CITY OF SANTA MONICA

A SUSTAINABLE CITY OF WELLBEING

FY 2017-19
ADOPTED BIENNIAL BUDGET

COMMUNITY

PLACE & PLANET

LEARNING

HEALTH

ECONOMIC OPPORTUNITY

GOVERNANCE

FY 2017-19 Adopted Biennial Budget

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User Guide

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.

Proposed Budget

The budget document provides background information relevant to the development of the annual budget along with a presentation of the actual budget information in proposed form. 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.

Framework

This section introduces the City's Framework for a Sustainable City of Wellbeing and performance management system, SaMoStat. It identifies how the Council Strategic Goal projects, City's ongoing work and policy initiatives align with the Framework and support its outcomes in Community, Place & Planet, Learning, Health, and Economic Opportunity. The Framework will be a living document: the information included will be online in a public-facing webpage that City staff will update regularly.

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.

User Guide

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.

Expenditures

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.

Departmental Summaries

This section presents a description of each department, its mission and the services provided by its divisions. It identifies how department projects, programs, and initiatives align with and contribute to positive outcomes within the Framework. It also identifies the divisional expenditure budget and related positions.

Personnel & Staffing

This section presents the City's organization chart and displays positions by fund and department as proposed 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, a glossary of terms, and a listing of acronyms.

City Manager's Message

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

City Manager's Message

Honorable Mayor and City Councilmembers:

It is my pleasure to present the FY 2017-19 Biennial Budget for the City of Santa Monica.

We build on a strong foundation of prudent fiscal stewardship over the past three decades. This spring, Moody's Investor Service, reaffirming its AAA rating of Santa Monica's financial outlook, noted the City's "exceptionally strong economy and tax base" and "strong financial management" and cited "an exceptionally light debt burden" and the healthy reserves from consistently running budget surpluses.

Santa Monica has long relied on conservative fiscal assumptions to plan ahead with two year operating budgets, five-year capital plans and rolling five-year fiscal forecasts. This responsible approach has provided residents a scope and quality of community services that stands out among California cities. It has also allowed Santa Monica to be a pioneer in innovative approaches to community wellbeing and sustainability. It has ensured that our workforce is competitively compensated, well-trained and well-equipped. It has endowed the future with capital investment and facilities with a positive net worth of more than $1.5 billion.

Our challenge is to continue this legacy in times of multiplying challenges and significant future threats. It begins a major shift in how we allocate our resources and invest in the future to achieve the City Council's Strategic Goals; to deliver the key community outcomes of wellbeing and sustainability; and to be a model for public service in the 21st Century.

The Biennial Budget sets forth the City's management and spending plan for the two years spanning July 1, 2017 through June 30, 2019. It maintains the City's core services and allocates new and repurposed funding to programs that reflect Council priorities. Notably, it incorporates an evolving new "Framework" to link the results we seek to accomplish with the funding needed to achieve those results and the approach we will take to measuring performance.

This budget marks a transition. The Framework points toward a more focused and deliberate approach to how we fund services, solve problems and seize future opportunities. The economic, demographic and political landscape is changing in our region, in our state, in our nation and in the world. As Moody's also noted, our long-term pension liability stands at $387 million and growing. We cannot afford to be complacent.

Our reliable economic engine needs an overhaul and rising costs (beyond our direct control) force us to re-evaluate how we work, how we deliver services and what matters most to our citizens.

Santa Monica's "exceptionally strong economy and tax base" is nearing a point of diminishing returns. Despite our diverse tax revenue base, all our major sources of revenue are seeing either slowing growth or (in the case of utility taxes) an actual decline. This comes at a time when pressure on expenditures is accelerating. Workers' compensation and medical benefits costs continue to outpace our revenue growth, and pension costs are scheduled to begin a dramatic rise in the second year of our two-year budget cycle. Even without an economic downturn in the next two years, the City will face increasingly hard choices in the next budget cycle. The five-year forecast shows two years of positive General Fund structural balances before an anticipated deficit of approximately $3.8 million in FY 2019-20 that increases to almost $19 million (3.7% of the General Fund budget) in FY 2021-22.

City Manager's Message

We can and will avoid those sobering threats. But only with a rigorous focus on the efficiency and effectiveness of our programs and expenditures -- and accepting the reality that we will need to be exceptionally disciplined in setting priorities.

Fiscal Context

The overall budget for the City of Santa Monica is $774.9 million in FY 2017-18 and $802.8 million in FY 2018-19. This budget reflects the operating and capital activities of 31 funds across 15 departments and approximately 2,300 permanent and temporary full-time equivalent positions that provide the City's public safety, quality of life, infrastructure construction and maintenance, transportation and development-related services, and the internal governance services that support them. The largest component of the budget is the General Fund. The General Fund budget is $505.4 million in FY 2017-18 and $530.5 million in FY 2018-19.

The Citywide budget includes a number of enterprise and special revenue funds that operate with sufficient revenues to sustain necessary operating and capital needs; and others that have a structural deficit where ongoing revenues are not sufficient to cover ongoing expenditures. Among the larger funds contributing to operations, the Resource Recovery and Recycling (RRR), Water, Wastewater, Big Blue Bus (BBB), Beach, Airport and Cemetery funds have sufficient revenue to cover operational and capital needs during the biennial budget period.

Two funds are projected to require subsidies during the biennial budget period. The Housing Authority Fund has traditionally had an operating structural deficit of approximately $0.5 million annually due to the loss of Redevelopment funding and reduction of U.S. Department of Housing and Urban Development (HUD) allocations. Staff will use RDA loan repayment funds to cover the costs of the subsidies over the next two years, and will consider a policy on future funding as part of the next budget cycle. The Pier Fund is also not able to sustain an adequate balance to cover its operating costs and large capital expenditures. As a result, it is anticipated that a $1.4 million subsidy may be required in FY 2017-18.

FY 2017-18 represents the exception-based year for the City's capital improvement program (CIP) biennial budget. The CIP budget for FY 2017-18 is $247.1 million, with $146.2 million representing the General Fund portion. The FY 2017-18 CIP Budget is higher than average due to the use of bond financing for Fire Station 1 and the City Services Building. Excluding bond proceeds, General Fund CIP budget reductions fully offset exception-based budget increases. Net budget increases in Non-General Funds are largely due to appropriating affordable housing revenues related to redevelopment loans and settlement agreements, funding key water and wastewater infrastructure improvements, and expediting Phase I of Lincoln Boulevard Streetscape Improvements.

Challenges

This budget responds to the known challenges projected in our five-year forecast. The pressures from rising costs for pensions, workers' compensation, and healthcare are not new. Each, however, has been exacerbated due to recent developments. Additionally, we are seeing significant increases in construction and maintenance costs due to economic conditions and new statutes. Disturbingly, federal funding may be negatively impacted by policies coming out of the White House. Finally, if the current economic expansion continues during the upcoming two-year budget cycle, it will be the longest period of growth in the past 100 years -- and cannot go on indefinitely. These threats impact the General Fund as well as the City's other funds.

Retirement Costs: After lowering the risk profile of its portfolio, the California Public Employees' Retirement System (CalPERS) Board voted to lower the rate used as the growth factor for its investments from 7.5% to 7.0% over three years beginning in FY 2018-19. This change will result in up to 23% increases in pension rates within five years, translating to an additional increase of approximately $2.0 million to General Fund retirement costs in FY 2018-19 that increase to almost $13 million in FY 2021-22. This change severely impacts our five-year expenditure projections. The City continues to pay down its unfunded liability at a rate of $1.3 million per year, to take advantage of prepayment discounts, and to share the cost of pension contributions with our workforce. Future service levels and staff job security depend on acting now to reduce our pension liabilities.

Workers' Compensation Costs: The budget plans for significant increases to our workers' compensation self-insurance fund contributions due to the City's aging workforce and increases in State-mandated permanent disability rates. Year over year growth is anticipated to increase from 5% to 10%. The City is taking steps to curb these costs.

Healthcare Costs: Healthcare is another major contributor to the City's increasing compensation burden. Healthcare costs are anticipated to increase annually by 8% over the next five-year period, exceeding the growth of revenues. With little control over future healthcare costs and national policies we will continue to negotiate the best rates for the City, promote wellness and seek increased cost sharing from our workers.

Construction and Prevailing Wage Costs: As a result of recent State legislation that requires all City-contracted construction work to pay prevailing wage rates, staff is anticipating up to 30% increases in contractual work as existing building and maintenance contracts are rebid. The added costs of this work could reach $2 million within the General Fund alone. Additionally, construction costs are estimated to escalate by 8% per year given an economic climate where demand for work is high and material supplies are low.

Federal Funding. The City receives Community Development Block Grant funds and disperses funding from various housing programs that the current administration has slated for deep cuts. There are also threats to the City's federal funding as the current administration pursues withholding funds from cities that refuse to collaborate in inhumane immigration policies.

Given these multiplying pressures on a budget where nearly 70% of our costs go toward wages and benefits, the City Council Audit Subcommittee is undertaking a comprehensive review of our compensation levels and practices to ensure fiscal sustainability while continuing to attract and retain a high quality workforce in a competitive labor market.

Mitigating Measures

With voter support, Santa Monica has secured new funding for transit and mobility, through Los Angeles County's Measure M; and for affordable housing, through our own Measure GSH. We value the resources voters have entrusted to us to deliver the services they need and value for this community.

Given our historic record of running budget surpluses, we took a fresh look at our staff vacancy rates and adjusted departmental budgets to reallocate those anticipated savings to offset rising costs.

City Manager's Message

Developing the FY 2017-19 Budget

Santa Monica's level and breadth of services surpass those of other cities of comparable size. Our 93,000 residents benefit from rapid public safety response; five public libraries; internationally-renowned recreational amenities; well-maintained public buildings, infrastructure and landscaping; and the highest levels of support for social services, cultural programs and public education in California. We are also responsible for running a regional transit system that serves 16 million riders each year and for maintaining operations for an Airport through 2028 even as we begin ambitious plans for its conversion to a 227 acre park. It is City policy to use our own staff rather than contractors for our core services, so labor costs make up nearly 70% of General Fund expenses. As the costs of pensions, medical benefits and workers' compensation rapidly rise, we must find new ways to allocate and invest our limited resources.

To make the most of our resources, and to ensure that we continue to have resources in harder times, we must be purposeful, watchful, and strategic about how we spend. We can no longer start with our existing services and programs and then add staffing and funding to meet new demands and desires. We have to prioritize how we spend money and focus on the return on taxpayer investment.

This requires an overarching program to state values, establish objectives, and measure progress made on the objectives, embodied in the new Framework. This budget, as well as the process used to develop it, begins the City's shift towards a unified performance measurement system. This year, department directors reviewed and ranked all requests for additional funding, a process we already use in developing our capital improvement program budget. This deepened our management team's shared understanding of the needs throughout the organization, shifting their focus to outcome-based, rather than department-based, planning and decision-making.

Santa Monica is not wedded to the status quo. We will continue to innovate and adapt to changing mandates and community expectations. To accommodate new demands, we are committed to re-examining previous programs and expenses.

To control compensation costs, staff kept the number of new positions and funding to a minimum, instead repurposing existing or vacant positions to areas needing additional attention, or reallocating non-salary funds to absorb new positions. Of the 51 General Fund budget requests that were considered, 39, or 76%, shifted resources or leveraged non-General Funds to higher priority programs; this translated to a repurposing of over $4.0 million.

Among the new or augmented items staff is proposing to fund in the General Fund are:

- Ongoing funding to ensure Tongva and Palisades Parks remain safe and welcoming for all users by employing on-site DTSM Ambassadors to greet patrons, monitor the Tongva Park public restrooms, and report maintenance problems to City maintenance staff and illegal activity to public safety officers, along with maintenance funding for the new Ishihara Park.

- Two new attorney positions, supported in part by increased revenue recovery, in the Criminal and Code Enforcement areas to accommodate a large increase in workload for the City Attorney's Office due primarily to changes in State law that converted certain felonies to misdemeanor crimes, an uptick of activity relating to EXPO, and additional code enforcement caseload related to tenant protection, short term rentals, and more administrative citations.

- In our internal services departments, additional funds for technology training, in addition to four new positions addressing high cost/high risk areas, based on recent independent assessments. Besides cyber and data security, these include benefits billing audits and reconciliation, as well as procurement solicitations and negotiations. We anticipate that these positions will generate offsetting savings and/or limit losses.

- Staffing adjustments to increase permit processing and customer service, integrating review of tenant impacts of construction projects. These changes are in addition to the recently-added Neighborhood Preservation Coordinator who is assessing existing tenant protection programs during construction and maintenance of residential buildings, including the evaluation of relocation plans, outreach to tenants and landlords, and coordination between various agencies and enforcement staff. With training and support by the City Attorney's Office, Code Enforcement staff is also assuming additional responsibilities for tenant harassment enforcement to augment and expand existing enforcement efforts by the City Attorney's Office.

- Childcare subsidies, provided through Connections for Children, for an additional 10 participants, increasing program capacity by 20%. Subsidies benefit low and moderate income Santa Monica families with children up to kindergarten age. Research demonstrates a positive association between high-quality early care and education and the school readiness of children. While it would be imprudent to create an open-ended entitlement that guarantees funding regardless of the magnitude of demand, this additional investment will pay future dividends in student achievement and community wellbeing.

- To increase the diversity of our Fire personnel, and provide career opportunities and valuable training for local youth interesting in pursuing a career in the fire service, we are implementing a Fire Cadet program. We are also creating a Management Fellowship Program as a cost-effective approach to recruiting new talent. These programs will join other programs focused on training local youth, including the Police Cadet program, the Youth Tech Program, our Trades Intern Program, and Rosie's Girls.

- The FY 2017-18 General Fund CIP budget includes bond proceeds to fund the construction of the City Services Building and a new Downtown Fire Station; funds for other health and safety-related improvements to Fire Department facilities; and funds to install streetlights in resident-formed assessment districts.

In other funds, staff proposes funding to implement the Water Neutrality Ordinance, as well as the extension of limited-term water conservation staff while the City continues to work towards water self-sufficiency by 2020. In the CIP budget, staff is planning for the Sustainable Water Infrastructure Project, which will allow the City to increase its capacity to harvest, treat, and reuse stormwater. In addition, the FY 2017-18 CIP budget includes funding for Phase I of Lincoln Boulevard Streetscape Improvements, which will help improve pedestrian safety.

Setting Our Priorities: Plans, Indexes, Goals and Innovation

Santa Monica uses a number of tools to identify community goals and set benchmarks. The major sources for those goals are the Sustainable City Plan, the Youth Report Card, the LUCE, and more recently the Wellbeing Index. Two years ago, the Council identified five Strategic Goals with a five-year horizon for regaining local control of the Airport; creating a new model of Mobility;

fostering a community climate of Learn + Thrive; pursuing a regional approach to Homelessness; and maintaining an Inclusive & Diverse Community.

In addition to these plans and goals, we've turned our attention to innovative approaches for creating a model for effective public service in the 21st Century:

- We are determined to better manage and measure our performance by focusing on the strategic outcomes we are seeking to achieve and organizing to use timely and accurate data, develop effective tactics, rapidly deploy resources and relentlessly analyze and follow-up to ensure continuous improvement.

- We are taking on 'total workplace' initiatives that modernize the way we conduct business -- from increased automation and mobile workspaces, to open and collaborative offices. This integrates the City's sustainability and mobility principles into our everyday work to be efficient in how we use our finite fiscal and natural resources.

- In communication and digital services, we are focused on our residents and businesses to make public services and information easily accessible and foster two-way interaction and civic engagement.

- We are investing not only in enhanced training for job skills, but to create a comprehensive culture of learning to find better ways of achieving results.

- We are adopting new technological tools to deliver results better, faster and more affordably.

- We will streamline or eliminate bureaucratic practices that no longer serve a useful purpose, empowering our staff and emphasizing accountability to serve our community, achieve its goals and uphold its values.

- We are emphasizing strengthened and active partnerships with other public agencies, including the Santa Monica-Malibu Unified School District, Santa Monica College; community, civic, business, labor and religious organizations and institutions, including groups such as our City's neighborhood associations, the Santa Monica Chamber of Commerce, Downtown Santa Monica Inc., the Cradle to Career Task Force, Climate Action Santa Monica and many, many more.

In these and in other areas, our purpose is to best use our resources to improve community wellbeing and sustainability. The principle of relentless analysis and follow up requires us to ask tough questions. *Do our goals reflect the community's needs? Are we achieving the results we are targeting? Do our efforts make sense as a cohesive whole? Do our efforts overlap? Have programs or processes outlived their usefulness?*

Creating a Cohesive Citywide Framework

In January, we presented Council and the community with a preliminary framework that builds on our Wellbeing Index and Sustainable City Plan (SCP) and ties our five-year Council priorities to broad outcome areas and goals within them. It is the blueprint for establishing a citywide performance management program. It creates a structure through which we will measure progress towards becoming a Sustainable City of Wellbeing.

The Wellbeing Index is a measurement tool that takes into consideration the broader scope of wellbeing—the ultimate purpose of our services. The Wellbeing Index recognizes that there is more to measure and different ways to measure than traditional economic indicators like income or unemployment. It takes a holistic approach not just to measurement, but also to the larger community, opening the way for collaboration with businesses, schools, and other community stakeholders. The outcome areas of the framework are based on research that identifies the conditions across areas associated with wellbeing.

Our Sustainable City Plan (SCP) is broad and forward-thinking in taking a holistic view of sustainability that includes areas like community connection, arts, and lifelong learning, in addition to environmental and natural resource protection measures. The sustainability and wellbeing teams, along with the RAND Corporation researchers that helped to build the Wellbeing Index, reviewed plans in detail and realigned and added to the Wellbeing outcome areas to fully integrate SCP goals, measures, and objectives.

This year is our start: in this budget, we present the Framework and begin to align the City's work to its fiscal and workforce capacity. We will further develop this through metrics that identify specific, measurable, achievable, relevant and timely targets. As we establish these and collect and analyze relevant data, we will use this Framework to make resource and programmatic decisions, and to address operational challenges, including how to most effectively meet needs for services using increasingly limited resources.

The success of this approach rests with community participation in shaping the Framework as it evolves. As our community has shaped sustainability and wellbeing work in Santa Monica, we will continue to ask for input as we move forward in building on all the work that went into the sources of the Framework, including the LUCE, the Sustainable City Plan, the Wellbeing Index and the Council's Strategic Goals.

SaMoStat: Data, Performance Management and Reporting

So what does this mean for our reporting and measuring? How will advocates and stakeholders find the information currently provided in our Sustainable Report Card and the Wellbeing Index?

Currently, the City's various measures show up in a multiplicity of ways – through the SCP, the Wellbeing Index, our annual report, and our Open Data Portal. We are aware of the many stakeholders that have participated in building this work. Our commitment is to capitalize on those sources to create an overall "dashboard" for an integrated overall way to track how the City is performing.

Each department already tracks some key indicators, ranging from bus arrival times to crime rate statistics. Last year, Council authorized a new position dedicated to using the data the City collects to better manage performance -- and departments are also shifting resources and training to develop this expertise within their existing staff.

Better aligning all that we do will make Santa Monica government more transparent, more responsive, more efficient and more effective. It will not only show citizens and staff where we need to improve; it will demonstrate the value of what we already do well.

Effective government in the 21st Century is judged by data, not anecdote – or inertia. Effective governance is guided by objective metrics, not subjective preferences – or simply old habits.

City Manager's Message

We are not alone in moving toward this model – but we are ahead of most California cities. There is a growing national movement focused on public sector accountability – using timely data to measure results and guide how we allocate resources through the budget process.

Moving forward, we will establish a comprehensive citywide approach for active performance management and reporting called SaMoStat, which will establish a consistent methodology and dashboard to track overall City data, metrics, and results, including:

- *Current reports.* We are in the fortunate position of starting our program with established measures around which our framework is built: we plan to keep these, streamlining our data collection and reporting. The Wellbeing Index and SCP collect some similar, and in some cases overlapping data: we will identify where we can bring this together, where they complement each other, and how to improve each.

- *Strategic Goals.* Our strategic goal teams have developed metrics for ongoing work, and are in the process of refining others. We will continue this work and will report on metrics through SaMoStat and our living framework.

- *New metrics.* Over the next two years, we will develop metrics to measure progress towards framework outcomes. These will be based around the project, programs, and initiatives that you will see throughout the budget document. As the projects develop, we will report on them through SaMoStat.

Community Engagement

Communication and community engagement are distinctive values that have contributed to Santa Monica's unique economic success, environmental leadership and progressive commitment to social equity, diversity and inclusion. We will continue to engage with Santa Monica residents, businesses and workers through:

- Outreach and events on major projects: we have significant items of community interest upcoming in the Civic Center Field, Parks, Bergamot Plan, Gateway Master Plan, and Pico Neighborhood Plan

- Direct connection through the resident Wellbeing and citizen service satisfaction surveys

- Interactive events to bring the community to work in partnership with us, like Hack the Beach and Coast.

Linking the Budget & Framework

As you read the budget document, we hope it contributes to your understanding of how the allocation of public funds contributes to outcomes through core services, targeted initiatives, and projects that will contribute to the wellbeing and sustainability of the Santa Monica community.

We will continue to update the City's financial plan, with its two year operating budget cycle and five-year financial forecast -- a budgeting methodology that has proven successful in improving long-range planning and providing more time for program evaluation and attention to long-range CIP projects in the second year of the budget cycle. We will also build in regular updates of our progress in developing our performance management system. The community will have the ability to track our progress as we refine the activities that will best deliver community

wellbeing and sustainability outcomes, develop metrics to measure progress, and begin the process of refining the most effective ways to achieve those targets.

The Path Forward

Over the past three decades, Santa Monica has faced and overcome a devastating earthquake, economic recessions and drastic changes in funding from state and federal programs. The City's success has not only derived from how our community responded to these threats, but significantly, from how our community prepared for them.

We cannot predict the unpredictable. But we can prepare for whatever might come. The last recession triggered bankruptcy for several California cities and brought State government and many other localities to the fiscal brink. Yet Santa Monica weathered the storm without visible reductions to services to our residents or major economic sacrifices from our workforce.

Now is the time to ensure that we meet future threats, not by lowering our ambitions, but by tempering them with the recognition that new priorities and initiatives must be financed from trade-offs and efficiencies.

As President Kennedy said in another period of challenge and change, we make choices, "not because they are easy, but because they are hard" because the ambitious goals we set "will serve to organize and measure the best of our energies and skills."

This is an exciting time to fulfill our City's Latin motto; *Populus felix in urbe felici* (roughly translated as a "fortunate people in a fortunate city"). As we launch a performance management program to fully integrate community wellbeing and sustainability into all aspects of City work, we will shift our focus from maintaining the services we delivered in the past to attaining the outcomes we seek to achieve in the future.

This Biennial Budget -- and the Framework that it is built upon -- can ensure that Santa Monica continues on a progressive and fiscally sustainable path not only for the next two years, but, more significantly, for decades to come.

Respectfully submitted,

Rick Cole
City Manager

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Santa Monica – A Sustainable City of Wellbeing

Based on best practices from municipalities from across the country, Santa Monica is now using an approach to budgeting that connects the work of City Departments to a new Framework and a performance management system called SaMoStat. This new process aligns departmental work efforts, measures outcomes, and ultimately ensures that the City delivers these services effectively and in a transparent manner.

The City will be using a Framework built around its long-term commitment to **sustainability** infused with its new **Wellbeing Index**, Santa Monica's custom measurement tool that provides an understanding of wellbeing in our community. The Framework is built on the core beliefs, visions, and structures of these two exciting and groundbreaking approaches.

In this budget, we will use the Framework to begin to align strategic goals; core services, policies and programs; and Capital Improvement Projects (CIPs). We will make incremental refinements to the groupings under each area and will establish metrics. We will monitor progress via SaMoStat. The evolving Framework will be online in a public-facing webpage that City staff will update regularly.

Framework

Santa Monica's framework is developed around six key outcome areas:

Community: Foster a safe, connected and engaged community.

Place and Planet: Protect natural resources and cultivate an exceptional and resilient built environment.

Learning: Champion lifelong education achievement and opportunities for continuous personal growth.

Health: Nurture opportunities for enriched physical, social, and emotional health.

Economic Opportunity: Support community needs through a stable, vibrant and diverse local economy.

Governance: Cultivate a trustworthy and participatory local government through equitable, transparent, and effective processes.

Strategic Goals

Embedded within the six outcome areas are five City Council established strategic goals. These goals include regaining local control of Santa Monica **Airport,** creating a new model of **Mobility**, maintaining an **Inclusive and Diverse Community,** taking a leadership role in regional efforts to address **Homelessness**, and encouraging community members to **Learn and Thrive** throughout their lives. The City has prioritized work in these areas and interdepartmental staff teams were established. Some of these teams implemented jump-start programs. All teams have begun to identify goals and metrics to track progress. Strategic Goals, whose programs also contribute to various framework outcome areas, will be the first areas to be tracked through SaMoStat.

In fiscal year 2018, all five strategic goals will publish plans of action on the City's website. These documents will provide:

- History, challenges, and accomplishments;
- Critical partners and resources; and
- Outcome areas with measurable targets.

Airport

Outcome Areas Supported: Place & Planet, Health, Community

In 2014, Santa Monica voters overwhelmingly supported Measure Local Control (Measure LC) to prohibit new development on Airport land, except for parks, public open spaces and public recreational facilities and the maintenance and replacement of existing cultural, arts and education uses without voter approval, and to affirm the City Council's authority to manage Airport land. In 2017, the City Council reached a historic agreement with the Federal Aviation Administration (FAA) that allows the closure of SMO no later than December 31, 2028, and that provides for the City to shorten the runway.

Mobility

Outcome Areas Supported: Place & Planet, Health, Community, Economic Opportunity

The opening of Expo Light Rail in 2016 ushered in new opportunities for sustainable, convenient, affordable ways of getting around. This strategic goal aims to create a diverse and complete network of mobility options that people understand and feel comfortable using. It seeks to increase the number of people walking, biking, taking public transit and sharing cars, and to decrease the number of severe and fatal collisions. New technologies that reduce the social and environmental costs of driving, and increase the quality of user experiences are woven into the new model of mobility. It depends on increasingly complete streets and on continued encouragement, communication, education and enforcement.

Inclusive + Diverse Community

Outcome Areas Supported: Community, Economic Opportunity, Place & Planet, Health

The focus of this goal is on maintaining an inclusive and diverse community, through efforts like increasing affordable housing, raising workers' incomes, and helping Santa Monicans stay in their homes. With Santa Monica voters' approval of measures to increase funding for affordable housing, as well as the City Council's dedication of additional funding, the City will invest in creating more affordable housing while piloting new programs to help maintain economic diversity in Santa Monica.

Framework

Homelessness

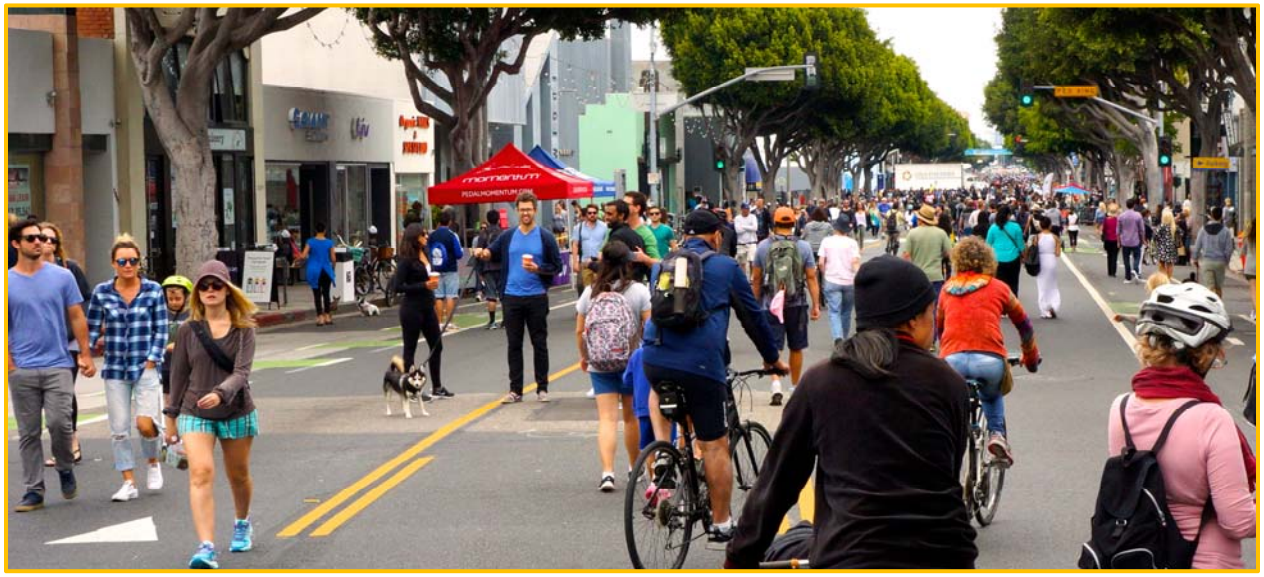
Outcome Areas Supported: Community, Place & Planet, Economic Opportunity

Santa Monica has long been a leader in providing resources, supportive services, and housing to its most vulnerable community members. The City has supported the development of sophisticated, collaborative programs to transition homeless community members from the streets and into housing. But a region-wide shortage of affordable housing resources and services is resulting in higher incidences of street homelessness. The City cannot fully address the local impacts of this issue alone. We are expanding our approach to include enhanced regional partnerships while we continue to innovate and refine our local response to homelessness.

Learn + Thrive

Outcome Areas Supported: Learning, Economic Opportunity, Community

Lifelong learning has been a priority in Santa Monica for many years, shaped through the City's collaboration with schools, service providers, residents and community leaders. Learn + Thrive will build upon the work already accomplished by the Santa Monica Cradle to Career Initiative (SMC2C), and through the wide range of cultural, art, educational and recreational classes, story times and workshops offered by the City's Community and Cultural Services Department and our five-star public Santa Monica Public Library.



Work Plan Alignment

This section demonstrates how City work connects to Framework outcomes. Examples from strategic goals, department programs and core services, and Capital Improvement Projects (CIPs) have been mapped to outcome areas. Many programs and projects fit under multiple outcome areas and have been aligned under their primary outcome. This alignment of work to outcome areas is intended to unify the City's approach and strengthen impact. A comprehensive list of work categorized by outcome areas will be developed online at smgov.net in the coming months.

COMMUNITY

Foster a safe, connected and engaged community.

STRATEGIC GOAL PROJECTS

- Host COAST Open Streets event (Mobility)
- Address homelessness through community engagement, education, behavior change and partnerships (Homelessness)

PROGRAMS, PROJECTS & POLICY INITIATIVES

- Design and construct complete and active streets that support safe and sustainable travel choices and social interaction (PCD , PW)
- Expand local history resources and preservation of community stories through interactive programs and displays (LIB)
- Adopt and implement the Downtown Community Plan (PCD)
- Complete Public Art Master Plan (CCS, PW)
- Analyze ridership data to continue Evolution of Blue to increase transit usage (BBB)
- Lincoln Boulevard streetscape improvements and bus lane (PCD, PW)
- Community outreach, education and support on immigration status and residents' rights (CCS, CAO, SMPD)

Framework

PLACE & PLANET

PLACE & PLANET

Protect natural resources and cultivate exceptional and resilient built environment.

STRATEGIC GOAL PROJECTS

- Support Santa Monica Airport closure and shorten the runway from 5,000 to 3,500 feet (Airport)
- Grow the transportation management organization to assist residents, employees and visitors to reduce drive-alone trips (Mobility)

PROGRAMS, PROJECTS & POLICY INITIATIVES

- Make progress toward goal of water self-sufficiency by 2020 (PW)
- Promote and maintain the Santa Monica Pier as a unique and iconic community gathering place (HED)
- Maintain infrastructure through the street light modernization, street resurfacing, alley renewal, sports field renovation, alternative sidewalk, street tree restoration and beach and aquatics maintenance programs (PW)
- Conduct a comprehensive assessment of the Big Blue Bus fleet to identify improvements and explore conversion to electric power (BBB)
- Complete feasibility and design of the Civic Center Sports Field (CCS, PW, PCD)

LEARNING

LEARNING

Champion lifelong education achievement and opportunities for continuous personal growth.

STRATEGIC GOAL PROJECTS

- Advance smC2C Kindergarten Readiness Campaign, including increasing childcare subsidy program capacity by 20% (Learn + Thrive)
- Implement a new adult literacy education program, Literacy Education for Adults and Families (LEAF) (Learn + Thrive)

PROGRAMS, PROJECTS & POLICY INITIATIVES

- Implement programs providing access to needed job skills and training, including a new Fire Cadet Program, Police Cadet Program, Rosie's Girls, Youth Tech and Trade Intern Program. (SMFD, SMPD, CCS, PW, ISD)
- Support college and career readiness through PAL programming (CCS, SMPD)
- Partner with Santa Monica College to facilitate construction of the Early Childhood Lab School (PW, CCS, CMO)
- Early childhood and literacy programs: story times, parenting workshops, and Reading2Go (LIB)

Framework

HEALTH

HEALTH

Nurture opportunities for enriched physical, social, and emotional health.

PROGRAMS, PROJECTS & POLICY INITIATIVES

- Provide safe water, sewer, refuse collection services to residents and businesses (PW)
- Administer four weekly Certified Farmer's Markets, providing a year round selection of fresh seasonal produce (HED)
- Improve response times and availability of resources with newly added rescue ambulances at Station 2 & 3 (SMFD)
- Define Safe Routes for Seniors Program that supports independent active mobility and aging in place (PCD, CCS)
- Enhance wellness services for school-age children (CCS)

ECONOMIC OPPORTUNITY

Support community needs through a stable, vibrant and diverse local economy.

STRATEGIC GOAL PROJECTS

- Implement pilot programs to (1) provide locally funded rental assistance to long-term Santa Monica households and (2) create incentives for apartment owners to participate in housing voucher programs (Inclusive & Diverse Community)
- Reduce transportation cost burden by promoting employer incentives, outreach and collaboration with Transportation Management Organization (Mobility)

PROGRAMS, PROJECTS & POLICY INITIATIVES

- Invest in the production and preservation of long-term affordable housing provided by non-profit affordable housing organizations (HED)
- Promote local businesses through programs such as Buy Local and through support of four Business Improvement Districts (HED)
- Promote fair housing and prevent tenant harassment prevention outreach, investigations, enforcement and litigation (CAO)
- Provide infrastructure for broadband services to assist with business viability and growth (ISD)
- Conduct procurement outreach focused on local and disadvantaged vendors when completing City purchases (FIN)
- Increase access to business and career development through programs and promotion of electronic resources (JobNow, Foundation Center) (LIB)

Framework

GOVERNANCE

GOVERNANCE

Equitable, transparent, effective processes that cultivate a trustworthy and participatory local government.

PROGRAMS, PROJECTS & POLICY INITIATIVES

- Maintain the legislative history of the City Council, Lobbyist Registry and the City's Oaks Initiative Laws (RES)
- Use performance budgeting to address future budget funding gaps (FIN)
- Protect information by maintaining and safeguarding City data and monitoring and protecting the City's digital assets (ISD)
- Enhance and modernize business practices by supporting workforce mobility, digitizing and automating City processes, and facilitating data and application integration through a comprehensive software strategy (ISD, CMO, HR)
- Complete a study on City staff compensation and the use of overtime by public safety staff through the City's Audit Subcommittee (CMO, FIN)
- Implement SaMoStat, a comprehensive performance management system using timely data to achieve Strategic Goals and wellbeing and sustainability outcomes (CMO, ISD, FIN)

Framework

SaMoStat: Santa Monica's Performance Management System

The Framework captures the vision of the City of Santa Monica. The City's new performance management system SaMoStat, will collect, measure, and track data to provide a cohesive structure through which to identify where programs are working, where to make changes, and how to best deploy City resources.

SaMoStat will follow four key, established tenets:

- Accurate and timely intelligence shared by all;
- Rapid deployment of resources;
- Effective tactics and strategies; and
- Relentless follow-up and assessments

Beginning with Council's five strategic goals and later with the departments reporting to the City Manager, SaMoStat will help to drive a data-driven culture. After the adoption of the budget, the City will establish meaningful metrics for major projects and at routine intervals, report on program achievement based on these metrics through SaMoStat.

Santa Monica at a Glance

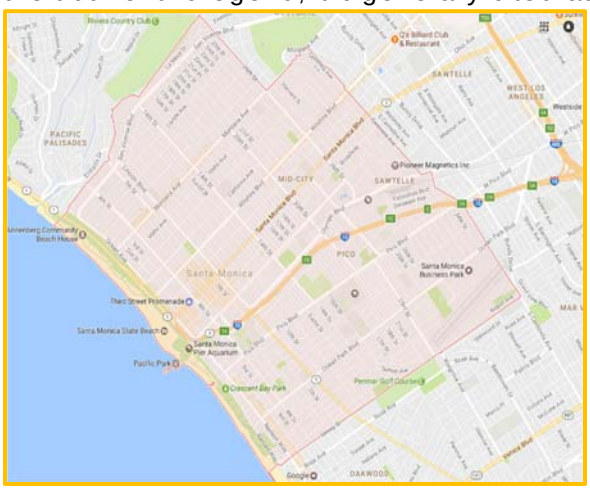
FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Santa Monica at a Glance

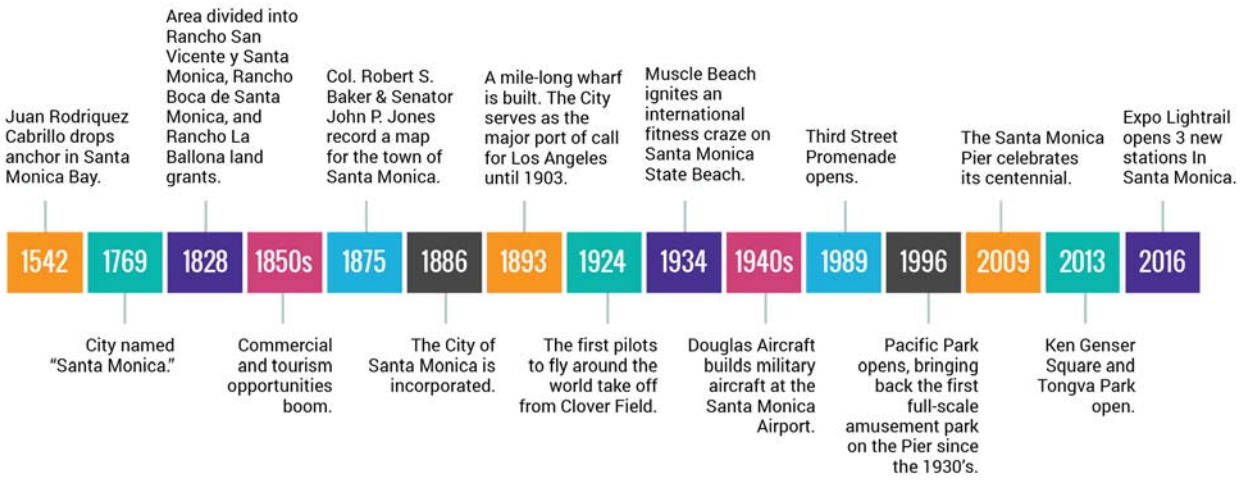
Santa Monica: *Populus Felix In Urbe Felici* (fortunate people in a fortunate place)

Santa Monica is a beautiful beachside community that draws its name (according to legend) from the spot where soldiers camped at an Indian village near two springs 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. One thing is certain, Santa Monicans are a happy people in a happy place.



Santa Monica is 8.3 square miles, situated on the west side of Los Angeles County, about 16 miles from downtown Los Angeles. 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 (Interstate 405), and by four major east-west thoroughfares: Santa Monica (Route 66), Wilshire, Olympic and Pico Boulevards.

Historic Timeline

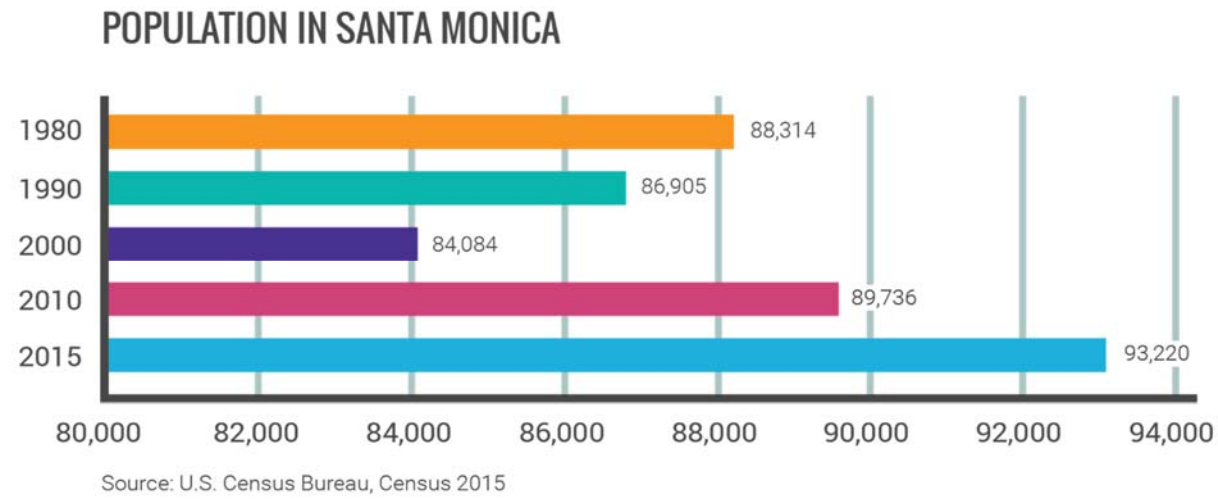


Santa Monica is home to a mix of commercial districts, residential communities, recreational and art venues, and three miles of wide beaches. High-profile corporate headquarters, hi-tech and entertainment companies, small entrepreneurial start-ups, restaurants and retail businesses call the City home.

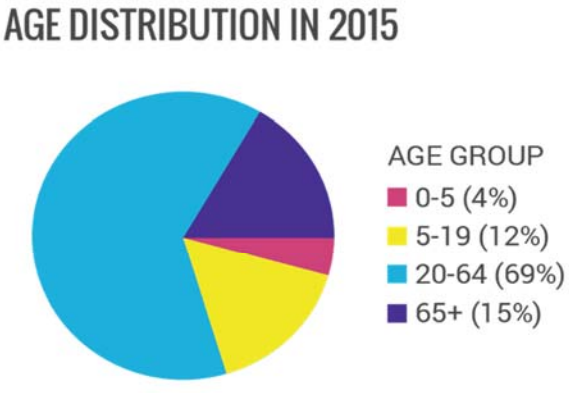
Santa Monica at a Glance

Santa Monica is also a full-service city. This means the City of Santa Monica has its own police and fire departments, water department, and even a cemetery. Santa Monica was one of the first cities to adopt a strategic plan for sustainability. It offers residents and businesses free public wifi as well as a high speed fiber optic network. Santa Monica's housing stock is largely made up of renters - 73 percent, of which 27,594 residential rental units remain subject to the Santa Monica Rent Control Law. Santa Monica has an award-winning library system as well as year-round arts and cultural programming for all ages. The climate is mild and the air quality is consistently good making it an ideal place to live and visit.

Quick Facts



Source: U.S. Census Bureau, Census 2015



Educational Attainment: 65.3% bachelor's degree or higher
Median Household Income: $76,580
Percentage of Homeowners: 27%
Percentage of Renters: 73%
Households: 46,688
Median Gross Rent: $1,593

Median Age: 40.1 Years of Age

Source: U.S. Census Bureau, 2015 Demographic Profile Data

Santa Monica at a Glance

Local Economy

Santa Monica has a strong and diverse economy. Known as "Silicon Beach," local businesses are at the leading edge of the nation's creative economy and startup scene. People are coming from all over the world to work at companies like Snapchat, Activision and Beach Body. From entertainment leaders like Miramax, Universal Music Group, and Lionsgate, to startup successes like Truecar, and Beautycounter, Santa Monica is a home for creativity and business innovation. Santa Monica offers Class A office space with access to a nationally recognized high speed fiber optic network. 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 2016 these visitors spent $1.87 billion annually, generating retail sales and transient occupancy taxes for the City. Over 13,000 jobs are supported by the tourism industry. The City's 40 hotels typically operate with occupancy rates above the 80% range on an annual basis. Room rates remain among 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. The City of Santa Monica provides $18.1 million in funding support to SMMUSD annually. In FY 2017-18, this funding will increase to $25.6 million based on a new sales tax.

Santa Monica College (SMC), one of the state's top two-year community colleges, 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 three renowned and respected health facilities, Providence Saint John's Health Center, Santa Monica-UCLA Medical Center and Kaiser Permanente.

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.

Santa Monica at a Glance

Infrastructure, Mobility & Sustainability

In 2016, the Metro Expo Light Rail opened, connecting Santa Monica to Downtown Los Angeles. To capitalize on this historic transportation game-changer the City of Santa Monica made further investments in the Colorado Esplanade, framing the Santa Monica Pier. It also rerouted its entire Big Blue Bus system to connect to the Metro system. These efforts were part of a fun, citywide behavior-change campaign called GoSaMo, to inform and encourage people to try one of the numerous alternative transportation options.

The beloved California Incline re-opened with protected bike lanes and pedestrian walkways. Breeze Bike Share celebrated its first birthday in November 2016 with 43,000 subscribers and 285,000 trips. There are 500 smart bikes located at 85 stations throughout Santa Monica and Venice.

Santa Monica has a well-earned reputation for well-maintained public spaces and infrastructure. In 2016, City staff responded to thirteen thousand requests through the Government Outreach System (GO) related to everything from calls about graffiti to noise complaints; completed 1,200 street light repairs; and repaired 7 miles of streets, 93,000 square feet of sidewalks and 900 potholes.

408 residents and businesses made the switch to sustainable landscapes and together saved over 8 million gallons of water. Santa Monica's greenhouse gas emissions are now 20% lower than they were in 1990. The next Climate Action and Adaptation Plan will help the City prepare for climate change and become a carbon neutral community with aggressive goals, including: water self-sufficiency by 2020, zero waste by 2030, and carbon neutrality by 2050.

Santa Monica at a Glance

Public Safety

Public safety is a top priority in the City of Santa Monica. In 2015, the City of Santa Monica experienced a 27% increase in part 1 offenses. These totals are still within the comparable lows of the late 1950's. A significant portion of the increase is a result of non-violent property thefts. The Police Department is focused on crime prevention strategies and has seen a decrease of 3.4% in the first part of 2016.

Santa Monica Fire Department continues to maintain a Class 1 ISO rating, the highest possible rating that can be given to any fire department nationwide by the Insurance Services Office.

The Fire Department responded to over 16,000 calls for service; nearly 80% related to Emergency Medical Service. The Fire Prevention Division completed 1,292 Plan Reviews, over 5,600 Commercial Inspections, 3,100 Residential Inspections, and 1,058 Construction Inspections.

Public Engagement

The City continues to find ways to creatively engage its residents. The GoSaMo mobility outreach campaign drove over 60 million impressions. 1,200 people took the survey for the Downtown Community Plan to help shape the future of Downtown Santa Monica. The City has more than 30,000 followers on Facebook, Twitter and Instagram.

FY 2017-19 Adopted Biennial Budget

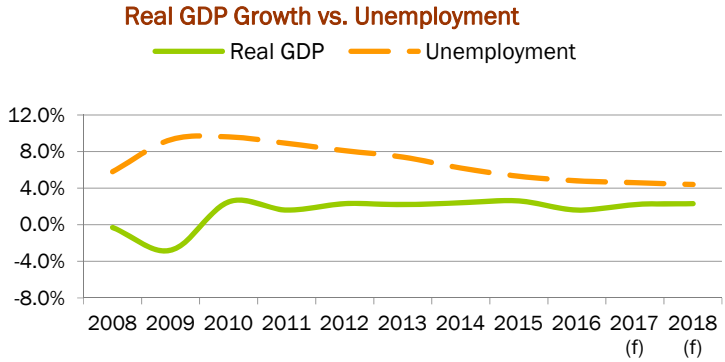
City of Santa Monica®

Overall Economic Conditions

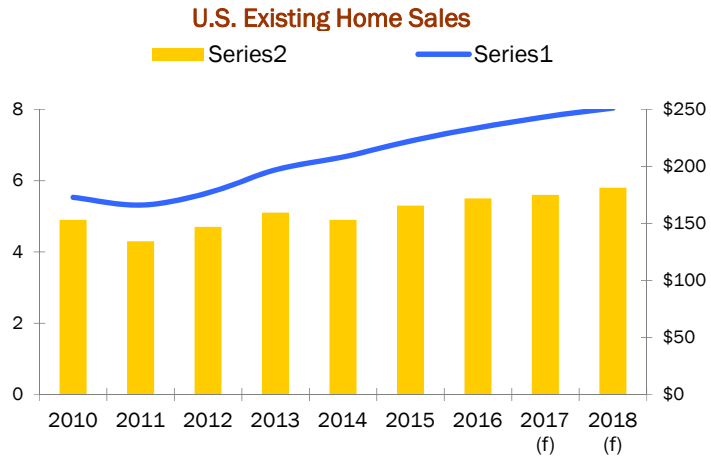
The assumptions used in preparing the FY 2017-19 revenue budget are based on a review of information concerning the national, state, regional, and local economies. A wide range of data was used from respected sources such as Bloomberg, UCLA, and Beacon Economics.

National Economy

The U.S. economy continues to grow, but at a mild pace. Economic growth as measured by GDP was positive for the seventh consecutive year, one of the longest economic recoveries on record, but the recovery also continues to be one of the slowest on record. Economic growth has averaged 2.1% annually during the post-recession period and only grew by 1.6% in 2016. These rates of growth are well below the growth rates typical of strong economic 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 2.2% and 2.3% respectively in 2017 and 2018. Consumer spending has been driven by an improving labor market, easier credit conditions as interest rates, while recently increasing, remain near historic lows, improved consumer confidence, and low inflation. The employment situation has improved significantly. The June 2017 unemployment rate was 4.4%, the lowest in ten years, and the economy has added jobs every month for the last eight years, including 2.2 million jobs in 2016. The unemployment rate is expected to remain relatively flat over the next two years.



Source: Bloomberg



Source: National Association of Realtors

The housing market continues its improvement from the last several years. The S&P/Case-Shiller index of home prices in 20 cities reported a 3.7% year over year gain for 2016. Data from the National Association of Realtors (NAR) showed existing home sales continuing at a strong pace while median sales prices have shown strong growth up to an average of 6% annually for the last two years and are expected to increase about 4% annually for the 2017-2018 period.

The Bloomberg forecast projects inflation to increase slightly from the rates of the last few years, but still remain relatively low with rates projected to average less than 2.5% through at least 2019. The Federal Reserve has begun

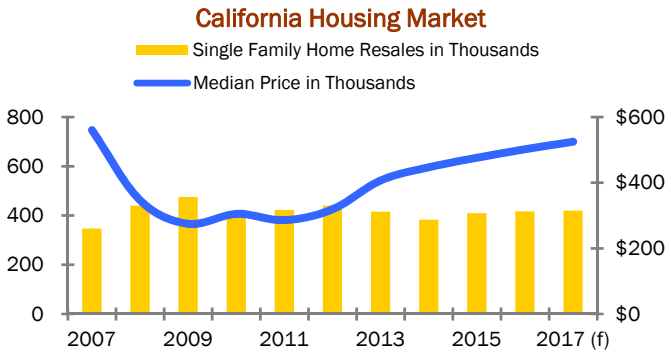
Overall Economic Conditions

to increase interest rates and is expected to continue these increases over the next two years in an effort to "normalize" rates.

In summary, the economy is expected to continue its mild expansion. Consumer spending continues to be strong and business investment has begun 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 policy impacts of the new administration in Washington cannot yet be determined. Additionally, history would indicate that the economy is likely to head into a recession some time within the next five years.

State Economy

The California economy appears to be flattening somewhat after years of strong growth since the recession. Unemployment has fallen to its lowest level since 2006 (4.9%) from its 2010 peak of 12.4% and over 2 million jobs have been added. However, job growth in 2016 was the lowest since 2011. The Governor's budget noted that State revenues which grew sharply during the economic recovery, are now tracking lower than expectations reflecting California's volatile tax base. For the first time in several years, the State Budget faces a deficit without "corrective action." 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. The UCLA Economic Forecast projects economic growth (as measured by employment increases) will slow from 2.1% in 2017 to only 0.9% by 2019. Unemployment, however, is expected to continue its decline, falling to 4.6% by the end of 2017. Personal income is projected to grow by 3.4% in 2017, 3.7% in 2018, and 3.2% in 2019. The housing market continues its recovery, but may begin to slow. The number of single family residence sales in 2016 was relatively flat with 2015 levels, and a small increase of less than 1% is projected for 2017 by the California Association of Realtors (CAR). The median sales price of existing family homes in June was 7% greater than one year earlier. The CAR also predicts that median price will increase 4.6% to $525,000, still about 6% below the peak of $560,300 in 2007.



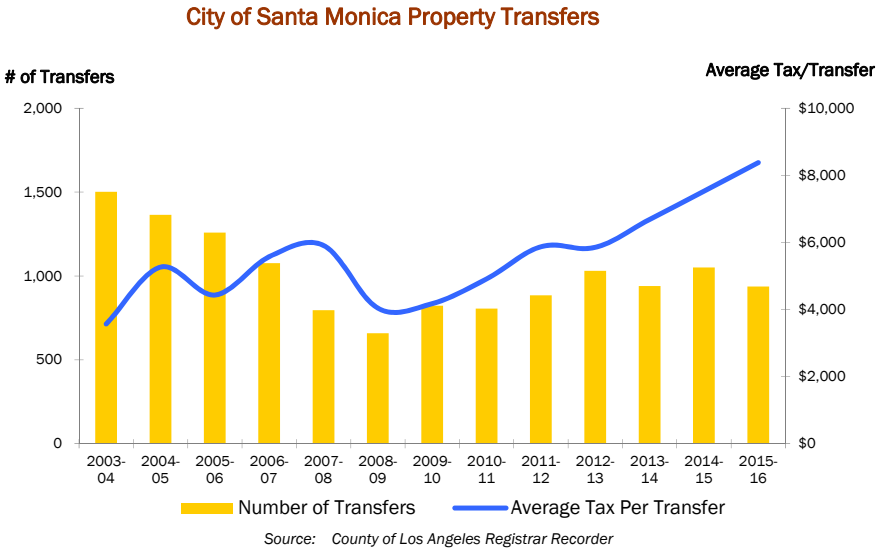
Source: California Association of Realtors

Tourism has experienced a strong recovery and statewide sales taxes have also rebounded sharply from recessionary lows, but could be affected by the new president's travel ban and other policy issues. Statewide sales tax revenues are projected to only show a small increase in FY 2017-18, further indicating a potential slowing in the economy. As noted, the slow revenue growth has led to a potential deficit in the State budget. The Governor's proposal included measures to close the deficit. Additionally, the continuing buildup of the State's Rainy Day Fund per Proposition 2 will help protect against deficits, but rising costs from health care reform, pension costs, infrastructure repair, and the uncertainty from Washington will provide fiscal challenges.

Overall Economic Conditions

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 8% and 18% of General Fund revenues. In many cities, sales and property taxes alone account for up to 60% of revenues. Most of these taxes are economically driven and were significantly impacted by the recession. However, all the taxes have recovered and surpassed pre-recession levels to some extent over the last three years.



Source: County of Los Angeles Registrar Recorder

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 and moderate increases are expected for the next two 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. Taxable sales 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. The City's one-half percent Transaction and Use Tax (TUT), approved by Santa Monica voters in 2010 now generates approximately $16 million per year, half of which is paid to the Santa Monica Malibu Unified School District in exchange for the use of certain school facilities. In November 2016, voters passed Measure GSH, adding another one-half percent to the City's TUT rate. Per the advisory Measure GS, one-half of the proceeds from the increased portion of the tax will be used for affordable housing with the other half further supplementing the school district.

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, more moderate growth is expected over the budget period as average room rates continue to increase and two new properties opened late FY 2016-17.

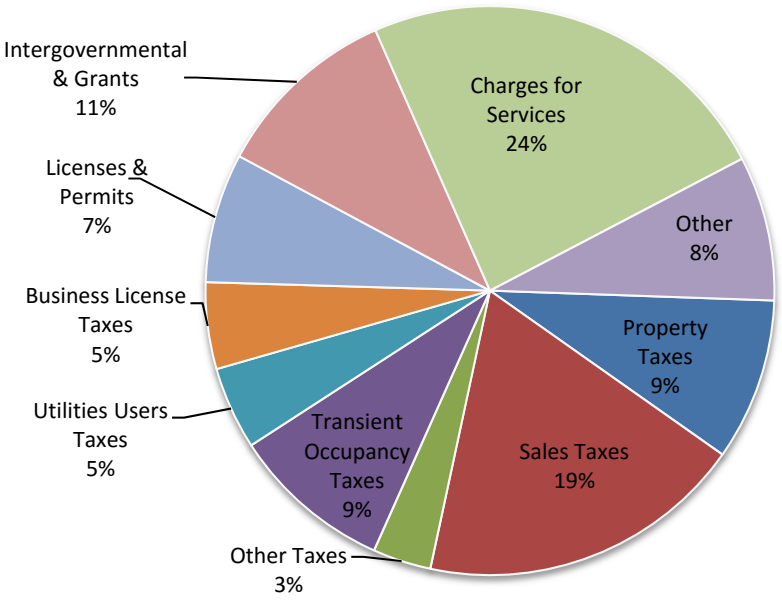
The improvements to the local economy have pushed tax revenues well above pre-recession levels. However, long term growth rates for on-going General Fund tax revenues are projected to be moderate, averaging about 3% annual growth over the next five years. A discussion of local taxes follows the Citywide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

Citywide Budget Overview

Total FY 2017-18 City Revenues — $625.8 million

Total projected City revenues for FY 2017-18 are $625.8 million, net of transfers and reimbursements. This represents a 5.4% increase from the FY 2016-17 estimated actuals. The $32.0 million increase reflects increased revenues in the Airport Fund from the City becoming the Fixed Based Operator (FBO), increased Big Blue Bus capital grant revenues, and greater General Fund revenues.

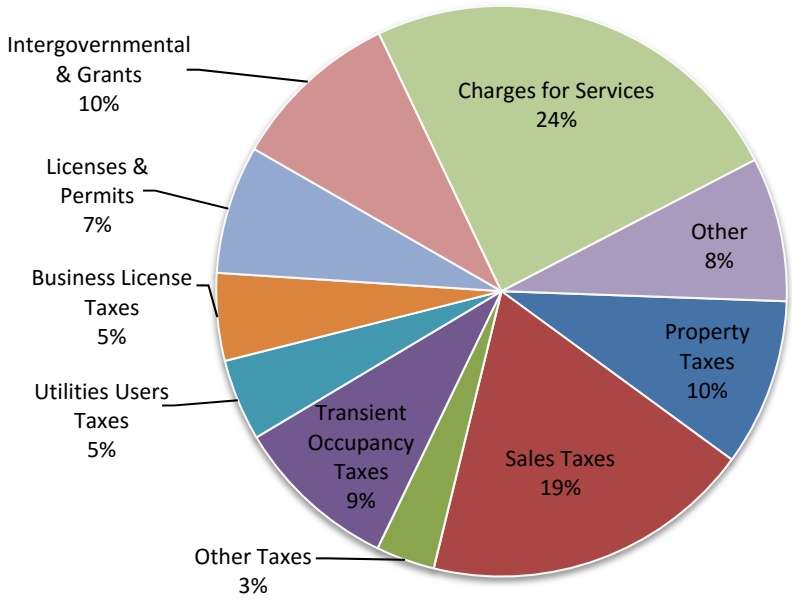
FY 2017-18 Citywide Revenues by Category



Total FY 2018-19 City Revenues — $638.5 million

Revenues in FY 2018-19 are projected to be $638.5 million, net of transfers and reimbursements. This represents a 2% increase from FY 2017-18. The $12.7 million increase reflects increased Beach Fund revenues primarily from increased parking rates, and greater General Fund revenues.

FY 2018-19 Citywide Revenues by Category



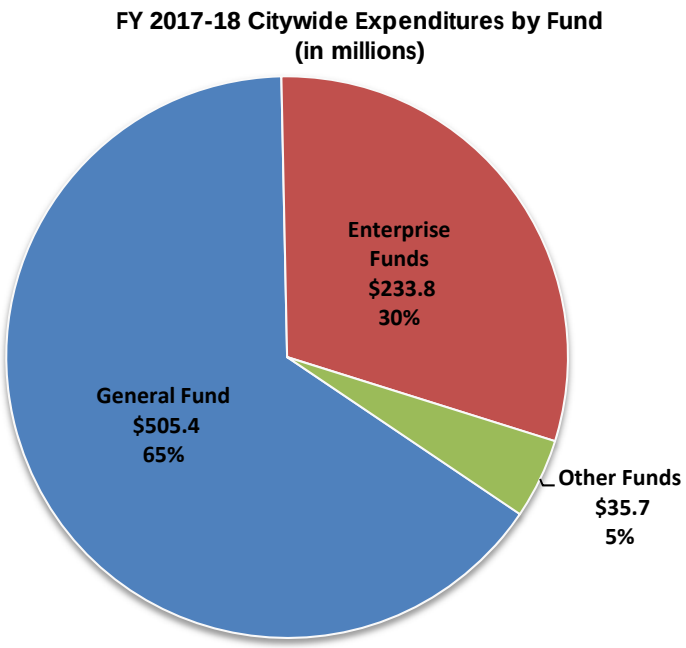
Citywide Budget Overview

Total FY 2017-18 City Budget — $774.9 million

The FY 2017-18 budget includes $774.9 million in expenditures, net of transfers and reimbursements, for all funds. This amount represents a 10.5% increase over the revised budget for FY 2016-17, primarily due to increased capital spending for the construction of the new Fire Station 1 and the City Services Building (using bond proceeds).

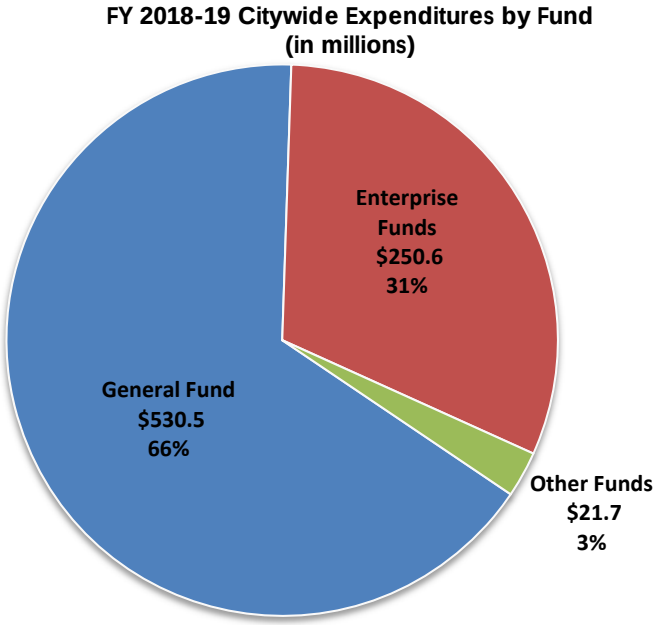
The difference between Citywide revenues and expenditures is due to disparities in timing between revenues and expenditures for capital projects, as well as the use of bond proceeds and reserves to fund capital projects.

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.



Total FY 2018-19 City Budget — $802.8 million

The FY 2018-19 budget includes $802.8 million in expenditures, net of transfers and reimbursements, for all funds. This amount represents an increase of 3.6% from FY 2017-18, primarily due to increased capital spending funded using prior years' revenues and reserves.



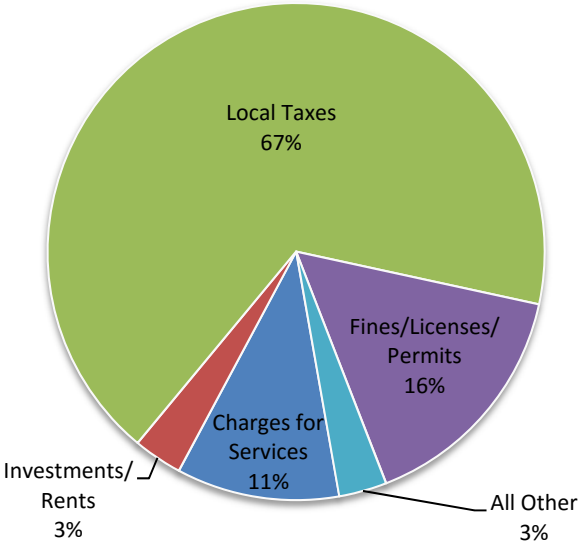
Citywide Budget Overview

General Fund Budget

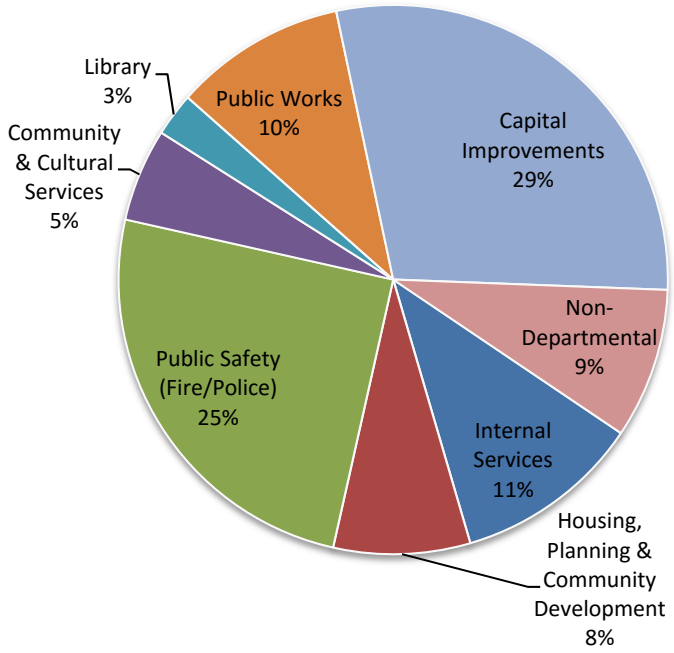
FY 2017-18 General Fund Revenues — $391.8 million; Expenditures $505.4 million

Total FY 2017-18 total General Fund revenues are projected to be $391.8 million, which is $19.4 million, or 5.2% greater than the FY 2016-17 estimated actuals. The General Fund Operating Budget for FY 2017-18 is $359.2 million and Capital Improvement Projects add an additional $146.2 million, for a total General Fund budget of $505.4 million. $125.6 million in capital expenditures will be funded using reserves or proceeds from a future bond issuance. Operating expenditures decrease $16.7 million, or 4.4% below the FY 2016-17 revised budget.

Where does the money come from in FY 2017-18?



Where does the money go?

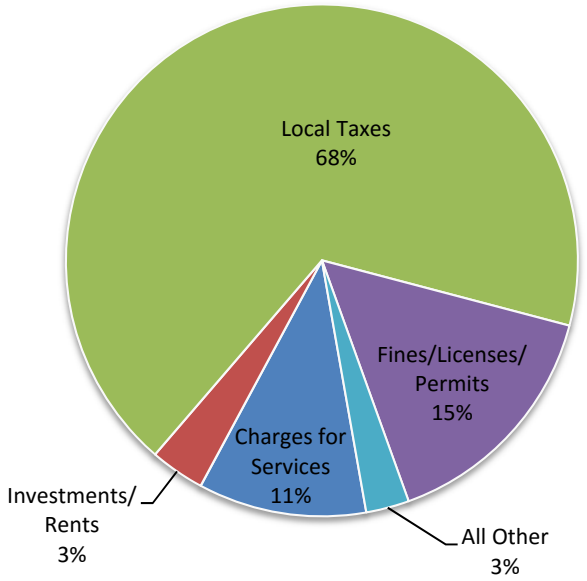


Citywide Budget Overview

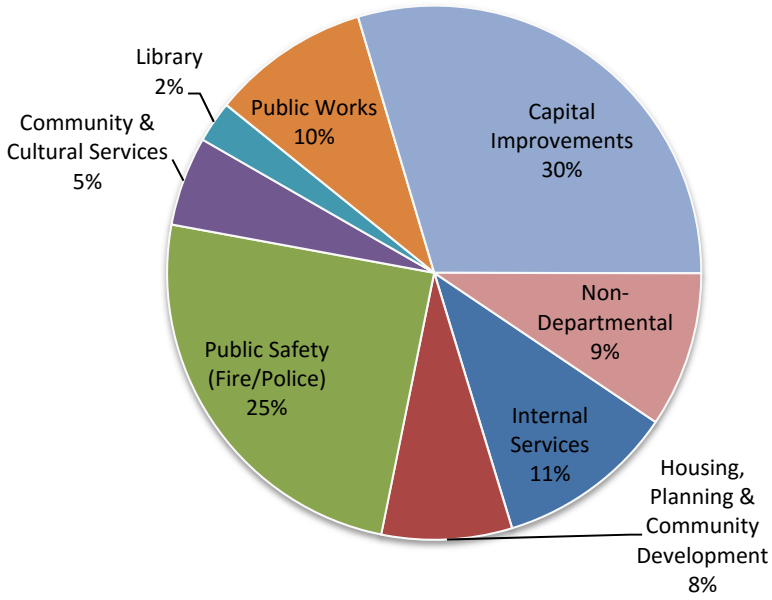
FY 2018-19 General Fund Revenues — $402.1 million; Expenditures $530.5 million

Total FY 2018-19 General Fund revenues are projected to be $402.1 million, which is $10.4 million, or 2.6% more than in FY 2017-18. The General Fund Operating Budget for FY 2018-19 is $373.3 million and Capital Improvement Projects add $157.2 million, for a total General Fund budget of $530.5 million. Operating expenditures increase $14.1 million, or 3.9% over the FY 2017-18 Budget.

Where does the money come from in FY 2018-19?



Where does the money go?



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 **Water and Wastewater Funds** have sufficient revenues to cover current operations. Rate increases in the Water Fund allow the implementation of the Sustainable Water Master Plan while also maintaining reserve levels. The Wastewater Fund continues to have adequate revenues and reserves to meet current operational and capital expenditures.

The **Resource Recovery and Recycling (RRR) Fund** will maintain a positive fund balance until FY 2019-20. There are several upcoming proposals that may potentially have a substantial impact on the financial stability of the fund after FY 2019-20, including the piloting of a residential wet/dry collection system, expanding the commercial "rot or not" program, the Fund's share of costs to complete the Corporate Yards modernization project, and the displacement of the recycling contractor at the Corporate Yards that will result in additional costs for transporting the City-collected recycling materials to an offsite location. Staff will continue to monitor fund performance and consider the need for a rate increase in the future.

The **Big Blue Bus (BBB) Fund** will maintain a positive fund balance over the next five years. BBB, like most transit agencies in the country, continues to be confronted with reduced ridership, and BBB staff continues to develop strategies to improve ridership. The additional revenue from the voter-approved Measure M, which allocates an additional ½ cent sales tax to transportation agencies in order to improve traffic congestion, keep fares affordable and improve bus systems, will help offset the reduction in farebox revenue that BBB historically receives from the State Transit Assistance (STA) program, and the increase in operating costs associated with new service and operating costs. BBB will continue to monitor the fund balance.

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

The **Housing Authority Fund** has a projected operating structural deficit of approximately $0.5 million to $1 million annually throughout the forecast period. This assumes that U.S. Department of Housing and Urban Development (HUD) funding to the housing authorities will not be reduced.

The **Pier Fund** is not able to sustain an adequate balance to cover both its operating costs and large capital expenditures. Capital needs that are unable to be funded by the Pier Fund during the forecast period must compete with General Fund-supported capital needs.

Citywide Total Compensation

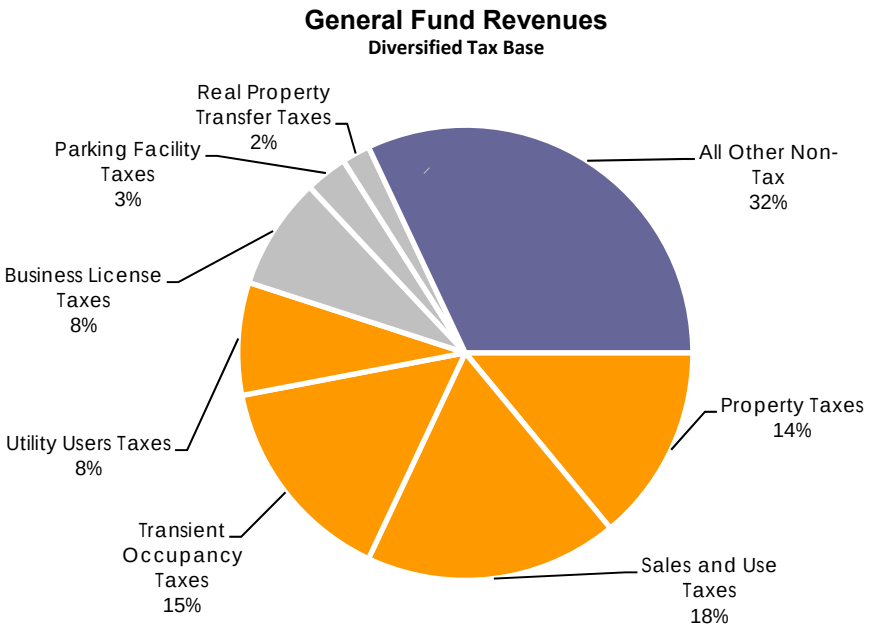
Total compensation, which includes employee salaries, pension contributions, health care and workers' compensation costs, makes up 64% of the City's overall operating budget, and nearly 70% of the General Fund operating budget. The rising cost of healthcare, and the need to supplement CalPERS pension 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. Healthcare costs for employees are anticipated to increase by 7.8-9% in FY 2017-18 depending on the healthcare plans used by employees. 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.

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, using negotiated contribution levels as of June 30, 2017, is approximately 25% of the total cost. Detail of gross projected pension plan costs for FY 2017-19, offset by employee reimbursements, is outlined below.

	FY 2017-18 Budget (in millions)	% of Operating Budget	FY 2018-19 Budget Plan (in millions)	% of Operating Budget
General Fund				
Gross Pension Cost	$ 56.7		$ 62.3	
Employee Contributions	13.3		13.7	
Net Pension Cost to the City	$ 43.4	12.1%	$ 48.6	13.0%
All Other Funds				
Gross Pension Cost	$16.7		$ 18.3	
Employee Contributions	5.2		5.4	
Net Pension Cost to the City	$ 11.5	6.6%	$ 12.9	7.4%
Total Gross Pension Cost	**$ 73.4**		**$ 80.6**	
Total Employee Contributions	**18.5**		**19.1**	
Total Net Pension Cost to the City	**$ 54.9**	**10.3%**	**$ 61.5**	**11.2%**

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 $246.3 million out of the $263.9 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.

Sales Taxes — 18% 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 percent Transaction and Use Tax (TUT), approved by Santa Monica voters in 2010. However, 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 3% in FY 2017-18 and another 3.6% in FY 2018-19. In November 2016, Santa Monica voters approved Measure GSH, which added another one-half percent to the City's TUT and is anticipated to generate an additional $16 million annually with half going to the School District and half being set aside for affordable housing uses.

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 6.6% in FY 2016-17 after increases averaging over 6% for the previous three years. While the number of property transfers has flattened after hitting post-recession highs in FY 2014-15, the average transfer price has soared during the last three years.

Major General Fund Tax Base Projections

The commercial real estate market also remains very strong. The fourth quarter 2016 office vacancy rate of 9.6% and average rent of $5.61 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 both FY 2017-18 and FY 2018-19.

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, although that decline has also begun to level out. Additionally, since FY 2012-13 the City has been receiving residual and pass-through payments from Redevelopment Property Tax Trust Funds (RPTTF) due to the dissolution of Redevelopment.

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 for the last five years has averaged almost 10% 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 moderate in the next several years. In FY 2017-18, revenues are projected to increase by 5.2%, reflecting the full year impact from two new hotels that opened in late FY 2016-17, and then increase another 3.5% in FY 2018-19.

Utility Users Taxes — 8% 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, Spectrum, and Frontier Communications, 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 and natural gas 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 services are expected to increase by CPI in FY 2017-18 and FY 2018-19, reflecting the impact of the Water Shortage Response Plan.

Business License Taxes — 8% of General Fund Revenues

As with most other local taxes, business license taxes have recovered from the recession and grown for five consecutive years after two years of decreases. In FY 2017-18, economic growth will nearly be offset by the impact of the departure of several major taxpayers resulting in a revenue increase of just 0.5%. Revenues are projected to grow by just under 3% in FY 2018-19, reflecting mild economic growth as well as the impact of enhanced business discovery and business license audit programs.

Major General Fund Tax Base Projections

Parking Facility Taxes — 3% of General Fund Revenues

Parking Facility Taxes have slowed the last two years as remittances from privately owned parking facilities have not increased as expected. As with other City taxes, growth is expected to be relatively mild over the next few years, resulting in annual revenue increases of 2% in FY 2017-18 and 1.6% in FY 2018-19. 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. Transfer tax revenue in FY 2014-15 and FY 2015-16 were the highest on record, and FY 2016-17 revenues are on pace to exceed those results. However, the number of transfers is still below peak year levels. Revenues during the last several years have been skewed upward by the sale of a number of very large properties. Based on this, revenues are expected to drop by $2.3 million in FY 2017-18, show a modest increase in FY 2018-19, and then remain relatively flat for the foreseeable future.

Fund Balances

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

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.
- **(14) Tenant Ownership Rights Charter Amendment (TORCA) 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 revenues and expenditures formerly in the Low and Moderate Income Housing Fund established under Community Redevelopment law.
- **(19) Community Development Block Grant (CDBG) 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 (COPS) Fund** — To account for the receipt and expenditure of the Citizens Option for Public Safety program established by AB3229 of 1996. In addition to disallowing a grantee to use the funds to supplant its budget, the State guideline requires a public hearing for the proposed use of funds. Appropriations are recommended to the Council by a separate staff report after the hearing is conducted.

Fund Balances

- **(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.
- **(45) Local Return Fund** — To account for revenues and expenditures from the Proposition A, Proposition C and Measure R Local Return programs, three one-half cent sales tax measures approved by Los Angeles County voters to finance a countywide transit development program.
- **(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 (RRR) Fund** — To account for revenues and expenses of operating the City's refuse collection, street sweeping and cleaning, and recycling programs.
- **(28) Community Broadband Fund** — To account for revenues and expenses related to the City's dark and lit fiber services.
- **(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 stormwater management.
- **(37) Cemetery Fund** — To account for revenues and expenses associated with operation of Woodlawn Cemetery.
- **(41) Big Blue Bus (BBB) 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 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, Environmental Impact Report (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 Balances

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, which requires an operating subsidy from the Special Revenue Source Fund.

FUND BALANCE PROJECTIONS FY 2017-18

Fund Category/Type	Projected Ending Fund Balance 6/30/2017	FY 2017-18 Budgeted Revenues	FY 2017-18 Budgeted Expenditures	Operating Transfers	6/30/2018 Projected Fund Balance	Change $	Change %
GENERAL FUND							
(01) General [a]	$ 12,972,544	$ 391,761,203	$ (505,424,130)	$ 116,702,956	$ 16,012,573	$ 3,040,029	23.4%
SPECIAL REVENUE FUNDS							
(04) Special Revenue Source [b]	26,913,055	3,186,447	(2,254,862)	(496,607)	27,348,033	434,978	1.6%
(06) Clean Beaches / Ocean Parcel Tax [c]	2,419,426	3,190,876	(4,439,013)	(900,000)	271,289	(2,148,137)	-88.8%
(11) Beach Recreation	9,539,947	15,488,330	(16,265,620)	-	8,762,657	(777,290)	-8.1%
(12) Housing Authority [b]	94,764	19,529,536	(20,120,907)	496,607	-	(94,764)	-100.0%
(14) TORCA [d]	229,805	125,000	(421,580)	66,775	-	(229,805)	-100.0%
(15) Low/Moderate Income Housing Asset [d]	15,502	650,000	(1,565,795)	900,293	-	(15,502)	-100.0%
(19) CDBG [e]	-	1,552,760	(1,474,759)	-	78,001	78,001	N/A
(20) Miscellaneous Grants [e]	-	15,577,053	(6,455,697)	-	9,121,356	9,121,356	N/A
(22) Citizens' Option for Public Safety	175,481	102,000	(100,000)	-	177,481	2,000	1.1%
(43) Gas Tax	62,464	2,615,431	(2,615,331)	-	62,564	100	0.2%
(44) SCAQMD AB2766	1,039,357	715,300	-	-	1,754,657	715,300	68.8%
(45) Local Return [e]	-	2,814,505	(3,077,715)	263,210	-	-	N/A
(53) Parks and Recreation Facilities	151,085	1,000	-	-	152,085	1,000	0.7%
ENTERPRISE FUNDS							
(25) Water	29,465,472	25,581,446	(34,834,518)	-	20,212,400	(9,253,072)	-31.4%
(27) Resource Recovery and Recycling	5,643,965	27,766,885	(28,332,423)	-	5,078,427	(565,538)	-10.0%
(28) Community Broadband	167,169	2,115,000	(1,894,661)	-	387,508	220,339	131.8%
(30) Pier [f]	609,136	6,635,554	(8,643,537)	1,398,847	-	(609,136)	-100.0%
(31) Wastewater [g]	36,051,546	19,709,003	(26,825,807)	2,400,000	31,334,742	(4,716,804)	-13.1%
(33) Airport / Special Aviation	2,112,568	19,497,206	(20,061,331)	-	1,548,443	(564,125)	-26.7%
(34) Stormwater Management [h]	307,348	2,163,662	(6,358,128)	4,006,205	119,087	(188,261)	-61.3%
(37) Cemetery	-	1,875,336	(1,693,815)	-	181,521	181,521	N/A
(41) Big Blue Bus	37,142,681	83,926,501	(98,602,212)	-	22,466,970	(14,675,711)	-39.5%
(77) Parking Authority [i]	166,513	25,000	(9,302,415)	9,110,902	-	(166,513)	-100.0%

FUND BALANCE PROJECTIONS FY 2017-18

Fund Category/Type	Projected Ending Fund Balance 6/30/2017	FY 2017-18 Budgeted Revenues	FY 2017-18 Budgeted Expenditures	Operating Transfers	6/30/2018 Projected Fund Balance	Change $	Change %
INTERNAL SERVICE FUNDS							
(54) Vehicle Management [j]	$ 9,032,050	$ 12,559,816	$ (14,493,920)	$ (182,500)	$ 6,915,447	$ (2,116,603)	-23.4%
(55) Info Tech Replacement and Services	5,225,516	2,331,957	(2,900,000)	-	4,657,473	(568,043)	-10.9%
(56) General / Auto Liability Self-Insurance	13,070,070	3,160,000	(3,985,108)	-	12,244,962	(825,108)	-6.3%
(57) Bus Self-Insurance	5,946,414	3,850,000	(2,981,120)	-	6,815,294	868,880	14.6%
(58) Risk Management Admin	455,949	3,010,000	(3,062,198)	-	403,751	(52,198)	-11.4%
(59) Workers' Comp. Self-Insurance	39,061,944	21,000,000	(13,385,560)	-	46,676,384	7,614,440	19.5%
TOTAL ALL FUNDS	**$ 238,071,770**	**$ 692,516,807**	**$ (841,572,162)**	**$ 133,766,688**	**$ 222,783,105**	**$ (15,288,665)**	**-6.4%**

a. Includes the unassigned appropriable portion of the General Fund balance, net of reserves and other assignments. Operating transfers reflect the use of $7.2 million Gillette/Boeing funds from reserves to fund the Olympic Treatment Plan and $118.4 million in anticipated bond proceeds for the City Services Building, Fire Station 1 and City Yards Modernization projects. Also includes an adjustment of $6.1 million in restricted funds and $2 million for operating contingency.

b. Includes transfer of funds from the General Fund and Parking Authority for the City/Redevelopment Agency loan repayment to be set aside for affordable housing. Operating transfers include a subsidy from the Special Revenue (04) Fund to the Housing Authority (12) Fund to support operating needs.

c. Operating transfers include funds from the Clean Beaches/Ocean Parcel Tax (06) Fund to support Stormwater (34) Fund operating needs.

d. Operating transfers include adjustment for FY 2017-18 capital expenditure budget based on FY 2016-17 revenues exceeding budget.

e. The CDBG (19), Miscellaneous Grants (20) and Local Return (45) funds revenues and expenditures do not necessarily balance on an annual basis due to receipt of federal funding and grant timing.

f. The Pier (30) fund balance operating transfers represent General Funds to support $1.4 million planned capital projects. This amount is deducted from the annual General Fund CIP allocation.

g. Operating transfers include anticipated funding from the Clean Water State Revolving Fund for the Sustainable Water Infrastructure Project.

h. Operating transfers include funds from the Clean Beaches/Ocean Parcel Tax (06) Fund to support Stormwater (34) Fund operating needs and the use of reserves for capital projects.

i. Includes transfer of the City/Redevelopment Agency loan repayment from the Parking Authority (77) Fund to the Special Revenue Source (04) Fund and Low/Mod Income Housing Asset (15) Fund to be set aside for affordable housing.

j. Includes transfer to support future fuel stations replacement.

FUND BALANCE PROJECTIONS FY 2018-19

Fund Category/Type	Projected Ending Fund Balance 6/30/2018	FY 2018-19 Budgeted Revenues	FY 2018-19 Budgeted Expenditures	Operating Transfers	6/30/2019 Projected Fund Balance	Change $	Change %
GENERAL FUND							
(01) General [a]	$ 16,012,573	$ 402,140,836	$ (530,531,420)	$ 127,672,934	$ 15,294,923	$ (717,650)	-4.5%
SPECIAL REVENUE FUNDS							
(04) Special Revenue Source [b]	27,348,033	3,425,037	20,234,933	(719,129)	50,288,874	22,940,841	83.9%
(06) Clean Beaches / Ocean Parcel Tax [c]	271,289	3,295,046	(2,161,396)	(1,100,000)	304,939	33,650	12.4%
(11) Beach Recreation	8,762,657	17,220,618	(22,978,149)	-	3,005,126	(5,757,531)	-65.7%
(12) Housing Authority [b]	-	18,911,848	(19,630,977)	719,129	-	-	N/A
(14) TORCA	-	125,000	(43,839)	-	81,161	81,161	N/A
(15) Low/Moderate Income Housing Asset	-	650,000	2,841,138	-	3,491,138	3,491,138	N/A
(19) CDBG [d]	78,001	1,052,760	(724,219)	-	406,542	328,541	421.2%
(20) Miscellaneous Grants [d]	9,121,356	4,131,805	(19,655,582)	6,402,421	-	(9,121,356)	-100.0%
(22) Citizens' Option for Public Safety	177,481	102,000	(100,000)	-	179,481	2,000	1.1%
(43) Gas Tax	62,564	3,726,486	(3,721,386)	-	67,664	5,100	8.2%
(44) SCAQMD AB2766	1,754,657	115,500	-	-	1,870,157	115,500	6.6%
(45) Local Return [d]	-	2,845,246	(1,718,538)	-	1,126,708	1,126,708	N/A
(53) Parks and Recreation Facilities	152,085	1,000	-	-	153,085	1,000	0.7%
ENTERPRISE FUNDS							
(25) Water	20,212,400	26,988,546	(30,276,233)	-	16,924,713	(3,287,687)	-16.3%
(27) Resource Recovery and Recycling	5,078,427	28,493,653	(29,410,018)	-	4,162,062	(916,365)	-18.0%
(28) Community Broadband	387,508	2,115,000	(1,942,260)	-	560,248	172,740	44.6%
(30) Pier [e]	-	6,719,802	(9,121,405)	2,401,603	-	-	N/A
(31) Wastewater [f]	31,334,742	19,850,207	(45,171,154)	23,732,952	29,746,747	(1,587,995)	-5.1%
(33) Airport / Special Aviation	1,548,443	21,483,436	(19,872,502)	-	3,159,377	1,610,934	104.0%
(34) Stormwater Management [g]	119,087	2,178,662	(2,458,992)	709,194	547,951	428,864	360.1%
(37) Cemetery	181,521	1,921,948	(1,715,385)	-	388,084	206,563	113.8%
(41) Big Blue Bus	22,466,970	92,487,562	(100,432,625)	-	14,521,907	(7,945,063)	-35%
(77) Parking Authority [h]	-	25,000	(13,275,337)	13,274,437	24,100	24,100	N/A

FUND BALANCE PROJECTIONS FY 2018-19

Fund Category/Type	Projected Ending Fund Balance 6/30/2018	FY 2018-19 Budgeted Revenues	FY 2018-19 Budgeted Expenditures	Operating Transfers	6/30/2019 Projected Fund Balance	Change $	Change %
INTERNAL SERVICE FUNDS							
(54) Vehicle Management [i]	$ 6,915,447	$ 13,114,654	$ (14,907,381)	$ (182,500)	$ 4,940,220	$ (1,975,227)	-28.6%
(55) Info Tech Replacement and Services	4,657,473	2,356,957	(2,000,000)	-	5,014,430	356,957	7.7%
(56) General / Auto Liability Self-Insurance	12,244,962	3,190,000	(4,084,833)	-	11,350,129	(894,833)	-7.3%
(57) Bus Self-Insurance	6,815,294	3,855,000	(3,068,233)	-	7,602,061	786,767	11.5%
(58) Risk Management Admin	403,751	3,125,200	(3,182,105)	-	346,846	(56,905)	-14.1%
(59) Workers' Comp. Self-Insurance	46,676,384	23,160,000	(14,007,399)	-	55,828,985	9,152,601	19.6%
TOTAL ALL FUNDS	**$ 222,783,105**	**$ 708,808,809**	**$ (873,115,297)**	**$ 172,911,041**	**$ 231,387,658**	**$ 8,604,553**	**3.9%**

a. Includes the unassigned appropriable portion of the General Fund balance, net of reserves and other assignments. Operating transfers reflect the use of $6.3 million Gillette/Boeing funds from reserves to fund the Olympic Treatment Plan, the use of $38.3 million from reserves for City Yards Modernization project, $64M in anticipated bond proceeds for City Yards Modernization project, and unfunded capital needs prior to financing ($28.4 million). Also includes an adjustment of $6.1 million in restricted funds and $2.5 million for operating contingency.

b. Includes transfer of funds from the General Fund and Parking Authority for the City/Redevelopment Agency loan repayment to be set aside for affordable housing. Operating transfers include a subsidy from the Special Revenue (04) Fund to the Housing Authority (12) Fund to support operating needs.

c. Includes transfer of funds from the Clean Beaches/Ocean Parcel Tax (06) Fund to support Stormwater (34) Fund operating needs.

d. The CDBG (19), Miscellaneous Grants (20) and Local Return (45) 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 transfers represent General Funds to support $2.4 million planned capital projects. This amount is deducted from the annual General Fund CIP allocation.

f. Operating transfers include anticipated funding from the Clean Water State Revolving Fund for the Sustainable Water Infrastructure Project.

g. Includes transfer of funds from the Clean Beaches/Ocean Parcel Tax (06) Fund to support Stormwater (34) Fund operating needs. Also includes transfer to support future capital projects and principal payments on loans.

h. Includes transfer of the City/Redevelopment Agency loan repayment from the Parking Authority (77) Fund to the Special Revenue Source (04) Fund and Low/Mod Income Housing Asset (15) Fund to be set aside for affordable housing.

i. Includes transfer to support future fuel stations replacement.

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

FY2017-18 REVENUE SUMMARY BY CATEGORY & FUND

Fund	Property Taxes	Sales Taxes	Other Taxes	Licenses & Permits	Intergovern-mental	Charges for Services	Fines and Forfeits	Investment	Rent	Grants	Other	Budget Total
General (01)	$ 57,688,119	$ 71,079,000	$ 135,257,000	$ 45,803,373	$ 1,181,673	$ 41,521,035	$ 15,694,057	$ 4,727,000	$ 7,784,545	$ -	$ 11,025,401	$ 391,761,203
Special Revenue Source (04)	$ -	$ -	$ -	$ -	$ -	$ 546,053	$ -	$ 25,000	$ -	$ -	$ 2,615,394	$ 3,186,447
Clean Beaches & Ocean Parcel Tax (06)	$ -	$ -	$ 3,085,776	$ -	$ 5,100	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ 3,190,876
Beach Recreation (11)	$ -	$ -	$ -	$ 216,654	$ 27,092	$ 12,665,079	$ -	$ 230,000	$ 1,451,072	$ -	$ 898,433	$ 15,488,330
Housing Authority (12)	$ -	$ -	$ -	$ -	$ 19,529,536	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,529,536
TORCA (14)	$ -	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ 50,000	$ 125,000
Low & Moderate Income Housing Asset (15)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ 600,000	$ 650,000
CDBG (19)	$ -	$ -	$ -	$ -	$ 1,547,760	$ -	$ -	$ 5,000	$ -	$ -	$ -	$ 1,552,760
Misc. Grants (20)	$ -	$ -	$ -	$ -	$ 15,557,053	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ 15,577,053
COPS[1] (22)	$ -	$ -	$ -	$ -	$ 100,000	$ -	$ -	$ 2,000	$ -	$ -	$ -	$ 102,000
Water (25)	$ -	$ -	$ -	$ -	$ 20,160	$ 24,561,686	$ -	$ 530,000	$ -	$ -	$ 469,600	$ 25,581,446
Resources Recovery and Recycling (27)	$ -	$ -	$ -	$ -	$ -	$ 26,799,468	$ -	$ 270,000	$ -	$ -	$ 697,417	$ 27,766,885
Community Broadband (28)	$ -	$ -	$ -	$ -	$ -	$ 2,115,000	$ -	$ -	$ -	$ -	$ -	$ 2,115,000
Pier (30)	$ -	$ -	$ -	$ -	$ -	$ 6,595,554	$ -	$ 40,000	$ -	$ -	$ -	$ 6,635,554
Wastewater (31)	$ -	$ -	$ -	$ -	$ -	$ 18,858,003	$ -	$ 500,000	$ -	$ -	$ 351,000	$ 19,709,003
Airport (33)	$ -	$ -	$ -	$ -	$ -	$ 18,430,011	$ -	$ 100,000	$ -	$ -	$ 967,195	$ 19,497,206
Stormwater (34)	$ -	$ -	$ -	$ -	$ -	$ 1,532,000	$ -	$ -	$ -	$ -	$ 631,662	$ 2,163,662
Cemetery (37)	$ -	$ -	$ -	$ -	$ -	$ 1,835,500	$ -	$ 1,000	$ -	$ -	$ 38,836	$ 1,875,336
Big Blue Bus (41)	$ -	$ 45,279,781	$ -	$ -	$ -	$ 14,318,654	$ -	$ 287,469	$ -	$ 22,136,492	$ 1,904,105	$ 83,926,501
Gas Tax (43)	$ -	$ -	$ -	$ -	$ 2,610,431	$ -	$ -	$ 5,000	$ -	$ -	$ -	$ 2,615,431
SCAQMD (44)	$ -	$ -	$ -	$ -	$ 710,000	$ -	$ -	$ 5,300	$ -	$ -	$ -	$ 715,300
Local Return (45)	$ -	$ -	$ -	$ -	$ 2,748,505	$ -	$ -	$ 66,000	$ -	$ -	$ -	$ 2,814,505
Parks and Recreation (53)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000	$ -	$ -	$ -	$ 1,000
Vehicle Management (54)	$ -	$ -	$ -	$ -	$ -	$ 12,129,316	$ -	$ 300,000	$ -	$ -	$ 130,500	$ 12,559,816
Information Technology (55)	$ -	$ -	$ -	$ -	$ -	$ 2,256,957	$ -	$ 75,000	$ -	$ -	$ -	$ 2,331,957
Self-Insurance, General Liab/Auto (56)	$ -	$ -	$ -	$ -	$ -	$ 3,000,000	$ -	$ 160,000	$ -	$ -	$ -	$ 3,160,000
Self-insurance, Bus (57)	$ -	$ -	$ -	$ -	$ -	$ 3,800,000	$ -	$ 50,000	$ -	$ -	$ -	$ 3,850,000
Self-insurance, Risk Management-Admin+ (58)	$ -	$ -	$ -	$ -	$ -	$ 3,010,000	$ -	$ -	$ -	$ -	$ -	$ 3,010,000
Self-insurance, Workers' Comp (59)	$ -	$ -	$ -	$ -	$ -	$ 20,600,000	$ -	$ 400,000	$ -	$ -	$ -	$ 21,000,000
Parking Authority (77)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000
SUBTOTAL	**$ 57,688,119**	**$ 116,358,781**	**$ 138,367,776**	**$ 46,020,027**	**$ 44,037,310**	**$ 214,574,316**	**$ 15,694,057**	**$ 8,024,769**	**$ 9,235,617**	**$ 22,136,492**	**$ 20,379,543**	**$ 692,516,807**
Reimbursements and Transfers	-	-	-	-	-	(64,853,969)	-	-	(1,868,034)	-	-	(66,722,003)
TOTAL	**$ 57,688,119**	**$ 116,358,781**	**$ 138,367,776**	**$ 46,020,027**	**$ 44,037,310**	**$ 149,720,347**	**$ 15,694,057**	**$ 8,024,769**	**$ 7,367,583**	**$ 22,136,492**	**$ 20,379,543**	**$ 625,794,804**

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

FY2018-19 REVENUE SUMMARY BY CATEGORY & FUND

Fund	Property Taxes	Sales Taxes	Other Taxes	Licenses & Permits	Intergovern-mental	Charges for Services	Fines and Forfeits	Investment	Rent	Grants	Other	Budget Total
General (01)	$ 60,636,038	$ 73,335,000	$ 138,672,000	$ 46,214,792	$ 1,378,067	$ 42,752,208	$ 15,696,989	$ 5,635,000	$ 8,239,497	$ -	$ 9,581,245	$ 402,140,836
Special Revenue Source (04)	$ -	$ -	$ -	$ -	$ -	$ 566,643	$ -	$ 25,000	$ -	$ -	$ 2,833,394	$ 3,425,037
Clean Beaches & Ocean Parcel Tax (06)	$ -	$ -	$ 3,159,834	$ -	$ 5,212	$ -	$ -	$ 130,000	$ -	$ -	$ -	$ 3,295,046
Beach Recreation (11)	$ -	$ -	$ -	$ 222,797	$ 27,742	$ 14,365,574	$ -	$ 250,000	$ 1,451,072	$ -	$ 903,433	$ 17,220,618
Housing Authority (12)	$ -	$ -	$ -	$ -	$ 18,911,848	$ -	$ -	$ -	$ -	$ -	$ -	$ 18,911,848
TORCA (14)	$ -	$ -	$ 25,000	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ 50,000	$ 125,000
Low & Moderate Income Housing Asset (15)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ 600,000	$ 650,000
CDBG (19)	$ -	$ -	$ -	$ -	$ 1,047,760	$ -	$ -	$ 5,000	$ -	$ -	$ -	$ 1,052,760
Misc. Grants (20)	$ -	$ -	$ -	$ -	$ 4,111,805	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ 4,131,805
COPS[1] (22)	$ -	$ -	$ -	$ -	$ 100,000	$ -	$ -	$ 2,000	$ -	$ -	$ -	$ 102,000
Water (25)	$ -	$ -	$ -	$ -	$ -	$ 25,876,801	$ -	$ 630,000	$ -	$ -	$ 481,745	$ 26,988,546
Resources Recovery and Recycling (27)	$ -	$ -	$ -	$ -	$ -	$ 27,432,262	$ -	$ 300,000	$ -	$ -	$ 761,391	$ 28,493,653
Community Broadband (28)	$ -	$ -	$ -	$ -	$ -	$ 2,115,000	$ -	$ -	$ -	$ -	$ -	$ 2,115,000
Pier (30)	$ -	$ -	$ -	$ -	$ -	$ 6,669,802	$ -	$ 50,000	$ -	$ -	$ -	$ 6,719,802
Wastewater (31)	$ -	$ -	$ -	$ -	$ -	$ 18,879,207	$ -	$ 620,000	$ -	$ -	$ 351,000	$ 19,850,207
Airport (33)	$ -	$ -	$ -	$ -	$ -	$ 20,367,133	$ -	$ 125,000	$ -	$ -	$ 991,303	$ 21,483,436
Stormwater (34)	$ -	$ -	$ -	$ -	$ -	$ 1,536,000	$ -	$ -	$ -	$ -	$ 642,662	$ 2,178,662
Cemetery (37)	$ -	$ -	$ -	$ -	$ -	$ 1,881,180	$ -	$ 1,000	$ -	$ -	$ 39,768	$ 1,921,948
Big Blue Bus (41)	$ -	$ 46,481,248	$ -	$ -	$ -	$ 14,461,841	$ -	$ 297,243	$ -	$ 29,310,748	$ 1,936,482	$ 92,487,562
Gas Tax (43)	$ -	$ -	$ -	$ -	$ 3,716,486	$ -	$ -	$ 10,000	$ -	$ -	$ -	$ 3,726,486
SCAQMD (44)	$ -	$ -	$ -	$ -	$ 110,000	$ -	$ -	$ 5,500	$ -	$ -	$ -	$ 115,500
Local Return (45)	$ -	$ -	$ -	$ -	$ 2,779,246	$ -	$ -	$ 66,000	$ -	$ -	$ -	$ 2,845,246
Parks and Recreation (53)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000	$ -	$ -	$ -	$ 1,000
Vehicle Management (54)	$ -	$ -	$ -	$ -	$ -	$ 12,622,654	$ -	$ 375,000	$ -	$ -	$ 117,000	$ 13,114,654
Information Technology (55)	$ -	$ -	$ -	$ -	$ -	$ 2,256,957	$ -	$ 100,000	$ -	$ -	$ -	$ 2,356,957
Self-Insurance, General Liab/Auto (56)	$ -	$ -	$ -	$ -	$ -	$ 3,000,000	$ -	$ 190,000	$ -	$ -	$ -	$ 3,190,000
Self-insurance, Bus (57)	$ -	$ -	$ -	$ -	$ -	$ 3,800,000	$ -	$ 55,000	$ -	$ -	$ -	$ 3,855,000
Self-insurance, Risk Management-Admin+ (58)	$ -	$ -	$ -	$ -	$ -	$ 3,125,200	$ -	$ -	$ -	$ -	$ -	$ 3,125,200
Self-insurance, Workers' Comp (59)	$ -	$ -	$ -	$ -	$ -	$ 22,660,000	$ -	$ 500,000	$ -	$ -	$ -	$ 23,160,000
Parking Authority (77)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ -	$ 25,000
SUBTOTAL	**$ 60,636,038**	**$ 119,816,248**	**$ 141,856,834**	**$ 46,437,589**	**$ 32,188,166**	**$ 224,368,462**	**$ 15,696,989**	**$ 9,517,743**	**$ 9,690,569**	**$ 29,310,748**	**$ 19,289,423**	**$ 708,808,809**
Reimbursements and Transfers	-	-	-	-	-	(68,229,295)	-	-	(2,065,376)	-	-	(70,294,671)
TOTAL	**$ 60,636,038**	**$ 119,816,248**	**$ 141,856,834**	**$ 46,437,589**	**$ 32,188,166**	**$ 156,139,167**	**$ 15,696,989**	**$ 9,517,743**	**$ 7,625,193**	**$ 29,310,748**	**$ 19,289,423**	**$ 638,514,138**

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

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Revised Budget	FY2016-17 Estimated Actual	FY2017-18 Budget	FY2016-17 to FY2017-18 Change Amount	FY2016-17 to FY2017-18 Change Percent	FY2018-19 Budget
GENERAL FUND								
Property Taxes	$ 54,044,934	$ 50,452,377	$ 56,173,376	$ 56,833,303	$ 57,688,119	$ 854,816	1.5 %	$ 60,636,038
Sales Taxes	51,089,716	54,802,840	55,191,000	55,191,000	71,079,000	15,888,000	28.8	73,335,000
Other Local Taxes	129,105,915	131,272,639	133,236,000	134,314,000	135,257,000	943,000	0.7	138,672,000
Licenses and Permits	39,370,035	41,275,053	44,875,283	45,002,984	45,803,373	800,389	1.8	46,214,792
Intergovernmental	2,593,729	1,580,683	1,361,898	1,358,135	1,181,673	(176,462)	(13.0)	1,378,067
Charges for Service	37,332,243	42,737,260	40,716,964	40,883,988	41,521,035	637,047	1.6	42,752,208
Fines and Forfeitures	16,287,291	15,904,735	16,245,000	15,609,500	15,694,057	84,557	0.5	15,696,989
Interest	3,313,549	4,837,628	3,700,000	3,700,000	4,727,000	1,027,000	27.8	5,635,000
Rentals	9,504,058	9,879,903	7,854,909	7,855,939	7,784,545	(71,394)	(0.9)	8,239,497
Other	10,037,583	9,837,457	10,877,546	11,607,140	11,025,401	(581,739)	(5.0)	9,581,245
TOTAL GENERAL FUND	**$ 352,679,053**	**$ 362,580,575**	**$ 370,231,976**	**$ 372,355,989**	**$ 391,761,203**	**$ 19,405,214**	**5.2 %**	**$ 402,140,836**
SPECIAL REVENUE SOURCE FUND								
Charges for Services	$ 1,307,521	$ 1,301,406	$ 563,454	$ 501,287	$ 546,053	$ 44,766	8.9 %	$ 566,643
Interest	16,481	748,918	3,000	25,000	25,000	-	N/A	25,000
Other	11,106,993	25,246,738	3,105,394	4,392,784	2,615,394	(1,777,390)	(40.5)	2,833,394
TOTAL SPECIAL REV. SOURCE FUND	**$ 12,430,995**	**$ 27,297,061**	**$ 3,671,848**	**$ 4,919,071**	**$ 3,186,447**	**$ (1,732,624)**	**(35.2) %**	**$ 3,425,037**
CLEAN BEACHES & OCEAN PARCEL TAX FUND								
Other Local Taxes	$ 2,898,594	$ 2,882,819	$ 3,126,543	$ 3,019,350	$ 3,085,776	$ 66,426	2.2 %	$ 3,159,834
Intergovernmental	-	-	-	-	5,100	5,100	N/A	5,212
Interest	60,349	119,155	100,000	100,000	100,000	-	N/A	130,000
TOTAL CLEAN BCHS & OCEAN	**$ 2,958,943**	**$ 3,001,974**	**$ 3,226,543**	**$ 3,119,350**	**$ 3,190,876**	**$ 71,526**	**2.3 %**	**$ 3,295,046**
BEACH RECREATION FUND								
Licenses & Permits	$ 207,302	$ 157,441	$ 143,000	$ 143,000	$ 216,654	$ 73,654	51.5 %	$ 222,797
Intergovernmental	-	-	30,000	51,340	27,092	(24,248)	N/A	27,742
Charges for Services	12,810,949	12,687,620	12,064,166	12,237,176	12,665,079	427,903	3.5	14,365,574
Interest	123,971	236,687	200,000	200,000	230,000	30,000	15.0	250,000
Rentals	1,098,612	1,803,503	1,451,072	1,451,072	1,451,072	-	N/A	1,451,072
Other	748,958	843,539	883,076	1,402,869	898,433	(504,436)	(36.0)	903,433
TOTAL BEACH RECREATION FUND	**$ 14,989,792**	**$ 15,728,790**	**$ 14,771,314**	**$ 15,485,457**	**$ 15,488,330**	**$ 2,873**	**0.0 %**	**$ 17,220,618**

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Revised Budget	FY2016-17 Estimated Actual	FY2017-18 Budget	FY2016-17 to FY2017-18 Change Amount	FY2016-17 to FY2017-18 Change Percent	FY2018-19 Budget
HOUSING AUTHORITY FUND								
Intergovernmental	$ 15,695,786	$ 16,096,562	$ 17,167,504	$ 17,093,013	$ 19,529,536	$ 2,436,523	14.3 %	$ 18,911,848
Interest	297	384	-	216	-	(216)	(100.0)	-
TOTAL HOUSING AUTHORITY FUND	**$ 15,696,083**	**$ 16,096,946**	**$ 17,167,504**	**$ 17,093,229**	**$ 19,529,536**	**$ 2,436,307**	**14.3 %**	**$ 18,911,848**
TORCA FUND								
Other Local Taxes	$ 43,944	$ 103,997	$ 40,000	$ 121,724	$ 25,000	$ (96,724)	(79.5) %	$ 25,000
Interest	34,451	70,998	50,000	50,000	50,000	-	N/A	50,000
Other	76,436	266,426	104,475	131,939	50,000	(81,939)	(62.1)	50,000
TOTAL TORCA FUND	**$ 154,831**	**$ 441,421**	**$ 194,475**	**$ 303,663**	**$ 125,000**	**$ (178,663)**	**(58.8) %**	**$ 125,000**
LOW AND MODERATE INCOME HOUSING ASSET FUND								
Interest	$ 10,198	$ 41,094	$ 30,000	$ 50,000	$ 50,000	$ -	N/A %	$ 50,000
Other	851,333	619,969	550,000	872,670	600,000	(272,670)	(31.2)	600,000
TOTAL LOW & MODERATE HOUSING - ASSET FUND	**$ 861,531**	**$ 661,063**	**$ 580,000**	**$ 922,670**	**$ 650,000**	**$ (272,670)**	**(29.6) %**	**$ 650,000**
COMMUNITY DEVELOPMENT BLOCK GRANT FUND								
Intergovernmental	$ 1,440,426	$ 539,353	$ 1,807,760	$ 1,600,006	$ 1,547,760	$ (52,246)	(3.3) %	$ 1,047,760
Interest	942	4,577	3,000	3,000	5,000	2,000	66.7	5,000
TOTAL CDBG FUND	**$ 1,441,368**	**$ 543,930**	**$ 1,810,760**	**$ 1,603,006**	**$ 1,552,760**	**$ (50,246)**	**(3.1) %**	**$ 1,052,760**
MISC. GRANTS FUND								
Intergovernmental	$ 8,942,913	$ 16,125,851	$ 34,792,807	$ 15,439,269	$ 15,557,053	$ 117,784	0.8 %	$ 4,111,805
Interest	71,570	110,297	-	20,000	20,000	-	N/A	20,000
Other	-	-	1,000	1,000	-	(1,000)	(100.0)	-
TOTAL MISC. GRANTS FUND	**$ 9,014,484**	**$ 16,236,148**	**$ 34,793,807**	**$ 15,460,269**	**$ 15,577,053**	**$ 116,784**	**0.8 %**	**$ 4,131,805**
COPS FUND								
Intergovernmental	$ 161,820	$ 167,091	$ 100,000	$ 128,516	$ 100,000	$ (28,516)	(22.2) %	$ 100,000
Interest	1,353	2,991	1,300	1,300	2,000	700	53.8	2,000
TOTAL COPS FUND	**$ 163,173**	**$ 170,083**	**$ 101,300**	**$ 129,816**	**$ 102,000**	**$ (27,816)**	**(21.4) %**	**$ 102,000**

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Revised Budget	FY2016-17 Estimated Actual	FY2017-18 Budget	FY2016-17 to FY2017-18 Change Amount	FY2016-17 to FY2017-18 Change Percent	FY2018-19 Budget
WATER FUND								
Intergovernmental	$ -	$ -	$ 88,360	$ 68,200	$ 20,160	$ (48,040)	(70.4) %	$ -
Charges for Services	22,664,712	22,308,377	23,312,091	23,512,091	24,561,686	1,049,595	4.5	25,876,801
Interest	372,023	597,671	425,000	425,000	530,000	105,000	24.7	630,000
Other	543,673	497,082	466,806	466,806	469,600	2,794	0.6	481,745
TOTAL WATER FUND	**$ 23,580,408**	**$ 23,403,130**	**$ 24,292,257**	**$ 24,472,097**	**$ 25,581,446**	**$ 1,109,349**	**4.5 %**	**$ 26,988,546**
RESOURCE RECOVER AND RECYCLING (RRR) FUND								
Charges for Services	$ 24,425,878	$ 26,718,390	$ 25,782,000	$ 25,707,200	$ 26,799,468	$ 1,092,268	4.2 %	$ 27,432,262
Interest	130,056	266,265	200,000	200,000	270,000	70,000	35.0	300,000
Other	763,973	787,447	633,400	653,925	697,417	43,492	6.7	761,391
TOTAL RRR FUND	**$ 25,319,907**	**$ 27,772,101**	**$ 26,615,400**	**$ 26,561,125**	**$ 27,766,885**	**$ 1,205,760**	**4.5 %**	**$ 28,493,653**
COMMUNITY BROADBAND FUND								
Charges for Services	$ -	$ -	$ 2,115,000	$ 2,115,000	$ 2,115,000	$ -	N/A %	$ 2,115,000
TOTAL COM. BRAODBAND FUND	**$ -**	**$ -**	**$ 2,115,000**	**$ 2,115,000**	**$ 2,115,000**	**$ -**	**N/A %**	**$ 2,115,000**
PIER FUND								
Charges for Services	$ 6,813,624	$ 7,442,990	$ 6,769,489	$ 6,734,411	$ 6,595,554	$ (138,857)	(2.1) %	$ 6,669,802
Interest	13,167	37,884	30,000	30,000	40,000	10,000	33.3	50,000
Other	472	362	-	-	-	-	N/A	-
TOTAL PIER FUND	**$ 6,827,262**	**$ 7,481,235**	**$ 6,799,489**	**$ 6,764,411**	**$ 6,635,554**	**$ (128,857)**	**(1.9) %**	**$ 6,719,802**
WASTEWATER FUND								
Charges for Services	$ 20,160,150	$ 19,312,249	$ 19,001,611	$ 19,226,611	$ 18,858,003	$ (368,608)	(1.9) %	$ 18,879,207
Fines and Forfeitures	2,366	-	5,000	5,000	-	(5,000)	(100.0)	-
Interest	268,635	532,428	400,000	400,000	500,000	100,000	25.0	620,000
Other	316,447	543,493	201,000	201,000	351,000	150,000	74.6	351,000
TOTAL WASTEWATER FUND	**$ 20,747,598**	**$ 20,388,170**	**$ 19,607,611**	**$ 19,832,611**	**$ 19,709,003**	**$ (123,608)**	**(0.6) %**	**$ 19,850,207**

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Revised Budget	FY2016-17 Estimated Actual	FY2017-18 Budget	FY2016-17 to FY2017-18 Change Amount	FY2016-17 to FY2017-18 Change Percent	FY2018-19 Budget
AIRPORT FUND								
Charges for Services	$ 5,897,241	$ 7,972,555	$ 10,670,464	$ 11,734,015	$ 18,430,011	$ 6,695,996	57.1 %	$ 20,367,133
Interest	38,183	91,380	100,000	100,000	100,000	-	N/A	125,000
Other	87,776	829,711	946,378	947,782	967,195	19,413	2.0	991,303
TOTAL AIRPORT FUND*	**$ 6,023,201**	**$ 8,893,647**	**$ 11,716,842**	**$ 12,781,797**	**$ 19,497,206**	**$ 6,715,409**	**52.5 %**	**$ 21,483,436**
** Represents both Airport and Special Aviation Funds*								
STORMWATER MGMT. FUND								
Charges for Services	$ 1,458,352	$ 1,500,878	$ 1,847,868	$ 1,847,868	$ 1,532,000	$ (315,868)	(17.1) %	$ 1,536,000
Interest	15,667	45,825	-	50,000	-	(50,000)	N/A	-
Other	637,547	1,688,546	1,316,985	1,116,031	631,662	(484,369)	(43.4)	642,662
TOTAL STORMWATER MGMT FUND	**$ 2,111,566**	**$ 3,235,250**	**$ 3,164,853**	**$ 3,013,899**	**$ 2,163,662**	**$ (850,237)**	**(28.2) %**	**$ 2,178,662**
CEMETERY FUND								
Charges for Services	$ 1,604,606	$ 1,501,349	$ 1,713,982	$ 1,527,594	$ 1,835,500	$ 307,906	20.2 %	$ 1,881,180
Interest	256	567	1,000	-	1,000	1,000	N/A	1,000
Other	21,336	30,086	40,000	38,000	38,836	836	2.2	39,768
TOTAL CEMETERY FUND	**$ 1,626,198**	**$ 1,532,002**	**$ 1,754,982**	**$ 1,565,594**	**$ 1,875,336**	**$ 309,742**	**19.8 %**	**$ 1,921,948**
BIG BLUE BUS FUND								
Capital Grants	$ 10,333,282	$ 23,924,743	$ 16,702,022	$ 16,702,022	$ 22,136,492	$ 5,434,470	32.5 %	$ 29,310,748
Sales Taxes	47,098,487	48,652,427	45,012,303	45,012,303	45,279,781	267,478	0.6	46,481,248
Charges for Services	16,664,917	16,205,145	14,172,385	14,172,385	14,318,654	146,269	1.0	14,461,841
Interest	319,058	562,200	279,639	279,639	287,469	7,830	2.8	297,243
Other	3,387,083	23,796,102	3,732,809	3,523,734	1,904,105	(1,619,629)	(46.0)	1,936,482
TOTAL BIG BLUE BUS FUND	**$ 77,802,827**	**$ 113,140,617**	**$ 79,899,158**	**$ 79,690,083**	**$ 83,926,501**	**$ 4,236,418**	**5.3 %**	**$ 92,487,562**
GAS TAX FUND								
Intergovernmental	$ 2,581,822	$ 2,004,350	$ 1,899,336	$ 1,899,336	$ 2,610,431	$ 711,095	37.4 %	$ 3,716,486
Interest	5,924	3,747	7,000	7,000	5,000	(2,000)	(28.6)	10,000
TOTAL GAS TAX FUND	**$ 2,587,746**	**$ 2,008,097**	**$ 1,906,336**	**$ 1,906,336**	**$ 2,615,431**	**$ 709,095**	**37.2 %**	**$ 3,726,486**

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Revised Budget	FY2016-17 Estimated Actual	FY2017-18 Budget	FY2016-17 to FY2017-18 Change Amount	FY2016-17 to FY2017-18 Change Percent	FY2018-19 Budget
SCAQMD AB 2766 FUND								
Intergovernmental	$ 264,230	$ 118,852	$ 660,000	$ 660,000	$ 710,000	$ 50,000	7.6 %	$ 110,000
Interest	6,223	8,315	5,300	5,300	5,300	-	N/A	5,500
TOTAL SCAQMD AB 2766 FUND	**$ 270,452**	**$ 127,168**	**$ 665,300**	**$ 665,300**	**$ 715,300**	**$ 50,000**	**7.5 %**	**$ 115,500**
LOCAL RETURN FUND								
Intergovernmental	$ -	$ -	$ 2,696,593	$ 2,662,391	$ 2,748,505	$ 86,114	3.2 %	$ 2,779,246
Interest	-	-	66,000	66,000	66,000	-	N/A	66,000
TOTAL LOCAL RETURN FUND	**$ -**	**$ -**	**$ 2,762,593**	**$ 2,728,391**	**$ 2,814,505**	**$ 86,114**	**3.2 %**	**$ 2,845,246**
PARKS & REC FACILITIES FUND								
Other Taxes	$ 26,568	$ 14,310	$ -	$ -	$ -	$ -	N/A %	$ -
Interest	1,615	2,326	1,000	1,000	1,000	-	N/A	1,000
TOTAL PARKS & RECREATION FACILITIES FUND	**$ 28,184**	**$ 16,636**	**$ 1,000**	**$ 1,000**	**$ 1,000**	**$ -**	**N/A %**	**$ 1,000**
VEHICLE MANAGEMENT FUND								
Charges for Services	$ 10,345,090	$ 11,471,394	$ 11,968,789	$ 11,631,605	$ 12,129,316	$ 497,711	4.3 %	$ 12,622,654
Interest	193,210	343,561	275,000	275,000	300,000	25,000	9.1	375,000
Other	200,791	114,413	373,740	559,389	130,500	(428,889)	(76.7)	117,000
TOTAL VEHICLE MANAGEMENT FUND	**$ 10,739,091**	**$ 11,929,368**	**$ 12,617,529**	**$ 12,465,994**	**$ 12,559,816**	**$ 93,822**	**0.8 %**	**$ 13,114,654**
INFORMATION TECHNOLOGY FUND								
Charges for Services	$ 2,054,848	$ 2,318,556	$ 2,120,514	$ 2,120,514	$ 2,256,957	$ 136,443	6.4 %	$ 2,256,957
Interest	53,660	93,682	56,000	56,000	75,000	19,000	33.9	100,000
Other	-	26,130	-	12,135	-	(12,135)	(100.0)	-
TOTAL INFORMATION TECHNOLOGY REPLACEMENT AND SERVICES FUND	**$ 2,108,508**	**$ 2,438,368**	**$ 2,176,514**	**$ 2,188,649**	**$ 2,331,957**	**$ 143,308**	**6.5 %**	**$ 2,356,957**

Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Revised Budget	FY2016-17 Estimated Actual	FY2017-18 Budget	FY2016-17 to FY2017-18 Change Amount	FY2016-17 to FY2017-18 Change Percent	FY2018-19 Budget
GEN LIABILITY/AUTO SELF-INSURANCE FUND								
Charges for Services	$ 3,164,491	$ 3,202,636	$ 2,999,998	$ 2,999,998	$ 3,000,000	$ 2	0.0 %	$ 3,000,000
Interest	101,133	186,623	150,000	150,000	160,000	10,000	6.7	190,000
Other	79,689	1,596	-	-	-	-	N/A	-
TOTAL GEN LIBILITY/AUTO SELF-INSURANCE FUND	**$ 3,345,314**	**$ 3,390,856**	**$ 3,149,998**	**$ 3,149,998**	**$ 3,160,000**	**$ 10,002**	**0.3 %**	**$ 3,190,000**
BUS SELF-INSURANCE FUND								
Charges for Services	$ 2,500,250	$ 2,510,200	$ 2,500,000	$ 2,500,000	$ 3,800,000	$ 1,300,000	52.0 %	$ 3,800,000
Interest	32,454	72,704	55,000	55,000	50,000	(5,000)	(9.1)	55,000
Other	-	450	-	-	-	-	N/A	-
TOTAL BUS SELF-INSURANCE FUND	**$ 2,532,704**	**$ 2,583,354**	**$ 2,555,000**	**$ 2,555,000**	**$ 3,850,000**	**$ 1,295,000**	**50.7 %**	**$ 3,855,000**
RISK MANAGEMENT-ADMIN SELF-INSURANCE FUND								
Charges for Services	$ 2,702,009	$ 2,767,849	$ 3,037,698	$ 3,037,698	$ 3,010,000	$ (27,698)	(0.9) %	$ 3,125,200
Interest	(1)	(251)	-	-	-	-	N/A	-
Other	0	4,281	-	-	-	-	N/A	-
TOTAL RISK MANAGEMENT-ADMIN SELF-INSURANCE FUND	**$ 2,702,008**	**$ 2,771,879**	**$ 3,037,698**	**$ 3,037,698**	**$ 3,010,000**	**$ (27,698)**	**(0.9) %**	**$ 3,125,200**
WORKERS' COMP SELF-INSURANCE FUND								
Charges for Services	$ 14,973,131	$ 13,075,891	$ 13,440,002	$ 13,440,002	$ 20,600,000	$ 7,159,998	53.3 %	$ 22,660,000
Interest	180,480	443,951	300,000	300,000	400,000	100,000	33.3	500,000
Other	10,504	7,914	-	-	-	-	N/A	-
TOTAL WORKERS' COMP SELF-INSURANCE FUND	**$ 15,164,115**	**$ 13,527,756**	**$ 13,740,002**	**$ 13,740,002**	**$ 21,000,000**	**$ 7,259,998**	**52.8 %**	**$ 23,160,000**
PARKING AUTHORITY FUND								
Interest	$ 25,373	$ 939,380	$ 27,000	$ 25,000	$ 25,000	$ -	N/A %	$ 25,000
TOTAL PARKING AUTHORITY FUND	**$ 25,373**	**$ 939,380**	**$ 27,000**	**$ 25,000**	**$ 25,000**	**$ -**	**N/A %**	**$ 25,000**

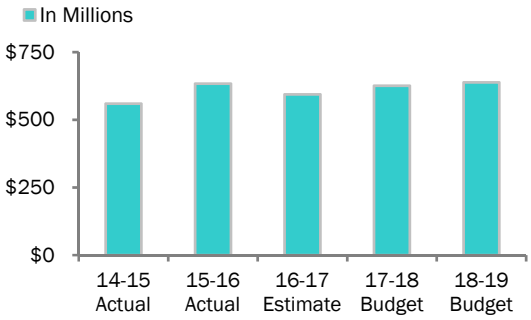
Five-Year Revenue Summary

FUND/REVENUE CATEGORY	FY2014-15 Actual	FY2015-16 Actual	FY2016-17 Revised Budget	FY2016-17 Estimated Actual	FY2017-18 Budget	FY2016-17 to FY2017-18 Change Amount	FY2016-17 to FY2017-18 Change Percent	FY2018-19 Budget
TOTAL ALL FUNDS	**$ 613,932,715**	**$ 688,337,003**	**$ 665,154,089**	**$ 650,652,505**	**$ 692,516,807**	**$ 41,864,302**	**6.4 %**	**$ 708,808,809**
LESS REIMBURSEMENTS AND TRANSFERS	$ (54,486,886)	$ (55,038,781)	$ (57,692,743)	$ (56,867,789)	$ (66,722,003)	$ (9,854,214)	17.3 %	$ (70,294,671)
GRAND TOTAL	**$ 559,445,829**	**$ 633,298,222**	**$ 607,461,346**	**$ 593,784,716**	**$ 625,794,804**	**$ 32,010,088**	**5.4 %**	**$ 638,514,138**
DISASTER RELIEF FUND								
Intergovernmental	$ 151,759	$ 2,800,188	$ -	$ -	$ -	$ -	N/A %	$ -
Interest	111	-	-	-	-	-	N/A	-
TOTAL DISASTER RELIEF FUND	**$ 151,870**	**$ 2,800,188**	**$ -**	**$ -**	**$ -**	**$ -**	**N/A %**	**$ -**

Revenues

Overview

Departmental staff works in concert with Finance Department staff to develop revenue projections. The projections reflect a somewhat conservative, yet prudent and consistent, approach using established budget practices that reflect the economic impacts described in the "Overall Economic Conditions" section of the budget. Staff considers qualitative and quantitative methods of forecasting and uses techniques such as trend analysis, economic indicators, and professional judgment, to arrive at the revenue projections. Revenue forecasting is one of the most challenging aspects in the budget process, as many unknown variables, including economic changes over which the City has no control, affect the ultimate funds received. These variables include 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 2016-17, after adjustments for reimbursements and transfers between funds and exclusive of Disaster Relief Fund and RDA Successor Agency revenues, are $607.5 million. Estimated actual total City revenues for FY 2016-17 are $593.8 million, $13.7 million or 2.3% less than the revised budget. The decrease reflects decreased Miscellaneous Grants Fund revenue ($19.3 million) reflecting the timing of grant-related projects. Partially offsetting are greater General Fund revenues ($2.1 million), primarily due to greater than anticipated local tax revenues, greater Special Revenue Source Fund revenues ($1.3 million) mostly due to a one-time settlement payment, greater Airport Fund revenues from increased lease/rental revenue ($1.1 million), more Beach Fund revenues ($0.7 million), and a net increase of $0.4 million from other funds.

Total projected City revenues for FY 2017-18 are $625.8 million, $32.0 million or 5.4% greater than the FY 2016-17 estimated actual. The increase reflects a $19.3 million increase in General Fund revenues reflecting the full year impact of the voter-approved additional one-half percent transaction and use tax, increases in other local tax revenues, and increases in fee revenue resulting from the City-wide user fee study. Additional increases are expected from the Big Blue Bus Fund ($4.2 million), mostly from federal grants, Airport Fund ($6.7 million) resulting from the City becoming the Fixed Base Operator of the Airport and increases in lease rental revenues, and a net increase of $4.8 million from all other funds,

Revenues in FY 2018-19 are projected to be $638.5 million, $12.7 million or 2% more than in FY 2017-18. The increase reflects greater General Fund revenues ($10.4 million) primarily from local taxes and investment income, and a $1.7 million increase in Beach Fund revenues, primarily from increased parking rates. All other funds are expected to show net revenue growth of $0.6 million.

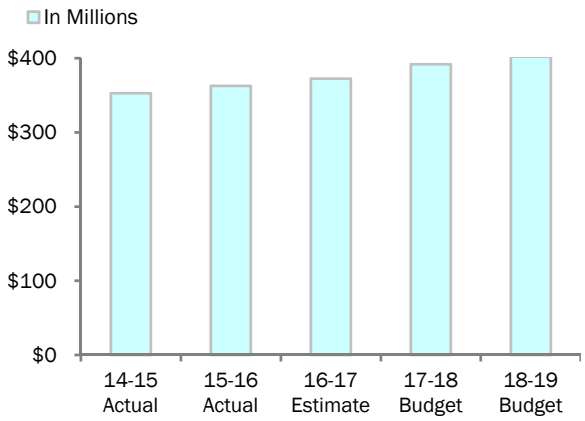
Revenues

Fund Details

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

General Fund

General Fund revenue growth has begun to slow after several years of strong increases. Average annual growth the last three years has been 3.2% following growth rates of over 8% in the three years of recovery following the recession.



FY 2016-17 total estimated actual revenues are $372.4 million, $2.1 million (0.6%) greater than the FY 2016-17 mid-year revised revenue budget. The primary component of the increase is greater local tax receipts ($1.7 million), primarily from documentary transfer taxes resulting from the sale of several very large properties, transient occupancy taxes, and property taxes. The remaining $0.4 million of the increase comes from various fees and charges.

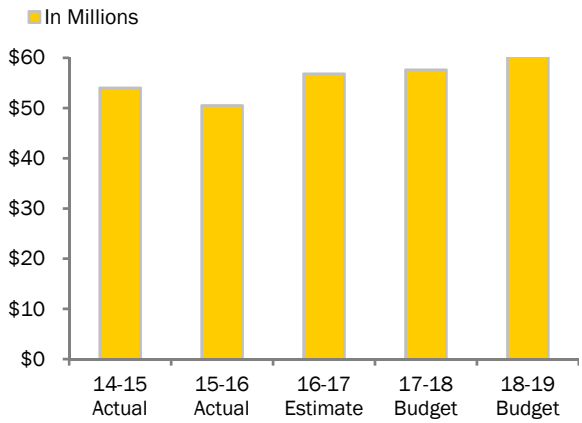
FY 2017-18 total General Fund revenues are projected to be $391.8 million, which is $19.4 million (5.2%) greater than the FY 2016-17 estimated actual. However, the increase primarily reflects $15.9 million in new revenues from Measure GSH, the half cent increase in the City's transaction and use tax approved by voters in November 2016. Other local taxes are expected to increase by $3.6 million, primarily from growth in property taxes and transient occupancy taxes, greater investment income reflecting increasing interest rates and increased charges for services based on the new City-wide user fee study.

FY 2018-19 revenues are forecast to be $10.4 million (2.8%) more than FY 2017-18, primarily due to increased local tax revenues ($8.6 million), investment income ($0.9 million), charges for services ($1.2 million), revenues from licenses and permits ($0.4 million), rentals, intergovernmental revenue, and other sources ($0.8 million). Partially offsetting is the non-recurrence of a one-time "On-Bill Financing" loan from Southern California used on an energy efficiency project ($1.5 million).

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

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

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 (RDA), 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 2016-17 estimated property tax revenues of $56.8 million are $0.7 million more than the midyear revised budget. The increase primarily reflects greater than anticipated secured tax revenues reflecting the strong increase in City-wide assessed valuation.

FY 2017-18 property taxes are projected to be $57.7 million, primarily due to an anticipated 4% increase in secured assessed valuation, partially offset by less RPTTF residual property tax payments related to the former RDA.

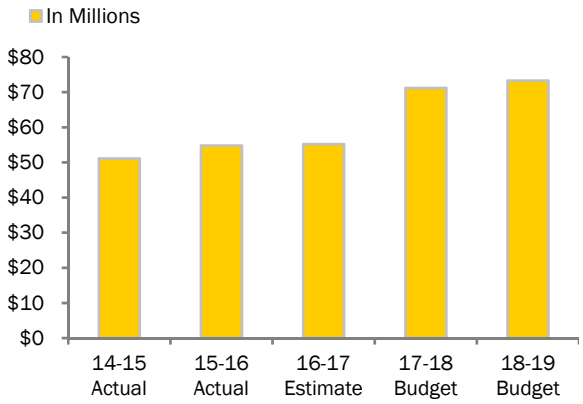
Property tax revenues are anticipated to increase by another $2.9 million (4.9%) in FY 2018-19 to $60.6 million, primarily from additional increases in assessed valuation as the real estate market continues modest growth and greater RPTTF residual revenues from the former Redevelopment areas.

Revenues

Sales Taxes

As of July 1, 2017, the total sales tax rate in Santa Monica will be 10.25%. The rate is allocated as follows:

State*	6.00%	
Local	1.00%	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 M	0.5%	
Measure Y	0.5%	Approved by Santa Monica voters in November 2010
Measure GSH	0.5%	Approved by Santa Monica voters in November 2016



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. Additionally, one-half of the Measure GSH revenues (approved by Santa Monica voters in November 2016 and implemented in April 2017) are also paid to the School District with the other half set aside for use on affordable housing.

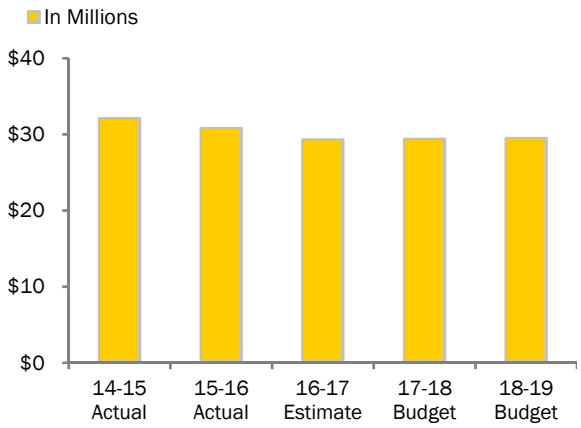
FY 2016-17 estimated actual revenues of $55.2 million are equal to the mid-year revised budget.

Sales taxes are projected to increase to $71.1 million in FY 2017-18, primarily due to the full year impact of the increased transaction and use tax per Measure GSH and a 3% increase in baseline sales taxes.

FY 2018-19 sales tax revenues are projected to increase by $2.3 million reflecting an increase of 3.2% based on modest economic growth forecasts.

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.

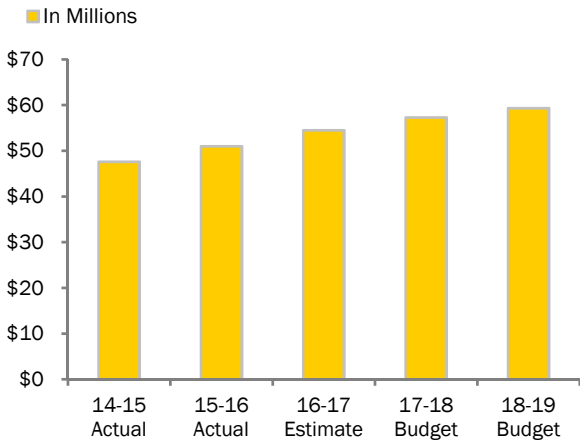


FY 2016-17 estimated actual revenues of $29.3 million are $0.6 million less than the mid-year revised budget, reflecting lower revenues from electricity and telecommunication services.

Utility Users Taxes (UUT) are projected to be essentially flat over the two year budget horizon as modest increases from electricity, natural gas, and water/wastewater are expected to be offset by a continuing decrease in revenues from telecommunication services.

Transient Occupancy Tax

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



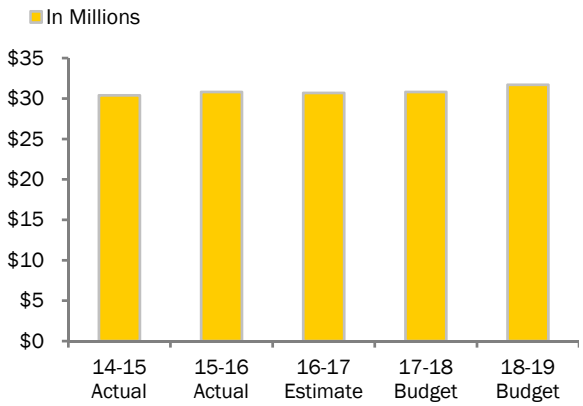
Tourism, one of the primary drivers of the City's economy, continues to exhibit strong growth. FY 2016-17 estimated actuals for Transient Occupancy or Hotel, Taxes are $0.9 million (1.7%) greater than the revised budget. However, the high growth rates of the last few years are expected to be moderate. Additionally, there is uncertainty regarding revenues from Home Shares. It is likely that this revenue will decrease over the next two years as efforts to shut down illegal vacation shares continues. There is also uncertainty related to sustained growth in travel as a result of the new presidential administration's immigration policies.

FY 2017-18 revenues are expected to increase by $2.8 million, or 5.2%, primarily reflecting the full year impact of two new hotels that opened in late FY 2016-17. Baseline growth for existing hotels is expected to average 3.5%.

FY 2018-19 revenues are anticipated to increase by an additional $2.0 million, or 3.5%.

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.

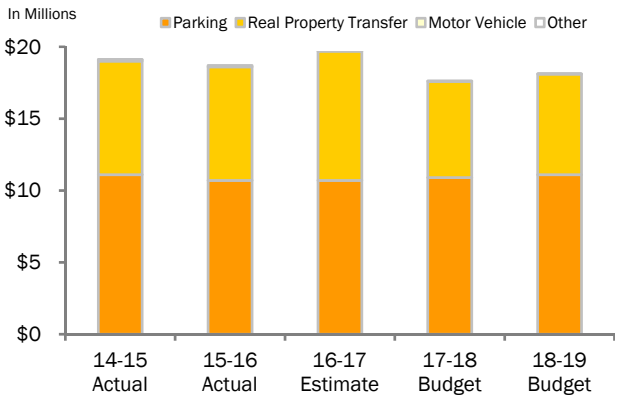
FY 2016-17 estimated actual revenues of $30.7 million equal the mid-year revised budget.

In FY 2017-18 tax receipts are projected to be $30.8 million, a small (0.5%) increase from FY 2016-17 due to the continued impact of several major taxpayers leaving the City.

FY 2018-19 revenues are projected to increase by $0.9 million (2.8%) based on projections of modest economic growth plus a continuing effort to discover and/or audit non-compliant taxpayers.

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 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.

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 $0.8 million greater than the mid-year revised budget, reflecting increased Real Property Transfer Taxes from the sale of very large properties, partially offset by less Parking Facility Taxes.

Revenues

The projected FY 2017-18 decrease of $2.1 million primarily reflects a $2.3 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 $0.2 million increase in Parking Facility Taxes.

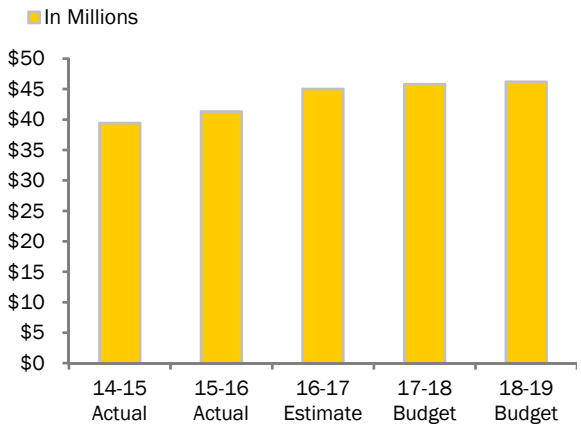
FY 2018-19 revenues are estimated to be $0.5 million more than in FY 2017-18, reflecting greater Real Property Transfer Taxes ($0.3 million) as both the commercial and residential real estate markets continue to be strong, and increased Parking Facility Taxes ($0.2 million).

Licenses and Permits

FY 2016-17 estimated actual revenues of $45.0 million are essentially on budget.

FY 2017-18 projected revenues of $45.8 million are $0.8 million (1.8%) greater than the FY 2016-17 estimated actuals due to greater than anticipated parking permit revenues, mostly from rate changes, increased utility pole lease fees, and fire permit fees.

Revenues are projected to increase by approximately $0.4 (0.9%) in FY 2018-19, primarily from utility pole leases.

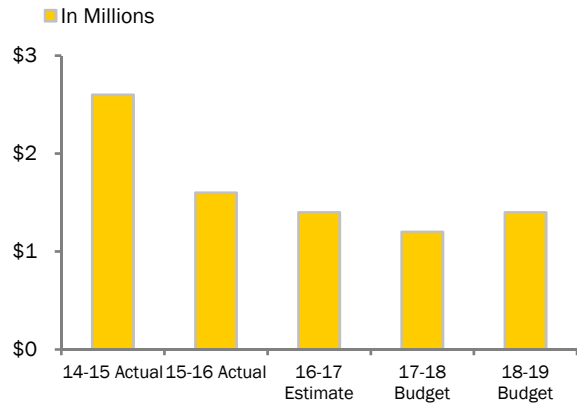


Intergovernmental

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

FY 2016-17 estimated actual revenues are on budget.

FY 2017-18 revenues are projected to be $0.2 million less than in FY 2016-17 as no elections are scheduled.



FY 2018-19 revenues are projected to be $0.2 million more than in FY 2017-18, primarily due to election cost reimbursements from the Santa Monica-Malibu Unified School District, the Santa Monica Community College District, and the Rent Control Board.

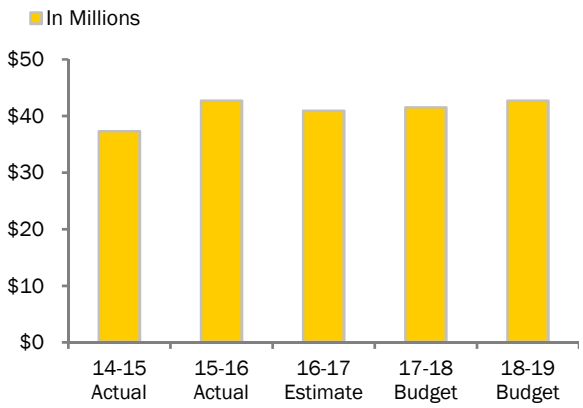
Revenues

Charges for Services

FY 2016-17, estimated actual revenues from charges for services are $40.9 million, slightly (0.4%) greater than the revised budget.

FY 2017-18 revenues of $41.5 million are $0.6 million (1.5%) more than the estimated actual for FY 2016-17. The increase primarily reflects the impact of the comprehensive City-wide fee study, partially offset by an anticipated decrease in development activity in the City.

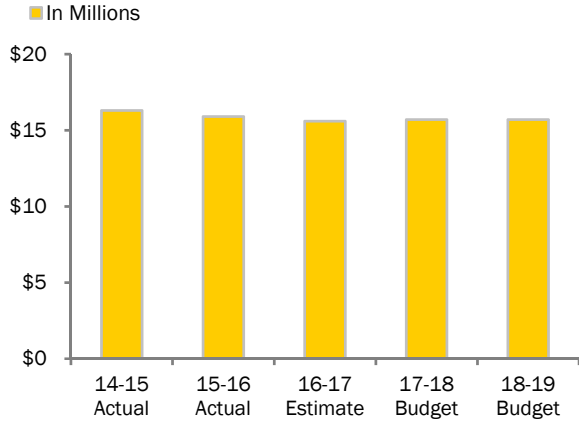
Revenues in FY 2018-19 are projected to increase by another $1.2 million (3%) primarily reflecting scheduled cost of living fee rate revisions.



Fines and Forfeitures

The major components of fines and forfeitures are parking citation fines and reimbursements from the State for vehicle code violations. FY 2016-17 estimated actuals are anticipated to be $0.6 million less than the revised budget due to less than expected parking citation issuance.

Revenues are anticipated to be approximately $15.7 million annually in both FY 2017-18 and FY 2018-19, essentially unchanged from FY 2016-17 levels.

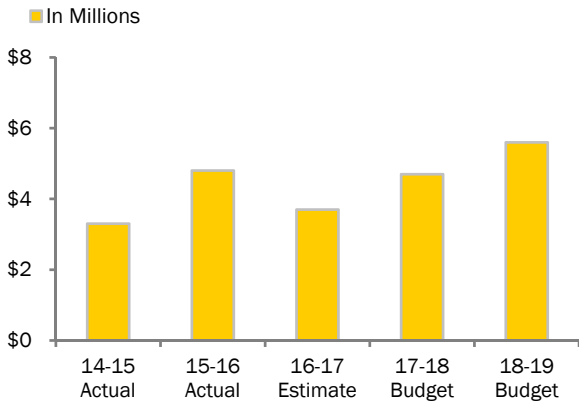


Investment Income

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

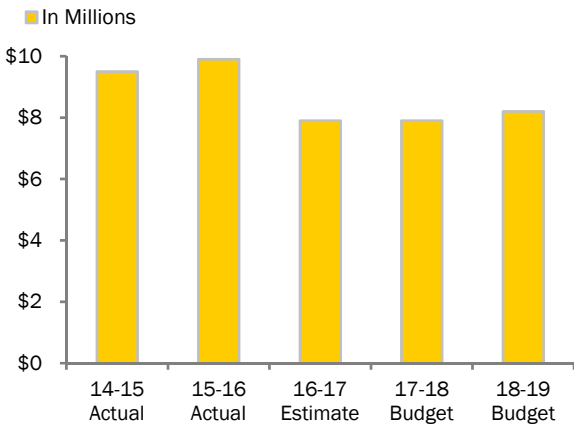
FY 2016-17 estimated actual revenues of $3.7 million are unchanged from the revised budget.

Investment income is projected to increase by $1.0 million in FY 2017-18 and another $0.9 million in FY 2018-19 reflecting anticipated interest rate increases.



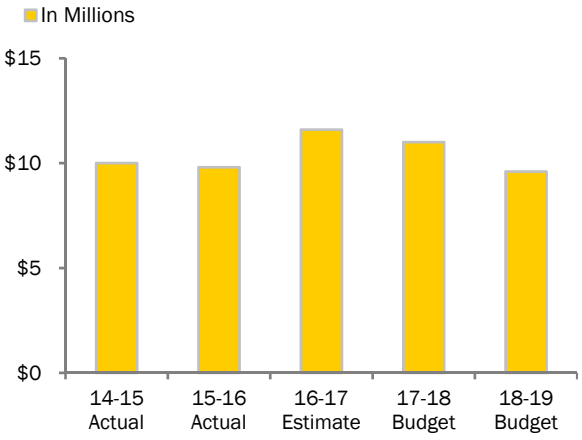
Rent

FY 2016-17 estimated actual lease revenues from City-owned properties is essentially the same as the revised budget. Revenues are projected to decrease by $0.1 million in FY 2017-18 reflecting the end of revenues from the Mountain View Mobile Home Park, partially offset by increases based on current rent schedules. For FY 2018-19, these rent schedules indicate a $0.5 million (5.8%) increase.



Other Revenues

FY 2016-17 estimated actual revenues of $11.6 million are $0.7 million greater than the revised budget, primarily reflecting one-time residual housing loan receipts.

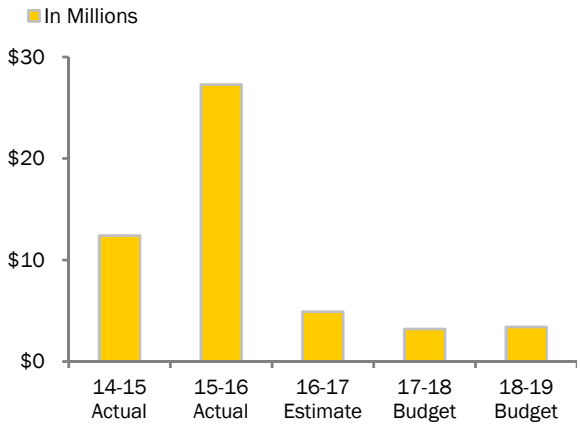


FY 2017-18 revenues are projected to be $0.6 million less than in FY 2016-17 as the one-time residual receipt revenues received in FY 2016-17 are not expected to reoccur and the CalPERS prepayment discount is expected to be less. Partially offsetting the decrease is a one-time loan payment from Southern California Edison as part of the On-Bill Finance Program for energy efficiency projects. Revenues in FY 2018-19 are expected to decrease by $1.4 million, reflecting non-recurrence of the On-Bill Financing revenues received in the prior year.

Revenues

Special Revenue Source Fund (04)

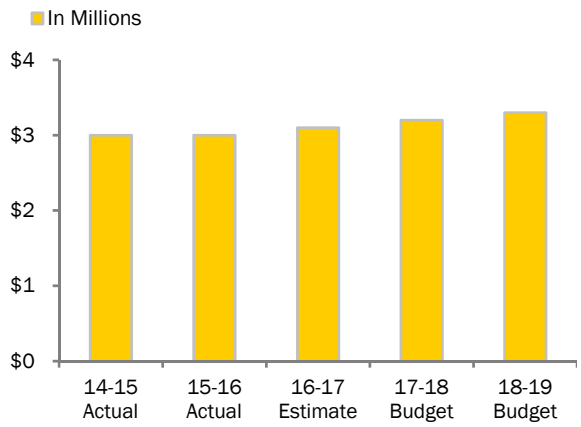
This is a fund established in FY 2000-01 in accordance with Government Accounting Standards Board Statement 33, to record revenues restricted for use on certain eligible projects.



FY 2016-17 estimated actual revenues of $4.9 million reflect an increase of $1.2 million from the revised budget, reflecting a one-time legal settlement partially offset by timing changes in the receipt of transportation impact fees and affordable housing developer payments. FY 2017-18 projected revenues of $3.2 million are $1.8 million less than in FY 2016-17 due to the non-recurrence of a one-time payment. FY 2018-19 revenues are projected to increase by $0.2 million, primarily due to transportation impact fees on pending development projects.

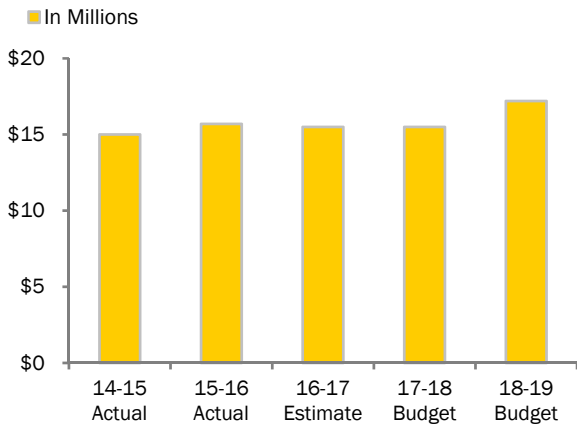
Clean Beaches and Ocean Parcel Tax Fund (06)

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 2016-17 estimated actual revenues of $3.1 million are essentially at the budgeted level. Revenues are projected to be $3.3 million in FY 2017-18 and $3.3 million in FY 2018-19, reflecting annual CPI increases.

Beach Recreation Fund (11)



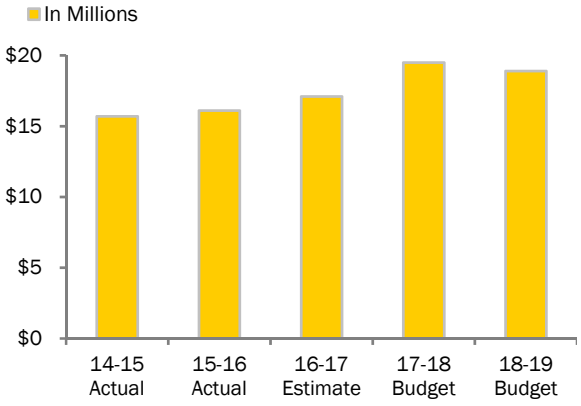
This fund accounts for beach parking, recreation activities, concession revenues, expenditures related to beach maintenance and recreation activities, and revenues from Beach House Operations. Beach parking revenues account for about 70% of total revenues and can be highly dependent on weather conditions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

FY 2016-17 estimated actual revenues of $15.5 million are $0.7 million (4.1%) more than budget, primarily due to greater than anticipated revenues related to special events and filming in Beach parking lots, as well as one-time encroachment permit revenues for prior year use.

FY 2017-18 projected revenues are essentially flat with FY 2016-17 levels as the decrease related to the non-recurrence of prior year one-time revenues will be offset by increased beach parking revenues reflecting the partial year impact of increased parking rates.

FY 2018-19 revenues are projected to increase by $1.7 million from FY 2017-18, primarily reflecting the full year impact of the beach parking rate increase.

Housing Authority Fund (12)



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

FY 2016-17 estimated actual revenue of $17.1 million is essentially on budget.

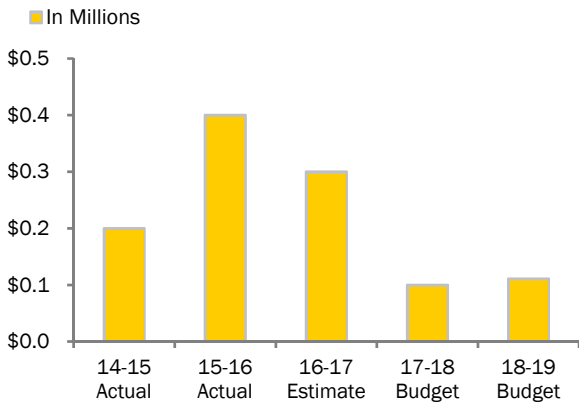
Revenues are projected to increase by $2.4 million in FY 2017-18, primarily from greater utilization of federal Housing Choice Voucher (Section 8) Program vouchers. Revenues for FY 2018-19 are projected to decrease by $0.6 million from the prior year since the housing authority has projected to have completely depleted the reserves and solely rely on HUD renewal revenue to fund the vouchers.

Revenues

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

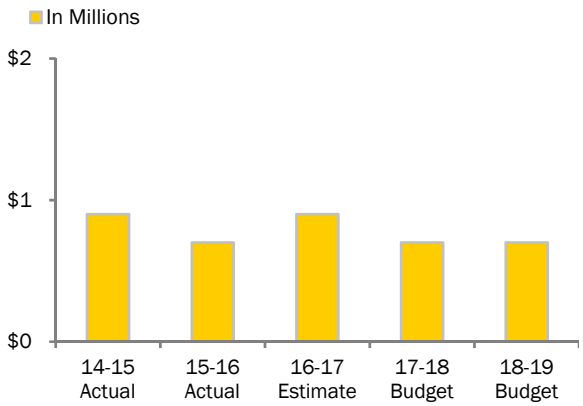
The TORCA Fund accounts for TORCA Conversion Tax revenues and expenditures related to various housing programs as authorized by Article XX—Tenant Ownership Rights of the City Charter.

Revenue estimates of $0.1 million in FY 2017-18 and FY 2018-19 reflect anticipated receipt of TORCA tax revenues from previously approved conversions, residual housing loan receipts, and interest earnings on available fund balances.



Low and Moderate Income Housing Asset Fund (15)

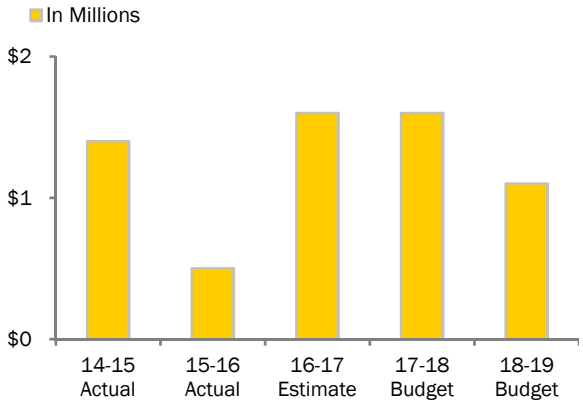
On February 1, 2012, the Redevelopment Agency of the City of Santa Monica was dissolved and its assets transferred to the City as the Successor Agency. The City, in turn, assigned housing assets and functions to the Housing Authority, which now maintains prior Redevelopment Low Moderate Income Housing Fund assets in the Low and Moderate Income Housing Asset Fund. Fiscal year 2017-18 and FY 2018-19 revenues primarily reflect interest earnings and residual receipts from housing projects.



Community Development Block Grant (CDBG) Fund (19)

The Community Development Block Grant (CBDG) 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.

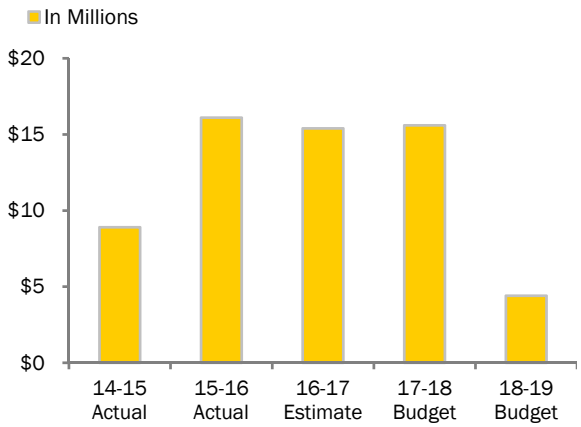
FY 2016-17 estimated actual revenues of $1.6 million are $0.2 million less than the revised budget. This decrease reflects a lower draw down of current year block grant funds, partially offset by the drawdown of unspent prior year funds.



FY 2017-18 revenues are projected to be essentially the same as in FY 2016-17. In FY 2018-19, the revenues are projected to be $0.5 million less than in FY 2017-18, reflecting the anticipated current year grant amount only as all prior year funds are expected to be spent by the end of FY 2017-18.

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.

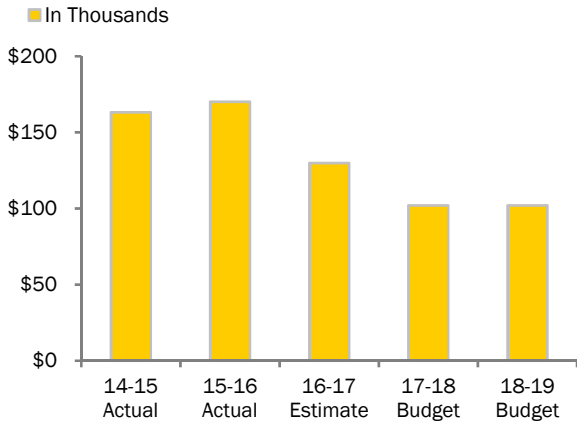


FY 2016-17 estimated actual revenues of $15.5 million are $19.3 million less than the revised budget. The decrease reflects the net result of timing changes in the receipt of grant funds due to project schedules and new grants received during the year.

The FY 2017-18 and FY 2018-19 revenue projections of $15.6 million and $4.1 million, respectively, reflect the assumed timing in the receipt of awarded grant funds.

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

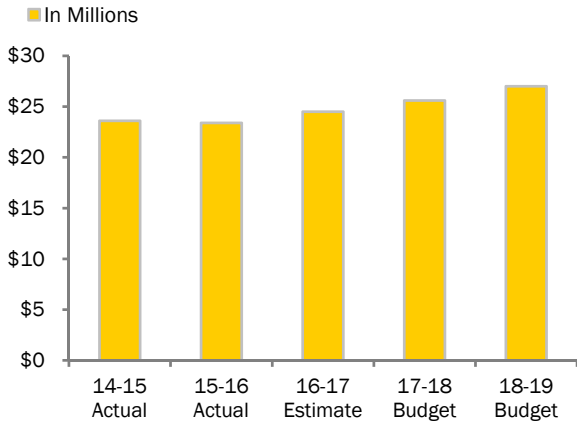
This fund accounts for State-funded revenues and associated expenditures for the Citizens Option for Public Safety (COPS) program established per AB3229 of 1996.



FY 2016-17 estimated actual revenues of $0.1 million are essentially equal to the budget. FY 2017-18 and FY 2018-19 revenues assume the minimum level of funding.

Water Fund (25)

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



FY 2016-17 estimated actual revenues of $24.5 million are $0.2 million (0.7%) more than the revised budget, primarily due to greater meter installation fees.

Projected increases of $1.1 million in FY 2017-18 and $1.4 million in FY 2018-19 primarily reflect anticipated water rate adjustments of 5% annually, as well as fee revenues resulting from the new water neutrality ordinance.

Revenues

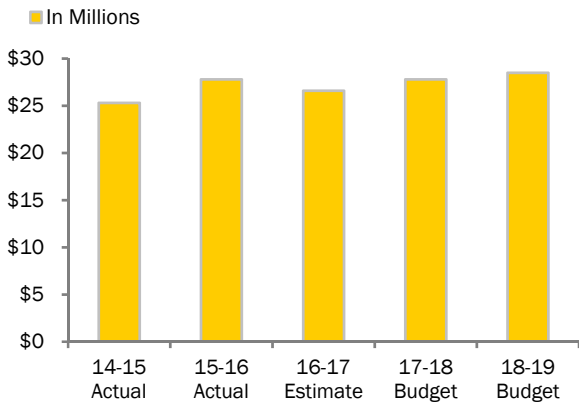
Resource Recovery and Recycling (27)

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

FY 2016-17 estimated actual revenues of $26.6 million are essentially on budget.

Revenues are anticipated to increase by $1.2 million (4.5%) in FY 2017-18, primarily due to increased garbage/refuse collection fees reflecting scheduled rate increases.

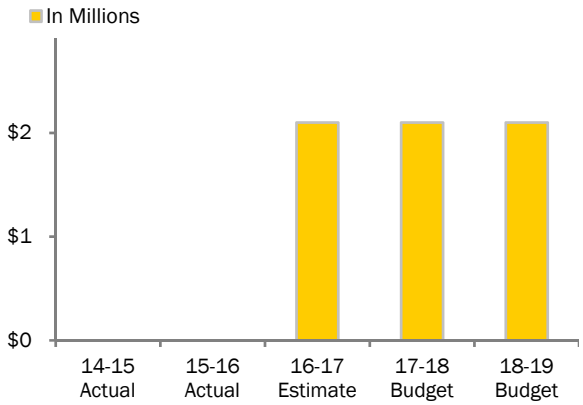
In FY 2018-19, revenues are projected to increase by $0.7 million (2.4%), due to increased garbage/refuse collection fees.



Community Broadband Fund (28)

This enterprise fund was established in FY 2016-17 to record revenues and expenses related to the management of Santa Monica CityNet, the City's 100 Gigabit advanced broadband initiative. Prior to FY 2016-17, these revenues were recorded in the General (01) Fund.

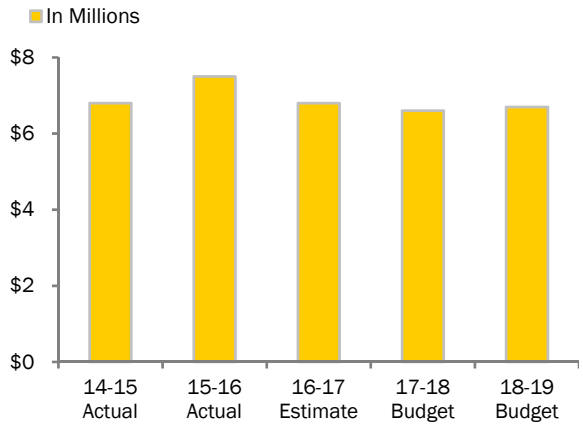
Revenues are anticipated to be $2.1 million per year in FY 2017-18 and FY 2018-19.



Pier Fund (30)

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

FY 2016-17 estimated actual revenues of $6.8 million are essentially the same as budget. Revenues are expected to drop slightly by $0.1 million in FY 2017-18 reflecting a small decrease in rentals due to certain rent credits. FY 2018-19 revenues are projected to be essentially the same as in FY 2017-18.

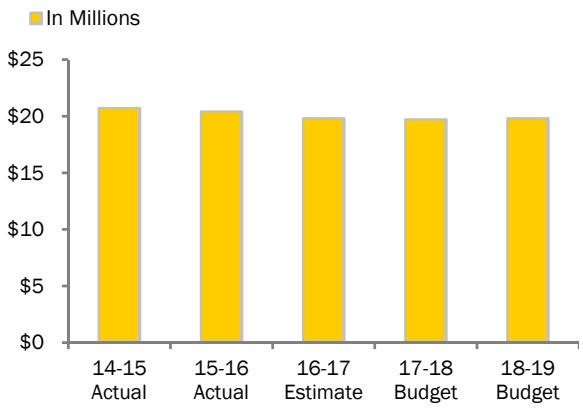


Wastewater Fund (31)

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

FY 2016-17 estimated actual revenues are $0.2 million (1.1%) more than the revised budget due to greater than anticipated Wastewater Capital Facility fees reflecting development activity in the City.

FY 2017-18 revenues are projected to decrease by $0.1 million primarily due to less Wastewater capital facility fees as development activity slows.

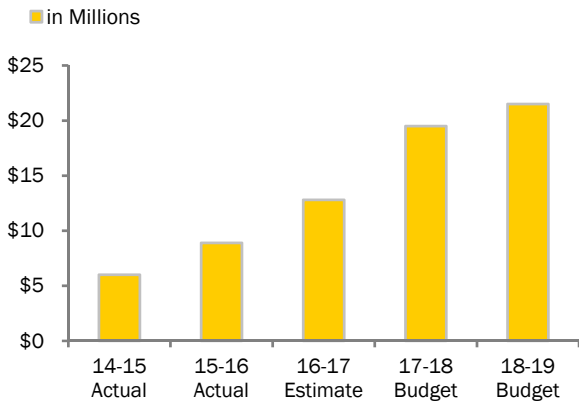


FY 2018-19 revenues are projected to increase by $0.1 million due to greater investment income.

Airport/Special Aviation Funds (33/52)

These funds account for revenues and expenses connected with management of the Santa Monica Municipal Airport and its property. The Special Aviation Fund was combined with the Airport Fund in FY 2015-16.

FY 2016-17 estimated actual revenues of $12.8 million include an increase of $1 million (9.1%) over budget due to higher than anticipated property rental income.



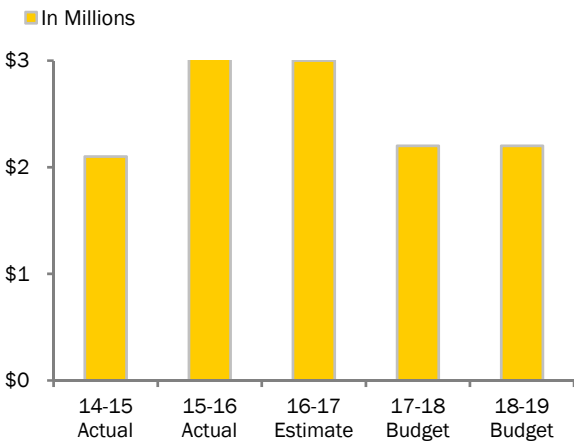
Revenues are projected to increase by $6.7 million in FY 2017-18 due to the City taking over Fixed Base Operator (FBO) functions at the Airport, as well as increased property rentals as new leases are adjusted to market rates.

Revenues are projected to increase by another $2 million (10.1%) in FY 2018-19, reflecting additional increases in property rental revenue.

Revenues

Stormwater Management Fund (34)

This enterprise fund accounts for revenues and expenses associated with stormwater 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 2016-17 estimated actual revenues are $0.2 million less than budget primarily due to less than anticipated in-lieu fees.

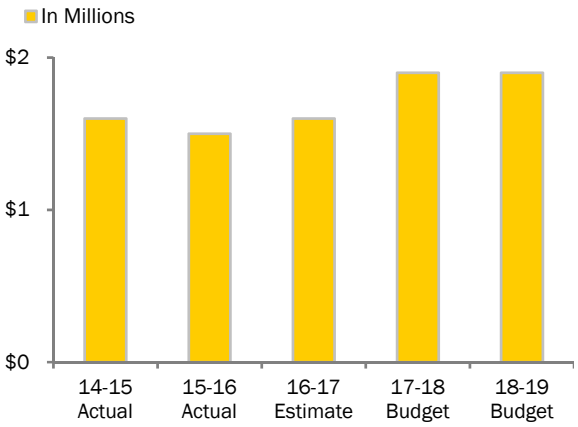
FY 2017-18 revenues are projected to be $0.8 million less than in FY 2016-17 primarily due to a smaller reimbursement of SMURRF operations and maintenance and capital costs from the City of Los Angeles as FY 2016-17 revenues include several years of billings, and reflecting less in-lieu fees.

FY 2018-19 revenues are projected to be essentially the same as in FY 2017-18.

Stormwater Fund operating costs are funded using subsidies from the Clean Beaches and Ocean Parcel Tax Fund.

Cemetery Fund (37)

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



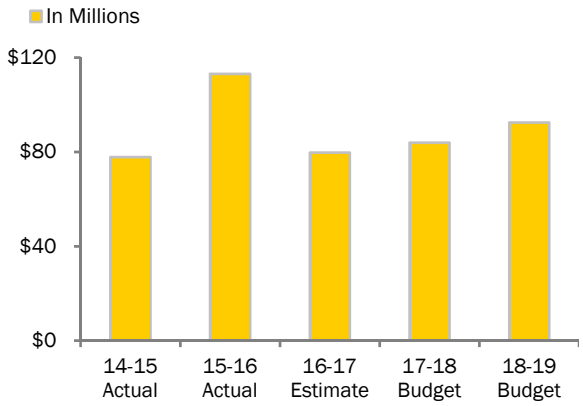
FY 2016-17 estimated actual revenues of $1.6 million are slightly less ($0.2 million) than budget due to delays in the implementation of the green burial services program. Revenues in FY 2017-18 and FY 2018-19 are anticipated to be approximately $0.4 million more than FY 2016-17 levels, reflecting a full year of green burial services.

Big Blue Bus Fund (41)

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

FY 2016-17 estimated actual revenues of $79.7 million is slightly ($0.2 million) less than budget as a result of the City receiving less than anticipated Cap and Trade revenue.

In FY 2017-18, revenues are projected to increase by $4.2 million (5.3%) based on increased capital expense reimbursements for bus purchases and capital projects.



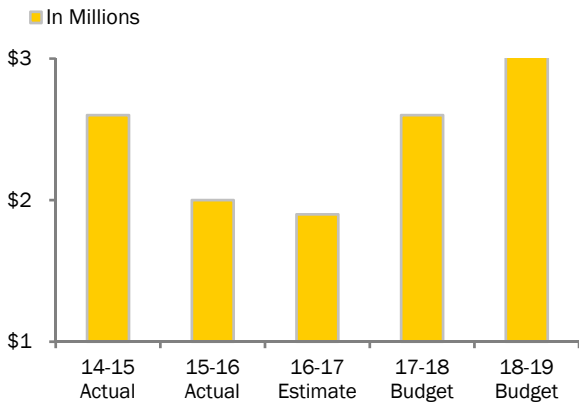
FY 2018-19 revenues are projected to increase by another $8.6 million (10.2%) primarily due to reimbursements for capital projects and increased funding from the Metropolitan Transportation Authority (MTA).

Revenue estimates do not include impacts from Measure M, a sales tax dedicated to transit and passed by Los Angeles County voters in November 2016.

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 2016-17 estimated actual revenues are equal to budget.



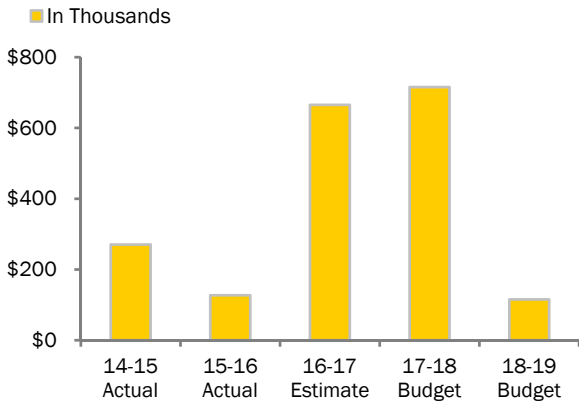
Revenues are projected to increase by $0.7 million (37.2%) in FY 2017-18 and by an additional $1.1 million (42.5%) in FY 2018-19, reflecting increases in the gas tax per the State's recently-approved Road Repair and Accountability Act of 2017.

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.

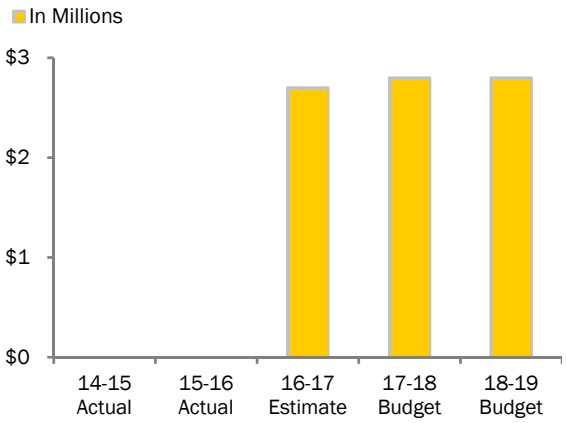
The City's allocation for these revenues is expected to remain constant, at about $110,000 per year over the two year budget horizon. Also in FY 2017-18, the City is expecting a $600,000 grant through the AQMD Mobile Source Reduction Committee (MRSC) for alternate fuel vehicles.



Local Return Fund (45)

This fund was established in FY 2016-17 to record Prop A and Prop C local return funding from MTA. Prior to FY 2016-17, these revenues were recorded in the Miscellaneous Grants (20) Fund.

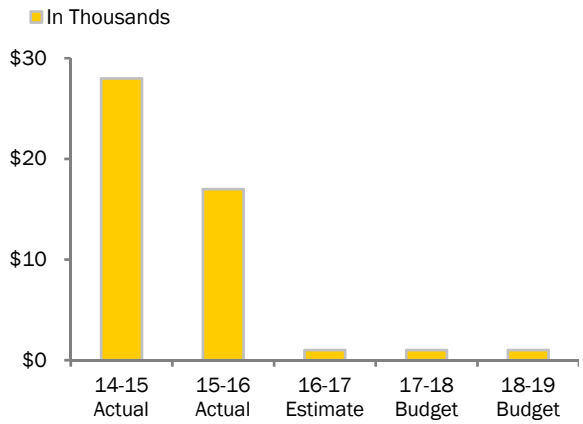
FY 2016-17 estimated actual revenues are equal to budget. FY 2017-18 and FY 2018-19 projections are based on funding estimates from MTA.



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.

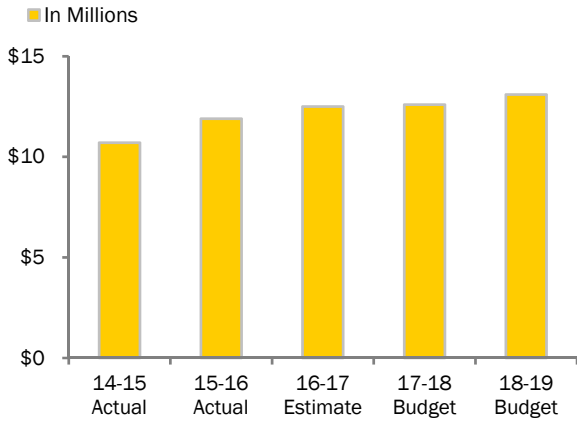
No unit dwelling tax revenues are projected in FY 2017-18 or FY 2018-19 as any new projects that would have paid the Unit Dwelling Tax are now eligible to pay the Parks and Recreation Impact Fee in-lieu of the unit dwelling tax. The Parks and Recreation Impact Fee is budgeted in the Special Revenue Source (04) Fund.



Vehicle Management Fund (54)

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

FY 2016-17 estimated actual revenues are essentially equal to budget.



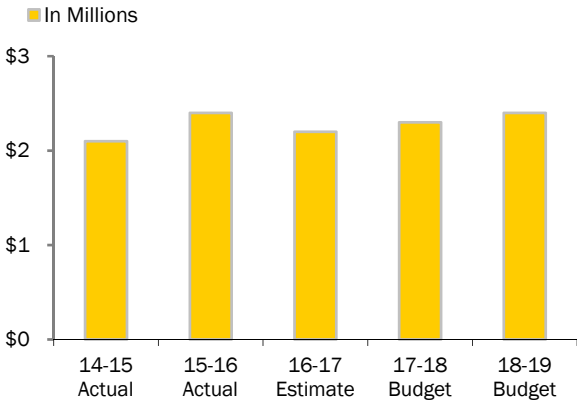
Revenues, or contributions from other funds, are anticipated to increase by $0.1 million (0.8%) in FY 2017-18 and an additional $0.6 million in FY 2018-19. These contributions fund vehicle replacement, purchase of vehicles or equipment new to the Fleet Management inventory, vehicle maintenance, and fuel usage.

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 2016-17 revenues are essentially equal to budget.

FY 2017-18 revenues are anticipated to increase by $0.2 million, primarily due to an increase in contributions from other funds. FY 2018-19 revenues are expected to be essentially flat with FY 2017-18 levels.

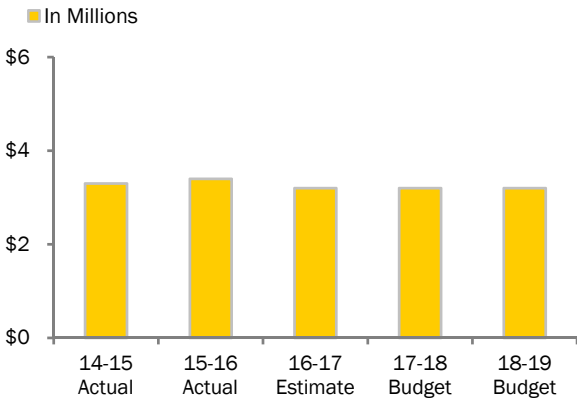


Self-Insurance General Liability/Auto Fund (56)

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 2016-17 estimated actual revenues of $3.2 million are essentially equal to budget

The FY 2017-18 and FY 2018-19 revenues are forecasted to be essentially the same as in FY 2016-17.



Revenues

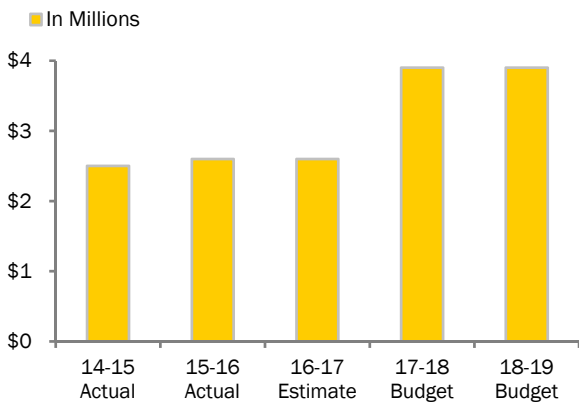
Bus Self-Insurance Fund (57)

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 2016-17 estimated actual revenues are equal to budget.

FY 2017-18 revenues are expected to increase by $1.3 million due to greater contribution levels needed from the Big Blue Bus Fund to meet operating needs and reserves.

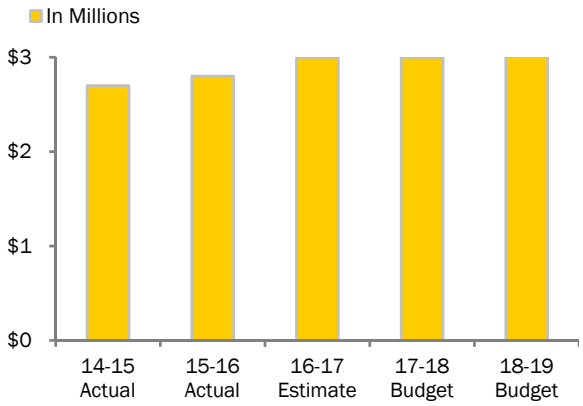
FY 2018-19 revenues are projected to be essentially flat with FY 2017-18 levels.



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 2016-17 estimated actual revenues are the same as budget. Revenues are projected to remain flat in FY 2017-18 and then increase by $0.1 million in FY 2018-19 based on required contributions for property insurance.

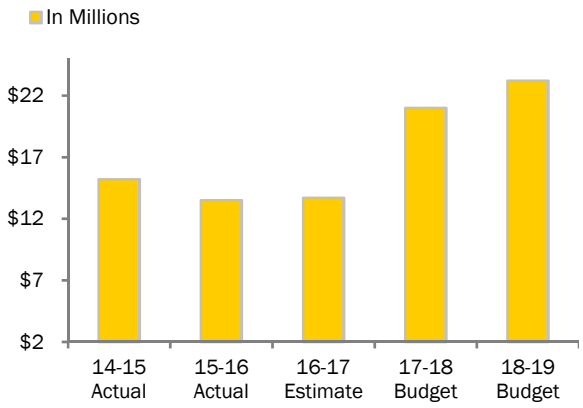


Workers' Compensation Self-Insurance Fund (59)

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

FY 2016-17 estimated actual revenues are the same as budget.

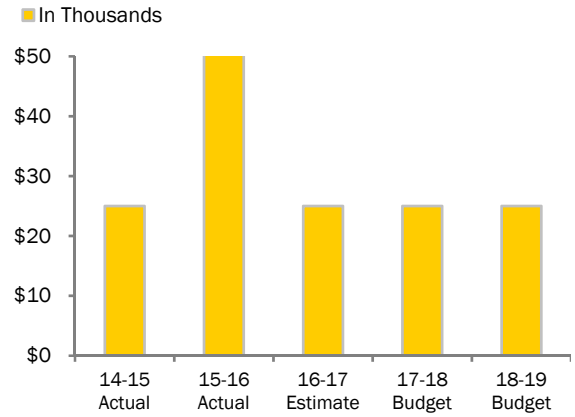
Revenues are expected to increase by $7.3 million in FY 2017-18 and another $2.2 million in FY 2018-19 due to an increase in contributions required from all City funds to meet operating and reserve requirements, plus increased interest earnings.



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.

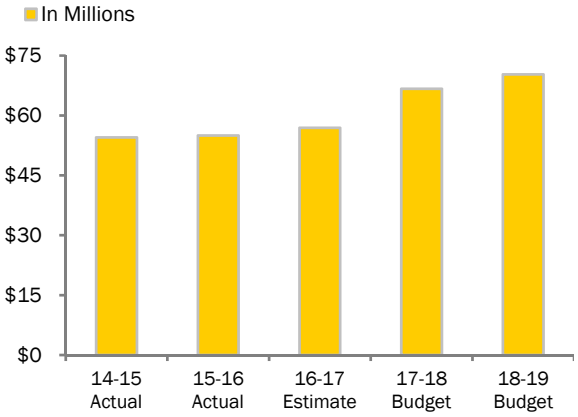
Revenues for FY 2016-17, FY 2017-18, and FY 2018-19 reflect anticipated interest earnings.



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 2016-17 estimated actual reimbursements and transfers of $56.9 million are $0.8 million below budget primarily reflecting less payments to the General Fund for administrative overhead costs. Reimbursements and transfers are projected to increase by $9.8 million in FY 2017-18 and another $3.6 million in FY 2018-19, primarily due to more required self-insurance contributions, primarily for workers compensation.



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 2017-18 or FY 2018-19.

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

FY 2017-18 Expenditure Summary by Fund

Fund	Salaries and Wages	Supplies and Expenses	Operating Total	Capital Improvements	Budget Total
(01) General	$ 248,023,080	$ 111,179,261	$ 359,202,341	$ 146,221,789	$ 505,424,130
(04) Special Revenue Source	-	(15,313,304)	(15,313,304)	18,064,773	2,751,469
(06) Clean Beaches/Ocean Parcel Tax	22,477	1,826,536	1,849,013	3,490,000	5,339,013
(11) Beach	4,961,103	9,850,130	14,811,233	1,454,387	16,265,620
(12) Housing Authority	1,740,447	17,871,482	19,611,929	12,371	19,624,300
(14) TORCA	-	42,678	42,678	378,902	421,580
(15) Low/Mod Income Housing Asset	-	(1,992,081)	(1,992,081)	3,557,876	1,565,795
(19) CDBG	-	724,219	724,219	750,540	1,474,759
(20) Misc. Grants	-	1,596,536	1,596,536	4,859,161	6,455,697
(22) Citizens Op for Public Safety	-	100,000	100,000	-	100,000
(25) Water	6,288,490	21,476,755	27,765,245	7,069,273	34,834,518
(27) Resource Recovery & Recycling	11,451,857	14,049,538	25,501,395	2,831,028	28,332,423
(28) Community Broadband	670,272	1,224,389	1,894,661	-	1,894,661
(30) Pier	2,603,023	3,871,119	6,474,142	2,169,395	8,643,537
(31) Wastewater	2,667,953	10,385,994	13,053,947	13,771,860	26,825,807
(33) Airport	3,179,365	10,047,565	13,226,930	6,834,401	20,061,331
(34) Stormwater	-	1,523,408	1,523,408	3,934,720	5,458,128
(37) Cemetery	928,733	732,440	1,661,173	32,642	1,693,815
(41) Big Blue Bus	56,650,072	22,066,921	78,716,993	19,885,219	98,602,212
(43) Gas Tax	-	2,615,331	2,615,331	-	2,615,331
(44) SCAQMD AB 2766	-	-	-	-	-
(45) Local Return	-	1,218,538	1,218,538	1,859,177	3,077,715
(53) Parks and Recreation	-	-	-	-	-
(54) Vehicle Management	3,766,355	4,027,338	7,793,693	6,700,227	14,493,920
(55) Info Tech Replacement and Services	-	-	-	2,900,000	2,900,000
(56) Self-Insurance, Comprehensive	-	3,985,108	3,985,108	-	3,985,108
(57) Self-Insurance, Bus	-	2,981,120	2,981,120	-	2,981,120
(58) Self-Insurance, Risk Management Admin	1,837,582	1,193,665	3,031,247	30,951	3,062,198
(59) Self-Insurance, Workers' Comp	-	13,385,560	13,385,560	-	13,385,560
(77) Parking Authority	900	9,000,000	9,000,900	301,515	9,302,415
SUBTOTAL	**$ 344,791,709**	**$ 249,670,246**	**$ 594,461,955**	**$ 247,110,207**	**$ 841,572,162**
Reimbursements and Transfers:	-	-	(58,538,530)	(8,183,473)	(66,722,003)
GRAND TOTAL	**$ 344,791,709**	**$ 249,670,246**	**$ 535,923,425**	**$ 238,926,734**	**$ 774,850,159**

FY 2018-19 Expenditure Summary by Fund

Fund	Salaries and Wages	Supplies and Expenses	Operating Total	Capital Improvements	Budget Total
(01) General	$ 259,723,607	$ 113,584,543	$ 373,308,150	$ 157,223,270	$ 530,531,420
(04) Special Revenue Source	-	(19,090,562)	(19,090,562)	(425,242)	(19,515,804)
(06) Clean Beaches/Ocean Parcel Tax	22,477	(7,791,081)	(7,768,604)	11,030,000	3,261,396
(11) Beach	5,190,996	10,104,514	15,295,510	7,682,639	22,978,149
(12) Housing Authority	1,793,222	17,106,255	18,899,477	12,371	18,911,848
(14) TORCA	-	43,839	43,839	-	43,839
(15) Low/Mod Income Housing Asset	-	(2,841,138)	(2,841,138)	-	(2,841,138)
(19) CDBG	-	724,219	724,219	-	724,219
(20) Misc. Grants	-	611,601	611,601	19,043,981	19,655,582
(22) Citizens Op for Public Safety	-	100,000	100,000	-	100,000
(25) Water	6,546,071	18,697,650	25,243,721	5,032,512	30,276,233
(27) Resource Recovery & Recycling	11,927,893	14,401,564	26,329,457	3,080,561	29,410,018
(28) Community Broadband	704,387	1,237,873	1,942,260	-	1,942,260
(30) Pier	2,679,296	3,966,374	6,645,670	2,475,735	9,121,405
(31) Wastewater	2,765,306	20,458,424	23,223,730	21,947,424	45,171,154
(33) Airport	3,265,856	9,327,417	12,593,273	7,279,229	19,872,502
(34) Stormwater	-	1,358,992	1,358,992	-	1,358,992
(37) Cemetery	910,641	764,638	1,675,279	40,106	1,715,385
(41) Big Blue Bus	59,428,543	22,374,963	81,803,506	18,629,119	100,432,625
(43) Gas Tax	-	3,721,386	3,721,386	-	3,721,386
(44) SCAQMD AB 2766	-	-	-	-	-
(45) Local Return	-	1,218,538	1,218,538	500,000	1,718,538
(53) Parks and Recreation	-	-	-	-	-
(54) Vehicle Management	3,928,980	4,138,630	8,067,610	6,839,771	14,907,381
(55) Info Tech Replacement and Services	-	-	-	2,000,000	2,000,000
(56) Self-Insurance, Comprehensive	-	4,084,833	4,084,833	-	4,084,833
(57) Self-Insurance, Bus	-	3,068,233	3,068,233	-	3,068,233
(58) Self-Insurance, Risk Management Admin	1,909,114	1,241,911	3,151,025	31,080	3,182,105
(59) Self-Insurance, Workers' Comp	-	14,007,399	14,007,399	-	14,007,399
(77) Parking Authority	900	13,274,437	13,275,337	-	13,275,337
SUBTOTAL	**$ 360,797,289**	**$ 249,895,452**	**$ 610,692,741**	**$ 262,422,556**	**$ 873,115,297**
Reimbursements and Transfers:	-	-	(61,704,589)	(8,590,082)	(70,294,671)
GRAND TOTAL	**$ 360,797,289**	**$ 249,895,452**	**$ 548,988,152**	**$ 253,832,474**	**$ 802,820,626**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(01) General Fund							
Operating Budget							
City Council	$ 1,094,611	$ 996,380	$ 1,328,718	$ 969,117	$ (359,601)	-27.1%	$ 1,009,021
City Manager	11,149,428	14,312,756	12,772,362	12,050,201	(722,161)	-5.7%	12,016,890
Records & Election Services	2,709,330	2,313,393	3,051,236	2,596,129	(455,107)	-14.9%	3,203,316
Finance	11,297,450	12,151,776	13,675,470	15,100,051	1,424,581	10.4%	15,599,536
City Attorney	9,988,263	10,332,201	11,316,926	11,433,371	116,445	1.0%	11,810,448
Human Resources	3,942,250	4,259,286	4,552,646	4,964,956	412,310	9.1%	5,023,768
Information Services	7,994,657	8,638,442	7,865,428	8,605,398	739,970	9.4%	8,883,931
Planning & Comm. Development	29,771,422	31,448,379	36,634,641	34,457,439	(2,177,202)	-5.9%	35,434,584
Police	76,908,591	79,625,505	85,602,866	85,669,292	66,426	0.1%	89,033,568
Fire	34,471,508	36,757,886	40,225,186	40,693,359	468,173	1.2%	42,076,299
Community & Cultural Services	24,938,944	25,431,802	27,811,612	27,664,334	(147,278)	-0.5%	28,663,334
Library	11,564,328	11,743,215	13,092,897	12,910,497	(182,400)	-1.4%	13,322,585
Public Works	39,514,192	41,370,815	49,191,970	51,179,421	1,987,451	4.0%	50,879,962
Housing & Economic Development	4,784,032	5,260,772	6,054,048	6,201,731	147,683	2.4%	6,426,641
Operating Budget	$ 270,129,006	$ 284,642,608	$ 313,176,006	$ 314,495,296	$ 1,319,290	0.4%	$ 323,383,883
Non-Departmental							
All Other Transactions	$ 61,695,444	$ 38,251,443	$ 68,392,975	$ 45,042,758	$ (23,350,217)	-34.1%	$ 48,948,253
Non-Departmental	$ 61,695,444	$ 38,251,443	$ 68,392,975	$ 45,042,758	$ (23,350,217)	-34.1%	$ 48,948,253
Operating Budget Subtotal	$ 331,824,450	$ 322,894,051	$ 381,568,981	$ 359,538,054	$ (22,030,927)	-5.8%	$ 372,332,136
Interfund Transfers	(11,448,426)	(7,844,218)	(5,657,876)	(335,713)	5,322,163	-94.1%	976,014
Operating Budget Total	$ 320,376,024	$ 315,049,832	$ 375,911,105	$ 359,202,341	$ (16,708,764)	-4.4%	$ 373,308,150
Capital Budget	27,145,358	34,581,663	103,672,379	146,221,789	42,549,410	41.0%	157,223,270
Sub-Total	$ 347,521,382	$ 349,631,495	$ 479,583,484	$ 505,424,130	$ 25,840,646	5.4%	$ 530,531,420
Less Reappropriated Capital [b]	-	-	57,352,897	-	(57,352,897)	-100.0%	-
General Fund Total	**$ 347,521,382**	**$ 349,631,495**	**$ 422,230,587**	**$ 505,424,130**	**$ 83,193,543**	**19.7%**	**$ 530,531,420**

a. FY 2016-17 Revised Budget differs from amounts presented in the Adopted FY 2015-17 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) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(04) Special Revenue Source Fund							
Interfund Transfers	$ 4,407,204	$ (8,554,905)	$ (4,192,996)	$ (15,735,658)	$ (11,542,662)	275.3%	$ (19,263,625)
Operating Budget	18,273	121,436	776,718	422,354	(354,364)	-45.6%	173,063
Capital Budget	5,188,966	8,505,382	48,067,572	18,064,773	(30,002,799)	-62.4%	(425,242)
Sub-Total	$ 9,614,442	$ 71,913	$ 44,651,294	$ 2,751,469	$ (41,899,825)	-93.8%	$ (19,515,804)
Less Reappropriated Capital [b]	-	-	18,087,641	-	(18,087,641)	-100.0%	-
Special Revenue Source Fund Total	**$ 9,614,442**	**$ 71,913**	**$ 26,563,653**	**$ 2,751,469**	**$ (23,812,184)**	**-89.6%**	**$ (19,515,804)**
(06) Clean Beaches & Ocean Prcl Tx Fund							
Other Transfers (Non-Departmental)	$ -	$ -	$ 646	$ -	$ (646)	-100.0%	$ -
Interfund Transfers	$ 1,519,812	$ 1,161,816	$ 1,277,538	$ 1,078,980	$ (198,558)	-15.5%	$ (8,557,372)
Operating Budget	330,917	442,624	751,992	770,033	18,041	2.4%	788,768
Capital Budget	341,577	756,648	7,422,447	3,490,000	(3,932,447)	-53.0%	11,030,000
Sub-Total	$ 2,192,307	$ 2,361,088	$ 9,452,623	$ 5,339,013	$ (4,113,610)	-43.5%	$ 3,261,396
Less Reappropriated Capital [b]	-	-	6,301,447	-	(6,301,447)	-100.0%	-
Clean Beaches & Ocean Prcl Tx Fund Total	**$ 2,192,307**	**$ 2,361,088**	**$ 3,151,176**	**$ 5,339,013**	**$ 2,187,837**	**69.4%**	**$ 3,261,396**
(11) Beach Recreation Fund							
All Other Transactions (Non-Departmental)	$ 66,863	$ 33,009	$ 494,887	$ 35,172	$ (459,715)	-92.9%	$ 36,331
Interfund Transfers	-	(5,260)	-	(44,411)	$ (44,411)	N/A	(44,411)
Operating Budget	11,892,209	13,121,014	14,589,194	14,820,472	231,278	1.6%	15,303,590
Capital Budget	911,552	1,579,126	5,509,053	1,454,387	(4,054,666)	-73.6%	7,682,639
Sub-Total	$ 12,870,625	$ 14,727,889	$ 20,593,134	$ 16,265,620	$ (4,327,514)	-21.0%	$ 22,978,149
Less Reappropriated Capital [b]	-	-	2,837,137	-	(2,837,137)	-100.0%	-
Beach Recreation Fund Total	**$ 12,870,625**	**$ 14,727,889**	**$ 17,755,997**	**$ 16,265,620**	**$ (1,490,377)**	**-8.4%**	**$ 22,978,149**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(12) Housing Authority Fund							
All Other Transactions (Non-Departmental)	$ -	$ -	$ -	$ -	$ -	N/A	$ -
Interfund Transfers	(553,645)	(558,468)	(896,815)	(550,316)	346,499	-38.6%	(772,838)
Operating Budget	16,564,587	16,609,620	18,164,465	20,162,245	1,997,780	11.0%	19,672,315
Capital Budget	12,371	12,371	12,371	12,371	-	0.0%	12,371
Sub-Total	$ 16,023,313	$ 16,063,524	$ 17,280,021	$ 19,624,300	$ 2,344,279	13.6%	$ 18,911,848
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
Housing Authority Fund Total	**$ 16,023,313**	**$ 16,063,524**	**$ 17,280,021**	**$ 19,624,300**	**$ 2,344,279**	**13.6%**	**$ 18,911,848**
(14) TORCA Fund							
All Other Transactions (Non-Departmental)	$ 2,217	$ 3,048	$ -	$ -	$ -	N/A	$ -
Interfund Transfers	72,749	74,385	74,843	42,678	(32,165)	-43.0%	43,839
Capital Budget	30,640	10,430	5,489,447	378,902	(5,110,545)	-93.1%	-
Sub-Total	$ 105,606	$ 87,863	$ 5,564,290	$ 421,580	$ (5,142,710)	-92.4%	$ 43,839
Less Reappropriated Capital [b]	-	-	5,299,664	-	(5,299,664)	-100.0%	-
TORCA Fund Total	**$ 105,606**	**$ 87,863**	**$ 264,626**	**$ 421,580**	**$ 156,954**	**59.3%**	**$ 43,839**
(15) Low/Mod Income Housing Asset Fd							
All Other Transactions (Non-Departmental)	$ 504	$ 693	$ -	$ -	$ -	N/A	$ -
Interfund Transfers	(668,340)	(648,181)	(808,300)	(1,992,081)	(1,183,781)	146.5%	(2,841,138)
Capital Budget	603,958	-	6,216,184	3,557,876	(2,658,308)	-42.8%	-
Sub-Total	$ (63,878)	$ (647,488)	$ 5,407,884	$ 1,565,795	$ (3,842,089)	-71.0%	$ (2,841,138)
Less Reappropriated Capital [b]	-	-	2,631,660	-	(2,631,660)	-100.0%	-
Low/Mod Income Housing Asset Fd Total	**$ (63,878)**	**$ (647,488)**	**$ 2,776,224**	**$ 1,565,795**	**$ (1,210,429)**	**-43.6%**	**$ (2,841,138)**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(17) S/A Earthquake Project Area							
All Other Transactions (Non-Departmental)	$ 9,779,491	$ 10,481,861	$ -	$ -	$ -	N/A	$ -
Interfund Transfers	540,041	(668,340)	-	-	-	N/A	-
Capital Budget	2,203,260	-	-	-	-	N/A	-
Sub-Total	$ 12,522,792	$ 9,813,521	$ -	$ -	$ -	N/A	$ -
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
S/A Earthquake Project Area Total	**$ 12,522,792**	**$ 9,813,521**	**$ -**	**$ -**	**$ -**	**N/A**	**$ -**
(19) CDBG Fund							
All Other Transactions (Non-Departmental)	$ 413,228	$ 6,910	$ 29,499	$ 29,499	$ -	0.0%	$ 29,499
Interfund Transfers	116,400	199,913	193,452	193,452	-	0.0%	193,452
Operating Budget	199,010	201,268	321,268	501,268	180,000	56.0%	501,268
Capital Budget	860,401	69,068	2,064,187	750,540	(1,313,647)	-63.6%	-
Sub-Total	$ 1,589,040	$ 477,159	$ 2,608,406	$ 1,474,759	$ (1,133,647)	-43.5%	$ 724,219
Less Reappropriated Capital [b]	-	-	780,372	-	(780,372)	-100.0%	-
CDBG Fund Total	**$ 1,589,040**	**$ 477,159**	**$ 1,828,034**	**$ 1,474,759**	**$ (353,275)**	**-19.3%**	**$ 724,219**
(20) Miscellaneous Grants Fund							
All Other Transactions (Non-Departmental)	$ -	$ -	$ -	$ -	$ -	N/A	$ -
Interfund Transfers	726,240	864,320	238,136	53,709	(184,427)	-77.4%	53,709
Operating budget	3,127,073	3,495,690	4,263,144	1,542,827	(2,720,317)	-63.8%	557,892
Capital Budget	9,292,508	21,508,103	23,613,284	4,859,161	(18,754,123)	-79.4%	19,043,981
Sub-Total	$ 13,145,821	$ 25,868,113	$ 28,114,564	$ 6,455,697	$ (21,658,867)	-77.0%	$ 19,655,582
Less Reappropriated Capital [b]	-	-	20,171,785	-	(20,171,785)	-100.0%	-
Miscellaneous Grants Fund Total	**$ 13,145,821**	**$ 25,868,113**	**$ 7,942,779**	**$ 6,455,697**	**$ (1,487,082)**	**-18.7%**	**$ 19,655,582**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(22) COPS Fund							
Operating Budget	$ 73,371	$ 188,741	$ 100,000	$ 100,000	$ -	0.0%	$ 100,000
Capital Budget	-	-	-	-	-	N/A	-
Sub-Total	$ 73,371	$ 188,741	$ 100,000	$ 100,000	$ -	0.0%	$ 100,000
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
COPS Fund Total	**$ 73,371**	**$ 188,741**	**$ 100,000**	**$ 100,000**	**$ -**	**0.0%**	**$ 100,000**
(25) Water Fund							
All Other Transactions (Non-Departmental)	$ (48,266)	$ 17,064	$ 724,819	$ 59,807	$ (665,012)	-91.7%	$ 61,733
Interfund Transfers	1,675,619	1,938,407	2,196,905	3,875,691	1,678,786	76.4%	1,912,740
Operating Budget	19,967,779	19,586,745	25,203,699	23,829,747	(1,373,952)	-5.5%	23,269,248
Capital Budget	5,193,651	3,696,735	8,424,643	7,069,273	(1,355,370)	-16.1%	5,032,512
Sub-Total	$ 26,788,782	$ 25,238,951	$ 36,550,066	$ 34,834,518	$ (1,715,548)	-4.7%	$ 30,276,233
Less Reappropriated Capital [b]	-	-	8,224,026	-	(8,224,026)	-100.0%	-
Water Fund Total	**$ 26,788,782**	**$ 25,238,951**	**$ 28,326,040**	**$ 34,834,518**	**$ 6,508,478**	**23.0%**	**$ 30,276,233**
(27) Resource Recovery & Recyc Fund							
All Other Transactions (Non-Departmental)	$ (195,013)	$ 75,171	$ 1,121,866	$ 104,509	$ (1,017,357)	-90.7%	$ 108,198
Interfund Transfers	408,079	416,935	842,832	468,098	(374,734)	-44.5%	479,114
Operating Budget	21,833,183	22,002,261	24,446,872	24,928,788	481,916	2.0%	25,742,145
Capital Budget	2,322,417	2,375,702	3,335,671	2,831,028	(504,643)	-15.1%	3,080,561
Sub-Total	$ 24,368,666	$ 24,870,070	$ 29,747,241	$ 28,332,423	$ (1,414,818)	-4.8%	$ 29,410,018
Less Reappropriated Capital [b]	-	-	512,750	-	(512,750)	-100.0%	-
Resource Recovery & Recyc Fund Total	**$ 24,368,666**	**$ 24,870,070**	**$ 29,234,491**	**$ 28,332,423**	**$ (902,068)**	**-3.1%**	**$ 29,410,018**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(28) Community Broadband Fund							
All Other Transactions (Non-Departmental)	$ -	$ -	$ 82,108	$ -	$ (82,108)	-100.0%	$ -
Operating Budget	$ -	$ -	$ 1,865,723	1,894,661	28,938	1.6%	1,942,260
Sub-Total	$ -	$ -	$ 1,947,831	$ 1,894,661	$ 28,938	1.5%	$ 1,942,260
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
Community Broadband Fund Total	**$ -**	**$ -**	**$ 1,947,831**	**$ 1,894,661**	**$ 28,938**	**1.5%**	**$ 1,942,260**
(30) Pier Fund							
All Other Transactions (Non-Departmental)	$ (37,005)	$ (9,211)	$ 249,498	$ 14,410	$ (235,088)	-94.2%	$ 14,799
Interfund Transfers	192,038	(5,081)	(237,616)	(264,015)	(26,399)	11.1%	(262,764)
Operating Budget	6,044,495	6,205,126	6,397,890	6,723,747	325,857	5.1%	6,893,635
Capital Budget	457,984	862,931	2,634,696	2,169,395	(465,301)	-17.7%	2,475,735
Sub-Total	$ 6,657,512	$ 7,053,765	$ 9,044,468	$ 8,643,537	$ (400,931)	-4.4%	$ 9,121,405
Less Reappropriated Capital [b]	-	-	700,779	-	(700,779)	-100.0%	-
Pier Fund Total	**$ 6,657,512**	**$ 7,053,765**	**$ 8,343,689**	**$ 8,643,537**	**$ 299,848**	**3.6%**	**$ 9,121,405**
(31) Wastewater Fund							
All Other Transactions (Non-Departmental)	$ 14,472	$ (24,208)	$ 301,025	$ 23,484	$ (277,541)	-92.2%	$ 24,224
Interfund Transfers	(914,762)	(509,950)	(461,815)	(931,359)	(469,544)	101.7%	8,897,670
Operating Budget	11,270,261	9,728,237	13,078,109	13,961,822	883,713	6.8%	14,301,836
Capital Budget	4,280,951	8,030,933	13,891,776	13,771,860	(119,916)	-0.9%	21,947,424
Sub-Total	$ 14,650,921	$ 17,225,012	$ 26,809,095	$ 26,825,807	$ 16,712	0.1%	$ 45,171,154
Less Reappropriated Capital [b]	-	-	4,981,470	-	(4,981,470)	-100.0%	-
Wastewater Fund Total	**$ 14,650,921**	**$ 17,225,012**	**$ 21,827,625**	**$ 26,825,807**	**$ 4,998,182**	**22.9%**	**$ 45,171,154**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(33) Airport Fund							
All Other Transactions (Non-Departmental)	$ 1,703	$ (2,160,303)	$ 353,368	$ 5,428	$ (347,940)	-98.5%	$ 5,462
Interfund Transfers	-	-	158,349	327,547	169,198	106.9%	128,147
Operating Budget	4,159,411	4,227,194	9,171,310	12,893,955	3,722,645	40.6%	12,459,664
Capital Budget	543,532	709,733	7,299,019	6,834,401	(464,618)	-6.4%	7,279,229
Sub-Total	$ 4,704,646	$ 2,776,624	$ 16,982,046	$ 20,061,331	$ 3,079,285	18.1%	$ 19,872,502
Less Reappropriated Capital [b]	-	-	2,437,301	-	(2,437,301)	-100.0%	-
Airport Fund Total	**$ 4,704,646**	**$ 2,776,624**	**$ 14,544,745**	**$ 20,061,331**	**$ 5,516,586**	**37.9%**	**$ 19,872,502**
(34) Stormwater Management Fund							
All Other Transactions (Non-Departmental)	$ 99,746	$ 77,933	$ 65,474	$ 54,326	$ (11,148)	-17.0%	$ 46,169
Interfund Transfers	1,228,343	1,114,515	1,340,539	1,469,082	128,543	9.6%	1,312,823
Capital Budget	-	-	-	3,934,720	3,934,720	N/A	-
Sub-Total	$ 1,328,089	$ 1,192,448	$ 1,406,013	$ 5,458,128	$ 4,052,115	288.2%	$ 1,358,992
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
Stormwater Management Fund Total	**$ 1,328,089**	**$ 1,192,448**	**$ 1,406,013**	**$ 5,458,128**	**$ 4,052,115**	**288.2%**	**$ 1,358,992**
(37) Cemetery Fund							
All Other Transactions (Non-Departmental)	$ (26,531)	$ (5,452)	$ 95,876	$ 2,579	$ (93,297)	-97.3%	$ 2,579
Interfund Transfers	(554,261)	(617,627)	(423,337)	(400,000)	23,337	-5.5%	(400,000)
Operating Budget	2,002,416	2,038,339	2,021,051	2,058,594	37,543	1.9%	2,072,700
Capital Budget	33,279	89,215	156,657	32,642	(124,015)	-79.2%	40,106
Sub-Total	$ 1,454,903	$ 1,504,475	$ 1,850,247	$ 1,693,815	$ (156,432)	-8.5%	$ 1,715,385
Less Reappropriated Capital [b]	-	-	61,828	-	$ (61,828)	-100.0%	-
Cemetery Fund Total	**$ 1,454,903**	**$ 1,504,475**	**$ 1,788,419**	**$ 1,693,815**	**$ (94,604)**	**-5.3%**	**$ 1,715,385**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(41) Big Blue Bus Fund							
All Other Transactions (Non-Departmental)	$ (701,434)	$ 30,916	$ 5,476,982	$ 395,779	$ (5,081,203)	-92.8%	$ 407,903
Interfund Transfers	(171,522)	(97,001)	(194,925)	(165,702)	29,223	-15.0%	(145,206)
Operating Budget	65,265,317	67,282,557	74,534,333	78,486,916	3,952,583	5.3%	81,540,809
Capital Budget	12,022,069	30,316,942	74,696,503	19,885,219	(54,811,284)	-73.4%	18,629,119
Sub-Total	$ 76,414,430	$ 97,533,413	$ 154,512,893	$ 98,602,212	$ (55,910,681)	-36.2%	$ 100,432,625
Less Reappropriated Capital [b]	-	-	$ 54,148,729	-	$ (54,148,729)	-100.0%	-
Big Blue Bus Fund Total	**$ 76,414,430**	**$ 97,533,413**	**$ 100,364,164**	**$ 98,602,212**	**$ (1,761,952)**	**-1.8%**	**$ 100,432,625**
(43) Gas Tax Fund							
All Other Transactions (Non-Departmental)	$ 3,819	$ 3,743	$ 4,900	$ 4,900	$ -	0.0%	$ 4,900
Interfund Transfers	2,581,823	2,004,350	1,567,000	2,610,431	1,043,431	66.6%	3,716,486
Capital Budget	350,000	-	350,000	-	(350,000)	-100.0%	-
Sub-Total	$ 2,935,642	$ 2,008,093	$ 1,921,900	$ 2,615,331	$ 693,431	36.1%	$ 3,721,386
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
Gas Tax Fund Total	**$ 2,935,642**	**$ 2,008,093**	**$ 1,921,900**	**$ 2,615,331**	**$ 693,431**	**36.1%**	**$ 3,721,386**
(44) SCAQMD AB 2766 Fund							
All Other Transactions (Non-Departmental)	$ 5,591	$ 5,759	$ 6,760	$ -	$ (6,760)	-100.0%	$ -
Interfund Transfers	$ 390,873	$ -	$ -	$ -	$ -	N/A	$ -
Capital Budget	165,561	55,334	301,725	-	(301,725)	-100.0%	-
Sub-Total	$ 562,025	$ 61,093	$ 308,485	$ -	$ (308,485)	-100.0%	$ -
Less Reappropriated Capital [b]	-	-	301,725	-	(301,725)	-100.0%	-
SCAQMD AB 2766 Fund Total	**$ 562,025**	**$ 61,093**	**$ 6,760**	**$ -**	**$ (6,760)**	**-100.0%**	**$ -**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(45) Local Return Fund							
Interfund Transfers	$ -	$ -	$ 710,000	$ 735,000	$ 25,000	3.5%	$ 735,000
Operating Budget	$ -	$ -	$ 483,538	$ 483,538	$ -	0.0%	$ 483,538
Capital Budget	-	-	6,187,149	1,859,177	(4,327,972)	-70.0%	500,000
Sub-Total	$ -	$ -	$ 7,380,687	$ 3,077,715	$ (4,302,972)	-58.3%	$ 1,718,538
Less Reappropriated Capital [b]	-	-	4,734,918	-	(4,734,918)	-100.0%	-
Local Return Fund Total	**$ -**	**$ -**	**$ 2,645,769**	**$ 3,077,715**	**$ 431,946**	**16.3%**	**$ 1,718,538**
(53) Parks and Recreation Fund							
Operating Budget	$ -	$ -	$ -	$ -	$ -	N/A	$ -
Capital Budget	51,487	59,851	238,598	-	(238,598)	-100.0%	-
Sub-Total	$ 51,487	$ 59,851	$ 238,598	$ -	$ (238,598)	-100.0%	$ -
Less Reappropriated Capital [b]	-	-	205,298	-	(205,298)	-100.0%	-
Parks and Recreation Fund Total	**$ 51,487**	**$ 59,851**	**$ 33,300**	**$ -**	**$ (33,300)**	**-100.0%**	**$ -**
(54) Vehicle Management Fund [c]							
All Other Transactions (Non-Departmental)	$ (24,674)	$ (16,678)	$ 412,447	$ 34,054	$ (378,393)	-91.7%	$ 35,171
Interfund Transfers	(390,873)	$ -	$ -	$ -	$ -	N/A	$ -
Operating Budget	6,387,207	6,821,713	7,576,424	7,759,639	183,215	2.4%	8,032,439
Capital Budget	4,188,042	4,996,898	21,557,094	6,700,227	(14,856,867)	-68.9%	6,839,771
Sub-Total	$ 10,159,702	$ 11,801,933	$ 29,545,965	$ 14,493,920	$ (15,052,045)	-50.9%	$ 14,907,381
Less Reappropriated Capital [b]	-	-	11,554,044	-	(11,554,044)	-100.0%	-
Vehicle Management Fund Total	**$ 10,159,702**	**$ 11,801,933**	**$ 17,991,921**	**$ 14,493,920**	**$ (3,498,001)**	**-19.4%**	**$ 14,907,381**

c. FY 2017-19 amounts reflect the replacement need according to an established schedule, and are funded by prior year contributions from other funds.

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(55) Info Tech Rplcmnt & Svcs Fund							
Capital Budget	$ 1,997,361	$ 2,323,561	$ 4,078,032	$ 2,900,000	$ (1,178,032)	-28.9%	$ 2,000,000
Sub-Total	$ 1,997,361	$ 2,323,561	$ 4,078,032	$ 2,900,000	$ (1,178,032)	-28.9%	$ 2,000,000
Less Reappropriated Capital [b]	-	-	2,078,032	-	(2,078,032)	-100.0%	-
Info Tech Rplcmnt & Svcs Fund Total	**$ 1,997,361**	**$ 2,323,561**	**$ 2,000,000**	**$ 2,900,000**	**$ 900,000**	**45.0%**	**$ 2,000,000**
(56) Self-Insur, General Liab/Auto							
All Other Transactions (Non-Departmental)	$ 3,724,962	$ 3,979,959	$ 3,629,727	$ 3,495,320	$ (134,407)	-3.7%	$ 3,571,113
Interfund Transfers	415,381	465,226	456,020	489,788	33,768	7.4%	513,720
Capital Budget	-	-	332,600	-	(332,600)	-100.0%	-
Sub-Total	$ 4,140,343	$ 4,445,185	$ 4,418,347	$ 3,985,108	$ (433,239)	-9.8%	$ 4,084,833
Less Reappropriated Capital [b]	-	-	332,600	-	(332,600)	-100.0%	-
Self-insur, General Liab/Auto Total	**$ 4,140,343**	**$ 4,445,185**	**$ 4,085,747**	**$ 3,985,108**	**$ (100,639)**	**-2.5%**	**$ 4,084,833**
(57) Self-Insurance, Bus Fund							
All Other Transactions (Non-Departmental)	$ 1,932,051	$ 2,299,915	$ 2,240,470	$ 2,655,920	$ 415,450	18.5%	$ 2,731,713
Interfund Transfers	268,735	335,049	303,107	325,200	22,093	7.3%	336,520
Capital Budget	-	-	-	-	-	N/A	-
Sub-Total	$ 2,200,786	$ 2,634,964	$ 2,543,577	$ 2,981,120	$ 437,543	17.2%	$ 3,068,233
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
Self-insurance, Bus Fund Total	**$ 2,200,786**	**$ 2,634,964**	**$ 2,543,577**	**$ 2,981,120**	**$ 437,543**	**17.2%**	**$ 3,068,233**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
(58) Self-Insurance, Risk Management Admin Fund							
All Other Transactions (Non-Departmental)	$ (51,022)	$ (19,883)	$ 222,775	$ 6,178	$ (216,597)	-97.2%	$ 6,178
Interfund Transfers	(1,988,462)	(2,233,661)	(2,086,093)	(2,311,303)	(225,210)	10.8%	(2,394,180)
Operating Budget	4,572,194	4,789,620	5,266,977	5,336,372	69,395	1.3%	5,539,027
Capital Budget	3,332	3,448	30,826	30,951	125	0.4%	31,080
Sub-Total	$ 2,536,042	$ 2,539,524	$ 3,434,485	$ 3,062,198	$ (372,287)	-10.8%	$ 3,182,105
Less Reappropriated Capital [b]	-	-	-	-	-	N/A	-
Self-Insurance, Risk Management Admin Fund Total	**$ 2,536,042**	**$ 2,539,524**	**$ 3,434,485**	**$ 3,062,198**	**$ (372,287)**	**-10.8%**	**$ 3,182,105**
(59) Self-Insur, Workers' Comp Fund							
All Other Transactions (Non-Departmental)	$ 7,954,205	$ 9,936,775	$ 9,628,100	$ 11,724,658	$ 2,096,558	21.8%	$ 12,286,259
Interfund Transfers	1,450,992	1,563,562	1,479,879	1,660,902	181,023	12.2%	1,721,140
Operating Budget	-	-	-	-	-	N/A	-
Capital Budget	26,510	27,257	-	-	-	N/A	-
Sub-Total	$ 9,431,707	$ 11,527,594	$ 11,107,979	$ 13,385,560	$ 2,277,581	20.5%	$ 14,007,399
Less Reappropriated Capital [b]	-	-	$ -	-	$ -	N/A	-
Self-insur, Workers' Comp Fund Total	**$ 9,431,707**	**$ 11,527,594**	**$ 11,107,979**	**$ 13,385,560**	**$ 2,277,581**	**20.5%**	**$ 14,007,399**
(77) Parking Authority Fund							
Interfund Transfers	$ -	$ 8,575,795	$ 3,700,000	$ 9,000,000	$ 5,300,000	143.2%	$ 13,274,437
Operating Budget	770	580	900	900	-	0.0%	900
Capital Budget	2,525	1,335	2,691,931	301,515	(2,390,416)	-88.8%	-
Sub-Total	$ 3,295	$ 8,577,710	$ 6,392,831	$ 9,302,415	$ 2,909,584	45.5%	$ 13,275,337
Less Reappropriated Capital [b]	-	-	560,241	-	(560,241)	-100.0%	-
Parking Authority Fund Total	**$ 3,295**	**$ 8,577,710**	**$ 5,832,590**	**$ 9,302,415**	**$ 3,469,825**	**59.5%**	**$ 13,275,337**

FIVE-YEAR EXPENDITURE SUMMARY

FUND/DEPARTMENT BUDGET UNIT	(1) 2014-15 Actual	(2) 2015-16 Actual	(3) 2016-17 Revised Budget [a]	(4) 2017-18 Budget	(5) Change Amount (4) - (3)	(6) Change Percent (5) / (3)	(7) 2018-19 Budget Plan
All Funds							
All Other Transactions (Non-Departmental)	$ 84,610,350	$ 62,968,463	$ 93,534,202	$ 63,688,781	$ (29,762,667)	-31.8%	$ 68,320,484
Interfund Transfers	(695,962)	(3,028,418)	(421,173)	(400,000)	21,173	-5.0%	(386,723)
Operating Budget	443,837,479	461,505,373	522,189,613	531,173,174	8,983,561	1.7%	542,758,980
Capital Budget	78,229,292	120,572,666	348,273,844	247,110,207	(101,163,637)	-29.0%	262,422,556
Sub-Total	$ 605,981,159	$ 642,018,084	$ 963,576,486	$ 841,572,162	$ (121,921,570)	-12.7%	$ 873,115,297
Less Reappropriated Capital [b]	-	-	204,296,344	-	(204,296,344)	-100.0%	-
Total All Funds	**$ 605,981,159**	**$ 642,018,084**	**$ 759,280,142**	**$ 841,572,162**	**$ 82,374,774**	**10.8%**	**$ 873,115,297**
Less Reimbursements and Transfers							
Operating	$ (47,879,318)	$ (47,174,140)	$ (49,873,481)	$ (58,538,530)	$ (8,665,049)	17.4%	$ (61,704,589)
Capital	(6,613,026)	(7,864,641)	(7,819,262)	(8,183,473)	(364,211)	4.7%	(8,590,082)
Grand Total	**$ 551,488,815**	**$ 586,979,303**	**$ 701,587,399**	**$ 774,850,159**	**$ 73,345,514**	**10.5%**	**$ 802,820,626**
(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 2017-19 Adopted Biennial Budget

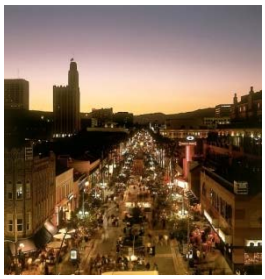
City of Santa Monica®

City Council

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

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.

City Council

FY 2017-19 Operating Budget		
	FY 2017-18	**FY 2018-19**
Salaries & Wages	$434,960	$462,044
Supplies & Expenses	534,157	546,977
TOTAL	$969,117	$1,009,021
FTE Positions	1.0	1.0

COMMUNITY

Support Mayor and Council in their work as policy makers

- Legislative and intergovernmental relations
- Manage Council member logistics for meetings, community events, and conferences
- Coordinate Council correspondence and other requests of Council

Service by Division

City Council

Operating Budget: FY 2017-18: $1.0 million FY 2018-19: $1.0 million
Number of FTEs: FY 2017-18: 1.0 FTE FY 2018-19: 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 the City's legislative and intergovernmental affairs programs and provides Council members with scheduling, communications and other administrative support.

City Council

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
City Council	$1,094,611	$ 996,380	$1,328,718	$ 969,117	$1,009,021
Total Department	**$1,094,611**	**$ 996,380**	**$1,328,718**	**$ 969,117**	**$1,009,021**
MAJOR ACCOUNT GROUPS					
01 General Fund					
Salaries and Wages	$ 415,572	$ 426,173	$ 425,861	$ 434,960	$ 462,044
Supplies and Expenses	679,039	570,207	902,857	534,157	546,977
Total Department	**$1,094,611**	**$ 996,380**	**$1,328,718**	**$ 969,117**	**$1,009,021**

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	1.0	1.0	1.0	1.0	1.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**

City Manager

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

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.

City Manager

FY 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$10,137,424	$10,094,596
Supplies & Expenses	1,912,777	1,922,294
TOTAL	$12,050,201	$12,016,890
FTE Positions	70.2	68.2

COMMUNITY

Promote Citizen Understanding and Engagement

- Foster community partnerships
- Manage the Wellbeing Index

Communicate City Policies, Programs, and Initiatives

- Deliver public information through an updated website, social media, and monthly Seascape newsletters
- Provide consulting services and produce supporting tools and resources for City departments in communication strategy, messaging, and deliverables
- Coordinate with City departments on strategy and development of outreach campaigns
- Develop external communication tools
- Manage internal communications

Provide a Program of Resiliency

- Establish community emergency response teams
- Offer disaster preparedness trainings
- Provide community education and outreach in resiliency
- Develop emergency planning and preparation plans
- Operate public safety communications center

Increase Transparency and Citizen Trust

- Implement ad hoc resident committee on staff compensation audit

GOVERNANCE

Ensure Efficient City Services Delivery

- City department support and guidance
- Total workplace initiative
- Performance management program

Provide Support to City Council

- Agenda and staff report management

City Manager

Service by Division

Administration

Operating Budget: FY 2017-18: $2.7 million FY 2018-19: $2.6 million
Number of FTEs: FY 2017-18: 10.4 FTE FY 2018-19: 9.4 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 management of the internal audit function. The Division is also responsible for the efficient and cost-effective administration of City programs, utilizing a performance management framework focused around the City Council's strategic goals and fostering community wellbeing.

Office of Civic Wellbeing

Operating Budget: FY 2017-18: $0.9 million FY 2018-19: $0.9 million
Number of FTEs: FY 2017-18: 5.5 FTE FY 2018-19: 5.5 FTE

The Office of Civic Wellbeing is responsible for the City's Wellbeing Index, a data driven tool that provides insight into community wellbeing and advances areas of focus for policy, decision-making and resource allocation. The Division collaborates with staff to address issues identified by the Index; engages with the community to build bridges between Index findings and resident participation in City governance; and coordinates collective impact approaches with public, non-profit and private partners. The Division identifies approaches for local government innovation, learning and civic action.

Office of Communications

Operating Budget: FY 2017-18: $3.0 million FY 2018-19: $2.9 million
Number of FTEs: FY 2017-18: 19.3 FTE FY 2018-19: 18.3 FTE

The Office of Communications is responsible for Citywide strategic communications and community outreach, graphic identity and production of outreach materials. The Division also manages social media, web content, media relations, cable television programming and franchise enforcement, and administers neighborhood association support.

Office of Emergency Management

Operating Budget: FY 2017-18: $5.5 million FY 2018-19: $5.6 million
Number of FTEs: FY 2017-18: 35.0 FTE FY 2018-19: 35.0 FTE

The Office of Emergency Management (OEM) is responsible for the City's emergency response and planning efforts including mitigation, preparedness, response, and recovery to any community-wide hazard or disaster. OEM is made up of two divisions. The Emergency Services Division implements extensive disaster planning, training, and proactive community-based disaster preparedness programs to ensure that the City of Santa Monica is a disaster resilient community. Emergency Services also oversees the operation of the City's Emergency Operation Center (EOC). The Public Safety Communications Division 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.

City Manager

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration	$ 2,172,216	$ 2,298,541	$ 3,085,892	$ 2,722,136	$ 2,579,485
Office of Civic Wellbeing	-	-	804,682	855,789	889,803
Office of Communications	2,266,745	2,163,787	3,490,923	2,981,230	2,937,907
Office of Emergency Management	2,833,258	5,337,736	5,681,781	5,491,046	5,609,695
Office of Pier Management	2,744,667	2,678,888	-	-	-
Office of Sustainability and the Environment	4,086,601	4,685,589	-	-	-
Total Department	**$ 14,103,487**	**$ 17,164,541**	**$ 13,063,278**	**$ 12,050,201**	**$ 12,016,890**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$ 7,895,727	$ 11,129,563	$ 10,139,320	$ 10,137,424	$ 10,094,596
Supplies and Expenses	3,253,701	3,183,193	2,633,042	1,912,777	1,922,294
Subtotal	$ 11,149,428	$ 14,312,756	$ 12,772,362	$ 12,050,201	$ 12,016,890
20 Miscellaneous Grants Fund					
Supplies and Expenses	$ 209,391	$ 172,897	$ 290,916	$ -	$ -
Subtotal	$ 209,391	$ 172,897	$ 290,916	$ -	$ -
30 Pier Fund					
Salaries and Wages	$ 299,448	$ 298,225	$ -	$ -	$ -
Supplies and Expenses	2,445,219	2,380,663	-	-	-
Subtotal	$ 2,744,667	$ 2,678,888	$ -	$ -	$ -

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND *(continued)*					
Total All Funds					
Salaries and Wages	$ 8,195,176	$ 11,427,788	$ 10,139,320	$ 10,137,424	$ 10,094,596
Supplies and Expenses	5,908,311	5,736,753	2,923,958	1,912,777	1,922,294
Total Department	**$ 14,103,487**	**$ 17,164,541**	**$ 13,063,278**	**$ 12,050,201**	**$ 12,016,890**

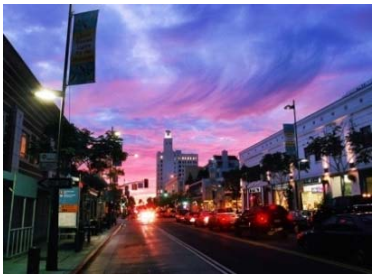
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	71.0	76.5	63.5	62.5	60.5
Temporary Positions	5.2	6.1	6.8	7.7	7.7
Subtotal	76.2	82.6	70.3	70.2	68.2
30 Pier Fund					
Permanent Positions	2.0	2.0	0.0	0.0	0.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	2.0	2.0	0.0	0.0	0.0
Total All Funds					
Permanent Positions	73.0	78.5	63.5	62.5	60.5
Temporary Positions	5.2	6.1	6.8	7.7	7.7
Total Department	**78.2**	**84.6**	**70.3**	**70.2**	**68.2**

Records & Election Services (City Clerk)

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Records & Election Services (City Clerk)



The mission of the City Clerk is to serve as the City Elections Official, Political Reform Filing Officer, and Compliance Officer for the Public Records Act, Brown Act, and local statutes. The City Clerk's Office facilitates the democratic process by conducting City elections for voters and candidates. It provides support to the City Council and records Council proceedings; manages the City's records and responds to public requests for information; accepts federal passport applications; provides mail and printing services to internal departments; and cost-effectively carries out all programs of this office.

Records & Election Services (City Clerk)

FY 2017-19 Operating Budget		
	FY 2017-18	**FY 2018-19**
Salaries & Wages	$1,747,761	$1,826,151
Supplies & Expenses	848,368	1,377,165
TOTAL	$2,596,129	$3,203,316
FTE Positions	13.5	13.5

COMMUNITY

Conduct Municipal Elections

- Complete Political Reform Act Filing Officer duties
- Process/qualify candidates, petitions and ballot measures
- Promote voter registration/participation and distribute/translate election information
- Secure necessary facilities/resources for polling sites
- Certify election results and maintain election records

Support the City Council and Administer the City Council Agenda Management System

- Prepare the City Council meeting agendas and post/distribute meeting packets
- Record all City Council proceedings
- Purchase and implement electronic public speaker sign-up, written comments system and electronic voting system
- Explore options for a new Agenda Management System
- Provide training to City staff on the Agenda Management System

Support the City's Boards and Commissions

- Maintain, recruit for, and fill the City's Boards/Commissions Appointive List
- Record proceedings of Council Subcommittees and Oversight Committees
- Train City staff and Board/Commission members on the Brown Act (Open Meetings Law)
- Implement an electronic posting board for agendas and public notices

Records & Election Services (City Clerk)

Process Public Records Requests

- Implement a Public Records Request tracking software to assist with the City's high volume of public record requests

Process Passport Applications

- Accept passport applications and certify applicants' photos, identification, citizenship, and familial relations

GOVERNANCE

Manage City Records

- Maintain the legislative history of the City Council, Lobbyist Registry, and the Council's Oaks Initiative Log
- Conduct annual review of Records Retention Schedule and Records Destruction of City records
- Oversee storage and retrieval of off-site records and trains City staff on the Records Management System

Provide Internal Mail and Printing Services

- Purchase and implement a Folder, Inserter and Mailing Machine
- Process and distribute all external and internal mail daily
- Process, complete and deliver print jobs using 100% recycled, non-toxic supplies and energy saving equipment as per the City's sustainability policies

Records & Election Services (City Clerk)

Service by Division

Administration

Operating Budget: FY 2017-18: $1.6 million FY 2018-19: $1.7 million
Number of FTEs: FY 2017-18: 8.5 FTE FY 2018-19: 8.5 FTE

The Administration Division carries out the official duties of the City Clerk as required by local law and the Brown Act (Open Meetings Law), Public Records Act and Political Reform Act. The Division prepares and disseminates 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 staff serve as the Board Secretaries of the Audit Subcommittee and Clean Beaches & Ocean Oversight Committee. The office also maintains the City's Boards/Commissions Appointments List, Lobbyist Registry and Council's Oaks Initiative Log, administers the Records Management Program, attests to contracts executed by the City Manager and serves as a Passport Acceptance Facility.

Elections

Operating Budget: FY 2017-18: $0.02 million FY 2018-19: $0.5 million
Number of FTEs: FY 2017-18: 0.0 FTE FY 2018-19: 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 City Council, Rent Control Board, Santa Monica – Malibu Unified School District (SMMUSD) Board and Santa Monica College (SMC) Board elections with the Los Angeles County Clerk/Registrar-Recorder, and maintains the official election records. The Division is staffed by Administration and Support Services personnel.

Records & Election Services (City Clerk)

Support Services

Operating Budget: FY 2017-18: $1.0 million FY 2018-19: $1.0 million
Number of FTEs: FY 2017-18: 5.0 FTE FY 2018-19: 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

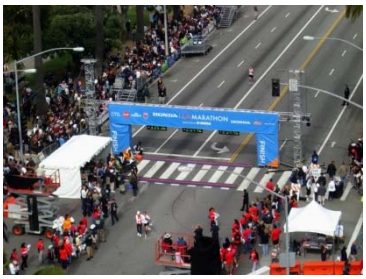
EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration	$ 1,377,875	$ 1,419,016	$ 1,606,882	$ 1,592,781	$ 1,654,501
Elections	366,185	14,430	505,156	16,115	513,981
Support Services	965,270	879,947	939,198	987,233	1,034,834
Total Department	**$ 2,709,330**	**$ 2,313,393**	**$ 3,051,236**	**$ 2,596,129**	**$ 3,203,316**
MAJOR ACCOUNT GROUPS					
01 General Fund					
Salaries and Wages	$ 1,531,670	$ 1,525,066	$ 1,709,272	$ 1,747,761	$ 1,826,151
Supplies and Expenses	1,177,660	788,327	1,341,964	848,368	1,377,165
Total Department	**$ 2,709,330**	**$ 2,313,393**	**$ 3,051,236**	**$ 2,596,129**	**$ 3,203,316**

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	13.0	13.5	13.5	13.5	13.5
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	**13.0**	**13.5**	**13.5**	**13.5**	**13.5**

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

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.

Finance

FY 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$10,719,224	$11,140,355
Supplies & Expenses	9,717,199	9,998,208
TOTAL	$20,436,423	$21,138,563
FTE Positions	79.0	79.0

COMMUNITY

Manage Budget and Reporting

- Biennial Budget development and updates
- Annual financial report development

ECONOMIC OPPORTUNITY

Coordinate Implementation of the City's Minimum Wage Law

- Coordinate community outreach and collaboration
- Coordinate enforcement
- Review and inform Council of law's impact

Provide Fair Access to Business Opportunities

- Conduct procurement outreach focused on local and disadvantaged vendors when completing City purchases
- Practice innovative procurement practices to attract a more diverse group of vendors doing business with the City

GOVERNANCE

Administer the City's Enterprise Resource Planning System

- Provide tools for accurate, secure, and accessible accounting and reporting
- Providing training and support to users
- Transition to a new enterprise resource planning program for financial, human resources, and payroll functions

Finance

Provide Efficient Business Processes

- Provide vendor payment processing

Plan for and Manage City's Funding Needs

- Five-year expense and revenue forecasting
- Funding options analysis and review
- Grants and federal funds management

Manage Fiscal Internal Controls Implementation

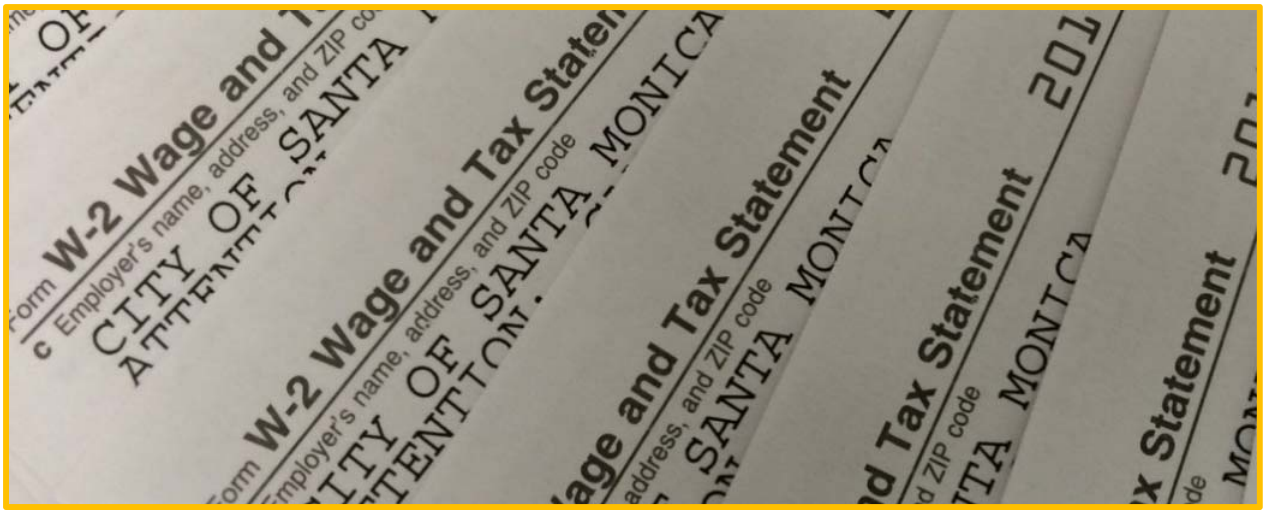
- Develop and administer fiscal policies and procedures
- Coordinate with stakeholders (external auditor, audit subcommittee, etc.) on internal controls review

Administer Programs to Decrease Risk Exposure

- Administer workers' compensation program: claims management and return to work programs
- Manage safety programs
- Manage general and special insurance

Protect and Safeguard City's Financial Assets

- Conduct investment and cash reviews and audits
- Invest City funds according to appropriate laws and guidelines
- Ensure the City receives all money owed



Service by Division

Administration

Operating Budget: FY 2017-18: $3.7 million FY 2018-19: $3.8 million
Number of FTEs: FY 2017-18: 16.3 FTE FY 2018-19: 16.3 FTE

The Administration Division is responsible for financial strategic planning, 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 2017-18: $0.9 million FY 2018-19: $0.9 million
Number of FTEs: FY 2017-18: 5.0 FTE FY 2018-19: 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

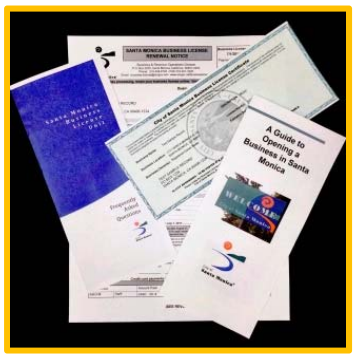
Financial Operations

Operating Budget: FY 2017-18: $2.3 million FY 2018-19: $2.4 million
Number of FTEs: FY 2017-18: 15.0 FTE FY 2018-19: 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 2017-18: $8.3 million FY 2018-19: $8.5 million
Number of FTEs: FY 2017-18: 29.8 FTE FY 2018-19: 29.8 FTE



The Revenue Division is responsible for managing the City's investment portfolio, revenue collection process, and banking relationships; administering and collecting the business license tax and related City business permits/assessments; billing for 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 2017-18: $5.3 million FY 2018-19: $5.5 million
Number of FTEs: FY 2017-18: 13.0 FTE FY 2018-19: 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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration	$ 6,271,596	$ 2,987,276	$ 3,564,003	$ 3,679,550	$ 3,785,634
Budget	699,633	758,881	895,330	857,597	890,647
Financial Operations	2,135,689	2,186,377	2,328,810	2,283,912	2,378,532
Revenue	2,190,532	6,219,242	6,887,327	8,278,992	8,544,723
Risk Management Administration	4,572,194	4,789,620	5,266,977	5,336,372	5,539,027
Total Department	**$15,869,645**	**$16,941,396**	**$18,942,447**	**$20,436,423**	**$21,138,563**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$ 7,198,878	$ 8,146,735	$ 8,653,878	$ 8,887,820	$ 9,237,419
Supplies and Expenses	4,098,572	4,005,041	5,021,592	6,212,231	6,362,117
Subtotal	$11,297,450	$12,151,776	$13,675,470	$15,100,051	$15,599,536
58 Risk Management-Admin Fund					
Salaries and Wages	$ 1,542,779	$ 1,674,810	$ 1,761,151	$ 1,831,404	$ 1,902,936
Supplies and Expenses	3,029,415	3,114,810	3,505,826	3,504,968	3,636,091
Subtotal	$ 4,572,194	$ 4,789,620	$ 5,266,977	$ 5,336,372	$ 5,539,027
Total All Funds					
Salaries and Wages	$ 8,741,657	$ 9,821,545	$10,415,029	$10,719,224	$11,140,355
Supplies and Expenses	7,127,987	7,119,851	8,527,418	9,717,199	9,998,208
Total Department	**$15,869,644**	**$16,941,396**	**$18,942,447**	**$20,436,423**	**$21,138,563**

Finance

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	61.0	64.3	64.3	65.3	65.3
Temporary Positions	1.8	1.0	0.7	0.8	0.8
Subtotal	62.8	65.3	65.0	66.0	66.0
58 Risk Management-Admin Fund					
Permanent Positions	12.0	13.0	13.0	13.0	13.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	12.0	13.0	13.0	13.0	13.0
Total All Funds					
Permanent Positions	73.0	77.3	77.3	78.3	78.3
Temporary Positions	1.8	1.0	0.7	0.8	0.8
Total Department	**74.8**	**78.3**	**78.0**	**79.0**	**79.0**

City Attorney

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

City Attorney

The mission of the City Attorney's Office is to provide the City with the highest level of legal representation, ethically, efficiently and cost-effectively: as advisors to City officials and staff, to provide timely and comprehensive 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 and to do all of this so as to advance the City's and the community's welfare in the interests of equality, justice and fairness.

City Attorney

FY 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$11,023,998	$11,391,715
Supplies & Expenses	409,373	418,733
TOTAL	$11,433,371	$11,810,448
FTE Positions	48.6	48.6

COMMUNITY

Prosecute Crimes

- Prosecute family violence crimes
- Uphold the enforcement of laws

Provide Legal Advice

- Advise City Council members and attend City Council meetings
- Attend commissions, including Planning, Landmark, and Airport

PLACE AND PLANET

Enforce City Laws

- Prosecute code violations
- Support code enforcement officers

Support the Airport Strategic Goal

- Implement and defend City Council direction through litigation
- Provide departments with day-to-day legal and transactional advice

Promote Environmental Sustainability and Community Wellbeing

- Support clean water, sustainable groundwater management, and water neutrality initiatives
- Provide community outreach and education on issues of concern, including immigration status and human trafficking

City Attorney

ECONOMIC OPPORTUNITY

Promote Fair Housing and Prevent Tenant Harassment

- Investigate complaints and litigate cases to enforce citizens' rights
- Provide community education, including holding workshops and publishing public service announcements and educational materials

GOVERNANCE

Represent the City and its Employees

- Litigate civil lawsuits
- Handle legal disputes so as to best preserve and advance community welfare and protect public funds
- Promote public safety by assisting in the assessment, management, and reduction of risks within the City

City Attorney

Service by Division

City Attorney

Operating Budget: FY 2017-18: $11.4 million FY 2018-19: $11.8 million
Number of FTEs: FY 2017-18: 48.6 FTE FY 2018-19: 48.6 FTE

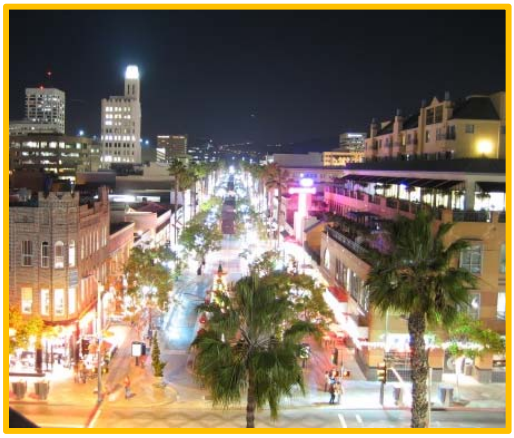
The Administrative Unit oversees and coordinates all of the work of the office, which includes advising the City's official bodies and City staff, drafting ordinances, resolutions and other legal documents, reviewing all contracts and leases, representing the City in civil legal proceedings, and prosecuting 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, and various laws that protect consumers against fraud and unfair business practices. 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

The Code Enforcement Division of the City Attorney's Office works to secure compliance with a wide range of regulatory laws which seeks to protect the quality of life in Santa Monica. Examples of laws enforced by the Division include, State and local Building and Fire Codes, State and local laws regulating nuisance abatement, contractors, massage establishments, and alcohol serving establishments, the City's Zoning Ordinance, the Landmarks Ordinance, the Sign Ordinance, the Minimum Wage Ordinance, Business Licensing laws, and tenant relocation laws. The Division also provides legal advice to various law enforcement agencies, such as the Santa Monica Police Department, Fire Department, Business License Division, City Planning Division, Code Enforcement Division and Building and Safety Division on a wide range of regulatory issues.

City Attorney

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-19 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
City Attorney	$ 9,988,263	$10,332,201	$11,316,926	$11,433,371	$11,810,448
Total Department	**$ 9,988,263**	**$10,332,201**	**$11,316,926**	**$11,433,371**	**$11,810,448**
MAJOR ACCOUNT GROUPS					
01 General Fund					
Salaries and Wages	$ 9,485,404	$ 9,941,094	$10,900,747	$11,023,998	$11,391,715
Supplies and Expenses	502,859	391,107	416,179	409,373	418,733
Total Department	**$ 9,988,263**	**$10,332,201**	**$11,316,926**	**$11,433,371**	**$11,810,448**

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-19 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	42.0	43.5	46.0	48.0	48.0
Temporary Positions	0.3	0.4	0.7	0.6	0.6
Total Department	**42.3**	**43.9**	**46.7**	**48.6**	**48.6**

Human Resources

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

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 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$4,283,642	$4,326,350
Supplies & Expenses	681,314	697,418
TOTAL	$4,964,956	$5,023,768
FTE Positions	29.2	28.2

GOVERNANCE

Provide Training to City of Santa Monica Employees

- Implement New Hire Orientation
- Strengthen and administer Santa Monica Institute (SMI) to develop professional growth

Support and Engage City of Santa Monica Employees

- Implement new employee performance evaluation system
- Engage employees in improving their health through wellness programs
- Administer protected leave programs
- Deliver a comprehensive employee benefits program
- Facilitate connection to the organizational purpose through recognition, appreciation, and networking

Administer Core Human Resources Functions

- Promote efficiencies through automation and digitization of personnel files
- Conduct classification and compensation studies
- Administer recruitment and selection
- Conduct personnel investigations and support departments with disciplinary processes
- Oversee Memoranda of Understanding
- Implement HR section of new ERP
- Maintain employee database integrity

Develop Tools to Ensure Effective Succession Planning

Human Resources

Service by Division

Administrative Services

Operating Budget: FY 2017-18: $0.7 million FY 2018-19: $0.8 million
Number of FTEs: FY 2017-18: 3.2 FTE FY 2018-19: 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. The Director of Human Resources acts as Chief Negotiator for the City and manages the division.

Employment and Classification

Operating Budget: FY 2017-18: $1.2 million FY 2018-19: $1.2 million
Number of FTEs: FY 2017-18: 7.0 FTE FY 2018-19: 7.0 FTE

The Employment and Classification 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 conducts classification studies to ensure classifications are up to date.

Human Resources

Labor and Employee Relations

Operating Budget: FY 2017-18: $1.2 million FY 2018-19: $1.2 million
Number of FTEs: FY 2017-18: 8.0 FTE FY 2018-19: 8.0 FTE

The Labor and Employee Relations Division negotiates and administers labor agreements with the City's various employee associations; provides assistance to departments regarding employee performance issues and disciplinary matters; investigates employee complaints; and maintains the HR/Payroll and compensation systems. Additionally, the Division 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.

Organizational Development and Employee Benefits

Operating Budget: FY 2017-18: $1.9 million FY 2018-19: $1.8 million
Number of FTEs: FY 2017-18: 11.0 FTE FY 2018-19: 10.0 FTE

The Organizational Development and Employee Benefits Division provides services that focus on the development and retention of our workforce. 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. The Division also administers, coordinates, and provides information related to employee health benefits, employee wellness, deferred compensation, retirement, new employee orientation, and the employee recognition program.

Human Resources

Budget Summary

GENERAL FUND

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administrative Services	$ 776,629	$ 755,250	$ 749,726	$ 727,364	$ 750,079
Employment and Classification	1,596,936	1,616,807	1,887,636	1,154,509	1,200,276
Labor and Employee Relations	1,568,684	1,887,230	1,915,284	1,194,088	1,242,392
Organizational Development and Employee Benefits	-	-	-	1,888,995	1,831,021
Total Department	**$ 3,942,249**	**$ 4,259,287**	**$ 4,552,646**	**$ 4,964,956**	**$ 5,023,768**
MAJOR ACCOUNT GROUPS					
01 General Fund					
Salaries and Wages	$ 3,281,837	$ 3,607,530	$ 3,838,268	$ 4,283,642	$ 4,326,350
Supplies and Expenses	660,412	651,757	714,378	681,314	697,418
Total Department	**$ 3,942,249**	**$ 4,259,287**	**$ 4,552,646**	**$ 4,964,956**	**$ 5,023,768**

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	24.0	25.0	26.0	29.0	28.0
Temporary Positions	0.4	0.2	0.2	0.2	0.2
Total Department	**24.4**	**25.2**	**26.2**	**29.2**	**28.2**

Information Services

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Information Services

The mission of the Information Services 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 Services

FY 2017-19 Operating Budget		
	FY 2017-18	**FY 2018-19**
Salaries & Wages	$8,369,590	$8,660,694
Supplies & Expenses	2,130,469	2,165,497
TOTAL	$10,500,059	$10,826,191
FTE Positions	52.0	52.0

COMMUNITY

Promote Technology Use in the Community

- CityNet Business Broadband
- Digital Inclusion Program
- Facilitation and support of public computing access at city libraries
- Enhancement of high-speed data communication options for residents
- Youth Tech Program
- Technology to support public engagement and increase government transparency

ECONOMIC OPPORTUNITY

Provide Broadband to the Affordable Housing Buildings Serving Santa Monica's Seniors, Homeless, Disabled, and those with Special Needs

GOVERNANCE

Enhance and Modernize Business Practices

- Support workforce mobility
- Architect, digitize, and automate City processes
- Facilitate data and application integration through comprehensive software strategy

Deliver Information Technology Support and Training

- Training and workforce development to enhance and improve technology adoption

Protect Information

- Maintain and safeguard City data
- Monitor and protect the City's digital assets

Information Services

Service by Division

Administration

Operating Budget: FY 2017-18: $2.2 million FY 2018-19: $2.2 million
Number of FTEs: FY 2017-18: 8.0 FTE FY 2018-19: 8.0 FTE

The Administration Division manages the business operations and provides administrative support to the Information Services 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

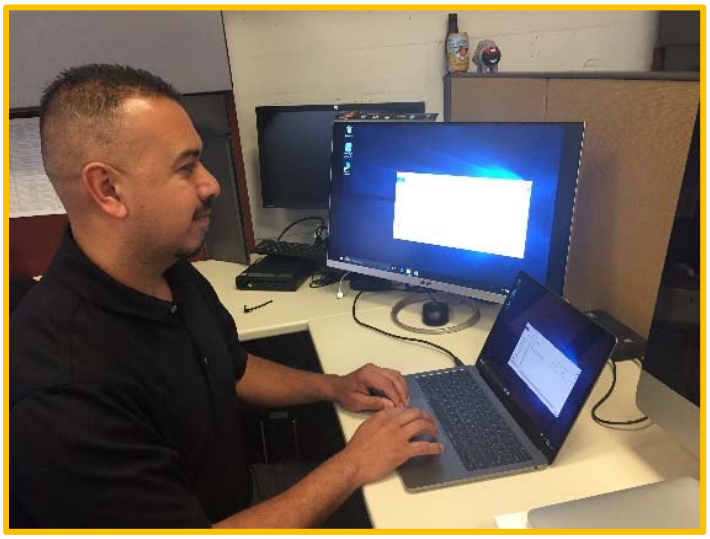
Operating Budget: FY 2017-18: $1.9 million FY 2018-19: $1.9 million
Number of FTEs: FY 2017-18: 4.0 FTE FY 2018-19: 4.0 FTE

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 business broadband services to a growing number of tech, entertainment, healthcare firms within Santa Monica. In FY 2016-17, the Division launched the City's Digital Inclusion Pilot offering 10 Gigabit

broadband to residents in affordable housing buildings to close the Digital Divide. 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-week Youth Technology Workforce Development Program for high school students, and "Concept to Code," a City TV television show outlining key steps of the startup process for tech entrepreneurs.

Customer Experience and Support

Operating Budget: FY 2017-18: $2.7 million FY 2018-19: $2.7 million
Number of FTEs: FY 2017-18: 19.0 FTE FY 2018-19: 19.0 FTE

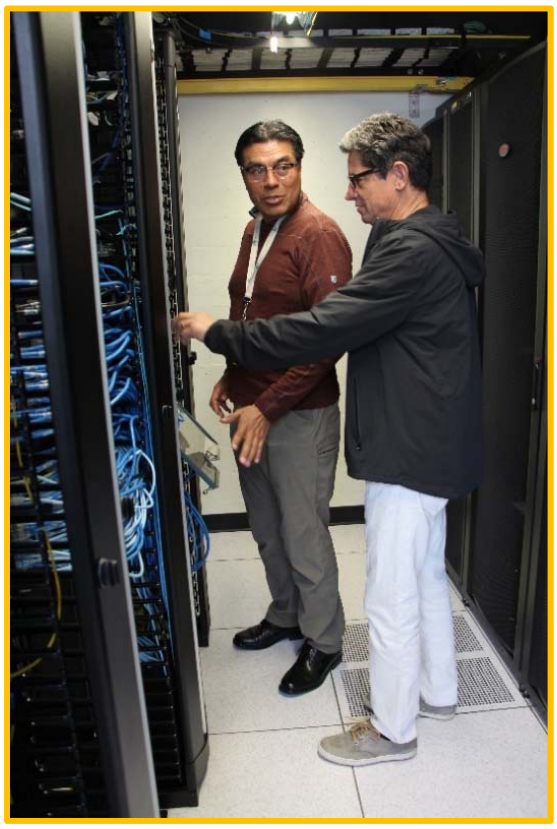


The Customer Experience and Support Division provides comprehensive support services for digital technologies to advance an exceptional technology enabled experience for city staff and patrons. The Division delivers a proactive customer support program that includes a call-center, department and application support services, and end-user device support. Team members provide diagnostic/repair services, in addition to planning, consulting, and implementation services to City departments on the use of digital business systems to support data driven governance.

Information Services

Infrastructure and Cloud Services

Operating Budget: FY 2017-18: $2.3 million FY 2018-19: $2.4 million
Number of FTEs: FY 2017-18: 13.0 FTE FY 2018-19: 13.0 FTE

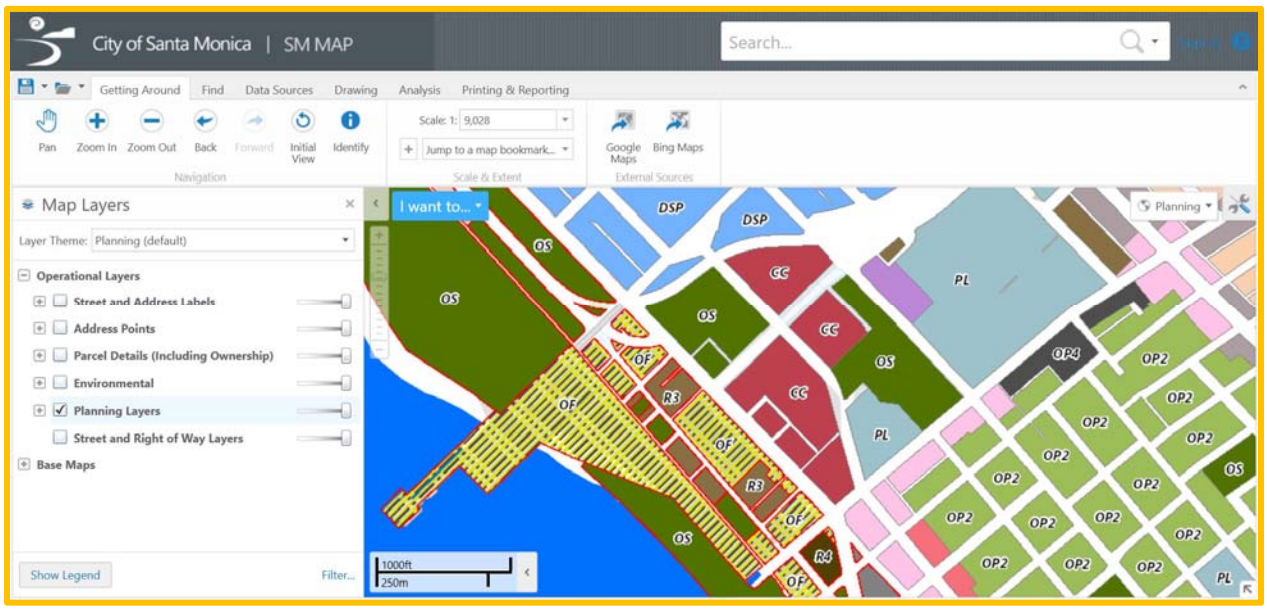


The Infrastructure and Cloud Services Division manages the planning, implementation, and operation of the City's Information Technology (IT) infrastructure and services, and is responsible for all aspects of network and system security. The City's IT infrastructure includes telecommunication and radio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

Web Development

Operating Budget: FY 2017-18: $1.5 million FY 2018-19: $1.5 million
Number of FTEs: FY 2017-18: 8.0 FTE FY 2018-19: 8.0 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 Services

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration	$ 1,220,169	$ 1,342,893	$ 1,645,394	$ 2,155,771	$ 2,230,263
Community Broadband	1,252,790	1,522,963	1,865,723	1,894,661	1,942,260
Software Systems	1,601,536	1,650,407	1,788,587	-	-
Customer Experience and Support	1,072,233	1,185,898	1,046,019	2,671,420	2,742,456
Infrastructure and Cloud Services	1,609,754	1,623,688	1,910,208	2,298,945	2,385,011
Web Development	1,238,175	1,312,594	1,475,220	1,479,262	1,526,201
Total Department	**$ 7,994,657**	**$ 8,638,442**	**$ 9,731,151**	**$ 10,500,059**	**$ 10,826,191**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$ 6,675,730	$ 7,169,738	$ 7,056,447	$ 7,699,318	$ 7,956,307
Supplies and Expenses	1,318,927	1,468,705	808,981	906,080	927,624
Subtotal	$ 7,994,657	$ 8,638,443	$ 7,865,428	$ 8,605,398	$ 8,883,931
28 Community Broadband Fund					
Salaries and Wages	$ -	$ -	$ 654,378	$ 670,272	$ 704,387
Supplies and Expenses	-	-	1,211,345	1,224,389	1,237,873
Subtotal	$ -	$ -	$ 1,865,723	$ 1,894,661	$ 1,942,260
Total All Funds					
Salaries and Wages	$ 6,675,730	$ 7,169,738	$ 7,710,825	$ 8,369,590	$ 8,660,694
Supplies and Expenses	1,318,927	1,468,705	2,020,326	2,130,469	2,165,497
Total Department	**$ 7,994,657**	**$ 8,638,443**	**$ 9,731,151**	**$ 10,500,059**	**$ 10,826,191**

Information Services

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	46.0	50.0	47.0	48.0	48.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	46.0	50.0	47.0	48.0	48.0
28 Community Broadband Fund					
Permanent Positions	0.0	0.0	4.0	4.0	4.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	0.0	0.0	4.0	4.0	4.0
Total All Funds					
Permanent Positions	46.0	50.0	51.0	52.0	52.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Total Department	**46.0**	**50.0**	**51.0**	**52.0**	**52.0**

Planning and Community Development

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

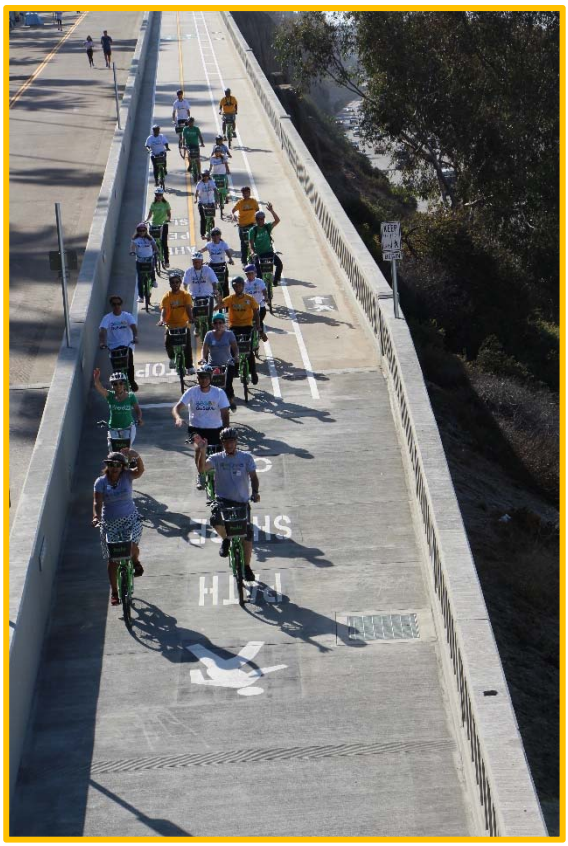
Planning and Community Development

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

Planning and Community Development

FY 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$18,945,307	$19,544,716
Supplies & Expenses	15,982,501	15,961,848
TOTAL	$34,927,808	$35,506,564
FTE Positions	125.9	124.9



COMMUNITY

Develop Strong Communities through Enhancement of the Built Environment

- Pico Neighborhood Plan
- Neighborhood Preservation
- Safe Routes to School Program
- Vision Zero and Complete Streets
- School Circulation Plans
- Enforcement of the Short Term Rental Program

PLACE AND PLANET

Establish a New Model of Mobility and Reduce Transportation-Related Emissions

- Expand the Bike Share Program
- Pedestrian Action Plan Implementation
- Transportation Solutions Preparing for Autonomous, Electric and Connected Vehicles
- Pilot new public and shared transportation options
- Use the GoSaMo identity to grow awareness of mobility options
- Wayfinding Signage
- Bike Action Plan Implementation and protected bikeways
- Go With The Flow – Traffic management at Downtown event activations
- Adaptive signal upgrades through technology

Administer Parking Programs

- Parking Website Redesign
- Smart Parking ("Smarking") Integrated Parking Management
- Parking Access and Revenue Control System replacement
- Beach Parking – Analysis of Options and Services

Planning and Community Development

Promote Environmental Sustainability

- Leaf blowers, plastic bags, and Styrofoam Ordinance enforcement
- Manage Zero Net Energy program for new single-family homes

Ensure Compliance with City Code

- General code enforcement program
- General permitting

ECONOMIC OPPORTUNITY

Affordable Access to Jobs, Schools, and Services

- Employer transportation demand management program
- Breeze low income resident program

Protect Infrastructure

- Seismic Retrofit Program
- Building construction compliance

Planning and Community Development

Service by Division

Administration

Operating Budget: FY 2017-18: $1.8 million FY 2018-19: $1.8 million
Number of FTEs: FY 2017-18: 6.0 FTE FY 2018-19: 6.0 FTE

The Administration Division coordinates and manages the Department's six other divisions: City Planning/Development Review, Mobility, Traffic Management, Building and Safety, Code Enforcement, and Parking Operations. 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 2017-18: $5.3 million FY 2018-19: $5.5 million
Number of FTEs: FY 2017-18: 35.0 FTE FY 2018-19: 35.0 FTE

The Building and Safety Division ensures the wellbeing of the community by verifying the safety of the built environment and that new construction is built according to approved planning entitlements and building plans. The Division administers state and municipal regulations regarding architectural compliance, structural stability and seismic safety, electrical, mechanical, and plumbing code safety, disabled access, energy conservation, green building, and sustainability. The Division includes the public counter permitting operations, plan check review, and inspection. In addition to

staff review of construction drawings and inspection of ongoing construction projects, the Division provides public information on current construction standards, maintains permit and construction records, and administers appeals of the building codes. The Division introduced a Seismic Retrofit Program in spring, 2017 which includes increased measures for building resilience in five types of seismically vulnerable structures and includes the retrofitting of a significant number of multi-family affordable housing buildings. 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

Operating Budget: FY 2017-18: $4.4 million FY 2018-19: $4.6 million
Number of FTEs: FY 2017-18: 26.0 FTE FY 2018-19: 26.0 FTE

The City Planning Division develops policies and plans that shape the built environment of Santa Monica to address community priorities and changing conditions in addition to administering and implementing City land use and development policies, urban design policies, and the historic preservation program. The Division coordinates community outreach and maintains and updates existing policy documents such as the City's General Plan. The Division's multi-year planning projects include the Lincoln Neighborhood Corridor Plan, Downtown Community Plan, Memorial Park Neighborhood Plan, Pico Neighborhood Plan, and Local Coastal Program Update.

The Division also has a key responsibility for timely permit processing as Planning staff serves as project managers and coordinates CEQA review to move customer projects through interdepartmental reviews and the permit process. A broad range of permits and

development applications are reviewed by Division staff, who also lead negotiations on Development Agreements. The Division works closely with the Planning Commission and Architectural Review Board to ensure new development reflects City land use policy and enhances the built environment. The Division 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 2017-18: $2.8 million FY 2018-19: $2.9 million
Number of FTEs: FY 2017-18: 20.0 FTE FY 2018-19: 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 adherence to conditional use permit requirements. If code violations are confirmed, the Division may implement various strategies, ranging from issuing violation notices to scheduling legal hearings to ensure compliance. The Code Enforcement Division strives to form partnerships within the community and routinely participates in educational sessions during local neighborhood meetings.

Planning and Community Development

Mobility

Operating Budget: FY 2017-18: $5.0 million FY 2018-19: $4.6 million
Number of FTEs: FY 2017-18: 20.9 FTE FY 2018-19: 19.9 FTE

This Division leads the planning and implementation of mobility options for Santa Monica with the goal of increasing the number and quality of mobility modes, increasing access to jobs, housing, schools and services, serving people of all ages and abilities, reducing fatal and injury crashes, addressing vehicle emissions and congestion, and managing roadways to create complete streets that support neighborhoods and commercial districts. The Division works on policy, plans, programs, implementation strategies, design and development of capital projects, management efforts and inter-agency partnerships that improve mobility. The Division performs review of development applications for vehicle, parking and bicycle access, performs transportation studies and modeling, evaluates changes to residential preferential parking, reviews off-site improvements, and issues various permits for use of public right-of-way. The Division also ensures compliance with employer and developer Transportation Demand Management requirements through review of annual plans to reduce vehicle trips.

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. Efforts like the Colorado Esplanade, Michigan Avenue Neighborhood Greenway, Downtown Pedestrian Scrambles and Creative Crosswalks, Samohi bike/pedestrian safety improvements, and bikeway network expansion are core projects of the team. The Division actively pursues grant funding and initiates mobility projects consistent with adopted land use and transportation plans, including over $25 million in public grants since 2007. The Division is responsible for the Breeze Bike Share system, and the City's bike and pedestrian programs.

The Division runs the Safe Routes to School program including Bike It/Walk It/Bus It assistance, Kidical Mass, bike rodeos and education efforts. The Division started the GoSaMo Transportation Management Organization (TMO) in 2016 as a partnership with community stakeholders to provide mobility information and assistance to residents,

employers and visitors. The TMO is a core strategy of the City's efforts to increase mobility options, engage partners, and actively communicate about mobility, including activation of the GoSaMo mobility initiative. 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, and encourage walking, bicycling, and transit.

The Division maintains and updates the City's General Plan Circulation Element, and prepares implementation plans like the Pedestrian Action Plan and mobility elements of the draft Downtown Community Plan. The Division works closely with the Wellbeing Project and Sustainable City staff to collaborate on policy and projects that address related elements of mobility and health, place-making, and greenhouse gas emissions. The Division addresses changing mobility, including co-leading the City's Mobility Strategic Goal and developing policy responses and action plans related to increased private sector options (Uber/Lyft/Chariot/Bridj), technology changes in data and vehicles (real time data, Autonomous and Shared Vehicles), and shifts in the landscape of for-hire vehicles and car-sharing

Parking Operations

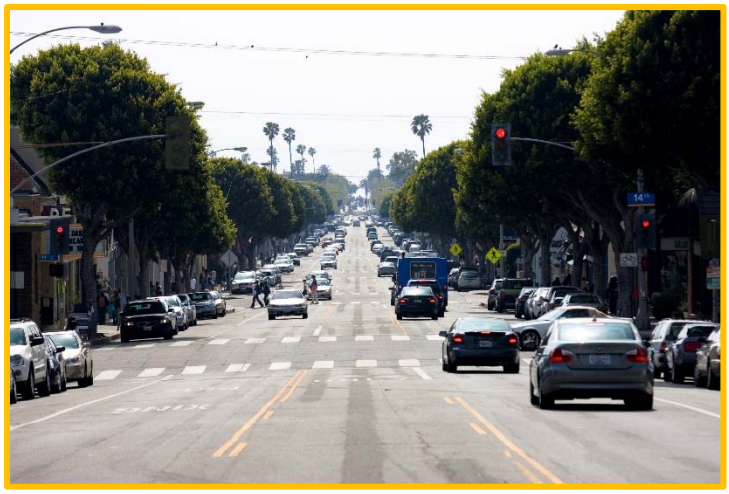
Operating Budget: FY 2017-18: $13.6 million FY 2018-19: $14.0 million
Number of FTEs: FY 2017-18: 8.0 FTE FY 2018-19: 8.0 FTE

The Parking Operations Division is responsible for the management and operations of several large-scale parking programs related to mobility and transportation including the preferential parking permit program, beach parking permit programs, special event coordination and parking facility utilization management, on-street parking including 5,800 parking meters, advertisements in the City's parking facilities, and the maintenance of 32 surface parking lots and 12 parking structures with over 11,460 total spaces. The Division manages all customer service activities for the preferential and beach parking permit programs, operating a public counter for the sale of various permits, customer account maintenance and disseminating public information

related to parking rates, zones, and facilities. The Division collaborates with the Mobility Division and the Traffic Management Division to establish and implement policies related to the City's mobility initiatives. In addition, the Division coordinates with various City departments including Police, Public Works, Community & Cultural Services, and Housing & Economic Development as well as community stakeholders to address parking-related issues and concerns throughout the city. The Division seeks out innovative parking solutions that integrate current technologies to ensure the efficient use and replacement of the City's parking assets as well as best practices in parking management.

Traffic Management

Operating Budget: FY 2017-18: $2.0 million FY 2018-19: $2.1 million
Number of FTEs: FY 2017-18: 10.0 FTE FY 2018-19: 10.0 FTE



The Traffic Management Division is the steward for the proper implementation, safe operation and efficient movement of all surface travel modes in Santa Monica. Core functions include the review and approval of traffic management plans related to the use of city streets; the design of roadway markings and devices, including bike lanes, traffic signals and stop controls; the efficient operation and maintenance of traffic signals and other electronic traffic control devices; the daily monitoring and management of construction-related activities within the public right-of-way; the management of pedestrian, bicyclist and vehicular circulation for special events and peak seasonal periods; and the implementation of various congestion management tools. The Division works closely with Mobility and Parking Divisions within PCD, Santa Monica Police Department Traffic Enforcement Division, Big Blue Bus, as well as coordinating with regional transportation agencies to assist with local and regional transportation projects. We help Santa Monica realize its mobility vision by addressing access, circulation, and parking challenges and implementing changes collaboratively.

Planning and Community Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration	$ 1,273,846	$ 1,241,894	$ 1,530,646	$ 1,760,474	$ 1,835,856
Building and Safety	5,335,358	5,158,471	5,539,971	5,348,182	5,525,947
City Planning	3,387,769	3,595,576	4,758,098	4,394,544	4,558,356
Code Enforcement	2,075,307	2,604,570	2,705,250	2,795,281	2,908,560
Mobility	2,866,222	3,963,188	6,021,501	4,984,916	4,620,042
Parking Authority	770	580	900	900	900
Parking Operations	12,718,410	13,153,869	14,802,698	13,599,314	13,957,038
Traffic Management	2,118,889	2,007,570	2,161,663	2,044,197	2,099,865
Total Department	**$29,776,571**	**$31,725,718**	**$37,520,727**	**$34,927,808**	**$35,506,564**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$16,665,785	$17,027,341	$19,081,070	$18,944,407	$19,543,816
Supplies and Expenses	13,105,637	14,421,038	17,553,571	15,513,032	15,890,768
Subtotal	$29,771,422	$31,448,379	$36,634,641	$34,457,439	$35,434,584
04 Special Revenue Source Fund					
Supplies and Expenses	$ 4,693	$ 12,024	$ 274,921	$ 320,469	$ 71,080
Subtotal	$ 4,693	$ 12,024	$ 274,921	$ 320,469	$ 71,080
20 Miscellaneous Grants Fund					
Supplies and Expenses	$ (314)	$ 264,735	$ 610,265	$ 149,000	$ -
Subtotal	$ (314)	$ 264,735	$ 610,265	$ 149,000	$ -

Planning and Community Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND *(continued)*					
77 Parking Authority Fund					
Salaries and Wages	$ 770	$ 580	$ 900	$ 900	$ 900
Subtotal	$ 770	$ 580	$ 900	$ 900	$ 900
Total All Funds					
Salaries and Wages	$16,666,555	$17,027,921	$19,081,970	$18,945,307	$19,544,716
Supplies and Expenses	13,110,016	14,697,797	18,438,757	15,982,501	15,961,848
Total Department	**$29,776,571**	**$31,725,718**	**$37,520,727**	**$34,927,808**	**$35,506,564**

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	116.0	123.1	124.1	123.5	122.5
Temporary Positions	0.0	0.0	0.0	2.4	2.4
Total Department	**116.0**	**123.1**	**124.1**	**125.9**	**124.9**

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

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 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$80,512,349	$83,769,384
Supplies & Expenses	6,950,198	7,103,054
TOTAL	$87,462,547	$90,872,438
FTE Positions	436.3	436.3

COMMUNITY

Enhance Strategies to Address Homelessness

- Participate in strategy meetings
- Share data
- Participate in City's homeless count
- Conduct safety operations
- Participate in regional homelessness efforts

Enhance Strategies that Reinforce the Importance of Community Engagement in Managing Public Safety

- National Night Out
- Community Dialogues
- Coffee with a Cop
- Know Your Neighbor
- Ask the Chief (on CityTV)
- DARE Program

Reduce Crime and Social Disorder

- Work with crime analysis to identify trends and patterns
- Continue weekly department-wide crime meeting
- Engage the community to increase crime prevention efforts
- Integrate new technology to enhance crime reduction efforts

PLACE AND PLANET

Enhance Traffic Safety and Traffic Circulation

- Conduct directed traffic safety enforcement operations
- Promote traffic safety through community education and public outreach messaging
- Integrate new technology to enhance traffic safety
- Collaborate with City traffic management

Police

LEARNING

Establishment of Juvenile Diversion Program

- Formalize the use of the Youth Assessment and Screening Instrument (YASI)
- Create evaluation forms for youth and parent participants
- Assess current flow of curriculum and engagement of students
- Contract MSW Consultant for referral to services (possible case management) and development of case management portion of program
- Make formal public announcement about JDP and its first phase of successes

Service by Division

Administrative Services

Operating Budget: FY 2017-18: $18.1 million FY 2018-19: $19.0 million
Number of FTEs: FY 2017-18: 30.0 FTE FY 2018-19: 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 2017-18: $15.7 million FY 2018-19: $16.3 million
Number of FTEs: FY 2017-18: 88.6 FTE FY 2018-19: 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.

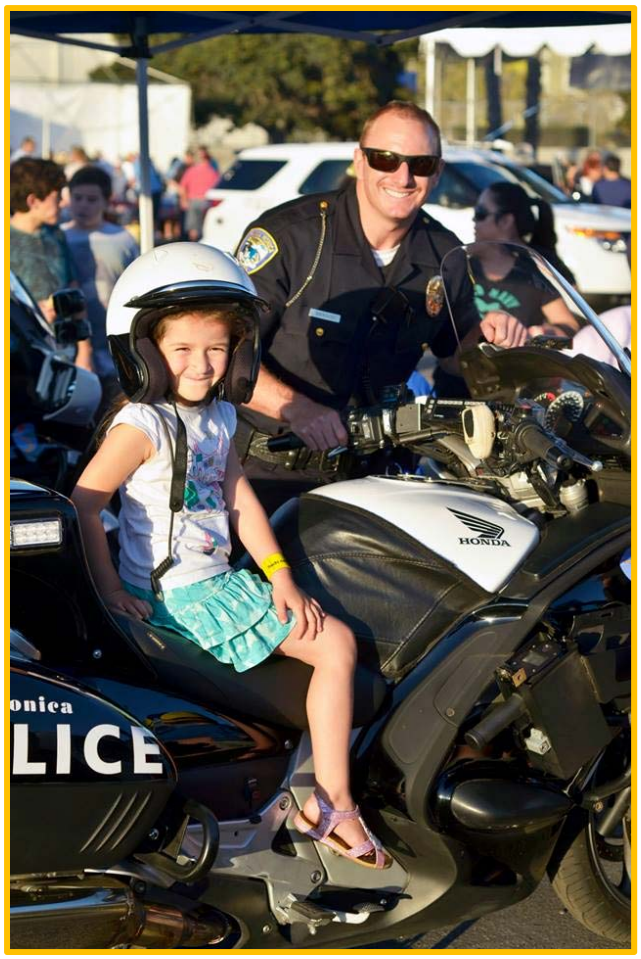
The Criminal Investigations Section provides the public with the following services:

- Investigation of unsolved crimes and the apprehension of those suspects when identified

Police

- The Narcotics and Vice Unit addresses incidents of illegal narcotics, prostitution, 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.

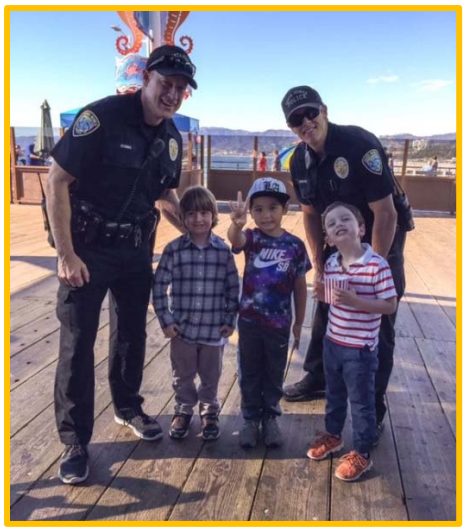


The Youth and Family Services Unit consolidates a variety of resources formerly divided throughout the department. Those services include: School Resource Officers, youth and parental counseling, and the Serious Habitual Offender (SHO) program, which identifies and tracks habitual juvenile offenders 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 2017-18: $1.7 million FY 2018-19: $1.7 million
Number of FTEs: FY 2017-18: 10.9 FTE FY 2018-19: 10.9 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 2017-18: $30.6 million FY 2018-19: $31.6 million
Number of FTEs: FY 2017-18: 159.0 FTE FY 2018-19: 159.0 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 offenders.

Police

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 2017-18: $21.4 million FY 2018-19: $22.2 million
Number of FTEs: FY 2017-18: 147.8 FTE FY 2018-19: 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.

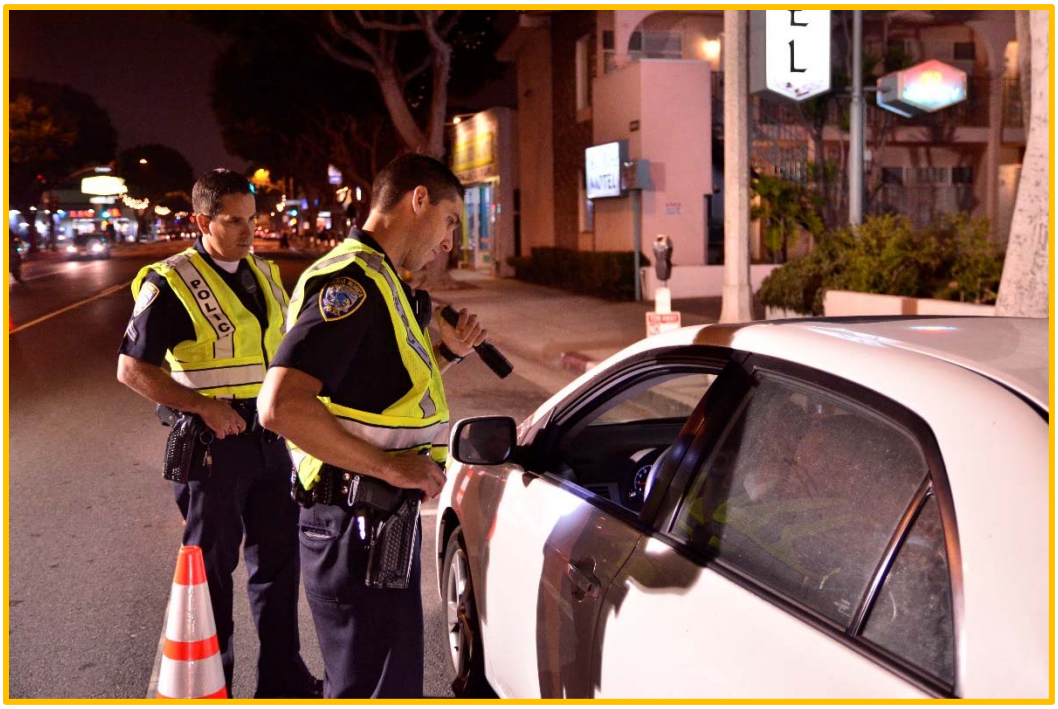
Police

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	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administrative Services	$14,836,896	$14,411,700	$16,028,501	$18,090,304	$18,992,834
Criminal Investigations	14,013,293	14,661,475	15,927,215	15,655,089	16,347,790
Harbor Unit	1,398,608	1,471,550	1,371,738	1,689,166	1,734,683
Operations	31,044,247	30,674,967	32,574,622	30,606,647	31,571,010
Strategic Services	17,820,989	20,579,009	22,196,030	21,421,341	22,226,121
Total Department	**$79,114,033**	**$81,798,701**	**$88,098,106**	**$87,462,547**	**$90,872,438**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$71,649,295	$73,874,776	$78,899,969	$78,998,068	$82,214,811
Supplies and Expenses	5,259,296	5,750,729	6,702,897	6,671,224	6,818,757
Subtotal	$76,908,591	$79,625,505	$85,602,866	$85,669,292	$89,033,568
04 Special Revenue Source Fund					
Supplies and Expenses	$ 8,455	$ 9,000	$ 4,001	$ 4,089	$ 4,187
Subtotal	$ 8,455	$ 9,000	$ 4,001	$ 4,089	$ 4,187
20 Miscellaneous Grants Fund					
Salaries and Wages	$ 263,554	$ 282,016	$ 433,267	$ -	$ -
Supplies and Expenses	227,171	119,244	586,234	-	-
Subtotal	$ 490,725	$ 401,260	$ 598,001	$ -	$ -

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND *(continued)*					
21 Asset Seizure Fund					
Salaries and Wages	$ -	$ -	$ -	$ -	$ -
Supplies and Expenses	264,684	102,645	-	-	-
Subtotal	$ 264,684	$ 102,645	$ -	$ -	$ -
22 COPS Fund					
Supplies and Expenses	$ 73,371	$ 188,741	$ 100,000	$ 100,000	$ 100,000
Subtotal	$ 73,371	$ 188,741	$ 100,000	$ 100,000	$ 100,000
30 Pier Fund					
Salaries and Wages	$ 1,220,425	$ 1,293,579	$ 1,198,775	$ 1,514,281	$ 1,554,573
Supplies and Expenses	147,781	177,971	172,963	174,885	180,110
Subtotal	$ 1,368,206	$ 1,471,550	$ 1,371,738	$ 1,689,166	$ 1,734,683
Total All Funds					
Salaries and Wages	$73,133,274	$75,450,371	$80,532,011	$80,512,349	$83,769,384
Supplies and Expenses	5,980,759	6,348,330	7,566,095	6,950,198	7,103,054
Total Department	**$79,114,033**	**$81,798,701**	**$88,098,106**	**$87,462,547**	**$90,872,438**

Police

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	387.0	392.0	395.0	394.0	394.0
Temporary Positions	31.4	31.4	31.4	31.4	31.4
Subtotal	418.4	423.4	426.4	425.4	425.4
30 Pier Fund					
Permanent Positions	7.0	7.0	7.0	9.0	9.0
Temporary Positions	2.3	2.3	2.3	1.9	1.9
Subtotal	9.3	9.3	9.3	10.9	10.9
Total All Funds					
Permanent Positions	394.0	399.0	402.0	403.0	403.0
Temporary Positions	33.7	33.7	33.7	33.3	33.3
Total Department	**427.7**	**432.7**	**435.7**	**436.3**	**436.3**

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

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 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$38,055,917	$39,385,337
Supplies & Expenses	2,637,442	2,690,962
TOTAL	$40,693,359	$42,076,299
FTE Positions	137.0	136.0

COMMUNITY

Engage the Community

- Implement a proactive community risk reduction plan
- Continue the Fire Department's Community Education Program
- Continue the use of social media to communicate and engage with the community
- Participate in all major event planning processes
- Continually promote station visits and tours
- In coordination with the LA County EMS agency, provide hands only community CPR
- Assist in the training for the City of Santa Monica's community education and Certified Emergency Response Training (CERT) program
- Continue to participate in the LA County mandated Safe Surrender Program
- Establish Cadet Program to hire local, improve diversity and support the City's "Cradle to Career Initiative" goals

PLACE AND PLANET

Prepare for, Respond to, and Mitigate Emergencies

- Offer and receive local and statewide Mutual Aid
- Provide Automatic Aid
- Provide Community event planning (i.e. Marathon, concert series, large scale special events)
- Strive to maintain and support a modern communications system

Fire

- Train and equip for, and provide Advanced Life Support (ALS) and Basic Life Support (BLS) Emergency Medical Services Delivery
- Serve as the focal point for the City of Santa Monica's Certified Unified Program Agency (CUPA)-Hazardous Management Inspections
- Actively participate in regional and national homeland security efforts
- Provide all hazard incident response for medical, hazardous materials, urban search and rescue and aircraft emergencies

Collect and Manage Data for Continuous Quality Improvement

- Enhance the use of electronic patient reporting and strive for an integrated and comprehensive records management system (RMS).
- Develop, support and implement a comprehensive Technology Strategic Plan

HEALTH

Provide Emergency Medical Services

- Newly added Rescue Ambulance resources at Station 2 and Station 3 to improve response times and availability of resources.
- Aggressive continuous quality improvement program to measure effectiveness and continue to improve performance.
- Provide health and safety education to the community through social media, engagement at local events and programs like "hands only CPR"
- Continue to provide up-staffing for various local events and summer weekend beach day

ECONOMIC OPPORTUNITY

Protect the City's Critical Infrastructure and Its Economic Vitality

- Provide proactive building inspection and code enforcement for commercial buildings
- Assure 100% of all building plans are reviewed per the building code during plan check review.
- Continually improve and evaluate the All-hazards emergency response to protect the City's economic and physical infrastructure

GOVERNANCE

Promote Employee Wellness

- Continue comprehensive Training Academies and professional development to ensure continued growth and development of all Fire Department employees at a high level
- Provide employee wellness training to staff through programs that support employee mental and physical health and efficiency

Service by Division

Administration

Operating Budget: FY 2017-18: $6.6 million FY 2018-19: $7.0 million
Number of FTEs: FY 2017-18: 15.0 FTE FY 2018-19: 14.0 FTE

The Fire Chief and administrative staff are responsible for establishing and implementing policy and procedures, evaluating operational effectiveness and implementing improvements, establishing goals and objectives, analyzing outcomes, and managing ongoing and one-time capital improvement projects. Additionally, the administrative staff is responsible for oversight of continuing education for Emergency Medical Services (EMS) personnel, communications, and 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

Fire Prevention

Operating Budget: FY 2017-18: $3.3 million FY 2018-19: $3.5 million
Number of FTEs: FY 2017-18: 14.0 FTE FY 2018-19: 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. Additionally, the Prevention Division provides public safety education to the schools, community members, and City employees in fire safety and disaster assistance response training.

Fire Suppression and Rescue

Operating Budget: FY 2017-18: $29.7 million FY 2018-19: $30.6 million
Number of FTEs: FY 2017-18: 105.0 FTE FY 2018-19: 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 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 Department deployed a two-person Rescue Ambulance pilot project in November 2015. The pilot's intent was to validate the effectiveness of an additional advanced life support resource and its impact on response reliability and unit utilization. The FY 2016-17 Adopted Budget included an additional 6.0 FTE Firefighter Paramedics to staff a second Rescue Ambulance and expand the pilot program. These additional resources are reflective of a continued growth in emergency responses. The pilot program is undergoing another deployment model shift and once completed all of the options will be evaluated. Using key performance measures, a standing Deployment Committee will regularly evaluate and propose variations to the new staffing model.

Training

Operating Budget: FY 2017-18: $1.1 million FY 2018-19: $1.1 million
Number of FTEs: FY 2017-18: 3.0 FTE FY 2018-19: 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.

Fire

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration	$ 6,399,127	$ 6,560,093	$ 6,637,006	$ 6,605,157	$ 6,954,001
Fire Prevention	2,666,662	3,185,026	3,323,359	3,337,751	3,455,553
Fire Suppression and Rescue	24,961,968	27,038,289	30,108,486	29,698,070	30,568,619
Training	1,041,704	1,049,062	1,066,214	1,052,381	1,098,126
Total Department	**$35,055,461**	**$37,832,470**	**$41,135,065**	**$40,693,359**	**$42,076,299**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$32,274,924	$34,508,577	$37,782,883	$38,055,917	$39,385,337
Supplies and Expenses	2,196,584	2,249,309	2,442,303	2,637,442	2,690,962
Subtotal	$34,471,508	$36,757,886	$40,225,186	$40,693,359	$42,076,299
04 Special Revenue Source Fund					
Supplies and Expenses	$ -	$ 3,013	$ -	$ -	$ -
Subtotal	$ -	$ 3,013	$ -	$ -	$ -
20 Miscellaneous Grants					
Supplies and Expenses	$ 583,953	$ 1,071,571	$ 909,879	$ -	$ -
Subtotal	$ 583,953	$ 1,071,571	$ 582,090	$ -	$ -
Total All Funds					
Salaries and Wages	$32,274,924	$34,508,577	$37,782,883	$38,055,917	$39,385,337
Supplies and Expenses	2,780,537	3,323,893	3,352,182	2,637,442	2,690,962
Total Department	**$35,055,461**	**$37,832,470**	**$41,135,065**	**$40,693,359**	**$42,076,299**

Budget Summary

GENERAL FUND

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	129.8	129.8	136.0	136.0	136.0
Temporary Positions	0.0	0.0	0.0	1.0	0.0
Total Department	**129.8**	**129.8**	**136.0**	**137.0**	**136.0**

Community and Cultural Services

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Community and Cultural Services

Strengthening Santa Monica's diverse and inclusive community and enriching the lives of residents and visitors through innovative program development and stewardship of Santa Monica's social, natural, and cultural resources.

Community and Cultural Services

FY 2017-19 Operating Budget		
	FY 2017-18	**FY 2018-19**
Salaries & Wages	$16,328,277	$16,892,561
Supplies & Expenses	21,228,831	21,699,306
TOTAL	$37,557,108	$38,591,867
FTE Positions	167.2	167.2

COMMUNITY

Manage Human Services Grant Program

- Enhance wellness services for school-age children
- Advance smC2C Kindergarten Readiness Campaign
- Complete data assessment report of HSD programs
- Address and prevent homelessness for vulnerable households
- Greater accessibility and active living for seniors and people with disabilities

Manage Cultural Affairs Grant Program

- Organizational Support Program
- Community Access and Participation Program
- Artist Fellowships
- Arts Transportation Grants
- Strategic Sustainability Initiative

Direct Cultural Arts Programs and Events

- Enliven the City with Cultural Events, the largest of which will be Coast in October 2017
- Manage CIP percent for art commissions (Fire Station 1 and City Services Building), including an 18-month temporary rotating public art program in partnership with DTSM.
- Complete Public Art Master Plan
- Initiate update to Creative Capital
- Evaluate Utility box art project and explore the development of a Creative Placemaking program
- Maintain and administer conservation for the City's public art collection
- Work with HED and Arts Commission on the Bergamot Station Arts Center development

Community and Cultural Services

PLACE AND PLANET

Maintain Access to Quality Parks, Beaches, and Facilities

- Develop cultural programs at Miles Playhouse, Camera Obscura Art Lab and the Beach=Culture program at the Annenberg Community Beach House.
- Manage the Civic Auditorium and Beach House, including rentals.
- Work with HED to develop Civic RFP
- Update the 1997 Parks and Recreation Master Plan to reflect current and future park and recreation needs
- Develop a long term funding strategy for park improvements
- Plan for and implement the North Beach trail project
- Complete a Master Plan for Memorial Park
- With Public Works complete construction of new public restrooms at Clover Park
- With Public Works complete construction of a new beach playground north of the Pier
- With Public Works complete design and construction documents for the 12 acre expansion of Airport Park.
- With Public Works complete feasibility and design of the Civic Center sports field.
- Manage the selection process and contract negotiation for beach concession operator

LEARNING

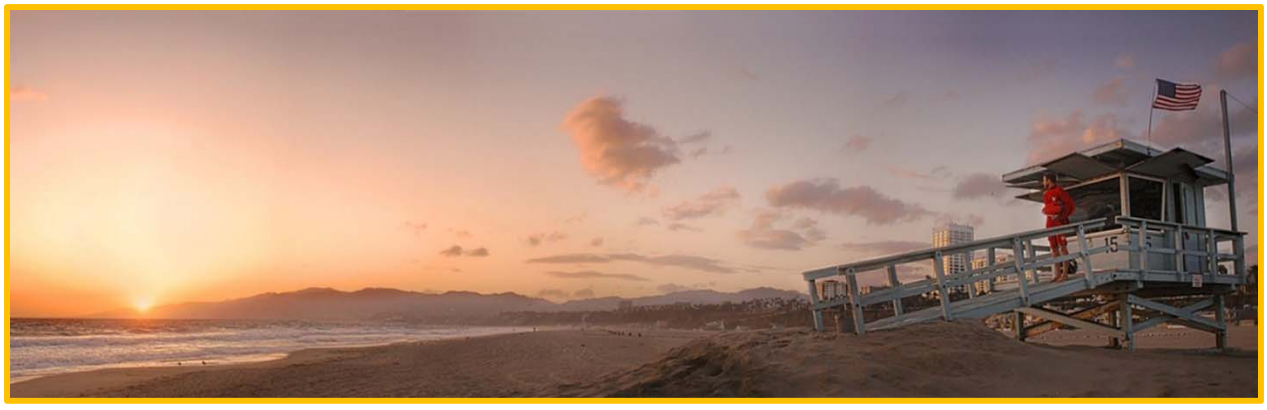
Direct Out of School Time (OST) Programming Including Virginia Avenue Park, CREST, and Police Activities League

- College and career readiness through Police Activities League programming
- Equal access to CREST out of school time programs through financial assistance
- Civic engagement at Virginia Avenue Park

HEALTH

Direct Community Recreation Programs

- Activate Reed Park
- Develop Ishihara Learning Garden programming
- Evaluate effectiveness of recreation management system and plan for future needs
- Promote community classes to Santa Monica residents



Community and Cultural Services

Service by Division

Administration and Planning Services

Operating Budget: FY 2017-18: $8.1 million FY 2018-19: $8.4 million
Number of FTEs: FY 2017-18: 6.8 FTE FY 2018-19: 6.8 FTE

Administration & Planning Services guides the Department's work to support and enhance a diverse and inclusive community. The Division aims 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 and supports the Santa Monica Recreation & Parks Commission.

Community Recreation

Operating Budget: FY 2017-18: $6.9 million FY 2018-19: $7.1 million
Number of FTEs: FY 2017-18: 64.2 FTE FY 2018-19: 64.2 FTE

The Community Recreation Division provides recreation and active living programs plus permit services at the City's parks, beach and recreation facilities. In addition, the Division manages aquatics programming at the City's award-winning Swim Center, Annenberg Community Beach House and Lincoln Middle School, offering recreational and lap swimming, swim instruction, specialty classes, and competitive swimming opportunities. The Division also oversees adult sports leagues, Memorial Park Gym, The Cove Skatepark, the Playground Partnership program at seven elementary school sites, and community classes at a range of park and community locations. On behalf of a number

Community and Cultural Services

of Westside cities, Community Recreation coordinates programming for people with disabilities through SMARS (Adaptive Recreation & Sports) and Westside Special Olympics. Additionally, the Division develops policies and issues permits for use of facilities, BBQ picnic areas, sports fields, tennis courts, commercial fitness and athletic instruction, and community events. The Division also manages three community garden locations as well as the Learning Garden at Ishihara Park.

Cultural Affairs

Operating Budget: FY 2017-18: $5.7 million FY 2018-19: $5.9 million
Number of FTEs: FY 2017-18: 24.8 FTE FY 2018-19: 24.8 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 $550,000, which support local arts activities provided by local nonprofit arts organizations. It produces a wide range of cultural programs throughout the City, including Fireside at the Miles Playhouse, Beach=Culture, Art@Tongva, as well as events such as Coast, Dia de los Muertos, Jazz on the Lawn, and the Airport Art Walk. The City's cultural facilities are also managed by the Division, providing rental opportunities and ongoing programming at the Camera Obscura Art Lab, the Annenberg Community Beach House, and the Miles Memorial Playhouse. Cultural Affairs also manages the City's public art collection and program.

Community and Cultural Services

Human Services

Operating Budget: FY 2017-18: $16.9 million FY 2018-19: $17.2 million
Number of FTEs: FY 2017-18: 71.5 FTE FY 2018-19: 71.5 FTE

The Human Services Division works to address the needs and wellbeing of the Santa Monica community through human service programs that promote self-sufficiency, diversity and inclusivity, and an improved quality of life. Working with other City departments and community partners, the Division applies a data-informed approach to the City's efforts to address and prevent homelessness, promote healthy and independent living for older adults and people with disabilities, and coordinate 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 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 supports 10 commissions, advisory boards, and task forces.

Community and Cultural Services

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration and Planning Services	$ 2,284,211	$ 1,982,128	$ 1,905,140	$ 1,708,398	$ 1,946,109
Beach Administration	5,315,331	5,715,486	6,119,760	6,346,898	6,501,628
Beach House Operations	2,222,338	2,480,110	2,939,437	2,990,450	3,081,479
Community Recreation	6,106,596	6,259,569	6,978,733	6,860,126	7,057,539
Cultural Affairs	2,592,451	2,276,516	2,838,378	2,757,830	2,849,396
Human Services	15,107,648	15,696,030	16,774,333	16,893,406	17,155,716
Public Landscape	14	-	-	-	-
Total Department	**$33,628,589**	**$34,409,839**	**$37,555,781**	**$37,557,108**	**$38,591,867**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$14,099,776	$14,294,775	$15,478,449	$14,760,652	$15,275,025
Supplies and Expenses	10,839,168	11,137,027	12,333,163	12,903,682	13,388,309
Subtotal	$24,938,944	$25,431,802	$27,811,612	$27,664,334	$28,663,334
04 Special Revenue Source Fund					
Supplies and Expenses	$ 5,124	$ 97,399	$ 97,796	$ 97,796	$ 97,796
Subtotal	$ 5,124	$ 97,399	$ 97,796	$ 97,796	$ 97,796
11 Beach Fund					
Salaries and Wages	$ 1,235,503	$ 1,354,379	$ 1,424,178	$ 1,567,625	$ 1,617,536
Supplies and Expenses	6,298,668	6,794,591	7,584,364	7,769,723	7,965,571
Subtotal	$ 7,534,171	$ 8,148,970	$ 9,008,542	$ 9,337,348	$ 9,583,107

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND *(continued)*					
19 CDBG Fund					
Supplies and Expenses	$ 199,010	$ 201,268	$ 201,268	$ 201,268	$ 201,268
Subtotal	$ 199,010	$ 201,268	$ 201,268	$ 201,268	$ 201,268
20 Miscellaneous Grants Fund					
Supplies and Expenses	$ 951,341	$ 530,400	$ 436,563	$ 256,362	$ 46,362
Subtotal	$ 951,341	$ 530,400	$ 436,563	$ 256,362	$ 46,362
Total All Funds					
Salaries and Wages	$15,335,279	$15,649,154	$16,902,627	$16,328,277	$16,892,561
Supplies and Expenses	18,293,310	18,760,685	20,653,154	21,228,831	21,699,306
Total Department	**$33,628,589**	**$34,409,839**	**$37,555,781**	**$37,557,108**	**$38,591,867**

Community and Cultural Services

Budget Summary

VARIOUS FUNDS

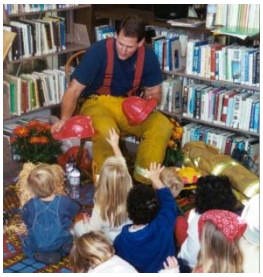
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	106.5	107.7	105.6	105.1	105.1
Temporary Positions	47.2	45.3	47.1	46.6	46.6
Subtotal	153.7	153.0	152.7	151.7	151.7
11 Beach Fund					
Permanent Positions	8.5	9.3	9.5	10.0	10.0
Temporary Positions	5.9	5.5	5.5	5.5	5.5
Subtotal	14.4	14.8	15.0	15.5	15.5
Total All Funds					
Permanent Positions	115.0	117.0	115.1	115.1	115.1
Temporary Positions	53.0	50.8	52.6	52.1	52.1
Total Department	**168.0**	**167.8**	**167.7**	**167.2**	**167.2**

Library

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Library



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

The Library supports literacy, lifelong learning, civic engagement, and cultural awareness through the Strategic Plan's four main focus areas: 1) Vibrant Learning Center, 2) Wellbeing Cultivator, 3) Dynamic Third Place, and 4) Community and Cultural Connector.

Library

FY 2017-19 Operating Budget

	FY 2017-18	FY 2018-19
Salaries & Wages	$10,265,607	$10,615,177
Supplies & Expenses	2,682,890	2,745,408
TOTAL	$12,948,497	$13,360,585
FTE Positions	112.5	112.5

COMMUNITY

Support Social Interaction and Active Community Engagement

- Community-wide literary programs (SMR, Yallwest)
- Pop-up and interactive Library experiences
- Festival experiences (How-To, Arts & Literacy)
- Youth leadership opportunities (Teen Council, Teen volunteers)
- Senior services and programs
- Volunteer opportunities
- Harwood method-like conversations to encourage community engagement
- Build a more informed and engaged Friends of the Library and Library Board
- Increase public awareness of Library's strategic plan and priorities

Expand Local History Resources and Preservation of Community Stories

- Interactive programs and displays
- Evaluation of local history space

Place and Planet

Ensure Effective Technological Infrastructure and Access to Collections

- Create and implement a 3-5 year Technology Plan
- Increase self-service opportunities to improve access and usability for library customers
- Upgrade and maintain library systems, such as the Integrated Library System and automatic materials handling system
- Use data to evaluate and streamline cataloging, acquisitions, and collection development processes

Library

Promote Sustainability through Services, Collections, and Programs

- Maintain and enhance collections highlighting sustainability and the environment
- Administer annual Green Prize for Sustainable Literature awards
- Enhance programs that promote sustainability through City and local partnerships

Administer the Library and its Facilities

- Capital and facility improvements, including Strategic Plan upgrades CIP program at the Main Library
- Increase staff and public awareness of security and emergency preparedness procedures

LEARNING

Deliver and promote literacy and education for all ages

- Implement new adult literacy education program, Literacy Education for Adults and Families (LEAF)
- Enhance and maintain youth literacy services and programs (storytimes, reading mentors, parenting workshops)
- Expand continuing education opportunities (college workshops, digital literacy classes, GED classes, Career Online High School)
- Promote and implement Summer Reading opportunities for youth and adults
- Expand staff learning and development opportunities
- Provide research and reference support for the public and city staff

HEALTH

Address Homelessness in the Library

- Partnerships with local and regional service providers
- Staff training and resource-sharing
- Pop-up and drop-in services for homeless individuals at library locations

ECONOMIC OPPORTUNITY

Increase Access to Business and Career Development Resources

- Increase partnerships, outreach, and programs for the business and start-up community
- Promote online resource training and instruction (JobNow, Foundation Center, Career Online High School)

Service by Division

Administration and Facilities

Operating Budget: FY 2017-18: $3.2 million FY 2018-19: $3.3 million
Number of FTEs: FY 2017-18: 15.9 FTE FY 2018-19: 15.9 FTE

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

Information Management

Operating Budget: FY 2017-18: $2.8 million FY 2018-19: $2.9 million
Number of FTEs: FY 2017-18: 17.0 FTE FY 2018-19: 17.0 FTE

The Information Management Division is responsible for strategic implementation of the Library's technology initiatives, as well as maintenance and support for the Library's collection. The division supports digital literacy instruction and the incorporation of emergent technology in the Library. It is responsible for management and maintenance of the Library's patron and bibliographic databases, servers, and public computing environment. In addition, the division manages the bound periodicals collection and service desk and is responsible for the acquisitions, receiving, maintenance and discoverability of all Library materials online and on the shelf through the use of bibliographic metadata, labeling, and technical processing.

Library

Public and Branch Services

Operating Budget: FY 2017-18: $4 million FY 2018-19: $4.2 million
Number of FTEs: FY 2017-18: 41.4 FTE FY 2018-19: 41.4 FTE

The Public and Branch Services Division has three components: Public, Youth, and Branch Services. Public Services supports wellbeing and lifelong learning through innovative programs and activities. This division produces a variety of literary programs and literacy services 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 Services encompass all the activities at the Fairview, Montana, Ocean Park and Pico Branches, including providing information services and programs for all ages and interests; connecting with community groups and organizations; collaborating with City departments; 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 2017-18: $3 million FY 2018-19: $3.1 million
Number of FTEs: FY 2017-18: 38.2 FTE FY 2018-19: 38.2 FTE

The Reference Services Division's primary responsibilities span across four areas: collection development and management; reference services, including local history collections; adult computer literacy skills; and circulation services. Reference staff coordinates system-wide activities relating to the selection and maintenance of materials for adults in all formats. This includes print and non-print materials, electronic resources, digital media, and microfilm. The Division handles inquiries from internal and external clients regarding a wide range of informational needs in person, by phone, and by email. Staff enhances learning through computer classes on popular software, databases, and web-based resources and creates content for the Library's website and social media outlets. The Division is also responsible for the accession and curation of the Library's digitized collections, which are freely available to the public. The Circulation unit maintains library account records, coordinates the circulation of library materials, assists the public with using the internet stations, and processes fines, fees and hold requests.

Library

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration and Facilities	$ 2,627,095	$ 2,703,076	$ 3,436,597	$ 3,157,634	$ 3,259,177
Information Management	2,341,871	2,506,116	2,822,342	2,804,820	2,886,668
Public and Branch Services	3,625,592	3,576,268	3,989,085	4,007,576	4,162,449
Reference Services	2,969,770	2,983,257	2,988,373	2,978,467	3,052,291
Total Department	**$11,564,328**	**$11,768,717**	**$13,236,397**	**$12,948,497**	**$13,360,585**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$ 9,474,720	$ 9,483,282	$10,318,349	$10,265,607	$10,615,177
Supplies and Expenses	2,089,608	2,259,933	2,774,548	2,644,890	2,707,408
Subtotal	$11,564,328	$11,743,215	$13,092,897	$12,910,497	$13,322,585
04 Special revenue Source Fund					
Supplies and Expenses	-	-	$ 100,000	-	-
Subtotal	-	-	$ 100,000	-	-
20 Miscellaneous Grants Fund					
Supplies and Expenses	-	$ 25,502	$ 43,500	$ 38,000	$ 38,000
Subtotal	-	$ 25,502	$ 43,500	$ 38,000	$ 38,000
Total All Funds					
Salaries and Wages	$ 9,474,720	$9,483,2812	$10,318,349	$10,265,607	$10,615,177
Supplies and Expenses	2,089,608	2,285,435	2,918,048	2,682,890	2,745,408
Total Department	**$11,564,328**	**$11,768,717**	**$13,236,397**	**$12,948,497**	**$13,360,585**

Budget Summary

GENERAL FUND

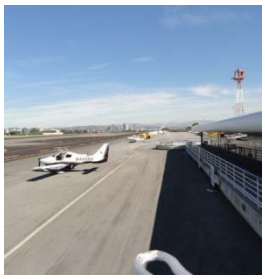
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	70.5	70.5	71.5	71.5	71.5
Temporary Positions	40.5	40.5	41.0	41.0	41.0
Total Department	**111.0**	**111.0**	**112.5**	**112.5**	**112.5**

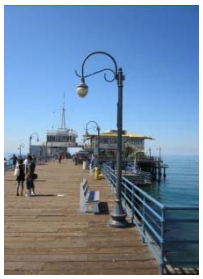
Public Works

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Public Works

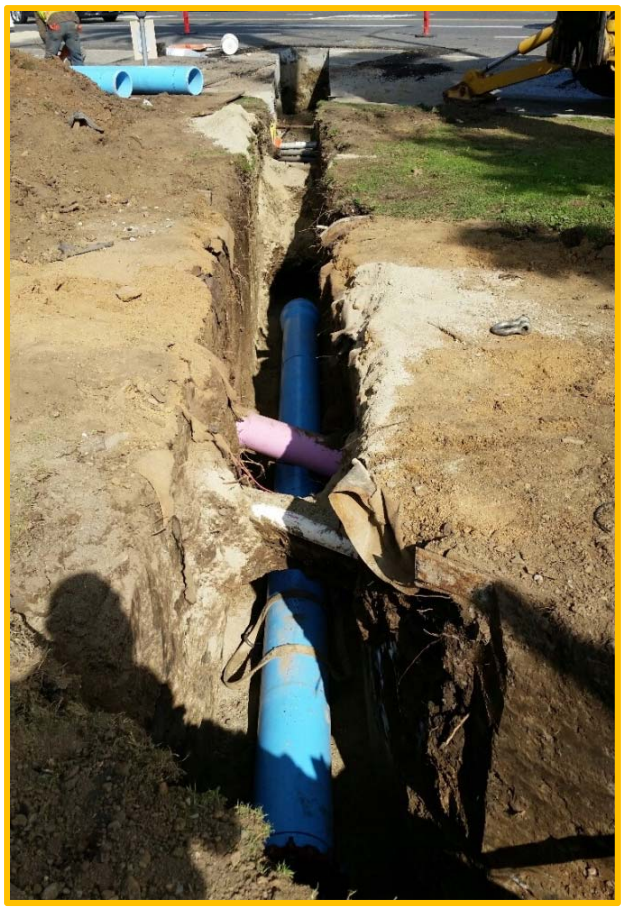




The mission of the Public Works Department is to protect and enrich the quality of life in the City through the sustainable maintenance, management, and enhancement of resources and public infrastructure.

Public Works

FY 2017-19 Operating Budget		
	FY 2017-18	**FY 2018-19**
Salaries & Wages	$65,629,348	$68,224,753
Supplies & Expenses	79,658,072	77,509,608
TOTAL	$145,287,420	$145,734,361
FTE Positions	554.5	553.5



COMMUNITY

Effectively Manage Leased Space at the Airport

- Provide opportunities for arts at the Airport

PLACE AND PLANET

Build and Maintain City Infrastructure

- Manage Capital Improvement Program
- Maintain and repair City facilities
- Clean City facilities
- Inventory street signs
- Maintain City streets and alleys
- Renew City crosswalks
- Maintain Santa Monica beach
- Renovate sports fields
- Manage City fleet via telematics

Implement Innovative Sustainable Programs

- Lead water self-sufficiency and conservation efforts
- Lead zero waste programming
- Oversee Eternal Meadows
- Manage climate adaptation efforts
- Manage sustainable procurement
- Manage carbon neutrality efforts
- Lead business greening efforts
- Lead toxics use reduction efforts
- Lead community sustainability initiatives
- Manage the watershed

LEARNING

Provide Vocational Skill-Building Opportunities

- Administer Trades Intern program
- Administer Rosie's Girls

Public Works

HEALTH

Provide Efficient and Effective Service Delivery

- Deliver water to Santa Monica residents and businesses
- Provide sewer services
- Provide efficient refuse collection services

ECONOMIC OPPORTUNITY

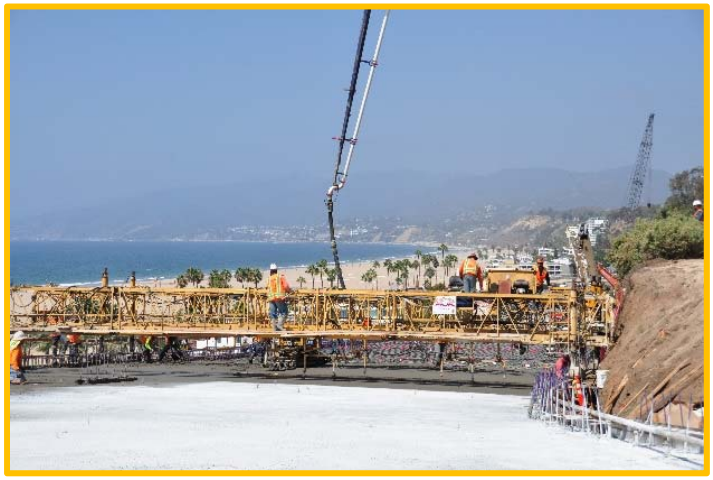
Effectively Manage Leased Space at the Airport

- Manage leased property and provide space for small businesses

Service by Division

Administrative Services

Operating Budget: FY 2017-18: $1.8 million FY 2018-19: $1.8 million
Number of FTEs: FY 2017-18: 8.0 FTE FY 2018-19: 8.0 FTE



The Administrative Services Division directs the work of the Department and provides administrative support to the Public Works Divisions. Support includes coordinating and preparing the department operating budget, coordinating and managing the City's Capital Improvement Program and budget, 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 2017-18: $10.9 million FY 2018-19: $10.5 million
Number of FTEs: FY 2017-18: 25.9 FTE FY 2018-19: 25.9 FTE

The Airport Division manages the operation of the Santa Monica Municipal Airport, a general aviation airport. Airport Administration provides enforcement of noise regulations, including curfew, administration of leases, fees, and user charges and acts as liaison with the neighboring community and Airport Commission. Airport Fixed Base Operator will be responsible to provide aeronautical services such as fueling to base and transient aircraft operators.

Public Works

Architecture Services

Operating Budget: FY 2017-18: $2.8 million FY 2018-19: $2.9 million
Number of FTEs: FY 2017-18: 17.0 FTE FY 2018-19: 17.0 FTE

The Architecture Services Division is responsible for the planning, design, construction and management of capital improvement projects related to City-owned or leased facilities, including public buildings, community and recreation centers, parks, parking structures, libraries and fire stations. The Division incorporates the City's sustainable design directives, while maintaining a high standard of economy, utility, and aesthetics.

Civil Engineering

Operating Budget: FY 2017-18: $5.5 million FY 2018-19: $5.6 million
Number of FTEs: FY 2017-18: 27.0 FTE FY 2018-19: 27.0 FTE

The Civil Engineering Division provides sustainable design, construction, and construction management services for City public infrastructure improvements including annual street resurfacing, water/waste water main replacement, urban runoff mitigation and watershed management. Additionally, the Division provides various services related to land development including permit review, right-of-way inspection, and utility coordination.

Facilities Maintenance

Operating Budget: FY 2017-18: $22.8 million FY 2018-19: $23.5 million
Number of FTEs: FY 2017-18: 128.6 FTE FY 2018-19: 128.6 FTE

The Facilities Maintenance Division is comprised of four sections. The Administrative Services Section manages the division and oversees administrative functions such as budgeting, procurement, invoice processing, and dispatch of service requests. The Custodial Services Section delivers and manages cleaning services for all public parks, public restrooms, and City facilities by both in-house and contractual custodial staff, maintains the pools at the Santa Monica Swim Center and Annenberg Beach House, and provides meeting room set-up and permitted event staffing at City facilities. The Facilities Services Section is responsible for the upkeep and maintenance of all City buildings and properties by skilled trade staff, graffiti removal, and co-administering the Trades Interns Program and Rosie's Girls Program with the Community and Cultural Services Department. The Division also oversees Airport Maintenance, responsible for the day to day maintenance of runway, taxiways, aircraft parking areas, and a variety of aviation and non-aviation buildings and infrastructure, and Woodlawn Cemetery, Mausoleum and Mortuary, providing mortuary services, funeral service planning, and cemetery services including sale of traditional and green burial plots.

Office of Sustainability and the Environment

Operating Budget: FY 2017-18: $6.3 million FY 2018-19: $4.4 million
Number of FTEs: FY 2017-18: 19.0 FTE FY 2018-19: 19.0 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.

Public Works

Public Landscape

Operating Budget: FY 2017-18: $17.3 million FY 2018-19: $18.0 million
Number of FTEs: FY 2017-18: 102.0 FTE FY 2018-19: 102.0 FTE

The Public Landscape Division maintains, manages and enhances the City's parks, landscapes, urban forest, downtown and Santa Monica State Beach. Encompassing over 800 acres, these assets require constant upkeep and detailed planning as they are heavily used for recreation, leisure, commerce and events, and greatly impact wellbeing, sustainability, and quality of life. 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. The Division leads or collaborates with other departments on a variety of capital improvement projects and implements the Urban Forest Master Plan with input from the Urban Forest Task Force.

Resource Recovery & Recycling

Operating Budget: FY 2017-18: $25.0 million FY 2018-19: $25.7 million
Number of FTEs: FY 2017-18: 92.3 FTE FY 2018-19: 92.3 FTE

The Resource Recovery & Recycling Division collects and processes all residential and commercial municipal solid waste (refuse, organics and commingled recycling) in the City. Current waste reduction strategies have resulted in an annual diversion rate of 78.9% or 4.6 pounds per person. With the goal of zero waste by 2030, enhanced commingled recycling and organic programming, education and outreach, and diversion initiatives will be implemented in an effort to increase the amount of materials that are diverted from the landfill. Collection crews also service pedestrian cans located throughout the city, provide bulky item pick-up, and sweep all streets and alleys to prevent 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 waste.

Street and Fleet Services

Operating Budget: FY 2017-18: $15.2 million FY 2018-19: $15.8 million
Number of FTEs: FY 2017-18: 66.7 FTE FY 2018-19: 66.7 FTE

The Street & Fleet Services Division consists of six 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 250 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 Streetlighting section maintains the City's streetlight network. The Fleet Management section procures and services the City's fleet including over 800 pieces of equipment and vehicles and maintenance of various fueling stations.

Water Resources

Operating Budget: FY 2017-18: $37.8 million FY 2018-19: $37.6 million
Number of FTEs: FY 2017-18: 68.0 FTE FY 2018-19: 68.0 FTE

The Water Resources Division provides a safe, reliable and sustainable water supply for residents and businesses, operates the City's potable and recycled water production and treatment facilities and distribution systems, manages water pollution prevention programs, oversees groundwater basin clean-up operations, and maintains the wastewater collection and conveyance system. The Division is working towards making the City 100% water self-sufficient by 2020 by upgrading water production and treatment facilities, constructing new wells, and obtaining approvals for the Sustainable Water Infrastructure Project (SWIP), which would recover 1,680 acre-feet of water annually (approximately 15% of the City's usage) through construction of an advanced water treatment plant, two large stormwater tanks (4M gallon capacity), and upgrades to increase the capacity of the Santa Monica Urban Runoff Recycling Facility (SMURRF) to process urban runoff and brackish water from a new well near the Pier.

Public Works

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administrative Services	$ 1,469,645	$ 2,184,811	$ 1,552,737	$ 1,783,431	$ 1,838,082
Airport	3,337,985	3,239,557	6,123,471	5,136,311	4,574,943
Airport Fixed Base Operator	-	-	1,531,314	5,794,823	5,925,389
Airport Maintenance	821,427	987,637	1,516,525	1,962,821	1,959,332
Arcadia Treatment Plant	1,019,348	1,003,532	1,972,604	700,000	716,000
Architecture Services	2,211,848	2,687,487	2,862,559	2,750,340	2,857,361
Beach House Maintenance	1,598,394	1,672,403	2,085,901	2,120,966	2,206,619
Beach Maintenance	2,805,933	3,449,772	3,844,421	3,362,158	3,513,864
Cemetery	2,002,416	2,038,339	2,021,051	2,058,594	2,072,700
Charnock Treatment Plant	1,767,149	1,776,658	2,517,018	2,335,421	2,383,807
Civil Engineering	4,388,330	4,894,329	5,605,892	5,455,096	5,638,623
Facilities Maintenance	14,227,134	13,798,395	14,355,252	14,299,556	14,775,311
Fleet Management	6,387,207	6,821,713	7,576,424	7,759,639	8,032,439
Office of Sustainability and the Environment	-	-	4,592,314	6,250,060	4,365,823
Pier Maintenance	1,931,621	2,051,129	2,316,795	2,396,435	2,467,116
Office of Pier Management	-	3,559	-	-	-
Public Landscape	12,157,172	13,000,768	13,765,253	13,948,939	14,463,320
Resource Recovery and Recycling	21,986,911	22,218,508	24,502,599	24,954,650	25,742,145
Street and Fleet Services	5,391,121	5,247,649	7,275,286	7,462,032	7,730,210
Waste Water	11,270,261	9,728,237	13,078,109	13,961,822	14,301,836
Water	17,181,282	16,806,556	20,714,077	20,794,326	20,169,441
Total Department	**$111,955,183**	**$113,611,038**	**$139,809,602**	**$145,287,420**	**$145,734,361**

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$ 27,035,738	$ 28,746,564	$ 34,079,587	$ 33,359,742	$ 34,692,930
Supplies and Expenses	12,478,454	12,624,250	15,112,383	17,819,679	16,187,032
Subtotal	$ 39,514,192	$ 41,370,815	$ 49,191,970	$ 51,179,421	$ 50,879,962
06 Clean Beaches and Ocean Parcel Tax Fund					
Salaries and Wages	$ -	$ -	$ 21,227	$ 22,477	$ 22,477
Supplies and Expenses	330,917	442,624	730,765	747,556	766,291
Subtotal	$ 330,917	$ 442,624	$ 751,992	$ 770,033	$ 788,768
11 Beach Fund					
Salaries and Wages	$ 2,567,802	$ 3,113,852	$ 3,494,550	$ 3,358,306	$ 3,537,129
Supplies and Expenses	1,790,237	1,858,192	2,086,102	2,124,818	2,183,354
Subtotal	$ 4,358,038	$ 4,972,044	$ 5,580,652	$ 5,483,124	$ 5,720,483
20 Miscellaneous Grants Fund					
Supplies and Expenses	$ 200,158	$ 366,378	$ 470,728	$ 25,862	$ -
Subtotal	$ 200,158	$ 366,378	$ 470,728	$ 25,862	$ -
25 Water Fund					
Salaries and Wages	$ 5,415,953	$ 5,775,143	$ 6,237,213	$ 6,228,683	$ 6,484,338
Supplies and Expenses	14,551,825	13,811,602	18,966,486	17,601,064	16,784,910
Subtotal	$ 19,967,779	$ 19,586,745	$ 25,203,699	$ 23,829,747	$ 23,269,248

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND *(continued)*					
27 Resource Recovery and Recycling Fund					
Salaries and Wages	$ 10,359,484	$ 10,221,130	$ 10,739,925	$ 11,347,348	$ 11,819,695
Supplies and Expenses	11,473,699	11,781,132	13,706,947	13,581,440	13,922,450
Subtotal	$ 21,833,183	$ 22,002,261	$ 24,446,872	$ 24,928,788	$ 25,742,145
30 Pier Fund					
Salaries and Wages	$ 575,492	$ 662,484	$ 792,489	$ 835,931	$ 864,837
Supplies and Expenses	1,356,129	1,392,205	1,524,306	1,560,504	1,602,279
Subtotal	$ 1,931,621	$ 2,054,688	$ 2,316,795	$ 2,396,435	$ 2,467,116
31 Wastewater Fund					
Salaries and Wages	$ 2,081,991	$ 2,357,226	$ 2,582,275	$ 2,644,469	$ 2,741,082
Supplies and Expenses	9,188,270	7,371,011	10,495,834	11,317,353	11,560,754
Subtotal	$ 11,270,261	$ 9,728,237	$ 13,078,109	$ 13,961,822	$ 14,301,836
33 Airport Fund					
Salaries and Wages	$ 1,226,249	$ 1,365,597	$ 3,051,855	$ 3,173,937	$ 3,260,394
Supplies and Expenses	2,933,162	2,861,597	6,119,455	9,720,018	9,199,270
Subtotal	$ 4,159,411	$ 4,227,194	$ 9,171,310	$ 12,893,955	$ 12,459,664
37 Cemetery Fund					
Salaries and Wages	$ 741,502	$ 828,573	$ 907,955	$ 926,154	$ 908,062
Supplies and Expenses	1,260,914	1,209,766	1,113,096	1,132,440	1,164,638
Subtotal	$ 2,002,416	$ 2,038,339	$ 2,021,051	$ 2,058,594	$ 2,072,700

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND *(continued)*					
54 Vehicle Management Fund					
Salaries and Wages	$ 3,153,758	$ 3,425,574	$ 3,681,324	$ 3,732,301	$ 3,893,809
Supplies and Expenses	3,233,449	3,396,139	3,895,100	4,027,338	4,138,630
Subtotal	$ 6,387,207	$ 6,821,713	$ 7,576,424	$ 7,759,639	$ 8,032,439
Total All Funds					
Salaries and Wages	$ 53,157,970	$ 56,496,143	$ 65,588,400	$ 65,629,348	$ 68,224,753
Supplies and Expenses	58,797,213	57,114,895	74,221,202	79,658,072	77,509,608
Total Department	**$111,955,183**	**$113,611,038**	**$139,809,602**	**$145,287,420**	**$145,734,361**

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	251.0	251.0	275.0	274.5	274.5
Temporary Positions	6.3	6.3	6.6	6.5	6.5
Subtotal	257.3	257.3	281.6	281.0	281.0
11 Beach Fund					
Permanent Positions	34.5	35.5	35.5	36.0	36.0
Temporary Positions	0.0	0.0	0.0	1.0	1.0
Subtotal	34.5	35.5	35.5	37.0	37.0
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

Public Works

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
27 Resource Recovery and Recycling Fund					
Permanent Positions	82.4	84.4	85.4	87.0	87.0
Temporary Positions	5.3	5.3	5.3	5.3	5.3
Subtotal	87.7	89.7	90.7	92.3	92.3
30 Pier Fund					
Permanent Positions	6.0	8.0	9.0	9.0	9.0
Temporary Positions	0.5	0.0	0.0	0.0	0.0
Subtotal	6.5	8.0	9.0	9.0	9.0
31 Wastewater Fund					
Permanent Positions	22.0	22.0	22.0	22.0	22.0
Temporary Positions	0.2	0.2	0.2	0.0	0.0
Subtotal	22.2	22.2	22.2	22.0	22.0
33 Airport Fund					
Permanent Positions	11.0	12.0	37.0	29.0	29.0
Temporary Positions	1.4	0.9	0.9	0.9	0.9
Subtotal	12.4	12.9	37.9	29.9	29.9
37 Cemetery Fund					
Permanent Positions	7.0	7.0	8.0	8.0	7.0
Temporary Positions	0.1	0.1	0.1	0.0	0.0
Subtotal	7.1	7.1	8.1	8.0	7.0

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
54 Vehicle Management Fund					
Permanent Positions	28.0	29.0	29.0	29.0	29.0
Temporary Positions	0.0	0.0	0.0	0.3	0.3
Subtotal	28.0	29.0	29.0	29.3	29.3
Total All Funds					
Permanent Positions	487.9	494.9	546.9	540.5	539.5
Temporary Positions	13.8	12.8	13.1	14.0	14.0
Total Department	**501.7**	**507.7**	**560.0**	**554.5**	**553.5**

Big Blue Bus

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Big Blue Bus

Big Blue Bus is a leading resource for innovative and environmentally friendly transportation options with a team of employees committed to continuous improvement and excellent service. BBB is dedicated to contributing to the region's mobility, economic vitality, sustainability, and enhanced quality of life through the delivery of safe, reliable, economical, accessible, and customer-focused mass transportation services.

Big Blue Bus

FY 2017-19 Operating Budget		
	FY 2017-18	**FY 2018-19**
Salaries & Wages	$56,254,293	$59,020,640
Supplies & Expenses	22,716,161	23,003,707
TOTAL	$78,970,454	$82,024,347
FTE Positions	463.0	463.0

COMMUNITY

Provide Mobility Options that Improve the Quality of Life, Health, and Economic Vitality of the City and Service Area

- Identify the transportation needs of the community through bi-annual Customer Satisfaction Survey, Community Outreach at open houses, and annual neighbor association meetings
- Provide mobility options to residents
- Enhance existing bus service to improve the customer experience using the Council adopted BBB Planning and Service Standards to evaluate service and route changes

Post Evolution of Blue Community Engagement Process

- Analyze ridership data including analysis of line and stop data, origin – destination data, and travel patterns
- Provide community outreach via intercept surveys and facilitate meetings with the community and with Motor Coach Operators to obtain feedback on service changes

PLACE AND PLANET

Manage Fleet Composition and Replacement Plan

- Conduct a Vehicle and Technology Neutral Study to provide a comprehensive assessment of the Big Blue Bus fleet, and identify improvements and changes to the fleet
- Update fleet composition plan according to the community needs to ensure that service is being provided in an environmentally friendly way

- Submit a Federal Low or No Emissions (LONO) Grant to procure up to five electric buses and requisite infrastructure to test electric vehicles in the City's operating environment

LEARNING

Implement Employee Engagement and Development Program and Recruitment Campaign

- Implement a new assessment tool to determine staff training needs and professional development goals
- Develop, implement, and track staff training needs based upon evaluation of established Big Blue Bus Key Performance Indicators (KPIs)
- Implement an aggressive Motor Coach Operator recruitment campaign to ensure continuity of service

GOVERNANCE

Deliver Scheduled Service at a Sustainable Level

- Evaluate attendance metrics and trends to plan hiring and training of new employees
- Engage a consultant to address unscheduled absenteeism, the impact on overtime, and the impact to the workforce, including safety, based on transit best practices
- Establish programs and policies to engage staff in improving customer experience; improve the BBB staff wellbeing and increase the department's efficiency

Service by Division

Transit Finance and Administrative Services

Operating Budget: FY 2017-18: $17.4 million FY 2018-19: $18.4 million
Number of FTEs: FY 2017-18: 19.5 FTE FY 2018-19: 19.5 FTE

The Transit Finance and Administrative Services Division is responsible for providing leadership and direction to the department through strategic planning, ensuring stable regional funding sources, developing new services, capital project oversight, performance management, and ensuring operational efficiency in the delivery of service to BBB customers. The Division provides oversight in the hiring and recruitment of staff, equal employment opportunity, performance and evaluation compliance, training and development as well as employee relations.

Additionally, the Division is responsible for the development and management of the annual operating budget, multi-year financial and capital plan, funding strategies, the BBB warehouse including procurement of all supplies and materials for the department, and grants administration. It also provides all operational accounting support to the department such as payroll-timekeeping, accounts payables and receivables, vault and fare inventory control, and warranty recovery. The Division coordinates the completion of financial, compliance, operational and performance audits, and handles the development and submittal of all required local, state and federal compliance documentation and reporting.

Big Blue Bus

Transit Planning and Performance

Operating Budget: FY 2017-18: $0.9 million FY 2018-19: $0.9 million
Number of FTEs: FY 2017-18: 5.5 FTE FY 2018-19: 5.5 FTE

The Transit Planning and Performance Division is responsible for Big Blue Bus service planning and measured outcomes of complex projects. The Division establishes all routes, service schedules, and MCO bid assignments. It also recommends schedule or route adjustments to improve service to customers. The Division is responsible for program and operational planning activities including analysis of system routes and preparation of the Service Efficiency and Improvement Program, and 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, and handles reporting of non-financial information including the federal National Transit Database (NTD). Additionally, the Division oversees, coordinates, and measures outcomes for Transit Capital Improvement Projects which are complex in nature and which require significant oversight.

Transit Community and Government Relations

Operating Budget: FY 2017-18: $2.8 million FY 2018-19: $2.9 million
Number of FTEs: FY 2017-18: 16.7 FTE FY 2018-19: 16.7 FTE

The Transit Community and Government Relations Division is responsible for marketing; outreach and customer information; media and public relations; customer service; advertising sales; and intergovernmental relationships with regional partners, funding agencies, and stakeholders in the community.

The Transit Community and Government Relations Division all customer service activities and operates BLUE: The Transit Store. The Division manages bus advertising; production of all public information, route maps, schedules, websites, internal and external publications, and all customer-interfacing aspects of BBB's bus stops and zones; 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.

Transit Maintenance

Operating Budget: FY 2017-18: $12.1 million FY 2018-19: $12.6 million
Number of FTEs: FY 2017-18: 88.4 FTE FY 2018-19: 88.4 FTE

The Transit Maintenance Division is responsible for the procurement, maintenance, technology, and servicing of the BBB fleet of more 200 clean fuel buses and service vehicles. The Division is responsible for cleaning and fueling buses used in revenue service, parts and equipment inventory management/ control, and the overall maintenance of all Big Blue Bus infrastructure supporting these functions. The Division is also responsible for BBB on-property facilities infrastructure and bus stop installation maintenance activities.

Big Blue Bus

Transit Operations

Operating Budget: FY 2017-18: $44.2 million FY 2018-19: $45.7 million
Number of FTEs: FY 2017-18: 324.9 FTE FY 2018-19: 324.9 FTE

The Transit Operations Division is responsible for delivery of safe and efficient service on 20 routes that provide public transportation to more than 55,000 weekday BBB customers. Transit Operations is responsible for all Big Blue Bus operations personnel including more over 380 motor coach operators (MCOs) and 20 MCO Supervisors. The Division also facilitates the MCO General Bid 3 times annually and facilitates service delivery for over 50 annual special events and related detours in the City and the service area.

Transit Safety and Training

Operating Budget: FY 2017-18: $1.6 million FY 2018-19: $1.6 million
Number of FTEs: FY 2017-18: 8.0 FTE FY 2018-19: 8.0 FTE

The Transit Safety and Training Division is responsible for the development, management, and implementation of all Big Blue Bus safety, security, and training programs. The Division develops and maintains the Big Blue Bus Safety Management System, which ensures that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information. It also identifies and analyzes hazards and assesses, and takes action to mitigate, safety risks. The Division selects and trains Motor Coach Operators and provides continuous Verification of Transit Training (VTT), accident retraining, and return-to-work training for all safety-sensitive BBB staff. The Division also promotes safety through quarterly safety meetings and communication of safety information.

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Transit Executive [a]	9,922,716	10,812,800	11,475,684	-	-
Transit Finance and Administrative Services [b]	2,669,847	1,946,034	2,230,027	17,400,064	18,375,562
Transit Planning and Performance [c]	-	-	-	880,118	909,942
Transit Community and Government Relations [d]	2,084,341	2,859,081	3,504,887	2,804,678	2,859,048
Transit Maintenance	11,086,928	10,613,289	12,779,662	12,132,672	12,560,996
Transit Operations	38,587,527	40,114,657	43,442,482	44,167,120	45,698,505
Transit Safety and Training	1,347,559	1,396,023	1,585,129	1,585,802	1,620,294
Total Department	**$65,698,917**	**$67,741,886**	**$75,017,871**	**$78,970,454**	**$82,024,347**
MAJOR ACCOUNT GROUPS BY FUND					
20 Miscellaneous Grants Fund					
Supplies and Expenses	433,601	459,329	-	-	-
Subtotal	$ 433,601	$ 459,329	-	-	-
41 Big Blue Bus Fund					
Salaries and Wages	$47,997,929	$51,072,677	$52,617,885	$56,254,293	$59,020,640
Supplies and Expenses	17,267,388	16,209,880	21,916,448	22,232,623	22,520,169
Subtotal	$65,265,317	$67,282,557	$74,534,333	$78,486,916	$81,540,809
45 Local Return Fund					
Supplies and Expenses	-	-	483,538	483,538	483,538
Subtotal	-	-	$ 483,538	$ 483,538	$ 483,538
Total All Funds					
Salaries and Wages	$47,997,929	$51,072,677	$52,617,885	$56,254,293	$59,020,640
Supplies and Expenses	17,700,989	16,669,209	22,399,986	22,716,161	23,003,707
Total Department	**$65,698,917**	**$67,741,886**	**$75,017,871**	**$78,970,454**	**$82,024,347**

Big Blue Bus

Budget Summary

VARIOUS FUNDS

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
41 Big Blue Bus Fund					
Permanent Positions	420.7	449.2	456.2	456.2	456.2
Temporary Positions	15.3	15.3	6.7	6.8	6.8
Total Department	**436.0**	**464.5**	**462.9**	**463.0**	**463.0**

Footnotes

a. *Transit Executive Division will be merged into the Transit Finance and Administrative Services Division in FY 2017-18*

b. *Formerly Transit Finance and Grants Division*

c. *New Division in FY 2017-18*

d. *Formerly Transit Government and Community Relations Division*

Housing and Economic Development

FY 2017-19 Adopted Biennial Budget

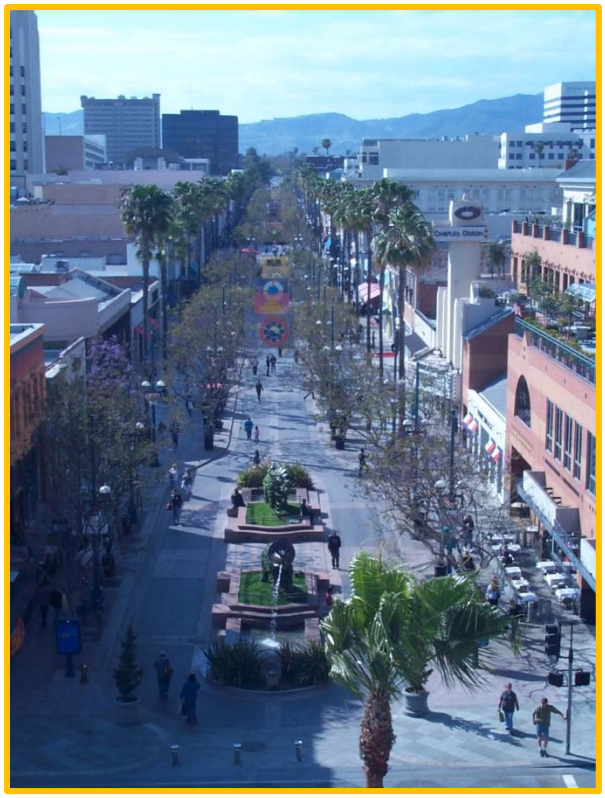
City of Santa Monica®

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, managing the Santa Monica Pier, and administering the wind-down of the former redevelopment agency.

Housing and Economic Development

FY 2017-19 Operating Budget		
	FY 2017-18	**FY 2018-19**
Salaries & Wages	$5,762,543	$5,943,166
Supplies & Expenses	24,613,182	23,621,156
TOTAL	$30,375,725	$29,564,322
FTE Positions	39.3	39.3



PLACE AND PLANET

Create and Promote Community Gathering Places

- Negotiate and implement public-private partnerships for City properties, such as Bergamot Station, Fourth Street at Arizona Avenue, and the Civic Auditorium
- Promote and maintain the Santa Monica Pier as a unique and iconic community gathering place with local- and regional-serving restaurants, shops, and attractions

HEALTH

Manage Four Weekly Certified Farmers' Markets

ECONOMIC OPPORTUNITY

Promote Diversity in the Local Economy

- Promote local businesses through programs such as "Buy Local" and through support of four business improvement districts
- Serve as a liaison to business, tourism, and the Pier

Oversee City Property

- Manage City real estate that is leased to others or leased by the City

Housing and Economic Development

Create and Increase Access to Affordable Housing Opportunities

- Provide rental assistance to low-income Santa Monica households, including seniors, people with disabilities, and formerly homeless households, through federally funded housing voucher programs
- Invest in the production and preservation of long-term affordable housing provided by non-profit affordable housing organizations
- Implement pilot programs to (1) provide locally funded rental assistance to long-term Santa Monica households and (2) create incentives for apartment owners to participate in housing voucher programs
- Manage the transition of Mountain View Mobile Home Park to non-profit ownership

Housing and Economic Development

Service by Division

Administration

Operating Budget: FY 2017-18: $0.9 million FY 2018-19: $0.9 million
Number of FTEs: FY 2017-18: 3.0 FTE FY 2018-19: 3.0 FTE

The Administration Division directs the activities of the Housing and Economic Development Department. The Division assists other departments and divisions in reviewing, evaluating, and making recommendations on real estate, financing, planning, and development projects in the City. The Division also coordinates the winding down of the former Redevelopment Agency's activities.

Economic Development

Operating Budget: FY 2017-18: $2.3 million FY 2018-19: $2.4 million
Number of FTEs: FY 2017-18: 12.0 FTE FY 2018-19: 12.0 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, Santa Monica Travel and Tourism, 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

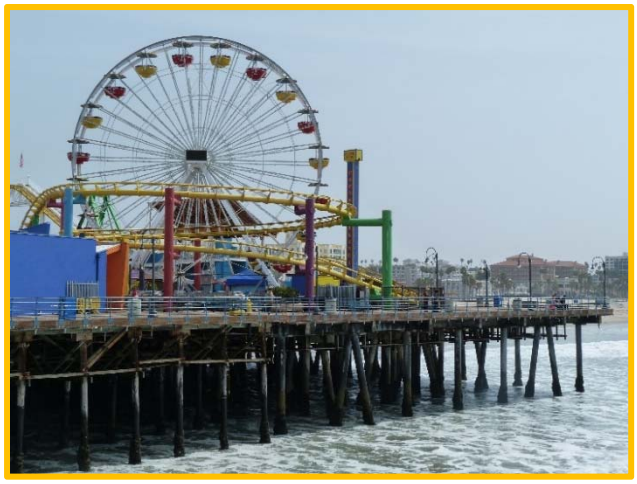
Housing

Operating Budget: FY 2017-18: $24.6 million FY 2018-19: $23.6 million
Number of FTEs: FY 2017-18: 22.3 FTE FY 2018-19: 22.3 FTE

The Housing Division 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 endeavors 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.

Office of Pier Management

Operating Budget: FY 2017-18: $2.6 million FY 2018-19: $2.7 million
Number of FTEs: FY 2017-18: 2.0 FTE FY 2018-19: 2.0 FTE



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

Housing and Economic Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
DIVISION					
Direct Costs					
Administration	$ 648,059	$ 729,494	$ 877,516	$ 875,434	$ 899,448
Economic Development	1,934,570	2,020,629	2,507,625	2,329,762	2,404,300
Housing	19,024,209	19,323,885	21,735,164	24,532,383	23,568,738
Office of Pier Management	-	-	2,709,357	2,638,146	2,691,836
Total Department	**$21,606,838**	**$22,074,008**	**$27,829,662**	**$30,375,725**	**$29,564,322**
MAJOR ACCOUNT GROUPS BY FUND					
01 General Fund					
Salaries and Wages	$ 3,110,479	$ 3,423,063	$ 3,250,524	$ 3,783,695	$ 3,904,857
Supplies and Expenses	1,673,553	1,837,708	2,803,524	2,418,036	2,521,784
Subtotal	$ 4,784,032	$ 5,260,771	$ 6,054,048	$ 6,201,731	$ 6,426,641
04 Special Revenue Fund					
Supplies and Expenses	$ -	$ -	$ 300,000	$ -	$ -
Subtotal	$ -	$ -	$ 300,000	$ -	$ -
12 Housing Authority Fund					
Salaries and Wages	$ 1,570,894	$ 1,622,806	$ 1,929,433	$ 1,740,447	$ 1,793,222
Supplies and Expenses	14,993,693	14,986,814	16,235,032	18,421,798	17,879,093
Subtotal	$16,564,587	$16,609,620	$18,164,465	$20,162,245	$19,672,315
19 CDBG Fund					
Supplies and Expenses	$ -	$ -	$ 120,000	$ 300,000	$ 300,000
Subtotal	$ -	$ -	$ 120,000	$ 300,000	$ 300,000

Housing and Economic Development

Budget Summary

VARIOUS FUNDS

EXPENDITURE CATEGORIES	2014-15 Actual	2015-16 Actual	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
MAJOR ACCOUNT GROUPS BY FUND *(continued)*					
20 Miscellaneous Grants Fund					
Supplies and Expenses	$ 258,219	$ 203,617	$ 481,792	$ 1,073,603	$ 473,530
Subtotal	$ 258,219	$ 203,617	$ 481,792	$ 1,073,603	$ 473,530
30 Pier Fund					
Salaries and Wages	$ -	$ -	$ 321,855	$ 238,401	$ 245,087
Supplies and Expenses	-	-	2,387,502	2,399,745	2,446,749
Subtotal	$ -	$ -	$ 2,709,357	$ 2,638,146	$ 2,691,836
Total All Funds					
Salaries and Wages	$ 4,681,372	$ 5,045,869	$ 5,501,812	$ 5,762,543	$ 5,943,166
Supplies and Expenses	16,925,466	17,028,139	22,327,850	24,613,182	23,621,156
Total Department	**$21,606,838**	**$22,074,008**	**$27,829,662**	**$30,375,725**	**$29,564,322**

PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
01 General Fund					
Permanent Positions	19.7	21.7	22.7	22.7	22.7
Temporary Positions	1.0	1.6	1.6	1.3	1.3
Subtotal	20.7	23.3	24.3	24.0	24.0
12 Housing Authority Fund					
Permanent Positions	13.0	13.0	13.0	13.0	13.0
Temporary Positions	0.1	0.1	0.1	0.3	0.3
Subtotal	13.1	13.1	13.1	13.3	13.3

Housing and Economic Development

Budget Summary

VARIOUS FUNDS

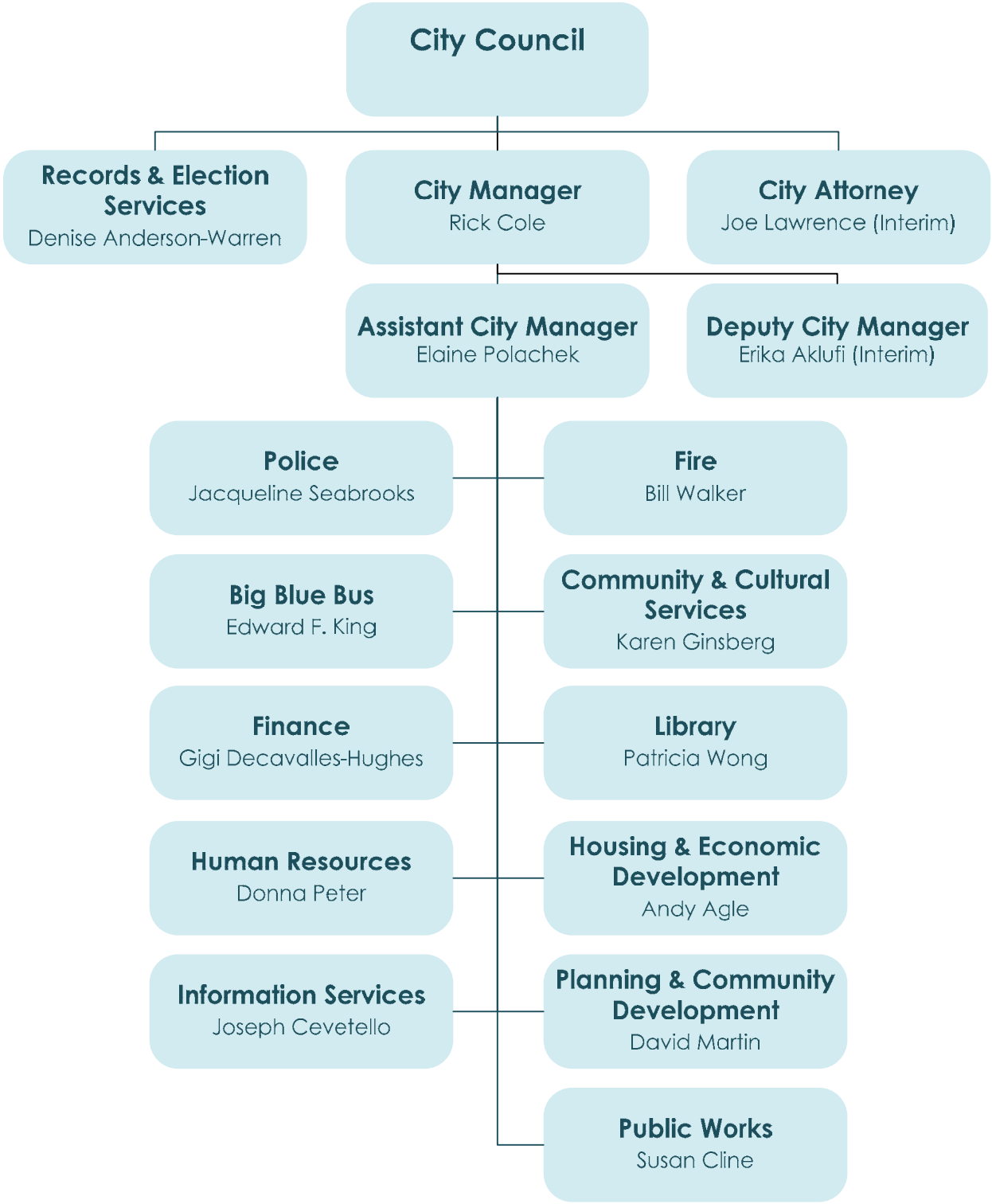
PERSONNEL (FULL-TIME EQUIVALENTS) BY FUND	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Budget	2018-19 Budget Plan
30 Pier Fund					
Permanent Positions	0.0	0.0	2.0	2.0	2.0
Temporary Positions	0.0	0.0	0.0	0.0	0.0
Subtotal	0.0	0.0	2.0	2.0	2.0
Total All Funds					
Permanent Positions	32.7	34.7	37.7	37.7	37.7
Temporary Positions	1.1	1.7	1.7	1.6	1.6
Total Department	**33.8**	**36.4**	**39.4**	**39.3**	**39.3**

Personnel and Staffing

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Organizational Structure



Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2017-18 Increase / (Decrease)	2018-19 Budget Plan	2018-19 Increase / (Decrease)
TOTAL CITY							
GENERAL FUND							
Permanent Employees	1,338.5	1,369.5	1,391.2	1,394.5	3.4	1,390.5	(4.0)
Temporary Staffing	134.2	132.8	136.1	139.4	3.3	138.4	(1.0)
GENERAL FUND TOTAL	**1,472.6**	**1,502.3**	**1,527.2**	**1,533.9**	**6.7**	**1,528.9**	**(5.0)**
NON-GENERAL FUND							
Permanent Employees	700.1	737.4	776.6	773.3	(3.3)	772.3	(1.0)
Temporary Staffing	31.0	29.7	21.1	21.9	0.8	21.9	-
NON-GENERAL FUND TOTAL	**731.1**	**767.1**	**797.7**	**795.2**	**(2.5)**	**794.2**	**(1.0)**
ALL FUNDS							
Permanent Employees	2,038.6	2,106.9	2,167.8	2,167.8	-	2,162.8	(5.0)
Temporary Staffing	165.2	162.5	157.2	161.3	4.2	160.3	(1.0)
TOTAL PERSONNEL & STAFFING	**2,203.8**	**2,269.4**	**2,324.9**	**2,329.1**	**4.2**	**2,323.1**	**(6.0)**
01 - GENERAL FUND							
CITY COUNCIL							
Permanent Employees	1.0	1.0	1.0	1.0	-	1.0	-
Temporary Staffing	-	-	-	-	-	-	-
CITY MANAGER							
Permanent Employees	71.0	76.5	63.5	62.5	(1.0)	60.5	(2.0)
Temporary Staffing	5.2	6.1	6.8	7.7	0.9	7.7	-
RECORDS AND ELECTION SERVICES							
Permanent Employees	13.0	13.5	13.5	13.5	-	13.5	-
Temporary Staffing	-	-	-	-	-	-	-
FINANCE							
Permanent Employees	61.0	64.3	64.3	65.3	1.0	65.3	-
Temporary Staffing	1.8	1.0	0.7	0.8	0.1	0.8	-
CITY ATTORNEY							
Permanent Employees	42.0	43.5	46.0	48.0	2.0	48.0	-
Temporary Staffing	0.3	0.4	0.7	0.6	(0.1)	0.6	-
HUMAN RESOURCES							
Permanent Employees	24.0	25.0	26.0	29.0	3.0	28.0	(1.0)
Temporary Staffing	0.4	0.2	0.2	0.2	-	0.2	-
INFORMATION SERVICES							
Permanent Employees	46.0	50.0	47.0	48.0	1.0	48.0	-
Temporary Staffing	-	-	-	-	-	-	-
PLANNING AND COMMUNITY DEVELOPMENT							
Permanent Employees	116.0	123.1	124.1	123.5	(0.6)	122.5	(1.0)
Temporary Staffing	-	-	-	2.4	2.4	2.4	-
POLICE							
Permanent Employees	387.0	392.0	395.0	394.0	(1.0)	394.0	-
Temporary Staffing	31.4	31.4	31.4	31.4	-	31.4	-

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2017-18 Increase / (Decrease)	2018-19 Budget Plan	2018-19 Increase / (Decrease)
01 - GENERAL FUND *(continued)*							
FIRE							
Permanent Employees	129.8	129.8	136.0	136.0	-	136.0	-
Temporary Staffing	-	-	-	1.0	1.0	-	(1.0)
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	106.5	107.7	105.6	105.1	(0.5)	105.1	-
Temporary Staffing	47.2	45.3	47.1	46.6	(0.5)	46.6	-
LIBRARY							
Permanent Employees	70.5	70.5	71.5	71.5	-	71.5	-
Temporary Staffing	40.5	40.5	41.0	41.0	-	41.0	-
PUBLIC WORKS							
Permanent Employees	251.0	251.0	275.0	274.5	(0.5)	274.5	-
Temporary Staffing	6.3	6.3	6.6	6.5	(0.1)	6.5	-
HOUSING AND ECONOMIC DEVELOPMENT							
Permanent Employees	19.7	21.7	22.7	22.7	-	22.7	-
Temporary Staffing	1.0	1.6	1.6	1.3	(0.3)	1.3	-
Fund Summary							
Permanent Employees	1338.5	1369.5	1391.2	1394.5	3.3	1390.5	(4.0)
Temporary Staffing	134.2	132.8	136.1	139.4	3.3	138.4	(1.0)
GENERAL FUND TOTAL	**1,472.6**	**1,502.3**	**1,527.2**	**1,533.9**	**6.7**	**1,528.9**	**(5.0)**
11 - BEACH							
COMMUNITY AND CULTURAL SERVICES							
Permanent Employees	8.5	9.3	9.5	10.1	0.6	10.1	-
Temporary Staffing	5.9	5.5	5.5	5.5	(0.0)	5.5	-
PUBLIC WORKS							
Permanent Employees	34.5	35.5	35.5	36.0	0.5	36.0	-
Temporary Staffing	-	-	-	1.0	1.0	1.0	-
Fund Summary							
Permanent Employees	43.0	44.8	45.0	46.1	1.1	46.1	-
Temporary Staffing	5.9	5.5	5.5	6.5	1.0	6.5	-
11 - BEACH TOTAL	**48.9**	**50.3**	**50.5**	**52.5**	**2.0**	**52.5**	**-**
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	0.3	0.2	0.3	-
Fund Summary							
Permanent Employees	13.0	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	0.1	0.1	0.1	0.3	0.2	0.3	-
12 - HOUSING AUTHORITY TOTAL	**13.1**	**13.1**	**13.1**	**13.3**	**0.2**	**13.3**	**-**

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2017-18 Increase / (Decrease)	2018-19 Budget Plan	2018-19 Increase / (Decrease)
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	82.4	84.4	85.4	87.0	1.6	87.0	-
Temporary Staffing	5.3	5.3	5.3	5.3	-	5.3	-
Fund Summary							
Permanent Employees	82.4	84.4	85.4	87.0	1.6	87.0	-
Temporary Staffing	5.3	5.3	5.3	5.3	-	5.3	-
27 - RESOURCE REC & RECYCLING TOTAL	**87.7**	**89.7**	**90.7**	**92.3**	**1.6**	**92.3**	**-**
28 - COMMUNITY BROADBAND							
INFORMATION SERVICES							
Permanent Employees	-	-	4.0	4.0	-	4.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	-	-	4.0	4.0	-	4.0	-
Temporary Staffing	-	-	-	-	-	-	-
28 - COMMUNITY BROADBAND TOTAL	**-**	**-**	**4.0**	**4.0**	**-**	**4.0**	**-**
30 - PIER							
CITY MANAGER							
Permanent Employees	2.0	2.0	-	-	-	-	-
Temporary Staffing	-	-	-	-	-	-	-
POLICE							
Permanent Employees	7.0	7.0	7.0	9.0	2.0	9.0	-
Temporary Staffing	2.3	2.3	2.3	1.9	(0.4)	1.9	-
PUBLIC WORKS							
Permanent Employees	6.0	8.0	9.0	9.0	-	9.0	-
Temporary Staffing	0.5	-	-	-	-	-	-
HOUSING AND ECONOMIC DEVELOPMENT							
Permanent Employees	-	-	2.0	2.0	-	2.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	15.0	17.0	18.0	20.0	2.0	20.0	-
Temporary Staffing	2.8	2.3	2.3	1.9	(0.4)	1.9	-
30 - PIER TOTAL	**17.8**	**19.3**	**20.3**	**21.9**	**1.6**	**21.9**	**-**

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2017-18 Increase / (Decrease)	2018-19 Budget Plan	2018-19 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)	-	-
Fund Summary							
Permanent Employees	22.0	22.0	22.0	22.0	-	22.0	-
Temporary Staffing	0.2	0.2	0.2	-	(0.2)	-	-
31 - WASTEWATER TOTAL	**22.2**	**22.2**	**22.2**	**22.0**	**(0.2)**	**22.0**	**-**
33 - AIRPORT							
PUBLIC WORKS							
Permanent Employees	11.0	12.0	37.0	29.0	(8.0)	29.0	-
Temporary Staffing	1.4	0.9	0.9	0.9	-	0.9	-
Fund Summary							
Permanent Employees	11.0	12.0	37.0	29.0	(8.0)	29.0	-
Temporary Staffing	1.4	0.9	0.9	0.9	-	0.9	-
33 - AIRPORT TOTAL	**12.4**	**12.9**	**37.9**	**29.9**	**(8.0)**	**29.9**	**-**
37 - CEMETERY							
PUBLIC WORKS							
Permanent Employees	7.0	7.0	8.0	8.0	-	7.0	(1.0)
Temporary Staffing	0.1	0.1	0.1	-	(0.1)	-	-
Fund Summary							
Permanent Employees	7.0	7.0	8.0	8.0	-	7.0	(1.0)
Temporary Staffing	0.1	0.1	0.1	-	(0.1)	-	-
37 - CEMETERY TOTAL	**7.1**	**7.1**	**8.1**	**8.0**	**(0.1)**	**7.0**	**(1.0)**
41 - BIG BLUE BUS							
BIG BLUE BUS							
Permanent Employees	420.7	449.2	456.2	456.2	-	456.2	-
Temporary Staffing	15.3	15.3	6.7	6.8	0.1	6.8	-
Fund Summary							
Permanent Employees	420.7	449.2	456.2	456.2	-	456.2	-
Temporary Staffing	15.3	15.3	6.7	6.8	0.1	6.8	-
41 - BIG BLUE BUS TOTAL	**436.0**	**464.5**	**462.9**	**463.0**	**0.1**	**463.0**	**-**
54 - VEHICLE MANAGEMENT							
PUBLIC WORKS							
Permanent Employees	28.0	29.0	29.0	29.0	-	29.0	-
Temporary Staffing	-	-	-	0.3	0.3	0.3	-
Fund Summary							
Permanent Employees	28.0	29.0	29.0	29.0	-	29.0	-
Temporary Staffing	-	-	-	0.3	0.3	0.3	-
54 - VEHICLE MANAGEMENT TOTAL	**28.0**	**29.0**	**29.0**	**29.3**	**0.3**	**29.3**	**-**

Summary of Personnel (FTE) by Fund

Fund/Department/Employee Type	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2017-18 Increase / (Decrease)	2018-19 Budget Plan	2018-19 Increase / (Decrease)
58 - RISK MANAGEMENT ADMINISTRATION							
FINANCE							
Permanent Employees	12.0	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	-	-	-	-	-	-	-
Fund Summary							
Permanent Employees	12.0	13.0	13.0	13.0	-	13.0	-
Temporary Staffing	-	-	-	-	-	-	-
58 - RISK MANAGEMENT ADMIN TOTAL	**12.0**	**13.0**	**13.0**	**13.0**	**-**	**13.0**	**-**
NON-GENERAL FUNDS SUMMARY							
Permanent Employees	700.1	737.4	776.6	773.3	(3.4)	772.3	(1.0)
Temporary Staffing	31.0	29.7	21.1	21.9	0.8	21.9	-
NON-GENERAL FUNDS TOTAL	**731.1**	**767.1**	**797.7**	**795.2**	**(2.5)**	**794.2**	**(1.0)**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
CITY COUNCIL					
City Council - 01201					
Council Office Coordinator	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	1.0	1.0	1.0	1.0	1.0
Temporary Staffing	-	-	-	-	-
City Council - 01201 Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**
Department Summary					
Permanent Employees	1.0	1.0	1.0	1.0	1.0
Temporary Staffing	-	-	-	-	-
CITY COUNCIL TOTAL	**1.0**	**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	-	-
Assistant City Manager/Chief Operating Officer	-	-	-	1.0	1.0
Deputy City Manager	1.0	1.0	1.0	1.0	1.0
Sr Advisor to the City Mgr on Airport Affairs *(limited term)* [a]	-	1.0	1.0	1.0	-
Assistant to the City Manager	1.0	1.0	1.0	1.0	1.0
Chief Data Officer	-	-	1.0	-	-
Chief Performance Officer	-	-	1.0	1.0	1.0
Executive Administrator to the City Manager	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.5	-	-	-	-
Volunteer Program Coordinator	0.5	0.5	-	-	-
Administrative Staff Assistant - City Manager's Office	1.0	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	9.0	9.5	11.0	10.0	9.0
Temporary Staffing	0.2	0.1	0.1	0.4	0.4
Administration - 01202 Total	**9.2**	**9.6**	**11.1**	**10.4**	**9.4**
Office of Civic Wellbeing - 01204					
Chief Civic Wellbeing Officer	-	-	1.0	1.0	1.0
Project Manager - Wellbeing Project	-	-	1.0	1.0	1.0
Senior Administrative Analyst	-	-	1.0	1.0	1.0
Volunteer Program Coordinator	-	-	0.5	0.5	0.5
Administrative Staff Assistant	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	-	-	4.5	4.5	4.5
Temporary Staffing	-	-	1.0	1.0	1.0
Office of Civic Wellbeing - 01204 Total	**-**	**-**	**5.5**	**5.5**	**5.5**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Office of Communications *(formerly Community and Government Relations)* - 01207					
Chief Communications Officer	-	-	1.0	1.0	1.0
Communications and Public Affairs Officer	1.0	1.0	-	-	-
Cable TV and Public Information Manager	1.0	-	-	-	-
Administrative Services Officer	-	1.0	1.0	1.0	1.0
Cable TV Manager	-	1.0	1.0	1.0	1.0
Public Information Officer	-	1.0	1.0	1.0	1.0
Sr Marketing Manager	-	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	-	-	-	-
Production Supervisor	-	-	-	1.0	1.0
Cable TV Programming Specialist	1.0	1.0	1.0	-	-
Production Coordinator	-	-	-	3.0	3.0
Video Production Coordinator II	3.0	3.0	3.0	-	-
Assistant Administrative Analyst *(limited term)* [a]	-	-	1.0	1.0	-
Marketing/Communications Assistant	-	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
Division Summary					
Permanent Employees	9.0	13.0	14.0	14.0	13.0
Temporary Staffing	4.7	5.7	5.7	5.3	5.3
Office of Communications - 01207 Total	**13.7**	**18.7**	**19.7**	**19.3**	**18.3**
Office of Pier Management - 30209 [b]					
Pier Manager	1.0	1.0	-	-	-
Staff Assistant III	1.0	1.0	-	-	-
Division Summary					
Permanent Employees	2.0	2.0	-	-	-
Temporary Staffing	-	-	-	-	-
Office of Pier Management - 30209 Total	**2.0**	**2.0**	**-**	**-**	**-**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Office of Sustainability and the Environment - 01226 [c]					
Sustainability Manager	1.0	1.0	-	-	-
Principal Sustainability Analyst	2.0	2.0	-	-	-
Sustainable Energy Engineer	1.0	1.0	-	-	-
Senior Sustainability Analyst	3.0	3.0	-	-	-
Sustainable Building Advisor	1.0	1.0	-	-	-
Sustainable Outreach Coordinator	1.0	1.0	-	-	-
Sustainability Analyst	4.0	4.0	-	-	-
Water Resources Specialist	2.0	3.0	-	-	-
Administrative Staff Assistant	1.0	1.0	-	-	-
Project Support Assistant	2.0	2.0	-	-	-
Recycling Assistant	1.0	1.0	-	-	-
Division Summary					
Permanent Employees	19.0	20.0	-	-	-
Temporary Staffing	0.3	0.3	-	-	-
Office of Sustainability and the Environment - 01226 Total	**19.3**	**20.3**	**-**	**-**	**-**
Office of Emergency Management - 01227					
Chief Resilience Officer	-	-	1.0	1.0	1.0
Emergency Services Manager	1.0	1.0	-	-	-
Communications Center Administrator	1.0	1.0	1.0	1.0	1.0
Emergency Services Administrator	1.0	1.0	1.0	1.0	1.0
Communications Center Supervisor	5.0	5.0	5.0	5.0	5.0
Public Safety Dispatcher	24.0	24.0	24.0	24.0	24.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	-	-	-	1.0	1.0
Staff Assistant II	1.0	1.0	1.0	-	-
Division Summary					
Permanent Employees	34.0	34.0	34.0	34.0	34.0
Temporary Staffing	-	-	-	1.0	1.0
Office of Emergency Management - 01227 Total	**34.0**	**34.0**	**34.0**	**35.0**	**35.0**
Department Summary					
Permanent Employees	73.0	78.5	63.5	62.5	60.5
Temporary Staffing	5.2	6.1	6.8	7.7	7.7
CITY MANAGER TOTAL	**78.2**	**84.6**	**70.3**	**70.2**	**68.2**

a. Limited Term Position ends June 30, 2018

b. Office of Pier Management moved to Housing and Economic Development

c. Office of Sustainability and the Environment moved to Public Works

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
RECORDS AND ELECTION SERVICES					
Administration - 01211					
Director of Records and Election Services (City Clerk)	1.0	1.0	1.0	1.0	1.0
Asst Director of Records & Election Services (Asst City Clerk)	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.5	1.5	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	2.5	2.5
Records Management Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	8.0	8.5	8.5	8.5	8.5
Temporary Staffing	-	-	-	-	-
Administration - 01211 Total	**8.0**	**8.5**	**8.5**	**8.5**	**8.5**
Support Services - 01214					
Support Services Supervisor	1.0	1.0	1.0	1.0	1.0
Support Services Lead	-	-	-	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	1.0	1.0
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	13.5	13.5	13.5	13.5
Temporary Staffing	-	-	-	-	-
RECORDS AND ELECTION SERVICES TOTAL	**13.0**	**13.5**	**13.5**	**13.5**	**13.5**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
FINANCE					
Administration - 01221					
Director of Finance/City Treasurer	1.0	1.0	1.0	1.0	1.0
Assistant City Treasurer	1.0	-	-	-	-
Financial Systems and Payroll Administrator	-	1.0	1.0	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	1.0	1.0
Principal Financial Systems Analyst	-	-	-	1.0	1.0
Principal Treasury Analyst	1.0	-	-	-	-
Financial Systems Analyst	-	1.0	1.0	-	-
Payroll Analyst	-	2.0	2.0	2.0	2.0
Senior Administrative Analyst	1.0	-	-	-	-
Senior Procurement 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
Revenue Collections Supervisor	1.0	-	-	-	-
Payroll Specialist	-	2.0	2.0	2.0	2.0
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Senior Revenue Operations Assistant	1.0	-	-	-	-
Revenue Operations Assistant II	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	20.0	15.0	15.0	16.0	16.0
Temporary Staffing	1.8	0.5	0.2	0.3	0.3
Administration - 01221 Total	**21.8**	**15.5**	**15.2**	**16.3**	**16.3**
Budget - 01208					
Budget Manager	1.0	1.0	1.0	1.0	1.0
Senior Budget Analyst	3.0	3.0	4.0	4.0	4.0
Administrative Analyst	1.0	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	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Financial Operations - 01222					
Accounting Manager	1.0	1.0	1.0	1.0	1.0
Financial Systems and Payroll Administrator	1.0	-	-	-	-
Financial Reporting Administrator	1.0	1.0	1.0	-	-
Accounts Payable Supervisor	1.0	1.0	1.0	1.0	1.0
Financial Reporting Supervisor	-	-	-	1.0	1.0
Senior Accountant	2.0	2.0	2.0	2.0	2.0
Senior Grants Analyst	1.0	1.0	1.0	1.0	1.0
Financial Systems Analyst	1.0	-	-	-	-
Payroll Analyst	1.0	-	-	-	-
Payroll Systems Analyst	1.0	-	-	-	-
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	-	-	-	-
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	15.0	15.0	15.0	15.0
Temporary Staffing	-	-	-	-	-
Financial Operations - 01222 Total	**21.0**	**15.0**	**15.0**	**15.0**	**15.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Revenue - 01224					
Assistant City Treasurer	-	1.0	1.0	1.0	1.0
Business and Revenue Operations Manager	1.0	-	-	-	-
Billing and Collections Administrator	1.0	1.0	1.0	1.0	1.0
Business License Administrator	1.0	1.0	1.0	1.0	1.0
Principal Treasury Analyst	-	1.0	1.0	1.0	1.0
Treasury Administrator	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Accountant - Collections	1.0	1.0	1.0	1.0	1.0
Billing Supervisor	1.0	1.0	1.0	1.0	1.0
Treasury Operations Supervisor	-	1.0	1.0	1.0	1.0
Revenue Collections Supervisor	-	1.0	1.0	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	3.0	3.0
Revenue Operations Specialist	-	6.0	6.0	6.0	6.0
Fiscal Staff Assistant II	-	-	1.0	1.0	1.0
Revenue Operations Assistant II	4.0	-	-	-	-
Senior Revenue Collections Assistant	-	1.0	1.0	1.0	1.0
Revenue Operations Assistant I	-	1.0	-	-	-
Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Revenue Collections Assistant	-	5.3	5.3	5.3	5.3
Division Summary					
Permanent Employees	15.0	29.3	29.3	29.3	29.3
Temporary Staffing	-	0.5	0.5	0.5	0.5
Revenue - 01224 Total	**15.0**	**29.8**	**29.8**	**29.8**	**29.8**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
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
Safety Officer	1.0	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	2.0	2.0
Risk Management Technician	3.0	2.0	2.0	2.0	2.0
Workers' Compensation Claims Technician	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	12.0	13.0	13.0	13.0	13.0
Temporary Staffing	-	-	-	-	-
Risk Management - 58229 Total	**12.0**	**13.0**	**13.0**	**13.0**	**13.0**
Department Summary					
Permanent Employees	73.0	77.3	77.3	78.3	78.3
Temporary Staffing	1.8	1.0	0.7	0.8	0.8
FINANCE TOTAL	**74.8**	**78.3**	**78.0**	**79.0**	**79.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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 III	22.5	22.5	24.0	26.0	26.0
Sr Advisor - Municipal Policies, Procedures & Innovation	-	1.0	-	-	-
Office Administrator	1.0	1.0	1.0	1.0	1.0
Executive Assistant to the City Attorney	1.0	1.0	1.0	1.0	1.0
Senior Legal Enforcement Analyst	-	-	-	1.0	1.0
Consumer Affairs Specialist	1.0	1.0	1.0	1.0	1.0
Investigator - Criminal Division	1.0	1.0	1.0	1.0	1.0
Investigator - Consumer Protection	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - CAO	1.0	1.0	1.0	1.0	1.0
Community Liaison	0.5	1.0	1.0	1.0	1.0
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	3.0	3.0	4.0	3.0	3.0
Receptionist	1.0	1.0	1.0	1.0	1.0
Family Victim Advocate - CAO	-	-	1.0	1.0	1.0
Staff Assistant - CAO	2.0	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	42.0	43.5	46.0	48.0	48.0
Temporary Staffing	0.3	0.4	0.7	0.6	0.6
City Attorney - 01231 Total	**42.3**	**43.9**	**46.7**	**48.6**	**48.6**
Department Summary					
Permanent Employees	42.0	43.5	46.0	48.0	48.0
Temporary Staffing	0.3	0.4	0.7	0.6	0.6
CITY ATTORNEY TOTAL	**42.3**	**43.9**	**46.7**	**48.6**	**48.6**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
HUMAN RESOURCES					
Administrative Services - 01250					
Director of Human Resources	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	1.0	-	-	-	-
Executive Administrative Assistant	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	4.0	3.0	3.0	3.0	3.0
Temporary Staffing	0.2	0.2	0.2	0.2	0.2
Administrative Services - 01250 Total	**4.2**	**3.2**	**3.2**	**3.2**	**3.2**
Employment and Classification *(formerly Employment and Organizational Development)* - 01251					
Human Resources Manager	-	-	-	1.0	1.0
Organizational Development and Training Administrator	1.0	1.0	1.0	-	-
Senior Human Resources Analyst	1.0	1.0	1.0	-	-
Human Resources Analyst	3.0	4.0	4.0	4.0	4.0
Organizational Development and Training Coordinator	-	-	1.0	-	-
Human Resources Specialist	1.0	-	-	-	-
Human Resources Technician	2.0	2.0	2.0	2.0	2.0
Staff Assistant III	1.0	1.0	1.0	-	-
Division Summary					
Permanent Employees	9.0	9.0	10.0	7.0	7.0
Temporary Staffing	-	-	-	-	-
Employment and Classification - 01251 Total	**9.0**	**9.0**	**10.0**	**7.0**	**7.0**
Labor and Employee Relations *(formerly Employee Relations and Benefits)* - 01252					
Human Resources Manager	1.0	1.0	1.0	1.0	1.0
Human Resources Info Systems Analyst *(limited term)* [a]	1.0	1.0	1.0	1.0	1.0
Senior Human Resources Analyst	3.0	4.0	4.0	3.0	3.0
Human Resources Analyst	1.0	2.0	2.0	2.0	2.0
Employee Benefits Specialist	1.0	1.0	1.0	-	-
Administrative Staff Assistant	-	-	-	1.0	1.0
Employee Benefits Technician	1.0	1.0	1.0	-	-
Human Resources Assistant	1.0	1.0	1.0	-	-
Staff Assistant III	1.0	1.0	1.0	-	-
Division Summary					
Permanent Employees	10.0	12.0	12.0	8.0	8.0
Temporary Staffing	0.2	-	-	-	-
Labor and Employee Relations - 01252 Total	**10.2**	**12.0**	**12.0**	**8.0**	**8.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Organizational Development and Employee Benefits - 01253					
Human Resources Manager	1.0	1.0	1.0	1.0	1.0
Organizational Development and Training Administrator	-	-	-	1.0	1.0
Senior Human Resources Analyst	-	-	-	1.0	1.0
Management Fellow	-	-	-	2.0	1.0
Organizational Development and Training Coordinator	-	-	-	1.0	1.0
Employee Benefits Specialist	-	-	-	1.0	1.0
Employee Benefits Technician	-	-	-	1.0	1.0
Fiscal Staff Assistant III	-	-	-	1.0	1.0
Human Resources Assistant	-	-	-	1.0	1.0
Staff Assistant III	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	1.0	1.0	1.0	11.0	10.0
Temporary Staffing	-	-	-	-	-
Org Development & Employee Benefits - 01253 Total	**1.0**	**1.0**	**1.0**	**11.0**	**10.0**
Department Summary					
Permanent Employees	24.0	25.0	26.0	29.0	28.0
Temporary Staffing	0.4	0.2	0.2	0.2	0.2
HUMAN RESOURCES TOTAL	**24.4**	**25.2**	**26.2**	**29.2**	**28.2**

a. Limited Term Position ends September 1, 2018

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
INFORMATION SERVICES					
Administration - 01243					
Chief Information Officer	1.0	1.0	1.0	1.0	1.0
Director of Special Projects for Information Services	-	1.0	-	-	-
Assistant Chief Information Officer	-	1.0	1.0	-	-
Information Security Officer	-	-	-	1.0	1.0
Administrative Services Officer	-	-	-	1.0	1.0
Principal Administrative Analyst - Information Systems	1.0	1.0	1.0	-	-
Information Security Analyst	-	-	-	1.0	1.0
Project Portfolio Manager	-	-	-	1.0	1.0
Support Services Analyst	-	-	1.0	-	-
Technology Training Coordinator	-	-	-	1.0	1.0
Administrative Analyst - Information Systems	1.0	1.0	1.0	-	-
Executive Administrative Assistant	-	-	1.0	1.0	1.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	4.0	6.0	7.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Administration - 01243 Total	**4.0**	**6.0**	**7.0**	**8.0**	**8.0**
Infrastructure and Cloud Services *(formerly Systems and Networks)* - 01244					
Infrastructure & Cloud Services Manager	-	-	-	1.0	1.0
Systems and Network Manager	1.0	1.0	1.0	-	-
Systems Administrator	3.0	3.0	-	1.0	1.0
Technology Project Manager	-	-	1.0	-	-
Public Safety Communications & Technology Administrator	1.0	-	-	-	-
Principal Network Engineer	1.0	1.0	1.0	1.0	1.0
Lead Systems Analyst	-	-	-	1.0	1.0
Lead Systems Analyst - Library Systems	1.0	1.0	1.0	-	-
Communications Engineer	2.0	2.0	2.0	2.0	2.0
Network Engineer	1.0	1.0	1.0	1.0	1.0
Systems Engineer	-	-	3.0	3.0	3.0
Systems Analyst	-	-	-	1.0	1.0
Systems Policy Engineer	1.0	1.0	1.0	1.0	1.0
Communications Systems Technician	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	11.0	11.0	12.0	13.0	13.0
Temporary Staffing	-	-	-	-	-
Infrastructure and Cloud Services - 01244 Total	**11.0**	**11.0**	**12.0**	**13.0**	**13.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Software Systems - 01245					
Software Systems Manager	1.0	1.0	1.0	-	-
Transit Technology Administrator	-	1.0	-	-	-
Lead Systems Analyst - Public Safety	1.0	1.0	1.0	-	-
Lead Systems Analyst - Water Resources	1.0	1.0	1.0	-	-
Lead Systems Analyst - ERP	1.0	1.0	1.0	-	-
Lead Systems Analyst - Permitting Systems	1.0	1.0	1.0	-	-
Systems Analyst	1.0	1.0	3.0	-	-
Systems Analyst - Public Safety	1.0	1.0	-	-	-
Systems Analyst - Transit Systems	2.0	2.0	1.0	-	-
SCADA Software Analyst	-	-	1.0	-	-
Software Systems Analyst - Permitting Systems	1.0	1.0	1.0	-	-
Software Systems Analyst - Water Resources	1.0	1.0	1.0	-	-
Division Summary					
Permanent Employees	11.0	12.0	12.0	-	-
Temporary Staffing	-	-	-	-	-
Software Systems - 01245 Total	**11.0**	**12.0**	**12.0**	**-**	**-**
Customer Experience and Support *(formerly Support Services)* - 01246					
Customer Experience and Support Manager	-	-	-	1.0	1.0
Support Services Manager	1.0	1.0	1.0	-	-
Principal Business Process Technology Analyst	-	-	-	2.0	2.0
Lead Systems Analyst - ERP	-	-	-	1.0	1.0
Lead Systems Analyst - Permitting Systems	-	-	-	1.0	1.0
SCADA Systems Analyst	-	-	-	1.0	1.0
Systems Analyst	-	-	-	3.0	3.0
Systems Analyst - Transit Systems	-	-	-	1.0	1.0
Software Systems Analyst	-	-	-	2.0	2.0
Support Services Analyst	1.0	1.0	-	-	-
Computer Support Specialist	3.0	3.0	3.0	3.0	3.0
Computer Support Technician II	2.0	2.0	2.0	4.0	4.0
Computer Support Technician I	2.0	2.0	2.0	-	-
Division Summary					
Permanent Employees	9.0	9.0	8.0	19.0	19.0
Temporary Staffing	-	-	-	-	-
Customer Experience and Support - 01246 Total	**9.0**	**9.0**	**8.0**	**19.0**	**19.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Web Development - 01247					
Web Development Manager	1.0	1.0	1.0	1.0	1.0
Data Officer	-	-	-	1.0	1.0
GIS Analyst	-	-	1.0	2.0	2.0
GIS Systems Analyst	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	-	-
Web Developer	3.0	4.0	4.0	3.0	3.0
Division Summary					
Permanent Employees	7.0	8.0	8.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Web Development - 01247 Total	**7.0**	**8.0**	**8.0**	**8.0**	**8.0**
Community Broadband - 01248					
Community Broadband Manager	1.0	1.0	-	-	-
Broadband Services Engineer	1.0	1.0	-	-	-
Network Construction Assistant	1.0	1.0	-	-	-
Broadband Program Analyst	1.0	-	-	-	-
Community Broadband Analyst	-	1.0	-	-	-
Division Summary					
Permanent Employees	4.0	4.0	-	-	-
Temporary Staffing	-	-	-	-	-
Community Broadband - 01248 Total	**4.0**	**4.0**	**-**	**-**	**-**
Community Broadband - 28248					
Community Broadband Manager	-	-	1.0	1.0	1.0
Broadband Services Engineer	-	-	1.0	1.0	1.0
Network Construction Assistant	-	-	1.0	1.0	1.0
Community Broadband Analyst	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	-	-	4.0	4.0	4.0
Temporary Staffing	-	-	-	-	-
Community Broadband - 28248 Total	**-**	**-**	**4.0**	**4.0**	**4.0**
Department Summary					
Permanent Employees	46.0	50.0	51.0	52.0	52.0
Temporary Staffing	-	-	-	-	-
INFORMATION SERVICES TOTAL	**46.0**	**50.0**	**51.0**	**52.0**	**52.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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 - Planning & Community Development	1.0	1.0	1.0	1.0	1.0
Parking Manager	1.0	-	-	-	-
City Urban Designer	-	1.0	1.0	1.0	1.0
Special Projects and Communication Administrator	1.0	-	-	-	-
Principal Planning and Community Development Analyst	1.0	1.0	1.0	1.0	1.0
Neighborhood Preservation Coordinator	-	-	1.0	1.0	1.0
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	6.0	5.0	6.0	6.0	6.0
Temporary Staffing	-	-	-	-	-
Administration - 01265 Total	**6.0**	**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
Principal Planner	2.0	4.0	4.0	4.0	4.0
Special Projects Manager	1.0	-	-	-	-
Environmental Planner	-	1.0	1.0	1.0	1.0
Senior Planner	3.0	5.0	5.0	5.0	5.0
Associate Planner	8.0	8.0	8.0	8.0	8.0
Assistant Planner *(0.6 FTE limited term)* [a]	1.0	1.6	1.6	1.0	1.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
City Planning Division Assistant	1.0	-	-	-	-
Staff Assistant III	2.0	3.0	3.0	3.0	3.0
City Planning Staff Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	21.0	26.6	26.6	26.0	26.0
Temporary Staffing	-	-	-	-	-
City Planning/Development Review - 01266 Total	**21.0**	**26.6**	**26.6**	**26.0**	**26.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Mobility *(formerly Strategic and Transportation Planning)* - 01267					
Community and Strategic Planning Manager	1.0	-	-	-	-
Mobility Division Manager	-	1.0	-	-	-
Mobility Manager	-	-	1.0	1.0	1.0
Principal Planner	1.0	-	-	-	-
Principal Transportation Planner	1.0	2.0	2.0	2.0	2.0
Transportation Demand Program Manager	1.0	1.0	1.0	1.0	1.0
Environmental Planner	1.0	-	-	-	-
Senior Planner	3.0	1.0	1.0	1.0	1.0
Senior Transportation Planner	1.0	1.0	1.0	1.0	1.0
Sr Transportation Planner - Bicycle and Pedestrian	1.0	-	-	-	-
Sr Transportation Planner - Bicycle Program	-	1.0	1.0	1.0	1.0
Transportation Management Coordinator	1.0	1.0	1.0	1.0	1.0
Bikeshare Coordinator	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	-	1.0	1.0	1.0
Associate Planner	1.0	1.0	1.0	1.0	1.0
Transportation Planning Associate	2.0	2.0	2.0	2.0	2.0
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 *(1.0 FTE limited term)* [b]	1.0	2.5	2.5	2.5	1.5
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	18.0	17.5	18.5	18.5	17.5
Temporary Staffing	-	-	-	2.4	2.4
Mobility - 01267 Total	**18.0**	**17.5**	**18.5**	**20.9**	**19.9**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Building and Safety - 01321					
Building and Safety Manager	-	-	-	1.0	1.0
Building Officer	1.0	1.0	1.0	1.0	1.0
Assistant Building Officer	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
Permit Services Administrator	-	-	-	1.0	1.0
Principal Plan Check Engineer	1.0	1.0	1.0	1.0	1.0
Senior Plan Check Engineer	3.0	4.0	4.0	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	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	-	-
Plans Examiner I/II/III - Electrical	1.0	-	-	-	-
Plans Examiner I/II/III - Mechanical/Plumbing	1.0	1.0	1.0	1.0	1.0
Assistant Plan Check Engineer	1.0	1.0	1.0	1.0	1.0
Combination Building Inspector I/II/III	10.0	10.0	10.0	10.0	10.0
Lead Building and Safety Permit Specialist	-	1.0	1.0	1.0	1.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Building and Safety Permit Specialist I/II	7.0	6.0	6.0	6.0	6.0
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	1.0
Division Summary					
Permanent Employees	35.0	35.0	35.0	35.0	35.0
Temporary Staffing	-	-	-	-	-
Building and Safety - 01321 Total	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**
Code Enforcement - 01322					
Code Enforcement Manager	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	1.0	-	-	-
Code Enforcement Supervisor	1.0	1.0	1.0	1.0	1.0
Lead Code Enforcement Officer	2.0	2.0	2.0	2.0	2.0
Administrative Analyst	-	1.0	1.0	1.0	1.0
Code Enforcement Officer I/II	9.0	11.0	11.0	11.0	11.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Code Enforcement Specialist	2.0	2.0	2.0	2.0	2.0
Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	17.0	21.0	20.0	20.0	20.0
Temporary Staffing	-	-	-	-	-
Code Enforcement - 01322 Total	**17.0**	**21.0**	**20.0**	**20.0**	**20.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Traffic Management *(formerly Transportation Engineering and Management)* - 01416					
City Traffic Engineer	1.0	1.0	1.0	1.0	1.0
Principal Traffic Engineer	-	1.0	1.0	1.0	1.0
Transportation Engineer	2.0	1.0	1.0	1.0	1.0
Special Projects Engineer	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	1.0	-	-	-	-
Traffic Signal Supervisor	1.0	1.0	1.0	1.0	1.0
Lead Traffic Signal Technician	1.0	1.0	1.0	1.0	1.0
Traffic Signal Technician	2.0	2.0	2.0	2.0	2.0
Transportation Planning Technician	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	11.0	10.0	10.0	10.0	10.0
Temporary Staffing	-	-	-	-	-
Traffic Management - 01416 Total	**11.0**	**10.0**	**10.0**	**10.0**	**10.0**
Parking Operations - 01417					
Parking Manager	-	1.0	1.0	1.0	1.0
Parking Administrator	1.0	1.0	1.0	-	-
Principal Administrative Analyst	-	-	-	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Parking Operations Specialist	2.0	2.0	2.0	2.0	2.0
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Parking Permits Assistant	2.0	2.0	2.0	2.0	2.0
Revenue Operations Assistant I	1.0	-	-	-	-
Division Summary					
Permanent Employees	8.0	8.0	8.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Parking Operations - 01417 Total	**8.0**	**8.0**	**8.0**	**8.0**	**8.0**
Department Summary					
Permanent Employees	116.0	123.1	124.1	123.5	122.5
Temporary Staffing	-	-	-	2.4	2.4
PLANNING AND COMMUNITY DEVELOPMENT TOTAL	**116.0**	**123.1**	**124.1**	**125.9**	**124.9**

a. Limited Term Position ended June 30, 2017

b. Limited Term Position ends June 30, 2018

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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	2.0	2.0	2.0	2.0	2.0
Police Sergeant	4.0	4.0	4.0	4.0	4.0
Senior Administrative Analyst	2.0	2.0	2.0	2.0	2.0
Police Officer	6.0	6.0	6.0	6.0	6.0
Executive Administrative Assistant	-	-	1.0	1.0	1.0
Police Range Master	-	1.0	1.0	1.0	1.0
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Police Personnel Services Technician	3.0	3.0	3.0	3.0	3.0
Staff Assistant III	3.0	3.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	23.0	24.0	24.0	24.0	24.0
Temporary Staffing	6.0	6.0	6.0	6.0	6.0
Administrative Services - 01304 Total	**29.0**	**30.0**	**30.0**	**30.0**	**30.0**
Operations Division - 01305					
Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	4.0	4.0	4.0	4.0	4.0
Police Sergeant	14.0	15.0	15.0	15.0	15.0
Public Services Administrator	1.0	1.0	1.0	1.0	1.0
Police Officer	85.0	90.0	93.0	93.0	93.0
Public Services Officer Supervisor	2.0	2.0	2.0	2.0	2.0
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	3.0
Staff Assistant III	2.0	2.0	2.0	2.0	2.0
Public Services Officer	30.0	30.0	30.0	29.0	29.0
Staff Assistant II	1.0	-	-	-	-
Division Summary					
Permanent Employees	152.0	157.0	160.0	159.0	159.0
Temporary Staffing	-	-	-	-	-
Operations Division - 01305 Total	**152.0**	**157.0**	**160.0**	**159.0**	**159.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Strategic Services - 01306					
Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	6.0	5.0	5.0	5.0	5.0
Police Sergeant	7.0	7.0	7.0	7.0	7.0
Public Services Administrator - Jail	1.0	1.0	1.0	1.0	1.0
Public Services Administrator	1.0	1.0	1.0	1.0	1.0
Animal Control Supervisor	-	1.0	1.0	1.0	1.0
Jail Management Supervisor	1.0	-	-	-	-
Jail Supervisor	-	1.0	1.0	1.0	1.0
Police Officer	37.0	37.0	37.0	37.0	37.0
Lead Crime Prevention Coordinator	1.0	1.0	1.0	1.0	1.0
Crime Prevention Coordinator	3.0	3.0	3.0	3.0	3.0
Traffic Services Supervisor	3.0	3.0	3.0	3.0	3.0
Lead Traffic Services Officer	2.0	2.0	2.0	3.0	3.0
Lead Jailer	2.0	2.0	2.0	2.0	2.0
Lead Animal Control Officer	1.0	1.0	1.0	1.0	1.0
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	11.0	11.0
Traffic Services Officer	31.0	31.0	31.0	30.0	30.0
Animal Control Officer	7.0	6.0	6.0	6.0	6.0
Staff Assistant III	2.0	2.0	2.0	2.0	2.0
Animal Care Attendant	2.0	2.0	2.0	2.0	2.0
Staff Assistant II	2.0	2.0	2.0	2.0	2.0
Jail Services Attendant	2.0	2.0	2.0	2.0	2.0
Lead Crossing Guard	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	126.0	125.0	125.0	125.0	125.0
Temporary Staffing	22.8	22.8	22.8	22.8	22.8
Strategic Services - 01306 Total	**148.8**	**147.8**	**147.8**	**147.8**	**147.8**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Criminal Investigations - 01307					
Police Captain	1.0	1.0	1.0	1.0	1.0
Police Lieutenant	1.0	1.0	1.0	1.0	1.0
Police Sergeant	6.0	6.0	6.0	6.0	6.0
Public Services Administrator - Forensics	1.0	1.0	1.0	1.0	1.0
Police Records Administrator	1.0	1.0	1.0	1.0	1.0
Forensic Supervisor	-	1.0	1.0	1.0	1.0
Police Officer	39.0	39.0	39.0	39.0	39.0
Lead Forensic Specialist	1.0	-	1.0	1.0	1.0
Crime Analyst II	-	-	-	2.0	2.0
Criminal Investigations Support Specialist	1.0	1.0	1.0	1.0	1.0
Forensic Specialist	7.0	7.0	6.0	6.0	6.0
Youth and Family Services Support Coordinator	1.0	1.0	1.0	1.0	1.0
Crime Analyst I	2.0	2.0	2.0	-	-
Police Records Supervisor	3.0	3.0	3.0	3.0	3.0
Property/Evidence Supervisor	1.0	1.0	1.0	1.0	1.0
Forensic Technician	1.0	1.0	1.0	1.0	1.0
Lead Police Records Technician	2.0	3.0	3.0	3.0	3.0
Police Property Evidence Clerk	3.0	3.0	3.0	3.0	3.0
Police Records Technician	13.0	12.0	12.0	12.0	12.0
Staff Assistant III	-	1.0	1.0	1.0	1.0
Court Services Coordinator	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	1.0	-	-	-	-
Division Summary					
Permanent Employees	86.0	86.0	86.0	86.0	86.0
Temporary Staffing	2.6	2.6	2.6	2.6	2.6
Criminal Investigations - 01307 Total	**88.6**	**88.6**	**88.6**	**88.6**	**88.6**
Harbor Unit - 30623					
Pier & Harbor Services Supervisor	1.0	1.0	1.0	1.0	1.0
Lead Pier & Harbor Services Officer	-	-	-	1.0	1.0
Pier and Harbor Services Officer	6.0	6.0	6.0	7.0	7.0
Division Summary					
Permanent Employees	7.0	7.0	7.0	9.0	9.0
Temporary Staffing	2.3	2.3	2.3	1.9	1.9
Harbor Unit - 30623 Total	**9.3**	**9.3**	**9.3**	**10.9**	**10.9**
Department Summary					
Permanent Employees	394.0	399.0	402.0	403.0	403.0
Temporary Staffing	33.7	33.7	33.7	33.3	33.3
POLICE TOTAL	**427.7**	**432.7**	**435.7**	**436.3**	**436.3**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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	1.0	1.0	1.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	-	-	1.0	1.0	1.0
Fire Safety Coordinator	1.0	1.0	1.0	1.0	1.0
Assistant Administrative Analyst	1.0	1.0	-	-	-
Fire Facilities and Maintenance Coordinator	-	-	-	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	-	-
Fire Equipment Specialist	0.8	0.8	1.0	1.0	1.0
Division Summary					
Permanent Employees	13.8	13.8	14.0	14.0	14.0
Temporary Staffing	-	-	-	1.0	-
Administration - 01312 Total	**13.8**	**13.8**	**14.0**	**15.0**	**14.0**
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	24.0	24.0	24.0	24.0
Firefighter	54.0	51.0	57.0	57.0	57.0
Division Summary					
Permanent Employees	99.0	99.0	105.0	105.0	105.0
Temporary Staffing	-	-	-	-	-
Fire Suppression and Rescue - 01313 Total	**99.0**	**99.0**	**105.0**	**105.0**	**105.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Fire Prevention - 01314					
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
Assistant Fire Marshal	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
CUPA/Environmental Coordinator	-	-	-	1.0	1.0
Environmental Programs Analyst - Hazardous Materials Mgmt	1.0	1.0	1.0	-	-
Environmental and Safety Inspection Specialist	-	-	-	1.0	1.0
Fire Code Enforcement Officer I/II	4.0	4.0	4.0	4.0	4.0
Environmental Compliance Specialist	1.0	1.0	1.0	-	-
Business Assistant	1.0	1.0	1.0	-	-
Administrative Staff Assistant	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	14.0	14.0	14.0	14.0	14.0
Temporary Staffing	-	-	-	-	-
Fire Prevention - 01314 Total	**14.0**	**14.0**	**14.0**	**14.0**	**14.0**
Training - 01315					
Battalion 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 III	-	-	-	1.0	1.0
Staff Assistant II	1.0	1.0	1.0	-	-
Division Summary					
Permanent Employees	3.0	3.0	3.0	3.0	3.0
Temporary Staffing	-	-	-	-	-
Training - 01315 Total	**3.0**	**3.0**	**3.0**	**3.0**	**3.0**
Department Summary					
Permanent Employees	129.8	129.8	136.0	136.0	136.0
Temporary Staffing	-	-	-	1.0	-
FIRE TOTAL	**129.8**	**129.8**	**136.0**	**137.0**	**136.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
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 Project	1.0	1.0	-	-	-
Principal Administrative Analyst	-	1.0	1.0	1.0	1.0
Community Use Administrator	1.0	-	-	-	-
Communications and Marketing Coordinator	-	-	1.0	1.0	1.0
Senior Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Parks & CFP	1.0	1.0	-	-	-
Administrative Analyst	1.0	1.0	-	-	-
Executive Administrative Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	8.0	8.0	6.0	6.0	6.0
Temporary Staffing	-	-	-	-	-
Administration and Planning Services - 01501 Total	**8.0**	**8.0**	**6.0**	**6.0**	**6.0**
Human Services - 01262					
Human Services Manager	1.0	1.0	1.0	1.0	1.0
Data Science Administrator	-	-	-	1.0	1.0
Human Services Administrator	1.0	1.0	1.0	1.0	1.0
Human Services Administrator - Fiscal	1.0	1.0	1.0	1.0	1.0
Human Services Administrator - Neighborhood & Parks	1.0	1.0	1.0	-	-
Human Services Administrator - Youth and Families	-	1.0	1.0	1.0	1.0
Senior Administrative Analyst	1.0	-	-	1.0	1.0
Senior Administrative Analyst - Child and Family Resources	1.0	2.0	2.0	2.0	2.0
Senior Administrative Analyst - Homeless Services	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 Analyst	-	-	-	3.0	3.0
Senior Human Services Program Analyst	2.0	1.0	1.0	-	-
Principal Community Services Supervisor - Youth & Family Svcs	-	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	1.0	1.0	1.0
Administrative Analyst - Homeless Services	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Youth and Family Services	-	-	1.0	1.0	1.0
Community Services Program Supervisor - Youth & Family	5.0	4.0	4.0	4.0	4.0
Administrative Staff Assistant	2.0	2.0	2.0	2.0	2.0
Principal Community Services Supervisor	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	6.0	6.0
Community Services Program Specialist	15.6	15.6	15.6	13.7	13.7
Division Summary					
Permanent Employees	56.7	56.7	56.7	56.0	56.0
Temporary Staffing	16.5	15.8	15.8	15.5	15.5
Human Services - 01262 Total	**73.2**	**72.5**	**72.5**	**71.5**	**71.5**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Beach Administration - 11522					
Beach Manager	-	-	-	0.8	0.8
Division Summary					
Permanent Employees	-	-	-	0.8	0.8
Temporary Staffing	0.6	0.6	0.6	-	-
Beach Administration - 11522 Total	**0.6**	**0.6**	**0.6**	**0.8**	**0.8**
Beach House Operations - 11523					
Beach House Venue Manager	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	-	-	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	-	-	-
Sales and Marketing Coordinator	1.0	1.0	1.0	1.0	1.0
Beach Recreation Supervisor	1.0	1.0	1.0	1.0	1.0
Event Coordinator	1.5	1.5	1.5	1.5	1.5
Aquatics Program Coordinator	-	0.8	1.0	0.8	0.8
Guest Services Coordinator	1.0	1.0	1.0	1.0	1.0
Venue Services Assistant	2.0	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	8.5	9.3	9.5	9.3	9.3
Temporary Staffing	5.3	4.9	4.9	5.5	5.5
Beach House Operations - 11523 Total	**13.8**	**14.2**	**14.4**	**14.8**	**14.8**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Community Recreation - 01544					
Community Recreation Manager	1.0	1.0	1.0	1.0	1.0
Community Recreation Administrator	-	-	1.0	1.0	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 - Aquatics	1.0	1.0	1.0	1.0	1.0
Aquatic Site Supervisor	3.5	3.5	4.0	4.0	4.0
Community Services Program Supervisor	3.0	3.0	2.0	2.0	2.0
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
Principal Community Services Supervisor	2.0	2.0	2.0	2.0	2.0
Community Services Program Coordinator	3.0	3.0	2.0	2.0	2.0
Staff Assistant III	4.0	4.0	4.0	4.0	4.0
Chief Pool Lifeguard	2.4	2.4	2.4	2.4	2.4
Community Garden Program Specialist	-	-	0.5	0.7	0.7
Community Services Program Specialist	3.4	3.4	3.4	3.4	3.4
Senior Pool Lifeguard	-	2.4	2.4	2.4	2.4
Swim Instructor/Lifeguard	2.4	-	-	-	-
Guest Services Assistant	1.0	2.2	2.2	2.2	2.2
Staff Assistant II	0.6	0.6	-	-	-
Division Summary					
Permanent Employees	32.3	33.5	32.9	33.1	33.1
Temporary Staffing	30.5	29.3	31.1	31.1	31.1
Community Recreation - 01544 Total	**62.8**	**62.8**	**64.0**	**64.2**	**64.2**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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	1.0
Cultural Affairs Venue Supervisor	-	1.0	1.0	1.0	1.0
Cultural Affairs Supervisor	4.0	3.0	3.0	3.0	3.0
Event Attendant III	-	-	-	1.0	1.0
Cultural Affairs Coordinator	0.5	0.5	0.5	0.5	0.5
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Event Attendant II *(limited term)* [a]	1.0	1.0	1.5	0.5	0.5
Division Summary					
Permanent Employees	9.5	9.5	10.0	10.0	10.0
Temporary Staffing	0.2	0.2	0.2	-	-
Cultural Affairs - 01560 Total	**9.7**	**9.7**	**10.2**	**10.0**	**10.0**
Department Summary					
Permanent Employees	115.0	117.0	115.1	115.1	115.1
Temporary Staffing	53.0	50.8	52.6	52.1	52.1
COMMUNITY AND CULTURAL SERVICES TOTAL	**168.0**	**167.8**	**167.7**	**167.2**	**167.2**

a. Limited Term Position ends June 30, 2019

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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 Administrative Services	-	-	1.0	1.0	1.0
Senior Administrative Analyst - Library Fiscal Services Coord	1.0	1.0	1.0	1.0	1.0
Administrative Analyst - Library Administrative Services	1.0	1.0	-	-	-
Executive Administrative Assistant	-	-	1.0	1.0	1.0
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	-	-	-
Library Services Officer	4.0	4.0	4.0	4.0	4.0
Division Summary					
Permanent Employees	10.5	10.5	11.0	11.0	11.0
Temporary Staffing	5.3	4.9	4.9	4.9	4.9
Administration and Facilities - 01613 Total	**15.8**	**15.4**	**15.9**	**15.9**	**15.9**
Information Management - 01614					
Principal Librarian - Information Management	1.0	1.0	1.0	1.0	1.0
Librarian III - Information Management	1.0	1.0	1.0	1.0	1.0
Librarian II	1.0	1.0	1.0	1.0	1.0
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	4.5	4.5	4.5
Division Summary					
Permanent Employees	10.5	10.5	11.5	11.5	11.5
Temporary Staffing	20.0	5.5	5.5	5.5	5.5
Information Management - 01614 Total	**30.5**	**16.0**	**17.0**	**17.0**	**17.0**
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	5.0	5.0	5.0
Library Assistant III	1.0	1.0	1.0	1.0	1.0
Library Assistant II	9.0	9.0	8.0	8.0	8.0
Division Summary					
Permanent Employees	21.0	21.0	19.0	19.0	19.0
Temporary Staffing	4.7	19.2	19.2	19.2	19.2
Reference Services - 01615 Total	**25.7**	**40.2**	**38.2**	**38.2**	**38.2**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Public and Branch Services - 01616					
Principal Librarian - Public & Branch Services	1.0	1.0	1.0	1.0	1.0
Librarian III	2.0	2.0	1.0	1.0	1.0
Librarian III - Branch Services	3.0	3.0	4.0	4.0	4.0
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	8.5	8.5	10.0	10.0	10.0
Library Assistant III	1.0	1.0	1.0	1.0	1.0
Library Assistant II	8.0	8.0	8.0	8.0	8.0
Division Summary					
Permanent Employees	28.5	28.5	30.0	30.0	30.0
Temporary Staffing	10.5	10.9	11.4	11.4	11.4
Public and Branch Services - 01616 Total	**39.0**	**39.4**	**41.4**	**41.4**	**41.4**
Department Summary					
Permanent Employees	70.5	70.5	71.5	71.5	71.5
Temporary Staffing	40.5	40.5	41.0	41.0	41.0
LIBRARY TOTAL	**111.0**	**111.0**	**112.5**	**112.5**	**112.5**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
PUBLIC WORKS					
Administrative Services - 01401					
Director of Public Works	-	-	1.0	1.0	1.0
Director of Public Works/Airport Director	1.0	1.0	-	-	-
Assistant Director of Public Works	1.0	1.0	-	-	-
Assistant Director of Public Works/Chief Sustainability Officer	-	-	1.0	1.0	1.0
Chief Operations Officer	-	-	1.0	1.0	1.0
Administrative Services Officer	-	-	1.0	1.0	1.0
Principal Administrative Analyst	2.0	2.0	2.0	2.0	2.0
Senior Administrative Analyst	-	-	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	8.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Administrative Services - 01401 Total	**5.0**	**5.0**	**8.0**	**8.0**	**8.0**
Civil Engineering - 01402					
City Engineer	1.0	1.0	1.0	1.0	1.0
Principal Civil Engineer	3.0	3.0	3.0	3.0	3.0
CIP Project Manager	1.0	1.0	1.0	1.0	1.0
Engineering Support Services Supervisor	1.0	1.0	1.0	1.0	1.0
Civil Engineering Associate	4.0	4.0	4.0	4.0	4.0
Public Works Construction Specialist	1.0	1.0	1.0	1.0	1.0
Civil Engineer	6.0	6.0	6.0	6.0	6.0
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	-	-	-	-
Public Works Inspector	-	1.0	1.0	1.0	1.0
Engineering Technician	1.0	1.0	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	27.0	27.0	27.0	27.0	27.0
Temporary Staffing	-	-	-	-	-
Civil Engineering - 01402 Total	**27.0**	**27.0**	**27.0**	**27.0**	**27.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Architecture Services - 01403					
City Architect	1.0	1.0	1.0	1.0	1.0
Supervising Civil Engineer	-	-	1.0	1.0	1.0
Architect	2.0	2.0	1.0	1.0	1.0
CIP Project Manager	2.0	2.0	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0	1.0	1.0
Architectural Associate	3.0	3.0	2.0	2.0	2.0
Senior Administrative Analyst - Architecture	1.0	1.0	1.0	1.0	1.0
Public Works Construction Specialist *(1.0 FTE limited term)* [a]	-	-	3.0	3.0	3.0
Senior Architect	1.0	1.0	2.0	2.0	2.0
Civil Engineer	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	16.0	16.0	17.0	17.0	17.0
Temporary Staffing	-	-	-	-	-
Architecture Services - 01403 Total	**16.0**	**16.0**	**17.0**	**17.0**	**17.0**
Street and Fleet Services - 01421					
Street and Fleet Services Manager	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Street Services 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
Street Services Crew Leader	3.0	3.0	3.0	3.0	3.0
Traffic Painter Crew Leader	-	-	1.0	1.0	1.0
Electrician II	-	-	1.0	2.0	2.0
Lead Parking Meter Technician	1.0	1.0	1.0	1.0	1.0
Lead Traffic Painter	1.0	1.0	-	-	-
Concrete Finisher	3.0	3.0	3.0	3.0	3.0
Street Services Worker II	3.0	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	5.0	5.0	5.0
Street Services Worker I	6.0	6.0	7.0	7.0	7.0
Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	-	-	1.0	-	-
Trades Intern	-	3.0	3.0	3.0	3.0
Division Summary					
Permanent Employees	31.0	34.0	37.0	37.0	37.0
Temporary Staffing	-	-	-	0.4	0.4
Street and Fleet Services - 01421 Total	**31.0**	**34.0**	**37.0**	**37.4**	**37.4**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Office of Sustainability and the Environment - 01426 [b]					
Sustainability Administrator	-	-	1.0	1.0	1.0
Senior Administrative Analyst	-	-	1.0	1.0	1.0
Senior Sustainability Analyst	-	-	4.0	4.0	4.0
Sustainable Building Advisor	-	-	1.0	1.0	1.0
Sustainable Procurement Advisor	-	-	1.0	1.0	1.0
Sustainable Outreach Coordinator	-	-	1.0	1.0	1.0
Sustainability Analyst *(2.0 FTE limited term)* [c]	-	-	4.0	5.0	5.0
Water Resources Specialist *(limited term)* [c]	-	-	2.0	1.0	1.0
Administrative Staff Assistant - Environmental Programs	-	-	1.0	1.0	1.0
Project Support Assistant *(1.0 FTE limited term)* [c]	-	-	2.0	2.0	2.0
Recycling Assistant	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	-	-	19.0	19.0	19.0
Temporary Staffing	-	-	0.3	-	-
Office of Sustainability and the Environment - 01426 Total	**-**	**-**	**19.3**	**19.0**	**19.0**
Airport - 33431					
Airport Director	-	-	1.0	1.0	1.0
Airport Manager	1.0	1.0	-	-	-
Senior Administrative Analyst	-	-	-	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	-	-
Airport Operations Analyst	1.0	1.0	1.0	1.0	1.0
Airport Operations Specialist	1.0	1.0	1.0	1.0	1.0
Business Assistant	2.0	2.0	2.0	2.0	2.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	7.0	8.0	8.0	8.0	8.0
Temporary Staffing	1.4	0.9	0.9	0.9	0.9
Airport - 33431 Total	**8.4**	**8.9**	**8.9**	**8.9**	**8.9**
Airport Fixed Base Operations - 33432					
FBO Manager	-	-	1.0	1.0	1.0
Airport Line Service Supervisor	-	-	2.0	1.0	1.0
Airport GSE Mechanic	-	-	1.0	1.0	1.0
Airport Line Service Crew Leader	-	-	4.0	2.0	2.0
Airport Line Service Worker	-	-	11.0	7.0	7.0
Airport Staff Assistant	-	-	1.0	1.0	1.0
Airport Guest Service Representative	-	-	5.0	4.0	4.0
Division Summary					
Permanent Employees	-	-	25.0	17.0	17.0
Temporary Staffing	-	-	-	-	-
Airport Fixed Base Operations - 33432 Total	**-**	**-**	**25.0**	**17.0**	**17.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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 Collection Superintendent	1.0	1.0	1.0	1.0	1.0
Recycling Coordinator	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Zero Waste Coordinator	1.0	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Supervisor	3.0	5.0	5.0	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 & Training Officer	-	1.0	1.0	1.0	1.0
Resource Recovery and Recycling Crew Leader	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	7.0	7.0	7.0
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	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	37.4	39.4	40.4	42.2	42.2
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	5.0	4.0	4.0
Maintenance Worker	10.0	10.0	10.0	10.8	10.8
Division Summary					
Permanent Employees	82.4	84.4	85.4	87.0	87.0
Temporary Staffing	5.3	5.3	5.3	5.3	5.3
Resource Recovery and Recycling - 27441 Total	**87.7**	**89.7**	**90.7**	**92.3**	**92.3**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Facilities Maintenance - 01452					
Facilities Maintenance Manager	1.0	1.0	1.0	1.0	1.0
Custodial Services Administrator	1.0	1.0	1.0	1.0	1.0
Facilities 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
HVAC Crew Leader	1.0	1.0	1.0	1.0	1.0
Electrical Crew Leader	1.0	1.0	1.0	1.0	1.0
HVAC Technician	3.0	4.0	4.0	4.0	4.0
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
Carpenter Crew Leader	1.0	1.0	1.0	1.0	1.0
Building Systems Technician	1.0	1.0	1.0	1.0	1.0
Electrician II	6.0	6.0	4.0	4.0	4.0
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
Painter	2.0	2.0	2.0	2.0	2.0
Aquatics Maintenance Worker	1.5	1.5	1.5	1.0	1.0
Staff Assistant III	2.0	2.0	2.0	2.0	2.0
Graffiti Removal Technician	3.0	4.0	4.0	4.0	4.0
Staff Assistant II	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	1.0	1.0	-	-	-
Custodian II	8.0	8.0	8.0	8.0	8.0
Custodian I	33.5	33.5	32.5	32.5	32.5
Trades Intern	9.0	5.0	5.0	5.0	5.0
Division Summary					
Permanent Employees	96.0	94.0	90.0	89.5	89.5
Temporary Staffing	6.3	6.3	6.3	6.1	6.1
Facilities Maintenance - 01452 Total	**102.3**	**100.3**	**96.3**	**95.6**	**95.6**
Pier Maintenance - 30455					
Pier Maintenance Crew Leader	1.0	1.0	1.0	1.0	1.0
Carpenter	1.0	1.0	1.0	1.0	1.0
Painter	-	1.0	1.0	1.0	1.0
Pier Maintenance Worker	2.0	2.0	2.0	2.0	2.0
Custodian I	2.0	2.0	3.0	3.0	3.0
Trades Intern	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	6.0	8.0	9.0	9.0	9.0
Temporary Staffing	0.5	-	-	-	-
Pier Maintenance - 30455 Total	**6.5**	**8.0**	**9.0**	**9.0**	**9.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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	1.0	1.0	-	-
Fleet Maintenance Superintendent	-	-	-	1.0	1.0
Fleet Maintenance Supervisor	2.0	2.0	2.0	2.0	2.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Senior Mechanic	2.0	2.0	2.0	2.0	2.0
Mechanic I/II	17.0	17.0	17.0	17.0	17.0
Welder Fabricator	1.0	1.0	1.0	1.0	1.0
Fleet Services Writer	-	1.0	1.0	1.0	1.0
Fleet Storekeeper	-	1.0	1.0	1.0	1.0
Storekeeper II	1.0	-	-	-	-
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Storekeeper I	1.0	1.0	1.0	1.0	1.0
Staff Assistant II	1.0	-	-	-	-
Trades Intern	-	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	28.0	29.0	29.0	29.0	29.0
Temporary Staffing	-	-	-	0.3	0.3
Fleet Management - 54459 Total	**28.0**	**29.0**	**29.0**	**29.3**	**29.3**
Beach House Maintenance - 11497					
Aquatics Maintenance Worker	1.5	1.5	1.5	2.0	2.0
Custodian II	2.0	2.0	2.0	2.0	2.0
Custodian I	8.0	8.0	8.0	8.0	8.0
Division Summary					
Permanent Employees	11.5	11.5	11.5	12.0	12.0
Temporary Staffing	-	-	-	-	-
Beach House Maintenance - 11497 Total	**11.5**	**11.5**	**11.5**	**12.0**	**12.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Public Landscape - 01498					
Public Landscape Manager	1.0	1.0	1.0	1.0	1.0
Public Landscape Superintendent	1.0	1.0	1.0	1.0	1.0
Senior Administrative Analyst - Open Space Management	1.0	1.0	1.0	1.0	1.0
Urban Forester	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Parks Maintenance Supervisor	5.0	5.0	5.0	5.0	5.0
Promenade Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0
Urban Forest Supervisor	2.0	2.0	2.0	2.0	2.0
Maintenance Crew Leader	2.0	2.0	2.0	2.0	2.0
Parks Maintenance Crew Leader	4.0	4.0	4.0	4.0	4.0
Irrigation Crew Leader	1.0	1.0	1.0	1.0	1.0
Parks Equipment Technician	1.0	1.0	1.0	1.0	1.0
Irrigation Technician	4.0	4.0	4.0	4.0	4.0
Tree Trimmer	2.0	2.0	2.0	2.0	2.0
Staff Assistant III	1.0	1.0	1.0	2.0	2.0
Equipment Operator I	13.0	13.0	14.0	14.0	14.0
Groundskeeper	21.0	22.0	22.0	22.0	22.0
Staff Assistant II	1.0	1.0	1.0	-	-
Maintenance Worker	11.0	11.0	12.0	12.0	12.0
Field Attendant	1.0	-	-	-	-
Trades Intern	1.0	-	-	-	-
Division Summary					
Permanent Employees	76.0	75.0	77.0	77.0	77.0
Temporary Staffing	-	-	-	-	-
Public Landscape - 01498 Total	**76.0**	**75.0**	**77.0**	**77.0**	**77.0**
Beach Maintenance - 11499					
Beach Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0
Maintenance Crew Leader	-	-	-	1.0	1.0
Equipment Operator II	4.0	5.0	5.0	5.0	5.0
Equipment Operator I	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	6.0	6.0	6.0	5.0	5.0
Custodian II	2.0	2.0	2.0	2.0	2.0
Maintenance Assistant	9.0	9.0	9.0	9.0	9.0
Division Summary					
Permanent Employees	23.0	24.0	24.0	24.0	24.0
Temporary Staffing	-	-	-	1.0	1.0
Beach Maintenance - 11499 Total	**23.0**	**24.0**	**24.0**	**25.0**	**25.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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 Worker *(limited term)* [d]	-	-	1.0	1.0	-
Maintenance Assistant	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	7.0	7.0	8.0	8.0	7.0
Temporary Staffing	0.1	0.1	0.1	-	-
Cemetery - 37641 Total	**7.1**	**7.1**	**8.1**	**8.0**	**7.0**
Wastewater - 31661					
Water Resources Program Administrator	-	-	-	1.0	1.0
Water Resources Protection Programs Coordinator	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	2.0	2.0	2.0
Wastewater Crew Leader	2.0	2.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Sewer Maintenance Worker II	6.0	6.0	6.0	6.0	6.0
Sewer Maintenance Worker I	6.0	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	-	-
Wastewater - 31661 Total	**22.2**	**22.2**	**22.2**	**22.0**	**22.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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
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	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	1.0
Civil Engineer	1.0	1.0	1.0	1.0	1.0
Water Supervisor - Meters	1.0	1.0	1.0	1.0	1.0
Water Supervisor - Construction	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Water Quality Analyst I/II	1.0	1.0	1.0	1.0	1.0
Lead Water Production and Treatment Plant Operator	1.0	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 Operator	6.0	6.0	6.0	6.0	6.0
Water Construction Crew Leader	1.0	-	-	-	-
Water Crew Leader	3.0	3.0	3.0	3.0	3.0
Water Resources Crew Leader	-	1.0	1.0	1.0	1.0
Water Systems Equipment Operator	3.0	3.0	3.0	3.0	3.0
Underground Utility Safety Coordinator	-	-	1.0	1.0	1.0
Underground Utilities Locator	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	2.0	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	487.9	494.9	546.9	540.5	539.5
Temporary Staffing	13.8	12.8	13.1	14.0	14.0
PUBLIC WORKS TOTAL	**501.7**	**507.7**	**560.0**	**554.5**	**553.5**

a. Limited Term Position ends June 30, 2019

b. Office of Sustainability and the Environment moved from City Manager

c. Limited Term Position ends June 30, 2022

d. Limited Term Position ends June 30, 2018

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
BIG BLUE BUS					
Transit Executive - 41640					
Director of Transit Services	1.0	1.0	1.0	-	-
Chief Operations Officer	1.0	1.0	1.0	-	-
Transit Chief Administrative Officer	1.0	1.0	1.0	-	-
Administrative Services Officer	1.0	1.0	1.0	-	-
Senior Administrative Analyst	1.0	1.0	1.0	-	-
Executive Administrative Assistant	1.0	1.0	1.0	-	-
Administrative Staff Assistant *(limited term)* [a]	-	1.0	1.0	-	-
Division Summary					
Permanent Employees	6.0	7.0	7.0	-	-
Temporary Staffing	-	-	-	-	-
Transit Executive - 41640 Total	**6.0**	**7.0**	**7.0**	**-**	**-**
Transit Finance and Administrative Services *(formerly Transit Finance and Grants)* - 41642					
Director of Transit Services	-	-	-	1.0	1.0
Transit Chief Administrative Officer	-	-	-	1.0	1.0
Transit Finance and Grants Manager	1.0	1.0	1.0	1.0	1.0
Administrative Services Officer	-	-	-	1.0	1.0
Senior Administrative Analyst	1.0	1.0	1.0	2.0	2.0
Senior Administrative Analyst - Transit Grants	1.0	1.0	1.0	1.0	1.0
Procurement Supervisor	-	-	-	1.0	1.0
Accountant I	1.0	1.0	1.0	1.0	1.0
Executive Administrative Assistant	-	-	-	1.0	1.0
Fiscal Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Storekeeper II	-	-	-	2.0	2.0
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
Warehouse Worker	-	-	-	3.0	3.0
Division Summary					
Permanent Employees	7.0	7.0	7.0	18.0	18.0
Temporary Staffing	-	-	1.0	1.5	1.5
Transit Finance and Administrative Services - 41642 Total	**7.0**	**7.0**	**8.0**	**19.5**	**19.5**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Transit Community & Government Relations *(formerly Transit Planning & Community Engagement)* - 41643					
Transit Community & Government Relations Manager	-	-	-	1.0	1.0
Transit Planning and Community Engagement Manager	-	1.0	1.0	-	-
Transit Government and Community Relations Manager	1.0	-	-	-	-
Transit Planning Administrator	-	1.0	1.0	-	-
Transit Government Relations Officer	1.0	1.0	1.0	1.0	1.0
Senior Transit Scheduler	-	1.0	1.0	-	-
Transit Planner	-	1.0	1.0	-	-
Transit Community Engagement Officer	-	1.0	1.0	1.0	1.0
Transit Community Relations Officer	1.0	-	-	-	-
Administrative Analyst	-	1.0	1.0	-	-
Transit Advertising Coordinator	-	-	1.0	1.0	1.0
Transit Community Engagement Coordinator	-	1.0	1.0	1.0	1.0
Transit Community Relations Coordinator	1.0	-	-	-	-
Transit Marketing Coordinator	1.0	1.0	1.0	1.0	1.0
Transit Scheduler	-	1.0	1.0	-	-
Customer Service Supervisor	1.0	1.0	1.0	1.0	1.0
Administrative Staff Assistant	1.0	1.0	-	-	-
Graphic Designer	1.0	1.0	1.0	1.0	1.0
Customer Services Assistant	5.3	6.8	6.8	6.8	6.8
Division Summary					
Permanent Employees	13.3	19.8	19.8	14.8	14.8
Temporary Staffing	0.7	1.5	2.9	1.9	1.9
Transit Community & Government Relations - 41643 Total	**14.0**	**21.3**	**22.7**	**16.7**	**16.7**
Transit Planning and Performance - 41644					
Transit Planning and Performance Manager	-	-	-	1.0	1.0
Senior Transit Scheduler	-	-	-	1.0	1.0
Transit Planner	-	-	-	1.0	1.0
Administrative Analyst	-	-	-	1.0	1.0
Transit Scheduler	-	-	-	1.0	1.0
Division Summary					
Permanent Employees	-	-	-	5.0	5.0
Temporary Staffing	-	-	-	0.5	0.5
Transit Planning and Performance - 41644 Total	**-**	**-**	**-**	**5.5**	**5.5**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 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	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 Facilities Maintenance Supervisor	1.0	-	-	-	-
Transit Mechanic Supervisor	6.0	6.0	6.0	6.0	6.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
LCNG Technician	-	-	1.0	1.0	1.0
Procurement Supervisor	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	47.0	47.0	47.0	47.0
Administrative Staff Assistant	1.0	1.0	1.0	1.0	1.0
Storekeeper II	2.0	2.0	2.0	-	-
Senior Transit Maintenance Worker	1.0	2.0	2.0	2.0	2.0
Transit Maintenance Worker	2.0	2.0	2.0	2.0	2.0
Warehouse Worker	3.0	3.0	3.0	-	-
Motor Coach Cleaner	18.0	20.0	20.0	20.0	20.0
Custodian I	1.0	1.0	1.0	1.0	1.0
Division Summary					
Permanent Employees	85.0	91.0	92.0	86.0	86.0
Temporary Staffing	2.6	2.3	1.9	2.4	2.4
Transit Maintenance - 41657 Total	**87.6**	**93.3**	**93.9**	**88.4**	**88.4**
Transit Operations - 41658					
Chief Operations Officer	-	-	-	1.0	1.0
Transit Operations Manager	1.0	-	-	-	-
Transit Planning Administrator	1.0	-	-	-	-
Transit Operations Superintendent	-	2.0	2.0	2.0	2.0
Senior Administrative Analyst	-	-	-	1.0	1.0
Senior Transit Scheduler	1.0	-	-	-	-
Transit Planner	1.0	-	-	-	-
Senior Motor Coach Operator Supervisor	1.0	-	-	-	-
Administrative Analyst	1.0	-	-	-	-
Transit Scheduler	1.0	-	-	-	-
Motor Coach Operator Supervisor	18.0	19.0	20.0	20.0	20.0
Staff Assistant III	2.0	2.0	2.0	2.0	2.0
Motor Coach Operator	275.4	293.4	298.4	298.4	298.4
Division Summary					
Permanent Employees	302.4	316.4	322.4	324.4	324.4
Temporary Staffing	12.0	11.5	0.9	0.5	0.5
Transit Operations - 41658 Total	**314.4**	**327.9**	**323.3**	**324.9**	**324.9**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
Transit Safety and Training - 41670					
Transit Safety and Training Manager	1.0	1.0	1.0	1.0	1.0
Lead Transit Training Coordinator	-	1.0	1.0	1.0	1.0
Motor Coach Operator Training Coordinator	3.0	-	-	-	-
Transit Safety and Security Coordinator	1.0	1.0	1.0	1.0	1.0
Transit Training Coordinator	-	3.0	3.0	3.0	3.0
Staff Assistant II	2.0	2.0	2.0	2.0	2.0
Division Summary					
Permanent Employees	7.0	8.0	8.0	8.0	8.0
Temporary Staffing	-	-	-	-	-
Transit Safety and Training - 41670 Total	**7.0**	**8.0**	**8.0**	**8.0**	**8.0**
Department Summary					
Permanent Employees	420.7	449.2	456.2	456.2	456.2
Temporary Staffing	15.3	15.3	6.7	6.8	6.8
BIG BLUE BUS TOTAL	**436.0**	**464.5**	**462.9**	**463.0**	**463.0**

a. Limited Term Position ended June 30, 2017

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
HOUSING AND ECONOMIC DEVELOPMENT					
Administration - 01263					
Director of Housing and Economic Development	1.0	1.0	1.0	1.0	1.0
Principal Administrative 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	3.0	3.0	3.0	3.0	3.0
Temporary Staffing	0.1	0.1	0.1	-	-
Administration - 01263 Total	**3.1**	**3.1**	**3.1**	**3.0**	**3.0**
Housing - 01264					
Housing Manager	1.0	1.0	1.0	1.0	1.0
Housing Program Manager	-	-	1.0	1.0	1.0
Housing Administrator - Production and Preservation	1.0	1.0	-	-	-
Successor Agency Administrator	1.0	1.0	1.0	1.0	1.0
Senior Development Analyst	1.0	2.0	3.0	3.0	3.0
Administrative Analyst - Housing/Loan Portfolio Monitoring	1.0	1.0	1.0	1.0	1.0
Housing Specialist *(limited term)* [a]	-	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	6.0	8.0	9.0	9.0	9.0
Temporary Staffing	-	-	-	-	-
Housing - 01264 Total	**6.0**	**8.0**	**9.0**	**9.0**	**9.0**
Economic Development - 01268					
Economic Development Manager	1.0	1.0	1.0	1.0	1.0
Economic Development Administrator	1.0	1.0	1.0	1.0	1.0
Senior Development Analyst	3.0	3.0	3.0	3.0	3.0
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
Farmers' Market Coordinator I	0.5	0.5	0.5	0.5	0.5
Farmers' Market Assistant	1.0	1.0	1.0	1.0	1.0
Staff Assistant III	1.0	1.0	1.0	1.0	1.0
Farmers' Market Attendant	1.2	1.2	1.2	1.2	1.2
Division Summary					
Permanent Employees	10.7	10.7	10.7	10.7	10.7
Temporary Staffing	0.9	1.5	1.5	1.3	1.3
Economic Development - 01268 Total	**11.6**	**12.2**	**12.2**	**12.0**	**12.0**

Personnel (FTE) by Department and Division

Department/Division/Title	2014-15 Revised Budget	2015-16 Revised Budget	2016-17 Revised Budget	2017-18 Adopted Budget	2018-19 Budget Plan
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	0.3	0.3
Housing Services - 12269 Total	**13.1**	**13.1**	**13.1**	**13.3**	**13.3**
Office of Pier Management - 30626 [b]					
Pier Manager	-	-	1.0	-	-
Pier Administrator	-	-	-	1.0	1.0
Staff Assistant III	-	-	1.0	1.0	1.0
Division Summary					
Permanent Employees	-	-	2.0	2.0	2.0
Temporary Staffing	-	-	-	-	-
Office of Pier Management - 30626 Total	**-**	**-**	**2.0**	**2.0**	**2.0**
Department Summary					
Permanent Employees	32.7	34.7	37.7	37.7	37.7
Temporary Staffing	1.1	1.7	1.7	1.6	1.6
HOUSING AND ECONOMIC DEVELOPMENT TOTAL	**33.8**	**36.4**	**39.4**	**39.3**	**39.3**

a. Limited Term Position ends June 30, 2019

b. Office of Pier Management moved from City Manager

Capital Improvement Program

FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Addendum to the FY 2016-18 CIP Budget

FY 2016-17 through FY 2020-21 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 Manager, Assistant City Manager and Department Heads. On June 14, 2016, Council adopted the first year and approved the second year of the FY 2016-18 Biennial Capital Improvement Program Budget. The changes outlined in this Addendum are revisions to the second year of the approved Biennial Budget, FY 2017-18. 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 2018-21 amounts are included as a planning tool to demonstrate total anticipated capital funding needs. However, project needs will be re-evaluated during each biennial budget cycle to ensure that budgets are adjusted to fall within available funding limits and to best reflect updated City priorities.

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 with useful lives of more than three years; most involve public infrastructure construction or major equipment procurement.

FY 2017-18 Exception-Based Budget

The exception-based budget process occurs in the second year of the biennial budget period, and only projects that are highly urgent are considered. Project requests are submitted to and evaluated by the CIP Committee, which recommends funding for projects best reflecting current City priorities. No additional funds are allocated for the exception-based budget process. Funding is found by performing ongoing evaluations of existing capital project budgets to 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. Capital budget recommendations are presented to City Council and the community for consideration.

Changes to the FY 2017-18 CIP Budget as part of the CIP Exception-Based Budgeting process include:

- New allocations of funds to new projects that require immediate funding
- Increases in allocations to existing projects based on revised estimates
- Decreases in allocations for projects that no longer require funding, have been postponed, or have reduced scopes or estimates

Addendum to the FY 2016-18 CIP Budget

Revised Budget Summary

The revised FY 2017-18 CIP Budget totals $238.9 million. This represents an increase of $117.3 million from the originally proposed FY 2017-18 CIP Budget and an increase of $120.8 million compared to the FY 2016-17 Adopted CIP Budget. Of the total FY 2017-18 CIP budget, the General Fund portion represents $146.2 million or 61 percent. Total budget amounts are much higher than average for FY 2017-18 due to bond financing for the new Fire Station 1 and new City Services Building, and the appropriation of Gillette/Settlement Funds for the Clean Beaches and Olympic Treatment Plant projects. In addition, the FY 2017-18 Exception-Based CIP budget includes $2.1 million in deferred projects that will need to be included in the FY 2018-19 CIP Budget.

General Fund Budget Changes

The CIP Committee recommended approximately $77.1 million in General Fund budget increases for the FY 2017-18 Exception-Based CIP Budget, outlined in the Project Details section and the CIP Budget Matrix.

The revised FY 2017-18 CIP budget is significantly higher than the originally proposed CIP budget due to updated plans regarding the financing of the City Services Building. The FY 2016-18 CIP Adopted Biennial Budget assumed that bonds would be issued to finance this project in FY 2018-19. This assumption was revised and the FY 2017-18 CIP Budget now includes $76.8 million in bond proceeds. In addition, there are $3.6 million in other recommended General Fund budget increases that are completely offset by a total of $3.8 million in budget reductions, resulting in a net decrease of $0.2 million. New or augmented General Fund projects totaling $3.6 million consist of the following: $0.5 million in public safety projects, including Mobile Data Computer Replacement and Fire Particulate Exhaust Removal System; $2.2 million in Mobility/Parking projects, including Streetlight Installation, Structural Repairs to Parking Structures 1 and 3, and Bollards in Parking Structure 5; and $0.6 million in priority General Government projects, including Fire Department Tenant Improvements. In addition, $0.4 million is allocated to Percent for Arts for the new Fire Station 1. Upon further review of the budget, an additional appropriation of $0.5 million was made during the budget process for Vision Zero Action Plan projects.

General Fund budget reductions and deferrals to the FY 2017-18 CIP Biennial Budget totaling $3.8 million completely offset General Fund budget increases of $3.6 million, not including the budget increase to reflect bond proceeds. General Fund budget reductions include $1.6 million in cancelled General Fund projects, which include lower priority tenant improvements and Fiber Build for Verizon microsites. In addition, budget deferrals, previously included in the FY 2017-18 Budget Plan, include $0.45 million in Streetscape Planning funds and $1 million for the 17th Street/SMC/Expo Bike Path Connection project which will still proceed with design in FY 2017-18 but is deferring construction costs to FY 2018-19 to align with the current grant funding schedule. Lastly, $0.75 million in Broadband for Affordable Housing Buildings, previously budgeted in the General Fund, is now able to be funded by Community Development Block Grant funding.

Addendum to the FY 2016-18 CIP Budget

Non-General Fund Budget Changes

The total net change proposed for Non-General Fund budgets is approximately $40.5 million. These budget increases are outlined below in the Project Details section and the CIP Budget Matrix. All but one of the proposed budget increases can be fully supported by an existing enterprise fund balance or special revenue source. The Pier Fund will require a General Fund subsidy of $1.4 million to fund capital needs in FY 2017-18. That amount is deducted from the annual General Fund CIP allocation, and as such, Pier Fund projects are considered in conjunction with General Fund projects during the budget process.

A significant portion of the Non-General Fund budget increase is due to budget appropriations for affordable housing that total $19 million. These funds are comprised of redevelopment-related loan repayments and settlement payments that are being set-aside for affordable housing development. The FY 2017-18 budget also includes $14.5 million in net increased budget for water, wastewater and stormwater runoff projects necessary to maintain or improve infrastructure that delivers water and wastewater services to Santa Monica households and businesses, including the Sustainable Water Infrastructure Project (SWIP), Water Main Replacement project, the Clean Beaches Project, and drainage improvements. The remaining significant Non-General Fund increases are from an appropriation of $2.9 million in Transportation Impact Fee Revenues for Lincoln Blvd. Streetscape Improvements and $1.8 million in the Airport Fund toward the airport runway reduction project. Pier Fund projects were adjusted to accommodate the most updated priorities for Pier infrastructure maintenance, and budget increases in the Internal Service funds will accommodate increasing technology needs and new vehicle management technology. These major budget increases as well as smaller changes are outlined below in the Project Details section and the CIP Budget Matrix.

Impacts on Ongoing Operation

Projects that increase or expand City facilities can impact ongoing operating costs. The CIP Exception-Based changes for FY 2017-18 add to the cost of ongoing operations. Total annual costs as a result of the FY 2017-18 exception-based changes are estimated at $349,500, and project-specific amounts will be incorporated into existing department operating budgets and subject to Council approval of ongoing City operating budgets.

Project Details

This section outlines project budget reductions or deferrals that were described in the revised budget summary and CIP Budget Matrix. 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. The following projects are organized by project category and then project number.

Addendum to the FY 2016-18 CIP Budget

General Government Projects

General Government projects encompass a wide variety of activities that are required to keep City facilities, technology, and equipment working effectively.

Computer Equipment Replacement Program

Project Number: 0003
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: This will add $600,000 in funding to the Computer Equipment Replacement Program (CERP), bringing the FY 2017-18 total to $2,000,000. CERP ensures that computer equipment and technology resources meet City standards and are up to date. Computer equipment includes servers, desktops, laptops/tablets, printers, network equipment and enterprise software. Computer equipment and resources have a four- to five- year life cycle and are replaced using these funds. The additional funds will cover costs associated with replacing user desktops with laptops; security enhancements (software and hardware); increased Microsoft O365 licensing costs related to the mobility initiative; and data center equipment replacements.

Project Justification: Replacing computer equipment on a scheduled basis is necessary to keep up with improvements in technology and maintain a reliable computer and network environment.

Fund:	Account:	FY 17-18
Computer Replacement Fund	C55000314.589000	$ 600,000
Total Project Budget		**$ 600,000**

Telecommunication Services

Project Number: 0006
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: This project funds the ongoing operational costs for voice and data services that support all City projects and programs. This $300,000 increase to the FY 2017-18 appropriation will bring the total FY 2017-18 budget to $900,000. The increase will fund an upgrade of the Cisco voice environment, desktop phone replacement, and network enhancements.

Project Justification: These funds are essential for funding the ongoing operational costs for voice and data services that support all City projects and programs

Fund:	Account:	FY 17-18
Computer Replacement Fund	M55000614.589000	$ 300,000
Total Project Budget		**$ 300,000**

Addendum to the FY 2016-18 CIP Budget

Tenant Improvement Projects

Project Number: 0162
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: The Tenant Improvements Program provides a standardized process and procedure to manage improvements and modifications to City offices and workspace environments in both City-owned and leased spaces throughout the City. Tenant improvement projects often also address City spaces that are regularly used by the public. The budget for General Fund Tenant Improvement projects is consolidated into one account to allow spending flexibility across projects if needed, but individual sub-project estimates are listed below for reference. FY 2017-18 projects are offset by the elimination of previously funded tenant improvement projects.

- **Fire Station 1** – This project will fund tenant improvements in the amount of $200,000 to the current Fire Station 1 to improve dorm functionality and improve female bathrooms and showers. These tenant improvements are necessary now as the completion of the new Fire Station 1 is years away. The goal of the project is to segregate personnel by company so individuals are alerted to calls for only their district. On average companies go on ten calls after midnight each night and all station personnel are woken up for every call based on the current dorm layouts. This station houses 14 personnel on 4 apparatus. Dorm segregation is a national best practice. Due to delays in construction of the new facility tenant improvements are necessary to alleviate sleep deprivation and other health and safety issues. The tenant improvements will also make appropriate changes to bathroom and shower facilities to accommodate female firefighters.
- **Fire Department Washer and Dryer Improvements** – This project provides $50,000 to purchase four sets of washers and dryers and to fund the tenant improvements required to install the equipment. The work involves upgrading the hot and cold water systems, removing and reconfiguring the plumbing system to accommodate the new units, providing for electrical power and providing for combustion air requirements and exhaust venting systems. Washers and dryers in the station are required per the 1109 MOU section 5.09, and by OSHA.

Project Justification: Maintaining safe and usable City office spaces is critical to effective service delivery. Updating aging facilities is often required to meet changing operational needs, and in some cases, health and safety related mandates.

Funding Source:	Account:	FY 17-18
General Fund	C010162.589025	$ 200,000
General Fund	C010162.589027	$ 50,000
Total Project Budget		**$ 250,000**

Addendum to the FY 2016-18 CIP Budget

Fire Training Facility/Temporary Fire Station #4

Project Number: 9047
Target Completion Date: FY 2017-18
Total Project Budget: $1,849,200

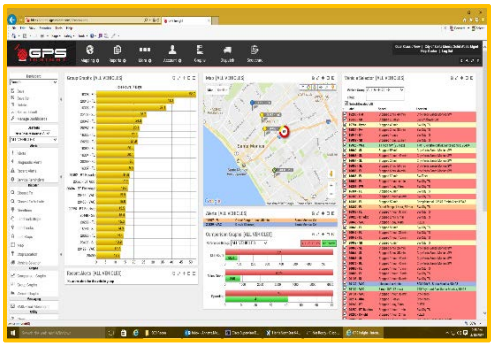
Project Description: This project is to complete the temporary Fire Station 4, collocated with the Fire Training Facility, while Fire Station 3 undergoes seismic retrofit. Funding for this project will cover projects overages for a storage tent to house approximately $1.5 million in apparatus and to fund a patio cover between the training office and the temporary living quarters due to dust and glass particulates from the transfer station. $1,600,000 was budgeted for the Fire Training Facility in FY 2014-15 and requires additional funds of $249,200. This station will be at this location for two to three years. The project will protect personnel, personal protective equipment, and apparatus at a 24/7/365 facility.

Project Justification: Maintaining safe and usable City office spaces is critical to effective service delivery. Updating aging facilities is often required to meet changing operational needs, and in some cases, health and safety related mandates.

Funding Source:	Account:	FY 17-18
General Fund	C019047.589000	$ 249,200
Total Project Budget		**$ 249,200**

Fleet Telematics

Project Number: 9207
Target Completion Date: FY 2017-18
Total Project Budget: $164,500



Project Description: This project will install fleet telematics devices in all City fleet vehicles that do not currently have telematics. Fleet telematics is the technology of sending, receiving, and storing information relating to remote objects, like vehicles, via telecommunication devices.

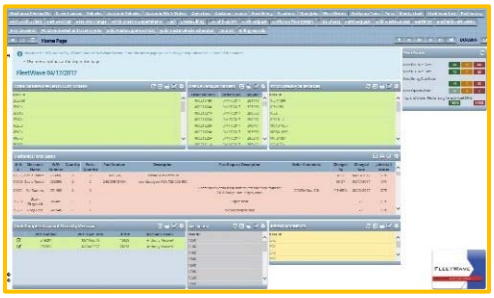
Project Justification: This will allow the City to more efficiently monitor utilization and the health of the City's vehicle fleet by sending accurate mileage, GPS, and engine code data.

Funding Source:	Account:	FY 17-18
Vehicle Replacement Fund	C549207.589000	$ 164,500
Total Project Budget		**$ 164,500**

Addendum to the FY 2016-18 CIP Budget

Fleet Information Management Software

Project Number: 9208
Target Completion Date: FY 2017-18
Total Project Budget: $225,000



Project Description: This project will replace the existing fleet information management software, which has been in use for eight years and does not meet current operational needs. A new, more efficient and data-driven fleet information management software would decrease vehicle downtime and maintenance costs.

Project Justification: Using the current software, staff are unable to obtain critical information to perform daily duties. Vehicle replacement is scheduled through an Excel spreadsheet rather than being integrated in the system. Fuel data does not synch with the fleet management system. A new fleet information management software will decrease vehicle downtime and maintenance costs by allowing technicians to spend more time maintaining vehicles, streamlining preventive maintenance schedules, managing the parts inventory, measuring fleet financial performance, and standardizing workflow.

Fund:	Account:	FY 17-18
Vehicle Replacement Fund	C549208.589000	$ 225,000
Total Project Budget		**$ 225,000**

Addendum to the FY 2016-18 CIP Budget

Community & Economic Development Projects

The Community and Economic Development project category includes projects related to affordable housing, economic development, or human services. Projects in this category also aim to maintain or upgrade infrastructure that contributes to economic development in Santa Monica.

Affordable Housing Production Program – Inclusionary Fees

Project Number: 0235
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: The Affordable Housing Production Program (AHPP) allows market-rate multifamily developers to satisfy their affordable housing requirements; either by providing affordable housing onsite, offsite or by land swap, or by paying in-lieu developer fees. These fees are collected to be used in the production of rental apartments affordable to low- and moderate-income households. The appropriated budget represents revenues received which will be spent on eligible affordable housing activities.

Project Justification: The production of affordable housing helps the City maintain an inclusive and diverse community as one of its top strategic goals by reaffirming the City's long-term commitment to a robust affordable housing program.

Fund:	Account:	FY 17-18
Special Revenue Fund	H040235.589000	$ 544,773
Total Project Budget		**$ 544,773**

TORCA Affordable Housing Trust Fund

Project Number: 0377
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: The Tenant Ownership Rights Charter Amendment (TORCA) Housing Trust Fund helps increase affordable housing opportunities in Santa Monica by providing loans to nonprofit affordable housing developers to assist in subsidizing newly constructed or rehabilitated affordable rental residences. This account is funded from taxes paid to convert apartments to ownership units, from the City's share in property value appreciation when a conversion unit is sold at market value; and from residual receipts and investment earnings. Funds will be designated for affordable housing activities on an ongoing basis.

Project Justification: Providing assistance to nonprofit developers to produce affordable housing helps the City maintain an inclusive and diverse community as one of its top strategic goals by reaffirming the City's long-term commitment to a robust affordable housing program.

Fund:	Account:	FY 17-18
TORCA Fund	H14037710.589000	$ 378,902
Total Project Budget		**$ 378,902**

Addendum to the FY 2016-18 CIP Budget

Low-Moderate Income Housing Trust Fund

Project Number: 5006
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: The Citywide Housing Trust funds collected will be used to provide affordable housing loans for the acquisition and rehabilitation of existing housing as well as new construction. This account is funded with affordable housing commercial linkage fees, affordable housing settlement agreement proceeds, as well as proceeds from the sale of City-owned properties which are deposited in the Citywide Housing Trust Fund to advance affordable housing objectives in Santa Monica. The appropriated budget represents revenues received which will be spent on eligible affordable housing activities.

Project Justification: The production of affordable housing helps the City maintain an inclusive and diverse community as one of its top strategic goals by reaffirming the City's long-term commitment to a robust affordable housing program.

Fund:	Account:	FY 17-18
Special Revenue Fund	H045006.589000	$ 6,297,325
Total Project Budget		**$ 6,297,325**

Low-Moderate Income Housing Asset Trust Fund

Project Number: 9101
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: The Low-Moderate Income Housing Asset Fund (LMIHAF) was created to monitor and preserve the long-term affordability of units subject to affordability restrictions or covenants entered into by the former Redevelopment Agency. These funds, comprised of residual receipts, loan repayments, and a state-required set-aside of 20 percent of City-Agency loan repayments, are designated for affordable housing activities on an ongoing basis. The appropriated budget represents revenues received which will be spent on eligible affordable housing activities, including the acquisition and rehabilitation of existing housing to be restricted by affordability covenants and the construction of new affordable housing, pursuant to state law.

Project Justification: The production and preservation of affordable housing helps the City maintain an inclusive and diverse community as one of its top strategic goals by reaffirming the City's long-term commitment to a robust affordable housing program.

Fund:	Account:	FY 17-18
Low/Mod Housing Fund	H159101.589000	$ 3,557,876
Total Project Budget		**$ 3,557,876**

Addendum to the FY 2016-18 CIP Budget

Affordable Housing Set-Aside

Project Number: 9136
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: This project will allocate available funds toward affordable housing production and preservation opportunities as they arise. The budget appropriation in FY 2017-18 includes two funding sources related to former redevelopment activities. The majority of the funds represent redevelopment property tax trust fund revenue that the City anticipates during FY 2017-18 from City-Redevelopment Agency loan repayments. These funds will be allocated to affordable housing to help offset the loss of redevelopment funding for affordable housing. This budget also includes a portion of the residual property tax receipts that the City receives post-redevelopment; Council previously directed a $1.2 million allocation of those funds annually for affordable housing. The appropriated budget represents revenues received which will be spent on eligible affordable housing activities.

Project Justification: This project responds to Council's strategic goal of maintaining an inclusive and diverse community, and to the Housing Commission's recommendation to return to pre-redevelopment dissolution affordable housing funding levels of $15 million a year, with approximately one half of the funding coming from the General Fund.

Fund:	Account:	FY 17-18
Special Revenue Fund	H049136.589000	$ 7,540,425
Total Project Budget		**$ 7,540,425**

Addendum to the FY 2016-18 CIP Budget

Public Safety Projects

The Public Safety project category primarily includes projects related to Police Department and Fire Department capital needs. These projects help keep Santa Monica residents safe by updating the facilities, equipment, and technology necessary to provide fast response times and excellent levels of service.

Mobile Data Computer Replacement

Project Number: 8019
Target Completion Date: FY 2017-18
Total Project Budget: $576,535

Project Description: This project is designed to replace existing mobile data computers (MDC), communication modems, and antenna systems on all fire apparatus. MDC provide real time information to first responders and response apparatus. Additionally, the MDC are critical to capturing accurate response time data, and provide mapping and pre-incident building information for fire fighters. The FY 2013-14 budget for this project was $360,000, and an additional $216,535 is needed for FY 2017-18.

Project Justification: New equipment was installed in recent years but due to continued significant failure rates with the new equipment, funding is needed to troubleshoot and replace it.

Fund:	Account:	FY 17-18
General Fund	C018019.589000	$ 216,535
Total Project Budget		**$ 216,535**

Addendum to the FY 2016-18 CIP Budget

Fire Station Particulate Exhaust Removal System

Project Number: 9162
Target Completion Date: FY 2017-18
Total Project Budget: $373,000

Project Description: This project will install an active exhaust removal system in the apparatus bays in Fire Station #3 and #5. The system is designed to attach to fire apparatus and contain and remove the diesel particulate safely to the outside of the fire stations. The FY 2016-17 budget included $182,536 for exhaust removal systems in Fire Stations #1 and #2.

Project Justification: The department underwent a diesel particulate study and it was determined that a lack of extraction system is a health and safety concern. Exhaust particulate removal is a national best practice and widely used in most other LA County fire facilities.

Fund:	Account:	FY 17-18
General Fund	C019162.5890001	$ 190,464
Total Project Budget		**$ 190,464**

Fire Analysis Software

Project Number: 9199
Target Completion Date: FY 2017-18
Total Project Budget: $53,000

Project Description: Fire analysis software will provide Fire with mapping tools to help review existing deployment policies and develop new strategies. The software will also integrate data with GIS, allowing agencies to easily map and analyze data. By identifying incident patterns and response effectiveness, resources can be more optimally redeployed.

Project Justification: This software is similar to the Police Department's "Police View". Fire analysis software will provide a data dashboard to make decisions based on CAD data. This will help fulfill the City's ongoing emphasis on data analysis for the Fire Department and other City partners. It will allow better tracking of real time data regarding turnout, response times, and typing of calls.

Fund:	Account:	FY 17-18
General Fund	C019199.589000	$ 53,000
Total Project Budget		**$ 53,000**

Addendum to the FY 2016-18 CIP Budget

Mobility – Roadway & Transit Projects

Mobility – Roadway and Transit projects encompass a wide variety of activities that help Santa Monica's public streets run smoothly. These projects include traffic mitigation efforts, routine maintenance for streets, sidewalks, and alleys, and projects that will help the Expo Light Rail line integrate effectively into Santa Monica's roadways.

Street Lighting on Transit Routes

Project Number: 9205
Target Completion Date: FY 2017-18
Total Project Budget: $50,000

Project Description: This initial study would investigate the feasibility of implementing an ongoing program to install new street lighting on transit routes that currently have minimal or no lighting. FY 2017-18 funds would be used to research existing records, create a comprehensive map that aggregates relevant information on bus routes, existing street lights, zoning, high-use corridors, areas adjacent to public facilities, planned future projects, and information on securing alternative funding sources to construct the improvements.

Project Justification: Requests for new street lights have spiked in the last year as the City's focus on other modes of mobility has taken shape. Approximately 30 percent of the transit routes in Santa Monica have either minimal or no street lighting.

Fund:	Account:	FY 17-18
Local Return (Prop C)	C459205.589000	$ 50,000
Total Project Budget		**$ 50,000**

Addendum to the FY 2016-18 CIP Budget

Surface Drainage Improvements

Project Number: 9206
Target Completion Date: FY 2017-18
Total Project Budget: $450,000

Project Description: This project would construct surface drainage improvements at three locations that are subject to localized flooding during heavy rain events. The locations include Pier Place North between 18th & 21st Streets; Michigan Avenue & 12th Court; and Arizona Avenue & 2nd Street.

Project Justification: This project is necessary to relieve flooding in alleys and streets. All locations have generated multiple complaints from nearby residents or users, but the scope of permanent improvements required to adequately address these conditions exceed the budgets available under the City's street maintenance or alley renewal program.

Fund:	Account:	FY 17-18
Clean Beaches Fund (Meas V)	C069206.589000	$ 450,000
Total Project Budget		**$ 450,000**

Streetlight Installation - Assessment Districts

Project Number: 9212
Target Completion Date: FY 2017-18
Total Project Budget: $555,000

Project Description: This project will provide funding to cover the installation cost for new street lighting on three residential blocks where assessment districts proceedings have been initiated, pursuant to the City's Municipal Code. Locations include: 10th Street, Carlyle Ave to Marguerita Ave; 25th Street, Idaho Ave to Washington Ave; and 27th Street, Pico Blvd to Pearl Street.

Project Justification: Petitions for new street lighting on three residential streets have been received and verified by staff to meet the threshold for initiating assessment district proceedings, pursuant to the City's Municipal Code. The City Engineer's Reports for each location was presented to Council in April 2017 with a request to set a public hearing for the formation of the assessment districts by majority vote of the property owners within each district. Staff conducted community meetings for all three districts in February. Based on the strong attendance and feedback at the meetings, it appears that all three districts would likely pass the balloting in July.

Fund:	Account:	FY 17-18
General Fund	C019212.589000	$ 555,000
Total Project Budget		**$ 555,000**

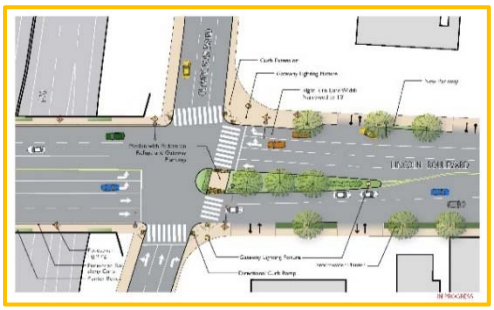
Addendum to the FY 2016-18 CIP Budget

Mobility – Bike & Pedestrian Projects

Mobility – Bike and Pedestrian projects encompass a wide variety of capital projects that promote walking and biking and improve safety for pedestrians and cyclists. These projects expand pedestrian and bike connectivity networks and improve existing crosswalks and bike lanes.

Lincoln Blvd Streetscape Improvements – Phase 1

Project Number: 7076
Target Completion Date: FY 2018-19
Total Project Budget: $2,913,000



Project Description: The Lincoln Neighborhood Corridor Plan (The LiNC) provides a host of highly visible and pedestrian and transportation related streetscape improvements for the portion of Lincoln Boulevard between the I-10 Freeway and the City's southern limits. The FY 2017-18 budget will fund the design of construction documents for the first phase of the project's implementation, which will bring immediate improvements to this busy and congested commuting corridor.

Project Justification: This project comes after the relinquishment of Lincoln Boulevard from Caltrans in 2012. Many deferred maintenance issues are addressed in the proposed Phase 1, as are concerns related to neighborhood connectivity, transportation flow, and transit priority. One of the primary justifications for elevating this discrete phase of the larger streetscape project is to address the City's goal for achieving "Vision Zero," which envisions a dramatic reduction in the number of pedestrian and bicycle related accidents. The physical improvements proposed in the LiNC's first phase create highly visible pedestrian and bicycle safety infrastructure, and help to better organize vehicles in the right of way. Improvements of this nature are described in the City's adopted General Plan, Bicycle Action Plan and Pedestrian Action Plan.

Fund:	Account:	FY 17-18
Special Revenue Fund (TIF)	C047076.589000	$ 2,913,000
Total Project Budget		**$ 2,913,000**

Addendum to the FY 2016-18 CIP Budget

Vision Zero Action Plan Projects

Project Number: 9214
Target Completion Date: FY 2017-18
Total Project Budget: $500,000

Project Description: Vision Zero is an initiative seeking to eliminate traffic fatalities and serious injuries. One-time funds of $500,000 in FY 2017-18 is for Vision Zero action plan projects that will occur over the next two years. Projects would include the installation of targeted physical improvements that would be complemented with other education, encouragement and enforcement efforts currently underway. Staff has developed a proposal to expend the funds based on a review of high-collision intersections, the Pedestrian Action Plan demand and crash analysis, community destinations and Council comment

Project Justification: This funding continues to advance the City's goal for achieving "Vision Zero," which envisions a dramatic reduction in the number of pedestrian and bicycle related accidents. This investment will support strategic projects directed at making all of Santa Monica streets safer for all users.

Fund:	Account:	FY 17-18
General Fund	C019214.589000	$ 500,000
Total Project Budget		**$ 500,000**

Addendum to the FY 2016-18 CIP Budget

Mobility – Parking Projects

Mobility - Parking projects include projects that are required to maintain or improve public parking structures or lots.

Parking Structure Seal – Budget Enhancement

Project Number: 9053
Target Completion Date: FY 2017-18
Total Project Budget: $2,553,000

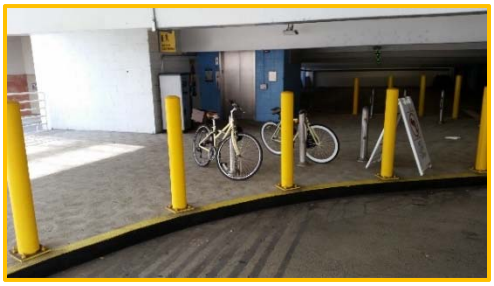
Project Description: This project received budget totaling $2,325,000 in FY 14-15 and FY 15-16. This budget enhancement in the amount of $228,000 will fund the full cost of the project scope based on an updated engineering cost analysis. The project includes sealing, waterproofing, spall, joint, tendon, wall, deck, and other concrete repair improvements to Parking Structures 2,4,5,9, and 10.

Project Justification: These repairs are necessary to maintain safe operations.

Fund:	Account:	FY 17-18
General Fund	C019053.589000	$ 228,000
Total Project Budget		**$ 228,000**

Bollards in Parking Structure 5

Project Number: 9200
Target Completion Date: FY 2017-18
Total Project Budget: $182,000



Project Description: This project would fund the installation of bollards at elevator landings in downtown Parking Structure 5 to increase patron safety while waiting at elevator lobbies.

Project Justification: Constructed over 40 years ago, Parking Structure 5 does not have pedestrian protection at the elevator lobby areas. This project would design and install bollards at each elevator landing to protect members of the public waiting for the elevator from passing automobiles.

Fund:	Account:	FY 17-18
General Fund	C019200.589000	$ 182,000
Total Project Budget		**$ 182,000**

Addendum to the FY 2016-18 CIP Budget

Structural Repairs to Parking Structure 1

Project Number: 9203
Target Completion Date: FY 2017-18
Total Project Budget: $ 900,000

Project Description: Parking Structure 1 is in need of structural repairs. Temporary repairs were completed in 2016 after concrete spall fell from the second story slab. This project will fund a permanent structural repair solution to the west bay of the second level slab. Additional improvements include sealing, spall, joint, wall, tendon, deck, and other concrete repair.

Project Justification: Currently, the second level slab is stabilized by use of a temporary post shoring system. These permanent repairs are needed to maintain structural integrity long-term.

Fund:	Account:	FY 17-18
General Fund	C019203.589000	$ 598,485
Parking Authority Fund	C779203.589000	$ 301,515
Total Project Budget		**$ 900,000**

Structural Repairs to Parking Structure 3

Project Number: 9204
Target Completion Date: FY 2017-18
Total Project Budget: $ 600,000

Project Description: Parking Structure 3 is in need of structural repair. Currently, there are several areas where concrete around the tendons and rebar has broken.

Project Justification: These repairs are needed maintain structural integrity of a highly used parking facility, to avoid further damage, and to maintain the useful life of the structure.

Fund:	Account:	FY 17-18
General Fund	C019204.589000	$ 600,000
Total Project Budget		**$ 600,000**

Addendum to the FY 2016-18 CIP Budget

Water & Wastewater Projects

Water and Wastewater projects include capital projects necessary to maintain or improve infrastructure that delivers water to Santa Monica households and businesses, and that handles wastewater generated in the City. This category also includes some projects that address stormwater runoff.

Water Main Replacement

Project Number: 0136
Target Completion Date: Ongoing
Total Project Budget: Ongoing

Project Description: This ongoing project funds the replacement of water mains identified through video inspection. This budget change will add $2,000,000 to the project budget in FY 2017-18, bringing the total budget to $4,000,000. Funding Water Main Replacement at $4,000,000 annually going forward would return the City to a 100-year replacement schedule for the 205-mile network of water main pipe as recommended by the 2014 Sustainable Water Master Plan.

Project Justification: This project proactively allows outdated water mains to be replaced prior to any water main breaks.

Fund:	Account:	FY 17-18
Water	C250136.589000	$ 2,000,000
Total Project Budget		**$ 2,000,000**

Colorado Avenue Esplanade Wastewater Improvements

Project Number: 7040
Target Completion Date: FY 2017-18
Total Project Budget: $744,032

Project Description: This budget change will provide an additional $120,000 for replacement of metal wastewater vault cover on the traffic bridge across from the Wyndham Hotel near 120 Colorado Avenue. The existing vault cover has experienced significant wear and tear due to traffic and require replacement in order to maintain safe conditions for motorists and cyclists. A total of $624,032 was budgeted for this project in prior years.

Project Justification: The existing metal wastewater vault cover on Main Street, just south of Colorado Avenue, has experienced significant wear & tear due to the amount of vehicle traffic transiting over the cover since installation. Replacement of this cover is recommend in order to maintain the safety of motorists and cyclists transiting over the cover.

Fund:	Account:	FY 17-18
Wastewater Fund	C317040.589000	$ 120,000
Total Project Budget		**$ 120,000**

Addendum to the FY 2016-18 CIP Budget

Clean Beaches Project - Pier & Pico-Kenter Watersheds

Project Number: 9069
Target Completion Date: FY 2017-18
Total Project Budget: $16,160,586

Project Description: The project will harvest stormwater runoff from the Pier and Pico-Kenter watersheds to treat at the existing Santa Monica Urban Runoff Recycling Facility (SMURRF) for non-potable use. This budget enhancement of $9,574,720 is required to fund construction based on the updated complete cost analysis that was done after design, and to fund additional improvements that are now required. $6,585,866 has been budgeted in prior years.

Project Justification: This project will improve beach water quality and increase the City's drought resiliency. It will eliminate significant stormwater discharge to the Santa Monica Bay, which will bring the City in compliance with Municipal Separate Storm Sewer System (MS4) permit requirements and improve beach quality.

Fund:	Account:	FY 17-18
General Fund	C019069.589000	$ 6,640,000
Stormwater Fund	C349069.589000	$ 2,934,720
Total Project Budget		**$9,574,720**

Montana Avenue Street & Storm Drain Improvements

Project Number: 9178
Target Completion Date: FY 2017-18
Total Project Budget: $481,000

Project Description: This is a budget enhancement in the amount of $350,000 to a previously funded CIP project to fund the construction of the anticipated improvements based on a more recent cost analysis. This project will make improvements to three intersections along or near Montana Avenue where the street is designed insufficiently for storm drain flow, including Montana Avenue at 7th Street and 25th Street, and San Vicente at 7th Street. $131,000 was budgeted for this project in FY 2016-17.

Project Justification: Each of the three locations have flooding problems on major roadways during heavy rain. The improvements described will fix each flooding problem.

Fund:	Account:	FY 17-18
Clean Beaches (Measure V)	C069178.589000	$ 350,000
Total Project Budget		**$ 350,000**

Addendum to the FY 2016-18 CIP Budget

Arcadia Water Plant Membrane Replacement

Project Number: 9209
Target Completion Date: FY 2017-18
Total Project Budget: $1,500,000

Project Description: This project will fund the replacement of reverse osmosis membranes at the Arcadia Water Treatment Plant for the purposes of potable water production. Existing membranes have exceeded their five-year lifespan and are exhibiting some salt leakage and increased water hardness.

Project Justification: Reverse osmosis (RO) membranes are used by the Arcadia Water Plant as part of a multi-step treatment process of local groundwater for production of potable water to approximately 18,100 water accounts. As the plant's existing RO membranes originally installed in 2011 have reached the end of their five-year lifespan, salt removal has become less effective, leading to a modest increase in water hardness. While this does not impact the quality or safety of drinking water, if left unaddressed, it would lead to cause an increase in customer complaints due to scale buildup or spotting in processes like laundry.

Fund:	Account:	FY 17-18
Water Fund	C259209.589000	$ 1,500,000
Total Project Budget		**$ 1,500,000**

Addendum to the FY 2016-18 CIP Budget

Sustainable Water Infrastructure Project (SWIP)

Project Number: 9210
Target Completion Date: FY 2019-20
Total Project Budget: $56,880,000

Project Description: This project will construct the Sustainable Water Infrastructure Program (SWIP) consisting of three elements.

- Element 1: a modular reverse osmosis (RO) unit at the Santa Monica Urban Runoff Recycling Facility (SMURRF), a new shallow brackish and saline groundwater extraction well at the beach, and new solar panels for energy offset.
- Element 2: a below grade stormwater and sewer treatment facility at the Civic Center Lot with 1 million gallons per day (MGD) capacity.
- Element 3: two new stormwater harvesting tanks at Memorial Park and the Civic Center Lot, with 4.5 million gallon (MG) capacity.

This budget includes $8,500,000 for the implementation of Element 1 and the planning and design of Elements 2 and 3. The project will require additional funds of $24,190,000 in both FY 2018-19 and FY 2019-20. The majority of the SWIP project will be funded with a Clean Water State Revolving Fund (CWSRF) loan. The City can fund an estimated $5.5 million with funds on hand, and the state will also offer loan forgiveness on a $4 million portion of the loan. Debt service on the loan amount, which will begin to be paid upon project completion, will be shared by the Wastewater Fund and Clean Beaches & Ocean Parcel Tax Measure V Fund based on project scope.

Project Justification: This project will allow the City to harvest approximately 4.5 million gallons of stormwater from any single storm event for treatment and reuse which would bring the City in compliance with Municipal Separate Storm Sewer System (MS4) permit requirements and provide beach Enhanced Watershed Management Plan (EWMP) stormwater control measures for Santa Monica Bay. In addition, there would be a reduction in energy and greenhouse gas emissions associated with the production and transport of imported water.

Fund:	Account:	FY 17-18
Clean Beaches (Measure V)	C069210.589000	$2,500,000
Wastewater Fund	C319210.589000	$5,000,000
Stormwater Fund	C349210.589000	$1,000,000
Total Project Budget		**$8,500,000**

Addendum to the FY 2016-18 CIP Budget

Airport Projects

Airport projects include capital projects necessary to maintain or improve infrastructure at Airport facilities. These projects are funded by the Airport Fund.

Runway Shortening Project

Project Number: 9197
Target Completion Date: FY 2017-18
Total Project Budget: $4,000,000

Project Description: This project will reduce the operational runway length to comply with the Consent Decree between the City of Santa Monica and the Federal Aviation Administration. Reducing the operational runway length from 4,987 feet to 3,500 feet and creating safety areas on both ends of the runway requires relocating runway and taxiway signs and lights, adjustments to the taxiways from their current configurations, resurfacing of the runway and some taxiways, changing the markings of the runway, taxiways and infield areas, and relocation of navigational aids. A portion of the total $4,000,000 project budget is available in the FY 2016-17 budget; the remainder is being added in FY 2017-18.

Project Justification: The project is required to comply with the consent decree between the City of Santa Monica and the Federal Aviation Administration.

Fund:	Account:	FY 17-18
Airport Fund	C339197.589000	$2,240,293
Total Project Budget		**$2,240,293**

Fiber Connection for Airport

Project Number: 9211
Target Completion Date: FY 2017-18
Total Project Budget: $175,000

Project Description: The project includes the costs to design engineering drawings and permits for required excavation and temporary traffic control, construction, fiber cable install, fiber splicing, and network terminations in the buildings Main Point of Entry (MPOE).

Project Justification: The City of Santa Monica entered into a consent decree with the Federal Aviation Administration (FAA) to close the Airport on December 31, 2028. The City has expanded its Airport operational role in the interim, requiring hiring of additional staff. New Airport office locations allocated for the new hires require connection to the City's internal network for voice, data, and security communications. This project ensures current and future Airport network infrastructure needs are met regardless of use.

Fund:	Account:	FY 17-18
Airport Fund	C339211.589000	$ 175,000
Total Project Budget		**$ 175,000**

Addendum to the FY 2016-18 CIP Budget

Pier Projects

Pier projects include capital projects necessary to maintain or improve infrastructure at the Santa Monica Pier. These projects are budgeted in the Pier Fund and are funded by the Pier Fund to the extent possible.

Pier Deck Upgrade Area 4 – Additional Scope

Project Number: 9185
Target Completion Date: FY 2017-18
Total Project Budget: $1,135,000

Project Description: The Pier Deck Upgrade will strengthen the structural capacity of Area 4 in order to achieve the recommended capacity to support H-15 truck loading. This project was funded with $760,000 in FY 16-17, to upgrade the part of Area 4 that currently serves the Pier Twilight Concert Series and other events due to increased loading during these times (about 68' x 100' or 6,800 sf). This additional funding would allow the entire Area 4 of the Pier deck (approximately 80' x 150' or 12,000 sf.) to be upgraded at one time.

Project Justification: The Moffat Nichol study suggests upgrading all of Area 4 to achieve the recommended capacity to support an H-15 truck. It would be more efficient, cost effective and would minimize long-term disruptions to the pier if all the work was performed all at once.

Fund:	Account:	FY 17-18
Pier Fund	C309185.569100	$ 375,000
Total Project Budget		**$ 375,000**

Repair of Deteriorated Pier Pilings

Project Number: 9201
Target Completion Date: FY 2017-18
Total Project Budget: $471,000

Project Description: The project involves the repair of five deteriorated pilings near the southeast corner of the Hippodrome building. Four piles require fiberglass jackets filled with epoxy grout. One pile requires a replacement driven pile to replace the bad pile, or if a pile cannot be driven due to proximity to the Hippodrome Building, spread footings and repair to that pile will be needed.

Project Justification: The five piles are significantly deteriorated with significant swelling associated with interior rot and diminished carrying capacity. One of the pilings is also slowly sinking, distorting the deck surface. These piles are approximately 97 years old.

Fund:	Account:	FY 17-18
Pier Fund	C309201.589000	$ 471,000
Total Project Budget		**$ 471,000**

Addendum to the FY 2016-18 CIP Budget

Catwalk and Platform Repairs

Project Number: 9202
Target Completion Date: FY 2017-18
Total Project Budget: $100,000

Project Description: This project would repair the deteriorated Harbor Patrol boat hoist and catwalk on the Pier. The catwalk that serves as the dock for the Harbor Patrol Boat and as an access way for the west-end emergency evacuation chute is deteriorated and needs engineering evaluation and assessment.

Project Justification: The catwalk supports the rescue capacity of the west-end evacuation chute, and is required for the Harbor Patrol to access their boat and carry out their work.

Fund:	Account:	FY 17-18
Pier Fund	C309202.589000	$ 100,000
Total Project Budget		**$ 100,000**

Explanation of CIP Budget Matrix

The FY 2017-18 through FY 2020-21 Capital Improvement Program Matrix on the following pages outlines revised budget amounts for FY 2017-18, the second year of the FY 2016-18 Adopted Biennial CIP budget. These amounts do not reflect budgeted amounts for FY 2016-17; if unspent, remaining budgets from FY 2016-17 will automatically roll over into FY 2017-18 for expenditure due to the biennial nature of the budget. FY 2018-19 through FY 2020-21 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 2017-18, and the budget plan for FY 2018-21 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, and "M" for maintenance projects. In addition, the detail presents two program-wide budget tables organized by Fund and by Project Category.

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Fund

Project Num	Account Number	Project Title	APPROVED BUDGET	Increase/ (Decrease)	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
GENERAL FUND (01)								
0081	C010081.589000	Percent for Arts	30,756	415,840	446,596	39,822	-	-
0085	M010085.589000	Citywide Facilities Maintenance Program	1,500,000	-	1,500,000	1,500,000	1,500,000	1,500,000
0152	M010152.589000	Annual Paving and Sidewalk Repair Program	500,000	-	500,000	1,300,000	1,300,000	1,300,000
0162	C010162.589000	Tenant Improvements	245,150	4,850	250,000	3,187,224	-	-
0170	C010170.589000	Fire Apparatus Replacement	765,000	-	765,000	750,000	-	795,000
0724	C010724.589000	Street Lighting Modernization Program	1,200,000	-	1,200,000	2,000,000	2,000,000	2,000,000
0725	C010725.589000	Alley Renewal Program	200,000	-	200,000	200,000	200,000	200,000
0955	C010955.589000	Urban Forest Renewal	450,000	-	450,000	450,000	450,000	450,000
4028	C014028.589000	City Yards Modernization *(bond financing proposed for $64 m)	-	-	-	102,300,000 *	-	-
4063	C014063.589000	Fire Station #1 (bond financing proposed)	41,584,000	-	41,584,000	-	-	-
4078	M014078.589000	Swim Facilities Planned Maintenance	100,000	-	100,000	100,000	100,000	100,000
4083	C014083.589000	City Services Building *(bond financing)	-	76,800,000	76,800,000 *	-	-	-
7070	M017070.589000	Crosswalk Renewal Program	100,000	-	100,000	100,000	100,000	250,000
9054	M019054.589000	Maintenance for Parking Structures and Lots	200,000	-	200,000	200,000	200,000	200,000
9094	C019094.589000	Pedestrian Action Plan Implementation	150,000	-	150,000	250,000	250,000	250,000
9110	C019110.589000	Public Safety Facility Planter - Phase II	362,125	(362,125)	-	-	-	-
9120	C019120.589000	Airport Park Expansion *(alt financing for construction)	-	-	-	26,186,328 *	13,161,763 *	-
9141	C019141.589000	Bergamot Station Connectivity Improvements	720,000	-	720,000	-	-	-
9145	C019145.589000	Pedestrian Improvements at Four Schools	-	-	-	795,000	-	-
9146	C019146.589000	Fiber Build for Verizon Microsites (loan)	1,000,000	(1,000,000)	-	-	-	-
9151	C019151.589000	Broadband for Affordable Housing Buildings	970,000	(750,540)	219,460	-	-	-
9152	C019152.589000	Sunset Park Neighborhood Traffic Study	230,000	-	230,000	150,000	-	-
9154	C019154.589000	Memorial Park Expansion *(alt financing for construction)	1,350,000	-	1,350,000	300,000	21,572,796 *	21,572,795 *
9158	C019158.589000	City Wi-Fi Replacement Program	218,000	-	218,000	218,000	218,000	218,000
9159	C019159.589000	Bench Modifications at Ocean Avenue and Colorado Avenue	300,000	0	300,000	-	-	-
9160	C019160.589000	17th Street/SMC/Expo Bike Path Connection** (deferral to FY 18-19)	1,646,250	(985,000) **	661,250	985,000	-	-
9162	C019162.589000	Exhaust Particulate Removal Sys- Fire Stations #2 and #5	-	190,464	190,464	-	-	-
9166	C019166.589000	Palisades Park Access Path Replacement	650,000	0	650,000	650,000	-	-
9167	C019167.589000	Third Street Promenade Needs Assessment	137,500	0	137,500	55,000	-	-
9168	C019168.589000	Council Chambers Audio-Visual System	350,000	-	350,000	-	-	-
9169	C019169.589000	Virginia Ave Park Access Path Replacement	150,000	-	150,000	-	-	-
9170	C019170.589000	Data Management System for Human Services Grants Programs	275,000	-	275,000	150,000	-	-
9171	C019171.589000	Data Access, Analysis, and Visualization Tools	275,000	-	275,000	125,000	-	-
9172	C019172.589000	Police Mobile Computers	750,000	-	750,000	150,000	150,000	150,000
9173	C019173.589000	Streetscape Planning** (Deferral to FY18-19)	650,000	(450,000) **	200,000	450,000	-	-
9174	C019174.589000	City Hall Roof Resurfacing and Solar	-	-	-	75,000	1,000,000	-
9175	C019175.589000	Portable/Mobile Radio Replacement Fund	-	-	-	-	520,000	520,000
9194	C019194.589000	Temporary Civic Center Sports Field	-	-	-	3,251,662	-	-
8019	C018019.589000	Mobile Data Computer Replacement	-	216,535	216,535	-	-	-
9047	C019047.589000	Fire Training Facility / Temp Fire Station 4	-	249,200	249,200	-	-	-
9199	C019199.589000	Fire Analysis Software	-	53,000	53,000	-	-	-

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Fund

Project Num	Account Number	Project Title	APPROVED BUDGET	Increase/ (Decrease)	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
GENERAL FUND (01) - CONTINUED				-				
9053	C019053.589000	Parking Structure Seal Project - Structures 2, 4, 5, 9, and 10	-	228,000	228,000	-	-	-
9200	C019200.589000	Design and Installation of Bollards at Elevator Landings - PS 5	-	182,000	182,000	-	-	-
9203	C019203.589000	Structural Repairs to Parking Structure #1	-	598,485	598,485	-	-	-
9204	C019204.589000	Structural Repairs to Parking Structure #3	-	600,000	600,000	-	-	-
9212	C019212.589000	Streetlight Installation - Assessment Districts	-	555,500	555,500	-	-	-
9214	C019214.589000	Vision Zero Projects	-	500,000	500,000	-	-	-
0003	IS010003.589000	Computer Equipment Replacement Program	1,466,836	61,695	1,528,531	1,528,531	1,528,531	1,528,531
0006	IS010006.589000	Telecommunications Services	352,899	-	352,899	352,899	352,899	352,899
0167	IS010167.589000	Fleet Vehicle Replacement Program	3,019,485	(23,316)	2,996,169	3,173,804	3,293,498	3,411,857
			61,898,001	**77,084,587**	**138,982,589**	**150,973,270**	**47,897,487**	**34,799,082**
		Funds Available for General Fund CIP Projects						
		Annual General Fund CIP Allottment	21,000,000	-	21,000,000	21,000,000	21,000,000	21,000,000
		Net Adjustments to Allottment (including subsidy to Pier Fund)	(685,999)	284,587	(401,412)	(722,999)	(2,046,999)	(305,999)
		Use of Reserves for City Yards Modernization	-	-	-	38,300,000	-	-
		Anticipated Bond Proceeds for City Services Building , Fire Station 1 and City Yards Modernization	41,584,000	76,800,000	118,384,000	64,000,000	-	-
		Total Funds Available for General Fund CIPs	**61,898,001**	**77,084,587**	**138,982,589**	**122,577,001**	**18,953,001**	**20,694,001**
		Remaining Unfunded Need Prior to Financing	**-**	**-**	**-**	**(28,396,269)**	**(28,944,486)**	**(14,105,081)**
WATER-RELATED PROJECTS FUNDED BY GILLETTE/BOEING SETTLEMENT FUNDS (01)								
9045	C019045.589000	Olympic Subbasin Management Plan	244,200	-	244,200	-	-	-
9068	C019068.589000	Olympic Treatment Plant	6,995,000	(6,640,000)	355,000	6,250,000	45,250,000	5,000,000
9069	C019069.589000	Clean Beaches Project - Pier & Pico-Kenter Watersheds	-	6,640,000	6,640,000	-	-	-
			7,239,200	**-**	**7,239,200**	**6,250,000**	**45,250,000**	**5,000,000**
SPECIAL REVENUE (04)								
9136	H049136.589000	Affordable Housing Set-Aside	-	7,540,425	7,540,425	(425,242)	-	-
0235	H040235.589000	Affordable Housing Production Program-Inclusionary Fees	-	544,773	544,773	-	-	-
5006	H045006.589000	Low-Mod Income Housing Trust Fund	-	6,297,325	6,297,325	-	-	-
9145	C049145.589000	Pedestrian Improvements at Four Schools-TIF	545,000	-	545,000	-	-	-
9160	C049160.589000	17th Street/SMC/Expo Bike Path Connection	47,250	-	47,250	-	-	-
7076	C047076.589000	Lincoln Blvd Streetscape Improvements- Phase 1	-	2,913,000	2,913,000	-	-	-
9177	C049177.589000	Michigan Ave Greenway 20th Street Bike Connection - TIF	177,000	-	177,000	-	-	-
			769,250	**17,295,523**	**18,064,773**	**(425,242)**	**-**	**-**
CLEAN BEACHES & OCEAN PARCEL TAX - MEASURE V (06)								
6017	C066017.589000	Permeable Surface Alleys	100,000	-	100,000	100,000	100,000	100,000
6018	C066018.589000	Permeable Street Gutters	90,000	-	90,000	90,000	90,000	90,000
9178	C069178.589000	Montana Avenue Street and Storm Drain Improvements	-	350,000	350,000	-	-	-
9210	C069210.589000	Sustainable Water Infrastructure Project	-	2,500,000	2,500,000	10,840,000	10,840,000	-
9206	C069206.589000	Suface Drainage Improvements	-	450,000	450,000	-	-	-
			190,000	**3,300,000**	**3,490,000**	**11,030,000**	**11,030,000**	**190,000**

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Fund

Project Num	Account Number	Project Title	APPROVED BUDGET	Increase/ (Decrease)	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
BEACH RECREATION (11)								
0081	C110081.589000	Percent for Arts	7,067	-	7,067	68,628	-	-
0649	C110649.589000	Beach Parking Lot Improvements	350,000	-	350,000	350,000	350,000	350,000
4078	M114078.589000	Beach House Swim Facilities Planned Maintenance	65,000	-	65,000	65,000	65,000	65,000
9072	C119072.589000	North Beach Trail Improvements	706,661	-	706,661	6,862,803	-	-
0003	IS110003.589000	Computer Equipment Replacement Program	16,325	1,003	17,328	17,328	17,328	17,328
0006	IS110006.589000	Telecommunications Services	6,922	-	6,922	6,922	6,922	6,922
0167	IS110167.589000	Fleet Vehicle Replacement Program	291,652	9,757	301,409	311,958	317,763	334,177
			1,443,626	**10,761**	**1,454,387**	**7,682,639**	**757,013**	**773,427**
HOUSING AUTHORITY (12)								
0003	IS120003.589000	Computer Equipment Replacement Program	8,220	-	8,220	8,220	8,220	8,220
0006	IS120006.589000	Telecommunications Services	4,151	-	4,151	4,151	4,151	4,151
			12,371	**-**	**12,371**	**12,371**	**12,371**	**12,371**
TORCA FUND (14)								
0377	H14037710.589000	TORCA Affordable Housing Trust Fund	-	378,902	378,902	-	-	-
			-	**378,902**	**378,902**	**-**	**-**	**-**
LOW/MODERATE INCOME HOUSING FUND (15)								
9101	H159101.589000	Low-Mod Income Housing Development	-	3,557,876	3,557,876	-	-	-
			-	**3,557,876**	**3,557,876**	**-**	**-**	**-**
COMMUNITY DEVELOPMENT BLOCK GRANT - CDBG (19)								
9151	C199151.589000	Broadband for Affordable Housing Buildings	-	750,540	750,540	-	-	-
			-	**750,540**	**750,540**	**-**	**-**	**-**
MISCELLANEOUS GRANTS (20)								
0655	C200655.589000	Pier Bridge Replacement Project (Highway Bridge Program)	1,000,000	-	1,000,000	16,910,000	-	-
9097	C209097.589200	4th Street Enhancements - Expo Linkages - ATP Phase 2	160,000	-	160,000	1,332,700	-	-
9099	C209099.589000	Citywide Signal Detection - Metro	-	-	-	540,480	-	-
9099	C209099.589100	Citywide Signal Detection - TDA	-	-	-	135,120	-	-
9141	C209141.589100	Bergamot Station Connectivity Improvements - STPL	1,375,287	-	1,375,287	-	-	-
9141	C209141.589300	Bergamot Station Connectivity Improvements - TDA	30,000	-	30,000	-	-	-
9177	C209177.589100	Michigan Ave Greenway 20th Street Bike Connection - ATP	808,000	-	808,000	-	-	-
9177	C209177.589200	Michigan Ave Greenway 20th Street Bike Connection - TDA	25,050	-	25,050	-	-	-
9179	C209179.589100	17th Street/SMC/Expo Pedestrian Improvements - Metro 2015	1,337,854	-	1,337,854	-	-	-
9180	C209180.589100	Expo and Localized Travel Planning Assistance - Metro 2015	122,970	-	122,970	125,681	-	-
9181	C209181.589100	Pier and Beach Bike Path Connector - Metro 2015	-	-	-	-	-	911,674
			4,859,161	**-**	**4,859,161**	**19,043,981**	**-**	**911,674**
WATER (25)								
0136	C250136.589000	Water Main Replacement	2,000,000	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000
0152	M250152.589000	Annual Paving and Sidewalk Repair Program	300,000	-	300,000	300,000	300,000	300,000
0162	C250162.589000	Water Resources Tenant Improvements	450,018	-	450,018	-	-	-
0193	M250193.589000	Water Main Replacement By City Forces	250,000	-	250,000	250,000	250,000	250,000

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Fund

Project Num	Account Number	Project Title	APPROVED BUDGET	Increase/ (Decrease)		ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2017-18		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
WATER (25) - CONTINUED									
9040	C259040.589000	Water Valve Replacement	250,000	(150,000)		100,000	-	-	-
9209	C259209.589000	Arcadia Water Plant Membrane Replacement	-	1,500,000		1,500,000	-	-	-
0003	IS250003.589000	Computer Equipment Replacement Program	48,456	250		48,706	48,706	48,706	48,706
0006	IS250006.589000	Telecommunication Services	41,757	-		41,757	41,757	41,757	41,757
0167	IS250167.589000	Fleet Vehicle Replacement Program	378,792	-		378,792	392,049	405,771	422,024
			3,719,023	**3,350,250**		**7,069,273**	**5,032,512**	**5,046,234**	**5,062,487**
RESOURCE RECOVERY & RECYCLING (27)									
0227	C270227.589000	Refuse Container Replacement Program	910,000	-		910,000	960,000	995,000	1,066,000
0003	IS270003.589000	Computer Equipment Replacement Program	34,230	100		34,330	34,330	34,330	34,330
0006	IS270006.589000	Telecommunication Services	7,256	-		7,256	7,256	7,256	7,256
0167	IS270167.589000	Fleet Vehicle Replacement Program	1,645,448	233,994		1,879,442	2,078,975	2,428,780	2,513,787
			2,596,934	**234,094**		**2,831,028**	**3,080,561**	**3,465,366**	**3,621,373**
PIER (30)									
9080	C309080.589000	Pier Below Deck Fire Sprinkler	550,000	-		550,000	567,000	585,000	-
9081	C309081.589000	Pier West End Emergency Escape System	-	-		-	400,000	-	-
9184	C309184.589000	Pier Railing and Light Pole Replacement Program	-	-		-	-	399,000	-
9185	C309185.589100	Pier Deck Upgrade - Area 4	-	375,000		375,000	-	-	-
9185	C309185.589200	Pier Deck Upgrade - Area 2	63,000	-		63,000	750,000	-	-
9186	C309186.589000	Pier Substructure Retrofit - West End**(deffered to FY18-19)	857,000	(707,000)	**	150,000	707,000	857,000	-
9187	C309187.589000	Structural Eng Inspection/Assessment of Pier Substructure	410,000	-		410,000	-	-	-
9201	C309201.589000	Pier Pilings Repair	-	471,000		471,000	-	-	-
9202	C309202.589000	Catwalk and Platform Repairs	-	100,000		100,000	-	-	-
0003	IS300003.589000	Computer Equipment Replacement Program	1,600	360		1,960	1,960	1,960	1,960
0006	IS300006.589000	Telecommunication Services	10,168	-		10,168	10,168	10,168	10,168
0167	IS300167.589000	Fleet Vehicle Replacement Program	38,267	-		38,267	39,607	40,993	42,428
			1,930,035	**239,360**		**2,169,395**	**2,475,735**	**1,894,121**	**54,556**
WASTEWATER (31)									
0152	M310152.589000	Annual Paving and Sidewalk Repair Program	250,000	-		250,000	250,000	250,000	250,000
0162	C310162.589000	Water Resources Tenant Improvements	450,017	-		450,017	-	-	-
0347	M310347.589000	Hyperion Capital Payment	5,304,600	(1,210,800)		4,093,800	4,518,300	3,445,600	1,972,200
0628	C310628.589000	Wastewater Main Replacement	1,500,000	-		1,500,000	1,500,000	1,500,000	1,500,000
0774	C310774.589000	Moss Avenue Pump Station Improvements	150,000	-		150,000	100,000	100,000	100,000
0947	C310947.589000	AB 1600 Wastewater Main Replacement	1,500,000	-		1,500,000	1,500,000	1,500,000	1,500,000
7040	C317040.589000	Colorado Avenue Esplanade Wastewater Improvements	-	120,000		120,000	-	-	-
9210	C319210.589000	Sustainable Water Infrastructure Project	-	5,000,000		5,000,000	13,350,000	13,350,000	-
9182	C319182.589000	Non - Potable Water Main Expansion	410,000	-		410,000	422,500	435,000	448,000
0003	IS310003.589000	Computer Equipment Replacement Program	38,923	-		38,923	38,923	38,923	38,923
0006	IS310006.589000	Telecommunication Services	13,968	-		13,968	13,968	13,968	13,968
0167	IS310167.589000	Fleet Vehicle Replacement Program	245,152	-		245,152	253,733	262,613	271,805
			9,862,660	**3,909,200**		**13,771,860**	**21,947,424**	**20,896,104**	**6,094,896**

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Fund

Project Num	Account Number	Project Title	APPROVED BUDGET FY 2017-18	Increase/ (Decrease) FY 2017-18	ADOPTED BUDGET FY 2017-18	BUDGET PLAN FY 2018-19	FY 2019-20	FY 2020-21
AIRPORT (33)								
0638	M330638.589000	Airport Airfield Pavement Maintenance	600,000	(600,000)	-	4,000,000	600,000	600,000
4035	C334035.589000	Security Enhancement Project	628,000	-	628,000	-	-	-
6031	M336031.589000	Airport Sidewalk, Street and Slope Improvements	1,500,000	-	1,500,000	1,000,000	1,609,374	-
9087	C339087.589000	Future Airport Reconfiguration	100,000	-	100,000	100,000	100,000	100,000
9088	M339088.589000	Airport Building / Facilities Refurbishments	2,000,000	-	2,000,000	2,000,000	2,000,000	2,000,000
9091	C339091.589000	Airport Administration Parking Lot	100,000	-	100,000	100,000	100,000	100,000
9197	C339197.589000	Runway Shortening Project	-	2,240,293	2,240,293	-	-	-
9211	C339211.589000	Fiber Connection For Airport	-	175,000	175,000	-	-	-
0003	IS330003.589000	Computer Equipment Replacement Program	13,103	2,076	15,179	15,179	15,179	15,179
0006	IS330006.589000	Telecommunication Services	16,387	-	16,387	16,387	16,387	16,387
0167	IS330167.589000	Fleet Vehicle Replacement Program	43,369	16,173	59,542	47,663	49,331	51,058
			5,000,859	**1,833,542**	**6,834,401**	**7,279,229**	**4,490,271**	**2,882,624**
STORMWATER (34)								
9069	C349069.589000	Clean Beaches Project - Pier & Pico-Kenter Watersheds	-	2,934,720	2,934,720	-	-	-
9210	C349210.589000	Sustainable Water Infrastructure Project	-	1,000,000	1,000,000	-	-	-
			-	**3,934,720**	**3,934,720**	**-**	**-**	**-**
CEMETERY (37)								
0003	IS370003.589000	Computer Equipment Replacement Program	5,500	-	5,500	5,500	5,500	5,500
0006	IS370006.589000	Telecommunications Services	3,093	-	3,093	3,093	3,093	3,093
0167	IS370167.589000	Fleet Vehicle Replacement Program	24,049	-	24,049	31,513	32,616	33,758
			32,642	**-**	**32,642**	**40,106**	**41,209**	**42,351**
BIG BLUE BUS (41)								
0099	C410099.589000	Farebox System	175,000	-	175,000	175,000	175,000	175,000
0100	C410100.589000	Radio Tower Equipment	80,000	-	80,000	80,000	80,000	80,000
0106	C410106.589000	Bus Components Replacement Program	7,181,000	-	7,181,000	7,761,000	6,761,000	6,311,000
0107	C410107.589000	Yard Improvements	20,000	-	20,000	20,000	20,000	20,000
0113	C410113.589000	Technology Equipment	1,186,872	-	1,186,872	883,869	1,878,578	1,105,130
0114	C410114.589000	Bus Stop Amenities	175,000	-	175,000	15,000	15,000	15,000
0115	C410115.589000	Service Vehicles	250,000	-	250,000	50,000	50,000	70,000
0458	C410458.589000	Downtown Transit Mall	10,000	-	10,000	10,000	10,000	10,000
0519	C410519.589000	Bus Replacement Program	1,558,000	-	1,558,000	6,000,000	6,000,000	6,000,000
0709	C410709.589000	Shop Equipment	100,000	-	100,000	75,000	75,000	75,000
0826	C410826.589000	Facility Upgrades and Renovations	3,725,000	-	3,725,000	508,000	200,000	50,000
0956	C410956.589000	Prop 1B Safety & Security	267,097	-	267,097	-	-	-
7061	C417061.589000	Expo Light Rail	100,000	-	100,000	-	-	-
9190	C419190.589000	Two-way Communication System with GPS	4,000,000	-	4,000,000	3,000,000	-	-
9191	C419191.589000	Federal Civil Rights Plan	6,000	-	6,000	-	-	-
9192	C419192.589000	Scheduling and Operations Management System	1,000,000	-	1,000,000	-	-	-
0006	IS410006.589000	Telecommunication Services	51,250	-	51,250	51,250	51,250	51,250
			19,885,219	**-**	**19,885,219**	**18,629,119**	**15,315,828**	**13,962,380**

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Fund

Project Num	Account Number	Project Title	APPROVED BUDGET FY 2017-18	Increase/ (Decrease) FY 2017-18	ADOPTED BUDGET FY 2017-18	BUDGET PLAN FY 2018-19	FY 2019-20	FY 2020-21
LOCAL RETURN (45)								
0152	M450152.589790	Annual Paving and Sidewalk Repair Program - Prop C	300,000	-	300,000	500,000	500,000	500,000
7030	C457030.589000	Traffic Signal Synchronization Timing Plans - Prop C	80,000	-	80,000	-	-	-
9141	C459141.589000	Bergamot Station Connectivity Improvements - Prop C	494,713	-	494,713	-	-	-
9160	C459160.589000	17th Street/SMC/Expo Bike Path Connection - Prop C	600,000	-	600,000	-	-	-
9179	C459179.589000	17th Street/SMC/Expo Pedestrian Improvements - Prop C	334,464	-	334,464	-	-	-
9181	C459181.589000	Pier and Beach Bike Path Connector - Prop C	-	-	-	-	-	227,919
9205	C459205.589000	Street Lighting on Transit Routes	-	50,000	50,000	-	-	-
			1,809,177	**50,000**	**1,859,177**	**500,000**	**500,000**	**727,919**
VEHICLE MANAGEMENT (54)								
0167	C540167.589200	Annual Vehicle Replacement Program	6,235,378	-	6,235,378	6,816,599	5,600,527	4,498,979
0167	C540167.589100	Vehicle Enhancement Purchases	-	52,177	52,177	-	-	-
9207	C549207.589000	Fleet Telematics		164,500	164,500	-	-	-
9208	C549208.589000	Fleet Info Mgmt Software	-	225,000	225,000	-	-	-
0003	IS540003.589000	Computer Equipment Replacement Program	12,051	1,481	13,532	13,532	13,532	13,532
0006	IS540006.589000	Telecommunications Services	9,640	-	9,640	9,640	9,640	9,640
			6,257,069	**441,677**	**6,700,227**	**6,839,771**	**5,623,699**	**4,522,151**
COMPUTER EQUIPMENT REPLACEMENT (55)								
0003	C55000314.589000	Computer Equipment Replacement Program	1,400,000	600,000	2,000,000	1,400,000	1,400,000	1,400,000
0006	M55000614.589000	Telecommunication Services	600,000	300,000	900,000	600,000	600,000	600,000
			2,000,000	**900,000**	**2,900,000**	**2,000,000**	**2,000,000**	**2,000,000**
RISK MANAGEMENT (58)								
0003	IS580003.589000	Computer Equipment Replacement Program	20,840	-	20,840	20,840	20,840	20,840
0006	IS580006.589000	Telecommunications Services	6,417	-	6,417	6,417	6,417	6,417
0167	IS580167.589000	Fleet Vehicle Replacement Program	3,694	-	3,694	3,823	3,957	4,095
			30,951	**-**	**30,951**	**31,080**	**31,214**	**31,352**
PARKING AUTHORITY FUND (77)								
9203	C779203.589000	Structural Repairs to Parking Structure #1	-	301,515	301,515	-	-	-
			-	**301,515**	**301,515**	**-**	**-**	**-**
		TOTAL CIP BUDGET ALL FUNDS	**129,536,178**	**117,572,546**	**247,110,207**	**262,422,556**	**164,250,917**	**80,688,642**
		Less Internal Service Transfers	(7,879,900)	(303,573)	(8,183,473)	(8,590,082)	(9,092,279)	(9,341,945)
		NET GRAND TOTAL CIP BUDGET ALL FUNDS	**$ 121,656,279**	**$ 117,268,973**	**$ 238,926,734**	**$ 253,832,474**	**$ 155,158,638**	**$ 71,346,697**

FY 2017-18 through FY 2020-21 CIP Budget Summary by Fund

FUND	ACTUALS	ACTUALS	REVISED BUDGET	ADOPTED BUDGET	BUDGET PLAN		
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
(01) General Fund (excluding alternate financing amts)[1]	$ 27,145,358	$ 34,581,663	$ 103,672,379	$ 20,598,589	$ 60,786,942	$ 13,162,928	$ 13,226,287
Proposed Alternate Financing for General Fund Projects[2]	-	-	-	118,384,000	90,186,328	34,734,559	21,572,795
(01) General Fund Water Projects-Gillette/Boeing Settlement Funds	-	-	-	7,239,200	6,250,000	45,250,000	5,000,000
(04) Special Revenue	5,188,966	8,505,382	48,067,572	18,064,773	(425,242)	-	-
(06) Clean Beaches & Ocean Parcel Tax - Measure V	341,577	756,648	7,422,447	3,490,000	11,030,000	11,030,000	190,000
(11) Beach Recreation	911,552	1,579,126	5,509,053	1,454,387	7,682,639	757,013	773,427
(12) Housing Authority	12,371	12,371	12,371	12,371	12,371	12,371	12,371
(14) Torca Fund	30,640	10,430	5,489,447	378,902	-	-	-
(15) Low/Moderate Incom Housing Asset Fund	603,958	-	6,216,184	3,557,876	-	-	-
(17) S/A Earthquake Project Area	2,203,260	-	-	-	-	-	-
(19) Community Development Block Grant	860,401	69,068	2,064,187	750,540	-	-	-
(20) Miscellaneous Grants	9,292,508	21,508,103	23,613,284	4,859,161	19,043,981	-	911,674
(25) Water	5,193,651	3,696,735	8,424,643	7,069,273	5,032,512	5,046,234	5,062,487
(27) Resource Recovery & Recycling	2,322,417	2,375,702	3,335,671	2,831,028	3,080,561	3,465,366	3,621,373
(30) Pier	457,984	862,931	2,634,696	2,169,395	2,475,735	1,894,121	54,556
(31) Wastewater	4,280,951	8,030,933	13,891,776	13,771,860	21,947,424	20,896,104	6,094,896
(33) Airport	543,532	709,733	7,299,019	6,834,401	7,279,229	4,490,271	2,882,624
(34) Stormwater	-	-	-	3,934,720	-	-	-
(37) Cemetery	33,279	89,215	156,657	32,642	40,106	41,209	42,351
(41) Big Blue Bus	12,022,069	30,316,942	74,696,503	19,885,219	18,629,119	15,315,828	13,962,380
(43) Gas Tax Fund	350,000	-	350,000	-	-	-	-
(44) SCAQMD AB 2766 Fund	165,561	55,334	301,725	-	-	-	-
(45) Local Return	-	-	6,187,149	1,859,177	500,000	500,000	727,919
(53) Parks and Recreation Fund	51,487	59,851	238,598	-	-	-	-
(54) Vehicle Replacement	4,188,042	4,996,896	21,557,094	6,700,227	6,839,771	5,623,699	4,522,151
(55) Computer Equipment Replacement	1,997,361	2,323,561	4,078,032	2,900,000	2,000,000	2,000,000	2,000,000
(56) Computer	-	-	332,600	-	-	-	-
(58) Risk Management Admin	3,332	3,448	30,826	30,951	31,080	31,214	31,352
(59) Self Insurance Workers' Compensation Fund	26,510	27,257	-	-	-	-	-
(77) Parking Authority	2,525	1,335	2,691,931	301,515	-	-	-
Total CIP Budget All Funds	78,229,291	120,572,665	348,273,844	247,110,207	262,422,556	164,250,917	80,688,642
Less Reappropriated Capital	N/A	N/A	(204,296,343)	N/A	N/A	N/A	N/A
Less Internal Service Transfers	(6,613,026)	(7,864,641)	(7,819,262)	(8,183,473)	(8,590,082)	(9,092,279)	(9,341,945)
Net Total CIP Budget All Funds	**$ 71,616,265**	**$ 112,708,024**	**$ 136,158,238**	**$ 238,926,734**	**$ 253,832,474**	**$ 155,158,638**	**$ 71,346,697**

[1] General Fund Totals include the following one-time amounts: FY 2017-18 - $500,000 in one-time reserves for Vision Zero Projects; FY 2018-19 - $38,300,000 in Charnock settlement funds for City Yards construction.

[2] Alternate financing is proposed for the City Services Building and Fire Station 1 (full construction amount) in FY 2017-18 and City Yards Modernization project in FY 2018-19 ($64 million of construction estimate), and for Airport and Memorial Parks Expansion Construction projects in FY 2018-19 through FY 2020-21 (full construction estimates).

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Project Category

Project Num	Account Number	Project Title	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
GENERAL GOVERNMENT						
0003	C55000314.589000	Computer Equipment Replacement Program	2,000,000	1,400,000	1,400,000	1,400,000
0006	M55000614.589000	Telecommunication Services	900,000	600,000	600,000	600,000
0085	M010085.589000	Citywide Facilities Maintenance Program	1,500,000	1,500,000	1,500,000	1,500,000
0162	C010162.589000	Tenant Improvements	250,000	3,187,224	-	-
0167	C540167.589200	Annual Vehicle Replacement Program	6,235,378	6,816,599	5,600,527	4,498,979
0167	C540167.589100	Vehicle Enhancement Purchases	52,177	-	-	-
0227	C270227.589000	Refuse Container Replacement Program	910,000	960,000	995,000	1,066,000
4028	C014028.589000	City Yards Modernization *(bond financing proposed for $64 m)	-	102,300,000 *	-	-
4083	C014083.589000	City Services Building *(bond financing)	76,800,000 *	-	-	-
9047	C019047.589000	Fire Training Facility / Temp Fire Station 4	249,200	-	-	-
9146	C019146.589000	Fiber Build for Verizon Microsites (loan)	-	-	-	-
9158	C019158.589000	City Wi-Fi Replacement Program	218,000	218,000	218,000	218,000
9168	C019168.589000	Council Chambers Audio-Visual System	350,000	-	-	-
9171	C019171.589000	Data Access, Analysis, and Visualization Tools	275,000	125,000	-	-
9174	C019174.589000	City Hall Roof Resurfacing and Solar	-	75,000	1,000,000	-
9175	C019175.589000	Portable/Mobile Radio Replacement Fund	-	-	520,000	520,000
9207	C549207.589000	Fleet Telematics	164,500	-	-	-
9208	C549208.589000	Fleet Info Mgmt Software	225,000	-	-	-
			90,129,255	**117,181,823**	**11,833,527**	**9,802,979**
COMMUNITY & ECONOMIC DEVELOPMENT						
0235	H040235.589000	Affordable Housing Production Program-Inclusionary Fees	544,773	-	-	-
0377	H14037710.589000	TORCA Affordable Housing Trust Fund	378,902	-	-	-
5006	H045006.589000	Low-Mod Income Housing Trust Fund	6,297,325	-	-	-
9101	H159101.589000	Low-Mod Income Housing Development	3,557,876	-	-	-
9136	H049136.589000	Affordable Housing Set-Aside	7,540,425	(425,242)	-	-
9151	C019151.589000	Broadband for Affordable Housing Buildings	219,460	-	-	-
9151	C199151.589000	Broadband for Affordable Housing Buildings	750,540	-	-	-
9167	C019167.589000	Third Street Promenade Needs Assessment	137,500	55,000	-	-
9170	C019170.589000	Data Management System for Human Services Grants Programs	275,000	150,000	-	-
			19,701,801	**(220,242)**	**-**	**-**

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Project Category

Project Num	Account Number	Project Title	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
PUBLIC SAFETY						
0170	C010170.589000	Fire Apparatus Replacement	765,000	750,000	-	795,000
4063	C014063.589000	Fire Station #1 *(bond financing)	41,584,000 *	-	-	-
8019	C018019.589000	Mobile Data Computer Replacement	216,535	-	-	-
9162	C019162.589000	Exhaust Particulate Removal Sys- Fire Stations #2 and #5	190,464	-	-	-
9172	C019172.589000	Police Mobile Computers	750,000	150,000	150,000	150,000
9199	C019199.589000	Fire Analysis Software	53,000	-	-	-
			43,558,999	**900,000**	**150,000**	**945,000**
RECREATION & CULTURE						
0081	C010081.589000	Percent for Arts	446,596	39,822	-	-
0081	C110081.589000	Percent for Arts	7,067	68,628	-	-
0649	C110649.589000	Beach Parking Lot Improvements	350,000	350,000	350,000	350,000
0955	C010955.589000	Urban Forest Renewal	450,000	450,000	450,000	450,000
4078	M014078.589000	Swim Facilities Planned Maintenance	100,000	100,000	100,000	100,000
4078	M114078.589000	Beach House Swim Facilities Planned Maintenance	65,000	65,000	65,000	65,000
9072	C119072.589000	North Beach Trail Improvements	706,661	6,862,803	-	-
9120	C019120.589000	Airport Park Expansion *(alt financing for construction)	-	26,186,328 *	13,161,763 *	-
9154	C019154.589000	Memorial Park Expansion *(alt financing for construction)	1,350,000	300,000	21,572,796 *	21,572,795 *
9159	C019159.589000	Bench Modifications at Ocean Avenue and Colorado Avenue	300,000	-	-	-
9166	C019166.589000	Palisades Park Access Path Replacement	650,000	650,000	-	-
9169	C019169.589000	Virginia Ave Park Access Path Replacement	150,000	-	-	-
9194	C019194.589000	Temporary Civic Center Sports Field	-	3,251,662	-	-
			4,575,324	**38,324,243**	**35,699,559**	**22,537,795**
MOBILITY - ROADWAY & TRANSIT						
0152	M010152.589000	Annual Paving and Sidewalk Repair Program	500,000	1,300,000	1,300,000	1,300,000
0152	M250152.589000	Annual Paving and Sidewalk Repair Program	300,000	300,000	300,000	300,000
0152	M310152.589000	Annual Paving and Sidewalk Repair Program	250,000	250,000	250,000	250,000
0152	M450152.589790	Annual Paving and Sidewalk Repair Program - Prop C	300,000	500,000	500,000	500,000
0655	C200655.589000	Pier Bridge Replacement Project (Highway Bridge Program)	1,000,000	16,910,000	-	-
0724	C010724.589000	Street Lighting Modernization Program	1,200,000	2,000,000	2,000,000	2,000,000
0725	C010725.589000	Alley Renewal Program	200,000	200,000	200,000	200,000
6017	C066017.589000	Permeable Surface Alleys	100,000	100,000	100,000	100,000
6018	C066018.589000	Permeable Street Gutters	90,000	90,000	90,000	90,000

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Project Category

Project Num	Account Number	Project Title	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
MOBILITY - ROADWAY & TRANSIT- CONTINUED						
7030	C457030.589000	Traffic Signal Synchronization Timing Plans - Prop C	80,000	-	-	-
9099	C209099.589000	Citywide Signal Detection - Metro	-	540,480	-	-
9099	C209099.589100	Citywide Signal Detection - TDA	-	135,120	-	-
9152	C019152.589000	Sunset Park Neighborhood Traffic Study	230,000	150,000	-	-
9173	C019173.589000	Streetscape Planning** (Deferral to FY18-19)	200,000	450,000	-	-
9180	C209180.589100	Expo and Localized Travel Planning Assistance - Metro 2015	122,970	125,681	-	-
9205	C459205.589000	Street Lighting on Transit Routes	50,000	-	-	-
9212	C019212.589000	Streetlight Installation - Assessment Districts	555,500	-	-	-
			5,178,470	**23,051,281**	**4,740,000**	**4,740,000**
MOBILITY - BIKE & PEDESTRIAN						
7070	M017070.589000	Crosswalk Renewal Program	100,000	100,000	100,000	250,000
7076	C047076.589000	Lincoln Blvd Streetscape Improvements- Phase 1	2,913,000	-	-	-
9094	C019094.589000	Pedestrian Action Plan Implementation	150,000	250,000	250,000	250,000
9094	C459094.589000	Pedestrian Action Plan Implementation - Measure R	-	-	-	-
9097	C209097.589200	4th Street Enhancements - Expo Linkages - ATP Phase 2	160,000	1,332,700	-	-
9141	C019141.589000	Bergamot Station Connectivity Improvements	720,000	-	-	-
9141	C209141.589100	Bergamot Station Connectivity Improvements - STPL	1,375,287	-	-	-
9141	C209141.589300	Bergamot Station Connectivity Improvements - TDA	30,000	-	-	-
9141	C459141.589000	Bergamot Station Connectivity Improvements - Prop C	494,713	-	-	-
9145	C019145.589000	Pedestrian Improvements at Four Schools	-	795,000	-	-
9145	C049145.589000	Pedestrian Improvements at Four Schools-TIF	545,000	-	-	-
9160	C019160.589000	17th Street/SMC/Expo Bike Path Connection** (deferral to FY 18-19)	661,250	985,000	-	-
9160	C049160.589000	17th Street/SMC/Expo Bike Path Connection	47,250	-	-	-
9160	C459160.589000	17th Street/SMC/Expo Bike Path Connection - Prop C	600,000	-	-	-
9177	C049177.589000	Michigan Ave Greenway 20th Street Bike Connection - TIF	177,000	-	-	-
9177	C209177.589100	Michigan Ave Greenway 20th Street Bike Connection - ATP	808,000	-	-	-
9177	C209177.589200	Michigan Ave Greenway 20th Street Bike Connection - TDA	25,050	-	-	-
9179	C209179.589100	17th Street/SMC/Expo Pedestrian Improvements - Metro 2015	1,337,854	-	-	-
9179	C459179.589000	17th Street/SMC/Expo Pedestrian Improvements - Prop C	334,464	-	-	-
9181	C209181.589100	Pier and Beach Bike Path Connector - Metro 2015	-	-	-	911,674
9181	C459181.589000	Pier and Beach Bike Path Connector - Prop C	-	-	-	227,919
9214	C019214.589000	Vision Zero Projects	500,000	-	-	-
			10,978,868	**3,462,700**	**350,000**	**1,639,593**

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Project Category

Project Num	Account Number	Project Title	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
MOBILITY - PARKING						
9053	C019053.589000	Parking Structure Seal Project - Structures 2, 4, 5, 9, and 10	228,000	-	-	-
9054	M019054.589000	Maintenance for Parking Structures and Lots	200,000	200,000	200,000	200,000
9200	C019200.589000	Design and Installation of Bollards at Elevator Landings - PS 5	182,000	-	-	-
9203	C019203.589000	Structural Repairs to Parking Structure #1	598,485	-	-	-
9203	C779203.589000	Structural Repairs to Parking Structure #1	301,515	-	-	-
9204	C019204.589000	Structural Repairs to Parking Structure #3	600,000	-	-	-
			2,110,000	**200,000**	**200,000**	**200,000**
BIG BLUE BUS						
0099	C410099.589000	Farebox System	175,000	175,000	175,000	175,000
0100	C410100.589000	Radio Tower Equipment	80,000	80,000	80,000	80,000
0106	C410106.589000	Bus Components Replacement Program	7,181,000	7,761,000	6,761,000	6,311,000
0107	C410107.589000	Yard Improvements	20,000	20,000	20,000	20,000
0113	C410113.589000	Technology Equipment	1,186,872	883,869	1,878,578	1,105,130
0114	C410114.589000	Bus Stop Amenities	175,000	15,000	15,000	15,000
0115	C410115.589000	Service Vehicles	250,000	50,000	50,000	70,000
0458	C410458.589000	Downtown Transit Mall	10,000	10,000	10,000	10,000
0519	C410519.589000	Bus Replacement Program	1,558,000	6,000,000	6,000,000	6,000,000
0709	C410709.589000	Shop Equipment	100,000	75,000	75,000	75,000
0826	C410826.589000	Facility Upgrades and Renovations	3,725,000	508,000	200,000	50,000
0956	C410956.589000	Prop 1B Safety & Security	267,097	-	-	-
7061	C417061.589000	Expo Light Rail	100,000	-	-	-
9190	C419190.589000	Two-way Communication System with GPS	4,000,000	3,000,000	-	-
9191	C419191.589000	Federal Civil Rights Plan	6,000	-	-	-
9192	C419192.589000	Scheduling and Operations Management System	1,000,000	-	-	-
			19,833,969	**18,577,869**	**15,264,578**	**13,911,130**
WATER & WASTEWATER						
0136	C250136.589000	Water Main Replacement	4,000,000	4,000,000	4,000,000	4,000,000
0162	C250162.589000	Water Resources Tenant Improvements	450,018	-	-	-
0162	C310162.589000	Water Resources Tenant Improvements	450,017	-	-	-
0193	M250193.589000	Water Main Replacement By City Forces	250,000	250,000	250,000	250,000
0347	M310347.589000	Hyperion Capital Payment	4,093,800	4,518,300	3,445,600	1,972,200
0628	C310628.589000	Wastewater Main Replacement	1,500,000	1,500,000	1,500,000	1,500,000

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Project Category

Project Num	Account Number	Project Title	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
WATER & WASTEWATER- CONTINUED						
0774	C310774.589000	Moss Avenue Pump Station Improvements	150,000	100,000	100,000	100,000
0947	C310947.589000	AB 1600 Wastewater Main Replacement	1,500,000	1,500,000	1,500,000	1,500,000
7040	C317040.589000	Colorado Avenue Esplanade Wastewater Improvements	120,000	-	-	-
9040	C259040.589000	Water Valve Replacement	100,000	-	-	-
9045	C019045.589000	Olympic Subbasin Management Plan	244,200	-	-	-
9068	C019068.589000	Olympic Treatment Plant	355,000	6,250,000	45,250,000	5,000,000
9069	C019069.589000	Clean Beaches Project - Pier & Pico-Kenter Watersheds	6,640,000	-	-	-
9069	C349069.589000	Clean Beaches Project - Pier & Pico-Kenter Watersheds	2,934,720	-	-	-
9178	C069178.589000	Montana Avenue Street and Storm Drain Improvements	350,000	-	-	-
9182	C319182.589000	Non - Potable Water Main Expansion	410,000	422,500	435,000	448,000
9206	C069206.589000	Suface Drainage Improvements	450,000	-	-	-
9209	C259209.589000	Arcadia Water Plant Membrane Replacement	1,500,000	-	-	-
9210	C069210.589000	Sustainable Water Infrastructure Project	2,500,000	10,840,000	10,840,000	-
9210	C319210.589000	Sustainable Water Infrastructure Project	5,000,000	13,350,000	13,350,000	-
9210	C349210.589000	Sustainable Water Infrastructure Project	1,000,000	-	-	-
			33,997,755	**42,730,800**	**80,670,600**	**14,770,200**
AIRPORT						
0638	M330638.589000	Airport Airfield Pavement Maintenance	-			
4035	C334035.589000	Security Enhancement Project	628,000	4,000,000	600,000	600,000
6031	M336031.589000	Airport Sidewalk, Street and Slope Improvements	1,500,000	1,000,000	1,609,374	
9087	C339087.589000	Future Airport Reconfiguration	100,000	100,000	100,000	100,000
9088	M339088.589000	Airport Building / Facilities Refurbishments	2,000,000	2,000,000	2,000,000	2,000,000
9091	C339091.589000	Airport Administration Parking Lot	100,000	100,000	100,000	100,000
9197	C339197.589000	Runway Shortening Project	2,240,293	-	-	-
9211	C339211.589000	Fiber Connection For Airport	175,000	-	-	-
			6,743,293	**7,200,000**	**4,409,374**	**2,800,000**
PIER						
9080	C309080.589000	Pier Below Deck Fire Sprinkler	550,000	567,000	585,000	-
9081	C309081.589000	Pier West End Emergency Escape System	-	400,000	-	-
9184	C309184.589000	Pier Railing and Light Pole Replacement Program	-	-	399,000	-
9185	C309185.589100	Pier Deck Upgrade - Area 4	375,000	-	-	-
9185	C309185.589200	Pier Deck Upgrade - Area 2	63,000	750,000	-	-

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Project Category

Project Num	Account Number	Project Title	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
PIER-CONTINUED						
9186	C309186.589000	Pier Substructure Retrofit - West End**(deffered to FY18-19)	150,000	707,000	857,000	-
9187	C309187.589000	Structural Eng Inspection/Assessment of Pier Substructure	410,000	-	-	-
9201	C309201.589000	Pier Pilings Repair	471,000	-	-	-
9202	C309202.589000	Catwalk and Platform Repairs	100,000	-	-	-
			2,119,000	**2,424,000**	**1,841,000**	**-**
INTERNAL SERVICE TRANSFERS						
0003	IS270003.589000	Computer Equipment Replacement Program	34,330	34,330	34,330	34,330
0003	IS120003.589000	Computer Equipment Replacement Program	8,220	8,220	8,220	8,220
0003	IS250003.589000	Computer Equipment Replacement Program	48,706	48,706	48,706	48,706
0003	IS300003.589000	Computer Equipment Replacement Program	1,960	1,960	1,960	1,960
0003	IS310003.589000	Computer Equipment Replacement Program	38,923	38,923	38,923	38,923
0003	IS330003.589000	Computer Equipment Replacement Program	15,179	15,179	15,179	15,179
0003	IS370003.589000	Computer Equipment Replacement Program	5,500	5,500	5,500	5,500
0003	IS540003.589000	Computer Equipment Replacement Program	13,532	13,532	13,532	13,532
0003	IS580003.589000	Computer Equipment Replacement Program	20,840	20,840	20,840	20,840
0003	IS010003.589000	Computer Equipment Replacement Program	1,528,531	1,528,531	1,528,531	1,528,531
0003	IS110003.589000	Computer Equipment Replacement Program	17,328	17,328	17,328	17,328
0006	IS270006.589000	Telecommunication Services	7,256	7,256	7,256	7,256
0006	IS250006.589000	Telecommunication Services	41,757	41,757	41,757	41,757
0006	IS300006.589000	Telecommunication Services	10,168	10,168	10,168	10,168
0006	IS310006.589000	Telecommunication Services	13,968	13,968	13,968	13,968
0006	IS330006.589000	Telecommunication Services	16,387	16,387	16,387	16,387
0006	IS410006.589000	Telecommunication Services	51,250	51,250	51,250	51,250
0006	IS010006.589000	Telecommunications Services	352,899	352,899	352,899	352,899
0006	IS110006.589000	Telecommunications Services	6,922	6,922	6,922	6,922
0006	IS120006.589000	Telecommunications Services	4,151	4,151	4,151	4,151
0006	IS370006.589000	Telecommunications Services	3,093	3,093	3,093	3,093
0006	IS540006.589000	Telecommunications Services	9,640	9,640	9,640	9,640
0006	IS580006.589000	Telecommunications Services	6,417	6,417	6,417	6,417
0167	IS270167.589000	Fleet Vehicle Replacement Program	1,879,442	2,078,975	2,428,780	2,513,787
0167	IS010167.589000	Fleet Vehicle Replacement Program	2,996,169	3,173,804	3,293,498	3,411,857
0167	IS110167.589000	Fleet Vehicle Replacement Program	301,409	311,958	317,763	334,117

FY 2017-18 through FY 2020-21 Capital Improvement Program Budget by Project Category

Project Num	Account Number	Project Title	ADOPTED BUDGET	BUDGET PLAN		
			FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
INTERNAL SERVICE TRANSFERS- CONTINUED						
0167	IS250167.589000	Fleet Vehicle Replacement Program	378,792	392,049	405,771	422,024
0167	IS300167.589000	Fleet Vehicle Replacement Program	38,267	39,607	40,993	42,428
0167	IS310167.589000	Fleet Vehicle Replacement Program	245,152	253,733	262,613	271,805
0167	IS330167.589000	Fleet Vehicle Replacement Program	59,542	47,663	49,331	51,058
0167	IS370167.589000	Fleet Vehicle Replacement Program	24,049	31,513	32,616	33,758
0167	IS580167.589000	Fleet Vehicle Replacement Program	3,694	3,823	3,957	4,095
			8,183,473	**8,590,082**	**9,092,279**	**9,341,886**
		TOTAL CIP BUDGET ALL PROJECT TYPES	**247,110,207**	**262,422,556**	**164,250,917**	**80,688,583**
		Less Internal Service Transfers	(8,183,473)	(8,590,082)	(9,092,279)	(9,341,886)
		NET GRAND TOTAL CIP BUDGET ALL FUNDS	**$ 238,926,734**	**$ 253,832,474**	**$ 155,158,638**	**$ 71,346,697**

Appendix

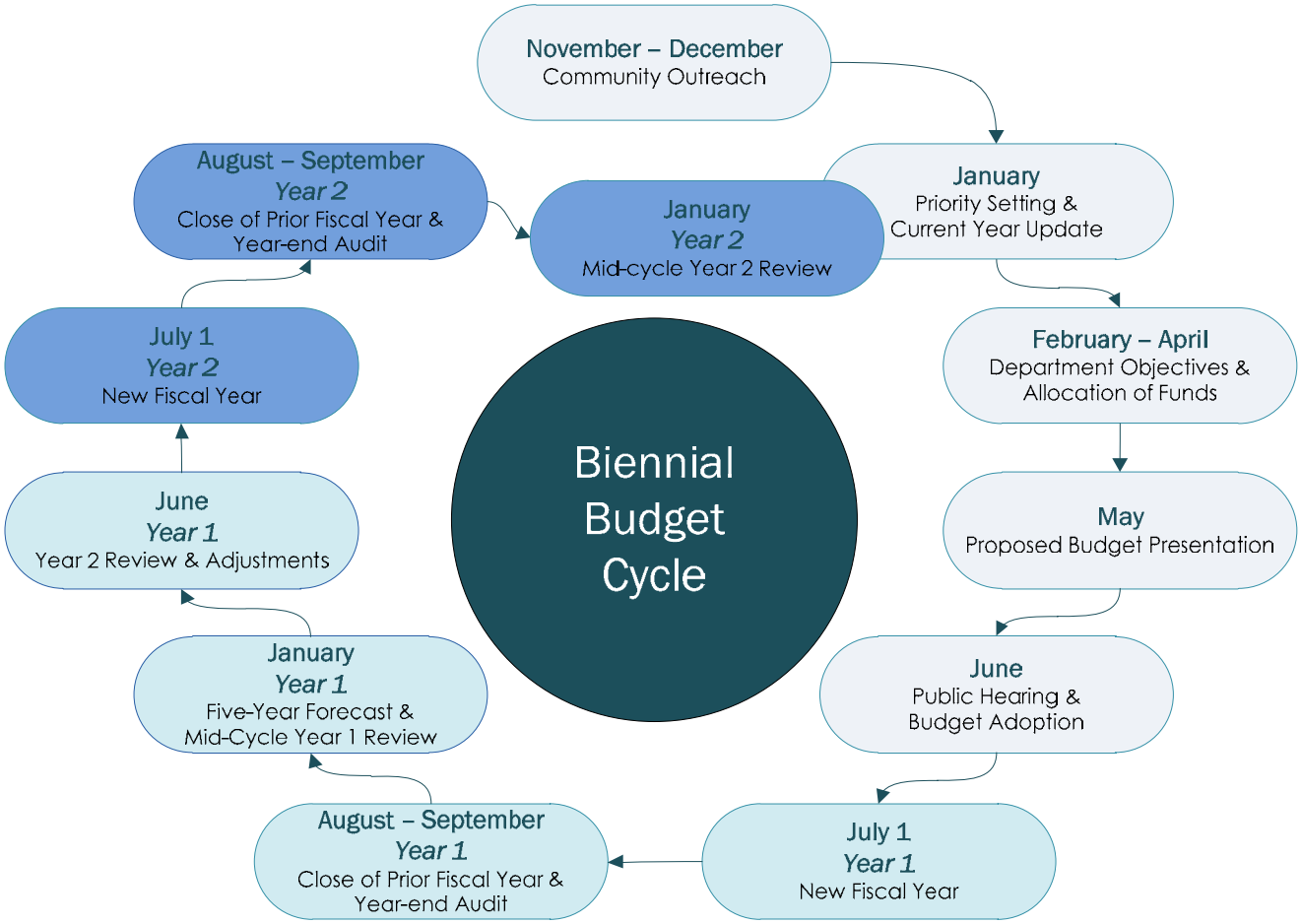
FY 2017-19 Adopted Biennial Budget

City of Santa Monica®

Budget Calendar & Budget Cycle

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 budget adoption
July 1, 2017	• Start of new Fiscal Year 2017-18
August — September 2017	• Close of Fiscal Year 2016-17 & year-end audit
January 2018	• Five-year financial forecast • FY 2017-18 mid-cycle budget review
June 2018	• FY 2018-19 budget review and budget adjustments
July 1, 2018	• Start of new Fiscal Year 2018-19
August — September 2018	• Close of Fiscal Year 2017-18 & year-end audit
November — December 2018	• Biennial budget community outreach
January 2019	• Five-year financial forecast • FY 2018-19 mid-cycle budget review • Public comment and discussion on budget priorities for FY 2019-21
February — April 2019	• Allocate funding and develop Proposed Budget
May 2019	• Proposed Budget presentation
June 2019	• Public hearing and FY 2019-21 budget adoption
July 1, 2019	• Start of new Fiscal Year 2019-20
August — September 2019	• Close of Fiscal Year 2018-19 & year-end audit

Budget Calendar & Budget Cycle



Fiscal Policies

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.

Fiscal Policies

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 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	• 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	• Non-cash items, such as investment adjustments to market value, depreciation, amortization, bad debt expense, are not budgeted

Fiscal Policies

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.

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.

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.

Fiscal Policies

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.

Effective January 1, 2017, and in accordance with Section 8855 of the Government Code, California public agencies that issue public debt are required to certify prior to the issuance of debt that they have adopted debt policies concerning the use of debt and that the contemplated debt issuance is consistent with those local policies. The City's Debt Policy set forth below complies with the requirements of Section 8855.

This debt policy shall apply to obligations issued by the City, the Santa Monica Public Financing Authority, the Santa Monica Parking Authority, and the Successor Agency to the Santa Monica Redevelopment Agency.

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, a refinancing when economically beneficial. A refinancing includes the issuance of bonds to refund existing bonds.

See "Bond Refunding" for refunding considerations.

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.

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.

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 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.

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.

Fiscal Policies

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 and or Third Party Trustee will be used to provide accurate and timely payment to bondholders and securities processing. If there are unspent bond proceeds, funds will be held by the third party trustee. The Finance Department will monitor funds held by third party trustees and review trustee bank statements on a monthly basis to ensure any expenditures from the trustee accounts are in accordance with the intended use of the bonds.

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 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 rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the outstanding debt.

Tax Certificate Compliance

The City will comply with requirements imposed in any tax certificate to maintain the tax-exempt status of the City's bonds.

Covenant Compliance

The City will comply with all covenants stated in the bond ordinance, contract, etc.

Debt Issuance Reporting

The City will comply with all state reporting requirements for issuance of debt, including a report to the CDIAC of any proposed debt issuance no later than 30 days prior to the sale of any debt issue. The report shall include a certification by the issuer that it has adopted local debt policies concerning the use of debt and that the contemplated debt issuance is consistent with these policies. The City shall also submit a report to CDIAC of final sale no later than 21 days after sale of debt, by any method approved by the CDIAC. The report on final sale shall include a copy of the official statement for the issue or, if there is no official statement, the other disclosure documents and indenture.

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. The City will also complete and file an annual Debt Transparency Report with the California Debt Investment Advisory Commission (CDIAC) in compliance with Section 8855 of the Government Code.

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.

Internal Control Procedures

The City Treasurer is responsible for ensuring compliance with the Debt Policy.

The Finance Department will monitor the expenditure of bond proceeds in a manner consistent with its monitoring of other City funds and will ensure that bond proceeds are expended exclusively for their authorized purpose. Specifically, the City's Capital Improvement Project budget will include appropriations specifically for the authorized purpose. Disbursement of bond proceeds from the trustee may be made either to reimburse the City for expenditures the City has made to project contractors or directly from the trustee to the contractor. In either case, the Finance Department will prepare the certificate or other required document requesting disbursement of funds by the trustee. Internal control procedures will be reviewed and amended as necessary to ensure compliance.

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, 2016

Total Gross Assessed Value		$ 32,198,381,000
Debt limit: 10% of total assessed value (1)		3,219,838,100
Amount of debt applicable to debt limit:		
Total bonded debt	$ 73,375,000	
Less:		
Assets in debt service funds available for payment bonds	5,930,475	
Total amount of debt applicable to debt limit		67,444,525
Legal debt margin (2)		$ 3,152,393,575

(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, 2016, the City's applicable outstanding debt was $3.2 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, 2016

	Date of Issue	Original Issue	Final Maturity Date	Interest Rates	Balance June 30, 2016
Bonds subject to Debt Limit:					
Lease Revenue bonds:					
Parking Authority 2002	May 1, 2002	10,480,000	July 1, 2016	3.50 - 4.50%	$ 1,085,000
Public Finance Authority 2009	Dec 16, 2009	9,155,000	July 1, 2021	2.00 - 5.00%	5,110,000
Public Finance Authority 2011B	Nov 16, 2011	8,625,000	Dec 1, 2020	2.00 - 4.00%	4,830,000
Parking Authority 2015	July 9, 2015	26,360,000	July 1, 2033	3.00 - 5.00%	26,360,000
Public Finance Authority 2011A	Nov 16, 2011	32,065,000	July 1, 2031	4.00 - 5.00%	28,265,000
Subtotal - Revenue bonds, governmental activities					65,650,000
General obligation bonds:					
Main Library Improvements 2012	May 30, 2012	11,325,000	July 1, 2022	0.20 - 4.00%	7,725,000
Subtotal - General obligation bonds, governmental activities					7,725,000
Subtotal - Bonds Subject to Debt Limit:					**73,375,000**
Other Debt:					
Loans:					
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					400,000
Revenue bonds:					
Hyperion Project Revenue 2012	May 30, 2012	8,955,000	Jan 1, 2022	2.00 - 4.00%	8,955,000
Subtotal - Revenue bonds					8,955,000
Loans:					
State Water Res Control Bd loan	Jan 29, 1999	5,000,000	July 1, 2019	2.60%	1,213,411
Subtotal - Other Debts:					**10,568,411**
Total					**$83,943,411**

Management believes it is in compliance with all debt covenants.

City of Santa Monica, California
Debt Service Schedule

Fund	Bond Descriptions	FY2017-18 Principal	FY2017-18 Interest	FY2017-18 Total	FY2018-19 Principal	FY2018-19 Interest	FY2018-19 Total
General	Library General Obligation Refunding Bonds Series 2012	$ 1,120,000	$ 207,450	$ 1,327,450	$ 1,110,000	$ 162,650	$ 1,272,650
General	Public Financing Authority Lease Revenue Bonds Series 2011 Parking Structure 6	1,425,000	1,244,130	2,669,130	1,480,000	1,187,130	2,667,130
General	Public Financing Authority Lease Revenue Refunding Bonds Series 2011 Public Safety Facility	935,000	132,200	1,067,200	965,000	97,700	1,062,700
General	Public Financing Authority Lease Revenue Refunding Bonds Series 2009 Public Safety Facility	840,000	130,750	970,750	870,000	103,450	973,450
General	Public Financing Authority Lease Revenue Refunding Series 2015 Civic Center Parking Structure	1,065,000	990,444	2,055,444	1,110,000	937,194	2,047,194
	Total - General Fund	**$ 5,385,000**	**$ 2,704,974**	**$ 8,089,974**	**$ 5,535,000**	**$ 2,488,124**	**$ 8,023,124**
Wastewater	Hyperion Revenue Refunding Bonds 2012	-	$ 266,550	$ 266,550	2,130,000	$ 266,550	$ 2,396,550
	Total - Wastewater Fund	**$ -**	**$ 266,550**	**$ 266,550**	**$ 2,130,000**	**$ 266,550**	**$ 2,396,550**
Stormwater	State Water Resources Control Board Loan	$ 299,362	$ 23,963	$ 323,325	$ 307,146	$ 16,179	$ 323,325
	Total - Stormwater Fund	**$ 299,362**	**$ 23,963**	**$ 323,325**	**$ 307,146**	**$ 16,179**	**$ 323,325**

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.

Description	S&P Rating	Fitch	Moody's
General Obligation Bonds	AAA	AAA	AAA
Lease Revenue Bonds			
Public Safety Facility	AA+	AA+	Aa1
Civic Center Parking	AA+	AA+	Aa1
Parking Authority	AA+	AA+	Aa2
Wastewater Enterprise Revenue Bonds	AAA	AAA	

The City's long-term financial strength is reflected in these ratings. In October 2016, Moody's upgraded Santa Monica's lease revenue bonds for the Public Safety Facility and the Civic Center Parking Structure from Aa2 to Aa1 and confirmed the rating for the Parking Authority at Aa2. The upgrade reflected Moody's view of the Public Safety Facility and Civic Center Parking as essential facilities. In July 2016, Fitch affirmed Santa Monica's AAA General Obligation Bond rating and AA+ lease revenue bond ratings. 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 2017-18

FY 2016-17 Gann Appropriations Limit					$ 1,910,159,058
Adjustment Factors					
Allowable FY 2017-18 Adjustment					
Non-Residential Assessed Valuation Change		1.04770			
City Population Change	x	1.00590	=	x 1.05388	
FY 2017-18 Gann Appropriations Limit					$ 2,013,078,428

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.

Glossary of Budget Terms

Budget Calendar

The schedule of key dates or milestones which a government follows in preparation and adoption of a budget.

Budget Adoption

Formal action by the City Council, which sets the spending path for the year.

Budgetary Control

The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

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.

Glossary of Budget Terms

Expenditure

The payment made for cost of services rendered, materials, equipment, and capital improvements.

Expense

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Expense Category

Two expense object categories: Salaries and Wages; and Supplies and Expenses.

Fee

The payment for direct receipt of a public service by the party who benefits from the service.

Fiduciary Fund

A fund type to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension, trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fiscal Year

A twelve-month accounting period of time to which the budget applies; for Santa Monica, it is July 1 through June 30.

Fringe Benefits

Benefits including employee retirement, social security, health, dental, vision, life insurance, workers' compensation, uniforms, and deferred compensation plans.

FTE

Full Time Equivalent Employee (FTE) Hours per year = 1.0 Full-Time Equivalent position.

Fund

An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created. There are three major types of fund: Governmental (general, special revenue, debt service, capital projects, and permanent), Proprietary (enterprise and internal service), and Fiduciary (trust and agency).

Fund Balance

The amount of financial resources immediately available for use. Generally, this represents the excess of unrestricted current assets over current liabilities.

Gann Appropriation Limit

Article XIIIB of the State constitution was amended by Proposition 4 (Gann initiative) in 1979. Article XIIIB 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.

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.

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.

Measures GS and GSH

Measure GSH, approved by Santa Monica voters in November 2016, increased the City's transaction and use tax rate by half a percent point. Per the advisory Measure GS, one-half of the proceeds from the increased portion of the tax will be used for affordable housing with the other half paid to the Santa Monica/Malibu Unified School District. The tax increase became effective April 1, 2017.

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.

Glossary of Budget Terms

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.

Metric

A number or percent utilized to determine whether an organization is working to achieve its overall goal. Metrics include a target, or the number or percent, based on past precedent and scientific evidence, which the City is working to achieve.

Mission

A description of the basic purpose and responsibility of the division or department.

Modified Accrual Basis of Accounting

Basis of accounting. Revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred (if measurable), except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

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.

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 Management

A process of (1) Determining outcomes that benefit Santa Monica residents; (2) Developing goals that align with outcomes; (3) Using data to track whether the organization is achieving its goals; and (4) Using data to determine how resources can be deployed to meet goals and whether goals should be modified.

Program

An activity or division within a department which furthers the City's objectives by providing services or a product.

Proprietary Fund

Funds that focus on the determination of operating income, changes in net assets (cost recovery), financial position, and cash flows. There are two types of proprietary funds: Enterprise and Internal Service Funds.

Purchase Order

A document issued to authorize a vendor to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Re-appropriation

The amount of money that is budgeted for a project in a prior year but is not spent or encumbered and needs to be appropriated again in the current year in order to continue the program originally intended.

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.

Glossary of Budget Terms

Revenue

Sources of income used to finance City governmental services.

Salaries and Wages

A budget category which generally accounts for full-time, part-time, and temporary employees' salaries, overtime costs and fringe benefits for a particular division or program.

Self-Insurance

A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency.

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 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

Acronyms

HHW	Household Hazardous Waste Facility
HLP	Homeless Liaison Program
HMG	Hazardous Mitigation Grants
HMRRP	Haz-Mat Response and Reporting Program
HUD	Department of Housing and Urban Development
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.

Acronyms

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
RDA	Redevelopment Agency
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 and Economic Development
HR	Human Resources
ISD	Information Services Department
Library	Library
PCD	Planning and Community Development
PD	Police Department
PW	Public Works
RES (Clerk)	Records and 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, 2015. 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, 2017.