



CITY OF
BIG BEAR LAKE *California*

City Council Special Meeting – May 14, 2025
Budget Workshop

Fiscal Year 2025-26 Proposed Budget and 5-Year Capital Improvement Program (CIP)



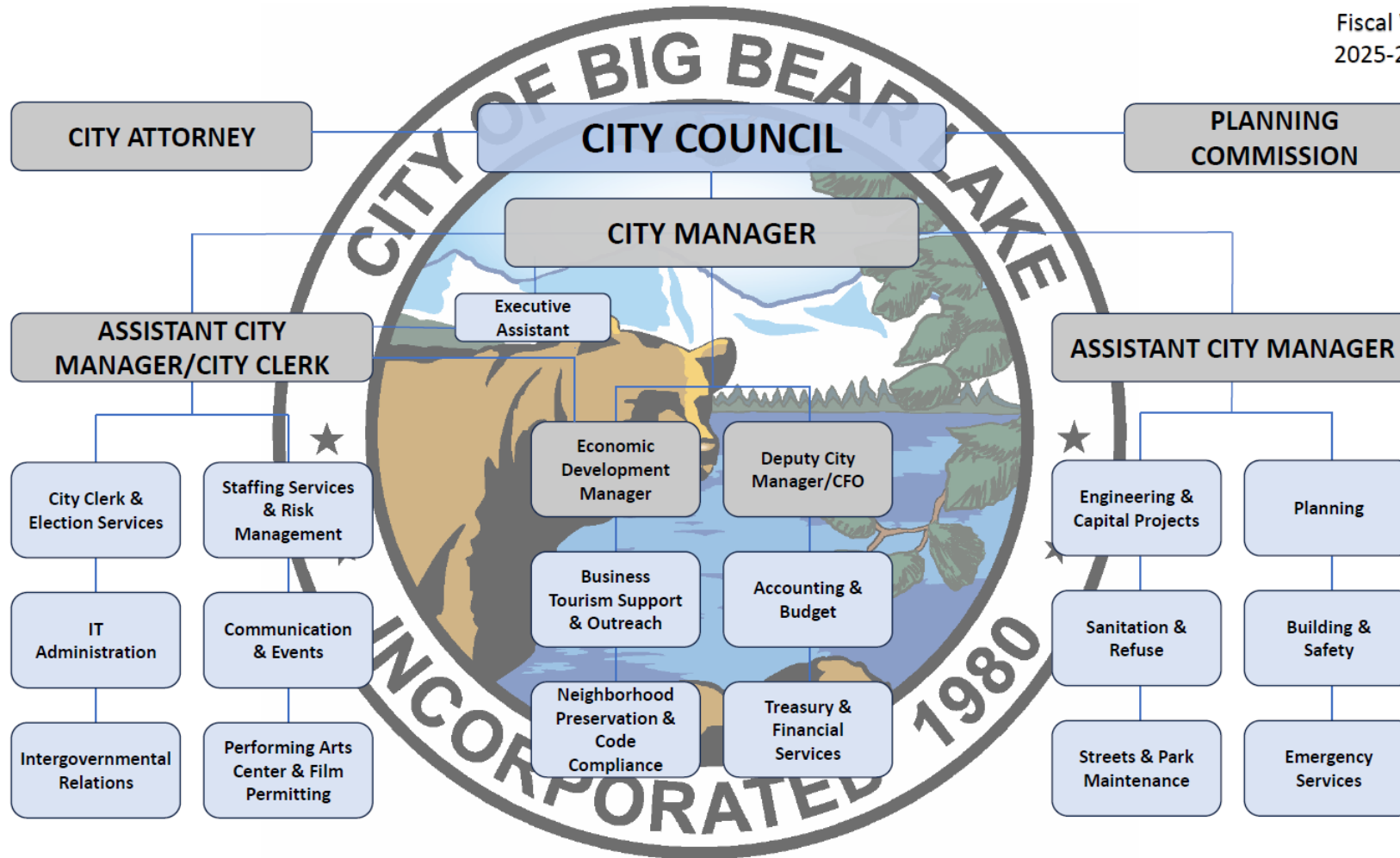
STRATEGIC PRIORITY GOALS & OBJECTIVES

Strategic Priority Goals	Objectives	Status
Support and invest in sustainable infrastructure projects and programs consistent with the needs of our community	• Conduct a Sewer Assessment and Sewer Rate Study • Invest \$9.8M in Capital Improvement Projects • Invest \$9.9M in Capital Improvement Projects • Invest \$5.4M in Maintenance Projects • Invest \$6.1M in Maintenance Projects	• To be completed in Fiscal Year 25/26 • Expended \$9.2M in Fiscal Year 24/25 • To be completed in Fiscal Year 25/26 • Expended \$4.2M in Fiscal Year 24/25 • To be completed in Fiscal Year 25/26
Ensure fiscal responsibility	• Conduct a Citywide Fee Study • Review & Update Reserve Policy • Review & Update Investment Policy	• Completed in Fiscal Year 24/25 • To be completed in Fiscal Year 25/26 • Completed in Fiscal Year 23/24
Invest in attracting, retaining and developing staff, strive to deliver the best customer service	• Improve Customer Service through training and operational enhancements • Maintain a competitive wage and benefit package • Review and Update Personnel Policy & Procedures	• On going • On going • On going
Enhance community engagement and local advocacy strategies, while bolstering partnerships with residents, businesses and regional partners	• Develop a Quarterly Legislative Reporting process • Initiate an Economic Development Program • Implement a City app for increased community engagement • Reinvest in Small Business Façade Improvement Grant	• To be completed in Fiscal Year 25/26 • Initiated Oct 2023 & on going • Initiated Jan 2024 & on going • To be completed in Fiscal Year 25/26
Preserve and protect the quality of life for the residents and the businesses, while maintaining a balance with the environment to foster a sustainable economic base	• Develop, Implement & Train Citywide Emergency Operations Plan • Initiate General Plan Update & General Plan Advisory Committee • Implement new permitting program • Continue implementation of 2021-2029 Housing Element Action items	• Initiated Oct 2023; to be completed in Fiscal Year 25/26 • To be initiated in Fiscal Year 25/26 • To be completed in Fiscal Year 25/26 • On going



ORGANIZATION & STAFFING

Fiscal Year
2025-2026



BUDGET SUMMARY

Operating Budgets

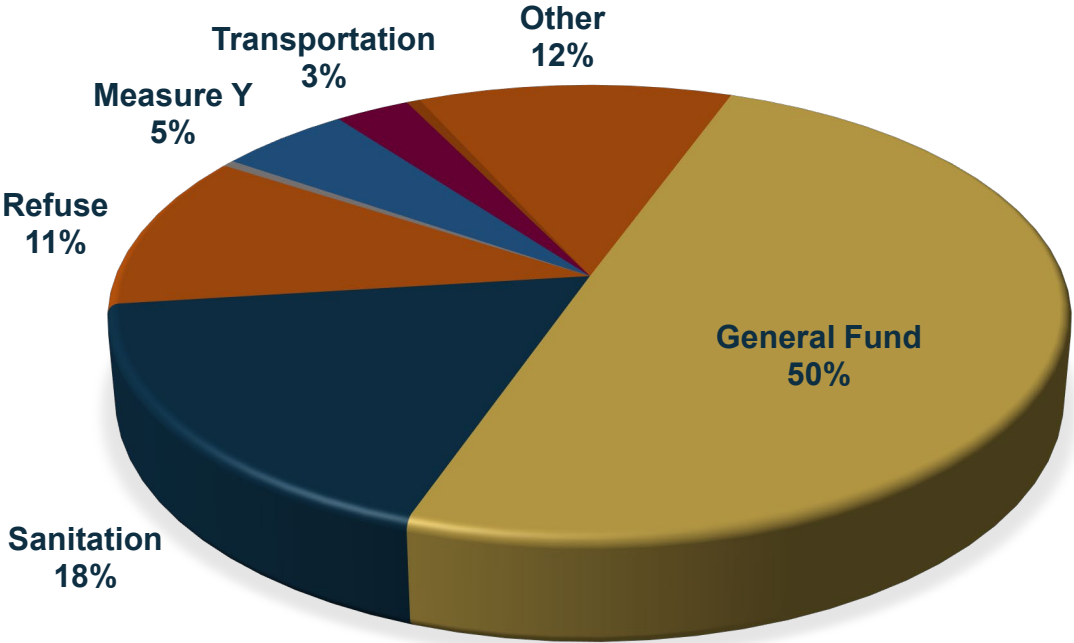
- Balanced and maintaining healthy fund balances
- Major revenues continue to provide a stable source of funding
- Budgeted personnel of 72 full-time positions

Planned Expenditures

- Funding for public safety
- Continued prioritization of the quality of life in our residential communities
- Ongoing investment in Capital Improvements and Maintenance Projects
- Providing economic development support to the business community
- Advancing communications
- Ongoing implementation of technology improvements for more efficient services



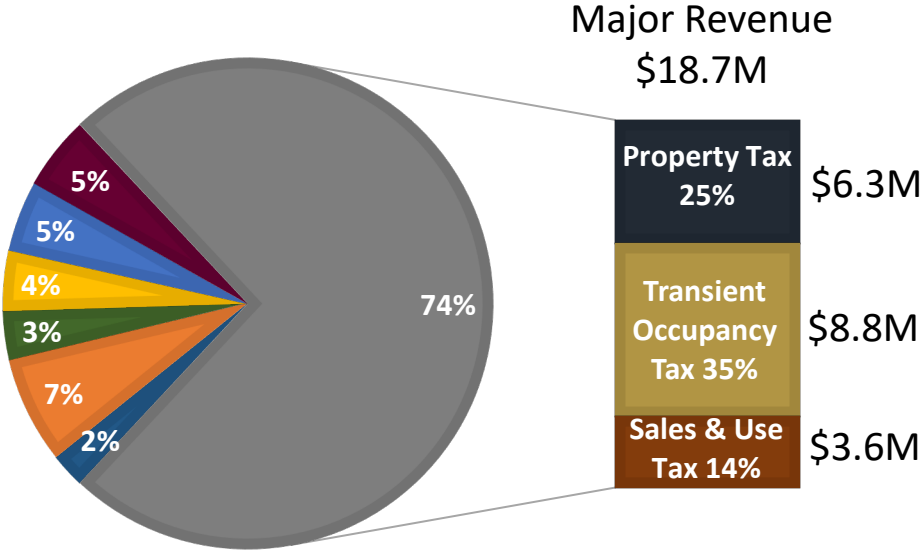
BUDGETED RESOURCES



Total Resources (1)
\$48.4 million

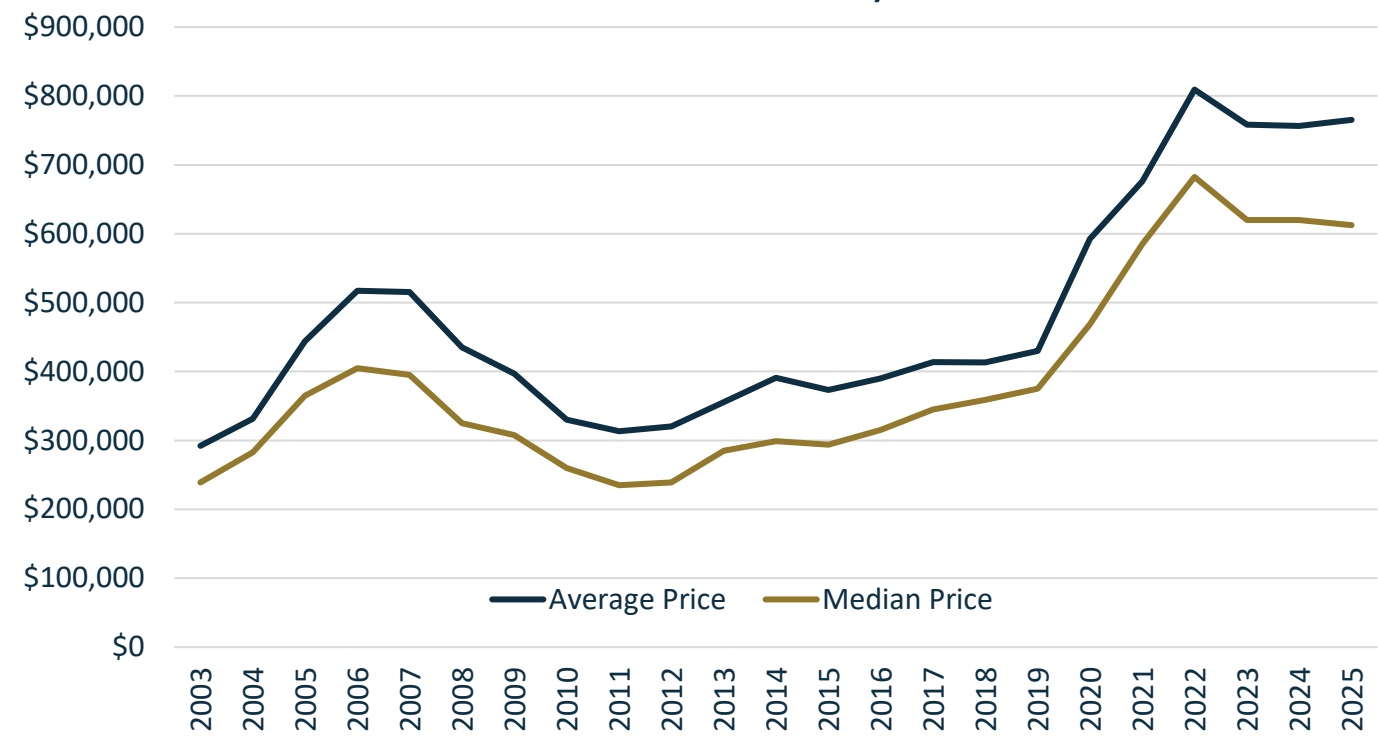
- Service Charges
- Licenses & Permits
- Building Revenue
- Other income
- Franchise Fees
- Special Revenues
- Property Tax
- Transient Occupancy Tax
- Sales & Use Tax

General Fund (2)
\$25.3 million

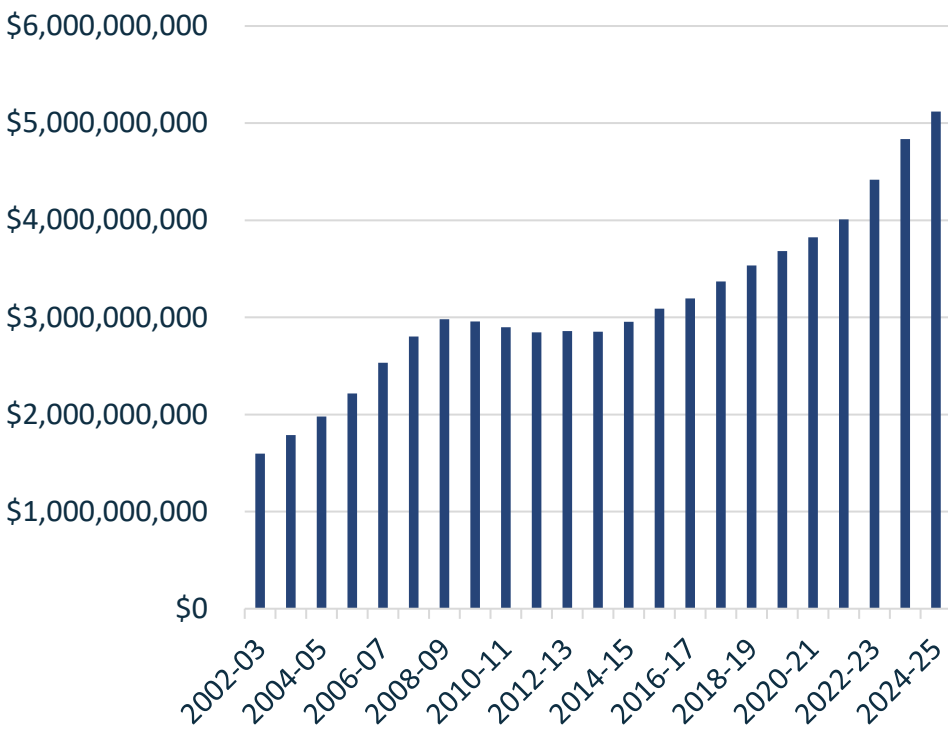


PROPERTY TAX

Sales Price History

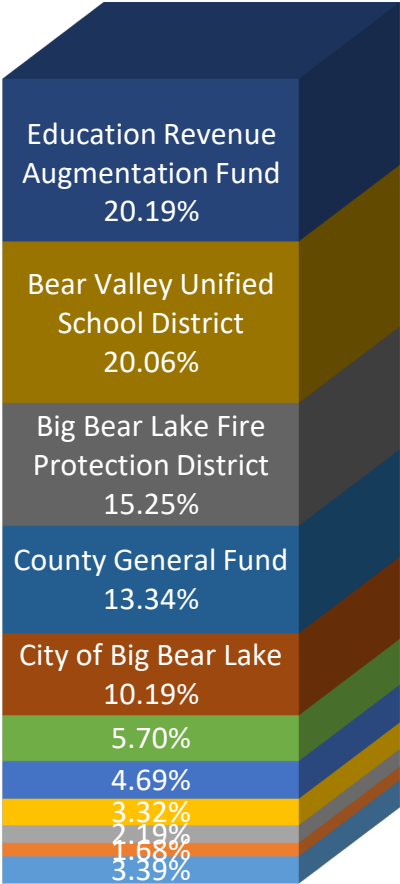


Assessed Valuations



PROPERTY TAX

- Education Revenue Augmentation Fund
- Bear Valley Unified School District
- Big Bear Lake Fire Protection District
- County General Fund
- City of Big Bear Lake
- Big Bear Lake Municipal Water District
- San Bernardino County College
- Bear Valley Recreation and Park District
- Big Bear City Airport District
- Bear Valley Community Hospital District
- Others

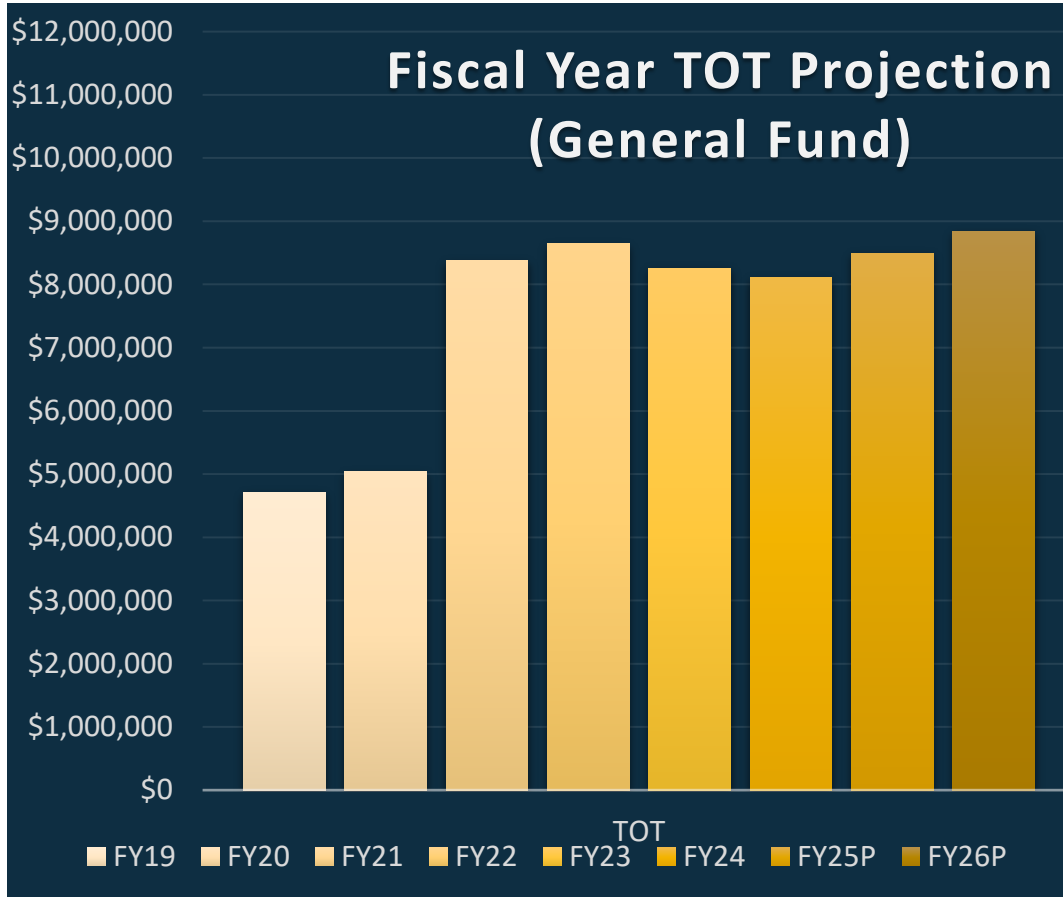


Property Tax Revenue Projection		
FY24	FY25	FY26
\$ 5,727,380	\$ 6,002,200	\$ 6,287,447
	(Projected)	(Proposed)
Growth Comparison (a)		
\$285,247		
5%		

(a) Valuation growth from property transfers plus increased RDA residual associated with dissolution process.



TRANSIENT OCCUPANCY TAX (TOT)

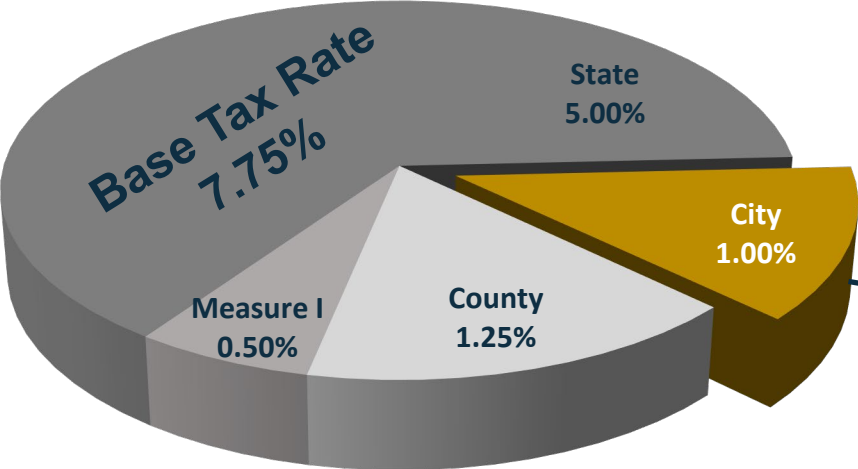


TOT Revenue		
FY23	FY24	FY25
\$ 8,253,059	\$ 8,107,699	\$ 8,495,700
		(Projected)
Fiscal Year 2025-26		
\$8,839,000 (Proposed)		

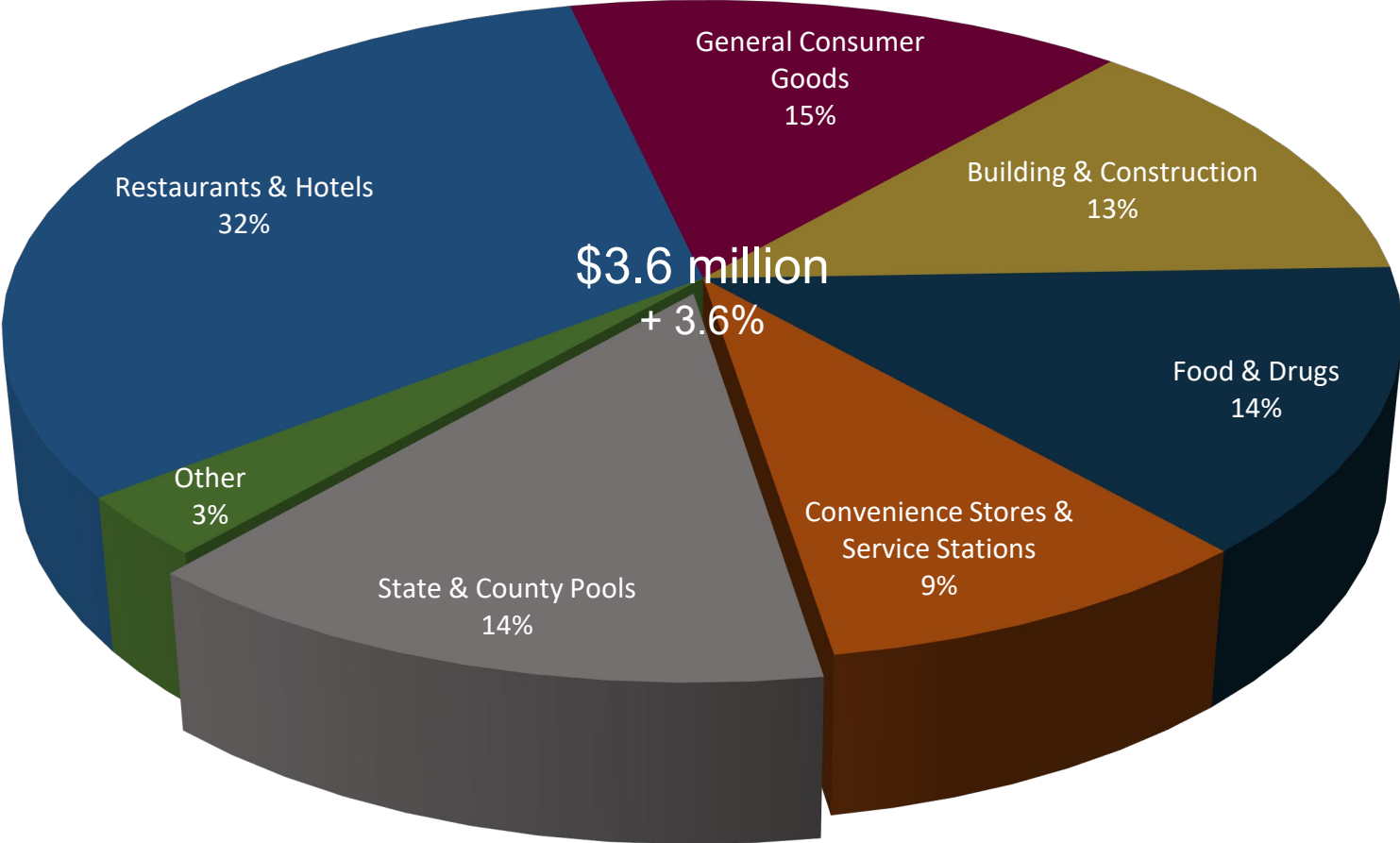
- Measure P – *passed during Nov. 2022 election* – raised TOT from 8% to 10% over two years.
- New monthly remittance schedule/reconciliation.
- Increased operator communication to twice per month providing reminders/instructions to remit TOT/TBID.
- Encouraging voluntary compliance; although a robust collections program is utilized, when needed.



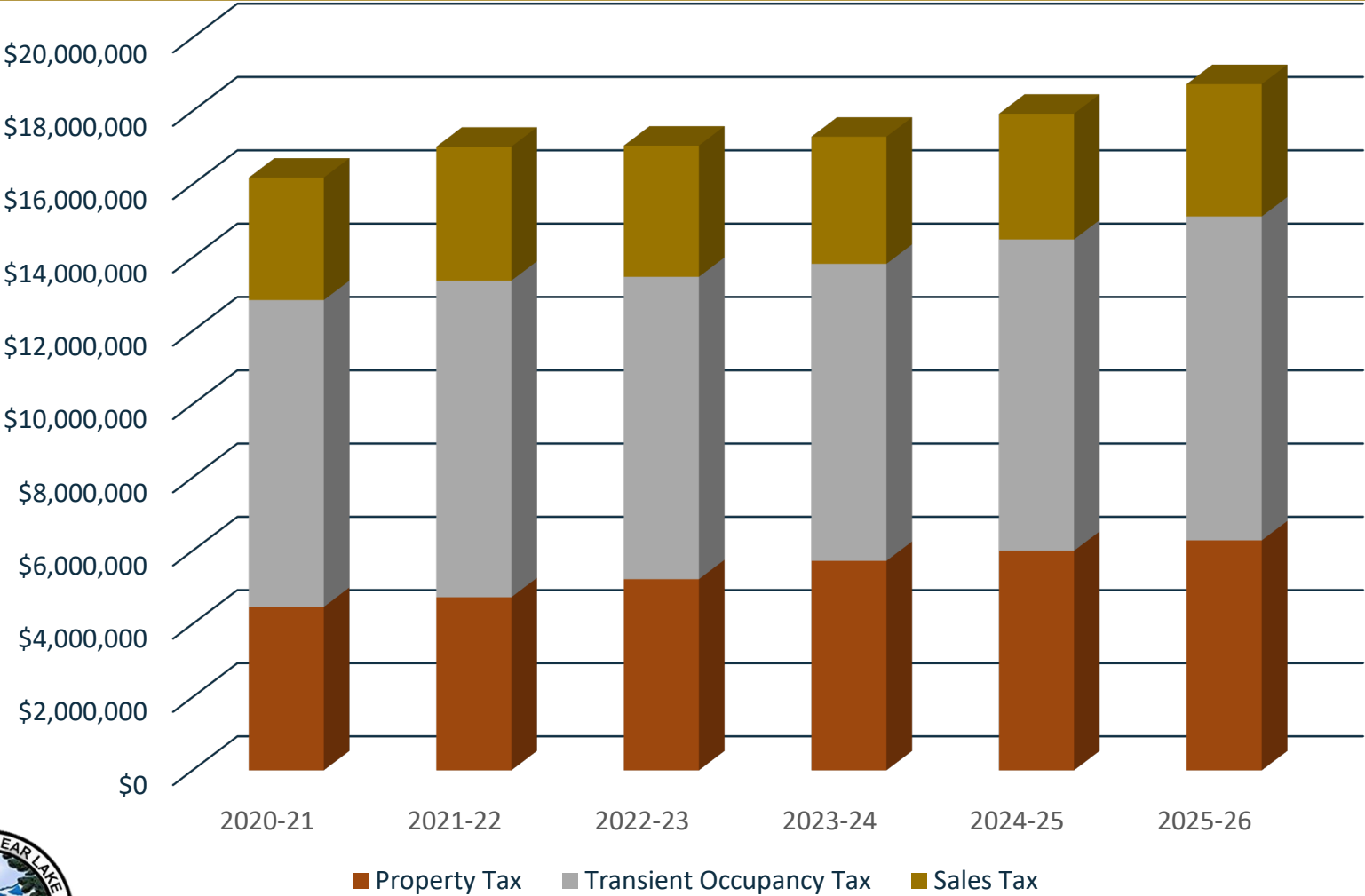
SALES TAX



City's 1.00% = \$3.6 million
Of which Appx. \$3.1 million (86%)
Generated from Local Sales



GENERAL FUND REVENUE RECAP



Major Revenue Generating
\$18.7 million
+ 3.5%

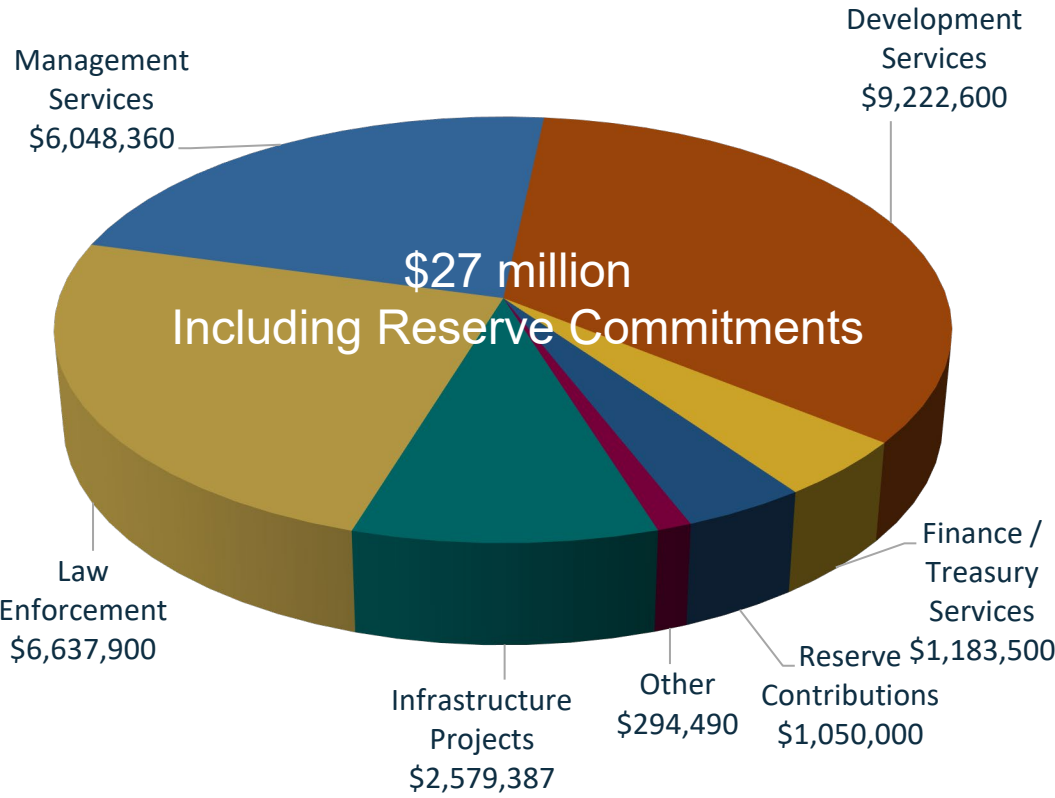
General Fund Revenue
\$25.3 million
~ 74% from Major Revenue

Visitation Levels Stabilized
Steady Growth Projected



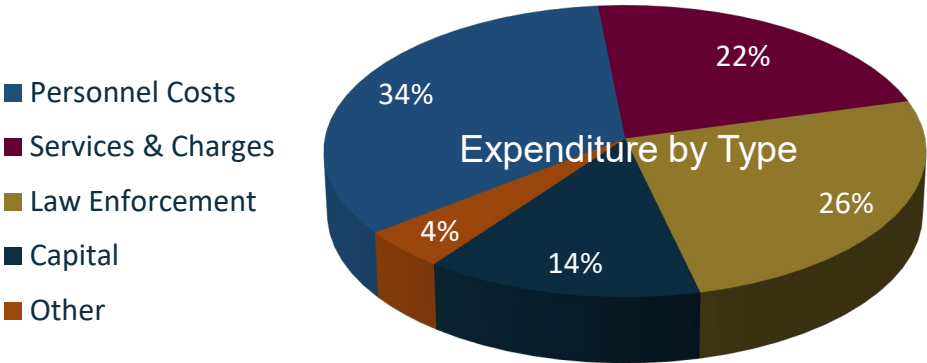
GENERAL FUND EXPENDITURES

Expenditure by Department



Community Benefits

- Enhanced Customer Service through Technology
- Continued Focus on Residential Quality of Life
- Investment in Street Improvements & Infrastructure
- Emphasis on Economic Development & Tourism Management
- Commitment to Public Safety & Emergency Operations
- Fiscal Sustainability through Policy & Fee Updates



FINANCE / TREASURY SERVICES

Strategic Priority Goal:
Ensure Fiscal Responsibility

- Objective**
- Conduct a Citywide Fee Study

<u>Proposed FY 2025-26 Budget</u>		
Finance	\$	690,500
General Government		243,000
Successor Administration		250,000
Total	\$	1,183,500



LAW ENFORCEMENT

San Bernardino County Sheriff Contract

Law Enforcement Budget

Assumes 5% Increase

\$6,637,900

Contract Staffing:

Consistent with FY 2024-25

	<u>LEVEL OF SERVICE</u>		
	<u>2024-25</u>	<u>2025-26</u>	<u>Change</u>
Lieutenant	0.50	0.50	-
Sergeant	2.00	2.00	-
Detective/Corporal	1.11	1.11	-
Deputy Sheriff	9.97	9.97	-
Deputy Sheriff (non-relief)	4.00	4.00	-
Sheriff's Service Specialist	2.00	2.00	-
Office Specialist	2.00	2.00	-
	21.58	21.58	-
Baseline Contract	\$ 6,055,489	\$ 6,019,441	\$ (36,048)
Estimated Quarterly Costs	141,511	186,489	44,978
Contract Budget	\$ 6,197,000	\$ 6,205,930	\$ 8,930
Budgeted Contingency 5%	-	300,970	300,970
Total Budget	\$ 6,197,000	\$ 6,506,900	\$ 309,900



CITY CLERK / COMMUNICATIONS

FY 2025-26 City Clerk Division Priorities

- Provide City Clerk/Board Secretary Services for the City Council, FPD Board & Successor Agency
- Municipal Elections Official
- Coordinate Annual State of the City Event
- Intergovernmental Relations
- Respond to Public Records Requests
- Focus on Citywide Records Management Efforts
- Ensure FPPC & Other Regulatory Compliance
- Ordinance Codification/ Municipal Code Updates



City of Big Bear Lake

FY 2024-25
\$740,000

FY 2025-26
\$720,000

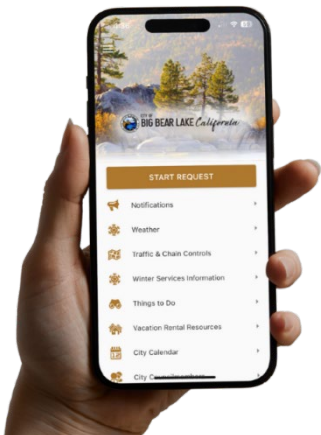
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COMMUNICATIONS & EVENTS

Ongoing Projects

Big Bear Lake 365 Mobile App

- Launched in January 2025
- Publishing timely push notifications
- Weather & road conditions
- Report concerns
- News & Announcements
- City website, calendar, and information about City Council
- Vacation rental resources



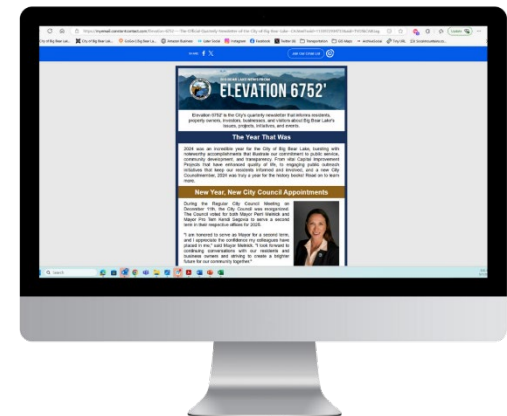
Public Outreach

- North Shore Elementary School Read-A-Thon
- Free Mobile Spay & Neuter Clinics
- Cinnamon Rolls with the City Manager
- BVES & SoCal Mountains Foundation Earth Day Expo
- Community Events at Parks
- Public Workshops



E-Newsletters & Updates

- TWTW (Weekly)
- Elevation 6752' (Quarterly)
- Vacation Rental 101 (Monthly)
- TOT & TBID Remittance (Bi-Monthly)
- Commuter, Weather & PSPS Alerts
- Press Releases & Announcements
- Ordinance Information



City of Big Bear Lake

COMMUNICATIONS & EVENTS

Ongoing Projects

Winter Services PSA Videos

- Topics:
 - Snowplowing
 - Berm Reduction
 - Respectful Visitation (forthcoming)
- Platforms
 - YouTube & social media
 - Website
 - E-Newsletters



Event Planning & Coordination

- Planning annual signature events:
 - Halloween in The Village
 - Christmas Tree Lighting
- Coordinating events with Visit Big Bear:
 - Annual Restore The Bear event
 - Annual Summer Concert Series
 - Festivals at the PAC



Performing Arts Center Administration

- Scheduling events w/ User Groups
- Coordinating rental contracts
- Promoting events on:
 - City's web calendar
 - Big Bear Lake 365 app
 - Social media
 - Newsletters
 - Flyers



STAFF SERVICES / RISK MANAGEMENT

Recruit to Grow & Develop to Excel

- FY 2025-26 Proposed Budget – Includes 72 FTEs
- Implemented Creative Recruiting Strategies
 - Partnership with County for Local Job Fair
 - College & Vocational School Advertising
 - Effective Networking Strategies
- Continued Encouragement of Professional Development
 - Partnership with CJPIA to Offer In-house Training Opportunities
 - Empower Participation in Conferences and Professional Memberships

Risk Management Projects

- Lower than Average Insurance Contributions due to Risk Management Efforts
- ADA Transition Plan – *To Be Completed by August 2025*
- Workplace Violence Prevention Program and Implemented New Personnel Policies
- Continued Maintenance of Risk Management Databases for Claim and Agreement History



ECONOMIC DEVELOPMENT / TOURISM MANAGEMENT

Strategic Planning, Placemaking, and Community Engagement

- Strategic Planning and Development –
Balancing Social, Environmental, and Economic Priorities
- Capital Project Support –
Moonridge Corridor, Village Community Space, and 19 Acre Parcel
- Small Business Façade Improvement Program –
Prioritize Project Completion / Propose Additional Grant Support for Community Needs
- TOT Collection Support –
Streamlining Commercial Operator Registration and TOT Remittance Processes
- Big Bear Lake 365 –
Mobile Application Support for Service Requests and Community Engagement



ECONOMIC DEVELOPMENT / TOURISM MANAGEMENT

Ongoing Projects and Community Partnerships

- Prioritizing Quality of Life Efforts During Increasing Visitation –
Big Bear Lake 365 Mobile App, VHR Program, and Traffic Management Support
- Beautify Big Bear Lake Initiatives –
Strategic Implementation, Community Education, and Consistency and Equity in Application
- Local Business Support –
Information, Agency Partners, and Resources
- Targeted Economic Growth –
Data Driven Business Attraction



COMMUNITY DEVELOPMENT

Department Wide

- Implement new online permitting system – Accela per AB 2234
- Enhance customer service experience & interface
- Coordinated review process with timely turnaround

Planning

- General Plan update / revision – Multi-year process
- Facilitate quality & orderly development
- Manage special event coordination with VBB

Building & Safety

- Prepare to adopt 2026 Building Code
- Promote safe construction practices / compliance with State laws
- Multi-agency plan check reviews
- Timely inspections (typically next day)

Housing

- Implement Housing Element
- Promote workforce housing opportunities
- Ongoing compliance with State Laws



PUBLIC WORKS

Engineering

- Implementation of Digital Permitting System
- General process refinement / enhancement
- Executing current capital initiatives and planning for future projects / initiatives
- Customer Service – Internal and External

Public Works

- Ongoing Infrastructure Maintenance
- Improving Operations
- Internal / External Stakeholder Relationships
 - Customer Service
 - Event Support

Fiscal Year 2025-26 Priorities:

- Continued improvement and maintenance of key public spaces
- Sewer Master Planning and Rate Study
- Pavement Management Study
- Implementing and training Emergency Operations Plan
- Executing the Capital Improvement Program

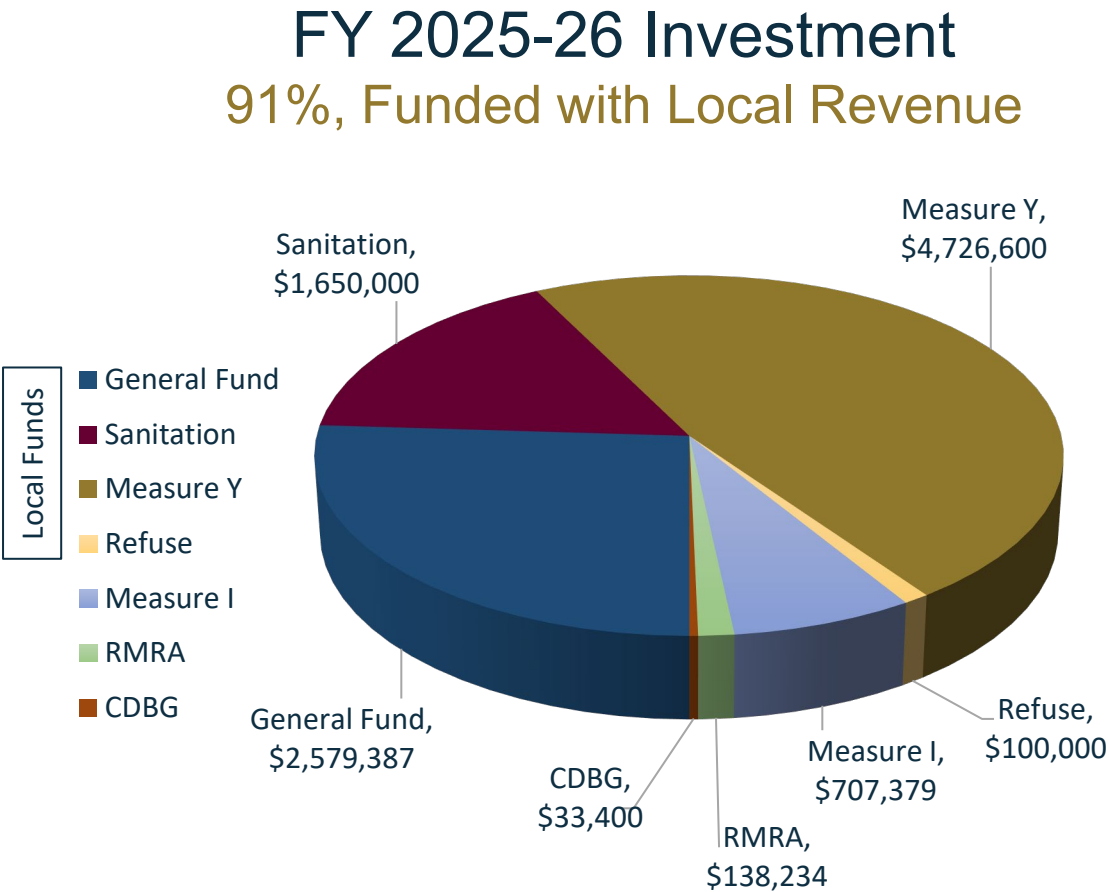


CAPITAL IMPROVEMENT PROGRAM (CIP)

5-year CIP Investment
\$31.9 million

FY 2025-26 Proposed Investment:

Street Improvements	\$ 6,450,000
Facility Improvements	1,000,000
Trail & Park Improvements	660,000
Sanitation System Infrastructure	1,050,000
Vehicle & Equipment Replacements	775,000
	\$ 9,935,000



CAPITAL IMPROVEMENT PROGRAM (CIP)

FY 2025-26 Proposed Projects

STREETS

Annual Citywide Line Striping	\$ 200,000
Moonridge Road Rehabilitation	\$ 4,000,000
Rathbun Drive Rehabilitation	\$ 2,000,000
Street Sign Replacement Project	\$ 250,000

FACILITIES

Beaver/ Badger Parking Lot Improvements	\$ 100,000
Sidewalk Improvements	\$ 50,000
Bartlett Event Space - Design	\$ 350,000
City Hall Repairs *	\$ 100,000
Clean Bear Site Relocation	\$ 100,000
General Plan Amendment	\$ 300,000

* Additional \$50,000 appropriation in operating budget for PAC facility repairs

TRAILS/PARKS

Rathbun Creek Trailhead Restroom and Parking Lot	\$ 660,000
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SANITATION

Sanitary Sewer Cured-in-Place Pipe (CIPP)	\$ 300,000
Generator and Automatic Transfer Switch (ATS)	\$ 200,000
Wet Well Rehabilitation	\$ 200,000
Sewer Cleaning & Inspection Project	\$ 350,000

EQUIPMENT AND VEHICLES

Vehicle Replacements	\$ 225,000
Heavy Equipment	\$ 550,000



SANITATION FUND

Sanitary System Supported by City Fee (Reso. No. 2023-50)

Inflationary Adjustment Capped at 5%
CPI = 3.3% FY 2025-26 Rate \$301.58 (+ \$9.63)

Investment in City's Sanitary System

\$1,650,000 in Capital Projects
\$450,000 Master Plan & Rate Study (FY25 Carryover)

Wastewater Treatment Pass-through (Reso. No. 2023-50)

Adopted Rate \$431.35 | BBARWA Rate \$391.81
FY 2025-26 Rate \$391.81 (+ \$26.04)



REFUSE FUND

Balanced Budget

Supported by Previously Adopted Rates

City Refuse Fee Projection

(Ord. No. 2019-474)

Inflationary Adjustment to be Renewed FY 2025-26

FY 2025-26 Rate \$138.83 (unchanged)

Solid Waste Disposal Agreement

(Reso. No. 2022-91)

Improved Parcels \$437.16 | Vacant Parcels \$24.24

Proposition 218 Process Currently Underway

Public Hearing – June 11, 2025

Budget Includes

Implementation of SB 1383:

- Edible Food Recovery Program
- Organic Waste Collection Waivers
 - Solid Waste Collection

Other Elements:

- Review and Analysis of forthcoming, updated MS4/NPDES Permit
- NPDES Inspections - Commercial



FUND BALANCE PROJECTION



	Operating Funds \$21.7 million				Other	Total Fund Bal.
	General	Village	Sanitation	Refuse		
Revenues & Other Resources	25,324,197	515,600	8,540,310	5,454,812	20,964,196	60,799,116
Expenditures & Other Uses	(25,966,237)	(515,600)	(9,286,060)	(5,531,707)	(24,321,044)	(65,620,648)
Change in Fund Balance	(642,040)	-	(745,750)	(76,895)	(3,356,848)	(4,821,532)
Projected Fund Balance 07/01/25	16,975,353	-	4,661,305	1,549,287	5,400,108	28,586,053
Projected Fund Balance 06/30/26	16,333,313	-	3,915,555	1,472,392	2,043,261	23,764,521

Measure Y Transient Occupancy Taxes

908,065

Development Impact Fees

3,405,214

Other Restricted Revenue:

Transportation Funds

(3,171,119) *

COPS

427,281

PEG

431,395

(2,312,443) *

Pass-through Charges

42,425

**Includes \$3.2 million Measure I MLHP AEA*

2,043,261



BUDGET RECAP | Proposed Budget

*... Fiscal Year 2025-26 budget can best be described as the year of **Resiliency** ...*

City Manager, Erik Sund

\$65.6 million Total Budget | \$26.0 million General Fund

Major Revenue Growth Projection + 3.3%

\$1.1 million Investment in Reserves

\$9.9 million Investment in Capital Projects

\$6.1 million Infrastructure Maintenance / Preservation



City of Big Bear Lake