

## City Manager's Message

Dear Mayor, Councilmembers, and Santa Cruz Community,

In accordance with the City Charter, I am pleased to present the City of Santa Cruz's Fiscal Year (FY) 2027 Operating and Capital Budget for your consideration.

This budget reflects our values as an organization and serves to operationalize the City Council's priorities set forth in our 2023-2028 Citywide Strategic Plan. The last several fiscal years have required increased creativity and resilience as we navigated the impacts of post-pandemic inflation, with its ripple effects of rising interest rates and cost of living, and experienced volatility in federal programs and economic policies. Throughout these challenges, we have developed thoughtful, innovative, and balanced budgets, and the proposed budget for FY 2027 is no exception.

However, we now face new challenges with federal and global economic actions and policies that are creating growing uncertainty in the economy as a whole and resulting in increased local impacts. While the City's base funding is largely unaffected by the federal government, the Trump administration's shrinking of the federal government and elimination of critical federal funding programs has impacted the City's grant programming and has had wide-ranging impacts on the County of Santa Cruz's services. The City is not in a financial position to take on the services being reduced by other agencies and organizations, but we are partnering with the County to do what we can to provide some safeguards for our residents who depend on these vital services.

Despite these headwinds, we have created a budget for FY 2027 that delivers on our core commitments: it invests in our people, our major community projects, and the systems that serve our residents.

For example, in FY 2026, the City Council approved new Memorandums of Understanding with the City's bargaining groups, which included cost of living increases for our City employees. This is critical investment at a time when many of our employees are experiencing the same cost pressures the City is facing on a personal level. This important investment in our people will help the City remain a thriving organization, with competitive compensation packages that attract and retain high-quality employees.

Beyond our workforce, it is safe to say that all Santa Cruz residents are aware of some, if not all, of the exciting projects underway that will ultimately serve to strengthen our local economy and the quality of life of our community. The construction of the seismic retrofitting of the Murray Street Bridge is being delivered in a responsive and timely manner. The Downtown Library and Affordable Housing Project is quickly coming to fruition. The Pacific Station North redevelopment is making critical strides towards completion, and our City now

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FY 2027 Budget boasts an expanded riverfront parkway along the San Lorenzo River levee as part of the recently completed River Row housing development.

Internally, FY 2027 will also mark the completion of a massive investment by the City to overhaul its financial and human capital management Enterprise Resource Planning (ERP) systems. This will result in greater efficiencies in serving residents, improved data collection and reporting to the public, and better experiences for employee recruitment and onboarding.

Amid great change and uncertainty, I am proud to present a budget that continues our organization's longstanding tradition of excellence, creativity, and strategic planning.

Except for limited budget increases to accommodate rising costs on currently existing contracts, the Fiscal Year 2027 Budget is otherwise largely status quo, resulting in a total budget of \$495M, including a Capital Investment Program Budget of \$30M. The City's General Fund of \$170M further invests in high-quality services for the community and advances the City Council's priorities.

While the General Fund budget for Fiscal Year 2027 is balanced—as required by City policy—maintaining ongoing operations in this manner is not sustainable over the long term. Moving forward, we will need to continue exploring opportunities for additional cost recovery, operational efficiencies, and new revenue sources to keep the City in alignment with our long-range financial plan.

## **Reflecting on Key Milestones**

What follows is an overview of the key accomplishments of the City's departments in FY 2026 and the ways in which the FY 2027 Annual Budget will fund efforts to further the City's strategic plan and services.

### *Progress on Housing*

The Community Development Department continues to build on its successes. In addition to strong contributions to advancing housing initiatives in FY 2026, the Building and Safety team demonstrated a continued commitment to supporting development and facilitating economic growth as it processed over 2,100 building permits, one of the highest totals in recent years. The Current Planning team successfully managed the review and approval of five major development projects totaling 250 residential units that include 41 affordable units.

Meanwhile, the Affordable Housing Division assisted with financing for the new, 100% affordable 50-unit housing project at 136 River Street and supported programs serving more than 29,000 residents and 6 community infrastructure projects. The Code Compliance and Rental Inspection Team completed 2,500

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FY 2027 Budget inspections, with 650 for code and 1,850 for rental. Additionally, the Advance Planning team drafted and adopted policy updates to support the City's Housing Element objectives and conform to State law, and they progressed in updating the Local Coastal Program, including Council approval of the Beaches and Bluffs Hazards chapter, and drafting additional design guidelines for development. The Department is committed to building strong partnerships with local developers, community groups, and stakeholders, working together to realize shared development goals.

### *Resiliency and Long-Range Strategic Planning*

Key advances were made in FY 2026 to provide a more stable financial footing in strategic areas of the City's revenues. Mayor Keeley and the City Council advanced initiatives focused on housing stability, public health, and community services. Notably, the Workforce Housing Affordability Act (Measure C), passed in November 2025 to fund affordable housing and homelessness prevention. The Council also established the Sugar-Sweetened Beverage (SSB) Ad Hoc Committee and stood up the SSB Tax Oversight Committee to oversee the implementation of the voter-approved General Fund tax that will support programs benefiting youth, seniors, and working families.

To further enhance community services, the Council also continued supporting the Children's Fund Oversight Committee (CFOC), which recommends the use of Measure A revenue—20% of audited cannabis tax funds—to expand evidence-based programs that prioritize early childhood development, prevention efforts, and services for vulnerable youth. Lastly, the City Council passed a resolution authorizing the Santa Cruz Enhanced Infrastructure Financing District (EIFD), which creates a financial base to generate capital project funding for years to come.

In risk management, an important step was taken by the Finance and Risk Management team in FY 2026 to secure and fund additional insurance coverage for City assets, including protection for the City's Municipal Wharf.

### *Upstream Solutions to our Homelessness Crisis*

The City's Homelessness Response Strategic Plan (2024-27) provides a compassionate approach to homelessness that focuses on building more affordable housing, offering shelter, increasing outreach, prioritizing partnerships with community organizations, and managing large encampments that pose health, environmental, and safety risks. As a result, these efforts have led to a remarkable 40% decrease in homelessness in the City of Santa Cruz since 2022.

Currently, the City operates two emergency shelters, including 1220 River Street and the City Overlook, totaling 165 tent-based sleeping sites. In FY 2025, the last

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FY 2027 Budget year for which we have full data, 445 people were served through the City's shelter and safe parking programs, with 134 people who moved on to more stable housing. Regionally, the City partnered with the County and City of Watsonville on a Severe Weather Shelter, serving more than 300 people in the region. Looking to the future, the City received a \$30 million Behavioral Health Continuum Infrastructure Project (BHCIP) Grant from the State Department of Health Care Services to construct a 50-bed adult residential substance abuse treatment center at the City-owned property at 125 Coral St., which will be the future Coral Street Substance Use Disorder Treatment Center.

### *Affordable Housing and Economic Recovery*

Recently, the Economic Development and Housing Department restructured, with Economic Development (ED) becoming a part of the City Manager's Office. This transition reflected the important, strategic role ED plays in advancing Citywide priorities, supporting the local economy, and coordinating efforts that span multiple departments and initiatives.

As part of this shift, the Affordable Housing Division joined the Community Development Department to bolster the City's collective efforts in advancing critical housing projects in our community. Prior to this transition, the Affordable Housing Division assisted with financing for the new 100% affordable 50-unit housing project at 136 River Street and supported programs serving over 29,000 residents and 6 community infrastructure projects. In FY 2026, staff continued to administer approximately \$40M in state grants for multiple affordable housing and infrastructure projects.

On the economic recovery front, the Business Services Division of ED activated three vacant storefronts through Downtown Pops! and developed an Economic Vitality Business Incentive package, including a use extension ordinance, movie theater parking validation program, and building permit fee removal incentive. Business Services also created the Construction Mitigation Loan Program and developed advertising, promotions, and events to support businesses through the Murray Street Bridge construction. The ED team also hosted several Broker Breakfasts and through their collective support efforts we've seen more than a dozen new businesses move into the downtown over the last year.

To further support our community's economic well-being, the Water Department advanced the Utility Customer Assistance Program by expanding it to multi-family customers to provide financial relief for community members needing help paying their utility bills.

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*Investments in Infrastructure*

In terms of physical development, in FY 2026, ED secured a \$30M grant to fund the Coral Street Residential Substance Use Disorder (SUD) Navigation Center and has engaged a design team to launch the project. Planning and community outreach were conducted by Economic Development for the Wharf Resiliency Improvements project that is funded by \$8.6M in state funds.

Similarly, the Public Works Department advanced major citywide infrastructure and impactful mobility, and sustainability milestones. Significant progress was made on critical physical assets, highlighted by the construction of Murray Street Bridge, the reconstruction of West Cliff Drive, and vital flood control improvements. Internally, Public Works strengthened its operational foundation by successfully implementing the Cityworks system, enhancing financial oversight, and actively promoting a safe workplace culture.

Building on these achievements, Public Works' ongoing efforts continue to prioritize environmental sustainability, infrastructure reliability, and continuous community service. The Public Works enterprises are actively expanding landfill methane capture, managing robust wastewater and recycled water operations, and sustaining our marine and automotive flare recycling programs. As major new wastewater infrastructure projects get underway, the department is concurrently advancing the City's climate goals through expanded electric fleet adoption, comprehensive EV infrastructure planning, broad energy management, and active transportation and e-bike programs. To strategically shape future growth, Transportation Engineering is initiating a study to establish plan lines that will guide developer implementation.

Alongside these large-scale projects, Public Works remains focused on daily community access. For instance, the Parking Division continues to support local businesses impacted by construction and facilitate mobility, all while successfully reducing reliance on outside contractor services.

The Water Department also achieved several significant milestones in FY 2026 that strengthen the reliability and sustainability of the City's water system. Staff finalized the Habitat Conservation Plan (ASHCP) and associated water right modifications, a major step forward in securing long-term water supply reliability while supporting environmental stewardship. Additionally, key capital projects were completed or are nearing completion, including the Concrete Storage Tanks Project and the intertie connection with Scotts Valley Water District, both of which improve regional water system resilience and operational flexibility.

The Water Department continues to implement a robust long-term capital improvement program (CIP) to address the impacts of a changing climate by designing projects such that they improve water system reliability, augment water supply, and maintain high-quality drinking water. As of December 31, 2025, there are 42 active projects, 11 of which are in construction, three in design, and 28 in

FY 2027 Budget planning or post-construction. Staff has secured over \$325 million in low-interest loans and grant financing, which reduces long-term financing costs paid by customers.

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| Total Active Projects<br><b>42</b>        | Projects in Construction<br><b>11</b>            | Projects in Design<br><b>3</b>                 | Active Funding Agreements<br><b>10</b>             | Prior Year Completed Projects<br><b>23</b>    |
| FY 2026 Adjusted Budget<br><b>\$79.2M</b> | FY 2026 Spend as of 12/31/2025<br><b>\$19.7M</b> | Total Amount of Grant Awards<br><b>\$16.3M</b> | Total Amount of Loan Agreements<br><b>\$309.2M</b> | Cost of Completed Projects<br><b>\$287.2M</b> |

### *Supporting an Active and Thriving Community*

Parks and Recreation remain a premier economic and social driver for the City. In FY 2026, the department served a record 143,638 participants, driven by expanded programs like the Wharf's summer concerts and new youth initiatives. The year was defined by a commitment to equity and resilience, marked by the completion of the first Community Needs Assessment and the securing of \$3.5M in grants for wildfire prevention and infrastructure projects. From reopening the Harvey West Pool for year-round use to advancing beach accessibility and Wharf repairs, staff successfully leveraged new tax allocations and external funding to safeguard the City's investment in its natural and built assets.

Complementing these efforts, key accomplishments for the City Manager's Office in FY 2026 included administration of more than \$370,000 in Children's Fund Oversight Committee grants; the launch of a free self-defense voucher program for Santa Cruz residents through the Commission for the Prevention of Violence Against Women; development of multi-year workplans for the Health in all Policies (HiAP) Committee, the Public Safety Committee, and the Sustainability and Resiliency Committee; and establishment of the Sugar-Sweetened Beverage Tax (SSBT) Oversight Committee. Additionally, staff coordinated the Wildfire Preparedness, Murray Street Bridge, CORE, and Revenue and Budget ad hoc committees. Staff also secured \$1.5 million for the Monterey Bay Green Youth Service Corps, kicked off the implementation of the 5-year Roadmap for West Cliff, advanced several emissions reduction ordinances, led the adoption of an ordinance banning the sale of filtered tobacco products, and secured resources/funding for various coastal resiliency efforts. Further accomplishments included a fire consolidation study, securing funding for vulnerable populations, launching youth programs, and overseeing the Youth Liaison Program.

In the cultural sector, ED's Arts and Culture programming brought the Watsonville-based non-profit, Community Arts & Empowerment, into the City to conduct community outreach for the design of a mosaic for the new Bethany Curve Culvert Bridge that celebrates and educates the public about essential water sources. A

satellite studio at the Tannery is hosting the community fabrication of the mosaic pieces. City Arts provided essential seed funding for a new art festival, 'Ripple Effect,' with the intention of creating an economic engine promoting the creative economy within the County. The collaboration of arts organizations for the 10-day festival engaged over 80 artists and activated dozens of spaces with multidisciplinary, collaborative programming.

### *Ensuring the Public Health, Safety, and Well-Being of our Community*

The Fire Department's operational readiness was strengthened through extensive training focusing on emerging threats, including live fire operations, high-rise firefighting, lithium-ion battery fire response, active attacker incidents, and focused firegrounds strategy and tactics training. Furthermore, operational capabilities were enhanced through the addition of new equipment, including a ventilation training prop for fire suppression training and mobile and stationary Starlink units to provide access to critical systems during disasters or infrastructure outages. The department supported statewide wildfire response through participation in out-of-county strike teams, including deployments to the Palisades, Kincade, and Park Fires.

On the waterfront, Marine Safety Division programs were strengthened through the addition of two Marine Safety Officers, the launch of the Surfer Awareness in Lifesaving Techniques (SALT) program, and certification of all Marine Safety Officers and the Marine Safety Captain as open-water scuba divers. Additionally, operations were enhanced through the implementation of Personal Locator Beacons for Marine Safety personnel and rescue swimmers, an AquaEye sonar device for ocean rescue and recovery operations, and a personal watercraft staged to address access challenges during Murray Street Bridge construction.

In broader preparedness efforts, the Office of Emergency Services (OES) conducted emergency preparedness outreach at 12 community events to register residents for emergency alerts, distribute NOAA weather radios, and help residents—particularly in underserved areas—better understand local hazards. The City's Emergency Operations Plan was updated along with the addition of four supporting annexes addressing alert and notification, evacuation, tsunami, and flooding. Readiness efforts were reinforced through trainings along with continued practice communicating before, during, and after notable events.

Fire Prevention partnered with the Water Department on the release of the Citywide Wildfire Resiliency Plan and partnered with Parks and Recreation to secure grant funding for multiple open space resilience projects.

The Santa Cruz Police Department (SCPD) continued to advance public safety, strengthen community partnerships, and enhance internal capabilities through focused initiatives and strategic improvements. The Department welcomed its first therapy dog, delivering vital emotional support to officers and trauma victims while

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FY 2027 Budget bolstering wellness resources and community outreach. SCPD completed a comprehensive staffing study, generating actionable recommendations to optimize resources, address recruitment and retention challenges, and improve service delivery. Strong recruitment strategies combined with modernized compensation and advancement pathways have significantly improved hiring outcomes and retention rates at the Santa Cruz Police Department. As a result, the percentage of available officers and support staff has increased, enabling the department to deliver more consistent, responsive, and effective service to the community.

On the streets, Community Service Officer recruitment and visibility increased, with expanded presence throughout the downtown area. Additionally, SCPD continues to invest in youth-focused programs, supporting community health and safety through grant-funded tobacco enforcement efforts and through maintaining its active partnership with the Santa Cruz County Office of Education's Project ASCEND to reduce juvenile recidivism.

Crucially, both the Fire and Police Departments reinforced their commitment to first responder health and wellness initiatives, acting to reduce firefighter cancer risks and support best practices for police and firefighter safety and overall health.

### *High Performing Organization*

The Finance, Human Resources, and Information Technology Departments, with the involvement of every city department, have launched full scale into the adoption of a new Enterprise Resource Planning system, Permitting and Licensing, Utility Billing, and Cash Receipting systems for the City's financials, time-tracking, and human capital management, with an anticipated go-live date of October 1, 2026. This has required extensive configuration and modernization of the City's procurement, accounting, budgeting, payroll, Accounts Receivable and Accounts Payable programs, and as such, the City's staff have devoted considerable efforts to making this a successful and timely implementation. On a parallel track, Water Department staff have been planning for the replacement of its utility billing platform, ensuring the City remains well positioned to serve utility customers efficiently into the future. Collectively, these efforts reflect the most significant investment in our technology infrastructure in over a decade.

In FY 2026, the Human Resources Department (HR) negotiated labor contracts with the City's bargaining groups, submitted a request for proposals for the City's training program, and implemented next steps of its Culture as a Competitive Advantage Initiative. HR successfully completed eight labor negotiations for the bargaining units of executive, firefighters, fire management association, mid-management OE3, police officer's association, SEIU, Temp SEIU, and our Supervisor unions.

The City Manager's Office made meaningful enhancements to communications including replacing the City's website, launching new branding, expanding civic participation opportunities through district engagement and solidifying its commitment to equitable engagement. As mentioned previously, Economic Development became part of the CMO this year to improve alignment, streamline collaboration, and strengthen the impactful work occurring in the development space.

### **Fiscal Year 2026 Capital Investment Program (CIP) Highlights**

The following CIP projects across the City were completed in FY 2026:

- West Cliff Drive Stabilization project reconstruction efforts
- Pacific Beach Roundabout Enhancements
- Construction of Traffic Calming Pilot Program
- Advanced design of Swanton Delaware Multiuse Path and Downtown Intersection Improvement projects
- Active Transportation Plan update
- Corp Yard vehicle electrification charging project, with reimbursements submitted
- Pacific Station North construction (estimated to be completed in summer 2026)
- Type 6 Wildland Engine deployment
- Construction on a Butler Building at Fire Station 3
- Westlake Park Vegetation Management
- Grant Park Playground Renovations
- Interim Repairs to end of Wharf and Bents 103-104 project
- San Lorenzo Park Redesign
- Harvey West Park Design Assessment
- Parks and Recreation Facilities Condition Assessment
- Union Locust Generator project
- Beltz 12 Ammonia Removal project
- Design of Beltz 8 Upgrades for ASR and initiated construction
- Water Department's Capital Improvement Projects (CIP) Reprioritization

Progress made in FY 2026 on CIP projects included:

- Year one of Murray Street Bridge construction on schedule and within budget
- Completion of the Design Permit process for Fire Station 2 Expansion project

- Initiated Design for Beltz 9 Upgrades for Aquifer Storage and Recovery (ASR)
- Reached Substantial Completion of Intertie 1 with Scotts Valley Water District
- Reached Substantial Completion of Graham Hill Water Treatment Plant (GHWTP) Concrete Tanks Replacement
- Groundwater Modeling of ASR in the Mid-County Groundwater Basin
- Initiated Groundwater Modeling of ASR in the Santa Margarita Groundwater Basin
- Initiated Planning Efforts for Pasatiempo Tanks Replacement project
- Water Department's Capital Improvement Projects (CIP) Reprioritization

### **Changes in Service Levels to Expect in FY 2027**

Citywide services will increase in the following ways in FY 2027:

#### *City Manager's Office*

- Expanding Citywide communications capacity through the implementation of the City's new website and branding platform and the addition of communications tools that support public information, media coordination, and community engagement
- Investing in professional development and leadership training to strengthen staff capacity
- Increasing coordination of cross-department strategic initiatives, including sustainability, coastal resilience, and public health policy efforts through the Health in All Policies framework
- Strengthening Citywide energy planning and sustainability coordination through the addition of a shared Energy Manager position supporting the City Manager's Office, Water Department, and Public Works Department
- Continuing administration and oversight of community programs and grant-funded initiatives supporting sustainability, youth engagement, and community well-being
- Sustaining staff support for advisory bodies, Council committees, and regional partnerships that guide policy development and intergovernmental collaboration

#### *Community Development Department*

- Providing 24-hour online portal access for increased convenience for activities such as submitting applications and scheduling inspections, a secure online payment processing for streamlined transactions, and enhanced overall service delivery by supporting the crucial design of the Tyler EPL Land Management Software
- Enhancing the digital permitting system in Building and Safety, improving efficiency and enhancing transparency in the development review process.

#### *Internal Service Departments*

- Improved data management with implementation of new Citywide Enterprise Resource Program (ERP)
- Continuing mandatory services related to respectful workplace concerns
- Supporting evolving work environment and job needs through job classification review
- Upholding new legal requirements such as AB 1484, AB 339, and other state requirements
- Updating aged policies and job descriptions
- Continuing efforts for an enhanced employee recognition program
- Implementation and training on new Citywide Enterprise Resource Program (ERP)
- Continuing efforts for citywide training program- including RFP analysis and selection
- Continuing process improvements across departments leveraging new ERP to streamline operations, enhance data management, and improve overall efficiency
- Providing additional resource allocation to support the City's major software solution implementations.
- Expanding GIS services through the addition of a GIS Analyst dedicated to water engineering, utility, and asset management GIS needs
- Expanding the City's cybersecurity posture through the implementation of additional tools and the development of strengthened policies and procedures.

*Office of Economic Development in the City Manager's Office*

- Increase engagement in the management of the Tannery properties

*Parks and Recreation*

- Increasing Open Space and Urban Forestry capacity, enabling equity-based tree plantings, shaded fuel break development, stormwater management, invasive species removal, and trail improvements through Measure Q allocations
- Conducting strategic fuel treatments on 26.6 acres in the Santa Cruz Wildland Urban Interface (WUI) to safeguard the regional 911 Center, establish two 1-million-gallon municipal water tanks, and support an estimated 240 habitable structures within 300 ft. of the project area through CalFire Wildfire Prevention grant funds
- Advancing food security and climate resilience in city community gardens with CalVolunteer Youth Corp grant funding

*Public Works Department*

- Increasing capacity to support CIP project reimbursements, operational billings, and audit fund balances with the addition of a Management Analyst position
- Enhancing cross-training, broadening departmental knowledge, and standardizing policies and procedures with the reorganization of the Public Works Administration division's administrative positions

- Service efficiency improvements in encampment clean-ups and public restroom programs after a reorganization of the Homelessness Response Field Team budget
- Expanding capacity in the Refuse division as the new utility billing program, Sprypoint, allows for the completion of digital refuse work orders in the field, reducing the amount of time entering data from paper

#### *Public Safety Departments*

- Enhancing Marine Safety Division response and services
- Transitioning the Emergency Reporting System to meet reporting requirements
- Improving community wildfire protection and out-of-county strike team response with deployment of a Type 6 Wildland Engine
- Enhancing wildfire protection through the City Wildfire Resiliency Program

The following limitations will be placed on services in FY 2027:

#### *Internal Service Departments*

- Reprioritization of physical access security projects in favor of cybersecurity
- Continuing to pause on the onboarding and implementation of new applications in favor of supporting ongoing high-priority implementations, including Enterprise Resource Planning, Utility Billing, Cashiering, Fleet Management, and Enterprise Permitting and Licensing

#### *Parks and Recreation*

- Reducing public counter hours due to new Citywide system implementations' associated workloads and training

#### *Public Works Department*

- Temporary service level delays in Fleet Maintenance and Resource Recovery expected as the teams start the transition to the new CMMS program, Cityworks
- Continued operation and troubleshooting of the new Title 22 tertiary treatment facility with Pure Water Soquel will reduce levels of service for other WWTF duties
- Stormwater and Refuse fee/rate studies and their associated Prop 218 hearing process and potential ballot preparation will reduce capacity for other projects
- Parking staff continuing to support graffiti removal and hazardous waste disposal, in the absence of contractor services, reduces capacity for other responsibilities
- The City's ability to respond to abandoned trash and encampments will be constrained due to the reduction in countywide day service programs

## In Closing

While continued uncertainties and unknown economic forces lie before us, the FY 2027 Budget offers the Council, City Staff, and the community a sense of optimism as we look ahead. This budget is a testament to our shared priorities and the robust City services that our community expects, achieved through mindful fiscal strategies and careful planning. The services, programs, and efforts being funded in this budget advance the City Council's 2023-2028 Strategic Priorities, enhance our organizational resilience, and support innovative services, all while maintaining fiscal stability. We are committed to working with our dedicated City Staff to implement this ambitious financial plan in the year ahead to continue towards our vision of making Santa Cruz a vibrant, healthy, and resilient community for all.

## Acknowledgments

I would like to thank the City Council for your leadership, support, and strategic policy direction. I'd also like to thank our Executive Leadership Team of Department Heads, our Department Budget Leads, and the many City Staff who collaborated and contributed to the FY 2027 Budget.

A citywide budget of this magnitude necessitates countless hours of teamwork, collaboration, and patience. I want to extend a special thank you to the "budgeteers" on our Finance Team – Elizabeth Cabell, Emily Burton, and Joseph Balasabas. Your unwavering dedication, expertise, innovative thinking, and adaptability were instrumental in navigating the complex and ever-evolving process of building a citywide \$495M budget. I also extend my gratitude to Assistant City Manager, Michelle Templeton, whose leadership, support, and strategic direction were indispensable throughout the process.

Finally, a big thank you to our City Staff, who serve our community with passion, dedication, and a heart for service every day.

Respectfully Submitted,

Matt Huffaker

A handwritten signature in black ink, appearing to read "M. Huffaker". The signature is fluid and cursive, with a large initial "M" and a stylized "Huffaker".

City Manager