



City of Santa Monica



FY 2015-17 Adopted Biennial Budget



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FY 2015-17 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 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.

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 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.

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.

User Guide

Expenditure Summaries

This section 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 three years.

Appendix

The reference section includes a 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 2015-17 Adopted Biennial Budget





City Manager's Message

It is my pleasure to present the Adopted Biennial Budget for the City of Santa Monica.

The Biennial Budget sets forth the City's management and spending plan for the two years spanning July 1, 2015 through June 30, 2017. It is based on historical service delivery and upcoming organizational initiatives. The City is on sound financial footing due to proactive financial management that has controlled current and ongoing costs, as well as to the exceptional economic growth over the past few years that has further strengthened our resources.

Supported by strong finances, the two year budget proposal allows staff to prepare for and respond to a constantly evolving environment. The FY 2015-17 Biennial Budget:

- Proposes additional resources, and incorporates recently-approved adjustments, in the areas of climate change/water conservation, mobility and planning efforts (particularly with the arrival of Expo Light Rail), public safety, affordable housing, and the future of the Santa Monica Airport;
- Optimizes core municipal services, most notably in the areas of human services, enforcement of the City's administrative laws, and the seismic retrofit program; and
- Strives for long-term fiscal stability, transparency, planning and outreach related to the Wellbeing Index, and strong civic engagement.

Throughout the country, cities and states are benefiting from a stronger economy. Public agencies are restoring services cut during the recession, rebuilding reserves, and implementing best practices from lessons learned over the past few years, such as lowering fixed costs of obligations to retired employees, to withstand future economic shocks.

The City continues its long history of adopting balanced budgets supported by strong revenues, solid reserves, and prudent planning. Santa Monica's geographic location, vibrant local economy, and diverse tax revenue base allows it to better weather economic fluctuations, helping to protect the City from downturns that affect a particular sector of the economy. Five years after the great recession, the City is faring well. Major tax revenues have recovered and exceeded their pre-recession levels and are anticipated to show moderate growth over the next few years. Property values remain the third highest in Los Angeles County. Yet normal recurring business cycles dictate that Santa Monica's economic growth is subject to the threat of another recession, likely within the next five years.

Over the past five years, Council increased the City's rainy day reserve from 10% to 15% of the annual operating and capital budget, and created a \$9.7 million economic uncertainty reserve. Additionally, the City's fund balances continue to benefit from a number of cost saving measures approved by Council and implemented since FY 2011-12. The most noteworthy changes include increased employee sharing of retirement and health care costs and reduced retirement benefits for new employees. The City also implemented best practices to pay down pension obligations and prefund other post-employment benefit liabilities, which saves the City over \$2.5 million a year. Santa Monica is proactively reducing payment obligations, implementing cost saving measures, paying down unfunded liabilities, and building reserves so that it will have the capacity to seize new opportunities and weather adversities that come with running a city.

In January 2015, Council directed staff to develop a fiscally sustainable budget based on a controlled spending plan. Baseline elements include limiting the growth of total compensation costs, maintaining healthy reserves, and adjusting operations to ensure that we have the financial ability to manage changes and challenges in our community. Using these guidelines, the current five-year forecast sets a path towards increased fiscal stability with four years of

City Manager's Message

positive General Fund structural balances before a slight anticipated deficit in FY 2019-20 that is less than 1% of the General Fund budget.

The overall adopted budget for the City of Santa Monica is \$564.4 million in FY 2015-16 and \$614.1 million in FY 2016-17. This budget reflects the operations of 28 funds, including 15 departments that steer the City's public safety, quality of life, infrastructure construction and maintenance, transportation and development-related services. The largest component of the budget is the General Fund. The adopted General Fund budget is \$347.6 million in FY 2015-16 and \$409.1 million in FY 2016-17. The significant increase in FY 2016-17 is due to the inclusion of capital improvement projects funded using bond and settlement proceeds.

Strategic Framework

The following efforts together form a strategic and organization-wide framework that allows us to plan and prepare for the delivery of municipal services that support the people, places, and local environment of Santa Monica.

The Five-Year Financial Forecast

The City is able to project potential challenges through the semi-annual review of its five-year forecast, and makes course corrections accordingly via budget and operational adjustments. The most pressing challenges in the forecast are familiar - they include the effects from the loss of redevelopment and compensation-related cost increases, including pensions, healthcare and workers' compensation. Five year planning informs the City's cost-saving fiscal and operational measures to manage these challenges, explained below, as was the case with the 5% budget reduction carried out by General Fund departments for the FY 2013-15 Biennial Budget. These measures, along with the strong economy, give Council the ability to shift resources and manage change in Santa Monica. In addition to a "probable case" scenario, which reflects adopted budget numbers, Finance staff examines "best case" and "worst case" scenarios to gauge the range of impact that positive and negative changes can have on the assumptions that are used.

Loss of Redevelopment: The State's decision to dissolve redevelopment as of February 1, 2012 had the greatest impact on the recent financial health of California cities. Santa Monica lost a significant source of funds for affordable housing and infrastructure programs. The City is close to completing the arduous process of winding down redevelopment. Following a number of payments made by the Successor Agency and a settlement agreement, the State Department of Finance has given the Agency a Finding of Completion, and has agreed, along with the State Controller's Office, that properties were properly transferred from the Redevelopment Agency to the General Fund. One outstanding item is the final audit report from the State Controller. Property tax increment revenues have increased in the recovering economy to close the \$2 million operating gap in the General Fund resulting from the loss of redevelopment funds. However, with the loss of this major source of capital revenue, it will be necessary for the City to seek financing for replacement or retrofitting of key City facilities, including Fire Station 1 and the Civic Auditorium, which was forced to close pending completion of retrofits, and look to secure new funding streams to support continuation of the affordable housing production program.

Retirement Costs: Pensions continue to represent an ever-increasing share of local government costs. In the wake of catastrophic losses in its asset portfolio during the great recession, CalPERS has changed the methods it uses to calculate future pension payouts as it rebuilds its portfolio. The effect of these changes is a five-year phase-in of a significant rate increase for employers. Early forecasts pointed to increases of up to 50% in contribution rates between FY 2014-15 and FY 2019-20. With the measures that the City has taken to pay down unfunded liability and

City Manager's Message

increase employee cost sharing, it has been successful in moderating the growth of retirement rates to 16-25% over the same time period. Despite these measures, the cost of retirement is rising: General Fund contribution costs are projected to experience an overall increase of 34% during the length of the forecast period.

Healthcare Costs: Healthcare is another major contributor to the City's increasing compensation costs. Healthcare costs are anticipated to increase by 7-10% over the next five-year period, exceeding the growth of revenues. In 2018, the City could be subject to the Patient Protection and Affordable Care Act's "Cadillac Tax," an excise tax on high-cost health plans that may cost the City as much as \$2.5 million annually. There are still many unknowns about this tax, including the threshold level and whether it will in fact be levied in 2018. In the meantime, staff has increased its contributions towards healthcare to help offset rising costs, and will continue to look for new ways to lower healthcare costs.

Workers' Compensation Costs: The most recent five-year forecast has shown that Workers' Compensation costs have risen significantly. The increase is due to more claims as our workforce ages, and to more expensive claims as a result of higher permanent disability rates mandated by the State. In response, staff used one-time savings to strengthen the Workers' Compensation self-insurance fund reserves and to smooth the transition to higher annual contributions. These fiscal measures are accompanied by operational measures to lower claims and costs, including efforts to reduce the amount of claims being litigated, providing pre-employment physicals, and implementing a functional testing program.

The Sustainable City Plan

More than twenty years ago, the City of Santa Monica did something that few cities had done. It adopted a Sustainable City Plan that provides the basis from which effective and sustainable decisions can be made. The plan has evolved over time to reflect the principles that enhance our resources, prevent harm to the natural environment and human health, and benefit the social and economic wellbeing of the community for the sake of current and future generations. Plan goals and actions have become embedded in City functions and service delivery. Measurable change has been achieved in the areas of water conservation, solar energy production, waste diversion, access to open space, use of alternative transportation, volume of the urban forest, and amount of greenhouse gas emissions. The work is ongoing and long-lasting; sustainability will continue to be embedded in City operations and policies.

The LUCE

In 2010 the Council adopted a Land Use and Circulation Element (LUCE), a vision for how the City should look, feel and function over the next twenty years. While the emphasis of the LUCE was on circulation and the physical environment, it is grounded in the idea of preserving and enhancing those things that nourish the sense of community through the integration of economy, land use, transportation, urban design, sustainability, and housing. Implementation of the LUCE has been a priority since 2010 and will continue to be so, as it informs the newly-adopted Zoning Ordinance and the upcoming area plans.

The Wellbeing Index

In 2013, Santa Monica was named one of five winning cities in Bloomberg Philanthropies' first-ever Mayors Challenge – a nationwide ideas competition to ignite innovation in local government – launching The Wellbeing Project. At the core of The Wellbeing Project is the development of the local Wellbeing Index, a tool to measure the strengths and needs of the community in five core dimensions known to influence wellbeing (community, place, learning, health & economic opportunity) together with overall outlook. Based upon wellbeing science and emerging research, the Index brings together data from multiple sources, across multiple

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dimensions, to provide a comprehensive picture of community wellbeing to guide local action. In April 2015, the city released findings from the first Wellbeing Index. The findings reflect sentiment and data related to known areas of focus for the City, such as housing affordability, mobility and transportation, and civic engagement, as well as emerging priority areas such as social cohesion and personal health (physical and emotional), and new insights into individual experiences and behaviors, and how residents experience community and place. The Wellbeing Index provides Council, City staff, residents and communities access to wellbeing data that will inform policies, focus resources, and catalyze partnerships. City work efforts will evolve over time to reflect action informed by the Wellbeing Index. New coalitions and partnerships may emerge to enhance wellbeing in identified areas. Continued investment in ongoing data collection, analysis, management, and use will support future iterations of the Index, further expanding our capacity to collectively understand and improve quality of life in Santa Monica.

Areas of Focus

The fiscal year 2015-2017 budget is designed to provide the vast array of public goods and services residents and businesses have come to expect and enjoy. The areas of focus listed below include multi-year undertakings that have a resounding impact for the people, places, and local environment in Santa Monica.

Mobility and Planning Efforts

What, where, and how Santa Monica will allow new growth and development in the future is an ongoing dialogue. In the four years since the adoption of the LUCE, the City has pursued slow-growth and transit infrastructure projects that implement LUCE goals. A new Zoning Ordinance, anticipated to be adopted on June 23, 2015, accompanied by specific area plans, bike and pedestrian plans, complete streetscape plans, and the City's capital improvement program, provide a framework for detailed design and development regulations that reflect priorities established by Council and the LUCE.

During FY 2015-17, the Lincoln Boulevard Neighborhood Corridor Plan will be developed and will include streetscape design to enhance pedestrian, vehicle and transit connections, balance multimodal transportation, and attract desired new uses. Work will be done to finalize the Downtown Specific Plan. A Memorial Park Neighborhood Plan will be created and will emphasize first/ last mile public improvements that connect pedestrians with public transit and bicycling options. The Pedestrian Action Plan will focus on promoting walking, safety, sustainability, creating connectivity, and education.

Mobility, parking, and traffic circulation continue to be top-of-mind for many residents and business owners. Public Works will perform constant street and sidewalk repairs in each year of the two-year budget. The Police Department will increase awareness about traffic safety and enforce traffic laws with a direct connection to pedestrian, bicyclist, and motorist safety. Replacement of the California Incline with a new 52 foot wide and 750 foot long concrete bridge began in 2015. The new bridge, built to current seismic standards that make it safer for vehicular, bicycle and pedestrian use, will be complete in the summer of 2016.

A real-time way finding system was installed in 2015 to serve the downtown gateways and beach parking lots, with changeable message signs at the 4th/5th Street freeway exit and at the entrance to each beach lot. A new bikeshare program will commence in 2015. Five hundred bicycles will be available for rent at 25-35 station locations throughout Santa Monica. New

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grant-funded green bicycle lanes to Expo stations will be installed in 2016. The Big Blue Bus will incorporate a new fare collection system to improve service delivery and make paying for bus service easier. Staff will implement the Big Blue Bus/ Expo Service Integration Plan, which adds over 56,000 vehicle hours to routes, with an eye towards creating first-and-last mile connections to light rail, increasing north-south corridor service, eliminating inefficient and duplicative routing, and improving speed and reliability.

With the opening of Expo Light Rail in mid-2016, staff will carefully monitor parking, connectivity, and circulation on the City's multimodal transportation network. The rail line will become a fixture in the downtown due to the terminus station and the Colorado Esplanade streetscape, which will provide optimal access for pedestrians, bicycles, buses, and vehicles in and around the station. Throughout the construction period and beyond, residents will receive regular weekly updates about traffic control for construction activities in the public right-of-way through [SM Alerts!](#), the City's notification system that communicates important community information and emergency messages.

Adapting to Climate Change

Adapting to the effects of climate change is an increasing focus for the City. Over the next two years, staff will monitor and reduce greenhouse gas emissions while preparing to address the impacts of climate change and sea-level rise. Staff will implement policies and programs detailed in the 15x15 Climate Action Plan, and create a municipal greenhouse gas emissions reduction strategy, and begin development of community-wide strategies to reduce 1990 greenhouse gas emissions levels by 30% by 2030 and 80% by 2050, goals that are in line with Governor Brown's new greenhouse reduction targets. Staff will leverage rebate and incentive programs and green energy options for residents and businesses, and work with utilities toward a more aggressive energy code in 2016.

Santa Monica is fortunate to meet the majority of current water needs by pumping local groundwater from City wells. However, on the heels of an unprecedented statewide drought and the Governor's executive order to conserve water, it is critical that the City reduce its reliance on imported water and strive towards water self-sufficiency from local sources. The City began implementation of the Water Shortage Response Plan in 2015. It sets water use allowances at 20% below 2013 usage for all customers to help weather the drought and further the City's goal of being water independent by 2020. Funds have been allocated for conservation programs and incentives, greater use of recycled water, and strategies to increase local groundwater production. For more information go to www.smgov.net/water.

The City's Zero Waste Strategic Plan established a goal of achieving 95% waste diversion from landfills by 2030. Current waste reduction strategies have netted an increase in the diversion rate from 77% to 78.9%. Zero waste initiatives to be implemented over the next two years include enhanced co-mingled material recycling, education programs, and outreach efforts to continue to increase diversion rates.

City Manager's Message

Public Safety

Santa Monica has seen an increase in year-round visitors that come to work, enjoy the beach, the Pier, and the downtown areas, and these changes have required our public safety departments to focus on staffing and deployment strategies to ensure that the City maintains its excellent response times and safety record. The arrival of Expo is anticipated to bring even more visitors to Santa Monica.

Within the Fire Department, the Suppression and Rescue staffing levels had not changed since 1980, while the number of calls per year nearly tripled. In the last year alone, total call volume increased by 5.8%, with a 7.6% increase in emergency medical services (EMS). 80% of the total 14,207 calls for service were related to EMS. Responding to this need for additional emergency medical deployment, Council approved the addition of 6 firefighters and a pilot paramedic rescue ambulance along with FY 2014-15 Midyear budget changes. In the second year of the adopted biennial budget, an additional six firefighters will be added to the Fire Department. If the pilot rescue ambulance program is successful, a second rescue ambulance will be added as well.

The Police Department has also made a number of internal and organizational adjustments to proactively manage increased call volumes related to the City's large and growing visitor population, focus on pedestrian and traffic circulation, and meet any challenges stemming from prison realignment and the reclassification of crimes under Proposition 47. The Department has restructured its existing staffing to maximize patrols and, as a next step, proposes to add eight new police officers, a lieutenant and a sergeant over the next two years.

Finally, the transition to a Consolidated Public Safety Communication Center, which co-locates Police and Fire dispatch under the Office of Emergency Management, is underway. The adopted budget includes limited term resources to allow for initial staff training.

Affordable Housing

A comprehensive housing program that allows people from all walks of life to live in Santa Monica is a long-standing community priority. The dissolution of the Redevelopment Agency in February 2012 has meant the subsequent loss of the primary funding source for affordable housing production. In January 2015, Council voted to set aside between \$20 million and \$30 million in one-time funds, as available, for affordable housing production. These funds represent approximately two years of funding previously received under RDA. Staff has also identified \$1.2 million in annual property tax increment residual funding (less than a tenth of what was received under RDA) that could be used to produce affordable housing. Staff proposes to use a portion of these funds for two limited term positions to assist in the lending of the housing production funds and in reaching out to local workers who might be eligible for affordable housing. Over the next two years, it will be important to find a more consistent and ongoing funding stream for affordable housing. Until such a resource is established, there will be significantly less affordable housing being built in the future.

Santa Monica Airport

In November 2014 voters passed a ballot measure, Measure LC (for "local control"), retaining Council's authority to close the Airport but amending the City Charter to require voter approval of future uses of the Airport land other than park, recreational, or educational uses. New lawsuits about the Airport were filed against the City by aviation interests and residents. The City continues fighting in court to establish its control over its own land. Residents remain concerned about safety and adverse environmental impacts. The debate continues about how the City

City Manager's Message

land should be used if the Airport is reduced in size or closed. Included in the Capital Improvement Program is a Feasibility Analysis for the Expansion of Airport Park.

The City's current preliminary planning, environmental, and legal work will position the City for future decisions about the use of the land. Some new opportunities may arise in the next two-year budget with the expiration of the 1984 Settlement Agreement and the Airport leases. Staff will work to eliminate aviation uses from the non-aviation land and reduce adverse impacts of the Airport on surrounding neighborhoods and the environment. Staff will also increase submarket rents and revise master leases to eliminate or reduce subleases so that the Airport remains financially self-sufficient and does not become a drain on the General Fund.

Optimizing Delivery of Core Services and Ongoing Projects

A number of initiatives to strengthen core services will be implemented during the FY 2015-17 Biennial Budget.

Human Services and Cultural Arts Grants: Based on a new four-year funding rationale and request for proposal process conducted in late 2014/early 2015, additional funds are approved for the Human Services Grants Program (HSGP) and the Cultural/Art Organizational Support Program (OSP). Additional funding for the HSGP would be used to expand the "whatever it takes" approach across program areas by applying the Youth Resource Team (YRT) model to at-risk middle school students and young children ages 0-5. Additionally, these funds would add capacity in senior programs to engage the hardest to reach older adults in vulnerable housing situations. These additional funds would increase staffing to better serve housed formerly homeless individuals as well as provide proven outreach and linkages to support services for homeless individuals utilizing City facilities. Continued funding would be available for enhanced legal services for tenant harassment and for employment and training programs for low-income residents. Additional funding for the OSP would help provide stable support to core local arts non-profits, which have seen a 19% increase in programs and 33% increase in visitors over the past three years, while at the same time facing the challenges of the consistently rising costs of local real estate.

Use of Permanent Staff: In January 2015, Council approved a policy that staff will endeavor to provide non-professional services using permanent employees to the greatest extent possible, rather than using as-needed or contracted workers. A comprehensive analysis identified 32.65 full-time equivalent (FTE) positions appropriate for conversion to permanent status. Of these, 23.4 FTE positions were converted in FY 2014-15. The remaining 9.25 FTE positions will be converted in FY 2015-16. Staff will continue to assess whether services are being provided using the appropriate staffing.

Short-term Vacation Rentals: At its April 28, 2015 meeting, the Council acted to stop the proliferation of short-term vacation rentals that many believe change the character of residential neighborhoods, reduce long-term residential housing from the market, increase rents, by-pass health and safety regulations, and potentially harm hospitality industry jobs and wages. Council approved an ordinance affirming the City's prohibition against unhosted vacation rentals and legalizing home-sharing, in which the permanent resident or host remains on site during the rental period to guide and supervise their guests/renters. To enforce the new ordinance, the adopted budget includes three staff members in the Code Enforcement Division, who would bring into compliance the legitimate home-sharing units and work to take the more than 1,400 illegal vacation rentals off the market.

City Manager's Message

Seismic Retrofit Program: Staff will implement the Citywide Seismic Retrofit Program over the next two years. The program will begin with an ordinance mandating the strengthening and structural retrofit of potentially hazardous buildings identified over a year-long process. The program will be implemented shortly after the effective date of the ordinance and will continue over multiple years as buildings are brought into compliance with the requirements. The technical details of the program are being developed with major input from a volunteer advisory committee organized by the Structural Engineers Association of Southern California. Staff is also researching various methods of private financing that the community could access, and is monitoring proposed legislation at the State level on the use of tax credits for seismic retrofits, and will provide this information along with the project kickoff.

Fiscal Policies: Readers of the budget will find an expanded set of fiscal policies, including a more comprehensive debt issuance policy, that we are asking Council to adopt along with the Biennial Budget. While these policies are based on existing practices, providing the level of detail and explanation included in the expanded policies ensures that staff, Council, and the public are weighing decisions based on a standard set of guidelines.

Open Data

Santa Monica has been a long-time supporter of open government. The City continues to make strides in providing greater access to government resources and information via a growing portfolio of online applications. Beginning in 2013, the City began to provide, free of charge, static datasets in machine readable format for download, analysis, and application development. In 2014 the City ramped up efforts to promote Open Government by introducing an Open Data Portal (data.smgov.net) capable of publicly providing up-to-date datasets. The City also released an interactive budget visualization tool at santamonica.ca.opengov.com to convey the City's budget in a visually engaging manner.

The City's Open Data program will evolve over time. Numerous additional datasets have been identified for public release. As more datasets become available, the City will build partnerships with the local technical community, host hackathons, and bring together civic-minded technical personnel and City staff to build solutions for the public. Staff anticipates several real-time data feeds will be publicly available in 2015 and 2016.

Civic Engagement

A community-based class to learn about how local government works called the People's Academy, two interactive community art projects, and [Santa Monica Talks](#) — a community event to learn what's happening in the city — are initial programs designed to make participation in local government more accessible and meaningful. 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. Emerging technology has the potential to make Council meetings more accessible. The ability to submit a chat to speak on a specific Council agenda item electronically will be available in late 2015. Staff is investigating ways for people to track specific issues on a Council agenda and to use technology to participate more easily in the public decision-making process.

City Manager's Message

Capital Improvement Program (CIP)

The FY 2015-17 Biennial Budget incorporates the FY 2015-16 exception-based Capital Improvement Program Budget. A Biennial Capital Improvement Program Budget for FY 2016-18 will be presented to Council next year. The adopted exception-based CIP budget differs from the FY 2015-16 budget plan approved by Council last June in that it includes \$5.4 million in additional General Fund project costs, all of which are covered by capital reserves or returns on investments coming from these same projects. Major new projects include the replacement of Pier electrical equipment (this requires a General Fund subsidy to the Pier Fund), maintenance at the Swim Center, conversion of streetlights to LEDs, a feasibility analysis for the expansion of Airport Park, and revenue-generating site improvements negotiated as part of the land exchange for the construction of the new Fire Station 1; and \$1 million in all other funds.

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.

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.

The **Resource Recovery and Recycling (RRR)**, **Water and Wastewater Funds** have sufficient revenue to cover current operations, due to recent rate increases in the Water and RRR Funds that will allow the implementation of the Sustainable Water Master Plan and the Zero Waste Master Plan, respectively, while also maintaining reserve levels. The Wastewater Fund continues to have adequate revenues and reserves to meet current operational and capital expenditures.

The **BBB's** service integration plan with Expo Light Rail will result in 56,000 additional revenue service hours, 10 new buses on the road, 18 new motor coach operators, as well as 8 additional staff dedicated to the expanded operation. This service increase will require a rate increase in January 2016.

The **Beach and Airport Funds** will also generate adequate revenues to sustain their operations throughout the next five years.

Funds Requiring General Fund Subsidies

The **Cemetery Fund** is anticipated to require an annual \$0.2 million subsidy from the General Fund, pending Council's adoption of a strategic plan to increase burial plots and provide green burial services.

The **Housing Authority Fund** also has a projected operating structural deficit of approximately \$0.5 million annually 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.

The **Pier Fund** is not able to sustain an adequate balance to cover its operating costs and large capital expenditures. As a result, a \$0.9 million subsidy will be required in FY 2015-16.

City Manager's Message

Budget Process

As you read the budget document, you will understand how the targeted allocation of public funds will generate services, activities, and projects that will benefit the Santa Monica community for years to come.

The Biennial Budget

The FY 2015-17 Adopted Budget represents the City's third 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 CIP budget 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 staff to fully comply with the City's Charter requirement of adopting an annual City budget and gain the benefits of two-year budgeting.

Guiding the City's Management

The adopted budget focuses on goals, objectives, and service benchmarks that are of greatest interest to the overall community. This document serves to guide and 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 2015-17 Adopted 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 non-salary 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.

Conclusion

As we look forward to the arrival of our new City Manager, Rick Cole, who will lead us in carrying out the core services, strategies and areas of focus set out in this Biennial Budget, I am confident that this blueprint, shaped by our community and our needs as a regional partner with an eye towards maintaining sound fiscal management, clearly sets our course for the next two years and beyond.

Thank you,



Elaine M. Polachek
Interim City Manager

Santa Monica at a Glance

FY 2015-17 Adopted Biennial Budget





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Santa Monica at a Glance

Purpose of the Budget

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.



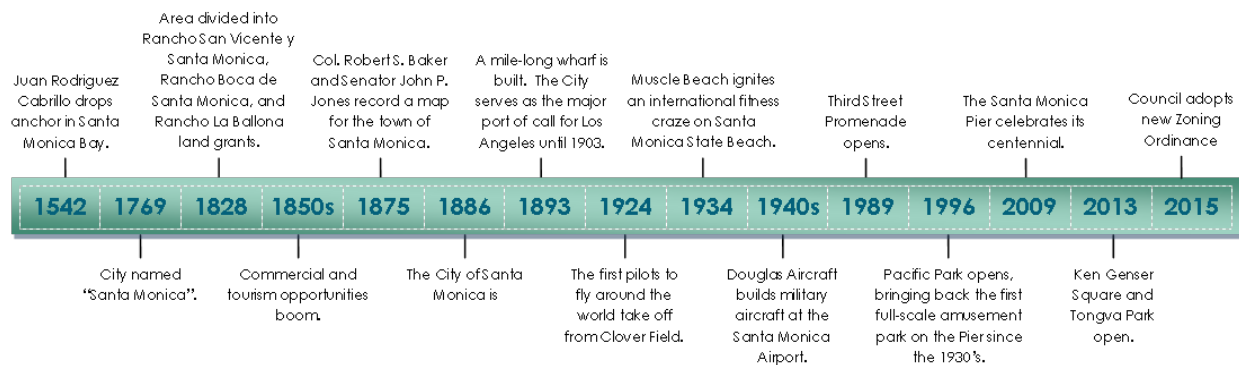
The 8.3 square mile city is situated on the west side of Los Angeles County, about 16 miles from downtown Los Angeles, where the Pacific Coast Highway and Interstate Highway 10 meet. It is bordered by the City of Los Angeles on three sides and the Pacific Ocean on the west. The area is served by two 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.



Santa Monica at a Glance

Historic Timeline

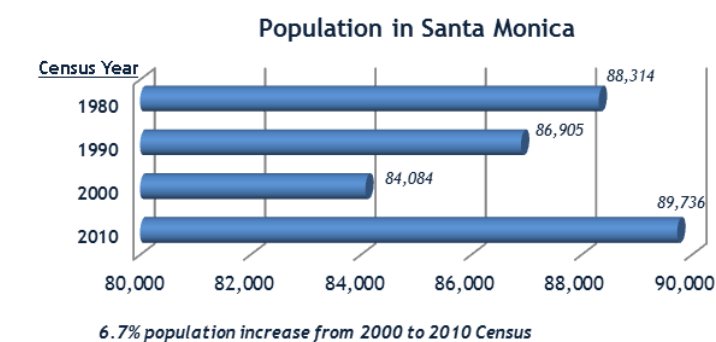


Government and Administration

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.

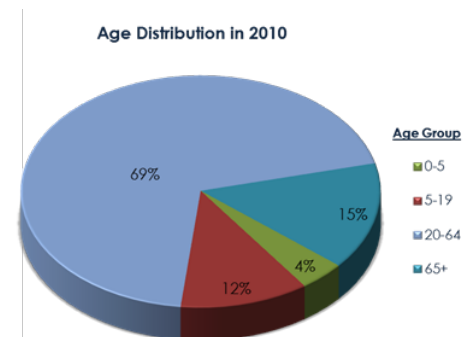
The City Council consists of seven members elected by the community at large to four year terms. Elections are held every two years, at which time either three or four Council members are elected. The Council selects from its members the Mayor, and appoints a City Manager to administer the affairs of 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



Source: U.S. Census Bureau, Census 2010

Educational Attainment: 64% bachelor's degree or higher
Percentage of Homeowners: 27.9%
Percentage of Family Households: 37.2%



Median Age: 40.1 Years of Age

Source: U.S. Census Bureau, 2010 Demographic Profile Data.

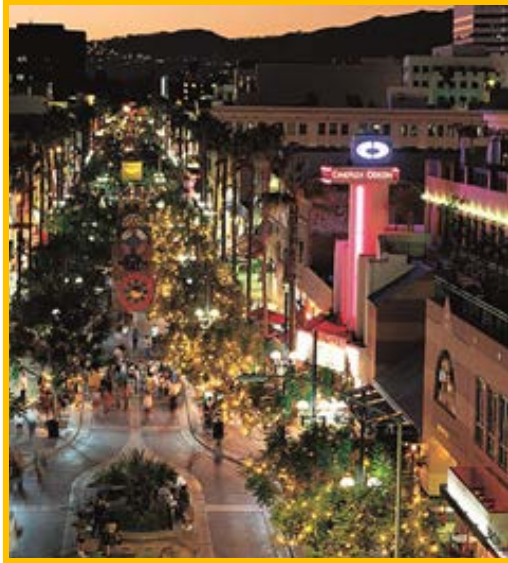
Median Family Income: \$107,660
Percentage of Renters: 72.1%
Percentage of Nonfamily Households: 62.8%

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

Santa Monica at a Glance

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.



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. Nearly eight million people visit the City each year from outside Los Angeles County for pleasure, vacation, or business.

In 2014 these visitors spent \$1.72 billion annually, generating retail sales and transient occupancy taxes for the City. Nearly 14,000 jobs within the City are supported by the tourist industry. The City’s 38 hotels 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.



Santa Monica at a Glance

Schools and Health Care

The highly-rated Santa Monica-Malibu Unified School District serves both Santa Monica and Malibu residents. The district's 2013 Growth Academic Performance Index (API) score was 865, 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 over 30,000 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.

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

Budget Overview

FY 2015-17 Adopted Biennial Budget





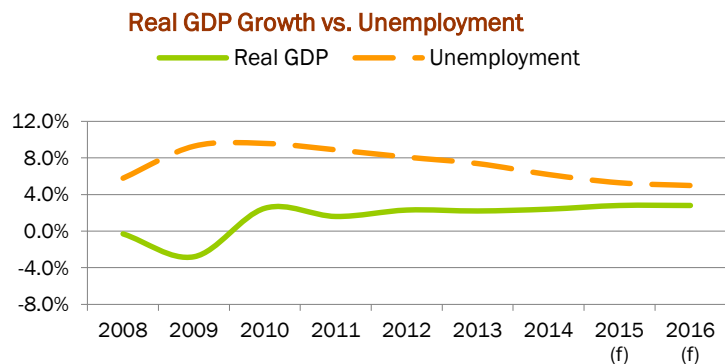
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Overall Economic Conditions

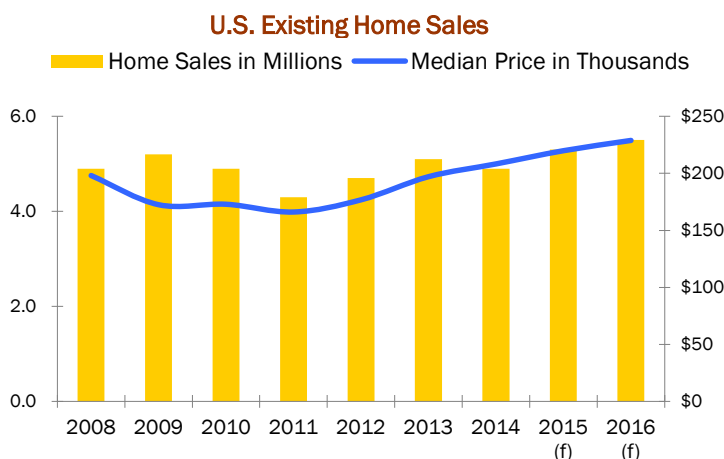
The assumptions used in preparing the FY 2015-17 revenue budget are based on a review of information concerning the national, state, regional, and local economies. A wide range of data was used from respected sources, including the UCLA Anderson Forecast, Beacon Economics, Bloomberg News, and economic analyses from various other sources.

National Economy

The U.S. economy continues to grow, but at a mild pace. Economic growth as measured by GDP was positive for the fifth consecutive year, but the recovery continues to be one of the slowest on record. Economic growth has averaged 2.2% annually for the last five years, including 2.4% in 2014. These rates of growth are well below the 4%-6% growth rates typical of prior recoveries. Growth is expected to continue to be modest over the next two years. A recent survey of economists conducted by Bloomberg projects growth at 2.8% in both 2015 and 2016 and 2.7% in 2017. Consumer spending has been strong driven by an improving labor market, easier credit conditions as interest rates remain at historic lows, improved consumer confidence, and low inflation sparked by a huge drop in oil prices. The employment situation has improved significantly. The June 2015 unemployment rate was 5.3%, the lowest in seven years, and the economy added over 3 million jobs in 2014. The unemployment rate is expected to fall slowly until it reaches 5% by 2016.



Source: Bloomberg



Source: National Association of Realtors

The housing market began to rebound near the end of 2014 after slowing in mid-2013. The most recent S&P/Case-Shiller index of home prices in 20 cities reported a 4.9% year over year gain for the period ending May 31, 2015. Data from the National Association of Realtors (NAR) showed existing home sales increased in June to their highest level in over eight years, up 9.6% from a year earlier and median prices rose 6.5% over the same time period. Further increases are projected for at least the next two years.

Overall Economic Conditions

The Bloomberg forecast projects a continuation of very low national inflation rates of only 0.3% in 2015 before increasing to 2.1% in 2016 and 2.3% in 2017 as the artificially low interest rates of the last several years begin to rise. The Fed is expected to start raising rates before the end of 2015.

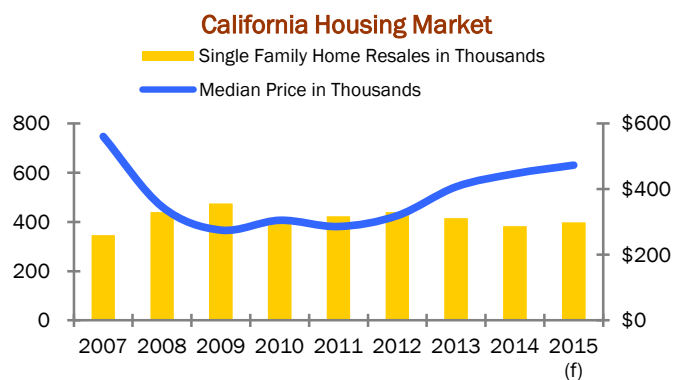
In summary, the economy is expected to continue its mild expansion. Consumer spending continues to be strong and business investment is expected to pick up. Sustained job growth is continuing, but at a slower pace. The stock market continues to hit and surpass record levels. However, the pace of economic growth is still relatively slow, job growth has slowed in recent months, and the lackluster European economy continues to be a threat to sustained economic recovery.

State Economy

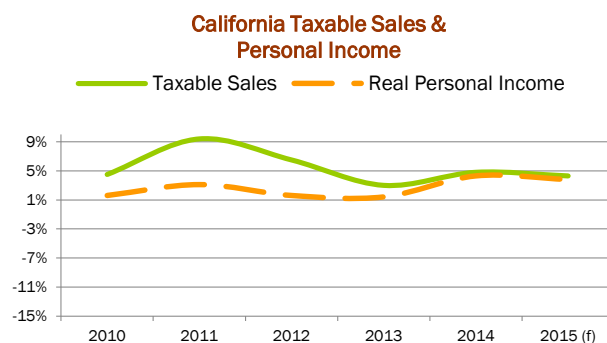
The California economy has experienced several years of strong growth since the end of the recession. Unemployment has fallen below 6.3% from its 2010 peak of 12.4% and nearly 2 million jobs have been added. Similar to the national picture, the State's economy has begun to grow at a slow, but steady pace, and further acceleration is expected over the next two years. Beacon Economics projects economic growth (as measured by

employment increases) will be 2.1% in 2015 and 2.2% in 2016. Unemployment is expected to continue its decline, falling below 6% by the end of 2016. Personal income is projected to grow by 3.8% in 2015 and 5.2% in 2016. The housing market is also in recovery. The median sales price

of existing family homes in June was 7% greater than one year earlier. The California Association of Realtors (CAR) predicts that the number of home sales in the state will increase by 5.8% for the entire year after declining 7.6% in 2014. However, the projected 2015 median price of \$473,000 is still about 15% below the peak of \$560,300 in 2007. The worst also seems to be over for the commercial real estate market as vacancy rates are decreasing and asking rents are on the rise.



Source: California Association of Realtors



Source: Beacon Economics

Tourism has experienced a strong recovery and statewide sales taxes have also rebounded sharply from recessionary lows. Increases in taxable sales over the next three years are projected to be relatively strong, ranging from 4% to 5% per year. The strengthening economy will provide a balanced State Budget with solid revenues and Proposition 2 will provide that temporary spikes in revenue will be set aside and saved for future recessions. However, rising costs from health

Overall Economic Conditions

care reform, wildfire protection and mandated spending increases for prisons will provide fiscal challenges. In addition, the overall impact of the drought and water restrictions is not known at this time.

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

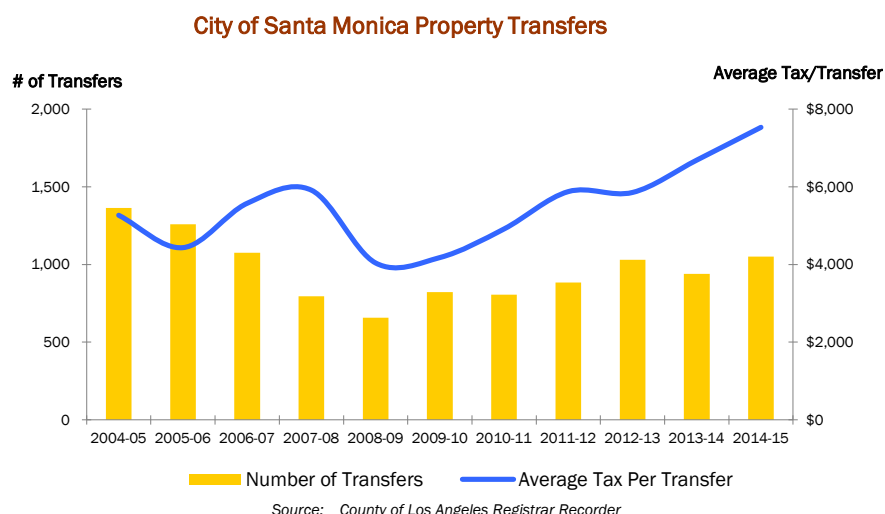
tax sources are economically driven and were significantly impacted by the recession. However, all have recovered to some extent over the last three years.

The real estate market was impacted by the recession, but Santa Monica did not realize the same level of price depreciation as other areas. Assessed value increases have been strong the last three years. The number of property transfers, after reaching the lowest level for which records are available in FY 2008-09, have rebounded and the average transfer amount has moved up sharply, feeding the assessed value increases, which eventually translate into property tax gains.

Sales tax receipts have recovered over the last five years after declining sharply during the recession. Growth is expected to be slower going forward, reflecting a shifting of sales to on-line platforms as well as the departure of several large retailers. Santa Monica voter- approved Measure Y (and advisory Measure YY), implementing a one-half cent local sales tax in November 2010, now generates over \$15 million per year in new revenues, half of which is paid to the school district in exchange for the use of certain school facilities.

Tourism, which provides a strong stimulus to the local economy by creating jobs and producing revenues, continues to be one of the strongest performing components of the local economy. Transient Occupancy Tax revenue growth has averaged 10% annually over the last four years. Additional growth is expected over the budget period as average room rates continue to increase and two new properties are scheduled to come on-line in FY 2016-17.

The improvements to the local economy have pushed tax revenues well above pre-recession levels. However, long term growth rates for on-going General Fund tax revenues are projected to moderate, averaging 2-3% annual growth over the next five years. A discussion of local taxes follows the Citywide Budget overview.

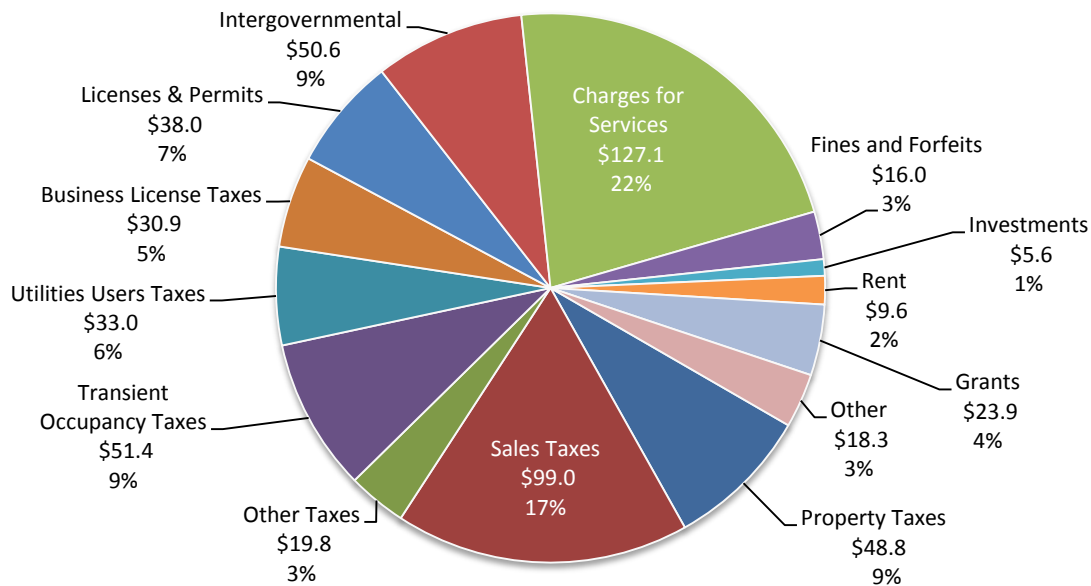


Citywide Budget Overview

Total FY 2015-16 City Revenues — \$571.9 million

Total projected City revenues for FY 2015-16 are \$571.9 million, net of transfers and reimbursements. This represents a 5% increase from the FY 2014-15 estimated actual. The \$26.8 million increase reflects increased funding for Miscellaneous Grants, increased Big Blue Bus capital grant revenues, and greater General Fund revenue.

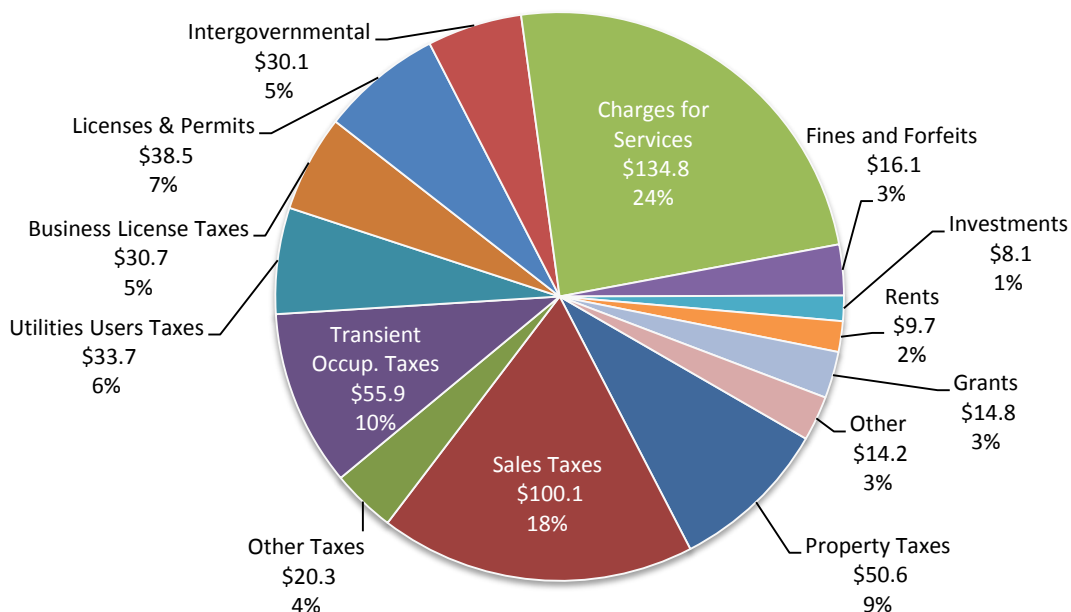
FY 2015-16 Citywide Revenues by Category (in millions)



Total FY 2016-17 City Revenues — \$557.6 million

Revenues in FY 2016-17 are projected to be \$557.6 million, net of transfers and reimbursements. This represents a 2.5% decrease from FY 2015-16. The \$14.3 million decrease reflects less Big Blue Bus capital grant revenues and Miscellaneous Grants revenue.

FY 2016-17 Citywide Revenues by Category (in millions)

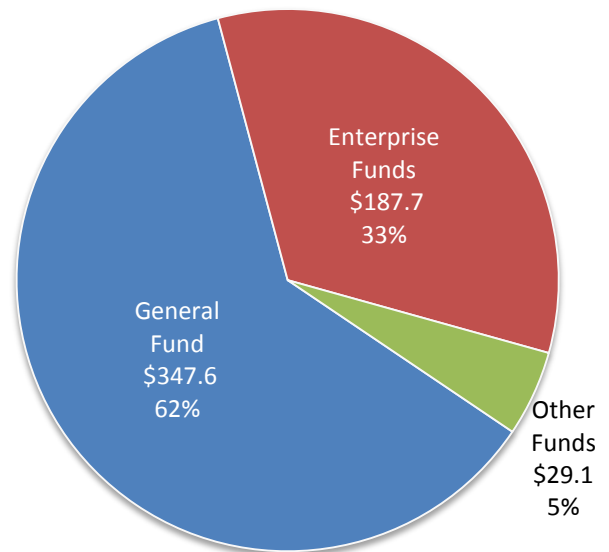


Citywide Budget Overview

Total FY 2015-16 Adopted City Budget — \$564.4 million

The FY 2015-16 adopted budget includes \$564.4 million in expenditures, net of transfers and reimbursements, for all funds. This amount represents a 11.1% decrease over the revised budget for FY 2014-15, primarily due to decreased capital spending.

**FY 2015-16 Citywide Expenditures by Fund
(in millions)**



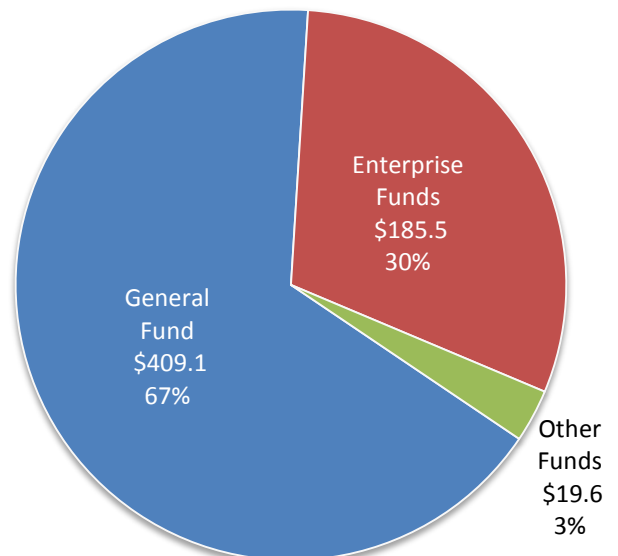
Total FY 2016-17 Approved City Budget — \$614.1 million

The FY 2016-17 approved budget includes \$614.1 million in expenditures, net of transfers and reimbursements, for all funds. This amount represents an increase of 8.8% from FY 2015-16, primarily due to increased capital spending (using bond proceeds) for the construction of Fire Station 1 and construction of a water treatment plant in the Olympic Sub Basin (using reserved settlement funds).

The difference between Citywide revenues and expenditures is due to disparities in timing between revenues and expenditures for capital projects, as well as the use of bond proceeds and reserves, to fund capital projects.

The City continues to comply with its policy to fund ongoing costs using ongoing revenues. As in previous years, City revenues are subject to changes in economic conditions, State budget actions, and legislative changes.

**FY 2016-17 Citywide Expenditures by Fund
(in millions)**



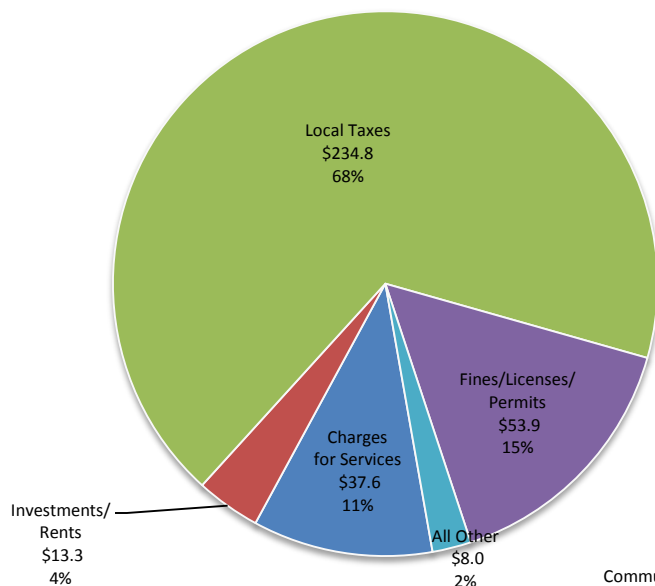
Citywide Budget Overview

General Fund Budget

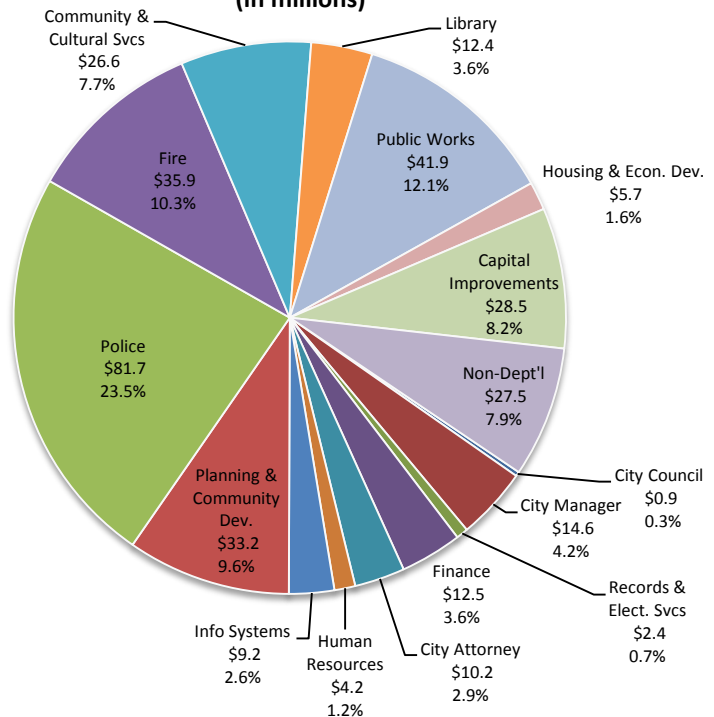
FY 2015-16 Adopted General Fund Revenues — \$347.6 million; Expenditures \$347.6 million

Total FY 2015-16 total General Fund revenues are projected to be \$347.6 million, which is \$3.6 million, or 1% greater than the FY 2014-15 estimated actual. The General Fund Operating Budget for FY 2015-16 is \$319.1 million and Capital Improvement Projects add an additional \$28.5 million, for a total General Fund budget of \$347.6 million. Operating expenditures increase \$10.9 million, or 3.5% over the FY 2014-15 revised budget.

Where does the money come from?
(in millions)



Where does the money go?
(in millions)

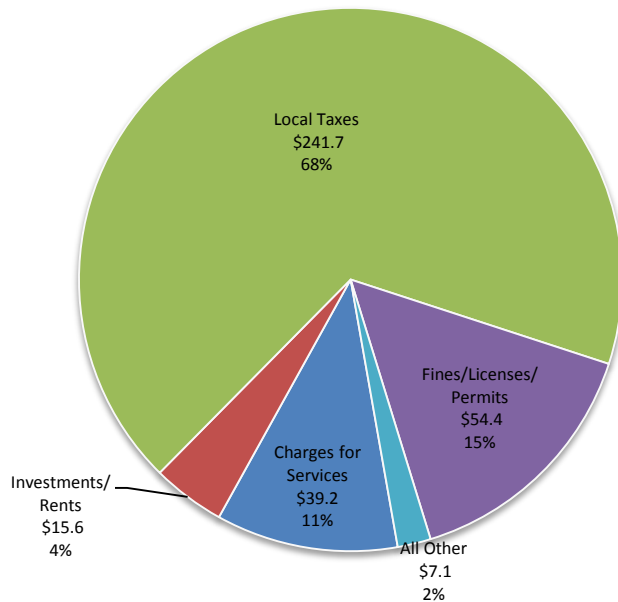


Citywide Budget Overview

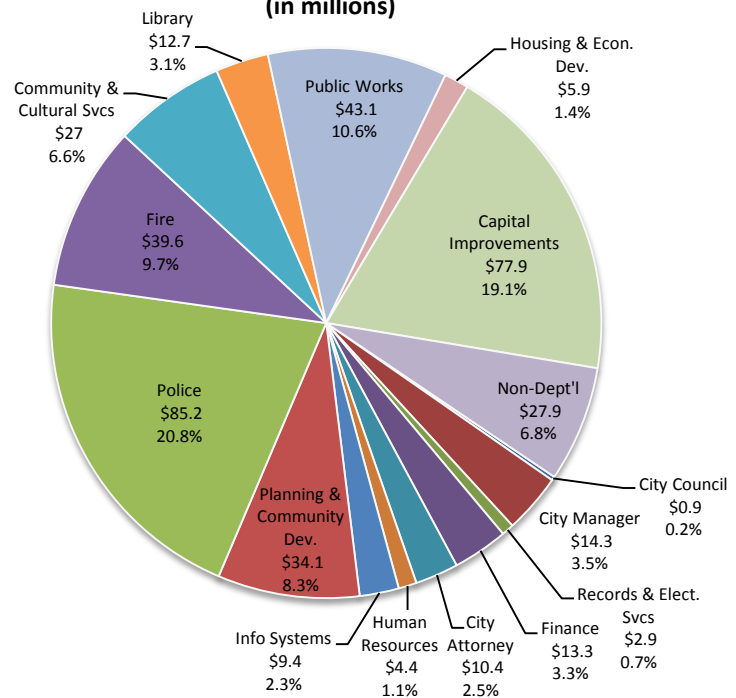
FY 2016-17 Approved General Fund Revenues – \$358 million; Expenditures \$409.1 million

Total FY 2016-17 General Fund revenues are projected to be \$10.4 million, or 3.0% more than in FY 2015-16, primarily due to increased local tax revenues (\$6.9 million), investment and rental income (\$2.3 million), charges for services (\$1.6 million), and revenues from fines, licenses, and permits (\$0.5 million). The General Fund Operating Budget for FY 2016-17 is \$331.2 million and Capital Improvement Projects add an additional \$77.9 million, for a total General Fund budget of \$409.1 million. \$54 million in capital expenditures will be funded using reserves or proceeds from a future bond issuance. Operating expenditures increase \$12.1 million, or 3.8% over the FY 2015-16 Adopted Budget.

Where does the money come from?
(in millions)



Where does the money go?
(in millions)



Citywide Budget Overview

Other Funds

In addition to the General Fund, the City budget includes a number of funds that are either self-sustaining or subsidized.

The **Resource Recovery and Recycling (RRR)**, **Water and Wastewater Funds** have sufficient revenue to cover current operations, due to recent rate increases in the Water and RRR Funds that will allow the implementation of the Sustainable Water Master Plan and the Zero Waste Master Plan, respectively, while also maintaining reserve levels. The Wastewater Fund continues to have adequate revenues and reserves to meet current operational and capital expenditures.

The **BBB's** service integration plan with Expo Light Rail will result in 56,000 additional revenue service hours, 10 new buses on the road, 18 new motor coach operators, as well as 8 additional staff dedicated to the expanded operation. This service increase will require a rate increase in January 2016.

The **Beach and Airport Funds** will also generate adequate revenues to sustain their operations throughout the next five years.

The **Cemetery Fund** is anticipated to require an annual \$0.2 million subsidy from the General Fund, pending Council's adoption of a strategic plan to increase burial plots and provide green burial services.

The **Housing Authority Fund** also has a projected operating structural deficit of approximately \$0.5 million annually 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.

The **Pier Fund** is not able to sustain an adequate balance to cover its operating costs and large capital expenditures. As a result, a \$0.9 million subsidy will be required in FY 2015-16.

Citywide Total Compensation

Total compensation, which includes employee salaries, pension contributions, health care and workers' compensation costs, makes up 59% 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. Also contributing to this growth rate are workers' compensation costs, which are not a negotiated benefit but are largely driven by State mandates. To control costs, staff has agreed to increase contributions towards healthcare costs. The table below shows healthcare increases adjusted for employee contributions. Retirement growth rates shown below reflect employer contributions (further discussion of pension costs follows). 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.

	FY 2015-16	FY 2016-17
Health Insurance	6.7%	9.1%
Retirement	7.5%	7.5%

Citywide Budget Overview

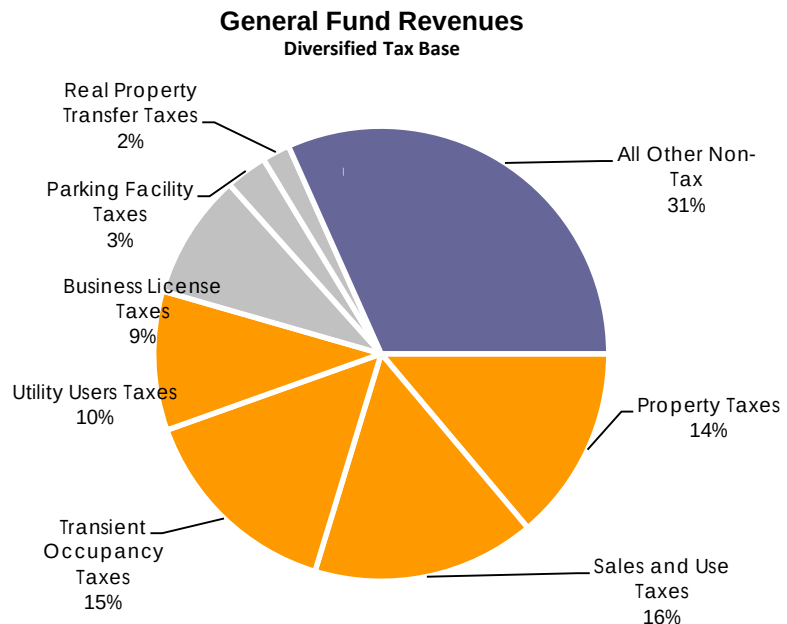
Pension Contributions

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. The overall level of contributions by City employees is approximately 25% of the total cost. Detail of gross projected pension plan costs for FY 2015-17, offset by employee reimbursements, is outlined below.

	<u>FY 2015-16 Budget (in millions)</u>	<u>% of Budget</u>	<u>FY 2016-17 Budget Plan (in millions)</u>	<u>% of Budget</u>
<u>General Fund</u>				
Gross Pension Cost	\$ 48.6		\$ 52.9	
Employee Contributions	<u>11.2</u>		<u>12.4</u>	
Net Pension Cost to the City	\$ 37.4	10.8%	\$ 40.5	9.8%
<u>All Other Funds</u>				
Gross Pension Cost	\$14.5		\$ 15.7	
Employee Contributions	<u>4.6</u>		<u>4.8</u>	
Net Pension Cost to the City	\$ 9.9	4.6%	\$ 10.9	5.3%
Total Gross Pension Cost	\$ 63.1		\$ 68.6	
Total Employee Contributions	<u>15.8</u>		<u>17.2</u>	
Total Net Pension Cost to the City	\$ 47.3	8.4%	\$ 51.4	8.4%

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 \$218.1 million out of the \$234.8 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 at modest rates over the next two 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 shown strong growth over the last few years. Total assessed values in the City increased 5.6% in FY 2014/15 after increases of 6.8% and 4.6% the previous two years. Property transfers in FY 2014/15, while still well below historical highs, are expected to end the year up approximately 5% from FY 2013/14. The commercial real estate market also remains very strong. The fourth quarter 2014 office vacancy rate of 8% and average rent of \$4.39 per square foot put Santa Monica well ahead of regional average performance. It is anticipated that the assessed value growth in Santa Monica will be 4% in FY 2015-16 and 3% in FY 2016-17.

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.

Major General Fund Tax Base Projections

Sales Taxes — 16% of General Fund Revenues

Sales taxes have surpassed pre-recession levels, reflecting the strong local economy. In addition to the economic growth, the City has benefited from the one-half cent Transaction and Use Tax (measure Y), approved by Santa Monica voters in 2010. Growth rates are expected to be modest reflecting the loss of several large tax generators and the shifting of retail activity to on-line sales. City taxable sales are projected to grow by 2.2% in FY 2015-16 and another 3% in FY 2016-17. Additional one-time revenues of approximately \$2 million will be received in FY 2015-16 related to the ending of the “Triple Flip”.

Transient Occupancy Taxes — 15% of General Fund Revenues

Tourism continues its strong growth and contribution to the overall health of the local economy. Transient Occupancy Tax (TOT) revenue growth the last two years has averaged over 12% annually without any increase in room supply. The primary driver in the increase has been average room rates as occupancy rates have reached what is considered “full occupancy”. Based on information provided by PKF Consulting and the Santa Monica Convention and Visitors Bureau, the rate of growth is expected to continue to be strong in FY 2015-16 (6%). In FY 2016-17, revenues are projected to grow by another 8.8%, primarily from the opening of two new hotels during the year as well as a 3.5% increase in revenues from existing properties.

Utility Users Taxes — 10% of General Fund Revenues

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 as well as anticipated consumption patterns. Utility Users Taxes are projected to 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 hardwire and wireless telecommunications services, reflecting a shift of consumer use to more internet based, non-taxable services. Additionally, taxes from water and wastewater service are expected to decrease in FY 2015-16 reflecting the impact of the Water Shortage Response Plan. Part of the decrease will be offset by the impact of AB 1717, which will go into effect January 1, 2016 and will allow, for the first time, the collection of UUT on prepaid wireless cards.

Business License Taxes — 9% of General Fund Revenues

As with most other local taxes, business license taxes have recovered from the recession and grown for three consecutive years after two years of decreases. Revenues are projected to grow by just under 3% in FY 2015-16, reflecting mild economic growth as well as the impact of enhanced business discovery and business license audit programs. However, in FY 2016-17, this growth will be more than offset by the departure of several major taxpayers resulting in a revenue decrease of 0.5%.

Major General Fund Tax Base Projections

Parking Facility Taxes — 3% of General Fund Revenues

Parking Facility taxes have increased over the last three years reflecting the return to service of the Santa Monica Place parking structure and reopening Parking Structure #6 after these facilities were closed for construction. As with other City taxes, growth is expected to slow slightly, resulting in annual revenue increases of 2.7% in FY 2015-16 and FY 2016-17. The forecast does not include any impact from changes in parking supply or rates in City facilities over the two year budget horizon.

Real Property Transfer Taxes — 2% of General Fund Revenues

Real Property (Documentary) Transfer Tax revenues are very volatile and economy-driven. As the real estate market has improved over the last few years, the number of annual transfers as well as the number of very high value transfers picked up from recessionary levels. FY 2013/14 transfer tax revenues were the highest in seven years and the third highest year ever. However, the number of transfers is still below peak years and a portion of the increases over the last several years can be attributed to pent up demand built up over the economic downturn. Also, revenues during the last three years have been skewed upward by the sale of several very large properties. Based on this, revenues are expected to drop by \$0.4 million in FY 2015-16 before beginning a period of mild increases in FY 2016-17 as the real estate market improves at a modest rate.

Fund Balances

FY 2015-17 Adopted Biennial Budget





Fund Balances

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.

Capital Projects and 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 receipt and expenditure of monies restricted, committed or assigned for specific use.
- **(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, concession, and beach house revenues and expenditures related to beach maintenance and recreation activities.
- **(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) Low and Moderate Income Housing Asset 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

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

- **(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 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.
- **(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.
- **(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.
- **(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

Fund Balances

telecommunication equipment.

- **(56) Self-insurance, General Liability and Auto Fund** — To account for user charges from other funds and expenses related to the administration and payment of general liability and auto claims.
- **(57) Self-insurance, Bus 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) Self-insurance, Risk Management Administration Fund** — To account for user charges from other funds and expenses related to the administration of the Risk Management Division.
- **(59) Self-insurance, Workers' Compensation Fund** — To account for contributions from City Departments for administration and 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, Cemetery and Pier funds, which require General Fund operating subsidies.



FUND BALANCE PROJECTIONS FY 2015-16

Fund Category/Type	Projected Ending Fund Balance 6/30/2015	FY 2015-16		Operating Transfers ^h	6/30/2016 Projected Fund Balance	Change \$	Change %
		Budgeted Revenues	Budgeted Expenditures				
GENERAL FUND							
(01) General ^a	13,200,001	347,602,624	(349,986,001)	2,404,425	13,221,049	21,048	0.2%
SPECIAL REVENUE FUNDS							
(04) Special Revenue Source	21,186,425	5,221,830	(3,155,305)		23,252,950	2,066,525	9.8%
(06) Clean Beaches / Ocean Parcel Tax ^b	2,946,431	3,142,239	(4,055,608)	(287,062)	1,746,000	(1,200,431)	-40.7%
(11) Beach Recreation	10,786,159	14,293,502	(15,827,065)		9,252,596	(1,533,563)	-14.2%
(12) Housing Authority ^c	-	16,786,469	(17,553,252)	766,783	-	-	N/A
(14) TORCA	127,502	140,000	(73,061)		194,441	66,939	52.5%
(15) Low/Moderate Income Housing Asset	1,138,488	552,200	954,801		2,645,489	1,507,001	132.4%
(19) CDBG ^d	-	1,310,493	(1,513,067)	202,574	-	-	N/A
(20) Miscellaneous Grants ^d	-	30,187,693	(5,996,564)		24,191,129	24,191,129	N/A
(22) Citizens' Option for Public Safety	101,134	101,100	(100,000)		102,234	1,100	1.1%
(43) Gas Tax	309,710	1,967,004	(1,963,904)		312,810	3,100	1.0%
(44) SCAQMD AB2766	650,008	113,000	-		763,008	113,000	17.4%
(53) Parks and Recreation Facilities	112,231	1,000	(113,231)		-	(112,231)	-100.0%
ENTERPRISE FUNDS							
(25) Water	25,766,771	21,414,486	(32,877,837)		14,303,420	(11,463,351)	-44.5%
(27) Resource Recovery and Recycling	4,329,981	26,262,500	(26,539,508)		4,052,973	(277,008)	-6.4%
(30) Pier ^e	491,498	5,658,495	(7,028,481)	909,069	30,581	(460,917)	-93.8%
(31) Wastewater	29,032,448	16,704,490	(20,780,125)		24,956,813	(4,075,635)	-14.0%
(33) Airport / Special Aviation	2,034,929	7,507,602	(7,999,805)		1,542,726	(492,203)	-24.2%
(34) Stormwater Management ^b	258,788	1,874,562	(2,420,412)	287,062	-	(258,788)	-100.0%
(37) Cemetery ^f	-	1,436,578	(1,669,591)	233,013	-	-	N/A
(41) Big Blue Bus ^g	-	88,820,219	(89,957,544)	1,137,325	-	-	N/A
(77) Parking Authority	1,481,888	25,000	(900)		1,505,988	24,100	1.6%

FUND BALANCE PROJECTIONS FY 2015-16

Fund Category/Type	Projected Ending		FY 2015-16		Operating Transfers ^h	6/30/2016							
	Fund Balance 6/30/2015	Budgeted Revenues	Budgeted Expenditures	Projected Fund Balance		Change \$	Change %						
INTERNAL SERVICE FUNDS													
(54) Vehicle Management	22,580,818	12,538,670	(12,961,547)		22,157,941	(422,877)	-1.9%						
(55) Info Tech Replacement and Services	4,283,820	1,751,584	(1,716,584)		4,318,820	35,000	0.8%						
(56) General / Auto Liability Self-Insurance	12,750,242	3,149,998	(3,906,467)		11,993,773	(756,469)	-5.9%						
(57) Bus Self-Insurance	3,723,281	2,550,000	(2,562,500)		3,710,781	(12,500)	-0.3%						
(58) Risk Management Admin	588,266	2,767,849	(2,907,645)		448,470	(139,796)	-23.8%						
(59) Workers' Comp. Self-Insurance	28,048,920	13,050,001	(10,658,387)		30,440,534	2,391,614	8.5%						
TOTAL ALL FUNDS							185,929,738	626,931,188	(623,369,590)	5,653,189	195,144,526	9,214,788	5.0%

a. Includes the unassigned appropriable portion of the General Fund balance, net of reserves and other assignments. Operating transfers reflect subsidies to the Housing Authority (12), Pier (30), and Cemetery (37) funds; and the use of \$4 million Gillette/Boeing funds from reserves to fund capital projects for the Olympic Subbasin.

b. Transfer includes additional Clean Beaches/Ocean Parcel Tax (06) funds to support Stormwater (34) funds operating needs. This amount may change based on actual expenditures.

c. Transfer includes General Fund support and housing reserve funds. General Fund support is budgeted at \$453,493.

d. The CDBG (19) and Miscellaneous Grants (20) funds revenues and expenditures do not necessarily balance on an annual basis due to receipt of federal funding and grant timing.

e. The Pier (30) fund balance operating transfer represents a General Fund subsidy to support \$0.9 million planned capital program.

f. Cemetery transfer may be less than shown pending outcome of Green Plots program.

g. Big Blue Bus transfer amount reflects use of available reserves to fund capital projects. Starting fund balance does not reflect available reserves.

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

FUND BALANCE PROJECTIONS FY 2016-17

Fund Category/Type	Projected Ending Fund Balance 6/30/2016	FY 2016-17		Operating Transfers ^h	6/30/2017 Projected Fund Balance	Change \$	Change %
		Budgeted Revenues	Budgeted Expenditures				
GENERAL FUND							
(01) General ^a	13,221,049	357,965,692	(410,230,036)	52,965,377	13,922,082	701,033	5.3%
SPECIAL REVENUE FUNDS							
(04) Special Revenue Source	23,252,950	2,236,456	(1,636,529)	-	23,852,877	599,927	2.6%
(06) Clean Beaches / Ocean Parcel Tax ^b	1,746,000	3,253,543	(1,321,405)	(595,670)	3,082,468	1,336,468	76.5%
(11) Beach Recreation	9,252,596	14,385,952	(15,105,231)	-	8,533,317	(719,279)	-7.8%
(12) Housing Authority ^c	-	16,665,129	(17,552,702)	887,573	-	-	N/A
(14) TORCA	194,441	140,000	(74,843)	-	259,598	65,157	33.5%
(15) Low/Moderate Income Housing Asset	2,645,489	552,500	952,358	-	4,150,347	1,504,858	56.9%
(19) CDBG ^d	-	1,310,493	(720,767)	-	589,726	589,726	N/A
(20) Miscellaneous Grants ^d	24,191,129	9,425,858	(2,817,356)	-	30,799,631	6,608,502	27.3%
(22) Citizens' Option for Public Safety	102,234	101,300	(100,000)	-	103,534	1,300	1.3%
(43) Gas Tax	312,810	1,576,000	(1,571,900)	-	316,910	4,100	1.3%
(44) SCAQMD AB2766	763,008	713,000	-	-	1,476,008	713,000	93.4%
(53) Parks and Recreation Facilities	-	1,000	-	-	1,000	1,000	N/A
ENTERPRISE FUNDS							
(25) Water	14,303,420	23,743,972	(30,859,743)	-	7,187,649	(7,115,771)	-49.7%
(27) Resource Recovery and Recycling	4,052,973	27,207,900	(27,189,222)	-	4,071,651	18,678	0.5%
(30) Pier ^e	30,581	5,779,489	(6,295,301)	515,812	30,581	-	0.0%
(31) Wastewater	24,956,813	16,716,452	(20,115,253)	-	21,558,012	(3,398,801)	-13.6%
(33) Airport / Special Aviation	1,542,726	9,568,452	(6,947,141)	-	4,164,037	2,621,311	169.9%
(34) Stormwater Management	-	1,876,062	(2,471,732)	595,670	-	-	N/A
(37) Cemetery ^f	-	1,464,969	(1,616,845)	151,876	-	-	N/A
(41) Big Blue Bus ^g	-	82,284,171	(89,529,462)	7,245,291	-	-	N/A
(77) Parking Authority	1,505,988	27,000	(900)	-	1,532,088	26,100	1.7%

FUND BALANCE PROJECTIONS FY 2016-17

Fund Category/Type	Projected Ending		FY 2016-17		6/30/2017	
	Fund Balance	Fund Balance	Budgeted Revenues	Budgeted Expenditures	Operating Transfers ^h	Projected Fund Balance
INTERNAL SERVICE FUNDS						
(54) Vehicle Management	22,157,941		12,383,937	(13,075,083)	-	21,466,795
(55) Info Tech Replacement and Services	4,318,820		1,756,584	(1,716,584)	-	4,358,820
(56) General / Auto Liability Self-Insurance	11,993,773		3,199,998	(3,942,170)	-	11,251,601
(57) Bus Self-Insurance	3,710,781		2,555,000	(2,500,000)	-	3,765,781
(58) Risk Management Admin	448,470		3,037,698	(3,172,992)	-	313,176
(59) Workers' Comp. Self-Insurance	30,440,534		13,790,002	(11,050,721)	-	33,179,815
TOTAL ALL FUNDS	195,144,526	613,718,609	61,765,929	(670,661,561)	61,765,929	199,967,503
						4,822,978
						2.5%

a. Includes the unassigned appropriate portion of the General Fund balance, net of reserves and other assignments. Operating transfers reflect subsidies to the Housing Authority (12), Pier (30), and Cemetery (37) funds; use of \$21 million Gillette/Boeing funds from reserves to support Olympic Subbasin capital projects, and \$33 million in bond proceeds to fund Fire station 1.

b. Transfer includes additional Clean Beaches/Ocean Parcel Tax (06) funds to support Stormwater (34) fund operating needs. This amount may change based on actual expenditures.

c. Transfer includes General Fund support and housing reserve funds. General Fund support is budgeted at \$460,295.

d. The CDBG (19) and Miscellaneous Grants (20) funds reserves and expenditures do not necessarily balance on an annual basis due to receipt of federal funding and grant timing.

e. The Pier (30) fund balance operating transfer reflects a General Fund subsidy for operating needs only, and does not include an additional \$1.8 million in planned capital program. Staff will assess project priority and funding needs against other General Fund projects.

f. Cemetery transfer may be less than shown pending outcome of Green Plots program.

g. Big Blue Bus transfer amount reflects use of available reserves to fund capital projects. Starting fund balance does not reflect available reserves.

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

FY 2015-17 Adopted Biennial Budget



FY2015-16 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)	48,777,926	53,992,812	132,040,131	37,844,117	140,615	37,637,857	16,041,500	3,500,000	9,787,576	-	7,840,090	347,602,624
Special Revenue Source (04)	-	-	-	-	-	592,961	-	3,000	-	-	4,625,869	5,221,830
Clean Beaches & Ocean Parcel Tax (06)	-	-	3,065,239	-	-	-	-	77,000	-	-	-	3,142,239
Beach Recreation (11)	-	-	-	143,000	30,000	11,868,041	-	145,000	1,451,072	-	656,389	14,293,502
Housing Authority (12)	-	-	-	-	16,786,469	-	-	-	-	-	-	16,786,469
TORCA (14)	-	-	40,000	-	-	-	-	50,000	-	-	50,000	140,000
Low & Moderate Income Housing Asset (15)	-	-	-	-	-	-	-	2,200	-	-	550,000	552,200
CDBG (19)	-	-	-	-	1,310,493	-	-	-	-	-	-	1,310,493
Misc. Grants (20)	-	-	-	-	30,121,693	-	-	66,000	-	-	-	30,187,693
COPS ¹ (22)	-	-	-	-	100,000	-	-	1,100	-	-	-	101,100
Water (25)	-	-	-	-	-	20,647,680	-	300,000	-	-	466,806	21,414,486
Resources Recovery and Recycling (27)	-	-	-	-	-	25,403,200	-	100,000	-	-	759,300	26,262,500
Pier (30)	-	-	-	-	-	5,648,495	-	10,000	-	-	-	5,658,495
Wastewater (31)	-	-	-	-	-	16,277,490	5,000	221,000	-	-	201,000	16,704,490
Airport ² (33 and 52)	-	-	-	-	-	6,736,633	-	29,200	-	-	741,769	7,507,602
Stormwater (34)	-	-	-	-	-	1,512,900	-	-	-	-	361,662	1,874,562
Cemetery (37)	-	-	-	-	-	1,414,245	-	-	-	-	22,333	1,436,578
Big Blue Bus (41)	-	45,042,311	-	-	-	17,850,630	-	274,349	-	23,867,858	1,785,071	88,820,219
Gas Tax (43)	-	-	-	-	1,959,004	-	-	8,000	-	-	-	1,967,004
SCAQM (44)	-	-	-	-	110,000	-	-	3,000	-	-	-	113,000
Parks and Recreation (53)	-	-	-	-	-	-	-	1,000	-	-	-	1,000
Vehicle Management (54)	-	-	-	-	-	12,091,670	-	255,000	-	-	192,000	12,538,670
Information Technology (55)	-	-	-	-	-	1,716,584	-	35,000	-	-	-	1,751,584
Self-Insurance, General Liab/Auto (56)	-	-	-	-	-	3,000,000	-	150,000	-	-	-	3,150,000
Self-Insurance, Bus (57)	-	-	-	-	-	2,500,000	-	50,000	-	-	-	2,550,000
Self-Insurance, Risk Management-Admin (58)	-	-	-	-	-	2,767,849	-	-	-	-	-	2,767,849
Self-Insurance, Workers' Comp (59)	-	-	-	-	-	12,800,000	-	250,000	-	-	-	13,050,000
Parking Authority (77)	-	-	-	-	-	-	-	25,000	-	-	-	25,000
SUBTOTAL	\$ 48,777,926	\$ 99,035,123	\$135,145,370	\$ 37,987,117	\$ 50,558,274	\$180,466,235	\$ 16,046,500	\$ 5,555,849	\$ 11,238,648	\$ 23,867,858	\$ 18,252,289	\$626,931,189
Reimbursements and Transfers	-	-	-	-	-	(53,328,714)	-	-	(1,676,135)	-	-	(55,004,849)
TOTAL	\$ 48,777,926	\$ 99,035,123	\$135,145,370	\$ 37,987,117	\$ 50,558,274	\$127,137,521	\$ 16,046,500	\$ 5,555,849	\$ 9,562,513	\$ 23,867,858	\$ 18,252,289	\$571,926,340

¹ Citizens' Option for Public Safety (COPS) fund.

² Includes Airport and Special Aviation funds.

FY2016-17 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)	50,578,559	53,682,366	137,465,392	38,313,172	327,520	39,223,184	16,085,000	5,600,000	9,950,601	-	6,739,898	357,965,692
Special Revenue Source (04)	-	-	-	-	-	563,454	-	3,000	-	-	1,670,002	2,236,456
Clean Beaches & Ocean Parcel Tax (06)	-	-	3,126,543	-	-	-	-	127,000	-	-	-	3,253,543
Beach Recreation (11)	-	-	-	143,000	30,000	11,900,491	-	200,000	1,451,072	-	661,389	14,385,952
Housing Authority (12)	-	-	-	-	16,665,129	-	-	-	-	-	-	16,665,129
TORCA (14)	-	-	40,000	-	-	-	-	50,000	-	-	50,000	140,000
Low & Moderate Income Housing Asset (15)	-	-	-	-	-	-	-	2,500	-	-	550,000	552,500
CDBG (19)	-	-	-	-	1,310,493	-	-	-	-	-	-	1,310,493
Misc. Grants (20)	-	-	-	-	9,359,858	-	-	66,000	-	-	-	9,425,858
COPS ¹ (22)	-	-	-	-	100,000	-	-	1,300	-	-	-	101,300
Water (25)	-	-	-	-	-	22,902,166	-	375,000	-	-	466,806	23,743,972
Resources Recovery and Recycling (27)	-	-	-	-	-	26,314,500	-	110,000	-	-	783,400	27,207,900
Pier (30)	-	-	-	-	-	5,769,489	-	10,000	-	-	-	5,779,489
Wastewater (31)	-	-	-	-	-	16,285,452	5,000	225,000	-	-	201,000	16,716,452
Airport ² (33 and 52)	-	-	-	-	-	8,778,265	-	46,700	-	-	743,487	9,568,452
Stormwater (34)	-	-	-	-	-	1,514,400	-	-	-	-	361,662	1,876,062
Cemetery (37)	-	-	-	-	-	1,442,189	-	-	-	-	22,780	1,464,969
Big Blue Bus (41)	-	46,455,850	-	-	-	18,952,774	-	279,639	-	14,793,226	1,802,682	82,284,171
Gas Tax (43)	-	-	-	-	1,567,000	-	-	9,000	-	-	-	1,576,000
SCAQMD (44)	-	-	-	-	710,000	-	-	3,000	-	-	-	713,000
Parks and Recreation (53)	-	-	-	-	-	-	-	1,000	-	-	-	1,000
Vehicle Management (54)	-	-	-	-	-	11,937,937	-	275,000	-	-	171,000	12,383,937
Information Technology (55)	-	-	-	-	-	1,716,584	-	40,000	-	-	-	1,756,584
Self-Insurance, General Liab/Auto (56)	-	-	-	-	-	3,000,000	-	200,000	-	-	-	3,200,000
Self-Insurance, Bus (57)	-	-	-	-	-	2,500,000	-	55,000	-	-	-	2,555,000
Self-Insurance, Risk Management-Admin (58)	-	-	-	-	-	3,037,698	-	-	-	-	-	3,037,698
Self-Insurance, Workers' Comp (59)	-	-	-	-	-	13,440,000	-	350,000	-	-	-	13,790,000
Parking Authority (77)	-	-	-	-	-	-	-	27,000	-	-	-	27,000
SUBTOTAL	\$ 50,578,559	\$100,138,216	\$140,631,935	\$ 38,456,172	\$ 30,070,000	\$189,278,583	\$ 16,090,000	\$ 8,056,139	\$ 11,401,673	\$ 14,793,226	\$ 14,224,106	\$613,718,609
Reimbursements and Transfers	-	-	-	-	-	(54,436,767)	-	-	(1,680,997)	-	-	(56,117,764)
TOTAL	\$ 50,578,559	\$100,138,216	\$140,631,935	\$ 38,456,172	\$ 30,070,000	\$134,841,816	\$ 16,090,000	\$ 8,056,139	\$ 9,720,676	\$ 14,793,226	\$ 14,224,106	\$557,600,845

¹ Citizens Option for Public Safety (COPS) fund.

² Includes Airport and Special Aviation funds.

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2012-13		FY2013-14		FY2014-15		FY2014-15		FY2015-16		FY2014-15 to FY2015-16		FY2016-17	
	Actual		Actual		Revised		Estimated		Budget		Change	Percent	Budget	Plan
GENERAL FUND														
Property Taxes	\$ 44,392,417	\$	50,113,692	\$	46,377,224	\$	53,022,697	\$	48,777,926	\$	(4,244,771)	(8.0) %	\$ 50,578,559	
Sales Taxes	47,880,634		49,210,039		51,036,257		50,665,802		53,992,812		3,327,010	6.6	53,682,366	
Other Local Taxes	116,011,860		123,920,479		127,921,000		128,585,260		132,040,131		3,454,871	2.7	137,465,392	
Licenses and Permits	33,692,702		36,895,331		36,897,659		37,703,653		37,844,117		140,464	0.4	38,313,172	
Intergovernmental	362,434		145,746		562,427		531,889		140,615		(391,274)	(73.6)	327,520	
Charges for Service	34,495,714		37,379,902		35,261,593		36,323,010		37,637,857		1,314,847	3.6	39,223,184	
Fines and Forfeitures	15,303,990		16,253,547		16,026,414		15,935,000		16,041,500		106,500	0.7	16,085,000	
Interest	(2,905)		4,700,546		2,775,200		2,775,000		3,500,000		725,000	26.1	5,600,000	
Rentals	8,603,345		9,066,536		9,301,375		9,179,265		9,787,576		608,311	6.6	9,950,601	
Other	31,504,678		10,261,730		8,166,428		9,272,820		7,840,090		(1,432,730)	(15.5)	6,739,898	
TOTAL GENERAL FUND	\$ 332,244,868	\$	\$ 337,947,547	\$	\$ 334,325,577	\$	\$ 343,994,396	\$	\$ 347,602,624	\$	\$ 3,608,228	1.0 %	\$ 357,965,692	
SPECIAL REVENUE SOURCE FUND														
Charges for Services	\$ 814,163	\$	493,937	\$	826,795	\$	1,134,242	\$	592,961	\$	(541,281)	(47.7) %	\$ 563,454	
Interest	(4,817)		58,553		-		3,000		3,000		-	N/A	3,000	
Other	15,547,067		7,090,974		10,224,051		9,786,844		4,625,869		(5,160,975)	(52.7)	1,670,002	
TOTAL SPECIAL REV. SOURCE FUND	\$ 16,356,413	\$	\$ 7,643,464	\$	\$ 11,050,846	\$	\$ 10,924,086	\$	\$ 5,221,830	\$	\$ (5,702,256)	(52.2) %	\$ 2,236,456	
CHARNOCK FUND														
Interest	\$ (7,284)	\$	-	\$	-	\$	-	\$	-	\$	-	N/A %	\$ -	
Other	28,854,228		-		-		-		-		-	N/A	-	
TOTAL CHARNOCK FUND*	\$ 28,846,943	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -	\$	\$ -	N/A %	\$ -	
* Charnock Fund merged with Water Fund in FY 2013-14.														
CLEAN BEACHES & OCEAN PARCEL TAX FUND														
Other Local Taxes	\$ 2,835,314	\$	2,839,282	\$	3,011,040	\$	3,062,464	\$	3,065,239	\$	2,775	0.1 %	\$ 3,126,543	
Interest	3,610		85,655		67,000		50,000		77,000		27,000	54.0	127,000	
TOTAL CLEAN BCHS & OCEAN	\$ 2,838,923	\$	\$ 2,924,936	\$	\$ 3,078,040	\$	\$ 3,112,464	\$	\$ 3,142,239	\$	\$ 29,775	1.0 %	\$ 3,253,543	

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2012-13		FY2013-14		FY2014-15		FY2014-15		FY2015-16		FY2014-15 to FY2015-16		FY2016-17	
	Actual		Actual		Revised	Budget	Estimated	Actual	Budget		Change	Percent	Budget	Plan
BEACH RECREATION FUND														
Licenses & Permits	\$ 84,865	\$	181,016	\$	123,911	\$	157,922	\$	143,000	\$	(14,922)	(9.4) %	\$	143,000
Charges for Services	10,958,701		13,202,714		11,093,712		11,961,437		11,868,041		(93,396)	(0.8)		11,900,491
Interest	3,304		118,096		68,250		100,000		145,000		45,000	45.0		200,000
Intergovernmental	-		-		-		-		30,000		30,000	N/A		30,000
Rentals	1,240,288		1,245,430		1,450,322		1,450,322		1,451,072		750	0.1		1,451,072
Other	570,810		868,229		693,000		697,743		656,389		(41,354)	(5.9)		661,389
TOTAL BEACH RECREATION FUND*	\$ 12,857,967	\$	15,615,485	\$	13,429,195	\$	14,367,424	\$	14,293,502	\$	(73,922)	(0.5) %	\$	14,385,952
<i>*Includes revenues from Beach House Fund which were consolidated with Beach Recreation Fund in FY 13/14.</i>														
HOUSING AUTHORITY FUND														
Intergovernmental	\$ 16,239,501	\$	16,149,915	\$	16,338,646	\$	15,845,101	\$	16,786,469	\$	941,368	5.9 %	\$	16,665,129
Interest	(1,214)		7,934		29,500		210		-		(210)	(100.0)		-
TOTAL HOUSING AUTHORITY FUND	\$ 16,238,288	\$	16,157,849	\$	16,368,146	\$	15,845,311	\$	16,786,469	\$	941,158	5.9 %	\$	16,665,129
TORCA FUND														
Other Local Taxes	\$ 80,940	\$	58,974	\$	40,000	\$	43,944	\$	40,000	\$	(3,944)	(9.0) %	\$	40,000
Interest	107,677		41,737		31,000		50,000		50,000		-	N/A		50,000
Other	119,601		305,583		50,000		76,436		50,000		(26,436)	(34.6)		50,000
TOTAL TORCA FUND	\$ 308,219	\$	406,294	\$	121,000	\$	170,380	\$	140,000	\$	(30,380)	(17.8) %	\$	140,000
LOW AND MODERATE INCOME HOUSING ASSET FUND														
Interest	\$ (32,263)	\$	26,041	\$	2,500	\$	3,000	\$	2,200	\$	(800)	(26.7) %	\$	2,500
Other	1,182,779		702,778		400,000		794,721		550,000		(244,721)	(30.8)		550,000
TOTAL LOW & MODERATE HOUSING - ASSET FUND	\$ 1,150,516	\$	728,819	\$	402,500	\$	797,721	\$	552,200	\$	(245,521)	(30.8) %	\$	552,500
COMMUNITY DEVELOPMENT BLOCK GRANT FUND														
Intergovernmental	\$ 1,136,255	\$	1,213,234	\$	1,515,441	\$	1,200,000	\$	1,310,493	\$	110,493	9.2 %	\$	1,310,493
Interest	55,956		2,189		1,000		-		-		-	N/A		-
TOTAL CDBG FUND	\$ 1,192,211	\$	1,215,422	\$	1,516,441	\$	1,200,000	\$	1,310,493	\$	110,493	9.2 %	\$	1,310,493

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2012-13		FY2013-14		FY2014-15		FY2014-15		FY2015-16		FY2014-15 to FY2015-16		FY2016-17	
	Actual		Actual		Revised	Estimated	Budget		Budget		Change	Percent	Budget	Plan
MISC. GRANTS FUND														
Intergovernmental	\$ 6,120,463	\$	11,904,428	\$	37,463,581	\$ 8,718,317	\$	30,121,693	\$	21,403,376	245.5 %	\$	9,359,858	
Interest	88,594		94,786		66,000	66,000		66,000		-	N/A		66,000	
Other	241,486		39,906		-	-		-		-	N/A		-	
TOTAL MISC. GRANTS FUND	\$ 6,450,543	\$	12,039,120	\$	37,529,581	\$ 8,784,317	\$	30,187,693	\$	21,403,376	243.7 %	\$	9,425,858	
COPS FUND														
Intergovernmental	\$ 135,671	\$	155,170	\$	255,473	\$ 125,500	\$	100,000	\$	(25,500)	(20.3) %	\$	100,000	
Interest	(199)		2,205		2,300	1,000		1,100		100	10.0		1,300	
TOTAL COPS FUND	\$ 135,473	\$	157,376	\$	257,773	\$ 126,500	\$	101,100	\$	(25,400)	(20.1) %	\$	101,300	
WATER FUND														
Charges for Services	\$ 22,254,867	\$	22,902,640	\$	22,563,525	\$ 22,111,542	\$	20,647,680	\$	(1,463,862)	(6.6) %	\$	22,902,166	
Interest	(14,565)		435,334		115,000	300,000		300,000		-	N/A		375,000	
Other	3,905,414		768,610		410,806	512,477		466,806		(45,671)	(8.9)		466,806	
TOTAL WATER FUND*	\$ 26,145,716	\$	24,106,584	\$	23,089,331	\$ 22,924,019	\$	21,414,486	\$	(1,509,533)	(6.6) %	\$	23,743,972	
* Charnock Fund merged with Water Fund in FY 2013-14.														
RESOURCE RECOVER AND RECYCLING (RRR) FUND														
Charges for Services	\$ 23,526,424	\$	23,271,775	\$	24,197,444	\$ 24,658,550	\$	25,403,200	\$	744,650	3.0 %	\$	26,314,500	
Interest	(9,167)		146,733		90,000	90,000		100,000		10,000	11.1		110,000	
Other	684,825		683,893		583,532	737,687		759,300		21,613	2.9		783,400	
TOTAL RRR FUND	\$ 24,202,082	\$	24,102,402	\$	24,870,976	\$ 25,486,237	\$	26,262,500	\$	776,263	3.0 %	\$	27,207,900	
PIER FUND														
Charges for Services	\$ 4,589,501	\$	5,953,173	\$	5,502,846	\$ 5,566,285	\$	5,648,495	\$	82,210	1.5 %	\$	5,769,489	
Interest	(4,742)		73,154		68,000	20,000		10,000		(10,000)	(50.0)		10,000	
Other	(227,534)		43,262		0	0		0		-	N/A		0	
TOTAL PIER FUND	\$ 4,357,225	\$	6,069,588	\$	5,570,846	\$ 5,586,285	\$	5,658,495	\$	72,210	1.3 %	\$	5,779,489	

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Revised Budget	FY2014-15 Estimated Actual	FY2015-16 Budget	FY2014-15 to FY2015-16 Change Amount	Change Percent	FY2016-17 Budget Plan
WASTEWATER FUND								
Charges for Services	\$ 21,126,055	\$ 21,033,699	\$ 19,957,335	\$ 20,056,335	\$ 16,277,490	\$ (3,778,845)	(18.8) %	\$ 16,285,452
Fines and Forfeitures	0	0	5,000	5,000	5,000	-	N/A	5,000
Interest	5,179	341,123	484,108	200,000	221,000	21,000	10.5	225,000
Other	229,404	252,840	281,000	201,000	201,000	-	N/A	201,000
TOTAL WASTEWATER FUND	\$ 21,360,638	\$ 21,627,661	\$ 20,727,443	\$ 20,462,335	\$ 16,704,490	\$ (3,757,845)	(18.4) %	\$ 16,716,452
CIVIC AUDITORIUM FUND								
Charges for Services	\$ 1,468,299	\$ -	\$ -	\$ -	\$ -	\$ -	N/A %	\$ -
Interest	(628)	-	-	-	-	-	N/A	-
Other	276	-	-	-	-	-	N/A	-
TOTAL CIVIC AUDITORIUM FUND*	\$ 1,467,947	\$ -	\$ -	\$ -	\$ -	\$ -	N/A %	\$ -
AIRPORT FUND								
Charges for Services	\$ 4,185,173	\$ 5,396,797	\$ 5,696,150	\$ 5,528,815	\$ 6,736,633	\$ 1,207,818	21.8 %	\$ 8,778,265
Interest	11,925	33,617	26,700	26,700	29,200	2,500	9.4	46,700
Other	157,504	129,235	97,600	81,217	741,769	660,552	813.3	743,487
TOTAL AIRPORT FUND*	\$ 4,354,601	\$ 5,559,650	\$ 5,820,450	\$ 5,636,732	\$ 7,507,602	\$ 1,870,870	33.2 %	\$ 9,568,452
<i>* Represents both Airport and Special Aviation Funds</i>								
STORMWATER MGMT. FUND								
Charges for Services	\$ 1,439,523	\$ 1,395,628	\$ 1,486,825	\$ 1,537,457	\$ 1,512,900	\$ (24,557)	(1.6) %	\$ 1,514,400
Interest	(392)	10,558	-	10,000	-	(10,000)	(100.0)	-
Other	1,442,877	56,104	580,262	361,662	361,662	-	N/A	361,662
TOTAL STORMWATER MGMT FUND	\$ 2,882,008	\$ 1,462,290	\$ 2,067,087	\$ 1,909,119	\$ 1,874,562	\$ (34,557)	(1.8) %	\$ 1,876,062
CEMETERY FUND								
Charges for Services	\$ 1,315,115	\$ 1,325,777	\$ 1,431,107	\$ 1,434,107	\$ 1,414,245	\$ (19,862)	(1.4) %	\$ 1,442,189
Interest	343	228	-	-	-	-	N/A	-
Other	25,928	31,626	26,138	21,938	22,333	395	1.8	22,780
TOTAL CEMETERY FUND	\$ 1,341,385	\$ 1,357,632	\$ 1,457,245	\$ 1,456,045	\$ 1,436,578	\$ (19,467)	(1.3) %	\$ 1,464,969

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Revised Budget	FY2014-15 Estimated Actual	FY2015-16 Budget	FY2014-15 to FY2015-16 Change Amount	Change Percent	FY2016-17 Budget Plan
BIG BLUE BUS FUND								
Capital Grants	\$ 21,489,216	\$ 28,431,735	\$ 20,884,562	\$ 11,002,023	\$ 23,867,858	\$ 12,865,835	116.9 %	\$ 14,793,226
Sales Taxes	38,227,813	40,671,444	45,690,250	45,690,250	45,042,311	(647,939)	(1.4)	46,455,850
Intergovernmental	1,905	19,650	-	-	-	-	N/A	-
Charges for Services	16,869,806	17,060,922	17,830,044	17,040,376	17,850,630	810,254	4.8	18,952,774
Interest	35,153	272,546	271,439	271,439	274,349	2,910	1.1	279,639
Other	7,663,565	3,243,554	3,045,326	3,227,438	1,785,071	(1,442,367)	(44.7)	1,802,682
TOTAL BIG BLUE BUS FUND	\$ 84,287,459	\$ 89,699,852	\$ 87,721,621	\$ 77,231,526	\$ 88,820,219	\$ 11,588,693	15.0 %	\$ 82,284,171
GAS TAX FUND								
Intergovernmental	\$ 2,155,481	\$ 2,778,326	\$ 2,395,940	\$ 2,631,946	\$ 1,959,004	\$ (672,942)	(25.6) %	\$ 1,567,000
Interest	160	10,369	9,000	5,000	8,000	3,000	60.0	9,000
TOTAL GAS TAX FUND	\$ 2,155,641	\$ 2,788,696	\$ 2,404,940	\$ 2,636,946	\$ 1,967,004	\$ (669,942)	(25.4) %	\$ 1,576,000
SCAQMD AB 2766 FUND								
Intergovernmental	\$ 108,160	\$ 113,542	\$ 259,925	\$ 259,925	\$ 110,000	\$ (149,925)	(57.7) %	\$ 710,000
Interest	147	7,634	4,000	3,000	3,000	-	N/A	3,000
TOTAL SCAQMD AB 2766 FUND	\$ 108,307	\$ 121,177	\$ 263,925	\$ 262,925	\$ 113,000	\$ (149,925)	(57.0) %	\$ 713,000
PARKS & REC FACILITIES FUND								
Other Taxes	\$ 55,409	\$ 18,200	\$ 25,000	\$ 25,000	\$ -	\$ (25,000)	(100.0) %	\$ -
Interest	46	2,152	1,000	1,000	1,000	-	N/A	1,000
TOTAL PARKS & RECREATION FACILITIES FUND	\$ 55,455	\$ 20,352	\$ 26,000	\$ 26,000	\$ 1,000	\$ (25,000)	(96.2) %	\$ 1,000
VEHICLE MANAGEMENT FUND								
Charges for Services	\$ 8,571,999	\$ 10,738,117	\$ 11,610,003	\$ 11,386,792	\$ 12,091,670	\$ 704,878	6.2 %	\$ 11,937,937
Interest	1,578	239,094	349,539	123,482	255,000	131,518	106.5	275,000
Other	393,888	154,630	228,655	135,000	192,000	57,000	42.2	171,000
TOTAL VEHICLE MANAGEMENT FUND	\$ 8,967,455	\$ 11,131,841	\$ 12,188,197	\$ 11,645,274	\$ 12,538,670	\$ 893,396	7.7 %	\$ 12,383,937

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2012-13		FY2013-14		FY2014-15		FY2014-15		FY2014-15 to FY2015-16		FY2016-17	
	Actual		Actual		Revised	Estimated	Budget	Actual	Change	Percent	Budget	Plan
INFORMATION TECHNOLOGY FUND												
Charges for Services	\$ 2,114,395	\$	2,079,179	\$	2,052,897	\$	2,052,897	\$	1,716,584	(16.4) %	\$	1,716,584
Interest	1,797		60,541		118,000		23,000		35,000	52.2		40,000
TOTAL INFORMATION TECHNOLOGY	\$ 2,116,192	\$	2,139,719	\$	2,170,897	\$	2,075,897	\$	1,751,584	(15.6) %	\$	1,756,584
REPLACEMENT AND SERVICES FUND												
GEN LIABILITY/AUTO SELF-INSURANCE FUND												
Charges for Services	\$ 3,225,676	\$	3,095,740	\$	3,000,000	\$	3,044,000	\$	3,000,000	(1.4) %	\$	3,000,000
Interest	(3,551)		156,014		100,000		130,000		150,000	15.4		200,000
Other	1,000,870		323,488		-		0		-	N/A		-
TOTAL GEN LIABILITY/AUTO SELF-INSURANCE FUND	\$ 4,222,994	\$	3,575,242	\$	3,100,000	\$	3,174,000	\$	3,150,000	(0.8) %	\$	3,200,000
BUS SELF-INSURANCE FUND												
Charges for Services	\$ 2,664,919	\$	2,500,000	\$	2,500,000	\$	2,500,000	\$	2,500,000	N/A %	\$	2,500,000
Interest	(4,236)		56,108		35,000		30,000		50,000	66.7		55,000
TOTAL BUS SELF-INSURANCE FUND	\$ 2,660,683	\$	2,556,108	\$	2,535,000	\$	2,530,000	\$	2,550,000	0.8 %	\$	2,555,000
RISK MANAGEMENT-ADMIN SELF-INSURANCE FUND												
Charges for Services	\$ 2,004,787	\$	2,445,550	\$	2,705,078	\$	2,702,009	\$	2,767,849	2.4 %	\$	3,037,698
Interest	(5,649)		1,477		0		0		-	N/A		-
Other	451		0		0		0		-	N/A		-
TOTAL RISK MANAGEMENT-ADMIN SELF-INSURANCE FUND	\$ 1,999,589	\$	2,447,027	\$	2,705,078	\$	2,702,009	\$	2,767,849	2.4 %	\$	3,037,698
WORKERS' COMP SELF-INSURANCE FUND												
Charges for Services	\$ 8,657,299	\$	9,223,970	\$	9,860,765	\$	14,855,765	\$	12,800,000	(13.8) %	\$	13,440,000
Interest	(21,789)		265,271		175,000		175,000		250,000	42.9		350,000
Other	6,253		7,651		-		-		-	N/A		-
TOTAL WORKERS' COMP SELF-INSURANCE FUND	\$ 8,641,763	\$	9,496,893	\$	10,035,765	\$	15,030,765	\$	13,050,000	(13.2) %	\$	13,790,000

Five-Year Revenue Summary

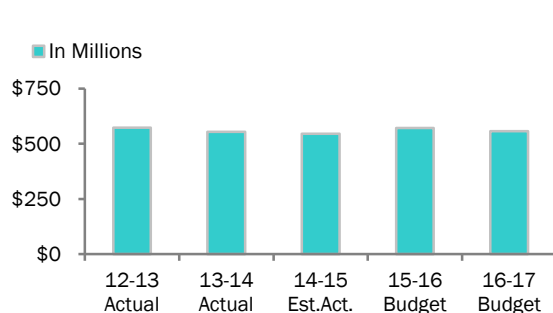
FUND/REVENUE CATEGORY	FY2012-13 Actual	FY2013-14 Actual	FY2014-15 Revised Budget	FY2014-15 Estimated Actual	FY2015-16 Budget	FY2014-15 to FY2015-16 Change Amount	FY2015-16 Change Percent	FY2016-17 Budget Plan
PARKING AUTHORITY FUND								
Interest	\$ (9,189)	\$ 35,893	\$ 27,000	\$ 20,000	\$ 25,000	\$ 5,000	25.0	\$ 27,000
TOTAL PARKING AUTHORITY FUND	\$ (9,189)	\$ 35,893	\$ 27,000	\$ 20,000	\$ 25,000	\$ 5,000	25.0	\$ 27,000
TOTAL ALL FUNDS	\$ 619,938,315	\$ 603,134,917	\$ 624,860,900	\$ 600,118,713	\$ 626,931,189	\$ 26,812,476	4.5	\$ 613,718,609
LESS REIMBURSEMENTS AND TRANSFERS	\$ (46,905,427)	\$ (48,376,720)	\$ (50,160,506)	\$ (54,975,196)	\$ (55,004,849)	\$ (29,653)	0.1	\$ (56,117,764)
GRAND TOTAL	\$ 573,032,888	\$ 554,758,197	\$ 574,700,394	\$ 545,143,517	\$ 571,926,340	\$ 26,782,823	4.9	\$ 557,600,845
DISASTER RELIEF FUND								
Intergovernmental	\$ 0	\$ 182,750	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Interest	401	146	-	-	-	-	N/A	-
TOTAL DISASTER RELIEF FUND	\$ 401	\$ 182,896	\$ -	\$ -	\$ -	\$ -	N/A	\$ -



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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

Total City revised budgeted revenues for FY 2014-15, after adjustments for reimbursements and transfers between funds and exclusive of Disaster Relief Fund and RDA Successor Agency revenues, are \$574.7 million. Estimated actual total City revenues for FY 2014-15 are \$545.1 million, \$29.6 million or 5.1% less than the revised budget. The decrease reflects decreased Miscellaneous Grants Fund revenue (-\$28.7 million)

reflecting the timing of grant-related projects as well as less Section 8 program revenue in the Housing Authority Fund (-\$0.5 million), and less Big Blue Bus revenues (-\$10.5 million), primarily due to less than anticipated capital grants and passenger revenues. Partially offsetting are greater General Fund revenues (\$9.7 million), primarily due to greater than anticipated local tax revenues, mostly from one-time property tax residual payments related to RDA dissolution. All other funds show a net increase of \$0.3 million from budget.

Total projected City revenues for FY 2015-16 are \$571.9 million, \$26.8 million or 4.9% greater than the FY 2014-15 estimated actual. The increase reflects increased funding for Miscellaneous Grants reflecting the timing of projects, much of which was originally expected in FY 2014-15 (\$21.4 million); increased Big Blue Bus revenues (\$11.6 million), primarily reflecting the timing of capital grant reimbursements; and greater General Fund revenue (\$3.6 million). Partially offsetting are less Special Revenue Source Fund revenues due to a one-time settlement payment received in FY 2014-15 (-\$5.7 million); and less Water and Wastewater Fund revenues reflecting the impact of mandatory water conservation programs (-\$5.3 million). All other funds show a net increase of \$1.2 million from FY 2014-15.

Revenues in FY 2016-17 are projected to be \$557.6 million, \$14.3 million or 2.5% less than in FY 2015-16. The decrease reflects less Miscellaneous Grants revenue (-\$20.8 million) based on known grant awards at this time, less Big Blue Bus revenues (-\$6.5 million) based on the timing of capital projects, and less Special Revenue Source Fund revenue (-\$3.0 million) due to less transportation impact fee receipts. Partially offsetting are greater General Fund revenues (\$10.4 million) primarily from

Revenues

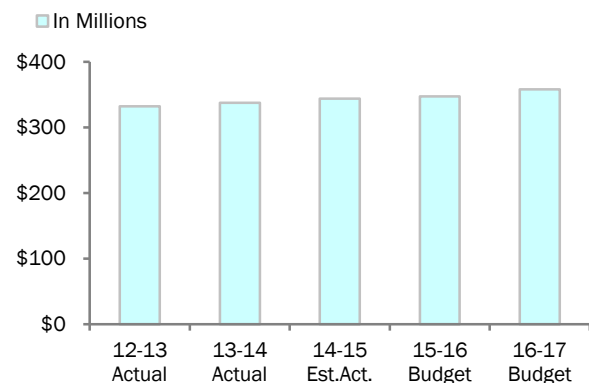
local taxes and investment income, greater Water and Resource Recovery and Recycling Fund revenues reflecting scheduled rate increases (\$3.3 million), and greater Airport Fund revenues (\$2.1 million) primarily reflecting the full year impact of adjusting leases to market rates. All other funds are expected to show net revenue growth of \$0.3 million.

Fund Details

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

General Fund

FY 2014-15 total estimated actual revenues are \$344 million, \$9.7 million (3%) greater than the FY 2014-15 revised revenue budget. Local tax revenues are projected to be \$6.9 million more than the revised budget, primarily from property tax residuals representing the City's allocation of RDA Successor Agency settlement payments made to the State. Also contributing to the increase are more charges for services (\$1.1 million), mostly from development and construction-related fees, greater parking revenues (\$0.8 million), and a net increase of \$1.3 million in revenue from various other sources.



FY 2015-16 total General Fund revenues are projected to be \$347.6 million, which is \$3.6 million (1%) greater than the FY 2014-15 estimated actual. Local taxes are expected to increase by \$2.5 million as prior year revenues were skewed higher by one-time property tax residuals representing the City's allocation of RDA Successor Agency settlement payments made to the State. On-going local tax revenues are actually expected to increase by \$8.6 million in FY 2015-16 after adjusting out the impact of those residual payments received the prior year. Also, investment income is expected to increase by \$0.7 million, charges for services by \$1.3 million, and rents by \$0.6 million. Partially offsetting are net decreases of \$1.5 million in various other General Fund revenue sources, much of it due to one-time revenue received the prior year.

FY 2016-17 revenues are forecasted to be \$10.4 million (3%) more than in FY 2015-16, primarily due to increased local tax revenues (\$6.9 million), investment income (\$2.1 million), charges for services (\$1.6 million), revenues from licenses and permits (\$0.5 million), rentals (\$0.2 million), and intergovernmental revenue (\$0.2 million). Partially offsetting is termination of the assessment on Third Street Promenade property owners used to pay the debt service on the 2002 Parking Authority Bonds (\$1.2 million) as the bonds will be fully paid off.

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

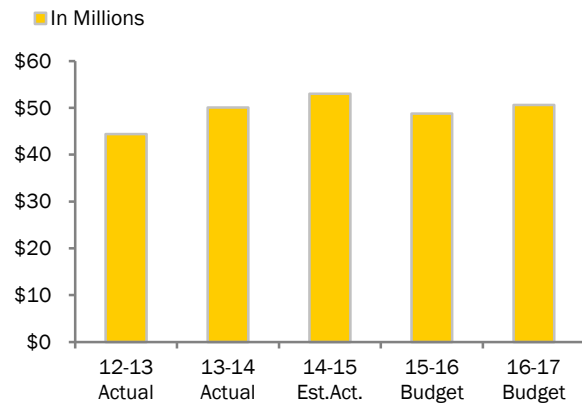
Revenues

- 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

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 2014-15 estimated actual property tax revenues of \$53 million are \$6.6 million more than the revised budget. The increase primarily reflects the City's share (approximately 14%) of residual revenues resulting from settlement payments to the State related to RDA dissolution.

FY 2015-16 property taxes are projected to be \$48.8 million, \$4.2 million less than in FY 2014-15. However, exclusive of the FY 2014-15 residuals from the settlement payments, property taxes are anticipated to increase by approximately 3.8%, primarily due to increases in secured assessed valuation.

Property tax revenues are anticipated to increase by another \$1.8 million (3.7%) in FY 2016-17 to \$50.6 million, primarily from additional increases in assessed valuation as the real estate market

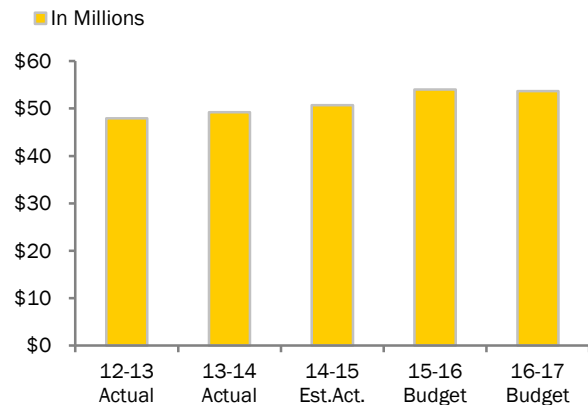
Revenues

continues modest growth.

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%	Voter approved debt allocated to local agencies from the Los Angeles County Metropolitan Transit Authority (LACMTA).
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). The Triple Flip is scheduled to be phased out by the end of FY 2015-16.*

One half of the Measure Y tax revenues generated from the one-half cent Transaction and Use Tax, (approved by Santa Monica voters in November 2010 and implemented in April 2011) are paid to the Santa Monica-Malibu Unified School District for use of certain school district facilities.

FY 2014-15 estimated actual revenues of \$50.7 million are slightly (0.7%) less than the revised budget based on year-to-date receipts and anticipated 4th quarter activity. In addition, the loss of a major taxpayer has slightly affected revenues.

Sales taxes are projected to be \$54 million in FY 2015-16. Approximately \$2 million of the \$3.3 million increase reflects one-time receipts related to the end of the Triple Flip. Exclusive of that, the rate of growth is anticipated to be a modest 2.2%, reflecting a slower pace of economic recovery, the loss of a major taxpayer during the previous year, and the shift of sales to on-line applications.

FY 2016-17 sales tax revenues are projected to decrease by \$0.3 million due to the one-time revenues received in the prior year related to the ending of the Triple Flip. Exclusive of those one-time revenues, sales taxes are expected to grow by just under 3%, reflecting continued, but modest, economic growth.

Revenues

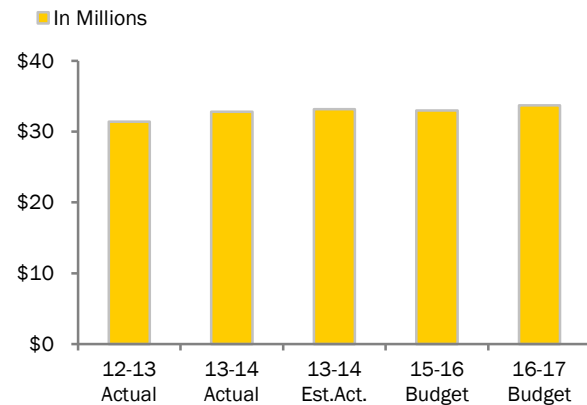
Utility Users Taxes

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 2014-15 estimated actual revenues of \$33.2 million are essentially equal to the revised budget.

Utility Users Taxes (UUT) are projected to decrease slightly in FY 2015-16 as 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), and from water and wastewater service charges reflecting the impact of water conservation measures.

UUT revenues are projected to increase by \$0.6 million in FY 2016-17 (1.9%) reflecting rate increases from electrical, natural gas, cable television, and water services, as well as the full year impact of State legislation allowing for collection of UUT on prepaid telephone cards.



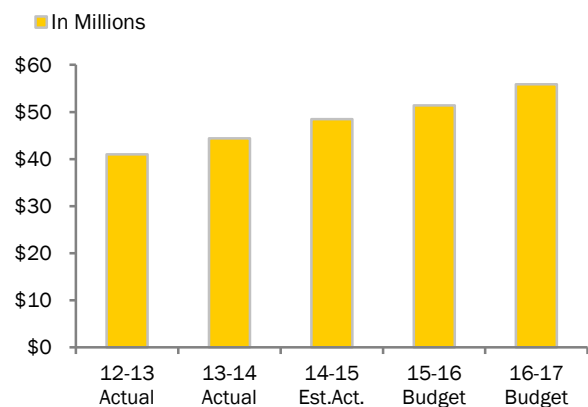
Transient Occupancy Tax

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

Tourism, one of the primary drivers of the City's economy, continues to exhibit strong growth. FY 2014-15 estimated actual Transient Occupancy Taxes are \$655,000 (1.7%) greater than the revised budget.

Continued strong growth of 6%, mostly from room rate increase, is expected in FY 2015-16, resulting in an additional \$2.9 million.

FY 2016-17 revenues are anticipated to increase by an additional \$4.5 million, or 8.8%, primarily from the opening of two new hotels during the year as well as a 3.5% increase in revenues from existing properties.



Revenues

Business License Taxes

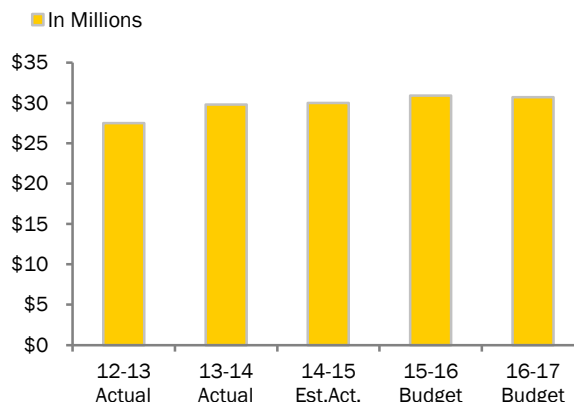
Businesses operating in the City of Santa Monica are required to obtain a business license annually and pay a tax. In most cases, the amount of the tax is based on prior calendar year gross business receipts. There are three major tax categories:

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 request an exemption from paying the tax.



FY 2014-15 estimated actual revenues of \$30 million equal the revised budget.

In FY 2015-16 tax receipts are projected to be \$30.9 million, \$0.9 million (2.9%) more than in FY 2014-15. The City will continue its enhanced efforts to locate non-paying and/or underpaying businesses.

Several major tax taxpayers have recently either left or announced plans to leave the City before the end of 2015. The first significant impact of these actions will be seen in FY 2016-17, when revenues are projected to decrease by nearly \$0.2 million from FY 2015-16 levels.

Other Taxes

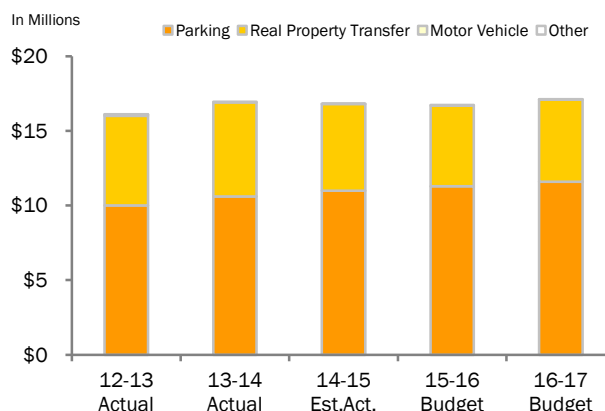
Other Taxes include:

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 (VLF) The State Budget Act of 2011 ended the allocation of VLF Fees to cities with the exception of a small portion related to certain compliance procedures.

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.



Revenues

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 2015-16 decrease of \$0.1 million primarily reflects a \$0.4 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.

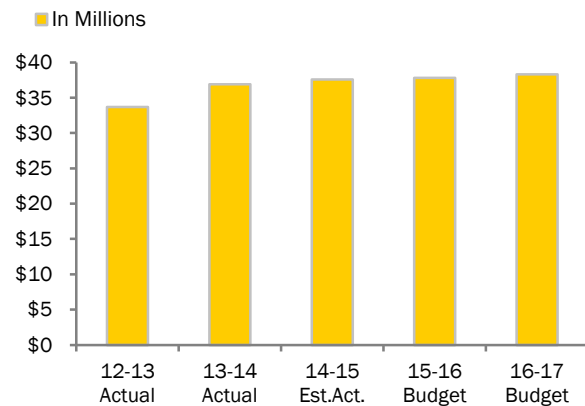
FY 2016-17 revenues are estimated to be \$0.4 million more than in FY 2015-16, reflecting greater Real Property Transfer Taxes (\$0.1 million) as both the commercial and residential real estate markets continue to be strong, and increased Parking Facility Taxes (\$0.3 million).

Licenses and Permits

FY 2014-15 estimated actual revenues of \$37.7 million are \$0.8 million (2.2%) greater than revised budget primarily due to greater than anticipated parking revenues, mostly from on-street meters due to revisions to hours of enforcement in certain areas.

FY 2015-16 projected revenues of \$37.8 million are relatively flat with FY 2014-15 levels.

Revenues are projected to increase by approximately \$0.5 million (1.3%) in FY 2016-17, primarily from on-street parking meters.

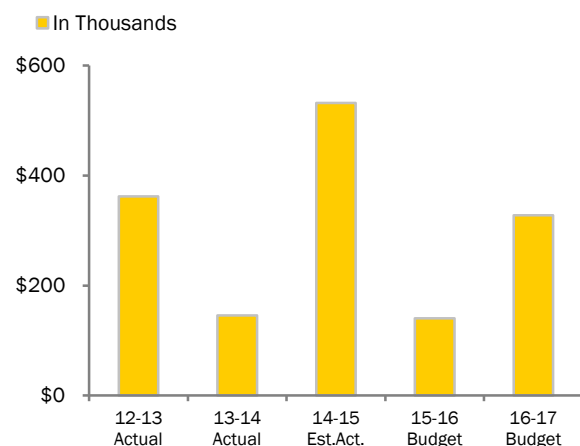


Intergovernmental

Revenues and reimbursements from other government agencies tend to fluctuate from year to year, often due to biennial reimbursement of election-related costs.

FY 2014-15 estimated actual revenues are 5.4% less than the revised budget, reflecting less than anticipated POST reimbursements and U.S. Treasury reimbursements.

FY 2015-16 revenues are projected to be \$0.4 million (73.6%) less than in FY 2014-15 as no elections are scheduled. Additionally, certain SB 90 reimbursements received in FY 2014-15 are not expected to recur in FY 2015-16.



FY 2016-17 revenues are projected to be \$186,905 (132.9%) more than in FY 2015-16, primarily due to election cost reimbursements from the Santa Monica-Malibu Unified School District, the Santa

Revenues

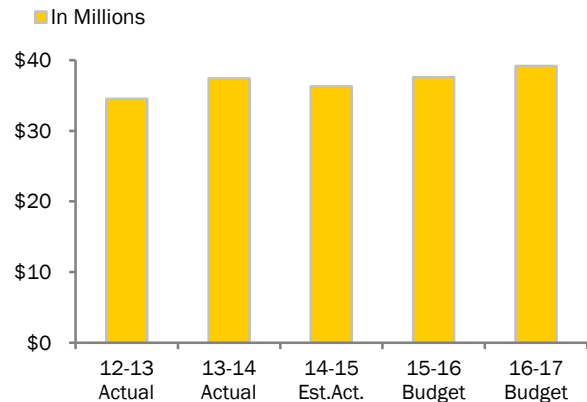
Monica Community College District, and the Rent Control Board.

Charges for Services

FY 2014-15, estimated actual revenues from charges for services are \$36.3 million, \$1.1 million (3.1%) greater than the revised budget, primarily due to increases in development and construction-related fees (\$0.6 million), community classes (\$0.2 million), youth recreation and enrichment fees (\$0.1 million), and a net increase of \$0.3 million in other charges for services.

FY 2015-16 revenues of \$37.6million are \$1.3 million (3.6%) more than received in FY 2014-15. The increase reflects annual cost of living fee rate increases and an increase in contributions from other City funds to pay for indirect overhead costs, as well as increases in charges to certain other funds.

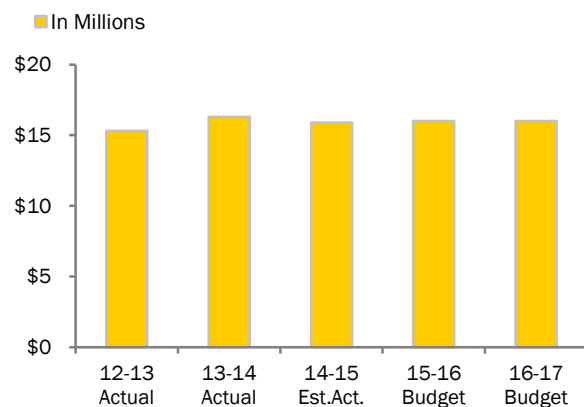
Revenues in FY 2016-17 are projected to increase by another \$1.6 million, primarily reflecting the full year impact of new bikeshare program fees (\$0.6 million), increased payments from other City funds to pay for overhead costs and direct services (\$0.4 million) and a net increase of \$0.6 million from other charges for services, primarily due to scheduled cost of living 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. FY 2014-15 estimated actuals are anticipated to be \$0.1 million less than the revised budget due to less than expected revenue from California Vehicle Code fines.

Revenues are anticipated to be approximately \$16 million annually in both FY 2015-16 and FY 2016-17, essentially unchanged from FY 2014-15 levels.



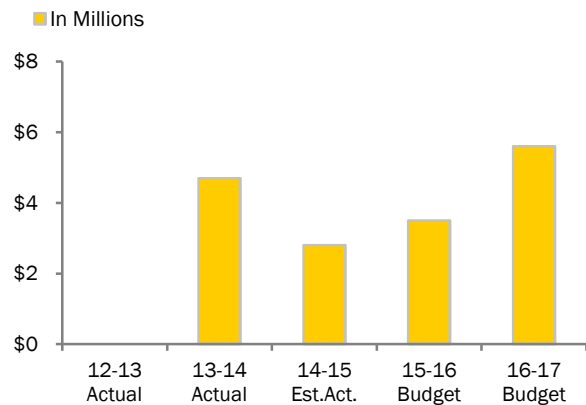
Revenues

Investment Income

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

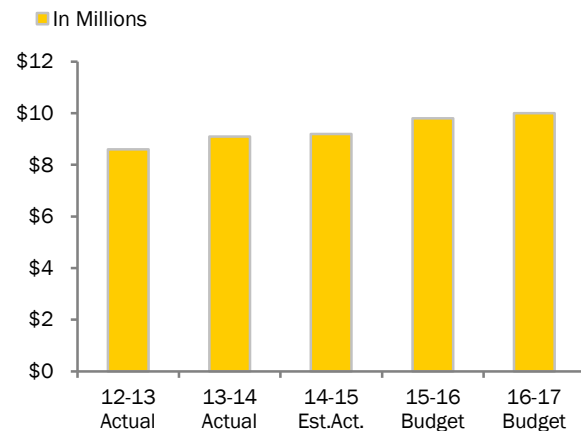
FY 2014-15 estimated actual revenues of \$2.8 million are unchanged from the revised budget.

The historically low interest rate environment and uncertainty regarding the impact of RDA resolution has negatively impacted investment income over the last few years. However, with the RDA situation nearly resolved and the anticipation of interest rate increases over the two year budget period, investment income is projected to increase by \$0.7 million in FY 2015-16 and another \$2.1 million in FY 2016-17.



Rent

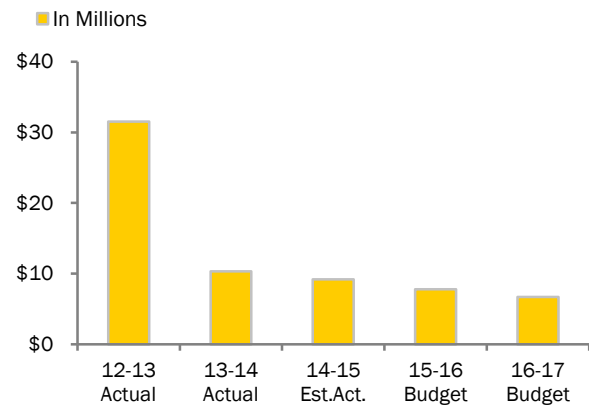
FY 2014-15 estimated actual lease revenue from City-owned properties is slightly (\$0.1 million) less than the revised budget. Revenues are projected to increase by \$0.6 million (6.6%) in FY 2015-16 and another \$0.2 million (1.7%) in FY 2016-17, based on current rent schedules and additional revenues from fiber optic services leases.



Revenues

Other Revenues

FY 2014-15 estimated actual revenues of \$9.3 million are \$1.6 million greater than the revised budget reflecting cost reimbursements for the L.A. Marathon and EXPO Light Rail project (\$0.4 million), cost reimbursements from developers of the 4th and Arizona project (\$0.3 million), and receipt of one-time revenue from various other sources (\$0.9 million).



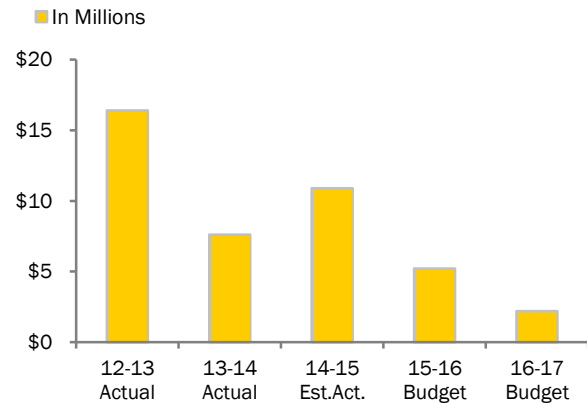
FY 2015-16 revenues are projected to be \$1.4 million less than in FY 2014-15 as one-time revenues received in FY 2014-15 are not expected to reoccur. Revenues in FY 2016-17 are expected to decrease by \$1.1 million reflecting termination of the mall assessment district, collected to pay the debt service on the 2002 Parking Authority bonds, as the bonds will be fully paid off in FY 2015-16.

Revenues

Special Revenue Source Fund (04)

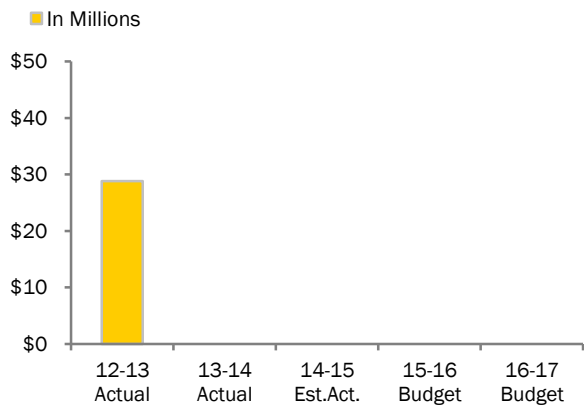
This is a fund established in FY 2000-01 in accordance with Government Accounting Standards Board Statement 33, to record revenues restricted for use on certain eligible projects.

FY 2014-15 estimated actual revenues of \$10.9 million reflects a decrease of \$0.1 million (0.7%) from the revised budget, primarily due to less than anticipated receipt of developer fee revenues. FY 2015-16 projected revenues of \$5.2 million are \$5.7 million (52.3%) less than in FY 2014-15 due to a one-time Affordable Housing settlement payment received in FY 2014-15. FY 2016-17 revenues are projected to decrease by \$2.9 million (57.3%), primarily due to a decrease in transportation impact fees based on pending development projects.



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. Beginning in FY 2013-14, this fund, including all revenues, was incorporated into the Water (25) Fund.

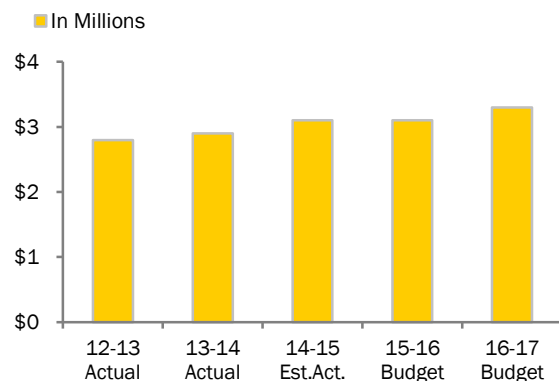


Revenues

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. The assessment rate is subject to annual CPI increases.

FY 2014/15 estimated actual revenues of \$3.1 million are essentially equal to budget. Revenues are projected to be \$3.1 million in FY 2015-16 and \$3.2 million in FY 2016-17.

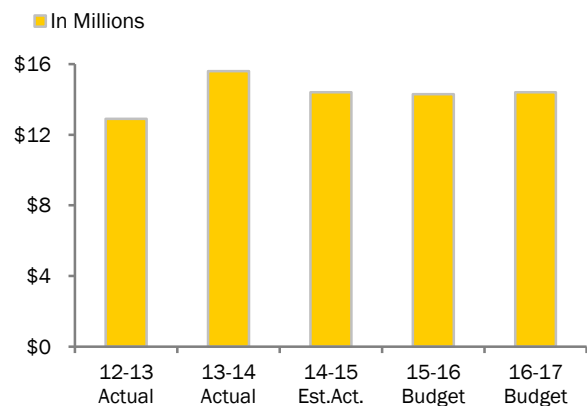


Beach Recreation Fund (11)

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

FY 2014-15 estimated actual revenues of \$14.4 million are \$0.9 million (7.5%) more than budget, primarily due to greater than anticipated parking revenues.

FY 2015-16 and FY 2016-17 projected revenues of \$14.3 million and \$14.4 million respectively are essentially flat with the FY 2014-15 estimated actual.



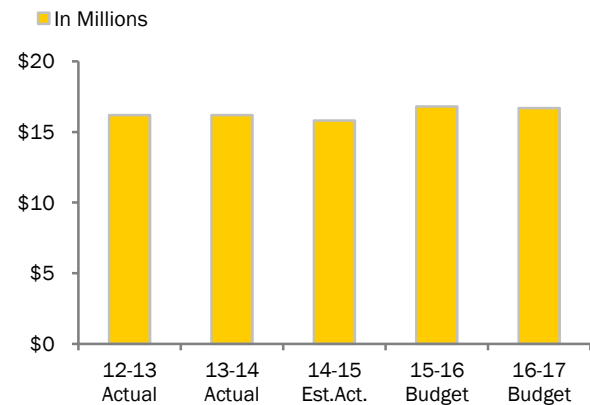
Revenues

Housing Authority Fund (12)

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

FY 2014-15 estimated actual revenues of \$15.8 million reflect a decrease of \$0.5 million (3.2%) from the revised budget due to less than anticipated Section 8 program revenues.

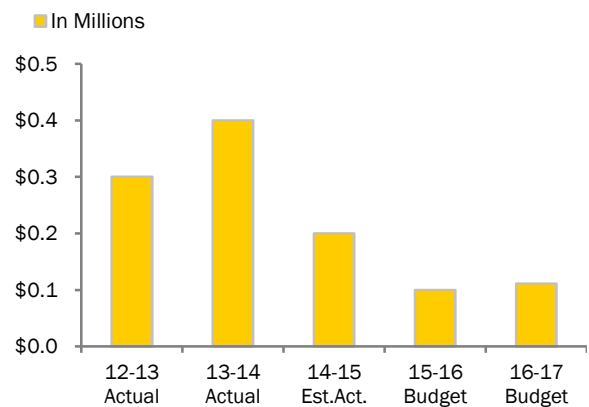
Revenues are projected to increase by \$0.9 million in FY 2015-16, primarily from increased funding for Section 8 program and administrative costs. FY 2016-17 revenues are projected to decrease by \$0.1 million from FY 2015-16.



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.

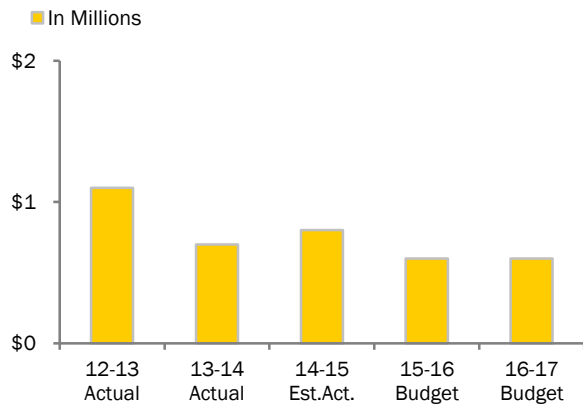
Revenue estimates of \$0.1 million in FY 2015-16 and FY 2016-17 reflect anticipated receipt of TORCA tax revenues and interest earnings on available fund balances.



Revenues

Low and Moderate Income Housing Asset 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 the 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 Low and Moderate Income Housing Asset Fund. Fiscal year revenues primarily reflect interest earnings and residual receipts from housing projects. FY 2014-15 estimated actual revenues also include one-time funds from the termination of an investment agreement related to redemption of the 2002 Ocean Park Tax Allocation Bonds.



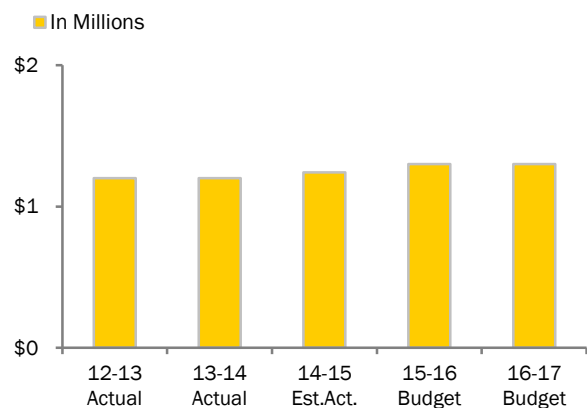
Community Development Block Grant (CDBG) Fund (19)

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 2014-15 estimated actual revenues of \$1.2 million are \$0.3 million (20%) less than the revised budget. This decrease reflects a lower draw down of current year block grant funds.

In FY 2015-16, the projected increase of \$0.1 million reflects an increase in expenditure reimbursements of current year CDBG allocations, partially offset by a decrease in reimbursements of prior year allocations.

FY 2016-17 revenues are projected to be the same as in FY 2015-16.

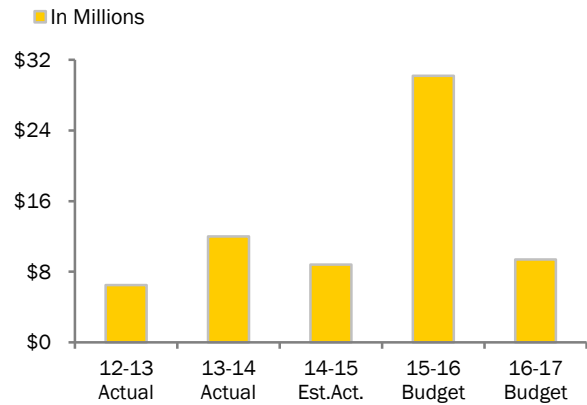


Miscellaneous Grants Fund (20)

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

FY 2014-15 estimated actual revenues of \$8.8 million are \$28.7 million less than the revised budget. The decrease reflects the net result of timing changes in the receipt of grant funds due to project schedules and new grants received during the year.

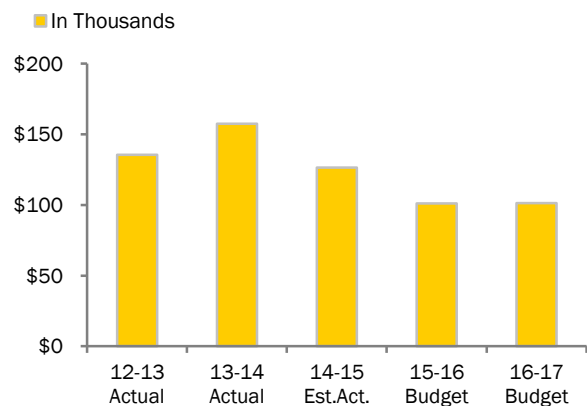
The FY 2015-16 and FY 2016-17 revenue projections of \$30.2 million and \$9.4 million, respectively reflect the assumed timing in the receipt of awarded grant funds.



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 2014-15 estimated actual revenues \$0.1 million less than budget as the State allocation was lower than anticipated. FY 2015-16 and FY 2016-17 revenues assume the minimum level of funding.



Revenues

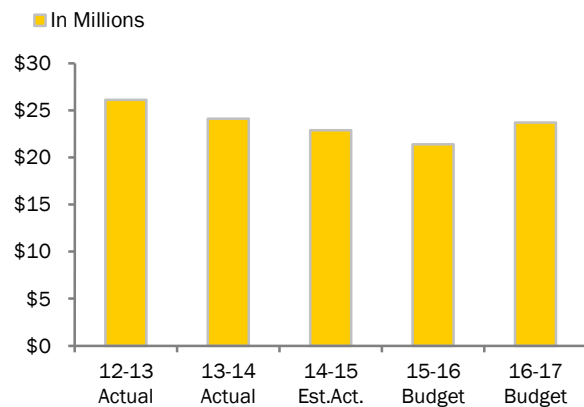
Water Fund (25)

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

FY 2014-15 estimated actual revenues of \$22.9 million are \$0.2 million (0.7%) less than the revised budget primarily due to less water sales resulting from the impact of the water conservation program.

A \$1.5 million decrease is projected for FY 2015-16, primarily due to less water sales resulting from the impact of the water conservation program as water rate increases will be more than offset by the conservation.

FY 2016-17 revenues are projected to be \$2.3 million more than in FY 2015-16 due to an anticipated water rate increase.



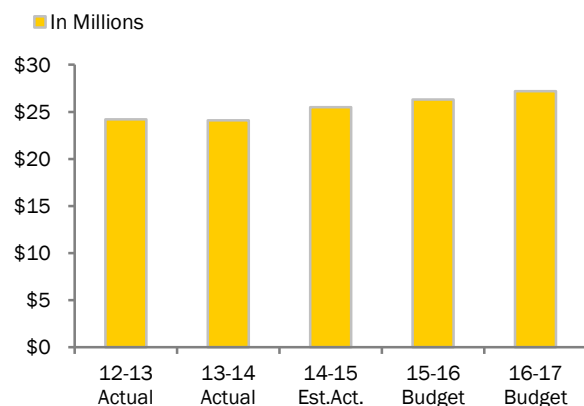
Resource Recovery and Recycling (27)

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

FY 2014-15 estimated actual revenues of \$25.5 million are \$0.6 million (2.5%) more than budget, primarily due to greater than anticipated construction and demolition revenue.

Revenues are anticipated to increase by \$0.8 million (3.0%) in FY 2015-16, primarily due to increased garbage/refuse collection fees reflecting scheduled rate increases.

In FY 2016-17 revenues are projected to increase by \$0.9 million (3.6%), again primarily due to increased garbage/refuse collection fees.

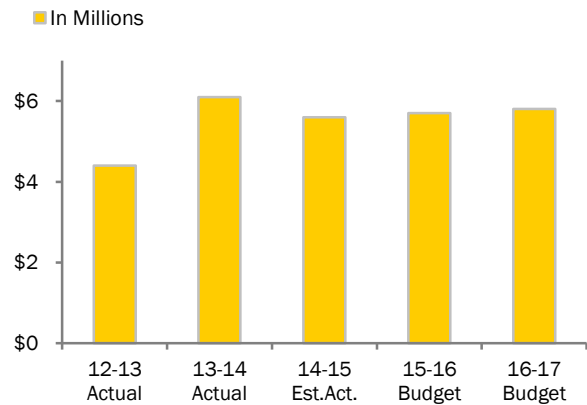


Revenues

Pier Fund (30)

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

FY 2014-15 estimated actual revenues of \$5.6 million are essentially the same as budget. Revenues are expected to grow slightly by \$0.1 million in both FY 2015-16 and FY 2016-17, reflecting small increases in rentals, parking revenues and Common Area Maintenance fees.

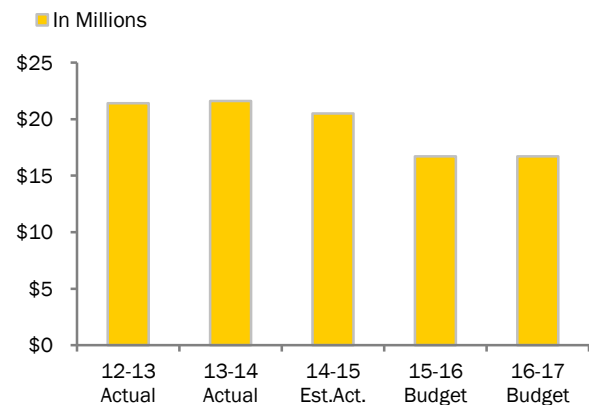


Wastewater Fund (31)

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

FY 2014-15 estimated actual revenues are 1.3% less than the revised budget due to lower than anticipated interest earnings and less Baysaver fees as all Baysaver fees are now recorded in the Water Fund.

FY 2015-16 revenues are projected to decrease by \$3.8 million (18.4%), primarily due to the impacts of the drought response measures as water usage is anticipated to decrease by 20%.



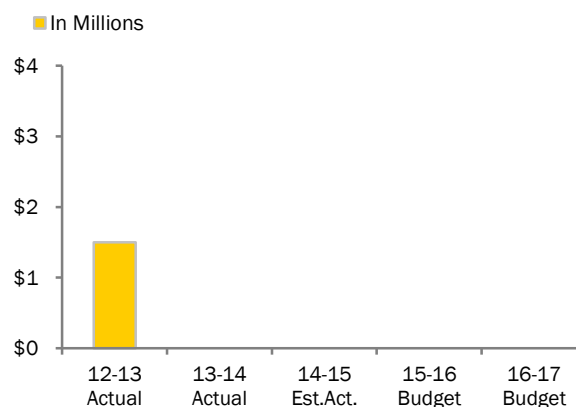
FY 2016-17 revenues are projected to be essentially unchanged from FY 2015-16 levels.

Revenues

Civic Auditorium Fund (32)

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

The Auditorium was closed June 30, 2013. Revenues from parking and the use of the property for special events are now recorded in the General Fund.



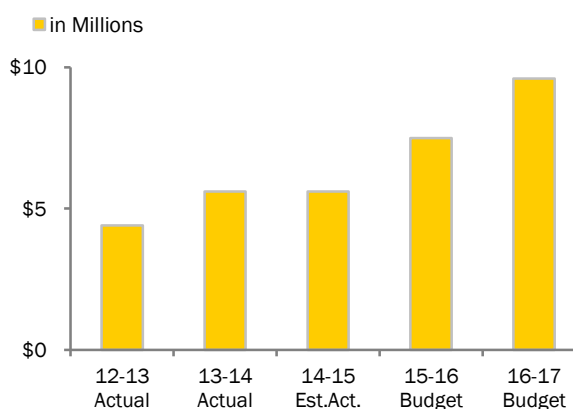
Airport/Special Aviation Funds (33/52)

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

FY 2014-15 estimated actual revenues of \$5.6 million are \$0.2 million (3.1%) less than the revised budget, primarily due to less than anticipated landing fees.

Revenues are projected to increase by \$1.9 million in FY 2015-16. This increase reflects a net \$1.4 million increase in property rentals. All Airport leases expire on 6/30/15 and are expected to subsequently increase to market levels by the middle of the fiscal year. Additionally, some hangar and land lease revenues are being reclassified to office/building revenues to more accurately capture their use. The revenue increase also reflects a reimbursement from the General Fund for lost revenue from the properties at 3400-3500 Airport Ave. due to the Expo land swap (\$0.6 million). Partially offsetting is a \$0.2 million decrease in landing fees.

Revenues are projected to increase by another \$2.1 million (28%) in FY 2016-17 reflecting a full year impact of the increases in property rentals.



Revenues

Stormwater Management Fund (34)

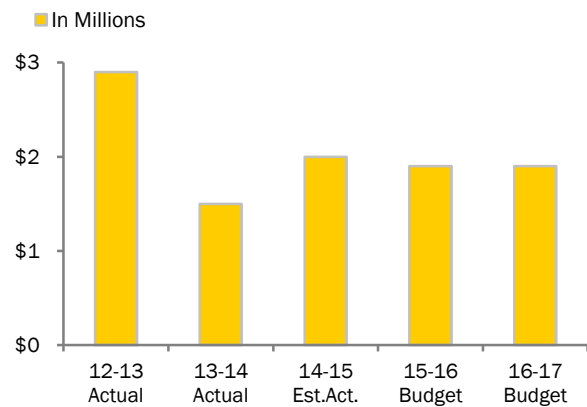
This fund accounts for revenues and expenses associated with storm water management. The primary source of revenue is the stormwater management parcel fee. Additional revenues include the sale of recycled water, operating and capital cost reimbursements from the City of Los Angeles related to the SMURRF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

FY 2014-15 estimated actual revenues are \$0.1 million less than budget as a decrease in in-lieu fees was nearly offset by an increase in the sale of recycled water.

FY 2015-16 revenues are projected to be \$0.2 million less than in FY 2014-15 primarily due to a smaller reimbursement of SMURRF operation and maintenance costs from the City of Los Angeles.

FY 2016-17 revenues are projected to be the same as in FY 2015-16.

Additionally, Stormwater Fund operations costs are currently funded from subsidies from the Clean Beaches and Ocean Parcel Tax Fund.

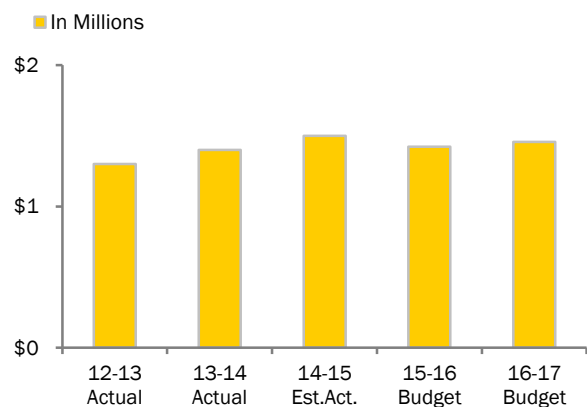


Cemetery Fund (37)

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

FY 2014-15 estimated actual revenues of \$1.5 million are essentially equal to budget. Revenues in FY 2015-16 and FY 2016-17 are anticipated to be essentially flat with FY 2014-15 levels.

Revenue estimates do not include the impact of business plan changes to be presented to Council for consideration in July 2015.



Revenues

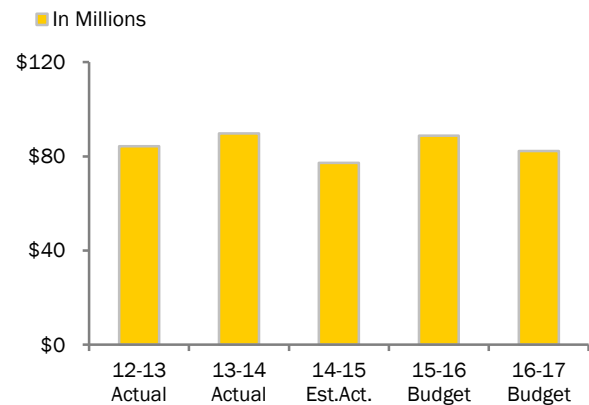
Big Blue Bus Fund (41)

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

FY 2014-15 estimated actual revenue of \$77.2 million are \$10.5 million (12%) less than the revised budget, primarily due to less than anticipated capital grant allocations.

In FY 2015-16, revenues are projected to be \$11.6million (15%) more than in FY 2014-15 primarily reflecting increased capital expense reimbursements for bus purchases and capital projects.

FY 2016-17 revenues are projected to be \$6.5 million (7.4%) less than in FY 2015-16, primarily due to most planned bus purchases and capital projects being completed in the prior fiscal year.

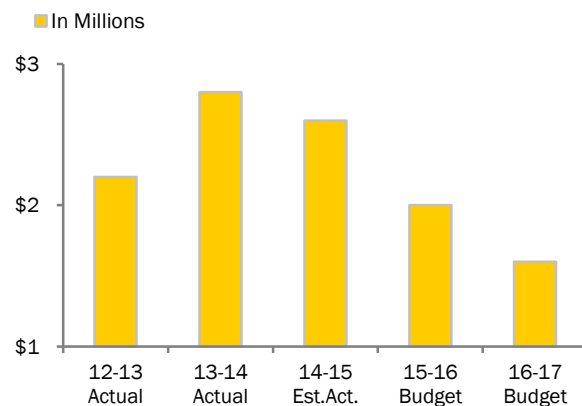


Gas Tax Fund (43)

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.

FY 2014-15 estimated actual revenues are about \$0.2 million more than budget.

FY 2015-16 revenues are projected to decrease by \$0.7 (25%) and FY 2016-17 revenues are projected to decrease by an additional \$0.4 million (20%) reflecting lower gasoline prices, lower sales, and a change in the State's allocation methodology.

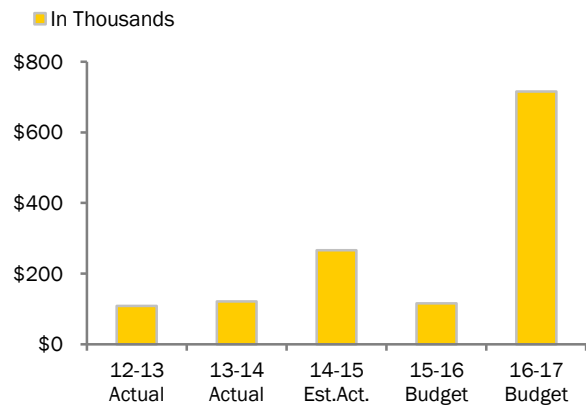


Revenues

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

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

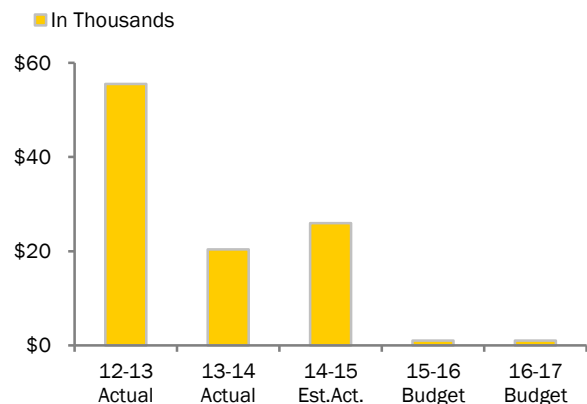
The City's annual allocation for these revenues is expected to remain constant at about \$110,000 per year over the two year budget horizon. Also, in FY 2016-17, the City is expecting a one-time \$600,000 grant through the AQMD Mobile Source Reduction Committee (MRSC).



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.

No unit dwelling tax revenues are projected in FY 2015-16 or FY 2016-17 as any new projects that would have paid the Unit Dwelling Tax are now eligible to pay the new Parks and Recreation Impact Fee in-lieu of the unit dwelling tax. The new Parks and Recreation Impact Fee is budgeted in the Special Revenue Source Fund.



Revenues

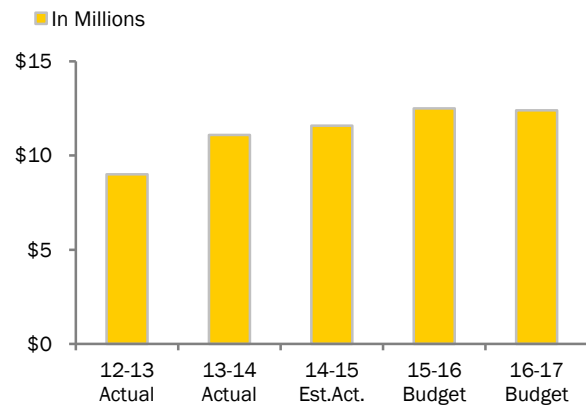
Vehicle Management Fund (54)

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 2014-15 estimated actual revenues are projected to be \$0.5 million (4.5%) less than revised budget.

Revenues in FY 2015-16 are anticipated to be \$0.9 million more than in FY 2014-15 due to higher contributions from other funds for purchase of future vehicle replacement (\$0.4 million), purchase of vehicles or equipment new to the Fleet Management inventory (\$0.1 million), vehicle maintenance (\$0.1 million), and fuel usage (\$0.1 million). Also, interest earnings and sales proceeds are expected to increase by \$0.1 million each.

FY 2016-17 revenues are projected to be \$0.1 million less than in FY 2015-16 primarily due to no new vehicles being added (-\$0.3 million), partially offset by increased future replacement contributions (\$0.1 million) and greater maintenance costs (\$0.1 million).

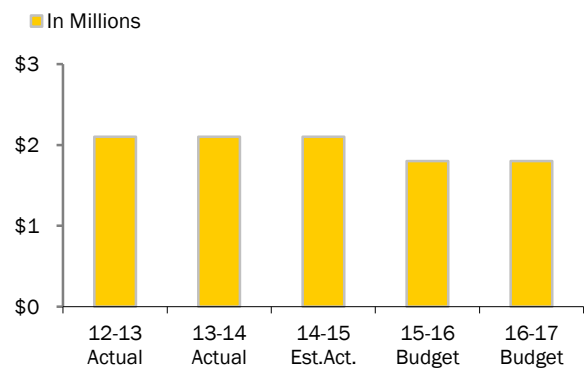


Information Technology Services and Replacement Fund (55)

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

FY 2014-15 revenues are about \$0.1 million less than budget, reflecting less interest earnings.

FY 2015-16 revenues are anticipated to decrease by \$0.3 million, primarily due to a decrease in the contribution from the GF. During the most recent CIP budget process, the contribution was reduced to help fund other General Fund CIP projects. FY 2016-17 revenues are expected to be essentially flat with FY 2015-16 levels.



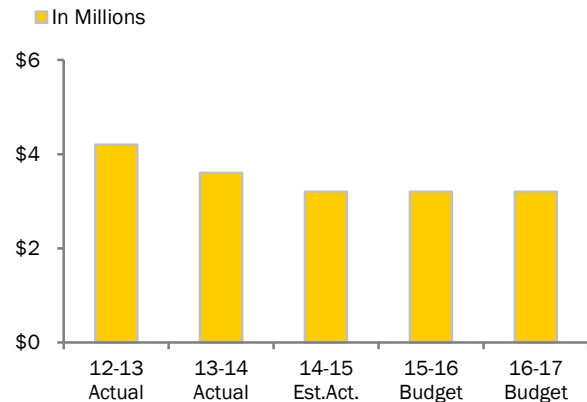
Revenues

Self-Insurance General Liability/Auto Fund (56)

In FY 2011-12, this fund was 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 2014-15 estimated actual revenues of \$3.2 million are \$0.1 million more than budget, reflecting unanticipated claims recoveries and greater interest earnings.

The FY 2015-16 and FY 2016-17 revenues are forecasted to be essentially the same as in FY 2014-15.

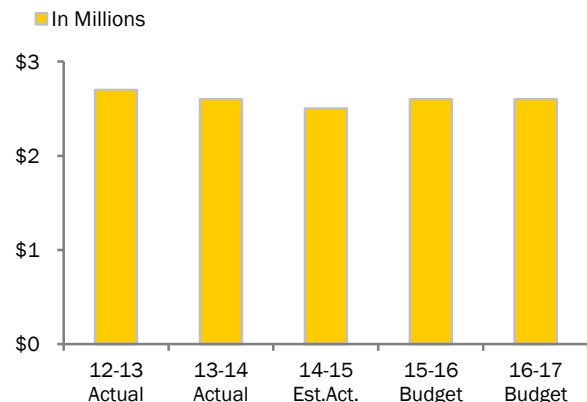


Bus Self-Insurance Fund (57)

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 2014-15 estimated actual revenues are essentially equal to budget.

FY 2015-16 revenues are expected to increase slightly due to greater interest earnings and then remain flat in FY 2016/17 based on contribution levels needed from the Big Blue Bus Fund to meet operating needs and reserves.

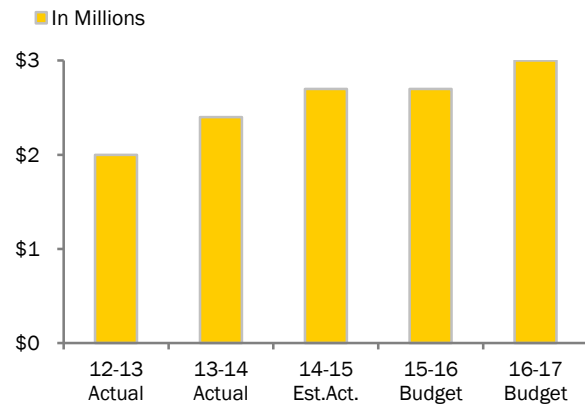


Revenues

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 2014-15 estimated actual revenues essentially the same as budget. Revenues are projected to increase by \$0.1 million in FY 2015-16 and another \$0.3 million in FY 2016-17 due to an increase in required contributions for property insurance.

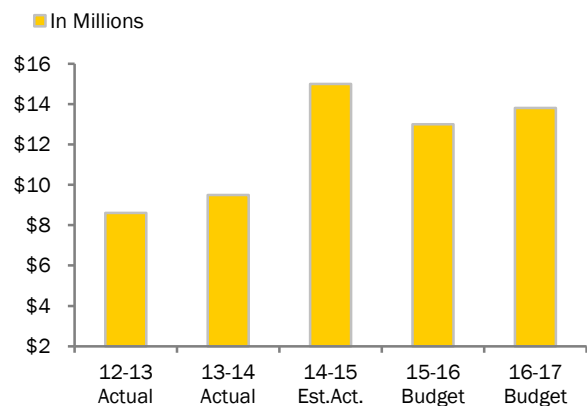


Workers' Compensation Self-Insurance Fund (59)

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

FY 2014-15 estimated actual revenues are \$5 million more than budget reflecting one-time contributions to increase reserve levels.

FY 2015-16 revenues are \$2.0 million less than in FY 2014-15 due to the one-time contribution in FY 2014-15. However, exclusive of that contribution, revenues are expected to increase by \$2.0 million primarily due to an increase in contributions required from all City funds to meet operating and reserve requirements.



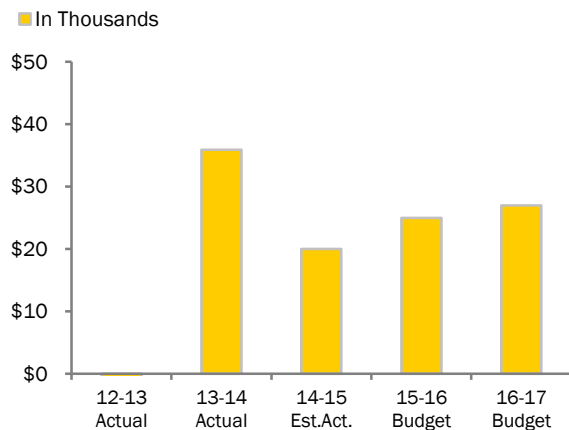
FY 2016-17 revenues are projected to increase by another \$0.7 million, again due to increased contributions required from departments, plus increased interest earnings.

Revenues

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.

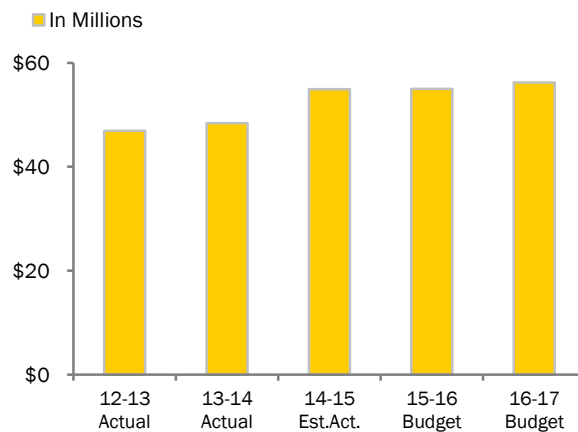
Revenues for FY 2014-15, FY 2015-16, and FY 2016-17 reflect anticipated interest earnings.



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 for accounting procedures.

FY 2014-15 estimated actual reimbursements and transfers of \$55 million are projected to be \$4.8 million more than budget reflecting one-time contributions to the Workers Compensation Fund. Reimbursements and transfers are projected to be essentially the same in FY 2015-16 and then increase by \$1.1 million in FY 2016-17 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 2015-16, or FY 2016-17.



FY 2015-17 Adopted Biennial Budget



FY 2015-16 Expenditure Summary by Fund

Fund	Salaries and Wages	Supplies and Expenses	Operating Total	Capital Improvements	Budget Total
(01) General	\$ 228,771,871	\$ 90,322,022	\$ 319,093,893	\$ 28,487,683	\$ 347,581,576
(04) Special Revenue Source	-	1,584,305	1,584,305	1,571,000	3,155,305
(06) Clean Beaches/Ocean Parcel Tax	20,913	1,579,003	1,599,916	2,867,000	4,466,916
(11) Beach	4,753,281	9,184,224	13,937,505	1,889,560	15,827,065
(12) Housing Authority	1,656,746	15,430,642	17,087,388	12,371	17,099,759
(14) TORCA	-	73,061	73,061	-	73,061
(15) Low/Mod Income Housing Asset Fund ^a	-	(954,801)	(954,801)	-	(954,801)
(19) CDBG	-	720,767	720,767	792,300	1,513,067
(20) Misc. Grants	295,020	2,612,772	2,907,792	3,088,772	5,996,564
(22) Citizens Op for Public Safety	-	100,000	100,000	-	100,000
(25) Water	5,965,550	21,721,580	27,687,130	5,190,707	32,877,837
(27) Resource Recovery & Recycling	10,051,829	13,902,630	23,954,459	2,585,049	26,539,508
(30) Pier	2,202,774	3,022,750	5,225,524	893,888	6,119,412
(31) Wastewater	2,466,414	10,051,109	12,517,523	8,262,602	20,780,125
(33) Airport	1,366,064	4,185,860	5,551,924	2,447,881	7,999,805
(34) Stormwater	-	2,009,104	2,009,104	-	2,009,104
(37) Cemetery	763,765	519,534	1,283,299	153,279	1,436,578
(41) Big Blue Bus	49,261,688	21,582,961	70,844,649	19,112,895	89,957,544
(43) Gas Tax	-	1,963,904	1,963,904	-	1,963,904
(53) Parks and Recreation	-	-	-	113,231	113,231
(54) Vehicle Management	3,498,568	2,769,383	6,267,951	6,693,596	12,961,547
(55) Info Tech Replacement and Services	-	-	-	1,716,584	1,716,584
(56) Self-Insurance, Comprehensive	-	3,843,967	3,843,967	62,500	3,906,467
(57) Self-Insurance, Bus	-	2,500,000	2,500,000	62,500	2,562,500
(58) Self-Insurance, Risk Management Admin	1,694,644	1,213,001	2,907,645	-	2,907,645
(59) Self-Insurance, Workers' Comp	-	10,503,545	10,503,545	154,842	10,658,387
(77) Parking Authority	900	-	900	-	900
SUBTOTAL	\$ 312,770,027	\$ 220,441,323	\$ 533,211,350	\$ 86,158,240	\$ 619,369,590
Reimbursements and Transfers:			(47,329,857)	(7,674,992)	(55,004,849)
GRAND TOTAL	\$ 312,770,027	\$ 220,441,323	\$ 485,881,493	\$ 78,483,248	\$ 564,364,741

Footnotes

a. FY 2015-16 budget represents an operating transfer from the General Fund that reflects redevelopment residual funds to be dedicated to affordable housing, offset by the transfer to the General Fund for 1.0 FTE limited term Senior Development Analyst and 1.0 FTE limited term Housing Specialist position to support the City's affordable housing initiative.

FY 2016-17 Expenditure Summary by Fund

Fund	Salaries and Wages	Supplies and Expenses	Operating Total	Capital Improvements	Budget Total
(01) General	\$ 239,391,897	\$ 91,768,615	\$ 331,160,512	\$ 77,941,901	\$ 409,102,413
(04) Special Revenue Source	-	1,636,529	1,636,529	-	1,636,529
(06) Clean Beaches/Ocean Parcel Tax	21,227	1,653,864	1,675,091	370,000	2,045,091
(11) Beach	4,837,797	9,432,460	14,270,257	834,974	15,105,231
(12) Housing Authority	1,708,989	15,371,047	17,080,036	12,371	17,092,407
(14) TORCA	-	74,843	74,843	-	74,843
(15) Low/Mod Income Housing Asset Fund ^a	-	(952,358)	(952,358)	-	(952,358)
(19) CDBG	-	720,767	720,767	-	720,767
(20) Misc. Grants	-	2,374,432	2,374,432	442,924	2,817,356
(22) Citizens Op for Public Safety	-	100,000	100,000	-	100,000
(25) Water	6,152,853	17,876,758	24,029,611	6,830,132	30,859,743
(27) Resource Recovery & Recycling	10,351,010	14,171,885	24,522,895	2,666,327	27,189,222
(30) Pier	2,255,176	3,524,313	5,779,489	1,818,792	7,598,281
(31) Wastewater	2,541,836	10,250,815	12,792,651	7,322,602	20,115,253
(33) Airport	1,422,219	4,271,837	5,694,056	1,253,085	6,947,141
(34) Stormwater	-	1,748,046	1,748,046	-	1,748,046
(37) Cemetery	795,084	636,966	1,432,050	33,279	1,465,329
(41) Big Blue Bus	52,479,333	22,011,383	74,490,716	15,038,746	89,529,462
(43) Gas Tax	-	1,571,900	1,571,900	-	1,571,900
(54) Vehicle Management	3,620,802	2,831,671	6,452,473	6,622,610	13,075,083
(55) Info Tech Replacement and Services	-	-	-	1,716,584	1,716,584
(56) Self-Insurance, Comprehensive	-	3,942,170	3,942,170	-	3,942,170
(57) Self-Insurance, Bus	-	2,500,000	2,500,000	-	2,500,000
(58) Self-Insurance, Risk Management Admin	1,740,000	1,432,992	3,172,992	-	3,172,992
(59) Self-Insurance, Workers' Comp	-	11,020,879	11,020,879	29,842	11,050,721
(77) Parking Authority	900	-	900	-	900
SUBTOTAL	\$ 327,319,123	\$ 219,971,814	\$ 547,290,937	\$ 122,934,169	\$ 670,225,106
Reimbursements and Transfers:			(48,680,627)	(7,437,137)	(56,117,764)
GRAND TOTAL	\$ 327,319,123	\$ 219,971,814	\$ 498,610,310	\$ 115,497,032	\$ 614,107,342

Footnotes

a. FY 2016-17 budget represents an operating transfer from the General Fund that reflects redevelopment residual funds to be dedicated to affordable housing, offset by the transfer to the General Fund for 1.0 FTE limited term Senior Development Analyst and 1.0 FTE limited term Housing Specialist position to support the City's affordable housing initiative.

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(01) General Fund							
Operating Budget	\$	\$	\$	\$	\$	\$	\$
City Council	632,781	846,823	1,293,815	925,022	(368,793)	-28.5%	947,026
City Manager	8,979,596	8,405,041	13,181,462	14,630,309	1,448,847	11.0%	14,296,242
Records & Election Services	2,492,151	2,250,010	2,692,215	2,406,499	(285,716)	-10.6%	2,942,840
Finance	22,528,087	11,007,838	12,162,497	12,511,969	349,472	2.9%	13,299,008
City Attorney	9,336,505	9,273,350	10,182,801	10,213,362	30,561	0.3%	10,392,840
Human Resources	3,922,611	3,752,505	4,300,262	4,238,638	(61,624)	-1.4%	4,361,097
Information Systems	6,904,049	7,586,929	8,480,652	9,157,535	676,883	8.0%	9,418,398
Planning & Comm. Development	15,775,117	29,242,853	31,586,794	33,195,622	1,608,828	5.1%	34,093,596
Police	71,160,377	74,147,798	78,225,083	81,733,010	3,507,927	4.5%	85,167,553
Fire	31,561,458	33,345,091	35,098,173	35,903,531	805,358	2.3%	39,574,786
Community & Cultural Services	34,495,163	24,333,669	25,310,899	26,625,203	1,314,304	5.2%	27,028,208
Library	10,894,148	10,945,086	12,270,759	12,419,751	148,992	1.2%	12,738,335
Public Works	25,421,858	37,131,484	40,736,838	41,869,033	1,132,195	2.8%	43,099,030
Housing & Economic Development	5,601,510	4,705,440	5,715,610	5,718,966	3,356	0.1%	5,870,778
Operating Budget	\$ 249,705,411	\$ 256,973,917	\$ 281,237,860	\$ 291,548,451	\$ 10,310,591	3.7%	\$ 303,229,737
Non-Departmental							
All Other Transactions	\$ 42,095,303	\$ 67,050,782	\$ 38,831,264	\$ 34,477,516	\$ (4,353,748)	-11.2%	\$ 34,472,253
Non-Departmental	\$ 42,095,303	\$ 67,050,782	\$ 38,831,264	\$ 34,477,516	\$ (4,353,748)	-11.2%	\$ 34,472,253
Operating Budget Subtotal	\$ 291,800,714	\$ 324,024,699	\$ 320,069,124	\$ 326,025,967	\$ 5,956,843	1.9%	\$ 337,701,990
Interfund Transfers	(5,270,626)	(15,073,714)	(11,855,586)	(6,932,074)	(6,932,074)	58.5%	(6,541,478)
Operating Budget Total	\$ 286,530,088	\$ 308,950,985	\$ 308,213,538	\$ 319,093,893	\$ 10,880,355	3.5%	\$ 331,160,512
Capital Budget	75,707,805	47,311,516	92,513,363	28,487,683	(64,025,680)	-69.2%	77,941,901
Sub-Total	\$ 362,237,893	\$ 356,262,501	\$ 400,726,901	\$ 347,581,576	\$ (53,145,325)	-13.3%	\$ 409,102,413
Less Reappropriated Capital ^b	-	-	42,204,862	-	(42,204,862)	-100%	-
General Fund Total	\$ 362,237,893	\$ 356,262,501	\$ 358,522,039	\$ 347,581,576	\$ (10,940,463)	-3.1%	\$ 409,102,413

a. FY 2014-15 Revised Budget differs from amounts presented in the Adopted FY 2013-15 City Budget due to Council-approved budget changes.

b. Reappropriated Capital represents capital projects fully budgeted in prior fiscal years that are still underway; these are financed using associated fund reserves.

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(04) Special Revenue Source Fund							
Interfund Transfers	\$ (2,698,386)	\$ 630,444	\$ 4,536,101	\$ 1,129,852	\$ (3,406,249)	-75.1%	\$ 1,193,204
Operating Budget	24,874	250,880	138,456	454,453	315,997	228.2%	443,325
Capital Budget	21,148,739	(151,637)	21,673,769	1,571,000	(20,102,769)	-92.8%	-
Sub-Total	\$ 18,475,227	\$ 729,687	\$ 26,348,326	\$ 3,155,305	\$ (23,193,021)	-88.0%	\$ 1,636,529
Less Reappropriated Capital ^b	-	-	17,267,661	-	(17,267,661)	-100%	-
Special Revenue Source Fund Total	\$ 18,475,227	\$ 729,687	\$ 9,080,665	\$ 3,155,305	\$ (5,925,360)	-65.3%	\$ 1,636,529
(05) Charnock Fund^c							
Interfund Transfers	\$ 33,594,334	-	-	-	-	n/a	-
Operating Budget	2,674,271	-	-	-	-	n/a	-
Capital Budget	1,454,649	-	-	-	-	n/a	-
Sub-Total	\$ 37,723,254	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Charnock Fund Total	\$ 37,723,254	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
c. The Charnock Fund and Water Fund were consolidated into one fund beginning FY 2013-14.							
(06) Clean Beaches & Ocean PrcI Tx Fund							
Interfund Transfers	\$ 2,315,574	\$ 1,549,740	\$ 1,147,725	\$ 647,780	\$ (499,945)	-43.6%	\$ 964,888
Operating Budget	97,794	280,021	692,122	952,136	260,014	37.6%	710,203
Capital Budget	2,549,749	1,770,477	5,773,718	2,867,000	(2,906,718)	-50.3%	370,000
Sub-Total	\$ 4,963,117	\$ 3,600,238	\$ 7,613,565	\$ 4,466,916	\$ (3,146,649)	-41.3%	\$ 2,045,091
Less Reappropriated Capital ^b	-	-	117,718	-	(117,718)	-100%	-
Clean Beaches & Ocean PrcI Tx Fund Total	\$ 4,963,117	\$ 3,600,238	\$ 7,495,847	\$ 4,466,916	\$ (3,028,931)	-40.4%	\$ 2,045,091

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(11) Beach Recreation Fund^d							
All Other Transactions (Non-Departmental)	\$ -	\$ 47,378	\$ 66,863	\$ 33,008	\$ (33,855)	-50.6%	\$ 34,069
Interfund Transfers	(783,172)	-	-	-	-	n/a	-
Operating Budget	7,526,536	11,324,340	12,920,428	13,904,497	984,069	7.6%	14,236,188
Capital Budget	850,290	1,347,788	3,285,916	1,889,560	(1,396,356)	-42.5%	834,974
Sub-Total	\$ 7,593,654	\$ 12,719,506	\$ 16,273,207	\$ 15,827,065	\$ (446,142)	-2.7%	\$ 15,105,231
Less Reappropriated Capital ^b	-	-	1,380,359	-	(1,380,359)	-100%	-
Beach Recreation Fund Total	\$ 7,593,654	\$ 12,719,506	\$ 14,892,848	\$ 15,827,065	\$ 934,217	6.3%	\$ 15,105,231
<i>d. The Beach and Beach House Funds were consolidated into one fund beginning FY 2013-14.</i>							
(12) Housing Authority Fund							
All Other Transactions (Non-Departmental)	\$ -	\$ -	\$ 35,073	\$ 18,194	\$ (16,879)	-48.1%	\$ 18,804
Interfund Transfers	(228,410)	(580,409)	(509,044)	(505,914)	3,130	-0.6%	(512,716)
Operating Budget	17,418,174	17,150,698	17,547,846	17,575,108	27,262	0.2%	17,573,948
Capital Budget	12,270	12,371	12,371	12,371	-	0.0%	12,371
Sub-Total	\$ 17,202,034	\$ 16,582,660	\$ 17,086,246	\$ 17,099,759	\$ 13,513	0.1%	\$ 17,092,407
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Housing Authority Fund Total	\$ 17,202,034	\$ 16,582,660	\$ 17,086,246	\$ 17,099,759	\$ 13,513	0.1%	\$ 17,092,407
(14) TORCA Fund							
All Other Transactions (Non-Departmental)	\$ 27,520	\$ 2,106	\$ 4,000	\$ -	\$ (4,000)	-100.0%	\$ -
Interfund Transfers	53,516	71,029	98,910	73,061	(25,849)	-26.1%	74,843
Capital Budget	1,143,859	484,787	3,959,810	-	(3,959,810)	-100.0%	-
Sub-Total	\$ 1,224,895	\$ 557,922	\$ 4,062,720	\$ 73,061	\$ (3,989,659)	-98.2%	\$ 74,843
Less Reappropriated Capital ^b	-	-	3,265,118	-	(3,265,118)	-100%	-
TORCA Fund Total	\$ 1,224,895	\$ 557,922	\$ 797,602	\$ 73,061	\$ (724,541)	-90.8%	\$ 74,843

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(15) Low/Mod Income Housing Asset Fd^e							
All Other Transactions (Non-Departmental)	\$ 447,104	\$ 115,150	\$ -	\$ -	\$ -	n/a	\$ -
Interfund Transfers	255,014	7,739,814	-	(954,801)	(954,801)	n/a	(952,358)
Capital Budget	246,935	2,600	603,958	-	(603,958)	-100%	-
Sub-Total	\$ 949,053	\$ 7,857,564	\$ 603,958	\$ (954,801)	\$ (1,558,759)	-258.1%	\$ (952,358)
Less Reappropriated Capital ^b	-	-	22,078	-	(22,078)	-100%	-
Low/Mod Income Housing Asset Fd Total	\$ 949,053	\$ 7,857,564	\$ 581,880	\$ (954,801)	\$ (1,536,681)	-264.1%	\$ (952,358)
(16) S/A Downtown Project Area^e							
Interfund Transfers	\$ (20,678,500)	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
Capital Budget	-	-	-	-	-	n/a	-
Sub-Total	\$ (20,678,500)	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
S/A Downtown Project Area Total	\$ (20,678,500)	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
(17) S/A Earthquake Project Area^e							
All Other Transactions (Non-Departmental)	\$ 69,638,807	\$ 14,821,046	\$ -	\$ -	\$ -	n/a	\$ -
Interfund Transfers	35,576,446	-	-	-	-	n/a	-
Capital Budget	90,098	2,296,740	-	-	-	n/a	-
Sub-Total	\$ 105,305,352	\$ 17,117,786	\$ -	\$ -	\$ -	n/a	\$ -
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
S/A Earthquake Project Area Total	\$ 105,305,352	\$ 17,117,786	\$ -	\$ -	\$ -	n/a	\$ -

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(18) Ocean Park Project Area ^e							
All Other Transactions (Non-Departmental)	\$ 219,630	\$ -	\$ -	\$ -	-	n/a	\$ -
Interfund Transfers	(15,011,960)	-	-	-	-	n/a	-
Capital Budget	-	-	-	-	-	n/a	-
Sub-Total	\$ (14,792,330)	\$ -	\$ -	\$ -	-	n/a	\$ -
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
S/A Ocean Park Project Area Total	\$ (14,792,330)	\$ -	\$ -	\$ -	-	n/a	\$ -
e. Redevelopment Agency (RDA) funds converted to private purpose trust funds, and Low/Moderate Income Housing Funds transferred to the Low/Mod Income Housing Asset Fund following RDA dissolution in February 2012.							
(19) CDBG Fund							
All Other Transactions (Non-Departmental)	\$ 42,159	\$ 266,821	\$ 306,424	\$ 29,499	\$ (276,925)	-90.4%	\$ 29,499
Interfund Transfers	218,270	196,990	216,500	190,000	(26,500)	-12.2%	190,000
Operating Budget	200,753	203,837	199,010	501,268	302,258	151.9%	501,268
Capital Budget	1,033,755	564,454	1,116,965	792,300	(324,665)	-29.1%	-
Sub-Total	\$ 1,494,937	\$ 1,232,103	\$ 1,838,899	\$ 1,513,067	\$ (325,832)	-17.7%	\$ 720,767
Less Reappropriated Capital ^b	-	-	680,467	-	(680,467)	-100%	-
CDBG Fund Total	\$ 1,494,937	\$ 1,232,103	\$ 1,158,432	\$ 1,513,067	\$ 354,635	30.6%	\$ 720,767
(20) Miscellaneous Grants Fund							
All Other Transactions (Non-Departmental)	\$ 13,257	\$ -	\$ -	\$ -	-	n/a	\$ -
Interfund Transfers	736,181	782,622	905,445	937,690	32,245	3.6%	938,276
Operating budget	1,608,660	2,573,873	5,510,577	1,970,102	(3,540,475)	-64.2%	1,436,156
Capital Budget	5,991,622	5,630,186	50,525,776	3,088,772	(47,437,004)	-93.9%	442,924
Sub-Total	\$ 8,349,721	\$ 8,986,681	\$ 56,941,798	\$ 5,996,564	\$ (50,945,234)	-89.5%	\$ 2,817,356
Less Reappropriated Capital ^b	-	-	20,672,501	-	(20,672,501)	-100%	-
Miscellaneous Grants Fund Total	\$ 8,349,721	\$ 8,986,681	\$ 36,269,297	\$ 5,996,564	\$ (30,272,733)	-83.5%	\$ 2,817,356

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(22) COPS Fund							
Operating Budget	\$ 48,589	\$ 163,649	\$ 235,473	\$ 100,000	\$ (135,473)	-57.5%	\$ 100,000
Capital Budget	-	-	-	-	-	n/a	-
Sub-Total	\$ 48,589	\$ 163,649	\$ 235,473	\$ 100,000	\$ (135,473)	-57.5%	\$ 100,000
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
COPS Fund Total	\$ 48,589	\$ 163,649	\$ 235,473	\$ 100,000	\$ (135,473)	-57.5%	\$ 100,000
(24) Beach House Fund^d							
All Other Transactions (Non-Departmental)	\$ -	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
Interfund Transfers	783,172	-	-	-	-	n/a	-
Operating Budget	3,266,896	-	-	-	-	n/a	-
Capital Budget	28,213	-	-	-	-	n/a	-
Sub-Total	\$ 4,078,281	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Beach House Fund Total	\$ 4,078,281	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
<i>d. The Beach and Beach House Funds were consolidated into one fund beginning FY 2013-14.</i>							
(25) Water Fund							
All Other Transactions (Non-Departmental)	\$ (378,869)	\$ 70,940	\$ 160,900	\$ 56,226	\$ (104,674)	-65.1%	\$ 57,973
Interfund Transfers	(11,024,615)	1,032,808	1,440,624	2,154,539	713,915	49.6%	1,531,036
Operating Budget	18,133,302	22,126,582	24,418,876	25,476,365	1,057,489	4.3%	22,440,602
Capital Budget	1,697,266	5,639,444	19,540,906	5,190,707	(14,350,199)	-73.4%	6,830,132
Sub-Total	\$ 8,427,085	\$ 28,869,773	\$ 45,561,306	\$ 32,877,837	\$ (12,683,469)	-27.8%	\$ 30,859,743
Less Reappropriated Capital ^b	-	-	7,780,256	-	(7,780,256)	-100%	-
Water Fund Total^c	\$ 8,427,085	\$ 28,869,773	\$ 37,781,050	\$ 32,877,837	\$ (4,903,213)	-13.0%	\$ 30,859,743

c. The Charnock Fund and Water Fund were consolidated into one fund beginning FY 2013-14.

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(27) Resource Recovery & Recyc Fund							
All Other Transactions (Non-Departmental)	\$ (557,980)	\$ 39,129	\$ 183,746	\$ 97,648	\$ (86,098)	-46.9%	\$ 100,994
Interfund Transfers	793,934	417,689	412,022	587,238	175,216	42.5%	601,137
Operating Budget	19,594,491	20,167,483	23,405,297	23,269,573	(135,724)	-0.6%	23,820,764
Capital Budget	2,990,179	2,804,827	3,253,619	2,585,049	(668,570)	-20.5%	2,666,327
Sub-Total	\$ 22,820,624	\$ 23,429,128	\$ 27,254,685	\$ 26,539,508	\$ (715,177)	-2.6%	\$ 27,189,222
Less Reappropriated Capital ^b	-	-	882,866	-	(882,866)	-100%	-
Resource Recovery & Recyc Fund Total	\$ 22,820,624	\$ 23,429,128	\$ 26,371,819	\$ 26,539,508	\$ 167,689	0.6%	\$ 27,189,222
(30) Pier Fund							
All Other Transactions (Non-Departmental)	\$ (113,753)	\$ 7,976	\$ 32,660	\$ 13,687	\$ (18,973)	-58.1%	\$ 14,040
Interfund Transfers	-	186,529	192,038	(714,150)	(906,188)	-471.9%	(317,970)
Operating Budget	5,227,354	5,218,771	5,766,752	5,925,987	159,235	2.8%	6,083,419
Capital Budget	1,811,312	6,360,182	1,515,150	893,888	(621,262)	-41.0%	1,818,792
Sub-Total	\$ 6,924,913	\$ 11,773,458	\$ 7,506,600	\$ 6,119,412	\$ (1,387,188)	-18.5%	\$ 7,598,281
Less Reappropriated Capital ^b	-	-	512,985	-	(512,985)	-100%	-
Pier Fund Total	\$ 6,924,913	\$ 11,773,458	\$ 6,993,615	\$ 6,119,412	\$ (874,203)	-12.5%	\$ 7,598,281
(31) Wastewater Fund							
All Other Transactions (Non-Departmental)	\$ (141,816)	\$ 44,791	\$ 81,678	\$ 22,109	\$ (59,569)	-72.9%	\$ 22,780
Interfund Transfers	(400,859)	(584,857)	(551,352)	(605,182)	(53,830)	9.8%	(613,637)
Operating Budget	9,929,872	11,187,969	13,225,580	13,100,596	(124,984)	-0.9%	13,383,508
Capital Budget	4,569,657	5,144,351	9,446,211	8,262,602	(1,183,609)	-12.5%	7,322,602
Sub-Total	\$ 13,956,854	\$ 15,792,253	\$ 22,202,118	\$ 20,780,125	\$ (1,421,993)	-6.4%	\$ 20,115,253
Less Reappropriated Capital ^b	-	-	709,559	-	(709,559)	-100%	-
Wastewater Fund Total	\$ 13,956,854	\$ 15,792,253	\$ 21,492,559	\$ 20,780,125	\$ (712,434)	-3.3%	\$ 20,115,253

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(32) Civic Auditorium Fund^f							
All Other Transactions (Non-Departmental)	\$ (182,482)	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
Interfund Transfers	1,338,166	-	-	-	-	n/a	-
Operating Budget	2,351,641	-	-	-	-	n/a	-
Capital Budget	21,465	-	-	-	-	n/a	-
Sub-Total	\$ 3,528,790	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Civic Auditorium Fund Total	\$ 3,528,790	\$ -	\$ -	\$ -	\$ -	n/a	\$ -
<i>f. The Civic Auditorium ceased operations on June 30, 2013.</i>							
(33) Airport Fund							
All Other Transactions (Non-Departmental)	\$ (103,480)	\$ 7,264	\$ 19,525	\$ 5,365	\$ (14,160)	-72.5%	\$ 5,396
Interfund Transfers	-	-	(30,764)	(31,687)	(923)	3.0%	(32,638)
Operating Budget	4,503,140	3,893,881	5,377,499	5,578,246	200,747	3.7%	5,721,298
Capital Budget	680,840	1,115,519	1,830,874	2,447,881	617,007	33.7%	1,253,085
Sub-Total	\$ 5,080,500	\$ 5,016,664	\$ 7,197,134	\$ 7,999,805	\$ 802,671	11.2%	\$ 6,947,141
Less Reappropriated Capital ^b	-	-	605,801	-	(605,801)	-100%	-
Airport Fund Total	\$ 5,080,500	\$ 5,016,664	\$ 6,591,333	\$ 7,999,805	\$ 1,408,472	21.4%	\$ 6,947,141
(34) Stormwater Management Fund							
All Other Transactions (Non-Departmental)	\$ 104,960	\$ 349,519	\$ 111,483	\$ 92,997	\$ (18,486)	-16.6%	\$ 94,857
Interfund Transfers	125,206	702,547	1,538,848	1,916,107	377,259	24.5%	1,653,189
Sub-Total	\$ 230,166	\$ 1,052,066	\$ 1,650,331	\$ 2,009,104	\$ 358,773	21.7%	\$ 1,748,046
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Stormwater Management Fund Total	\$ 230,166	\$ 1,052,066	\$ 1,650,331	\$ 2,009,104	\$ 358,773	21.7%	\$ 1,748,046

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(37) Cemetery Fund							
All Other Transactions (Non-Departmental)	\$ (46,205)	\$ 3,257	\$ 10,077	\$ 2,579	\$ (7,498)	-74.4%	\$ 2,579
Interfund Transfers	(341,778)	(365,710)	(344,318)	(656,350)	(312,032)	90.6%	(574,853)
Operating Budget	1,636,599	1,842,647	1,860,730	1,937,070	76,340	4.1%	2,004,324
Capital Budget	38,851	38,526	33,279	153,279	120,000	360.6%	33,279
Sub-Total	\$ 1,287,466	\$ 1,518,721	\$ 1,559,768	\$ 1,436,578	\$ (123,190)	-7.9%	\$ 1,465,329
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Cemetery Fund Total	\$ 1,287,466	\$ 1,518,721	\$ 1,559,768	\$ 1,436,578	\$ (123,190)	-7.9%	\$ 1,465,329
(41) Big Blue Bus Fund							
All Other Transactions (Non-Departmental)	\$ (2,541,502)	\$ 178,294	\$ 808,498	\$ 373,236	\$ (435,262)	-53.8%	\$ 384,233
Interfund Transfers	(549,677)	36,636	(84,054)	231,195	315,249	-375.1%	255,827
Operating Budget	61,682,590	60,975,495	68,152,719	70,240,218	2,087,499	3.1%	73,850,656
Capital Budget	21,794,266	29,695,751	85,566,724	19,112,895	(66,453,829)	-77.7%	15,038,746
Sub-Total	\$ 80,385,677	\$ 90,886,177	\$ 154,443,887	\$ 89,957,544	\$ (64,486,343)	-41.8%	\$ 89,529,462
Less Reappropriated Capital ^b	-	-	55,458,466	-	(55,458,466)	-100%	-
Big Blue Bus Fund Total	\$ 80,385,677	\$ 90,886,177	\$ 98,985,421	\$ 89,957,544	\$ (9,027,877)	-9.1%	\$ 89,529,462
(43) Gas Tax Fund							
All Other Transactions (Non-Departmental)	\$ 4,212	\$ 3,692	\$ 5,300	\$ 4,900	\$ (400)	-7.5%	\$ 4,900
Interfund Transfers	2,155,481	2,778,327	2,395,940	1,959,004	(436,936)	-18.2%	1,567,000
Capital Budget	-	350,000	350,000	-	(350,000)	-100.0%	-
Sub-Total	\$ 2,159,693	\$ 3,132,019	\$ 2,751,240	\$ 1,963,904	\$ (787,336)	-28.6%	\$ 1,571,900
Less Reappropriated Capital ^b	-	-	350,000	-	(350,000)	-100%	-
Gas Tax Fund Total	\$ 2,159,693	\$ 3,132,019	\$ 2,401,240	\$ 1,963,904	\$ (437,336)	-18.2%	\$ 1,571,900

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(44) SCAQMD AB 2766 Fund							
All Other Transactions (Non-Departmental)	\$ 5,268	\$ 5,429	\$ -	\$ -	\$ -	n/a	\$ -
Capital Budget	-	19,666	522,619	-	(522,619)	-100.0%	-
Sub-Total	\$ 5,268	\$ 25,095	\$ 522,619	\$ -	\$ (522,619)	-100.0%	\$ -
Less Reappropriated Capital ^b	-	-	372,694	-	(372,694)	-100%	-
SCAQMD AB 2766 Fund Total	\$ 5,268	\$ 25,095	\$ 149,925	\$ -	\$ (149,925)	-100.0%	\$ -
(53) Parks and Recreation Fund							
Operating Budget	\$ -	\$ 17,000	\$ -	\$ -	\$ -	n/a	\$ -
Capital Budget	20,913	22,389	230,739	113,231	(117,508)	-50.9%	-
Sub-Total	\$ 20,913	\$ 39,389	\$ 230,739	\$ 113,231	\$ (117,508)	-50.9%	\$ -
Less Reappropriated Capital ^b	-	-	108,739	-	(108,739)	-100%	-
Parks and Recreation Fund Total	\$ 20,913	\$ 39,389	\$ 122,000	\$ 113,231	\$ (8,769)	-7.2%	\$ -
(54) Vehicle Management Fund^g							
All Other Transactions (Non-Departmental)	\$ (207,435)	\$ 14,554	\$ 65,054	\$ 31,976	\$ (33,078)	-50.8%	\$ 32,990
Operating Budget	5,922,038	6,292,224	6,001,368	6,235,975	234,607	3.9%	6,419,483
Capital Budget	2,312,556	2,409,951	13,976,071	6,693,596	(7,282,475)	-52.1%	6,622,610
Sub-Total	\$ 8,027,159	\$ 8,716,729	\$ 20,042,493	\$ 12,961,547	\$ (7,080,946)	-35.3%	\$ 13,075,083
Less Reappropriated Capital ^b	-	-	5,331,805	-	(5,331,805)	-100%	-
Vehicle Management Fund Total	\$ 8,027,159	\$ 8,716,729	\$ 14,710,688	\$ 12,961,547	\$ (1,749,141)	-11.9%	\$ 13,075,083
g. FY 2015-16 amounts reflect the replacement need according to an established schedule, and are funded by prior year contributions from other funds.							
(55) Info Tech Rplcmnt & Svcs Fund							
Capital Budget	\$ 2,116,873	\$ 1,677,581	\$ 4,693,156	\$ 1,716,584	\$ (2,976,572)	-63.4%	\$ 1,716,584
Sub-Total	\$ 2,116,873	\$ 1,677,581	\$ 4,693,156	\$ 1,716,584	\$ (2,976,572)	-63.4%	\$ 1,716,584
Less Reappropriated Capital ^b	-	-	2,652,259	-	(2,652,259)	-100%	-
Info Tech Rplcmnt & Svcs Fund Total	\$ 2,116,873	\$ 1,677,581	\$ 2,040,897	\$ 1,716,584	\$ (324,313)	-15.9%	\$ 1,716,584

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(56) Self-Insur, General Liab/Auto							
All Other Transactions (Non-Departmental)	\$ 2,773,388	\$ 3,745,316	\$ 3,519,985	\$ 3,398,900	\$ (121,085)	-3.4%	\$ 3,486,150
Interfund Transfers	477,892	394,358	415,381	445,067	29,686	7.1%	456,020
Capital Budget	-	-	332,600	62,500	(270,100)	-81.2%	-
Sub-Total	\$ 3,251,280	\$ 4,139,674	\$ 4,267,966	\$ 3,906,467	\$ (361,499)	-8.5%	\$ 3,942,170
Less Reappropriated Capital ^b	-	-	250,000	-	(250,000)	-100%	-
Self-insur, General Liab/Auto Total	\$ 3,251,280	\$ 4,139,674	\$ 4,017,966	\$ 3,906,467	\$ (111,499)	-2.8%	\$ 3,942,170
(57) Self-Insurance, Bus Fund							
All Other Transactions (Non-Departmental)	\$ 1,433,412	\$ 2,782,607	\$ 2,231,265	\$ 2,205,288	\$ (25,977)	-1.2%	\$ 2,196,893
Interfund Transfers	255,086	257,504	268,735	294,712	25,977	9.7%	303,107
Capital Budget	-	-	-	62,500	62,500	n/a	-
Sub-Total	\$ 1,688,498	\$ 3,040,111	\$ 2,500,000	\$ 2,562,500	\$ 62,500	2.5%	\$ 2,500,000
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Self-insurance, Bus Fund Total	\$ 1,688,498	\$ 3,040,111	\$ 2,500,000	\$ 2,562,500	\$ 62,500	2.5%	\$ 2,500,000
(58) Self-Insurance, Risk Management Admin Fund							
All Other Transactions (Non-Departmental)	\$ (108,202)	\$ 7,603	\$ 24,140	\$ 6,178	\$ (17,962)	-74.4%	\$ 6,178
Interfund Transfers	(1,880,467)	(1,912,697)	(1,988,462)	(2,026,969)	(38,507)	1.9%	(2,086,093)
Operating Budget	3,749,706	4,297,523	4,720,338	4,928,436	208,098	4.4%	5,252,907
Capital Budget	-	-	3,332	-	(3,332)	-100.0%	-
Sub-Total	\$ 1,761,038	\$ 2,392,429	\$ 2,759,348	\$ 2,907,645	\$ 148,297	5.4%	\$ 3,172,992
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Self-Insurance, Risk Management Admin Fund Total	\$ 1,761,038	\$ 2,392,429	\$ 2,759,348	\$ 2,907,645	\$ 148,297	5.4%	\$ 3,172,992

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
(59) Self-Insur, Workers' Comp Fund							
All Other Transactions (Non-Departmental)	\$ 7,224,088	\$ 8,099,438	\$ 7,288,150	\$ 9,066,000	\$ 1,777,850	24.4%	\$ 9,541,000
Interfund Transfers	1,285,789	1,397,689	1,450,992	1,437,545	(13,447)	-0.9%	1,479,879
Operating Budget	-	429	-	-	-	n/a	-
Capital Budget	28,200	28,357	26,510	154,842	128,332	484.1%	29,842
Sub-Total	\$ 8,538,077	\$ 9,525,913	\$ 8,765,652	\$ 10,658,387	\$ 1,892,735	21.6%	\$ 11,050,721
Less Reappropriated Capital ^b	-	-	-	-	-	n/a	-
Self-insur, Workers' Comp Fund Total	\$ 8,538,077	\$ 9,525,913	\$ 8,765,652	\$ 10,658,387	\$ 1,892,735	21.6%	\$ 11,050,721
(77) Parking Authority Fund							
Operating Budget	\$ 600	\$ 1,100	\$ -	\$ 900	\$ 900	n/a	\$ 900
Capital Budget	1,584,502	51,888	1,603,326	-	(1,603,326)	-100.0%	-
Sub-Total	\$ 1,585,102	\$ 52,988	\$ 1,603,326	\$ 900	\$ (1,602,426)	-99.9%	\$ 900
Less Reappropriated Capital ^b	-	-	603,326	-	(603,326)	-100%	-
Parking Authority Fund Total	\$ 1,585,102	\$ 52,988	\$ 1,000,000	\$ 900	\$ (999,100)	-99.9%	\$ 900

Five-Year Expenditure Summary

FUND/DEPARTMENT BUDGET UNIT	(1) 2012-13 Actual	(2) 2013-14 Actual	(3) 2014-15 Revised Budget ^a	(4) 2015-16 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2016-17 Budget Plan
All Funds							
All Other Transactions (Non-Departmental)	\$ 119,647,385	\$ 97,663,092	\$ 53,786,085	\$ 49,935,306	\$ (3,850,779)	-7.2%	\$ 50,505,588
Interfund Transfers	21,095,611	(342,661)	(344,319)	(423,337)	(79,018)	22.9%	(423,337)
Operating Budget	415,303,291	424,942,319	471,410,932	483,699,381	12,288,450	2.6%	497,208,686
Capital Budget	149,924,864	114,627,714	322,390,763	86,158,240	(236,232,523)	-73.3%	122,934,169
Sub-Total	\$ 705,971,151	\$ 636,890,465	\$ 847,243,460	\$ 619,369,590	\$ (227,873,870)	-26.9%	\$ 670,225,106
Less Reappropriated Capital ^b	-	-	161,229,520	-	(161,229,520)	-100%	-
Total All Funds	\$ 705,971,151	\$ 636,890,465	\$ 686,013,940	\$ 619,369,590	\$ (66,644,350)	-9.7%	\$ 670,225,106
Less Reimbursements and Transfers							
Operating	\$ (41,732,250)	\$ (40,551,676)	\$ (43,732,556)	\$ (47,329,857)	\$ (3,597,301)	8.2%	\$ (48,680,627)
Capital	(5,173,177)	(7,825,044)	(7,093,879)	(7,674,992)	(581,113)	8.2%	(7,437,137)
Grand Total	\$ 659,065,724	\$ 588,513,745	\$ 635,187,505	\$ 564,364,741	\$ (70,822,764)	-11.1%	\$ 614,107,342
(13) Disaster Relief Fund							
Operating Budget	\$ 10,657	\$ 121	\$ -	\$ -	\$ -	n/a	\$ -
Capital Budget	951,280	-	-	-	-	n/a	-
Disaster Relief Fund Total	\$ 961,937	\$ 121	\$ -	\$ -	\$ -	n/a	\$ -



Departmental Summaries

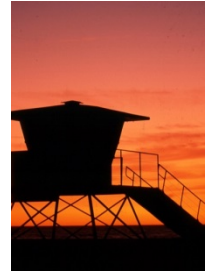
FY 2015-17 Adopted Biennial Budget





FY 2015-17 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 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$405,257	\$424,367
Supplies & Expenses	519,765	522,659
TOTAL	\$925,022	\$947,026
FTE Positions	1.0	1.0

Goals, Objectives and Service Benchmarks

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

Service by Division

City Council

Operating Budget: FY 2015-16: \$0.9 million FY 2016-17: \$0.9 million
Number of FTEs: FY 2015-16: 1.0 FTE FY 2016-17: 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. Staff manages constituent services and provides Council members with scheduling, communications and other administrative support.



City Council

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
City Council ^a	\$ 632,781	\$ 846,823	\$1,293,815	\$ 925,022	\$ 947,026
Total Department	\$ 632,781	\$ 846,823	\$1,293,815	\$ 925,022	\$ 947,026

MAJOR ACCOUNT GROUPS

01 General Fund

Salaries and Wages	\$ 478,143	\$ 402,238	\$ 411,292	\$ 405,257	\$ 424,367
Supplies and Expenses ^a	154,638	444,585	882,523	519,765	522,659
Total Department	\$ 632,781	\$ 846,823	\$1,293,815	\$ 925,022	\$ 947,026

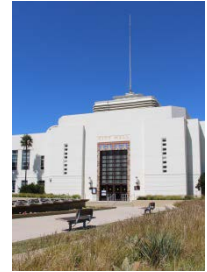
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions	1.6	1.0	1.0	1.0	1.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	1.6	1.0	1.0	1.0	1.0

Footnotes

- a. FY 2014-15 Revised Budget includes unallocated Council Discretionary Funds that were rolled over from FY 2013-14. FY 2015-17 budget reflects Council Discretionary/Contingency Funds of \$373,929 (includes \$7,358 rollover from FY 2014-15) in FY 2015-16 and \$367,902 in FY 2016-17.

FY 2015-17 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 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$10,997,808	\$10,858,777
Supplies & Expenses	6,141,740	6,035,169
TOTAL	\$17,139,548	\$16,893,946
FTE Positions	78.1	74.1



Goals, Objectives and Service Benchmarks

Goal: Advance cutting edge sustainable practices and maintain the City's leadership as a sustainable community.

Objectives:

- o Implement Stage 2 of the Water Shortage Response Plan and reduce citywide water demand by 20% by December 31, 2016.
- o Achieve and document 15% reduction below 1990 levels in community-wide greenhouse gas emissions by June 30, 2016.
- o Increase the number of new and existing municipal buildings and spaces achieving LEED Gold certification or better by June 30, 2017.
- o Increase solar installations in the city by 500 kilowatts annually.

Service Benchmarks:

- Annual potable gallons avoided through water efficiency projects.

Goal: Provide focused and cohesive information to the public.

Objectives:

- o Standardize method of communications with the public.
- o Update the citywide crisis communications strategy annually.
- o Develop and maintain strong relationships with local news and other media outlets.
- o Create a reporting system to track monthly analytics for web, social media, and news.

City Manager

Goal: Advocate for the interests of the City of Santa Monica and its constituents on key State and Federal legislative issues.

Objectives:

- o Review and monitor State and Federal legislation on an ongoing basis.
 - o Present State and Federal legislative priorities to Council annually.
 - o Communicate the City's legislative priorities as needed.
 - o Collaborate with the Westside Cities Council of Governments and other intergovernmental partners on issues and policies that impact the Los Angeles region.
-



Goal: Foster a disaster resilient community including City employees, residents, businesses, and other local stakeholders, capable of mitigating, preparing for, responding to and recovering from emergencies or large scale planned events.

Objectives:

- o Conduct at least 6 Emergency Operations Center (EOC) trainings and exercises for City staff as well as local community partners including residents, businesses, and other organizations.
- o Conduct annual emergency preparedness trainings for all City staff.
- o Enhance emergency supply caches and storage capabilities.
- o Conduct 3 Community Emergency Response Team (CERT) classes annually.
- o Increase community opt-in component of mass notification system and collaboration with community partner's mass notification systems by 5% by March 2016.
- o Hold at least 12 emergency preparedness presentations for resident and business organizations annually.

Service Benchmarks:

- Increase the number of active CERT volunteers to 400 by July, 2016.
-



City Manager

Goal: Provide professional and responsive public safety communications service to the community, police, and fire departments.

Objectives:

- o Establish a fully integrated Public Safety Communications Center.

Service Benchmarks:

- Answer 90% of 911 calls in less than ten seconds.

Goal: Ensure the Pier's future physical viability and sustainability.

Objectives:

- o Complete the Pier Bridget Replacement environmental review by July 2017.
- o Apply for grant funding to create a Pier bike path connection by December 2015.
- o Prepare a Green Pier Plan to increase recycling, reduce waste, and reduce utility use by January 2016.

- o Create and execute a plan to address the new Expo line and associated added visitors by March 2016.

Goal: Promote organizational transparency and accountability.

Objectives:

- o Conduct internal program and operational audits on an ongoing basis.
- o Implement audit recommendations.
- o Develop and implement a Code of Ethics and associated policies by December 31, 2015.



City Manager

Service by Division

Administration

Operating Budget: FY 2015-16: \$2.4 million FY 2016-17: \$2.4 million
Number of FTEs: FY 2015-16: 9.1 FTE FY 2016-17: 9.1 FTE



The Administration Division provides direction to operating departments, oversight of major City-initiated projects, federal, State, and regional advocacy of City priorities and programs, guidance on the annual budget process, coordination of City Council agendas, and is responsible for the efficient and cost-effective administration of City programs and the management of the internal audit function.

Community and Government Relations

Operating Budget: FY 2015-16: \$2.5 million FY 2016-17: \$2.5 million
Number of FTEs: FY 2015-16: 13.7 FTE FY 2016-17: 13.7 FTE

The Community and Government Relations Division is responsible for strategic Citywide communications, production of print materials, social media and web content, media relations, cable television programming and franchise enforcement, public outreach and surveying, neighborhood organization support, and public information assistance.



Office of Emergency Management

Operating Budget: FY 2015-16: \$5.1 million
Number of FTEs: FY 2015-16: 34.0 FTE

FY 2016-17: \$5.3 million
FY 2016-17: 34.0 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 is divided into two units. The Emergency Services unit implements extensive disaster planning, training, and proactive community-based disaster preparedness programs to ensure the City of

Santa Monica is a disaster resilient community. The Public Safety Communications unit is responsible for providing communications services to the police and fire departments, including answering 911 and non-emergency telephone calls, dispatching public safety resources, and providing emergency medical dispatch services and 911 education to the public.

Office of Pier Management

Operating Budget: FY 2015-16: \$2.5 million
Number of FTEs: FY 2015-16: 2.0 FTE

FY 2016-17: \$2.6 million
FY 2016-17: 2.0 FTE

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



City Manager

Office of Sustainability and the Environment

Operating Budget: FY 2015-16: \$4.6 million FY 2016-17: \$4.1 million
Number of FTEs: FY 2015-16: 19.3 FTE FY 2016-17: 15.3 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 also 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.



Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration	\$ 1,849,367	\$ 2,076,832	\$ 2,306,907	\$ 2,397,586	\$ 2,446,908
Community and Government Relations ^a	2,352,800	2,205,626	2,355,000	2,517,939	2,472,808
Office of Emergency Management ^{b,c}	656,966	739,196	3,576,706	5,143,903	5,323,359
Office of Pier Management ^d	2,010,146	2,156,081	2,528,436	2,509,239	2,597,704
Office of Sustainability and the Environment ^e	4,350,657	3,419,943	5,777,850	4,570,881	4,053,167
Total Department	\$11,219,936	\$10,597,678	\$16,544,899	\$17,139,548	\$16,893,946

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages ^{b,e}	\$ 5,750,627	\$ 5,735,356	\$ 8,281,781	\$10,692,799	\$10,543,967
Supplies and Expenses ^e	3,228,972	2,669,688	4,899,682	3,937,510	3,752,275
Subtotal	\$ 8,979,599	\$ 8,405,044	\$13,181,463	\$14,630,309	\$14,296,242

20 Miscellaneous Grants Fund

Supplies and Expenses	\$ 230,191	\$ 36,553	\$ 835,000	-	-
Subtotal	\$ 230,191	\$ 36,553	\$ 835,000	-	-

30 Pier Fund

Salaries and Wages	\$ 280,269	\$ 279,404	\$ 302,362	\$ 305,009	\$ 314,810
Supplies and Expenses ^d	1,729,877	1,876,677	2,226,074	2,204,230	2,282,894
Subtotal	\$ 2,010,146	\$ 2,156,081	\$ 2,528,436	\$ 2,509,239	\$ 2,597,704

City Manager

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
Total All Funds					
Salaries and Wages	\$ 6,030,896	\$ 6,014,760	\$ 8,584,143	\$10,997,808	\$10,858,777
Supplies and Expenses	5,189,040	4,582,918	7,960,756	6,141,740	6,035,169
Total Department	\$11,219,936	\$10,597,678	\$16,544,899	\$17,139,548	\$16,893,946

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions ^{b,e}	36.0	37.5	71.0	71.0	67.0
Temporary Positions	5.2	4.9	5.2	5.1	5.1
Subtotal	41.2	42.4	76.2	76.1	72.1
30 Pier Fund					
Permanent Positions	2.0	2.0	2.0	2.0	2.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	2.0	2.0	2.0	2.0	2.0
Total All Funds					
Permanent Positions	38.0	39.5	73.0	73.0	69.0
Temporary Positions	5.2	4.9	5.2	5.1	5.1
Total Department	43.2	44.4	78.2	78.1	74.1

Footnotes

- a. FY 2015-16 increase reflects a one-time budget enhancement of \$100,000 to support the City's communications and media relations programs.

- b. *FY 2014-15 increase reflects the addition of 31.0 FTE to the Office of Emergency Management for a Consolidated Public Safety Communications Center (transfer of 27.0 FTE Public Safety Communications positions from the Police and Fire Departments and addition of 4.0 FTE permanent positions).*
- c. *FY 2015-17 increase reflects one-time funding to support training costs, back-fill training costs, and software support expenses for the City's Consolidated Public Safety Communications Center operations.*
- d. *FY 2015-17 decrease reflects transfer of funds for the Twilight Concert Series to Non-Departmental.*
- e. *FY 2014-15 increase reflects funding to support 4.0 FTE limited-term positions and expenses for accelerated water conservation programs. FY 2015-16 decrease reflects one-time funding to support water conservation rebates, and transfer of the hazardous waste monitoring contract and Metropolitan Water District grant budget to the Public Works Department. FY 2016-17 decrease reflects one-time funding for accelerated water conservation programs.*

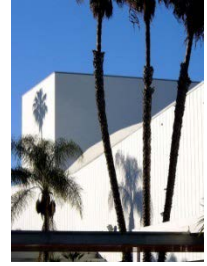
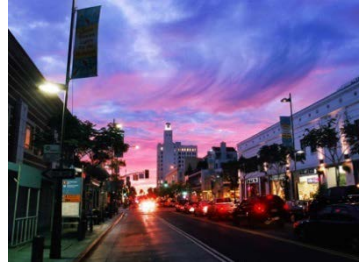


Records & Election Services (City Clerk)

FY 2015-17 Adopted Biennial Budget



Records & Election Services (City Clerk)

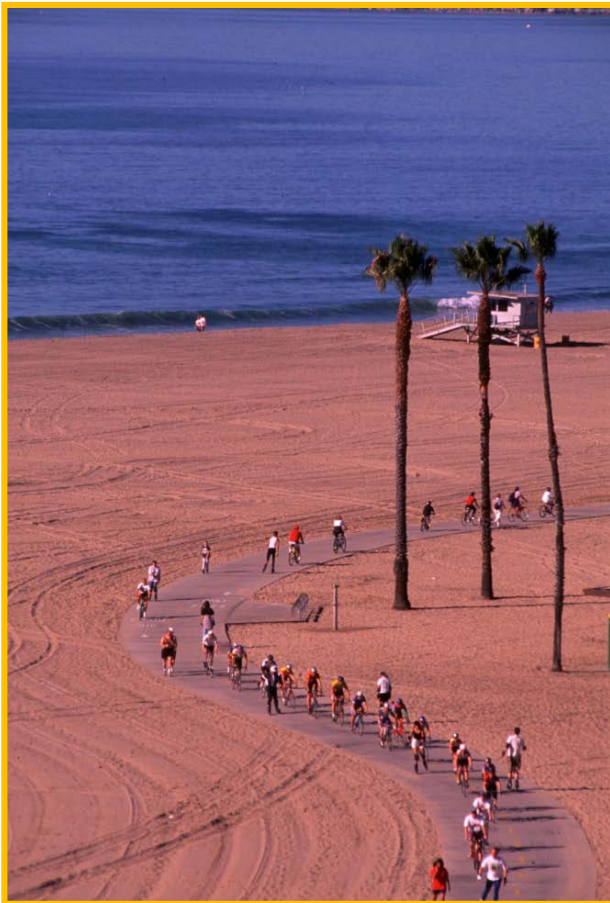


The mission of the City Clerk is to: serve the City as the Election Official, Political Reform Filing Officer and Custodian of the City Seal; facilitate the democratic process for voters and candidates by conducting City elections objectively; administer the Oath of Office and provide support to the City Council, and accurately record all Council proceedings; manage the City's records and promptly respond to public inquiries for information; provide efficient and timely mail and printing services to City Departments; and carry out all programs of this office cost-effectively.

Records & Election Services (City Clerk)

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$1,567,839	\$1,612,194
Supplies & Expenses	838,660	1,330,646
TOTAL	\$2,406,499	\$2,942,840
FTE Positions	13.0	13.0



Goals, Objectives and Service Benchmarks

Goal: Impartially administer municipal and special elections, including elections for the City Council, Rent Control, School District and College District Boards.

Objectives:

- o Ensure that elections are conducted, and election information is disseminated, in compliance with local and State election laws.
- o Ensure compliance with the Political Reform Act.
- o Promote voter participation and a sense of community and wellbeing through voter registration events.

Service Benchmarks:

- Conduct two Candidate Workshops at the beginning of the Nomination Filing Period and process forms for a minimum of 20 candidates per election.
 - Process and post Campaign Disclosure Statements from an average of 55 Campaign Committees on the City's website within 24 hours or as soon thereafter as practicable, per filing period.
 - Register a minimum of 100 new voters among the City's residents and high schools annually.
 - Process Statements of Economic Interest from 500 City employees and board/commission members annually.
-

Records & Election Services (City Clerk)

Goal: Record City Council proceedings, and maintain and distribute legislative information.

Objectives:

- o Launch two new public portals for current and archived Council meeting documents on website by June 30, 2016 thereby increasing transparency and access to public documents.
- o Conduct the biennial Brown Act Workshop for City staff and board/commission members in FY 2015-16 and the AB1234 Ethics Training for City officials in FY 2016-17.
- o Post all meeting agendas according to The Brown Act, assemble and deliver City Council packets, and post the packet online prior to each meeting.
- o Respond to all public requests for information according to the Public Records Act.

Service Benchmarks:

- Answer questions from an average of 1300 public speakers and Council meeting attendees and an average of 80 boards/commission applicants regarding participation in public meetings and local government to promote a sense of community and wellbeing.
- Respond to an average of 300 formal

Public Records Requests per year.

Goal: Manage City documents as required by local and state laws.

Objectives:

- o Conduct the Review of the City-Wide Records and Retention Schedule annually.
- o Secure the City's original and historical documents onsite and offsite as part of the Emergency Preparedness Work Plan.

Service Benchmarks:

- Dispose of 400 boxes annually in accordance with the Department-Wide Records Retention Schedule.
 - Offer regular trainings for new staff on the City's electronic document management system by June 30, 2016.
 - Research and purchase an Electronic Records Retention Tracking Software and incorporate a Department-Wide procedure in the Annual Records Retention Program by June 30, 2017.
-



Records & Election Services (City Clerk)

Goal: Provide efficient and timely mail and printing services to City Departments.

Objectives:

- o Adhere to a set schedule for mail pick-up and delivery to City Hall and off-site locations.
- o Process, complete, and deliver basic print jobs within two business days.
- o Use 100% recycled paper, non-toxic supplies, and energy-saving equipment to comply with the City's sustainability policies.
- o Compile a List of Approved Printers for specialized printing services that comply with the City's sustainability, finance and Buy Local policies and procedures by June 30, 2016.

Service Benchmarks:

- Process and distribute 100% of City Departments' mail daily.
- Process 350,000 pieces of outgoing mail annually.
- Print 3.3 million pages of documents annually.
- Complete over 1,500 print jobs monthly.
- Offer regular trainings for new staff on the City's electronic print ordering system by January 1, 2016.

Goal: Provide prompt, accurate, and courteous customer service to all persons wishing to access official records, and serve the community as a Passport Acceptance Facility.

Objectives:

- o Provide access to all persons wishing to access the official records of the City Council proceedings.
- o Increase public awareness about City government and the election process.
- o Process and accept applications for United States Passport books and cards, and certify all applicants' identification, citizenship and familial relationships, according to office and federal policies.
- o Certify that photographs sold are a genuine and current photograph of all applicants.

Service Benchmarks:

- Provide service to an average 69,500 customers annually via phone, email, or at the public counter.
- Process 1,480 passport applications annually.
- Sell 950 passport photos annually.



Records & Election Services (City Clerk)

Service by Division

Administration

Operating Budget: FY 2015-16: \$1.5 million FY 2016-17: \$1.5 million
Number of FTEs: FY 2015-16: 8.0 FTE FY 2016-17: 8.0 FTE

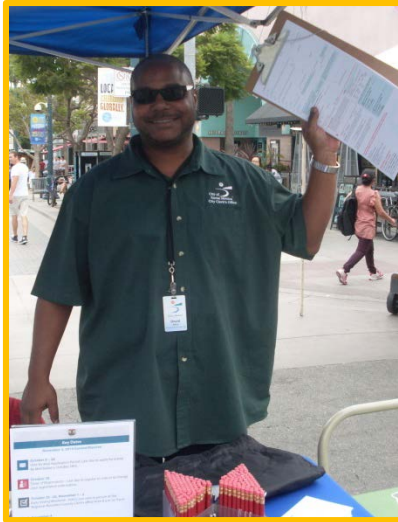
The Administration Division carries out the official duties of the City Clerk as required by local law and the Brown and Public Records Acts and is the Custodian of the City Seal. The Division prepares the City Council meeting agenda and packets; maintains the City's legislative history for the City Council, Redevelopment Successor Agency, and Public Finance, Housing and Parking Authorities. Additionally, Division members serve as the Board Secretaries of the Redevelopment Successor Agency and Clean Beaches & Ocean Oversight Committees. The Division also maintains the City's Boards/Commissions Appointments List, administers the Records Management Program and attests to the contracts executed by the City Manager. In February 2014, the division also became a Passport Acceptance Facility.



Records & Election Services (City Clerk)

Elections

Operating Budget: FY 2015-16: \$0.02 million FY 2016-17: \$0.5 million
Number of FTEs: FY 2015-16: 0.0 FTE FY 2016-17: 0.0 FTE



The City Clerk serves as the City's Elections Official and Filing Officer as required by local and State Election Codes and the State Political Reform Act. The Division conducts special municipal elections, coordinates consolidated regular elections with the Los Angeles County Clerk/Registrar-Recorder, and maintains the official election records. The Division is staffed by Administration personnel.

Support Services

Operating Budget: FY 2015-16: \$0.9 million FY 2016-17: \$0.9 million
Number of FTEs: FY 2015-16: 5.0 FTE FY 2016-17: 5.0 FTE

The Support Services Division provides internal support to City Staff and provides all City Departments with high quality reprographic services and efficient internal and external mail service. Support Services personnel also provide additional staffing for Administration and Election events.



Records & Election Services (City Clerk)

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration	\$ 1,196,734	\$ 1,242,678	\$ 1,295,412	\$ 1,463,937	\$ 1,500,094
Elections ^a	315,056	13,696	474,598	23,207	505,156
Support Services	980,363	993,634	922,205	919,355	937,590
Total Department	\$ 2,492,153	\$ 2,250,008	\$ 2,692,215	\$ 2,406,499	\$ 2,942,840

MAJOR ACCOUNT GROUPS

01 General Fund ^a

Salaries and Wages	\$ 1,382,422	\$ 1,383,502	\$ 1,531,916	\$ 1,567,839	\$ 1,612,194
Supplies and Expenses	1,109,731	866,506	1,160,299	838,660	1,330,646
Total Department	\$ 2,492,153	\$ 2,250,008	\$ 2,692,215	\$ 2,406,499	\$ 2,942,840

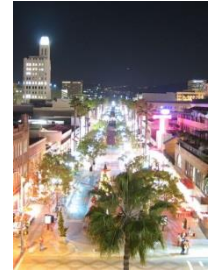
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions	13.0	13.0	13.0	13.0	13.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	13.0	13.0	13.0	13.0	13.0

Footnotes

- a. Department budget reflects increased staffing and consultant costs in General Election years (FY 2014-15 and FY 2016-17).

FY 2015-17 Adopted Biennial Budget

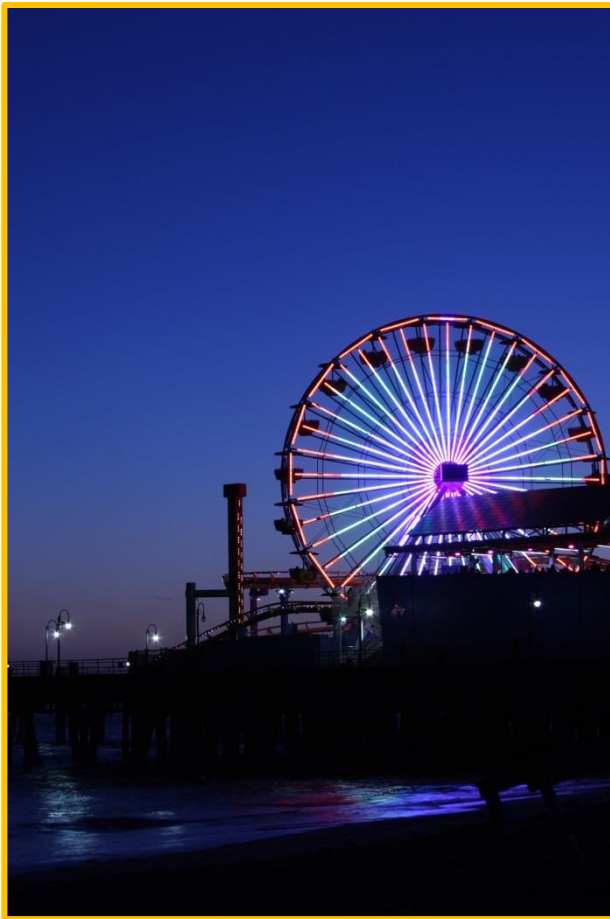
Finance



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 the residents, visitors and businesses of Santa Monica through the protection of financial resources.

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$9,860,860	\$10,202,461
Supplies & Expenses	7,579,545	8,349,454
TOTAL	\$17,440,405	\$18,551,915
FTE Positions	78.3	78.3



Goals, Objectives and Service Benchmarks

Goal: To protect and preserve the City's assets.

Objectives:

- Implement internal audit recommendations by June 30, 2017.
- Review, clarify and standardize citywide fiscal policies and procedures to increase understanding, compliance with, and control of processes by June 30, 2016.
- Incorporate cost-saving improvements in procurement and accounts payable processes by June 30, 2016.
- Pursue bond financing for major infrastructure projects by June 30, 2017.

Service Benchmarks:

- Percent of audit recommendations completed.
- Number of spot audits conducted.
- Number of citywide purchase orders/contracts executed.
- Number of policies/procedures updated and posted.

Goal: To enhance financial sustainability.

Objectives:

- Develop new tools to control spending on total compensation and fixed costs by June 30, 2017.
- Review and update the City's tax ordinances as necessary to ensure efficient and consistent collection of City taxes by June 30, 2017.
- Expand programs, such as intensive claim management efforts and the Pre-Employment Testing Program, to mitigate workers' compensation costs, by June 30, 2017.

Finance



Service Benchmarks:

- Percent reduction in sworn personnel workers' compensation costs.
- Decrease from forecasted costs for retirement and healthcare.
- Ratio of tax ordinances reviewed.

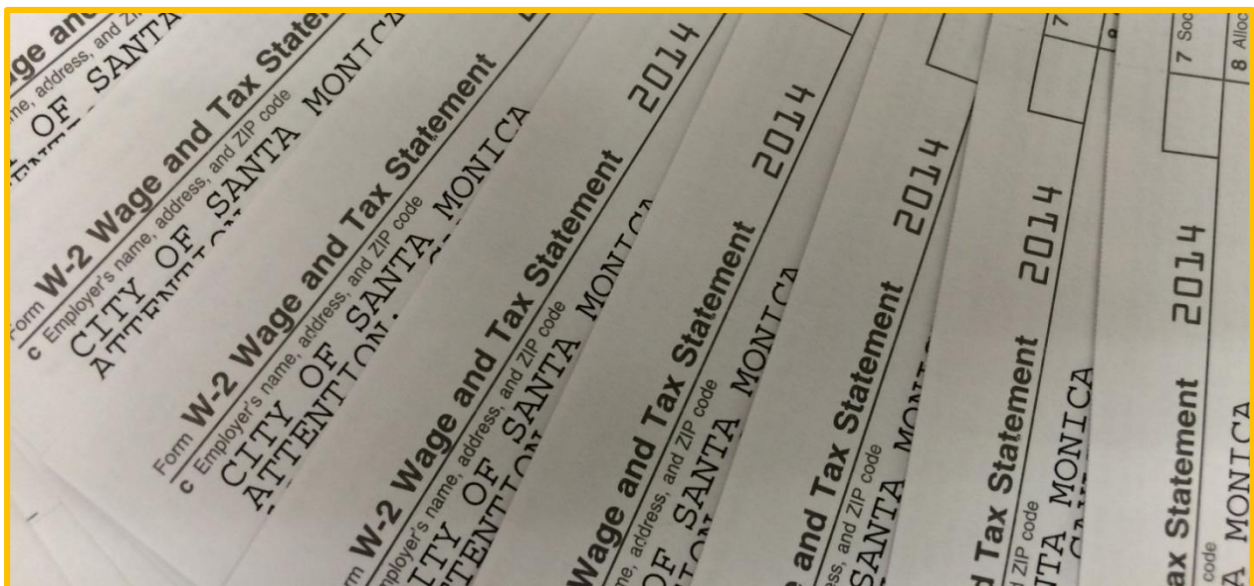
Goal: To provide transparency and customer service.

Objectives:

- Implement new Enterprise Resource Planning (ERP) system to increase efficiency, reduce risk, and improve user interface in financial, human resource, and payroll operations by June 30, 2018.
- Update intranet site to improve access to Finance Department information, including training materials, forms, and instructions, by June 30, 2016.
- Expand citywide training to incorporate ongoing requests from City staff and updated policies and procedures by June 30, 2017.
- Assist with supervisory training program curriculum to increase awareness of financial policies and related supervisor responsibilities by June 30, 2016.

Service Benchmarks:

- ERP modules in development or completed.
- Number of training sessions.



Service by Division

Administration

Operating Budget: FY 2015-16: \$3.0 million FY 2016-17: \$3.4 million
Number of FTEs: FY 2015-16: 15.5 FTE FY 2016-17: 15.5 FTE

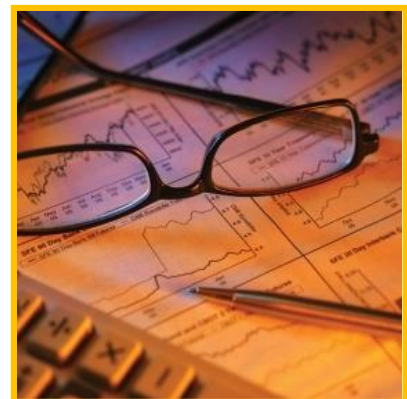


The Administration Division is responsible for financial strategic planning, managing the City's investment portfolio, providing overall long-range financial projections, managing debt issuance, coordinating purchasing and contract administration activities, payroll, and management and maintenance of the City's Enterprise Resource Planning system. In addition, the Division is responsible for directing the Department's divisions, coordinating personnel activities, staff reports, budgets and fiscal tracking, and responding to inquiries from the public.

Budget

Operating Budget: FY 2015-16: \$0.8 million FY 2016-17: \$0.8 million
Number of FTEs: FY 2015-16: 5.0 FTE FY 2016-17: 5.0 FTE

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.



Finance

Financial Operations

Operating Budget: FY 2015-16: \$2.2 million FY 2016-17: \$2.3 million
Number of FTEs: FY 2015-16: 15.0 FTE FY 2016-17: 15.0 FTE



The Financial Operations Division is responsible for the City's financial reporting and accounts payable functions. Division staff coordinates with the City's independent auditors to complete numerous annual audits and financial reports, including the Comprehensive Annual Financial Report and the Single Audit Report.

Revenue

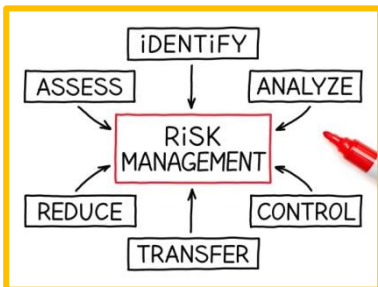
Operating Budget: FY 2015-16: \$6.5 million FY 2016-17: \$6.8 million
Number of FTEs: FY 2015-16: 29.8 FTE FY 2016-17: 29.8 FTE

The Revenue Division, formerly 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; ensuring that delinquent debts are collected; and counting and processing daily cash deposits for all City parking meter and transit fare-box revenue.



Risk Management Administration

Operating Budget: FY 2015-16: \$4.9 million FY 2016-17: \$5.3 million
Number of FTEs: FY 2015-16: 13.0 FTE FY 2016-17: 13.0 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	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration ^a	\$ 2,193,223	\$ 4,605,471	\$ 5,775,873	\$ 2,959,127	\$ 3,351,500
Budget	641,180	688,488	777,680	805,641	847,588
Financial Operations ^b	2,818,273	2,873,536	3,176,593	2,206,290	2,297,250
Internal Audit ^c	128,203	450	-	-	-
Parking Authority ^d	600	1,100	-	-	-
Parking Operations ^e	11,631,749	-	-	-	-
Revenue ^f	5,126,118	2,840,019	2,432,351	6,540,911	6,802,670
Risk Management Administration ^g	3,749,706	4,297,952	4,720,338	4,928,436	5,252,907
Total Department	\$26,289,052	\$15,307,016	\$16,882,835	\$17,440,405	\$18,551,915

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$ 8,054,006	\$ 7,210,498	\$ 7,754,944	\$ 8,172,394	\$ 8,468,639
Supplies and Expenses	14,474,083	3,797,345	4,407,553	4,339,575	4,830,369
Subtotal	\$22,528,089	\$11,007,843	\$12,162,497	\$12,511,969	\$13,299,008

13 Disaster Relief Fund

Supplies and Expenses	\$ 10,657	\$ 121	-	-	-
Subtotal	\$ 10,657	\$ 121	-	-	-

58 Risk Management-Admin Fund

Salaries and Wages	\$ 1,437,839	\$ 1,420,434	\$ 1,559,103	\$ 1,688,466	\$ 1,733,822
Supplies and Expenses	2,311,867	2,877,518	3,161,235	3,239,970	3,519,085
Subtotal	\$ 3,749,706	\$ 4,297,952	\$ 4,720,338	\$ 4,928,436	\$ 5,252,907

Finance

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan

MAJOR ACCOUNT GROUPS BY FUND *(continued)*

77 Parking Authority Fund

Salaries and Wages	\$ 600	\$ 1,100	-	-	-
Subtotal	\$ 600	\$ 1,100	-	-	-

Total All Funds

Salaries and Wages	\$ 9,492,445	\$ 8,632,032	\$ 9,314,047	\$ 9,860,860	\$10,202,461
Supplies and Expenses	16,796,607	6,674,984	7,568,788	7,579,545	8,349,454
Total Department	\$26,289,052	\$15,307,016	\$16,882,835	\$17,440,405	\$18,551,915

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan

01 General Fund

Permanent Positions	71.0	59.5	61.0	64.3	64.3
Temporary Positions	1.0	2.8	1.8	1.0	1.0
Subtotal	72.0	62.3	62.8	65.3	65.3

58 Risk Management-Admin Fund

Permanent Positions	12.0	12.0	12.0	13.0	13.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	12.0	12.0	12.0	13.0	13.0

Total All Funds

Permanent Positions	83.0	71.5	73.0	77.3	77.3
Temporary Positions	1.0	2.8	1.8	1.0	1.0
Total Department	84.0	74.3	74.8	78.3	78.3

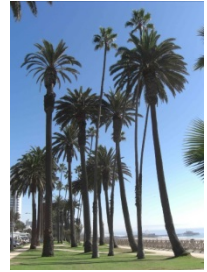
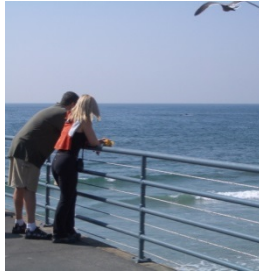
Footnotes

- a. *FY 2015-16 decrease reflects the transfer of funds for credit card processing costs, 6.0 FTE Treasury Unit positions, and 6.8 FTE Counting Room Unit positions to the Revenue Division, offset by the transfer of 6.0 FTE Financial Systems/Payroll Unit positions from the Financial Operations Division, and the addition of 0.5 FTE as-needed position.*
- b. *FY 2015-16 decrease reflects the transfer of the 6.0 FTE Financial Systems/Payroll Unit positions to the Administration Division.*
- c. *The Internal Audit function was transferred to the City Manager's Office in FY 2013-14, reflecting best practices.*
- d. *The Parking Authority was transferred to the Planning & Community Development Department in FY 2013-14.*
- e. *The Parking Operations Unit was transferred to the Planning and Community Development Department in FY 2013-14 to create a more direct connection between parking operations, traffic and circulation, and transportation planning.*
- f. *FY 2015-16 increase reflects the transfer of funds for credit card processing costs, 6.0 FTE Treasury Unit positions, and 6.8 FTE Counting Room Unit positions, the conversion of 2.3 FTE as-needed Revenue Collections Assistant positions to permanent status (offset by the deletion of 1.8 FTE as-needed positions), addition of 1.0 FTE Treasury Administrator, 0.5 FTE as-needed position, the transfer of 1.0 FTE Revenue Operations Assistant I position from the Planning & Community Development Department, offset by the deletion of 1.0 FTE Business & Revenue Operations Manager.*
- g. *FY 2015-16 increase reflects the addition of 2.0 FTE Risk Management Analyst positions offset by the deletion of 1.0 FTE Risk Management Technician.*



FY 2015-17 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 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$9,802,222	\$9,974,085
Supplies & Expenses	411,140	418,755
TOTAL	\$10,213,362	\$10,392,840
FTE Positions	42.9	42.4



Goals, Objectives and Service Benchmarks

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

Objectives:

- o Continue to seek resolution of legal issues in court.
- o Support efforts to plan the Airport's future.

Goal: Assist with preparing specific plans and implementing the new zoning ordinance.

Objectives:

- o Help complete Downtown Specific Plan and Bergamot Station Art Center Development Plan by March 30, 2016.
- o Work on implementation of new zoning ordinance by December 2015.

Goal: Promote environmental sustainability and community wellbeing.

Objectives:

- o Implement laws promoting water conservation.
- o Provide legal support for City efforts to reduce traffic by facilitating mass transit and bike ridership.

Goal: Facilitate public safety and emergency preparedness.

Objectives:

- o Continue to vigorously prosecute crimes detrimental to community health and safety.
- o Support staff's seismic safety initiative.

City Attorney

Service by Division

City Attorney

Operating Budget: FY 2015-16: \$10.2 million FY 2016-17: \$10.4 million
Number of FTEs: FY 2015-16: 42.9 FTE FY 2016-17: 42.4 FTE

The Administrative Unit oversees and coordinates all of the work of the office, which includes advising the City's official bodies and City staff, drafting ordinances, resolutions and other legal documents, reviewing all contracts and leases, representing the City in civil legal proceedings, and prosecuting crimes, among other things. The Unit also prepares the office budget, handles all

office personnel matters, and manages the facilities and supplies. The City Attorney and Assistant City Attorney provide legal services to the City Council and City management.



The Municipal Law Division provides advice to the Planning Commission, Personnel Board, Landmarks Commission, Airport Commission and also to City staff. The Division drafts ordinances, resolutions, contracts, leases and other legal documents; and it reviews documents prepared by City departments. Additionally, the Division handles land use, constitutional and other specialized litigation, including appeals; and the Division processes Public Records Act Requests.

City Attorney

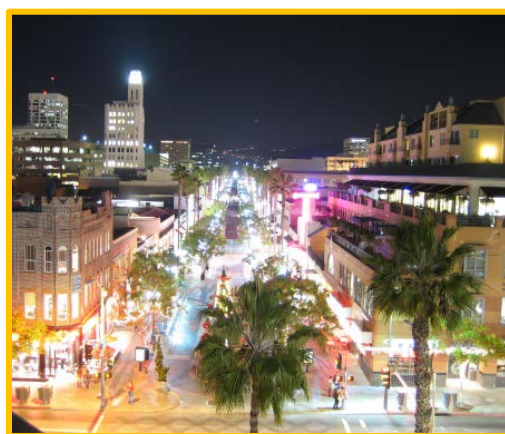
The Criminal Division represents the People in a wide variety of criminal matters, prosecuting thousands of cases annually. The cases range from serious Penal Code violations, such as driving under the influence and domestic violence, to local infractions. Most cases are referred by the Santa Monica Police Department; but cases also come from other City departments and other public agencies, such as the Highway Patrol. The Division also handles all criminal appeals, processes restitution payments for victims, and staffs the community's drug and homeless courts, which are diversion programs designed to address and remedy the underlying causes of defendants' unlawful conduct.



The Civil Litigation Division defends the City in state and federal court. Its caseload is diverse and includes, among others, personal injury cases, personnel claims, Civil Rights suits, and contract disputes. The attorneys in the Division are full-time litigators. They represent the City and its employees at depositions, pre-trial proceedings, conferences, arbitrations, and trials. They also work closely with the City's Risk Management Division and provide advice to City staff about avoiding legal claims. The Division also files cases to collect amounts owed to the City, and it processes subpoena requests.

The Consumer/Fair Housing Division handles complaints from the public about violations of consumer protection and fair housing laws, including federal, state and local laws prohibiting housing discrimination, local laws protecting tenants against harassment and other unlawful conduct, local laws protecting public health by prohibiting smoking, various laws that protect consumers against fraud and unfair business practices, and local prohibitions against smoking.

The Division provides a wide range of services from supplying information and education about community members' legal rights to litigating complex lawsuits in the trial and appellate courts to stop illegal housing and business practices.



City Attorney

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
City Attorney	\$ 9,336,504	\$ 9,273,348	\$10,182,801	\$10,213,362	\$10,392,840
Total Department	\$ 9,336,504	\$ 9,273,348	\$10,182,801	\$10,213,362	\$10,392,840

MAJOR ACCOUNT GROUPS

01 General Fund

Salaries and Wages	\$ 8,997,626	\$ 8,912,718	\$ 9,749,368	\$ 9,802,222	\$ 9,974,085
Supplies and Expenses	338,878	360,630	433,433	411,140	418,755
Total Department	\$ 9,336,504	\$ 9,273,348	\$10,182,801	\$10,213,362	\$10,392,840

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions ^a	41.5	41.0	42.0	42.5	42.0
Temporary Positions ^b	0.1	0.1	0.3	0.4	0.4
Total Department	41.6	41.1	42.3	42.9	42.4

Footnotes

- FY 2015-16 increase reflects the conversion of the existing Community Liaison position from 0.5 FTE to 1.0 FTE. The full-time status of the position is limited term and reimbursed by the Water Fund (25).
- FY 2015-17 increase reflects the addition of 0.1 FTE in the temporary employee budget in anticipation of a greater workload.

FY 2015-17 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 wellbeing and professionalism in employee conduct.
-

Human Resources

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$3,535,026	\$3,644,368
Supplies & Expenses	703,612	716,729
TOTAL	\$4,238,638	\$4,361,097
FTE Positions	25.2	25.2



Goals, Objectives and Service Benchmarks

Goal: Continue to develop the Santa Monica Institute to promote professional growth and development.

Objectives:

- o By June, 2017 increase employees' first time participation in optional citywide training/professional development by 25%.
- o By June, 2016 provide 50% of current managers and supervisors additional skill building through the Manager/Supervisors Academy.
- o By June, 2017 increase employees' first time participation at an Employee Events Team sponsored event by 15%.

Service Benchmarks:

- Provide 5-7 training courses per quarter (minimum of 40) through the Santa Monica Institute on an annual basis.
- Annually provide 4 series of classes through the Manager/Supervisors Academy.
- Provide 6-8 annual employee events through the Employee Events Team to increase employee engagement.

Human Resources

Goal: Manage rising compensation costs.

Objectives:

- o Successfully negotiate at least 4 employee bargaining unit contracts by June, 2016, with an emphasis on cost containment.
- o 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.

- o By June, 2017 annually increase employee participation in the City's wellness program by 25%.

Service Benchmarks:

- Present 2-4 wellness programs annually that encourage physical activity and educate employees on healthy living.

Goal: Promote efficiencies through automation to support sustainability.

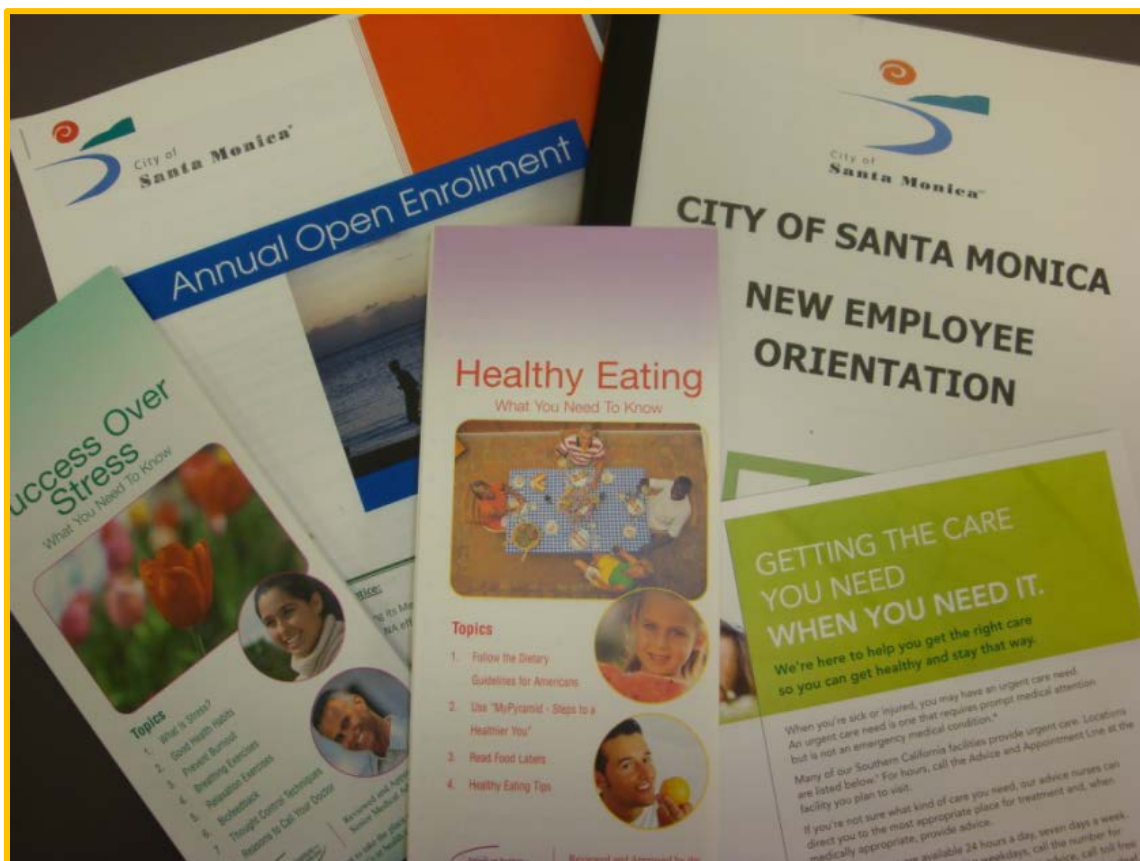
Objectives:

- o By August 2015 review various Employee Benefits Automated Systems and analyze value of implementing an on-line system that will reduce the need for manual, paper driven processes.

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

Objectives:

- o Provide annual biometric screening.
- o Provide monthly "lunch and learns" on topics of health and wellbeing.



Human Resources

Service by Division

Administrative Services

Operating Budget: FY 2015-16: \$0.7 million FY 2016-17: \$0.7 million
Number of FTEs: FY 2015-16: 3.2 FTE FY 2016-17: 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.

Employee Relations and Benefits

Operating Budget: FY 2015-16: \$1.8 million FY 2016-17: \$1.9 million
Number of FTEs: FY 2015-16: 12.0 FTE FY 2016-17: 12.0 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, and the employee recognition 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 the Family and Medical Leave and California Family Rights Acts.

Human Resources

Employment and Organizational Development

Operating Budget: FY 2015-16: \$1.7 million

FY 2016-17: \$1.7 million

Number of FTEs: FY 2015-16: 10.0 FTE

FY 2016-17: 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.

Human Resources

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administrative Services ^a	\$ 838,987	\$ 715,091	\$ 840,531	\$ 715,147	\$ 733,070
Employee Relations and Benefits ^b	1,725,031	1,541,504	1,770,928	1,828,298	1,879,848
Employment and Organizational Development	1,358,590	1,495,912	1,688,802	1,695,193	1,748,179
Total Department	\$ 3,922,608	\$ 3,752,507	\$ 4,300,261	\$ 4,238,638	\$ 4,361,097

MAJOR ACCOUNT GROUPS

01 General Fund

Salaries and Wages ^c	\$ 3,175,499	\$ 3,190,953	\$ 3,564,461	\$ 3,535,026	\$ 3,644,368
Supplies and Expenses ^d	747,109	561,554	735,800	703,612	716,729
Total Department	\$ 3,922,608	\$ 3,752,507	\$ 4,300,261	\$ 4,238,638	\$ 4,361,097

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions ^e	22.0	23.0	24.0	25.0	25.0
Temporary Positions ^f	0.3	0.2	0.4	0.2	0.2
Total Department	22.3	23.2	24.4	25.2	25.2

Footnotes

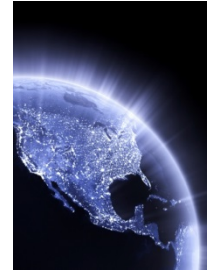
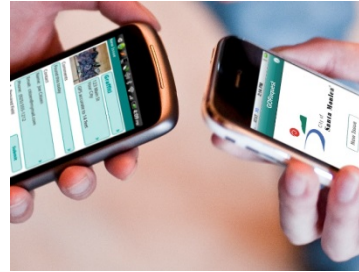
- FY 2015-16 decrease in Administrative Services budget reflects the transfer of 1.0 FTE Human Resources Analyst to Employee Relations and Benefits.
- FY 2015-16 increase in Employee Relations and Benefits budget reflects the transfer of 1.0 FTE Human Resources Analyst from Administrative Services.
- FY 2015-16 decrease in Salaries and Wages is due to salary step, partially offset by MOU-related increases.

Human Resources

- d. FY 2015-16 decrease in Supplies and Expenses budget is due to one-time budget in FY 2014-15 for Wellness and Classification/Compensation consultants.
- e. *FY 2015-17 increase reflects the addition of 1.0 FTE limited-term Human Resources Information Systems Analyst, funded by the Enterprise Resource Planning (ERP) CIP project, to assist with the implementation of the new ERP system.*
- f. *Budget for 0.2 FTE in Temporary Positions was transferred to the Outside Temp Agency Employees budget in FY 2015-16 in order to reflect the anticipated staffing solution for peak workload periods and special projects requirements.*

FY 2015-17 Adopted Biennial Budget

Information Systems



The mission of the Information Systems Department is to implement and maintain innovative, customer-oriented information technologies that reinforce sustainability and community wellbeing; promote government transparency and accountability; support public safety, mobility, livability and economic growth; and offer free public Wi-Fi services to residents and fast and affordable business class broadband to businesses.

Information Systems

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$7,531,868	\$7,763,825
Supplies & Expenses	1,625,667	1,654,573
TOTAL	\$9,157,535	\$9,418,398
FTE Positions	47.0	47.0



Goals, Objectives and Service Benchmarks

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

Objectives:

- o Increase number of fiber optic network circuits by 12 % by June 30, 2016.
- o Increase number of fiber optic network circuits by 6 % by June 30, 2017
- o Expand the City's fiber network to major new development zones and properties by June 30, 2017.
- o Expand free public internet access by increasing the availability of free internet Wi-Fi hot zones in the remaining parks, open spaces and major corridors by 25% by June 30, 2017.
- o Complete proof of concept for providing municipal broadband to residences by June 30, 2016.

Service Benchmarks:

- 5 new and enhanced Wi-Fi hot zones in strategic locations.
- 3 new Wi-Fi corridors on commercial streets.
- 3 multi-family dwelling units connected to municipal broadband.

Information Systems

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

Objectives:

- o Automate 5 high value workflows for internal processes within the City by June 30, 2017.
- o Identify and develop needed software resources to support e-signatures and workflows.

Service Benchmarks:

- 5 automated business forms with electronic signature.

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

Objectives:

- o Provide improvements to systems and networks at Big Blue Bus to ensure timely and quality service by June 30, 2017.
- o Implement new Public Safety Radio systems and execute membership with the ICIS JPA by June 30, 2017.

Service Benchmarks:

- 22 additional advisory signs in bus shelters.

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

Objectives:

- o Implement mobile workforce strategy for laptop, tablet, and smartphone technologies by June 30, 2017.
- o Upgrade 50% of City computers by June 30, 2017.

Service Benchmarks:

- Provide mobile computer devices to 25% of computer workforce.
- Implement Microsoft Office 365 for mobile cloud computing.
- Replace approximately 700 PCs by June 30, 2017.

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

Objectives:

- o Transition 3 websites to be responsive to mobile users by June 30, 2017.
- o Make City information more widely available through implementation of 20 additional high-value open data sets by June 30, 2017.

Service Benchmarks:

- 3 mobile websites.
- 20 additional high-value open data sets.

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

Objectives:

- o Provide technology support for the Wellbeing Project through June 30, 2017.

Service Benchmarks:

- Oversee 5 enhancements to Wellbeing website.
-

Information Systems

Service by Division

Administration

Operating Budget: FY 2015-16: \$1.3 million FY 2016-17: \$1.4 million
Number of FTEs: FY 2015-16: 4.0 FTE FY 2016-17: 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, management of Department work plan, 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).



Community Broadband

Operating Budget: FY 2015-16: \$1.5 million FY 2016-17: \$1.5 million
Number of FTEs: FY 2015-16: 4.0 FTE FY 2016-17: 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 100 Gigabit advanced broadband initiative. City Net provides broadband services to a growing number of tech, entertainment, healthcare, and co-working spaces within Santa Monica. The Division conducts broadband research and analysis, product development, technical

analysis, community outreach, project management, manages customer support and operations, and contributes to national and global broadband policy initiatives. The Division also coordinates and oversees special program launches with other City departments and community stakeholder groups, including: Santa Monica's annual six-

Information Systems

week Youth Technology Workforce Development Program for high school students, “Concept to Code,” a City TV television show outlining key steps of the startup process for tech entrepreneurs, Next Century Cities’ national broadband initiative by U.S. cities, 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.

Software Systems

Operating Budget: FY 2015-16: \$2.1 million FY 2016-17: \$2.1 million
Number of FTEs: FY 2015-16: 12.0 FTE FY 2016-17: 12.0 FTE

The Software Systems Division provides technical support and consulting services to City departments for implementing computer-based systems and applications. The Division performs systems analysis and provides contract negotiation and project management services for all automated information system procurements. The Division develops and implements software standards, manages computer system implementations and upgrades, and conducts modifications to software systems and applications to support the delivery of government information and services to the public. In addition, the Division is responsible for managing and maintaining over 400 software applications utilized by the 65 unique business units in the City.



Support Services

Operating Budget: FY 2015-16: \$1.1 million FY 2016-17: \$1.2 million
Number of FTEs: FY 2015-16: 9.0 FTE FY 2016-17: 9.0 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 installation requests in-person and by phone. The Division supports existing hardware and software across the entire organization, including desktop computers, laptops, tablets, desk phones, smart phones, and other mobile devices. The

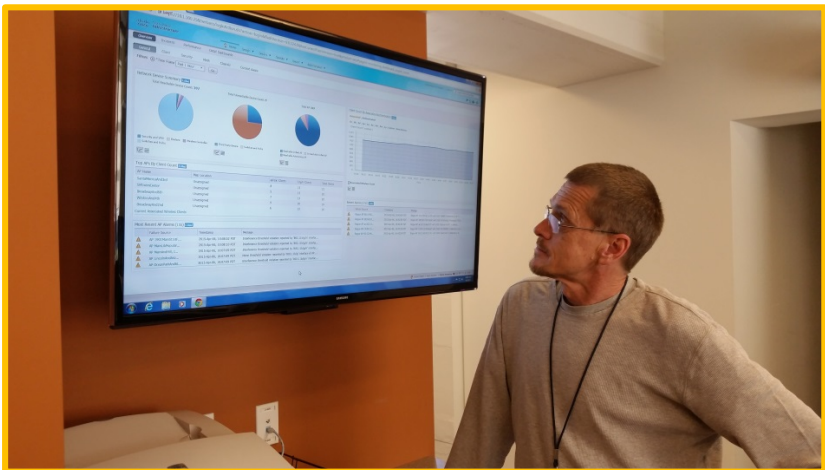
Information Systems

Customer Service Program engages all City staff members with technology training, annual customer service surveys, and technology challenges. Recently, the Division introduced the Technology Liaison Committee, which plays a critical role in testing new technologies across departments while providing greater understanding of client's business needs. The Division is committed to supporting future growth through the deployment and enhancement of technology implementations, including scheduled computer refreshes, new video conferencing technologies, and workplace collaboration tools.

Systems and Networks

Operating Budget: FY 2015-16: \$1.9 million FY 2016-17: \$1.9 million
Number of FTEs: FY 2015-16: 11.0 FTE FY 2016-17: 11.0 FTE

The Systems and Networks Division manages the planning, implementation, and operation of the City's Information Technology (IT) infrastructure and services, and is responsible for all aspects of network and system security. The City's IT infrastructure includes telecommunication and radio communication



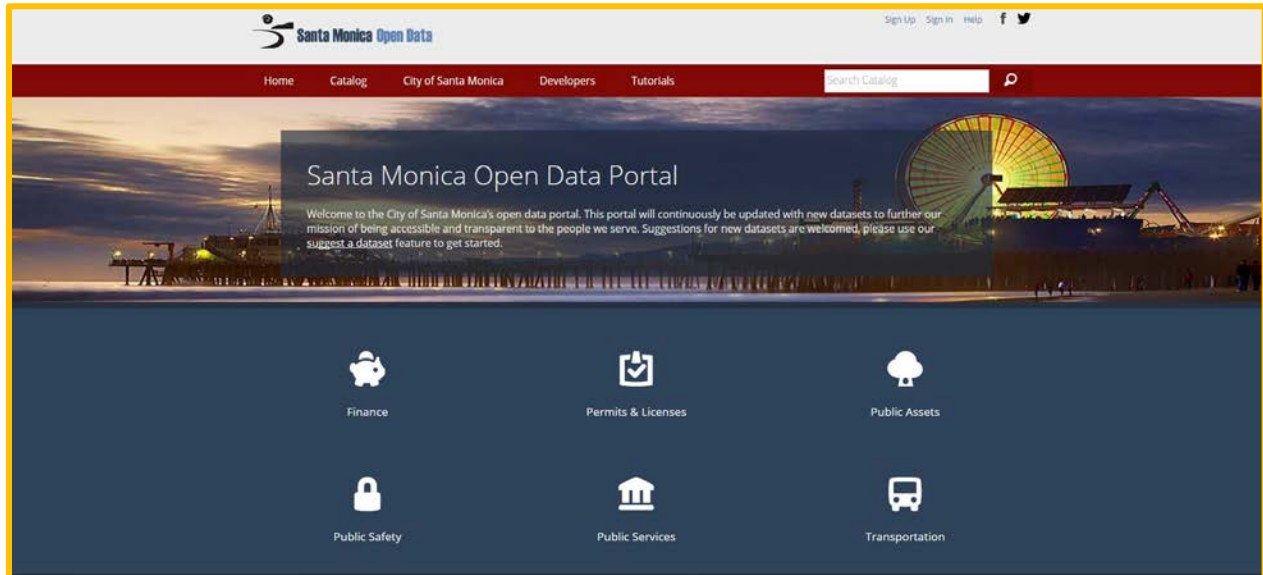
systems, servers and data storage systems, fiber-optic communications infrastructure, wired and wireless communication networks, and a growing number of free public Wi-Fi "hot zones" throughout the City. The Division ensures compliance with regulatory and industry-based security requirements and performs threat assessments and mitigations to prevent breaches in network and information security. The Division also oversees the operation of data centers and communications facilities throughout the City, including an out-of-state co-location facility, which supports the City's Disaster Recovery and Business Continuity Plan. The Division continues to develop and operate a Municipal Fiber-Optic Network supporting 44 City, 13 School District, 6 College facilities, 156 traffic signals, 14 parking facilities, 135 pay-on-foot parking stations, and 32 parking advisory signs.

Information Systems

Web Development

Operating Budget: FY 2015-16: \$1.3 million FY 2016-17: \$1.3 million
Number of FTEs: FY 2015-16: 7.0 FTE FY 2016-17: 7.0 FTE

The Web Development Division leads the City's efforts in software engineering, information architecture, systems and data integration, and geospatial analysis. The Division contributes to the City of Santa Monica's mission of government transparency and resident empowerment by developing websites to publish information and engage the public; managing the City's open data program to provide insights into government activity; releasing open source software to assist peers in other public agencies; and managing a robust GIS program which captures and provides for the analysis of geospatial data.



Information Systems

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration ^a	\$ 764,133	\$ 1,040,885	\$ 1,122,277	\$ 1,302,582	\$ 1,350,023
Community Broadband	772,800	1,136,977	1,457,806	1,494,793	1,537,262
Software Systems ^b	1,615,818	1,735,368	1,891,403	2,054,239	2,099,440
Support Services	905,155	731,896	1,043,759	1,123,591	1,175,558
Systems and Networks	1,932,392	1,791,978	1,802,379	1,902,032	1,946,006
Web Development	913,753	1,149,825	1,163,028	1,280,298	1,310,109
Total Department	\$ 6,904,051	\$ 7,586,929	\$ 8,480,652	\$ 9,157,535	\$ 9,418,398

MAJOR ACCOUNT GROUPS

01 General Fund

Salaries and Wages ^b	\$ 5,996,389	\$ 6,343,446	\$ 7,046,733	\$ 7,531,868	\$ 7,763,825
Supplies and Expenses ^a	907,662	1,243,483	1,433,919	1,625,667	1,654,573
Total Department	\$ 6,904,051	\$ 7,586,929	\$ 8,480,652	\$ 9,157,535	\$ 9,418,398

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions ^b	40.0	44.0	46.0	47.0	47.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	40.0	44.0	46.0	47.0	47.0

Footnotes

- a. FY 2015-17 budget increase reflects: 1) reallocation of rent budget from the Housing and Economic Development Department (HED) for the office space at 1901 Main Street, and 2) establishment of e-mail accounts for Board and Commission members.

Information Systems

- b. *FY 2015-17 increase reflects the addition of 1.0 FTE Lead Systems Analyst – Transit Systems position. The position is responsible for overseeing all IT-related transit projects, and it is 100% reimbursed by the Big Blue Bus Fund (41).*

Planning and Community Development

FY 2015-17 Adopted Biennial Budget



Planning and Community Development



The mission of the Planning & Community 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 and Community Development

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$17,870,692	\$18,329,507
Supplies & Expenses	15,669,487	16,110,518
TOTAL	\$33,540,179	\$34,440,025
FTE Positions	121.0	121.0



Goals, Objectives and Service Benchmarks

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

Objectives:

- Complete the Downtown Specific Plan by June 30, 2016.
- Implement first phase projects of the Bergamot Area Plan by June 30, 2017.
- Complete the Memorial Park Neighborhood Plan by September 30, 2016.
- Continue monitoring progress and collecting data on LUCE-related issues. Report progress to Council by first quarter 2017.
- Update the existing Landmarks Ordinance by June 30, 2017, to ensure the ordinance is consistent with best practices in historic preservation, reflects and addresses concerns of the Landmark's Commission, and maintains consistency with the Zoning Ordinance and other relevant land use documents.
- Adopt a Local Coastal Plan consistent with the LUCE and other adopted plans in the Coastal Zone by June 30, 2017.

Planning and Community Development



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

Objectives:

- By March 30, 2016, complete conceptual long-term urban design and circulation planning for the Downtown Station site (4th/Colorado).
 - Provide Development Agreement monitoring reports annually to Council.
 - Incorporate transportation improvements in new development to reduce the impact of new vehicle trips.
 - Establish procedures for implementing updated TDM regulations with increased district-based AVR targets for employers and establish developer TDM requirements effective January 2016.
-

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

Objectives:

- By June 30, 2017, develop a cross departmental/divisional process and communication plan for companies opening new operations in Santa Monica to streamline the regulatory permitting, planning review, and construction permitting processes.
 - Establish procedures by December 30, 2015, for streamlined plan review and permit issuance for solar photovoltaic projects less than 10 kilowatts for single family dwellings.
-

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. Neighborhood Corridor Plan streetscape design.
- Perform 6, 12, and 18-month reviews of parking and circulation around all Expo Light Rail stations, once they become operational, and pursue adjustments to regulations or operation by March 30, 2016.
- Implement a bike share system by December 31, 2015, with over 500 bicycles and 25-35 station locations throughout Santa Monica.
- Install grant-funded green bicycle lanes to Expo Stations by June 2016, install 150 bike racks per fiscal year (racks, corrals), hold grant-funded Open Streets event in Summer 2016, and pursue gap closures of

Planning and Community Development

the bike network or enhancements to existing facilities (buffers, protections) with the goal of increasing citywide bicycle ridership.

- By June 30, 2017, create a Transportation Management Organization that will promote and market transportation information, incentives, and other strategies to reduce single-occupancy vehicle trips and increase active transportation and transit.
- Complete Pedestrian Action Plan by December, 2015.
- By June 30, 2016, implement, monitor and update as-needed a pilot public carshare program.
- By October 31, 2015, execute new taxi franchise agreements.

Goal: Ensure neighborhood quality of life including neighborhood conservation and urban design.

Objectives:

- Implement, at residents' requests, preferential parking in residential areas (on-going).
 - Analyze and identify prioritized actions for updating the City's Preferential Parking program by June 30, 2016.
 - Implement grant-funded Safe Routes to School improvements at Edison Language Academy, and any other grant-funded Safe Routes projects, to promote safe walking and bicycling to schools, and reduce neighborhood cut-through traffic by June 30, 2017.
 - Initiate conceptual planning for the future of the Santa Monica Airport.
-

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

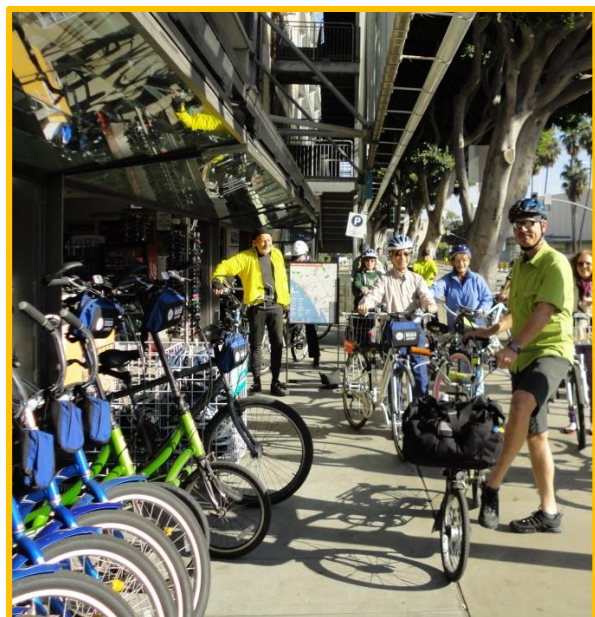
Objectives:

- Launch a proactive short term rental enforcement program so that it is fully operational by September 30, 2015.
 - Complete the Standard Operating Procedures manual in Code Enforcement by December 15, 2015.
-

Goal: Establish a Seismic Retrofit program requiring mandatory retrofit of potentially seismically hazardous buildings within the City.

Objectives:

- Implement seismic retrofit standards by September 1, 2015.
 - Launch a mandatory seismic retrofit program by November 15, 2016, that requires retrofit of all potentially seismically hazardous buildings, with a focus on education, compliance, and emergency preparedness.
-



Planning and Community Development

Service by Division

Administration

Operating Budget: FY 2015-16: \$15.2 million FY 2016-17: \$15.6 million
Number of FTEs: FY 2015-16: 13.0 FTE FY 2016-17: 13.0 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 Enforcement. The Division is also responsible for overseeing and managing the Parking Operations Unit. Responsibilities include providing direction and leadership to the Department, setting

standards and accountability for timely permit, inspection, and code enforcement processes, monitoring staff report preparation, coordination of Departmental Human Resources-related issues, reviewing and coordinating responses to City Council/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.

Building and Safety

Operating Budget: FY 2015-16: \$5.3 million FY 2016-17: \$5.4 million
Number of FTEs: FY 2015-16: 35.0 FTE FY 2016-17: 35.0 FTE

The Building and Safety Division verifies 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



Planning and Community Development

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 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.

City Planning / Development Review

Operating Budget: FY 2015-16: \$3.5 million FY 2016-17: \$3.5 million
Number of FTEs: FY 2015-16: 21.0 FTE FY 2016-17: 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



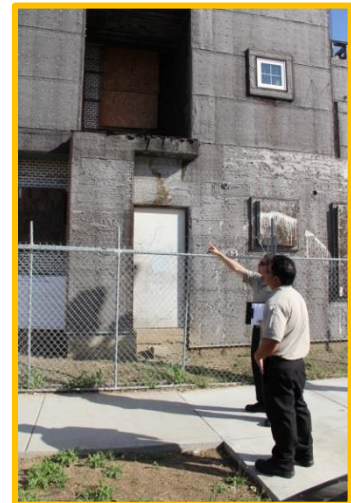
Planning and Community Development

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 administers the City's Zoning Ordinance, including amendments as directed by City Council, prepares and processes Zoning Ordinance amendments as requested in relation to development permits, monitors adopted Development Agreements for compliance with requirements, and supports the Landmarks Commission in furthering community historic preservation through landmark and historic district designations, design review in compliance with the Secretary of Interior Standards for Rehabilitation, and administering the Mills Act Program administration, and updates to the City's comprehensive Historic Resources Inventory. 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.

Code Enforcement

Operating Budget: FY 2015-16: \$2.5 million FY 2016-17: \$2.6 million
Number of FTEs: FY 2015-16: 20.0 FTE FY 2016-17: 20.0 FTE

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



Planning and Community Development

Strategic and Transportation Planning

Operating Budget: FY 2015-16: \$4.9 million

FY 2016-17: \$5.2 million

Number of FTEs: FY 2015-16: 21.0 FTE

FY 2016-17: 21.0 FTE



This Division develops policies, plans, and projects that shape the built environment of Santa Monica to address community priorities and changing conditions. The Division maintains and updates existing policy documents such as the City's General Plan, and pursues implementation of adopted plans through numerous design, community outreach, regulatory, programmatic and

encouragement efforts. The Division's multi-year strategic and transportation planning projects include Expo Light Rail station access, implementing the approved Bergamot Area Plan and Bike Action Plan, and completion of the Pedestrian Action Plan, Downtown Specific Plan and Memorial Park Neighborhood Plan.

The Division is responsible for planning the use of the existing roadway network, integrating design improvements for vehicles, pedestrians, bicycles, and transit resulting in complete, sustainable streets. The Division implements and will manage the 500-bike Santa Monica bikeshare system. The Division works extensively with residents and businesses to develop balanced, safe and efficient solutions to circulation and parking problems, including policy related to commercial and residential parking. The Division performs review of development applications for vehicle, parking and bicycle access, performs transportation studies and modeling, and issues various permits for use of public right-of-way. The Division also coordinates CEQA review, maintains baseline data, and responds to regional planning and transportation initiatives.

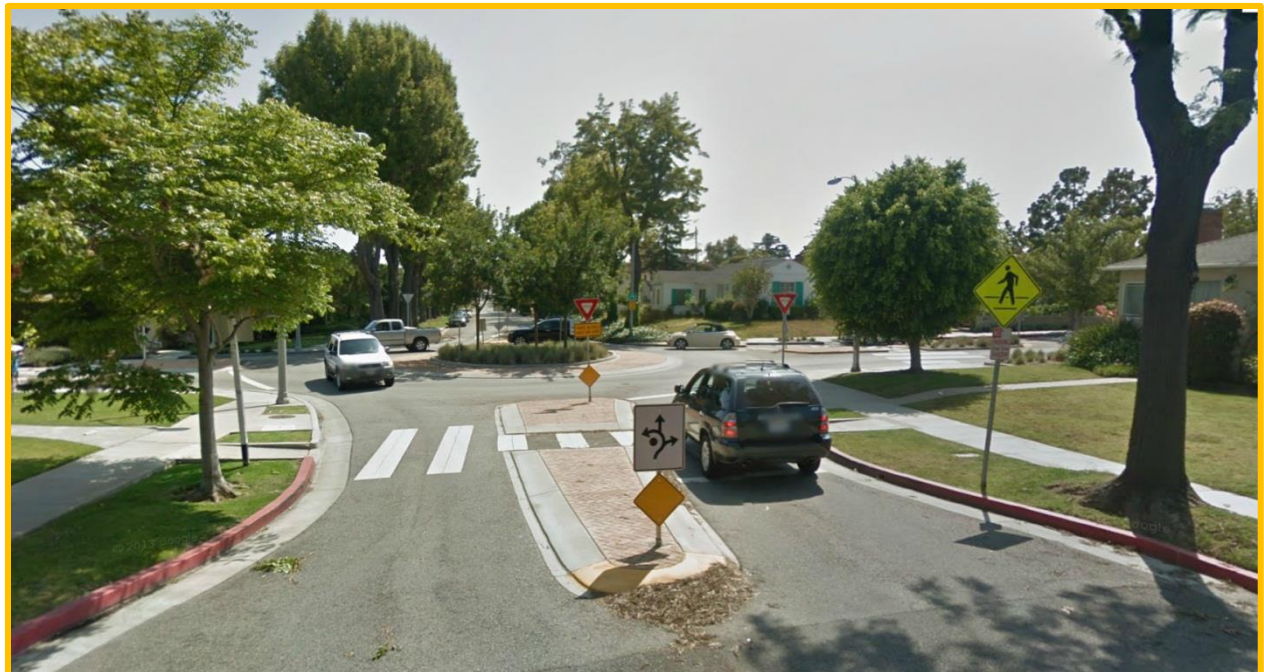
Additionally, the Division implements citywide Transportation Demand Management efforts to further promote multi-modal transportation opportunities in order to achieve the LUCE goal of no net new PM peak hour trips. This includes enforcement of the City's Trip Reduction Ordinance for employers and developments, creation of transportation management organization, implementation of Safe Routes to School efforts, programs and education to encourage walking, bicycling, and transit. The Division actively seeks public grant funds which have funded over \$15 million of the Division's implementation efforts since 2007.

Planning and Community Development

Transportation Engineering and Management

Operating Budget: FY 2015-16: \$2.1 million FY 2016-17: \$2.1 million
Number of FTEs: FY 2015-16: 11.0 FTE FY 2016-17: 11.0 FTE

The Transportation Engineering and Management Division provides for the safe and efficient movement of traffic. Core functions include the review and approval of traffic management plans related to the use of city streets; 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 . The division works closely with regional transportation agencies and assists with large local and regional transportation projects.



Planning and Community Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration	\$ 1,458,514	\$ 1,238,519	\$ 1,591,140	\$ 1,616,364	\$ 1,648,253
Building and Safety ^a	4,828,367	5,013,094	5,222,642	5,292,343	5,424,539
City Planning / Development Review	3,177,641	3,468,526	3,414,625	3,465,692	3,538,681
Code Enforcement ^b	1,658,206	1,811,456	2,132,038	2,534,522	2,607,267
Parking Authority ^c	-	-	-	900	900
Parking Operations ^d	-	13,046,661	13,491,161	13,590,772	13,883,942
Strategic and Transportation Planning ^e	2,578,842	2,733,105	3,861,562	4,951,647	5,198,749
Transportation and Engineering Management ^f	2,133,731	2,211,278	2,190,626	2,087,939	2,137,694
Total Department	\$15,835,301	\$29,522,639	\$31,903,794	\$33,540,179	\$34,440,025

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$14,581,176	\$15,893,278	\$17,055,399	\$17,869,792	\$18,328,607
Supplies and Expenses	1,193,936	13,349,578	14,531,395	15,325,831	15,764,989
Subtotal	\$15,775,112	\$29,242,856	\$31,586,794	\$33,195,623	\$34,093,596

04 Special Revenue Source Fund

Supplies and Expenses ^g	-	\$ 231,855	\$ 92,000	\$ 343,656	\$ 345,529
Subtotal	-	\$ 231,855	\$ 92,000	\$ 343,656	\$ 345,529

20 Miscellaneous Grants Fund

Supplies and Expenses ^h	\$ 60,189	\$ 47,928	\$ 225,000	-	-
Subtotal	\$ 60,189	\$ 47,928	\$ 225,000	-	-

Planning and Community Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
77 Parking Authority Fund					
Salaries and Wages	-	-	-	\$ 900	\$ 900
Subtotal	-	-	-	\$ 900	\$ 900
Total All Funds					
Salaries and Wages	\$14,581,176	\$15,893,278	\$17,055,399	\$17,870,692	\$18,329,507
Supplies and Expenses	1,254,125	13,629,361	14,848,395	15,669,487	16,110,518
Total Department	\$15,835,301	\$29,522,639	\$31,903,794	\$33,540,179	\$34,440,025

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund ^a					
Permanent Positions	104.0	114.0	116.0	121.0	121.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	104.0	114.0	116.0	121.0	121.0

Footnotes

- FY 2015-17 amounts include the addition of 1.0 FTE Senior Plan Check Engineer offset by the deletion of 1.0 FTE Plans Examiner I/II/III.
- FY 2015-16 increase reflects the addition of 1.0 FTE Administrative Analyst and 2.0 FTE Code Enforcement Officer I/II positions dedicated to the short-term rental enforcement program.
- The Parking Authority Fund was transferred to the Planning & Community Development Department from the Finance Department in FY 2013-14.
- The Parking Operations Unit was transferred to the Planning & Community Development (PCD) Department from the Finance Department in FY 2013-14 to create a more efficient and direct connection between parking operations, traffic and circulation, and transportation planning. FY 2015-17 amounts include the transfer of 1.0 FTE Revenue Operations Assistant I position to the Finance Department.

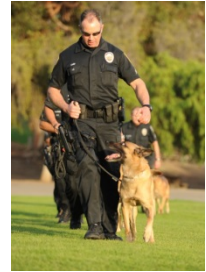
Planning and Community Development

- e. *FY 2015-16 increase reflects the addition of 1.0 Bikeshare Coordinator, 1.0 FTE limited term Transportation Management Specialist (funded by Transportation Management Program fees), 0.5 FTE limited Term Assistant Planner, 0.5 FTE Transportation Management Specialist to support the Safe Routes to School program, funds for contractual services related to the CycleHop bikeshare program, and funds for contracted Transportation Management Organization services.*
- f. *FY 2015-16 decrease reflects the one-time transfer of funds from the Capital Improvement Program budget to the operating budget in FY 2014-15.*
- g. *The FY 2015-16 increase reflects the contracted Transportation Management Organization services.*
- h. *FY 2014-15 amount reflects the receipt of the California Coastal Commission Local Coastal Program Planning grant. Any unspent funds in FY 2014-15 will be reappropriated to FY 2015-16.*



FY 2015-17 Adopted Biennial Budget

Police



Mission: We are dedicated to safeguarding our community by improving quality of life and upholding public trust.

Vision: We endeavor to be law enforcement's benchmark for excellence as we seek to eliminate crime and social disorder in collaboration with our community partners.

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$77,205,679	\$80,268,627
Supplies & Expenses	6,447,590	6,352,567
TOTAL	\$83,653,269	\$86,621,194
FTE Positions	432.7	435.7



Goals, Objectives and Service Benchmarks

Goal: Reduce crime, the fear of crime, and conditions contributing to social disorder.

Objectives:

- o Reduce Part 1 Crime by 2% compared to CY2014.
- o Reduce Part 1 Crime by 2% compared to CY2015.
- o Engage the community to increase crime prevention efforts.

Goal: Expand street homeless outreach.

Objectives:

- o Implement a City-wide collaborative, multi-faceted strategy to impact homeless related crime, quality of life issues, and fear of social disorder.
- o HLP and Neighborhood Resource Officers work collaboratively to provide education and information to both residents and business owners regarding homelessness and mental illness.
- o Provide continuous mental health training to all civilian operations field personnel.
- o Engage the residential and business community to inform the communities on contemporary public safety responses to homelessness-related issues.

Police

Goal: Enhance traffic safety and traffic circulation.

Objectives:

- o Enhance traffic safety by conducting directed traffic safety operations which focus on safe vehicular, bicycle, and pedestrian movement.
- o Continue targeted traffic safety violation enforcement and education campaigns.
- o Conduct adult-focused Metro Rail/Expo (light rail) traffic safety education campaign.
- o Conduct a youth-focused Metro Rail/Expo (light rail) rail safety education campaign in collaboration with the SMMUSD elementary and middle schools.

Goal: Enhance and promote youth wellbeing.

Objective:

- o Implement strategies which support a positive youth experience for young people between the ages 9 to 21.

Service Benchmarks:

- Collaborate with high school administration to develop strategies for promoting a positive and safe environment on and around the campuses to reduce incidents of gang-related and teen violence.
- Impact underage drinking by conducting operations at establishments to prevent the illegal sales of alcohol to minors within the guidelines of the Alcoholic Beverage Control (ABC) grant.
- Participate in 24 Cradle 2 Career (C2C) meetings to exchange frontline information.

- Enhance recruitment efforts for municipal sponsored programs, including the Police Activities League (PAL), the Police Explorers, and the Police Cadet Program.

Goal: Community wellbeing and emergency preparedness.

Objectives:

- o Implement disaster response plan for Animal Shelter.
- o Complete the following: ICS 100; ICS 200; Basic Emergency Operations Center Training, Red Cross Shelter Management and mass animal sheltering training to include the acquisition of necessary equipment for emergency shelter operations

Goal: Enhance Police and Fire radio communication infrastructure.

Objectives:

- o In conjunction with the Information Systems Division, implement strategies to ensure the timely replacement of all radio infrastructure equipment.
- o Collaborate with public safety partners to implement regionally interoperable radio system.



Service by Division

Administrative Services

Operating Budget: FY 2015-16: \$15.1 million FY 2016-17: \$15.4 million
Number of FTEs: FY 2015-16: 30.0 FTE FY 2016-17: 30.0 FTE



The Administrative Services Division (ASD) incorporates the Administrative Services Support Unit, Police Technology Unit, Budget & Procurement Unit, and the Resource Development Unit. The Division is primarily responsible for the duties associated with employee benefits and their record keeping, purchasing, employment, and establishing appropriate policies and

procedures that ensure the Police Department is operating as efficiently as possible.

Criminal Investigations

Operating Budget: FY 2015-16: \$15.3 million FY 2016-17: \$15.8 million
Number of FTEs: FY 2015-16: 88.6 FTE FY 2016-17: 88.6 FTE

The Criminal Investigations Division (CID) includes the Forensic Section, the Criminal Investigations Section, and the Criminal Investigations Support Section.

The Forensic Section processes crime scenes by photographing, collecting, and analyzing evidence and fingerprints. Forensic also provides fingerprint services for the public.

The Criminal Investigations Support Section is responsible for the management of public law enforcement records, Uniform Crime Reporting, Crime Analysis, and the retention and safeguarding of evidence and found property.

The Criminal Investigations Section provides the public with the following services:

- Investigation of unsolved crimes and the apprehension of those suspects when identified
- The Narcotics and Vice Unit addresses incidents of illegal narcotics, prostitution,

Police

human trafficking, and the adherence and enforcement of alcohol licensing and state regulations

- 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
- Police Activities League and Explorer Programs

The Criminal Investigations Section 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 judicial system. Detectives also identify, register, and track previously convicted sex offenders utilizing State mandated protocols.



The Youth and Family Services Unit consolidates a variety of resources formerly divided throughout the department. Those services include: School Resource Officers, youth and parental 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.

Harbor Unit

Operating Budget: FY 2015-16: \$1.3 million FY 2016-17: \$1.4 million
Number of FTEs: FY 2015-16: 9.3 FTE FY 2016-17: 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.

Operations

Operating Budget: FY 2015-16: \$30.9 million FY 2016-17: \$32.5 million
Number of FTEs: FY 2015-16: 157.0 FTE FY 2016-17: 160.0 FTE

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

- Preservation of peace and protection of life and property
- 24-hour-a-day City Patrol
- Response to calls for service
- 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-hours-a-day City patrol. The Division enforces laws, conducts preliminary investigations of crimes, and apprehends

Police

offenders. The primary patrol section includes three patrol watches: Day (A) Watch Section, Night (B) Watch Section, and Morning (C) 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 units within the Division are the Public Service Officer's (PSO), Crime Impact Team (CIT), Gang Unit, K-9 Unit, and the Pier and Harbor Services Unit.



Strategic Services

Operating Budget: FY 2015-16: \$21.0 million FY 2016-17: \$21.5 million
Number of FTEs: FY 2015-16: 147.8 FTE FY 2016-17: 147.8 FTE

The Strategic Services Division (SSD) 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
- Downtown Bicycle Team
- Homeless Liaison Program (HLP)
- Event Planning and Coordination
- Community Outreach
- Animal Control
- Jail/Custody Services

The Strategic Services Division is organized into (5) sections: the Downtown Services Section, Community Services Section, Jail/Custody Section, Animal Control Section, and the Traffic Services Section.

The Downtown Services 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, and the Downtown Bicycle Unit, which utilizes bicycles as the primary mode of transportation to provide police services to the heavily congested downtown area.

The Community Services Section consists of the Community Affairs Unit, which works as a liaison between the public and the Police Department to resolve quality of life issues, and the Planning Unit, which is responsible for the coordination of police services involving all special events and film permits.

The Jail/Custody Section's primary mission is to take custody of people that have been arrested and ensure their safety and security until their arraignment or release.

The Animal Control Section operates a progressive animal care shelter that is capable of housing various types of animals, including dogs, cats, horses, birds, and smaller reptiles. In addition to caring for and housing animals, the section is responsible for the enforcement of both local and State animal control laws and regulations.

The Traffic Services Section consists of 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.



Police

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administrative Services ^a	\$16,174,031	\$17,011,861	\$13,793,452	\$15,118,355	\$15,448,786
Animal Control Unit	1,296,363	1,310,609	-	-	-
Criminal Investigations	8,649,946	8,808,370	14,797,607	15,301,300	15,832,892
Harbor Unit	1,282,755	1,313,156	1,276,570	1,322,942	1,353,640
Operations ^b	31,680,848	34,175,421	32,461,464	30,869,538	32,529,323
Strategic Services ^c	13,861,726	13,485,617	18,197,512	21,041,134	21,456,553
Total Department	\$72,945,669	\$76,105,034	\$80,526,605	\$83,653,269	\$86,621,194

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages ^d	\$66,218,944	\$69,288,555	\$72,132,079	\$75,754,934	\$79,085,667
Supplies and Expenses	4,941,432	4,859,247	6,093,005	5,978,076	6,081,887
Subtotal	\$71,160,376	\$74,147,802	\$78,225,084	\$81,733,010	\$85,167,554

04 Special Revenue Source Fund

Supplies and Expenses	-	-	\$ 21,456	\$ 13,001	-
Subtotal	-	-	\$ 21,456	\$ 13,001	-

20 Miscellaneous Grants Fund

Salaries and Wages	\$ 120,219	\$ 228,320	\$ 379,759	\$ 295,020	-
Supplies and Expenses	89,498	179,131	388,263	189,296	-
Subtotal	\$ 209,717	\$ 407,451	\$ 768,022	\$ 484,316	-

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
21 Asset Seizure Fund ^e					
Salaries and Wages	\$ 75,729	\$ 46,214	-	-	-
Supplies and Expenses	182,773	26,762	-	-	-
Subtotal	\$ 258,502	\$ 72,976	-	-	-
22 COPS Fund					
Supplies and Expenses	\$ 48,589	\$ 163,649	\$ 235,473	\$ 100,000	\$ 100,000
Subtotal	\$ 48,589	\$ 163,649	\$ 235,473	\$ 100,000	\$ 100,000
30 Pier Fund					
Salaries and Wages	\$ 1,134,954	\$ 1,174,908	\$ 1,112,303	\$ 1,155,725	\$ 1,182,960
Supplies and Expenses	133,531	138,248	164,267	167,217	170,680
Subtotal	\$ 1,268,485	\$ 1,313,156	\$ 1,276,570	\$ 1,322,942	\$ 1,353,640
Total All Funds					
Salaries and Wages	\$67,549,846	\$70,737,997	\$73,624,141	\$77,205,679	\$80,268,627
Supplies and Expenses	5,395,823	5,367,037	6,902,464	6,447,590	6,352,567
Total Department	\$72,945,669	\$76,105,034	\$80,526,605	\$83,653,269	\$86,621,194

Police

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions	406.0	402.0	387.0	392.0	395.0
Temporary Positions	31.4	31.4	31.4	31.4	31.4
Subtotal	437.4	433.4	418.4	423.4	426.4
30 Pier Fund					
Permanent Positions	7.0	7.0	7.0	7.0	7.0
Temporary Positions	2.3	2.3	2.3	2.3	2.3
Subtotal	9.3	9.3	9.3	9.3	9.3
Total All Funds					
Permanent Positions ^d	413.0	409.0	394.0	399.0	402.0
Temporary Positions	33.7	33.7	33.7	33.7	33.7
Total Department	446.7	442.7	427.7	432.7	435.7

Footnotes

- FY 2015-17 increase reflects the addition of 1.0 FTE Range Master, 1.0 FTE Police Personnel Services Technician that was approved during FY 2014-15 mid-year, and an increase in the workers' compensation insurance rate.
- FY 2015-17 decrease reflects a reorganization to transfer staffing and expense budgets of 13 sworn Police personnel from the Homeless Liaison Program and Bike Detail in the Operations Division into the Strategic Services Division.
- FY 2015-17 increase reflects a reorganization to transfer staffing and expense budgets of 13 sworn Police personnel from the Homeless Liaison Program and Bike Detail in the Operations Division as well the Animal Control Unit into the Strategic Services Division.
- FY 2015-16 increase reflects the addition of 1.0 FTE Police Sergeant, 5.0 FTE Police Officers, 1.0 FTE Range Master, and the deletion of 1.0 FTE Police Lieutenant and 1.0 FTE Staff Assistant II. FY 2016-17 increase reflects an additional 3.0 FTE Police Officers.
- Asset Seizure Fund is not budgeted.

FY 2015-17 Adopted Biennial Budget

Fire



The Santa Monica Fire Department is dedicated to preventing the loss of life, property, and the environment from fire, medical, and other natural or man-made disasters through aggressive prevention, training, public education, and emergency response.

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$33,721,172	\$37,149,364
Supplies & Expenses	2,182,359	2,425,422
TOTAL	\$35,903,531	\$39,574,786
FTE Positions	129.8	135.8



Goals, Objectives and Service Benchmarks

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

Objectives:

- o Analyze operational and fiscal practicality of assuming Emergency Medical Services (EMS) transportation in FY 2016-17 or develop a Request for Proposal for ambulance services effective July 1, 2016.
- o 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, 2016.
- o Coordinate to provide alternate deployment strategies, including the deployment of a two-person Rescue Ambulance pilot project in July 2015. The pilot's intent is to validate the effectiveness of an additional ALS resource and its impact on response reliability and unit utilization.
- o As a result of the continued growth in emergency responses and in preparation for the impacts associated with Expo Light Rail, staff a second Rescue Ambulance with the additional 6.0 FTE Firefighter Paramedics in FY 2016-17.
- o Enter into agreement with UCLA and the Local Emergency Medical Services Agency to develop a community paramedic pilot project by January 1, 2016.

Fire

- o Run logistics and revenue projections to consider impact of adding Ground Emergency Medical Transport (GEMT), cost of adding apparatus operator program, assess facility space, and assess apparatus replacement and maintenance schedules by January 1, 2016.
- o Coordinate meeting with staff of Ocean Park Community Center (OPCC), Department of Community and Cultural Services, and Fire Department to explore options to better serve clients and reduce volume of EMS responses to facilities by January 1, 2016.
- o Develop and implement a multi-tier emergency medical services dispatching protocol (APCO/NFPA 1201) by June 30, 2016.
- o Track all response times, inspection records, accident rates and facilities/apparatus maintenance costs by June 30, 2016.
- o Evaluate various Electronic Patient Care Reporting (ePCR) software options to better track and create efficiencies for inspections and reporting by January 1, 2016.
- o Use predictive software to analyze the impact of various vehicle, staffing, and geographic options for deployment by January 1, 2016.
- o Evaluate options for having Prevention Division assume a larger number of residential inspections from Suppression and Rescue Division by January 1, 2016.

Service Benchmark:

- Reduce emergency medical services related calls transported to an acute care facility by 10% during the term of community paramedic pilot project.
-



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

Objectives:

- o Enhance professional development opportunities and specify pathways for career advancement at all levels by January 1, 2016.
- o Work with the Los Angeles Area Regional Training Group to integrate mobile training prop into the training work plan by December 31, 2015.
- o Develop a Battalion Chief (NFPA 1021) and Engineer Academy (California State Fire Marshal [CFSM] Driver/Operator Standards) and task book by December 31, 2015. Complete revision of Company Officer task book by December 31, 2015.

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

Objective:

- o Develop a comprehensive mental health training/wellness plan to complement the existing CISD and Chaplaincy program by June 30, 2016.
-



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

Objectives:

- o Reexamine the possibility of starting a self-inspection program for business/mercantile inspections by December 31, 2015.
- o In coordination with the Los Angeles County Local Emergency Medical Services Agency and the American Heart Association, continue to provide hands-only CPR training and institute an application enabled software to allow citizens and visitors of Santa Monica to respond to nearby cardiac arrest incidents by June 30, 2016.
- o 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, 2016.
- o 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 December 31, 2015.

Service Benchmarks:

- 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 December 31, 2015.
- Train 500 (100% increase) members of the community in sidewalk CPR by June 30, 2016.

Goal: To practice disaster resilient activities in order to develop a well-prepared workforce.

Objectives:

- o Update the emergency contact information for all employees to be used in the SM Alerts notification and employee emergency recall system by November 30, 2015.
- o Work with Office of Emergency Management and develop an inventory of emergency supplies (including food, water, and any special equipment) for department employees for at least 72 hours following a significant emergency by November 30, 2015.
- o Attend mandatory Emergency Operations Center trainings, exercises, activations, and other events in order to strengthen the organization's emergency response and resiliency capabilities.

Fire

Service by Division

Administration

Operating Budget: FY 2015-16: \$5.4 million FY 2016-17: \$5.6 million
Number of FTEs: FY 2015-16: 13.8 FTE FY 2016-17: 13.8 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 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 heavy duty vehicles are kept in excellent working condition through scheduled preventative maintenance, and timely repairs and service.

Fire Prevention

Operating Budget: FY 2015-16: \$3.2 million
Number of FTEs: FY 2015-16: 14.0 FTE

FY 2016-17: \$3.3 million
FY 2016-17: 14.0 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.



Fire Suppression and Rescue

Operating Budget: FY 2015-16: \$26.4 million
Number of FTEs: FY 2015-16: 99.0 FTE

FY 2016-17: \$29.6 million
FY 2016-17: 105.0 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

Fire

materials and urban search and rescue; evaluates potential building hazards; and plans mitigation tactics. The Division also conducts residential inspections; provides public education; and maintains facilities, apparatus and equipment. The Division recently engaged in a Tactical Emergency Medical Services Program in conjunction with the Santa Monica Police SWAT Team. This program places tactically trained Fire Department Paramedics with the SWAT team to provide immediate advanced life support (ALS) level care to injured officers or civilians.

The Department has plans to deploy a two-person Rescue Ambulance pilot project in July 2015. The pilot's intent is to validate the effectiveness of an additional ALS resource and its impact on response reliability and unit utilization. The FY 2016-17 Approved Budget includes an additional 6.0 FTE Firefighter Paramedics to staff a second Rescue Ambulance. These additional resources are reflective of a continued growth in emergency responses and in preparation for the impacts associated with Expo Light Rail. Using key performance measures, a standing Deployment Committee will regularly evaluate and propose variations to the new staffing model.

Training

Operating Budget: FY 2015-16: \$0.9 million FY 2016-17: \$1.1 million
Number of FTEs: FY 2015-16: 3.0 FTE FY 2016-17: 3.0 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.



Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration ^a	\$ 6,119,953	\$ 6,707,467	\$ 6,244,521	\$ 5,403,798	\$ 5,618,079
Fire Prevention	2,414,615	2,344,808	2,796,636	3,190,092	3,314,174
Fire Suppression and Rescue ^b	22,228,010	23,947,124	25,795,182	26,398,076	29,577,368
Support Services	36,788	34,288	-	-	-
Training ^b	1,075,086	835,275	988,125	911,565	1,065,165
Total Department	\$31,874,452	\$33,868,962	\$35,824,464	\$35,903,531	\$39,574,786
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages ^b	\$29,918,491	\$31,476,692	\$32,763,778	\$33,721,172	\$37,149,364
Supplies and Expenses ^b	1,642,969	1,868,397	2,334,395	2,182,359	2,425,422
Subtotal	\$31,561,460	\$33,345,089	\$35,098,173	\$35,903,531	\$39,574,786
04 Special Revenue Source Fund					
Supplies and Expenses	\$ 206	\$ 349	-	-	-
Subtotal	\$ 206	\$ 349	-	-	-
20 Miscellaneous Grants					
Supplies and Expenses	\$ 312,786	\$ 523,524	\$ 726,291	-	-
Subtotal	\$ 312,786	\$ 523,524	\$ 726,291	-	-
Total All Funds					
Salaries and Wages ^b	\$29,918,491	\$31,476,692	\$32,763,778	\$33,721,172	\$37,149,364
Supplies and Expenses ^b	1,955,961	2,392,270	3,060,686	2,182,359	2,425,422
Total Department	\$31,874,452	\$33,868,962	\$35,824,464	\$35,903,531	\$39,574,786

Fire

Budget Summary

GENERAL FUND

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions ^b	129.0	129.0	129.8	129.8	135.8
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	129.0	129.0	129.8	129.8	135.8

Footnotes

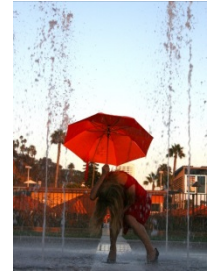
- a. FY 2015-17 decrease reflects: 1) the transfer of 9.0 FTE Fire Communications employees to the Office of Emergency Management, and 2) the transfer of facility maintenance related expenses to the Public Works Department.
- b. FY 2014-15 net increase of 0.8 FTE reflects the transfer of 9.0 FTE Fire Communications positions to the Office of Emergency Management, offset by the addition of 9.8 FTE positions including 1.0 FTE Staff Assistant II, 1.0 FTE Assistant Administrative Analyst, 6.0 FTE Firefighters, 1.0 FTE Fire Code Enforcement Officer I/II, and 0.8 FTE Fire Equipment Specialist. FY 2016-17 increase reflects the addition of 6.0 FTE Firefighters and the associated costs; overtime related to a training academy for new hires; sending Firefighters to paramedic school; and other miscellaneous expenses such as uniforms, additional supplies, and equipment.

Community and Cultural Services

FY 2015-17 Adopted Biennial Budget



Community and 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 and Cultural Services

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$16,218,889	\$16,577,575
Supplies & Expenses	19,847,844	20,037,411
TOTAL	\$36,066,733	\$36,614,986
FTE Positions	167.8	167.3



Goals, Objectives and Service Benchmarks

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

Objectives:

- o Lead the community-based Cradle to Career (C2C) Initiative through June 2017 to improve the wellbeing of youth and families, including the following projects: YRT 2.0 and the Building Blocks for Kindergarten Readiness Campaign.
- o During FY 2015-17 budget cycle, ensure community access to critical social service resources and diverse cultural opportunities through the implementation of Human Services and Organizational Support Grant Programs. Provide quarterly updates on key objectives and service benchmarks that address needs, and promote quality of life and wellbeing for Santa Monica residents.
- o By Fall 2016, implement strategies to align organizational structure and programming at Santa Monica Police Activities League (PAL) with industry best-practices and C2C to advance youth wellbeing in learning and school achievement; social skills; physical health; emotional maturity and mental health.
- o Plan for development of a state-of-the-art Early Childhood Education Center through collaboration with Santa Monica College including operations, design, issuance of entitlements and construction coordination through June 2017.
- o Advance the goals of the updated Action Plan to Address Homelessness through June 2017.
- o Improve the delivery of services to seniors and people with disabilities through June 2017.

Community and Cultural Services

Service Benchmarks:

- 80% (67) family childcare and early childhood centers will sign on to the Building Blocks for Kindergarten Readiness Campaign providing materials and tools to support parents with their children's transition to kindergarten.
- \$750,000 in financial assistance to low-income youth in City programs
- 70% (206 of 295) of the vulnerable individuals on the Service Registry will be permanently housed by June 2017.
- Each program year, a minimum of 500 older adults and people with disabilities will receive services that will allow them to remain in their homes.

to safe harbor Santa Monica's artists and arts and cultural non-profits.

- o Increase hours of community use at 1450 Ocean by 20% by June 30, 2017.

Service Benchmarks:

- 250 community cultural events produced or sponsored annually.
 - Establish an 'hours of community use' benchmark for 1450 Ocean. Establish the baseline in FY 2015-16 and increase it by 20% in FY 2016-17.
-

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

Objectives:

- o Work to assure that the public has access to a wide variety of free or low cost cultural activities which contribute to overall community wellbeing, by supporting or producing over 250 cultural events annually.
- o Collect and analyze the data necessary to produce the first complete set of cultural indicators to be included in the next Sustainable City report card.
- o Plan for and implement a new, more sustainable Glow by 2017.
- o Present the Civic Working Group's recommendations for the future of the Civic Auditorium to Council in Fall 2015 and implement Council's direction with HED.
- o Work with various City departments and public/private initiatives to explore ways



Community and Cultural Services

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

Objectives:

- o Plan for the expansion of the beach bike path north of Arizona Avenue to the northern City limits, and the renovation of Ocean Front Walk north of the Pier by June 2016.
- o Complete the design and construction of a new beach playground at Montana Avenue.
- o Complete the design and construction of park capital improvement projects, including the Reed Park renovation, Ozone Park updates, and the Clover Park restroom rebuild.
- o Collaborate with SMMUSD to identify means for expediting renovation of the Lincoln Middle School athletic field with a new surface and lighting with the goal to increase usage by the community.
- o Provide access to cultural opportunities in a variety of City parks and open spaces.

Service Benchmarks:

- Add 2.3 acres of public park land in Summer 2016 by constructing and opening a new park on Exposition Boulevard and Stewart Street.

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

Objectives:

- o Develop and release Wellbeing Index v2.0 and v3.0 to include additional or refreshed data, indicators, and analysis to further build measures of community wellbeing by June 30, 2016 (v2.0) and June 30, 2017 (v3.0).
- o Engage the community in discussing findings and identifying opportunities and strategies for enhancing wellbeing as measured by the Wellbeing Index by January 2016.
- o Use wellbeing measurement to conduct assessments and make recommendations on strategies, programs, and resource allocations by June 2016.
- o Develop and support implementation of strategies to enhance wellbeing, as measured by the Wellbeing Index, by June 2016.

Service Benchmarks:

- 8 initiatives to address Wellbeing Index findings.



Community and Cultural Services

Service by Division

Administration and Planning Services

Operating Budget: FY 2015-16: \$7.6 million

FY 2016-17: \$7.8 million

Number of FTEs: FY 2015-16: 8.6 FTE

FY 2016-17: 8.6 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 2015-16: \$6.4 million

FY 2016-17: \$6.6 million

Number of FTEs: FY 2015-16: 62.8 FTE

FY 2016-17: 62.8 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. The Division oversees the Community Class program at a range of park and community locations and, on behalf of a number of Westside



Community and Cultural Services



cities, coordinates programming for people with disabilities through the SMARS (Adaptive Recreation & Sports) and Westside Special Olympics. The Division develops policies and issues permits for use of facilities, BBQ picnic areas, fields, courts, commercial fitness or athletic instruction, 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.

Cultural Affairs

Operating Budget: FY 2015-16: \$5.6 million
Number of FTEs: FY 2015-16: 23.9 FTE

FY 2016-17: \$5.5 million
FY 2016-17: 23.4 FTE

Santa Monica is home to 1,746 arts-related businesses that employ 14,595 people. 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 the ongoing support for the arts and culture in the life of the community. The Division oversees four major



grant programs totaling over \$600,000 that support local arts activities; and it produces a wide range of cultural programs throughout the City including Beach=Culture, and Tongva after Dark, as well as events such as Glow, Dia de los Muertos, Jazz on the Lawn, the Santa Monica Festival, and the Teen Film Festival. The City's cultural facilities are also managed by the Division, providing ongoing programming at 1450 Ocean, the Annenberg Community Beach House, and the Miles Memorial Playhouse.

Community and Cultural Services

Human Services

Operating Budget: FY 2015-16: \$16.4 million FY 2016-17: \$16.7 million
Number of FTEs: FY 2015-16: 72.5 FTE FY 2016-17: 72.5 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 the network of services for children, youth, and families. Santa Monica's human service safety net is built



on strong nonprofit programs, which are funded by the City through \$8.2 million in Human Services grants. These programs focus on serving Santa Monica's low income community members of all ages. To further supplement services available through the nonprofit sector, Division staff provide school and neighborhood-based educational, fitness and cultural programs and events at Virginia Avenue Park, the Police Activities League, and through 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, and health education is supported by the work of 8 advisory boards, commissions and task forces.

Community and Cultural Services

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration and Planning Services ^a	\$ 1,391,952	\$ 1,650,378	\$ 2,556,876	\$ 1,752,328	\$ 1,802,373
Beach Administration	4,886,139	5,258,483	5,620,087	5,873,635	6,026,201
Beach House Operations ^b	1,847,334	2,349,219	2,584,881	2,778,375	2,820,687
Beach Maintenance	2,669,134	-	-	-	-
Civic Auditorium	2,351,640	-	-	-	-
Community Recreation ^c	5,946,671	6,270,383	6,082,861	6,435,817	6,562,684
Cultural Affairs ^d	1,381,362	2,264,372	2,707,153	2,818,929	2,722,116
Human Services ^e	15,486,606	14,975,368	15,580,857	16,407,649	16,680,925
Public Landscape ^h	11,271,093	-	-	-	-
Total Department	\$47,231,931	\$32,768,203	\$35,132,715	\$36,066,733	\$36,614,986

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$19,762,112	\$14,038,472	\$14,502,903	\$14,814,808	\$15,176,607
Supplies and Expenses	14,733,048	10,295,196	10,807,995	11,810,395	11,851,601
Subtotal	\$34,495,160	\$24,333,668	\$25,310,898	\$26,625,203	\$27,028,208

04 Special Revenue Source Fund

Supplies and Expenses	\$ 24,667	\$ 18,677	\$ 25,000	\$ 97,796	\$ 97,796
Subtotal	\$ 24,667	\$ 18,677	\$ 25,000	\$ 97,796	\$ 97,796

Community and Cultural Services

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
11 Beach Fund					
Salaries and Wages ^b	\$ 1,508,336	\$ 1,261,169	\$ 1,326,484	\$ 1,404,081	\$ 1,400,968
Supplies and Expenses	6,018,202	6,223,106	6,850,224	7,247,929	7,445,920
Subtotal	\$ 7,526,538	\$ 7,484,275	\$ 8,176,708	\$ 8,652,010	\$ 8,846,888
19 CDBG Fund					
Supplies and Expenses	\$ 200,753	\$ 203,837	\$ 199,010	\$ 201,268	\$ 201,268
Subtotal	\$ 200,753	\$ 203,837	\$ 199,010	\$ 201,268	\$ 201,268
20 Miscellaneous Grants Fund					
Supplies and Expenses ^a	\$ 785,839	\$ 710,746	\$ 1,421,099	\$ 490,456	\$ 440,826
Subtotal	\$ 785,839	\$ 710,746	\$ 1,421,099	\$ 490,456	\$ 440,826
24 Beach House Fund ^f					
Salaries and Wages	\$ 1,029,592	-	-	-	-
Supplies and Expenses	817,742	-	-	-	-
Subtotal	\$ 1,847,334	-	-	-	-
32 Civic Auditorium Fund ^g					
Salaries and Wages	\$ 1,848,040	-	-	-	-
Supplies and Expenses	503,600	-	-	-	-
Subtotal	\$ 2,351,640	-	-	-	-

Community and Cultural Services

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan

MAJOR ACCOUNT GROUPS BY FUND (continued)

53 Parks and Recreation Fund

Supplies and Expenses	-	17,000	-	-	-
Subtotal	-	\$ 17,000	-	-	-

Total All Funds

Salaries and Wages	\$24,148,080	\$15,299,641	\$15,829,387	\$16,218,889	\$16,577,575
Supplies and Expenses	23,083,851	17,468,562	19,303,328	19,847,844	20,037,411
Total Department	\$47,231,931	\$32,768,203	\$35,132,715	\$36,066,733	\$36,614,986

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan

01 General Fund

Permanent Positions ^c	177.0	105.8	106.5	107.7	107.7
Temporary Positions	49.1	46.9	47.2	45.3	45.3
Subtotal	226.1	152.7	153.7	153.0	153.0

11 Beach Fund

Permanent Positions ^b	11.0	6.0	8.5	9.3	8.8
Temporary Positions	12.1	8.9	5.9	5.5	5.5
Subtotal	23.1	14.9	14.4	14.8	14.3

24 Beach House Fund

Permanent Positions	5.0	0.0	0.0	0.0	0.0
Temporary Positions	6.5	0.0	0.0	0.0	0.0
Subtotal	11.5	0.0	0.0	0.0	0.0

Community and Cultural Services

Budget Summary

VARIOUS FUNDS

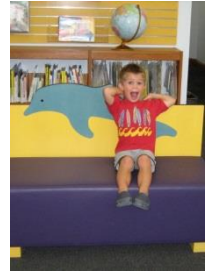
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
32 Civic Auditorium Fund					
Permanent Positions	20.0	0.0	0.0	0.0	0.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	20.0	0.0	0.0	0.0	0.0
Total All Funds					
Permanent Positions	213.0	111.8	115.0	117.0	116.5
Temporary Positions	67.7	55.7	53.0	50.8	50.8
Total Department	280.7	167.5	168.0	167.8	167.3

Footnotes

- a. Decrease due to one-time grant from Bloomberg Philanthropies for the Wellbeing Project.
- b. Reflects the conversion of a 0.8 FTE Aquatics Program Coordinator from an as-needed position to a permanent position.
- c. Reflects the conversion of 1.2 FTE as-needed Guest Services Assistants to 1.2 FTE permanent Guest Services Assistants.
- d. Reflects a budget enhancement of \$180,000 for the Organizational Support Grants Program (OSP) and \$65,000 to support the Santa Monica Festival and Dia de Los Muertos community events.
- e. FY 2015-17 reflects a budget enhancement of \$550,000 to the City's Human Services Grants Program (HSGP).
- f. The Beach House (24) consolidated with the Beach Fund (11) in FY 2013-14.
- g. The Civic Auditorium suspended full operation on June 30, 2013.
- h. Public Landscape division was transferred to the Public Works Department in FY 2013-14.

FY 2015-17 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 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$9,840,087	\$10,101,899
Supplies & Expenses	2,579,664	2,636,436
TOTAL	\$12,419,751	\$12,738,335
FTE Positions	111.0	111.0

Goals, Objectives and Service Benchmarks

Goal: Provide knowledgeable staff and relevant materials that meet the community's wellbeing need for information, learning and recreation.

Objectives:

- Proceed with strategic planning process begun in March 2015 and form a completed plan based on community, stakeholder, and staff input by December 2015.
- Make Website more accessible by redesigning it to enhance compatibility with mobile and tablet devices, in collaboration with ISD, by June 2016.

Service Benchmarks:

- Maintain 860,000 remote user visits to smpl.org.
- Maintain in-person annual visitor count at 1,265,000.



Library

Goal: Inspire and enhance lives and wellbeing with outstanding services, learning opportunities and programs.

Objectives:

- Develop two strategic partnerships that address the community's priorities gleaned from the strategic planning process by June 2016.
- Co-produce programs for adults and youth including the Green Prize sustainability literature and non-fiction awards; Summer Reading and Santa Monica Reads to support Cradle to Career and life-long learning by June 2016.
- Increase outreach by 10% to non-library users by embedding library staff at community events and spaces to promote library services by June 2016.

Service Benchmarks:

- Maintain program count and attendance at 14/15 levels.
- Increase total count of Santa Monica borrowers by 10%.

Goal: Manage and maintain facilities, state-of-the-art systems and equipment that allow community members to access, use and share ideas.

Objectives:

- Complete the renovation that will overhaul the HVAC system and improve accessibility at the Fairview Branch Library by June 2016.
- Assess and plan use of space at Library facilities as linked to strategic planning by June 2016.

Service Benchmarks:

- Maintain meeting and study room use at 17,500.
- Maintain library WiFi and public access computer sessions at 285,000 annually.



Service by Division

Administration and Facilities

Operating Budget: FY 2015-16: \$3.0 million FY 2016-17: \$3.1 million
Number of FTEs: FY 2015-16: 15.4 FTE FY 2016-17: 15.4 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 2015-16: \$2.7 million FY 2016-17: \$2.7 million
Number of FTEs: FY 2015-16: 16.0 FTE FY 2016-17: 16.0 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

Public and Branch Services

Operating Budget: FY 2015-16: \$3.7 million

FY 2016-17: \$3.8 million

Number of FTEs: FY 2015-16: 39.4 FTE

FY 2016-17: 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, Ocean Park and Pico Branches, including providing customer assistance and programs for all ages and interests;

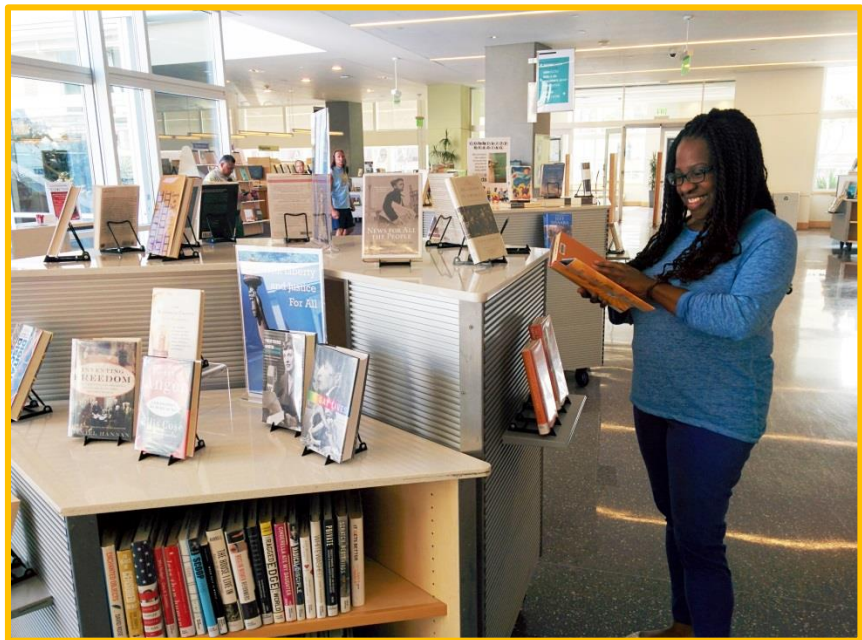


promoting popular collections and resources; performing circulation functions; and coordinating reservations of their meeting rooms. Branch Libraries place special emphasis on service to youth and to the diverse populations within their neighborhoods, tailoring many of their programs to these constituencies.

Reference Services

Operating Budget: FY 2015-16: \$3.1 million FY 2016-17: \$3.2 million
Number of FTEs: FY 2015-16: 40.2 FTE FY 2016-17: 40.2 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, which is a local history room containing a special collection of research materials, and Imagine Santa Monica, which is 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.

Library

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration and Facilities	\$ 2,703,947	\$ 2,502,169	\$ 2,947,313	\$ 2,978,189	\$ 3,064,445
Information Management ^a	2,321,934	2,270,854	3,151,389	2,676,840	2,719,811
Public and Branch Services	3,016,501	3,265,372	3,631,903	3,665,417	3,783,990
Reference Services ^b	2,861,703	2,922,911	2,540,154	3,099,305	3,170,089
Total Department	\$10,904,085	\$10,961,306	\$12,270,759	\$12,419,751	\$12,738,335

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages	\$ 8,873,086	\$ 8,972,141	\$ 9,743,926	\$ 9,840,087	\$10,101,899
Supplies and Expenses	2,021,063	1,972,942	2,526,833	2,579,664	2,636,436
Subtotal	\$10,894,149	\$10,945,083	\$12,270,759	\$12,419,751	\$12,738,335

20 Miscellaneous Grants Fund ^c

Supplies and Expenses	\$ 9,936	\$ 16,223	-	-	-
Subtotal	\$ 9,936	\$ 16,223	-	-	-

Total All Funds

Salaries and Wages	\$ 8,873,086	\$ 8,972,141	\$ 9,743,926	\$ 9,840,087	\$10,101,899
Supplies and Expenses	2,030,999	1,989,165	2,526,833	2,579,664	2,636,436
Total Department	\$10,904,085	\$10,961,306	\$12,270,759	\$12,419,751	\$12,738,335

Budget Summary

GENERAL FUND

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions	68.5	70.5	70.5	70.5	70.5
Temporary Positions	37.6	41.8	40.5	40.5	40.5
Total Department	106.1	112.3	111.0	111.0	111.0

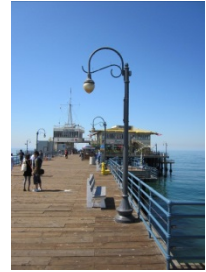
Footnotes

- a. FY 2015-16 decrease reflects the reallocation of funds within the Department based on historical spending and anticipated need.
- b. FY 2015-16 increase reflects the reallocation of funds within the Department based on historical spending and anticipated need.
- c. Prior year expenditures were related to Federal and State grant-funded projects completed in FY 2013-14.



FY 2015-17 Adopted Biennial Budget

Public Works

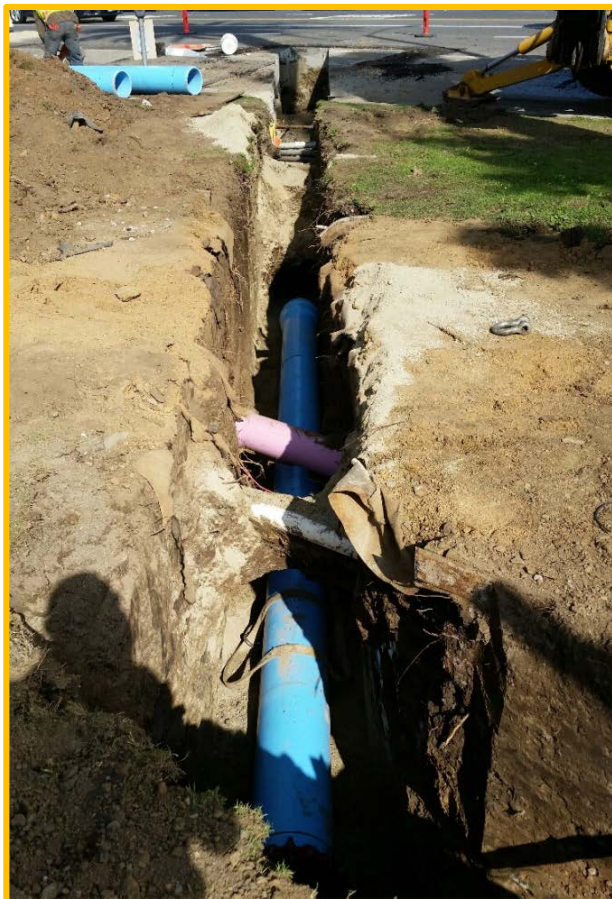


The mission of the Public Works Department is to protect and enrich the quality of life in the City through the sustainable maintenance, management, and enhancement of resources and public infrastructure.

Public Works

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$56,689,566	\$58,464,440
Supplies & Expenses	69,115,722	66,696,147
TOTAL	\$125,805,288	\$125,160,587
FTE Positions	505.3	505.3



Goals, Objectives and Service Benchmarks

Goal: Implement water self-sufficiency strategies.

Objectives:

- o Achieve a 20% reduction in City water use by December 31, 2016.
- o Produce 9,500 acre feet of water from local groundwater each year.
- o Complete siting study and determine best methods of treating contaminated water in the Olympic Basin in FY 2016-17.
- o Implement Advanced Metering Infrastructure (AMI) 12-month pilot in FY 2015-16.

Service Benchmarks:

- Replace spray irrigation systems to drip irrigation at 16 acres of public landscaped sites.
- Replace one acre of high water demand plant material with low water demand plant material per year.

Goal: Implement innovative sustainable programs.

Objectives:

- o Implement zero waste programs identified in the Zero Waste Strategic Operations Plan in FY 2015-16 and FY 2016-17.
- o Complete street sweeping scheduled changes for commercial districts in FY 2015-16.
- o Maintain the number of vehicles using alternative fuel at 71% of the fleet annually.
- o Purchases of paint materials that meet low and zero VOC (Volatile organic compounds) specifications from 70% to 75% each year.

Public Works

- o Implement updated Cemetery Business Plan including development of a green burial section as an eco-friendly alternative to traditional burial by June 30, 2016.

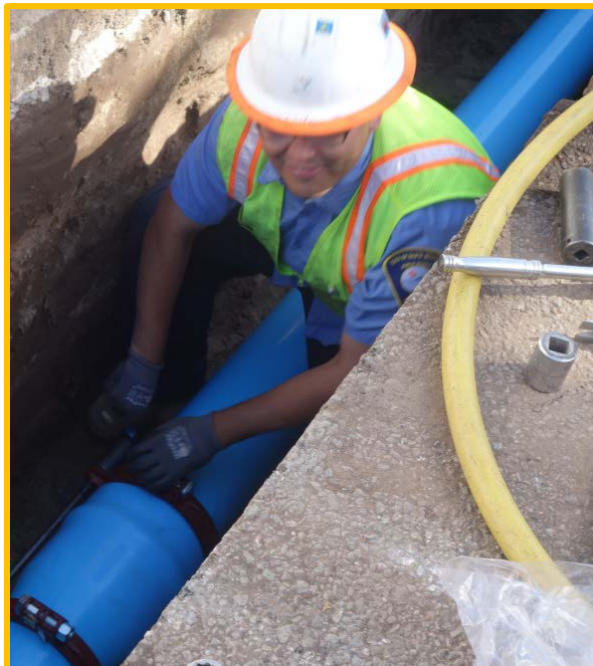
Service Benchmarks:

- Increase green food waste diversion by 5% each year (10% over two years).
- Reduce illegal dumping by 10% in FY 2015-16 by implementing a donation program to redistribute goods and materials using a program known as SM Shares.

Goal: Maintain and enhance physical infrastructure.

Objectives:

- o Implement the Annual Street and Sidewalk Repair Program in FY 2015-17.
- o Implement the Annual Water Program in FY 2015-17.
- o Implement the Wastewater Main Replacement Program in FY 2015-17.



- o Complete a GIS inventory of street signs and roadway markings by June 2016.
- o Complete Phase IV of the Crosswalk Rehabilitation CIP plan by June 2016.

Service Benchmarks:

- Repair 7 miles of streets per year.
- Repair 25,000 square feet of sidewalks per year.
- Apply 900 sidewalk patches and repair 800 potholes per year.
- Perform approximately 200,000 square feet of general asphalt repairs per year.
- Replace 4,200 linear feet of water main each year.
- Replace 4,000 linear feet of wastewater main each year.
- Trim 8,000 trees annually.
- Plant 350 trees annually.

Goal: Effectively manage City's Capital Improvement Program (CIP) and project implementation.

Objectives:

- o Manage 23 CIP projects in design, 13 projects in construction, and complete 10 projects in FY 2015-16.
 - o Manage 3 CIP projects in design, 11 projects in construction, and complete 5 projects in FY 2016-17.
 - o Source 10% of furniture projects from City maintained furniture recycling warehouse.
 - o Manage 17 CIP projects in design, 30 projects in construction, and complete 15 projects in FY 2015-16.
 - o Manage 8 CIP projects in design, 13 projects in construction, and complete 16 projects in FY 2016-17.
-

Public Works



Goal: Provide efficient and effective service delivery.

Objectives:

- o Respond to 85% of missed refuse/recycling collections with 24 hours.
 - o Respond to 90% of illegal dumping reports within 48 hours.
 - o Respond to pothole repair requests within 3 business days.
 - o Respond to high priority sidewalk repair inspections within 5 business days.
 - o Respond to parking meter repair requests within 1 business day.
 - o Respond to sign and street marking repair requests within 3 business days.
 - o Respond to water main and service breaks and sanitary sewer overflows in one hour or less.
 - o Remove 36,000 incidents of graffiti per year and respond within 1 business day.
 - o Complete 70% of facilities maintenance works orders within 7 days.
 - o Serve 85% of Public Works customers at the counter within 15 minutes.
 - o Complete 95% of Civil Engineering minor plan checks within 3 business days and major plan checks within 5 weeks.
 - o Respond to tree service requests within 10 business days.
-

Goal: Provide a safe, secure, sustainable, and community compatible airport.

Objectives:

- o Perform 730 inspections per year to ensure the security and safety of the airfield.
 - o Hold 4 Certified Flight Instructor trainings per year.
 - o Send letters to pilots deviating from the Fly Neighborly Program within 24 hours.
 - o Support financial sustainability of the Airport through the negotiation, approval and execution of 50% of new Airport leases by December 31, 2015; and 90% by June 30, 2016.
 - o Advocate for the commercial distribution of biofuel by 2016 to replace petroleum jet fuel at Santa Monica Airport.
 - o Advocate for a faster availability of lead-free fuel for piston-powered aircraft at Santa Monica Airport and other general aviation airports prior to the 2018 timeframe provided by federal government.
 - o Respond to 95% of community inquiries within 48 working hours.
-

Goal: Enhance Community Wellbeing through the maintenance of natural environments.

Objectives:

- o Renovate three sports field annually.
 - o Sanitize 245 acres of beach sand weekly.
 - o Pressure wash, scrub and sweep 30 blocks of the Downtown District weekly.
 - o Complete tree canopy study to preserve and maintain the Urban Forest in FY 2016-17.
-

Public Works

Service by Division

Administrative Services

Operating Budget: FY 2015-16: \$1.3 million FY 2016-17: \$1.3 million
Number of FTEs: FY 2015-16: 5.0 FTE FY 2016-17: 5.0 FTE



The Administrative Services Division provides administrative support to the Public Works Department. Support includes preparing the Department's 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.

Airport

Operating Budget: FY 2015-16: \$4.6 million FY 2016-17: \$4.7 million
Number of FTEs: FY 2015-16: 8.4 FTE FY 2016-17: 8.4 FTE

The Airport Division manages the operation of the Santa Monica Municipal Airport (SMO), a general aviation airport (no commercial/scheduled services), in compliance with federal, state and local requirements. This includes enforcing curfew and noise regulations; administering leases, fees, and user charges; acting as a liaison with the



neighboring community, Airport Commission, and aviation community; and maintaining buildings and infrastructure through collaboration with other City departments.

Public Works

Architecture Services

Operating Budget: FY 2015-16: \$2.4 million FY 2016-17: \$2.5 million
Number of FTEs: FY 2015-16: 16.0 FTE FY 2016-17: 16.0 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 2015-16: \$5.5 million FY 2016-17: \$5.3 million
Number of FTEs: FY 2015-16: 27.0 FTE FY 2016-17: 27.0 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.



Public Works

Facilities Maintenance

Operating Budget: FY 2015-16: \$22.3 million FY 2016-17: \$22.9 million
Number of FTEs: FY 2015-16: 131.0 FTE FY 2016-17: 131.0 FTE



The Facilities Maintenance Division is comprised of Custodial Services, Facilities Services, Pier and Airport 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, and backflow prevention device testing/repairs, and works with Community and Cultural Services to administer the City's Trades Intern program and assist with the Rosie's Girls program.

Pier Maintenance maintains the City's 9.5 acre Santa Monica Pier by performing deck board replacements, structural repairs, restroom facility cleaning and plumbing, and electrical repairs. Staff also provides logistical and technical support to Pier Management and the Pier Restoration Corporation (PRS) for special events and film productions at the Pier.

Public Works

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.

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 2015-16: \$16.2 million FY 2016-17: \$16.8 million
Number of FTEs: FY 2015-16: 99.0 FTE FY 2016-17: 99.0 FTE

The Public Landscape Division maintains and improves the City's parks, landscapes, urban forest and the 30-block downtown district. The Division's Beach Maintenance staff maintains the 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 implements the Urban Forest Master Plan.

Public Works

Resource Recovery & Recycling

Operating Budget: FY 2015-16: \$23.3 million FY 2016-17: \$23.8 million
Number of FTEs: FY 2015-16: 87.7 FTE FY 2016-17: 87.7 FTE



The Resource Recovery & Recycling Division collects and processes over 91,665 tons of refuse, green and food waste, and commingled recyclable materials generated by over 16,423 residential and commercial customers. Current waste reduction strategies have netted an increase in the diversion rate from 77% to 78.9% or to 4.6 pounds per person. 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. Additionally, the division manages the Household and Small Business Hazardous Waste program for the safe recycling and disposal of hazardous wastes.

Street and Fleet Services

Operating Budget: FY 2015-16: \$11.6 million FY 2016-17: \$12.0 million
Number of FTEs: FY 2015-16: 63.0 FTE FY 2016-17: 63.0 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, propane, and conventional fueling stations at the City Yard facility as well as the propane and conventional fueling stations at the Beach Maintenance facility.



Public Works

Water Resources

Operating Budget: FY 2015-16: \$38.6 million FY 2016-17: \$35.8 million
Number of FTEs: FY 2015-16: 68.2 FTE FY 2016-17: 68.2 FTE



The Water Resources Division provides a safe and reliable water supply for residents and businesses, and operates the City's wastewater system to ensure continuous and safe wastewater collection and disposal. 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, ten water wells, a reverse osmosis water treatment plant, and four reservoirs that can store 40 million gallons of water. The Wastewater section maintains the sanitary sewer and storm drain systems thru continuous cleaning, inspection, maintenance, and repair of a pumping plant, 150 miles of sanitary sewers, 10 miles of storm drains, and 824 catch basins. The Wastewater section is also responsible for the operation and maintenance of the SMURRF, which captures and recycles urban runoff for use as irrigation water at various public landscape areas in the City.



Public Works

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administrative Services	\$ 1,189,721	\$ 1,742,398	\$ 1,267,090	\$ 1,306,668	\$ 1,331,642
Airport	3,772,665	3,059,825	4,441,850	4,605,966	4,723,330
Airport Maintenance	730,475	834,053	935,649	972,280	997,968
Arcadia Treatment Plant	1,177,747	1,310,684	2,339,891	1,916,612	1,972,604
Architecture Services	2,278,795	2,063,715	2,398,667	2,417,304	2,519,211
Beach House Maintenance ^a	1,419,563	1,449,225	1,802,413	1,976,644	2,025,520
Beach Maintenance ^a	-	2,390,840	2,981,308	3,315,843	3,403,780
Cemetery	1,636,603	1,842,648	1,860,730	1,937,070	2,004,324
Charnock Treatment Plant	1,493,235	2,138,371	2,630,877	2,468,118	2,517,018
Civil Engineering ^b	4,606,125	4,401,237	5,134,703	5,475,836	5,347,303
Facilities Maintenance ^b	12,573,414	13,143,094	14,526,544	15,297,721	15,715,804
Fleet Management ^c	5,922,040	6,292,226	6,001,368	6,235,975	6,419,483
Pier Maintenance ^d	1,836,167	1,749,533	1,961,746	2,093,807	2,132,075
Public Landscape	24,681	11,209,486	12,728,456	12,926,976	13,359,319
Resource Recovery and Recycling ^e	19,594,490	20,209,510	23,856,654	23,269,573	23,820,764
Street and Fleet Services	4,846,920	4,927,470	5,373,500	5,396,664	5,535,954
Waste Water	9,929,871	11,187,972	13,225,581	13,100,596	13,383,508
Water ^f	18,136,594	18,677,527	19,488,108	21,091,635	17,950,980
Total Department	\$91,169,106	\$108,629,814	\$122,915,135	\$125,805,288	\$125,160,587

Public Works

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund ^b					
Salaries and Wages	\$18,764,364	\$ 25,297,663	\$ 27,709,916	\$ 28,727,820	\$ 29,635,995
Supplies and Expenses	6,657,498	11,833,816	13,026,922	13,141,213	13,463,035
Subtotal	\$25,421,862	\$ 37,131,479	\$ 40,736,838	\$ 41,869,033	\$ 43,099,030
05 Charnock Fund ^g					
Salaries and Wages	\$ (77)	-	-	-	-
Supplies and Expenses	2,674,350	-	-	-	-
Subtotal	\$ 2,674,273	-	-	-	-
06 Clean Beaches and Ocean Parcel Tax Fund					
Salaries and Wages	\$ 9,074	-	\$ 20,604	\$ 20,913	\$ 21,227
Supplies and Expenses ^h	88,720	280,021	671,518	931,223	688,976
Subtotal	\$ 97,794	\$ 280,021	\$ 692,122	\$ 952,136	\$ 710,203
11 Beach Fund					
Salaries and Wages ^a	-	\$ 2,321,118	\$ 2,588,219	\$ 3,316,192	\$ 3,402,760
Supplies and Expenses	-	1,518,947	2,155,502	1,936,295	1,986,540
Subtotal	-	\$ 3,840,065	\$ 4,743,721	\$ 5,252,487	\$ 5,389,300
20 Miscellaneous Grants Fund					
Supplies and Expenses	-	\$ 117,924	\$ 491,354	\$ 40,000	\$ 40,000
Subtotal	-	\$ 117,924	\$ 491,354	\$ 40,000	\$ 40,000

Public Works

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
24 Beach House Fund ⁱ					
Salaries and Wages	\$ 684,676	-	-	-	-
Supplies and Expenses	734,887	-	-	-	-
Subtotal	\$ 1,419,563	-	-	-	-
25 Water Fund					
Salaries and Wages	\$ 5,261,589	\$ 5,214,865	\$ 5,869,325	\$ 5,909,324	\$ 6,094,880
Supplies and Expenses ^f	12,871,714	16,911,717	18,549,551	19,567,041	16,345,722
Subtotal	\$18,133,303	\$ 22,126,582	\$ 24,418,876	\$ 25,476,365	\$ 22,440,602
27 Resource Recovery and Recycling Fund					
Salaries and Wages ^e	\$ 9,022,083	\$ 9,431,121	\$ 10,017,607	\$ 9,954,181	\$ 10,250,016
Supplies and Expenses	10,572,407	10,736,365	13,387,693	13,315,392	13,570,748
Subtotal	\$19,594,490	\$ 20,167,486	\$ 23,405,300	\$ 23,269,573	\$ 23,820,764
30 Pier Fund					
Salaries and Wages ^d	\$ 477,889	\$ 510,215	\$ 557,615	\$ 728,354	\$ 743,366
Supplies and Expenses	1,358,278	1,239,318	1,404,131	1,365,453	1,388,709
Subtotal	\$ 1,836,167	\$ 1,749,533	\$ 1,961,746	\$ 2,093,807	\$ 2,132,075

Public Works

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
31 Wastewater Fund					
Salaries and Wages	\$ 2,021,297	\$ 2,024,818	\$ 2,428,872	\$ 2,444,305	\$ 2,519,056
Supplies and Expenses	7,908,574	9,163,154	10,796,709	10,656,291	10,864,452
Subtotal	\$ 9,929,871	\$ 11,187,972	\$ 13,225,581	\$ 13,100,596	\$ 13,383,508
33 Airport Fund					
Salaries and Wages	\$ 1,299,391	\$ 1,113,551	\$ 1,288,310	\$ 1,360,699	\$ 1,416,823
Supplies and Expenses	3,203,749	2,780,327	4,089,189	4,217,547	4,304,475
Subtotal	\$ 4,503,140	\$ 3,893,878	\$ 5,377,499	\$ 5,578,246	\$ 5,721,298
37 Cemetery Fund					
Salaries and Wages	\$ 602,594	\$ 643,930	\$ 722,858	\$ 761,186	\$ 792,505
Supplies and Expenses	1,034,009	1,198,718	1,137,872	1,175,884	1,211,819
Subtotal	\$ 1,636,603	\$ 1,842,648	\$ 1,860,730	\$ 1,937,070	\$ 2,004,324
54 Vehicle Management Fund					
Salaries and Wages ^c	\$ 3,001,144	\$ 3,130,883	\$ 3,299,842	\$ 3,466,592	\$ 3,587,812
Supplies and Expenses	2,920,896	3,161,343	2,701,526	2,769,383	2,831,671
Subtotal	\$ 5,922,040	\$ 6,292,226	\$ 6,001,368	\$ 6,235,975	\$ 6,419,483
Total All Funds					
Salaries and Wages	\$41,144,024	\$ 49,688,164	\$ 54,503,168	\$ 56,689,566	\$ 58,464,440
Supplies and Expenses	50,025,082	58,941,650	68,411,967	69,115,722	66,696,147
Total Department	\$91,169,106	\$108,629,814	\$122,915,135	\$125,805,288	\$125,160,587

Public Works

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
01 General Fund					
Permanent Positions ^b	172.0	245.5	251.0	251.0	251.0
Temporary Positions	7.3	12.6	6.3	6.3	6.3
Subtotal	179.3	258.1	257.3	257.3	257.3
11 Beach Fund					
Permanent Positions ^a	0.0	18.5	34.5	35.5	35.5
Temporary Positions	0.0	16.5	0.0	0.0	0.0
Subtotal	0.0	35.0	34.5	35.5	35.5
24 Beach House Fund					
Permanent Positions	4.0	0.0	0.0	0.0	0.0
Temporary Positions	4.0	0.0	0.0	0.0	0.0
Subtotal	8.0	0.0	0.0	0.0	0.0
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					
Permanent Positions ^e	79.0	80.0	82.4	82.4	82.4
Temporary Positions	0.2	7.7	5.3	5.3	5.3
Subtotal	79.2	87.7	87.7	87.7	87.7

Public Works

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
30 Pier Fund					
Permanent Positions ^d	6.0	6.0	6.0	8.0	8.0
Temporary Positions	0.5	0.5	0.5	0.0	0.0
Subtotal	6.5	6.5	6.5	8.0	8.0
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	12.0	12.0	11.0	11.0	11.0
Temporary Positions	0.2	0.5	1.4	1.4	1.4
Subtotal	12.2	12.5	12.4	12.4	12.4
37 Cemetery Fund					
Permanent Positions	6.0	6.0	7.0	7.0	7.0
Temporary Positions	1.1	1.1	0.1	0.1	0.1
Subtotal	7.1	7.1	7.1	7.1	7.1
54 Vehicle Management Fund					
Permanent Positions ^c	28.0	28.0	28.0	29.0	29.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	28.0	28.0	28.0	29.0	29.0

Public Works

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
Total All Funds					
Permanent Positions	375.0	464.0	487.9	491.9	491.9
Temporary Positions	13.5	39.1	13.8	13.4	13.4
Total Department	388.5	503.1	501.7	505.3	505.3

Footnotes

- a. FY 2014-15 increase reflects the addition of 2.0 FTE Maintenance Worker positions and the conversion of 14.0 FTE as needed positions to permanent positions (approved Mid-Year 2014-15). FY 2015-17 increase reflects the addition of 1.0 FTE Equipment Operator II position.
- b. FY 2014-15 increase reflects the conversion of 4.5 FTE as needed positions to permanent positions, and the addition of 1.0 FTE, limited-term Architectural Associate position approved Mid-Year 2014-15. FY 2015-17 changes reflect the conversion of contractual services to 1.0 FTE Graffiti Technician and 1.0 FTE HVAC Technician, addition of 1.0 FTE Public Works Inspector offset by the deletion of 1.0 FTE Public Works Utility Inspector, deletion of 1.0 FTE Trades Intern, and the transfer of 1.0 FTE Trades Intern position to Fleet Management (Vehicle Management Fund).
- c. FY 2015-17 increase reflects the addition of 1.0 FTE Fleet Services Writer, deletion of 1.0 FTE Staff Assistant II, and addition of 1.0 FTE Trades Intern position transferred in from the Facilities Maintenance Division (General Fund).
- d. FY 2015-17 increase reflects the conversion of contractual services to 1.0 FTE Painter and 1.0 FTE Trades Intern permanent positions.
- e. FY 2014-15 increase reflects the conversion of 2.4 FTE as needed positions to permanent positions approved Mid-Year 2014-15. FY 2015-17 changes reflect the addition of 1.0 FTE RRR Safety Officer position, 2.0 FTE RRR Supervisor positions, and deletion of 3.0 FTE RRR Crew Leader positions.
- f. FY 2015-17 increase reflects the implementation of the City's accelerated Water Conservation rebate program.
- g. In FY 2013-14, the Charnock Fund (05) was consolidated with the Water Fund (25).
- h. FY 2015-16 increase reflects one-time funding to support watershed monitoring costs for the Ballona Creek and Santa Monica Bay watersheds to comply with the MS4 discharge permit program.
- i. In FY 2013-14, the Beach House Fund (24) was consolidated with the Beach Fund (11).

FY 2015-17 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.

Big Blue Bus

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$48,888,452	\$52,095,100
Supplies & Expenses	21,835,304	22,239,094
TOTAL	\$70,723,756	\$74,334,194
FTE Positions	464.5	464.5

Goals, Objectives and Service Benchmarks

Goal: Identify, evaluate and execute needed changes associated with Expo integration and the changing physical environment to improve quality of life for people within our service area.

Objectives:

- o Develop strategies to attract new riders with the launch of Phase I of Expo service changes in fall 2015 (e.g., hosting community events – open house, scheduled tours, rider appreciation day).

Service Benchmarks:

- Increase ridership by 6% in first year of Expo Line operation.
- Use of faster boarding TAP fare media will increase the boarding speed to achieve On Time Performance goal of 74%.



Big Blue Bus

Goal: Complete technology projects and software upgrades on time, within budget, and with full functionality.

Objectives:

- Complete installation of NextBus real-time bus tracking tool by summer 2015.
- Implement NextBus trip planning software launch by summer 2015.
- Complete Bus Stop Signage Improvement Project by summer 2015.
- Complete BSIP Phase I by the end of calendar year 2015 (including bus stops, real-time signs at over 34 locations, and redesigned seating installations).
- Secure funding and LADOT - LA County support for installation of over 160 new bus stops in service area for new and restructured routes for BBB service that will interface with Expo.
- Obtain robust fixed-route scheduling software that offers greater flexibility, functionality and control over scheduling than the current software by December 2016.

Service Benchmarks:

- Evaluate customer satisfaction about schedule reliability six months after implementation of NextBus (see Customer Perception Survey item).
- Acquire and install new software to improve efficiencies and accuracy for ridership reporting for National Transit Database (NTD) reporting, internal reports and service planning efforts.

Goal: Ensure we are meeting our operating and capital financial goals.

Objectives:

- Use council-adopted service planning standards to continue to maximize

service opportunities and monitor system performance.

Service Benchmarks:

- System-wide on time performance of 74% or greater.
- Passengers per revenue vehicle hour of 35 or greater.
- System-wide subsidy per passenger trip of \$2.75 or less.
- Farebox Recovery ratio greater than 23%.

Goal: Adjust services offered and use data tracking to judge efficiency, effectiveness, and customer satisfaction.

Objectives:

- Increase average speed by continuing to analyze ridership and bus stop spacing, offer more flexibility for how customers pay fares through additional fare media sales (and reducing cash fares), signal priority, and explore the use of bus rapid transit lanes.
- Implement Expo Integration Plan and assess effectiveness of new routes and schedules in June 2017, (twelve months after Expo opens).
- Utilize the planning and operational standards that were adopted by Council in 2013 to increase system speed and improve system-wide on-time performance.

Service Benchmarks:

- Maximize utilization of new bus rapid transit lanes on Wilshire Blvd by August 2015.
- Create systematic analysis process to analyze effectiveness of signal priority intersection effectiveness by June 2016.
- Complete re-routing of service for Expo Integration Plan by August 2016.

Big Blue Bus

- Complete follow up study to Expo Integration in spring 2017 to judge effectiveness by June 2017.
- Ensure that all vehicles are maintained according to the BBB Maintenance Management Plan PMI schedule and are aesthetically pleasing and clean for our customers.
- Perform bus replacement in accordance with FTA guidelines, service needs, and industry best practices.

Goal: Ensure the successful implementation of the Transit Access Pass (TAP) program.

Objectives:

- Complete TAP program to full functionality by December 2015.

Goal: Enhance the safety culture at BBB by reducing liability losses, minimizing industrial accidents, achieving buy-in towards safety from all staff members and achieving a superior fleet safety record.

Objectives:

- Expand and maintain internal safety audit checklist.
- Create training programs that improve safety to reduce liability claims.
- Implement a Safety Committee program with participation from all divisions.
- Increase accident scene investigations by Safety staff members.
- Enhance safety communications throughout BBB.

Service Benchmarks:

- Conduct quarterly facilities safety audits/inspections and resolve issues found within 90 days.
- Hold monthly meetings of newly-created Safety Committee to

address safety issues and hazards by July 1, 2015.

- Ensure Safety and Training personnel are properly trained and ready to respond by July 1, 2015.
- Include safety messages on pay stubs, banners, posters, sign-on slips and slide presentations. Communicate to all employees accident prevention strategies.

Goal: Develop and implement BBB's System Safety Program Plan (SSPP) and System Security Response Plan (SSERP) in effort to reduce liability losses and minimize industrial accidents.

Objectives:

- Develop, distribute and implement System Safety Program Plan (SSPP) in FY 2015-16.
- Develop, distribute and implement System Security Response Plan (SSERP) in FY 2015-16.



Big Blue Bus

Service by Division

Transit Executive

Operating Budget: FY 2015-16: \$10.9 million FY 2016-17: \$11.3 million
Number of FTEs: FY 2015-16: 7.0 FTE FY 2016-17: 7.0 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 2015-16: \$2.2 million FY 2016-17: \$2.2 million
Number of FTEs: FY 2015-16: 7.0 FTE FY 2016-17: 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 Prop A, C and Measure R Local Return Programs.



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.

Big Blue Bus

Transit Government and Community Relations

Operating Budget: FY 2015-16: \$2.4 million FY 2016-17: \$2.6 million
Number of FTEs: FY 2015-16: 15.3 FTE FY 2016-17: 15.3 FTE

The Transit Government and Community 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.



Big Blue Bus

Transit Maintenance

Operating Budget: FY 2015-16: \$11.7 million FY 2016-17: \$12.3 million
Number of FTEs: FY 2015-16: 93.3 FTE FY 2016-17: 92.9 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 2015-16: \$43.5 million FY 2016-17: \$45.9 million
Number of FTEs: FY 2015-16: 341.9 FTE FY 2016-17: 342.3 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	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Special Services	\$ 527,841	\$ 517,555	\$ 640,500	\$ 652,029	\$ 665,070
Transit Executive ^a	9,424,485	8,564,146	9,968,488	10,948,604	11,335,916
Transit Finance and Grants ^b	1,038,662	1,476,345	2,169,893	1,532,862	1,561,049
Transit Government and Community Relations ^c	1,834,402	1,838,326	2,357,513	2,417,700	2,581,519
Transit Maintenance ^d	10,665,711	10,726,846	12,151,504	11,702,813	12,294,207
Transit Operations ^e	37,165,823	37,027,908	40,026,351	41,899,457	44,327,201
Transit Safety and Training ^f	1,025,660	1,247,157	1,322,008	1,570,291	1,569,232
Total Department	\$61,682,584	\$61,398,283	\$68,636,257	\$70,723,756	\$74,334,194

MAJOR ACCOUNT GROUPS BY FUND

20 Miscellaneous Grants Fund

Salaries and Wages	-	-	-	-	-
Supplies and Expenses ^g	-	422,783	483,538	483,538	483,538
Subtotal	-	\$ 422,783	\$ 483,538	\$ 483,538	\$ 483,538

41 Big Blue Bus Fund

Salaries and Wages	\$43,118,767	\$44,500,923	\$46,917,552	\$48,888,452	\$52,095,100
Supplies and Expenses	18,563,817	16,474,577	21,235,167	21,351,766	21,755,556
Subtotal	\$61,682,584	\$60,975,500	\$68,152,719	\$70,240,218	\$73,850,656

Total All Funds

Salaries and Wages	\$43,118,767	\$44,500,923	\$46,917,552	\$48,888,452	\$52,095,100
Supplies and Expenses	18,563,817	16,897,360	21,718,705	21,835,304	22,239,094
Total Department	\$61,682,584	\$61,398,283	\$68,636,257	\$70,723,756	\$74,334,194

Big Blue Bus

Budget Summary

BIG BLUE BUS FUND

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
41 Big Blue Bus Fund					
Permanent Positions	421.7	420.7	420.7	449.2	449.2
Temporary Positions	1.3	14.8	15.3	15.3	15.3
Total Department	423.0	435.5	436.0	464.5	464.5

Footnotes

- a. FY 2015-16 increase reflects the addition of 1.0 FTE limited term Administrative Staff Assistant (starting January 2016) dedicated to BBB's service integration plan with Expo Light Rail as well as the increased contributions to the Workers' Compensation Self-Insurance Fund to accommodate the rising program losses caused by higher claim frequency.
- b. FY 2015-16 decrease reflects a one-time payment in FY 2014-15 to the Santa Monica Convention & Visitors Bureau for development agreement in-lieu funds received in prior years for the operation of a downtown shuttle.
- c. FY 2015-16 increase reflects the addition of 1.5 FTE Customer Service Assistant (starting January 2016) dedicated to BBB's service integration plan with the Expo Light Rail.
- d. FY 2015-16 decrease is primarily due to the anticipated staff time charged directly to Capital Improvement Projects, conversion of contractual services to 1.0 FTE Senior Transit Maintenance Worker permanent position, addition of 2.0 FTE Motor Coach Cleaners (starting January 2016) and 3.0 FTE Transit Mechanic II (starting January 2016) dedicated to BBB's service integration plan with Expo Rail, addition of 1.0 FTE Transit Facilities Maintenance Officer, and the deletion of 1.0 FTE Transit Maintenance Supervisor.
- e. FY 2015-16 increase reflects the addition of 18.0 FTE Motor Coach Operator (starting January 2016) and 1.0 FTE Motor Coach Operator Supervisor (starting January 2016) dedicated to BBB's service integration plan with Expo Rail.
- f. FY 2015-16 increase reflects the addition of 1.0 FTE Lead Transit Training Coordinator to lead in the organization and coordination of training programs.
- g. Prop A Local Return grant-funded project budgets were transferred to the Big Blue Bus in FY 2013-14.

Housing and Economic Development

FY 2015-17 Adopted Biennial Budget



Housing and 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 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 operating the farmers' markets, implementing City real estate transactions, promoting economic sustainability, serving as liaison to the business districts, managing leasing and licensing of City property, including the Pier, and administering the wind-down of the former redevelopment agency.

Housing and Economic Development

FY 2015-17 Operating Budget

	FY 2015-16	FY 2016-17
Salaries & Wages	\$ 4,940,328	\$ 5,086,719
Supplies & Expenses	19,125,538	19,129,799
TOTAL	\$24,065,866	\$24,216,518
FTE Positions	35.9	35.9



Goals, Objectives and Service Benchmarks

Goal: Provide a comprehensive housing program that allows Santa Monica's diverse community to thrive.

Objectives:

- o Increase the number of new permanent affordable residences in Santa Monica by 30 by lending existing Housing Trust Fund monies to rehabilitate and construct housing by June 30, 2017.
- o Complete disposition of Mountain View Mobile Home Park by June 30, 2016.
- o Monitor 100 percent of new and existing inclusionary housing by June 30, 2016.
- o Increase utilization and property owner participation in the Section 8 Housing Choice Voucher program by increasing the number of apartments by 15 by June 30, 2016 and participating property owners by 5 by June 30, 2016.
- o Conduct two marketing opportunities for property owners annually for fiscal years ending June 30, 2016 and June 30, 2017.
- o Utilize an average of 95 percent of all voucher budget authority by June 30, 2017.

Service Benchmarks:

- Number of new loans and percentage of available funds.
- Number of residences in compliance.

Housing and Economic Development

Goal: Promote a sustainable local economy while enhancing Santa Monica's quality of life.

Objectives:

- o Strengthen the City's support of its businesses by increasing the number of organizations and businesses participating in the Buy Local program by 10 percent and increasing collaborative SM Alliance events and outreach by 10 percent by June 30, 2017.
- o To create and implement an educational curriculum aimed at elementary school children that teaches them about CA agriculture and how they can make choices about the food they eat.

Service Benchmarks:

- The number of organizations and businesses that participate in Buy Local annually (from 700 currently to 770).
- The number of events completed in partnership with the SM Alliance annually (from 33 currently to 36).



Goal: Implement the community's vision for achieving public objectives for City-owned properties.

Objectives:

- o Seek Council approval of initial business terms, followed by final business terms, for the proposed mixed-use development of City-owned property at Fourth Street/Arizona Avenue/Fifth Street by June 30, 2017.
- o Support the Bergamot Station Arts Center Advisory Committee and Council consideration of a conceptual development plan for the City-owned property and seek Council approval of initial business terms by June 30, 2017.
- o Seek Council approval of initial business terms for the multi-screen cinema proposed for City-owned property at 1320 Fourth Street by June 30, 2017.
- o Following Council's review of the Civic Working Group's recommendations, support City efforts to secure partners for implementation of the vision for the Civic Auditorium District by June 30, 2017.

Housing and Economic Development

Service by Division

Administration

Operating Budget: FY 2015-16: \$0.8 million FY 2016-17: \$0.8 million
Number of FTEs: FY 2015-16: 3.1 FTE FY 2016-17: 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.

Economic Development

Operating Budget: FY 2015-16: \$2.1 million FY 2016-17: \$2.2 million
Number of FTEs: FY 2015-16: 11.7 FTE FY 2016-17: 11.7 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 several 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 and Economic Development

Housing

Operating Budget: FY 2015-16: \$21.2 million FY 2016-17: \$21.2 million
Number of FTEs: FY 2015-16: 21.1 FTE FY 2016-17: 21.1 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 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 and Economic Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
DIVISION					
Direct Costs					
Administration ^a	\$ 1,685,468	\$ 683,730	\$ 827,487	\$ 782,274	\$ 805,422
Economic Development ^a	1,408,954	1,869,880	2,161,092	2,107,406	2,169,985
Housing ^{b d}	19,925,265	19,593,268	20,635,150	21,176,186	21,241,111
Pier ^f	112,557	-	-	-	-
Total Department	\$23,132,244	\$22,146,878	\$23,623,729	\$24,065,866	\$24,216,518

MAJOR ACCOUNT GROUPS BY FUND

01 General Fund

Salaries and Wages ^b	\$ 3,174,982	\$ 2,960,913	\$ 2,994,701	\$ 3,301,776	\$ 3,396,534
Supplies and Expenses ^a	2,426,531	1,744,529	2,520,909	2,417,190	2,474,244
Subtotal	\$ 5,601,513	\$ 4,705,442	\$ 5,515,610	\$ 5,718,966	\$ 5,870,778

12 Housing Fund

Salaries and Wages	\$ 1,313,183	\$ 1,535,405	\$ 1,540,716	\$ 1,638,552	\$ 1,690,185
Supplies and Expenses ^c	16,104,991	15,615,291	16,007,130	15,936,556	15,883,763
Subtotal	\$17,418,174	\$17,150,696	\$17,547,846	\$17,575,108	\$17,573,948

19 CDBG Fund

Supplies and Expenses ^d	-	-	-	300,000	300,000
Subtotal	-	-	-	\$ 300,000	\$ 300,000

20 Miscellaneous Grants Fund

Supplies and Expenses ^e	-	290,740	560,273	471,792	471,792
Subtotal	-	\$ 290,740	\$ 560,273	\$ 471,792	\$ 471,792

Housing and Economic Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Budget	2016-17 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND <i>(continued)</i>					
30 Pier Fund ^f					
Salaries and Wages	112,557	-	-	-	-
Subtotal	\$ 112,557	-	-	-	-
Total All Funds					
Salaries and Wages	\$ 4,600,722	\$ 4,496,318	\$ 4,535,417	\$ 4,940,328	\$ 5,086,719
Supplies and Expenses	18,531,522	17,650,560	19,088,312	19,125,538	19,129,799
Total Department	\$23,132,244	\$22,146,878	\$23,623,729	\$24,065,866	\$24,216,518
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND					
01 General Fund					
Permanent Positions ^b	27.0	20.0	19.7	21.7	21.7
Temporary Positions	0.7	0.7	1.0	1.1	1.1
Subtotal	27.7	20.7	20.7	22.8	22.8
12 Housing Fund					
Permanent Positions	13.0	13.0	13.0	13.0	13.0
Temporary Positions	0.1	0.1	0.1	0.1	0.1
Subtotal	13.1	13.1	13.1	13.1	13.1
Total All Funds					
Permanent Positions	40.0	33.0	32.7	34.7	34.7
Temporary Positions	0.8	0.8	1.1	1.2	1.2
Total Department	40.8	33.8	33.8	35.9	35.9

Housing and Economic Development

Footnotes

- a. *FY 2015-17 decrease due to reallocation of rent budget to the Information Systems Department.*
- b. *FY 2015-17 increase reflects the addition of 1.0 FTE limited-term Senior Development Analyst and 1.0 FTE limited-term Housing Specialist position for the City's affordable housing initiatives.*
- c. *FY 2015-17 decrease reflects a reduction to the City's Section 8 Housing Assistance Program (HAP) Voucher Program due to anticipated decrease in Federal funding.*
- d. *Beginning in FY 2015-17, the budget for the CDBG Residential Repair and Rehabilitation Program will be transferred from the Non-Departmental budget to the Housing Division.*
- e. *FY 2015-17 decrease due to lower federal HOME entitlement grant funds awarded to the City for the HOME Voucher Program.*
- f. *The Office of Pier Management transferred to the City Manager's Office in FY 2013-14.*



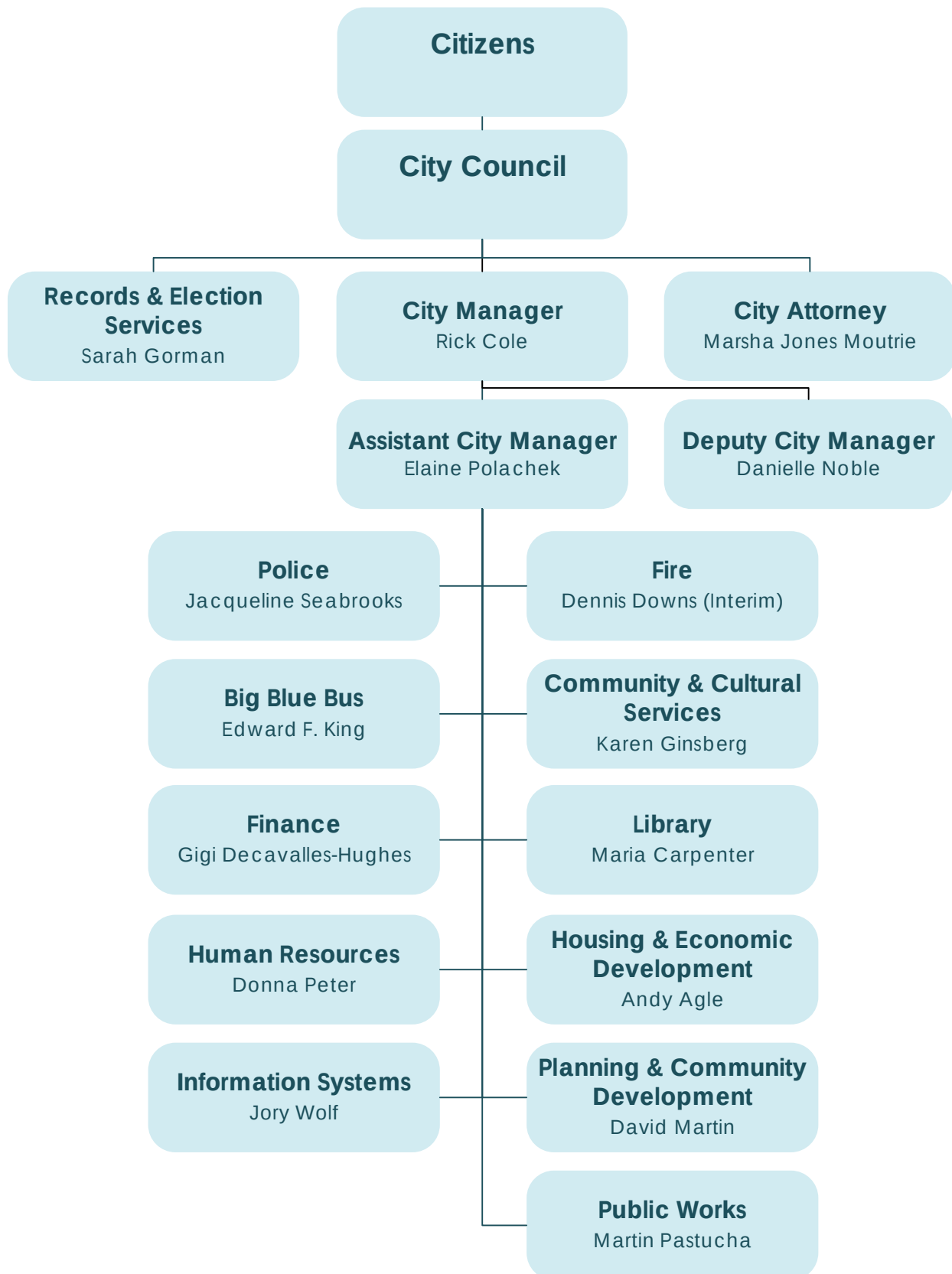
Personnel and Staffing

FY 2015-17 Adopted Biennial Budget





Organizational Structure



Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2015-16 Increase/ (Decrease)	2016-17 Budget Plan	2016-17 Increase/ (Decrease)
TOTAL CITY							
GENERAL FUND							
Permanent Employees	1,308.6	1,305.8	1,338.5	1,357.4	18.95	1,361.9	4.50
Temporary Staffing	132.7	141.4	134.2	131.3	(2.84)	131.3	-
GENERAL FUND TOTAL	1,441.3	1,447.2	1,472.6	1,488.7	16.11	1,493.2	4.50
NON-GENERAL FUND							
Permanent Employees	694.7	679.2	700.1	734.4	34.30	733.9	(0.50)
Temporary Staffing	28.5	52.6	31.0	30.2	(0.80)	30.2	-
NON-GENERAL FUND TOTAL	723.2	731.8	731.1	764.6	33.50	764.1	(0.50)
ALL FUNDS							
Permanent Employees	2,003.3	1,985.0	2,038.6	2,091.8	53.25	2,095.8	4.00
Temporary Staffing	161.2	193.9	165.2	161.6	(3.64)	161.6	-
TOTAL PERSONNEL & STAFFING	2,164.5	2,178.9	2,203.8	2,253.4	49.61	2,257.4	4.00
01 - GENERAL FUND							
CITY COUNCIL							
Permanent Employees	1.6	1.0	1.0	1.0	-	1.0	-
Temporary Staffing	-	-	-	-	-	-	-
CITY MANAGER							
Permanent Employees	36.0	37.5	71.0	71.0	-	67.0	(4.0)
Temporary Staffing	5.2	4.9	5.2	5.1	(0.1)	5.1	-
RECORDS AND ELECTION SERVICES							
Permanent Employees	13.0	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	-	-	-	-	-	-	-
FINANCE							
Permanent Employees	71.0	59.5	61.0	64.3	3.3	64.3	-
Temporary Staffing	1.0	2.8	1.8	1.0	(0.8)	1.0	-
CITY ATTORNEY							
Permanent Employees	41.5	41.0	42.0	42.5	0.5	42.0	(0.5)
Temporary Staffing	0.1	0.1	0.3	0.4	0.1	0.4	-
HUMAN RESOURCES							
Permanent Employees	22.0	23.0	24.0	25.0	1.0	25.0	-
Temporary Staffing	0.3	0.2	0.4	0.2	(0.2)	0.2	-
INFORMATION SYSTEMS							
Permanent Employees	40.0	44.0	46.0	47.0	1.0	47.0	-
Temporary Staffing	-	-	-	-	-	-	-
PLANNING AND COMMUNITY DEVELOPMENT							
Permanent Employees	104.0	114.0	116.0	121.0	5.0	121.0	-
Temporary Staffing	-	-	-	-	-	-	-
POLICE							
Permanent Employees	406.0	402.0	387.0	392.0	5.0	395.0	3.0
Temporary Staffing	31.4	31.4	31.4	31.4	-	31.4	-

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2015-16 Increase/ (Decrease)	2016-17 Budget Plan	2016-17 Increase/ (Decrease)
FIRE							
Permanent Employees	129.0	129.0	129.8	129.8	-	135.8	6.0
Temporary Staffing	-	-	-	-	-	-	-
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	177.0	105.8	106.5	107.7	1.2	107.7	-
Temporary Staffing	49.1	46.9	47.2	45.3	(1.9)	45.3	-
LIBRARY							
Permanent Employees	68.5	70.5	70.5	70.5	-	70.5	-
Temporary Staffing	37.6	41.8	40.5	40.5	-	40.5	-
PUBLIC WORKS							
Permanent Employees	172.0	245.5	251.0	251.0	-	251.0	-
Temporary Staffing	7.3	12.6	6.3	6.3	-	6.3	-
HOUSING AND ECONOMIC DEVELOPMENT							
Permanent Employees	27.0	20.0	19.7	21.7	2.0	21.7	-
Temporary Staffing	0.7	0.7	1.0	1.1	0.1	1.1	-
Fund Summary							
Permanent Employees	1308.6	1305.8	1338.5	1357.4	19.0	1361.9	4.5
Temporary Staffing	132.7	141.4	134.2	131.3	(2.8)	131.3	-
GENERAL FUND TOTAL	1,441.3	1,447.2	1,472.6	1,488.7	16.1	1,493.2	4.5
11 - BEACH							
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	11.0	6.0	8.5	9.3	0.8	8.8	(0.5)
Temporary Staffing	12.1	8.9	5.9	5.5	(0.3)	5.5	-
PUBLIC WORKS							
Permanent Employees	-	18.5	34.5	35.5	1.0	35.5	-
Temporary Staffing	-	16.5	-	-	-	-	-
Fund Summary							
Permanent Employees	11.0	24.5	43.0	44.8	1.8	44.3	(0.5)
Temporary Staffing	12.1	25.4	5.9	5.5	(0.3)	5.5	-
11 - BEACH TOTAL	23.1	49.9	48.9	50.3	1.5	49.8	(0.5)
12 - HOUSING AUTHORITY							
HOUSING AND ECONOMIC DEVELOPMENT							
Permanent Employees	13.0	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	0.1	0.1	0.1	0.1	-	0.1	-
Fund Summary							
Permanent Employees	13.0	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	0.1	0.1	0.1	0.1	-	0.1	-
12 - HOUSING AUTHORITY TOTAL	13.1	13.1	13.1	13.1	-	13.1	-

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2015-16 Increase/ (Decrease)	2016-17 Budget Plan	2016-17 Increase/ (Decrease)
24 - BEACH							
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	5.0	-	-	-	-	-	-
Temporary Staffing	6.5	-	-	-	-	-	-
PUBLIC WORKS							
Permanent Employees	4.0	-	-	-	-	-	-
Temporary Staffing	4.0	-	-	-	-	-	-
Fund Summary							
Permanent Employees	9.0	-	-	-	-	-	-
Temporary Staffing	10.5	-	-	-	-	-	-
24 - BEACH TOTAL	19.5	-	-	-	-	-	-
25 - WATER							
PUBLIC WORKS							
Permanent Employees	46.0	46.0	46.0	46.0	-	46.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
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 - RESOURCE REC & RECYCLING							
PUBLIC WORKS							
Permanent Employees	79.0	80.0	82.4	82.4	-	82.4	-
Temporary Staffing	0.2	7.7	5.3	5.3	-	5.3	-
Fund Summary							
Permanent Employees	79.0	80.0	82.4	82.4	-	82.4	-
Temporary Staffing	0.2	7.7	5.3	5.3	-	5.3	-
27 - RESOURCE REC & RECYCLING TOTAL	79.2	87.7	87.7	87.7	-	87.7	-
30 - PIER							
CITY MANAGER							
Permanent Employees	2.0	2.0	2.0	2.0	-	2.0	-
Temporary Staffing	-	-	-	-	-	-	-
POLICE							
Permanent Employees	7.0	7.0	7.0	7.0	-	7.0	-
Temporary Staffing	2.3	2.3	2.3	2.3	-	2.3	-
PUBLIC WORKS							
Permanent Employees	6.0	6.0	6.0	8.0	2.0	8.0	-
Temporary Staffing	0.5	0.5	0.5	0.0	(0.5)	-	-
Fund Summary							
Permanent Employees	15.0	15.0	15.0	17.0	2.0	17.0	-
Temporary Staffing	2.8	2.8	2.8	2.3	(0.5)	2.3	-
30 - PIER TOTAL	17.8	17.8	17.8	19.3	1.5	19.3	-

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2015-16 Increase/ (Decrease)	2016-17 Budget Plan	2016-17 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	20.0	-	-	-	-	-	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	20.0	-	-	-	-	-	-
Temporary Staffing	-	-	-	-	-	-	-
32 - CIVIC AUDITORIUM TOTAL	20.0	-	-	-	-	-	-
33 - AIRPORT							
CITY MANAGER							
Permanent Employees	-	-	-	-	-	-	-
Temporary Staffing	-	-	-	-	-	-	-
PUBLIC WORKS							
Permanent Employees	12.0	12.0	11.0	11.0	-	11.0	-
Temporary Staffing	0.2	0.5	1.4	1.4	-	1.4	-
Fund Summary							
Permanent Employees	12.0	12.0	11.0	11.0	-	11.0	-
Temporary Staffing	0.2	0.5	1.4	1.4	-	1.4	-
33 - AIRPORT TOTAL	12.2	12.5	12.4	12.4	-	12.4	-
37 - CEMETERY							
PUBLIC WORKS							
Permanent Employees	6.0	6.0	7.0	7.0	-	7.0	-
Temporary Staffing	1.1	1.1	0.1	0.1	-	0.1	-
Fund Summary							
Permanent Employees	6.0	6.0	7.0	7.0	-	7.0	-
Temporary Staffing	1.1	1.1	0.1	0.1	-	0.1	-
37 - CEMETERY TOTAL	7.1	7.1	7.1	7.1	-	7.1	-

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2015-16 Increase/ (Decrease)	2016-17 Budget Plan	2016-17 Increase/ (Decrease)
41 - BIG BLUE BUS							
BIG BLUE BUS							
Permanent Employees	421.7	420.7	420.7	449.2	28.5	449.2	-
Temporary Staffing	1.3	14.8	15.3	15.3	-	15.3	-
Fund Summary							
Permanent Employees	421.7	420.7	420.7	449.2	28.5	449.2	-
Temporary Staffing	1.3	14.8	15.3	15.3	-	15.3	-
41 - BIG BLUE BUS TOTAL	423.0	435.5	436.0	464.5	28.5	464.5	-
54 - VEHICLE MANAGEMENT							
PUBLIC WORKS							
Permanent Employees	28.0	28.0	28.0	29.0	1.0	29.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	28.0	28.0	28.0	29.0	1.0	29.0	-
Temporary Staffing	-	-	-	-	-	-	-
54 - VEHICLE MANAGEMENT TOTAL	28.0	28.0	28.0	29.0	1.0	29.0	-
58 - RISK MANAGEMENT ADMINISTRATION							
FINANCE							
Permanent Employees	12.0	12.0	12.0	13.0	1.0	13.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	12.0	12.0	12.0	13.0	1.0	13.0	-
Temporary Staffing	-	-	-	-	-	-	-
58 - RISK MANAGEMENT ADMIN TOTAL	-	-	-	-	-	-	-
NON-GENERAL FUNDS SUMMARY							
Permanent Employees	694.7	679.2	700.1	734.4	34.3	733.9	(0.5)
Temporary Staffing	28.5	52.6	31.0	30.2	(0.8)	30.2	-
NON-GENERAL FUNDS TOTAL	723.2	731.8	731.1	764.6	33.5	764.1	(0.5)

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
CITY COUNCIL					
City Council - 01201					
Council Office Coordinator	1.0	1.0	1.0	1.0	1.0
Executive Assistant	0.6	-	-	-	-
Division Summary					
Permanent Employees	1.6	1.0	1.0	1.0	1.0
Temporary Staffing	-	-	-	-	-
City Council - 01201 Total	1.6	1.0	1.0	1.0	1.0
Department Summary					
Permanent Employees	1.6	1.0	1.0	1.0	1.0
Temporary Staffing	-	-	-	-	-
CITY COUNCIL TOTAL	1.6	1.0	1.0	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
Deputy City Manager	-	1.0	1.0	1.0	1.0
Internal Audit Manager	-	1.0	-	-	-
Assistant to the City Manager	2.0	1.0	1.0	1.0	1.0
Executive Administrator to the City Manager	-	-	1.0	1.0	1.0
Office Manager to the City Manager	1.0	1.0	-	-	-
Administrative Analyst	-	0.5	0.5	0.5	0.5
Volunteer Program Coordinator	-	-	0.5	0.5	0.5
Administrative Staff Assistant - City Manager's Office	-	1.0	1.0	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	9.5	9.0	9.0	9.0
Temporary Staffing	0.2	0.2	0.2	0.1	0.1
Administration - 01202 Total	7.2	9.7	9.2	9.1	9.1
Community and Government Relations - 01207					
Deputy City Manager - Special Projects	1.0	1.0	-	-	-
Communications and Public Affairs Officer	-	-	1.0	1.0	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
Cable TV Programming Specialist	1.0	1.0	1.0	1.0	1.0
Video Production Coordinator	3.0	3.0	3.0	3.0	3.0
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	4.7	4.7
Community and Government Relations - 01207 Total	13.7	13.4	13.7	13.7	13.7

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Office of Pier Management - 30209					
Pier Manager	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	2.0	2.0	2.0	2.0	2.0
Temporary Staffing	-	-	-	-	-
Office of Pier Management - 30209 Total	2.0	2.0	2.0	2.0	2.0
Office of Sustainability and the Environment - 01226					
Environmental Programs Manager	1.0	-	-	-	-
Sustainability Manager	-	1.0	1.0	1.0	1.0
Energy and Green Buildings Program Administrator	1.0	-	-	-	-
Principal Environmental Analyst	1.0	-	-	-	-
Principal Sustainability Analyst	-	2.0	2.0	2.0	2.0
Energy Efficiency Engineer	1.0	-	-	-	-
Sustainable Energy Engineer	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Urban Runoff	1.0	-	-	-	-
Senior Environmental Analyst - Hazardous Materials	1.0	-	-	-	-
Senior Sustainability Analyst	-	2.0	3.0	3.0	3.0
Green Buildings Program Advisor	1.0	-	-	-	-
Sustainable Building Advisor	-	1.0	1.0	1.0	1.0
Environmental Outreach Coordinator	1.0	-	-	-	-
Sustainability Outreach Coordinator	-	-	1.0	1.0	1.0
Sustainable Outreach Coordinator	-	1.0	-	-	-
Environmental Programs Analyst - Sustainable City	2.0	-	-	-	-
Sustainability Analyst (1.0 FTE is limited term)	-	4.0	4.0	4.0	3.0
Water Resources Specialist (limited term)	3.0	-	2.0	2.0	-
Administrative Staff Assistant - Environmental Programs	1.0	1.0	1.0	1.0	1.0
Project Support Assistant (1.0 FTE is limited term)	1.0	1.0	2.0	2.0	1.0
Hazardous Materials Technician	1.0	-	-	-	-
Recycling Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	17.0	15.0	19.0	19.0	15.0
Temporary Staffing	0.3	0.3	0.3	0.3	0.3
Office of Sustainability and the Environment - 01226 Total	17.3	15.3	19.3	19.3	15.3

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Office of Emergency Management - 01227					
Emergency Services Manager	1.0	1.0	1.0	1.0	1.0
Communications Center Administrator	-	1.0	1.0	1.0	1.0
Emergency Services Administrator	-	-	1.0	1.0	1.0
Emergency Services Coordinator	1.0	1.0	-	-	-
Communications Center Supervisor	-	-	5.0	5.0	5.0
Public Safety Dispatcher	-	-	24.0	24.0	24.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	3.0	4.0	34.0	34.0	34.0
Temporary Staffing	-	-	-	-	-
Office of Emergency Management - 01227 Total	3.0	4.0	34.0	34.0	34.0
Department Summary					
Permanent Employees	38.0	39.5	73.0	73.0	69.0
Temporary Staffing	5.2	4.9	5.2	5.1	5.1
CITY MANAGER TOTAL	43.2	44.4	78.2	78.1	74.1
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 (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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	-	-	-
Assistant City Treasurer	1.0	1.0	1.0	-	-
Financial Systems and Payroll Administrator	-	-	-	1.0	1.0
Purchasing Services Manager	1.0	1.0	1.0	1.0	1.0
Principal Administrative Analyst	-	-	1.0	1.0	1.0
Principal Treasury Analyst	-	-	1.0	-	-
Financial Systems Analyst	-	-	-	1.0	1.0
Payroll Analyst	-	-	-	2.0	2.0
Senior Administrative Analyst	-	1.0	1.0	-	-
Senior Buyer	2.0	2.0	2.0	2.0	2.0
Contracts Coordinator	1.0	1.0	1.0	1.0	1.0
Buyer	1.0	1.0	1.0	1.0	1.0
Assistant Administrative Analyst	1.0	-	-	-	-
Revenue Collections Supervisor	-	-	1.0	-	-
Payroll Specialist	-	-	-	2.0	2.0
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Senior Revenue Operations Assistant	1.0	1.0	1.0	-	-
Revenue Operations Assistant II	1.0	2.5	2.0	-	-
Senior Revenue Collections Assistant	-	-	1.0	-	-
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Revenue Collections Assistant	-	-	3.0	-	-
Division Summary					
Permanent Employees	13.0	14.5	20.0	15.0	15.0
Temporary Staffing	-	-	1.8	0.5	0.5
Administration - 01221 Total	13.0	14.5	21.8	15.5	15.5
Budget - 01208					
Budget Manager	1.0	1.0	1.0	1.0	1.0
Principal Budget Analyst	1.0	1.0	-	-	-
Senior Budget Analyst	3.0	2.0	3.0	3.0	3.0
Administrative Analyst	-	-	1.0	1.0	1.0
Assistant Administrative Analyst	-	1.0	-	-	-
Division Summary					
Permanent Employees	5.0	5.0	5.0	5.0	5.0
Temporary Staffing	-	-	-	-	-
Budget - 01208 Total	5.0	5.0	5.0	5.0	5.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Financial Operations - 01222					
Financial Operations Manager	1.0	1.0	-	-	-
Accounting Manager	-	-	1.0	1.0	1.0
Financial Systems and Payroll Administrator	-	1.0	1.0	-	-
Financial Reporting Administrator	-	-	1.0	1.0	1.0
Financial Systems Development Coordinator	1.0	-	-	-	-
Accounts Payable Supervisor	-	1.0	1.0	1.0	1.0
Disbursements Supervisor	1.0	-	-	-	-
Financial Reporting Supervisor	2.0	2.0	-	-	-
Payroll Administrator	1.0	-	-	-	-
Financial Systems Analyst	1.0	2.0	1.0	-	-
Payroll Analyst	1.0	1.0	1.0	-	-
Payroll Systems Analyst	-	-	1.0	-	-
Senior Grants Analyst	-	-	1.0	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	-	-
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
Division Summary					
Permanent Employees	21.0	21.0	21.0	15.0	15.0
Temporary Staffing	-	-	-	-	-
Financial Operations - 01222 Total	21.0	21.0	21.0	15.0	15.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Revenue (formerly Business and Revenue Operations) - 01224					
Assistant City Treasurer	-	-	-	1.0	1.0
Business and Revenue Operations Manager	1.0	1.0	1.0	-	-
Business License Supervisor	1.0	-	-	-	-
Principal Treasury Analyst	-	-	-	1.0	1.0
Business License Administrator	-	1.0	1.0	1.0	1.0
Treasury Administrator	-	-	-	1.0	1.0
Billing and Collections Administrator	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst	1.0	-	-	1.0	1.0
Accountant - Collections	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	-	-	1.0	1.0	1.0
Revenue Operations Analyst	1.0	-	-	-	-
Billing Supervisor	-	-	1.0	1.0	1.0
Utilities Billing Supervisor	1.0	1.0	-	-	-
Revenue Collections Supervisor	1.0	1.0	-	1.0	1.0
Senior Revenue Operations Assistant	-	-	-	1.0	1.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Billing Specialist	-	-	3.0	3.0	3.0
Utilities Billing Specialist	3.0	3.0	-	-	-
Revenue Operations Assistant II	5.5	4.0	4.0	6.0	6.0
Senior Revenue Collections Assistant	1.0	1.0	-	1.0	1.0
Staff Assistant III	1.0	1.0	-	-	-
Staff Assistant II	-	-	1.0	1.0	1.0
Revenue Operations Assistant I	-	-	-	1.0	1.0
Revenue Collections Assistant	4.5	3.0	-	5.3	5.3
Division Summary					
Permanent Employees	23.0	19.0	15.0	29.3	29.3
Temporary Staffing	1.0	2.8	-	0.5	0.5
Revenue - 01224 Total	24.0	21.8	15.0	29.8	29.8
Parking Operations - 01225					
Parking Administrator	1.0	-	-	-	-
Administrative Analyst	1.0	-	-	-	-
Parking Operations Specialist	2.0	-	-	-	-
Fiscal Staff Assistant III	1.0	-	-	-	-
Revenue Operations Assistant I	1.0	-	-	-	-
Parking Permits Assistant	2.0	-	-	-	-
Division Summary					
Permanent Employees	8.0	-	-	-	-
Temporary Staffing	-	-	-	-	-
Parking Operations - 01225 Total	8.0	-	-	-	-

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Internal Audit - 01228					
Internal Audit Manager	1.0	-	-	-	-
Division Summary					
Permanent Employees	1.0	-	-	-	-
Temporary Staffing	-	-	-	-	-
Internal Audit - 01228 Total	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
Risk Control Officer	1.0	-	-	-	-
Safety Officer	-	1.0	1.0	1.0	1.0
Supervising Workers' Compensation Claims Examiner	1.0	1.0	1.0	1.0	1.0
Liability Claims Adjuster	1.0	1.0	1.0	1.0	1.0
Workers' Compensation Claims Examiner	2.0	2.0	2.0	2.0	2.0
Risk Management Analyst	-	-	-	2.0	2.0
Administrative Staff Assistant	1.0	-	-	-	-
Risk Management Claims Technician	1.0	-	-	-	-
Risk Management Technician	-	3.0	3.0	2.0	2.0
Workers' Compensation Claims Technician	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	2.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	12.0	12.0	12.0	13.0	13.0
Temporary Staffing	-	-	-	-	-
Risk Management - 58229 Total	12.0	12.0	12.0	13.0	13.0
Department Summary					
Permanent Employees	83.0	71.5	73.0	77.3	77.3
Temporary Staffing	1.0	2.8	1.8	1.0	1.0
FINANCE TOTAL	84.0	74.3	74.8	78.3	78.3

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
CITY ATTORNEY					
City Attorney - 01231					
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
Executive Assistant to the City Attorney	-	-	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	-	-	-
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	1.0
Community Liaison	-	-	0.5	1.0	0.5
Legal Assistant	4.0	4.0	4.0	4.0	4.0
Paralegal	1.0	1.0	1.0	1.0	1.0
Legal Secretary	4.0	3.0	3.0	3.0	3.0
Receptionist	1.0	1.0	1.0	1.0	1.0
Staff Assistant - City Attorney's Office	1.0	1.5	2.0	2.0	2.0
Division Summary					
Permanent Employees	41.5	41.0	42.0	42.5	42.0
Temporary Staffing	0.1	0.1	0.3	0.4	0.4
City Attorney - 01231 Total	41.6	41.1	42.3	42.9	42.4
Department Summary					
Permanent Employees	41.5	41.0	42.0	42.5	42.0
Temporary Staffing	0.1	0.1	0.3	0.4	0.4
CITY ATTORNEY TOTAL	41.6	41.1	42.3	42.9	42.4
HUMAN RESOURCES					
Administrative Services - 01250					
Director of Human Resources	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	-	-	1.0	-	-
Administrative Analyst - Human Resources	1.0	-	-	-	-
Executive Administrative Assistant	-	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	-	-	-	-
Staff Assistant II	-	1.0	1.0	1.0	1.0
Human Resources Staff Assistant	1.0	-	-	-	-
Division Summary					
Permanent Employees	4.0	3.0	4.0	3.0	3.0
Temporary Staffing	0.3	0.2	0.2	0.2	0.2
Administrative Services - 01250 Total	4.3	3.2	4.2	3.2	3.2

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Employment and Organizational Development - 01251					
Human Resources Manager	1.0	1.0	1.0	1.0	1.0
Organizational Development and Training Administrator	1.0	1.0	1.0	1.0	1.0
Senior Human Resources Analyst	1.0	1.0	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	1.0	1.0
Division Summary					
Permanent Employees	9.0	10.0	10.0	10.0	10.0
Temporary Staffing	-	-	-	-	-
Employment and Organizational Development - 01251 Total	9.0	10.0	10.0	10.0	10.0
Employee Relations and Benefits - 01252					
Human Resources Manager	1.0	1.0	1.0	1.0	1.0
Human Resources Systems/Employer-Employee Relations Analyst	1.0	1.0	-	-	-
Human Resources Information Systems Analyst (1.0 FTE is limited term)	-	-	1.0	2.0	2.0
Senior Human Resources Analyst	1.0	2.0	3.0	3.0	3.0
Senior Human Resources Analyst - Labor/Employee Relations	1.0	1.0	-	-	-
Human Resources Analyst	1.0	1.0	1.0	2.0	2.0
Employee Benefits Specialist	-	-	1.0	1.0	1.0
Administrative Staff Assistant - Human Resources	1.0	-	-	-	-
Employee Benefits Technician	2.0	2.0	1.0	1.0	1.0
Staff Assistant III	-	1.0	1.0	1.0	1.0
Human Resources Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	9.0	10.0	10.0	12.0	12.0
Temporary Staffing	-	-	0.2	-	-
Employee Relations and Benefits - 01252 Total	9.0	10.0	10.2	12.0	12.0
Department Summary					
Permanent Employees	22.0	23.0	24.0	25.0	25.0
Temporary Staffing	0.3	0.2	0.4	0.2	0.2
HUMAN RESOURCES TOTAL	22.3	23.2	24.4	25.2	25.2
INFORMATION SYSTEMS					
Administration - 01243					
Chief Information Officer	1.0	1.0	1.0	1.0	1.0
Principal Administrative Analyst	-	1.0	-	-	-
Principal Administrative Analyst - Information Systems	-	-	1.0	1.0	1.0
Senior Administrative Analyst	1.0	-	-	-	-
Administrative Analyst - Information Systems	-	1.0	1.0	1.0	1.0
Administrative Staff Assistant	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	2.0	4.0	4.0	4.0	4.0
Temporary Staffing	-	-	-	-	-
Administration - 01243 Total	2.0	4.0	4.0	4.0	4.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Systems and Networks - 01244					
Systems and Network Manager	1.0	1.0	1.0	1.0	1.0
Public Safety Communications and Technology Administrator	-	-	1.0	1.0	1.0
Principal Network Engineer	-	-	1.0	1.0	1.0
Network Architect	-	1.0	-	-	-
Lead Systems Analyst - Library Systems	1.0	1.0	1.0	1.0	1.0
Communications Engineer	2.0	2.0	2.0	2.0	2.0
Network Engineer	2.0	1.0	1.0	1.0	1.0
Systems Administrator	3.0	3.0	3.0	3.0	3.0
Systems Policy Engineer	1.0	1.0	1.0	1.0	1.0
Computer Support Specialist	1.0	1.0	-	-	-
Division Summary					
Permanent Employees	11.0	11.0	11.0	11.0	11.0
Temporary Staffing	-	-	-	-	-
Systems and Networks - 01244 Total	11.0	11.0	11.0	11.0	11.0
Software Systems - 01245					
Software Systems Manager	1.0	1.0	1.0	1.0	1.0
Lead Software Systems Analyst - Permitting	-	1.0	-	-	-
Lead Systems Analyst - ERP	-	1.0	1.0	1.0	1.0
Lead Systems Analyst - Transit Systems	-	-	-	1.0	1.0
Lead Systems Analyst - Public Safety	1.0	1.0	1.0	1.0	1.0
Lead Systems Analyst - Permitting Systems	-	-	1.0	1.0	1.0
Lead Systems Analyst - Water Resources	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0
Systems Analyst - Permitting Systems	1.0	-	-	-	-
Systems Analyst - Public Safety	1.0	1.0	1.0	1.0	1.0
Systems Analyst - SharePoint	1.0	-	-	-	-
Systems Analyst - Transit System	1.0	2.0	2.0	2.0	2.0
Software Systems Analyst - ERP	1.0	-	-	-	-
Software Systems Analyst - Permitting	-	1.0	-	-	-
Software Systems Analyst - Permitting Systems	-	-	1.0	1.0	1.0
Software Systems Analyst - Water Resources	1.0	1.0	1.0	1.0	1.0
Software Systems Analyst - Transit	1.0	-	-	-	-
Division Summary					
Permanent Employees	11.0	11.0	11.0	12.0	12.0
Temporary Staffing	-	-	-	-	-
Software Systems - 01245 Total	11.0	11.0	11.0	12.0	12.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Support Services - 01246					
Support Services Manager	1.0	1.0	1.0	1.0	1.0
Support Services Analyst	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Information Systems	1.0	-	-	-	-
Computer Support Specialist	4.0	2.0	3.0	3.0	3.0
Computer Support Technician II	-	1.0	2.0	2.0	2.0
Administrative Staff Assistant	1.0	-	-	-	-
Computer Support Technician I	-	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	8.0	7.0	9.0	9.0	9.0
Temporary Staffing	-	-	-	-	-
Support Services - 01246 Total	8.0	7.0	9.0	9.0	9.0
Web Development - 01247					
Web Development Manager	1.0	1.0	1.0	1.0	1.0
GIS Systems Analyst	1.0	1.0	1.0	1.0	1.0
Internet Systems Analyst	1.0	1.0	1.0	1.0	1.0
Systems Analyst - SharePoint	-	1.0	1.0	1.0	1.0
Web Developer	3.0	3.0	3.0	3.0	3.0
Division Summary					
Permanent Employees	6.0	7.0	7.0	7.0	7.0
Temporary Staffing	-	-	-	-	-
Web Development - 01247 Total	6.0	7.0	7.0	7.0	7.0
Community Broadband - 01248					
Community Broadband Manager	-	-	1.0	1.0	1.0
Broadband Program Administrator	1.0	1.0	-	-	-
Broadband Services Engineer	-	1.0	1.0	1.0	1.0
Network Construction Assistant	-	1.0	1.0	1.0	1.0
Broadband Program Analyst	1.0	1.0	1.0	-	-
Community Broadband Analyst	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	2.0	4.0	4.0	4.0	4.0
Temporary Staffing	-	-	-	-	-
Community Broadband - 01248 Total	2.0	4.0	4.0	4.0	4.0
Department Summary					
Permanent Employees	40.0	44.0	46.0	47.0	47.0
Temporary Staffing	-	-	-	-	-
INFORMATION SYSTEMS TOTAL	40.0	44.0	46.0	47.0	47.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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
Parking Manager	-	-	1.0	1.0	1.0
Deputy Director - Special Projects	1.0	1.0	-	-	-
Special Projects and Communication Administrator	-	-	1.0	1.0	1.0
Principal Planning and Community Development Analyst	1.0	1.0	1.0	1.0	1.0
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	5.0	5.0	6.0	6.0	6.0
Temporary Staffing	-	-	-	-	-
Administration - 01265 Total	5.0	5.0	6.0	6.0	6.0
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
Special Projects Manager	1.0	1.0	1.0	1.0	1.0
Principal Planner	2.0	2.0	2.0	2.0	2.0
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	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	21.0	21.0	21.0	21.0	21.0
Temporary Staffing	-	-	-	-	-
City Planning/Development Review - 01266 Total	21.0	21.0	21.0	21.0	21.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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	-	-	-
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
Transportation Demand Program Manager	-	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 Transportation Planner - Bicycle and Pedestrian	-	-	1.0	-	-
Senior Transportation Planner - Bicycle Program	-	-	-	1.0	1.0
Senior Planner	3.0	3.0	3.0	3.0	3.0
Transportation Management Coordinator	-	1.0	1.0	1.0	1.0
Bikeshare Coordinator	-	-	-	1.0	1.0
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
Assistant Planner (<i>limited term</i>)	-	-	-	0.5	0.5
Transportation Planning Assistant	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Transportation Management Specialist (<i>1.0 FTE is limited term</i>)	-	1.0	1.0	2.5	2.5
Staff Assistant III	1.5	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	15.5	18.0	18.0	21.0	21.0
Temporary Staffing	-	-	-	-	-
Strategic and Transportation Planning - 01267 Total	15.5	18.0	18.0	21.0	21.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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
Plan Check Supervisor	1.0	1.0	1.0	1.0	1.0
Building Projects Engineer	1.0	1.0	1.0	1.0	1.0
Principal Plan Check Engineer	1.0	1.0	1.0	1.0	1.0
Senior Plan Check Engineer	3.0	3.0	3.0	4.0	4.0
Inspection Supervisor	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	1.0	1.0	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	1.0
Administrative Analyst	1.0	-	-	-	-
Combination Building Inspector I/II/III	12.0	10.0	10.0	10.0	10.0
Plans Examiner I/II/III - Electrical	1.0	1.0	1.0	-	-
Plans Examiner I/II/III - Mechanical/Plumbing	1.0	1.0	1.0	1.0	1.0
Lead Building and Safety Permit Specialist	1.0	-	-	-	-
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Building and Safety Permit Specialist I/II	7.0	7.0	7.0	7.0	7.0
Revenue Operations Assistant II	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	37.0	35.0	35.0	35.0	35.0
Temporary Staffing	-	-	-	-	-
Building and Safety - 01321 Total	37.0	35.0	35.0	35.0	35.0
Code Enforcement (formerly Code Compliance) - 01322					
Code Compliance Manager	1.0	-	-	-	-
Code Enforcement Manager	-	1.0	1.0	1.0	1.0
Code Enforcement Supervisor	-	1.0	1.0	1.0	1.0
Lead Code Compliance Officer	2.0	-	-	-	-
Lead Code Enforcement Officer	-	2.0	2.0	2.0	2.0
Administrative Analyst	-	-	-	1.0	1.0
Code Compliance Officer I/II	7.0	-	-	-	-
Code Enforcement Officer I/II	-	8.0	9.0	11.0	11.0
Business License Inspector	1.0	-	-	-	-
Administrative Staff Assistant	-	1.0	1.0	1.0	1.0
Building and Safety Permit Specialist I/II	2.0	-	-	-	-
Code Enforcement Specialist	-	2.0	2.0	2.0	2.0
Staff Assistant II	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	13.0	16.0	17.0	20.0	20.0
Temporary Staffing	-	-	-	-	-
Code Enforcement - 01322 Total	13.0	16.0	17.0	20.0	20.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Transportation Engineering and Management - 01416					
City Traffic Engineer	1.0	1.0	1.0	1.0	1.0
Transportation Demand Program Manager	1.0	-	-	-	-
Transportation Engineer	2.0	2.0	2.0	2.0	2.0
Special Projects Engineer	1.0	1.0	1.0	1.0	1.0
Transportation Management Coordinator	1.0	-	-	-	-
Senior Administrative Analyst	-	1.0	1.0	1.0	1.0
Traffic Signal Supervisor	1.0	1.0	1.0	1.0	1.0
Transportation Management Specialist	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	1.0	1.0
Staff Assistant III	0.5	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	12.5	11.0	11.0	11.0	11.0
Temporary Staffing	-	-	-	-	-
Transportation Engineering and Management - 01416 Total	12.5	11.0	11.0	11.0	11.0
Parking Operations - 01417					
Parking Administrator	-	1.0	1.0	1.0	1.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Parking Operations Specialist	-	2.0	2.0	2.0	2.0
Fiscal Staff Assistant III	-	1.0	1.0	1.0	1.0
Revenue Operations Assistant I	-	1.0	1.0	-	-
Parking Permits Assistant	-	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	-	8.0	8.0	7.0	7.0
Temporary Staffing	-	-	-	-	-
Parking Operations - 01417 Total	-	8.0	8.0	7.0	7.0
Department Summary					
Permanent Employees	104.0	114.0	116.0	121.0	121.0
Temporary Staffing	-	-	-	-	-
PLANNING AND COMMUNITY DEVELOPMENT TOTAL	104.0	114.0	116.0	121.0	121.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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	2.0	2.0	2.0	2.0
Police Sergeant	5.0	5.0	4.0	4.0	4.0
Assistant to the Chief of Police	1.0	-	-	-	-
Senior Administrative Analyst	1.0	2.0	2.0	2.0	2.0
Jail Management Supervisor	1.0	1.0	-	-	-
Police Services Management Supervisor	1.0	1.0	-	-	-
Police Officer	6.0	7.0	6.0	6.0	6.0
Lead Crime Prevention Coordinator	1.0	1.0	-	-	-
Crime Prevention Coordinator	3.0	3.0	-	-	-
CLETS Supervisor	1.0	1.0	-	-	-
Police Records Supervisor	3.0	3.0	-	-	-
Property/Evidence Supervisor	1.0	1.0	-	-	-
Police Range Master	-	-	-	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	3.0	3.0	3.0
Lead Jailer	2.0	2.0	-	-	-
Jailer	12.0	12.0	-	-	-
Police Property Evidence Clerk	2.0	2.0	-	-	-
Police Records Technician	16.0	15.0	-	-	-
Staff Assistant III	4.0	4.0	3.0	3.0	3.0
Jail Services Attendant	2.0	2.0	-	-	-
Division Summary					
Permanent Employees	70.0	69.0	23.0	24.0	24.0
Temporary Staffing	6.0	6.0	6.0	6.0	6.0
Administrative Services - 01304 Total	76.0	75.0	29.0	30.0	30.0
Animal Control Unit - 01302					
Animal Care and Control Administrator	1.0	1.0	-	-	-
Police Sergeant	-	1.0	-	-	-
Senior Animal Control Officer	1.0	1.0	-	-	-
Animal Control Officer	6.0	6.0	-	-	-
Animal Care Attendant	2.0	2.0	-	-	-
Staff Assistant II	1.5	1.0	-	-	-
Division Summary					
Permanent Employees	11.5	12.0	-	-	-
Temporary Staffing	-	-	-	-	-
Animal Control Unit - 01302 Total	11.5	12.0	-	-	-

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Operations Division - 01305					
Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	5.0	5.0	4.0	4.0	4.0
Police Sergeant	16.0	18.0	14.0	15.0	15.0
Public Services Administrator	-	-	1.0	1.0	1.0
Police Services Management Supervisor	1.0	1.0	-	-	-
Public Services Officer Supervisor	-	2.0	2.0	2.0	2.0
Police Officer	82.0	94.0	85.0	90.0	93.0
Communications Operator - Police	20.0	18.0	-	-	-
Lead Community Services Officer II	1.0	1.0	1.0	1.0	1.0
Community Services Officer	8.0	8.0	8.0	8.0	8.0
Lead Public Services Officer	-	3.0	3.0	3.0	3.0
Downtown Services Officer Supervisor	1.0	-	-	-	-
Lead Park Ranger	2.0	-	-	-	-
Staff Assistant III	1.0	1.0	2.0	2.0	2.0
Public Services Officer	-	30.0	30.0	30.0	30.0
Court Services Coordinator	1.0	1.0	-	-	-
Downtown Services Officer	8.0	-	-	-	-
Park Ranger	17.0	-	-	-	-
Horse Attendant	0.5	-	-	-	-
Staff Assistant II	2.0	2.0	1.0	-	-
Division Summary					
Permanent Employees	166.5	185.0	152.0	157.0	160.0
Temporary Staffing	3.8	3.8	-	-	-
Operations Division - 01305 Total	170.3	188.8	152.0	157.0	160.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Strategic Services (formerly Special Enforcement) - 01306					
Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	3.0	4.0	6.0	5.0	5.0
Police Sergeant	5.0	3.0	7.0	7.0	7.0
Public Services Administrator - Jail	-	-	1.0	1.0	1.0
Public Services Administrator	-	-	1.0	1.0	1.0
Jail Supervisor	-	-	-	1.0	1.0
Jail Management Supervisor	-	-	1.0	-	-
Police Officer	50.0	36.0	37.0	37.0	37.0
Lead Crime Prevention Coordinator	-	-	1.0	1.0	1.0
Crime Prevention Coordinator	-	-	3.0	3.0	3.0
Traffic Services Supervisor	3.0	3.0	3.0	3.0	3.0
Lead Animal Control Officer	-	-	1.0	1.0	1.0
Airport Services Officer Supervisor	1.0	-	-	-	-
Lead Traffic Services Officer	2.0	2.0	2.0	2.0	2.0
Lead Jailer	-	-	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	1.0	1.0
Jailer	-	-	11.0	11.0	11.0
Traffic Services Officer	31.0	31.0	31.0	31.0	31.0
Lead Airport Services Officer	1.0	-	-	-	-
Animal Control Officer	-	-	7.0	7.0	7.0
Staff Assistant III	2.0	2.0	2.0	2.0	2.0
Airport Services Officer	5.0	-	-	-	-
Animal Care Attendant	-	-	2.0	2.0	2.0
Staff Assistant II	-	-	2.0	2.0	2.0
Jail Services Attendant	-	-	2.0	2.0	2.0
Lead Crossing Guard	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	107.0	85.0	126.0	125.0	125.0
Temporary Staffing	19.0	19.0	22.8	22.8	22.8
Strategic Services - 01306 Total	126.0	104.0	148.8	147.8	147.8

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Criminal Investigations - 01307					
Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	2.0	2.0	1.0	1.0	1.0
Public Services Administrator - Forensics	-	-	1.0	1.0	1.0
Police Sergeant	5.0	4.0	6.0	6.0	6.0
Police Records Administrator	-	-	1.0	1.0	1.0
Forensic Section Supervisor	1.0	1.0	-	-	-
Police Officer	29.0	30.0	39.0	39.0	39.0
Youth Services Counselor	1.0	1.0	-	-	-
Lead Forensic Specialist	1.0	1.0	1.0	1.0	1.0
Criminal Investigations Support Specialist	1.0	1.0	1.0	1.0	1.0
Forensic Specialist	6.0	6.0	7.0	7.0	7.0
Youth and Family Services Support Coordinator	-	-	1.0	1.0	1.0
Crime Analyst I	2.0	2.0	2.0	2.0	2.0
Police Records Supervisor	-	-	3.0	3.0	3.0
Property/Evidence Supervisor	-	-	1.0	1.0	1.0
Forensic Technician	-	1.0	1.0	1.0	1.0
Lead Police Records Technician	-	-	2.0	2.0	2.0
Identification Technician	1.0	-	-	-	-
Police Property Evidence Clerk	-	-	3.0	3.0	3.0
Police Records Technician	-	-	13.0	13.0	13.0
Staff Assistant III	-	-	-	1.0	1.0
Court Services Coordinator	-	-	1.0	1.0	1.0
Staff Assistant II	1.0	1.0	1.0	-	-
Division Summary					
Permanent Employees	51.0	51.0	86.0	86.0	86.0
Temporary Staffing	2.6	2.6	2.6	2.6	2.6
Criminal Investigations - 01307 Total	53.6	53.6	88.6	88.6	88.6
Harbor Unit - 30623					
Pier and Harbor Services Supervisor	-	-	1.0	1.0	1.0
Pier and Harbor Services Officer	7.0	7.0	6.0	6.0	6.0
Division Summary					
Permanent Employees	7.0	7.0	7.0	7.0	7.0
Temporary Staffing	2.3	2.3	2.3	2.3	2.3
Harbor Unit - 30623 Total	9.3	9.3	9.3	9.3	9.3
Department Summary					
Permanent Employees	413.0	409.0	394.0	399.0	402.0
Temporary Staffing	33.7	33.7	33.7	33.7	33.7
POLICE TOTAL	446.7	442.7	427.7	432.7	435.7

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
FIRE					
Administration - 01312					
Fire Chief	1.0	1.0	1.0	1.0	1.0
Deputy Fire Chief	2.0	2.0	2.0	2.0	2.0
Fire Captain	1.0	1.0	1.0	1.0	1.0
Fire Captain (Paramedic Coordinator)	1.0	1.0	1.0	1.0	1.0
Fire Captain (Vehicle Maintenance Coordinator)	1.0	1.0	1.0	1.0	1.0
Principal Administrative Analyst - Fire	1.0	1.0	1.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0	1.0	1.0
Communications Center Supervisor - Fire	1.0	1.0	-	-	-
Fire Safety Coordinator	1.0	1.0	1.0	1.0	1.0
Communications Operator - Fire	8.0	8.0	-	-	-
Assistant Administrative Analyst	-	-	1.0	1.0	1.0
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	1.0
Fire Equipment Specialist	-	-	0.8	0.8	0.8
Division Summary					
Permanent Employees	21.0	21.0	13.8	13.8	13.8
Temporary Staffing	-	-	-	-	-
Administration - 01312 Total	21.0	21.0	13.8	13.8	13.8
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	54.0	54.0	60.0
Division Summary					
Permanent Employees	93.0	93.0	99.0	99.0	105.0
Temporary Staffing	-	-	-	-	-
Fire Suppression and Rescue - 01313 Total	93.0	93.0	99.0	99.0	105.0
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	2.0	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	4.0	4.0	4.0
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	13.0	13.0	14.0	14.0	14.0
Temporary Staffing	-	-	-	-	-
Fire Prevention - 01314 Total	13.0	13.0	14.0	14.0	14.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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
Staff Assistant II	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	2.0	2.0	3.0	3.0	3.0
Temporary Staffing	-	-	-	-	-
Training - 01315 Total	2.0	2.0	3.0	3.0	3.0
Department Summary					
Permanent Employees	129.0	129.0	129.8	129.8	135.8
Temporary Staffing	-	-	-	-	-
FIRE TOTAL	129.0	129.0	129.8	129.8	135.8

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
Project Manager - Wellbeing (<i>limited term</i>)	-	1.0	1.0	1.0	1.0
Community Use Administrator	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Parks and Community Facility Planning	2.0	1.0	1.0	1.0	1.0
Administrative Analyst (<i>limited term</i>)	-	1.0	1.0	1.0	1.0
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	5.0	8.0	8.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Administration and Planning Services - 01501 Total	5.0	8.0	8.0	8.0	8.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Human Services - 01262					
Human Services Manager	1.0	1.0	1.0	1.0	1.0
Human Services Administrator - Fiscal	-	-	1.0	1.0	1.0
Human Services Administrator - Neighborhood and Parks Initiative	1.0	1.0	1.0	1.0	1.0
Human Services Administrator - Youth and Family Program	1.0	-	-	-	-
Human Services Administrator	2.0	2.0	1.0	1.0	1.0
Senior Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Child and Family Resources	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 - Human Services/Fiscal	1.0	1.0	1.0	1.0	1.0
Senior Human Services Program Analyst	2.0	2.0	2.0	2.0	2.0
Principal Community Services Supervisor - Youth/Family Services	-	-	-	1.0	1.0
Principal Community Services Supervisor	2.0	2.0	2.0	2.0	2.0
Administrative Analyst	3.0	2.0	2.0	2.0	2.0
Administrative Analyst - Homeless Services	1.0	1.0	1.0	1.0	1.0
Community Services Program Supervisor - Volunteer Program	0.5	-	-	-	-
Community Services Program Supervisor - Youth/Family Services	5.0	5.0	5.0	4.0	4.0
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	15.6	15.6	15.6	15.6	15.6
Division Summary					
Permanent Employees	59.2	56.7	56.7	56.7	56.7
Temporary Staffing	16.5	16.5	16.5	15.8	15.8
Human Services - 01262 Total	75.7	73.2	73.2	72.5	72.5
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	1.0	1.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Sales and Marketing Coordinator	-	1.0	1.0	1.0	1.0
Beach Recreation Supervisor	-	1.0	1.0	1.0	1.0
Event Coordinator (0.5 FTE is limited term)	-	1.0	1.5	1.5	1.0
Guest Services Coordinator	-	1.0	1.0	1.0	1.0
Venue Services Assistant	-	-	2.0	2.0	2.0
Aquatics Program Coordinator	-	-	-	0.8	0.8
Division Summary					
Permanent Employees	-	6.0	8.5	9.3	8.8
Temporary Staffing	-	8.3	5.3	4.9	4.9
Beach House Operations - 11523 Total	-	14.3	13.8	14.2	13.7

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Beach House Operations - 24523					
Beach House Venue Manager	1.0	-	-	-	-
Administrative Analyst	1.0	-	-	-	-
Sales and Marketing Coordinator	1.0	-	-	-	-
Beach Recreation Supervisor	1.0	-	-	-	-
Guest Services Coordinator	1.0	-	-	-	-
Division Summary					
Permanent Employees	5.0	-	-	-	-
Temporary Staffing	6.5	-	-	-	-
Beach House Operations - 24523 Total	11.5	-	-	-	-
Community Recreation - 01544					
Community Recreation Manager	1.0	1.0	1.0	1.0	1.0
Community Use Administrator	1.0	-	-	-	-
Community Recreation Systems Coordinator	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
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	5.0	4.0	4.0	4.0	4.0
Chief Pool Lifeguard	2.4	2.4	2.4	2.4	2.4
Guest Services Assistant	1.0	1.0	1.0	2.2	2.2
Staff Assistant II	0.6	0.6	0.6	0.6	0.6
Community Services Program Specialist	3.4	3.4	3.4	3.4	3.4
Swim Instructor/Lifeguard	3.4	2.4	2.4	2.4	2.4
Division Summary					
Permanent Employees	35.3	32.3	32.3	33.5	33.5
Temporary Staffing	29.5	29.7	30.5	29.3	29.3
Community Recreation - 01544 Total	64.8	62.0	62.8	62.8	62.8

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Public Landscape - 01555					
Public Landscape Manager	1.0	-	-	-	-
Community Forest and Public Landscape Superintendent	1.0	-	-	-	-
Public Landscape Superintendent	1.0	-	-	-	-
Senior Administrative Analyst - Open Space Management	1.0	-	-	-	-
Community Forest Supervisor	1.0	-	-	-	-
Administrative Analyst	1.0	-	-	-	-
Parks Maintenance Supervisor	5.0	-	-	-	-
Promenade Maintenance Supervisor	1.0	-	-	-	-
Maintenance Crew Leader	2.0	-	-	-	-
Parks Maintenance Crew Leader	4.0	-	-	-	-
Irrigation Crew Leader	1.0	-	-	-	-
Parks Equipment Technician	1.0	-	-	-	-
Irrigation Technician	3.0	-	-	-	-
Tree Trimmer	2.0	-	-	-	-
Staff Assistant III	1.0	-	-	-	-
Equipment Operator I	13.0	-	-	-	-
Staff Assistant II	1.0	-	-	-	-
Groundskeeper	21.0	-	-	-	-
Maintenance Worker	9.0	-	-	-	-
Field Attendant	1.0	-	-	-	-
Trades Intern	1.0	-	-	-	-
Division Summary					
Permanent Employees	72.0	-	-	-	-
Temporary Staffing	3.0	-	-	-	-
Public Landscape - 01555 Total	75.0	-	-	-	-
Beach Maintenance - 11558					
Beach Maintenance Supervisor	1.0	-	-	-	-
Equipment Operator II	4.0	-	-	-	-
Equipment Operator I	1.0	-	-	-	-
Maintenance Worker	4.0	-	-	-	-
Custodian II	1.0	-	-	-	-
Division Summary					
Permanent Employees	11.0	-	-	-	-
Temporary Staffing	11.5	-	-	-	-
Beach Maintenance - 11558 Total	22.5	-	-	-	-

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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	1.0	1.0
Cultural Affairs Venue Supervisor	-	-	-	1.0	1.0
Cultural Affairs Supervisor	3.0	4.0	4.0	3.0	3.0
Cultural Affairs Coordinator	0.5	-	0.5	0.5	0.5
Staff Assistant III	-	1.0	1.0	1.0	1.0
Event Attendant II	-	0.8	1.0	1.0	1.0
Division Summary					
Permanent Employees	5.5	8.8	9.5	9.5	9.5
Temporary Staffing	0.1	0.7	0.2	0.2	0.2
Cultural Affairs - 01560 Total	5.6	9.5	9.7	9.7	9.7
Civic Auditorium - 32621					
Civic Auditorium Venue Manager	1.0	-	-	-	-
Civic Auditorium Facility Superintendent	1.0	-	-	-	-
Civic Auditorium Business Administrator	1.0	-	-	-	-
Senior Administrative Analyst	1.0	-	-	-	-
Civic Auditorium Maintenance Supervisor	1.0	-	-	-	-
Event Coordinator	1.0	-	-	-	-
Event Attendant III	2.0	-	-	-	-
Staff Assistant III	1.0	-	-	-	-
Event Attendant II	3.0	-	-	-	-
Event Attendant I	8.0	-	-	-	-
Division Summary					
Permanent Employees	20.0	-	-	-	-
Temporary Staffing	-	-	-	-	-
Civic Auditorium - 32621 Total	20.0	-	-	-	-
Department Summary					
Permanent Employees	213.0	111.8	115.0	117.0	116.5
Temporary Staffing	67.7	55.7	53.0	50.8	50.8
COMMUNITY AND CULTURAL SERVICES TOTAL	280.7	167.5	168.0	167.8	167.3

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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
Senior Administrative Analyst - Library Fiscal Services Coordinator	-	-	1.0	1.0	1.0
Administrative Analyst - Library Administrative Services	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Library Fiscal Services Coordinator	1.0	1.0	-	-	-
Building Systems Technician	2.0	-	-	-	-
Library Services Officer Supervisor	1.0	1.0	1.0	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	0.5	0.5
Library Services Officer	4.0	4.0	4.0	4.0	4.0
Division Summary					
Permanent Employees	12.5	10.5	10.5	10.5	10.5
Temporary Staffing	4.8	5.4	5.3	4.9	4.9
Administration and Facilities - 01613 Total	17.3	15.9	15.8	15.4	15.4
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
Librarian I	2.0	2.0	2.0	2.0	2.0
Library Assistant III	2.0	2.0	2.0	2.0	2.0
Library Assistant II	3.5	3.5	3.5	3.5	3.5
Division Summary					
Permanent Employees	10.5	10.5	10.5	10.5	10.5
Temporary Staffing	19.7	20.2	20.0	5.5	5.5
Information Management - 01614 Total	30.2	30.7	30.5	16.0	16.0
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	1.0
Librarian I	6.0	6.0	6.0	6.0	6.0
Library Assistant III	1.0	1.0	1.0	1.0	1.0
Library Assistant II	9.5	9.0	9.0	9.0	9.0
Division Summary					
Permanent Employees	21.5	21.0	21.0	21.0	21.0
Temporary Staffing	5.3	5.3	4.7	19.2	19.2
Reference Services - 01615 Total	26.8	26.3	25.7	40.2	40.2

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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	2.0	2.0	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
Librarian II	4.0	4.0	4.0	4.0	4.0
Librarian I	7.0	8.5	8.5	8.5	8.5
Library Assistant III	1.0	1.0	1.0	1.0	1.0
Library Assistant II	6.0	8.0	8.0	8.0	8.0
Division Summary					
Permanent Employees	24.0	28.5	28.5	28.5	28.5
Temporary Staffing	7.8	10.9	10.5	10.9	10.9
Public and Branch Services - 01616 Total	31.8	39.4	39.0	39.4	39.4
Department Summary					
Permanent Employees	68.5	70.5	70.5	70.5	70.5
Temporary Staffing	37.6	41.8	40.5	40.5	40.5
LIBRARY TOTAL	106.1	112.3	111.0	111.0	111.0
PUBLIC WORKS					
Administrative Services - 01401					
Director of Public Works	1.0	-	-	-	-
Director of Public Works/Airport Director	-	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	2.0	2.0	2.0	2.0
Senior Administrative Analyst - Public Works	1.0	-	-	-	-
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	5.0	5.0	5.0	5.0	5.0
Temporary Staffing	-	-	-	-	-
Administrative Services - 01401 Total	5.0	5.0	5.0	5.0	5.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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	-	-	-
CIP Project Manager	1.0	1.0	1.0	1.0	1.0
Civil Engineer	5.0	6.0	6.0	6.0	6.0
Engineering Support Services Supervisor	1.0	1.0	1.0	1.0	1.0
Associate Project Manager	1.0	-	-	-	-
Civil Engineering Associate	3.0	4.0	4.0	4.0	4.0
Engineering Project Specialist	1.0	-	-	-	-
Public Works Construction Specialist	-	1.0	1.0	1.0	1.0
Civil Engineering Assistant	2.0	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	-	-
Public Works Inspector	-	-	-	1.0	1.0
Engineering Technician	2.0	2.0	1.0	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	1.0	1.0
Division Summary					
Permanent Employees	30.0	30.0	27.0	27.0	27.0
Temporary Staffing	-	-	-	-	-
Civil Engineering - 01402 Total	30.0	30.0	27.0	27.0	27.0
Architecture Services - 01403					
City Architect	1.0	1.0	1.0	1.0	1.0
Senior Architect	1.0	1.0	1.0	1.0	1.0
Architect	2.0	2.0	2.0	2.0	2.0
CIP Project Manager	2.0	2.0	2.0	2.0	2.0
Civil Engineer	1.0	1.0	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0	1.0	1.0
Architectural Associate (<i>1.0 FTE is limited term</i>)	2.0	2.0	3.0	3.0	3.0
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	3.0	3.0	3.0	3.0	3.0
Division Summary					
Permanent Employees	15.0	15.0	16.0	16.0	16.0
Temporary Staffing	-	-	-	-	-
Architecture Services - 01403 Total	15.0	15.0	16.0	16.0	16.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Street and Fleet Services - 01421					
Street and Fleet Services Manager	1.0	1.0	1.0	1.0	1.0
Street Maintenance Superintendent	1.0	-	-	-	-
Senior Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Street Maintenance Supervisor	1.0	-	-	-	-
Street Services Supervisor	-	2.0	2.0	2.0	2.0
Asphalt Crew Leader	1.0	-	-	-	-
Concrete Crew Leader	1.0	-	-	-	-
Street Services Crew Leader	-	3.0	3.0	3.0	3.0
Public Works Inspector	1.0	-	-	-	-
Lead Parking Meter Technician	1.0	1.0	1.0	1.0	1.0
Lead Traffic Painter	1.0	1.0	1.0	1.0	1.0
Concrete Finisher	3.0	3.0	3.0	3.0	3.0
Equipment Operator II	4.0	-	-	-	-
Street Services Worker II	-	3.0	3.0	3.0	3.0
Parking Meter Technician	2.0	2.0	2.0	2.0	2.0
Traffic Painter	6.0	6.0	6.0	6.0	6.0
Maintenance Worker II - Asphalt	2.0	-	-	-	-
Street Services Worker I	-	5.0	6.0	6.0	6.0
Construction Worker	1.0	-	-	-	-
Maintenance Worker I - Asphalt	2.0	-	-	-	-
Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Trades Intern	-	-	-	3.0	3.0
Division Summary					
Permanent Employees	31.0	30.0	31.0	34.0	34.0
Temporary Staffing	-	0.9	-	-	-
Street and Fleet Services - 01421 Total	31.0	30.9	31.0	34.0	34.0
Airport - 33431					
Airport Services Manager	1.0	-	-	-	-
Airport Manager	-	1.0	1.0	1.0	1.0
Airport Operations Administrator	1.0	1.0	-	-	-
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Airport Operations Analyst	-	-	1.0	1.0	1.0
Airport Operations Specialist	-	-	1.0	1.0	1.0
Business Assistant	2.0	2.0	2.0	2.0	2.0
Airport Noise/Operations Specialist	2.0	2.0	-	-	-
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	8.0	8.0	7.0	7.0	7.0
Temporary Staffing	0.2	0.5	1.4	1.4	1.4
Airport - 33431 Total	8.2	8.5	8.4	8.4	8.4

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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
Principal Public Works Analyst	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Collections 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	-	1.0	1.0	1.0	1.0
Administrative Analyst - Solid Waste	1.0	-	-	-	-
Zero Waste Coordinator	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Supervisor	3.0	3.0	3.0	5.0	5.0
Resource Recovery and Recycling Business Supervisor	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Safety and Training Officer	-	-	-	1.0	1.0
Resource Recovery and Recycling Crew Leader	3.0	3.0	3.0	-	-
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
Hazardous Materials Technician	-	1.0	1.0	1.0	1.0
Lead Customer Services Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Equipment Operator	35.0	35.0	37.4	37.4	37.4
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	6.0	6.0	6.0	6.0	6.0
Maintenance Worker	10.0	10.0	10.0	10.0	10.0
Division Summary					
Permanent Employees	79.0	80.0	82.4	82.4	82.4
Temporary Staffing	0.2	7.7	5.3	5.3	5.3
Resource Recovery and Recycling - 27441 Total	79.2	87.7	87.7	87.7	87.7

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Facilities Maintenance - 01452					
Facilities Maintenance Manager	1.0	1.0	1.0	1.0	1.0
Facilities Services Administrator	1.0	1.0	1.0	1.0	1.0
Custodial Services Administrator	1.0	1.0	1.0	1.0	1.0
Facilities Maintenance Contracts Administrator	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Facilities Supervisor	2.0	2.0	2.0	2.0	2.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Electrical Crew Leader	1.0	1.0	1.0	1.0	1.0
HVAC Crew Leader	1.0	1.0	1.0	1.0	1.0
Custodial Supervisor	6.0	6.0	6.0	6.0	6.0
Plumber Crew Leader	1.0	1.0	1.0	1.0	1.0
HVAC Technician	2.0	3.0	3.0	4.0	4.0
Carpenter Crew Leader	1.0	1.0	1.0	1.0	1.0
Building Systems Technician	-	1.0	1.0	1.0	1.0
Electrician II	6.0	6.0	6.0	6.0	6.0
Painter Crew Leader	1.0	1.0	1.0	1.0	1.0
Plumber	3.0	3.0	3.0	3.0	3.0
Carpenter	3.0	3.0	3.0	3.0	3.0
Administrative Staff Assistant	1.0	-	-	-	-
Painter	2.0	2.0	2.0	2.0	2.0
Staff Assistant III	1.0	2.0	2.0	2.0	2.0
Graffiti Removal Technician	3.0	3.0	3.0	4.0	4.0
Aquatics Maintenance Worker	1.0	1.5	1.5	1.5	1.5
Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	-	-	1.0	1.0	1.0
Custodian II	8.0	8.0	8.0	8.0	8.0
Custodian I	32.0	31.0	33.5	33.5	33.5
Trades Intern	9.0	9.0	9.0	5.0	5.0
Division Summary					
Permanent Employees	91.0	92.5	96.0	94.0	94.0
Temporary Staffing	7.3	9.7	6.3	6.3	6.3
Facilities Maintenance - 01452 Total	98.3	102.2	102.3	100.3	100.3
Pier Maintenance - 30455					
Maintenance Supervisor	1.0	-	-	-	-
Pier Maintenance Crew Leader	-	1.0	1.0	1.0	1.0
Carpenter	1.0	1.0	1.0	1.0	1.0
Painter	-	-	-	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
Trades Intern	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	6.0	6.0	6.0	8.0	8.0
Temporary Staffing	0.5	0.5	0.5	0.0	0.0
Pier Maintenance - 30455 Total	6.5	6.5	6.5	8.0	8.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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 Administrator	-	-	1.0	-	-
Fleet Services Administrator	-	-	-	1.0	1.0
Fleet Maintenance Superintendent	1.0	1.0	-	-	-
Fleet Maintenance Supervisor	1.0	2.0	2.0	2.0	2.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Senior Mechanic	2.0	1.0	2.0	2.0	2.0
Mechanic I/II	18.0	18.0	17.0	17.0	17.0
Welder Fabricator	1.0	1.0	1.0	1.0	1.0
Fleet Storekeeper	-	-	-	1.0	1.0
Storekeeper II	1.0	1.0	1.0	-	-
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Fleet Services Writer	-	-	-	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	-	-
Trades Intern	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	28.0	28.0	28.0	29.0	29.0
Temporary Staffing	-	-	-	-	-
Fleet Management - 54459 Total	28.0	28.0	28.0	29.0	29.0
Beach House Maintenance - 11497					
Aquatics Maintenance Worker	-	1.5	1.5	1.5	1.5
Custodian II	-	2.0	2.0	2.0	2.0
Custodian I	-	4.0	8.0	8.0	8.0
Division Summary					
Permanent Employees	-	7.5	11.5	11.5	11.5
Temporary Staffing	-	4.0	-	-	-
Beach House Maintenance - 11497 Total	-	11.5	11.5	11.5	11.5
Beach House Maintenance - 24497					
Aquatics Maintenance Worker	2.0	-	-	-	-
Custodian II	2.0	-	-	-	-
Division Summary					
Permanent Employees	4.0	-	-	-	-
Temporary Staffing	4.0	-	-	-	-
Beach House Maintenance - 24497 Total	8.0	-	-	-	-

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Public Landscape - 01498					
Public Landscape Manager	-	1.0	1.0	1.0	1.0
Public Landscape Superintendent	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Open Space Management	-	1.0	1.0	1.0	1.0
Urban Forester	-	1.0	1.0	1.0	1.0
Community Forest Supervisor	-	1.0	-	-	-
Urban Forest Supervisor	-	-	2.0	2.0	2.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Parks Maintenance Supervisor	-	5.0	5.0	5.0	5.0
Promenade Maintenance Supervisor	-	1.0	1.0	1.0	1.0
Maintenance Crew Leader	-	2.0	2.0	2.0	2.0
Parks Maintenance Crew Leader	-	4.0	4.0	4.0	4.0
Irrigation Crew Leader	-	1.0	1.0	1.0	1.0
Parks Equipment Technician	-	1.0	1.0	1.0	1.0
Irrigation Technician	-	4.0	4.0	4.0	4.0
Tree Trimmer	-	2.0	2.0	2.0	2.0
Staff Assistant III	-	1.0	1.0	1.0	1.0
Equipment Operator I	-	13.0	13.0	13.0	13.0
Staff Assistant II	-	1.0	1.0	1.0	1.0
Groundskeeper	-	21.0	21.0	21.0	21.0
Maintenance Worker	-	9.0	11.0	11.0	11.0
Field Attendant	-	1.0	1.0	1.0	1.0
Trades Intern	-	1.0	1.0	-	-
Division Summary					
Permanent Employees	-	73.0	76.0	75.0	75.0
Temporary Staffing	-	2.0	-	-	-
Public Landscape - 01498 Total	-	75.0	76.0	75.0	75.0
Beach Maintenance - 11499					
Beach Maintenance Supervisor	-	1.0	1.0	1.0	1.0
Equipment Operator II	-	4.0	4.0	5.0	5.0
Equipment Operator I	-	1.0	1.0	1.0	1.0
Maintenance Worker	-	4.0	6.0	6.0	6.0
Custodian II	-	1.0	2.0	2.0	2.0
Maintenance Assistant	-	-	9.0	9.0	9.0
Division Summary					
Permanent Employees	-	11.0	23.0	24.0	24.0
Temporary Staffing	-	12.5	-	-	-
Beach Maintenance - 11499 Total	-	23.5	23.0	24.0	24.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Cemetery - 37641					
Cemetery Administrator	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Cemetery	1.0	1.0	1.0	1.0	1.0
Funeral Services Technician	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	1.0	1.0	1.0	1.0	1.0
Cemetery Services Representative	1.0	1.0	1.0	1.0	1.0
Equipment Operator I	1.0	1.0	1.0	1.0	1.0
Maintenance Assistant	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	6.0	6.0	7.0	7.0	7.0
Temporary Staffing	1.1	1.1	0.1	0.1	0.1
Cemetery - 37641 Total	7.1	7.1	7.1	7.1	7.1
Wastewater - 31661					
Water Resources Protection Program Coordinator	1.0	1.0	1.0	1.0	1.0
Senior Water Resources Protection Specialist	1.0	1.0	1.0	1.0	1.0
Wastewater Supervisor	1.0	1.0	1.0	1.0	1.0
Water Resources Protection Specialist	3.0	3.0	3.0	3.0	3.0
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
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Sewer Maintenance Worker II	4.0	6.0	6.0	6.0	6.0
Sewer Maintenance Worker I	8.0	6.0	6.0	6.0	6.0
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

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Water Resources - 25671					
Water Resources Manager	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
Water/Wastewater 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
Lead Water Chemist	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Water Resources	1.0	-	-	-	-
Water Chemist	2.0	2.0	2.0	2.0	2.0
Water Production and Treatment Plant Supervisor	-	1.0	1.0	1.0	1.0
Water Production and Treatment Supervisor	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	1.0	1.0
Administrative Analyst - Water Resources	1.0	-	-	-	-
Water Quality Analyst I/II	-	1.0	1.0	1.0	1.0
Lead Water Production and Treatment Plant Operator	-	1.0	1.0	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 Resources Crew Leader	-	-	-	1.0	1.0
Water Construction Crew Leader	1.0	1.0	1.0	-	-
Water Crew Leader	3.0	3.0	3.0	3.0	3.0
Equipment Operator III	3.0	-	-	-	-
Water System Equipment Operator	-	3.0	3.0	3.0	3.0
Underground Utilities Locator	1.0	1.0	1.0	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	2.0	2.0	2.0	2.0
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	375.0	464.0	487.9	491.9	491.9
Temporary Staffing	13.5	39.1	13.8	13.4	13.4
PUBLIC WORKS TOTAL	388.5	503.1	501.7	505.3	505.3

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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 Financial Officer	-	1.0	1.0	1.0	1.0
Chief Administrative Officer	1.0	-	-	-	-
Administrative Services Officer	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	1.0	1.0	1.0	1.0
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant (<i>limited term</i>)	-	-	-	1.0	1.0
Staff Assistant III	1.0	-	-	-	-
Division Summary					
Permanent Employees	6.0	6.0	6.0	7.0	7.0
Temporary Staffing	-	-	-	-	-
Transit Executive - 41640 Total	6.0	6.0	6.0	7.0	7.0
Transit Finance and Grants - 41642					
Transit Finance and Grants Manager	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	2.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Transit Grants	1.0	1.0	1.0	1.0	1.0
Accountant I	-	1.0	1.0	1.0	1.0
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Fiscal Staff Assistant II	2.0	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	8.0	7.0	7.0	7.0	7.0
Temporary Staffing	0.1	-	-	-	-
Transit Finance and Grants - 41642 Total	8.1	7.0	7.0	7.0	7.0
Transit Government and Community Relations - 41643					
Transit Government and Community Relations Manager	1.0	1.0	1.0	1.0	1.0
Transit Government Relations Officer	1.0	1.0	1.0	1.0	1.0
Transit Community Relations Officer	1.0	1.0	1.0	1.0	1.0
Transit Community Relations Coordinator	1.0	1.0	1.0	1.0	1.0
Transit Marketing Coordinator	1.0	1.0	1.0	1.0	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	1.0	1.0
Staff Assistant III	1.0	-	-	-	-
Customer Services Assistant	5.3	5.3	5.3	6.8	6.8
Division Summary					
Permanent Employees	13.3	13.3	13.3	14.8	14.8
Temporary Staffing	0.2	0.7	0.7	0.5	0.5
Transit Government and Community Relations - 41643 Total	13.5	14.0	14.0	15.3	15.3

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Transit Maintenance - 41657					
Transit Maintenance Manager	1.0	1.0	1.0	1.0	1.0
Transit Facilities Maintenance Officer	-	-	-	1.0	1.0
Transit Maintenance Officer	1.0	1.0	1.0	1.0	1.0
Transit Maintenance Training Coordinator	1.0	1.0	1.0	1.0	1.0
Transit Mechanic Supervisor	5.0	6.0	6.0	6.0	6.0
Administrative Analyst	1.0	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
Electronic Communications/Farebox Technician	1.0	1.0	1.0	1.0	1.0
Transit Mechanic I/II	44.0	44.0	44.0	47.0	47.0
Administrative Staff Assistant	-	1.0	1.0	1.0	1.0
Storekeeper II	2.0	2.0	2.0	2.0	2.0
Senior Transit Maintenance Worker	-	-	1.0	2.0	2.0
Staff Assistant III	1.0	-	-	-	-
Transit Maintenance Worker	2.0	2.0	2.0	2.0	2.0
Lead Motor Coach Cleaner	2.0	-	-	-	-
Warehouse Worker	3.0	3.0	3.0	3.0	3.0
Motor Coach Cleaner	16.0	18.0	18.0	20.0	20.0
Custodian I	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	83.0	84.0	85.0	91.0	91.0
Temporary Staffing	1.0	2.1	2.6	2.3	1.9
Transit Maintenance - 41657 Total	84.0	86.1	87.6	93.3	92.9
Transit Operations - 41658					
Transit Operations Manager	1.0	1.0	1.0	1.0	1.0
Transit Planning Administrator	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Transit Operations	1.0	-	-	-	-
Senior Transit Scheduler	-	1.0	1.0	1.0	1.0
Transit Planner	1.0	1.0	1.0	1.0	1.0
Senior Motor Coach Operator Supervisor	-	1.0	1.0	1.0	1.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Transit Scheduler	2.0	1.0	1.0	1.0	1.0
Motor Coach Operator Training Coordinator	3.0	-	-	-	-
Motor Coach Operator Supervisor	17.0	16.0	18.0	19.0	19.0
Staff Assistant III	3.0	2.0	2.0	2.0	2.0
Transit Operations Assistant	3.0	3.0	-	-	-
Motor Coach Operator	275.4	275.4	275.4	293.4	293.4
Division Summary					
Permanent Employees	307.4	303.4	302.4	321.4	321.4
Temporary Staffing	-	12.0	12.0	12.5	12.9
Transit Operations - 41658 Total	307.4	315.4	314.4	333.9	334.3

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
Transit Safety and Training - 41670					
Transit Safety and Training Manager	-	1.0	1.0	1.0	1.0
Transit Safety and Training Program Manager	1.0	-	-	-	-
Lead Transit Training Coordinator	-	-	-	1.0	1.0
Transit Training Coordinator	-	-	-	3.0	3.0
Motor Coach Operator Training Coordinator	-	3.0	3.0	-	-
Transit Safety and Security Coordinator	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	2.0	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	4.0	7.0	7.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Transit Safety and Training - 41670 Total	4.0	7.0	7.0	8.0	8.0
Department Summary					
Permanent Employees	421.7	420.7	420.7	449.2	449.2
Temporary Staffing	1.3	14.8	15.3	15.3	15.3
BIG BLUE BUS TOTAL	423.0	435.5	436.0	464.5	464.5

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	-	-	-	-
Administrative Services Officer - Financial	1.0	-	-	-	-
Principal Administrative Analyst	-	1.0	1.0	1.0	1.0
Senior Development Analyst	2.0	-	-	-	-
Administrative Analyst	1.0	-	-	-	-
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	-	-	-	-
Division Summary					
Permanent Employees	8.0	3.0	3.0	3.0	3.0
Temporary Staffing	0.1	0.1	0.1	0.1	0.1
Administration - 01263 Total	8.1	3.1	3.1	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	1.0	1.0
Senior Development Analyst (1.0 FTE is limited term)	3.0	1.0	1.0	2.0	2.0
Construction Specialist	1.0	1.0	-	-	-
Administrative Analyst - Housing/Loan Portfolio Monitoring	1.0	1.0	1.0	1.0	1.0
Housing Specialist (1.0 FTE is limited term)	-	-	-	1.0	1.0
Staff Assistant III	2.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	9.0	7.0	6.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Housing - 01264 Total	9.0	7.0	6.0	8.0	8.0

Personnel (FTE) by Department and Division

Department/Division/Title	2012-13 Revised Budget	2013-14 Revised Budget	2014-15 Revised Budget	2015-16 Adopted Budget	2016-17 Budget Plan
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	1.0
Senior Development Analyst	2.0	3.0	3.0	3.0	3.0
Senior Administrative Analyst	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	-	-	-	-
Farmers' Market Coordinator I	2.0	1.0	0.5	0.5	0.5
Staff Assistant III	-	1.0	1.0	1.0	1.0
Farmers' Market Attendant	-	-	1.2	1.2	1.2
Farmers' Market Assistant	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	10.0	10.0	10.7	10.7	10.7
Temporary Staffing	0.6	0.6	0.9	1.0	1.0
Economic Development - 01268 Total	10.6	10.6	11.6	11.7	11.7
Housing Services - 12269					
Housing Authority Administrator	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Financial Analyst	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Housing Authority	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Housing Specialist	5.0	5.0	5.0	5.0	5.0
Technical Staff Assistant	1.0	1.0	1.0	1.0	1.0
Housing Inspector	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	13.0	13.0	13.0	13.0	13.0
Temporary Staffing	0.1	0.1	0.1	0.1	0.1
Housing Services - 12269 Total	13.1	13.1	13.1	13.1	13.1
Department Summary					
Permanent Employees	40.0	33.0	32.7	34.7	34.7
Temporary Staffing	0.8	0.8	1.1	1.2	1.2
HOUSING AND ECONOMIC DEVELOPMENT TOTAL	40.8	33.8	33.8	35.9	35.9



Capital Improvement Program

FY 2015-17 Adopted Biennial Budget





Addendum to the FY 2014-16 CIP Budget

FY 2014-15 through FY 2018-19 Capital Improvement Program

The Capital Improvement Program (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. On [June 24, 2014](#), Council adopted the first year and approved the second year of the FY 2014-16 Biennial Capital Improvement Program Budget. The changes outlined in this Addendum are revisions to the second year of the approved Biennial Budget, FY 2015-16. These changes are limited to urgent needs that have arisen during the first year of the Biennial Budget and cannot be deferred until the next biennial budget process.

FY 2016-19 amounts are included as a planning tool to demonstrate total anticipated capital funding needs. However, project needs will be reevaluated during each biennial budget cycle to ensure that budgets are adjusted to fall within available funding limits and to best reflect updated City priorities.

Budget Process

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 requiring immediate funding. New project requests are submitted and evaluated by the CIP Committee, which recommends funding for projects best reflecting current City priorities. Capital budget recommendations are presented to the City Manager, City Council and the community for consideration.

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 exceeding \$50,000 and useful lives of more than three years, and most involve public infrastructure construction.

Overview of FY 2015-16 Exception-Based Budget Changes

Changes to the FY 2015-16 CIP Budget as part of the CIP Exception Based Budgeting process include:

- New 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 reduced scopes or estimates.
- Increases in allocations to existing projects based on revised estimates.

Addendum to the FY 2014-16 CIP Budget

General Fund Budget Changes

The CIP Committee recommended approximately \$5.4 million in General Fund budget increases for the FY 2015-16 Exception Based CIP Budget, outlined in the Project Details section below. Budget reductions and deferrals to both years of the CIP Biennial Budget totaling \$2.4 million (approximately \$0.8 million for FY 2014-15 and \$1.6 million for FY 2015-16) offset the budget increases for a net General Fund budget increase of approximately \$3.0 million in FY 2015-16. Budget reductions include \$0.1 million in realized, modest project savings in FY 2014-15 from a number of projects, and \$0.5 million in General Fund construction budget reduction to the Downtown Temporary Use TOD Site per Council direction. Budget deferrals, which have been included in the FY 2016-17 Budget Plan in the CIP Budget matrix below, include \$0.35 million in Pedestrian Action Plan Implementation funds due to delays in adopting the Plan, \$1.15 million in Parking Structure Railing Replacement funds to align with the current project schedule which includes proceeding with design in FY 2015-16, and \$0.3 million in Percent for Arts budget associated with Fire Station1 construction that has been moved to FY 2016-17.

The majority of the net General Fund budget increase of approximately \$3.0 million will be offset by \$1.6 million in anticipated revenues that will fully offset the costs of the On Bill LED Street Light Improvements and Site Improvements projects (\$1.1 million for streetlights and \$0.5 million for site improvements). The remaining General Fund budget increase is funded by \$0.7 million in land sales proceeds from the Expo Light Rail project and anticipated General Fund savings from FY 2014-15. Any additional General Fund CIP savings that may be realized from the current biennial budget (FY 2014-15 and FY 2015-16) will also be available to allocate to the next biennial CIP budget to accommodate deferred budget allocations or other City priorities as they evolve.

Although a small net increase in the General Fund CIP budget is recommended and project-specific changes are outlined below, the revised FY 2015-16 CIP budget will be significantly lower overall than originally proposed due to updated plans regarding the financing of Fire Station 1, the Fire Training Facility, and the Fire Station 3 Seismic Improvements. The FY 2014-16 Adopted Biennial Budget assumed that bonds would be issued to finance these public safety projects, and included approximately \$36 million in bond proceeds in the FY 2015-16 CIP budget assumptions. As reported to Council in conjunction with FY 2014-15 midyear budget changes on [January 27, 2015](#), Fire Station 1 is still in the design phase. Due to the timing restrictions on issuing a lease revenue bond and spending the proceeds, staff recommends proceeding with bond financing in FY 2016-17, and that will be included in the next CIP biennial budget. Council approved funding for the less expensive Fire Training Facility and Fire Station 3 Seismic Improvements (costing approximately \$1.5 million each) with the FY 2014-15 Midyear budget changes, as those projects were ready to proceed.

Addendum to the FY 2014-16 CIP Budget

Non-General Fund Budget Changes

The total net change proposed for Non-General Fund budgets is approximately \$1.2 million. Several budget reductions are offset by a number of budget increases. The most significant budget reduction is the elimination of \$2 million in FY 2015-16 budget for the Water Fund's Automatic Meter Reading project per Council direction on water rates. Approximately \$0.4 million will also be eliminated from the FY 2015-16 Big Blue Bus budget for the Downtown Temporary Use TOD Site per Council direction to reduce project scope. Approximately \$0.3 million in project savings will be reduced from FY 2014-15 Pier Fund capital budgets and applied toward the FY 2015-16 budget need for the Pier Electrical Upgrades project. Approximately \$3.9 million in budget increases are outlined below in the Project Details section, and offset the \$2.7 million in budget reductions for a net increase to non-General Fund budgets of approximately \$1.2 million. All but one of the proposed budget increases can be fully supported by an existing enterprise fund balance or special revenue source; the Cemetery Green Burial project may require a General Fund loan of \$0.1 million to be repaid when project revenues are realized.

Revised Budget Summary

The revised FY 2015-16 CIP Budget totals \$86.2 million. This represents a decrease of \$30.9 million from the originally proposed FY 2015-16 CIP Budget and a decrease of \$40.2 million compared to the FY 2014-15 Adopted Budget of \$126.4 million. The decrease from what was originally proposed is due to moving the anticipated bond proceeds for Fire Station 1 into the FY 2016-17 Budget Plan, and the decrease from prior year budget and spending is the result of higher budgets during the initial year of the biennial budget with the understanding that unspent funds will roll over into FY 2015-16 for project completion. Of the total FY 2015-16 CIP budget, the General Fund portion represents \$24.5 million or 28 percent.

Impacts on Ongoing Operation

Projects that increase or expand City facilities can impact ongoing operating costs. The Exception Based changes for FY 2015-16 do not significantly add to the cost of ongoing operations. Total annual costs are estimated at \$50,000 or less, and project-specific amounts will be incorporated into existing department operating budgets and subject to Council approval of ongoing City operating budgets.

Project Details

Budget increases include additional budget appropriations to projects that have revised estimates and cannot be deferred, as well as new projects that have urgent budget needs that cannot be deferred until the next biennial CIP budget process.

Addendum to the FY 2014-16 CIP Budget

Existing Projects Requiring Additional Funding

Pier Electrical Upgrades

The most significant recommended budget increase for FY 2015-16 is due to the increased scope of necessary electrical upgrades on the Pier. City-owned electrical infrastructure including the existing conduit, switchgear, and other electrical equipment is corroded or does not meet current Southern California Edison standards and must be replaced.

Existing Budget: \$0.2 million (Pier Fund)

Additional FY 2015-16 Budget Required: \$3.3 million

(\$0.3 million Pier Fund, \$3.0 million General Fund)

Target Completion Date: FY 2015-16



Swim Center Maintenance

Original funding was allocated to fund deferred maintenance to adequately maintain the City's municipal pools at the Swim Center, including replacing the Splash and Fitness Pool decks. Increased costs will result from the required replacement of interior pool lights. As no pool lights on the market will fit the outdated lighting outlets currently in the pools, replacing the light fixtures will require re-plastering both pools. The new lights will be standardized, easily replaced LED light fixtures and will be more energy efficient.

Existing Budget: \$1.0 million (General Fund)

Additional FY 2015-16 Budget Required: \$0.4 million (General Fund)

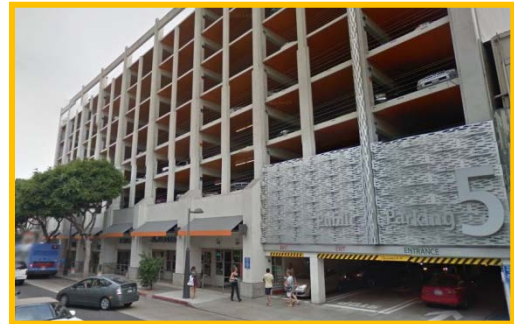
Target Completion Date: FY 2015-16



Addendum to the FY 2014-16 CIP Budget

Parking Structure 5 Tenant Improvements

Original funding was allocated to create a Transit and Parking Services Center on the ground level of Parking Structure 5 to centralize Big Blue Bus Transit Services, City parking offices, and parking contractor operations. Additional funding is needed to include public restrooms in the facility. Restrooms will be particularly needed with the opening of the Expo station nearby, which does not have public restrooms. Downtown Santa Monica, Inc. will operate the restrooms. Parking Assessment District Funds will contribute to this project.



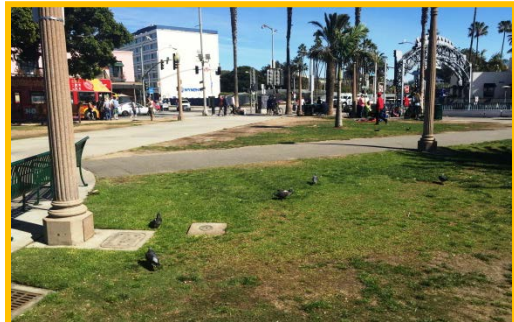
Existing Budget: \$2.3 million (General Fund)

Additional FY 2015-16 Budget Required: \$1.1 million (Special Revenue Fund)

Target Completion Date: FY 2015-16

Palisades Park Landscape Improvements

This project will complete landscaping improvements in Palisades Park near the Pier entrance. This is necessary to prevent unsafe conditions caused by excessive crowds that congregate there and block accessible pathways, sidewalks, and sometimes streets. General Funds were allocated at midyear FY 2014-15 for project design. Development Agreement Funds are available to fund the remainder of this project.



Existing Budget: \$0.03 million (General Fund)

Additional FY 2015-16 Budget Required: \$0.08 million (Special Revenue Fund)

Target Completion Date: FY 2015-16

Annual Vehicle Replacement and Enhancement Programs

Additional budget is required to support the Short-Term Rental Enforcement Program, and to reflect updated costs of Citywide vehicle replacement and enhancement needs. This is an Internal Service Fund that other City funds contribute to according to their vehicle needs.

Existing Budget: \$6.5 million (Vehicle Replacement Fund)

Additional FY 2015-16 Budget Required: \$0.3 million (Vehicle Replacement Fund)

Target Completion Date: FY 2015-16

Addendum to the FY 2014-16 CIP Budget

Water Resources Building Improvement

Updating the existing Water Resources Building at the City Yards will provide office space to relocate 12 employees to the City Yards location. This will eliminate annual rent payments of over \$0.2 million, consolidate Water Resources staff into one location, and update the Building to meet current codes and standards. The Building is not part of the proposed City Yards Master Plan improvements. Design funds were allocated at midyear, the FY 2015-16 budget will complete design, and construction funding will be sought in FY 2016-17.

Existing Budget: \$0.2 million (Water and Wastewater Funds)

Additional FY 2015-16 Budget Required: \$0.03 million (Water and Wastewater Funds)

Target Completion Date: FY 2016-17

Booster Pump and Actuators Replacement

This project will replace all ten actuators at both the Charnock and Arcadia water treatment plants rather than the five that were originally thought to need replacement. Current actuators have exceeded their useful lives, and if they were to fail, water production would be limited or halted.

Existing Budget: \$0.3 million (Water Fund)

Additional FY 2015-16 Budget Required: \$0.4 million (Water Fund)

Target Completion Date: FY 2015-16

Airport Noise Management Equipment

This project will replace outdated noise management equipment at the Santa Monica Airport. Original funding was budgeted for FY 2016-17 and beyond, but due to the urgent need to replace equipment and in order to be able to continue to effectively enforce the Noise Ordinance, funding is being accelerated and can be supported by the Airport Fund. Total project budget was originally estimated at \$0.7 million in the Budget Plan but costs are now estimated at \$0.5 million.

Existing Budget: \$0.05 million (Airport Fund—allocated at midyear FY 2014-15)

Additional FY 2015-16 Budget Required: \$0.45 million (Airport Fund)

Target Completion Date: FY 2015-16



Addendum to the FY 2014-16 CIP Budget

New Projects that Cannot Be Deferred

On Bill LED Streetlight Improvements

This project will convert 1,464 streetlights from high pressure sodium lamps to LEDs. Completion of this project, combined with streetlights that were converted to LED in 2012, will constitute a 34 percent completion of the 15 x 15 Climate Action Plan target. Staff anticipates full reimbursement through a 0 percent On-Bill Financing loan program from Southern California Edison, which will be repaid by the City from any savings achieved over time due to reduced energy usage.

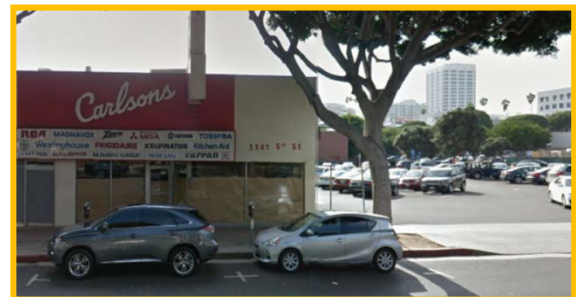


FY 2015-16 Budget Required: \$1.1 million (General Fund)

Target Completion Date: FY 2015-16

Site Improvements for Fire Station 1 Land Exchange

This project will complete site improvements to 1342 5th Street that were negotiated as part of the land exchange to facilitate the construction of the new Fire Station 1. Work will include demolishing the building on site and constructing a surface parking lot. Revenues from the land exchange and parking revenues that the City will collect on the site prior to finalizing the land exchange are anticipated to offset expenditures.



FY 2015-16 Budget Required: \$0.45 million (General Fund)

Target Completion Date: FY 2015-16

Park Lighting Upgrades

This project will make lighting upgrades to the Pacific Street Dog Park, Ocean View Park, and the area behind 1450 Ocean Avenue in Palisades Park to address safety concerns.



FY 2015-16 Budget Required: \$0.12 million (Parks and Rec Fund)

Target Completion Date: FY 2015-16

Addendum to the FY 2014-16 CIP Budget

Green Burial at Woodlawn Cemetery

This project will add 345 green burial plots and 115 standard burial plots to the Woodlawn Cemetery along 15th Street between Delaware and Michigan. Existing plots are estimated to be depleted within three years, and these additional plots would help increase the Cemetery's financial stability.



FY 2015-16 Budget Required: \$0.12 million (Cemetery Fund will repay General Fund advance)

Target Completion Date: FY 2015-16

Risk Management Software Purchase

This will replace the City's Risk Management Information System (RMIS), which manages, tracks, and reports on workers' compensation and liability claims. current system, IVOS, is being phased out by its makers, Aon.

FY 2015-16 Budget Required: \$0.25 million (Self-Insurance and Workers' Compensation Funds)

Target Completion Date: FY 2016-17

Traffic Signal Improvements

Funded by the St. John's Development Agreement, this project will install east and westbound protected left turn phasing at 20th St and Colorado Ave, and an eastbound right turn lane at 20th St and Wilshire Blvd.

FY 2015-16 Budget Required: \$0.01 million (Special Revenue Fund)

Target Completion Date: FY 2015-16

CDBG Neighborhood Lighting for Enhanced Safety, Walking and Community Access

Siting and installation of pedestrian-oriented lighting within CDBG eligible neighborhoods to enhance safety, promote walking and facilitate resident's pedestrian access to transit and light rail, parks, schools and other community facilities.

FY 2015-16 Budget Required: \$0.79 million (CDBG Fund)

Target Completion Date: FY 2015-16

Feasibility Study of Airport Park Expansion

To evaluate the feasibility of developing recreational uses on 12 acres of non-aviation land currently used for aviation purposes as directed by Council during their March 24, 2015 meeting.

FY 2015-16 Budget Required: \$0.5 million (General and Airport Funds)

Target Completion Date: FY 2015-16

Addendum to the FY 2014-16 CIP Budget

Explanation of CIP Budget Matrix

The FY 2015-16 through FY 2018-19 Capital Improvement Program Matrix below outlines revised budget amounts for FY 2015-16, the second year of the FY 2014-16 Adopted Biennial CIP budget. These amounts do not reflect budgeted amounts for FY 2014-15; if unspent, remaining budgets from FY 2014-15 will automatically roll over into FY 2015-16 for expenditure due to the biennial nature of the budget. FY 2016-17 through FY 2018-19 amounts are included for planning purposes only and will be revisited in future budget processes to ensure that updated City priorities are funded and that adequate funding is available.

The table lists the account number, the project title, the proposed budget for FY 2015-16, and the budget plan for FY 2016-19 for each project. Since the table is organized by Fund, projects that are funded by multiple sources will be listed under each contributing Fund with that Fund's account number. Account numbers begin with "C" for capital and construction projects, "H" for affordable housing projects, "IS" for internal service projects, "M" for maintenance projects, and "P" for planning projects.

FY2015-16 through FY2018-19 Capital Improvement Program

Account #	Project Title	BUDGET FY2015-16	FY2016-17	FY2017-18	FY2018-19
GENERAL FUND (01)					
C017060.589000	EXPO Maintenance Yard Buffer Park	440,000	-	-	-
C019098.589000	Downtown Santa Monica Temporary Use TOD Site	836,400	-	-	-
M014078.589000	Swim Facilities Planned Maintenance Program	400,000	-	-	-
C019046.589000	Railing Replacement - Parking Structures 1 - 5	350,000	4,012,875	-	-
C014063.589000	Fire Station 1 Design and Construction	-	33,093,000	-	-
C019049.589000	Fire Station Alerting	-	600,000	-	-
C019050.589000	Fire Self Contained Breathing Apparatus	700,000	-	-	-
C010170.589000	Fire Apparatus Replacement	2,990,000	985,000	-	-
C019051.589000	Public Safety Radio Infrastructure	1,000,000	1,000,000	1,000,000	1,000,000
C018019.589000	Mobile Data Computers for Police Vehicles	-	750,000	-	-
C018009.589000	Payroll System Upgrade	75,000	-	-	-
C014028.589000	City Yards Master Plan Phases 1a through 2b	-	1,775,384	-	-
C010678.589000	California Incline - Pedestrian Overcrossing	-	1,076,400	-	-
C010955.589000	Urban Forest Renewal	400,000	450,000	450,000	450,000
C010747.589000	Clover Park Restrooms Renovation/Replacement	88,513	1,063,100	-	-
C019058.589000	Reed Park Improvements	721,961	-	-	-
C010081.589000	Percent for Arts (future year funding will be updated with proposed budget amounts)	39,535	330,930	-	-
C010162.589000	Tenant Improvements	2,901,855	-	-	-
C019052.589000	Fire Standpipe Repairs and Fire Sprinkler System Upgrade for Downtown Parking Structures	-	750,000	750,000	750,000
C019053.589000	Parking Structure Seal	1,500,000	750,000	-	-
M019054.589000	Maintenance for Parking Structures and Lots	200,000	400,000	400,000	400,000
C019056.589000	Localized Street Lighting Improvements	25,000	50,000	50,000	50,000
C010724.589000	Annual Street Lighting Modernization Program	-	1,200,000	1,200,000	1,000,000
C017085.589000	Traffic Signal Safety Enhancement	116,000	117,000	-	-
C019064.589000	Electrical Service Cabinet Upgrades	250,000	-	-	-
C019063.589000	Signage and Marking Installation	50,000	50,000	50,000	50,000
C017045.589000	Michigan Ave Neighborhood Greenway MANGO	200,000	-	-	-
C019097.589000	Design Services for 4th Street Enhancements	403,175	-	-	-
C019059.589000	Hospital Area Pedestrian Improvements	110,000	230,000	375,000	-
C019094.589000	Pedestrian Action Plan Implementation	-	500,000	150,000	-
C010456.589000	Crosswalk Improvement and Repair Program - new locations/infrastructure	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

FY2015-16 through FY2018-19 Capital Improvement Program

Account #	Project Title	BUDGET FY2015-16	FY2016-17	BUDGET PLAN FY2017-18	FY2018-19
GENERAL FUND (01) continued					
M017070.589000	Crosswalk Renewal Program	-	250,000	250,000	250,000
C017080.589000	Berkeley Street Traffic Improvements	-	445,000	-	-
M010152.589000	Annual Paving and Sidewalk Repair Project	750,000	1,400,000	1,400,000	1,400,000
M010085.589000	Facility Renewal Program	1,500,000	1,500,000	1,500,000	1,500,000
C019103.589000	Pier Electrical Upgrades	3,004,730	-	-	-
C019115.589000	Site Improvements for Land Exchange	452,000	-	-	-
C019118.589000	On Bill LED Streetlight Improvements	1,068,789	-	-	-
P019120.589000	Feasibility Study of Airport Park Expansion	400,000	-	-	-
IS010167.589000	Fleet Vehicle Replacement Program	2,056,920	2,705,407	2,724,071	2,733,427
IS010006.589000	Telecommunication Services	352,899	352,899	352,899	352,899
IS010003.589000	Computer Equipment Replacement Program	1,004,906	1,004,906	1,003,706	1,328,019
	Total General Fund (01)	24,487,683	56,941,901	11,755,676	11,364,345
	Available Funds	24,487,683	54,423,930	21,000,000	21,000,000
	Remaining Funds/(Unfunded Need)*	-	(2,517,971)	9,244,324	9,635,655
<i>* Unfunded need will be considered in future budget processes. Projects will be financed or deferred until funding is available.</i>					
WATER-RELATED PROJECTS FUNDED BY GILLETTE/BOEING SETTLEMENT FUNDS (01)					
C019067.589000	Olympic Subbasin Well Hydrology	2,000,000	-	2,000,000	2,000,000
C019068.589000	Olympic Treatment Plant	1,000,000	20,000,000	20,000,000	-
C019045.589000	Olympic Subbasin Management Plan	1,000,000	1,000,000	4,000,000	-
		4,000,000	21,000,000	26,000,000	2,000,000
SPECIAL REVENUE SOURCE (04)					
M047070.589000	Crosswalk Renewal Program	300,000	-	-	-
M040152.589000	Annual Paving and Sidewalk Repair	130,000	-	-	-
C040162.589000	Parking Structure 5 Tenant Improvements	1,054,000	-	-	-
C040356.589400	St. John's Development Agreement - Traffic Signals	11,000	-	-	-
C049112.589000	Palisades Park Landscape Improvements	76,000	-	-	-
		1,571,000	-	-	-
CLEAN BEACHES & OCEAN PARCEL TAX - MEASURE V (06)					
C066017.589000	Permeable Surface Alleys	87,000	90,000	90,000	90,000
C066018.589000	Permeable Street Gutters	90,000	90,000	90,000	90,000
C066020.589000	Parkway Infiltration Systems	190,000	190,000	190,000	190,000
C069069.589000	Pier Watershed Runoff Infiltration System	2,500,000	-	-	-
		2,867,000	370,000	370,000	370,000

FY2015-16 through FY2018-19 Capital Improvement Program

Account #	Project Title	BUDGET FY2015-16	FY2016-17	BUDGET PLAN FY2017-18	FY2018-19
BEACH RECREATION (11)					
C110649.589000	Beach Parking Lot Improvements	250,000	250,000	250,000	250,000
C110758.589000	Returbish Lifeguard Headquarters	135,000	-	-	-
M114078.589000	Swim Facilities Planned Maintenance Program	65,000	65,000	65,000	65,000
C119070.589000	Beach Playground Enhancements	1,106,000	-	-	-
C119072.589000	North Beach Trail Improvements	116,491	310,643	2,818,452	-
IS110167.589000	Fleet Vehicle Replacement Program	195,422	187,684	187,922	191,134
IS110006.589000	Telecommunications	6,922	6,922	6,922	6,922
IS110003.589000	Computer Equipment Replacement Program	14,725	14,725	14,725	14,725
		1,889,560	834,974	3,343,021	527,781
HOUSING AUTHORITY (12)					
IS120006.589000	Telecommunications Services	4,151	4,151	4,151	4,151
IS120003.589000	Computer Equipment Replacement Program	8,220	8,220	8,220	8,220
		12,371	12,371	12,371	12,371
COMMUNITY DEVELOPMENT BLOCK GRANT - CDBG (19)					
C199121.589000	CDBG Neighborhood Lighting for Enhanced Safety, Walking and Community Access	792,300	-	-	-
		792,300	-	-	-
MISCELLANEOUS GRANTS (20)					
C209098.589000	Downtown Santa Monica Temporary Use TOD Site - Prop C	1,180,000	-	-	-
C209099.589000	Citywide Signal Detection Metro CFP	540,480	-	-	-
C209099.589100	Citywide Signal Detection TDA Art 3	135,120	-	-	-
C209100.589000	Wayfinding Metro CFP	570,537	354,339	-	-
C209100.589100	Wayfinding Prop C LR	142,635	88,585	-	-
M200152.589780	Annual Paving and Sidewalk Repair - Measure R LR	520,000	-	-	-
		3,088,772	442,924	-	-
WATER (25)					
C250388.589000	Automatic Meter Reading Pilot Project	-	-	-	-
C259040.589000	Water Valve Replacement	500,000	250,000	250,000	-
C250136.589000	Water Main Replacement Citywide	3,000,000	3,000,000	3,000,000	3,000,000
C259043.589000	Water Main Replacement Olympic Loop	-	-	-	-
M250193.589000	Water Main Replacement By City Forces	100,000	250,000	250,000	250,000
C259075.589000	Booster Pump Station for 500-foot zone	-	2,500,000	-	-
C259074.589000	Booster Pumps and Actuators Evaluation	400,000	-	-	-

FY2015-16 through FY2018-19 Capital Improvement Program

Account #	Project Title	BUDGET FY2015-16	FY2016-17	FY2017-18	FY2018-19
WATER (25) continued					
C259076.589000	Climate Action Plan	250,000	-	-	-
C259077.589000	Sustainable Urban Water Master Plan	50,000	-	-	-
C250785.589000	Utility Billing Software	25,000	-	-	-
C259015.589000	SCADA System Upgrades	50,000	50,000	-	-
C258020.589000	Water Systems Data Integration	50,000	-	-	-
M250152.589000	Annual Paving and Sidewalk Repair	300,000	300,000	300,000	300,000
C259079.589000	Arcadia Brine Concentrator	-	-	7,000,000	-
C250162.589000	Water Resources Building Improvement Design	15,000	-	-	-
IS250167.589000	Fleet Vehicle Replacement Program	363,430	392,855	395,105	394,938
IS250006.589000	Telecommunication Services	41,757	41,757	41,757	41,757
IS250003.589000	Computer Equipment Replacement Program	45,520	45,520	45,520	45,520
		5,190,707	6,830,132	11,282,382	4,032,215
RESOURCE RECOVERY & RECYCLING (27)					
C270227.589000	Refuse Container Purchases	812,500	857,000	917,100	965,600
C279036.589000	Refuse/Recycling Enclosures	30,000	30,000	30,000	30,000
IS270167.589000	Fleet Vehicle Replacement Program	1,701,063	1,737,841	1,565,306	1,719,095
IS270006.589000	Telecommunication Services	7,256	7,256	7,256	7,256
IS270003.589000	Computer Equipment Replacement Program	34,230	34,230	34,230	34,230
		2,585,049	2,666,327	2,553,892	2,756,181
PIER (30)					
C309081.589000	Pier West End Emergency Escape System	-	300,000	-	-
C309082.589000	Pier South Side Stairs Reconstruction / Addition	510,000	-	-	-
C309103.589000	Pier Switchgear	340,770	-	-	-
M304006.589020	Area 4 Pier Deck Substructure Reinforcement - Newcomb Deck Infrastructure Improvement 2	-	700,000	-	-
M304006.589010	Area 2 Pier Deck Substructure Reinforcement - Newcomb Deck Infrastructure Improvement 3	-	775,000	-	-
IS3000167.589000	Fleet Vehicle Replacement Program	31,350	32,024	31,708	31,862
IS3000006.589000	Telecommunication Services	10,168	10,168	10,168	10,168
IS3000003.589000	Computer Equipment Replacement Program	1,600	1,600	1,600	1,600
		893,888	1,818,792	43,476	43,630

FY2015-16 through FY2018-19 Capital Improvement Program

Account #	Project Title	BUDGET FY2015-16	FY2016-17	FY2017-18	FY2018-19
WASTEWATER (31)					
C310774.589000	Moss Avenue Pump Station Improvements	1,000,000	250,000	250,000	250,000
C310628.589000	Waste water Main Replacement	1,500,000	1,500,000	1,500,000	1,500,000
C310947.589000	AB 1600 Wastewater Main Replacement	1,500,000	1,500,000	1,500,000	1,500,000
C319039.589000	Wastewater Modeling Software	100,000	-	-	-
C310785.589000	Utility Billing Software	25,000	-	-	-
C314022.589000	SCADA System Upgrades	50,000	50,000	-	-
C318020.589000	Waste water Systems Data Integration	50,000	-	-	-
M310152.589000	Annual Paving and Sidewalk Repair	250,000	250,000	250,000	250,000
M310347.589000	Hyperion Capital Payment	3,500,000	3,500,000	3,500,000	3,500,000
C310162.589000	Water Resources Building Improvement Design	15,000	-	-	-
IS310167.589000	Fleet Vehicle Replacement Program	224,104	224,104	250,549	251,188
IS310006.589000	Telecommunication Services	13,968	13,968	13,968	13,968
IS310003.589000	Computer Equipment Replacement Program	34,530	34,530	34,530	34,530
		8,262,602	7,322,602	7,299,047	7,299,686
AIRPORT (33)					
M330638.589000	Airfield Pavement Maintenance	400,000	300,000	300,000	1,500,000
M339083.589000	Airport Administration Building Maintenance	-	-	400,000	-
M339084.589000	3200 Airport Avenue Building Maintenance	-	-	700,000	-
M336034.589000	Airport Avenue Sidewalk Repair	256,000	-	-	-
C339087.589000	Future Airport Reconfiguration	200,000	-	-	-
M339088.589000	Airport Avenue Building Repairs	949,000	300,000	-	-
M336031.589000	Gunite Slope Repairs	-	260,000	260,000	-
C339089.589000	Noise Management Equipment	450,000	-	-	-
C330814.589000	Southside Building Improvements	-	-	-	2,500,000
C339090.589000	Airport Avenue Sidewalk and Drainage Improvements	-	-	-	1,000,000
C339091.589000	Airport Administration Parking Lot	-	300,000	-	-
C334035.589000	Security Enhancement Project	-	-	-	330,000
C334023.589000	Airfield Lighting	-	-	-	700,000
P339120.589000	Feasibility Study of Airport Park Expansion	100,000	-	-	-
IS330167.589000	Fleet Vehicle Replacement Program	63,931	64,135	63,867	64,376
IS330006.589000	Telecommunication Services	16,387	16,387	16,387	16,387
IS330003.589000	Computer Equipment Replacement Program	12,563	12,563	12,563	12,563
		2,447,881	1,253,085	1,752,817	6,123,326

FY2015-16 through FY2018-19 Capital Improvement Program

Account #	Project Title	BUDGET FY2015-16	FY2016-17	FY2017-18	FY2018-19
CEMETERY (37)					
C379116.589000	Green Burial at Cemetery	120,000	-	-	-
IS370167.589000	Fleet Vehicle Replacement Program	24,686	24,686	24,738	25,077
IS370006.589000	Telecommunications Services	3,093	3,093	3,093	3,093
IS370003.589000	Computer Equipment Replacement Program	5,500	5,500	5,500	5,500
		153,279	33,279	33,331	33,670
BIG BLUE BUS (41)					
C410519.589000	Bus Replacement Program	5,558,334	6,892,783	6,892,783	5,500,000
C410106.589000	Bus Components Program	6,446,000	6,255,000	6,261,000	5,866,000
C410114.589000	Bus Stop Amenities	116,000	150,000	100,000	100,000
C410458.589000	Downtown Transit Mall	50,000	10,000	10,000	10,000
C410826.589000	Facility Upgrades and Renovation	3,510,000	283,000	1,484,000	1,513,680
C410099.589000	Fare Collection System	200,000	100,000	100,000	100,000
C410956.589000	Prop 1B Safety and Security	267,091	-	-	-
C410100.589000	Radio Tower Equipment	580,000	80,000	80,000	80,000
C410115.589000	Service Vehicles	250,000	100,000	100,000	100,000
C410709.589000	Shop Equipment	250,000	250,000	250,000	250,000
C410113.589000	Technology Equipment	1,086,620	671,713	539,872	448,369
C410107.589000	Yard Improvements	190,000	95,000	135,000	95,000
C412076.589000	Transit Oriented Development	430,000	100,000	100,000	-
C419098.589000	Downtown Santa Monica Temporary Use TOD Site	27,600	-	-	-
C419092.589000	Systems Implementation	100,000	-	-	-
IS410006.589000	Telecommunication Services	51,250	51,250	51,250	51,250
		19,112,895	15,038,746	16,103,905	14,114,299
PARKS AND RECREATION (53)					
C539117.589000	Park Lighting Upgrades	113,231	-	-	-
		113,231	-	-	-
VEHICLE REPLACEMENT (54)					
C540167.589200	Annual Vehicle Replacement Program	6,534,955	6,600,981	3,087,042	3,767,930
C540167.589100	Annual Vehicle Enhancement Program	137,012	-	-	-
IS540003.589000	Telecommunications Services	9,640	9,640	9,640	9,640
IS540006.589000	Computer Equipment Replacement Program	11,989	11,989	11,989	11,989
		6,693,596	6,622,610	3,108,671	3,789,559

FY2015-16 through FY2018-19 Capital Improvement Program

Account #	Project Title	BUDGET FY2015-16	FY2016-17	FY2017-18	FY2018-19
COMPUTER EQUIPMENT REPLACEMENT (55)					
M55000614.589000	Telecommunication Services	523,908	523,908	523,908	523,908
C55000314.589000	Computer Equipment Replacement Program	1,192,676	1,192,676	1,192,676	1,516,989
		1,716,584	1,716,584	1,716,584	2,040,897
SELF-INSURANCE - GENERAL LIABILITY FUND (56)					
C569119.589000	Risk Management Software	62,500	-	-	-
C569095.589000	Functional Testing Facility at City Yards	-	-	-	-
		62,500	-	-	-
SELF-INSURANCE - BUS FUND (57)					
C579119.589000	Risk Management Software	62,500	-	-	-
		62,500	-	-	-
WORKERS' COMPENSATION FUND (59)					
C599119.589000	Risk Management Software	125,000	-	-	-
IS590167.589000	Fleet Vehicle Replacement Program	3,332	3,332	3,332	3,332
IS590006.589000	Telecommunications Services	6,417	6,417	6,417	6,417
IS590003.589000	Computer Equipment Replacement Program	20,093	20,093	20,093	20,093
		154,842	29,842	29,842	29,842
TOTAL ALL FUNDS		\$ 86,158,240	\$ 122,934,169	\$ 85,405,015	\$ 54,537,802

Capital Improvement Program Budget Summary by Fund

Expenditure Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actuals	Actuals	Revised Budget	Adopted Budget	Budget Plan
(01) General Fund ¹	\$ 75,707,805	\$ 47,311,516	\$ 92,513,363	\$ 28,487,683	\$ 77,941,901
(04) Special Revenue	21,148,739	(151,637)	\$ 21,673,769	1,571,000	-
(05) Charnock Fund ²	1,454,649	-	-	-	-
(06) Clean Beaches & Ocean Parcel Tax	2,549,749	1,770,477	5,773,718	2,867,000	370,000
(11) Beach Recreation	850,290	1,347,788	3,285,916	1,889,560	834,974
(12) Housing Authority	12,270	12,371	12,371	12,371	12,371
(13) Disaster Relief Fund	951,280	-	-	-	-
(14) TORCA	1,143,859	484,787	3,959,810	-	-
(15) Low-Mod Income Housing Asset Fund ³	246,935	2,600	603,958	-	-
(17) S/A Earthquake Project Area ³	90,098	2,296,740	-	-	-
(19) Community Development Block Grant	1,033,755	564,454	1,116,965	792,300	-
(20) Miscellaneous Grants	5,991,622	5,630,186	50,525,776	3,088,772	442,924
(24) Beach House	28,213	-	-	-	-
(25) Water ²	1,697,266	5,639,444	19,540,906	5,190,707	6,830,132
(27) Resource Recovery & Recycling	2,990,179	2,804,827	3,253,619	2,585,049	2,666,327
(30) Pier	1,811,312	6,360,182	1,515,150	893,888	1,818,792
(31) Wastewater	4,569,657	5,144,351	9,446,211	8,262,602	7,322,602
(32) Civic Auditorium ⁴	21,465	-	-	-	-
(33) Airport	680,840	1,115,519	1,830,874	2,447,881	1,253,085
(37) Cemetery	38,851	38,526	33,279	153,279	33,279
(41) Big Blue Bus	21,794,266	29,695,751	85,566,724	19,112,895	15,038,746
(43) Gas Tax Fund	-	350,000	350,000	-	-
(44) SCAQMD	-	19,666	522,619	-	-
(53) Parks and Recreation	20,913	22,389	230,739	113,231	-
(54) Vehicle Replacement	2,312,556	2,409,951	13,976,071	6,693,596	6,622,610
(55) Computer Equipment Replacement	2,116,873	1,677,581	4,693,156	1,716,584	1,716,584
(56) Self Insurance, Comprehensive	-	-	332,600	62,500	-
(57) Self Insurance, Bus Fund	-	-	-	62,500	-
(58) Risk Management Admin ⁵	-	-	3,332	-	-
(59) Self Insurance, Workers' Compensation ⁵	28,200	28,357	26,510	154,842	29,842
(77) Parking Authority	1,584,502	51,888	1,603,326	-	-
TOTAL - ALL FUNDS	\$ 150,876,144	\$ 114,627,715	\$ 322,390,764	\$ 86,158,240	\$ 122,934,169
Less: Reappropriated Capital	N/A	N/A	(161,229,520)	N/A	N/A
Less: Reimbursement and Transfers	(5,173,177)	(7,825,044)	(7,093,879)	(7,674,992)	(7,437,137)
GRAND TOTAL	\$ 145,702,967	\$ 106,802,671	\$ 154,067,365	\$ 78,483,248	\$ 115,497,032

1/ General Fund totals include water-related projects funded by the restricted Gillette/Boeing settlement funds. Breakout appears on the FY 2014-15 through FY 2018-19 CIP project matrix.

2/ Beginning in FY 2013-14, the Charnock Fund was merged with the Water Fund (25).

3/ Former Redevelopment funds for Low-Moderate Income Housing became the Low-Mod Income Housing Asset Fund (15), and Redevelopment Agency (RDA) Fund 17 converted to private purpose trust funds following RDA dissolution in February 2012.

4/ Beginning in FY 2013-14, the Civic Auditorium Fund was merged into the General Fund (01).

5/ In FY 2014-15, the Fleet and Computer Equipment Replacement Program budget was moved from the Workers' Compensation Fund (59) to the Risk Management Administration Fund (58) consistent with the transfer of Risk Management related activities to the 58 Fund.

Capital Improvement Program Budget Summary by Program Category

Expenditure Category Projects by Program Category	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actuals	Actuals	Revised Budget	Adopted Budget	Budget Plan
General Government	\$ 14,166,712	\$ 14,969,927	\$ 42,117,018	\$ 25,131,988	\$ 19,348,099
Community and Economic Development	57,374,583	24,613,786	43,657,602	3,813,671	2,687,371
Public Safety	733,325	706,235	10,957,988	4,690,000	37,178,000
Recreational & Cultural	2,666,002	2,331,214	11,565,126	3,728,800	2,679,004
Big Blue Bus	21,744,266	29,373,509	85,166,466	19,061,645	14,987,496
Water & Wastewater	9,810,699	12,294,056	37,393,270	18,997,000	34,220,000
Streets, Traffic Control, and Parking	44,380,557	30,338,989	91,533,293	10,735,136	11,834,199
TOTAL - ALL FUNDS	\$ 150,876,145	\$ 114,627,715	\$ 322,390,764	\$ 86,158,240	\$ 122,934,169
Less: Reappropriated Capital	N/A	N/A	(161,229,520)	N/A	N/A
Less: Reimbursement and Transfers	(5,173,177)	(7,825,044)	(7,093,879)	(7,674,992)	(7,437,137)
GRAND TOTAL	\$ 145,702,968	\$ 106,802,671	\$ 154,067,365	\$ 78,483,248	\$ 115,497,032

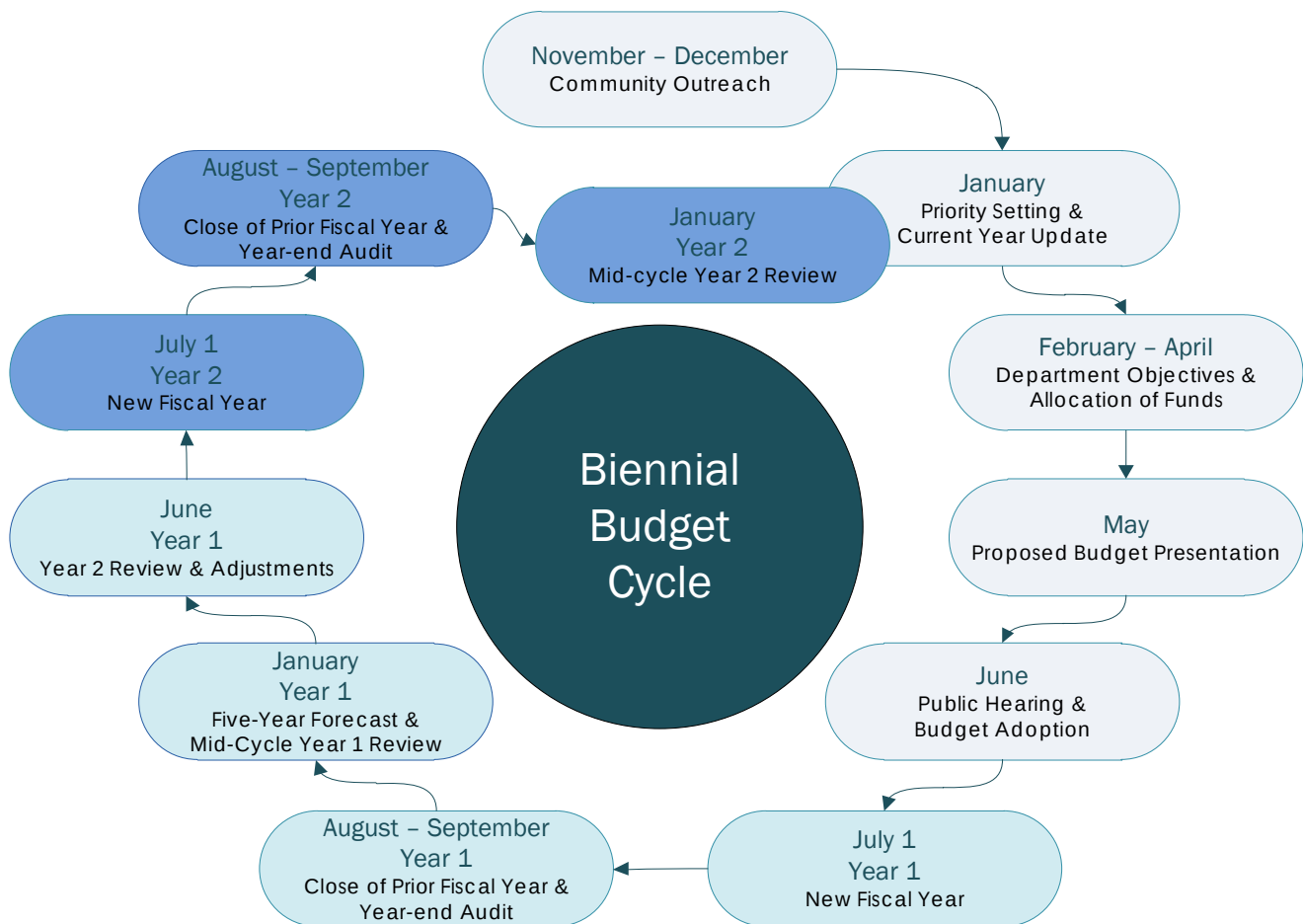
FY 2015-17 Adopted Biennial Budget



Budget Calendar & Budget Cycle

November — December 2014	• Biennial budget community outreach
January 2015	• Five-year financial forecast • FY 2014-15 Mid-year budget review • Public comment and discussion on budget priorities for FY 2015-17
February — April 2015	• Allocate funding and develop Proposed Budget
May 2015	• Proposed Budget presentation
June 2015	• Public hearing and budget adoption
July 1, 2015	• Start of new Fiscal Year 2015-16
August — September 2015	• Close of Fiscal Year 2014-15 & year-end audit
January 2016	• Five-year financial forecast • FY 2015-16 mid-cycle budget review
June 2016	• FY 2016-17 budget review and budget adjustments
July 1, 2016	• Start of new Fiscal Year 2016-17
August — September 2016	• Close of Fiscal Year 2015-16 & year-end audit
November — December 2016	• Biennial budget community outreach
January 2017	• Five-year financial forecast • FY 2016-17 mid-cycle budget review • Public comment and discussion on budget priorities for FY 2017-19
February — April 2017	• Allocate funding and develop Proposed Budget
May 2017	• Proposed Budget presentation
June 2017	• Public hearing and FY 2017-19 budget adoption
July 1, 2017	• Start of new Fiscal Year 2017-18
August — September 2017	• Close of Fiscal Year 2016-17 & year-end audit

Budget Calendar & Budget Cycle



General Policies

The City will maintain sound financial practices in accordance with all Federal, State and local laws 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.

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).

The Biennial Budget

The City will follow a Biennial budget process, emphasizing long-range planning and effective program management. A biennial budget process allows staff to plan ahead, to take advantage of the efficiencies when not recreating the budget document each year to focus on strategic projects and capital budgeting, and has the added benefit of decreasing requested budget increases from one year to the next.

The Biennial Budget will comply with the Charter of the City of Santa Monica, specifically Article XV—Fiscal Administration, which 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.

Before the beginning of the second year of the two-year cycle, the Council will consider and approve the exception-based budget for the second year.

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.

Budget modifications may occur as necessary at any City Council meeting through staff report proposals that receive five affirmative votes from the members of the Council.

Fiscal Policies

Operating Budget Policies

- The City will adopt a balanced budget annually by June 30.
- The City will make all current, ongoing expenditures with current, ongoing revenues, avoiding procedures that balance current budgets by postponing needed expenditures or accruing future revenues.
- 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 maintain a level of expenditures that support essential services and promote quality-of-life to its citizens.
- 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.
- The City will endeavor to maintain a diversified and stable revenue system to minimize the impact of 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.
- The City will investigate potential new revenue sources, particularly those that will not add to the tax burden of residents and local businesses.
- The City will implement expenditure control budgeting. At the end of each fiscal year, the City will reappropriate one-third of each General Fund Department's non-salary operating budget savings to each department, to be used as the Department Head decides to fulfill the mission of the department. The remaining two-thirds of the non-salary savings will be incorporated into the General Fund fund balance.
- Provided there are sufficient funds, the annual budget will include a minimum set-aside of \$1 million in the General Fund, and commensurate set-aside amounts in all other funds, to be used towards payments to CalPERS. These payments will be in addition to the Annual Required Contribution and will serve to reduce the City's unfunded retirement liability. If any additional funds are available, staff will also annually assess the set-aside of any additional funds for CalPERS payments against other unfunded needs, and present the City Council with a recommendation. This policy will remain in effect until such time as there is no remaining unfunded retirement liability.
- The City will prefund other post employment benefit obligations (OPEB) each year, setting aside the equivalent of the actuarially-determined annual required contribution (ARC) in an irrevocable trust.
- The biennial budget will establish measurable goals and objectives and allow reasonable time to accomplish those objectives.
- The City will work proactively with the League of California Cities and local communities to monitor and impact legislation that may impact the City financially.

Capital Improvement Program (CIP) Budget Policies

- The City will biennially plan for capital improvements for a five-year period. The CIP budget will incorporate Council priorities, community objectives, and projects that will improve operational efficiency. The CIP Biennial Budget will be presented to Council in the second year of the Operating Biennial Budget.
- Future operating costs associated with new capital improvements will be projected and included in the Operating Budget forecasts.
- An 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.

Budgetary Control

The City Council is required to adopt an annual budget for all City departments and funds with the exception of the Rent Control Fund. The City Council also serves as the governing body for the Santa Monica Redevelopment Successor Agency, the Housing Authority, the Parking Authority, and the Public Financing Authority, which adopt budgets for the Redevelopment Successor Agency, the Housing Authority, the Parking Authority Funds, and Public Financing Authority Funds.

Adoption of 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. Budget changes to capital improvement program accounts that change or increase project scope must be approved by Council.

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).

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

Fiscal Policies

forums presented by City boards, commissions and community groups. Additional opportunity for public comments occurs in June with the formal public hearing on the proposed budget.

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.

	General Fund Special Revenue Funds Capital Project Funds	Enterprise and Internal Service Funds
Basis of Accounting	Modified Accrual	Accrual
Exceptions:	- Multi-year capital project budgets are generally budgeted on a full cost basis - Non-cash items, such as investment adjustments to market value, are not budgeted	- Multi-year capital project budgets are generally budgeted on a full cost basis - Non-cash items, such as investment adjustments to market value, depreciation, amortization, bad debt expense, are not budgeted

Appropriations Limit

The Council will annually adopt a resolution establishing the City's appropriations limit (the Gann Limit) calculated in accordance with Article XIII-B of the Constitution of the State of California, Section 7900 *et seq.* of the State of California Government Code, and any other voter approved amendments or state legislation that affect the City's appropriations limit. Under the Gann Limit, a maximum amount is established for tax-funded government services. That amount is to be adjusted each year depending on city population, changes in non-residential assessed value, and the transfer of financial responsibility for various governmental 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.

The supporting documentation used in calculating the City's appropriations limit and projected appropriations subject to the limit will be available for public and Council review at least 15 days before Council consideration of a resolution to adopt an appropriations limit. The Council will generally consider this resolution in connection with final approval of the budget.

Fund Policies

General Fund

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 covered by ongoing revenues 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 contingency fund balance to be determined as part of the annual budget adoption. The capital contingency 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.

Fiscal Policies

Equipment Replacement Funds

The City will maintain a Fleet Replacement Fund to provide for the timely replacement of vehicles and related equipment. The City will maintain a minimum fund balance in the Fleet Replacement Fund of at least 15% of the original purchase cost of the items accounted for in this fund. The annual contribution to this fund will generally be based on the annual use allowance, which is determined based on the estimated life of the vehicle or equipment and its original purchase cost. Interest earnings and sales of surplus equipment as well as any related damage and insurance recoveries will be credited to the Fleet Replacement Fund.

The City will maintain a Computer Equipment Replacement Fund to provide for the timely replacement of information hardware technology. The annual contribution to this fund will generally be based on the annual use allowance, which is determined based on the estimated life of the equipment and its original purchase cost. The City will maintain a minimum fund balance in the Computer Equipment Replacement Program of at least 25% of the original purchase costs of the items accounted for in this fund.

Water, Wastewater and Resource Recovery and Recycling Funds

The City will maintain reserves for the purposes of offsetting unanticipated fluctuations in Water Fund or Wastewater Fund revenues to provide financial stability, including the stability of revenues and the rates and charges related to each Enterprise. The reserves are based on the following:

Water Fund

- An operating reserve equivalent to 50% of the MWD purchases (3 year running average) budget, with a minimum level of \$3 million.
- A capital reserve of 50% of annual capital program expenditure, with a minimum level of \$3 million.
- A rate stabilization reserve of \$1 million.

Wastewater Fund

- An operating reserve equivalent to 50% of the Hyperion treatment expenses (3 year running average) budget, with a minimum level of \$3 million.
- A capital reserve of 50% of annual capital program expenditures except Hyperion Capital Payment, with a minimum of \$3 million.
- A rate stabilization reserve of \$1 million.

Resource Recovery and Recycling Fund

- An operating reserve equivalent to 5% of total annual expenditures.

Fund Balance Classifications

The City's fund balance is made of the following components, or classifications:

- 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.

Interfund Transfers and Loans

In order to achieve important public policy goals, the City has established various special revenue, capital project, debt service and enterprise funds to account for revenues whose use should be restricted to certain activities. Accordingly, each fund exists as a separate financing entity from other funds, with its own revenue sources, expenditures and fund equity.

Any transfers between funds for operating purposes are clearly set forth in the Biennial Budget. From time to time, interfund borrowing may be appropriate; however, this is subject to the following criteria in ensuring that the fiduciary purpose for that fund is met: The Council must approve temporary interfund loans, while the Director of Finance and the City Manager are authorized to negotiate and approve terms and conditions of those loans.

Fiscal Policies

Indirect Cost Allocation for General Fund Services

Proprietary and special revenue fund programs, which are financed by service user fees or grant funding, are 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, personnel services, financial services, facilities maintenance, legal services, and administrative time, which is directly applicable to enterprise and special revenue fund operations. Data used in determining cost allocation is gathered from the last audited annual financials. Cost allocation plan updates will occur, at a minimum, every five years. During years between updates, a factor reflecting a blended expenditure increase will be added to the existing amount.

User Fee Cost Recovery Goals

City policy is to charge for the full costs of services provided by City Staff when such services benefit individual users rather than members of the community as a whole. The City has calculated the cost of providing various recreational services and opportunities to individuals and has discounted those costs to ensure that individuals will be able to utilize these services and opportunities. Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with cost of living and service delivery changes. A comprehensive analysis of City costs and fees should be made at least every five years. In the interim, fees will be increased annually by a factor based on the annual increase in total compensation costs, unless otherwise stated for specific fees. Fees may also be adjusted during this interim period based on supplemental analysis whenever there have been significant changes in the method, level or cost of service delivery. When setting user fees and cost recovery levels, the following economic and policy considerations may be considered:

Enterprise Fund Rates

Water, Wastewater, Resource Recovery & Recycling

The City will set rates at levels that fully cover the total direct and indirect costs, including operations and maintenance, capital outlay, and debt service of the Water, Wastewater, and Resource Recovery and Recycling programs.

Parking

The City will set rates at levels that are needed to cover the costs to operate and maintain parking operations and structures, taking into account market conditions and City policies to encourage use of alternate transportation methods.

Big Blue Bus

Based on targets set under the Transportation Development Act, the City will strive to cover at least twenty percent of transit operating costs with fare revenues.

Reporting Policies

Annual Reporting

The City will prepare annual financial statements as follows:

- In accordance with Charter requirements, the City will contract for an annual audit by a qualified independent certified public accountant. The City will strive for an unqualified auditors' opinion.
- A Comprehensive Annual Financial Report will be prepared and audited by a qualified independent public accounting firm.
- The City will issue audited financial statements within 180 days after fiscal year end.
- 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, and reports will strive to meet the requirements of the GFOA's Award for Excellence in Financing Reporting program.

Interim Reporting

The City will prepare and issue timely interim reports on the City's fiscal status to the Council and staff. This includes:

- Online access to the City's financial management system by City staff
- Monthly online reports for City staff use
- Midyear and year end reviews to Council and staff

Investment Policy

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.

Debt Policy

Background

The City of Santa Monica (City) maintains conservative financial policies to assure strong financial health both in the short- and long-term. The City issues debt primarily to finance large capital investments such as construction of public infrastructure or property acquisitions.

Maintaining the City's bond rating is an important objective of the City's financial policies. To this end, the City is constantly working to improve its financial policies, budgets, forecasts, and financial health.

Fiscal Policies

Purpose of Policy

This policy sets forth the criteria for issuance and repayment of debt. The primary objective of the Debt Policy is to establish criteria that will protect the City's financial integrity while providing a funding mechanism to meet the City's capital needs. The underlying approach of the City is to borrow only for capital improvements that cannot be funded on a pay-as-you-go basis. The City will not issue long-term debt to finance current operations.

All debt issued will be in compliance with this policy, the debt limit noted in Article VI of the City Charter and with all other relevant state and federal regulations.

A biennial review of the Debt Policy will be performed and any changes to the Debt Policy will be brought forward for City Council consideration and approval. Further, in the event there are any recommended deviations or exceptions from the Debt Policy when a certain bond issue is structured, those exceptions will be discussed in the staff reports when the bond issue is presented for City Council's consideration.

Responsibility

Authority to issue debt is given by the City Council, exercising the powers reserved to the City under Section 6 of Article XI of the Constitution of the State of California and Section 400 of the City Charter of the City of Santa Monica. The Treasurer and designated staff, including the Assistant City Treasurer, assist in the duties of debt issuance, interest payments, principal repayments and other debt-related activities.

The Finance Director is responsible for assuring that the activities related to the issuance and payment of bonds or other obligations will not jeopardize the bond rating.

Purpose of Financing

The City borrows money primarily to fund long-term capital improvement projects and to refinance existing debt. The issuance of debt to fund operating deficits is not permitted.

While the preferred means of financing projects is the "pay-as-you-go" method of using current revenues to pay for capital projects because it avoids interest payments, the City would be able to undertake capital projects under this method only if sufficient cash accumulates. Prudent use of debt financing rather than pay-as-you-go funding of capital projects can distribute the cost of a project over its useful life, facilitate better allocation of resources and increase financial flexibility. Debt can also be used in conjunction with pay-as-you-go financing to pay only a portion of the project using debt if insufficient funds are available from non-debt sources.

The Treasurer, working with the Assistant Treasurer, will periodically evaluate the City's existing debt and execute, upon approval of the City Council, refinancings when economically beneficial. A refinancing includes the issuance of bonds to refund existing bonds.

See "Bond Refunding" for refunding considerations.

Fiscal Policies

Budgeting and Capital Planning

The City shall develop and maintain a Five-Year capital planning process that includes a Biennial Capital Improvement Program budget that is approved and adopted by the City Council as part of the budget process. The capital plan is informed by the City's Five-Year forecasting process.

The decision to utilize debt to fund all or a portion of a capital project first requires an analysis by the Finance Department of how the debt will be repaid. The source of revenues to repay the debt must be identified and the impact of repayment of the debt on existing budget commitments must be assessed.

The Finance Department is responsible for coordinating and analyzing the debt requirements. This will include timing of debt, calculation of outstanding debt, debt limitation calculations and compliance, impact on future debt burdens, and current revenue requirements.

Asset Life

Generally, no debt will be issued for periods exceeding the useful life or average useful lives of projects to be financed.

Types of Debt

The following is a description of the types of long-term debt the City may issue:

General Obligation Bonds

General Obligation (GO) bonds are secured by a pledge of full faith and credit of an issuer and a promise to levy taxes in an unlimited amount as necessary to pay debt service. GO bonds usually achieve lower rates of interest than other financing instruments since they are considered to be a lower risk.

California State Constitution, Article 16 - Public Finance, Section 18, requires that the issuance of a GO bond by the City must be approved by a two-thirds majority of those voting on the bond proposition. Uses of bond proceeds are limited to the acquisition and improvement of real property.

Lease Obligations

Lease financings are long-term obligations that include Lease Revenue Bonds and Certificates of Participation. Lease Revenue Bonds (LRBs) are lease obligations secured by an installment sale or by a lease-back arrangement between the City and the City's Public Financing Authority, a joint powers authority, where City revenues are pledged to pay the lease payments, which are, in turn, used to pay debt service on the LRBs. Alternatively, Certificates of Participation (COPs) are lease obligations secured by a financing lease between the lessee, which would be the City, and a lessor, which may be the City's Public Financing Authority, that undertakes the construction of a project. These obligations do not constitute indebtedness under the state constitutional debt limitation and, therefore, are not subject to voter approval.

Fiscal Policies

Payments to be made under valid leases are payable only in the year in which use and occupancy of the leased property is available, and lease payments may not be accelerated. Lease financing requires the fair market rental value of the leased property to be equal to or greater than the required debt service or lease payment schedule. The governmental lessee is obligated to place in its Annual Budget the rental payments that are due and payable during each fiscal year the lessee has use of the leased property.

Revenue Bonds

Revenue bonds are obligations payable from revenues generated by an enterprise as defined in Section 54300 et seq of the California Government Code. City issuance of revenue bonds is specifically authorized by Chapter 2.36 of the City's Municipal Code. Since the debt service is directly paid by the enterprise, such debt is considered self-liquidating and generally is not considered as part of the maximum debt capacity of the issuer.

The City's utility Revenue Bonds are payable solely from the appropriate City Enterprise Fund and are not secured by any pledge of ad valorem taxes or general fund revenues of the City. In accordance with the agreed upon bond covenants, the revenues generated by these Enterprise Funds must be sufficient to maintain required coverage levels, or the customer rates of the enterprise have to be raised to maintain the coverages. The issuance of revenue bonds does not require voter approval.

Bank Loans

Under certain circumstances, it may be advantageous to obtain financing through a direct bank loan. Bank loans can be in the form of fixed rate or variable rate loans with defined maturities or lines of credit that have variable interest rates and flexible payment provisions. One potential advantage of bank loans is that the process for execution is generally simpler and can be less expensive to issue than a public bond issue. Additionally, a bank loan can often be structured in a manner that more closely conforms with specific project or repayment considerations than a bond issue. However, since bank loans are issued in an environment less transparent than a public debt issue, it is more difficult to assess how the proposed loan rates, fees, and terms compare to the market. The City Treasurer will consult with the City's Financial Advisor to determine the when a bank loan is the appropriate financing measure.

Assessment District Financing

The Municipal Improvement Act of 1913 provides for a local agency to form an Assessment District to finance certain infrastructure, including roadways, water and sewer facilities, storm drains, and other improvements often required in connection with new development. An Assessment District must include all properties that will benefit directly from the improvements to be constructed, and formation of the district requires an election in which at least 50% of property owners vote in favor of the district. If an Assessment District is formed, the City may levy assessments that can be utilized to directly finance the public improvements, or may be pledged to support debt service on bonds, which may be issued under the Improvement Bond Act of 1915. The assessments that are levied upon each parcel must be based upon the direct and special benefit received by the property.

Limitation of Indebtedness

The City's indebtedness is limited by Article VI of the City Charter, which states that the bonded indebtedness of the City may not exceed the sum of ten (10%) percent of the total assessed valuation of property within the City, exclusive of any indebtedness that has been or may hereafter be incurred for the purpose of acquiring or establishing a system of waterworks for the supplying of water, or for the purpose of constructing sewers or drains in the City, for which purposes a further indebtedness may be incurred by the issuance of bonds, subject only to the provisions of the State Constitution and of this Charter. The City will include all lease obligations when calculating its compliance under this debt limit even though they may not constitute bonded indebtedness.

Affordability Targets

General Obligation Debt

The decision on whether or not to assume new general obligation debt shall be based on costs and benefits, current conditions of the municipal bond market, and the City's ability to afford new debt and service it as determined by an objective analytical approach. This process shall compare generally accepted measures of affordability to the current values for the City. These measures shall include:

- Debt per capita: the outstanding principal as a percentage of population.
- Debt as a percent of assessed valuation: outstanding principal as a percentage of assessed valuation.

General Fund-Supported Debt

The most important affordability ratio used in analyzing the City's debt position with respect to General Fund supported debt (e.g., lease obligations) is the Annual General Fund debt service/lease payment (e.g., payment on lease revenue bonds) as a percentage of available revenue or expenditures. This ratio, which pertains to only general fund backed debt, is often referred to as "lease burden." This analysis excludes enterprise revenue bonds and other obligations supported by dedicated revenue pledges. Additionally, this analysis may exclude other General Fund liabilities such as loan obligations or the City's annually required contribution to the pension system or retiree health care costs. Liabilities of the City's related agencies are also excluded from the debt affordability ratios.

Credit rating agency guidelines recommend a lease burden ratio of no more than 12%; the City shall strive to maintain its lease burden ratio below 10%. Affordability analysis as determined by this measure will be undertaken before new General-Fund supported debt is issued.

In addition to the City's direct debt burden, debt levels of underlying and overlapping entities such as counties, school districts, and special districts add to a City's overall debt burden. The City's proportional share of the debt of other local governmental units, which either overlap it or underlie it is called the overlapping debt. Overlapping debt is generally apportioned based upon relative assessed value. While the City does not control debt issuance by other entities, it recognizes that its taxpayers share the overall debt burden. The City shall include a statement of overlapping debt in its initial and continuing disclosure.

Fiscal Policies

Revenue Bonds

In determining the affordability of proposed revenue bonds, the City will perform an analysis comparing projected annual net revenues (after payment of operating and maintenance expense) to estimated annual debt service. Generally, legal covenants requiring a minimum coverage ratio are set forth in the bond documents, and are based on the level of security provided to the bondholders. The City's revenue bonds require a legal coverage ratio of at least 120% for senior bonds and a coverage ratio of at least 100% for senior and subordinate debt combined. Credit rating agencies point to a target coverage ratio of 200% for programs with large ongoing capital needs and 150% for programs without such needs, using historical and/or projected net revenues to cover annual debt service for bonds issued on a subordinate basis which have a 100% legal coverage ratio requirement. The City will require a rate increase to cover both operations and debt service costs, and create debt service reserve funds to maintain the required coverage ratios.

Structure of Debt

Term of Debt

Debt will be structured consistent with a fair allocation of costs to current and future beneficiaries or users. Borrowings by the City should be of a duration that does not exceed the useful life of the improvement that it finances and where feasible, should be shorter than the projected economic life. The standard term of long-term borrowing is typically 15-30 years.

Debt Repayment

The City shall pay all interest and repay all debt in accordance with the terms of the bond ordinance and bond covenants. To the extent possible, the City will seek level or declining debt service repayment schedules.

Variable-Rate Securities

When appropriate, 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. Due to the potential volatility of such instruments, the City will limit the use of variable-rate debt to the greater of \$50 million or 20% of outstanding principal.

Derivatives

The City will not use derivatives when structuring debt.

Capitalized Interest

Where appropriate, interest may be capitalized for the construction period of a revenue-producing project so that debt service expense does not begin until the project is expected to be operational and producing revenues.

In addition, for lease back arrangements, such as those used for lease revenue bond transactions, interest may be capitalized for the construction period, until the asset is

Fiscal Policies

operational. Only under extraordinary circumstances will interest be capitalized for a period longer than the construction period. Capitalized interest is sometimes referred to as “funded interest.”

Call Options/Redemption Provisions

A call option, or optional redemption provision, gives the City the right to prepay or retire debt prior to its stated maturity. This option may permit the City to achieve interest savings in the future through refunding, or in some cases, full or partial redemption of the bonds. Generally, fixed rate tax-exempt municipal bonds are structured with a 10-year call at par (no premium). Because the cost of call options can vary widely, depending largely on market conditions, an evaluation of factors such as the following will be conducted in connection with each issuance:

- The time until the bonds may be called
- The price at which the bonds may be called
- The potential to generate future interest cost savings (or call option value)
- Any need for additional flexibility with respect to repayment

Method of Sale

The City will generally issue its debt through a competitive process but may use a negotiated process under the following conditions.

- The bond issue is, or contains, a refinancing that is dependent on market/interest rate timing.
- At the time of issuance, the interest rate environment or economic factors that affect the bond issue are volatile.
- The nature of the debt is unique and requires particular skills from the underwriter(s) involved.
- The debt issued is bound by a compressed time line due to extenuating circumstances such that time is of the essence and a competitive process cannot be accomplished.

When determined appropriate by the City Treasurer, the City will negotiate financing terms with banks and financial institutions for specific borrowings on a private offering basis. Typically, private placements are carried out by the City when extraneous circumstances preclude public offerings, such as an interim financing, or to avoid the costs of a public offering for smaller issuances.

The City Treasurer will consult with the City's Financial Advisor on an issue by issue basis to determine the appropriate method of sale to be used.

Professional Services

The City's Finance Department shall be responsible for the solicitation and selection of professional services that are required to administer the City's debt program, which will follow the City's Procurement Policy. The City Attorney's Office will take the lead to solicit and select bond counsel. The financial advisor, bond and disclosure counsel, and trustee costs associated with the bond issuance will be paid with bond proceeds. Eligible City staff costs related to issuance of long term bonds may also be reimbursed from bond proceeds.

Fiscal Policies

Financial Advisor

A Financial Advisor(s) will be used to assist in the issuance of the City's debt. The Financial Advisor will provide the City with objective advice and analysis on debt issuance. This includes, but is not limited to, monitoring market opportunities, structuring and pricing debt, and preparing official statements of disclosure.

Bond Counsel

The City Attorney's Office will take the lead in selecting and contracting with the Bond Counsel and Disclosure Counsel. All debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the proposed debt. The opinion shall include confirmation that the City has met all City and state constitutional and statutory requirements necessary for issuance, a determination of the proposed debt's federal income tax status and any other components necessary for the proposed debt. Bond counsel is also responsible for preparing all financing documents including Trust Indentures and Bond resolutions and assists in preparation of Official Statements. Disclosure Counsel shall be required to deliver a customary 10(b)-5 opinion on City offering documents. The Disclosure Counsel will work with City staff to draft all disclosure documents for a bond financing. The City Attorney's Office may engage separate firms in the capacity of Bond and Disclosure Counsel or one single firm to perform bond and disclosure counsel functions.

Underwriters

An Underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The Underwriter is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.

Trustee/ Fiscal Agent

A Fiscal Agent will be used to provide accurate and timely securities processing and timely payment to bondholders. If there are unspent bond proceeds, funds will be held by a third part trustee.

Credit Ratings

The City will maintain good communication with bond rating agencies about its financial condition. This effort will include providing periodic updates on the City's general financial condition, coordinating meetings, and presentations in conjunction with a new issuance. The City will continually strive to maintain its bond rating by improving financial policies, budgets, forecasts and the financial health of the City.

Credit enhancements may be used to improve or establish a credit rating on a City debt obligation. Credit enhancements should only be used if cost effective.

Refunding Debt

A debt refunding is a refinance of debt typically done to take advantage of lower interest rates.

Current Refunding

A current refunding is one in which the refunding bonds are issued no more than 90 days before the date upon which the refunded bonds will be redeemed.

Advance Refunding

An advance refunding is one in which the refunding bonds are issued more than 90 days prior to the date upon which the refunded bonds will be redeemed. Advance refundings are used to refinance outstanding debt before the date the outstanding debt becomes due or callable. Internal Revenue Code §149(d)(3) provides that governmental bonds issued after 1985 may only be advanced refunded once over the life of a bond issuance.

Unless otherwise justified, such as a desire to remove or change a bond covenant, a debt refunding will require a minimum present value savings of 3%. This savings requirement for a refunding may be waived by the City Treasurer upon a finding that such a refunding is in the City's overall best financial interest.

Debt Service Reserve Fund/Surety Policy

In instances where there is no market or credit rating agency requirement to fund a debt service reserve, or where there is an economic cost associated with borrowing to fund a reserve fund, the City will attempt to avoid their use. If a debt service reserve funded by bond proceeds is determined to be necessary or in the City's best interest, the debt service reserve fund will be held by and available to the Trustee to make principal and interest payments to bondholders in the event that pledged revenues are insufficient to do so. The maximum size of the reserve fund is generally governed by tax law, which permits the lesser of: 1) 10% of par; 2) 125% of average annual debt service and 3) 100% of maximum annual debt service. Reserve funds are typically equal to approximately one year's maximum debt service on the bonds. On a case-by-case basis, assuming there is no economic or credit disadvantage, the City may issue bonds with a debt service reserve fund that is sized at a lower level.

The reserve fund requirement may also be satisfied by a surety policy, a form of insurance provided by a bond insurer to satisfy a reserve fund requirement for a bond issuance. Under this arrangement, instead of depositing cash in a reserve fund, the issuer buys a surety policy by paying a one-time premium equal to a percentage of the face amount of the policy. The City may use a surety policy instead of a debt service reserve fund when economically feasible.

The City will not rely on any uncollateralized credit instruments for any reserve requirement unless justified by significant financial advantage.

Arbitrage Rebate Monitoring and Reporting

The City will, unless otherwise justified, use bond proceeds within the established time frame pursuant to the bond ordinance, contract or other documents to avoid arbitrage rebate. Arbitrage is the interest earned on the investment of the bond proceeds at a rate above the interest rate paid on the debt. If arbitrage occurs, the City may be required to pay the amount of the arbitrage to the Federal Government as required by Internal Revenue Service Regulation 1.148-11. The City will maintain a system of recordkeeping and reporting to meet the arbitrage

Fiscal Policies

rebate compliance requirement of the IRS regulation. For each bond issue not used within the established time frame, the recordkeeping shall include tracking investment earnings on bond proceeds, calculating rebate payments, and remitting any rebateable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the outstanding debt.

Covenant Compliance

The City will comply with all covenants stated in the bond ordinance, contract, etc.

Ongoing Disclosure

The City will meet secondary disclosure requirements in a timely and comprehensive manner, as stipulated by the SEC Rule 15c2-12. The City Treasurer shall be responsible for providing ongoing disclosure information to the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access (EMMA) system, the central depository designated by the SEC for ongoing disclosures by municipal issuers. The City Treasurer is responsible for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies, including the Government Accounting Standards Board (GASB), the National Federation of Municipal Analysts, the Securities and Exchange Commission (SEC), and Generally Accepted Accounting Principles (GAAP). The City may also employ the services of firms that improve the availability of or supplement the City's EMMA filings.

Investment of Bond Proceeds

The proceeds of the bond sales will be invested until used for the intended project in order to maximize utilization of the public funds. The investments will be made to obtain the highest level of safety. The City of Santa Monica Investment Policy and the bond indentures govern objectives and criteria for investment of bond proceeds. The City Treasurer and Assistant City Treasurer, or the bond trustees under the direction of the City Treasurer or Assistant City Treasurer, will invest the bond proceeds in a manner to avoid, if possible, and minimize any potential negative arbitrage over the life of the bond issuance, while complying with arbitrage and tax provisions.

In certain cases, particularly for bond reserve funds, it may be fiscally prudent to invest funds using a forward delivery agreement or some other type of guaranteed investment contract. Such agreements should be obtained under a competitive bid process under consultation with the Financial Advisor.

State and Local Government Securities (SLGS) are the preferred investment option rather than open market securities for escrows for refunded bonds to allow for better matching of settlement dates and fewer arbitrage regulation compliance issues.

Debt Financing

Debt Financing

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).

City of Santa Monica, California Legal Debt Limit and Margin June 30, 2014

Total Gross Assessed Value	\$	29,087,160,819

Debt limit: 10% of total assessed value (1)		2,908,716,082

Amount of debt applicable to debt limit:

Total bonded debt	\$	89,670,000

Less:

Assets in debt service funds available for payment bonds		8,675,350

Total amount of debt applicable to debt limit		80,994,650

Legal debt margin (2)	\$	2,827,721,432

- (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, 2014, the City's applicable outstanding debt was \$2.8 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

Debt Financing

City of Santa Monica, California
Summary of Long-Term Indebtedness
June 30, 2014

	<u>Date of Issue</u>	<u>Original Issue</u>	<u>Final Maturity Date</u>	<u>Interest Rates</u>	<u>Balance June 30, 2014</u>
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%	\$ 3,120,000
Public Finance Authority 2009	Dec 16, 2009	9,155,000	July 1, 2021	2.00 - 5.00%	6,560,000
Public Finance Authority 2011B	Nov 16, 2011	8,625,000	Dec 1, 2020	2.00 - 4.00%	6,530,000
Parking Authority 2004	Nov 30, 2004	38,930,000	July 1, 2033	3.35 - 5.00%	32,515,000
Public Finance Authority 2011A	Nov 16, 2011	32,065,000	July 1, 2031	4.00 - 5.00%	30,845,000
Subtotal - Revenue bonds, governmental activities					<u>79,570,000</u>
<i>General obligation bonds:</i>					
Main Library Improvements 2012	May 30, 2012	11,325,000	July 1, 2022	0.20 - 4.00%	10,100,000
Subtotal - General obligation bonds, governmental activities					<u>10,100,000</u>
Subtotal - Bonds Subject to Debt Limit:					<u>89,670,000</u>
Other Debt:					
<i>Loans:</i>					
State Department of Housing & Community Development Loans	Dec 22, 1988	200,000	Dec 22, 2018	0.00%	200,000
	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%	7,555,000
Earthquake Recovery Project 2006	April 1, 2006	64,720,000	July 1, 2029	4.00 - 5.50%	49,830,000
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>98,435,000</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
Subtotal - Revenue bonds					<u>8,955,000</u>
<i>Loans:</i>					
Wells Fargo Term Loan	Mar 11, 2011	60,000,000	Mar 11, 2018	70% LIBOR Plus 1.50%	38,571,428
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	LIBOR Plus 1.25%	43,939,396
Subtotal - Loans, private purpose trust fund*					<u>123,578,844</u>
State Water Res Control Bd loan	Jan 29, 1999	5,000,000	July 1, 2019	2.60%	1,774,966
Subtotal - Other Debts:					<u>233,143,810</u>
Total					<u>\$ 322,813,810</u>

Management believes it is in compliance with all debt covenants.

* Due to the dissolution of Redevelopment on February 1, 2012, the Redevelopment Successor Agency appears on the Financial Statements as a private purpose trust fund, as opposed to a governmental fund. The Successor Agency has received Final and Conclusive Determination that all debts shown under the private purpose trust fund (with the exception of the 4th and Arizona loan, which is pending a determination) are enforceable obligations and therefore authorized to be paid using property tax increment.

** Ocean Park Redevelopment tax allocation bonds were redeemed in December 2014.

Debt Financing

City of Santa Monica, California Debt Service Schedule

Fund	Bond Descriptions	FY2015-16			FY2016-17		
		Principal	Interest	Total	Principal	Interest	Total
General	Library General Obligation Refunding Bonds Series 2012	\$ 1,135,000	\$ 298,050	\$ 1,433,050	\$ 1,130,000	\$ 252,650	\$ 1,382,650
General	Public Financing Authority Lease Revenue Bonds Series 2011 Parking Structure 6	1,315,000	1,351,530	2,666,530	1,370,000	1,298,930	2,668,930
General	Public Financing Authority Lease Revenue Refunding Bonds Series 2011 Public Safety Facility	875,000	202,575	1,077,575	895,000	167,800	1,062,800
General	Public Financing Authority Lease Revenue Refunding Bonds Series 2009 Public Safety Facility	775,000	194,000	969,000	800,000	170,750	970,750
General	Public Financing Authority Lease Revenue Series 2004 Civic Center Parking Structure	1,145,000	1,405,144	2,550,144	1,190,000	1,361,062	2,551,062
General	Parking Authority Lease Revenue Refunding Series 2002	1,085,000	48,824	1,133,824	-	-	-
Total - General Fund		\$ 6,330,000	\$ 3,500,123	\$ 9,830,123	\$ 5,385,000	\$ 3,251,192	\$ 8,636,192
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	2,415,000	2,035,094	4,450,094	2,520,000	1,932,456	4,452,456
Successor Agency	Bank of America Term Loan 2008	3,030,302	828,740	3,859,042	3,030,302	768,299	3,798,601
Successor Agency	Wells Fargo Bank Loan 2011	8,571,428	394,821	8,966,249	8,571,428	251,250	8,822,678
Successor Agency	Promissory Notes Payable 2010	517,798	2,782,202	3,300,000	553,099	2,746,901	3,300,000
Total - Successor Agency Funds		\$ 14,534,528	\$ 8,303,269	\$ 22,837,797	\$ 14,674,829	\$ 7,960,318	\$ 22,635,147
Wastewater	Hyperion Revenue Refunding Bonds 2012	-	\$ 266,550	\$ 266,550	-	\$ 266,550	\$ 266,550
Total - Wastewater Fund		\$ -	\$ 266,550	\$ 266,550	\$ -	\$ 266,550	\$ 266,550
Stormwater	State Water Resources Control Board Loan	\$ 284,382	\$ 38,942	\$ 323,324	\$ 291,776	\$ 31,548	\$ 323,324
Total - Stormwater Fund		\$ 284,382	\$ 38,942	\$ 323,324	\$ 291,776	\$ 31,548	\$ 323,324

Debt Financing

Bond Ratings

The City has issued various bonds, primarily to support construction of City capital projects. Below is a summary of the ratings on the City's debt.

<u>Description</u>	<u>S&P Rating</u>	<u>Fitch</u>	<u>Moody's</u>
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
Wastewater Enterprise Revenue Bonds	AAA	AAA	

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. Redevelopment Successor Agency tax allocation bonds for the Ocean Park Project Area were redeemed in December 2014. In May 2014, Wastewater Enterprise Revenue Bonds Series 2005 were redeemed. The Wastewater Enterprise Revenue Bond Series 2012 are remaining.

Gann Appropriations Limit

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 2015-16

FY 2014-15 Gann Appropriations Limit	\$ 1,639,238,117

Adjustment Factors

Allowable FY 2014-15 Adjustment

Non-Residential Assessed Valuation Change	1.0990			
City Population Change	x	1.0114	=	x
				<u>1.11153</u>

FY 2015-16 Gann Appropriations Limit	<u><u>\$ 1,822,062,344</u></u>



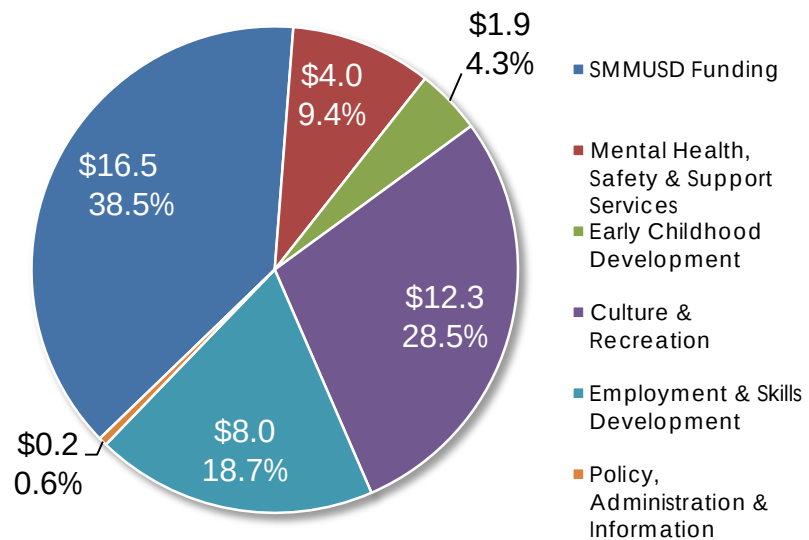
Youth Budget

Santa Monica Youth: A Substantial Investment

The City of Santa Monica makes a substantial investment in our youth, from cradle to career. In FY 2015-16, approximately \$42.9 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.

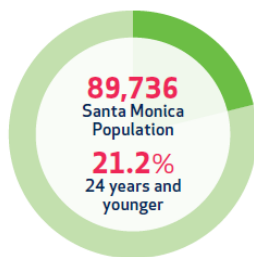
This investment is funded by the City's General Fund (\$38.5 million), program-generated user fees (\$3.2 million), and other resources such as local grants, public/private partnerships, and development agreements (\$1.2 million). We make this investment each year because supporting the healthy development 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 2015-16 Youth Budget by Program Type
(in millions)



Youth Wellbeing: A Common Agenda

Demographics: About Our Youth



4.1%	under age 5 (3,696)
7.5%	5-14 years (6,708)
4.1%	15-19 years (3,653)
5.5%	20-24 years (4,965)



We know Santa Monica to be a relatively safe community full of opportunity. Santa Monica's second Youth Wellbeing Report Card (2014) indicates so, as over 90% of our students graduate high school and 87% are proficient or higher in early literacy by the end of kindergarten. However, despite some of our successes, some of our youth are vulnerable. For example, only 17.6% of SMMUSD students entering Santa Monica College place in college-level English and Math and over one fourth 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,

Youth Budget

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 to Career Initiative, and a detailed breakdown of youth budget expenditures, please visit www.santamonicacradletocareer.org.

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.

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

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.

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).

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

Gann Appropriation Limit

Article XIII B of the State constitution was amended by Proposition 4 (Gann initiative) in 1979. Article XIII B 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.

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.

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

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.

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

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.

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.

Glossary of Budget Terms

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.

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

Acronyms

HMRRP	Haz-Mat Response and Reporting Program
HUD	Department of Housing and Urban Development
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

Acronyms

RDA	Redevelopment Agency
ROI	Return on Investment
RR&R	Resource Recovery and Recycling Fund
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, 2013. 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, 2015.

