City of Torrance, California

2012-2013 Budget Proposed Revisions

Second Year

City Hall

James R. Armstrong Theatre

Katy Geissert Civic Center Library

TABLE OF CONTENTS

Budget Message ..... i - viii
Proposed Revisions 1
Other 9
Budget Overview
- Elected and Appointed Officials Organization Chart 11
- City Departmental Organization Chart 12
- City Departmental Functions – General Fund 13
- City Departmental Functions – Other Funds 15
- Operating Budget Summary 16
- Revenue Summary – All Funds 20
- Expenditure Summary – All Funds 21
- Expenditure Budget by Category 22
- General Fund and Self Insurance Fund Reserves 28
- Reserve Description and Funding Policy 29
- Long Term Debt Schedule 32
- 5 Year Budget Projections .....
  - General Fund 34
  - Airport 36
  - Air Quality Management District 38
  - Animal Control 40
  - Cable 42
  - Cultural Arts Center 44
  - Emergency Medical Services 46
  - Fleet Services 48
  - Parks & Recreation 50
  - Sanitation 52
  - Self Insurance 54
  - Sewer 56
  - Transit 58
  - Vanpool/Rideshare 60
  - Water 62
- Operating Transfers In and Out 64
- Personnel Summary 67
- Personnel Vacancies 68

Revenue Overview
- Revenue Projection Detail – General Fund 72
- General Fund Total Revenue Graph (1976 – 2010) 76
- Top General Fund Revenue Graphs (1976 – 2010) 77
- Secured Property Tax Allocation 79
- Sales Tax Allocation 80
- Revenue Projection Detail – Enterprise Funds 82
- Revenue Projection Detail – Internal Service Funds 84
- Revenue Projection Detail – External Funds 85

TABLE OF CONTENTS (continued)

Departments

City Attorney 87
City Clerk 93
City Council 99
City Manager 103
City Treasurer 111
Civil Service 117
Communications & Info Technology 123
Community Development 129
Community Services 141
Finance 151
Fire 157
General Services 165
Human Resources 179
Police 187
Public Works 195
Transit 211
Non-Departmental 217

Financial Statements

Airport 224
Cable TV 227
Cultural Arts Center 230
Fleet Services 233
General Fund 236
Parks & Recreation 240
Redevelopment Agency 243
Sanitation 247
Self-Insurance 250
Sewer 253
Transit 256
Water 259

Council Meeting of
May 8, 2012

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

The City Manager respectfully transmits his proposed budget amendments for the 2012-13 fiscal year, the 2nd year of the 2011-13 Two-Year Operating Budget, originally adopted in June 2011. The proposal before you is a reflection of City policies and goals and is consistent with the City's Strategic Plan. Actions taken by this Council and prior Councils have allowed the City to effectively manage and balance budgets throughout these difficult times. The budget as proposed is balanced. As with all budget proposals by the City Manager, this document now becomes the City Council's and may be revised and amended as directed by Your Honorable Body.

It appears that the "Great Recession", as it has been referred to, may be behind us. The "Great Recession" technically ended in June 2009, eighteen months after it began in December 2007. The economy in the United States continues to improve as reflected by many economic indicators: growth in retail sales, increase in hotel room bookings, rebound in the stock markets to a four year high, and improvements in the job market and unemployment rate.

Sales tax and Occupancy tax revenues are recovering. Sales tax revenues have grown 5% this year and by 2.5% last year. Occupancy taxes have grown by about 10% a year over the same time period. Utility Users' Tax appears to be stabilizing and Property Tax is within budget projections and is least affected by the ups and downs of the economy. With the exception of property taxes, these major revenues still have a way to go to get back to the levels of the 2007-08 fiscal year.

Anticipated challenges include concerns about unemployment and the global economy as it continues to slow any momentum of economic growth here domestically. Unemployment, though improving, continues to be 8.3% nationwide and continues to be double digits in California, far from ideal. The private sector job activity is positive and encouraging; however, public sector employment continues to decrease as State and local governments deal with budget deficits. The world economy continues to be of concern. The possibility of insolvency from some European countries and the potential disruption of the oil supply from the Middle East are making US markets "jittery" and causing oil prices to rise dramatically. Unleaded fuel prices for Californians have risen over the last two years from $3.09 a gallon to $4.34 a gallon. The higher cost of fuel reduces discretionary income for consumers and causes inflation concerns as businesses begin passing these costs on to their customers.

As local governments are struggling to re-balance their budgets due to revenue shortfalls caused by the recession, many cities have the additional burden of dealing with the budget shortfalls caused by the elimination of Redevelopment Agencies (RDA), which is not the case for Torrance because the City did not rely on RDA funds to supplement the general fund unlike other cities. Nevertheless, the loss of Redevelopment as a tool to revitalize areas of the City which are in need of economic assistance will severely limit the City's ability to stimulate growth in those underperforming areas. This loss will be primarily noticed in the "Old Downtown" and eastside industrial portions of the City. In addition, the loss of Redevelopment will limit our ability to fund affordable housing projects to

meet housing demands. Staff will explore ways to address these issues by pursuing grant opportunities and building public/private partnerships with stakeholders in the area.

General Fund Revenues and Budgetary Concerns

State Budget

The State has a current budget shortfall of about $10 to $12 billion, about the same deficit this time last year. While most of the City's major revenue sources from the State have been protected by voter approved legislation, many of the budget solutions are putting pressure on local resources. In particular, Vehicle License Fee revenue of $530,000 is proposed to be taken back by the State and AB109, the Criminal Justice Realignment, shifts the responsibility of incarcerating "low-risk" inmates from the State to the County and ultimately to the cities. As the State continues to find budget solutions, it is expected that it will continue to shift programs to the local level which may or may not be fully funded.

January Unemployment Rate	2012	2011
Federal Gov	8.3%	8.9%
State of California	10.9	12.2
Los Angeles County	11.8	12.3
Carson	12.2	12.6
Gardena	11.3	11.5
Glendale	10.5	10.7
Hawthorne	15.6	15.9
Inglewood	15.0	15.3
Santa Monica	10.0	10.2
Torrance	6.0	6.2

State Retirement (PERS) Rate Hike

In January 2012, the California Public Employees Retirement System (PERS) board approved a decrease to their actuarial assumption for investment by ¼%, from 7.75% to 7.50%. This reduction in investment returns will cause an increase in the City's contribution beginning in the 2013-14 fiscal year of about $2 million: $1.1M for Police, $420K for Fire and $500K for Miscellaneous employees. PERS has an option to "smooth" the rate increase over two years to mitigate the impact on 2013-14 fiscal year. This option essentially decreases the increase by $750,000 for the 2013-14 year but increases the rate by $125,000 a year thereafter.

Budget Balancing

The 2011-12 fiscal year relied on certain adjustments and modifications, some of the highlights are listed below:

- New employees picking up the cost for the Employee Paid Member Contributions (EMPC) 9% for Police and Fire and 7% for Miscellaneous Employees
  - Meet and confer process completed with all labor groups
  - Annual savings for 2011-12 – $121,000
  - Savings grow by $240,000 annually as new employees are hired

- Human Resources Restructuring - $115,000 savings – Expanding the scope of the Civil Service Division (adding 1.5 Personnel Technicians), deleting 1.0 Human Resources Director, and transferring Risk Management from Human Resources to the Finance Department

- Energy savings capital projects – goal $395,000
  - Annual savings to date - $111,000 reduced from department budgets
  - Pending projects
    - Lighting Upgrades ($130,000 expected savings) estimated completion July, 2012
    - Water Conservation/Irrigation Controls Upgrade ($130,000 expected savings) estimated completion October, 2012

- Renewable Energy/Pool Solar Water Heating ($13,000 expected savings) estimated completion October 2012
- HVAC Replacements ($13,000 expected savings) estimated completion in Fall of 2012

- Reduction of Hazardous Material Premiums in Fire – 2009/10 FY – Reassign fire fighters (12) from Hazardous Materials Crews to Suppression Crews through attrition. Currently carrying 5 positions ($96,000). Initial cost $230,000 to carry 12 positions.

The City Manager has recommended and the Council has approved the following adjustments to the 2012-13 fiscal year:

- Preserve **one** Police Officer position that was grant funded through July 2012 to an ongoing position through an additional expenditure of $200,000.

Implementation of Operational Efficiencies and Changes to Business Practices

- Cellular telephone restructuring of contracts - $70,000 savings
- Reallocation of personnel in Library Division, adding 5.0 full-time positions and reducing 12.5 part-time positions - $115,000 savings
- Parks Services shift schedule change (weekend work scheduling to reduce overtime) - $50,000 savings
- Transferring community outreach programs to Cable - $155,000 savings to General Fund

In addition, the City Manager continues to recommend that the City Council concur in extending certain methods used in the previous fiscal year to bridge the recovering revenue needs for this coming fiscal year:

- Continue deferment of funding post employee benefits at full actuarial estimate - $1.0 million
- Maintain increased shift of Gas Tax revenue from capital projects to operations - $200,000
- Maintain shift of the annual interest earnings from the Tax Revenue Anticipation Notes (TRAN) program from capital projects to operations (earnings are partially derived from the prepayment of pension expense) - $500,000

The City Manager also recommends the use of the Economic Anomaly Reserve to continue to offset the State's diversion of City anticipated revenues.

- The taking of Vehicle License Fees by the State last July is currently being litigated by the League of California Cities under the contention that the State violated voter approved Proposition 1A with its action - $530,000 (Current Economic Anomaly balance $10.1 million)

Through these modifications the 2012-13 budget is balanced. However, the City Manager has discussed with the City Council the need for specific additions to the budget. Some of the adjustments are offset though external funding; however, other adjustments will require offsets to the budget.

These include the following budget enhancements:

- The addition of police officer positions to addresses the increased personnel needs required of the service needs imposed by the State on the City through the prison release realignment
    - Recommending adding **one** Police Officer July 2012 and an additional **one** Police Officer January 2013 - $300,000 this fiscal year
    - Continue the funding decision for two additional Police Officers to the 2013-15 Two Year budget cycle

- Provide $25,000 to be used for marketing efforts on a performance based contract related to our Community Services and classes and for Cultural Arts Center room rental to increase enrollment and increase revenues.

- Staffing for voter approved Measure R Capital Projects:
    - $45 million of Measure R funding over the next 5 years
    - Approved projects include: Transit Center, improvements to PCH/Hawthorne and Maple/Sepulveda, intersection improvements to Crenshaw/405
    - Add 2.0 Assistant Engineers and 1.0 Public Works Inspector/Capital Projects ($385,000) reimbursed from Measure R funding

- Additional budget for adding High Occupancy Vehicle service to Line #1 and #3 for Transit - $1,550,000
    - Fully funded from federal funds

- Defer this issue to follow up items – no action at this time Replacement funding for the City's Home Improvement Program (HIP) if it is determined that this program is not a "Recognized Obligation" under the new rules for prior Redevelopment Agency debt
    - HIP program is CDBG eligible and would recommend using CDBG funds

The City Manager would offset these expenditure increases by the following:

- Use of additional Cable funds $47,000 to offset general fund expenditures
    - Cable to no longer cover community events (Torrance Symphony, ECC sports, election forums, open mic night, etc.)

- Using Proposition C funds, 1/2 cent sales tax measure approved by Los Angeles County to benefit public transportation, in the amount of $275,000 for street maintenance, in lieu of General Fund, reducing the amount of funds available for capital projects.

The following items are recommended to be discussed during the 2013-15 Two-year budget cycle:

- Staffing set aside for maintenance of potential acquired sport fields (court land)
    - Staff estimates that the design and construction for this project will be between 9-12 months. Staff estimates the cost to maintain the fields will be approximately $90,000 annually.

- Strategic Plan Three-Year Update Cycle - $135,000 (one-time)

- Resources for outreach to a second Sister City - $42,200
    - Staff will research economic benefits

- 2014 Rose Float (funding requirement in 2012-13)
    - 2013 Rose Float was funded through a generous outside contribution and fund raising events continue with the expectation the 2014 float will be funded.

As the City continues to face immediate budget shortfalls, it is prudent to avoid short-term solutions that do not address the City's long-term needs. The second year of the current two-year budget plan before you addresses the immediate budget shortfall for the 2012-13 fiscal year. A summary of status of the Enterprise Fund is included in attachment B.

At this time, staff is recommending limited budget changes to the 2012-13 fiscal year as it is difficult to foreshadow future shortfalls given the volatile budgetary climate. While the economy is improving, the State's budget problems will continue to adversely affect local government finances, as well as post election Federal fiscal policies and world events (bond default, embargos, military actions, etc.). Ultimately, as the economy stabilizes and the economic recovery continues and revenues continue to grow, it is hoped that this would limit any further reduction and that some of the reductions that have occurred over the last two years can be gradually restored.

It will also provide additional time for staff to achieve additional operating efficiencies and/or changes to business practices to balance the 2013-15 two-year operating budget. The City Manager recommends continuing with current budget policies by only filling critical positions and carefully monitoring all department expenditures until the 1st Quarter Budget Review in November 2012. Staff understands the hardship this causes on departmental operations but deems this necessary should anticipated economy improvements not meet expectations.

Some of the solutions recommended, at this time, to mitigate the budget shortfalls in the out-years would be:

- Continue use of Gas Tax revenues for operations - $200,000
- Continue use of Tax Revenue Anticipation Notes for operations instead of funding capital - $500,000
- Explore the option to smooth PERS policy change to reduce by ¼% in earnings assumption - $750,000 (2013-14); but would increase costs by $125,000 (2014-15+)
- Use the net proceeds from Cooperative exchanges between cities of Proposition A & C funds for operations instead of funding capital - $200,000

Uncertain Future: FY 2014 & Beyond

While we plan over a five year horizon, the high level of uncertainty with regard to the State budget and the rate of any economic recovery limit the ability of accurate projections. Consequently, staff believes that reserves are one mechanism to help deal with the uncertainties that face us in the upcoming years. The City continues to draw on reserves sparingly and supplement the reserves when possible.

Reserves

The City's current funding policy for the Economic Anomaly Fund is to have up to 10% of the combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Service Fund net adopted appropriation level or about $17.4 million. This fund has a current balance of $10.1 million. In addition, the City has an additional $4.2 million in the Reserve for Benefit Rate Mitigation for a total of $15.3 million.

These reserves provide some flexibility to smooth out economic swings, buffer the loss of State and Federal revenues, and to support City operations during emergencies such as natural disasters.

The budget before you reflects a continuing effort of using economic resources of the City to address the primary needs of the community. It preserves necessary reserves and lives within current revenue sources and continues to use one-time funding for one-time budget modification requests, capital outlay and capital projects.

The Council should be commended for their fiscally conservative approach and for making difficult budgetary decisions, especially during the last four fiscal years. The fiscally conservative approach by the Council is reflected in the City's investment grade "A" bond rating.

The budget, as submitted, is balanced for the 2012-13 fiscal year and provides options to balance the budget throughout the five year forecast. The five year projection reflects revenues growing at rate of 3.0% to 3.5% annually, 3.5% in 2013-14, 3.2% in 2014-15 and about 3.3% for the remaining years of the forecast. Beginning in the 2014-15 fiscal year, as the economy returns to a more "normal" environment, current budget projections include modest increases for non-wage and wage components.

The budget modifications included in this budget are recommended for approval by the City Manager. The budget document now before you, with the concurrence of the Council, may be revised and when revised will become the City's operating budget for the 2012-13 fiscal year. Please note that any additional funding requirements would require offsets to the other areas of the budget.

The City Council is requested to take input from the public, review the recommended budget and concur with or modify this document. Any revisions requested will be incorporated into the City's operating budget for the 2012-13 fiscal year. No formal action is required until after the closing of the 2nd public hearing/budget workshop on May 15.

Respectfully submitted,

LeRoy J. Jackson
City Manager

Attachments:
A) Recommended Budget Plan Summary
B) Enterprise Funds Summary

RECOMMENDED BUDGET PLAN SUMMARY

APPROVED ADJUSTMENTS	Amount	
	General Fund	**Other Funds**
Preservation of 1.0 Police Officer (grant funded)	$200,000	
Cellular Phone Restructuring of Contracts	-$70,000	
Library Personnel Realignment	-$115,000	
Park Services Shift Schedule Change	-$50,000	
Transferring community outreach programs to Cable	-$155,000	
Total	**-$190,000**	-
CONTINUE PAST BUDGETARY POLICY		
Defer funding of post employment benefits	-$1,000,000	
Maintain shift of gas tax revenue from capital projects to operations	-$200,000	
Maintain annual interest earnings from Tax Revenue Anticipation Notes (TRAN) from capital projects to operations	-$500,000	
Total	**-$1,700,000**	-
OFFSET THE STATE'S DIVERSION OF CITY REVENUES		
Use Economic Anomaly Reserve to offset State diversion of City anticipated revenue	**-$530,000**	-
BUDGET ENHANCEMENTS		
Additional Police Officer positions for State's prison release realignment		
-- 1.0 Police Officer (July 2012)	$200,000	
-- 1.0 Police Officer (Jan 2013)	$100,000	
-- Continue funding decision to add 2.0 Police Officers in the 2013-15 budget		
Provide performance based contract for marketing efforts for Community Services and the Cultural Arts Center	$25,000	
Staffing for voter approved Measure R Capital Projects - 2.0 Assistant Engineers, 1.0 Public Works Inspector/Capital Projects, and materials		$415,000
Additional budget for adding High Occupancy Vehicle service to Line #1 and #3 for Transit		$1,550,000
Total	**$325,000**	**$1,965,000**
OFFSET FOR BUDGET ENHANCEMENTS		
Use of additional Cable funds	-$47,000	
Use of Proposition C funds	-$275,000	
Total	**-$322,000**	-
ITEMS RECOMMENDED FOR DISCUSSION DURING THE 2013-15 BUDGET		
Staffing set aside for maintenance of potential acquired sport fields (court land)	$90,000	
Strategic Plan Three-Year Update Cycle	$135,000	
Resources for outreach to a second Sister City	$42,200	
2014 Rose Float	-	
SOME SOLUTIONS RECOMMENDED TO MITIGATE BUDGET SHORTFALL IN OUT YEARS		
Continue use of Gas Tax revenues for operations - $200,000	-$200,000	
Continue to maintain annual interest earnings from Tax Revenue Anticipation Notes (TRAN) from capital projects to operations	-$500,000	
Explore the option to smooth PERS policy change to reduce by ¼% in earnings assumption	-$750,000	
Use the net proceeds from Cooperative exchanges between cities of Proposition A & C funds for operations instead of funding capital	-$200,000	
Total	**-$1,650,000**	

ATTACHMENT A

Enterprise Funds

Airport Fund
Based on the five year forecast, the Airport Fund is projected to be stable and to continue to grow as consumer spending increases. Many of the City's lease land agreements, which are located on airport property, are operated by automobile dealerships. In recent months, auto sales have begun to increase both nationally and in the local economy.

Sanitation Fund
It is projected revenues will increase as the new rates were approved in January 2012 and the budgetary outlook for the fund is good. The city-wide green waste program is well underway and expected to be completed by Fall 2012.

Sewer Fund
The fund, though balanced, faces increasingly complex set of challenges in managing storm water and urban runoff pollution due to a combination of growth and regulatory programs, as well as costs for capacity improvements.

Water Fund
The Water Revenue Fund continues to improve as additional revenues are derived from rate adjustments approved by the City Council in February 2011. The fund continues to work towards diversifying our supply of water, reducing our dependence on expensive imported water. Torrance Municipal Water rates are expected to remain among the lowest in the area.

Transit Fund
The budget outlook for Transit is favorable, with concerns over the volatile and increasing cost of fuel and the impact of State and Federal legislation. Transit will be implementing two new expansion services during FY 2012-13. The Rapid Bus program will enhance our Line #3 and the "110 Freeway Express Lanes" project will increase the service on Line #1.

Proposed Revisions

FORM H-2

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: Police **Fiscal Year 2012-13**

Program Name/Number	Proposed Change	Amount
General Patrol Operations / 1001-70-7006-700601	Addition of 1 Police Officer on July 1, 2012	$200,000
	Addition of 1 Police Officer on January 1, 2013	100,000
	Fiscal Year 2012-13 Total	300,000
	Addition of 2 Police Officers in FY 2013-14 (Continue funding discussion to Proposed 2013-15 Budget)	400,000

Has this program change been submitted before? No X Yes ____ Year(s) ____

Degree of impact in meeting City and Department Goals, Objectives and priorities: High X Medium ____ Low ____

Impact Statement

The Police Department is requesting the addition of four Police Officers to mitigate the effects of AB 109, the Criminal Justice Realignment Bill signed into law by Governor Brown on April 5, 2011. AB 109 represents the most significant change to sentencing and corrections in our lifetime. Realignment focuses on several aspects of criminal sentencing, punishment, and community supervision. Certain offenders convicted for various non-serious, non-violent, non-sex related offenses (the "three non's") are now categorized as Post Release Community Supervision (PRCS).

Realignment is a shift of governmental responsibilities from state government to local government. Rather than being committed to state prison, criminal offenders convicted under the three non's will now serve their sentences in county jails. The legislation also transferred the responsibility for supervising these offenders upon their release to local county jurisdiction; to county probation rather than state parole. In addition, counties will take over supervision of state parolee violators who are deemed low-risk parole or whose last offense was non-violent or a non-sex offense.

Other key components include a mandate that offenders be released to the counties where they lived when the crime was committed; and one that prevents them from being sent back to state prison for violation of their terms of supervision. Realignment requires probation departments to utilize programs for the treatment and rehabilitation of these offenders. Realignment mandates that probation departments perform the job of supervising these PRCS offenders similar to those already placed on probation.

With AB 109, the California Department of Corrections and Rehabilitation (CDCR) is required to classify offenders only by the present committed offense. Prior criminal history cannot be used under AB 109. A personal with a history of violent or serious criminal offenses, who now has a less serious current conviction, qualifies for local incarceration and probation supervision under AB 109. There were also over 500 amended statutes under realignment that provide for incarceration in county jail or non-custodial mandatory supervision instead of state prison. All of the 500+ amended crimes are now deemed non-serious, non-violent, non-sex related offenses. Realignment will take approximately one-third of the current prison population and send them from state prison to county jails and county probation officers.

Torrance Police Officers assigned to the Patrol Division are responsible for responding to calls for police service, conducting field interviews and investigations, and enforcing traffic laws, in addition to other duties. With operational changes brought about by A.B. 109, Public Safety Realignment, Police Officers assigned to Patrol will also be responsible for contacting and monitoring parolees and probationers. Officers will conduct site visits, and reach out to those individuals with referrals to public programs and social service agencies to assist in their transition back to the community.

Two of the new Police Officer positions will be used to staff a Gang Detail within the Patrol Division. These two officers will focus their time and attention on those supervised individuals who present the greatest risk to the community, and coordinating targeted enforcement efforts to suppress and prevent crime.

Other Alternatives Considered

Continue to staff the Patrol Division with the same number of officers and increase the number of overtime shifts.

Impact of Non-approval

Increased risk to officer safety due to fatigue; increased potential for City liability from police operations; higher crime rates throughout the City.

$ 300,000 Priority No. 1

FORM H-2

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: Public Works **Fiscal Year 2012-13**

Program Name/Number	Proposed Change	Amount
	Add 2 Assistant Engineers	$264,000
	Add 1 Public Works Inspector/Capital Projects	$121,000
	Total Funded through Measure R	$385,000

Has this program change been submitted before? No X Yes ____ Year(s) ____

Degree of impact in meeting City and Department Goals, Objectives and priorities: High X Medium ____ Low ____

Impact Statement

(Must include the following information: 1) space allocation for additional personnel, 2) time frame for hiring additional personnel (coordinate with Civil Service, 3) effect on other departments (such as increased custodial services or increased vehicle maintenance; coordinate with impacted department)

Public Works has additional staffing needs in the Engineering Division to work on Measure R infrastructure projects and is proposing changes to staffing for the Public Works Inspectors/Capital Projects position. If approved the three positions would be hired immediately. Space allocation for additional personnel is available in the department. Capital projects would fund the positions.

Add Two Assistant Engineers - $264,000

Public Works has several projects that have received funding through Measure R. The City of Torrance has executed agreements with METRO for the Transit Center, PCH/Hawthorne improvements, and the Maple/Sepulveda improvements. In addition, the City will be working with Caltrans on development of the Crenshaw/405 intersection improvements. These projects total over $45 million in the next five years. Current staff is fully committed to other capital projects and Public Works would like to add two additional Assistant Engineers at this time to assist on Measure R projects. The City of Torrance has several other Measure R projects in future rounds of funding and will continue to monitor staffing needs for these projects.

Add One Public Works Inspector/Capital Projects – ($121,000)

Public Works Engineering Division currently spends approximately $500,000 per year on contract inspection for public works capital projects. The Department has one full time position and would like to add one position to assign to various projects. In-house inspection services provide support in gathering field quantities, plan and specification preparation, and project inspection. The current work load is expanding with Measure R projects and the Department will still require a mix of contract and in-house inspection. The rate for an in-house inspector is about half of the contract rate. Public Works will continue to evaluate staffing needs as the project load increases.

Other Alternatives Considered

Contract out to consultant engineers and inspectors

Impact of Non-approval

Additional cost paid to consultants for engineering and inspection services. Contracting out these services is approximately 1/3 to 1/2 more than hiring in-house personnel.

$ $385,000 Priority No. 1

FORM H-2

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: Transit **Fiscal Year 2012-13**

Program Name/Number	Proposed Change	Amount
	Transit Service Expansion	
	Revenues	
Revenue	ExpressLanes 110 Freeway Project	$800,000
	Rapid Bus Program	$750,000
		$1,550,000
	Expenditures	
Operations (6201-9420)	Add 12.0 Part-time/6.0 FTE Relief Bus Operators	$318,600
Maintenance (6201-9430)	Add 3.0 Equipment Attendants	$235,800
	Add 1.0 Mechanic	$ 88,600
Fuel (6201-9430)	Additional fuel required for service expansion	$679,800
Lubricants (6201-9430)	Additional lubricants to support additional (12) buses.	$ 35,000
Equipment (6201- 9430)	Additional tools to service new equipment	$ 15,000
	Previously Approved (2.0) Mechanics	$177,200
		$1,550,000
		-0-

Has this program change been submitted before? **No X Yes ____ Year(s) ____**

Degree of impact in meeting City and Department Goals, Objectives and priorities: **High X Medium ____ Low ____**

Impact Statement

(Must include the following information: 1) space allocation for additional personnel, 2) time frame for hiring additional personnel (coordinate with Civil Service, 3) effect on other departments (such as increased custodial services or increased vehicle maintenance; coordinate with impacted department)

Beginning in the summer of 2012, the Transit Department will be implementing its first service expansion in over two decades. On March 27, 2012, City Council approved the Torrance Rapid Bus program which will begin after July 1, 2012. Originating at the South Bay Galleria and terminating at the Long Beach Transit Mall the service will run weekdays during the morning and afternoon peak period and will feature fast and frequent bus service along our Line #3 corridor. The service will add eight (8) new expansion buses and require the

addition of eight (8) part-time relief/apprentice bus operators to operate the service. The total cost of the buses ($6,400,000) is fully funded with federal funding and has been purchased. The operating costs are funded for a 2-year period with federal funds ($1,500,000/$750,000 annually). After the initial two-year period, if successful, the program can be rolled into the regional funding allocation program for future funding.

In October of 2012, the Transit Department will implement its 110 Freeway "ExpressLane" demonstration project. Utilizing the 110 Freeway carpool lanes and the Harbor Transitway, Torrance residents will experience a limited-stop travel to the central business district in downtown Los Angeles. The service will be a weekday, peak period morning and afternoon operation requiring four (4) expansion buses and four (4) additional relief/apprentice bus operators. The buses have been purchased with federal funds ($2,800,000) and the one-year operating fund ($1,200,000) has been allocated with federal funds. After the one-year demonstration period, the program will be evaluated and if successful can also be rolled into the regional funding allocation program for future funding.

The addition of two (2) expansion services and twelve (12) new buses will require the increased support services of our maintenance division. The Transit Department is recommending the addition of three (3) Equipment Attendants. Equipment attendants are responsible for fueling vehicles, maintaining all inspection reports, dispensing of fluids and lubricants, farebox revenue deposits to the central vault, road calls for minor repairs and the interior and exterior appearance of all vehicles. Three additional (3) mechanics will be required to service and maintain the twelve (12) new vehicles. The industry standard as set by the Federal Transit Administration (FTA) recommends a ratio of buses to mechanics of no greater than six (6) buses for every one (1) mechanic. Using the recommended federal ratio the addition of twelve (12) buses will increase our total fleet to sixty-three (63) buses which will necessitate the increase of three (3) mechanics to meet the increased demands for maintenance. On April 19, 2011 council approved the additional of two (2) mechanics. This request is for one (1) additional mechanic to maintain the appropriate industry standard. The additional service will increase the operating expenditures to include additional fuel, lubricants and specialized equipment in support of the expansion services.

Other Alternatives Considered

The alternative is to continue with the current staff level of relief/apprentice bus operators, equipment attendants and mechanics. This alternative is not recommended as the increased workload would require substantially greater costs with over-time premium pay as opposed to regular straight time. The maintenance division would not likely meet its daily roll out of buses which would create disruption in service and reduce the quality of programs to our riders.

Impact of Non-approval

The impact of non-approval would result in the continuation of the current service with no new expansion programs for Torrance residents.

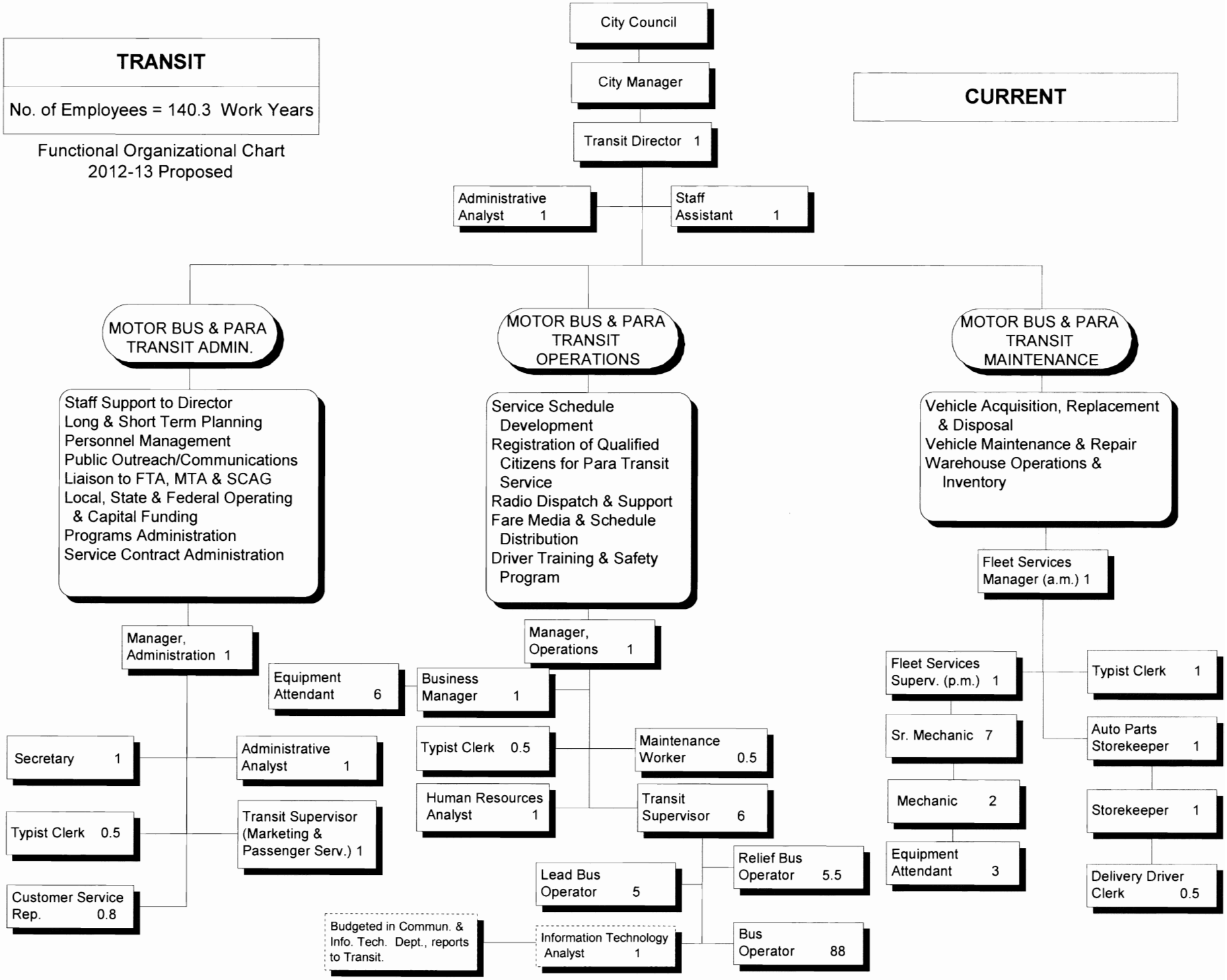
$0 annually Priority No. 1

TRANSIT

No. of Employees = 140.3 Work Years

Functional Organizational Chart
2012-13 Proposed

CURRENT

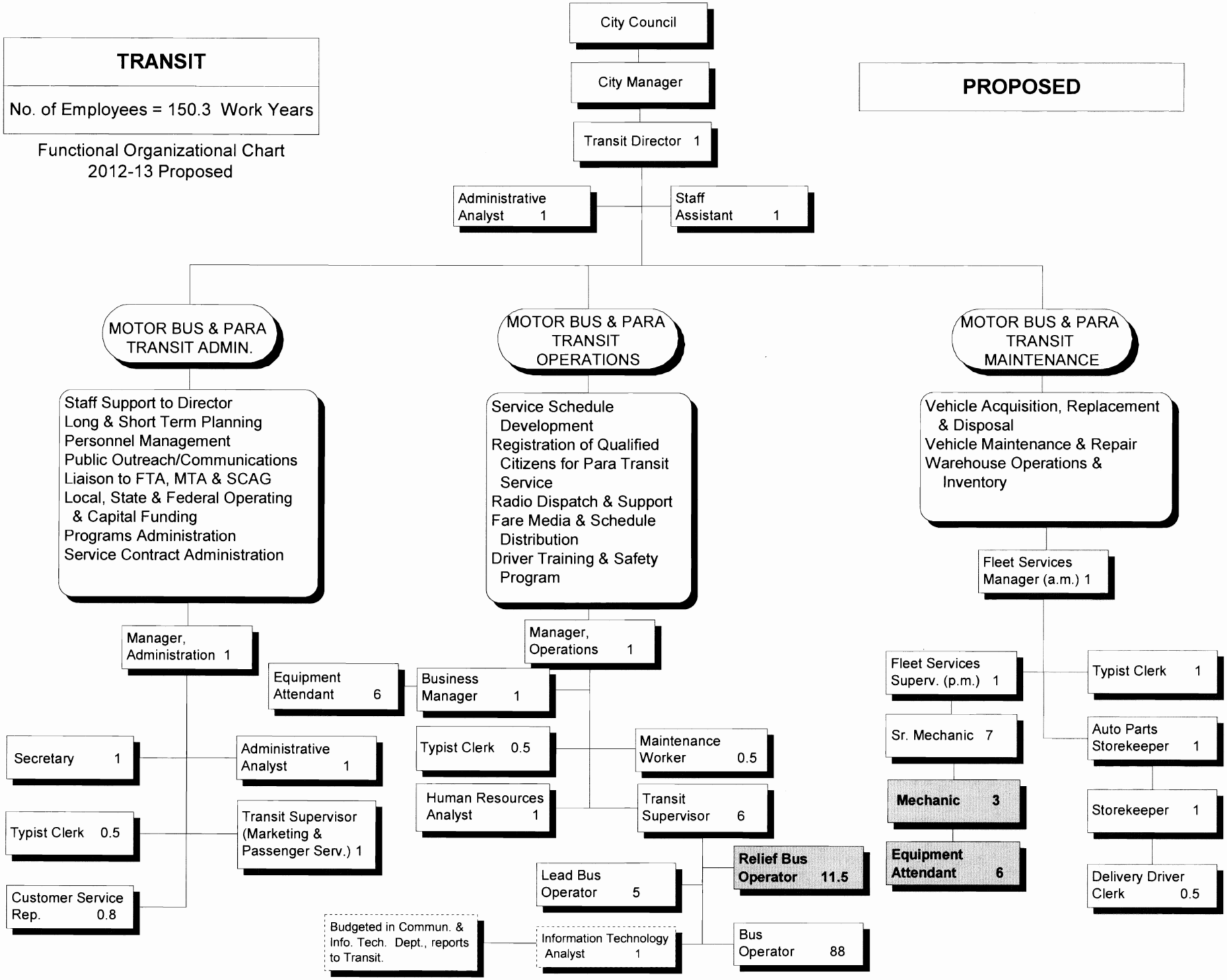


TRANSIT

No. of Employees = 150.3 Work Years

Functional Organizational Chart
2012-13 Proposed

PROPOSED



Other

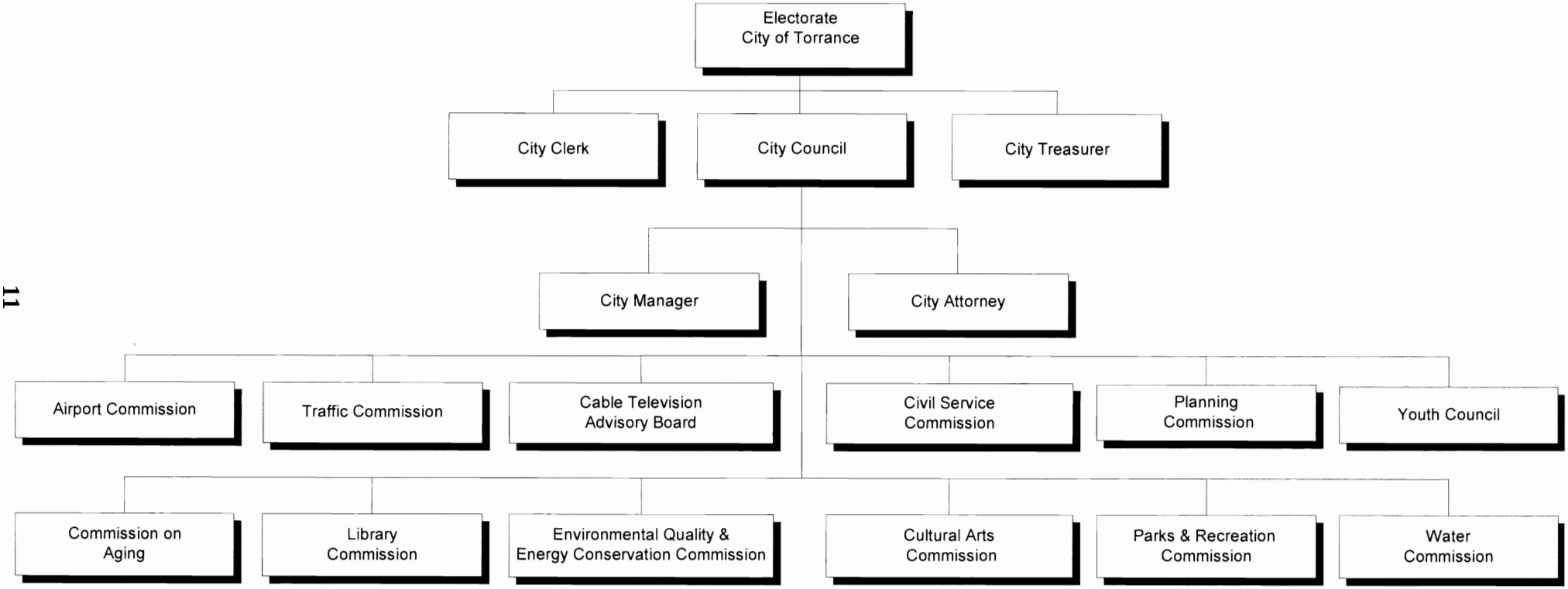
Cable Fund Option

Eliminate all part-time personnel. Facility hours and days would need to be reduced because there would be one full-time staff, one full-time clerk. No community event coverage (open mic night, Torrance symphony, ECC sports, election forums, etc.). reduced training time.

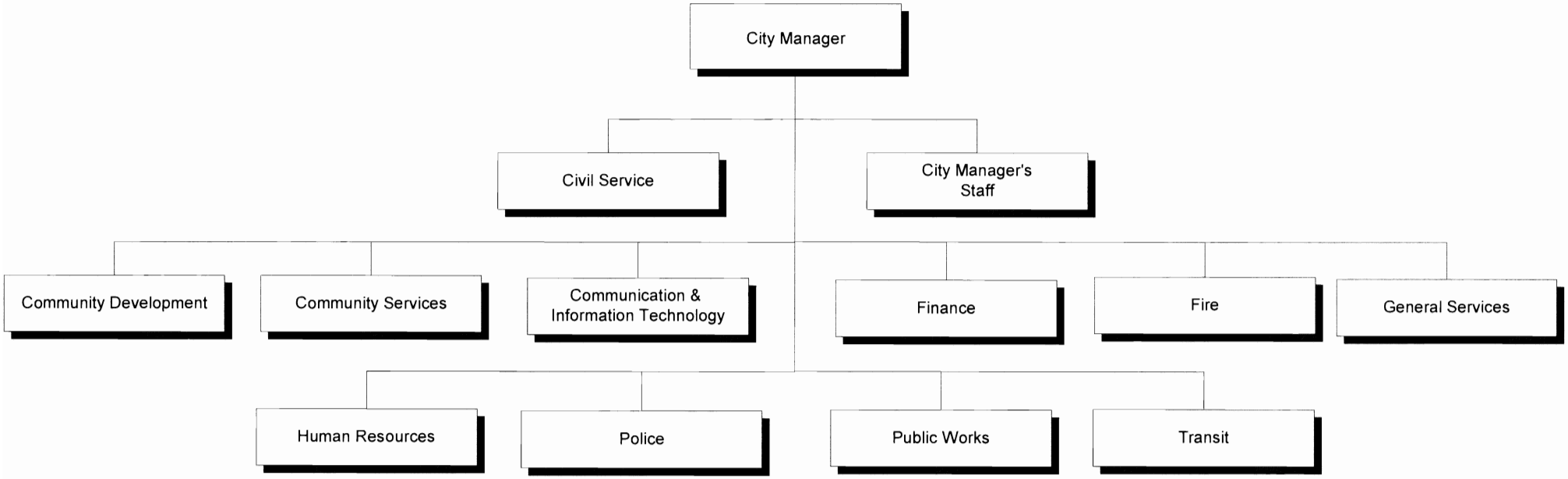
	Reduce Public Access
Action	Lay-off 1.5 FTE Production Assistants (6 people)
Labor	$46,558
Materials, Supplies, Operational Capital	
Impact	Reduction of hours open to the public, reduction in service
TOTAL	**$46,558**

THIS PAGE INTENTIONALLY LEFT BLANK

ELECTED AND APPOINTED OFFICIALS



CITY DEPARTMENTS



CITY DEPARTMENTAL FUNCTIONS
GENERAL FUND

PUBLIC SAFETY

Fire
- Operations Division
- Administrative Division
- Hazardous Materials Administrative Division
- Fire Prevention Division

Police
- Administrative Bureau
- Services Bureau
- Patrol Bureau
- Special Operations Bureau

COMMUNITY SERVICES
- Administration
- Library Programs
  - Youth Services
  - Outreach Services
  - Cultural Services
  - Reference Services
  - Library Collections
  - Borrower Services
  - Technical Support
- Park Services

COMMUNITY DEVELOPMENT
- Administration
- Development Review
- Building and Safety
  - Geographic Information Systems/Automation
  - Subdivisions/Plan Check
  - Inspection
  - Mapping
- Comprehensive Planning
  - Redevelopment and Housing
  - Transportation Planning
- Building Regulations
- Environmental

PUBLIC WORKS
- Administration
- Streetscape
- Operations and Maintenance
- Engineering
  - Inspection
  - Project Design and Administration
- City Yard

GENERAL GOVERNMENT

City Attorney
- General Support
- Civil Litigation
- Criminal Prosecution
- Administrative Staff
- Direction and Control

City Clerk
- Administration
- Records
- Council & Commission Support

City Manager
- Operations
- Employee Relations
- Economic Development
- Community Relations
- Council Support/Citizen Interface
- Administrative Support
- Office Management

CITY DEPARTMENTAL FUNCTIONS
GENERAL FUND CONTINUED

GENERAL GOVERNMENT CONTINUED

City Treasurer
- Treasury Cash Management
- Central Cashiering
- Bond Maintenance
- Deferred Compensation Administration
- Director & Control

Civil Service
- Commission and Council Support
- Employee Relations Committee
- Volunteer Program
- Grievances
- Training and Development
- Certification
- Recruitment & Marketing

Communications & Info. Technology
- Communications
  - Data Networks
  - Telecommunications
  - Wireless/Radio Communications
- Information Technology
  - City Program Automation/Technology Deployment
  - System Application Maintenance and Management
  - Software Analysis
  - Technology Training
  - Personal Computer Hardware Support

Finance
- Financial Reporting
- Payroll
- Customer Services
- Administration
- Budget
- Audit
- Purchasing
- Risk Management

General Services
- Facility Services
  - Building Maintenance
  - Heating/Air Conditioning/Electrical
  - Custodial
- Office Services
  - Central Services
- Graffiti Program

Human Resources

HR Operations
- Onboarding
- Employee Benefits
- Program Compliance
- Recognition
- Mandated Training

Department Support
- Exam Planning and Testing
- Classification & Compensation
- Performance Management
- Labor Relations Support

CITY DEPARTMENTAL FUNCTIONS
OTHER FUNDS

ENTERPRISE FUNDS

Airport (General Services)
- Administration
- Airport Commission Support
- Airfield Leased Land Operations and Maintenance
- Airport Operations, Maintenance and Administration
- Airport Public Areas Operations and Maintenance
- Noise Abatement
- Non-Aeronautical Leased Land Operations

Transit
- Motor Bus & Paratransit Administration
- Motor Bus & Paratransit Operations
- Dial-A-Lift
- Measure R Operations

Water (Public Works)
- Water Supply
- Water Operations
- Water Resources
- Water Administration
- Water Financial Obligations
- WRD Goldsworthy Desalter

Sanitation (Public Works)
- Solid Waste Collection and Disposal
- Green Waste
- Residential Recycling
- Waste Management AB939
- Residential Street Cleaning

Cultural Arts Center (General Services)
- Theater
- Meeting Rooms
- Classrooms

Sewer (Public Works)
- Sanitary Sewer System Management
- Wastewater System Maintenance

Community Services
- Recreation Services
- Cultural Services

Emergency Medical Services (Fire)

INTERNAL SERVICES

Fleet Services (General Services)
- Acquisition and Replacement
- Maintenance and Repair
- Warehouse Operations

Self-Insurance (Finance)
- Liability
- Insurance Administration
- Workers' Compensation
- Health and Safety

EXTERNAL FUND

Cable (City Manager)
- Station Operations
- Office Operations

Vanpool/Rideshare (Community Development)
- Vanpool Operation

Animal Control (Police)

2011-12 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	$ 164,792,279	$ 600,000	$ 165,392,279	$ 165,392,279	$ -
INTERNAL SERVICE					
Fleet Services	5,848,588	41,808	5,890,396	5,890,396	-
Self Insurance	3,556,277	439,597	3,995,874	3,995,874	-
Subtotal	9,404,865	481,405	9,886,270	9,886,270	
ENTERPRISE FUNDS					
Airport	11,405,100	252,058	11,657,158	11,657,158	-
Transit*	25,497,761		25,497,761	25,051,739	446,022
Water	32,976,055		32,976,055	31,535,731	1,440,324
Sanitation	10,834,620	1,390,870	12,225,490	12,225,490	-
Cultural Arts Center	1,984,117	177,768	2,161,885	2,161,885	-
Sewer	1,730,500	734,520	2,465,020	2,465,020	-
Emergency Medical Svcs.	10,685,199		10,685,199	10,685,199	-
Parks & Recreation	8,099,304	403,064	8,502,368	8,502,368	-
Subtotal	103,212,656	2,958,280	106,170,936	104,284,590	
EXTERNAL FUNDS					
Home Improvement Employment Program	324,352		324,352	324,352	-
Animal Control	465,967		465,967	465,967	-
Section 8 Rental Assist.	6,818,000	95,561	6,913,561	6,913,561	-
Rehabilitation Loan Program (HCD)	36,900		36,900	-	36,900
Redevelopment Agency	14,840,311		14,840,311	13,280,144	1,560,167
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,754,000		1,754,000	1,641,796	112,204
Cable TV Public Access	440,027		440,027	418,271	21,756
Cable Public Educ. Gov.	320,000		320,000	-	320,000
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting District	3,169,801	10,400	3,180,201	3,180,201	-
Air Quality Management	172,000	17,062	189,062	189,062	-
Vanpool/Rideshare	261,930		261,930	261,930	-
Gas Tax		1,040,000	1,040,000	1,040,000	-
General Fund Capital Proj.		300,000	300,000	300,000	-
Prop C		1,321,930	1,321,930	1,321,930	-
Torrance Public Financing Authority	4,571,180		4,571,180	4,571,180	-
Subtotal	33,208,318	2,784,953	35,993,271	33,942,244	
Less: Internal Service	(9,404,865)	(481,405)	(9,886,270)	(9,886,270)	-
Internal Transfers**	(33,352,665)		(33,352,665)	(33,352,665)	-
TOTAL	$ 267,860,588	$ 6,343,233	$ 274,203,821	$ 270,266,448	

* Includes depreciation of $2,376,000 in revenue estimate.
** Includes all internal transfers.

2012-13 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	$ 168,579,017	$ 600,000	$ 169,179,017	$ 169,179,017	$ -
INTERNAL SERVICE					
Fleet Services	5,852,588	48,398	5,900,986	5,900,986	-
Self Insurance	3,756,277	242,797	3,999,074	3,999,074	-
Subtotal	9,608,865	291,195	9,900,060	9,900,060	
ENTERPRISE FUNDS					
Airport	11,736,000	104,305	11,840,305	11,840,305	-
Transit*	25,497,761		25,497,761	25,102,979	394,782
Water	32,976,055		32,976,055	31,555,371	1,420,684
Sanitation	10,834,620	1,393,970	12,228,590	12,228,590	-
Cultural Arts Center	2,088,627	79,358	2,167,985	2,167,985	-
Sewer	1,730,500	739,520	2,470,020	2,470,020	-
Emergency Medical Svcs.	10,767,599		10,767,599	10,767,599	-
Parks & Recreation	8,099,304	415,664	8,514,968	8,514,968	-
Subtotal	103,730,466	2,732,817	106,463,283	104,647,817	
EXTERNAL FUNDS					
Home Improvement Employment Program	325,152		325,152	325,152	-
Animal Control	465,967	1,300	467,267	467,267	-
Section 8 Rental Assist.	6,818,000	97,761	6,915,761	6,915,761	-
Rehabilitation Loan Program (HCD)	36,900		36,900	-	36,900
Redevelopment Agency	15,114,335		15,114,335	13,359,886	1,754,449
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,754,000		1,754,000	1,630,381	123,619
Cable TV Public Access	424,312		424,312	418,271	6,041
Cable Public Educ. Gov.	320,000		320,000	-	320,000
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting District	3,169,801	13,000	3,182,801	3,182,801	-
Air Quality Management	172,000	17,062	189,062	189,062	-
Vanpool/Rideshare	261,930		261,930	261,930	-
Gas Tax		840,000	840,000	840,000	-
Prop C		1,321,930	1,321,930	1,321,930	-
Torrance Public Financing Authority	4,571,180		4,571,180	4,571,180	-
Subtotal	33,467,427	2,291,053	35,758,480	33,517,471	
Less: Internal Service	(9,608,865)	(291,195)	(9,900,060)	(9,900,060)	-
Internal Transfers**	(35,102,017)		(35,102,017)	(35,102,017)	-
TOTAL	$ 270,674,893	$ 5,623,870	$ 276,298,763	$ 272,242,288	

* Includes depreciation of $2,376,000 in revenue estimate.
** Includes all internal transfers.

2012-13 REVISED (YEAR 2 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Budget Modifications Expenses	Ending Balance
GENERAL FUND	$ 167,117,134	$ 1,130,000	$ 168,247,134	$ 168,247,134	$ -	$ -	$ -
INTERNAL SERVICE							
Fleet Services	6,380,156		6,380,156	5,858,246			521,910
Self Insurance	3,805,246	888,526	4,693,772	4,693,772			-
Subtotal	10,185,402	888,526	11,073,928	10,552,018	-	-	
ENTERPRISE FUNDS							
Airport	11,835,100	54,460	11,889,560	11,889,560			-
Transit*	27,362,880		27,362,880	26,355,845	1,550,000	1,550,000	1,007,035
Water	35,187,000		35,187,000	33,523,131			1,663,869
Sanitation	11,065,215		11,065,215	10,958,207			107,008
Cultural Arts Center	1,984,117	185,106	2,169,223	2,169,223			-
Sewer	3,138,000	926,287	4,064,287	4,064,287			-
Emergency Medical Svcs.	10,935,090	12,235	10,947,325	10,947,325			-
Parks & Recreation	8,099,304	402,374	8,501,678	8,501,678			-
Subtotal	109,606,706	1,580,462	111,187,168	108,409,256	1,550,000	1,550,000	
EXTERNAL FUNDS							
Home Improvement Employment Program	-		-	-			-
Animal Control	470,000		470,000	468,200			1,800
Section 8 Rental Assist.	6,629,000	289,442	6,918,442	6,918,442			-
Rehabilitation Loan Program (HCD)	-		-	-			-
Downtown RDA Successor Agency	3,589,264		3,589,264	3,589,264			-
RDA Successor Agency - Housing	12,000	44,560	56,560	56,560			-
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,759,800		1,759,800	1,723,928			35,872
Cable TV Public Access	424,312		424,312	417,154			7,158
Cable Public Educ. Gov.	320,000		320,000	-			320,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,129,726		3,129,726	3,129,726			-
Air Quality Management	172,000	17,876	189,876	189,876			-
Vanpool/Rideshare	256,930		256,930	256,370			560
Gas Tax		1,040,000	1,040,000	1,040,000			-
Prop C		2,521,930	2,521,930	2,521,930			-
Torrance Public Financing Authority	4,576,657		4,576,657	4,576,657			-
Subtotal	21,373,539	3,913,808	25,287,347	24,921,957	-	-	-
Less: Internal Service	(10,185,402)	(888,526)	(11,073,928)	(10,552,018)			-
Internal Transfers**	(31,643,868)		(31,643,868)	(31,643,868)			-
TOTAL	$ 266,453,511	$ 6,624,270	$ 273,077,781	$ 269,934,479	$ 1,550,000	$ 1,550,000	

* Includes depreciation of $3,331,089 in revenue estimate.
** Includes all internal transfers.

THIS PAGE INTENTIONALLY LEFT BLANK

REVENUE SUMMARY ALL FUNDS

Description	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund	$ 158,175,320	$ 163,305,736	$ 164,792,279	$ 168,579,017	$ 167,117,134
Internal Service Funds	11,592,685	10,200,522	9,404,865	9,608,865	10,185,402
Enterprise Funds	98,740,300	95,469,888	100,836,656	101,354,466	106,275,617
External Funds	31,775,772	31,929,074	33,208,318	33,467,427	21,373,539
Grand Total All Funds	**$ 300,284,078**	**$ 300,905,221**	**$ 308,242,118**	**$ 313,009,775**	**$ 304,951,692**
GENERAL FUND REVENUES					
Property Taxes	$ 39,960,248	$ 39,803,760	$ 41,690,000	$ 43,216,900	$ 42,085,158
Taxes Other Than Property	85,333,016	92,055,603	95,060,000	98,126,800	100,520,250
Licenses and Permits	1,617,719	1,639,218	2,050,000	2,130,900	1,932,900
Revenues from Other Agencies	1,667,100	2,060,138	2,020,000	1,837,400	1,410,000
Fines and Forfeitures	1,039,810	1,084,493	1,330,000	1,330,000	1,330,000
Use of Money and Property	3,572,894	2,368,827	3,360,000	3,429,300	2,825,400
Charges for Current Service	4,504,776	4,621,198	5,130,000	5,200,801	5,220,601
Other Revenues	20,479,758	19,672,500	14,152,279	13,306,916	11,792,825
Non-Recurring Revenues	-	-	-	-	-
Total General Fund	$ 158,175,320	$ 163,305,736	$ 164,792,279	$ 168,579,017	$ 167,117,134
INTERNAL SERVICE FUND REVENUES					
Fleet Services	$ 6,611,898	$ 6,476,351	$ 5,848,588	$ 5,852,588	$ 6,380,156
Self Insurance	4,980,787	3,724,171	3,556,277	3,756,277	3,805,246
Total Internal Service Fund	$ 11,592,685	$ 10,200,522	$ 9,404,865	$ 9,608,865	$ 10,185,402
ENTERPRISE FUNDS REVENUES					
Airport	$ 10,602,552	$ 10,962,443	$ 11,405,100	$ 11,736,000	$ 11,835,100
Transit System	26,993,569	21,924,309	23,121,761	23,121,761	24,031,791
Water	27,457,924	30,295,271	32,976,055	32,976,055	35,187,000
Emergency Medical Services	9,463,470	10,266,145	10,685,199	10,767,599	10,935,090
Sanitation	12,281,958	10,966,985	10,834,620	10,834,620	11,065,215
Cultural Arts Center	2,025,048	1,879,189	1,984,117	2,088,627	1,984,117
Sewer	2,062,117	1,728,230	1,730,500	1,730,500	3,138,000
Parks and Recreation	7,853,663	7,447,316	8,099,304	8,099,304	8,099,304
Total Enterprise Funds	$ 98,740,300	$ 95,469,888	$ 100,836,656	$ 101,354,466	$ 106,275,617
EXTERNAL FUND REVENUES					
Employment and Training-JTPA	$ -	$ -	$ -	$ -	$ -
Animal Control	414,214	406,451	465,967	465,967	470,000
Home Improvement Employ Program	308,839	251,911	324,352	325,152	-
Section 8 Rental Assistance	6,261,914	6,627,217	6,818,000	6,818,000	6,629,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	-
Downtown RDA Successor Agency	14,335,844	14,521,948	14,840,311	15,114,335	3,589,264
RDA Successor Agency - Housing	-	-	-	-	12,000
Redev. Meadow Park Parking Lot	24,327	-	23,850	23,850	23,850
Government Cable Communications	1,921,941	1,746,217	1,754,000	1,754,000	1,759,800
Cable TV Public Access	419,884	423,637	440,027	424,312	424,312
Cable TV Public Educ. Government	316,411	338,557	320,000	320,000	320,000
Police Inmate Welfare Fund	10,000	2,185	10,000	10,000	10,000
Street Lighting District	2,461,049	2,628,942	3,169,801	3,169,801	3,129,726
Vanpool/Rideshare	257,531	201,081	261,930	261,930	256,930
Air Quality Management	172,438	166,912	172,000	172,000	172,000
Torrance Improvements Debt Service	4,834,481	4,577,116	4,571,180	4,571,180	4,576,657
Total External Funds	$ 31,775,772	$ 31,929,074	$ 33,208,318	$ 33,467,427	$ 21,373,539

EXPENDITURE SUMMARY ALL FUNDS

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund Operating Budget:					
City Attorney	$ 2,357,349	$ 1,979,053	$ 2,153,122	$ 2,161,222	$ 2,146,557
City Clerk	1,113,565	858,300	1,016,320	870,120	959,100
City Council/Commissions	580,150	526,656	587,319	587,319	485,298
City Manager	2,941,029	2,754,553	2,901,580	2,748,880	2,648,084
City Treasurer	819,438	721,924	926,449	929,649	886,937
Civil Service	410,578	379,967	476,958	478,558	589,230
Communications & Info System	4,545,002	4,437,168	4,437,684	4,453,984	4,533,360
Community Development	8,107,582	7,750,315	7,146,630	7,168,740	7,188,436
Community Services	13,926,336	14,110,944	14,047,029	14,089,292	14,012,205
Finance	3,601,933	3,601,911	4,020,376	4,036,876	4,354,912
Fire	26,067,465	26,098,588	25,462,031	25,886,831	26,278,709
General Services	3,817,909	3,602,306	4,051,306	4,065,976	4,042,026
Human Resources	2,563,062	2,375,288	2,500,053	2,483,453	2,018,556
Police	61,626,565	61,935,107	65,371,391	65,627,811	66,197,958
Public Works	10,962,253	10,622,205	11,743,557	11,771,217	11,721,501
Non-Departmental/Insurance	16,054,493	21,074,553	18,550,474	21,819,089	20,184,265
Total General Fund	$ 159,494,709	$ 162,828,838	$ 165,392,279	$ 169,179,017	$ 168,247,134
Internal Service:					
Fleet Services	6,037,345	5,545,666	5,890,396	5,900,986	5,858,246
Self Insurance	6,569,675	6,488,624	3,995,874	3,999,074	4,693,772
Total Internal Service	$ 12,607,020	$ 12,034,290	$ 9,886,270	$ 9,900,060	$ 10,552,018
Enterprise Funds:					
Airport	11,638,407	11,292,455	11,657,158	11,840,305	11,889,560
Transit	24,248,512	21,940,787	25,051,739	25,102,979	26,355,845
Water	27,710,114	29,203,295	31,535,731	31,555,371	33,523,131
Sanitation	12,281,958	12,135,640	12,225,490	12,228,590	10,958,207
Cultural Arts Center	2,154,673	2,136,590	2,161,885	2,167,985	2,169,223
Sewer	2,575,235	2,519,459	2,465,020	2,470,020	4,064,287
Emergency Medical Services	9,513,635	10,266,145	10,685,199	10,767,599	10,947,325
Parks and Recreation	8,151,419	7,976,055	8,502,368	8,514,968	8,501,678
Total Enterprise	$ 98,273,953	$ 97,470,426	$ 104,284,590	$ 104,647,817	$ 108,409,256
External Funds:					
Employment & Training (WIN)	-	-	-	-	-
Home Improv. Empl. Program	308,839	251,911	324,352	325,152	-
Animal Control	442,493	405,402	465,967	467,267	468,200
Section 8 Rental Assistance	6,545,715	6,568,858	6,913,561	6,915,761	6,918,442
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	19,105,733	14,224,858	13,280,144	13,359,886	3,589,264
RDA Successor Agency - Housing	-	-	-	-	56,560
Redev. Meadow Park Parking Lot	24,526	17,340	23,850	23,850	23,850
Gov. Cable Communications	1,565,499	1,600,251	1,641,796	1,630,381	1,723,928
Cable TV Public Access	402,810	418,455	418,271	418,271	417,154
Police Inmate Welfare Fund	2,185	3,293	10,000	10,000	10,000
Air Quality Management	181,689	162,514	189,062	189,062	189,876
Vanpool/Rideshare	222,911	201,081	261,930	261,930	256,370
Gas Tax	840,000	1,040,000	1,040,000	840,000	1,040,000
General Fund Capital Projects	-		300,000	-	-
Prop C	2,076,363	264,911	1,321,930	1,321,930	2,521,930
Street Lighting District	2,693,684	2,628,942	3,180,201	3,182,801	3,129,726
Torrance Public Financing Authority	19,189,036	4,576,230	4,571,180	4,571,180	4,576,657
Total External	$ 53,601,483	$ 32,364,046	$ 33,942,244	$ 33,517,471	$ 24,921,957
Less:					
Internal Service Charges	(12,607,020)	(12,034,290)	(9,886,270)	(9,900,060)	(10,552,018)
Internal Transfers	(33,580,000)	(31,250,000)	(33,352,665)	(35,102,017)	(31,643,868)
TOTAL	$ 277,790,145	$ 265,968,398	$ 270,266,448	$ 272,242,288	$ 269,934,479

2011-12 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,730,004	39,960	270,214	26,334	55,235
City Clerk	807,844	36,352	254,614	2,692	72,904
City Council/Commissions	94,100	48,016	72,200	154,722	215,109
City Manager	1,929,439	187,646	589,216	88,356	75,129
City Treasurer	719,663	8,253	160,166	6,390	21,090
Civil Service	337,318	22,300	44,900	6,950	46,039
Commun. & Info. Technology	3,652,645	804,973	551,319	44,754	152,770
Community Development	6,169,611	234,457	222,140	51,947	299,231
Community Services	10,479,130	1,718,014	1,180,209	20,386	559,084
Finance	3,477,594	55,847	169,158	20,570	232,692
Fire	23,578,541	947,067	323,473	50,630	432,312
General Services	2,736,773	1,436,077	724,652	17,070	106,655
Human Resources	1,701,044	284,932	327,704	61,461	111,252
Police	60,243,778	2,269,474	781,152	228,962	1,285,237
Public Works	7,212,115	2,823,136	1,346,925	26,938	254,161
Non-Departmental/Insurance	582,327	850,000	996,000	14,096	-
Total General Fund	$ 125,451,926	$ 11,766,504	$ 8,014,042	$ 822,258	$ 3,918,900
Internal Service:					
Fleet Services	3,105,109	353,478	62,016	20,300	114,497
Self Insurance	765,800	20,995	165,779	6,800	19,617
Total Internal Service	$ 3,870,909	$ 374,473	$ 227,795	$ 27,100	$ 134,114
Enterprise Funds:					
Airport	1,546,759	376,994	409,921	32,107	449,704
Transit	14,022,582	3,375,192	1,934,735	77,000	2,918,278
Water	5,321,812	1,594,023	1,102,605	42,275	1,061,735
Sanitation	4,934,024	3,386,395	2,808,221	6,800	898,312
Cultural Arts Center	1,487,265	125,358	341,091	12,400	108,563
Sewer	957,061	65,133	166,622	6,514	186,690
Emergency Medical Services	9,739,677	324,582	17,940	10,000	-
Parks and Recreation	5,297,297	1,134,457	1,222,169	19,820	756,609
Total Enterprise	$ 43,306,477	$ 10,382,134	$ 8,003,304	$ 206,916	$ 6,379,891
External Funds:					
Home Improv. Empl. Program	214,250	68,000	500	-	41,602
Animal Control	343,600	9,000	95,000	3,000	15,367
Section 8 Rental Assistance	531,600	6,196,134	40,000	5,000	123,027
Rehab. Loan Program (HCD)	-	-	-	-	-
Redevelopment Agency	272,650	177,400	3,777,297	57,119	19,484
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	901,022	65,363	71,522	8,500	76,528
Cable TV Public Access	306,311	20,111	19,500	3,100	36,199
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	42,680	78,662	67,720	-	-
Vanpool/Rideshare	72,570	183,310	5,600	450	-
Gas Tax	-	-	-	-	-
General Fund Capital Projects	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	670,766	565,807	1,943,628	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	$ 3,355,449	$ 7,373,787	$ 6,044,617	$ 77,169	$ 312,207
Less:					
Internal Service Charges	$ (3,870,909)	$ (374,473)	$ (227,795)	$ (27,100)	$ (134,114)
Internal Transfers	-	-	-	-	-
TOTAL	$ 172,113,852	$ 29,522,425	$ 22,061,963	$ 1,106,343	$ 10,610,998

2011-12 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	31,375	-	$ 2,153,122
City Clerk	-	13,614	(171,700)	$ 1,016,320
City Council/Commissions	-	3,172	-	$ 587,319
City Manager	11,500	20,294	-	$ 2,901,580
City Treasurer	2,966	7,921	-	$ 926,449
Civil Service	-	19,451	-	$ 476,958
Commun. & Info. Technology	1,000	115,883	(885,660)	$ 4,437,684
Community Development	2,200	173,544	(6,500)	$ 7,146,630
Community Services	37,000	215,256	(162,050)	$ 14,047,029
Finance	-	64,515	-	$ 4,020,376
Fire	203,044	206,616	(279,652)	$ 25,462,031
General Services	5,500	67,094	(1,042,515)	$ 4,051,306
Human Resources	-	34,960	(21,300)	$ 2,500,053
Police	-	617,254	(54,466)	$ 65,371,391
Public Works	28,750	696,439	(644,907)	$ 11,743,557
Non-Departmental/Insurance		22,454,926	(6,346,875)	$ 18,550,474
Total General Fund	$ 291,960	$ 24,742,314	$ (9,615,625)	$ 165,392,279
Internal Service:				
Fleet Services	2,128,660	106,336	-	$ 5,890,396
Self Insurance	-	3,016,883	-	$ 3,995,874
Total Internal Service	$ 2,128,660	$ 3,123,219	$ -	$ 9,886,270
Enterprise Funds:				
Airport	-	8,841,673	-	$ 11,657,158
Transit	-	2,723,952	-	$ 25,051,739
Water	56,200	22,365,081	(8,000)	$ 31,535,731
Sanitation	-	237,338	(45,600)	$ 12,225,490
Cultural Arts Center	-	87,208	-	$ 2,161,885
Sewer	4,700	1,078,300	-	$ 2,465,020
Emergency Medical Services	56,000	537,000	-	$ 10,685,199
Parks and Recreation	8,500	63,516	-	$ 8,502,368
Total Enterprise	$ 125,400	$ 35,934,068	$ (53,600)	$ 104,284,590
External Funds:				
Home Improv. Empl. Program	-	-	-	$ 324,352
Animal Control	-	-	-	$ 465,967
Section 8 Rental Assistance	17,800	-	-	$ 6,913,561
Rehab. Loan Program (HCD)	-	-	-	$ -
Redevelopment Agency	-	8,976,194	-	$ 13,280,144
Redev. Meadow Park Parking Lot	-	-	-	$ 23,850
Gov. Cable Communications	35,000	506,061	(22,200)	$ 1,641,796
Cable TV Public Access	25,000	8,050	-	$ 418,271
Police Inmate Welfare Fund	-	-	-	$ 10,000
Air Quality Management	-	-	-	$ 189,062
Vanpool/Rideshare	-	-	-	$ 261,930
Gas Tax	-	1,040,000	-	$ 1,040,000
General Fund Capital Projects		300,000		$ 300,000
Prop C	-	1,321,930	-	$ 1,321,930
Street Lighting District	-	-	-	$ 3,180,201
Torrance Improvements Debt	-	4,571,180	-	$ 4,571,180
Total External	$ 77,800	$ 16,723,415	$ (22,200)	$ 33,942,244
Less:				
Internal Service Charges	$ (2,128,660)	$ (3,123,219)	$ -	$ (9,886,270)
Internal Transfers	-	(33,352,665)	-	$ (33,352,665)
TOTAL	$ 495,160	$ 44,047,132	$ (9,691,425)	$ 270,266,448

2012-13 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,738,104	39,960	270,214	26,334	55,235
City Clerk	811,344	36,352	104,614	2,692	73,204
City Council/Commissions	94,100	48,016	72,200	154,722	215,109
City Manager	1,938,539	187,646	427,216	88,356	75,329
City Treasurer	722,863	8,253	160,166	6,390	21,090
Civil Service	338,918	22,300	44,900	6,950	46,039
Commun. & Info. Technology	3,669,145	804,273	550,819	44,754	153,070
Community Development	6,195,821	234,457	217,640	51,947	299,631
Community Services	10,520,350	1,718,014	1,180,209	20,386	560,127
Finance	3,493,694	55,847	169,159	20,570	233,092
Fire	24,001,941	947,067	323,473	50,630	433,712
General Services	2,751,443	1,436,077	724,652	17,070	106,655
Human Resources	1,709,444	284,932	302,704	61,461	111,252
Police	60,496,398	2,269,474	781,152	228,962	1,289,037
Public Works	7,243,475	2,819,136	1,346,925	26,938	254,461
Non-Departmental/Insurance	1,343,315	1,599,629	996,000	14,096	-
Total General Fund	$ 127,068,894	$ 12,511,433	$ 7,672,043	$ 822,258	$ 3,927,043
Internal Service:					
Fleet Services	3,115,699	353,478	62,016	20,300	114,497
Self Insurance	769,000	20,995	165,779	6,800	19,617
Total Internal Service	$ 3,884,699	$ 374,473	$ 227,795	$ 27,100	$ 134,114
Enterprise Funds:					
Airport	1,550,159	376,994	409,921	32,107	447,111
Transit	14,074,022	3,375,192	1,934,035	77,000	2,918,778
Water	5,344,752	1,590,523	1,102,605	42,275	1,061,935
Sanitation	4,949,124	3,374,395	2,808,221	6,800	898,312
Cultural Arts Center	1,493,365	125,358	341,091	12,400	108,563
Sewer	962,061	65,133	166,622	6,514	186,690
Emergency Medical Services	9,805,077	324,582	17,940	10,000	-
Parks and Recreation	5,308,397	1,134,457	1,222,169	19,820	758,109
Total Enterprise	$ 43,486,957	$ 10,366,634	$ 8,002,604	$ 206,916	$ 6,379,498
External Funds:					
Home Improv. Empl. Program	215,050	68,000	500	-	41,602
Animal Control	344,900	9,000	95,000	3,000	15,367
Section 8 Rental Assistance	533,800	6,196,134	40,000	5,000	123,027
Rehab. Loan Program (HCD)	-	-	-	-	-
Redevelopment Agency	273,650	177,400	3,777,297	57,119	19,584
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	905,222	65,363	71,522	8,500	76,628
Cable TV Public Access	306,311	20,111	19,500	3,100	36,199
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	42,680	78,662	67,720	-	-
Vanpool/Rideshare	72,570	183,310	5,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	673,366	565,807	1,943,628	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	$ 3,367,549	$ 7,373,787	$ 6,044,617	$ 77,169	$ 312,407
Less:					
Internal Service Charges	$ (3,884,699)	$ (374,473)	$ (227,795)	$ (27,100)	$ (134,114)
Internal Transfers	-	-	-	-	-
TOTAL	$ 173,923,400	$ 30,251,854	$ 21,719,264	$ 1,106,343	$ 10,618,948

2012-13 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	31,375	-	$ 2,161,222
City Clerk	-	13,614	(171,700)	$ 870,120
City Council/Commissions	-	3,172	-	$ 587,319
City Manager	11,500	20,294	-	$ 2,748,880
City Treasurer	2,966	7,921	-	$ 929,649
Civil Service	-	19,451	-	$ 478,558
Commun. & Info. Technology	1,000	115,883	(884,960)	$ 4,453,984
Community Development	2,200	173,544	(6,500)	$ 7,168,740
Community Services	37,000	215,256	(162,050)	$ 14,089,292
Finance	-	64,514	-	$ 4,036,876
Fire	203,044	206,616	(279,652)	$ 25,886,831
General Services	5,500	67,094	(1,042,515)	$ 4,065,976
Human Resources	-	34,960	(21,300)	$ 2,483,453
Police	-	617,254	(54,466)	$ 65,627,811
Public Works	28,750	696,439	(644,907)	$ 11,771,217
Non-Departmental/Insurance		25,126,553	(7,260,504)	$ 21,819,089
Total General Fund	$ 291,960	$ 27,413,940	$ (10,528,554)	$ 169,179,017
Internal Service:				
Fleet Services	2,128,660	106,336	-	$ 5,900,986
Self Insurance	-	3,016,883	-	$ 3,999,074
Total Internal Service	$ 2,128,660	$ 3,123,219	$ -	$ 9,900,060
Enterprise Funds:				
Airport	-	9,024,013	-	$ 11,840,305
Transit	-	2,723,952	-	$ 25,102,979
Water	56,200	22,365,081	(8,000)	$ 31,555,371
Sanitation	-	237,338	(45,600)	$ 12,228,590
Cultural Arts Center	-	87,208	-	$ 2,167,985
Sewer	4,700	1,078,300	-	$ 2,470,020
Emergency Medical Services	56,000	554,000	-	$ 10,767,599
Parks and Recreation	8,500	63,516	-	$ 8,514,968
Total Enterprise	$ 125,400	$ 36,133,408	$ (53,600)	$ 104,647,817
External Funds:				
Home Improv. Empl. Program	-	-	-	$ 325,152
Animal Control	-	-	-	$ 467,267
Section 8 Rental Assistance	17,800	-	-	$ 6,915,761
Rehab. Loan Program (HCD)	-	-	-	$ -
Redevelopment Agency	-	9,054,836	-	$ 13,359,886
Redev. Meadow Park Parking Lot	-	-	-	$ 23,850
Gov. Cable Communications	35,000	490,346	(22,200)	$ 1,630,381
Cable TV Public Access	25,000	8,050	-	$ 418,271
Police Inmate Welfare Fund	-	-	-	$ 10,000
Air Quality Management	-	-	-	$ 189,062
Vanpool/Rideshare	-	-	-	$ 261,930
Gas Tax	-	840,000	-	$ 840,000
Prop C	-	1,321,930	-	$ 1,321,930
Street Lighting District	-	-	-	$ 3,182,801
Torrance Improvements Debt	-	4,571,180	-	$ 4,571,180
Total External	$ 77,800	$ 16,286,342	$ (22,200)	$ 33,517,471
Less:				
Internal Service Charges	$ (2,128,660)	$ (3,123,219)	$ -	$ (9,900,060)
Internal Transfers	-	(35,102,017)	-	$ (35,102,017)
TOTAL	$ 495,160	$ 44,731,673	$ (10,604,354)	$ 272,242,288

2012-13 REVISED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,730,630	39,660	265,525	31,134	49,727
City Clerk	803,744	36,352	32,314	2,692	71,079
City Council/Commissions	95,400	48,016	105,146	154,722	79,724
City Manager	1,918,562	160,430	375,165	88,356	73,213
City Treasurer	684,785	7,559	159,830	7,550	17,480
Civil Service	469,518	22,300	51,900	6,950	18,414
Commun. & Info. Technology	3,688,045	828,837	538,137	44,754	201,874
Community Development	6,140,929	245,515	266,241	54,147	314,448
Community Services	10,460,260	1,756,974	1,192,821	35,026	548,651
Finance	3,739,708	91,538	194,629	20,830	237,983
Fire	24,336,641	947,067	330,002	50,630	478,441
General Services	2,739,229	1,436,077	723,898	17,070	94,724
Human Resources	1,325,987	249,241	283,781	61,201	95,289
Police	61,019,498	2,269,474	743,598	228,962	1,330,311
Public Works	7,194,646	2,819,136	1,344,154	26,938	245,561
Non-Departmental/Insurance	896,512	1,253,933	996,000	14,096	-
Total General Fund	$ 127,244,094	$ 12,212,109	$ 7,603,141	$ 845,058	$ 3,856,919
Internal Service:					
Fleet Services	3,077,131	346,219	62,016	20,300	110,559
Self Insurance	716,700	20,995	165,779	6,800	19,699
Total Internal Service	$ 3,793,831	$ 367,214	$ 227,795	$ 27,100	$ 130,258
Enterprise Funds:					
Airport	1,556,659	375,994	444,351	32,107	369,289
Transit	14,093,552	3,372,167	2,034,465	77,000	3,100,849
Water	5,318,518	1,867,523	1,096,652	42,275	1,163,158
Sanitation	4,358,779	3,228,992	2,325,318	5,300	740,081
Cultural Arts Center	1,494,936	125,358	336,256	12,400	109,274
Sewer	1,853,823	319,114	490,214	8,014	383,082
Emergency Medical Services	9,934,477	324,582	16,031	10,000	-
Parks and Recreation	5,297,597	1,134,457	1,222,169	19,820	755,136
Total Enterprise	$ 43,908,341	$ 10,748,187	$ 7,965,456	$ 206,916	$ 6,620,869
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	345,300	9,000	95,000	3,000	15,900
Section 8 Rental Assistance	527,300	6,194,115	43,027	5,000	114,000
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	263,550	68,500	-	-	-
RDA Successor Agency - Housing	-	56,560	-	-	-
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	892,922	65,363	181,038	8,500	75,627
Cable TV Public Access	306,311	20,111	19,500	3,100	34,910
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	43,494	78,662	67,720	-	-
Vanpool/Rideshare	80,010	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	635,266	565,863	1,928,597	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	$ 3,094,153	$ 7,238,684	$ 2,364,332	$ 19,850	$ 240,437
Less:					
Internal Service Charges	$ (3,793,831)	$ (367,214)	$ (227,795)	$ (27,100)	$ (130,258)
Internal Transfers	-	-	-	-	-
TOTAL	$ 174,246,588	$ 30,198,980	$ 17,932,929	$ 1,071,824	$ 10,718,225

2012-13 REVISED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	29,881	-	$ 2,146,557
City Clerk	-	12,919	-	$ 959,100
City Council/Commissions	-	2,290	-	$ 485,298
City Manager	11,500	20,858	-	$ 2,648,084
City Treasurer	2,500	7,233	-	$ 886,937
Civil Service	-	20,148	-	$ 589,230
Commun. & Info. Technology	1,000	129,073	(898,360)	$ 4,533,360
Community Development	2,200	171,456	(6,500)	$ 7,188,436
Community Services	37,000	212,023	(230,550)	$ 14,012,205
Finance	-	70,224	-	$ 4,354,912
Fire	203,044	212,536	(279,652)	$ 26,278,709
General Services	5,500	65,360	(1,039,832)	$ 4,042,026
Human Resources	-	24,357	(21,300)	$ 2,018,556
Police	-	660,581	(54,466)	$ 66,197,958
Public Works	28,750	707,316	(645,000)	$ 11,721,501
Non-Departmental/Insurance		24,497,451	(7,473,727)	$ 20,184,265
Total General Fund	$ 291,494	$ 26,843,706	$ (10,649,387)	$ 168,247,134
Internal Service:				
Fleet Services	2,128,660	113,361	-	$ 5,858,246
Self Insurance	-	3,763,799	-	$ 4,693,772
Total Internal Service	$ 2,128,660	$ 3,877,160	$ -	$ 10,552,018
Enterprise Funds:				
Airport	-	9,111,160	-	$ 11,889,560
Transit	-	3,677,812	-	$ 26,355,845
Water	56,200	23,986,805	(8,000)	$ 33,523,131
Sanitation	-	342,337	(42,600)	$ 10,958,207
Cultural Arts Center	-	90,999	-	$ 2,169,223
Sewer	4,700	1,008,340	(3,000)	$ 4,064,287
Emergency Medical Services	56,000	606,235	-	$ 10,947,325
Parks and Recreation	8,500	63,999	-	$ 8,501,678
Total Enterprise	$ 125,400	$ 38,887,687	$ (53,600)	$ 108,409,256
External Funds:				
Home Improv. Empl. Program	-	-	-	$ -
Animal Control	-	-	-	$ 468,200
Section 8 Rental Assistance	35,000	-	-	$ 6,918,442
Rehab. Loan Program (HCD)	-	-	-	$ -
Downtown RDA Successor Agency	-	3,257,214	-	$ 3,589,264
RDA Successor Agency - Housing	-	-	-	$ 56,560
Redev. Meadow Park Parking Lot	-	-	-	$ 23,850
Gov. Cable Communications	31,218	491,460	(22,200)	$ 1,723,928
Cable TV Public Access	25,000	8,222	-	$ 417,154
Police Inmate Welfare Fund	-	-	-	$ 10,000
Air Quality Management	-	-	-	$ 189,876
Vanpool/Rideshare	-	-	-	$ 256,370
Gas Tax	-	1,040,000	-	$ 1,040,000
Prop C	-	2,521,930	-	$ 2,521,930
Street Lighting District	-	-	-	$ 3,129,726
Torrance Improvements Debt	-	4,576,657	-	$ 4,576,657
Total External	$ 91,218	$ 11,895,483	$ (22,200)	$ 24,921,957
Less:				
Internal Service Charges	$ (2,128,660)	$ (3,877,160)	$ -	$ (10,552,018)
Internal Transfers	-	(31,643,868)	-	$ (31,643,868)
TOTAL	$ 508,112	$ 45,983,008	$ (10,725,187)	$ 269,934,479

GENERAL FUND AND SELF INSURANCE FUND RESERVES

	Reserve Balances 06/30/2011	2011-12 Sources (Uses)	Projected Reserve Balances 06/30/2012	Funding Goal	
CATEGORY 1: CONTINGENCY RESERVES					
Economic Anomaly	$ 10,121,349	$ -	$ 10,121,349	$ 17,399,165	A)
Program Contingencies	657,692	(72,000)	585,692	(n/a)	
Total	$ 10,779,041	$ (72,000)	$ 10,707,041	$ 17,399,165	
CATEGORY 2: SPECIFIC PURPOSE RESERVES					
Economic Development	$ 512,453	$ 1,920,000	$ 2,432,453	(n/a)	
Balancing Strategies	1,602,109	(1,527,017)	75,092	(n/a)	
Litigation	500,000		500,000	(n/a)	
Program Innovation	195,433		195,433	(n/a)	
Revolving Nuisance Abatement	80,000		80,000	(n/a)	
Benefit Rate Mitigation	4,681,430	(478,286)	4,203,144	7,064,820	B)
Security Improvements	109,206		109,206	(n/a)	
Cultural Arts Center Endowment	210,416		210,416	(n/a)	
Alernative Fuel Vehicles	1,711,164		1,711,164	(n/a)	
Total	$ 9,602,211	$ (85,303)	$ 9,516,908	$ 7,064,820	
CATEGORY 3: FUNDING OF LIABILITIES RESERVES					
				Outstanding	
Compensated Absences	$ 1,000,000	$ -	$ 1,000,000	$ 20,831,811	
General Liability/Workers' Compensation Claims	2,778,510	(1,200,000)	1,578,510	26,403,747	C)
Total	$ 3,778,510	$ (1,200,000)	$ 2,578,510	$ 47,235,558	

A) Funding Goal is 10% of combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and Emergency Medical Services Fund net adopted 2011-12 appropriation level.

B) Represents 2 years of 5% for Public Safety and 2 years of 2% for Misc.

C) Based on the Actuarial Study of the Self Insurance Program Report as of fiscal year ending June 30, 2011. A percentage of this balance is funded by annual departmental budget for workers compensation and liability.

RESERVE DESCRIPTION AND FUNDING POLICY

Economic Anomaly Reserve: This reserve was established in fiscal year 1987-88 with two goals. The first was to provide a reserve that would assist the City in the reduction of reliance on year-end carryover to projected balance the next year's budget. Prior to 1988, the City relied upon generating between $4 million and $5 million in savings to projected balance the next fiscal year. Pursuant to Council direction, the reserve was established and the use of carryover was phased back over three year period to the current targeted limited use of $600,000. The second goal of the reserve was to achieve a projected balance equal to 10% of the General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Services Fund net adopted appropriation level as approved by Council for 2011-12. The projected balance of this reserve as of June 30, 2012 is $10,121,349.

Program Contingencies Reserve: This reserve is to provide funding for program needs or special studies that arise throughout the year that were not anticipated during preparation of the budget. The projected balance of this reserve as of June 30, 2012 is $585,692.

Economic Development Reserve: This reserve was established as part of the 1993 Capital Improvement Budget. Criteria for the use of funds to stimulate growth in the community were established during fiscal year 1993-94. As funds became available and return is received on the economic investments, the funding goal for this reserve is a minimum of $500,000. $100,000 of this reserve funds the annual budget of Economic Development program. Any unused projected balance at the end of each fiscal year is being returned to this reserve. On January 10, 2012, Council approved the reallocation of $2,100,000 from the McMaster park redevelopment project to supplement the Economic Development Reserve. $100,000 of this reallocated amount will fund the business incubator project. The projected balance of this reserve as of June 30, 2012 is $392,453.

Balancing Strategies Reserve: This reserve was established in the 2003-04 fiscal year to address the budget shortfall in the 2004-05 fiscal year. This reserve allows the City the flexibility to balance the budget over a period of time and allow time for balancing strategies to be implemented. The projected balance as of June 30, 2012 is $75,092.

Litigation Reserve: This reserve was established in April 1990 to provide a funding source for unanticipated, unbudgeted litigation expenses. Additions to the reserve have been through subsequent year-end carryover allocations, with appropriations from the reserve as approved by City Council during the budget years. There is no firm reserve addition policy; allocations to the reserve from carryover have been based on litigation likely tempered by other reserve requirements. The projected balance of this reserve as of June 30, 2012 is $500,000.

Innovation Fund Reserve: This reserve was established in the adopted 1995-97 annual budget as a result of budget streamlining. A committee will refine application requirements and review applications, with approval concurrence by the City Manager. The broad principals for department application of the innovation funds are uses of the funds for the following items:

Reduction of a departmental program cost.
Holding the line on program costs.
Improving services to clients (internal and external).
Improving efficiency of a program or operation.

The original funding amount was to be $300,000 annually. This was reduced to $200,000 for fiscal year 1995-96 due to the automation capital projects recommended for approval. Many of these projects met the objectives of the innovation fund. The May 7, 1996 budget adjustments included a recommendation from the Building and Safety department that $100,000 of this reserve be transferred to a Revolving Nuisance Abatement Reserve. This reserve was increased by $150,000

from the General Fund carryover as approved by Council on November 20, 2007 item 12c. The projected balance of this reserve as of June 30, 2012 is $195,433.

Revolving Nuisance Abatement Reserve: This reserve was established in May 1996 for the amount of $100,000 from the Innovation Fund Reserve to fund maintenance for enforcing building standard codes when property owners are unable to comply. The reserve will be used for contract services to abate building nuisances and hazard on private property. The projected balance of this reserve as of June 30, 2012 is $80,000.

Benefit Rate Mitigation: This reserve was established to mitigate rate increases in public employee's retirement system, health insurance, workers compensation, short term and long term disabilities, and liability claims. The projected balance of this reserve as of June 30, 2012 is $4,203,144.

Security Improvements Reserve: This reserve was established and approved by Council on December 11, 2001 to be use for City facilities security improvements. The projected balance of this reserve as of June 30, 2012 is $109,206.

Cultural Arts Center Endowment: This reserve was established in November 20, 2007 per Council approved item 12C, the funding which came from the 2006-07 General Fund carryover. During the 2007-08 fiscal year budget process in May, the City agreed to look into the feasibility of assisting the Cultural Arts Center Foundation by setting up an endowment fund. $250,000 is to be used as a City match to donations to a Cultural Arts Center Endowment Fund. It is the City's intent to match endowment donations up to $50,000 annually and only the interest earned from such donations would be used for Cultural Arts Center activities. The principal would be permanently preserved. $39,584 was transferred in November 2009 to the Endowment Matching Fund. The projected balance of this reserve as of June 30, 2012 is $210,416.

Alternative Fuel Vehicles Reserve: This reserve was established and approved by Council on January 10, 2006 in the amount of $2,007,764 for the mandated use of alternative fuel vehicles and funded by the 2004-05 General Fund carryover. The projected balance of this reserve as of June 30, 2012 is $1,711,164.

Compensated Absences Reserve: This reserve is to provide funding for those employees who exercise individual options to cash in portions of their accrued sick leave and vacation in excess of that provided for annually within the base budget which cannot be absorbed by the departments through year-end salary savings. The reserve has not been drawn upon because year-end salary savings have been available to absorb cash-out overages. The projected balance of this reserve as of June 30, 2012 is $1,000,000.

General Liability/Workers Compensation Reserve: This reserve was established to be use to fund excess workers compensation and liability claims than what was annually budgeted for in the Self Insurance Fund The projected balance as of June 30, 2012 is $1,578,510.

THIS PAGE INTENTIONALLY LEFT BLANK

CITY OF TORRANCE
Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding Principal As of 6-30-11	FY'11-12	FY'12-13	FY'13-14	FY'14-15
TORRANCE PUBLIC FINANCING AUTHORITY							
Series 2004A Torrance Public Financing COP	$ 19,215,000	06/01/2034	$ 13,150,000	$1,539,659	$1,540,753	$1,544,238	$ 819,738
Series 2004B Torrance Public Financing COP	23,915,000	06/01/2034	23,915,000	1,232,963	1,232,962	1,232,963	1,952,962
Series 2009A Land Acquisition	18,880,000	09/01/2039	18,570,000	1,255,194	1,255,594	1,255,694	1,254,631
1998 COP Fire / Police Station	10,300,000	12/01/2028	6,540,000	543,365	547,348	540,630	543,188
Subtotal	72,310,000		62,175,000	4,571,181	4,576,657	4,573,525	4,570,519
Transfers from Airport				(450,327)	(450,277)	(449,815)	(165,282)
Interest Earnings(2004A & 2004B Torr Public Fin)				(25,000)	(25,000)	(25,000)	(25,000)
Interest Earnings(2009A Torr Public Fin)				(12,000)	(12,000)	(12,000)	(12,000)
Interest Earnings(Fire & Police 1998 COP)				(31,000)	(31,000)	(31,000)	(31,000)
Total	72,310,000		62,175,000	4,052,854	4,058,380	4,055,710	4,337,237
Admin. Fees				23,750	23,750	23,750	23,750
Audit Fees				2,500	2,500	2,500	2,500
Grand Total Debt Svc. + Fees	72,310,000		62,175,000	4,079,104	4,084,630	4,081,960	4,363,487
REDEVELOPMENT AGENCY							
2001 Skypark Refunding	2,470,143	07/01/2012	488,616	352,144	176,072	-	-
1998 Industrial Refunding, B	12,770,000	09/01/2028	8,695,000	1,133,724	1,165,556	1,192,703	642,047
1999 Industrial Refunding, C	18,500,000	09/01/2028	14,605,000	1,282,374	1,284,579	1,280,285	1,284,356
1998 Downtown Project, A	8,500,000	09/01/2028	6,535,000	577,932	576,007	578,114	579,100
Sub-Total	42,240,143		30,323,616	3,346,174	3,202,214	3,051,102	2,505,503
AIRPORT FUND							
Part of 2004A/2004B COP refunding	5,721,935	06/30/2016	1,418,495	450,327	450,277	449,815	165,282
WATER FUND							
2004 Series A Water Revenue Refunding Bonds	5,050,000	03/01/2014	1,730,000	620,300	623,300	644,800	-
GRAND TOTAL	$ 125,322,078		$ 95,647,111	$8,495,905	$8,360,421	$8,227,677	$7,034,272

FY'15-16	FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	FY'23-24	13 YEAR TOTAL
$ 823,713	$ 826,750	$ 824,500	$ 821,500	$ 827,750	$ 827,750	$ 821,750	$ 825,000	$ 822,000	$ 12,865,101
1,951,963	1,949,213	1,949,713	1,953,213	1,949,463	1,948,713	1,950,712	1,950,213	1,952,212	23,207,265
1,256,394	1,256,694	1,256,394	1,255,241	1,257,856	1,253,925	1,256,819	1,256,748	1,255,369	16,326,553
539,956	541,063	541,456	541,138	540,106	538,363	535,906	537,619	538,381	7,028,519
4,572,026	4,573,720	4,572,063	4,571,092	4,575,175	4,568,751	4,565,187	4,569,580	4,567,962	59,427,438
(164,654)	-	-	-	-	-	-	-	-	(1,680,355)
(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(325,000)
(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(156,000)
(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(403,000)
4,339,372	4,505,720	4,504,063	4,503,092	4,507,175	4,500,751	4,497,187	4,501,580	4,499,962	56,863,083
23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	308,750
2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	32,500
4,365,622	4,531,970	4,530,313	4,529,342	4,533,425	4,527,001	4,523,437	4,527,830	4,526,212	57,204,333
-	-	-	-	-	-	-	-	-	528,216
645,453	642,875	644,313	639,766	639,234	642,438	639,375	640,047	639,313	9,906,844
1,281,656	1,282,185	1,280,806	1,277,520	1,277,000	1,274,100	1,273,863	1,271,150	1,270,825	16,620,699
579,254	578,575	577,064	574,720	576,320	576,720	576,000	574,160	571,200	7,495,166
2,506,363	2,503,635	2,502,183	2,492,006	2,492,554	2,493,258	2,489,238	2,485,357	2,481,338	34,550,925
164,654	-	-	-	-	-	-	-	-	1,680,355
-	-	-	-	-	-	-	-	-	1,888,400
$ 7,036,639	$7,035,605	$7,032,496	$7,021,348	$7,025,979	$7,020,259	$7,012,675	$7,013,187	$7,007,550	$ 95,324,013

5 YEAR PROJECTION OF REVENUES AND EXPENSES
GENERAL FUND

	2011-12 Adopted	2012-13 Revised	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
Revenues						
Property Taxes	41,690,000	42,085,000	43,507,000	44,979,000	46,512,000	48,100,000
Sales Tax	35,970,000	41,176,000	42,724,000	44,654,000	46,675,000	48,790,000
Other Tax	59,090,000	59,344,000	61,120,000	62,950,000	64,838,000	66,783,000
Licenses and Permits	2,050,000	1,933,000	1,969,000	2,006,000	2,044,000	2,083,000
Grants and Subventions	2,020,000	1,410,000	1,410,000	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000
Use of Money and Property	3,360,000	2,825,000	2,967,000	3,009,000	3,053,000	3,098,000
Charges for Services	5,130,000	5,221,000	5,294,000	5,370,000	5,448,000	5,528,000
Other Revenues	3,260,000	3,230,000	3,230,000	3,230,000	3,230,000	3,230,000
Transfers-In	10,892,000	8,563,000	8,770,000	8,984,000	9,204,000	9,430,000
Total Recurring Revenue	$ 164,792,000	$ 167,117,000	$ 172,321,000	$ 177,922,000	$ 183,744,000	$ 189,782,000
% Increase over prior year			3.1%	3.3%	3.3%	3.3%
Expenditures						
Salaries & Employee Benefits	135,376,000	137,350,000	141,342,000	145,961,000	150,797,000	155,690,000
Materials Suppl & Maintenance	11,767,000	12,212,000	12,924,000	13,129,000	13,661,000	14,287,000
Prof Services/Contracts & Util	8,014,000	7,603,000	7,793,000	7,988,000	8,187,000	8,391,000
Travel,Training & Membrshp Due	822,000	845,000	866,000	888,000	910,000	933,000
Liabilities & Other Insurance	1,618,000	1,618,000	1,658,000	1,700,000	1,742,000	1,786,000
Interdepartmental Charges	3,919,000	3,857,000	3,953,000	4,052,000	4,153,000	4,257,000
Debt Service	4,927,000	4,885,000	4,882,000	5,163,000	5,166,000	5,166,000
Capital Acquisitions	292,000	291,000	291,000	291,000	291,000	291,000
Other Expenditures	109,000	109,000	109,000	109,000	109,000	109,000
Operating Transfers Out	18,088,000	20,232,000	21,122,000	21,469,000	21,805,000	21,635,000
Other Financing Uses	-	-	-	-	-	-
Salaries & Benefit Reimb	(11,042,000)	(11,783,000)	(11,783,000)	(11,783,000)	(11,783,000)	(11,783,000)
Reimbursements From Other Fund	(3,269,000)	(3,459,000)	(3,459,000)	(3,459,000)	(3,459,000)	(3,459,000)
Reimbursements-Indirect Costs	(5,229,000)	(5,513,000)	(5,568,000)	(5,758,000)	(5,945,000)	(5,945,000)
Total Recurring Expenditures	$ 165,392,000	$ 168,247,000	$ 174,130,000	$ 179,750,000	$ 185,634,000	$ 191,358,000
% Increase over prior year			3.5%	3.2%	3.3%	3.1%
Operation Budget Excess/(Deficit)	$ (600,000)	$ (1,130,000)	$ (1,809,000)	$ (1,828,000)	$ (1,890,000)	$ (1,576,000)
Revenues - Non-Recurring	600,000	1,130,000	600,000	600,000	600,000	600,000
Expenditures - Non-Recurring						
Total Non-Recurring	600,000	1,130,000	600,000	600,000	600,000	600,000
Budget Excess/(Deficit) Before Revisions	$ -	$ -	$ (1,209,000)	$ (1,228,000)	$ (1,290,000)	$ (976,000)
Department Revisions	-	-	-	-	-	-
Budget Excess/(Deficit)	$ -	$ -	$ (1,209,000)	$ (1,228,000)	$ (1,290,000)	$ (976,000)

THIS PAGE INTENTIONALLY LEFT BLANK

5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIRPORT ENTERPRISE FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Leased land area rentals	$ 8,290,601	$ 8,724,100	$ 8,880,000	$ 9,067,100
Hangar and building rentals	2,420,217	2,409,000	2,450,000	2,481,000
Airfield fees and charges	166,917	183,000	171,000	188,000
Other	18,131	14,000	468,000	14,000
Total Operating Revenues	10,895,866	11,330,100	11,969,000	11,750,100
OPERATING EXPENSES				
Salaries and benefits	1,583,428	1,546,759	1,539,575	1,556,659
Materials and supplies	315,606	367,694	331,825	375,994
Professional services	344,538	449,684	402,577	444,351
Depreciation and amortization	270,217	320,000	374,658	375,000
Insurance and claims	21,274	28,169	28,169	28,169
Interdepartmental charges	423,792	449,704	422,000	399,300
Debt service	325,260	348,500	348,500	373,500
Property tax in lieu, leased land rental	1,900,000	1,900,000	1,900,000	1,900,000
Other	24,411	57,107	38,554	57,107
Total Operating Expenses	5,208,526	5,467,617	5,385,858	5,510,080
OPERATING INCOME (LOSS)	5,687,340	5,862,483	6,583,142	6,240,020
NON-OPERATING REVENUES				
Interest income - Operations	65,737	75,000	85,000	85,000
Total Non-Operating Revenues	65,737	75,000	85,000	85,000
NON-OPERATING EXPENSES				
Interest expense	125,550	102,000	102,000	77,000
Total Non-Operating Expenses	125,550	102,000	102,000	77,000
Income (Loss) Before Transfers	5,627,527	5,835,483	6,566,142	6,248,020
OPERATING TRANSFERS TO GENERAL FUND	(5,928,443)	(6,077,985)	(6,077,985)	(6,260,325)
OPERATING TRANSFERS TO OTHER FUNDS	(40,681)	(46,511)	(46,511)	(42,155)
TRANSFERS FROM FUND BALANCE	-	289,013	-	54,460
NET INCOME (LOSS)	(341,597)	-	441,646	-
Add: Depreciation	270,217	320,000	374,658	375,000
CASH, JULY 1	5,415,828	5,040,737	5,040,737	5,346,646
ADJUSTMENT				
Changes in Balance Sheet Accounts (Net)	24,541	-	-	-
Actual Capital Expenditures	(328,252)	-	-	-
Projected Capital Expenditures	-	(510,395)	(510,395)	-
Capital Project Appropriations (2013-17)	-	-	-	(927,470)
Transfers from Fund Balance	-	(289,013)	-	(54,460)
Projected cash, ending	$ 5,040,737	$ 4,561,329	$ 5,346,646	$ 4,739,716
Cash Balances by type:				
Cash for Operations	3,634,126	2,561,329	3,346,646	2,739,716
Cash for Appropriated Capital Projects	1,406,611	-	-	-
Cash Reserved for Future Capital Projects	-	2,000,000	2,000,000	2,000,000
Projected cash, ending	$ 5,040,737	$ 4,561,329	$ 5,346,646	$ 4,739,716

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 9,319,000	$ 9,725,000	$ 10,034,000	$ 10,318,000
2,555,000	2,632,000	2,711,000	2,792,000
194,000	200,000	206,000	212,000
15,000	16,000	17,000	18,000
12,083,000	12,573,000	12,968,000	13,340,000
1,595,000	1,654,000	1,714,000	1,775,000
385,000	395,000	405,000	415,000
455,000	466,000	478,000	490,000
375,000	375,000	375,000	375,000
29,000	30,000	31,000	32,000
409,000	423,000	437,000	452,000
400,000	144,000	154,000	-
1,900,000	1,900,000	1,900,000	1,900,000
59,000	59,000	59,000	59,000
5,607,000	5,446,000	5,553,000	5,498,000
6,476,000	7,127,000	7,415,000	7,842,000
95,000	105,000	120,000	140,000
95,000	105,000	120,000	140,000
50,000	21,000	11,000	-
50,000	21,000	11,000	-
6,521,000	7,211,000	7,524,000	7,982,000
(6,510,000)	(6,964,000)	(7,246,000)	(7,600,000)
(42,000)	(42,000)	(42,000)	(42,000)
31,000	-	-	-
-	205,000	236,000	340,000
375,000	375,000	375,000	375,000
4,739,716	5,083,716	5,663,716	6,274,716
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
(31,000)	-	-	-
$ 5,083,716	$ 5,663,716	$ 6,274,716	$ 6,989,716
3,083,716	3,663,716	4,274,716	4,989,716
2,000,000	2,000,000	2,000,000	2,000,000
$ 5,083,716	$ 5,663,716	$ 6,274,716	$ 6,989,716

5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIR QUALITY MANAGEMENT DISTRICT

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Interest Earnings	$ 2,132	$ 2,000	$ 2,000	$ 2,000
AQMD Revenues	164,780	170,000	167,000	170,000
Total Operating Revenues	166,912	172,000	169,000	172,000
OPERATING EXPENSES				
Salaries and employee benefits	42,807	42,680	40,000	43,494
Special materials and supplies	272	-	-	-
Incentive program	51,715	78,662	67,300	78,662
Audit fees	2,200	2,200	2,200	2,200
Other professional services	65,520	65,520	65,520	65,520
Total Operating Expenses	162,514	189,062	175,020	189,876
Net income (loss)	**$ 4,398**	**$ (17,062)**	**$ (6,020)**	**$ (17,876)**
Cash Beginning	116,756	129,742	129,742	123,722
Changes in balance sheet accounts (Net)	8,588	-	-	-
Projected cash, ending	**$ 129,742**	**$ 112,680**	**$ 123,722**	**$ 105,846**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 2,000	$ 2,000	$ 2,000	$ 2,000
170,000	170,000	170,000	170,000
172,000	172,000	172,000	172,000
45,000	47,000	49,000	51,000
-	-	-	-
79,000	79,000	79,000	79,000
2,000	2,000	2,000	2,000
66,000	66,000	66,000	66,000
192,000	194,000	196,000	198,000
$ (20,000)	**$ (22,000)**	**$ (24,000)**	**$ (26,000)**
105,846	85,846	63,846	39,846
-	-	-	-
$ 85,846	**$ 63,846**	**$ 39,846**	**$ 13,846**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
ANIMAL CONTROL FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
Operating Revenues				
Animal license fees	$ 227,053	$ 222,000	$ 222,000	$ 222,000
Donations/Private Sources	265	-	300	-
Miscellaneous	9,774	-	6,791	-
Total operating revenues	237,092	222,000	229,091	222,000
Operating Expenses				
Salaries and benefits	307,475	343,600	295,360	345,300
Materials and supplies	6,000	9,000	5,993	9,000
Professional/contract services	72,461	95,000	70,562	95,000
Interdepartmental charges	13,466	15,367	15,367	15,900
Others	6,000	3,000	3,000	3,000
Total operating expenses	405,402	465,967	390,282	468,200
Income (loss) before transfers	(168,310)	(243,967)	(161,191)	(246,200)
Operating Transfers In	169,359	243,967	161,191	248,000
Transfers from Fund Balance	-	-	-	-
Income (Loss)	**$ 1,049**	**$ -**	**$ -**	**$ 1,800**
Add:				
Cash, beginning	37,400	-	-	-
Increase/decrease balance sheet items	(38,449)	-	-	-
Transfers from Fund Balance	-	-	-	-
Projected cash, ending	**$ -**	**$ -**	**$ -**	**$ 1,800**

****Fee Study to be done in 2012-13 to increase fees to cover associated costs of program is included in projected costs 2013-14 and succeeding years.**

2013-14 Projected**	2014-15 Projected**	2015-16 Projected**	2016-17 Projected**
$ 227,000	$ 253,000	$ 269,000	$ 279,000
-	-	-	-
-	-	-	-
227,000	253,000	269,000	279,000
354,000	367,000	380,000	393,000
9,000	9,000	9,000	9,000
97,000	99,000	101,000	104,000
16,000	17,000	18,000	19,000
3,000	3,000	3,000	3,000
479,000	495,000	511,000	528,000
(252,000)	(242,000)	(242,000)	(249,000)
248,000	248,000	248,000	248,000
-	-	-	-
$ (4,000)	**$ 6,000**	**$ 6,000**	**$ (1,000)**
1,800	(2,200)	3,800	9,800
-	-	-	-
-	-	-	-
$ (2,200)	**$ 3,800**	**$ 9,800**	**$ 8,800**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
CABLE FUND - COMBINED

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Franchise Fees	$ 1,691,146	$ 1,700,000	$ 1,710,000	$ 1,700,000
Cable TV Access Fees	-	-	-	-
Public Educational Gov. Fee	338,557	320,000	342,000	320,000
Miscellaneous	6,934	6,500	3,500	6,500
TCTV Workshops	400	412	400	412
Total Operating Revenues	2,037,037	2,026,912	2,055,900	2,026,912
OPERATING EXPENSES				
Salaries and employee benefits	1,250,885	1,207,333	1,197,333	1,199,233
Materials and supplies	60,114	63,274	54,774	63,274
Professional services	84,946	126,429	106,629	200,538
Insurance and Claims	6,614	13,021	7,421	13,021
Interdepartmental charges	106,994	112,727	112,727	110,537
Capital outlay	57,362	57,063	57,063	56,218
Other	9,627	11,600	6,800	11,600
Total Operating Expenses	1,576,542	1,591,447	1,542,747	1,654,421
OPERATING INCOME (LOSS)	460,495	435,465	513,153	372,491
NON-OPERATING REVENUES				
Interest Income	49,973	50,000	57,500	55,800
Total Non-Operating Revenues	49,973	50,000	57,500	55,800
Income (Loss) before transfers	510,468	485,465	570,653	428,291
Operating Transfers In	680,349	437,115	437,115	421,400
Operating Transfers Out	(442,033)	(504,872)	(504,872)	(486,661)
NET INCOME (LOSS)	$ 748,784	$ 417,708	$ 502,896	$ 363,030
Cash Beginning	2,177,177	2,686,070	2,686,070	3,038,966
Change in Balance Sheet Accounts	(239,891)	-	-	-
Capital Project Appropriations	-	(150,000)	(150,000)	(145,000)
Projected cash, ending	**$ 2,686,070**	**$ 2,953,778**	**$ 3,038,966**	**$ 3,256,996**
Cash Balance - Capital Projects	**597,412**	**747,412**	**747,412**	**747,412**
Total Projected Cash Balance	**$ 3,283,482**	**$ 3,701,190**	**$ 3,786,378**	**$ 4,004,408**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 1,743,000	$ 1,787,000	$ 1,832,000	$ 1,878,000
-	-	-	-
330,000	340,000	350,000	361,000
7,000	7,000	7,000	7,000
-	-	-	-
2,080,000	2,134,000	2,189,000	2,246,000
1,229,000	1,275,000	1,321,000	1,368,000
65,000	67,000	69,000	71,000
206,000	212,000	218,000	224,000
14,000	14,000	14,000	14,000
113,000	117,000	121,000	125,000
58,000	60,000	62,000	64,000
12,000	12,000	12,000	12,000
1,697,000	1,757,000	1,817,000	1,878,000
383,000	377,000	372,000	368,000
56,000	56,000	56,000	56,000
56,000	56,000	56,000	56,000
439,000	433,000	428,000	424,000
433,000	452,000	471,000	490,000
(499,000)	(518,000)	(537,000)	(556,000)
$ 373,000	$ 367,000	$ 362,000	$ 358,000
3,256,996	2,839,996	3,051,996	3,021,996
-	-	-	-
(790,000)	(155,000)	(392,000)	(204,000)
$ 2,839,996	**$ 3,051,996**	**$ 3,021,996**	**$ 3,175,996**
747,412	**747,412**	**747,412**	**747,412**
$ 3,587,408	**$ 3,799,408**	**$ 3,769,408**	**$ 3,923,408**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
CULTURAL ARTS CENTER ENTERPRISE FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Meeting rooms	$ 326,662	$ 425,000	$ 411,000	$ 425,000
Classroom	233,904	286,090	228,000	286,090
Theater	434,384	450,400	356,000	450,400
Grant Programs	109,440	109,440	109,440	109,440
Total Operating Revenues	1,104,390	1,270,930	1,104,440	1,270,930
OPERATING EXPENSES				
Salaries and benefits	1,506,095	1,472,265	1,472,265	1,494,936
Materials and supplies	74,083	125,358	100,000	125,358
Professional services	263,525	337,245	287,000	336,256
Interdepartmental charges	107,674	108,563	108,563	109,274
Depreciation and Amortization	18,633	29,000	29,000	29,000
Other	7,054	12,400	2,000	12,400
Total Operating Expenses	1,977,064	2,084,831	1,998,828	2,107,224
OPERATING INCOME (LOSS) BEFORE TRANSFERS	(872,674)	(813,901)	(894,388)	(836,294)
Operating transfer In	774,799	713,187	713,187	713,187
Operating transfer Out	(9,862)	(12,054)	(12,054)	(11,999)
Transfers from Fund Balance	-	112,768	193,255	30,596
NET INCOME (LOSS)	$ (107,737)	$ -	$ -	$ (104,510)
Add: Depreciation	18,633	29,000	29,000	29,000
CASH, JULY 1	437,336	298,157	298,157	83,902
Adjustments				
Changes in Balance Sheet Accounts (Net)	28,434			
Actual Capital Expenditures	(78,509)			
Projected Capital Expenditures		(50,000)	(50,000)	(50,000)
Transfers from Fund Balance		(112,768)	(193,255)	(30,596)
Projected cash, ending	$ 298,157	$ 164,389	$ 83,902	$ (72,204)

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 446,000	$ 468,000	$ 491,000	$ 516,000
300,000	315,000	331,000	348,000
473,000	497,000	522,000	548,000
109,000	109,000	109,000	109,000
1,328,000	1,389,000	1,453,000	1,521,000
1,532,000	1,588,000	1,645,000	1,703,000
125,000	125,000	125,000	125,000
336,000	336,000	336,000	336,000
112,000	116,000	120,000	124,000
29,000	29,000	29,000	29,000
12,000	12,000	12,000	12,000
2,146,000	2,206,000	2,267,000	2,329,000
(818,000)	(817,000)	(814,000)	(808,000)
713,000	713,000	713,000	713,000
(12,000)	(12,000)	(12,000)	(12,000)
7,000	-	-	-
$ (110,000)	$ (116,000)	$ (113,000)	$ (107,000)
29,000	29,000	29,000	29,000
(72,204)	(210,204)	(347,204)	(481,204)
(50,000)	(50,000)	(50,000)	(50,000)
(7,000)	-	-	-
$ (210,204)	$ (347,204)	$ (481,204)	$ (609,204)

5 YEAR PROJECTION OF REVENUES AND EXPENSES
EMERGENCY MEDICAL SERVICES ENTERPRISE FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
Operating Revenues				
Fire paramedic fees	$ 132,290	$ 120,000	$ 122,372	$ 120,000
Medical resupply fee	166,750	160,000	159,450	160,000
Paramedic ALS transport fees w/o paramedic	660,540	600,000	655,056	650,000
Paramedic ALS transport fees	926,325	830,000	860,225	850,000
Other	10,385	-	-	-
Total operating revenues	1,896,290	1,710,000	1,797,103	1,780,000
Operating Expenses				
Salaries and benefits	9,330,956	9,739,677	9,739,677	9,934,477
Materials and supplies	286,081	327,582	285,097	324,582
Professional/contract services	21,293	21,140	21,140	16,031
Depreciation and amortization	12,235	10,000	12,235	12,235
Others	32,580	15,000	15,000	10,000
Total operating expenses	9,683,145	10,113,399	10,073,149	10,297,325
Operating income (loss)	(7,786,855)	(8,403,399)	(8,276,046)	(8,517,325)
Income (loss) before transfers	(7,786,855)	(8,403,399)	(8,276,046)	(8,517,325)
Operating Transfers In	8,369,855	8,975,199	8,784,702	9,155,090
Operating Transfers Out	(583,000)	(583,000)	(520,891)	(650,000)
Over (under) subsidy	**$ -**	**$ (11,200)**	**$ (12,235)**	**$ (12,235)**
Add:				
Cash, beginning	-	-	-	-
Depreciation (non cash item)	12,235	10,000	12,235	12,235
Capital Acquisitions	-	-	-	-
Increase/decrease balance sheet items	(12,235)	-	-	-
Projected cash, ending	**$ -**	**$ (1,200)**	**$ -**	**$ -**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 124,000	$ 128,000	$ 132,000	$ 136,000
165,000	170,000	175,000	180,000
670,000	690,000	711,000	732,000
876,000	902,000	929,000	957,000
-	-	-	-
1,835,000	1,890,000	1,947,000	2,005,000
10,251,000	10,617,000	10,980,000	11,387,000
333,000	341,000	350,000	359,000
16,000	16,000	16,000	16,000
13,000	13,000	13,000	13,000
10,000	10,000	10,000	10,000
10,623,000	10,997,000	11,369,000	11,785,000
(8,788,000)	(9,107,000)	(9,422,000)	(9,780,000)
(8,788,000)	(9,107,000)	(9,422,000)	(9,780,000)
9,445,000	9,784,000	10,120,000	10,499,000
(670,000)	(690,000)	(711,000)	(732,000)
$ (13,000)	**$ (13,000)**	**$ (13,000)**	**$ (13,000)**
-	-	-	-
13,000	13,000	13,000	13,000
-	-	-	-
-	-	-	-
$ -	**$ -**	**$ -**	**$ -**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
FLEET SERVICES FUND - COMBINED

	2010-11 Actuals	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Charges for services - operations	$ 2,809,344	$ 2,641,820	$ 2,684,746	$ 2,700,000
Total Operating Revenues	2,809,344	2,641,820	2,684,746	2,700,000
OPERATING EXPENSES				
Salaries and employee benefits	3,040,892	3,092,109	3,030,500	3,077,131
Services and supplies	447,449	430,905	501,672	408,235
Depreciation	1,901,711	2,200,000	1,805,825	2,200,000
Insurance and Claims	7,555	23,943	18,500	23,943
Interdepartmental charges	113,520	114,497	114,497	110,559
Other	5,961	13,300	11,597	20,300
Total Operating Expenses	5,517,088	5,874,754	5,482,591	5,840,168
OPERATING INCOME (LOSS)	(2,707,744)	(3,232,934)	(2,797,845)	(3,140,168)
NON-OPERATING REVENUES				
Interest Income	172,424	254,000	226,309	258,000
Gain (loss) from sale of fixed assets	52,582	80,464	70,097	80,464
Total Non-Operating Revenues	225,006	334,464	296,406	338,464
Income (Loss) before transfers	(2,482,738)	(2,898,470)	(2,501,439)	(2,801,704)
Operating Transfers In	670,813	926,350	926,350	467,776
Operating Transfers Out	(28,578)	(19,753)	(19,753)	(18,078)
Add: Depreciation	1,901,711	2,200,000	1,805,825	2,200,000
NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS	$ 61,208	$ 208,127	$ 210,983	$ (152,006)
Capital Acquisitions				
Charges for services - vehicle replacement	2,771,188	2,404,528	2,857,476	2,873,916
Less: Vehicle Acquisitions	1,128,275	4,135,533	4,135,533	2,128,660
Total Vehicle Replacement Revenues less Vehicle Acq	**1,642,913**	**(1,731,005)**	**(1,278,057)**	**745,256**
NET INCOME (LOSS) AFTER VEHICLE ACQUISITIONS	**$ 1,704,121**	**$ (1,522,878)**	**$ (1,067,074)**	**$ 593,250**
Cash Beginning	12,101,180	13,745,957	13,745,957	12,678,883
Changes in balance sheet accounts	(59,344)	-	-	-
Projected cash, ending	**$ 13,745,957**	**$ 12,223,079**	**$ 12,678,883**	**$ 13,272,133**
Cash Balance - Capital Projects	-	-	-	-
Total Projected Cash Balance	**$ 13,745,957**	**$ 12,223,079**	**$ 12,678,883**	**$ 13,272,133**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 2,702,000	$ 2,706,000	$ 2,712,000	$ 2,718,000
2,702,000	2,706,000	2,712,000	2,718,000
3,092,000	3,050,000	3,141,000	3,233,000
414,000	424,000	435,000	446,000
2,255,000	2,311,000	2,369,000	2,428,000
24,000	25,000	26,000	27,000
114,000	117,000	121,000	125,000
21,000	22,000	23,000	24,000
5,920,000	5,949,000	6,115,000	6,283,000
(3,218,000)	(3,243,000)	(3,403,000)	(3,565,000)
264,000	271,000	278,000	285,000
80,000	80,000	80,000	80,000
344,000	351,000	358,000	365,000
(2,874,000)	(2,892,000)	(3,045,000)	(3,200,000)
468,000	468,000	468,000	468,000
(18,000)	(18,000)	(18,000)	(18,000)
2,255,000	2,311,000	2,369,000	2,428,000
$ (169,000)	$ (131,000)	$ (226,000)	$ (322,000)
2,874,000	2,874,000	2,874,000	2,874,000
2,000,000	2,000,000	2,000,000	2,000,000
874,000	**874,000**	**874,000**	**874,000**
$ 705,000	**$ 743,000**	**$ 648,000**	**$ 552,000**
13,272,133	13,977,133	14,720,133	15,368,133
-	-	-	-
$ 13,977,133	**$ 14,720,133**	**$ 15,368,133**	**$ 15,920,133**
-	-	-	-
$ 13,977,133	**$ 14,720,133**	**$ 15,368,133**	**$ 15,920,133**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
PARKS & RECREATION FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Recreation Services	$ 2,953,395	$ 3,495,726	$ 3,076,604	$ 3,495,726
Cultural Services	1,203,914	1,319,883	1,214,292	1,319,883
Total Operating Revenues	4,157,309	4,815,609	4,290,896	4,815,609
NON-OPERATING REVENUES				
Other	-	-	-	-
Total Non-Operating Revenues	-	-	-	-
Total Revenues/Resources	4,157,309	4,815,609	4,290,896	4,815,609
OPERATING EXPENSES				
Salaries and employee benefits	5,146,478	5,297,297	5,213,678	5,297,597
Services and supplies	1,048,556	1,134,457	1,010,317	1,134,457
Other professional services	975,083	1,222,169	793,396	1,222,169
Insurance and Claims	9,516	18,421	9,516	18,421
Interdepartmental charges	727,001	756,609	756,609	755,136
Other	17,735	28,320	12,963	29,818
Total Operating Expenses	7,924,369	8,457,273	7,796,479	8,457,598
Income (Loss) before transfers	(3,767,060)	(3,641,664)	(3,505,583)	(3,641,989)
Operating Transfers In	3,290,007	4,383,695	4,383,695	3,283,695
Operating Transfers Out	(51,686)	(45,095)	(45,095)	(44,080)
Income (Loss) before Use of Fund Balance	(528,739)	696,936	833,017	(402,374)
NET INCOME (LOSS)	$ (528,739)	$ 696,936	$ 833,017	$ (402,374)
Cash Beginning	-	2,073	2,073	835,090
Changes in balance sheet accounts (Net)	530,812	-	-	-
Projected cash, ending	**$ 2,073**	**$ 699,009**	**$ 835,090**	**$ 432,716**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 3,601,000	$ 3,709,000	$ 3,820,000	$ 3,935,000
1,359,000	1,359,000	1,359,000	1,359,000
4,960,000	5,068,000	5,179,000	5,294,000
-	-	-	-
-	-	-	-
4,960,000	5,068,000	5,179,000	5,294,000
5,428,000	5,628,000	5,831,000	6,037,000
1,163,000	1,192,000	1,222,000	1,253,000
1,253,000	1,284,000	1,316,000	1,349,000
19,000	19,000	19,000	19,000
774,000	801,000	828,000	856,000
31,000	32,000	33,000	34,000
8,668,000	8,956,000	9,249,000	9,548,000
(3,708,000)	(3,888,000)	(4,070,000)	(4,254,000)
3,284,000	3,284,000	3,284,000	3,284,000
(44,000)	(44,000)	(44,000)	(44,000)
(468,000)	(648,000)	(830,000)	(1,014,000)
$ (468,000)	$ (648,000)	$ (830,000)	$ (1,014,000)
432,716	(35,284)	(683,284)	(1,513,284)
-	-	-	-
$ (35,284)	**$ (683,284)**	**$ (1,513,284)**	**$ (2,527,284)**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
SANITATION ENTERPRISE FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
Operating Revenues				
Refuse fees	$ 7,372,204	$ 7,918,845	$ 7,797,343	$ 8,398,435
Recycling fees	1,492,198	1,611,750	1,700,194	1,662,200
AB 939 Waste Management	714,008	720,000	715,000	720,000
Total operating revenues	9,578,410	10,250,595	10,212,537	10,780,635
Operating Expenses				
Salaries and benefits	3,837,468	4,178,607	3,922,020	4,358,779
Materials and supplies	3,240,997	3,905,710	3,905,710	3,186,392
Professional/contract services	2,263,415	2,640,104	2,283,710	2,325,318
Depreciation and amortization	21,759	23,700	12,500	12,500
Interdepartmental charges	750,289	751,781	727,357	740,081
Insurance and claims	91,503	187,374	75,892	187,374
Others	36,942	24,460	13,911	24,460
Total operating expenses	10,242,373	11,711,736	10,941,100	10,834,904
Operating income (loss)	(663,963)	(1,461,141)	(728,563)	(54,269)
Non Operating revenue:				
Interest Income/Grants	7,935	15,000	1,400	5,000
Income (loss) before transfers	(656,028)	(1,446,141)	(727,163)	(49,269)
Operating Transfers Out	(132,871)	(458,311.00)	(458,311)	(123,303)
Operating Transfers In	-	162,043	162,043	279,580
Transfers from Fund Balance	788,899	1,742,409	1,023,431	-
Net income (loss)	**$ -**	**$ -**	**$ -**	**$ 107,008**
Add:				
Cash, beginning	1,836,575	891,935	891,935	823,790
Increase/decrease balance sheet items	(871,180)	-	-	-
Depreciation (non cash item)	21,759	23,700	12,500	12,500
Used oil grant	-	-	-	-
Reuse (T4T) grant	-	-	-	-
FEAP 436 - Radio Comm System	-	-	-	-
FEAP 571 - Feasability Study	-	-	-	-
Capital Expenditures	(96,696)	-	(80,645)	-
Transfers from Fund Balance	(788,899)	(1,742,409)	(1,023,431)	-
Cash available before project appropriations	890,458	915,635	823,790	943,298
Cash appropriated for Capital Projects	-	-	-	-
Projected cash, ending	**$ 890,458**	**$ 915,635**	**$ 823,790**	**$ 943,298**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 8,650,000	$ 8,910,000	$ 9,177,000	$ 9,452,000
1,712,000	1,763,000	1,816,000	1,870,000
720,000	720,000	720,000	720,000
11,082,000	11,393,000	11,713,000	12,042,000
4,492,000	4,684,000	4,880,000	5,079,000
3,274,000	3,364,000	3,456,000	3,550,000
2,390,000	2,456,000	2,523,000	2,592,000
13,000	13,000	13,000	13,000
763,000	795,000	827,000	860,000
193,000	198,000	203,000	208,000
26,000	28,000	30,000	32,000
11,151,000	11,538,000	11,932,000	12,334,000
(69,000)	(145,000)	(219,000)	(292,000)
8,000	11,000	14,000	17,000
(61,000)	(134,000)	(205,000)	(275,000)
(123,000)	(123,000)	(123,000)	(123,000)
280,000	280,000	280,000	280,000
-	-	48,000	118,000
$ 96,000	**$ 23,000**	**$ -**	**$ -**
943,298	1,052,298	1,088,298	1,101,298
-	-	-	-
13,000	13,000	13,000	13,000
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	(48,000)	(118,000)
1,052,298	1,088,298	1,101,298	1,114,298
-	-	-	-
$ 1,052,298	**$ 1,088,298**	**$ 1,101,298**	**$ 1,114,298**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
SELF INSURANCE FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Workers Comp - Claims Reimb	$ 1,314,048	$ 1,190,630	$ 1,217,563	$ 1,190,630
Unemployment Insurance	235,507	191,031	245,614	240,000
Liability Reimbursements	1,011,116	1,011,116	1,011,116	1,011,116
Miscellaneous revenues	-	-	-	-
Total Operating Revenues	$ 2,560,671	$ 2,392,777	$ 2,474,293	$ 2,441,746
OPERATING EXPENSES				
Salaries and employee benefits	704,921	765,800	713,850	716,700
Services and supplies	143,929	206,461	187,798	206,473
Insurance and Claims	5,631,078	3,527,810	3,866,390	3,761,779
Other	3,371	6,800	4,120	6,800
Total Operating Expenses	$ 6,483,299	$ 4,506,871	$ 4,772,158	$ 4,691,752
Income (Loss) before transfers	$ (3,922,628)	$ (2,114,094)	$ (2,297,865)	$ (2,250,006)
Operating Transfers In	1,163,500	1,163,500	1,163,500	1,363,500
Operating Transfers Out	(5,325)	(4,073)	(4,073)	(2,020)
NET INCOME (LOSS)	$ (2,764,453)	$ (954,667)	$ (1,138,438)	$ (888,526)
Cash Beginning	8,357,769	8,615,725	8,615,725	7,477,287
Changes in balance sheet accounts (Net)	3,022,409	-	-	-
Projected cash, ending	**$ 8,615,725**	**$ 7,661,058**	**$ 7,477,287**	**$ 6,588,761**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 1,191,000	$ 1,191,000	$ 1,191,000	$ 1,191,000
240,000	240,000	240,000	240,000
1,011,000	1,011,000	1,011,000	1,011,000
-	-	-	-
$ 2,442,000	$ 2,442,000	$ 2,442,000	$ 2,442,000
734,000	761,000	788,000	816,000
212,000	217,000	222,000	228,000
3,762,000	3,762,000	3,762,000	3,762,000
7,000	7,000	7,000	7,000
$ 4,715,000	$ 4,747,000	$ 4,779,000	$ 4,813,000
$ (2,273,000)	$ (2,305,000)	$ (2,337,000)	$ (2,371,000)
1,710,000	1,710,000	1,710,000	1,710,000
(5,000)	(5,000)	(5,000)	(5,000)
$ (568,000)	$ (600,000)	$ (632,000)	$ (666,000)
6,588,761	6,020,761	5,420,761	4,788,761
-	-	-	-
$ 6,020,761	**$ 5,420,761**	**$ 4,788,761**	**$ 4,122,761**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
SEWER ENTERPRISE FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
Operating Revenues				
Sewer charges	$ 2,855,973	$ 2,720,000	$ 2,850,000	$ 2,720,000
Late charges	4,398	4,500	4,500	4,500
Sewer revolving fees	7,722	8,000	5,400	8,000
Total operating revenues	2,868,093	2,732,500	2,859,900	2,732,500
Operating Expenses				
Salaries and benefits	1,710,289	1,824,103	1,810,832	1,853,823
Materials and supplies	323,565	273,566	323,000	316,114
Professional/contract services	307,685	521,539	505,000	490,214
Depreciation and amortization	979,347	1,006,480	1,005,000	1,006,480
Interdepartmental charges	409,935	354,865	345,102	383,082
Insurance and claims	-	-	-	-
Others	4,235	14,573	4,200	14,574
Total operating expenses	3,735,056	3,995,126	3,993,134	4,064,287
Operating income (loss)	(866,963)	(1,262,626)	(1,133,234)	(1,331,787)
Non Operating revenue:				
Interest Income/grants	165,778	220,000	187,230	175,000
Income (loss) before transfers	(701,185)	(1,042,626)	(946,004)	(1,156,787)
Operating Transfers In	-	-	-	-
Operating Transfers Out	(469,799)	(647,958)	(647,958)	-
Transfers from Fund Balance	1,170,984	1,690,584	1,593,962	926,287
Net income (loss)	**$ -**	**$ -**	**$ -**	**$ (230,500)**
Add:				
Cash, beginning	10,735,561	10,633,098	10,633,098	9,360,867
Depreciation (non cash item)	979,347	1,006,480	1,005,000	1,006,480
Increase/decrease balance sheet items	615,158	-	-	-
Capital Expenditures	(525,984)	-	(683,269)	-
Transfers from Fund Balance	(1,170,984)	-	(1,593,962)	(926,287)
Cash available before project appropriations	$ 10,633,098	$ 11,639,578	$ 9,360,867	$ 9,210,560
Cash appropriated for Capital Projects	-	-	-	-
Projected cash, ending	$ 10,633,098	$ 11,639,578	$ 9,360,867	$ 9,210,560

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 2,720,000	$ 2,720,000	$ 2,720,000	$ 2,720,000
5,000	5,000	5,000	5,000
8,000	8,000	8,000	8,000
2,733,000	2,733,000	2,733,000	2,733,000
1,900,000	1,970,000	2,041,000	2,113,000
324,000	332,000	340,000	349,000
502,000	515,000	528,000	541,000
1,032,000	1,058,000	1,084,000	1,111,000
393,000	407,000	421,000	435,000
-	-	-	-
15,000	15,000	15,000	15,000
4,166,000	4,297,000	4,429,000	4,564,000
(1,433,000)	(1,564,000)	(1,696,000)	(1,831,000)
185,000	195,000	205,000	215,000
(1,248,000)	(1,369,000)	(1,491,000)	(1,616,000)
-	-	-	-
-	-	-	-
929,000	959,000	987,000	1,015,000
$ (319,000)	**$ (410,000)**	**$ (504,000)**	**$ (601,000)**
9,210,560	8,994,560	8,683,560	8,276,560
1,032,000	1,058,000	1,084,000	1,111,000
-	-	-	-
-	-	-	-
(929,000)	(959,000)	(987,000)	(1,015,000)
$ 8,994,560	$ 8,683,560	$ 8,276,560	$ 7,771,560
-	-	-	-
$ 8,994,560	$ 8,683,560	$ 8,276,560	$ 7,771,560

5 YEAR PROJECTION OF REVENUES AND EXPENSES
TRANSIT FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Passenger cash fares	3,192,487	3,471,200	3,190,000	3,471,200
Advertising	149,514	150,000	159,000	150,000
Miscellaneous	69,379	830	38,500	830
Total Operating Revenues	$ 3,411,380	$ 3,622,030	$ 3,387,500	$ 3,622,030
NON-OPERATING REVENUES				
SB-325 allocation	3,761,275	4,644,999	4,644,999	4,932,221
Proposition A Discretionary	3,361,973	3,574,087	3,574,087	3,683,707
Fair Share Revenue	209,753	213,927	213,927	218,505
5% Security	159,448	158,558	158,558	184,485
Prop C Discretionary Foothill Mitigation	121,245	154,445	154,445	149,381
Prop C Discretionary Svc Exp	899,716	926,332	926,332	955,523
Prop A - Torrance Dial-A-Lift	180,000	180,000	180,000	180,000
Proposition A - Local Return	1,836,688	1,880,708	1,825,000	1,963,136
Transit STAF	1,009,408	878,094	878,094	1,148,147
Contributions from other cities (D.A.L.)	53,055	50,000	50,000	50,000
Interest Income	74,053	90,000	76,000	83,500
Municipal Operators Service Program	554,708	1,039,500	1,039,500	1,092,601
Capital Maintenance Revenue	2,250,000	2,250,000	2,250,000	2,250,000
Other/Measure R	1,758,220	2,105,081	2,105,081	2,002,857
Total Non-Operating Revenues	$ 18,132,062	$ 18,745,731	$ 19,418,790	$ 19,055,761
Total Revenues/Resources	$ 21,543,442	$ 22,367,761	$ 22,806,290	$ 22,677,791
OPERATING EXPENSES				
Salaries and employee benefits	12,032,672	14,022,582	12,304,050	14,093,552
Services and supplies	2,695,380	3,372,197	2,806,632	3,372,167
Other professional services	1,886,941	2,075,622	1,900,000	2,034,465
Depreciation and amortization	2,358,235	2,376,000	2,754,380	3,331,089
Insurance and Claims	365,241	311,252	288,045	311,252
Interdepartmental charges	2,505,270	2,918,278	2,512,088	3,100,849
Loss on disposal of fixed assets	-	-	-	-
Other	54,846	77,000	175,000	77,000
Total Operating Expenses	$ 21,898,585	$ 25,152,931	$ 22,740,195	$ 26,320,374
Income (Loss) before transfers	$ (355,143)	$ (2,785,170)	$ 66,095	$ (3,642,583)
Operating Transfers In	104,000	754,000	754,000	1,354,000
Operating Transfers Out	(42,731)	(39,695)	(36,700)	(35,471)
Add: Depreciation	2,358,235	2,376,000	2,754,380	3,331,089
Transfers from Fund Balance	-	-	-	-
NET INCOME (LOSS)	$ 2,064,361	$ 305,135	$ 3,537,775	$ 1,007,035
Cash Beginning	1,166,008	5,554,550	5,554,550	9,092,325
Changes in balance sheet accounts	2,324,181	-	-	-
Capital grants	276,869	14,477,920	12,186,045	11,000,000
Bus acquisition/refurbishments		(13,041,000)	(10,893,899)	(5,000,000)
Other capital purchase	(276,869)	(1,436,920)	(1,292,146)	(6,000,000)
Transfers from Fund Balance	-	-	-	-
Projected cash, ending	**$ 5,554,550**	**$ 5,859,685**	**$ 9,092,325**	**$ 10,099,360**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
3,471,000	3,471,000	3,471,000	3,471,000
153,000	156,000	159,000	162,000
1,000	1,000	1,000	1,000
$ 3,625,000	$ 3,628,000	$ 3,631,000	$ 3,634,000
5,080,000	5,232,000	5,389,000	5,551,000
3,794,000	3,908,000	4,025,000	4,146,000
225,000	232,000	239,000	246,000
190,000	196,000	202,000	208,000
154,000	159,000	164,000	169,000
984,000	1,014,000	1,044,000	1,075,000
180,000	180,000	180,000	180,000
2,022,000	2,083,000	2,145,000	2,209,000
1,183,000	1,218,000	1,255,000	1,293,000
52,000	54,000	56,000	58,000
84,000	84,000	84,000	84,000
1,125,000	1,159,000	1,194,000	1,230,000
2,250,000	2,250,000	2,250,000	2,250,000
2,003,000	2,003,000	2,003,000	2,003,000
$ 19,326,000	$ 19,772,000	$ 20,230,000	$ 20,702,000
$ 22,951,000	$ 23,400,000	$ 23,861,000	$ 24,336,000
14,442,000	14,973,000	15,512,000	16,060,000
3,456,000	3,542,000	3,631,000	3,722,000
2,085,000	2,137,000	2,190,000	2,245,000
3,331,000	3,331,000	3,331,000	3,331,000
319,000	327,000	335,000	343,000
3,178,000	3,289,000	3,401,000	3,515,000
-	-	-	-
79,000	81,000	83,000	85,000
$ 26,890,000	$ 27,680,000	$ 28,483,000	$ 29,301,000
$ (3,939,000)	$ (4,280,000)	$ (4,622,000)	$ (4,965,000)
-	-	-	-
(47,000)	(47,000)	(47,000)	(47,000)
3,331,000	3,331,000	3,331,000	3,331,000
255,000	996,000	1,338,000	1,681,000
$ (400,000)	$ -	$ -	$ -
10,099,360	9,444,360	8,448,360	7,110,360
-	-	-	-
8,428,000	378,000	378,000	
(7,800,000)	-	-	-
(628,000)	(378,000)	(378,000)	
(255,000)	(996,000)	(1,338,000)	(1,681,000)
$ 9,444,360	**$ 8,448,360**	**$ 7,110,360**	**$ 5,429,360**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
VANPOOL/RIDESHARE

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
OPERATING REVENUES				
Cash Fare	$ 57,167	$ 50,000	$ 50,000	$ 50,000
Other Grants	41,139	44,000	42,000	39,000
Prop A Exchange	-	-	-	-
Prop C fund	102,775	167,930	167,930	167,930
Total Operating Revenues	201,081	261,930	259,930	256,930
OPERATING EXPENSES				
Salaries and employee benefits	49,562	79,070	76,500	80,010
Services and supplies	145,429	176,810	146,590	170,510
Other professional services	6,090	5,600	5,840	5,600
Others	-	450	-	250
Total Operating Expenses	201,081	261,930	228,930	256,370
NET INCOME (LOSS) before transfers	-	-	31,000	560
Transfer Out	-	(31,000)	(31,000)	-
Transfers from Fund Balance	-	-	-	-
Net income (loss)	**$ -**	**$ (31,000)**	**$ -**	**$ 560**
Cash Beginning	528	-	-	-
Return to Prop C Fund	-	-	-	(560)
Transfers from Fund Balance	-	-	-	-
Changes in Balance Sheet Accounts (Net)	(528)	-	-	-
Projected cash, ending	**$ -**	**$ (31,000)**	**$ -**	**$ -**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 65,000	$ 65,000	$ 65,000	$ 65,000
39,000	39,000	39,000	39,000
-	-	-	-
166,000	174,000	179,000	184,000
270,000	278,000	283,000	288,000
82,000	85,000	88,000	91,000
175,000	179,000	183,000	188,000
6,000	6,000	6,000	6,000
-	-	-	-
263,000	270,000	277,000	285,000
7,000	8,000	6,000	3,000
-	-	-	-
-	-	-	-
$ 7,000	**$ 8,000**	**$ 6,000**	**$ 3,000**
-	-	-	-
(7,000)	(8,000)	(6,000)	(3,000)
-	-	-	-
-	-	-	-
$ -	**$ -**	**$ -**	**$ -**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
WATER FUND

	2010-11 Actual	2011-12 Adopted	2011-12 Projected	2012-13 Proposed
Operating Revenues				
Wholesale water sales	$ 439,189	$ 529,000	$ 1,200,000	$ 1,275,000
Metered water sales	13,976,746	15,112,000	15,250,000	16,250,000
Metered Water Sales-Commercial	5,273,099	6,003,000	5,600,000	6,000,000
Metered Water Sales-Industrial	1,417,536	1,320,000	1,600,000	1,700,000
Mobil potable water sales	2,491,605	1,758,000	1,900,000	1,875,000
Sales to City	552,719	591,000	575,000	600,000
Residential low income discount	146,525	151,000	155,000	165,000
Recycled-Landscape irrigation	188,339	307,000	290,000	305,000
Recycled Sales Mobil	3,863,474	4,867,000	4,500,000	4,900,000
Mobil reclaimed fixed contrib pymt	687,800	834,000	950,000	760,000
Direct & indirect labor fee	195,367	232,055	235,000	235,000
Chemical fee revenue	(59,048)	160,000	160,000	160,000
Water quality analysis	(18,467)	40,000	40,000	40,000
Repairs & maintenance fee	53,427	50,000	50,000	50,000
Other related fee revenue	(27,494)	65,000	65,000	65,500
Late charge	133,688	150,000	70,000	70,000
Water disconnect fees	12,924	15,000	10,000	10,000
Fire protection charges	560,578	432,000	340,000	350,000
Pumping charges	86,662	97,000	100,000	100,000
Water start service fee	62,443	50,000	85,000	65,000
Fire flow test	3,000	3,000	1,000	2,000
Misc services	20,901	25,000	25,000	25,000
Engineering, overhead & inspection	98,152	75,000	30,000	30,000
Total operating revenues	**30,159,165**	**32,866,055**	**33,231,000**	**35,032,500**
Operating Expenses				
Salaries	4,551,034	5,321,812	4,800,500	5,318,518
Materials	1,512,186	1,590,749	1,675,700	1,859,523
Cost of Water	18,671,108	20,285,000	19,905,600	21,940,000
Prof Services	718,648	1,101,679	871,000	1,096,652
Travel, Training	27,874	42,275	40,700	42,275
Depr/Amortization/Bond Issuance Cost	1,355,004	1,200,000	1,200,000	1,200,000
Litigation Expense	78,735	92,109	65,000	92,109
Interddepartmental Charges	1,186,272	1,061,735	1,036,700	1,163,158
Others	414,479	30,000	15,000	30,000
In lieu franchise payments	718,000	718,000	718,000	718,000
Total operating expenses	29,233,340	31,443,359	30,328,200	33,460,235
Operating Income (Loss)	**925,825**	**1,422,696**	**2,902,800**	**1,572,265**
Non-Operating Revenue				
Investment earnings	100,880	75,000	120,000	120,000
Contributed Capital Received	35,227	35,000	25,000	35,000
Total Non -Operating Income	136,107	110,000	145,000	155,000
Non-Operating Expenses				
Interest expense	100,244	74,300	74,300	46,800
Income (Loss) before transfers	961,688	1,458,396	2,973,500	1,680,465
Operating Transfers Out	(30,398)	(287,490)	(287,490)	(16,096)
Net Income (Loss)	**$ 931,290**	**$ 1,170,906**	**$ 2,686,010**	**$ 1,664,369**
Add:				
Cash Beginning	5,164,407	5,180,512	5,180,512	8,162,054
Depreciation (non cash item)	1,355,004	1,200,000	1,200,000	1,200,000
Increase (decrease) in balance sheet account	(1,100,491)			-
Capital Expenditures	(654,698)		(364,468)	-
Non-Capital Project Expenditures	-			-
Bond principal payment	(515,000)	(540,000)	(540,000)	(570,000)
Cash available before project appropriations	5,180,512	7,011,418	8,162,054	10,456,423
Cash appropriated for capital projects	-	-	-	-
Water Financial Reserve	-	-	-	-
Projected cash, ending	**$ 5,180,512**	**$ 7,011,418**	**$ 8,162,054**	**$ 10,456,423**

2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected
$ 1,339,000	$ 1,406,000	$ 1,476,000	$ 1,550,000
17,063,000	17,916,000	18,812,000	19,753,000
6,300,000	6,615,000	6,946,000	7,293,000
1,785,000	1,874,000	1,968,000	2,066,000
1,969,000	2,067,000	2,170,000	2,279,000
630,000	662,000	695,000	730,000
173,000	182,000	191,000	201,000
320,000	336,000	353,000	371,000
5,145,000	5,402,000	5,672,000	5,956,000
760,000	760,000	760,000	760,000
247,000	259,000	272,000	286,000
168,000	176,000	185,000	194,000
42,000	44,000	46,000	48,000
53,000	56,000	59,000	62,000
69,000	72,000	76,000	80,000
70,000	70,000	70,000	70,000
10,000	10,000	10,000	10,000
350,000	350,000	350,000	350,000
100,000	100,000	100,000	100,000
65,000	65,000	65,000	65,000
2,000	2,000	2,000	2,000
25,000	25,000	25,000	25,000
30,000	30,000	30,000	30,000
36,715,000	**38,479,000**	**40,333,000**	**42,281,000**
5,528,000	5,731,000	5,937,000	6,147,000
1,892,000	1,939,000	1,987,000	2,037,000
23,037,000	24,189,000	25,398,000	26,668,000
1,124,000	1,152,000	1,181,000	1,211,000
43,000	44,000	45,000	46,000
1,200,000	1,200,000	1,200,000	1,200,000
94,000	96,000	98,000	100,000
1,192,000	1,234,000	1,276,000	1,319,000
31,000	32,000	33,000	34,000
718,000	718,000	718,000	718,000
34,859,000	36,335,000	37,873,000	39,480,000
1,856,000	**2,144,000**	**2,460,000**	**2,801,000**
170,000	170,000	170,000	170,000
35,000	35,000	35,000	35,000
205,000	205,000	205,000	205,000
37,500	28,000	28,000	28,000
2,023,500	2,321,000	2,637,000	2,978,000
(16,000)	(16,000)	(16,000)	(16,000)
$ 2,007,500	**$ 2,305,000**	**$ 2,621,000**	**$ 2,962,000**
10,456,423	13,043,923	16,548,923	20,369,923
1,200,000	1,200,000	1,200,000	1,200,000
-	-	-	-
-	-	-	-
-	-	-	-
(620,000)	-	-	-
13,043,923	16,548,923	20,369,923	24,531,923
-	-	-	-
-	-	-	-
$ 13,043,923	**$ 16,548,923**	**$ 20,369,923**	**$ 24,531,923**

OPERATING TRANSFERS IN AND OUT
Fiscal Year 2011-12 (Year 1 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	$ 18,087,883	Special Revenue Fund:	
		Street Lighting Assessment	$ 1,827,484
General Fund -Reserve	100,000		
		Enterprise Funds:	
Re-Org Fund 1004	845,629	Cultural Services	703,879
		Parks and Recreation	2,579,816
		Cultural Arts Center	713,187
		Emergency Medical Services	8,975,199
		Animal Control	243,967
		Internal Service Fund:	
		Self-Insurance	1,163,500
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Re-Org Fund 1004	286,300
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,723
		Data Communications Replacement Fund 1021	69,983
		Radio Replacement Fund 1022	169,307
		PC Replacement Fund 1023	322,762
		General Fund:	
		Operations	813,629
		Promotions/Special Events	132,000
		2009-10 Capital Project Fund	-
	$ 19,033,512		**$ 19,033,512**
Special Revenue Funds:		General Fund	1,040,000
State Gas Tax	1,040,000		
		General Fund Sub-Fund:	
Government Cable Communications	449,467	Telephone Replacement	773
		Data Communications Replacement	3,446
Proposition C Local Return	1,321,930	Radio Replacement	250
		PC Replacement	7,883
		Special Revenue Fund:	
		Cable TV Public Access	437,115
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Transit	1,154,000
	$ 2,811,397		**$ 2,811,397**
Capital Project Funds:			
Capital Improvements	300,000	General Fund - Operations	300,000
		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,558	Data Communications Replacement	4,138
		PC Replacement	320
Redevelopment Agency-Low/Mod Hous	18,800	Special Revenue Fund:	
		Rehab Housing	36,900
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	$ 351,358		**$ 351,358**
Debt Service Funds:		General Fund	2,433,165
Redevelopment Agency-Industrial	2,433,165		
Redevelopment Agency-Industrial	1,240,074	Capital Project Fund:	
Redevelopment Agency-Downtown	342,289	Redevelopment Agency-Low Mod	1,716,541
Redevelopment Agency-Skypark	134,178		
	$ 4,149,706		**$ 4,149,706**
Enterprise Fund:		General Fund	6,713,485
Airport - Aeronautical	14,256		
Airport - Non Aeronautical	6,103,748	General Fund Sub-Fund:	
Cultural Arts Center	58,208	Telephone Replacement	22,504
Parks and Recreation	45,095	Data Communications Replacement	15,433
Sewer	75,000	Radio Replacement	36,687
Transit	36,700	PC Replacement	67,820
Water	21,872		
Sanitation	2,064	Special Revenue Fund:	
Emergency Medical Service	583,000	Street Lighting Assessment District	25,763
Internal Service Fund:		Enterprise Fund:	
Self Insurance	4,073	Sanitation	75,000
Fleet Services	11,053		
		Capital Project Fund:	
Special Revenue Fund:		Cultural Arts Center	50,000
Gov. Cable Communications	48,000		
Cable TV Public Access	3,623		
	$ 7,006,692		**$ 7,006,692**
Total Transfers	**$ 33,352,665**		**$ 33,352,665**

OPERATING TRANSFERS IN AND OUT
Original Adopted Fiscal Year 2012-13 (Year 2 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	$ 20,833,983	Special Revenue Fund:	
		Street Lighting Assessment	$ 1,827,484
General Fund -Reserve	100,000		
		Enterprise Funds:	
		Cultural Services	703,879
		Parks and Recreation	2,579,816
		Cultural Arts Center	713,187
		Emergency Medical Services	9,057,599
		Animal Control	243,967
		Internal Service Fund:	
		Self-Insurance	1,363,500
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,723
		Data Communications Replacement Fund 1021	69,983
		Radio Replacement Fund 1022	169,307
		PC Replacement Fund 1023	322,762
		Reorganization Fund 1004	1,250,000
		General Fund - Operations	100,000
		Postemployment/Comp Absences Fund	1,000,000
		2011-12 Capital Project Fund	500,000
	$ 20,933,983		**$ 20,933,983**
Special Revenue Funds:		General Fund	840,000
State Gas Tax	840,000		
		General Fund Sub-Fund:	
Government Cable Communications	433,752	Telephone Replacement	773
		Data Communications Replacement	3,446
Proposition C Local Return	1,321,930	Radio Replacement	250
		PC Replacement	7,883
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Transit	1,154,000
	$ 2,595,682		**$ 2,595,682**
Capital Project Funds:			
		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,558	Data Communications Replacement	4,138
		PC Replacement	320
Redevelopment Agency-Low/Mod Hous	18,800	Special Revenue Fund:	
		Rehab Housing	36,900
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	$ 51,358		**$ 51,358**
Debt Service Funds:		General Fund	2,564,091
Redevelopment Agency-Industrial	2,564,091		
Redevelopment Agency-Industrial	1,264,876	Capital Project Fund:	
Redevelopment Agency-Downtown	349,134	Redevelopment Agency-Low Mod	1,750,871
Redevelopment Agency-Skypark	136,861		
	$ 4,314,962		**$ 4,314,962**
Enterprise Fund:		General Fund	6,912,825
Airport - Aeronautical	14,256		
Airport - Non Aeronautical	6,286,088	General Fund Sub-Fund:	
Cultural Arts Center	58,208	Telephone Replacement	22,504
Parks and Recreation	45,095	Data Communications Replacement	15,433
Sewer	75,000	Radio Replacement	36,687
Transit	36,700	PC Replacement	67,820
Water	21,872		
Sanitation	2,064	Special Revenue Fund:	
Emergency Medical Service	600,000	Street Lighting Assessment District	25,763
Internal Service Fund:		Enterprise Fund:	
Self Insurance	4,073	Sanitation	75,000
Fleet Services	11,053		
		Capital Project Fund:	
Special Revenue Fund:		Cultural Arts Center	50,000
Gov. Cable Communications	48,000		
Cable TV Public Access	3,623		
	$ 7,206,032		**$ 7,206,032**
Total Transfers	**$ 35,102,017**		**$ 35,102,017**

OPERATING TRANSFERS IN AND OUT
Revised Fiscal Year 2012-13 (Year 2 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	$ 20,231,750	Special Revenue Fund:	
		Street Lighting Assessment	$ 1,777,163
General Fund -Reserve	100,000		
		Enterprise Funds:	
		Cultural Services	703,879
		Parks and Recreation	2,579,816
		Cultural Arts Center	713,187
		Emergency Medical Services	9,155,090
		Animal Control	248,000
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	1,363,500
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	193,720
		PC Replacement Fund 1023	345,310
		Reorganization Fund 1004	900,000
		General Fund - Operations	100,000
		2012-13 Capital Project Fund	1,000,000
	$ 20,331,750		**$ 20,331,750**
Special Revenue Funds:		General Fund	2,040,000
State Gas Tax	1,040,000		
		General Fund Sub-Fund:	
Government Cable Communications	434,866	Telephone Replacement	766
		Data Communications Replacement	1,000
Proposition C Local Return	2,521,930	Radio Replacement	232
		PC Replacement	7,686
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,354,000
	$ 3,996,796		**$ 3,996,796**
Capital Project Funds:			
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	$ 10,000		**$ 10,000**
Enterprise Fund:		General Fund	6,962,825
Airport - Aeronautical	16,392		
Airport - Non Aeronautical	6,286,088	General Fund Sub-Fund:	
Cultural Arts Center	61,999	Telephone Replacement	22,290
Parks and Recreation	44,080	Data Communications Replacement	10,331
Sewer	0	Radio Replacement	27,675
Transit	35,471	PC Replacement	68,336
Water	16,096		
Sanitation	123,303	Special Revenue Fund:	
Emergency Medical Service	650,000	Street Lighting Assessment District	25,763
Internal Service Fund:		Enterprise Fund:	
Self Insurance	2,020	Sanitation	138,102
Fleet Services	18,078		
		Capital Project Fund:	
Special Revenue Fund:		Cultural Arts Center	50,000
Gov. Cable Communications	48,000		
Cable TV Public Access	3,795		
	$ 7,305,322		**$ 7,305,322**
Total Transfers	**$ 31,643,868**		**$ 31,643,868**

PERSONNEL SUMMARY

	2009-10 Adopted		2010-11 Adopted		2012	2011-12 Adopted		2012-13 Original Adopted		2012-13 Revised	
	General Fund	Other Funds	General Fund	Other Funds	Actual (1/1/12)	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
City Council	7.0	-	7.0	-	7.0	7.0	-	7.0	-	7.0	-
City Attorney	14.0	-	11.5	-	11.0	11.5	-	11.5	-	11.5	-
City Clerk	8.5	-	8.5	-	9.0	8.5	-	8.5	-	8.5	-
City Treasurer	6.0	-	6.0	-	6.0	7.0	-	7.0	-	7.0	-
City Manager	15.0	-	14.0	-	11.6	14.0	-	14.0	-	14.0	-
Cable Television	-	17.3	-	17.3	13.9	-	17.3	-	17.3	-	17.3
Civil Service	2.8	-	2.8	-	2.3	2.8	-	2.8	-	4.3	-
Commun. & Info. Tech.	40.5	-	41.5	-	39.2	40.5	-	40.5	-	40.5	-
Community Development	63.5	4.5	58.2	5.3	57.5	54.2	5.3	54.2	5.3	54.0	5.5
Community Svcs. - Full Tim	102.1	23.8	98.1	23.8	113.0	94.1	23.8	94.1	23.8	101.1	23.8
Community Svcs. - Recurre	52.5	90.7	51.6	90.7	68.1	50.1	90.7	50.1	90.7	37.6	90.7
Finance	39.0	-	36.0	-	30.0	35.0	-	35.0	-	44.5	-
Fire	121.5	50.0	114.5	50.0	157.3	112.5	50.0	112.5	50.0	113.5	50.0
General Services	56.0	-	53.0	-	51.4	55.0	-	55.0	-	55.0	-
CAC* - full time	-	10.5	-	10.5	9.0	-	9.5	-	9.5	-	9.5
CAC* - recurrent	-	17.8	-	17.8	8.3	-	17.8	-	17.8	-	17.8
Airport	-	8.5	-	8.5	10.0	-	8.5	-	8.5	-	8.5
Fleet	-	34.0	-	34.0	30.5	-	32.5	-	32.5	-	32.5
Human Resources	27.5	-	24.5	-	21.7	24.5	-	24.5	-	12.0	-
Workforce Development	-	-	-	-	-	-	-	-	-	-	-
Police - full time	339.8	4.0	332.8	4.0	314.0	330.8	4.0	330.8	4.0	330.8	4.0
Police - recurrent	13.0	-	13.0	-	6.5	13.0	-	13.0	-	13.0	-
Public Works	104.4		96.7		104.0	99.7		99.7		99.7	
Sanitation	-	49.1	-	49.4	48.0	-	49.4	-	49.4	-	42.4
Water	-	39.0	-	40.2	27.0	-	41.2	-	41.2	-	41.2
Airport		-		-	-		-		-		-
Sewer	-	10.0	-	10.2	-	-	10.2	-	10.2	-	20.2
Transit	-	139.8	-	138.8	116.1	-	140.3	-	140.3	-	140.3
Total full time positions	947.6	390.5	905.1	392.0	1,189.5	897.1	392.0	897.1	392.0	903.4	395.2
Total recurrent positions	65.5	108.5	64.6	108.5	82.9	63.1	108.5	63.1	108.5	50.6	108.5
Total	1,013.1	499.0	969.7	500.5	1,272.4	960.2	500.5	960.2	500.5	954.0	503.7
City Total		1,512.1		1,470.2	1,272.4		1,460.7		1,460.7		1,457.7

*Cultural Arts Center

Personnel Vacancies as of March 1, 2012

DEPARTMENT	FUND	VACANCY	NUMBER
City Manager - Cable	Enterprise Fund	Announcer	1
	Enterprise Fund	Intern II	0.5
	Enterprise Fund	Production Assistant	1
Civil Service	General Fund	Personnel Technician	1
Community Development	General Fund	Building Inspection Supervisor	1
	General Fund	Building Inspector	1
	General Fund	Structural Plans Examiner	1
Community Services (Library & Park Services)	General Fund	Librarian (Youth Services)	1
	General Fund	Library Assistant I	1
	General Fund	Senior Librarian	2
	General Fund	Library Assistant II	2
	General Fund	Reference Librarian (part-time)	1
	General Fund	Library Page	1
	General Fund	Typist Clerk II	1
	General Fund	Lead Maintenance Worker	1
Finance	General Fund	Accountant	1
	General Fund	Sr. Account Clerk	1
Fire	General Fund	Hazardous Materials Analyst	1
	General Fund	Firefighter - Sworn	4
	General Fund	Fire Prevention Specialist	1
	General Fund	Fire Prevention Manager	1
	General Fund	Senior Business Manager	1
	General Fund	Typist Clerk II	1
General Services	General Fund	Custodian	4
	General Fund	Facility Services Supervisor	1
	Enterprise Fund	Senior Mechanic	2
	Enterprise Fund	Fleet Services Manager	1
Police	General Fund	Police Records Technician	4
	General Fund	Public Safety Dispatcher	3
	General Fund	Emergency Services Coordinator	1
	General Fund	Police Services Officer	2
	General Fund	Information Tech Specialist	1
	General Fund	Officer-Recruit - Sworn	7
Public Works	General Fund	Assistant Engineer	1
	General Fund	Deputy Director Public Works/CE	1
	General Fund	Engineering Technician I	1
	General Fund	Engineering Technician III	1
	General Fund	Maintenance Worker	8
	General Fund	Traffic Painter	1
	Enterprise Fund	Maintenance Worker	1
	Enterprise Fund	Sanitation Equipment Operator	3

Personnel Vacancies as of March 1, 2012 (continued)

DEPARTMENT	FUND	VACANCY	NUMBER
Transit	Enterprise Fund	Transit Supervisor	2
	Enterprise Fund	Transit Operations Manager	1
	Enterprise Fund	Transit Dispatcher	1
	Enterprise Fund	Storekeeper	1
	Enterprise Fund	Senior Mechanic	2
	Enterprise Fund	Bus Operator	10
	Enterprise Fund	Relief Bus Operator - Part-time	3.5
	Enterprise Fund	Equipment Attendant	1
	Enterprise Fund	Administrative Analyst	1
	Enterprise Fund	Mechanic	2
	Enterprise Fund	Maintenance Worker	0.5
		Total	95.5
		Vacancies Summary:	
		Safety	11.0
		General Fund	50.0
		Enterprise Fund	34.5
		Total	95.5

THIS PAGE INTENTIONALLY LEFT BLANK

THIS PAGE INTENTIONALLY LEFT BLANK

REVENUE PROJECTION DETAIL
GENERAL FUND

Description	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Summary					
Property Taxes	39,960,248	39,803,760	41,690,000	43,216,900	42,085,158
Sales Tax	32,769,886	37,565,528	35,970,000	37,213,400	41,176,300
Other Taxes	52,563,130	54,490,075	59,090,000	60,913,400	59,343,950
Licenses and Permits	1,617,719	1,639,218	2,050,000	2,130,900	1,932,900
Grants and Subventions	1,667,100	2,060,138	2,020,000	1,837,400	1,410,000
Fines and Forfeitures	1,039,810	1,084,493	1,330,000	1,330,000	1,330,000
Use of Money and Property	3,572,894	2,368,827	3,360,000	3,429,300	2,825,400
Charges for Services	4,504,776	4,621,198	5,130,000	5,200,801	5,220,601
Other Revenues	20,479,758	19,672,500	14,152,279	13,306,916	11,792,825
Non-Recurring Revenues	-	-	-	-	-
Total General Fund Revenues	158,175,320	163,305,736	164,792,279	168,579,017	167,117,134
Detail					
Property Taxes					
Secured	24,965,515	25,099,131	26,100,000	27,138,800	26,659,158
VLF Swap	11,216,152	11,074,900	11,510,000	11,970,400	11,426,000
Unsecured	1,271,895	1,279,997	1,320,000	1,331,800	1,320,000
Supplemental	229,228	289,673	530,000	545,900	530,000
Redemptions	1,259,282	1,091,905	1,120,000	1,120,000	1,120,000
Real property transfer	516,996	468,710	600,000	600,000	600,000
Aircraft assessment	175,991	178,647	180,000	180,000	180,000
Penalties and interest	325,190	320,797	330,000	330,000	250,000
Total Property Taxes	39,960,248	39,803,760	41,690,000	43,216,900	42,085,158
Sales Taxes	32,769,886	37,565,528	35,970,000	37,213,400	41,176,300
Other Taxes					
Utility Users	32,100,029	32,909,944	35,600,000	36,743,000	34,807,000
Business Licensing	7,668,781	8,024,995	8,220,000	8,466,600	8,612,150
Occupancy	6,400,237	6,958,891	7,660,000	7,889,800	8,272,800
Prop 172 Sales Tax	1,148,942	1,201,164	1,400,000	1,442,000	1,442,000
Franchise payments	4,541,024	4,693,735	5,400,000	5,562,000	5,400,000
Construction	697,727	693,972	800,000	800,000	800,000
Oil Severance	6,391	7,375	10,000	10,000	10,000
Total Other Taxes	52,563,130	54,490,075	59,090,000	60,913,400	59,343,950
Licenses and Permits					
Construction permits	1,465,839	1,507,569	1,900,000	1,951,900	1,781,200
Other licenses and permits	151,880	131,649	150,000	179,000	151,700
Total Licenses and Permits	1,617,719	1,639,218	2,050,000	2,130,900	1,932,900
Grants and Subventions					
Motor vehicle licenses	437,789	684,566	580,000	597,400	-
Gasoline tax	840,000	1,040,000	1,040,000	840,000	1,040,000
State homeowner prop tax	238,905	236,485	250,000	250,000	250,000
Other state revenues	150,406	99,086	150,000	150,000	120,000
Other county grants					
Total Grants and Subventions	1,667,100	2,060,138	2,020,000	1,837,400	1,410,000

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected budget for 2012-13 reflects a 2.7% reduction from the original 2012-13 projection. This decrease reflects a minimal down-turn in the housing valuations.

Sales Tax

Sales tax revenues in 2012-13 are projected to be approximately $4 million greater than the original 2012-13 budget projection. Sales tax revenues are directly impacted by the economy. Recent economic retail sales indicators are reflecting moderate growth through the end of fiscal year 2012-13.

Utility User's Tax

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected decrease of 5.3% for fiscal year 2012-13 represents a decline in the use of natural gas from a local refinery.

Business License Tax

This revenue source is projected to increase by 1.7% above the original 2012-13 projection. The increase is due to projected growth in the economy.

Occupancy Tax

Occupancy tax revenues are being increased by 4.9% to reflect a modest recovery from the recent declines in business travel and tourism .

Prop 172 Sales Tax

This revenue which is sensitive to the economy is projected to remain the same as originally projected.

Franchise Payments - Other

This revenue is projected to decrease by 2.9% from the original 2012-13 projection.

Construction Tax

It is projected that the construction industry will continue to improve, but will be the same as the original 2012-13 budgeted amounts.

Oil Severance Tax

This revenue remains the same as the original 2012-13 projection.

Licenses and Permits

This revenue source is being reduced by 9.8% from the original 2012-13. projection to be more in line with the current budget. This revenue source is primarily related to construction activities which is projected to turn around slowly in 2012-13.

Motor Vehicle Licenses

This revenue source is being removed in 2012-13 due to State take-away of this revenue source. The League of California cities has pending litigation contending that the State violated voter approved Proposition 1A.

REVENUE PROJECTION DETAIL
GENERAL FUND

Description	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Fines and Forfeitures					
General court fines	591,604	644,109	850,000	850,000	850,000
Traffic fines	448,206	440,384	480,000	480,000	480,000
Total Fines and Forfeitures	1,039,810	1,084,493	1,330,000	1,330,000	1,330,000
Use of Money and Property					
Investment earnings	2,599,356	1,602,221	2,000,000	2,030,000	1,400,000
Rents and royalties	932,297	1,315,057	1,360,000	1,399,300	1,425,400
Franchise payments	41,240	(548,451)			
Total Use of Money and Property	3,572,894	2,368,827	3,360,000	3,429,300	2,825,400
Charges for Services					
Indirect charges					
Construction related fees	1,190,339	1,238,271	1,520,000	1,565,001	1,565,001
Engineering fees	243,997	157,692	270,000	278,100	278,100
Police Department services	728,597	577,640	840,000	852,000	852,000
Fire inspection fees	1,726,161	1,915,613	1,780,000	1,781,500	1,781,500
Other charges	137,327	170,837	150,000	154,200	174,000
Library fines and fees	143,095	154,297	190,000	190,000	190,000
Recreation Processing/Facility Fees	335,259	406,847	380,000	380,000	380,000
Total Charges for Services	4,504,776	4,621,198	5,130,000	5,200,801	5,220,601
Other Revenues					
Contributions	2,572,136	2,618,000	2,600,000	2,600,000	2,600,000
Other revenue	2,029,573	3,514,627	1,160,000	1,130,000	1,130,000
Transfers-in	15,878,049	13,539,873	10,392,279	9,576,916	8,062,825
Total Other Revenues	20,479,758	19,672,500	14,152,279	13,306,916	11,792,825
Non-Recurring Revenues					
Liquidation of prior year reserves					
Liquidation of economic dev. reserves					
PERS interest amortization					
PERS interest on credits					
PERS credit amortization					
Donations					
Advances from the City					
Total Non-Recurring Revenues					
Total General Fund Revenues	158,175,320	163,305,736	164,792,279	168,579,017	167,117,134

The General Fund is used to account for financial resources applicable to the general government operations of the City of Torrance, which are not required to be accounted for in another fund.

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund (Continued)

Fines and Forfeitures

This revenue source is expected to remain the same as projected for 2012-13.

Investment Earnings

Interest income is projected to remain low in fiscal year 2012-13 due to lower return on investment.

Rents and Royalties

This revenue is projected to remain the same as projected for 2012-13.

Waste Haulers Franchise

This revenue source, which represents the Waste Haulers Franchise, is expected to remain relatively constant for fiscal year 2012-13.

Charges for Services

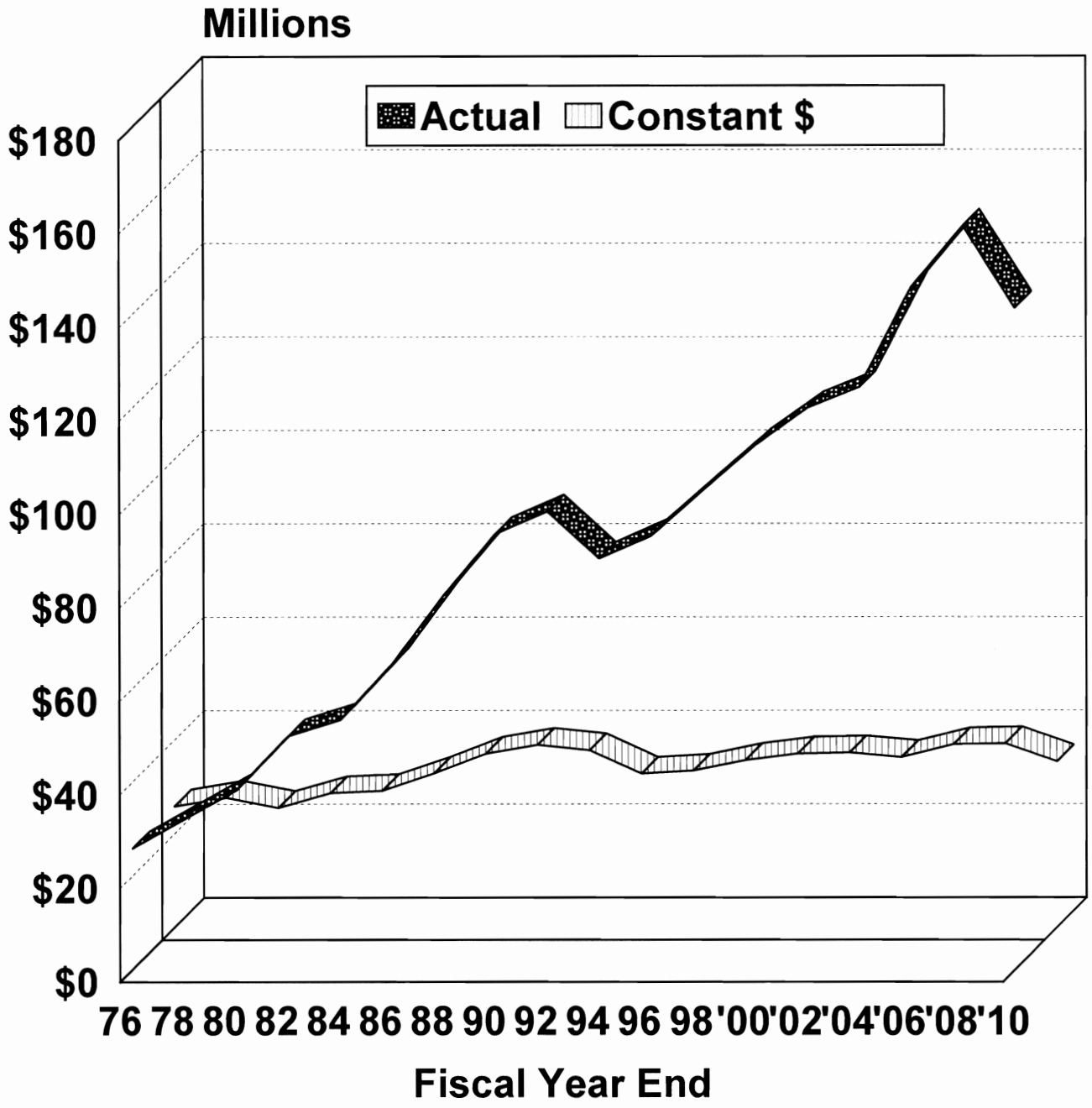
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to increase slightly for fiscal year 2012-13.

Operating Transfers

This revenue source is projected to decrease due to removal of transfers from Redevelopment.

GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars*

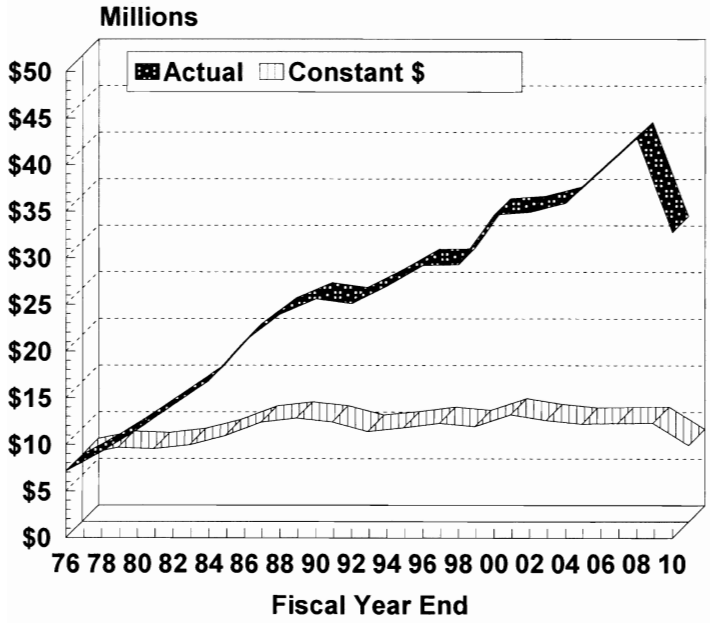


Actual average annual growth rate of 5.1%.
Constant dollars (real growth) average annual growth rate of .9%.
*** Constant dollar figure adjusts for inflation using CPI (base year = 1976).**

TOP GENERAL FUND REVENUES

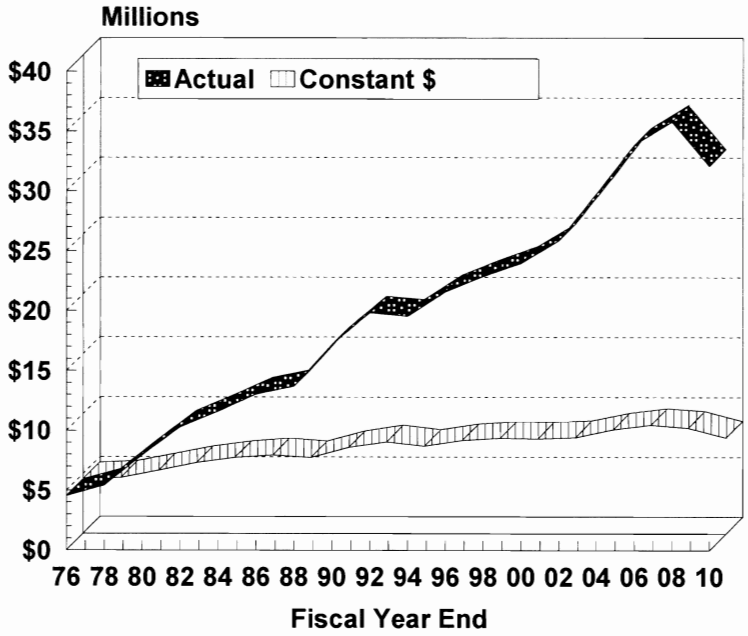
Actual vs. Constant Dollars*

SALES AND USE TAX



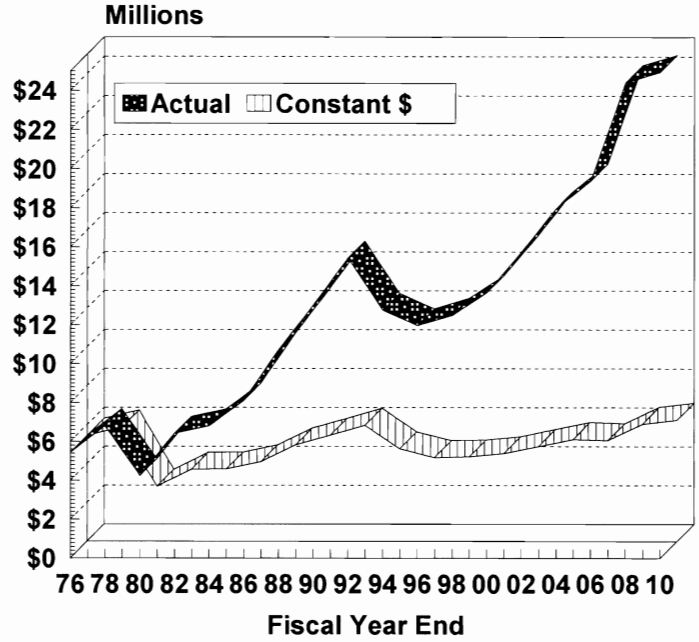
Actual average annual growth rate of 4.6%.
Constant dollars (real growth) average annual growth rate of 0.4%.

UTILITY USERS' TAX



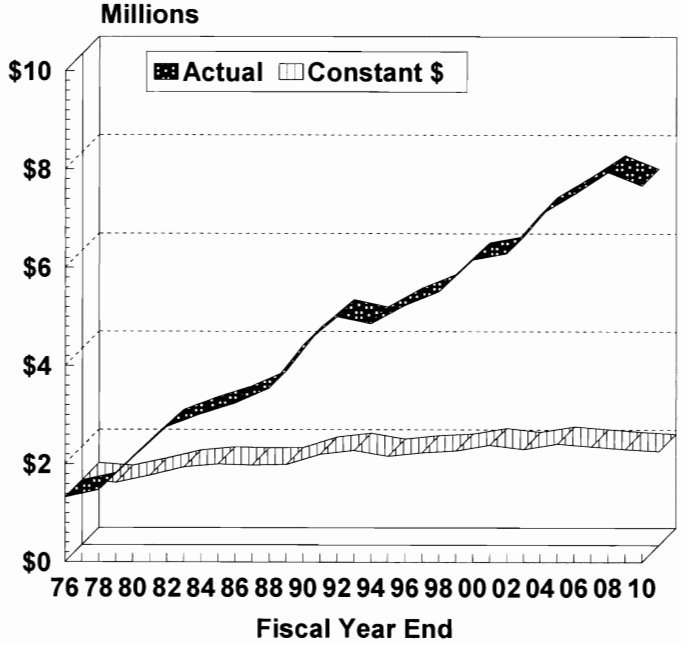
Actual average annual growth rate of 5.9%.
Constant dollars (real growth) average annual growth rate of 1.7%.

SECURED PROPERTY TAX



Actual average annual growth rate of 4.6%.
Constant dollars (real growth) average annual growth rate of 0.4%.

BUSINESS LICENSE TAX



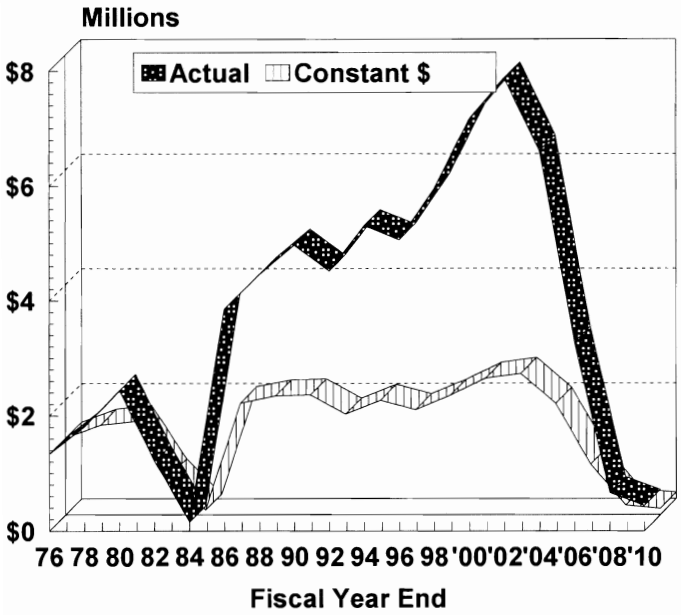
Actual average annual growth rate of 5.3%.
Constant dollars (real growth) average annual growth rate of 1.1%.

*Constant dollar figure adjusts for inflation using CPI (base year = 1976)

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

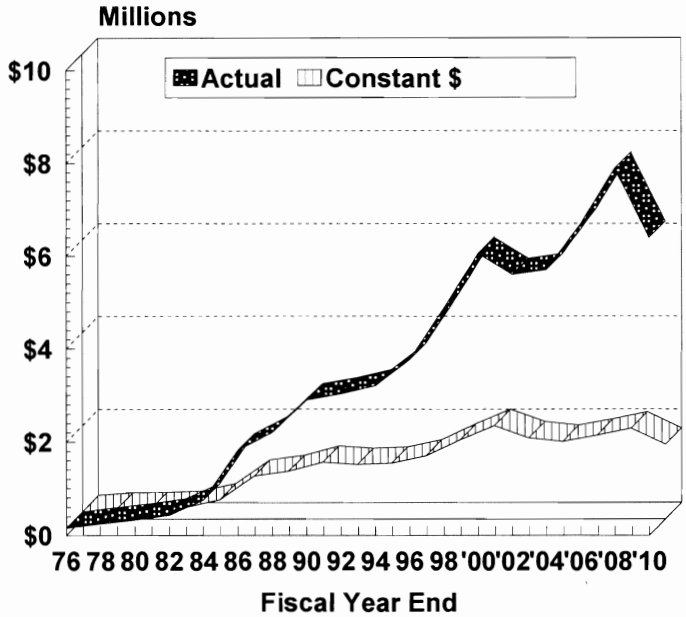
MOTOR VEHICLE TAX



Actual average annual growth rate of -3.2%.
Constant dollars (real growth) average annual growth rate of -7.1%.

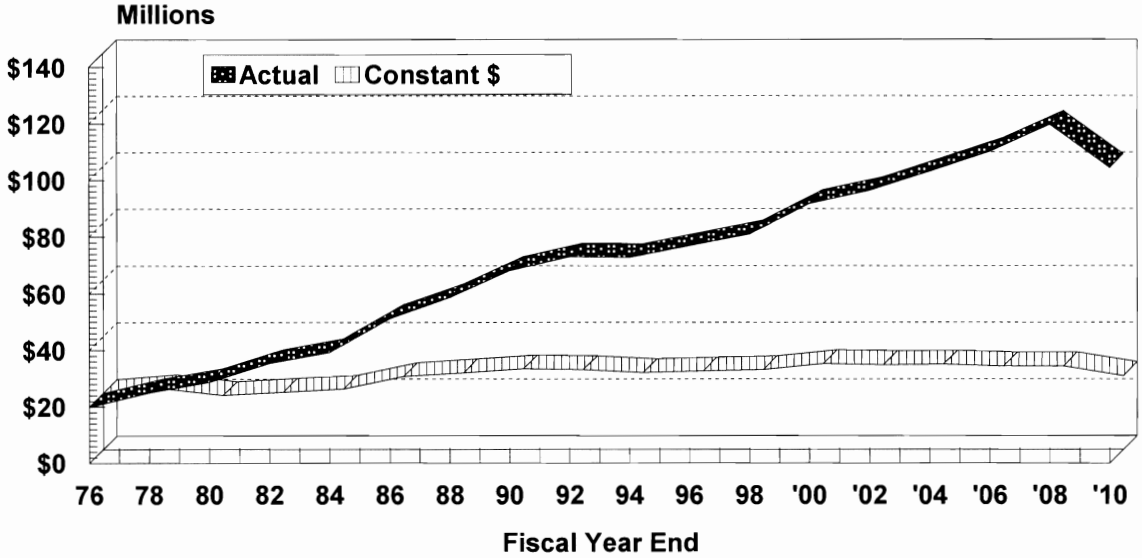
Note - during FY 1982-84, the State reduced subventions to cities which were subsequently reinstated. In 2004-05 the State replaced $7.8 million of Motor Vehicle tax with property tax revenue.

OCCUPANCY TAX



Actual average annual growth rate of 11.5%.
Constant dollar (real growth) average annual growth rate of 7.0%.

SALES, UTILITY USERS', SECURED PROPERTY BUSINESS LICENSE, MOTOR VEHICLE, AND OCCUPANCY TAXES

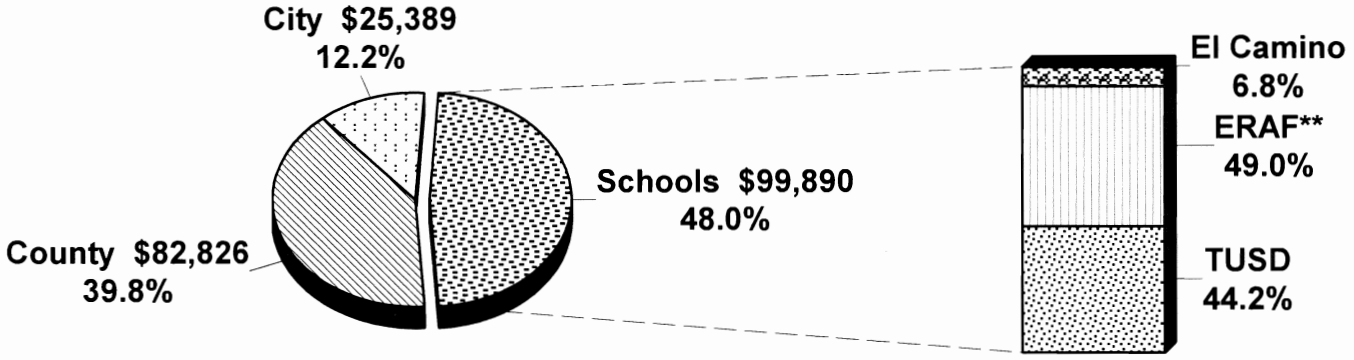


Actual average annual growth rate of 5.0%.
Constant dollars (real growth) average annual growth rate of 0.8%.

* Constant dollar figure adjusts for inflation using CPI (base year = 1976).

Secured Property Tax*

Allocation of 1% County-wide Tax Rate (in 000's)



* Secured Property Tax - levied on real properties in the City which are secured by liens on the properties.

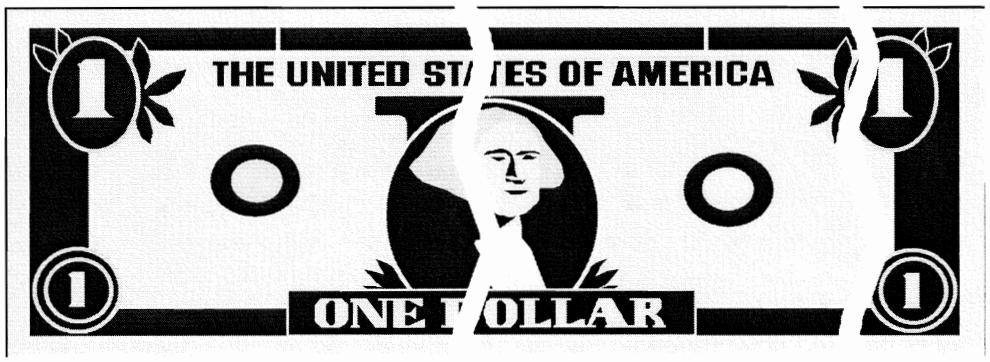
** Education Revenue Augmentation Fund (ERAF)
Allocation based on 2010-11 actual secured property tax of $25,388,805.

Distribution of Property Tax

Assessed Value	= $	341,000
County 1% rate	$	3,410

Schools
(TUSD, El Camino, Other)
48% ($1,637)

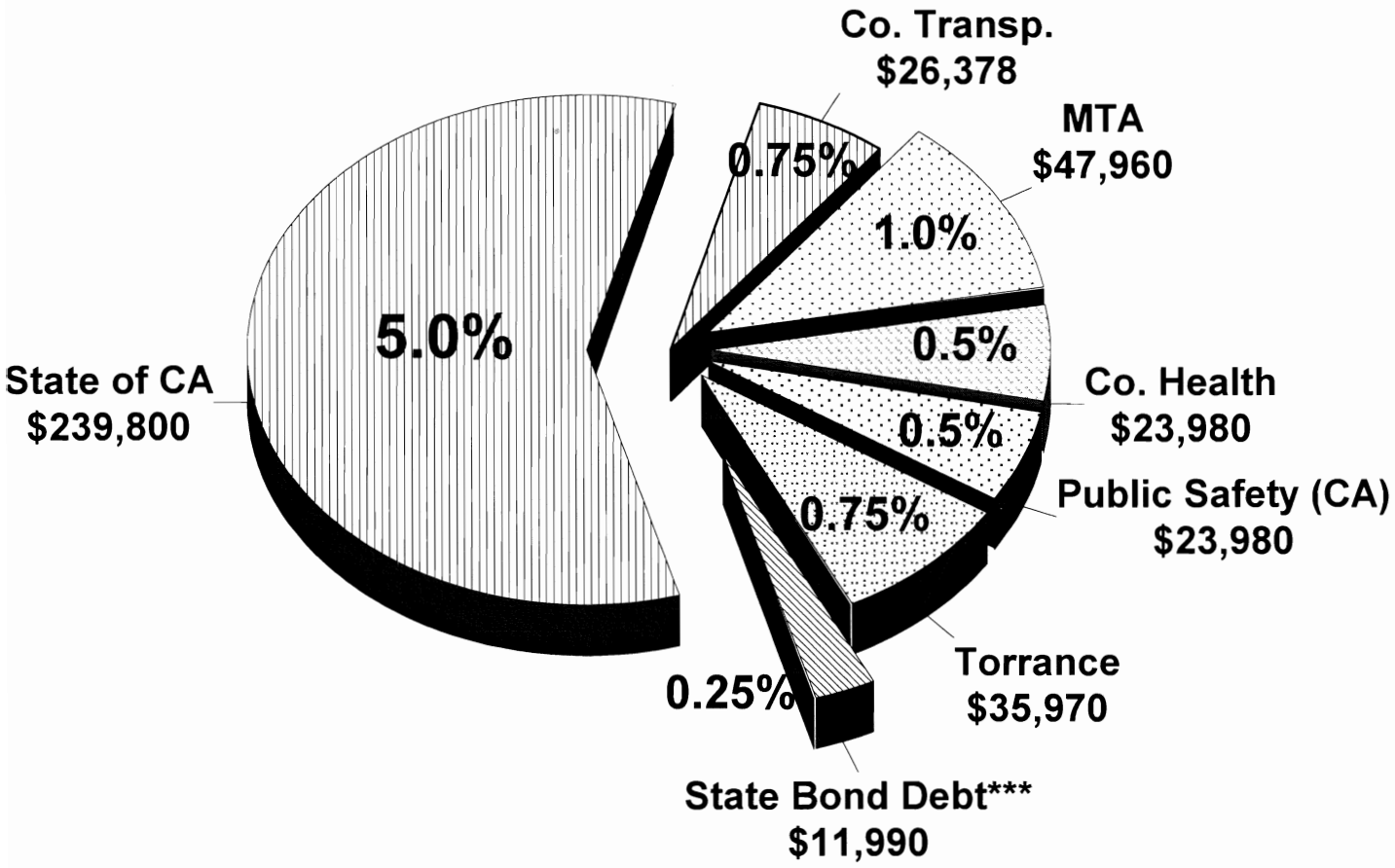
City of
Torrance
12.2% ($416)



County
39.8% ($1,357)

Sales Tax Allocation*

Distribution of 8.75%** L.A. County Sales Tax Rate (in 000's)



* Based on 2011-12 adopted sales tax of $35,970,000.

** Inclusive of a 0.5% increase resulting from Measure R, an approved LA County transit measure. Note that a 1% sales tax increase expired 7/1/2011.

*** With the passage of Proposition 57, ¼ cent of City sales tax is dedicated for repayment of the State's bond debt and the State provides an equal amount in additional property taxes (i.e. "Triple Flip").

Note - $1,400,000 of Prop. 172 (Public Safety 1/2% sales tax) funds are budgeted for 2011-12.

THIS PAGE INTENTIONALLY LEFT BLANK

REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS

Description	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Airport	10,602,552	10,962,443	11,405,100	11,736,000	11,835,100
Transit	26,993,569	21,924,309	23,121,761	23,121,761	24,031,791
Water	27,457,924	30,295,271	32,976,055	32,976,055	35,187,000
Emergency Medical Services	9,463,470	10,266,145	10,685,199	10,767,599	10,935,090
Sanitation	12,281,958	10,966,985	10,834,620	10,834,620	11,065,215
Cultural Arts Center	2,025,048	1,879,189	1,984,117	2,088,627	1,984,117
Sewer	2,062,117	1,728,230	1,730,500	1,730,500	3,138,000
Parks and Recreation	7,853,663	7,447,316	8,099,304	8,099,304	8,099,304
Total Enterprise Funds	98,740,300	95,469,888	100,836,656	101,354,466	106,275,617
Airport					
Aeronautical revenues	3,873,082	3,974,821	4,042,100	4,152,000	4,172,100
Non-Aeronautical revenues	6,729,470	6,987,622	7,363,000	7,584,000	7,663,000
Total Airport Revenues	10,602,552	10,962,443	11,405,100	11,736,000	11,835,100
Transit					
Total Transit Revenues	26,993,569	21,924,309	23,121,761	23,121,761	24,031,791
Water					
Water sales	27,211,309	30,173,490	32,876,055	32,876,055	35,042,000
Other	246,615	121,781	100,000	100,000	145,000
Total Water Revenues	27,457,924	30,295,271	32,976,055	32,976,055	35,187,000
Emergency Medical Services					
Fee revenue	1,783,491	1,896,290	1,710,000	1,710,000	1,780,000
General fund subsidy	7,679,979	8,369,855	8,975,199	9,057,599	9,155,090
Total Emergency Medical Services	9,463,470	10,266,145	10,685,199	10,767,599	10,935,090
Sanitation					
Fee revenue	12,281,958	10,966,985	10,834,620	10,834,620	11,065,215
Other	-	-	-	-	-
Total Sanitation Revenues	12,281,958	10,966,985	10,834,620	10,834,620	11,065,215
Cultural Arts Center					
Fee and donation revenue	1,195,149	1,104,390	1,270,930	1,375,440	1,270,930
General fund subsidy	829,899	774,799	713,187	713,187	713,187
Total Cultural Arts Center Revenues	2,025,048	1,879,189	1,984,117	2,088,627	1,984,117
Sewer					
Fee revenue	1,721,725	1,580,925	1,530,500	1,530,500	2,963,000
Other	340,392	147,305	200,000	200,000	175,000
Total Sewer Revenues	2,062,117	1,728,230	1,730,500	1,730,500	3,138,000
Parks and Recreation					
Fee and donation revenue	4,058,096	4,157,308	4,815,609	4,815,609	4,815,609
General fund subsidy	3,795,567	3,290,008	3,283,695	3,283,695	3,283,695
Total Parks & Recreation Revenues	7,853,663	7,447,316	8,099,304	8,099,304	8,099,304

The Enterprise Funds are used to account for City operations that are financed and operated in a manner similar to private business enterprises. The intent of the City in using this type of fund is to see that the costs (expenses, including depreciation) of providing these services to the general public on a continuing basis are financed or recovered primarily through user charges.

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds

AIRPORT

Revenues projected to remain relatively constant over the next fiscal year.
Sales tax revenues derived from land rental agreements will grow as the economy recovers.

TRANSIT

Revenues projected to increase in 2012-13 due to increases in Proposition A Local Return revenues.

WATER

Water revenues are projected to increase due to approval by City Council of various water rate increases.

EMERGENCY MEDICAL SERVICES

The increase in revenues represents an increase in General Fund subsidies for Emergency Medical Services.

SANITATION

Revenues increased due to Sanitation fee revisions.

CULTURAL ARTS CENTER

Revenue reduction is primarily due to reduced fee revenue.

SEWER

The Sewer Fund revenues increased due to the transfer of the Wastewater Program from the Sanitation Fund to the Sewer Fund.

PARKS AND RECREATION

Revenues projected to remain relatively constant over the next fiscal years.

REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS

Description	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Fleet Services	6,611,898	6,476,351	5,848,588	5,852,588	6,380,156
Self Insurance	4,980,787	3,724,171	3,556,277	3,756,277	3,805,246
Total Internal Service Funds	11,592,685	10,200,522	9,404,865	9,608,865	10,185,402
Fleet Services					
Operating revenues	5,920,367	5,856,043	5,300,348	5,304,348	5,831,916
Non-Operating revenues and transfers in	691,531	620,308	548,240	548,240	548,240
Total Fleet Services Revenues	6,611,898	6,476,351	5,848,588	5,852,588	6,380,156
Self Insurance					
Operating revenues	2,492,518	2,560,671	2,392,777	2,392,777	2,441,746
Operating transfers in	2,488,269	1,163,500	1,163,500	1,363,500	1,363,500
Total Self-Insurance Revenues	4,980,787	3,724,171	3,556,277	3,756,277	3,805,246

The Internal Service funds are used to account for financing of goods or services provided by one City department to other departments of the City and to other governmental units on a cost-reimbursement basis.

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Internal Service Funds

Fleet Services Fund

This fund is projected to increase in 2012-13 due to increased fleet labor charges.

Self-Insurance Fund

Workers' Compensation and Unemployment Insurance reimbursements

The General Fund subsidy was reduced in 2010-11 and is being restored in 2012-13.

REVENUE PROJECTION DETAIL
EXTERNAL FUND and DEBT SERVICE FUNDS

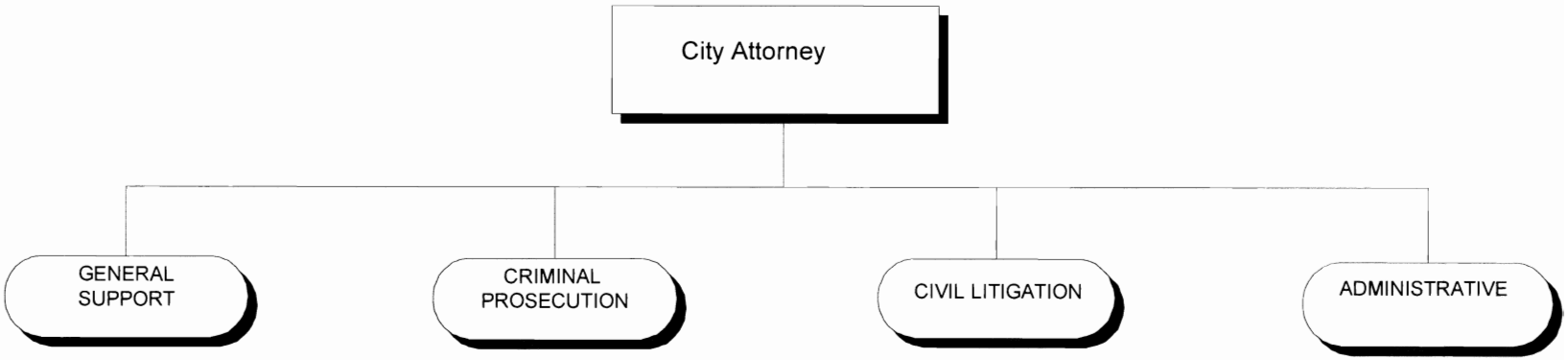
Description	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Employment and Training-JTPA	-	-	-	-	-
Home Improvement Employ Program	308,839	251,911	324,352	325,152	-
Section 8 Rental Assistance	6,261,914	6,627,217	6,818,000	6,818,000	6,629,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	-
Downtown RDA Successor Agency	14,335,844	14,521,948	14,840,311	15,114,335	3,589,264
RDA Successor Agency - Housing	-	-	-	-	12,000
Redev. Meadow Park Parking Lot	24,327	-	23,850	23,850	23,850
Government Cable Communications	1,921,941	1,746,217	1,754,000	1,754,000	1,759,800
Cable TV Public Access	419,884	423,637	440,027	424,312	424,312
Cable TV Public Educ. Government	316,411	338,557	320,000	320,000	320,000
Animal Control	414,214	406,451	465,967	465,967	470,000
Police Inmate Welfare Fund	10,000	2,185	10,000	10,000	10,000
Street Lighting District	2,461,049	2,628,942	3,169,801	3,169,801	3,129,726
Vanpool/Rideshare	257,531	201,081	261,930	261,930	256,930
Air Quality Management	172,438	166,912	172,000	172,000	172,000
Capital Improvements	-	-	-	-	-
Torrance Improvements Debt Service	4,834,481	4,577,116	4,571,180	4,571,180	4,576,657
Total External Funds	31,775,772	31,929,074	33,208,318	33,467,427	21,373,539
REDEVELOPMENT AGENCY					
Capital Project Fund	2,085,811	2,156,488	2,236,555	2,457,266	332,050
Debt Service Fund	12,250,033	12,365,460	12,603,756	12,657,069	3,257,214
Total Redevelopment Funds	14,335,844	14,521,948	14,840,311	15,114,335	3,589,264
Redevelopment Capital Project Fund					
Meadow Park Redevelopment	13,809	-	-	-	-
Skypark Redevelopment	-	-	-	-	-
Downtown Torrance Redevelopment	139,595	381,607	314,638	314,638	51,200
Industrial Redevelopment	1,932,407	1,774,881	1,921,917	2,142,628	280,850
Total Redevelopment Revenues	2,085,811	2,156,488	2,236,555	2,457,266	332,050
Redevelopment Debt Service Fund					
Skypark Redevelopment	590,414	620,313	670,888	670,888	176,072
Downtown Torrance Redevelopment	3,408,025	3,498,329	3,435,097	3,488,410	578,007
Industrial Redevelopment	8,251,594	8,246,818	8,497,771	8,497,771	2,503,135
Total Redevelopment Revenues	12,250,033	12,365,460	12,603,756	12,657,069	3,257,214
Torrance Improvements Corporation Debt Service Fund					
1995, 1998 & 2004A&B COP Refunding	$4,834,481	$4,577,116	$4,571,180	$4,571,180	$4,576,657
Total Revenues	4,834,481	4,577,116	4,571,180	4,571,180	4,576,657
Animal Control					
Fee revenue	195,135	237,092	222,000	222,000	222,000
General fund subsidy	219,079	169,359	243,967	243,967	248,000
Total Animal Control Revenues	414,214	406,451	465,967	465,967	470,000

THIS PAGE INTENTIONALLY LEFT BLANK

CITY ATTORNEY

Mission Statement: To provide the City Council and City Departments with the highest quality legal sevices in a professional and timely manner. We are committed to serving the public fairly and justly.

DEPARTMENT ORGANIZATION



City Attorney

MISSION STATEMENT

The Office of the City Attorney will provide the City Council and City Departments with the highest quality legal services in a professional and timely manner. We are committed to serving the public fairly and justly.

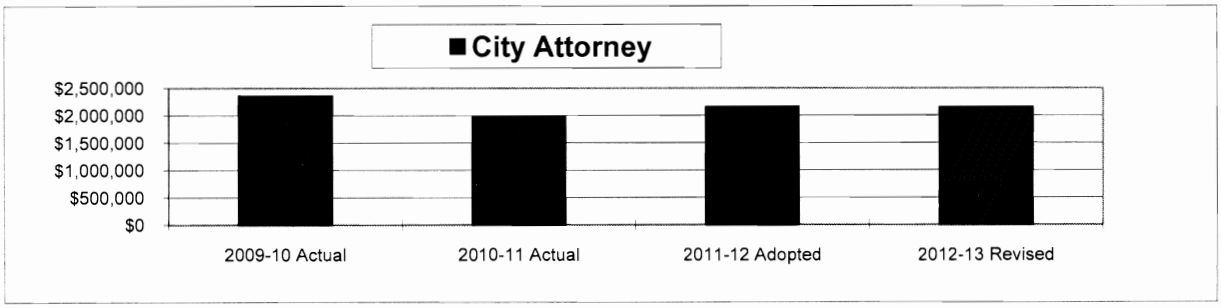
FUNCTIONAL RESPONSIBILITIES

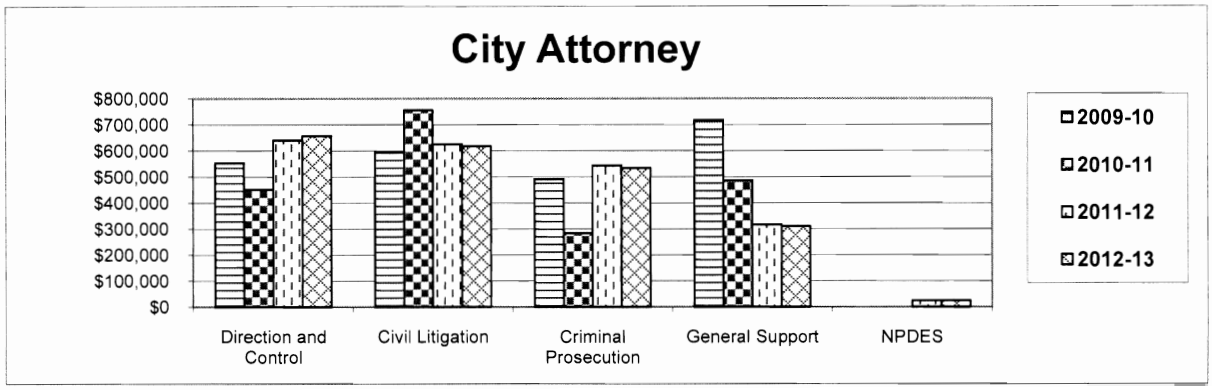
The function of the City Attorney's Office is to advise the City Council, the City, the Redevelopment Agency, and all officers and employees in matters of law related to their offices and duties; to appear in court, or to otherwise provide legal counsel for the City officials, City employees, Redevelopment Agency officials or employees, in matters to which the City or the Agency is a party; to prepare various legal documents, ordinances, resolutions, letters or opinions for the City or the Agency; to prosecute all misdemeanors or infractions occurring within the City limits; to attend various meetings, seminars and conferences to meet with other attorneys or experts in order to stay abreast of current law, trends, problems and processes to protect the City, the Agency and officers and employees, and to better advise them.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Direction and Control	$ 553,589	$ 451,838	$ 641,122	$ 643,922	$ 657,758
Civil Litigation	593,838	756,411	625,810	627,910	618,695
Criminal Prosecution	491,654	284,371	544,026	546,126	534,580
General Support	718,268	486,434	317,164	318,264	310,524
Nat. Pol. Disch. Elim. System (NPDES)	-	-	25,000	25,000	25,000
General Fund Total	$ 2,357,349	$ 1,979,053	$ 2,153,122	$ 2,161,222	$ 2,146,557
General Fund Revenues	$ -	$ -	$ -	$ -	$ -

EXPENDITURES



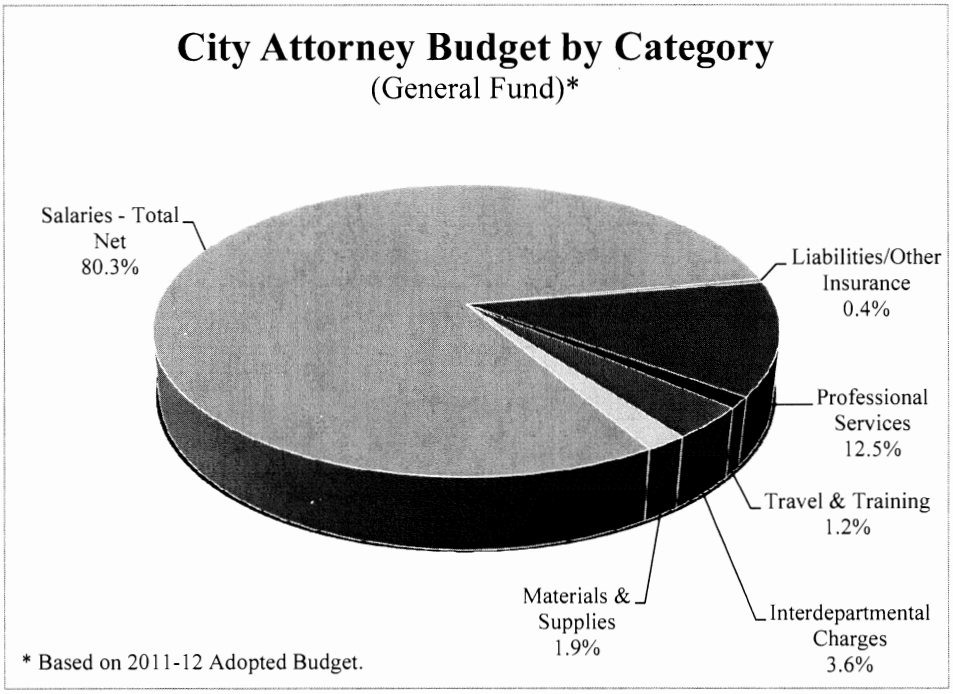


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 2,185,239	$ 1,725,224	$ 1,790,808	$ 1,798,908	$ 1,797,808
Overtime	2,571	4,305	5,900	5,900	5,900
Salaries - Total	2,187,810	1,729,529	1,796,708	1,804,808	1,803,708
Salaries - Reimbursements	(77,640)	(62,917)	(66,704)	(66,704)	(73,078)
Salaries - Labor Charges	-	-	-	-	-
Salaries - Total Net	2,110,170	1,666,612	1,730,004	1,738,104	1,730,630
Supplies and Services	247,179	312,442	423,118	423,118	415,927
Capital Outlay	-	-	-	-	-
General Fund Total	$ 2,357,349	$ 1,979,053	$ 2,153,122	$ 2,161,222	$ 2,146,557

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	2,187,810	1,729,529	1,796,708	1,804,808	1,803,708
Salary & Benefit Reimbursements	(77,640)	(62,917)	(66,704)	(66,704)	(73,078)
Materials, Supplies and Maintenance	31,309	29,345	39,960	39,960	39,660
Professional Services/Contracts	96,533	179,276	270,214	270,214	265,525
Travel, Training & Membership Dues	20,062	15,909	26,334	26,334	31,134
Liabilities & Other Insurance	4,090	4,090	9,505	9,505	9,505
Interdepartmental Charges	56,482	52,830	55,235	55,235	49,727
Capital Acquisitions	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-
Operating Transfers Out	38,703	30,992	21,870	21,870	20,376
General Fund Total	$ 2,357,349	$ 1,979,053	$ 2,153,122	$ 2,161,222	$ 2,146,557



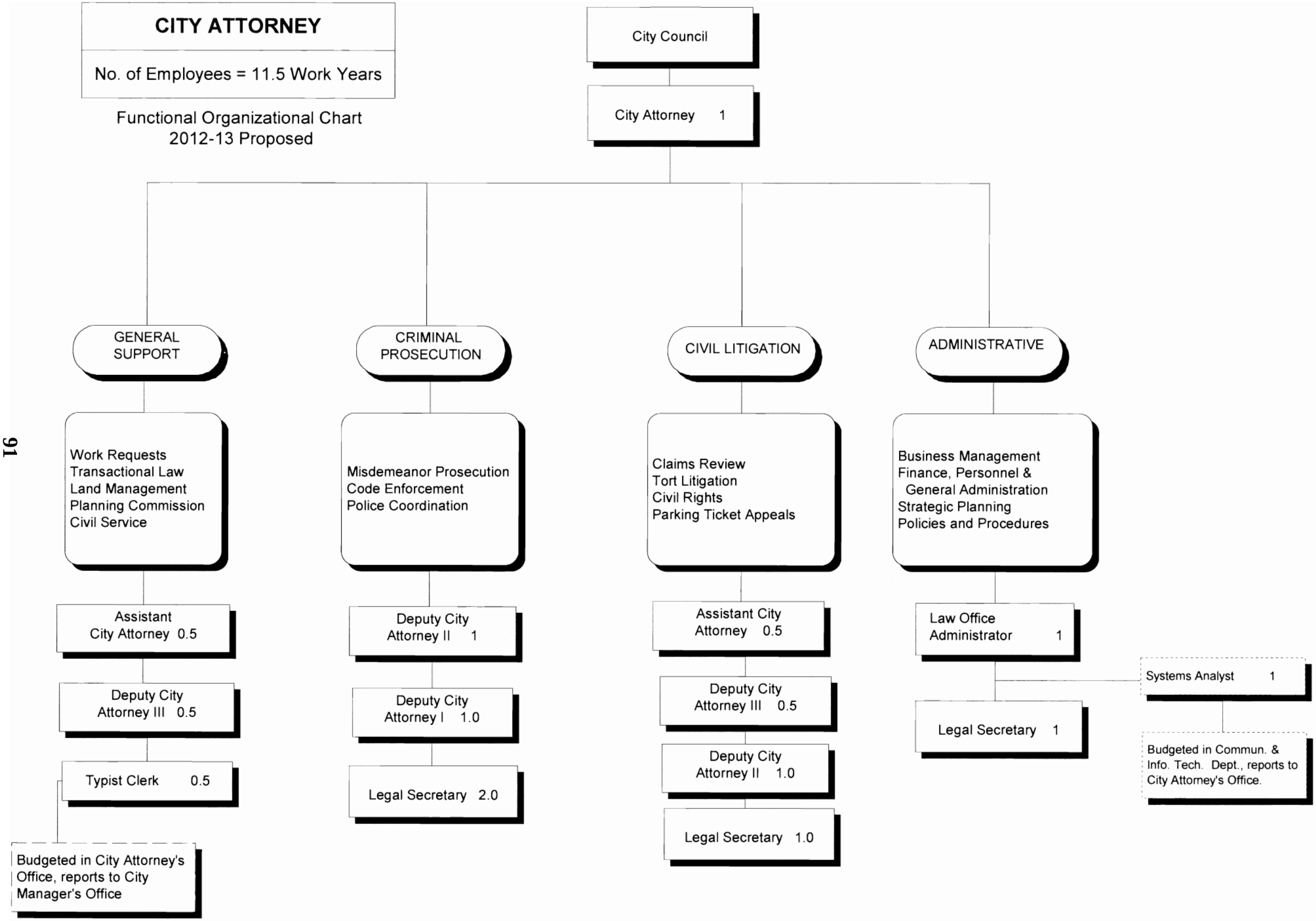
CITY ATTORNEY
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
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
Law Office Administrator	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney III	2.0	1.0	1.0	1.0	1.0
Deputy City Attorney II	3.0	2.0	2.0	2.0	2.0
Deputy City Attorney I	0.5	1.0	1.0	1.0	1.0
Legal Secretary	5.0	4.0	4.0	4.0	4.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5
Total	14.0	11.5	11.5	11.5	11.5

CITY ATTORNEY

No. of Employees = 11.5 Work Years

Functional Organizational Chart
2012-13 Proposed

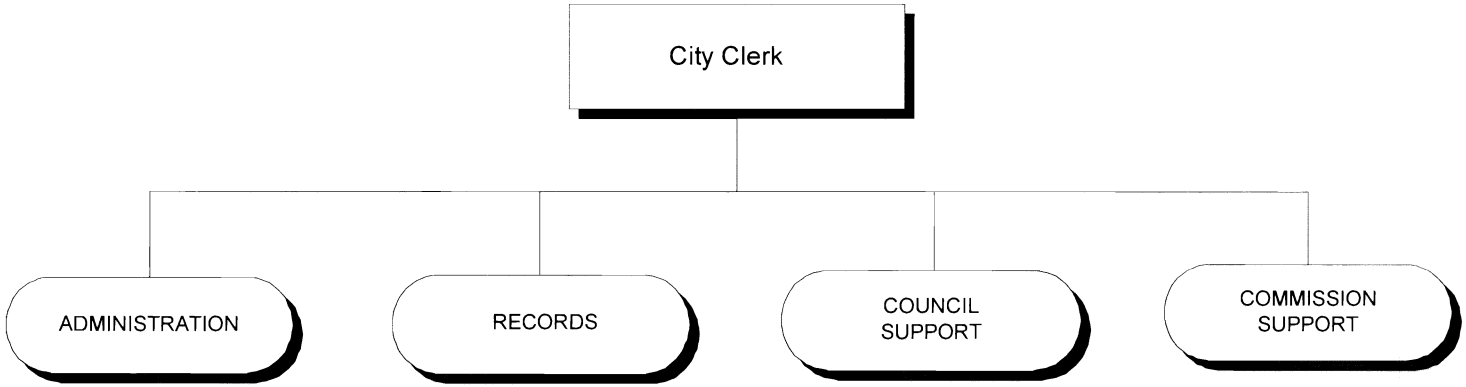


THIS PAGE INTENTIONALLY LEFT BLANK

CITY CLERK

Mission Statement: To serve the citizens of Torrance by maintaining the official records of the City and making them readily accessible to all; to conduct fair and impartial municipal elections; and to promote increased involvement in the processes of government.

DEPARTMENT ORGANIZATION



City Clerk

MISSION STATEMENT

The mission of the City Clerk's Office is to serve the citizens of Torrance by maintaining the official records of the City and making them readily accessible to all; to conduct fair and impartial municipal elections; and to promote increased involvement in the processes of government.

FUNCTIONAL RESPONSIBILITIES

The City Clerk is the custodian of City records and keeper of the City Seal. The City Clerk is the agent for service of legal process on the City and accepts claims in actions against the City, administers oaths or affirmations, takes affidavits or depositions in actions pertaining to affairs of the City, and serves as Clerk of the City Council. The City Clerk is elected by the people and is responsible to the voters. The City Clerk is the City's Election Officer and as such conducts municipal elections and provides voter registration. The City Clerk's Office also provides minute secretarial services for City Council and advisory commission meetings, maintenance of the Municipal Code and conducts the opening of all formal City bids.

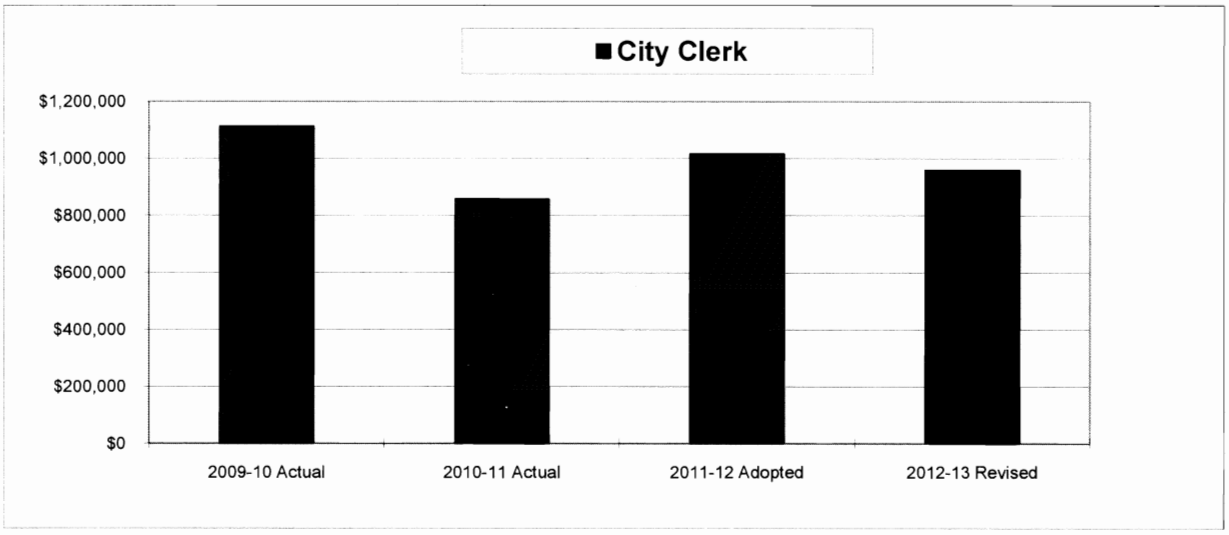
DEPARTMENT BUDGET SUMMARY

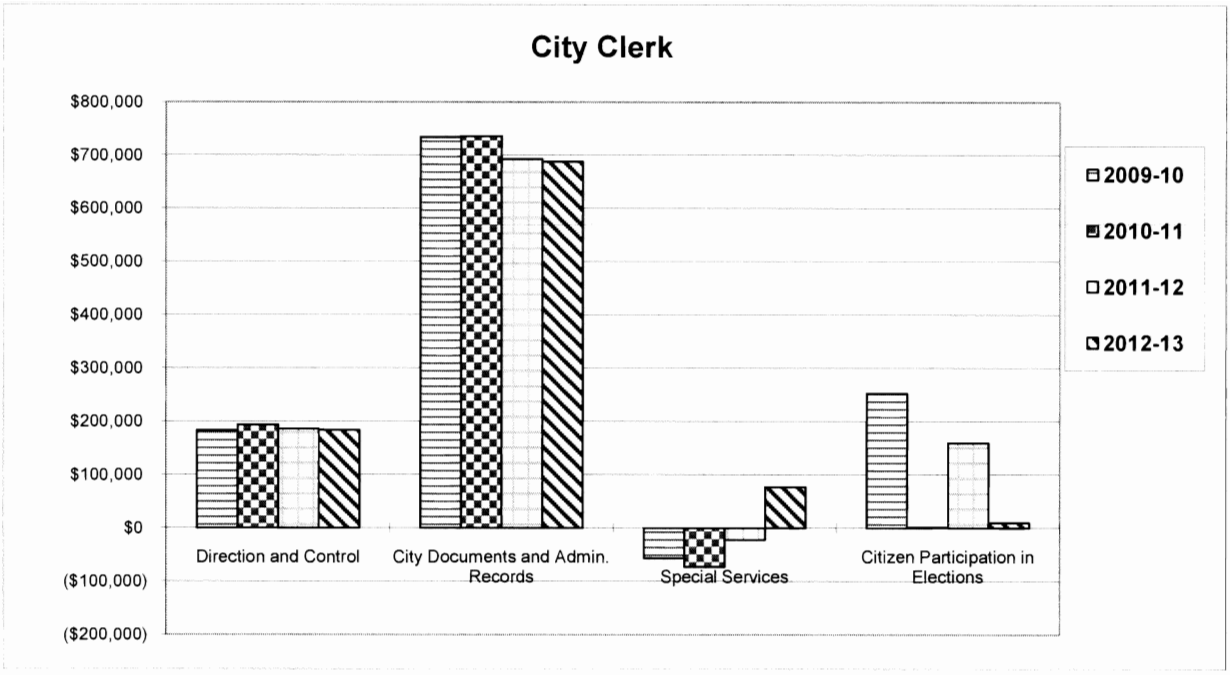
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Direction and Control	$ 183,493	$ 193,308	$ 186,092	$ 186,992	$ 183,792
City Documents and Admin. Records	733,675	735,694	692,428	695,028	687,808
Special Services	(56,456)	(72,361)	(22,200)	(21,900)	77,500
Citizen Participation in Elections *	252,853	1,659	160,000	10,000	10,000
General Fund Total	$ 1,113,565	$ 858,300	$ 1,016,320	$ 870,120	$ 959,100
General Fund Revenues	$ 17,034	$ 8,887	$ 10,000	$ 10,000	$ 10,000

Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements.

* Elections are held on even numbered years.

EXPENDITURES





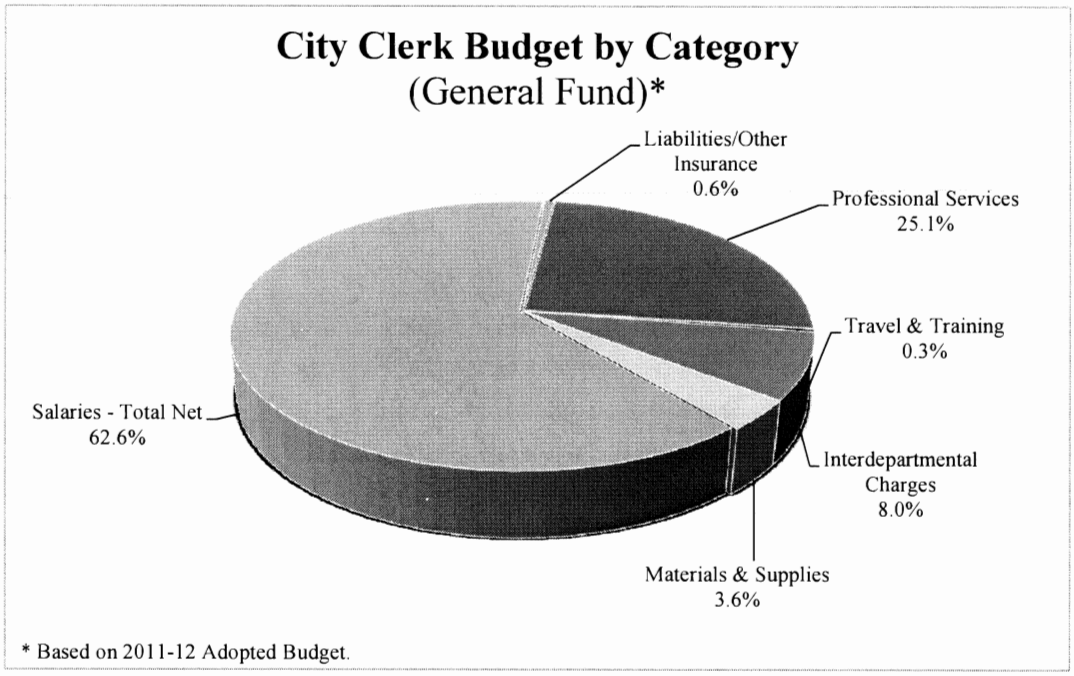
Note - reimbursements for minute secretary flat rate costs reflect anticipated expenditures that currently exceed budgeted costs.

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 824,890	$ 842,673	$ 805,644	$ 809,144	$ 801,544
Overtime	318	295	2,200	2,200	2,200
Salaries - Total	826,345	842,968	807,844	811,344	803,744
Salaries - Reimbursements	(171,700)	(171,700)	-	-	-
Salaries - Labor Charges	-	-	-	-	-
Salaries - Total Net	654,645	671,268	807,844	811,344	803,744
Supplies and Services	458,920	187,032	208,476	58,776	155,356
Capital Outlay	-	-	-	-	-
General Fund Total	$ 1,113,565	$ 858,300	$ 1,016,320	$ 870,120	$ 959,100

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 826,345	$ 842,968	$ 807,844	$ 811,344	$ 803,744
Salary & Benefit Reimbursements	(171,700)	(171,700)	-	-	-
Materials, Supplies and Maintenance	25,395	27,087	36,352	36,352	36,352
Professional Services/Contracts	338,411	76,183	254,614	104,614	32,314
Travel, Training & Membership Dues	4,872	2,668	2,692	2,692	2,692
Liabilities & Other Insurance	2,454	2,454	5,703	5,703	5,703
Interdepartmental Charges	72,110	67,585	72,904	73,204	71,079
Capital Acquisitions	-	-	-	-	-
Reimbursements from Other Funds	-	-	(171,700)	(171,700)	-
Operating Transfer Out	15,678	11,055	7,911	7,911	7,216
General Fund Total	$ 1,113,565	$ 858,300	$ 1,016,320	$ 870,120	$ 959,100



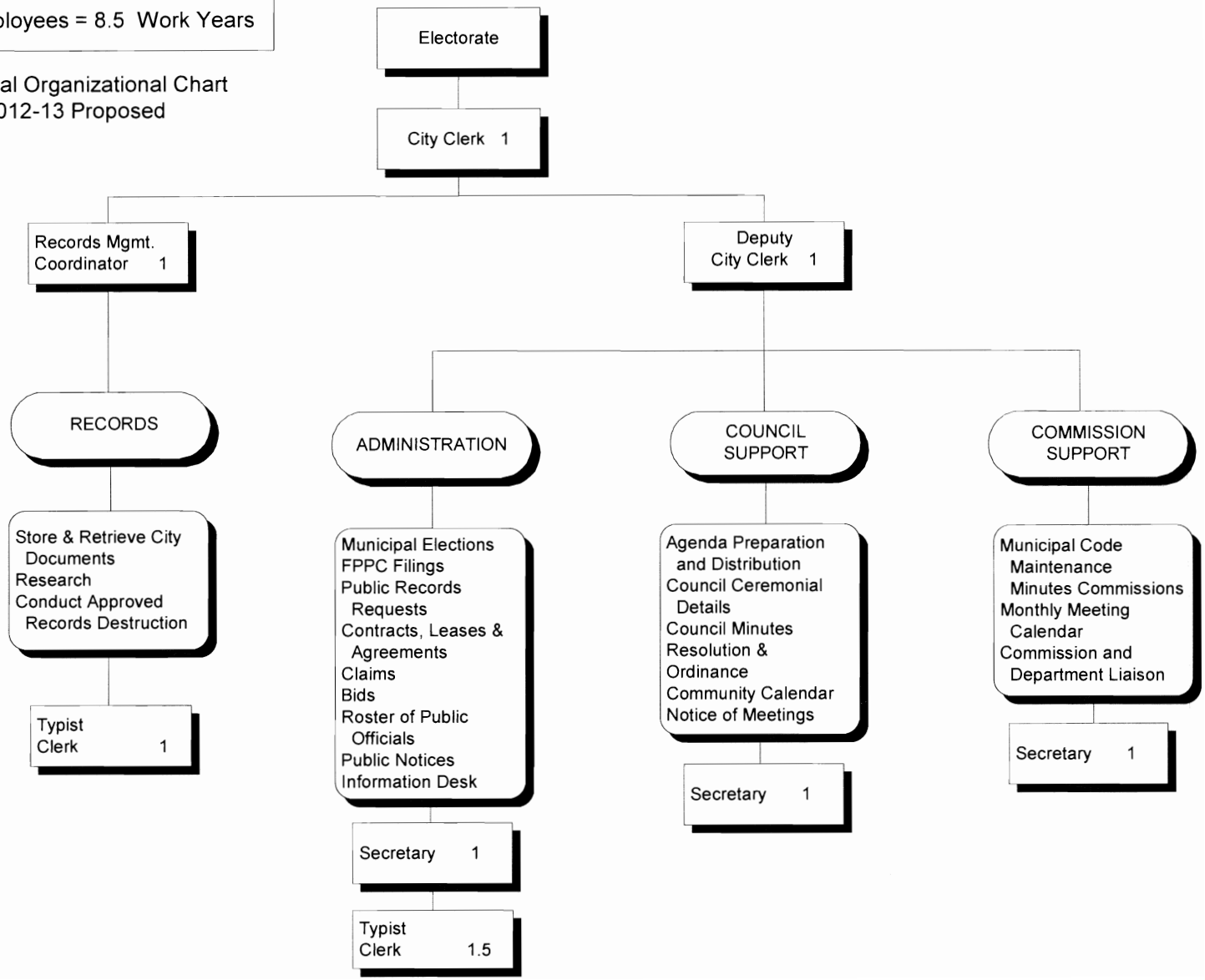
CITY CLERK
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
City Clerk	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0
Records Management Coordinator	1.0	1.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0	3.0
Typist Clerk	2.5	2.5	2.5	2.5	2.5
Total	8.5	8.5	8.5	8.5	8.5

CITY CLERK

No. of Employees = 8.5 Work Years

Functional Organizational Chart
2012-13 Proposed



THIS PAGE INTENTIONALLY LEFT BLANK

City Council

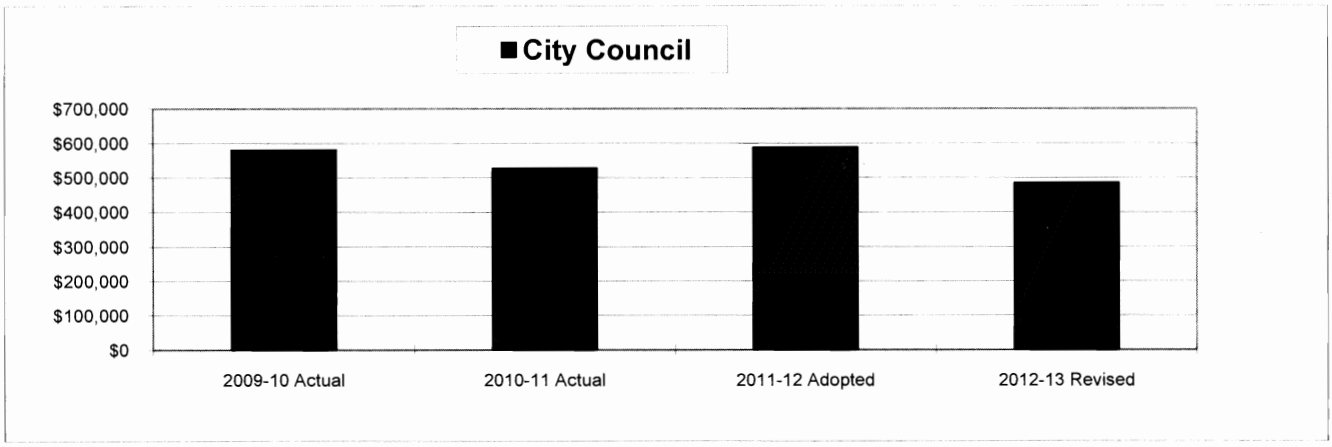
FUNCTIONAL RESPONSIBILITIES

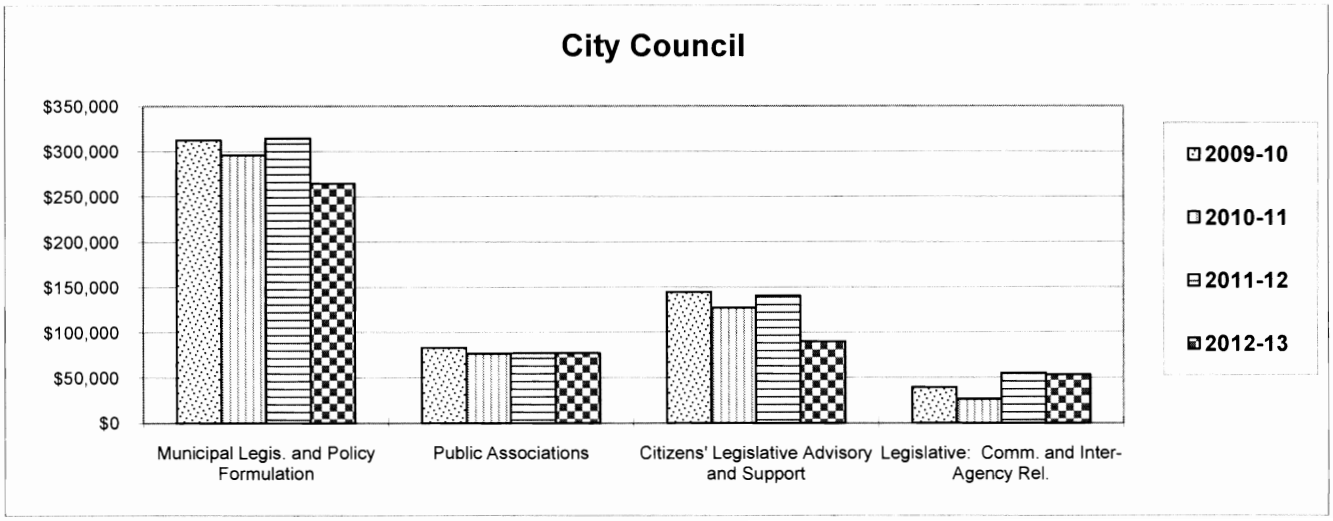
The City Council consists of Mayor and six Council members who are elected by the citizens of Torrance. They serve as representatives at large to establish policy, levy taxes, secure revenues, authorize expenditures, adopt an annual budget and conduct weekly City Council meetings and various workshops and committee meetings.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Municipal Legis. and Policy Formulation	$ 312,477	$ 295,966	$ 314,489	$ 314,489	$ 264,568
Public Associations	83,498	76,693	77,356	77,356	77,356
Citizens' Legislative Advisory and Support	144,542	127,337	140,263	140,263	90,063
Legislative: Comm. and Inter-Agency Rel.	39,633	26,660	55,211	55,211	53,311
General Fund Total	$ 580,150	$ 526,656	$ 587,319	$ 587,319	$ 485,298
General Fund Revenues	$ -	$ 5,000	$ -	$ -	$ -

EXPENDITURES



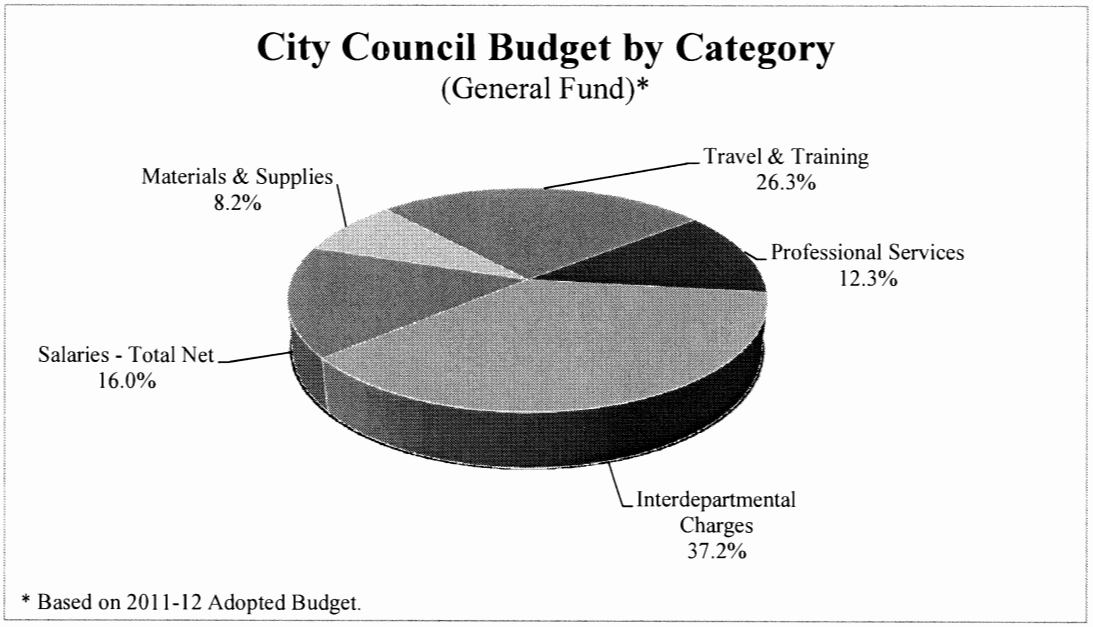


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	2012-13 Adopted	2012-13 Revised
Salaries	$ 85,530	$ 115,128	$ 94,100	$ 94,100	$ 95,400
Overtime	-	-	-	-	-
Salaries - Total	85,530	115,128	94,100	94,100	95,400
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	131,709	103,610	-	-	-
Salaries - Total Net	217,239	218,738	94,100	94,100	95,400
Supplies and Services	362,911	307,918	493,219	493,219	389,898
Capital Outlay	-	-	-	-	-
General Fund Total	$ 580,150	$ 526,656	$ 587,319	$ 587,319	$ 485,298

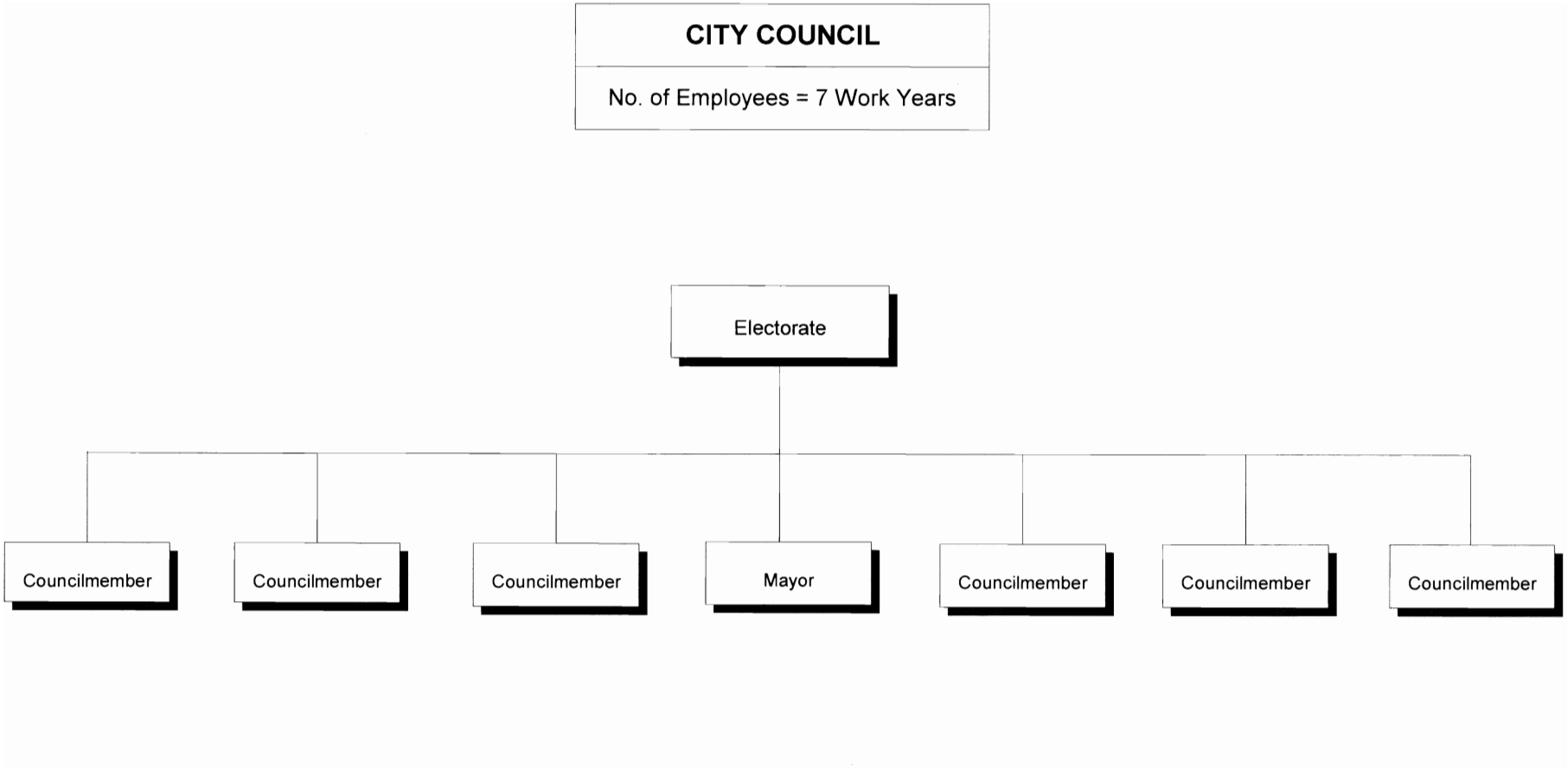
DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 217,239	$ 218,738	$ 94,100	$ 94,100	$ 95,400
Salary & Benefit Reimbursements	-	-	-	-	-
Materials, Supplies and Maintenance	28,119	19,998	48,016	48,016	48,016
Professional Services/Contracts	100,013	75,459	72,200	72,200	105,146
Travel, Training & Membership Dues	147,489	130,356	154,722	154,722	154,722
Liabilities & Other Insurance	-	-	-	-	-
Interdepartmental Charges	82,954	77,811	215,109	215,109	79,724
Capital Acquisitions	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-
Operating Transfers Out	4,336	4,294	3,172	3,172	2,290
General Fund Total	$ 580,150	$ 526,656	$ 587,319	$ 587,319	$ 485,298



CITY COUNCIL
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2012-13 Revised
Mayor	1.0	1.0	1.0	1.0	1.0
Councilmember	6.0	6.0	6.0	6.0	6.0
Total	7.0	7.0	7.0	7.0	7.0

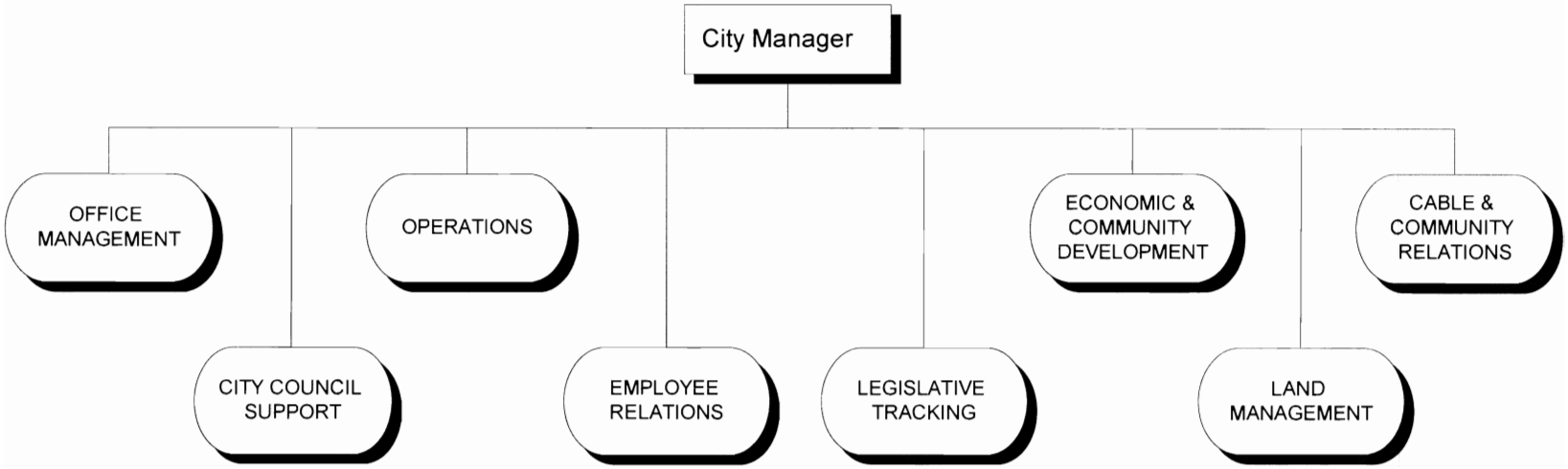

CITY COUNCIL
No. of Employees = 7 Work Years
Electorate
Councilmember
Councilmember
Councilmember
Mayor
Councilmember
Councilmember
Councilmember

THIS PAGE INTENTIONALLY LEFT BLANK

CITY MANAGER

Mission Statement: To guide and coordinate the efforts of the City departments in carrying out the policies formulated by the City Council. The City Manager's goal is to develop and implement a strategic plan that provides a maximum quality of life for the residents of the community at the optimum cost, and to facilitate the implementation of the City's mission statement, General Plan, and the priorities of the Strategic Plan. The City Manager also directs the activities of the Cable Television Division and manages the community relations efforts of the City.

DEPARTMENT ORGANIZATION



City Manager

MISSION STATEMENT

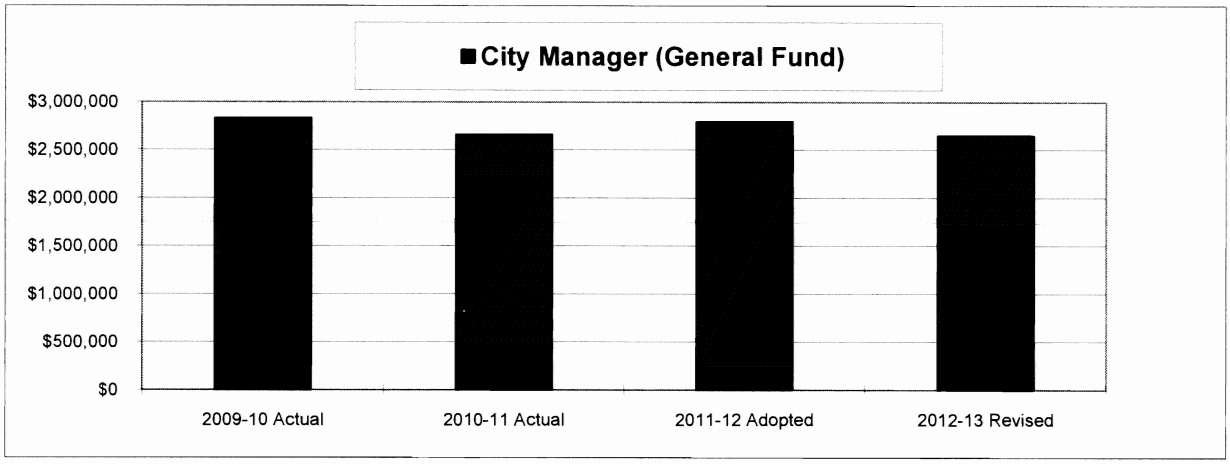
The mission of the City Manager and the City Manager's Office is to guide and coordinate the efforts of the City departments in carrying out the policies formulated by the City Council. The City Manager's goal is to develop and implement a strategic plan that provides a maximum quality of life for the residents of the community at the optimum cost, and to facilitate the implementation of the City's mission statement, General Plan, and the priorities of the Strategic Plan. The City Manager also directs the activities of the Cable Television Division and manages the community relations efforts of the City.

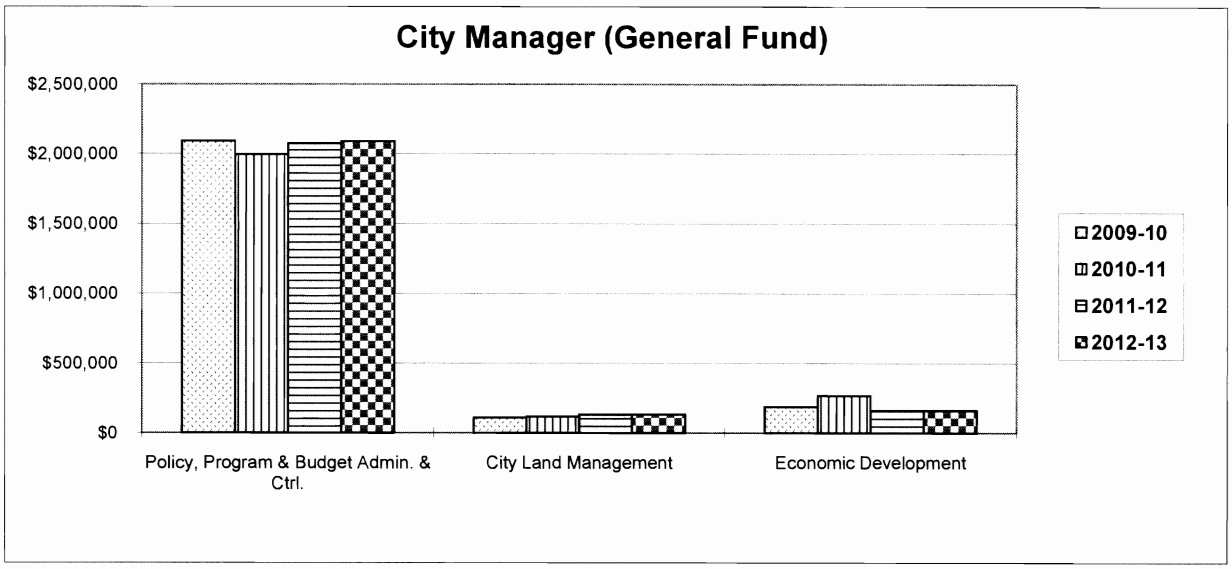
FUNCTIONAL RESPONSIBILITIES

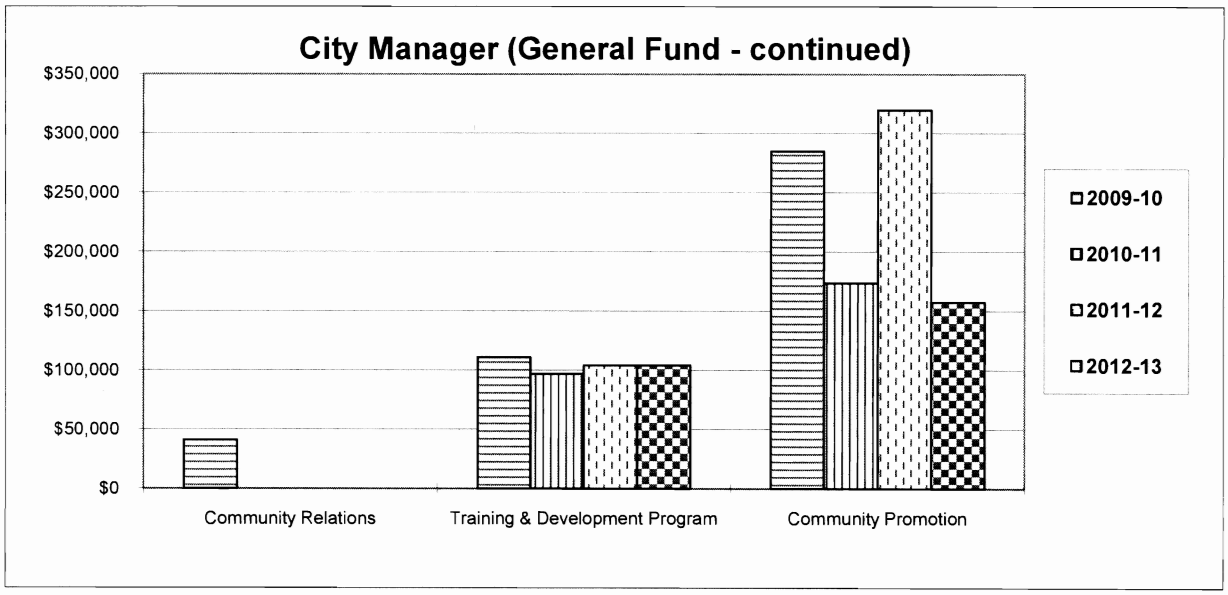
The function of the City Manager's office is to manage all municipal activities as provided by the City Charter; to advise the City Council on the City's financial and capital improvement needs and other municipal matters; to ensure enforcement of all City laws and ordinances; to manage the City's properties; to submit a balanced budget; to direct all City departments; to appoint department heads and authorize appointment of all other employees of the City; to direct the City's capital improvement programs; to inform the public of City activities and services through various media; and to represent management in employer-employee relations matters. The City Manager's office is the focal point for economic and community development.

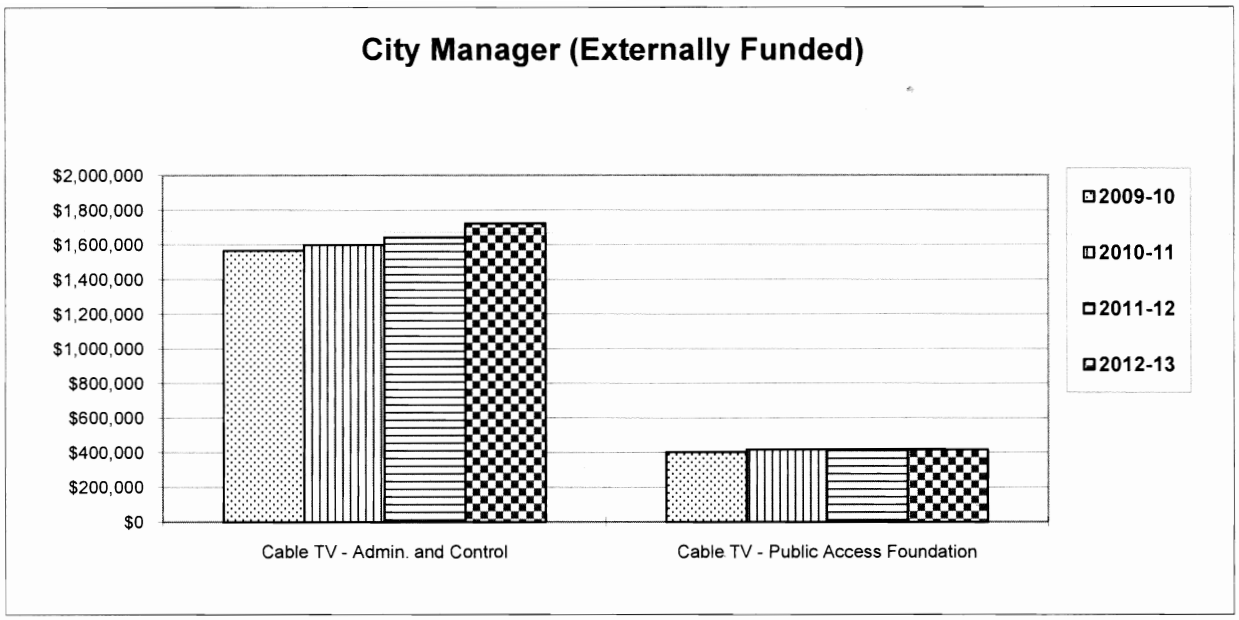
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund:					
Policy, Program & Budget Admin. & Ctrl.	$ 2,093,526	$ 1,998,975	$ 2,076,995	$ 2,085,695	$ 2,092,015
City Land Management	112,029	117,125	131,950	132,450	132,550
Economic Development	188,053	270,248	161,300	161,400	161,700
Community Relations	41,111	-	-	-	-
Training & Development Program	111,026	96,916	104,197	104,197	104,197
Community Promotion	284,897	173,945	319,622	157,622	157,622
Cable TV Community Relations	110,387	97,344	107,516	107,516	-
General Fund Total	$ 2,941,029	$ 2,754,553	$ 2,901,580	$ 2,748,880	$ 2,648,084
General Fund Revenues	$ 29,118	$ 15,570	$ 172,000	$ 10,000	$ 10,000
Externally Funded:					
Cable TV - Admin. and Control	$ 1,565,499	$ 1,600,251	$ 1,641,796	$ 1,630,381	$ 1,723,928
Cable TV - Public Access Foundation	402,810	418,455	418,271	418,271	417,154
Externally Funded Total	$ 1,968,309	$ 2,018,706	$ 2,060,067	$ 2,048,652	$ 2,141,082
Externally Funded Revenues					
Cable TV - Admin. and Control	$ 1,921,941	$ 1,746,217	$ 1,754,000	$ 1,754,000	$ 1,759,800
Cable TV - Public Access Foundation	419,884	423,637	440,027	424,312	424,312
Cable TV - Public Educational Government	316,411	338,557	320,000	320,000	320,000
Externally Funded Revenues Total	$ 2,658,236	$ 2,508,411	$ 2,514,027	$ 2,498,312	$ 2,504,112


City Manager (General Fund)
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised


City Manager (General Fund)
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Policy, Program & Budget Admin. & Ctrl.
City Land Management
Economic Development
2009-10
2010-11
2011-12
2012-13


City Manager (General Fund - continued)
$350,000
$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$0
Community Relations
Training & Development Program
Community Promotion
2009-10
2010-11
2011-12
2012-13

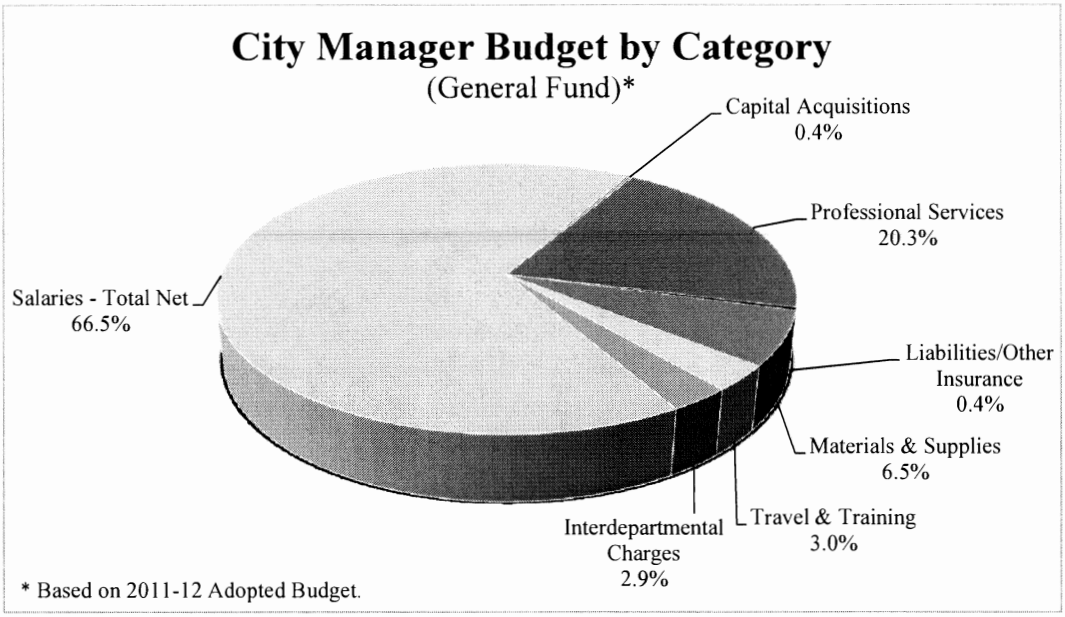


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 2,115,554	$ 2,041,782	$ 2,068,469	$ 2,077,569	$ 2,056,169
Overtime	40,257	31,456	22,100	22,100	22,600
Salaries - Total	2,155,811	2,073,238	2,090,569	2,099,669	2,078,769
Salaries - Reimbursements	(224,299)	(213,712)	(215,530)	(215,530)	(214,607)
Salaries - Labor Charges	6,019	40,421	54,400	54,400	54,400
Salaries - Total Net	1,937,531	1,899,947	1,929,439	1,938,539	1,918,562
Supplies and Services	997,342	850,214	960,641	798,841	718,022
Capital Outlay	6,156	4,392	11,500	11,500	11,500
General Fund Total	$ 2,941,029	$ 2,754,553	$ 2,901,580	$ 2,748,880	$ 2,648,084

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 2,161,830	$ 2,113,659	$ 2,144,969	$ 2,154,069	$ 2,133,169
Salary & Benefit Reimbursements	(224,299)	(213,712)	(215,530)	(215,530)	(214,607)
Materials, Supplies and Maintenance	112,546	72,845	187,646	187,646	160,430
Professional Services/Contracts	645,016	576,790	589,216	427,216	375,165
Travel, Training & Membership Dues	142,328	111,468	88,356	88,356	88,356
Liabilities & Other Insurance	4,399	4,399	10,175	10,175	10,175
Interdepartmental Charges	76,255	71,578	75,129	75,329	73,213
Capital Acquisitions	6,156	4,392	11,500	11,500	11,500
Reimbursements from Other Funds			-	-	-
Operating Transfers Out	16,798	13,134	10,119	10,119	10,683
General Fund Total	$ 2,941,029	$ 2,754,553	$ 2,901,580	$ 2,748,880	$ 2,648,084



CITY MANAGER
DEPARTMENT PERSONNEL SUMMARY

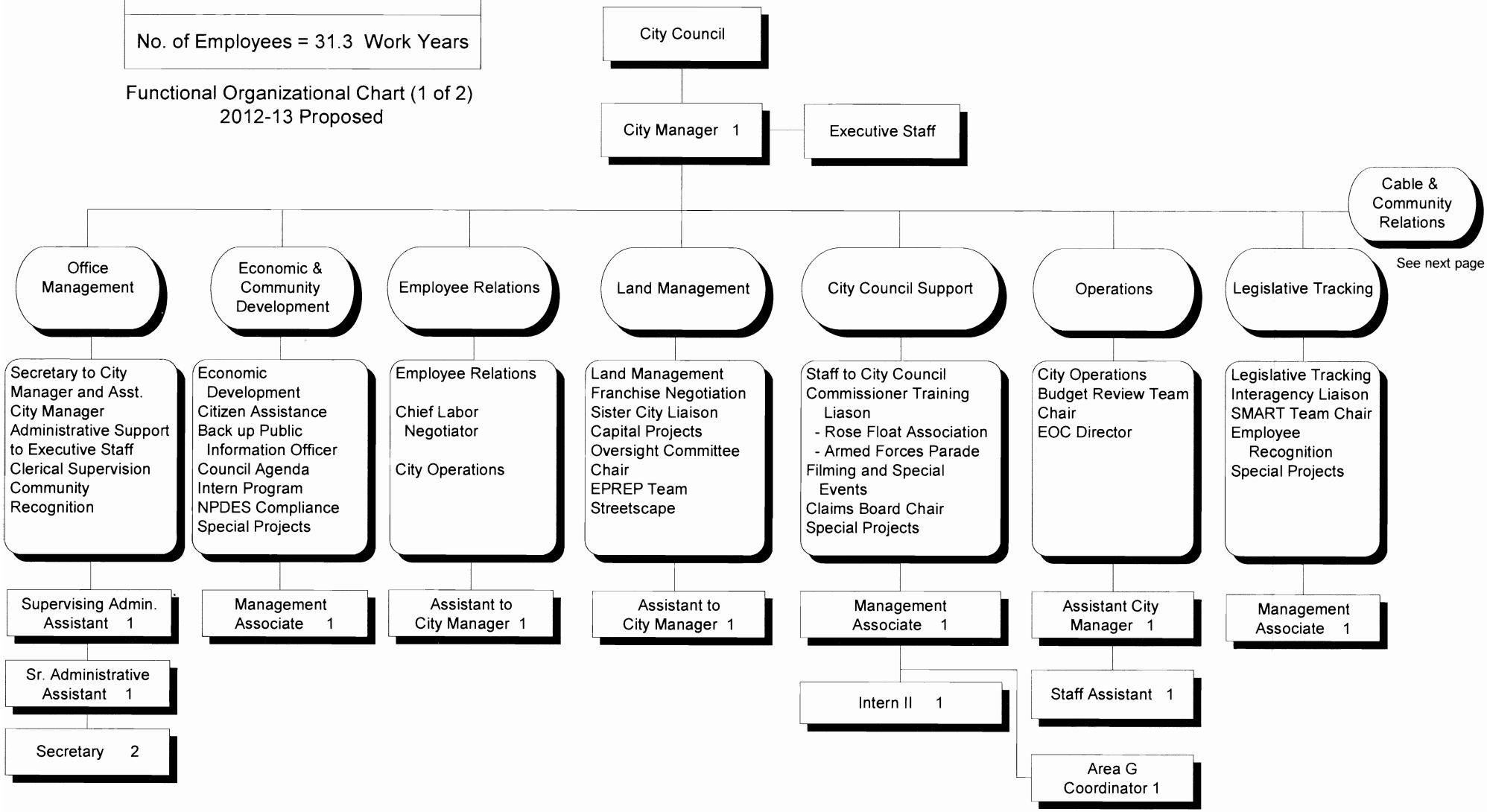
Position Title	2009-10 Adopted	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
City Manager	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0	1.0	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0	2.0
Management Associate	3.0	3.0	3.0	3.0	3.0
Area G Executive Director	1.0	1.0	1.0	1.0	1.0
Supervising Administrative Assistant	-	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0
Administrative Secretary	2.0	-	-	-	-
Staff Assistant	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0
Intern	2.0	1.0	1.0	1.0	1.0
Total General Fund	15.0	14.0	14.0	14.0	14.0
Cable Television:					
Cable and Community Relations Manager	1.0	1.0	1.0	1.0	1.0
Operations Assistant	3.0	3.0	3.0	3.0	3.0
Production Supervisor	1.0	1.0	1.0	1.0	1.0
Producer/Writer	1.0	1.0	1.0	1.0	1.0
Assistant Producer/Writer	1.0	1.0	1.0	1.0	1.0
Production Assistant	4.5	4.5	4.5	4.5	4.5
Cable TV Announcer	1.8	1.8	1.8	1.8	1.8
Staff Assistant	1.0	1.0	1.0	1.0	1.0
Intern	1.0	1.0	1.0	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0
Total Cable Television Fund	17.3	17.3	17.3	17.3	17.3
Department Total	32.3	31.3	31.3	31.3	31.3

Note - City Council's Staff Assistant is included in City Manager's personnel summary.

CITY MANAGER

No. of Employees = 31.3 Work Years

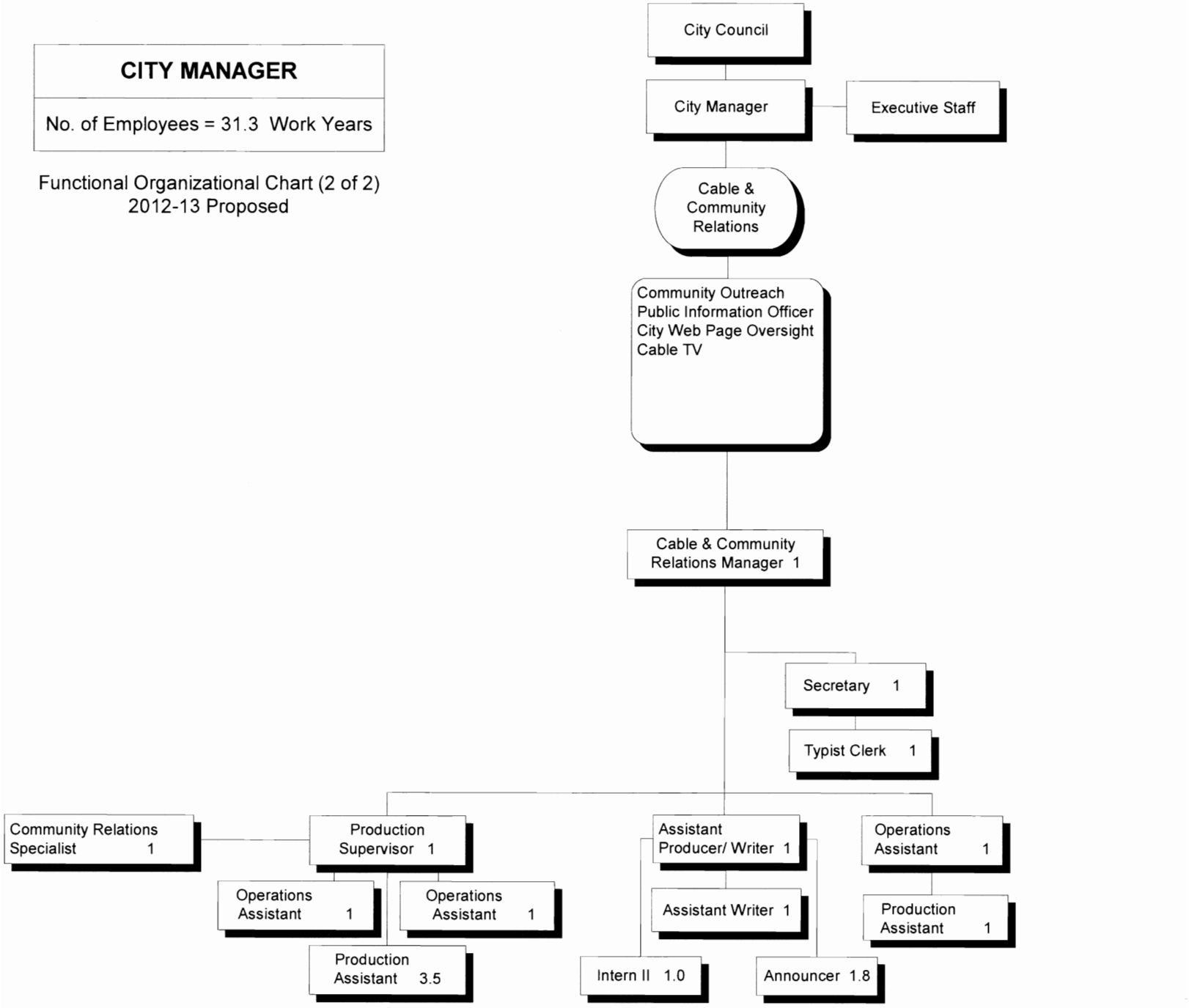
Functional Organizational Chart (1 of 2)
2012-13 Proposed



CITY MANAGER

No. of Employees = 31.3 Work Years

Functional Organizational Chart (2 of 2)
2012-13 Proposed

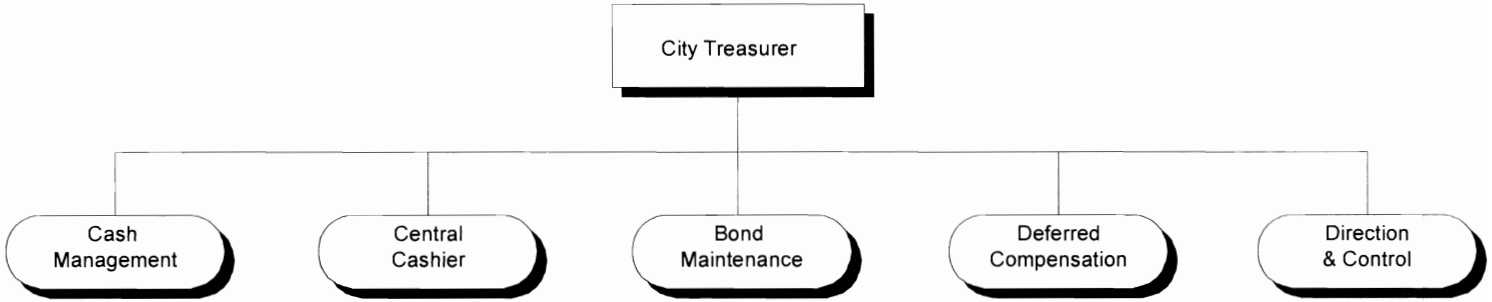


THIS PAGE INTENTIONALLY LEFT BLANK

CITY TREASURER

Mission Statement: To be responsible to the electorate for overseeing the custody and safekeeping of all City funds and for the investment of surplus cash in accordance with the City's investment policy.

DEPARTMENT ORGANIZATION



City Treasurer

MISSION STATEMENT

The Office of the City Treasurer is responsible to the electorate for overseeing the custody and safekeeping of all City funds; and for the investment of surplus cash in accordance with the City's investment policy.

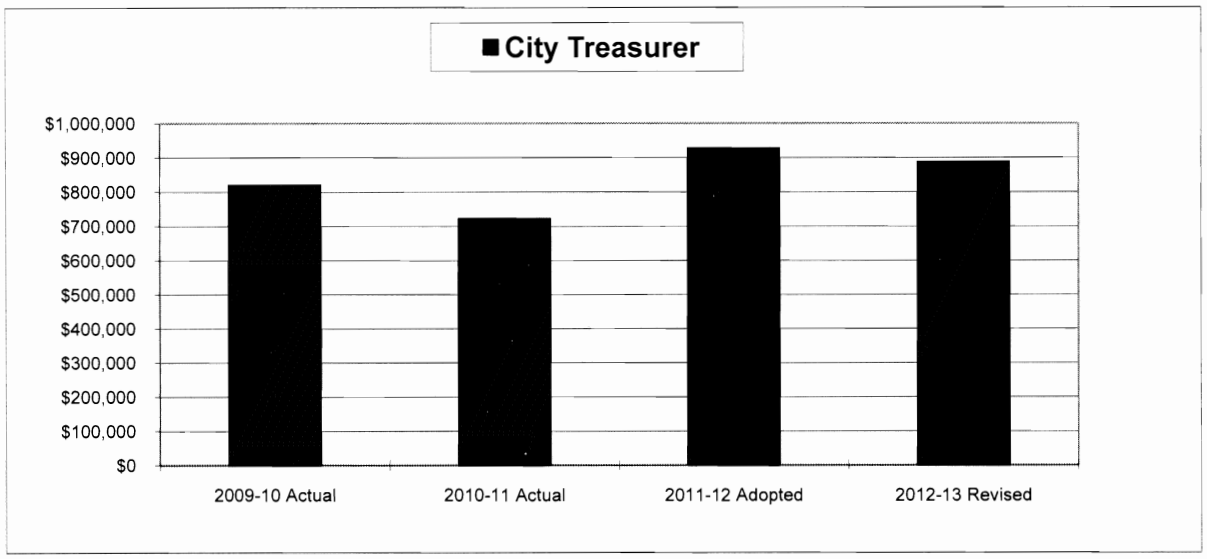
FUNCTIONAL RESPONSIBILITIES

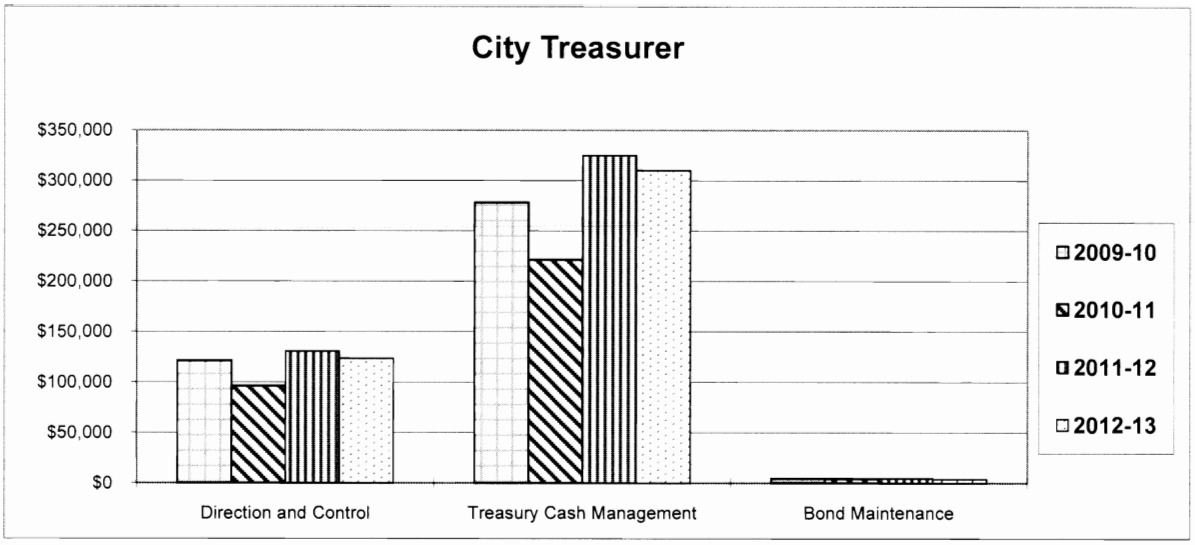
The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the Finance Director; to responsibly invest City monies through secured, approved methods; to prepare for submission to the legislative body monthly investment reports in demonstration of compliance with published investment policies; to keep and monitor as to sufficiency for both active and inactive deposit accounts, records for collateral pledged by banks as security for municipal monies; to provide for the maintenance of bond registers, billing, receipts, transfers and disbursements relative to bond administration. The Treasurer's Office disburses petty cash to departments, receives and disburses bail monies, and acts as administrator of the City's deferred compensation program.

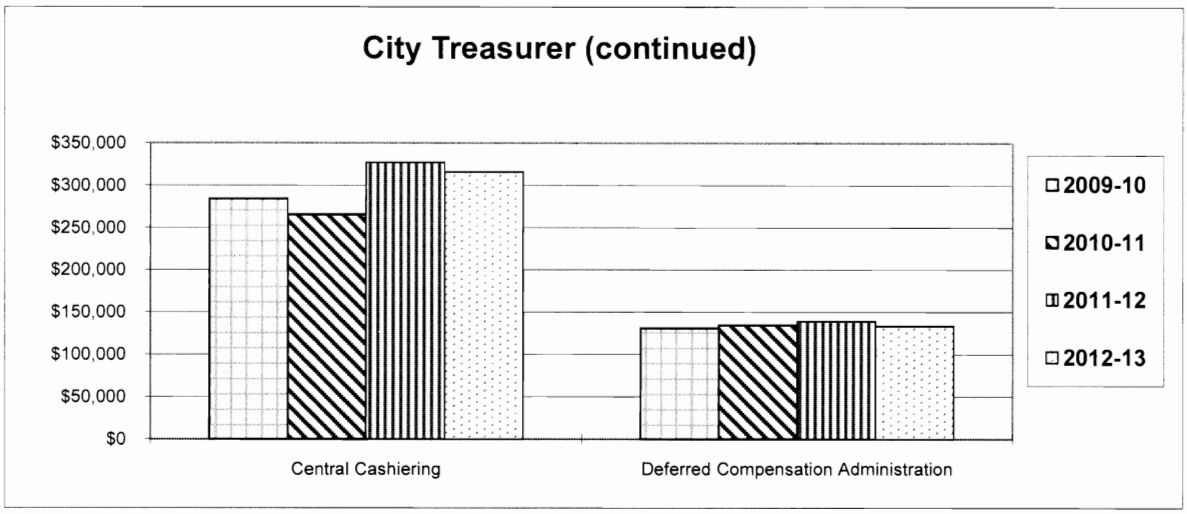
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Direction and Control	$ 121,212	$ 96,116	$ 130,586	$ 131,086	$ 123,457
Treasury Cash Management	278,219	221,436	324,998	325,698	310,105
Bond Maintenance	4,646	4,388	4,601	4,601	3,956
Central Cashiering	284,321	265,428	327,148	328,548	315,940
Deferred Compensation Administration	131,040	134,556	139,116	139,716	133,479
General Fund Total	$ 819,438	$ 721,924	$ 926,449	$ 929,649	$ 886,937
General Fund Revenues	$ -	$ -	$ -	$ -	$ -

EXPENDITURES





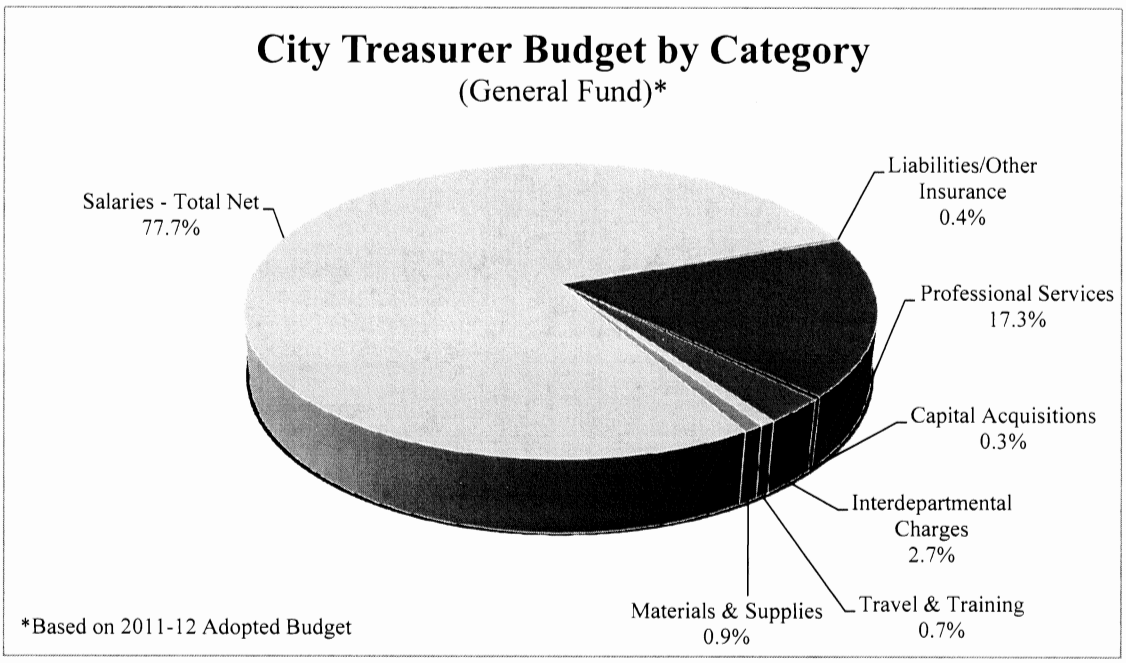


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 642,141	$ 553,878	$ 761,363	$ 764,563	$ 728,563
Overtime	10	308	900	900	900
Salaries - Total	642,151	554,186	762,263	765,463	729,463
Salaries - Reimbursements	-	-	(42,600)	(42,600)	(44,678)
Salaries - Labor Charges	-	-	-	-	-
Salaries - Total Net	642,151	554,186	719,663	722,863	684,785
Supplies and Services	177,287	167,738	203,820	203,820	199,652
Capital Outlay	-	-	2,966	2,966	2,500
General Fund Total	$ 819,438	$ 721,924	$ 926,449	$ 929,649	$ 886,937

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 642,151	$ 554,186	$ 762,263	$ 765,463	$ 729,463
Salary & Benefit Reimbursements	-	-	(42,600)	(42,600)	(44,678)
Materials, Supplies and Maintenance	3,023	5,631	8,253	8,253	7,559
Professional Services/Contracts	141,100	129,152	160,166	160,166	159,830
Travel, Training & Membership Dues	2,152	4,383	6,390	6,390	7,550
Liabilities & Other Insurance	1,636	1,636	3,802	3,802	3,802
Interdepartmental Charges	22,837	21,393	21,090	21,090	17,480
Capital Acquisitions	-	-	2,966	2,966	2,500
Reimbursements from Other Funds	-	-	-	-	-
Operating Transfer Out	6,539	5,543	4,119	4,119	3,431
General Fund Total	$ 819,438	$ 721,924	$ 926,449	$ 929,649	$ 886,937



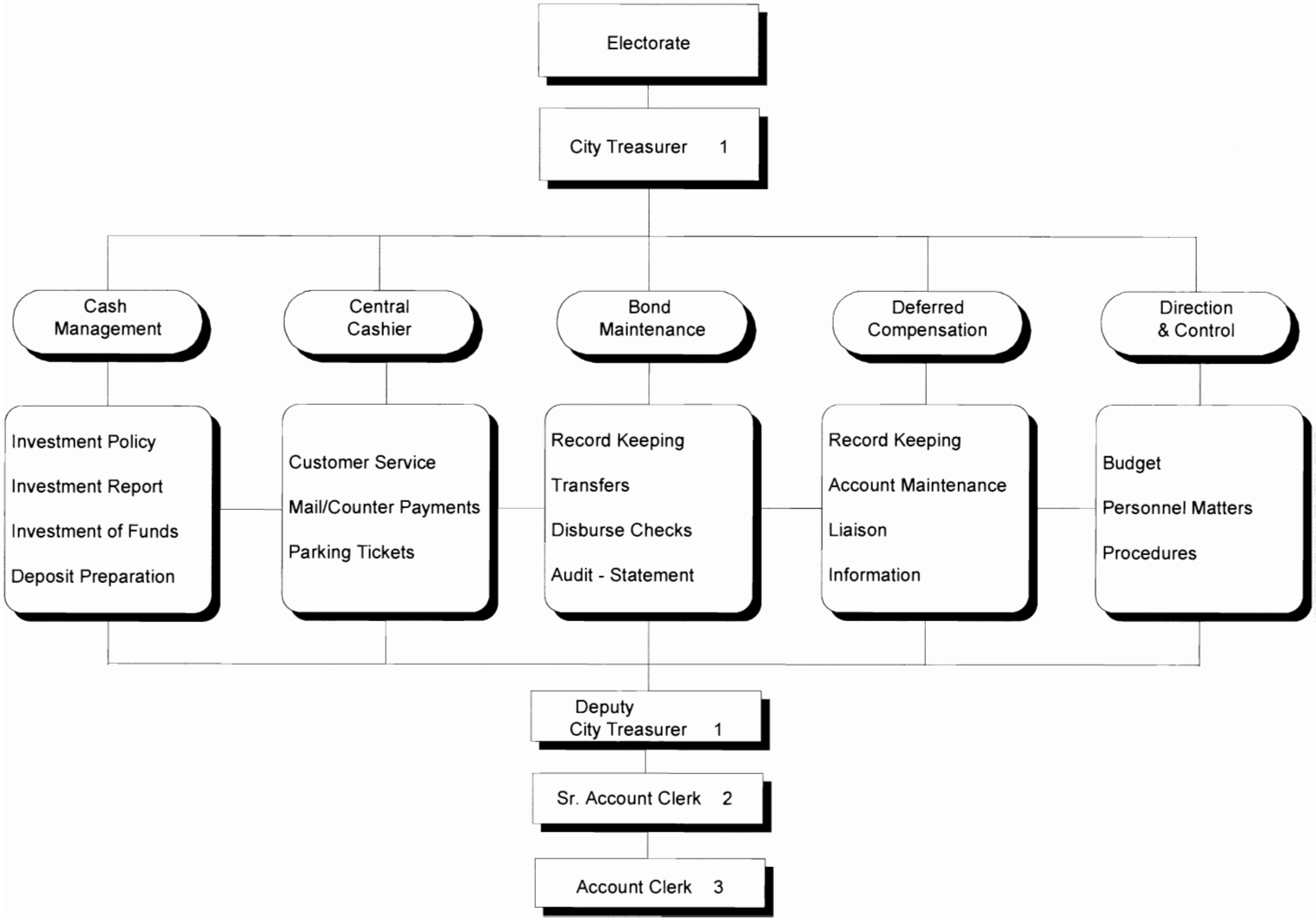
CITY TREASURER
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
City Treasurer	1.0	1.0	1.0	1.0	1.0
Deputy City Treasurer	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	2.0	2.0	2.0
Account Clerk	3.0	3.0	3.0	3.0	3.0
Total	6.0	6.0	7.0	7.0	7.0

CITY TREASURER

No. of Employees = 7.0 Work Years

Functional Organizational Chart
2012-13 Proposed

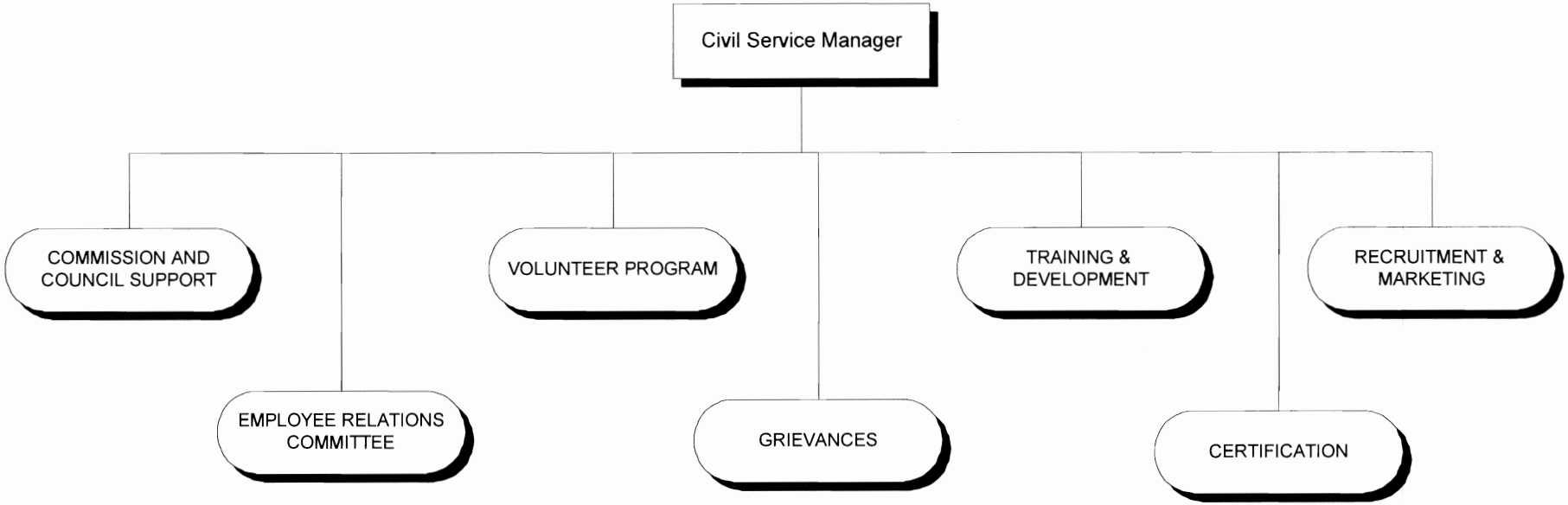


THIS PAGE INTENTIONALLY LEFT BLANK

CIVIL SERVICE

Mission Statement: To provide a quality of work force through timely, effective, selection processes within the structure of consistently administered policies and procedures. Our responsibility to the Civil Service Commission is to facilitate a forum for resolving issues and to communicate standards of clarity, openness and support.

DEPARTMENT ORGANIZATION



Civil Service

MISSION STATEMENT

The mission of the Civil Service Department is to provide a quality work force through timely, effective, selection processes within the structure of consistently administered policies and procedures. Our responsibility to the Civil Service Commission is to facilitate a forum for resolving issues, and to communicate standards of clarity, openness and support.

FUNCTIONAL RESPONSIBILITIES

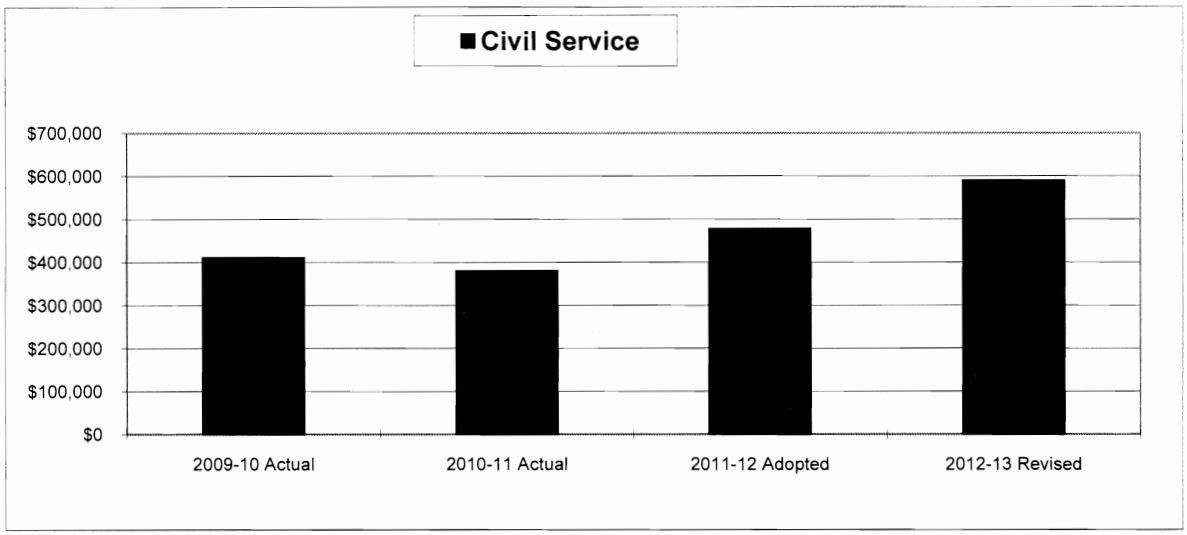
The Civil Service Commission is responsible for all examinations for original selection and promotion of employees of the City. The Commission acts as a board of review in all employee disciplinary cases where a hearing is requested. The Employee Relations Committee, composed of Commission members, administers the City's Employee Relations Ordinance. The Commission is advisory to the City Council on all personnel related matters. Commission staff recruits applicants, prepares and conducts examinations, interprets policies and rules, prepares Commission agendas, implements Commission actions, and maintains liaison with all City departments.

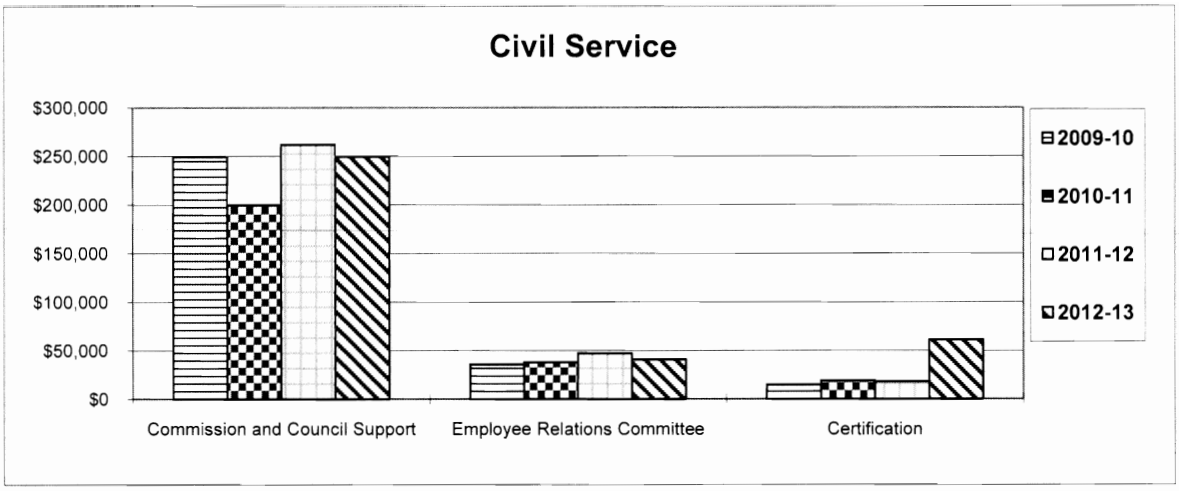
DEPARTMENT BUDGET SUMMARY

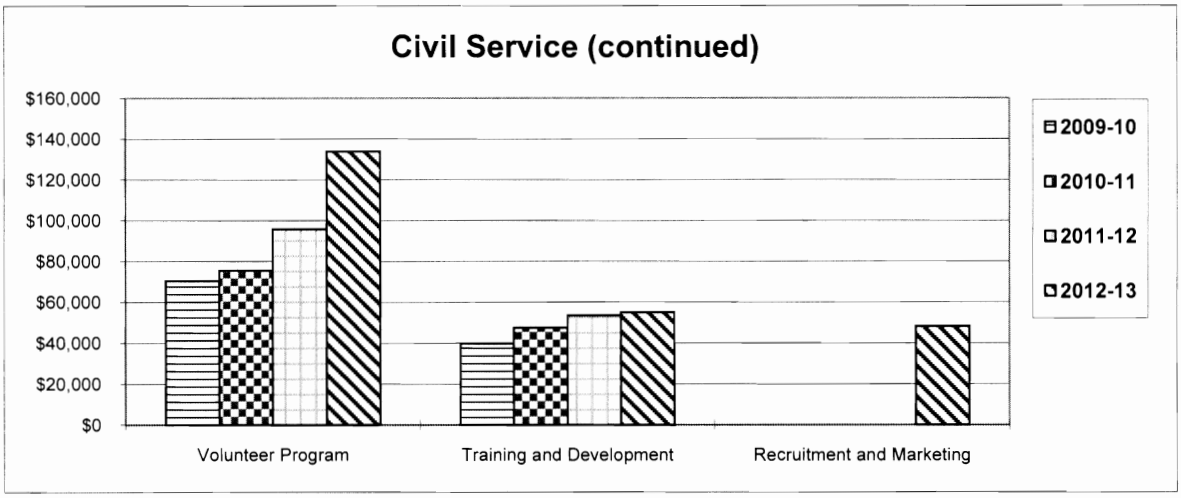
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Commission and Council Support	$ 249,572	$ 199,929	$ 261,997	$ 262,897	$ 249,734
Employee Relations Committee	35,730	38,090	47,155	47,355	40,880
Certification	14,851	18,834	18,256	18,356	61,166
Volunteer Program	70,524	75,567	95,850	96,050	134,050
Training and Development	39,901	47,547	53,700	53,900	55,100
Recruitment and Marketing	-	-	-	-	48,300
General Fund Total	$ 410,578	$ 379,967	$ 476,958	$ 478,558	$ 589,230
General Fund Revenues	$ -	$ -	$ -	$ -	$ -

Note - Recruitment and Testing Programs were transferred to Human Resources in 2003-04 as part of the reorganization.
Note - the Volunteer Program was transferred from the City Manager's Office as part of the adopted 2005-06 budget.

EXPENDITURES





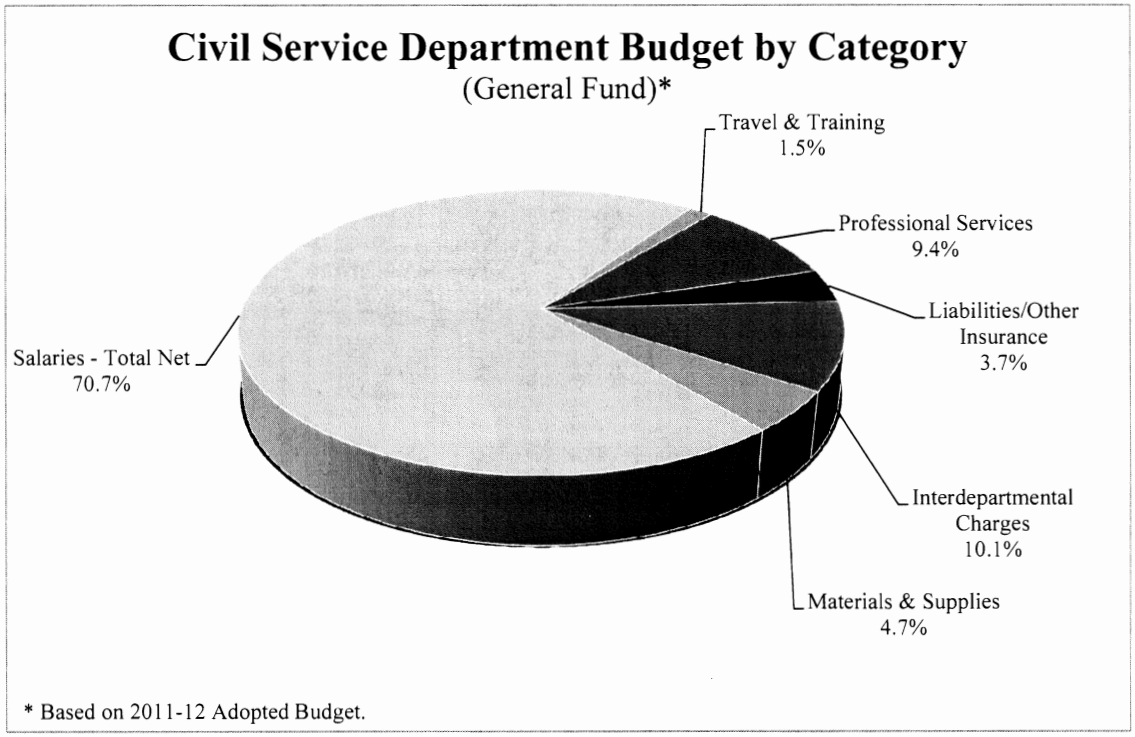


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 278,658	$ 286,211	$ 336,718	$ 338,318	$ 468,518
Overtime	3,601	-	600	600	1,000
Salaries - Total	282,259	286,211	337,318	338,918	469,518
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	26,600	26,600	-	-	-
Salaries - Total Net	308,859	312,811	337,318	338,918	469,518
Supplies and Services	101,719	67,157	139,640	139,640	119,712
Capital Outlay	-	-	-	-	-
General Fund Total	$ 410,578	$ 379,967	$ 476,958	$ 478,558	$ 589,230

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 308,859	$ 312,811	$ 337,318	$ 338,918	$ 469,518
Salary & Benefit Reimbursements	-	-	-	-	-
Materials, Supplies and Maintenance	14,529	14,816	22,300	22,300	22,300
Professional Services/Contracts	45,635	11,826	44,900	44,900	51,900
Travel, Training & Membership Dues	3,541	3,155	6,950	6,950	6,950
Liabilities & Other Insurance	15,505	16,584	17,528	17,528	17,528
Interdepartmental Charges	19,691	18,401	46,039	46,039	18,414
Capital Acquisitions	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-
Operating Transfers Out	2,818	2,374	1,923	1,923	2,620
General Fund Total	$ 410,578	$ 379,967	$ 476,958	$ 478,558	$ 589,230



CIVIL SERVICE DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Civil Service Manager	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	1.0	1.0	1.0	1.0	1.0
Staff Assistant	0.8	0.8	0.8	0.8	0.8
Personnel Technician	-	-	-	-	1.5
Total	2.8	2.8	2.8	2.8	4.3

CIVIL SERVICE

No. of Employees = 4.3 Work Years

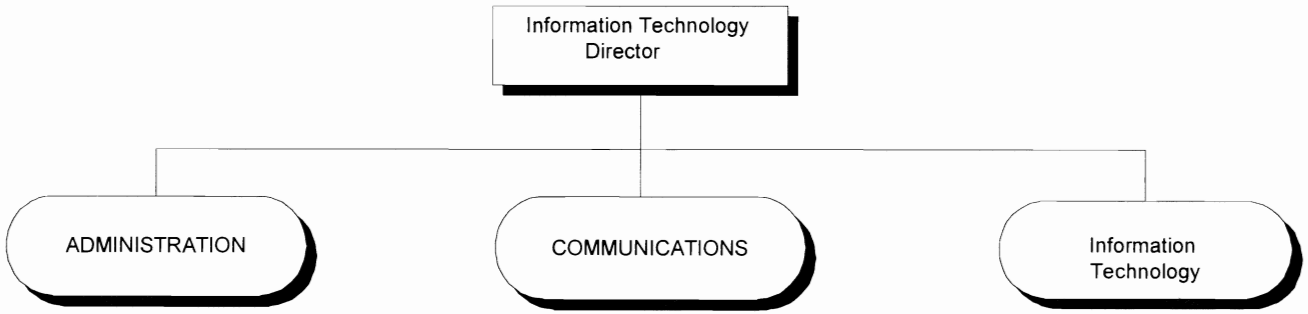
Functional Organizational Chart
2012-13 Proposed

THIS PAGE INTENTIONALLY LEFT BLANK

Communications & Information Technology

Mission Statement: To strategically plan and support all communication and automation needs of the City in an accountable and responsive manner by providing effective technology solutions to serve the dynamic and diverse needs of the community and the City of Torrance.

DEPARTMENT ORGANIZATION



Communications & Information Technology

MISSION STATEMENT

The mission of the Communications & Information Technology Department is to strategically plan and support all communication and automation needs of the City in an accountable and responsive manner by providing effective technology solutions to serve the dynamic and diverse needs of the community and the City of Torrance.

FUNCTIONAL RESPONSIBILITIES

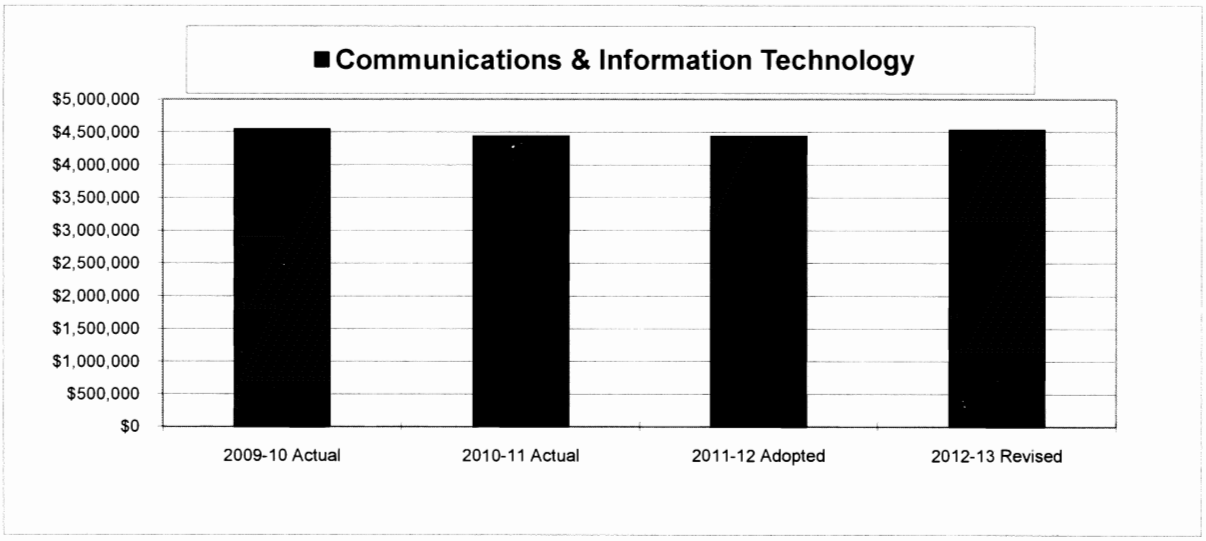
- Administer , Support and Maintain the City's Telephone System.
- Plan, Install and Maintain all Wireless Communication Projects in the City.
- Support/Maintain Departmental software applications, databases and host systems.
- Support/Maintain the City's Local Area and Wide Area Networks.
- Provide technical assistance and support for all user PC problems.
- Administer/Maintain the City's Internet and Intranet Web Pages.
- Act as a liaison between vendors and City Departments in troubleshooting computer problems.
- Research, Analyze and Recommend Communication and Technology-related contracts, agreements, and purchases entered into by the City.
- Administer the PC Replacement Program for the City.
- Modify/Support Application Systems to meet Departmental Operational needs.
- Support/Maintain the City's Internet and Intranet.
- Support the City's GIS mapping technology.
- Provide computer related training for city employees as needed.

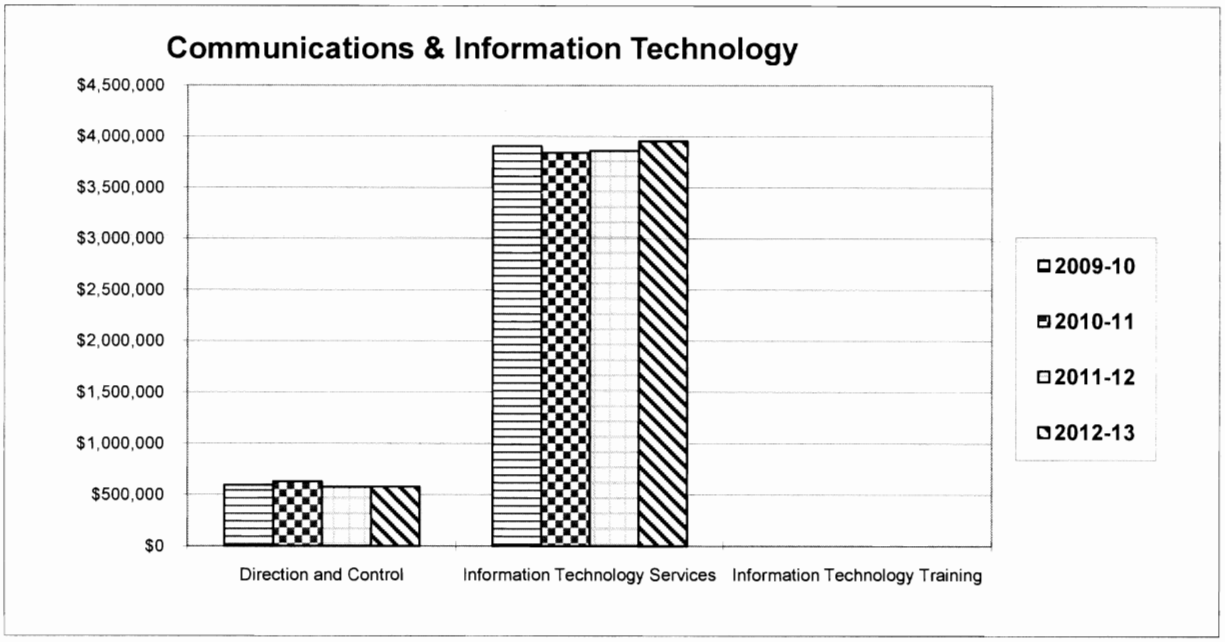
DEPARTMENT BUDGET SUMMARY

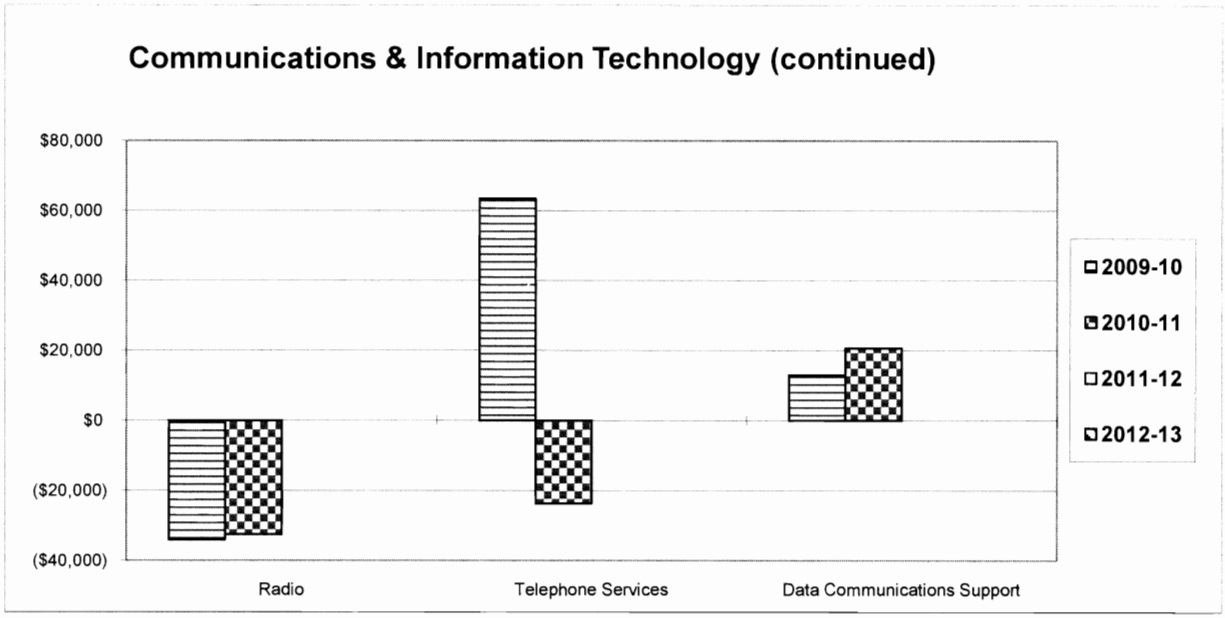
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Direction and Control	$ 595,803	$ 630,694	$ 576,692	$ 578,192	$ 578,598
Information Technology Services	3,906,677	3,841,973	3,860,992	3,875,792	3,954,762
Information Technology Training	-	-	-	-	-
Radio	(33,997)	(32,519)	-	-	-
Telephone Services	63,512	(23,617)	-	-	-
Data Communications Support	13,006	20,638	-	-	-
General Fund Total	$ 4,545,002	$ 4,437,168	$ 4,437,684	$ 4,453,984	$ 4,533,360
General Fund Revenues	$ -	$ -	$ -	$ -	$ -

Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements
Note: Department name changed from Information Systems to Communications & Information Technology

EXPENDITURES







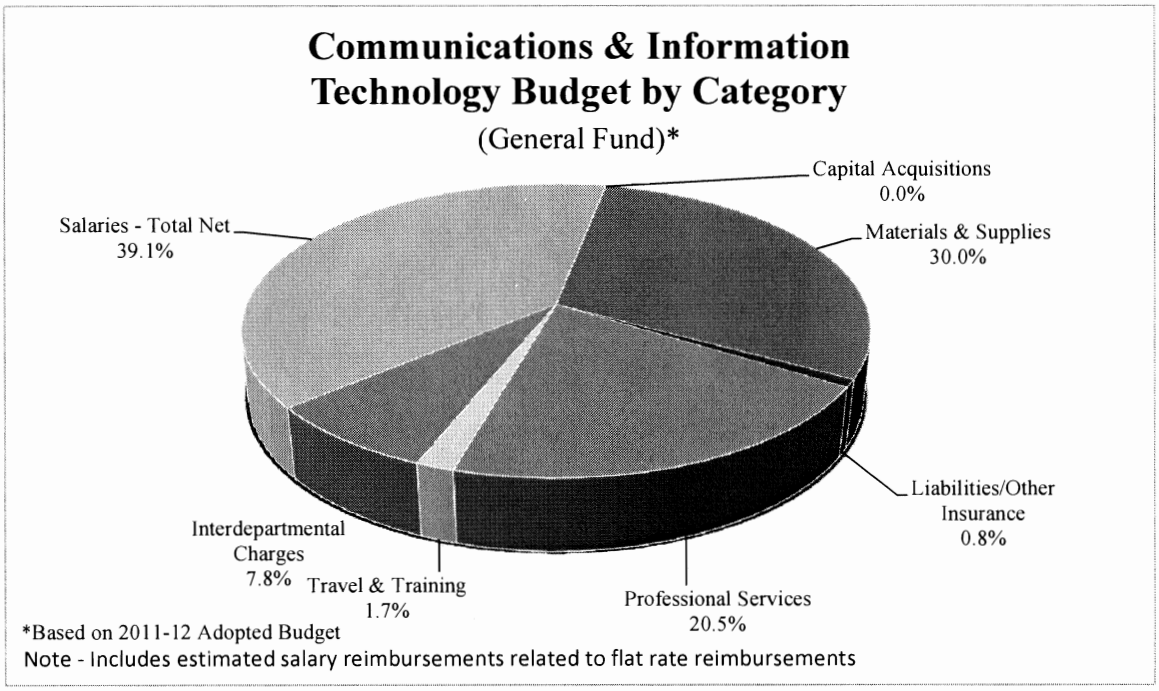
Note - Actual Radio, Telephone Services,and Data Communications flat rate reimbursements exceeded expenditures resulting in negative actual costs.

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	5,188,185	5,357,348	5,390,150	5,413,250	5,430,750
Overtime	71,272	52,370	82,800	81,350	82,150
Salaries - Total	5,259,457	5,409,718	5,472,950	5,494,600	5,512,900
Salaries - Reimbursements	(1,613,327)	(1,634,279)	(1,820,305)	(1,825,455)	(1,824,855)
Salaries - Labor Charges	181	-	-	-	-
Salaries - Total Net	3,646,311	3,775,438	3,652,645	3,669,145	3,688,045
Supplies and Services	898,691	661,730	784,039	783,839	844,315
Capital Outlay	-	-	1,000	1,000	1,000
General Fund Total	4,545,002	4,437,168	4,437,684	4,453,984	4,533,360

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 5,259,638	$ 5,409,718	$ 5,472,950	$ 5,494,600	$ 5,512,900
Salary & Benefit Reimbursements	(1,613,327)	(1,634,279)	(1,820,305)	(1,825,455)	(1,824,855)
Materials, Supplies and Maintenance	910,129	718,589	804,973	804,273	828,837
Professional Services/Contracts	610,637	491,063	551,319	550,819	538,137
Travel, Training & Membership Dues	28,867	36,146	44,754	44,754	44,754
Liabilities & Other Insurance	9,804	9,804	22,583	22,583	22,583
Interdepartmental Charges	146,714	139,745	152,770	153,070	201,874
Capital Acquisitions	-	-	1,000	1,000	1,000
Reimbursements from Other Funds	(970,584)	(860,003)	(885,660)	(884,960)	(898,360)
Operating Transfers Out	163,124	126,386	93,300	93,300	106,490
General Fund Total	$ 4,545,002	$ 4,437,168	$ 4,437,684	$ 4,453,984	$ 4,533,360



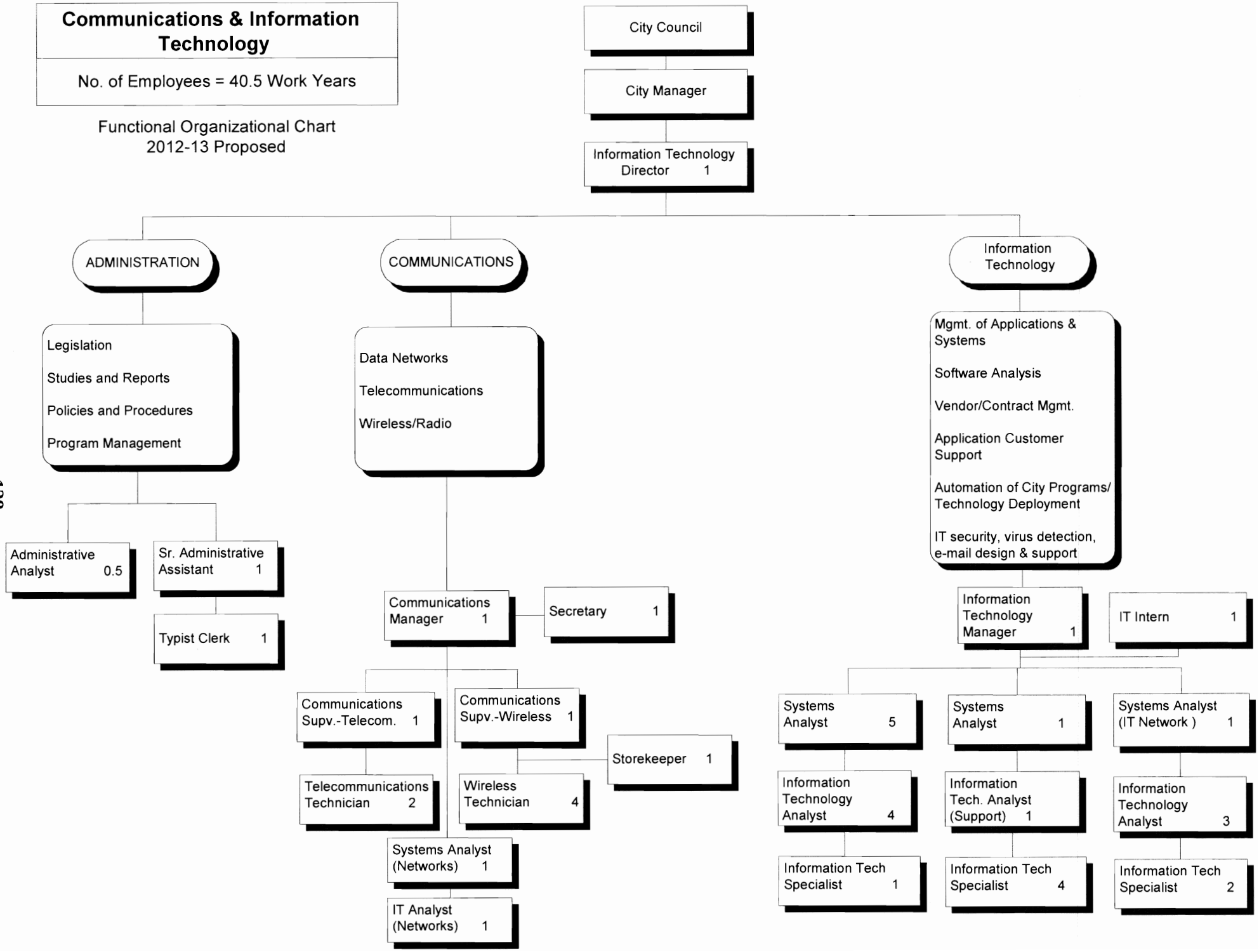
COMMUNICATIONS & INFORMATION TECHNOLOGY DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Information Technology Director	1.0	1.0	1.0	1.0	1.0
Information Technology Manager	1.0	1.0	1.0	1.0	1.0
Communications Manager	1.0	1.0	1.0	1.0	1.0
Info Tech Specialist	8.0	8.0	7.0	7.0	7.0
Systems Analyst	9.0	9.0	8.0	8.0	8.0
Information Technology Analyst	7.0	8.0	8.0	8.0	8.0
Info. Tech. Analyst (Networks)	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Telecom.	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Wireless	1.0	1.0	1.0	1.0	1.0
Wireless Technician	4.0	4.0	4.0	4.0	4.0
Telecommunications Technician	2.0	2.0	2.0	2.0	2.0
Storekeeper	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.5	0.5	0.5	0.5	0.5
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-
Secretary	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0
Intern	-	-	1.0	1.0	1.0
Total	40.5	41.5	40.5	40.5	40.5

Communications & Information Technology

No. of Employees = 40.5 Work Years

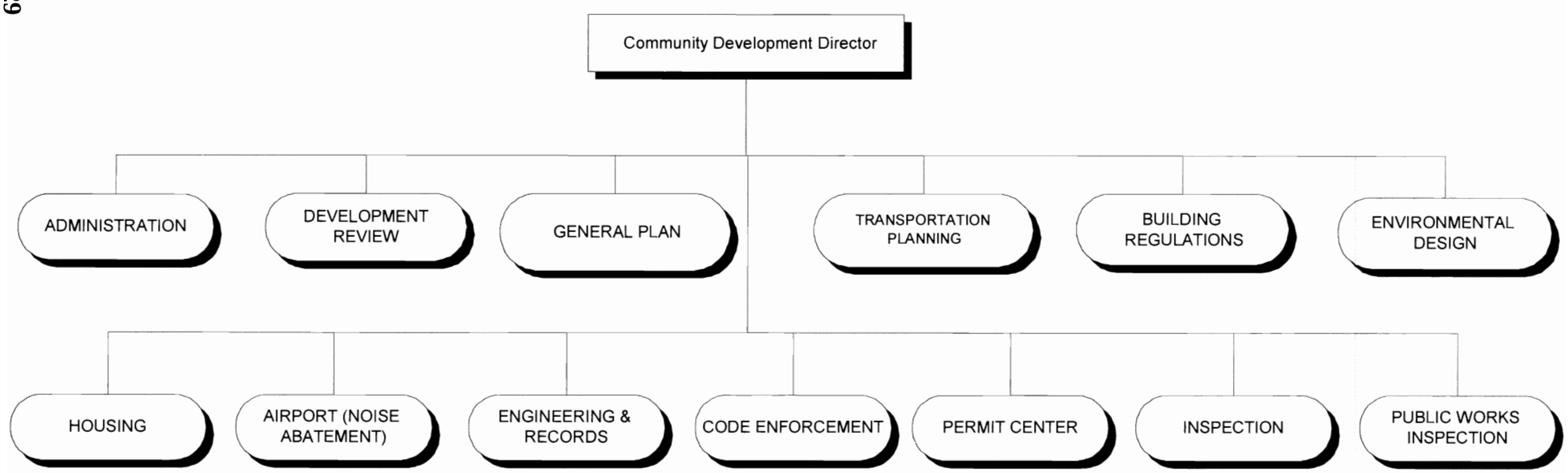
Functional Organizational Chart
2012-13 Proposed



COMMUNITY DEVELOPMENT

Mission Statement: To guide and support the orderly development of the City, city infrastructure and the continued revitalization of the City to maintain a balanced community to meet present and future needs; and
To ensure standards of development and quality of environment in the community by providing responsive services in a cooperative and innovative manner for the safe construction and maintenance of property.

DEPARTMENT ORGANIZATION



Community Development

MISSION STATEMENT

The Community Development Department guides and supports the orderly development of the City, City infrastructure and the continued revitalization of the City to maintain a balanced community to meet present and future needs.

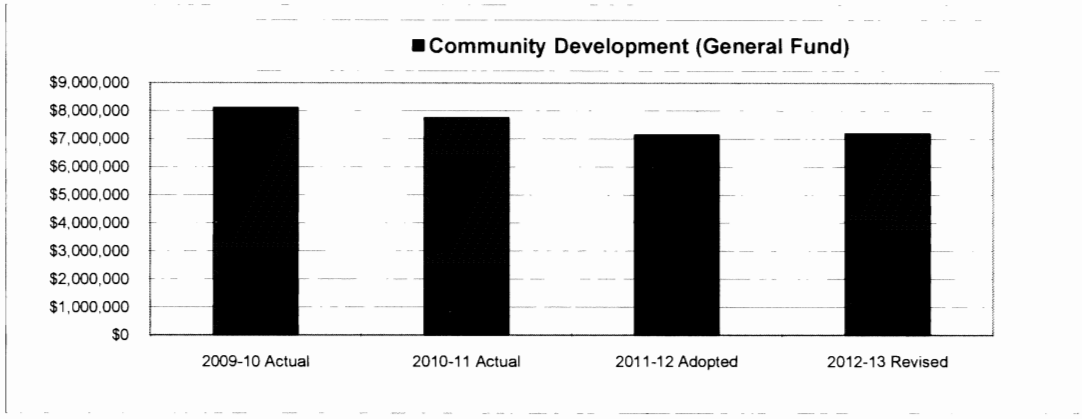
FUNCTIONAL RESPONSIBILITIES

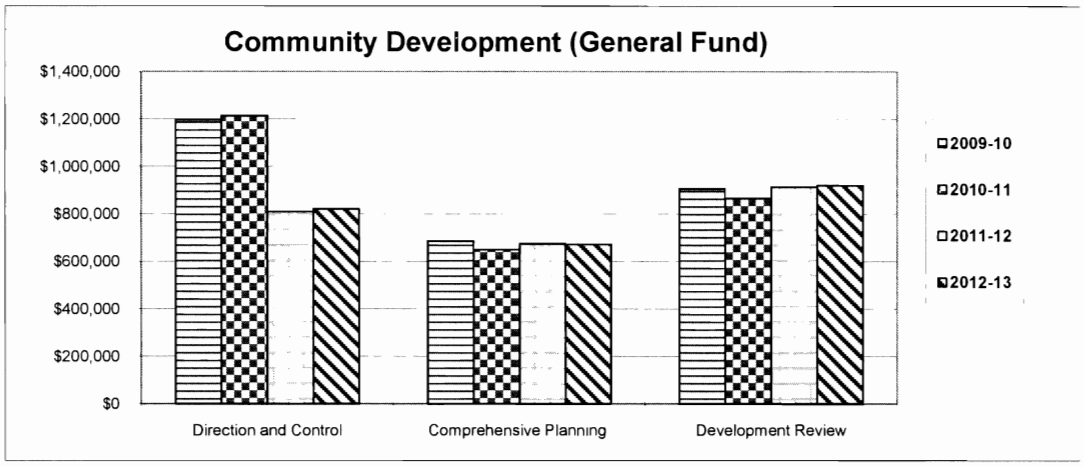
The Community Development Department:
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and regional planning, transportation, and infrastructure legislation with local planning to continually improve the physical and social environment;
- Creates and maintains maps, records and data of the city's infrastructure;
- Permits and inspects construction in the public right-of-way;
- Reviews and makes recommendations to Traffic Commission, Planning Commission, Redevelopment Agency and City Council regarding transportation and development related issues;
- Administers the Redevelopment project areas and the Section 8 Rental Assistance Program; and
- Develops strategies to meet the diverse housing needs in the Community

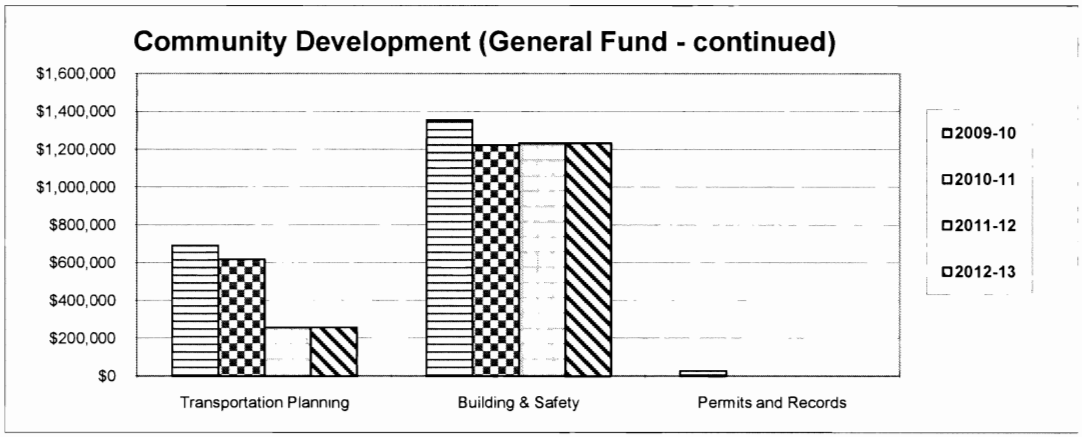
DEPARTMENT BUDGET SUMMARY

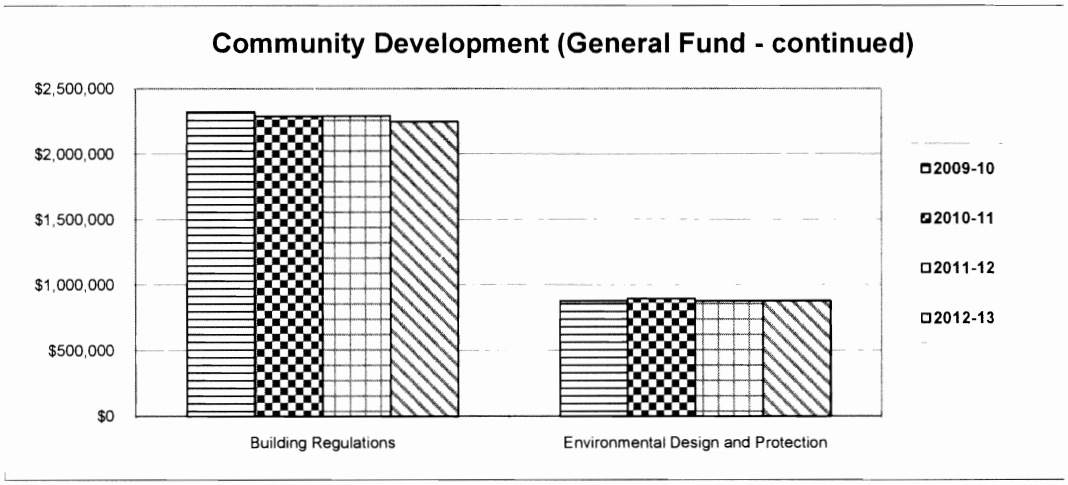
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund:					
Direction and Control	$ 1,197,754	$ 1,213,988	$ 810,317	$ 813,317	$ 821,488
Comprehensive Planning	685,927	650,417	674,828	673,028	673,341
Development Review	906,436	865,965	913,427	917,227	921,153
Property Rehabilitation Loan Admin.	-	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-	-
Redevelopment Agency Administration	-	(9,521)	-	-	-
Transportation Planning	691,624	618,552	257,337	257,237	257,948
Building & Safety	1,354,464	1,223,935	1,233,469	1,239,169	1,233,101
Permits and Records	27,671	-	-	-	-
Building Regulations	2,322,710	2,290,835	2,291,783	2,300,983	2,248,283
Environmental Design and Protection	876,515	896,146	877,587	880,697	876,868
Conservation Code Enforcement	-	-	-	-	-
Downtown RDA Successor Agency (GF)	-	-	-	-	65,858
Nat. Pol. Disch. Elim. System (NPDES)	44,482	-	87,882	87,082	90,396
General Fund Total	$ 8,107,582	$ 7,750,315	$ 7,146,630	$ 7,168,740	$ 7,188,436
General Fund Revenues	$ 2,837,675	$ 2,807,096	$ 3,591,000	$ 3,696,001	$ 3,551,401
Externally Funded:					
Section 8 Rental Assistance Program	$ 6,545,715	$ 6,568,858	$ 6,913,561	$ 6,915,761	$ 6,918,442
Rehabilitation Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	19,105,733	14,224,858	13,280,144	13,359,886	3,589,264
Air Quality Management*		162,514	189,062	189,062	189,876
Vanpool/Rideshare*		201,081	261,930	261,930	256,370
Externally Funded Total	$ 25,651,448	$ 21,157,311	$ 20,644,697	$ 20,726,639	$ 10,953,952
Externally Funded Revenues					
Section 8 Rental Assistance Program	$ 6,261,914	$ 6,627,217	$ 6,818,000	$ 6,818,000	$ 6,629,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	-
Downtown RDA Successor Agency	14,335,844	14,521,948	14,840,311	15,114,335	3,589,264
Air Quality Management*		166,912	172,000	172,000	172,000
Vanpool/Rideshare*		201,081	261,930	261,930	256,930
Externally Funded Revenues Total	$ 20,634,658	$ 21,554,058	$ 22,129,141	$ 22,403,165	$ 10,647,194

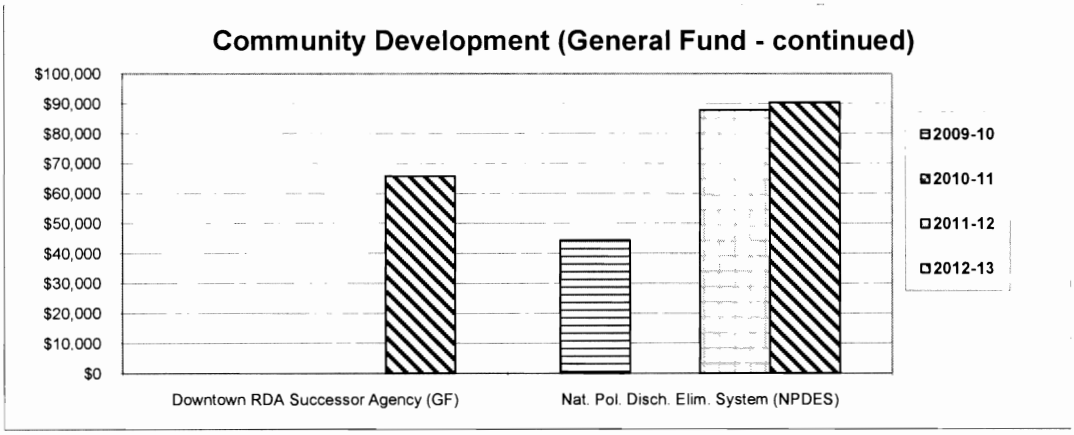
***Note - Air Quality Management and Vanpool/Rideshare Funds were transferred from the Human Resources Department in 2010-11.**

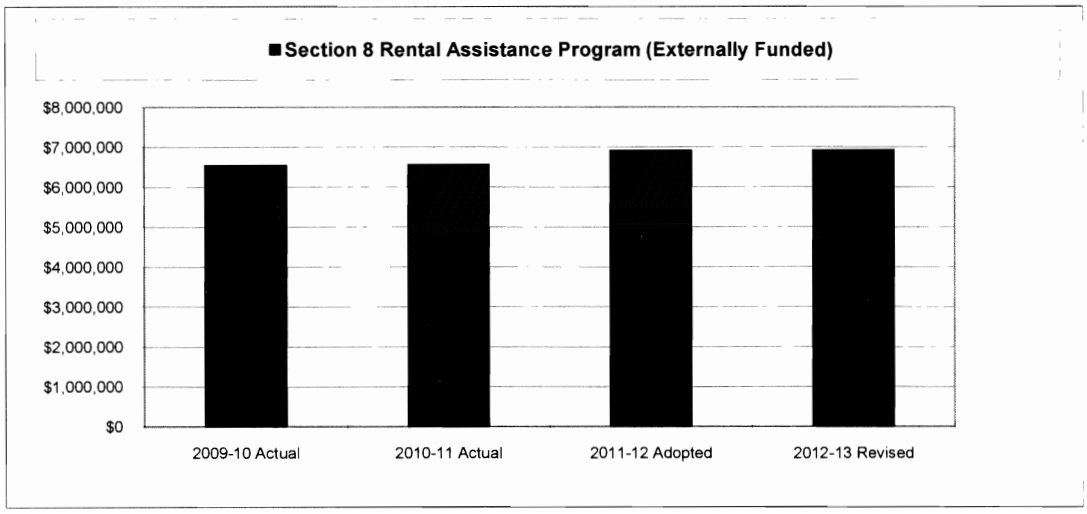

Community Development (General Fund)
$9,000,000
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised

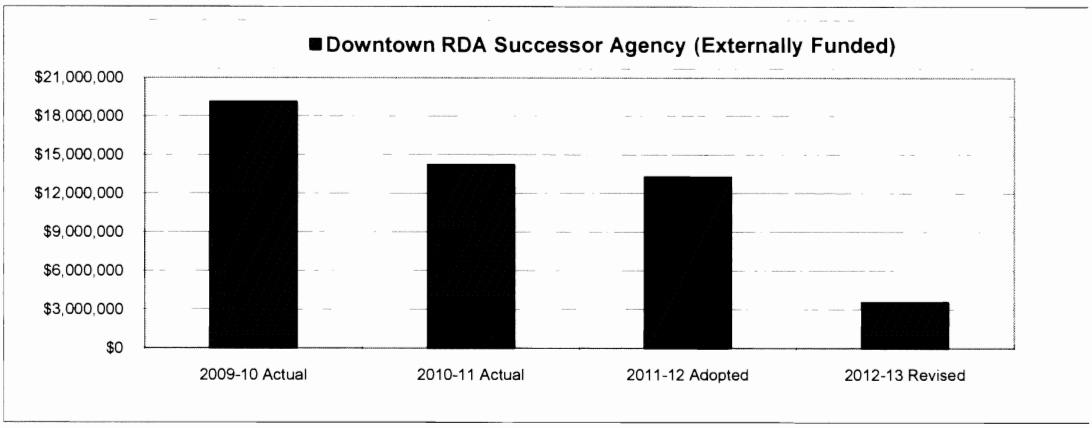

Community Development (General Fund)
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
Direction and Control
Comprehensive Planning
Development Review
2009-10
2010-11
2011-12
2012-13

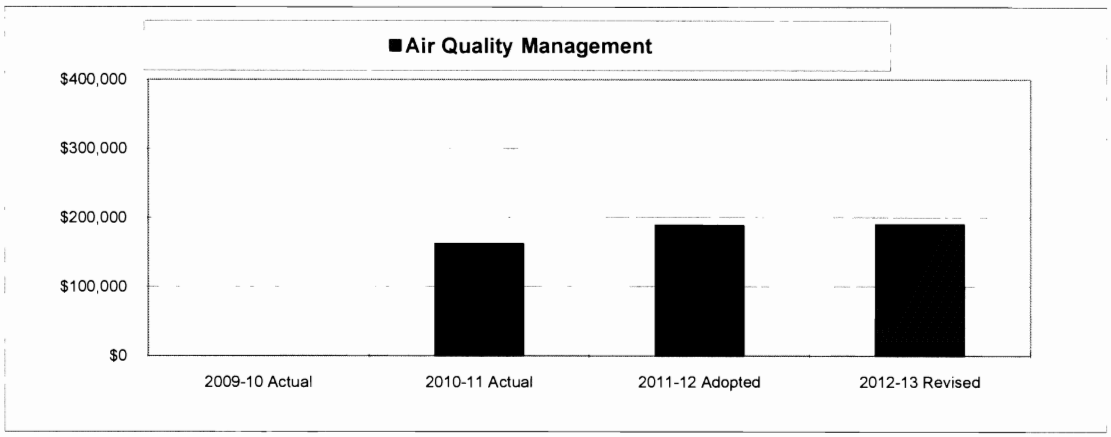

Community Development (General Fund - continued)
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
Transportation Planning
Building & Safety
Permits and Records
2009-10
2010-11
2011-12
2012-13

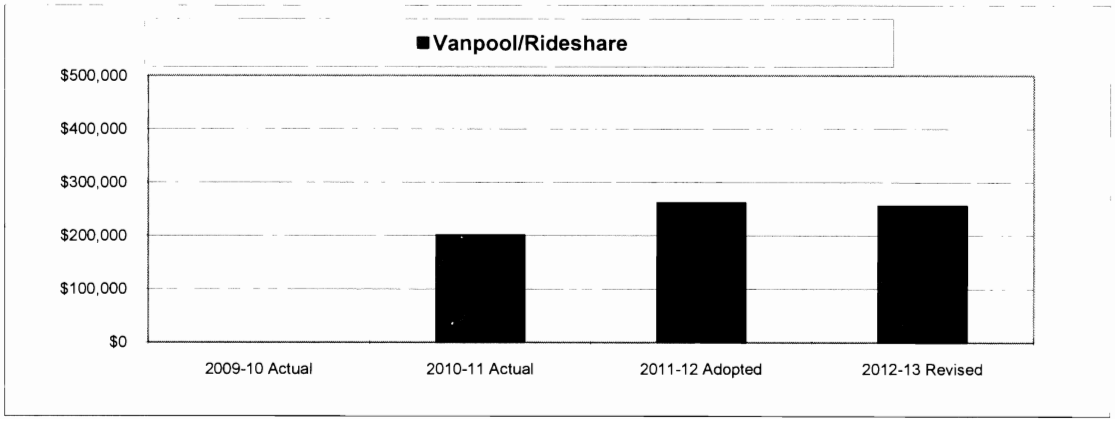

Community Development (General Fund - continued)
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Building Regulations
Environmental Design and Protection
2009-10
2010-11
2011-12
2012-13


Community Development (General Fund - continued)
$100,000
$90,000
$80,000
$70,000
$60,000
$50,000
$40,000
$30,000
$20,000
$10,000
$0
Downtown RDA Successor Agency (GF)
Nat. Pol. Disch. Elim. System (NPDES)
2009-10
2010-11
2011-12
2012-13


Section 8 Rental Assistance Program (Externally Funded)
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised


Downtown RDA Successor Agency (Externally Funded)
$21,000,000
$18,000,000
$15,000,000
$12,000,000
$9,000,000
$6,000,000
$3,000,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised


Air Quality Management
$400,000
$300,000
$200,000
$100,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised

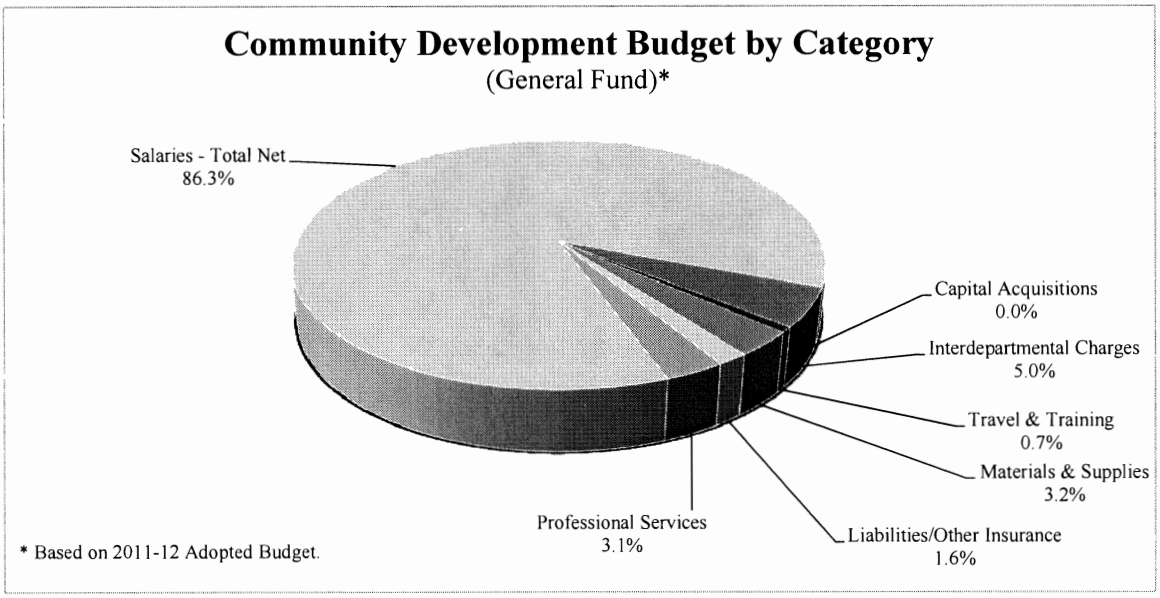

Vanpool/Rideshare
$500,000
$400,000
$300,000
$200,000
$100,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 8,154,472	$ 7,935,819	$ 6,946,135	$ 6,974,235	$ 6,932,035
Overtime	14,650	17,096	37,100	35,410	33,510
Salaries - Total	8,169,122	7,952,915	6,983,235	7,009,645	6,965,545
Salaries - Reimbursements	(977,224)	(1,106,509)	(814,753)	(814,953)	(825,745)
Salaries - Labor Charges	13,623	2,705	1,129	1,129	1,129
Salaries - Total Net	7,205,521	6,849,112	6,169,611	6,195,821	6,140,929
Supplies and Services	902,062	901,202	974,819	970,719	1,045,307
Capital Outlay	-	-	2,200	2,200	2,200
General Fund Total	$ 8,107,583	$ 7,750,314	$ 7,146,630	$ 7,168,740	$ 7,188,436

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 8,116,632	$ 7,955,621	$ 6,984,364	$ 7,010,774	$ 6,966,674
Salary & Benefit Reimbursements	(977,224)	(1,106,509)	(814,753)	(814,953)	(825,745)
Materials, Supplies and Maintenance	127,418	133,684	234,457	234,457	245,515
Senior Mobile Home Subsidy	45,200	50,000	-	-	-
Professional Services/Contracts	312,775	265,435	222,140	217,640	266,241
Travel, Training & Membership Dues	33,679	41,944	51,947	51,947	54,147
Liabilities & Other Insurance	49,412	49,212	114,373	114,373	114,373
Interdepartmental Charges	306,649	290,424	299,231	299,631	314,448
Capital Acquisitions	-	-	2,200	2,200	2,200
Reimbursements from Other Funds	-	(6,510)	(6,500)	(6,500)	(6,500)
Operating Transfers Out	93,041	77,013	59,171	59,171	57,083
General Fund Total	$ 8,107,582	$ 7,750,315	$ 7,146,630	$ 7,168,740	$ 7,188,436

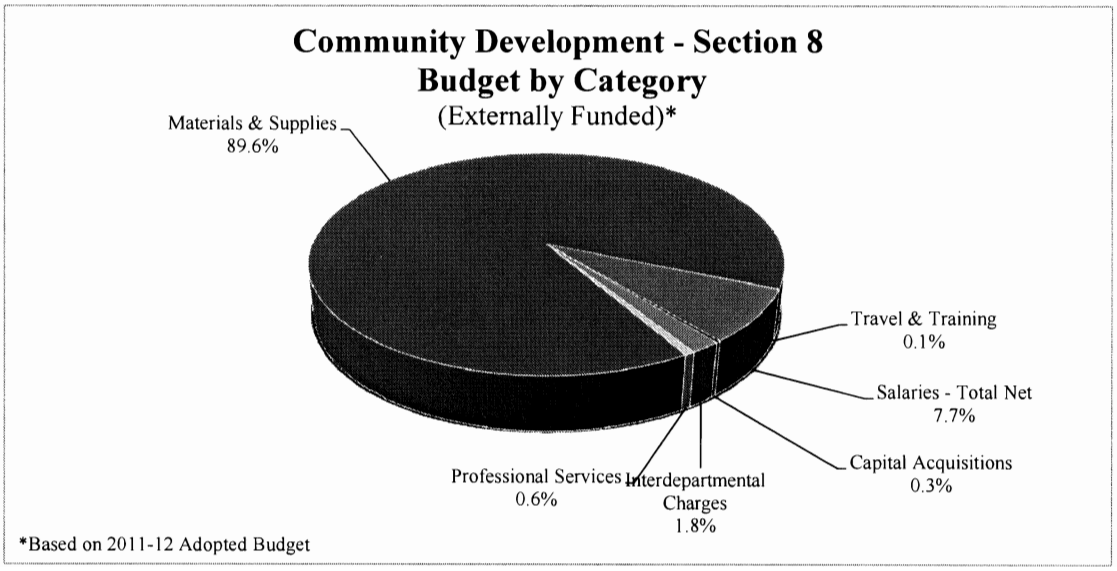


DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ -	$ -	$ 503,700	$ 505,900	$ 499,400
Overtime	-	-	2,900	2,900	2,900
Salaries - Total	-	-	506,600	508,800	502,300
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	470,751	492,111	25,000	25,000	25,000
Salaries - Total Net	470,751	492,111	531,600	533,800	527,300
Supplies and Services	6,070,252	6,075,044	6,364,161	6,364,161	6,356,142
Capital Outlay	4,712	1,703	17,800	17,800	35,000
Total Section 8 Rental Assistant Fund	$ 6,545,715	$ 6,568,858	$ 6,913,561	$ 6,915,761	$ 6,918,442

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 940,701	$ 492,111	$ 531,600	$ 533,800	$ 527,300
Salary & Benefit Reimbursements	(469,950)		-	-	-
Materials, Supplies and Maintenance	5,957,666	5,966,401	6,196,134	6,196,134	6,194,115
Professional Services/Contracts	22,344	14,006	40,000	40,000	43,027
Travel, Training & Membership Dues	988	841	5,000	5,000	5,000
Interdepartmental Charges	89,254	93,796	123,027	123,027	114,000
Capital Acquisitions	4,712	1,703	17,800	17,800	35,000
Reimbursements from Other Funds			-	-	-
Operating Transfer Out		-	-	-	-
Total Section 8 Rental Assistant Fund	$ 6,545,715	$ 6,568,858	$ 6,913,561	$ 6,915,761	$ 6,918,442

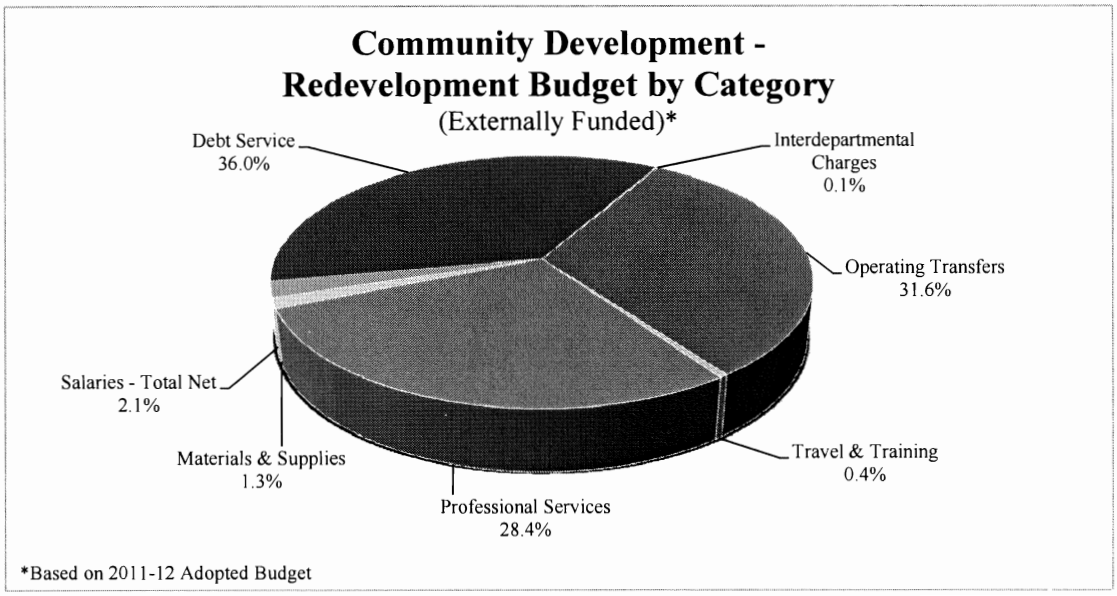


DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 230,903	$ 185,846	$ 8,000	$ 8,000	$ -
Overtime	-	-	-	-	-
Salaries - Total	230,903	185,846	8,000	8,000	-
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	7,590	51,257	264,650	265,650	263,550
Salaries - Total Net	238,493	237,103	272,650	273,650	263,550
Supplies and Services	14,817,338	13,987,755	13,007,494	13,086,236	3,325,714
Capital Outlay	4,049,902	-	-	-	-
Total Redevelopment Agency Fund	$ 19,105,733	$ 14,224,858	$ 13,280,144	$ 13,359,886	$ 3,589,264

DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 238,493	$ 237,103	$ 272,650	$ 273,650	$ 263,550
Salary & Benefit Reimbursements					
Materials, Supplies and Maintenance	121,560	180,336	177,400	177,400	68,500
Professional Services/Contracts	4,931,538	3,195,847	3,777,297	3,777,297	
Travel, Training & Membership Dues	9,961	10,888	57,119	57,119	
Interdepartmental Charges	19,626	19,118	19,484	19,584	
Debt Service	4,889,278	5,573,834	4,785,130	4,698,516	3,257,214
Capital Acquisitions	4,049,902				
Reimbursements from Other Funds					
Bad Debts & Other Losses					
Operating Transfers Out	4,845,375	5,007,732	4,191,064	4,356,320	
Total Redevelopment Agency Fund	$ 19,105,733	$ 14,224,858	$ 13,280,144	$ 13,359,886	$ 3,589,264



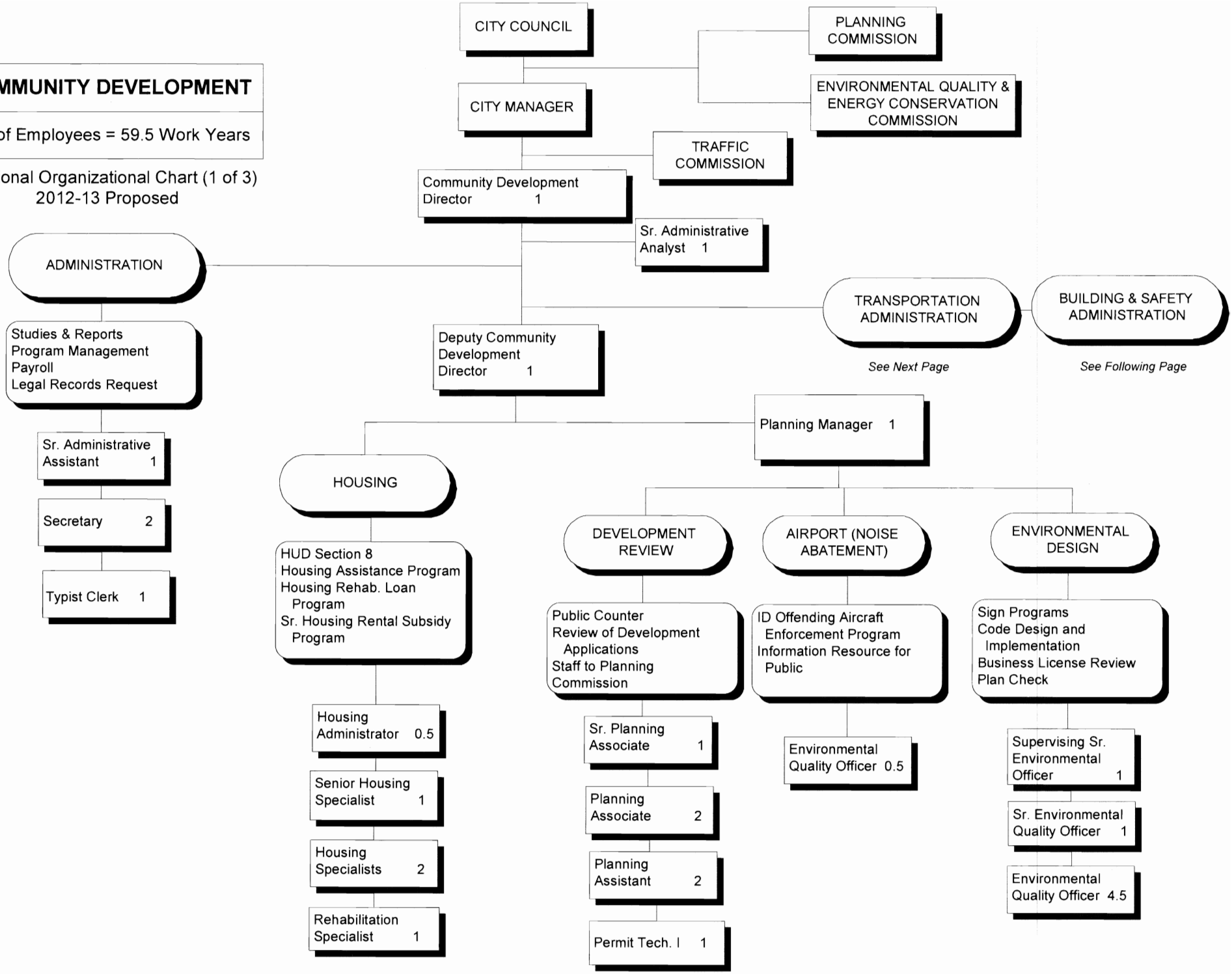
COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Community Development Director	1.0	1.0	1.0	1.0	1.0
Deputy Community Development Director	1.0	1.0	1.0	1.0	1.0
Principal Planner	1.0	1.0	1.0	1.0	1.0
Transportation Planning Manager	1.0	1.0	-	-	-
Planner of Transportation	-	-	-	-	-
Planning Associate	8.5	8.5	8.5	8.5	8.5
Planning Assistant	4.0	4.0	4.0	4.0	4.0
Associate Engineer	4.0	4.0	3.0	3.0	3.0
Assistant Engineer	2.0	2.0	2.0	2.0	2.0
Public Works Inspector	4.0	3.0	2.0	2.0	2.0
Building Regulations Administrator	1.0	1.0	1.0	1.0	1.0
Environmental Services Administrator	-	-	-	-	-
Building Inspection Supervisor	1.0	1.0	1.0	1.0	1.0
Structural Plans Examiner	1.0	1.0	1.0	1.0	1.0
Plans Examiner	2.0	2.0	2.0	2.0	2.0
Senior Building Inspector	3.0	3.0	3.0	3.0	3.0
Senior Electrical Inspector	1.0	1.0	1.0	1.0	1.0
Senior Mechanical & Plumbing Inspector	2.0	2.0	2.0	2.0	2.0
Senior Grading Inspector	1.0	1.0	1.0	1.0	1.0
Senior Environmental Quality Officer	2.0	2.0	2.0	2.0	2.0
Environmental Quality Officer	5.0	5.0	5.0	5.0	5.0
Revenue Inspector/Collector	-	-	-	-	-
Building Inspector	3.0	2.0	2.0	2.0	2.0
Building Permit Technician	2.0	1.0	-	-	-
Permit Technician I	-	-	4.0	4.0	4.0
Engineering Technician III	2.0	2.0	2.0	2.0	2.0
Engineering Technician II	1.0	1.0	1.0	1.0	1.0
Engineering Technician I	1.0	-	-	-	-
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-
Housing Specialist	3.0	3.0	3.0	3.0	3.0
Rehabilitation Specialist	1.0	1.0	1.0	1.0	1.0
Secretary	6.0	6.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0
Intern	0.5	-	-	-	-
Total	68.0	63.5	59.5	59.5	59.5

COMMUNITY DEVELOPMENT

No. of Employees = 59.5 Work Years

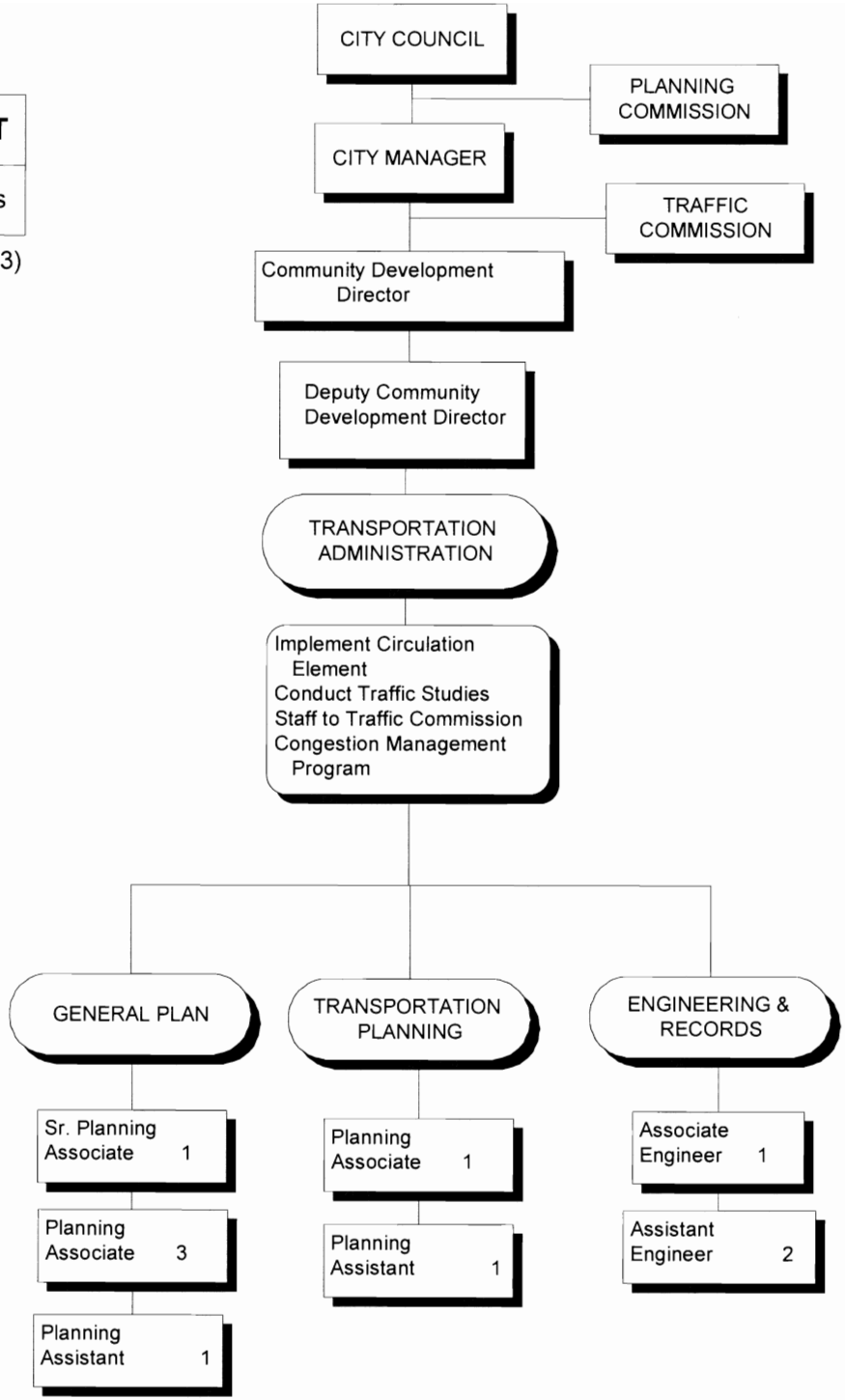
Functional Organizational Chart (1 of 3)
2012-13 Proposed



COMMUNITY DEVELOPMENT

No. of Employees = 59.5 Work Years

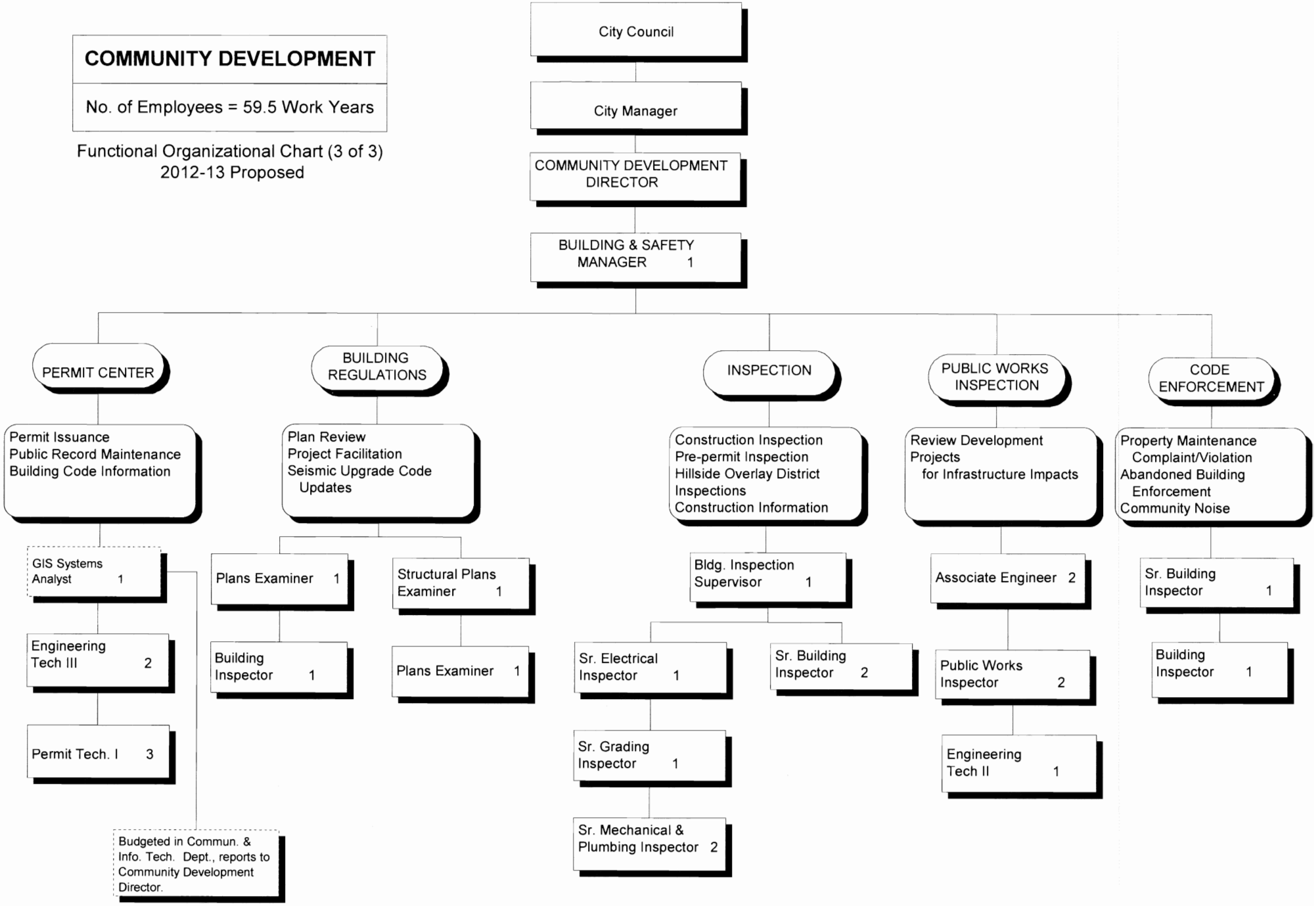
Functional Organizational Chart (2 of 3)
2012-13 Proposed



COMMUNITY DEVELOPMENT

No. of Employees = 59.5 Work Years

Functional Organizational Chart (3 of 3)
2012-13 Proposed



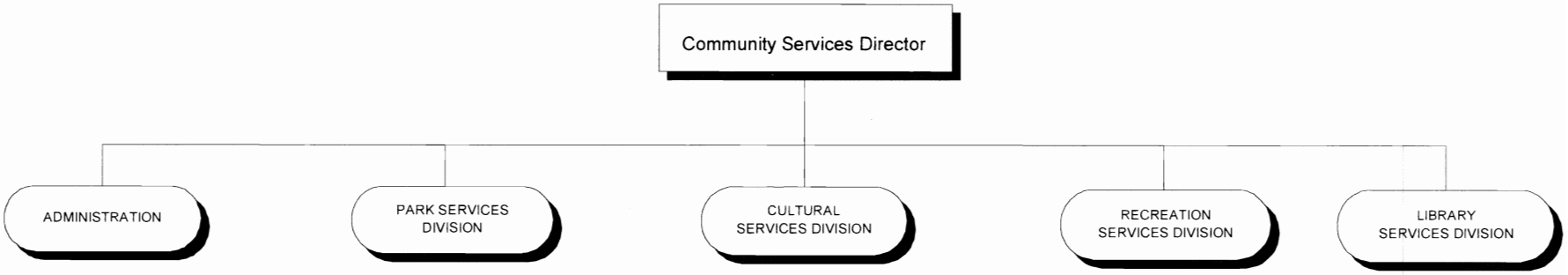
COMMUNITY SERVICES

Mission Statement: To enrich the community through the provision of recreational, cultural and educational opportunities for persons of all ages and abilities; and to provide management, maintenance and stewardship of the City's public open space including parks, landscaped areas, and natural resources;

To provide materials and services in a variety of formats that satisfy the educational, informational, recreational and cultural needs of our diverse community. The Library supports lifelong independent learning and the individual's need for current, popular and informational materials; and

To serve as a center for community information, services and activities using traditional and innovative methods and technologies to provide quality Library collections, efficient services, and programs in easily accessible locations though out the community.

DEPARTMENT ORGANIZATION



Community Services

MISSION STATEMENT

It is the mission of the Parks and Recreation Department to enrich the community through the provision of recreational, cultural and educational opportunities for persons of all ages and abilities; and to provide management, maintenance and stewardship of the City's public open space including parks, landscaped areas, and natural resources. We provide quality service in a cooperative, responsive and cost-effective manner.

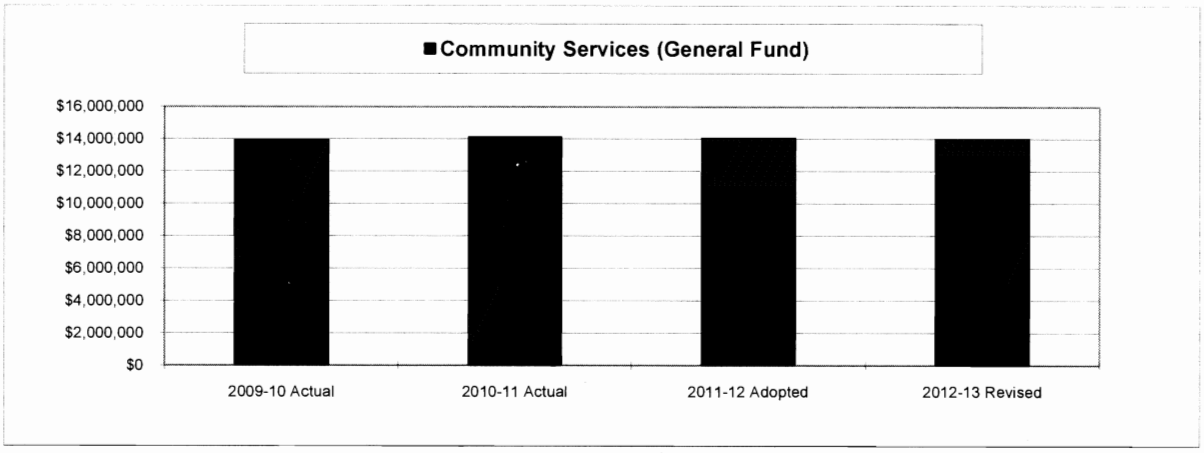
FUNCTIONAL RESPONSIBILITY

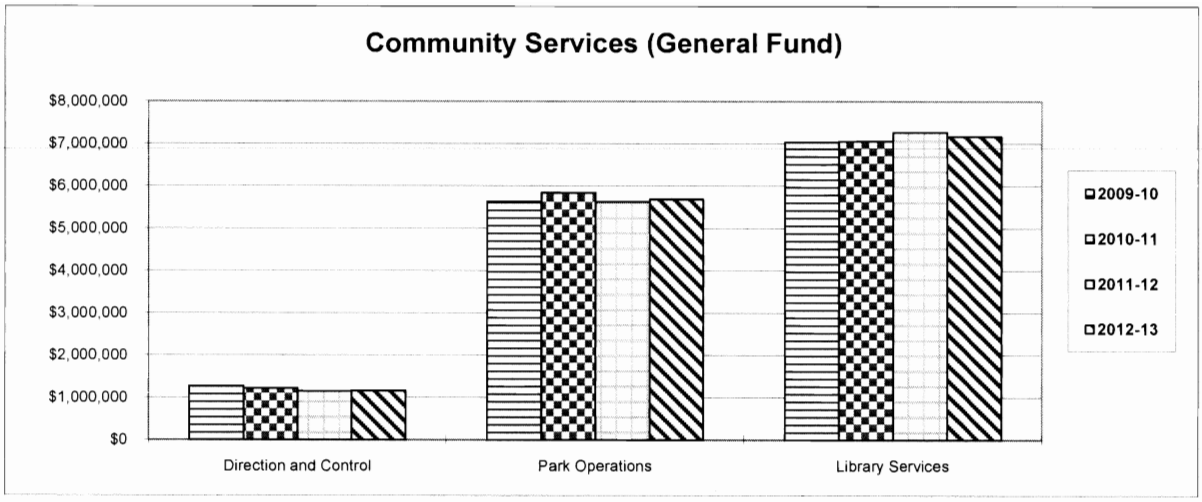
The functions of the Parks and Recreation Department include the provision of affordable leisure and learning opportunities for all citizens with an emphasis on serving the City's youth; the management and maintenance of public facilities and open space that result in a safe and enriching environment; and the delivery of a wide range of services and programs that recognize and respect the differences that exist in our diverse population, foster a sense of personal growth and belonging, and contribute to an improved quality of life within our community.

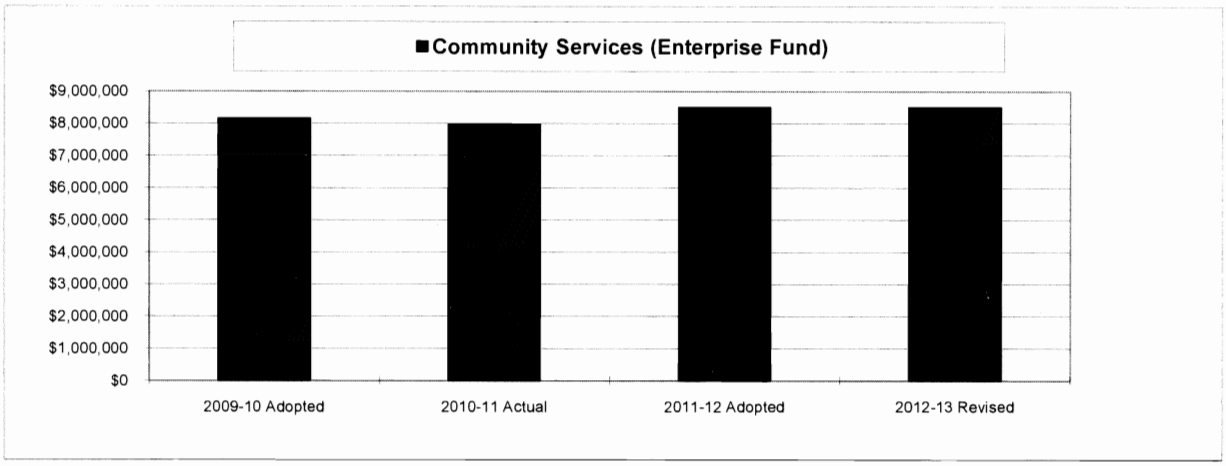
DEPARTMENT BUDGET SUMMARY

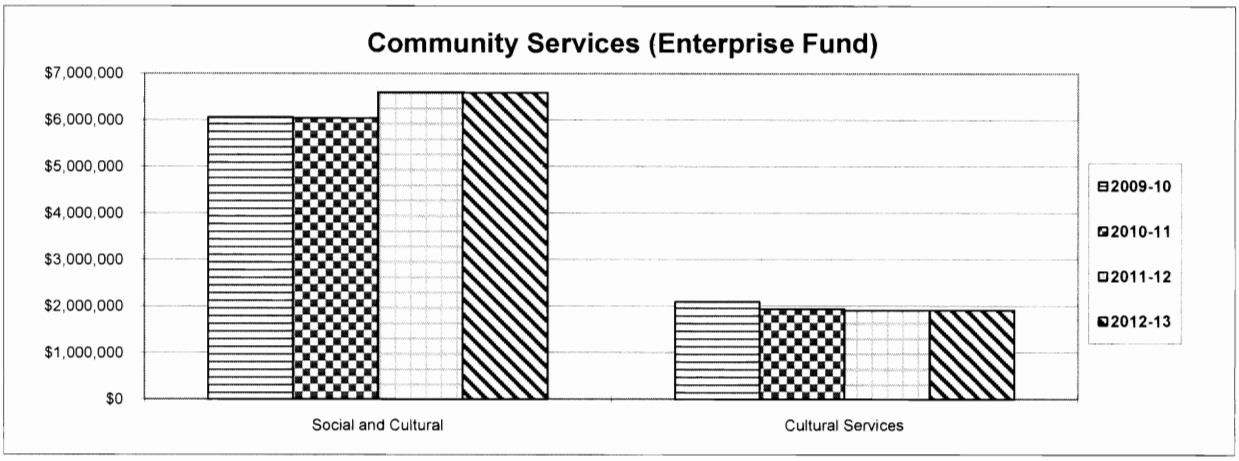
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund:					
Direction and Control	$ 1,262,854	$ 1,214,676	$ 1,147,696	$ 1,151,396	$ 1,156,108
Park Operations	5,630,278	5,842,548	5,632,955	5,648,075	5,689,397
Library Services	7,033,204	7,053,721	7,266,378	7,289,821	7,166,700
General Fund Total	$ 13,926,336	$ 14,110,944	$ 14,047,029	$ 14,089,292	$ 14,012,205
General Fund Revenues	$ 562,394	$ 644,644	$ 650,000	$ 650,000	$ 650,000
Enterprise Funded:					
Recreation Services	6,055,932	6,037,605	6,593,856	6,603,856	6,589,266
Cultural Services	2,095,487	1,938,449	1,908,512	1,911,112	1,912,412
Parks & Recreation Enterprise Total	$ 8,151,419	$ 7,976,055	$ 8,502,368	$ 8,514,968	$ 8,501,678
Parks & Recreation Enterprise Revenues	$ 7,853,664	$ 7,447,316	$ 8,099,304	$ 8,099,304	$ 8,099,304

EXPENDITURES




Community Services (General Fund)
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Direction and Control
Park Operations
Library Services
2009-10
2010-11
2011-12
2012-13


Community Services (Enterprise Fund)
$9,000,000
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2009-10 Adopted
2010-11 Actual
2011-12 Adopted
2012-13 Revised

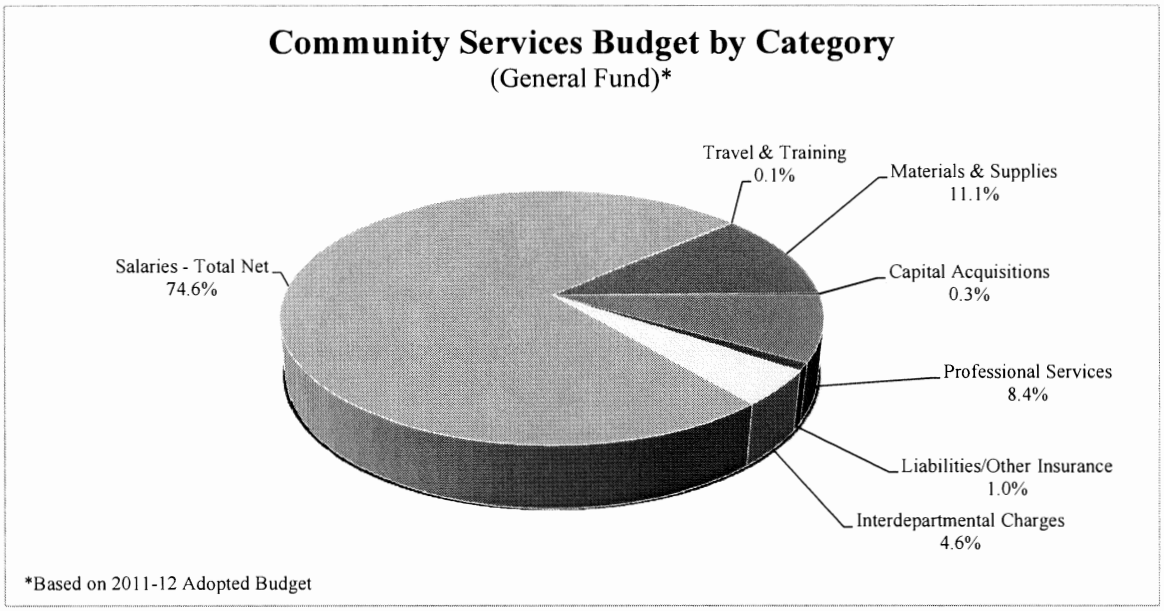

Community Services (Enterprise Fund)
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Social and Cultural
Cultural Services
2009-10
2010-11
2011-12
2012-13

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 9,989,489	$ 10,256,416	$ 10,392,025	$ 10,433,825	$ 10,551,325
Overtime	150,800	153,613	26,000	25,420	26,220
Salaries - Total	10,140,289	10,410,028	10,418,025	10,459,245	10,577,545
Salaries - Reimbursements	(166,764)	(266,244)	-	-	(212,350)
Salaries - Labor Charges	35,912	88,775	61,105	61,105	95,065
Salaries - Total Net	10,009,437	10,232,559	10,479,130	10,520,350	10,460,260
Supplies and Services	3,879,951	3,854,603	3,530,899	3,531,942	3,514,945
Capital Outlay	36,947	23,783	37,000	37,000	37,000
General Fund Total	$ 13,926,335	$ 14,110,944	$ 14,047,029	$ 14,089,292	$ 14,012,205

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 10,176,201	$ 10,498,803	$ 10,479,130	$ 10,520,350	$ 10,672,610
Salary & Benefit Reimbursements	(166,764)	(266,244)	-	-	(212,350)
Materials, Supplies and Maintenance	1,924,799	1,848,831	1,718,014	1,718,014	1,756,974
Professional Services/Contracts	1,185,602	1,243,124	1,180,209	1,180,209	1,192,821
Travel, Training & Membership Dues	8,149	14,594	20,386	20,386	35,026
Liabilities & Other Insurance	99,655	62,093	134,649	134,649	134,649
Interdepartmental Charges	567,752	558,885	559,084	560,127	548,651
Capital Acquisitions	36,947	23,783	37,000	37,000	37,000
Reimbursements from Other Funds	(41,030)	(18,205)	(162,050)	(162,050)	(230,550)
Operating Transfers Out	135,025	145,281	80,607	80,607	77,374
General Fund Total	$ 13,926,336	$ 14,110,944	$ 14,047,029	$ 14,089,292	$ 14,012,205

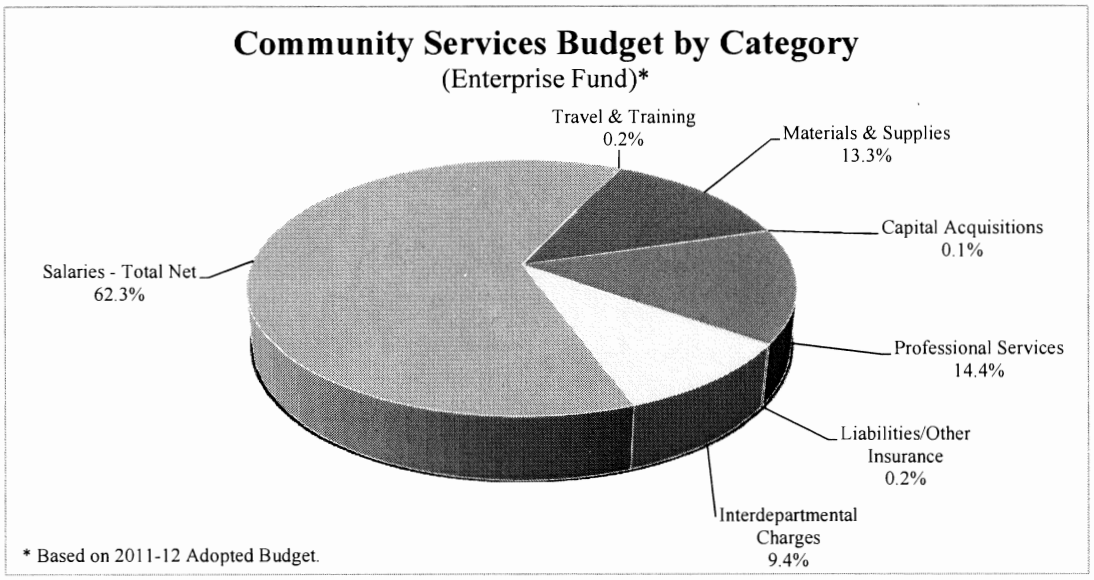


DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 5,299,477	$ 5,239,013	$ 5,273,897	$ 5,284,997	$ 5,274,197
Overtime	26,521	32,436	8,900	8,900	8,900
Salaries - Total	5,325,998	5,271,449	5,282,797	5,293,897	5,283,097
Salaries - Reimbursements	(225,463)	(125,026)	-	-	-
Salaries - Labor Charges	-	55	14,500	14,500	14,500
Salaries - Total Net	5,100,535	5,146,478	5,297,297	5,308,397	5,297,597
Supplies and Services	3,050,884	2,829,577	3,196,571	3,198,071	3,195,581
Capital Outlay	-	-	8,500	8,500	8,500
Total Parks & Recreation Enterprise Fund	$ 8,151,419	$ 7,976,055	$ 8,502,368	$ 8,514,968	$ 8,501,678

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 5,325,998	$ 5,271,504	$ 5,297,297	$ 5,308,397	$ 5,297,597
Salary & Benefit Reimbursements	(225,463)	(125,026)	-	-	-
Materials, Supplies and Maintenance	1,072,770	1,048,556	1,134,457	1,134,457	1,134,457
Professional Services/Contracts	1,126,433	975,083	1,222,169	1,222,169	1,222,169
Travel, Training & Membership Dues	10,453	16,237	19,820	19,820	19,820
Depreciation and Amortization	1,720	1,498	-	-	1,498
Liabilities & Other Insurance	9,396	9,516	18,421	18,421	18,421
Interdepartmental Charges	762,518	727,001	756,609	758,109	755,136
Capital Acquisitions	-	-	8,500	8,500	8,500
Asset Contra Account	-	-	-	-	-
Reimbursements from Other Funds	-		-	-	-
Operating Transfers Out	67,594	51,686	45,095	45,095	44,080
Total Parks & Recreation Enterprise Fund	$ 8,151,419	$ 7,976,055	$ 8,502,368	$ 8,514,968	$ 8,501,678



COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY

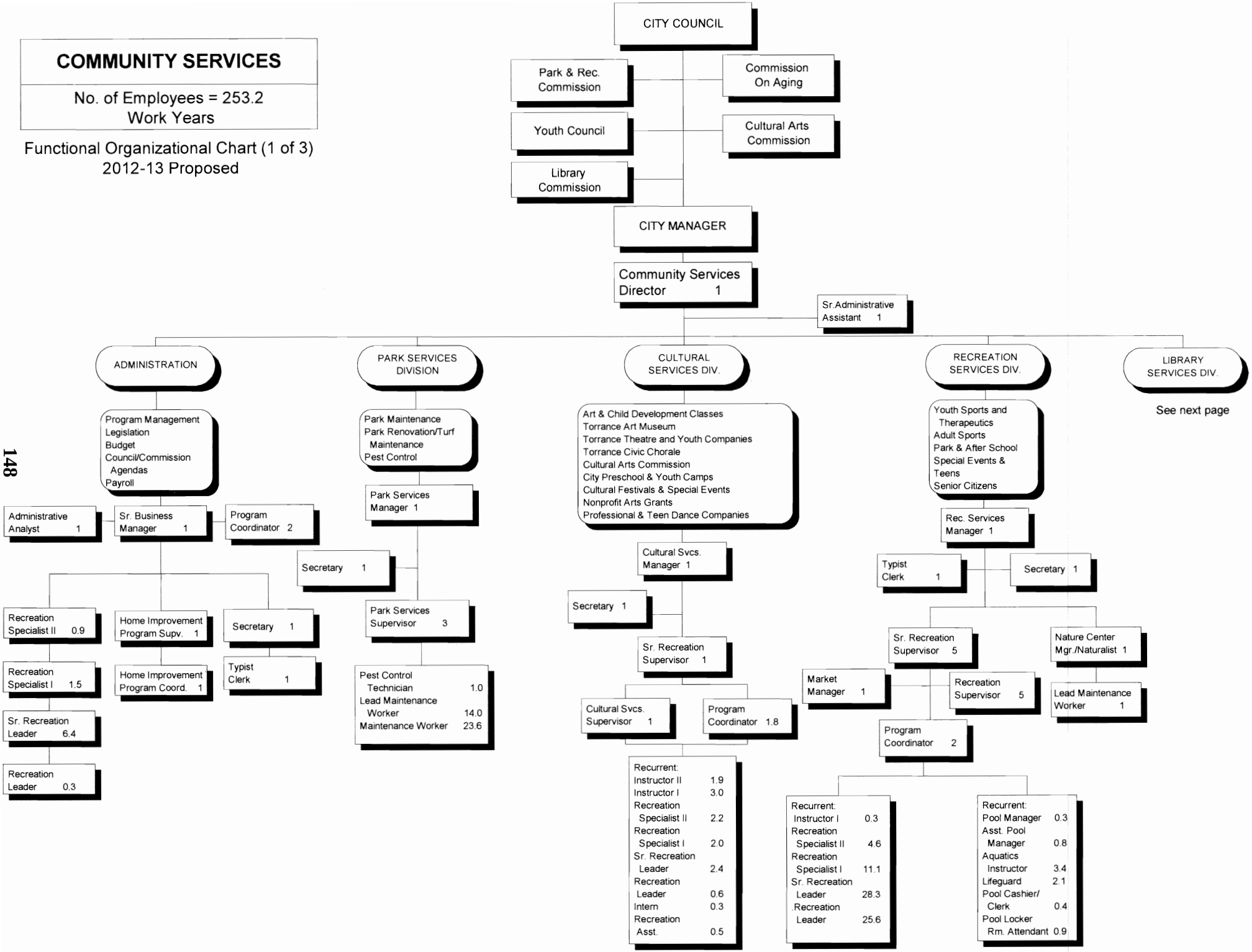
Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Community Services Director	1.0	1.0	1.0	1.0	1.0
Senior Business Manager	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Program Coordinator	2.0	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	-	-	-	-
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0
Home Improvement Program Supervisor	-	-	-	-	1.0
Home Improvement Program Coordinator	-	-	-	-	1.0
Recreation Specialist II	0.9	0.9	0.9	0.9	0.9
Recreation Specialist	1.5	1.5	1.5	1.5	1.5
Senior Recreation Leader	7.3	6.4	6.4	6.4	6.4
Recreation Leader	0.3	0.3	0.3	0.3	0.3
Park Services Manager	1.0	1.0	1.0	1.0	1.0
Park Services Supervisor	3.0	3.0	3.0	3.0	3.0
Sprinkler and Backflow Technician	-	-	-	-	-
Irrigation Systems Technician	1.0	1.0	-	-	-
Pest Control Applicator	-	-	-	-	-
Pest Control Technician	1.0	1.0	1.0	1.0	1.0
Senior Groundskeeper	-	-	-	-	-
Lead Maintenance Worker	14.0	14.0	14.0	14.0	14.0
Groundskeeper	-	-	-	-	-
Maintenance Worker	26.6	25.6	23.6	23.6	23.6
Secretary	3.0	3.0	3.0	3.0	3.0
Typist Clerk	2.0	1.0	1.0	1.0	1.0
City Librarian	1.0	1.0	1.0	1.0	1.0
Principal Librarian	1.0	1.0	2.0	2.0	2.0
Senior Librarian	7.0	7.0	6.0	6.0	6.0
Librarian	13.5	13.5	13.5	13.5	13.5
Library Assistant II	12.0	12.0	11.0	11.0	11.0
Library Assistant I	10.0	8.0	8.0	8.0	13.0
Senior Aide	-	-	-	-	-
Junior Library Clerk I - recurrent	17.5	17.5	17.0	17.0	7.0
Junior Library Clerk II - recurrent	5.0	5.0	5.0	5.0	2.5
Library Page - recurrent	20.0	20.0	19.0	19.0	19.0
Total General Fund	154.6	149.7	144.2	144.2	138.7

Parks and Recreation Enterprise Fund	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Recreation Services Manager	1.0	1.0	1.0	1.0	1.0
Cultural Services Manager	1.0	1.0	1.0	1.0	1.0
Senior Recreation Supervisor	6.0	6.0	6.0	6.0	6.0
Recreation Supervisor	6.0	6.0	6.0	6.0	6.0
Program Coordinator	3.8	3.8	3.8	3.8	3.8
Market Manager	1.0	1.0	1.0	1.0	1.0
Nature Center Manager	1.0	1.0	1.0	1.0	1.0
Senior Groundskeeper	-	-	-	-	-
Lead Maintenance Worker	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0
Recreation Specialist II	6.8	6.8	6.8	6.8	6.8
Recreation Specialist I	13.1	13.1	13.1	13.1	13.1
Senior Recreation Leader	30.7	30.7	30.7	30.7	30.7
Recreation Leader	26.2	26.2	26.2	26.2	26.2
Recreation Assistant	0.5	0.5	0.5	0.5	0.5
Pool Manager	0.3	0.3	0.3	0.3	0.3
Assistant Pool Manager	0.8	0.8	0.8	0.8	0.8
Instructor II	1.9	1.9	1.9	1.9	1.9
Instructor I	3.3	3.3	3.3	3.3	3.3
Intern	0.3	0.3	0.3	0.3	0.3
Aquatics Instructor	3.4	3.4	3.4	3.4	3.4
Lifeguard	2.1	2.1	2.1	2.1	2.1
Pool Cashier/Clerk	0.4	0.4	0.4	0.4	0.4
Pool Locker Room Attendant	0.9	0.9	0.9	0.9	0.9
Total Parks & Recreation Enterprise Fund	114.5	114.5	114.5	114.5	114.5
Grand Total	269.1	264.2	258.7	258.7	253.2

COMMUNITY SERVICES

No. of Employees = 253.2 Work Years

Functional Organizational Chart (1 of 3)
2012-13 Proposed

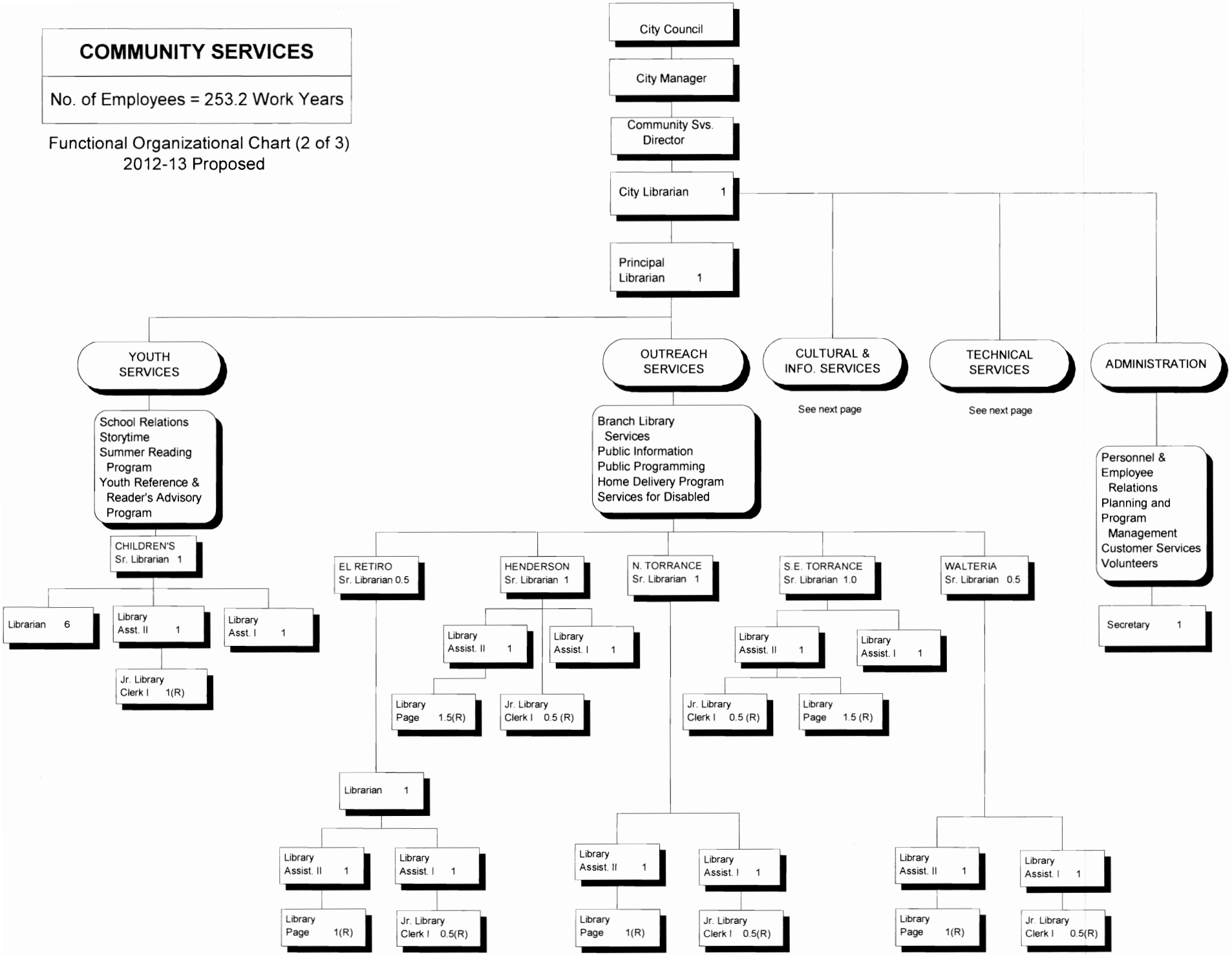


See next page

COMMUNITY SERVICES

No. of Employees = 253.2 Work Years

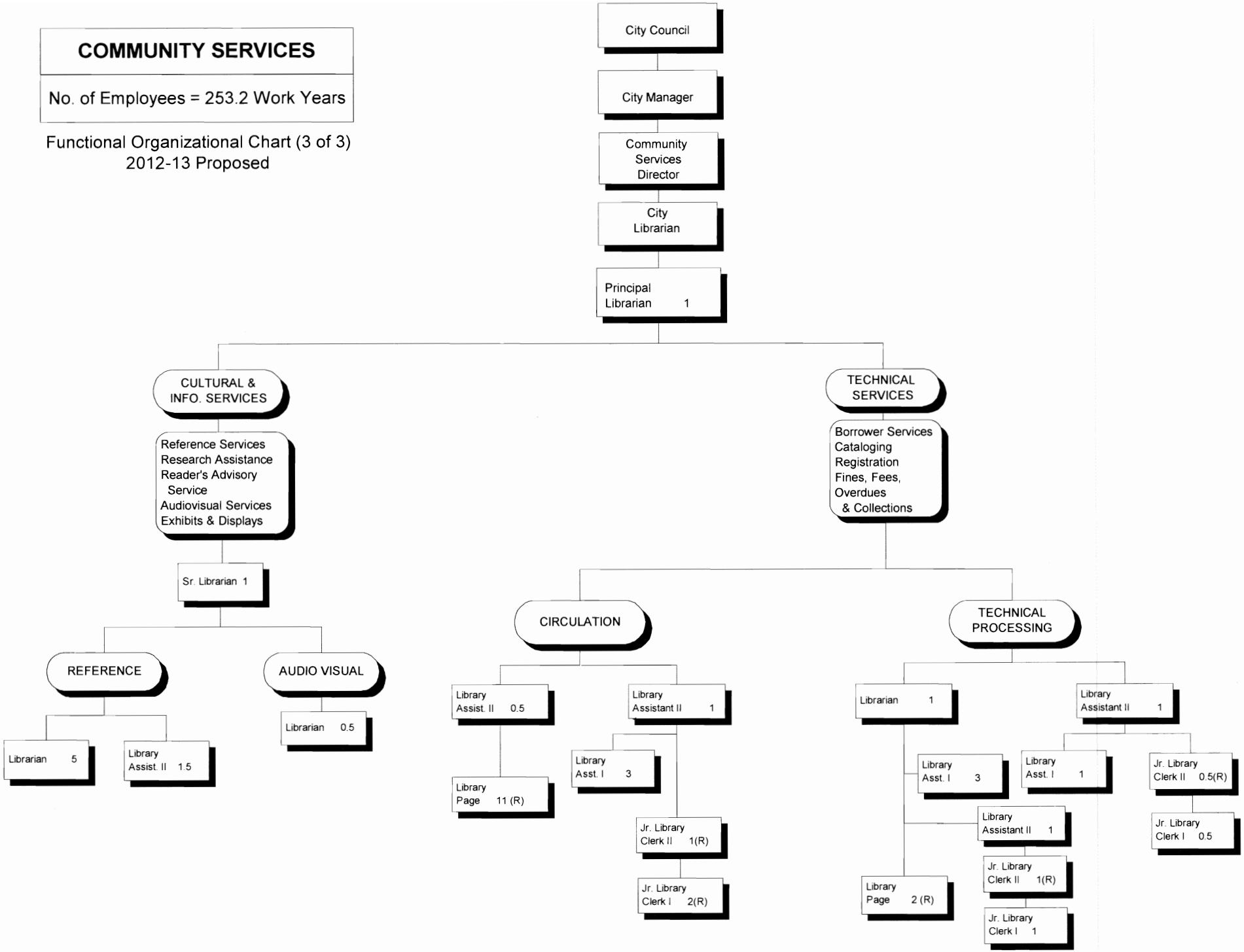
Functional Organizational Chart (2 of 3)
2012-13 Proposed



COMMUNITY SERVICES

No. of Employees = 253.2 Work Years

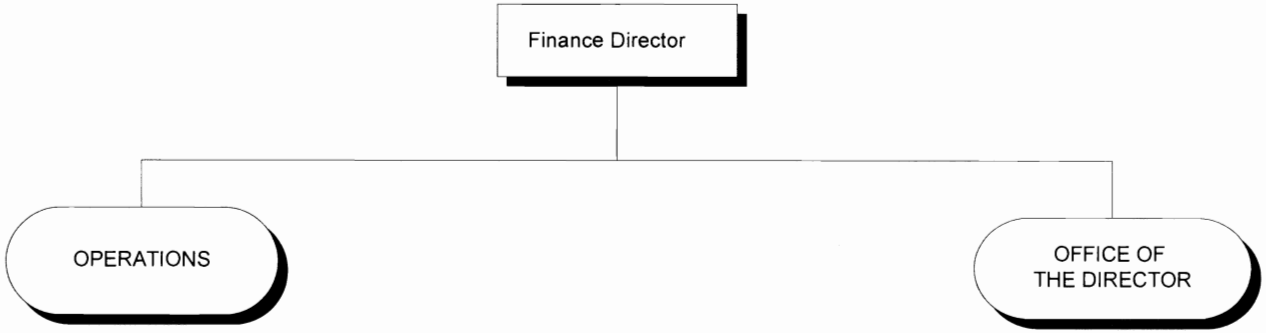
Functional Organizational Chart (3 of 3)
2012-13 Proposed



FINANCE

Mission Statement. To provide and support the Torrance Community with Sound Financial Advice in a timely, cost effective and professional manner.

DEPARTMENT ORGANIZATION



Finance

MISSION STATEMENT

Protect the City's Assets While Providing and Supporting the Torrance Community with Sound Financial Advice in a Timely, Cost-Effective and Professional Manner.

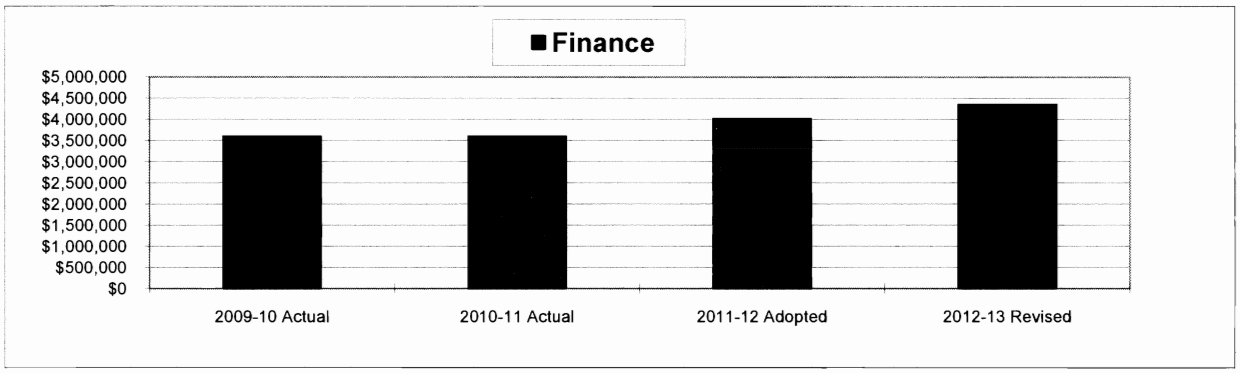
FUNCTIONAL RESPONSIBILITIES

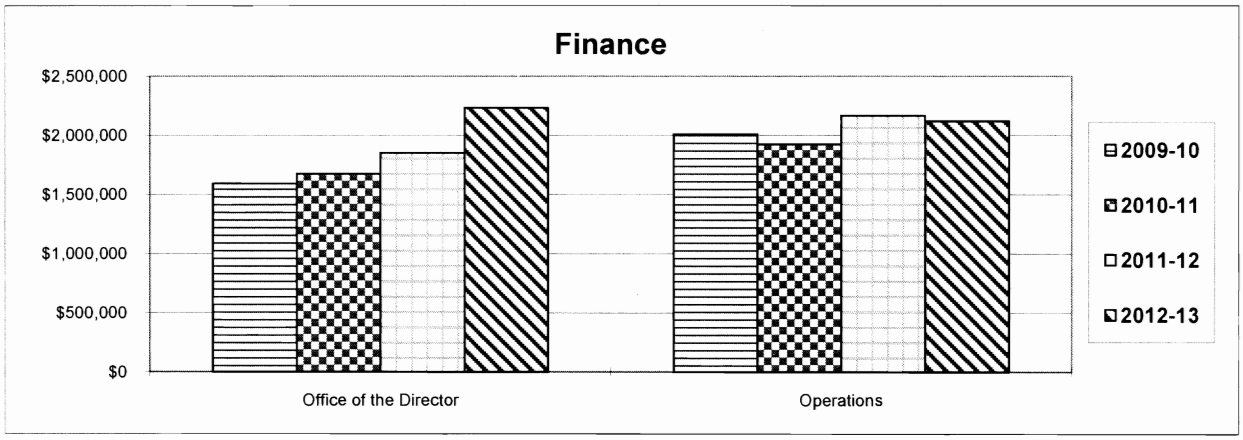
The function of the Finance Department is to be responsible for the financial administration, budgeting, purchasing, accounting and auditing of City fiscal resources, the issuing of business licenses, and the billing and collection of all monies due the City. The Finance Director assists the City Manager in preparing and administering the operating and capital improvement budgets, serves as advisor to the Land Management Team, and presents to the City Council, through the City Manager, an annual audited statement of the City's financial condition, prepared in accordance with governmental reporting standards promulgated by the Governmental Accounting Standards Board (GASB). The department administers risk management programs whose objectives are to contain costs related to liability and workers' compensation loss.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Office of the Director	$ 1,593,442	$ 1,676,244	$ 1,852,540	$ 1,859,640	$ 2,234,495
Operations	2,008,491	1,925,667	2,167,836	2,177,236	2,120,417
General Fund Total	$ 3,601,933	$ 3,601,911	$ 4,020,376	$ 4,036,876	$ 4,354,912
General Fund Revenues	$ -	$ 58,842	$ -	$ -	$ -

EXPENDITURES



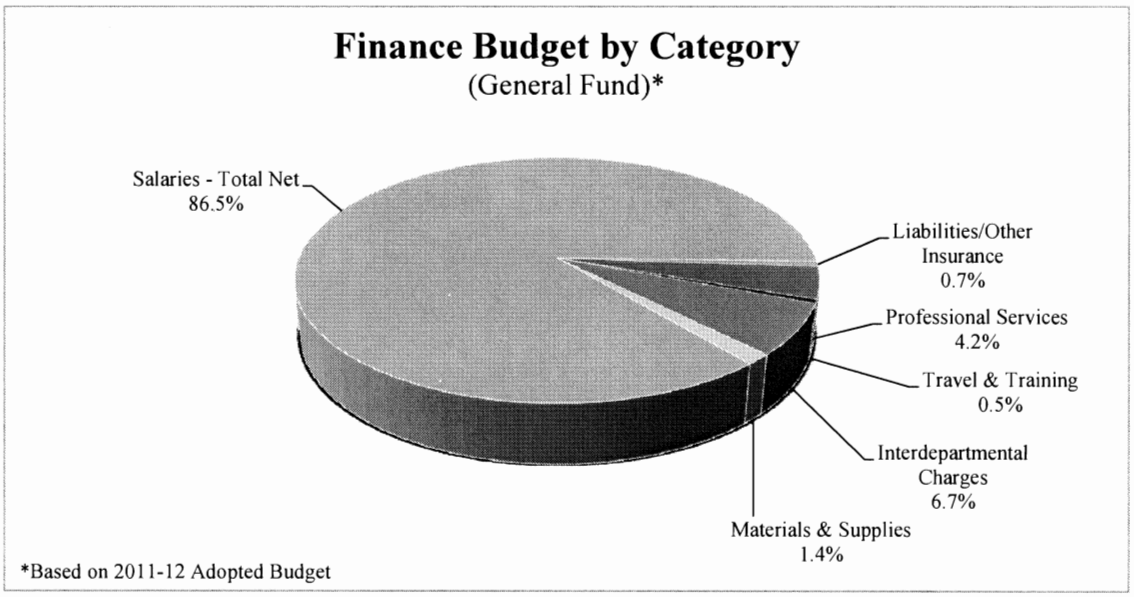


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 3,722,817	$ 3,719,926	$ 3,878,519	$ 3,894,619	$ 4,855,576
Overtime	23,910	15,900	46,700	46,700	53,500
Salaries - Total	3,746,727	3,735,826	3,925,219	3,941,319	4,909,076
Salaries - Reimbursements	(677,091)	(605,710)	(447,625)	(447,625)	(1,169,368)
Salaries - Labor Charges	1,937	2,685	-	-	-
Salaries - Total Net	3,071,573	3,132,801	3,477,594	3,493,694	3,739,708
Supplies and Services	530,360	469,109	542,782	543,182	615,204
Capital Outlay	-	-	-	-	-
General Fund Total	$ 3,601,933	$ 3,601,911	$ 4,020,376	$ 4,036,876	$ 4,354,912

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 3,748,664	$ 3,738,511	$ 3,925,219	$ 3,941,319	$ 4,909,076
Salary & Benefit Reimbursements	(677,091)	(605,710)	(447,625)	(447,625)	(1,169,368)
Materials, Supplies and Maintenance	125,997	85,521	55,847	55,847	91,538
Professional Services/Contracts	794,372	499,844	169,158	169,159	194,629
Travel, Training & Membership Dues	16,421	9,779	20,570	20,570	20,830
Liabilities & Other Insurance	11,987	11,474	26,803	26,803	32,524
Interdepartmental Charges	234,902	220,283	232,692	233,092	237,983
Capital Acquisitions	-	-	-	-	-
Bad Debts and Other Losses	100	-	-	-	-
Reimbursements from Other Funds	(719,633)	(417,031)	-	-	-
Operating Transfers Out	66,214	59,241	37,712	37,711	37,700
General Fund Total	$ 3,601,933	$ 3,601,911	$ 4,020,376	$ 4,036,876	$ 4,354,912



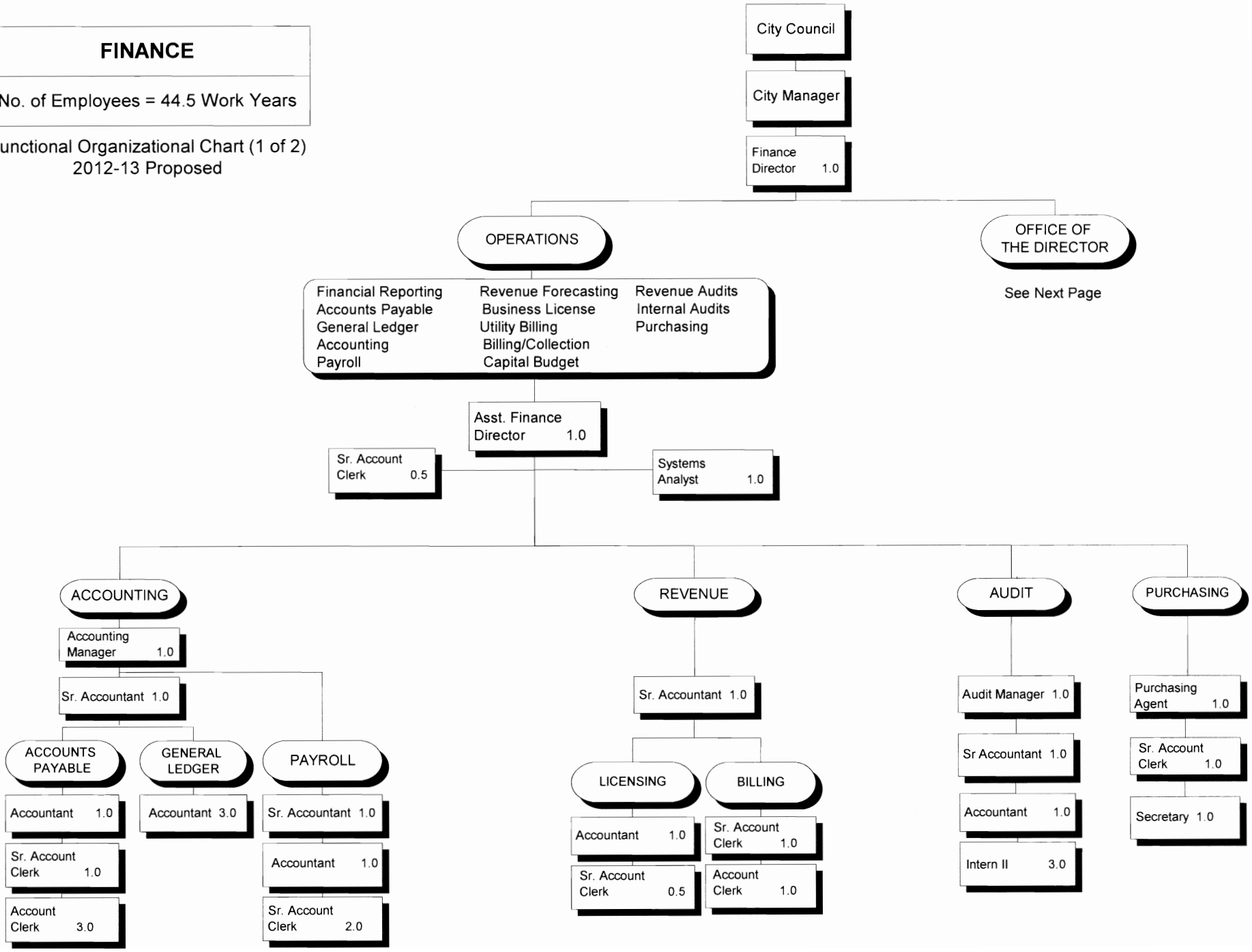
FINANCE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Finance Director	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0	1.0
Accounting Manager	1.0	1.0	1.0	1.0	1.0
Risk Manager	-	-	-	-	1.0
Workers' Compensation Manager	-	-	-	-	1.0
Audit Manager	1.0	1.0	1.0	1.0	1.0
Budget Manager	1.0	1.0	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0
Senior Accountant	4.0	4.0	4.0	4.0	4.0
Accountant	7.0	6.0	7.0	7.0	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0
Workers' Compensation Claims Examiner	-	-	-	-	2.0
Claims Technician	-	-	-	-	3.0
Buyer	1.0	-	-	-	-
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-
Senior Account Clerk	7.0	7.0	6.0	6.0	6.0
Account Clerk	6.0	5.0	4.0	4.0	4.0
Secretary	2.0	2.0	2.0	2.0	2.5
Typist Clerk	-	-	-	-	1.0
Intern	3.0	3.0	3.0	3.0	4.0
Total	39.0	36.0	35.0	35.0	44.5

FINANCE

No. of Employees = 44.5 Work Years

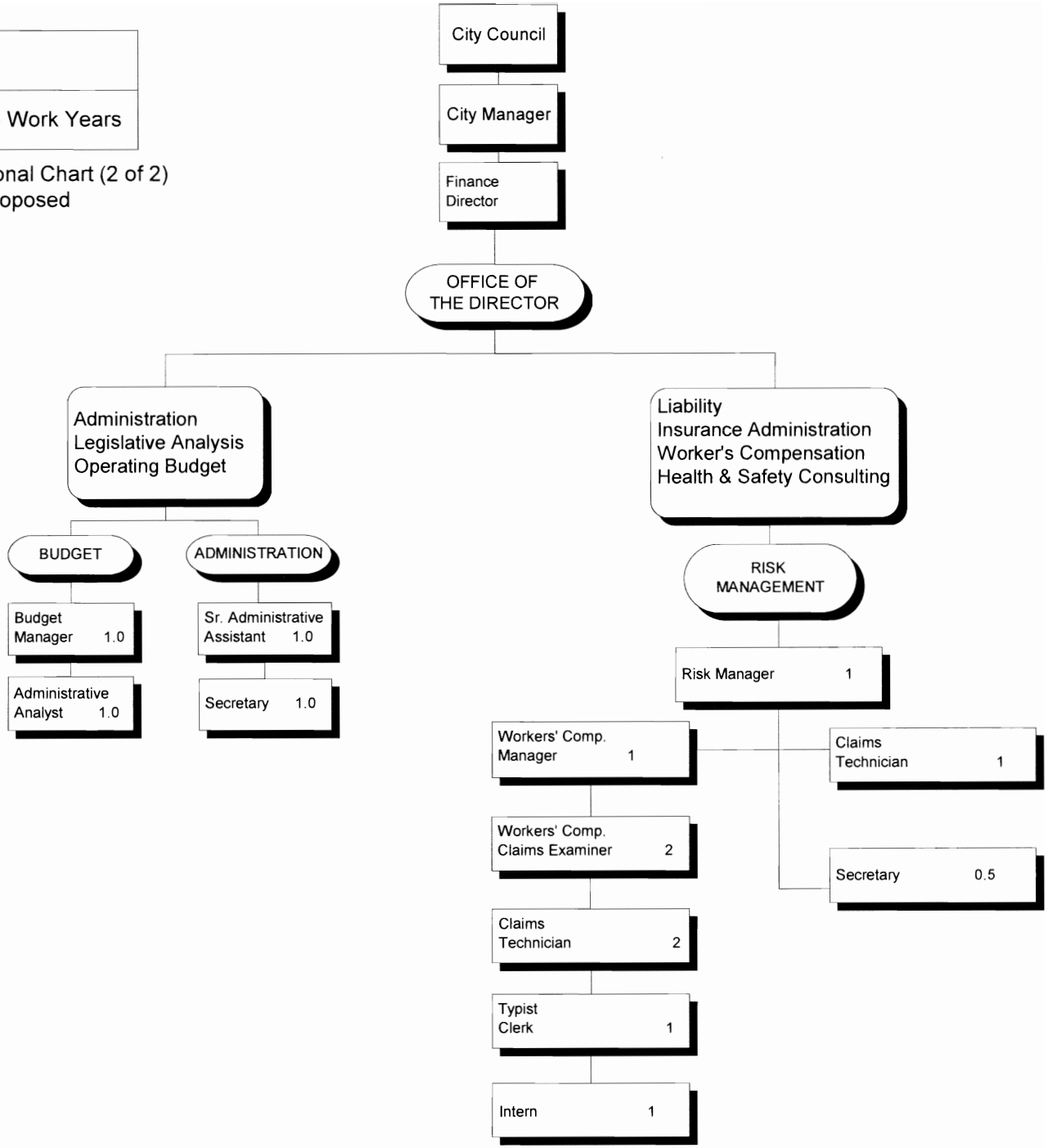
Functional Organizational Chart (1 of 2)
2012-13 Proposed



FINANCE

No. of Employees = 44.5 Work Years

Functional Organizational Chart (2 of 2)
2012-13 Proposed

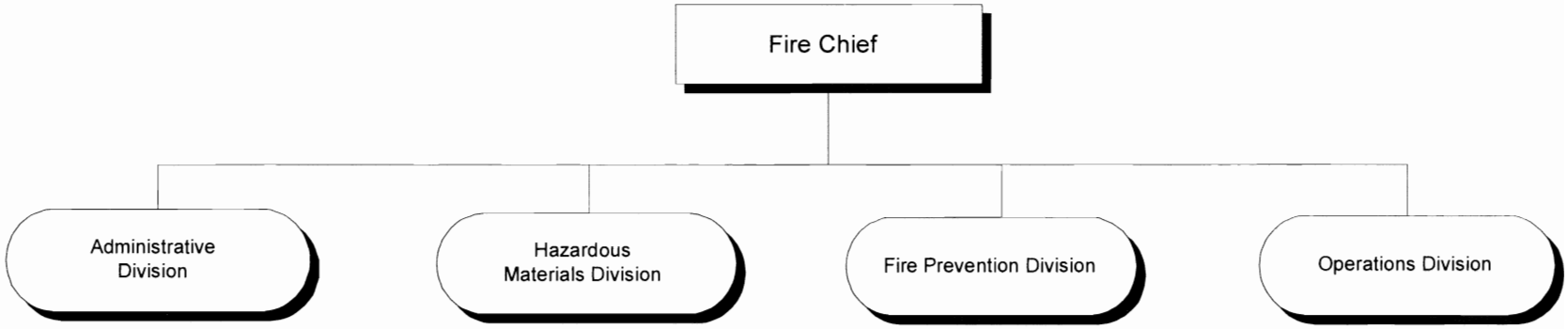


Fire

FIRE

Mission Statement: To protect the community and provide for Life Safety, Environmental Protection, and Property Conservation through Education , Hazard Protection and Emergency Response. We are committed to the highest standards of Professionalism and Integrity that are the tradition of the Fire Service.

DEPARTMENT ORGANIZATION



Fire

MISSION STATEMENT

We are dedicated to protecting the community and providing for Life Safety, Environmental Protection, and Property Conservation through Education, Hazard Reduction, and Emergency Response.
We are committed to the highest standards of Professionalism and Integrity that are the Tradition of the Fire Service.

FUNCTIONAL RESPONSIBILITIES

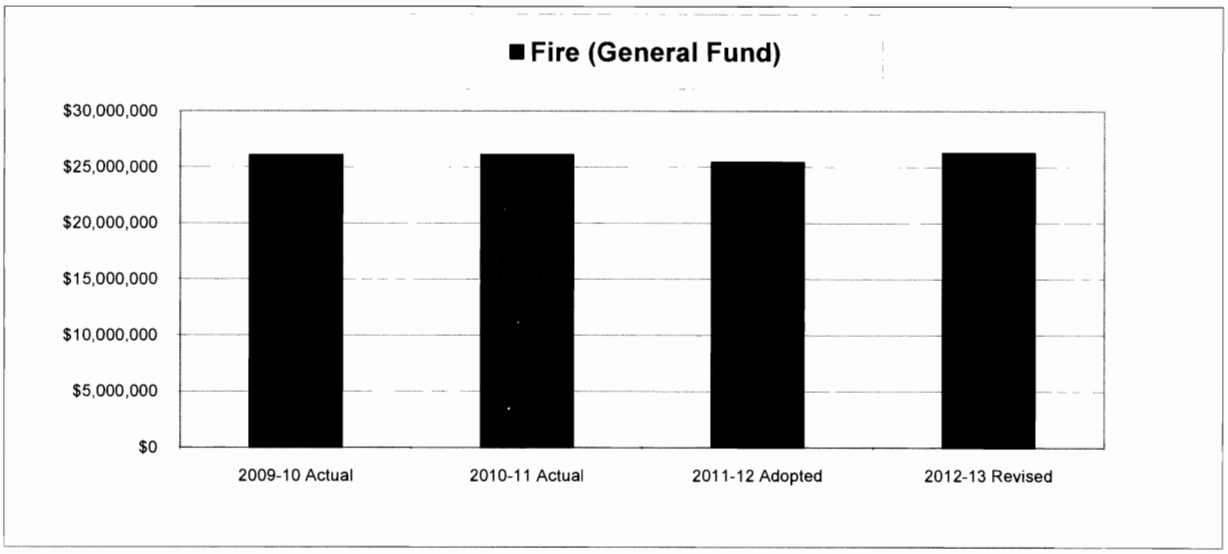
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances of the city and laws of the State and Federal governments; to investigate, gather, and preserve evidence, apprehend and prosecute arsonists; to educate the public on fire prevention, fire safety, CPR (cardiopulmonary resuscitation) and first aid; and to provide emergency medical care for life-threatening or traumatic injuries.

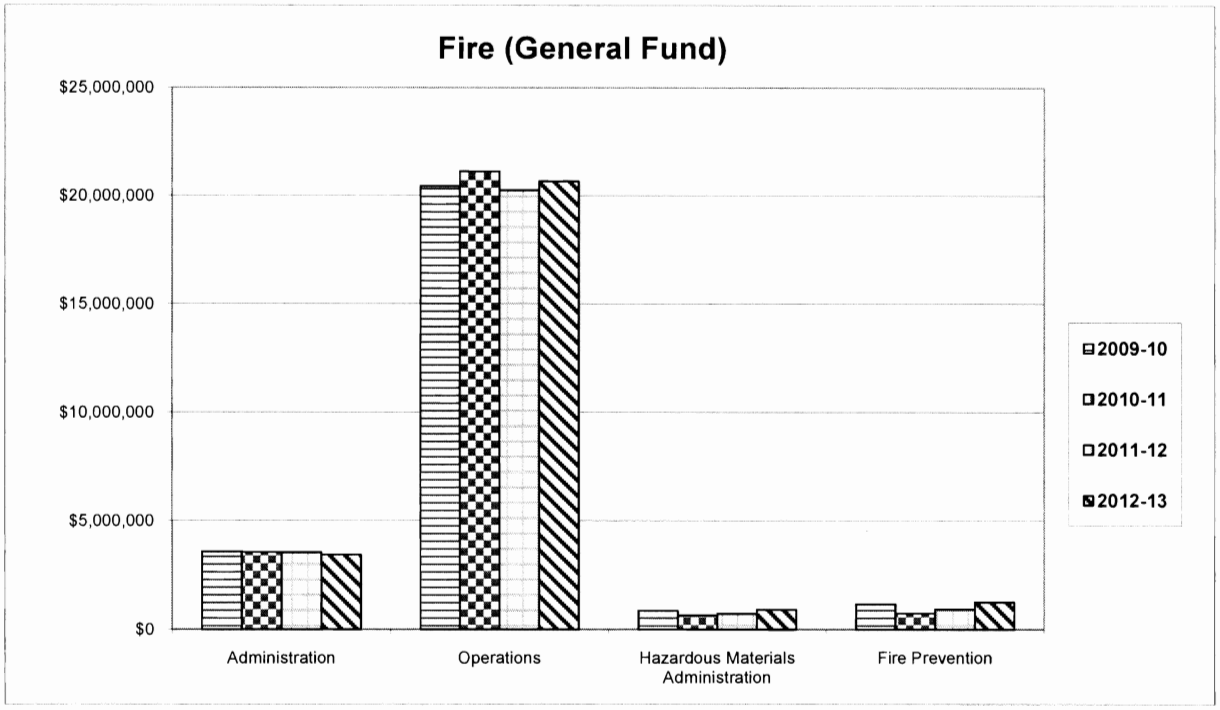
DEPARTMENT BUDGET SUMMARY

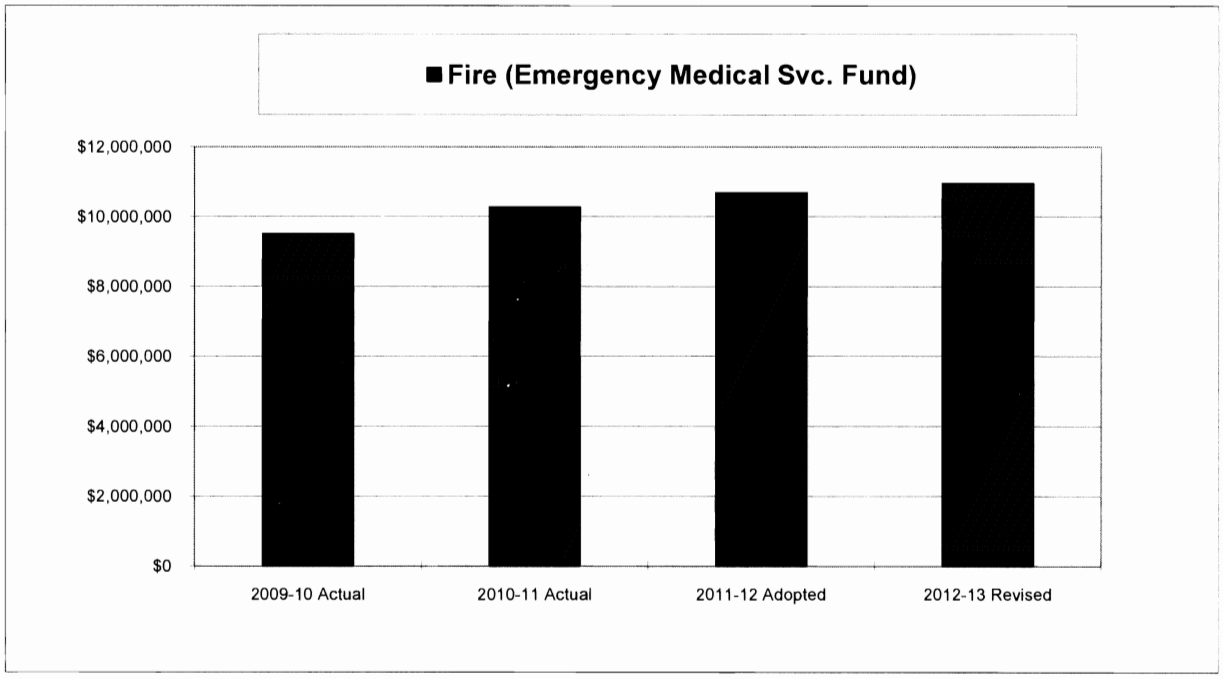
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Administration	$ 3,585,668	$ 3,559,940	$ 3,543,620	$ 3,552,920	$ 3,444,191
Operations	20,449,419	21,138,793	20,266,428	20,387,528	20,670,828
Hazardous Materials Administration	858,513	655,960	720,383	807,883	906,590
Fire Prevention	1,173,865	743,894	931,600	1,138,500	1,257,100
General Fund Total	$ 26,067,465	$ 26,098,588	$ 25,462,031	$ 25,886,831	$ 26,278,709
General Fund Revenues	$ 2,006,358	$ 2,173,406	$ 2,010,000	$ 2,040,100	$ 2,012,800
Emergency Medical Services Fund					
Emergency Medical Services Expenditures	$ 9,513,635	$ 10,266,145	$ 10,685,199	$ 10,767,599	$ 10,947,325
Emergency Medical Services Revenues	$ 9,463,470	$ 10,266,145	$ 10,685,199	$ 10,767,599	$ 10,935,090

Note - The Emergency Medical Services fund was created in 2003-04.

EXPENDITURES




Fire (General Fund)
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
Administration
Operations
Hazardous Materials Administration
Fire Prevention
2009-10
2010-11
2011-12
2012-13

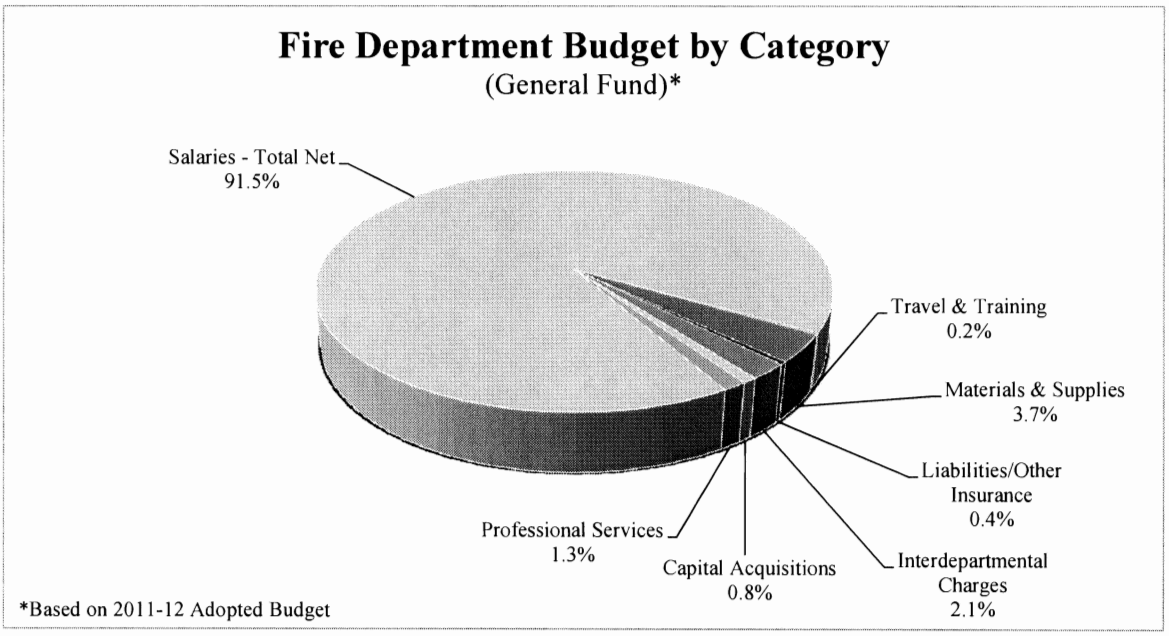

Fire (Emergency Medical Svc. Fund)
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 21,135,740	$ 21,557,123	$ 21,122,520	$ 21,545,920	$ 21,850,020
Overtime	3,057,938	2,735,783	2,443,200	2,443,200	2,473,800
Salaries - Total	24,193,678	24,292,906	23,565,720	23,989,120	24,323,820
Salaries - Reimbursements	-	(300)	-	-	-
Salaries - Labor Charges	13,237	12,772	12,821	12,821	12,821
Salaries - Total Net	24,206,914	24,305,378	23,578,541	24,001,941	24,336,641
Supplies and Services	1,760,096	1,684,616	1,680,446	1,681,846	1,739,024
Capital Outlay	100,454	108,594	203,044	203,044	203,044
General Fund Total	$ 26,067,465	$ 26,098,588	$ 25,462,031	$ 25,886,831	$ 26,278,709

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 24,206,914	$ 24,305,678	$ 23,578,541	$ 24,001,941	$ 24,336,641
Salary & Benefit Reimbursements	(1,215)	(300)	-	-	-
Materials, Supplies and Maintenance	936,225	958,870	947,067	947,067	947,067
Professional Services/Contracts	378,681	307,253	323,473	323,473	330,002
Travel, Training & Membership Dues	42,485	28,836	50,630	50,630	50,630
Liabilities & Other Insurance	44,354	65,978	95,046	95,046	95,046
Interdepartmental Charges	483,110	466,338	432,312	433,712	478,441
Capital Acquisitions	100,454	108,594	203,044	203,044	203,044
Reimbursements from Other Funds	(279,652)	(279,652)	(279,652)	(279,652)	(279,652)
Interfund Loan Principal Repayment	-	-	-	-	-
Operating Transfers Out	156,109	136,992	111,570	111,570	117,490
General Fund Total	$ 26,067,465	$ 26,098,588	$ 25,462,031	$ 25,886,831	$ 26,278,709

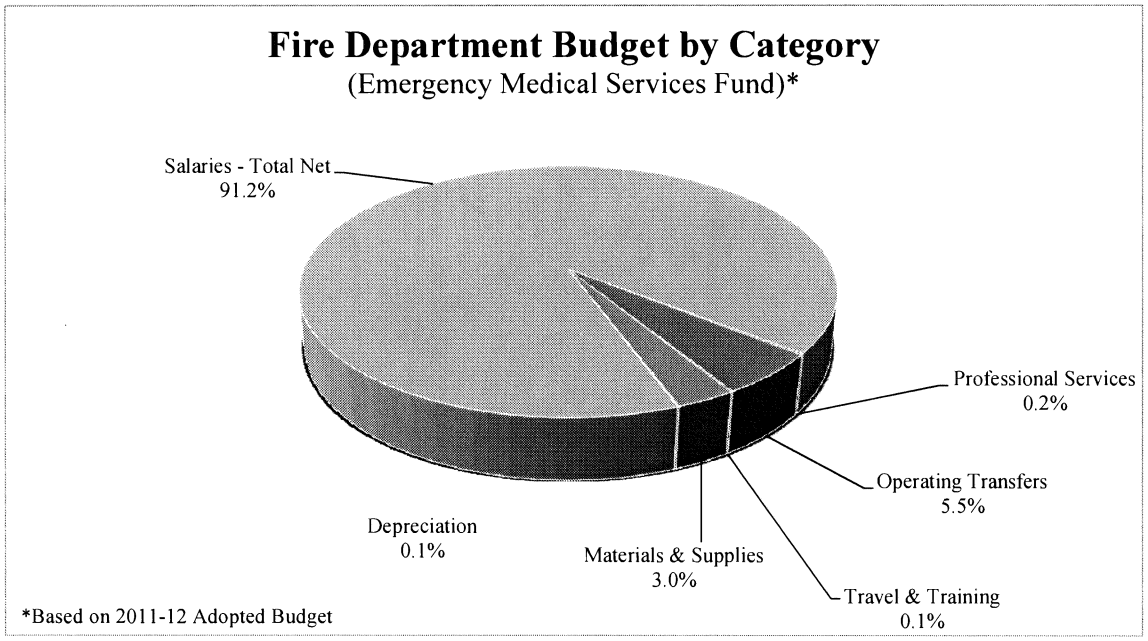


DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 7,730,774	$ 8,081,731	$ 8,265,777	$ 8,329,477	$ 8,431,877
Overtime	1,460,751	1,249,225	1,473,900	1,475,600	1,502,600
Salaries - Total	9,191,525	9,330,956	9,739,677	9,805,077	9,934,477
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-
Salaries - Total Net	9,191,525	9,330,956	9,739,677	9,805,077	9,934,477
Supplies and Services	313,689	914,082	889,522	906,522	956,848
Capital Outlay	8,420	21,108	56,000	56,000	56,000
Emergency Medical Services Total	$ 9,513,635	$ 10,266,145	$ 10,685,199	$ 10,767,599	$ 10,947,325

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 9,191,525	$ 9,330,956	$ 9,739,677	$ 9,805,077	$ 9,934,477
Salary & Benefit Reimbursements	-	-	-	-	-
Materials, Supplies and Maintenance	289,241	286,082	324,582	324,582	324,582
Professional Services/Contracts	612	21,293	17,940	17,940	16,031
Depreciation & Amortization	-	-	-	-	-
Travel, Training & Membership Dues	11,601	11,473	10,000	10,000	10,000
Depreciation & Amortization	12,235	12,235	10,000	10,000	12,235
Liabilities & Other Insurance	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-
Capital Acquisitions	8,420	21,108	56,000	56,000	56,000
Reimbursements from Other Funds		-	(56,000)	(56,000)	(56,000)
Operating Transfers Out	-	583,000	583,000	600,000	650,000
Emergency Medical Services Total	$ 9,513,635	$ 10,266,145	$ 10,685,199	$ 10,767,599	$ 10,947,325



FIRE
DEPARTMENT PERSONNEL SUMMARY

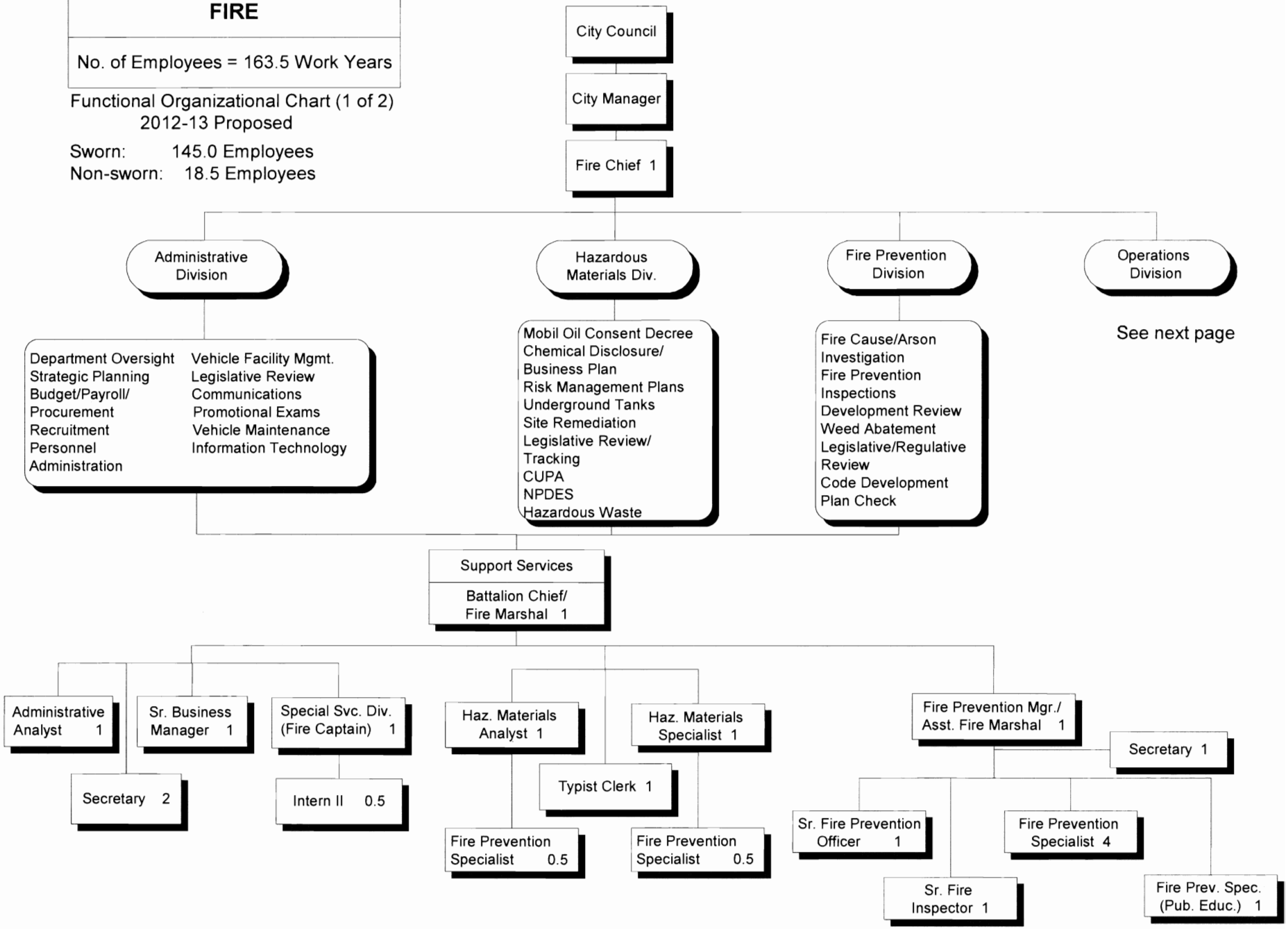
Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Fire Chief	1.0	1.0	1.0	1.0	1.0
Deputy Fire Chief	1.0	1.0	1.0	1.0	1.0
Operations Division Chief	-	-	-	-	-
Battalion Chiefs:					
Administrative Chief	1.0	1.0	1.0	1.0	1.0
Fire Marshall	1.0	-	-	-	-
Platoon Commander	3.0	3.0	3.0	3.0	3.0
Fire Captains:	-	-	-	-	-
Assistant Fire Marshall	1.0	-	-	-	-
Training Officer	1.0	1.0	1.0	1.0	1.0
Special Services	1.0	1.0	1.0	1.0	1.0
Company Commander	27.0	27.0	27.0	27.0	27.0
Fire Engineer	30.0	27.0	27.0	27.0	27.0
Senior Fire Inspector	1.0	1.0	1.0	1.0	1.0
Fire Inspector (FF)	-	-	-	-	-
Fire Fighter	39.0	36.0	33.0	33.0	33.0
Fire Prevention Manager	-	-	-	-	1.0
Operations Manager	-	1.0	1.0	1.0	-
Sr. Business Manager	-	1.0	1.0	1.0	1.0
Senior Fire Prevention Officer	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Analyst	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Specialist	1.0	1.0	1.0	1.0	1.0
Fire Prevention Specialist	-	5.0	6.0	6.0	6.0
Fire Prevention Officer	4.0	-	-	-	-
Services Officer	1.0	-	-	-	-
Administrative Analyst	2.0	1.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0	3.0
Typist Clerk	1.0	1.0	1.0	1.0	2.0
Intern	0.5	0.5	0.5	0.5	0.5
Total General Fund	121.5	114.5	112.5	112.5	113.5
Emergency Medical Services Fund					
Fire Captain (Paramedic Coordinator)	1.0	1.0	1.0	1.0	1.0
Fire Fighter	48.0	48.0	48.0	48.0	48.0
Emergency Medical Services Nurse	1.0	1.0	1.0	1.0	1.0
	50.0	50.0	50.0	50.0	50.0
Department Total	171.5	164.5	162.5	162.5	163.5

FIRE

No. of Employees = 163.5 Work Years

Functional Organizational Chart (1 of 2)
2012-13 Proposed

Sworn: 145.0 Employees
Non-sworn: 18.5 Employees

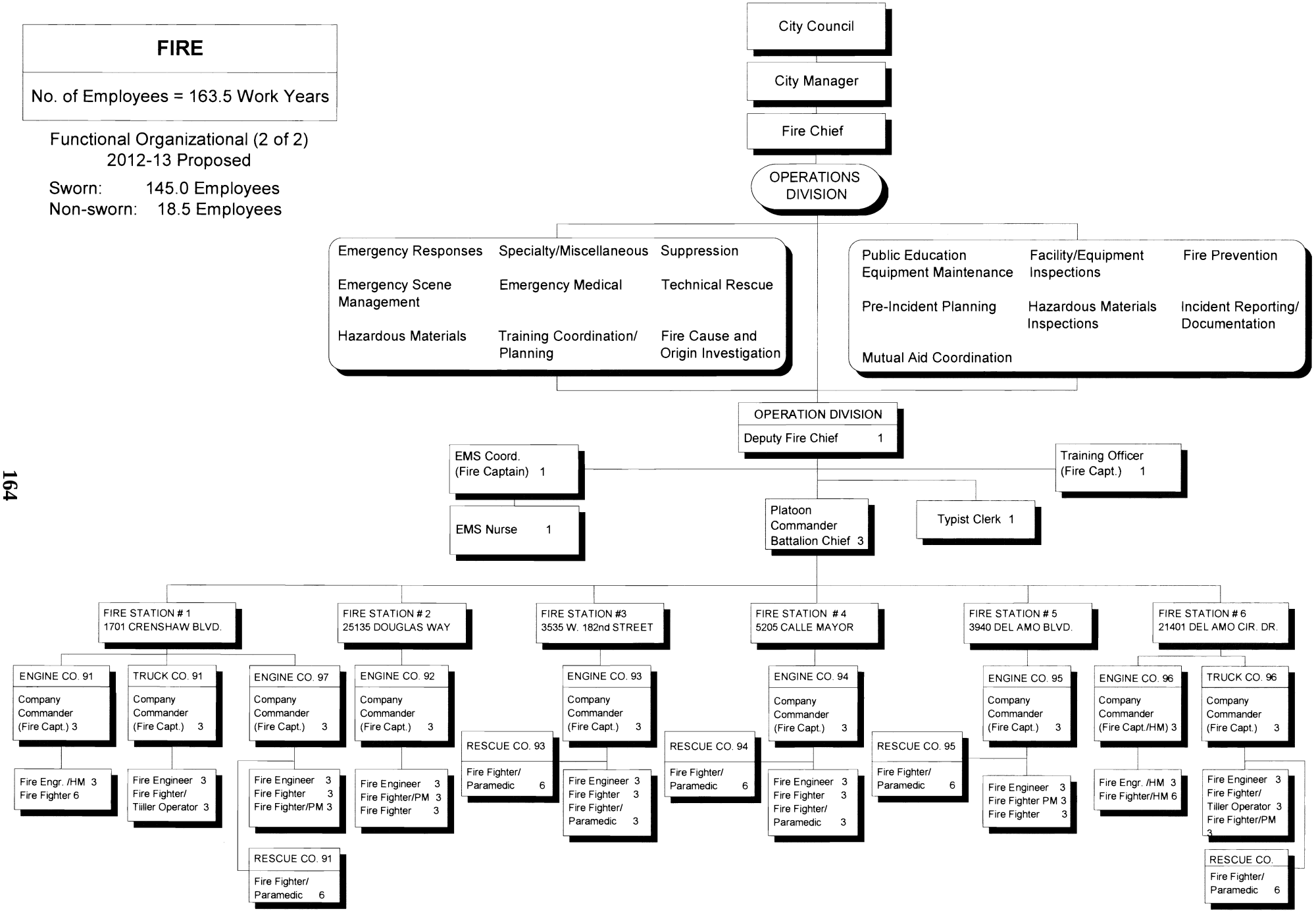


FIRE

No. of Employees = 163.5 Work Years

Functional Organizational (2 of 2)
2012-13 Proposed

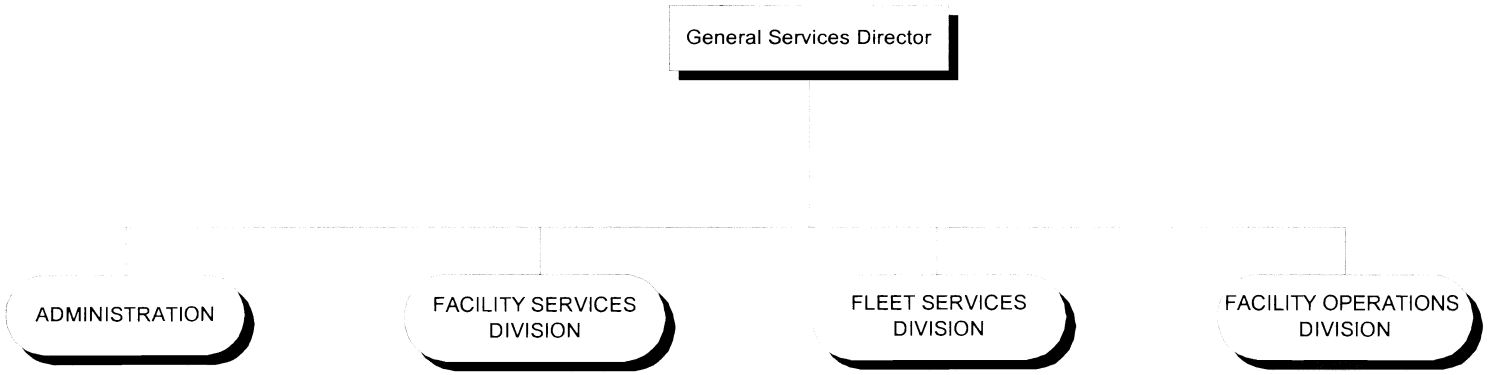
Sworn: 145.0 Employees
Non-sworn: 18.5 Employees



GENERAL SERVICES

Mission Statement: To provide quality services that support City departments in a manner which enable them to carry out their community missions; to provide these services in a cost effective and efficient manner which best serves the operational needs of the City departments and the community. The General Services Director also directs the activities of Zamperini Field - Torrance Municipal Airport.

DEPARTMENT ORGANIZATION



General Services

MISSION STATEMENT

The mission of the Department of General Services is to provide quality services that support City departments in a manner which enable them to carry out their community missions; to provide these services in a cost effective and efficient manner which best serves the operational needs of City departments and the community. The General Services Director also directs the activities of Zamperini Field - Torrance Municipal Airport.

FUNCTIONAL RESPONSIBILITIES

Functional responsibilities of the Department are to maintain all City buildings and building systems in good, presentable, clean condition; and to provide a healthy, comfortable environment within the buildings in a manner which meets the operational needs of City departments and the community.

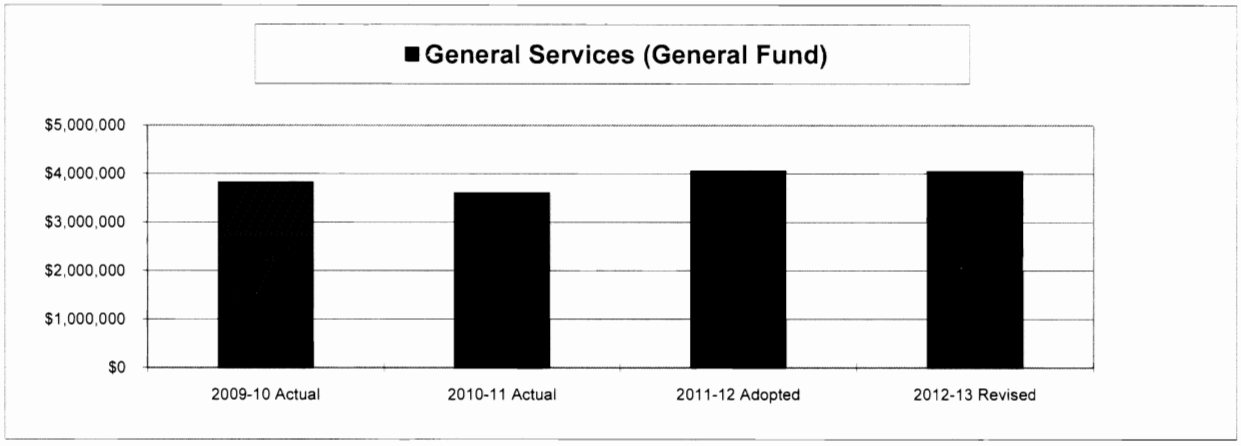
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

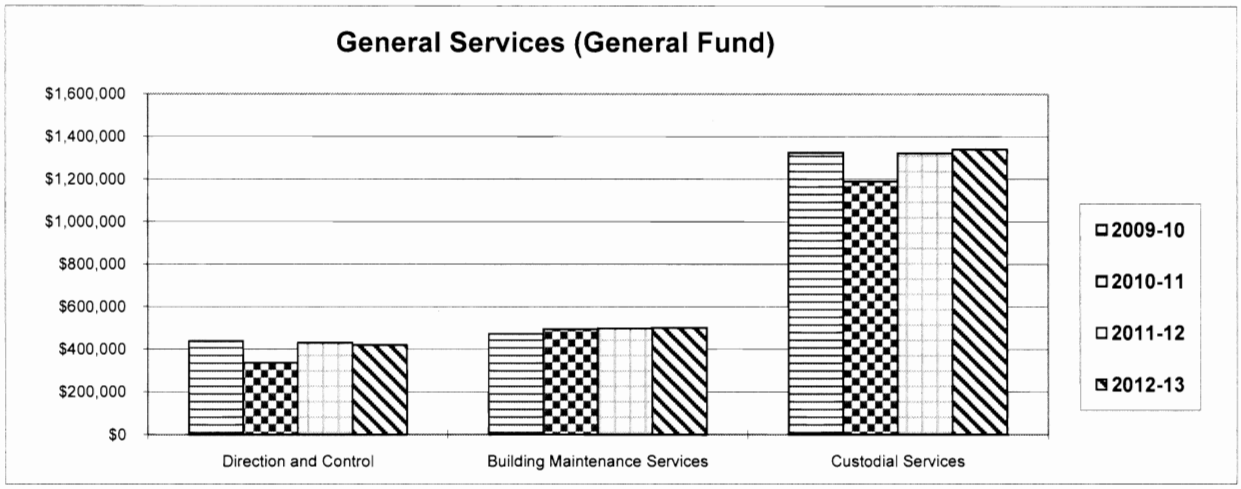
To provide these services efficiently in a cost - effective manner.

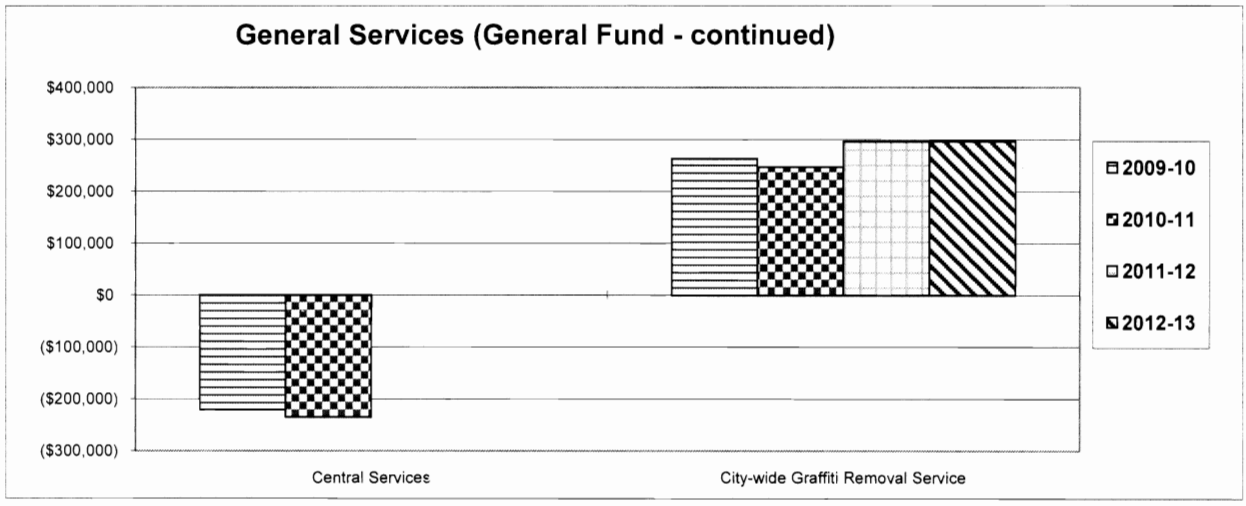
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Direction and Control	$ 437,845	$ 336,903	$ 430,696	$ 432,196	$ 419,733
Building Maintenance Services	472,902	494,882	498,341	499,611	500,608
Custodial Services	1,324,830	1,188,981	1,322,625	1,328,825	1,340,171
Air Conditioning/Heating Services	721,502	716,236	930,579	933,479	913,549
Central Services	(220,357)	(234,912)	-	-	-
City-wide Graffiti Removal Service	263,191	247,459	296,200	296,400	296,500
Facility Utilities	340,903	330,746	336,065	336,065	336,065
Facility Services Administration	477,094	522,012	236,800	239,400	235,400
City Yard Services	-	-	-	-	-
General Fund Total	$ 3,817,909	$ 3,602,306	$ 4,051,306	$ 4,065,976	$ 4,042,026
General Fund Revenues	$ -	$ -	$ -	$ -	$ -
Cultural Arts Enterprise Fund					
Cultural Arts Center Expenditures	$ 2,154,673	$ 2,136,590	$ 2,161,885	$ 2,167,985	$ 2,169,223
Cultural Arts Center Revenues	$ 2,025,048	$ 1,879,189	$ 1,984,117	$ 2,088,627	$ 1,984,117
Airport Enterprise Fund					
Airport Administration	$ 2,341,883	$ 2,093,772	$ 2,167,575	$ 2,169,532	$ 2,177,326
Airport Commission Support	12,504	15,000	16,100	16,100	11,600
Airfield Leased Land Operations & Maint.	82,925	69,524	80,552	80,552	80,218
Airport Operations, Maintenance & Admin.	1,059,418	973,883	1,108,195	1,107,045	1,077,956
Airport Public Areas Operations & Maint.	60,151	67,066	79,494	79,494	79,494
Noise Abatement	204,675	203,781	225,674	225,674	265,526
Non-Aeronautical Leased Land Operations	7,876,849	7,869,429	7,979,568	8,161,908	8,197,440
Airport Fund Total	$ 11,638,406	$ 11,292,455	$ 11,657,158	$ 11,840,305	$ 11,889,560
Airport Fund Revenues	$ 10,602,552	$ 10,962,443	$ 11,405,100	$ 11,736,000	$ 11,835,100
Fleet Services Fund:					
Direction and Control	$ 536,930	$ 520,688	$ 498,442	$ 499,442	$ 501,438
Acquisition and Replacement	79,995	71,533	99,200	99,600	96,000
Vehicle and Equipment Maintenance Svcs.	2,678,835	2,594,303	2,656,122	2,663,312	2,624,553
Warehouse Operations	451,861	457,431	436,632	438,632	436,255
Inventory Program	-	-	-	-	-
Vehicle Replacement Fund	2,289,725	1,901,711	2,200,000	2,200,000	2,200,000
Total	$ 6,037,346	$ 5,545,666	$ 5,890,396	$ 5,900,986	$ 5,858,246
Fleet Services Fund Revenues	$ 6,611,898	$ 6,476,351	$ 5,848,588	$ 5,852,588	$ 6,380,156

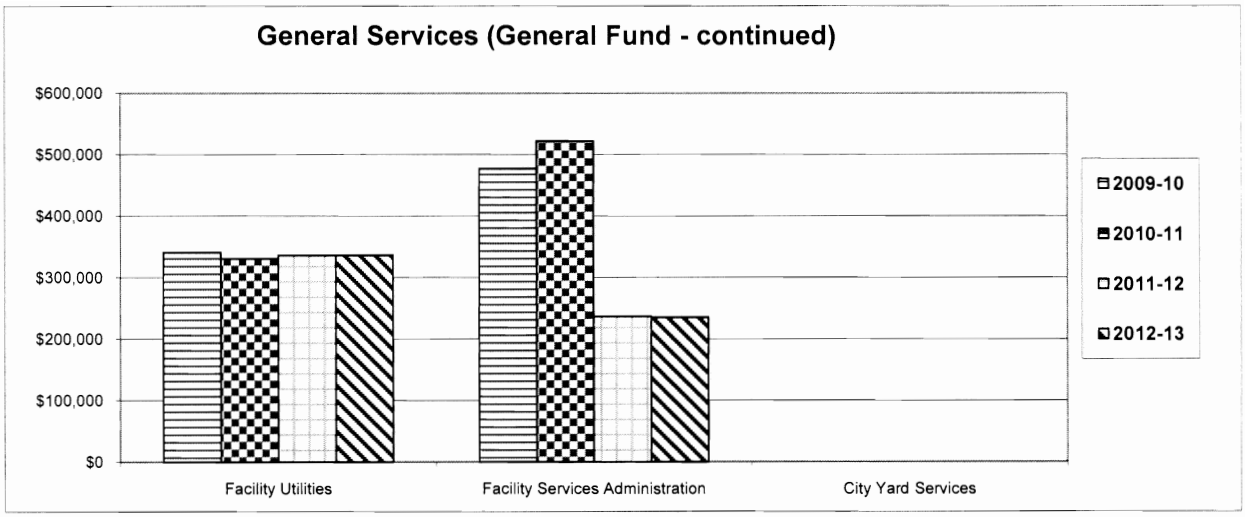
EXPENDITURES

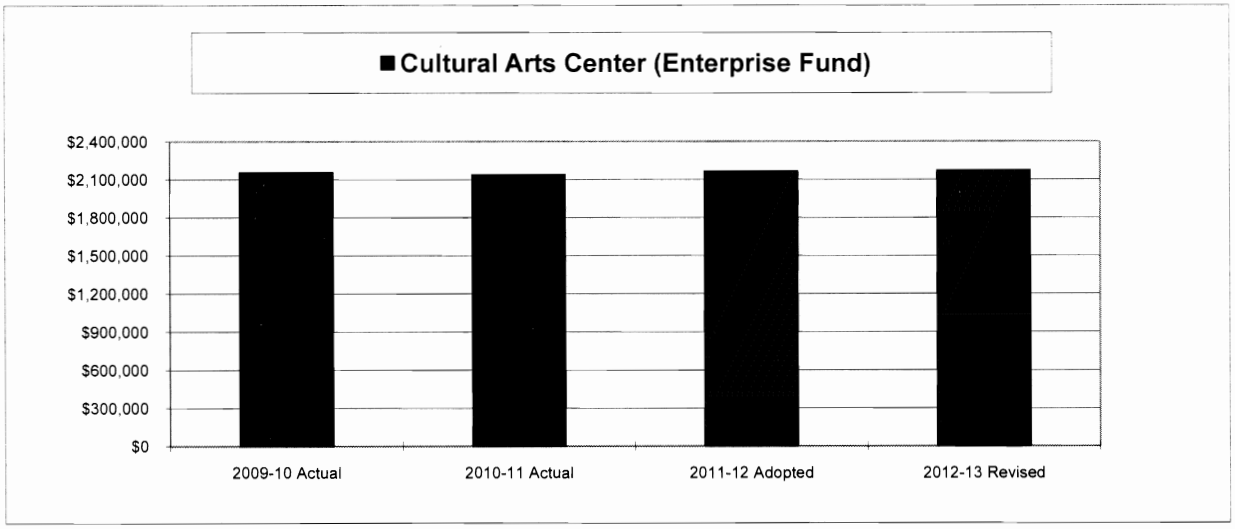


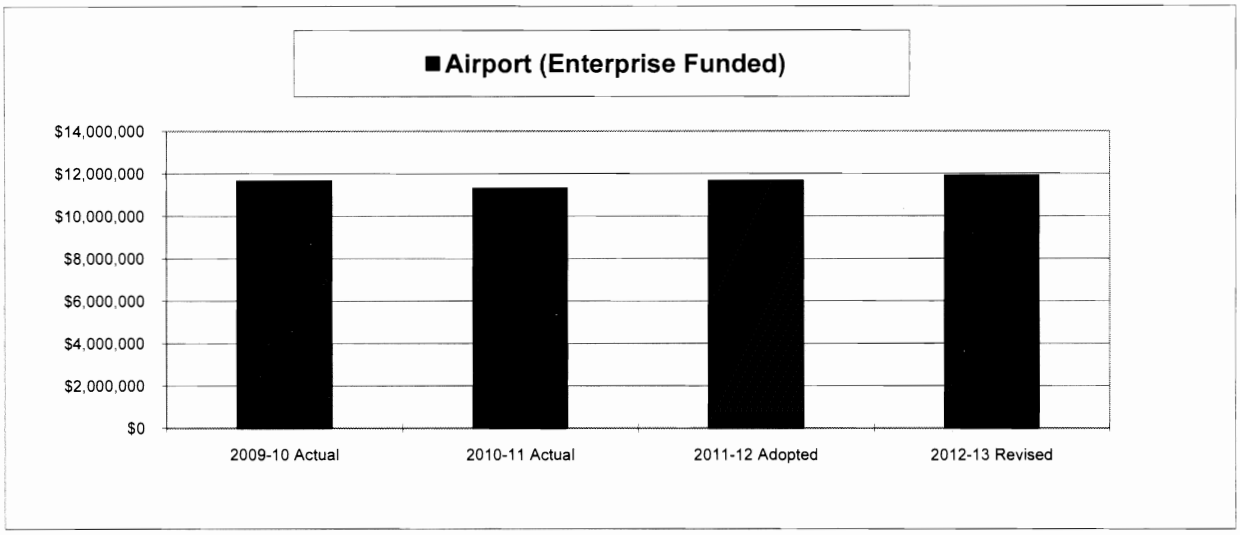


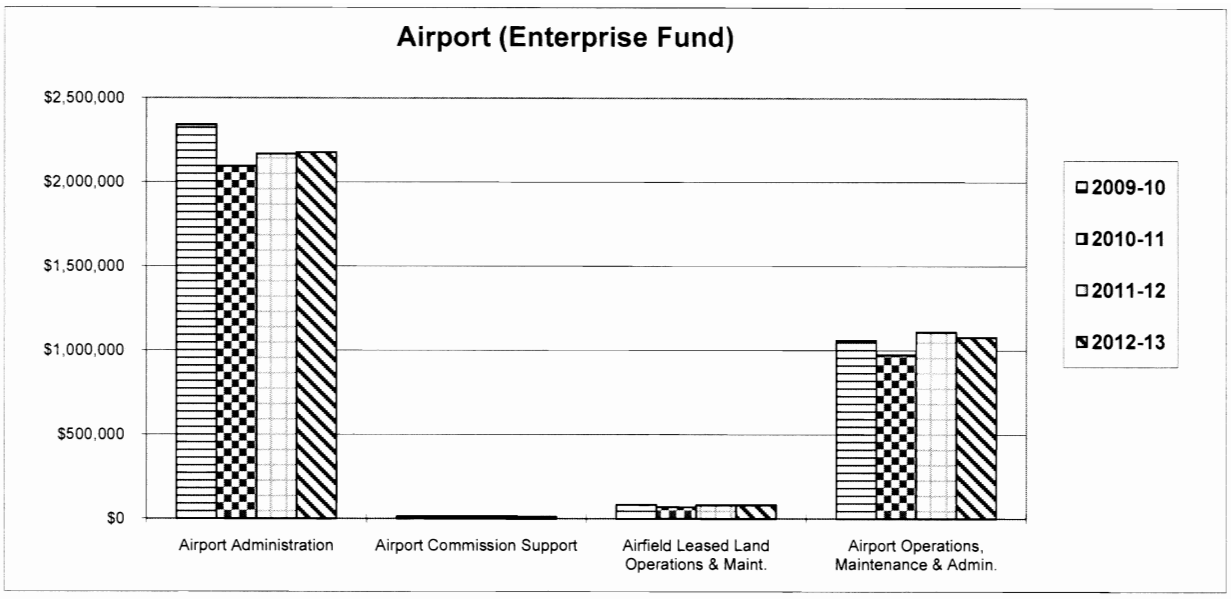


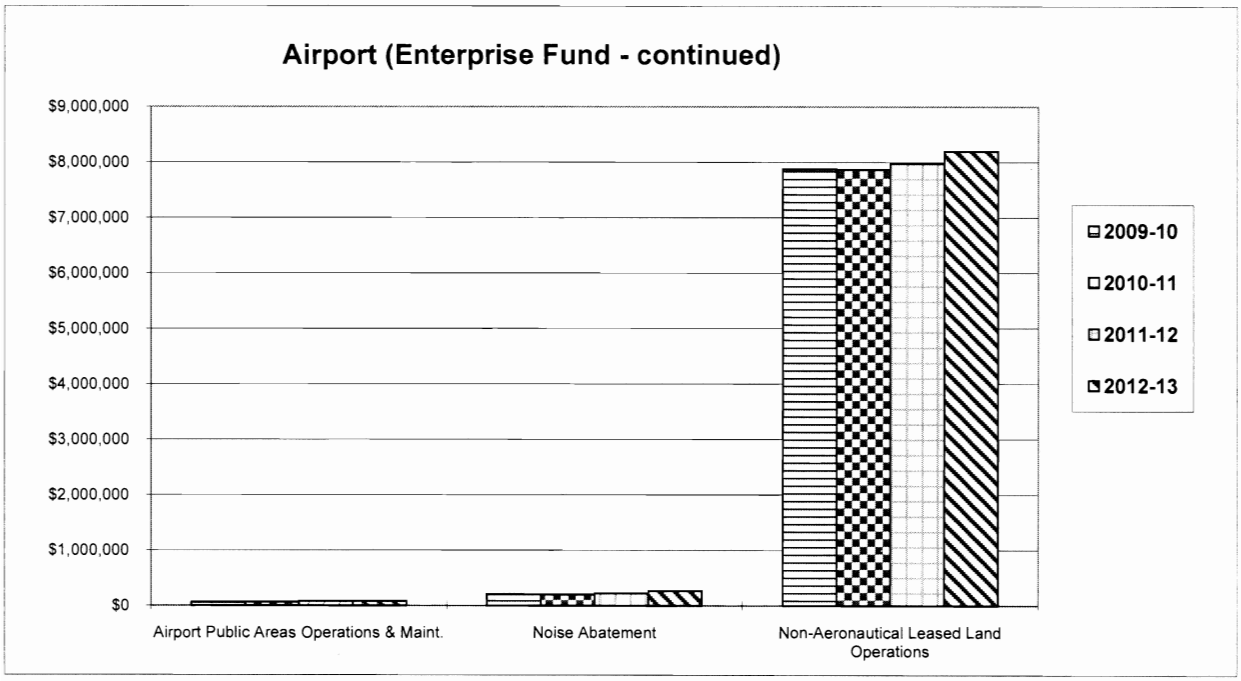
Note - Actual Central Services flat rate reimbursements exceeded expenditures resulting in negative actual costs.

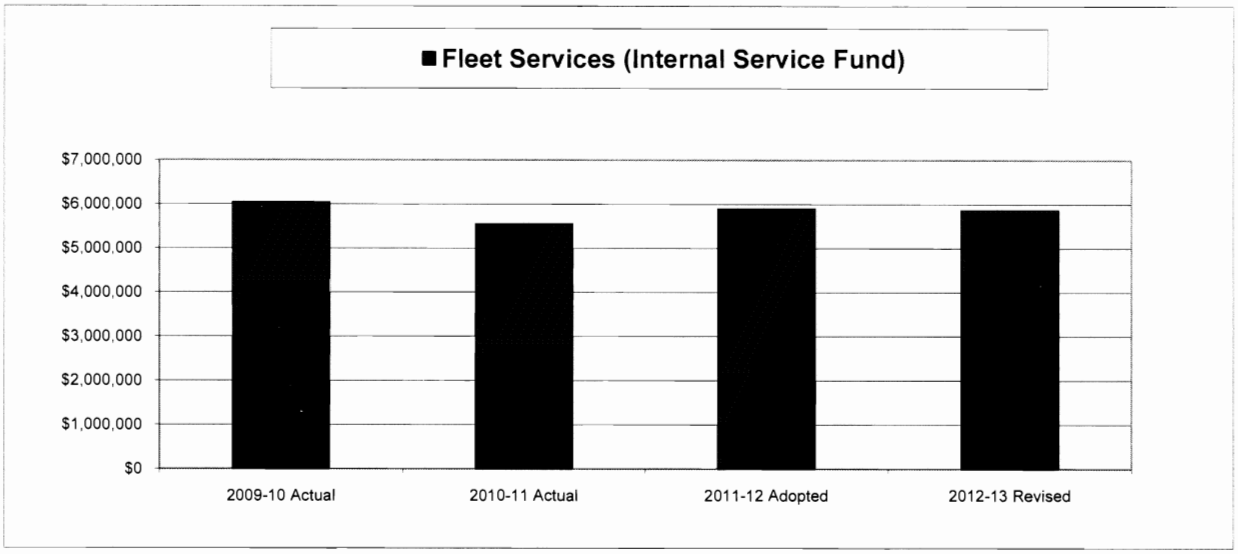

General Services (General Fund - continued)
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
Facility Utilities
Facility Services Administration
City Yard Services
2009-10
2010-11
2011-12
2012-13

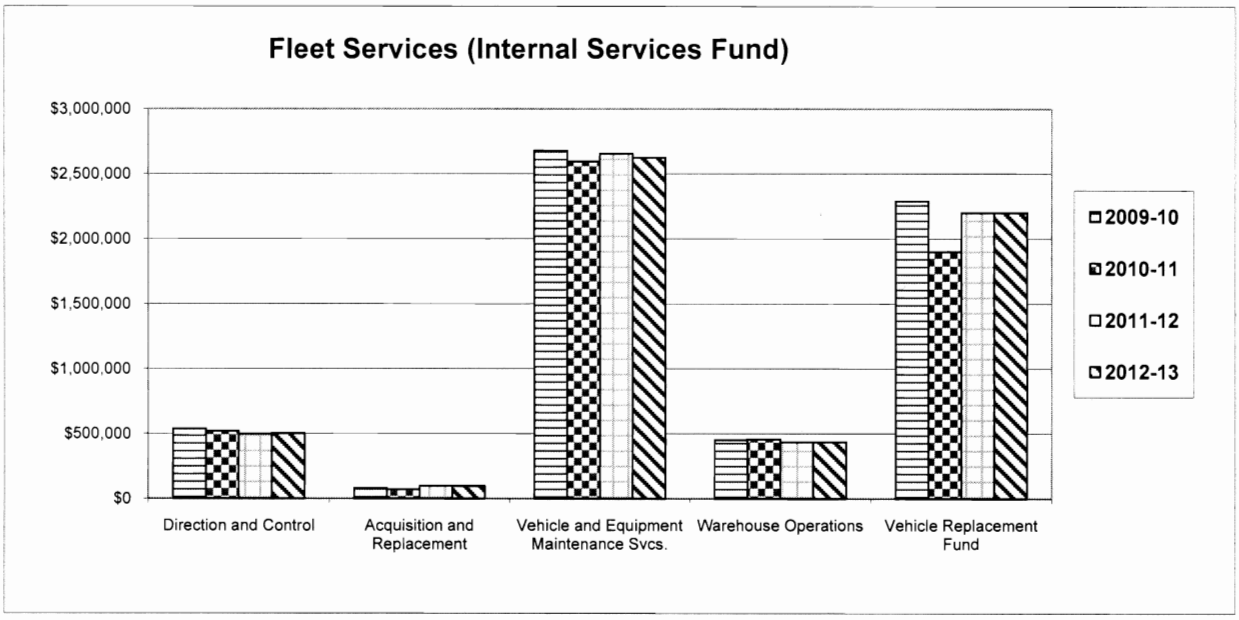

Cultural Arts Center (Enterprise Fund)
$2,400,000
$2,100,000
$1,800,000
$1,500,000
$1,200,000
$900,000
$600,000
$300,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised


Airport (Enterprise Funded)
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised


Airport (Enterprise Fund)
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Airport Administration
Airport Commission Support
Airfield Leased Land Operations & Maint.
Airport Operations, Maintenance & Admin.
2009-10
2010-11
2011-12
2012-13


Airport (Enterprise Fund - continued)
$9,000,000
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Airport Public Areas Operations & Maint.
Noise Abatement
Non-Aeronautical Leased Land Operations
2009-10
2010-11
2011-12
2012-13


Fleet Services (Internal Service Fund)
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised

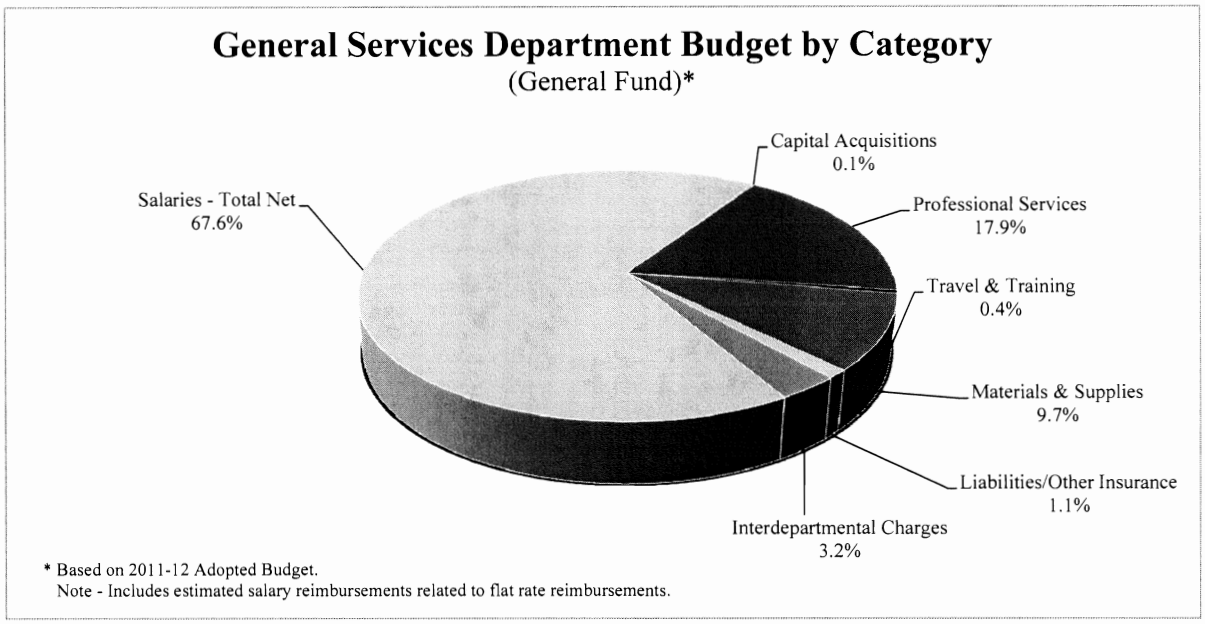

Fleet Services (Internal Services Fund)
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Direction and Control
Acquisition and Replacement
Vehicle and Equipment Maintenance Svcs.
Warehouse Operations
Vehicle Replacement Fund
2009-10
2010-11
2011-12
2012-13

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 4,897,938	$ 4,552,291	$ 4,945,061	$ 4,965,261	$ 4,968,561
Overtime	156,840	131,543	122,900	120,870	121,070
Salaries - Total	5,054,778	4,683,834	5,067,961	5,086,131	5,089,631
Salaries - Reimbursements	(2,109,757)	(1,960,749)	(2,331,188)	(2,334,688)	(2,350,402)
Salaries - Labor Charges	-	245	-	-	-
Salaries - Total Net	2,945,021	2,723,331	2,736,773	2,751,443	2,739,229
Supplies and Services	872,888	878,975	1,309,033	1,309,033	1,297,297
Capital Outlay	-	-	5,500	5,500	5,500
General Fund Total	$ 3,817,909	$ 3,602,306	$ 4,051,306	$ 4,065,976	$ 4,042,026

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 5,054,778	$ 4,684,080	$ 5,067,961	$ 5,086,131	$ 5,089,631
Salary & Benefit Reimbursements	(2,109,757)	(1,960,749)	(2,331,188)	(2,334,688)	(2,350,402)
Materials, Supplies and Maintenance	1,037,416	1,114,092	1,436,077	1,436,077	1,436,077
Professional Services/Contracts	648,771	658,652	724,652	724,652	723,898
Travel, Training & Membership Dues	4,531	5,780	17,070	17,070	17,070
Liabilities & Other Insurance	44,302	15,802	44,267	44,267	44,267
Interdepartmental Charges	107,832	104,855	106,655	106,655	94,724
Capital Acquisitions	-	-	5,500	5,500	5,500
Reimbursements from Other Funds	(1,066,480)	(1,047,691)	(1,042,515)	(1,042,515)	(1,039,832)
Operating Transfers Out	96,516	27,486	22,827	22,827	21,093
General Fund Total	$ 3,817,909	$ 3,602,306	$ 4,051,306	$ 4,065,976	$ 4,042,026

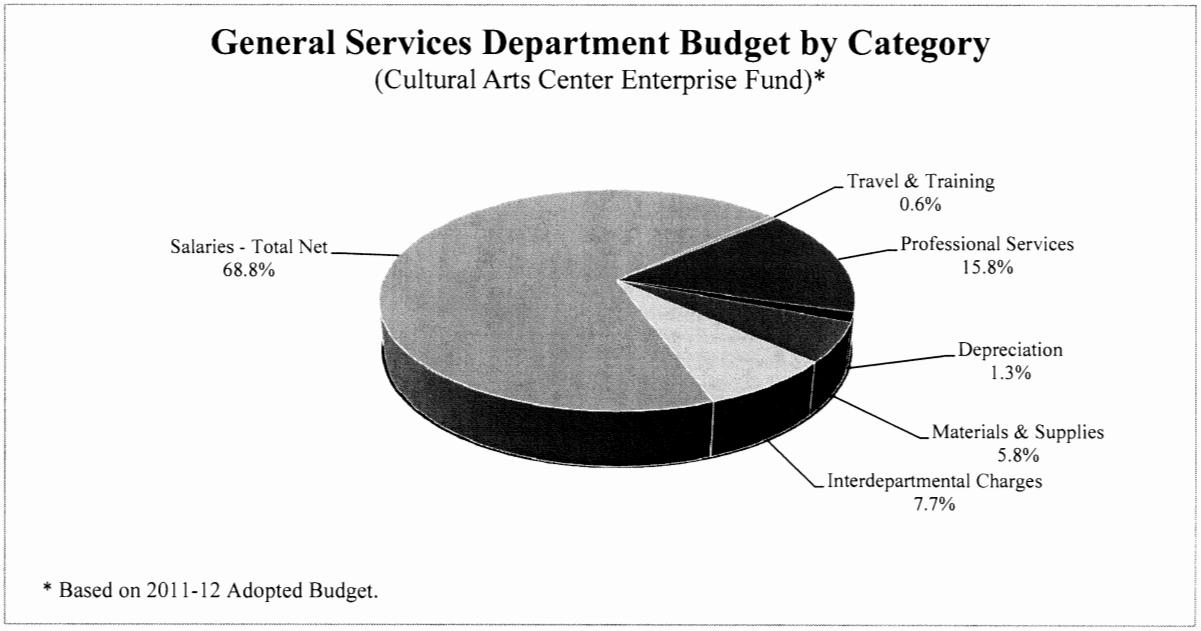


DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 1,507,321	$ 1,434,603	$ 1,444,500	$ 1,450,600	$ 1,448,100
Overtime	20,362	24,076	-	-	-
Salaries - Total	1,527,683	1,458,679	1,444,500	1,450,600	1,448,100
Salaries - Reimbursements	(57)	-	-	-	-
Salaries - Labor Charges	47,366	47,416	42,765	42,765	46,836
Salaries - Total Net	1,574,993	1,506,095	1,487,265	1,493,365	1,494,936
Supplies and Services	579,680	630,495	674,620	674,620	674,287
Capital Outlay	-	-	-	-	-
Cultural Arts Center Fund Total	$ 2,154,673	$ 2,136,590	$ 2,161,885	$ 2,167,985	$ 2,169,223

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 1,575,049	$ 1,506,095	$ 1,487,265	$ 1,493,365	$ 1,494,936
Salary & Benefit Reimbursements	(57)	-	-	-	-
Materials, Supplies and Maintenance	91,646	74,083	125,358	125,358	125,358
Professional Services/Contracts	286,495	263,525	341,091	341,091	336,256
Travel, Training & Membership Dues	596	695	12,400	12,400	12,400
Depreciation and Amortization	21,543	18,633	29,000	29,000	29,000
Interdepartmental Charges	111,123	107,674	108,563	108,563	109,274
Capital Acquisitions	-	-	-	-	-
Operating Transfers	68,276	165,885	58,208	58,208	61,999
Cultural Arts Center Fund Total	$ 2,154,673	$ 2,136,590	$ 2,161,885	$ 2,167,985	$ 2,169,223

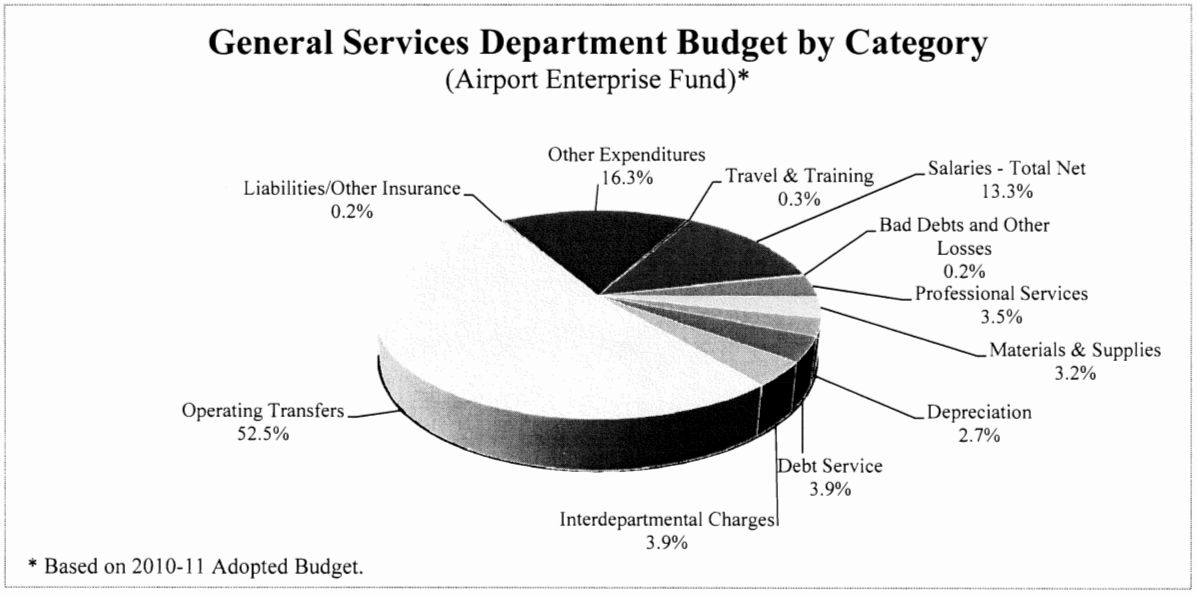


DEPARTMENT BUDGET (AIRPORT FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 928,024	$ 873,877	$ 928,773	$ 932,173	$ 926,473
Overtime	33,598	27,386	12,900	12,900	12,900
Salaries - Total	961,622	901,263	941,673	945,073	939,373
Salaries - Reimbursements	(44,068)	(44,284)	(40,890)	(40,890)	(44,570)
Salaries - Labor Charges	746,874	726,449	645,976	645,976	661,856
Salaries - Total Net	1,664,428	1,583,428	1,546,759	1,550,159	1,556,659
Supplies and Services	9,973,977	9,709,027	10,110,399	10,290,146	10,332,901
Capital Outlay	-	-	-	-	-
Airport Fund Total	$ 11,638,405	$ 11,292,455	$ 11,657,158	$ 11,840,305	$ 11,889,560

DEPARTMENT BUDGET (AIRPORT FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 1,708,495	$ 1,627,712	$ 1,587,649	$ 1,591,049	$ 1,601,229
Salary & Benefit Reimbursements	(44,068)	(44,284)	(40,890)	(40,890)	(44,570)
Materials, Supplies and Maintenance	299,454	315,606	376,994	376,994	375,994
Professional Services/Contracts	413,637	344,538	409,921	409,921	444,351
Travel, Training & Membership Dues	8,812	8,774	32,107	32,107	32,107
Depreciation and Amortization	303,334	270,217	320,000	320,000	375,000
Liabilities & Other Insurance	22,548	21,274	28,169	28,169	28,169
Interdepartmental Charges	441,830	423,792	449,704	447,111	399,300
Debt Service	451,133	450,810	450,500	450,500	450,500
Loans Contra Expenditures	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-
Bad Debts and Other Losses	16,829	7,526	25,000	25,000	25,000
Asset Contra Account	-	-	-	-	-
Other Expenditures	1,850,000	1,900,000	1,900,000	1,900,000	1,900,000
Reimbursements from Other Funds	-	-	-	-	-
Operating Transfers Out	6,166,402	5,966,490	6,118,004	6,300,344	6,302,480
Airport Fund Total	$ 11,638,406	$ 11,292,455	$ 11,657,158	$ 11,840,305	$ 11,889,560

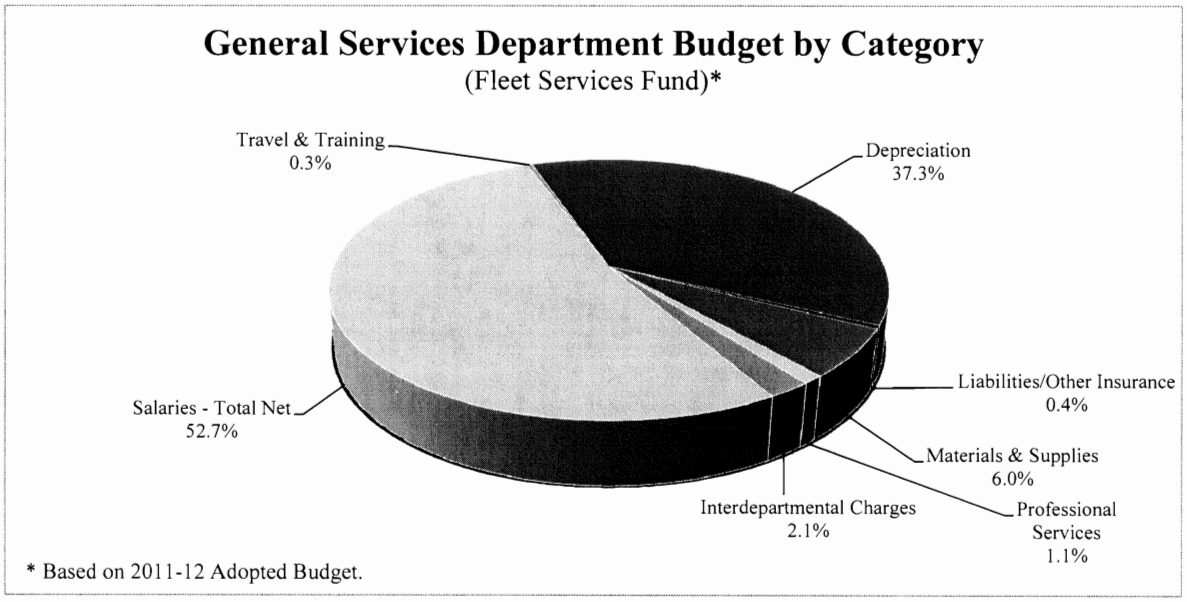


DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 3,102,682	$ 3,077,306	$ 3,124,371	$ 3,137,571	$ 3,097,371
Overtime	50,039	52,889	31,400	28,790	28,690
Salaries - Total	3,152,721	3,130,195	3,155,771	3,166,361	3,126,061
Salaries - Reimbursements	(107,656)	(121,746)	(79,100)	(79,100)	(79,600)
Salaries - Labor Charges	32,258	32,443	28,438	28,438	30,670
Salaries - Total Net	3,077,323	3,040,892	3,105,109	3,115,699	3,077,131
Supplies and Services	(971,299)	1,376,499	656,627	656,627	652,455
Capital Outlay	3,931,322	1,128,275	2,128,660	2,128,660	2,128,660
Fleet Services Fund Total	$ 6,037,346	$ 5,545,666	$ 5,890,396	$ 5,900,986	$ 5,858,246

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 3,184,979	$ 3,162,638	$ 3,184,209	$ 3,194,799	$ 3,156,731
Salary & Benefit Reimbursements	(107,656)	(121,746)	(79,100)	(79,100)	(79,600)
Materials, Supplies and Maintenance	459,520	402,989	353,478	353,478	346,219
Parts and Fuel Inventory	2,590,768	2,631,320	2,770,000	2,770,000	2,770,000
Inventory Contra Account	(2,590,768)	(2,631,320)	(2,770,000)	(2,770,000)	(2,770,000)
Professional Services/Contracts	47,790	54,202	62,016	62,016	62,016
Travel, Training & Membership Dues	15,100	5,961	20,300	20,300	20,300
Depreciation and Amortization	2,089,745	1,901,711	2,200,000	2,200,000	2,200,000
Liabilities & Other Insurance	13,228	7,555	23,943	23,943	23,943
Interdepartmental Charges	116,628	113,520	114,497	114,497	110,559
Debt Service			-	-	-
Capital Acquisitions	3,931,322	1,128,275	2,128,660	2,128,660	2,128,660
Bad Debts and Other Losses	21,984		-	-	-
Fixed Assets Contra Expenditures	(3,931,322)	(1,128,275)	(2,128,660)	(2,128,660)	(2,128,660)
Reimbursements from Other Funds	(300)	(9,742)		-	-
Operating Transfers Out	196,328	28,578	11,053	11,053	18,078
Fleet Services Fund Total	$ 6,037,346	$ 5,545,666	$ 5,890,396	$ 5,900,986	$ 5,858,246



GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY

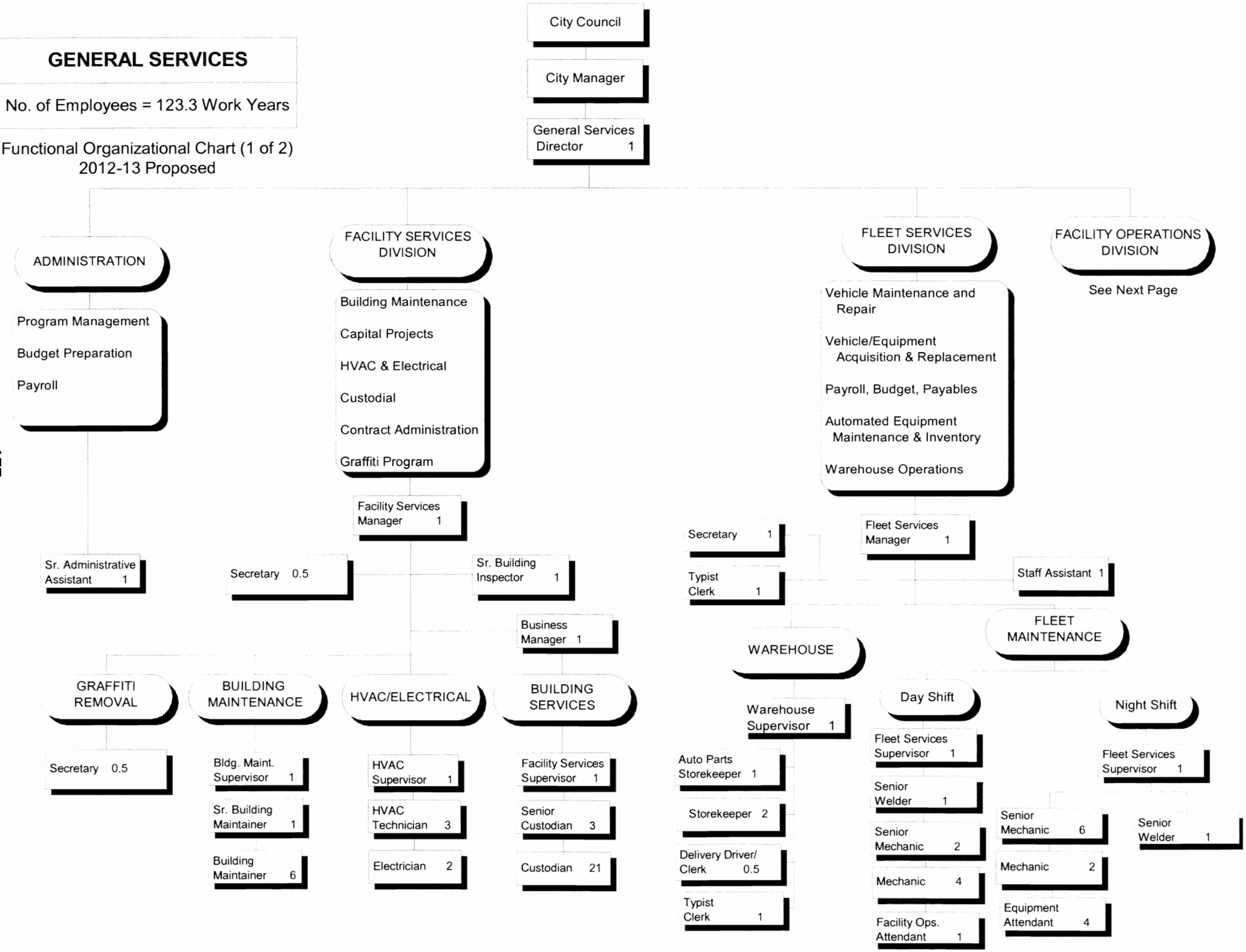
Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Services Director	1.0	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0
Facilities Services Supervisor	1.0	1.0	1.0	1.0	1.0
Air Conditioning/Heating Supervisor	1.0	1.0	1.0	1.0	1.0
Senior Building Maintainer	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0
Senior Building Inspector	1.0	1.0	1.0	1.0	1.0
Building Maintainer	6.0	6.0	6.0	6.0	6.0
Electrician	2.0	2.0	2.0	2.0	2.0
Air Conditioning/Heating Technician	3.0	3.0	3.0	3.0	3.0
Central Services Supervisor	1.0	1.0	1.0	1.0	1.0
Central Services Coordinator	2.0	1.0	2.0	2.0	2.0
Duplicating Equipment Operator	1.0	1.0	1.0	1.0	1.0
Reprographic Equipment Operator	2.0	2.0	2.0	2.0	2.0
Graphics Designer	2.0	2.0	2.0	2.0	2.0
Typesetter	-	-	-	-	-
Delivery Driver/Clerk	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	-	-	-	-
Administrative Secretary	1.0	1.0	1.0	1.0	1.0
Admin Analyst (New)	-	-	-	-	-
Secretary	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0
Senior Custodian	4.0	3.0	3.0	3.0	3.0
Custodian	21.0	20.0	21.0	21.0	21.0
Facility Operations Attendant	-	-	-	-	-
Total General Fund	56.0	53.0	55.0	55.0	55.0
Cultural Arts Enterprise Fund					
Business Manager	1.0	1.0	1.0	1.0	1.0
Box Office Manager	1.0	1.0	1.0	1.0	1.0
Facility Operations Chief	1.5	1.5	1.5	1.5	1.5
Bookkeeper	1.5	1.5	1.0	1.0	1.0
Senior Recreation Leader	1.1	1.1	1.1	1.1	1.1
Recreation Leader	1.0	1.0	1.0	1.0	1.0
Theater Technician Coordinator	1.2	1.2	1.2	1.2	1.2
Recreation Specialist	1.6	1.6	1.6	1.6	1.6
Stage Manager	1.1	1.1	1.1	1.1	1.1
Customer Service Representative	2.0	2.0	1.5	1.5	1.5
Booking Manager	2.0	2.0	2.0	2.0	2.0
Assistant Booking Manager	2.0	2.0	2.0	2.0	2.0
Theater Technical Director	1.0	1.0	1.0	1.0	1.0
Sr. Facilities Operations Attendant	4.0	4.0	4.0	4.0	4.0
Facilities Operations Attendant	5.0	5.0	5.0	5.0	5.0
Theatre Technician	1.3	1.3	1.3	1.3	1.3
Total Cultural Arts Enterprise Fund	28.3	28.3	27.3	27.3	27.3
Airport Fund:					
Facility Operations Manager	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.5	0.5	0.5	0.5	0.5
Airport Worker	4.0	4.0	4.0	4.0	4.0
Secretary	1.0	1.0	1.0	1.0	1.0
Total Airport Enterprise Fund	8.5	8.5	8.5	8.5	8.5

Fleet Services Fund:	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Fleet Services Manager	1.0	1.0	1.0	1.0	1.0
Fleet Services Supervisor	2.0	2.0	2.0	2.0	2.0
Warehouse Supervisor	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	-	-	-	-	-
Staff Assistant	1.0	1.0	1.0	1.0	1.0
Senior Welder	2.0	2.0	2.0	2.0	2.0
Senior Mechanic	8.0	8.0	8.0	8.0	8.0
Mechanic	7.0	7.0	6.0	6.0	6.0
Equipment Attendant	4.0	4.0	4.0	4.0	4.0
Auto Parts Storekeeper	1.0	1.0	1.0	1.0	1.0
Storekeeper	2.0	2.0	2.0	2.0	2.0
Delivery Driver/Clerk	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0
Typist Clerk	2.5	2.5	2.0	2.0	2.0
Facility Operations Attendant	1.0	1.0	1.0	1.0	1.0
Total Fleet Services Fund	34.0	34.0	32.5	32.5	32.5
Department Total	126.8	123.8	123.3	123.3	123.3

GENERAL SERVICES

No. of Employees = 123.3 Work Years

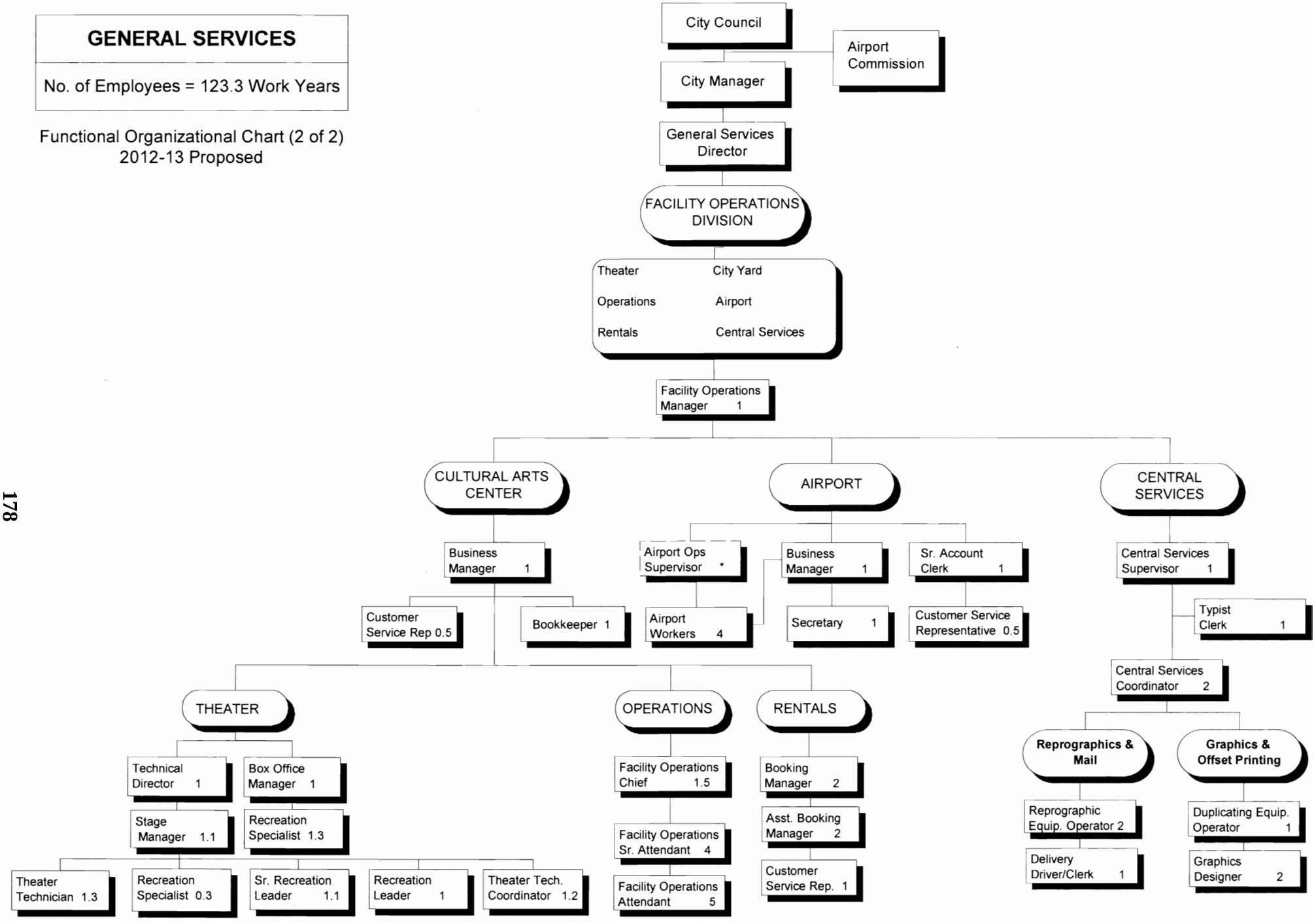
Functional Organizational Chart (1 of 2)
2012-13 Proposed



GENERAL SERVICES

No. of Employees = 123.3 Work Years

Functional Organizational Chart (2 of 2)
2012-13 Proposed

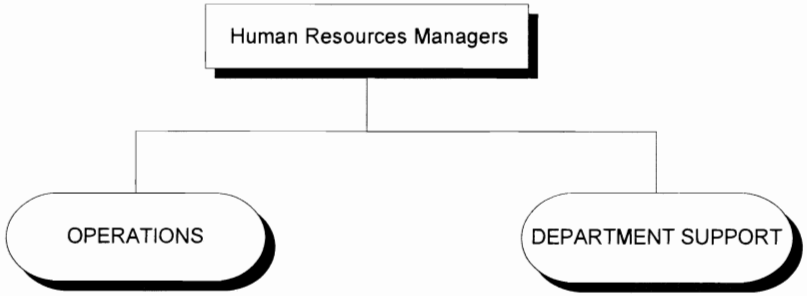


* Position deleted through attrition.

HUMAN RESOURCES

Mission Statement: To promote organizational effectiveness by providing quality human resource services and programs to line departments, employees and business community.

DEPARTMENT ORGANIZATION



Human Resources

MISSION STATEMENT

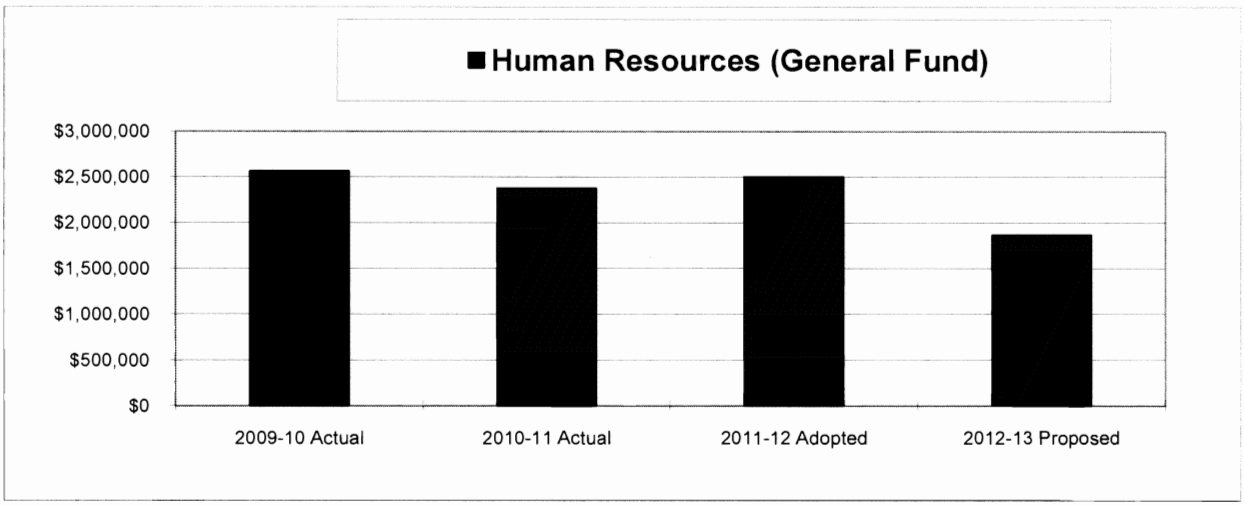
The Human Resources Department promotes organizational effectiveness by providing quality human resource services and programs to line departments, employees, the public and business community.

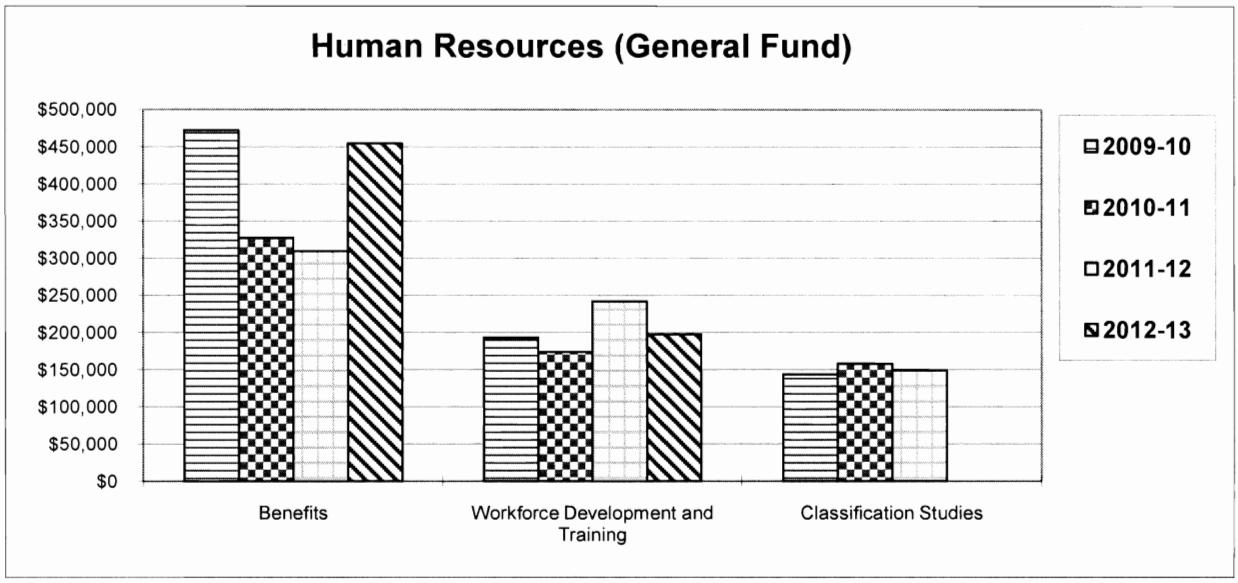
FUNCTIONAL RESPONSIBILITIES

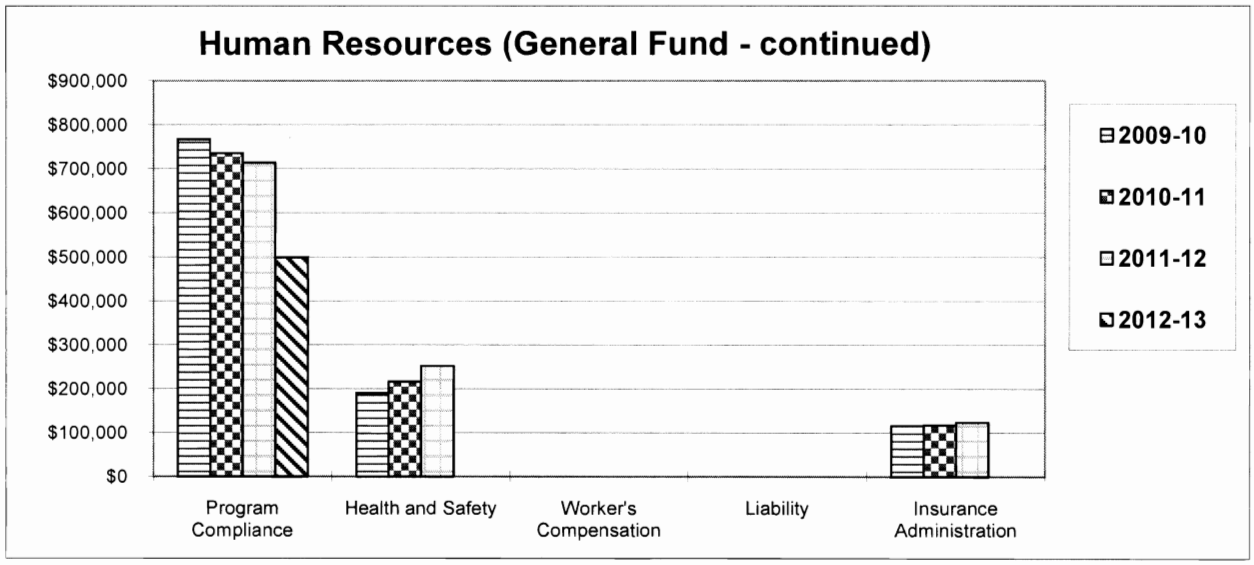
The Department manages a comprehensive human resources program that provides support to the employee workforce and the City's line departments. Program highlights include recruitment and selection, classification and compensation, benefit administration and organizational development.

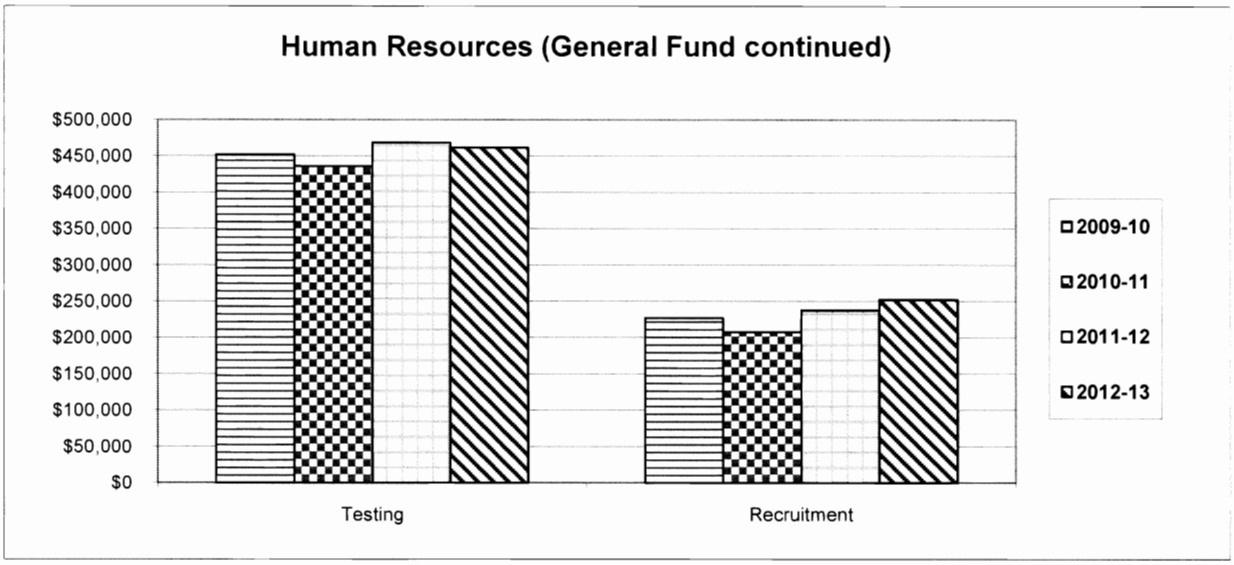
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund:					
Benefits	$ 472,536	$ 327,616	$ 309,933	$ 310,733	$ 454,590
Workforce Development and Training	193,309	174,349	242,168	242,668	197,431
Classification Studies	143,716	157,924	149,750	150,350	-
Program Compliance	767,448	736,218	714,551	717,251	498,727
Health and Safety	190,811	217,223	252,910	253,710	**
Worker's Compensation	-	-	-	-	**
Liability	-	-	-	-	**
Insurance Administration	116,344	117,810	124,385	124,885	**
Exam Planning & Testing (was Testing)	451,677	436,125	468,895	445,695	461,511
Performance Management (was Recruitment)	227,221	208,023	237,461	238,161	252,282
Classification & Compensation	-	-	-	-	154,015
Home Improvement. Employment Program	-	-	-	-	***
General Fund Total	$ 2,563,062	$ 2,375,288	$ 2,500,053	$ 2,483,453	$ 2,018,556
General Fund Revenues	$ -	$ -	$ -	$ -	$ -
Externally Funded:					
Air Quality Management	$ 181,689	*	*	*	*
Vanpool/Rideshare	601,207	*	*	*	*
Externally Funded Total	$ 782,896	$ -	$ -	$ -	$ -
Externally Funded Revenues					
Air Quality Management	$ 172,438	*	*	*	*
Vanpool/Rideshare	257,531	*	*	*	*
	$ 429,969	$ -	$ -	$ -	$ -

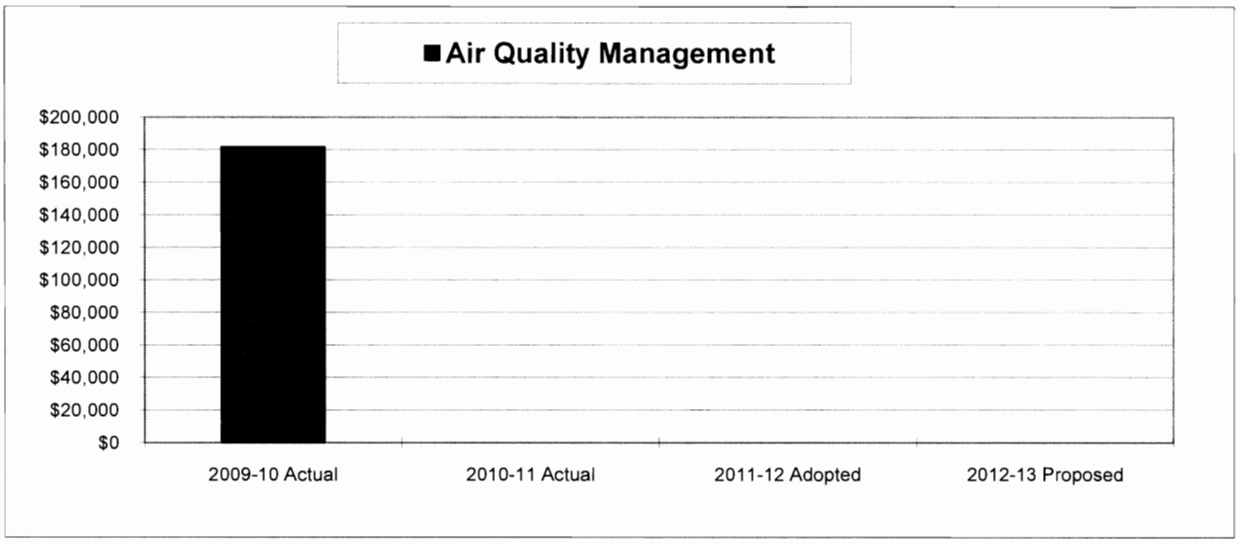
*** Air Quality Management and Vanpool/Rideshare Funds were transferred to Community Development in 2010-11.**
**** Health & Safety, Worker's Comp., Liability, Insurance Admin. programs transferred to Finance in 2011-12.**
***** Home Improvement Employment Program transferred to Community Services in 2012-13.**

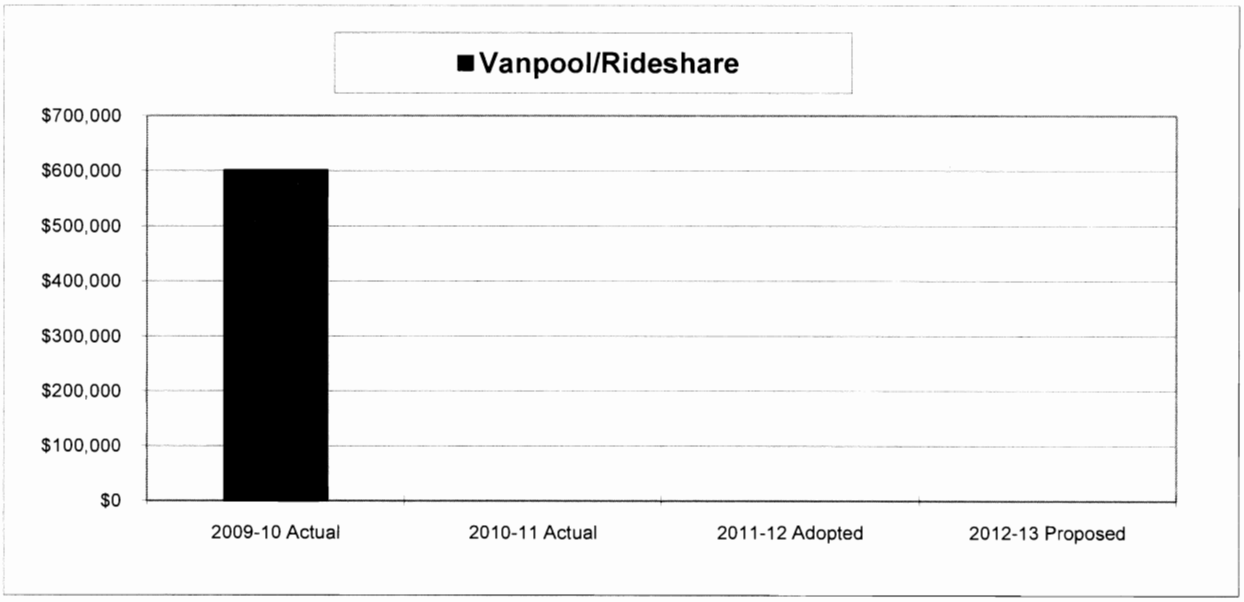

Human Resources (General Fund)
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Proposed


Human Resources (General Fund)
$500,000
$450,000
$400,000
$350,000
$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$0
Benefits
Workforce Development and Training
Classification Studies
2009-10
2010-11
2011-12
2012-13


Human Resources (General Fund - continued)
$900,000
$800,000
$700,000
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
Program Compliance
Health and Safety
Worker's Compensation
Liability
Insurance Administration
2009-10
2010-11
2011-12
2012-13


Human Resources (General Fund continued)
$500,000
$450,000
$400,000
$350,000
$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$0
Testing
Recruitment
2009-10
2010-11
2011-12
2012-13


Air Quality Management
$200,000
$180,000
$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Proposed

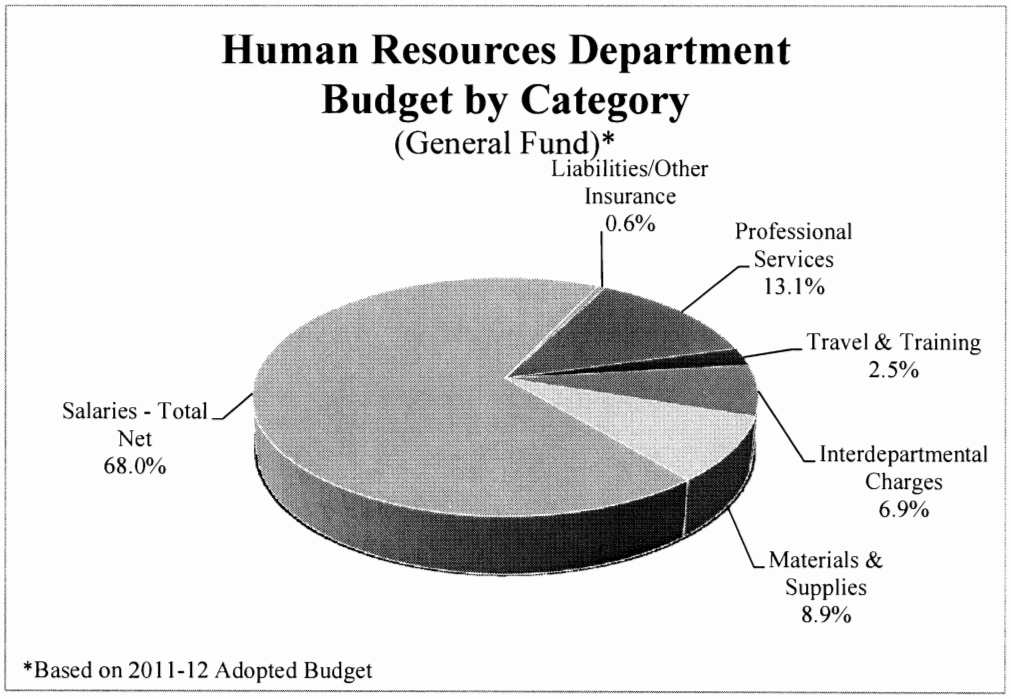

Vanpool/Rideshare
$700,000
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Proposed

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 3,092,098	$ 2,800,400	$ 2,691,382	$ 2,703,782	$ 1,384,825
Overtime	6,926	4,267	11,900	11,900	4,300
Salaries - Total	3,099,024	2,804,667	2,703,282	2,715,682	1,389,125
Salaries - Reimbursements	(1,317,753)	(1,011,174)	(1,043,188)	(1,047,188)	(63,138)
Salaries - Labor Charges	92,376	55,950	40,950	40,950	-
Salaries - Total Net	1,873,647	1,849,443	1,701,044	1,709,444	1,325,987
Supplies and Services	688,246	525,845	799,009	774,009	692,569
Capital Outlay	1,169	-	-	-	-
General Fund Total	$ 2,563,062	$ 2,375,288	$ 2,500,053	$ 2,483,453	$ 2,018,556

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 3,191,398	$ 2,860,616	$ 2,744,232	$ 2,756,632	$ 1,389,125
Salary & Benefit Reimbursements	(1,317,753)	(1,011,173)	(1,043,188)	(1,047,188)	(63,138)
Materials, Supplies and Maintenance	307,740	244,248	352,932	352,932	249,241
Professional Services/Contracts	214,202	150,324	328,204	303,204	283,781
Travel, Training & Membership Dues	35,593	49,064	61,461	61,461	61,201
Liabilities & Other Insurance	14,757	6,396	14,757	14,757	9,036
Insurance Claims	-	-	-	-	-
Interdepartmental Charges	166,473	138,240	152,854	152,854	95,289
Capital Acquisitions	1,169	-	-	-	-
Reimbursements from Other Funds	(83,990)	(88,522)	(131,402)	(131,402)	(21,300)
Operating Transfer Out	33,473	26,095	20,203	20,203	15,321
General Fund Total	$ 2,563,062	$ 2,375,288	$ 2,500,053	$ 2,483,453	$ 2,018,556



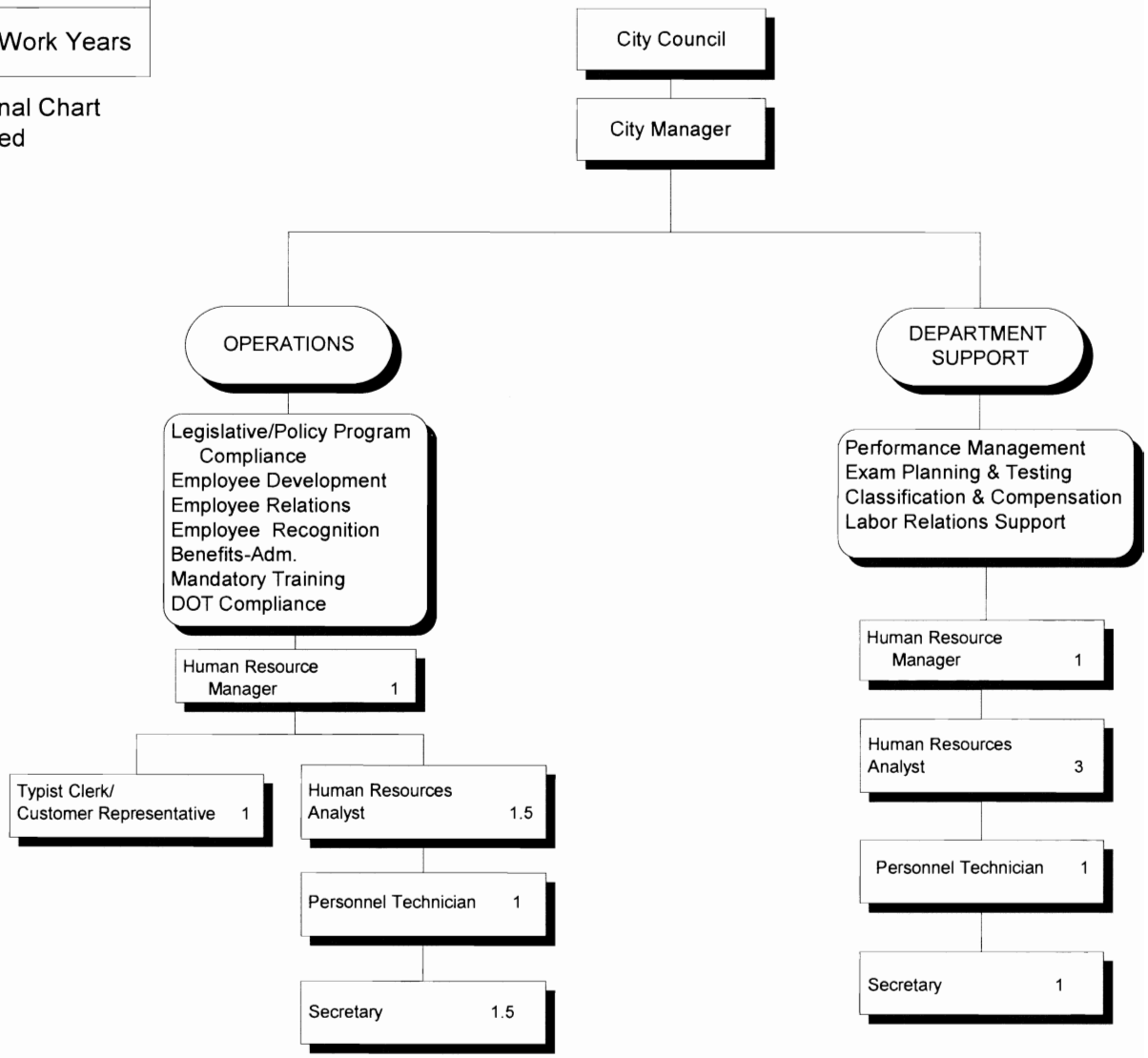
HUMAN RESOURCES
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Human Resources Director	1.0	1.0	1.0	1.0	-
Human Resources Manager	2.0	2.0	2.0	2.0	2.0
Risk Manager	1.0	1.0	1.0	1.0	-
Workers' Compensation Manager	-	-	1.0	1.0	-
Workers' Compensation Administrator	1.0	1.0	-	-	-
Human Resources Analyst	4.5	4.5	4.5	4.5	4.5
Workers' Compensation Claims Examiner	3.0	2.0	2.0	2.0	-
Claims Technician	2.0	3.0	3.0	3.0	-
Intern	1.0	1.0	1.0	1.0	-
Home Improvement Program Supervisor	-	1.0	1.0	1.0	-
Home Improvement Instructor	1.0	-	-	-	-
Home Improvement Program Coordinator	-	1.0	1.0	1.0	-
Job Training Project Leader	1.0	-	-	-	-
Administrative Secretary	1.0	-	-	-	-
Personnel Technician	3.0	2.0	2.0	2.0	2.0
Secretary	3.0	3.0	3.0	3.0	2.5
Typist Clerk	3.0	2.0	2.0	2.0	1.0
Total General Fund	27.5	24.5	24.5	24.5	12.0
Department Total	27.5	24.5	24.5	24.5	12.0

HUMAN RESOURCES

No. of Employees = 12.0 Work Years

Functional Organizational Chart
2012-13 Proposed

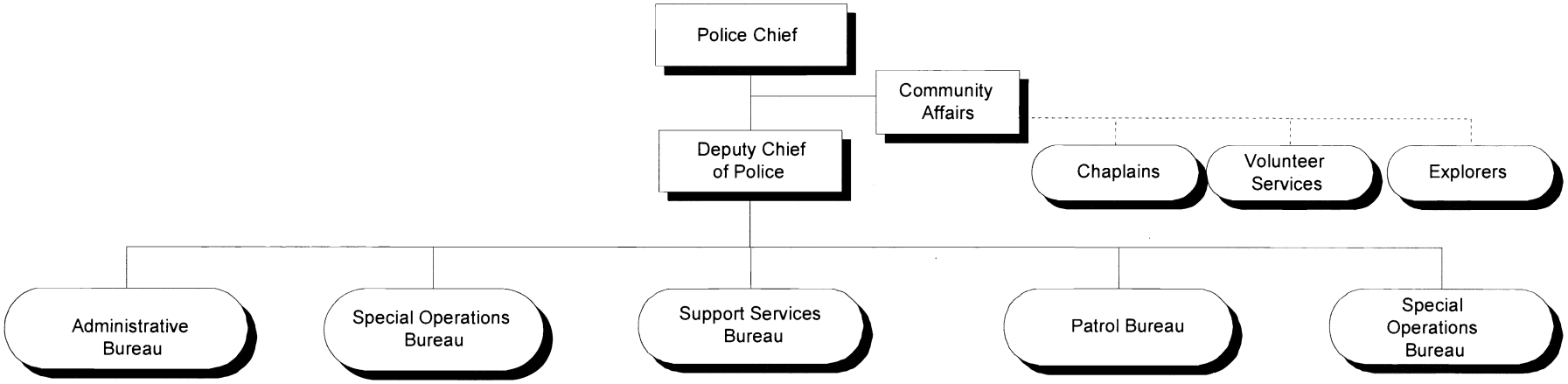


THIS PAGE INTENTIONALLY LEFT BLANK

POLICE

Mission Statement: To focus resources to serve the community with an emphasis on crime and its effects;
To address the very real issues associated with the fear of crime through application of a problem solving approach;
To proactively address the social and physical disorders that create the opportunity for crime, and
To be sensitive to community needs and issues that affect the quality of life.

DEPARTMENT ORGANIZATION



Police

MISSION STATEMENT

With a commitment to full service community policing, the Mission of the Torrance Police Department is to:

* Focus resources to serve the community with an emphasis on crime and its effects;
* Address the very real issues associated with the fear of crime through the application of a problem solving approach;
* Proactively address the social and physical disorders that create the opportunity for crime; and
* Be sensitive to community needs and issues that affect the quality of life.

FUNCTIONAL RESPONSIBILITIES

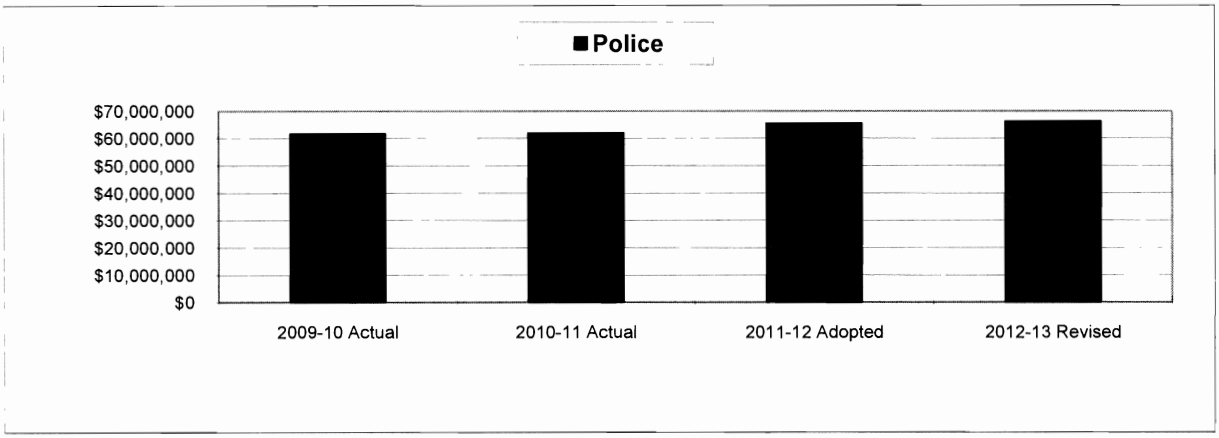
The function of the Police Department is to enforce the penal provisions of the City Charter, City ordinances, and State, and Federal laws for the purpose of protecting persons and property and the preservation of peace within the community

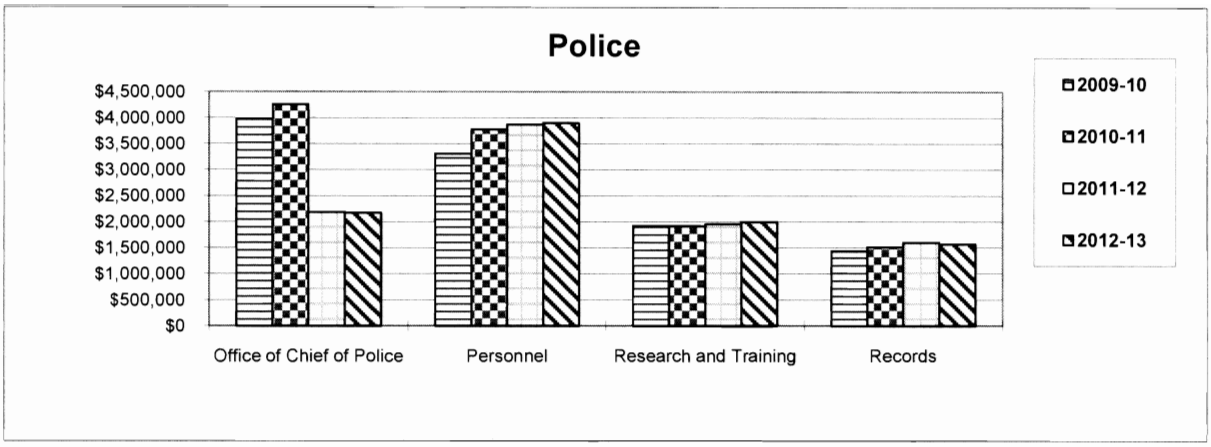
To these ends, the Department engages in patrol, crime prevention, investigation of crimes, apprehension of criminals, gathering of evidence, custody of prisoners, rehabilitation of offenders, regulation of traffic, investigation of traffic collisions, custody of property, coordination of all major disaster plans, and all such training and support necessary for these activities.

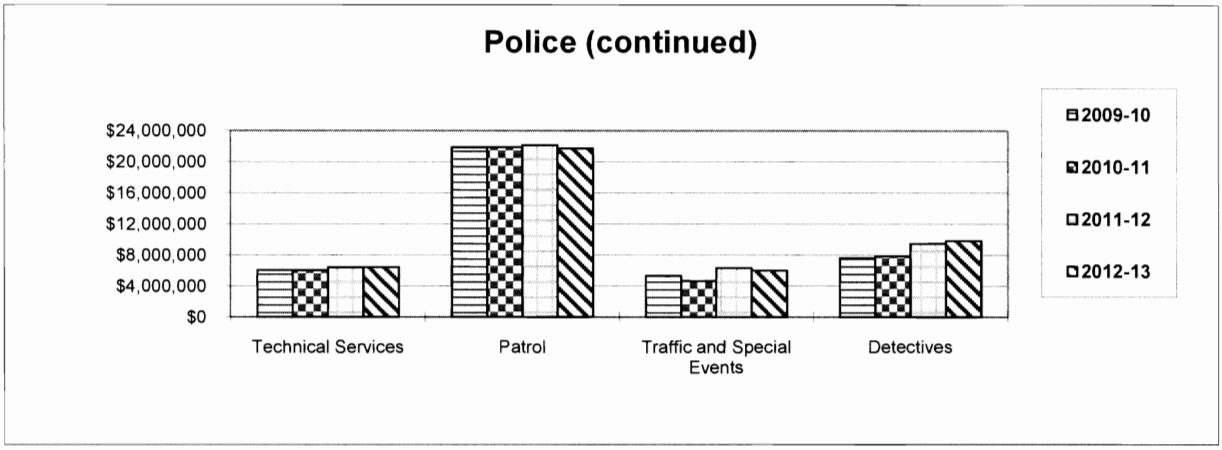
DEPARTMENT BUDGET SUMMARY

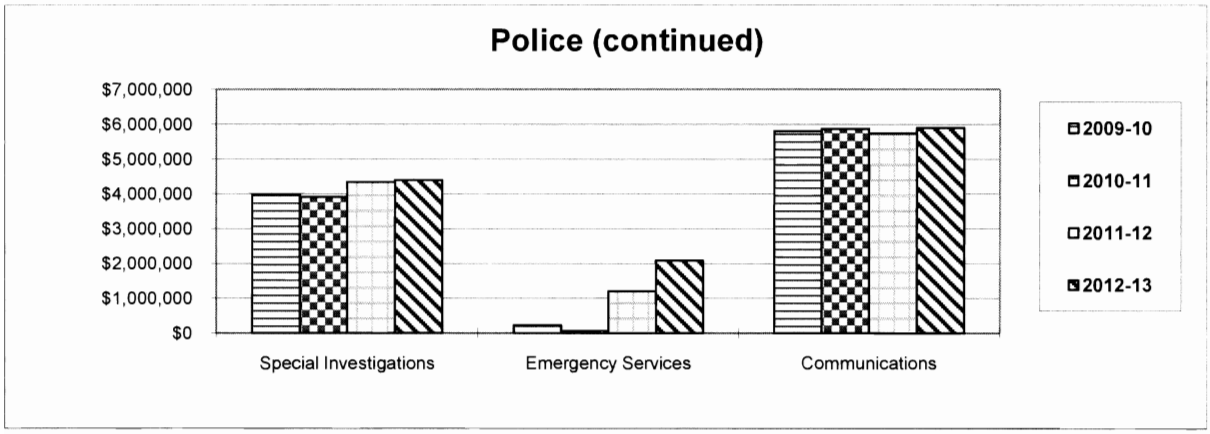
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Office of Chief of Police	$ 3,979,600	$ 4,258,321	$ 2,189,500	$ 2,199,300	$ 2,174,300
Personnel	3,310,292	3,778,843	3,870,369	3,878,169	3,902,569
Research and Training	1,919,173	1,913,075	1,955,302	1,962,002	1,998,002
Records	1,437,407	1,517,411	1,601,700	1,603,700	1,570,700
Technical Services	6,078,336	6,064,615	6,388,524	6,409,224	6,454,783
Patrol	21,859,307	21,953,961	22,194,350	22,287,970	21,760,070
Traffic and Special Events	5,357,038	4,679,868	6,363,000	6,389,900	6,048,600
Detectives	7,656,094	7,907,807	9,508,261	9,551,961	9,891,261
Special Investigations	3,984,127	3,917,061	4,349,800	4,367,200	4,404,900
Community Affairs (was Emerg. Svcs.)	230,831	68,205	1,203,714	1,208,914	2,089,214
Communications	5,814,360	5,875,937	5,746,871	5,769,471	5,903,559
General Fund Total	$ 61,626,565	$ 61,935,107	$ 65,371,391	$ 65,627,811	$ 66,197,958
General Fund Revenues	$ 871,131	$ 671,087	$ 980,000	$ 992,400	$ 962,400
Animal Control Fund					
Animal Control	$ 442,493	$ 405,402	$ 465,967	$ 467,267	$ 468,200
Animal Control Revenues	$ 414,214	$ 406,451	$ 465,967	$ 465,967	$ 470,000

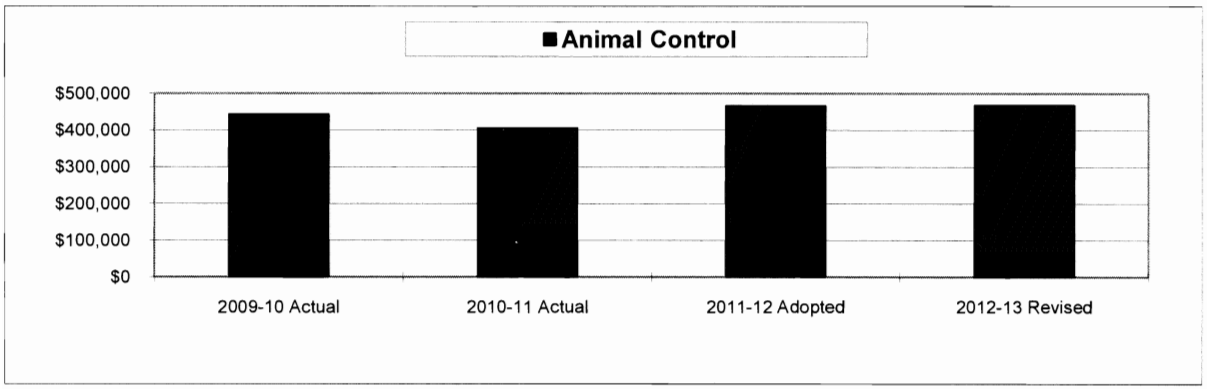
EXPENDITURES




Police
$4,500,000
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Office of Chief of Police
Personnel
Research and Training
Records
2009-10
2010-11
2011-12
2012-13


Police (continued)
$24,000,000
$20,000,000
$16,000,000
$12,000,000
$8,000,000
$4,000,000
$0
Technical Services
Patrol
Traffic and Special Events
Detectives
2009-10
2010-11
2011-12
2012-13


Police (continued)
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Special Investigations
Emergency Services
Communications
2009-10
2010-11
2011-12
2012-13

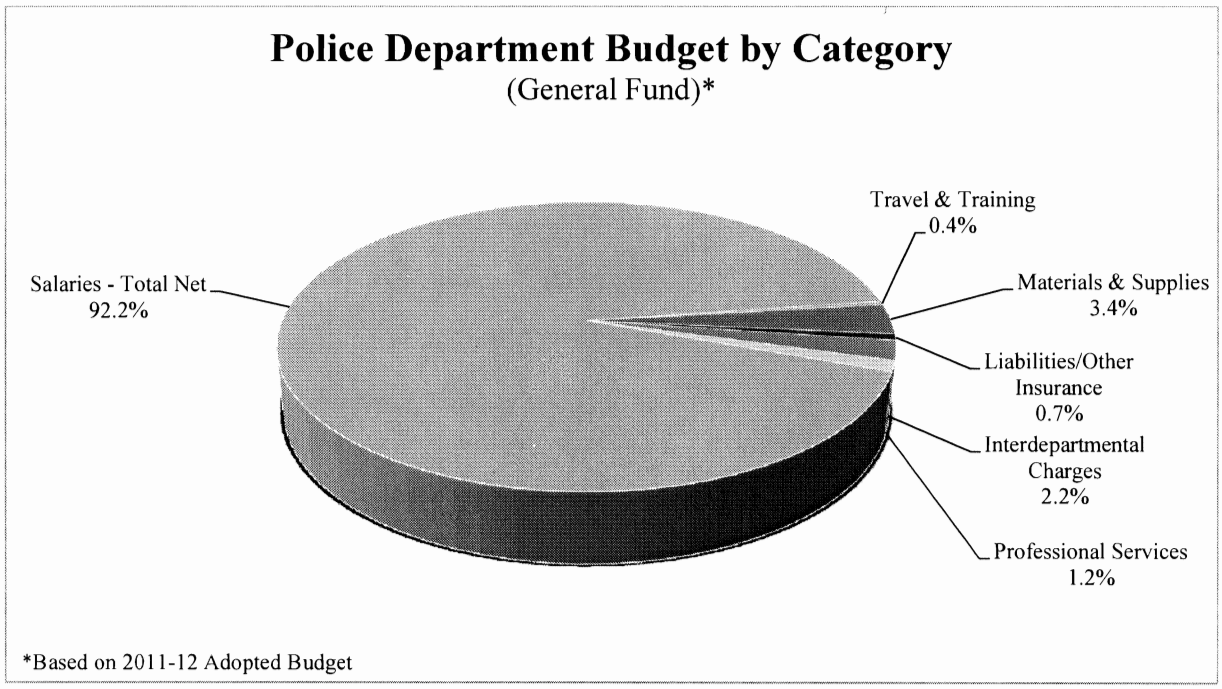

Animal Control
$500,000
$400,000
$300,000
$200,000
$100,000
$0
2009-10 Actual
2010-11 Actual
2011-12 Adopted
2012-13 Revised

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 51,928,655	$ 53,006,894	$ 58,473,859	$ 58,869,309	$ 59,390,209
Overtime	4,652,527	4,087,702	2,049,300	2,048,520	2,050,720
Salaries - Total	56,581,182	57,094,596	60,523,159	60,917,829	61,440,929
Salaries - Reimbursements	(213,802)	(308,502)	(452,900)	(452,900)	(452,900)
Salaries - Labor Charges	165,338	184,104	173,519	31,469	31,469
Salaries - Total Net	56,532,718	56,970,198	60,243,778	60,496,398	61,019,498
Supplies and Services	5,093,847	4,964,910	5,127,613	5,131,413	5,178,460
Capital Outlay	-	-	-	-	-
General Fund Total	$ 61,626,565	$ 61,935,107	$ 65,371,391	$ 65,627,811	$ 66,197,958

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 56,746,520	$ 57,278,700	$ 60,696,678	$ 60,949,298	$ 61,472,398
Salary & Benefit Reimbursements	(213,802)	(308,502)	(452,900)	(452,900)	(452,900)
Materials, Supplies and Maintenance	1,851,335	2,033,553	2,269,474	2,269,474	2,269,474
Professional Services/Contracts	919,419	931,639	781,152	781,152	743,598
Travel, Training & Membership Dues	195,254	161,810	228,962	228,962	228,962
Liabilities & Other Insurance	535,054	495,241	462,560	462,560	462,560
Interdepartmental Charges	1,236,137	1,193,476	1,285,237	1,289,037	1,330,311
Capital Acquisitions	-	-	-	-	-
Reimbursements from Other Funds	(36,468)	(6,932)	(54,466)	(54,466)	(54,466)
Operating Transfers Out	393,114	156,122	154,694	154,694	198,021
General Fund Total	$ 61,626,565	$ 61,935,107	$ 65,371,391	$ 65,627,811	$ 66,197,958

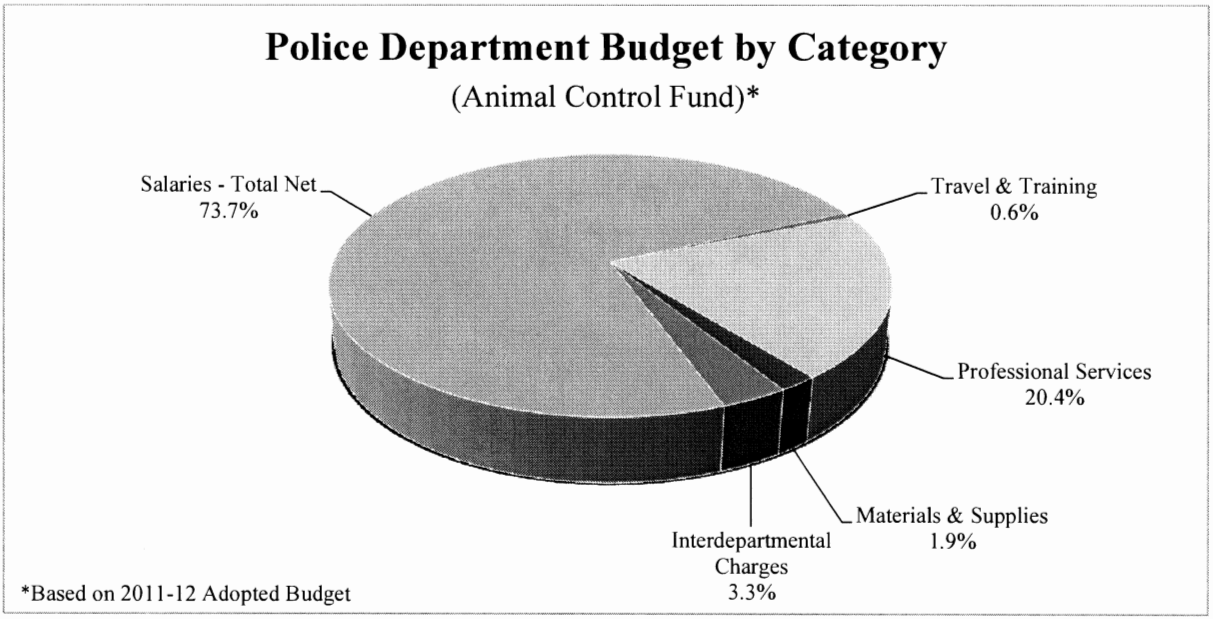


DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 316,822	$ 298,806	$ 317,800	$ 319,100	$ 317,700
Overtime	12,451	8,669	25,800	25,800	27,600
Salaries - Total	329,273	307,475	343,600	344,900	345,300
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-
Salaries - Total Net	329,273	307,475	343,600	344,900	345,300
Supplies and Services	113,220	97,927	122,367	122,367	122,900
Capital Outlay	-	-	-	-	-
Animal Control Fund Total	$ 442,493	$ 405,402	$ 465,967	$ 467,267	$ 468,200

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 329,273	$ 307,475	$ 343,600	$ 344,900	$ 345,300
Salary & Benefit Reimbursements	-	-	-	-	-
Materials, Supplies and Maintenance	23,694	6,000	9,000	9,000	9,000
Professional Services/Contracts	74,552	72,461	95,000	95,000	95,000
Travel, Training & Membership Dues	609	6,000	3,000	3,000	3,000
Liabilities & Other Insurance	-	-	-	-	-
Interdepartmental Charges	14,365	13,466	15,367	15,367	15,900
Capital Acquisitions	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Animal Control Fund Total	$ 442,493	$ 405,402	$ 465,967	$ 467,267	$ 468,200



POLICE
DEPARTMENT PERSONNEL SUMMARY -

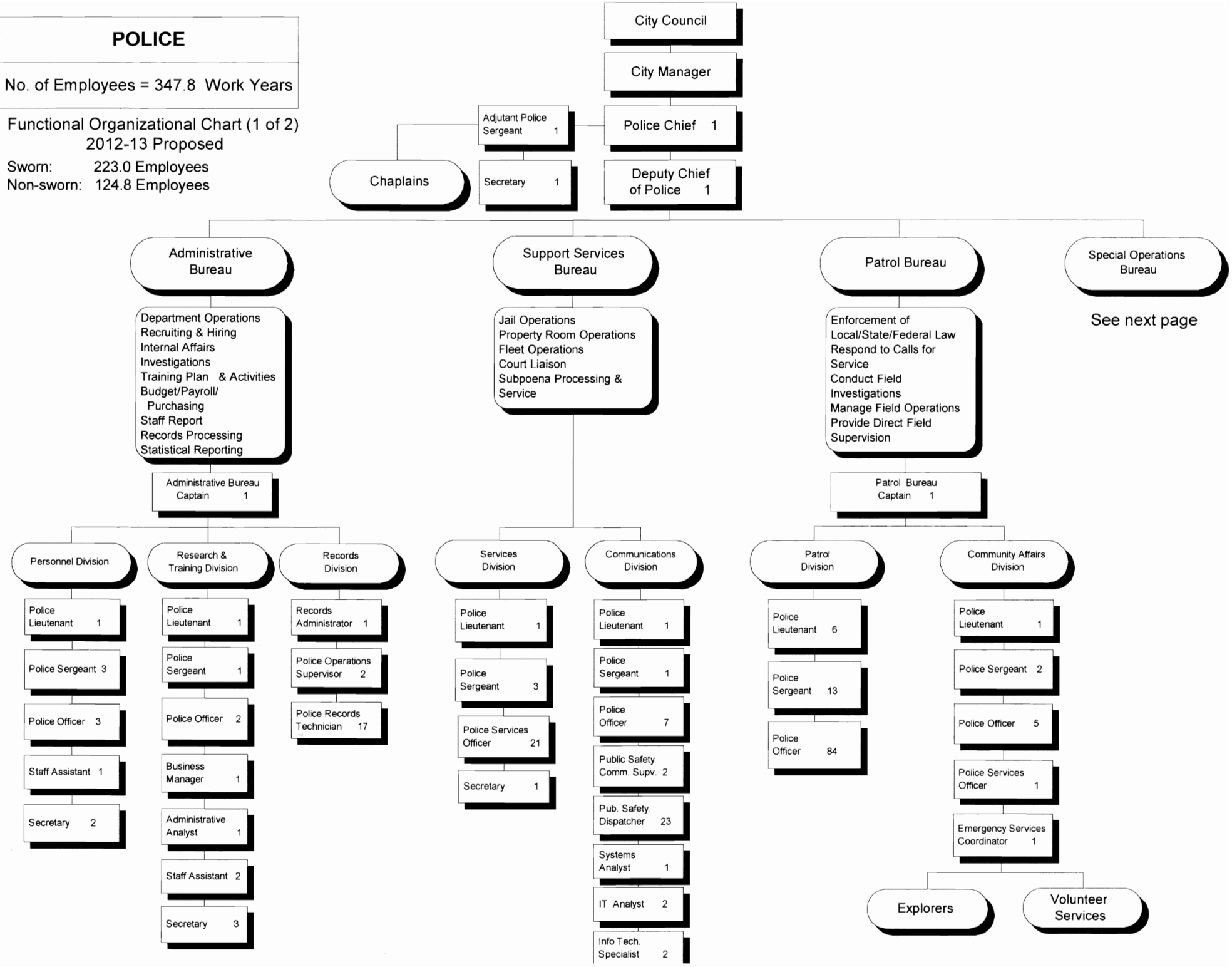
General Fund Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Police Chief	1.0	1.0	1.0	1.0	1.0
Police Captain	5.0	5.0	4.0	4.0	4.0
Police Lieutenant	14.0	14.0	14.0	14.0	14.0
Police Sergeant	33.0	33.0	33.0	33.0	33.0
Police Officer	182.0	171.0	171.0	171.0	171.0
Police Records Administrator	1.0	1.0	1.0	1.0	1.0
Police Services Officer	-	29.0	29.0	29.0	29.0
Services Officer	29.0	-	-	-	-
Identification Analyst	1.0	-	-	-	-
Forensic Identification Supervisor	-	1.0	1.0	1.0	1.0
Sr. Forensic Identification Specialist	2.0	2.0	2.0	2.0	2.0
Forensic Identification Specialist	-	4.0	4.0	4.0	4.0
Juvenile Diversion Coordinator	1.0	1.0	1.0	1.0	1.0
Juvenile Diversion Caseworker	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0
Information Technology Analyst	2.0	2.0	2.0	2.0	2.0
Business Manager	1.0	1.0	1.0	1.0	1.0
Staff Assistant	1.8	3.8	3.8	3.8	3.8
Emergency Services Coordinator	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0
Info Tech Specialist	2.0	2.0	2.0	2.0	2.0
Secretary	12.0	11.0	11.0	11.0	11.0
Police Operations Supervisor	1.0	1.0	3.0	3.0	3.0
Police Records Supervisor	2.0	2.0	-	-	-
Public Safety Communications Supervisor	3.0	2.0	2.0	2.0	2.0
Public Safety Dispatcher	24.0	24.0	23.0	23.0	23.0
Fire Communications Operator	-	-	-	-	-
Communications Operator	-	-	-	-	-
Police Records Technician	17.0	17.0	17.0	17.0	17.0
Typist Clerk	-	-	-	-	-
Crossing Guard	13.0	13.0	13.0	13.0	13.0
General Fund Total	352.8	345.8	343.8	343.8	343.8
Animal Control Fund					
Animal Control Supervisor	1.0	1.0	1.0	1.0	1.0
Animal Control Officer	2.0	3.0	3.0	3.0	3.0
Staff Assistant	1.0	-	-	-	-
Total Animal Control Fund	4.0	4.0	4.0	4.0	4.0
Grand Total	356.8	349.8	347.8	347.8	347.8

POLICE

No. of Employees = 347.8 Work Years

Functional Organizational Chart (1 of 2)
2012-13 Proposed

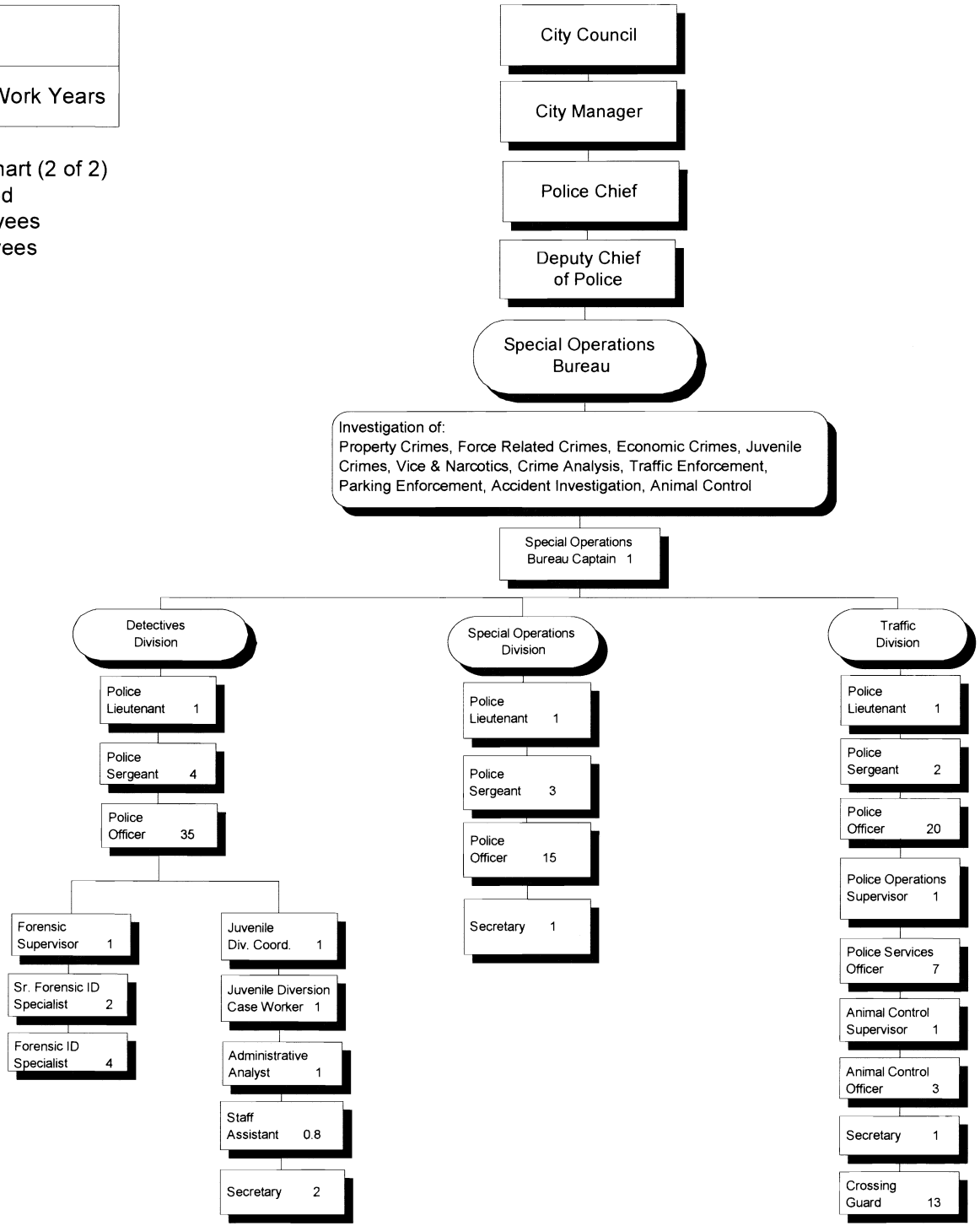
Sworn: 223.0 Employees
Non-sworn: 124.8 Employees



POLICE

No. of Employees = 347.8 Work Years

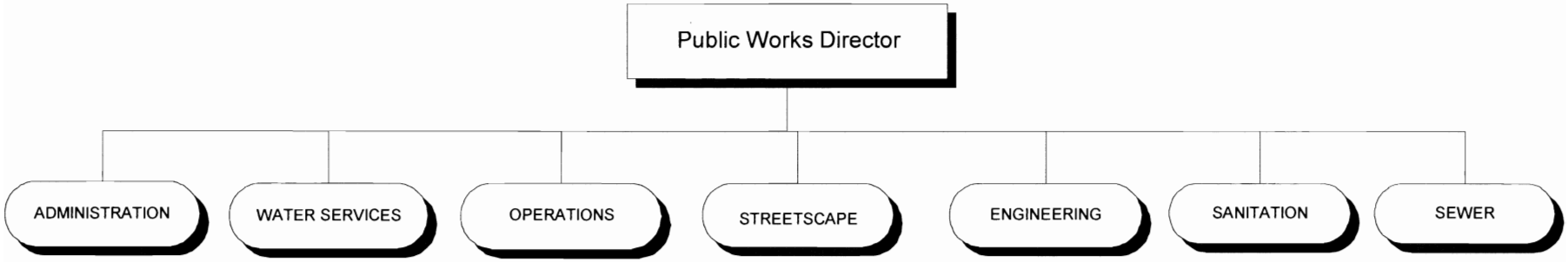
Functional Organization Chart (2 of 2)
2012-13 Proposed
Sworn: 223.0 Employees
Non-sworn: 124.8 Employees



PUBLIC WORKS

Mission Statement: To provide a superior level of public service and interdepartmental support in the most practical and competent manner possible. Through innovate methods, we seek to ensure a sound infrastructure and a healthy, aesthetic environment that contributes to the overall mission of the City.

DEPARTMENT ORGANIZATION



Public Works

MISSION STATEMENT

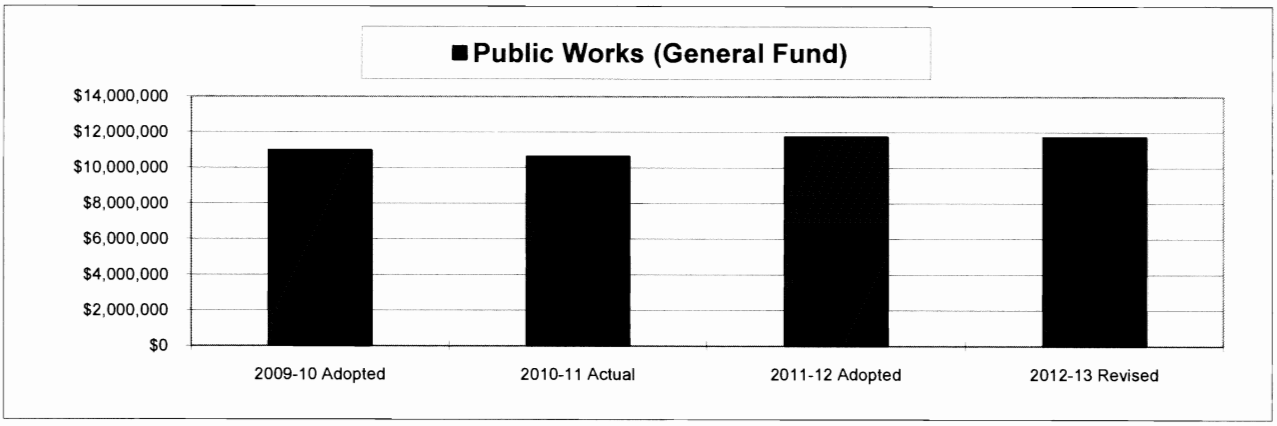
The Public Works Department is committed to providing a superior level of public service and interdepartmental support in the most practical and competent manner possible. Through innovative methods, we seek to ensure a sound infrastructure and a healthy, aesthetic environment that contributes to the overall mission of the City.

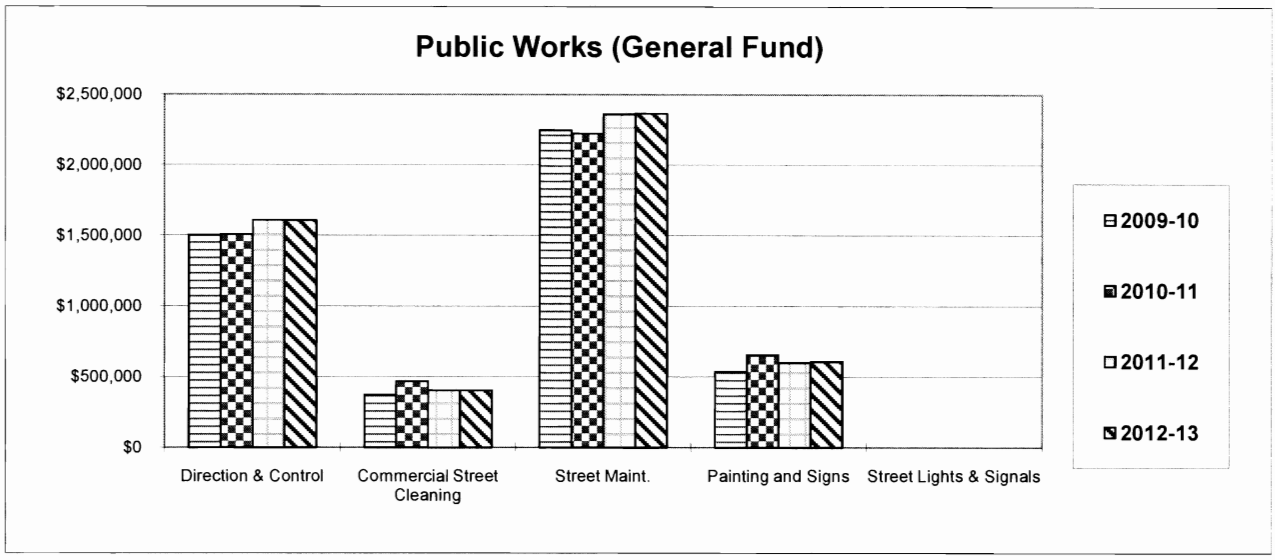
FUNCTIONAL RESPONSIBILITIES

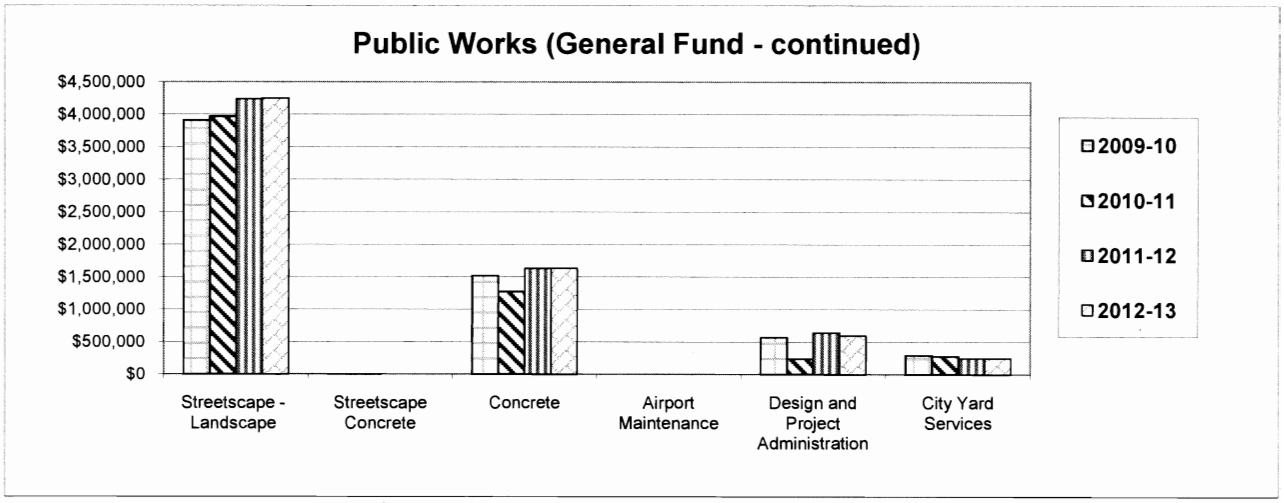
Maintain sewer and storm drain infrastructure, including pump stations, catch basins and storm water retention basins.
• Street sweeping and residential refuse and recycling collection. • Maintain concrete sidewalks, curbs, and gutters throughout the City
• Maintain City owned parkway trees and landscaped street medians, and parkways.
• Maintain roadway surfaces along with traffic signals, traffic striping, pavement markings, and street signage.
• Maintain the airport runways, taxiways and other ground surface areas at the Torrance Municipal Airport (Zamperini Field) as well as provides operational services to pilots and aircraft in conjunction with FAA Control Tower
• Maintain and operate the Torrance Municipal Water System that includes transmission and distribution mains, storage reservoirs, pump stations, groundwater production wells and imported water connections, as well as performs water quality assurance testing.

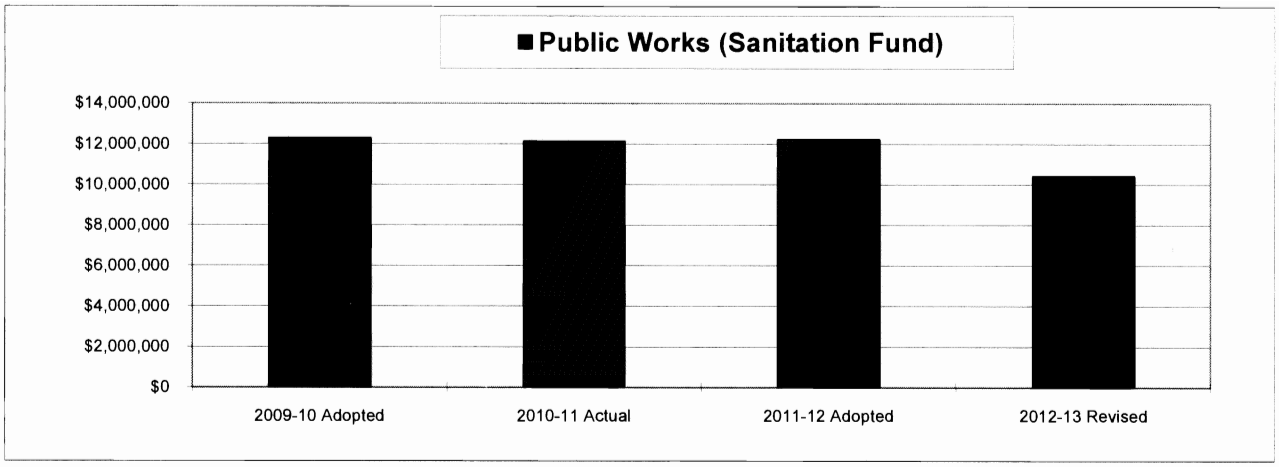
DEPARTMENT BUDGET SUMMARY

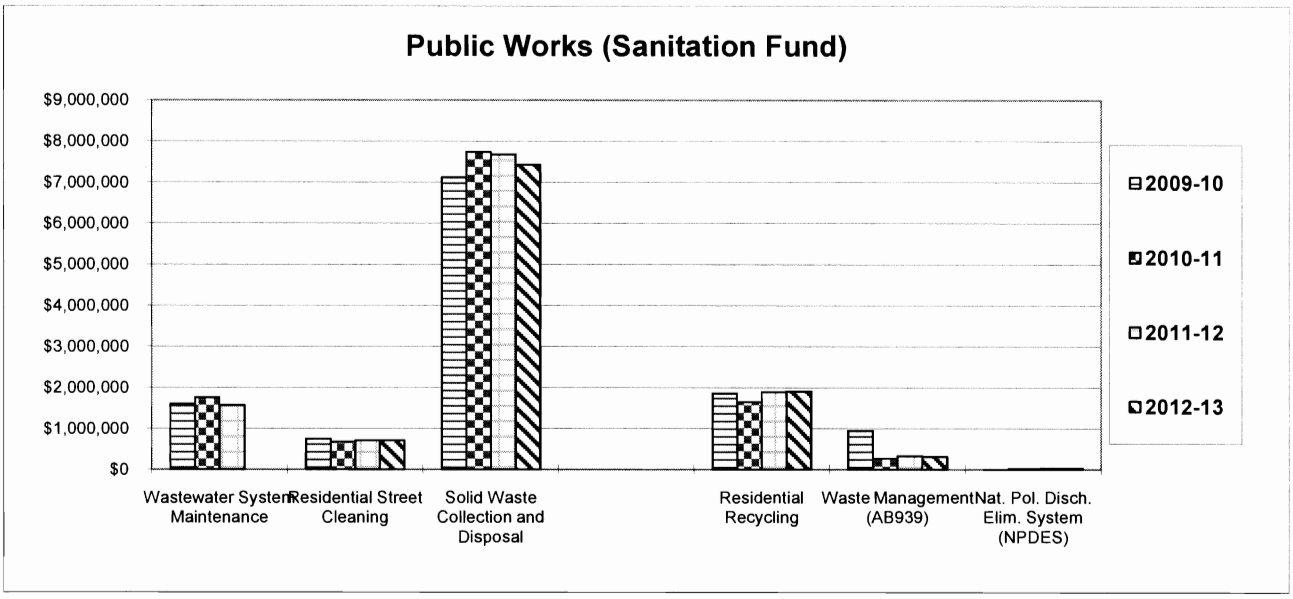
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund:					
Direction & Control	$ 1,501,894	$ 1,508,187	$ 1,609,652	$ 1,613,352	$ 1,608,407
Commercial Street Cleaning	371,619	468,084	404,194	405,094	405,062
Street Maintenance and Repair	2,247,508	2,225,538	2,362,830	2,366,830	2,368,114
Painting and Signs	536,687	654,577	599,417	601,017	607,481
Street Lights & Signals	-	-	-	-	-
Streetscape - Landscape	3,909,950	3,966,731	4,241,507	4,249,467	4,246,070
Streetscape Concrete	5,699	3,382	-	-	-
Concrete	1,520,846	1,275,300	1,630,214	1,632,714	1,635,814
Airport Maintenance	-	-	-	-	-
Design and Project Administration	570,677	240,389	644,874	651,874	599,684
City Yard Services	297,373	280,017	250,869	250,869	250,869
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	-	-
General Fund Total	$ 10,962,253	$ 10,622,205	$ 11,743,557	$ 11,771,217	$ 11,721,501
General Fund Revenues	$ 130,404	$ 154,918	$ 140,000	$ 144,200	$ 1,164,000
Sanitation Enterprise Fund:					
Wastewater System Maintenance	$ 1,600,185	$ 1,760,395	$ 1,572,392	$ 1,575,692	$ -
Residential Street Cleaning	750,188	683,131	709,737	711,237	711,237
Solid Waste Collection and Disposal	7,122,935	7,746,884	7,679,809	7,686,209	7,431,879
Green Waste	-	-	-	-	548,800
Residential Recycling	1,859,596	1,651,937	1,898,095	1,901,795	1,911,201
Waste Management (AB939)	947,331	276,052	332,057	320,257	321,490
Nat. Pol. Disch. Elim. System (NPDES)	1,723	17,241	33,400	33,400	33,600
Sanitation Enterprise Fund Total	$ 12,281,958	$ 12,135,640	$ 12,225,490	$ 12,228,590	$ 10,958,207
Sanitation Enterprise Fund Revenues	$ 11,007,555	$ 10,966,985	$ 10,834,620	$ 10,834,620	$ 11,065,215
Sewer Enterprise Fund					
Wastewater	$ -	$ -	$ -	$ -	$ 1,636,199
Sanitary Sewer System Planning and Dev	2,575,235	2,519,459	2,465,020	2,470,020	2,428,088
	$ 2,575,235	$ 2,519,459	$ 2,465,020	$ 2,470,020	$ 4,064,287
Sanitary Sewer System Revenues	$ 2,062,117	$ 1,728,230	$ 1,730,500	$ 1,730,500	$ 3,138,000
Water Enterprise Fund					
Water Supply	$ 17,070,145	$ 18,778,132	$ 20,202,000	$ 20,202,000	$ 21,857,000
Water Operations	5,280,837	5,283,419	5,343,036	5,357,076	5,600,978
Water Resources	443,229	387,343	489,368	491,768	485,930
Water Administration	1,454,785	1,559,472	2,018,701	2,021,401	1,996,721
Water Financial Obligations	3,034,947	2,994,842	2,935,982	2,935,982	3,034,277
WRD Goldsworthy Desalter	426,171	200,087	546,644	547,144	548,225
Water Enterprise Fund Total	$ 27,710,114	$ 29,203,295	$ 31,535,731	$ 31,555,371	$ 33,523,131
Water Enterprise Fund Revenues	$ 27,457,925	$ 30,295,271	$ 32,976,055	$ 32,976,055	$ 35,187,000

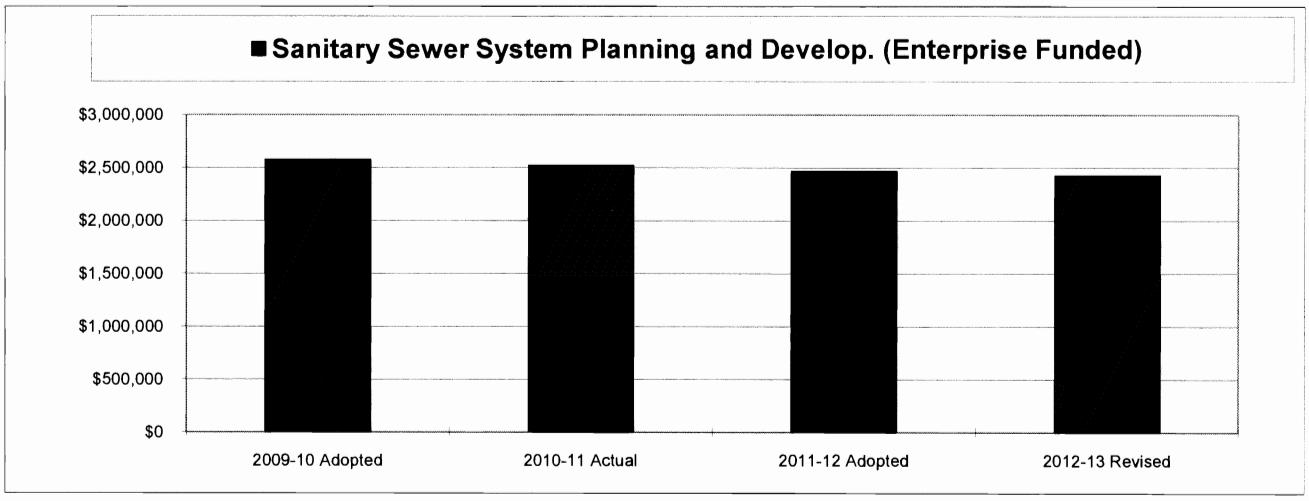

Public Works (General Fund)
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2009-10 Adopted
2010-11 Actual
2011-12 Adopted
2012-13 Revised

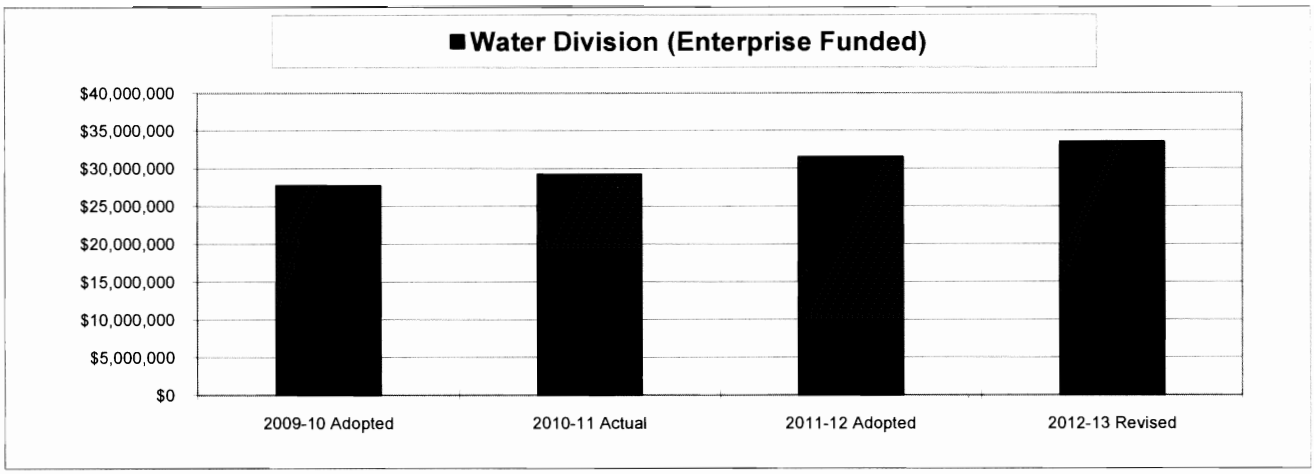

Public Works (General Fund)
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Direction & Control
Commercial Street Cleaning
Street Maint.
Painting and Signs
Street Lights & Signals
2009-10
2010-11
2011-12
2012-13

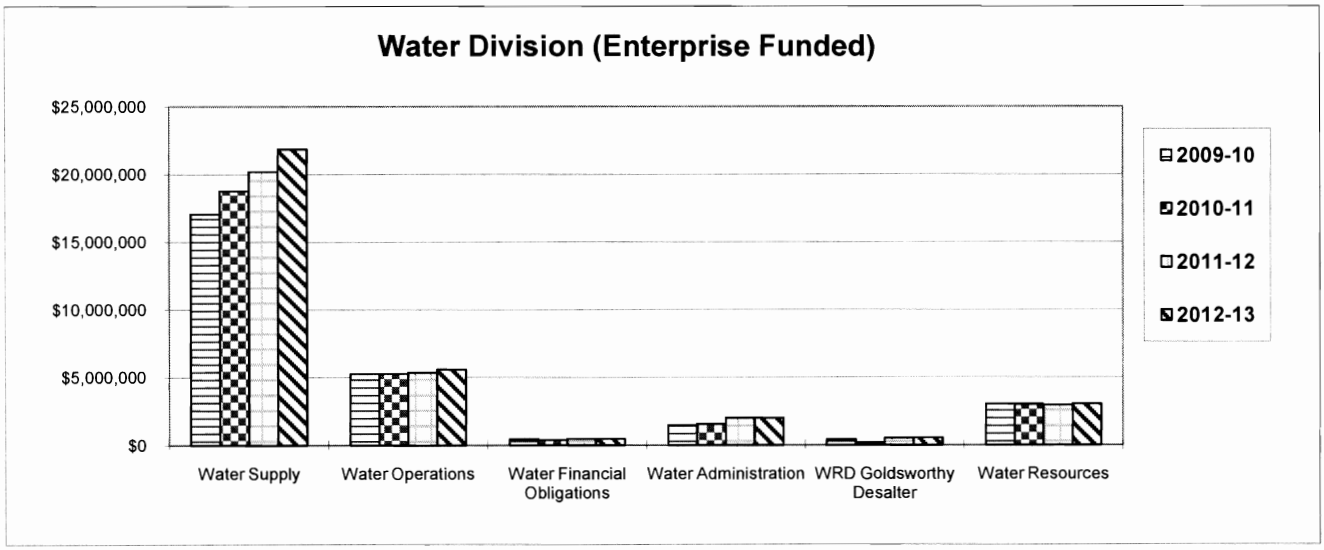

Public Works (General Fund - continued)
$4,500,000
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Streetscape - Landscape
Streetscape Concrete
Concrete
Airport Maintenance
Design and Project Administration
City Yard Services
2009-10
2010-11
2011-12
2012-13


Public Works (Sanitation Fund)
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2009-10 Adopted
2010-11 Actual
2011-12 Adopted
2012-13 Revised


Public Works (Sanitation Fund)
$9,000,000
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Wastewater System Maintenance
Residential Street Cleaning
Solid Waste Collection and Disposal
Residential Recycling
Waste Management (AB939)
Nat. Pol. Disch. Elim. System (NPDES)
2009-10
2010-11
2011-12
2012-13


Sanitary Sewer System Planning and Develop. (Enterprise Funded)
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2009-10 Adopted
2010-11 Actual
2011-12 Adopted
2012-13 Revised


Water Division (Enterprise Funded)
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
2009-10 Adopted
2010-11 Actual
2011-12 Adopted
2012-13 Revised

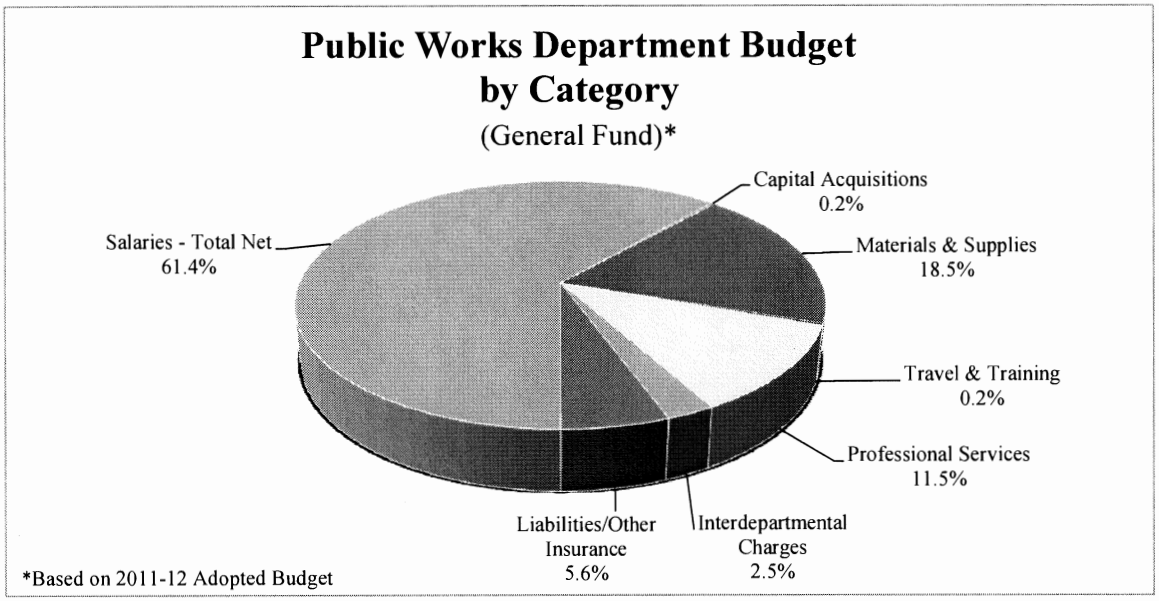

Water Division (Enterprise Funded)
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
Water Supply
Water Operations
Water Financial Obligations
Water Administration
WRD Goldsworthy Desalter
Water Resources
2009-10
2010-11
2011-12
2012-13

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 8,878,717	$ 8,136,685	$ 9,872,060	$ 9,913,560	$ 9,867,560
Overtime	272,368	222,777	174,600	167,060	164,960
Salaries - Total	9,151,085	8,359,462	10,046,660	10,080,620	10,032,520
Salaries - Reimbursements	(1,897,357)	(2,011,712)	(2,903,952)	(2,906,552)	(2,874,681)
Salaries - Labor Charges	86,666	80,210	69,407	69,407	36,807
Salaries - Total Net	7,340,394	6,427,960	7,212,115	7,243,475	7,194,646
Supplies and Services	3,601,258	4,174,517	4,502,692	4,498,992	4,498,105
Capital Outlay	20,601	19,728	28,750	28,750	28,750
General Fund Total	$ 10,962,253	$ 10,622,205	$ 11,743,557	$ 11,771,217	$ 11,721,501

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 9,237,751	$ 8,439,673	$ 10,116,067	$ 10,150,027	$ 10,069,327
Salary & Benefit Reimbursements	(1,897,357)	(2,011,713)	(2,903,952)	(2,906,552)	(2,874,681)
Materials, Supplies and Maintenance	2,136,531	2,643,794	2,823,136	2,819,136	2,819,136
Professional Services/Contracts	1,185,033	1,157,300	1,346,925	1,346,925	1,344,154
Travel, Training & Membership Dues	10,667	15,060	26,938	26,938	26,938
Liabilities & Other Insurance	490,200	636,519	656,135	656,135	656,135
Interdepartmental Charges	253,788	247,208	254,161	254,461	245,561
Capital Acquisitions	20,601	19,728	28,750	28,750	28,750
Reimbursements from Other Funds	(533,005)	(576,655)	(644,907)	(644,907)	(645,000)
Operating Transfers Out	58,044	51,291	40,304	40,304	51,181
General Fund Total	$ 10,962,253	$ 10,622,205	$ 11,743,557	$ 11,771,217	$ 11,721,501

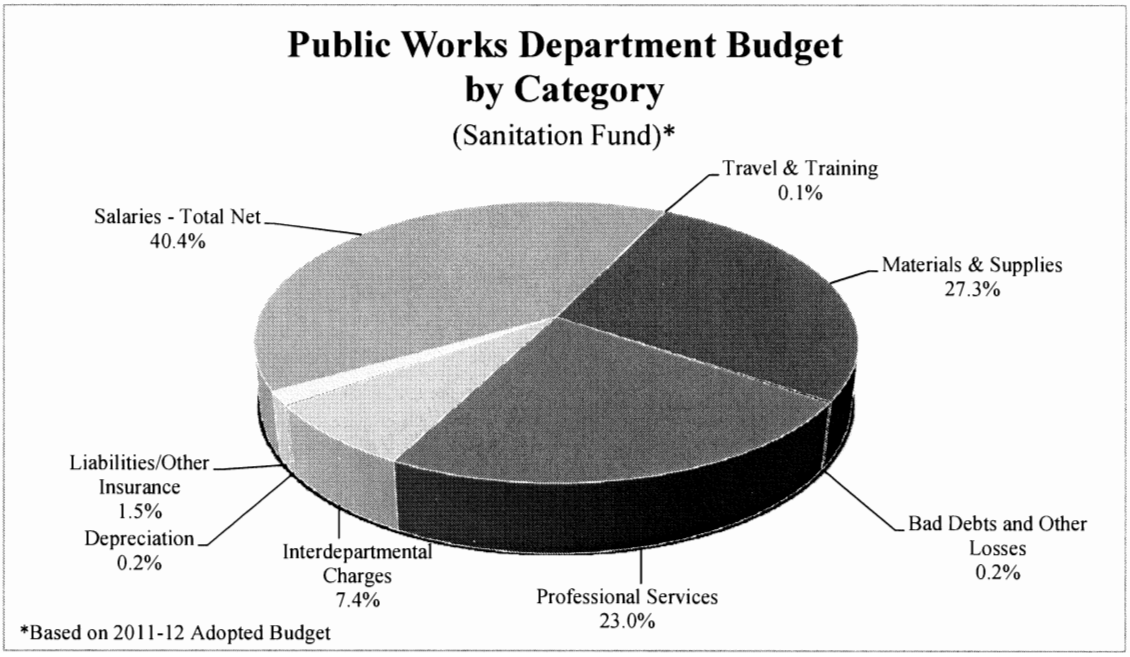


DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 4,250,256	$ 4,417,494	$ 4,568,240	$ 4,586,440	$ 4,153,927
Overtime	174,120	108,792	224,900	221,800	179,500
Salaries - Total	4,424,376	4,526,286	4,793,140	4,808,240	4,221,140
Salaries - Reimbursements	(31,143)	(31,677)	(36,434)	(36,434)	(28,576)
Salaries - Labor Charges	159,228	175,784	177,318	177,318	166,215
Salaries - Total Net	4,552,461	4,670,393	4,934,024	4,949,124	4,358,779
Supplies and Services	7,729,497	7,465,247	7,291,466	7,279,466	6,599,428
Capital Outlay	-	-	-	-	-
Sanitation Enterprise Fund Total	$ 12,281,958	$ 12,135,640	$ 12,225,490	$ 12,228,590	$ 10,958,207

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 4,583,604	$ 4,702,070	$ 4,970,458	$ 4,985,558	$ 4,387,355
Salary & Benefit Reimbursements	(31,143)	(31,677)	(36,434)	(36,434)	(28,576)
Materials, Supplies and Maintenance	3,324,671	3,572,516	3,386,395	3,374,395	3,228,992
Professional Services/Contracts	2,319,452	2,458,794	2,808,221	2,808,221	2,325,318
Travel, Training & Membership Dues	3,973	3,605	6,800	6,800	5,300
Depreciation	25,102	23,235	25,180	25,180	12,500
Liabilities & Other Insurance	106,831	91,503	187,374	187,374	187,374
Interdepartmental Charges	1,002,686	938,784	898,312	898,312	740,081
Debt Service					
Loans Contra Expenditures					
Capital Acquisitions					
Bad Debts and Other Losses	17,013	35,365	22,720	22,720	19,160
Asset Contra Account					
Reimbursements from Other Funds	(47,790)	(60,603)	(45,600)	(45,600)	(42,600)
Operating Transfers Out	977,559	402,048	2,064	2,064	123,303
Sanitation Enterprise Fund Total	$ 12,281,958	$ 12,135,640	$ 12,225,490	$ 12,228,590	$ 10,958,207

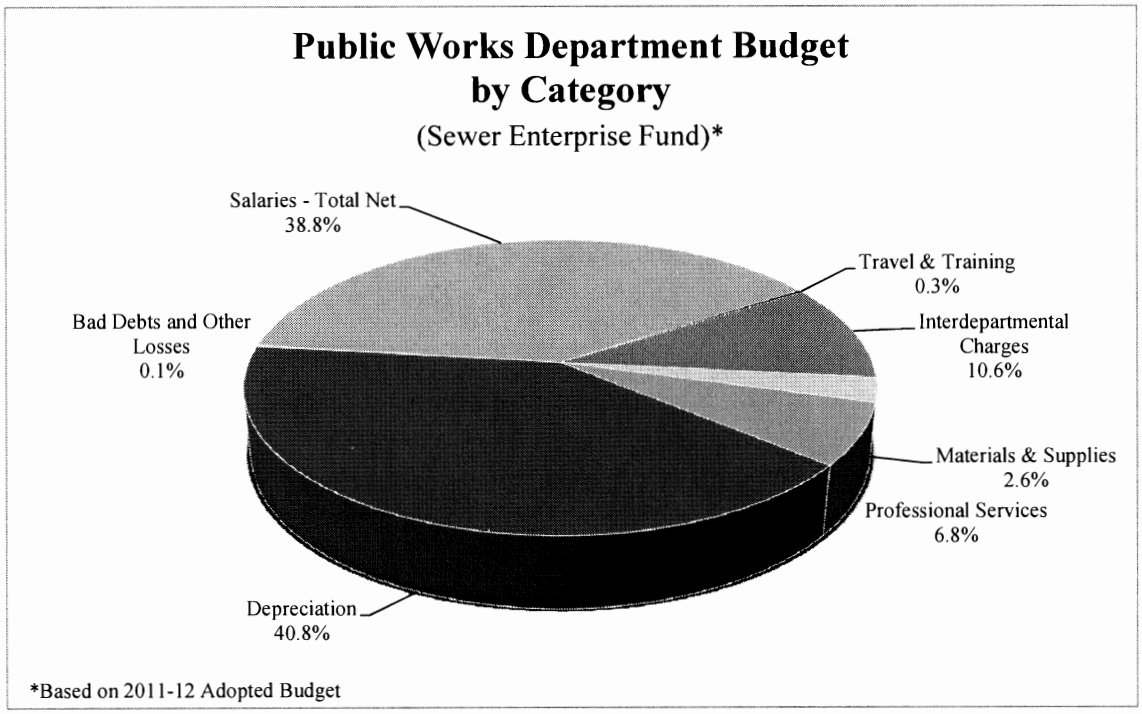


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 930,815	$ 913,268	$ 1,178,100	$ 1,183,100	$ 1,998,400
Overtime	32,199	24,913	33,900	33,900	88,900
Salaries - Total	963,014	938,181	1,212,000	1,217,000	2,087,300
Salaries - Reimbursements	(329,468)	(329,155)	(509,150)	(509,150)	(518,170)
Salaries - Labor Charges	231,504	268,338	254,211	254,211	284,693
Salaries - Total Net	865,050	877,364	957,061	962,061	1,853,823
Supplies and Services	1,629,881	1,642,095	1,503,259	1,503,259	2,205,764
Capital Outlay	80,304	-	4,700	4,700	4,700
Sewer Enterprise Fund Total	$ 2,575,235	$ 2,519,459	$ 2,465,020	$ 2,470,020	$ 4,064,287

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 1,194,518	$ 1,206,519	$ 1,466,211	$ 1,471,211	$ 2,371,993
Salary & Benefit Reimbursements	(329,468)	(329,155)	(509,150)	(509,150)	(518,170)
Materials, Supplies and Maintenance	25,943	52,648	65,133	65,133	319,114
Professional Services/Contracts	73,027	112,306	166,622	166,622	490,214
Travel, Training & Membership Dues	80	1,480	6,514	6,514	8,014
Depreciation	968,641	977,870	1,005,000	1,005,000	1,006,480
Interdepartmental Charges	257,567	221,440	186,690	186,690	383,082
Capital Acquisitions	80,304	-	4,700	4,700	4,700
Bad Debts and Other Losses	1,327	730	3,000	3,000	6,560
Asset Contra Account	(80,304)	-	(4,700)	(4,700)	(4,700)
reimbursements from Other Funds					(3,000)
Operating Transfers Out	383,600	275,621	75,000	75,000	-
Sewer Enterprise Fund Total	$ 2,575,235	$ 2,519,459	$ 2,465,020	$ 2,470,020	$ 4,064,287

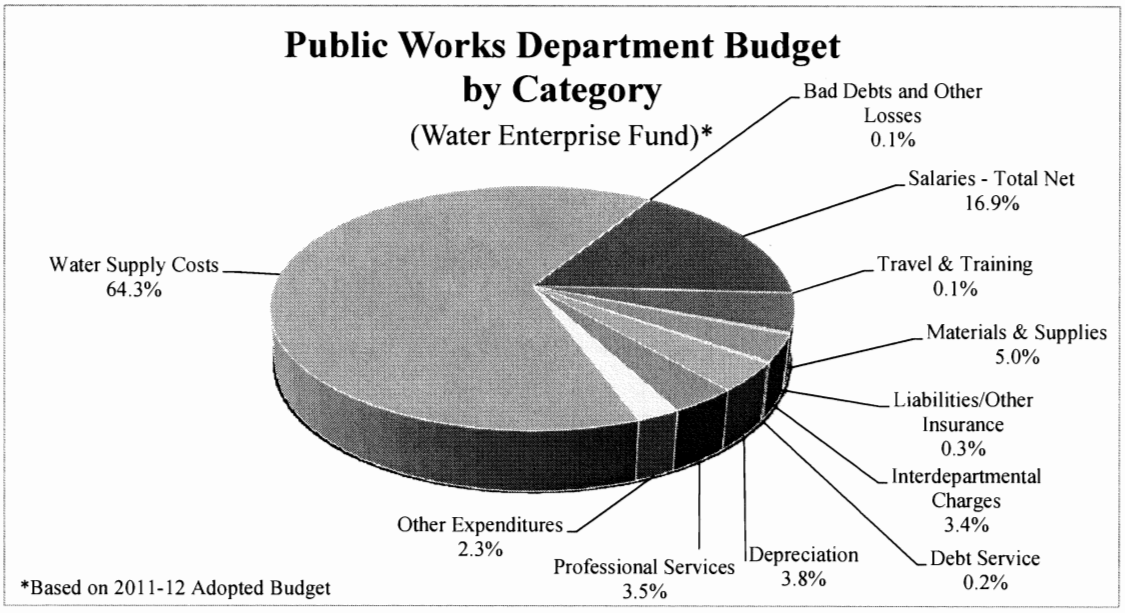


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 3,768,376	$ 4,021,845	$ 4,508,570	$ 4,532,170	$ 4,507,050
Overtime	154,090	146,882	276,600	275,940	274,040
Salaries - Total	3,922,466	4,168,727	4,785,170	4,808,110	4,781,090
Salaries - Reimbursements	(296,927)	(441,737)	(458,024)	(458,024)	(460,038)
Salaries - Labor Charges	800,948	824,043	994,666	994,666	997,466
Salaries - Total Net	4,426,487	4,551,033	5,321,812	5,344,752	5,318,518
Supplies and Services	23,267,649	24,615,601	26,157,719	26,154,419	28,148,413
Capital Outlay	15,978	36,661	56,200	56,200	56,200
Water Enterprise Fund Total	$ 27,710,114	$ 29,203,295	$ 31,535,731	$ 31,555,371	$ 33,523,131

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 4,723,413	$ 4,992,770	$ 5,779,836	$ 5,802,776	$ 5,778,556
Salary & Benefit Reimbursements	(296,926)	(441,737)	(458,024)	(458,024)	(460,038)
Materials, Supplies and Maintenance	1,360,043	1,537,436	1,594,023	1,590,523	1,867,523
Professional Services/Contracts	500,503	718,648	1,102,605	1,102,605	1,096,652
Water Supply Costs	16,989,402	18,671,109	20,285,000	20,285,000	21,940,000
Parts & Fuel Inventory	360,532	526,826	450,000	450,000	450,000
MWD Ultra-Low Flow Rebate Prog	-	-		-	-
Travel, Training & Membership Dues	17,959	27,874	42,275	42,275	42,275
Depreciation and Amortization	1,359,519	1,355,004	1,200,000	1,200,000	1,200,000
Liabilities & Other Insurance	88,216	58,558	92,109	92,109	92,109
Interdepartmental Charges	1,354,084	1,186,272	1,061,735	1,061,935	1,163,158
Debt Service	629,066	615,244	614,300	614,300	616,800
Loans Contra Expenditures	(500,000)	(515,000)	(540,000)	(540,000)	(570,000)
Inventory Contra Account	(360,532)	(526,826)	(450,000)	(450,000)	(450,000)
Capital Acquisitions	15,978	36,661	56,200	56,200	56,200
Bad Debts and Other Losses	27,915	20,177	30,000	30,000	30,000
Fixed Assets Contra Expenditures		-	(56,200)	(56,200)	(56,200)
Reimbursements from Other Funds	(9,454)	(25,250)	(8,000)	(8,000)	(8,000)
Other Expenditures	718,000	718,000	718,000	718,000	718,000
Operating Transfers Out	732,396	247,529	21,872	21,872	16,096
Water Enterprise Fund Total	$ 27,710,114	$ 29,203,295	$ 31,535,731	$ 31,555,371	$ 33,523,131



PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
All Funds					
Public Works Director	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	1.0	1.0	1.0	1.0	1.0
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	3.0	3.0	3.0	3.0	3.0
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor	8.0	7.0	7.0	7.0	7.0
Street Maintenance Leader	3.0	3.0	3.0	3.0	3.0
Lead Maintenance Worker	11.0	12.0	13.0	13.0	13.0
Construction Equipment Operator	1.0	1.0	-	-	-
Senior Tree Trimmer	-	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	1.0	1.0	1.0	1.0	1.0
Pest Control Applicator	-	-	-	-	-
Senior Groundskeeper	-	-	-	-	-
Maintenance Worker	46.0	42.0	43.0	43.0	43.0
Groundskeeper	-	-	-	-	-
Cement Finisher	3.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	27.0	27.0	27.0	27.0	30.0
Equipment Operator	12.0	11.0	11.0	11.0	11.0
Heavy Equipment Operator	-	-	-	-	-
Light Equipment Operator	-	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0
Traffic Signal Technician	-	4.0	4.0	4.0	4.0
Electrician	4.0	-	-	-	-
Electrician Helper	1.0	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	-	-	-	-	-
Refuse Truck Operator	-	-	-	-	-
Refuse Worker	-	-	-	-	-
Wastewater Technician	6.0	6.0	6.0	6.0	6.0
Sewer Maintenance Worker	-	-	-	-	-
Airport Operations Supervisor	-	-	-	-	-
Airport Worker	2.0	2.0	2.0	2.0	2.0
Supervising Administrative Assistant	-	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0
Engineering Manager	4.0	4.0	4.0	4.0	4.0
Project Manager	-	-	-	-	-
Associate Engineer	9.0	8.0	9.0	9.0	9.0
Assistant Engineer	2.0	2.0	2.0	2.0	2.0
Survey Party Chief	-	-	-	-	-
Public Works Inspector	-	-	1.0	1.0	1.0
Engineering Technician III	3.0	3.0	3.0	3.0	3.0
Water Service Tech III	10.0	11.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	12.0	12.0	12.0	12.0	12.0
Irrigation Systems Technician	-	-	1.0	1.0	1.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0
Secretary	5.0	5.0	5.0	5.0	5.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5
Total	202.5	196.5	200.5	200.5	203.5

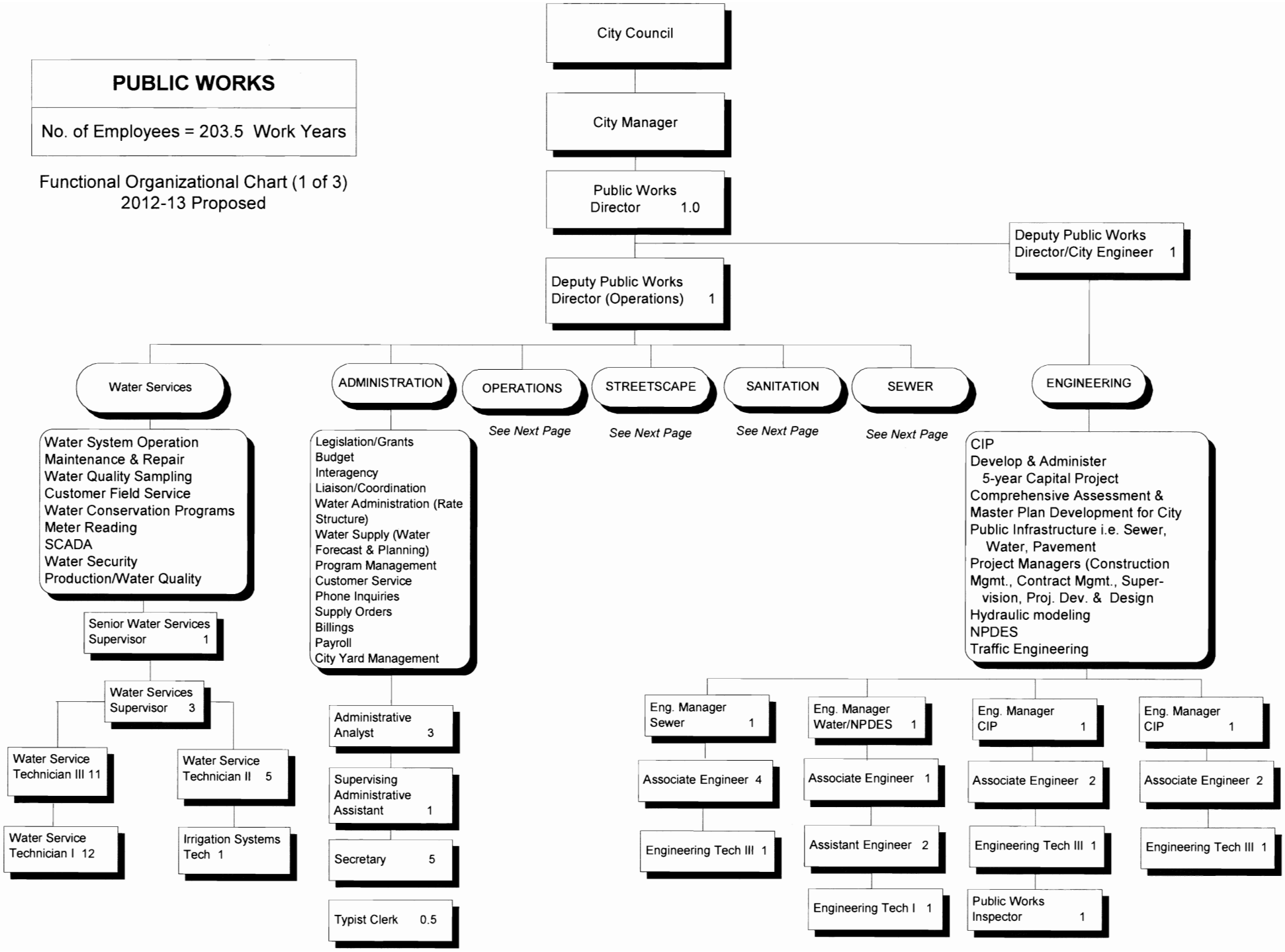
Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
General Fund					
Public Works Director	0.8	0.8	0.8	0.8	0.8
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	1.0	0.3	0.3	0.3	0.3
Engineering Manager	2.0	2.0	2.0	2.0	2.0
Project Manager	-	-	-	-	-
Associate Engineer	6.0	5.0	6.0	6.0	6.0
Assistant Engineer	1.0	1.0	1.0	1.0	1.0
Survey Party Chief	-	-	-	-	-
Public Works Inspector	-	-	1.0	1.0	1.0
Engineering Technician III	2.0	2.0	2.0	2.0	2.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.8	0.8	0.8	0.8	0.8
Public Works Supervisor	5.0	4.0	4.0	4.0	4.0
Street Maintenance Leader	2.0	2.0	2.0	2.0	2.0
Lead Maintenance Worker	11.0	12.0	13.0	13.0	13.0
Construction Equipment Operator	1.0	1.0	-	-	-
Senior Tree Trimmer	-	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	1.0	1.0	1.0	1.0	1.0
Pest Control Applicator	-	-	-	-	-
Senior Groundskeeper	-	-	-	-	-
Airport Worker	2.0	2.0	2.0	2.0	2.0
Maintenance Worker	30.4	26.4	27.4	27.4	27.4
Groundskeeper	-	-	-	-	-
Cement Finisher	3.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	2.3	2.3	2.3	2.3	2.3
Equipment Operator	11.0	10.0	10.0	10.0	10.0
Heavy Equipment Operator	-	-	-	-	-
Light Equipment Operator	-	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0
Traffic Signal Technician	-	4.0	4.0	4.0	4.0
Electrician	4.0	-	-	-	-
Electrician Helper	1.0	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	-	-	-	-	-
Supervising Administrative Assistant	-	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-
Secretary	1.6	1.6	1.6	1.6	1.6
Typist Clerk	0.5	0.5	0.5	0.5	0.5
General Fund Total	104.4	96.7	99.7	99.7	99.7
Sanitation Enterprise Fund					
Public Works Director	0.2	0.2	0.2	0.2	0.2
Deputy Public Works Director - Operations	-	0.3	0.3	0.3	0.3
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.2	0.2	0.2	0.2	0.2
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0
Intern	-	-	-	-	-
Public Works Supervisor	3.0	3.0	3.0	3.0	2.0
Sanitation Equipment Operator	24.7	24.7	24.7	24.7	27.7
Heavy Equipment Operator	-	-	-	-	-
Maintenance Worker	13.6	13.6	13.6	13.6	8.6
Semi-Skilled Laborer	-	-	-	-	-
Refuse Truck Operator	-	-	-	-	-
Refuse Worker	-	-	-	-	-
Wastewater Technician	4.0	4.0	4.0	4.0	-
Sewer Maintenance Worker	-	-	-	-	-
Secretary	1.4	1.4	1.4	1.4	1.4
Total Sanitation Enterprise Fund	49.1	49.4	49.4	49.4	42.4

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Sewer Enterprise Fund					
Deputy Public Works Director - Operations	-	0.2	0.2	0.2	0.2
Engineering Manager	1.0	1.0	1.0	1.0	1.0
Project Manager	-	-	-	-	-
Associate Engineer	2.0	2.0	2.0	2.0	2.0
Engineering Technician III	1.0	1.0	1.0	1.0	1.0
Street Maintenance Leader	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor	-	-	-	-	1.0
Equipment Operator	1.0	1.0	1.0	1.0	1.0
Heavy Equipment Operator	-	-	-	-	-
Wastewater Technician	2.0	2.0	2.0	2.0	6.0
Sewer Maintenance Worker	-	-	-	-	-
Maintenance Worker	2.0	2.0	2.0	2.0	7.0
Semi-skilled Laborer	-	-	-	-	-
Total Sewer Enterprise Fund	10.0	10.2	10.2	10.2	20.2
Airport Enterprise Fund					
Public Works Director	-	-	-	-	-
Deputy Public Works Director - Operations	-	-	-	-	-
Airport Operations Supervisor	-	-	-	-	-
Airport Worker	-	-	-	-	-
Secretary	-	-	-	-	-
Total Airport Enterprise Fund	-	-	-	-	-
Water Enterprise Fund					
Deputy Public Works Director - Operations	-	0.2	0.2	0.2	0.2
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0
Engineering Manager	1.0	1.0	1.0	1.0	1.0
Project Manager	-	-	-	-	-
Associate Engineer	1.0	1.0	1.0	1.0	1.0
Assistant Engineer	1.0	1.0	1.0	1.0	1.0
Water Service Tech III	10.0	11.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	12.0	12.0	12.0	12.0	12.0
Irrigation Systems Technician	-	-	1.0	1.0	1.0
Semi-Skilled Laborer	-	-	-	-	-
Administrative Analyst	2.0	2.0	2.0	2.0	2.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0
Total Water Enterprise Fund	39.0	40.2	41.2	41.2	41.2
Grand Total	202.5	196.5	200.5	200.5	203.5

PUBLIC WORKS

No. of Employees = 203.5 Work Years

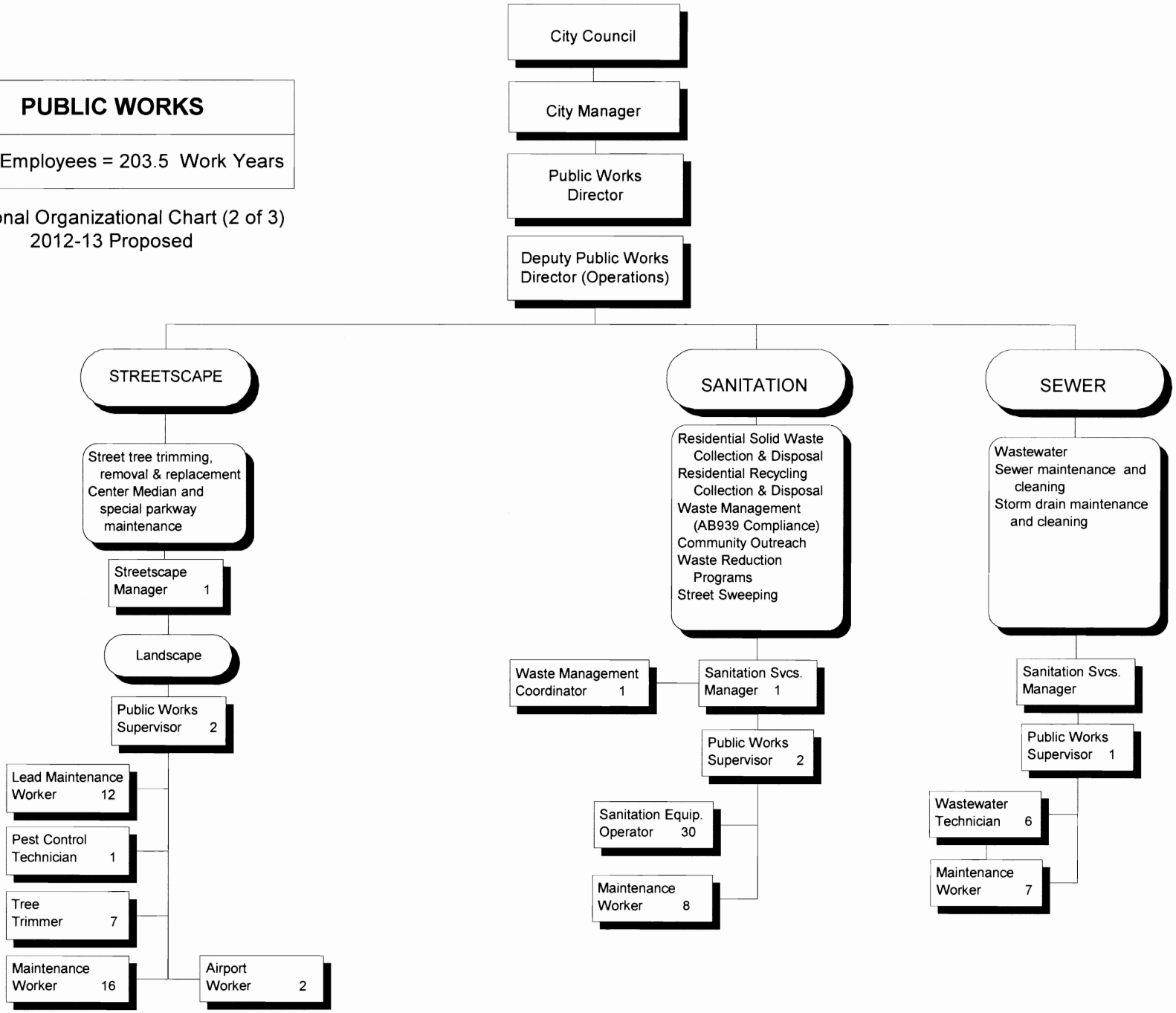
Functional Organizational Chart (1 of 3)
2012-13 Proposed



PUBLIC WORKS

No. of Employees = 203.5 Work Years

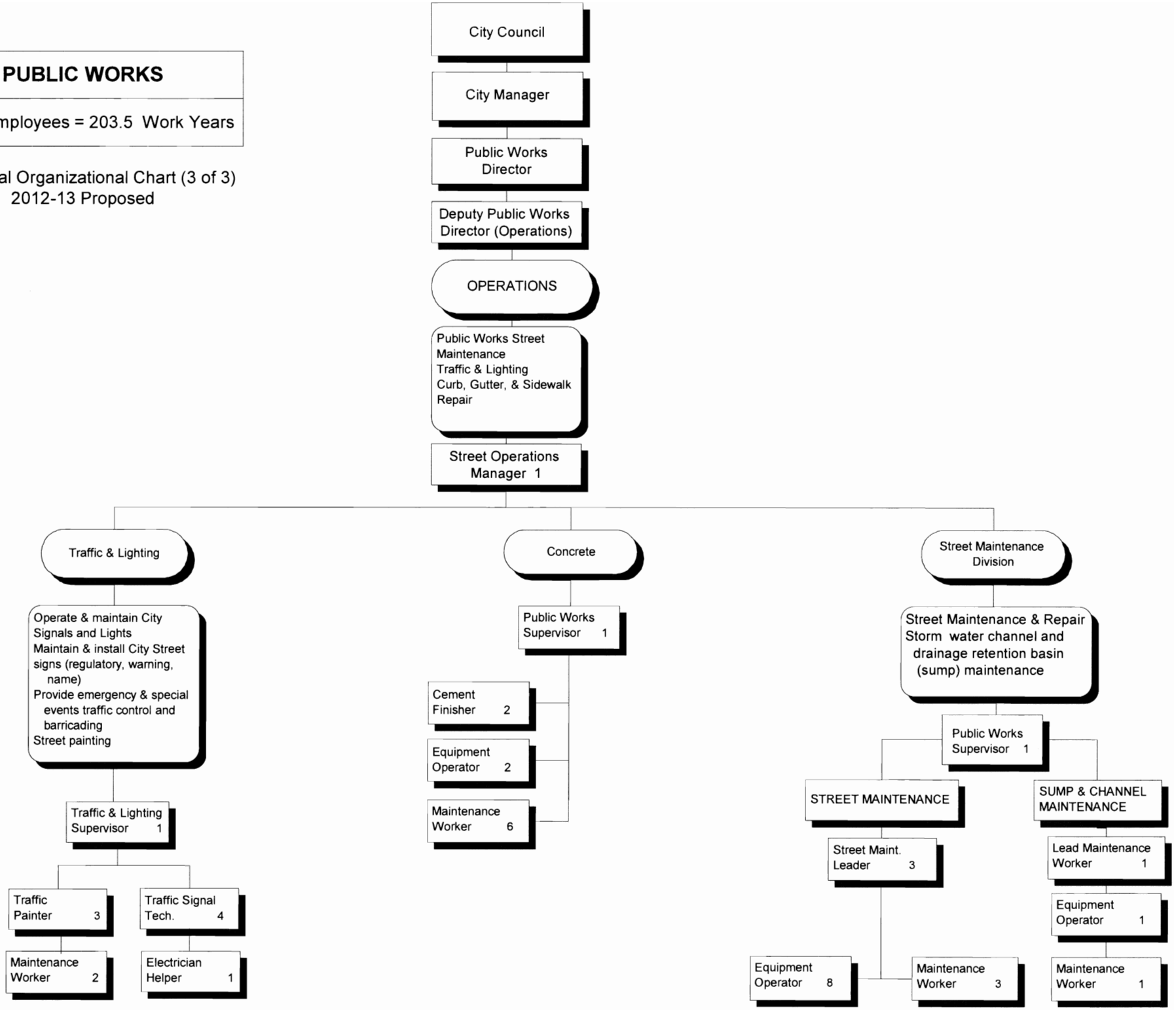
Functional Organizational Chart (2 of 3)
2012-13 Proposed



PUBLIC WORKS

No. of Employees = 203.5 Work Years

Functional Organizational Chart (3 of 3)
2012-13 Proposed

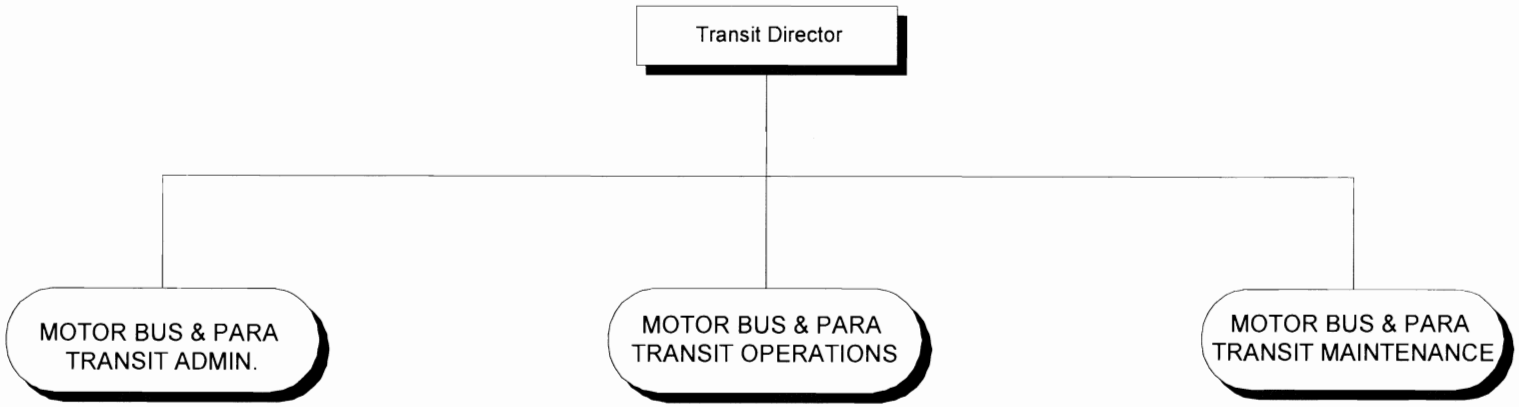


THIS PAGE INTENTIONALLY LEFT BLANK

TRANSIT

Mission Statement: To provide reliable, safe, inexpensive, and courteous transportation to our customers - the people, who live, work and do business in the City of Torrance.

DEPARTMENT ORGANIZATION



Transit

MISSION STATEMENT

The mission of the Torrance Transit System is to provide reliable, safe, inexpensive, and courteous transportation to our customers -- the people who live, work and do business in the City of Torrance.

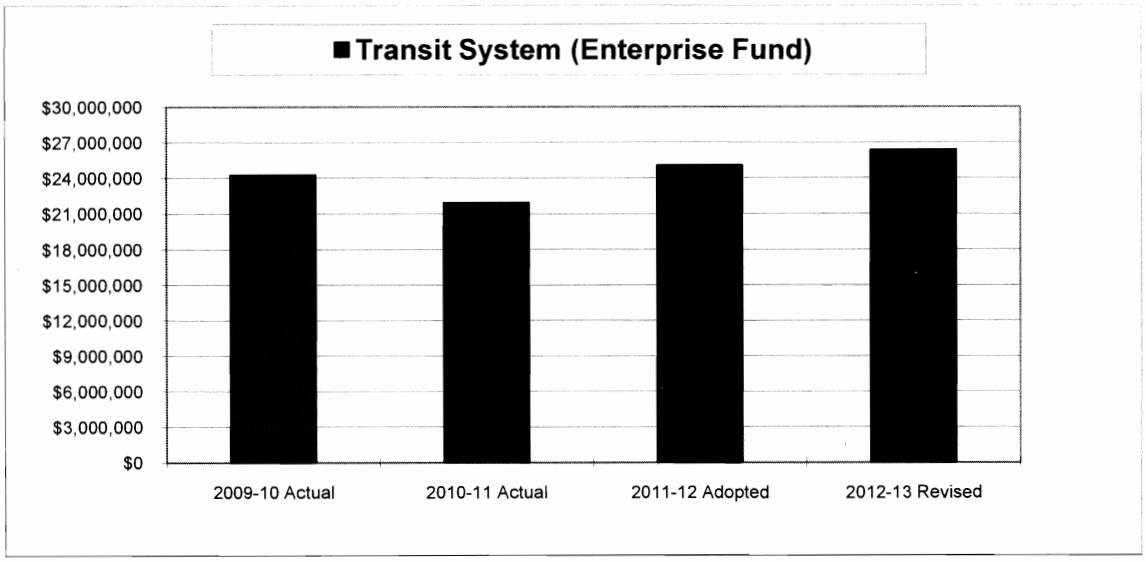
FUNCTIONAL RESPONSIBILITIES

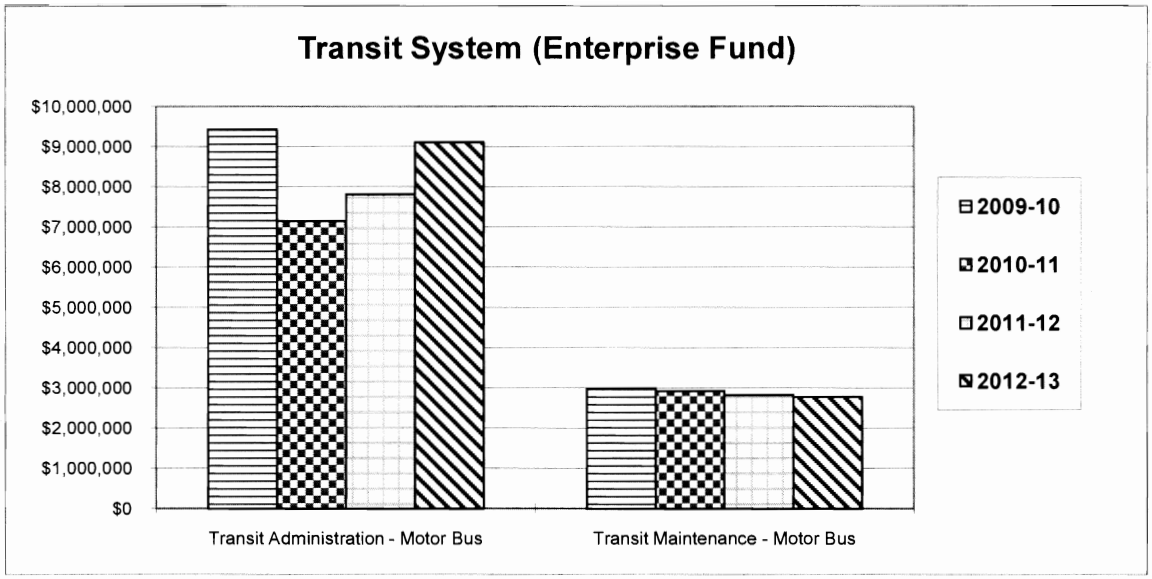
Torrance Transit System operates and administers the City's Transit System, including maintaining and repairing all transit vehicles: all planning, marketing, financial monitoring and reporting; grants administration, inter-agency liaisons and transit scheduling. Transit supervises and administers all privately contracted transit services: Dial-A-Lift, Senior Ride and the Municipal Area Express commuter bus service.

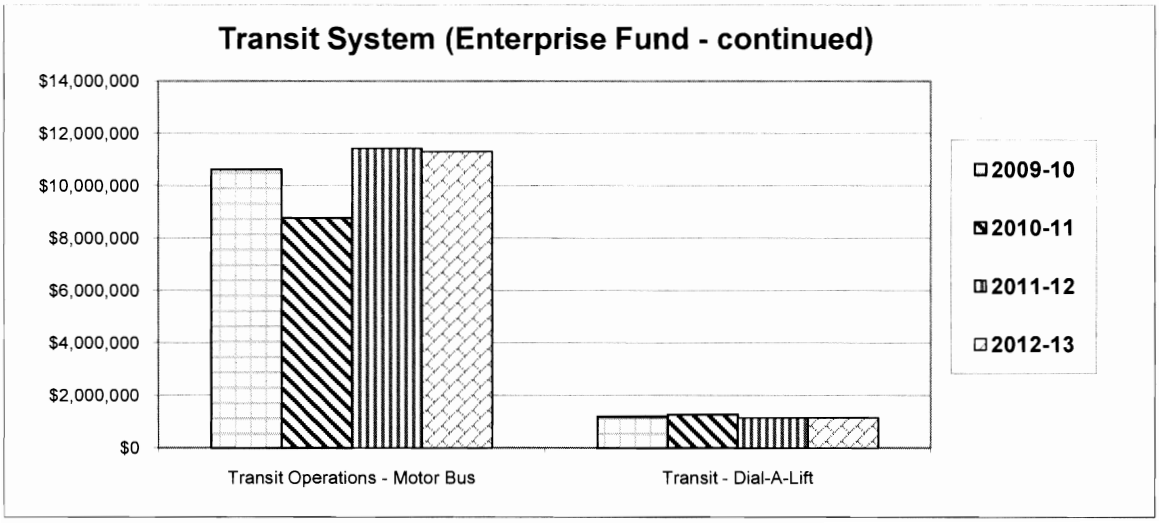
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Transit Enterprise Fund					
Transit Administration - Motor Bus	$ 9,434,198	$ 7,147,480	$ 7,819,155	$ 7,822,155	$ 9,111,866
Transit Maintenance - Motor Bus	2,989,613	2,926,488	2,835,614	2,843,814	2,782,693
Transit Operations - Motor Bus	10,623,237	8,775,480	11,429,725	11,468,665	11,305,713
Transit - Dial-A-Lift	1,201,464	1,281,331	1,154,945	1,155,145	1,152,746
Transit - Measure R Operations	-	1,810,009	1,812,300	1,813,200	2,002,827
Transit Enterprise Fund Total	$ 24,248,512	$ 21,940,787	$ 25,051,739	$ 25,102,979	$ 26,355,845
Transit Enterprise Fund Revenues	$ 26,993,569	$ 21,924,309	$ 23,121,761	$ 23,121,761	$ 24,031,791

EXPENDITURES




Transit System (Enterprise Fund)
$10,000,000
$9,000,000
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Transit Administration - Motor Bus
Transit Maintenance - Motor Bus
2009-10
2010-11
2011-12
2012-13

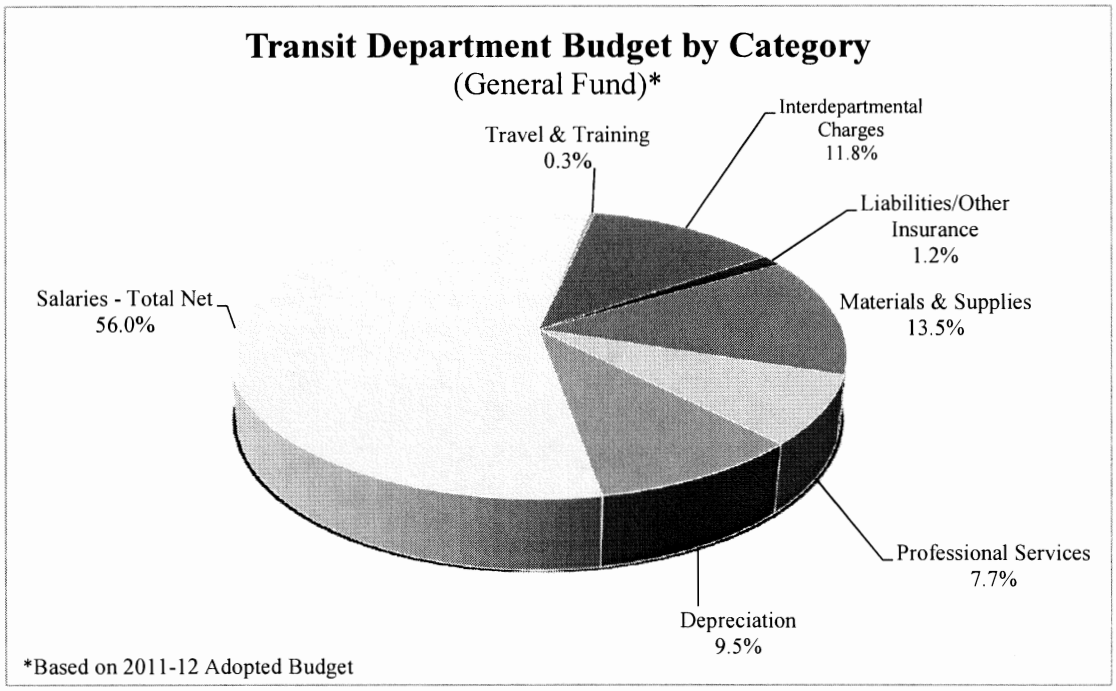

Transit System (Enterprise Fund - continued)
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
Transit Operations - Motor Bus
Transit - Dial-A-Lift
2009-10
2010-11
2011-12
2012-13

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 10,831,137	$ 10,411,451	$ 12,882,756	$ 12,935,356	$ 12,942,906
Overtime	1,347,945	1,435,063	804,400	803,240	813,040
Salaries - Total	12,179,082	11,846,514	13,687,156	13,738,596	13,755,946
Salaries - Reimbursements	(30,122)	(15,315)	(16,200)	(16,200)	(16,200)
Salaries - Labor Charges	194,229	201,475	351,626	351,626	353,806
Salaries - Total Net	12,343,189	12,032,672	14,022,582	14,074,022	14,093,552
Supplies and Services	11,368,668	9,573,586	(3,448,763)	(3,448,963)	12,262,293
Capital Outlay	536,655	334,530	14,477,920	14,477,920	-
Transit Enterprise Fund Total	$ 24,248,512	$ 21,940,787	$ 25,051,739	$ 25,102,979	$ 26,355,845

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 12,373,311	12,047,987	$ 14,038,782	$ 14,090,222	$ 14,109,752
Salary & Benefit Reimbursements	(30,122)	(15,315)	(16,200)	(16,200)	(16,200)
Materials, Supplies and Maintenance	2,517,217	2,695,379	3,375,192	3,375,192	3,372,167
Parts and Fuel Inventory	1,903,444	2,293,335	2,967,164	2,967,164	2,967,164
Inventory Contra Account	(1,903,444)	(2,293,335)	(2,967,164)	(2,967,164)	(2,967,164)
Professional Services/Contracts	1,921,048	1,886,941	1,934,735	1,934,035	2,034,465
Travel, Training & Membership Dues	64,892	54,846	77,000	77,000	77,000
Depreciation and Amortization	2,001,812	2,358,235	2,376,000	2,376,000	3,331,089
Liabilities & Other Insurance	403,792	365,241	311,252	311,252	311,252
Interdepartmental Charges	2,550,659	2,505,270	2,918,278	2,918,778	3,100,849
Debt Service	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-
Capital Acquisitions	536,655	334,530	14,477,920	14,477,920	-
Bad Debts and Other Losses	-	-	-	-	-
Fixed Assets Contra Expenditures	(536,655)	(334,530)	(14,477,920)	(14,477,920)	-
Reimbursements from Other Funds	-	-	-	-	-
Operating Transfers Out	2,445,903	42,203	36,700	36,700	35,471
Transit Enterprise Fund Total	$ 24,248,512	21,940,787	$ 25,051,739	$ 25,102,979	$ 26,355,845



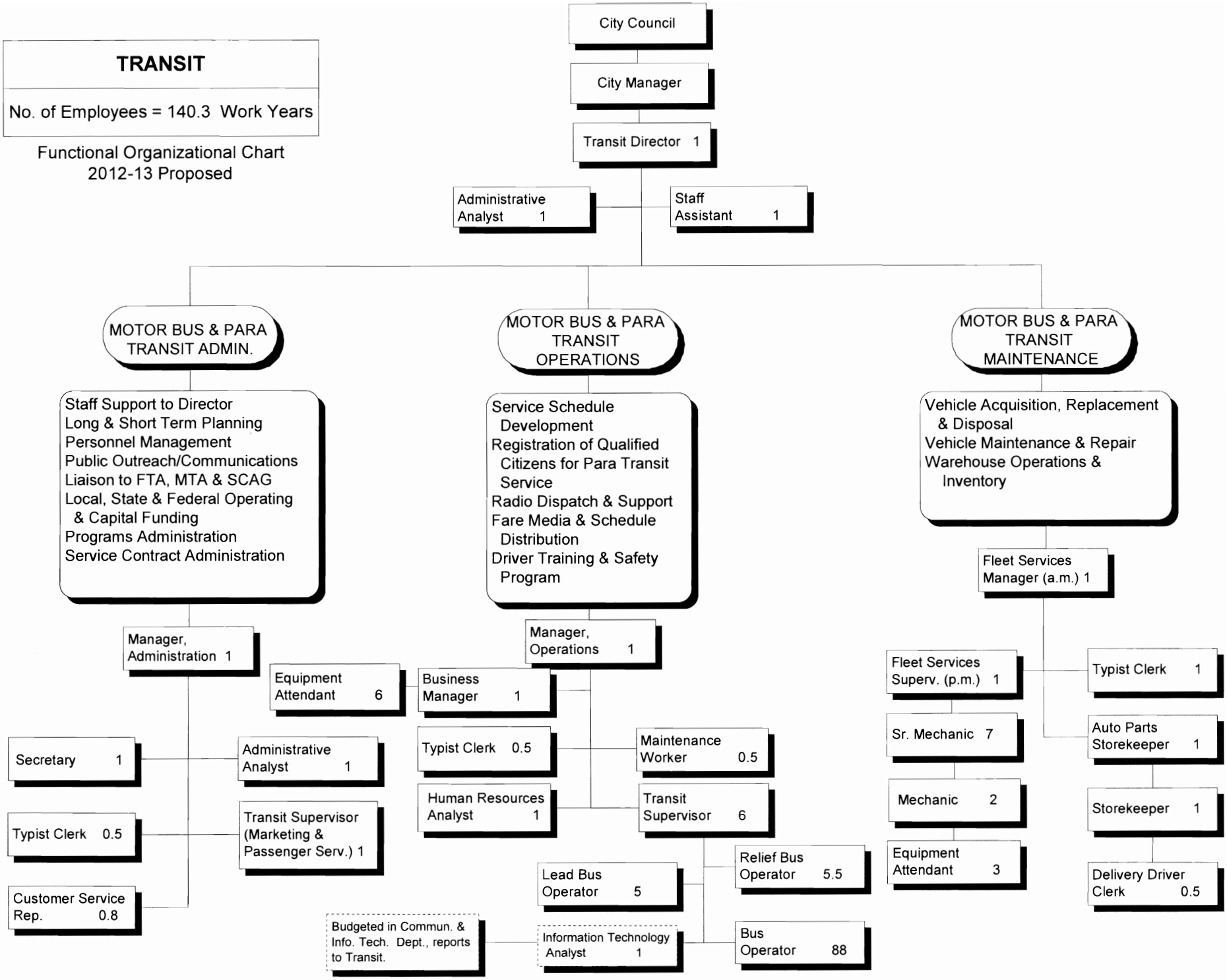
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Transit Enterprise Fund					
Transit Director	1.0	1.0	1.0	1.0	1.0
Assistant Manager - Administrative	1.0	1.0	1.0	1.0	1.0
Assistant Manager - Operations	1.0	1.0	1.0	1.0	1.0
Fleet Services Manager	1.0	1.0	1.0	1.0	1.0
Transit Supervisor	8.0	7.0	7.0	7.0	7.0
Fleet Services Supervisor	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0
Human Resource Analyst	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0
Staff Assistant	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.8	0.8	0.8	0.8	0.8
Transit Dispatcher	5.0	5.0	5.0	5.0	5.0
Lead Bus Operator	-	-	-	-	-
Bus Operator	88.0	88.0	88.0	88.0	88.0
Relief Bus Operator	5.5	5.5	5.5	5.5	5.5
Senior Mechanic	7.0	7.0	7.0	7.0	7.0
Mechanic	-	-	2.0	2.0	2.0
Auto Parts Storekeeper	1.0	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0	1.0
Equipment Attendant	9.0	9.0	9.0	9.0	9.0
Maintenance Worker	1.0	1.0	0.5	0.5	0.5
Semi-skilled Laborer	-	-	-	-	-
Delivery Driver/Clerk	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0
Typist Clerk	2.0	2.0	2.0	2.0	2.0
Total Transit Enterprise Fund	139.8	138.8	140.3	140.3	140.3

TRANSIT

No. of Employees = 140.3 Work Years

Functional Organizational Chart
2012-13 Proposed



Non-Departmental

MISSION STATEMENT

The non-departmental programs provide specialized budgetary services to citizens and City departments.

FUNCTIONAL RESPONSIBILITIES

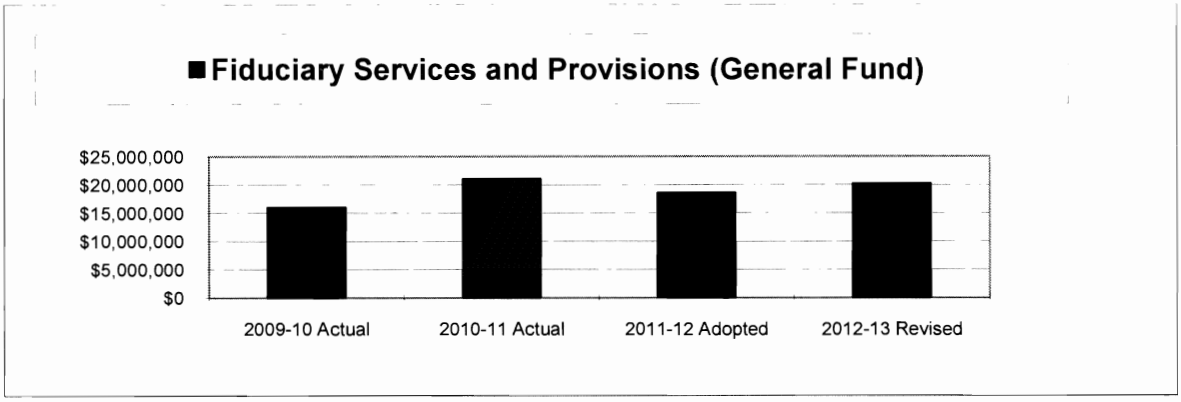
DEPARTMENT BUDGET SUMMARY

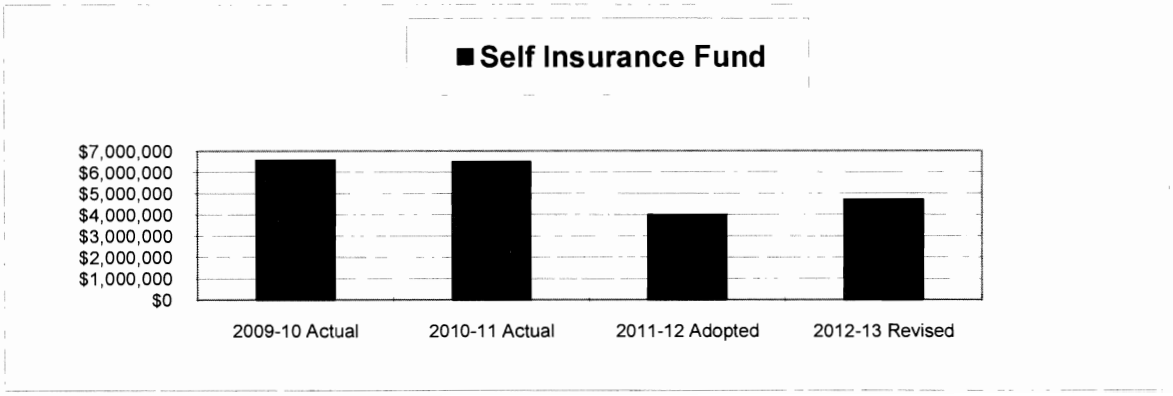
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Fiduciary Services and Provisions	$ 16,054,493	$ 21,074,553	$ 18,550,474	$ 21,819,089	$ 20,184,265
General Fund Total	$ 16,054,493	$ 21,074,553	$ 18,550,474	$ 21,819,089	$ 20,184,265
General Fund Revenues	$ 151,721,206	$ 154,766,285	$ 157,239,279	$ 161,036,316	$ 158,756,533

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted	2012-13 Adopted	2012-13 Revised
Self Insurance	$ 6,569,675	$ 6,488,624	$ 3,995,874	$ 3,999,074	$ 4,693,772
Self Insurance Fund Total	$ 6,569,675	$ 6,488,624	$ 3,995,874	$ 3,999,074	$ 4,693,772
Self Insurance Fund Revenues	$ 4,980,787	$ 3,724,171	$ 3,556,277	$ 3,756,277	$ 3,805,246

EXPENDITURES



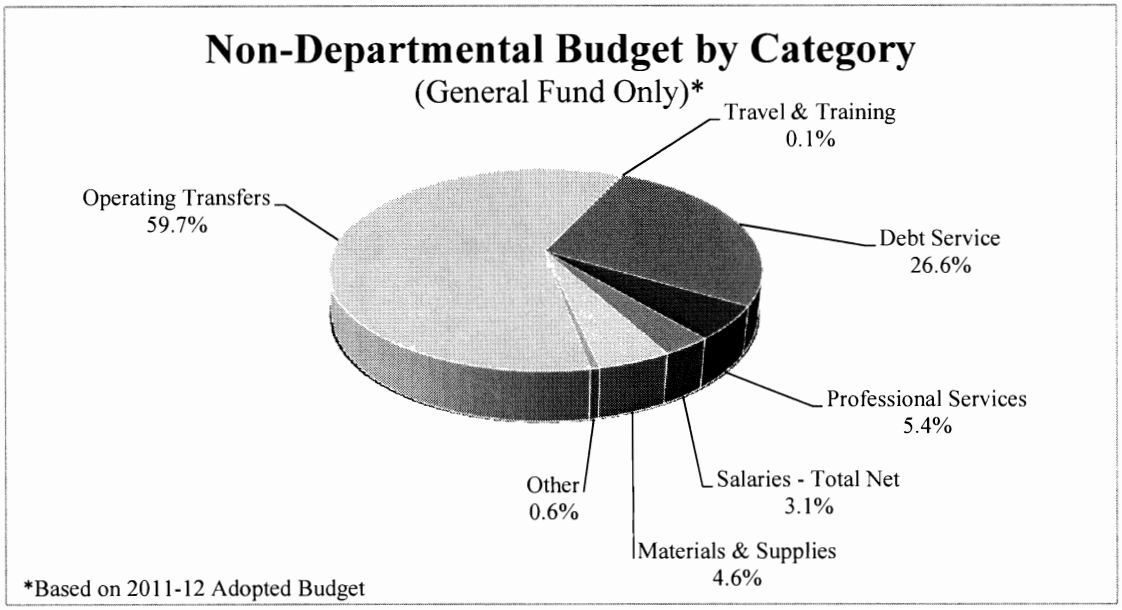


NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 88,169	$ 69,620	$ 554,327	$ 1,315,315	$ 868,512
Overtime	-	-	-	-	-
Salaries - Total	88,169	69,620	554,327	1,315,315	868,512
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	16,867	16,002	18,000	18,000	18,000
Salaries - Total Net	105,036	85,622	572,327	1,333,315	886,512
Supplies and Services	15,949,457	20,988,931	17,978,147	20,485,774	19,297,753
Capital Outlay	-	-	-	-	-
General Fund Total	$ 16,054,493	$ 21,074,553	$ 18,550,474	$ 21,819,089	$ 20,184,265

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ (408,314)	$ 85,621	$ 582,327	$ 1,343,315	$ 896,512
Salary & Benefit Reimbursements			(1,118,000)	(1,748,000)	(1,677,028)
Materials, Supplies and Maintenance	4,725	12,522	850,000	1,599,629	1,253,933
Professional Services/Contracts	733,661	807,636	996,000	996,000	996,000
Travel, Training & Membership Dues	4,931	30,104	14,096	14,096	14,096
Interdepartmental Charges					
Insurance and Claims					
Capital Acquisitions					
Debt Service	3,652,876	4,786,676	4,927,104	4,852,631	4,884,630
Bad Debts & Other Losses					
Operating Transfers & Grants	16,543,912	19,803,147	17,418,382	20,164,482	19,503,381
Reimbursements from Other Funds	(4,584,994)	(4,567,193)	(5,228,875)	(5,512,504)	(5,796,699)
Other	107,696	116,040	109,440	109,440	109,440
Other Financing Uses			-		
General Fund Total	$ 16,054,493	$ 21,074,553	$ 18,550,474	$ 21,819,089	$ 20,184,265

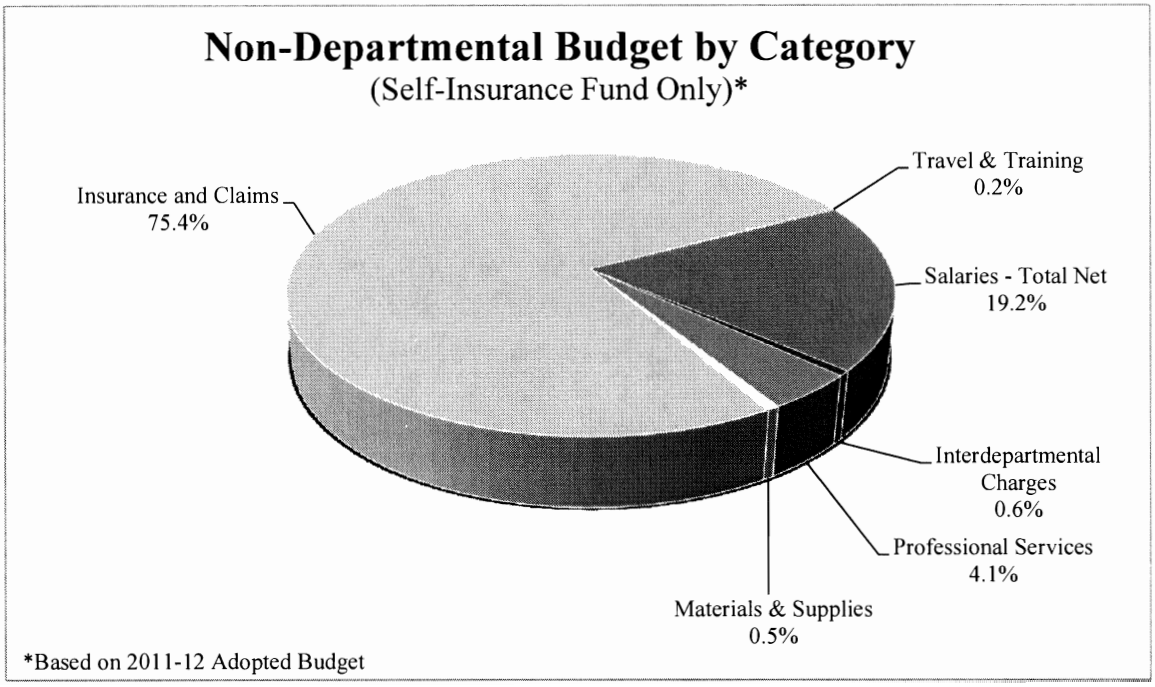


NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ -	$ -	$ -	$ -	$ -
Overtime	-	-	-	-	-
Salaries - Total	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	795,260	704,921	765,800	769,000	716,700
Salaries - Total Net	795,260	704,921	765,800	769,000	716,700
Supplies and Services	5,774,415	5,783,703	3,230,074	3,230,074	3,977,072
Capital Outlay	-	-	-	-	-
General Fund Total	$ 6,569,675	$ 6,488,624	$ 3,995,874	$ 3,999,074	$ 4,693,772

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries and Employee Benefits	$ 795,260	$ 704,921	$ 765,800	$ 769,000	$ 716,700
Salary & Benefit Reimbursements					
Materials, Supplies and Maintenance	21,593	13,692	20,995	20,995	20,995
Professional Services/Contracts	123,883	112,048	165,779	165,779	165,779
Travel, Training & Membership Dues	4,521	3,371	6,800	6,800	6,800
Insurance and Claims	5,598,919	5,631,078	3,012,810	3,012,810	3,761,779
Interdepartmental Charges	19,533	18,189	19,617	19,617	19,699
Capital Outlay					
Operating Transfers Out	5,966	5,325	4,073	4,073	2,020
General Fund Total	$ 6,569,675	$ 6,488,624	$ 3,995,874	$ 3,999,074	$ 4,693,772



NON-DEPARTMENTAL
DEPARTMENT PERSONNEL SUMMARY
NON-DEPARTMENTAL - FIDUCIARY SERVICES AND PROVISIONS

PROGRAM GOAL

To act in a fiduciary capacity; to maintain financial reserves.

PROGRAM OBJECTIVES

To provide budgetary provisions for the City's share of employee benefits and other City expenses not part of a department's budget.

PROGRAM BUDGET	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ 88,169	$ 69,620	$ 554,327	$ 1,315,315	$ 868,512
Overtime	-	-	-	-	-
Salaries - Total	88,169	69,620	554,327	1,315,315	868,512
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	16,867	16,002	18,000	18,000	18,000
Salaries - Total Net	105,036	85,622	572,327	1,333,315	886,512
Supplies and Services	15,949,457	20,988,931	17,978,147	20,485,774	19,297,753
Capital Outlay	-	-	-	-	-
Program Total	$ 16,054,493	$ 21,074,553	$ 18,550,474	$ 21,819,089	$ 20,184,265
PROGRAM REVENUES	$ 151,721,206	$ 154,766,285	$ 157,239,279	$ 161,036,316	$ 158,756,533
Retirement, Social Security and Miscellaneous Benefits					
Retirement	$ -	$ -	$ -	$ -	$ -
Social Security and miscellaneous benefits	96,267	75,880	569,327	1,330,315	883,512
Less: Reimbursements from other departments and programs for benefits	-	-	-	-	-
Employee Relations	21,798	20,702	30,721	30,721	30,721
Insurance					
Employee insurance benefits	-	-	-	-	-
Retiree Health Insurance	-	-	-	-	-
Health Insurance Rebate Program	(3,373)	(3,985)	-	-	-
Fire/Property insurance	-	-	-	-	-
Employee life insurance	-	-	-	-	-
Professional services	15,437	13,691	25,000	25,000	25,000
Miscellaneous insurance	-	-	-	-	-
Less: Reimbursements from other departments and programs	(4,584,797)	(4,562,099)	(5,228,875)	(5,228,875)	(5,513,070)
Transfers					
Transfer to Self Insurance	93,269	1,163,500	1,163,500	1,363,500	1,363,500
Transfer to Capital Improvement	148,942	375,400	-	500,000	1,000,000
Transfer to Cultural Arts Center	829,899	774,798	713,187	713,187	713,187
Transfer to Parks and Recreation Enterprise	3,795,567	3,290,007	3,283,695	3,283,695	3,283,695
Transfer to Fleet Services	550,000	550,000	450,050	450,050	450,050
Transfer to State Gas Tax	-	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-	-
Transfer to Reserves	-	-	-	-	-
Transfer to Animal Control Fund	219,079	169,359	243,967	243,967	248,000
Transfer to Sanitation Fund	-	-	-	-	137,696
Transfer to Employee Benefit Fund	-	500,000	-	1,000,000	-
Transfer to CAC Grant	107,696	109,440	109,440	109,440	109,440
Transfer to Reorganization Fund	45,000	1,264,600	286,300	1,250,000	900,000
Transfer to Fire EMS Fund	7,679,979	8,369,855	8,975,199	9,057,599	9,155,090
Transfer to Street Lighting District	1,109,076	1,320,627	1,827,484	1,827,484	1,777,163
Transfer to PERS Mitigation	-	-	-	-	-

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Lease-back Payments					
General Fund	3,024,201	4,081,915	4,127,104	4,052,631	4,084,630
Park & Recreation Facilities	-	-	-	-	-
Drainage Improvement Fund	-	-	-	-	-
Sewer Revolving Fund	-	-	-	-	-
Hazardous Waste Management Program	-	-	-	-	-
Less: Reimbursements from other depts.	-	-	-	-	-
Classification Study	-	-	-	-	-
Torrance CAC Foundation Grant	-	-	-	-	-
Fire Apparatus Replacement	134,751	400,000	400,000	400,000	400,000
Telephone Replacement	-	-	-	-	-
Computer Loan Program	-	-	-	-	-
Police Computer Replacement	75,000	75,000	75,000	75,000	75,000
Infrastructure Reserve	-	-	1,375	1,375	1,375
State Mitigation Reserve	-	-	-	-	-
Organizational Efficiency Reserve	-	-	-	-	-
City Bond Buy Back	628,674	704,761	800,000	800,000	800,000
Economic Development Reserve	1,350,000	1,550,000	-	-	-
Property Tax Admin. Cost	693,264	765,180	841,000	841,000	841,000
Training Reserve	-	-	-	-	-
Other Cost Increases	-	42,251	835,000	1,584,629	1,238,933
Repayment of RDA Debt	-	-	-	-	-
Other Reimbursements	-	(5,095)	(1,118,000)	(2,031,629)	(1,960,657)
Community Improvements					
Community Clean-Up	24,764	28,766	40,000	40,000	40,000
Right-of-Way Investment	-	-	100,000	100,000	100,000
Plaza Del Amo Feasibility Study	-	-	-	-	-
Contr to Reserve-Prop A Exhchange	-	-	-	-	-
Material Reimbursement-Win	-	-	-	-	-
Total	$ 16,054,493	$ 21,074,553	$ 18,550,474	$ 21,819,089	$ 20,184,265

NON-DEPARTMENTAL - SELF INSURANCE

PROGRAM GOAL

To act in a fiduciary capacity; to maintain financial reserves.

PROGRAM OBJECTIVES

To provide budgetary provisions for the City's share of employee benefits and other City expenses not part of a department's budget.

PROGRAM BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Adopted	Original 2012-13 Adopted	2012-13 Revised
Salaries	$ -	$ -	$ -	$ -	$ -
Overtime	-	-	-	-	-
Salaries - Total	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-
Salaries - Labor Charges	795,260	704,921	765,800	769,000	716,700
Salaries - Total Net	795,260	704,921	765,800	769,000	716,700
Supplies and Services	5,774,415	5,783,703	3,230,074	3,230,074	3,977,072
Capital Outlay	-	-	-	-	-
Program Total	$ 6,569,675	$ 6,488,624	$ 3,995,874	$ 3,999,074	$ 4,693,772
PROGRAM REVENUES	$ 4,980,787	$ 3,724,171	$ 3,556,277	$ 3,756,277	$ 3,805,246
INSURANCE TYPE					
Worker's Compensation Insurance	$ 3,120,097	$ 5,892,253	$ 2,604,995	$ 2,607,495	$ 3,281,399
Liability Insurance	3,211,959	355,011	1,199,848	1,200,548	1,172,373
Unemployment Insurance	237,619	241,360	191,031	191,031	240,000
Program Total	$ 6,569,675	$ 6,488,624	$ 3,995,874	$ 3,999,074	$ 4,693,772

THIS PAGE INTENTIONALLY LEFT BLANK

AIRPORT ENTERPRISE FUND

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Current Assets			
Pooled Cash and Investments	$ 6,728,789	$ 5,415,828	$ 5,040,737
Accounts Receivable	235,163	268,911	253,882
Accrued Interest Receivable	77,404	46,482	19,052
Total Current Assets	7,041,356	5,731,221	5,313,671
Capital Assets, net	7,059,552	7,375,903	7,300,867
Total Assets	$ 14,100,908	$ 13,107,124	$ 12,614,538
LIABILITIES AND FUND EQUITY			
Current Liabilities			
Accounts Payable	$ 251,520	$ 101,486	$ 135,684
Accrued Liabilities	57,268	101,769	111,113
Unearned Revenues	213,936	231,295	130,983
Total Current Liabilities	522,724	434,550	377,780
Fund Equity			
Unrestricted Retained Earnings	13,578,184	12,672,574	12,236,758
Total Liabilities and Fund Equity	$ 14,100,908	$ 13,107,124	$ 12,614,538

AIRPORT ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Leased land area rentals	$ 8,339,216	$ 7,950,103	$ 8,290,601
Hangar and building rentals	2,362,614	2,296,054	2,420,218
Airfield fees and charges	181,871	164,918	166,916
Other	11,904	17,249	18,131
Total Operating Revenues	10,895,605	10,428,324	10,895,866
OPERATING EXPENSES			
Salaries and employee benefits	1,639,218	1,664,428	1,583,428
Services and supplies	398,092	299,454	315,606
Other professional services	423,643	413,637	344,538
Depreciation and amortization	309,044	303,334	270,217
Insurance and claims	22,548	22,548	21,274
City charges	2,547,224	2,595,545	2,649,052
Other	122,035	88,420	24,411
Total Operating Expenses	5,461,804	5,387,366	5,208,526
OPERATING INCOME	5,433,801	5,040,958	5,687,340
NON-OPERATING REVENUES AND EXPENSES			
Investment earnings	287,418	174,228	65,737
Interest expense	(167,855)	(147,418)	(125,550)
Total Non-Operating Revenues and Expenses	119,563	26,810	(59,813)
Income before transfers	5,553,364	5,067,768	5,627,527
TRANSFERS OUT	(5,842,972)	(5,973,378)	(5,969,124)
NET INCOME (LOSS)	**$ (289,608)**	**$ (905,610)**	**$ (341,597)**

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating income	$5,433,801	$5,040,958	$5,687,340
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	309,044	303,334	270,217
(Increase) decrease in accounts receivable	96,803	(33,748)	15,029
Increase (decrease) in deposits and guarantees	(1,800)	535	(2,884)
Increase (decrease) in accounts payable	(13,519)	3,319	75,934
Increase (decrease) in accrued liabilities	(23,229)	43,420	9,344
Increase (decrease) in unearned revenues	111,338	17,359	(100,312)
Net cash provided by operating activities	5,912,438	5,375,177	5,954,668
Cash flows from capital financing activities:			
Payments for capital expenditures	(771,641)	(773,573)	(328,252)
Payments for long-term obligations	(167,855)	(147,418)	(125,550)
Net cash used by capital financing activities	(939,496)	(920,991)	(453,802)
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(5,842,972)	(5,972,297)	(5,969,124)
Net cash used by noncapital financing activities	(5,842,972)	(5,972,297)	(5,969,124)
Cash flows from investing activities:			
Cash received from interest on investments	298,586	205,150	93,167
Net cash provided by investing activities	298,586	205,150	93,167
Net decrease in cash, restricted cash and cash equivalents	(571,444)	(1,312,961)	(375,091)
Cash, restricted cash and cash equivalents, July 1	$7,300,233	$6,728,789	$5,415,828
Cash, restricted cash and cash equivalents, June 30	$6,728,789	$5,415,828	$5,040,737

CABLE TV

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	Audited 09-10	Audited 10-11
ASSETS			
Current Assets			
Pooled cash and investments	$ 2,340,989	$ 2,777,253	$ 3,283,483
Accounts receivable	447,553	500,027	512,953
Accrued interest receivable	26,352	23,782	17,748
Total Assets	$ 2,814,894	$ 3,301,062	$ 3,814,184
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	$ 187,067	$ 166,530	$ 190,221
Total Current Liabilities	187,067	166,530	190,221
Fund Equity:			
Restricted	117,456	433,867	772,425
Assigned	2,510,371	2,700,665	2,851,538
Total Fund Equity	2,627,827	3,134,532	3,623,963
Total Liabilities and Fund Equity	$ 2,814,894	$ 3,301,062	$ 3,814,184

CABLE TV

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	Audited 09-10	Audited 10-11
OPERATING REVENUES			
Franchise Fees	$ 1,577,106	$ 1,575,202	$ 1,691,147
Cable TV access fees	250,908	316,411	338,557
TCTV workshops	1,388	905	400
Miscellaneous	13,863	5,723	6,934
Total Operating Revenues	1,843,265	1,898,241	2,037,038
OPERATING EXPENSES			
Salaries and employee benefits	1,154,933	1,219,461	1,251,161
Services and supplies	72,846	47,264	60,114
Other professional services	93,686	114,486	84,946
Insurance and claims	6,614	6,614	6,614
Capital outlay	29,366	19,578	14,887
Interdepartmental charges	114,521	112,697	106,994
Other	14,302	13,718	9,626
Total Operating Expenses	1,486,268	1,533,818	1,534,342
OPERATING INCOME	356,997	364,423	502,696
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	97,269	83,046	49,973
Capital Expenditures	(299,621)	(69,054)	(42,475)
Total Non-Operating Revenues (Expenses)	(202,352)	13,992	7,498
Net Income Before Transfers	154,645	378,415	510,194
TRANSFERS IN	-	153,138	-
TRANSFERS OUT	(25,868)	(24,848)	(20,763)
NET INCOME	**$ 128,777**	**$ 506,705**	**$ 489,431**

CABLE TV

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating income	$ 356,997	$ 364,423	$ 502,694
Adjustments to reconcile operating income to net cash provided by operating activities:			
(Increase) decrease in accrued interest receivable	(84)	2,570	6,035
(Increase) decrease in prepaids	259	(2,100)	2,100
Increase in accounts receivable	(4,125)	(50,374)	(15,025)
Increase (decrease) in accrued liablilites	18,612	19,407	36,539
Increase (decrease) in accounts payable	32,169	(39,944)	(12,848)
Net cash provided by operating activities	403,828	293,982	519,495
Cash flows from capital financing activities:			
Payments for capital expenditures	(299,621)	(69,054)	(42,475)
Net cash used by capital financing activities	(299,621)	(69,054)	(42,475)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	-	153,138	-
Cash transfers paid to other funds	(25,868)	(24,848)	(20,763)
Net cash provided (used) by noncapital financing activities	(25,868)	128,290	(20,763)
Cash flows from investing activities:			
Cash received from interest on investments	97,269	83,046	49,973
Net cash provided by investing activities	97,269	83,046	49,973
Net increase in cash, restricted cash and cash equivalents	175,608	436,264	506,230
Cash, restricted cash and cash equivalents, July 1	2,165,381	2,340,989	2,777,253
Cash, restricted cash and cash equivalents, June 30	$ 2,340,989	$ 2,777,253	$ 3,283,483

CULTURAL ARTS CENTER ENTERPRISE FUND

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 537,380	$ 437,336	$ 298,157
Accounts Receivable	12,796	36,598	29,707
Total Current Assets	550,176	473,934	327,864
Capital Assets, net	482,639	461,096	520,972
Total Assets	**$ 1,032,815**	**$ 935,030**	**$ 848,836**
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	$ 204,653	$ 188,469	$ 222,682
Accrued Liabilities	91,546	96,523	83,853
Total Liabilities	296,199	284,992	306,535
Fund Equity:			
Unrestricted Retained Earnings	736,616	650,038	542,301
Total Liabilities and Fund Equity	**$ 1,032,815**	**$ 935,030**	**$ 848,836**

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Charges for services	$ 898,257	$ 1,087,453	$ 994,950
Total Operating Revenues	898,257	1,087,453	994,950
OPERATING EXPENSES			
Salaries and employee benefits	1,508,776	1,574,993	1,506,095
Services and supplies	109,934	91,646	74,083
Other professional services	321,049	286,496	263,525
Depreciation and amortization	20,927	21,543	18,633
City charges	114,398	111,123	107,674
Other	35,294	12,091	7,054
Total Operating Expenses	2,110,378	2,097,892	1,977,064
OPERATING LOSS	(1,212,121)	(1,010,439)	(982,114)
NON-OPERATING REVENUES			
Grants	109,440	107,696	109,440
Total Non-Operating Revenues	109,440	107,696	109,440
Loss before transfers	(1,102,681)	(902,743)	(872,674)
TRANSFERS IN	1,088,638	829,899	774,799
TRANSFERS OUT	(15,254)	(13,734)	(9,862)
NET INCOME (LOSS)	**$ (29,297)**	**$ (86,578)**	**$ (107,737)**

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating loss	($1,212,121)	($1,010,439)	($982,114)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	20,927	21,543	18,633
(Increase) decrease in accounts receivable	27,615	(23,802)	6,891
Increase (decrease) in accounts payable	(5,316)	(6,864)	9,897
Increase (decrease) in accrued liabilities	10,889	4,977	(12,670)
Increase (decrease) in deposits and guarantees	7,004	(9,320)	24,316
Net cash used by operating activities	(1,151,002)	(1,023,905)	(935,047)
Cash flows from capital financing activities:			
Payments for capital expenditures	(7,400)	-	(78,509)
Net cash used by capital financing activities	(7,400)	-	(78,509)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	1,088,638	829,899	774,799
Cash transfers paid to other funds	(15,254)	(13,734)	(9,862)
Cash received from grants	109,440	107,696	109,440
Net cash provided by noncapital financing activities	1,182,824	923,861	874,377
Net increase (decrease) in cash, restricted cash and cash equivalents	24,422	(100,044)	(139,179)
Cash, restricted cash and cash equivalents, July 1	$512,958	$537,380	$437,336
Cash, restricted cash and cash equivalents, June 30	$537,380	$437,336	$298,157

FLEET SERVICES FUND

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 14,074,999	$ 12,261,889	$ 13,905,768
Accounts Receivable	44,619	68,708	12,197
Accrued Interest Receivable	155,161	112,045	49,052
Inventories	1,032,757	1,074,450	1,174,823
Total Current Assets	15,307,536	13,517,092	15,141,840
Capital Assets, net	7,919,756	9,735,034	8,983,380
Total Assets	**$ 23,227,292**	**$ 23,252,126**	**$ 24,125,220**
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	$ 692,602	$ 438,622	$ 338,736
Accrued Liabilities	368,138	376,685	398,955
Total Current Liabilities	1,060,740	815,307	737,691
Fund Equity:			
Invested in Capital Assets, Net	7,919,756	9,735,034	8,983,380
Unrestricted	14,246,796	12,701,785	14,404,149
Total Liabilities and Fund Equity	**$ 23,227,292**	**$ 23,252,126**	**$ 24,125,220**

FLEET SERVICES FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Charges for services	$ 5,915,661	$ 4,536,888	$ 5,587,443
Total Operating Revenues	5,915,661	4,536,888	5,587,443
OPERATING EXPENSES			
Salaries and employee benefits	3,043,554	3,077,323	3,040,892
Materials and services	602,506	623,637	560,969
Insurance and claims	7,555	13,228	7,555
Depreciation	1,636,694	2,092,260	1,901,711
Other	8,608	15,067	5,961
Total Operating Expenses	5,298,917	5,821,515	5,517,088
OPERATING INCOME (LOSS)	616,744	(1,284,627)	70,355
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	557,097	397,840	172,424
Other, net	(9,509)	(306,841)	(1,886)
Gain on sale of capital assets	98,863	123,805	52,582
Loss on disposal of capital assets	-	(21,984)	-
Total Non-Operating Revenues (Expenses)	646,451	192,820	223,120
Net Income (Loss) Before Transfers	1,263,195	(1,091,807)	293,475
TRANSFERS IN	1,083,511	1,558,435	670,813
TRANSFERS OUT	(17,749)	(196,361)	(13,578)
NET INCOME	**$ 2,328,957**	**$ 270,267**	**$ 950,710**

FLEET SERVICES FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating income (loss)	$ 616,744	$ (1,284,627)	$ 70,355
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	1,636,694	2,092,260	1,901,711
(Increase) decrease in accounts receivable	39,094	(1,978)	(10,219)
(Increase) decrease in inventories	34,671	(41,693)	(100,373)
Increase (decrease) in accounts payable	(63,659)	(124,775)	82,063
Increase (decrease) in accrued salaries and benefits	(4,161)	8,546	22,270
Increase (decrease) in other liabilities	-	(33)	-
Net cash provided by operating activities	2,259,383	647,700	1,965,807
Cash flows from capital financing activities:			
Payments for capital expenditures	(3,419,205)	(4,389,478)	(1,267,162)
Proceeds from sale of capital assets	98,863	125,605	52,582
Net cash used by capital financing activities	(3,320,342)	(4,263,873)	(1,214,580)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	1,083,511	1,558,435	685,813
Cash transfers paid to other funds	(17,749)	(196,328)	(28,578)
Net cash provided by noncapital financing activities	1,065,762	1,362,107	657,235
Cash flows from investing activities:			
Cash received from interest on investments	560,556	440,956	235,417
Net cash provided by investing activities	560,556	440,956	235,417
Net increase (decrease) in cash, restricted cash and cash equivalents	565,359	(1,813,110)	1,643,879
Cash, restricted cash and cash equivalents, July 1	13,509,640	14,074,999	12,261,889
Cash, restricted cash and cash equivalents, June 30	$14,074,999	$ 12,261,889	$13,905,768

GENERAL FUND

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Current Assets:			
Pooled cash and investments	$ 63,662,006	$ 51,659,788	$ 54,285,110
Accounts receivable	4,726,853	5,243,434	6,227,305
Accrued interest receivable	1,339,175	874,907	413,531
Due from other funds	401,902	2,573,122	2,245,797
Due from other governments	3,066,926	3,076,965	6,120,539
Interfund advances receivable	14,858,555	15,858,555	15,516,788
Prepaids and other assets	290,745	291,197	337,552
Total Assets	$ 88,346,162	$ 79,577,968	$ 85,146,622
LIABILITIES AND FUND BALANCE			
Liabilities:			
Accounts payable	$ 1,955,685	$ 2,353,551	$ 1,952,508
Accrued liabilities	1,968,655	2,340,384	2,153,018
Due to other funds	137	-	-
Unearned revenue	49,100	52,846	-
Deposits and guarantees	24,225	18,740	19,077
Notes payable	25,000,000	23,000,000	33,000,000
Interfund advances payable	600,000	600,000	600,000
Total Liabilities	29,597,802	28,365,521	37,724,603
Fund Balance:			
Nonspendable -			
Encumbrances	2,582,014	1,639,447	-
Advances	14,858,555	15,858,555	15,516,788
Prepaids	290,745	291,197	337,552
Assigned to -			
Special project reserves	-	-	9,602,211
Capital projects	8,421,819	7,365,364	7,809,103
Unassigned	32,595,227	26,057,884	14,156,365
Total Fund Balance	58,748,360	51,212,447	47,422,019
Total Liabilities and Fund Balance	$ 88,346,162	$ 79,577,968	$ 85,146,622

GENERAL FUND

STATEMENT OF REVENUES
FOR FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited* 09-10	*Audited* 10-11
Local Taxes			
Property Taxes:			
Current secured taxes	$ 23,987,334	$ 24,841,637	$ 24,984,119
Current unsecured taxes	1,043,354	1,140,648	1,154,209
Prior years' secured taxes	149,047	123,879	115,012
Prior years' unsecured taxes	117,997	131,248	125,788
Property/sales flip taxes	9,959,858	7,666,250	8,600,381
VLF swap and repayment taxes	10,957,233	11,216,152	11,074,900
Aircraft assessment taxes	154,274	175,991	178,647
Penalties and interest	347,817	325,190	320,796
Supplemental prior year secured taxes	75,063	52,039	21,826
Supplemental current year secured taxes	596,121	177,189	267,847
Redemption	1,304,997	1,259,282	1,091,905
	48,693,095	47,109,505	47,935,430
Taxes Other Than Property:			
Sales and use tax	29,357,192	25,103,636	28,965,148
Prop 172 sales tax	1,239,263	1,148,942	1,201,164
Business license tax	7,556,259	7,179,857	7,540,927
Business and alarm permit tax	583,184	647,896	551,897
Utility users' tax	32,654,137	31,347,850	31,357,562
Construction tax	540,236	697,727	693,972
Real property transfer tax	466,988	516,996	468,710
Franchise tax - all other	4,145,918	3,106,740	3,289,370
Occupancy tax	6,903,988	6,400,237	6,958,891
Oil severance tax	7,149	6,391	7,375
Congeneration tax	563,790	752,179	1,552,381
	84,018,104	76,908,451	82,587,397
Total Local Taxes	132,711,199	124,017,956	130,522,827
Licenses, Fees and Permits:			
Fire permits	108,474	129,224	116,693
Construction/excavation permits	42,707	45,093	46,947
Grading permits	51,635	40,609	33,295
Combined building-resident permits	-	470	-
Building permits	728,286	915,312	956,695
Plumbing permits	108,498	65,900	52,553
Electrical permits	134,459	79,903	71,143
Mechanical permits	55,660	40,704	38,354
Special energy inspection fees	116,700	218,236	239,054
Sign permits and filing fees	43,353	45,979	51,595
Other licenses and permits	554	4,490	612
Oversized vehicle permits	20,938	18,166	14,344
Building TEQECC filing fees	14,767	13,633	17,933
Total Licenses, Fees and Permits	1,426,031	1,617,719	1,639,218
Fines, Forfeitures and Penalties:			
Parking citations	491,350	412,709	312,390
Traffic fines	442,638	178,896	440,384
General fines	281,061	448,208	331,719
Total Fines, Forfeitures and Penalties	1,215,049	1,039,813	1,084,493

GENERAL FUND

STATEMENT OF REVENUES
FOR FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited* 09-10	*Audited* 10-11
Revenue From Use of Money and Property:			
Investment earnings	$ 5,992,035	$ 2,625,532	$ 1,054,174
Rents and concessions	541,273	929,065	1,310,431
Franchise fees	1,600,613	1,434,283	1,404,365
Royalties	-	3,232	4,626
Encroachment agreement fees	3,612	16,210	-
Total Revenue From Use of Money and Property	8,137,533	5,008,322	3,773,596
Revenue From Other Intergovernmental Agencies:			
State motor vehicle licenses	506,317	437,789	684,566
State homeowners' property tax relief	235,448	238,905	236,485
Other state grants	126,642	150,406	99,087
Total Revenue From Other Intergov't Agencies	868,407	827,100	1,020,138
Charges For Current Services:			
TUSD collection fees	14,601	13,330	12,234
Planning and zoning fees	185,308	216,475	286,588
Traffic signal maintenance	128,561	122,145	144,795
Environmental review and appeal fees	10,926	10,179	-
Vacation processing fees	1,615	-	1,989
Large family daycare unit	380	673	483
State encroachment collection fees	1,500	2,400	2,138
Grading	29,210	23,385	23,138
Plan check fees - building	442,009	568,355	553,578
Plan check fees - engineering	18,345	13,484	8,859
Oil related inspection fees	8,958	630	1,663
Appeal fees	1,610	1,975	1,620
Other inspection fees	174,922	218,644	204,414
Engineering mapping fees	9,965	10,856	8,483
Engineering inspection fees	153,219	219,657	140,350
Parkway tree planting charges	-	-	145
General government service charges	3,488	2,706	2,732
Microfilming fees	126,488	134,293	152,645
Police charges-copies and photos	19,850	7,150	8,783
Police charges-fingerprinting and other	678,683	566,461	503,289
Fire department fees	527,907	753,260	752,552
Fire department fees-hazardous materials fees	488,995	972,901	1,163,062
Parks and recreational fees	334,666	335,259	406,848
Miscellaneous	6,304	8,837	21,416
Library revenues	154,729	145,452	154,297
In lieu charges to Enterprise Funds -			
Airport Fund	1,850,000	1,854,136	1,900,000
Water Fund	718,000	718,000	718,000
Total Charges For Current Services	6,090,239	6,920,643	7,174,101
Other Revenues:			
Donations-private sources	20,024	30,095	73,074
Miscellaneous	539,618	2,000,544	918,314
Premium Tax Revenue Anticipation Notes	-	-	530,970
PERS credits	663,442	-	-
Total Other Revenues	1,223,084	2,030,639	1,522,358
Total Revenues	$ 151,671,542	$ 141,462,192	$ 146,736,731

GENERAL FUND

STATEMENT OF EXPENDITURES
FOR FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited* 09-10	*Audited* 10-11
General Government:			
City Council	$ 420,520	$ 431,274	$ 395,025
Commissions/Committees -			
Parks and Recreation	52,148	52,548	32,837
Planning	40,296	40,384	37,006
Environmental Quality	11,822	12,121	11,012
Cultural Arts	11,859	11,719	13,467
Traffic	6,040	6,042	6,278
Youth Council	8,835	7,397	11,332
Civil Service	228,640	246,753	197,555
Commission on Aging	5,967	5,954	5,935
Library	9,484	8,167	9,210
Disaster Council	300	210	260
City Manager	2,472,171	2,639,333	2,567,474
City Attorney	2,530,839	2,318,646	1,948,061
City Clerk	714,751	1,097,887	847,245
City Treasurer	785,772	812,899	716,380
Finance	3,264,858	3,535,719	3,542,670
Human Resources	2,642,109	2,529,589	2,349,193
Civil Service	143,211	161,007	180,038
Community Development	4,515,546	4,770,833	4,442,625
Communications and Information Technology	4,546,741	4,941,054	4,514,966
General Services	4,451,566	3,721,393	3,574,820
Less: indirect cost allocation,other funds	(3,997,469)	(4,584,797)	(4,562,099)
Total General Government	22,866,006	22,766,132	20,841,290
Nondepartmental:			
Insurance, net	15,410	15,437	13,691
Leaseback payments	2,839,528	3,024,201	4,081,915
Community promotion	354,427	284,898	173,944
Hazardous waste	65,470	-	-
Employee benefits, net	957,104	230,016	839,608
Other	1,026,519	1,885,289	3,012,205
Total Nondepartmental	5,258,458	5,439,841	8,121,363
Public Safety:			
Police	61,412,528	61,246,752	61,778,984
Fire	24,731,269	25,911,357	25,961,596
Building and Safety	3,291,419	3,243,707	3,230,677
Total Public Safety	89,435,216	90,401,816	90,971,257
Public Works:			
Street	10,686,994	10,904,209	10,570,914
Total Public Works	10,686,994	10,904,209	10,570,914
Culture and Recreation:			
Community Services	13,896,096	13,791,311	13,965,663
Total Culture and Recreation	13,896,096	13,791,311	13,965,663
Total Expenditures	$ 142,142,770	$ 143,303,309	$ 144,470,487

PARKS AND RECREATION FUND

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	Audited 09-10	Audited 10-11
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 56,256	$ -	$ 2,073
Accounts Receivable	1,058	2,036	66,836
Due from other governments	309,456	223,015	125,026
Prepaids	15,254	5,053	-
Total Current Assets	382,024	230,104	193,935
Capital assets, net	20,964	19,244	17,747
Total Assets	$ 402,988	$ 249,348	$ 211,682
LIABILITIES AND FUND EQUITY			
Current Liabilities:			
Accounts Payable	$ 94,107	$ 128,331	$ 110,841
Accrued Liabilities	-	-	20,212
Unearned Revenue	621,744	581,044	723,005
Due to other funds	-	150,592	496,982
Total Current Liabilities	715,851	859,967	1,351,040
Total Liabilities	715,851	859,967	1,351,040
Fund Equity:			
Unrestricted Deficit	(312,863)	(610,619)	(1,139,358)
Total Liabilities and Fund Equity	$ 402,988	$ 249,348	$ 211,682

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	***Audited 09-10***	***Audited 10-11***
OPERATING REVENUES			
Charges for services	$ 4,138,027	$ 4,035,246	$ 4,146,036
Other	16,029	22,849	11,273
Total Operating Revenues	4,154,056	4,058,095	4,157,309
OPERATING EXPENSES			
Salaries and employee benefits	4,803,984	5,100,535	5,146,478
Services and supplies	834,102	1,072,770	1,048,556
Other professional services	1,085,786	1,126,433	975,083
Depreciation and amortization	2,831	1,720	1,498
Insurance and claims	23,418	9,396	9,516
City charges	767,489	762,518	727,001
Other	11,096	10,453	16,237
Total Operating Expenses	7,528,706	8,083,825	7,924,369
OPERATING LOSS	(3,374,650)	(4,025,730)	(3,767,060)
TRANSFERS IN	3,440,933	3,795,568	3,290,007
TRANSFERS OUT	(66,283)	(67,594)	(51,686)
NET INCOME (LOSS)	**$ -**	**$ (297,756)**	**$ (528,739)**

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating loss	$ (3,374,650)	$ (4,025,730)	$ (3,767,060)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	2,831	1,720	1,498
(Increase) decrease in accounts receivable	(297)	(978)	(64,800)
(Increase) decrease in due from other government	(9,405)	86,441	97,989
(Increase) decrease in prepaids	(15,163)	10,201	5,053
Increase (decrease) in accounts payable	(38,482)	34,224	(17,490)
Increase (decrease) in due to other funds	-	150,592	346,390
Increase (decrease) in other accrued liabilities	-	-	20,211
Increase (decrease) in unearned revenue	(49,196)	(40,700)	141,961
Net cash used by operating activities	(3,484,362)	(3,784,230)	(3,236,248)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	3,440,933	3,795,568	3,290,007
Cash transfers paid to other funds	(66,283)	(67,594)	(51,686)
Net cash provided by noncapital financing activities	3,374,650	3,727,974	3,238,321
Net increase (decrease) in cash, restricted cash and cash equivalents	(109,712)	(56,256)	2,073
Cash, restricted cash and cash equivalents, July 1	165,968	56,256	-
Cash, restricted cash and cash equivalents, June 30	$ 56,256	$ -	$ 2,073

Redevelopment Agency -Capital Projects Fund

BALANCE SHEET

FISCAL YEARS ENDED JUNE 30

	Audited 08-09	Audited 09-10	Audited 10-11
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 10,282,157	$ 6,168,088	$ 7,509,654
Accrued Interest Receivable	117,306	56,947	27,704
Due from other funds	-	1,633,409	1,873,725
Others	2,695	3,514	-
Total Assets	$ 10,402,158	$ 7,861,958	$ 9,411,083
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Accounts Payable	$ 2,173	$ 7,200	$ 8,683
Total Liabilities	2,173	7,200	8,683
Fund Balances:			
Restricted for capital projects	10,160,792	7,641,756	9,402,400
Unrestricted	239,193	213,002	-
Total Fund Balance	10,399,985	7,854,758	9,402,400
Total Liabilities and Fund Equity	$ 10,402,158	$ 7,861,958	$ 9,411,083

Redevelopment Agency - Capital Projects Fund

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Use of money and property	$ 391,547	$ 206,839	$ 2,666
Other	188,072	84,798	88,174
Total Operating Revenues	579,619	291,637	90,840
OPERATING EXPENSES			
Salaries and employee benefits	263,843	238,493	237,103
Services and supplies	98,859	121,560	180,336
Other professional services	98,207	109,747	106,157
Travel and training	11,222	9,962	10,888
City charges	23,299	19,626	19,118
SERAF	-	40,000	-
Capital outlay	-	4,049,902	-
Total Operating Expenses	495,430	4,589,290	553,602
OPERATING INCOME (LOSS)	84,189	(4,297,653)	(462,762)
Other financing sources:			
Transfers In	1,824,463	1,794,175	2,065,648
Transfers Out	(41,849)	(41,749)	(43,731)
NET INCOME (LOSS)	**$ 1,866,803**	**$ (2,545,227)**	**$ 1,559,155**

Redevelopment Agency Debt Service Fund

BALANCE SHEET

FISCAL YEARS ENDED JUNE 30

	Audited 08-09	Audited 09-10	Audited 10-11
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 6,447,420	$ 6,049,413	$ 3,532,390
Accrued Interest Receivable	37,345	23,576	-
Due from other governments	850,152	919,228	1,515,824
Total Assets	$ 7,334,917	$ 6,992,217	$ 5,048,214
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Accounts Payable	$ -	$ -	$ 2,918
Due to other funds	-	-	1,526,144
Interfund advances payable	18,432,015	20,065,424	18,963,973
Due to other governments	860,996	1,109,548	-
Total Liabilities	19,293,011	21,174,972	20,493,035
Fund Balances:			
Restricted for debt service	1,987,594	2,113,708	1,720,188
Unrestricted deficit	(13,945,688)	(16,296,463)	(17,165,009)
Total Fund Balance	(11,958,094)	(14,182,755)	(15,444,821)
Total Liabilities and Fund Equity	$ 7,334,917	$ 6,992,217	$ 5,048,214

Redevelopment Agency - Debt Service Fund

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Sales Tax	$ 1,699,356	$ 1,562,632	$ 1,662,056
Incremental property taxes	9,778,148	8,968,312	9,042,411
Use of money and property	159,970	93,955	37,096
Total Operating Revenues	11,637,474	10,624,899	10,741,563
OPERATING EXPENSES			
Current-property tax and bond admin	37,472	143,875	171,740
Principal retirement	1,362,360	1,462,953	1,580,225
Interest and fiscal charges	3,628,748	2,783,890	3,549,873
Property tax County pass-through	3,458,915	3,196,943	2,924,514
SERAF	-	2,083,409	437,172
Total Operating Expenses	8,487,495	9,671,070	8,663,524
OPERATING INCOME	3,149,979	953,829	2,078,039
Other financing sources:			
Advances from County	1,423,986	1,577,046	1,575,169
Advances from Developers	51,869	48,090	48,728
Transfers Out	(4,179,649)	(4,803,626)	(4,964,002)
NET INCOME (LOSS)	**$ 446,185**	**$ (2,224,661)**	**$ (1,262,066)**

SANITATION ENTERPRISE FUND

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Pooled Cash and Investments	$ 2,878,693	$ 1,836,575	$ 891,934
Accounts Receivable	1,480,945	1,457,661	1,751,335
Due from Other Governments	-	14,652	39,330
Prepaids	-	251	-
Total Current Assets	4,359,638	3,309,139	2,682,599
Capital assets, net	68,012	42,909	19,674
Total Assets	$ 4,427,650	$ 3,352,048	$ 2,702,273
LIABILITIES AND FUND EQUITY			
Accounts Payable	$ 109,731	$ 336,958	$ 449,161
Accrued Liabilities	624,443	564,126	623,302
Total Liabilities	734,174	901,084	1,072,463
Fund Equity			
Unrestricted Retained Earnings	3,693,476	2,450,964	1,629,810
Total Liabilities and Fund Equity	$ 4,427,650	$ 3,352,048	$ 2,702,273

SANITATION ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Refuse fee revenue	7,549,849	7,324,036	7,372,205
Sewer fee revenue	1,251,653	1,170,684	1,287,166
Recycling fee revenue	1,526,930	1,614,666	1,491,947
AB 939 fee revenue	849,479	751,327	714,258
Total Operating Revenues	11,177,911	10,860,713	10,865,576
OPERATING EXPENSES			
Salaries and employee benefits	4,367,522	4,552,458	4,670,393
Services and supplies	3,297,222	3,281,377	3,520,925
Other professional services	2,315,856	2,440,734	2,546,477
Depreciation and amortization	25,102	25,102	23,235
Insurance and claims	144,976	106,831	91,503
City charges	831,692	1,002,686	938,784
Other	6,231	20,987	38,970
Total Operating Expenses	10,988,601	11,430,175	11,830,287
OPERATING INCOME (LOSS)	189,310	(569,462)	(964,711)
NON-OPERATING REVENUES			
Investment earnings	119,800	72,125	26,408
Grants	118,179	47,768	92,974
Total Non-Operating Revenues	237,979	119,893	119,382
Income (loss) before transfers	427,289	(449,569)	(845,329)
TRANSFERS IN	75,000	75,000	75,000
TRANSFERS OUT	(331,214)	(867,943)	(50,825)
NET INCOME (LOSS)	**$ 171,075**	**$ (1,242,512)**	**$ (821,154)**

SANITATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating income (loss)	$ 189,310	$ (569,462)	$ (964,711)
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:			
Depreciation	25,102	25,102	23,235
(Increase) decrease in accounts receivable	(185,863)	23,284	(293,675)
(Increase) decrease in prepaids	-	(251)	251
Decrease in due from other governments	-	(14,652)	(24,678)
Increase (decrease) in accounts payable	(206,474)	227,228	112,203
Increase (decrease) in accrued liabilities	88,402	(60,317)	59,177
Increase in accrued salaries and benefits	24,599	-	-
Net cash provided (used) by operating activities	(64,924)	(369,068)	(1,088,198)
Cash flows from noncapital financing activities:			
Cash received from grants	118,179	47,768	92,974
Cash transfers received from other funds	75,000	110,571	75,000
Cash transfers paid to other funds	(331,214)	(903,514)	(50,825)
Net cash provided (used) by noncapital financing activities	(138,035)	(745,175)	117,149
Cash flows from investing activities:			
Cash received from interest on investments	119,800	72,125	26,408
Net cash provided by investing activities	119,800	72,125	26,408
Net increase (decrease) in cash, restricted cash and cash equivalents	(83,159)	(1,042,118)	(944,641)
Cash, restricted cash and cash equivalents, July 1	$ 2,961,852	$2,878,693	$ 1,836,575
Cash, restricted cash and cash equivalents, June 30	$ 2,878,693	$1,836,575	$ 891,934

SELF INSURANCE FUND

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 9,278,296	$ 8,357,769	$ 8,615,725
Accounts Receivable	-	-	1,367
Other Prepayments	-	270,928	-
Total Current Assets	9,278,296	8,628,697	8,617,092
Advances to other funds	2,000,000	1,000,000	-
Total Assets	**$ 11,278,296**	**$ 9,628,697**	**$ 8,617,092**
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities :			
Accounts Payable	$ 139,727	$ 79,016	$ 338,308
Accrued Liabilities for self ins claims-current	8,474,538	8,474,538	9,648,916
Total Current Liabilities	8,614,265	8,553,554	9,987,224
Accrued Liabilities for self ins claims-long term	16,435,653	16,435,653	16,754,831
Total Liabilities	25,049,918	24,989,207	26,742,055
Fund Equity:			
Unrestricted Deficit	(13,771,622)	(15,360,510)	(18,124,963)
Total Liabilities and Fund Equity	**$ 11,278,296**	**$ 9,628,697**	**$ 8,617,092**

SELF INSURANCE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Charges for services	$ 2,694,794	$ 2,492,518	$ 2,560,671
Total Operating Revenues	2,694,794	2,492,518	2,560,671
OPERATING EXPENSES			
Salaries and benefits	741,898	795,260	704,921
Materials and services	125,491	165,009	143,929
Insurance and claims	4,523,913	5,598,919	5,631,078
Other	5,416	4,521	3,371
Total Operating Expenses	5,396,718	6,563,709	6,483,299
OPERATING LOSS	(2,701,924)	(4,071,191)	(3,922,628)
TRANSFERS IN	2,829,996	2,488,269	1,163,500
TRANSFERS OUT	(5,518)	(5,966)	(5,325)
NET INCOME (LOSS)	**$ 122,554**	**$ (1,588,888)**	**$ (2,764,453)**

SELF INSURANCE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating loss	$ (2,701,924)	$ (4,071,191)	$ (3,922,628)
Adjustments to reconcile operating loss to net cash used by operating activities:			
(Increase) decrease in accounts receivable	-	-	(1,367)
(Increase) decrease in prepaids	-	(270,928)	270,928
Increase (decrease) in accounts payable	(16,040)	(60,711)	299,292
Increase (decrease) in other accrued liabilities	-	-	(40,000)
Increase (decrease) in accrued liabilities for self ins. claims	-	-	1,493,556
Net cash used by operating activities	(2,717,964)	(4,402,830)	(1,900,219)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	3,829,996	3,488,269	2,163,500
Cash transfers paid to other funds	(5,518)	(5,966)	(5,325)
Net cash provided by noncapital financing activities	3,824,478	3,482,303	2,158,175
Increase (decrease) in cash, restricted cash and cash equivalents	1,106,514	(920,527)	257,956
Cash, restricted cash and cash equivalents, July 1	8,171,782	9,278,296	8,357,769
Cash, restricted cash and cash equivalents, June 30	$ 9,278,296	$ 8,357,769	$ 8,615,725

SEWER ENTERPRISE FUND OPERATIONS

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 11,282,799	$ 10,735,562	$ 10,633,098
Accounts Receivable	211,264	246,590	245,752
Accrued Interest Receivable	127,319	92,401	41,236
Total Current Assets	11,621,382	11,074,553	10,920,086
Infrastructure	40,075,529	40,143,322	39,213,915
Plant and Service	-	-	262,156
Machinery and Equipment	131,827	172,909	124,446
Construction In Progress	2,275,848	2,425,199	3,816,435
Interfund Advances Receivable	419,028	419,028	419,028
Total Assets	$ 54,523,614	$ 54,235,011	$ 54,756,066
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	$ 9,182	$ 16,536	$ 29,213
Contract Retainage Payable	-	28,423	-
Total Liabilities	9,182	44,959	29,213
Fund Equity:			
Contributed Capital - Unrestricted	2,786,254	2,786,255	2,786,254
Retained Earnings - Unrestricted	51,728,178	51,403,797	51,940,599
Total Fund Equity	54,514,432	54,190,052	54,726,853
Total Liabilities and Fund Equity	$ 54,523,614	$ 54,235,011	$ 54,756,066

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Sewer charges	$ 1,833,216	$ 1,709,707	$ 1,570,785
Sewer revolving fees	9,486	8,573	7,722
Other	3,528	3,445	2,419
Total Operating Revenues	1,846,230	1,721,725	1,580,926
OPERATING EXPENSES			
Salaries and employee benefits	624,006	865,052	877,364
Services and supplies	13,705	25,943	52,648
Other professional services	52,066	73,026	112,305
Depreciation and amortization	903,929	968,641	977,870
City charges	166,892	257,567	221,440
Other	678,528	72,592	123,709
Total Operating Expenses	2,439,126	2,262,821	2,365,336
OPERATING INCOME (LOSS)	(592,896)	(541,096)	(784,410)
NON-OPERATING REVENUES			
Investment earnings	454,382	340,391	147,305
Income (loss) before transfers	(138,514)	(200,705)	(637,105)
TRANSFERS OUT	(75,000)	(82,222)	(75,000)
NET INCOME (LOSS)	**$ (213,514)**	**$ (282,927)**	**$ (712,105)**

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating income (loss)	$ (592,896)	$ (541,096)	$ (784,410)
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	903,929	968,641	977,870
(Increase) decrease in accounts receivable	42,593	(35,326)	838
Increase (decrease) in accounts payable	(4,377)	(7,697)	28,491
Net cash provided by operating activities	349,249	384,522	222,789
Cash flows from capital financing activities:			
Payments for capital expenditures	104,610	(1,224,847)	(448,724)
Net cash provided (used) by capital financing activities	104,610	(1,224,847)	(448,724)
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(75,000)	(82,222)	(75,000)
Net cash provided (used) by noncapital financing activities	(75,000)	(82,222)	(75,000)
Cash flows from investing activities:			
Cash received from interest on investments	453,851	375,310	198,471
Net cash provided by investing activities	453,851	375,310	198,471
Net increase (decrease) in cash, restricted cash and cash equivalents	832,710	(547,237)	(102,464)
Cash, restricted cash and cash equivalents, July 1	$10,450,089	$11,282,799	$ 10,735,562
Cash, restricted cash and cash equivalents, June 30	$11,282,799	$10,735,562	$ 10,633,098

TRANSIT SYSTEM

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	Audited 09-10	Audited 10-11
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 2,104,472	$ 1,166,008	$ 5,554,550
Accounts Receivable	-	214	77,529
Accrued Interest Receivable	23,729	11,551	22,227
Inventory	1,070,994	982,277	1,096,388
Due from Other Governments	4,717,100	3,834,685	2,349,347
Prepaids	960	11,300	-
Total Current Assets	7,917,255	6,006,035	9,100,041
Capital Assets, Net	8,944,784	13,988,381	11,964,676
Total Assets	$ 16,862,039	$ 19,994,416	$ 21,064,717
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities:			
Accounts Payable	$ 826,527	$ 1,111,160	$ 459,981
Accrued Liabilities	1,177,435	1,136,177	1,316,842
Unearned Revenues	1,409,498	1,551,150	3,108,971
Total Current Liabilities	3,413,460	3,798,487	4,885,794
Total Liabilities	3,413,460	3,798,487	4,885,794
Fund Equity:			
Contributed Capital:			
From County (Propositions A and C Funds - Capital Expenditures)	4,636,190	4,636,190	4,636,190
From Federal Government	8,585,782	8,585,782	8,585,782
From State of California	5,812,161	5,812,161	5,812,161
From Private Industry and General Fund	126,923	126,923	126,923
Total	19,161,056	19,161,056	19,161,056
Less Accumulated Depreciation	(24,695,408)	(26,697,220)	(26,697,220)
Contributed Capital (net)	(5,534,352)	(7,536,164)	(7,536,164)
Retained Earnings - Unrestricted	18,982,931	23,732,093	23,715,087
Total Fund Equity	13,448,579	16,195,929	16,178,923
Total Liabilities and Fund Equity	$ 16,862,039	$ 19,994,416	$ 21,064,717

TRANSIT SYSTEM

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
OPERATING REVENUES			
Passenger cash fares	$ 2,983,205	$ 3,140,993	$ 3,245,542
Advertising	174,335	132,260	149,514
Miscellaneous	121,225	19,660	69,379
Total Operating Revenues	3,278,765	3,292,913	3,464,435
NON-OPERATING REVENUES			
Proposition A funds	5,260,375	6,806,569	6,628,661
Proposition C funds	2,660,742	3,530,931	3,703,090
Proposition 1B Bridge	-	-	652,520
SB-325 allocation	5,042,111	3,994,955	3,761,275
Capital maintenance revenue	2,250,000	2,250,000	2,250,000
Transit STAF	371,060	-	1,009,408
Capital grants	560,242	7,045,410	276,869
Investment earnings	85,649	72,791	74,052
Total Non-Operating Revenues	16,230,179	23,700,656	18,355,875
Total Revenues	19,508,944	26,993,569	21,820,310
OPERATING EXPENSES			
Salaries and employee benefits	12,180,395	12,343,189	12,032,672
Services and supplies	2,776,219	2,517,217	2,695,380
Other professional services	1,691,928	1,921,048	1,886,941
Depreciation and amortization	1,914,584	2,001,812	2,358,235
Insurance and Claims	322,547	403,792	365,241
City charges	2,303,097	2,550,660	2,505,270
Other	76,774	64,892	54,846
Total Operating Expenses	21,265,544	21,802,610	21,898,585
Income (Loss) before transfers	(1,756,600)	5,190,959	(78,275)
TRANSFERS IN	1,254,000	-	104,000
TRANSFERS OUT	(171,492)	(2,443,609)	(42,731)
NET INCOME (LOSS)	(674,092)	2,747,350	(17,006)
Add: Depreciation on assets acquired with contributed capital	1,914,584	2,001,812	2,358,235
TOTAL ADDITIONS TO RETAINED EARNINGS	**$ 1,240,492**	**$ 4,749,162**	**$ 2,341,229**

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating loss	$ (17,986,779)	$ (18,509,697)	$ (18,434,150)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	1,914,584	2,001,812	2,358,235
(Increase) Decrease in inventory	(71,536)	88,717	(114,111)
(Increase) Decrease in accounts receivable	40	(214)	(77,314)
(Increase) Decrease in prepaids	(960)	(10,340)	11,300
Increase (Decrease) in accounts payable	(3,202)	284,633	(651,179)
Increase (Decrease) in accrued salaries and benefits	77,484	(51,634)	(12,457)
Increase (Decrease) in other accrued liabilities	2,816	10,376	193,122
Net cash used by operating activities	(16,067,553)	(16,186,347)	(16,726,554)
Cash flows from capital financing activities:			
Payments for capital expenditures	(655,361)	(7,045,410)	(334,531)
Cash received from grants and subsidies	560,242	7,045,410	276,869
Net cash used by capital financing activities	(95,119)	-	(57,662)
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	13,649,318	17,606,522	21,152,113
Cash transfers received from other funds	1,254,000	-	-
Cash transfers paid to other funds	(171,492)	(2,443,609)	(42,731)
Net cash provided by noncapital financing activities	14,731,826	15,162,913	21,109,382
Cash flows from investing activities:			
Cash received from interest on investments	103,680	84,970	63,376
Net cash provided by investing activities	103,680	84,970	63,376
Increase (decrease) in cash, restricted cash and cash equivalents	(1,327,166)	(938,464)	4,388,542
Cash, restricted cash and cash equivalents, July 1	3,431,638	2,104,472	1,166,008
Cash, restricted cash and cash equivalents, June 30	$ 2,104,472	$ 1,166,008	$ 5,554,550

WATER FUND

BALANCE SHEET

FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
ASSETS			
Current Assets:			
Pooled Cash and Investments	4,730,013	4,611,541	4,611,609
Restricted Cash and Investments	592,214	535,356	554,333
Restricted Construction Advances	19,066	17,510	14,570
Accounts Receivable	3,906,939	4,334,047	5,603,933
Accrued Interest Receivable	54,502	42,994	16,797
Inventory	454,030	417,529	475,725
Prepaids	82	1,552	95
Total Current Assets	9,756,846	9,960,529	11,277,062
Capital Assets, Net	65,932,359	65,160,855	66,736,447
Interfund Advances Receivable	1,154,432	1,154,432	1,154,432
Total Assets	$ 76,843,637	$76,275,816	$ 79,167,941
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities (Payable from Current Assets):			
Accounts Payable	$ 3,645,953	$ 3,750,818	$ 3,916,684
Contract Retainage Payable	17,215	24,525	52,483
Accrued Liabilities	323,405	398,337	347,455
	3,986,573	4,173,680	4,316,622
Current Liabilities (Payable from Restricted Assets):			
Revenue Bonds Maturing Within One Year	540,975	550,350	566,766
Construction Advances	19,066	17,510	14,570
	560,041	567,860	581,336
Total Current Liabilities	4,546,614	4,741,540	4,897,958
Noncurrent Portion of Revenue Bonds Outstanding	2,245,000	1,730,000	1,190,000
Total Liabilities	6,791,614	6,471,540	6,087,958
Fund Equity:			
Retained Earnings - Restricted for Debt Service	592,214	535,356	554,333
Retained Earnings - Unrestricted	69,459,809	69,268,920	72,525,650
Total Fund Equity	70,052,023	69,804,276	73,079,983
Total Liabilities and Fund Equity	$ 76,843,637	$76,275,816	$ 79,167,941

WATER FUND OPERATIONS

STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	Audited 09-10	Audited 10-11
OPERATING REVENUES			
Charges for services	$ 22,537,801	$ 25,729,431	$ 29,037,031
Other	1,023,796	1,495,671	1,122,133
Total Operating Revenues	23,561,597	27,225,102	30,159,164
OPERATING EXPENSES			
Salaries and employee benefits	4,135,404	4,426,487	4,551,033
Services and supplies	944,727	1,144,988	1,512,186
Other professional services	501,970	500,503	718,648
Depreciation and amortization	1,136,579	1,359,519	1,355,003
Insurance and claims	92,835	116,131	78,735
City charges	1,789,342	2,072,084	1,904,272
Cost of water	14,527,089	16,989,402	18,671,109
Other	2,397,397	33,937	442,353
Total Operating Expenses	25,525,343	26,643,051	29,233,339
OPERATING INCOME (LOSS)	(1,963,746)	582,051	925,825
NON-OPERATING REVENUES			
Investment earnings	278,604	196,329	100,880
Other, net	42,918	36,493	-
Total Non-Operating Revenues	321,522	232,822	100,880
NON-OPERATING EXPENSES			
Interest expense	136,409	129,067	100,244
Total Non-Operating Expenses	136,409	129,067	100,244
Income (Loss) before contributions and transfers	(1,778,633)	685,806	926,461
CAPITAL GRANTS	-	-	35,227
TRANSFERS OUT	(31,429)	(29,519)	(30,398)
NET INCOME (LOSS)	**$ (1,810,062)**	**$ 656,287**	**$ 931,290**

WATER FUND OPERATIONS

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 08-09	*Audited 09-10*	*Audited 10-11*
Cash flows from operating activities:			
Operating income (loss)	$ (1,963,746)	$ 582,051	$ 925,825
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation and amortization	1,136,579	1,359,519	1,355,003
(Increase) decrease in inventories	44,011	36,501	(58,196)
(Increase) decrease in accounts receivable	1,311,833	(427,108)	(1,269,886)
(Increase) decrease in prepaids	60	(1,470)	1,457
Increase (decrease) in accounts payable	(76,738)	223,355	151,583
Increase (decrease) in accrued liabilities	(18,311)	17,579	59,879
Increase (decrease) in deposits and guarantees	4,471	(1,556)	(2,940)
Net cash provided by operating activities	438,159	1,788,871	1,162,725
Cash flows from capital financing activities:			
Payments for capital expenditures	(4,214,075)	(1,545,878)	(654,698)
Payments for revenue bonds principal	(500,000)	(515,000)	(540,000)
Payments for revenue bonds interest	(141,617)	(119,692)	(83,828)
Cash received from contributed capital subsidy	42,918	36,493	35,227
Net cash used by capital financing activities	(4,812,774)	(2,144,077)	(1,243,299)
Cash flows from noncapital financing activities:			
Cash paid to other funds	(31,429)	(29,519)	(30,398)
Net cash used by noncapital financing activities	(31,429)	(29,519)	(30,398)
Cash flows from investing activities:			
Cash received from interest on investments	331,625	207,839	127,077
Net cash provided by investing activities	331,625	207,839	127,077
Net increase (decrease) in cash, restricted cash and cash equivalents	(4,074,419)	(176,886)	16,105
Cash, restricted cash and cash equivalents, July 1	$ 9,415,712	$ 5,341,293	$ 5,164,407
Cash, restricted cash and cash equivalents, June 30	$ 5,341,293	$ 5,164,407	$ 5,180,512

THIS PAGE INTENTIONALLY LEFT BLANK