

**Oldtown Salinas  
Association  
Board of Directors  
2010-2011**

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**Executive Director**

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Jeff LaTourette

Amit Pandya

Frank Savino

Colleen Bailey

Don Reynolds

Executive Director

**Committees**

Economic Development

Promotions

Beautification & Security

**Sub-Committees**

Nominating

Parking

Holiday Parade of Lights

Passport to Cherry's

**The Oldtown Salinas Association**

10B Mid-town Lane

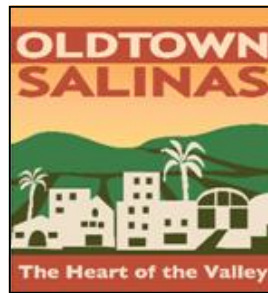
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2010-2011

# 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, Vice President, Treasurer, Secretary, Past President, Redevelopment Representative, 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.

### 2010-2011 Accomplishments:

- A survey of OSA members was completed in the fall of 2010. The results de-emphasized the need to promote businesses, and emphasized the need for increased safety and economic development.
- A Board Strategic Planning Retreat was held in March 2011, and a new Strategic Plan was drafted April 10, 2011. Projects for each committee were discussed, and priorities for the next Fiscal Year were established (details will follow in this report).
- An Ad-Hoc By-Law Committee was established and review of by-laws have resulted in several changes that include: re-defining how Board members vacancies occurs, redefining "associate membership," establishing a strong fiscal policy, and launching several new areas for consideration that include the role of the Executive Director and the Board, and centralization of the dissemination of public information.
- The Board considered its fiscal status and the continuous decline of revenues, and agreed to explore the creation of a Property Based Improvement District, and assigned this effort to the Economic Development Committee.

**Challenges:**

The Oldtown Salinas Association's primary challenge has been accomplishing its work plan with limited staff and scarce financial resources. By taking important steps toward a conversion from a business improvement district to one reliant upon property based assessments, a belief is growing that this challenge may at last be overcome.

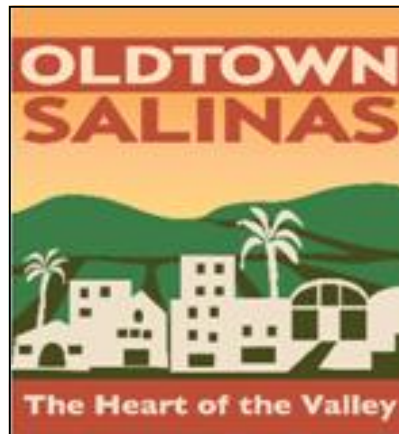
To prepare for this transition, a committee outside of the OSA has been established that include primarily property owners. It is moving forward with a feasibility study in July. Of primary importance is the lack of Committee representation on the Executive Board. Re-alignment of the Committees and the Executive Board is critical step to take in July for next year.

During this transition phase, OSA has struggled with several organizational challenges this year. Although the energy of the Board has been and remains high, it has been acknowledged that policies, protocols and procedures are in need of attention. Since the Strategic Planning Session occurred in March, much positive progress has been made. Unfortunately, OSA Board accepted the resignation of its Executive Director in April. The Board is redefining the role and cost of this sole staff position, while it actively recruits to fill the void.

**Recommendations:**

The OSA is poised to move into the next chapter of its thirty-year history using the direct feedback gained from pre-strategic planning surveys, the strategic planning retreat and resulting Plan, in conjunction with the City's new economic development initiative. OSA is ready to be the key to business retention and attraction, by dropping the less desirable magazine and newsletter, and a re-focus on growth through PBID and special events. To accomplish these tasks, the Committees are geared as follows:

- Implement a PDIB which may include re-defining district boundaries, restructuring the assessments matrix, and re-prioritizing its Board objectives.
- Strengthen the Beautification and Safety Committee in response to the survey results that rank this effort as top priority.
- Continue and expand the current special event and promotional activities.
- Resurrect the Oldtown Salinas Foundation and build partnerships that seek grants for existing or new programs and further develop tourism opportunities.
- Consider restructuring the Executive Committee.



# OLDTOWN SALINAS ASSOCIATION

## GOALS FOR 2011-2012

1. Provide oversight and planning for landscape and sanitation efforts, ensure that sufficient security is available within the district.
2. Plan and support promotions efforts including marketing programs, special events, and business mixers.
3. Implement strategies to strengthen and broaden the economic base of Oldtown Salinas through business retention and recruitment.
4. Improve communication among members.

## Beautification & Security

**Provide oversight and planning for landscape and sanitation efforts,  
ensure that sufficient security is available within the district**

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. Graffiti abatement is no longer provided directly by the City, but a contract for services tied to the rubbish franchise. Property owners are ultimately responsible for graffiti removal on private property. Tree trimming has been cut from the City's budget and overgrown trees add to the perception that lighting is deficient. Tagging has remained a persistent problem in Oldtown, and removal costs to businesses and property owners is substantial.

The amount of vacant buildings and vagrant loitering have increased significantly over the past year. Tagging, vandalism, and robberies are on the rise. 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. Cutbacks within the Salinas Police Department have resulted in this Committee receiving top priority from the membership in the survey completed in the Fall of 2010. A subcommittee of concerned businesses owners has been formed to address the vagrant population centered around the Steinbeck Library and City Recreation Center on Lincoln Avenue.

### 2010-11 Accomplishments:

- Maintained HOPE Services contract at current service hours.
- Raised over \$8,600 in donations from property owners to supplement service costs.
- Maintained active involvement and communication with Salinas Police Department, including a board presentation from Chief Fetherolf.

### 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.

## **Beautification and Security Committee**

### **Recommendations**

- Increase real and perceived security and empower the business community at minimal cost to the OSA
- Increase real and perceived security, create more ambience in evenings
- Enhance visual appeal of Oldtown

### **Goals:**

- Research cost, develop a plan, and implement a Business Watch program
- Research cost and develop plan for implementing lighting improvements: increase light output in lampposts, street lights, and add additional pedestrian oriented and security lights.
- Research cost and develop a plan for streetscape improvements (planters, etc).

With OSA Board direction, seek donations or sales at reduced price for heavy gauge planters and ceramic pots, soil amendments, and planting materials. (\$2,400 for three)

## **Promotions**

### **Plan and support promotions efforts including marketing programs, special events, and business mixers**

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.

### **2010-11 Accomplishments:**

- Successfully launched a multi-media campaign to promote Oldtown, including television, and the “Only In Oldtown” magazine.
- Maintained quarterly “Oldtown Update” newsletters.
- The 11th Passport to Cherry’s, event raised \$8,000 for OSA and this year’s 12th annual event is far ahead of this pace
- Presented Holiday Parade of Lights which drew over 30,000 people to the downtown.
- Distributed marketing materials throughout Monterey County.
- Continued to promote our amazing Farmers Marketplace and First Fridays, Rodeo events (Colmo Rodeo, and Kiddie Kapers parades) on website, email blasts, and print publications.

### **Challenges:**

OSA has developed many opportunities for cost-effective cooperative advertising, but security and safety issues have become a higher priority, causing the resources for this effort to end this year. Overall business participation in mixers and other promotional activities remains low. The use of social media has grown faster than OSA’s capitalization of these free tools. Yet, some efforts to use these tools is contradictory or confusing to the end user. It is always a challenge to raise sufficient funds to pay for events.

### **Recommendations:**

- Add new large venue revenue generating events;
- Increase special event revenues, sponsorships and activities by restructuring the sponsorship models.
- Create one uniform message for the OSA to the world by making better use of social media and
- Improve communication between members by establishing communication protocols to better channel information between members and outside business inquiries

### **2011-2012 Goals (Promotions):**

- Establish two new revenue generating special events.
- Increase the revenue from the Passport to Cherries event to cover costs for two years (the 12th and 13th event)
- Create and entirely new website created for “smart devices.” Use the website to specifically target consumers to shop, eat and be entertained in Oldtown. One bid has already been received to build a new web-site.
- Recruit experts to write historical stories for Oldtown
- Establish a social media policy

## Economic Development

### Implement strategies to strengthen and broaden the economic base of Oldtown Salinas through business retention and recruitment

The Economic Development Committee's purpose is to strengthen and broaden the economic base of Oldtown Salinas. In response to the City's Blue Ribbon Committee and subsequent studies and re-alignment, the Economic Development has also re-aligned itself to focus on business attraction and retention.

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. The Economic Development Committee will represent OSA interests as property owners explore the potential to establish a Property Based Improvement District.

#### **2010-2011 Accomplishments:**

Over the past year, the OSA's Economic Development Committee has focused their efforts on organizing a steering committee comprised mostly of property owners within the OSA's current boundaries to investigate the merits of creating a PBID for the Old Town District. A PBID is a Property Owner Improvement District and is becoming the standard in California for similar Old Town districts interested in economic revitalization. The PBID Steering Committee has made good progress and is planning to move forward in the coming year by inviting all property owners to join in on the effort. Services are currently being discussed with a consulting firm specializing in forming PBIDs with over 100 successful PBID's organized in California over the past decade. For more information, please contact Mike Millett at [Michael.Millett@att.net](mailto:Michael.Millett@att.net).

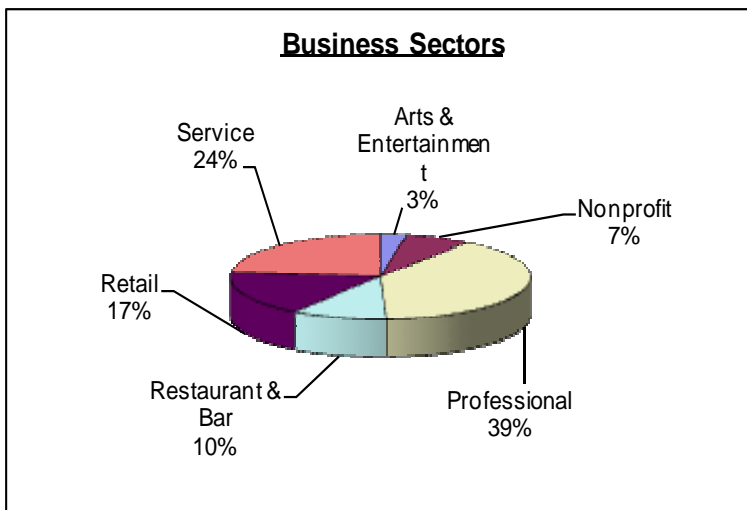
The Executive Director remained actively involved in the Business Development Task Force to monitor city policies that affect business development, retention, and attraction in the downtown area. Regular interaction and coalition building between OSA and the Salinas Valley Chamber of Commerce, Salinas 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 became the Co-Chair of the Salinas Downtown Community Board to provide a link between the development of the Chinatown area and Oldtown Salinas.

**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 persist and 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

**CHART ED-1**



**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.**

active” and establishing typical downtown “best practices” is necessary to increase commercial activity. Chart ED-1 first presented in statistics in 2010, and this data remains an accurate reflection of the OSA make-up.

**Recommendations:**

- Establish a PDID in Oldtown by July 2012, increase revenue and work plan/programs in Oldtown
- REVITALIZE OLDTOWN
- Decrease Vacancy rates
- Monitor public parking policies

**2011-12 Goals**

- **Support PBID process and steering committee**

Interns will be recruited to complete a feasibility study. City will work with County to refine the Geographical

### **Economic Development Committee Goals (Continued)**

Information System and accuracy of details related to square footage of each parcel and building.

- **Data Base of Membership**

A comprehensive database will be created to track and describe vacancies in Oldtown, and advertise their availability on the web.

- **Parking**

Monitor parking matters downtown and use the Parking Subcommittee to provide feedback when the City contemplates changes to its policies that impact OSA members. Stay involved with the development of the 100 Block of Main Street and potential impacts on the parking garage.

## **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.
- Maintained a balanced budget.
- Began discussions to analyze the reduction of staffing and overhead costs (the only means by which costs can be reduced)
- Initiated a community-wide discussion of the PBID alternative.

### **Challenges:**

Last year's Annual report presented historical data that showed the number of businesses being assessed decreasing by 15% since 2007-2008, and the number of business not paying the assessment increasing from 17% to 26%. This trend continued in 2010–2011 and is unsustainable.

The current District structure does not provide for a sufficient level of revenue to provide an increase in necessary programs. Fewer businesses are paying their assessments, and assessment revenues are down by \$2,000. There are certain fixed costs that are necessary to operate the District.

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:**

- **PBID**

The Board of Directors supports the PBID effort described in the Economic Development Committee report.

- **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.

- **Vigilant Budget Control**

The Board of Directors must persevere in its efforts to reduce expenses wherever possible.

### **2011-2012 Goals:**

- Increase annual revenue wherever possible
- Initiate PBID in one year.
- Decrease costs by 10%

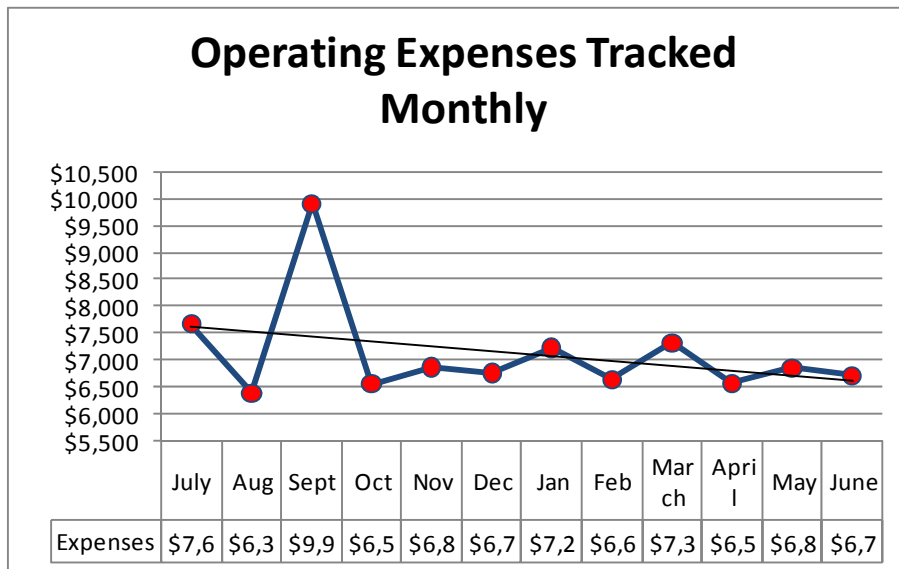
## OSA BUDGET for 2011/12

The Budget Process for the Oldtown Salinas Association relies upon each Committee Chair’s submittal of proposed programs and cost estimates for the upcoming year. These proposals are grounded by the Board’s Strategic Plan. This year, with a Retreat held in March, and the Strategic Plan being first introduced in April, it was difficult to pull everything together in time for this Report. Nonetheless, the Executive Committee, Executive Director and the Board have spent two full meetings considering the Budget and in April, approved the numbers reflected on the following pages with one exception.

The Board did not budget for Redevelopment contributions for the HOPE services contract that cares for City parking lots, police service cost reduction at the Parade of Lights, and help with utilities would end. But over the past month, a reserved confidence in Redevelopment has been restored, so these revenues and expenses (\$35,294) have been added back and the Budget now reflects this change.

After being scrutinized last year for tax audits and other fiscal accounting inquiries, the Board agreed to explore a fiscal policy that would among other things, establish an operating reserve. Chart B-1 below provides a “snap-shot” of annual expenses and revenues over a twelve month period. It is prudent to set-aside three month’s of base-line expenses as a reserve so the operational costs can be met in July – September, when no revenues are received from the Assessments. This requires a reserve of between \$14,000 and \$22,000. Last year, the OSA carried a balance forward of \$43,342.

CHART B-1



**BUDGET Continued...**

The cost estimate to establish a Property Based Improvement District were originally discussed at the \$50,000 level. It has never been the intent of the Board of Directors to pay for this project with OSA Assessments. It has been determined by the PBID Steering Committee (which is not an OSA sub-committee) that an initial investment of \$15,000 would help to begin the work. A request has been received by the City for \$9,000, with assurances that the other property owners are willing to pay the balance of \$6,000.

The Executive Director resignation was announced at the April Board meeting and several Board members expressed an interest in re-visiting this program. Because of the urgency to adopt a budget in time for the BID Renewal process, it moved forward to adoption. As recruitment for an Executive Director progresses, the related expenses will be reviewed and subsequent savings may be possible. The amount budgeted within this Annual Report is therefore subject to change at a later date.

Chart B-2 on the following page provides the Budget detail by line-item. Following this is a summary of this detail, (Chart B-3), pie charts provided in Charts B-4 and B-5 illustrating the sources and expenses of OSA's funds for next fiscal year. This report ends with a 3-year comparison of OSA Budgets (Chart B-6) and an appreciation and recognition of the many sponsors donors and volunteers that contribute to OSA's success.

CHART B-2

	PROGRAM ACTIVITIES				SUPPORTING ACTIVITIES			TOTAL
	Beaut. Security	Economic Dvpmt.	Promotions	Member Spt & Adv	Admin	Fund-raising	Common Costs	
<b>INCOME</b>								
Associate Memberships					2,000.00			2,000.00
BID Assessments					88,000.00			88,000.00
Contracts			8,000.00					8,000.00
Fundraisers & Events (earned)			8,000.00					8,000.00
Interest Income					190.00			190.00
RDA & City	32,294.00		3,000.00					35,294.00
<b>Total Cash Revenue</b>	<b>\$32,294.00</b>	<b>\$0.00</b>	<b>\$19,000.00</b>	<b>\$0.00</b>	<b>\$90,190.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$141,484.00</b>
Fundraisers and Events (spnsr)						44,751.00		44,751.00
Donations (individual)						8,650.00		8,650.00
Miscellaneous								0.00
<b>Total Cash Support</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$53,401.00</b>	<b>\$0.00</b>	<b>\$53,401.00</b>
Fundraisers & Events In-Kind						23,600.00		23,600.00
Donations In-Kind								0.00
<b>Total In-kind Support</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$23,600.00</b>	<b>\$0.00</b>	<b>\$23,600.00</b>
<b>Total Income</b>	<b>\$32,294.00</b>	<b>\$0.00</b>	<b>\$19,000.00</b>	<b>\$0.00</b>	<b>\$90,190.00</b>	<b>\$77,001.00</b>	<b>\$0.00</b>	<b>\$218,485.00</b>
<b>EXPENSES</b>								
Salary							55,000.00	55,000.00
Benefits					4,891.00			4,891.00
Payroll Taxes					3,460.00			3,460.00
Training & Development							365.00	365.00
<b>Personnel Expenses</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$8,351.00</b>	<b>\$0.00</b>	<b>\$55,365.00</b>	<b>\$63,716.00</b>
Personnel Allocation (%)	0.15	0.15	0.25	0.15	0.25	0.05	(1.00)	0.00
Personnel Allocation (\$)	8,304.75	8,304.75	13,841.25	8,304.75	13,841.25	2,768.25	(55,365.00)	0.00
<b>Expense After Allocations</b>	<b>\$8,304.75</b>	<b>\$8,304.75</b>	<b>\$13,841.25</b>	<b>\$8,304.75</b>	<b>\$22,192.25</b>	<b>\$2,768.25</b>	<b>\$0.00</b>	<b>\$63,716.00</b>
Accounting & Legal					6,900.00			6,900.00
Advertising			3,175.00					3,175.00
Board Training/Development					100.00			100.00
Contract Services			17,180.00				570.00	17,750.00
Depreciation								0.00
Dues & Subscriptions			300.00				661.00	961.00
Equipment							1,993.80	1,993.80
Insurance					2,720.00			2,720.00
Meetings			800.00					800.00
Miscellaneous								0.00
Outside Services			9,748.98					9,748.98
Permits			654.56					654.56
Postage			248.12			125.00	1,070.00	1,443.12
Printing and Graphics			2,441.19					2,441.19
Promotions	3,060.00		692.99					3,752.99
Rent							5,160.00	5,160.00
Sanitation	47,886.00		3,509.81					51,395.81
Security			5,232.47					5,232.47
Supplies	375.00		1,058.05				870.00	2,303.05
Telephone & Internet							1,593.00	1,593.00
Travel Expense					510.00			510.00
Utilities	3,000.00						840.00	3,840.00
Website			1,700.00				500.00	2,200.00
<b>Non-Personnel Expenses</b>	<b>\$54,321.00</b>	<b>\$0.00</b>	<b>\$46,741.17</b>	<b>\$0.00</b>	<b>\$10,230.00</b>	<b>\$125.00</b>	<b>\$13,257.80</b>	<b>\$124,674.97</b>
Common Cost Allocation	\$1,988.67	\$1,988.67	\$3,314.45	\$1,988.67	\$3,314.45	\$662.89	\$ (13,257.80)	
<b>Total Expenses After Allocation</b>	<b>\$56,309.67</b>	<b>\$1,988.67</b>	<b>\$50,055.62</b>	<b>\$1,988.67</b>	<b>\$13,544.45</b>	<b>\$787.89</b>	<b>\$0.00</b>	<b>\$124,674.97</b>
In-Kind Contribution-Passport			3,800.00					3,800.00
In-Kind Contribution- Parade of Lgh			22,800.00					22,800.00
<b>Total In-Kind Expenses</b>	<b>0.00</b>	<b>0.00</b>	<b>26,600.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>26,600.00</b>
<b>Total Expenses</b>	<b>\$64,614.42</b>	<b>\$10,293.42</b>	<b>\$90,496.87</b>	<b>\$10,293.42</b>	<b>\$35,736.70</b>	<b>\$3,556.14</b>	<b>\$0.00</b>	<b>\$214,990.97</b>
<b>Revenue over Expenses</b>	<b>-\$32,320.42</b>	<b>-\$10,293.42</b>	<b>-\$71,496.87</b>	<b>-\$10,293.42</b>	<b>\$54,453.30</b>	<b>\$73,444.86</b>	<b>\$0.00</b>	<b>\$3,494.03</b>

## BUDGET DASHBOARD

**CHART B-3**

<b>2011 - 2012 Annual Budget by Category</b>		
BID Assessments	\$88,000	40%
Associate Memberships	\$2,000	1%
In-Kind Contributions	\$23,600	11%
Interest Income	\$190	0%
RDA & Other Income	\$35,294	16%
Events– Earned Income	\$8,000	4%
Contracts-Farmers’ Mkt	\$8,000	4%
Sponsorships & Dona- tions	\$53,401	24%
<b>Total Income</b>	<b>\$218,835</b>	<b>100%</b>
Administration	\$35,736.70	17%
Beautification & Security	\$64,614.42	30%
Economic Development	\$10,293.42	5%
Promotions (& Events)	\$90,496.87	42%
Fundraising	\$3,556.14	2%
Member Support	\$10,293.42	5%
<b>Total Expenses</b>	<b>\$214,990.97</b>	<b>100%</b>
Operating Reserve	\$7,000	
Change in Net Assets	\$3,494.03	

The dashboard budget (Table B-3) breaks down the income and expenses for the year by category.

### INCOME

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

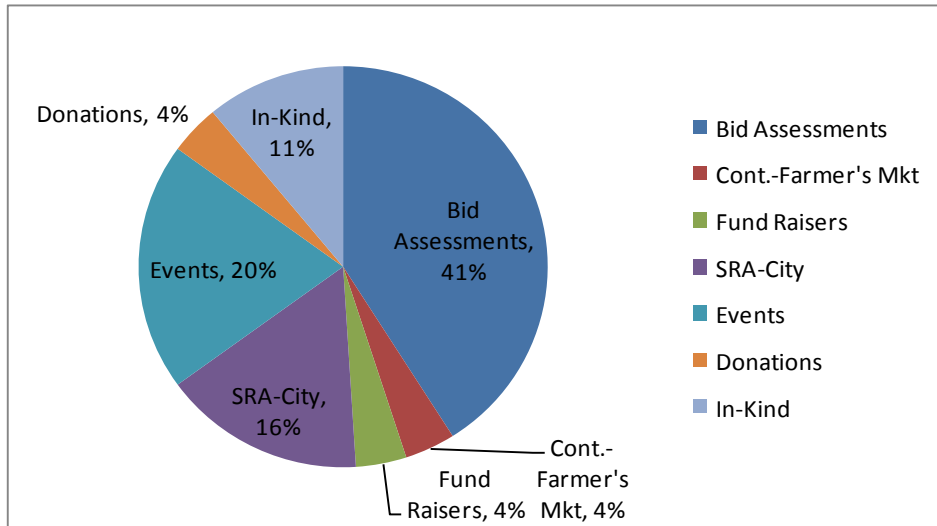
Approximately 41% of operating revenue is obtained from annual assessments. City of Salinas and Redevelopment Agency contributions remain at 16%.

Approximately 43% of operating revenue is raised or earned through event sponsorships, event income, and donations.

### EXPENSES

With the elimination of the newsletter and the “Only in Oldtown” magazine, Membership Support decreased from 11% of the expenses to 5%.

## REVENUES BY SOURCE CHART B-4



## EXPENSES BY PROGRAM CHART B-5

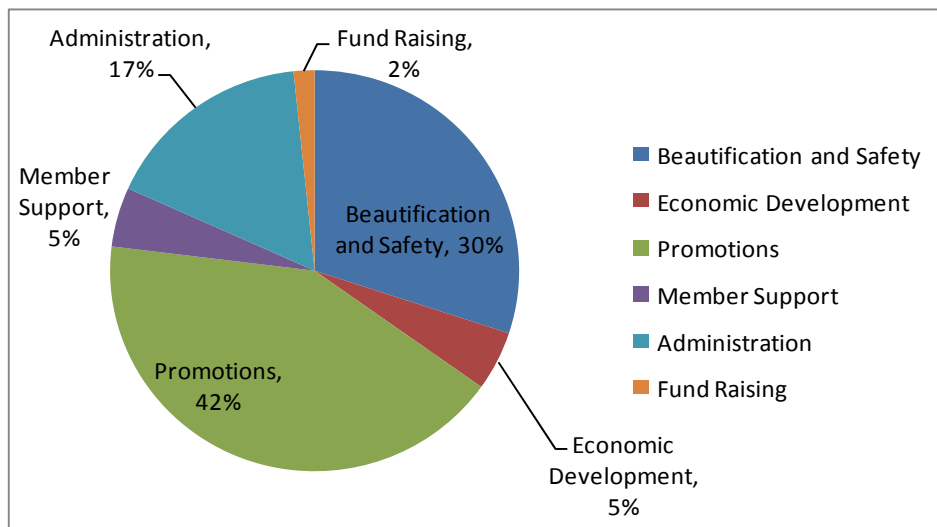


CHART B-6

## THREE YEAR BUDGET COMPARISON

CATEGORIES	2009/10	09/10 %	2010/11	10/11%	2011/12	11/12%
Bid Assess- ments	98,500	44%	90,438	41%	88,000	40%
Assoc. Mem- berships	2,000	1%	2,000	1%	2,000	1%
Events	25,360	11%	17,000	8%	16,000	8%
Interest	200	0%	100	0%	190	0%
SRA/City	17,294	8%	32,366	15%	35,924	16%
Sponsors	82,166	36%	77,382	35%	77,001	35%
<b>Total Income</b>	<b>225,520</b>		<b>219,286</b>		<b>219,115</b>	
Admin	26,503	12%	29,764	14%	35,737	17%
Beautifica- tion/Security	53,862	24%	52,249	24%	64,614	30%
Econ. Dev.	11,528	5%	11,747	5%	10,293	5%
Events	81,187	36%	75,554	34%	90,497	42%
Marketing	22,172	10%	21,061	10%	-	0%
Fund Raising	4,053	2%	4,041	2%	3,556	2%
Member Supp	24,236	11%	24630	0.11	10,293	5%
<b>Total Ex- penses</b>	<b>223,541</b>		<b>219,046</b>		<b>214,990</b>	
Change in Net Assets	1,980	1%	241	0%	3,403	2%
Operating Reserve	38,860		43,342		7,000	

## 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