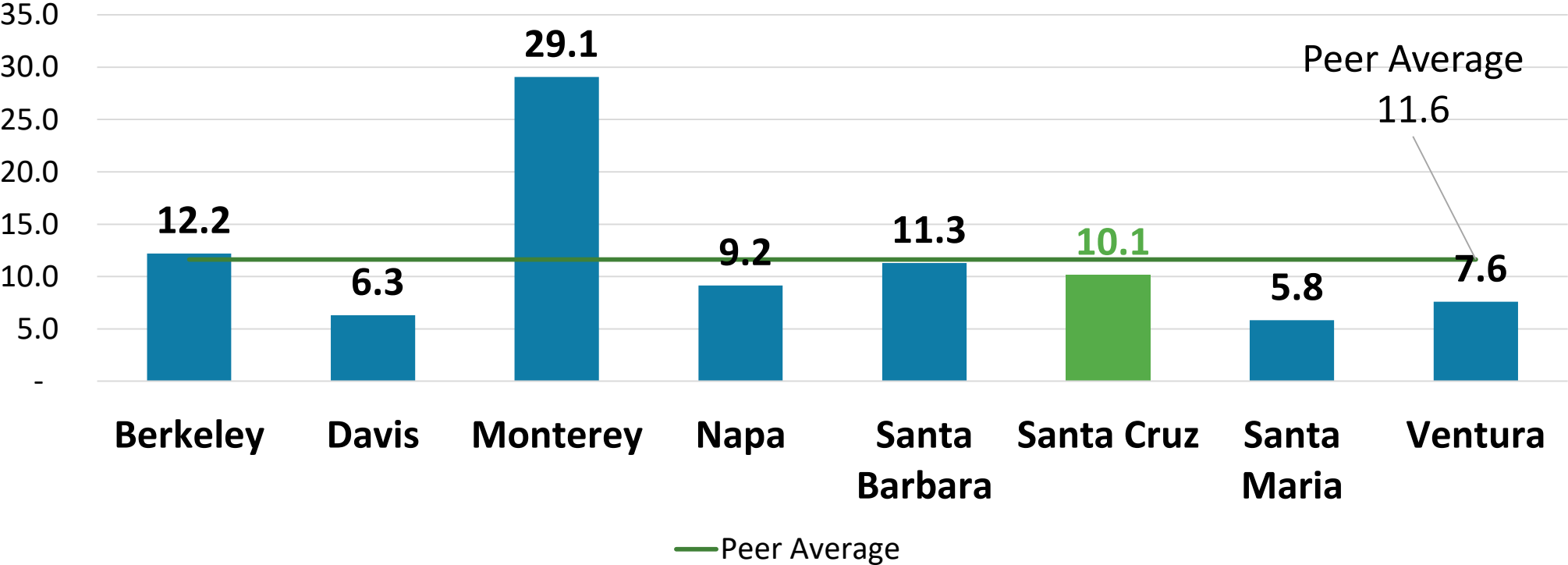
Note
The information does not show if cities are providing services to nearby jurisdictions.



Staffing (FTE)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
148.0	43.4	83.8	73.8	105.0	66.0	62.0	83.0

FTE per 10,000 population



Note 1
City of Santa Cruz service population is well beyond City Limits

- Utilities
- UCSC
- County Library service area
- Beaches

Note 2
The information does not show if cities are providing services to nearby jurisdictions. Santa Maria data assumes part-time staff as 0.5 FTEs.

Parks & Recreation

Management
Partners

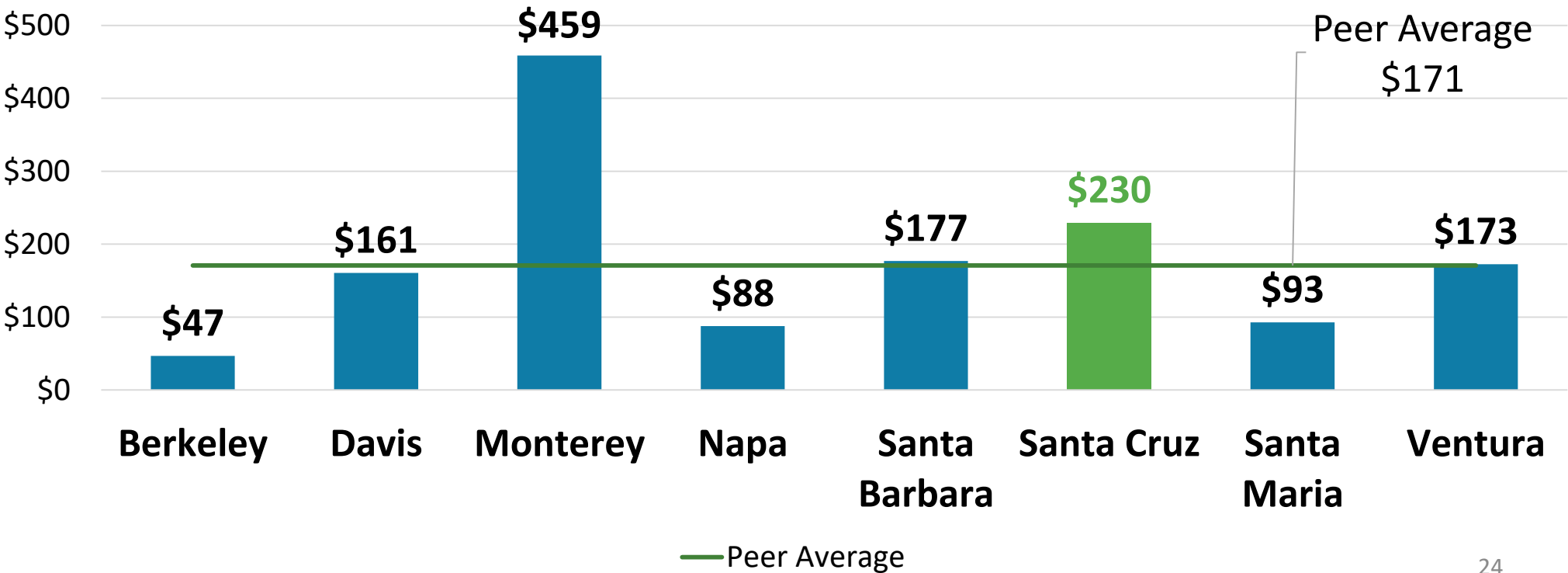




Total General Fund Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$5.7	\$11.0	\$13.2	\$7.1	\$16.5	\$14.9	\$9.9	\$18.9

General Fund Expenditures (per capita)

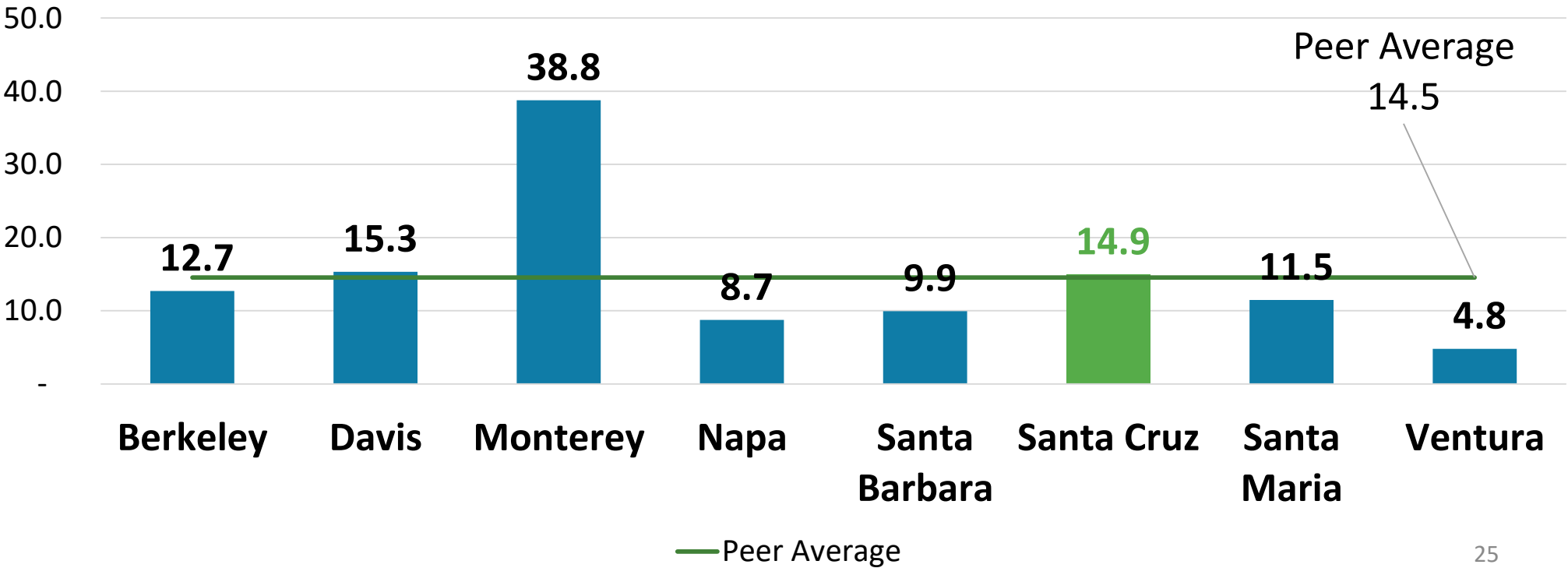




Staffing (FTE)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
154.1	105.3	111.8	70.4	92.5	97.3	122.0	52.5

FTE per 10,000 population



Note
Santa Maria data
assumes part-time
staff as 0.5 FTEs.

Planning & Community Development

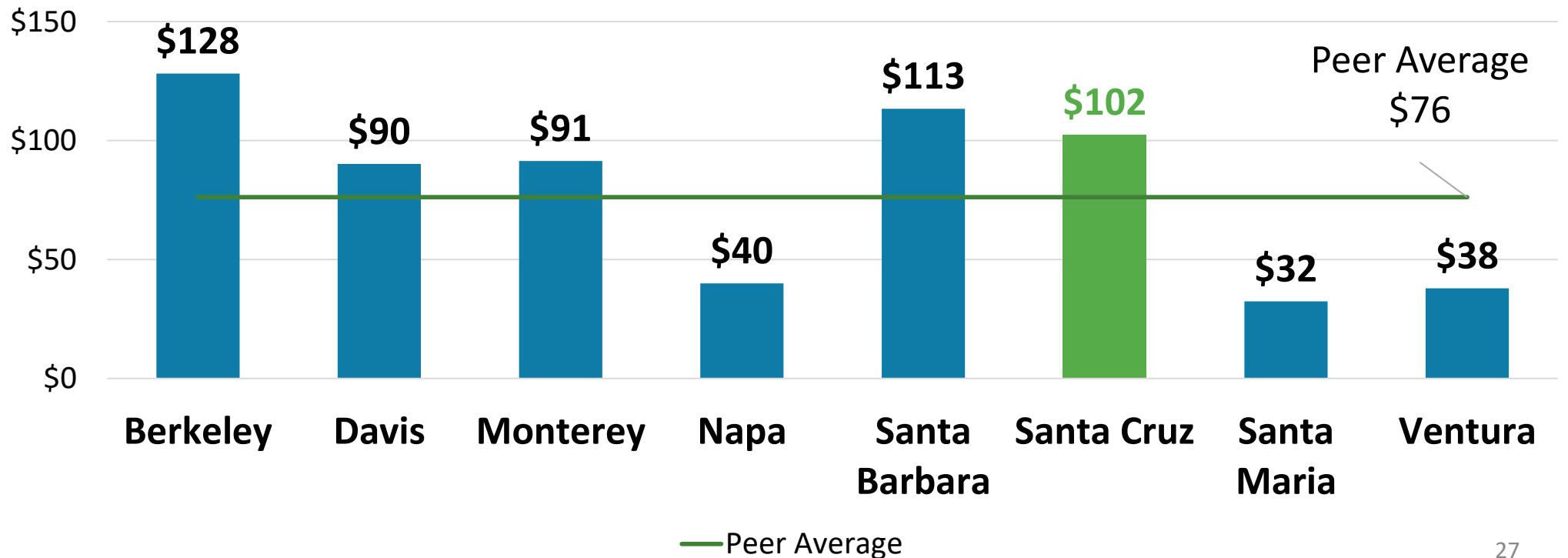
Management
Partners



Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$15.54	\$6.20	\$2.63	\$3.22	\$10.55	\$6.66	\$3.44	\$4.14

Expenditures (per capita)



Note

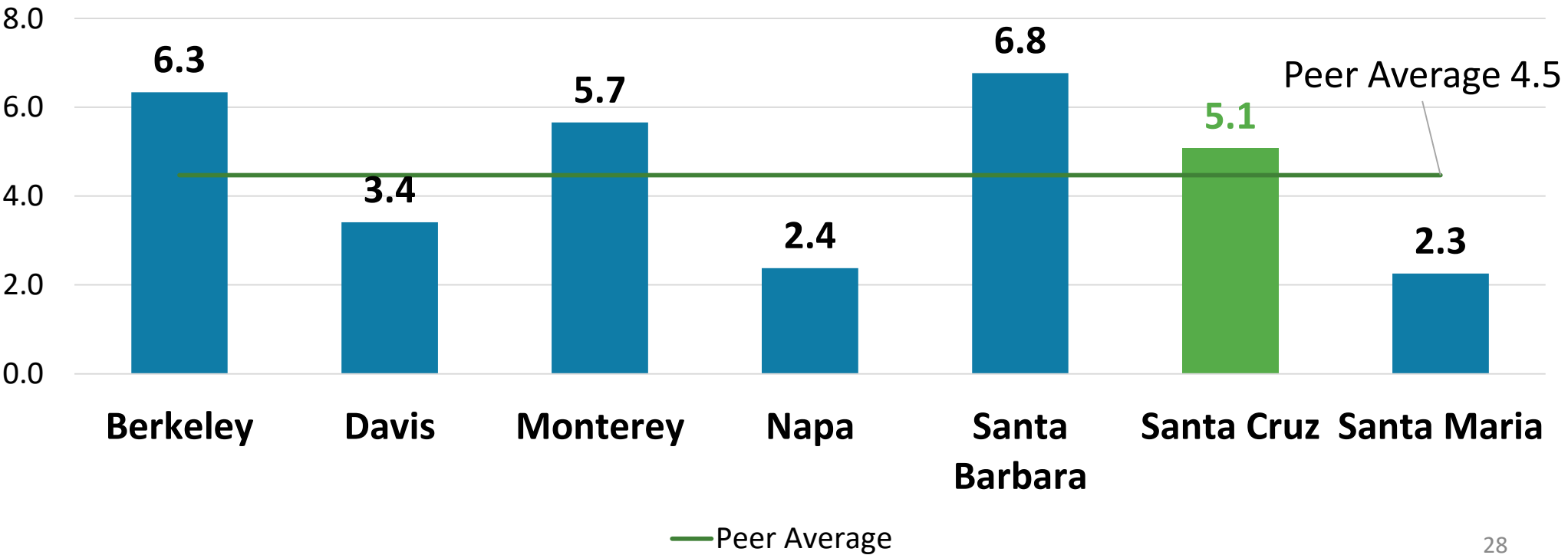
Peer expenditures are estimated based on taking the sum of typical planning, building and permit center programs. Code enforcement is excluded, when possible.

Planning, Building and Permit Center

Staffing (FTE)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
76.9	23.4	16.3	19.2	63.0	33.0	24.0	N/A

FTE per 10,000 population



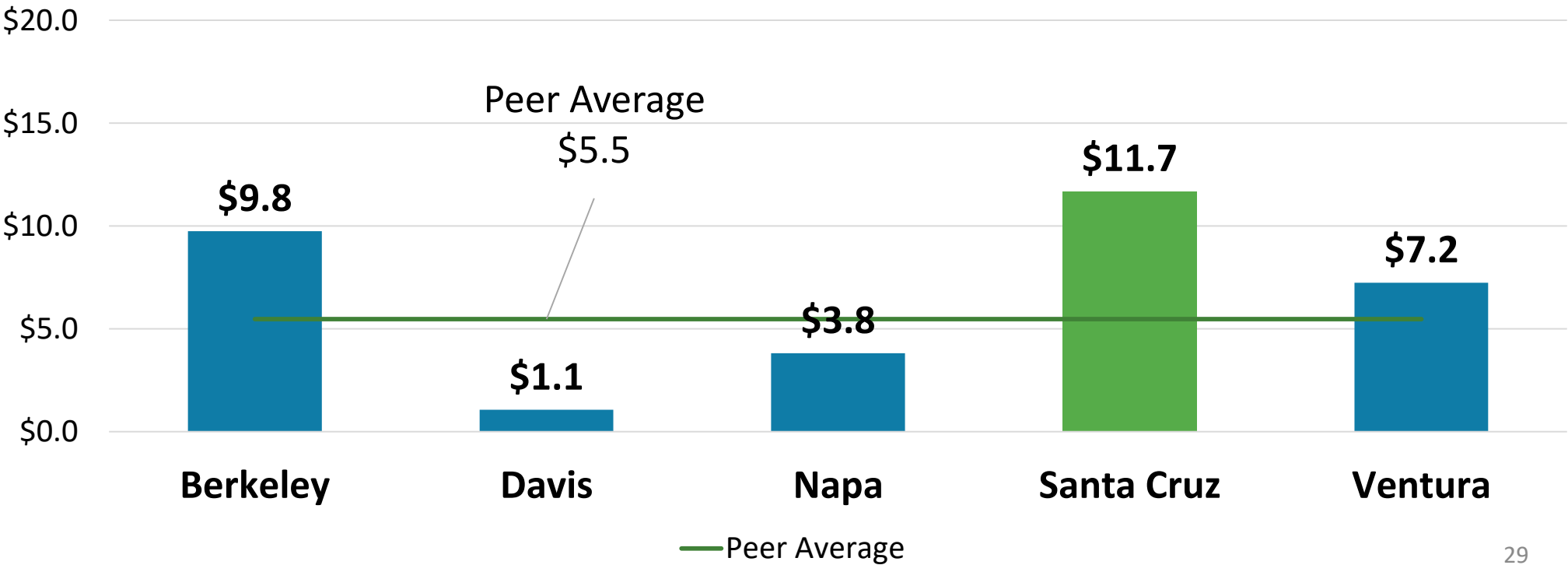
Note
Peer staffing counts are estimated based on taking the sum of assigned staff to typical planning, building and permit center programs. Code enforcement is excluded, when possible.



Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$1.18	\$0.07	N/A	\$0.31	N/A	\$0.76	N/A	\$0.79

Expenditures (per capita)



Note
Code enforcement staffing is not reported because too few peers included it in their budgets.

Economic Development

Management
Partners





Economic Development/ Redevelopment

Notes
Peer expenditures are estimated based on information available in adopted budgets.

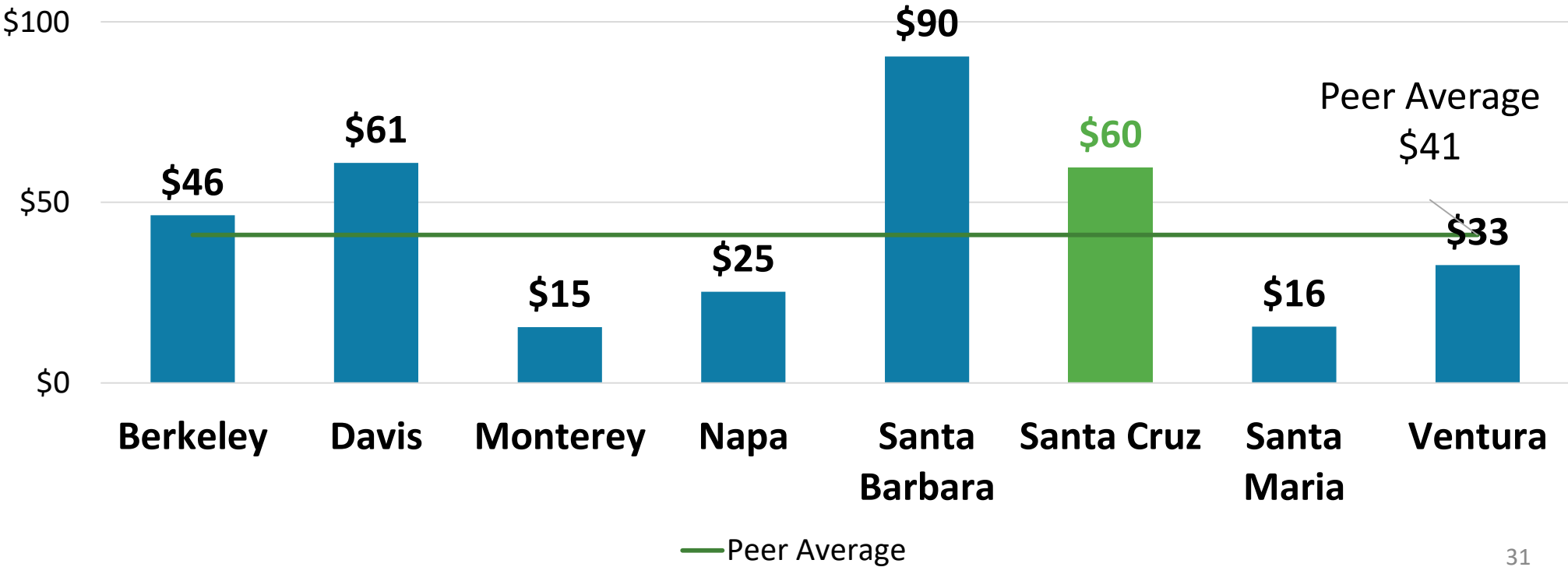
Santa Maria data includes housing expenditures.

Economic development staffing is not reported because too few peers included it in their budgets.

Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$5.63	\$4.19	\$0.45	\$2.04	\$8.42	\$3.88	\$1.66	\$3.57

Expenditures (per capita)

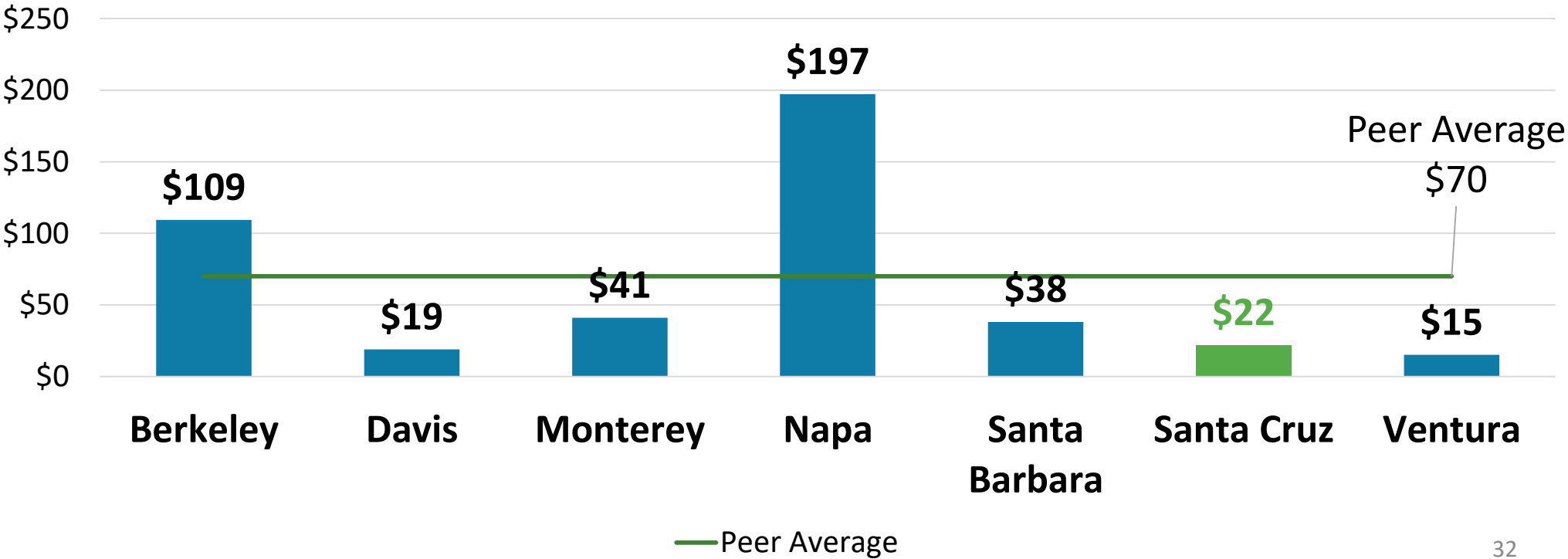




Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$13.3	\$1.30	\$1.18	\$15.90	\$3.55	\$1.42	N/A	\$1.65

Expenditures (per capita)



Public Works

Management
Partners

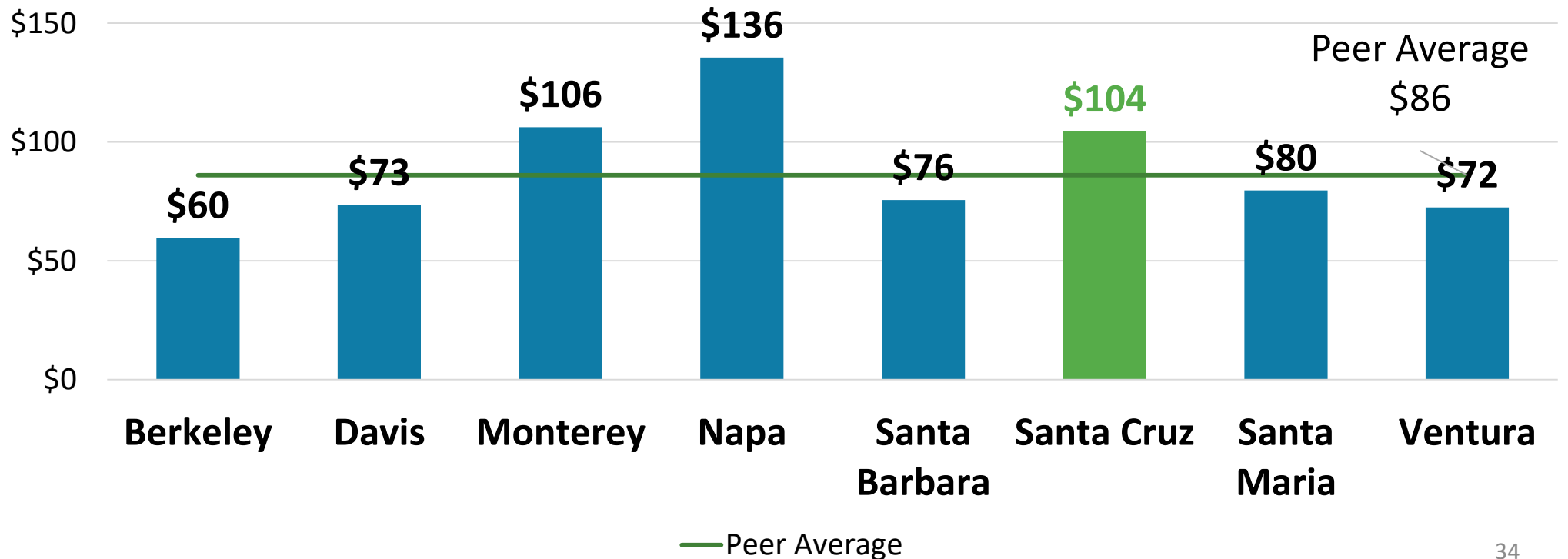


Public Works External Maintenance

Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$7.22	\$5.05	\$3.06	\$10.93	\$7.03	\$6.79	\$8.46	\$7.92

Expenditures (per capita)



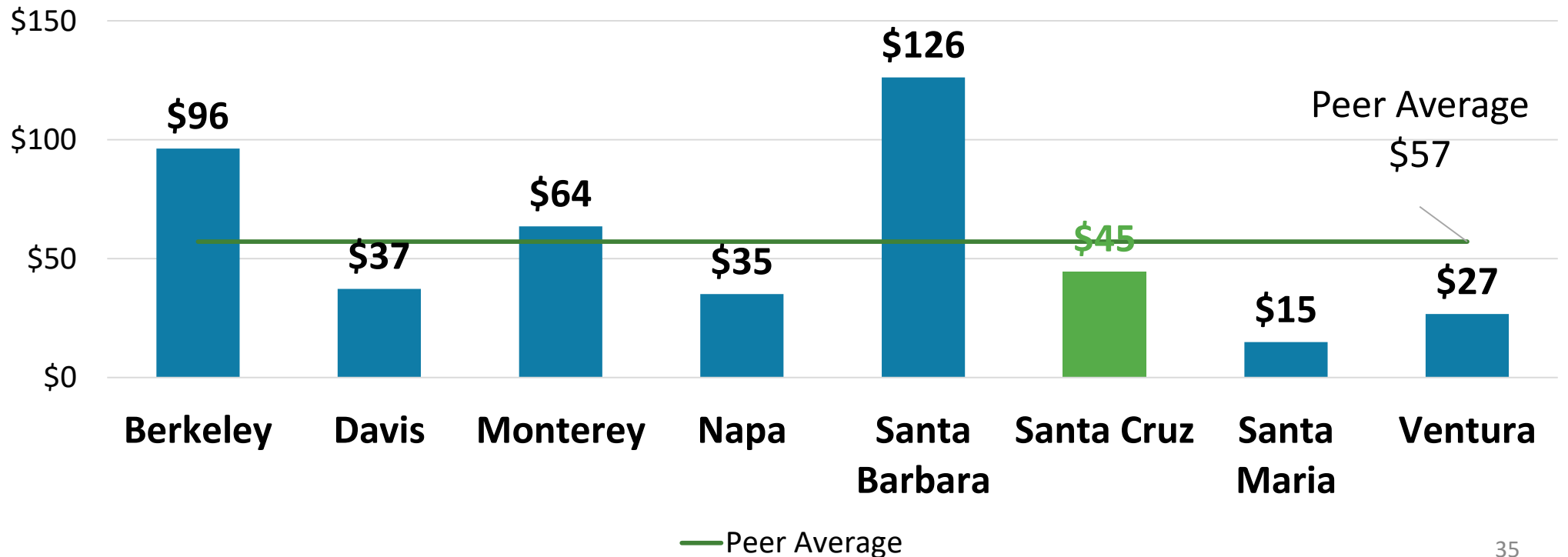
Note
Peer expenditures are estimated based on taking the sum of external maintenance programs (streets, sidewalks, signals, signs, storm drains, graffiti abatement, etc.)

Engineering and Transportation

Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$11.67	\$2.56	\$1.83	\$2.82	\$11.74	\$2.90	\$1.57	\$2.91

Expenditures (per capita)



Note
Peer expenditures are estimated based on taking the sum of typical programs associated with Engineering and Transportation Planning

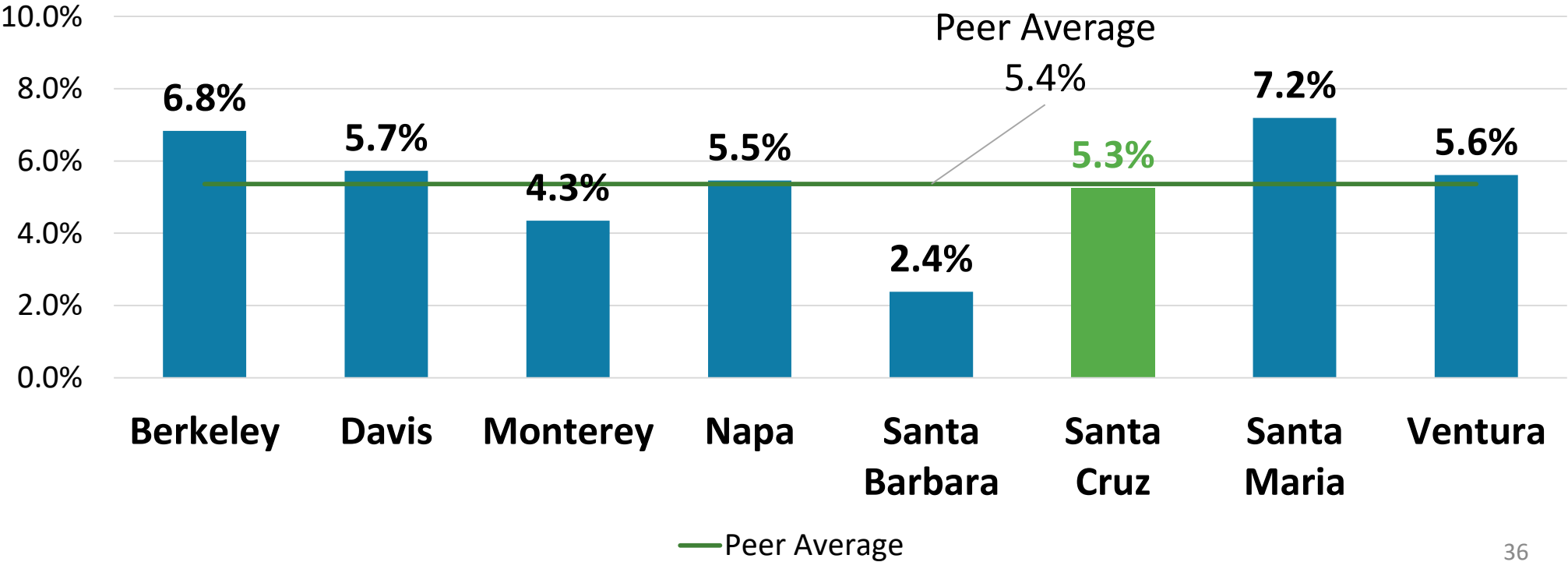
Data excludes costs associated with operating public transit and parking, when possible.



Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$10.69	\$3.03	\$3.14	\$4.70	\$3.03	\$5.23	\$4.97	\$5.78

Percent of Citywide General Fund Budget

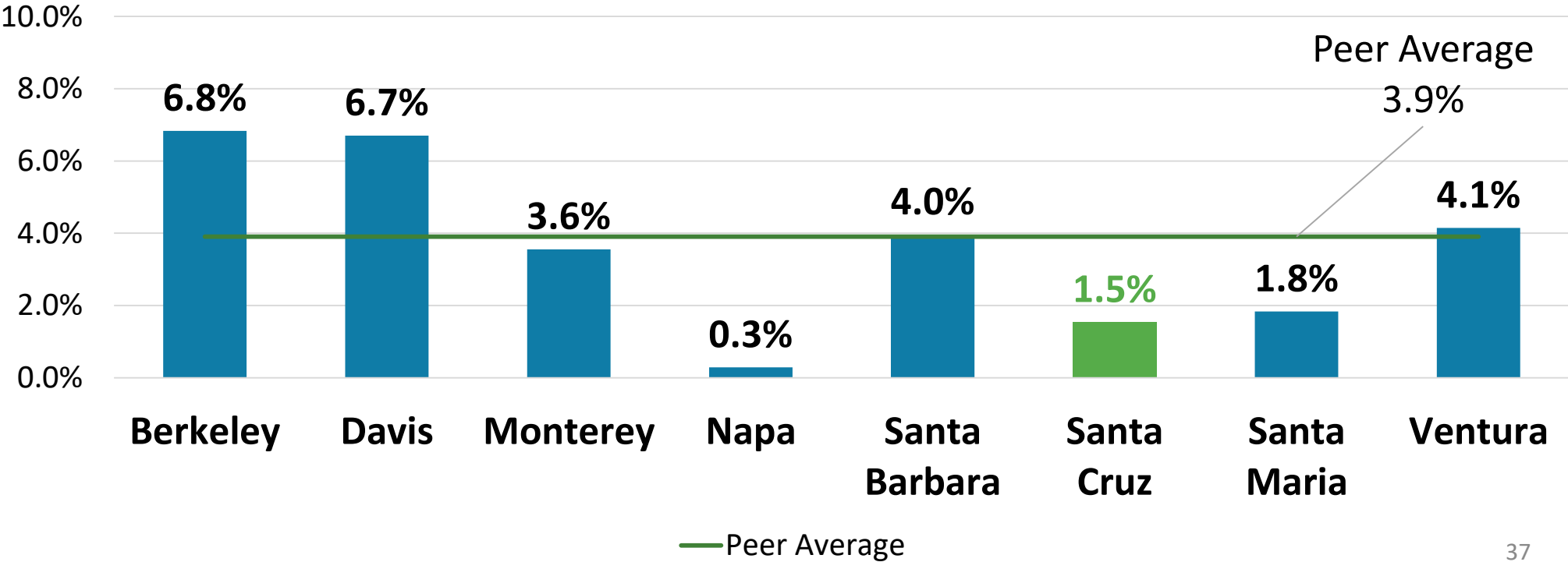




Total Expenditures (in millions)

Berkeley	Davis	Monterey	Napa	Santa Barbara	Santa Cruz	Santa Maria	Ventura
\$10.69	\$3.55	\$2.57	\$0.24	\$5.04	\$1.53	\$1.26	\$4.27

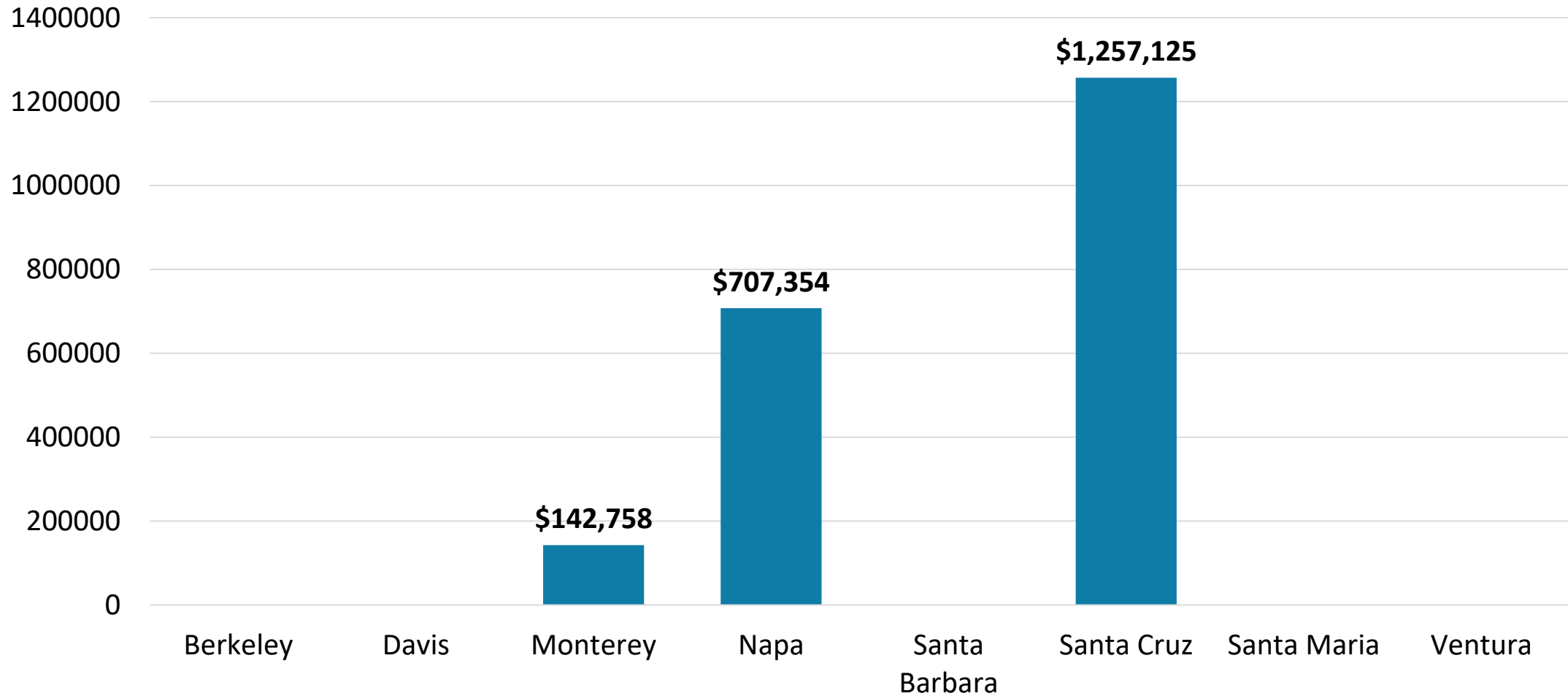
Percent of Citywide General Fund Budget



Content still in research and analysis

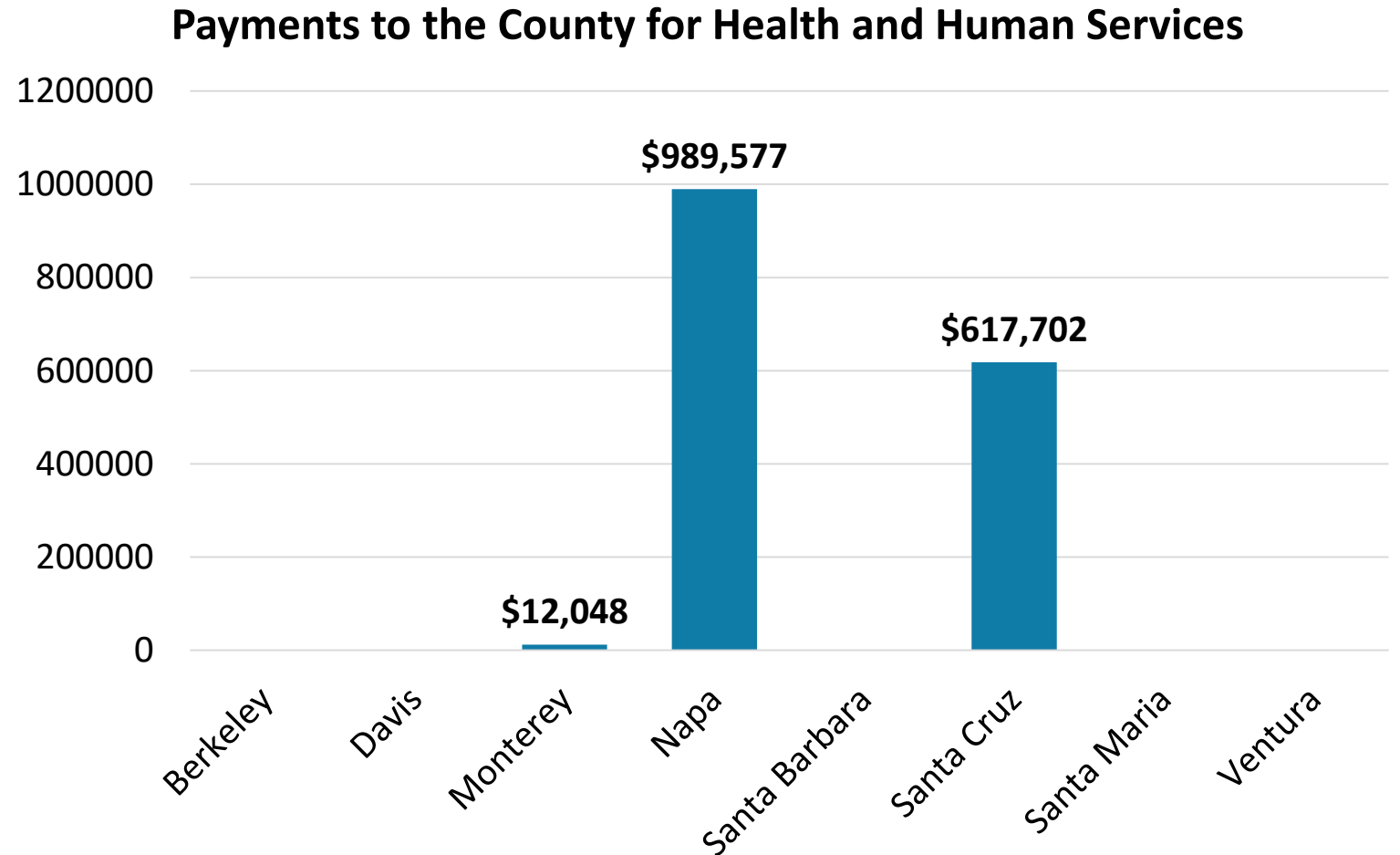
- General Funds for non-profit grants
- Payments to the County for services provided
- # of hotel beds (are online home lodgings allowed, taxed)
- Primary roles for response to growing homeless crisis

General Funds for Nonprofit Grants



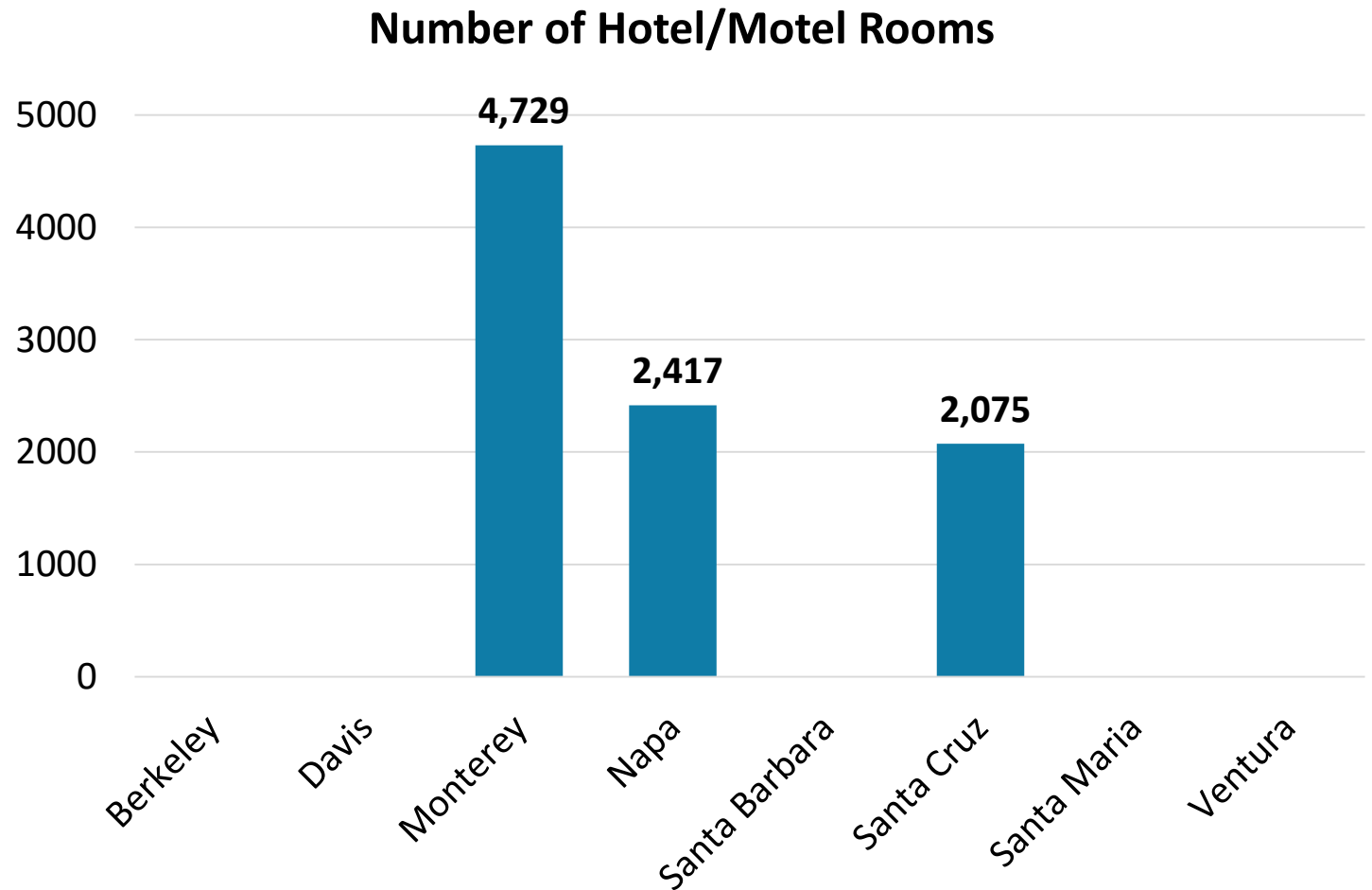
Health and Human Services

City	Homeless Response Lead
Berkeley	
Davis	
Monterey	County
Napa	County
Santa Barbara	
Santa Cruz	NA
Santa Maria	
Ventura	



Tourism and Hospitality

City	Collecting from online lodging?
Berkeley	
Davis	
Monterey	No
Napa	Yes
Santa Barbara	
Santa Cruz	NA
Santa Maria	
Ventura	



Future Opportunities

- Select a few metrics to re-create each year
- Initiate a peer consortium
 - Data sharing and explanations
 - Strategies
 - Best practices
 - Performance metrics