

**Oldtown Salinas
Association
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2009-2010**

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Jeff LaTourette
Tom Martella
Charissa Sopoaga
Bonnie Hernandez
Frank Savino
Don Reynolds
Deanna Carvey

Committees

Economic Development
Promotions
Beautification & Security

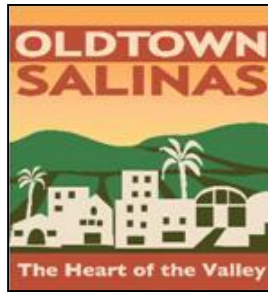
Sub-Committees

Nominating
Parking
Holiday Parade of Lights
Passport to Cherry's

The Oldtown Salinas Association

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2009-2010

ANNUAL REPORT

“To promote and enhance Oldtown Salinas, provide its members with a unified effort to sustain and expand commercial activity, and facilitate a lively, safe and clean downtown environment”

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Organization

The Oldtown Salinas Association (OSA, Association) is a 501(c)(4) nonprofit organization that acts as an advisory board to the Salinas City Council on behalf of the Oldtown Salinas Parking and Business Improvement District (BID, District). The Association operates under the **Parking and Improvement Area Law of 1989 (SB 1424 and AB 1693) of the Streets and Highways Code, and City of Salinas Ordinance No. 2126**. It is governed by a 16-member Board of Directors and staffed by a full-time Executive Director.

OSA implements its annual work program and supports the District's business community through the efforts of its Board of Directors and numerous volunteers who serve on the Economic Development, Promotions, and Beautification & Security Committees. The ad hoc Nominating Committee is responsible for board member recruitment and Executive Director searches. The Executive Committee is comprised of the OSA Board President, VP-Elect, VP-Treasurer, VP-Secretary, Past President, Redevelopment Director, and the Executive Director who serves in a non-voting capacity. The committee provides oversight of, and makes recommendations for, the Annual Budget and general organizational structure.

The Oldtown Salinas Association encourages and relies on active business participation and volunteerism to promote a healthy and vibrant business community and to fulfill its purpose statement. OSA maintains an office within the Oldtown Salinas Business and Parking Improvement District, easily accessible to business owners and the public.

2009-2010 Accomplishments:

- OSA built upon the previous year's committee restructuring and has been successful in recruiting business owners to become active in achieving stated goals. Each Committee has been tasked with identifying two (2) measurable goals for the 2010-2011 fiscal year. Each goal must target an immediate need, have long-term benefits for the District, and be achievable within the 2010-2011 fiscal year. Each goal must establish the framework for long-term success and provide a foundation to support additional programs. Additionally, each goal must be financially self-supporting or provide a mechanism for increased revenue. All goals must benefit the overall commercial activity of the District and represented businesses as a whole.
- An Administrative Assistant was hired through Shoreline Workforce Development Services to help support the Executive Director with business visitation, database management, and general office and clerical duties. The Shoreline program pays the employee's salary for up to six (6) months in exchange for employee training and management. There is no associated cost to OSA for this employee.
- The City Finance Department has added a disclosure to all business license applications that requires licensee acknowledgement of the Business Improvement District and associated annual fees. OSA is also working with the City Finance Department and Credit Consulting Services to actively collect delinquent assessments. These efforts establish legitimacy, transparency, and

equity for those assessed, and will ultimately help with collectability of assessments.

Challenges:

The Oldtown Salinas Association's primary challenge has been accomplishing its work plan with limited staff and scarce financial resources. Many opportunities exist to increase the Association's impact upon its business community although limited resources, both financial and human, remain an obstacle. In order to deliver an effective level of service to the organization's stakeholders, the District must be able to generate a sufficient level of revenue to achieve its goals and purpose. Existing assessment revenues are not sufficient to sustain the stated goals and purpose of the organization at levels that will ensure progress and growth. Continued reduction in city services in the area of public safety and maintenance creates a further need for additional resources to maintain a satisfactory level of enhanced benefits to the District.

The Oldtown Salinas Association has experienced ongoing complaints about the Business Improvement District assessments, with varying numbers of protest letters submitted to city council each year. A significant effort is made to address the concerns and educate the business community about the positive impact that assessment districts have on the overall health of downtowns nationwide. Because business-based districts are required to be renewed annually, the continual effort to overcome protests to the BID detracts from time devoted to achieving goals. Additionally, twenty percent (20%) to twenty-five percent (25%) of assessments remain uncollected each year, placing a significant challenge on the Association's ability to implement a full range of benefits and programs. After the initial ninety-day (90-day) billing period, all delinquent assessments are turned over to a third party collection agency, resulting in a loss of thirty-percent (30%) of collected revenue.

Recommendations:

In order to sustain an acceptable level of services to meet current and future needs, an increase in annual revenue and collection rates is necessary. The following recommendations have the opportunity to increase and stabilize revenue streams, increase sales tax revenue for the City of Salinas, provide new services and enhancements to existing services, and provide a downtown environment that will benefit all existing businesses and foster a more desirable downtown shopping environment for the public.

- Explore structural BID options which may include re-defining district boundaries, restructuring the assessments matrix, establishing a property-based assessment district (PBID), or a combination of options.
- It is recommended that the City of Salinas combine business license renewals and BID assessment billings to increase transparency and improve collectability of assessment revenue.
- Through the Oldtown Salinas Foundation, seek grants for existing or new programs.

2010-2011 Goals:

- Increase annual assessment collection to eighty-five percent (85%).
- Increase annual revenue by a minimum of twenty-five percent (25%).

Economic Development

The Economic Development Committee's purpose is to strengthen and broaden the economic base of Oldtown Salinas. A downturn in the economy, increased vacancy rates, and business member input from a survey conducted in January of 2009 suggest that increased efforts to attract and retain a desirable mix of businesses in Oldtown is a priority. The state take of Redevelopment funds and stalled progress on development agreements for the downtown core area are a concern for future growth and progress in the downtown area.

One of the goals for 2009-2010 included increasing communication and cooperation between OSA and property owners. Property owners are able to provide valuable data on available lease space and vacancy rates. Property owners are also a vital link to attracting and securing a desirable mix of businesses that will improve the quality of the Oldtown district. To date, this goal has not been sufficiently met. The Oldtown Salinas Association must play a vital role in the future of the downtown commercial district. A pro-active approach to increasing operating revenue, decreasing vacancy rates, and increasing the concentration of retail, restaurant, and entertainment related businesses in ground level storefronts is needed.

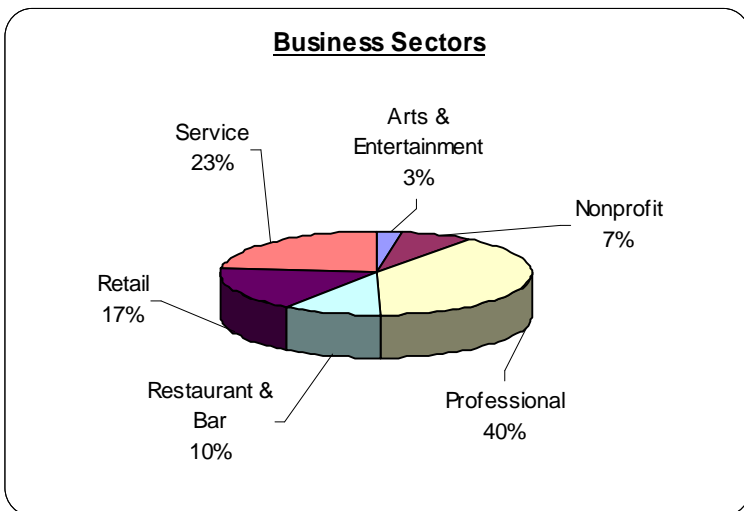
2009-2010 Accomplishments:

- The Executive Director has remained actively involved in the Business Development Task Force to monitor city policies that affect business development, retention, and attraction in the downtown area. Regular interaction and coalition building between OSA and the Salinas Valley Chamber of Commerce, Salinas Unified Business Association (SUBA), and the City of Salinas has resulted in a consolidation of resources and energy to help create a business-friendly and inviting climate for new and existing businesses in Salinas as a whole. The Executive Director has been an active member on the Downtown Salinas Community Board to provide a link between the development of the Chinatown area and Oldtown Salinas.
- The Economic Development Committee has recently recruited new volunteers with specific expertise to develop a "business incubator program." This program is intended to offer an offset of rents for a specific period as well as business counseling to encourage the establishment of retail, restaurant, and entertainment related businesses in ground level vacant storefronts.

Challenges:

Economic challenges still exist for private business, and the continued reduction in business licensees in Oldtown Salinas further strains the financial capacity of the Association to deliver an effective level of services to the area. Ground level vacancies pose a threat to the image and perception of Oldtown, while the economic pressures faced by existing businesses remain a concern. There remains a disproportionately high percentage of professional businesses in the district, particularly in ground level storefronts more ideally suited for retail, specialty services, or restaurants. The lack of concentrated retail stores and restaurants, a tendency toward early business closures and limited weekend activity, and limited lighting in the downtown is not conducive to fostering the vibrant economic activity of a successful downtown shopping area. Keeping Oldtown “open and active” and establishing typical downtown “best practices” is necessary to increase commercial activity.

CHART 5A



At the beginning of the 2009-2010 fiscal year (July 1st, 2009), there were 378 assessed businesses in Oldtown. To date, 337 businesses operate within the Oldtown Salinas boundaries, representing a total loss of 41 businesses (11%) within the last 11 months. The division of business sectors in Oldtown remains heavily weighted with professional and service industry providers. Exact vacancy numbers are not currently available, but many ground-level storefronts exist that should ideally be filled with retail, restaurant, entertainment or arts-related businesses.

Recommendations:

- **Concentrated Development**

In order for Oldtown Salinas to become a vital shopping and entertainment destination, underutilized land and properties must be developed. The development of Parking lot #13 to include prime retail and restaurant space that includes a large public gathering plaza is an ideal use of this space. Similar cohesive developments of a mixed-use nature are also recommended for currently underutilized flat parking lots. Flat parking areas are considered highly undesirable for livable, walkable downtowns. Mixed-use projects combine several desirable downtown elements: parking, housing and commercial businesses that create a sense of place, provide a visual sense of completion and vitality, and work in concert to “feed” each component with patrons.

- **Implement a Business Incubator Program**

A comprehensive program to initiate and incent new entrepreneurs to establish businesses in Oldtown will provide one of the only opportunities for the Oldtown Salinas Association, the City of Salinas, and property owners to install a desirable mix of businesses in ground level vacancies. A determined effort to create this concentration is vital.

- **Present Miracles on Main Seminar**

This seminar is lead by a nationally recognized downtown specialist who provides an interactive half-day seminar that encourages and educates business owners in “best practices” that have proven to increase the bottom line for downtown merchants. Experts agree that longer hours of operation both during the workweek and on weekends, sound customer service policies, effective merchandising and marketing techniques, combined with improved lighting in the evening hours set the foundation for downtown success.

2010-2011 Goals:

- Complete Business Incubator Program and install at least 5 new retail businesses in current vacant, ground level storefronts.
- Present “Miracles on Main” downtown seminar to provide marketing, merchandising, signage, and customer service tools that will increase sales and patronage of Oldtown businesses.
- Complete and submit supplemental grant in cooperation with Monterey Salinas Transit to extend the hours of operation and route of the Oldtown Trolley.

Beautification & Security

The Oldtown Salinas Association maintains a contract with HOPE Services to provide enhanced sanitation and landscaping within the District. Donations of plant materials and additional maintenance and labor is obtained from several nurseries and landscape companies in Salinas. The City of Salinas provides for graffiti removal on public areas such as sidewalks, utility boxes, and cement planters. Additional city support is provided on first level properties when funds are available. Property owners are ultimately responsible for graffiti removal on private property. Tagging has become prevalent in Oldtown, and removal costs to businesses and property owners is substantial.

Cutbacks within the Salinas Police Department have resulted in a loss of police patrol in the District. Overall crime rates are low in Oldtown, but tagging, vandalism, and robberies are a constant concern. Aggressive solicitation and vagrancy are cyclical, but have increased overall over the last year. The lack of police and security presence in the District poses a threat to OSA’s ability to maintain a safe and inviting atmosphere for the public, and places an additional burden on merchants and property owners.

2009-2010 Accomplishments:

- Maintained HOPE Services contract at current service hours.
- Increased committee efforts to find viable solutions for persistent problems.
- Raised over \$9,000 in donations from property owners to supplement service costs.
- Maintained graffiti removal efforts & removed graffiti on several second story buildings with the help of City Graffiti Abate-

ment program.

- The City of Salinas replaced empty tree wells and repaired cement planters along Main Street.
- Maintained active involvement and communication with Salinas Police Department, including two board presentations from Chief Fetherolf and monthly Board updates from Commander Molfino.
- Included Commander Molfino in Beautification & Security Committee meetings.
- Delivered handouts to all business owners on preferred methods for dealing with graffiti, aggressive solicitation and non-emergency reporting.
- Received BFI Waste Services “Curbee” Award.

Challenges:

OSA’s budget does not allow for extensive beautification services. Capital improvements such as banners, place finders, and benches are too costly to implement with current revenues. Reduced security in Oldtown is an immediate concern. Without a regular and visible security presence, taggers and vandals roam freely and are rarely apprehended. When crime goes unchecked and unpunished, it proliferates and imbeds within the District. Creating an Oldtown Security Program will require substantial additional revenue.

Recommendations:

Having “eyes on the street” is one of the best ways to reduce crime and vandalism. It is beneficial that downtown businesses stay open later, keep their storefronts lit into the evening, and practice consistent reporting of all incidents of crime or vandalism. If Oldtown is to remain safe and inviting, a security presence is imperative.

Goals:

- Increase property owner donations for beautification efforts by 25%.
- Gain a consensus among members to stay open later and keep window lights on timers into the evening hours.
- Locate grants to provide for new “way-finding” signage and other capital improvements.
- Place security cameras in Oldtown to monitor tagging and vandalism.
- Implement an Oldtown Security Program supported through business and property owner buy-in.

Promotions

Committee members are responsible for organizing networking mixers, planning OSA sponsored events and monitoring events put on by outside organizations, and contributing to marketing and advertising coordination. Communication methods, including the quarterly Association-to-Business Oldtown Update newsletter and monthly Oldtown Update email blasts have proven effective

in communicating important issues of concern or interest to Oldtown business owners. The updates include Board and City Council meeting dates, upcoming event dates and details, committee goals and accomplishments, issues of interest including proposed business-related policies affecting the downtown core area, member updates, and other valuable downtown-related information. Standing committees have recruited many new members to take an active role in the Association's activities. A system of continuous business visitation has been implemented to maintain an accurate database of active businesses and provide further support for new business owners.

2009-2010 Accomplishments:

- Increased the "Only In Oldtown" magazine to a quarterly print cycle.
- Maintained quarterly "Oldtown Update" newsletters.
- Maintained KION cooperative television advertising.
- Presented Passport to Cherry's, raising over \$7,000 for OSA.
- Presented Holiday Parade of Lights which drew over 30,000 people to the downtown.
- Provided enhanced directory listings to Oldtown website.
- Distributed marketing materials throughout Monterey County.
- Promoted Oldtown at Salinas Rotary Club, on "Your Town" television program, hosted KION radio on location in Oldtown.
- Offered cooperative television and radio ads, Only In Oldtown print advertising, and other complimentary promotional activities to businesses for a cost of under \$350 per month.
- Established Mazda Raceway Sport Bike Nights in Oldtown every third Friday from May through October.
- Continued to promote Farmers Marketplace and First Fridays on website, email blasts, and print publications.
- Held monthly committee meetings and recruited seven new committee members.

Challenges:

OSA has developed many opportunities for cost-effective cooperative advertising, but a comprehensive marketing program has remained a challenge. Overall business participation in mixers and other promotional activities remains low.

Recommendations:

- An increase in cooperative advertising is highly beneficial for the District as a whole and is much less expensive than individual campaigns. An effort to increase the number of participating businesses is recommended.
- Potential Oldtown Trolley grant funding will allow for a portion of total funds to be used for marketing. This revenue can be used for a comprehensive Oldtown marketing campaign with a focus on Trolley service.
- It is recommended that the Promotions Committee develop a comprehensive annual calendar of events to increase operating revenue and draw regular crowds to the District.

2010-2011 Goals:

- Increase Only In Oldtown magazine advertising by 25%.
- Increase all cooperative advertising participation by 50%.
- Retain a Promotions Coordinator to promote marketing opportunities to business members, develop a comprehensive events calendar with specific revenue targets, recruit and lead volunteers in event planning and presentation, secure necessary sponsorships for all events, and communicate budget goals and progress with the Executive Director. This position would ideally be supported through net event revenues.

Finance

The Oldtown Salinas Association relies primarily on assessments collected from the City of Salinas on behalf of the Business Improvement District to fund its annual work plan. OSA must raise additional funds to support many of its programs. Events are self-supporting through sponsorships and, ideally, earn additional revenue to supplement the Annual Budget.

All business owners are assessed annually to provide for a variety of enhanced services to the downtown district. Assessments are billed according to an amount set forth in the *City of Salinas Municipal Code, Chapter 21B, Article IV*. Members contribute an amount equal to a portion of their business license fee, or in some cases, a flat fee. Associate memberships are \$200, and are available to property owners and businesses located outside of the district boundaries.

Accomplishments:

- Received \$15,000 in additional Redevelopment Agency funding to supplement budget.
- Received over \$9,000 from property owners to supplement sanitation and beautification efforts.
- Maintained a balanced budget.
- Began discussions to analyze BID alternatives.

Challenges:

The current District structure does not provide for a sufficient level of revenue to provide an increase in necessary programs. The current assessment structure results in an average annual assessment of \$305, with a range of assessments from \$37.50 annually to a maximum of \$750 annually. If lease numbers increased to 425, an average assessment of \$305 would provide a net increase of only \$29,585 in annual assessment revenue. The current economic climate does not provide a favorable environment for an increase in assessment rates, and the general consensus among members does not support increases of any kind. If OSA is to remain financially viable, an analysis of BID options is necessary.

The current business-based assessment model does not provide a reliable revenue source due to business license fluctuation. The

current structure does not maximize revenue because only leased properties yield assessment revenue. The requirement to renew the BID annually does not allow the Association to plan for long term success. Without a sufficient level of financial resources, the Association will not be able to improve valuable services including maintaining a security presence in Oldtown, establishing comprehensive marketing campaigns, increasing public events, and installing capital improvements such as banners and signage.

Recommendations:

- **Analyze BID structure options**

It is recommended that the Board of Directors explore BID structure options to maximize, stabilize, and increase annual revenue. Available options include maintaining the status quo, re-defining District boundaries, re-designing assessment matrix, forming a property-based assessment district, or combining several options. The Executive Director recommends that a property-based assessment district benefits all stakeholders and has the best potential to maximize, stabilize, and increase annual revenue.

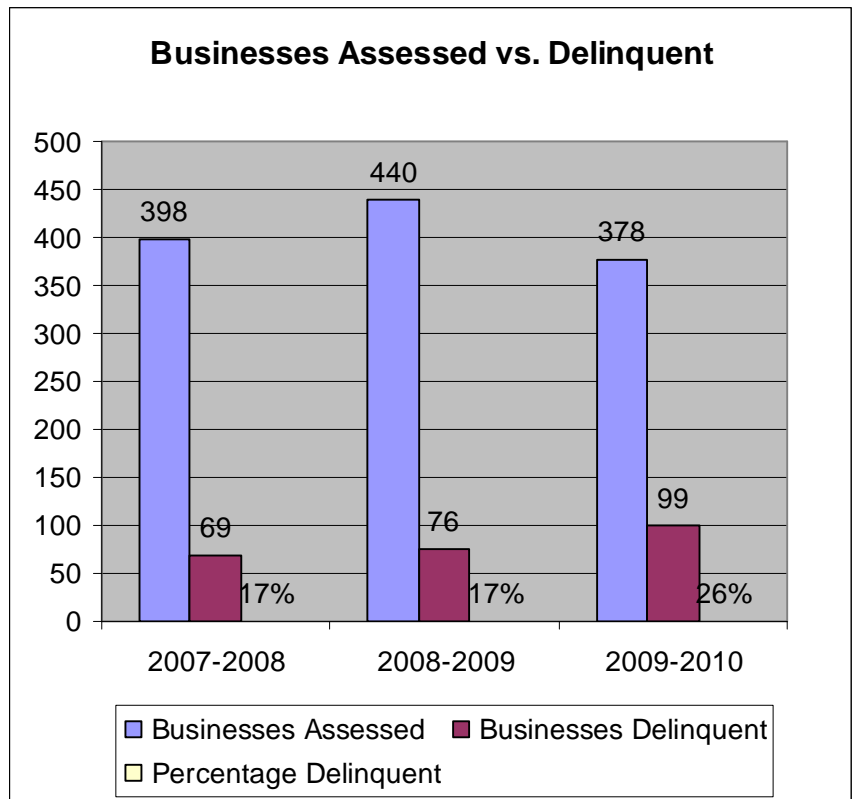
- **Task the Promotions Committee with increasing events and event-related income**

Events promote the downtown area while providing businesses with a pool of potential new customers. Carefully planned events will also provide a revenue source for service enhancements.

2010-2011 Goals:

- Increase assessment collection to 85%, within 90-day billing period.
- Begin process to establish a Property Based Improvement District (PBID).
- Increase annual revenue by at least 25%.

CHART 10A



	Program Activities						Supporting Activities				Common Costs	Total				
	Marketing		Promotions		Events		Economic Development		Beautification & Security				Administration		Fund-raising	
			Member Support													
BID Assessments											90,438.00			90,438.00		
RDA									32,366.00					32,366.00		
Associate Memberships											2,000.00			2,000.00		
Interest Income											100.00			100.00		
Marketing Revenue														0.00		
Event Income								17,000.00						17,000.00		
Total Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,000.00	32,366.00	0.00	92,538.00	0.00	0.00	141,904.00		
Sponsorships																
Donations																
Total Support	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	77,382.00		
Total Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,000.00	32,366.00	0.00	92,538.00	0.00	0.00	219,286.00		
Salaries														55,000.00		
Payroll Taxes														3,460.00		
Employee Benefits														5,210.00		
Training														1,000.00		
Personnel Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	64,670.00		
Accounting														7,000.00		
Advertising	9,200.00							11,700.00						20,900.00		
Depreciation														0.00		
Dues & Subscriptions	115.00													1,071.00		
Equipment														375.00		
Equipment Rental														2,189.00		
Insurance								515.54						2,893.54		
Meetings								1,125.00						1,375.00		
Miscellaneous														100.00		
Outside Services								36,920.69						36,920.69		
Permits								405.00						585.00		
Postage								155.00						1,070.00		
Printing & Graphics								5,286.00					125.00	9,638.00		
Promotion								1,250.00						4,750.00		
Rent								3,000.00						6,000.00		
Sanitation								1,000.00						9,000.00		
Security								4,221.00						42,958.00		
Supplies								645.00						4,221.00		
Phone & Internet														1,870.00		
Utilities														1,585.00		
Website								1,500.00						3,000.00		
Non-Personnel Expenses	9,315.00	5,052.00	5,052.00	67,723.23	0.00	48,333.00	10,186.98	125.00	13,640.00	125.00	154,375.21	0.00	0.00	240.79		
Total Specific Costs	9,315.00	5,052.00	5,052.00	67,723.23	0.00	48,333.00	10,186.98	125.00	13,640.00	125.00	219,045.21	0.00	0.00	219,045.21		
Common Cost Allocation (%)	0.15	0.25	0.10	0.15	0.05	0.05	0.25	0.05	0.15	0.05	(1.00)	0.05	(1.00)	0.00		
Common Cost Allocation (\$)	11,746.50	19,577.50	7,831.00	11,746.50	3,915.50	3,915.50	19,577.50	3,915.50	11,746.50	3,915.50	(78,310.00)	3,915.50	(78,310.00)	0.00		
Total Expense After Allocations	21,061.50	24,629.50	75,554.23	11,746.50	52,248.50	29,764.48	4,040.50	0.00	0.00	0.00	219,045.21	0.00	0.00	219,045.21		
Change in Net Assets	(21,061.50)	(24,629.50)	(58,554.23)	(11,746.50)	(19,882.50)	(2,773.52)	(73,341.50)	0.00	0.00	0.00	240.79	0.00	0.00	240.79		

Table 12A

2010 - 2011 Annual Budget by Category		
BID Assessments	\$90,438	41%
Associate Memberships	\$2,000	1%
Events & Marketing	\$17,000	8%
Interest Income	\$100	0%
RDA & Other Income	\$32,366	15%
Sponsorships & Donations	\$77,382	35%
Total Income	\$219,286	100%
Administration	\$29,764.48	14%
Beautification & Security	\$52,248.50	24%
Economic Development	\$11,746.50	5%
Events	\$75,554.23	34%
Fundraising	\$4,040.50	2%
Marketing	\$21,061.50	10%
Member Support	\$24,629.50	11%
Total Expenses	\$219,045.21	100%
Operating Reserve	\$45,000	
Change in Net Assets	\$240.79	

The dashboard budget (Table 12A) breaks down the income and expenses for the year by category.

Sponsorships & Donations are received primarily to support annual events and supplement Beautification & Security expenses.

Approximately 56% of operating revenue is obtained from annual assessments, City of Salinas and Redevelopment Agency contributions.

Approximately 44% of operating revenue is raised or earned through event sponsorships, event income, and donations.

Chart 12A Annual Income

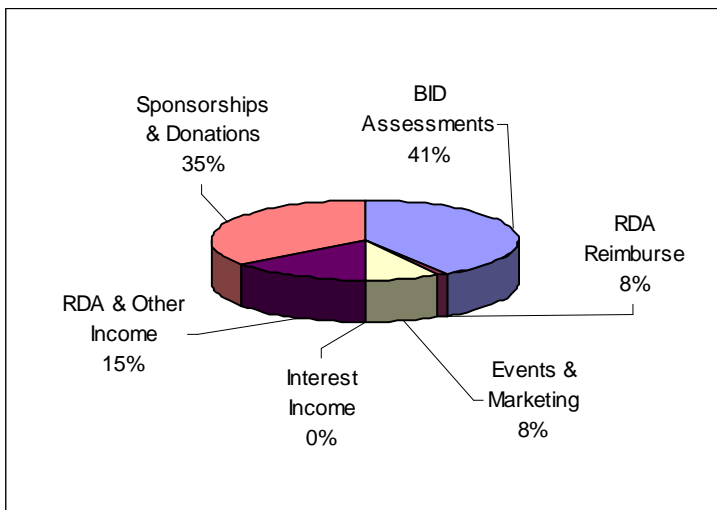


Chart 12B Annual Expenses

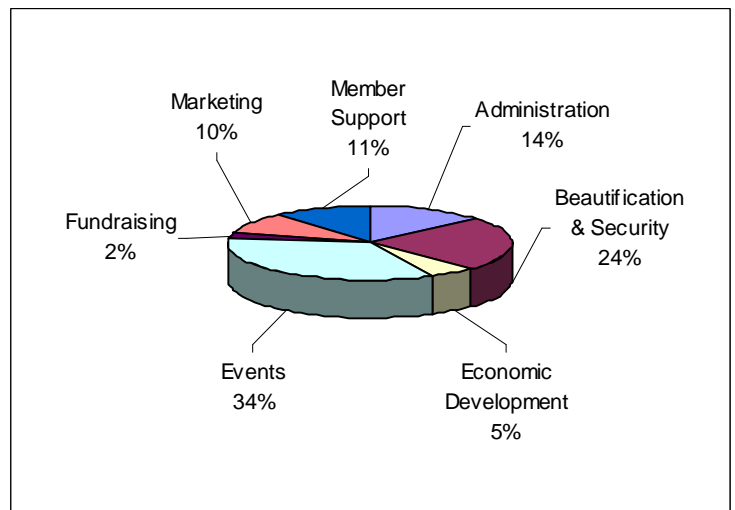
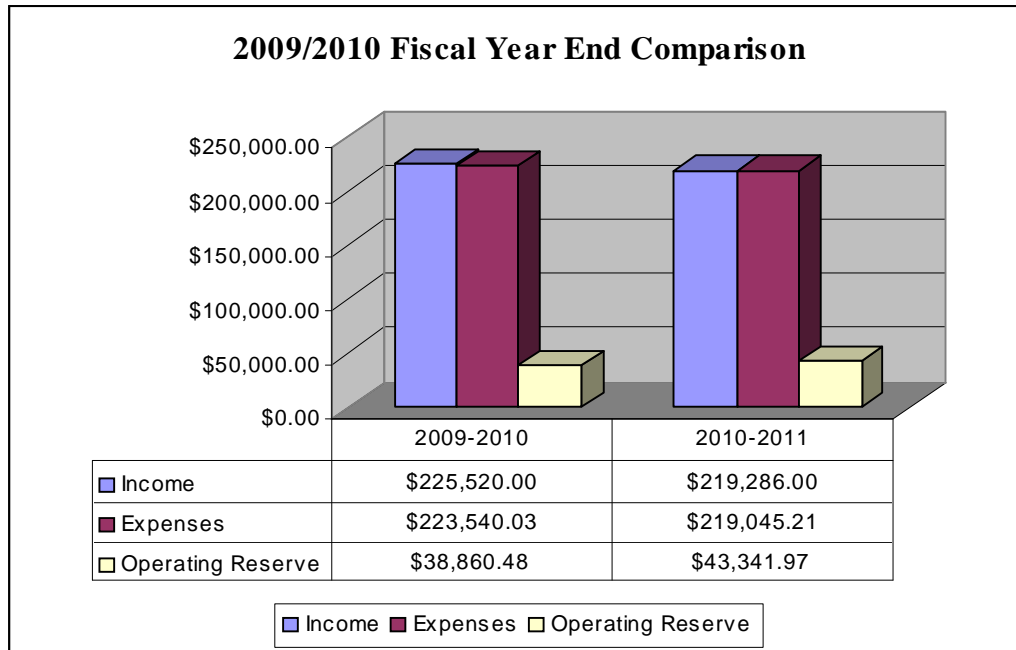


Table 13A

2 Year Budget Comparison				
Categories	2009-2010	2009-2010	2010-2011	2010-2011
BID Assessments	\$98,500.00	44%	\$90,438.00	41%
Associate Memberships	\$2,000.00	1%	\$2,000.00	1%
Events & Marketing	\$25,360.00	11%	\$17,000.00	8%
Interest Income	\$200.00	0%	\$100.00	0%
RDA & Other Income	\$17,294.00	8%	\$32,366.00	15%
Sponsorships & Donations	\$82,166.00	36%	\$77,382.00	35%
Total Income	\$225,520.00	100%	\$219,286.00	100%
Administration	\$26,502.80	12%	\$29,764.48	14%
Beautification & Security	\$53,861.71	24%	\$52,248.50	24%
Economic Development	\$11,528.12	5%	\$11,746.50	5%
Events	\$81,186.92	36%	\$75,554.23	34%
Fundraising	\$4,052.71	2%	\$4,040.50	2%
Marketing	\$22,172.24	10%	\$21,061.50	10%
Member Support	\$24,235.53	11%	\$24,629.50	11%
Total Expenses	\$223,540.03	99%	\$219,045.21	100%
Change in net assets	\$1,979.97	1%	\$240.79	0%
Operating Reserve	\$38,860.48		\$43,341.97	

Chart 13A



Sponsors & Donors

The Oldtown Salinas Association would like to thank the following sponsors and donors for their generosity over the past year.

Donations and Sponsorships

Ottone Leach Olsen & Ray, LLC, Robert & Emma Ames, Andrus & Company, ARIEL Theatrical, Steve & Gerry Bennett, Borina Foundation, James & Patricia Caraccioli, The Central Building, Comino Properties, Davis-Mason Limited Partnership, Kurt Dillard, James & Jerilyn Gattis, Gaylon & Sharon Haney, Richard Hitchcock, Deborah Jamil, The Kobrinsky Group, Rita Muller, Frank & Kelly Saunders, Henry Saunders, Dole, BFI Waste Services, Taylor Farms, Driscolls, Maya Cinemas, MBayKids.com, McDonalds, Rabobank, N.A., Salinas Renaissance Partners, Salinas Valley Memorial Healthcare System, California Water Service, Central Coast Federal Credit Union, CVS/pharmacy, Katalina Photography, Monterey-Salinas Transit, Pacific Valley Bank, Rotary Club of Salinas, TMDcreative, Walmart, Alvarez Technology Group, CHISPA, D'Arrigo Brothers, Don Chapin Company, Green Rubber/Kennedy Ag, Growers Pub, Justin Chapin Southern Wine and Spirits, Salinas Valley Business Women's Network, SSB Construction, American Takii, Smith & Enright Landscaping, Inc., KION-TV, KCBA-TV, K-OCEAN, KTOM, La Preciosa, The Californian, El Sol, Tom's Site Services, 1st Capital Bank, Always Towing and Recovery, Inc., Big Sur Land Trust, Casa Sorrento Pizzeria, Comcast, First National Bank, Oldtown Bar & Grill, Pizza Factory, Wells Fargo, Abramson Church & Stave, LLP, Chapala Mexican Restaurant, National Steinbeck Center, Ace High Designs, Clear Channel 1460, KPRC, Express Print, Shorties Portable Toilets, Mobile Audio & Cellular, Frank Savino, Doug Kenyon

Volunteers

Elba Stumpf, Alan Stumpf, Mary Doughty, Kelly McMillin, Lou Cervantes, Corinne Price, Gerry Bennett, Beverly Meamber, Lori McDonnal, Vicki Dixon, Kathy Pimental, Dana Arvig, Peter Styron, Tracy Burke, Tom Martella, Amit Pandya, Ross Riley, Nancy Montana, Doug Kenyon, Greg Yancey, Sheila Davison, Michael Lipe, Ruben Soto, Michael Millett, Jim Smith, Patricia Sullivan, Pam McCrumb, Charissa Sopoaga, Sandra Nyland, Claudia Gonzalea, AJ Flores, Lori McDonnal, Jennifer LaForteza, Joe and Cathy DiMaggio, James Armstrong, Ken Steen, Nancy Mojica, Leslie Cortez, Luis Coyt, Christina Madrigal, Bill Norman, Nancy Woods, Derek Brown, Dexter Farm, Jarry Thorne, Mike Eremeyeff, Joseph Sanchez, John Avery, Tony dadio, John Meyer, Tom Folliard, Lucy Pizarro, Stephanie Loose, Wayne Schapper, Aja Kase, David Hernandez, Carolyn Caudle, Charlie Sammut, Bill Jackson, Alex Pettit, Heather Sammut, Michael O'Campo, Inez Don Carlos, Bruce McKinley, , ARIEL Theatrical, Coast Tel Federal Credit Union, Rancho Cielo, Robert Schaefer, Frank Savino, George Nevarez, Colleen Bailey, Gary Ray