



Santa Monica



KEN GENSER SQUARE

FY 2013-15
Adopted Biennial Budget

City of Santa Monica

FY 2013-15 Adopted Biennial Budget

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Each May, the City's Proposed Budget is available in executive summary format for presentation to City Council and the public at public counters and online at www.smgov.net. Following adoption in June, the Adopted Budget is made available at the same sites. Also available with the Adopted Budget is a supplemental document detailing revenue and expenditure line item budgets for each department.

The Budget Process

In June 2011, the City Council adopted Santa Monica's first Biennial Budget, covering fiscal years 2011-13. The new, longer-range budget planning tool has made the overall budget process more efficient. Staff continues to return to Council semi-annually to present financial status updates on the City's general and other funds, to make adjustments at midyear and year-end, and to adopt an exception-based budget in the second year. The FY 2013-15 Biennial Budget includes the following budgeting and planning components:

- Expenditure Efficiencies and Updated Cost Recovery and Tax Compliance—The City's five year forecast highlighted that rising compensation costs and the loss of revenue due to the dissolution of redevelopment are requiring the City to adjust its budget in order to achieve long range stability. To effect this change, Departments presented proposals for expenditure savings, increased cost recovery, a greater focus on tax compliance, and returns on investment along with their budget submissions. Recommended changes are included in this Budget.
- Expenditure control budgeting—Expenditure control budgeting is an approach that promotes sound fiscal management and offers flexibility and resources to respond to emerging or changing needs. Year-end departmental savings will be split between the department (1/3) and the General Fund (2/3). Departments may use the funds for one-time needs, or bank the savings over multiple years. This practice, begun in Santa Monica in 2011, has produced increased savings in the great majority of the City's departments.
- A streamlined budget document reduces duplicative information and improves readability. The line item detail is available online with the Adopted Budget.
- Goals, objectives and service benchmarks are limited to the few items that best describe department core services.
- "Emerging Themes" identify the areas of special emphasis for the upcoming budget. Emerging themes are discussed later in this report.

Adopted Budget

The budget document provides background information relevant to the development of the annual budget along with a presentation of the actual budget information. The budget sections include:

City Manager's Message

This section transmits the budget document to City Council and the citizens of Santa Monica in a transmittal letter.

Santa Monica at a Glance

Included in the Santa Monica at a Glance section is an overview of Santa Monica, including history, general information, and demographics.

User Guide

Budget Overview

The amount of funding recommended for programs and services is driven by available resources. Economic conditions at the national, state and local levels affect the level of revenue available to the City each year. This section identifies the existing economic conditions that influenced the development of the annual budget. The section includes summary charts for Citywide budgeted revenues and expenditures, including an overview of retirement expenditures and employee contributions. The section also presents summary information regarding the major tax revenues and their impact on the General Fund revenue forecasting, and revenue analysis for each fund.

Fund Balances

This section includes a description of the funds and their fund balance projections for the two budget years.

Revenues

This section presents Revenue Analysis for all funds and a Five-Year Revenue Summary.

Expenditure Summaries

This section includes a description of the funds and their fund balance projections for the two budget years. It also presents a Five-Year Expenditure Summary, which covers two prior years, the current year, and two budget years. It is important to note that in some cases, total expenditures exceed revenues. With very few exceptions, this discrepancy is due to the timing of capital expenditures, which are funded from prior year revenues, and is not indicative of a structural operating deficit.

Department Summaries

This section presents a description of each department, its mission and the services provided by its divisions. The section also identifies the department goals, objectives, and benchmarks for the upcoming budget cycle. It also identifies the divisional expenditure budget and related positions and identifies any significant changes presented in the budget.

Personnel & Staffing

This section presents the City's organization chart and displays positions by fund and department as adopted in the budget.

Capital Improvement Program

The annual Capital Improvement Program (CIP) budget is presented in this section, along with the proposed CIP plan for the next four years.

Reference

The reference section includes a description of the budget planning process and budget framework, budget calendar and budget cycle, fiscal policies, summary of long-term indebtedness, debt service schedule, Gann appropriations limit, the Youth Budget, a glossary of terms, and a listing of acronyms.

City Manager's Message

FY 2013-15 Adopted Biennial Budget





City Manager's Message

I am pleased to offer a balanced and strategic two-year budget for the City of Santa Monica.

After five years of turmoil in the housing and stock markets, accompanied by high unemployment, indications are that the economy is making a slow recovery. However, cities are still struggling to cope with great losses in property and sales tax income, as well as state and federal program funding. At the same time, they must shoulder the burden of steep increases in pension and health care costs. The elimination of redevelopment agencies (RDA) in California has wiped out a major source of revenue that cities relied upon to rehabilitate blighted areas and aging infrastructure, and to fund affordable housing. Cities have been forced to cut services, infrastructure maintenance, and staffing, and to draw down precious reserves to sustain core services and pay debts. A number of California cities were forced to declare bankruptcy in this environment.

Santa Monica is very fortunate to have emerged from the economic downturn with renewed vigor and promise. Our location, and our enterprising and diverse commercial base, afford us the opportunity to weather economic downturns better than others, and to rebound earlier. However, Santa Monica shares the challenges of lost Redevelopment funding and rising healthcare and pension costs. These challenges require us to be frugal and regularly revisit our priorities in order to properly fund the wide range of services and projects that help define our community.

This two-year budget proposal:

- Maintains core municipal services, despite the additional costs we will be required to shoulder due to the dissolution of redevelopment
- Addresses continuing and emerging community needs
- Sets forth a more sustainable, reduced budget baseline
- Funds high priority capital projects and maintenance
- Promotes sustainability, livability, education, human capital, economic development, mobility, and fiscal stability

In recent years, forecasting has taken on a vital role in Santa Monica's budget planning, prompting us to make budget mid-course adjustments to successfully meet challenges. Regular updates of our five year financial plan have highlighted the prospect of a structural deficit in the General Fund in the future due to expenditures increasing at a faster pace than revenues. Most recently, this has been exacerbated by the loss of redevelopment revenue and assets.

During the previous biennial budget period, the City Council endorsed a multi-pronged strategy to address the projected deficits in the General Fund while maintaining services, staffing, and infrastructure. The strategy involved:

- Negotiated changes in employee compensation, including health care and retirement cost sharing, a second tier retirement plan, and elimination of performance bonuses
- Two significant paydowns of pension liabilities as well as continued discounted prepayment of annual pension costs
- Greater cost recovery through updated fees and charges for individual benefit services
- Strengthening of the City's economic uncertainty and contingency reserves
- A zero-based budgeting approach for the City's Capital Improvement Program (CIP)

This combination of actions improved the City's financial outlook, yet the loss of Redevelopment and the threat of State clawback of Redevelopment assets, as well as continuing increases in health care, pension, and workers' compensation costs, have added new obstacles to achieving a balanced

City Manager's Message

General Fund budget over the next five years. These concerns, as well as the lessons learned during the recent recession, point to the importance of maintaining healthy reserves to weather challenges ahead.

In January 2013, as we began planning for the new biennial budget, Council directed staff to implement the following budget strategies:

- Limit the growth of total compensation costs
- Find efficiencies and increase cost recovery to lower the General Fund net expenditure baseline by 5%
- Maintain our healthy reserves

Using these strategies, and barring any new shock losses, the current five-year forecast gives us a path towards increased stability. Future developments related to the disposition of former RDA assets and pension and healthcare costs will require revisiting the forecast and make further budget adjustments as necessary.

The overall adopted budget for the City of Santa Monica is \$520.9 million in FY 2013-14 and \$527.7 million in FY 2014-15. The size of these budgets is indicative of the breadth, depth, and diversity of services, projects, and activities undertaken by the City of Santa Monica for public safety, quality of life, infrastructure maintenance, transportation and development-related services. In many ways, Santa Monica operates similarly to a small county despite its compact 8.3 square mile land area.

The largest component of the budget is the General Fund. Much of the budget balancing work has centered on the General Fund where most municipal services are funded. The adopted General Fund budget is \$306.1 million in FY 2013-14 and \$311.3 million in FY 2014-15.

Significant Budget Issues

While we weigh a number of factors in developing the budget, the following items represent the greatest hurdles to a balanced budget.

The dissolution of Redevelopment will result in an annual loss of at least \$20 million in revenue to the City, with another \$22 million up for renewed negotiation each year, in addition to threatening redevelopment assets.

After the California Supreme Court upheld AB1x26, the legislation dissolving redevelopment agencies, the City Council elected to become the Successor Agency to the Redevelopment Agency of the City of Santa Monica in order to satisfy obligations of the former agency. Legislation signed on June 27, 2012 (AB1484) sought to clarify the process that Successor Agencies would follow in the administration and gradual dissolution of the redevelopment program. However, the process has been inconsistent and unclear, and a great amount of time and effort has been spent by cities, counties, and the State to determine the validity of each and every contractual obligation, and to release funds to pay down these obligations.

Agencies are in the process of completing a series of audits administered on behalf of the State Department of Finance and the State Controller's Office to determine disposition of agency assets. These assets are subject to clawback, with the added threat that those cities not complying with the clawback demands will have their sales and property taxes withheld.

City Manager's Message

To date, more than 100 lawsuits have been filed against the State by cities and agencies protesting these terms; Santa Monica is among these complainants.

While Santa Monica seeks recognition and agreement by the State of its redevelopment cash flow needed to pay debt service obligations, in addition to protecting the former assets of the Redevelopment Agency, our budgeting strategy is to anticipate the worst until we have confirmation that our funding streams and assets are safe.

In the meantime, the known effects of the dissolution of redevelopment are many. Two major projects, the Civic Center Joint Use Program with the Santa Monica-Malibu Unified School District (SMMUSD) and the rehabilitation of the Civic Auditorium, were suspended. Without seismic retrofitting, the Civic Auditorium cannot continue to function, and so it is necessary to close the facility and eliminate 20 permanent positions as of July 1, 2013. While we have worked hard to place 18 staff in other positions, it is anticipated that as many as 13 employees (10 permanent and 3 as-needed) will not find an alternative placement within the City. Another 11 positions funded by redevelopment funds are also deleted as of July 1, 2013, requiring staff to transfer to funded vacant positions. While staff has attempted to transition all personnel whose positions are eliminated to other openings in the City, the City will not be able to accommodate all personnel from the Civic Auditorium.

The State's disallowance of redevelopment loan and note repayments to the General Fund, including debt service payments on the Civic Center Parking Structure, as well as senior housing voucher costs and compliance monitoring of affordability covenants for housing, will have a net impact of approximately \$2 million on the General Fund. And finally, staff reprioritized its General Fund capital project programming to accommodate the funding of high impact projects that could no longer be funded with redevelopment funds, including the Pico Branch Library, the Early Childhood Education Center, and the Colorado Esplanade. It will be necessary for the City to seek financing for other critical projects, such as Fire Station I and the Corporation Yards, and to secure new funding streams to support the continuation of the affordable housing production program.

Employee compensation

Total compensation, which includes employee salaries, pension contributions, health care and workers' compensation costs, makes up 58% of the City's overall budget, and 72% of the General Fund operating budget. The rising cost of healthcare, and the need to supplement CalPERS pension portfolios with higher contributions, drive our total compensation cost growth rate to a level that is approximately double our revenue growth rate. To accommodate healthcare, pension, and workers' compensation increases, the cost of living adjustment (COLA) for employees must consider the total compensation package and not just salaries.

Significant new healthcare costs and continued increases

January 1, 2014 marks the full implementation of the Patient Protection and Affordable Care Act (PPACA). While this measure has the very necessary but difficult goal of bringing affordable healthcare to all Americans, the positive effects of lower health care costs are in the long term, and the short term brings higher costs related to program administration and funding. At this point, experts have advised us that our added citywide costs will be at least \$1 million annually. Alongside these new costs will be the continued escalation of healthcare premiums, which are anticipated to increase by at least 14% per year over the next two years.

City Manager's Message

Steep retirement rate increases in the future

Pension plans have taken center stage during the years after the market downturn of 2008, as CalPERS investment portfolio returns fell to a level that left many overly generous plans underfunded. Here I should note that Santa Monica has historically exercised prudence in its plan offering, and requires employee contributions to pay for benefit costs. The total cost of pension benefits, offset by employee contributions, is detailed for your information on page 22 of this document.

California took steps to stem the further growth of pension costs in 2012 with the passage of the Public Employee Pension Reform Act (PEPRA). Among the changes included in the measure is the requirement that employees entering the CalPERS system after December 31, 2012 will receive a smaller retirement benefit package. This will serve to lower pension costs in the long term, but is not anticipated to provide relief in the near future.

In April 2013, the CalPERS Board approved adjustments related to the methodology used to amortize pension costs over time in order to fully fund the plan in 30 years. At the same time, CalPERS staff announced that additional adjustments would very likely be made to actuarial assumptions relating to mortality and the discount rate of the PERS portfolio. While this is a solid and prudent plan, the cost is high. Early estimates indicate as much as 50% increases in contribution rates over five years. These increases will not take effect until the next biennial budget period, in FY 2015-16, yet potential citywide annual increases reaching as much as \$22 million in five years must be considered as we prepare this year's budget.

Continued increases in workers' compensation costs

Workers' compensation costs are also increasing at a faster pace than revenues, growing up to 7.5% from year to year. Workers' compensation is a difficult cost to control, as it is highly regulated at the state and federal level. Ironically, the State's passage of the Workers' Compensation Reform Act in 2012 served to increase the costs of certain benefits without the advantage of offsetting savings. It is essential that we do everything in our power to limit employee absences and prevent new claims.

On that score, we have a strong Return to Work program that places injured employees in modified duty jobs. Further, we regularly monitor the progress of all injured employees and evaluate injury trends to determine if training or process improvements can prevent future occurrences. The City recently implemented a strengthened pre-placement physical testing program and is making more wellness opportunities available to employees. These efforts, coupled with a commitment to create a safe work environment, represent best practices for managing workers' compensation costs.

Budget Strategy

The City's overall budget strategy centers on controlling total compensation costs through negotiations with bargaining units, a combination of ongoing expenditure decreases and cost recovery, and the commitment to maintain reserves into the future. Departments were asked to undertake a thoughtful review of their current operations and refocus attention and funding on core and priority programs. Departments were able to shift our reliance on General Fund revenues by 3.7% in FY 2013-14 and 5.0% in FY 2014-15. The following are some of the changes reflected in this budget document:

Expenditure savings

By focusing on core services, departments were able to identify expenditure savings totaling \$5.5 million in FY 2013-14, increasing to \$6.2 million in FY 2014-15. Human Services grant funding levels

City Manager's Message

are recommended to remain constant given the economic conditions and reduced federal and State support for these services. Using FY 2013-14 amounts, changes include:

- \$3.0 million in efficiencies. This includes an overall decrease of 8 permanent and as-needed General Fund FTE positions (without layoffs) and approximately \$1 million in reduced overtime. Also included are decreased costs resulting from streamlining contractual costs, more efficient use of supplies, restructured canine and mounted units in the Police Department, and more cost-effective methods of handling uniform costs. These reductions will have minimal impact on services.
- \$1.5 million in reductions related to doing things differently. Reductions result from reorganization of processes and priorities at the Cemetery and the Pier, which lower the subsidy from the General Fund to these funds by approximately \$400,000, more restricted use of City vehicles, changes in emergency vehicle procurement practices, streamlining fleet maintenance operations and in-house construction management costs for capital projects, which together will provide almost \$600,000 in savings, transferring selected parks maintenance tasks from contractors to existing staff, and changing the service model for Household Hazardous Waste disposal. These changes will also have minimal or no impact on services.
- \$1.0 million in recurrent savings that have been available in past years for new initiatives or one-time projects.

While there are no significant changes in capital improvement projects in FY 2013-14, the second year of the Biennial Budget forces a reduction of \$3 million in FY 2014-15. While this change may not have a great impact initially due to updated project scheduling, continued contraction of our capital project program will result in deferral of maintenance over time. We expect to address this potential in FY 2014-15, when we have greater clarity over the effects of the redevelopment loss.

Cost Recovery and Tax Compliance

To ensure that we are able to provide the highest level of services to the public, we must make sure that members of our community contribute their fair share, be it through taxes, fees or permits, for services ranging from the general to those providing individualized benefits that are fee-supported.

For those revenues we already have in place, we are strengthening our compliance, audit and collections program, ensuring that the public understands its responsibility for paying the relevant local taxes, licenses, fees that in turn pay for essential services to City residents and businesses. We anticipate our initial efforts in the business license and parking facility tax area to increase collections by approximately \$570,000 on an ongoing basis.

The City completed a comprehensive fee study leading up to the development of the FY 2013-15 Biennial Budget. Working with a consultant, staff identified total program costs in order to enhance cost recovery in cases where individuals benefit from a specific service provided by City staff. Cost recovery levels vary based on policies, and therefore cost recovery ranges from 26% to 100%. Staff has budgeted \$1.1 million in the General Fund in new revenue from adjustments to existing fees, new fees, and new penalties.

In addition, several departments have identified areas where greater cost recovery is warranted. This includes park trainer fees, filming fees from interim use of the Civic Auditorium, auctioning used computer equipment, a new passport processing service, and new non-resident Library access fees, totaling approximately \$1 million.

City Manager's Message

We are also proposing to expand our capacity to collect revenues while also addressing key community needs through a number of return on investment programs. These include:

- Installing 350 meters in various areas of the City that would benefit from increased sharing of parking resources, and an adjustment to our preferential parking rates overall. We expect these initiatives to ultimately yield \$1.3 million in new revenues to the City on an ongoing basis.
- Extending parking meter enforcement hours in high traffic areas will ultimately increase revenues by \$1.5 million.
- Continued expansion of the City's fiber optic network, CityNet, is on track to generate approximately \$350,000 in additional annual revenues by FY 2014-15. Not only is this entrepreneurial effort anticipated to gross \$1.6 million in annual revenue by the end of the next biennial budget, but it is also helping local businesses compete in the global economy with cutting edge network solutions.

Adjustments

Certain adjustments were necessary to reflect actual costs. The FY 2013-15 budget includes an additional \$600,000 for credit card processing fees in the General Fund reflecting a significant increase in the public's use of credit cards over the past year. As the City provides greater access to automated services and remote connections, and in particular automated payments, costs for credit card and communications fees will continue to rise. Other adjustments relate to position classification changes and reorganizations, as well as previous redevelopment costs that must now be absorbed by the General Fund.

Other Funds

The Citywide budget includes a number of funds that fall into two categories: (1) funds that operate with sufficient revenues to sustain necessary operating and capital needs; and (2) funds that have a structural deficit where ongoing revenues are not sufficient to cover ongoing expenditures. For the most part, we are reporting good news on these latter funds, with some adjustments required to keep our Resource Recovery and Recycling (RRR) and Water funds operating at a healthy level.

Self-Supporting Funds

Enterprise funds that historically rely on sufficient revenues to support necessary operations include the RRR, Water, Wastewater, and Big Blue Bus (BBB) funds.

At this time, results of the forecast indicate that the **RRR Fund** will experience an operating deficit beginning in FY 2014-15 unless fee increases are implemented. Staff will complete a rate study upon the completion of the Zero Waste Master Plan and will return to Council in the second quarter of FY 2013-14 to present proposed rates. The FY 2013-14 budget includes efficiencies in the RRR fund achieved by expanding the life of containers and various vehicles and cancelling two projects.

The **Water Fund** has sufficient revenue to cover current operations and a rate increase will not be necessary for FY 2013-14. A rate study will commence in FY 2013-14 after the Sustainable Water Master Plan is completed in order to include financial impacts identified in the Plan and ensure financial sustainability of the fund.

The **Wastewater Fund** forecast indicates that there are adequate reserves for the next two years. Staff will evaluate the health of the fund in relation to needed capital investments in advance of the next biennial budget cycle.

City Manager's Message

Through a series of efficiencies that have reduced the overtime, materials and supplies budgets, as well as contract restructuring, the **BBB Fund** is now poised to avoid a structural deficit and maintain its reserve levels through the next five years. Staff is refining strategies to decrease expenditures, such as further reductions in the use of overtime, more efficient scheduling of service hours, automation of certain operations, and acquisition of new buses, which will allow the BBB to reduce its maintenance and fuel budget.

The **Beach Fund** will also generate adequate revenues to sustain its operations throughout the next five years. The Biennial Budget shows the merging of the Beach House Fund into the Beach Fund for more efficient tracking. The Beach House has lowered its subsidy from the Beach Fund considerably, from \$2.7 million when it first opened in 2009 to \$0.7 million in FY 2013-14.

Until recently, the **Airport Fund** has required General Fund loans to cover operating deficits. However, a realignment of capital projects, streamlined expenditures and a greater focus on revenues, including updated landing fees approved by Council in April 2013, present a balanced fund picture for the Airport Fund going forward.

Funds Requiring General Fund Subsidies

As I noted above, the General Fund subsidies to the **Cemetery** and **Pier Funds** are anticipated to decrease by \$400,000 in FY 2013-14, due to increased expenditure efficiencies, increased revenues, and in the case of the Pier fund, updated scheduling of capital projects.

The **Civic Auditorium** will cease full operation on June 30, 2013. Mothballing the Auditorium will require a small amount of maintenance costs, which will be incorporated into the General Fund budget. Council will be considering potential interim uses of the facility in June 2013.

The **Housing Authority Fund** has a projected operating structural deficit of approximately \$120,000 in FY 2013-14 and \$290,000 in FY 2014-15 due to the loss of Redevelopment funding for the administration of the senior voucher program, and the reduction of U.S. Department of Housing and Urban Development (HUD) allocations. Efforts to increase revenues include applying for grants and optimizing the City's ability to claim additional administrative reimbursement. Efforts to decrease expenditures include implementing electronic procedures both internally and with clients to reduce administrative costs.

Major Initiatives

A number of initiatives that staff will be supporting during the biennial budget period, listed below, are reiterated throughout the budget document, as they are among our highest priorities. These initiatives are noted in our emerging themes as well as department goals and objectives.

Support for Youth and Education

The City of Santa Monica has long recognized that the community benefits from strong local schools. To that end, the City entered into a joint facilities use agreement some years ago that commits the City to providing significant funding to the School District in exchange for community access to school facilities. That agreement calls for \$8.2 million in City funding for school facility use next year. By way of a separate agreement, the City shares one-half of the proceeds of a half-cent transactions and use tax, or approximately \$6.8 million with the School District, as recommended in a voter-approved advisory measure.

City Manager's Message

In addition, the budget supports a wide range of recreation and cultural offerings that benefit pre-school and school-aged children in Santa Monica, as shown in the City's Youth Budget in the Cradle to Career initiative further discussed on page 277 of this document.

EXPO Light Rail

The City will engage with Metro, Expo and the community to ensure that the EXPO light rail project is well integrated into the City by its opening in 2016.

Implementation of the Land Use and Circulation Element (LUCE)

The next major steps in realizing the vision of the LUCE will include the adoption of the Downtown Specific Plan and the Bergamot Area Plan, both of which will be completed during the biennial budget period. The new zoning code will bring greater specificity to the LUCE by the close of 2013. In addition, the Pedestrian Action Plan and several components of the Bike Action Plan, including a bikeshare system, bicycle lanes and bike parking spaces will also take form.

Parking and Traffic and Circulation

To respond to the community's concern about parking, traffic and circulation, we will reposition and better align the City's transportation, parking, and enforcement functions and services within the Planning and Community Development Department. At the same time, we will continue to incorporate transportation improvements on roadways, including the resurfacing of Lincoln Boulevard in the short term and the conceptual design of a safe, pedestrian and transit-oriented roadway in the future, expansion of traffic control technologies such as the advanced traffic management system to synchronize signals, and new pedestrian crosswalk signage. The installation of 350 new meters in previously unmetered spaces throughout the City will increase turnover in parking spaces, making this resource available to more people.

Wellbeing Index

As one of five winning cities named by Bloomberg Philanthropies, we will use our \$1 million prize to develop a Wellbeing Index that will define, measure and improve conditions needed for optimal human development in our fair City. We are among the first in the country to undertake such a challenge and feel confident that this innovative tool will serve both the City and its residents well.

Airport

We will carry out the City Council's direction to reduce the noise, emissions and dangers associated with the Santa Monica Airport through restructuring, partial or full closure after July 2015.

Water Self-Sufficiency Plan; Zero-Waste Strategic Plan

Adopt the Zero Waste Plan and work towards 100% water self-sufficiency through the implementation of the Water Master Plan.

Quality of Life

Open the world-class Tongva Park, as well as Ken Genser Park, in the Civic Center in the fall of 2013, and the Pico Branch Library in December 2013.

Civic Auditorium

Develop an interim use for the Civic Auditorium as well as a plan for its future.

Infrastructure and Facilities

Upgrade critical infrastructure, including Fire Station 1, which will require financing, as well as the Pier and Pier Bridge.

City Manager's Message

Joint Fire and Police Communications Center

Consolidate the Fire and Police dispatch functions for better service to the public.

Affordable Housing

Develop a strategy to continue providing a comprehensive affordable housing production and preservation program without the assistance of redevelopment funding.

Budget Process

We strive to make this budget more readable, understandable, useful, and effective as much more than simply a spending plan. As you read the document, you will understand how the targeted allocation of resources will generate services, activities, and projects that will benefit the Santa Monica community for years to come.

The Biennial Budget

The adopted FY 2013-15 budget represents the City's second biennial financial plan. This budgeting technique improves efficiency of budget development by reducing amount of staff time needed to produce the budget in the second year. This allows greater focus on such initiatives as the Capital Improvement Program (CIP) process and specialized studies in the second year.

Furthermore, by budgeting over a 24-month period, we improve long range planning and provide better program evaluation. The two-year focus enhances integration of financial and strategic planning for better resource allocation.

Staff will provide the Council with mid-year and year-end reports, including opportunities every six months to make adjustments to the biennial budget. These periodic adjustments will allow us to fully comply with the City's Charter requirement of adopting an annual City budget and gain the benefits of two-year budgeting.

Improve the City's Management System

The adopted budget focuses on goals, objectives, and service benchmarks that are of greatest interest to the overall community. As City Manager, I will hold departments accountable for the progress in achieving these goals as well as items on internal work plans. The enhanced and focused two-year budget is a critical piece of the City's overall management system.

Expenditure-Control Budgeting

The FY 2013-15 budget includes expenditure-control budgeting – an approach that promotes greater efficiency and cost-effectiveness. It provides incentives for departments to save budget allotments where possible, avoiding the “use it or lose it” approach common to many agencies. Year-end departmental savings are split between the department (1/3) and the General Fund (2/3). Departments may use the funds for one-time needs or bank the savings over multiple years for a rainy day.

Community Input

Each year the City takes great pains to connect with residents and businesses as well as boards, commissions, and neighborhood groups to receive thoughts on budget building for the coming year. Such input is received through numerous community and neighborhood meetings, the City's website, biennial resident satisfaction survey, regular mail, and constituent comments to the City Council.

City Manager's Message

Continuing work on community priorities is incorporated into every department's core services and is reflected in the key goals, objectives, and service benchmarks that appear in the department summary section. Our list of "emerging themes" represents what we have heard from our residents as additional community needs that must be addressed. These include public safety and crime reduction, land use, shared streets, parking and traffic circulation, homelessness, water self sufficiency, sustainability and the environment, and wellbeing. This budget includes resources and strategies to address these emerging issues, while maintaining valued City services and infrastructure maintenance.

Conclusion

This biennial budget will guide and ensure Santa Monica's continued progress in times of economic uncertainty. This is no small feat. It encapsulates the needs, expectations, hopes, and dreams of residents and businesses we serve in a fiscally sound manner.

I am indebted to the City Council for its leadership and overall direction in the development of this budget. The many residents, neighborhood associations, businesses and non-profit organizations that have participated in the budget process are to be commended for their time, passion and involvement. The Finance Department, under the highly capable leadership of Gigi Decavalle-Hughes and her crack budget unit, deserves special praise. Moreover, I am very impressed with the high degree of professionalism, commitment, and effort by City staff in budget development and execution to ensure this promise of civic enhancement and renewal.

The resulting budget is key to the City's continued safety, vitality, inclusiveness, and sustainability.

Thank you,



Rod Gould

City Manager

Santa Monica at a Glance

FY 2013-15 Adopted Biennial Budget





Santa Monica at a Glance

According to legend, the name "Santa Monica" was given to the spot where soldiers camped at an Indian village near two springs (probably the present day location of the Veterans Administration at Wilshire and Sawtelle) because a padre accompanying the expedition said the waters of the springs reminded him of the tears shed by St. Monica over her wayward son, St. Augustine, before his conversion. Although no one knows the truth of this legend, it is generally cited as the origin of the City's name.

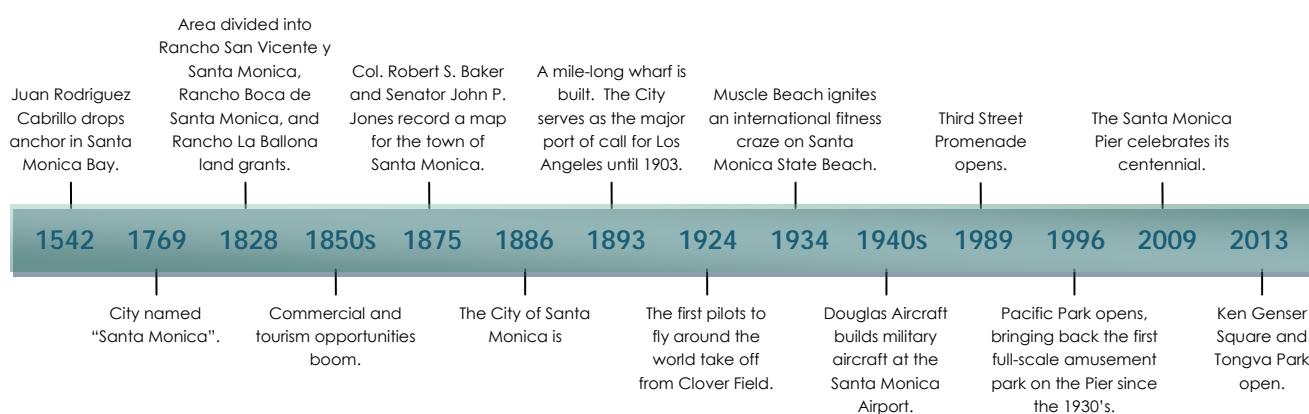


The 8.3 square mile city is situated on the west side of Los Angeles County, about 16 miles from downtown Los Angeles, where the Pacific Coast Highway and Interstate Highway 10 meet. It is bordered by the City of Los Angeles on three sides and the Pacific Ocean on the west. The area is served by two freeways, Santa Monica (Interstate 10) and San Diego (405), and by four major east-west thoroughfares: Santa Monica (Route 66), Wilshire, Olympic and Pico Boulevards, and is located approximately six miles from Los Angeles International Airport.

Santa Monica is home to a mix of commercial districts, residential communities, recreational and art venues, three miles of wide beaches, high-profile corporate headquarters, hi-tech and entertainment companies, small entrepreneurial start-ups, and retail businesses. Santa Monica is also a full-service city. City departments provide police, fire, transit (a regional bus system and general aviation airport), water, wastewater, refuse, streets, parking, planning, building, engineering, free public Wi-Fi, a high speed fiber optic network, parks, affordable housing, economic development, sustainability, library, rent control, recreational, social, cultural, and educational services to the community. A generally mild climate and consistently good air quality are hallmarks of the coastal district that surrounds Santa Monica.



Historic Timeline



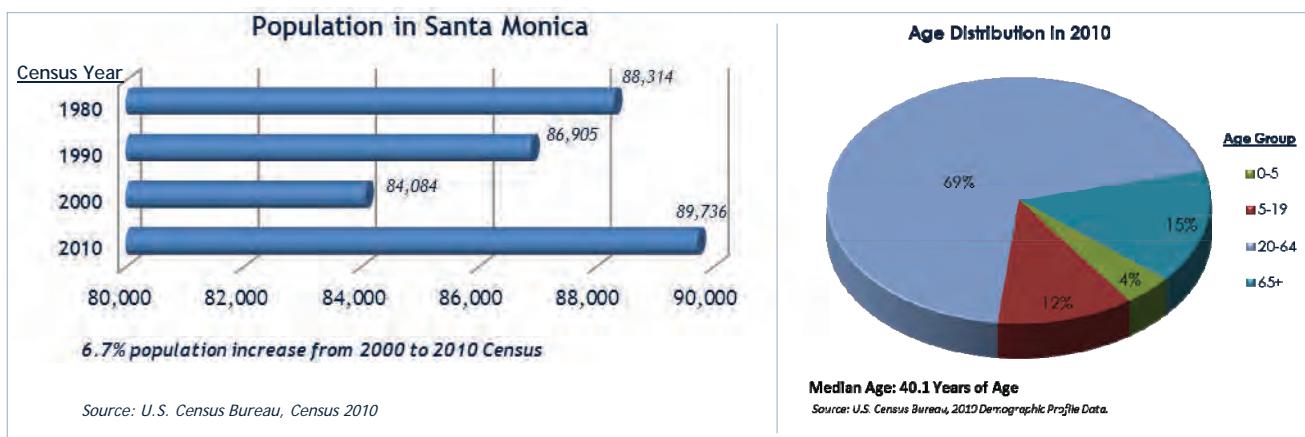
Santa Monica at a Glance

Government and Administration

The City of Santa Monica was incorporated on November 30, 1886 and subsequently adopted a City Charter in 1945. In 1947, a Council-Manager form of government was established following a vote of the City's residents and approval by the California legislature.

The City Council consists of seven members elected by the community at large to four year terms. Elections are held every two years, at which time either three or four Council members are elected. The Council selects from its members the Mayor, and appoints a City Manager to administer the affairs of the City, as well as a City Attorney and a City Clerk. The City Council also serves as the governing bodies for the Santa Monica Redevelopment Successor Agency and the Housing and Parking Authorities.

Quick Facts



Educational Attainment: 64% bachelor's degree or higher

Percentage of Homeowners: 27.9%

Percentage of Family Households: 37.2%

Median Family Income: \$107,660

Percentage of Renters: 72.1%

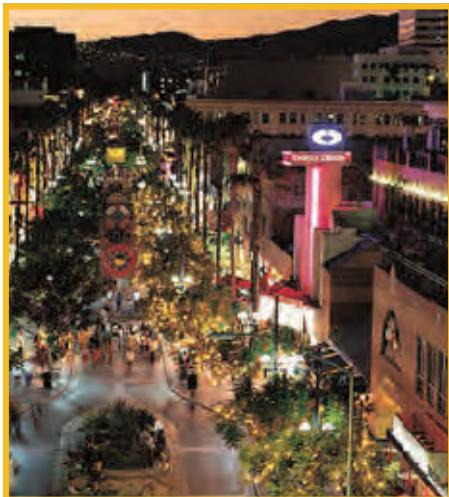
Percentage of Nonfamily Households: 62.8%

Source: U.S. Census Bureau, Census 2010.—American Community Survey

The Local Economy

Santa Monica has a strong, diverse economy. Known as "Silicon Beach", local businesses are at the leading edge of the nation's creative economy and Internet technology-related startup companies. Santa Monica offers Class A office space with access to a nationally recognized high speed fiber optic network to global financial, marketing, entertainment, Internet, and software development companies. Principal local employers are in the fields of education, municipal government, technology, health care, policy and research.

Santa Monica at a Glance



Employers and employees are drawn to the area's cultural, artistic, and recreational amenities. Tourism is a key piece of the local economy. Santa Monica attracts visitors from around the world as well as millions of day-trippers. Over six and a half million people visit the City each year from outside Los Angeles County for pleasure, vacation, or business.

These visitors spend over \$1.3 billion annually, generating retail sales and transient occupancy taxes for the City. Nearly 12,000 jobs within the City are supported by the tourist industry. The City's 36 hotels, with more than 3,800 rooms, typically operate with occupancy rates above the 80% range on an annual basis. Room rates are among some of the highest in Los Angeles County.

Retail plays a major role in Santa Monica's economy. Santa Monica is home to a number of distinctive shopping districts. In the heart of Downtown, the open-air Third Street Promenade and Santa Monica Place draw locals and visitors. South of the Civic Center are the Main Street and Pico Boulevard districts, with eclectic shops, art, antiques, exotic cuisines, performance venues, and fine dining. On the north end of town, numerous boutiques and trendy restaurants line Montana Avenue.

Tourists, shoppers, and employees significantly boost the daytime population to an estimated 250,000 people.



Schools and Health Care

The highly-rated Santa Monica-Malibu Unified School District serves both Santa Monica and Malibu residents. The district's 2012 Growth Academic Performance Index (API) score was 859, well above the state target. There are ten elementary schools, two middle schools, three high schools and an alternative K-8 school in the district.

Santa Monica College (SMC), a two-year community college, serves 34,000 full-time and part-time students on several campuses and offers more than 90 fields of study. The college is the leader among the state's 112 community colleges in transferring students to the University of California, University of Southern California, and other four-year campuses.

Santa Monica is also home to two renowned and respected health facilities, Saint John's Health Center and Santa Monica-UCLA Medical Center.



Budget Overview

FY 2013-15 Adopted Biennial Budget





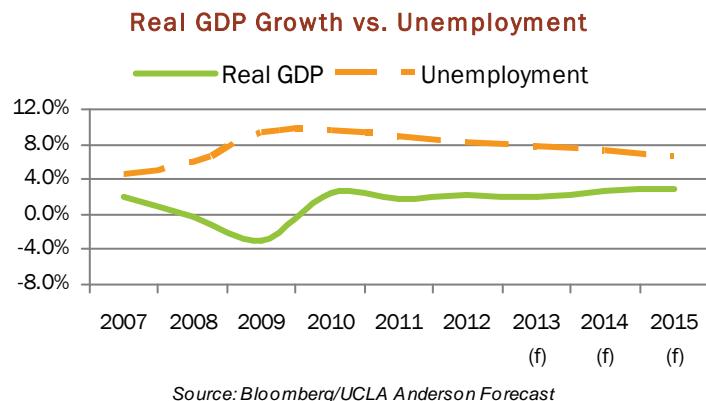
Overall Economic Conditions

The assumptions used in preparing the FY 2013-15 revenue budget are based on a review of information concerning the national, state, regional, and local economies. A wide range of data was used from respected sources, including the UCLA Anderson Forecast, the Los Angeles Economic Development Corporation (LAEDC), Bloomberg News, and economic analyses from various other respected sources.

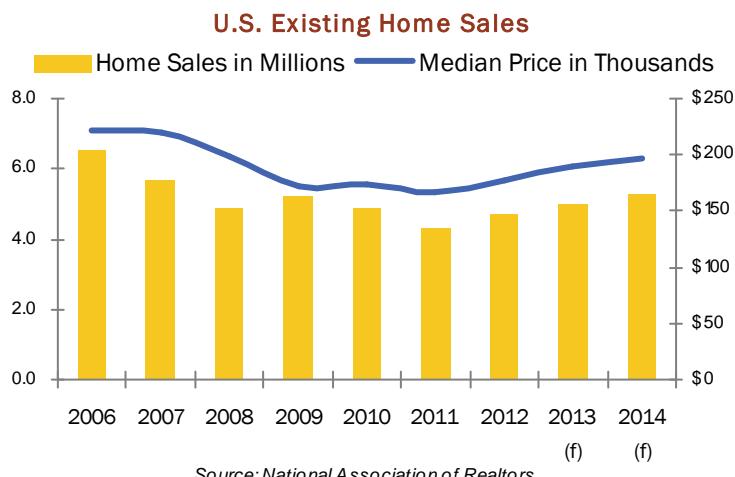
National Economy

The U.S. economy emerged from the recession several years ago, but the recovery has been one of the slowest on record. Economic growth has been hovering around 2% annually for the last three years, well below the 4%-6% growth rates typical of prior recoveries. Growth is expected to ramp up slowly over the next two years. A recent survey of economists conducted by Bloomberg projects growth at 2.7% in 2014 and 3% in 2015. However, the impacts of the Federal budget

sequestration, higher payroll taxes and taxes on upper income households, the weak European economy, and implementation of the Affordable Care Act, will all keep growth from accelerating faster in the short term. Consumer spending is showing signs of slowing after several strong quarters, but is expected to pick up again, reflecting strength in the housing and automobile sectors. The employment situation is also slowly improving. The April 2013 unemployment rate was 7.5% as the economy added an average of 181,000 jobs per month in 2012. A similar increase is expected in 2014. However, even with this level of job creation, the unemployment rate is not expected to fall below 7% until 2015.



Source: Bloomberg/UCLA Anderson Forecast



Source: National Association of Realtors

The housing market is showing a rebound. The most recent S&P/Case-Shiller index of home prices in 20 cities reported an 8.1% year over year gain for the period ending January 31, 2013. Data from the National Association of Realtors (NAR) showed that February existing home sales were up 10.2% from a year earlier and median prices rose 11.6% over the same time period. Further increases are projected for at least the next two years.

There is some uncertainty regarding future inflation rates. The Bloomberg forecast projects continuing low inflation rates of 1.9% in 2013, 2.1% in 2014, and 2.2% in 2015. However, the UCLA Anderson School Forecast projects a bit higher inflation by 2015 due to increased housing prices, the impact of Fed monetary policy, and some wage pressure resulting from a shortage of skilled labor. While the effect of oil price increases on the U.S. economy has been minor so far, the continued uncertainty and unrest

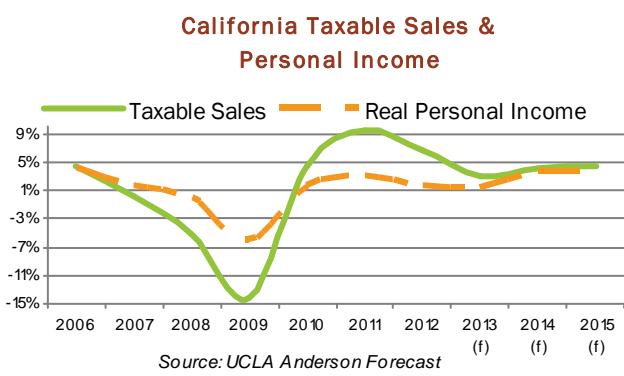
Overall Economic Conditions

overseas could eventually dampen economic growth. Additionally, Federal stimulus policies which have helped spur the economic recovery have also significantly increased the Federal budget deficit and national debt, which could lead to a contraction in the economy if not dealt with in the next few years. State and local government deficits may also be a drag on the economy over the next several years.

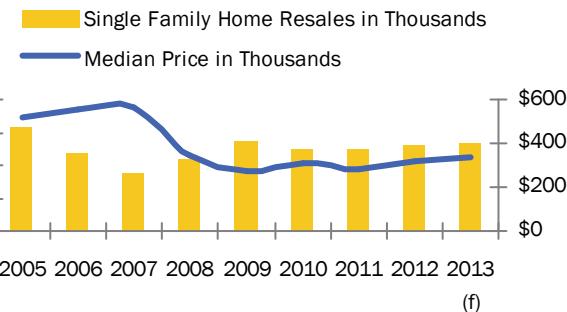
In summary, the economy continues its mild expansion. Consumer spending continues to be strong, although business investment is still somewhat erratic. Sustained job growth is continuing, but at a slow pace. The stock market surpassed its high points prior to the recession and has reached record levels. However, the pace of economic growth is still relatively slow, unemployment is still high despite job creation, inflation has the potential to increase, and the national debt looms as a potential roadblock to sustained economic recovery.

State Economy

The California economy, like the nation's, has begun to grow at a slow, but steady pace, and further acceleration is expected over the next two years. The UCLA Forecast projects economic growth (as measured by employment increases) will be 1.6% in 2013 and then 2.3% and 2.4% in 2014 and 2015 respectively. Unemployment fell to 9.0% in April 2013 and is expected to decrease to 8.4% in 2014 and 7.2% in 2015, still above the national average. Real personal income is projected to grow by 1.4% in 2013 followed by higher growth rates of 3.6% in 2014 and 3.3% in 2015. The housing market is also in recovery. The median sales price of existing family homes in March was 13.7% higher than one year earlier. The California Association of Realtors (CAR) predicts that the number of home sales in the state will increase by 1.3% for the entire year after a 5.1% increase in 2012. Median sales prices will increase by about 5.7% in 2013 on top of a 10.9% increase in 2012. However, the projected 2013 median price of \$335,000 is still 40% below the peak of \$560,300 in 2007. It will likely be years before that level is seen again. The worst also seems to be over for the commercial real estate market as vacancy rates are decreasing and asking rents appear to be on the rise.



California Housing Market



Source: California Association of Realtors

Tourism has experienced a strong recovery and statewide sales taxes have also rebounded sharply in the last three years to pre-recession levels with fourth quarter figures up 6.1% from the prior year after adjusting for anomalies. Increases over the next three years are projected to be moderate, ranging from 3% to 4% per year. Personal income is projected to increase over the next two years by the highest rates since 2006. Taxable sales have exceeded pre-recession levels.

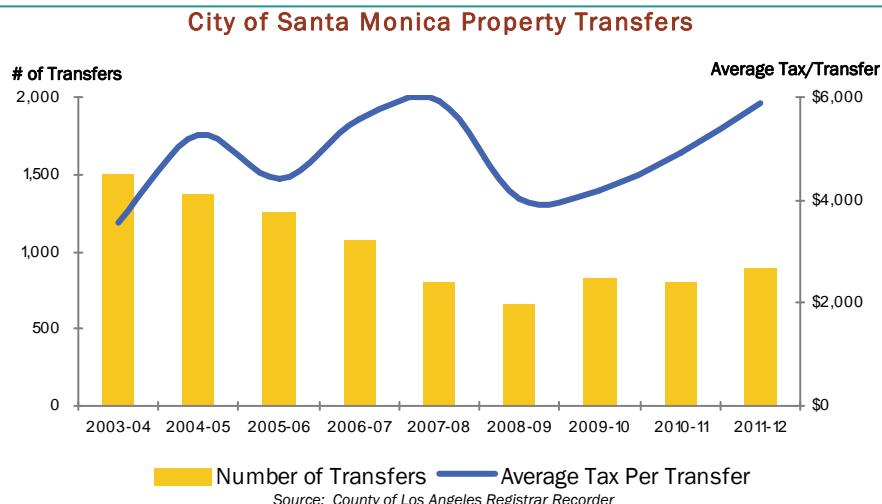
One of the biggest threats to the California economy in the last decade has been huge State budget deficits. However, the Governor's proposed FY 2013-14 budget provides a balanced budget primarily

Overall Economic Conditions

due to spending reductions and new revenues from Proposition 30. While many local governments are still experiencing hardships, the worst appears to be over due to the improved economy. However, pension and health care costs still pose significant threats in the future.

Local Economy

Santa Monica benefits from a more diversified tax base than many cities. For example, the City's five major tax sources, Transient Occupancy (TOT), Sales, Property, Utility Users, and Business License, each make up between 9% and 16% of General Fund revenues. In many cities, sales and property taxes alone account for up to 60% of revenues. Most of these tax sources are economically driven and were significantly impacted by the recession. However, all have recovered to some extent over the last three years.



The real estate market was impacted by the recession, but Santa Monica did not see the same level of price depreciation as other areas. The number of property transfers did decrease significantly over a five year period beginning in FY 2003-04 and reached the bottom in FY 2008-09 at the lowest level for which records are available. However, the rate of transfers has stabilized in the last three years and the average transfer amount has moved up sharply, resulting in assessed value increases, which eventually translate into property tax gains.

Sales tax receipts, which declined for two consecutive years due to the recession and the temporary closure of Santa Monica Place, also recovered sharply, growing nearly 25% over the last three fiscal years. Growth is expected to be moderate going forward. Additionally, Santa Monica voters approved Measures Y and YY, implementing a one-half cent local sales tax in November 2010, which has generated nearly \$13 million per year in new revenues since implemented, half of which is paid to the school district for the use of certain school facilities.

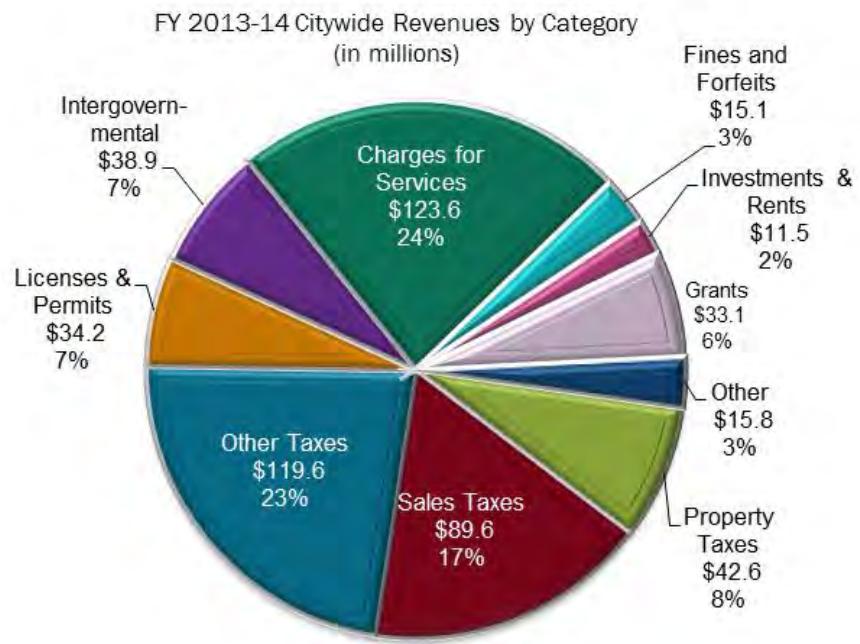
Tourism, which provides a strong stimulus to the local economy by creating jobs and producing revenues, has rebounded sharply from recession declines with FY 2012-13 expected to be the third straight year of near double digit growth.

The improvements to the local economy have pushed tax revenues above pre-recession levels. However, long term growth rates for General Fund revenues are projected to grow rather modestly, averaging about 2.5% annual growth over the next five years. A discussion of local taxes follows the Citywide Budget overview.

Citywide Budget Overview

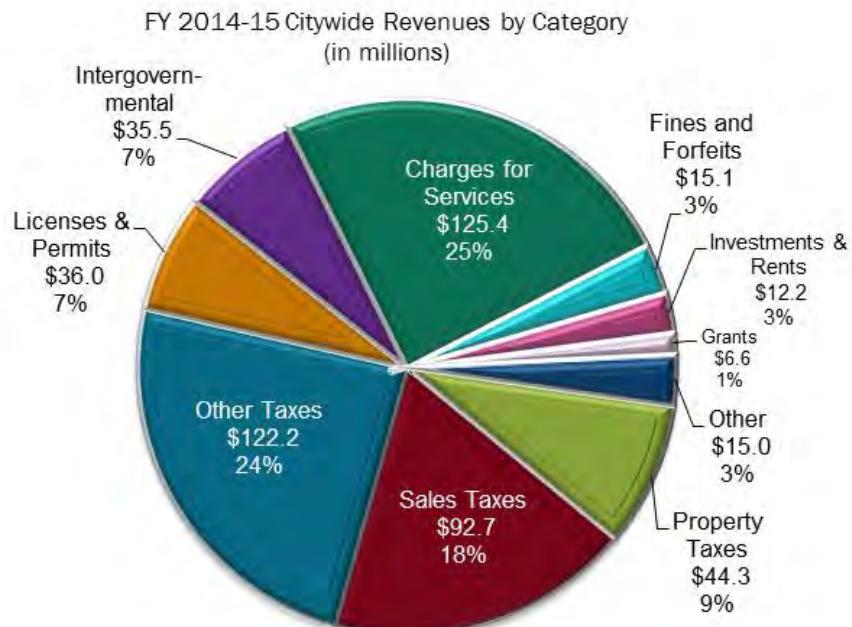
Total FY 2013-14 City Revenues – \$524.0 million

Total projected City revenues for FY 2013-14 are \$524.0 million, a 3.6% decrease from the FY 2012-13 estimated actual. The \$19.7 million decrease reflects one-time revenues received in the prior year.



Total FY 2014-15 City Revenues – \$505.0 million

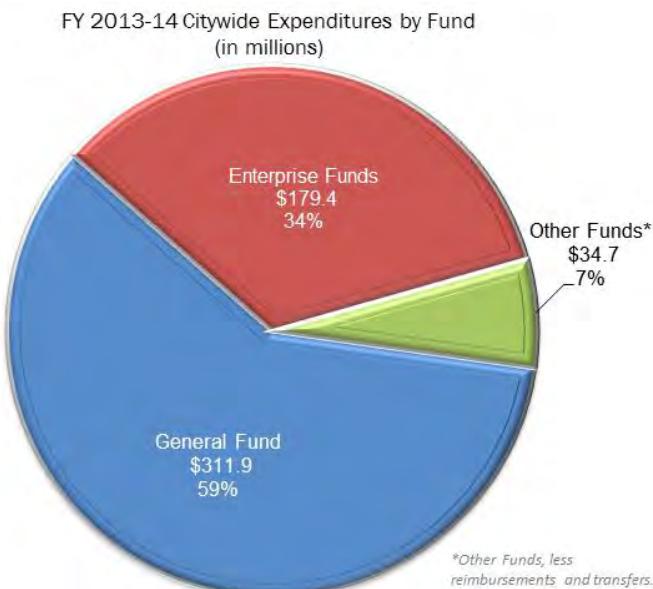
Revenues in FY 2014-15 are projected to be \$505.0 million, a 3.6% decrease from FY 2013-14. The \$19.0 million decrease reflects less Big Blue Bus capital grant revenues and Miscellaneous Grants revenue.



Citywide Budget Overview

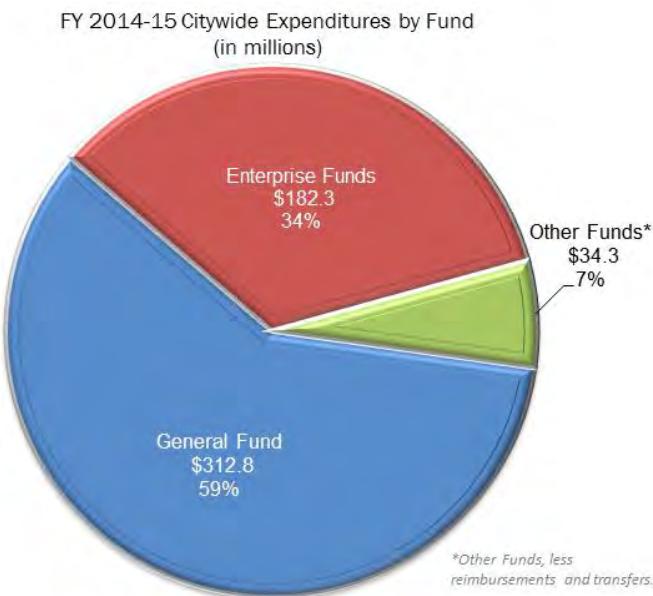
Total FY 2013-14 Adopted City Budget – \$526.0 million

The FY 2013-14 adopted budget includes \$526.0 million in expenditures, net of transfers and reimbursements, for all funds. This amount represents a 5.2% decrease over the revised budget for FY 2012-13, primarily due to decreased capital spending and dissolution of redevelopment.



Total FY 2014-15 Approved City Budget – \$529.4 million

The FY 2014-15 approved budget includes \$529.4 million in expenditures, net of transfers and reimbursements, for all funds. This amount represents an increase of 0.7% from FY 2013-14, primarily due to increased General Fund expenses, primarily from salaries and wages.



The difference between Citywide revenues and expenditures is due to disparities in timing between revenues and expenditures for capital projects. Other reserves and assignments are also used to fund the Capital Projects.

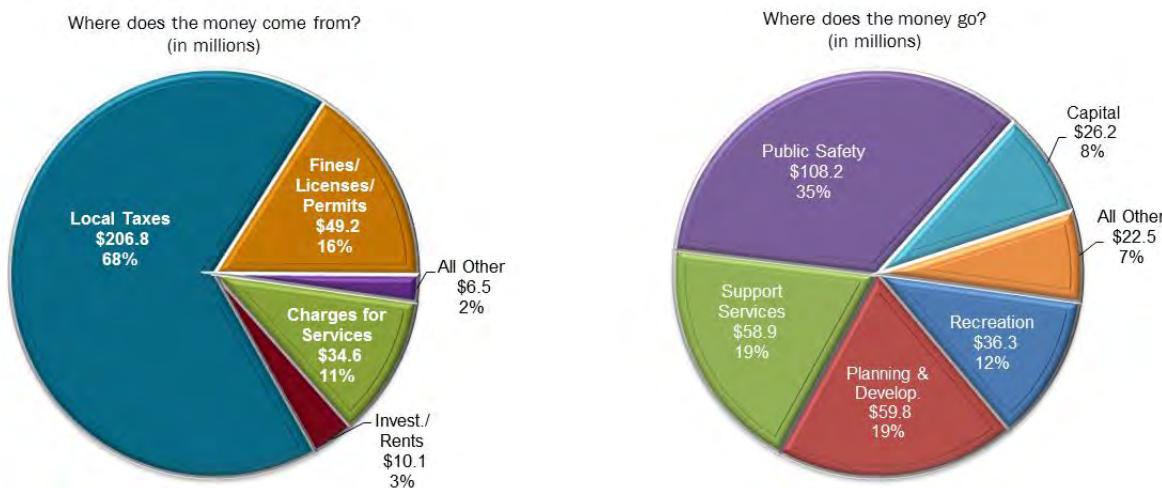
As in previous years, City revenues are subject to changes in economic conditions, State budget actions, and legislative changes.

Citywide Budget Overview

General Fund Budget

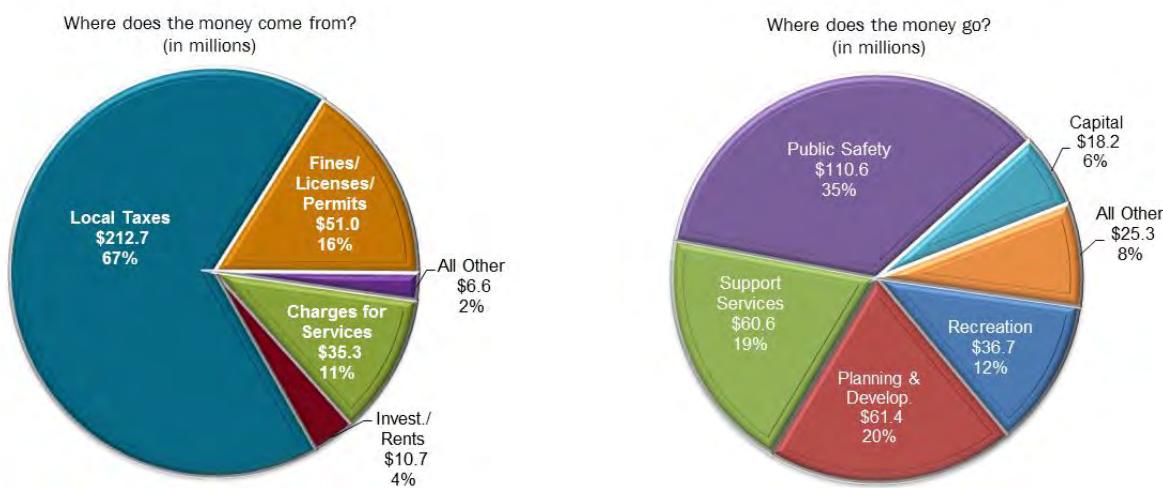
FY 2013-14 Adopted General Fund Revenues – \$307.2 million; Expenditures \$311.9 million

Total FY 2013-14 total General Fund revenues are projected to be \$307.2 million, which is \$16.1 million, or 5.0% less than the FY 2012-13 estimated actual, reflecting one-time funds received in FY 2012-13. The General Fund Operating Budget for FY 2013-14 is \$285.6 million and Capital Improvement Projects add an additional \$26.3 million, for a total General Fund budget of \$311.9 million. Operating expenditures increase \$10.3 million or 3.7%, over the FY 2012-13 revised budget. For FY 2013-14, prior year revenue surplus will fund the difference between expenditures and revenues.



FY 2014-15 Approved General Fund Revenues – \$316.3 million; Expenditures \$312.8 million

Total FY 2014-15 General Fund revenues are projected to be \$9.0 million, or 2.9% more than in FY 2013-14, primarily due to increased local tax revenues (\$5.9 million), revenues from licenses and permits (\$1.8 million), charges for services (\$0.7 million), rentals (\$0.4 million), and investment income (\$0.2 million). The General Fund Operating Budget for FY 2014-15 is \$294.6 million and Capital Improvement Projects add an additional \$18.2 million, for a total General Fund budget of \$312.8 million. Operating expenditures increase \$9.0 million, 3.2% over the FY 2013-14 Adopted Budget.



Citywide Budget Overview

Budget Strategy

The City's Biennial Budget is informed by a five year forecast completed for each of the City's funds. The General Fund forecast essentially acts as a risk assessment tool that contemplates the impact of best case, probable, and worst case scenarios on the City's budget; the budget is based on the probable case. The three scenarios show the effects of slightly higher revenues in the best case, to impacts of potential redevelopment clawbacks in the worst case. Included in all the scenarios are increases in healthcare, pension and workers' compensation costs, and the need for the General Fund to assume costs previously funded by Redevelopment. In January 2013, Council directed staff to implement a budgeting strategy that would allow our fund balance to withstand these risks and maintain its healthy reserves, as follows:

- Limit the growth of total compensation costs
- Find efficiencies and increase cost recovery to lower the General Fund net expenditure baseline by 5%

This budget document achieves a combination of increased cost recovery and expenditure savings totaling 3.7% of the General Fund budget in FY 2013-14 and 5% in FY 2014-15. This is done through a combination of changes in the way we do business, elimination of vacant positions and reductions in overtime, return on investment projects, enhanced tax compliance, and updated fees based on a recently-completed comprehensive fee study.

The growth rate for total compensation in the Biennial Budget reflects the rate of the consumer price index, which is also similar to the average rate of projected revenue growth (approximately 2.5%). Labor negotiations were ongoing as of the publication of this document.

Other Funds

In addition to the General Fund, the City budget includes a number of funds that are either self-sustaining or subsidized. In the FY 2013-15 Biennial Budget, the Wastewater Fund forecast indicates that there are adequate reserves for the next two years.

The Big Blue Bus Fund is also showing a stable forecast as the department has reduced overtime and materials and supplies budgets and increased cost recovery on contractual services.

The Resource Recovery and Recycling Fund is anticipated to experience a structural deficit in FY 2014-15 unless a rate increase is implemented. Staff will complete a rate study upon the completion of the Zero Waste Master Plan and will return to Council in the second quarter for FY 2013-14 to present proposed rates.

The Water Fund has sufficient revenue to cover current operations and a rate increase will not be necessary for FY 2013-14. A rate study will commence in FY 2013-14 after the Sustainable Water Master Plan is completed in order to include financial impacts identified in the Plan and ensure financial sustainability of the Fund.

The subsidies from the General Fund to the Cemetery and Pier Funds, is anticipated to decrease by \$400,000 in FY 2013-14 due to expenditure efficiencies, increased revenues and changes in capital project scheduling.

Citywide Budget Overview

The Civic Auditorium will discontinue full operation on June 30, 2013. Council will be considering potential interim uses of the facility in June 2013.

The Housing Authority Fund will require General Fund subsidies of \$120,000 and \$290,000, respectively during each year of the biennial budget due to the loss of Redevelopment funding and reduction in HUD funding.

Citywide Total Compensation

Total compensation, which includes employee salaries, pension contributions, health care and workers' compensation costs, makes up 55% of the City's overall budget, and 72% of the General Fund operating budget. The rising cost of healthcare, and the need to supplement CalPERS pension portfolios with higher contributions, drive our total compensation cost growth rate to a level that is approximately double our revenue growth rate. To accommodate healthcare, pension, and workers' compensation increases, the cost of living adjustment (COLA) for employees must consider the total compensation package and not just salary. The table below details these increases by component.

% Annual Increase	FY 2013-14	FY 2014-15
Health Insurance ¹	14.0%	14.0%
Retirement ²	4.09%	1.83%
Workers' Compensation	7.5%	7.5%

¹ Does not reflect increases associated with the implementation of the Patient Protection and Affordable Care Act. Amount is subject to change pending new agreements with insurers.

² Does not reflect increases associated with recent CalPERS Board-approved actuarial adjustments which begin in 2015.

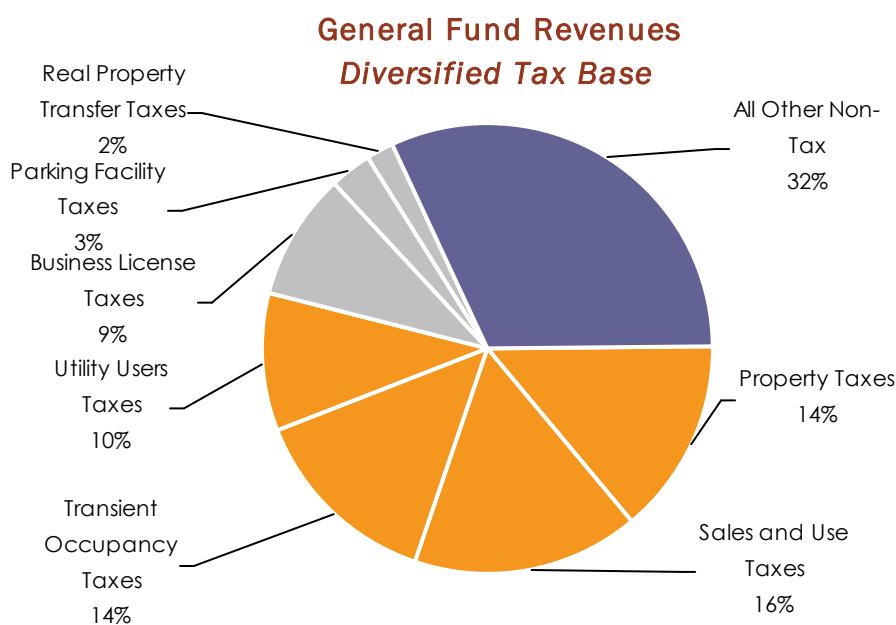
Pension Contributions

The City's defined benefit pension plan, Santa Monica Public Employees' Retirement Plan, provides retirement and disability benefits, annual cost of living adjustments, and death benefits to plan members and beneficiaries. The plan is part of the Public Agency portion of the California Public Employees Retirement System (CalPERS), which acts as a common investment and administrative agent for participating public employers within the State of California. Active full time employees in the plan reimburse the City for a portion of the costs. Detail of gross projected pension plan costs for FYs 2013-15, offset by employee reimbursements, is outlined to the right.

	FY 2013-14	FY 2014-15
General Fund		
Gross Pension Cost	\$ 43,941,413	\$ 45,254,083
Employee Contributions	10,466,373	10,696,892
Net Pension Cost to the City	\$ 33,475,040	\$ 34,557,191
All Other Funds		
Gross Pension Cost	\$ 12,574,344	\$ 12,909,047
Employee Contributions	4,040,324	4,101,898
Net Pension Cost to the City	\$ 8,534,020	\$ 8,807,149
Total Gross Pension Cost	\$ 56,515,757	\$ 58,163,130
Total Employee Contributions	14,506,697	14,798,790
Total Net Pension Cost to the City	\$ 42,009,060	\$ 43,364,340

Major General Fund Tax Base Projections

Local Taxes represent approximately two-thirds of projected General Fund revenues. Five of these tax sources, Transient Occupancy Taxes (TOT), Sales Taxes, Property Taxes, Utility Users Taxes (UUT), and Business License Taxes, account for \$191.9 million out of the \$212.7 million in local taxes projected to be received in the next fiscal year. The remaining tax revenues are from Parking Facilities Taxes, Real Property Transfer Taxes, Vehicle License Fees, and Condominium Taxes.



The projections reflect a prudent approach to forecasting using standard methodologies such as trend analysis, known extraordinary circumstances, fiscal impacts of legislative changes, outside consultant forecasts, and professional judgment, to arrive at the revenue projections. Overall, the projections assume mild economic growth resulting in revenues trending up, but at lower rates than during the recession recovery period of the last three years. Listed below are the basic assumptions used to develop the revenue forecast for the major tax accounts based on information known at this time. Many unknown variables, including economic shifts and unforeseen state legislative changes, could affect the ultimate amount of monies actually received.

Property Taxes – 14% of General Fund Revenues

The housing market has rebounded and is showing growth. The number of transfers in FY 2012-13 is expected to be the highest in seven years and may approach long-term historical averages during this budget cycle. The commercial real estate market appears to have also begun a recovery resulting in decreased office vacancy rates and stabilized rental rates. However, it is expected to be some time before property value growth approaches historical levels. It is anticipated that the assessed value growth in Santa Monica will be 3% in both FY 2013-14 and FY 2014-15.

Revenue from unsecured property taxes (such as airplanes) is projected to remain relatively flat throughout the forecast period. The stabilizing real estate market has also resulted in a decline in delinquent tax receipts. Additionally, in FY 2012-13 the City began receiving residual and pass-through payments from Redevelopment Property Tax Trust Funds (RPTTF) due to the dissolution of Redevelopment. Projected residual revenues in FY 2013-14 and FY 2014-15 do not include the impact from future City paybacks.

Sales Taxes – 16% of General Fund Revenues

Sales taxes have returned to pre-recession levels, reflecting the recovering economy and the impact of the renovated Santa Monica Place Mall. Additionally, revenues from the voter-approved one-half cent Transaction and Use Tax have been higher than originally projected. Growth rates are expected to grow moderately, by 2.4% in FY 2013-14, reflecting the loss of several large tax generators, and then by 3.7% in FY 2014-15.

Major General Fund Tax Base Projections

Transient Occupancy Taxes – 14% of General Fund Revenues

Tourism has recovered strongly from the recessionary declines. Transient Occupancy Tax (TOT) revenues in FY 2011-12 finally reached the pre-recession peak of FY 2007-08, reflecting annual growth rates averaging nearly 11% over the last three fiscal years. Occupancy rates have reached what is considered “full occupancy” and average room rental rates have risen sharply. Based on information provided by PKF Consulting and the Santa Monica Convention and Visitors Bureau, the rate of growth is expected to moderate significantly over the next two years, to 3.5% in FY 2013-14 and 3% in FY 2014-15. No new properties are anticipated to come on-line in the next two fiscal years.

Utility Users Taxes – 10% of General Fund Revenues

Utility Users Taxes are projected to continue their trend of the last few years and remain relatively flat over the next two years. Modest increases from electrical, natural gas, and cable television services are projected to be offset by decreases in taxes from telecommunications services, reflecting a shift of consumer use to more internet based, non-taxable services. Taxes from electric, gas, and cable television utilities are primarily driven by rate changes by Southern California Edison, Southern California Gas Company, and Time Warner Cable, respectively. Taxes from water and wastewater services reflect Council-approved utility rate increases in these areas.

Business License Taxes – 9% of General Fund Revenues

As with most other local taxes, business license taxes recovered in FY 2011-12, growing 3% after two years of decreases. FY 2012-13 revenues are expected to approach the pre-recession peak. Continued growth of 2.4% per year is expected in FY 2013-14 and FY 2014-15. This is less than historical averages as the overall local economy is expected to show tempered growth. Additionally, several large taxpayers have left the City. There is a potential for revenue increases reflecting the impact of an amnesty program conducted in FY 2012-13 and from compliance actions, such as business license discovery and audits.

Parking Facility Taxes – 3% of General Fund Revenues

Parking Facility taxes were also impacted by the recession as FY 2009-10 revenues decreased by 1.0% from FY 2008-09, the first decrease since the tax was implemented. Revenues recovered significantly in FY 2010-11 and FY 2011-12, as a result of pricing revisions in the City-owned structures. As with other City taxes, growth is expected to slow slightly, resulting in annual revenue increases of 2% in FY 2013-14 and FY 2014-15.

Real Property Transfer Taxes – 2% of General Fund Revenues

Recessionary economic conditions significantly reduced property turnover in the City. The number of transfers in FY 2008-09 was the lowest since the City implemented its own tax in FY 1992-93, and 60% less than the peak year. Activity slowly increased in FY 2009-10 and has picked up sharply in FY 2012-13 as year-to-date transfers through February are 40% more than for the same period in the previous year. FY 2012-13 revenues are expected to be the highest since FY 2006-07. However, the number of transfers is still low compared to past peak periods, and a good portion of this year's increase can be contributed to pent up demand built up over the last few years. Also, FY 2012-13 revenues have been skewed upward by sale of several very large properties. Based on this, revenues are expected to drop by \$1.0 million in FY 2013-14 before beginning a period of mild increases beginning in FY 2014-15 as the real estate market continues its slow recovery.

Emerging Themes

Boards, Commissions, neighborhood organizations, special interest groups, and individual constituents provide regular feedback about what is going on in Santa Monica. Individuals communicate during Council meetings, through the [Government Outreach](#) system, and the City's website, and at the annual community meeting series Santa Monica Talks (SM Talks). The Community's input, including responses captured in the biennial resident survey, Council's direction, and staff's ongoing assessment of community needs have led to the development of nine Emerging Themes. These items represent quality of life matters that the City will address in each year of the 2013-2015 biennial budget.

Public Safety and Crime Reduction

Protecting public safety, reducing crime and the fear of crime is a core City service. Compared to calendar year 2011, there was an 11% increase in crime in 2012. Even with this increase, the overall crime rate is consistent with levels not seen since the 1950s. Still, the Police Department will continue to strengthen its patrol force with an "All-Hands" strategy. Officers, including managers and supervisors throughout the department, are now assigned field duties. A crime impact team has been and will continue to be employed on a full-time basis. With new leadership, the Police Department is focusing to reduce crime, increase pedestrian and traffic safety and decrease homelessness with greater efficiency and effectiveness.

Although gang and youth violence has decreased in recent years, the Police Department, other City departments and community partners are working to safeguard these gains by continuing focus on youth intervention, education and, when needed, enforcement.

Land Use

What, where and how Santa Monica will allow new growth and development in the future is a concern shared by many. When asked directly in the 2013 survey, 43% of residents said they consider the amount of growth and development to be a serious problem facing the City.

A number of plans and a new regulatory system will be completed in FY 2013-15. A new zoning ordinance as well as specific and area plans will ensure new development reflects priorities established by Council and community benefits identified in the Land Use and Circulation Element (LUCE). Council addressed the issue of processing the Development Agreement applications in early 2013 and identified the following priorities: projects that generate less traffic and relatively more revenue for the City, such as hotels and auto dealers; projects that produce a higher level of affordable housing; projects that provide a mix of unit types, educational institutions; and projects by the same developer where sites are combined for a more comprehensive approach.

A revised zoning ordinance, which will refine the implementation of the LUCE and clarify expectations for development, will be before Council for adoption in December 2013. Transition of a former industrial area into an arts and transit-focused mixed-use neighborhood will be guided by the Bergamot Area Plan, which will be presented to Council in July 2013. The specific plan required by the LUCE to guide the vision of the downtown district will be complete in March 2014. The Planning and Community Development Department will process approximately 35 pending Development Agreements.

Shared Streets

The City will increase safety for pedestrians, bicyclists and motorists as well as improve multimodal transportation on shared streets. Staff and residents are working together to complete the Pedestrian

Emerging Themes

Action Plan by June 2014. It will identify improvements now and in the future to help make streets and sidewalks safer for visitors and members of the community.

In the same month the first phase of a bike share system will be installed in the City. Over 250 bicycles will be able to be picked up and dropped off at any of the 25 station locations. Bike sharing will link major resident and visitor destinations. An additional 150 new bike parking spaces will be completed by December 2015. Five new miles of bicycle lanes, routes, sharrows and off-street recreational paths will fill gaps in the current bicycle network.

Parking and Traffic Circulation

Mobility, parking and traffic circulation, including concerns about the effects of construction and development, are top-of-mind for many residents and business owners in Santa Monica. In response to community concerns, staff is evaluating strategies to reposition and better align the City's transportation, parking, and enforcement functions and services within the Planning and Community Development Department.

Development and transit strategies will achieve the long-term goal outlined in the LUCE of no net new evening peak period vehicle trips. By September 2013, City staff will begin a pilot public car sharing program. Conceptual planning to enhance pedestrian and transit connections, and balance use of the roadway and improve safety on Lincoln Boulevard will be complete by June 2015. The Public Works Department will repair seven miles of streets and roughly 45,000 sq. ft. of sidewalks each year of the two-year budget. The Police Department will produce quarterly articles to increase awareness about traffic safety and energetically enforce ordinances and traffic laws that have a direct connection to pedestrian, bicyclist and motorist safety.

Construction of a \$20 million five-phase Advanced Traffic Management System project is underway to upgrade traffic signals. Upon completion of Phase four of the project in 2013, 95% of City's signal system will be upgraded. The resulting infrastructure and technology will allow the City to monitor real-time traffic and thereby to smooth congestion and traffic flow.

Staff will carefully manage parking in town. Additional spaces are being built in downtown Parking Structure 6 and have been proposed as part of private development projects. A real-time way finding system will be offered in 2013 to serve the downtown gateways and coastal parking lots, with changeable message signs at the 4th/5th Street freeway exit and at the entrance to each beach lot.

The Big Blue Bus will incorporate a new fare collection system in February 2014 to improve service delivery and make paying for bus service easier. Fifty-eight new compressed natural gas buses will go into service by January 2014. Staff will begin to meet with the community in September 2013 to discuss ways to integrate bus service with the arrival of Expo light rail.

An interdepartmental team is refining access options for the three Expo light rail stations, focusing attention on first-and-last mile connectivity for Santa Monica residents and people traveling to Santa Monica. By June 2015 water, waste water, electrical and gas utilities on Colorado Avenue will be relocated. New sidewalks, curbs, gutters, street lights and traffic signal construction will be underway and train tracks will be installed. Construction of the three Santa Monica Stations – Olympic/26th Street, Colorado/17th Street, and Colorado/4th Street – will be nearing completion.

With the arrival of the Expo light rail line in early 2016, staff will increase safety, connectivity and circulation on the City's multimodal transportation network. Throughout the construction period and beyond, residents will receive regular weekly updates about traffic control for construction activities in

Emerging Themes

the public right-of-way through SM Alerts! – the City's notification system that communicates important community information and emergency messages.

Homelessness

The City's response to homelessness is guided by the Action Plan to Address Homelessness in Santa Monica. In the upcoming two-year budget, the City and local non-profit service providers will refocus efforts to identify and house individuals known to have been in Santa Monica the longest, while re-directing individuals who are new to the community back to resources in their hometowns. Specific measures are being coordinated through the interdepartmental partnership of Community and Cultural Services, the Police Department, the City Attorney's Office and the Housing and Economic Development Department in coordination with local service providers to address new "hot spots" identified in the January 2013 Homeless Count, and to reduce the impact of homelessness in the downtown area.

Water Self Sufficiency

Santa Monica is fortunate to be able to meet the majority of its current water needs through the local pumping of groundwater from City wells. However, achieving 100% water self-sufficiency from local sources would ensure a sustainable water supply to support the City's residents, businesses, and the local economy and have regional benefits, as every drop of imported water conserved by Santa Monica reduces the regional demand. Staff will implement its water master plan in 2013, promote conservation and greater use of recycled water, increase local groundwater production and complete a siting analysis for the Olympic Water Treatment Facility by June 2014. Outreach, education and, when necessary, enforcement, will be implemented to reduce annual Citywide water demand by 1.0% in each year of the two-year budget to bring Santa Monica closer to water independence.

Sustainability and the Environment

Santa Monica remains at the frontier of innovative waste reduction, recycling and natural resource management. Under existing policies, the City diverts 77% of Santa Monica trash – one of the highest diversion rates in the country. The Zero Waste Strategic Plan will guide work to strengthen current waste diversion operations while adding new opportunities and emerging technologies. When finalized in June 2014, the Plan will guide efforts to prevent 95% of the things the City disposes from going to the landfill by 2030.

To do this, the City will incrementally divert food waste from landfills. Plastic water bottles, cardboard, yard trimmings and disposal of construction debris that can be recycled or reused will be mandatory. New disposal programs will reduce commercial sector waste. Programs like bulky item pickup and options to recycle new materials like carpets, mattresses and other textiles, will bring the City closer to zero waste generation.

The Office of Sustainability and the Environment will build upon programs to increase solar energy production. Of the municipal fleet, 71% of the vehicles use alternative fuels. The City will look for additional fleet enhancements while working to advance the community-wide goal to reduce greenhouse gas emissions by 15% below 1990 levels by June 2015.

Emerging Themes

Civic Engagement

Civic engagement is about individual and collective action to identify and address issues of public concern. Residents and businesses' input in ongoing conversations about the City drive the democratic process. In Spring 2014, the City of Santa Monica will launch the first offering of a citizens academy to educate residents about their local government and encourage participation in local public policy making. Residents of all ages and backgrounds who are curious as to how the City and its partners make decisions, allocate resources, and get things done will be encouraged to participate.

The citizens academy is one of many efforts to inform and educate residents about what is going on in the city. City TV — the City's community cable channel — provides programs about news, activities and events in Santa Monica from their new state-of-the-art production facility. Revamped City websites make it easier to get information online. An outreach campaign called [Be Excited Be Prepared! Santa Monica Constructs Its Future](#) provides a single place for up-to-date information on all capital projects in the city. Six issues of the SeaScape newsletter are published in the City each year. During the Fall annual community meeting series [Santa Monica Talks](#) - residents meet face to face with City staff to share ideas and have questions answered about what is going on in their City. For immediate connection with their local government, residents send comments, complaints and service requests 24 hours a day, seven days a week to the [Government Outreach \(GO\)](#) system. Requests go directly to staff members, who respond to residents on average within five days.

Taken together, these resources support residents and business to be informed and active community members.

Wellbeing

In Spring 2013, Bloomberg Philanthropies named the City of Santa Monica as one of five winning cities in its Mayors Challenge, a contest to foster innovation in local government. The \$1,000,000 prize will be used to implement The Wellbeing Project, an effort to define, measure, and improve conditions needed for optimal human development. The Wellbeing Project will provide the City new ways to evaluate how public goods and services impact quality of life issues.

Fund Balances

FY 2013-15 Adopted Biennial Budget





Classification of Funds

The financial operations of the City are organized into funds for which budgets are prepared. These funds are grouped into three major categories: General, Special Revenue, and Proprietary.

The General Fund is used to account for all financial resources necessary to carry out basic governmental activities of the City that are not accounted for in another fund. The General Fund supports essential City services such as police and fire protection, street maintenance, libraries, parks, and open space management. Most of the General Fund is financed from tax revenues.

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for specified purposes.

- **(04) Special Revenue Source Fund** — To account for various mitigation funds from developers' agreements primarily on housing, traffic and parking areas.
- **(05) Charnock Fund** — To account for the settlement funds received from various oil companies for water and environmental remediation at the Charnock well field. For CAFR reporting purpose, this fund is combined with the Special Revenue Source (04) Fund. In FY 2013-14, the Charnock(05) and Water(25) Funds will be consolidated into one fund.
- **(06) Clean Beaches and Ocean Parcel Tax Fund** — To account for activity related to implementation of Watershed Management Plan and the passage of Measure V in November 2006.
- **(11) Beach Recreation Fund** — To account for beach parking and concession revenues and expenditures related to beach maintenance and recreation activities. In FY 2013-14, the Beach Recreation(11) and Beach House(24) Funds will be consolidated into one Beach fund.
- **(12) Housing Authority Fund** — To account for the receipt and expenditure of federal funds related to housing programs.
- **(13) Disaster Relief Fund** — To account for Federal and State disaster relief grants and the City's recovery expenditures related to the January 17, 1994 Northridge Earthquake.
- **(14) Tenant Ownership Rights Charter Amendment Fund** — To account for filing fee and conversion tax revenues and expenditures related to various housing programs authorized by Chapter XX of the City Charter.
- **(15) Housing Projects Fund** — To account for the former assets of the Redevelopment low- and moderate-income housing fund.
- **(19) Community Development Block Grant Fund** — To account for Federal entitlements under the Housing and Community Development Act of 1974, as amended. The City Council annually allocates CDBG funds to various programs.
- **(20) Miscellaneous Grants Fund** — To account for the receipt and expenditure of miscellaneous Federal, State and County awarded grants and special allocations provided to the City.
- **(21) Asset Seizure Fund** — To account for the receipt and expenditure of federal and state asset forfeiture funds from equitable sharing programs. The federal guideline disallows a grantee to supplant its budget with asset seizure funds. No expenditures are proposed during the budget process. Instead, appropriations are recommended to the Council by a separate staff report when eligible expenses are identified by the Police Department.
- **(22) Citizens Option for Public Safety** — To account for the receipt and expenditure of the Citizens Option for Public Safety program established by AB3229 of 1996. In addition to disallowing a grantee to use the funds to supplant its budget, the State guideline requires a

Fund Balances

public hearing for the proposed use of funds. Appropriations are recommended to the Council by a separate staff report after the hearing is conducted.

- **(24) Beach House Fund** — To account for revenue and expenditures for operations of the Annenberg Community Beach House. In FY 2013-14, the Beach Recreation (11) and Beach House (24) Funds will be consolidated into one Beach fund.
- **(29) Rent Control Fund** — To account for revenues and expenditures of the Rent Control Board. Though included in the Comprehensive Annual Financial Report (CAFR), the fund is not discussed in this document, as the budget is prepared separately for the Rent Control Board's adoption.
- **(43) Gas Tax Fund** — To account for State and County gasoline tax allocations and any Federal funds provided to the City for street-related purposes.
- **(44) South Coast Air Quality Management District (SCAQMD) Fund** — To account for the receipt of Air Quality Management District funds and eligible expenditures.
- **(53) Parks and Recreation Facilities Fund** — To account for funds collected under the City's Unit Dwelling Tax. These funds are to be used for the acquisition, improvement, and expansion of public parks, playgrounds, and recreational facilities.

Proprietary (Enterprise and Internal Service) Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where (a) the intent is that the costs (expenses, including depreciation) of providing goods or services to the general public or City departments on a continuing basis be financed or recovered primarily through user charges, or (b) the City has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

- **(25) Water Fund** — To account for revenues and expenses of providing water service to the citizens of the City. In FY 2013-14, the Charnock(05) and Water(25) Funds will be consolidated into one Water fund.
- **(27) Resource Recovery and Recycling Fund** — To account for revenues and expenses of operating the City's refuse collection, street sweeping and cleaning, and recycling programs.
- **(30) Pier Fund** — To account for revenues and expenses connected with management and development of the Santa Monica Pier.
- **(31) Wastewater Fund** — To account for revenues and expenses associated with maintaining the sanitary sewer and storm drain systems within the City.
- **(32) Civic Auditorium Fund** — To account for revenues and expenses connected with management of the Santa Monica Civic Auditorium. Effective June 30, 2013, the Civic Auditorium will cease operations and the fund will no longer be used.
- **(33/52) Airport/Special Aviation Funds** — To account for revenues and expenses connected with management of the Santa Monica Municipal Airport.
- **(34) Stormwater Management Fund** — To account for revenues and expenses associated with storm water management.
- **(37) Cemetery Fund** — To account for revenues and expenses associated with operation of Woodlawn Cemetery.
- **(41) Big Blue Bus Fund** — To account for revenues and expenses related to operation of the City's municipal bus lines.

Fund Balances

- **(54) Vehicle Management Fund** — To account for user charges from other funds and expenses related to replacement, maintenance and fueling of City owned vehicles, including specialized mechanical equipment.
- **(55) Information Technology Replacement and Services Fund** — To account for user charges from other funds and expenses related to replacement of computer and telecommunication equipment.
- **(56) General/Auto Liability Self-insurance Fund** — To account for excessive insurance premiums for general liability and automobile insurance programs; includes funds associated with defending lawsuits and funds to pay general liability/auto claims.
- **(57) Bus Self-insurance Fund** — To account for contributions from the Big Blue Bus Fund and expenses related to the administration and payment of bus-related liability claims.
- **(58) Risk Management Administration Fund** — To account for expenses related to the administration of Risk Management programs and the City's deductible insurance programs.
- **(59) Workers' Compensation Self-insurance Fund** — To account for contributions from City Departments for administration of the payment of workers' compensation claims.
- **(77) Parking Authority Fund** — The Parking Authority is a financing authority for the City's parking structures. The fund provides capital funding for new and improved parking facilities primarily in downtown Santa Monica.

Three other fund types that are included in the City's Comprehensive Annual Financial Report are not budgeted for various reasons:

Fiduciary Funds, are used to account for resources held for the benefit of parties outside the City. The fund resources are not available to support City programs and therefore they are not budgeted.

- **(17) Private Purpose Trust Fund** — To account for the distribution of assets of the dissolved Redevelopment Agency of the City of Santa Monica.
- **(80) General Trust Fund** — To account for payroll withholding due state and federal agencies, EIR monies deposited by developers and other resources held in trust for the benefit of parties outside the City.
- **(801) Street Light Fund** — To account for collected payments of street assessments.

Permanent Funds, which consist of Cemetery Perpetual Care (82) Fund and Mausoleum Perpetual Care (89) Fund, are used to report resources that reflect only earnings, not principal, to be used for City programs. Earnings from these two funds are transferred to the Cemetery Fund to support the cemetery operations. While the two perpetual care funds are not budgeted, the Cemetery Fund budgets the transfer amounts.

Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Fund Balance Projections

The following section shows fund balance projections for each year of the biennial budget in the three major categories: General Fund, Special Revenue funds, and Proprietary (Enterprise and Internal Service) funds. Funds are budgeted to maintain a positive balance on a yearly basis. In the cases where budgeted expenditures exceed revenues, this indicates one-time capital projects where expenditures are funded from prior years revenue held in reserve for this purpose, except in the case of the Housing Authority and Cemetery funds, which require General Fund operating subsidies.

FUND BALANCE PROJECTIONS FY 2013-14

Fund Category/Type	Projected Ending Fund Balance	FY 2013-14 Budgeted Revenues	FY 2013-14 Budgeted Expenditures	Operating Transfers ^g	6/30/2014 Projected Fund Balance	Change \$	Change %
GENERAL FUND							
(01) General ^a	14,317,925	307,218,390	(311,729,550)	(121,090)	9,685,675	(4,632,250)	-32.4%
SPECIAL REVENUE FUNDS							
(04) Special Revenue Source	10,642,864	3,562,835	(2,961,644)	-	11,244,055	601,191	5.6%
(05) Charnock ^b	-	-	-	-	-	-	N/A
(06) Clean Beaches / Ocean Parcel Tax	3,860,348	2,994,600	(4,137,323)	(856,724)	1,860,901	(1,999,447)	-51.8%
(11) Beach Recreation ^c	7,006,990	12,483,419	(13,551,549)	-	5,938,860	(1,068,130)	-15.2%
(12) Housing Authority	117,072	17,606,670	(17,844,832)	121,090	-	(117,072)	-100.0%
(14) TORCA	1,057,187	107,000	(1,014,580)	-	149,607	(907,580)	-85.8%
(15) Housing Projects ^d	6,736,978	2,200	(450,000)	-	6,289,178	(447,800)	-6.6%
(19) CDBG ^g	-	2,055,558	(2,235,600)	180,042	-	-	N/A
(20) Miscellaneous Grants	-	16,549,514	(9,989,356)	-	6,560,158	6,560,158	N/A
(22) Citizens' Option for Public Safety	-	122,100	(100,000)	-	22,100	22,100	N/A
(24) Beach House ^c	-	-	-	-	-	-	N/A
(43) Gas Tax	431,103	2,403,940	(2,751,240)	-	83,803	(347,300)	-80.6%
(44) SCAQMD AB2766	632,192	114,000	-	-	746,192	114,000	18.0%
(53) Parks and Recreation Facilities	76,244	26,000	-	-	102,244	26,000	34.1%
ENTERPRISE FUNDS							
(25) Water ^b	35,311,684	22,280,397	(32,194,852)	-	25,397,229	(9,914,455)	-28.1%
(27) Resource Recovery and Recycling ^e	4,743,965	23,705,236	(25,585,633)	-	2,863,568	(1,880,397)	-39.6%
(30) Pier	5,875,878	5,522,255	(9,665,501)	-	1,732,632	(4,143,246)	-70.5%
(31) Wastewater	27,439,685	20,241,704	(19,199,295)	-	28,482,094	1,042,409	3.8%
(32) Civic Auditorium ^f	-	-	-	-	-	-	N/A
(33) Airport / Special Aviation	1,022,446	5,681,701	(5,097,467)	-	1,606,680	584,234	57.1%
(34) Stormwater Management	2,645,354	2,063,262	(2,513,056)	856,724	3,052,284	406,930	15.4%
(37) Cemetery	215,693	1,421,700	(1,469,751)	-	167,642	(48,051)	-22.3%
(41) Big Blue Bus	-	95,878,084	(84,563,402)	-	11,314,682	11,314,682	N/A
(77) Parking Authority	3,528,304	25,000	-	-	3,553,304	25,000	0.7%

FUND BALANCE PROJECTIONS FY 2013-14

Fund Category/Type	Projected Ending Fund Balance	FY 2013-14 Budgeted Revenues	FY 2013-14 Budgeted Expenditures	Operating Transfers ^g	6/30/2014 Projected Fund Balance	Change \$	Change %
INTERNAL SERVICE FUNDS							
(54) Vehicle Management	23,874,543	11,614,099	(8,562,376)	-	26,926,266	3,051,723	12.8%
(55) Info Tech Replacement and Services	4,153,786	2,152,408	(2,039,408)	-	4,266,786	113,000	2.7%
(56) General / Auto Liability Self-Insurance	14,421,998	3,085,000	(3,988,908)	-	13,518,090	(903,908)	-6.3%
(57) Bus Self-Insurance	2,657,315	2,530,000	(2,500,000)	-	2,687,315	30,000	1.1%
(58) Risk Management Admin	448,304	2,445,550	(2,452,143)	-	441,711	(6,593)	-1.5%
(59) Workers' Comp. Self-Insurance	4,157,666	9,326,295	(8,581,196)	-	4,902,765	745,099	17.9%
TOTAL ALL FUNDS	175,375,523	573,218,917	(575,178,662)	180,042	173,595,820	(1,779,703)	-1.0%

a. Includes the unassigned portion of the General Fund balance; net of reserves and other assignments.

b. Beginning in FY 2013-14, the Charnock Fund (05) combines with the Water Resources Fund (25).

c. Beginning in FY 2013-14, the Beach Fund (11) combines with the Beach House Fund (24).

d. Following RDA dissolution in February 2012, Redevelopment Agency (RDA) funds 16,17, and 18 converted to private purpose trust funds, and Low/Moderate Income Housing Funds transferred to the Housing Projects Fund (15).

e. Resource Recovery and Recycling Fund (27) balance is based on estimated actual expenditures for FY 2012-13 (versus budget). Amount is pending a rate increase, which is not included in revenue projection.

f. Beginning in FY 2013-14, the City is closing the Civic Auditorium Fund (32).

g. Includes transfers between funds and transfers from fund reserves to support operations.

FUND BALANCE PROJECTIONS FY 2014-15

Fund Category/Type	Projected Ending Fund Balance				Operating Transfers ^g	6/30/2015 Projected Fund Balance	Change \$	Change %
	6/30/2014	FY 2014-15 Budgeted Revenues	FY 2014-15 Budgeted Expenditures					
GENERAL FUND								
(01) General ^a	8,815,966	316,264,094	(312,540,675)	(291,009)		12,248,376	3,432,410	38.9%
SPECIAL REVENUE FUNDS								
(04) Special Revenue Source	11,244,055	4,704,047	(437,045)	-		15,511,057	4,267,002	37.9%
(05) Charnock ^b	-	-	-	-		-	-	N/A
(06) Clean Beaches / Ocean Parcel Tax	1,860,901	3,078,040	(1,972,209)	(915,434)		2,051,298	190,397	10.2%
(11) Beach Recreation ^c	5,938,860	11,909,270	(12,871,141)	-		4,976,989	(961,871)	-16.2%
(12) Housing Authority	-	17,608,170	(17,899,163)	291,009		16	16	N/A
(14) TORCA	149,607	111,000	(102,910)	-		157,697	8,090	5.4%
(15) Housing Projects ^d	6,289,178	2,500	(450,000)	-		5,841,678	(447,500)	-7.1%
(19) CDBG ^e	-	1,528,619	(726,761)	(801,858)		-	-	N/A
(20) Miscellaneous Grants	6,560,158	13,478,733	(12,820,820)	-		7,218,071	657,913	10.0%
(22) Citizens' Option for Public Safety	22,100	122,300	(100,000)	-		44,400	22,300	100.9%
(24) Beach House ^c	-	-	-	-		-	-	N/A
(43) Gas Tax	83,803	2,404,940	(2,401,240)	-		87,503	3,700	4.4%
(44) SCAQMD AB2766	746,192	114,000	-	-		860,192	114,000	15.3%
(53) Parks and Recreation Facilities	102,244	26,000	(80,000)	-		-	(102,244)	-100.0%
ENTERPRISE FUNDS								
(25) Water ²	25,397,229	22,449,848	(29,428,957)	-		18,418,120	(6,979,109)	-27.5%
(27) Resource Recovery and Recycling ^e	2,863,568	24,325,776	(24,885,964)	-		2,303,380	(560,188)	-19.6%
(30) Pier	1,732,632	5,570,846	(7,091,231)	-		212,247	(1,520,385)	-87.8%
(31) Wastewater	28,482,094	20,727,443	(18,846,309)	-		30,363,228	1,881,134	6.6%
(32) Civic Auditorium ^f	-	-	-	-		-	-	N/A
(33) Airport / Special Aviation	1,606,680	5,941,287	(5,096,600)	-		2,451,367	844,687	52.6%
(34) Stormwater Management	3,052,284	2,067,087	(2,565,765)	915,434		3,469,040	416,756	13.7%
(37) Cemetery	167,642	1,457,245	(1,531,160)	-		93,727	(73,915)	-44.1%
(41) Big Blue Bus ^h	11,314,682	69,594,801	(93,808,014)	12,898,531		-	(11,314,682)	-100%
(77) Parking Authority	3,553,304	27,000	-	-		3,580,304	27,000	0.8%

FUND BALANCE PROJECTIONS FY 2014-15

Fund Category/Type	Projected Ending Fund Balance				6/30/2015		
	6/30/2014	FY 2014-15 Budgeted Revenues	FY 2014-15 Budgeted Expenditures	Operating Transfers ^g	Projected Fund Balance	Change \$	Change %
INTERNAL SERVICE FUNDS							
(54) Vehicle Management	26,926,266	11,289,843	(14,325,964)	-	23,890,145	(3,036,121)	-11.3%
(55) Info Tech Replacement and Services	4,266,786	2,274,237	(2,156,237)	-	4,384,786	118,000	2.8%
(56) General / Auto Liability Self-Insurance	13,518,090	3,100,000	(3,810,903)	-	12,807,187	(710,903)	-5.3%
(57) Bus Self-Insurance	2,687,315	2,535,000	(2,500,000)	-	2,722,315	35,000	1.3%
(58) Risk Management Admin	441,711	2,702,009	(2,692,310)	-	451,410	9,699	2.2%
(59) Workers' Comp. Self-Insurance	4,902,765	10,035,765	(8,767,659)	-	6,170,871	1,268,106	25.9%
TOTAL ALL FUNDS	172,726,111	555,449,900	(579,909,037)	12,096,673	160,315,403	(12,410,708)	-7.2%

a. Includes the unassigned portion of the General Fund balance; net of reserves and other assignments.

b. Beginning in FY 2013-14, the Charnock Fund (05) combines with the Water Resources Fund (25).

c. Beginning in FY 2013-14, the Beach Fund (11) combines with the Beach House Fund (24).

d. Following RDA dissolution in February 2012, Redevelopment Agency (RDA) funds 16,17, and 18 converted to private purpose trust funds, and Low/Moderate Income Housing Funds transferred to the Housing Projects Fund (15).

e. Resource Recovery and Recycling Fund (27) balance is based on estimated actual expenditures for FY 2012-13 (versus budget). Amount is pending a rate increase, which is not included in revenue projection.

f. Beginning in FY 2013-14, the City is closing the Civic Auditorium Fund (32).

g. Includes transfers between funds and transfers from fund reserves to support operations.

h. Big Blue Bus transfer amount reflects use of available reserves to fund capital projects. This amount is unbudgeted; and does not appear in other expenditure summaries.



Revenues

FY 2013-15 Adopted Biennial Budget





FY2013-14 REVENUE SUMMARY BY CATEGORY & FUND

Fund	Property Taxes	Sales Taxes	Other Taxes	Licenses & Permits	Intergovernmental	Charges for Services	Fines and Forfeits	Investment	Rent	Grants	Other	Budget Total
General (01)	42,582,489	47,600,648	116,577,500	34,093,815	185,700	34,646,277	15,120,700	1,573,200	8,557,630	-	6,280,431	307,218,390
Special Revenue Source (04)	-	-	-	-	-	491,167	-	-	-	-	3,071,668	3,562,835
Charnock ^a (05)	-	-	-	-	-	-	-	-	-	-	-	-
Clean Beaches & Ocean Parcel Tax (06)	-	-	2,937,600	-	-	-	-	57,000	-	-	-	2,994,600
Beach ^b (11)	-	-	-	85,350	-	10,627,312	-	60,000	1,118,739	-	592,018	12,483,419
Housing Authority (12)	-	-	-	-	17,578,670	-	-	28,000	-	-	-	17,606,670
TORCA (14)	-	-	80,000	-	-	-	-	27,000	-	-	-	107,000
Housing Projects (15)	-	-	-	-	-	-	-	2,200	-	-	-	2,200
CDBG (19)	-	-	-	-	2,054,558	-	-	1,000	-	-	-	2,055,558
Misc. Grants (20)	-	-	-	-	16,490,684	-	-	56,000	-	-	2,830	16,549,514
COPS ^c (22)	-	-	-	-	120,000	-	-	2,100	-	-	-	122,100
Beach House ^b (24)	-	-	-	-	-	-	-	-	-	-	-	-
Water ^a (25)	-	-	-	-	-	21,403,269	-	100,000	-	-	777,128	22,280,397
Resources Recovery and Recycling (27)	-	-	-	-	-	23,058,304	-	77,000	-	-	569,932	23,705,236
Pier (30)	-	-	-	-	-	5,399,492	-	58,000	-	-	64,763	5,522,255
Wastewater (31)	-	-	-	-	-	19,489,596	5,000	466,108	-	-	281,000	20,241,704
Civic Auditorium ^d (32)	-	-	-	-	-	-	-	-	-	-	-	-
Airport ^e (33 and 52)	-	-	-	-	-	5,573,851	-	21,500	-	-	86,350	5,681,701
Stormwater (34)	-	-	-	-	-	1,483,000	-	-	-	-	580,262	2,063,262
Cemetery (37)	-	-	-	-	-	1,396,200	-	-	-	-	25,500	1,421,700
Big Blue Bus (41)	-	41,978,269	-	-	-	17,377,040	-	268,750	-	33,142,610	3,111,415	95,878,084
Gas Tax (43)	-	-	-	-	2,395,940	-	-	8,000	-	-	-	2,403,940
SCAQMD (44)	-	-	-	-	110,000	-	-	4,000	-	-	-	114,000
Parks and Recreation (53)	-	-	25,000	-	-	-	-	1,000	-	-	-	26,000
Vehicle Management (54)	-	-	-	-	-	11,066,149	-	321,015	-	-	226,935	11,614,099
Information Technology (55)	-	-	-	-	-	2,039,408	-	113,000	-	-	-	2,152,408
Self-Insurance, General Liab/Auto (56)	-	-	-	-	-	3,000,000	-	85,000	-	-	-	3,085,000
Self-insurance, Bus (57)	-	-	-	-	-	2,500,000	-	30,000	-	-	-	2,530,000
Self-insurance, Auto (58)	-	-	-	-	-	2,445,550	-	-	-	-	-	2,445,550
Self-insurance, Workers' Comp (59)	-	-	-	-	-	9,176,295	-	150,000	-	-	-	9,326,295
Parking Authority (77)	-	-	-	-	-	-	-	25,000	-	-	-	25,000
SUBTOTAL	\$ 42,582,489	\$ 89,578,917	\$ 119,620,100	\$ 34,179,165	\$ 38,935,552	\$ 171,172,910	\$ 15,125,700	\$ 3,534,873	\$ 9,676,369	\$ 33,142,610	\$ 15,670,232	\$ 573,218,917
Reimbursements and Transfers	-	-	-	-	-	(47,528,058)	-	-	(1,701,593)	-	-	(49,229,651)
TOTAL	\$ 42,582,489	\$ 89,578,917	\$ 119,620,100	\$ 34,179,165	\$ 38,935,552	\$ 123,644,852	\$ 15,125,700	\$ 3,534,873	\$ 7,974,776	\$ 33,142,610	\$ 15,670,232	\$ 523,989,266

8.1% 17.1% 22.8% 6.5% 7.4% 23.6% 2.9% 0.7% 1.5% 6.3% 3.0% 100.0%

^a In FY 2013-14, the Charnock(05) and Water(25) Funds will be consolidated into one fund.

^b In FY 2013-14, the Beach Recreation(11) and Beach House(24) Funds will be consolidated into one Beach fund.

^c Citizens' Option for Public Safety (COPS) fund.

^d Effective June 30, 2013, the Civic Auditorium will cease operations.

^e Includes Airport and Special Aviation funds.

FY2014-15 REVENUE SUMMARY BY CATEGORY & FUND

Fund	Property Taxes	Sales Taxes	Other Taxes	Licenses & Permits	Intergovernmental	Charges for Services	Fines and Forfeits	Investment	Rent	Grants	Other	Budget Total
General (01)	44,300,864	49,339,865	119,048,010	35,870,504	389,653	35,310,776	15,121,414	1,736,200	8,924,403	-	6,222,405	316,264,094
Special Revenue Source (04)	-	-	-	-	-	501,167	-	-	-	-	4,202,880	4,704,047
Charnock ^a (05)	-	-	-	-	-	-	-	-	-	-	-	-
Clean Beaches & Ocean Parcel Tax (06)	-	-	3,011,040	-	-	-	-	67,000	-	-	-	3,078,040
Beach ^b (11)	-	-	-	87,911	-	10,042,352	-	68,250	1,118,739	-	592,018	11,909,270
Housing Authority (12)	-	-	-	-	17,578,670	-	-	29,500	-	-	-	17,608,170
TORCA (14)	-	-	80,000	-	-	-	-	31,000	-	-	-	111,000
Housing Projects (15)	-	-	-	-	-	-	-	2,500	-	-	-	2,500
CDBG (19)	-	-	-	-	1,527,619	-	-	1,000	-	-	-	1,528,619
Misc. Grants (20)	-	-	-	-	13,412,733	-	-	66,000	-	-	-	13,478,733
COPS ^c (22)	-	-	-	-	120,000	-	-	2,300	-	-	-	122,300
Beach House ^b (24)	-	-	-	-	-	-	-	-	-	-	-	-
Water ^a (25)	-	-	-	-	-	21,985,542	-	115,000	-	-	349,306	22,449,848
Resources Recovery and Recycling (27)	-	-	-	-	-	23,652,244	-	90,000	-	-	583,532	24,325,776
Pier (30)	-	-	-	-	-	5,437,640	-	68,000	-	-	65,206	5,570,846
Wastewater (31)	-	-	-	-	-	19,957,335	5,000	484,108	-	-	281,000	20,727,443
Civic Auditorium ^d (32)	-	-	-	-	-	-	-	-	-	-	-	-
Airport ^e (33 and 52)	-	-	-	-	-	5,828,237	-	26,700	-	-	86,350	5,941,287
Stormwater (34)	-	-	-	-	-	1,486,825	-	-	-	-	580,262	2,067,087
Cemetery (37)	-	-	-	-	-	1,431,107	-	-	-	-	26,138	1,457,245
Big Blue Bus (41)	-	43,319,863	-	-	-	17,625,044	-	271,439	-	6,593,504	1,784,951	69,594,801
Gas Tax (43)	-	-	-	-	2,395,940	-	-	9,000	-	-	-	2,404,940
SCAQMD (44)	-	-	-	-	110,000	-	-	4,000	-	-	-	114,000
Parks and Recreation (53)	-	-	25,000	-	-	-	-	1,000	-	-	-	26,000
Vehicle Management (54)	-	-	-	-	-	10,711,649	-	349,539	-	-	228,655	11,289,843
Information Technology (55)	-	-	-	-	-	2,156,237	-	118,000	-	-	-	2,274,237
Self-Insurance, General Liab/Auto (56)	-	-	-	-	-	3,000,000	-	100,000	-	-	-	3,100,000
Self-insurance, Bus (57)	-	-	-	-	-	2,500,000	-	35,000	-	-	-	2,535,000
Self-insurance, Auto (58)	-	-	-	-	-	2,702,009	-	-	-	-	-	2,702,009
Self-insurance, Workers' Comp (59)	-	-	-	-	-	9,860,765	-	175,000	-	-	-	10,035,765
Parking Authority (77)	-	-	-	-	-	-	-	27,000	-	-	-	27,000
SUBTOTAL	\$ 44,300,864	\$ 92,659,728	\$ 122,164,050	\$ 35,958,415	\$ 35,534,615	\$ 174,188,929	\$ 15,126,414	\$ 3,877,536	\$ 10,043,142	\$ 6,593,504	\$ 15,002,703	\$ 555,449,900
Reimbursements and Transfers	-	-	-	-	-	(48,767,185)	-	-	(1,709,650)	-	-	(50,476,835)
TOTAL	\$ 44,300,864	\$ 92,659,728	\$ 122,164,050	\$ 35,958,415	\$ 35,534,615	\$ 125,421,744	\$ 15,126,414	\$ 3,877,536	\$ 8,333,492	\$ 6,593,504	\$ 15,002,703	\$ 504,973,065

8.8% 18.3% 24.2% 7.1% 7.0% 24.8% 3.0% 0.8% 1.7% 1.3% 3.0% 100.0%

^a In FY 2013-14, the Charnock(05) and Water(25) Funds will be consolidated into one fund.

^b In FY 2013-14, the Beach Recreation(11) and Beach House(24) Funds will be consolidated into one Beach fund.

^c Citizens' Option for Public Safety (COPS) fund.

^d Effective June 30, 2013, the Civic Auditorium will cease operations.

^e Includes Airport and Special Aviation funds.

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2010-11	FY2011-12	FY2012-13	FY2012-13	FY2012-13 to FY2013-14			FY2014-15
	Actual	Actual	Revised Budget	Estimated Actual	Budget	Change Amount	Change Percent	Budget
GENERAL FUND								
Property Taxes	\$ 36,048,258	\$ 40,226,123	\$ 41,172,117	\$ 41,720,714	\$ 42,582,489	\$ 861,775	2.1 %	\$ 44,300,864
Sales Taxes	31,689,532	45,831,961	46,612,122	46,468,718	47,600,648	1,131,930	2.4	49,339,865
Other Local Taxes	103,104,849	108,433,055	113,627,000	114,502,521	116,577,500	2,074,979	1.8	119,048,010
Licenses and Permits	27,467,858	30,518,599	31,522,902	31,756,901	34,093,815	2,336,914	7.4	35,870,504
Intergovernmental	639,034	404,209	465,020	332,600	185,700	(146,900) ^a	(44.2)	389,653
Charges for Service	32,361,832	37,563,529	34,641,722	33,820,312	34,646,277	825,965	2.4	35,310,776
Fines and Forfeitures	15,952,958	15,651,820	15,054,100	15,045,000	15,120,700	75,700	0.5	15,121,414
Interest	6,481,618	3,555,401	2,004,000	2,400,200	1,573,200	(827,000)	(34.5)	1,736,200
Rentals	7,497,867	8,350,990	7,916,129	8,248,635	8,557,630	308,995	3.7	8,924,403
Other	5,080,787	144,265,429	4,186,464	29,006,482 ^b	6,280,431	(22,726,051) ^b	(78.3)	6,222,405
TOTAL GENERAL FUND	\$ 266,324,593	\$ 434,801,117	\$ 297,201,576	\$ 323,302,083	\$ 307,218,390	\$ (16,083,693)	(5.0) %	\$ 316,264,094
<i>a. Decrease relates to bi-annual reimbursement of election costs from LA County, Rent Control Board, and SMMUSD. No elections are scheduled in FY 2013-14.</i>								
<i>b. FY 2012-13 revenues reflect receipt of legal settlement funds from Boeing (\$21 million) and Gillette (\$2.4 million), as well as the sale of City-owned properties (\$1.9 million). No payments from Boeing or property sales are anticipated in FY 2013-14.</i>								
SPECIAL REVENUE SOURCE FUND								
Charges for Services	403,137	681,042	400,000	625,000	491,167	(133,833)	(21.4)	501,167
Interest	36,116	4,868	35,000	-	-	-	N/A	-
Other	1,434,955	1,900,311	14,255,625	14,723,469	3,071,668	(11,651,801) ^c	(79.1)	4,202,880
TOTAL SPECIAL REV. SOURCE FUND	\$ 1,874,208	\$ 2,586,222	\$ 14,690,625	\$ 15,348,469	\$ 3,562,835	\$ (11,785,634)	(76.8) %	\$ 4,704,047
<i>c. Decrease is due to one-time property sale (Ocean Avenue lot).</i>								
CHARNOCK FUND								
Interest	\$ 394,091	\$ 254,425	\$ 50,000	\$ -	\$ -	\$ -	N/A %	\$ -
Other	-	4,356,698	5,154,213	28,854,225	-	(28,854,225)	(100.0)	-
TOTAL CHARNOCK FUND*	\$ 394,091	\$ 4,611,123	\$ 5,204,213	\$ 28,854,225	\$ -	\$ (28,854,225)	(100.0) %	\$ -
<i>*Beginning in FY 2013-14, all remaining revenues will be recorded in the Water (25) Fund.</i>								
CLEAN BEACHES & OCEAN FUND								
Other Local Taxes	\$ 2,726,907	\$ 2,783,722	\$ 2,880,000	\$ 2,880,000	\$ 2,937,600	\$ 57,600	2.0 %	\$ 3,011,040
Interest	70,876	79,772	89,000	89,000	57,000	(32,000)	(36.0) %	67,000
TOTAL CLEAN BCHS & OCEAN	\$ 2,797,782	\$ 2,863,494	\$ 2,969,000	\$ 2,969,000	\$ 2,994,600	\$ 25,600	0.9 %	\$ 3,078,040

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2010-11	FY2011-12		FY2012-13	FY2012-13	FY2012-13 to FY2013-14		Change Amount	Change Percent	FY2014-15 Budget
	Actual	Actual	Revised Budget	Estimated Actual	FY2013-14 Budget					
BEACH RECREATION FUND										
Licenses & Permits	\$ 96,800	\$ 89,992	\$ 77,250	\$ 77,250	\$ 85,350	\$ 8,100	10.5 %	\$ 87,911		
Charges for Services	7,346,455	9,544,379	9,299,990	9,299,990	10,627,312	1,327,322 ^{de}	14.3	10,042,352		
Interest	84,699	57,782	139,000	70,000	60,000	(10,000)	(14.3)	68,250		
Rent	278,239	278,239	278,239	278,239	1,118,739	840,500 ^d	302.1	1,118,739		
Other	522,635	540,520	492,872	492,872	592,018	99,146	20.1	592,018		
TOTAL BEACH RECREATION FUND*	\$ 8,328,828	\$ 10,510,912	\$ 10,287,351	\$ 10,218,351	\$ 12,483,419	\$ 2,265,068	22.2 %	\$ 11,909,270		
d. Increases reflect the merging of the Beach House and Beach Recreation Funds in FY 2013-14.										
e. Increase in FY 2013-14 and decrease in FY 2014-15 primarily reflect Cirque du Soleil, which is anticipated to appear in Santa Monica in alternate years.										
HOUSING AUTHORITY FUND										
Intergovernmental	\$ 16,629,811	\$ 16,266,746	\$ 16,337,026	\$ 16,496,691	\$ 17,578,670	\$ 1,081,979	6.6 %	\$ 17,578,670		
Interest	33,266	19,026	45,000	30,550	28,000	(2,550)	(8.3)	29,500		
Other	37,895	-	-	-	-	-	N/A	-		
TOTAL HOUSING AUTHORITY FUND	\$ 16,700,971	\$ 16,285,772	\$ 16,382,026	\$ 16,527,241	\$ 17,606,670	\$ 1,079,429	6.5 %	\$ 17,608,170		
TORCA FUND										
Other Local Taxes	\$ 132,576	\$ 89,508	\$ 100,000	\$ 95,000	\$ 80,000	\$ (15,000)	(15.8) %	\$ 80,000		
Interest	121,567	89,937	106,000	112,000	27,000	(85,000)	(75.9)	31,000		
Other	161,609	85,200	-	-	-	-	N/A	-		
TOTAL TORCA FUND	\$ 415,752	\$ 264,645	\$ 206,000	\$ 207,000	\$ 107,000	\$ (100,000)	(48.3) %	\$ 111,000		
HOUSING PROJECTS FUND										
Interest	-	41,060	-	3,000	2,200	(800)	(26.7)	2,500		
TOTAL HOUSING PROJECTS FUND	\$ -	\$ 41,060	\$ -	\$ 3,000	\$ 2,200	\$ (800)	(26.7) %	\$ 2,500		
REDEVELOPMENT FUNDS										
Property Taxes	\$ 73,735,954	\$ 29,944,702	\$ -	\$ -	\$ -	\$ -	N/A %	\$ -		
Interest	330,634	(14,706)	-	-	-	-	N/A	-		
Other	2,951,397	(9,281,219)	-	-	-	-	N/A	-		
TOTAL REDEVELOPMENT FUNDS*	\$ 77,017,986	\$ 20,648,777	\$ 0	\$ -	\$ -	\$ -	N/A %	\$ -		

* Redevelopment Funds became private purpose trust funds, which are not included in the budget, upon dissolution of the RDA on February 1, 2012.

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2010-11	FY2011-12	FY2012-13	FY2012-13	FY2012-13 to FY2013-14	Change Amount	Change Percent	FY2014-15 Budget
	Actual	Actual	Revised Budget	Estimated Actual	Budget			
COMMUNITY DEVELOPMENT BLOCK GRANT FUND								
Intergovernmental Interest	\$ 2,750,805 21,510	\$ 670,611 22,665	\$ 2,266,939 1,000	\$ 1,240,000 2,000	\$ 2,054,558 1,000	\$ 814,558 (1,000)	65.7 % (50.0)	\$ 1,527,619 1,000
TOTAL CDBG FUND^f	\$ 2,772,316	\$ 693,276	\$ 2,267,939	\$ 1,242,000	\$ 2,055,558	\$ 813,558	65.5 %	\$ 1,528,619
f. Variances primarily reflect timing of draw down of prior year allocations for use on eligible projects.								
MISC. GRANTS FUND								
Intergovernmental Interest Other	8,261,030 211,944 -	6,506,385 125,407 71,667	15,173,936 202,000 339,018	7,605,862 218,000 226,888	16,490,684 56,000 2,830	8,884,822 (162,000) (224,058)	116.8 % (74.3) (98.8)	13,412,733 66,000 -
TOTAL MISC. GRANTS FUND^g	\$ 8,472,974	\$ 6,703,458	\$ 15,714,954	\$ 8,050,750	\$ 16,549,514	\$ 8,498,764	105.6 %	\$ 13,478,733
g. Variances primarily reflect the net result of timing changes in the receipt of awarded grant funds.								
COPS FUND								
Intergovernmental Interest	\$ 120,544 3,269	\$ 211,178 2,735	\$ 120,000 1,000	\$ 120,000 3,984	\$ 120,000 2,100	\$ - (1,884)	N/A % (47.3)	\$ 120,000 2,300
TOTAL COPS FUND	\$ 123,812	\$ 213,914	\$ 121,000	\$ 123,984	\$ 122,100	\$ (1,884)	(1.5) %	\$ 122,300
BEACH HOUSE FUND								
Charges for Services Interest Rent Other	\$ 810,761 12,741 765,596 2,390	\$ 1,051,570 18,991 989,696 7,451	\$ 716,550 10,000 504,300 -	\$ 833,000 20,000 600,000 -	\$ - - - -	\$ (833,000) (20,000) (600,000) -	(100.0) % (100.0) (100.0) N/A %	\$ - - - -
TOTAL BEACH HOUSE FUND*	\$ 1,591,488	\$ 2,067,708	\$ 1,230,850	\$ 1,453,000	\$ -	\$ (1,453,000)	(100.0) %	\$ -
* Beach House Fund will merge with Beach Recreation Fund in FY 2013-14.								
WATER FUND								
Charges for Services Interest Other	\$ 17,507,315 200,555 356,558	\$ 19,897,464 156,939 400,332	\$ 20,874,902 304,000 321,100	\$ 20,874,902 150,000 321,100	\$ 21,403,269 100,000 777,128	\$ 528,367 (50,000) 456,028	2.5 % (33.3) 142.0	\$ 21,985,542 115,000 349,306
TOTAL WATER FUND*	\$ 18,064,428	\$ 20,454,735	\$ 21,500,002	\$ 21,346,002	\$ 22,280,397	\$ 934,395	4.4 %	\$ 22,449,848
*Beginning in FY 2013-14, all remaining Charnock Fund revenues will be recorded in the Water (25) Fund.								

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2010-11	FY2011-12	FY2012-13	FY2012-13	FY2012-13 to FY2013-14	Change Amount	Change Percent	FY2014-15 Budget
	Actual	Actual	Revised Budget	Estimated Actual	Budget			
RESOURCE RECOVERY AND RECYCLING (RRR) FUND								
Charges for Services	\$ 21,870,554	\$ 22,253,758	\$ 22,182,050	\$ 22,655,340	\$ 23,058,304	\$ 402,964	1.8 %	\$ 23,652,244
Interest	132,490	119,485	190,000	150,000	77,000	(73,000)	(48.7)	90,000
Other	428,867	584,595	544,918	555,900	569,932	14,032	2.5	583,532
TOTAL RRR FUND	\$ 22,431,911	\$ 22,957,838	\$ 22,916,968	\$ 23,361,240	\$ 23,705,236	\$ 343,996	1.5 %	\$ 24,325,776
PIER FUND								
Charges for Services	\$ 4,729,725	\$ 6,004,005	\$ 5,238,113	\$ 5,393,526	\$ 5,399,492	\$ 5,966	0.1 %	\$ 5,437,640
Interest	112,676	85,922	-	90,000	58,000	(32,000)	(35.6)	68,000
Other	1,677,992	318,745	45,054	51,705	64,763	13,058	25.3	65,206
TOTAL PIER FUND	\$ 6,520,393	\$ 6,408,672	\$ 5,283,167	\$ 5,535,231	\$ 5,522,255	\$ (12,976)	(0.2) %	\$ 5,570,846
WASTEWATER FUND								
Fines and Forfeitures	\$ 6,368	\$ 500	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	N/A %	\$ 5,000
Charges for Services	17,814,437	20,006,719	18,988,577	18,988,577	19,489,596	501,019	2.6	19,957,335
Interest	253,588	252,807	378,000	678,000	466,108	(211,892)	(31.3)	484,108
Other	482,129	767,355	281,000	281,000	281,000	-	N/A	281,000
TOTAL WASTEWATER FUND	\$ 18,556,522	\$ 21,027,382	\$ 19,652,577	\$ 19,952,577	\$ 20,241,704	\$ 289,127	1.4 %	\$ 20,727,443
CIVIC AUDITORIUM FUND								
Charges for Services	\$ 2,603,146	\$ 1,667,171	\$ 1,368,020	\$ 1,111,497	\$ -	\$ (1,111,497)	(100.0) %	\$ -
Interest	21,227	20,498	-	22,000	-	(22,000)	(100.0)	-
Other	5,030	11,310	-	-	-	-	N/A	-
TOTAL CIVIC AUDITORIUM FUND*	\$ 2,629,403	\$ 1,698,979	\$ 1,368,020	\$ 1,133,497	\$ -	\$ (1,133,497)	(100.0) %	\$ -
* Civic Auditorium will close full operations on June 30, 2013, and the fund will no longer be used.								
AIRPORT FUND								
Charges for Services	\$ 3,748,673	\$ 3,891,716	\$ 4,064,885	\$ 4,223,374	\$ 5,573,851	\$ 1,350,477 ^h	32.0 %	\$ 5,828,237
Interest	25,018	5,603	43,000	58,676	21,500	(37,176)	(63.4)	26,700
Other	117,825	145,927	102,420	170,317	86,350	(83,967)	(49.3)	86,350
TOTAL AIRPORT FUND*	\$ 3,891,516	\$ 4,043,246	\$ 4,210,305	\$ 4,452,367	\$ 5,681,701	\$ 1,229,334	27.6 %	\$ 5,941,287

* Represents both Airport and Special Aviation Funds

h. Increase primarily reflects impact of revised landing fee rates.

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2010-11	FY2011-12	FY2012-13	FY2012-13	FY2012-13 to FY2013-14	Change Amount	Change Percent	FY2014-15 Budget
	Actual	Actual	Revised Budget	Estimated Actual	Budget			
STORMWATER MGMT. FUND								
Charges for Services	\$ 1,167,073	\$ 1,419,980	\$ 1,455,000	\$ 1,480,000	\$ 1,483,000	\$ 3,000	0.2 %	\$ 1,486,825
Interest	1,071	-	1,000	-	-	-	N/A	-
Other	78,615	495,283	261,662	1,480,262	580,262	(900,000)	(60.8)	580,262
TOTAL STORMWATER MGMT FUND	\$ 1,246,759	\$ 1,915,263	\$ 1,717,662	\$ 2,960,262	\$ 2,063,262	\$ (897,000)	(30.3) %	\$ 2,067,087
<i>i. FY 2012-13 estimated actual revenues include receipt of one-time developer in-lieu fees.</i>								
CEMETERY FUND								
Charges for Services	\$ 856,141	\$ 1,133,990	\$ 1,203,332	\$ 1,358,185	\$ 1,396,200	\$ 38,015	2.8 %	\$ 1,431,107
Interest	(36)	(1,147)	1,000	913	-	(913)	(100.0)	-
Other	11,265	114,826	-	25,000	25,500	500	2.0	26,138
TOTAL CEMETERY FUND	\$ 867,369	\$ 1,247,669	\$ 1,204,332	\$ 1,384,098	\$ 1,421,700	\$ 37,602	2.7 %	\$ 1,457,245
BIG BLUE BUS FUND								
Charges for Services	\$ 16,370,290	\$ 16,614,711	\$ 17,224,945	\$ 17,039,783	\$ 17,377,040	\$ 337,257	2.0 %	\$ 17,625,044
Capital Grants	32,046,976	25,609,158	15,942,808	8,681,766	33,142,610	24,460,844	281.7	6,593,504
State Sales Tax Proceeds	35,834,031	38,397,690	41,908,269	41,817,896	41,978,269	160,373	0.4	43,319,863
Interest	217,220	181,808	250,000	185,957	268,750	82,793	44.5	271,439
Other	3,616,069	2,528,101	1,789,530	2,908,989	3,111,415	202,426	7.0	1,784,951
TOTAL BIG BLUE BUS FUND^j	\$ 88,084,585	\$ 83,331,469	\$ 77,115,552	\$ 70,634,391	\$ 95,878,084	\$ 25,243,693	35.7 %	\$ 69,594,801
<i>j. Variances primarily reflect timing of capital grants for bus purchases and other eligible projects.</i>								
GAS TAX FUND								
Intergovernmental	\$ 2,145,206	\$ 2,574,179	\$ 2,395,940	\$ 2,395,940	\$ 2,395,940	\$ -	N/A %	\$ 2,395,940
Interest	9,503	9,062	13,000	13,000	8,000	(5,000)	(38.5)	9,000
TOTAL GAS TAX FUND	\$ 2,154,709	\$ 2,583,242	\$ 2,408,940	\$ 2,408,940	\$ 2,403,940	\$ (5,000)	(0.2) %	\$ 2,404,940
SCAQMD AB 2766 FUND								
Intergovernmental	\$ 282,871	\$ 109,370	\$ 110,000	\$ 109,370	\$ 110,000	\$ 630	0.6 %	\$ 110,000
Interest	6,442	5,804	7,000	7,000	4,000	(3,000)	(42.9)	4,000
TOTAL SCAQMD AB 2766 FUND	\$ 289,314	\$ 115,173	\$ 117,000	\$ 116,370	\$ 114,000	\$ (2,370)	(2.0) %	\$ 114,000

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2010-11	FY2011-12		FY2012-13	FY2012-13	FY2012-13 to FY2013-14		Change Amount	Change Percent	FY2014-15 Budget
	Actual	Actual	Revised Budget	Estimated Actual	FY2013-14 Budget					
PARKS & REC FACILITIES FUND										
Other Taxes	\$ 25,400	\$ 43,960	\$ 16,000	\$ 25,000	\$ 25,000	\$ -	N/A %	\$ 25,000		
Interest	1,246	1,525	2,000	2,000	1,000	(1,000)	(50.0)		1,000	
TOTAL PARKS & RECREATION FACILITIES FUND	\$ 26,646	\$ 45,485	\$ 18,000	\$ 27,000	\$ 26,000	\$ (1,000)	(3.7) %	\$ 26,000		
VEHICLE MANAGEMENT FUND										
Charges for Services	\$ 10,746,229	\$ 8,916,773	\$ 10,778,822	\$ 10,823,822	\$ 11,066,149	\$ 242,327	2.2 %	\$ 10,711,649		
Interest	264,552	203,612	434,000	385,752	321,015	(64,737)	(16.8)		349,539	
Other	354,001	102,548	140,000	383,150	226,935	(156,215)	(40.8)		228,655	
TOTAL VEHICLE MANAGEMENT FUND	\$ 11,364,783	\$ 9,222,933	\$ 11,352,822	\$ 11,592,724	\$ 11,614,099	\$ 21,375	0.2 %	\$ 11,289,843		
INFORMATION TECHNOLOGY FUND										
Charges for Services	\$ 2,142,689	\$ 2,156,488	\$ 2,150,499	\$ 1,966,469	\$ 2,039,408	\$ 72,939	3.7 %	\$ 2,156,237		
Interest	48,278	48,608	78,000	156,000	113,000	(43,000)	(27.6)		118,000	
TOTAL INFORMATION TECHNOLOGY REPLACEMENT AND SERVICES FUND	\$ 2,190,967	\$ 2,205,096	\$ 2,228,499	\$ 2,122,469	\$ 2,152,408	\$ 29,939	1.4 %	\$ 2,274,237		
GEN LIABILITY/AUTO SELF-INSURANCE FUND										
Charges for Services	\$ 5,921,374	\$ 3,230,298	\$ 3,056,821	\$ 3,116,821	\$ 3,000,000	\$ (116,821)	(3.7) %	\$ 3,000,000		
Interest	148,954	119,879	202,000	130,000	85,000	(45,000)	(34.6)		100,000	
Other	-	-	-	1,000,870	-	(1,000,870)	(100.0)		-	
TOTAL GEN LIBILITY/AUTO SELF-INSURANCE FUND	\$ 6,070,329	\$ 3,350,177	\$ 3,258,821	\$ 4,247,691	\$ 3,085,000	\$ (1,162,691)	(27.4) %	\$ 3,100,000		
BUS SELF-INSURANCE FUND										
Charges for Services	\$ 2,922,675	\$ 860,000	\$ 2,664,919	\$ 2,664,919	\$ 2,500,000	\$ (164,919)	(6.2) %	\$ 2,500,000		
Interest	53,168	57,087	58,000	58,000	30,000	(28,000)	(48.3)		35,000	
TOTAL BUS SELF-INSURANCE FUND	\$ 2,975,843	\$ 917,087	\$ 2,722,919	\$ 2,722,919	\$ 2,530,000	\$ (192,919)	(7.1) %	\$ 2,535,000		

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2010-11	FY2011-12	FY2012-13	FY2012-13	FY2012-13 to FY2013-14			FY2014-15
	Actual	Actual	Revised Budget	Estimated Actual	Budget	Change Amount	Change Percent	Budget
RISK MANAGEMENT-ADMIN SELF-INSURANCE FUND								
Charges for Services	\$ 824,989	\$ 1,916,028	\$ 2,001,727	\$ 2,001,727	\$ 2,445,550	\$ 443,823	22.2 %	\$ 2,702,009
Interest	33,947	9,268	46,000	500	-	(500)	(100.0)	-
TOTAL RISK MANAGEMENT-ADMIN	\$ 858,936	\$ 1,925,296	\$ 2,047,727	\$ 2,002,227	\$ 2,445,550	\$ 443,323	22.1 %	\$ 2,702,009
WORKERS' COMP SELF-INSURANCE FUND								
Charges for Services	\$ 8,499,811	\$ 8,734,179	\$ 8,550,000	\$ 8,590,000	\$ 9,176,295	\$ 586,295	6.8 %	\$ 9,860,765
Interest	360,302	244,404	525,000	250,000	150,000	(100,000)	(40.0)	175,000
Other	9,516	12,088	-	-	-	-	N/A	-
TOTAL WORKERS' COMP SELF-INSURANCE FUND	\$ 8,869,630	\$ 8,990,671	\$ 9,075,000	\$ 8,840,000	\$ 9,326,295	\$ 486,295	5.5 %	\$ 10,035,765
PARKING AUTHORITY FUND								
Charges for Services	\$ 152,200	\$ 161,504	\$ 166,349	\$ -	\$ -	\$ -	N/A %	\$ -
Interest	72,250	42,627	120,000	40,000	25,000	(15,000)	(37.5)	27,000
TOTAL PARKING AUTHORITY FUND	\$ 224,450	\$ 204,131	\$ 286,349	\$ 40,000	\$ 25,000	\$ (15,000)	(37.5) %	\$ 27,000
TOTAL ALL FUNDS	\$ 584,133,295	\$ 694,936,020	\$ 554,760,197	\$ 593,179,108	\$ 573,218,917	\$ (19,960,191)	(3.4) %	\$ 555,449,900
LESS REIMBURSEMENTS AND TRANSFERS								
AND TRANSFERS	(50,226,923)	(48,520,039)	(49,449,000)	(49,459,189)	(49,229,651)	229,538	(0.5)	(50,476,835)
GRAND TOTAL	\$ 533,906,372	\$ 646,415,981	\$ 505,311,196	\$ 543,719,919	\$ 523,989,266	\$ (19,730,653)	(3.6) %	\$ 504,973,065
DISASTER RELIEF FUND								
Intergovernmental	\$ 997,313	\$ 944,310	\$ -	\$ 5,580,133	\$ -	\$ (5,580,133)	(100.0)	\$ -
Interest	23,902	7,644	-	-	-	-	N/A	-
TOTAL DISASTER RELIEF FUND*	\$ 1,021,215	\$ 951,953	\$ -	\$ 5,580,133	\$ -	\$ (5,580,133)	(100.0) %	\$ -

* Reimbursements from the Federal Emergency Management Agency (FEMA) and the California State Office of Emergency Services for projects related to the Northridge earthquake. No reimbursements are anticipated in FY 2013-14, or FY 2014-15.

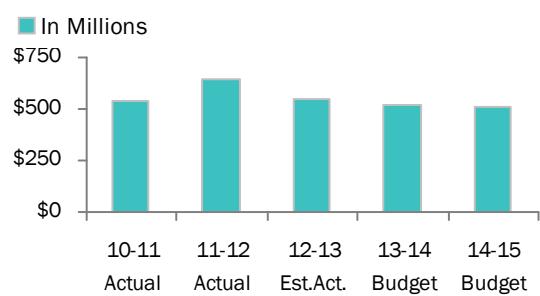
Revenues

Overview

Departmental staff works in concert with Finance Department staff to develop revenue projections. The projections reflect a somewhat conservative, yet prudent and consistent, approach using established budget practices that reflect the economic impacts described in the "Overall Economic Conditions" section of the budget. Staff considers qualitative and quantitative methods of forecasting and uses techniques such as trend analysis, economic indicators, and professional judgment, to arrive at the revenue projections. Revenue forecasting is one of the most challenging aspects in the budget process, as many unknown variables, including economic changes over which the City has no control, affect the ultimate amount of monies going into the City's coffers. These variables also include the impact of fluctuations in the local, regional, statewide, and national economy; consumer habits and demands; and the fiscal impacts of legislative changes.

Total City Revenues

(net of reimbursements and transfers)



Total City revised budgeted revenues for FY 2012-13, after adjustments for reimbursements and transfers and exclusive of Disaster Relief Fund and RDA Successor Agency revenues, are \$505.3 million. Estimated actual total City revenues for FY 2012-13 are \$543.7 million, \$38.4 million or 7.6% more than the revised budget. The main components of the increase are General Fund revenues (\$26.1 million), primarily due to one-time legal settlement revenues, property sales, and Charnock Fund revenues (\$23.7 million)

as all remaining settlement funds were recorded as revenue. Partially offsetting increases are decreased Miscellaneous Grants Fund revenue (-\$7.6 million) reflecting project timing, and less Big Bus revenues (\$7.5 million) primarily due to the timing of receipt of capital grants. All other funds show a net increase of \$3.7 million from budget.

Total projected City revenues for FY 2013-14 are \$524.0 million, 3.6% less than the FY 2012-13 estimated actual. The \$19.7 million decrease reflects less General Fund revenue (-\$16.1 million) primarily due to one-time revenues received in the prior year; less Charnock revenues (-\$28.9 million) as all settlement revenues have now been recognized and all future revenues will be recorded in the Water Fund; and a \$11.8 decrease in revenues in the Special Revenue Source Fund as a large property sale occurred in the prior year. Partially offsetting these decreases are increased Big Blue Bus revenues (\$25.2 million), primarily reflecting the timing of capital grant reimbursements; increased funding for Miscellaneous Grants reflecting the timing of projects (\$8.5 million), and a net \$3.2 million increase in revenues from all other funds.

Revenues in FY 2014-15 are projected to be \$505.0 million, \$19.0 million or 3.6% less than in FY 2013-14. The decrease reflects less Big Blue Bus revenues (-\$26.3 million) as most planned bus purchases will have been completed in the prior fiscal year and less Miscellaneous Grants revenue (-\$3.1 million) based on known grant awards at this time. Partially offsetting these decreases are increased General Fund revenues (\$9.0 million) primarily from local taxes and parking. All other funds are expected to show net revenue growth of \$1.4 million.

Fund Details

Revenue projections for the next two fiscal years for all City funds are detailed in the section that follows.

General Fund

The local economic recovery moved into its third year in FY 2012-13. Supported by a strong rebound in tourism, the voter approved half-cent sales tax, the reopening of Santa Monica Place, and the recovery in both residential and commercial real estate markets, local tax revenues have finally exceeded pre-recession levels.

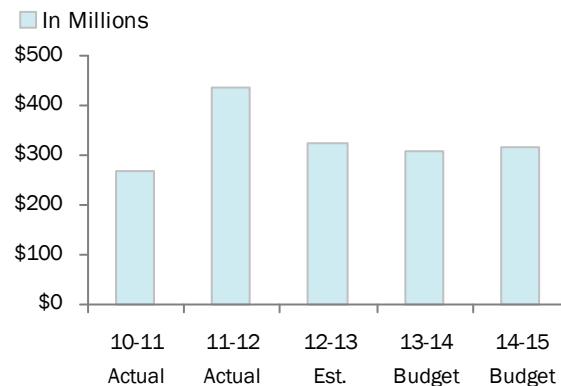
FY 2012-13 total estimated actual revenues are \$323.3 million, \$26.1 million (8.8%) greater than the FY 2012-13 revised revenue budget. Much of this difference is due to the receipt of one-time (\$21 million) and on-going (\$2.4 million) water remediation settlement payments and one-time property sales (\$1.9 million). Local tax revenues are projected to be \$1.3 million more than the revised budget, primarily from property taxes (\$0.5 million) and transient occupancy taxes (\$0.8 million). Increases are partially offset by net decreases in other General Fund line items (-\$0.5 million).

FY 2013-14 total General Fund revenues are projected to be \$307.2 million, which is \$16.1 million (5.0%) less than the FY 2012-13 estimated actual, primarily reflecting the one-time funds received in FY 2012-13. The non-recurrence of the one-time revenues is partially offset by a modest increase in local taxes (\$4.1 million) as growth rates are expected to moderate; increased revenue from licenses and permits (\$2.3 million), primarily from increased parking revenues; and more revenues from charges for services (\$0.8 million), reflecting \$1.3 million resulting from the comprehensive City-wide fee study, partially offset by a decrease in overhead charges to other City Funds.

FY 2014-15 revenues are forecasted to be \$9.0 million (2.9%) more than in FY 2013-14, primarily due to increased local tax revenues (\$5.9 million), revenues from licenses and permits (\$1.8 million), charges for services (\$0.7 million), rentals (\$0.4 million), and investment income (\$0.2 million).

General Fund revenues are grouped into the following major revenue categories. An in-depth review of each of these major revenue categories follows:

- Property Taxes
- Sales Taxes
- Other Taxes
 - ◊ Utility Users Taxes
 - ◊ Transient Occupancy Taxes
 - ◊ Business Licenses Taxes
 - ◊ Other Local Taxes
- Licenses & Permits
- Intergovernmental
- Charges for Services
- Fines/Forfeitures
- Investment Income (Interest)
- Rent
- Other



Revenues

Property Taxes

Property tax revenues result from a 1% levy on the assessed value of all real property in the City. Proposition 13, passed by California voters in 1979, specifies that assessed value of properties will change at the rate of the Consumer Price Index, not to exceed 2% per year, unless the property is improved or sold, thus establishing a new market value.

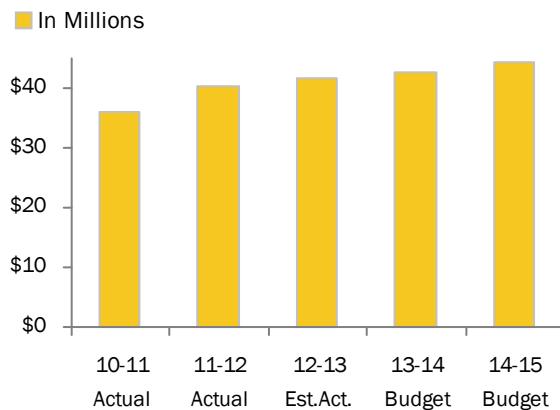
The 1% property tax levy is collected by the County Tax Collector and is distributed to various public agencies located in the County, including cities, school districts, and special districts. Santa Monica's share of the 1% levy is approximately 14% to 17%, depending on the area of the City where the property is located.

The primary component of property taxes is taxes secured by real property. The City also receives unsecured property taxes, a reimbursement of homeowner's exemptions, pass through and residual tax payments related to the former Redevelopment Agency, and an additional levy over the 1% rate used to pay debt service on voter approved debt. Beginning in FY 2004-05, this category also includes property taxes received in exchange for lost Vehicle License Fee (VLF) revenue resulting from the decrease in the VLF rate per the FY 2004-05 State budget (VLF Swap).

FY 2012-13 estimated actual property tax revenues of \$41.7 million are \$0.5 million (1.3%) more than the revised budget based on year-to-date receipts and expected receipts for the remainder of the fiscal year.

FY 2013-14 property taxes are projected to be \$42.6 million, \$0.9 million more than in FY 2012-13 estimated actual. The primary reason for the increase is a 3% increase in secured assessed valuation.

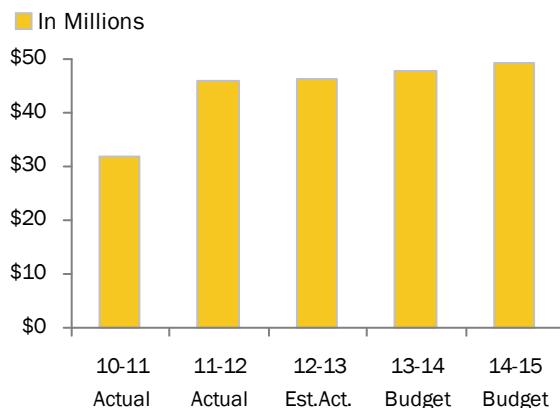
Revenues are anticipated to increase by another \$1.7 million (4%) in FY 2014-15 to \$44.3 million, primarily from an additional 3% increase in assessed valuation and increased supplemental taxes as the real estate market continues its modest recovery.



Sales Taxes

The total sales tax rate in Santa Monica is 9.5%. The rate is allocated as follows:

State*	6.5%
Local	0.75% City General Fund*
	0.25% To Counties for Transportation Uses
Prop A	0.5%
Prop C	0.5%
Measure R	0.5%
Measure Y	0.5% Approved by Santa Monica voters in November 2010



* In March 2004, California voters approved Proposition 57, which authorized the issuance of \$15 billion in bonds to finance a portion of the State's budget deficit and a swap of one-quarter of local sales taxes for an equal amount of "in-lieu" sales taxes to be funded from property tax revenues, specifically, the ERAF (Triple Flip).

FY 2012-13 estimated actual revenues of \$46.5 million are slightly (0.3%) less than the revised budget based on year-to-date receipts and anticipated 4th quarter activity. Also, several large taxpayers left the City during FY 2012-13.

The FY 2013-14 forecast of \$47.6 million reflects a modest 2.4% growth rate reflecting the slow pace of economic recovery and the loss of major taxpayers the previous year. Approximately 29% of sales tax revenue is generated from the one-half cent Transaction and Use Tax, (approved by Santa Monica voters in November 2010 and implemented in April 2011), half of which is paid to the Santa Monica-Malibu Unified School District for use of certain school district facilities.

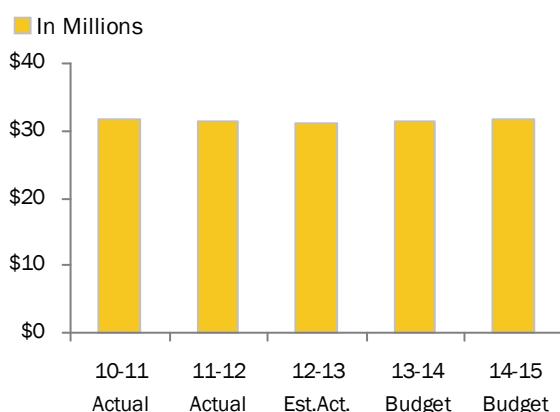
Total revenues are projected to grow by another \$1.7 million (3.7%) in FY 2014-15, reflecting continued, but modest, economic growth.

Utility Users Tax

The City's 10% Utility Users Tax (UUT) is applied to electricity, natural gas, telephone (both hardwire and wireless), cable, and water/wastewater services.

FY 2012-13 estimated actual revenues of \$31.1 million are equal to the revised budget.

Utility Users Taxes are projected to remain relatively flat over the next two years. Increases from electrical, natural gas, and cable television services, primarily from rate increases, are projected to be offset by decreasing taxes from telecommunications services reflecting a continuing shift of consumer use from traditional taxable services to non-taxable Internet based services such as texting and voice over internet protocol (VoIP).

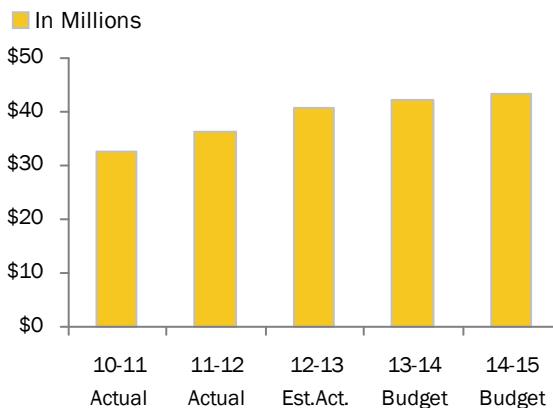


Revenues

Transient Occupancy Tax

The City levies a 14% tax on transient room rentals.

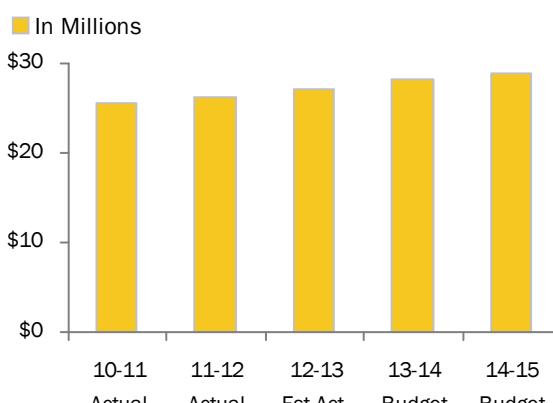
The economic recession had a significant impact on local tourism. Transient Occupancy Taxes decreased by 14% over a two year period after peaking in FY 2007-08. However, tourist activity began to rebound sharply in the second half of FY 2009-10 and healthy growth averaging 10% annually has been experienced over the last three fiscal years. FY 2012-13 estimated actual revenues of \$40.7 million are \$0.8 million (2.1%) more than the revised budget.



Growth rates are expected to moderate over the two year budget cycle. FY 2013-14 revenues are projected to be \$42.1 million, \$1.4 million (3.5%) greater than the FY 2012-13 estimated actual amount. Revenues are projected to increase by another \$1.3 million (3%) in FY 2014-15 to \$43.3 million. No new lodging establishments are anticipated to open for business during this budget cycle.

Business License Taxes

Businesses operating in the City of Santa Monica are required to obtain a business license annually and pay a tax. In most cases, the amount of the tax is based on prior calendar year gross business receipts. There are three major tax categories:



Professional: \$5.00 for each \$1,000 in gross receipts

Services: \$3.00 for each \$1,000 in gross receipts

Other: \$1.25 for each \$1,000 in gross receipts

Certain other small categories pay a flat fee. Businesses with gross receipts between \$40,000 and \$60,000 annually pay the minimum tax of \$75. Businesses with worldwide gross receipts less than \$40,000 annually may ask for an exemption.

FY 2012-13 estimated actual revenues of \$27.1 million equal the revised budget.

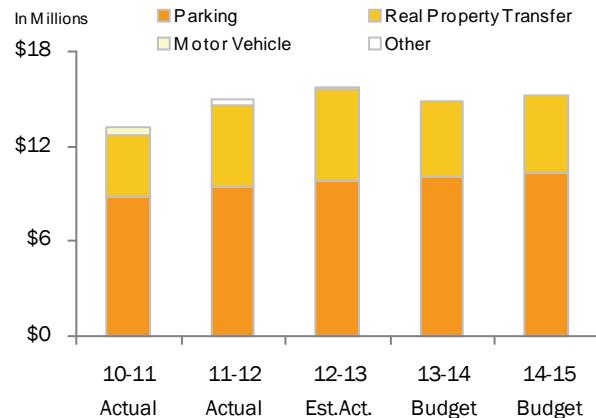
Slow growth is expected over the two year budget cycle. In FY 2013-14, tax receipts are projected to be \$28.2 million, \$1.1 million (4.2%) more than in FY 2012-13. The increase reflects a 2.4% baseline increase plus the impact of increased efforts to locate non-paying and/or underpaying businesses. FY 2014-15 revenues are projected to increase by another \$0.7 million (2.3%).

Revenues

Other Taxes

Other Taxes include:

- **Real Property Transfer Tax** - The Real Property Transfer Tax is assessed on the sale of real property in the City at a rate of \$3.00 per \$1,000 of transfer value.
- **Vehicle License Fees** - The City receives a per capita share of all Vehicle License Fees collected in the State.
- **Parking Facility Tax** - 10% is assessed on private and public parking fees collected in the City.
- **Condominium Tax** - The Condominium Tax of \$1,000 is assessed on all new condominium construction and condominium conversions in the City.



Based on year-to-date receipts and anticipated revenues for the remainder of the fiscal year, estimated actual revenue from Other Taxes are anticipated to be essentially equal to the revised budget.

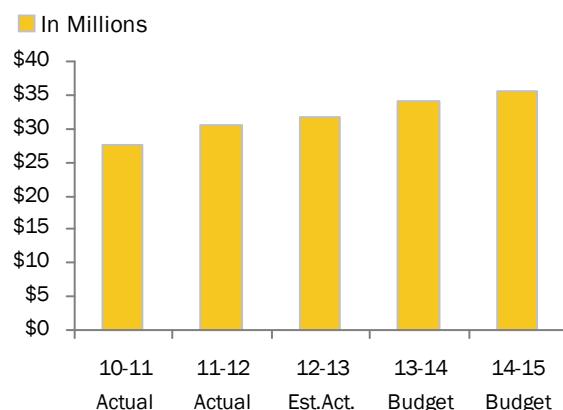
The projected FY 2013-14 decrease of \$0.8 million primarily reflects a \$1 million decrease in Real Property Transfer Taxes as revenues from several extraordinarily large transfers are not anticipated to recur. Partially offsetting the decrease is a \$0.3 million increase in Parking Facility Taxes.

FY 2014-15 revenues are estimated to be \$0.3 million more than in FY 2013-14, reflecting greater Real Property Transfer Taxes as the housing market continues to recover (\$0.1 million), as well as increased Parking Facility Taxes (\$0.2 million).

Licenses and Permits

FY 2012-13 estimated actual revenues of \$31.8 million are \$0.2 million (0.7%) greater than revised budget primarily due to greater than anticipated cable franchise fees and parking revenues from newly opened lots.

FY 2013-14 revenues are projected to increase by \$2.3 million (7.4%) to \$34.1 million, primarily reflecting increased on-street parking meter rate increases, installation of new meters and extension of meter hours of operation in certain areas (\$3.4 million), and increased revenue from the sale of parking permits (\$1.0 million). Partially offsetting is decreased revenue from downtown parking structures (\$2.1 million).



FY 2014-15 revenues are anticipated to increase by \$1.8 million (5.2%) to \$35.9 million, primarily due to the full year impact of the meter installations and hours extensions (\$1.4 million) implemented during the prior fiscal year and preferential parking permit rate increases (\$0.4 million).

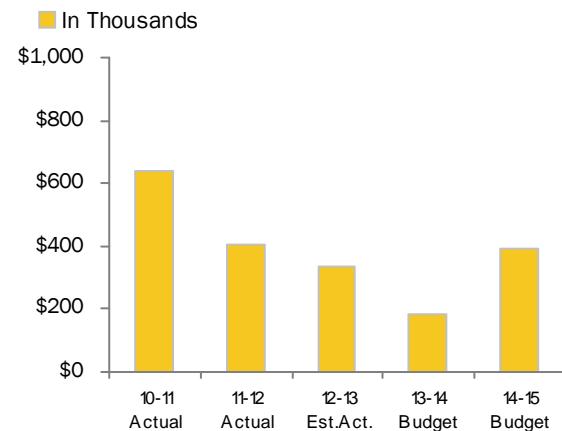
Revenues

Intergovernmental

Revenues and reimbursements from other government agencies tend to fluctuate from year to year, often due to bi-annual reimbursement of election-related costs. FY 2012-13 estimated actual revenues are 28.5% less than the revised budget, reflecting less than anticipated election cost reimbursements and the end of the Firefighter In-Service training program.

FY 2013-14 revenues are projected to be \$146,900 (44.2%) less than in FY 2012-13 as no elections are scheduled.

FY 2014-15 revenues are projected to be \$203,953 (109.8%) more than in FY 2013-14, primarily due to election cost reimbursements from the Santa Monica-Malibu Unified School District, the Santa Monica Community College District, and the Rent Control Board.

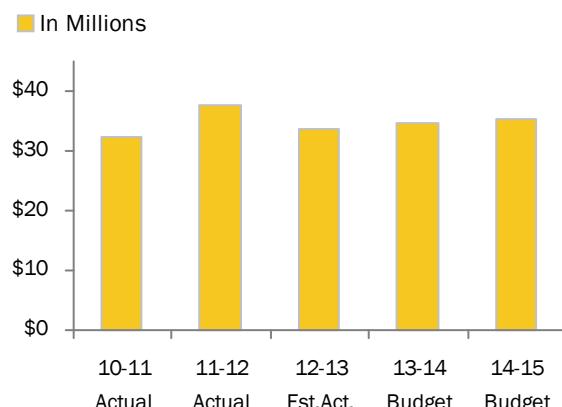


Charges for Services

FY 2012-13 estimated actual revenues from charges for services are \$33.8 million, \$0.8 million (2.4%) less than the revised budget, primarily due to less than anticipated revenues from Fire Department commercial building inspections (-\$0.4 million) and responses to traffic accidents with Haz-Mat spills (-\$0.2 million), and net decreases in other Charges for Services line items (-\$0.2 million).

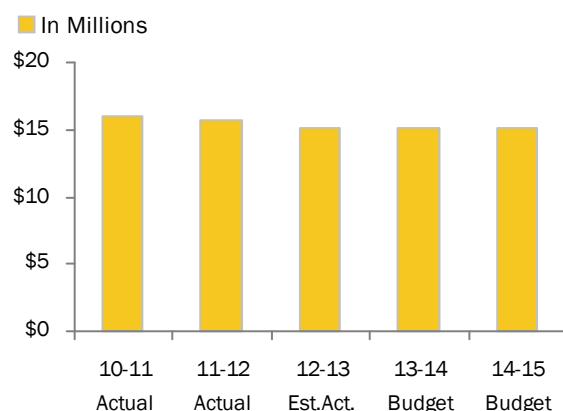
FY 2013-14 revenues of \$34.6 million are \$0.8 million (2.4%) more than received in FY 2012-13. The increase reflects the impact of a comprehensive City-wide fee study (\$1.3 million) and new Library non-resident fees (\$0.4 million). Partially offsetting is a decrease in contributions from other City funds to pay for indirect overhead costs, primarily reflecting closure of the Civic Auditorium as well as reductions in charges to certain other funds.

Revenues in FY 2014-15 are projected to increase by another \$0.7 million, primarily reflecting increased payments from other City funds to pay for overhead costs and direct services (\$0.3 million) and a net increase of \$0.4 million from other charges for services, primarily due to scheduled CPI fee rate revisions.



Fines and Forfeitures

The major components of fines and forfeitures are parking citation fines and reimbursements from the State for vehicle code violations. Revenues are anticipated to be \$15.1 million annually in both FY 2013-14 and FY 2014-15, essentially unchanged from FY 2012-13 levels.

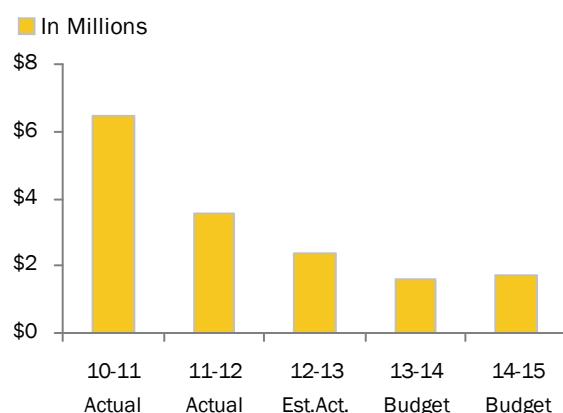


Investment Income

This account represents earnings from the City's pooled investment portfolio and bond/loan proceeds.

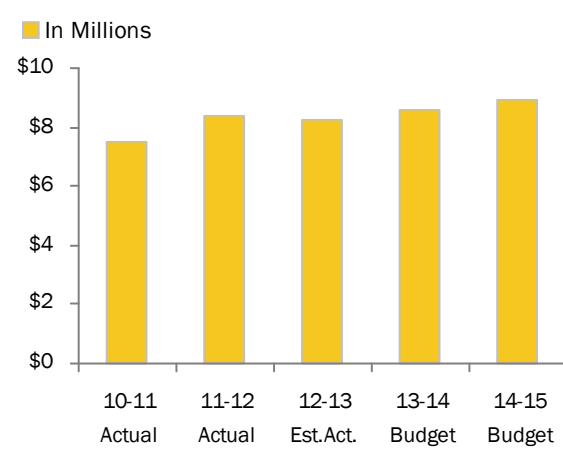
FY 2012-13 estimated actual revenues of \$2.4 million are \$0.4 million greater than the revised budget due to unanticipated interest on Wells Fargo loan proceeds reflecting the timing of the use of the proceeds for eligible capital projects.

The historically low interest rate environment continues to impact investment income. FY 2013-14 revenues are projected to be \$0.8 million less than in FY 2012-13 reflecting the lower rates and a lower investable fund balance due to payments related to RDA dissolution. However, rates are expected to begin to increase by the second year of the budget cycle, resulting in increased investment earnings of \$0.2 million in FY 2014-15.



Rent

FY 2012-13 estimated actual lease revenue from City-owned properties is \$0.3 million (4.2%) greater than budget. Revenues are projected to increase by \$0.3 million (3.7%) in FY 2013-14 and another \$0.4 million in FY 2014-15, based on current rent schedules and additional revenues from dark fiber leases.

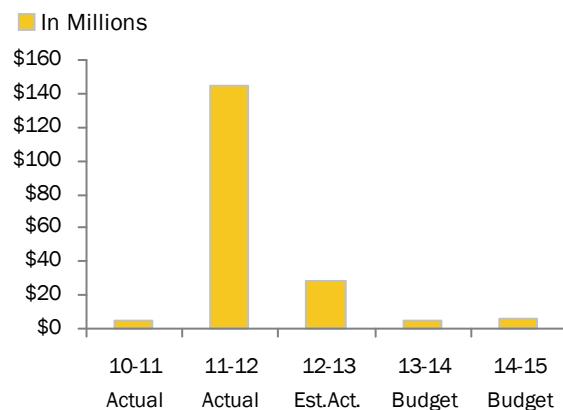


Revenues

Other Revenues

FY 2012-13 estimated actual revenues of \$29 million are \$24.8 million greater than the revised budget, reflecting receipt of legal settlement funds from Boeing (\$21 million) and Gillette (\$2.4) million, as well as the sale of City-owned properties (\$1.9 million). Increases were partially offset due to a change in categorization of reimbursements for Redevelopment Successor Agency administrative costs from revenue to interfund transfers (-\$0.7 million) and net increases in other items (\$0.2 million).

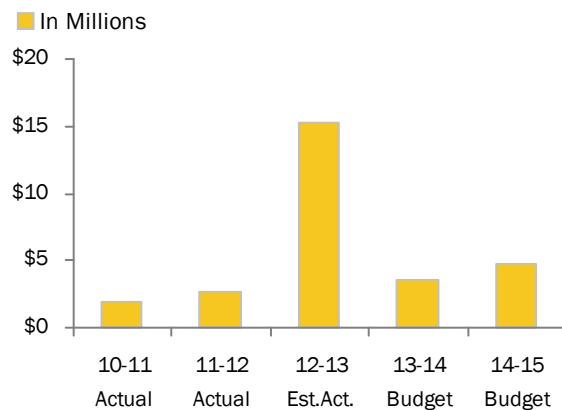
FY 2013-14 revenues are projected to be \$22.7 million less than in FY 2012-13 as no additional payments are due from Boeing for several years and no property sales are included in the forecast. Revenues in FY 2014-15 are expected to be essentially unchanged from FY 2013-14.



Special Revenue Source Fund (04)

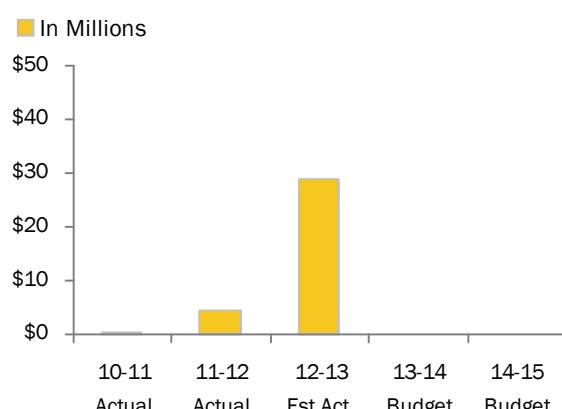
This is a fund established in FY 2000-01 in accordance with Government Accounting Standards Board Statement 33, to record revenues restricted for use on certain eligible projects.

FY 2012-13 estimated actual revenues of \$15.3 million are \$0.7 million (4.5%) more than the revised budget, primarily due to the greater than anticipated receipt of developer fee revenues. FY 2013-14 projected revenues of \$3.6 million are \$11.8 million less than in FY 2012-13 due to a one-time property sale in the prior year. FY 2014-15 revenues are projected to increase by \$1.1 million, primarily due to increases in transportation impact fees.



Charnock Fund (05)

This fund was established in FY 2003-04 to record activity related to two settlements with oil companies concerning the contamination of the City-owned Charnock water wells. Per terms of the December 2006 settlement, funds were deposited in an escrow account to pay the costs to design, construct, and operate a new water treatment facility. Until FY 2011-12, those funds were recorded as deferred revenue, and recognized as revenue when they are expended. In FY 2012-13, all remaining deferred revenues of \$28.8 million were recognized, resulting in a \$23.7 million increase from budget.

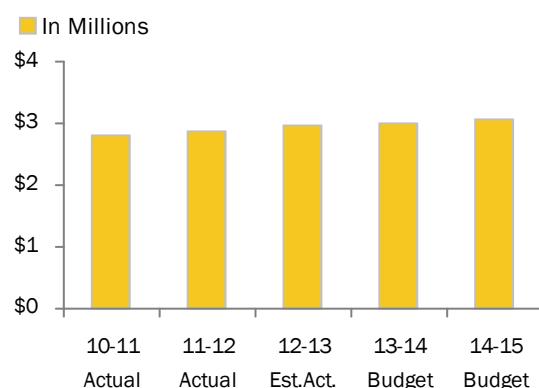


The plant is now fully operational and operating permits have been obtained from the State. Therefore, beginning in FY 2013-14, this fund, including all revenues, is being incorporated into the Water (25) Fund.

Clean Beaches and Ocean Parcel Tax Fund (06)

This fund was established in FY 2006-07 to record activity related to implementation of the Watershed Management Plan and the passage of Measure V, Clean Beaches and Ocean Parcel Tax, in November 2006.

FY 2012-13 estimated actual revenues of \$3 million are equal to budget. Revenues are projected to be \$3 million in FY 2013-14 and \$3.1 million in FY 2014-15 primarily due to annual CPI increases in the parcel tax assessment.

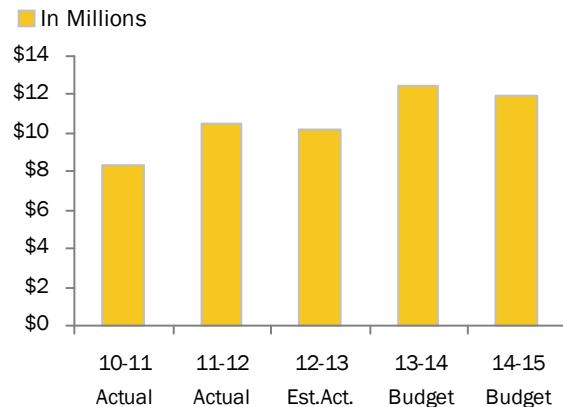


Revenues

Beach Recreation Fund (11)

This fund accounts for beach parking, recreation activities, and concession revenues and expenditures related to beach maintenance and recreation activities. Beach parking revenues account for about 70% of total revenues and can be highly dependent on weather conditions and other factors.

FY 2012-13 estimated actual revenues of \$10.2 million are slightly (0.7%) less than budget. FY 2013-14 projected revenues of \$12.5 million are \$2.3 million (22.2%) greater than the FY 2012-13 estimated actual, primarily reflecting the incorporation of the Beach House (24) Fund into this fund. Also impacting revenues is the bi-annual return of the Cirque du Soleil (\$1 million). FY 2014-15 projected revenues of \$11.9 million are \$0.6 million (4.6%) less than in FY 2013-14 as the Cirque du Soleil will not be performing (-\$1 million), partially offset by increased beach parking revenues (\$0.4 million).

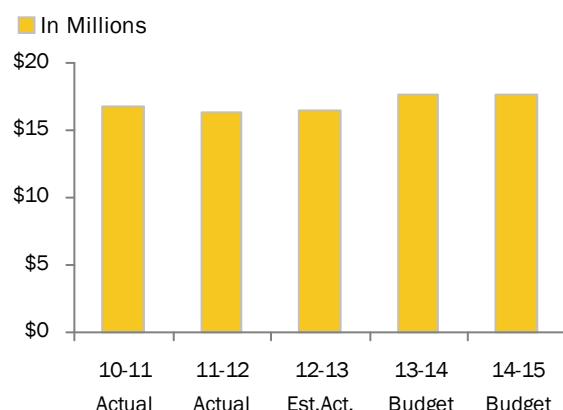


Housing Authority Fund (12)

The Housing Authority Fund accounts for the receipt and expenditure of Federal and State funds related to housing programs.

FY 2012-13 estimated actual revenues of \$16.5 million reflects an increase of \$0.1 million (0.9%) from the revised budget due to greater than anticipated Section 8 program revenues.

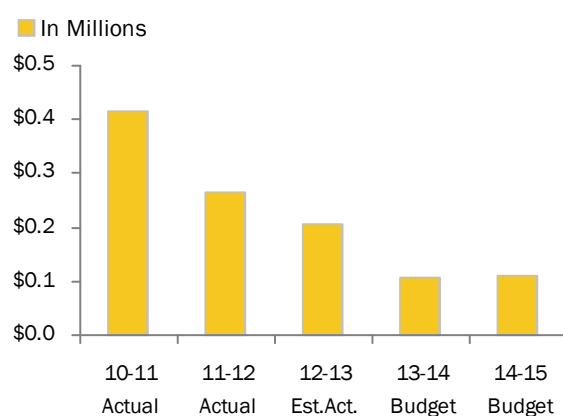
Revenues are projected to increase by \$1.1 million in FY 2013-14, primarily from increased funding for Section 8 administrative costs. FY 2014-15 revenues are projected to be essentially the same as in FY 2013-14.



Tenant Ownership Rights Charter Amendment (TORCA) Fund (14)

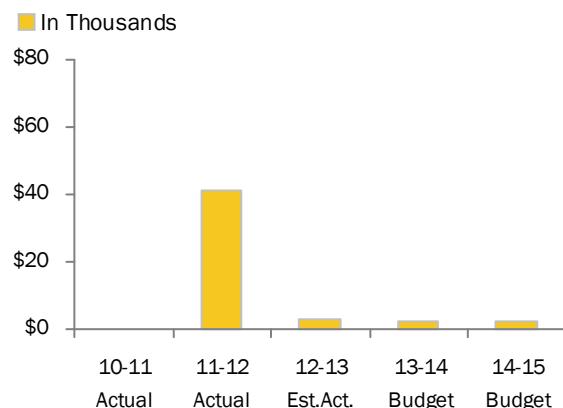
The TORCA Fund accounts for TORCA Conversion Tax revenues and expenditures related to various housing programs as authorized by Article XX—Tenant Ownership Rights of the City Charter.

Revenue estimates of \$0.1 million in FY 2013-14 and FY 2014-15 reflect the use of TORCA tax revenues for eligible projects and interest earnings on available fund balances.



Housing Projects Fund (15)

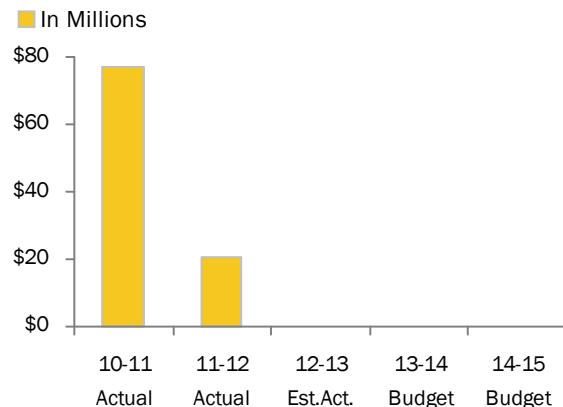
On February 1, 2012, the Redevelopment Agency of the City of Santa Monica was dissolved and its assets transferred to the City as Successor Agency. The City in turn assigned housing assets and functions to the Housing Authority, which now maintains prior Redevelopment Low Moderate Income Housing Fund assets in the Housing Projects Fund. Revenues reflect interest earnings.



Redevelopment Funds (15, 16, 17, 18)

(Low/Moderate Income Housing, Downtown, Earthquake and Ocean Park)

With the dissolution of redevelopment per State law, the last RDA revenues were received in January 2012. Revenues from the Redevelopment Property Tax Trust Fund to pay for debt service obligations will be received in a private purpose trust fund.

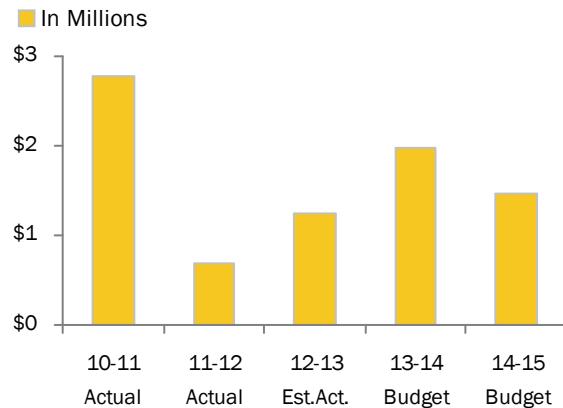


Community Development Block Grant (CDBG) Fund (19)

The Community Development Block Grant (CDBG) Fund accounts for Federal entitlements under the Housing and Community Development Act of 1974 (as amended). The City Council annually allocates CDBG funds to various programs.

FY 2012-13 estimated actual revenues of \$1.2 million are \$1 million (45.2%) less than the revised budget. This decrease reflects a lower draw down of current year and prior year block grant funds.

In FY 2013-14, the projected increase of \$0.8 million (65.5%) reflects an increase in expenditure reimbursements of prior year and current year CDBG allocations. FY 2014-15 revenues are projected to decrease by \$0.5 million (25.6%), reflecting a decrease in prior year grant funds.



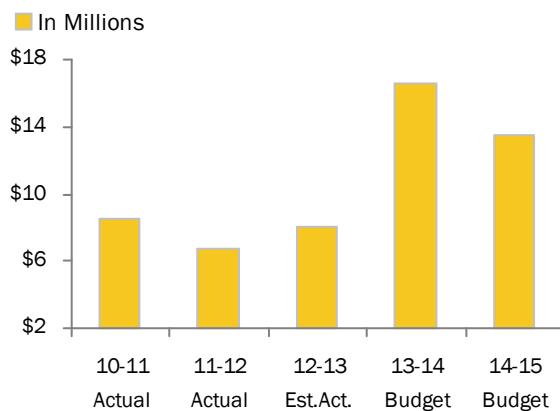
Revenues

Miscellaneous Grants Fund (20)

This fund accounts for the receipt and expenditure of miscellaneous federal, state and county awarded grants and special allocations provided to the City.

FY 2012-13 estimated actual of \$8.1 million is \$7.7 million less than the revised budget. The decrease reflects the net result of timing changes in the receipt of grants and new grants received during the year.

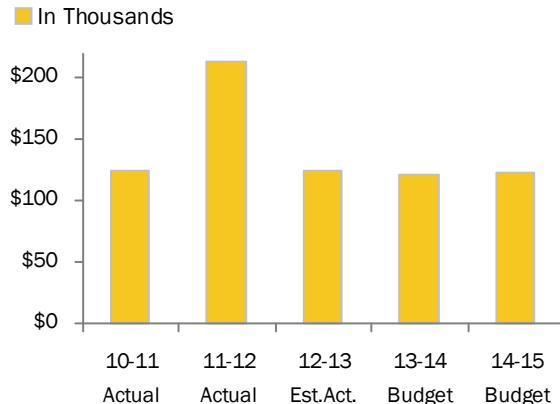
The FY 2013-14 and FY 2014-15 revenue projections of \$16.5 million and \$13.5 million, respectively, reflect the assumed timing in the receipt of awarded grant funds.



Citizens' Option for Public Safety (COPS) Fund (22)

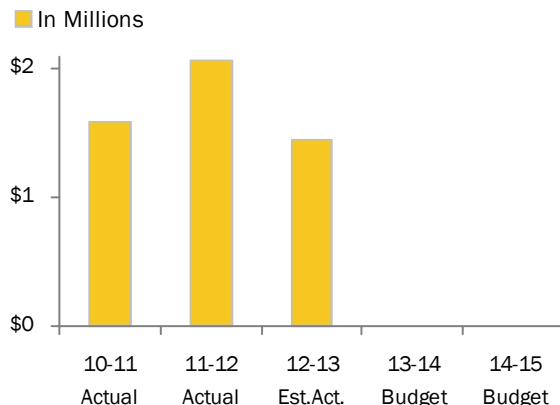
This fund accounts for State-funded revenues and associated expenditures for the Citizens Option for Public Safety (COPS) program established per AB3229 of 1996.

FY 2012-13 estimated actual revenues are slightly higher than budget due to greater than anticipated interest earnings. No significant change is currently projected for FY 2013-14 or FY 2014-15.



Beach House Fund (24)

These revenues reflect operating revenues from the Annenberg Community Beach House located at 415 Pacific Coast Highway (PCH). The facility opened in April 2009. Beginning in FY 2013-14, Beach House revenues are incorporated into the Beach Recreation (11) Fund. FY 2012-13 estimated actual revenues are \$222,150 (18.1%) more than budget.

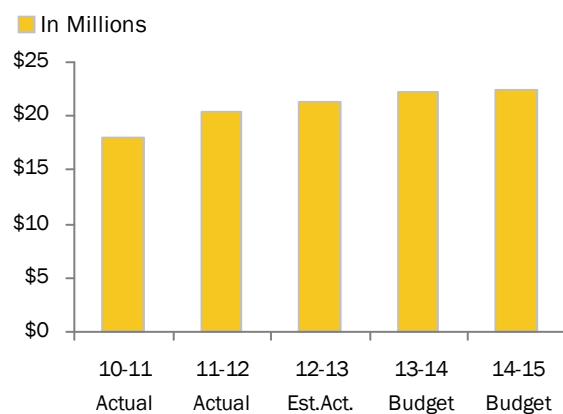


Water Fund (25)

This enterprise fund accounts for revenues and expenses of providing water service to the citizens of the City.

FY 2012-13 estimated actual revenues of \$21.3 million are \$0.2 million (0.7%) less than the revised budget due to less than anticipated interest earnings. A \$0.9 million increase is projected for FY 2013-14 due to the transfer of Windward School Well relocation reimbursements from the Charnock Fund (\$0.4 million) and CPI water rate increases (\$0.5 million). FY 2014-15 revenues are projected to increase by \$0.2 million, primarily reflecting CPI rate increases partially offset by the ending of Windward School Well relocation reimbursements in the prior fiscal year.

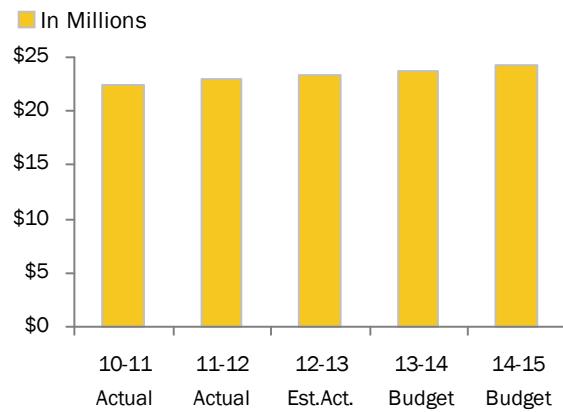
The current rate schedule approved by Council in July 2008 ends at the end of FY 2012-13. The Public Works Department is conducting a rate study during FY 2012-13, the results of which will impact future years' revenues.



Resource Recovery and Recycling (27)

This enterprise fund accounts for revenues and expenses of operating the City's refuse collection, street sweeping and cleaning, and recycling programs.

FY 2012-13 estimated actual revenue of \$23.4 million is \$0.4 million (1.9%) more than budget due to greater than anticipated construction and demolition revenue and transfer station charges to other City departments. Revenues are anticipated to increase by \$0.3 million (1.5%) in FY 2013-14 to \$23.7 million, primarily due to increased garbage/refuse collection fees. In FY 2014-15, revenues are projected to increase by \$0.6 million (2.6%), again primarily due to increased garbage/refuse collection fees. Revenues do not include the impact of any potential rate increase resulting from a rate study being conducted during FY 2012-13.

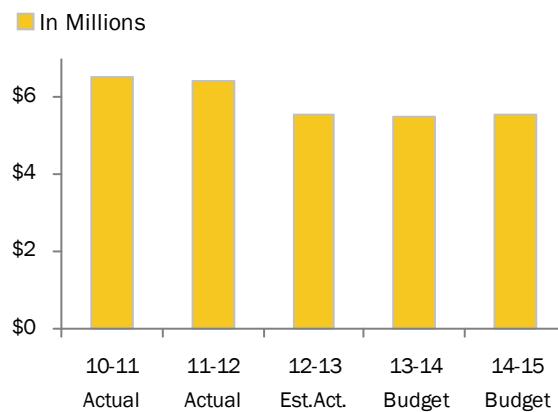


Revenues

Pier Fund (30)

This enterprise fund accounts for revenues and expenses connected with management, operation, and development of the Santa Monica Pier.

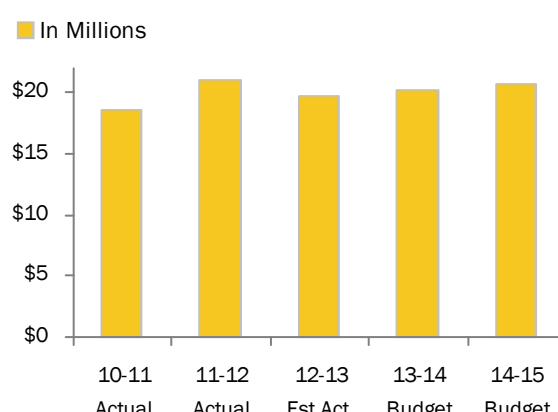
FY 2012-13 estimated actual revenues of \$5.5 million are \$0.3 million (4.8%) greater than the revised budget. The increase is mostly due to increased common area maintenance (CAM) fees (\$0.3 million) and interest earnings (\$0.1 million), partially offset by less rental revenues (-\$0.1 million). FY 2013-14 revenues are slightly (0.2%) less than the FY 2012-13 estimated actual. Revenues in FY 2014-15 are projected to increase by 0.9%, reflecting small increases in rentals, CAM fees, and interest earnings.



Wastewater Fund (31)

This enterprise fund accounts for revenues and expenses associated with maintaining the sanitary sewer and storm drain systems within the City.

FY 2012-13 estimated actual revenues are 1.5% greater than the revised budget. In FY 2013-14, revenues are projected to increase by \$0.3 million to \$20.2 million, primarily due to scheduled CPI sewer service charges previously approved by Council, partially offset by less interest earnings (-\$0.2). Revenues are projected to increase by another \$0.5 million (2.4%) to \$20.7 million due to CPI sewer service charge rate increases and more interest earnings.



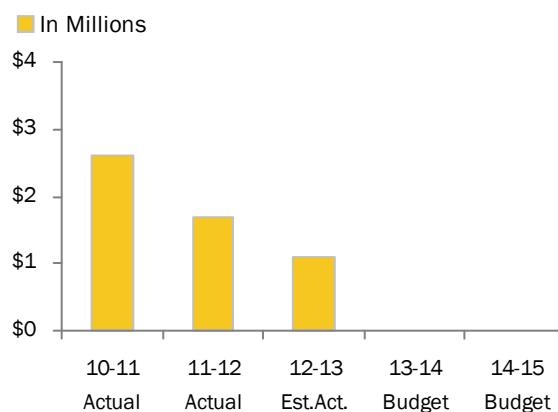
The current rate schedule approved by Council in July 2008, like the water rate schedule, ends at the end of FY 2012-13. The Public Works Department is conducting a rate study during FY 2012-13, the results of which will impact future years' revenues.

Civic Auditorium Fund (32)

This enterprise fund accounts for revenues and expenses connected with management of the Santa Monica Civic Auditorium.

FY 2012-13 estimated actual revenues of \$1.1 million are \$0.2 million (17.1%) below the revised budget due to less than anticipated facility rentals.

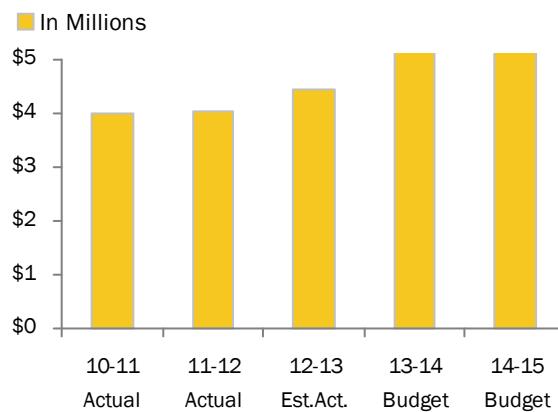
The Auditorium will be closed after June 30, 2013.



Airport/Special Aviation Funds (33/52)

These funds account for revenues and expenses connected with management of the Santa Monica Municipal Airport.

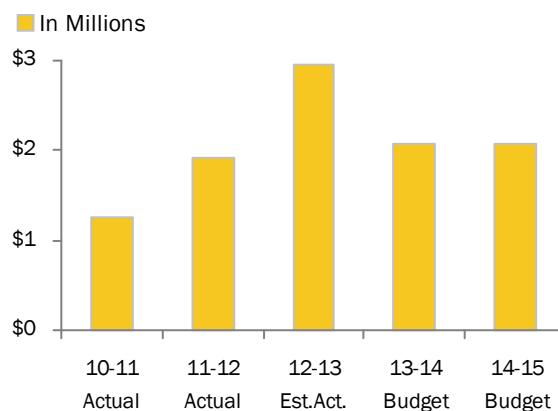
FY 2012-13 estimated actual revenues of \$4.5 million are \$0.2 million (5.8%) more than the revised budget, primarily resulting from increases in hangar rentals and land leases. Revenues are projected to increase by \$1.2 million in FY 2013-14, primarily due to the impact revised landing fee rates. Revenues are projected to increase by another \$0.3 million (4.6%) in FY 2014-15 due to increases in landing fees and revenues from hangar, office/shop, and land leases.



Stormwater Management Fund (34)

This fund accounts for revenues and expenses associated with storm water management. The primary source of revenue is the stormwater management parcel fee. Additional revenues include the sale of recycled water, operating and capital cost reimbursements from the City of Los Angeles related to the SMURRF facility, and developer payments.

FY 2012-13 estimated actual revenues are \$1.2 million more than budget reflecting unanticipated developer in-lieu fees. The \$0.9 million decrease expected in FY 2013-14 reflects lower in-lieu revenue. FY 2014-15 revenues are projected to be essentially the same as in FY 2013-14.

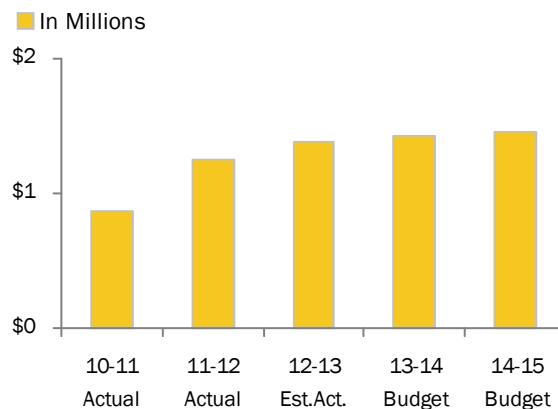


Additionally, Stormwater Fund operations costs will be funded from subsidies from the Ocean Beaches and Ocean Parcel Tax Fund during FY 2013-14 and FY 2014-15.

Cemetery Fund (37)

This fund accounts for revenues and expenses associated with the operation of the City of Santa Monica Woodlawn Cemetery, Mausoleum, and Mortuary.

FY 2012-13 estimated actual revenues of \$1.4 million are \$0.2 million more than budget, reflecting increased revenues from mortuary services and other miscellaneous sales and services, partially offset by less than anticipated lot and mausoleum sales. Revenues are projected to increase by 2.7% in FY 2013-14 and another 2.5% in FY 2014-15, primarily due to fee and rate increases.



Revenues

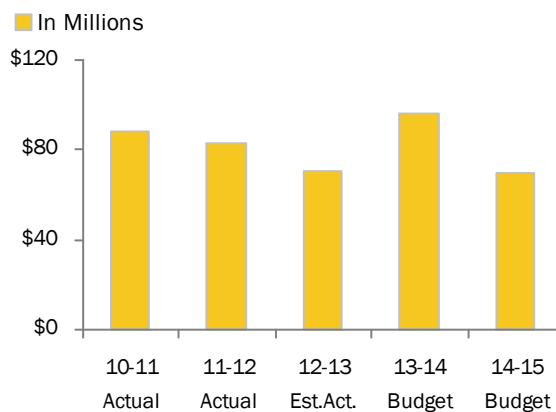
Big Blue Bus Fund (41)

This fund accounts for revenues and expenses related to operation of the City's municipal bus lines.

FY 2012-13 estimated actual revenue of \$70.6 million are \$6.5 million (8.4%) less than the revised budget, primarily due to less than anticipated capital expense reimbursements for bus purchases and capital projects.

In FY 2013-14, anticipated operating and capital funding allocations are projected to be \$25.2 million (35.7%) more than in FY 2012-13, reflecting increased capital expense reimbursements for bus purchases and capital projects.

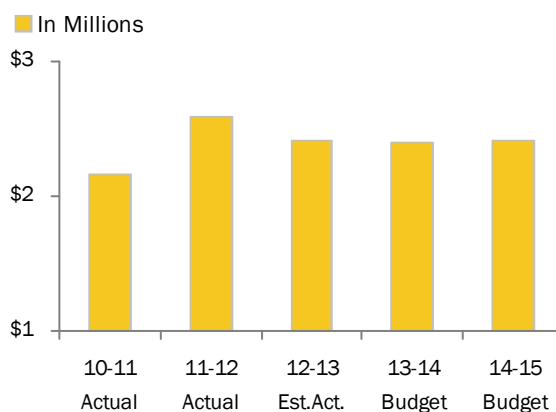
FY 2014-15 anticipated operating and capital funding allocations are projected to be \$26.3 million (27.4%) less than in FY 2013-14 primarily due to most planned bus purchases being completed in the prior fiscal year.



Gas Tax Fund (43)

This fund accounts for State gasoline tax allocations provided to the City for street-related purposes. Beginning in FY 2010-11, State budget actions ended Proposition 42 allocations to cities, but the loss was backfilled by increasing cities' share of gas tax revenues. The tax is a per gallon flat tax and apportioned to cities on a per capita basis.

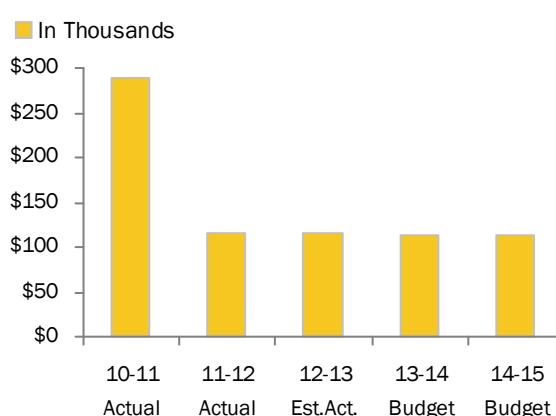
State gas tax apportionments in FY 2013-14 and FY 2014-15 are projected to be essentially equal to the FY 2012-13 funding level of \$2.4 million based on State-provided estimates. Rising fuel prices could lower statewide gasoline consumption, which could affect the tax receipts.



South Coast Air Quality Management District (SCAQMD) Fund (44)

This fund accounts for the receipt of Air Quality Management District funds and eligible expenditures.

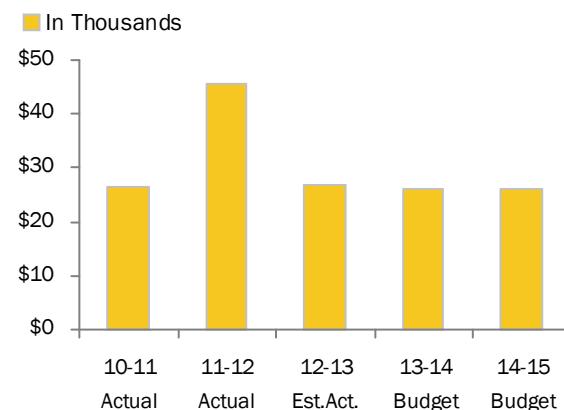
The City's annual allocation for these revenues is expected to remain constant at about \$110,000 per year over the two year budget horizon.



Parks and Recreation Facilities Fund (53)

This fund accounts for funds collected under the City's Unit Dwelling Tax, which is \$200 for each dwelling unit constructed in the City (\$1,000 for single family residence). The funds are used for the acquisition, improvement, and expansion of public parks, playgrounds, and recreational facilities.

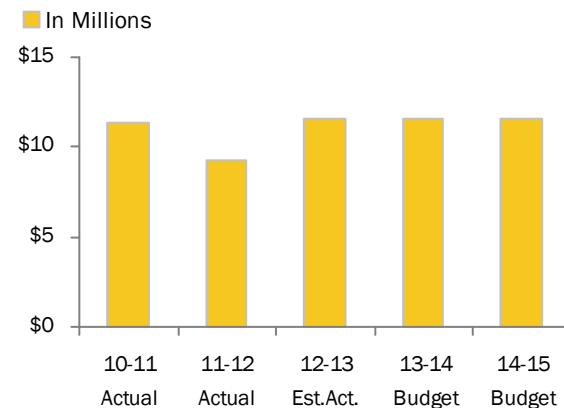
Tax revenues are projected to be \$25,000 annually over the two year budget horizon.



Vehicle Management Fund (54)

This fund receives allocations from City departments to finance the City's annual scheduled costs for vehicle maintenance, fuel, the scheduled replacement of vehicles, and the operating costs and future replacement of the City's compressed natural gas (CNG) facility.

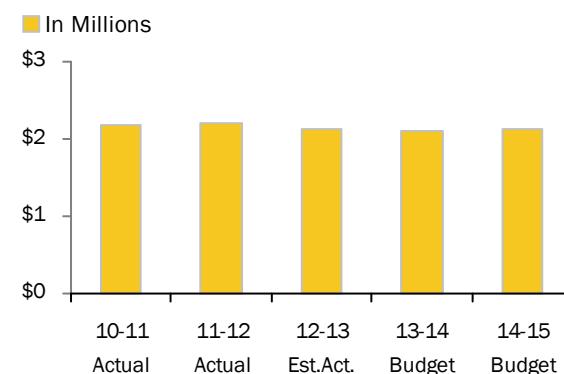
FY 2012-13 estimated actual revenues are projected to be \$0.2 million (2.1%) more than budget, primarily due to sales proceeds from surplus vehicles. Revenues in FY 2013-14 are anticipated to be essentially the same as in FY 2012-13. FY 2014-15 projected revenues are 2.8% less than in FY 2013-14.



Information Technology Services and Replacement Fund (55)

This fund receives allocations from City departments to finance the City's annual scheduled costs for replacement of computer equipment and telephone-related services.

Revenues are projected to be approximately \$2.2 million per year over the two year budget horizon.



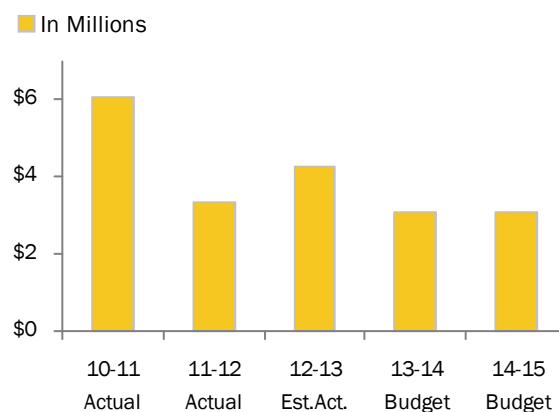
Revenues

Self-Insurance General Liability/Auto Fund (56)

In FY 2011-12, this fund was being combined with the Auto (58) Fund to account for contributions from other funds and expenses related to the administration and payment of general liability and automobile liability claims.

FY 2012-13 estimated actual revenues of \$1.0 million more than budget reflecting unanticipated claims recovery.

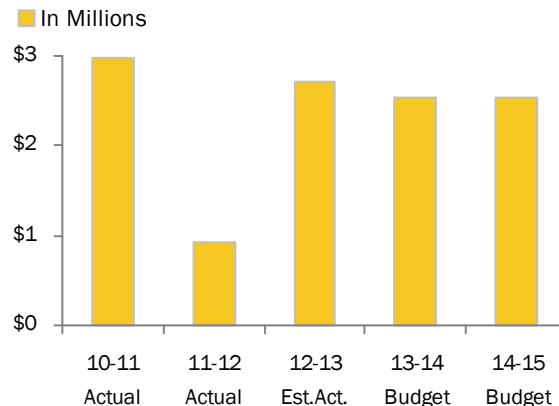
The FY 2013-14 budget of \$3.1 million reflects a \$1.2 million decrease primarily reflecting the one-time revenues received in the prior year. FY 2014-15 revenues are expected to be essentially the same as in FY 2013-14.



Bus Self-Insurance Fund (57)

This fund accounts for contributions from the Big Blue Bus Fund and expenses related to the administration and payment of bus-related liability claims.

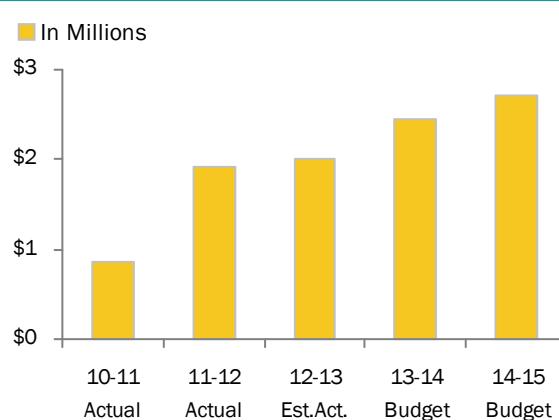
FY 2012-13 estimated actual revenues are equal to budget. FY 2013-14 revenues are expected to decrease by \$0.2 million in FY 2013-14 and then remain essentially flat in FY 2014-15 based on contribution levels needed from the Big Blue Bus Fund to meet operating needs and reserves.



Risk Management Administration Fund (58)

Prior to FY 2011-12, this fund accounted for contributions from other funds and expenses related to the administration and payment of automobile-related liability claims. This fund now represents contributions from other funds for property and other special insurance.

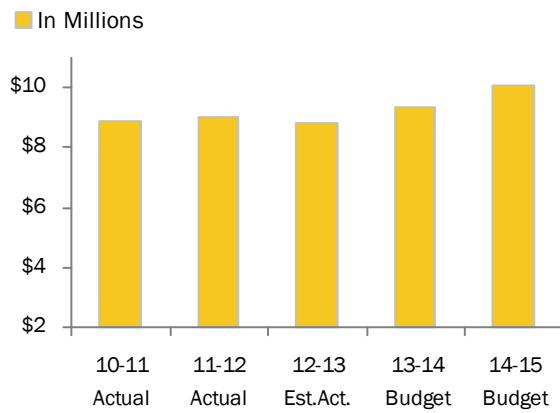
FY 2012-13 estimated actual revenues are 2.2% less than budget due to decreased interest earnings. Revenues are projected to increase by \$0.4 million in FY 2013-14 and another \$0.3 million in FY 2014-15 due to an increase in required contributions for property insurance.



Workers' Compensation Self-Insurance Fund (59)

This fund accounts for contributions from City Departments and expenses related to the administration and payment of workers' compensation claims.

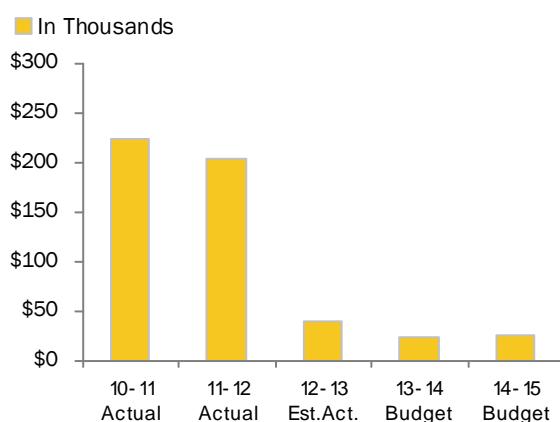
FY 2012-13 estimated actual revenues of \$8.8 million are \$0.2 million less budget primarily due to less interest earnings. FY 2013-14 revenues of \$9.3 million are \$0.5 million (5.5%) greater than the FY 2012-13 estimated actual, primarily due to an increase in contributions required from all City funds to meet operating and reserve requirements. FY 2014-15 revenues are projected to increase by another \$0.7 million, again due to increased contributions from departments.



Parking Authority Fund (77)

The Parking Authority is a financing authority for the City's parking structures. The fund provides capital funding for new and improved parking facilities primarily in downtown Santa Monica.

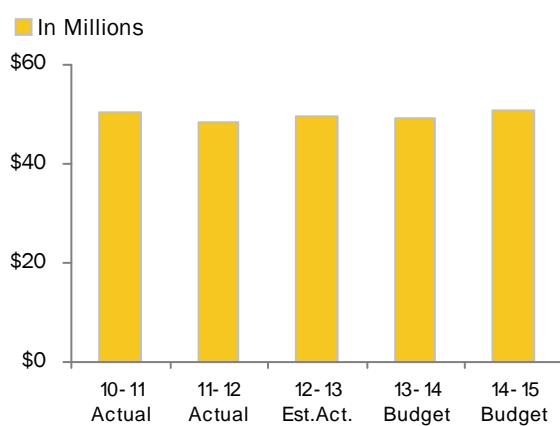
FY 2012-13 estimated actual revenues are \$246,349 less budget reflecting the discontinuation of lease payments from the Redevelopment Agency and less interest earnings. FY 2013-14 and FY 2014-15 revenues reflect anticipated interest earnings.



Reimbursements and Transfers

These are technical changes to eliminate double counting of certain revenues appearing in two funds and revenues paid by one fund to another due to accounting procedures.

FY 2012-13 estimated actual reimbursements and transfers of \$49.5 million are projected to be essentially on budget. Reimbursements and transfers are projected to decrease slightly in FY 2013-14 and then increase by \$1.2 million in FY 2014-15 primarily due to more required self-insurance contributions.



Disaster Relief Fund (13)

Reimbursements from the Federal Emergency Management Agency (FEMA) and the California State Office of Emergency Services for projects related to the Northridge earthquake. No reimbursements are anticipated in FY 2013-14, or FY 2014-15.



Expenditures

FY 2013-15 Adopted Biennial Budget





FY 2013-14 Expenditure Summary by Fund

Fund	Salaries and Wages	Supplies and Expenses	Operating Total	Capital Improvements	Budget Total
(01) General	\$ 205,072,395	\$ 80,532,751	\$ 285,605,146	\$ 26,245,494	\$ 311,850,640
(04) Special Revenue Source	-	511,681	511,681	2,449,963	2,961,644
(06) Clean Beaches/Ocean Parcel Tax	20,400	1,676,647	1,697,047	3,297,000	4,994,047
(11) Beach	3,650,491	8,194,761	11,845,252	1,706,297	13,551,549
(12) Housing Authority	1,439,617	16,271,754	17,711,371	12,371	17,723,742
(14) TORCA	-	102,910	102,910	911,670	1,014,580
(15) Housing Projects Fund	-	450,000	450,000	-	450,000
(19) CDBG	-	936,761	936,761	1,298,839	2,235,600
(20) Misc. Grants	-	2,834,947	2,834,947	7,154,409	9,989,356
(22) Citizens Op for Public Safety	-	100,000	100,000	-	100,000
(25) Water	5,607,210	16,346,454	21,953,664	10,241,188	32,194,852
(27) Resource Recovery & Recycling	8,976,991	13,617,134	22,594,125	2,991,508	25,585,633
(30) Pier	1,911,929	3,593,092	5,505,021	4,160,480	9,665,501
(31) Wastewater	2,318,500	10,031,994	12,350,494	6,848,801	19,199,295
(33) Airport	1,403,108	2,833,035	4,236,143	861,324	5,097,467
(34) Stormwater	-	1,656,332	1,656,332	-	1,656,332
(37) Cemetery	665,429	765,796	1,431,225	38,526	1,469,751
(41) Big Blue Bus	44,233,679	19,441,384	63,675,063	20,888,339	84,563,402
(43) Gas Tax	-	2,401,240	2,401,240	350,000	2,751,240
(54) Vehicle Management	3,118,338	2,931,535	6,049,873	2,512,503	8,562,376
(55) Info Tech Replacement and Services	-	-	-	2,039,408	2,039,408
(56) Self-Insurance, Comprehensive	-	3,738,908	3,738,908	250,000	3,988,908
(57) Self-Insurance, Bus	-	2,500,000	2,500,000	-	2,500,000
(58) Self-Insurance, Risk Management Admin	1,468,268	983,875	2,452,143	-	2,452,143
(59) Self-Insurance, Workers' Comp	-	8,552,839	8,552,839	28,357	8,581,196
SUBTOTAL	\$ 279,886,355	\$ 201,005,830	\$ 480,892,185	\$ 94,286,477	\$ 575,178,662
Reimbursements and Transfers:	-	-	(42,427,800)	(6,801,851)	(49,229,651)
GRAND TOTAL	\$ 279,886,355	\$ 201,005,830	\$ 438,464,385	\$ 87,484,626	\$ 525,949,011

FY 2014-15 Expenditure Summary by Fund

Fund	Salaries and Wages	Supplies and Expenses	Operating Total	Capital Improvements	Budget Total
(01) General	\$ 212,116,470	\$ 82,520,214	\$ 294,636,684	\$ 18,195,000	\$ 312,831,684
(04) Special Revenue Source	-	437,045	437,045	-	437,045
(06) Clean Beaches/Ocean Parcel Tax	20,400	1,764,243	1,784,643	1,103,000	2,887,643
(11) Beach	3,753,178	8,508,663	12,261,841	609,300	12,871,141
(12) Housing Authority	1,485,178	16,110,101	17,595,279	12,875	17,608,154
(14) TORCA	-	102,910	102,910	-	102,910
(15) Housing Projects Fund	-	450,000	450,000	-	450,000
(19) CDBG	-	726,761	726,761	-	726,761
(20) Misc. Grants	-	2,144,974	2,144,974	10,675,846	12,820,820
(22) Citizens Op for Public Safety	-	100,000	100,000	-	100,000
(25) Water	5,733,672	17,028,803	22,762,475	6,666,482	29,428,957
(27) Resource Recovery & Recycling	9,297,739	13,525,782	22,823,521	2,062,443	24,885,964
(30) Pier	1,957,434	3,706,063	5,663,497	1,427,734	7,091,231
(31) Wastewater	2,376,422	10,325,837	12,702,259	6,144,050	18,846,309
(33) Airport	1,446,606	2,917,261	4,363,867	732,733	5,096,600
(34) Stormwater	-	1,650,331	1,650,331	-	1,650,331
(37) Cemetery	701,625	790,931	1,492,556	38,604	1,531,160
(41) Big Blue Bus	45,864,366	19,989,613	65,853,979	27,954,035	93,808,014
(43) Gas Tax	-	2,401,240	2,401,240	-	2,401,240
(53) Parks and Recreation	-	-	-	80,000	80,000
(54) Vehicle Management	3,220,753	3,010,276	6,231,029	8,094,935	14,325,964
(55) Info Tech Replacement and Services	-	-	-	2,156,237	2,156,237
(56) Self-Insurance, Comprehensive	-	3,810,903	3,810,903	-	3,810,903
(57) Self-Insurance, Bus	-	2,500,000	2,500,000	-	2,500,000
(58) Self-Insurance, Risk Management Admin	1,519,537	1,172,773	2,692,310	-	2,692,310
(59) Self-Insurance, Workers' Comp	-	8,739,142	8,739,142	28,517	8,767,659
SUBTOTAL	\$ 289,493,380	\$ 204,433,866	\$ 493,927,246	\$ 85,981,791	\$ 579,909,037
Reimbursements and Transfers:	-	-	(44,095,470)	(6,381,365)	(50,476,835)
GRAND TOTAL	\$ 289,493,380	\$ 204,433,866	\$ 449,831,776	\$ 79,600,426	\$ 529,432,202

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(01) General Fund							
Operating Budget							
City Council	\$ 634,654	\$ 563,537	\$ 696,310	\$ 1,131,444	\$ 435,134	62.5%	\$ 910,386
City Manager	7,459,782	8,189,375	9,522,725	9,672,019	149,294	1.6%	9,821,940
Records & Election Services	2,286,234	2,148,328	2,755,331	2,117,183	(638,148)	-23.2%	2,664,644
City Attorney	8,476,555	8,931,186	8,975,830	9,597,429	621,599	6.9%	9,923,738
Finance	18,497,961	20,008,370	23,157,913	24,691,045	1,533,132	6.6%	25,189,673
Human Resources	3,114,638	3,442,006	4,028,600	4,039,520	10,920	0.3%	4,151,953
Information Systems	5,659,725	5,667,716	7,597,071	7,639,435	42,364	0.6%	7,993,942
Planning & Comm. Development	14,336,983	14,982,415	16,272,050	16,361,262	89,212	0.5%	16,679,393
Police	66,941,541	71,452,560	73,636,146	75,668,230	2,032,084	2.8%	77,304,132
Fire	28,349,854	29,342,699	31,487,861	32,519,591	1,031,730	3.3%	33,285,613
Community & Cultural Services	34,071,661	33,042,105	35,843,226	24,264,767	(11,578,459)	-32.3%	24,371,492
Library	10,116,248	10,406,904	11,451,905	12,046,500	594,595	5.2%	12,328,180
Housing & Economic Development	7,330,028	5,975,497	7,001,264	4,925,120	(2,076,144)	-29.7%	4,993,400
Public Works	24,288,537	25,748,032	26,765,992	38,494,178	11,728,186	43.8%	39,706,442
Operating Budget	\$ 231,564,401	\$ 239,900,730	\$ 259,192,224	\$ 263,167,723	\$ 3,975,499	1.5%	\$ 269,324,928
Non-Departmental							
All Other Transactions	27,421,968	33,636,034	26,485,830	30,574,432	4,088,602	15.4%	33,349,428
Interfund Transfers	(92,205,714)	6,186,594	(9,999,375)	(8,137,009)	2,205,792	-19.2%	(8,037,672)
Non-Departmental	\$ (64,783,746)	\$ 39,822,628	\$ 16,486,455	\$ 22,437,423	\$ 6,294,394	38.2%	\$ 25,311,756
Operating Budget (Including Non-Dept.) Total	166,780,655	279,723,358	275,678,679	285,605,146	10,269,893	3.7%	294,636,684
Capital Budget	17,375,953	75,097,283	226,468,307	26,245,494	(200,222,813)	-88.4%	18,195,000
Sub-Total	\$ 184,156,608	\$ 354,820,641	\$ 502,146,986	\$ 311,850,640	(\$ 190,296,346)	-37.9%	\$ 312,831,684
Less Appropriated Capital ^b	-	-	191,259,370	-	(191,259,370)	-100%	-
General Fund Total	\$ 184,156,608	\$ 354,820,641	\$ 310,887,616	\$ 311,850,640	\$ 963,024	0.3%	\$ 312,831,684

a. The FY 2012-13 Revised Budget differs from amounts presented in the Adopted FY 2011-13 City Budget due to Council-approved budget changes.

b. Appropriated Capital represents capital projects fully budgeted in prior fiscal years that are still underway: these are financed by through the associated fund reserves.

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(04) Special Revenue Source Fund							
Interfund Transfers	\$ 630,493	\$ 583,985	\$ 421,341	\$ 449,939	\$ 28,598	6.8%	\$ 415,589
Operating Budget	10,554	20,547	64,531	61,742	(2,789)	-4.3%	21,456
Capital Budget	2,616,475	16,407,234	36,003,379	2,449,963	(33,553,416)	-93.2%	-
Sub-Total	\$ 3,257,522	\$ 17,011,766	\$ 36,489,251	\$ 2,961,644	\$ (33,527,607)	-91.9%	\$ 437,045
Less Appropriated Capital	-	-	24,102,478	-	(24,102,478)	-100%	-
Special Revenue Source Fund Total	\$ 3,257,522	\$ 17,011,766	\$ 12,386,773	\$ 2,961,644	(\$ 9,425,129)	-76.1%	\$ 437,045
(05) Charnock Fund ^c							
Interfund Transfers	\$ 250,600	\$ 158,439	\$ 166,859	\$ -	\$ (166,859)	-100.0%	\$ -
Operating Budget	7,579,034	2,348,728	4,679,338	-	(4,679,338)	-100.0%	-
Capital Budget	(9,935,563)	667,427	4,120,319	-	(4,120,319)	-100.0%	-
Sub-Total	\$ (2,105,929)	\$ 3,174,594	\$ 8,966,516	\$ -	\$ (8,966,516)	-100.0%	\$ -
Less Appropriated Capital	-	-	3,220,444	-	(3,220,444)	-100%	-
Charnock Fund Total	(\$ 2,105,929)	\$ 3,174,594	\$ 5,746,072	\$ -	(\$ 5,746,072)	-100.0%	\$ -
c. Effective FY 2013-14, the Charnock Fund and Water Fund are consolidated into one fund.							
(06) Clean Beaches & Ocean Prcl Tx Fund							
Interfund Transfers	\$ 0	\$ 0	\$ 2,327,418	\$ 1,083,349	\$ (1,244,069)	-53.5%	\$ 1,147,725
Operating Budget	22,571	54,915	466,078	613,698	147,620	31.7%	636,918
Capital Budget	203,476	330,695	6,581,031	3,297,000	(3,284,031)	-49.9%	1,103,000
Sub-Total	\$ 226,047	\$ 385,610	\$ 9,374,527	\$ 4,994,047	\$ (4,380,480)	-46.7%	\$ 2,887,643
Less Appropriated Capital	-	-	2,106,031	-	(2,106,031)	-100%	-
Clean Beaches & Ocean Prcl Tx Fund Total	\$ 226,047	\$ 385,610	\$ 7,268,496	\$ 4,994,047	(\$ 2,274,449)	-31.3%	\$ 2,887,643

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(11) Beach Recreation Fund ^d							
All Others	\$ 49,676	\$ 48,611	\$ (2,870)	\$ -	\$ 2,870	-100.0%	\$ -
Interfund Transfers	2,332,274	2,164,542	594,335	-	(594,335)	-100.0%	-
Operating Budget	6,734,553	7,200,888	7,604,415	11,845,252	4,240,837	55.8%	12,261,841
Capital Budget	794,180	568,399	1,687,438	1,706,297	18,859	1.1%	609,300
Sub-Total	\$ 9,910,683	\$ 9,982,440	\$ 9,883,318	\$ 13,551,549	\$ 3,668,231	37.1%	\$ 12,871,141
Less Appropriated Capital	-	-	779,748	-	(779,748)	-100%	-
Beach Recreation Fund Total	\$ 9,910,683	\$ 9,982,440	\$ 9,103,570	\$ 13,551,549	\$ 4,447,979	48.9%	\$ 12,871,141
d. Effective FY 2013-14, the Beach and Beach House Funds are consolidated into one fund; as a result, the Beach Fund will no longer subsidize Beach House operations.							
(12) Housing Authority Fund							
All Others	\$ 16,286,713	\$ 112	\$ (3,345)	\$ -	\$ 3,345	-100.0%	\$ -
Interfund Transfers	199,124	(141,000)	(141,000)	(121,090)	19,910	-14.1%	(291,009)
Operating Budget	3,356	17,741,895	17,311,128	17,832,461	521,333	3.0%	17,886,288
Capital Budget	8,220	12,270	12,270	12,371	101	0.8%	12,875
Sub-Total	\$ 16,497,413	\$ 17,613,277	\$ 17,179,053	\$ 17,723,742	\$ 544,689	3.2%	\$ 17,608,154
Less Appropriated Capital	-	-	-	-	-	N/A	-
Housing Authority Fund Total	\$ 16,497,413	\$ 17,613,277	\$ 17,179,053	\$ 17,723,742	\$ 544,689	3.2%	\$ 17,608,154
(14) TORCA Fund							
All Others	\$ 126,157	\$ 24,860	\$ 23,783	\$ 4,000	\$ (19,783)	-83.2%	\$ 4,000
Interfund Transfers	36,165	47,936	53,516	98,910	45,394	84.8%	98,910
Operating Budget	-	-	-	-	-	N/A	-
Capital Budget	2,018,285	254,721	3,982,094	911,670	(3,070,424)	-77.1%	-
Sub-Total	\$ 2,180,607	\$ 327,517	\$ 4,059,393	\$ 1,014,580	\$ (3,044,813)	-75.0%	\$ 102,910
Less Appropriated Capital	-	-	-	-	-	N/A	-
TORCA Fund Total	\$ 2,180,607	\$ 327,517	\$ 4,059,393	\$ 1,014,580	\$ (3,044,813)	-75.0%	\$ 102,910

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	2010-11 Actual	2011-12 Actual	2012-13 Revised Budget ^a	2013-14 Budget	Change Amount (4) - (3)	Change Percent (5) / (3)	2014-15 Budget
(15) Low/Mod Income Housing Asset Fd ^e							
All Others	\$ 1,214,413	\$ 855,044	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers	17,540,344	(13,859,871)	-	-	-	-	-
Operating Budget	-	-	-	-	-	-	-
Capital Budget	13,039,724	32,342,931	-	-	-	-	-
Sub-Total	\$ 31,794,481	\$ 19,338,104	\$ -	\$ -	\$ -	N/A	\$ -
Less Appropriated Capital	-	-	-	-	-	-	-
Low/Mod Income Housing Asset Fd Total	\$ 31,794,481	\$ 19,338,104	\$ -	\$ -	\$ -	N/A	\$ -
(15) Housing Projects Fund ^e							
All Others	\$ -	\$ 678,543	\$ -	\$ 450,000	\$ 450,000	\$ -	\$ 450,000
Interfund Transfers	-	6,060,526	-	-	-	-	-
Operating Budget	-	-	-	-	-	-	-
Capital Budget	-	5,931,457	-	-	-	-	-
Sub-Total	\$ -	\$ 12,670,526	\$ -	\$ 450,000	\$ 450,000	N/A	\$ 450,000
Less Appropriated Capital	-	-	-	-	-	-	-
Housing Projects Fund Total	\$ -	\$ 12,670,526	\$ -	\$ 450,000	\$ 450,000	N/A	\$ 450,000
(16) S/A Downtown Project Area ^e							
All Others	\$ 1,666,102	\$ 1,360,355	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers	605,789	1,923,000	-	-	-	-	-
Operating Budget	-	-	-	-	-	-	-
Capital Budget	154,813	801,303	-	-	-	-	-
Sub-Total	\$ 2,426,704	\$ 4,084,658	\$ -	\$ -	\$ -	N/A	\$ -
Less Appropriated Capital	-	-	-	-	-	-	-
S/A Downtown Project Area Total	\$ 2,426,704	\$ 4,084,658	\$ -	\$ -	\$ -	N/A	\$ -

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(17) S/A Earthquake Project Area ^e							
All Others	\$ 28,285,001	\$ 18,515,037	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers	62,636,524	6,497,232	-	-	-	-	-
Operating Budget	-	-	-	-	-	-	-
Capital Budget	16,566,140	73,722,174	-	-	-	-	-
Sub-Total	\$ 107,487,665	\$ 98,734,443	\$ -	\$ -	\$ -	N/A	\$ -
Less Appropriated Capital	-	-	-	-	-	-	-
S/A Earthquake Project Area Total	\$ 107,487,665	\$ 98,734,443	\$ -	\$ -	\$ -	N/A	\$ -
(18) Ocean Park Project Area ^e							
All Others	\$ 2,317,860	\$ 795,817	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers	2,336,147	2,556,012	-	-	-	-	-
Operating Budget	-	-	-	-	-	-	-
Capital Budget	134,368	4,188,523	-	-	-	-	-
Sub-Total	\$ 4,788,375	\$ 7,540,352	\$ -	\$ -	\$ -	N/A	\$ -
Less Appropriated Capital	-	-	-	-	-	-	-
S/A Ocean Park Project Area Total	\$ 4,788,375	\$ 7,540,352	\$ -	\$ -	\$ -	N/A	\$ -
e. Redevelopment Agency (RDA) funds 16,17, and 18 converted to private purpose trust funds, and Low/Moderate Income Housing Funds transferred to the Housing Projects Fund (15) following RDA dissolution in February 2012.							
(19) CDBG Fund							
All Others	\$ 79,186	\$ 27,484	\$ 467,167	\$ 516,424	\$ 49,257	10.5%	\$ 306,424
Interfund Transfers	620,075	233,356	182,621	216,500	33,879	18.6%	216,500
Operating Budget	-	237,982	349,773	203,837	(145,936)	-41.7%	203,837
Capital Budget	2,221,932	261,582	1,038,015	1,298,839	260,824	25.1%	-
Sub-Total	\$ 2,921,193	\$ 760,404	\$ 2,037,576	\$ 2,235,600	\$ 198,024	9.7%	\$ 726,761
Less Appropriated Capital	-	-	157,015	-	(157,015)	-100.0%	-
CDBG Fund Total	\$ 2,921,193	\$ 760,404	\$ 1,880,561	\$ 2,235,600	\$ 355,039	18.9%	\$ 726,761

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(20) Miscellaneous Grants Fund							
All Others	\$ -	\$ -	\$ 37,994	\$ -	\$ (37,994)	-100.0%	\$ -
Interfund Transfers	\$ 5,931,520	\$ 1,421,905	\$ 1,386,140	\$ 904,000	\$ (482,140)	-34.8%	\$ 917,000
Operating budget	\$ 1,125,024	\$ 2,162,234	\$ 2,812,974	\$ 1,930,947	\$ (882,027)	-31.4%	\$ 1,227,974
Capital Budget	\$ 3,989,470	\$ 5,472,062	\$ 30,310,311	\$ 7,154,409	\$ (23,155,902)	-76.4%	\$ 10,675,846
Sub-Total	\$ 11,046,014	\$ 9,056,201	\$ 34,547,419	\$ 9,989,356	\$ (24,558,063)	-71.1%	\$ 12,820,820
Less Appropriated Capital	\$ -	\$ -	\$ 9,483,591	\$ -	\$ (9,483,591)	-100.0%	\$ -
Miscellaneous Grants Fund Total	\$ 11,046,014	\$ 9,056,201	\$ 25,063,828	\$ 9,989,356	\$ (15,074,472)	-60.1%	\$ 12,820,820
(22) COPS Fund							
Operating Budget	\$ -	\$ 22,651	\$ 315,075	\$ 100,000	\$ (215,075)	-68.3%	\$ 100,000
Capital Budget	\$ 70,107	\$ 354,319	\$ -	\$ -	\$ -	N/A	\$ -
Sub-Total	\$ 70,107	\$ 376,970	\$ 315,075	\$ 100,000	\$ (215,075)	-68.3%	\$ 100,000
Less Appropriated Capital	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
COPS Fund Total	\$ 70,107	\$ 376,970	\$ 315,075	\$ 100,000	\$ (215,075)	-68.3%	\$ 100,000
(24) Beach House Fund ^d							
All Others	\$ 53,208	\$ 60,697	\$ (3,259)	\$ -	\$ 3,259	-100.0%	\$ -
Interfund Transfers	\$ (2,332,274)	\$ (2,364,542)	\$ (594,335)	\$ -	\$ 594,335	-100.0%	\$ -
Operating Budget	\$ 3,100,516	\$ 3,193,444	\$ 3,749,562	\$ -	\$ (3,749,562)	-100.0%	\$ -
Capital Budget	\$ 17,581	\$ 15,575	\$ 286,135	\$ -	\$ (286,135)	-100.0%	\$ -
Sub-Total	\$ 839,031	\$ 905,174	\$ 3,438,103	\$ -	\$ (3,438,103)	-100.0%	\$ -
Less Appropriated Capital	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Beach House Fund Total	\$ 839,031	\$ 905,174	\$ 3,438,103	\$ -	\$ (3,438,103)	-100.0%	\$ -

d. Effective FY 2013-14, the Beach and Beach House Funds are consolidated into one fund: as a result, the Beach Fund will no longer subsidize Beach House operations.

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(25) Water Fund ^c							
All Others	\$ 215,612	\$ 205,189	\$ (13,977)	\$ 44,350	\$ 58,327	-417.3%	\$ 44,459
Interfund Transfers	1,222,596	1,271,600	(188,528)	1,421,944	1,610,472	-854.2%	1,460,624
Operating Budget	13,889,399	16,571,542	19,272,348	20,487,370	1,215,022	6.3%	21,257,392
Capital Budget	1,798,685	5,557,301	11,639,521	10,241,188	(1,398,333)	-12.0%	6,666,482
Sub-Total	\$ 17,126,292	\$ 23,605,632	\$ 30,709,364	\$ 32,194,852	\$ 1,485,488	4.8%	\$ 29,428,957
Less Appropriated Capital	-	-	3,426,226	-	(3,426,226)	-100.0%	-
Water Fund Total	\$ 17,126,292	\$ 23,605,632	\$ 27,283,138	\$ 32,194,852	\$ 4,911,714	18.0%	\$ 29,428,957
c. Effective FY 2013-14, the Charnock Fund and Water Fund are consolidated into one fund.							
(27) Resource Recovery & Recyc Fund							
All Others	\$ 302,547	\$ 316,154	\$ (18,155)	\$ -	\$ 18,155	-100.0%	\$ -
Interfund Transfers	786,522	807,636	817,857	855,603	37,746	4.6%	869,545
Operating Budget	18,787,513	20,497,058	21,690,342	21,738,522	48,180	0.2%	21,953,976
Capital Budget	2,446,406	3,008,105	3,769,757	2,991,508	(778,249)	-20.6%	2,062,443
Sub-Total	\$ 22,322,988	\$ 24,628,953	\$ 26,259,801	\$ 25,585,633	\$ (674,168)	-2.6%	\$ 24,885,964
Less Appropriated Capital	-	-	658,274	-	(658,274)	-100.0%	-
Resource Recovery & Recyc Fund Total	\$ 22,322,988	\$ 24,628,953	\$ 25,601,528	\$ 25,585,633	(\$ 15,895)	-0.1%	\$ 24,885,964
(30) Pier Fund							
All Others	\$ 61,317	\$ 64,790	\$ (4,217)	\$ -	\$ 4,217	-100.0%	\$ -
Interfund Transfers	7,700	7,680	-	186,529	186,529	N/A	192,038
Operating Budget	4,760,894	4,985,168	5,620,543	5,318,492	(302,051)	-5.4%	5,471,459
Capital Budget	540,476	257,236	4,752,258	4,160,480	(591,778)	-12.5%	1,427,734
Sub-Total	\$ 5,370,387	\$ 5,314,874	\$ 10,368,584	\$ 9,665,501	\$ (703,083)	-6.8%	\$ 7,091,231
Less Appropriated Capital	-	-	305,635	-	(305,635)	-100.0%	-
Pier Fund Total	\$ 5,370,387	\$ 5,314,874	\$ 10,062,949	\$ 9,665,501	(\$ 397,448)	-3.9%	\$ 7,091,231

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(31) Wastewater Fund							
All Others	\$ 76,985	\$ 80,270	\$ (5,510)	\$ 34,846	\$ 40,356	-732.4%	\$ 34,932
Interfund Transfers	(329,907)	(165,938)	(491,520)	(540,560)	(49,040)	10.0%	(551,352)
Operating Budget	9,607,293	10,987,022	12,329,533	12,856,208	526,675	4.3%	13,218,679
Capital Budget	3,243,534	3,806,985	10,670,384	6,848,801	(3,821,583)	-35.8%	6,144,050
Sub-Total	\$ 12,597,905	\$ 14,708,339	\$ 22,502,887	\$ 19,199,295	\$ (3,303,592)	-14.7%	\$ 18,846,309
Less Appropriated Capital	-	-	1,258,399	-	(1,258,399)	-100.0%	-
Wastewater Fund Total	\$ 12,597,905	\$ 14,708,339	\$ 21,244,488	\$ 19,199,295	(\$ 2,045,193)	-9.6%	\$ 18,846,309
(32) Civic Auditorium Fund ^t							
All Others	\$ 111,977	\$ 91,261	\$ (3,558)	\$ -	\$ 3,558	-100.0%	\$ -
Interfund Transfers	(712,770)	(2,084,912)	-	-	-	-	-
Operating Budget	3,290,272	2,789,713	2,925,041	-	(2,925,041)	-100.0%	-
Capital Budget	36,798	38,638	24,518	-	(24,518)	-100.0%	-
Sub-Total	\$ 2,726,277	\$ 834,700	\$ 2,946,001	\$ -	\$ (2,946,001)	-100.0%	\$ -
Less Appropriated Capital	-	-	4,428	-	(4,428)	-100.0%	-
Civic Auditorium Fund Total	\$ 2,726,277	\$ 834,700	\$ 2,941,573	\$ -	(\$ 2,941,573)	-100.0%	\$ -
f. The Civic Auditorium will cease full operations on June 30, 2013. Staff will develop an interim use for the Civic Auditorium and a renovation for by June 30, 2014.							
(33) Airport Fund							
All Others	\$ 59,564	\$ 55,416	\$ (3,720)	\$ 375	\$ 4,095	-110.1%	\$ 375
Interfund Transfers	(30,511)	(28,429)	(29,140)	(29,868)	(728)	2.5%	(30,764)
Operating Budget	4,232,489	4,334,027	4,753,492	4,265,636	(487,856)	-10.3%	4,394,256
Capital Budget	1,324,378	390,582	1,955,591	861,324	(1,094,267)	-56.0%	732,733
Sub-Total	\$ 5,585,920	\$ 4,751,596	\$ 6,676,223	\$ 5,097,467	\$ (1,578,756)	-23.6%	\$ 5,096,600
Less Appropriated Capital	-	-	174,334	-	(174,334)	-100.0%	-
Airport Fund Total	\$ 5,585,920	\$ 4,751,596	\$ 6,501,889	\$ 5,097,467	(\$ 1,404,422)	-21.6%	\$ 5,096,600

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(34) Stormwater Management Fund							
All Others	\$ 119,927	\$ 110,168	\$ 112,691	\$ 109,012	\$ (3,679)	-3.3%	\$ 111,483
Interfund Transfers	1,977,793	2,007,314	252,320	1,547,320	1,295,000	513.2%	1,538,848
Operating Budget	-	-	-	-	-	-	-
Sub-Total	\$ 2,097,720	\$ 2,117,482	\$ 365,011	\$ 1,656,332	\$ 1,291,321	353.8%	\$ 1,650,331
Less Appropriated Capital	-	-	-	-	-	N/A	-
Stormwater Management Fund Total	\$ 2,097,720	\$ 2,117,482	\$ 365,011	\$ 1,656,332	\$ 1,291,321	353.8%	\$ 1,650,331
(37) Cemetery Fund							
All Others	\$ 32,863	\$ 18,909	\$ (2,555)	\$ -	\$ 2,555	-100.0%	\$ -
Interfund Transfers	(293,332)	(6,568,264)	(513,471)	(344,318)	169,153	-32.9%	(344,318)
Operating Budget	2,247,213	1,560,424	1,648,767	1,775,543	126,776	7.7%	1,836,874
Capital Budget	528,580	247,285	38,851	38,526	(325)	-0.8%	38,604
Sub-Total	\$ 2,515,324	\$ (4,741,646)	\$ 1,171,592	\$ 1,469,751	\$ 298,159	25.4%	\$ 1,531,160
Less Appropriated Capital	-	-	-	-	-	N/A	-
Cemetery Fund Total	\$ 2,515,324	(\$ 4,741,646)	\$ 1,171,592	\$ 1,469,751	\$ 298,159	25.4%	\$ 1,531,160
(41) Big Blue Bus Fund							
All Others	\$ 1,410,110	\$ 1,410,177	\$ (96,814)	\$ -	\$ 96,814	-100.0%	\$ -
Interfund Transfers	(301,713)	(710,958)	(661,261)	(529,379)	131,882	-19.9%	(549,744)
Operating Budget	57,120,693	56,630,699	64,345,176	64,204,442	(140,734)	-0.2%	66,403,723
Capital Budget	33,444,145	25,234,672	100,737,839	20,888,339	(79,849,500)	-79.3%	27,954,035
Sub-Total	\$ 91,673,235	\$ 82,564,590	\$ 164,324,940	\$ 84,563,402	\$ (79,761,538)	-48.5%	\$ 93,808,014
Less Appropriated Capital	-	-	70,392,126	-	(70,392,126)	-100.0%	-
Big Blue Bus Fund Total	\$ 91,673,235	\$ 82,564,590	\$ 93,932,814	\$ 84,563,402	(\$ 9,369,412)	-10.0%	\$ 93,808,014

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(43) Gas Tax Fund							
All Others	\$ 1,964	\$ 6,670	\$ 5,300	\$ 5,300	-	0.0%	\$ 5,300
Interfund Transfers	2,145,206	2,574,179	2,395,940	2,395,940	-	0.0%	2,395,940
Operating Budget	-	-	-	-	-	N/A	-
Capital Budget	-	-	350,000	350,000	-	0.0%	-
Sub-Total	\$ 2,147,170	\$ 2,580,849	\$ 2,751,240	\$ 2,751,240	-	0.0%	\$ 2,401,240
Less Appropriated Capital	-	-	-	-	-	N/A	-
Gas Tax Fund Total	\$ 2,147,170	\$ 2,580,849	\$ 2,751,240	\$ 2,751,240	-	0.0%	\$ 2,401,240
(44) SCAQMD AB 2766 Fund							
All Others	\$ 1,750	\$ 390	\$ 2,400	\$ -	\$ (2,400)	-100.0%	\$ -
Capital Budget	114,263	20,043	392,361	-	\$ (392,361)	-100.0%	-
Sub-Total	\$ 116,013	\$ 20,433	\$ 394,761	\$ -	\$ (394,761)	-100.0%	\$ -
Less Appropriated Capital	-	-	392,361	-	\$ (392,361)	-100.0%	-
SCAQMD AB 2766 Fund Total	\$ 116,013	\$ 20,433	\$ 2,400	\$ -	\$ (2,400)	-100.0%	\$ -
(53) Parks and Recreation Fund							
Capital Budget	\$ 7,548	\$ 7,980	\$ 152,855	\$ -	\$ (152,855)	-100.0%	\$ 80,000
Sub-Total	\$ 7,548	\$ 7,980	\$ 152,855	\$ -	\$ (152,855)	-100.0%	\$ 80,000
Less Appropriated Capital	-	-	855	-	\$ (855)	-100.0%	-
Parks and Recreation Fund Total	\$ 7,548	\$ 7,980	\$ 152,000	\$ -	\$ (152,000)	-100.0%	\$ 80,000
(54) Vehicle Management Fund ^g							
All Others	\$ 116,161	\$ 114,102	\$ (7,466)	\$ -	\$ 7,466	-100.0%	\$ -
Operating Budget	6,150,047	5,858,426	6,107,199	\$ 6,049,873	\$ (57,326)	-0.9%	6,231,029
Capital Budget	6,316,563	4,173,902	7,477,598	2,512,503	\$ (4,965,095)	-66.4%	8,094,935
Sub-Total	\$ 12,582,771	\$ 10,146,430	\$ 13,577,331	\$ 8,562,376	\$ (5,014,955)	-36.9%	\$ 14,325,964
Less Appropriated Capital	-	-	5,485,917	-	\$ (5,485,917)	-100.0%	-
Vehicle Management Fund Total	\$ 12,582,771	\$ 10,146,430	\$ 8,091,414	\$ 8,562,376	\$ 470,962	5.8%	\$ 14,325,964

g. The FY 2014-15 expenditure increase reflects replacement need according to an established schedule, and is funded by prior year contributions from other funds.

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(55) Info Tech Rplcmnt & Svcs Fund							
Capital Budget	\$ 1,913,935	\$ 1,043,703	\$ 4,407,305	\$ 2,039,408	\$ (2,367,897)	-53.7%	\$ 2,156,237
Sub-Total	\$ 1,913,935	\$ 1,043,703	\$ 4,407,305	\$ 2,039,408	\$ (2,367,897)	-53.7%	\$ 2,156,237
Less Appropriated Capital	-	-	2,401,909	-	\$ (2,401,909)	-100.0%	-
Info Tech Rplcmnt & Svcs Fund Total	\$ 1,913,935	\$ 1,043,703	\$ 2,005,396	\$ 2,039,408	\$ 34,012	1.7%	\$ 2,156,237
(56) Self-Insur, General Liab/Auto							
Interfund Transfers	\$ 333,040	\$ (2,178,397)	\$ 477,892	\$ 394,358	\$ (83,534)	-17.5%	\$ 415,381
Operating Budget	3,873,983	2,108,929	3,702,022	3,344,550	\$ (357,472)	-9.7%	3,395,522
Capital Budget	-	-	-	250,000	250,000	N/A	-
Sub-Total	\$ 4,207,023	\$ (69,468)	\$ 4,179,914	\$ 3,988,908	\$ (191,006)	-4.6%	\$ 3,810,903
Less Appropriated Capital	-	-	-	-	-	N/A	-
Self-insur, General Liab/Auto Total	\$ 4,207,023	\$ (69,468)	\$ 4,179,914	\$ 3,988,908	\$ (191,006)	-4.6%	\$ 3,810,903
(57) Self-Insurance, Bus Fund							
Interfund Transfers	\$ 288,900	\$ 243,823	\$ 255,086	\$ 257,504	\$ 2,418	0.9%	\$ 268,735
Operating Budget	1,081,370	1,544,304	2,263,961	2,242,496	\$ (21,465)	-0.9%	2,231,265
Sub-Total	\$ 1,370,270	\$ 1,788,127	\$ 2,519,047	\$ 2,500,000	\$ (19,047)	-0.8%	\$ 2,500,000
Less Appropriated Capital	-	-	-	-	-	N/A	-
Self-insurance, Bus Fund Total	\$ 1,370,270	\$ 1,788,127	\$ 2,519,047	\$ 2,500,000	\$ (19,047)	-0.8%	\$ 2,500,000
(58) Self-Insurance Automobile Fund							
All Others	\$ -	\$ 54,637	\$ (4,555)	\$ -	\$ 4,555	-100.0%	\$ -
Interfund Transfers	104,800	841,522	(1,880,466)	(1,912,697)	(32,231)	1.7%	(1,988,462)
Operating Budget	299,966	3,249,591	3,855,640	4,364,840	509,200	13.2%	4,680,772
Sub-Total	\$ 404,766	\$ 4,145,750	\$ 1,970,619	\$ 2,452,143	\$ 481,524	24.4%	\$ 2,692,310
Less Appropriated Capital	-	-	-	-	-	N/A	-
Self-Insurance Automobile Fund Total	\$ 404,766	\$ 4,145,750	\$ 1,970,619	\$ 2,452,143	\$ 481,524	24.4%	\$ 2,692,310

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2010-11 Actual	(2) 2011-12 Actual	(3) 2012-13 Revised Budget ^a	(4) 2013-14 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2014-15 Budget
(59) Self-Insur, Workers' Comp Fund							
All Others	\$ 65,833	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Interfund Transfers	\$ (726,740)	\$ 1,220,689	\$ 1,285,789	\$ 1,397,689	\$ 111,900	8.7%	\$ 1,450,992
Operating Budget	\$ 9,165,444	\$ 7,046,753	\$ 6,815,143	\$ 7,155,150	\$ 340,007	5.0%	\$ 7,288,150
Capital Budget	\$ 30,200	\$ 28,200	\$ 28,200	\$ 28,357	\$ 157	0.6%	\$ 28,517
Sub-Total	\$ 8,534,737	\$ 8,295,642	\$ 8,129,132	\$ 8,581,196	\$ 452,064	5.6%	\$ 8,767,659
Less Appropriated Capital	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Self-insur, Workers' Comp Fund Total	\$ 8,534,737	\$ 8,295,642	\$ 8,129,132	\$ 8,581,196	\$ 452,064	5.6%	\$ 8,767,659
(77) Parking Authority Fund							
Interfund Transfers	\$ (1,083,570)	\$ (1,120,600)	\$ (1,118,820)	\$ -	\$ 1,118,820	-100.0%	\$ -
Operating Budget	\$ 850	\$ 900	\$ 1,577	\$ -	\$ (1,577)	-100.0%	\$ -
Capital Budget	\$ 2,734,176	\$ 2,647,081	\$ 2,305,540	\$ -	\$ (2,305,540)	-100.0%	\$ -
Sub-Total	\$ 1,651,456	\$ 1,527,381	\$ 1,188,297	\$ -	\$ (1,188,297)	-100.0%	\$ -
Less Appropriated Capital	\$ -	\$ -	\$ 2,305,540	\$ -	\$ (2,305,540)	-100.0%	\$ -
Parking Authority Fund Total	\$ 1,651,456	\$ 1,527,381	\$ (1,117,243)	\$ -	\$ 1,117,243	-100.0%	\$ -
Total All Funds	\$ 570,448,258	\$ 740,054,024	\$ 615,117,440	\$ 575,178,662	\$ (39,595,352)	-6.4%	\$ 579,909,037
Less Reimbursements and Transfers							
Operating	\$ (43,409,694)	\$ (43,333,783)	\$ (42,782,869)	\$ (42,427,800)	\$ 355,069	-0.8%	\$ (44,095,470)
Capital	\$ (6,817,229)	\$ (5,186,256)	\$ (6,666,131)	\$ (6,801,851)	\$ (135,720)	2.0%	\$ (6,381,365)
Grand Total	\$ 520,221,335	\$ 691,533,985	\$ 565,668,440	\$ 525,949,011	\$ (39,376,003)	-5.2%	\$ 529,432,202
(13) Disaster Relief Fund							
Operating Budget	\$ 9,831	\$ 10,596	\$ 9,756	\$ 0	\$ (9,756)	-100.0%	\$ 0
Capital Budget	\$ 1,098,816	\$ 981,047	\$ 964,836	\$ -	\$ (964,836)	-100.0%	\$ -
Disaster Relief Fund Total	\$ 1,108,647	\$ 991,643	\$ 974,592	\$ -	\$ (974,592)	-100.0%	\$ -

Departmental Summaries

FY 2013-15 Adopted Biennial Budget





City Council

FY 2013-15 Adopted Biennial Budget



City Council



The mission of the City Council is to adopt legislation and provide direction to the administration of the City and to promote the best interests of the community locally and with other governmental agencies.

FY 2013-15 Operating Budget

	<u>FY 2013-14</u>	<u>FY 2014-15</u>
Salaries & Wages	\$385,469	\$407,037
Supplies & Expenses	745,975	503,349
TOTAL	\$1,131,444	\$910,386
FTE Positions	1.0	1.0

Goals, Objectives & Service Benchmarks

Goal: Support Mayor and Council in their work as policy makers.

Service by Division

City Council

Operating Budget: FY 2013-14: \$1.1 million FY 2014-15: \$0.9 million
Number of FTEs: FY 2013-14: 1.0 FTE FY 2014-15: 1.0 FTE

The City Council provides leadership in establishing policies for the conduct of municipal affairs while acting as the principal policymakers for the City; oversees the delivery of basic City services; formulates community priorities for allocation of City resources; holds regularly scheduled meetings, hearings, and study sessions to receive citizens' input and conduct City business in a public forum. Council staff manages constituent services and provides Council members with scheduling, communications and other administrative support.



City Council

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
DIVISION					
Direct Costs					
City Council ^a	\$ 634,653	\$ 563,540	\$ 696,310	\$ 1,131,444	\$ 910,386
Total Department	\$ 634,653	\$ 563,540	\$ 696,310	\$ 1,131,444	\$ 910,386

MAJOR ACCOUNT GROUPS

01 General Fund

Salaries and Wages	\$ 423,327	\$ 443,418	\$ 448,782	\$ 385,469	\$ 407,037
Supplies and Expenses ^a	211,325	120,121	247,528	745,975	503,349
Total Department	\$ 634,653	\$ 563,540	\$ 696,310	\$ 1,131,444	\$ 910,386

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11	2011-12	2012-13	2013-14	2014-15
	Revised Budget	Revised Budget	Revised Budget	Budget	Budget
01 General Fund ^b					
Permanent Positions	1.6	1.6	1.6	1.0	1.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	1.6	1.6	1.6	1.0	1.0

Footnotes

- a. FY 2013-14 City Council budget reflects Council direction for discretionary and contingency funds available at the close of FY 2012-13. The appropriation includes FY 2011-12 Early Childhood Education Set-Aside (\$52,588), FY 2012-13 Council discretionary funds (\$300,000), and FY 2013-14 Council discretionary funds (\$300,000).
- b. General fund (01) staffing and accompanying budget decrease represents transfer to the City Manager's Office to align with changing roles.

City Manager

FY 2013-15 Adopted Biennial Budget



City Manager



The mission of the City Manager is to provide leadership and direction in the implementation of City Council policy objectives and administration of City services and programs, ensuring accountability, community responsiveness and customer service excellence.

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$6,343,341	\$6,470,038
Supplies & Expenses	5,582,705	5,665,860
TOTAL	\$11,926,046	\$12,135,898
FTE Positions	43.9	44.2



Goals, Objectives & Service Benchmarks

Goal: Protect Public Safety.

Objectives:

- Reduce Part 1 crimes by 4.0% compared to FY 2012-13 by June 2014.
- Complete the pedestrian safety action plan by June 2014.
- Conduct 13 traffic safety operations, implement a targeted traffic safety violation campaign and produce four articles about traffic safety by June 2015.
- Increase street homelessness training with field personnel by June 2014.
- Consolidate Police and Fire dispatch by June 2015.

Goal: Maintain the City's fiscal health and stability.

Objectives:

- Maintain balanced budgets, adequate reserves and the City's AAA bond rating.
- Administer the disposition of Successor Agency assets as part of the dissolution of redevelopment through June 2015.
- Monitor the implementation of FY 2013-15 budget strategies to achieve a more sustainable spending baseline and report on progress every six months.
- Implement measures to manage benefit cost increases, including pension and health care expenses by June 2015.

Goal: Finance and build new capital investments and maintain existing facilities and infrastructure.

Objectives:

- Provide efficient and effective maintenance of city's infrastructure and ongoing service

City Manager

delivery to residents and visitors through June 2015.

- Complete construction of 30 capital projects in FY 2013-14 and 11 capital projects in FY 2014-15.
- Determine funding for Fire Station 1, Corporation Yards renovation and Public Safety radio system by June 2015.

Goal: Provide a comprehensive housing program that allows Santa Monica's diverse community to thrive in face of the loss of redevelopment.

Objectives:

- Increase the number of new permanent affordable residences in Santa Monica by completing construction of 205 affordable apartments by June 2015.
- Explore new funding options and policies for affordable housing production and preservation through June 2015.

Goal: Ensure new development reflects priorities established by Council and the community benefits identified in the Land Use and Circulation Element (LUCE).

Objectives:

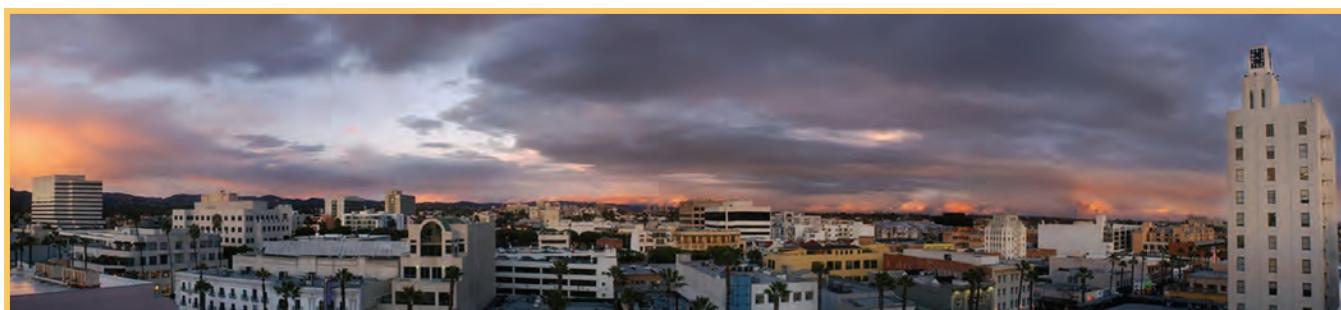
- Adopt a revised Zoning Ordinance by December 2013.

- Complete the Downtown Specific Plan by March 2014.
- Adopt a new building code by December 2013.
- Incorporate transportation improvements in new development to reduce the impact of new vehicle trips.

Goal: Engage with Metro, Expo, and the community in strategies to ensure that the Expo light rail project is integrated into the City.

Objectives:

- Centralize, align and coordinate the City's parking and transportation functions by July 2014.
- Secure completion of Buffer Park design, associated community outreach, and interface between maintenance facility and Buffer Park by December 2014.
- Assist with Expo Bike Path license agreement negotiation and design by December 2014.
- Assist in keeping the Expo Light Rail project on schedule, finalize terminus station real estate transactions, and secure City-funded station upgrades by June 2015.
- Complete study to redesign BBB bus routes to connect with city Expo Light Rail stations by June 2015.



Goal: Advance cutting edge sustainable practices.

Objectives:

- Adopt the Zero Waste Plan by June 2014.
- Reduce annual citywide water demand by 1.0% for FY 2013-14 and FY 2014-15.
- Increase solar installations in the City by 500 kilowatts annually for FY 2013-14 and FY 2014-15.
- Achieve a 3.0% reduction in community-wide greenhouse gas emissions (for a total of 15% below 1990 levels) by June 2015.
- Develop a program to increase the number of new and existing municipal buildings and spaces achieving LEED Silver certification or better by June 2014.

Goal: Strengthen City staff's ability to mitigate, prepare for, respond to, and recover from disasters, emergencies or large scale planned events.

Objectives:

- Implement annual emergency preparedness training and regular exercises for all City staff through June 2015.
- Conduct three Community Emergency Response Team (CERT) classes each year of the two-year budget.
- Hold at least 12 emergency preparedness presentations for resident and business organizations each year of the two-year budget.

Goal: Ensure a positive Pier experience for residents and visitors.

Objectives:

- Assist the Pier Corporation in developing a mission as well as guidelines for sponsorships, marketing, events and leasing by June 2015.
- Complete Phase IV Pier Infrastructure Improvements by Spring 2014.
- Increase fall, winter, and spring events and activities by at least 15% each year of the two-year budget.

Goal: Develop and refine programs that encourage civic engagement.

Objectives:

- Offer a citizen academy with focus on education and public information to interested community members by June 2014.

Goal: Support the successful implementation of The Wellbeing Project through development of the Local Wellbeing Index and strategies for its use.

Objectives:

- Facilitate the launch and ongoing project implementation among City leadership by June 30, 2015.
- Integrate the goals, objectives and messages of the Wellbeing Project into citywide communication and workplans by June 30, 2015.
- Assist with project replication through cross-promotion of project goals among local community partners, leadership in other cities, and professional networks by June 30, 2015.

City Manager

Service by Division

Administration

Operating Budget: **FY 2013-14: \$2.2 million** **FY 2014-15: \$2.2 million**

Number of FTEs: **FY 2013-14: 9.2 FTE** **FY 2014-15: 9.2 FTE**

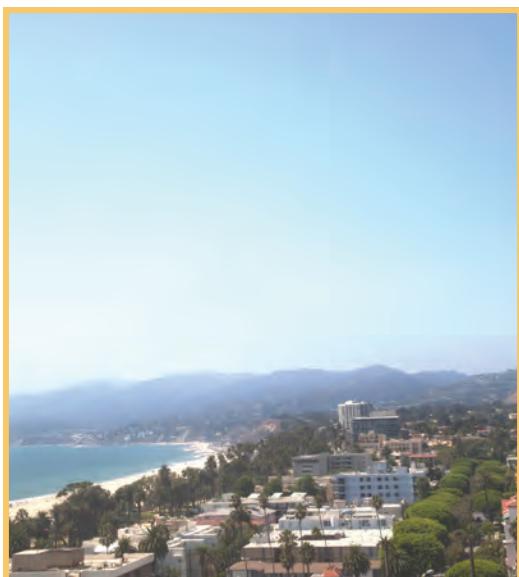
The Administration Division provides direction to operating departments, oversight of major City-initiated projects, guidance on the annual budget process, coordination of City Council agendas, development of civic engagement programs, and is responsible for the efficient and cost-effective administration of City programs.



Community and Government Relations

Operating Budget: **FY 2013-14: \$2.2 million** **FY 2014-15: \$2.3 million**

Number of FTEs: **FY 2013-14: 13.4 FTE** **FY 2014-15: 13.7 FTE**



The Community and Government Relations Division is responsible for federal, state, and regional advocacy of City priorities and programs, strategic communications planning, production of print materials and web content, media relations, cable television programming and franchise enforcement, public outreach and surveying, neighborhood organization support, and public information assistance.

Office of Sustainability and the Environment

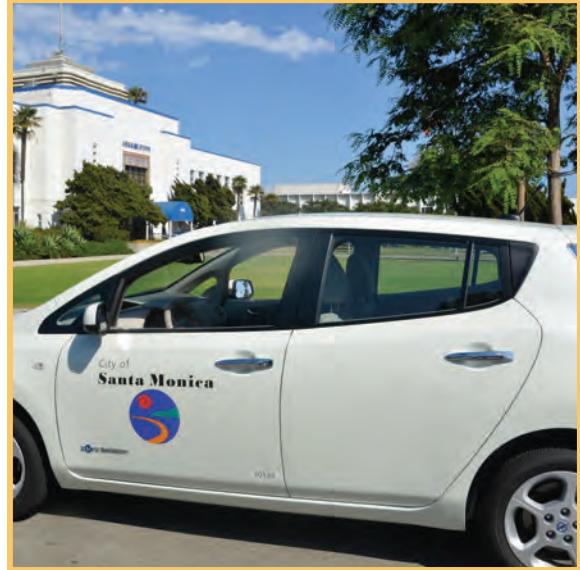
Operating Budget: FY 2013-14: \$4.5 million

Number of FTEs: FY 2013-14: 16.3 FTE

FY 2014-15: \$4.5 million

FY 2014-15: 16.3 FTE

The Office of Sustainability and the Environment is responsible for policy initiatives and practices that promote environmental, economic, and social sustainability, resource management, and conservation. The Office oversees integrating energy efficiency and solar in most of Santa Monica's buildings, offers water efficiency programs to residents and businesses, provides assistance to the public with all aspects of green building, and provides sustainability training to residents, students and businesses. It has a regulatory role in hazardous materials and waste site cleanup and provides education and outreach regarding consumer awareness, water conservation, urban runoff management, and bans of leaf blowers, plastic bags and non-recyclable food service containers. Additionally, the Office manages the Household and Small Business Hazardous Waste program for the safe recycling and disposal of hazardous wastes.



Office of Emergency Management

Operating Budget: FY 2013-14: \$0.8 million

FY 2014-15: \$0.8 million

Number of FTEs: FY 2013-14: 3.0 FTE

FY 2014-15: 3.0 FTE



The Office of Emergency Management is responsible for the City's emergency response and planning efforts to include mitigation, preparedness, response, and recovery to any community-wide hazard or disaster. The Office implements disaster planning, training, and proactive community-based disaster preparedness programs to ensure that the City of Santa Monica is a disaster resilient community.

City Manager

Office of Pier Management

Operating Budget: FY 2013-14: \$2.2 million FY 2014-15: \$2.3 million

Number of FTEs: FY 2013-14: 2.0 FTE FY 2014-15: 2.0 FTE

The Office of Pier Management is responsible for the coordination of all City activities, services, leasing and maintenance at the Santa Monica Pier to ensure its safe operation in a manner both consistent with City policies and which enhances the visitor experience at the Pier. The Office of Pier Management also supervises the service agreement with the Pier Corporation and its activities with City programs and operations.



Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
DIVISION					
Direct Costs					
Airport	\$ 3,528,114	\$ -	\$ -	\$ -	\$ -
Administration	1,597,852	1,703,808	1,878,586	2,173,039	2,188,203
Community & Government Relations	2,293,561	2,233,966	2,473,675	2,211,130	2,247,714
Office of Sustainability & the Environment	3,593,467	3,587,791	4,733,055	4,488,586	4,544,571
Office of Emergency Management	376	718,403	779,945	824,860	841,452
Office of Pier Management	-	1,844,047	2,162,860	2,228,431	2,313,958
Total Department	\$ 11,013,370	\$ 10,088,014	\$ 12,028,022	\$ 11,926,046	\$ 12,135,898

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund ^a

Salaries and Wages	\$ 4,396,372	\$ 5,274,303	\$ 5,801,862	\$ 6,060,026	\$ 6,174,217
Supplies and Expenses	\$ 3,063,409	\$ 2,915,072	\$ 3,720,863	\$ 3,611,993	\$ 3,647,723
Subtotal	\$ 7,459,782	\$ 8,189,374	\$ 9,522,725	\$ 9,672,019	\$ 9,821,940

20 Miscellaneous Grants Fund

Salaries and Wages	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies and Expenses	\$ 25,474	\$ 54,593	\$ 342,437	\$ 25,596	\$ -
Subtotal	\$ 25,474	\$ 54,593	\$ 342,437	\$ 25,596	\$ -

30 Pier Fund ^b

Salaries and Wages	\$ -	\$ 144,504	\$ 260,779	\$ 283,315	\$ 295,821
Supplies and Expenses	\$ -	\$ 1,699,543	\$ 1,902,081	\$ 1,945,116	\$ 2,018,137
Subtotal	\$ -	\$ 1,844,047	\$ 2,162,860	\$ 2,228,431	\$ 2,313,958

City Manager

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget

MAJOR ACCOUNT GROUPS BY FUND *(continued)*

33 Airport Fund ^b

Salaries and Wages	\$ 960,867	\$ -	\$ -	\$ -	\$ -
Supplies and Expenses	2,567,248	-	-	-	-
Subtotal	\$ 3,528,114	\$ -	\$ -	\$ -	\$ -

Total All Funds

Salaries and Wages	\$ 5,357,239	\$ 5,418,806	\$ 6,062,641	\$ 6,343,341	\$ 6,470,038
Supplies and Expenses	5,656,131	4,669,208	5,965,381	5,582,705	5,665,860
Total Department	\$ 11,013,370	\$ 10,088,014	\$ 12,028,022	\$ 11,926,046	\$ 12,135,898

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
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01 General Fund ^a

Permanent Positions	33.0	37.0	36.0	37.0	37.0
Temporary Positions	5.2	4.9	5.2	4.9	5.2
Subtotal	38.2	41.9	41.2	41.9	42.2

30 Pier Fund ^b

Permanent Positions	0.0	2.0	2.0	2.0	2.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	0.0	2.0	2.0	2.0	2.0

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11	2011-12	2012-13	2013-14 Budget	2014-15 Budget
	Revised Budget	Revised Budget	Revised Budget		
33 Airport Fund ^b					
Permanent Positions	8.0	0.0	0.0	0.0	0.0
Temporary Positions	0.2	0.0	0.0	0.0	0.0
Subtotal	8.2	0.0	0.0	0.0	0.0
Total All Funds					
Permanent Positions	41.0	39.0	38.0	39.0	39.0
Temporary Positions	5.4	4.9	5.2	4.9	5.2
Total Department	46.4	43.9	43.2	43.9	44.2

Footnotes

- a. General fund (01) staffing and accompanying budget increase reflects an addition of 1.0 FTE Administrative Staff Assistant, transfers from other departments, including 0.6 FTE from City Council, 1.0 FTE from Finance, and a transfer out of 1.0 FTE to Planning and Community Development, and 0.3 FTE as-needed variation is tied to election year work, representing a net 0.7 FTE department increase in FY 2013-14. These changes align staffing with changing roles between departments.
- b. Beginning in FY 2011-12, Pier management (30 fund) moved from Public Works to the City Manager's Office; and Airport management (33 fund) moved from the City Manager's Office to Public Works.



Records & Election Services (City Clerk)

FY 2013-15 Adopted Biennial Budget



Records & Election Services (City Clerk)



The mission of the City Clerk is to provide prompt, accurate and excellent customer service; to provide easy and friendly access to the City's official records; to conduct all elections in the City according to City and State codes; to increase public awareness about City government and the election process; to provide efficient and timely records management, printing, and mail service to all City Departments; and to carry out all programs of this office efficiently and cost-effectively.

Records & Election Services (City Clerk)

FY 2013-15 Operating Budget

	FY 2013-14	FY 2014-15
Salaries & Wages	\$1,443,138	\$1,504,345
Supplies & Expenses	674,045	1,160,299
TOTAL	\$2,117,183	\$2,664,644
FTE Positions	13.0	13.0

Goals, Objectives & Service Benchmarks

Goal: Streamline the City Council Agenda Management Process.

Objectives:

- Research and purchase Agenda Management Software by December 2013.
- Implement a new City Council agenda preparation process by June 30, 2014.
- Post the City Council meeting agenda, prepare and deliver the meeting packets to the Council, and post documents online prior to each meeting.

Service Benchmarks:

- Post 100% of City Council agendas on time according to the Ralph M. Brown Act.
- Deliver meeting packets to the City Council, by the Wednesday preceding a meeting, 90% of the time as per the Rules of Conduct for City Council Meetings.

Goal: Objectively administer municipal and special elections, including the City Council, Rent Control Board, School District and College District elections.

Objectives:

- Ensure that elections are conducted in compliance with all applicable legislation.
- Promote participation of voters in the election process through voter registration events.
- Disseminate and distribute all relevant election information as required by election laws.
- Assist all persons interested in running for office.

Service Benchmarks:

- Register an average of 100 new voters among the City's residents and high schools annually.
- Process election forms for an average of 22 candidates per election.



Records & Election Services (City Clerk)

Goal: Maintain City documents and distribute legislative and historical information, as required by law.

Objectives:

- Implement a department-wide public records tracking process, including researching and purchasing relevant software by June 30, 2014.
- Analyze, classify and reorganize the City's Deeds Archive and create an electronically searchable log/database by June 30, 2014.
- Conduct an annual review of Departments' records to assure that City staff adhere to the City's Records Management Program and Retention Schedule in maintaining and destroying documents, and return to Council for approval of the schedule.

Goal: Provide new services consisting of accepting United States passport applications and notary public services.

Objectives:

- Establish the Administration Division's Office as a United States Passport Acceptance Facility, to process passport applications and sell passport photos on an appointment-only basis.
- Establish notary publics in the Administration Division to provide internal services to departments by June 30, 2014.

Goal: Stay abreast of and disseminate information about changing local and State policy and legislation including the Brown Act, the State Elections Code, Federal Voting Rights Act, Public Records Act, Federal Post Office Rules, the Political Reform Act, and any other applicable laws.

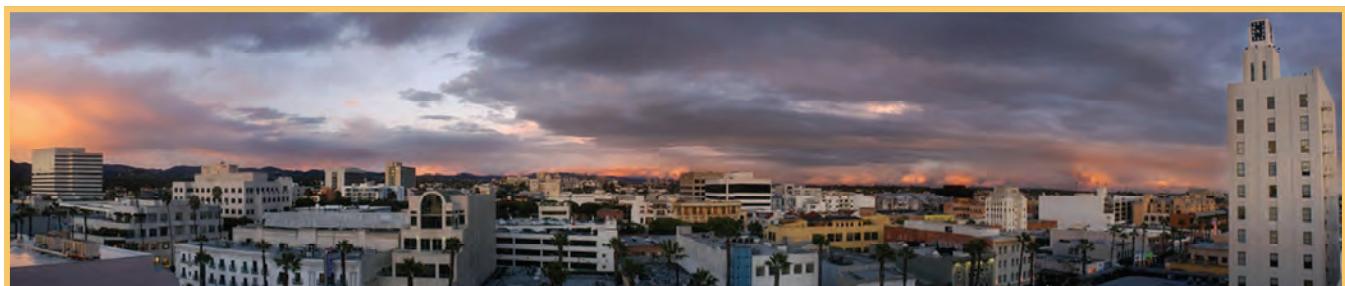
Objectives:

- Publish ordinance summaries in the locally adjudicated paper within 15 days of the effective date 100% of the time.
- Provide City staff and Board and Commission members with information on changing laws and policies through training seminars.

Goal: Provide quality and timely mail retrieval and delivery services to City departments, as well as printing services in compliance with the City's sustainability policies.

Objectives:

- Relocate the Mail Room/Print Shop Facility to the City's former Warehouse by FY 2013-14, ultimately saving \$140,000 annually in rent.



Records & Election Services (City Clerk)

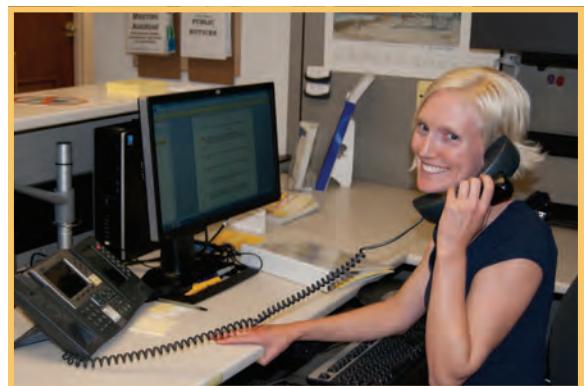


Service by Division

Administration

Operating Budget: **FY 2013-14: \$1.2 million** **FY 2014-15: \$1.3 million**
Number of FTEs: **FY 2013-14: 8.0 FTE** **FY 2014-15: 8.0 FTE**

The Administration Division carries out the official duties of the City Clerk as required by local and state law. The Division prepares the City Council agenda and Council packets, maintains the official, historical, and legislative records of the Council proceedings, and conducts records management services, which include the retention, retrieval and destruction of City records. It also maintains the board and commission appointive lists as required by State law.



Records & Election Services (City Clerk)

Elections

Operating Budget: **FY 2013-14: \$5,715** *FY 2014-15: \$0.5 million*

Number of FTEs: **FY 2013-14: 0.0 FTE** *FY 2014-15: 0.0 FTE*



The City Clerk carries out the official duties of the City's Elections Official as required by local and state law. The Division conducts all municipal elections under the City's Election Code and coordinates consolidated elections with the County of Los Angeles, prepares Voter Information Pamphlets, and maintains the official records of City elections. The City Clerk is also the filing officer for the purposes of the California Political Reform Act.

Support Services

Operating Budget: **FY 2013-14: \$0.9 million** *FY 2014-15: \$0.9 million*

Number of FTEs: **FY 2013-14: 5.0 FTE** *FY 2014-15: 5.0 FTE*

The Support Services Division provides internal support to City Staff. It provides all City departments with high quality reprographic services and efficient mail service internally and externally.



Records & Election Services (City Clerk)

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
DIVISION					
Direct Costs					
Administration	\$ 1,190,150	\$ 1,183,144	\$ 1,351,173	\$ 1,220,805	\$ 1,276,871
Elections	257,213	24,019	483,755	5,715	474,588
Support Services	838,872	941,166	920,403	890,663	913,185
Total Department	\$ 2,286,235	\$ 2,148,330	\$ 2,755,331	\$ 2,117,183	\$ 2,664,644

MAJOR ACCOUNT GROUPS

01 General Fund

Salaries and Wages	\$ 1,363,125	\$ 1,338,240	\$ 1,546,359	\$ 1,443,138	\$ 1,504,345
Supplies and Expenses	923,110	810,089	1,208,972	674,045	1,160,299
Total Department	\$ 2,286,235	\$ 2,148,330	\$ 2,755,331	\$ 2,117,183	\$ 2,664,644

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11	2011-12	2012-13	2013-14	2014-15
	Revised Budget	Revised Budget	Revised Budget	Budget	Budget
01 General Fund					
Permanent Positions	13.0	13.0	13.0	13.0	13.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	13.0	13.0	13.0	13.0	13.0

Footnotes

a. Department budget reflects increased consultant costs in General Election years (FY 2012-13 and FY 2014-15).



Finance

FY 2013-15 Adopted Biennial Budget



Finance



The mission of the Finance Department is to provide sound business, financial, and risk management support to internal and external customers, ensuring continuation of public services to residents, visitors, and businesses of Santa Monica through protection of financial resources.

FY 2013-15 Operating Budget

	<u>FY 2013-14</u>	<u>FY 2014-15</u>
Salaries & Wages	\$9,844,681	\$10,140,630
Supplies & Expenses	19,211,204	19,729,815
TOTAL	\$29,055,885	\$29,870,445
FTE Positions	83.3	83.3



Goals, Objectives & Service Benchmarks

Goal: Protect & Preserve the City's Assets.

Objectives:

- Implement measures and training to reduce workers' compensation and general liability costs by June 30, 2015.
- Assess and provide guidance on use of internal controls citywide by updating current Administrative Instruction on collections to include new methods of collections, cash handling, refunds and audits by June 30, 2015.
- Formalize the City's collections program to include a standard process that incorporates discovery by June 30, 2014.
- Continue to manage parking resource investments throughout the City and install new or upgraded revenue control systems in all City owned parking structures, the Pier and Civic lots by December 31, 2013.

Service Benchmarks:

- Lost days per 100 employees
- Collection rate on outstanding debt

Goal: Adapt to the Loss of Redevelopment.

Objectives:

- Administer the disposition of Successor Agency assets as part of the dissolution of redevelopment through FY 2014-15.
- Implement financial strategies for new project funding by December 31, 2014.
- Monitor the implementation of FY 2013-15 budget strategies to achieve a more sustainable spending baseline and report on progress by October 31, 2014.

Finance

Goal: Enhance Financial Sustainability

Objectives:

- Select new Enterprise Resource Planning (ERP) system that will streamline processes by December 31, 2013 and begin phase-in implementation by June 30, 2014.
- Implement new purchasing policies & procedures that will focus on maximizing buying opportunities by June 30, 2014.
- Implement measures to manage fixed cost increases, including pension and other post-employment retirement liabilities, by June 30, 2015.
- Implement a centralized citywide billing system by June 30, 2015.

Goal: Provide excellent service to internal and external customers.

Objectives:

- Develop and administer a citywide comprehensive financial training program on systems and policies and procedures by June 30, 2015.
- Increase automated online payments from 8% to 50% by June 30, 2015 by improving online renewal interfaces for the public.



- Update department website to provide more user-friendly interfaces by June 30, 2014.
- Establish mini call center for Business License & Parking Operations by June 30, 2014.

Service Benchmarks:

- Number of training opportunities available to staff



Service by Division

Administration

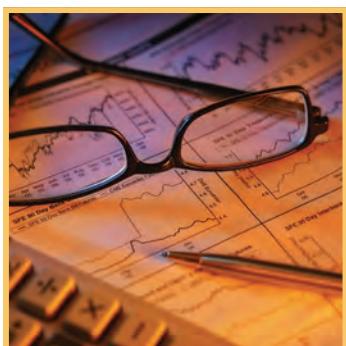
<i>Operating Budget:</i>	<i>FY 2013-14: \$17.8 million</i>	<i>FY 2014-15: \$18.2 million</i>
<i>Number of FTEs:</i>	<i>FY 2013-14: 22.5 FTE</i>	<i>FY 2014-15: 22.5 FTE</i>

The Administration Division is responsible for managing the City's investment portfolio; providing overall long-range financial projections; managing debt issuance; and managing purchasing and the City's parking operations.



Budget

<i>Operating Budget:</i>	<i>FY 2013-14: \$0.8 million</i>	<i>FY 2014-15: \$0.8 million</i>
<i>Number of FTEs:</i>	<i>FY 2013-14: 5.0 FTE</i>	<i>FY 2014-15: 5.0 FTE</i>



The Budget Division is responsible for developing and monitoring the City's multi-year budget, preparing the five-year financial forecast and six-month financial status updates, developing and implementing budget policies, systems and procedures; and providing budgetary guidance and support to City departments.

Financial Operations

<i>Operating Budget:</i>	<i>FY 2013-14: \$3.1 million</i>	<i>FY 2014-15: \$3.1 million</i>
<i>Number of FTEs:</i>	<i>FY 2013-14: 21.0 FTE</i>	<i>FY 2014-15: 21.0 FTE</i>

The Financial Operations Division is responsible for financial reporting, payroll, and accounts payable. Division staff works with the City's independent auditors to complete an annual audit and prepare a Comprehensive Annual Financial Report.



Finance

Business and Revenue Operations

Operating Budget: **FY 2013-14: \$3.0 million** **FY 2014-15: \$3.1 million**

Number of FTEs: **FY 2013-14: 22.8 FTE** **FY 2014-15: 22.8 FTE**



The Business and Revenue Operations Division is responsible for administering and collecting the business license tax and other related City business permits; collecting business improvement district assessment fees; billing and collecting utility payments from all City residents and businesses;

counting and processing daily cash deposits for all City parking meter and transit fare-box revenue; ensuring that delinquent debts are collected; and overseeing the franchised-based system for the regulation of taxi cab operations within the City.

Risk Management Administration

Operating Budget: **FY 2013-14: \$4.4 million** **FY 2014-15: \$4.7 million**

Number of FTEs: **FY 2013-14: 12.0 FTE** **FY 2014-15: 12.0 FTE**

The Risk Management Division is responsible for ensuring the City has sufficient insurance in place to cover all liability, workers' compensation, and property losses; adjusting all liability and workers' compensation claims filed against the City; implementing policies and procedures across the organization to reduce the City's exposure to unnecessary liability, workers' compensation and property losses; and ensuring all City operations are carried out in compliance with local, state and federal safety regulations.



Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
DIVISION					
Direct Costs					
Administration	\$ 2,116,078	\$ 2,055,947	\$ 2,311,386	\$ 4,348,472	\$ 4,451,097
Budget ^a	-	236,165	804,862	758,189	792,517
Business & Revenue					
Operations	3,942,847	4,176,912	4,986,502	3,002,934	3,051,970
Financial Operations	2,337,565	2,521,026	2,965,083	3,083,063	3,148,559
Internal Audit ^b	289,552	333,188	308,771	-	-
Parking Authority ^c	-	900	1,577	-	-
Parking Operations	9,821,750	10,695,727	11,791,064	13,498,387	13,745,530
Risk Management					
Administration ^d	1,560,342	3,249,591	3,855,639	4,364,840	4,680,772
Total Department ^f	\$ 20,068,135	\$ 23,269,456	\$ 27,024,885	\$ 29,055,885	\$ 29,870,445

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$ 6,839,598	\$ 7,602,742	\$ 8,736,271	\$ 8,376,413	\$ 8,621,093
Supplies and Expenses	11,658,364	12,405,628	14,421,642	16,314,632	16,568,580
Subtotal	\$ 18,497,962	\$ 20,008,370	\$ 23,157,913	\$ 24,691,045	\$ 25,189,673

13 Disaster Relief Fund

Supplies and Expenses ^e	9,831	10,596	9,756	-	-
Subtotal	\$ 9,831	\$ 10,596	\$ 9,756	\$ -	\$ -

58 Risk Management-Admin Fund

Salaries and Wages	\$ -	\$ 1,243,183	\$ 1,510,579	\$ 1,468,268	\$ 1,519,537
Supplies and Expenses	19	2,006,408	2,345,060	2,896,572	3,161,235
Subtotal	\$ 19	\$ 3,249,591	\$ 3,855,639	\$ 4,364,840	\$ 4,680,772

Finance

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
MAJOR ACCOUNT GROUPS BY FUND (continued)					
59 Self-insurance, Workers' Comp Fund ^d					
Salaries and Wages	\$ 1,411,030	\$ -	\$ -	\$ -	\$ -
Supplies and Expenses	\$ 149,294	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 1,560,324	\$ -	\$ -	\$ -	\$ -
77 Parking Authority Fund					
Salaries and Wages ^e	\$ -	\$ 900	\$ 1,577	\$ -	\$ -
Subtotal	\$ -	\$ 900	\$ 1,577	\$ -	\$ -
Total All Funds					
Salaries and Wages	\$ 8,250,627	\$ 8,846,825	\$ 10,248,427	\$ 9,844,681	\$ 10,140,630
Supplies and Expenses ^f	\$ 11,817,508	\$ 14,422,631	\$ 16,776,458	\$ 19,211,204	\$ 19,729,815
Total Department	\$ 20,068,135	\$ 23,269,456	\$ 27,024,885	\$ 29,055,885	\$ 29,870,445
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
01 General Fund					
Permanent Positions	69.0	71.0	71.0	68.5	68.5
Temporary Positions	2.0	1.0	1.0	2.8	2.8
Subtotal	71.0	72.0	72.0	71.3	71.3
58 Risk Management-Admin Fund					
Permanent Positions	0.0	14.0	12.0	12.0	12.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	0.0	14.0	12.0	12.0	12.0

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
59 Self-insurance, Workers' Comp Fund					
Permanent Positions	14.0	0.0	0.0	0.0	0.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	14.0	0.0	0.0	0.0	0.0
Total All Funds ^g					
Permanent Positions	83.0	84.0	83.0	80.5	80.5
Temporary Positions	2.0	1.0	1.0	2.8	2.8
Total Department	85.0	85.0	84.0	83.3	83.3

Footnotes

- a. In FY 2011-12, the Budget Division was created as part of an internal reorganization of the Administration Division.
- b. Effective FY 2013-14, the Internal Audit function will be transferred to and managed by the City Manager's Office, reflecting best practices.
- c. Effective FY 2013-14, the Parking Authority Fund has no anticipated expenditures. Prior year expenditures were related to special meeting costs for Council members holding meetings as the Parking Authority.
- d. Effective FY 2011-12, the Risk Management & Administration staffing and administration expenses were transferred from the Workers' Compensation Fund to a newly created Risk Management Administration Fund.
- e. Effective FY 2013-14, the Disaster Relief Fund has no anticipated expenditures. All projects funded by the Federal Emergency Management Agency and the California Office of Emergency Services subsequent to the 1994 Northridge Earthquake were completed in FY 2012-13.
- f. The FY 2013-15 biennial budget includes the increased costs associated with providing the members of the public the option to pay for a broader variety of fees and services via credit card, as well as the increased cost associated with parking meter communications, operations, and maintenance.
- g. The net reduction in FTE in FY 2013-14 is a result of identifying efficiencies, streamlining operations, and eliminating 1.5 FTE vacant Revenue Collections Assistant positions in the Business & Revenue Operations Division. A portion of the savings from eliminating the 1.5 FTE positions will be used to offset the cost of adding 1.8 FTE as-needed positions.

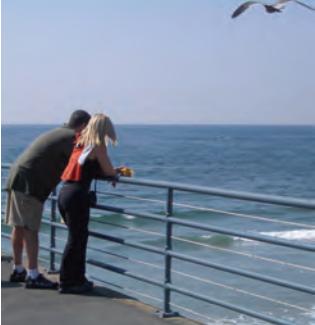


City Attorney

FY 2013-15 Adopted Biennial Budget

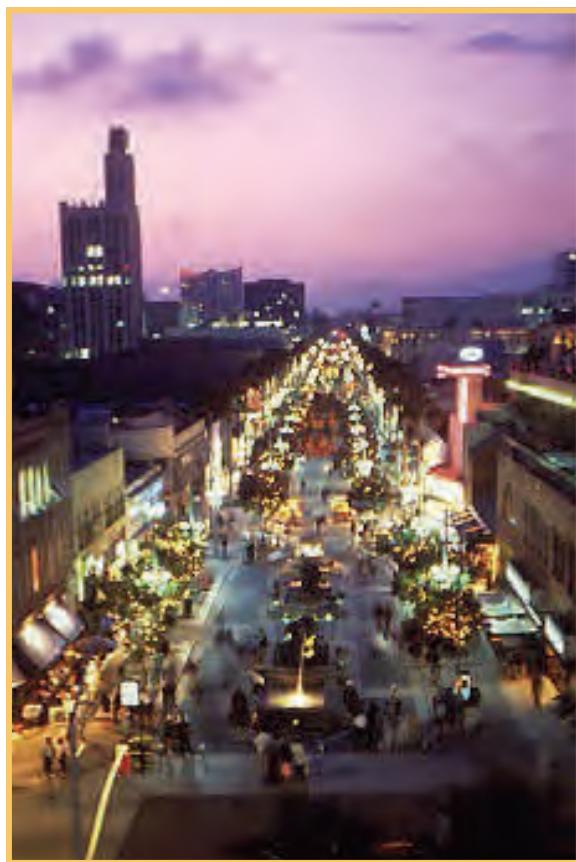


City Attorney



The mission of the City Attorney is to do excellent legal work, efficiently and cost-effectively. As advisors to City officials and staff, to provide timely and complete assistance. As advocates, to represent the City and its employees vigorously and fairly. As prosecutors, to diligently and justly enforce the law on behalf of the People of the State of California.

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$9,214,233	\$9,529,543
Supplies & Expenses	383,196	394,195
TOTAL	\$9,597,429	\$9,923,738
FTE Positions	41.1	41.1



Goals, Objectives & Service Benchmarks

Goal: Support comprehensive efforts relating to the future of the Santa Monica Airport.

Objectives:

- Identify and begin implementing lawful changes to Airport operations and configuration that will reduce neighborhood impacts by March 31, 2014.
- Complete, by September 30, 2013, contingency legal strategy for possible full or partial Airport closure.

Goal: Assist with preparing zoning ordinances, specific plans and development agreements.

Objectives:

- Help complete Downtown and Bergamot Station Art Center with specific plans by December 30, 2013.
- Assist with preparation of permanent zoning ordinance by December 31, 2013.
- Work on development agreements with focus on community benefits by June 30, 2014.

Goal: Protect City assets and the City's fiscal health post redevelopment.

Objectives:

- Improve Business License Tax enforcement program through the initiation of office conference process by September 30, 2013.
- Assist in implementing an integrated and interdepartmental Business License Tax enforcement program by December 30, 2013.
- Work with City Staff to protect City assets threatened by RDA dissolution by December 30, 2013.

City Attorney

Service by Division

City Attorney

Operating Budget: **FY 2013-14: \$9.6 million** **FY 2014-15: \$9.9 million**

Number of FTEs: **FY 2013-14: 41.1 FTE** **FY 2014-15: 41.1 FTE**

The Administrative Unit oversees and coordinates all of the work of the Office, which includes advising the Council, boards, commissions and City staff, drafting ordinances and resolutions, reviewing contracts and leases, representing the City in legal proceedings, and enforcing consumers' rights. The unit also prepares the office budget and handles all aspects of office operations, including Human Resources.



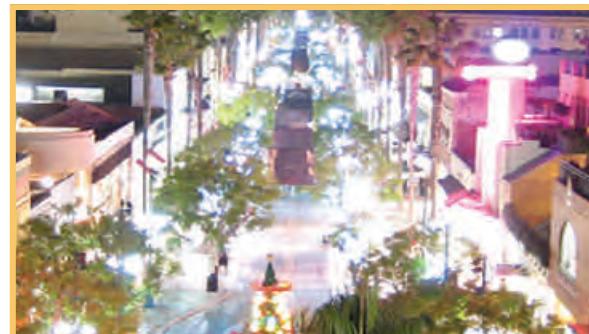
The Municipal Law Division handles a wide range of civil litigation, including cases involving planning and land use, constitutional claims, and environmental issues. The division also drafts ordinances, resolutions, legal opinions, construction contracts, leases and licenses, reviews documents prepared by various City departments, and processes public records requests. Finally, the division provides ongoing advice to City staff and routinely staffs the Planning Commission, Personnel Board, and Landmarks Commission, as well as staffs other boards and commissions, such as the Airport Commission, on an as-needed basis.

The Criminal Division prosecutes thousands of misdemeanor cases annually, ranging from serious crimes, such as domestic violence, driving under the influence of alcohol, and assault with a deadly weapon, to minor infractions. These cases arise not only from arrests by the Santa Monica Police Department but also from case referrals by other City departments and county and state law enforcement agencies, such as the Highway Patrol. The division also handles all criminal appeals, processes restitution payments for victims, handles code enforcement matters, and staffs the City's Homeless Community Court, which addresses the underlying causes of defendants' homelessness. Finally, the division works with other City Departments to ensure a concerted, consistent, fair and balanced approach to law enforcement in the community.



The Civil Liability Division defends the City against lawsuits. The division's work load includes personal injury cases, personnel claims, Civil Rights suits, contract disputes and processing subpoena requests. The attorneys in this division are full-time litigators who are constantly involved in depositions, pre-trial hearings and conferences, arbitrations, and trials. In addition, this division advises the Risk Manager and various City departments on risk management issues.

The Consumer/Fair Housing Unit handles complaints from the public about violations of consumer protection and fair housing laws. The Unit enforces federal, state and local laws prohibiting housing discrimination, Santa Monica's prohibition against tenant harassment, the state law prohibiting smoking in the workplace, and various laws which protect consumers against fraud. The Unit also provides information and education to the community, including information about consumers' and tenants' rights.



City Attorney

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget

DIVISION

Direct Costs

City Attorney	\$ 8,476,553	\$ 8,931,187	\$ 8,975,830	\$ 9,597,429	\$ 9,923,738
Total Department	\$ 8,476,553	\$ 8,931,187	\$ 8,975,830	\$ 9,597,429	\$ 9,923,738

MAJOR ACCOUNT GROUPS

01 General Fund ^a

Salaries and Wages	\$ 8,030,152	\$ 8,489,254	\$ 8,697,002	\$ 9,214,233	\$ 9,529,543
Supplies and Expenses	446,402	441,933	278,828	383,196	394,195
Total Department	\$ 8,476,553	\$ 8,931,187	\$ 8,975,830	\$ 9,597,429 ^a	\$ 9,923,738

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11	2011-12	2012-13	2013-14	2014-15
	Revised Budget	Revised Budget	Revised Budget	Budget	Budget

01 General Fund

Permanent Positions	41.5	41.5	41.5	41.0	41.0
Temporary Positions	0.1	0.1	0.1	0.1	0.1
Total Department	41.6	41.6	41.6	41.1	41.1

Footnotes

- a. FY 2013-14 and 2014-15 Budget increases reflect Deputy City Attorney promotions from level I to levels II and III, and adjustment to correctly budget for legal expenses and research costs, offset by decrease of 0.5 FTE legal secretary.

Human Resources

FY 2013-15 Adopted Biennial Budget



Human Resources



The mission of the Human Resources Department is to

- Provide exceptional service to the public, employees and City departments.
 - Support the mission of each City department by attracting, developing and retaining a progressive and effective workforce that will deliver premier municipal services to the community.
 - Promote career development, personal well-being and professionalism in employee conduct.
-

Human Resources

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$3,292,686	\$3,385,153
Supplies & Expenses	746,834	766,800
TOTAL	\$4,039,520	\$4,151,953
FTE Positions	23.2	23.2



Goals, Objectives & Service Benchmarks

Goal: Further develop the Santa Monica Institute as a comprehensive employee engagement program.

Objectives:

- By June 30, 2015, provide 5 – 7 training courses per quarter (minimum of 40) through the Santa Monica Institute.
- By December 31, 2014, provide 2 series of classes for supervisors through the Supervisors' Academy.
- By June 30, 2015, provide 6 – 8 employee events through the Employee Events Team to increase employee engagement.

Service Benchmarks:

- Increase employees' first time participation in optional Citywide training/professional development by 25%.
- Increase current supervisors' knowledge of supervisory skills and application of knowledge by 30%.
- Increase employees' first time participation at an Employee Event Team sponsored event by 15%.

Goal: Manage rising compensation costs.

Objectives:

- Successfully negotiate at least 7 employee bargaining unit contracts by June 30, 2015, with an emphasis on cost containment.
- Successfully negotiate annual renewal of health benefit contracts that minimize premium increases and are kept aligned with budget projections indicated in the five-year forecast.

Human Resources

Goal: Engage employees with wellness programs that broaden and inspire the awareness of healthy living.

Objectives:

- By December 31, 2014, present 2 – 4 wellness programs that encourage physical activity and educate employees on healthy living.
- Provide annual biometric screening.
- Provide monthly “lunch and learns” on topics of health and well-being.

Service Benchmarks:

- Increase employee participation in the City's wellness program by 25%.



Service by Division

Administrative Services

Operating Budget: **FY 2013-14: \$0.7 million** **FY 2014-15: \$0.7 million**
Number of FTEs: **FY 2013-14: 3.2 FTE** **FY 2014-15: 3.2 FTE**



The Administrative Services Division provides administrative oversight and leadership to all the divisions of the Human Resources Department. The Division establishes organizational human resource policy and ensures City compliance with all Federal and State employment laws. Functions include departmental budget preparation and fiscal tracking; staff report preparation; management of the department's records retention and the facilitation of the Santa Monica Personnel Board.

Employment and Organizational Development

Operating Budget: FY 2013-14: \$1.6 million

Number of FTEs: FY 2013-14: 10.0 FTE

FY 2014-15: \$1.7 million

FY 2014-15: 10.0 FTE

The Employment and Organizational Development Division manages the recruitment, selection and certification of qualified candidates for employment opportunities with the City of Santa Monica. Staff provides a consultative approach to City departments when delivering these services to assist them in meeting their staffing needs as well as serving the public in their search for employment with the City of Santa Monica. The division also manages the classification and compensation systems to ensure classifications are up to date and that positions are appropriately compensated. The division facilitates training and organizational development opportunities within the City of Santa Monica to provide professional development for employees and enhance the organizational structure.



Employee Relations and Benefits

Operating Budget: FY 2013-14: \$1.7 million

Number of FTEs: FY 2013-14: 10.0 FTE

FY 2014-15: \$1.8 million

FY 2014-15: 10.0 FTE



The Employee Relations and Benefits Division negotiates and administers labor agreements with the City's various employee associations; provides assistance to departments regarding employee performance issues and disciplinary matters; and investigates employee complaints. The Division also coordinates, administers, and provides information related to employee health benefits, deferred compensation, retirement, new employee orientation, the employee recognition program, and the rideshare program. Additionally, the Division maintains the operation of the HR/Payroll information systems; administers the interactive/reasonable accommodation process and monitors compliance of various leave programs such as Family and Medical Leave and California Family Rights Act.

retirement, new employee orientation, the employee recognition program, and the rideshare program. Additionally, the Division maintains the operation of the HR/Payroll information systems; administers the interactive/reasonable accommodation process and monitors compliance of various leave programs such as Family and Medical Leave and California Family Rights Act.

Human Resources

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
DIVISION					
Direct Costs					
Administrative Services	\$ 832,350	\$ 872,058	\$ 936,308	\$ 691,321	\$ 709,170
Employment and Organizational Development	1,133,789	1,234,875	1,512,962	1,618,830	1,669,575
Employee Relations and Benefits	1,148,502	1,335,072	1,579,330	1,729,369	1,773,208
Total Department	\$ 3,114,641	\$ 3,442,005	\$ 4,028,600	\$ 4,039,520	\$ 4,151,953

MAJOR ACCOUNT GROUPS

01 General Fund ^a

Salaries and Wages	\$ 2,552,977	\$ 2,831,705	\$ 3,181,030	\$ 3,292,686	\$ 3,385,153
Supplies and Expenses	561,664	610,300	847,570	746,834	766,800
Total Department	\$ 3,114,641	\$ 3,442,005	\$ 4,028,600	\$ 4,039,520	\$ 4,151,953

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11	2011-12	2012-13	2013-14	2014-15
	Revised Budget	Revised Budget	Revised Budget	Budget	Budget
01 General Fund ^a					
Permanent Positions	20.5	21.0	22.0	23.0	23.0
Temporary Positions	0.3	0.3	0.3	0.2	0.2
Total Department	20.8	21.3	22.3	23.2	23.2

Footnotes

a. General fund (01) 1.0 FTE staffing and accompanying budget increase in FY 2013-14 reflects need to address increasingly complex benefits administration.

Information Systems

FY 2013-15 Adopted Biennial Budget



Information Systems



The mission of the Information Systems Department is to implement and maintain secure, reliable, and customer-oriented information technology solutions to support the delivery of government information and services.

Information Systems

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$6,286,872	\$6,624,054
Supplies & Expenses	1,352,563	1,369,888
TOTAL	\$7,639,435	\$7,993,942
FTE Positions	41.5	43.0



Goals, Objectives & Service Benchmarks

Goal: Support and enhance broadband and wireless communications in the community.

Objectives:

- Develop partnerships with at least 2 local public agencies to expand the City's fiber services by June 30, 2014.
- Increase lease revenues by 20% by June 30, 2014 and by 10% by June 30, 2015.
- Extend fiber to the Bergamot Area by June 30, 2015.
- Expand the City's fiber network to major new development zones and properties by June 30, 2015.
- Expand free public internet access by adding free internet Wi-Fi hot zones in the downtown and along major commercial and transit corridors by 30% by June 30, 2015.

Service Benchmarks:

- 5 Wi-Fi hot zones in strategic locations
- 6 Wi-Fi corridors on commercial and transit streets

Goal: Facilitate citizen engagement and the delivery of government information and services through mobile and web technologies.

Objectives:

- Implement a new service-oriented City Intranet by June 30, 2014.
- Develop 3 applications and websites to make key City information available to mobile users by June 30, 2015.
- Make City information more widely available through the development of 3 interactive maps by June 30, 2015.

Information Systems

Goal: Implement automated business systems to enhance and modernize business practices.

Objectives:

- New payroll and financial management systems by June 30, 2017.
- Automate 5 high value workflows for internal processes within the City by June 30, 2015.
- Upgrade the City's permitting system by June 30, 2014.

Goal: Enhance public safety, mobility, livability through state-of-the-art technologies.

Objectives:

- Provide improvements to systems and networks to ensure timely and quality service by the Big Blue Bus by June 30, 2015.

Service Benchmarks:

- 26 advisory shelters
- Mobile trip planner
- Farebox replacements and mobile ticketing

Goal: Provide support, training and outreach to ensure customer service excellence.

Objectives:

- Upgrade 50% of City desktop computers by June 30, 2015.
- Implement a new technology training program including both online and in-person training by June 30, 2014.

Goal: Engage in development and long-range sustainability of the Local Wellbeing Index and strategies for its use.

Objectives:

- Assign Department liaisons to the Wellbeing Project as requested by the September 30, 2014.
- Cross-promote goals, objectives and messages related to The Wellbeing Project to ensure broad awareness of and participation in the project among the general public, community stakeholders, and City staff by June 30, 2015.
- Assist Wellbeing Project team in evaluation of new and existing City sets, and development of integrated solutions for data management and communication that make use of emerging technology, meet standards & best practices, and will be sustainable over the long-term by June 30, 2015.



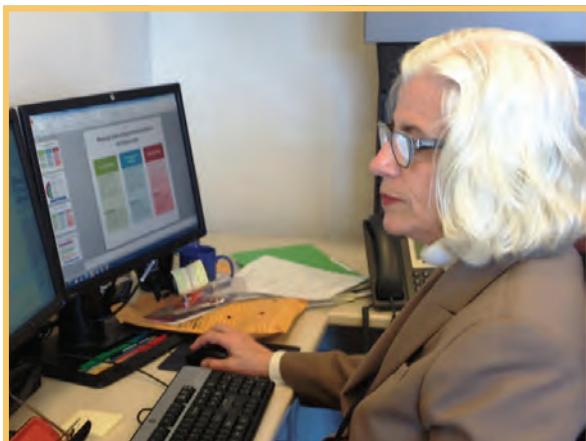
Information Systems

Service by Division

Administration

Operating Budget: **FY 2013-14: \$1.0 million** **FY 2014-15: \$1.0 million**

Number of FTEs: **FY 2013-14: 4.0 FTE** **FY 2014-15: 4.0 FTE**



The Administration Division manages the business operations and provides administrative support to the Information Systems Department. Major activities include: strategic planning and organizational development, budget development and oversight, contract management, inter-departmental and inter-agency communications, development and implementation of technology policies and procedures, specialized research and analysis, evaluation and implementation of innovative business solutions, and the regular replacement and enhancement of technology (computers, printers, servers and other network components).

Systems and Networks

Operating Budget: **FY 2013-14: \$1.8 million** **FY 2014-15: \$1.8 million**

Number of FTEs: **FY 2013-14: 11.0 FTE** **FY 2014-15: 11.0 FTE**

The Systems and Networks Division provides for the design, installation and maintenance of the City's technology infrastructure and services and is responsible for all aspects of network and system security. The City's technology infrastructure includes telecommunications systems, servers and business data, fiber and telecommunication networks, and a growing number of Wi-Fi "hot zones" throughout Santa Monica. The Division insures compliance with regulatory and industry-based security requirements and provides threat assessment and mitigation to prevent breaches to network security. The Division also oversees the operation of data centers and communications facilities throughout the City, including an out-of-state co-location facility supporting the City's Disaster Recovery and Business



Information Systems

Continuity Plan. The Division continues to develop and operate a Municipal Fiber-Optic Network supporting five hub sites; 41 City, 13 school district, 6 college facilities including 156 traffic signals and a growing number of CityNet customer sites.

Software Systems

Operating Budget: **FY 2013-14: \$1.7 million** **FY 2014-15: \$1.7 million**
Number of FTEs: **FY 2013-14: 10.0 FTE** **FY 2014-15: 10.0 FTE**



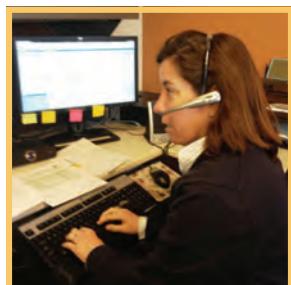
The Software Systems Division provides technical consulting services to City departments and implements computer-based systems and applications to support the delivery of City services and information to the public. The Division performs systems analysis and provides contract negotiation and project management services for all technical system procurements. The Division develops and

implements software standards, manages system implementations and upgrades, and conducts modifications to software systems and applications to support City services for the public. In addition, the Division is responsible for managing and maintaining over 300 applications and software systems for all City departments.

Support Services

Operating Budget: **FY 2013-14: \$0.8 million** **FY 2014-15: \$0.8 million**
Number of FTEs: **FY 2013-14: 6.5 FTE** **FY 2014-15: 7.0 FTE**

The Support Services Division is responsible for supporting City staff on the use of technology that helps fulfill the City's mission. In accordance with established service level agreements, the Division fulfills hardware and software service requests in-person and by telephone and purchases, installs and supports hardware and enterprise and departmental software. The Division supports telecommunication devices, including IP telephones and smart phones. The Division also manages the ISD Customer Service program, which includes technology training, annual customer service surveys, and City-wide technology challenges. The Division supports other groups in ISD by assisting with the deployment and enhancement of major technology improvement projects including computer refreshes, video conferencing, and desktop collaboration.



Web Development

Operating Budget: **FY 2013-14: \$1.1 million** **FY 2014-15: \$1.2 million**

Number of FTEs: **FY 2013-14: 7.0 FTE** **FY 2014-15: 7.0 FTE**



The Web Development Division is responsible for developing and maintaining the City's portfolio of web-enabled applications for public and internal use. The Division manages websites for public outreach efforts and develops custom solutions to meet the needs of internal customers via Intranet applications. The Division also plans and coordinates the City's GIS program, which collects, organizes and reports GIS-related data for government and public services. The City's GIS capabilities enable other business applications to take advantage of geographic data and services for analysis and decision-making by all City departments.

Community Broadband

Operating Budget: **FY 2013-14: \$1.3 million** **FY 2014-15: \$1.5 million**

Number of FTEs: **FY 2013-14: 3.0 FTE** **FY 2014-15: 4.0 FTE**

The Community Broadband Division is responsible for overall strategy, program development, operations, and management of Santa Monica City Net, the City's 10 Gigabit advanced broadband initiative. City Net provides broadband services to a growing number of tech, entertainment, healthcare, and data-centric businesses within Santa Monica. The Division conducts broadband research and analysis, product development, technical analysis, community outreach, project management, and manages customer support and operations for the growing program. The Division also coordinates and oversees special program launches with other City departments and community stakeholder groups including Santa Monica's new Youth Technology Workforce Development Program, and US Ignite, a national initiative launched by the National Science Foundation and White House to create next generation internet applications that provide transformative public benefit.



Information Systems

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
DIVISION					
Direct Costs					
Administration	\$ 849,063	\$ 890,017	\$ 785,721	\$ 982,462	\$ 1,009,151
Community Broadband	-	-	1,160,569	1,281,670	1,446,572
Software Systems	2,270,505	1,646,747	1,727,684	1,696,091	1,721,299
Support Services	487,930	862,934	1,013,109	756,907	810,041
Systems and Networks	2,040,795	1,656,159	1,775,437	1,784,931	1,827,686
Web Development	11,431	611,858	1,134,552	1,137,374	1,179,193
Total Department	\$ 5,659,724	\$ 5,667,714	\$ 7,597,071	\$ 7,639,435	\$ 7,993,942

MAJOR ACCOUNT GROUPS

01 General Fund ^a

Salaries and Wages	\$ 5,137,994	\$ 5,215,713	\$ 6,150,611	\$ 6,286,872	\$ 6,624,054
Supplies and Expenses	521,730	452,001	1,446,460	1,352,563	1,369,888
Total Department	\$ 5,659,724	\$ 5,667,714	\$ 7,597,071	\$ 7,639,435	\$ 7,993,942

PERSONNEL (FULL-TIME EQUIVALENTS)	2010-11	2011-12	2012-13	2013-14	2014-15
	Revised	Revised	Revised	Budget	Budget
01 General Fund ^a					

01 General Fund ^a

Permanent Positions	38.0	40.0	40.0	41.5	43.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	38.0	40.0	40.0	41.5	43.0

Footnotes

- a. Staffing and accompanying budget increase for FY 2013-14 reflects a 0.5 FTE increase for the helpdesk and technology support services and a 1.0 FTE increase associated with the continued growth of the CityNet program; in FY 2014-15, a 0.5 FTE increase for technology support services related to the opening of the Pico Library and a 1.0 FTE increase associated with the CityNet program.

Planning & Community Development

FY 2013-15 Adopted Biennial Budget



Planning & Community Development



The mission of the Planning and Community Development Department is to create a common vision for the future of Santa Monica through a proactive community planning effort that involves all stakeholders in a consensus building process, and to ensure that all land use and transportation decisions reflect the community's vision.

Planning & Community Development

FY 2013-15 Operating Budget

	<u>FY 2013-14</u>	<u>FY 2014-15</u>
Salaries & Wages	\$14,937,484	\$15,217,734
Supplies & Expenses	1,423,778	1,461,659
TOTAL	\$16,361,262	\$16,679,393
FTE Positions	105.0	104.0



Goals, Objectives & Service Benchmarks

Goal: Implement the LUCE to enhance the character of Santa Monica, conserve neighborhoods, enhance public facilities and expand mobility options.

Objectives:

- Create a draft Housing Element by December 30, 2013, as required for the 2013-2021 planning period.
- Adopt the revised Zoning Ordinance by December 30, 2013.
- Complete the Downtown Specific Plan by March 31, 2014.
- Implement first phase of the Bergamot Area Plan with projects such as the shared parking strategy, TMA formation, Pennsylvania 2-way, and Bike Plan infrastructure by June 2015 (pursuant to funding).
- Create a strategic plan for a new neighborhood surrounding Memorial Park by December 31, 2015 funded by a State of California Proposition 84 grant.
- Complete first LUCE monitoring cycle, including preparation of monitoring criteria, establishing baselines and creating a streamlined process coordinated with the Sustainable City Plan monitoring by September 30, 2014.
- Complete conceptual planning for Michigan Avenue Neighborhood Greenway by June 30, 2014.

Goal: Ensure new development reflects the priorities established by City Council and the community benefits identified in the LUCE.

Objectives:

- Complete conceptual planning and outreach for joint transit-oriented development of the publicly-owned Downtown Station by

Planning & Community Development

September 30, 2014 (pursuant to funding).

- Provide Development Agreement monitoring reports annually to Council by January 31, 2014, and January 31, 2015.
- Incorporate transportation improvements in new development to reduce the impact of new vehicle trips throughout fiscal years 2013-14 and 2014-15.
- Adopt a new Building Code by December, 2013.

Goal: Provide excellent customer service for development review and building plan check and inspections, to ensure coordination, consistency and efficiency.

Objectives:

- Continue outreach to the business community by partnering with the Chamber of Commerce and meeting directly with the individual Business Improvement Districts (BIDs) to address concerns specific to each district.
- Complete Website Business Portal by June 30, 2014 to provide information to the business community, including detail on the City's Ombudsman Program, Pre-construction meeting process, and "How to" instructional videos on the permit process and business license process.
- Implement the new centralized cashiering system by July 31, 2013.

Service Benchmarks:

- Meet with four BIDs by June 2014

Goal: Support achievement of No Net New PM Peak trips by implementing

physical and programmatic improvements that make the most efficient modes of transportation – walking, biking, transit and carpooling – more attractive.

Objectives:

- Complete Lincoln Blvd. conceptual design that enhances pedestrian and transit connections, improves pedestrian safety, and optimizes the balance of roadway users. Concept design complete by June 30, 2015.
- Provide continued support and on-time review of Expo plans, and ensure the line's ability to serve the surrounding community by its scheduled completion date of June 30, 2016.
- Deploy a bike share system with over 250 bicycles and 25 station locations throughout Santa Monica, to improve transit station access and link major resident and visitor destinations. Complete installation of first phase of system by June 30, 2014.
- Continue coordination with Public Works staff to ensure new infrastructure and capital improvements include necessary transportation system enhancements, when feasible and within budgetary constraints. Incorporate pedestrian and bicycle enhancements in the next annual resurfacing program, and in capital projects such as the Pier Bridge, Early Childhood Education Center (ECEC), etc.
- Continue to refine traffic control and safety device tool kit. Test new flashing LED pedestrian warning signs and report to the State; install and evaluate

Planning & Community Development

grant-funded bike intersection treatments and detection throughout FY 2013-14.

- Monitor ongoing construction activities and proactively manage traffic impacts through FY 2014-15.
- Install or enhance five miles of bicycle lanes, routes, sharrows, or recreational off-street paths to fill gaps in the City's bicycle network by June 30, 2014 and June 30, 2015.
- Install 150 new bike parking spaces annually (racks, corrals, centers) by June 30, 2014 and June 30, 2015.
- Complete the Pedestrian Action Plan by June 30, 2014.
- Provide support and advice on the Colorado Esplanade construction drawings, bidding and physical construction through December 30, 2015.

Goal: Ensure neighborhood quality of life and economic health including the health of small businesses and neighborhood commercial districts.

Objectives:

- Continue to implement, at residents' requests, preferential parking in

residential areas with attention to changes necessary in residential areas around future Exposition Light Rail stations.

- Analyze and identify prioritized actions for updating the City's Preferential Parking program by May 30, 2014.
- Implement a pilot public car share program by September 30, 2013.
- Implement the Vacant Property Program by December 31, 2013.
- Provide Code Enforcement presence seven days a week beginning March 2014.

Goal: Provide monitoring, proactive investigation and enforcement for Municipal, Building and Zoning Code compliance.

Objectives:

- Consolidate municipal enforcement efforts by July 31, 2013.
- Extend regular code enforcement service to the Pier, beach, and Palisades Park beginning in July, 2013.



Planning & Community Development

Service by Division

Administration

Operating Budget: **FY 2013-14: \$1.3 million** **FY 2014-15: \$1.3 million**

Number of FTEs: **FY 2013-14: 5.0 FTE** **FY 2014-15: 5.0 FTE**

The Administration Division coordinates and manages the Department's five other divisions: City Planning/Development Review, Strategic and Transportation Planning, Transportation Engineering and Management, Building and Safety, and Code Compliance. Responsibilities include providing direction and leadership to the Department, setting standards and accountability for timely permit, inspection, and code compliance processes, monitoring staff report preparation, reviewing and coordinating responses to City Council and citizen inquiries, budget preparation and fiscal tracking, coordinating the inter-departmental collaborative objectives, coordinating responses to regional planning and transportation planning initiatives, and researching and analyzing data for inclusion in reports and special studies.



City Planning / Development Review

Operating Budget: **FY 2013-14: \$3.3 million** **FY 2014-15: \$3.3 million**

Number of FTEs: **FY 2013-14: 21.0 FTE** **FY 2014-15: 21.0 FTE**



The City Planning Division administers and implements City land use and development policies, urban design policies, and the historic preservation program. The Division has a key responsibility for timely permit processing as Planning staff serves as project managers to move customer projects through interdepartmental reviews and the permit process. A broad range of permits and development applications are reviewed

by Division staff, who also lead negotiations on Development Agreements. The Division works closely with the Planning Commission and Architectural Review Board to ensure new development reflects City land use policy and enhances the built environment. The Division also prepares and processes amendments to the Zoning Ordinance as needed in relation to development permits, monitors adopted Development Agreements for compliance with requirements, and supports the Landmarks Commission in furthering community historic preservation through

Planning & Community Development

landmark and historic district designations, design review in compliance with the Secretary of Interior Standards for Rehabilitation, and administering the Mills Act Program. The Division staffs the Planning Commission, Architectural Review Board, Landmarks Commission, Zoning Administrator hearings, community and neighborhood workshops and citizen task forces. In addition to providing direct services to the public by staffing a public counter, preparing information handouts, and responding to citizen inquiries, the Division works with applicants to coordinate community outreach on development projects. This ensures early community awareness and input on development applications with the goal that new development reflects the community's long range vision for Santa Monica.

Strategic and Transportation Planning

Operating Budget: **FY 2013-14: \$2.6 million** **FY 2014-15: \$2.7 million**

Number of FTEs: **FY 2013-14: 15.0 FTE** **FY 2014-15: 15.0 FTE**

This Division is responsible for planning the land use and circulation network in the City, including long-range planning, design, and policy development. The Division updates, monitors, and maintains the City's General Plan and Zoning Ordinance, particularly the recently adopted Land Use and Circulation Element (LUCE). Multi-year strategic and transportation planning projects include update of the General Plan through a comprehensive Zoning Ordinance update, area plans for each of the Expo Light Rail stations, streetscape and corridor plans including improved pedestrian, bicycle and transit facilities, neighborhood plans and conservation strategies, and development standards and guidelines. The Division oversees the conceptual planning and initial feasibility for streetscape and urban design capital projects, and works with the Housing and Economic Development Department on strategic planning efforts including those in the Downtown and Civic Center areas. The Division manages the use of the existing roadway network, performs circulation review of development applications, integrates improvements to the walking, bicycling and transit environment and works extensively with residents and business representatives to develop balanced, safe and efficient solutions to circulation and parking problems. The Division also assists in streamlining the California Environmental Quality Act (CEQA) review, issues various permits for use of public right-of-way, develops graphic communication tools, responds to regional planning and transportation initiatives, and coordinates inter-departmental projects.



Planning & Community Development

Building and Safety

Operating Budget: **FY 2013-14: \$5.0 million** **FY 2014-15: \$5.1 million**

Number of FTEs: **FY 2013-14: 35.0 FTE** **FY 2014-15: 34.0 FTE**



The Building and Safety Division ensures the safety of the built environment, and that new construction is built according to approved planning entitlements and building plans. The Division administers state and municipal regulations regarding architectural compliance, structural stability and seismic safety, electrical, mechanical, and plumbing code safety, disabled access, energy conservation, green building, and sustainability. The Division includes the public counter permitting operations, plan check review, and inspection. In addition to staff review of construction drawings and inspection of ongoing construction projects, the Division provides public information on current construction standards, maintains permit and construction records, and administers appeals of the building codes. The Division also represents the City in professional organizations and provides support to the Building and Fire-Life Safety Commission. The primary customer service goals of the Building and Safety Division are constant improvement of quality and efficiency, measured by wait times, service turnaround times to the customer, and customer satisfaction.

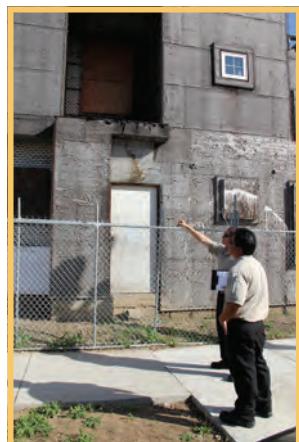
Interdepartmental coordination is also a key aspect of the Division's mission. The Building Official, Assistant Building Official, plan check engineers, and inspectors participate in various interdepartmental work groups to improve communication, consistency, and coordination throughout the City.

Code Compliance

Operating Budget: **FY 2013-14: \$1.9 million** **FY 2014-15: \$2.0 million**

Number of FTEs: **FY 2013-14: 16.0 FTE** **FY 2014-15: 16.0 FTE**

The Code Compliance Division ensures that both residents and businesses within the City adhere to Federal, State, and Municipal codes by responding to reported code violations, as well as conducting proactive enforcement. The Division responds to violations involving construction work and substandard housing. They also investigate planning and zoning violations, including conditional use permit requirements. If code violations are confirmed, the Division may implement various strategies, ranging from issuing compliance orders to scheduling



Planning & Community Development

legal hearings, in order to ensure compliance by the concerned party. The Code Compliance Division strives to form partnerships within the community and routinely holds educational sessions during local neighborhood meetings.

Transportation Engineering and Management

Operating Budget: **FY 2013-14: \$2.3 million** **FY 2014-15: \$2.3 million**

Number of FTEs: **FY 2013-14: 13.0 FTE** **FY 2014-15: 13.0 FTE**



The Transportation Engineering and Management Division designs, implements, and manages the City's transportation network. Core functions include the design of signals, signage and roadway/curb markings, the operation and maintenance of signals and other traffic control devices, the

daily monitoring and management of construction-related activities within the public right-of-way, the management of traffic and circulation for special events and peak seasonal periods, and the implementation of various congestion management tools including wayfinding and parking management. Multi-year projects include the design and construction of the City's Advanced Traffic Management System (ATMS), the design and construction of the Real-Time Beach Parking (RTBP) system, the design and installation of new bicycle and pedestrian facilities, and the design and construction review of the Exposition Light Rail line. Additionally, the function of Transportation Demand Management is within the Transportation Engineering and Management Division, and the Division is responsible for the regulation and enforcement of the City's Trip Reduction Ordinance for both employers and developments. The Transportation Demand Management function also works with local residents and businesses to pursue shared parking solutions, and works with stakeholders to implement solutions to further promote multi-modal transportation opportunities in order to achieve the LUCE goal of no net new PM peak hour trips.

Planning & Community Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
DIVISION					
Direct Costs					
Administration	\$ 2,865,873	\$ 2,695,379	\$ 1,362,910	\$ 1,308,619	\$ 1,343,502
Building and Safety	6,010,296	4,775,755	4,977,351	5,013,289	5,050,422
City Planning / Development Review	2,669,408	2,965,712	3,339,848	3,256,583	3,327,842
Code Compliance	1,420	1,316,107	1,629,132	1,911,559	1,974,084
Parking Authority ^a	850	-	-	-	-
Strategic and Transportation Planning	2,076,394	2,467,821	2,608,953	2,607,183	2,668,480
Transportation Engineering and Management ^b	713,591	761,638	2,473,857	2,264,029	2,315,063
Total Department	<u>\$ 14,337,833</u>	<u>\$ 14,982,412</u>	<u>\$ 16,392,050</u>	<u>\$ 16,361,262</u>	<u>\$ 16,679,393</u>

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$ 13,188,918	\$ 13,720,321	\$ 14,613,925	\$ 14,937,484	\$ 15,217,734
Supplies and Expenses	1,148,065	1,262,091	1,658,125	1,423,778	1,461,659
Subtotal	<u>\$ 14,336,983</u>	<u>\$ 14,982,412</u>	<u>\$ 16,272,050</u>	<u>\$ 16,361,262</u>	<u>\$ 16,679,393</u>

20 Miscellaneous Grants Fund

Supplies and Expenses ^c	-	-	120,000	-	-
Subtotal	\$ -	\$ -	\$ 120,000	\$ -	\$ -

Planning & Community Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget

MAJOR ACCOUNT GROUPS BY FUND *(continued)*

77 Parking Authority Fund ^a

Salaries and Wages	\$ 850	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 850	\$ -	\$ -	\$ -	\$ -

Total All Funds

Salaries and Wages	\$ 13,189,768	\$ 13,720,321	\$ 14,613,925	\$ 14,937,484	\$ 15,217,734
Supplies and Expenses	1,148,065	1,262,091	1,778,125	1,423,778	1,461,659
Total Department	\$ 14,337,833	\$ 14,982,412	\$ 16,392,050	\$ 16,361,262	\$ 16,679,393

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11	2011-12	2012-13	2013-14	2014-15
	Revised Budget	Revised Budget	Revised Budget	Budget	Budget

01 General Fund ^d

Permanent Positions	104.0	105.0	104.0	105.0	104.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	104.0	105.0	104.0	105.0	104.0

Footnotes

- a. Management of the Parking Authority was moved to the Finance Department in FY 2011-12.
- b. Increase in FY 2012-13 Revised Budget reflects department reorganization, in which responsibilities were transferred from the Administration Division to the Transportation and Engineering Management Division.
- c. FY 2012-13 expenditures were related to grant-funded school-based bicycle and pedestrian training for elementary and middle school students.
- d. The net 1.0 FTE increase in FY 2013-14 is a result of an addition of a limited term Staff Assistant II to help support the Building and Safety Division. This position will be funded in the first year with a newly-implemented building permits compliance fee. Staff will actively monitor the collection of the new fee, and will return to Council to request an extension of the limited-term position if the revenues from the new fee are projected to cover the full cost of the position.



FY 2013-15 Adopted Biennial Budget



Police

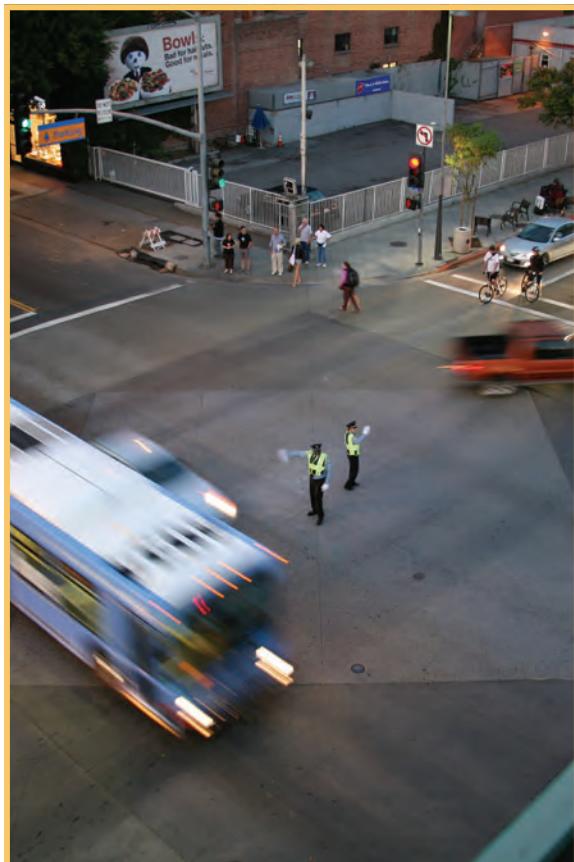


The mission of the Police Department is to provide safety and service:

- We are dedicated to the reduction of crime and improving quality of life.
- We are ethical, compassionate and respectful.
- We are visionary and work together to create adaptive solutions with the community and our public safety partners.

As a premier leader in law enforcement, we are committed to this mission.

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$71,188,473	\$72,709,572
Supplies & Expenses	6,110,178	5,969,912
TOTAL	\$77,298,651	\$78,679,484
FTE Positions	442.7	443.7



Goals, Objectives & Service Benchmarks

Goal: Reduce crime.

Objectives:

- Reduce Part I crime by 4 % compared to CY 2013.
- Increase the amount of crime reduction efforts (livability operations) in areas identified through crime analysis.
- Co-locate a LA County Probation Officer within the police facility to address early release prisoners by December 2013.

Service Benchmarks:

- Reduce Part I crime 1% each quarter

Goal: Increase Street Homelessness Training.

Objectives:

- Incorporate the Homeless Liaison Program (HLP) team model into frontline patrol duties by June 2014.
- Achieve two mental health training sessions to department field personnel by June 2014.
- Collaborate with Social Service Provider Outreach Teams to increase homeless reduction efforts through June 2015.

Goal: Improve Traffic Safety and Circulation.

Objectives:

- Enhance traffic safety by conducting 13 directed traffic safety operations through June 2014.
- Implement targeted traffic safety violation campaign and produce four articles about traffic safety through June 2015.

Goal: Reduce Gang and Youth Violence.

Objectives:

- Collaborate with SMMUSD, Juvenile Courts, and LA County Probation for the

Police

implementation of a Teen Court by June 2015.

- Implementation of the DARE Program in Middle School by June 2014.
- Gang unit officers partner with SROs to implement regular Middle and High School presentations educating students on the risks involved with gang participation through June 2015.

Service Benchmarks:

- Put 250 middle school students through the D.A.R.E program by June 2015
- Complete 8 presentations to Middle and High School Students

Goal: Establish In-car automated external defibrillator program.

Objectives:

- Establish a funding source for the purchase of AEDs and train staff to begin an in-car automated external defibrillator program by June 30, 2015.

Goal: Fully integrate Communications Center.

Objectives:

- Fully integrate the Police and Fire Department communications center using Association of Public Safety Communications Officials (APCO) and National Fire Protection Agency (NFPA) standards by June 30, 2014.

Goal: Enhance Police and Fire radio communication infrastructure.

Objectives:

- Research and apply for, when applicable, grants and alternative resources to supplement funding for the replacement of the communication infrastructure by June 30, 2014.



Service by Division

Administrative Services

Operating Budget: **FY 2013-14: \$18.5 million FY 2014-15: \$18.7 million**

Number of FTEs: **FY 2013-14: 75.0 FTE FY 2014-15: 75.0 FTE**



The Administrative Services Division (ASD) incorporates the Administrative Services Support Unit, Police Technology Unit, Budget & Procurement Unit, Resource Development Unit and Support Services Section. Functions within the Support Services Section includes: community outreach services, such as crime prevention awareness; property and evidence management; Jail Unit, which receives prisoners and assumes responsibility for them while in custody; the Records Unit, which is responsible for the management of public law enforcement records; and the Animal Control Unit, which maintains a shelter and enforces laws relating to animal care and control.

management; Jail Unit, which receives prisoners and assumes responsibility for them while in custody; the Records Unit, which is responsible for the management of public law enforcement records; and the Animal Control Unit, which maintains a shelter and enforces laws relating to animal care and control.

Operations

Operating Budget: **FY 2013-14: \$32.0 million FY 2014-15: \$32.7 million**

Number of FTEs: **FY 2013-14: 181.8 FTE FY 2014-15: 182.8 FTE**

The Operations Division (OD) provides the public with the following services:

- Marketing, outreach and customer information
- Preservation of peace and protection of life and property
- 24-hour-a-day City Patrol
- Response to call for service
- Event coordination
- Proactive policing
- Patrol centric approach to Community Oriented Policing



As the primary unit responsible for the preservation of peace and protection of life and property, the Operations Division maintains a 24-hour-a-day City patrol. The Division enforces laws, conducts preliminary investigations of crimes, and apprehends offenders. The primary patrol section includes three patrol watches: Day Watch Section, Night Watch Section, and Morning Watch Section. The various working hours of the watches provide the 24 hour City patrols. Patrol is the primary first responder to calls for service and proactive policing. Special sections within the Division includes

the Operations Administration Section, which incorporates the Event Planning Unit; and community problem solving by the Neighborhood Resource Program; the Directed Resources Section provides police services to the 3rd Street Promenade; park patrols by the Park Ranger Unit; pier and harbor safety by the Harbor Unit; and the Gang and Youth Intervention Unit. The Communications Center receives and dispatches calls for service through the 911 system and other non-emergency phone lines.

Special Enforcement

Operating Budget: **FY 2013-14: \$14.4 million FY 2014-15: \$14.7 million**

Number of FTEs: **FY 2013-14: 111.0 FTE FY 2014-15: 111.0 FTE**



The Special Enforcement Division (SED) provides the public with the following services:

- Citywide enforcement and education of vehicle code violations
 - Enforcement of state and local laws surrounding commercial vehicles
 - Intersection traffic control and parking enforcement services
-
- Crossing guard service to improve pedestrian safety
 - Response to crime problems on the public transit system and certain community crimes with specialized enforcement tactics such as Narcotics/Vice Unit and the Airport & Transit Services Unit
 - Interaction with social service providers and City staff to provide long-term solutions to homeless problems while enforcing policies against quality of life crimes throughout the City

The Special Enforcement Division is organized into the Special Operations Section and the Traffic Services Section. The Special Operations Section consists of the Homeless Liaison Program Unit (HLP), which addresses quality of life problems associated with the homeless population, while providing long term solutions; the Narcotics/Vice Unit which addresses incidents of illegal narcotics and licensing; and the Airport & Transit Services Unit, which addresses security issues at the airport and suppresses crime problems on the City's public transit system. Gang and Youth Intervention officers (GYIU) collaborate with other divisions of the police department, neighboring law enforcement agencies and the community at large with the goal reducing gang violence and its impact on public safety. The Traffic Enforcement Unit which provides Citywide enforcement and education of vehicle code violations; the Commercial

Enforcement Officer, who enforces state and local law surrounding commercial vehicles; the Accident Investigator; the Traffic Services Unit, which provides intersection traffic control and parking enforcement services throughout the City; and the Crossing Guard Unit which enhances pedestrian safety.

Criminal Investigations

Operating Budget: FY 2013-14: \$9.7 million FY 2014-15: \$9.8 million

Number of FTEs: FY 2013-14: 53.6 FTE FY 2014-15: 53.6 FTE

The Criminal Investigations Division (CID) provides the public with the following services:

- Investigation of unsolved crimes and the apprehension of those suspects when identified
- Criminal filing on misdemeanor and felony cases
- Preparation and presentation of evidence in criminal trials
- Identification, registration, and tracking of sex offenders
- Juvenile offender intervention, education and prosecution
- Youth and family counseling
- Processing of crime scenes for forensic evidence
- Fingerprinting services



The Criminal Investigations Division is an impartial fact finding entity responsible for the apprehension of criminals through investigation, recovery of stolen property, and the preparation and presentation of evidence to the court system. Detectives also identify, register, and track previously convicted sex offenders utilizing State mandated protocols.

The Youth and Family Services Section consolidates a variety of resources formerly divided throughout the department. Those services include: youth and parental counseling; domestic violence counseling; and the Serious Habitual Offender (SHO) program, which identifies and tracks habitual juvenile offenders in an attempt to intervene and prevent further delinquency through cooperative partnership with the Santa Monica Malibu Unified School District (SMMUSD).

The Police Activities League (PAL) and Explorer program are resources made available to youth within the community forming an outreach, intervention, and prevention model while providing an introduction to the law enforcement profession.

Police

Personnel in the Forensic Unit process crime scenes by photographing, collecting, and analyzing evidence and fingerprints. Forensic also provides fingerprint services for the public.

Animal Control Unit

Operating Budget: **FY 2013-14: \$1.5 million** **FY 2014-15: \$1.5 million**
Number of FTEs: **FY 2014-15: 12.0 FTE** **FY 2014-15: 12.0 FTE**



The Animal Control Unit enforces City ordinances and State laws regarding the care, custody, and control of animals in the City. The unit maintains a shelter for stray and relinquished animals, reunites impounded animals with their rightful owners, places homeless pets up for adoption, and administers the dog licensing and rabies control program. Animal Control Officers investigate cases of animal cruelty and neglect, suspected vicious animals, and incidents of animal bites. The unit educates the public about proper care of pets and living with urban wildlife, while also providing financial assistance for the spaying and neutering of dogs and cats. The unit is under the supervision of the Administrative Services Division.

Harbor Unit

Operating Budget: **FY 2013-14: \$1.2 million** **FY 2014-15: \$1.3 million**
Number of FTEs: **FY 2013-14: 9.3 FTE** **FY 2014-15: 9.3 FTE**

The Harbor Unit provides 24-hour security, rescue, and major first aid service to persons using the Pier, ocean and beach areas. The unit provides a continuous source of phone and over-the-counter public information on weather, tides, boating, fishing, and other marine matters. The Harbor Unit works closely with other municipal, county, and state agencies, and keeps watch for crimes and potential crimes on the Pier and adjacent beach area, reporting suspicious activity to Police Officers. Harbor Unit personnel also support the operations of the Municipal Pier by maintaining and protecting pier pilings, moorings, and related structures and equipment. The unit is under the supervision of the Operations Division.



Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
DIVISION					
Direct Costs					
Administrative Services	\$ 15,426,408	\$ 17,027,353	\$ 18,049,033	\$ 18,466,764	\$ 18,719,556
Animal Control Unit	1,216,603	1,228,142	1,310,827	1,463,714	1,490,039
Criminal Investigations	8,496,996	8,969,573	9,493,200	9,708,091	9,843,924
Harbor Unit	1,185,874	1,218,411	1,211,458	1,223,723	1,251,396
Operations	28,559,947	30,528,420	28,574,878	32,013,133	32,711,160
Special Enforcement	13,681,398	14,444,563	17,048,624	14,423,226	14,663,409
Total Department	\$ 68,567,226	\$ 73,416,462	\$ 75,688,020	\$ 77,298,651	\$ 78,679,484

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$ 61,473,677	\$ 65,947,433	\$ 68,020,497	\$ 70,124,953	\$ 71,622,443
Supplies and Expenses	5,467,864	5,505,130	5,615,649	5,543,277	5,681,689
Subtotal	\$ 66,941,542	\$ 71,452,562	\$ 73,636,146	\$ 75,668,230	\$ 77,304,132

04 Special Revenue Source Fund

Supplies and Expenses	-	-	21,456	21,456	21,456
Subtotal	\$ -	\$ -	\$ 21,456	\$ 21,456	\$ 21,456

20 Miscellaneous Grants Fund

Salaries and Wages	\$ 120,844	\$ 139,972	\$ 187,471	\$ -	\$ -
Supplies and Expenses	318,966	582,865	316,413	285,242	2,500
Subtotal	\$ 439,810	\$ 722,838	\$ 503,885	\$ 285,242	\$ 2,500

22 COPS Fund

Supplies and Expenses	-	22,651	315,075	100,000	100,000
Subtotal	\$ -	\$ 22,651	\$ 315,075	\$ 100,000	\$ 100,000

Police

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
MAJOR ACCOUNT GROUPS BY FUND (continued)					
30 Pier Fund					
Salaries and Wages	\$ 1,011,413	\$ 1,068,810	\$ 1,060,782	\$ 1,063,520	\$ 1,087,129
Supplies and Expenses	174,461	149,601	150,676	160,203	164,267
Subtotal	\$ 1,185,874	\$ 1,218,411	\$ 1,211,458	\$ 1,223,723	\$ 1,251,396
Total All Funds					
Salaries and Wages	\$ 62,605,934	\$ 67,156,215	\$ 69,268,750	\$ 71,188,473	\$ 72,709,572
Supplies and Expenses	5,961,292	6,260,246	6,419,270	6,110,178	5,969,912
Total Department	\$ 68,567,226	\$ 73,416,462	\$ 75,688,020	\$ 77,298,651	\$ 78,679,484
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
01 General Fund					
Permanent Positions	403.0	405.0	406.0	402.0	403.0
Temporary Positions	31.4	31.4	31.4	31.4	31.4
Subtotal	434.4	436.4	437.4	433.4	434.4
30 Pier Fund					
Permanent Positions	6.0	7.0	7.0	7.0	7.0
Temporary Positions	3.7	2.3	2.3	2.3	2.3
Subtotal	9.7	9.3	9.3	9.3	9.3
Total All Funds ^a					
Permanent Positions	409.0	412.0	413.0	409.0	410.0
Temporary Positions	35.1	33.7	33.7	33.7	33.7
Total Department	444.1	445.7	446.7	442.7	443.7

Footnotes

- a. The 2013-14 net reduction of 4.0 FTE in the Police Department is a result of eliminating vacant positions; these reductions will have no net impact to Department operations. The 2014-15 net increase of 1.0 FTE is a result of an addition of a Park Ranger for the opening of Tongva Park.

Fire

FY 2013-15 Adopted Biennial Budget



Fire



The mission of the Fire Department is to prevent loss of life and property, personal injury and environmental damage from fires, accidents, medical and hazardous material related emergencies by providing emergency response, public education, and the enforcement of laws.

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$30,406,747	\$31,119,963
Supplies & Expenses	2,518,678	2,165,650
TOTAL	\$32,925,425	\$33,285,613
FTE Positions	129.0	129.0



Goals, Objectives & Service Benchmarks

Goal: Use industry standards and best practices to prevent and respond to fire, rescue, and emergency medical calls for service.

Objectives:

- Analyze and implement a best practices plan for managing emergency medical services (California Health and Safety Code, Title 22; LA County EMS Agency) and fire operations National Fire Protection Agency (NFPA) 1001 for the Pier by June 30, 2014.
- Fully integrate Fire and Police Department Communications Centers using NFPA 1201 and the Association of Public-Safety Communications Officials (APCO) standards by June 30, 2014.
- Upgrade mobile and handheld radios, and mobile data computers by June 30, 2015.
- Develop, with the support of the Police Department, an in-car automated external defibrillator program by June 30, 2015.
- Enter into an agreement with UCLA and the Local Emergency Medical Services Agency to develop a community paramedic pilot project by June 30, 2015.
- Develop and implement a multi-tier emergency medical services dispatching protocol (APCO/NFPA 1201) by June 30, 2014.
- Develop partnerships with local health care providers to focus on pre-hospital wellness, preventative care, rehabilitation and recovery that will enhance service delivery and reduce the impact on other City services and hospital emergency departments by June 30, 2015.

Service Benchmarks:

- Train 500 (100% increase) members of the community in sidewalk CPR by June 30, 2014.

- Install in-car automated external defibrillators in 10% of Police Department patrol vehicles by June 30, 2015
- Decrease the number of Advanced Life Support (ALS) responses to Basic Life Support (BLS) responses by 15% by June 30, 2015.

Goal: Ensure workforce readiness and leadership development by providing innovative education and training programs.

Objectives:

- Work with the Los Angeles Area Regional Training Group to integrate SMART classrooms into the training work plan by December 31, 2014.
- Develop a Battalion Chief (NFPA 1021) and Engineer Academy (California State Fire Marshal [CFSM] Driver/Operator Standards) and task book by June 30, 2015.

Goal: Safeguard the community through proactive prevention, enforcement, engineering, preparedness, and public education programs.

Objectives:

- Using the NFPA *Remember When* program, target strategies to support senior, youth and public education programs by increasing outreach efforts by 5% by June 30, 2014.
- Partner with Community and Cultural Services to develop an afterschool program using the NFPA *Learn not to Burn, Risk Watch, and Where There is*

Smoke There is Science curriculum by June 30, 2015.

- Using the strategies developed by the National Traffic Safety Administration of Emergency Medical Services, develop a program to educate the public on appropriate use of the 9-1-1 system by June 30, 2014.

Goal: Provide for an enhanced wellness, fitness, and injury prevention program for all personnel.

Objectives:

- Coordinate with Risk Management to develop an apparatus operator driver safety (CSFM) and data collection program by June 30, 2014.
- Coordinate with Human Resources and existing Employee Assistance Program providers to create a comprehensive mental health wellness plan by December 31, 2014.
- Establish a Chaplaincy program using the best practices established by the Cal-Fire Chaplains Association by December 31, 2014.

Goal: Provide for proper design, development, and maintenance of the Department's equipment and facilities.

Objectives:

- Using NFPA 10 as a guide, coordinate with the Fire Station One project design team to complete the construction documents by June 30, 2015.
- Conduct a development of a new fleet (NFPA 1901, Annex D) and fixed asset (NFPA 10) maintenance and replacement program by June 30, 2015.

Service by Division

Administration

Operating Budget: FY 2013-14: \$6.2 million FY 2014-15: \$5.9 million
Number of FTEs: FY 2013-14: 21.0 FTE FY 2014-15: 21.0 FTE

The Fire Chief and administrative staff are responsible for establishing and implementing policy and procedures, evaluating operational effectiveness and implementing improvements, establishing goals and objectives, analyzing outcomes, and managing ongoing and one-time capital improvement projects. Additionally, the administrative staff is responsible for oversight of continuing education for Emergency Medical Services (EMS) personnel, communications and emergency dispatching, and computers and software programs utilized for emergency response. Staff also provides City employees with training in the use of Automatic External Defibrillators (AED), including the installation and maintenance of each unit, as well as the recertification of each employee. Administration works with the Big Blue Bus under a maintenance agreement to ensure that Fire apparatus and light duty vehicles are kept in excellent working condition through scheduled preventative maintenance, and timely repairs and service.



Fire Suppression and Rescue

Operating Budget: FY 2013-14: \$23.3 million FY 2014-15: \$23.8 million
Number of FTEs: FY 2013-14: 93.0 FTE FY 2014-15: 93.0 FTE



The Fire Suppression and Rescue Division is responsible for responding to and effectively mitigating fire, medical, urban search and rescue, aircraft rescue firefighting, accident, and hazardous materials-related emergencies. This Division also conducts extensive evaluation of its preparedness status; provides training and recertification of its personnel in the specialty fields of hazardous materials and urban search and rescue; evaluates potential building hazards; and plans mitigation tactics. The Division conducts prevention inspections; provides public education; and maintains facilities, apparatus and equipment.

Fire

Fire Prevention

Operating Budget: **FY 2013-14: \$2.7 million** **FY 2014-15: \$2.8 million**

Number of FTEs: **FY 2014-15: 13.0 FTE** **FY 2014-15: 13.0 FTE**

The Fire Prevention Division is responsible for developing and implementing programs that prevent or reduce the magnitude of emergencies, such as loss of life and property, personal injury, or environmental damage. The Division recommends and implements ordinances, reviews plans, processes complaints, and enforces codes, ordinances and laws through inspection of new construction and existing buildings. The Division works with other City agencies, such as the Police Department and Building and Safety Division of the Planning and Community Development Department, to advocate for new or revised laws where appropriate. The division evaluates provisions for emergency access, building evacuation, confinement of fires, and potential for hazardous materials releases. Fire Prevention also enforces state laws regarding health care, penal, public assembly, high-rise facilities, and environmental regulations relating to hazardous materials.



Training

Operating Budget: **FY 2013-14: \$0.8 million** **FY 2014-15: \$0.8 million**

Number of FTEs: **FY 2013-14: 2.0 FTE** **FY 2014-15: 2.0 FTE**



The Training Division is responsible for providing and managing training for each Fire Department division, including recruitment programs and a recruit training academy for firefighters. The Division coordinates and controls the training calendar for all divisions. Training activities cover career development; evaluation for retention of job skills, knowledge, abilities and team effectiveness; specialized and new information or procedures; monitoring of cyclic training recertification programs; post stress incident debriefing; classroom and field training; physical fitness programs; and training outside the City or Department. Additionally, the Training Division provides public safety education to the schools, community members, and City employees in fire safety and disaster assistance response training.

the City or Department. Additionally, the Training Division provides public safety education to the schools, community members, and City employees in fire safety and disaster assistance response training.

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13				
			Revised Budget	2013-14 Budget	2014-15 Budget		
DIVISION							
Direct Costs							
Administration	\$ 2,755,698	\$ 5,836,966	\$ 6,323,803	\$ 6,175,384	\$ 5,939,397		
Prevention	2,021,293	2,270,537	2,675,283	2,699,399	2,759,268		
Suppression and Rescue	20,331,491	20,809,451	22,418,894	23,274,851	23,797,761		
Support Services	2,470,274	-	-	-	-		
Training	919,629	818,890	752,145	775,791	789,187		
Total Department	\$ 28,498,384	\$ 29,735,844	\$ 32,170,125	\$ 32,925,425	\$ 33,285,613		

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$ 26,670,051	\$ 27,707,987	\$ 29,420,907	\$ 30,406,747	\$ 31,119,963
Supplies and Expenses	1,679,804	1,634,713	2,066,954	2,112,844	2,165,650
Subtotal	\$ 28,349,855	\$ 29,342,700	\$ 31,487,861	\$ 32,519,591	\$ 33,285,613

20 Miscellaneous Grants

Supplies and Expenses	148,529	393,144	682,263	405,834	-
Subtotal	\$ 148,529	\$ 393,144	\$ 682,263	\$ 405,834	-

Total All Funds

Salaries and Wages	\$ 26,670,051	\$ 27,707,987	\$ 29,420,907	\$ 30,406,747	\$ 31,119,963
Supplies and Expenses	1,828,333	2,027,857	2,749,217	2,518,678	2,165,650
Total Department	\$ 28,498,384	\$ 29,735,844	\$ 32,170,125	\$ 32,925,425	\$ 33,285,613

Budget Summary

GENERAL FUND

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
01 General Fund					
Permanent Positions	127.0	129.0	129.0	129.0	129.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	127.0	129.0	129.0	129.0	129.0

Community & Cultural Services

FY 2013-15 Adopted Biennial Budget



Community & Cultural Services



Strengthening community wellbeing and enriching the lives of residents and visitors through innovative programs, collaborative partnerships, and stewardship of Santa Monica's social and cultural resources.

Community & Cultural Services

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$15,275,112	\$15,481,248
Supplies & Expenses	17,179,497	17,345,135
TOTAL	\$32,454,609	\$32,826,383
FTE Positions	166.7	167.5



Goals, Objectives & Service Benchmarks

Goal: Preserve and promote access to Santa Monica's parks, beach, open space and recreation programs.

Objectives:

- Open two new parks in Santa Monica's Civic Center by December 2013.
- Implement a regulatory and permit system for recreational trainers in parks and Santa Monica State Beach by December 2013.
- Transition the Palisades Park "Senior Center" to expand program offerings for adults to include an emphasis on cultural activities while still providing opportunities for unstructured socialization by June 2014.
- Assess existing recreational programming in relationship to best practices in the field, and current and anticipated community needs by June 2015.

Goal: Address the needs and well-being of the Santa Monica community through human service programs that promote self-sufficiency and quality of life.

Objectives:

- Lead the community-based Cradle to Career Initiative through June 2015.
- In conjunction with the SMMUSD, develop implementation strategies to advance the recommendations set forth in RAND's June 2013 assessment report on Santa Monica's early childhood/pre-school and out of school time programs by June 2014.
- Plan for development of a state-of-the-art Early Childhood Education Center through collaboration with Santa Monica College regarding operations, design, issuance of entitlements and construction coordination through June 2015.

Community & Cultural Services

- Advance the goals of the Action Plan to Address Homelessness through June 2015.
- Improve the delivery of services to seniors and people with disabilities through June 2015.

Service Benchmarks:

- \$750,000 in financial assistance to low-income youth in City programs
- 5% reduction (36 people) in street homelessness as measured by the January 2015 Homeless Count compared to 2013 Homeless Count
- 5% increase (100 individuals) placed in permanent housing each fiscal year
- 1,500 door-through-door transportation trips annually for seniors and people with disabilities

Goal: Sustain Santa Monica's vital creative economy including small businesses, nonprofits and arts professionals.

Objectives:

- Assist in the transition and preservation of Bergamot Station as a vital arts destination and with the implementation of the Bergamot Area Plan by June 2014. (with Planning and HED).
- Develop an interim use for the Civic Auditorium by October 2013 as well as a plan and strategy for renovation by June 2014.
- Produce GLOW 2013 on September 28, 2013.

- Evaluate and develop priorities for cultural event delivery to promote increased access to community cultural events through April 2014.

Service Benchmarks:

- 150 community cultural events produced or sponsored annually
- 60,000 City-supported visits by youth to cultural & arts events each year

Goal: Ensure successful implementation of The Wellbeing Project through development and broad application of The Local Wellbeing Index.

Objectives:

- Oversee project, including management of project team, workplan, index development, public awareness efforts, and use of findings by June 2015.
- Work with Cradle to Career Working Group on wellbeing initiatives specific to youth and families by June 2015.
- Manage grant agreement with Bloomberg Philanthropies, ensuring that reporting requirements and Mayors Challenge expectations are met by June 2015.
- Plan for the long-term sustainability of The Wellbeing Project by pursuing additional funding opportunities and project partnerships by June 2015.
- Develop toolkit and plan to assist other cities with replication of The Wellbeing Project by June 2015.

Community & Cultural Services

Service by Division

Administration & Planning Services

Operating Budget: FY 2013-14: \$6.4 million FY 2014-15: \$6.7 million

Number of FTEs: FY 2013-14: 5.6 FTE FY 2014-15: 5.6 FTE

Administration & Planning Services guides the Department's work to support and enhance community wellbeing. The Division works to maximize user enjoyment of the City's parks, beach, and recreation and cultural facilities, through coordination of capital improvements and development of policies that preserve equal access and balanced use of public spaces. Division staff works to coordinate public outreach efforts to promote a wide range of Department services and programs. The Division also leads development of the Department's budget, fiscal oversight and progress reporting. Administration & Planning Services also supports the Santa Monica Recreation & Parks Commission.



Community Recreation

Operating Budget: FY 2013-14: \$5.9 million FY 2014-15: \$6.1 million

Number of FTEs: FY 2013-14: 63.0 FTE FY 2014-15: 63.8 FTE



The Community Recreation Division provides recreation and active living programs plus permit services at the City's parks, beach and recreation facilities. The division manages the City's award-winning Swim Center, offering recreational and lap swimming, swim instruction, specialty classes, and competitive swimming opportunities; adult sports leagues; the Memorial Park Gym; The Cove Skatepark; and the Playground Partnership project. The

Division oversees the Community Class program at a range of park and community locations and, on behalf of a number of Westside cities, coordinates programming for people with disabilities through the SMARS (Adaptive Recreation & Sports) and Westside Special Olympics program. The Division develops policies and issues permits for use of facilities, BBQ picnic areas, fields, courts, and for community events. The Division manages three community garden locations and is also responsible for coordination of film permits in parks and at the beach.

Community & Cultural Services

Cultural Affairs

Operating Budget: **FY 2013-14: \$4.8 million** **FY 2014-15: \$4.7 million**

Number of FTEs: **FY 2013-14: 22.5 FTE** **FY 2014-15: 22.5 FTE**

Santa Monica is home to 1,763 arts-related businesses with 10,579 employees. The City's Cultural Affairs Division works to sustain Santa Monica's creative economy and facilitates access to arts and cultural opportunities for residents. Along with the Arts Commission, the Division serves as an advocate for ongoing support for the arts and culture in the life of the community. The Division oversees four major grant programs totaling \$400,000 that support local arts activities and produces a wide range of cultural programs including Glow, the Santa Monica Festival, Beach=Culture, Jazz on the Lawn and the Teen Film Festival. It administers the City's public art program along with the extensive collection of artworks exhibited in public buildings. The Division also manages the City's cultural facilities, including the Civic Auditorium, Miles Memorial Playhouse and the Annenberg Community Beach House.



Human Services

Operating Budget: **FY 2013-14: \$15.3 million** **FY 2014-15: \$15.4 million**

Number of FTEs: **FY 2013-14: 75.7 FTE** **FY 2014-15: 75.7 FTE**



The Human Services Division works within the community to ensure that a broad spectrum of supportive services is available to meet community needs. Working with other City departments and community partners, the Division oversees the City's efforts to address homelessness, as well as coordination

of a network of services for children, youth, families, the senior community, and people with disabilities. Santa Monica's human service safety net is built on strong nonprofit programs, over 50 of which are funded by the City through \$7.4 million in Human Services grants. These programs focus on improving the quality of life and overall wellbeing of Santa Monica's low income community members of all ages. To further supplement services available through the nonprofit sector, the Division operates school and neighborhood-based educational, fitness and cultural programs and community-based events through Virginia Avenue Park, the Police Activities League, and the CREST Program. The Division's work in the areas of community and school-based mental health, legal assistance, early education, family & parent support, violence prevention & intervention, senior community, people with disabilities, and health education is supported by the work of eight advisory boards, commissions and task forces.

Community & Cultural Services

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
DIVISION					
Direct Costs					
Administration & Planning Services	\$ 959,995	\$ 1,254,695	\$ 1,312,693	\$ 1,305,833	\$ 1,302,597
Beach Administration	4,131,274	4,688,199	4,840,002	5,130,528	5,371,358
Beach House Operations	1,825,941	1,836,095	2,069,206	2,462,714	2,527,219
Beach Maintenance	2,741,650	2,544,013	2,873,857	-	-
Civic Auditorium	3,290,270	2,789,714	2,925,041	-	-
Community Recreation	5,685,197	5,490,737	6,155,581	5,944,330	6,119,807
Cultural Affairs	1,451,110	1,312,998	1,488,264	2,315,920	2,131,672
Human Services	15,071,969	14,941,719	16,107,538	15,295,284	15,373,730
Open Space Management	238,942	-	-	-	-
Public Landscape ^a	10,994,094	11,014,683	11,969,595	-	-
Total Department	\$ 46,390,442	\$ 45,872,852	\$ 49,741,778	\$ 32,454,609	\$ 32,826,383

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$ 18,614,932	\$ 19,258,462	\$ 20,687,926	\$ 14,015,954	\$ 14,199,430
Supplies and Expenses	15,456,727	13,783,643	15,155,300	10,248,813	10,172,062
Subtotal	\$ 34,071,659	\$ 33,042,105	\$ 35,843,226	\$ 24,264,767	\$ 24,371,492

04 Special Revenue Source Fund

Supplies and Expenses	10,554	20,547	43,075	40,286	-
Subtotal	\$ 10,554	\$ 20,547	\$ 43,075	\$ 40,286	\$ -

11 Beach Fund ^b

Salaries and Wages	\$ 1,345,356	\$ 1,423,974	\$ 1,597,103	\$ 1,259,158	\$ 1,281,818
Supplies and Expenses	5,389,196	5,776,915	6,007,312	6,305,824	6,588,499
Subtotal	\$ 6,734,551	\$ 7,200,889	\$ 7,604,415	\$ 7,564,982	\$ 7,870,317

Community & Cultural Services

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
MAJOR ACCOUNT GROUPS BY FUND (continued)					
19 CDBG Fund					
Supplies and Expenses	-	237,982	349,773	203,837	203,837
Subtotal	\$ \$ -	\$ 237,982	\$ 349,773	\$ 203,837	\$ 203,837
20 Miscellaneous Grants Fund					
Supplies and Expenses	457,467	745,520	907,042	380,737	380,737
Subtotal	\$ 457,467	\$ 745,520	\$ 907,042	\$ 380,737	\$ 380,737
24 Beach House Fund ^b					
Salaries and Wages	\$ 931,065	\$ 1,024,582	\$ 966,822	\$ -	\$ -
Supplies and Expenses	894,876	811,513	1,102,384	\$ -	\$ -
Subtotal	\$ 1,825,941	\$ 1,836,095	\$ 2,069,206	\$ -	\$ -
32 Civic Auditorium Fund ^c					
Salaries and Wages	\$ 2,638,598	\$ 2,250,657	\$ 2,249,760	\$ -	\$ -
Supplies and Expenses	651,672	539,056	675,281	\$ -	\$ -
Subtotal	\$ 3,290,270	\$ 2,789,714	\$ 2,925,041	\$ -	\$ -
Total All Funds					
Salaries and Wages	\$ 23,529,951	\$ 23,957,675	\$ 25,501,611	\$ 15,275,112	\$ 15,481,248
Supplies and Expenses	22,860,491	21,915,177	24,240,167	17,179,497	17,345,135
Total Department	\$ 46,390,442	\$ 45,872,852	\$ 49,741,778	\$ 32,454,609	\$ 32,826,383
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
01 General Fund					
Permanent Positions	179.6	178.8	177.0	105.0	105.0
Temporary Positions	53.1	53.3	49.1	46.9	47.7
Subtotal	232.7	232.1	226.1	151.9	152.7

Community & Cultural Services

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
11 Beach Fund					
Permanent Positions	11.0	11.0	11.0	6.0	6.0
Temporary Positions	12.1	12.1	12.1	8.9	8.9
Subtotal	23.1	23.1	23.1	14.9	14.9
24 Beach House Fund					
Permanent Positions	5.0	5.0	5.0	0.0	0.0
Temporary Positions	6.5	6.5	6.5	0.0	0.0
Subtotal	11.5	11.5	11.5	0.0	0.0
32 Civic Auditorium Fund					
Permanent Positions	26.0	25.0	20.0	0.0	0.0
Temporary Positions	8.4	5.3	0.0	0.0	0.0
Subtotal	34.4	30.3	20.0	0.0	0.0
Total All Funds ^d					
Permanent Positions	221.6	219.8	213.0	111.0	111.0
Temporary Positions	80.1	77.2	67.7	55.7	56.5
Total Department	301.7	297.0	280.7	166.7	167.5

Footnotes

- a. The Public Landscape Division was transferred to the Public Works Department to consolidate maintenance functions within one department and provide for better coordination among the various trades who maintain infrastructure for the City.
- b. In FY 2013-14, the Beach and Beach House Funds will be consolidated into one fund.
- c. The Civic Auditorium will cease full operations on June 30, 2013. Staff is developing an interim use for the Civic Auditorium as well as a plan and strategy for the future by June 2014.
- d. Staffing change reflects transfer of 97.5 FTE to the Public Works Department and elimination of 20 FTE Civic Auditorium positions, offset by the increase of 1.0 FTE Cultural Affairs and 2.5 FTE Beach House positions, as well as the increase of 0.8 FTE Community Recreation positions to expand Playground Partnership to Edison Elementary School in FY 2014-15 per the Lantana Development Agreement.



FY 2013-15 Adopted Biennial Budget



Library



The mission of the Library is to provide resources, services and a place to encourage the community to Read, Connect, Relax and Learn.

FY 2013-15 Operating Budget

	<u>FY 2013-14</u>	<u>FY 2014-15</u>
Salaries & Wages	\$9,587,172	\$9,795,347
Supplies & Expenses	2,459,328	2,532,833
TOTAL	\$12,046,500	\$12,328,180
FTE Positions	114.8	114.8

Goals, Objectives & Service Benchmarks

Goal: Provide knowledgeable staff and relevant materials that meet the community's needs for information, education and recreation.

Objectives:

- Recruit and train 8.7 FTE staff for Pico Branch Library by projected opening in February 2014.
- Complete acquisition of 80% of Pico Branch's opening day collection by December 2013.
- Reallocate FY 2014-15 materials budgets in June 2014 based on 24 months of Collection HQ data.
- Commence development of a staff intranet on the SharePoint platform starting with Information Management Division content by July 2013.

Service Benchmarks:

- 90% user satisfaction with overall Library Service by polling patrons in Spring 2013 and Spring 2014
- 90% positive user ranking that Library materials meet their needs by polling patrons in Spring 2013 and Spring 2014
- 40,000 Items added to collection annually
- 1,400,000 materials used annually

Goal: Develop revenue sources to offset costs of service to non-residents.

Objectives:

- Promote the purchase of non-resident cards using publicity, social media and the Library website, and expiring all current non-resident cards during FY 2013-14.
- Enact a system to charge for public computer usage by those without Santa Monica Library cards by December 2013.



Library



Service Benchmarks:

- 15,000 non-resident cards sold annually
- 30,000 public computer usage sessions sold annually

Goal: Engage the community with services and programs that inform, inspire and enhance Library resources.

Objectives:

- Participate in three community events by June 2014 that would promote Share Santa Monica as a way to showcase the community's history.
- Increase attendance in FY 2013-14 and 2014-15 at library programs that feature the community's interests in youth, lifelong learning, active living, sustainability and the environment.

Service Benchmarks:

- By FY 2013-14 year-end increase by 50% community postings to Share Santa Monica
- 15% increase in program count and attendance for FY 2013-14 compared to FY 2011-12
- 5% increase in program count and attendance for FY 2014-15 compared to FY 2013-14

Goal: Manage and maintain facilities, systems and equipment that allow users to access, use and share ideas.

Objectives:

- Construction completion projected for December 2013; create and submit initial punch list within 60 days of occupancy permit issued for Pico Branch Library.
- Renovate Fairview Branch Library by June 2015.
- Identify and (if available) implement an online patron payment solution that uses TransFirst as the merchant processor and performs real-time updates to the Polaris Integrated Library System by November 2013.
- By January 2014, complete an analysis of materials intake patterns and usage of space in the Main Library's Circulation workroom in preparation for the planning of an automated materials handling system.

Service Benchmarks:

- 12,000 Meeting and Study Room use annually
- 205,000 Library Wi-Fi and Public Access Computer sessions annually

Service by Division

Administration and Facilities

Operating Budget: **FY 2013-14: \$3.0 million** **FY 2014-15: \$3.1 million**

Number of FTEs: **FY 2013-14: 17.9 FTE** **FY 2014-15: 17.9 FTE**



Library Administration plans and oversees the operation of the department, develops the budget, and supports the successful accomplishment of all the divisions' goals and objectives. Staff coordinates work with other departments, divisions and vendors to provide needed services. Library Administration coordinates the maintenance of Main and Branch Library facilities and oversees security and safety efforts. The Division manages publicity and community

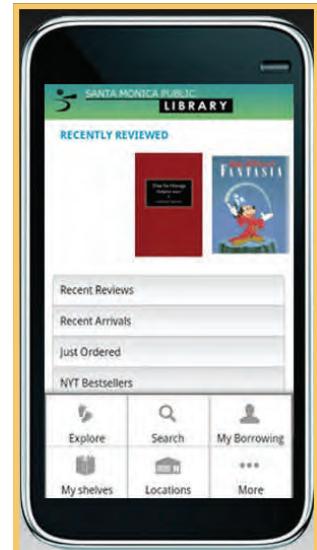
relations, staffs the Library Board, assists the Friends of the Santa Monica Public Library, and manages the use of all meeting rooms.

Information Management

Operating Budget: **FY 2013-14: \$3.0 million** **FY 2014-15: \$3.1 million**

Number of FTEs: **FY 2013-14: 30.7 FTE** **FY 2014-15: 30.7 FTE**

The Information Management Division is responsible for planning, implementing and managing all aspects of Library automation projects, including the automated library system, hardware/software installation and maintenance, public access to the Internet and other remote electronic resources, and providing staff training in the use of information technology. This division is also responsible for acquiring and cataloging library materials in all formats, maintaining bibliographic databases for public access, processing library materials for public use and preserving the collections in good physical condition.



Library

Reference Services

Operating Budget: **FY 2013-14: \$2.5 million** **FY 2014-15: \$2.5 million**

Number of FTEs: **FY 2013-14: 26.8 FTE** **FY 2014-15: 26.8 FTE**



The Reference Services Division staff answers reference questions from customers in person, by phone, by email, text messaging and using Internet chat software. The Division manages and develops the Library's collections of print and non-print materials, microforms, and electronic resources in order to maintain their currency and depth. Reference staff assists the public in the access and use of the Library's collections. The Division

maintains the Santa Monica Collection - a local history room containing a special collection of research materials; and Imagine Santa Monica - a web site containing local newspaper content and historical images. Staff educates the public in the use of Library computers by teaching classes on popular software programs, databases, and online resources. Reference staff creates original content for the Library website. The Circulation Section, under the management of this Division, coordinates the shelving and checkout of materials, processing of hold requests, patron account maintenance and fine and fee processing, as well as staffing the Library's switchboard and providing telephone assistance for navigating the Library's online catalog.



Public and Branch Services

Operating Budget: FY 2013-14: \$3.5 million

Number of FTEs: FY 2013-14: 39.4 FTE

FY 2014-15: \$3.6 million

FY 2014-15: 39.4 FTE

The Public and Branch Services Division has three components: Public, Youth, and Branch Services. Public Services produces a variety of free programs for adults; coordinates adult volunteers; promotes the library through community outreach; and provides customer assistance and readers' advisory at the Main Library. Youth Services selects materials for youth system-wide; provides reference, readers' advisory and online resources for children, teens, and parents; promotes library relations with schools and other youth service providers; coordinates teen programs and volunteers; and offers youth and family programs at the Main Library. Branch Library Services encompass all the activities at the Fairview, Montana, and Ocean Park Branches, including providing customer assistance and programs for all ages and interests; promoting popular collections and resources; performing circulation functions; and coordinating reservations of their meeting rooms. Branch Libraries place special emphasis on service to youth and to the diverse populations within their neighborhoods, tailoring many of their programs to these constituencies.



Library

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13				
			Revised Budget	2013-14 Budget	2014-15 Budget		
DIVISION							
Direct Costs							
Administration and Facilities	\$ 2,728,290	\$ 2,704,390	\$ 2,923,455	\$ 3,043,609	\$ 3,121,940		
Information Management	3,246,214	3,182,121	3,041,045	3,042,552	3,103,669		
Reference Services	1,375,970	1,651,717	2,438,324	2,486,539	2,541,306		
Public and Branch Services	2,780,772	2,888,930	3,075,742	3,473,800	3,561,265		
Total Department	\$ 10,131,246	\$ 10,427,158	\$ 11,478,566	\$ 12,046,500	\$ 12,328,180		

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund ^a

Salaries and Wages	\$ 8,179,512	\$ 8,470,980	\$ 9,124,139	\$ 9,587,172	\$ 9,795,347
Supplies and Expenses	1,936,734	1,935,927	2,327,766	2,459,328	2,532,833
Subtotal	\$ 10,116,246	\$ 10,406,906	\$ 11,451,905	\$ 12,046,500	\$ 12,328,180

20 Miscellaneous Grants

Supplies and Expenses ^b	15,000	20,251	26,661	-	-
Subtotal	\$ 15,000	\$ 20,251	\$ 26,661	\$ -	\$ -

Total All Funds

Salaries and Wages	\$ 8,179,512	\$ 8,470,980	\$ 9,124,139	\$ 9,587,172	\$ 9,795,347
Supplies and Expenses	1,951,734	1,956,178	2,354,427	2,459,328	2,532,833
Subtotal	\$ 10,131,246	\$ 10,427,158	\$ 11,478,566	\$ 12,046,500	\$ 12,328,180

Budget Summary

GENERAL FUND

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
01 General Fund ^a					
Permanent Positions	68.5	68.5	68.5	73.0	73.0
Temporary Positions	37.6	37.6	37.6	41.8	41.8
Subtotal	106.1	106.1	106.1	114.8	114.8
Total All Funds					
Permanent Positions	68.5	68.5	68.5	73.0	73.0
Temporary Positions	37.6	37.6	37.6	41.8	41.8
Total Department	106.1	106.1	106.1	114.8	114.8

Footnotes

- a. General Fund staffing and accompanying budget increase in FY 2013-14 reflects a 4.5 FTE permanent staff increase and a 4.2 FTE temporary staff increase to support the Pico Library Branch, opening in FY 2013-14.
- b. Prior year expenditures were related to Federal and State grant-funded projects completed in FY 2012-13.



Public Works

FY 2013-15 Adopted Biennial Budget

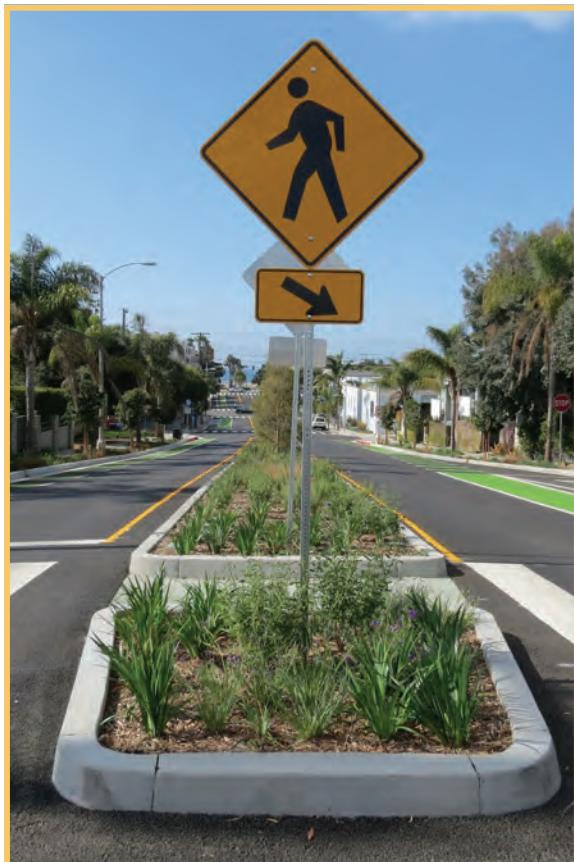


Public Works



The mission of the Public Works Department is to protect and enrich the quality of life in the City through the sustainable maintenance, management, and enhancement of resources and public infrastructure.

FY 2013-15 Operating Budget		
	FY 2013-14	FY 2014-15
Salaries & Wages	\$51,463,300	\$52,975,520
Supplies & Expenses	61,044,336	62,733,675
TOTAL	\$112,507,636	\$115,709,195
FTE Positions	500.1	500.1



Goals, Objectives & Service Benchmarks

Goal: Implement Innovative Sustainable Programs.

Objectives:

- Finalize the Zero Waste Initiative and identify a new rate structure by June 2014.
- Continue ongoing use of 90% Green Seal products to clean City facilities.
- Increase purchases of paint materials that meet low and zero VOC specifications from 70% to 75%.
- Complete an audit of the use of sustainable materials and products used in facility maintenance in order to maximize their use by June 2014.
- Update the City's Reduced Emissions Fuel Policy by June 2015.
- Revise the current contract for urban forestry management by October 2013.
- Institute enhanced contract management practices in Public Landscape, including performance monitoring and compliance auditing by January 2014.
- Establish a performance management system for Urban Forestry, and acquire and implement an independent tree inventory system by June 2014.

Service Benchmarks:

- Increase green food waste diversion by 10%
- Reduce the amount of printed material discard annually by 15% by increasing participation in "junk mail" opt-out program
- Reduce illegal dumping by 10% by implementing a donation program to redistribute goods and materials to local schools and non-profit agencies
- Maintain number of alternatively fueled vehicles at 71% of the fleet

Public Works

Goal: Maintain and Enhance Physical Infrastructure.

Objectives:

- Implement the Annual Street and Sidewalk Repair Program in FY 2013-15.
- Implement the Annual Water and Wastewater Main Replacement Program in FY 2013-15.
- Implement \$1,500,000 worth of recommended projects from the Citywide Facilities Condition Assessment by June 2014.
- Create a GIS inventory of street signs, curb markings, and roadway markings by June 2015.
- Complete Phase II of the Crosswalk Rehabilitation CIP plan by June 2014.
- Create a reporting mechanism for EV charger utilization by the public by June 2015.
- Complete an assessment of available cemetery property and update of all associated electronic records and maps by June 2015.

Service Benchmarks:

- Repair 7 miles of streets per year
- Repair 40,000 to 50,000 sq. ft. of sidewalks per year
- Apply 900 sidewalk patches and repair 800 potholes per year
- Perform 28,000 sq. ft. of general asphalt repairs per year
- Replace 4,200 linear feet of water mains each year
- Replace 4,000 linear feet of wastewater mains each year

Goal: Effectively Manage City's Capital Improvement Program (CIP) and Project Implementation.

Objectives:

- Continue work on various infrastructure projects as identified in the Capital Improvement Program through FY 2013-14 and FY 2014-15.
- Complete implementation of CIP software by September 2013.

Goal: Provide Efficient and Effective Service Delivery.

Objectives:

- Complete street light work orders within 5 business days or less.
- Remove 25,000 incidences of graffiti per year. Respond within 1 business day.
- Respond to water main breaks in one hour or less.
- Respond to sanitary sewer overflows in one hour or less.
- Respond to pothole repair requests within 3 business days.
- Respond to high priority sidewalk repair inspections within 5 business days.
- Respond to parking meter repair requests within 1 business day.
- Respond to sign and street marking repair requests within 3 business days.
- Serve 75% of Public Works customers at the counter within 15 minutes.
- Respond to 85% of missed refuse/recycling collections within 24 hours.
- Respond to 90% of illegal dumping reports within 48 hours.

Goal: Implement Water Self-Sufficiency Strategies.

Objectives:

- Begin implementation of Sustainable Water Master Plan strategies in FY 2013-14 to achieve water self-sufficiency by 2020.

- Produce 9,500 acre feet from local groundwater annually.
- Complete siting analysis and pilot study for Olympic Treatment Facility by June 2014.

Goal: Provide Safe, Secure and Community Compatible Operation of the Airport.

Objectives:

- Participate in planning for the future of the Airport Campus through a staff report to City Council for March 2014 that examines options for the Airport after June 30, 2015.
- Enhance communication to the community by providing regular updates through social media and website and posting relevant information, reports and data on the website within 5 working days of availability.
- Evaluate the continued financial sustainability of the Airport Fund to eliminate General Fund support for investment in the renewal of the Airport Campus infrastructure by April 2014.



Service by Division

Administrative Services

Operating Budget: FY 2013-14: \$1.1 million FY 2014-15: \$1.1 million

Number of FTEs: FY 2013-14: 5.0 FTE FY 2014-15: 5.0 FTE



The Administrative Services Division provides administrative support to the Public Works Department. Support includes preparing the department operating budget, coordinating and managing the City's Capital Improvement Program, coordinating City Council staff reports and information items, monitoring responses to constituent inquiries, and conducting research and analysis. The division is also responsible for inter-departmental and interagency coordination.

Public Works

Airport

Operating Budget: **FY 2013-14: \$3.4 million** **FY 2014-15: \$3.5 million**

Number of FTEs: **FY 2013-14: 8.5 FTE** **FY 2014-15: 8.5 FTE**

The Airport Division manages the operation of the Santa Monica Municipal Airport, a general aviation airport (no commercial/scheduled services). This includes enforcing curfew and noise regulations; administering leases, fees, and user charges; acting as a liaison with the neighboring community and Airport Commission; and maintaining the runway, taxiways, tie-down areas, and a variety of aviation and non-aviation buildings. Two restaurants, Airport Park, the Douglas DC-3 Monument Plaza and Museum of Flying, the Santa Monica Art Studios and other artist studios and offices, the Ruskin Theatre, and indoor and outdoor event spaces occupy non-aviation areas. The facility offers emergency response agencies direct and immediate access to the City and the region as well as space for shelters, casualty collection and triage, emergency medical response and care facilities, and evacuation and emergency relief aircraft operations.



Architecture Services

Operating Budget: **FY 2013-14: \$2.2 million** **FY 2014-15: \$2.4 million**

Number of FTEs: **FY 2013-14: 15.0 FTE** **FY 2014-15: 15.0 FTE**



The Architecture Services Division is responsible for the design and construction of City-owned or leased facilities including capital improvement projects (CIP).

CIPs managed by Architecture Services include libraries, parks, recreational facilities, parking structures, and City workplace improvements. The Division incorporates the City's sustainable design directives, while maintaining a high standard of economy, utility, and aesthetics.

Civil Engineering

Operating Budget: **FY 2013-14: \$5.2 million** **FY 2014-15: \$5.5 million**

Number of FTEs: **FY 2013-14: 30.0 FTE** **FY 2014-15: 30.0 FTE**

The Civil Engineering Division provides various services related to the enhancement of public infrastructure and management of public right-of-way throughout the City. Services include: project development, design and technical support; construction management; watershed management; review of industrial, commercial and residential building projects, as well as subdivision maps, utility plans, and public infrastructure projects; and issuance of permits for various activities within public right-of-way including film permits.



Facilities Maintenance

Operating Budget: **FY 2013-14: \$19.8 million** **FY 2014-15: \$20.4 million**

Number of FTEs: **FY 2013-14: 129.3 FTE** **FY 2014-15: 129.3 FTE**



The Facilities Maintenance Division is comprised of Custodial Services, Facilities Services, Pier, Airport, Beach House Maintenance, and Cemetery operations.

Custodial Services is responsible for managing and delivering cleaning services for community facilities and City offices provided by in-house and contract staff. Site responsibilities include City Hall, the Santa Monica Pier, the Public Safety Facility, park facilities, the Annenberg Beach House, and public restrooms that serve Santa Monica residents and visitors. The Custodial Services section coordinates with the Community and Cultural Services Department for meeting room set up and event permit staffing at community centers and park facilities.

Facilities Services is responsible for the upkeep and maintenance of City buildings and properties by skilled trade staff including carpentry, electrical, heating-ventilation-and-air-conditioning (HVAC), paint, and plumbing. Staff also oversees contractor services for facility renovations and maintenance of building automation/security systems, elevators, fire prevention systems, generators, and pumps. Facilities Services also performs graffiti removal, street light maintenance, radio equipment upkeep,

Public Works

and backflow prevention device testing/repairs, and works with Community and Cultural Services to administer the City's Trades Intern program.

Pier Maintenance maintains the City's 9.5 acre Santa Monica Pier by performing deck board replacements, restroom facility cleaning and painting. Staff also provides logistical and technical support for special events and film productions at the Pier.

Airport Maintenance is responsible for maintaining several areas of the Airport's 227 acres including the runways, tie-down areas, landscape and irrigation systems, office space, and parking lots.

Beach House Maintenance is responsible for the overall maintenance of the Annenberg Community Beach House and provides custodial services and staffing for private events.

Woodlawn Cemetery, Mausoleum and Mortuary provides mortuary services including transport, sheltering, and preparation of human remains for burial or cremation; funeral service planning; filing of death certificates; cemetery services including sale of plots, crypts and niches; grave openings/closings; issuance of cemetery burial permits, installation of grave tablets and monuments, and other memorials; and maintenance and preservation of cemetery records. The section administers the Cemetery Fund that is financed by the sale of space and services, as well as arranges for professional management of the Perpetual Care Funds in cooperation with the Finance Department.

Public Landscape

Operating Budget: **FY 2013-14: \$14.5 million FY 2014-15: \$15.0 million**

Number of FTEs: **FY 2013-14: 98.5 FTE FY 2014-15: 98.5 FTE**

As of the FY 2013-15 budget cycle, the Public Landscape Division resides in the Public Works department, transferred from the Community and Cultural Services Department. The Public Landscape Division maintains and improves the City's parks, landscapes, urban forest, and the 30-squareblock downtown district. The Division's Beach Maintenance staff maintains Santa Monica State Beach and



its amenities. Encompassing over 700 acres, this mix of seaside, downtown, and neighborhood assets are heavily used for recreation, leisure, commerce and events, and require constant upkeep and detailed planning. Specific responsibilities include maintaining tennis and basketball courts, athletic fields and park amenities; managing over 33,000 trees in Santa Monica's urban forest; and keeping the downtown area clean. With input from the Urban Forest Task Force, the Division also implements the Urban Forest Master Plan.

Street and Fleet Services

Operating Budget: **FY 2013-14: \$11.2 million** **FY 2014-15: \$11.5 million**

Number of FTEs: **FY 2013-14: 58.9 FTE** **FY 2014-15: 58.9 FTE**



The Street & Fleet Services Division consists of five sections. The Administrative section manages the maintenance functions of the division, provides administrative support, and administers the internet-based work order request system. The Street Maintenance section maintains over 257 miles of streets and alleys as well as sidewalks, curbs, and gutters. The Street Signs and Markings section

maintains all street signs, crosswalks, and painted markings on curb and roadway surfaces. The Parking Meter Repair section maintains over 5,900 parking meters throughout the City. The Fleet Management section services over 800 pieces of equipment and vehicles and maintains the CNG, hydrogen, propane, and conventional fueling stations at the City Yard facility as well as the propane and conventional fueling stations at the Beach Maintenance facility.

Resource Recovery and Recycling

Operating Budget: **FY 2013-14: \$21.7 million** **FY 2014-15: \$22.0 million**

Number of FTEs: **FY 2013-14: 86.7 FTE** **FY 2014-15: 86.7 FTE**

The Resource Recovery & Recycling Division collects and processes over 96,500 tons of refuse, green and food waste, and commingled recyclable materials generated by over 16,423 residential and commercial customers. Current waste



Public Works

reduction strategies have netted an increase in the diversion rate of 7% (from 70% to 77%). Enhanced commingled material recycling, education, outreach, and diversion initiatives will be developed and implemented in an effort to increase the amount of materials that are diverted from the landfill, with the goal of zero waste by 2030. Collection crews also service pedestrian cans located throughout the city and provide bulky item pick-up. Over 58,300 curb miles of streets and alleys are swept annually preventing debris from entering the storm drains and polluting the Santa Monica Bay.

Water Resources

Operating Budget: **FY 2013-14: \$33.3 million** **FY 2014-15: \$34.5 million**

Number of FTEs: **FY 2013-14: 68.2 FTE** **FY 2014-15: 68.2 FTE**



The Water Resources Division provides a safe and reliable water supply for residents and businesses. The division is responsible for water pollution prevention programs, wastewater collection and conveyance operations, recycled water operations, the Moss Avenue Pumping Station (MAPS), and the Santa Monica Urban Runoff Recycling Facility (SMURRF).

The division is organized into the Water and Wastewater sections. The Water section operates and maintains the City's water system serving over 86,000 residential and business customers. Fire protection is supported through a network of 1,300 fire hydrants and 1,070 fire sprinkler connections. To provide more than 12 million gallons of water per day, the Division operates and maintains three major pumping plants, twelve water wells, a softening and filtering plant, and four reservoirs that can store 40 million gallons of water. The Wastewater section maintains the sanitary sewer and storm drain systems through continuous cleaning, inspection, maintenance, and repair of a pumping plant, 150 miles of sanitary sewers, 10 miles of storm drains, and 824 catch basins.

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
DIVISION					
Direct Costs					
Administrative Services	\$ 1,177,193	\$ 1,129,407	\$ 1,010,746	\$ 1,082,686	\$ 1,099,208
Airport	-	3,619,728	3,960,864	3,358,607	3,466,243
Airport Maintenance	704,374	714,296	792,628	907,029	928,013
Arcadia Treatment Plant	5,274,861	1,169,052	2,467,945	2,148,954	2,339,891
Architecture Services	1,825,957	1,886,600	2,387,893	2,237,491	2,352,519
Beach House Maintenance	1,274,579	1,357,349	1,680,356	1,671,969	1,716,586
Beach Maintenance	-	-	-	2,648,301	2,714,938
Cemetery	2,247,213	1,560,425	1,648,767	1,775,543	1,836,874
Charnock Treatment Plant	445,778	1,134,765	2,166,058	2,511,075	2,548,659
Custodial Services	5,798,109	5,656,239	-	-	-
Engineering	3,866,432	4,180,891	5,121,320	5,182,185	5,513,389
Facilities Maintenance	-	-	13,629,905	13,588,742	14,008,329
Facilities Management	5,665,239	6,748,227	-	-	-
Fleet Management	6,150,048	5,858,427	6,107,199	6,049,873	6,231,029
Maintenance Management	1,511,085	1,595,076	-	-	-
Pier Maintenance	1,786,871	1,821,452	2,042,227	1,866,338	1,906,105
Public Landscape	-	-	-	11,881,888	12,249,336
Resource Recovery and Recycling	18,787,512	20,497,057	21,690,342	21,738,522	21,953,976
Street and Fleet Services	3,292,176	3,303,328	5,112,891	5,174,884	5,256,579
Traffic Operations	1,174,924	1,303,178	-	-	-
Waste Water	9,607,293	10,987,023	12,329,533	12,856,208	13,218,679
Water	15,747,794	16,616,453	19,317,683	15,827,341	16,368,842
Total Department	\$ 86,337,437	\$ 91,138,971	\$ 101,466,359	\$ 112,507,636	\$ 115,709,195

Public Works

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund ^a					
Salaries and Wages	\$ 17,407,411	\$ 18,403,740	\$ 19,590,586	\$ 26,397,272	\$ 27,132,834
Supplies and Expenses	<u>6,881,132</u>	<u>7,344,292</u>	<u>7,175,406</u>	<u>12,096,906</u>	<u>12,573,608</u>
Subtotal	<u>\$ 24,288,543</u>	<u>\$ 25,748,032</u>	<u>\$ 26,765,992</u>	<u>\$ 38,494,178</u>	<u>\$ 39,406,442</u>
05 Charnock Fund ^b					
Salaries and Wages	\$ -	\$ 127	\$ -	\$ -	\$ -
Supplies and Expenses	<u>7,579,035</u>	<u>2,348,600</u>	<u>4,679,338</u>	<u>-</u>	<u>-</u>
Subtotal	<u>\$ 7,579,035</u>	<u>\$ 2,348,727</u>	<u>\$ 4,679,338</u>	<u>\$ -</u>	<u>\$ -</u>
06 Clean Beaches and Ocean Parcel Tax Fund					
Salaries and Wages	\$ -	\$ -	\$ 20,400	\$ 20,400	\$ 20,400
Supplies and Expenses	<u>22,572</u>	<u>54,914</u>	<u>445,678</u>	<u>593,298</u>	<u>616,518</u>
Subtotal	<u>\$ 22,572</u>	<u>\$ 54,914</u>	<u>\$ 466,078</u>	<u>\$ 613,698</u>	<u>\$ 636,918</u>
11 Beach Fund ^c					
Salaries and Wages	\$ -	\$ -	\$ -	\$ 2,391,333	\$ 2,471,360
Supplies and Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,888,937</u>	<u>1,920,164</u>
Subtotal	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,280,270</u>	<u>\$ 4,391,524</u>
20 Miscellaneous Grants Fund					
Supplies and Expenses	<u>-</u>	<u>-</u>	<u>30,686</u>	<u>80,000</u>	<u>176,000</u>
Subtotal	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 30,686</u>	<u>\$ 80,000</u>	<u>\$ 176,000</u>
24 Beach House Fund ^d					
Salaries and Wages	\$ 644,190	\$ 650,739	\$ 772,341	\$ -	\$ -
Supplies and Expenses	<u>630,388</u>	<u>706,610</u>	<u>908,015</u>	<u>-</u>	<u>-</u>
Subtotal	<u>\$ 1,274,579</u>	<u>\$ 1,357,349</u>	<u>\$ 1,680,356</u>	<u>\$ -</u>	<u>\$ -</u>

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
25 Water Fund ^b					
Salaries and Wages	\$ 5,106,444	\$ 5,033,211	\$ 5,621,930	\$ 5,607,210	\$ 5,733,672
Supplies and Expenses	8,782,954	11,538,332	13,650,418	14,880,160	15,523,720
Subtotal	\$ 13,889,398	\$ 16,571,542	\$ 19,272,348	\$ 20,487,370	\$ 21,257,392
27 Resource Recovery and Recycling Fund					
Salaries and Wages	\$ 7,911,002	\$ 8,788,175	\$ 8,792,339	\$ 8,976,991	\$ 9,297,739
Supplies and Expenses	10,876,511	11,708,882	12,898,003	12,761,531	12,656,237
Subtotal	\$ 18,787,512	\$ 20,497,057	\$ 21,690,342	\$ 21,738,522	\$ 21,953,976
30 Pier Fund					
Salaries and Wages	\$ 567,973	\$ 524,537	\$ 599,762	\$ 565,094	\$ 574,484
Supplies and Expenses	1,218,899	1,296,915	1,442,465	1,301,244	1,331,621
Subtotal	\$ 1,786,871	\$ 1,821,452	\$ 2,042,227	\$ 1,866,338	\$ 1,906,105
31 Wastewater Fund					
Salaries and Wages	\$ 1,812,679	\$ 2,018,669	\$ 2,268,540	\$ 2,318,500	\$ 2,376,422
Supplies and Expenses	7,794,614	8,968,354	10,060,993	10,537,708	10,842,257
Subtotal	\$ 9,607,293	\$ 10,987,023	\$ 12,329,533	\$ 12,856,208	\$ 13,218,679
33 Airport Fund					
Salaries and Wages	\$ 353,064	\$ 1,249,287	\$ 1,386,372	\$ 1,402,733	\$ 1,446,231
Supplies and Expenses	351,310	3,084,736	3,367,120	2,862,903	2,948,025
Subtotal	\$ 704,374	\$ 4,334,023	\$ 4,753,492	\$ 4,265,636	\$ 4,394,256
37 Cemetery Fund					
Salaries and Wages	\$ 791,217	\$ 579,138	\$ 495,370	\$ 665,429	\$ 701,625
Supplies and Expenses	1,455,996	981,287	1,153,397	1,110,114	1,135,249
Subtotal	\$ 2,247,213	\$ 1,560,425	\$ 1,648,767	\$ 1,775,543	\$ 1,836,874

Public Works

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
54 Vehicle Management Fund					
Salaries and Wages	\$ 2,868,000	2,812,839	3,114,210	3,118,338	3,220,753
Supplies and Expenses	3,282,049	3,045,588	2,992,989	2,931,535	3,010,276
Subtotal	\$ 6,150,048	5,858,427	6,107,199	6,049,873	6,231,029
Total All Funds					
Salaries and Wages	\$ 37,461,979	\$ 40,060,462	\$ 42,661,850	\$ 51,463,300	\$ 52,975,520
Supplies and Expenses	48,875,458	51,078,508	58,804,509	61,044,336	62,733,675
Total Department	\$ 86,337,437	\$ 91,138,971	\$ 101,466,359	\$ 112,507,636	\$ 115,709,195
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
01 General Fund ^a					
Permanent Positions	176.0	177.0	172.0	243.5	243.5
Temporary Positions	4.1	7.3	7.3	12.6	12.6
Subtotal	180.1	184.3	179.3	256.1	256.1
11 Beach Fund ^c					
Permanent Positions	0.0	0.0	0.0	18.5	18.5
Temporary Positions	0.0	0.0	0.0	16.5	16.5
Subtotal	0.0	0.0	0.0	35.0	35.0
24 Beach House Fund ^d					
Permanent Positions	8.0	8.0	8.0	0.0	0.0
Temporary Positions	4.0	4.0	4.0	0.0	0.0
Subtotal	12.0	12.0	12.0	0.0	0.0

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
25 Water Fund					
Permanent Positions	46.0	46.0	46.0	46.0	46.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	46.0	46.0	46.0	46.0	46.0
27 Resource Recovery and Recycling Fund ^e					
Permanent Positions	84.0	86.0	79.0	79.0	79.0
Temporary Positions	0.2	0.2	0.2	7.7	7.7
Subtotal	84.2	86.2	79.2	86.7	86.7
30 Pier Fund					
Permanent Positions	6.0	6.0	6.0	6.0	6.0
Temporary Positions	0.5	0.5	0.5	0.5	0.5
Subtotal	6.5	6.5	6.5	6.5	6.5
31 Wastewater Fund					
Permanent Positions	22.0	22.0	22.0	22.0	22.0
Temporary Positions	0.2	0.2	0.2	0.2	0.2
Subtotal	22.2	22.2	22.2	22.2	22.2
33 Airport Fund					
Permanent Positions	4.0	12.0	12.0	12.0	12.0
Temporary Positions	0.0	0.2	0.2	0.5	0.5
Subtotal	4.0	12.2	12.2	12.5	12.5
37 Cemetery Fund ^f					
Permanent Positions	11.0	7.0	6.0	6.0	6.0
Temporary Positions	1.1	1.1	1.1	1.1	1.1
Subtotal	12.1	8.1	7.1	7.1	7.1

Public Works

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
54 Vehicle Management Fund					
Permanent Positions	28.0	28.0	28.0	28.0	28.0
Temporary Positions	-	-	-	-	-
Subtotal	28.0	28.0	28.0	28.0	28.0
Total All Funds					
Permanent Positions	385.0	392.0	379.0	461.0	461.0
Temporary Positions	10.1	13.5	13.5	39.1	39.1
Total Department	395.1	405.5	392.5	500.1	500.1

Footnotes

- a. General Fund (01) staffing and accompanying budget increase beginning in FY 2013-14 reflects the transfer of Public Landscape to Public Works from Community and Cultural Services.
- b. Charnock Fund (05) budget decrease and the Water fund (25) budget increase beginning in FY 2013-14 reflects the Charnock Fund's consolidation into the Water Fund.
- c. Beach Fund (11) staffing and accompanying budget increase beginning in FY 2013-14 reflects Beach Maintenance operations transfer to Public Works from Community and Cultural Services (under Public Landscape), and the consolidation of the Beach and Beach House (24) funds.
- d. Beach House (24) Fund staffing and accompanying budget decrease beginning in FY 2013-14 reflects the consolidation of the Beach (11) and Beach House Funds.
- e. Resource Recovery and Recycling Fund (27) staffing increase reflects the reallocation of overtime to as-needed staff to reflect the true cost of on-call positions. There is no net budget impact.
- f. In FY 2011-12, the Cemetery reduced staffing by 4.0 FTE to align staffing with operations.

Big Blue Bus

FY 2013-15 Adopted Biennial Budget



Big Blue Bus



Big Blue Bus provides transportation services that enhance and improve the quality of life for the City's residents and visitors. The department provides safe, efficient, convenient and affordable transportation to the City and Westside of greater Los Angeles.

FY 2013-15 Operating Budget

	<u>FY 2013-14</u>	<u>FY 2014-15</u>
Salaries & Wages	\$44,233,679	\$45,864,366
Supplies & Expenses	20,414,301	20,898,094
TOTAL	\$64,647,980	\$66,762,460
FTE Positions	435.5	435.5

Goals, Objectives & Service Benchmarks

Goal: Deliver safe, reliable, customer focused and efficient transit services.

Objectives:

- Achieve a 74% on-time performance rate on fixed routes system-wide by June 2015.
- Achieve a 90% on-time performance rate on Dial-a-Ride by June 2014.
- Develop Route Performance Standards and set benchmarks to evaluate the effectiveness and efficiency of all BBB routes by January 2014. Provide quarterly analysis to measure performance.
- Increase the miles between road calls to more than 10,000 by June 2014.
- Introduce 58 new buses into service by January 2014.

Service Benchmarks:

- Passengers per revenue vehicle service hour will be 44 or greater
- System-wide subsidy per passenger trip will be less than \$2.00
- Farebox recovery ratio will be greater than 23%

Goal: Use BBB technology to enhance service delivery, improve customer communications and information about BBB services.

Objectives:

- Introduce new fare collection system that will include Ticket Vending Machine (TVM), mobile ticketing (fare payment through mobile phone app) and Smartcards in 2014.
- Initiate construction phase of the Bus Stop Redevelopment Project and install the first five shelters (including Real Time Signs) by April 30, 2014.



Big Blue Bus

Goal: Maximize our resources.

Objectives:

- Reduce reliance on unscheduled overtime through improved attendance and reduction in the number of lost work days by June 30, 2014.

Service Benchmarks:

- Number of lost work days reduced by 8%
- Increase number of modified duty hours by 20%
- Reduce unscheduled overtime by 15%

Goal: Integrate BBB service with Expo Light Rail.

Objectives:

- Develop a comprehensive community outreach process to introduce the vision for BBB fixed- route service interfacing with the Expo Light Rail line to the community to begin in September 2013 and end by the opening of Expo Light Rail.
- Analyze, revise and update plan to reflect community input and present to Council by October 2014.

Goal: Ensure that the BBB system is safe for customers and employees.

Objectives:

- Reduce total vehicle accident rate to no more than 8 per 100,000 miles by June 2014.
- Correct all safety hazards identified by Health and Safety Survey and Quarterly Safety Inspection within 60 days of the hazard being identified.



- Work with Human Resources Department to implement a Wellness Program for an 8% reduction of total lost work days due to work related injuries by June 2014.

Service Benchmarks:

- Actual number of accidents by miles

Service by Division

Transit Executive

Operating Budget: **FY 2013-14: \$8.8 million** **FY 2014-15: \$9.1 million**

Number of FTEs: **FY 2013-14: 5.0 FTE** **FY 2014-15: 5.0 FTE**



The Transit Executive Division manages the Department's four other divisions: Transit Finance and Grants, Transit Maintenance, Transit Operations, and Transit Government and Community Relations. Responsibilities include: providing direction and leadership to the Department through strategic planning, ensuring stable regional funding sources, developing new services and ensuring operational efficiency in

the delivery of service to BBB customers.

Transit Finance and Grants

Operating Budget: **FY 2013-14: \$1.4 million** **FY 2014-15: \$1.4 million**

Number of FTEs: **FY 2013-14: 7.0 FTE** **FY 2014-15: 7.0 FTE**

The Transit Finance and Grants Division is responsible for the development and management of the annual operating budget, multi-year financial plan, capital plan, funding strategies and grants administration. The Division also coordinates the completion of financial audits, compliance audits, operational and performance audits. The Division handles the development and submittal of required local, state and federal compliance documentation and reporting including Short Range Transit Plan (SRTP), Transportation Improvement Program (TIP), Transit Performance Measurement Program (TPM), Federal Title VI compliance and Disadvantaged Business Enterprise Program (DBE). The Division provides support to the Proposition A, C and Measure R Local Return Programs. Beginning in FY 2013-14, this division budget includes Proposition A Local Return funds for programs managed



Big Blue Bus

by other departments, budgeted in the Miscellaneous Grants fund. This results in more efficient Proposition A fund administration. The Division handles reporting of all financial information including the State Controller's report and the Transportation Development Act (TDA) financial report. It also provides business services support to the department such as payroll-timekeeping, customer billing, accounts payables, procurement, petty cash, vault and fare inventory control.

Transit Government and Community Relations

Operating Budget: FY 2013-14: \$2.3 million FY 2014-15: \$2.4 million

Number of FTEs: FY 2013-14: 14.0 FTE FY 2014-15: 14.0 FTE



The Transit Customer Relations Division is responsible for:

- Marketing, outreach and customer information;
- Media and public relations;
- Customer Service and BLUE: The Transit Store;
- Advertising Sales; and
- Intergovernmental relationships with regional partners, funding agencies and stakeholders in the community.

The Transit Government and Community Relations Division manages all customer service activities and operates BLUE: The Transit Store. Customer service representatives answer telephone calls, handle compliments and complaints, oversee lost and found items, sell merchandise and fare media, and make deliveries to stock information racks and kiosks across the 51 square mile service area. The Division manages bus advertising, production of all public information, route maps, schedules, websites, and internal and external publications, as well as coordinating the implementation of the transit system's annual marketing plan, including ongoing community outreach programs, public relations activities, advertising plans, and promotions. In addition, the Division manages all customer interfacing aspects of BBB's bus stops and zones throughout the service area, including bus stop amenities and public information.

Transit Maintenance

Operating Budget: **FY 2013-14: \$11.4 million FY 2014-15: \$12.0 million**

Number of FTEs: **FY 2013-14: 86.1 FTE FY 2014-15: 86.1 FTE**

The Transit Maintenance Division is responsible for all fleet, facility and bus stop maintenance activities including the maintenance of the Big Blue Bus and Fire Department fleets, cleaning and fueling buses used in revenue service, inventory management/control, and the overall maintenance of Big Blue Bus infrastructure supporting these functions including the maintenance of 1,100 bus stops throughout the region.



Transit Operations

Operating Budget: **FY 2013-14: \$40.8 million FY 2014-15: \$41.9 million**

Number of FTEs: **FY 2013-14: 323.4 FTE FY 2014-15: 323.4 FTE**



The Transit Operations Division is responsible for service delivery on 20 routes that provide public transportation to over 75,000 boarding customers daily. Transit Operations Division is responsible for Big Blue Bus service planning, safety and training for all Big Blue Bus operations personnel, and support of on-street operations. The Division selects and trains motor coach operators and supervisors, provides on-going safety and certificate training for motor coach operators, and monitors on-street service effectiveness.

The Transit Operations Division establishes all routes, service schedules, and driver bid assignments. It also recommends schedule or route adjustments to improve service to customers. The Transit Operations Division is responsible for program and operational planning activities including an analysis of system routes and preparation of the Service Efficiency and Improvement Program, coordination with other City departments on urban development standards and land use issues related to public transportation. The Division serves as the central repository of data for various analyses supporting performance metrics targeting operational efficiencies. The Division handles reporting of non-financial information including the federal National Transit Database (NTD).

Big Blue Bus

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13				
			Revised Budget	2013-14 Budget	2014-15 Budget		
DIVISION							
Direct Costs							
Transit Customer and Government Relations	2,318,123	2,011,488	2,317,152	2,293,185	2,360,007		
Transit Executive ^a	5,326,901	8,860,174	9,723,954	8,742,255	9,103,964		
Transit Finance and Grants ^b	1,316,945	1,134,126	1,285,748	1,447,122	1,421,633		
Transit Maintenance	10,451,810	9,445,269	10,894,202	11,360,732	11,988,151		
Transit Operations	37,706,914	35,379,641	40,324,120	40,804,686	41,888,705		
Total Department	\$ 57,120,693	\$ 56,830,699	\$ 64,545,176	\$ 64,647,980	\$ 66,762,460		

MAJOR ACCOUNT GROUPS BY FUND

20 Miscellaneous Grants Fund

Supplies and Expenses	-	200,000	200,000	443,538 ^b	358,737
Subtotal	\$ -	\$ 200,000	\$ 200,000	\$ 443,538	\$ 358,737

41 Big Blue Bus Fund

Salaries and Wages	\$ 36,903,368	\$ 40,050,212	\$ 43,056,770	\$ 44,233,679	\$ 45,864,366
Supplies and Expenses	\$ 20,217,324	\$ 16,580,487	\$ 21,288,406	\$ 19,970,763	\$ 20,539,357
Subtotal	\$ 57,120,693	\$ 56,630,699	\$ 64,345,176	\$ 64,204,442	\$ 66,403,723

Total All Funds

Salaries and Wages	\$ 36,903,368	\$ 40,050,212	\$ 43,056,770	\$ 44,233,679	\$ 45,864,366
Supplies and Expenses	\$ 20,217,324	\$ 16,780,487	\$ 21,488,406	\$ 20,414,301	\$ 20,898,094
Total Department	\$ 57,120,693	\$ 56,830,699	\$ 64,545,176	\$ 64,647,980	\$ 66,762,460

Budget Summary

BIG BLUE BUS FUND

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
41 Big Blue Bus Fund					
Permanent Positions	413.4	418.7	421.7	420.7	420.7
Temporary Positions	0.3	1.3	1.3	14.8	14.8
Total Department	413.7	420.0	423.0	435.5 ^c	435.5

Footnotes

- a. *Transit Executive division budget decrease in FY 2013-14 is due to lower Citywide overhead charges, and to staffing composition changes.*
- b. *Total includes Miscellaneous Grants funds managed by division staff. Beginning in FY 2013-14, includes Proposition A Local Return funds for approved programs previously budgeted in other city departments.*
- c. *Total personnel increase of 12.5 FTE in FY 2013-14 (addition of 1.0 FTE permanent Transit Mechanic Supervisor, 12.0 FTE as-needed Motor Coach Operators, 1.5 FTE as-needed administrative support, offset by the deletion of 2.0 FTE permanent administrative support) reflects resource alignment to more effectively support transportation operations. Temporary positions have no net budgetary impact, as they are funded by shifting resources from supplies and expenses savings.*



Housing & Economic Development

FY 2013-15 Adopted Biennial Budget



Housing & Economic Development



The Housing and Economic Development Department creates affordable housing opportunities and a sustainable economy in Santa Monica. The Department is responsible for administering all affordable housing programs, including affordable housing development and preservation as well as rental subsidy programs for low-income households. The Department is also responsible for administering the Successor Agency and the wind down of redevelopment programs and projects, operating the farmers' markets, implementing City real estate transactions, promoting economic sustainability, serving as liaison to the business districts, and managing leasing and licensing of City property, including the Pier.

Housing & Economic Development

FY 2013-15 Operating Budget

	<u>FY 2013-14</u>	<u>FY 2014-15</u>
Salaries & Wages	\$4,306,752	\$4,363,169
Supplies & Expenses	18,760,829	18,826,519
TOTAL	\$23,067,581	\$23,189,688
FTE Positions	33.8	32.8



Goals, Objectives & Service Benchmarks

Goal: Provide a comprehensive housing program that allows Santa Monica's diverse community to thrive.

Objectives:

- Increase the number of new permanent affordable residences in Santa Monica by completing construction of 100 affordable apartments prior to June 30, 2014.
- Increase the number of new permanent affordable residences in Santa Monica by completing construction of 105 additional affordable apartments prior to June 30, 2015.
- Monitor 100% of inclusionary housing units by July 1, 2013, and maintain 100% monitoring as new affordable residences are completed.
- Increase utilization of the Family Self-Sufficiency Program by enrolling 10 more families in the program by June 30, 2015.

Goal: Complete disposition of City-owned residential properties while ensuring tenant protections and supporting future affordable housing activities.

Objectives:

- Transition 1616 Ocean Ave by December 31, 2013.
- Transition 1122 22nd Street by December 31, 2013.
- Transition 419 Ocean Avenue by December 31, 2014.
- Transition Mountain View Mobile Home Park by June 30, 2015.

Housing & Economic Development

Goal: Promote a sustainable local economy while enhancing Santa Monica's quality of life.

Objectives:

- Strengthen the City's support of its businesses by increasing the number of organizations and businesses participating in the Buy Local program by 20% and increasing collaborative SM Alliance events and outreach by 10% by June 30, 2015.

Service Benchmarks:

- The number of organizations and business that participate in Buy Local annually (from 580 currently to 696)
- The number of events completed in partnership with The Alliance annually (from 30 currently to 33)

Goal: Implement the community's vision for the development of key transit-oriented development sites and opportunity sites in the City.

Objectives:

- Select a developer for the City-owned property at 4th Street/Arizona Avenue/5th Street and recommend City Council approval to enter into exclusive negotiations by June 30, 2014.
- Select a developer for the City-owned property at Bergamot Station Arts Center and recommend City Council approval to enter into exclusive negotiations by June 30, 2014.
- Select a developer for a contemporary cinema in the Downtown and negotiate business terms for City Council consideration by June 30, 2014.



Housing & Economic Development

Service by Division

Administration

Operating Budget: **FY 2013-14: \$0.8 million** **FY 2014-15: \$0.8 million**

Number of FTEs: **FY 2013-14: 3.1 FTE** **FY 2014-15: 3.1 FTE**

The Administration Division directs the activities of the Housing and Economic Development Department. The Division assists other departments and divisions in reviewing, evaluating, and making recommendations on real estate, financing, planning, and development projects in the City. The Division is responsible for overseeing the wind down of the City's redevelopment programs. Management of the various City, federal, and grant funds that finance the department's operations and projects is also coordinated by this division.



Housing

Operating Budget: **FY 2013-14: \$20.3 million** **FY 2014-15: \$20.4 million**

Number of FTEs: **FY 2013-14: 20.1 FTE** **FY 2014-15: 19.1 FTE**



The Housing Division analyzes policy and administers programs which ensure that Santa Monica preserves and expands housing opportunities for households with very low, low, and moderate incomes. The Division's work load is diverse, including administering tenant-based rental assistance programs, managing production and preservation of new affordable housing, and performing compliance

monitoring of existing affordable housing. The Division attempts to maximize resources available to the City by working closely with public, private and non-profit partners who are involved in affordable housing as lenders, developers, service providers, or owners.

Housing & Economic Development

Economic Development

Operating Budget: FY 2013-14: \$2.0 million FY 2014-15: \$2.0 million

Number of FTEs: FY 2013-14: 10.6 FTE FY 2014-15: 10.6 FTE

The Economic Development Division manages four Farmers' Markets, a Citywide Buy Local program, and the City's real estate assets. The Division also acts as liaison and provides technical support to a number of business organizations such as the Santa Monica Alliance, the Santa Monica Convention and Visitors Bureau, and four business improvement districts. Additionally, the Division has leasehold management responsibility for a variety of properties throughout the City, including the Pier. The Division provides technical assistance to City departments in lease negotiation, property management, and property reuse and development.



Housing & Economic Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11 Actual	2011-12 Actual	2012-13				
			Revised Budget	2013-14 Budget	2014-15 Budget		
DIVISION							
Direct Costs							
Administration ^a	\$ 1,750,491	\$ 1,700,051	\$ 2,232,223	\$ 794,960	\$ 819,825		
Economic Development	1,473,668	1,490,669	1,614,897	1,955,479	2,015,525		
Housing	4,147,968	20,552,558	20,465,273	20,317,142	20,354,338		
Pier ^b	1,788,147	101,260	203,998	-	-		
Total Department	\$ 9,160,275	\$ 23,844,537	\$ 24,516,390	\$ 23,067,581	\$ 23,189,688		

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund^a

Salaries and Wages	\$ 4,483,992	\$ 3,273,365	\$ 3,722,942	\$ 2,867,135	\$ 2,877,991
Supplies and Expenses	2,846,037	2,702,133	3,278,322	2,057,985	2,115,409
Subtotal	\$ 7,330,029	\$ 5,975,498	\$ 7,001,264	\$ 4,925,120	\$ 4,993,400

12 Housing Fund

Salaries and Wages	\$ 3,355	\$ 1,393,218	\$ 1,438,726	\$ 1,439,617	\$ 1,485,178
Supplies and Expenses	-	16,348,675	15,872,402	16,392,844	16,401,110
Subtotal	\$ 3,355	\$ 17,741,893	\$ 17,311,128	\$ 17,832,461	\$ 17,886,288

20 Miscellaneous Grants Fund

Supplies and Expenses	38,744	25,887	-	310,000	310,000
Subtotal	\$ 38,744	\$ 25,887	-	\$ 310,000	\$ 310,000

30 Pier Fund^b

Salaries and Wages	\$ 173,364	\$ 101,260	\$ 203,998	\$ -	\$ -
Supplies and Expenses	1,614,783	-	-	-	-
Subtotal	\$ 1,788,147	\$ 101,260	\$ 203,998	\$ -	\$ -

Housing & Economic Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Revised Budget	Budget	Budget
MAJOR ACCOUNT GROUPS BY FUND (continued)					
Total All Funds					
Salaries and Wages	\$ 4,660,711	\$ 4,767,843	\$ 5,365,666	\$ 4,306,752	\$ 4,363,169
Supplies and Expenses	4,499,564	19,076,694	19,150,724	18,760,829	18,826,519
Total Department	\$ 9,160,275	\$ 23,844,537	\$ 24,516,390	\$ 23,067,581	\$ 23,189,688
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND					
	2010-11	2011-12	2012-13	2013-14	2014-15
	Revised Budget	Revised Budget	Revised Budget	Budget	Budget
01 General Fund					
Permanent Positions	40.0	27.0	27.0	20.0	19.0
Temporary Positions	1.4	1.4	0.7	0.7	0.7
Subtotal	41.4	28.4	27.7	20.7	19.7
12 Housing Fund					
Permanent Positions	0.0	13.0	13.0	13.0	13.0
Temporary Positions	0.0	0.0	0.1	0.1	0.1
Subtotal	0.0	13.0	13.1	13.1	13.1
Total All Funds					
Permanent Positions	40.0	40.0	40.0	33.0	32.0
Temporary Positions	1.4	1.4	0.8	0.8	0.8
Total Department	c 41.4	41.4	40.8	33.8	32.8

Footnotes

- a. Staffing and accompanying budget decrease in FY 2013-14 reflects changes related to the dissolution of Redevelopment and represents the new post-Redevelopment baseline expenditure budget.
- b. The elimination of the Pier Fund salaries and wages budget for FY 2013-15 reflects a change in the methodology for charging the Pier Fund directly for staff costs associated with work performed for the Pier Division. These costs will now be budgeted in the General Fund and reimbursed via an interfund transfer from the Pier Fund to the General Fund.
- c. Staffing decrease reflects a total reduction of 8.0 FTE positions as a result of the dissolution of Redevelopment—7.0 FTE positions in FY 2013-14 and an additional 1.0 FTE position in FY 2014-15.

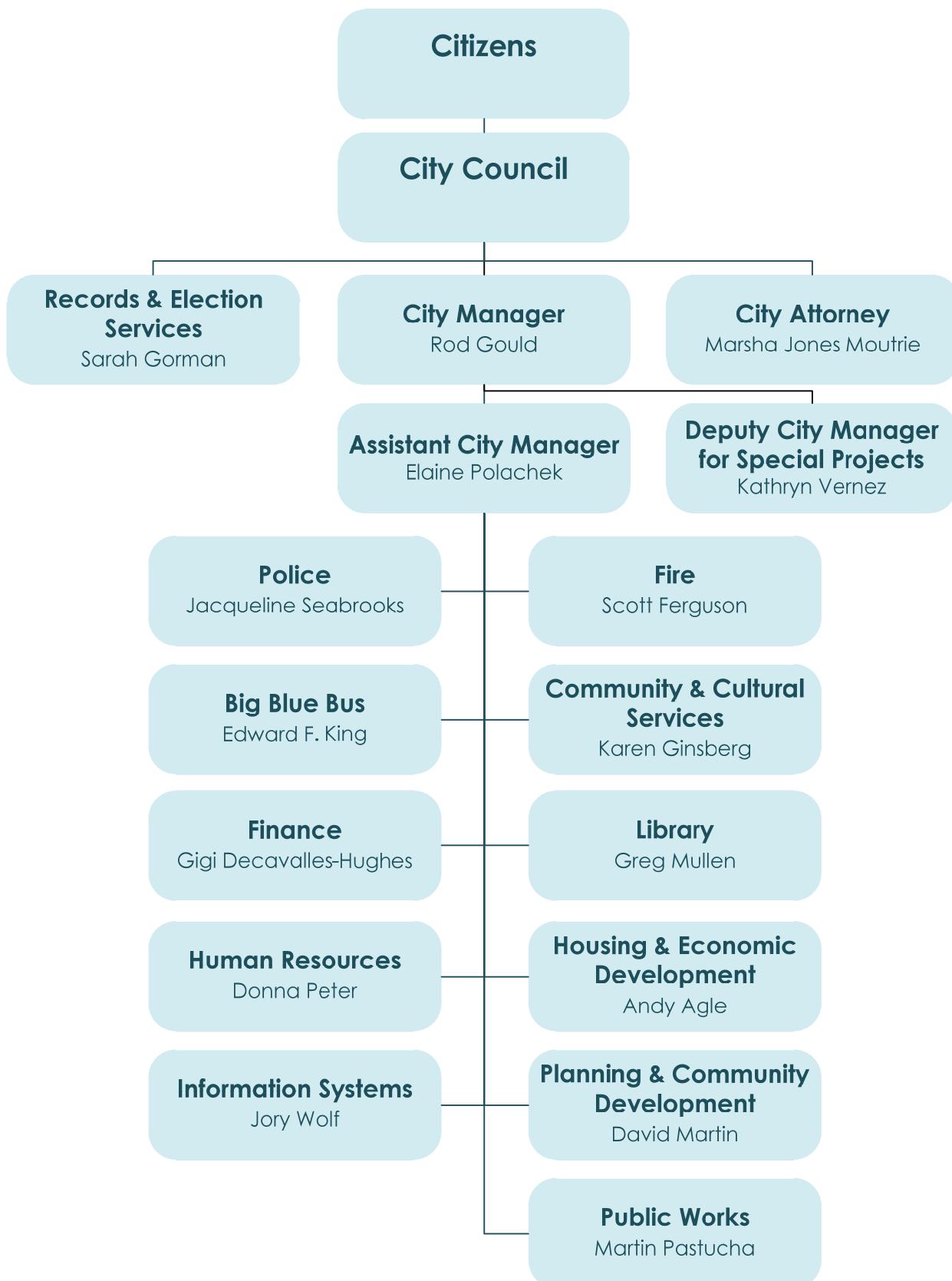
Personnel & Staffing

FY 2013-15 Adopted Biennial Budget





Organizational Structure



Summary of Personnel by Fund

Fund/Department/Employee Type	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2013-14 Increase/(Decrease)	2014-15 Budget	2014-15 Increase/(Decrease)
TOTAL CITY							
GENERAL FUND							
Permanent Employees	1,314.7	1,314.4	1,308.6	1,302.5	(6.1)	1,303.0	0.5
Temporary Staffing	135.2	137.3	132.7	141.4	8.7	142.5	1.1
GENERAL FUND TOTAL	1,449.9	1,451.7	1,441.3	1,443.9	2.5	1,445.5	1.6
NON-GENERAL FUND							
Permanent Employees	692.4	710.7	698.7	678.2	(20.5)	678.2	-
Temporary Staffing	37.2	33.7	28.5	52.6	24.1	52.6	-
NON-GENERAL FUND TOTAL	729.6	744.4	727.2	730.8	3.6	730.8	-
ALL FUNDS							
Permanent Employees	2,007.1	2,025.1	2,007.3	1,980.7	(26.6)	1,981.2	0.5
Temporary Staffing	172.4	171.0	161.2	193.9	32.7	195.0	1.1
TOTAL PERSONNEL & STAFFING	2,179.5	2,196.1	2,168.5	2,174.6	6.1	2,176.2	1.6
01 - GENERAL FUND							
CITY COUNCIL							
Permanent Employees	1.6	1.6	1.6	1.0	(0.6)	1.0	-
Temporary Staffing	-	-	-	-	-	-	-
CITY MANAGER							
Permanent Employees	33.0	37.0	36.0	37.0	1.0	37.0	-
Temporary Staffing	5.2	4.9	5.2	4.9	(0.3)	5.2	0.3
RECORDS AND ELECTION SERVICES							
Permanent Employees	13.0	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	-	-	-	-	-	-	-
CITY ATTORNEY							
Permanent Employees	41.5	41.5	41.5	41.0	(0.5)	41.0	-
Temporary Staffing	0.1	0.1	0.1	0.1	-	0.1	-
FINANCE							
Permanent Employees	69.0	70.0	71.0	68.5	(2.5)	68.5	-
Temporary Staffing	2.0	1.0	1.0	2.8	1.8	2.8	-
HUMAN RESOURCES							
Permanent Employees	20.5	21.0	22.0	23.0	1.0	23.0	-
Temporary Staffing	0.3	0.3	0.3	0.2	(0.1)	0.2	-
INFORMATION SYSTEMS							
Permanent Employees	38.0	40.0	40.0	41.5	1.5	43.0	1.5
Temporary Staffing	-	-	-	-	-	-	-
PLANNING AND COMMUNITY DEVELOPMENT							
Permanent Employees	104.0	105.0	104.0	105.0	1.0	104.0	(1.0)
Temporary Staffing	-	-	-	-	-	-	-
POLICE							
Permanent Employees	403.0	405.0	406.0	402.0	(4.0)	403.0	1.0
Temporary Staffing	31.4	31.4	31.4	31.4	-	31.4	-

Summary of Personnel by Fund

Fund/Department/Employee Type	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2013-14 Increase/(Decrease)	2014-15 Budget	2014-15 Increase/(Decrease)
FIRE							
Permanent Employees	127.0	129.0	129.0	129.0	-	129.0	-
Temporary Staffing	-	-	-	-	-	-	-
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	179.6	178.8	177.0	105.0	(72.0)	105.0	-
Temporary Staffing	53.1	53.3	49.1	46.9	(2.3)	47.7	0.8
LIBRARY							
Permanent Employees	68.5	68.5	68.5	73.0	4.5	73.0	-
Temporary Staffing	37.6	37.6	37.6	41.8	4.2	41.8	-
PUBLIC WORKS							
Permanent Employees	176.0	177.0	172.0	243.5	71.5	243.5	-
Temporary Staffing	4.1	7.3	7.3	12.6	5.3	12.6	-
HOUSING AND ECONOMIC DEVELOPMENT							
Permanent Employees	40.0	27.0	27.0	20.0	(7.0)	19.0	(1.0)
Temporary Staffing	1.4	1.4	0.7	0.7	-	0.7	-
Fund Summary							
Permanent Employees	1314.7	1314.4	1308.6	1302.5	(6.1)	1303.0	0.5
Temporary Staffing	135.2	137.3	132.7	141.4	8.7	142.5	1.1
GENERAL FUND TOTAL	1,449.9	1,451.7	1,441.3	1,443.9	2.5	1,445.5	1.6

11 - BEACH

COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	11.0	11.0	11.0	6.0	(5.0)	6.0	-
Temporary Staffing	12.1	12.1	12.1	8.9	(3.3)	8.9	-
PUBLIC WORKS							
Permanent Employees	-	-	-	18.5	18.5	18.5	-
Temporary Staffing	-	-	-	16.5	16.5	16.5	-
Fund Summary							
Permanent Employees	11.0	11.0	11.0	24.5	13.5	24.5	-
Temporary Staffing	12.1	12.1	12.1	25.4	13.3	25.4	-
11 - BEACH TOTAL	23.1	23.1	23.1	49.9	26.8	49.9	-

12 - HOUSING AUTHORITY

HOUSING AND ECONOMIC DEVELOPMENT							
Permanent Employees	-	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	-	-	0.1	0.1	-	0.1	-
Fund Summary							
Permanent Employees	-	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	-	-	0.1	0.1	-	0.1	-
12 - HOUSING AUTHORITY TOTAL	-	13.0	13.1	13.1	-	13.1	-

Summary of Personnel by Fund

Fund/Department/Employee Type	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2013-14 Increase/(Decrease)	2014-15 Budget	2014-15 Increase/(Decrease)
24 - BEACH							
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	5.0	5.0	5.0	-	(5.0)	-	-
Temporary Staffing	6.5	6.5	6.5	-	(6.5)	-	-
PUBLIC WORKS							
Permanent Employees	8.0	8.0	8.0	-	(8.0)	-	-
Temporary Staffing	4.0	4.0	4.0	-	(4.0)	-	-
<i>Fund Summary</i>							
Permanent Employees	13.0	13.0	13.0	-	(13.0)	-	-
Temporary Staffing	10.5	10.5	10.5	-	(10.5)	-	-
24 - BEACH TOTAL		23.5	23.5	23.5	-	(23.5)	-
25 - WATER							
PUBLIC WORKS							
Permanent Employees	46.0	46.0	46.0	46.0	-	46.0	-
Temporary Staffing	-	-	-	-	-	-	-
<i>Fund Summary</i>							
Permanent Employees	46.0	46.0	46.0	46.0	-	46.0	-
Temporary Staffing	-	-	-	-	-	-	-
25 - WATER TOTAL		46.0	46.0	46.0	46.0	-	46.0
27 - SOLID WASTE MANAGEMENT							
PUBLIC WORKS							
Permanent Employees	84.0	86.0	79.0	79.0	-	79.0	-
Temporary Staffing	0.2	0.2	0.2	7.7	7.5	7.7	-
<i>Fund Summary</i>							
Permanent Employees	84.0	86.0	79.0	79.0	-	79.0	-
Temporary Staffing	0.2	0.2	0.2	7.7	7.5	7.7	-
27 - SOLID WASTE MANAGEMENT TOTAL		84.2	86.2	79.2	86.7	7.5	86.7
30 - PIER							
CITY MANAGER							
Permanent Employees	-	2.0	2.0	2.0	-	2.0	-
Temporary Staffing	-	-	-	-	-	-	-
POLICE							
Permanent Employees	6.0	7.0	7.0	7.0	-	7.0	-
Temporary Staffing	3.7	2.3	2.3	2.3	-	2.3	-
PUBLIC WORKS							
Permanent Employees	6.0	6.0	6.0	6.0	-	6.0	-
Temporary Staffing	0.5	0.5	0.5	0.5	-	0.5	-
<i>Fund Summary</i>							
Permanent Employees	12.0	15.0	15.0	15.0	-	15.0	-
Temporary Staffing	4.2	2.8	2.8	2.8	-	2.8	-
30 - PIER TOTAL		16.2	17.8	17.8	17.8	-	17.8

Summary of Personnel by Fund

Fund/Department/Employee Type	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2013-14 Increase/(Decrease)	2014-15 Budget	2014-15 Increase/(Decrease)
31 - WASTEWATER							
PUBLIC WORKS							
Permanent Employees	22.0	22.0	22.0	22.0	-	22.0	-
Temporary Staffing	0.2	0.2	0.2	0.2	-	0.2	-
Fund Summary							
Permanent Employees	22.0	22.0	22.0	22.0	-	22.0	-
Temporary Staffing	0.2	0.2	0.2	0.2	-	0.2	-
31 - WASTEWATER TOTAL	22.2	22.2	22.2	22.2	-	22.2	-
32 - CIVIC AUDITORIUM							
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	26.0	25.0	20.0	-	(20.0)	-	-
Temporary Staffing	8.4	5.3	-	-	-	-	-
Fund Summary							
Permanent Employees	26.0	25.0	20.0	-	(20.0)	-	-
Temporary Staffing	8.4	5.3	-	-	-	-	-
32 - CIVIC AUDITORIUM TOTAL	34.4	30.3	20.0	-	(20.0)	-	-
33 - AIRPORT							
CITY MANAGER							
Permanent Employees	8.0	-	-	-	-	-	-
Temporary Staffing	0.2	-	-	-	-	-	-
PUBLIC WORKS							
Permanent Employees	4.0	12.0	12.0	12.0	-	12.0	-
Temporary Staffing	-	0.2	0.2	0.5	0.3	0.5	-
Fund Summary							
Permanent Employees	12.0	12.0	12.0	12.0	-	12.0	-
Temporary Staffing	0.2	0.2	0.2	0.5	0.3	0.5	-
33 - AIRPORT TOTAL	12.2	12.2	12.2	12.5	0.3	12.5	-
37 - CEMETERY							
PUBLIC WORKS							
Permanent Employees	11.0	7.0	6.0	6.0	-	6.0	-
Temporary Staffing	1.1	1.1	1.1	1.1	-	1.1	-
Fund Summary							
Permanent Employees	11.0	7.0	6.0	6.0	-	6.0	-
Temporary Staffing	1.1	1.1	1.1	1.1	-	1.1	-
37 - CEMETERY TOTAL	12.1	8.1	7.1	7.1	-	7.1	-

Summary of Personnel by Fund

Fund/Department/Employee Type	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2013-14 Increase/(Decrease)	2014-15 Budget	2014-15 Increase/(Decrease)
41 - BIG BLUE BUS							
BIG BLUE BUS							
Permanent Employees	413.4	418.7	421.7	420.7	(1.0)	420.7	-
Temporary Staffing	0.3	1.3	1.3	14.8	13.5	14.8	-
Fund Summary							
Permanent Employees	413.4	418.7	421.7	420.7	(1.0)	420.7	-
Temporary Staffing	0.3	1.3	1.3	14.8	13.5	14.8	-
41 - BIG BLUE BUS TOTAL	413.7	420.0	423.0	435.5	12.5	435.5	-
54 - VEHICLE MANAGEMENT							
PUBLIC WORKS							
Permanent Employees	28.0	28.0	28.0	28.0	-	28.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	28.0	28.0	28.0	28.0	-	28.0	-
Temporary Staffing	-	-	-	-	-	-	-
54 - VEHICLE MANAGEMENT TOTAL	28.0	28.0	28.0	28.0	-	28.0	-
58 - RISK MANAGEMENT ADMINISTRATION							
FINANCE							
Permanent Employees	14.0	14.0	12.0	12.0	-	12.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	14.0	14.0	12.0	12.0	-	12.0	-
Temporary Staffing	-	-	-	-	-	-	-
58 - RISK MANAGEMENT ADMIN TOTAL	14.0	14.0	12.0	12.0	-	12.0	-
NON-GENERAL FUNDS SUMMARY							
Permanent Employees	692.4	710.7	698.7	678.2	(20.5)	678.2	-
Temporary Staffing	37.2	33.7	28.5	52.6	24.1	52.6	-
NON-GENERAL FUNDS TOTAL	729.6	744.4	727.2	730.8	3.6	730.8	-

Personnel by Department and Division

Department/Division/Title

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
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CITY COUNCIL

City Council - 01201

Council Office Administrator	1.0	-	-	-	-
Council Office Coordinator	-	1.0	1.0	1.0	1.0
Executive Assistant	0.6	0.6	0.6	-	-

Division Summary

Permanent Employees	1.6	1.6	1.6	1.0	1.0
Temporary Staffing	-	-	-	-	-

City Council - 01201 Total **1.6** **1.6** **1.6** **1.0** **1.0**

Department Summary

Permanent Employees	1.6	1.6	1.6	1.0	1.0
Temporary Staffing	-	-	-	-	-

CITY COUNCIL TOTAL **1.6** **1.6** **1.6** **1.0** **1.0**

CITY MANAGER

Administration - 01202

City Manager	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0	1.0	1.0
Assistant to the City Manager	2.0	2.0	2.0	1.0	1.0
Internal Audit Manager	-	-	-	1.0	1.0
Principal Administrative Analyst - City Manager's Office	-	-	-	1.0	1.0
Office Manager to the City Manager	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant - City Manager's Office	-	-	-	1.0	1.0
Administrative Assistant - City Manager's Office	1.0	1.0	1.0	1.0	1.0
City Hall Receptionist	1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	7.0	7.0	7.0	9.0	9.0
Temporary Staffing	0.2	0.2	0.2	0.2	0.2

Administration - 01202 Total **7.2** **7.2** **7.2** **9.2** **9.2**

Airport - 33203

Airport Services Director	1.0	-	-	-	-
Airport Administrator	1.0	-	-	-	-
Airport Operations Administrator	1.0	-	-	-	-
Business Assistant	2.0	-	-	-	-
Airport Noise/Operations Specialist	2.0	-	-	-	-
Staff Assistant III	1.0	-	-	-	-

Division Summary

Permanent Employees	8.0	-	-	-	-
Temporary Staffing	0.2	-	-	-	-

Airport - 33203 Total **8.2** **-** **-** **-** **-** **-**

Personnel by Department and Division

Department/Division>Title

Community and Government Relations - 01207

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Deputy City Manager - Special Projects	-	1.0	1.0	1.0	1.0
Assistant to the City Manager	1.0	-	-	-	-
Cable TV and Public Information Manager	1.0	1.0	1.0	1.0	1.0
Public Information Coordinator	1.0	1.0	1.0	1.0	1.0
Community Relations Coordinator	1.0	1.0	1.0	1.0	1.0
Video Production Coordinator	3.0	3.0	3.0	3.0	3.0
Cable TV Programming Specialist	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	9.0	9.0	9.0	9.0	9.0
Temporary Staffing	4.7	4.4	4.7	4.4	4.7

Community and Government Relations - 01207 Total	13.7	13.4	13.7	13.4	13.7
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Office of Pier Management - 30209

Pier Manager	-	1.0	1.0	1.0	1.0
Staff Assistant III	-	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	-	2.0	2.0	2.0	2.0
Temporary Staffing	-	-	-	-	-

Office of Pier Management - 30209 Total	-	2.0	2.0	2.0	2.0
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Office of Sustainability and the Environment - 01226

Environmental Programs Manager	1.0	1.0	1.0	-	-
Sustainability Manager	-	-	-	1.0	1.0
Energy and Green Buildings Program Administrator	1.0	1.0	1.0	-	-
Principal Environmental Analyst	1.0	1.0	1.0	-	-
Principal Sustainability Analyst	-	-	-	2.0	2.0
Energy Efficiency Engineer	1.0	1.0	1.0	-	-
Sustainable Energy Engineer	-	-	-	1.0	1.0
Senior Administrative Analyst - Urban Runoff	1.0	1.0	1.0	-	-
Senior Environmental Analyst - Hazardous Materials	1.0	1.0	1.0	-	-
Senior Sustainability Analyst	-	-	-	2.0	2.0
Green Buildings Program Advisor	1.0	1.0	1.0	-	-
Sustainable Building Advisor	-	-	-	1.0	1.0
Environmental Outreach Coordinator	1.0	1.0	1.0	-	-
Sustainable Outreach Coordinator	-	-	-	1.0	1.0
Environmental Programs Analyst - Sustainable City	2.0	2.0	2.0	-	-
Sustainability Analyst	-	-	-	4.0	4.0
Water Resources Specialist	3.0	3.0	3.0	-	-
Project Support Assistant	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant - Environmental Programs	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Technician	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Specialist	1.0	1.0	-	-	-
Recycling Assistant	-	1.0	1.0	1.0	1.0

Personnel by Department and Division

Department/Division/Title	2010-11	2011-12	2012-13	2013-14 Budget	2014-15 Budget
	Revised Budget	Revised Budget	Revised Budget		
Division Summary					
Permanent Employees	17.0	18.0	17.0	16.0	16.0
Temporary Staffing	0.3	0.3	0.3	0.3	0.3
Office of Sustainability and the Environment - 01226 Total	17.3	18.3	17.3	16.3	16.3
Office of Emergency Management - 01227					
Emergency Services Manager	-	1.0	1.0	1.0	1.0
Emergency Services Coordinator	-	1.0	1.0	1.0	1.0
Administrative Staff Assistant	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	-	3.0	3.0	3.0	3.0
Temporary Staffing	-	-	-	-	-
Office of Emergency Management - 01227 Total	-	3.0	3.0	3.0	3.0
Department Summary					
Permanent Employees	41.0	39.0	38.0	39.0	39.0
Temporary Staffing	5.4	4.9	5.2	4.9	5.2
CITY MANAGER TOTAL	46.4	43.9	43.2	43.9	44.2
RECORDS AND ELECTION SERVICES					
Administration - 01211					
Director of Records and Election Services (City Clerk)	1.0	1.0	1.0	1.0	1.0
Assistant Director of Records and Elections (Assistant Clerk)	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Records Management Coordinator	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	2.0	2.0	2.0	2.0	2.0
Records Management Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	8.0	8.0	8.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Administration - 01211 Total	8.0	8.0	8.0	8.0	8.0
Support Services - 01214					
Support Services Supervisor	1.0	1.0	1.0	1.0	1.0
Reprographics Specialist II	2.0	2.0	2.0	2.0	2.0
Mail Courier	2.0	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	5.0	5.0	5.0	5.0	5.0
Temporary Staffing	-	-	-	-	-
Support Services - 01214 Total	5.0	5.0	5.0	5.0	5.0
Department Summary					
Permanent Employees	13.0	13.0	13.0	13.0	13.0
Temporary Staffing	-	-	-	-	-
RECORDS AND ELECTION SERVICES TOTAL	13.0	13.0	13.0	13.0	13.0

Personnel by Department and Division

Department/Division/Title

CITY ATTORNEY

City Attorney - 01231

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
City Attorney	1.0	1.0	1.0	1.0	1.0
Assistant City Attorney	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney	22.5	22.5	22.5	22.5	22.5
Office Administrator	1.0	1.0	1.0	1.0	1.0
Consumer Affairs Specialist	1.0	1.0	1.0	1.0	1.0
Legal Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Investigator - Criminal Division	1.0	1.0	1.0	1.0	1.0
Investigator - Consumer Protection Unit	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - City Attorney's Office	-	1.0	1.0	1.0	1.0
Paralegal	1.0	1.0	1.0	1.0	1.0
Legal Assistant	4.0	4.0	4.0	4.0	4.0
Legal Secretary	4.0	4.0	4.0	3.0	3.0
Receptionist	1.0	1.0	1.0	1.0	1.0
Staff Assistant - City Attorney's Office	2.0	1.0	1.0	1.5	1.5

Division Summary

Permanent Employees	41.5	41.5	41.5	41.0	41.0
Temporary Staffing	0.1	0.1	0.1	0.1	0.1
City Attorney - 01231 Total	41.6	41.6	41.6	41.1	41.1

Department Summary

Permanent Employees	41.5	41.5	41.5	41.0	41.0
Temporary Staffing	0.1	0.1	0.1	0.1	0.1
CITY ATTORNEY TOTAL	41.6	41.6	41.6	41.1	41.1

FINANCE

Administration - 01221

Director of Finance/City Treasurer	1.0	1.0	1.0	1.0	1.0
Assistant Director of Finance	1.0	1.0	1.0	1.0	1.0
Assistant City Treasurer	-	-	1.0	1.0	1.0
Purchasing Services Manager	-	1.0	1.0	1.0	1.0
Budget Administrator	1.0	-	-	-	-
Purchasing Administrator	1.0	-	-	-	-
Principal Budget Analyst	2.0	-	-	-	-
Senior Administrative Analyst	-	-	-	1.0	1.0
Senior Budget Analyst	1.0	-	-	-	-
Senior Buyer	2.0	2.0	2.0	2.0	2.0
Contracts Coordinator	-	1.0	1.0	1.0	1.0
Buyer	1.0	1.0	1.0	1.0	1.0
Assistant Administrative Analyst	-	-	1.0	-	-
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Senior Revenue Operations Assistant	-	-	1.0	1.0	1.0
Fiscal Staff Assistant III	-	-	-	1.0	1.0

Personnel by Department and Division

Department/Division/Title

Revenue Operations Assistant II

Staff Assistant III

Division Summary

Permanent Employees

Temporary Staffing

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Revenue Operations Assistant II	-	-	1.0	2.5	2.5
Staff Assistant III	1.0	1.0	1.0	-	-
Administration - 01221 Total	12.0	9.0	13.0	14.5	14.5

Budget - 01208

Budget Manager

Principal Budget Analyst

Senior Budget Analyst

Assistant Administrative Analyst

Division Summary

Permanent Employees

Temporary Staffing

Budget Manager	-	1.0	1.0	1.0	1.0
Principal Budget Analyst	-	2.0	1.0	1.0	1.0
Senior Budget Analyst	-	2.0	3.0	2.0	2.0
Assistant Administrative Analyst	-	-	-	1.0	1.0
Budget - 01208 Total	-	5.0	5.0	5.0	5.0

Financial Operations - 01222

Financial Operations Manager

Financial Systems Development Coordinator

Disbursements Supervisor

Accounts Payable Supervisor

Financial Reporting Supervisor

Payroll Administrator

Financial Systems Analyst

Payroll Analyst

Payroll Supervisor

Senior Accountant

Accountant II

Accountant I

Payroll Specialist

Payroll Technician

Fiscal Staff Assistant III

Fiscal Staff Assistant II

Division Summary

Permanent Employees

Temporary Staffing

Financial Operations Manager	1.0	1.0	1.0	1.0	1.0
Financial Systems Development Coordinator	1.0	1.0	1.0	1.0	1.0
Disbursements Supervisor	1.0	1.0	1.0	-	-
Accounts Payable Supervisor	-	-	-	1.0	1.0
Financial Reporting Supervisor	2.0	2.0	2.0	2.0	2.0
Payroll Administrator	-	-	1.0	1.0	1.0
Financial Systems Analyst	-	-	1.0	1.0	1.0
Payroll Analyst	-	-	1.0	1.0	1.0
Payroll Supervisor	1.0	1.0	-	-	-
Senior Accountant	2.0	2.0	2.0	2.0	2.0
Accountant II	3.0	3.0	3.0	3.0	3.0
Accountant I	2.0	2.0	2.0	2.0	2.0
Payroll Specialist	-	-	2.0	2.0	2.0
Payroll Technician	2.0	2.0	-	-	-
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Fiscal Staff Assistant II	3.0	3.0	3.0	3.0	3.0
Financial Operations - 01222 Total	19.0	19.0	21.0	21.0	21.0

Business and Revenue Operations - 01224

Business and Revenue Operations Manager

Treasury Administrator

Treasury Supervisor

Business License Supervisor

Revenue Operations Supervisor

Business and Revenue Operations Manager	1.0	1.0	1.0	1.0	1.0
Treasury Administrator	-	1.0	-	-	-
Treasury Supervisor	1.0	-	-	-	-
Business License Supervisor	1.0	1.0	1.0	1.0	1.0
Revenue Operations Supervisor	1.0	-	-	-	-

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Senior Administrative Analyst	-	1.0	1.0	1.0	1.0
Taxi Franchise Program Coordinator	1.0	1.0	-	-	-
Accountant - Collections	1.0	1.0	1.0	1.0	1.0
Revenue Operations Analyst	1.0	1.0	1.0	1.0	1.0
Utilities Billing Supervisor	1.0	1.0	1.0	1.0	1.0
Revenue Collections Supervisor	1.0	1.0	1.0	1.0	1.0
Senior Revenue Operations Assistant	1.0	1.0	-	-	-
Business License Inspector	1.0	-	-	-	-
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Utilities Billing Specialist	3.0	3.0	3.0	3.0	3.0
Revenue Operations Assistant II	6.5	6.5	5.5	4.0	4.0
Senior Revenue Collections Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	-	1.0	1.0	1.0	1.0
Revenue Collections Assistant	4.5	4.5	4.5	3.0	3.0

Division Summary

Permanent Employees	27.0	27.0	23.0	20.0	20.0
Temporary Staffing	2.0	1.0	1.0	2.8	2.8

Business and Revenue Operations - 01224 Total **29.0** **28.0** **24.0** **22.8** **22.8**

Parking Operations - 01225

Parking Administrator	-	-	1.0	1.0	1.0
Parking Coordinator	1.0	1.0	-	-	-
Transportation Planning Associate	1.0	-	-	-	-
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Parking Operations Specialist	2.0	2.0	2.0	2.0	2.0
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Revenue Operations Assistant I	1.0	1.0	1.0	1.0	1.0
Parking Permits Assistant	2.0	2.0	2.0	2.0	2.0

Division Summary

Permanent Employees	9.0	8.0	8.0	8.0	8.0
Temporary Staffing	-	-	-	-	-

Parking Operations - 01225 Total **9.0** **8.0** **8.0** **8.0** **8.0**

Internal Audit - 01228

Internal Audit Manager	1.0	1.0	1.0	-	-
Senior Internal Auditor	1.0	1.0	-	-	-

Division Summary

Permanent Employees	2.0	2.0	1.0	-	-
Temporary Staffing	-	-	-	-	-

Internal Audit - 01228 Total **2.0** **2.0** **1.0** **-** **-**

Risk Management - 58229

Risk Manager	1.0	1.0	1.0	1.0	1.0
Workers' Compensation Administrator	1.0	1.0	1.0	1.0	1.0
Liability Claims Administrator	1.0	1.0	-	-	-

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Risk Control Officer	1.0	1.0	1.0	1.0	1.0
Supervising Workers' Compensation Claims Examiner	-	1.0	1.0	1.0	1.0
Senior Workers' Compensation Claims Examiner	1.0	-	-	-	-
Liability Claims Adjuster	1.0	1.0	1.0	1.0	1.0
Workers' Compensation Claims Examiner	1.0	2.0	2.0	2.0	2.0
Administrative Staff Assistant	1.0	1.0	1.0	-	-
Risk Management Claims Technician	1.0	1.0	1.0	-	-
Risk Management Technician	-	-	-	2.0	2.0
Workers' Compensation Claims Technician	1.0	1.0	1.0	1.0	1.0
Workers' Compensation Claims Specialist	1.0	-	-	-	-
Staff Assistant III	1.0	2.0	2.0	2.0	2.0
Staff Assistant II	2.0	1.0	-	-	-

Division Summary

Permanent Employees	14.0	14.0	12.0	12.0	12.0
Temporary Staffing	-	-	-	-	-

Risk Management - 58229 Total **14.0** **14.0** **12.0** **12.0** **12.0**

Department Summary

Permanent Employees	83.0	84.0	83.0	80.5	80.5
Temporary Staffing	2.0	1.0	1.0	2.8	2.8

FINANCE TOTAL **85.0** **85.0** **84.0** **83.3** **83.3**

HUMAN RESOURCES

Administrative Services - 01250

Director of Human Resources	1.0	1.0	1.0	1.0	1.0
Human Resources Systems/Employer-Employee Relations Analyst	1.0	1.0	-	-	-
Administrative Analyst - Human Resources	1.0	1.0	1.0	-	-
Executive Administrative Assistant	-	-	-	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	-	-
Staff Assistant II	-	-	-	1.0	1.0
Human Resources Staff Assistant	1.0	1.0	1.0	-	-

Division Summary

Permanent Employees	5.0	5.0	4.0	3.0	3.0
Temporary Staffing	0.3	0.3	0.3	0.2	0.2

Administrative Services - 01250 Total **5.3** **5.3** **4.3** **3.2** **3.2**

Employment and Organizational Development - 01251

Human Resources Manager	1.0	1.0	1.0	1.0	1.0
Senior Human Resources Analyst	1.0	1.0	1.0	1.0	1.0
Organizational Development and Training Administrator	-	-	1.0	1.0	1.0
Human Resources Analyst	3.0	3.0	3.0	3.0	3.0
Human Resources Specialist	1.0	1.0	1.0	1.0	1.0
Human Resources Technician	2.0	2.0	2.0	2.0	2.0
Staff Assistant III	-	-	-	1.0	1.0

Personnel by Department and Division

Department/Division/Title	2010-11	2011-12	2012-13	2013-14 Budget	2014-15 Budget
	Revised Budget	Revised Budget	Revised Budget		
Division Summary					
Permanent Employees	8.0	8.0	9.0	10.0	10.0
Temporary Staffing	-	-	-	-	-
Employment and Organizational Development - 01251 Total	8.0	8.0	9.0	10.0	10.0
Employee Relations and Benefits - 01252					
Human Resources Manager	1.0	1.0	1.0	1.0	1.0
Senior Human Resources Analyst	1.0	1.0	1.0	2.0	2.0
Senior Human Resources Analyst - Labor/Employee Relations	1.0	1.0	1.0	1.0	1.0
Human Resources Systems/Employer-Employee Relations Analyst	-	-	1.0	1.0	1.0
Human Resources Analyst	-	1.0	1.0	1.0	1.0
Employee Benefits Technician	2.0	2.0	2.0	2.0	2.0
Administrative Staff Assistant - Human Resources	1.5	1.0	1.0	-	-
Staff Assistant III	-	-	-	1.0	1.0
Human Resources Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	7.5	8.0	9.0	10.0	10.0
Temporary Staffing	-	-	-	-	-
Employee Relations and Benefits - 01252 Total	7.5	8.0	9.0	10.0	10.0
Department Summary					
Permanent Employees	20.5	21.0	22.0	23.0	23.0
Temporary Staffing	0.3	0.3	0.3	0.2	0.2
HUMAN RESOURCES TOTAL	20.8	21.3	22.3	23.2	23.2
INFORMATION SYSTEMS					
Administration - 01243					
Chief Information Officer	1.0	1.0	1.0	1.0	1.0
Principal Administrative Analyst	-	-	-	1.0	1.0
Senior Administrative Analyst	-	1.0	1.0	-	-
Senior Administrative Analyst - Information Systems	2.0	1.0	-	-	-
Administrative Analyst - Information Systems	-	-	-	1.0	1.0
Administrative Staff Assistant	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	3.0	3.0	2.0	4.0	4.0
Temporary Staffing	-	-	-	-	-
Administration - 01243 Total	3.0	3.0	2.0	4.0	4.0
Systems and Networks - 01244					
Systems and Network Manager	1.0	1.0	1.0	1.0	1.0
Network Architect	-	-	-	1.0	1.0
Lead Systems Analyst - Library Systems	-	-	1.0	1.0	1.0
Network Engineer	2.0	2.0	2.0	1.0	1.0
Communications Engineer	2.0	2.0	2.0	2.0	2.0
Systems Administrator	3.0	3.0	3.0	3.0	3.0
Systems Analyst - Library Systems	1.0	1.0	-	-	-

Personnel by Department and Division

Department/Division/Title

Systems Policy Engineer
 Computer Support Specialist
 Computer Services Specialist

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
-	1.0	1.0	1.0	1.0
-	-	1.0	1.0	1.0
5.0	-	-	-	-

Division Summary

Permanent Employees
 Temporary Staffing

Systems and Networks - 01244 Total	14.0	10.0	11.0	11.0	11.0
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Software Systems - 01245

Software Systems Manager
 GIS Program Coordinator
 Internet Systems Coordinator
 Database Administrator
 GIS Analyst
 Lead Systems Analyst - ERP
 Lead Systems Analyst - Public Safety
 Lead Systems Analyst - Water Resources
 Systems Analyst
 Systems Analyst - Permitting Systems
 Systems Analyst - Utilities
 Systems Analyst - Transit System
 Systems Analyst - Public Safety
 Systems Analyst - Share Point
 Software Systems Analyst - Human Resources/Payroll
 Software Systems Analyst - Transit
 Software Systems Analyst - Water Resources
 Software Systems Analyst - ERP
 Internet Applications Analyst
 GIS Technician

1.0	1.0	1.0	1.0	1.0
1.0	-	-	-	-
1.0	-	-	-	-
2.0	2.0	-	-	-
1.0	-	-	-	-
-	-	-	-	1.0
1.0	1.0	1.0	1.0	1.0
-	1.0	1.0	1.0	1.0
1.0	1.0	1.0	1.0	1.0
1.0	-	-	-	-
1.0	1.0	1.0	2.0	2.0
1.0	1.0	1.0	1.0	1.0
-	-	1.0	-	-
1.0	1.0	-	-	-
1.0	1.0	1.0	-	-
-	1.0	1.0	1.0	1.0
-	-	1.0	-	-
1.0	-	-	-	-
1.0	-	-	-	-

Division Summary

Permanent Employees
 Temporary Staffing

Software Systems - 01245 Total	16.0	12.0	11.0	10.0	10.0
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Support Services - 01246

Support Services Manager
 Support Services Coordinator
 Support Services Analyst
 Helpdesk Coordinator
 Senior Computer Support Specialist
 Support Services Technician
 Administrative Analyst - Information Systems
 Computer Services Specialist
 Administrative Staff Assistant
 Staff Assistant III

-	1.0	1.0	1.0	1.0
1.0	-	-	-	-
-	-	1.0	1.0	1.0
1.0	1.0	-	-	-
1.0	1.0	-	-	-
1.0	1.0	-	-	-
-	-	1.0	-	-
-	4.0	-	-	-
-	1.0	1.0	-	-
1.0	-	-	-	-

Personnel by Department and Division

Department/Division/Title

Computer Support Specialist
 Computer Support Technician II
 Computer Support Technician I

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
-	-	4.0	2.0	2.0
-	-	-	0.5	1.0
-	-	-	2.0	2.0

Division Summary

Permanent Employees
 Temporary Staffing

Support Services - 01246 Total **5.0** **9.0** **8.0** **6.5** **7.0**

Web Development - 01247

Web Development Manager
 Systems Analyst - Share Point
 Web Developer
 Internet Systems Analyst
 GIS Systems Analyst
 Internet Developer

-	1.0	1.0	1.0	1.0
-	-	-	1.0	1.0
-	-	3.0	3.0	3.0
-	1.0	1.0	1.0	1.0
-	1.0	1.0	1.0	1.0
-	3.0	-	-	-

Division Summary

Permanent Employees
 Temporary Staffing

Web Development - 01247 Total **-** **6.0** **6.0** **7.0** **7.0**

Community Broadband - 01248

Broadband Program Manager
 Broadband Program Administrator
 Broadband Services Engineer
 Broadband Program Analyst
 Network Construction Assistant

-	-	-	-	1.0
-	-	1.0	1.0	-
-	-	-	1.0	1.0
-	-	1.0	1.0	1.0
-	-	-	-	1.0

Division Summary

Permanent Employees
 Temporary Staffing

Community Broadband - 01248 Total **-** **-** **2.0** **3.0** **4.0**

Department Summary

Permanent Employees
 Temporary Staffing

INFORMATION SYSTEMS TOTAL **38.0** **40.0** **40.0** **41.5** **43.0**

PLANNING AND COMMUNITY DEVELOPMENT

Administration - 01265

Director of Planning and Community Development	1.0	1.0	1.0	1.0	1.0
Assistant Director of Planning and Community Development	1.0	1.0	1.0	1.0	1.0
Principal Transportation Engineer	1.0	-	-	-	-
Deputy Director - Special Projects	2.0	1.0	1.0	1.0	1.0
Transportation Demand Program Manager	1.0	1.0	-	-	-
Special Projects Manager	1.0	-	-	-	-
Transportation Engineer	2.0	2.0	-	-	-

Personnel by Department and Division

Department/Division/Title

Special Projects Engineer	1.0	1.0	-	-	-
Principal Planning and Community Development Analyst	-	1.0	1.0	1.0	1.0
Transportation Management Coordinator	1.0	1.0	-	-	-
Senior Administrative Analyst	1.0	-	-	-	-
Transportation Management Specialist	1.0	1.0	-	-	-
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
1.0	1.0	-	-	-
-	1.0	1.0	1.0	1.0
1.0	1.0	-	-	-
1.0	-	-	-	-
1.0	1.0	-	-	-
1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	14.0	11.0	5.0	5.0	5.0
Temporary Staffing	-	-	-	-	-

Administration - 01265 Total **14.0** **11.0** **5.0** **5.0** **5.0**

City Planning/Development Review - 01266

Planning Manager	1.0	1.0	1.0	1.0	1.0
Principal Urban Designer	1.0	1.0	1.0	1.0	1.0
Principal Planner	2.0	2.0	2.0	2.0	2.0
Special Projects Manager	-	1.0	1.0	1.0	1.0
Senior Planner	3.0	3.0	3.0	3.0	3.0
Associate Planner	8.0	8.0	8.0	8.0	8.0
Assistant Planner	1.0	1.0	1.0	1.0	1.0
City Planning Division Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	2.0	2.0	2.0	2.0	2.0
City Planning Staff Assistant	2.0	2.0	1.0	1.0	1.0

Division Summary

Permanent Employees	21.0	22.0	21.0	21.0	21.0
Temporary Staffing	-	-	-	-	-

City Planning/Development Review - 01266 Total **21.0** **22.0** **21.0** **21.0** **21.0**

Strategic and Transportation Planning - 01267

Community and Strategic Planning Manager	1.0	1.0	1.0	1.0	1.0
Deputy Director - Special Projects	-	1.0	1.0	1.0	1.0
Principal Transportation Planner	1.0	1.0	1.0	1.0	1.0
Principal Planner	1.0	1.0	1.0	1.0	1.0
Environmental Planner	1.0	1.0	1.0	1.0	1.0
Senior Transportation Planner	1.0	1.0	1.0	1.0	1.0
Senior Planner	3.0	3.0	3.0	3.0	3.0
Transportation Planning Associate	2.0	2.0	2.0	2.0	2.0
Associate Planner	1.0	1.0	1.0	1.0	1.0
Transportation Planning Assistant	-	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Transportation Management	1.0	-	-	-	-
Transportation Planning Technician	1.0	1.0	-	-	-
Staff Assistant III	2.0	2.0	1.5	1.0	1.0

Division Summary

Permanent Employees	16.0	17.0	15.5	15.0	15.0
Temporary Staffing	-	-	-	-	-

Personnel by Department and Division

Department/Division/Title					
	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
	Strategic and Transportation Planning - 01267 Total	16.0	17.0	15.5	15.0
Building and Safety - 01321					
Building Officer	1.0	1.0	1.0	1.0	1.0
Assistant Building Officer	1.0	1.0	1.0	1.0	1.0
Code Compliance Administrator	1.0	-	-	-	-
Plan Check Supervisor	1.0	1.0	1.0	1.0	1.0
Building Projects Engineer	-	1.0	1.0	1.0	1.0
Principal Plan Check Engineer	2.0	1.0	1.0	1.0	1.0
Senior Plan Check Engineer	3.0	3.0	3.0	3.0	3.0
Inspection Supervisor	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	-	-	1.0	1.0
Lead Combination Building Inspector	1.0	1.0	1.0	1.0	1.0
Building and Safety Supervisor	1.0	1.0	1.0	1.0	1.0
Assistant Plan Check Engineer	-	1.0	1.0	1.0	1.0
Lead Code Compliance Officer	2.0	-	-	-	-
Administrative Analyst	1.0	1.0	1.0	-	-
Combination Building Inspector I/II/III	12.0	12.0	12.0	10.0	10.0
Plans Examiner I/II/III - Electrical	1.0	1.0	1.0	1.0	1.0
Plans Examiner I/II/III - Mechanical/Plumbing	1.0	1.0	1.0	1.0	1.0
Code Compliance Officer I/II	8.0	-	-	-	-
Lead Building and Safety Permit Specialist	1.0	1.0	1.0	-	-
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Revenue Operations Assistant II	-	1.0	1.0	1.0	1.0
Building and Safety Permit Specialist I/II	10.0	7.0	7.0	7.0	7.0
Staff Assistant II	-	-	-	1.0	-
Division Summary					
Permanent Employees	49.0	37.0	37.0	35.0	34.0
Temporary Staffing	-	-	-	-	-
Building and Safety - 01321 Total	49.0	37.0	37.0	35.0	34.0
Code Compliance - 01322					
Code Compliance Manager	-	1.0	1.0	1.0	1.0
Code Compliance Supervisor	-	-	-	1.0	1.0
Lead Code Compliance Officer	-	2.0	2.0	2.0	2.0
Code Compliance Officer I/II	-	7.0	7.0	7.0	7.0
Business License Inspector	-	1.0	1.0	1.0	1.0
Administrative Staff Assistant	-	-	-	1.0	1.0
Building and Safety Permit Specialist I/II	-	2.0	2.0	2.0	2.0
Staff Assistant II	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	-	13.0	13.0	16.0	16.0
Temporary Staffing	-	-	-	-	-
Code Compliance - 01322 Total	-	13.0	13.0	16.0	16.0

Personnel by Department and Division

Department/Division/Title

Transportation Engineering and Management - 01416

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
City Traffic Engineer	-	-	1.0	1.0	1.0
Transportation Demand Program Manager	-	-	1.0	1.0	1.0
Transportation Management and Engineering Manager	-	1.0	-	-	-
Transportation Engineer	-	-	2.0	2.0	2.0
Special Projects Engineer	-	-	1.0	1.0	1.0
Transportation Management Coordinator	-	-	1.0	1.0	1.0
Traffic Signal Supervisor	-	-	1.0	1.0	1.0
Traffic Operations Supervisor	1.0	1.0	-	-	-
Transportation Management Specialist	-	-	1.0	1.0	1.0
Lead Traffic Signal Technician	1.0	1.0	1.0	1.0	1.0
Traffic Signal Technician	2.0	2.0	2.0	2.0	2.0
Transportation Planning Technician	-	-	1.0	1.0	1.0
Staff Assistant III	-	-	0.5	1.0	1.0

Division Summary

Permanent Employees	4.0	5.0	12.5	13.0	13.0
Temporary Staffing	-	-	-	-	-

Transportation Engineering and Management - 01416 Total

Transportation Engineering and Management - 01416 Total	4.0	5.0	12.5	13.0	13.0
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Department Summary

Permanent Employees	104.0	105.0	104.0	105.0	104.0
Temporary Staffing	-	-	-	-	-

PLANNING AND COMMUNITY DEVELOPMENT TOTAL	104.0	105.0	104.0	105.0	104.0
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POLICE

Administrative Services - 01304

Police Chief	1.0	1.0	1.0	1.0	1.0
Deputy Police Chief	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	3.0	3.0	3.0	2.0	2.0
Police Sergeant	5.0	5.0	5.0	5.0	5.0
Senior Administrative Analyst	1.0	1.0	1.0	2.0	2.0
Assistant to the Chief of Police	1.0	1.0	1.0	-	-
Jail Management Supervisor	1.0	1.0	1.0	1.0	1.0
Police Services Management Supervisor	1.0	1.0	1.0	1.0	1.0
Police Officer	6.0	6.0	6.0	7.0	7.0
Lead Crime Prevention Coordinator	1.0	1.0	1.0	1.0	1.0
Crime Prevention Coordinator	3.0	3.0	3.0	3.0	3.0
Property/Evidence Supervisor	1.0	1.0	1.0	1.0	1.0
Police Records Supervisor	3.0	3.0	3.0	3.0	3.0
CLETS Supervisor	1.0	1.0	1.0	1.0	1.0
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Police Personnel Services Technician	2.0	2.0	2.0	2.0	2.0
Lead Jailer	-	2.0	2.0	2.0	2.0
Jailer	14.0	12.0	12.0	12.0	12.0
Police Property/Evidence Clerk	2.0	2.0	2.0	2.0	2.0

Personnel by Department and Division

Department/Division/Title

Police Records Technician
Staff Assistant III
Jail Services Attendant

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
16.0	16.0	16.0	15.0	15.0
4.0	4.0	4.0	4.0	4.0
2.0	2.0	2.0	2.0	2.0

Division Summary

Permanent Employees
Temporary Staffing

70.0	70.0	70.0	69.0	69.0
6.0	6.0	6.0	6.0	6.0

Administrative Services - 01304 Total	76.0	76.0	76.0	75.0	75.0
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Animal Control Unit - 01302

Animal Care and Control Administrator
Police Sergeant
Senior Animal Control Officer
Animal Control Officer
Animal Care Attendant
Staff Assistant II

1.0	1.0	1.0	1.0	1.0
-	-	-	1.0	1.0
1.0	1.0	1.0	1.0	1.0
6.0	6.0	6.0	6.0	6.0
2.0	2.0	2.0	2.0	2.0
1.5	1.5	1.5	1.0	1.0

Division Summary

Permanent Employees
Temporary Staffing

11.5	11.5	11.5	12.0	12.0
-	-	-	-	-

Animal Control Unit - 01302 Total	11.5	11.5	11.5	12.0	12.0
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Operations Division - 01305

Police Captain
Police Lieutenant
Police Sergeant
Police Services Management Supervisor
Police Officer
Communications Operator - Police
Lead Community Services Officer II
Community Services Officer
Community Services Officer II
Lead Community Services Officer I
Downtown Services Officer Supervisor
Staff Assistant III
Lead Park Ranger
Court Services Coordinator
Community Services Officer I
Downtown Services Officer
Park Ranger
Horse Attendant
Staff Assistant II

1.0	1.0	1.0	1.0	1.0
5.0	5.0	5.0	5.0	5.0
16.0	16.0	16.0	18.0	18.0
1.0	1.0	1.0	1.0	1.0
82.0	82.0	82.0	94.0	94.0
20.0	20.0	20.0	18.0	18.0
1.0	1.0	1.0	1.0	1.0
-	8.0	8.0	8.0	8.0
8.0	-	-	-	-
1.0	-	-	-	-
-	1.0	1.0	1.0	1.0
1.0	1.0	1.0	1.0	1.0
2.0	2.0	2.0	2.0	2.0
1.0	1.0	1.0	1.0	1.0
8.0	-	-	-	-
-	8.0	8.0	8.0	8.0
17.0	17.0	17.0	17.0	18.0
0.5	0.5	0.5	-	-
2.0	2.0	2.0	2.0	2.0

Division Summary

Permanent Employees
Temporary Staffing

166.5	166.5	166.5	178.0	179.0
3.8	3.8	3.8	3.8	3.8

Operations Division - 01305 Total	170.3	170.3	170.3	181.8	182.8
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Personnel by Department and Division

Department/Division/Title

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
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Special Enforcement - 01306

Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	3.0	3.0	3.0	4.0	4.0
Police Sergeant	5.0	5.0	5.0	3.0	3.0
Police Officer	50.0	50.0	50.0	36.0	36.0
Traffic Services Supervisor	2.0	3.0	3.0	3.0	3.0
Airport Services Officer Supervisor	-	1.0	1.0	1.0	1.0
Lead Traffic Services Officer	3.0	2.0	2.0	2.0	2.0
Crossing Guard Supervisor	1.0	1.0	1.0	1.0	1.0
Parking Citation Review Officer	-	-	1.0	1.0	1.0
Traffic Services Officer	31.0	31.0	31.0	31.0	31.0
Lead Airport Services Officer	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	2.0	2.0	2.0	2.0
Airport Services Officer	4.0	5.0	5.0	5.0	5.0
Staff Assistant II	1.0	-	-	-	-
Lead Crossing Guard	1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	104.0	106.0	107.0	92.0	92.0
Temporary Staffing	19.0	19.0	19.0	19.0	19.0

Special Enforcement - 01306 Total **123.0** **125.0** **126.0** **111.0** **111.0**

Criminal Investigations - 01307

Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	2.0	2.0	2.0	2.0	2.0
Police Sergeant	5.0	5.0	5.0	4.0	4.0
Forensic Section Supervisor	1.0	1.0	1.0	1.0	1.0
Police Officer	29.0	29.0	29.0	30.0	30.0
Youth Services Counselor	1.0	1.0	1.0	1.0	1.0
Lead Forensic Specialist	1.0	1.0	1.0	1.0	1.0
Forensic Specialist	6.0	6.0	6.0	6.0	6.0
Criminal Investigations Support Specialist	1.0	1.0	1.0	1.0	1.0
Crime Analyst I	2.0	2.0	2.0	2.0	2.0
Forensic Technician	-	-	-	1.0	1.0
Identification Technician	1.0	1.0	1.0	-	-
Staff Assistant II	1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	51.0	51.0	51.0	51.0	51.0
Temporary Staffing	2.6	2.6	2.6	2.6	2.6

Criminal Investigations - 01307 Total **53.6** **53.6** **53.6** **53.6** **53.6**

Personnel by Department and Division

Department/Division/Title

Harbor Unit - 30623

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Pier and Harbor Services Officer	6.0	7.0	7.0	7.0	7.0
Division Summary					
Permanent Employees	6.0	7.0	7.0	7.0	7.0
Temporary Staffing	3.7	2.3	2.3	2.3	2.3
Harbor Unit - 30623 Total	9.7	9.3	9.3	9.3	9.3

Department Summary

Permanent Employees	409.0	412.0	413.0	409.0	410.0
Temporary Staffing	35.1	33.7	33.7	33.7	33.7
POLICE TOTAL	444.1	445.7	446.7	442.7	443.7

FIRE

Administration - 01312

Fire Chief	1.0	1.0	1.0	1.0	1.0
Deputy Fire Chief	1.0	2.0	2.0	2.0	2.0
Fire Captain	-	1.0	1.0	1.0	1.0*
Fire Captain (Paramedic Coordinator)	-	1.0	1.0	1.0	1.0*
Fire Captain (Vehicle Maintenance Coordinator)	-	1.0	1.0	1.0	1.0
Principal Administrative Analyst - Fire	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Fire	1.0	-	-	-	-
EMS Coordinator	-	1.0	1.0	1.0	1.0
Communications Center Supervisor - Fire	-	1.0	1.0	1.0	1.0
Fire Safety Coordinator	-	-	1.0	1.0	1.0
Communications Operator - Fire	-	8.0	8.0	8.0	8.0
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Fiscal Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	-	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	5.0	20.0	21.0	21.0	21.0
Temporary Staffing	-	-	-	-	-
Administration - 01312 Total	5.0	20.0	21.0	21.0	21.0

*Budget revisions included in final changes; Position changes will be included in Year-End Budget.

Fire Suppression and Rescue - 01313

Battalion Chief	3.0	3.0	3.0	3.0	3.0
Fire Captain	21.0	21.0	21.0	21.0	21.0
Fire Engineer	21.0	21.0	21.0	21.0	21.0
Firefighter	48.0	48.0	48.0	48.0	48.0

Division Summary

Permanent Employees	93.0	93.0	93.0	93.0	93.0
Temporary Staffing	-	-	-	-	-
Fire Suppression and Rescue - 01313 Total	93.0	93.0	93.0	93.0	93.0

Personnel by Department and Division

Department/Division/Title

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
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Fire Prevention - 01314

Fire Marshal	1.0	1.0	1.0	1.0	1.0
Assistant Fire Marshal	1.0	1.0	1.0	1.0	1.0
Assistant Fire Marshal - Hazardous Materials	1.0	1.0	1.0	1.0	1.0
Senior Fire Inspector	3.0	2.0	2.0	2.0	2.0
Fire Inspector	2.0	2.0	2.0	2.0	2.0
Fire Code Enforcement Officer I/II	-	3.0	3.0	3.0	3.0
Environmental Compliance Specialist	1.0	1.0	1.0	1.0	1.0
Environmental Programs Analyst - Hazardous Materials	1.0	1.0	1.0	1.0	1.0
Business Assistant	1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	11.0	13.0	13.0	13.0	13.0
Temporary Staffing	-	-	-	-	-

Fire Prevention - 01314 Total 11.0 13.0 13.0 13.0 13.0

Training - 01315

Battalion Chief (Division Chief)	1.0	1.0	1.0	1.0	1.0
Fire Captain (Training)	1.0	1.0	1.0	1.0	1.0
Fire Safety Coordinator	1.0	1.0	-	-	-

Division Summary

Permanent Employees	3.0	3.0	2.0	2.0	2.0
Temporary Staffing	-	-	-	-	-

Training - 01315 Total 3.0 3.0 2.0 2.0 2.0

Support Services - 01316

Battalion Chief (Division Chief)	1.0	-	-	-	-
Fire Captain (Paramedic Coordinator)	1.0	-	-	-	-
Fire Captain (Vehicle Maintenance Coordinator)	1.0	-	-	-	-
Emergency Services Coordinator	1.0	-	-	-	-
Communications Center Supervisor - Fire	1.0	-	-	-	-
EMS Educator	1.0	-	-	-	-
Communications Operator - Fire	8.0	-	-	-	-
Staff Assistant III	1.0	-	-	-	-

Division Summary

Permanent Employees	15.0	-	-	-	-
Temporary Staffing	-	-	-	-	-

Support Services - 01316 Total 15.0 - - - -

Department Summary

Permanent Employees	127.0	129.0	129.0	129.0	129.0
Temporary Staffing	-	-	-	-	-

FIRE TOTAL 127.0 129.0 129.0 129.0 129.0

Personnel by Department and Division

Department/Division/Title	2010-11	2011-12	2012-13	2013-14 Budget	2014-15 Budget		
	Revised Budget	Revised Budget	Revised Budget				
COMMUNITY AND CULTURAL SERVICES							
Administration and Planning Services - 01501							
Director of Community and Cultural Services	1.0	1.0	1.0	1.0	1.0		
Assistant Director of Community and Cultural Services	1.0	1.0	1.0	1.0	1.0		
Senior Administrative Analyst - Parks and Community Facility Plannin	3.0	2.0	2.0	2.0	2.0		
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0		
Division Summary							
Permanent Employees	6.0	5.0	5.0	5.0	5.0		
Temporary Staffing	-	-	-	-	-		
Administration and Planning Services - 01501 Total	6.0	5.0	5.0	5.0	5.0		
Human Services - 01262							
Human Services Manager	1.0	1.0	1.0	1.0	1.0		
Human Services Administrator	2.0	2.0	2.0	2.0	2.0		
Human Services Administrator - Youth and Family Program	1.0	1.0	1.0	1.0	1.0		
Human Services Administrator - Neighborhood and Parks Initiative	1.0	1.0	1.0	1.0	1.0		
Senior Administrative Analyst	-	-	1.0	1.0	1.0		
Senior Administrative Analyst - ADA/Disability Services	1.0	1.0	-	-	-		
Senior Administrative Analyst - Human Services/Fiscal	1.0	1.0	1.0	1.0	1.0		
Senior Administrative Analyst - Homeless Services	2.0	2.0	2.0	2.0	2.0		
Senior Administrative Analyst - Child and Family Resources	1.0	1.0	1.0	1.0	1.0		
Senior Human Services Program Analyst	3.0	3.0	2.0	2.0	2.0		
Principal Community Services Supervisor	2.0	2.0	2.0	2.0	2.0		
Administrative Analyst	3.0	3.0	3.0	3.0	3.0		
Administrative Analyst - Homeless Services	1.0	1.0	1.0	1.0	1.0		
Community Services Program Supervisor - Volunteer Program	0.5	0.5	0.5	0.5	0.5		
Community Services Program Supervisor - Youth/Family Services	5.0	5.0	5.0	5.0	5.0		
Administrative Staff Assistant	2.0	2.0	2.0	2.0	2.0		
Community Services Program Coordinator	12.3	12.3	12.3	12.3	12.3		
Staff Assistant III	5.8	5.8	5.8	5.8	5.8		
Community Services Program Specialist	17.4	17.4	15.6	15.6	15.6		
Division Summary							
Permanent Employees	62.0	62.0	59.2	59.2	59.2		
Temporary Staffing	14.7	14.7	16.5	16.5	16.5		
Human Services - 01262 Total	76.7	76.7	75.7	75.7	75.7		
Beach Administration - 11522							
Division Summary							
Permanent Employees	-	-	-	-	-		
Temporary Staffing	0.6	0.6	0.6	0.6	0.6		
Beach Administration - 11522 Total	0.6	0.6	0.6	0.6	0.6		
Beach House Operations - 11523							
Beach House Venue Manager	-	-	-	1.0	1.0		
Administrative Analyst	-	-	-	1.0	1.0		

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Sales and Marketing Coordinator	-	-	-	1.0	1.0
Beach Recreation Supervisor	-	-	-	1.0	1.0
Event Coordinator	-	-	-	1.0	1.0
Guest Services Coordinator	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	-	-	-	6.0	6.0
Temporary Staffing	-	-	-	8.3	8.3
Beach House Operations - 11523 Total	-	-	-	14.3	14.3

Beach House Operations - 24523

Beach House Venue Manager	1.0	1.0	1.0	-	-
Administrative Analyst	1.0	1.0	1.0	-	-
Sales and Marketing Coordinator	1.0	1.0	1.0	-	-
Beach Recreation Supervisor	1.0	1.0	1.0	-	-
Guest Services Coordinator	1.0	1.0	1.0	-	-

Division Summary

Permanent Employees	5.0	5.0	5.0	-	-
Temporary Staffing	6.5	6.5	6.5	-	-
Beach House Operations - 24523 Total	11.5	11.5	11.5	-	-

Community Recreation - 01544

Community Recreation Manager	1.0	1.0	1.0	1.0	1.0
Community Use Administrator	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Community Use	1.0	1.0	1.0	1.0	1.0
Community Recreation Systems Coordinator	-	1.0	1.0	1.0	1.0
Community Services Systems Coordinator	1.0	-	-	-	-
Principal Community Services Supervisor	2.0	2.0	2.0	2.0	2.0
Principal Community Services Supervisor - Aquatics	1.0	1.0	1.0	1.0	1.0
Community Services Program Supervisor	3.0	3.0	3.0	3.0	3.0
Community Services Program Supervisor - Community Sports	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Aquatics Site Supervisor	3.5	3.5	3.5	3.5	3.5
Community Services Program Coordinator	3.0	3.0	3.0	3.0	3.0
Staff Assistant III	4.0	5.0	5.0	4.0	4.0
Chief Pool Lifeguard	2.4	2.4	2.4	2.4	2.4
Staff Assistant II	0.6	0.6	0.6	0.6	0.6
Guest Services Assistant	1.0	1.0	1.0	1.0	1.0
Community Services Program Specialist	3.4	3.4	3.4	3.4	3.4
Swim Instructor/Lifeguard	3.4	3.4	3.4	2.4	2.4

Division Summary

Permanent Employees	34.3	35.3	35.3	33.3	33.3
Temporary Staffing	29.3	29.5	29.5	29.7	30.5
Community Recreation - 01544 Total	63.6	64.8	64.8	63.0	63.8

Personnel by Department and Division

Department/Division/Title

2010-11	2011-12	2012-13	2013-14	2014-15
Revised Budget	Revised Budget	Revised Budget	Revised Budget	Revised Budget

Public Landscape - 01555

Public Landscape Manager	1.0	1.0	1.0	-	-
Public Landscape Superintendent	1.0	1.0	1.0	-	-
Community Forest and Public Landscape Superintendent	1.0	1.0	1.0	-	-
Senior Administrative Analyst - Open Space Management	1.0	1.0	1.0	-	-
Administrative Analyst	1.0	1.0	1.0	-	-
Parks Maintenance Supervisor	-	5.0	5.0	-	-
Parks Operations Supervisor	4.0	-	-	-	-
Public Landscape Supervisor	1.0	-	-	-	-
Community Forest Supervisor	1.0	1.0	1.0	-	-
Promenade Maintenance Supervisor	1.0	1.0	1.0	-	-
Parks Maintenance Crew Leader	-	4.0	4.0	-	-
Parks Operations Crew Leader	4.0	-	-	-	-
Senior Tree Trimmer	1.0	1.0	-	-	-
Maintenance Crew Leader	2.0	2.0	2.0	-	-
Irrigation Crew Leader	1.0	1.0	1.0	-	-
Parks Equipment Technician	1.0	1.0	1.0	-	-
Irrigation Technician	3.0	3.0	3.0	-	-
Tree Trimmer	4.0	3.0	2.0	-	-
Staff Assistant III	1.0	1.0	1.0	-	-
Storekeeper I	1.0	-	-	-	-
Equipment Operator I	12.0	13.0	13.0	-	-
Staff Assistant II	1.0	1.0	1.0	-	-
Groundskeeper	19.0	19.0	21.0	-	-
Maintenance Worker	4.0	9.0	9.0	-	-
Custodian I	2.0	-	-	-	-
Grounds Maintenance Worker	3.0	-	-	-	-
Field Attendant	0.8	1.0	1.0	-	-
Trades Intern	-	-	1.0	-	-

Division Summary

Permanent Employees	71.8	71.0	72.0	-	-
Temporary Staffing	9.0	9.0	3.0	-	-

Public Landscape - 01555 Total	80.8	80.0	75.0	-	-
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Beach Maintenance - 11558

Beach Maintenance Supervisor	1.0	1.0	1.0	-	-
Equipment Operator II	4.0	4.0	4.0	-	-
Equipment Operator I	1.0	1.0	1.0	-	-
Maintenance Worker	4.0	4.0	4.0	-	-
Custodian II	1.0	1.0	1.0	-	-

Division Summary

Permanent Employees	11.0	11.0	11.0	-	-
Temporary Staffing	11.5	11.5	11.5	-	-

Beach Maintenance - 11558 Total	22.5	22.5	22.5	-	-
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Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
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Cultural Affairs - 01560

Cultural Affairs Manager	1.0	1.0	1.0	1.0	1.0
Cultural Affairs Administrator	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	-	-	1.0	1.0
Cultural Affairs Supervisor	2.0	3.0	3.0	3.0	3.0
Cultural Affairs Coordinator	0.5	0.5	0.5	0.5	0.5
Public Arts Coordinator	1.0	-	-	-	-
Staff Assistant III	-	-	-	1.0	1.0

Division Summary

Permanent Employees	5.5	5.5	5.5	7.5	7.5
Temporary Staffing	0.1	0.1	0.1	0.7	0.7

Cultural Affairs - 01560 Total **5.6** **5.6** **5.6** **8.2** **8.2**

Civic Auditorium - 32621

Civic Auditorium Venue Manager	1.0	1.0	1.0	-	-
Civic Auditorium Facility Superintendent	1.0	1.0	1.0	-	-
Civic Auditorium Business Administrator	1.0	1.0	1.0	-	-
Senior Administrative Analyst	1.0	1.0	1.0	-	-
Civic Auditorium Event Services Supervisor	1.0	-	-	-	-
Civic Auditorium Maintenance Supervisor	1.0	1.0	1.0	-	-
Event Coordinator	1.0	1.0	1.0	-	-
Event Attendant III	2.0	2.0	2.0	-	-
Fiscal Staff Assistant II	1.0	1.0	-	-	-
Staff Assistant III	1.0	1.0	1.0	-	-
Event Attendant II	6.0	6.0	3.0	-	-
Event Attendant I	8.0	8.0	8.0	-	-
Custodian I	1.0	1.0	-	-	-

Division Summary

Permanent Employees	26.0	25.0	20.0	-	-
Temporary Staffing	8.4	5.3	-	-	-

Civic Auditorium - 32621 Total **34.4** **30.3** **20.0** **-** **-**

Department Summary

Permanent Employees	221.6	219.8	213.0	111.0	111.0
Temporary Staffing	80.1	77.2	67.7	55.7	56.5

COMMUNITY AND CULTURAL SERVICES TOTAL **301.7** **297.0** **280.7** **166.7** **167.5**

LIBRARY

Administration and Facilities - 01613

Director of Library Services/City Librarian	1.0	1.0	1.0	1.0	1.0
Assistant City Librarian	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Library Fiscal Services	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Library Administrative Services	1.0	1.0	1.0	1.0	1.0
Building Systems Technician	2.0	2.0	2.0	2.0	2.0
Library Services Officer Supervisor	-	-	1.0	1.0	1.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Lead Library Services Officer	1.0	1.0	-	-	-
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Library Assistant II	-	-	0.5	0.5	0.5
Library Services Officer	4.0	4.0	4.0	4.0	4.0
Staff Assistant II	0.5	0.5	-	-	-
Division Summary					
Permanent Employees	12.5	12.5	12.5	12.5	12.5
Temporary Staffing	4.8	4.8	4.8	5.4	5.4
Administration and Facilities - 01613 Total	17.3	17.3	17.3	17.9	17.9

Information Management - 01614

Principal Librarian - Information Management	1.0	1.0	1.0	1.0	1.0
Librarian III - Information Management	1.0	1.0	1.0	1.0	1.0
Librarian II	1.0	1.0	1.0	1.0	1.0
Circulation Supervisor	1.0	-	-	-	-
Librarian I	2.0	2.0	2.0	2.0	2.0
Library Assistant III	-	-	2.0	2.0	2.0
Library Assistant II	-	-	3.5	3.5	3.5
Library Assistant	3.0	2.0	-	-	-
Staff Assistant II	11.5	3.5	-	-	-
Division Summary					
Permanent Employees	20.5	10.5	10.5	10.5	10.5
Temporary Staffing	19.7	19.7	19.7	20.2	20.2
Information Management - 01614 Total	40.2	30.2	30.2	30.7	30.7

Reference Services - 01615

Principal Librarian - Reference Services	1.0	1.0	1.0	1.0	1.0
Librarian III - Reference Services	1.0	1.0	1.0	1.0	1.0
Librarian II	2.0	2.0	2.0	2.0	2.0
Circulation Supervisor	-	1.0	1.0	1.0	1.0
Librarian I	6.0	6.0	6.0	6.0	6.0
Library Assistant III	-	-	1.0	1.0	1.0
Library Assistant II	-	-	9.5	9.5	9.5
Library Assistant	-	1.0	-	-	-
Staff Assistant II	1.5	9.5	-	-	-
Division Summary					
Permanent Employees	11.5	21.5	21.5	21.5	21.5
Temporary Staffing	5.3	5.3	5.3	5.3	5.3
Reference Services - 01615 Total	16.8	26.8	26.8	26.8	26.8

Public and Branch Services - 01616

Principal Librarian - Public and Branch Services	1.0	1.0	1.0	1.0	1.0
Librarian III	1.0	1.0	1.0	2.0	2.0
Librarian III - Branch Services	3.0	3.0	3.0	3.0	3.0
Librarian III - Youth Services	1.0	1.0	1.0	1.0	1.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Librarian II	2.0	4.0	4.0	4.0	4.0
Librarian I	9.0	7.0	7.0	8.5	8.5
Library Assistant III	-	-	1.0	1.0	1.0
Library Assistant II	-	-	6.0	8.0	8.0
Library Assistant	1.0	1.0	-	-	-
Staff Assistant II	6.0	6.0	-	-	-

Division Summary

Permanent Employees	24.0	24.0	24.0	28.5	28.5
Temporary Staffing	7.8	7.8	7.8	10.9	10.9

Public and Branch Services - 01616 Total **31.8** **31.8** **31.8** **39.4** **39.4**

Department Summary

Permanent Employees	68.5	68.5	68.5	73.0	73.0
Temporary Staffing	37.6	37.6	37.6	41.8	41.8

LIBRARY TOTAL **106.1** **106.1** **106.1** **114.8** **114.8**

PUBLIC WORKS

Administrative Services - 01401

Director of Public Works	1.0	1.0	1.0	1.0	1.0
Assistant Director of Public Works	1.0	1.0	1.0	1.0	1.0
Principal Administrative Analyst	-	1.0	1.0	2.0	2.0
Senior Administrative Analyst - Public Works	1.0	1.0	1.0	-	-
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Permit Specialist	2.0	2.0	-	-	-

Division Summary

Permanent Employees	6.0	7.0	5.0	5.0	5.0
Temporary Staffing	-	-	-	-	-

Administrative Services - 01401 Total **6.0** **7.0** **5.0** **5.0** **5.0**

Civil Engineering - 01402

City Engineer	1.0	1.0	1.0	1.0	1.0
Principal Civil Engineer	3.0	3.0	3.0	3.0	3.0
Supervising Civil Engineer	1.0	1.0	1.0	1.0	1.0
Civil Engineer	5.0	5.0	5.0	5.0	5.0
CIP Project Manager	1.0	1.0	1.0	1.0	1.0
Engineering Support Services Supervisor	1.0	1.0	1.0	1.0	1.0
Associate Project Manager	1.0	1.0	1.0	1.0	1.0
Civil Engineering Associate	3.0	3.0	3.0	4.0	4.0
Engineering Project Specialist	1.0	1.0	1.0	1.0	1.0
Civil Engineering Assistant	2.0	2.0	2.0	1.0	1.0
Administrative Analyst - Engineering	1.0	1.0	1.0	1.0	1.0
Senior Public Works Inspector	3.0	3.0	3.0	3.0	3.0
Public Works Utility Inspector	1.0	1.0	1.0	1.0	1.0
Public Works Inspector	1.0	-	-	-	-
Engineering Technician	-	-	2.0	2.0	2.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Drafting Technician	1.0	1.0	-	-	-
Project Support Assistant	3.0	3.0	3.0	3.0	3.0
Permit Specialist	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	29.0	28.0	30.0	30.0	30.0
Temporary Staffing	-	-	-	-	-
Civil Engineering - 01402 Total	29.0	28.0	30.0	30.0	30.0

Architecture Services - 01403

City Architect	-	1.0	1.0	1.0	1.0
Architecture Services Manager	1.0	-	-	-	-
Senior Architect	-	1.0	1.0	1.0	1.0
Civil Engineer	-	-	1.0	1.0	1.0
CIP Project Manager	1.0	2.0	2.0	2.0	2.0
Limited Term CIP Project Manager	1.0	-	-	-	-
Architect	3.0	2.0	2.0	2.0	2.0
Project Manager	1.0	1.0	1.0	1.0	1.0
Architectural Associate	3.0	2.0	2.0	2.0	2.0
Senior Administrative Analyst - Architecture	1.0	1.0	1.0	1.0	1.0
Senior Drafting Technician	1.0	1.0	1.0	1.0	1.0
Project Support Assistant	2.0	3.0	3.0	3.0	3.0
Staff Assistant III	1.0	-	-	-	-

Division Summary

Permanent Employees	15.0	14.0	15.0	15.0	15.0
Temporary Staffing	-	-	-	-	-
Architecture Services - 01403 Total	15.0	14.0	15.0	15.0	15.0

Street and Fleet Services - 01421

Street and Fleet Services Manager	-	-	1.0	1.0	1.0
Street Maintenance Superintendent	-	-	1.0	-	-
Senior Administrative Analyst	-	-	1.0	1.0	1.0
Administrative Analyst	-	-	1.0	1.0	1.0
Street Services Supervisor	-	-	-	2.0	2.0
Street Maintenance Supervisor	-	-	1.0	-	-
Asphalt Crew Leader	-	-	1.0	-	-
Street Services Crew Leader	-	-	-	2.0	2.0
Concrete Crew Leader	-	-	1.0	1.0	1.0
Public Works Inspector	-	-	1.0	-	-
Lead Parking Meter Technician	-	-	1.0	1.0	1.0
Lead Traffic Painter	-	-	1.0	1.0	1.0
Concrete Finisher	-	-	3.0	3.0	3.0
Street Services Worker II	-	-	-	3.0	3.0
Equipment Operator II	-	-	4.0	-	-
Parking Meter Technician	-	-	2.0	2.0	2.0
Traffic Painter	-	-	6.0	6.0	6.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Maintenance Worker II - Asphalt	-	-	2.0	-	-
Street Services Worker I	-	-	-	5.0	5.0
Maintenance Worker I - Asphalt	-	-	2.0	-	-
Construction Worker	-	-	1.0	-	-
Staff Assistant II	-	-	1.0	1.0	1.0

Division Summary

Permanent Employees	-	-	31.0	30.0	30.0
Temporary Staffing	-	-	-	0.9	0.9
Street and Fleet Services - 01421 Total	-	-	31.0	30.9	30.9

Street Maintenance - 01421

Street and Fleet Services Manager	-	1.0	-	-	-
Street Maintenance Superintendent	1.0	1.0	-	-	-
Administrative Analyst	1.0	1.0	-	-	-
Street Maintenance Supervisor	1.0	1.0	-	-	-
Asphalt Crew Leader	1.0	1.0	-	-	-
Concrete Crew Leader	1.0	1.0	-	-	-
Public Works Inspector	-	1.0	-	-	-
Concrete Finisher	3.0	3.0	-	-	-
Equipment Operator II	4.0	4.0	-	-	-
Maintenance Worker II - Asphalt	2.0	2.0	-	-	-
Maintenance Worker I - Asphalt	2.0	2.0	-	-	-
Construction Worker	1.0	1.0	-	-	-
Staff Assistant II	1.0	1.0	-	-	-

Division Summary

Permanent Employees	18.0	20.0	-	-	-
Temporary Staffing	-	-	-	-	-
Street Maintenance - 01421 Total	18.0	20.0	-	-	-

Airport - 33431

Airport Services Manager	-	-	1.0	1.0	1.0
Airport Services Director	-	1.0	-	-	-
Airport Operations Administrator	-	1.0	1.0	1.0	1.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Business Assistant	-	2.0	2.0	2.0	2.0
Airport Noise/Operations Specialist	-	2.0	2.0	2.0	2.0
Staff Assistant III	-	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	-	8.0	8.0	8.0	8.0
Temporary Staffing	-	0.2	0.2	0.5	0.5
Airport - 33431 Total	-	8.2	8.2	8.5	8.5

Resource Recovery and Recycling - 27441

Resource Recovery and Recycling Manager	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Administrator	1.0	1.0	1.0	1.0	1.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Principal Public Works Analyst	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Collection Superintendent	1.0	1.0	1.0	1.0	1.0
Recycling Coordinator	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Solid Waste	1.0	1.0	1.0	1.0	1.0
Zero Waste Coordinator	-	-	1.0	1.0	1.0
Transfer Station Supervisor	1.0	1.0	-	-	-
Resource Recovery and Recycling Supervisor	3.0	3.0	3.0	3.0	3.0
Resource Recovery and Recycling Business Supervisor	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Crew Leader	2.0	3.0	3.0	3.0	3.0
Business Assistant	1.0	1.0	-	-	-
Lead Resource Recovery and Recycling Billing Specialist	1.0	1.0	1.0	1.0	1.0
Motor Sweeper Operator	6.0	6.0	6.0	6.0	6.0
Resource Recovery and Recycling Billing Specialist	1.0	1.0	1.0	1.0	1.0
Senior Transfer Station Assistant	1.0	1.0	-	-	-
Lead Customer Services Assistant	1.0	1.0	1.0	1.0	1.0
Heavy Truck Driver	6.0	6.0	-	-	-
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Equipment Operator	35.0	35.0	35.0	35.0	35.0
Customer Services Assistant	1.0	1.0	1.0	1.0	1.0
Dispatcher	3.0	3.0	3.0	3.0	3.0
Equipment Operator I	4.0	6.0	6.0	6.0	6.0
Transfer Station Assistant	2.0	-	-	-	-
Maintenance Worker	8.0	9.0	10.0	10.0	10.0
Division Summary					
Permanent Employees	84.0	86.0	79.0	79.0	79.0
Temporary Staffing	0.2	0.2	0.2	7.7	7.7
Resource Recovery and Recycling - 27441 Total	84.2	86.2	79.2	86.7	86.7

Facilities Maintenance - 01452

Facilities Maintenance Manager	-	-	1.0	1.0	1.0
Facilities Services Administrator	-	-	1.0	1.0	1.0
Custodial Services Administrator	-	-	1.0	1.0	1.0
Facilities Maintenance Contracts Administrator	-	-	1.0	1.0	1.0
Senior Administrative Analyst	-	-	1.0	1.0	1.0
Facilities Supervisor	-	-	2.0	2.0	2.0
Administrative Analyst	-	-	1.0	1.0	1.0
Electrical Crew Leader	-	-	1.0	1.0	1.0
HVAC Crew Leader	-	-	1.0	1.0	1.0
Custodial Supervisor	-	-	6.0	6.0	6.0
Plumber Crew Leader	-	-	1.0	1.0	1.0
HVAC Technician	-	-	2.0	2.0	2.0
Carpenter Crew Leader	-	-	1.0	1.0	1.0
Electrician II	-	-	6.0	6.0	6.0
Painter Crew Leader	-	-	1.0	1.0	1.0
Plumber	-	-	3.0	3.0	3.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Carpenter	-	-	3.0	3.0	3.0
Administrative Staff Assistant	-	-	1.0	-	-
Painter	-	-	2.0	2.0	2.0
Staff Assistant III	-	-	1.0	2.0	2.0
Graffiti Removal Technician	-	-	3.0	3.0	3.0
Aquatics Maintenance Worker	-	-	1.0	1.5	1.5
Staff Assistant II	-	-	1.0	1.0	1.0
Custodian II	-	-	8.0	8.0	8.0
Custodian I	-	-	32.0	31.0	31.0
Trades Intern	-	-	9.0	9.0	9.0
Division Summary					
Permanent Employees	-	-	91.0	90.5	90.5
Temporary Staffing	-	-	7.3	9.7	9.7
Facilities Maintenance - 01452 Total	-	-	98.3	100.2	100.2

Pier Maintenance - 30455

Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0
Carpenter	1.0	1.0	1.0	1.0	1.0
Pier Maintenance Worker	2.0	2.0	2.0	2.0	2.0
Custodian I	2.0	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	6.0	6.0	6.0	6.0	6.0
Temporary Staffing	0.5	0.5	0.5	0.5	0.5
Pier Maintenance - 30455 Total	6.5	6.5	6.5	6.5	6.5

Airport Maintenance - 33457

Airport Maintenance Crew Leader	1.0	1.0	1.0	1.0	1.0
Airport Maintenance Worker	3.0	3.0	3.0	3.0	3.0
Division Summary					
Permanent Employees	4.0	4.0	4.0	4.0	4.0
Temporary Staffing	-	-	-	-	-
Airport Maintenance - 33457 Total	4.0	4.0	4.0	4.0	4.0

Fleet Management - 54459

Fleet Maintenance Superintendent	1.0	1.0	1.0	1.0	1.0
Fleet Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Senior Mechanic	2.0	2.0	2.0	2.0	2.0
Welder Fabricator	1.0	1.0	1.0	1.0	1.0
Mechanic I/II	18.0	18.0	18.0	18.0	18.0
Storekeeper II	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Storekeeper I	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	1.0	1.0	1.0	1.0	1.0

Personnel by Department and Division

Department/Division/Title	2010-11	2011-12	2012-13	Revised Budget	Revised Budget	Revised Budget	2013-14 Budget	2014-15 Budget
	Revised Budget	Revised Budget	Revised Budget					
Division Summary								
Permanent Employees	28.0	28.0	28.0	28.0	28.0	28.0	28.0	28.0
Temporary Staffing	-	-	-	-	-	-	-	-
Fleet Management - 54459 Total	28.0							
Maintenance Management - 01482								
Maintenance Manager	1.0	-	-	-	-	-	-	-
Civil Engineer	1.0	1.0	-	-	-	-	-	-
Building Services Engineer	1.0	-	-	-	-	-	-	-
Senior Administrative Analyst - Maintenance Management	1.0	1.0	-	-	-	-	-	-
Warehouse Operations Supervisor	1.0	1.0	-	-	-	-	-	-
Administrative Staff Assistant - Maintenance Management	1.0	1.0	-	-	-	-	-	-
Storekeeper I	2.0	2.0	-	-	-	-	-	-
Trades Intern	11.0	10.0	-	-	-	-	-	-
Division Summary								
Permanent Employees	19.0	16.0	-	-	-	-	-	-
Temporary Staffing	-	-	-	-	-	-	-	-
Maintenance Management - 01482 Total	19.0	16.0	-	-	-	-	-	-
Facilities Management - 01484								
Facilities Maintenance Superintendent	1.0	1.0	-	-	-	-	-	-
Facilities Maintenance Contracts Administrator	-	1.0	-	-	-	-	-	-
Construction Project Supervisor	1.0	-	-	-	-	-	-	-
Facilities Supervisor	-	2.0	-	-	-	-	-	-
Administrative Analyst - Maintenance Management	1.0	1.0	-	-	-	-	-	-
Electrical Crew Leader	1.0	1.0	-	-	-	-	-	-
HVAC Crew Leader	-	1.0	-	-	-	-	-	-
Plumber Crew Leader	1.0	1.0	-	-	-	-	-	-
HVAC Technician	2.0	2.0	-	-	-	-	-	-
Carpenter Crew Leader	1.0	1.0	-	-	-	-	-	-
Electrician II	6.0	6.0	-	-	-	-	-	-
Painter Crew Leader	1.0	1.0	-	-	-	-	-	-
Plumber	3.0	3.0	-	-	-	-	-	-
Carpenter	4.0	3.0	-	-	-	-	-	-
Painter	2.0	2.0	-	-	-	-	-	-
Graffiti Removal Technician	3.0	3.0	-	-	-	-	-	-
Staff Assistant II	-	1.0	-	-	-	-	-	-
Division Summary								
Permanent Employees	27.0	30.0	-	-	-	-	-	-
Temporary Staffing	1.0	1.0	-	-	-	-	-	-
Facilities Management - 01484 Total	28.0	31.0	-	-	-	-	-	-
Traffic Operations - 01486								
Lead Parking Meter Technician	1.0	1.0	-	-	-	-	-	-
Lead Traffic Painter	1.0	1.0	-	-	-	-	-	-

Personnel by Department and Division

Department/Division/Title

Parking Meter Technician

Traffic Painter

Division Summary

Permanent Employees

Temporary Staffing

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Traffic Operations - 01486 Total	2.0	2.0	-	-	-
	6.0	6.0	-	-	-

	10.0	10.0	-	-	-
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	10.0	10.0	-	-	-
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Custodian Services - 01488

Facilities Maintenance Manager

- 1.0 - - -

Custodial Services Manager

1.0 - - - -

Custodial Services Superintendent

1.0 1.0 - - -

Senior Administrative Analyst

1.0 1.0 - - -

Custodial Contracts Administrator

1.0 1.0 - - -

Custodial Supervisor

6.0 6.0 - - -

Staff Assistant III

1.0 1.0 - - -

Aquatics Maintenance Worker

1.0 1.0 - - -

Custodian II

8.0 8.0 - - -

Custodian I

32.0 32.0 - - -

Division Summary

Permanent Employees

52.0 52.0 - - -

Temporary Staffing

3.1 6.3 - - -

	55.1	58.3	-	-	-
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	55.1	58.3	-	-	-
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Beach House Maintenance - 11497

Aquatics Maintenance Worker

- - - 1.5 1.5

Custodian II

- - - 2.0 2.0

Custodian I

- - - 4.0 4.0

Division Summary

Permanent Employees

- - - 7.5 7.5

Temporary Staffing

- - - 4.0 4.0

	-	-	-	11.5	11.5
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	-	-	-	11.5	11.5
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Beach House Maintenance - 24497

Aquatics Maintenance Worker

2.0 2.0 2.0 - -

Custodian II

2.0 2.0 2.0 - -

Custodian I

4.0 4.0 4.0 - -

Division Summary

Permanent Employees

8.0 8.0 8.0 - -

Temporary Staffing

4.0 4.0 4.0 - -

	12.0	12.0	12.0	-	-
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	12.0	12.0	12.0	-	-
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Public Landscape - 01498

Public Landscape Manager

- - - 1.0 1.0

Public Landscape Superintendent

- - - 1.0 1.0

Urban Forester

- - - 1.0 1.0

Personnel by Department and Division

Department/Division/Title

Senior Administrative Analyst - Open Space Management
 Administrative Analyst
 Parks Maintenance Supervisor
 Community Forest Supervisor
 Promenade Maintenance Supervisor
 Parks Maintenance Crew Leader
 Maintenance Crew Leader
 Irrigation Crew Leader
 Parks Equipment Technician
 Irrigation Technician
 Tree Trimmer
 Staff Assistant III
 Equipment Operator I
 Staff Assistant II
 Groundskeeper
 Maintenance Worker
 Field Attendant
 Trades Intern

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Senior Administrative Analyst - Open Space Management	-	-	-	1.0	1.0
Administrative Analyst	-	-	-	1.0	1.0
Parks Maintenance Supervisor	-	-	-	5.0	5.0
Community Forest Supervisor	-	-	-	1.0	1.0
Promenade Maintenance Supervisor	-	-	-	1.0	1.0
Parks Maintenance Crew Leader	-	-	-	4.0	4.0
Maintenance Crew Leader	-	-	-	2.0	2.0
Irrigation Crew Leader	-	-	-	1.0	1.0
Parks Equipment Technician	-	-	-	1.0	1.0
Irrigation Technician	-	-	-	4.0	4.0
Tree Trimmer	-	-	-	2.0	2.0
Staff Assistant III	-	-	-	1.0	1.0
Equipment Operator I	-	-	-	13.0	13.0
Staff Assistant II	-	-	-	1.0	1.0
Groundskeeper	-	-	-	21.0	21.0
Maintenance Worker	-	-	-	9.0	9.0
Field Attendant	-	-	-	1.0	1.0
Trades Intern	-	-	-	1.0	1.0

Division Summary

Permanent Employees
 Temporary Staffing

Public Landscape - 01498 Total

-	-	-	75.0	75.0
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Beach Maintenance - 11499

Beach Maintenance Supervisor
 Equipment Operator II
 Equipment Operator I
 Maintenance Worker
 Custodian II

-	-	-	1.0	1.0
-	-	-	4.0	4.0
-	-	-	1.0	1.0
-	-	-	4.0	4.0
-	-	-	1.0	1.0

Division Summary

Permanent Employees
 Temporary Staffing

Beach Maintenance - 11499 Total

-	-	-	11.0	11.0
-	-	-	12.5	12.5

Cemetery - 37641

Cemetery Administrator
 Administrative Analyst - Cemetery
 Funeral Services Technician
 Cemetery Business Assistant
 Cemetery Crew Leader
 Equipment Operator II
 Irrigation Technician
 Cemetery Services Representative
 Equipment Operator I
 Cemetery Maintenance Worker

1.0	1.0	1.0	1.0	1.0
-	-	1.0	1.0	1.0
-	-	1.0	1.0	1.0
1.0	1.0	-	-	-
1.0	1.0	-	-	-
1.0	1.0	1.0	1.0	1.0
1.0	-	-	-	-
2.0	2.0	1.0	1.0	1.0
1.0	1.0	1.0	1.0	1.0
3.0	-	-	-	-

Personnel by Department and Division

Department/Division/Title

2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
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Cemetery - 37641 Total

Cemetery - 37641 Total	12.1	8.1	7.1	7.1	7.1
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Wastewater - 31661

Water Resources Protection Program Coordinator	-	1.0	1.0	1.0	1.0
Industrial Waste Services Coordinator	1.0	-	-	-	-
Senior Water Resources Protection Specialist	-	1.0	1.0	1.0	1.0
Wastewater Supervisor	1.0	1.0	1.0	1.0	1.0
Water Resources Protection Specialist	-	2.0	3.0	3.0	3.0
Senior Environmental Inspector	1.0	-	-	-	-
Environmental Inspector	2.0	-	-	-	-
Wastewater Treatment Plant Operator	1.0	1.0	1.0	1.0	1.0
Wastewater Crew Leader	2.0	2.0	2.0	2.0	2.0
Water Resources Outreach Assistant	1.0	1.0	-	-	-
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Sewer Maintenance Worker II	4.0	4.0	4.0	5.0	5.0
Sewer Maintenance Worker I	8.0	8.0	8.0	7.0	7.0

Division Summary

Permanent Employees	22.0	22.0	22.0	22.0	22.0
Temporary Staffing	0.2	0.2	0.2	0.2	0.2
Wastewater - 31661 Total	22.2	22.2	22.2	22.2	22.2

Water Resources - 25671

Water Resources Manager	-	1.0	1.0	1.0	1.0
Utilities Manager	1.0	-	-	-	-
Water/Wastewater Administrator	1.0	1.0	1.0	1.0	1.0
Water Production and Treatment Administrator	1.0	1.0	1.0	1.0	1.0
Civil Engineer	1.0	1.0	1.0	1.0	1.0
Environmental Remediation Coordinator	1.0	1.0	1.0	1.0	1.0
Principal Public Works Analyst - Water Resources	1.0	-	-	-	-
Lead Water Chemist	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	-	-	1.0	1.0
Senior Administrative Analyst - Water Resources	-	1.0	1.0	-	-
Water Chemist	2.0	2.0	2.0	2.0	2.0
Water Production and Treatment Supervisor	1.0	1.0	1.0	1.0	1.0
Water Supervisor - Construction	1.0	1.0	1.0	1.0	1.0
Water Supervisor - Meters	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	-	-	1.0	1.0	1.0
Administrative Analyst - Water Resources	1.0	1.0	1.0	-	-
Water Quality Analyst I/II	-	-	-	1.0	1.0
Field Inspector II	1.0	1.0	1.0	1.0	1.0
Water Production and Treatment Plant Operator	6.0	6.0	6.0	6.0	6.0
Water Construction Crew Leader	1.0	1.0	1.0	1.0	1.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Water Crew Leader	-	3.0	3.0	3.0	3.0
Water Leader	3.0	-	-	-	-
Equipment Operator III	3.0	3.0	3.0	-	-
Water System Equipment Operator	-	-	-	3.0	3.0
Underground Utilities Locator	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant	1.0	1.0	-	-	-
Pipe Fitter	2.0	2.0	2.0	2.0	2.0
Field Inspector I	1.0	1.0	1.0	1.0	1.0
Water Resources Technician	5.0	5.0	5.0	5.0	5.0
Water Maintenance Worker	5.0	5.0	5.0	5.0	5.0
Staff Assistant III	3.0	3.0	3.0	3.0	3.0
Groundskeeper	1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	46.0	46.0	46.0	46.0	46.0
Temporary Staffing	-	-	-	-	-

Water Resources - 25671 Total **46.0** **46.0** **46.0** **46.0** **46.0**

Department Summary

Permanent Employees	385.0	392.0	379.0	461.0	461.0
Temporary Staffing	10.1	13.5	13.5	39.1	39.1

PUBLIC WORKS TOTAL **395.1** **405.5** **392.5** **500.1** **500.1**

BIG BLUE BUS

Transit Executive - 41640

Director of Transit Services	1.0	1.0	1.0	1.0	1.0
Chief Operations Officer	1.0	1.0	1.0	1.0	1.0
Chief Administrative Officer	1.0	1.0	1.0	1.0	1.0
Administrative Services Officer	-	1.0	1.0	1.0	1.0
Transit Safety and Security Officer	1.0	-	-	-	-
Assistant to the Director of Transit Services	1.0	-	-	-	-
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	-	-

Division Summary

Permanent Employees	7.0	6.0	6.0	5.0	5.0
Temporary Staffing	-	-	-	-	-

Transit Executive - 41640 Total **7.0** **6.0** **6.0** **5.0** **5.0**

Transit Finance and Grants - 41642

Transit Finance and Grants Manager	-	1.0	1.0	1.0	1.0
Transit Programs and Business Services Manager	1.0	-	-	-	-
Senior Administrative Analyst	2.0	2.0	2.0	1.0	1.0
Senior Administrative Analyst - Transit Grants	1.0	1.0	1.0	1.0	1.0
Senior Transit Programs Analyst	2.0	-	-	-	-
Accountant I	-	-	-	1.0	1.0
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Fiscal Staff Assistant II	2.0	2.0	2.0	1.0	1.0
Staff Assistant III	-	1.0	1.0	1.0	1.0
Staff Assistant II	1.0	-	-	-	-
Division Summary					
Permanent Employees	10.0	8.0	8.0	7.0	7.0
Temporary Staffing	0.1	0.1	0.1	-	-
Transit Finance and Grants - 41642 Total	10.1	8.1	8.1	7.0	7.0

Transit Government and Community Relations - 41643

Transit Government and Community Relations Manager	-	1.0	1.0	1.0	1.0
Transit Customer Relations Administrator	1.0	-	-	-	-
Transit Government Relations Officer	-	1.0	1.0	1.0	1.0
Transit Community Relations Officer	-	1.0	1.0	1.0	1.0
Marketing and Public Information Coordinator	1.0	-	-	-	-
Transit Community Relations Coordinator	-	1.0	1.0	1.0	1.0
Transit Marketing Coordinator	-	1.0	1.0	1.0	1.0
Administrative Analyst - Transit Marketing	1.0	-	-	-	-
Advertising Coordinator	1.0	-	-	-	-
Customer Service Supervisor	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Graphic Designer	-	-	-	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	-	-
Customer Services Assistant	6.0	5.3	5.3	5.3	5.3

Division Summary

Permanent Employees	13.0	13.3	13.3	13.3	13.3
Temporary Staffing	0.2	0.2	0.2	0.7	0.7

Transit Government and Community Relations - 41643 Total **13.2** **13.5** **13.5** **14.0** **14.0**

Transit Maintenance - 41657

Transit Maintenance Manager	1.0	1.0	1.0	1.0	1.0
Transit Maintenance Officer	1.0	1.0	1.0	1.0	1.0
Transit Facilities Maintenance Superintendent	1.0	-	-	-	-
Transit Mechanic Supervisor	5.0	5.0	5.0	6.0	6.0
Transit Maintenance Training Coordinator	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Transit Facilities Maintenance Supervisor	-	-	1.0	1.0	1.0
Procurement Supervisor	1.0	1.0	1.0	1.0	1.0
Facilities Maintenance Supervisor	-	1.0	-	-	-
Motor Coach Services and Facilities Maintenance Supervisor	1.0	-	-	-	-
Technical Staff Assistant	1.0	-	-	-	-
Electronic Communications/Farebox Technician	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant	-	-	-	1.0	1.0
Transit Mechanic I/II	41.0	41.0	44.0	44.0	44.0
Storekeeper II	2.0	2.0	2.0	2.0	2.0
Staff Assistant III	1.0	1.0	1.0	-	-

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Transit Maintenance Worker	2.0	2.0	2.0	2.0	2.0
Lead Motor Coach Cleaner	2.0	2.0	2.0	-	-
Warehouse Worker	2.0	3.0	3.0	3.0	3.0
Motor Coach Cleaner	16.0	16.0	16.0	18.0	18.0
Custodian I	1.0	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	80.0	80.0	83.0	84.0	84.0
Temporary Staffing	-	1.0	1.0	2.1	2.1
Transit Maintenance - 41657 Total	80.0	81.0	84.0	86.1	86.1

Transit Operations - 41658

Transit Operations Manager	-	1.0	1.0	1.0	1.0
Transit Operations Superintendent	1.0	-	-	-	-
Transit Services Superintendent	1.0	-	-	-	-
Transit Planning Administrator	-	-	1.0	1.0	1.0
Senior Transit Programs Analyst	1.0	3.0	-	-	-
Senior Administrative Analyst - Transit Operations	-	1.0	1.0	-	-
Senior Transit Scheduler	-	-	-	1.0	1.0
Transit Planner	-	-	1.0	1.0	1.0
Senior Motor Coach Operator Supervisor	-	-	-	1.0	1.0
Transit Scheduler	-	-	2.0	1.0	1.0
Administrative Analyst	-	-	-	2.0	2.0
Motor Coach Operator Supervisor	14.0	17.0	17.0	16.0	16.0
Motor Coach Operator Training Coordinator	5.0	3.0	3.0	3.0	3.0
Staff Assistant III	3.0	3.0	3.0	2.0	2.0
Transit Systems Technician	-	1.0	-	-	-
Transit Operations Assistant	3.0	3.0	3.0	3.0	3.0
Motor Coach Operator	275.4	275.4	275.4	275.4	275.4

Division Summary

Permanent Employees	303.4	307.4	307.4	307.4	307.4
Temporary Staffing	-	-	-	12.0	12.0
Transit Operations - 41658 Total	303.4	307.4	307.4	319.4	319.4

Transit Safety and Training - 41670

Transit Safety and Training Program Manager	-	-	1.0	-	-
Transit Safety and Training Manager	-	-	-	1.0	1.0
Transit Safety and Training Administrator	-	1.0	-	-	-
Transit Safety and Security Coordinator	-	1.0	1.0	1.0	1.0
Staff Assistant II	-	2.0	2.0	2.0	2.0

Division Summary

Permanent Employees	-	4.0	4.0	4.0	4.0
Temporary Staffing	-	-	-	-	-
Transit Safety and Training - 41670 Total	-	4.0	4.0	4.0	4.0

Personnel by Department and Division

Department/Division/Title

Department Summary

Permanent Employees

Temporary Staffing

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Permanent Employees	413.4	418.7	421.7	420.7	420.7
Temporary Staffing	0.3	1.3	1.3	14.8	14.8
BIG BLUE BUS TOTAL	413.7	420.0	423.0	435.5	435.5

HOUSING AND ECONOMIC DEVELOPMENT

Administration - 01263

Director of Housing and Economic Development

1.0 1.0 1.0 1.0 1.0

Administrative Services Officer - Earthquake Recovery

1.0 1.0 1.0 - -

Administrative Services Officer - Financial

1.0 1.0 1.0 - -

Principal Administrative Analyst

- - - 1.0 1.0

Senior Development Analyst

2.0 2.0 2.0 - -

Administrative Analyst

1.0 1.0 1.0 - -

Executive Administrative Assistant

1.0 1.0 1.0 1.0 1.0

Staff Assistant III

1.0 1.0 1.0 - -

Division Summary

Permanent Employees

8.0 8.0 8.0 3.0 3.0

Temporary Staffing

0.1 0.1 0.1 0.1 0.1

Administration - 01263 Total

8.1 8.1 8.1 3.1 3.1

Housing - 01264

Housing Manager

1.0 1.0 1.0 1.0 1.0

Housing Administrator - Production and Preservation

1.0 1.0 1.0 1.0 1.0

Successor Agency Administrator

- - - 1.0 1.0

Housing Authority Administrator

1.0 - - - -

Senior Development Analyst

3.0 3.0 3.0 1.0 1.0

Senior Administrative Analyst - Financial Analyst

1.0 - - - -

Senior Administrative Analyst - Housing Authority

1.0 - - - -

Construction Specialist

1.0 1.0 1.0 1.0 -

Senior Housing Specialist

1.0 - - - -

Administrative Analyst

1.0 - - - -

Administrative Analyst - Housing/Loan Portfolio Monitoring

1.0 1.0 1.0 1.0 1.0

Housing Specialist

4.0 - - - -

Housing Applications Assistant

1.0 - - - -

Housing Inspector

1.0 - - - -

Staff Assistant III

3.0 2.0 2.0 1.0 1.0

Staff Assistant II

1.0 - - - -

Division Summary

Permanent Employees

22.0 9.0 9.0 7.0 6.0

Temporary Staffing

0.9 0.9 - - -

Housing - 01264 Total

22.9 9.9 9.0 7.0 6.0

Economic Development - 01268

Economic Development Manager

1.0 1.0 1.0 1.0 1.0

Economic Development Administrator

- 1.0 1.0 1.0 1.0

Personnel by Department and Division

Department/Division/Title

	2010-11 Revised Budget	2011-12 Revised Budget	2012-13 Revised Budget	2013-14 Budget	2014-15 Budget
Senior Development Analyst	3.0	2.0	2.0	3.0	3.0
Senior Administrative Analyst	1.0	1.0	1.0	-	-
Farmers' Market Supervisor	1.0	1.0	1.0	1.0	1.0
Farmers' Market Coordinator II	1.0	1.0	1.0	1.0	1.0
Business Assistant	-	1.0	1.0	-	-
Farmers' Market Coordinator I	2.0	2.0	2.0	2.0	2.0
Staff Assistant III	1.0	-	-	1.0	1.0
Division Summary					
Permanent Employees	10.0	10.0	10.0	10.0	10.0
Temporary Staffing	0.4	0.4	0.6	0.6	0.6
Economic Development - 01268 Total	10.4	10.4	10.6	10.6	10.6

Housing Services - 12269

Housing Authority Administrator	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Financial Analyst	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Housing Authority	-	1.0	1.0	1.0	1.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Housing Specialist	-	5.0	5.0	5.0	5.0
Technical Staff Assistant	-	1.0	1.0	1.0	1.0
Housing Inspector	-	1.0	1.0	1.0	1.0
Staff Assistant III	-	1.0	1.0	1.0	1.0
Staff Assistant II	-	1.0	1.0	1.0	1.0

Division Summary

Permanent Employees	-	13.0	13.0	13.0	13.0
Temporary Staffing	-	-	0.1	0.1	0.1
Housing Services - 12269 Total	-	13.0	13.1	13.1	13.1

Department Summary

Permanent Employees	40.0	40.0	40.0	33.0	32.0
Temporary Staffing	1.4	1.4	0.8	0.8	0.8
HOUSING AND ECONOMIC DEVELOPMENT TOTAL	41.4	41.4	40.8	33.8	32.8

Capital Improvement Program

FY 2013-15 Adopted Biennial Budget





Program Summary

FY 2013-14 through FY 2017-18 Capital Improvement Program

Last year the City of Santa Monica developed its first biennial Capital Improvement Program (CIP) Budget. On June 12, 2012, Council approved and adopted funds for FY2012-13 and approved funds for FY 2013-14. As part of this year's budget process, funds for the FY 2013-14 CIP budget were approved by Council and appropriated. FY 2014-18 budget plan amounts are included solely as a planning tool and are not guaranteed to be funded. All capital projects will be reevaluated as part of future biennial budget processes to ensure that the City's highest priority projects are funded.

Changes made to the FY 2013-14 CIP Adopted Budget as part of the CIP Exception Based Budgeting process include:

- Allocations of funds to new projects that require immediate funding.
- Decreases in allocations for projects that no longer require funding, have been postponed, or have revised scopes or estimates.
- Increases in allocations based on revised estimates.

Definition of Capital Projects

The Capital Improvement Program is a five-year financial plan for the acquisition, expansion or rehabilitation of land, buildings and other major infrastructure. Projects included in the CIP budget are those with costs in excess of \$50,000 and a useful life of more than three years, and many projects involve public infrastructure construction.

CIP Policies

CIP policies provide a consistent framework for identifying and financing projects.

General Policies

- The City will annually plan for capital improvements for a multi-year period of time. The Capital Improvement Program will incorporate City Council priorities, long-range community objectives, and projects which will improve efficiency of City operations.
- A current inventory of the City's physical assets, their condition, and remaining useful life will be maintained.
- The City will maintain all assets at a sufficient level to protect the City's capital investment and to minimize future maintenance and replacement costs.

Budget Process

The CIP budget process is a five-year planning cycle, updated biennially, and facilitated by a CIP Committee comprised of the City's Department Heads and the Assistant City Manager. A five year CIP planning cycle is evaluated within the context of available funding limits to ensure that limited resources fund priority projects while maintaining the City's existing infrastructure. Ongoing evaluations of existing capital project budgets identify unallocated amounts and projects not considered of highest priority may be postponed, terminated, or reduced in scope to reallocate funds to high priority projects and projects able to use the funds immediately. New capital project requests are submitted

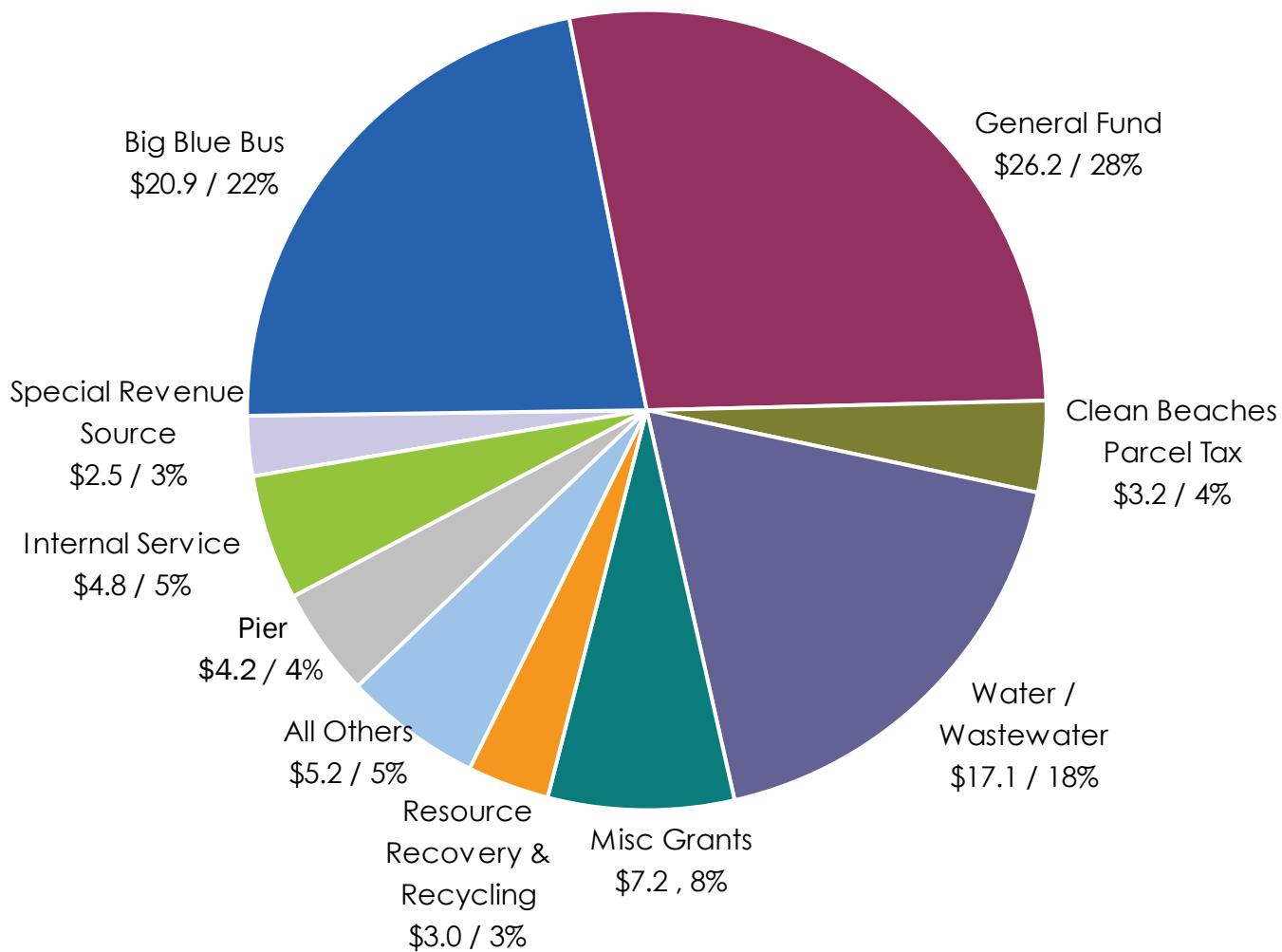
Program Summary

by application and each is evaluated by the CIP Committee. The CIP Committee is tasked with recommending those projects for funding that best reflect the current priorities of the City as a whole. Capital budget recommendations are presented to the City Manager, City Council and the community for consideration.

Expenditure Trend

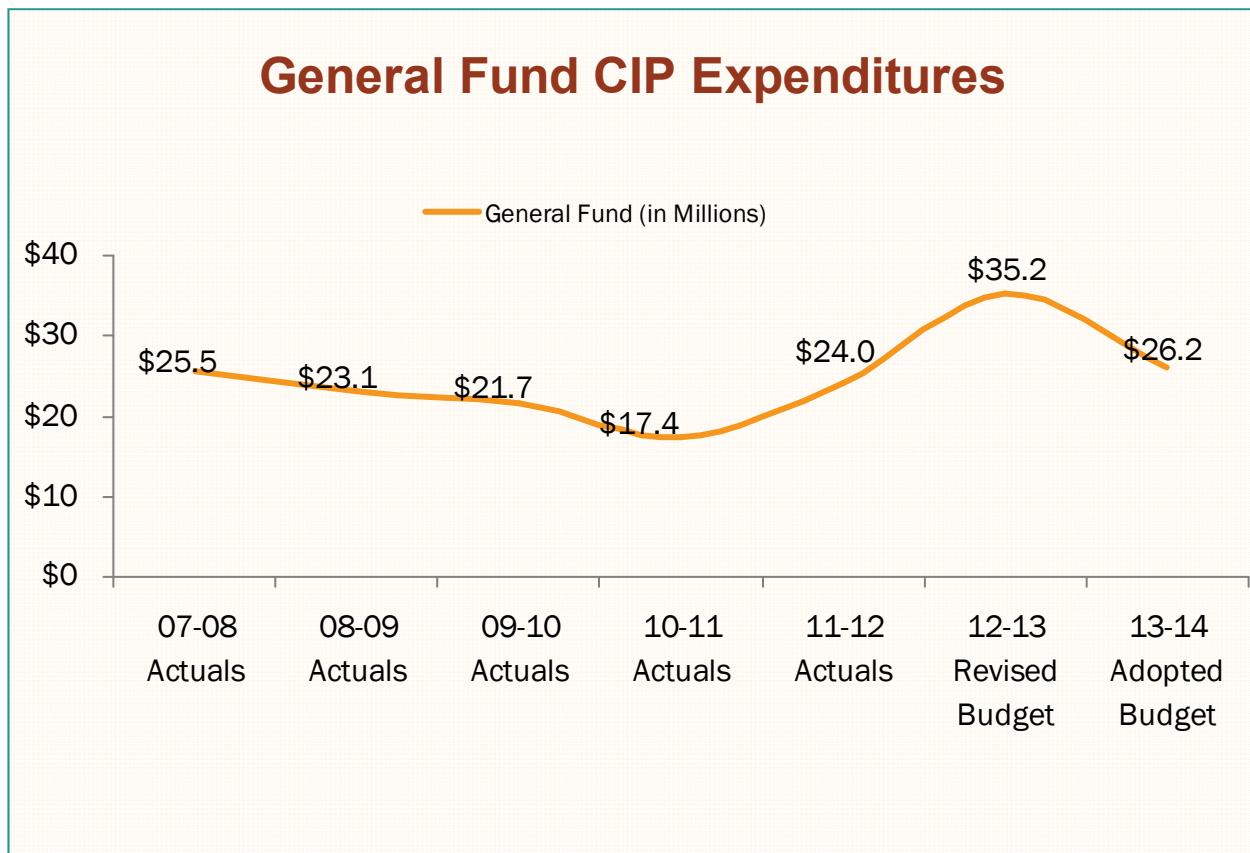
The citywide CIP Adopted Budget for FY 2013-14 is \$94.3 million. This represents a decrease of \$24.5 million compared to the FY 2012-13 Adopted Budget of \$118.8 million. This decrease is the result of a more cautious commitment to capital spending due to the loss of Redevelopment Agency funds, the possibility of additional Redevelopment Agency claw backs, and the increasing cost of total compensation. Of the total FY 2013-14 Adopted CIP budget, the General Fund represents \$26.2 million or 28%.

FY 2013-14 Capital Improvement Program
Appropriations by Fund \$94.3 Million



Program Summary

In FY 2011-12, capital infrastructure projects formerly budgeted with Redevelopment funds were transferred to the General Fund. For comparative purposes these amounts are not reflected in the chart below. The significant increase in the FY 2012-13 Revised Budget reflects the General Fund funding projects formerly budgeted with Redevelopment funds. These projects include the construction of the Pico Branch Library, funding for the Early Childhood Development Center (ECEC), and the design of Fire Station 1. The FY 2013-14 Adopted Budget returns the General Fund to a normal funding level.



Impacts on Ongoing Operation

Projects that increase the number of facilities or expand the existing facilities can impact ongoing operating costs for the City. The Pico Branch Library, Tongva Park, Colorado Esplanade and EXPO Buffer are all such projects. Additional ongoing annual operational costs will be approximately \$1.8 million in FY 2013-14 as the Pico Library and Tongva Park are completed, and \$1.6 million in FY 2014-15 as the EXPO Buffer and Colorado Esplanade projects are completed. These amounts have been incorporated into departmental operating budgets. The remaining capital projects funded in FY 2013-14 do not add materially to the cost of operations.



Program Summary

FY 2013-14 Major Capital Improvement Program Initiatives

In FY 2012-13, significant progress was made on major capital projects including the Pico Branch Library, Parking Structure 6, Tongva Park, Ken Genser Square, and the Pier Renewal Project. The CIP Committee was asked to consider a small number of new applications as part of the FY 2013-14 CIP Exception Based Budget. With no additional funding available, staff was encouraged to request funds only for those projects that required immediate funding or that could be funded through return on investments (ROIs) or special revenue sources. As such, the CIP Committee recommended public safety projects, traffic signal safety enhancements, emergency water distribution infrastructure, and water treatment technology testing as highest priorities to receive funding. The citywide FY 2013-14 CIP Adopted Budget is \$94.3 million. The \$26.2 million General Fund budget is consistent with the FY 2013-14 budget approved by Council last year as part of the biennial CIP Budget process. No additional funds were allocated to the CIP program for the CIP Exception Based Budgeting process.

Council requested two capital projects during the budget adoption process. These projects will be funded with Council discretionary funds. The North Beach Play Area Study, budgeted at \$25,000, will review current play areas and services for children located on the beach and identify potential play areas north of Santa Monica Pier for future development. The Parking Guidance System (Downtown Wayfinding) project, budgeted at \$100,000, will fund the design of real time electronic parking display signs on all Downtown Structures and a dynamic real time parking guidance system to direct people to available parking in the Downtown and Civic Center areas. Funding for construction of this project may be requested during the FY 2014-16 Biennial CIP Budget process.

Some significant capital initiatives scheduled to begin in FY 2013-14 are described in further detail below. These projects were all included in the FY 2012-14 Biennial CIP Budget approved by Council last year and are not a result of the CIP Exception Based Budgeting process. FY 2014-18 budget plan amounts are included, however funding and financing will be determined in a future budget process.



California Incline—Bridge Replacement

This project will reconstruct the California Incline roadway/structures with a new 750' long x 52' wide concrete bridge adjacent to the Palisades Bluffs. This project is partially funded by federal funds through the Highway Bridge Replacement and Rehabilitation program and the General Fund.

FY 2013-14 Adopted Budget: \$1.6 million

Total Project Budget: \$15.7 million

Status: Design

Scheduled completion date: 2015

Program Summary

Pier Bridge Replacement

The Pier Bridge will be replaced with a new structure providing improved multimodal access to the historic Santa Monica Pier and adjacent beach. The project includes environmental clearance phase, conceptual design and public process, final design and construction phases. This project is partially funded by a federal Highway Bridge Program grant and the General Fund.

FY 2013-14 Adopted Budget: \$1,025,000

Total Project Budget: \$8.4 million

Status: Environmental Analysis / Concept Design

Scheduled completion date: 2016

Colorado Avenue Esplanade

The Colorado Esplanade is a multi-modal streetscape and circulation infrastructure project that fully integrates the downtown Light Rail station by providing optimal access for pedestrians, bicycles and vehicles in and around the station area. The project also implements the Civic Center Specific Plan circulation improvements for Main/Second Street. The improvements will integrate the Civic Center, Downtown, and Pier/Oceanfront districts, and create a gateway to Downtown Santa Monica. Funds will include improvements for vehicles, pedestrians, bikes and transit. \$3,285,000 of the project was budgeted in FY 2012-13 and is funded through a Metro Pedestrian Improvement Grant. This project is also funded in the General Fund, Special Revenue Source, Water and Wastewater Funds.

FY 2013-14 Adopted Budget: \$6,425,000

Total Project Budget: \$13.5 million

Reduced Footprint Core Project Budget: \$10.7 million

Status: Design Development Complete

Scheduled completion date: 2015



Program Summary



Bus Replacement

The Big Blue Bus will purchase 38 Compressed Natural Gas (CNG) 40 foot buses that will replace the remaining diesel bus inventory and comply with the City's emissions reduction programs and policies. This project is funded in the Big Blue Bus Fund.

FY 2013-14 Adopted Budget: \$11.2 million

Status: Ongoing

Park Restroom Renovations

This project will allow for renovation of outdated, unsafe restroom buildings at Hotchkiss and Marine Parks and construction of new facilities at Clover Park. "Best practices" design model for safe use, good visibility and ease of maintenance will be used. Hotchkiss and Marine Parks will be renovated in FY 2012-14 and Clover Park will be renovated in FY 2014-16. \$112,000 was budgeted in FY 2012-13. This project is partially funded by Community Development Block Grant (CDBG) funds and the General Fund.

FY 2013-14 Adopted Budget: \$936,250

Total Project Budget: \$2,701,464 inclusive of design and construction

Status: Design of Marine and Hotchkiss Park restroom renovations is complete. Design of Clover Park restrooms shall commence in FY 2014-15.

Scheduled completion date: Completion of Marine and Hotchkiss Park restrooms renovations is expected in late spring 2014 with Clover Park completion anticipated for mid-summer 2017.

Beach Restroom Replacement

The City is required under a Consent Decree with State Parks to bring the beach restroom facilities into ADA compliance. Seven restrooms have been completed. This project funds design and construction of the eighth restroom building at 2400 Ocean Front Walk. \$263,000 was budgeted in FY 2012-13. This project is funded in the Beach Fund.

FY 2013-14 Adopted Budget: \$1,017,000

Total Project Budget: \$1,358,738 inclusive of design and construction

Status: Design complete; Construction anticipated to commence in October 2013

Scheduled completion date: May 2014



Program Summary

Fire Station 1 Design and Construction

Fire Station 1 was built in 1954 and has surpassed the end of its expected useful life span as a Critical Facility. A structural evaluation was completed in FY 2007-08; the results indicate that due to costs associated with seismic retrofit, co-ed facility upgrades, and building improvements to comply with the Americans with Disabilities Act, it would be more prudent to construct a new station, opposed to remodeling the existing structure. Funding for this project includes design and construction of a new 25,000 square foot Fire Station 1. The project includes: design, sustainable construction elements; LEED certification, construction, project development staff, and construction management. The City plans to issue bonds to finance this project.

FY 2014-18 Budget Plan: \$32,493,000

Status: Pre-Design

Scheduled completion date: Spring 2016

Marine Park Retrofit

Resulting from the watershed management synergies between the City and its neighbors, this project will build a pipeline to transport treated runoff from Penmar Park (pictured) in the City of Los Angeles to Marine Park for irrigation purposes. This project is funded by Measure V funds and Prop 84 grant funds.

FY 2013-14 Adopted Budget: \$1.86 million

Total project budget: \$2 million

Status: Preliminary planning phase

Scheduled completion date: Fall 2015



Citywide Bikeshare

This project purchases and installs 25 bike stations with 250 bicycles citywide. Docking technology would provide self-service vending through wireless communication to enable bikes to be returned to any station in the system. This project is partially funded from grants from the Metro Call for Projects and Prop C Local Return. Staff is in the process of securing a \$500,000 grant from AQMD. \$770,000 was budgeted in FY 2012-13.

FY 2013-14 Adopted Budget: \$1,073,000

Total Project Budget: \$2,764,000

Scheduled completion date: July 2015

Project Detail

Guide to Project Detail Section

This section provides detailed programmatic and financial information on each Capital Improvement Program (CIP) project and includes the adopted budget for all CIP projects by fund. It lists the account number, the project title, the adopted budgets for FY 2013-14 and the budget plan for FY 2014-18 for each project.

Account Number

The account number begins with a letter and identifies the type of project:

- C - Capital and construction projects
- M - Maintenance projects
- IS - Internal Service projects
- H - Housing projects
- P - Planning projects
- R - Redevelopment Successor Agency projects

CIP Project #	Project Title	BUDGET	BUDGET PLAN			
		FY2013-14 Budget	FY2014-15	FY2015-16	FY2016-17	FY2017-18
GENERAL FUND (01)						
C014079.589000	New Elevators for Downtown Parking Structures 2, 4, and 5	1,687,800	1,687,800	1,687,800	1,687,800	0
C017040.589000	Colorado Avenue Esplanade EXPO Green Streets	5,715,000	0	0	0	0
C010652.589000	California Incline - Bridge Replacement	1,600,000	0	0	0	0
C010678.589000	California Incline - Pedestrian Overcrossing	426,000	750,000	0	0	0
C010655.589000	Pier Bridge Replacement	75,000	750,000	0	0	0
C014080.589000	Pier Ocean Front Walk Parking Structure	0	0	0	0	18,960,000
C014032.589000	Pico Branch Library	175,000	0	0	0	0
C014032.589100	Pico Branch Library Start Up Collection / Supplies	43,933	0	0	0	0
C017085.589000	Traffic Signal Safety Enhancements	750,000	750,000	0	0	0
C010685.589000	Palisades Bluffs Stabilization at California Incline	300,000	0	0	0	0
C / P014083.589000	City Services Building	0	1,000,000	3,000,000	10,000,000	35,510,000
C / P014028.589000	City Yards Master Plan	0	0	3,500,000	10,000,000	0
C019042.589000	Pilot Treatment Technologies for Olympic Water Treatment Plant	500,000	0	0	0	0
C010747.589000	Park Restroom Renovation for Hotchkiss, Marine and Clover	236,250	119,064	1,442,850	0	0
C016042.589000	North Beach Play Area Study	25,000	0	0	0	0
C017060.589000	EXPO Maintenance Yard Buffer Park	0	2,430,188	0	0	0
C017061.589000	EXPO Light Rail - Implementation Services	125,000	200,000	0	0	0
C017076.589000	Lincoln Blvd Streetscape Master Plan and Construction	360,000	0	600,000	3,000,000	3,000,000
C014063.589000	Fire Station 1 Design and Construction	0	10,000,000	22,493,000	0	0
C010529.589010	Fire Station 3 Construction	0	900,000	0	0	0
C010170.589000	Fire Vehicle Replacement Program	825,000	985,000	3,740,000	60,000	100,000
C018015.589000	Police / Fire Dept Video Storage Maintenance	75,000	0	0	0	0
C018018.589000	Portable Radios and Mobile Radios Upgrade	213,000	0	0	0	0
C018019.589000	Mobile Data Computer Replacement	360,000	0	0	0	0
C013142.589000	Interoperable Public Safety Communications Equipment	0	1,000,000	1,000,000	0	0
C017057.589000	Monitoring, Traffic Measuring and Implementation Services	200,000	250,000	100,000	100,000	100,000
C017043.589000	Advanced Traffic Management System (ATMS) - Phase 5	0	1,000,000	1,000,000	0	0
C010407.589000	Traffic Signal LED Replacement and Countdown Installation	100,000	145,000	145,000	145,000	145,000
C010995.589000	Multi-Modal Travel & Parking System	265,583	0	0	0	0
C010874.589001	350 On-Street Parking Meters with Sensors	323,000	0	0	0	0
M017070.589000	Roadway Striping and Markings Maintenance	500,000	250,000	250,000	250,000	250,000
C010456.589000	Crosswalk Improvement and Repair Program - new locations/infrastructure	50,000	50,000	50,000	50,000	50,000
M010456.589000	Crosswalk Improvement and Repair Program - maintain existing locations/infrastructure	50,000	50,000	50,000	50,000	50,000
M010152.589000	Annual Paving & Sidewalk Repair Project	950,000	1,250,000	1,000,000	1,850,000	1,850,000
M017071.589000	Surface Parking Lot Paving Program	20,000	300,000	300,000	300,000	300,000
C010725.589000	Alley Renewal Program	0	250,000	250,000	250,000	250,000

CIP Project #	Project Title	BUDGET	BUDGET PLAN			
		FY2013-14 Budget	FY2014-15	FY2015-16	FY2016-17	FY2017-18
GENERAL FUND (01) continued						
C017005.589000	Real-Time Beach Parking Signs	67,000	0	0	0	0
C014073.589000	Bicycle Project Readiness and New Grant Match	0	0	500,000	0	0
C017042.589100	Safe Routes to School Samohi Grant Match	40,000	0	0	0	0
C017022.589000	Borderline Neighborhood and Wilson Place Improvements Project	45,000	0	0	0	0
M014078.589000	Swim Facilities Planned Maintenance Program	100,000	100,000	100,000	100,000	100,000
C010955.589000	Urban Forest Renewal	200,000	325,000	325,000	400,000	400,000
C010081.589000	Percent for Arts	87,802	0	0	0	0
M010085.589000	Facility Renewal Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
C010162.589000	Tenant Improvements	0	309,000	200,000	200,000	200,000
C014017.589240	Training/Meeting Room, Civic Center Parking Structure	50,000	0	0	0	0
C010462.589000	Kronos Distributed Timekeeping	35,000	100,000	0	0	0
C010715.589000	Parking Access and Revenue Control System	3,500,000	0	0	0	0
C010994.589000	Parking Guidance System (Wayfinding)	100,000	0	0	0	0
C010972.589000	CityTV Replacement Playback System for one channel	130,000	0	0	0	0
C010565.589000	City TV Video Production Facility Equipment Replacement	0	190,000	500,000	325,000	0
IS010167.589000	Fleet Vehicle Replacement Program	2,764,053	1,356,690	2,657,728	2,661,536	2,668,065
IS010006.589000	Telecommunication Services	352,899	359,957	367,156	374,499	381,989
IS010003.589000	Computer Equipment Replacement Program	1,323,174	1,428,376	1,000,000	1,000,000	1,000,000
Total General Fund (01)		26,245,494	29,786,075	47,758,534	34,303,835	66,815,054
Available Funds		26,245,494	18,195,000	18,195,000	18,195,000	18,195,000
Unfunded Need (see Note 1)		0	(11,591,075)	(29,563,534)	(16,108,835)	(48,620,054)

Note 1> Unfunded need in the General Fund budget plan will be considered in future budget processes. Projects may be financed or deferred until funding is available.

SPECIAL REVENUE SOURCE (04)

H040235.589000	Citywide Housing Trust Fund	1,891,563	0	0	0	0
C040367.589000	Olympic Blvd mitigation fund projects	153,400	0	0	0	0
C047081.589000	Colorado Avenue Esplanade Expo Green Streets	160,000	0	0	0	0
C047081.589000	Colorado Avenue Esplanade Expo Green Streets	200,000	0	0	0	0
C047082.589000	Crosswalk - Arizona and 21st St	30,000	0	0	0	0
C047083.589000	Vehicle and Pedestrian Safety Study	15,000	0	0	0	0
2,449,963		0	0	0	0	0

CLEAN BEACHES & OCEAN PARCEL TAX - MEASURE V (06)

C066024.589000	Regional Implementation Plan	2,000,000	0	0	0	0
C066017.589000	Permeable Surface Alleys	75,000	84,000	87,000	90,000	0
C066018.589000	Permeable Street Gutters	75,000	84,000	90,000	90,000	0

CIP Project #	Project Title	BUDGET	BUDGET PLAN			
		FY2013-14 Budget	FY2014-15	FY2015-16	FY2016-17	FY2017-18
CLEAN BEACHES & OCEAN PARCEL TAX - MEASURE V (06) continued						
C066020.589000	Parkway Infiltration Systems	170,000	185,000	190,000	190,000	0
C066022.589000	Marine Park Retrofit	847,000	0	0	0	0
C060265.589000	Palisades Park Drainage/Erosion Control	130,000	750,000	0	0	0
		3,297,000	1,103,000	367,000	370,000	0
BEACH RECREATION (11)						
C110840.589000	Beach Restroom Replacement	1,017,000	0	0	0	500,000
C110649.589000	Beach Parking Lot Improvements	250,000	250,000	250,000	250,000	250,000
C116037.589000	Beach Volleyball Courts and Lighting	70,000	0	0	0	0
C110758.589000	Refurbish Lifeguard Headquarters	100,000	100,000	135,000	0	0
C110081.589000	Percent for Arts	10,170	0	0	0	0
M114078.589000	Beach House Swim Facilities Planned Maintenance	75,000	75,000	75,000	75,000	75,000
IS110167.589000	Fleet Vehicle Replacement Program	158,045	158,045	158,045	158,045	158,045
IS110006.589000	Telecommunication Services	1,925	1,973	2,022	2,063	2,104
IS110003.589000	Computer Equipment Replacement Program	8,465	8,465	8,465	8,465	8,465
IS110167.589100	Fleet Vehicle Replacement Program - Beach House	4,435	4,435	4,435	4,435	4,435
IS110006.589100	Telecommunication Services - Beach House	4,997	5,122	5,250	5,355	5,462
IS110003.589100	Computer Equipment Replacement Program - Beach House	6,260	6,260	6,260	6,260	6,260
		1,706,297	609,300	644,477	509,623	1,009,771
HOUSING AUTHORITY (12)						
IS120006.589000	Telecommunications Services	4,151	4,255	4,361	4,449	4,538
IS120003.589000	Computer Equipment Replacement Program	8,220	8,620	8,620	8,620	8,620
		12,371	12,875	12,981	13,069	13,158
TORCA FUND (14)						
H14037710.589000	Torca Affordable Housing	911,670	0	0	0	0
		911,670	0	0	0	0
COMMUNITY DEVELOPMENT BLOCK GRANT - CDBG (19)						
C196040.589000	Accessible Beach Walkway - South Beach Park Universally Accessible Playground	154,000	0	0	0	0
C194085.589000	Energy Upgrades to Ken Edwards Center	100,800	0	0	0	0
C197084.589000	Alley Renewal Program	344,039	0	0	0	0
C196041.589000	Park Restrooms	700,000	0	0	0	0
		1,298,839	0	0	0	0

CIP Project #	Project Title	BUDGET	BUDGET PLAN			
		FY2013-14 Budget	FY2014-15	FY2015-16	FY2016-17	FY2017-18
MISCELLANEOUS GRANTS (20)						
M207009.589020	Advanced Traffic Management System (ATMS) – Phase 4c - Prop C	58,500	0	0	0	0
C200777.589003	Bus Pads on Transit Routes - LR	350,000	0	0	0	0
H20034414.589000	HOME - Mobile Home Improvement Project	462,291	0	0	0	0
C200995.589000	Multi-Modal Travel & Parking System	664,150	0	0	0	0
C207030.589000	Traffic Signal Synchronization - Timing Plans	50,000	100,000	0	0	0
C208014.589000	No Net New Trips Toolkit - Prop C	50,000	27,455	0	0	0
C200418.589590	Bike Parking and Amenities - Prop C	60,000	75,000	150,000	150,000	100,000
C204073.589100	Citywide Bikeshare - Metro	923,000	0	0	0	0
C204073.589200	Citywide Bikeshare - Prop C	150,000	0	0	0	0
C200222.589000	Bike Network Linkages to EXPO LRT - Prop C	461,387	880,157	0	0	0
C200222.589100	Bike Network Linkages to EXPO LRT - Metro	692,081	1,320,234	0	0	0
C207042.589000	Safe Routes to School Samohi - SR2S Grant	731,000	0	0	0	0
C207042.589100	Safe Routes to School Samohi - Prop C	40,000	0	0	0	0
C207042.589200	Bike and Pedestrian Training Pilot - SR2S Grant	49,000	0	0	0	0
C207073.589200	4th Court Bike Connection to EXPO LRT and Pier - Prop C	0	223,000	0	0	0
C206022.589000	Marine Park Retrofit	1,013,000	0	0	0	0
M200152.589770	Annual Paving & Sidewalk Repair - Prop C	450,000	600,000	600,000	600,000	600,000
C200655.589000	Palisades Bluff Stabilizaton at California Incline	0	1,200,000	0	0	0
C200655.589000	Pier Bridge Replacement	950,000	6,250,000	0	0	0
		7,154,409	10,675,846	750,000	750,000	700,000
WATER (25)						
M250193.589000	Water Main Replacement by City Forces	500,000	500,000	500,000	500,000	500,000
C250136.589000	Water Main Replacement by Contractor	2,941,000	3,191,250	3,192,290	1,618,000	2,000,000
C250784.589000	San Vicente Water Booster Station Standby Generator	3,850,000	0	0	0	0
C259015.589000	SCADA System Upgrades - Water	76,000	0	0	0	0
C250388.589000	Automated Meter Reading for Water	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
C259040.589000	Valve Study and Valve Replacements/Additions for Water System	250,000	250,000	250,000	250,000	250,000
C259043.589000	Water Main Replacement by Contractor - Olympic Loop	100,000	1,000,000	0	0	0
C259044.589000	Pilot Filtration Treatment Technologies for Arcadia Treatment Plant	400,000	0	0	0	0
C257040.589000	Colorado Avenue Esplanade Water Mains	175,000	0	0	0	0
C258020.589000	Wrap-around Software - Maintenance Management Applications	50,000	0	0	0	0
C254086.589000	Water Meter Shop Renovations	150,000	0	0	0	0
C250878.589400	Charnock Well Field Restoration Project	25,000	0	0	0	0
M250152.589000	Annual Paving & Sidewalk Repair Project	300,000	300,000	300,000	300,000	300,000
IS250167.589000	Fleet Vehicle Replacement Program	328,536	328,536	328,536	328,536	328,536

CIP Project #	Project Title	BUDGET	BUDGET PLAN			
		FY2013-14 Budget	FY2014-15	FY2015-16	FY2016-17	FY2017-18
WATER (25) continued						
IS250006.589000	Telecommunication Services	41,757	42,801	43,871	44,748	45,643
IS250003.589000	Computer Equipment Replacement Program	53,895	53,895	53,895	53,895	53,895
		10,241,188	6,666,482	5,668,592	4,095,179	4,478,074
RESOURCE RECOVERY & RECYCLING (27)						
C270227.589000	Refuse Container Replacement Program	717,600	770,550	812,500	849,100	887,500
C279036.589000	Refuse and Recycling Enclosures	30,000	30,000	30,000	30,000	30,000
IS270167.589000	Fleet Vehicle Replacement Program	1,295,422	840,226	1,013,543	1,103,321	974,891
IS270167.589000	Vehicle Replacement - New Vehicles	907,000	380,000	380,000	380,000	380,000
IS270006.589000	Telecommunication Services	7,256	7,437	7,623	7,775	7,931
IS270003.589000	Computer Equipment Replacement Program	34,230	34,230	34,230	34,230	34,230
		2,991,508	2,062,443	2,277,896	2,404,426	2,314,552
PIER (30)						
M304006.589000	Pier Infrastructure Improvements (Phase IV)	4,050,000	0	0	0	0
C304009.589000	Carousel Floor Replacement and Substructure Repair	63,000	0	0	0	0
M304007.589000	Gangway Addition to the Pier	0	1,380,000	0	0	0
IS300167.589000	Fleet Vehicle Replacement Program	28,712	28,712	28,712	28,712	28,712
IS300006.589000	Telecommunication Services	10,168	10,422	10,683	10,896	11,114
IS300003.589000	Computer Equipment Replacement Program	8,600	8,600	8,600	8,600	8,600
		4,160,480	1,427,734	47,995	48,208	48,426
WASTEWATER (31)						
C310628.589000	Wastewater Main Replacement by Contractor	500,000	500,000	500,000	500,000	500,000
C310947.589000	AB 1600 Wastewater Main Replacement	500,000	500,000	500,000	500,000	500,000
M310347.589000	Hyperion Capital Payment	3,145,000	3,643,200	4,016,880	3,874,770	4,000,000
C310774.589000	Preparation of PDR and Construction of MAPS Improvements	750,000	0	0	0	0
C314022.589000	SCADA System Upgrades - Wastewater	228,300	0	0	0	0
C310388.589000	Automated Meter Reading for Wastewater	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
C314060.589000	2330 Michigan Avenue Improvements	36,000	36,000	36,000	36,000	0
C317040.589000	Colorado Avenue Esplanade Sewers/Manholes	175,000	0	0	0	0
C318020.589000	Wrap-around Software - Maintenance Management Applications	50,000	0	0	0	0
M310152.589000	Annual Paving & Sidewalk Repair Project	250,000	250,000	250,000	250,000	250,000
IS310167.589000	Fleet Vehicle Replacement Program	174,378	174,378	174,378	174,378	174,378
IS310006.589000	Telecommunication Services	13,968	14,317	14,675	14,968	15,268
IS310003.589000	Computer Equipment Replacement Program	26,155	26,155	26,155	26,155	26,155
		6,848,801	6,144,050	6,518,088	6,376,271	6,465,801

CIP Project #	Project Title	BUDGET	BUDGET PLAN			
		FY2013-14 Budget	FY2014-15	FY2015-16	FY2016-17	FY2017-18
AIRPORT (33)						
M330638.589000	Airfield Pavement Rehabilitation	250,000	250,000	250,000	250,000	0
C334023.589000	Airfield Lighting	149,000	0	0	0	0
C336033.589000	Airport Buildings Rehabilitation	378,000	378,000	3,000,000	0	0
C336036.589000	Hangar Purchases	0	0	100,000	100,000	0
C336032.589000	Courtyard Offices Roof	0	0	300,000	0	0
C334081.589000	Airport Environmental Enhancements	0	20,000	100,000	100,000	0
C336034.589000	Airport Avenue Sidewalk Repairs	0	0	300,000	0	0
C336031.589000	Airport Avenue Gunite Slope Repairs	0	0	350,000	0	0
IS330167.589000	Fleet Vehicle Replacement Program	55,374	55,374	55,374	55,374	53,861
IS330006.589000	Telecommunication Services	16,387	16,796	17,216	17,560	17,911
IS330003.589000	Computer Equipment Replacement Program	12,563	12,563	12,563	12,563	12,563
		861,324	732,733	4,485,153	535,497	84,335
CEMETERY (37)						
IS370167.589000	Fleet Vehicle Replacement Program	26,953	26,953	26,953	26,953	26,953
IS370006.589000	Telecommunications Services	3,093	3,171	3,250	3,315	3,382
IS370003.589000	Computer Equipment Replacement Program	8,480	8,480	8,480	8,480	8,480
		38,526	38,604	38,683	38,748	38,815
BIG BLUE BUS - BBB (41)						
C410519.589000	Bus Replacement Program	11,165,374	18,312,000	1,312,000	2,699,200	2,780,176
C410106.589000	Bus Components Replacement Program	6,725,588	6,537,000	6,723,000	6,499,000	6,693,970
C410709.589000	Shop Equipment	260,000	365,000	370,000	375,000	380,000
C410099.589000	Farebox System	0	230,000	240,000	250,000	200,000
C410114.589000	Bus Stop Amenities	10,000	110,000	110,000	110,000	110,000
C410113.589000	Technology Equipment	1,294,036	478,413	740,125	340,130	350,334
C410107.589000	Yard Improvements	0	85,000	90,000	95,000	95,000
C410826.589000	Facility Upgrade and Renovation	0	922,000	1,170,000	673,000	693,190
C410115.589000	Service Vehicles	400,000	25,000	30,000	30,000	50,000
C410458.589000	Downtown Transit Mall	60,000	10,000	10,000	10,000	10,000
C412076.589000	Transit Oriented Development (TOD)	0	430,000	430,000	100,000	100,000
C410956.589000	Prop 1B Safety & Security	267,091	267,091	0	0	0
C410877.589000	Dial-A-Ride Vehicle Replacement	25,000	50,000	50,000	0	0
C410100.589000	Radio Tower Equipment	80,000	80,000	80,000	80,000	80,000
C417061.589000	Expo Light Rail	550,000	0	0	0	0
IS410006.589000	Telecommunication Services	51,250	52,531	53,844	54,921	56,020
		20,888,339	27,954,035	11,408,969	11,316,251	11,598,690

CIP Project #	Project Title	BUDGET	BUDGET PLAN			
		FY2013-14 Budget	FY2014-15	FY2015-16	FY2016-17	FY2017-18
GAS TAX (43)						
M430152.589000	Annual Paving Project	350,000	0	0	0	0
		350,000	0	0	0	0
PARKS AND RECREATION (53)						
C530266.589000	Palisades Park Play Area	0	80,000	0	0	0
		0	80,000	0	0	0
VEHICLE REPLACEMENT (54)						
C540167.589200	Annual Vehicle Replacement Program	2,497,434	8,074,528	3,211,413	3,604,324	4,089,711
C540167.589100	Annual Vehicle Replacement Program - New	0	5,202	0	0	0
IS540003.589000	Telecommunications Services	5,429	5,565	5,704	5,818	5,935
IS540006.589000	Computer Equipment Replacement Program	9,640	9,640	9,640	9,640	9,640
		2,512,503	8,094,935	3,226,757	3,619,782	4,105,286
COMPUTER EQUIPMENT REPLACEMENT (55)						
M55000613.589000	Telecommunication Services	519,697	530,924	542,397	553,245	564,310
C55000313.589000	Computer Equipment Replacement Program	1,519,711	1,625,313	1,196,937	1,196,937	1,196,937
		2,039,408	2,156,237	1,739,334	1,750,182	1,761,247
SELF INSURANCE FUND (56)						
C564084.589000	Earthquake Facility Exposure Assessment	250,000	0	0	0	0
		250,000	0	0	0	0
WORKERS' COMPENSATION (59)						
IS590167.589000	Fleet Vehicle Replacement Program	1,910	1,910	1,910	1,910	1,910
IS590006.589000	Telecommunications Services	6,417	6,577	6,741	6,876	7,014
IS590003.589000	Computer Equipment Replacement Program	20,030	20,030	20,030	20,030	20,030
		28,357	28,517	28,681	28,816	28,954
TOTAL ALL FUNDS						
		\$ 94,286,477	\$ 97,572,866	\$ 84,973,140	\$ 66,159,887	\$ 99,462,163

Capital Improvement Program Budget Summary

Expenditure Category	FY 2010-11	FY 2011-12	FY 2012-13 Revised Budget	FY 2013-14 Adopted Budget	FY 2014-15 Budget Plan
	Actual*	Actual*			
General Fund (01)	\$ 17,375,953	\$ 75,097,283	\$ 226,468,307	\$ 26,245,494	\$ 18,195,000
Special Revenue (04)	2,616,475	16,407,234	36,003,379	2,449,963	-
Charnock Fund (05)	(9,935,563)	667,426	4,120,319	-	-
Clean Beaches & Ocean Parcel Tax (06)	203,476	330,695	6,581,031	3,297,000	1,103,000
Beach Recreation (11)	794,180	568,399	1,687,438	1,706,297	609,300
Housing Authority (12)	8,220	12,270	12,270	12,371	12,875
Torca Fund (14)	2,018,285	254,721	3,982,094	911,670	-
Low-Mod Income Housing Asset (15)**	13,039,724	32,342,931	-	-	-
Housing Projects Fund (15)**		5,931,457	-	-	-
S/A Downtown Project Area (16)**	154,813	801,303	-	-	-
S/A Earthquake Project Area (17)**	16,566,140	73,722,174	-	-	-
S/A Ocean Park Project Area (18)**	134,368	4,188,523	-	-	-
Community Development Block Grant (19)	2,221,932	261,582	1,038,015	1,298,839	-
Miscellaneous Grants (20)	3,989,471	5,472,060	30,310,311	7,154,409	10,675,846
COPS Fund (21)	70,107	354,319	-	-	-
Beach House Fund (24)	17,581	15,575	286,135	-	-
Water (25)	1,798,685	5,557,301	11,639,521	10,241,188	6,666,482
Resource Recovery & Recycling (27)	2,446,406	3,008,105	3,769,757	2,991,508	2,062,443
Pier (30)	540,476	257,236	4,752,258	4,160,480	1,427,734
Wastewater (31)	3,243,534	3,806,985	10,670,384	6,848,801	6,144,050
Civic Auditorium Fund (32)	36,798	38,638	24,518	-	-
Airport (33)	1,324,378	390,582	1,955,591	861,324	732,733
Cemetery (37)	528,580	247,285	38,851	38,526	38,604
Big Blue Bus (41)	33,444,146	25,234,672	100,737,838	20,888,339	27,954,035
Gas Tax Fund (43)	-	-	350,000	350,000	-
SCAQMD (44)	114,263	20,043	392,361	-	-
Parks and Recreation (53)	7,548	7,980	152,855	-	80,000
Vehicle Replacement (54)	6,316,564	4,173,902	7,477,598	2,512,503	8,094,935
Computer Equipment Replacement (55)	1,913,935	1,043,703	4,407,305	2,039,408	2,156,237
Self Insurance, Comprehensive (56)	-	-	-	250,000	-
Self Insurance, Workers' Compensation (59)	30,200	28,200	28,200	28,357	28,517
Parking Authority Fund (77)	2,734,176	2,647,081	2,305,540	-	-
TOTAL - ALL FUNDS	\$ 103,754,851	\$ 262,889,666	\$ 459,191,875	\$ 94,286,477	\$ 85,981,791
Less: Reappropriated Capital			317,914,680		
Less: Reimbursement and Transfers	(6,817,229)	(5,186,256)	(6,666,131)	(6,801,851)	(6,381,365)
GRAND TOTAL	\$ 96,937,622	\$ 257,703,410	\$ 134,611,064	\$ 87,484,626	\$ 79,600,426

* Minor variations from the Five Year Expenditure Summary figures are due to the rounding methodology.

**Redevelopment Agency (RDA) funds 16, 17, and 18 converted to private purpose trust funds, and Low/Moderate Income Housing funds transferred to the Housing Projects Fund (15) following RDA dissolution in February 2012.

Capital Improvement Program Budget Summary

Expenditure Category <u>Projects by Program Category</u>	FY 2010-11	FY 2011-12	FY 2012-13 Revised Budget	FY 2013-14 Adopted Budget	FY 2014-15 Budget Plan
	Actual*	Actual*			
General Government	\$ 20,707,231	\$ 18,153,959	\$ 31,727,291	\$ 15,356,171	\$ 18,689,839
Community and Economic Development	29,356,209	155,421,808	176,916,965	9,032,667	3,048,330
Public Safety	856,195	1,133,260	4,646,192	1,473,000	12,885,000
Recreational & Cultural	5,906,785	2,930,333	10,473,210	3,339,349	1,983,364
Big Blue Bus	33,394,146	25,184,672	100,640,666	20,287,089	27,901,504
Water & Wastewater	(5,754,294)	8,661,471	33,089,727	19,511,300	12,003,450
Streets, Traffic Control, and Parking	19,288,579	51,404,165	101,697,825	25,286,901	21,061,379
TOTAL - ALL FUNDS	\$ 103,754,851	\$ 262,889,667	\$ 459,191,876	\$ 94,286,477	\$ 97,572,866
Less: Unfunded Projects in the General Fund					11,591,075
Less: Reappropriated Capital			317,914,680		
Less: Reimbursement and Transfers	(6,817,229)	(5,186,256)	(6,666,131)	(6,801,851)	(6,381,365)
GRAND TOTAL	\$ 96,937,622	\$ 257,703,411	\$ 134,611,065	\$ 87,484,626	\$ 79,600,426

*Minor variations from the Five Year Expenditure Summary figures are due to the rounding methodology.



Appendix

FY 2013-15 Adopted Biennial Budget





Budget Planning Process

Purpose of the Budget

The City of Santa Monica annually adopts a budget for the upcoming fiscal year. Through this budget, City Council establishes public policy by setting funding levels for departments and exercises control over City spending. The budget further serves as a financial planning tool to ensure that the inflow of resources (revenues) is adequate to meet both anticipated and unanticipated needs (expenditures).

Budget Process

The Charter of the City of Santa Monica, specifically Article XV—Fiscal Administration, provides the framework for the preparation and adoption of an annual budget for each fiscal year. This includes:

- Fiscal Year definition — July 1 through June 30.
- Proposed budget preparation by the City Manager, in consultation with each department head.
- Proposed budget submission to City Council at least 35 days prior to the beginning of each fiscal year.
- Budget adoption by City Council on or before June 30 following a public hearing where stakeholders are given an opportunity to comment on the proposed budget.

Budget modifications can occur at any City Council meeting through staff report proposals that receive five affirmative votes from the members of the Council. The Citywide budget undergoes two major budget reviews at mid-year and at year-end.

The mid-year budget review analyzes the budget status at the mid-point of the year and provides an opportunity to adjust revenue projections and make expenditure appropriation changes.

The year-end budget review makes budget transfers and additional appropriations, as necessary, to ensure that expenditures are within budget authority. The year-end review also provides an opportunity to report accomplishments on community priorities and departmental objectives.

Community Involvement

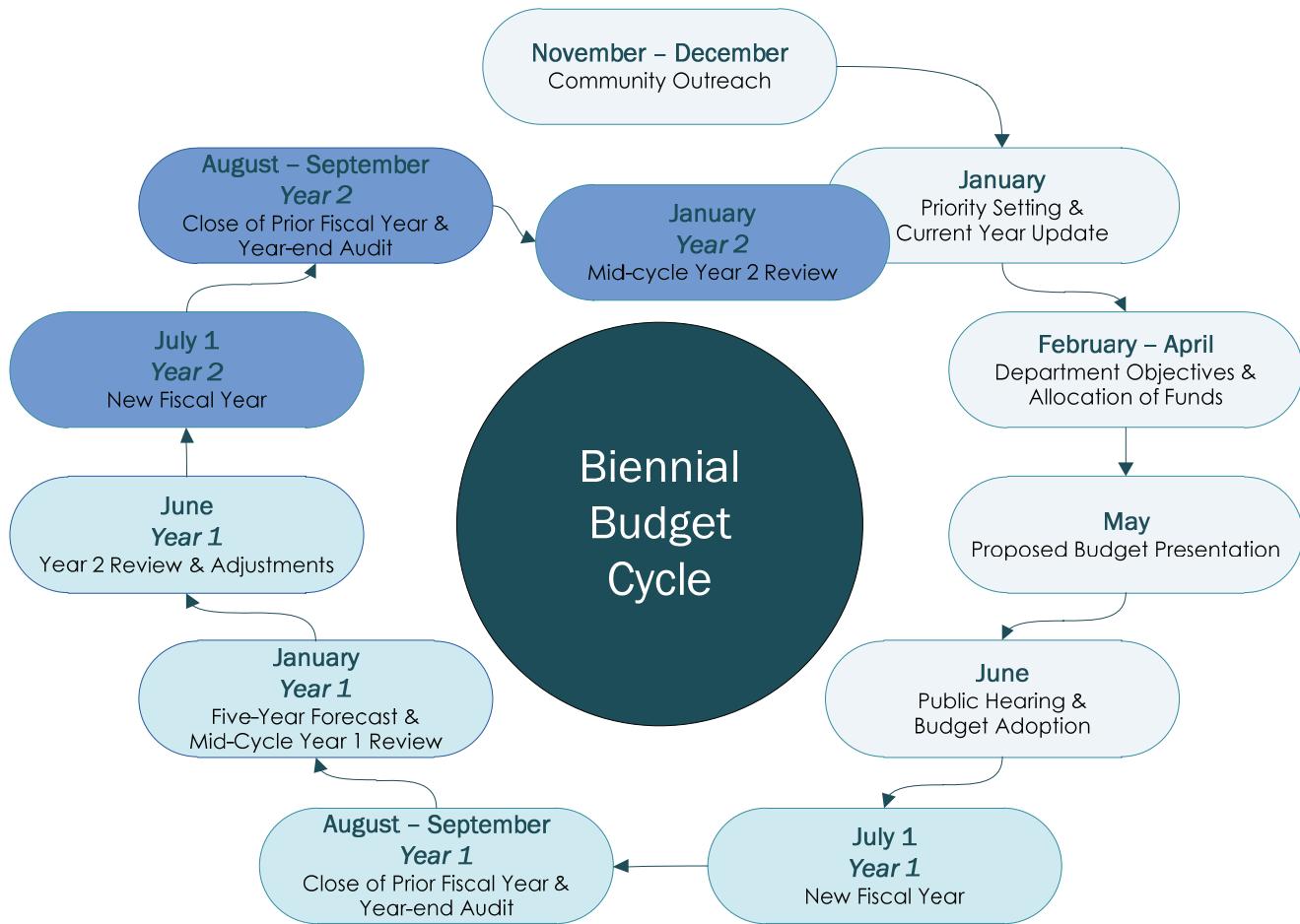
Essential to the development of Santa Monica's annual budget is feedback from individuals and organizations regarding issues or programs that they believe need to be addressed with additional resources. Input from the community is received through various channels, including City Council meetings, the City website, the Government Outreach system, through the various forums presented by City boards, commissions and community groups, and at the annual community meeting series Santa Monica Talks in the Fall. Additional opportunity for public comments occurs in June with the formal public hearing on the proposed budget.



Budget Calendar & Budget Cycle

November – December 2012	<ul style="list-style-type: none">• Biennial budget community outreach
January 2013	<ul style="list-style-type: none">• Five-year financial forecast• FY 2012-13 Mid-year budget review• Public comment and discussion on community issues and resident feedback for FY 2013-15
February – April 2013	<ul style="list-style-type: none">• Allocate funding and develop Proposed Budget
May 2013	<ul style="list-style-type: none">• Proposed Budget presentation
June 2013	<ul style="list-style-type: none">• Public hearing and budget adoption
July 1, 2013	<ul style="list-style-type: none">• Start of new Fiscal Year 2013-14
August – September 2013	<ul style="list-style-type: none">• Close of Fiscal Year 2012-13 & year-end audit
January 2014	<ul style="list-style-type: none">• Five-year financial forecast• FY 2013-14 mid-cycle budget review
June 2014	<ul style="list-style-type: none">• FY 2014-15 budget review and budget adjustments
July 1, 2014	<ul style="list-style-type: none">• Start of new Fiscal Year 2014-15
August – September 2014	<ul style="list-style-type: none">• Close of Fiscal Year 2013-14 & year-end audit
November – December 2014	<ul style="list-style-type: none">• Biennial budget community outreach
January 2015	<ul style="list-style-type: none">• Five-year financial forecast• FY 2014-15 mid-cycle budget review• Public comment and discussion on emerging themes for FY 2015-17
February – April 2015	<ul style="list-style-type: none">• Allocate funding and develop Proposed Budget
May 2015	<ul style="list-style-type: none">• Proposed Budget presentation
June 2015	<ul style="list-style-type: none">• Public hearing and FY 2015-17 budget adoption
July 1, 2015	<ul style="list-style-type: none">• Start of new Fiscal Year 2015-16
August – September 2015	<ul style="list-style-type: none">• Close of Fiscal Year 2014-15 & year-end audit

Budget Calendar & Budget Cycle



The City's fiscal policies assist in ensuring its long-term fiscal stability. These policies are intended to provide direction so that the City's finances are managed in a manner that will continue to provide for the delivery of quality services; maintain an enhanced service delivery; ensure a balanced budget; and establish reserves necessary to meet known and unknown future obligations.

In conjunction with the preparation of the City's budget, a series of fiscal policies are recommended. Policies are an essential component of long-term forecasts and contingency plans. We believe they will help provide critical analysis and sound review for budget development decisions.

Fiscal Policy Statements

General Policies

- The City will maintain sound financial practices in accordance with state law and direct its financial resources towards meeting the City's long-term goals.
- The City will maintain and further develop programs to assure its long-term ability to pay the costs necessary to provide the level and quality of service required by its citizens.

Operating Budget Policies

- The City will adopt a balanced budget annually by June 30.
- Current revenues will be sufficient to support current operating expenditures.
- The City will estimate revenues using an objective and analytical process; in the case of assumption uncertainty, conservative projections will be used.
- The City will forecast its General Fund and other major fund expenditures and revenues for a five-year period and will update the forecast semi-annually. The forecast will be taken into consideration when preparing budget recommendations.

Revenue Policies

- The City will endeavor to maintain a diversified and stable revenue system to minimize the short-term fluctuations in any one revenue source.
- The City will avoid targeting revenues for specific purposes whenever possible, allowing maximum flexibility in funding decisions on an annual basis.
- One-time revenues will be used for one-time expenditures only.
- User fees will be adjusted annually by CPI and reviewed at least once every five years to ensure that fees recover the costs of providing services.
- The City will investigate potential new revenue sources, particularly those which will not add to the tax burden of residents and local businesses.
- The City will work proactively with the League of California Cities and local communities to monitor legislation that may impact the City financially.

Expenditure Policies

- The City will maintain a level of expenditures that support the essential services and promote quality-of-life to its citizens.
- Each enterprise fund should reflect the true costs of operation, including direct and indirect charges for services.

Fiscal Policies

Debt Policy

- Capital projects may be funded on a pay-as-you-go basis or using debt proceeds. Capital budgeting is limited by the availability of revenues and bond proceeds. The ability to meet debt service requirements will act as a ceiling on capital programming. Because capital expenditures produce long-term benefits, they can appropriately be funded by debt, which can lead to a more equitable tax burden across generations of citizens and taxpayers. However, pay-as-you-go financing provides flexibility when the economy or revenue growth slows. Therefore, the City's goal is to maintain a balance between pay-as-you-go financing and debt financing for capital projects.
- When the City finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- When possible, the City will identify a source of repayment for General Fund supported bonds and monitor the source of repayment in the future to ensure it is sufficient to meet debt repayment requirements.
- The City may choose to issue securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities. Such issuance must be consistent with applicable law and covenants of pre-existing bonds, as well as the City's creditworthiness objectives. The City will budget for interest expense based on an evaluation of current market rates with an allowance for potential increases in rates, and will monitor and adjust the budget if needed.

Fund Policies

- The City will maintain at the end of each fiscal year a General Fund Operating Contingency at a level that is equal to at least 15% of the following year's General Fund annual operating and capital expenditure budget and subsidies to other funds as originally adopted by Council. Council approval will be required before expending funds from the Operating Contingency.
- In addition to the General Fund Contingency, the City's goal is to maintain an Economic Uncertainty balance operating with the level to be established as needed.
- The City will maintain a balance in the General Fund for earned vacation benefits of General Fund employees. Compensated absences for all General Fund employees are recorded in the respective funds.
- The City will maintain a capital/maintenance fund balance to be determined as part of the annual budget adoption. The capital/maintenance balance is to be made available by Council appropriation to meet unanticipated, unscheduled, and/or unprogrammed capital and maintenance needs of City infrastructure and facilities. This balance is intended to be used for major capital repair where facility failure, unexpected hazards, or destruction of City property has occurred and where repair or replacement is not planned within the established capital, operations, or other replacement funds.

Capital Improvement Policies

- The City will coordinate preparation of the Capital Improvement Budget with preparation of the Operating Budget. Future operating costs associated with new capital improvements will be projected and included in the Operating Budget forecasts.
- The City will identify estimated costs and potential funding sources for each proposed capital project before it is submitted to Council for approval.
- The City administration will identify, for Council consideration, the least costly financing method for all new projects.

Accounting, Auditing & Financial Reporting Policies

- The City's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles and standards of the Government Accounting Standards Board.
- A Comprehensive Annual Financial Report will be prepared and audited by a qualified independent public accounting firm.

Fund Balance Classifications

The City's fund balance is made of the following components:

- Non-spendable fund balance typically includes inventories, prepaid items and other items, that by definition cannot be appropriated.
- The restricted fund balance category includes amounts that can be used only for the specific purposes stipulated by constitution, external resource providers, or through enabling legislations.
- The committed fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the City Council. The City Council has authority to establish, modify, or rescind a fund balance commitment.
- Amounts in the assigned fund balance classification are intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed. The City Manager or designee has the authority to establish, modify or rescind a fund balance assignment.
- Unassigned fund balance is the residual classification for the City's funds and includes all spendable amounts not contained in the other classifications.

The City considers restricted or unrestricted amounts to have been spent when an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available.

The City's committed, assigned, or unassigned amounts are considered to have been spent when an expenditure is incurred for purposes for which amounts in any of those unrestricted fund balance classification could be used.

Investment Policies

- An investment policy will be submitted annually to the City Council for review and adoption.
- The City will invest public funds in a manner that will provide a market rate of return after ensuring optimum safety and meeting the daily cash flow demands of the City.



Financial Framework for Budgeting

Basis of Budgeting

Basis of budgeting for the City's budget is consistent with the Comprehensive Annual Financial Report (CAFR) with a few exceptions, primarily in non-cash adjustments.

Governmental funds, including general, special revenue, and capital project funds, are budgeted on a modified accrual basis with a focus on near-term inflows and outflows of financial resources. Revenues are recognized when they are measurable and available, while expenditures are recognized as soon as liabilities are incurred, except for debt service, capital lease obligations, inventories, and prepaid items. Year-end encumbrances are included in the fiscal year's expenditures (actual, budgetary basis), as they represent financial resources committed for goods or services to be delivered in the near future (usually within one or two months). However, many multi-year capital projects are budgeted on a full cost basis. Year-end remaining capital budgets for active projects are continued to the next fiscal year until the completion of the project.

Proprietary funds, including enterprise and internal service funds, are budgeted on an accrual basis similar to private-sector businesses, with a focus on total economic resources. Revenues are recognized when they are earned, while expenses are recognized when the liability is incurred. Year-end encumbrances are excluded from the fiscal year's expenses, for the transactions have not yet occurred. However, non-cash items, such as investment adjustments to market value, depreciation, amortization and bad debt expense are not budgeted. Just as with the governmental funds, multi-year capital projects are often budgeted on a full cost basis and the year-end active project budgets are continued to the next year until the completion of the project.

Summary

	General Fund Special Revenue Funds Capital Project Funds	Enterprise and Internal Service Funds
Basis of Accounting	Modified Accrual	Accrual
Exceptions:	<ul style="list-style-type: none">Multi-year capital project budgets are generally budgeted on a full cost basisNon-cash items, such as investment adjustments to market value, are not budgeted	<ul style="list-style-type: none">Multi-year capital project budgets are generally budgeted on a full cost basisNon-cash items, such as investment adjustments to market value, depreciation, amortization, bad debt expense, are not budgeted

Financial Framework for Budgeting

Budgetary Control

According to the City Charter, the City Council is required to adopt an annual budget resolution on or before June 30 of each fiscal year for the General Fund and each special revenue fund (except the Rent Control Fund). The City Council also serves as the governing body for the Santa Monica Redevelopment Successor Agency, the Housing Authority, and the Parking Authority, which adopt budgets for the Redevelopment Successor Agency, the Housing Authority, and the Parking Authority Funds.

To adopt the budget requires a majority Council vote (4 of 7 Council members).

The City Council approves any revisions that increase the total budgeted expenditures or revenues of any department and fund, and any changes to staffing levels, including budgeted permanent and as-needed full-time equivalent positions. The City Manager is authorized by the City Council to allocate the budget to more detailed levels of control for administrative purposes. This includes changes between major object or program categories (i.e., Salaries & Wages, Supplies & Expenses including Capital Outlay, or Capital Improvements) within a department.

Changes to the budget due to emergency work, additional project costs exceeding the budget authority, or receipt of a grant, take place throughout the year through semi-monthly Council meetings. Citywide comprehensive budget review takes place twice a year.

To change the budget after it is adopted requires a supermajority Council vote (5 of 7 Council members).

Indirect Cost Allocation for General Fund Services

Proprietary and special revenue fund programs, which are financed by service user fees or grant funding, have been assessed administrative costs to reflect the true costs of doing business through the City's indirect cost allocation plan. This plan provides a reimbursement to the General Fund for central services costs such as custodial services, data processing, financial services, facilities maintenance, legal services, and administrative time, which is directly applicable to enterprise and special revenue fund operations. The FY 2013-15 reimbursements are based on an allocation plan developed during FY 2012-13, reflecting actual support service costs for FY 2012-13, increased by 2% in FY 2013-14 and another 2.5% in FY 2014-15.

Financial Framework for Budgeting

Debt Financing

Debt financing is used for major capital projects that will benefit residents for many years to come. Use of debt financing is limited by the City Charter, which provides that indebtedness of the City be limited to 10 percent of the total assessed valuation of taxable properties within the City, exclusive of any indebtedness incurred for the purpose of constructing water supply, sewer, or storm drain systems. The City's adopted debt policy calls for the use of debt financing only when the annual debt payments can be financed from current revenue streams.

*City of Santa Monica, California
Legal Debt Limit and Margin
June 30, 2012*

Total Gross Assessed Value	\$ 25,943,196,739
Debt limit: 10% of total assessed value (1)	2,594,319,674
Amount of debt applicable to debt limit:	
Total bonded debt	\$ 98,955,000
Less:	
Assets in debt service funds available for payment bonds	<u>7,150,832</u>
Total amount of debt applicable to debt limit	<u>91,804,168</u>
Legal debt margin (2)	<u>\$ 2,502,515,506</u>

- (1) Section 607 of the City Charter limits the bonded indebtedness of the City to 10% of the total assessed valuation of taxable properties within the City, exclusive of any indebtedness incurred for the purpose of constructing water supply, sewer or storm drain systems
- (2) As of June 30, 2012, the City's applicable outstanding debt was \$2.5 billion under the legal debt limit. However, issuance of additional debt is not based solely on the legal debt limit, but also on the City's capacity to meet debt payment schedules with available revenue.

Source: County of Los Angeles and City of Santa Monica Finance Department

Financial Framework for Budgeting

*City of Santa Monica, California
Summary of Long-Term Indebtedness
June 30, 2012*

	Date of Issue	Original Issue	Final Maturity Date	Interest Rates	Balance June 30, 2012
Bonds subject to Debt Limit:					
<i>Revenue bonds:</i>					
Parking Authority 2002	May 1, 2002	10,480,000	July 1, 2016	3.50 - 4.50%	\$ 4,985,000
Public Finance Authority 2009	Dec 16, 2009	9,155,000	July 1, 2021	2.00 - 5.00%	7,940,000
Public Finance Authority 2011B	Nov 16, 2011	8,625,000	Dec 1, 2020	2.00 - 4.00%	8,100,000
Parking Authority 2004	Nov 30, 2004	38,930,000	July 1, 2033	3.35 - 5.00%	34,540,000
Public Finance Authority 2011A	Nov 16, 2011	32,065,000	July 1, 2031	4.00 - 5.00%	32,065,000
Subtotal - Revenue bonds, governmental activities					<u>87,630,000</u>
<i>General obligation bonds:</i>					
Main Library Improvements 2012	May 30, 2012	11,325,000	July 1, 2022	0.20 - 4.00%	<u>11,325,000</u>
Subtotal - General obligation bonds, governmental activities					<u>11,325,000</u>
Subtotal - Bonds Subject to Debt Limit:					<u>98,955,000</u>
Other Debt:					
<i>Loans:</i>					
State Department of Housing &	Dec 22, 1988	200,000	Dec 22, 2013	0.00%	200,000
Community Development Loans	Dec 29, 1989	200,000	Dec 29, 2019	0.00%	200,000
Subtotal - Loans, governmental activities					<u>400,000</u>
<i>Tax allocation bonds:</i>					
Ocean Park Redevelopment 2002	May 1, 2002	19,315,000	July 1, 2018	3.75 - 5.00%	10,115,000
Earthquake Recovery Project 2006	April 1, 2006	64,720,000	July 1, 2029	4.00 - 5.50%	53,950,000
Earthquake Recovery Project 2011	June 7, 2011	41,050,000	July 1, 2042	5.00 - 5.88%	41,050,000
Subtotal - Tax allocation bonds, private purpose trust fund*					<u>105,115,000</u>
<i>Revenue bonds:</i>					
Hyperion Project Revenue 2012	May 30, 2012	8,955,000	Jan 1, 2022	2.00 - 4.00%	8,955,000
Hyperion Project Revenue 2005	Oct 1, 2005	20,305,000	Jan 1, 2018	3.00 - 5.00%	11,295,000
Subtotal - Revenue bonds					<u>20,250,000</u>
<i>Loans:</i>					
Wells Fargo Term Loan	Mar 11, 2011	60,000,000	Mar 11, 2018	70%LIBOR Plus 150%	55,714,286
4th and Arizona	Nov 1, 2010	42,500,000	Jan 1, 2042	6.818%	41,068,020
Bank of America Term Loan	May 1, 2008	50,000,000	July 15, 2028	2.036%	50,000,000
Subtotal - Loans, private purpose trust fund*					<u>146,782,306</u>
State Water Res Control Bd loan	Jan 29, 1999	5,000,000	July 1, 2019	2.60%	263,305
Subtotal - Other Debts:					<u>272,810,611</u>
Total					<u>\$ 371,765,611</u>

Management believes it is in compliance with all debt covenants.

* Due to the dissolution of Redev elopment on February 1, 2012, the Redev elopmet Successor Agency appears on the Financial Statements as a private purpose trust fund, as opposed to a governmental fund.

City of Santa Monica, California
Debt Service Schedule

Financial Framework for Budgeting

Fund	Bond Descriptions	FY2013-14			FY2014-15		
		Principal	Interest	Total	Principal	Interest	Total
General	Library General Obligation Refunding Bonds Series 2012	\$ 1,210,000	\$ 324,980	\$ 1,534,980	\$ 1,165,000	\$ 321,350	\$ 1,486,350
General	Public Financing Authority Lease Revenue Bonds Series 2011P parking Structure 6	1,220,000	1,450,930	2,670,930	1,265,000	1,402,130	2,667,130
General	Public Financing Authority Lease Revenue Bonds Series 2011P public Safety Facility	800,000	264,950	1,064,950	825,000	236,450	1,061,450
General	Public Financing Authority Lease Revenue Bonds Series 2009 Public Safety Facility	715,000	252,200	967,200	735,000	230,750	965,750
General	Public Financing Authority Lease Revenue Series 2004 Civic Center Parking Structure	1,065,000	1,485,454	2,550,454	1,105,000	1,446,582	2,551,582
General	Parking Authority Lease Revenue Refunding Series 2002	995,000	138,116	1,133,116	1,040,000	94,584	1,134,584
	Total - General Fund	\$ 6,005,000	\$ 3,916,630	\$ 9,921,630	\$ 6,135,000	\$ 3,731,846	\$ 9,866,846
Successor Agency	Earthquake Redevelopment Tax Allocation Bonds Series 2011	-	\$2,262,412	\$2,262,412	-	\$2,261,412	\$2,261,412
Successor Agency	Earthquake Redevelopment Tax Allocation Refunding Bonds Series 2006	2,225,000	2,222,692	4,447,692	2,320,000	2,133,692	4,453,692
Successor Agency	Ocean Park Redevelopment Tax Allocation Refunding Bonds Series 2002	1,370,000	376,380	1,746,380	1,435,000	309,250	1,744,250
Successor Agency	Bank of America Term Loan 2008	3,030,302	953,818	3,984,120	3,030,302	891,265	3,921,567
Successor Agency	Wells Fargo Bank Loan 2011	8,571,428	823,884	9,395,312	8,571,428	572,813	9,144,241
Successor Agency	Promissory Notes Payable 2010	-	3,300,000	3,300,000	260,846,00	3,039,154	3,300,000
	Total - Successor Agency Funds	\$ 15,196,730	\$ 9,939,186	\$ 25,135,916	\$ 15,617,576	\$ 9,207,586	\$ 24,825,162
Wastewater	Hyperion Revenue Refunding Bonds 2012	-	\$ 266,550	\$ 266,550	-	\$ 266,550	\$ 266,550
Wastewater	Hyperion Revenue Refunding Bonds 2005	\$ 1,785,000	\$ 334,412	\$ 2,119,412	\$ 1,845,000	\$ 270,887	\$ 2,115,887
	Total - Wastewater Fund	\$ 1,785,000	\$ 600,962	\$ 2,385,962	\$ 1,845,000	\$ 537,437	\$ 2,382,437
Stormwater	State Water Resources Control Board Loan	\$ 270,151	\$ 53,173	\$ 323,324	\$ 277,175	\$ 46,149	\$ 323,324
	Total - Stormwater Fund	\$ 270,151	\$ 53,173	\$ 323,324	\$ 277,175	\$ 46,149	\$ 323,324

Financial Framework for Budgeting

Revenue Bonds

The City issues revenue bonds where income derived from the acquired or constructed asset is pledged to pay debt service.

Public Financing Authority – The Public Financing Authority issued two series of bonds, refunding series 2009 and refunding series 2011 to construct a public safety facility and related improvements and equipment, and a new series in 2011 to provide funds for construction of a public parking garage or other eligible public improvements.

Wastewater – The City issued refunding series 2012 and 2005 bonds to fund a capital payment required under an amalgamated wastewater agreement.

Parking Authority – The Parking Authority refunded bonds in 2002 which were originally issued to construct the 3rd Street Promenade. Additionally the Authority issued series 2004 bonds for construction of a parking structure.

Tax Allocation Bonds

The City issues tax allocation bonds where specific property tax increment revenues are pledged to pay debt service.

Ocean Park Project Area – The Redevelopment Agency issued refunding and new money bonds in 2002 to purchase and develop property in the Ocean Park Project Area.

Earthquake Redevelopment Project Area – The Agency issued refunding bonds in 2006 to purchase and develop property in the Earthquake Project Area and new money bonds in 2011 to develop property in the Earthquake Project Area.

General Obligation Bonds

The City issues general obligation bonds where specific property tax revenues are pledged to pay debt service.

Library Bonds – The City refunded bonds in 2012 which were originally issued to construct a new main library.

Loans and Notes

The Agency converted a \$50 million line of credit agreement into a term loan, to be repaid with tax increment, to develop low and moderate income housing, and entered into a \$60 million term loan, to be repaid with tax increment, to develop property in the Earthquake Project Area.

The City entered into \$42.5 million of Promissory Notes with a group of investors for the acquisition of property.

Financial Framework for Budgeting

Bond Ratings

The City has issued various bonds, primarily to support construction of City capital projects. To the right is a summary of the ratings on the City's debt.

The City's long term financial strength is reflected in these ratings. In June 2012, Moody's, downgraded all California Redevelopment (RDA) Tax Allocation Bonds to Ba1, which included RDA Bond Series 2011 and 2006. Santa Monica's RDA bonds were upgraded in May 2013. Baa1 is the highest rating Moody's will give an RDA Bond. In December 2012, Moody's downgraded Santa Monica's lease revenue bonds from Aa1 to Aa2 to reflect the perception of a weaker security pledge for lease-backed obligations as opposed to the security of a general obligation pledge.

Description	S&P Rating	Fitch	Moody's
General Obligation Bonds	AAA	AAA	AAA
Lease Revenue Bonds			
Public Safety Facility	AA+	AA+	Aa2
Civic Center Parking	AA+	AA+	Aa2
Parking Authority	AA+	AA+	Aa2
Redevelopment Tax Allocation Bonds			
Earthquake Project Area	AA	AA-	Baa1
Ocean Park Project Area	A+	A	Baa2
Wastewater Enterprise Revenue Bonds	AAA	AAA	

Gann Appropriations Limit

The Gann Limit was approved on November 6, 1979, by California voters. Under the Gann Limit, a maximum amount is established for tax-funded government services. That amount is to be adjusted each year depending on changes in state population, inflation and the transfer of financial responsibility for various government activities from one level of government to another. Any significant amount of state tax revenue received above that Gann Limit is to lead to future tax rebates or tax cuts.

*City of Santa Monica, California
Gann Appropriations Limit
Calculation for FY 2013-14*

FY 2012-13 Gann Appropriations Limit	\$	1,187,650,733
Adjustment Factors		
Allowable FY 2012-13 Adjustment		
Non Residential Assessed Valuation change		1.2865
City Population Change	X	1.0086 = <u>X</u> 1.2976
FY 2013-14 Gann Appropriations Limit	\$	1,541,052,717

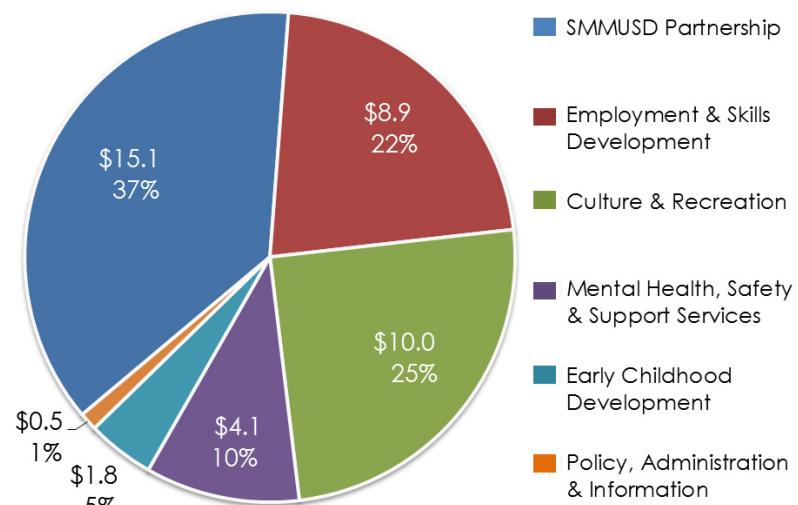


Youth Budget

Santa Monica Youth: A Substantial Investment

The City of Santa Monica makes a substantial investment in our youth, from cradle to career. In FY 2013-14, approximately \$40.4 million will be spent on programs that support the health and wellbeing of children from birth to age 24, with an additional \$750,000 set aside as financial assistance for program participants from low income households. Programs are provided directly by the City and through innovative partnerships with the Santa Monica-Malibu Unified School District and nonprofit organizations. This investment is funded by the City's General Fund (\$36.7 million), program-generated user fees (\$2.5 million), and other sources like local grants, public/private partnerships, and Development Agreements (\$1.2 million). We make this investment each year because supporting the healthy development of our youth benefits the entire community. By equipping young people with the tools needed to thrive, we are shaping future generations of engaged citizens that will contribute to Santa Monica's economic vitality and strengthen our sense of community.

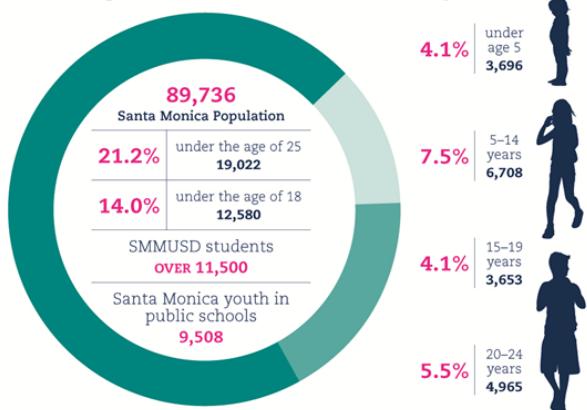
FY 2013-14 Youth Budget by Program Type
(in millions)



Youth Wellbeing: A Common Agenda

We know Santa Monica to be a relatively safe community full of opportunity. However, through Santa Monica's first Youth Wellbeing Report Card (2012/2013), we found some surprising areas of concern.

Demographics: About our youth



For example, two thirds of young children are not adequately prepared for Kindergarten and a third of teens report symptoms of depression.

We take the wellbeing of our youth seriously. Our Cradle to Career Initiative is a collective impact approach to creating a community where every child has opportunity to thrive. The City, School District, Santa Monica College, and nonprofit partners have been working together to identify action steps that address key areas of concern among our youth, including early childhood development, emotional health and social connections, and college and career readiness.

Moving forward, the financial investment we make in our youth will be directly aligned with the goals identified through the Cradle to Career Initiative, paving the way for greater transparency and accountability on our progress. For more information on the Youth Wellbeing Report Card, the Cradle



Glossary of Budget Terms

Accounts Payable

A short-term liability account reflecting amounts owed to private persons or organizations for goods and services received by a government.

Accounts Receivable

An asset account reflecting amounts due from private persons or organizations for goods and services furnished by a government (but not including amounts due from other funds or other governments).

Accrual Basis of Accounting

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Adopted Budget

The City Council approved annual budget establishing the legal authority for the expenditure of funds as set forth in the adopting Council budget resolution.

Amortization

The process of decreasing or allocating a lump sum amount over a period of time, particularly for loans and other forms of finance, including related interest and other finance charges.

Appropriation

Legal authorization, as required by the City Charter, granted to the City Manager by the City Council to expend monies, and/or to incur legal obligations for specific departmental purposes. An appropriation is usually limited in amount, as well as to the time when it may be expended.

Assembly Bill 32 (AB32)

On September 27, 2006, Governor Schwarzenegger signed AB 32, the Global Warming Solutions Act. The Act caps California's greenhouse gas (GHG) emissions at 1990 levels by 2020. This legislation represents the first enforceable state-wide program in the U.S. to cap all GHG emissions from major industries that includes penalties for non-compliance. It requires the State Air Resources Board to establish a program for statewide greenhouse gas emissions reporting and to monitor and enforce compliance with this program. The Act authorizes the state board to adopt market-based compliance mechanisms including cap-and-trade, and allows a one-year extension of the targets under extraordinary circumstances.

Assessed Valuation

A dollar value placed upon real estate or other property by Los Angeles County as a basis for levying property taxes.

Assets

Property owned by a government, which has monetary value.

Audit

Prepared by an independent certified public accountant (CPA), the primary objective of an audit is to determine if the City's financial statements fairly present the City's financial position and results of operations in conformity with generally accepted accounting principles.

Glossary of Budget Terms

Authorized Positions

Regular positions authorized in the budget to be employed during the fiscal year.

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 basis 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 are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability occurred).

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.

Balanced Budget

When the total of revenues and other financing sources is equal to or greater than the total of expenditures and other financing uses, the budget is balanced.

Beginning Fund Balance

Fund balance available in a fund from the end of the prior year for use in the following year.

Bond

A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

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 ratings: Moody's Investors Service and Standard and Poor's Ratings Group.

Budget

A plan of financial and program operation listing an estimate of proposed appropriations or expenses and the proposed means of financing them, for a particular time period. The budget is proposed or preliminary until it has been adopted by the City Council.

Budget Calendar

The schedule of key dates or milestones which a government follows in preparation and adoption of a budget.

Budget Adoption

Formal action by the City Council, which sets the spending path for the year.

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 available appropriations and revenues.

Glossary of Budget Terms

CalPERS

State of California Public Employee's Retirement System.

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.

Capital Budget

A financial plan of proposed capital improvement projects and the means of financing them for a given period of time.

Capital Outlay

A budget category which budgets all equipment having a unit cost of more than \$1,000 and an estimated useful life of more than one year. Capital Outlay items are budgeted in the operating budget.

Capital Improvement Program (CIP)

Improvements that cost over \$50,000 and have a useful life of 3 years or more, or involve public works construction. The City may own completed projects, or the City may maintain a legal interest in the completed project. Examples of projects owned by the City include a new park, street resurfacing, modifications to buildings, and construction of water mains. An example of a project in which the City maintains a legal interest is a privately owned housing project with an outstanding promissory note to the City.

Cash Basis of Accounting

A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Certificates of Participation (COPs)

This financing technique provides long-term financing through a lease, installment sale agreement or loan agreement. Certificates of Participation (COPs) allow the public to purchase (in \$5,000 increments) participation in a stream of lease payments, installment payments or loan payments relating to the acquisition or construction of specific equipment, land or facilities. An example would be COPs sold by the City to finance various Third Street Promenade-related improvements.

City Charter

Legal authority approved in 1946 by the voters of Santa Monica under the State of California Constitution establishing the current "Council - Manager" form of government organization.

City Manager's Message

A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of the principal budget items and summarizes the proposed budget relative to the current year adopted budget.

Glossary of Budget Terms

CNG

Compressed natural gas, which can reduce emitted toxic soot, is an alternative fuel for vehicles.

Community Priorities

Strategic work objectives that require collaborative action by several City departments and partnerships with other elements of the community.

Comprehensive Annual Financial Report (CAFR)

The official annual report of the City's financial condition at the conclusion of the fiscal year. The report is prepared to conform to Generally Accepted Accounting Principles (GAAP) for governmental units and presentation of the financial data in conformity with the Adopted Budget.

Consumer Price Index (CPI)

A statistical description of price levels provided by the U.S Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.

Contingency

A budgetary reserve set aside for emergency or unanticipated expenditures, revenue shortfalls, and/or unknown expenditures.

Certified Unified Program Agency (CUPA)

Senate Bill 1082, passed in 1993, created the Unified Hazardous Waste and Hazardous Materials Management Regulatory Program (Unified Program), which requires the administrative consolidation of six hazardous materials and waste programs under one agency, a Certified Unified Program Agency (CUPA).

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.

Debt

An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants, and notes.

Debt Financing

Issuance of bonds and other debt instruments to finance municipal improvements and services.

Debt Service

Debt service refers to the interest and principal payments on bond issues and Certificate of Participation, and includes the issuance costs related to bond funding.

Deficit

The excess of an entity's liabilities over its assets, or the excess of expenditures or expenses over revenue during a single accounting period.

Depreciation

(1) Expiration in the service life of capital outlay assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) The portion of the cost of a capital asset that is charged as an expense during a particular period.

Glossary of Budget Terms

Division

An organizational unit consisting of program(s) or activity(ies) within a department which furthers the objectives of the City Council by providing services or a product.

Encumbrances

Financial commitments related to unperformed contracts for goods or services for which part of an appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Enterprise Fund

A type of fund established to account for the total costs of those governmental facilities and services which are operated in a manner similar to private enterprises. These funds are entirely or predominately self-supporting.

Environmental Impact Report (EIR)

An analysis of the environmental implications related to a specific action. For example the increase in traffic in an area proposed for new development.

Expenditure

The payment made for cost of services rendered, materials, equipment, and capital improvements.

Expense

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Expense Category

Two expense object categories: Salaries and Wages; and Supplies and Expenses.

Fee

The payment for direct receipt of a public service by the party who benefits from the service.

Fiduciary Fund

A fund type to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension, trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fiscal Year

A twelve-month accounting period of time to which the budget applies; for Santa Monica, it is July 1 through June 30.

Fringe Benefits

Benefits including employee retirement, social security, health, dental, vision, life insurance, workers' compensation, uniforms, and deferred compensation plans.

FTE

Full Time Equivalent Employee (FTE) Hours per year = 1.0 Full-Time Equivalent position.

Glossary of Budget Terms

Fund

An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created. There are three major types of fund: Governmental (general, special revenue, debt service, capital projects, and permanent), Proprietary (enterprise and internal service), and Fiduciary (trust and agency).

Fund Balance

The amount of financial resources immediately available for use. Generally, this represents the excess of unrestricted current assets over current liabilities.

Gann Appropriation Limit

Article XIIIIB of the State constitution was amended by Proposition 4 (Gann initiative) in 1979. Article XIIIIB limits growth in the spending of tax proceeds to tax proceeds appropriated in the "base year" of 1978-79 times the product of the allowable annual percentage change in a cost-of-living factor and the allowable annual percentage change in a population change factor. The cost-of-living factor is the larger of the annual percentage change in the State per capita personal income or the annual percentage change in the local non-residential assessed valuation due to new construction. The population change factor is the larger of the annual percentage change of the jurisdiction's population or the annual percentage population change of the county in which the jurisdiction is located.

General Fund

The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. Examples of departments financed by the General Fund include City Council, Police and Fire Departments.

General Obligation Bond

A type of bond that is backed by the full faith, credit, and taxing power of the City.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

Goal

Goals are general statements of desired results and serve as points of reference to guide actions, decisions, and resource allocation.

Governmental Accounting

The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

Governmental Accounting Standards Board (GASB)

The authoritative accounting and financial reporting standard-setting body for government entities.

Glossary of Budget Terms

Governmental Fund

A fund type to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant

Contributions or gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity or facility. An example is the Community Development Block Grant given by the Federal government.

Indirect Cost Allocation Plan

The City uses an indirect cost allocation plan to ensure that enterprises and certain special revenue supported operations pay for themselves and are not subsidized by City taxpayers. General fund supported central services costs such as payroll, accounting, data processing, personnel, city management and facilities maintenance are allocated to those funds benefiting from these services based on statistical data reflecting use of these support services.

Infrastructure

Facilities on which the continuance and growth of a community depend on such as roads, water lines, sewers, public buildings, parks and airports.

Interfund Transactions

These budgetary transactions consist of quasi-external transactions which would be treated as revenues and expenditures if they involved organizations external to the governmental unit, reimbursements of expenditures initially made in one fund which are attributable to another fund, and operating transfers where monies are appropriated from one fund to another fund to reimburse expenses which are of benefit to the first 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.

LEED

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System® is a voluntary, consensus-based national standard for developing high-performance and sustainable buildings.

LNG

Liquefied natural gas, which is natural gas cooled to roughly -260° F at normal air pressure, is an environmentally friendly fuel to reduce emitted toxic soot.

Legal Debt Limit

Per section 6.07 of the City Charter, bonded indebtedness of the City may not exceed 10% of the total assessed valuation of property within the City, exclusive of any indebtedness incurred for the purpose of water supply or sewers or storm drains.

Glossary of Budget Terms

Liability

Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. Note: This term does not include encumbrances.

Line Item Detail

A budget that lists detailed expenditure categories (permanent salaries, utilities, travel, training, etc.) separately, along with the amount budgeted for each specified category.

Long-Term Debt

Debt with a maturity of more than one year after the date of issue.

Measure R

Measure R increases the sales tax rate by half a percent point in Los Angeles County for 30 years to provide funding for new transportation projects and programs and accelerate the ones already in the works. Aimed to bring traffic relief and transportation upgrades throughout the County, the ballot measure was approved by voters in November 2006 and went into effect July 1, 2009.

Measure V

The Clean Beaches and Ocean Parcel Tax was approved by Santa Monica voters in November 2006. The tax raises revenue to be used solely for the purpose of implementing the City's Watershed Management Plan for the health, safety, and general welfare of the residents.

Measure Y

Measure Y is a one-half percent transaction and use tax approved by voters in November 2010 which is projected to generate approximately \$12 million in new revenue annually for the City.

Measure YY

Measure YY was an advisory measure on the use of revenues from the transaction and use tax proposed under Measure Y. Measure YY specifies that if a local transaction and use tax was enacted in the City of Santa Monica, half of its revenue should be used to support school, educational and afterschool programs, and half of its revenue should be used to fund general City services.

Methyl Tertiary-Butyl Ether (MTBE)

Methyl tertiary-butyl ether (MTBE) is a chemical compound that is almost exclusively used as a fuel additive in motor gasoline to reduce tailpipe emissions for compliance of oxygenate requirements set by Congress in the 1990 Clean Air Act Amendment. At room temperature, MTBE dissolves rather easily in water. A growing number of studies have detected MTBE in ground water throughout the country; in some instances these contaminated waters are sources of drinking water. Low levels of MTBE can make drinking water supplies undrinkable due to its offensive taste and odor.

Mission

A description of the basic purpose and responsibility of the division or department.

Modified Accrual Basis of Accounting

Basis of accounting. Revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable), except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Glossary of Budget Terms

Municipal Code

A compilation of City Council approved ordinances currently in effect. The Code defines City policy in various categories, for example, Civil Service rules, traffic regulations, sanitation and health standards, building regulations, and planning and zoning regulations.

Objective

Statement describing a significant result or service level change to be accomplished during the next fiscal year. It describes a specific, verifiable, and measurable actions, steps, or process undertaken in the service of a goal.

Operating Budget

A financial, programmatic and organizational plan for furthering the goals of the City Council through the departments of the City, which does not include one-time capital improvements projects.

Ordinance

A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law such as a State statute or constitutional provision. An ordinance has higher legal standing than a resolution.

Patient Protection and Affordable Care Act

Patient Protection and Affordable Care Act is a United States federal statute signed into law by President Barack Obama on March 23, 2010 that is aimed at increasing the rate of health insurance coverage for Americans and reducing the overall costs of health care.

Pay-As-You-Go Basis

A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Measure

Quantifiable indicators that measure program workload or progress in achieving program objectives.

Program

An activity or division within a department which furthers the objectives of the City Council by providing services or a product.

Proprietary Fund

Funds that focus on the determination of operating income, changes in net assets (cost recovery), financial position, and cash flows. There are two types of proprietary funds: Enterprise and Internal Service Funds.

Purchase Order

A document issued to authorize a vendor to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Re-appropriation

The amount of money that is budgeted for a project in a prior year but is not spent or encumbered and needs to be appropriated again in the current year in order to continue the program originally intended.

Glossary of Budget Terms

Reimbursements

Payments of amounts remitted on behalf of another party, department or fund. They are recorded as expenditures or expenses in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed (see Interfund Transactions).

Reserve

An account used to set aside a portion of the fund balance as legally segregated for a specific use.

Resolution

A special order of the City Council which requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval. A resolution has lower legal standing than an ordinance. The adopted City budget is approved by resolution and requires a majority vote of the Council members present at budget adoption time. During the fiscal year other budget modifications made by the City Council require a majority plus one vote.

Return on Investment

Requests for additional resources previously classified as enhancements are now categorized as Return on Investments. Requests will only be considered when the investment increases revenue, decreases operating expenses, or creates operating efficiency.

Revenue

Sources of income used to finance City governmental services.

Salaries and Wages

A budget category which generally accounts for full-time, part-time, and temporary employees' salaries, overtime costs and fringe benefits for a particular division or program.

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 Benchmark

A short list of indicators (outputs, outcomes, trends over time) for the departmental or interdepartmental efforts important to Council and the community to communicate the City's strategic and day-to-day work.

Special Revenue Funds

A Special Revenue Fund is separately administered because restrictions have been placed on how revenues may be spent by the City Council, the State of California or the Federal government. Two examples are the State of California Gas Tax Fund and Federal government Community Development Block Grant funds.

Supplies and Expenses

A budget category which accounts for all non-personnel expenses. Examples include office supplies, utility costs, legal advertising, equipment maintenance, small tool purchases, building/structure maintenance and contractual services.

Glossary of Budget Terms

Taxes

Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. This term does not include charges for services rendered only to those paying such charges, for example refuse collection.

Transient Occupancy Tax (TOT)

A tax on hotel/motel stays thirty days or less. The rate in the City of Santa Monica is currently 14%.

Trust and Agency Funds

Types of fiduciary funds which account for assets held by the City in a trustee capacity. The budget does not appropriate fiduciary funds.

Vehicle License Fee

Vehicle License Fee (VLF) is an annual fee on the ownership of a registered vehicle in California. It has been assessed on all privately owned registered vehicles in California in place of taxing vehicles as personal property since 1935. The VLF is paid to the Department of Motor Vehicles (DMV) at the time of annual vehicle registration. A portion of VLF had traditionally been apportioned to cities on a per capita basis. However, effective July 1, 2011, virtually all VLF revenues previously apportioned to cities were shifted to fund law enforcement grants as a part of efforts to solve the State's chronic budget problems.



Acronyms

AB	Assembly Bill
ARRA	American Recovery and Reinvestment Act
ATMS	Advanced Traffic Management System
AVR	Average Vehicle Ridership
CAC	California Arts Council
CAFR	Comprehensive Annual Financial Report
CalPERS	California Public Employee's Retirement System
CAM	Common Area Maintenance
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CLETS	California Law Enforcement Telecommunications System
CNG	Compressed Natural Gas
COG	Council of Governments
COLA	Cost of Living Adjustment
COPS	Citizens' Option for Public Safety
CPI	Consumer Price Index
CREST	Childcare Recreation Enrichment Sports Together
CUPA	Certified Unified Program Agency
DUI	Driving Under the Influence
EIR	Environmental Impact Report
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
FY	Fiscal Year
GAP	Grant Acceleration Program
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GIS	Geographical Information Systems
GPS	Global Positioning System
HHW	Household Hazardous Waste Facility
HLP	Homeless Liaison Program
HMG	Hazardous Mitigation Grants
HMRRP	Haz-Mat Response and Reporting Program
HUD	Department of Housing and Urban Development

Acronyms

HOME	Federal Home Investment Partnership Program
KEC	Ken Edwards Center
LACMTA	Los Angeles County Metropolitan Transportation Authority
LAEDC	Los Angeles County Economic Development Corporation
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LLEBG	Local Law Enforcement Block Grants Program
LNG	Liquefied Natural Gas
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MTA	Metropolitan Transportation Authority
MTBE	Methyl Tertiary-Butyl Ether
MUNI	Municipal
MWD	Metropolitan Water District
OB	Operating Budget
OTS	California Office of Traffic Safety
PAL	Police Activities League
PCH	Pacific Coast Highway
PEG	Public, Educational, and Government
PERS	Public Employee Retirement System
PNA	Pico Neighborhood Association
PPACA	Patient Protection and Affordable Care Act is a United States federal statute signed into law by President Barack Obama on March 23, 2010 that is aimed at increasing the rate of health insurance coverage for Americans and reducing the overall costs of health care.
PPRP	Premium Promenade Restroom Project, which provides attendants for the women's restroom in Parking Structure 4 and for the men's restroom in Parking Structure 3 on the 3rd Street Promenade
PROP A & PROP C	Proposition A and Proposition C programs are two one-half cent sales tax measures approved by Los Angeles County voters to finance a countywide transit development program
PTA	Parent Teachers Association
PYFC	Pico Youth Family Center
RDA	Redevelopment Agency
ROI	Return on Investment
RR&R	Resource Recovery and Recycling Fund

Acronyms

SA	Successor Agency
SB	Senate Bill
SCAQMD	South Coast Air Quality Management District
SMPOA	Santa Monica Police Officer's Association
SMMUSD	Santa Monica-Malibu Unified School District
SMURRF	Santa Monica Urban Runoff Recycling Facility
TEA	Transportation Equity Act
TDA	Transportation Development Act
TDM	Traffic Demand Management
TMP	Transportation Management Program
TORCA	Tenant Ownership Rights Charter Amendment
TOT	Transient Occupancy Tax
TV	Television
UCLA	University of California at Los Angeles
VoIP	Voice over Internet Protocol
VLF	Vehicle License Fee
WiFi	Wireless Fidelity communication technology

Department Acronyms

BBB	Big Blue Bus
CAO	City Attorney's Office
CCS	Community and Cultural Services
CMO	City Manager's Office
Council	City Council
FD	Fire Department
Finance	Finance Department
HED	Housing & Economic Development
HR	Human Resources
ISD	Information Systems Department
Library	Library
PCD	Planning & Community Development
PD	Police Department
PW	Public Works
RES (Clerk)	Records & Elections Services (City Clerk)



Recognition for Budget Excellence



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Santa Monica, California** for its biennial budget for the biennium beginning July 1, 2011. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for the biennium beginning July 1, 2013.





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