City of Torrance, California

2008-09 Budget

Proposed Revisions

Second Year

James R. Armstrong Theatre

City Hall

Katy Geissert Civic Center Library

TABLE OF CONTENTS

Budget Message ..... i-iv

Budget Overview

Elected and Appointed Officials Organization Chart 1
City Departmental Organization Chart 2
City Departmental Functions – General Fund 3
City Departmental Functions – Other Funds 5
Operating Budget Summary 6
Revenue Summary – All Funds 8
Expenditure Summary – All Funds 9
Expenditure Budget by Category 10
General Fund and Self Insurance Fund Reserves 14
Reserve Description and Funding Policy 15
Long Term Debt Schedule 18
5 Year Budget Projections .....
General Fund 20
Airport 22
Air Quality Management District 24
Animal Control 26
Cable 28
Cultural Arts Center 30
Emergency Medical Services 32
Fleet Services 34
Parks & Recreation 36
Redevelopment Agency 38
Sanitation 42
Self Insurance 44
Sewer 46
Transit 48
Vanpool/Rideshare 50
Water 52
Operating Transfers In and Out 54
Personnel Summary 56
Personnel Vacancies 57

Revenue Overview

Revenue Two Year Projection Detail – General Fund 60
General Fund Total Revenue Graph (1976 – 2006) 64
Top General Fund Revenue Graphs (1976 – 2006) 66
Secured Property Tax Allocation 67
Sales Tax Allocation 68
Revenue Two Year Projection – Enterprise Funds 70
Revenue Two Year Projection – Internal Service Funds 72
Revenue Two Year Projection – External Funds 73

TABLE OF CONTENTS (continued)

Program Modifications

City Manager – Add 0.8 Staff Asst. for training and volunteer program 75
Community Services – Increase budget for contract classes offset by revenues 77
Public Works. – Add 2.0 Sewer Maint. Workers 79

Departments

City Attorney 83
City Clerk 89
City Council 95
City Manager 99
City Treasurer 107
Civil Service 113
Communication & Info Technology 119
Community Development 125
Community Services 139
Finance 149
Fire 155
General Services 163
Human Resources 177
Police 187
Public Works 195
Transit 211
Non-Departmental 217

Financial Statements

Airport 223
Cable TV 226
Cultural Arts Center 229
Fleet Services 232
General Fund 235
Parks & Recreation 239
Redevelopment Agency 242
Sanitation 246
Self-Insurance 249
Sewer 252
Transit 255
Water 258

Council Meeting of
May 6, 2008

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

Members of the Council:

The City Manager respectfully transmits his proposed modifications for the second year of the 2007-09 two-year operating budget to the City Council for review. This budget becomes the City Council's and may be revised and amended as directed by your Honorable Body.

In May 2007, the City Council adopted a balanced two-year budget for the 2007-08 and 2008-09 fiscal years. The budget remains balanced for the 2008-09 fiscal year, the 2nd year of the 2007-2009 two-year budget. General Fund for the upcoming fiscal year reflects a decline of $1.1 million dollars in revenue from what was projected a year ago. To balance the budget, expenditures have been held constant for all non-wage areas for the current fiscal year as well as the proposed 2008/09 fiscal year and there are some projected savings in labor and benefits costs.

General Fund 5-Year Forecast

Year	Ending Balance
2008-09	$ -
2009-10	(411,759)
2010-11	(544,490)
2011-12	(530,137)
2012-13	(278,136)

The continued stable financial condition of the City is a direct result of the fiscally conservative approach by the Council for only allocating funds when necessary, looking ahead and planning over a five year period, and funding recurring expenditures with ongoing sources of revenue. This fiscally conservative approach by the Council is reflected in the City's investment grade "A" bond rating.

Major Changes in Forecast

	Original 2008-09 in (000)	Revised 2008-09 in (000)	Difference in (000)
Property Tax	$49,167	$50,319	$1,152
Use of Money	1,986	2,518	532
Utility Users' Tax	36,098	36,536	438
Business License	7,182	7,432	250
Sales Tax	35,731	32,666	(3,065)
Transfers	10,653	10,029	(624)
Other	-	194	194
Total Net Change	$140,817	$139,694	($1,123)

Having said the above, there are several budgetary concerns as we look at the five year forecast.

The condition of the State's budget, the downturn in the economy, and the uncertain future on the City's ability to collect telephone utility users' tax will have adverse effects on both the City's Operating and Capital Budget. The projected $12 to $20 billion dollar budget shortfall the State is reporting will most likely reduce and/or delay State monies the City receives to fund capital projects.

Historically, the State has not passed their budget by their June 30 deadline and, given the size of the deficit, it is not likely they will do so this year. The State has already notified cities that they will delay the distribution of $1.1 million (Torrance's share) in Highway Users' Tax from April thru August with the promise to distribute in September 2008. Other funds the City would use to fund capital improvements such as Gas Tax might also be at risk. Staff has recommended and the

Council concurred to defer updating and extending the City's Five-Year Capital Budget to its full five years until the State passes their budget. The capital projects that have already been approved either in the last capital budget update or during the fiscal year will not be affected.

It is expected that the City's operating budget will also be affected but to what extent we do not know. The passage of Proposition 1A in November 2004 essentially protected local property, sales taxes, and motor vehicle license fees. Under certain circumstances, such as in a declared emergency by the Governor and 2/3 vote of each house, the State can borrow up to 8% of property tax revenues (approximately $2.3 million). The repayment would have to occur within three years plus accrued interest. Even though the option of borrowing local funds would not solve the State's budget issues it would buy the State some additional time to balance their budget. It is also likely that the State will shift costs wherever possible to the counties and local city levels.

Should the State takes action that adversely affects the City's budget, staff would return to the Council with the appropriate action items. This would also be true if events and assumptions the City uses for the budget projection model changes materially.

Other areas of concern continue to be the down turn in the housing market, rising fuel costs, and the slowing of the economy.

Currently, the local Torrance economy is reflecting the impact at a lesser rate. The City's tax and economic base include a mix of high-end residential properties and a sizable commercial and retail component. The City had a large property tax base of $22.2 billion in fiscal year 2007, which reflects a 7.1% increase over 2006. Home sale reports for 2007 show that of the five zip codes in Torrance, only one area reflected a decline of 3.0% in median home value over the 2006 calendar year; however, Torrance is experiencing 12%-15% decline in median home values for March 2008 as compared to March 2007. It is expected that Torrance will continue to experience, as other jurisdictions already have, declining market values below the bench mark date of July 2005 and an increasing rate for home foreclosures.

Rising fuel costs and the lack of available credit is adversely affecting consumer spending. The City's cost for diesel fuel for the first time has reached $4.00 per gallon compared to $3.00 a year ago. The reduction in consumer spending is adversely affecting taxable sales for both the State of California and the City of Torrance. The City of Torrance is projecting a 3.8% decline in actual sales tax revenues received over the 2007 fiscal year.

The budget as presented continues to include a contribution from the General Fund to Capital of $1.7 million and transfer of additional General Fund operating resources to offset projected increases in labor, material and supplies for the Emergency Medical Services,

2008-09 Fiscal Year (Selected Funds)

	Sources	Uses	Budget Excess/ (Deficit)
General Fund	$169,628,643	$169,628,643	-
Enterprise Funds:			
Airport	11,374,600	11,369,218	5,382
Transit	23,693,889	23,693,889	-
Water	26,060,410	24,758,269	1,302,141*
Emergency Medical	9,588,825	9,588,825	-
Sanitation	11,042,392	11,042,392	-
Cultural Arts	2,061,315	2,060,581	734
Sewer	2,734,500	2,230,570	503,930*
Parks & Recreation	8,214,387	8,214,387	-
Internal Services			
Fleet	6,315,737	5,996,045	319,692*
Self Insurance	3,932,688	3,930,097	2,591

*Reserved for capital and infrastructure projects

Parks and Recreation Enterprise Fund, Animal Control Services, and the Cultural Arts Enterprise Fund to balance resources with ongoing expenditures. In these, General Fund subsidized funds revenues have remained constant and program costs continue to rise. During the next fiscal year, staff will conduct a City wide fee study and explore increasing some fees to minimize additional subsidies from the General Fund.

The long term financial outlook for several of the City's Enterprise funds (Refuse, Water, and Transit) will need to be addressed prior to the start of the next two year budget cycle. The Refuse fund has been able to absorb some of the additional costs for the Green Waste program. When fully implemented, the program will divert over 280 tons per week of green waste from landfills and contribute significantly to the City's waste reduction goals. The pilot program requires seven additional routes of which the fund was able to absorb two routes from redeploying and altering existing routes with minimal additional costs; however, offsetting fees for the cost for the remaining five routes will be necessary.

Fuel costs for Transit have increased dramatically over the last three years and the fund is not able to continue absorbing these costs in their budget and will explore a rate increase in the upcoming fiscal year. The current fare of $0.50 has been in place since 2003, when the fare was decreased from $0.75. The Water fund has not increased rates for City costs since the mid 1990's, while operating and capital replacement costs have increased. As the water lines in the City have aged, investment of capital dollars to replace lines continues to grow exponentially. This will initiate a fee review.

Other City funds such as Cable and Housing, where revenues are fixed or funding has been reduced, will also need to be addressed as program costs continue to rise.

Budget Outlook

The economic forecast for California through 2010 is expected to grow between 2% to 3% annually. Unemployment rates in the City (2.8%) continue to be well below both the State and national averages of 6.2% and 5.8% respectively.

General Fund Revenues and Expenditures

General Fund revenues are projected to grow at a rate of 3% to 3.5% over the next five years. Expenditures are projected to grow about 2.5% for the 2008-09 fiscal year, 3.7% in 2009-10, and declining to about 3.1% in 2012-2103 fiscal year.

Approximately 71% of General Fund Revenues is derived from three revenues sources: Sales Tax ($43.4 M), Property Tax ($39.5 M), and Utility Users' Tax ($37.2 M). With regards to the expenditures, Police and Fire comprise 55% or $93.1 million of General Fund expenditures (including emergency medical services).

Legislative Analyst Office Forecast	2008	2009
U.S. Real GDP	1.6	2.7
California		
Personal Income	4.7	5.1
Wage Growth	0.6	0.9
Taxable Sales	3.6	3.8
CPI	4.2	3.0

Fiscal	*% increase*	
Year	*Revenues*	*Expenditures*
2008-09	3.3%	2.5%
2009-10	3.5%	3.7%
2010-11	3.5%	3.6%
2011-12	3.2%	3.2%
2012-13	3.3%	3.1%

Property Taxes - Residential property values in the City have experienced double digit appreciation for several years and as the value of the assessments increase so does the tax receipts for the county, school district and the City of Torrance.

Property tax revenues are expected to exceed budget projections for the 2007-08 fiscal year. The impact of the slowing housing market has not materially affected tax receipts for the 2007-08 fiscal year. The 2008-09 fiscal year reflects a growth rate of 3.0%.

	Budget	%
Sales Tax	$ 43,481,889	25.7
Property Tax	39,504,100	23.4
Utility Users' Tax	37,172,922	22.0
	$121,801,858	71.1
Total General Fund	$168,988,676	

Sales Taxes – Sales Tax is the largest revenue source of the General Fund and represents about 26% of General Fund revenues. The sluggish economy and resulting reduced consumer spending has reduced receipts for the 2007-08 fiscal year by approximately $3 million. The 2008-09 estimate reflects a modest growth. It is anticipated that the economy will begin to rebound during the third quarter of 2008-09. Torrance continues to remain the 4th largest producer of sales tax in the County, where the City of Los Angeles, the County of Los Angeles and Long Beach are 1, 2 and 3 respectively.

Sales Tax by Component	
Auto Sales - New	18.4%
Department Stores	12.9
Restaurants	8.9
Miscellaneous Retail	8.6
Furniture/Appliance	6.8
Service Stations	5.1
Bldg Materials - Retail	5.0
Office Equipment	3.6
Light Industry	2.6
Food Markets	2.8
All other	25.3

Utility Users' Tax (UUT) – Overall, UUT revenues are projected to increase due to the increase in fuel and utility rates. One of the areas of budgetary concern is the ability for the City to continue collecting utility users' tax on telephones caused by changing technology, recent court rulings and new Federal regulations. Currently, the telephone portion of the City's UUT generated approximately $8 million annually. Should the City be challenged and lose, the impact to the General fund would be $6 to $8 million. This risk factor prompted this Council to place a measure on the upcoming June 2008 election to update the existing UUT ordinance language. This revised language will ensure that all residents are treated equally regardless of what types of telecommunications services they use. This is not a new tax or a rate increase. The measure replaces outdated language in order to protect the revenue generated by the UUT from changes in future rulings or regulations.

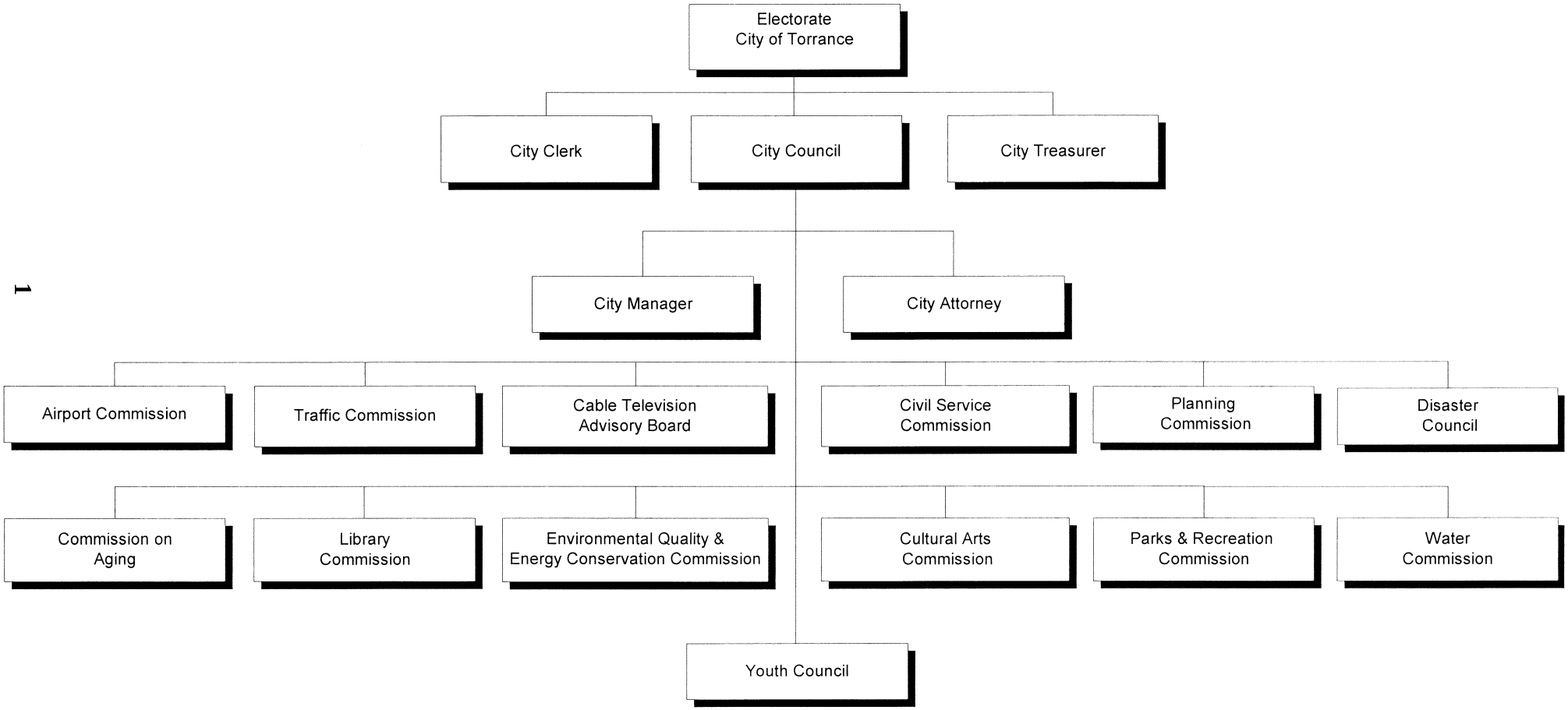
The budget, as submitted, is balanced for the 2008-09 fiscal year. The budget document now before you, with the concurrence of the Council, may be revised and when revised will become the City's operating budget for the 2008-09 fiscal year. Please note that funding requests would require offsets to the other areas of the budget. The City Council is requested to take input from the public, review the recommended budget and concur or modify this document. Any revisions requested will be incorporated into the City's operating budget for the 2008-09 fiscal years. No formal action is required until after the closing of the 2nd public hearing/ budget workshop on May 13.

Respectfully submitted,

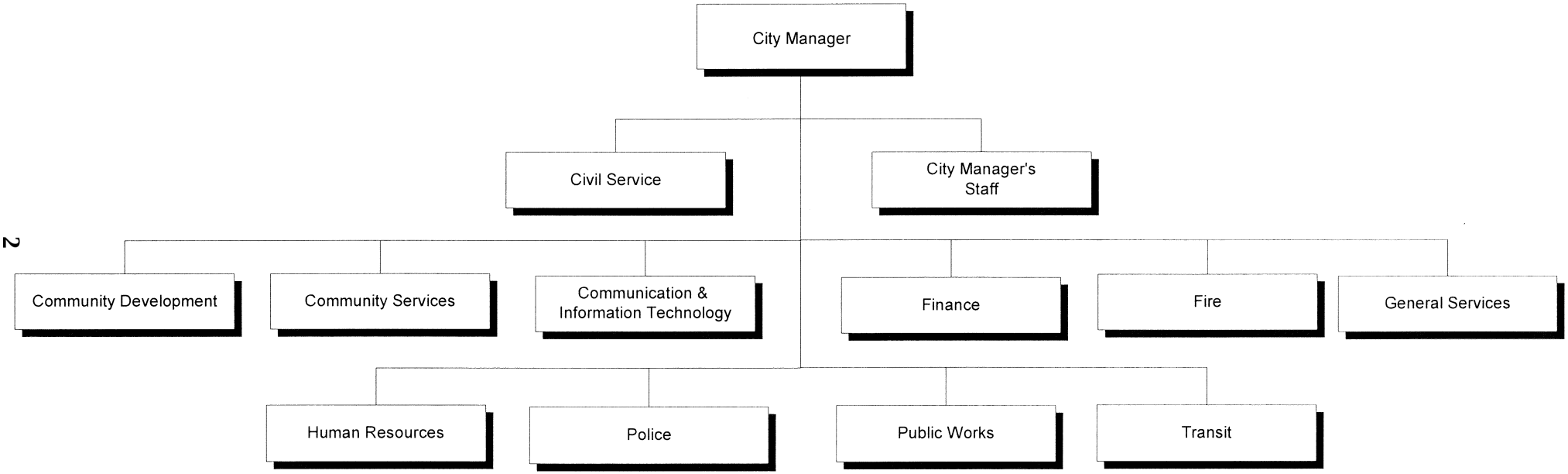
LeRoy J. Jackson
City Manager

Budget
Overview

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
- Sanitation
- Streetscape
- Operations and Maintenance
- Engineering
  - Inspection
  - Project Design and Administration

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

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

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

Human Resources
- Human Resources
  - Advice and Assistance
  - Program Compliance
  - Classification Studies
  - Workforce Development and Training
- Risk Management
- Recruitment
- Testing
- Certification

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

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

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

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

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

Sewer (Public Works)
- Sanitary Sewer System Management

Community Services
- Recreation Services
- Cultural Services

Emergency Medical Services (Fire)

Animal Control (Police)

INTERNAL SERVICES

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

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

EXTERNAL FUND

Cable (City Manager)
- Station Operations
- Office Operations

Vanpool/Rideshare (Human Resources)
- Vanpool Operation

2007-08 ADOPTED
OPERATING BUDGET SUMMARY

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	$ 163,624,807	$ 1,900,000	$ 165,524,807	$ 165,524,807	$ -
INTERNAL SERVICE					
Fleet Services	6,148,011		6,148,011	5,464,963	683,048
Self Insurance	3,722,688	161,534	3,884,222	3,884,222	-
Subtotal	9,870,699	161,534	10,032,233	9,349,185	
ENTERPRISE FUNDS					
Airport	10,802,000	10,587	10,812,587	10,812,587	-
Transit*	20,954,421	819,270	21,773,691	21,773,691	-
Water	23,485,300	20,101	23,505,401	23,505,401	-
Sanitation	10,111,000	491,102	10,602,102	10,602,102	-
Cultural Arts Center	1,919,275	45,279	1,964,554	1,964,554	-
Sewer	2,084,500		2,084,500	2,006,043	78,457
Emergency Medical Svcs.	8,669,208		8,669,208	8,669,208	-
Animal Control	307,000	42,709	349,709	349,709	-
Parks & Recreation	7,620,787	70,586	7,691,373	7,691,373	-
Subtotal	85,953,491	1,499,634	87,453,125	87,374,668	
EXTERNAL FUNDS					
Home Improvement Employment Program	367,748		367,748	367,748	-
Section 8 Rental Assist.	4,673,000	369,950	5,042,950	5,042,950	-
Rehabilitation Loan Program (HCD)	36,900		36,900	3,700	33,200
Redevelopment Agency	13,861,390		13,861,390	12,731,167	1,130,223
Government Cable Communications	1,498,600		1,498,600	1,240,804	257,796
Cable TV Public Access	326,268	7,151	333,419	333,419	-
Street Lighting District	2,521,813	71,162	2,592,975	2,592,975	-
Air Quality Management	165,000	24,124	189,124	189,124	-
Vanpool/Rideshare	222,900	5,225	228,125	228,125	-
Gas Tax		840,000	840,000	840,000	-
Prop C		348,296	348,296	348,296	-
Torrance Improve. Corp.	3,312,166		3,312,166	3,312,166	-
Subtotal	26,985,785	1,665,908	28,651,693	27,230,474	
Less: Internal Service	(9,870,699)	(161,534)	(10,032,233)	(9,349,185)	-
Internal Transfers**	(34,733,593)		(34,733,593)	(34,733,593)	-
TOTAL	$ 241,830,490	$ 5,065,542	$ 246,896,032	$ 245,396,356	

* Includes depreciation of $2,148,000 in revenue estimate.
** Includes all internal transfers.
*** Ending balance to be used for the replacement of vehicles.

2008-09 RECOMMENDED
OPERATING BUDGET SUMMARY

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Budget Modifications Expenses	Ending Balance
GENERAL FUND	$ 168,988,676	$ 639,967	$ 169,628,643	$ 169,588,676	$ -	$ 39,967	$ 0
INTERNAL SERVICE							
Fleet Services	6,315,737		6,315,737	$ 5,996,045			319,692
Self Insurance	3,932,688		3,932,688	$ 3,930,097			2,591
Subtotal	10,248,425	-	10,248,425	9,926,142			
ENTERPRISE FUNDS							
Airport	11,374,600		11,374,600	11,369,218			5,382
Transit*	23,594,208	99,681	23,693,889	23,693,889			-
Water	26,060,410		26,060,410	24,758,269			1,302,141
Sanitation	10,950,654	91,738	11,042,392	11,042,392			-
Cultural Arts Center	2,061,315		2,061,315	2,060,581			734
Sewer	2,734,500		2,734,500	2,060,970		169,600	503,930
Emergency Medical Svcs.	9,588,825		9,588,825	9,588,825			-
Animal Control	453,648		453,648	453,648			-
Parks & Recreation	8,082,790	66,597	8,149,387	8,149,387	65,000	65,000	-
Subtotal	94,900,950	258,016	95,158,966	93,177,179			
EXTERNAL FUNDS							
Home Improvement Employment Program	366,048		366,048	366,048			-
Section 8 Rental Assist.	5,586,000	68,720	5,654,720	5,654,720			-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,100			32,800
Redevelopment Agency	14,236,373		14,236,373	12,920,493			1,315,880
Government Cable Communications	1,478,600		1,478,600	1,372,540			106,060
Cable TV Public Access	344,053		344,053	344,053			-
Street Lighting District	2,548,744	442,268	2,991,012	2,991,012			-
Air Quality Management	175,500	13,624	189,124	189,124			-
Vanpool/Rideshare	265,100		265,100	247,964			17,136
General Fund Projects		690,000	690,000	690,000			-
Gas Tax		840,000	840,000	840,000			-
Prop C		1,408,900	1,408,900	1,408,900			-
Torrance Improve. Corp.	3,450,538		3,450,538	3,313,166			137,372
Subtotal	28,487,856	3,463,512	31,951,368	30,342,120			
	28,121,808			27,403,220			
Less: Internal Service	(10,248,425)	-	(10,248,425)	(9,926,142)			-
Internal Transfers**	(36,796,402)		(36,796,402)	(36,796,402)			-
TOTAL	$ 255,581,080	$ 4,361,495	$ 259,942,575	$ 256,311,573	$ -	$ 39,967	

* Includes depreciation of $2,148,000 in revenue estimate.
** Includes all internal transfers.
*** Ending balance to be used for the replacement of vehicles.

REVENUE SUMMARY ALL FUNDS

Description	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Adopted	2008-09 Recommended
General Fund	$ 139,383,018	$ 153,485,669	$ 162,812,177	$ 163,624,807	$ 168,988,676
Internal Service Funds	8,005,890	9,348,807	12,155,005	9,870,699	10,248,425
Enterprise Funds	76,699,477	79,075,662	84,165,021	83,805,491	92,752,950
External Funds	31,616,948	30,752,665	28,446,357	26,985,785	28,487,856
Grand Total All Funds	**$ 255,705,333**	**$ 272,662,803**	**$ 287,578,560**	**$ 284,286,782**	**$ 300,477,907**
GENERAL FUND REVENUES					
Property Taxes	$ 28,189,471	$ 31,675,913	$ 35,817,439	$ 35,862,200	$ 39,170,989
Taxes Other Than Property	88,553,813	95,761,172	101,077,333	102,549,421	103,641,240
Licenses and Permits	2,502,742	2,692,902	2,671,004	2,060,042	2,139,510
Revenues from Other Agencies	3,946,275	6,646,162	2,332,780	1,849,625	1,849,625
Fines and Forfeits	1,332,458	1,467,976	1,580,087	1,348,000	1,365,726
Use of Money and Property	3,225,767	2,449,207	4,610,499	2,961,742	3,522,174
Charges for Current Service	3,953,633	4,934,105	4,436,268	4,199,222	4,197,079
Other Revenues	7,678,859	7,858,232	10,286,767	12,794,555	13,102,333
Non-Recurring Revenues	-	-	-	-	-
Total General Fund	$ 139,383,018	$ 153,485,669	$ 162,812,177	$ 163,624,807	$ 168,988,676
INTERNAL SERVICE FUND REVENUES					
Fleet Services	$ 2,918,498	$ 6,026,119	$ 7,868,439	$ 6,148,011	$ 6,315,737
Self Insurance	5,087,392	3,322,688	4,286,566	3,722,688	3,932,688
Total Internal Service Fund	$ 8,005,890	$ 9,348,807	$ 12,155,005	$ 9,870,699	$ 10,248,425
ENTERPRISE FUNDS REVENUES					
Airport	$ 7,822,110	$ 9,158,981	$ 11,070,852	$ 10,802,000	$ 11,374,600
Transit System	18,277,545	20,045,470	18,685,513	18,806,421	21,446,208
Water	22,148,241	22,402,592	23,223,435	23,485,300	26,060,410
Emergency Medical Services	7,614,072	7,600,579	8,177,245	8,669,208	9,588,825
Sanitation	9,751,024	9,430,000	10,872,775	10,111,000	10,950,654
Cultural Arts Center	1,693,720	1,581,275	1,707,319	1,919,275	2,061,315
Sewer	2,045,659	1,666,500	2,914,034	2,084,500	2,734,500
Animal Control	242,141	264,853	188,838	307,000	453,648
Parks and Recreation	7,104,965	6,925,412	7,325,010	7,620,787	8,082,790
Total Enterprise Funds	$ 76,699,477	$ 79,075,662	$ 84,165,021	$ 83,805,491	$ 92,752,950
EXTERNAL FUND REVENUES					
Employment and Training-JTPA	$ 4,145,504	$ 4,708,866	$ 3,218,529	$ -	$ -
Home Improvement Employ Program	353,698	351,943	351,225	367,748	366,048
Section 8 Rental Assistance	5,187,220	5,225,000	5,452,566	4,673,000	5,586,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	36,900
Redevelopment Agency	11,835,074	12,556,939	11,274,237	13,861,390	14,236,373
Government Cable Communications	1,130,000	1,315,000	1,577,000	1,498,600	1,478,600
Cable TV Public Access	182,000	303,619	173,968	326,268	344,053
Street Lighting District	2,175,140	2,416,496	2,480,066	2,521,813	2,548,744
Vanpool/Rideshare	192,291	194,900	244,520	222,900	265,100
Air Quality Management	180,935	164,000	181,823	165,000	175,500
Capital Improvements	-	-	-	-	-
Torrance Improvements Debt Service	6,198,186	3,479,002	3,455,523	3,312,166	3,450,538
Total External Funds	$ 31,616,948	$ 30,752,665	$ 28,446,357	$ 26,985,785	$ 28,487,856

EXPENDITURE SUMMARY ALL FUNDS

	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Adopted	2008-09 Recommended
General Fund Operating Budget:						
Building and Safety	$ 2,906,192	$ -	$ -	$ -	$ -	$ -
City Attorney	2,163,120	2,215,694	2,363,351	2,504,117	2,649,064	2,669,992
City Clerk	669,107	786,132	806,957	702,867	883,615	797,699
City Council/Commissions	489,175	511,276	478,900	517,134	589,871	617,155
City Manager	2,016,251	2,107,415	2,288,420	2,602,436	2,898,088	2,980,153
City Treasurer	640,100	659,916	681,690	718,960	819,633	840,699
Civil Service	186,015	234,604	296,345	323,349	360,846	357,750
Communications & Info System	2,841,526	3,342,423	3,610,961	3,799,846	4,345,400	4,579,142
Community Development	4,966,401	7,793,315	7,137,133	7,568,842	7,810,756	8,479,198
Community Services		11,675,154	12,673,421	12,963,719	13,863,382	14,314,647
Engineering	-	-	-	-	-	-
Finance	3,144,925	3,222,046	4,226,827	4,642,837	5,192,747	5,401,222
Fire	22,109,004	23,433,309	24,053,166	24,897,032	25,486,288	24,848,700
General Services	3,855,637	4,216,838	4,484,815	4,543,344	5,019,751	4,623,690
Human Resources	2,192,252	2,217,773	2,431,962	2,508,284	2,498,441	2,673,805
Library	5,907,669	-	-	-	-	-
Parks and Recreation	5,576,434	-	-	-	-	-
Police	46,203,723	49,620,520	52,787,301	54,639,929	58,545,218	59,776,170
Public Works	8,675,155	8,967,471	9,830,945	9,784,187	11,393,391	12,045,465
Non-Departmental/Insurance	17,977,700	21,511,785	20,745,502	24,017,187	23,168,316	24,583,189
Total General Fund	$ 132,520,386	$ 142,515,671	$ 148,897,696	$ 156,734,070	$ 165,524,807	$ 169,588,676
Internal Service:						
Fleet Services	3,623,817	2,568,853	5,885,178	4,519,180	5,464,963	5,996,045
Self Insurance	3,442,922	4,694,618	4,352,146	4,965,552	3,884,222	3,930,097
Total Internal Service	$ 7,066,739	$ 7,263,471	$ 10,237,324	$ 9,484,732	$ 9,349,185	$ 9,926,142
Enterprise Funds:						
Airport	6,885,171	7,255,455	7,426,038	8,518,904	10,812,587	11,369,218
Transit	18,533,785	19,586,512	20,847,271	20,028,868	21,773,691	23,693,889
Water	20,037,123	20,022,662	19,869,239	22,140,372	23,505,401	24,758,269
Sanitation	7,854,149	8,519,914	10,102,329	10,135,554	10,602,102	11,042,392
Cultural Arts Center	1,509,509	1,602,916	1,699,813	1,767,528	1,964,554	2,060,581
Sewer	1,429,669	1,584,851	775,333	1,626,340	2,006,043	2,060,970
Emergency Medical Services	6,693,562	7,173,939	7,431,502	8,127,220	8,669,208	9,588,825
Animal Control		186,937	254,148	308,463	349,709	453,648
Parks and Recreation	6,524,554	7,055,792	7,244,841	7,296,849	7,691,373	8,149,387
Total Enterprise	$ 69,467,522	$ 72,988,978	$ 75,650,514	$ 79,950,098	$ 87,374,668	$ 93,177,179
External Funds:						
Employment & Training (WIN)	4,540,187	4,146,858	3,885,379	3,218,529	-	-
Home Improv. Empl. Program	353,698	353,698	340,246	351,225	367,748	366,048
Section 8 Rental Assistance	5,191,386	5,306,001	4,619,494	4,891,550	5,042,950	5,654,720
Rehab. Loan Program (HCD)	-	-	-	-	3,700	4,100
Redevelopment Agency	9,986,631	11,004,977	10,773,566	11,025,405	12,731,167	12,920,493
Gov. Cable Communications	862,197	1,178,268	1,098,657	1,114,337	1,240,804	1,372,540
Cable TV Public Access	254,849	298,597	282,910	304,982	333,419	344,053
Air Quality Management	205,710	229,687	163,342	165,545	189,124	189,124
Vanpool/Rideshare	185,679	158,733	198,717	199,189	228,125	247,964
Gas Tax	2,540,000	2,540,000	2,840,000	840,000	840,000	840,000
General Fund Capital Projects	-	-	-	-	-	690,000
Prop C					348,296	1,408,900
Street Lighting District	2,137,802	2,108,177	2,322,409	2,549,562	2,592,975	2,991,012
Torrance Improvements Debt	3,997,655	4,449,381	3,492,402	3,455,026	3,312,166	3,313,166
Total External	$ 30,255,794	$ 31,774,377	$ 30,017,122	$ 28,115,350	$ 27,230,474	$ 30,342,120
Less:						
Internal Service Charges	(7,066,739)	(7,263,471)	(10,237,324)	(9,484,732)	(9,349,185)	(9,926,142)
Internal Transfers	(24,600,000)	(33,933,000)	(34,906,738)	(38,187,846)	(34,733,593)	(36,796,402)
TOTAL	$ 207,643,702	$ 213,346,026	$ 219,658,594	$ 226,611,672	$ 245,396,356	$ 256,311,573

2007-08 ADOPTED
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	2,190,924	40,344	283,392	27,460	50,937
City Clerk	543,944	36,452	234,914	2,860	45,377
City Council/Commissions	230,100	41,016	87,800	178,598	47,789
City Manager	1,814,205	164,201	680,218	149,350	53,461
City Treasurer	670,263	8,253	99,966	7,460	20,684
Civil Service	263,818	22,650	33,100	7,690	12,565
Commun. & Info. Technology	3,516,510	960,997	558,435	45,154	151,395
Community Development	6,692,762	233,300	367,939	84,570	217,340
Community Services	9,955,170	1,939,013	1,117,823	23,620	548,829
Finance	3,439,269	131,953	491,755	22,260	169,250
Fire	23,511,970	999,812	200,904	48,360	463,560
General Services	3,222,681	1,479,576	893,709	17,260	147,186
Human Resources	1,704,964	291,947	317,810	62,430	88,717
Police	53,673,319	2,203,801	777,023	231,160	1,076,133
Public Works	7,109,108	2,907,084	1,190,258	28,610	195,962
Non-Departmental/Insurance	3,561,380	318,380	330,796	21,474	-
Total General Fund	$ 122,100,387	$ 11,778,779	$ 7,665,842	$ 958,316	$ 3,289,185
Internal Service:					
Fleet Services	2,935,681	395,445	87,540	8,900	112,586
Self Insurance	723,600	20,995	82,733	6,800	13,398
Total Internal Service	$ 3,659,281	$ 416,440	$ 170,273	$ 15,700	$ 125,984
Enterprise Funds:					
Airport	1,583,481	344,172	399,053	33,950	382,976
Transit	12,515,445	2,215,365	1,977,470	105,200	2,295,603
Water	4,537,984	1,126,977	466,374	42,275	1,073,090
Sanitation	4,109,508	2,982,626	2,533,352	6,800	744,442
Cultural Arts Center	1,383,052	134,348	303,025	12,400	107,420
Sewer	634,366	26,921	96,870	6,514	153,872
Emergency Medical Services	8,370,677	272,131	1,000	18,400	-
Animal Control	237,500	-	85,000	12,000	15,209
Parks and Recreation	4,821,267	993,205	1,187,133	18,220	573,786
Total Enterprise	$ 38,193,280	$ 8,095,745	$ 7,049,277	$ 255,759	$ 5,346,398
External Funds:					
Home Improv. Empl. Program	246,650	35,500	29,000	-	56,598
Section 8 Rental Assistance	396,500	4,513,020	25,000	5,000	82,919
Rehab. Loan Program (HCD)	3,500	200	-	-	-
Redevelopment Agency	246,650	191,253	2,523,580	64,700	22,408
Gov. Cable Communications	846,422	65,363	71,822	8,500	56,629
Cable TV Public Access	229,311	20,111	19,500	3,100	26,495
Air Quality Management	41,904	79,500	67,720	-	-
Vanpool/Rideshare	63,765	160,310	3,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	549,750	561,066	1,482,159	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	$ 2,624,452	$ 5,626,323	$ 4,222,381	$ 81,750	$ 245,049
Less:					
Internal Service Charges	$ (3,659,281)	$ (416,440)	$ (170,273)	$ (15,700)	$ (125,984)
Internal Transfers	-	-	-	-	-
TOTAL	$ 162,918,119	$ 25,500,847	$ 18,937,500	$ 1,295,825	$ 8,880,632

2007-08 ADOPTED
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	56,007	-	$ 2,649,064
City Clerk	-	20,068	-	$ 883,615
City Council/Commissions	-	4,568	-	$ 589,871
City Manager	11,500	25,153	-	$ 2,898,088
City Treasurer	2,966	10,041	-	$ 819,633
Civil Service	-	21,023	-	$ 360,846
Commun. & Info. Technolo	1,000	158,845	(1,046,936)	$ 4,345,400
Community Development	2,200	212,645	-	$ 7,810,756
Community Services	40,500	269,227	(30,800)	$ 13,863,382
Finance	-	1,329,956	(391,696)	$ 5,192,747
Fire	203,530	287,804	(229,652)	$ 25,486,288
General Services	5,500	77,133	(823,294)	$ 5,019,751
Human Resources	-	53,873	(21,300)	$ 2,498,441
Police	-	601,782	(18,000)	$ 58,545,218
Public Works	28,750	704,453	(770,834)	$ 11,393,391
Non-Departmental/Insuran	-	22,865,085	(3,928,799)	$ 23,168,316
Total General Fund	$ 295,946	$ 26,697,663	$ (7,261,311)	$ 165,524,807
Internal Service:				
Fleet Services	2,128,660	(203,849)	-	$ 5,464,963
Self Insurance	-	3,036,696	-	$ 3,884,222
Total Internal Service	$ 2,128,660	$ 2,832,847	$ -	$ 9,349,185
Enterprise Funds:				
Airport	-	8,068,955	-	$ 10,812,587
Transit	6,231,648	(3,567,040)	-	$ 21,773,691
Water	56,200	16,207,501	(5,000)	$ 23,505,401
Sanitation		271,374	(46,000)	$ 10,602,102
Cultural Arts Center	-	24,309	-	$ 1,964,554
Sewer	4,700	1,082,800	-	$ 2,006,043
Emergency Medical Servic	30,000	7,000	(30,000)	$ 8,669,208
Animal Control	-	-	-	$ 349,709
Parks and Recreation	8,500	89,362	(100)	$ 7,691,373
Total Enterprise	$ 6,331,048	$ 22,184,261	$ (81,100)	$ 87,374,668
External Funds:				
Home Improv. Empl. Progr	-	-	-	$ 367,748
Section 8 Rental Assistanc	17,800	2,711	-	$ 5,042,950
Rehab. Loan Program (HCI	-	-	-	$ 3,700
Redevelopment Agency	-	9,682,576		$ 12,731,167
Gov. Cable Communicatior	35,000	179,268	(22,200)	$ 1,240,804
Cable TV Public Access	25,000	9,902	-	$ 333,419
Air Quality Management	-	-	-	$ 189,124
Vanpool/Rideshare	-	-	-	$ 228,125
Gas Tax	-	840,000	-	$ 840,000
Prop C	-	348,296	-	$ 348,296
Street Lighting District	-	-	-	$ 2,592,975
Torrance Improvements De	-	3,312,166	-	$ 3,312,166
Total External	$ 77,800	$ 14,374,919	$ (22,200)	$ 27,230,474
Less:				
Internal Service Charges	$ (2,128,660)	$ (2,832,847)	$ -	$ (9,349,185)
Internal Transfers	-	(34,733,593)	-	$ (34,733,593)
TOTAL	$ 6,704,794	$ 28,523,250	$ (7,364,611)	$ 245,396,356

2008-09 RECOMMENDED
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	2,211,437	40,344	283,392	27,460	60,416
City Clerk	561,444	36,452	104,914	2,860	72,431
City Council/Commissions	217,300	41,016	94,200	178,598	81,705
City Manager	1,864,603	165,701	685,718	149,350	77,938
City Treasurer	687,663	8,253	99,966	6,960	24,950
Civil Service	255,018	22,650	33,100	7,690	19,646
Commun. & Info. Technology	3,731,870	961,097	577,775	45,154	159,367
Community Development	7,258,604	242,991	372,777	85,070	311,627
Community Services	10,345,290	1,971,186	1,114,823	23,620	590,926
Finance	3,596,759	132,383	491,755	22,260	239,986
Fire	22,882,970	987,121	201,941	47,860	504,882
General Services	3,034,330	1,479,576	928,709	17,260	153,496
Human Resources	1,870,828	327,447	321,810	62,430	180,925
Police	54,685,919	2,254,101	777,023	231,160	1,175,855
Public Works	7,725,115	2,923,411	1,180,258	28,610	221,840
Non-Departmental/Insurance	3,120,667	1,515,446	330,796	22,985	-
Total General Fund	$ 124,049,817	$ 13,109,175	$ 7,598,957	$ 959,327	$ 3,875,990
Internal Service:					
Fleet Services	3,126,087	413,171	87,540	8,900	118,655
Self Insurance	765,800	20,995	82,733	6,800	19,873
Total Internal Service	$ 3,891,887	$ 434,166	$ 170,273	$ 15,700	$ 138,528
Enterprise Funds:					
Airport	1,686,364	344,172	411,753	33,950	420,703
Transit	13,239,973	3,278,386	1,932,470	85,000	2,528,270
Water	4,873,380	1,126,977	531,374	42,275	1,156,222
Sanitation	4,455,679	2,990,574	2,523,352	6,800	839,685
Cultural Arts Center	1,445,924	134,548	314,825	12,400	114,150
Sewer	676,255	26,921	96,870	6,514	166,910
Emergency Medical Services	9,250,077	317,748	1,000	10,000	-
Animal Control	325,900	6,000	100,000	6,000	15,748
Parks and Recreation	5,080,527	1,007,335	1,191,903	18,220	763,813
Total Enterprise	$ 41,034,079	$ 9,232,661	$ 7,103,547	$ 221,159	$ 6,005,501
External Funds:					
Home Improv. Empl. Program	244,950	35,500	29,000	-	56,598
Section 8 Rental Assistance	421,600	5,113,020	25,000	5,000	72,300
Rehab. Loan Program (HCD)	3,900	200	-	-	-
Redevelopment Agency	254,450	191,253	2,557,775	64,700	23,131
Gov. Cable Communications	940,488	65,363	71,822	8,500	77,298
Cable TV Public Access	229,311	20,111	19,500	3,100	36,579
Air Quality Management	41,904	79,500	67,720	-	-
Vanpool/Rideshare	66,084	160,310	3,600	450	-
Gas Tax	-	-	-	-	-
General Fund Capital Projects	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	581,450	561,066	1,848,496	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	$ 2,784,137	$ 6,226,323	$ 4,622,913	$ 81,750	$ 265,906
Less:					
Internal Service Charges	$ (3,891,887)	$ (434,166)	$ (170,273)	$ (15,700)	$ (138,528)
Internal Transfers	-	-	-	-	-
TOTAL	$ 167,868,033	$ 28,568,159	$ 19,325,417	$ 1,262,236	$ 10,147,397

2008-09 RECOMMENDED
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	46,943	-	$ 2,669,992
City Clerk	-	19,598	-	$ 797,699
City Council/Commissions	-	4,336	-	$ 617,155
City Manager	11,500	25,343	-	$ 2,980,153
City Treasurer	2,966	9,941	-	$ 840,699
Civil Service	-	19,646	-	$ 357,750
Commun. & Info. Technology	1,000	169,018	(1,066,139)	$ 4,579,142
Community Development	2,200	205,929	-	$ 8,479,198
Community Services	40,500	259,102	(30,800)	$ 14,314,647
Finance	-	1,309,775	(391,696)	$ 5,401,222
Fire	203,530	250,048	(229,652)	$ 24,848,700
General Services	5,500	74,286	(1,069,467)	$ 4,623,690
Human Resources	-	52,763	(142,398)	$ 2,673,805
Police	-	670,112	(18,000)	$ 59,776,170
Public Works	28,750	708,315	(770,834)	$ 12,045,465
Non-Departmental/Insurance	-	23,572,094	(3,978,799)	$ 24,583,189
Total General Fund	$ 295,946	$ 27,397,249	$ (7,697,785)	$ 169,588,676
Internal Service:				
Fleet Services	2,128,660	113,032	-	$ 5,996,045
Self Insurance	-	3,033,896	-	$ 3,930,097
Total Internal Service	$ 2,128,660	$ 3,146,928	$ -	$ 9,926,142
Enterprise Funds:				
Airport	-	8,472,276	-	$ 11,369,218
Transit	6,231,648	(3,601,858)	-	$ 23,693,889
Water	56,200	16,976,841	(5,000)	$ 24,758,269
Sanitation	-	272,302	(46,000)	$ 11,042,392
Cultural Arts Center	-	38,734	-	$ 2,060,581
Sewer	4,700	1,082,800	-	$ 2,060,970
Emergency Medical Services	30,000	10,000	(30,000)	$ 9,588,825
Animal Control	-	-	-	$ 453,648
Parks and Recreation	8,500	79,189	(100)	$ 8,149,387
Total Enterprise	$ 6,331,048	$ 23,330,284	$ (81,100)	$ 93,177,179
External Funds:				
Home Improv. Empl. Program	-	-	-	$ 366,048
Section 8 Rental Assistance	17,800	-	-	$ 5,654,720
Rehab. Loan Program (HCD)	-	-	-	$ 4,100
Redevelopment Agency	-	9,829,184	-	$ 12,920,493
Gov. Cable Communications	35,000	196,269	(22,200)	$ 1,372,540
Cable TV Public Access	25,000	10,452	-	$ 344,053
Air Quality Management	-	-	-	$ 189,124
Vanpool/Rideshare	-	17,520	-	$ 247,964
Gas Tax	-	840,000	-	$ 840,000
General Fund Capital Projects	-	690,000	-	$ 690,000
Prop C	-	1,408,900	-	$ 1,408,900
Street Lighting District	-	-	-	$ 2,991,012
Torrance Improvements Debt	-	3,313,166	-	$ 3,313,166
Total External	$ 77,800	$ 16,305,491	$ (22,200)	$ 30,342,120
Less:				
Internal Service Charges	$ (2,128,660)	$ (3,146,928)	$ -	$ (9,926,142)
Internal Transfers	-	(36,796,402)	-	$ (36,796,402)
TOTAL	$ 6,704,794	$ 30,236,622	$ (7,801,085)	$ 256,311,573

GENERAL FUND AND SELF INSURANCE FUND RESERVES

	Reserve Balances 06/30/2007	2007-08 Sources (Uses)	2007-08 Projected Reserves	Funding Goal	
CATEGORY 1: CONTINGENCY RESERVES					
Economic Anomaly	$ 6,621,349	$ 3,500,000	$ 10,121,349	$ 17,192,653	A)
Program Contingencies	222,015	(39,694)	182,321	(n/a)	
Total	$ 6,843,364	$ 3,460,306	$ 10,303,670	$ 17,192,653	
CATEGORY 2: SPECIFIC PURPOSE RESERVES					
Economic Development	$ 807,222	$ 200,000	$ 1,007,222	(n/a)	
Balancing Strategies	1,326,525	-	1,326,525	(n/a)	
Litigation	152,540	250,000	402,540	(n/a)	
Program Innovation	100,400	135,000	235,400	(n/a)	
Revolving Nuisance Abatement	80,000	-	80,000	(n/a)	
Benefit Rate Mitigation	2,513,894	574,000	3,087,894	6,767,942	B)
Security Improvements	124,207	-	124,207	(n/a)	
Prop A Exchange	479,141	562,000	1,041,141	(n/a)	
Alernative Fuel Vehicles	1,967,764	-	1,967,764	(n/a)	
Clean Water Req (NPDES)	50,000	(50,000)	-	(n/a)	
Total	$ 7,601,693	$ 1,671,000	$ 9,272,693	$ 6,767,942	
CATEGORY 3: FUNDING OF LIABILITIES RESERVES					
				Outstanding	
Compensated Absences	$ 1,000,000	$ -	$ 1,000,000	$ 16,397,228	
General Liability/Workers' Compensation Claims	5,726,348	(400,788)	5,325,560	22,877,345	C)
Total	$ 6,726,348	$ (400,788)	$ 6,325,560	$ 39,274,573	

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 2007-08 appropriation level.

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

C) Based on the draft of an actuarial study report as of fiscal year ending June 30, 2005. 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 balance the next year's budget. Prior to 1988, the City relied upon generating between $4 million and $5 million in savings to 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 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 2007-08. On May 22, 2007, Council approved to add $3,000,000 to this reserve from the 06-07 carryover. An additional $500,000 from the 06-07 carryover was approved by Council during the 07-08 First Quarter Budget Review. The projected balance of this reserve as of June 30, 2008 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. On May 22, 2007, Council approved an increase of $50,000 to this reserve from the 06-07 carryover. The projected balance of this reserve as of June 30, 2008 is $182,321.

Economic Development Reserve: This reserve was established as part of the 1993 Capital Improvement Budget. It was recommended that $350,000 of available capital funds be set aside as seed money to assist in capitalizing an economic development program in the city. 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 balance at the end of each fiscal year is being returned to this reserve. $300,000 was added to this reserve from the 06-07 carryover. The projected balance of this reserve as of June 30, 2008 is $1,007,222.

Balancing Strategies Reserve: This reserve was established to eliminate the projected shortfall in the 2004-05 fiscal year and adopted a two-year operating budget for the 2003-04 and 2004-05 fiscal years that is balanced. The budget reflects a budget balancing strategy that used three elements to address the projected shortfall such as the reallocation and use of internal resources, the reduction in department budgets and the operational efficiencies and revenue enhancements. The strategy additionally provided for the implementation of these elements beginning fiscal year 2003-04:

- Buy back of City bonds $6,000,000
- Deleted positions transition cost 3,600,000
- Facilities modification for department consolidations 950,000

The original amount of this reserve is $10,550,000. During fiscal year 2003-04, $881,753 was used for deleted positions transition cost; $1,340,472 was set aside in the reorganization budget to be used for fiscal year 2004-05 and $950,000 was used for facilities modifications. $6,000,000 of this reserve was used in fiscal year 04-05 to buy back City bonds. The projected balance of this reserve as of June 30, 2008 is $1,326,525.

Litigation Reserve: This reserve was established in April 1990 with $565,554 from the 1989-90 year-end carryover funding. It is 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 projected litigation likely tempered by other reserve requirements. On May 22, 2007,

Council approved an additional $250,000 increase to this reserve from the 06-07 carryover. The projected balance of this reserve as of June 30, 2008 is $402,540.

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. $15,000 of this reserve was used during the first quarter for graffiti abatement. $150,000 was added to this reserve from the 06-07 carryover. The projected balance of this reserve as of June 30, 2008 is $235,400.

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, 2008 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, 2008 is $3,087,894.

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, 2008 is $124,207.

Prop A Exchange Reserve: This reserve is to provide funding for Proposition A local return funds that are traded to other jurisdictions in exchange for General Fund. Prop A local returns are used exclusively to benefit public transit, to improve the quality and safety of and/or access to public transit services by the general public or those requiring special transit assistance. $138,000 was used this quarter for Prop A Exchange purchase. On May 22, 2007, Council approved to increase this reserve by $400,000 from the 06-07 carryover. An additional $300,000 from the 06-07 carryover was approved by Council during the First Quarter Budget Review. The projected balance of this reserve as of June 20, 2008 is $1,041,141.

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. $40,000 of this reserve was approved by Council on February 27, 2007 to be use to partially fund the purchase of 2 powered street sweepers. The projected balance of this reserve as of June 30, 2008 is $1,967,764.

Clean Water Req-National Pollutant Discharge Elimination System (NPDES) Reserve: In 1972, the United States Congress amended the Federal Water Pollution Control Act (Clean Water Act) to prohibit the discharge of any pollutant to waters of the United States from a point source unless the discharge is authorized by a National Pollutant Discharge Elimination System (NPDES) permit. The NPDES program is a permit program designed to regulate point source discharge.

The California Regional Water Quality Control Board, Los Angeles Region, is the local agency that renews the NPDES permit for discharges of storm water and urban runoff in Los Angeles County. The permit is renewed typically every five years and with the requirements becoming more restrictive each renewal cycle. The NPDES reserve fund is set aside in anticipation of future requirements under this permit. $950,000 of this reserve was transferred to various NPDES projects as approved by Council per the five year capital project plan. $50,000 was transferred during the 2007-08 first quarter to the NPDES program. There is no balance left as of June 30, 2008.

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, 2008 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 reserves are funded from the General Fund two-thirds loss allocation savings for workers compensation claims and liability claims every fiscal year and also funded by year end carryover. $500,000 of this reserve is being used each fiscal year to help fund operations. The projected balance of this reserve as of June 30, 2008 is $5,325,560.

CITY OF TORRANCE
Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding Principal As of 6-30-08	FY '08-09	FY '09-10	FY '10-11
TORRANCE PUBLIC FINANCING AUTHORITY						
Series 2004A Torrance Public Financing COP	$19,215,000	06/30/2034	$15,775,000	$1,543,409	$1,542,909	$1,541,659
Series 2004B Torrance Public Financing COP	23,915,000	06/30/2034	23,915,000	1,232,963	1,232,963	1,232,963
1998 COP Fire / Police Station	10,300,000	12/01/2028	7,190,000	536,794	538,050	543,590
Subtotal	$53,430,000		$46,880,000	$3,313,166	$3,313,922	$3,318,212
Transfers from Airport				(452,110)	(451,000)	(451,000)
Interest Earnings(2004A & 2004B Torr Public Fin)				-	(137,400)	(137,400)
Interest Earnings(Fire & Police 1998 COP)				(31,000)	(31,000)	(31,000)
Total	$53,430,000		$46,880,000	$2,830,056	$2,694,522	$2,698,812
Admin. Fees				22,000	22,000	22,000
Audit Fees				2,500	2,500	2,500
Grand Total Debt Svc. + Fees	$53,430,000		$46,880,000	$2,854,556	$2,719,022	$2,723,312
REDEVELOPMENT AGENCY						
2001 Skypark Refunding	2,470,143	07/01/2012	$1,309,154	$352,144	$352,144	$352,144
1998 Industrial Refunding, B	12,770,000	09/01/2028	10,340,000	1,054,707	1,077,914	1,107,712
1999 Industrial Refunding, C	18,500,000	09/01/2028	15,945,000	1,286,355	1,283,604	1,283,670
1998 Downtown Project, A	8,500,000	09/01/2028	7,135,000	579,633	579,783	579,223
Sub-Total	$42,240,143		$34,729,154	$3,272,839	$3,293,445	$3,322,749
AIRPORT FUND						
Part of 2004A/2004B COP refunding	$5,721,935	06/30/2016	$2,331,725	$452,139	$451,133	$450,811
WATER FUND						
2004 Series A Water Revenue Refunding Bonds	$5,050,000	03/01/2014	$3,245,000	$638,550	$622,925	$621,050
GRAND TOTAL	$106,442,078		$87,185,879	$7,218,084	$7,086,525	$7,117,922

FY'11-12	FY'12-13	FY'13-14	FY'14-15	FY'15-16	FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	13 YEAR TOTAL
$1,539,659	$1,540,753	$1,544,238	$819,738	$823,713	$826,750	$824,500	$821,500	$827,750	$827,750	$15,024,328
1,232,963	1,232,963	1,232,963	1,952,963	1,951,963	1,949,213	1,949,713	1,953,213	1,949,463	1,948,713	21,053,019
543,365	547,348	540,630	543,188	539,957	541,063	541,456	541,138	540,106	538,363	7,035,048
$3,315,987	$3,321,064	$3,317,831	$3,315,889	$3,315,633	$3,317,026	$3,315,669	$3,315,851	$3,317,319	$3,314,826	$43,112,395
(450,000)	(450,000)	(450,000)	(165,000)	(165,000)	-	-	-	-	-	(3,034,110)
(137,400)	(137,400)	(137,400)	(137,400)	(137,400)	(137,400)	(137,400)	(137,400)	(137,400)	(137,400)	(1,648,800)
(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(403,000)
$2,697,587	$2,702,664	$2,699,431	$2,982,489	$2,982,233	$3,148,626	$3,147,269	$3,147,451	$3,148,919	$3,146,426	$38,026,485
22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	286,000
2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	32,500
$2,722,087	$2,727,164	$2,723,931	$3,006,989	$3,006,733	$3,173,126	$3,171,769	$3,171,951	$3,173,419	$3,170,926	38,344,985
$352,114	$176,072	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$1,584,618
1,133,724	1,165,557	1,192,704	642,047	645,454	642,875	644,313	639,766	639,234	642,438	$11,228,445
1,282,374	1,284,579	1,280,285	1,284,357	1,281,657	1,282,185	1,280,807	1,277,520	1,277,000	1,274,100	$16,658,493
577,933	576,008	578,114	579,100	579,254	578,575	577,064	574,720	576,320	576,720	$7,512,447
$3,346,145	$3,202,216	$3,051,103	$2,505,504	$2,506,365	$2,503,635	$ 2,502,184	$ 2,492,006	$ 2,492,554	$ 2,493,258	$36,984,003
$450,327	$450,277	$449,815	$165,282	$164,654	$ -	$ -	$ -	$ -	$ -	$3,034,438
$620,300	$623,300	$644,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$3,770,925
$7,138,859	$7,002,957	$6,869,649	$5,677,775	$5,677,752	$5,676,761	$5,673,953	$5,663,957	$5,665,973	$5,664,184	$82,134,351

5 YEAR PROJECTION OF REVENUES AND EXPENSES
GENERAL FUND

	2007-08 Adopted	2008-09 Recommended	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
Revenues						
Property Taxes	35,862,200	39,504,100	41,379,975	43,351,291	45,422,934	47,600,041
Sales Tax	45,124,836	43,481,889	45,687,610	48,002,177	50,016,271	52,116,971
Other Tax	57,424,585	59,826,240	61,526,977	63,278,341	64,881,853	66,533,081
Licenses and Permits	2,060,042	2,139,510	2,099,415	2,120,884	2,144,057	2,169,086
Grants and Subventions	1,849,625	1,849,625	1,872,414	1,895,886	1,920,063	1,944,965
Fines and Forfeitures	1,348,000	1,365,726	1,365,726	1,365,726	1,365,726	1,365,726
Use of Money and Property	2,961,742	3,522,174	3,548,369	3,575,350	3,603,141	3,631,765
Charges for Services	4,199,222	4,197,079	4,262,468	4,329,818	4,399,189	4,470,641
Other Revenues	3,072,500	3,072,500	3,072,500	3,072,500	3,072,500	3,072,500
Transfers-In	9,722,055	10,029,833	10,029,833	10,029,833	10,029,833	10,029,833
Total Recurring Revenue	$ 163,624,807	$ 168,988,676	$ 174,845,287	$ 181,021,807	$ 186,855,566	$ 192,934,609
		3.3%	3.5%	3.5%	3.2%	3.3%
Expenditures						
Salaries & Employee Benefits	149,230,750	152,120,587	157,095,975	162,386,885	167,864,305	172,616,820
Materials Suppl & Maintenance	11,778,779	13,073,675	13,555,517	13,739,405	14,237,890	14,438,837
Prof Services/Contracts & Util	7,665,842	7,569,957	7,758,956	7,952,680	8,151,247	8,354,778
Travel,Training & Membrshp Due	958,316	959,327	983,310	1,007,893	1,033,090	1,058,918
Liabilities & Other Insurance	1,616,886	1,616,886	1,649,224	1,682,208	1,715,852	1,750,169
Interdepartmental Charges	3,289,185	3,819,392	3,914,877	4,012,749	4,113,067	4,215,894
Debt Service	2,857,725	2,854,556	2,719,022	2,723,312	2,722,087	2,727,164
Capital Acquisitions	295,946	295,946	295,946	295,946	295,946	295,946
Other Expenditures	121,240	109,440	109,440	109,440	109,440	109,440
Operating Transfers Out	21,151,812	21,816,367	22,382,269	22,863,269	23,350,269	23,852,269
Other Financing Uses	1,000,000	1,000,000	1,000,000	1,000,000	-	-
Salaries & Benefit Reimb	(27,130,363)	(28,030,803)	(28,030,803)	(28,030,803)	(28,030,803)	(28,030,803)
Reimbursements From Other Fund	(3,382,512)	(3,647,888)	(3,647,888)	(3,647,888)	(3,647,888)	(3,647,888)
Reimbursements-Indirect Costs	(3,928,799)	(3,928,799)	(3,928,799)	(3,928,799)	(3,928,799)	(3,928,799)
Total Recurring Expenditures	$ 165,524,807	$ 169,628,643	$ 175,857,046	$ 182,166,296	$ 187,985,704	$ 193,812,745
		2.5%	3.7%	3.6%	3.2%	3.1%
Operation Budget Excess/(Deficit)	$ (1,900,000)	$ (639,967)	$ (1,011,759)	$ (1,144,490)	$ (1,130,137)	$ (878,136)
Revenues - Non-Recurring	1,900,000	639,967	600,000	600,000	600,000	600,000
Expenditures - Non-Recurring						
Total Non-Recurring	1,900,000	639,967	600,000	600,000	600,000	600,000
Budget Excess/(Deficit)	$ -	$ -	$ (411,759)	$ (544,490)	$ (530,137)	$ (278,136)

THIS PAGE INTENTIONALLY LEFT BLANK

5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIRPORT ENTERPRISE FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Leased land area rentals	$ 8,405,553	$ 8,132,600	$ 7,990,883
Hangar and building rentals	2,184,838	2,267,000	2,234,000
Airfield fees and charges	182,852	187,000	193,000
Other	20,613	15,400	15,400
Total Operating Revenues	10,793,856	10,602,000	10,433,283
OPERATING EXPENSES			
Salaries and benefits	1,424,413	1,583,481	1,553,000
Materials and supplies	357,672	344,172	348,073
Professional services	254,821	399,053	443,000
Depreciation and amortization	230,657	300,305	300,305
Insurance and claims	24,671	28,169	28,169
Interdepartmental charges	358,076	382,976	378,526
Debt service	247,420	264,795	264,795
Property tax in lieu, leased land rental	1,850,000	1,850,000	1,850,000
Other	44,066	33,950	18,000
Total Operating Expenses	4,791,796	5,186,901	5,183,868
OPERATING INCOME (LOSS)	6,002,060	5,415,099	5,249,415
NON-OPERATING REVENUES			
Interest income - Operations	276,997	200,000	350,000
Total Non-Operating Revenues	276,997	200,000	350,000
NON-OPERATING EXPENSES			
Interest expense	204,764	186,950	186,950
Total Non-Operating Expenses	204,764	186,950	186,950
Income (Loss) Before Transfers	6,074,293	5,428,149	5,412,465
OPERATING TRANSFERS TO GENERAL FUND	(3,518,500)	(5,395,000)	(5,395,000)
OPERATING TRANSFERS TO OTHER FUNDS	(36,963)	(43,736)	(46,043)
NET INCOME (LOSS)	2,518,830	(10,587)	(28,578)
Add: Depreciation	230,657	300,305	300,305
CASH, JULY 1	5,364,571	7,128,382	7,128,382
ADJUSTMENT			
Changes in Balance Sheet Accounts (Net)	(67,621)	-	(176,095)
Actual Capital Expenditures	(918,055)	-	(247,643)
Projected Capital Expenditures		(3,446,013)	(3,198,370)
Capital Project Appropriations (2009-13)		-	-
Projected cash, ending	$ 7,128,382	$ 3,972,087	$ 3,778,001
Cash Balances by type:			
Cash for Operations	4,612,167	3,972,087	1,778,001
Cash for Appropriated Capital Projects	2,516,215	-	-
Cash Reserved for Future Capital Projects		-	2,000,000
Projected cash, ending	$ 7,128,382	$ 3,972,087	$ 3,778,001

Note: The fiscal year 2008-09 projection changed by $600,000 due to a decline in lease revenues derived from softening automobile sales.

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 8,510,600	$ 8,850,000	$ 9,180,000	$ 9,514,000	9,881,000
2,301,500	2,394,000	2,490,000	2,590,000	2,694,000
196,500	204,000	212,000	220,000	229,000
16,000	16,000	16,000	16,000	16,000
11,024,600	11,464,000	11,898,000	12,340,000	12,820,000
1,686,364	1,744,000	1,800,000	1,858,000	1,918,000
344,172	353,000	362,000	371,000	380,000
411,753	422,000	433,000	444,000	455,000
300,000	303,000	306,000	309,000	312,000
28,169	29,000	30,000	31,000	32,000
420,703	431,000	442,000	453,000	464,000
284,255	304,000	325,000	348,000	373,000
1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
33,950	35,000	36,000	37,000	38,000
5,359,366	5,471,000	5,584,000	5,701,000	5,822,000
5,665,234	5,993,000	6,314,000	6,639,000	6,998,000
350,000	354,000	358,000	362,000	366,000
350,000	354,000	358,000	362,000	366,000
167,855	147,000	126,000	102,000	77,000
167,855	147,000	126,000	102,000	77,000
5,847,379	6,200,000	6,546,000	6,899,000	7,287,000
(5,795,000)	(5,995,000)	(5,995,000)	(5,995,000)	(5,995,000)
(46,997)	(47,000)	(47,000)	(47,000)	(47,000)
5,382	158,000	504,000	857,000	1,245,000
300,000	303,000	306,000	309,000	312,000
3,778,001	4,082,221	4,542,391	5,352,391	6,518,391
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
(1,162)	(830)	-	-	-
$ 4,082,221	$ 4,542,391	$ 5,352,391	$ 6,518,391	8,075,391
2,081,059	2,541,561	3,352,391	4,518,391	6,075,391
-	-	-	-	-
2,001,162	2,000,830	2,000,000	2,000,000	2,000,000
$ 4,082,221	$ 4,542,391	$ 5,352,391	$ 6,518,391	8,075,391

5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIR QUALITY MANAGEMENT DISTRICT

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Interest Earnings	$ 4,540	$ 3,000	$ 6,000
AQMD Revenues	177,283	162,000	172,000
Total Operating Revenues	181,823	165,000	178,000
OPERATING EXPENSES			
Salaries and employee benefits	36,880	41,904	41,904
Services and supplies	60,970	79,500	65,000
Other professional services	67,695	67,720	67,720
Operations transfers out	-	-	-
Total Operating Expenses	165,545	189,124	174,624
Net Income (Loss) before Use of Fund Balance	16,278	(24,124)	3,376
Net income (loss)	**$ 16,278**	**$ (24,124)**	**$ 3,376**
Cash Beginning	107,459	123,278	123,278
Changes in balance sheet accounts (Net)	(459)	-	-
Projected cash, ending	**$ 123,278**	**$ 99,154**	**$ 126,654**

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 5,500	$ 4,000	$ 3,500	$ 2,500	$ 1,000
170,000	170,000	170,000	170,000	170,000
175,500	174,000	173,500	172,500	171,000
41,904	43,161	44,641	46,082	47,569
79,500	81,488	83,525	85,613	87,753
67,720	69,413	71,148	72,927	74,750
-	-	-	-	-
189,124	194,062	199,314	204,622	210,073
(13,624)	(20,062)	(25,814)	(32,122)	(39,073)
$ (13,624)	**$ (20,062)**	**$ (25,814)**	**$ (32,122)**	**$ (39,073)**
126,654	113,030	92,968	67,155	35,033
-	-	-	-	-
$ 113,030	**$ 92,968**	**$ 67,155**	**$ 35,033**	**$ (4,039)**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
ANIMAL CONTROL FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
Operating Revenues			
Animal license fees	$ 188,838	$ 245,000	$ 200,000
Total operating revenues	188,838	245,000	200,000
Operating Expenses			
Salaries and benefits	221,605	237,500	190,000
Materials and supplies	-	-	-
Professional/contract services	64,875	85,000	65,000
Equipment	6,620	-	-
Interdepartmental charges	11,908	15,209	15,209
Others	3,455	12,000	8,500
Total operating expenses	308,463	349,709	278,709
Income (loss) before transfers	(119,625)	(104,709)	(78,709)
Operating Transfers In	-	62,000	62,000
Income (Loss) before Use of Fund Balance	**$ (119,625)**	**$ (42,709)**	**$ (16,709)**
Non-Recurring Resources:			
Use of Fund Balance	-	-	-
Net income (loss)	(119,625)	(42,709)	(16,709)
Add:			
Cash, beginning	171,949	61,818	61,818
Increase/decrease balance sheet items	9,494	-	-
Projected cash, ending	**$ 61,818**	**$ 19,109**	**$ 45,109**

Note: Salaries and Benefits increased for the FY2008-09 proposed budget due to One Staff Assistant position formerly charged to the COPS Grant that, effective FY2008-09, will be charged directly to the Animal Control Fund.

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 215,000	$ 217,000	$ 219,000	$ 221,000	$223,000
215,000	217,000	219,000	221,000	223,000
325,900	337,000	348,000	359,000	371,000
6,000	6,000	6,000	6,000	6,000
100,000	103,000	106,000	109,000	112,000
-	-	-	-	-
15,748	16,000	16,000	16,000	16,000
6,000	6,000	6,000	6,000	6,000
453,648	468,000	482,000	496,000	511,000
(238,648)	(251,000)	(263,000)	(275,000)	(288,000)
238,648	251,000	263,000	275,000	288,000
$ -	**$ -**	**$ -**	**$ -**	**$ -**
-	-	-	-	-
-	-	-	-	-
45,109	45,109	45,109	45,109	45,109
-	-	-	-	-
$ 45,109	**$ 45,109**	**$ 45,109**	**$ 45,109**	**$ 45,109**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
CABLE FUND - COMBINED

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Franchise Fees	$ 1,453,909	$ 1,400,000	$ 1,400,000
Cable TV Access Fees	173,000	173,000	173,000
Miscellaneous	37,085	51,100	26,129
TCTV Workshops	5	412	1,500
Total Operating Revenues	$ 1,663,999	$ 1,624,512	$ 1,600,629
OPERATING EXPENSES			
Salaries and employee benefits	1,002,702	1,075,733	1,059,311
Materials and supplies	39,808	63,274	66,274
Professional services	89,442	91,322	91,322
Insurance and Claims	6,614	13,021	13,021
Interdepartmental charges	75,801	83,124	83,124
Capital outlay	23,114	60,000	76,688
Other	11,600	11,600	11,600
Total Operating Expenses	$ 1,249,081	$ 1,398,074	$ 1,401,340
OPERATING INCOME (LOSS)	$ 414,918	$ 226,438	$ 199,289
NON-OPERATING REVENUES			
Interest Income	86,969	50,000	80,000
Total Non-Operating Revenues	$ 86,969	$ 50,000	$ 80,000
Income (Loss) before transfers	$ 501,887	$ 276,438	$ 279,289
Operating Transfers In	150,356	150,356	114,550
Operating Transfers Out	(170,237)	(176,149)	(176,149)
NET INCOME (LOSS)	$ 482,006	$ 250,645	$ 217,690
Cash Beginning	1,261,507	1,354,015	1,354,015
Change in Balance Sheet Accounts	12,162	-	-
Capital Project Appropriations	(401,660)	-	(206,100)
Projected cash, ending	**$ 1,354,015**	**$ 1,604,660**	**$ 1,365,605**
Cash Balance - Capital Projects	**$ 701,845**	**$ 701,845**	**$ 724,906**
Total Projected Cash Balance	**$ 2,055,860**	**$ 2,306,505**	**$ 2,090,511**

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000	$ 1,400,000
173,000	173,000	173,000	173,000	173,000
31,100	32,000	32,000	32,000	32,000
412	-	-	-	-
$ 1,604,512	$ 1,605,000	$ 1,605,000	$ 1,605,000	$ 1,605,000
1,169,799	1,210,000	1,249,000	1,289,000	1,330,000
63,274	65,000	67,000	69,000	71,000
91,322	94,000	97,000	100,000	103,000
13,021	14,000	14,000	14,000	14,000
113,877	116,000	119,000	122,000	125,000
60,000	62,000	64,000	66,000	68,000
11,600	12,000	12,000	12,000	12,000
$ 1,522,893	$ 1,573,000	$ 1,622,000	$ 1,672,000	$ 1,723,000
$ 81,619	$ 32,000	$ (17,000)	$ (67,000)	$ (118,000)
50,000	50,000	50,000	50,000	50,000
$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
$ 131,619	$ 82,000	$ 33,000	$ (17,000)	$ (68,000)
168,141	178,000	189,000	200,000	212,000
(193,700)	(204,000)	(220,000)	(236,000)	(254,000)
$ 106,060	$ 56,000	$ 2,000	$ (53,000)	$ (110,000)
1,365,605	1,471,665	1,527,665	1,529,665	1,476,665
-	-	-	-	-
-	-	-	-	-
$ 1,471,665	**$ 1,527,665**	**$ 1,529,665**	**$ 1,476,665**	**$ 1,366,665**
$ 724,906	**$ 724,906**	**$ 724,906**	**$ 724,906**	**$ 724,906**
$ 2,196,571	**$ 2,252,571**	**$ 2,254,571**	**$ 2,201,571**	**$ 2,091,571**

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

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Meeting rooms	$ 371,896	$ 318,000	$ 331,000
Classroom	160,785	160,000	165,000
Theater	290,452	278,000	298,000
Grant Programs	98,200	98,200	98,200
Total Operating Revenues	921,333	854,200	892,200
OPERATING EXPENSES			
Salaries and benefits	1,245,358	1,383,052	1,342,000
Materials and supplies	98,074	134,348	115,000
Professional services	299,758	303,025	298,000
Interdepartmental charges	99,877	107,420	107,420
Depreciaiton and Amortization	8,058	9,000	9,000
Other	52,175	12,400	5,000
Total Operating Expenses	1,803,300	1,949,245	1,876,420
OPERATING INCOME (LOSS)	$ (881,967)	$ (1,095,045)	$ (984,220)
OPERATING TRANSFERS			
Operating transfer In	785,986	1,065,075 *	1,067,752
Operating transfer Out	(13,243)	(15,309)	(17,902)
OVER (UNDER) SUDSIDYBEFORE USE OF FUND	(109,224)	(45,279)	65,630
NET INCOME (LOSS)	$ (109,224)	$ (45,279)	$ 65,630
Add: Depreciation	8,058	9,000	9,000
OVER (UNDER) LESS DEPRECIATION	$ (101,166)	$ (36,279)	$ 74,630
CASH, JULY 1	570,548	526,270	526,270
Adjustments			
Changes in Balance Sheet Accounts (Net)	62,636	-	(146,973)
Remaining Appropriated Project Balance	-	-	-
Actual Capital Expenditures	(5,748)	-	(101,096)
Projected Capital Expenditures	-	(164,262)	(63,166)
Per Capital Book	-	-	-
Projected cash, ending	$ 526,270	$ 325,729	$ 289,665

Over (Under) Subsidy inclusive of Depreciation:
Fiscal Year 2001-02: $ 90,825
Fiscal Year 2002-03: $160,405
Fiscal Year 2003-04: $ 9,348
Fiscal Year 2004-05: $ (12,410)
Fiscal Year 2005-06: $ (40,751)
Fiscal Year 2006-07: $(101,166)

2008-09 Proposed	2009-10 Proposed	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 333,000	$ 343,000	$ 353,000	$ 367,000	$ 382,000
165,000	170,000	175,000	182,000	189,000
304,000	313,000	322,000	335,000	348,000
109,440	109,000	109,000	109,000	109,000
911,440	935,000	959,000	993,000	1,028,000
1,445,924	1,495,000	1,543,000	1,593,000	1,644,000
134,548	138,000	141,000	145,000	149,000
314,825	323,000	331,000	339,000	347,000
114,150	117,000	120,000	123,000	126,000
25,000	27,000	29,000	31,000	33,000
12,400	13,000	13,000	13,000	13,000
2,046,847	2,113,000	2,177,000	2,244,000	2,312,000
$ (1,135,407)	$ (1,178,000)	$ (1,218,000)	$ (1,251,000)	$ (1,284,000)
1,149,875	1,193,000	1,234,000	1,268,000	1,302,000
(13,734)	(14,000)	(14,000)	(14,000)	(14,000)
734	1,000	2,000	3,000	4,000
$ 734	$ 1,000	$ 2,000	$ 3,000	$ 4,000
25,000	27,000	29,000	31,000	33,000
$ 25,734	$ 28,000	$ 31,000	$ 34,000	$ 37,000
289,665	315,399	343,399	374,399	408,399
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
$ 315,399	$ 343,399	$ 374,399	$ 408,399	$ 445,399

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

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
Operating Revenues			
Fire paramedic fees	$ 163,185	$ 103,000	$ 160,000
Medical resupply fee	157,458	145,000	165,000
Paramedic ALS transport fees	798,250	685,760	810,000
Total operating revenues	1,118,893	933,760	1,135,000
Operating Expenses			
Salaries and benefits	7,771,527	8,370,677	8,400,000
Materials and supplies	257,468	272,131	260,000
Professional/contract services	63,111	1,000	46,540
Depreciation and amortization	6,321	7,000	7,000
Others	28,793	18,400	27,000
Total operating expenses	8,127,220	8,669,208	8,740,540
Operating income (loss)	(7,008,327)	(7,735,448)	(7,605,540)
Income (loss) before transfers	(7,008,327)	(7,735,448)	(7,605,540)
Operating Transfers In	7,058,352	7,735,448	7,605,540
Over (under) subsidy	**$ 50,025**	**$ -**	**$ -**
Add:			
Cash, beginning	1,226	16,451	16,451
Depreciation (non cash item)	6,321	7,000	7,000
Capital Acquisitions	-	(30,000)	(19,000)
Increase/decrease balance sheet items	(41,121)	-	-
Projected cash, ending	**$ 16,451**	**$ (6,549)**	**$ 4,451**

Note: The revenue budget for Fire Paramedic Fees and Paramedic ALS Transport Fees increased for the proposed FY2008-09 budget because fees and number of responses have increased.

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 165,000	$ 172,000	$ 179,000	$ 186,000	$193,000
145,000	148,000	151,000	154,000	157,000
800,000	832,000	865,000	900,000	936,000
1,110,000	1,152,000	1,195,000	1,240,000	1,286,000
9,250,077	9,567,000	9,876,000	10,195,000	10,524,000
317,748	326,000	334,000	342,000	351,000
1,000	1,000	1,000	1,000	1,000
10,000	10,000	10,000	10,000	10,000
10,000	10,000	10,000	10,000	10,000
9,588,825	9,914,000	10,231,000	10,558,000	10,896,000
(8,478,825)	(8,762,000)	(9,036,000)	(9,318,000)	(9,610,000)
(8,478,825)	(8,762,000)	(9,036,000)	(9,318,000)	(9,610,000)
8,478,825	8,762,000	9,036,000	9,318,000	9,610,000
$ -	**$ -**	**$ -**	**$ -**	**$ -**
4,451	(41,549)	(31,549)	(21,549)	(11,549)
10,000	10,000	10,000	10,000	10,000
(56,000)	-	-	-	-
-	-	-	-	-
$ (41,549)	**$ (31,549)**	**$ (21,549)**	**$ (11,549)**	**$ (1,549)**

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

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Charges for services - operations	2,976,064	2,913,019	3,107,020
Total Operating Revenues	$ 2,976,064	$ 2,913,019	$ 3,107,020
OPERATING EXPENSES			
Salaries and employee benefits	2,824,056	2,935,681	2,941,041
Services and supplies	441,363	482,985	951,711
Depreciation	1,111,261	1,880,500	2,100,000
Insurance and Claims	7,555	23,943	23,943
Interdepartmental charges	104,004	112,586	112,586
Other	12,637	8,900	8,900
Total Operating Expenses	$ 4,500,876	$ 5,444,595	$ 6,138,181
OPERATING INCOME (LOSS)	$ (1,524,812)	$ (2,531,576)	$ (3,031,161)
NON-OPERATING REVENUES			
Interest Income	512,717	200,000	490,000
Gain (loss) from sale of fixed assets	105,521	80,464	80,464
Total Non-Operating Revenues	$ 618,238	$ 280,464	$ 570,464
Income (Loss) before transfers	$ (906,574)	$ (2,251,112)	$ (2,460,697)
Operating Transfers In	590,000	550,000	953,200
Operating Transfers Out	(18,303)	(20,368)	(20,368)
Add: Depreciation	1,111,261	1,880,500	2,100,000
NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS	$ 776,384	$ 159,020	$ 572,135
Capital Acquisitions			
Charges for services - vehicle replacement	2,674,606	2,404,528	2,470,000
Less: Vehicle Acquisitions	1,813,313	2,128,660	3,650,466
Total Vehicle Replacement Revenues less Vehicle Acq	**861,293**	**275,868**	**(1,180,466)**
NET INCOME (LOSS) AFTER CAPITAL ACQUISITIONS	**$ 1,637,677**	**$ 434,888**	**$ (608,331)**
Cash Beginning	9,711,108	11,302,914	11,302,914
Changes in balance sheet accounts	(45,871)	-	-
Projected cash, ending	**$ 11,302,914**	**$ 11,737,802**	**$ 10,694,583**
Cash Balance - Capital Projects	**$ 966,969**	**$ 966,969**	**$ 308,332**
Total Projected Cash Balance	**$ 12,269,883**	**$ 12,704,771**	**$ 11,002,915**

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
2,930,745	3,004,000	3,079,000	3,156,000	3,235,000
$ 2,930,745	$ 3,004,000	$ 3,079,000	$ 3,156,000	$ 3,235,000
3,126,087	3,233,000	3,337,000	3,445,000	3,556,000
500,711	513,000	526,000	539,000	552,000
2,200,000	2,255,000	2,311,000	2,369,000	2,428,000
23,943	25,000	26,000	27,000	28,000
118,655	122,000	125,000	128,000	131,000
8,900	9,000	9,000	9,000	9,000
$ 5,978,296	$ 6,157,000	$ 6,334,000	$ 6,517,000	$ 6,704,000
$ (3,047,551)	$ (3,153,000)	$ (3,255,000)	$ (3,361,000)	$ (3,469,000)
350,000	359,000	368,000	377,000	386,000
80,464	80,000	80,000	80,000	80,000
$ 430,464	$ 439,000	$ 448,000	$ 457,000	$ 466,000
$ (2,617,087)	$ (2,714,000)	$ (2,807,000)	$ (2,904,000)	$ (3,003,000)
550,000	550,000	550,000	550,000	550,000
(17,749)	(18,000)	(18,000)	(18,000)	(18,000)
2,200,000	2,255,000	2,311,000	2,369,000	2,428,000
$ 115,164	$ 73,000	$ 36,000	$ (3,000)	$ (43,000)
2,404,528	2,405,000	2,405,000	2,405,000	2,405,000
2,128,660	2,129,000	2,129,000	2,129,000	2,129,000
275,868	**276,000**	**276,000**	**276,000**	**276,000**
$ 391,032	**$ 349,000**	**$ 312,000**	**$ 273,000**	**$ 233,000**
10,694,583	11,085,615	11,434,615	11,746,615	12,019,615
-	-	-	-	-
$ 11,085,615	**$ 11,434,615**	**$ 11,746,615**	**$ 12,019,615**	**$ 12,252,615**
$ 308,332	**$ 308,332**	**$ 308,332**	**$ 308,332**	**$ 308,332**
$ 11,393,947	**$ 11,742,947**	**$ 12,054,947**	**$ 12,327,947**	**$ 12,560,947**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
PARKS & RECREATION FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Recreation Services	$ 2,994,559	$ 3,060,580	$ 3,070,046
Cultural Services	1,256,666	1,149,610	1,280,000
Total Operating Revenues	$ 4,251,225	$ 4,210,190	$ 4,350,046
NON-OPERATING REVENUES			
Donations	-	-	55,075
Other	21,679	-	-
Total Non-Operating Revenues	$ 21,679	$ -	$ 55,075
Total Revenues/Resources	$ 4,272,904	$ 4,210,190	$ 4,405,121
OPERATING EXPENSES			
Salaries and employee benefits	4,566,826	4,821,267	4,715,000
Services and supplies	937,156	993,105	1,021,260
Other professional services	1,161,333	1,187,133	1,209,713
Insurance and Claims	9,396	18,421	18,421
Interdepartmental charges	546,066	573,786	573,786
Other	16,572	26,720	16,700
Total Operating Expenses	$ 7,237,349	$ 7,620,432	$ 7,554,880
Income (Loss) before transfers	$ (2,964,445)	$ (3,410,242)	$ (3,149,759)
Operating Transfers In	3,052,106	3,410,597	3,172,244
Operating Transfers Out	(59,500)	(70,941)	(70,941)
Add: Depreciation	2,831	-	-
Income (Loss) before Use of Fund Balance	$ 30,992	$ (70,586)	$ (48,456)
NET INCOME (LOSS)	$ 30,992	$ (70,586)	$ (48,456)
Cash Beginning	-	121,489	121,489
Changes in balance sheet accounts (Net)	90,497	-	-
Projected cash, ending	**$ 121,489**	**$ 50,903**	**$ 73,033**

Note: The General Fund subsidy increased by $250,000 in the proposed 2008-09 budget.

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
3,112,430	3,206,000	3,302,000	3,401,000	3,503,000
1,289,610	1,328,000	1,368,000	1,409,000	1,451,000
$ 4,402,040	$ 4,534,000	$ 4,670,000	$ 4,810,000	$ 4,954,000
-	-	-	-	-
-	-	-	-	-
$ -	$ -	$ -	$ -	$ -
$ 4,402,040	$ 4,534,000	$ 4,670,000	$ 4,810,000	$ 4,954,000
5,080,527	5,255,000	5,425,000	5,600,000	5,781,000
1,007,235	1,032,000	1,058,000	1,084,000	1,111,000
1,256,903	1,288,000	1,320,000	1,353,000	1,387,000
18,421	19,000	19,000	19,000	19,000
763,813	783,000	803,000	823,000	844,000
26,720	27,000	28,000	29,000	30,000
$ 8,153,619	$ 8,404,000	$ 8,653,000	$ 8,908,000	$ 9,172,000
$ (3,751,579)	$ (3,870,000)	$ (3,983,000)	$ (4,098,000)	$ (4,218,000)
3,745,750	3,939,000	4,062,000	4,189,000	4,319,000
(60,768)	(61,000)	(61,000)	(61,000)	(61,000)
-	-	-	-	-
$ (66,597)	$ 8,000	$ 18,000	$ 30,000	$ 40,000
$ (66,597)	$ 8,000	$ 18,000	$ 30,000	$ 40,000
73,033	6,436	14,436	32,436	62,436
-	-	-	-	-
$ 6,436	**$ 14,436**	**$ 32,436**	**$ 62,436**	**$ 102,436**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
REDEVELOPMENT AGENCY - DEBT SERVICE FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
REVENUES			
Sales Tax	$ 2,275,197	$ 2,288,880	$ 2,288,880
Incremental property taxes	6,338,091	6,339,225	6,339,225
Interest	294,147	198,000	212,000
Other revenues	720,126	795,675	795,675
Total Revenues	$ 9,627,561	$ 9,621,780	$ 9,635,780
EXPENDITURES			
Current-property tax and bond admin	93,390	121,912	122,624
Principal retirement	2,268,193	2,263,321	2,499,591
Interest-bonds	3,629,834	1,983,174	1,992,625
Property tax County pass-through	1,975,536	2,019,571	2,019,571
Total Operating Expenses	$ 7,966,953	$ 6,387,978	$ 6,634,411
Income (Loss) before transfers	$ 1,660,608	$ 3,233,802	$ 3,001,369
Operating Transfers In	-	-	-
Advances from City	-	1,000,000	1,000,000
Advances from County	1,377,398	1,470,420	1,470,420
Transfer Out-Low Mod	(1,267,619)	(1,267,846)	(1,267,845)
Transfer Out-Project Fund	-	-	-
Transfer Out to City	(2,150,000)	(3,084,555)	(3,009,006)
Transfer Out-Skypark	-	-	-
Accrued interest	(631,367)	(687,626)	(687,626)
Principal payment to City Advances	-	-	-
Interest payment to City Advances	-	-	-
Interest payments to City	-	(339,216)	(337,219)
NET INCOME (LOSS)	$ (1,010,980)	$ 324,979	$ 170,093
Cash Beginning	4,377,893	4,289,590	4,289,590
Changes in balance sheet accounts			
Accounts Receivable - net of liabilities	922,677	-	-
Projected cash, ending	**$ 4,289,590**	**$ 4,614,569**	**$ 4,459,683**

Projected cash includes funds with fiscal agents in the amount of $2,957,395 as of June 30, 2007.
Bond admin cost are projected to increase by 2% starting FY 2008-09
Principal and interest payment on bonds are based on the debt service schedule

rev.
exp.

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 2,334,658	$ 2,381,351	$ 2,428,978	$ 2,477,557	$ 2,527,108
6,466,010	6,595,330	6,727,236	6,861,781	6,999,017
216,240	220,565	224,976	229,476	178,000
819,545	844,132	869,456	895,539	922,405
$ 9,836,452	$ 10,041,377	$ 10,250,646	$ 10,464,353	$ 10,626,530
125,216	127,865	130,571	133,337	136,163
2,362,360	2,462,953	2,580,225	1,699,316	1,659,300
1,910,477	1,830,492	1,742,522	1,646,857	1,542,915
2,059,962	2,080,599	2,122,211	2,164,655	2,197,252
$ 6,458,015	$ 6,501,909	$ 6,575,529	$ 5,644,165	$ 5,535,630
$ 3,378,437	$ 3,539,468	$ 3,675,117	$ 4,820,188	$ 5,090,900
-	-	-	-	-
1,000,000	1,000,000	1,000,000	-	-
1,505,833	1,543,903	1,580,565	1,615,790	1,649,550
(1,293,202)	(1,319,065)	(1,345,446)	(1,372,355)	(1,399,802)
-	-	-	-	-
(3,130,333)	(3,200,896)	(3,273,110)	(3,347,013)	(3,422,647)
-	-	-	-	-
(738,385)	(792,106)	(844,732)	(896,240)	(946,609)
-	-	-	-	-
-	-	-	-	-
(337,058)	(344,887)	(354,037)	(362,959)	(372,108)
$ 385,292	$ 426,417	$ 438,356	$ 457,411	$ 599,284
4,459,683	4,844,975	5,271,392	5,709,749	6,167,160
-	-	-	-	-
$ 4,844,975	**$ 5,271,392**	**$ 5,709,749**	**$ 6,167,160**	**$ 6,766,444**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
REDEVELOPMENT AGENCY - CAPITAL PROJECT FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Interest	$ 296,896	$ 133,900	$ 220,399
Other revenues	39,171	28,228	34,228
Total Operating Revenues	$ 336,067	$ 162,128	$ 254,627
OPERATING EXPENSES			
Salaries and employee benefits	372,090	256,150	256,150
Services and supplies	113,817	191,253	191,253
Other professional services	85,721	386,781	386,781
Education Revenue Augmentation Fund (ERAF)	-	-	-
Interdepartmental charges	31,056	64,700	64,700
Other	28,043	22,408	22,408
Total Operating Expenses	$ 630,727	$ 921,292	$ 921,292
Income (Loss) before transfers	$ (294,660)	$ (759,164)	$ (666,665)
Operating Transfers In (Low Mod Housing)	1,267,619	1,267,846	1,267,845
Advances from City	-	339,216	337,219
Operating Transfers Out	-	-	-
Transfer Out - Data Comm Repl Fund	(1,500)	(2,692)	(2,692)
Transfer Out - Rehab Housing	(36,900)	(36,900)	(36,900)
Transfer Out - Telephone Repl Fund	(600)	(1,225)	(1,225)
Transfer Out - PC Repl Fund	(500)	(500)	(500)
Transfer Out - Parks/Rec Ent Fund	-	(1,016)	(1,016)
Transfer Out - Capital Project Fund	-	(19,450)	(19,450)
NET INCOME (LOSS)	$ 933,459	$ 786,115	$ 876,616
Cash Beginning	5,937,134	7,147,253	7,147,253
Changes in balance sheet accounts (Net)	276,660	-	-
Projected cash, ending	**$ 7,147,253**	**$ 7,933,368**	**$ 8,023,869**

Note: Cash is reserved for Low-Mod Housing.

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 232,912	$ 233,398	$ 240,400	$ 247,612	$ 255,040
30,915	34,822	34,781	35,201	35,632
$ 263,827	$ 268,220	$ 275,181	$ 282,813	$ 290,672
254,450	262,084	269,946	278,044	286,386
191,253	196,034	200,935	205,959	211,108
388,117	397,820	407,765	417,960	428,409
-	-	-	-	-
64,700	66,318	67,975	69,675	71,417
23,131	23,709	24,302	24,910	25,532
$ 921,651	$ 945,965	$ 970,924	$ 996,547	$ 1,022,851
$ (657,824)	$ (677,745)	$ (695,743)	$ (713,734)	$ (732,179)
1,293,202	1,319,065	1,345,446	1,372,355	1,399,802
337,058	344,887	354,037	362,959	372,108
-	-	-	-	-
(4,449)	(1,000)	(1,000)	(1,000)	(1,000)
(36,900)	(36,900)	(36,900)	(36,900)	(36,900)
-	(600)	(600)	(600)	(600)
(500)	(500)	(500)	(500)	(500)
-	-	-	-	-
-	-	-	-	-
$ 930,587	$ 947,207	$ 964,740	$ 982,580	$ 1,000,731
8,023,869	8,954,456	9,901,663	10,866,404	11,848,984
-	-	-	-	-
$ 8,954,456	**$ 9,901,663**	**$ 10,866,404**	**$ 11,848,984**	**$ 12,849,715**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
SANITATION ENTERPRISE FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
Operating Revenues			
Refuse fees	$ 7,060,764	$ 6,651,000	$ 6,775,000
Sewer fees	1,221,194	1,242,000	1,300,000
Recycling fees	1,570,627	1,450,000	1,500,000
AB 939 Waste Management	784,518	593,000	750,000
Total operating revenues	10,637,103	9,936,000	10,325,000
Operating Expenses			
Salaries and benefits	3,817,637	4,109,508	3,861,830
Materials and supplies	3,211,625	2,936,626	3,105,313
Professional/contract services	2,383,692	2,533,352	2,342,482
Depreciation and amortization	25,103	25,180	25,180
Interdepartmental charges	719,532	744,442	744,442
Insurance and claims	214,454	245,094	237,374
Others	59,103	6,800	4,710
Total operating expenses	10,431,146	10,601,002	10,321,331
Operating income (loss)	205,957	(665,002)	3,669
Non Operating revenue:			
Interest Income/Grants	160,214	100,000	116,000
Income (loss) before transfers	366,171	(565,002)	119,669
Operating Transfers Out	(8,250)	(1,100)	-
Operating Transfers In	75,458	75,000	75,458
Income (Loss) before Use of Fund Balance	**$ 433,379**	**$ (491,102)**	**$ 195,127**
Non-Recurring Resources:			
Use of Fund Balance	-	491,102	-
Net income (loss)	**$ 433,379**	**$ -**	**$ 195,127**
Add:			
Cash, beginning	2,605,425	2,691,439	2,691,439
Increase/decrease balance sheet items	113,611	(434,508)	-
Depreciation (non cash item)	25,103	25,180	25,180
Used oil grant	(72,623)	-	-
Recycling containers	(50,331)	-	
Reuse (T4T) grant	(62,980)	-	
FEAP 211-Beverage Container Recycling	(46,805)	-	-
FEAP 436 - Radio Comm System	(55,860)	-	-
Capital Expenditures	-	-	-
Cash available before project appropriations	2,888,919	2,282,111	2,911,746
Cash appropriated for Capital Projects	(197,480)	(30,750)	(124,137)
Projected cash, ending	**$ 2,691,439**	**$ 2,251,361**	**$ 2,787,609**

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 7,196,654	$ 7,441,000	$ 7,694,000	$ 7,956,000	$ 8,227,000
1,302,000	1,346,000	1,392,000	1,439,000	1,488,000
1,510,000	1,510,000	1,510,000	1,510,000	1,510,000
730,000	730,000	730,000	730,000	730,000
10,738,654	11,027,000	11,326,000	11,635,000	11,955,000
4,455,679	4,608,000	4,757,000	4,911,000	5,070,000
2,944,574	3,018,000	3,093,000	3,170,000	3,249,000
2,523,352	2,586,000	2,651,000	2,717,000	2,785,000
25,180	26,000	27,000	28,000	29,000
839,685	861,000	883,000	905,000	928,000
245,094	251,000	257,000	263,000	270,000
6,800	7,000	7,000	7,000	7,000
11,040,364	11,357,000	11,675,000	12,001,000	12,338,000
(301,710)	(330,000)	(349,000)	(366,000)	(383,000)
137,000	127,000	117,000	107,000	97,000
(164,710)	(203,000)	(232,000)	(259,000)	(286,000)
(2,028)	-	-	-	-
75,000	75,000	75,000	75,000	75,000
$ (91,738)	**$ (128,000)**	**$ (157,000)**	**$ (184,000)**	**$ (211,000)**
91,738	128,000	157,000	184,000	211,000
$ -	$ -	$ -	$ -	$ -
2,787,609	2,720,946	2,746,871	2,773,871	2,801,871
(91,738)	-	-	-	-
25,180	26,000	27,000	28,000	29,000
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
2,721,051	2,746,946	2,773,871	2,801,871	2,619,871
(105)	(75)	-	-	-
$ 2,720,946	**$ 2,746,871**	**$ 2,773,871**	**$ 2,801,871**	**$ 2,619,871**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
SELF INSURANCE FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Workers Comp - Claims Reimb	$ 1,264,101	$ 1,196,478	$ 1,196,478
Unemployment Insurance	212,901	191,031	191,031
Liability Reimbursements	1,015,182	1,015,179	1,015,179
Miscellaneous revenues	-	-	270,676
Total Operating Revenues	$ 2,492,184	$ 2,402,688	$ 2,673,364
OPERATING EXPENSES			
Salaries and employee benefits	651,527	723,600	690,000
Services and supplies	83,143	117,126	128,585
Insurance and Claims	4,216,154	3,028,378	3,818,478
Other	6,727	6,800	6,800
Total Operating Expenses	$ 4,957,551	$ 3,875,904	$ 4,643,863
Income (Loss) before transfers	$ (2,465,367)	$ (1,473,216)	$ (1,970,499)
Operating Transfers In	1,794,382	1,320,000	2,219,212
Operating Transfers Out	(8,000)	(8,318)	(8,318)
NET INCOME (LOSS)	$ -	$ (161,534)	$ 240,395
Cash Beginning	6,890,262	6,242,356	6,242,356
Changes in balance sheet accounts (Net)	31,079	-	-
Projected cash, ending	**$ 6,242,356**	**$ 6,080,822**	**$ 6,482,751**

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 1,196,478	$ 1,196,000	$ 1,196,000	$ 1,196,000	$ 1,196,000
191,031	191,000	191,000	191,000	191,000
1,015,179	1,015,000	1,015,000	1,015,000	1,015,000
-	-	-	-	-
$ 2,402,688	$ 2,402,000	$ 2,402,000	$ 2,402,000	$ 2,402,000
765,800	792,000	818,000	844,000	871,000
123,601	127,000	130,000	133,000	136,000
3,028,378	3,028,000	3,028,000	3,028,000	3,028,000
6,800	7,000	7,000	7,000	7,000
$ 3,924,579	$ 3,954,000	$ 3,983,000	$ 4,012,000	$ 4,042,000
$ (1,521,891)	$ (1,552,000)	$ (1,581,000)	$ (1,610,000)	$ (1,640,000)
1,530,000	1,564,000	1,595,000	1,627,000	1,660,000
(5,518)	(8,000)	(8,000)	(8,000)	(8,000)
$ 2,591	$ 4,000	$ 6,000	$ 9,000	$ 12,000
6,482,751	6,485,342	6,489,342	6,495,342	6,504,342
-	-	-	-	-
$ 6,485,342	**$ 6,489,342**	**$ 6,495,342**	**$ 6,504,342**	**$ 6,516,342**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
SEWER ENTERPRISE FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
Operating Revenues			
Sewer charges	$ 1,923,459	$ 1,700,000	$ 1,971,900
Late charges	3,185	2,500	3,100
Sewer revolving fees	30,692	32,000	15,000
Total operating revenues	1,957,336	1,734,500	1,990,000
Operating Expenses			
Salaries and benefits	507,721	634,366	535,000
Materials and supplies	6,707	26,921	10,000
Professional/contract services	37,219	96,870	55,000
Depreciation and amortization	856,752	1,005,000	1,005,000
Interdepartmental charges	139,410	153,872	153,872
Insurance and claims	1,347	-	-
Others	202,855	14,014	5,000
Total operating expenses	1,752,011	1,931,043	1,763,872
Operating income (loss)	205,325	(196,543)	226,128
Non Operating revenue:			
Interest Income/grants	955,970	350,000	535,000
Income (loss) before transfers	1,161,295	153,457	761,128
Operating Transfers In	727	-	-
Operating Transfers Out	(256,814)	(75,000)	(105,750)
Net income (loss)	**$ 905,208**	**$ 78,457**	**$ 655,378**
Add:			
Cash, beginning	9,892,607	4,808,169	4,808,169
Depreciation (non cash item)	856,752	1,005,000	1,005,000
Increase/decrease balance sheet items	(179,744)	-	-
Capital Expenditures	(863,620)	-	-
Cash available before project appropriations	10,611,203	5,891,626	6,468,547
Cash appropriated for Capital Projects	(5,803,034)	(2,230,750)	(530,750)
Projected cash, ending	**$ 4,808,169**	**$ 3,660,876**	**$ 5,937,797**

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
$ 2,200,000	$ 2,275,000	$ 2,352,000	$ 2,432,000	$ 2,515,000
2,500	3,000	3,000	3,000	3,000
32,000	32,000	32,000	32,000	32,000
2,234,500	2,310,000	2,387,000	2,467,000	2,550,000
845,855	875,000	903,000	932,000	962,000
26,921	28,000	29,000	30,000	31,000
96,870	99,000	101,000	104,000	107,000
1,005,000	1,030,000	1,056,000	1,082,000	1,109,000
166,910	171,000	175,000	179,000	183,000
-	-	-	-	0
14,014	14,000	14,000	14,000	14,000
2,155,570	2,217,000	2,278,000	2,341,000	2,406,000
78,930	93,000	109,000	126,000	144,000
500,000	510,000	520,000	530,000	570,000
578,930	603,000	629,000	656,000	714,000
-	-	-	-	0
(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
$ 503,930	**$ 528,000**	**$ 554,000**	**$ 581,000**	**$ 639,000**
5,937,797	6,922,674	8,478,024	10,086,874	11,749,874
1,005,000	1,030,000	1,056,000	1,082,000	1,109,000
-	-	-	-	-
-	-	-	-	-
7,446,727	8,480,674	10,088,024	11,749,874	13,497,874
(524,053)	(2,650)	(1,150)	-	-
$ 6,922,674	**$ 8,478,024**	**$ 10,086,874**	**$ 11,749,874**	**$ 13,497,874**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
TRANSIT FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Passenger cash fares	2,394,270	2,511,700	2,400,000
Special bus service	2,477	6,921	2,400
Advertising	155,472	200,000	200,000
Miscellaneous	5,926	3,630	77,226
Total Operating Revenues	$ 2,558,145	$ 2,722,251	$ 2,679,626
NON-OPERATING REVENUES			
SB-325 allocation	5,291,526	5,450,272	5,361,384
Proposition A Discretionary	1,610,264	3,262,224	3,055,262
Fair Share Revenue	192,477	198,251	197,192
5% Security	203,343	263,486	255,936
Prop C Discretionary Foothill Mitigation	122,668	126,348	160,290
Prop C Discretionary Svc Exp	789,557	813,243	819,626
Prop A - Torrance Dial-A-Lift	180,100	185,503	185,503
Proposition A - Local Return	2,179,431	2,163,574	2,163,574
Proposition A Exchange- Local Return	100,000	200,000	200,000
Prop C Local Return	-	-	-
Transit STAF	1,841,218	656,897	1,048,736
Contributions from other cities (D.A.L.)	7,409	6,000	6,000
Interest Income	135,485	50,000	135,000
Municipal Operators Service Program	367,405	374,976	161,931
Fuel Increase Mitigation Allocation	335,781	-	-
Capital Maintenance Revenue	2,140,000	2,140,000	2,140,000
Other		-	-
Total Non-Operating Revenues	$ 15,496,664	$ 15,890,774	$ 15,890,434
Total Revenues/Resources	$ 18,054,809	$ 18,613,025	$ 18,570,060
OPERATING EXPENSES			
Salaries and employee benefits	11,144,157	12,515,445	11,478,480
Services and supplies	2,327,576	2,215,365	2,266,402
Other professional services	1,526,408	1,977,470	1,942,119
Depreciation and amortization	1,974,058	2,148,000	2,148,000
Insurance and Claims	306,812	351,252	351,252
Interdepartmental charges	2,166,511	2,295,603	2,093,873
Loss on disposal of fixed assets	211,628	-	-
Other	85,815	105,200	106,454
Total Operating Expenses	$ 19,742,965	$ 21,608,335	$ 20,386,580
Income (Loss) before transfers	$ (1,688,156)	$ (2,995,310)	$ (1,816,520)
Operating Transfers In	-	193,396	194,433
Operating Transfers Out	(318,803)	(165,356)	(496,956)
Add: Depreciation	1,974,058	2,148,000	2,148,000
Liquidation of Fund Balance	-	819,270	-
NET INCOME (LOSS)	$ (32,901)	$ -	$ 28,957
Cash Beginning	2,162,921	4,231,226	4,231,226
Changes in balance sheet accounts	2,093,040	(819,270)	-
Capital grants	630,704	1,350,000	1,350,000
Bus acquisition/refurbishments	(175,210)	(350,000)	(350,000)
Other capital purchase	(447,328)	(1,000,000)	(1,000,000)
Projected cash, ending	**$ 4,231,226**	**$ 3,411,956**	**$ 4,260,183**

Note: (1) The budget is balanced for 2008-09. It is unclear if the significantly higher cost of fuel will continue or hold at current levels. Historically, expenditures have been below budget by $1,000,000 primarily due to vacancies which should avoid Transit using fund balance as denoted in the five year forecast. Prior to the start of the next two year budget cycle, Transit will continue to explore operational efficiencies and/or ways to increase revenues.
(2) A proposal to increase the base fare will be submitted in FY08-09.
(3) FY08-09 expenditures are high mainly due to the increase in fuel cost.

2008-09 Proposed	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected
3,441,700	3,442,000	3,442,000	3,442,000	3,442,000
3,000	3,000	3,000	3,000	3,000
200,000	204,000	208,000	208,000	208,000
730	1,000	1,000	1,000	1,000
$ 3,645,430	$ 3,650,000	$ 3,654,000	$ 3,654,000	$ 3,654,000
5,053,836	5,205,000	5,361,000	5,522,000	5,688,000
3,017,542	3,108,000	3,201,000	3,297,000	3,396,000
200,821	207,000	213,000	219,000	226,000
248,222	256,000	264,000	272,000	280,000
179,379	185,000	191,000	197,000	203,000
843,510	869,000	895,000	922,000	950,000
180,000	180,000	180,000	180,000	180,000
2,211,945	2,278,000	2,346,000	2,416,000	2,488,000
100,000	200,000	-	-	-
1,254,000	1,154,000	1,354,000	1,354,000	1,354,000
1,895,174	1,952,000	2,011,000	2,071,000	2,133,000
6,000	6,000	6,000	6,000	6,000
100,000	100,000	100,000	100,000	100,000
260,349	268,000	276,000	284,000	293,000
-	-	-	-	-
2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
-	-	-	-	-
$ 17,800,778	$ 18,218,000	$ 18,648,000	$ 19,090,000	$ 19,547,000
$ 21,446,208	$ 21,868,000	$ 22,302,000	$ 22,744,000	$ 23,201,000
13,239,973	13,694,000	14,136,000	14,592,000	15,063,000
3,278,386	3,360,000	3,444,000	3,530,000	3,618,000
1,932,470	1,932,000	1,844,000	1,759,000	1,677,000
2,148,000	2,148,000	2,148,000	2,148,000	2,148,000
311,252	319,000	327,000	335,000	343,000
2,528,270	2,591,000	2,656,000	2,722,000	2,790,000
85,000	87,000	89,000	91,000	93,000
$ 23,523,351	$ 24,131,000	$ 24,644,000	$ 25,177,000	$ 25,732,000
$ (2,077,143)	$ (2,263,000)	$ (2,342,000)	$ (2,433,000)	$ (2,531,000)
-	-	-	-	-
(170,538)	(171,000)	(36,000)	(36,000)	(36,000)
2,148,000	2,148,000	2,148,000	2,148,000	2,148,000
99,681	-	-	-	-
$ -	$ (286,000)	$ (230,000)	$ (321,000)	$ (419,000)
4,260,183	2,603,558	2,317,558	2,087,558	1,766,558
(1,656,625)	-	-	-	-
2,398,000	4,404,000	7,723,000	6,035,000	11,035,000
(2,037,500)	(3,968,000)	(7,662,000)	(5,975,000)	(10,975,000)
(360,500)	(436,000)	(61,000)	(60,000)	(60,000)
$ 2,603,558	**$ 2,317,558**	**$ 2,087,558**	**$ 1,766,558**	**$ 1,347,558**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
VANPOOL/RIDESHARE

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
OPERATING REVENUES			
Cash Fare	69,620	68,000	64,000
Other Grants	-	-	33,925
Prop A Exchange	154,900	-	-
Prop C fund	-	154,900	154,900
Total Operating Revenues	224,520	222,900	252,825
OPERATING EXPENSES			
Salaries and employee benefits	58,623	63,765	63,000
Services and supplies	138,466	160,310	168,000
Other professional services	2,100	3,600	3,600
Others	0	450	450
Total Operating Expenses	199,189	228,125	235,050
Net income (loss)	**$ 25,331**	**$ (5,225)**	**$ 17,775**
Cash Beginning	237,989	263,320	263,320
Transfer from Vehicle Replacement fund	-	-	-
Changes in Balance Sheet Accounts (Net)	-	-	-
Projected cash, ending	**$ 263,320**	**$ 258,095**	**$ 281,095**

2008-09 Proposed	2009-10 Projected	2010-2011 Projected	2011-2012 Projected	2012-2013 Projected
65,000	65,650	66,307	66,970	67,639
45,200	45,200	45,200	45,200	45,200
-	-	-	-	
154,900	154,900	154,900	154,900	154,900
265,100	265,750	266,407	267,070	267,739
66,084	68,349	70,556	72,833	75,184
177,830	183,165	185,253	187,365	189,501
3,600	3,690	3,782	3,877	3,974
450	461	473	485	497
247,964	255,666	260,064	264,559	269,156
$ 17,136	**$ 10,084**	**$ 6,343**	**$ 2,510**	**$ (1,416)**
281,095	298,231	308,315	314,658	317,168
-	-	-	-	-
-	-	-	-	-
$ 298,231	**$ 308,315**	**$ 314,658**	**$ 317,168**	**$ 315,752**

5 YEAR PROJECTION OF REVENUES AND EXPENSES
WATER FUND

	2006-07 Actual	2007-08 Adopted	2007-08 Projected Actual
Operating Revenues			
Wholesale water sales	$ 714,879	$ 940,320	$ 650,000
Metered water sales	11,341,693	11,944,890	13,000,000
Metered Water Sales-Commercial	4,520,293	4,050,000	4,650,000
Metered Water Sales-Industrial	1,086,338	1,100,000	1,100,000
Mobil potable water sales	1,145,571	1,085,480	1,100,000
Sales to City	365,694	300,000	420,000
Residential low income discount	106,812	100,445	100,000
Recycled-Landscape irrigation	160,797	150,800	250,000
Recycled Sales Mobil	1,825,369	1,937,259	1,600,000
Mobil reclaimed fixed contrib pymt	483,337	485,940	485,000
Late charge	66,962	57,000	95,000
Water disconnect fees	11,245	9,000	12,000
Fire protection charges	528,618	555,416	600,000
Pumping charges	99,688	97,000	75,000
Water start service fee	57,617	30,000	65,000
Fire flow test	2,250	2,000	8,000
Misc services	16,404	24,750	75,000
Engineering, overhead & inspection	137,000	85,000	65,000
Total operating revenues	**22,670,567**	**22,955,300**	**24,350,000**
Operating Expenses			
Salaries	3,649,611	4,537,984	3,950,000
Materials	978,412	1,121,977	950,000
Cost of Water	13,869,297	13,961,363	14,710,000
Prof Services	493,739	466,374	510,000
Travel, Training	11,883	42,275	30,000
Depr/Amortization/Bond Issuance Cost	1,200,562	1,243,800	1,243,800
Litigation Expense	51,477	92,109	65,000
Interdept Chg	947,057	1,073,090	985,000
Others	29,445	34,300	15,000
In lieu franchise payments	718,000	718,000	718,000
Total operating expenses	21,949,483	23,291,272	23,176,800
Operating Income (Loss)	**721,084**	**(335,972)**	**1,173,200**
Non-Operating Revenue			
Investment earnings	496,405	430,000	550,000
Contributed Capital Received	56,463	100,000	50,000
Total Non -Operating Income	552,868	530,000	600,000
Non-Operating Expenses			
Interest expense	164,589	181,350	170,000
Income (Loss) before transfers	1,109,363	12,678	1,603,200
Operating Transfers Out	(41,548)	(32,779)	(21,864)
Net Income (Loss)	**$ 1,067,815**	**$ (20,101)**	**$ 1,581,336**
Add:			
Cash Beginning	12,147,373	2,871,909	2,871,909
Depreciation (non cash item)	1,200,562	1,243,800	1,243,800
Increase (decrease) in balance sheet account	1,530,593	-	-
Capital Expenditures	(3,045,842)	-	-
Non-Capital Project Expenditures	(1,663,744)	(196,506)	(870,000)
Bond principal payment	(455,000)	(465,000)	(455,000)
Cash available before project appropriations	10,781,757	3,434,102	4,372,045
Cash appropriated for capital projects	(7,909,848)	(458,514)	(2,030,000)
Water Financial Reserve	-	-	(1,000,000)
Projected cash, ending	**$ 2,871,909**	**$ 2,975,588**	**$ 1,342,045**

2008-09 Proposed	2009-10 Projected	20010-11 Projected	2011-12 Projected	2012-13 Projected
$ 940,320	$ 940,000	$ 940,000	940,000	940,000
13,650,000	14,333,000	15,050,000	15,803,000	16,593,000
4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
1,117,197	1,117,000	1,117,000	1,117,000	1,117,000
1,085,480	1,085,000	1,085,000	1,085,000	1,085,000
580,000	580,000	580,000	580,000	580,000
100,445	100,000	100,000	100,000	100,000
350,800	351,000	351,000	351,000	351,000
2,040,062	2,040,000	2,040,000	2,040,000	2,040,000
485,940	486,000	486,000	486,000	486,000
57,000	57,000	57,000	57,000	57,000
9,000	9,000	9,000	9,000	9,000
555,416	555,000	555,000	555,000	555,000
97,000	97,000	97,000	97,000	97,000
30,000	30,000	30,000	30,000	30,000
2,000	2,000	2,000	2,000	2,000
24,750	25,000	25,000	25,000	25,000
85,000	85,000	85,000	85,000	85,000
25,460,410	**26,142,000**	**26,859,000**	**27,612,000**	**28,402,000**
4,873,380	5,040,000	5,203,000	5,371,000	5,544,000
1,121,977	1,150,000	1,179,000	1,208,000	1,238,000
14,761,363	15,499,000	16,274,000	17,088,000	17,942,000
531,374	545,000	559,000	573,000	587,000
42,275	43,000	44,000	45,000	46,000
1,243,800	1,244,000	1,244,000	1,244,000	1,244,000
92,109	94,000	96,000	98,000	100,000
1,156,222	1,185,000	1,215,000	1,245,000	1,276,000
34,300	35,000	36,000	37,000	38,000
718,000	718,000	718,000	718,000	718,000
24,574,800	25,553,000	26,568,000	27,627,000	28,733,000
885,610	**589,000**	**291,000**	**(15,000)**	**(331,000)**
500,000	400,000	300,000	300,000	300,000
100,000	100,000	100,000	100,000	100,000
600,000	500,000	400,000	400,000	400,000
153,750	138,126	121,250	95,500	68,500
1,331,860	950,874	569,750	289,500	500
(29,719)	(30,000)	(30,000)	(30,000)	(30,000)
$ 1,302,141	**$ 920,874**	**$ 539,750**	**$ 259,500**	**$ (29,500)**
1,342,045	1,636,313	3,171,992	4,440,742	5,404,242
1,243,800	1,244,000	1,244,000	1,244,000	1,244,000
-	-	-	-	-
-	-	-	-	-
(525,502)	(38,759)	-	-	-
(500,000)	(500,000)	(515,000)	(540,000)	(570,000)
2,862,484	3,262,428	4,440,742	5,404,242	6,048,742
(1,226,171)	(90,436)	-	-	-
-	-	-	-	-
$ 1,636,313	**$ 3,171,992**	**$ 4,440,742**	**$ 5,404,242**	**$ 6,048,742**

OPERATING TRANSFERS IN AND OUT
Fiscal Year 2007-08 Adopted

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	$ 21,013,812	Special Revenue Fund:	
		Street Lighting Assessment	$ 1,224,970
		Enterprise Funds:	
		Cultural Services	811,121
		Parks and Recreation	2,599,476
		Cultural Arts Center	1,065,075
		Emergency Medical Services	7,735,448
		Animal Control	62,000
		Internal Service Fund:	
		Self-Insurance	1,200,000
		Fleet Services	550,000
		General Fund Sub-Fund:	
		Police Computer	75,000
		Fire Apparatus	500,000
		Telephone Replacement	203,219
		Data Communications Replacement	71,842
		Radio Replacement	113,414
		PC Replacement	602,247
		Reorganization Fund	50,000
		Reserve	1,350,000
		Postemployment/Comp Absences Fund	1,500,000
		2007-08 Capital Project Fund	1,300,000
General Fund -Reserve	1,441,000	General Fund Operations	1,238,000
		Prop A Exchange	203,000
	$ 22,454,812		**$ 22,454,812**
Special Revenue Funds:		General Fund	840,000
State Gas Tax	840,000		
		General Fund Sub-Fund:	
Section 8 Housing	2,711	Vanpool/Rideshare	154,900
		Telephone Replacement	3,268
Government Cable Communications	170,674	Data Communications Replacement	7,949
		Radio Replacement	145
Proposition C Local Return	348,296	PC Replacement	11,667
		Special Revenue Fund:	
		Cable TV Public Access	150,356
		Enterprise Fund:	
		Transit	193,396
	$ 1,361,681		**$ 1,361,681**
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,517	Telephone Replacement	1,225
		Data Communications Replacement	2,692
		PC Replacement	500
Redevelopment Agency-Low/Mod Housing	18,800	Special Revenue Fund:	
		Rehab Housing	36,900
2006-07 Capital Project Fund	690,000	General Fund Operations	690,000
	$ 731,317		**$ 731,317**
Debt Service Funds:		General Fund	3,084,555
Redevelopment Agency-Industrial	3,880,366	Capital Project Fund:	
Redevelopment Agency-Downtown	355,767	Redevelopment Agency-Low Mod	1,267,846
Redevelopment Agency-Skypark	116,268		
	$ 4,352,401		**$ 4,352,401**
Enterprise Fund:		General Fund	5,399,500
Airport - Aeronautical	17,973		
Airport - Non Aeronautical	5,420,763	General Fund Sub-Fund:	
Cultural Arts Center	15,309	Telephone Replacement	50,854
Parks and Recreation	70,941	Data Communications Replacement	15,794
Sewer	75,000	Radio Replacement	22,796
Transit	165,356	PC Replacement	123,675
Water	32,779		
Sanitation	1,100		
		Special Revenue Fund:	
Internal Service Fund:		Street Lighting Assessment District	25,763
Self Insurance	8,318		
Fleet Services	20,368	Internal Service Fund:	
		Self-Insurance	120,000
Special Revenue Fund:			
Cable TV Public Access	5,475	Enterprise Fund:	
		Sanitation	75,000
	$ 5,833,382		**$ 5,833,382**
Total Transfers	**$ 34,733,593**		**$ 34,733,593**

OPERATING TRANSFERS IN AND OUT
Fiscal Year 2008-09

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	$ 21,816,367	Special Revenue Fund:	
		Street Lighting Assessment	$ 1,224,970
		Enterprise Funds:	
		Cultural Services	831,052
		Parks and Recreation	2,914,698
		Cultural Arts Center	1,149,875
		Emergency Medical Services	8,478,825
		Animal Control	238,648
		Internal Service Fund:	
		Self-Insurance	1,410,000
		Fleet Services	567,726
		General Fund Sub-Fund:	
		Police Computer	75,000
		Fire Apparatus	500,000
		Telephone Replacement	206,442
		Data Communications Replacement	75,249
		Radio Replacement	168,782
		PC Replacement	515,100
		Reorganization Fund	50,000
		Reserve	1,350,000
		Postemployment/Comp Absences Fund	1,500,000
		2008-09 Capital Project Fund	560,000
General Fund -Reserve	1,165,000	General Fund Operations	1,100,000
		Prop A Exchange	65,000
	$ 22,981,367		**$ 22,981,367**
Special Revenue Funds:		General Fund	994,900
State Gas Tax	840,000		
		General Fund Sub-Fund:	
Government Cable Communications	187,675	Telephone Replacement	1,779
		Data Communications Replacement	3,705
Proposition C Local Return	1,408,900	Radio Replacement	250
		PC Replacement	13,800
		Special Revenue Fund:	
		Cable TV Public Access	168,141
		Enterprise Fund:	
		Transit	1,254,000
	$ 2,436,575		**$ 2,436,575**
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	23,049	Data Communications Replacement	4,449
		PC Replacement	500
Redevelopment Agency-Low/Mod Housing	18,800	Special Revenue Fund:	
		Rehab Housing	36,900
2007-08 Capital Project Fund	690,000	General Fund Operations	690,000
	$ 731,849		**$ 731,849**
Debt Service Funds:		General Fund	3,130,333
Redevelopment Agency-Industrial	3,942,060	Capital Project Fund:	
Redevelopment Agency-Downtown	362,882	Redevelopment Agency-Low Mod	1,293,202
Redevelopment Agency-Skypark	118,593		
	$ 4,423,535		**$ 4,423,535**
Enterprise Fund:		General Fund	5,799,500
Airport - Aeronautical	21,234		
Airport - Non Aeronautical	5,820,763	General Fund Sub-Fund:	
Cultural Arts Center	13,734	Telephone Replacement	51,779
Parks and Recreation	60,768	Data Communications Replacement	16,597
Sewer	75,000	Radio Replacement	36,537
Transit	170,538	PC Replacement	97,900
Water	29,719		
Sanitation	2,028		
		Special Revenue Fund:	
Internal Service Fund:		Street Lighting Assessment District	25,763
Self Insurance	5,518		
Fleet Services	17,749	Internal Service Fund:	
		Self-Insurance	120,000
Special Revenue Fund:			
Cable TV Public Access	6,025	Enterprise Fund:	
		Sanitation	75,000
	$ 6,223,076		**$ 6,223,076**
Total Transfers	**$ 36,796,402**		**$ 36,796,402**

PERSONNEL SUMMARY

	2005-06 Adopted		2007	2006-07 Adopted		2007-08 Adopted		2008-09 Recommended	
	General Fund	Other Funds	Calendar Actual	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
City Council	7.0	-	7.0	7.0	-	7.0	-	7.0	-
City Attorney	14.0	-	13.6	14.0	-	14.0	-	14.0	-
City Clerk	8.5	-	8.1	8.5	-	8.5	-	8.5	-
City Treasurer	6.0	-	7.0	6.0	-	7.0	-	7.0	-
City Manager	15.0	-	13.9	15.0	-	15.0	-	15.0	-
Cable Television	-	17.3	15.1	-	17.3	-	17.3	-	17.3
Civil Service	2.0	-	2.0	2.0	-	2.0	-	2.0	-
Commun. & Info. Tech.	35.5	-	39.0	37.5	-	40.5	-	40.5	-
Community Development	65.8	10.2	67.3	65.6	8.4	66.0	4.5	66.5	4.5
Community Svcs. - Full Tim	102.6	23.8	125.0	103.6	23.8	103.6	23.8	102.1	23.8
Community Svcs. - Recurre	53.0	93.0	92.8	52.2	94.4	52.2	94.4	52.7	94.4
Finance	41.5	-	31.9	41.5	-	40.4	-	40.3	-
Fire	137.0	43.0	167.6	137.5	43.0	127.5	44.0	121.0	50.0
General Services	57.5	-	55.8	57.5	-	60.0	-	60.0	-
CAC* - full time	-	10.5	10.0	-	10.5	-	10.5	-	10.5
CAC* - recurrent	-	17.8	11.9	-	17.8	-	17.8	-	17.8
Airport	-	4.5	3.0	-	4.5	-	4.5	-	4.5
Fleet	-	35.0	33.3	-	35.0	-	35.0	-	35.0
Human Resources	23.5	-	23.9	23.5	-	26.5	-	27.5	-
Workforce Development**	-	110.5	2.0	-	31.0	-	-	-	-
Police - full time	330.0	3.0	308.0	333.0	3.0	344.0	3.0	344.8	4.0
Police - recurrent	13.0	-	9.6	13.0	-	13.0	-	13.0	-
Public Works	101.4		107.0	100.5		102.5		103.5	
Sanitation	-	50.1	47.0	-	50.1	-	49.1	-	49.1
Water	-	38.0	27.0	-	39.0	-	39.0	-	39.0
Airport		7.5	6.0		7.4		7.4		7.4
Sewer	-	8.0	-	-	8.0	-	8.0	-	8.0
Transit	-	139.0	126.5	-	139.0	-	139.0	-	139.8
Total full time positions	947.3	500.4	1,247.0	952.7	420.0	964.5	385.1	959.7	392.9
Total recurrent positions	66.0	110.8	114.2	65.2	112.2	65.2	112.2	65.7	112.2
Total	1,013.3	611.2	1,361.2	1,017.9	532.2	1,029.7	497.3	1,025.4	505.1
City Total		1,624.5	1,361.2		1,550.1		1,527.0		1,530.5

*Cultural Arts Center

** Budgeted positions revised to align with actual position count.

Personnel Vacancies as of April 1, 2008

DEPARTMENT	FUND	VACANCY	NUMBER
City Clerk	General Fund	Typist Clerk	1
City Manager	General Fund	Civil Service Manager	1
City Manager - Cable	Enterprise Fund	Announcer	1
	Enterprise Fund	Cable TV Operations Assistant	1
	Enterprise Fund	Production Assistant	1
City Treasurer	General Fund	Account Clerk	1
Communications & Info Technolo	General Fund	Information Technology Analyst (PD)	1
	General Fund	Administrative Analyst	0.5
	General Fund	Systems Analyst (Networks)	1
Community Development	General Fund	Sr. Environmental Quality Officer	1
	General Fund	Sr. Building Inspector	1
	General Fund	Engineering Tech II	1
	General Fund	Planning Assistant	1
Community Services	General Fund	Library Page	1
(Library & Park Services)	General Fund	Groundskeeper	2
	General Fund	Recreation Services Manager	1
	General Fund	Recreation Supervisor	1
	General Fund	Sprinkler Backflow Technician	1
	General Fund	Typist Clerk	1
Finance	General Fund	Accountant	1
	General Fund	Account Clerk	1.4
	General Fund	Audit Manager	1
	General Fund	Sr. Account Clerk	1
Fire	General Fund	Fire Intern	1
	General Fund	Firefighter (Sworn)	8
	General Fund	Relief Fire Communications Operator	1
	General Fund	Fire Prevention Officer	1
General Services	General Fund	Building Maintainer	1
	General Fund	Graphic Designer	1
	General Fund	Reprographic Equipment Operator	1
	General Fund	Custodian	1
	Enterprise Fund	Business Manager	1
	Enterprise Fund	Senior Mechanic	1
	Enterprise Fund	Mechanic	1
Human Resources	General Fund	Human Resources Analyst	1
Police	General Fund	Cadet - Non Sworn	1
	General Fund	Police Records Supervisor	1
	General Fund	Records Clerk	3
	General Fund	Emergency Services Coordinator	1
	General Fund	Services Officer	1
	General Fund	Public Safety Dispatcher	9
	General Fund	Public Safety Dispatcher Supervisor	2
	General Fund	Animal Control Supervisor	1
	General Fund	Juvenile Diversion Coordinator	1
	General Fund	Juvenile Diversion Case Worker	1
	General Fund	Recruit	8

Personnel Vacancies as of April 1, 2008 (continued)

DEPARTMENT	FUND	VACANCY	NUMBER
Public Works	General Fund	Deputy Director Public Works/CE	1
	General Fund	Engineering Technician III	1
	General Fund	Heavy Equipment Operator	1
	General Fund	Public Works Supervisor	3
	General Fund	Groundskeeper	1.1
	General Fund	Electrician	1
	General Fund	Maintenance Worker (Semi-Skilled)	1
	General Fund	Tree Trimmer	1
	Enterprise Fund	Maintenance Worker (Semi-Skilled)	2
	Enterprise Fund	Water Service Tech. I	1
	Enterprise Fund	Water Service Tech. III	1
	Enterprise Fund	Survey Party Chief	1
Transit	Enterprise Fund	Bus Operators	4
	Enterprise Fund	Fleet Services Manager	1
	Enterprise Fund	Relief Bus Operator	7
	Enterprise Fund	Transit Supervisor	3
	Enterprise Fund	Equipment Attendant	1
	Enterprise Fund	Customer Service Representative	0.8
		Total	103.8
		Vacancies Summary:	
		Safety	16.0
		General Fund	60.0
		Enterprise Fund	27.8
		Total	103.8

Revenue
Overview

THIS PAGE INTENTIONALLY LEFT BLANK

REVENUE PROJECTION DETAIL
GENERAL FUND

Description	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Adopted	2008-09 Recommended
Summary					
Property Taxes	28,189,471	31,675,913	35,817,439	35,862,200	39,504,100
Sales Tax	37,476,488	39,378,454	43,782,354	45,124,836	43,481,889
Other Taxes	51,077,325	56,382,718	57,294,979	57,424,585	59,826,240
Licenses and Permits	2,502,742	2,692,902	2,671,004	2,060,042	2,139,510
Grants and Subventions	3,946,275	6,646,162	2,332,780	1,849,625	1,849,625
Fines and Forfeitures	1,332,458	1,467,976	1,580,087	1,348,000	1,365,726
Use of Money and Property	3,225,767	2,449,207	4,610,499	2,961,742	3,522,174
Charges for Services	3,953,633	4,934,105	4,436,268	4,199,222	4,197,079
Other Revenues	7,678,859	7,858,232	10,286,767	12,794,555	13,102,333
Non-Recurring Revenues	-	-	-	-	-
Total General Fund Revenues	139,383,018	153,485,669	162,812,177	163,624,807	168,988,676
Detail					
Property Taxes					
Secured	16,270,805	17,763,759	21,483,910	23,712,650	25,071,000
VLF Swap	7,809,363	9,405,531	9,703,716	9,749,250	10,750,000
VLF Contribution	-				
Unsecured	1,114,791	1,108,211	1,094,117	1,111,000	971,600
Supplemental	1,232,881	1,621,042	1,793,105	319,300	970,500
Redemptions	510,866	557,017	617,540	170,000	741,000
Real property transfer	1,033,439	982,361	865,709	600,000	600,000
Aircraft assessment	129,295	138,209	132,761	100,000	200,000
Education Revenue Augmentation	-				
Penalties and interest	88,031	99,783	126,581	100,000	200,000
Total Property Taxes	28,189,471	31,675,913	35,817,439	35,862,200	39,504,100
Sales Taxes	37,476,488	39,378,454	43,782,354	45,124,836	43,481,889
Other Taxes					
Utility Users	32,123,964	33,870,583	33,814,992	35,664,980	37,172,922
Business Licensing	7,339,914	7,494,672	7,775,542	7,582,000	7,832,000
Occupancy	6,451,251	6,694,246	7,541,492	7,445,870	7,892,629
Prop 172 Sales Tax	1,277,589	1,363,986	1,384,266	1,312,480	1,364,979
Franchise payments	3,316,969	5,107,449	5,269,978	4,616,255	4,708,580
Construction	561,770	1,845,364	1,501,666	773,000	825,130
Oil Severance	5,868	6,418	7,043	30,000	30,000
Total Other Taxes	51,077,325	56,382,718	57,294,979	57,424,585	59,826,240
Licenses and Permits					
Construction permits	2,395,660	2,582,878	2,553,899	1,941,925	1,967,393
Other licenses and permits	107,082	110,024	117,105	118,117	172,117
Total Licenses and Permits	2,502,742	2,692,902	2,671,004	2,060,042	2,139,510
Grants and Subventions					
Motor vehicle licenses	946,287	3,270,400	990,751	759,625	759,625
VLF Swap	-	-			
Gasoline tax	2,540,000	2,840,000	840,000	840,000	840,000
State homeowner prop tax	241,109	238,598	233,454	250,000	250,000
Other state revenues	218,879	297,164	268,575		
Other county grants	-				
Total Grants and Subventions	3,946,275	6,646,162	2,332,780	1,849,625	1,849,625

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected growth rate for 2008-09 fiscal year is approximately $3.6 million. The projected increase is based on two factors: $2.5 million from higher assessed property values and the remaining $1.1 million represents increased Motor Vehicle in Lieu Flip.

Sales Tax

Sales tax revenues are being reduced by approximately $1.6 million below last fiscal year . The decline in the budget projection is due primarily to a sluggish economy and a decline in consumer spending.

Utility User's Tax

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected increase of $1.5 million, or 4.2%, represents projected increases in UUT derived from rising cost of natural gas purchases and electricity .

Business License Tax

Projected to grow by an estimated CPI of 3.5 %

Occupancy Tax

Occupancy tax revenues are projected to increase by 6.0%. This increase is being projected due to an increase in consumer travel and lodging as well as the opening of two new hotels .

Prop 172 Sales Tax

This revenue is projected to reflect a normal growth of approximately 4% for fiscal year 2008-09.

Franchise Payments - Other

This revenue source is projected to reflect a modest growth of 2% for fiscal year 2008-09.

Construction Tax

It is projected that the construction industry will stabilize and reflect a modest growth pattern of approximately $52,000 for fiscal year 2008-09.

Oil Severance Tax

This revenue is projected to remain constant over the next two fiscal years.

Licenses and Permits

This revenue is projected to reflect a normal growth of approximately 3.9 % for fiscal year 2008-09.

Grants and Subventions

This revenue is projected to remain constants over the next two years.

REVENUE PROJECTION DETAIL
GENERAL FUND

Description	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Adopted	2008-09 Recommended
Fines and Forfeitures					
General court fines	835,230	948,618	1,084,157	878,000	878,000
Traffic fines	497,228	519,358	495,930	470,000	487,726
Total Fines and Forfeitures	1,332,458	1,467,976	1,580,087	1,348,000	1,365,726
Use of Money and Property					
Investment earnings	1,563,906	1,898,618	2,728,494	2,086,000	2,621,000
Rents and royalties	530,440	536,469	581,047	875,742	901,174
Franchise payments	1,131,421	14,120	1,300,958		
Total Use of Money and Property	3,225,767	2,449,207	4,610,499	2,961,742	3,522,174
Charges for Services					
Indirect charges	-				
Construction related fees	1,672,684	2,264,234	1,707,479	1,620,532	1,667,984
Engineering fees	191,841	284,835	224,326	117,731	121,293
Police Department services	722,542	756,299	805,221	789,768	733,893
Fire inspection fees	1,103,774	1,004,073	1,014,449	1,087,633	1,086,690
Other charges	108,702	124,468	186,868	136,035	139,696
Library fines and fees	154,090	162,994	138,759	181,000	181,000
Recreation Processing/Facility Fees		337,202	359,166	266,523	266,523
Total Charges for Services	3,953,633	4,934,105	4,436,268	4,199,222	4,197,079
Other Revenues	80,289				
Contributions	2,550,000	2,550,000	2,568,000	2,550,000	2,550,000
Other revenue	151,997	522,632	894,817	522,500	522,500
Transfers-in	4,976,862	4,785,600	6,823,950	9,722,055	10,029,833
Total Other Revenues	7,678,859	7,858,232	10,286,767	12,794,555	13,102,333
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	139,383,018	153,485,669	162,812,177	163,624,807	168,988,676

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 grow slightly by 1.3% due primarily to increased general court fines.

Investment Earnings

Interest income is projected to reflect a substantial increase for fiscal year 2008-09 due to higher cash balances and increased investment rates. The projected increase for fiscal year 2008-09 is 25.6%.

Rents and Royalties

This revenue is projected to remain relatively constant, reflecting a projected 2.9% increase for fiscal year 2008-09.

Waste Haulers Franchise

This revenue source, which represents the Waste Haulers Franchise, is expected to remain relatively constant for fiscal year 2008-09.

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 remain constant for fiscal year 2008-09.

Operating Transfers

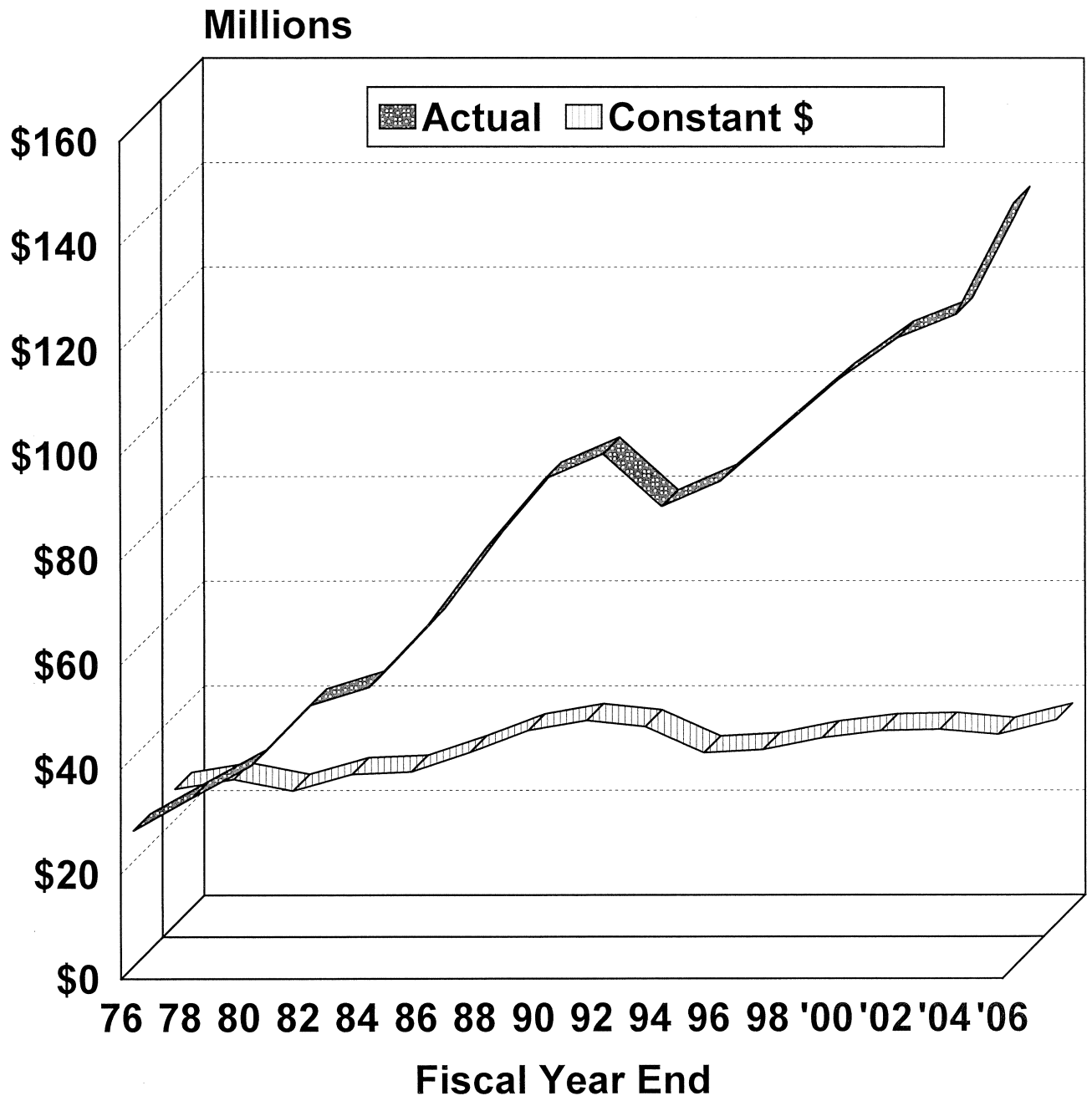
This revenue source is projected to increase by approximately $308,000 due to increased revenue activity in the Airport Non-Aeronautical Fund .

Other Revenues

This revenue source represents an assortment of in lieu agreements
donations and other miscelaenous revenues. This revenue source is projected to remain constant.

GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars*

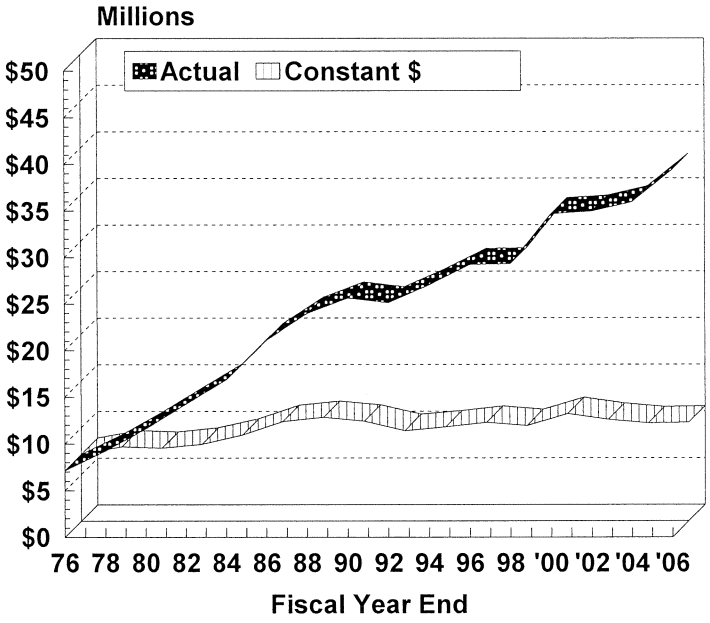


Actual average annual growth rate of 5.9%.
Constant dollars (real growth) average annual growth rate of 1.4%.
* Constant dollar figure adjusts for inflation (base year = 1976).

TOP GENERAL FUND REVENUES

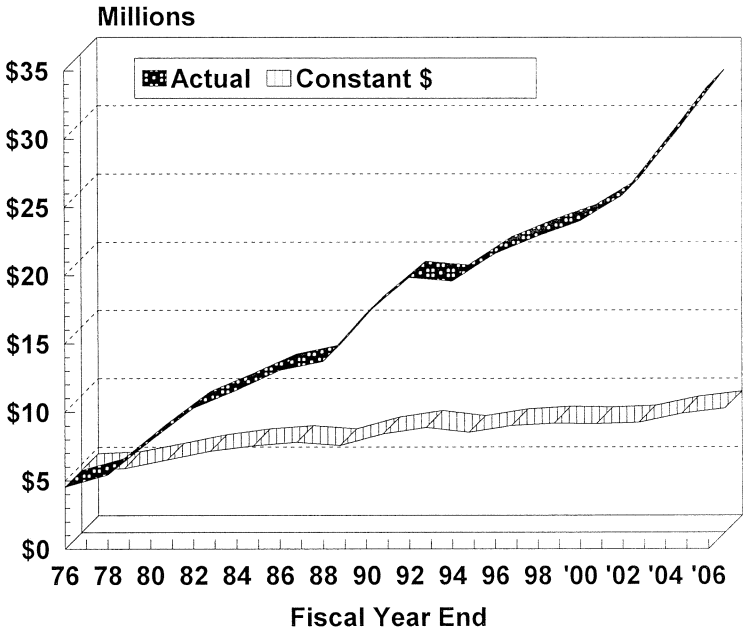
Actual vs. Constant Dollars*

SALES AND USE TAX



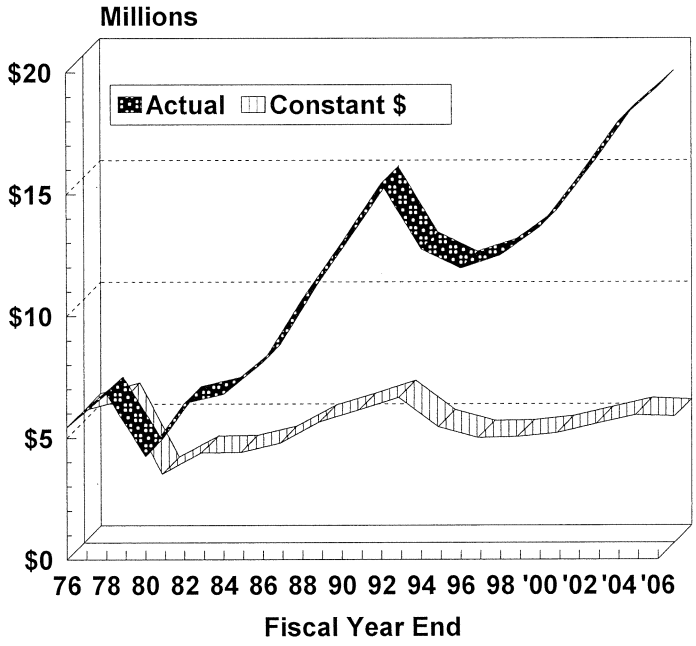
Actual average annual growth rate of 5.9%.
Constant dollars (real growth) average annual growth rate of 1.3%.

UTILITY USERS' TAX



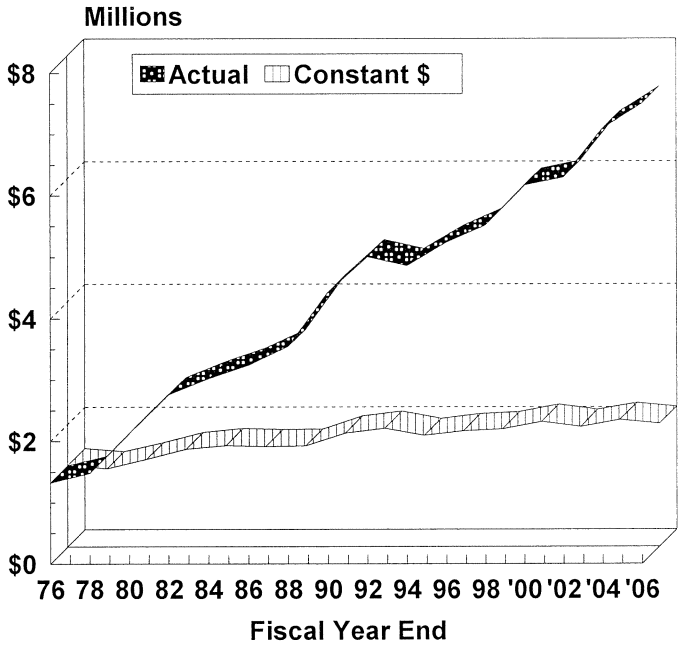
Actual average annual growth rate of 6.9%.
Constant dollars (real growth) average annual growth rate of 2.3%.

SECURED PROPERTY TAX



Actual average annual growth rate of 4.3%.
Constant dollars (real growth) average annual growth rate of <0.1%>.

BUSINESS LICENSE TAX



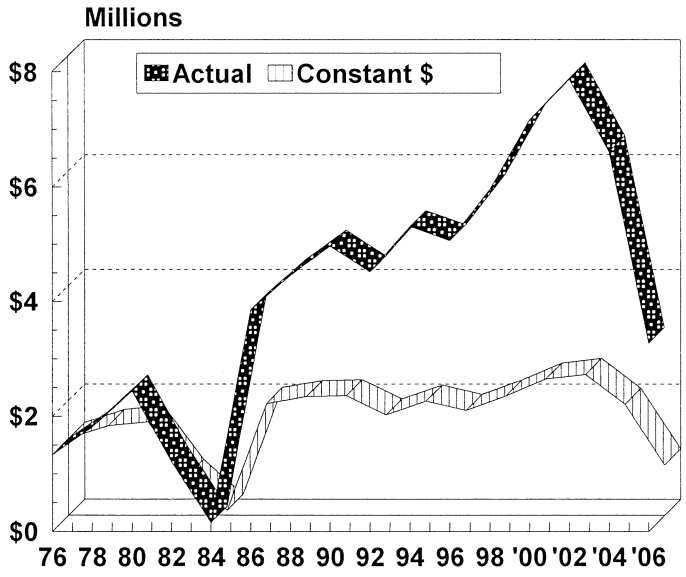
Actual average annual growth rate of 5.9%.
Constant dollars (real growth) average annual growth rate of 1.4%.

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

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

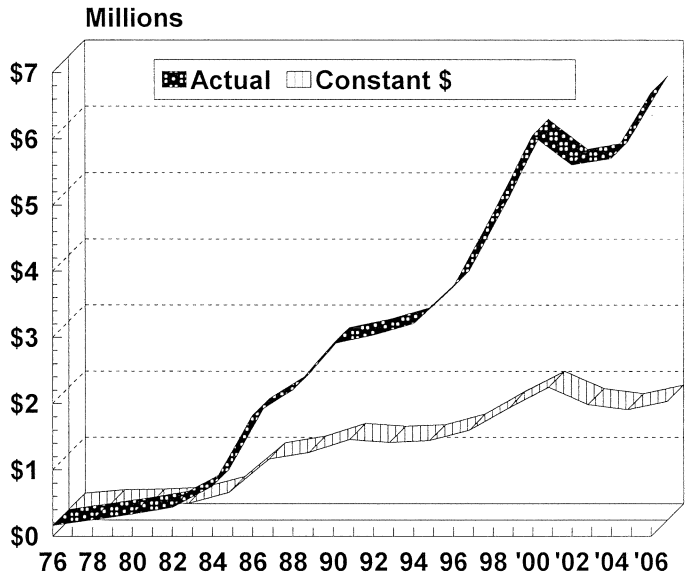
MOTOR VEHICLE TAX



Actual average annual growth rate of 3.0%.
Constant dollars (real growth) average annual growth rate of -1.4%.

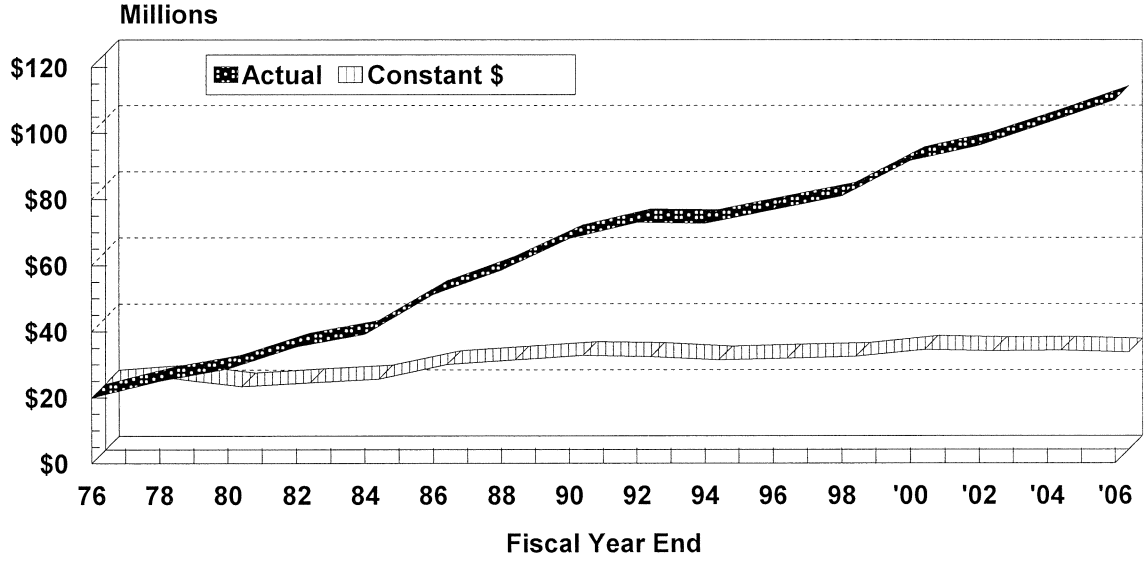
Note - during FY 1982-84, the State reduced subventions to cities which were subsequently reinstated. In 2004-05 the State replaced Motor Vehicle tax with property tax revenue.

OCCUPANCY TAX



Actual average annual growth rate of 13.3%.
Constant dollar (real growth) average annual growth rate of 8.4%.

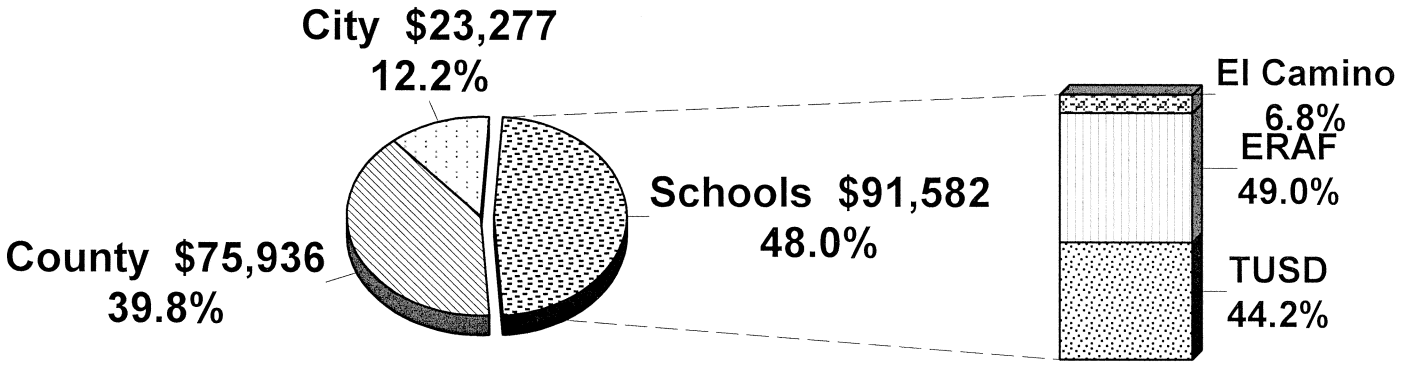
SALES, UTILITY USERS', SECURED PROPERTY BUSINESS LICENSE, MOTOR VEHICLE, AND OCCUPANCY TAXES



Actual average annual growth rate of 5.8%.
Constant dollars (real growth) average annual growth rate of 1.3%.

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

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



* Allocation based on 2006-07 actual secured property tax of $23,277,015.

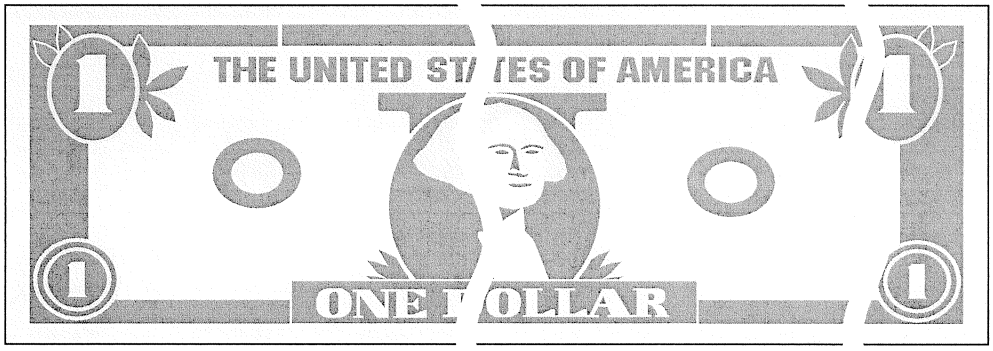
Secured Property Tax - levied on real properties in the City which are secured by liens on the properties.

Distribution of Property Tax

Assessed Value	=	$ 300,000
County 1% rate		$ 3,000

Schools
(TUSD, El Camino, Other)
48% ($1,440)

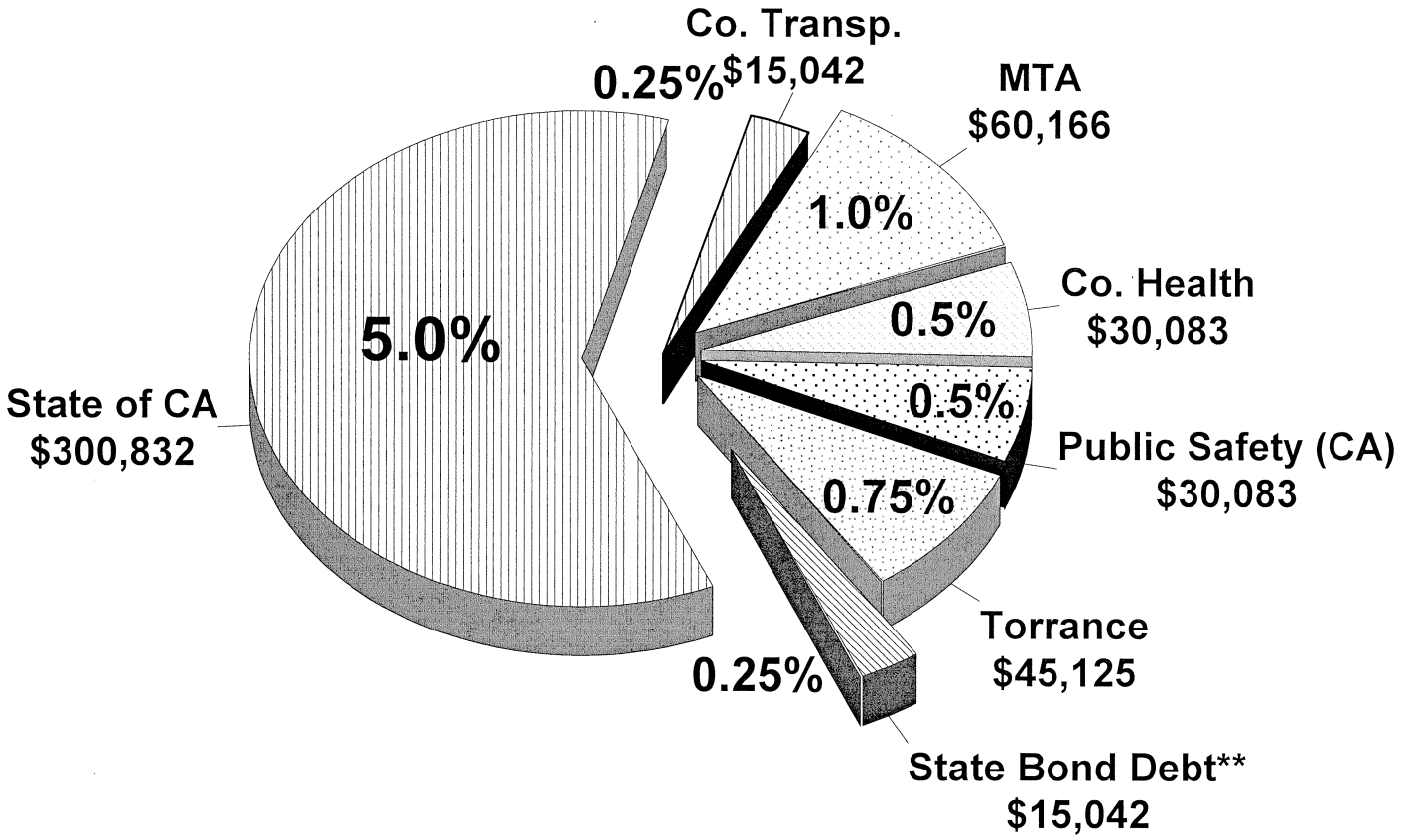
City of
Torrance
12.2% ($366)



County
39.8% ($1,194)

Sales Tax Allocation*

Distribution of 8.25% L.A. County Sales Tax Rate (in 000's)



* Based on 2007-08 adopted sales tax of $45,125,000.

** 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 - $1,312,000 of Proposition 172 (Public Safety ½% sales tax) funds are budgeted for 2007-08.

THIS PAGE INTENTIONALLY LEFT BLANK

REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS

Description	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Adopted	2008-09 Recommended
Airport	7,822,110	9,158,981	11,070,852	10,802,000	11,374,600
Transit	18,277,545	20,045,470	18,685,513	18,806,421	21,446,208
Water	22,148,241	22,402,592	23,223,435	23,485,300	26,060,410
Emergency Medical Services	7,614,072	7,600,579	8,177,245	8,669,208	9,588,825
Sanitation	9,751,024	9,430,000	10,872,775	10,111,000	10,950,654
Cultural Arts Center	1,693,720	1,581,275	1,707,319	1,919,275	2,061,315
Sewer	2,045,659	1,666,500	2,914,034	2,084,500	2,734,500
Animal Control	242,141	264,853	188,838	307,000	453,648
Parks and Recreation	7,104,965	6,925,412	7,525,010	7,620,787	8,082,790
Total Enterprise Funds	76,699,477	79,075,662	84,365,021	83,805,491	92,752,950
Airport					
Aeronautical revenues	2,936,101	3,199,604	3,466,152	3,613,000	3,806,600
Non-Aeronautical revenues	4,886,009	5,959,377	7,604,700	7,189,000	7,568,000
Total Airport Revenues	7,822,110	9,158,981	11,070,852	10,802,000	11,374,600
Transit					
Total Transit Revenues	18,277,545	20,045,470	18,685,513	18,806,421	21,446,208
Water					
Water sales	20,732,198	21,857,389	22,648,969	22,930,550	25,435,660
Other	1,416,043	545,203	574,466	554,750	624,750
Total Water Revenues	22,148,241	22,402,592	23,223,435	23,485,300	26,060,410
Emergency Medical Services					
Fee revenue	1,051,498	1,057,661	1,118,893	933,760	1,110,000
General fund subsidy	6,562,574	6,542,918	7,058,352	7,735,448	8,478,825
Total Emergency Medical Services	7,614,072	7,600,579	8,177,245	8,669,208	9,588,825
Sanitation					
Fee revenue	9,751,024	9,430,000	10,872,775	10,111,000	10,950,654
Other	-	-	-	-	-
Total Sanitation Revenues	9,751,024	9,430,000	10,872,775	10,111,000	10,950,654
Cultural Arts Center					
Fee and donation revenue	913,645	801,200	921,333	854,200	911,440
General fund subsidy	780,075	780,075	785,986	1,065,075	1,149,875
Total Cultural Arts Center Revenues	1,693,720	1,581,275	1,707,319	1,919,275	2,061,315
Sewer					
Fee revenue	1,732,601	1,486,500	1,926,645	1,734,500	2,234,500
Other	313,058	180,000	987,389	350,000	500,000
Total Sewer Revenues	2,045,659	1,666,500	2,914,034	2,084,500	2,734,500
Animal Control					
Fee revenue	242,141	232,622	188,838	245,000	215,000
General fund subsidy	-	32,231	-	62,000	238,648
Total Animal Control Revenues	242,141	264,853	188,838	307,000	453,648
Parks and Recreation					
Fee and donation revenue	4,179,765	4,031,565	4,472,904	4,210,190	4,337,040
General fund subsidy	2,925,200	2,893,847	3,052,106	3,410,597	3,745,750
Total Parks & Recreation Revenues	7,104,965	6,925,412	7,525,010	7,620,787	8,082,790

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 reflect a 3.9% growth rate in operational revenues and 1.4% increase in interest earnings for the year.

TRANSIT

Revenues are projected to grow by 14.0% due primarily to an increase of $2.5 million in external program revenues from Proposition C $1.2 million and STAF $1.3 million received.

WATER

Water revenues are projected to fluctuate during the year based on consumption. Revenues are projected to reflect a modest growth rate and will artificially inflate due to mandatory pass through costs from outside agencies.

EMERGENCY MEDICAL SERVICES

The increase in revenues represents an increase in general find subsidies for Emergency Medical Services and usage increases.

SANITATION

Selected revenues were increased for CPI growth and actual receipts.

CULTURAL ARTS CENTER

Selected fees reflect usage increases.

SEWER

Budget amount is adjusted to closely track the actual revenue receipt pattern.

ANIMAL CONTROL

Revenues projected to decline by approximately 12% to more closely track actual activity of the fund. This fund also requires a increase in general find subsidies .

PARKS AND RECREATION

Revenues projected to grow by 3% with general fund subsidies increasing by 10%.

REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS

Description	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Adopted	2008-09 Recommended
Fleet Services	2,918,498	6,026,119	7,868,439	6,148,011	6,315,737
Self Insurance	5,087,392	3,322,688	4,286,566	3,722,688	3,932,688
Total Internal Service Funds	8,005,890	9,348,807	12,155,005	9,870,699	10,248,425
Fleet Services					
Operating revenues	2,330,798	5,395,655	6,913,387	5,517,547	5,667,547
Non-Operating revenues and transfers in	587,700	630,464	955,052	630,464	648,190
Total Fleet Services Revenues	2,918,498	6,026,119	7,868,439	6,148,011	6,315,737
Self Insurance					
Operating revenues	2,327,530	2,402,688	2,492,184	2,402,688	2,402,688
Operating transfers in	2,759,862	920,000	1,794,382	1,320,000	1,530,000
Total Self-Insurance Revenues	5,087,392	3,322,688	4,286,566	3,722,688	3,932,688

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 grow modestly by 3.8% for fiscal year 2008-09.

Self-Insurance Fund

Workers' Compensation and Unemployment Insurance reimbursements

The increase in this revenue source is primarily due to general fund transfers to fund rising workers' compensation claims.

REVENUE PROJECTION DETAIL
EXTERNAL FUNDS and DEBT SERVICE FUNDS

Description	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Adopted	2008-09 Recommended
Employment and Training-JTPA	4,145,504	4,708,866	3,218,529	-	-
Home Improvement Employ Program	353,698	351,943	367,548	367,748	366,048
Section 8 Rental Assistance	5,187,220	5,225,000	5,377,000	4,673,000	5,586,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	36,900
Redevelopment Agency	11,835,074	12,556,939	11,274,237	13,861,390	14,236,373
Government Cable Communications	1,130,000	1,315,000	1,480,000	1,498,600	1,478,600
Cable TV Public Access	182,000	303,619	326,268	326,268	344,053
Street Lighting District	2,175,140	2,416,496	2,530,651	2,521,813	2,548,744
Vanpool/Rideshare	192,291	194,900	196,900	222,900	265,100
Air Quality Management	180,935	164,000	165,000	165,000	175,500
Capital Improvements	-	-	-	-	-
Torrance Improvements Debt Service	6,198,186	3,479,002	3,455,524	3,312,166	3,450,538
Total External Funds	31,616,948	30,752,665	28,428,557	26,985,785	28,487,856
REDEVELOPMENT AGENCY					
Capital Project Fund	1,803,038	2,026,638	1,603,686	1,769,190	1,894,087
Debt Service Fund	10,032,036	10,530,301	9,670,551	12,092,200	12,342,286
Total Redevelopment Funds	11,835,074	12,556,939	11,274,237	13,861,390	14,236,373
Redevelopment Capital Project Fund					
Meadow Park Redevelopment	13,195	14,457	13,844	13,558	14,904
Skypark Redevelopment	1,401	385	414	-	-
Downtown Torrance Redevelopment	458,656	623,139	41,196	353,886	359,381
Industrial Redevelopment	1,329,786	1,388,657	1,548,232	1,401,746	1,519,802
Total Redevelopment Revenues	1,803,038	2,026,638	1,603,686	1,769,190	1,894,087
Redevelopment Debt Service Fund					
Skypark Redevelopment	759,625	547,487	509,637	584,339	603,166
Downtown Torrance Redevelopment	3,103,350	3,167,419	1,953,102	3,269,253	3,381,443
Industrial Redevelopment	6,169,061	6,815,395	7,207,812	8,238,608	8,357,677
Total Redevelopment Revenues	10,032,036	10,530,301	9,670,551	12,092,200	12,342,286
Torrance Improvements Corporation Debt Service Fund					
1995, 1998 & 2004A&B COP Refunding	$6,198,186	$3,479,002	$3,455,524	$3,312,166	$3,450,538
Total Revenues	6,198,186	3,479,002	3,455,524	3,312,166	3,450,538

THIS PAGE INTENTIONALLY LEFT BLANK

Program
Modifications

FORM H-1

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: City Manager **Fiscal Year 2008-09**

Program Name/Number	Proposed Change	Amount
Training & Development Program and City-wide Volunteer Program	Add 0.8 Staff Assistant for support of Training & Development Program and City-wide Volunteer Program	Total Annual Cost $59,920 Total 2008-09 Cost $39,967*

*It is proposed that the position be filled November 1, 2008 after the overall budgetary context of the economy and the State is known. First year funding is proposed to be the Program's Innovation Reserve. Future cost will be General Fund.

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 Human Resources, Recruitment 3) effect on other departments (such as increased custodial services or increased vehicle maintenance; coordinate with impacted department)

In Fiscal Year 2006-07, the City Council approved $108,050 in funding for the creation of a city-wide training and development program. The objective of the program is to invest in: a) readying employees for advancement within the organization b) continued education for supervisors and managers and c) enhancing current work technique for all employees. The City Manager's Office has charged the Training and Development Team with establishing a city-wide, comprehensive training program to meet this objective.

The first phase of training, "Core", will be offered to all employees and is nearing implementation. The Core Program is the foundation of the training program and consists of courses in customer service, communication, ethics, and municipal governance. Subsequent components of the comprehensive training program will include supervisory and leadership development as well as technical training for career-path enhancement. Curriculum is currently being written and the Training Team is in the early phases of identifying potential vendors.

Concurrent with the development of the Training Program, the City Manager's Office is also improving processes associated with the Volunteer Program. Specifically, improvements are needed in processing applications, reviewing backgrounds, and tracking volunteer hours. Efforts are underway to standardize the application process for volunteers to ensure a consistent registration process. This process includes completion of volunteer applications, clearance through background checks to safeguard from criminal harm, interviews with departments of interest, and selection of viable candidates.

Recommended improvements will result in a marked increase in availability of staff hours to coordinate the Volunteer Program. It is estimated that 1,000 current City volunteers will need to go through the newly revised application and fingerprint process in addition to an estimated 250 new volunteers annually. Each volunteer will be tracked in a database.

This proposed program revision is to request the addition of 0.8 staff to provide clerical and administrative support to the Training and Development Program, and the Volunteer Program.

The Training and Development Team anticipates using the Staff Assistant for the following:

- Answer employee and manager questions regarding training schedules
- Register and track employees participating in training courses
- Compile and generate training reports, including satisfaction and attendance
- Coordinate reservations, setup classrooms, and provide logistic support to vendors and trainers
- Maintain training database
- Serve as a backup trainer for Core classes instructed by internal staff

The Volunteer Program anticipates using the Staff Assistant for the following:

- Maintain volunteer database and track volunteer assignments
- Match volunteer interest with city program opportunities
- Send correspondence to volunteers who are not placed
- Answer questions regarding the Volunteer Program
- Market Volunteer Program in the community

Minimal operational impact is anticipated for other Departments (e.g. custodial services, vehicle maintenance, etc). The Communications and Information Technology Department may experience an initial increase in user support requests during the set up and maintenance phase of the Volunteer Program database. Beyond this commitment, no other operational impact is expected.

Other Alternatives Considered

1. One alternative is to have the three Training Team members perform the administrative functions of the training program. The opportunity cost associated with this alternative would be a reduction in the amount of time spent developing, teaching, and refining the training program curriculum, as these responsibilities would be in addition to each team members' primary assignments in their home department.

2. Another alternative is to designate coordinators within each Department to implement and maintain the training and volunteer program functions. A challenge to this alternative would be a lack of uniformity in tracking and maintaining coordination data, which could lead to a reduction in data quality.

Impact of Non-approval

For the Training and Development Program, non-approval will impact the deployment of the Core curriculum. Non-approval may also result in reallocating current resources to perform functions required of implementing and maintaining a training program.

For the Volunteer Program, non-approval will impact planned improvements to the application, background check, and tracking processes. These improvements may either need to be delayed, re-prioritized, or the program altogether reconsidered.

$ 59,920 Future Years **Priority No. 1**

$ 39,967 Fiscal Year 2008-09

FORM H-2

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: Community Services **Fiscal Year 2008-09**

Program Name/Number	Proposed Change	Amount
6903-93-9307-930708-4712	Increase budget for Contract Classes	$65,000
	Revenue offset by Registration Fees	($65,000)
	Net Cost	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 Human Resources, 3) effect on other departments (such as increased custodial services or increased vehicle maintenance; coordinate with impacted department)

The Cultural Services Division provides a wide variety of classes to the youth and adults in the community. Classes include child development, painting, voice movement, photography, drama, martial arts, and a number of dance classes including Polynesian, County Western, Jazz, Ballet, and Tap. In addition exercise classes are offered including aerobics, gymnastics, kickboxing, yoga, and pilates. Contract classes are offered by instructors that possess special skills and certifications. These instructors typically approach the City about a specific type of program they'd like to teach.

The Department's current policy for contract classes is a revenue split of 70% for the instructor and 30% for the City. The City collects all fees through the Registration Office in the Administrative Services Division. A portion of all fees is kept by the Registration Office for the administrative costs associated with the Registration process. As all fees are collected by the City, the 70% for the contract instructors does show up as expenditures.

The contract classes have been increasing in both size and scope over the last few years. The following chart shows the number of classes offered and the number of enrollments during the last five years:

Year	Classes Offered	Total Enrollments
2003	252	3,908
2004	294	4,089
2005	374	5,292
2006	397	5,674
2007	395	5,823

With the expanded number of classes and the growing number of enrollments, the budget for contract instructors has been exceeded in the past two years. The current expenditure budget for contract classes is $406,450, with a revenue budget of $491,450. Year to date revenue as of 3/31/2008 is $536,753, or 109%

collected. In addition, staff anticipate approximately $20,000 in additional revenue based on remaining Spring registration fees and 10% of Summer registration fees.

Therefore, the Community Services Department is requesting an additional $65,000 of expenditure budget with a corresponding revenue increase of $65,000. There will be no impact of the General Fund.

Other Alternatives Considered

The Cultural Services Division has considered limiting the number of contract classes offered in order to meet the expenditure budget. The Division has also considered offering the same classes by recurrent employees as opposed to on a contract basis. It was determined that for these alternatives contract classes both save the City money and provide a higher level of service at a lower cost to the participants.

Impact of Non-approval

Contract classes must be reduced in number and enrollment to meet the current expenditure budget. Class size may be reduced which may impact the relationship between the contractors and the City.

$ 0 Priority No. 1

FORM H-2

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: Public Works **Fiscal Year 2008-09**

Program Name/Number	Proposed Change	Amount
Sewer/6801-83-8310-831001	Two Additional Sewer Maintenance Workers	$169,600

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 State Water Resources Board adopted Statewide General Waste Discharge Requirements (WDR) on May 2, 2006. The intent of these new mandates is to reduce or eliminate sewer overflows. Statewide all sewer agencies will be reporting sewer spills electronically to the State Water Resources Board and the information will be available to the public online. Each agency is required to prepare a Sewer System Management Plan (SSMP) that describes, in detail, the City's current system program.

The most effective way to reduce sewer overflows is by cleaning the sewer lines more frequently. The City's sewer system has many roots entering the main line through the sewer laterals that need regular removal. It is anticipated that our field crews will need up to four additional personnel in the near future in order to keep up with our sewer maintenance programs. The cost for the crews is $84,800 per employee. Public Works would suggest adding two maintenance employees at this time and will evaluate the effectiveness of the cleaning program to determine if the City meets the spill targets set by the new permit before adding more resources.

New employees would be field crews and would not have an impact on space allocation or on other departments. The time frame to hire the two additional would be the 1st quarter of fiscal year 2008/09.

Funding - Public Works has recently evaluated the Sewer Enterprise Fund and recommends a shift of funds from capital expenditures to salaries to pay for the additional maintenance crew.

Other Alternatives Considered

No

Impact of Non-approval

Fewer sewer lines would be cleaned on a regular basis which could lead to more sewer spills. Additional spills could cause the City to miss meeting spill targets set by the new permit an make us susceptible to fines from the State Water Resource Board

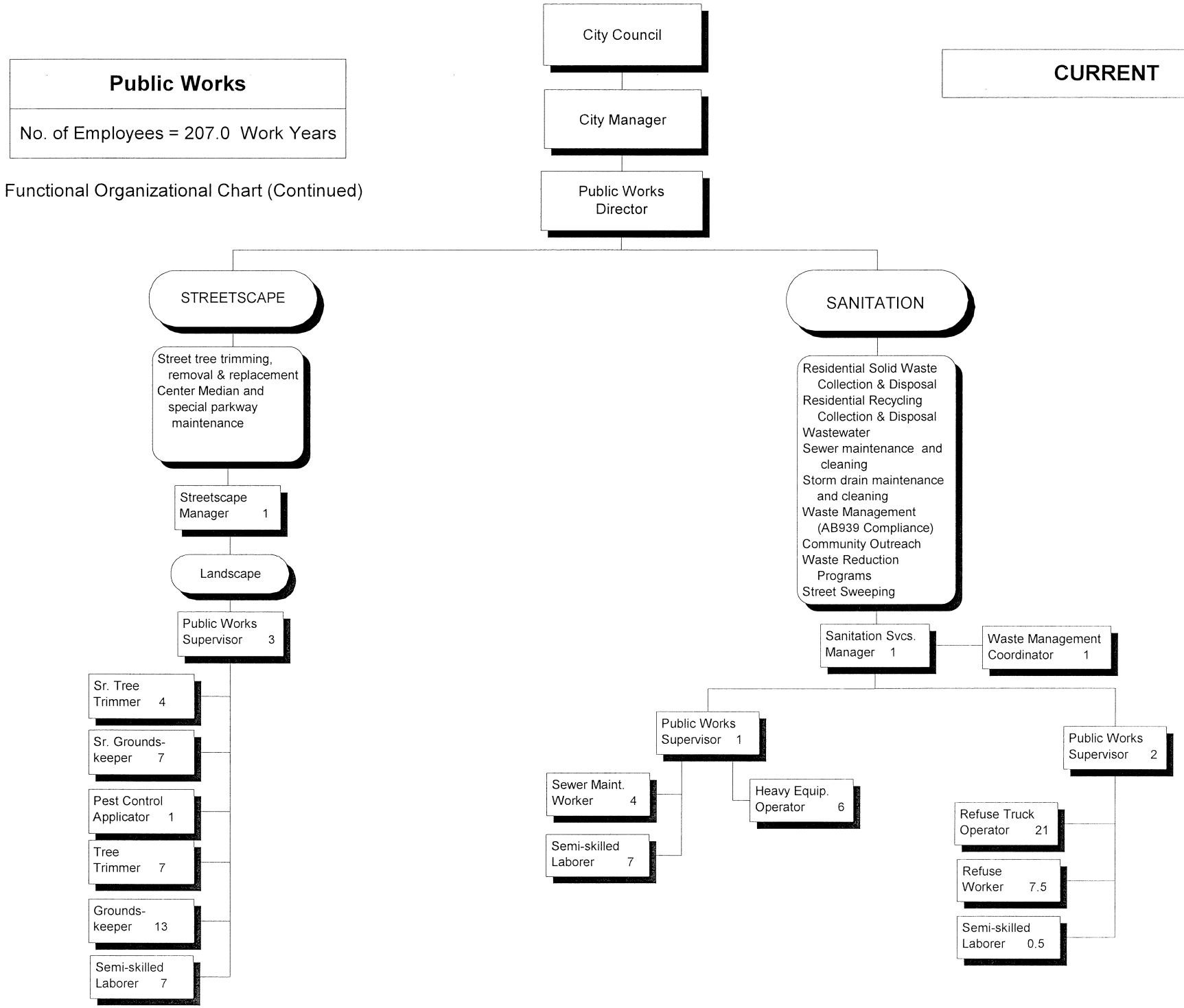
$ 169,600 Priority No. 1

Public Works

No. of Employees = 207.0 Work Years

Functional Organizational Chart (Continued)

CURRENT

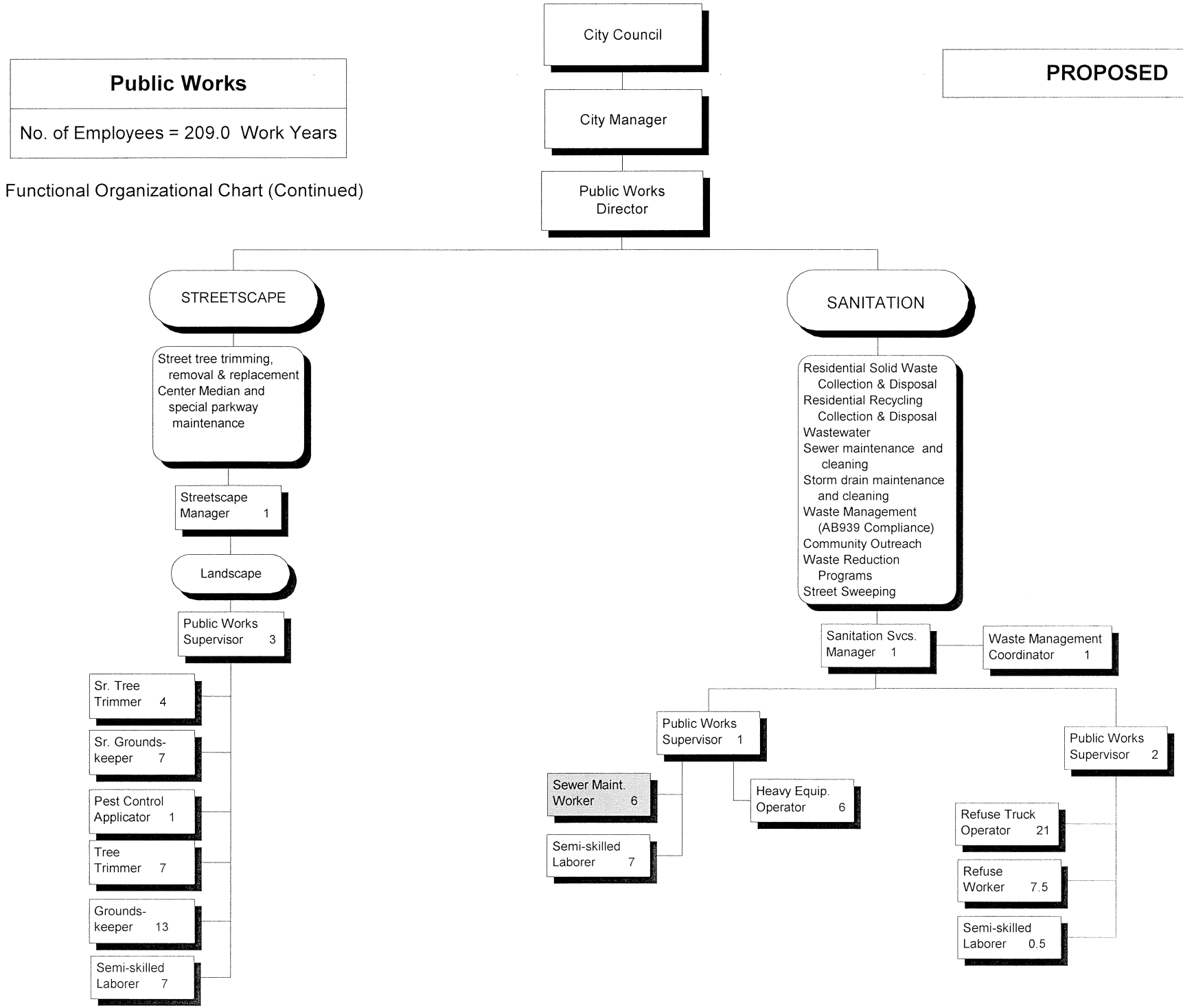


Public Works

No. of Employees = 209.0 Work Years

Functional Organizational Chart (Continued)

PROPOSED

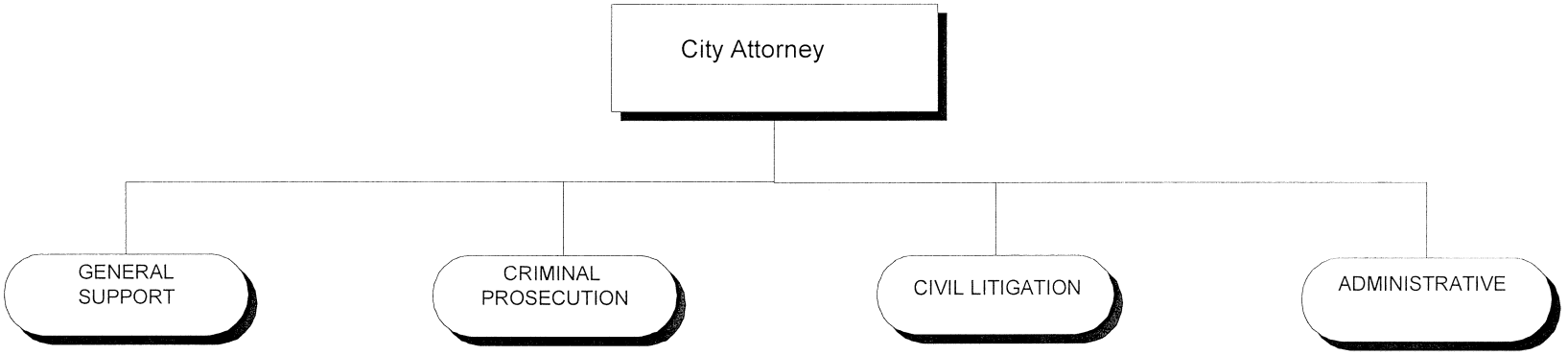


THIS PAGE INTENTIONALLY LEFT BLANK

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.

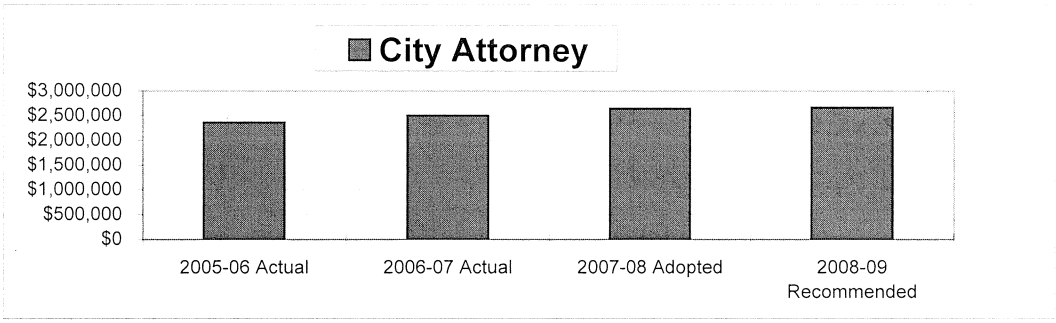
FUNCTIONAL RESPONSIBILITIES

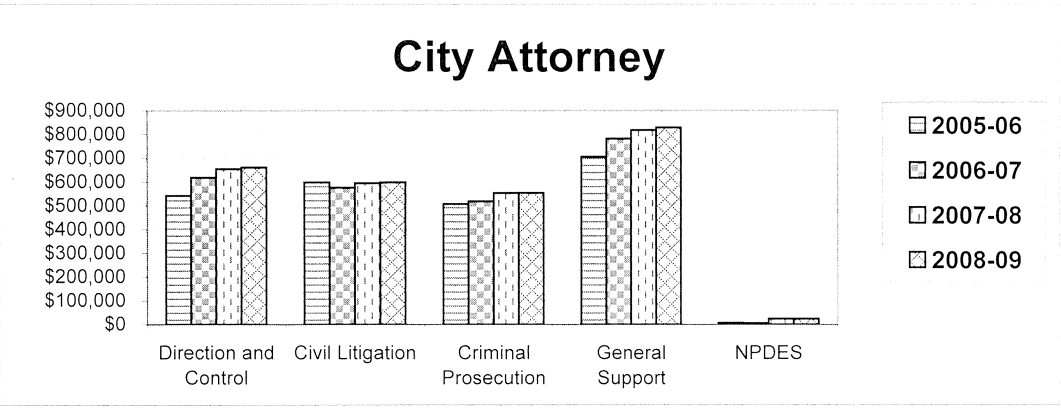
The function of the City Attorney's Office is to advise the City Council, the City, the Redevelopment Agency, and all officers and employees in matters of law related to their offices and duties; to appear in court, or to otherwise provide legal counsel for the City officials, City employees, Redevelopment 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	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Direction and Control	$ 542,868	$ 619,251	$ 654,998	$ 654,998	$ 6,429	$ 661,427
Civil Litigation	598,833	577,144	596,006	596,006	3,329	599,335
Criminal Prosecution	507,731	519,349	554,069	554,069	391	554,460
General Support	706,520	782,646	818,991	818,991	10,779	829,770
Nat. Pol. Disch. Elim. System (NPDES)	7,399	5,727	25,000	25,000	-	25,000
General Fund Total	$ 2,363,351	$ 2,504,117	$ 2,649,064	$ 2,649,064	$ 20,928	$ 2,669,992
General Fund Revenues	$ -	$ -	$ -	$ -	$ -	$ -

EXPENDITURES



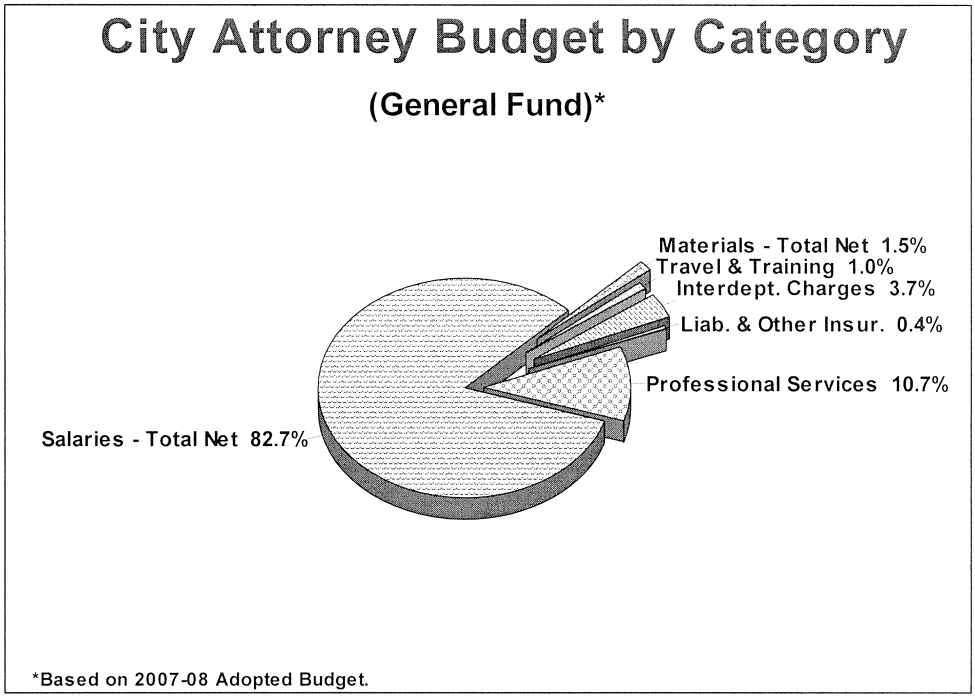


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 2,070,003	$ 2,187,581	$ 2,268,408	$ 2,268,408	$ 21,800	$ 2,290,208
Overtime	499	1,606	6,600	6,600	-	6,600
Salaries - Total	2,070,502	2,189,187	2,275,008	2,275,008	21,800	2,296,808
Salaries - Reimbursements	(169,928)	(83,297)	(84,084)	(84,084)	(1,287)	(85,371)
Salaries - Labor Charges	567	-	-	-	-	-
Salaries - Total Net	1,901,141	2,105,890	2,190,924	2,190,924	20,513	2,211,437
Supplies and Services	457,640	394,231	458,140	458,140	415	458,555
Capital Outlay	4,570	3,996	-	-	-	-
General Fund Total	$ 2,363,351	$ 2,504,117	$ 2,649,064	$ 2,649,064	$ 20,928	$ 2,669,992

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	2,071,069	2,189,187	2,275,008	2,275,008	21,800	2,296,808
Salary & Benefit Reimbursements	(169,928)	(83,297)	(84,084)	(84,084)	(1,287)	(85,371)
Materials, Supplies and Maintenance	31,003	36,282	40,344	40,344	-	40,344
Professional Services/Contracts	312,119	239,891	283,392	283,392	-	283,392
Travel, Training & Membership Dues	27,395	30,810	27,460	27,460	-	27,460
Liabilities & Other Insurance	4,090	4,090	9,505	9,505	-	9,505
Interdepartmental Charges	40,433	40,433	50,937	50,937	9,479	60,416
Capital Acquisitions	4,570	3,996	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	42,600	42,725	46,502	46,502	(9,064)	37,438
General Fund Total	$ 2,363,351	$ 2,504,117	$ 2,649,064	$ 2,649,064	$ 20,928	$ 2,669,992



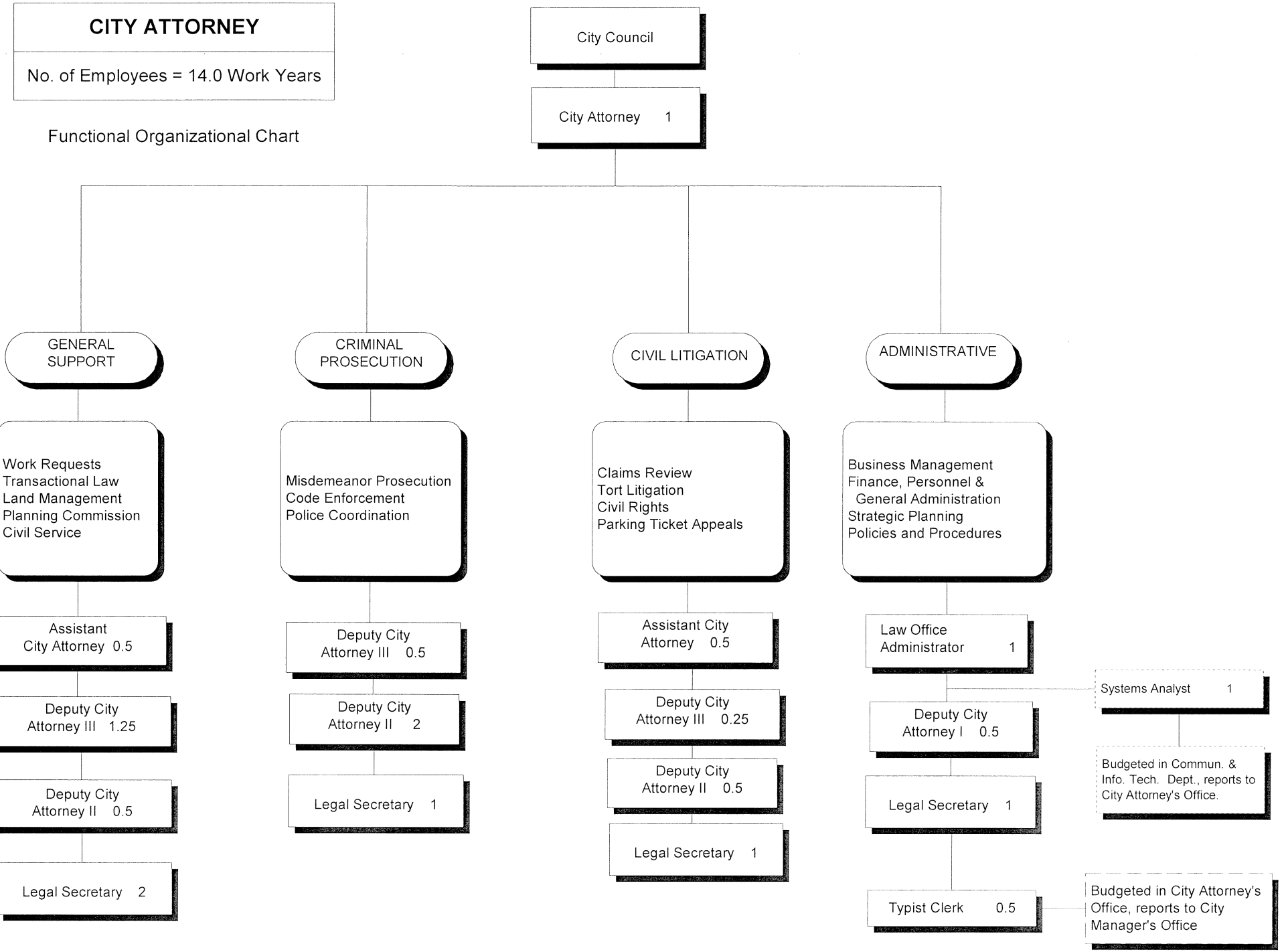
CITY ATTORNEY
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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	2.0	2.0	2.0	-	2.0
Deputy City Attorney II	3.0	3.0	3.0	3.0	-	3.0
Deputy City Attorney I	0.5	0.5	0.5	0.5	-	0.5
Legal Secretary	5.0	5.0	5.0	5.0	-	5.0
Typist Clerk	0.5	0.5	0.5	0.5	-	0.5
Total	14.0	14.0	14.0	14.0	-	14.0

CITY ATTORNEY

No. of Employees = 14.0 Work Years

Functional Organizational Chart

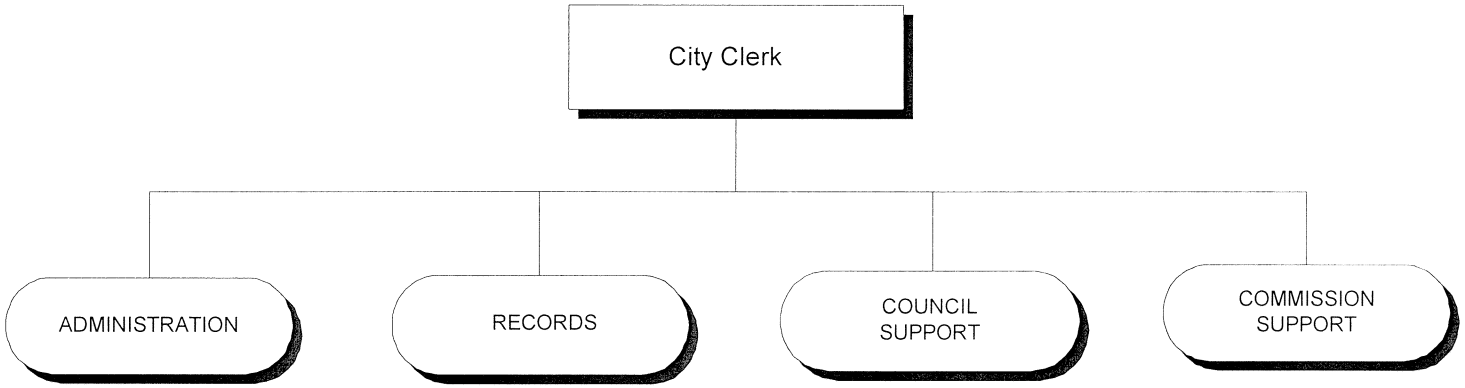


THIS PAGE INTENTIONALLY LEFT BLANK

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.

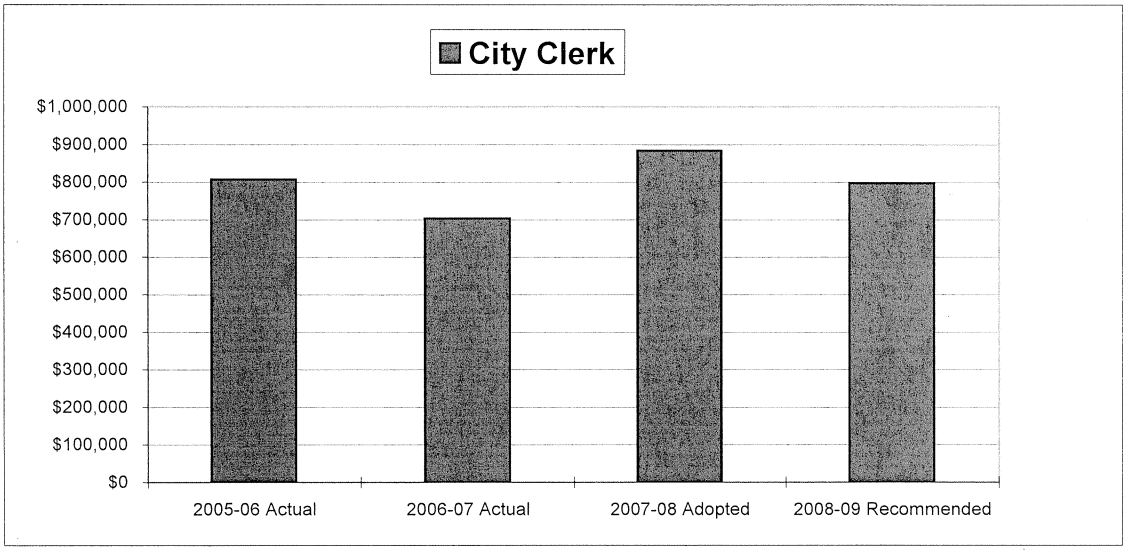
DEPARTMENT BUDGET SUMMARY

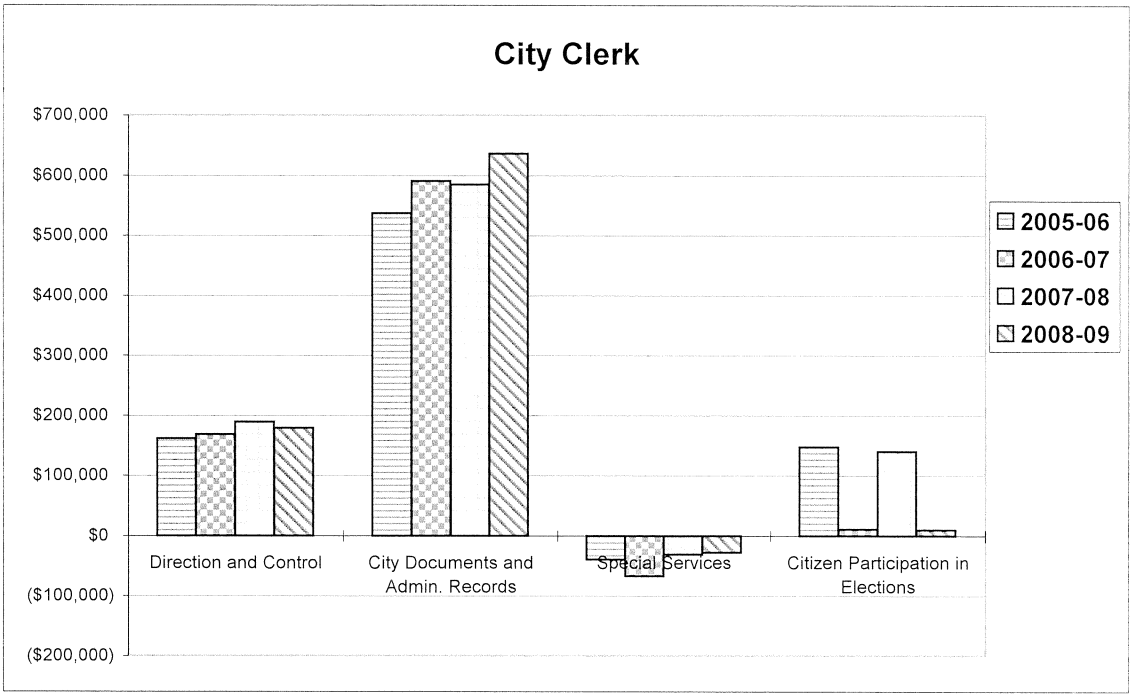
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Direction and Control	$ 161,771	$ 168,339	$ 189,360	$ 189,360	$ (10,000)	$ 179,360
City Documents and Admin. Records	537,305	590,524	584,955	584,955	51,184	636,139
Special Services	(39,534)	(66,923)	(30,700)	(30,700)	2,900	(27,800)
Citizen Participation in Elections *	147,415	10,927	140,000	10,000	-	10,000
General Fund Total	$ 806,957	$ 702,867	$ 883,615	$ 753,615	$ 44,084	$ 797,699
General Fund Revenues	$ 20,088	$ 24,960	$ 15,500	$ 15,500	$ -	$ 15,500

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

* Elections are held on the first Tuesday in June on even numbered years.

EXPENDITURES



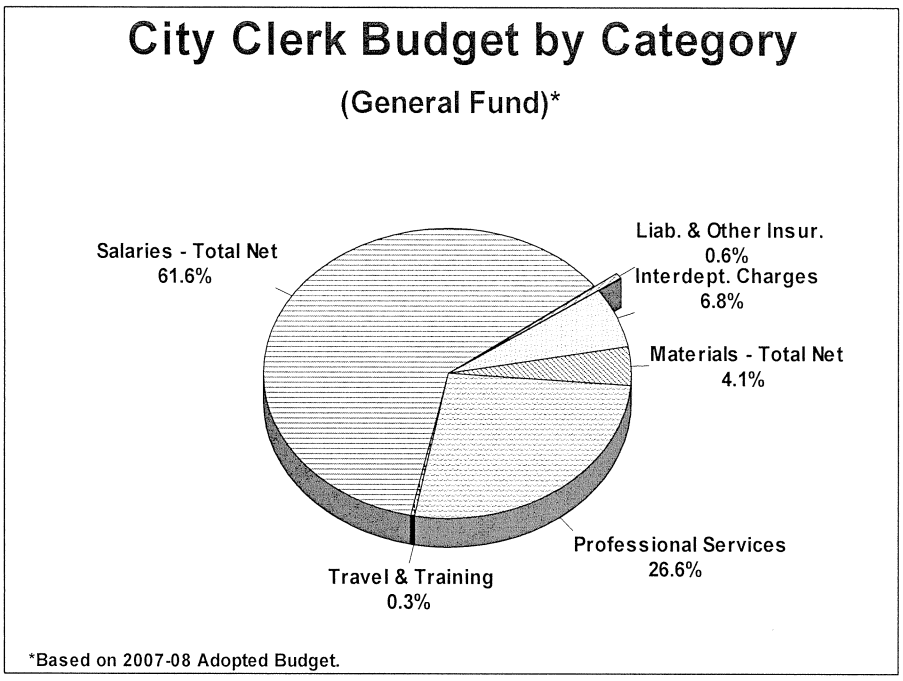


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 676,202	$ 705,141	$ 713,644	$ 713,644	$ 17,500	$ 731,144
Overtime	-	-	2,000	2,000	-	2,000
Salaries - Total	676,202	705,141	715,644	715,644	17,500	733,144
Salaries - Reimbursements	(168,365)	(172,367)	(171,700)	(171,700)	-	(171,700)
Salaries - Labor Charges	-	220	-	-	-	-
Salaries - Total Net	507,837	532,994	543,944	543,944	17,500	561,444
Supplies and Services	299,120	169,873	339,671	209,671	26,584	236,255
Capital Outlay	-	-	-	-	-	-
General Fund Total	$ 806,957	$ 702,867	$ 883,615	$ 753,615	$ 44,084	$ 797,699

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 676,202	$ 705,361	$ 715,644	$ 715,644	$ 17,500	$ 733,144
Salary & Benefit Reimbursements	(168,365)	(172,367)	(171,700)	(171,700)	-	(171,700)
Materials, Supplies and Maintenance	22,835	21,648	36,452	36,452	-	36,452
Professional Services/Contracts	216,633	90,364	234,914	104,914	-	104,914
Travel, Training & Membership Dues	2,456	1,416	2,860	2,860	-	2,860
Liabilities & Other Insurance	2,454	2,454	5,703	5,703	-	5,703
Interdepartmental Charges	41,105	41,205	45,377	45,377	27,054	72,431
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	13,637	12,786	14,365	14,365	(470)	13,895
General Fund Total	$ 806,957	$ 702,867	$ 883,615	$ 753,615	$ 44,084	$ 797,699



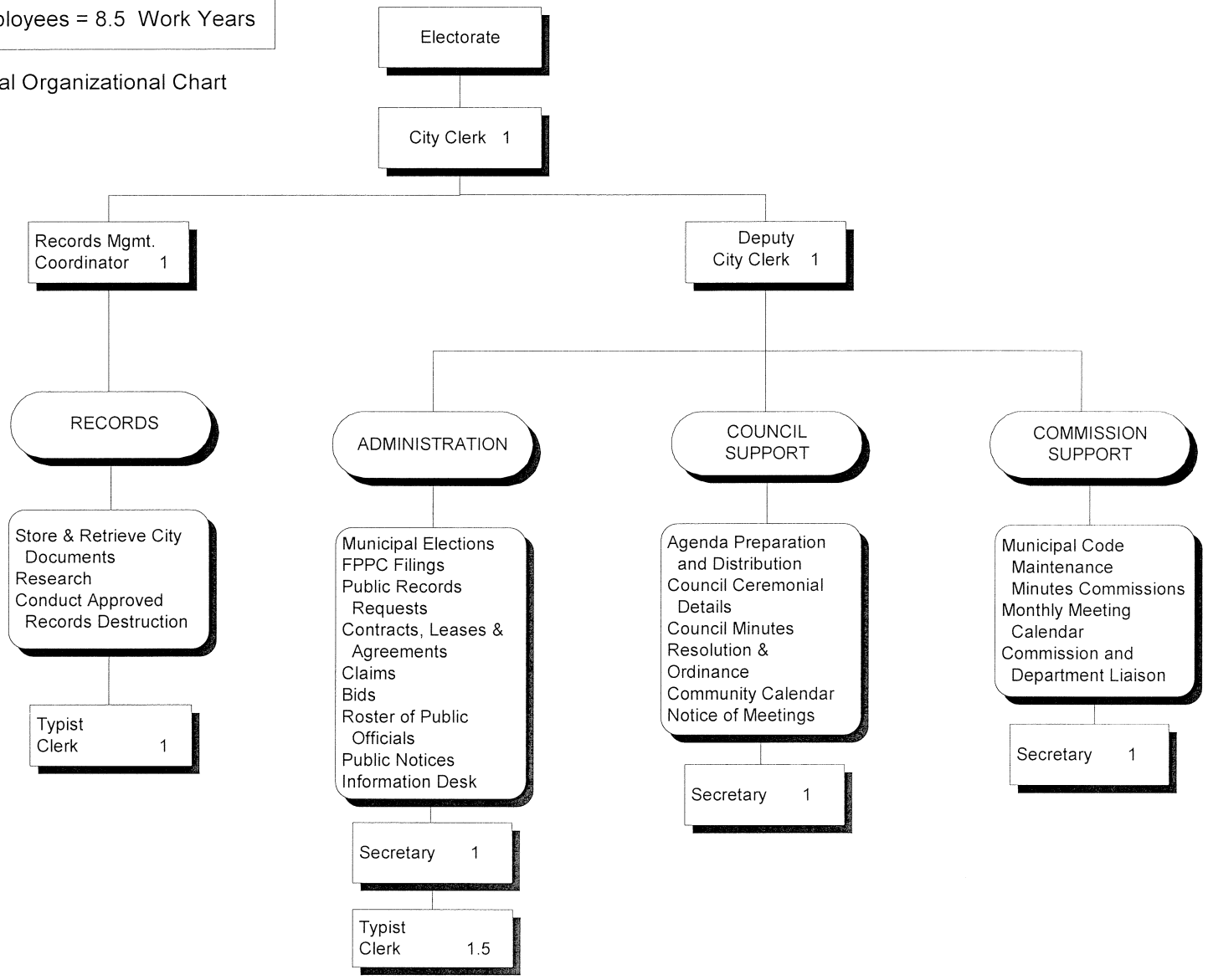
CITY CLERK
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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



THIS PAGE INTENTIONALLY LEFT BLANK

City Council

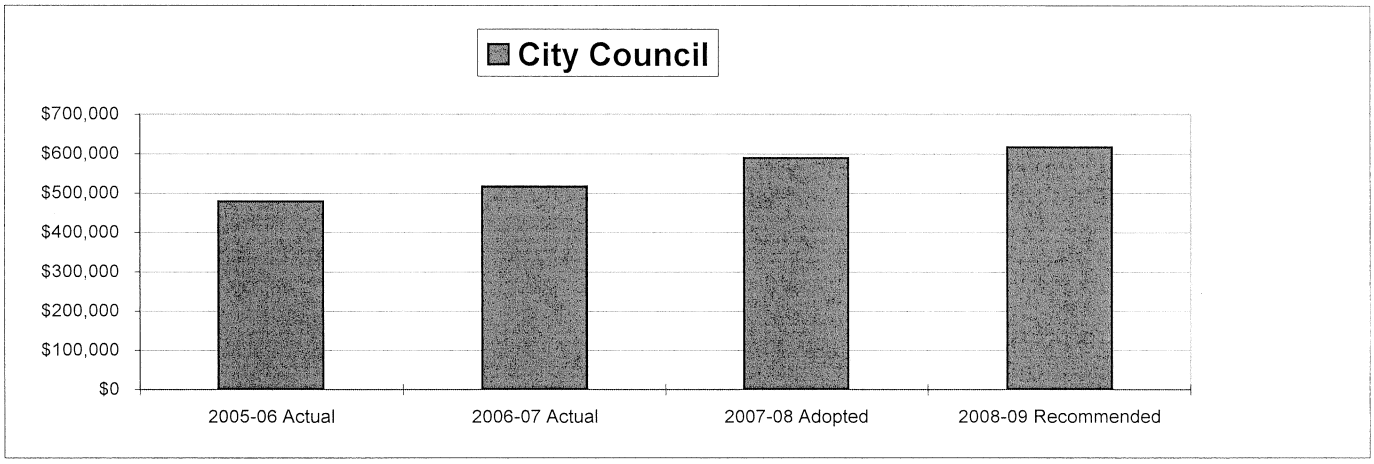
FUNCTIONAL RESPONSIBILITIES

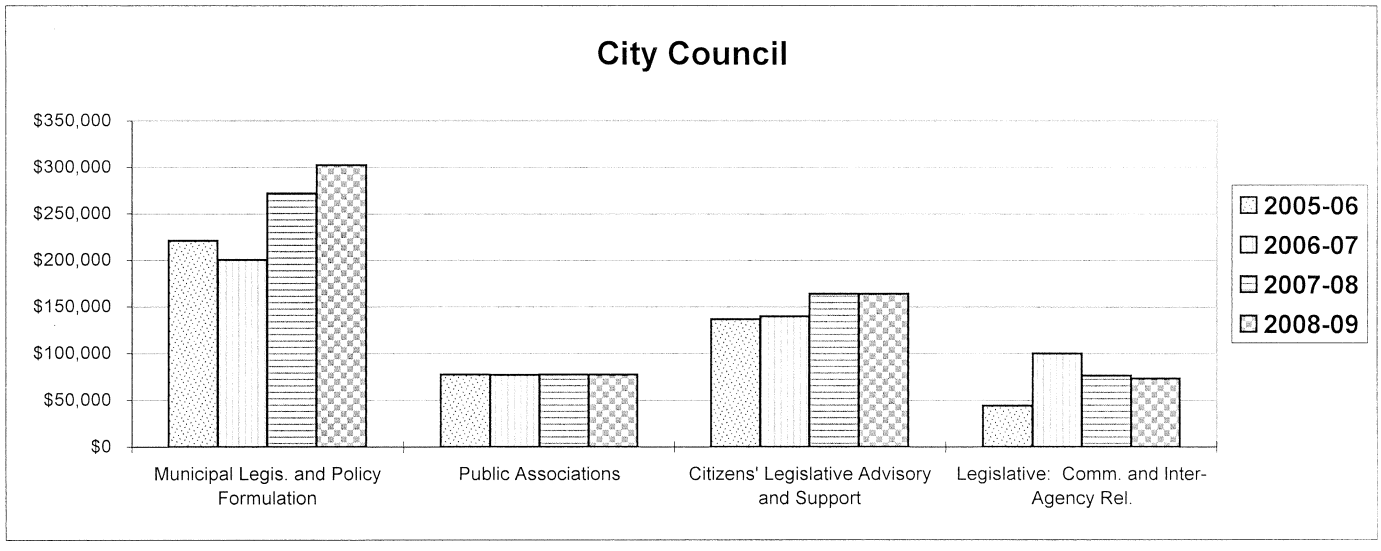
The City Council consists of Mayor and six Council members who are elected by the citizens of Torrance. They serve as representatives at large to establish policy, levy taxes, secure revenues, authorize expenditures, adopt an annual budget and conduct weekly City Council meetings and various workshops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

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Municipal Legis. and Policy Formulation	$ 220,861	$ 200,414	$ 271,965	$ 271,965	$ 30,284	$ 302,249
Public Associations	77,261	77,008	77,356	77,356	-	77,356
Citizens' Legislative Advisory and Support	136,618	139,712	164,100	164,100	-	164,100
Legislative: Comm. and Inter-Agency Rel.	44,160	100,000	76,450	76,450	(3,000)	73,450
General Fund Total	$ 478,900	$ 517,134	$ 589,871	$ 589,871	$ 27,284	$ 617,155
General Fund Revenues	$ -	$ -	$ -	$ -	$ -	$ -

EXPENDITURES



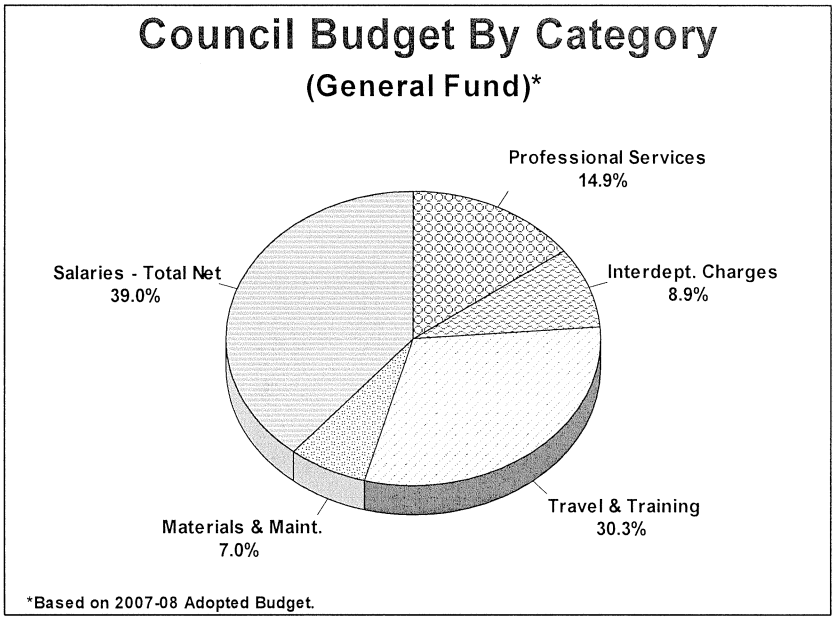


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 74,884	$ 49,895	$ 193,800	$ 137,500	$ (12,800)	$ 124,700
Overtime	-	-	-	-	-	-
Salaries - Total	74,884	49,895	193,800	137,500	(12,800)	124,700
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	128,170	130,067	36,300	92,600	-	92,600
Salaries - Total Net	203,054	179,962	230,100	230,100	(12,800)	217,300
Supplies and Services	275,846	337,172	359,771	359,771	40,084	399,855
Capital Outlay	-	-	-	-	-	-
General Fund Total	$ 478,900	$ 517,134	$ 589,871	$ 589,871	$ 27,284	$ 617,155

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 203,054	$ 179,962	$ 230,100	$ 230,100	$ (12,800)	$ 217,300
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	17,988	35,479	41,016	41,016	-	41,016
Professional Services/Contracts	63,582	62,200	87,800	87,800	6,400	94,200
Travel, Training & Membership Dues	141,056	183,731	178,598	178,598	-	178,598
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	45,851	45,851	47,789	47,789	33,916	81,705
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	7,369	9,911	4,568	4,568	(232)	4,336
General Fund Total	$ 478,900	$ 517,134	$ 589,871	$ 589,871	$ 27,284	$ 617,155

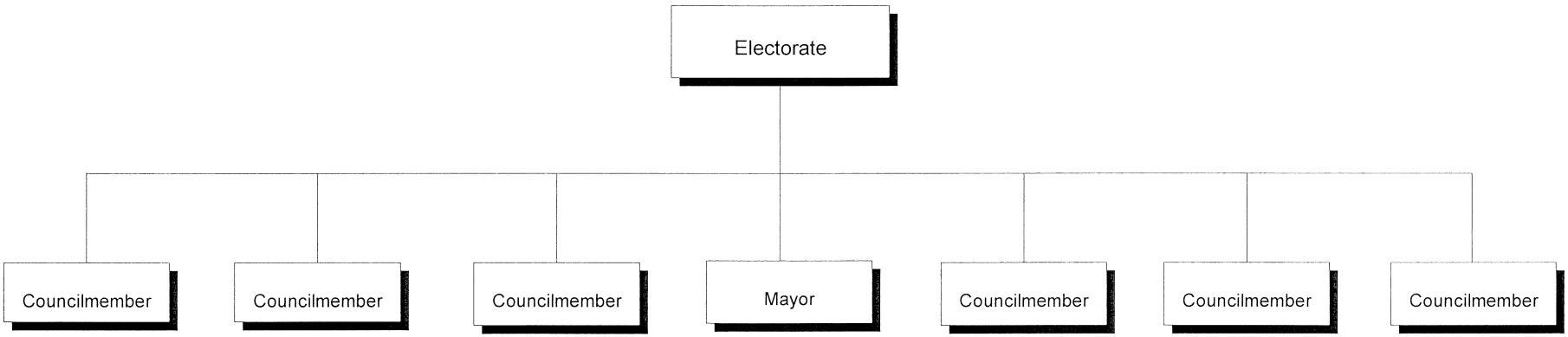


CITY COUNCIL
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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

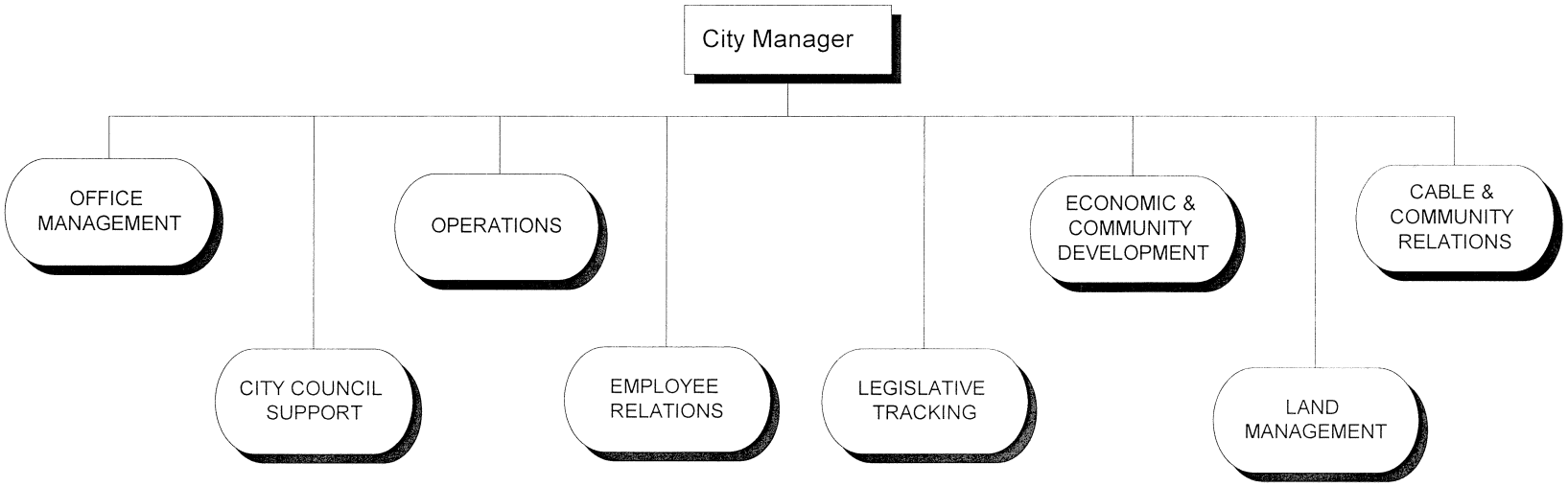


THIS PAGE INTENTIONALLY LEFT BLANK

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.

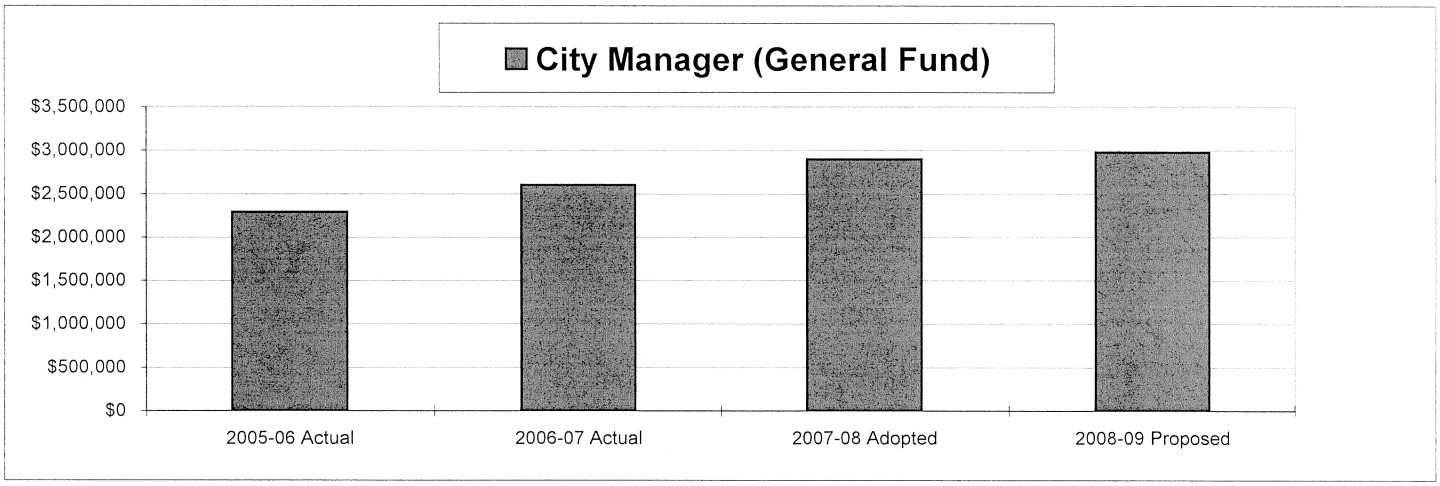
FUNCTIONAL RESPONSIBILITIES

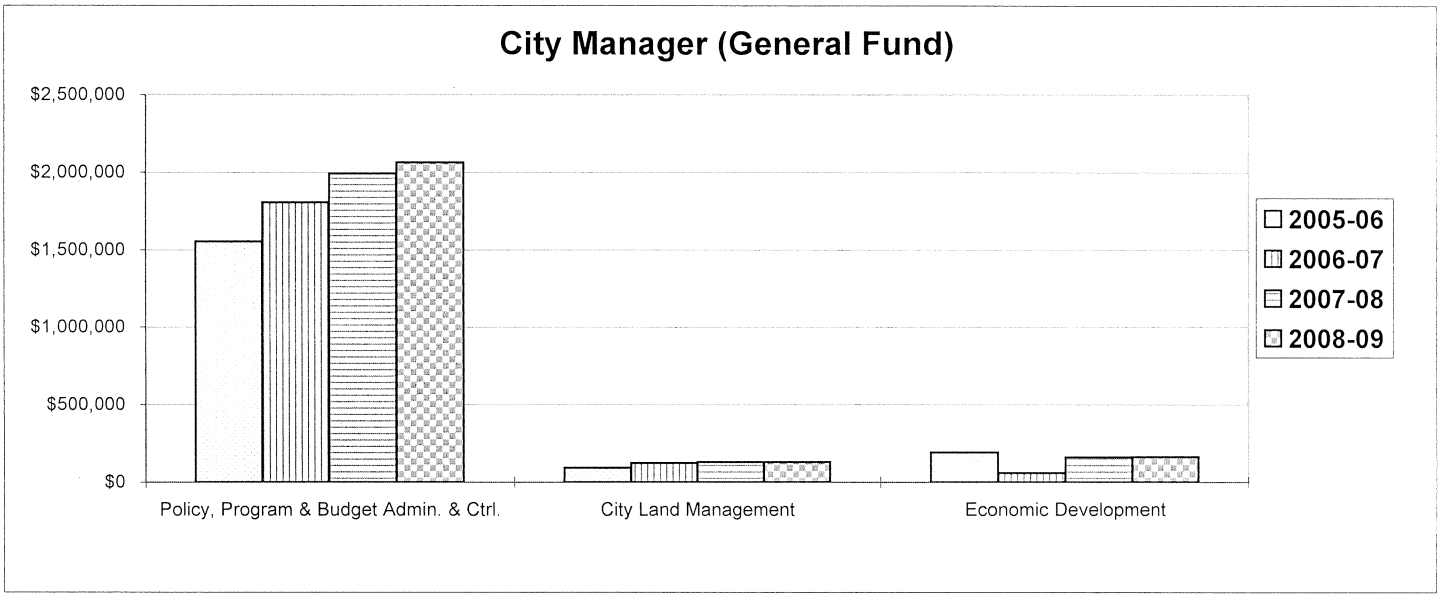
The function of the City Manager's office is to manage all municipal activities as provided by the City Charter; to advise the City Council on the City's financial and capital improvement needs and other municipal matters; to ensure enforcement of all City laws and ordinances; to manage the City's properties; 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. It is also Chief Executive of the City's Redevelopment Agency.

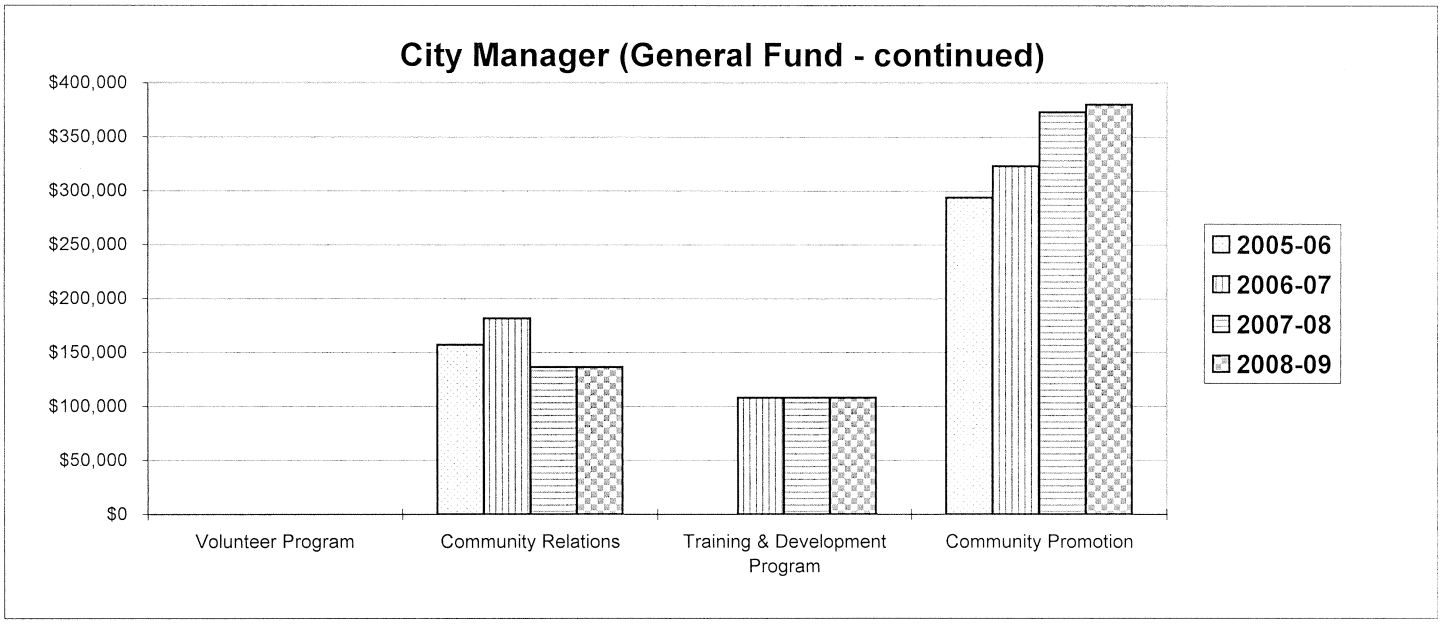
DEPARTMENT BUDGET SUMMARY

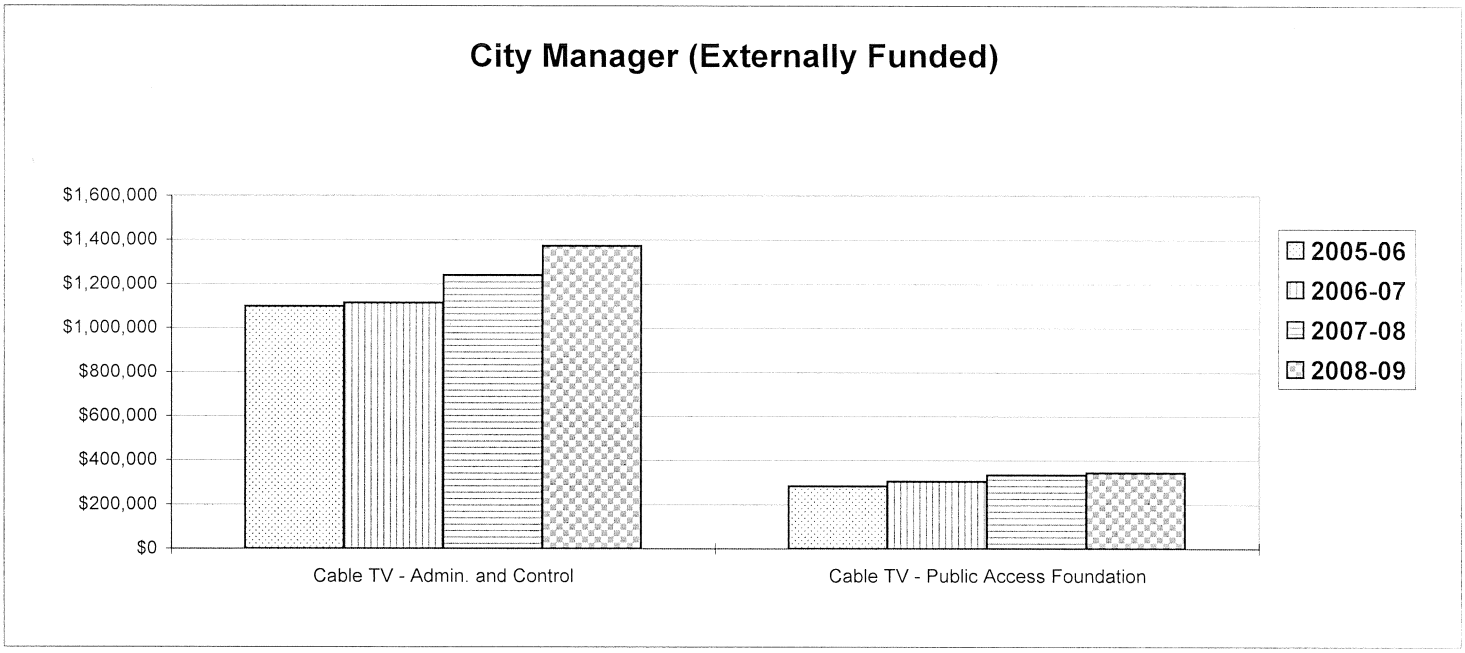
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
General Fund:						
Policy, Program & Budget Admin. & Ctrl.	$ 1,553,500	$ 1,805,178	$ 1,990,700	$ 1,990,700	$ 72,065	$ 2,062,765
City Land Management	93,198	124,087	129,000	129,000	700	129,700
Economic Development	190,887	60,387	160,700	160,700	2,300	163,000
Volunteer Program	-	-	-	-	-	-
Community Relations	157,025	181,619	136,516	136,516	-	136,516
Training & Development Program	-	108,049	108,050	108,050	-	108,050
Community Promotion	293,810	323,116	373,122	373,122	7,000	380,122
General Fund Total	$ 2,288,420	$ 2,602,436	$ 2,898,088	$ 2,898,088	$ 82,065	$ 2,980,153
General Fund Revenues	$ 128,643	$ 24,000	$ 20,500	$ 20,500	$ -	$ 20,500
Externally Funded:						
Cable TV - Admin. and Control	$ 1,098,657	$ 1,114,337	$ 1,240,804	$ 1,269,270	$ 103,270	$ 1,372,540
Cable TV - Public Access Foundation	282,910	304,982	333,419	333,419	10,634	344,053
Externally Funded Total	$ 1,381,567	$ 1,419,319	$ 1,574,223	$ 1,602,689	$ 113,904	$ 1,716,593
Externally Funded Revenues						
Cable TV - Admin. and Control	$ 1,565,402	$ 1,577,000	$ 1,498,600	$ 1,498,600	$ (20,000)	$ 1,478,600
Cable TV - Public Access Foundation	306,516	173,968	326,268	326,268	17,785	344,053
Externally Funded Revenues Total	$ 1,871,918	$ 1,750,968	$ 1,824,868	$ 1,824,868	$ (2,215)	$ 1,822,653

Note - Air Quality Management program transferred to Human Resources in 2003-04 as part of a reorganization.
Note - the Volunteer Program was transferred to Civil Service in the adopted 2005-06 budget.


City Manager (General Fund)
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Proposed


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
2005-06
2006-07
2007-08
2008-09


City Manager (General Fund - continued)
$400,000
$350,000
$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$0
Volunteer Program
Community Relations
Training & Development Program
Community Promotion
2005-06
2006-07
2007-08
2008-09

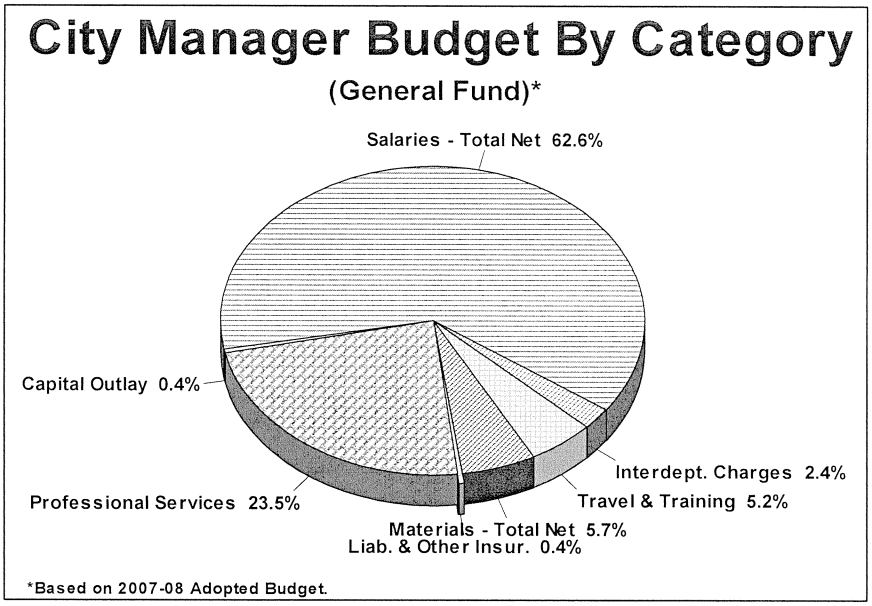


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 1,717,438	$ 1,795,645	$ 1,961,769	$ 1,961,769	$ 58,100	$ 2,019,869
Overtime	14,104	27,278	-	-	-	-
Salaries - Total	1,731,542	1,822,923	1,961,769	1,961,769	58,100	2,019,869
Salaries - Reimbursements	(249,631)	(186,639)	(201,964)	(201,964)	(7,702)	(209,666)
Salaries - Labor Charges	146	-	54,400	54,400	-	54,400
Salaries - Total Net	1,482,057	1,636,284	1,814,205	1,814,205	50,398	1,864,603
Supplies and Services	798,445	945,219	1,072,383	1,072,383	31,667	1,104,050
Capital Outlay	7,918	20,933	11,500	11,500	-	11,500
General Fund Total	$ 2,288,420	$ 2,602,436	$ 2,898,088	$ 2,898,088	$ 82,065	$ 2,980,153

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 1,731,688	$ 1,822,923	$ 2,016,169	$ 2,016,169	$ 58,100	$ 2,074,269
Salary & Benefit Reimbursements	(249,631)	(186,639)	(201,964)	(201,964)	(7,702)	(209,666)
Materials, Supplies and Maintenance	146,616	110,571	164,201	164,201	1,500	165,701
Professional Services/Contracts	444,052	619,548	680,218	680,218	5,500	685,718
Travel, Training & Membership Dues	48,985	146,325	149,350	149,350	-	149,350
Liabilities & Other Insurance	4,399	4,399	10,175	10,175	-	10,175
Interdepartmental Charges	46,490	46,490	53,461	53,461	24,477	77,938
Capital Acquisitions	7,918	20,933	11,500	11,500	-	11,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	107,903	17,886	14,978	14,978	190	15,168
General Fund Total	$ 2,288,420	$ 2,602,436	$ 2,898,088	$ 2,898,088	$ 82,065	$ 2,980,153



CITY MANAGER
DEPARTMENT PERSONNEL SUMMARY

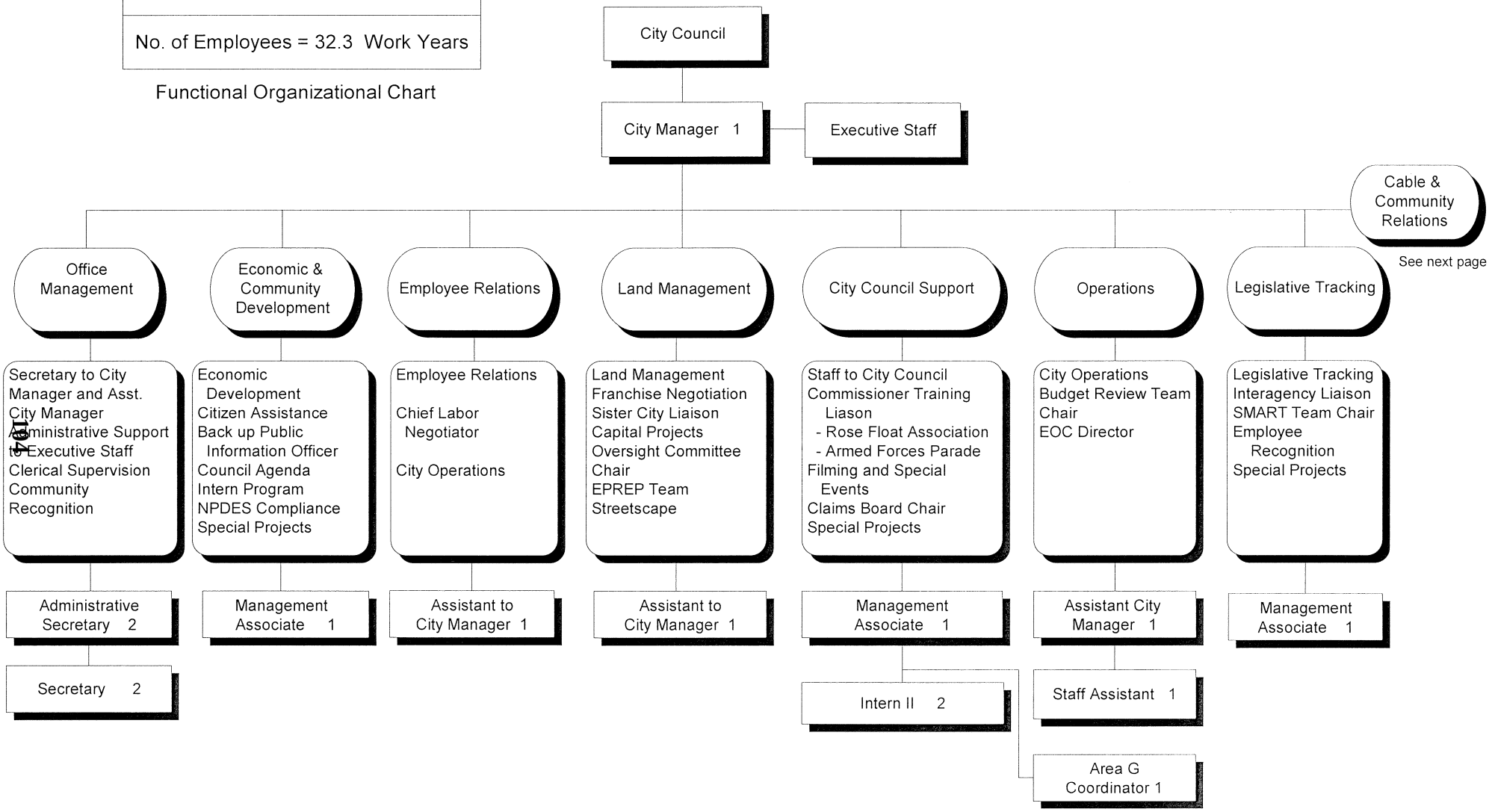
Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
City Manager	1.0	1.0	1.0	1.0	-	1.0
Assistant City Manager	1.0	1.0	1.0	1.0	-	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0	-	2.0
Management Associate	3.0	3.0	3.0	3.0	-	3.0
Area G Executive Director	1.0	1.0	1.0	1.0	-	1.0
Area G Coordinator	-	-	-	-	-	-
Administrative Secretary	2.0	2.0	2.0	2.0	-	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
Typist Clerk	-	-	-	-	-	-
Intern	2.0	2.0	2.0	2.0	-	2.0
Total General Fund	15.0	15.0	15.0	15.0	-	15.0
Cable Television:						
Cable and Community Relations Manager	1.0	1.0	1.0	1.0	-	1.0
Cable Television Administrator	-	-	-	-	-	-
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
Intern	2.0	2.0	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	32.3	32.3	32.3	-	32.3

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

CITY MANAGER

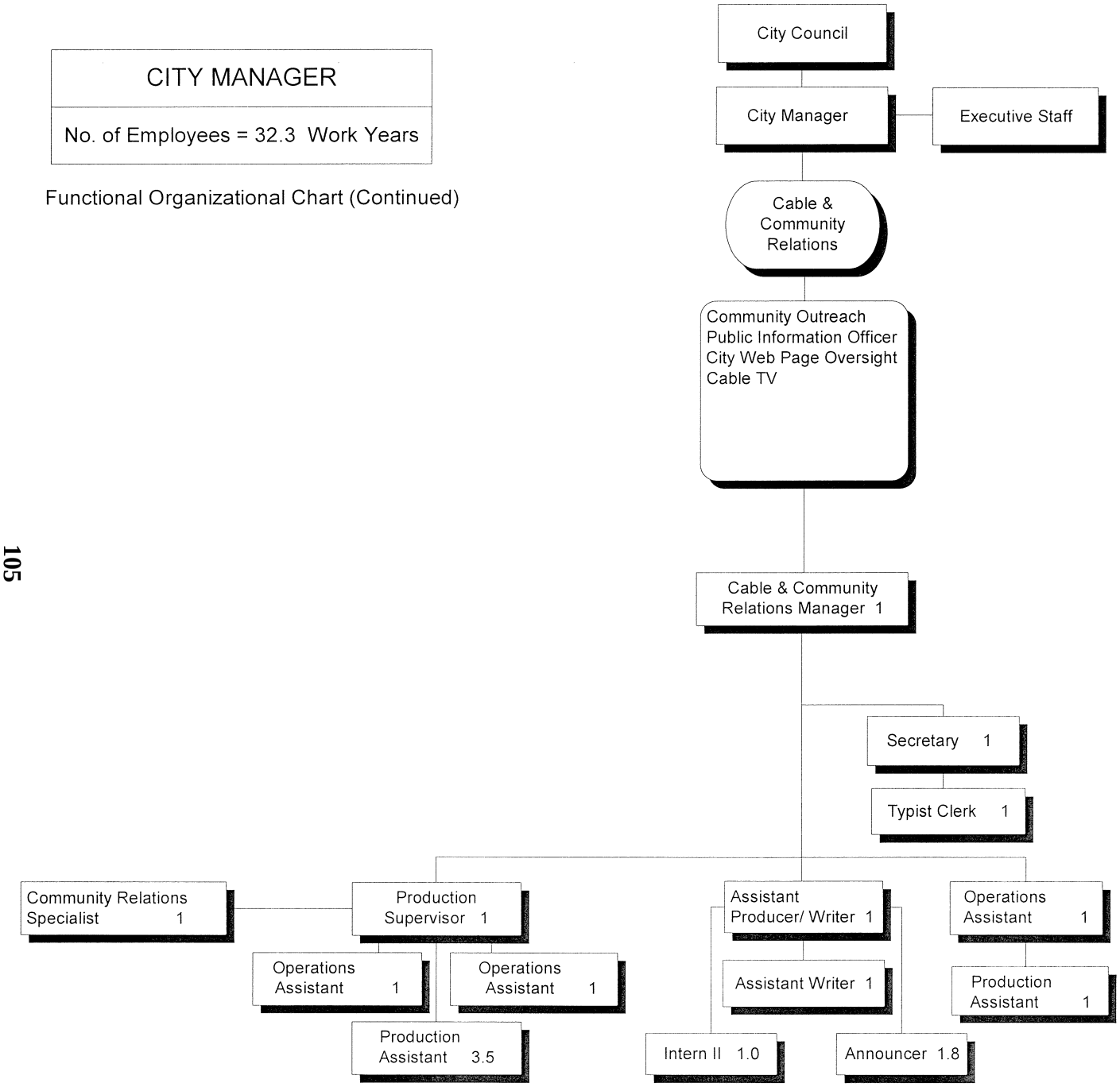
No. of Employees = 32.3 Work Years

Functional Organizational Chart



CITY MANAGER
No. of Employees = 32.3 Work Years

Functional Organizational Chart (Continued)

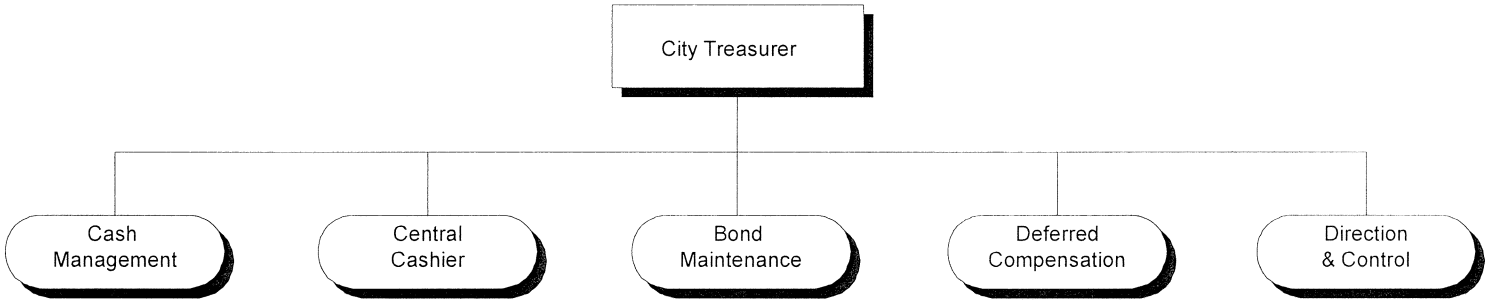


THIS PAGE INTENTIONALLY LEFT BLANK

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.

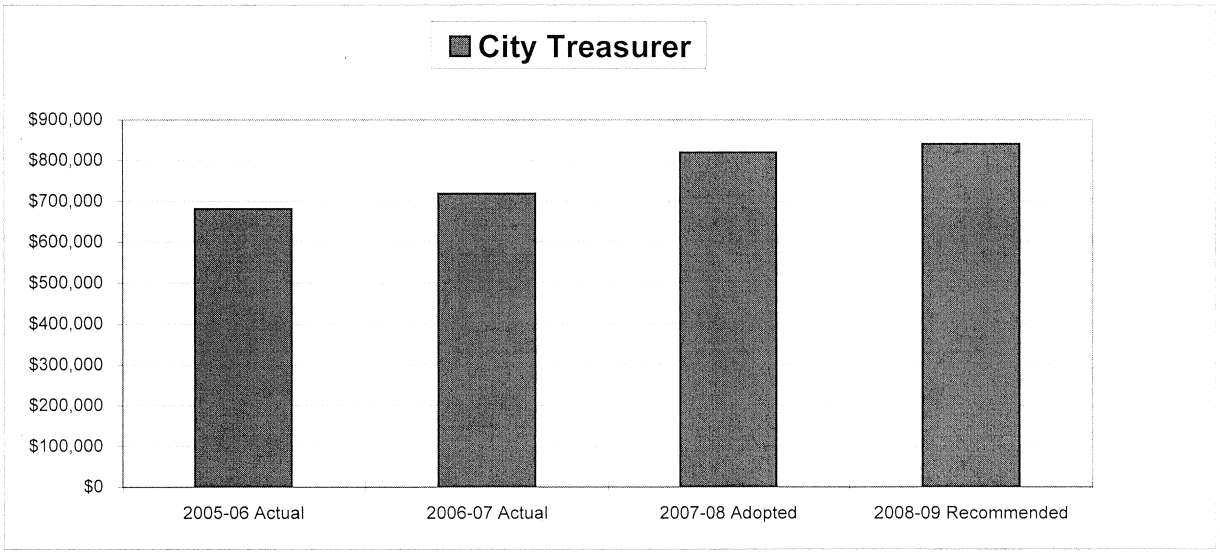
FUNCTIONAL RESPONSIBILITIES

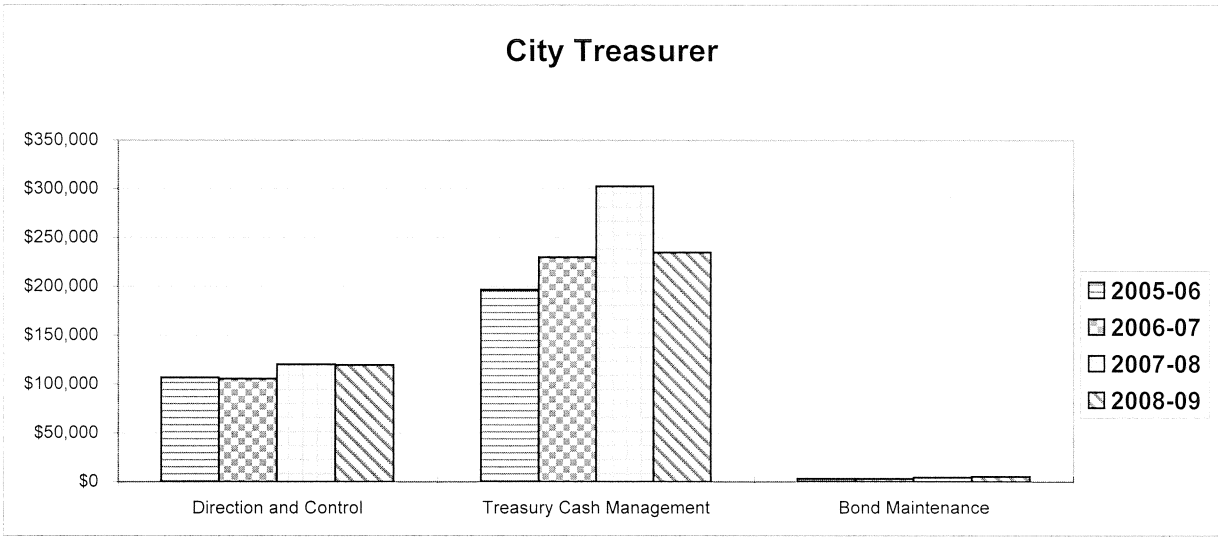
The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the 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.

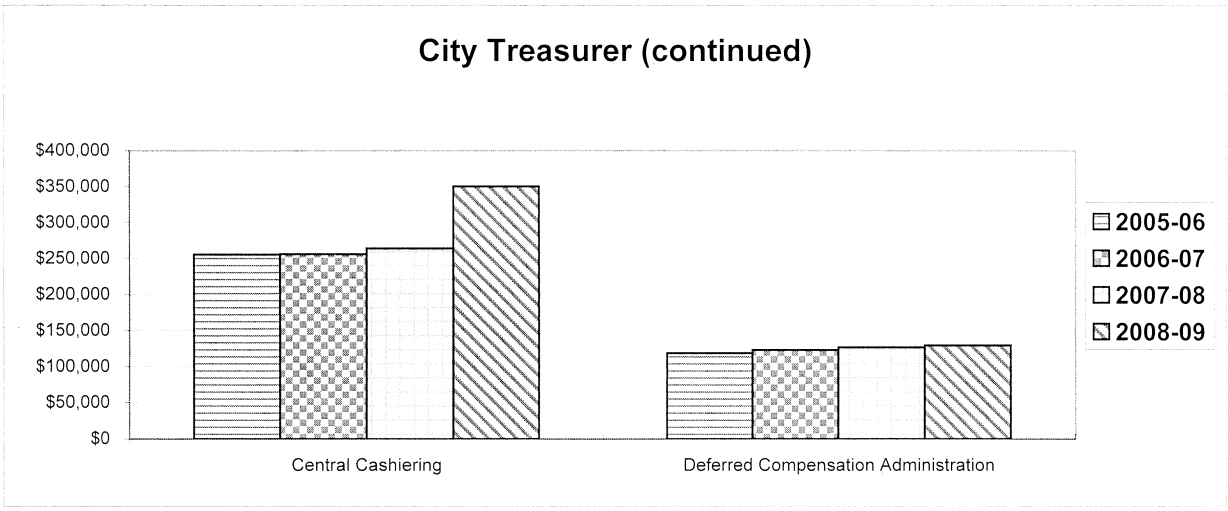
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Direction and Control	$ 106,821	$ 105,726	$ 120,477	$ 120,477	$ (640)	$ 119,837
Treasury Cash Management	196,824	230,052	302,840	302,840	(67,854)	234,986
Bond Maintenance	3,290	3,290	4,647	4,647	745	5,392
Central Cashiering	255,880	256,469	264,553	264,553	86,061	350,614
Deferred Compensation Administration	118,875	123,423	127,116	127,116	2,754	129,870
General Fund Total	$ 681,690	$ 718,960	$ 819,633	$ 819,633	$ 21,066	$ 840,699
General Fund Revenues	$ -	$ -	$ -	$ -	$ -	$ -

EXPENDITURES





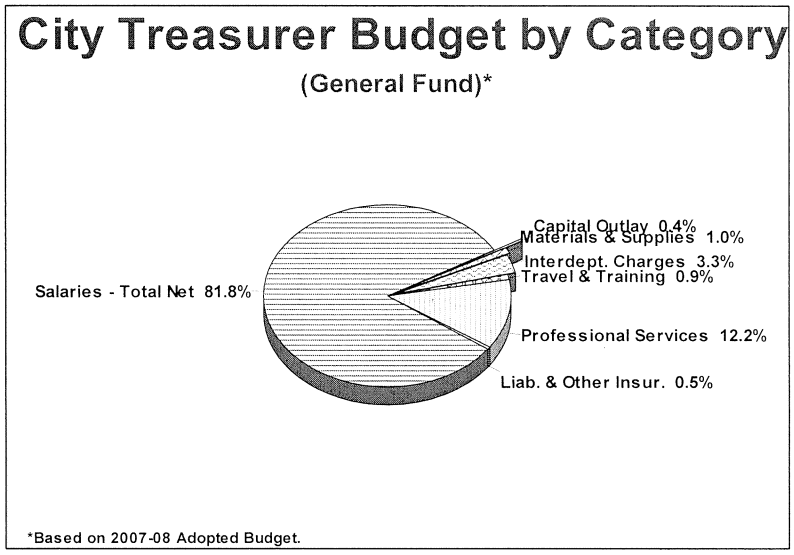


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 569,123	$ 578,981	$ 667,963	$ 667,963	$ 17,400	$ 685,363
Overtime	-	-	2,300	2,300	-	2,300
Salaries - Total	569,123	578,981	670,263	670,263	17,400	687,663
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	220	-	-	-	-	-
Salaries - Total Net	569,343	578,981	670,263	670,263	17,400	687,663
Supplies and Services	112,347	139,979	146,404	146,404	3,666	150,070
Capital Outlay	-	-	2,966	2,966	-	2,966
General Fund Total	$ 681,690	$ 718,960	$ 819,633	$ 819,633	$ 21,066	$ 840,699

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 569,343	$ 578,981	$ 670,263	$ 670,263	$ 17,400	$ 687,663
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	4,436	7,012	8,253	8,253	-	8,253
Professional Services/Contracts	79,038	99,068	99,966	99,966	-	99,966
Travel, Training & Membership Dues	5,848	4,961	7,460	7,460	(500)	6,960
Liabilities & Other Insurance	1,636	1,636	3,802	3,802	-	3,802
Interdepartmental Charges	15,902	15,902	20,684	20,684	4,266	24,950
Capital Acquisitions	-	-	2,966	2,966	-	2,966
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	5,487	11,400	6,239	6,239	(100)	6,139
General Fund Total	$ 681,690	$ 718,960	$ 819,633	$ 819,633	$ 21,066	$ 840,699



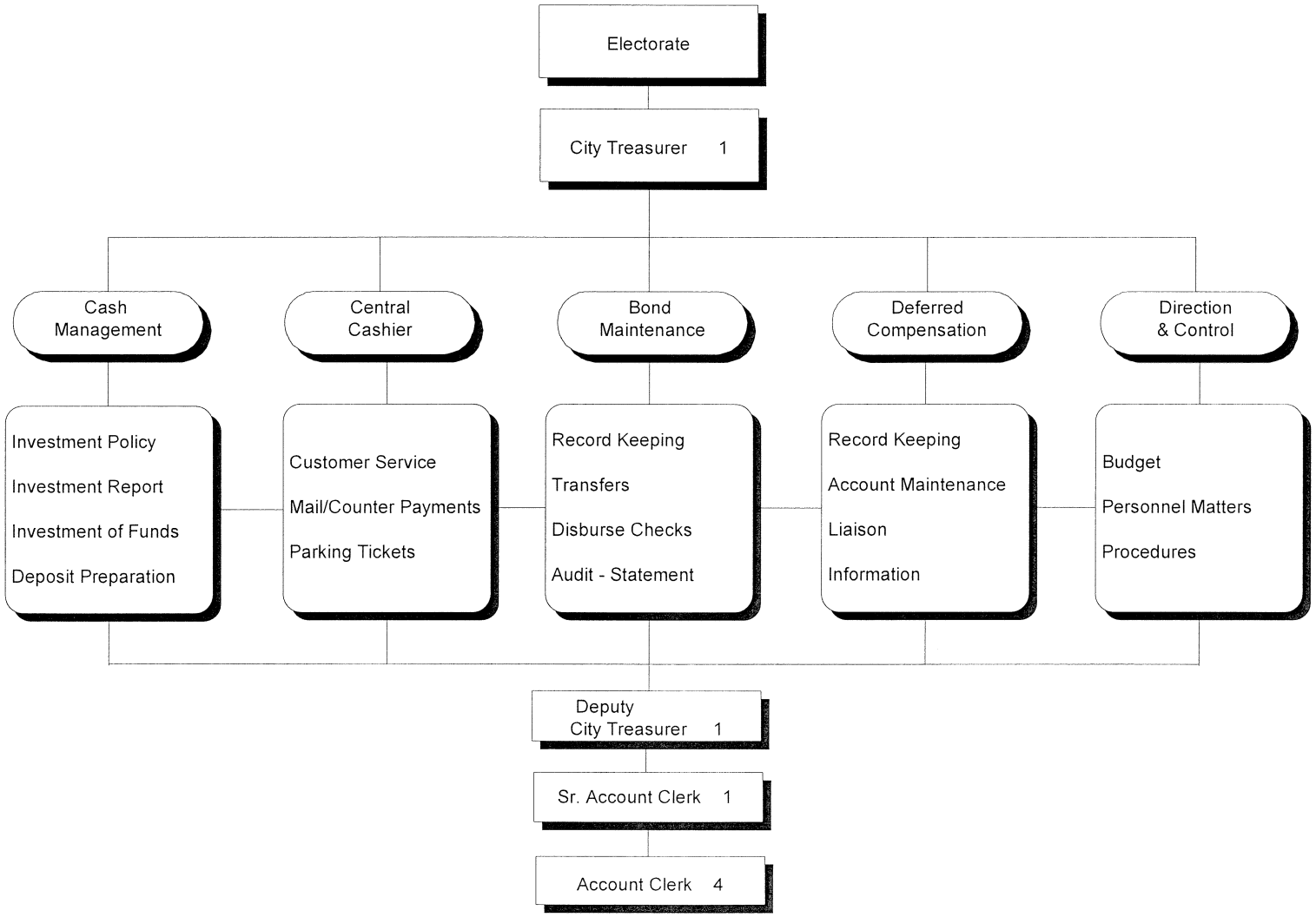
CITY TREASURER
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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	1.0	1.0	-	1.0
Account Clerk	3.0	3.0	4.0	4.0	-	4.0
Total	6.0	6.0	7.0	7.0	-	7.0

CITY TREASURER

No. of Employees = 7.0 Work Years

Functional Organizational Chart

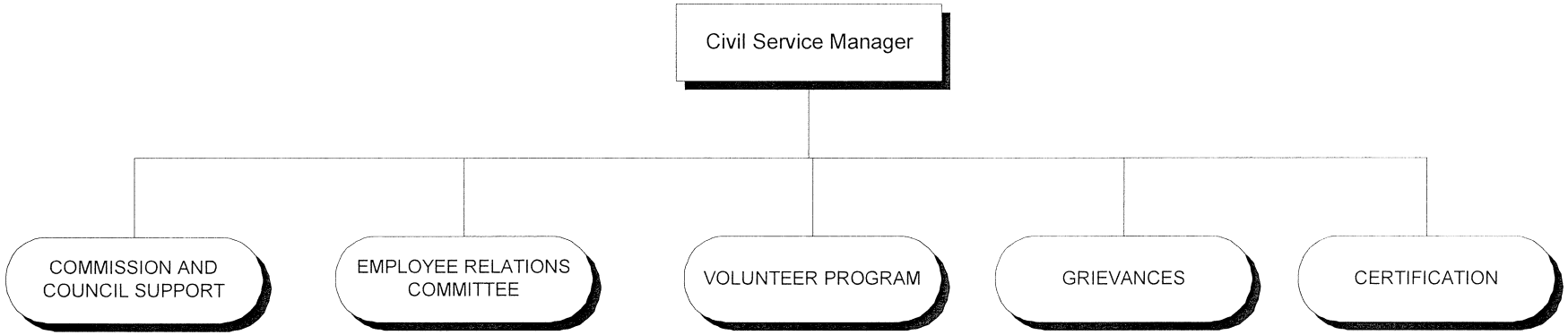


THIS PAGE INTENTIONALLY LEFT BLANK

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

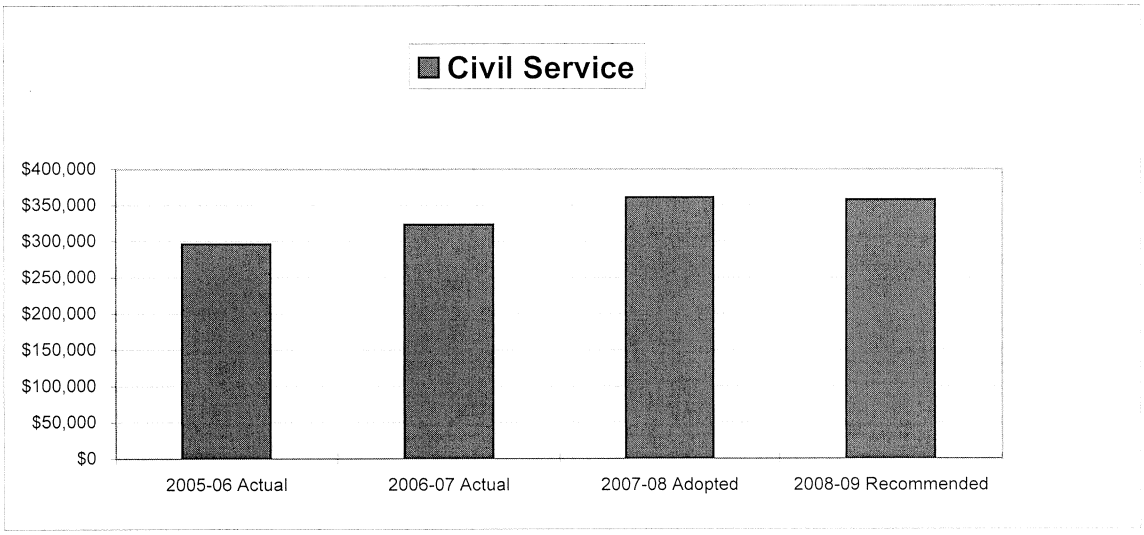
The Civil Service Commission is responsible for all examinations for original selection and promotion of employees of the City. The Commission acts as a board of review in all employee disciplinary cases where a hearing is requested. The Employee Relations Committee, composed of Commission members, administers 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.

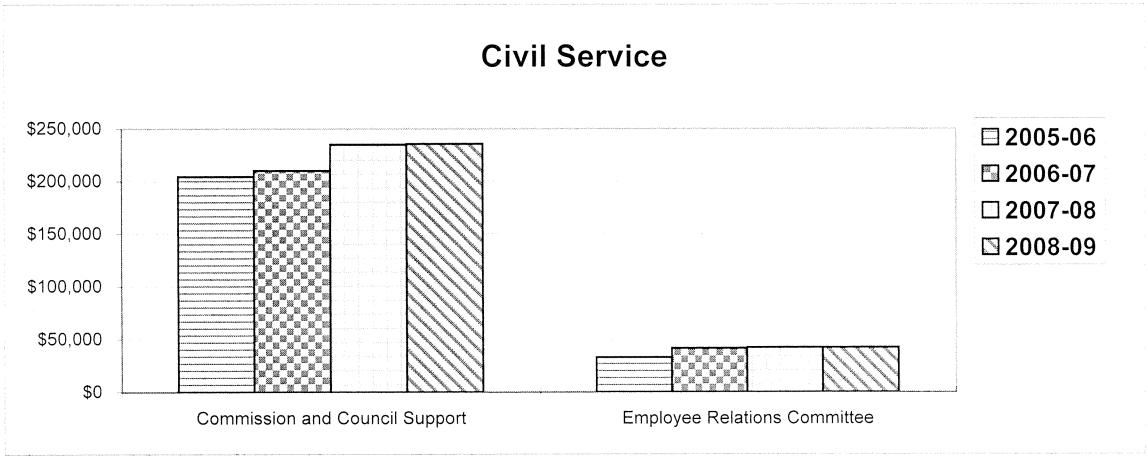
DEPARTMENT BUDGET SUMMARY

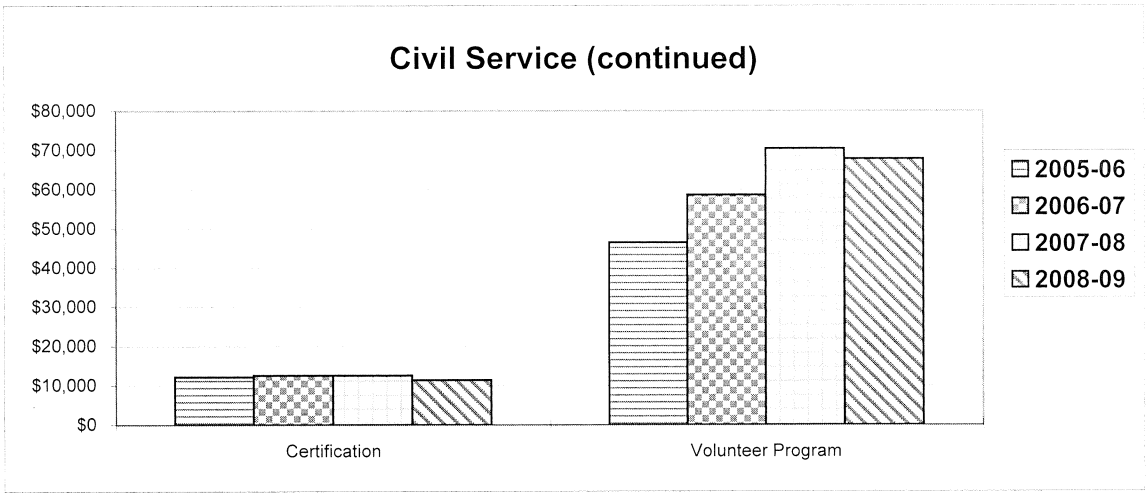
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Commission and Council Support	$ 204,566	$ 210,347	$ 235,318	$ 235,318	$ 622	$ 235,940
Employee Relations Committee	32,936	41,654	42,364	42,364	91	42,455
Certification	12,261	12,660	12,664	12,664	(1,209)	11,455
Volunteer Program	46,582	58,688	70,500	70,500	(2,600)	67,900
General Fund Total	$ 296,345	$ 323,349	$ 360,846	$ 360,846	$ (3,096)	$ 357,750
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





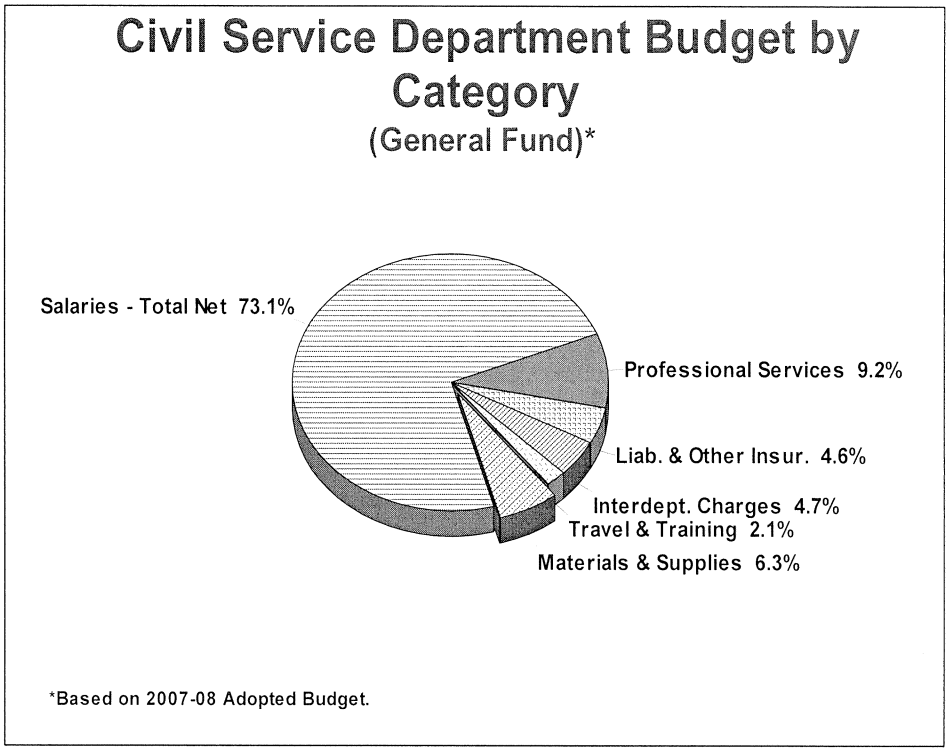


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 187,773	$ 229,369	$ 236,718	$ 236,718	$ (8,800)	$ 227,918
Overtime	1,116	3,305	500	500	-	500
Salaries - Total	188,889	232,674	237,218	237,218	(8,800)	228,418
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	26,600	26,600	26,600	26,600	-	26,600
Salaries - Total Net	215,489	259,274	263,818	263,818	(8,800)	255,018
Supplies and Services	80,856	64,075	97,028	97,028	5,704	102,732
Capital Outlay	-	-	-	-	-	-
General Fund Total	$ 296,345	$ 323,349	$ 360,846	$ 360,846	$ (3,096)	$ 357,750

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 215,489	$ 259,275	$ 263,818	$ 263,818	$ (8,800)	$ 255,018
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	22,246	24,149	22,650	22,650	-	22,650
Professional Services/Contracts	26,289	7,413	33,100	33,100	-	33,100
Travel, Training & Membership Dues	3,952	4,014	7,690	7,690	-	7,690
Liabilities & Other Insurance	11,843	13,502	16,528	16,528	-	16,528
Interdepartmental Charges	11,288	11,288	12,565	12,565	7,081	19,646
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	5,238	3,708	4,495	4,495	(1,377)	3,118
General Fund Total	$ 296,345	$ 323,349	$ 360,846	$ 360,846	$ (3,096)	$ 357,750



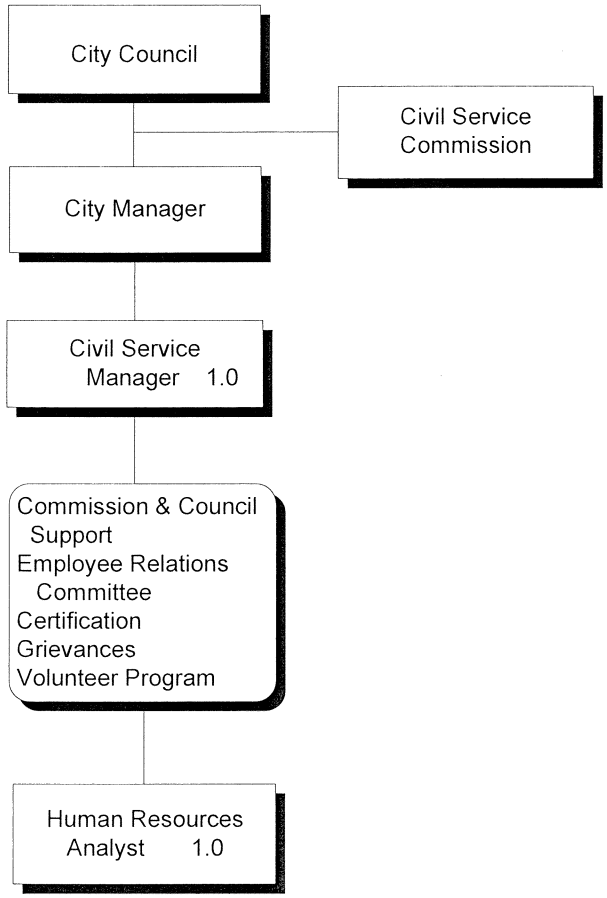
CIVIL SERVICE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Civil Service Manager	1.0	1.0	1.0	1.0	-	1.0
Human Resources Analyst	-	1.0	1.0	1.0	-	1.0
Personnel Technician	1.0	-	-	-	-	-
Total	2.0	2.0	2.0	2.0	-	2.0

CIVIL SERVICE

No. of Employees = 2.0 Work Years

Functional Organizational Chart

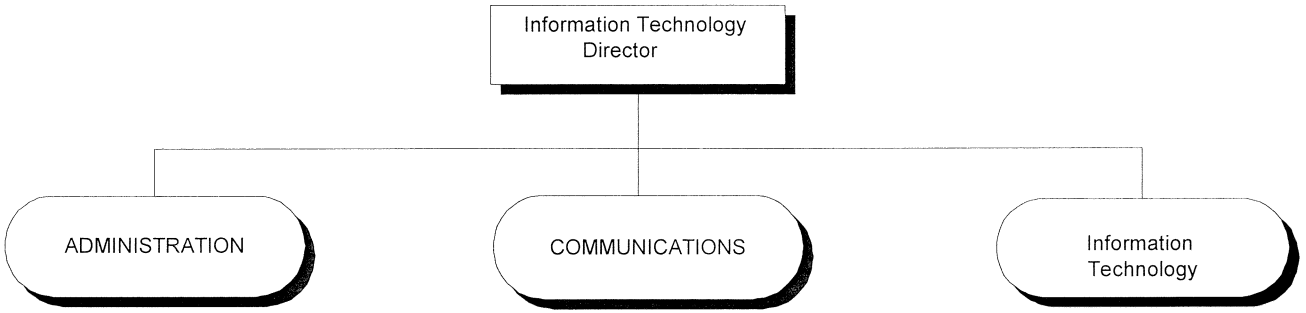


THIS PAGE INTENTIONALLY LEFT BLANK

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

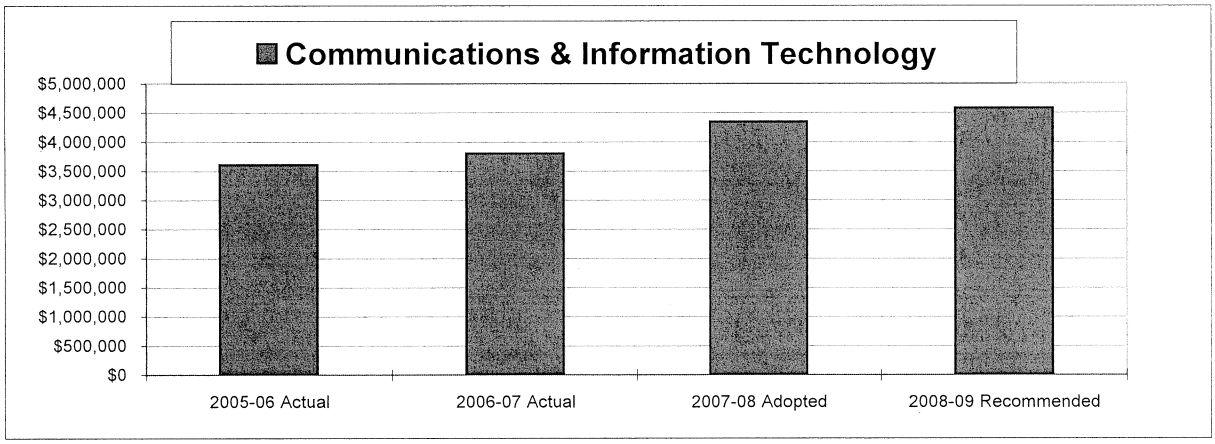
- Administer , Support and Maintain the City's Telephone System.
- Plan, Install and Maintain all Wireless Communication Projects in the City.
- Support/Maintain Departmental software applications, databases and host systems.
- Support/Maintain the City's Local Area and Wide Area Networks.
- Provide 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.

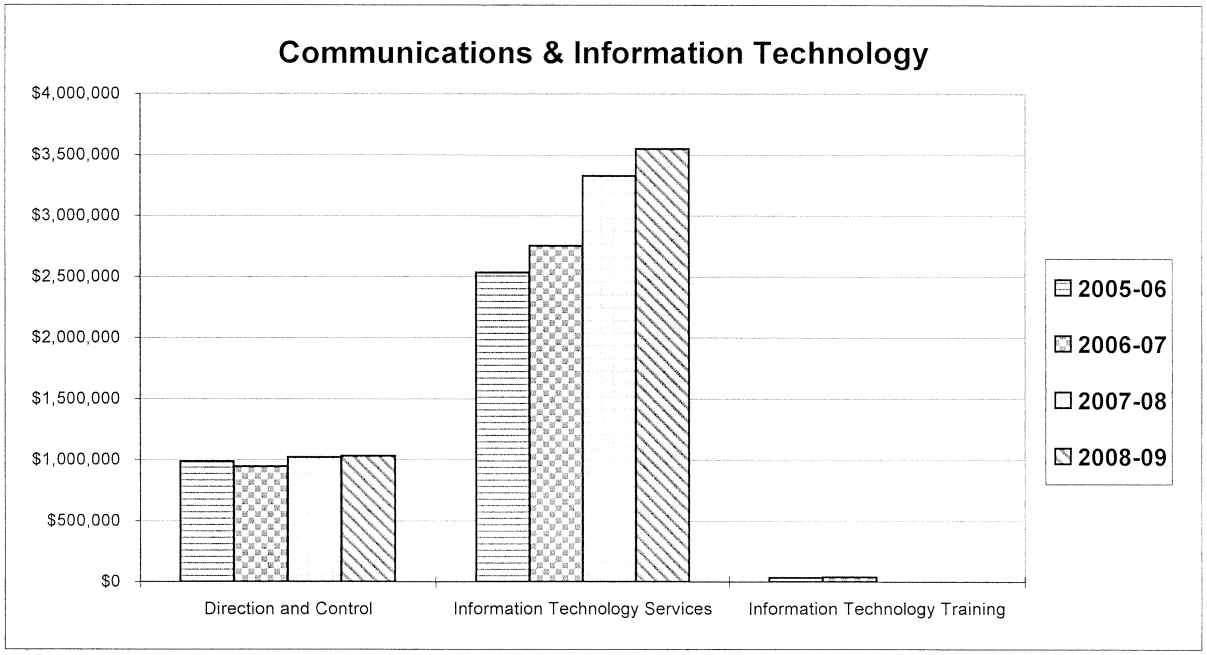
DEPARTMENT BUDGET SUMMARY

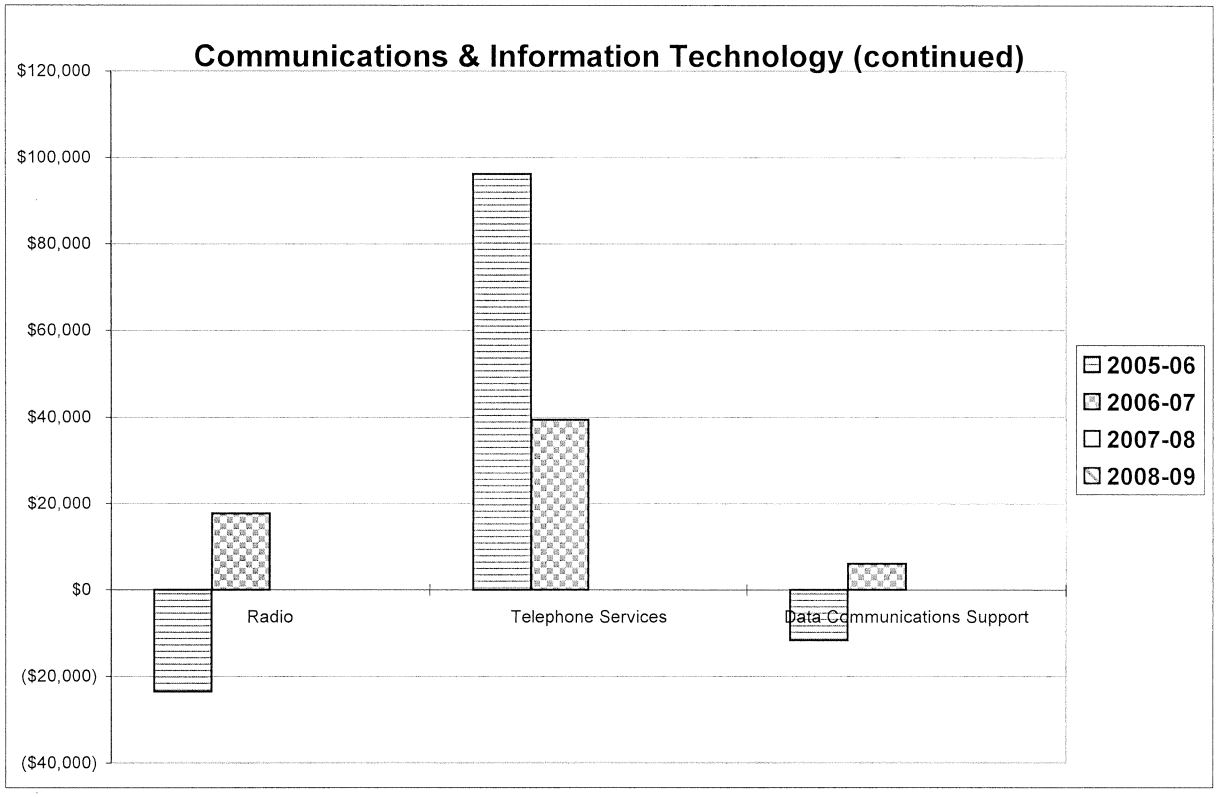
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Direction and Control	$ 983,088	$ 945,470	$ 1,019,829	$ 1,019,829	$ 12,028	$ 1,031,857
Information Technology Services	2,532,197	2,751,641	3,325,571	3,325,571	221,714	3,547,285
Information Technology Training	34,788	39,616	-	-	-	-
Radio	(23,576)	17,702	-	-	-	-
Telephone Services	96,152	39,403	-	-	-	-
Data Communications Support	(11,688)	6,014	-	-	-	-
General Fund Total	$ 3,610,961	$ 3,799,846	$ 4,345,400	$ 4,345,400	$ 233,742	$ 4,579,142
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




Communications & Information Technology
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Direction and Control
Information Technology Services
Information Technology Training
2005-06
2006-07
2007-08
2008-09

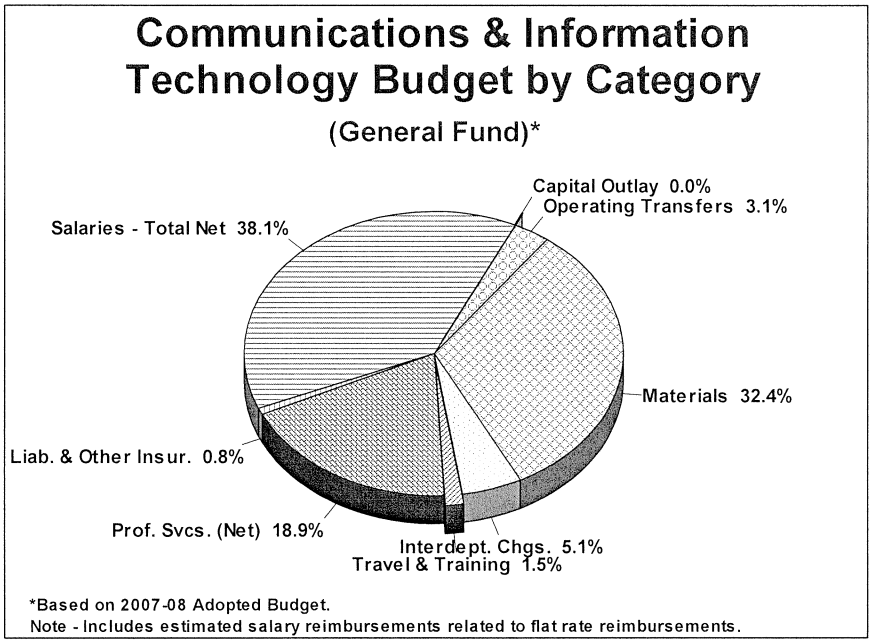

Communications & Information Technology (continued)
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
($20,000)
($40,000)
Radio
Telephone Services
Data Communications Support
2005-06
2006-07
2007-08
2008-09

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 3,838,018	$ 4,155,176	4,884,750	4,884,750	312,900	5,197,650
Overtime	49,838	62,537	94,900	94,900	4,100	99,000
Salaries - Total	3,887,856	4,217,713	4,979,650	4,979,650	317,000	5,296,650
Salaries - Reimbursements	(1,051,912)	(1,090,914)	(1,463,140)	(1,463,140)	(101,640)	(1,564,780)
Salaries - Labor Charges	-	594	-	-	-	-
Salaries - Total Net	2,835,944	3,127,393	3,516,510	3,516,510	215,360	3,731,870
Supplies and Services	735,062	671,753	828,890	827,890	18,382	846,272
Capital Outlay	39,955	700	-	1,000	-	1,000
General Fund Total	$ 3,610,961	$ 3,799,846	4,345,400	4,345,400	233,742	4,579,142

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 3,887,857	$ 4,218,308	$ 4,979,650	$ 4,979,650	$ 317,000	$ 5,296,650
Salary & Benefit Reimbursements	(1,051,913)	(1,090,915)	(1,463,140)	(1,463,140)	(101,640)	(1,564,780)
Materials, Supplies and Maintenance	709,875	765,722	960,997	960,997	100	961,097
Professional Services/Contracts	625,168	581,162	558,435	558,435	19,340	577,775
Travel, Training & Membership Dues	27,210	23,701	45,154	45,154	-	45,154
Liabilities & Other Insurance	9,804	9,804	22,583	22,583	-	22,583
Interdepartmental Charges	122,983	122,983	151,395	151,395	7,972	159,367
Capital Acquisitions	39,955	700	1,000	1,000	-	1,000
Reimbursements from Other Funds	(990,677)	(981,075)	(1,046,936)	(1,046,936)	(19,203)	(1,066,139)
Operating Transfers Out	230,699	149,456	136,262	136,262	10,173	146,435
General Fund Total	$ 3,610,961	$ 3,799,846	$ 4,345,400	$ 4,345,400	$ 233,742	$ 4,579,142



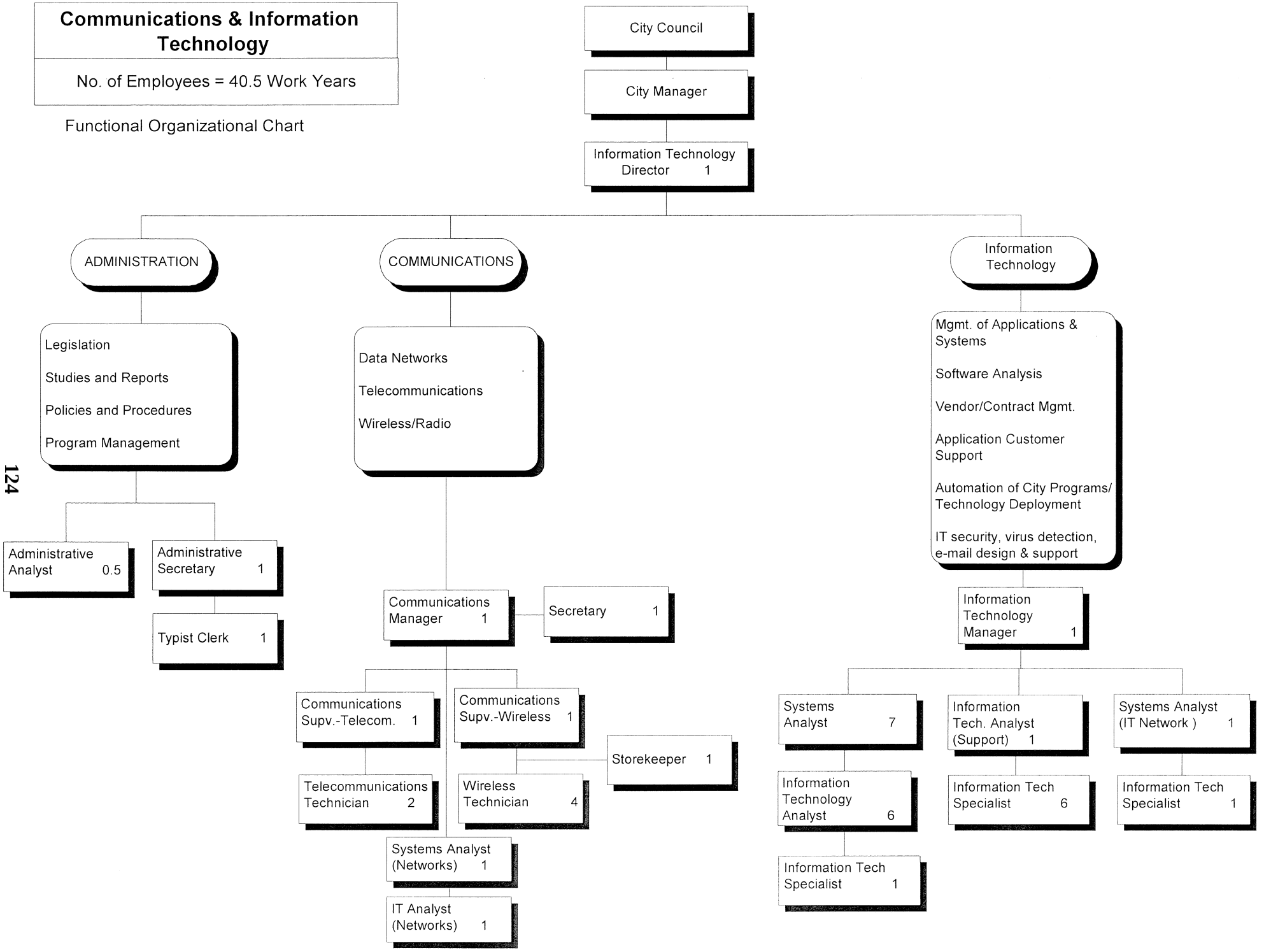
COMMUNICATIONS & INFORMATION TECHNOLOGY
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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	8.0	8.0	-	8.0
Systems Analyst	8.0	8.0	9.0	9.0	-	9.0
Information Technology Analyst	4.0	5.0	7.0	7.0	-	7.0
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	3.0	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
Administrative Secretary	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	35.5	37.5	40.5	40.5	-	40.5

Communications & Information Technology

No. of Employees = 40.5 Work Years

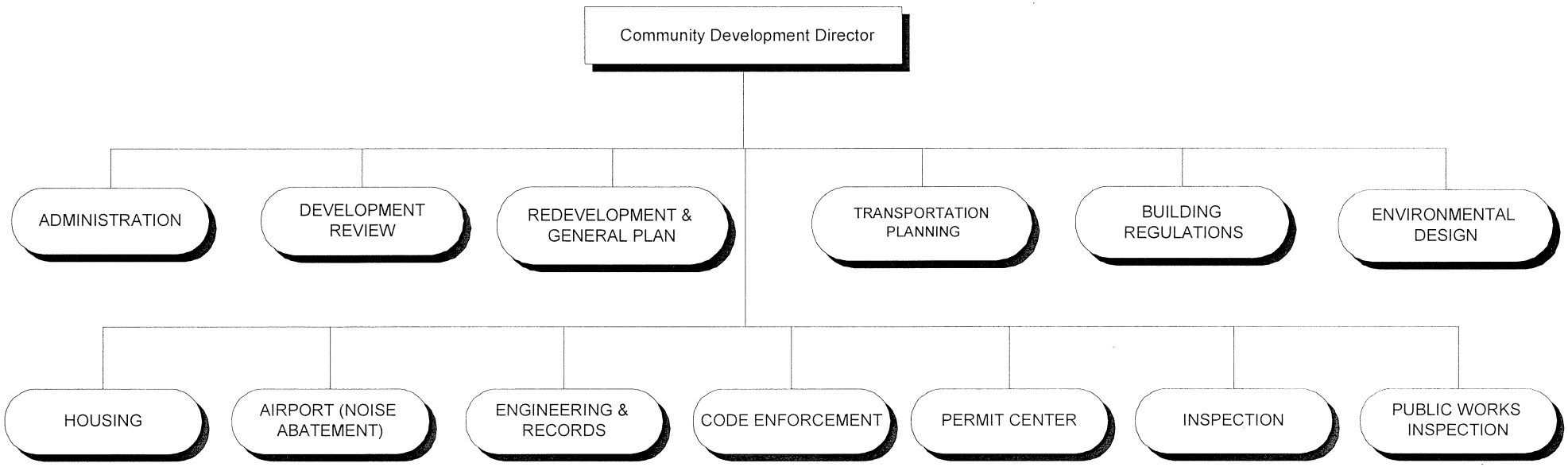
Functional Organizational Chart



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

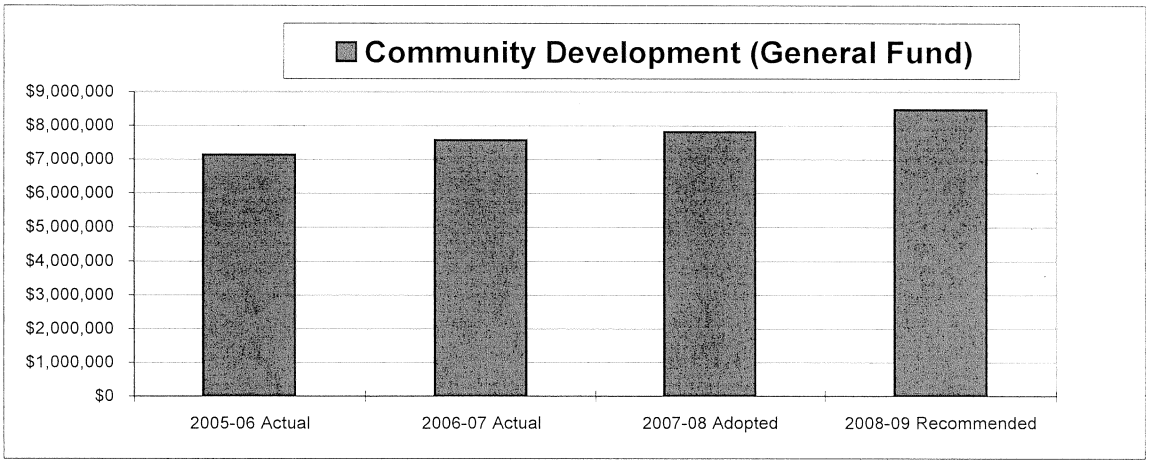
The Community Development Department guides and supports the orderly development of the City, City infrastructure and the continued revitalization of the City to maintain a balanced community to meet present and future needs.

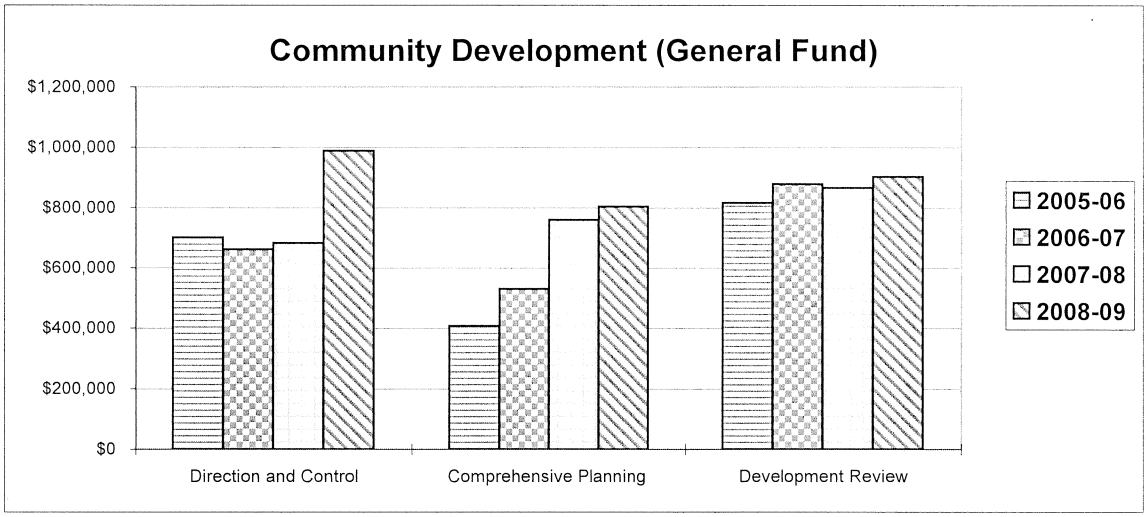
FUNCTIONAL RESPONSIBILITIES

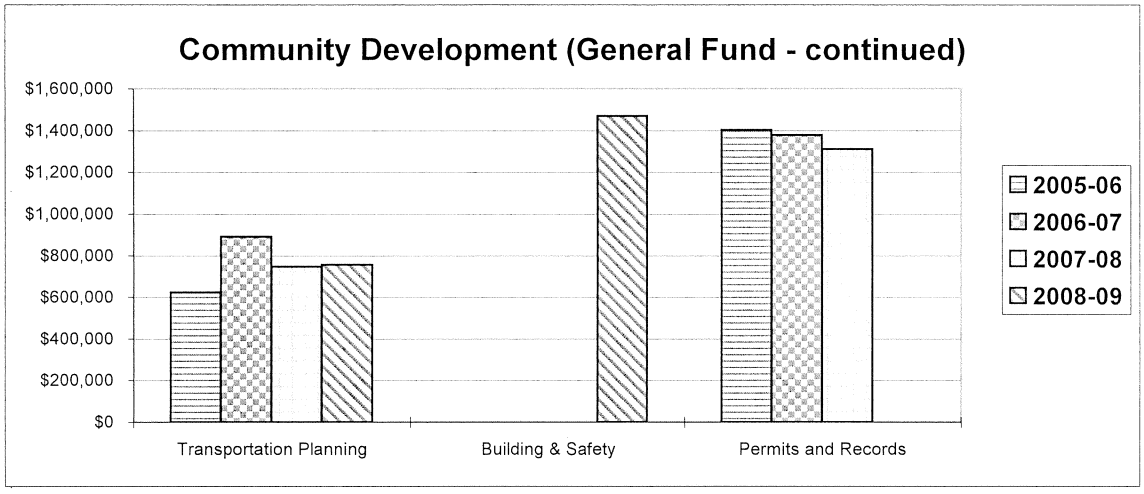
The Community Development Department:
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and 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.

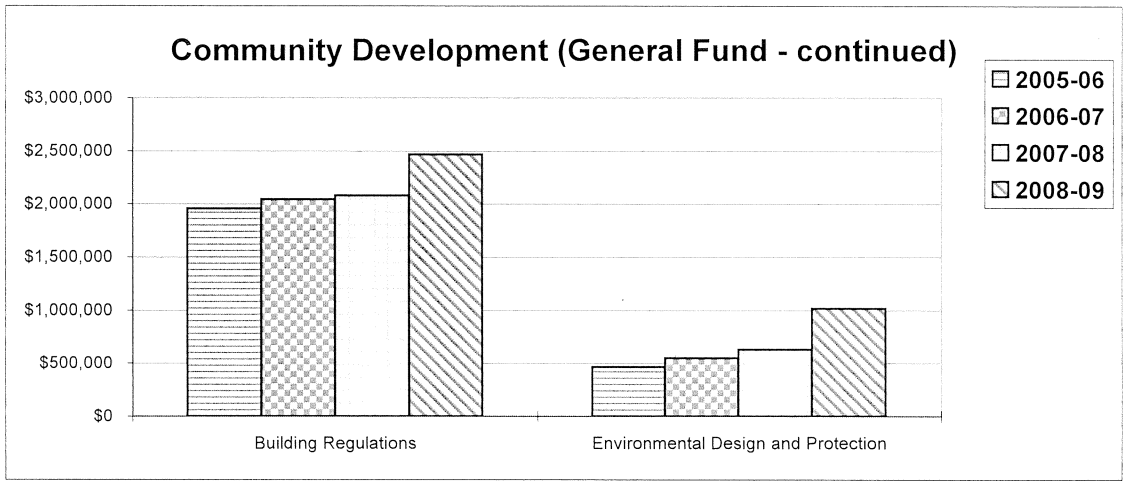
DEPARTMENT BUDGET SUMMARY

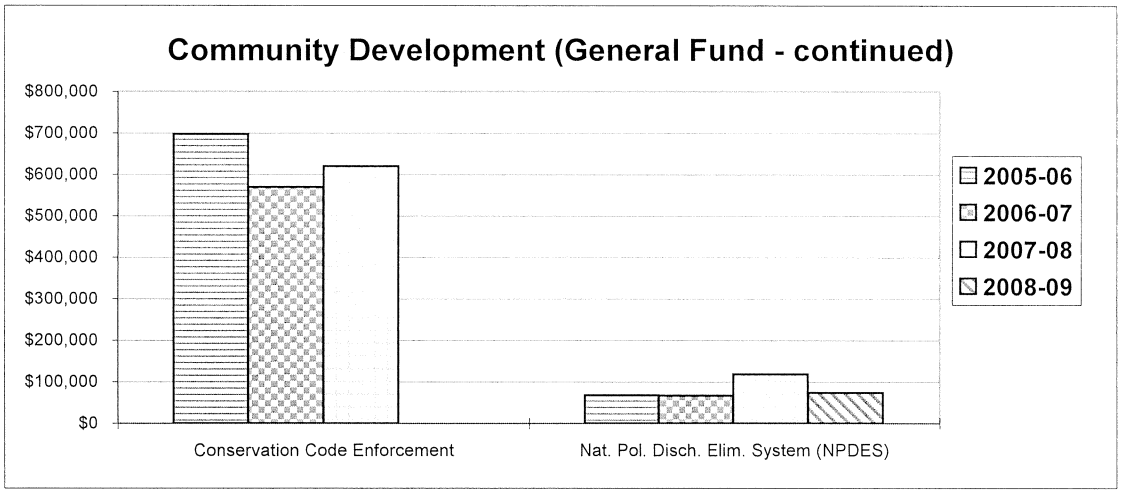
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
General Fund:						
Direction and Control	$ 700,489	$ 661,546	$ 681,984	$ 681,984	$ 307,167	$ 989,151
Comprehensive Planning	407,971	530,470	759,536	759,536	44,592	804,128
Development Review	816,820	879,092	866,607	866,607	36,092	902,699
Property Rehabilitation Loan Admin.	-	-	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-	-	-
Redevelopment Agency Administration	-	-	-	-	-	-
Transportation Planning	623,631	890,807	746,950	746,950	8,978	755,928
Building & Safety	-	-	-	-	1,469,658	1,469,658
Permits and Records	1,402,508	1,378,629	1,310,336	1,310,336	(1,310,336)	-
Building Regulations	1,956,094	2,042,355	2,077,748	2,077,748	387,700	2,465,448
Environmental Design and Protection	464,360	548,590	629,023	629,023	389,196	1,018,219
Conservation Code Enforcement	697,353	570,096	619,955	619,955	(619,955)	-
Nat. Pol. Disch. Elim. System (NPDES)	67,907	67,257	118,617	118,617	(44,650)	73,967
General Fund Total	$ 7,137,133	$ 7,568,842	$ 7,810,756	$ 7,810,756	$ 668,442	$ 8,479,198
General Fund Revenues	$ 4,987,517	$ 4,409,887	$ 3,601,736	$ 3,671,218	$ 41,080	$ 3,712,298
Externally Funded:						
Section 8 Rental Assistance Program	$ 4,619,494	$ 4,891,550	$ 5,042,950	$ 5,042,950	$ 611,770	$ 5,654,720
Rehabilitation Loan Program (HCD)	-	-	3,700	3,700	400	4,100
Redevelopment Agency	10,773,566	11,025,405	12,731,167	12,961,363	(40,870)	12,920,493
Externally Funded Total	$ 15,393,060	$ 15,916,955	$ 17,777,817	$ 18,008,013	$ 571,300	$ 18,579,313
Externally Funded Revenues						
Section 8 Rental Assistance Program	$ 5,256,191	$ 5,452,566	$ 4,673,000	$ 4,673,000	$ 913,000	$ 5,586,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	-	36,900
Redevelopment Agency	11,976,939	11,274,237	13,861,390	14,073,471	162,902	14,236,373
Externally Funded Revenues Total	$ 17,270,030	$ 16,763,703	$ 18,571,290	$ 18,783,371	$ 1,075,902	$ 19,859,273

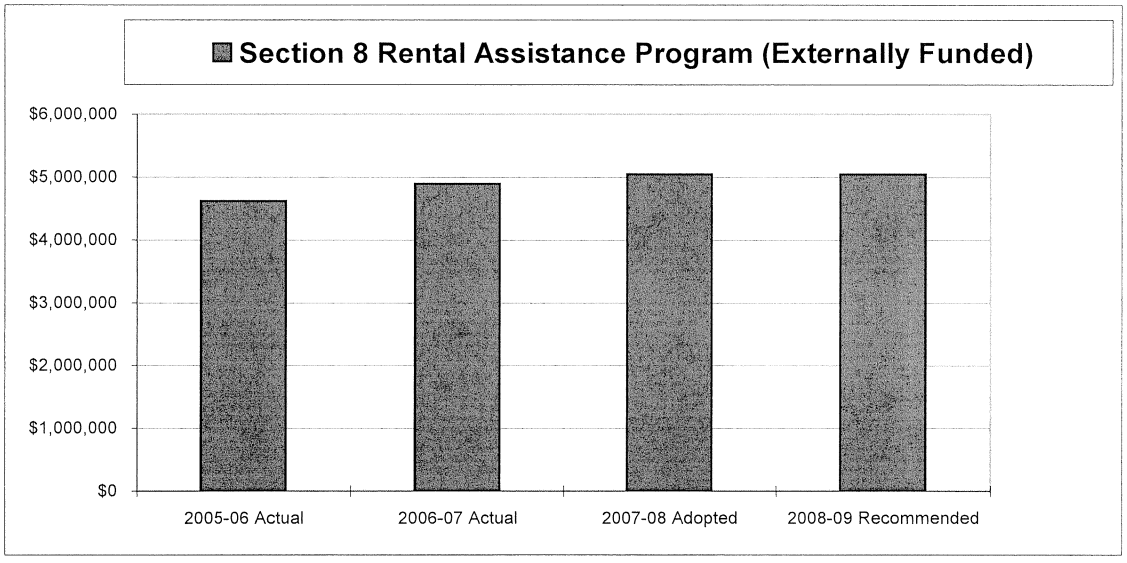

Community Development (General Fund)
$9,000,000
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

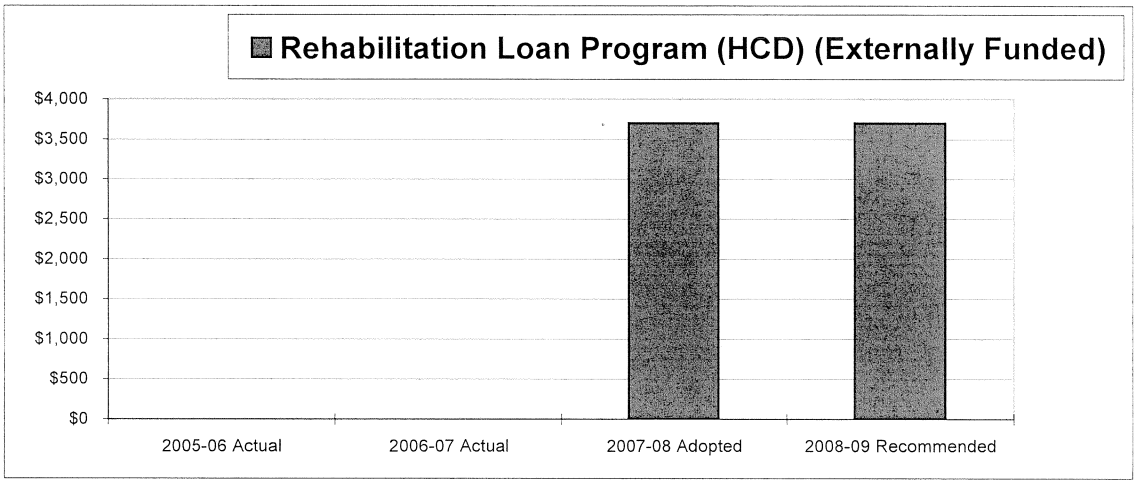

Community Development (General Fund)
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
Direction and Control
Comprehensive Planning
Development Review
2005-06
2006-07
2007-08
2008-09

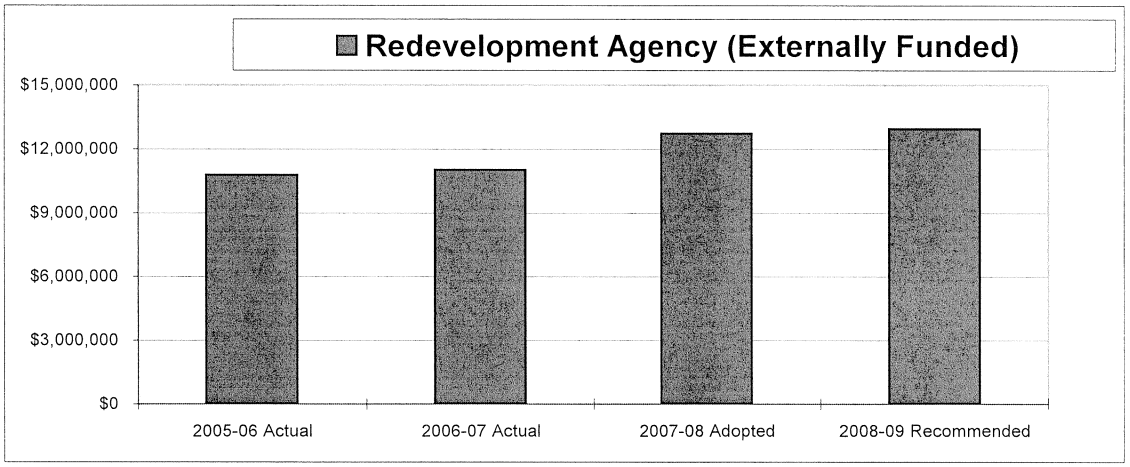

Community Development (General Fund - continued)
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
Transportation Planning
Building & Safety
Permits and Records
2005-06
2006-07
2007-08
2008-09


Community Development (General Fund - continued)
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Building Regulations
Environmental Design and Protection
2005-06
2006-07
2007-08
2008-09


Community Development (General Fund - continued)
$800,000
$700,000
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
Conservation Code Enforcement
Nat. Pol. Disch. Elim. System (NPDES)
2005-06
2006-07
2007-08
2008-09


Section 8 Rental Assistance Program (Externally Funded)
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended


Rehabilitation Loan Program (HCD) (Externally Funded)
$4,000
$3,500
$3,000
$2,500
$2,000
$1,500
$1,000
$500
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

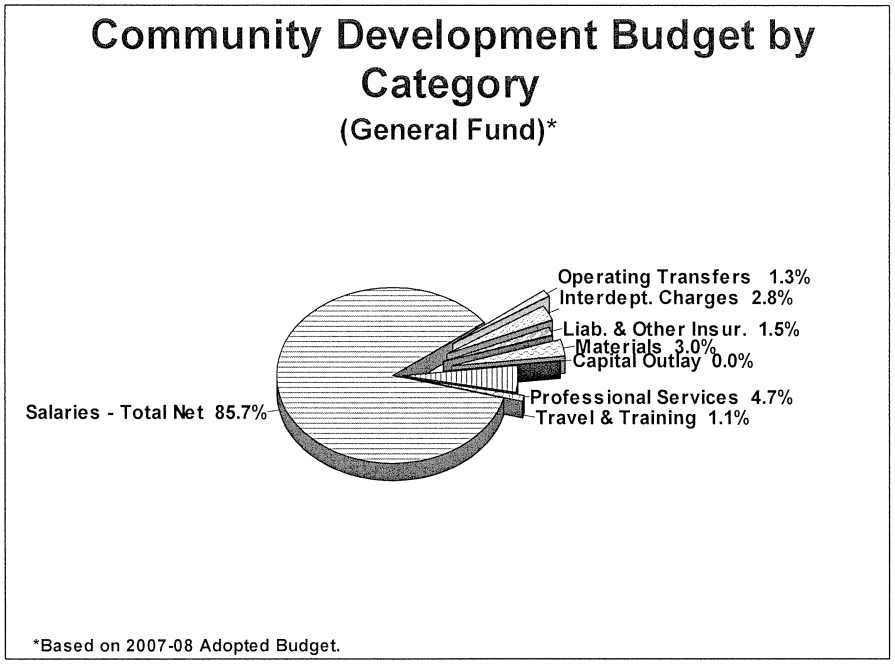

Redevelopment Agency (Externally Funded)
$15,000,000
$12,000,000
$9,000,000
$6,000,000
$3,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 7,431,080	$ 7,379,379	$ 7,713,135	$ 7,713,135	$ 611,350	$ 8,324,485
Overtime	28,930	26,937	43,200	43,200	2,800	46,000
Salaries - Total	7,460,010	7,406,316	7,756,335	7,756,335	614,150	8,370,485
Salaries - Reimbursements	(1,388,103)	(1,144,238)	(1,064,073)	(1,064,073)	(48,308)	(1,112,381)
Salaries - Labor Charges	2,567	935	500	500	-	500
Salaries - Total Net	6,074,474	6,263,013	6,692,762	6,692,762	565,842	7,258,604
Supplies and Services	1,053,728	1,305,829	1,115,794	1,115,794	102,600	1,218,394
Capital Outlay	8,931	-	2,200	2,200	-	2,200
General Fund Total	$ 7,137,133	$ 7,568,842	$ 7,810,756	$ 7,810,756	$ 668,442	$ 8,479,198

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 7,462,577	$ 7,407,251	$ 7,756,835	$ 7,756,835	$ 614,150	$ 8,370,985
Salary & Benefit Reimbursements	(1,388,103)	(1,144,238)	(1,064,073)	(1,064,073)	(48,308)	(1,112,381)
Materials, Supplies and Maintenance	196,765	208,140	233,300	233,300	9,691	242,991
Professional Services/Contracts	406,371	454,486	367,939	367,939	4,838	372,777
Travel, Training & Membership Dues	63,212	84,872	84,570	84,570	500	85,070
Liabilities & Other Insurance	102,965	97,301	114,373	114,373	-	114,373
Interdepartmental Charges	195,630	196,830	217,340	217,340	94,287	311,627
Capital Acquisitions	8,931	-	2,200	2,200	-	2,200
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	88,785	264,200	98,272	98,272	(6,716)	91,556
General Fund Total	$ 7,137,133	$ 7,568,842	$ 7,810,756	$ 7,810,756	$ 668,442	$ 8,479,198

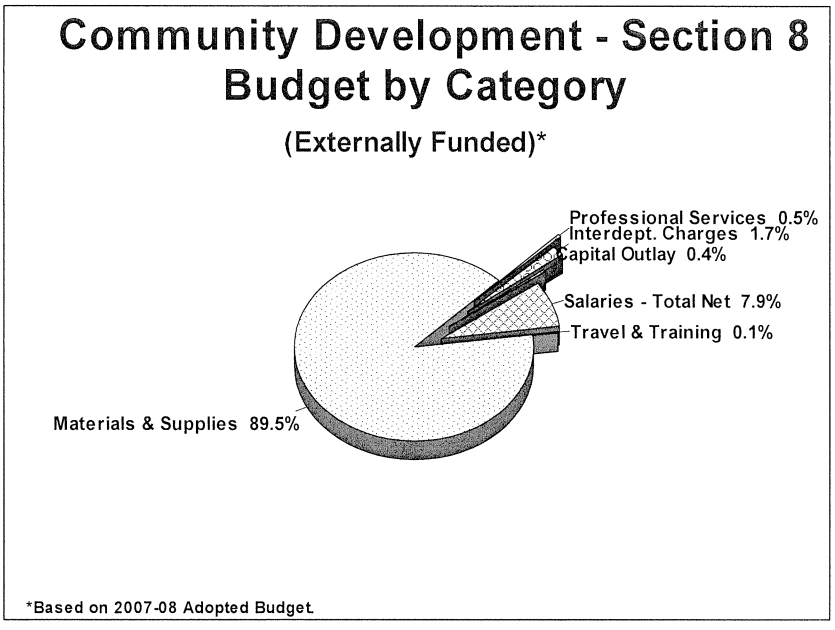


DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ -	$ -	$ -	$ -	$ -	$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	583,897	441,870	396,500	396,500	25,100	421,600
Salaries - Total Net	583,897	441,870	396,500	396,500	25,100	421,600
Supplies and Services	4,035,597	4,449,680	4,628,650	4,628,650	586,670	5,215,320
Capital Outlay	-	-	17,800	17,800	-	17,800
Total Section 8 Rental Assistant Fund	$ 4,619,494	$ 4,891,550	$ 5,042,950	$ 5,042,950	$ 611,770	$ 5,654,720

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 583,897	$ 441,870	$ 396,500	$ 396,500	$ 25,100	$ 421,600
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	3,888,944	4,333,308	4,513,020	4,513,020	600,000	5,113,020
Professional Services/Contracts	27,741	20,067	25,000	25,000	-	25,000
Travel, Training & Membership Dues	2,389	2,825	5,000	5,000	-	5,000
Interdepartmental Charges	115,123	93,480	82,919	82,919	(10,619)	72,300
Capital Acquisitions	-	-	17,800	17,800	-	17,800
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	1,400	-	2,711	2,711	(2,711)	-
Total Section 8 Rental Assistant Fund	$ 4,619,494	$ 4,891,550	$ 5,042,950	$ 5,042,950	$ 611,770	$ 5,654,720

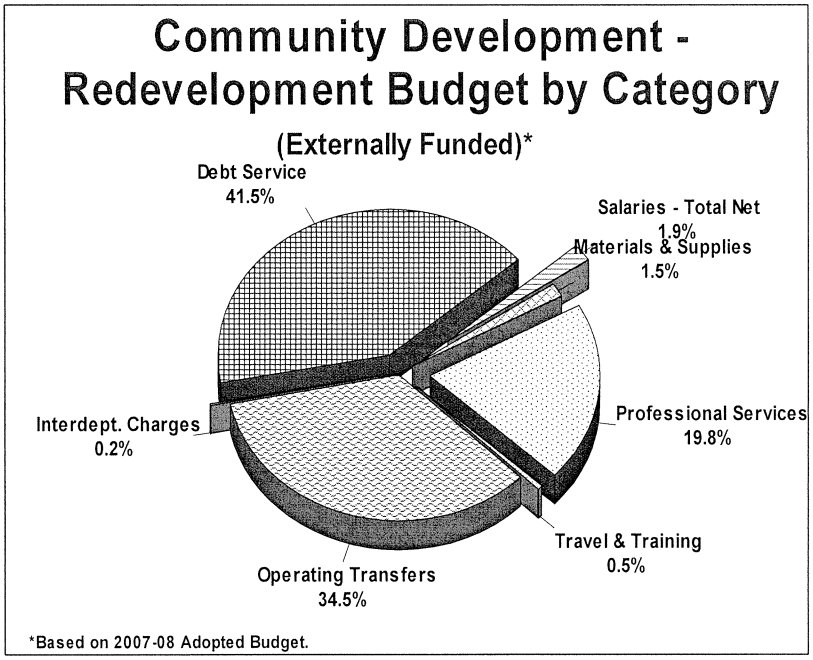


DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 9,299	$ 9,480	$ -	$ -	$ 9,500	$ 9,500
Overtime	-	-	-	-	-	-
Salaries - Total	9,299	9,480	-	-	9,500	9,500
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	764,724	362,611	246,650	246,650	(1,700)	244,950
Salaries - Total Net	774,023	372,091	246,650	246,650	7,800	254,450
Supplies and Services	9,999,543	10,653,314	12,484,517	12,714,713	(48,670)	12,666,043
Capital Outlay	-	-	-	-	-	-
Total Redevelopment Agency Fund	$ 10,773,566	$ 11,025,405	$ 12,731,167	$ 12,961,363	$ (40,870)	$ 12,920,493

DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 774,023	$ 372,091	$ 246,650	$ 246,650	$ 7,800	$ 254,450
Salary & Benefit Reimbursements	-	-	-	-	-	
Materials, Supplies and Maintenance	114,013	113,815	191,253	191,253	-	191,253
Professional Services/Contracts	2,497,674	2,150,063	2,523,580	2,566,538	(8,763)	2,557,775
Travel, Training & Membership Dues	15,017	15,093	64,700	64,700	-	64,700
Interdepartmental Charges	102,322	31,056	22,408	22,408	723	23,131
Debt Service	3,878,495	4,886,169	5,288,858	5,381,093	(17,293)	5,363,800
Capital Acquisitions	-	-	-	-	-	
Reimbursements from Other Funds	-	-	-	-	-	
Bad Debts & Other Losses	-	-	-	-	-	
Operating Transfers Out	3,392,022	3,457,118	4,393,718	4,488,721	(23,337)	4,465,384
Total Redevelopment Agency Fund	$ 10,773,566	$ 11,025,405	$ 12,731,167	$ 12,961,363	$ (40,870)	$ 12,920,493

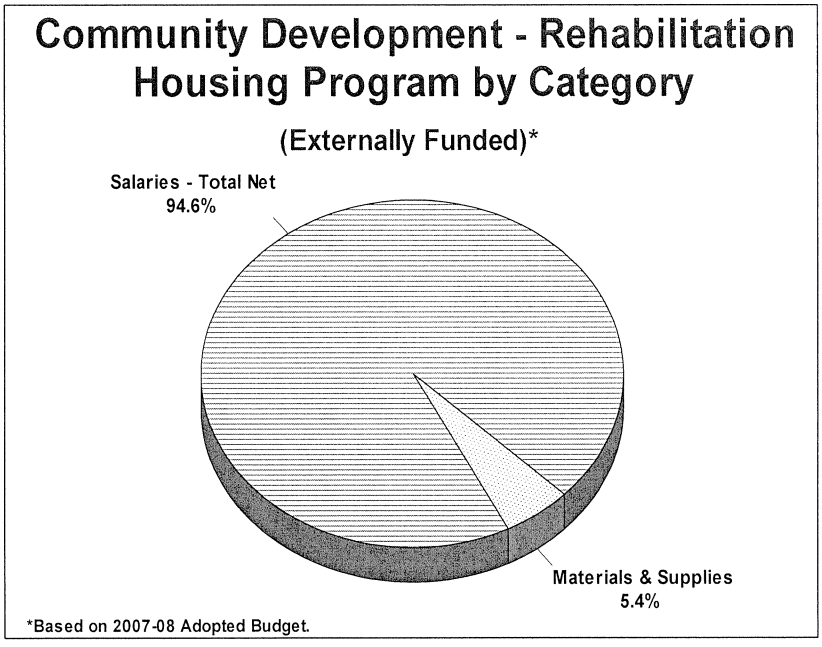


DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ -	$ -	$ -	$ -	$ -	$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	3,500	3,500	400	3,900
Salaries - Total Net	-	-	3,500	3,500	400	3,900
Supplies and Services	-	-	200	200	-	200
Capital Outlay	-	-	-	-	-	-
Total Rehabilitation Housing Fund	$ -	$ -	$ 3,700	$ 3,700	$ 400	$ 4,100

DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ -	$ -	$ 3,500	$ 3,500	$ 400	$ 3,900
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	-	-	200	200	-	200
Professional Services/Contracts	-	-	-	-	-	-
Travel, Training & Membership Dues	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Total Rehabilitation Housing Fund	$ -	$ -	$ 3,700	$ 3,700	$ 400	$ 4,100



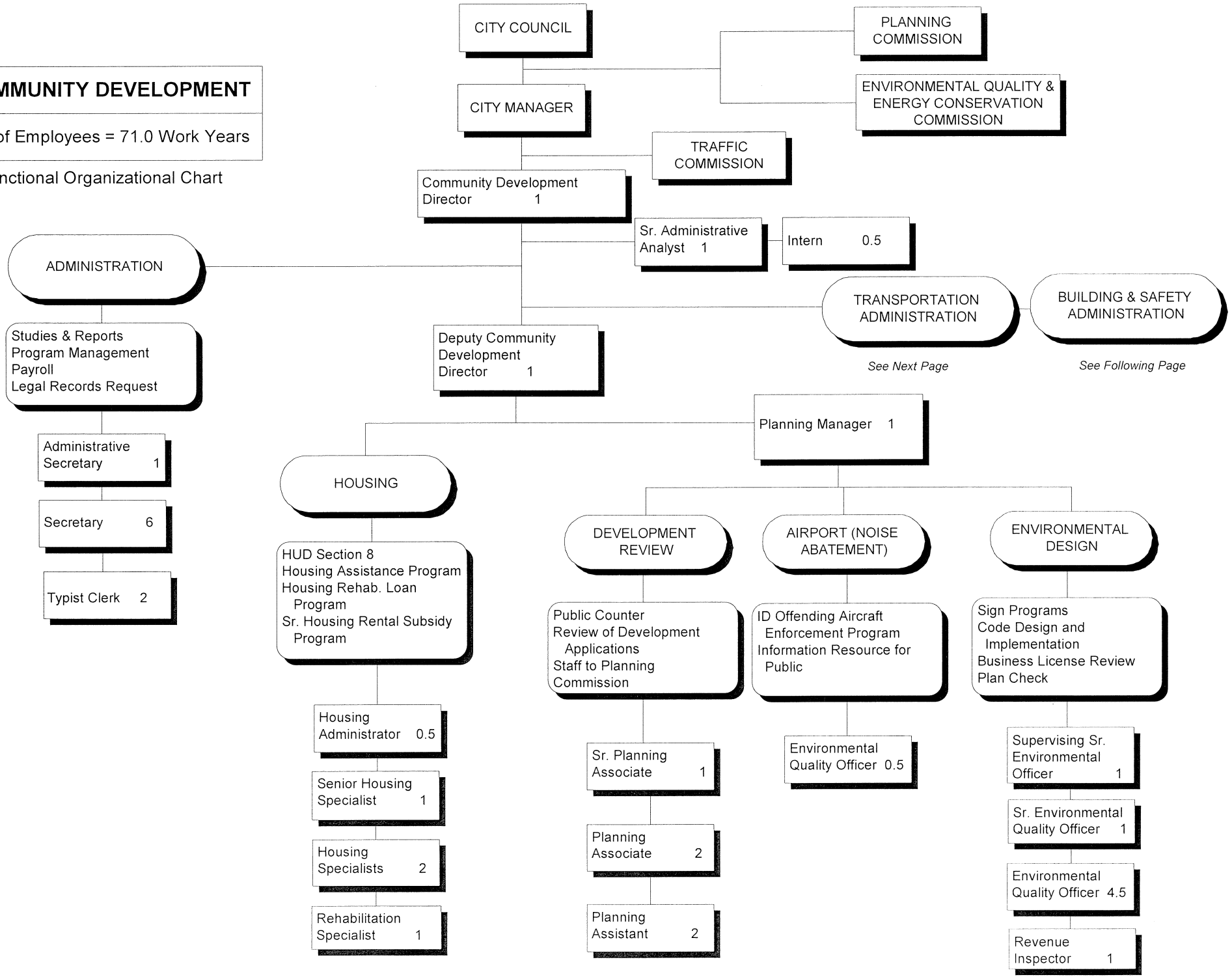
COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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
Principal Planner	1.0	1.0	1.0	1.0	-	1.0
Transportation Planning Manager	-	-	-	-	1.0	1.0
Planner of Transportation	1.0	1.0	1.0	1.0	(1.0)	-
Planning Associate	10.0	9.0	8.5	8.5	-	8.5
Planning Assistant	4.0	4.0	4.0	4.0	-	4.0
Associate Engineer	5.0	5.0	4.0	4.0	-	4.0
Assistant Engineer	2.0	2.0	2.0	2.0	-	2.0
Public Works Inspector	4.0	4.0	4.0	4.0	-	4.0
Building Regulations Administrator	1.0	1.0	1.0	1.0	-	1.0
Environmental Services Administrator	1.0	-	-	-	-	-
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	1.0	1.0	1.0	1.0	-	1.0
Building Inspector	3.0	3.0	3.0	3.0	-	3.0
Building Permit Technician	2.0	2.0	2.0	2.0	-	2.0
Engineering Technician III	2.0	2.0	2.0	2.0	-	2.0
Engineering Technician II	3.0	2.0	2.0	2.0	-	2.0
Engineering Technician I	1.0	1.0	1.0	1.0	-	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	-	1.0
Administrative Secretary	1.0	1.0	1.0	1.0	-	1.0
Housing Specialist	4.0	4.0	3.0	3.0	-	3.0
Rehabilitation Specialist	1.0	1.0	1.0	1.0	-	1.0
Secretary	7.0	7.0	6.0	6.0	-	6.0
Typist Clerk	2.0	2.0	2.0	2.0	-	2.0
Intern	-	-	-	-	0.5	0.5
Total	76.0	74.0	70.5	70.5	0.5	71.0

COMMUNITY DEVELOPMENT

No. of Employees = 71.0 Work Years

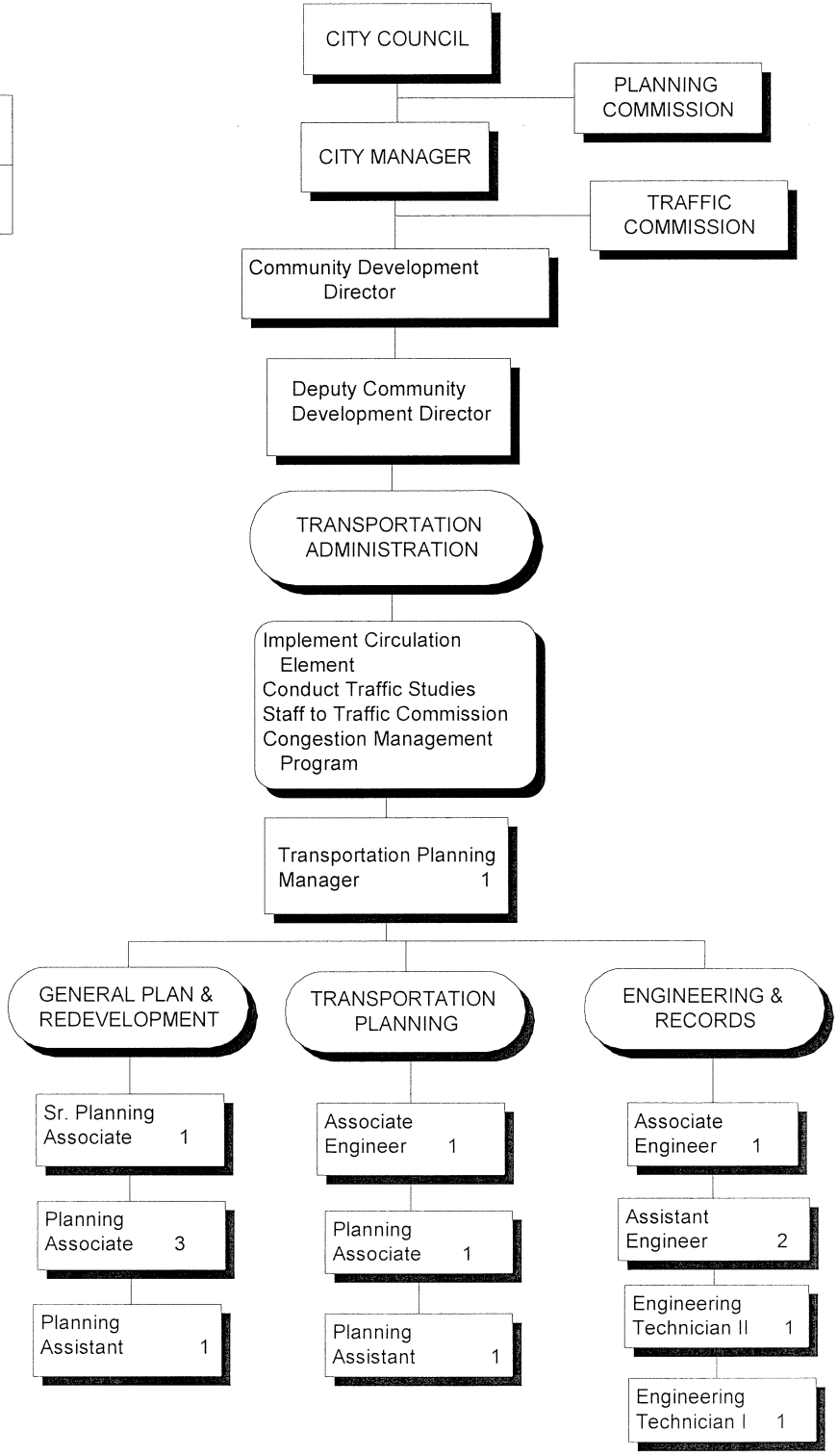
Functional Organizational Chart



COMMUNITY DEVELOPMENT

No. of Employees = 71.0 Work Years

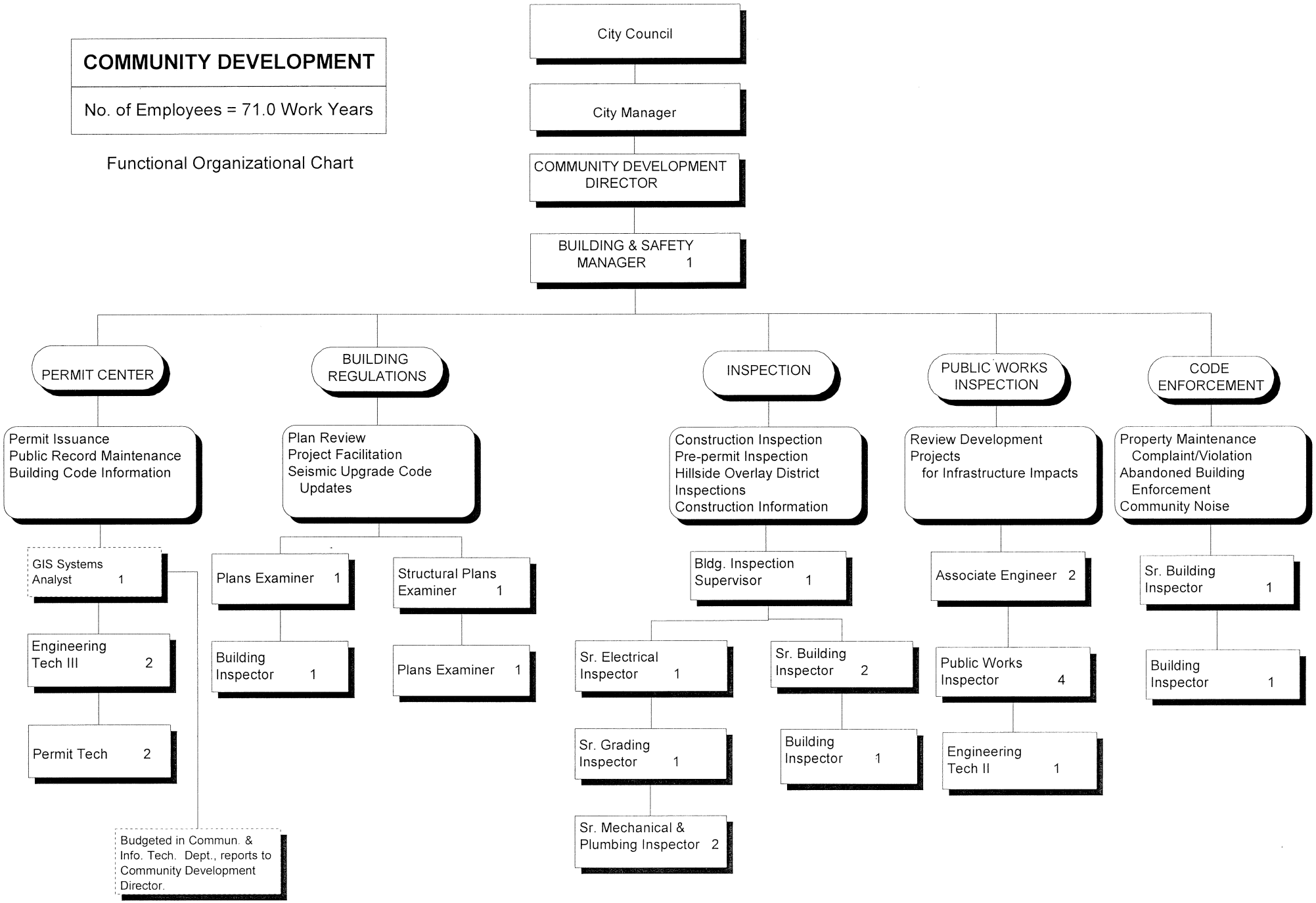
Functional Organizational Chart



COMMUNITY DEVELOPMENT

No. of Employees = 71.0 Work Years

Functional Organizational Chart



THIS PAGE INTENTIONALLY LEFT BLANK

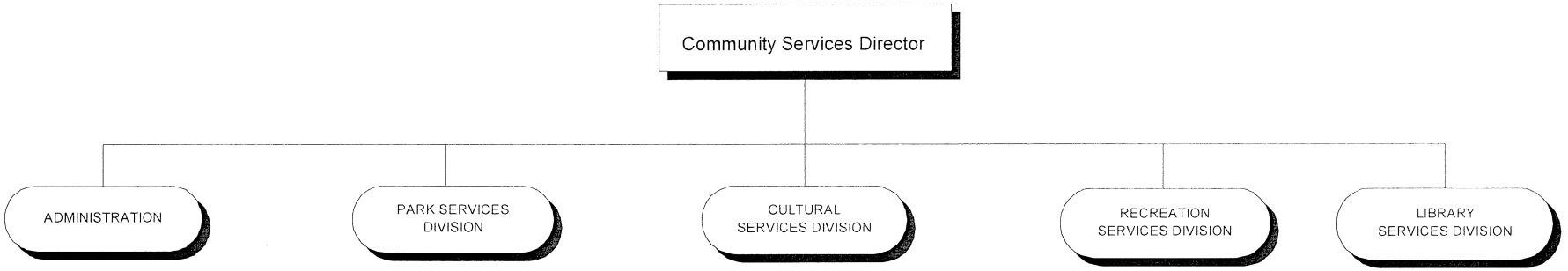
COMMUNITY SERVICES

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.

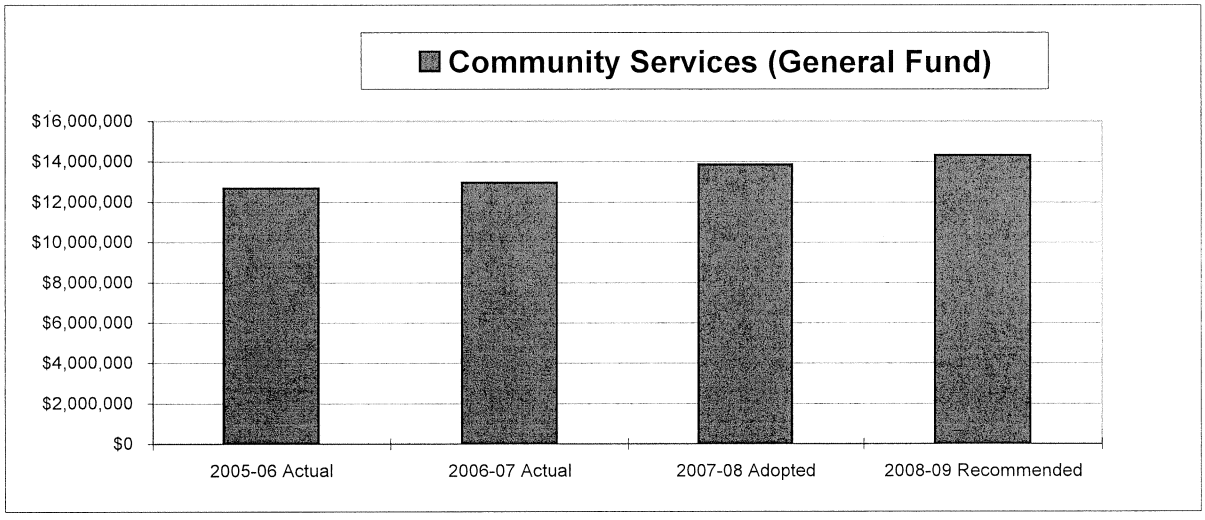
FUNCTIONAL RESPONSIBILITY

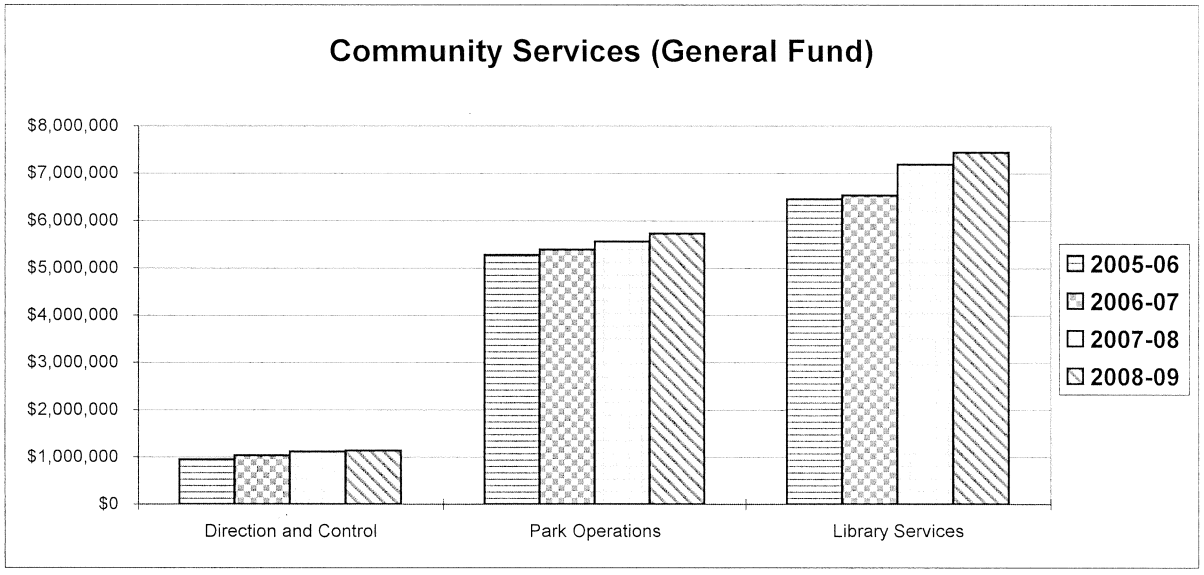
The functions of the Parks and Recreation Department include the provision of affordable leisure and learning opportunities for all citizens with an emphasis on serving the City's youth; the management and maintenance of public facilities and open space that result in a safe and enriching environment; 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.

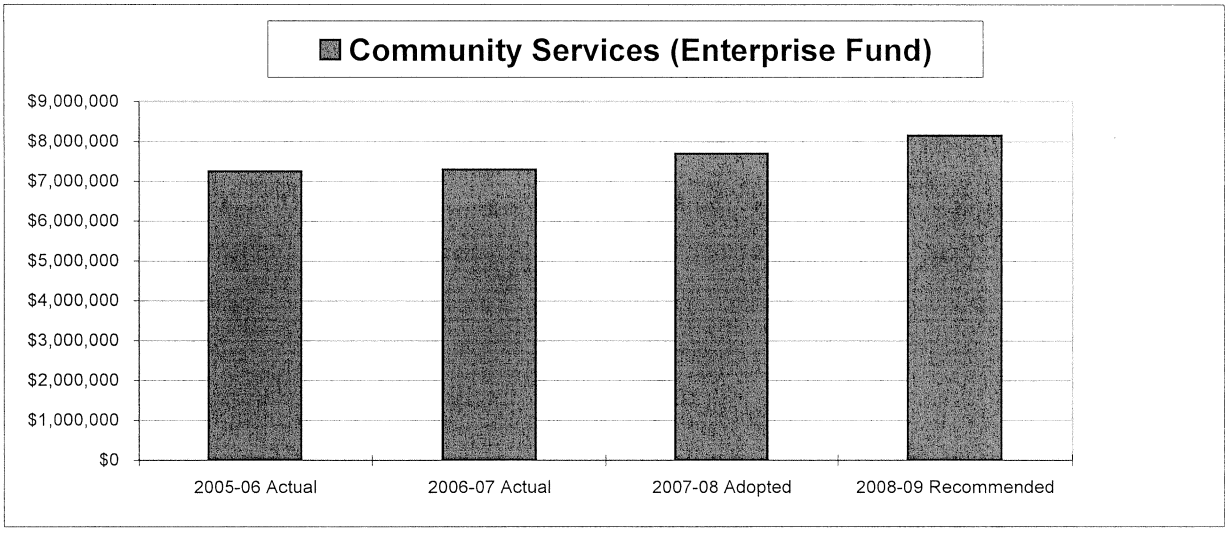
DEPARTMENT BUDGET SUMMARY

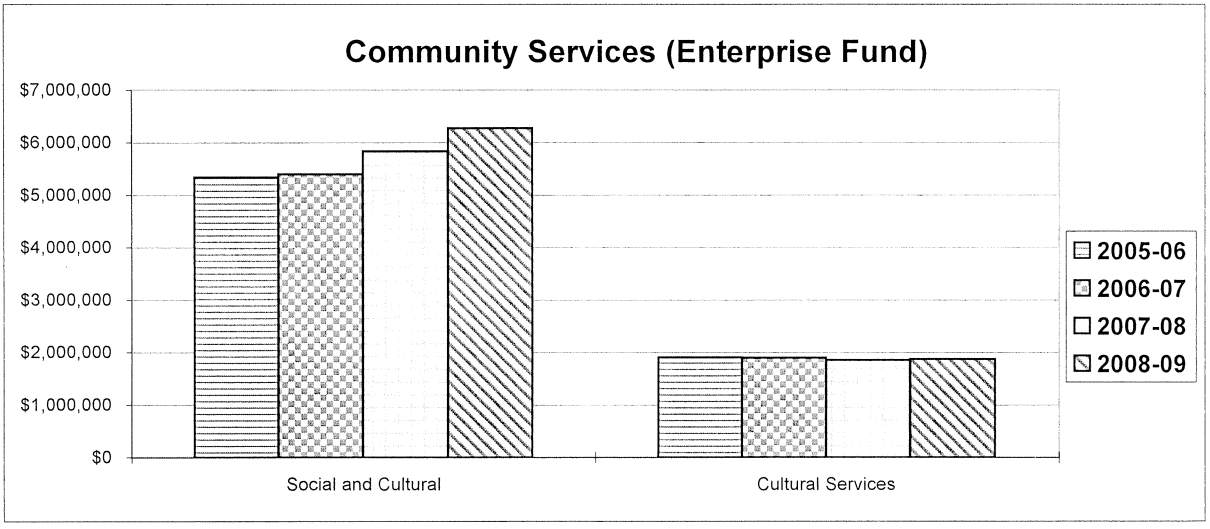
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
General Fund:						
Direction and Control	$ 943,636	$ 1,034,127	$ 1,115,242	$ 1,115,242	$ 21,150	$ 1,136,392
Park Operations	5,276,987	5,392,621	5,558,038	5,558,038	171,510	5,729,548
Library Services	6,452,798	6,536,971	7,190,102	7,190,102	258,605	7,448,707
General Fund Total	$ 12,673,421	$ 12,963,719	$ 13,863,382	$ 13,863,382	$ 451,265	$ 14,314,647
General Fund Revenues	$ 555,004	$ 584,765	$ 447,523	$ 447,523	$ -	$ 447,523
Enterprise Funded:						
Recreation Services (was Social and Cultural)	5,341,486	5,400,331	5,838,859	5,975,172	299,703	6,274,875
Cultural Services	1,903,355	1,896,518	1,852,514	1,852,514	21,998	1,874,512
Parks & Recreation Enterprise Total	$ 7,244,841	$ 7,296,849	$ 7,691,373	$ 7,827,686	$ 321,701	$ 8,149,387
Parks & Recreation Enterprise Revenues	$ 6,868,706	$ 7,325,010	$ 7,620,787	$ 7,705,940	$ 376,850	$ 8,082,790

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
2005-06
2006-07
2007-08
2008-09


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
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

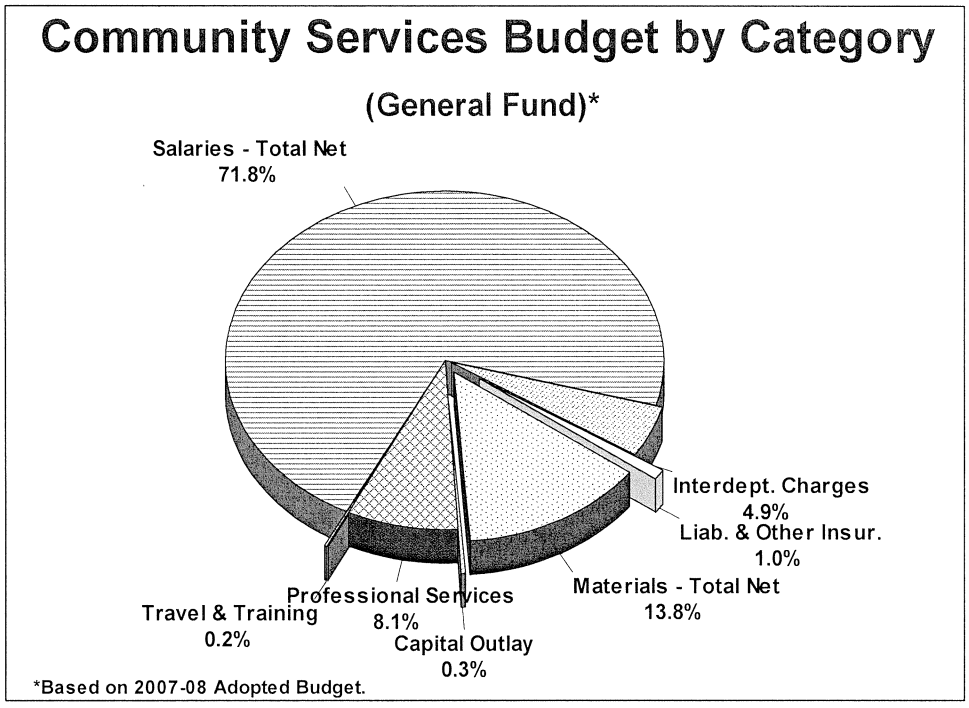

Community Services (Enterprise Fund)
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Social and Cultural
Cultural Services
2005-06
2006-07
2007-08
2008-09

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 9,031,079	$ 9,299,503	$ 10,147,525	$ 10,147,525	$ 364,700	$ 10,512,225
Overtime	79,357	90,638	53,100	53,100	2,300	55,400
Salaries - Total	9,110,436	9,390,141	10,200,625	10,200,625	367,000	10,567,625
Salaries - Reimbursements	(221,386)	(230,681)	(296,010)	(296,010)	20,860	(275,150)
Salaries - Labor Charges	17,518	24,921	50,555	50,555	2,260	52,815
Salaries - Total Net	8,906,568	9,184,381	9,955,170	9,955,170	390,120	10,345,290
Supplies and Services	3,672,466	3,716,401	3,867,712	3,867,712	61,145	3,928,857
Capital Outlay	94,387	62,937	40,500	40,500	-	40,500
General Fund Total	$ 12,673,421	$ 12,963,719	$ 13,863,382	$ 13,863,382	$ 451,265	$ 14,314,647

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 9,127,954	$ 9,415,062	$ 10,251,180	$ 10,251,180	$ 369,260	$ 10,620,440
Salary & Benefit Reimbursements	(221,386)	(230,681)	(296,010)	(296,010)	20,860	(275,150)
Materials, Supplies and Maintenance	1,967,368	1,895,595	1,939,013	1,939,013	32,173	1,971,186
Professional Services/Contracts	1,020,571	1,137,560	1,117,823	1,117,823	(3,000)	1,114,823
Travel, Training & Membership Dues	18,335	17,590	23,620	23,620	-	23,620
Liabilities & Other Insurance	62,278	60,050	134,649	134,649	-	134,649
Interdepartmental Charges	493,371	495,671	548,829	548,829	42,097	590,926
Capital Acquisitions	94,386	62,937	40,500	40,500	-	40,500
Reimbursements from Other Funds	(9,358)	(9,308)	(30,800)	(30,800)	-	(30,800)
Operating Transfers Out	119,902	119,243	134,578	134,578	(10,125)	124,453
General Fund Total	$ 12,673,421	$ 12,963,719	$ 13,863,382	$ 13,863,382	$ 451,265	$ 14,314,647

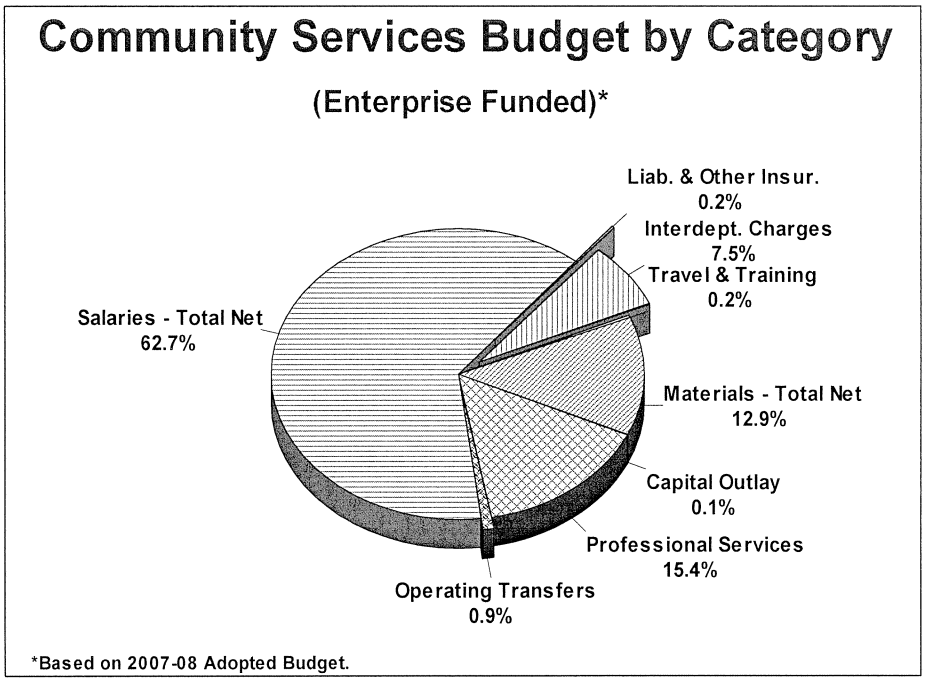


DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 4,636,877	$ 4,782,851	$ 5,036,497	$ 5,036,497	$ 230,300	$ 5,266,797
Overtime	27,919	27,741	8,400	8,400	400	8,800
Salaries - Total	4,664,796	4,810,592	5,044,897	5,044,897	230,700	5,275,597
Salaries - Reimbursements	(207,265)	(245,704)	(238,130)	(238,130)	28,560	(209,570)
Salaries - Labor Charges	3,300	1,939	14,500	150,813	(136,313)	14,500
Salaries - Total Net	4,460,831	4,566,827	4,821,267	4,957,580	122,947	5,080,527
Supplies and Services	2,777,026	2,730,022	2,861,606	2,861,606	198,754	3,060,360
Capital Outlay	6,984	-	8,500	8,500	-	8,500
Total Parks & Recreation Enterprise Fund	$ 7,244,841	$ 7,296,849	$ 7,691,373	$ 7,827,686	$ 321,701	$ 8,149,387

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 4,668,096	$ 4,812,531	$ 5,059,397	$ 5,195,710	$ 94,387	$ 5,290,097
Salary & Benefit Reimbursements	(207,265)	(245,704)	(238,130)	(238,130)	28,560	(209,570)
Materials, Supplies and Maintenance	968,644	937,155	993,205	993,205	14,130	1,007,335
Professional Services/Contracts	1,182,285	1,161,333	1,187,133	1,187,133	4,770	1,191,903
Travel, Training & Membership Dues	15,472	13,741	18,220	18,220	-	18,220
Depreciation and Amortization	2,463	2,831	-	-	-	-
Liabilities & Other Insurance	9,621	9,396	18,421	18,421	-	18,421
Interdepartmental Charges	545,766	546,066	573,786	573,786	190,027	763,813
Capital Acquisitions	6,984	-	8,500	8,500	-	8,500
Asset Contra Account	(6,984)		-	-	-	-
Reimbursements from Other Funds	-	-	(100)	(100)	-	(100)
Operating Transfers Out	59,759	59,500	70,941	70,941	(10,173)	60,768
Total Parks & Recreation Enterprise Fund	$ 7,244,841	$ 7,296,849	$ 7,691,373	$ 7,827,686	$ 321,701	$ 8,149,387



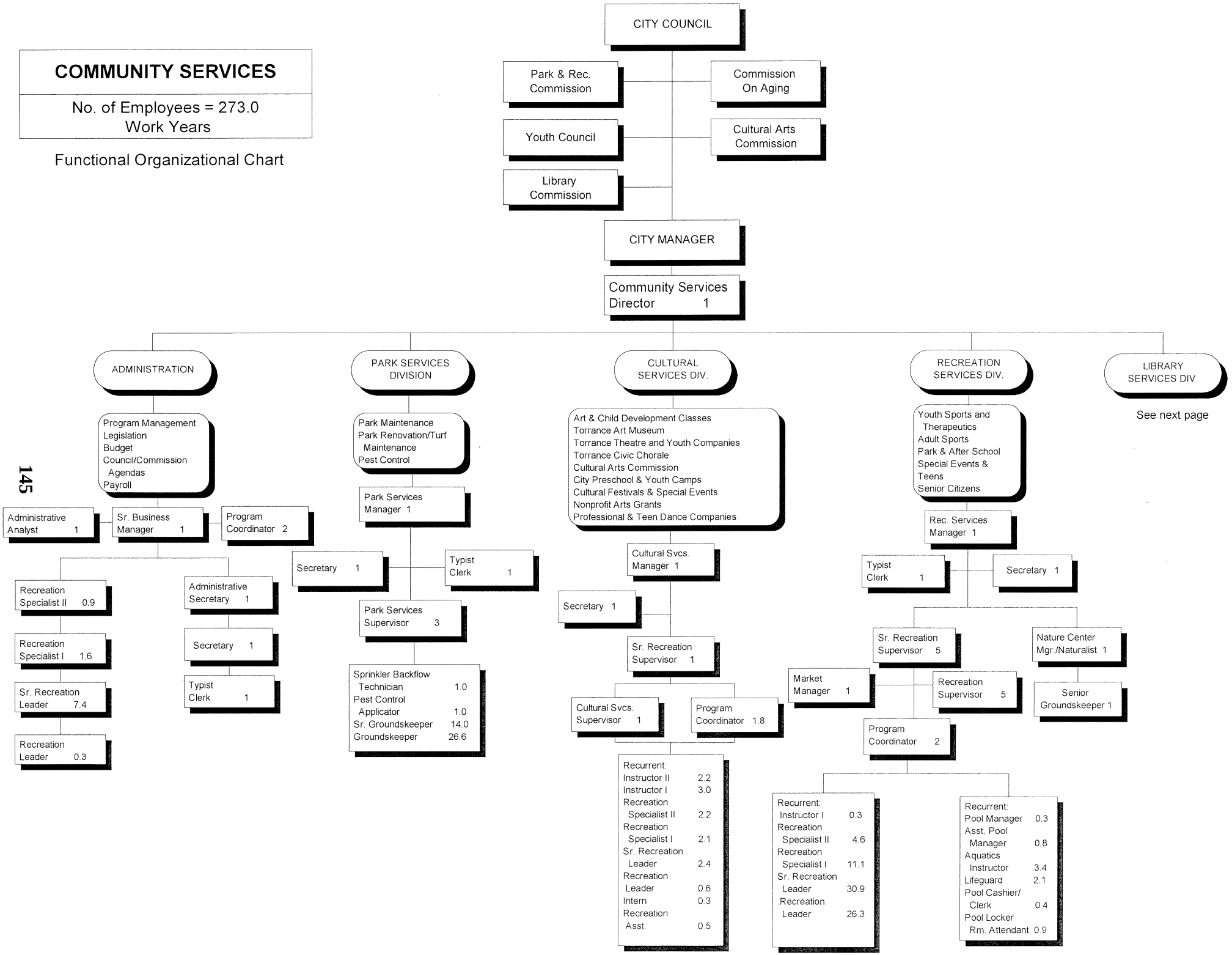
COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Community Services Director	1.0	1.0	1.0	1.0	-	1.0
Parks and Recreation Director	-	-	-	-	-	-
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	1.0	2.0	2.0	2.0	-	2.0
Administrative Secretary	1.0	1.0	1.0	1.0	-	1.0
Recreation Specialist II	1.7	0.9	0.9	0.9	-	0.9
Recreation Specialist	1.6	1.6	1.6	1.6	-	1.6
Senior Recreation Leader	7.4	7.4	7.4	7.4	-	7.4
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	1.0	1.0	1.0	1.0	-	1.0
Pest Control Applicator	2.0	2.0	2.0	2.0	(1.0)	1.0
Senior Groundskeeper	14.0	14.0	14.0	14.0	-	14.0
Groundskeeper	26.6	26.6	26.6	26.6	-	26.6
Secretary	2.0	2.0	2.0	2.0	-	2.0
Typist Clerk	2.0	2.0	2.0	2.0	-	2.0
City Librarian	1.0	1.0	1.0	1.0	-	1.0
Library Services Manager	-	-	-	-	-	-
Principal Librarian	1.0	1.0	1.0	1.0	-	1.0
Senior Librarian	7.0	7.0	7.0	7.0	-	7.0
Librarian	13.5	13.5	13.5	13.5	-	13.5
Secretary	1.0	1.0	1.0	1.0	-	1.0
Library Assistant II	12.0	12.0	12.0	12.0	-	12.0
Library Assistant I	10.0	10.0	10.0	10.0	-	10.0
Senior Aide	0.5	0.5	0.5	0.5	(0.5)	-
Junior Library Clerk I - recurrent	17.5	17.5	17.5	17.5	-	17.5
Junior Library Clerk II - recurrent	5.0	5.0	5.0	5.0	-	5.0
Library Page - recurrent	19.5	19.5	19.5	19.5	0.5	20.0
Total General Fund	155.6	155.8	155.8	155.8	(1.0)	154.8
Parks and Recreation Enterprise Fund						
Recreation Programs 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	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	12.8	13.2	13.2	13.2	-	13.2
Senior Recreation Leader	32.9	33.3	33.3	33.3	-	33.3
Recreation Leader	26.3	26.9	26.9	26.9	-	26.9
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	2.2	2.2	2.2	2.2	-	2.2
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	116.8	118.2	118.2	118.2	-	118.2
Grand Total	272.4	274.0	274.0	274.0	- (1.0)	273.0

COMMUNITY SERVICES

No. of Employees = 273.0 Work Years

Functional Organizational Chart

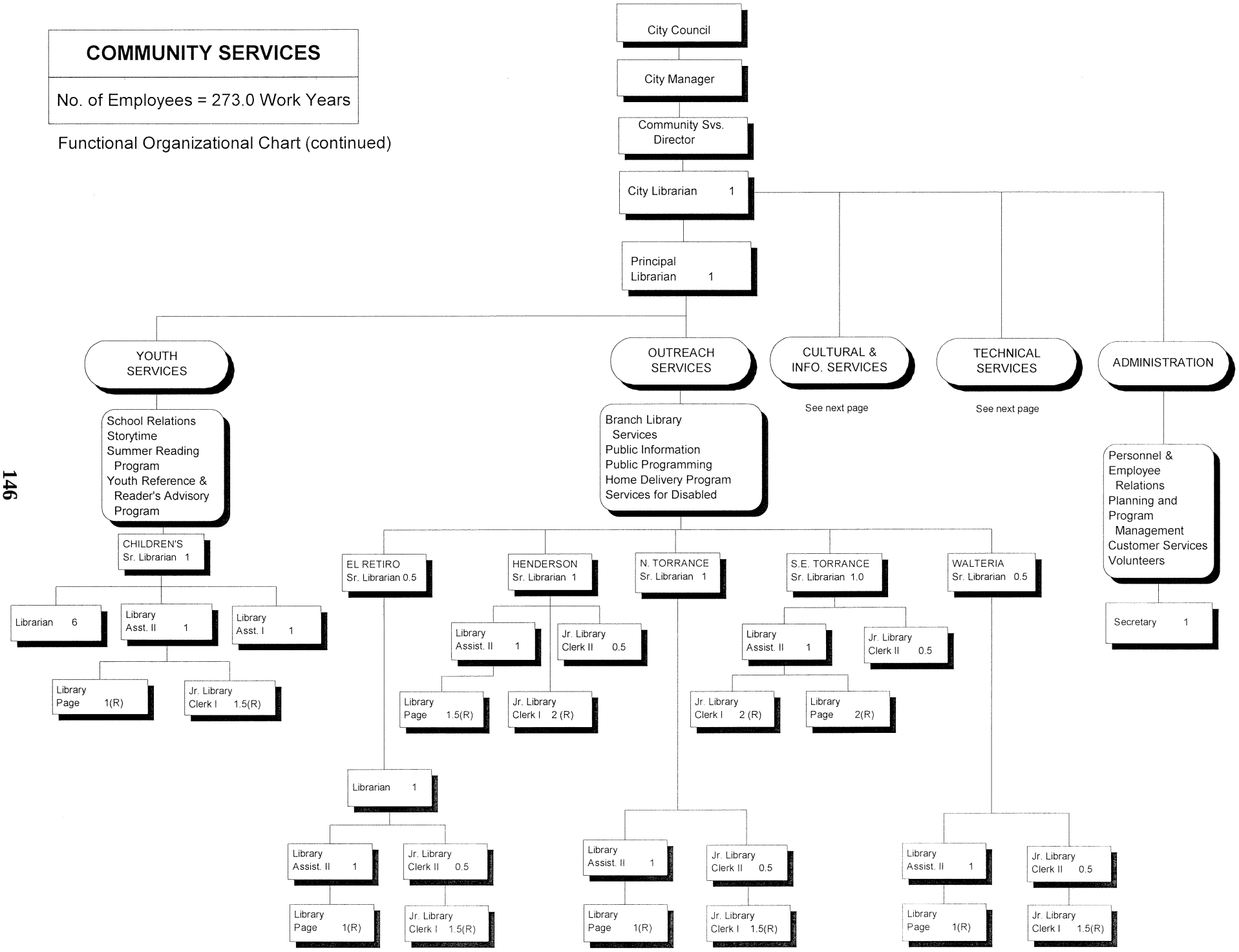


See next page

COMMUNITY SERVICES

No. of Employees = 273.0 Work Years

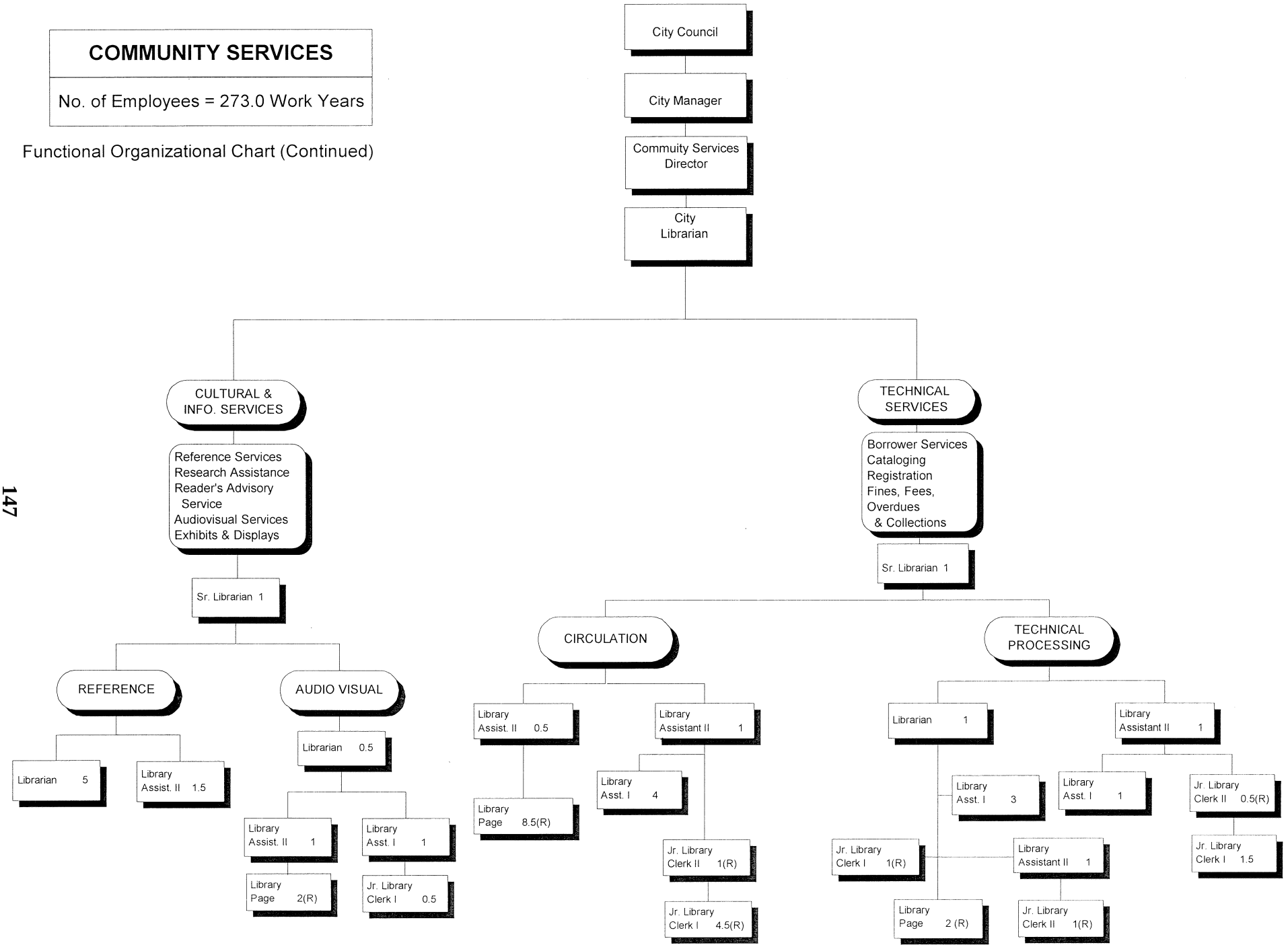
Functional Organizational Chart (continued)



COMMUNITY SERVICES

No. of Employees = 273.0 Work Years

Functional Organizational Chart (Continued)

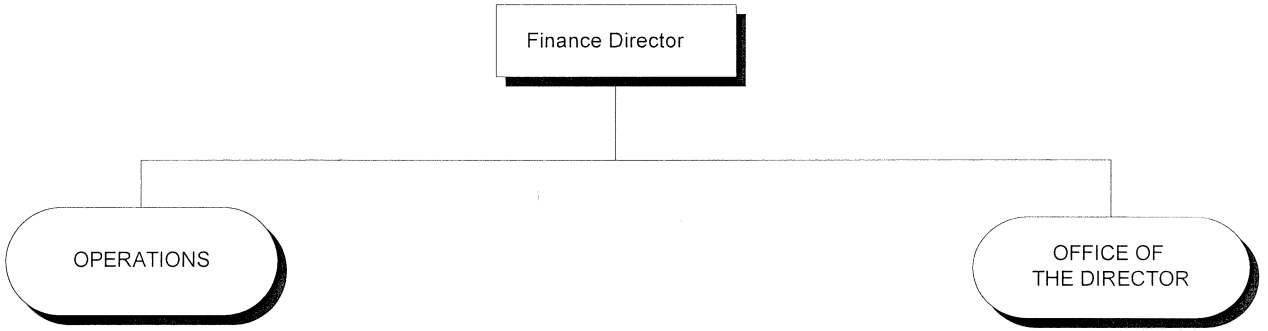


THIS PAGE INTENTIONALLY LEFT BLANK

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.

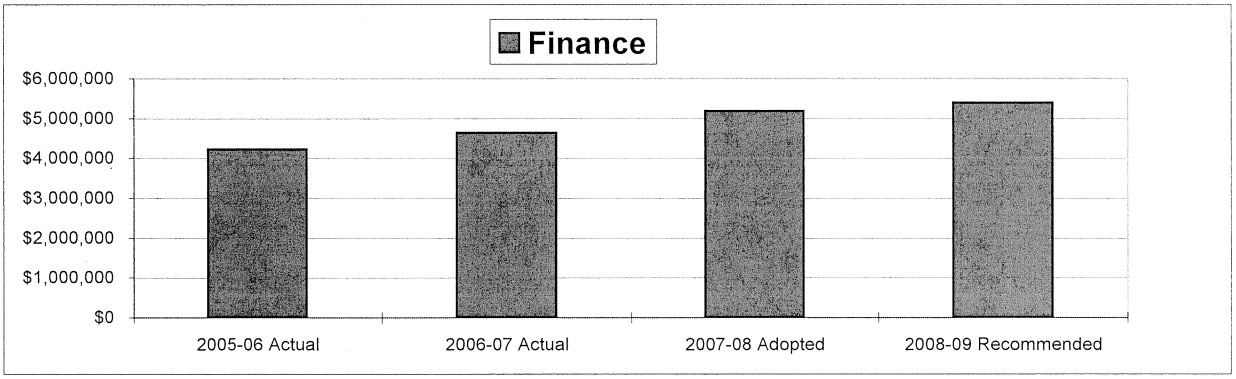
FUNCTIONAL RESPONSIBILITIES

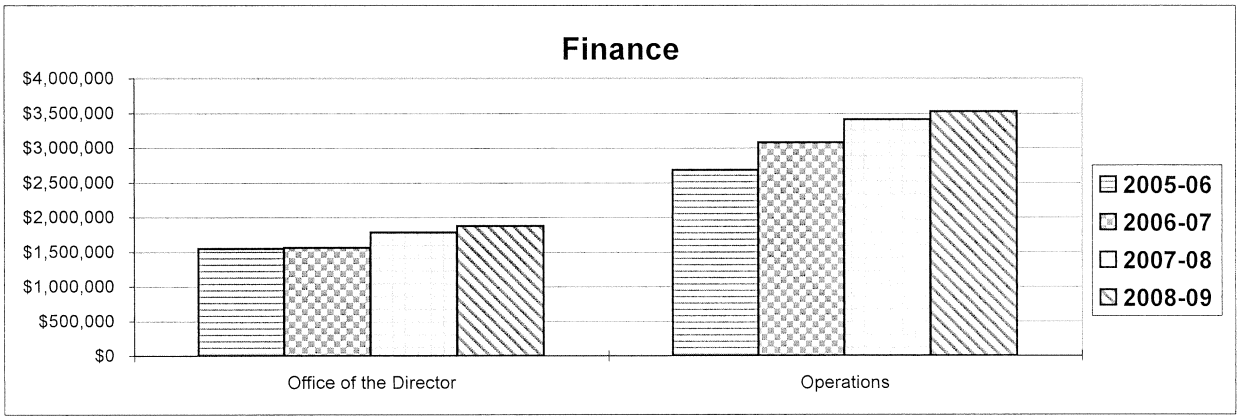
The function of the Finance Department is to be responsible for the financial administration, budgeting, purchasing, accounting and auditing of City fiscal resources, the issuing of business licenses, and the billing and collection of all monies due the City. The Finance Director assists the City Manager 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).

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Office of the Director	$ 1,546,303	$ 1,563,057	$ 1,784,366	$ 1,784,366	$ 90,357	$ 1,874,723
Operations	2,680,524	3,079,780	3,408,381	3,408,381	118,118	3,526,499
General Fund Total	$ 4,226,827	$ 4,642,837	$ 5,192,747	$ 5,192,747	$ 208,475	$ 5,401,222
General Fund Revenues	$ -	$ -	$ -	$ -	$ -	$ -

EXPENDITURES



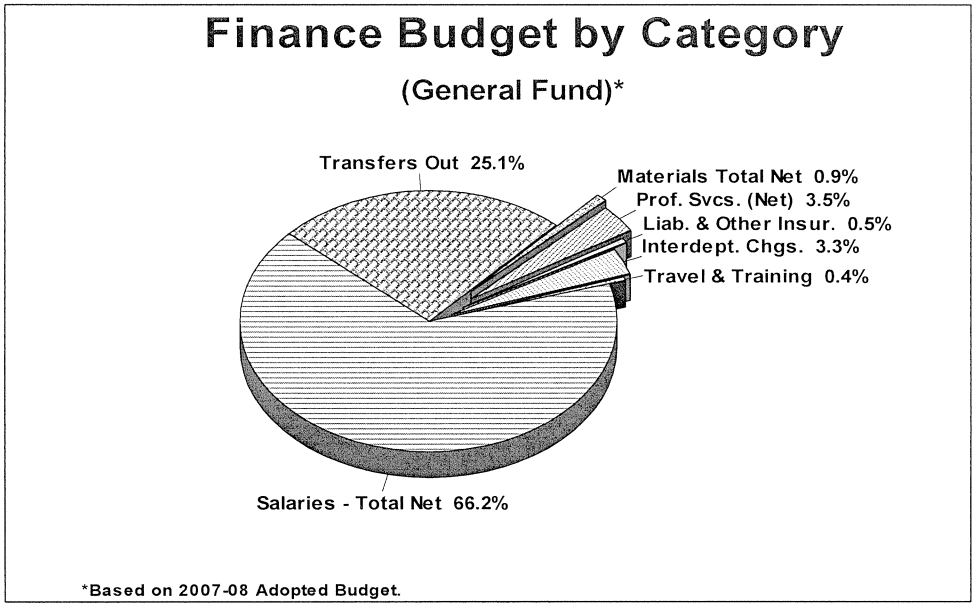


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 3,494,908	$ 3,568,151	$ 3,971,619	$ 3,971,619	$ 125,900	$ 4,097,519
Overtime	35,053	36,832	61,200	61,200	4,300	65,500
Salaries - Total	3,529,961	3,604,983	4,032,819	4,032,819	130,200	4,163,019
Salaries - Reimbursements	(634,138)	(563,947)	(594,050)	(594,050)	(35,210)	(629,260)
Salaries - Labor Charges	825	5,130	500	500	-	500
Salaries - Total Net	2,896,648	3,046,166	3,439,269	3,439,269	94,990	3,534,259
Supplies and Services	1,291,437	1,590,671	1,753,478	1,753,478	113,485	1,866,963
Capital Outlay	38,742	6,000	-	-	-	-
General Fund Total	$ 4,226,827	$ 4,642,837	$ 5,192,747	$ 5,192,747	$ 208,475	$ 5,401,222

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 3,530,786	$ 3,610,113	$ 4,033,319	$ 4,033,319	$ 192,700	$ 4,226,019
Salary & Benefit Reimbursements	(634,138)	(563,948)	(594,050)	(594,050)	(35,210)	(629,260)
Materials, Supplies and Maintenance	129,536	113,017	131,953	131,953	430	132,383
Professional Services/Contracts	452,623	408,868	491,755	491,755	-	491,755
Travel, Training & Membership Dues	16,904	9,955	22,260	22,260	-	22,260
Liabilities & Other Insurance	11,460	11,460	26,803	26,803	-	26,803
Interdepartmental Charges	149,600	150,101	169,250	169,250	70,736	239,986
Capital Acquisitions	38,742	6,000	-	-	-	-
Reimbursements from Other Funds	(371,099)	(374,590)	(391,696)	(391,696)	-	(391,696)
Operating Transfers Out	902,413	1,271,861	1,303,153	1,303,153	(20,181)	1,282,972
General Fund Total	$ 4,226,827	$ 4,642,837	$ 5,192,747	$ 5,192,747	$ 208,475	$ 5,401,222



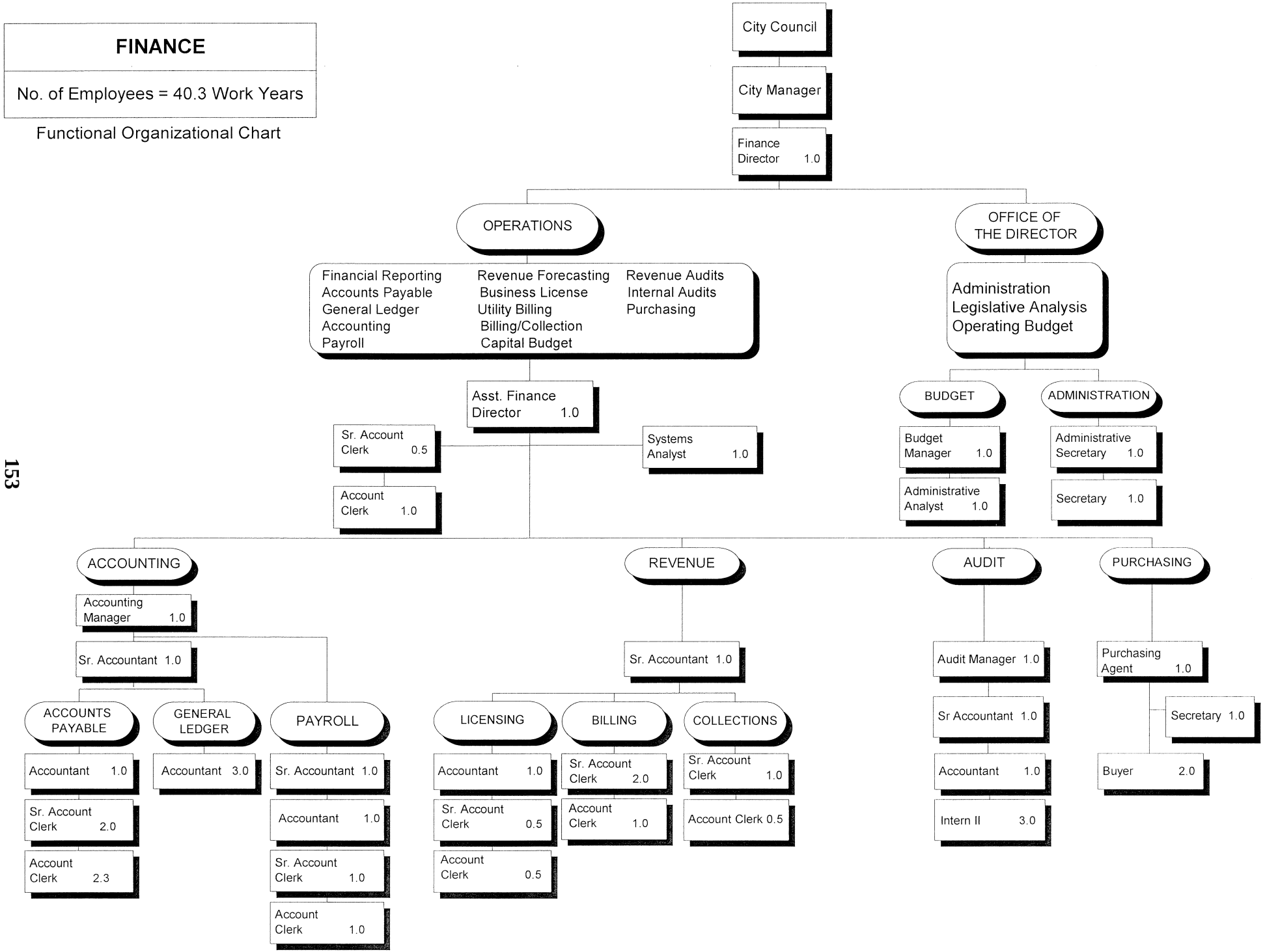
FINANCE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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
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	7.0	7.0	7.0	-	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	-	1.0
Buyer	2.0	2.0	2.0	2.0	-	2.0
Administrative Secretary	1.0	1.0	1.0	1.0	-	1.0
Senior Account Clerk	7.0	7.0	7.0	7.0	-	7.0
Account Clerk	5.0	5.0	5.4	5.4	0.9	6.3
Secretary	2.0	2.0	2.0	2.0	-	2.0
Senior Aide	1.5	1.5	-	-	-	-
Typist Clerk II	1.0	1.0	1.0	1.0	(1.0)	-
Intern	3.0	3.0	3.0	3.0	-	3.0
Total	41.5	41.5	40.4	40.4	(0.1)	40.3

FINANCE

No. of Employees = 40.3 Work Years

Functional Organizational Chart

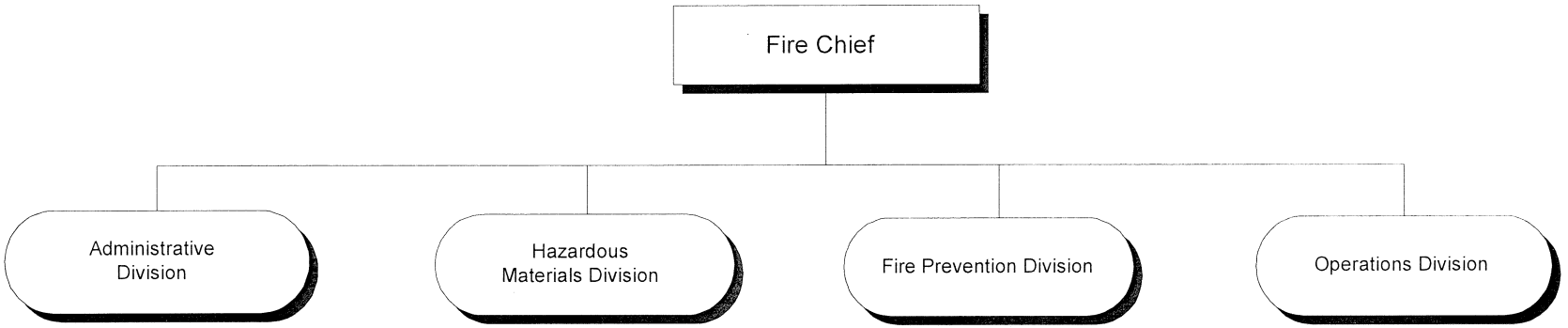


THIS PAGE INTENTIONALLY LEFT BLANK

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

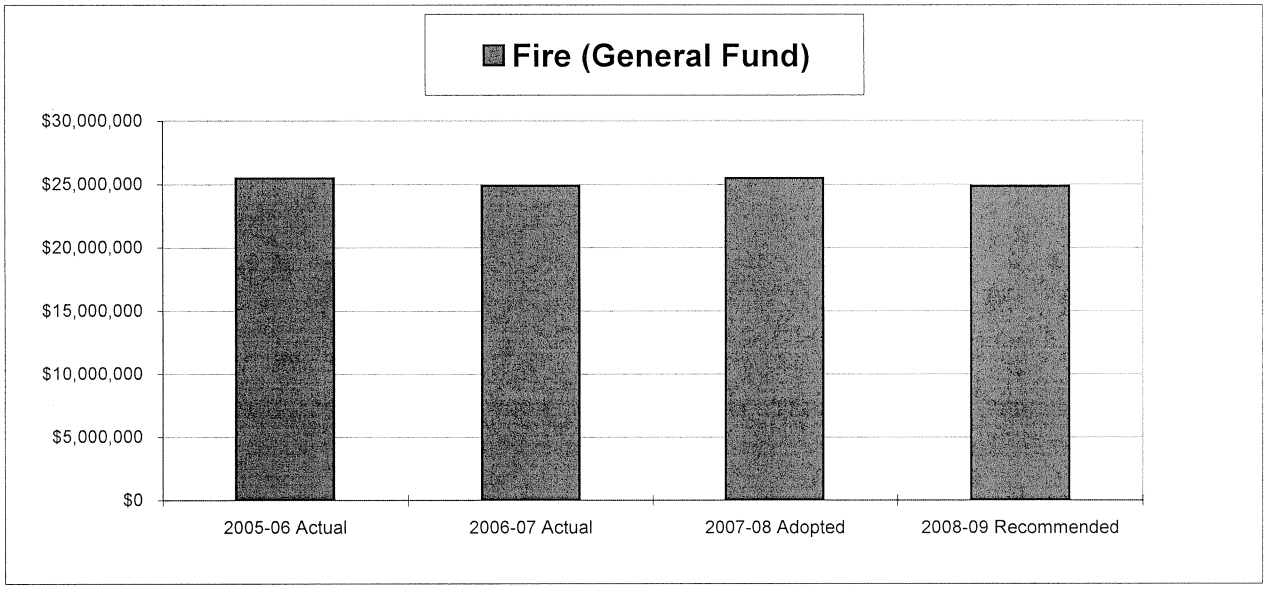
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances 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.

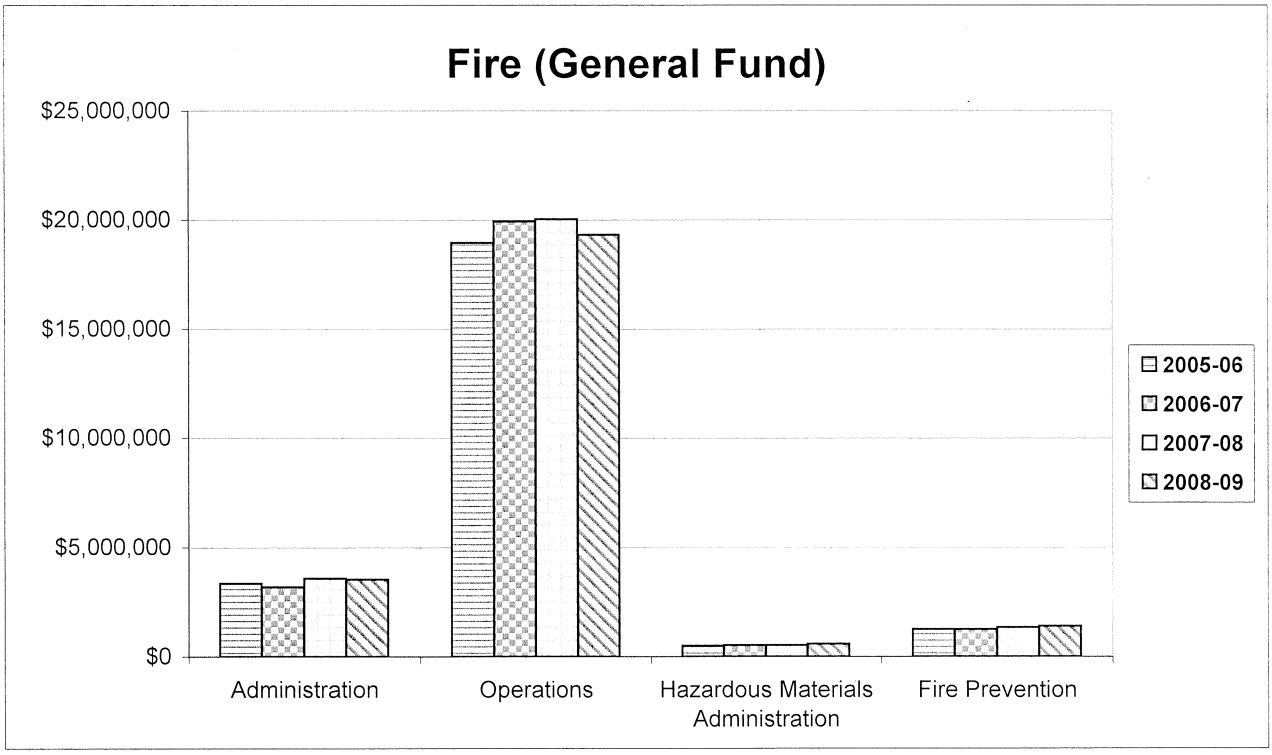
DEPARTMENT BUDGET SUMMARY

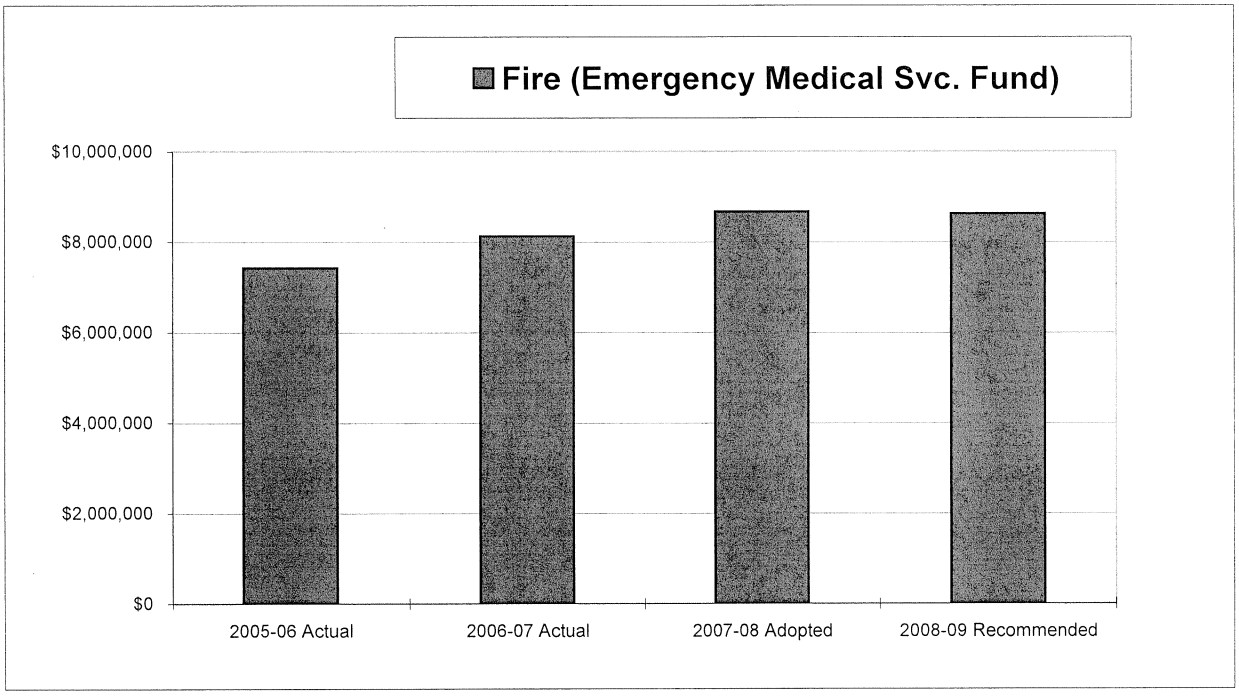
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Administration	$ 3,349,160	$ 3,187,662	$ 3,574,001	$ 3,574,001	$ (34,480)	$ 3,539,521
Operations	18,956,050	19,929,586	20,039,058	20,013,058	(693,600)	19,319,458
Hazardous Materials Administration	498,672	522,860	528,229	528,229	60,392	588,621
Fire Prevention	1,249,284	1,256,924	1,345,000	1,345,000	56,100	1,401,100
General Fund Total	$ 24,053,166	$ 24,897,032	$ 25,486,288	$ 25,460,288	$ (611,588)	$ 24,848,700
General Fund Revenues	$ 1,273,370	$ 1,224,181	$ 1,283,602	$ 1,284,770	$ (42,191)	$ 1,242,579
Emergency Medical Services Fund						
Emergency Medical Services Expenditures	$ 7,431,502	$ 8,127,220	$ 8,669,208	$ 8,632,808	$ 956,017	$ 9,588,825
Emergency Medical Services Revenues	$ 7,600,579	$ 8,177,245	$ 8,669,208	$ 8,632,808	$ 956,017	$ 9,588,825

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
2005-06
2006-07
2007-08
2008-09

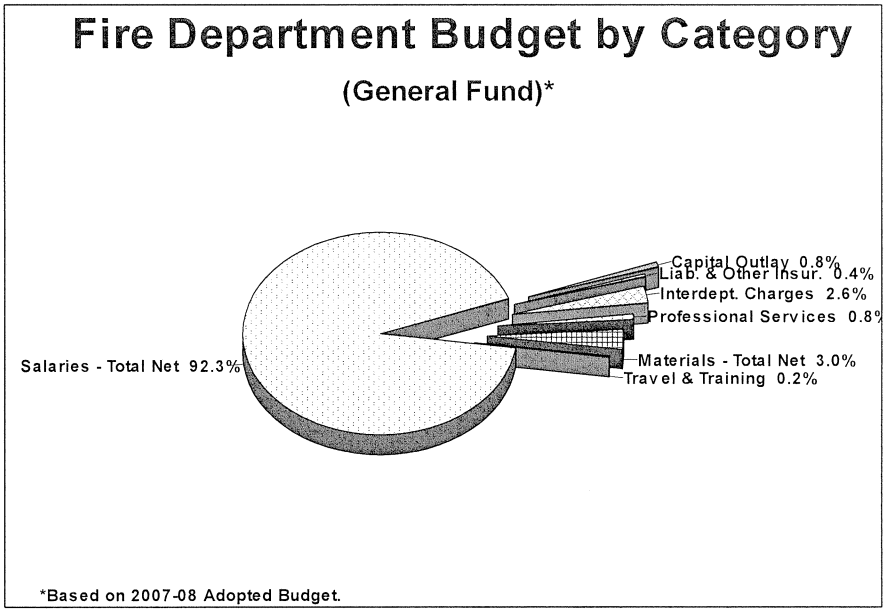

Fire (Emergency Medical Svc. Fund)
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 19,664,181	$ 19,992,505	$ 20,981,120	$ 20,955,120	$ 1,168,600	$ 22,123,720
Overtime	2,510,280	2,986,224	2,521,100	2,521,100	(1,771,600)	749,500
Salaries - Total	22,174,461	22,978,729	23,502,220	23,476,220	(603,000)	22,873,220
Salaries - Reimbursements	(2,878)	(2,070)	-	-	-	-
Salaries - Labor Charges	-	439	9,750	9,750	-	9,750
Salaries - Total Net	22,171,583	22,977,098	23,511,970	23,485,970	(603,000)	22,882,970
Supplies and Services	1,669,081	1,686,382	1,770,788	1,770,788	(8,588)	1,762,200
Capital Outlay	212,502	233,552	203,530	203,530	-	203,530
General Fund Total	$ 24,053,166	$ 24,897,032	$ 25,486,288	$ 25,460,288	$ (611,588)	$ 24,848,700

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 22,174,461	$ 22,979,168	$ 23,511,970	$ 23,485,970	$ (603,000)	$ 22,882,970
Salary & Benefit Reimbursements	(2,878)	(2,070)	-	-	-	-
Materials, Supplies and Maintenance	1,045,710	1,036,615	999,812	999,812	(12,691)	987,121
Professional Services/Contracts	224,038	237,144	200,904	200,904	1,037	201,941
Travel, Training & Membership Dues	36,949	53,211	48,360	48,360	(500)	47,860
Liabilities & Other Insurance	41,171	43,642	95,046	95,046	-	95,046
Interdepartmental Charges	393,013	393,013	463,560	463,560	41,322	504,882
Capital Acquisitions	212,502	233,552	203,530	203,530	-	203,530
Reimbursements from Other Funds	(229,652)	(229,652)	(229,652)	(229,652)	-	(229,652)
Interfund Loan Principal Repayment			-	-	-	-
Operating Transfers Out	157,852	152,409	192,758	192,758	(37,756)	155,002
General Fund Total	$ 24,053,166	$ 24,897,032	$ 25,486,288	$ 25,460,288	$ (611,588)	$ 24,848,700

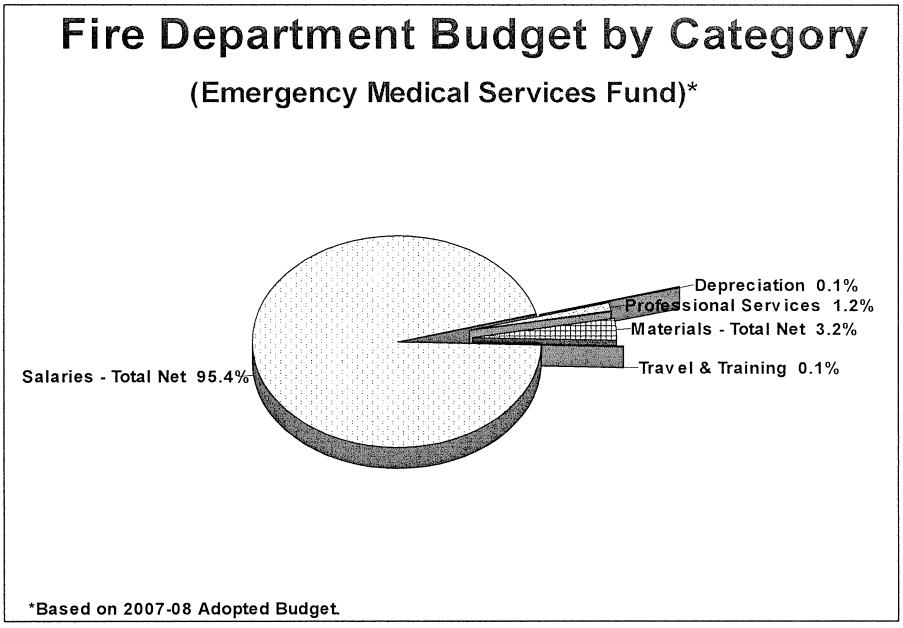


DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 5,822,454	$ 6,261,010	$ 6,896,277	$ 6,788,277	$ 835,800	$ 7,624,077
Overtime	1,271,256	1,510,517	1,474,400	1,474,400	151,600	1,626,000
Salaries - Total	7,093,710	7,771,527	8,370,677	8,262,677	987,400	9,250,077
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	80,000	(80,000)	-
Salaries - Total Net	7,093,710	7,771,527	8,370,677	8,342,677	907,400	9,250,077
Supplies and Services	318,234	339,066	268,531	260,131	22,617	282,748
Capital Outlay	19,558	16,627	30,000	30,000	26,000	56,000
Emergency Medical Services Total	$ 7,431,502	$ 8,127,220	$ 8,669,208	$ 8,632,808	$ 956,017	$ 9,588,825

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 7,093,710	$ 7,771,527	$ 8,370,677	$ 8,342,677	$ 907,400	$ 9,250,077
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	275,738	257,468	272,131	272,131	45,617	317,748
Professional Services/Contracts	29,294	63,111	1,000	1,000	-	1,000
Depreciation & Amortization	6,245	-	-	-	-	-
Travel, Training & Membership Dues	14,198	12,166	18,400	10,000	-	10,000
Depreciation & Amortization	-	6,321	7,000	7,000	3,000	10,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Capital Acquisitions	19,538	16,627	30,000	30,000	26,000	56,000
Reimbursements from Other Funds	(7,221)	-	(30,000)	(30,000)	(26,000)	(56,000)
Operating Transfers Out	-	-	-	-	-	-
Emergency Medical Services Total	$ 7,431,502	$ 8,127,220	$ 8,669,208	$ 8,632,808	$ 956,017	$ 9,588,825



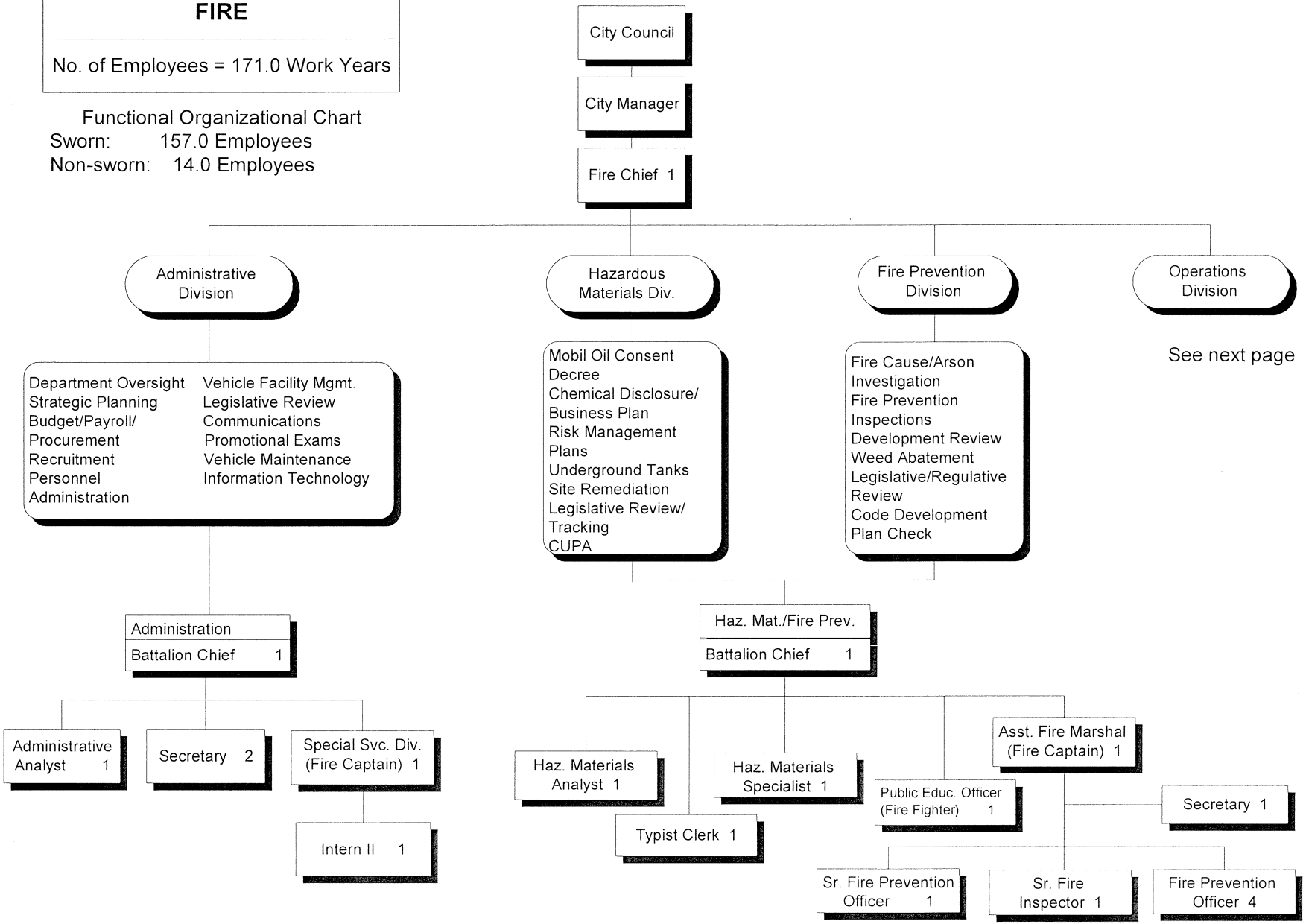
FIRE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Fire Chief	1.0	1.0	1.0	1.0	-	1.0
Operations Division Chief	1.0	1.0	1.0	1.0	-	1.0
Battalion Chiefs:					-	
Administrative Chief	1.0	1.0	1.0	1.0	-	1.0
Fire Marshall	1.0	1.0	1.0	1.0	-	1.0
Platoon Commander	3.0	3.0	3.0	3.0	-	3.0
Fire Captains:	-	-	-	-	-	-
Assistant Fire Marshall	1.0	1.0	1.0	1.0	-	1.0
Paramedic Coordinator	-	-	-	-	-	-
Training Officer	1.0	1.0	1.0	1.0	-	1.0
Special Services	1.0	1.0	1.0	1.0	-	1.0
Community Outreach	-	-	-	-	-	-
Company Commander	27.0	27.0	27.0	27.0	-	27.0
Fire Engineer	30.0	30.0	30.0	30.0	-	30.0
Senior Fire Inspector	1.0	1.0	1.0	1.0	-	1.0
Fire Inspector (FF)	1.0	1.0	1.0	1.0	-	1.0
Fire Fighter	45.0	45.0	45.0	45.0	(6.0)	39.0
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 Officer	4.0	4.0	4.0	4.0	-	4.0
Public Safety Communications Supervisor	1.0	1.0	-	-	-	-
Fire Communications Operator	8.5	9.0	-	-	-	-
Fire Comm. Operator - Part time	-	-	-	-	-	-
Administrative Analyst	1.0	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	-	1.0
Intern	1.5	1.5	1.5	1.5	(0.5)	1.0
Total General Fund	137.0	137.5	127.5	127.5	(6.5)	121.0
Emergency Medical Services Fund						
Fire Captain (Paramedic Coordinator)	1.0	1.0	1.0	1.0	-	1.0
Fire Fighter	42.0	42.0	42.0	42.0	6.0	48.0
Emergency Medical Services Nurse	-	-	1.0	1.0	-	1.0
	43.0	43.0	44.0	44.0	6.0	50.0
Department Total	180.0	180.5	171.5	171.5	(0.5)	171.0

FIRE

No. of Employees = 171.0 Work Years

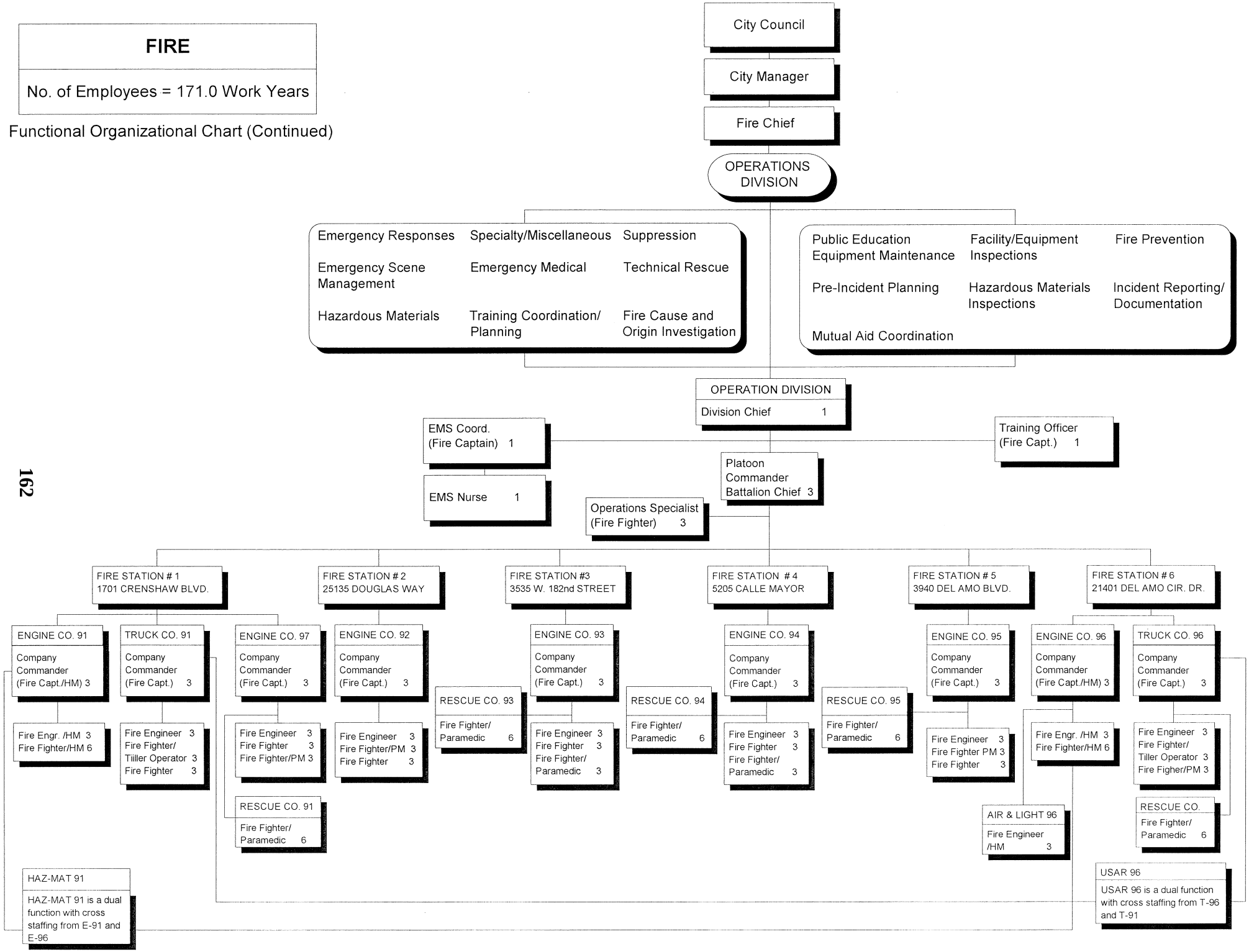
Functional Organizational Chart
Sworn: 157.0 Employees
Non-sworn: 14.0 Employees



FIRE

No. of Employees = 171.0 Work Years

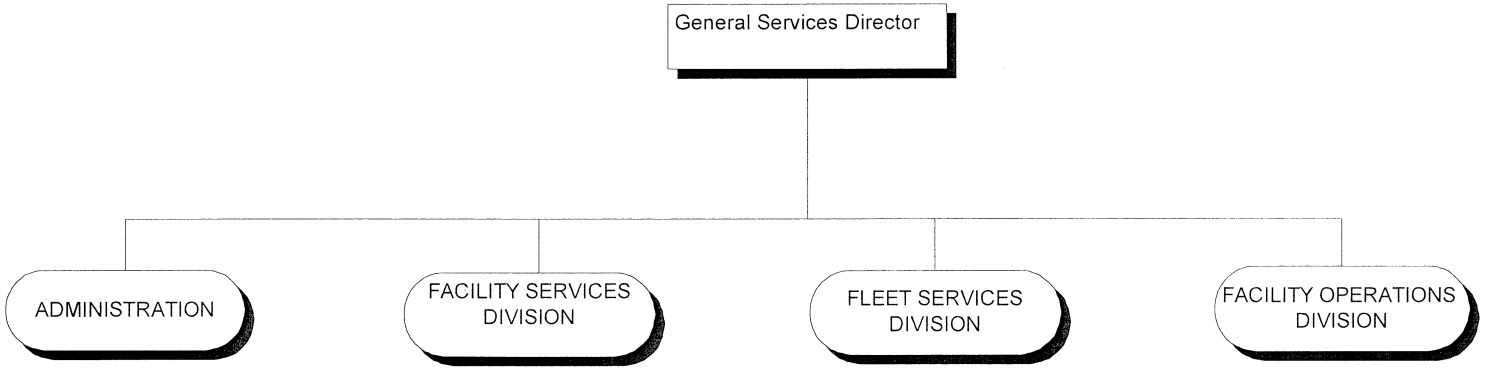
Functional Organizational Chart (Continued)



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

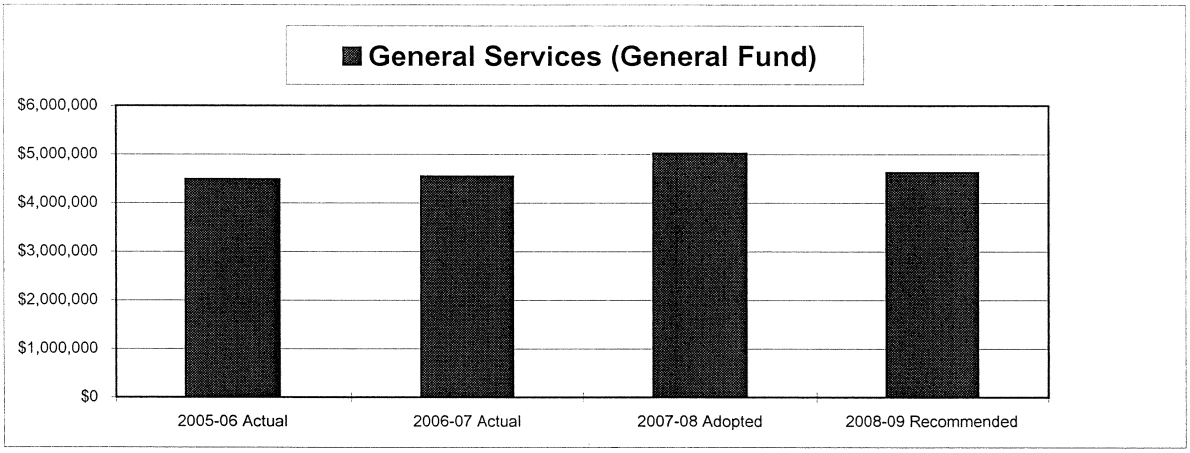
Functional responsibilities of the Department are to maintain all City buildings and building systems in good, presentable, clean condition; and to provide a healthy, comfortable environment within the buildings in a manner which meets the operational needs of City departments and the community.

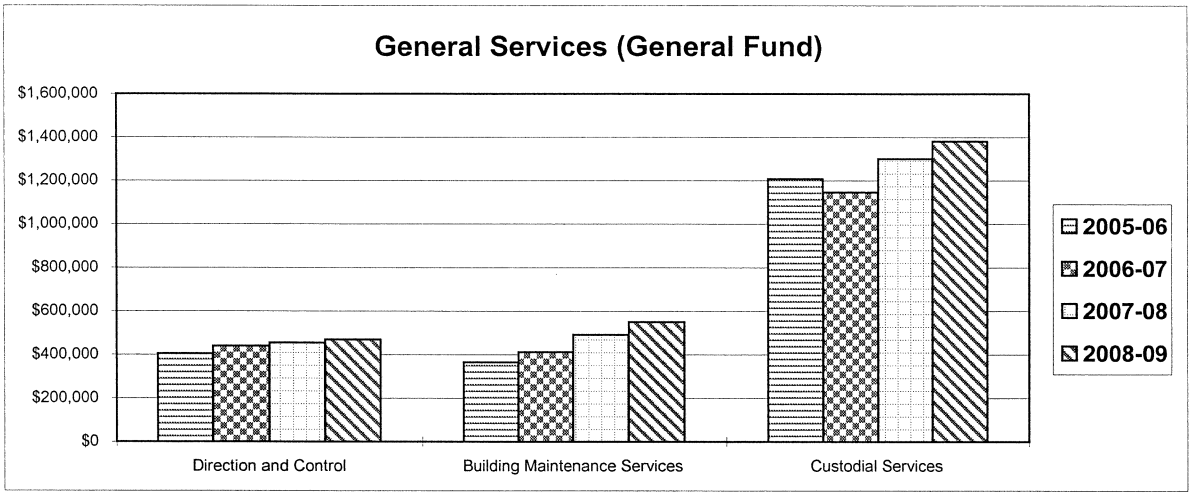
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

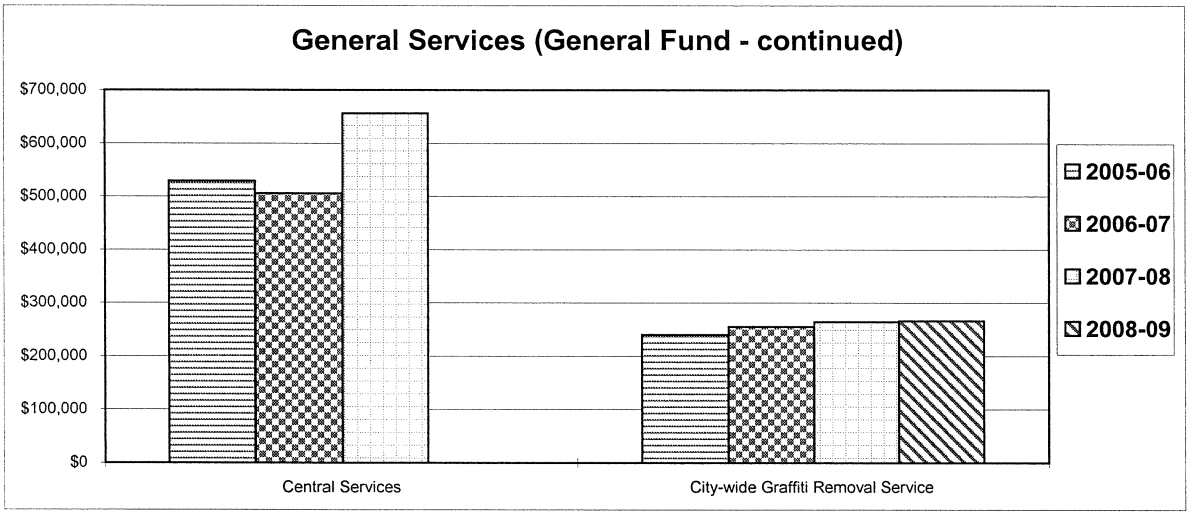
To provide these services efficiently in a cost - effective manner.

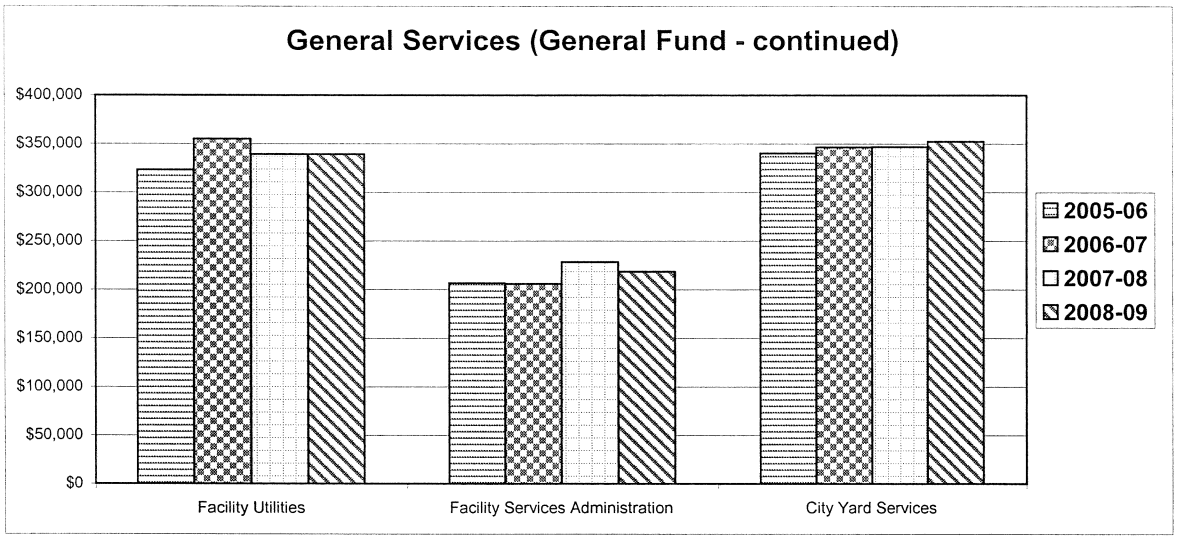
DEPARTMENT BUDGET SUMMARY

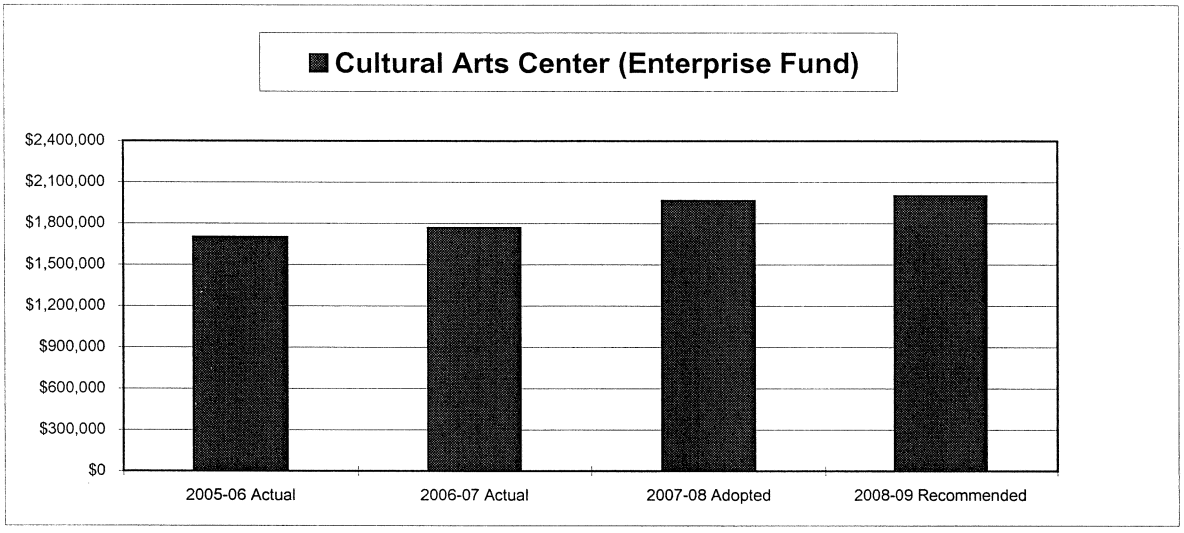
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Direction and Control	$ 404,720	$ 440,020	$ 454,217	$ 454,217	$ 14,345	$ 468,562
Building Maintenance Services	363,720	411,989	490,738	490,738	59,215	549,953
Custodial Services	1,207,551	1,145,626	1,299,837	1,299,837	81,084	1,380,921
Air Conditioning/Heating Services	870,059	877,827	940,771	940,771	107,788	1,048,559
Central Services	529,052	505,583	656,088	656,088	(656,088)	-
City-wide Graffiti Removal Service	239,895	254,923	264,202	264,202	1,500	265,702
Facility Utilities	322,940	355,048	339,018	339,018	-	339,018
Facility Services Administration	206,625	205,972	228,220	228,220	(9,640)	218,580
City Yard Services	340,253	346,356	346,660	346,660	5,735	352,395
General Fund Total	$ 4,484,815	$ 4,543,344	$ 5,019,751	$ 5,019,751	$ (396,061)	$ 4,623,690
General Fund Revenues	$ -	$ -	$ -	$ -	$ -	$ -
Cultural Arts Enterprise Fund						
Cultural Arts Center Expenditures	$ 1,699,813	$ 1,767,528	$ 1,964,554	$ 2,000,823	$ 59,758	$ 2,060,581
Cultural Arts Center Revenues	$ 1,702,538	$ 1,707,319	$ 1,919,275	$ 1,919,275	$ 142,040	$ 2,061,315
Airport Enterprise Fund						
Airport Administration	$ 1,832,647	$ 1,825,225	$ 1,946,889	$ 1,958,322	$ 31,769	$ 1,990,091
Airport Commission Support	13,999	14,395	15,300	15,300	400	15,700
Airfield Leased Land Operations & Maint.	84,366	84,828	85,866	85,866	385	86,251
Airport Operations, Maintenance & Admin.	920,915	926,553	1,099,490	1,099,490	92,725	1,192,215
Airport Public Areas Operations & Maint.	70,032	69,594	73,894	73,894	-	73,894
Noise Abatement	161,679	146,972	202,214	202,214	12,022	214,236
Non-Aeronautical Leased Land Operations	4,342,400	5,451,337	7,388,934	8,388,934	(592,103)	7,796,831
Airport Fund Total	$ 7,426,038	$ 8,518,904	$ 10,812,587	$ 11,824,020	$ (454,802)	$ 11,369,218
Airport Fund Revenues	$ 9,158,981	$ 11,070,852	$ 10,802,000	$ 10,802,000	$ 572,600	$ 11,374,600
Fleet Services Fund:						
Direction and Control	$ 337,599	$ 414,554	$ 468,004	$ 468,004	$ 14,714	$ 482,718
Acquisition and Replacement	83,865	83,571	94,200	94,200	1,800	96,000
Vehicle and Equipment Maintenance Svcs.	2,455,164	2,532,892	2,603,839	2,684,240	96,743	2,780,983
Warehouse Operations	373,926	387,102	418,420	418,420	17,924	436,344
Inventory Program	60,975	-	-	-	-	-
Vehicle Replacement Fund	2,573,649	1,101,061	1,880,500	1,880,500	319,500	2,200,000
Total	$ 5,885,178	$ 4,519,180	$ 5,464,963	$ 5,545,364	$ 450,681	$ 5,996,045
Fleet Services Fund Revenues	$ 6,510,257	$ 7,868,439	$ 6,148,011	$ 6,148,011	$ 167,726	$ 6,315,737

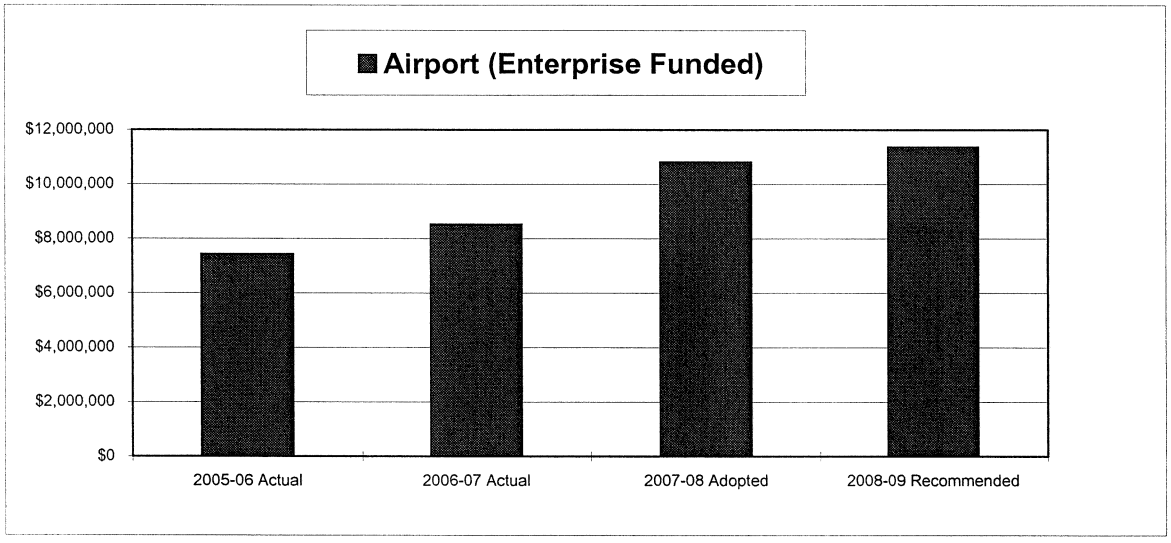

General Services (General Fund)
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

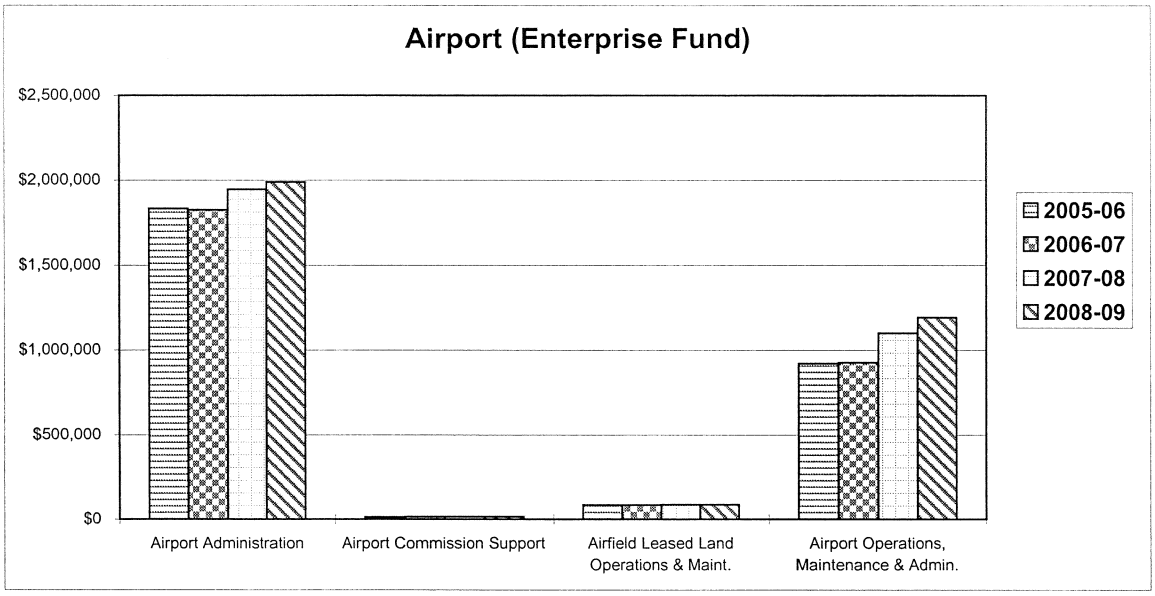

General Services (General Fund)
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
Direction and Control
Building Maintenance Services
Custodial Services
2005-06
2006-07
2007-08
2008-09

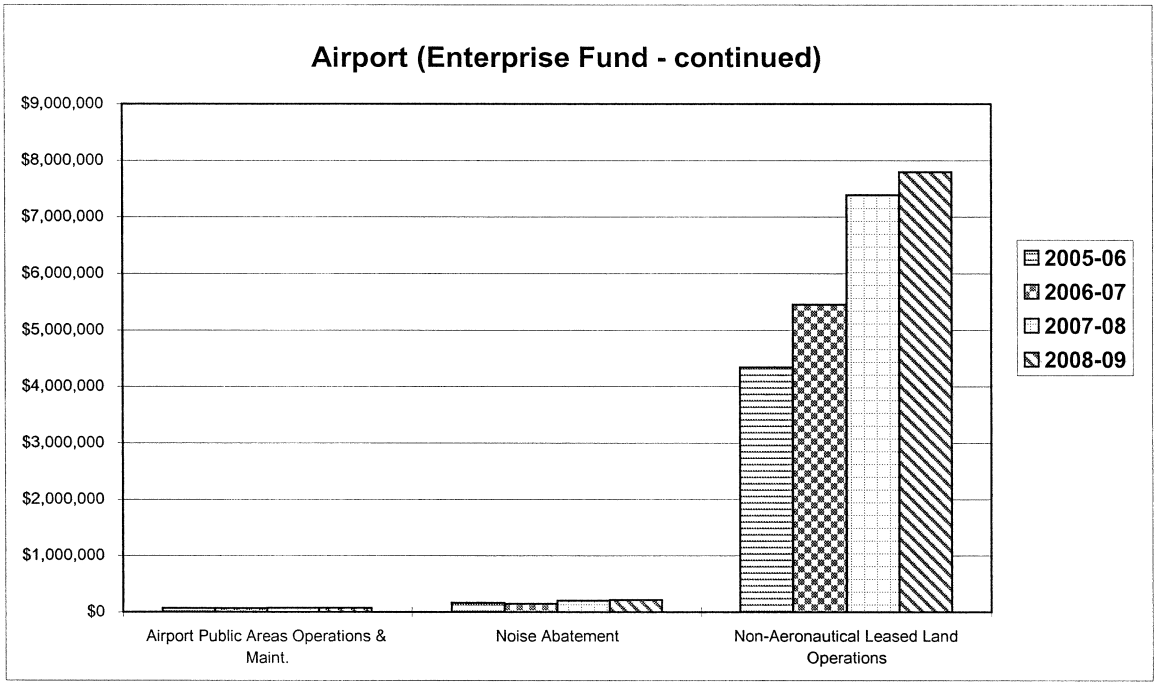

General Services (General Fund - continued)
$700,000
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
Central Services
City-wide Graffiti Removal Service
2005-06
2006-07
2007-08
2008-09

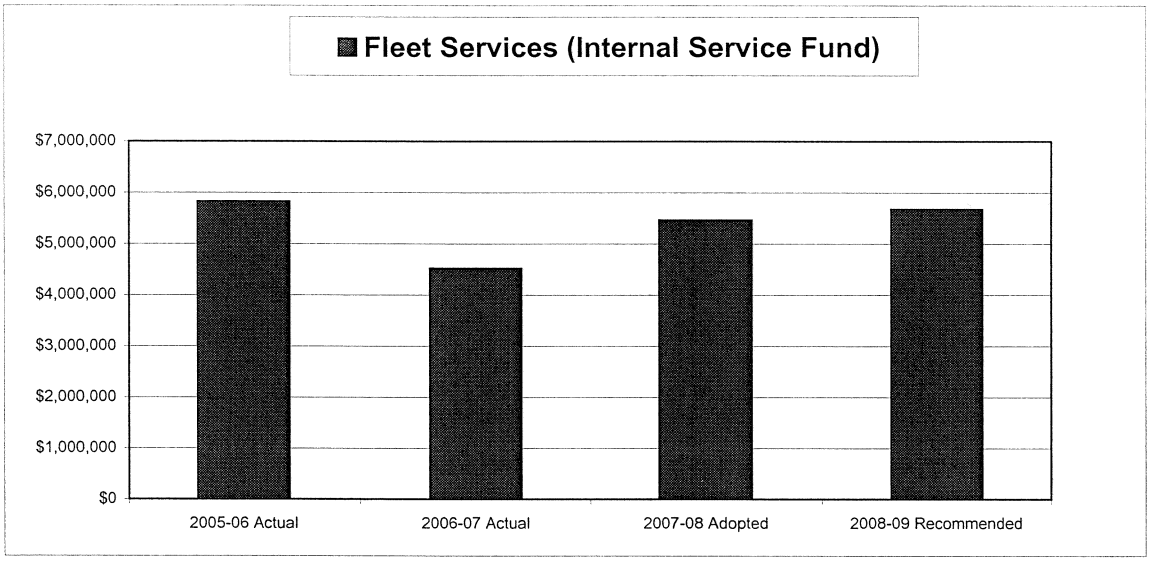

General Services (General Fund - continued)
$400,000
$350,000
$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$0
Facility Utilities
Facility Services Administration
City Yard Services
2005-06
2006-07
2007-08
2008-09

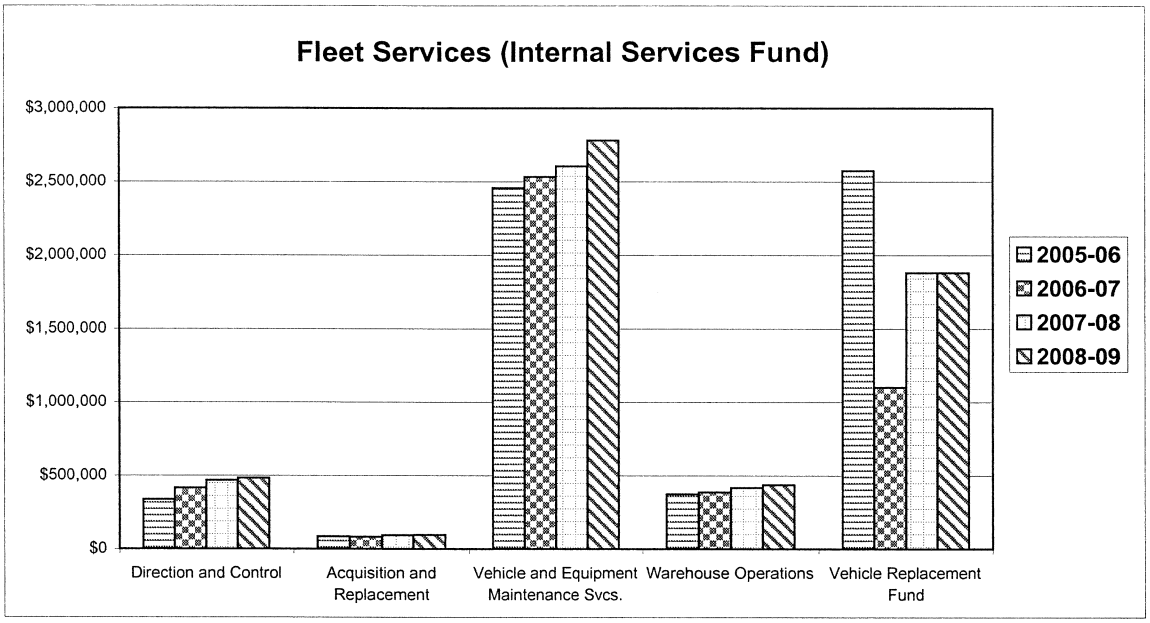

Cultural Arts Center (Enterprise Fund)
$2,400,000
$2,100,000
$1,800,000
$1,500,000
$1,200,000
$900,000
$600,000
$300,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended


Airport (Enterprise Funded)
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended


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.
2005-06
2006-07
2007-08
2008-09


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
2005-06
2006-07
2007-08
2008-09


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
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

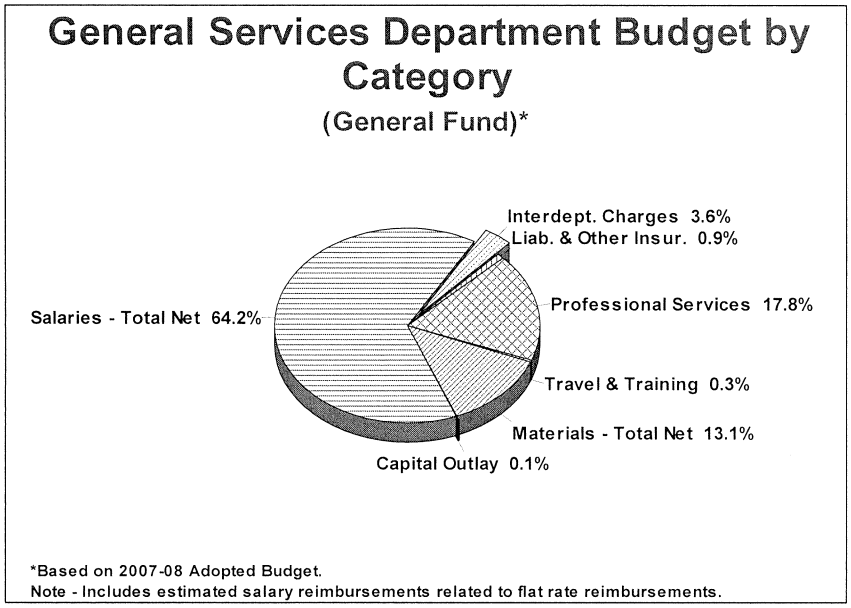

Fleet Services (Internal Services Fund)
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
Direction and Control
Acquisition and Replacement
Vehicle and Equipment Maintenance Svcs.
Warehouse Operations
Vehicle Replacement Fund
2005-06
2006-07
2007-08
2008-09

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 4,263,856	$ 4,401,527	$ 4,844,461	$ 4,844,461	$ 192,900	$ 5,037,361
Overtime	166,884	186,067	144,400	144,400	8,500	152,900
Salaries - Total	4,416,867	4,587,594	4,988,861	4,988,861	201,400	5,190,261
Salaries - Reimbursements	(1,733,944)	(1,780,251)	(1,846,370)	(1,846,370)	(477,486)	(2,323,856)
Salaries - Labor Charges	56,451	62,818	71,190	71,190	5,735	76,925
Salaries - Total Net	2,739,374	2,870,161	3,213,681	3,213,681	(270,351)	2,943,330
Supplies and Services	1,743,131	1,673,183	1,800,570	1,800,570	(125,710)	1,674,860
Capital Outlay	2,310	-	5,500	5,500	-	5,500
General Fund Total	$ 4,484,815	$ 4,543,344	$ 5,019,751	$ 5,019,751	$ (396,061)	$ 4,623,690

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 4,473,318	$ 4,650,412	$ 5,069,051	$ 5,069,051	$ 289,135	$ 5,358,186
Salary & Benefit Reimbursements	(1,733,944)	(1,780,251)	(1,846,370)	(1,846,370)	(477,486)	(2,323,856)
Materials, Supplies and Maintenance	1,368,001	1,425,450	1,479,576	1,479,576	-	1,479,576
Professional Services/Contracts	835,680	886,777	893,709	893,709	35,000	928,709
Travel, Training & Membership Dues	5,358	8,106	17,260	17,260	-	17,260
Liabilities & Other Insurance	21,816	15,767	44,267	44,267	-	44,267
Interdepartmental Charges	130,499	131,099	147,186	147,186	6,310	153,496
Capital Acquisitions	2,310	-	5,500	5,500	-	5,500
Reimbursements from Other Funds	(825,176)	(823,293)	(823,294)	(823,294)	(246,173)	(1,069,467)
Operating Transfers Out	206,953	29,277	32,866	32,866	(2,847)	30,019
General Fund Total	$ 4,484,815	$ 4,543,344	$ 5,019,751	$ 5,019,751	$ (396,061)	$ 4,623,690

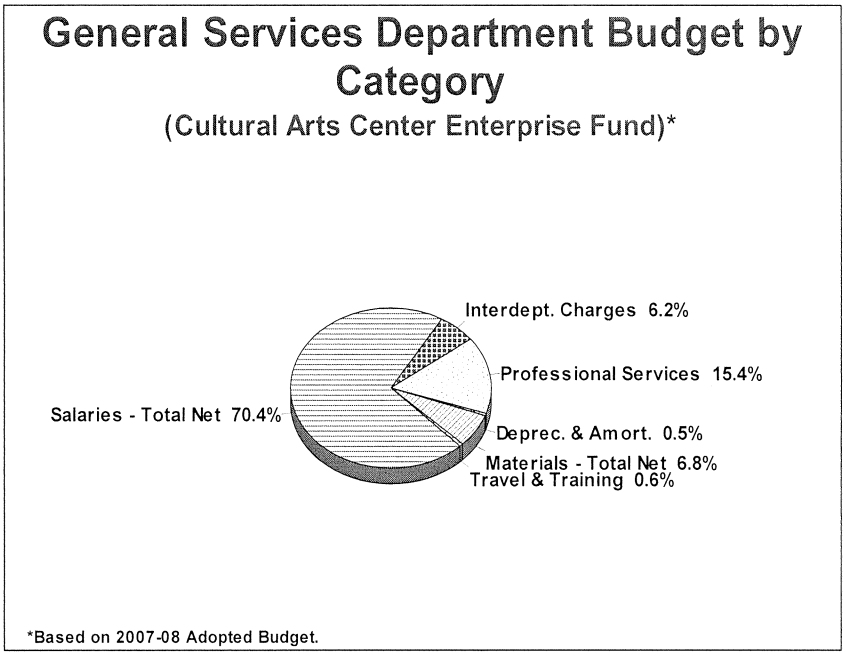


DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 1,201,296	$ 1,188,275	$ 1,348,100	$ 1,348,100	$ 56,700	$ 1,404,800
Overtime	36,152	27,692	-	-	-	-
Salaries - Total	1,237,448	1,215,967	1,348,100	1,348,100	56,700	1,404,800
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	21,901	29,391	34,952	71,221	(30,097)	41,124
Salaries - Total Net	1,259,349	1,245,358	1,383,052	1,419,321	26,603	1,445,924
Supplies and Services	440,464	522,170	581,502	581,502	33,155	614,657
Capital Outlay	-	-	-	-	-	-
Cultural Arts Center Fund Total	$ 1,699,813	$ 1,767,528	$ 1,964,554	$ 2,000,823	$ 59,758	$ 2,060,581

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 1,259,349	$ 1,245,358	$ 1,383,052	$ 1,419,321	$ 26,603	$ 1,445,924
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	72,136	98,074	134,348	134,348	200	134,548
Professional Services/Contracts	248,375	299,758	303,025	303,025	11,800	314,825
Travel, Training & Membership Dues	1,321	3,169	12,400	12,400	-	12,400
Depreciation and Amortization	7,055	8,059	9,000	9,000	16,000	25,000
Interdepartmental Charges	99,877	99,877	107,420	107,420	6,730	114,150
Capital Acquisitions	-	-	-	-	-	-
Operating Transfers	11,700	13,243	15,309	15,309	(1,575)	13,734
Cultural Arts Center Fund Total	$ 1,699,813	$ 1,767,538	$ 1,964,554	$ 2,000,823	$ 59,758	$ 2,060,581

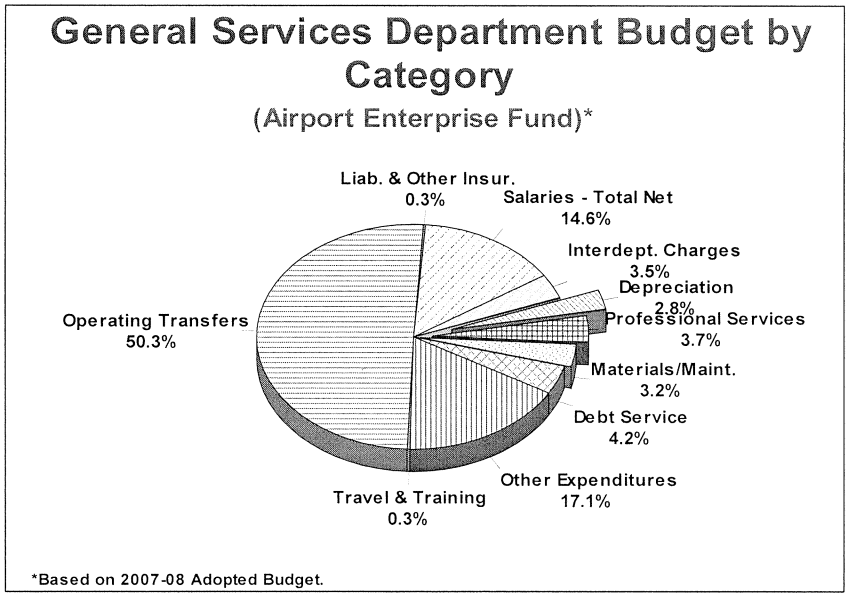


DEPARTMENT BUDGET (AIRPORT FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 352,170	$ 389,457	$ 432,273	$ 432,273	$ 19,200	$ 451,473
Overtime	328	165	700	700	100	800
Salaries - Total	352,498	389,622	432,973	432,973	19,300	452,273
Salaries - Reimbursements	(73,911)	(82,265)	(92,880)	(92,880)	(6,920)	(99,800)
Salaries - Labor Charges	1,088,805	1,117,057	1,243,388	1,254,566	79,325	1,333,891
Salaries - Total Net	1,367,392	1,424,414	1,583,481	1,594,659	91,705	1,686,364
Supplies and Services	6,058,646	7,094,490	9,229,106	10,229,361	(546,507)	9,682,854
Capital Outlay	-	-	-	-	-	-
Airport Fund Total	$ 7,426,038	$ 8,518,904	$ 10,812,587	$ 11,824,020	$ (454,802)	$ 11,369,218

DEPARTMENT BUDGET (AIRPORT FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 1,441,303	$ 1,506,679	$ 1,676,361	$ 1,687,539	$ 98,625	$ 1,786,164
Salary & Benefit Reimbursements	(73,911)	(82,265)	(92,880)	(92,880)	(6,920)	(99,800)
Materials, Supplies and Maintenance	368,377	357,671	344,172	344,172	-	344,172
Professional Services/Contracts	268,510	254,820	399,053	399,053	12,700	411,753
Travel, Training & Membership Dues	8,863	10,948	33,950	33,950	-	33,950
Depreciation and Amortization	260,038	230,657	300,305	300,305	(305)	300,000
Liabilities & Other Insurance	26,341	24,671	28,169	28,169	-	28,169
Interdepartmental Charges	339,135	358,076	382,976	382,976	37,727	420,703
Debt Service	481,919	452,184	451,745	452,000	110	452,110
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	-	-	-	-	-	-
Asset Contra Account	-	-	-	-	-	-
Other Expenditures	1,850,000	1,850,000	1,850,000	1,850,000	-	1,850,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	2,455,463	3,555,463	5,438,736	6,438,736	(596,739)	5,841,997
Airport Fund Total	$ 7,426,038	$ 8,518,904	$ 10,812,587	$ 11,824,020	$ (454,802)	$ 11,369,218

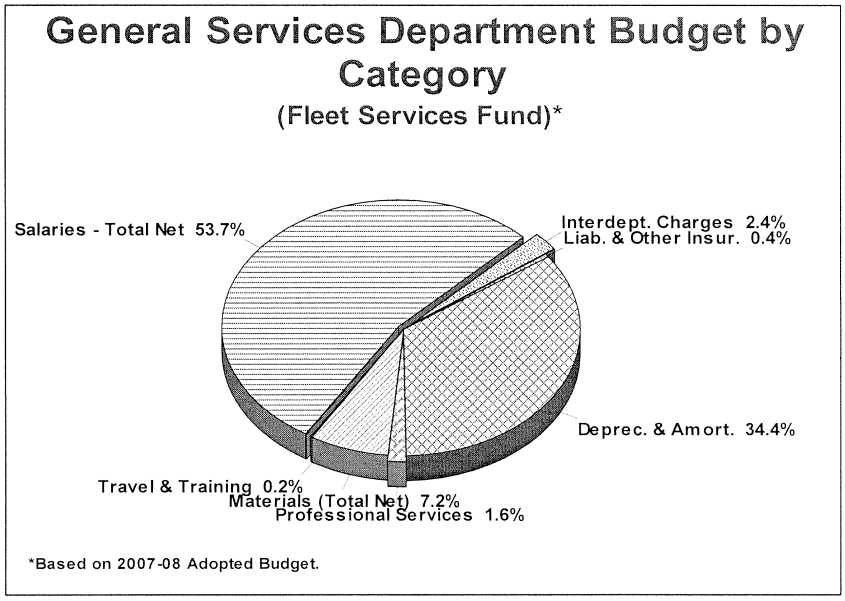


DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 2,710,681	$ 2,867,882	$ 2,950,971	$ 2,950,971	$ 220,600	$ 3,171,571
Overtime	39,954	49,611	30,900	30,900	1,100	32,000
Salaries - Total	2,750,635	2,917,493	2,981,871	2,981,871	221,700	3,203,571
Salaries - Reimbursements	(118,641)	(107,700)	(96,020)	(96,020)	(7,856)	(103,876)
Salaries - Labor Charges	12,825	14,263	49,830	130,231	(103,839)	26,392
Salaries - Total Net	2,644,819	2,824,056	2,935,681	3,016,082	110,005	3,126,087
Supplies and Services	2,132,833	(118,189)	400,622	400,622	340,676	741,298
Capital Outlay	1,107,526	1,813,313	2,128,660	2,128,660	-	2,128,660
Fleet Services Fund Total	$ 5,885,178	$ 4,519,180	$ 5,464,963	$ 5,545,364	$ 450,681	$ 5,996,045

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 2,763,460	$ 2,931,756	$ 3,031,701	$ 3,112,102	$ 117,861	$ 3,229,963
Salary & Benefit Reimbursements	(118,641)	(107,700)	(96,020)	(96,020)	(7,856)	(103,876)
Materials, Supplies and Maintenance	405,297	382,895	395,445	395,445	17,726	413,171
Parts and Fuel Inventory	2,157,927	2,391,142	2,470,000	2,470,000	300,000	2,770,000
Inventory Contra Account	(2,096,952)	(2,391,142)	(2,470,000)	(2,470,000)	(300,000)	(2,770,000)
Professional Services/Contracts	48,697	59,421	87,540	87,540	-	87,540
Travel, Training & Membership Dues	14,822	12,637	8,900	8,900	-	8,900
Depreciation and Amortization	2,423,905	1,111,260	1,880,500	1,880,500	319,500	2,200,000
Liabilities & Other Insurance	7,869	7,555	23,943	23,943	-	23,943
Interdepartmental Charges	104,104	104,004	112,586	112,586	6,069	118,655
Debt Service	-	-	-	-	-	-
Capital Acquisitions	1,046,551	1,813,313	2,128,660	2,128,660	-	2,128,660
Bad Debts and Other Losses	15,287	-	-	-	-	-
Fixed Assets Contra Expenditures	(901,896)	(1,813,313)	(2,128,660)	(2,128,660)	-	(2,128,660)
Reimbursements from Other Funds	(1,652)	(951)	-	-	-	-
Operating Transfers Out	16,400	18,303	20,368	20,368	(2,619)	17,749
Fleet Services Fund Total	$ 5,885,178	$ 4,519,180	$ 5,464,963	$ 5,545,364	$ 450,681	$ 5,996,045



GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY

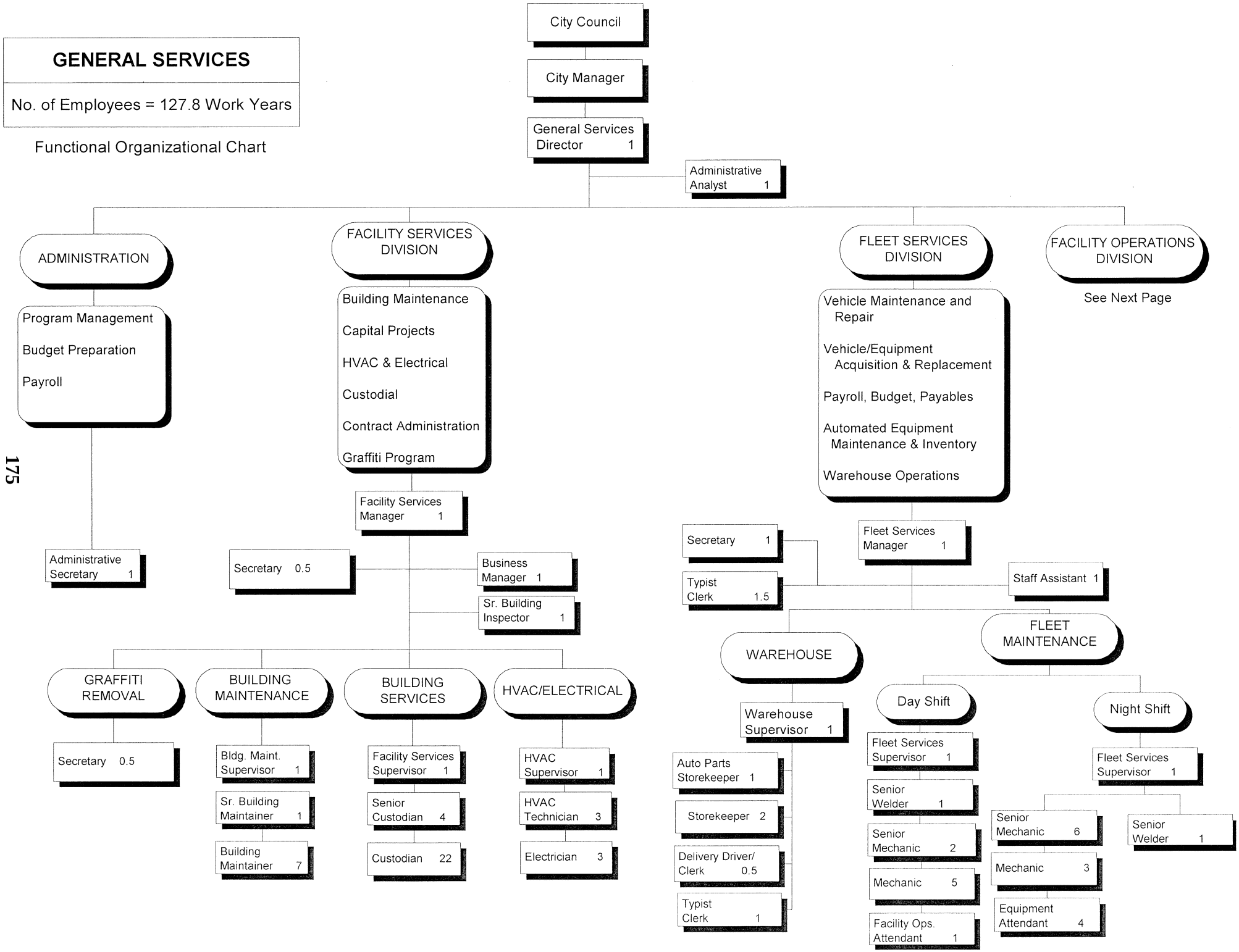
Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
General Services Director	1.0	1.0	1.0	1.0	-	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0	-	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0	-	1.0
Facilities 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	7.0	7.0	-	7.0
Electrician	3.0	3.0	3.0	3.0	-	3.0
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	2.0	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
Typesetter	1.5	1.5	-	-	-	-
Delivery Driver/Clerk	1.0	1.0	1.0	1.0	-	1.0
Administrative Secretary	1.0	1.0	1.0	1.0	-	1.0
Admin Analyst (New)			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
Senior Custodian	4.0	4.0	4.0	4.0	-	4.0
Custodian	22.0	22.0	22.0	22.0	-	22.0
Facility Operations Attendant	-	-	-	-	-	-
Total General Fund	57.5	57.5	60.0	60.0	-	60.0
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	1.5	1.5	-	1.5
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	2.0	2.0	-	2.0
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	28.3	28.3	-	28.3
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
Secretary	1.0	1.0	1.0	1.0	-	1.0
Total Airport Enterprise Fund	4.5	4.5	4.5	4.5	-	4.5

Fleet Services Fund:	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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	1.0	1.0	-	-	-	-
Staff Assistant			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	8.0	8.0	8.0	8.0	-	8.0
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	2.5	2.5	-	2.5
Facility Operations Attendant	1.0	1.0	1.0	1.0	-	1.0
Total Fleet Services Fund	35.0	35.0	35.0	35.0	-	35.0
Department Total	125.3	125.3	127.8	127.8	-	127.8

GENERAL SERVICES

No. of Employees = 127.8 Work Years

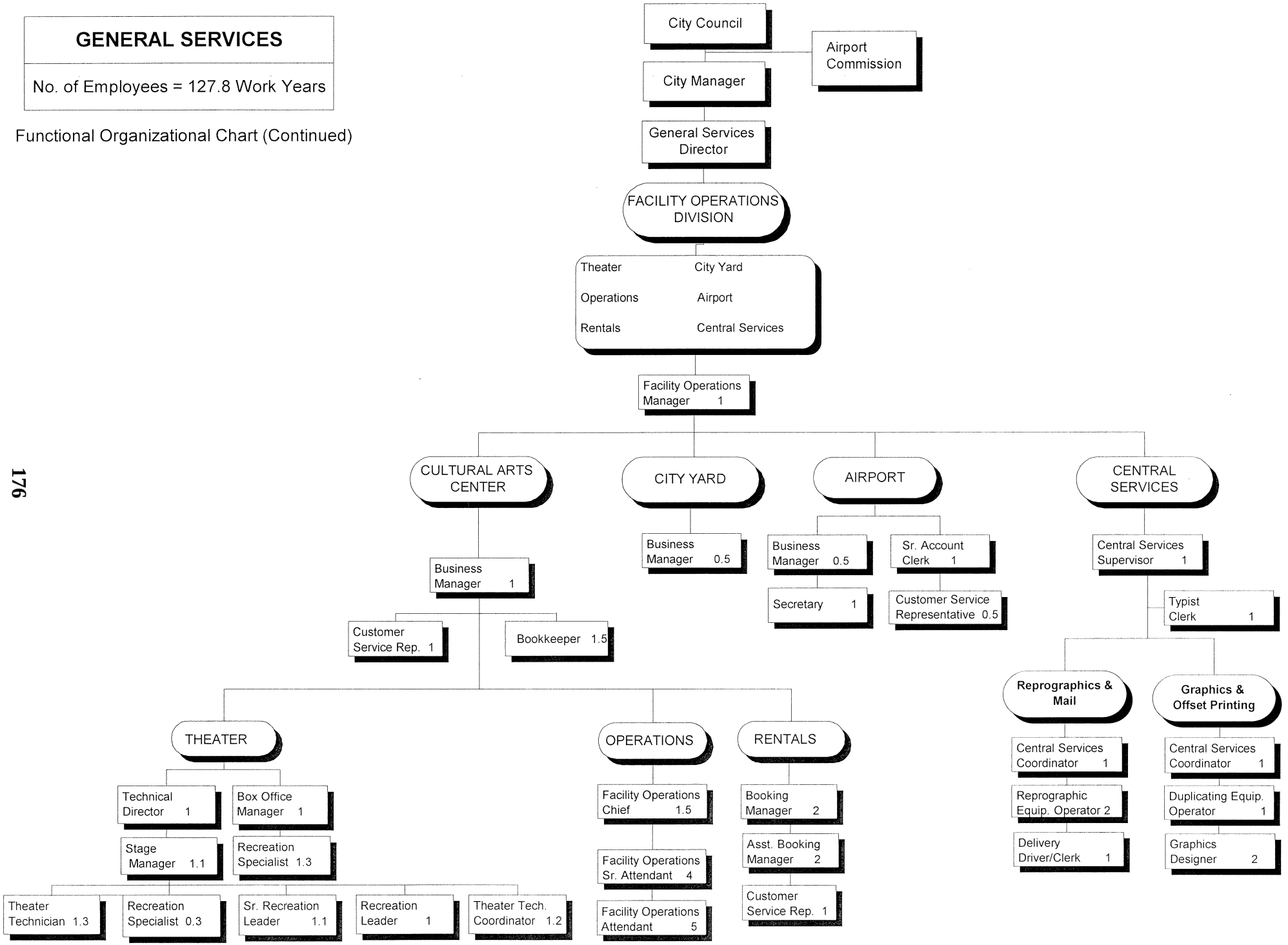
Functional Organizational Chart



GENERAL SERVICES

No. of Employees = 127.8 Work Years

Functional Organizational Chart (Continued)

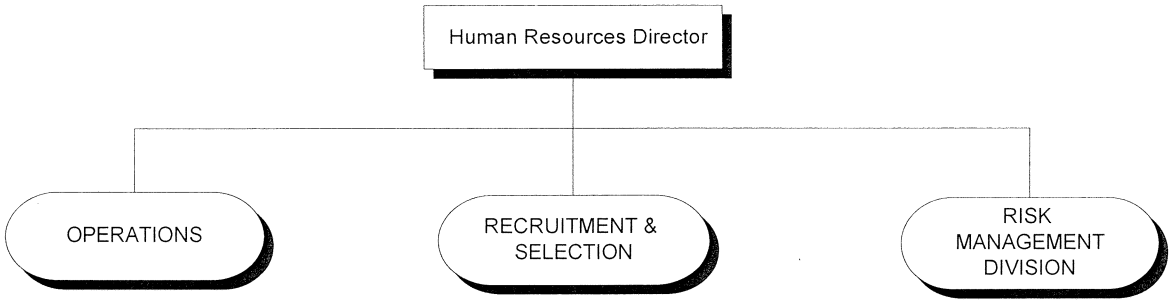


Human Resources

HUMAN RESOURCES

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

DEPARTMENT ORGANIZATION



Human Resources

MISSION STATEMENT

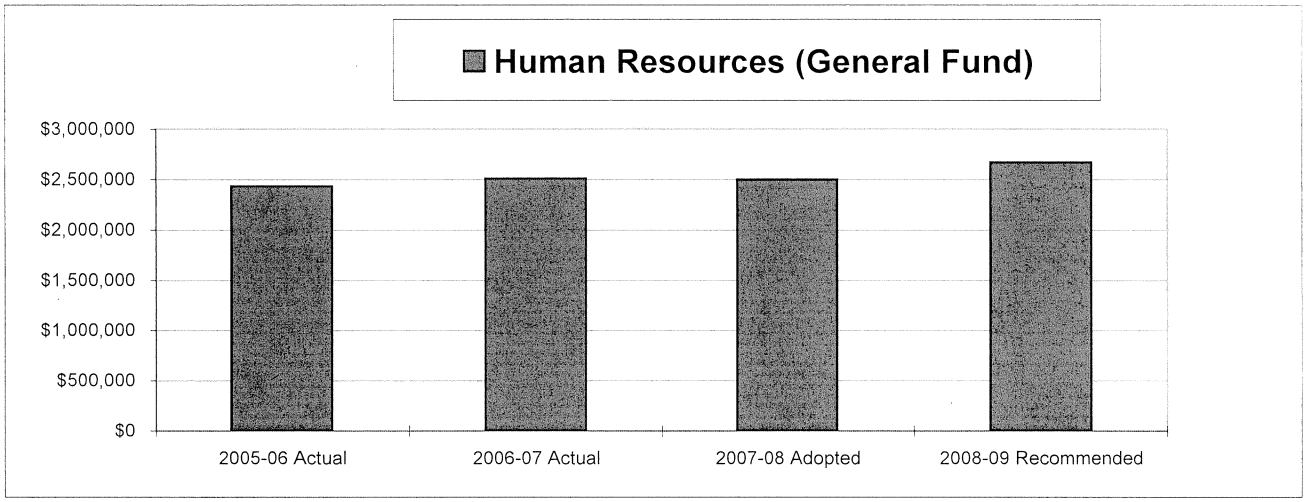
The Human Resources Department promotes organizational effectiveness by providing quality human resource and risk management services and programs to line departments, employees, the public and business community.

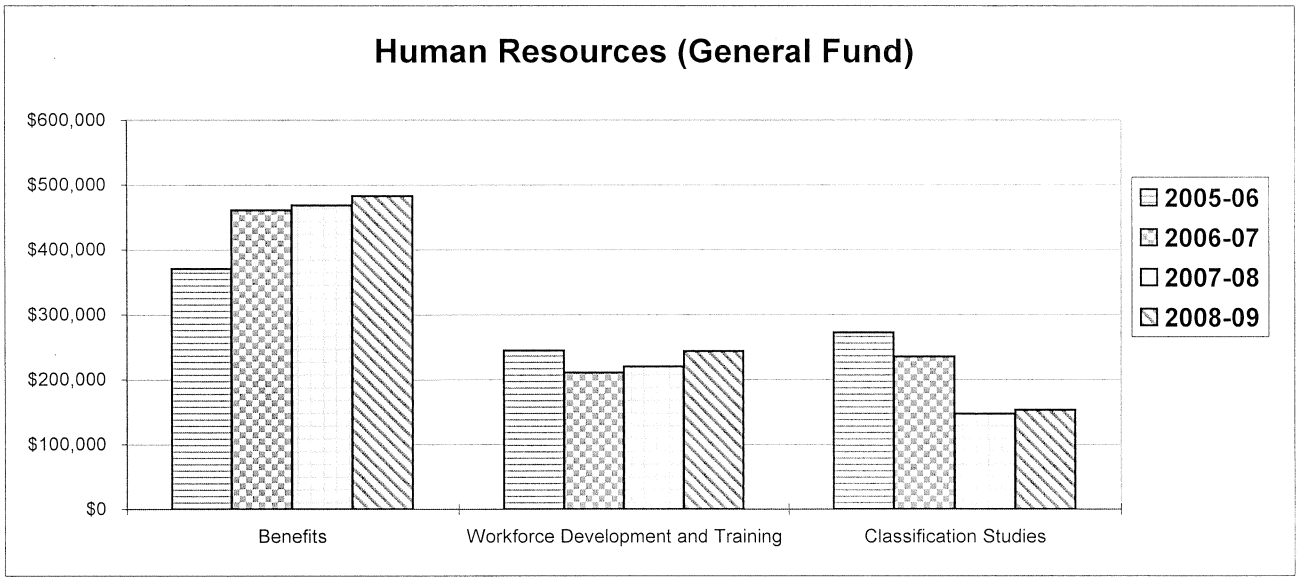
FUNCTIONAL RESPONSIBILITIES

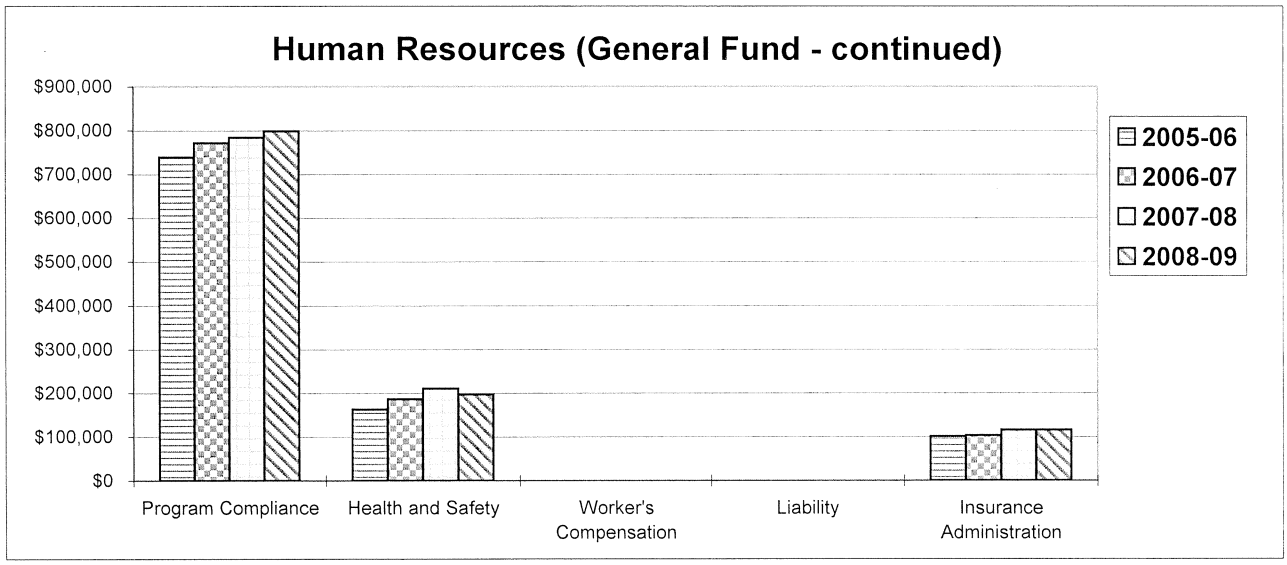
The Department manages a comprehensive human resources program that provides support to the employee workforce and the City's line departments. Program highlights include recruitment and selection, classification and compensation, benefit administration and organizational development. The department administers risk management programs whose objectives are to contain costs related to liability and workers' compensation loss. Through the efforts of the Workforce Development Division, funded through Federal and State grants, the department also provides employment and training services to keep local business and the workforce competitive in a changing marketplace.

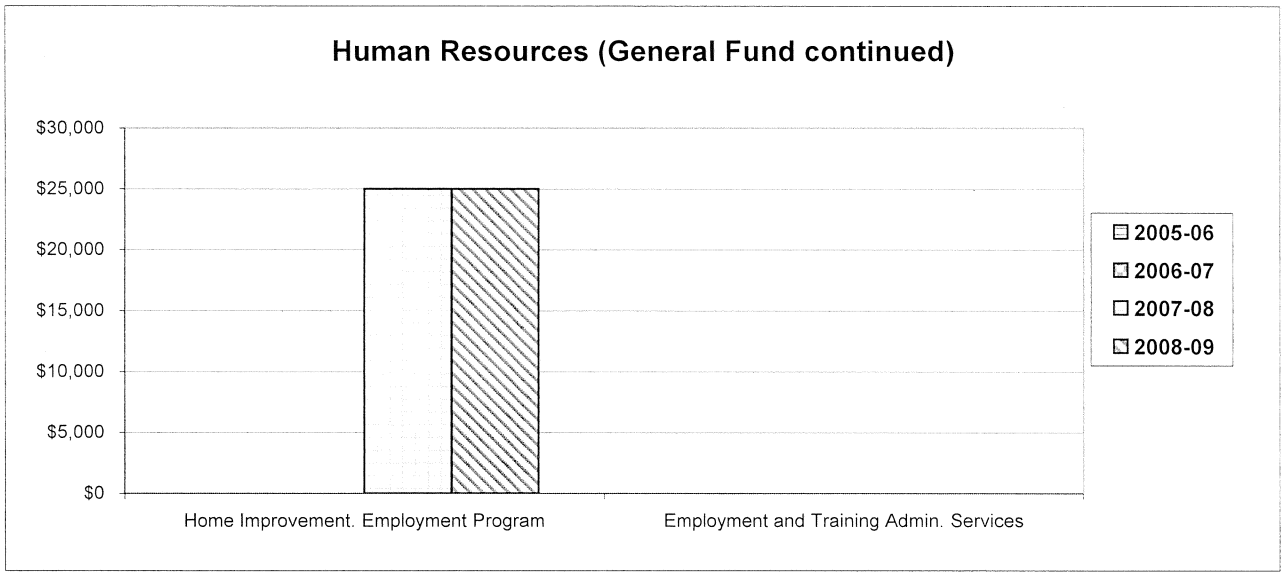
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
General Fund:						
Benefits	$ 370,580	$ 461,148	$ 468,508	$ 468,508	$ 14,344	$ 482,852
Workforce Development and Training	244,692	210,555	220,198	220,198	23,544	243,742
Classification Studies	272,020	235,185	147,069	147,069	6,045	153,114
Program Compliance	738,694	771,842	783,954	783,954	14,717	798,671
Health and Safety	162,908	186,007	210,251	190,251	6,349	196,600
Worker's Compensation	-	-	-	-	-	-
Liability	-	-	-	-	-	-
Insurance Administration	100,619	102,837	115,571	115,571	3,780	119,351
Employment and Training Admin. Services	-	-	-	-	-	-
Testing	317,908	356,173	327,666	302,666	124,506	427,172
Recruitment	224,542	184,537	200,224	200,224	27,079	227,303
Home Improvement. Employment Program	-	-	25,000	25,000	-	25,000
General Fund Total	$ 2,431,963	$ 2,508,284	$ 2,498,441	$ 2,453,441	$ 220,364	$ 2,673,805
General Fund Revenues	$ -	$ -	$ -	$ -	$ -	$ -
Externally Funded:						
Air Quality Management	$ 163,342	$ 165,545	$ 189,124	$ 189,124	$ -	$ 189,124
Vanpool/Rideshare	198,717	199,189	228,125	228,125	19,839	247,964
Employment and Training Admin. Services	3,885,379	3,218,529	-	-	-	-
Externally Funded Total	$ 4,247,438	$ 3,583,263	$ 417,249	$ 417,249	$ 19,839	$ 437,088
Externally Funded Revenues						
Air Quality Management	$ 178,472	$ 181,823	$ 165,000	$ 165,000	$ 10,500	$ 175,500
Vanpool/Rideshare	204,557	224,520	222,900	222,900	42,200	265,100
Employment and Training Admin. Services	3,885,379	3,218,529	-	-	-	-
	$ 4,268,408	$ 3,624,872	$ 387,900	$ 387,900	$ 52,700	$ 440,600

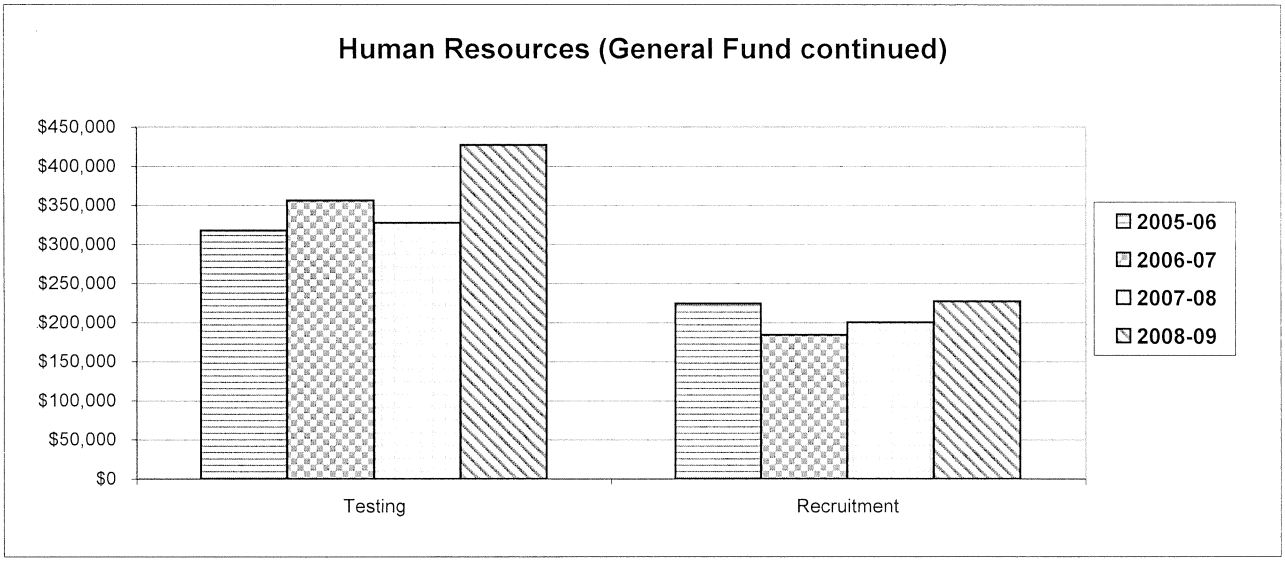
Note - Testing and Recruitment Programs were transferred from Civil Service in 2003-04 as part of a reorganization.

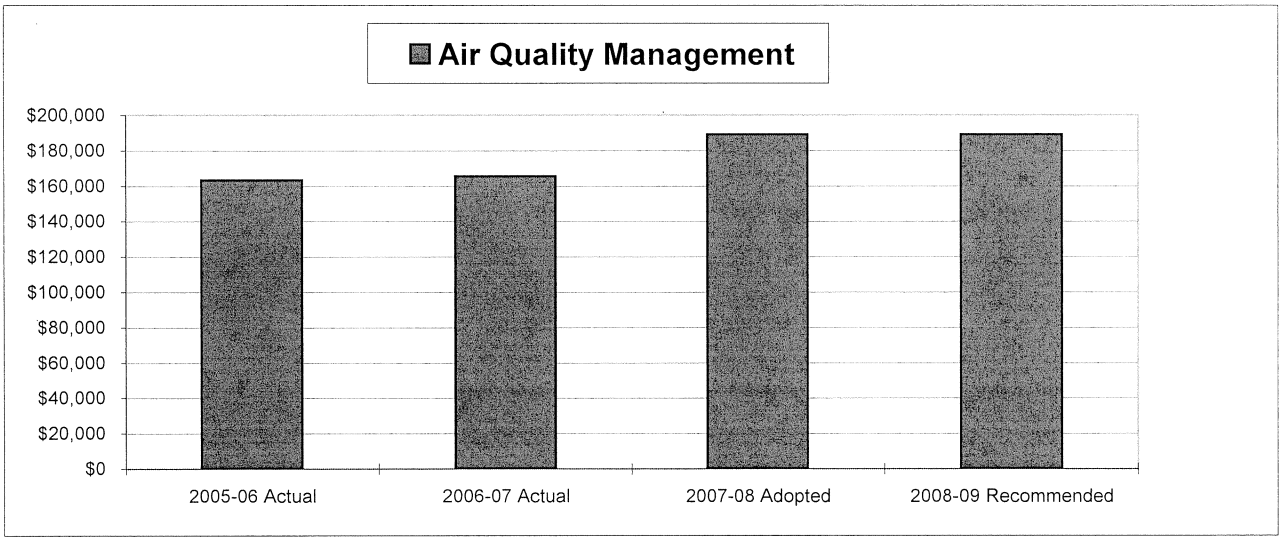

Human Resources (General Fund)
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

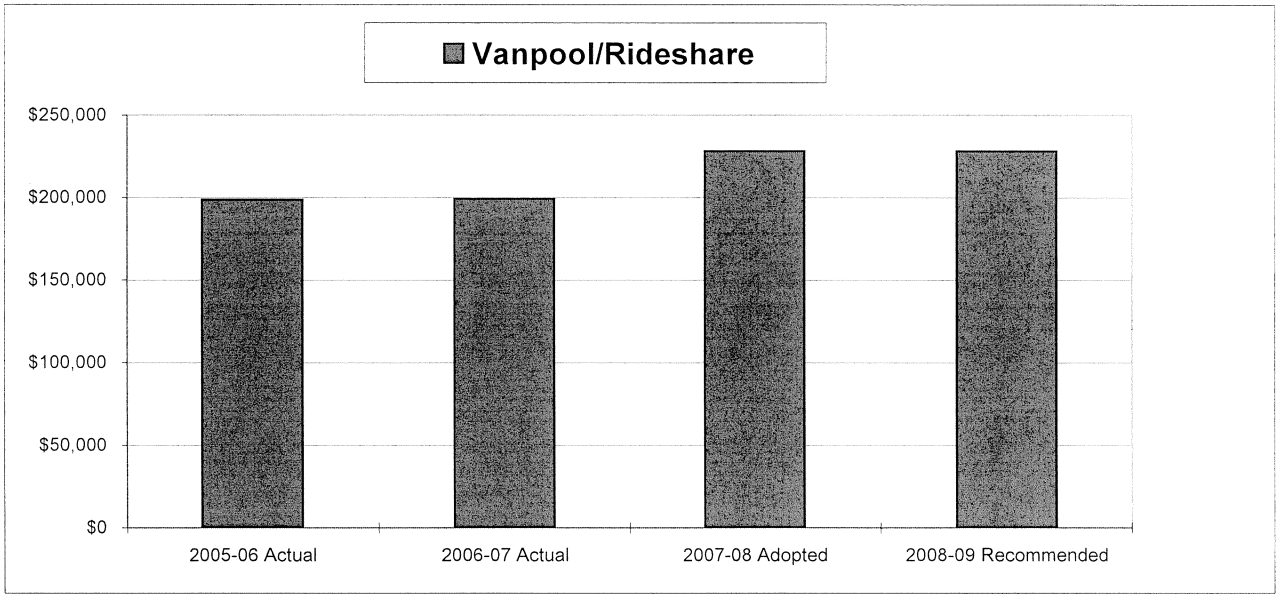

Human Resources (General Fund)
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
Benefits
Workforce Development and Training
Classification Studies
2005-06
2006-07
2007-08
2008-09

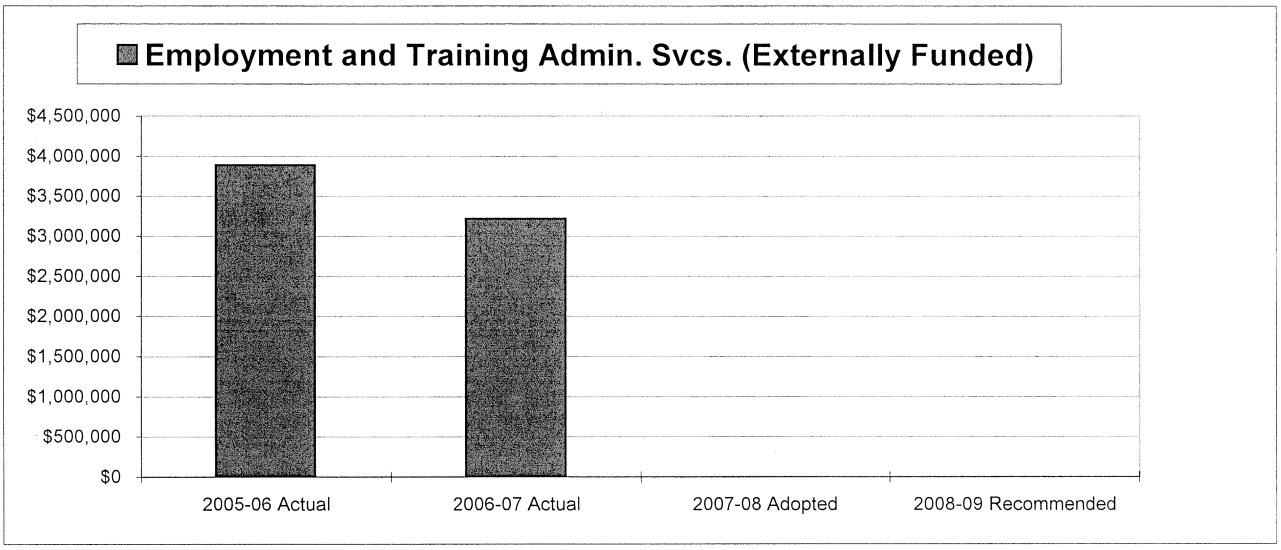

Human Resources (General Fund - continued)
$900,000
$800,000
$700,000
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
Program Compliance
Health and Safety
Worker's Compensation
Liability
Insurance Administration
2005-06
2006-07
2007-08
2008-09


Human Resources (General Fund continued)
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$0
Home Improvement. Employment Program
Employment and Training Admin. Services
2005-06
2006-07
2007-08
2008-09


Human Resources (General Fund continued)
$450,000
$400,000
$350,000
$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$0
Testing
Recruitment
2005-06
2006-07
2007-08
2008-09


Air Quality Management
$200,000
$180,000
$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended


Vanpool/Rideshare
$250,000
$200,000
$150,000
$100,000
$50,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

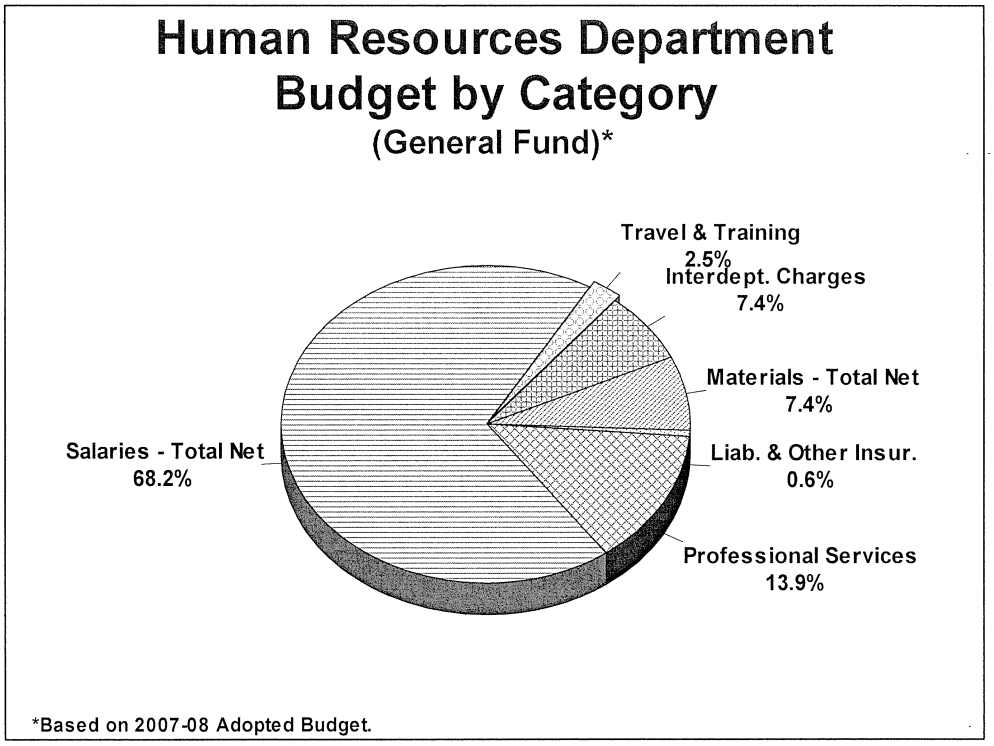

Employment and Training Admin. Svcs. (Externally Funded)
$4,500,000
$4,000,000
$3,500,000
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 2,550,901	$ 2,710,519	$ 2,544,282	$ 2,544,282	$ 202,100	$ 2,746,382
Overtime	6,271	6,108	27,400	27,400	1,700	29,100
Salaries - Total	2,557,172	2,716,627	2,571,682	2,571,682	203,800	2,775,482
Salaries - Reimbursements	(1,014,761)	(1,079,115)	(1,133,768)	(1,133,768)	(52,536)	(1,186,304)
Salaries - Labor Charges	736	885	261,650	261,650	-	261,650
Salaries - Total Net	1,543,147	1,638,397	1,699,564	1,699,564	151,264	1,850,828
Supplies and Services	876,816	857,887	798,877	753,877	69,100	822,977
Capital Outlay	12,000	12,000	-	-	-	-
General Fund Total	$ 2,431,963	$ 2,508,284	$ 2,498,441	$ 2,453,441	$ 220,364	$ 2,673,805

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 2,557,909	$ 2,437,511	$ 2,838,732	$ 2,838,732	$ (28,250)	$ 2,810,482
Salary & Benefit Reimbursements	(1,014,761)	(799,114)	(1,133,768)	(1,133,768)	194,114	(939,654)
Materials, Supplies and Maintenance	311,106	310,949	327,447	327,447	(35,500)	291,947
Professional Services/Contracts	423,778	252,783	346,810	301,810	(9,000)	292,810
Travel, Training & Membership Dues	54,601	81,588	62,430	62,430	-	62,430
Liabilities & Other Insurance	6,396	6,396	14,757	14,757	-	14,757
Insurance Claims	-	-	-	-	-	-
Interdepartmental Charges	125,669	80,329	145,315	145,315	(20,988)	124,327
Capital Acquisitions	12,000	12,000	-	-	-	-
Reimbursements from Other Funds	(86,656)	(11,228)	(142,398)	(142,398)	121,098	(21,300)
Operating Transfer Out	41,921	137,070	39,116	39,116	(1,110)	38,006
General Fund Total	$ 2,431,963	$ 2,508,284	$ 2,498,441	$ 2,453,441	$ 220,364	$ 2,673,805



DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ -	$ -	$ -	$ -	$ -	$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	2,849,408	2,306,878	-	-	-	-
Salaries - Total Net	2,849,408	2,306,878	-	-	-	-
Supplies and Services	1,035,971	911,651	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	$ 3,885,379	$ 3,218,529	$ -	$ -	$ -	$ -

DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 2,849,408	$ 2,306,878	$ -	$ -	$ -	$ -
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	372,145	352,127	-	-	-	-
Professional Services/Contracts	604,642	468,707	-	-	-	-
Travel, Training & Membership Dues	6,968	12,492	-	-	-	-
Liabilities & Other Insurance	4,379	4,066	-	-	-	-
Insurance	2,798	2,800	-	-	-	-
Interdepartmental Charges	45,039	71,459	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-		-	-	-	-
Total Employment and Training Fund	$ 3,885,379	$ 3,218,529	$ -	$ -	$ -	$ -

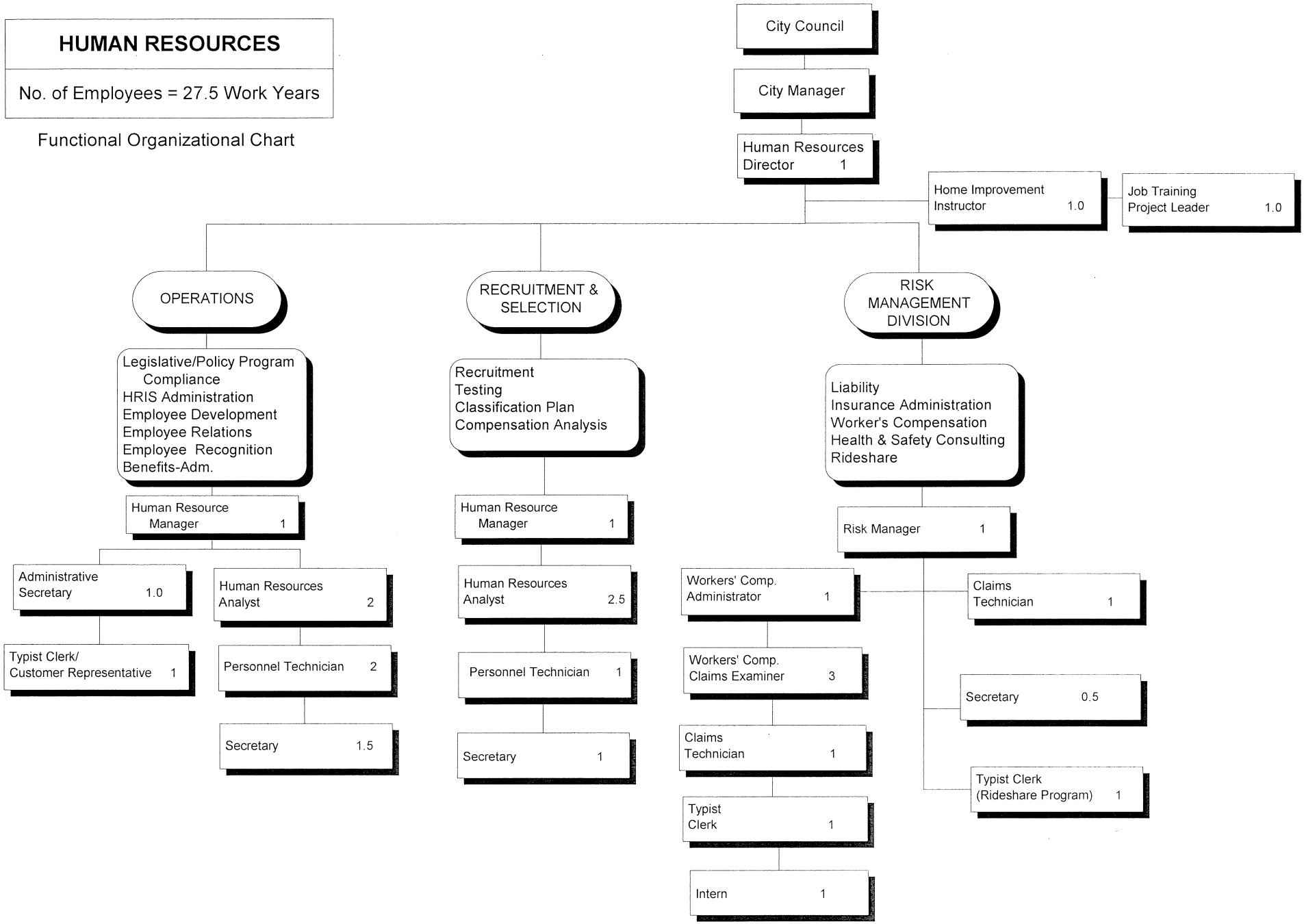
HUMAN RESOURCES
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Human Resources Director	1.0	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	-	1.0
Workers' Compensation Administrator	-	-	1.0	1.0	-	1.0
Workers' Compensation Supervisor	1.0	1.0	-	-	-	-
Human Resources Analyst	3.5	3.5	3.5	3.5	1.0	4.5
Workers' Compensation Claims Examiner	3.0	3.0	3.0	3.0	-	3.0
Claims Technician	2.0	2.0	2.0	2.0	-	2.0
Intern	-	-	1.0	1.0	-	1.0
Home Improvement Instructor	-	-	1.0	1.0	-	1.0
Job Training Project Leader	-	-	1.0	1.0	-	1.0
Administrative Secretary	1.0	1.0	1.0	1.0	-	1.0
Personnel Technician	3.0	3.0	3.0	3.0	-	3.0
Secretary	3.0	3.0	3.0	3.0	-	3.0
Typist Clerk	3.0	3.0	3.0	3.0	-	3.0
Total General Fund	23.5	23.5	26.5	26.5	1.0	27.5
Employment and Training External Fund						
Employment and Training Manager	1.0	1.0				
Employment and Training Asst. Manager	1.0	-				
Employment and Training Coordinator	2.0	-				
Personnel Technician	1.0	-				
Secretary	2.0	1.0				
Senior Account Clerk	1.0	-				
Intake Interviewer	1.0	-				
Typist Clerk	2.0	-				
Home Improvement Instructor	1.0	1.0				
Career Center Supervisor	3.0	1.0				
Sr. Job Training Project Leader	17.0	6.0				
Job Training Project Leader	48.0	18.0				
Job Training Project Assistant	12.5	2.0				
Intern	18.0	1.0				
Total Employment and Training	110.5	31.0	-	-	-	-
					-	
Department Total	134.0	54.5	26.5	26.5	1.0	27.5

HUMAN RESOURCES

No. of Employees = 27.5 Work Years

Functional Organizational Chart



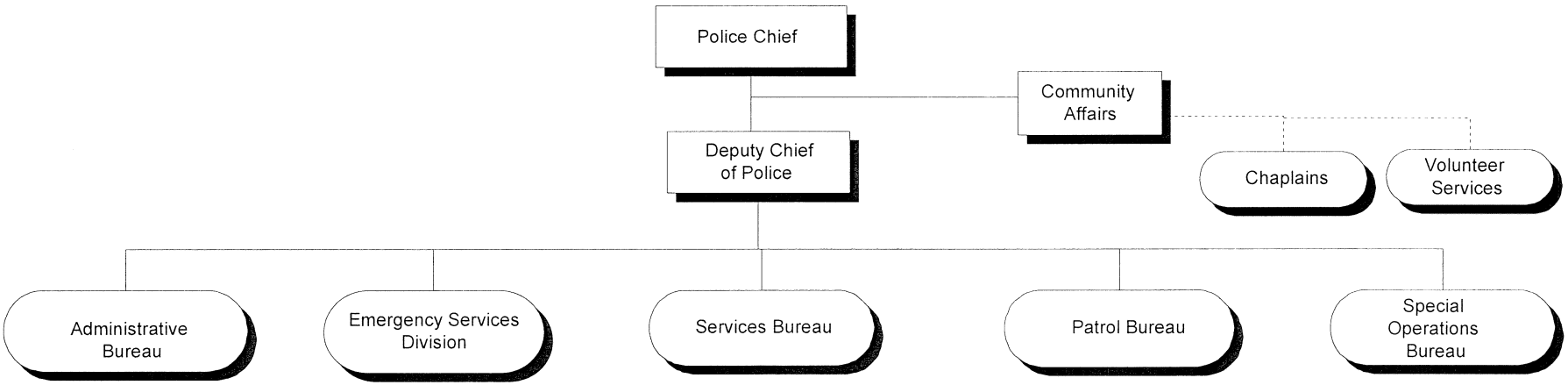
THIS PAGE INTENTIONALLY LEFT BLANK

Police

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.

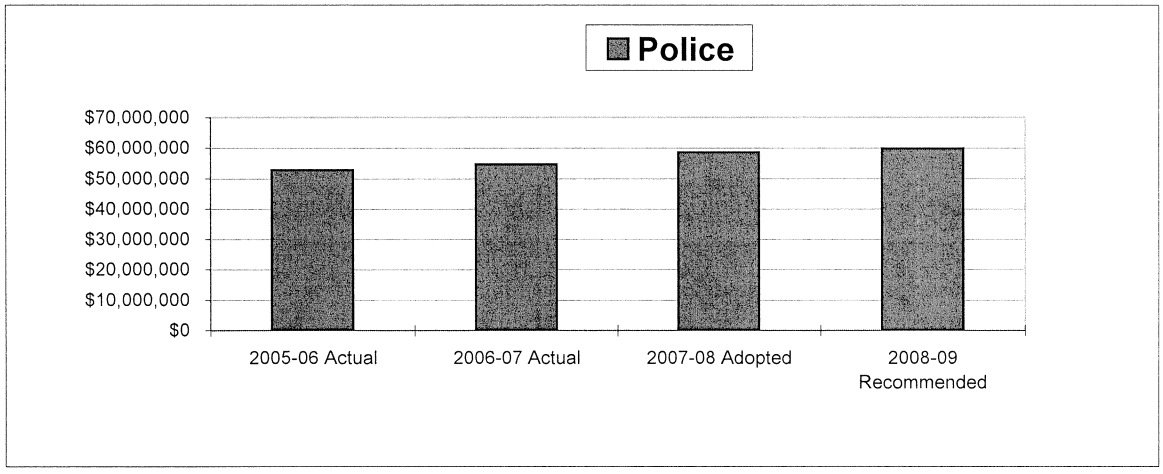
FUNCTIONAL RESPONSIBILITIES

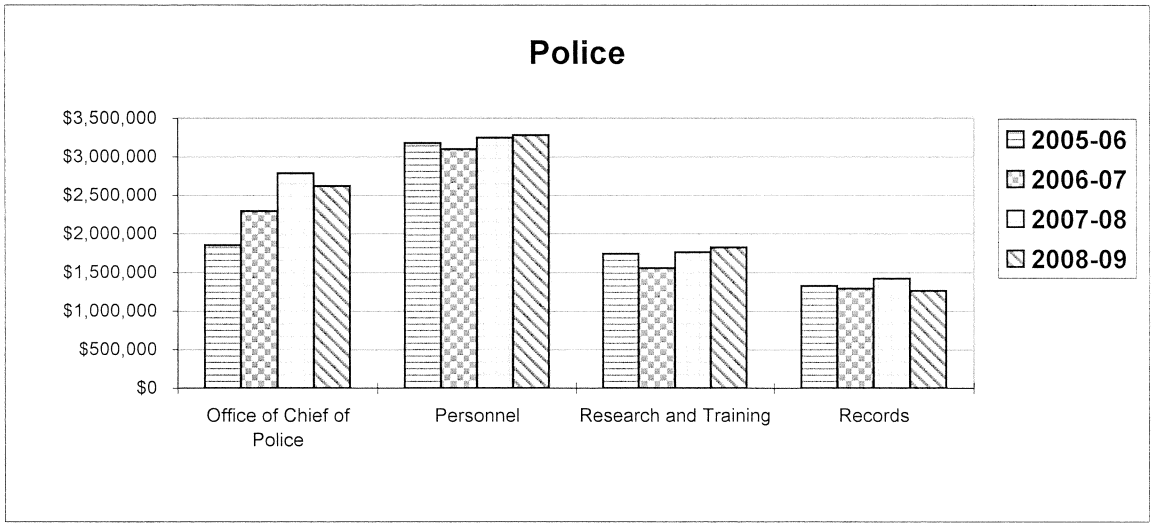
The function of the Police Department is to enforce the penal provisions of the City Charter, City ordinances, and State, and Federal laws for the purpose of protecting persons and property and the preservation of peace within the community.
To these ends, the Department engages in patrol, crime prevention, 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.

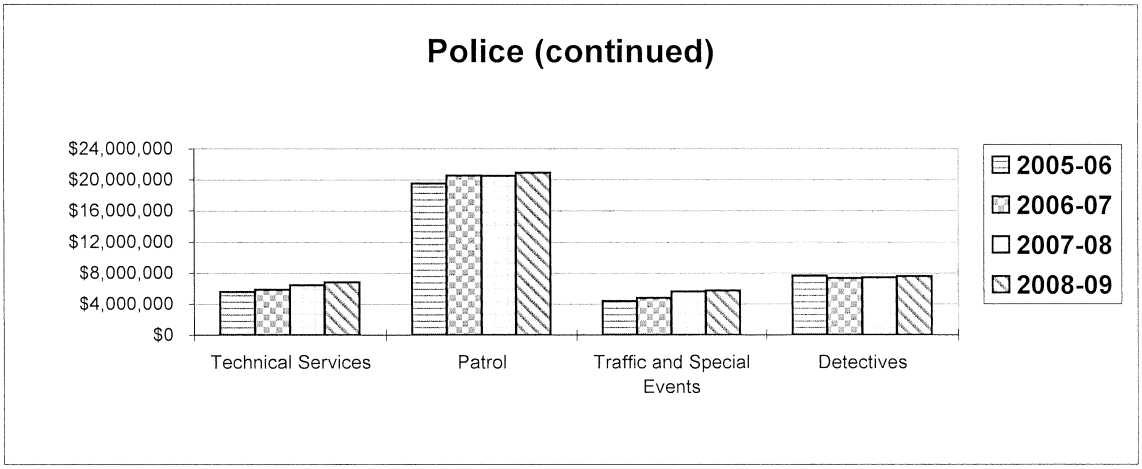
DEPARTMENT BUDGET SUMMARY

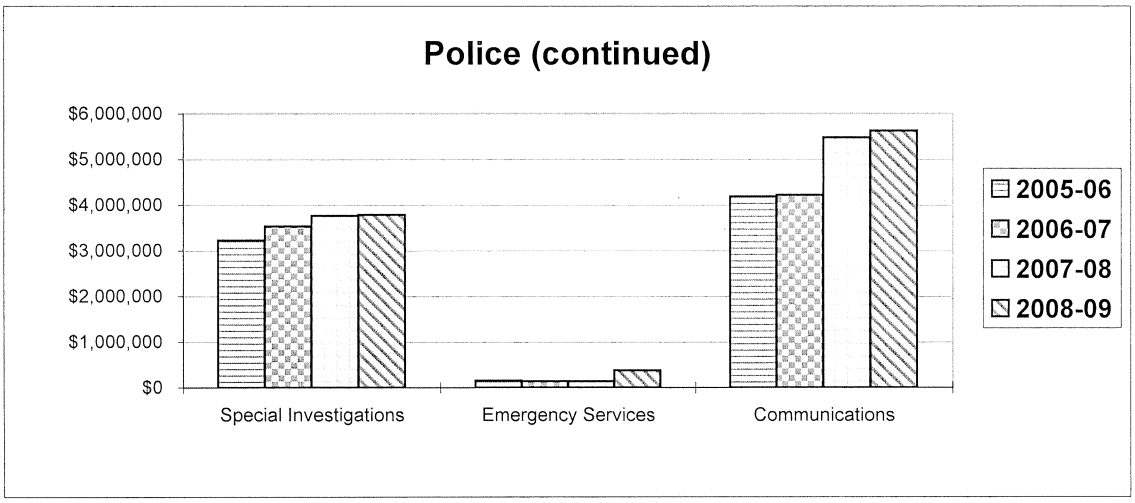
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Office of Chief of Police	$ 1,854,696	$ 2,292,906	$ 2,786,660	$ 2,786,660	$ (165,300)	$ 2,621,360
Personnel	3,177,581	3,101,193	3,249,669	3,249,669	31,300	3,280,969
Research and Training	1,742,143	1,555,735	1,760,600	1,760,600	65,200	1,825,800
Records	1,322,961	1,290,803	1,418,700	1,418,700	(155,100)	1,263,600
Technical Services	5,555,730	5,843,540	6,437,353	6,437,353	353,156	6,790,509
Patrol	19,530,975	20,551,464	20,506,010	20,506,010	399,000	20,905,010
Traffic and Special Events	4,383,900	4,761,023	5,595,300	5,595,300	127,300	5,722,600
Detectives	7,648,540	7,342,885	7,400,161	7,400,161	175,900	7,576,061
Special Investigations	3,233,304	3,536,786	3,771,200	3,771,200	15,700	3,786,900
Emergency Services	151,327	140,243	138,700	138,700	237,500	376,200
Communications	4,186,144	4,223,351	5,480,865	5,480,865	146,296	5,627,161
General Fund Total	$ 52,787,301	$ 54,639,929	$ 58,545,218	$ 58,545,218	$ 1,230,952	$ 59,776,170
General Fund Revenues	$ 886,493	$ 878,359	$ 789,768	$ 797,817	$ (3,924)	$ 793,893
Animal Control Fund						
Animal Control	$ 254,148	$ 308,463	$ 349,709	$ 356,253	$ 97,395	$ 453,648
Animal Control Revenues	$ 264,853	$ 188,838	$ 307,000	$ 353,477	$ 100,171	$ 453,648

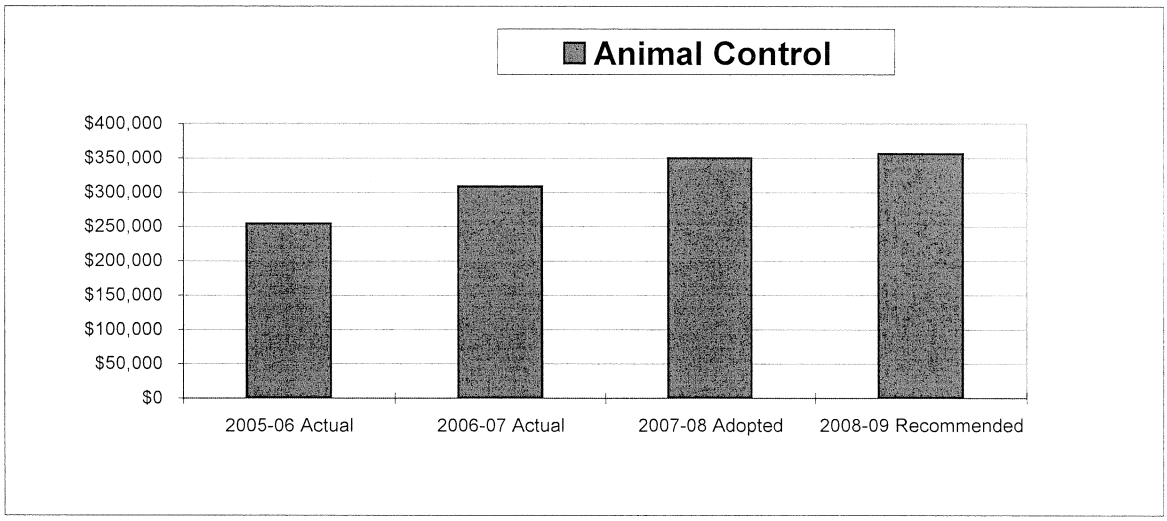
EXPENDITURES




Police
$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
2005-06
2006-07
2007-08
2008-09


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
2005-06
2006-07
2007-08
2008-09


Police (continued)
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
Special Investigations
Emergency Services
Communications
2005-06
2006-07
2007-08
2008-09

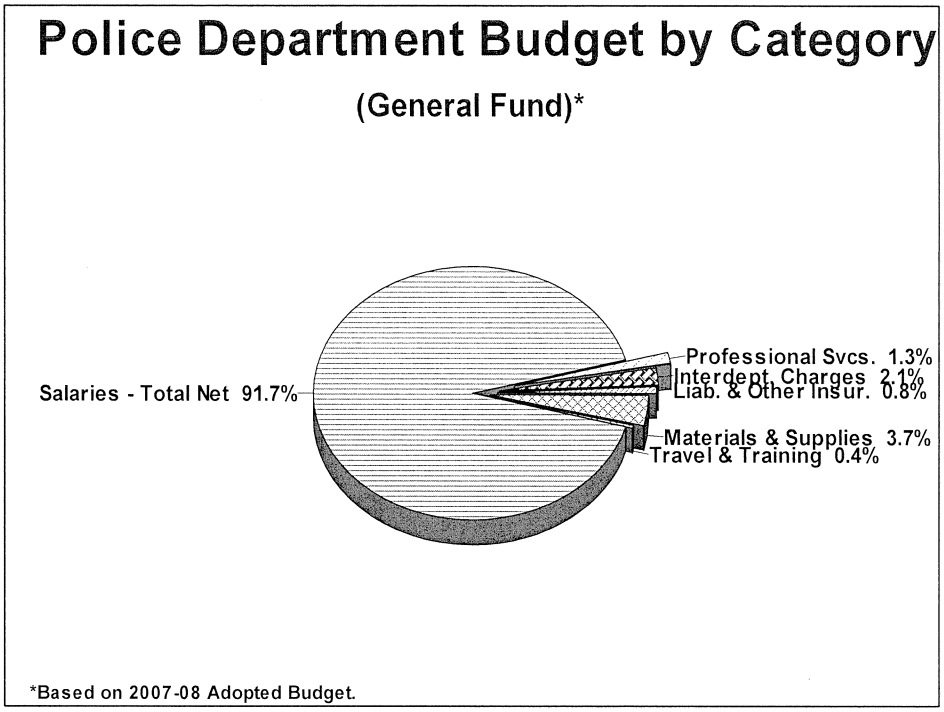


DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 44,957,761	$ 45,883,197	$ 52,006,399	$ 52,150,209	$ 868,000	$ 53,018,209
Overtime	4,077,335	4,539,872	2,119,300	2,119,300	138,900	2,258,200
Salaries - Total	49,035,096	50,423,069	54,125,699	54,269,509	1,006,900	55,276,409
Salaries - Reimbursements	(731,405)	(972,473)	(733,600)	(741,100)	-	(741,100)
Salaries - Labor Charges	90,708	125,592	144,910	144,910	5,700	150,610
Salaries - Total Net	48,394,399	49,576,188	53,537,009	53,673,319	1,012,600	54,685,919
Supplies and Services	4,380,810	5,063,741	5,008,209	4,871,899	218,352	5,090,251
Capital Outlay	12,092	-	-	-	-	-
General Fund Total	$ 52,787,301	$ 54,639,929	$ 58,545,218	$ 58,545,218	$ 1,230,952	$ 59,776,170

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 49,125,805	$ 50,548,662	$ 54,414,419	$ 54,414,419	$ 1,012,600	$ 55,427,019
Salary & Benefit Reimbursements	(731,406)	(972,471)	(741,100)	(741,100)	-	(741,100)
Materials, Supplies and Maintenance	2,188,327	2,348,989	2,203,801	2,203,801	50,300	2,254,101
Professional Services/Contracts	702,697	977,621	777,023	777,023	-	777,023
Travel, Training & Membership Dues	224,815	207,267	231,160	231,160	-	231,160
Liabilities & Other Insurance	214,469	466,383	462,560	462,560	-	462,560
Interdepartmental Charges	972,302	972,302	1,076,133	1,076,133	99,722	1,175,855
Capital Acquisitions	12,092	-	-	-	-	-
Reimbursements from Other Funds	(500)	(9,691)	(18,000)	(18,000)	-	(18,000)
Operating Transfers Out	78,700	100,867	139,222	139,222	68,330	207,552
General Fund Total	$ 52,787,301	$ 54,639,929	$ 58,545,218	$ 58,545,218	$ 1,230,952	$ 59,776,170



DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 158,072	$ 209,859	$ 221,000	$ 221,000	$ 87,100	$ 308,100
Overtime	4,900	11,747	16,500	16,500	1,300	17,800
Salaries - Total	162,972	221,606	237,500	237,500	88,400	325,900
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	6,544	(6,544)	-
Salaries - Total Net	162,972	221,606	237,500	244,044	81,856	325,900
Supplies and Services	91,176	80,237	112,209	112,209	15,539	127,748
Capital Outlay	-	6,620	-	-	-	-
Animal Control Fund Total	$ 254,148	$ 308,463	$ 349,709	$ 356,253	$ 97,395	$ 453,648

DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 162,972	$ 221,606	$ 237,500	$ 244,044	$ 81,856	$ 325,900
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	107	-	-	-	6,000	6,000
Professional Services/Contracts	78,644	64,875	85,000	85,000	15,000	100,000
Travel, Training & Membership Dues	517	3,455	12,000	12,000	(6,000)	6,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	11,908	11,908	15,209	15,209	539	15,748
Capital Acquisitions	-	6,620	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Animal Control Fund Total	$ 254,148	$ 308,464	$ 349,709	$ 356,253	$ 97,395	$ 453,648

POLICE
DEPARTMENT PERSONNEL SUMMARY -

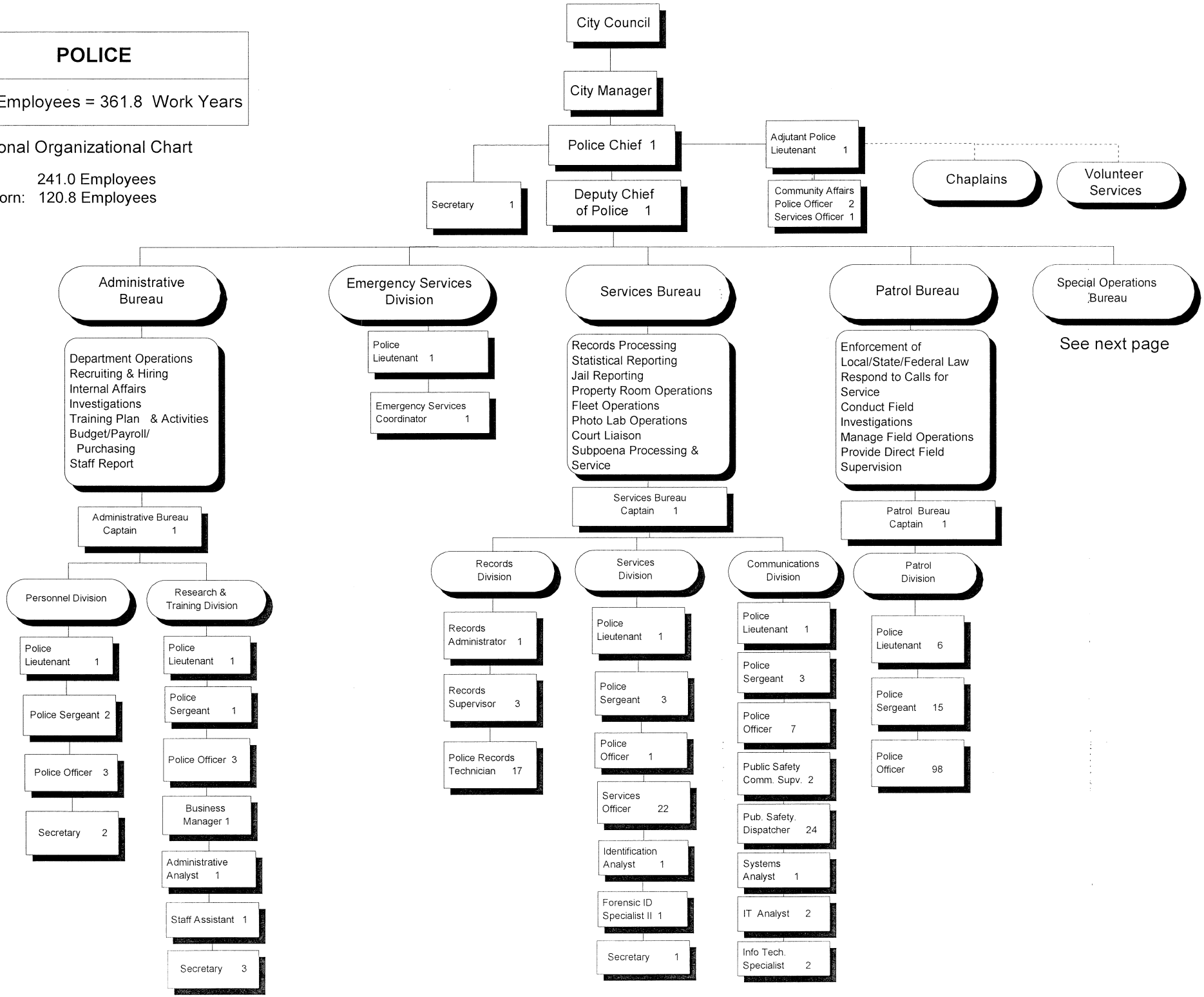
General Fund Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Police Chief	1.0	1.0	1.0	1.0	-	1.0
Police Captain	5.0	5.0	5.0	5.0	-	5.0
Police Lieutenant	15.0	15.0	15.0	15.0	-	15.0
Police Sergeant	33.0	33.5	34.0	34.0	-	34.0
Police Officer	187.0	186.5	186.0	186.0	-	186.0
Police Records Administrator	1.0	1.0	1.0	1.0	-	1.0
Services Officer	30.0	30.0	29.0	29.0	-	29.0
Identification Analyst	2.0	2.0	2.0	2.0	-	2.0
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	1.0	1.0	1.0	1.0	0.8	1.8
Emergency Services Coordinator	1.0	1.0	1.0	1.0	-	1.0
Administrative Analyst	1.0	1.0	2.0	2.0	-	2.0
Info Tech Specialist	2.0	2.0	2.0	2.0	-	2.0
Secretary	13.0	13.0	13.0	13.0	-	13.0
Police Records Supervisor	2.0	2.0	3.0	3.0	-	3.0
Public Safety Communications Supervisor	-	-	2.0	2.0	-	2.0
Public Safety Dispatcher	-	-	-	-	24.0	24.0
Fire Communications Operator	-	-	9.0	9.0	(9.0)	-
Communications Operator	12.0	15.0	15.0	15.0	(15.0)	-
Police Records Technician	-	-	-	-	17.0	17.0
Typist Clerk	18.0	18.0	17.0	17.0	(17.0)	-
Crossing Guard	13.0	13.0	13.0	13.0	-	13.0
General Fund Total	343.0	346.0	357.0	357.0	0.8	357.8
Animal Control Fund						
Animal Control Supervisor	1.0	1.0	1.0	1.0	-	1.0
Animal Control Officer	2.0	2.0	2.0	2.0	-	2.0
Staff Assistant	-	-	-	-	1.0	1.0
Total Animal Control Fund	3.0	3.0	3.0	3.0	1.0	4.0
Grand Total	346.0	349.0	360.0	360.0	1.8	361.8

POLICE

No. of Employees = 361.8 Work Years

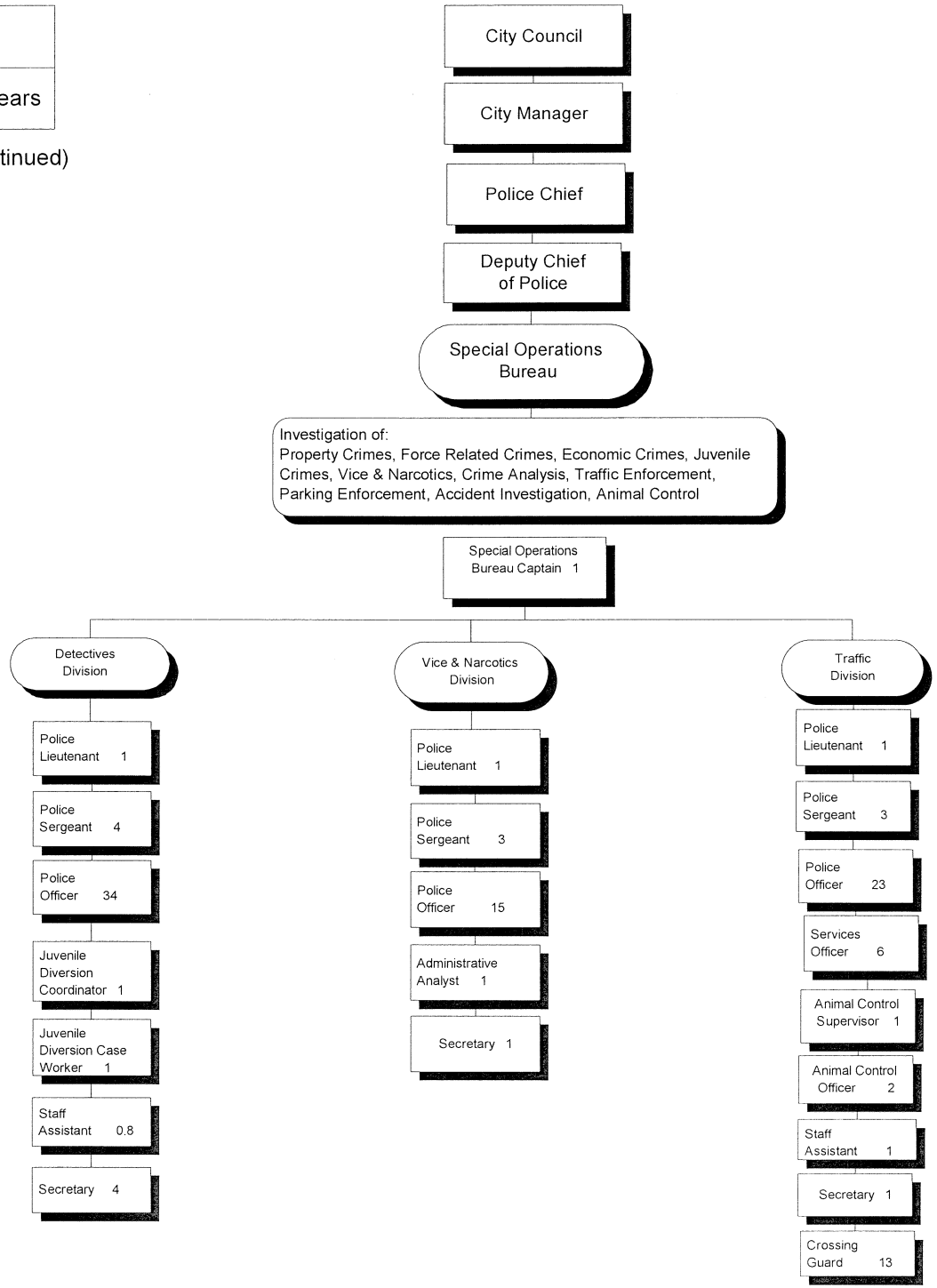
Functional Organizational Chart

Sworn: 241.0 Employees
Non-sworn: 120.8 Employees



POLICE
No. of Employees = 361.8 Work Years

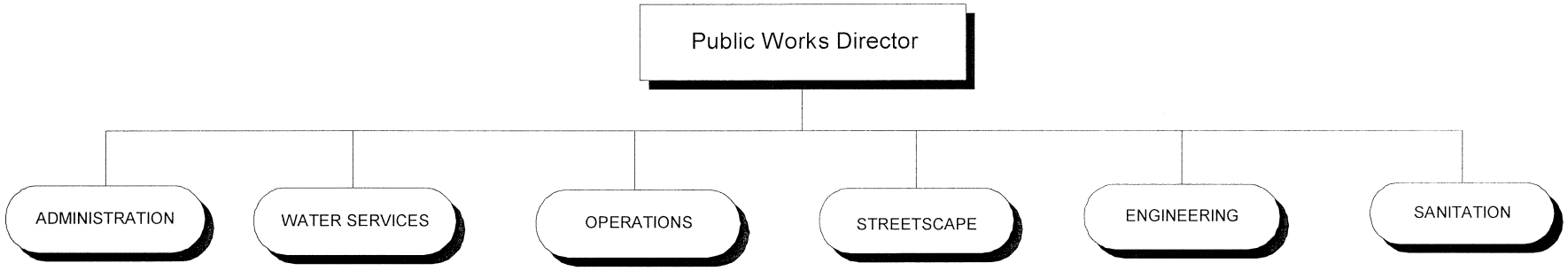
Functional Organization Chart (Continued)
Sworn: 241.0 Employees
Non-sworn: 120.8 Employees



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.

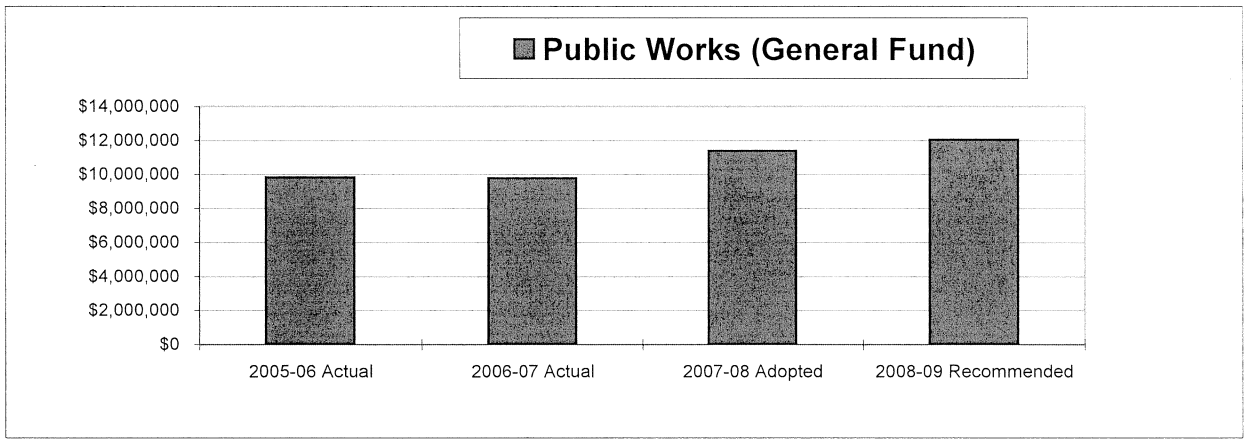
FUNCTIONAL RESPONSIBILITIES

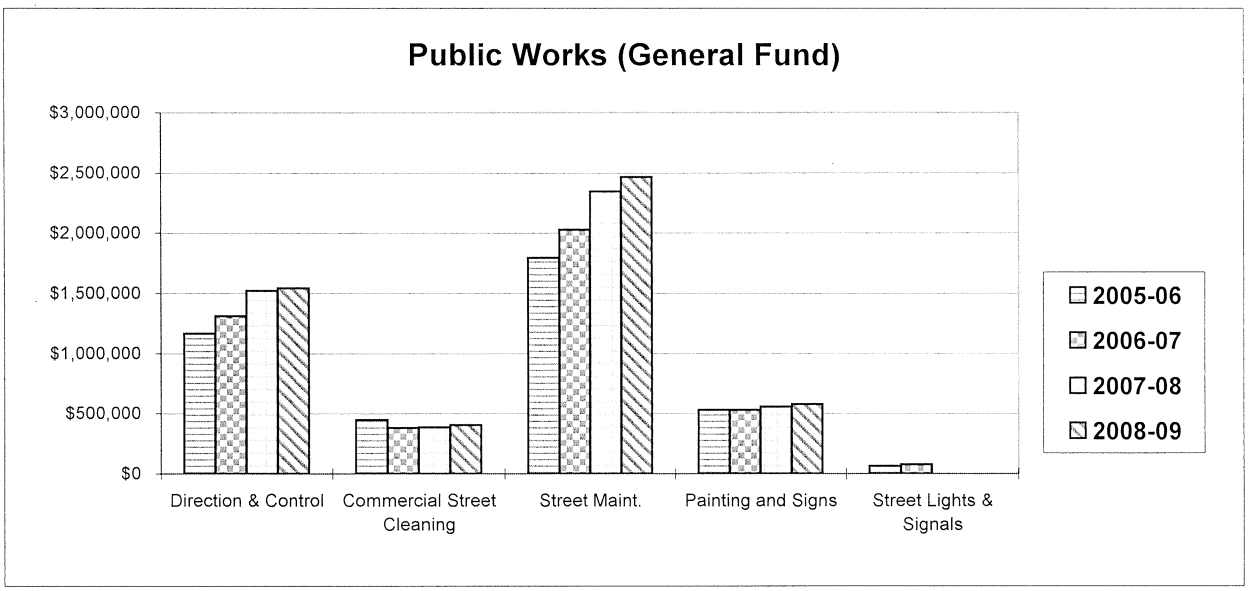
Maintain sewer and storm drain infrastructure, including pump stations, catch basins and storm water retention basins.
• Street sweeping and residential refuse and recycling collection. • Maintain concrete sidewalks, curbs, and gutters throughout the City.
• Maintain City owned parkway trees and landscaped 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.

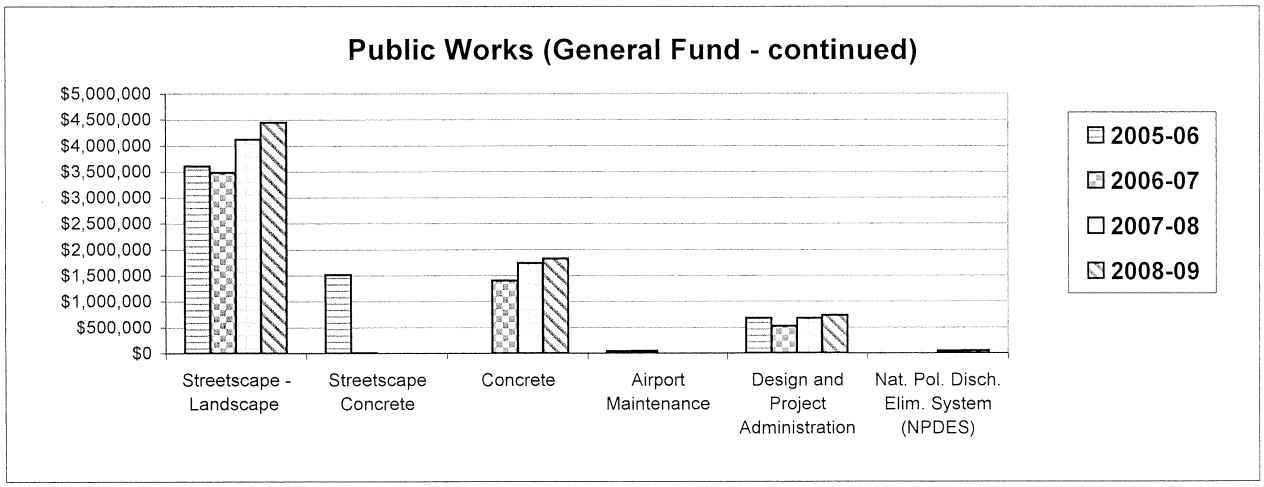
DEPARTMENT BUDGET SUMMARY

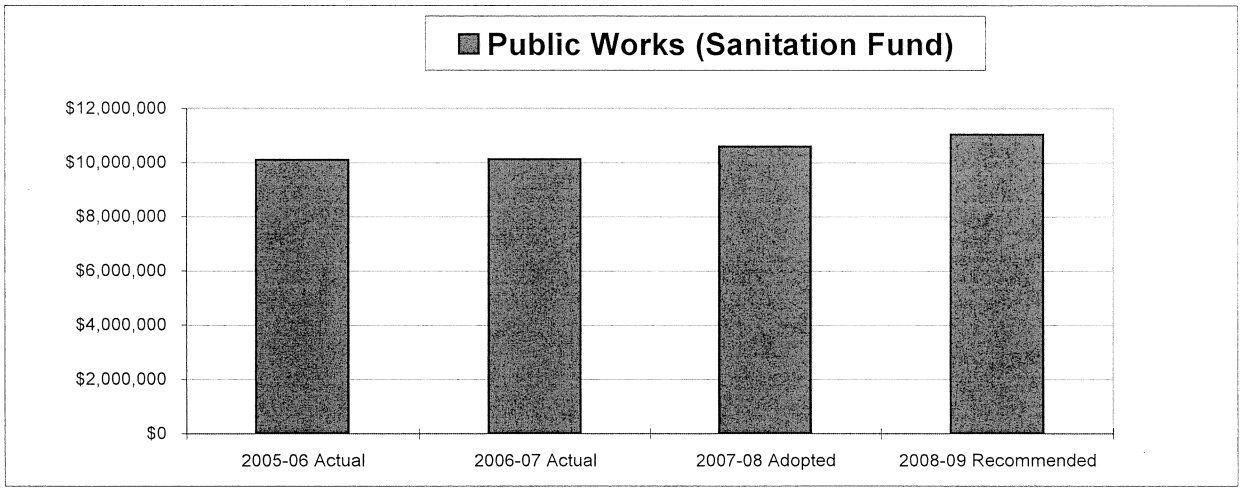
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
General Fund:						
Direction & Control	$ 1,167,050	$ 1,312,709	$ 1,520,427	$ 1,520,427	$ 22,775	$ 1,543,202
Commercial Street Cleaning	447,632	380,853	387,780	387,780	17,716	405,496
Street Maintenance and Repair	1,794,336	2,027,879	2,345,554	2,345,554	118,763	2,464,317
Painting and Signs	529,497	530,008	555,921	555,921	21,036	576,957
Street Lights & Signals	63,244	77,785	-	-	853	853
Streetscape - Landscape	3,602,556	3,482,070	4,119,243	4,119,243	324,899	4,444,142
Streetscape Concrete	1,513,806	5,500	-	-	-	-
Concrete	-	1,403,280	1,740,864	1,740,864	88,500	1,829,364
Airport Maintenance	38,737	41,489	-	-	-	-
Design and Project Administration	674,087	522,614	678,602	678,602	54,932	733,534
Nat. Pol. Disch. Elim. System (NPDES)	-	-	45,000	45,000	2,600	47,600
General Fund Total	$ 9,830,945	$ 9,784,187	$ 11,393,391	$ 11,393,391	$ 652,074	$ 12,045,465
General Fund Revenues	$ 106,198	$ 128,810	$ 122,035	$ 125,696	$ -	$ 125,696
Sanitation Enterprise Fund:						
Wastewater System Maintenance	$ 1,266,932	$ 1,218,626	$ 1,412,680	$ 1,413,480	$ 81,742	$ 1,495,222
Residential Street Cleaning	639,068	667,227	670,616	670,616	31,300	701,916
Solid Waste Collection and Disposal	6,244,736	6,378,555	6,456,840	6,561,033	87,222	6,648,255
Residential Recycling	1,627,372	1,583,699	1,700,948	1,707,320	97,219	1,804,539
Waste Management (AB939)	324,221	287,447	331,518	337,337	23,823	361,160
Nat. Pol. Disch. Elim. System (NPDES)	-	-	29,500	29,500	1,800	31,300
Sanitation Enterprise Fund Total	$ 10,102,329	$ 10,135,554	$ 10,602,102	$ 10,719,286	$ 323,106	$ 11,042,392
Sanitation Enterprise Fund Revenues	$ 10,465,172	$ 10,872,775	$ 10,111,000	$ 10,111,000	$ 839,654	$ 10,950,654
Sewer Enterprise Fund						
Sanitary Sewer System Planning and Dev.	$ 775,333	$ 1,626,340	$ 2,006,043	$ 2,026,647	$ 34,323	$ 2,060,970
Sanitary Sewer System Revenues	$ 1,995,024	$ 2,914,034	$ 2,084,500	$ 2,084,500	$ 650,000	$ 2,734,500
Water Enterprise Fund						
Water Supply	$ 13,132,059	$ 13,902,169	$ 13,996,363	$ 13,996,363	$ 800,000	$ 14,796,363
Water Operations	3,600,725	4,091,955	4,584,013	4,584,013	308,815	4,892,828
Water Resources	418,470	417,060	486,788	486,788	51,126	537,914
Water Administration	1,208,988	993,852	1,525,757	1,631,680	(61,851)	1,569,829
Water Financial Obligations	1,508,997	2,735,336	2,912,480	2,898,742	62,593	2,961,335
Water Enterprise Fund Total	$ 19,869,239	$ 22,140,372	$ 23,505,401	$ 23,597,586	$ 1,160,683	$ 24,758,269
Water Enterprise Fund Revenues	$ 22,402,592	$ 23,223,435	$ 23,485,300	$ 23,485,300	$ 2,575,110	$ 26,060,410

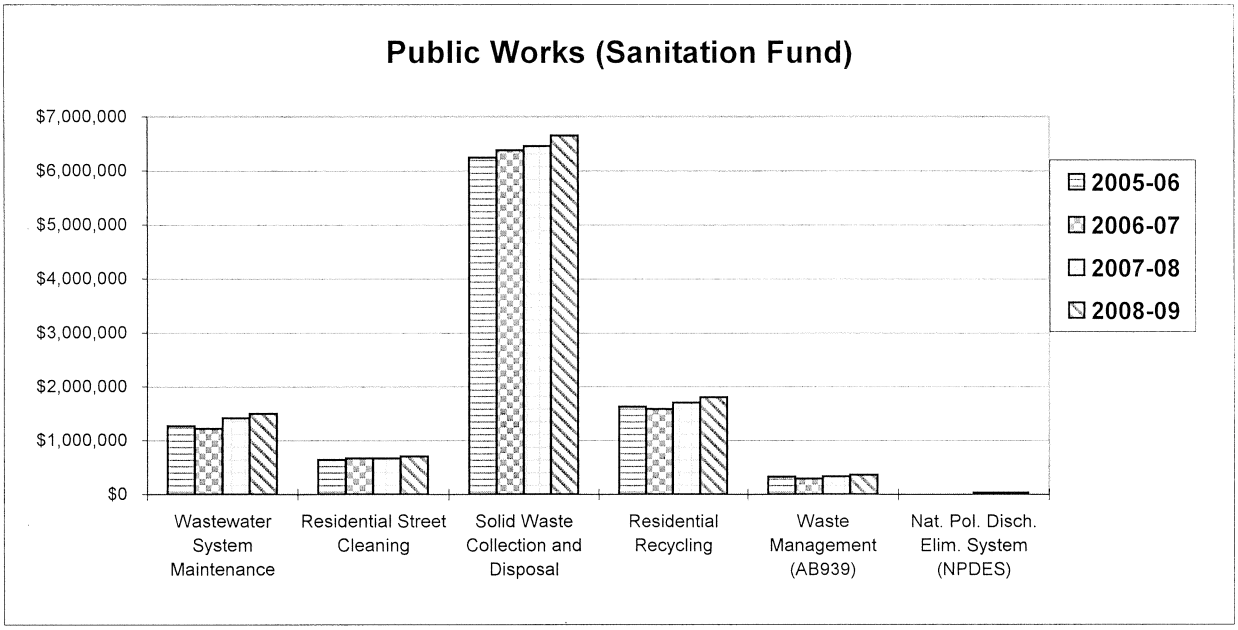
EXPENDITURES

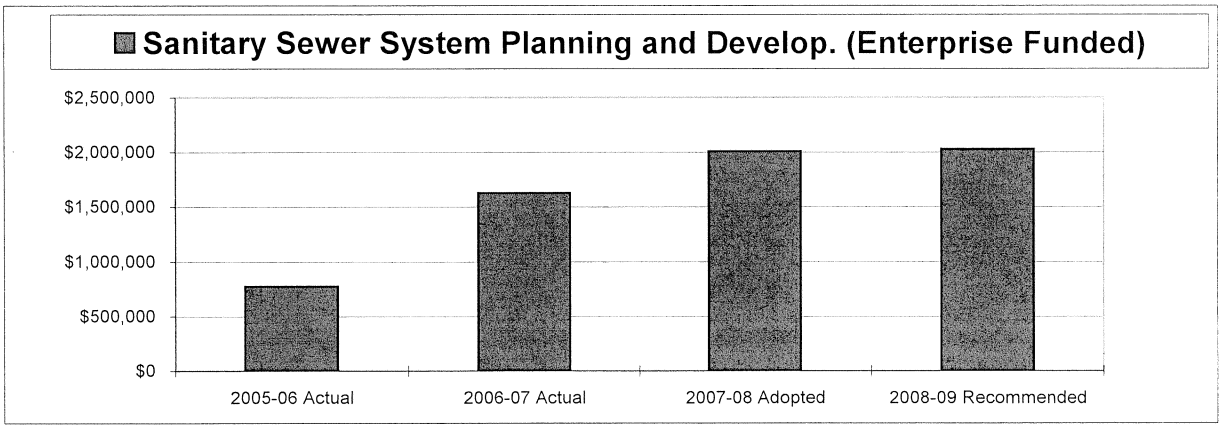


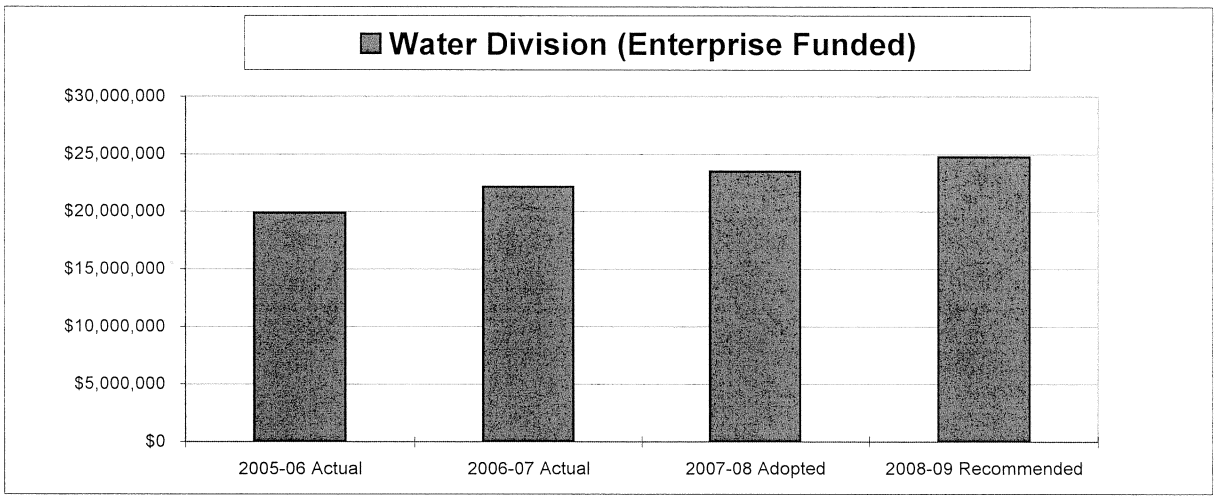


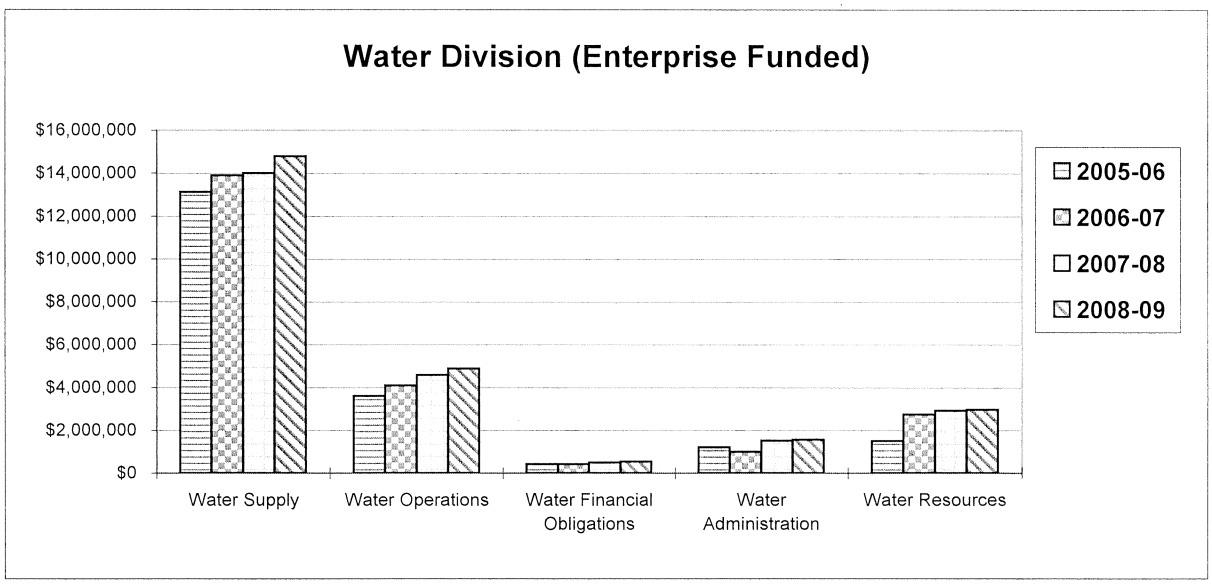



Public Works (Sanitation Fund)
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended


Public Works (Sanitation Fund)
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2005-06
2006-07
2007-08
2008-09
Wastewater System Maintenance
Residential Street Cleaning
Solid Waste Collection and Disposal
Residential Recycling
Waste Management (AB939)
Nat. Pol. Disch. Elim. System (NPDES)


Sanitary Sewer System Planning and Develop. (Enterprise Funded)
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended


Water Division (Enterprise Funded)
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
2005-06 Actual
2006-07 Actual
2007-08 Adopted
2008-09 Recommended

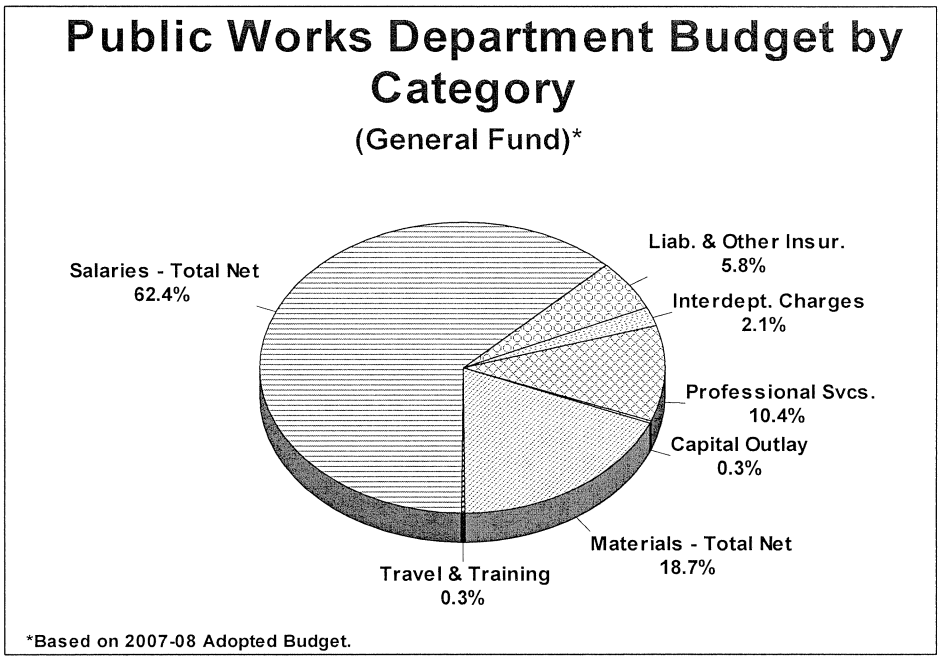

Water Division (Enterprise Funded)
$16,000,000
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
Water Supply
Water Operations
Water Financial Obligations
Water Administration
Water Resources
2005-06
2006-07
2007-08
2008-09

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 7,874,961	$ 7,501,792	$ 9,504,060	$ 9,504,060	$ 881,200	$ 10,385,260
Overtime	219,015	231,282	224,000	224,000	17,900	241,900
Salaries - Total	8,093,976	7,733,074	9,728,060	9,728,060	899,100	10,627,160
Salaries - Reimbursements	(2,100,777)	(1,857,634)	(2,750,654)	(2,750,654)	(197,131)	(2,947,785)
Salaries - Labor Charges	67,659	70,841	76,802	76,802	(31,062)	45,740
Salaries - Total Net	6,060,858	5,946,281	7,054,208	7,054,208	670,907	7,725,115
Supplies and Services	3,711,059	3,812,792	4,310,433	4,310,433	(18,833)	4,291,600
Capital Outlay	59,028	25,114	28,750	28,750	-	28,750
General Fund Total	$ 9,830,945	$ 9,784,187	$ 11,393,391	$ 11,393,391	$ 652,074	$ 12,045,465

DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 8,161,634	$ 7,803,915	$ 9,859,762	$ 9,859,762	$ 813,138	$ 10,672,900
Salary & Benefit Reimbursements	(2,100,777)	(1,857,634)	(2,750,654)	(2,750,654)	(197,131)	(2,947,785)
Materials, Supplies and Maintenance	2,469,712	2,711,435	2,907,084	2,907,084	16,327	2,923,411
Professional Services/Contracts	975,743	1,028,888	1,190,258	1,190,258	(10,000)	1,180,258
Travel, Training & Membership Dues	10,086	11,558	28,610	28,610	-	28,610
Liabilities & Other Insurance	503,912	562,179	656,135	656,135	-	656,135
Interdepartmental Charges	169,787	169,786	195,962	195,962	25,878	221,840
Capital Acquisitions	59,028	25,113	28,750	28,750	-	28,750
Reimbursements from Other Funds	(660,105)	(712,038)	(770,834)	(770,834)	-	(770,834)
Operating Transfers Out	241,925	40,985	48,318	48,318	3,862	52,180
General Fund Total	$ 9,830,945	$ 9,784,187	$ 11,393,391	$ 11,393,391	$ 652,074	$ 12,045,465

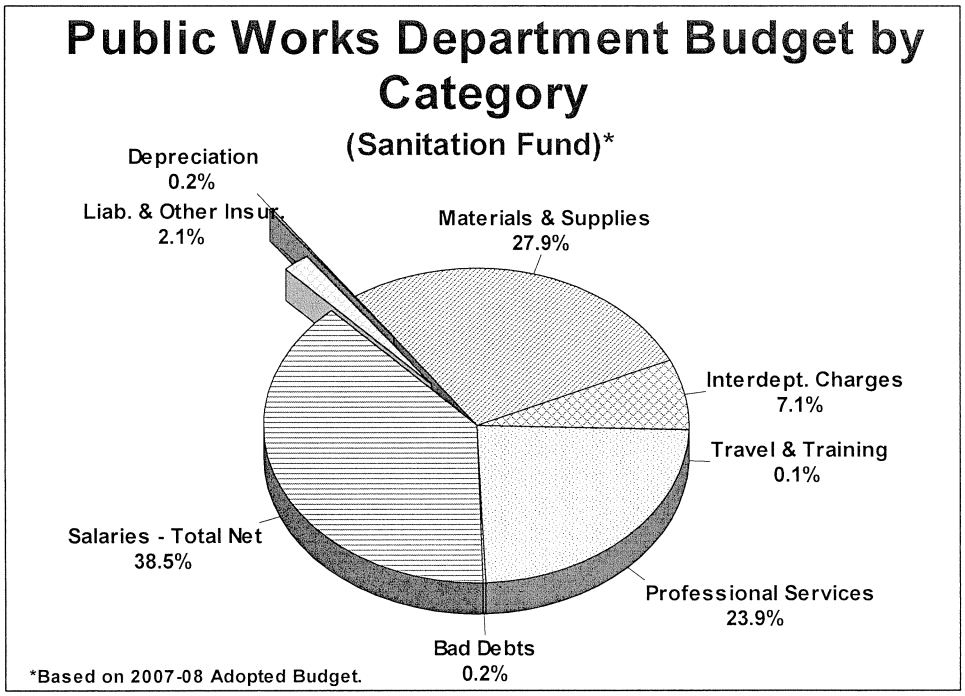


DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 3,703,491	$ 3,459,534	$ 3,815,540	$ 3,815,540	$ 320,900	$ 4,136,440
Overtime	121,052	147,142	176,800	176,800	40,400	217,200
Salaries - Total	3,824,543	3,606,676	3,992,340	3,992,340	361,300	4,353,640
Salaries - Reimbursements	(7,785)	(12,861)	(41,068)	(41,068)	6,513	(34,555)
Salaries - Labor Charges	123,022	156,902	158,236	261,663	(125,069)	136,594
Salaries - Total Net	3,939,780	3,750,717	4,109,508	4,212,935	242,744	4,455,679
Supplies and Services	6,162,549	6,384,837	6,492,594	6,506,351	80,362	6,586,713
Capital Outlay	-	-	-	-	-	-
Sanitation Enterprise Fund Total	$ 10,102,329	$ 10,135,554	$ 10,602,102	$ 10,719,286	$ 323,106	$ 11,042,392

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 3,947,565	$ 3,763,578	$ 4,150,576	$ 4,254,003	$ 236,231	$ 4,490,234
Salary & Benefit Reimbursements	(7,785)	(12,861)	(41,068)	(41,068)	6,513	(34,555)
Materials, Supplies and Maintenance	2,967,482	3,197,698	2,982,626	2,982,626	7,948	2,990,574
Professional Services/Contracts	2,229,215	2,279,408	2,533,352	2,533,352	(10,000)	2,523,352
Travel, Training & Membership Dues	2,318	3,243	6,800	6,800	-	6,800
Depreciation	18,035	25,102	25,180	25,180	-	25,180
Liabilities & Other Insurance	248,230	201,667	222,374	222,374	-	222,374
Interdepartmental Charges	729,020	719,533	744,442	758,199	81,486	839,685
Debt Service	-	-	-	-	-	
Loans Contra Expenditures	-	-	-	-	-	
Capital Acquisitions	-	-	-	-	-	
Bad Debts and Other Losses	10,586	12,787	22,720	22,720	-	22,720
Asset Contra Account			-	-	-	
Reimbursements from Other Funds	(42,337)	(54,601)	(46,000)	(46,000)	-	(46,000)
Operating Transfers Out	-	-	1,100	1,100	928	2,028
Sanitation Enterprise Fund Total	$ 10,102,329	$ 10,135,554	$ 10,602,102	$ 10,719,286	$ 323,106	$ 11,042,392

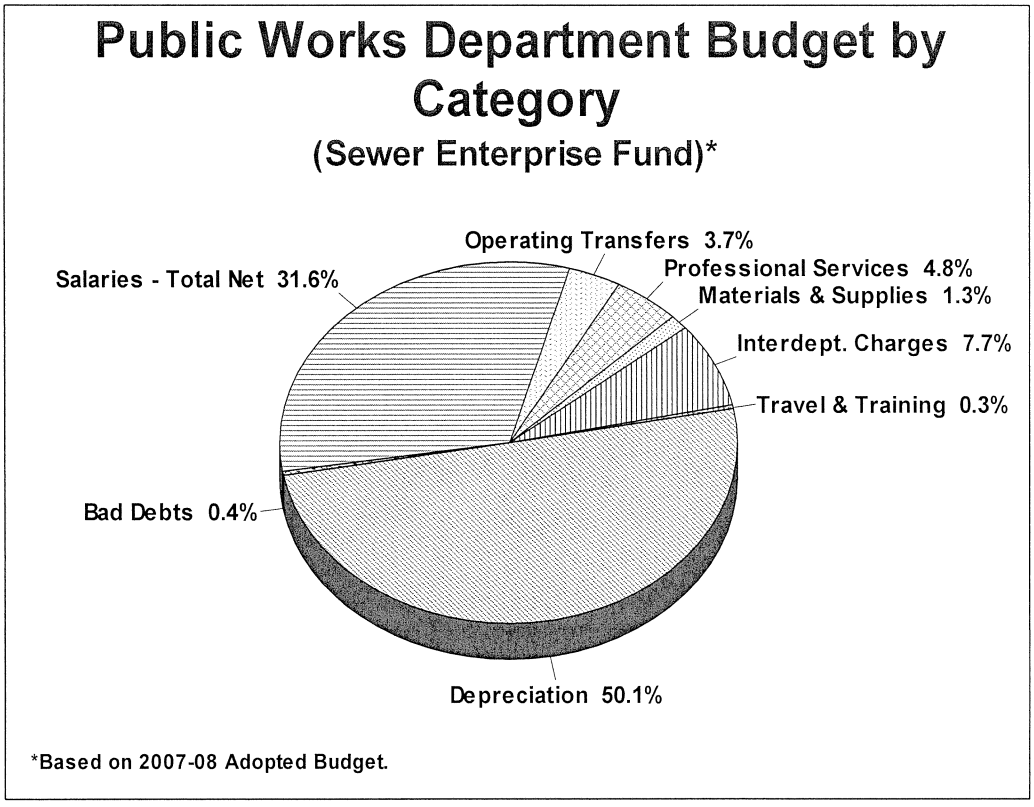


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 603,236	$ 736,438	$ 843,200	$ 843,200	$ 63,700	$ 906,900
Overtime	9,351	16,784	4,700	4,700	-	4,700
Salaries - Total	612,587	753,222	847,900	847,900	63,700	911,600
Salaries - Reimbursements	(309,916)	(425,147)	(435,010)	(435,010)	(32,310)	(467,320)
Salaries - Labor Charges	189,398	179,647	221,476	244,709	(12,734)	231,975
Salaries - Total Net	492,069	507,722	634,366	657,599	18,656	676,255
Supplies and Services	283,264	1,118,618	1,366,977	1,364,348	15,667	1,380,015
Capital Outlay	-	-	4,700	4,700	-	4,700
Sewer Enterprise Fund Total	$ 775,333	$ 1,626,340	$ 2,006,043	$ 2,026,647	$ 34,323	$ 2,060,970

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 801,985	$ 932,869	$ 1,069,376	$ 1,092,609	$ 50,966	$ 1,143,575
Salary & Benefit Reimbursements	(309,916)	(425,147)	(435,010)	(435,010)	(32,310)	(467,320)
Materials, Supplies and Maintenance	7,994	6,707	26,921	26,921	-	26,921
Professional Services/Contracts	54,218	37,219	96,870	96,870	-	96,870
Travel, Training & Membership Dues	90	869	6,514	6,514	-	6,514
Depreciation	12,300	856,752	1,005,000	1,005,000	-	1,005,000
Interdepartmental Charges	132,926	139,410	153,872	151,243	15,667	166,910
Capital Acquisitions	-	-	4,700	4,700	-	4,700
Bad Debts and Other Losses	736	1,347	7,500	7,500	-	7,500
Asset Contra Account	-	-	(4,700)	(4,700)	-	(4,700)
Operating Transfers Out	75,000	76,314	75,000	75,000	-	75,000
Sewer Enterprise Fund Total	$ 775,333	$ 1,626,340	$ 2,006,043	$ 2,026,647	$ 34,323	$ 2,060,970

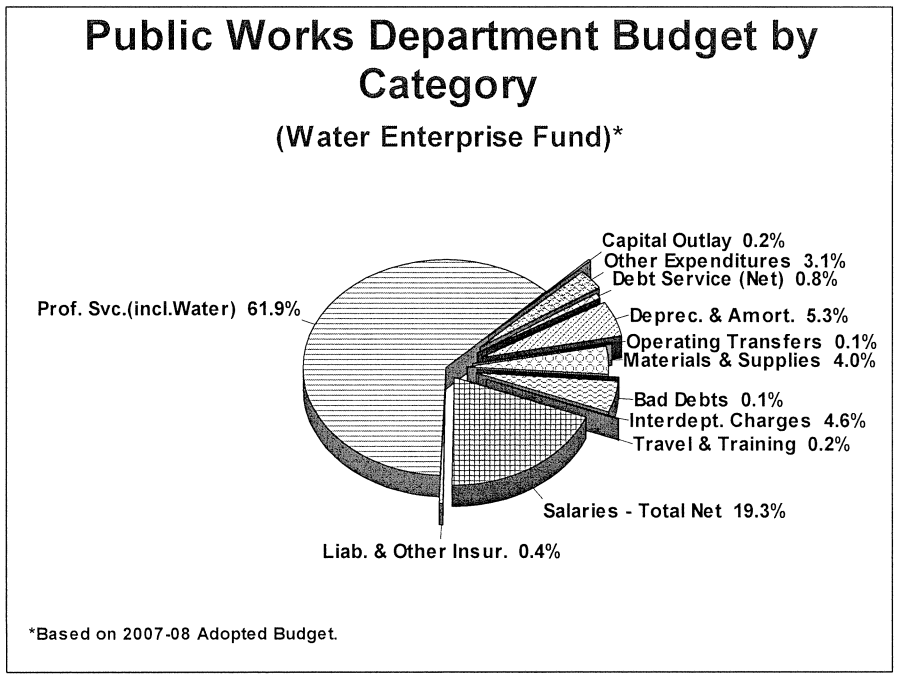


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 3,075,514	$ 3,077,087	$ 3,721,470	$ 3,721,470	$ 278,700	$ 4,000,170
Overtime	113,305	167,235	243,200	243,200	17,900	261,100
Salaries - Total	3,188,819	3,244,322	3,964,670	3,964,670	296,600	4,261,270
Salaries - Reimbursements	(354,447)	(369,960)	(307,425)	(307,425)	(15,050)	(322,475)
Salaries - Labor Charges	622,530	775,249	880,739	986,662	(52,077)	934,585
Salaries - Total Net	3,456,902	3,649,611	4,537,984	4,643,907	229,473	4,873,380
Supplies and Services	16,358,966	18,437,640	18,911,217	18,897,479	931,210	19,828,689
Capital Outlay	53,371	53,121	56,200	56,200	-	56,200
Water Enterprise Fund Total	$ 19,869,239	$ 22,140,372	$ 23,505,401	$ 23,597,586	$ 1,160,683	$ 24,758,269

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 3,811,349	$ 4,019,571	$ 4,845,409	$ 4,951,332	$ 244,523	$ 5,195,855
Salary & Benefit Reimbursements	(354,447)	(369,960)	(307,425)	(307,425)	(15,050)	(322,475)
Materials, Supplies and Maintenance	1,025,658	988,678	1,126,977	1,126,977	-	1,126,977
Professional Services/Contracts	332,770	493,739	466,374	466,374	65,000	531,374
Water Supply Costs	13,097,062	13,869,297	13,961,363	13,961,363	800,000	14,761,363
Parts & Fuel Inventory	205,489	429,581	250,000	250,000	200,000	450,000
MWD Ultra-Low Flow Rebate Prog	15,369	-	120,000	120,000	-	120,000
Travel, Training & Membership Dues	16,795	11,883	42,275	42,275	-	42,275
Depreciation and Amortization	36,198	1,200,562	1,243,800	1,243,800	-	1,243,800
Liabilities & Other Insurance	67,470	51,477	92,109	92,109	-	92,109
Interdepartmental Charges	885,709	947,057	1,073,090	1,059,352	96,870	1,156,222
Debt Service	623,482	619,589	646,350	681,350	(27,600)	653,750
Loans Contra Expenditures	(445,000)	(455,000)	(465,000)	(500,000)	-	(500,000)
Inventory Contra Account	(205,489)	(429,581)	(250,000)	(250,000)	(200,000)	(450,000)
Capital Acquisitions	53,371	53,121	56,200	56,200	-	56,200
Bad Debts and Other Losses	14,908	29,445	34,300	34,300	-	34,300
Fixed Assets Contra Expenditures	(38,404)	(53,121)	(176,200)	(176,200)	-	(176,200)
Reimbursements from Other Funds	(2,050)	(10,266)	(5,000)	(5,000)	-	(5,000)
Other Expenditures	700,000	718,000	718,000	718,000	-	718,000
Operating Transfers Out	28,999	26,300	32,779	32,779	(3,060)	29,719
Water Enterprise Fund Total	$ 19,869,239	$ 22,140,372	$ 23,505,401	$ 23,597,586	$ 1,160,683	$ 24,758,269



PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY

Position Title All Funds	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Public Works Director	1.0	1.0	1.0	1.0	-	1.0
Deputy Public Works Director - Engineerir	-	-	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
Intern	1.0	1.0	-	-	-	-
Public Works Supervisor	7.0	7.0	7.0	7.0	1.0	8.0
Street Maintenance Leader	3.0	3.0	3.0	3.0	-	3.0
Construction Equipment Operator	1.0	1.0	1.0	1.0	-	1.0
Senior Tree Trimmer	5.0	5.0	5.0	5.0	(1.0)	4.0
Tree Trimmer	7.0	7.0	7.0	7.0	-	7.0
Pest Control Applicator	-	-	-	-	1.0	1.0
Senior Groundskeeper	7.0	7.0	7.0	7.0	-	7.0
Groundskeeper	13.0	13.0	13.0	13.0	-	13.0
Cement Finisher	3.0	3.0	3.0	3.0	-	3.0
Heavy Equipment Operator	7.0	7.0	18.0	18.0	-	18.0
Light Equipment Operator	11.0	11.0	-	-	-	-
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
Electrician	3.0	3.0	3.0	3.0	-	3.0
Electrician Helper	1.0	1.0	1.0	1.0	-	1.0
Semi-Skilled Laborer	29.5	29.5	29.5	29.5	(2.0)	27.5
Refuse Truck Operator	21.0	21.0	21.0	21.0	-	21.0
Refuse Worker	7.5	7.5	7.5	7.5	-	7.5
Sewer Maintenance Worker	4.0	4.0	4.0	4.0	-	4.0
Airport Operations Supervisor	1.0	1.0	1.0	1.0	-	1.0
Airport Worker	6.0	6.0	6.0	6.0	-	6.0
Administrative Secretary	1.0	1.0	1.0	1.0	-	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
Project Manager	4.0	4.0	4.0	4.0	(4.0)	-
Associate Engineer	7.0	8.0	9.0	9.0	-	9.0
Assistant Engineer	4.0	2.0	2.0	2.0	-	2.0
Survey Party Chief	1.0	1.0	1.0	1.0	-	1.0
Engineering Technician III	2.0	3.0	3.0	3.0	-	3.0
Water Service Tech III	10.0	10.0	10.0	10.0	-	10.0
Water Service Tech II	5.0	5.0	5.0	5.0	-	5.0
Water Service Tech I	10.0	10.0	10.0	10.0	2.0	12.0
Engineering Technician I	1.0	1.0	1.0	1.0	-	1.0
Secretary	5.0	5.0	5.0	5.0	-	5.0
Total	205.0	205.0	206.0	206.0	1.0	207.0

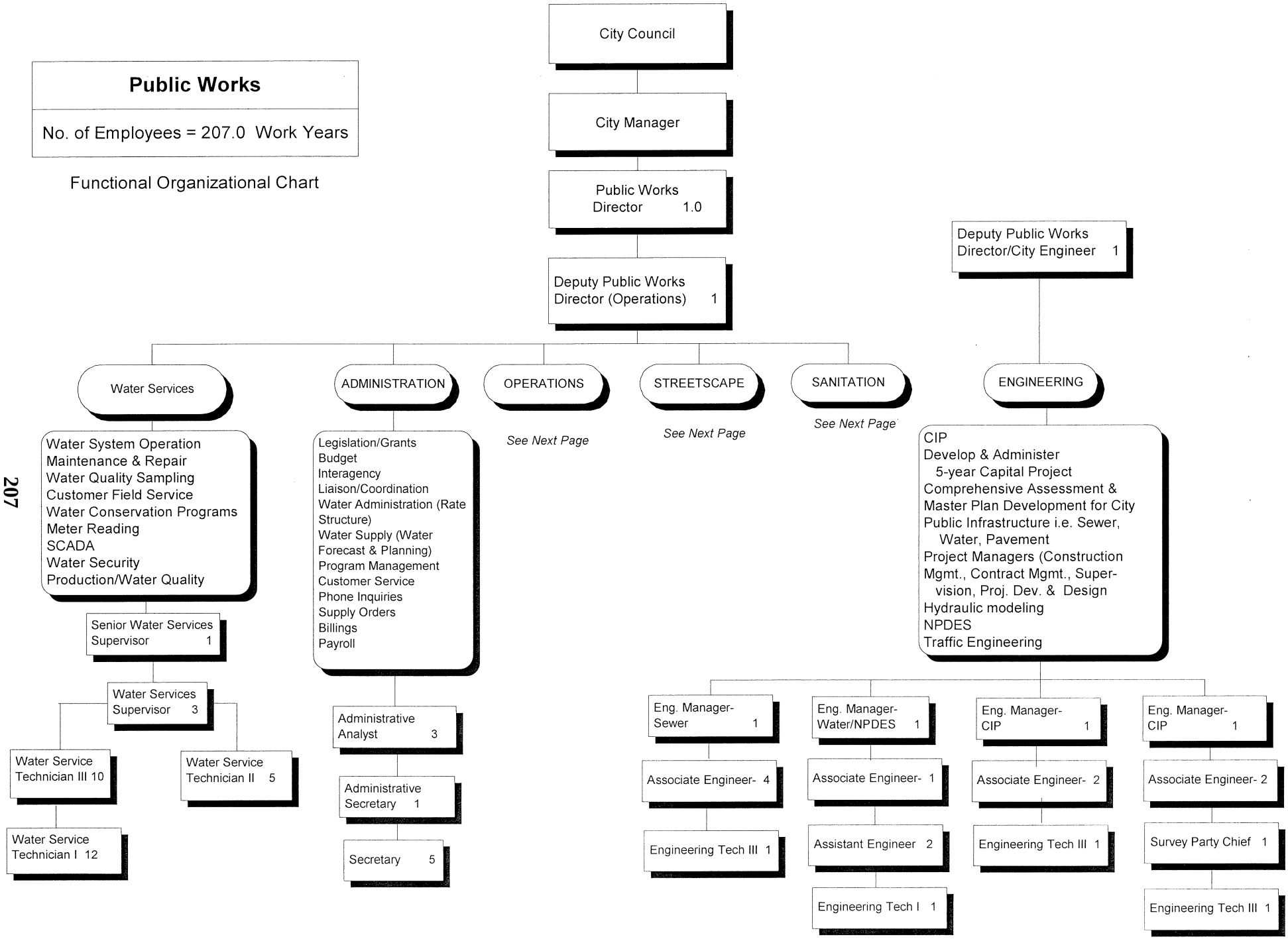
Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
General Fund						
Public Works Director	0.7	0.8	0.8	0.8	-	0.8
Deputy Public Works Director - Engineerir	-	-	1.0	1.0	-	1.0
Deputy Public Works Director - Operations	0.7	0.7	0.7	0.7	-	0.7
Engineering Manager	-	-	-	-	2.0	2.0
Project Manager	2.0	2.0	2.0	2.0	(2.0)	-
Associate Engineer	4.0	5.0	6.0	6.0	-	6.0
Assistant Engineer	3.0	1.0	1.0	1.0	-	1.0
Survey Party Chief	1.0	1.0	1.0	1.0	-	1.0
Engineering Technician III	1.0	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	4.0	4.0	4.0	4.0	1.0	5.0
Street Maintenance Leader	2.0	2.0	2.0	2.0	-	2.0
Construction Equipment Operator	1.0	1.0	1.0	1.0	-	1.0
Senior Tree Trimmer	5.0	5.0	5.0	5.0	(1.0)	4.0
Tree Trimmer	7.0	7.0	7.0	7.0	-	7.0
Pest Control Applicator	-	-	-	-	1.0	1.0
Senior Groundskeeper	7.0	7.0	7.0	7.0	-	7.0
Groundskeeper	13.0	13.0	13.0	13.0	-	13.0
Cement Finisher	3.0	3.0	3.0	3.0	-	3.0
Heavy Equipment Operator	3.9	3.9	13.3	13.3	-	13.3
Light Equipment Operator	9.4	9.4	-	-	-	-
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
Electrician	3.0	3.0	3.0	3.0	-	3.0
Electrician Helper	1.0	1.0	1.0	1.0	-	1.0
Semi-Skilled Laborer	19.4	19.4	19.4	19.4	-	19.4
Administrative Secretary	1.0	1.0	1.0	1.0	-	1.0
Secretary	1.5	1.5	1.5	1.5	-	1.5
General Fund Total	100.4	100.5	102.5	102.5	1.0	103.5
Sanitation Enterprise Fund						
Public Works Director	0.2	0.2	0.2	0.2	-	0.2
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	1.0	1.0	-	-	-	-
Public Works Supervisor	3.0	3.0	3.0	3.0	-	3.0
Heavy Equipment Operator	3.1	3.1	3.7	3.7	-	3.7
Light Equipment Operator	0.6	0.6	-	-	-	-
Semi-Skilled Laborer	6.1	6.1	6.1	6.1	-	6.1
Refuse Truck Operator	21.0	21.0	21.0	21.0	-	21.0
Refuse Worker	7.5	7.5	7.5	7.5	-	7.5
Sewer Maintenance Worker	4.0	4.0	4.0	4.0	-	4.0
Secretary	1.4	1.4	1.4	1.4	-	1.4
Total Sanitation Enterprise Fund	50.1	50.1	49.1	49.1	-	49.1

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Sewer Enterprise Fund						
Engineering Manager	-	-	-	-	1.0	1.0
Project Manager	1.0	1.0	1.0	1.0	(1.0)	-
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
Heavy Equipment Operator	-	-	1.0	1.0	-	1.0
Light Equipment Operator	1.0	1.0	-	-	-	-
Semi-skilled Laborer	2.0	2.0	2.0	2.0	-	2.0
Total Sewer Enterprise Fund	8.0	8.0	8.0	8.0	-	8.0
Airport Enterprise Fund						
Public Works Director	0.1	-	-	-	-	-
Deputy Public Works Director - Operations	0.3	0.3	0.3	0.3	-	0.3
Airport Operations Supervisor	1.0	1.0	1.0	1.0	-	1.0
Airport Worker	6.0	6.0	6.0	6.0	-	6.0
Secretary	0.1	0.1	0.1	0.1	-	0.1
Total Airport Enterprise Fund	7.5	7.4	7.4	7.4	-	7.4
					-	
Water Enterprise Fund					-	
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
Project Manager	1.0	1.0	1.0	1.0	(1.0)	-
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	10.0	10.0	10.0	-	10.0
Water Service Tech II	5.0	5.0	5.0	5.0	-	5.0
Water Service Tech I	10.0	10.0	10.0	10.0	2.0	12.0
Semi-Skilled Laborer	2.0	2.0	2.0	2.0	(2.0)	-
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	39.0	39.0	39.0	-	39.0
					-	
Grand Total	205.0	205.0	206.0	206.0	1.0	207.0

Public Works

No. of Employees = 207.0 Work Years

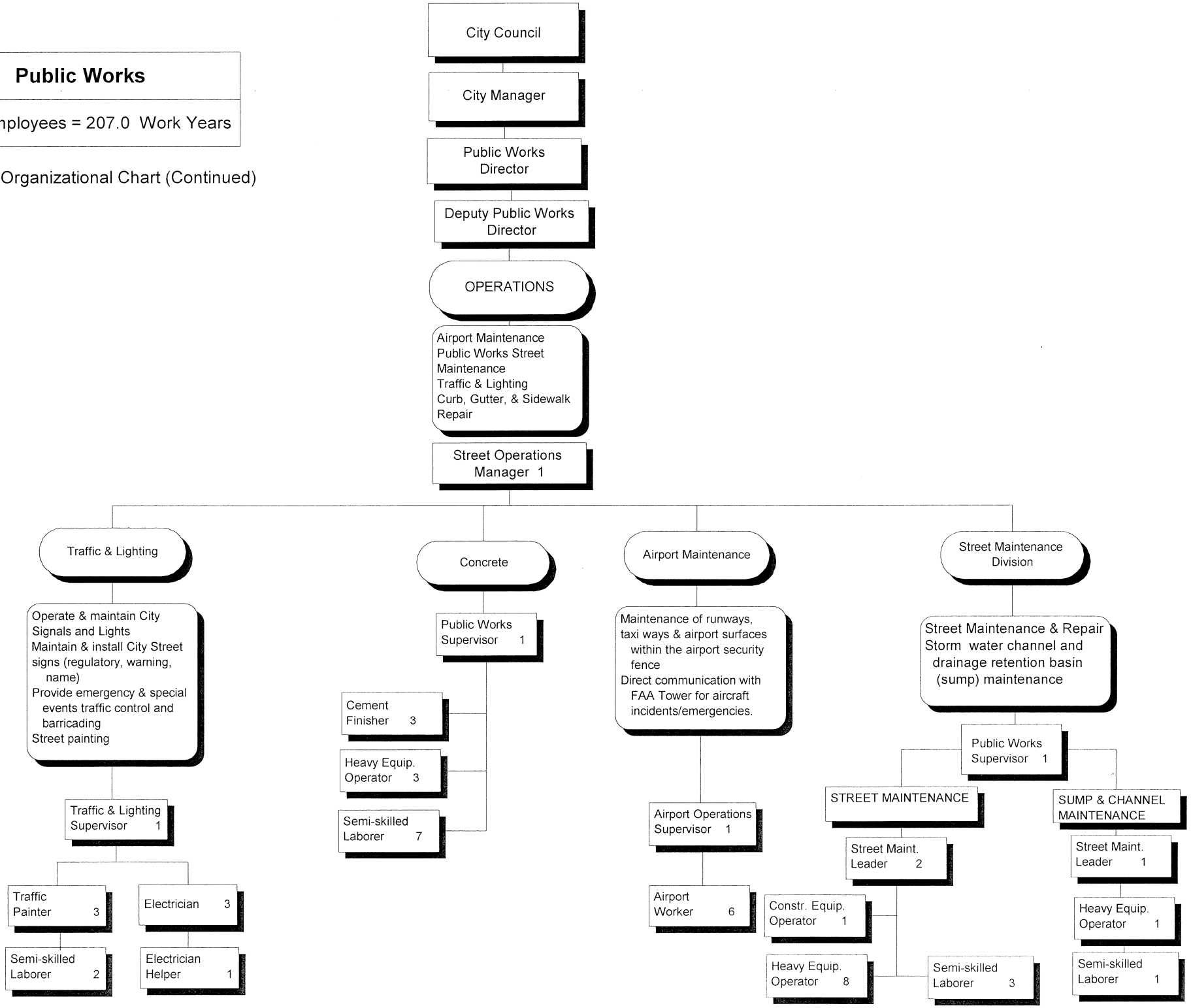
Functional Organizational Chart



Public Works

No. of Employees = 207.0 Work Years

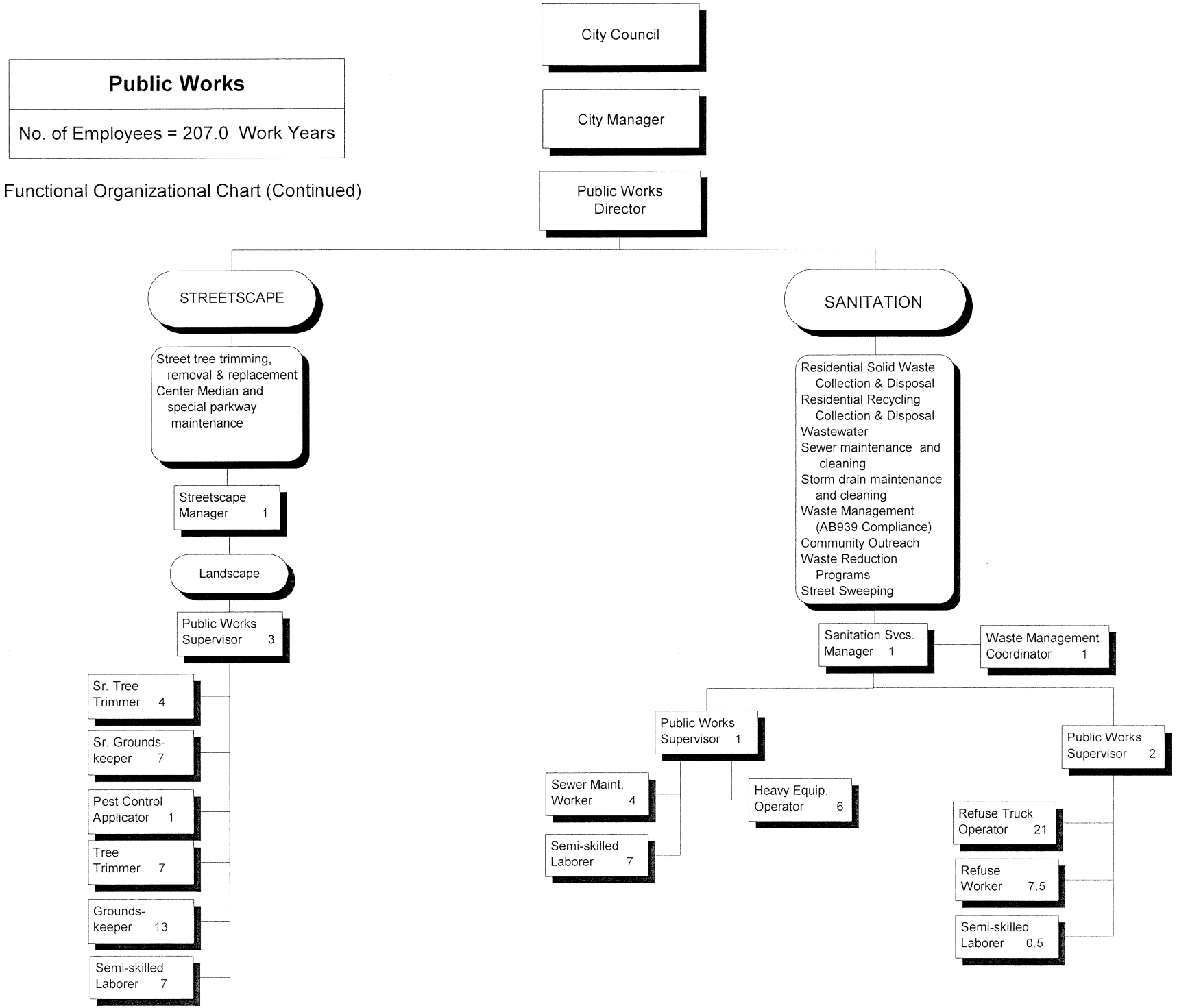
Functional Organizational Chart (Continued)



Public Works

No. of Employees = 207.0 Work Years

Functional Organizational Chart (Continued)

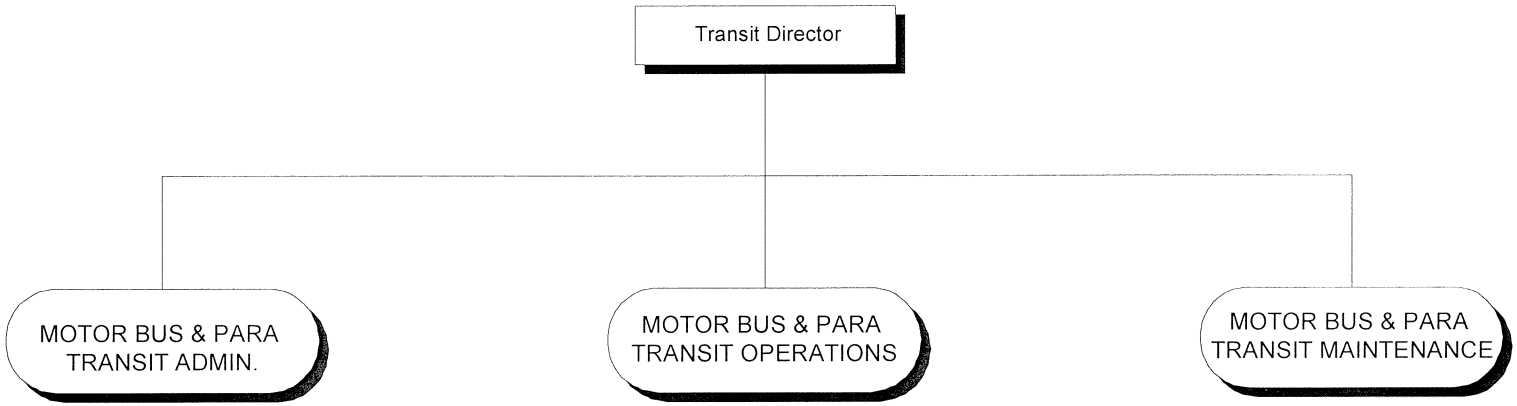


THIS PAGE INTENTIONALLY LEFT BLANK

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.

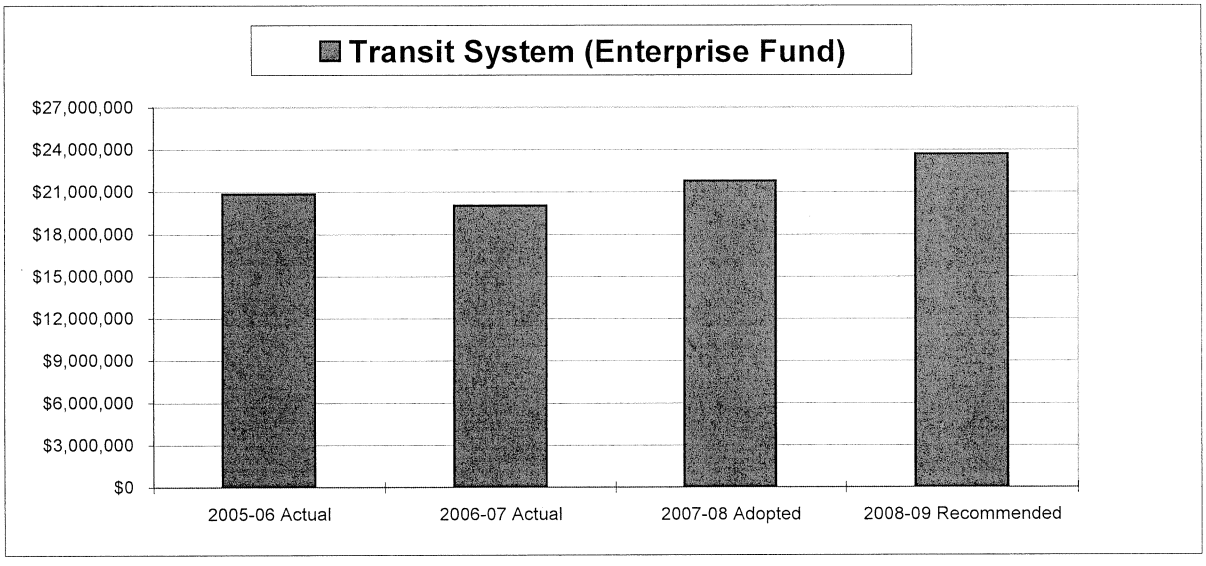
FUNCTIONAL RESPONSIBILITIES

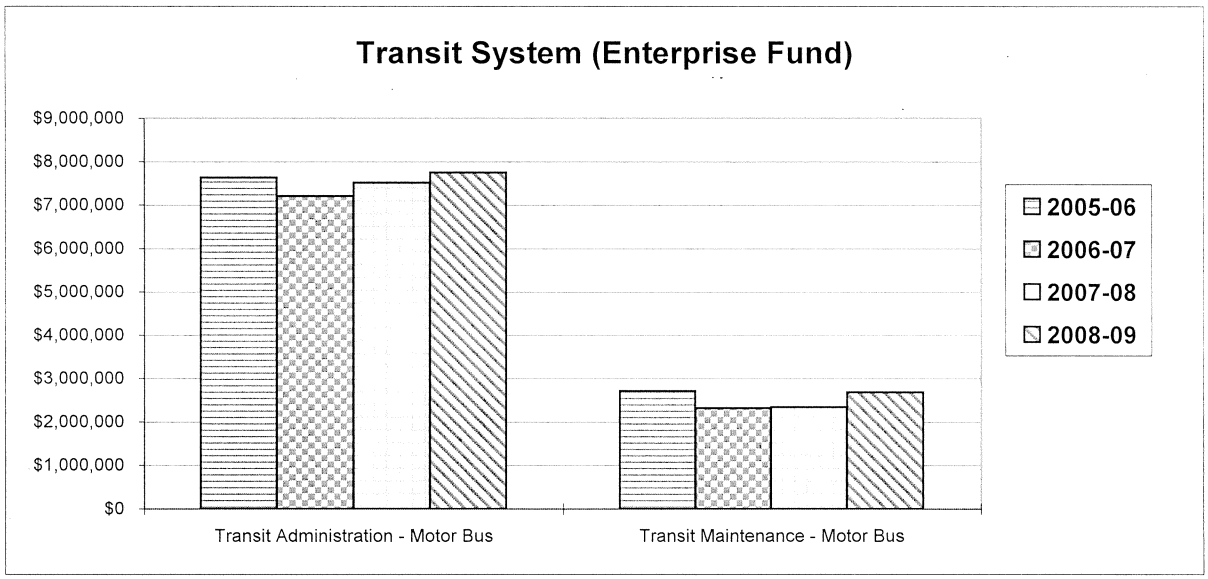
Torrance Transit System operates and administers the City's Transit System, including maintaining and repairing all transit vehicles: all planning, marketing, financial monitoring and reporting; grants administration, inter-agency liaisons and transit scheduling. Transit supervises and administers all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

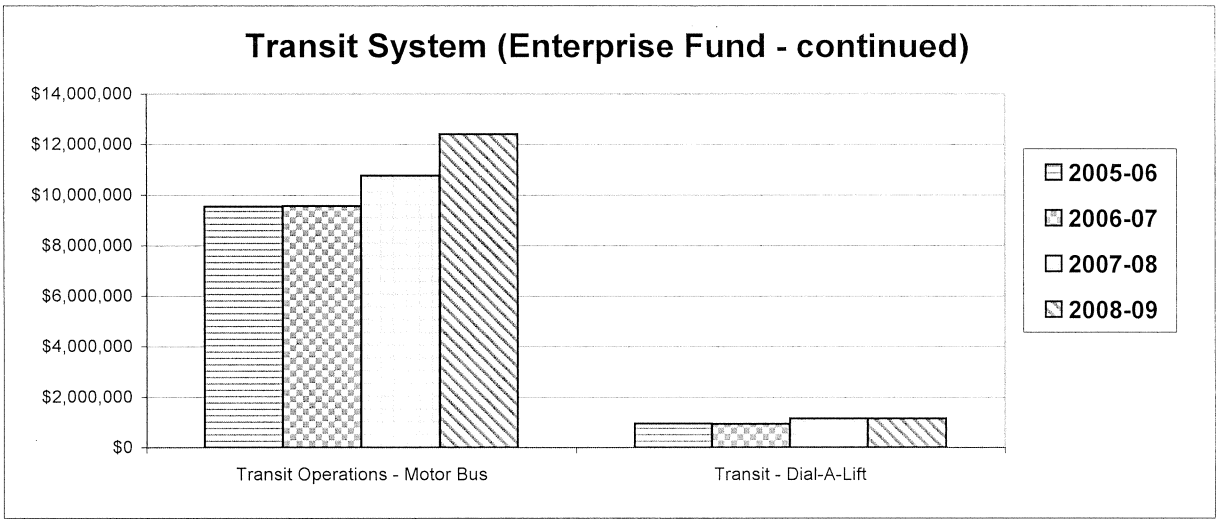
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Transit Enterprise Fund						
Transit Administration - Motor Bus	$ 7,636,496	$ 7,206,907	$ 7,520,368	$ 7,924,188	$ (473,685)	$ 7,450,503
Transit Maintenance - Motor Bus	2,718,932	2,316,248	2,345,196	2,345,196	341,264	2,686,460
Transit Operations - Motor Bus	9,543,559	9,570,051	10,762,100	10,762,100	1,647,000	12,409,100
Transit - Dial-A-Lift	948,284	935,662	1,146,027	1,146,070	1,756	1,147,826
Transit Enterprise Fund Total	$ 20,847,271	$ 20,028,868	$ 21,773,691	$ 22,177,554	$ 1,516,335	$ 23,693,889
Transit Enterprise Fund Revenues	$ 20,045,470	$ 18,685,513	$ 18,806,421	$ 19,667,025	$ 1,779,183	$ 21,446,208

EXPENDITURES




Transit System (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
Transit Administration - Motor Bus
Transit Maintenance - Motor Bus
2005-06
2006-07
2007-08
2008-09

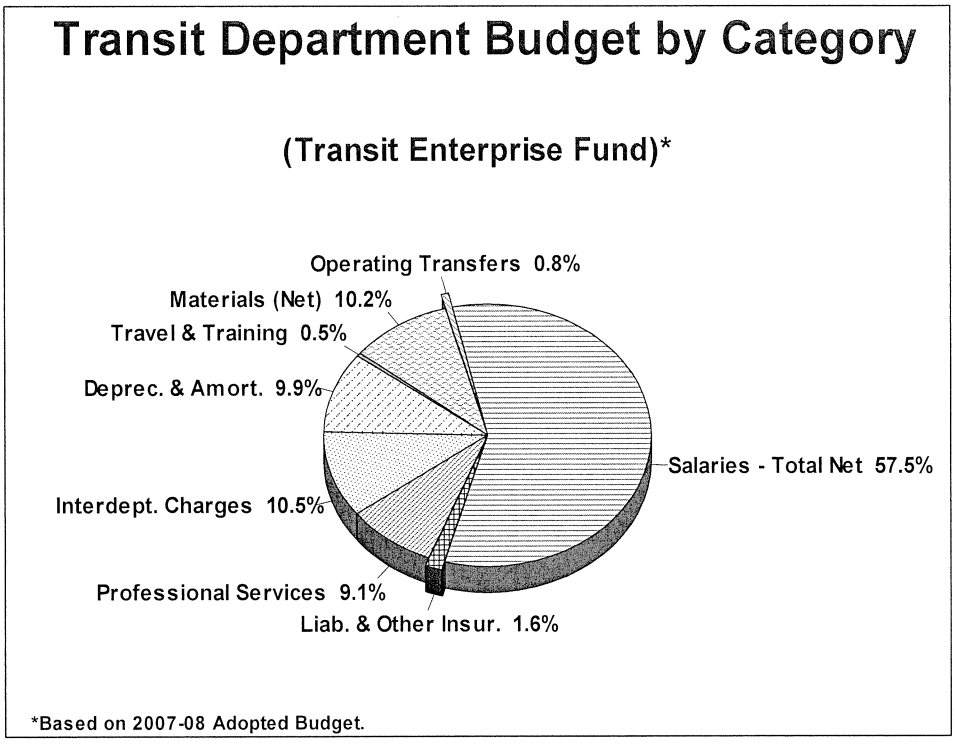

Transit System (Enterprise Fund - continued)
$14,000,000
$12,000,000
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
Transit Operations - Motor Bus
Transit - Dial-A-Lift
2005-06
2006-07
2007-08
2008-09

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 10,024,591	$ 9,787,714	$ 11,588,678	$ 11,588,878	$ 703,128	$ 12,292,006
Overtime	1,224,290	1,130,702	746,200	746,200	51,800	798,000
Salaries - Total	11,248,881	10,918,416	12,334,878	12,335,078	754,928	13,090,006
Salaries - Reimbursements	(12,352)	(7,470)	(16,200)	(16,200)	-	(16,200)
Salaries - Labor Charges	288,358	200,311	196,767	507,741	(341,574)	166,167
Salaries - Total Net	11,524,887	11,111,257	12,515,445	12,826,619	413,354	13,239,973
Supplies and Services	8,916,813	8,357,534	3,026,598	3,119,287	1,102,981	4,222,268
Capital Outlay	405,571	560,077	6,231,648	6,231,648	-	6,231,648
Transit Enterprise Fund Total	$ 20,847,271	$ 20,028,868	$ 21,773,691	$ 22,177,554	$ 1,516,335	$ 23,693,889

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 11,537,238	$ 11,118,727	$ 12,531,645	$ 12,842,819	$ 413,354	$ 13,256,173
Salary & Benefit Reimbursements	(12,352)	(7,470)	(16,200)	(16,200)	-	(16,200)
Materials, Supplies and Maintenance	2,482,792	2,327,575	2,215,365	2,215,365	1,063,021	3,278,386
Parts and Fuel Inventory	1,994,859	1,953,321	1,994,900	1,994,900	600,000	2,594,900
Inventory Contra Account	(1,994,859)	(1,953,321)	(1,994,900)	(1,994,900)	(600,000)	(2,594,900)
Professional Services/Contracts	1,609,539	1,526,408	1,977,470	1,977,470	(45,000)	1,932,470
Travel, Training & Membership Dues	92,377	85,815	105,200	105,200	(20,200)	85,000
Depreciation and Amortization	2,069,222	1,974,058	2,148,000	2,148,000	-	2,148,000
Liabilities & Other Insurance	741,167	306,812	351,252	351,252	(40,000)	311,252
Interdepartmental Charges	2,166,698	2,166,512	2,295,603	2,388,292	139,978	2,528,270
Debt Service	-	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	405,571	560,077	6,231,648	6,231,648	-	6,231,648
Bad Debts and Other Losses	-	211,628	-	-	-	-
Fixed Assets Contra Expenditures	(405,571)	(560,077)	(6,231,648)	(6,231,648)	-	(6,231,648)
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	160,590	318,803	165,356	165,356	5,182	170,538
Transit Enterprise Fund Total	$ 20,847,271	$ 20,028,868	$ 21,773,691	$ 22,177,554	$ 1,516,335	$ 23,693,889



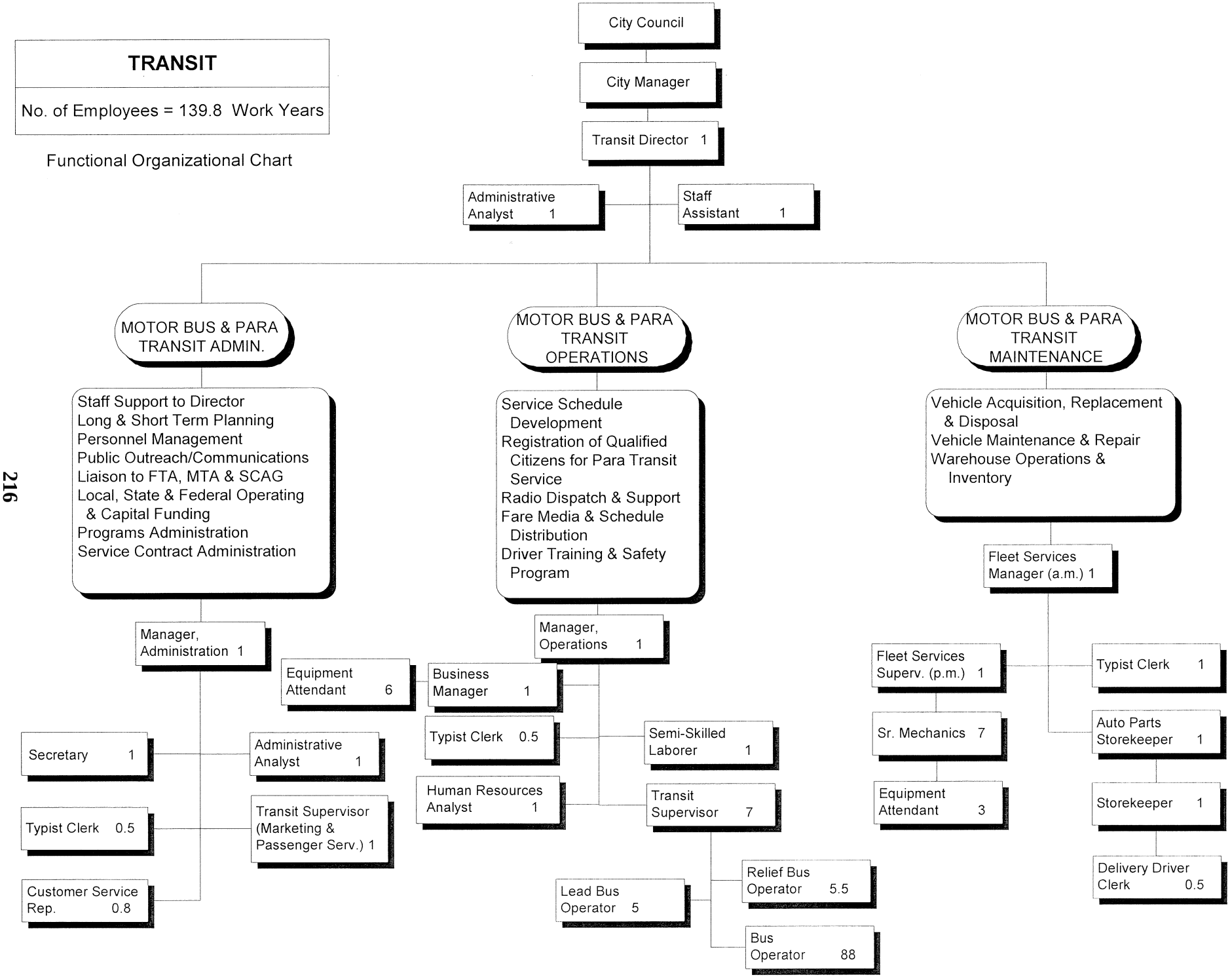
DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
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	8.0	8.0	8.0	-	8.0
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
Lead Bus Operator	5.0	5.0	5.0	5.0	-	5.0
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
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
Semi-skilled Laborer	1.0	1.0	1.0	1.0	-	1.0
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	2.0	2.0	2.0	2.0	-	2.0
Total Transit Enterprise Fund	139.0	139.0	139.0	139.0	0.8	139.8

TRANSIT

No. of Employees = 139.8 Work Years

Functional Organizational Chart



Non-Departmental

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

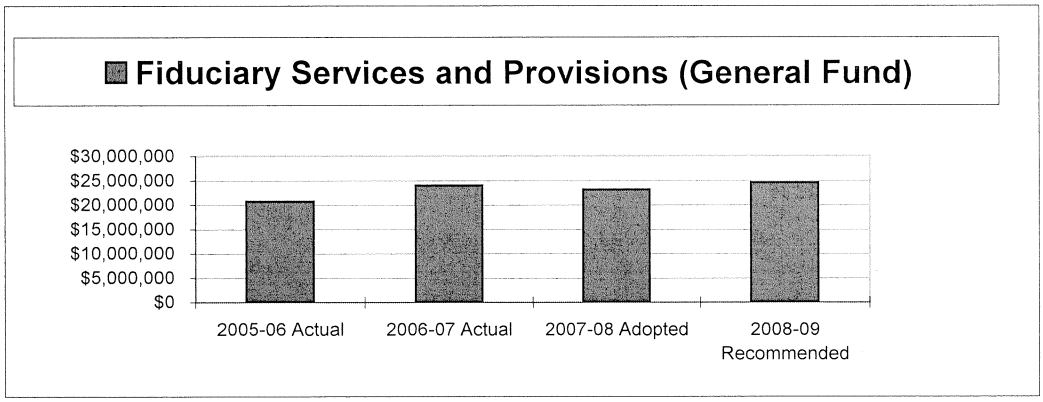
DEPARTMENT BUDGET SUMMARY

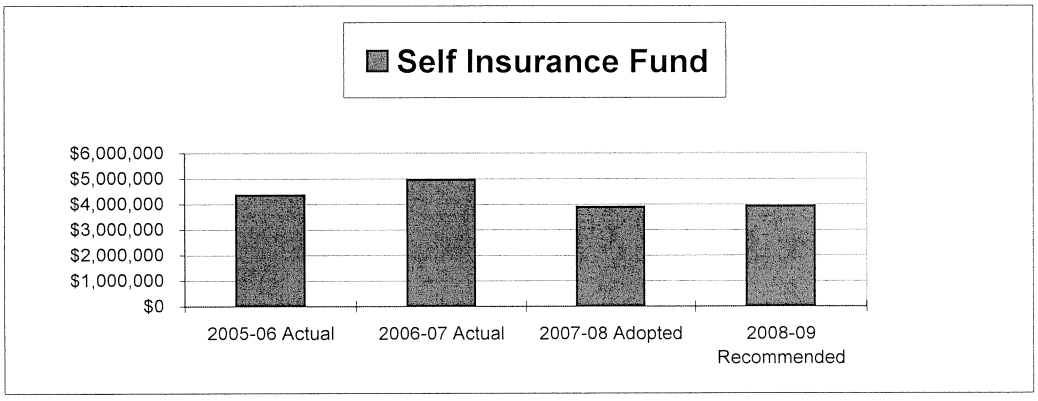
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Fiduciary Services and Provisions	$ 20,745,502	$ 24,017,187	$ 23,168,316	$ 29,924,697	$ (5,341,508)	$ 24,583,189
General Fund Total	$ 20,745,502	$ 24,017,187	$ 23,168,316	$ 29,924,697	$ (5,341,508)	$ 24,583,189
General Fund Revenues	$ 145,528,353	$ 155,529,117	$ 157,344,143	$ 163,817,164	$ (1,186,477)	$ 162,630,687

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Self Insurance	$ 4,352,146	$ 4,965,552	$ 3,884,222	$ 3,884,222	$ 45,875	$ 3,930,097
Self Insurance Fund Total	$ 4,352,146	$ 4,965,552	$ 3,884,222	$ 3,884,222	$ 45,875	$ 3,930,097
Self Insurance Fund Revenues	$ 3,344,540	$ 4,286,566	$ 3,722,688	$ 3,922,688	$ 10,000	$ 3,932,688

EXPENDITURES



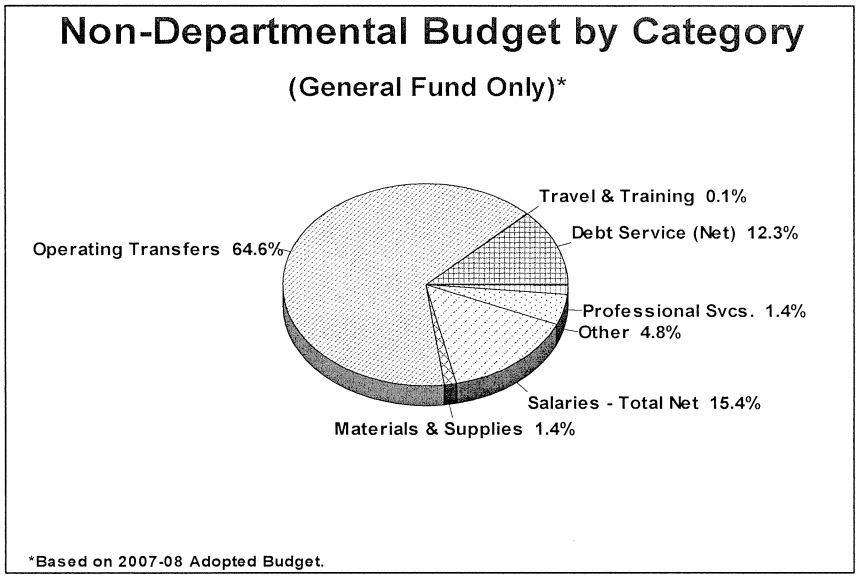


NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 93,917	$ 89,588	$ 20,665,766	$ 25,959,639	$ (5,753,786)	$ 20,205,853
Overtime	-	-	-	-	-	-
Salaries - Total	93,917	89,588	20,665,766	25,959,639	(5,753,786)	20,205,853
Salaries - Reimbursements	-	-	(17,030,100)	(17,030,100)	-	(17,030,100)
Salaries - Labor Charges	13,377	13,439	19,660	19,660	19,200	38,860
Salaries - Total Net	107,294	103,028	3,655,326	8,949,199	(5,734,586)	3,214,613
Supplies and Services	20,638,208	23,914,160	19,512,990	20,975,498	393,078	21,368,576
Capital Outlay	-	-	-	-	-	-
General Fund Total	$ 20,745,502	$ 24,017,187	$ 23,168,316	$ 29,924,697	$ (5,341,508)	$ 24,583,189

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 123,576	$ 104,652	$ 20,591,480	$ 25,885,353	$ (5,734,586)	$ 20,150,767
Salary & Benefit Reimbursements	(21)	-	(17,030,100)	(17,030,100)	-	(17,030,100)
Materials, Supplies and Maintenance	33,718	58,838	318,380	1,631,658	(116,212)	1,515,446
Professional Services/Contracts	50,182	727,629	330,796	330,796	-	330,796
Travel, Training & Membership Dues	7,372	21,823	21,474	21,474	1,511	22,985
Interdepartmental Charges	-	-	-	-	-	
Insurance and Claims	-	-	-	-	-	
Capital Acquisitions	-	-	-	-	-	
Debt Service	2,789,121	2,832,529	2,857,725	2,857,725	(3,169)	2,854,556
Bad Debts & Other Losses	993,988		-	-	-	
Operating Transfers & Grants	20,456,831	23,968,759	18,936,120	19,085,350	632,188	19,717,538
Reimbursements from Other Funds	(3,807,465)	(3,818,282)	(3,978,799)	(3,978,799)	-	(3,978,799)
Other	98,200	121,240	121,240	121,240	(121,240)	
Other Financing Uses			1,000,000	1,000,000	-	1,000,000
General Fund Total	$ 20,745,502	$ 24,017,187	$ 23,168,316	$ 29,924,697	$ (5,341,508)	$ 24,583,189

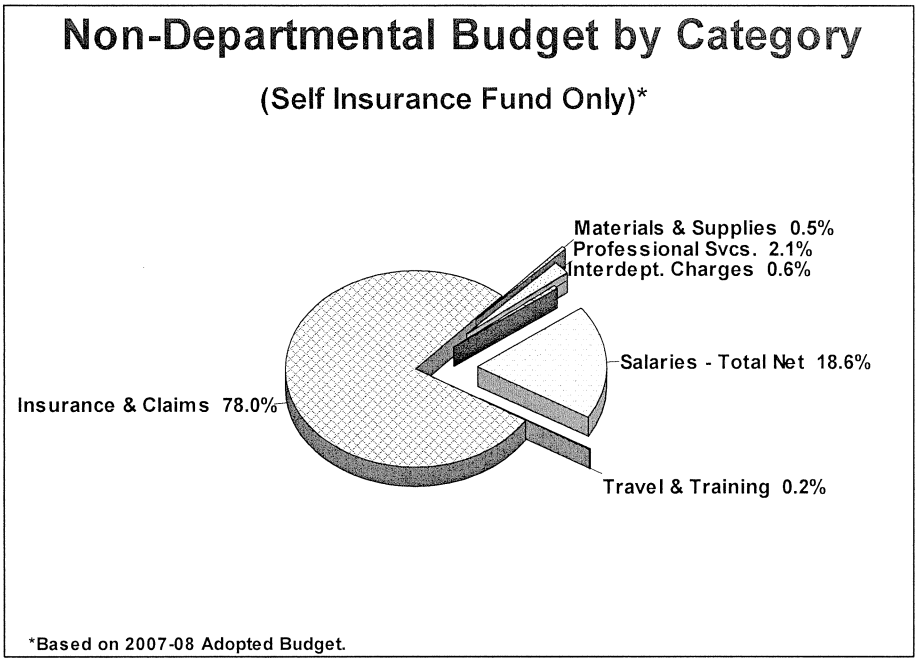


NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ -	$ -	$ -	$ -	$ -	$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	611,953	651,527	723,600	723,600	42,200	765,800
Salaries - Total Net	611,953	651,527	723,600	723,600	42,200	765,800
Supplies and Services	3,740,193	4,314,025	3,160,622	3,160,622	3,675	3,164,297
Capital Outlay	-	-	-	-	-	-
General Fund Total	$ 4,352,146	$ 4,965,552	$ 3,884,222	$ 3,884,222	$ 45,875	$ 3,930,097

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries and Employee Benefits	$ 894,273	$ 651,527	$ 723,600	$ 723,600	$ 42,200	$ 765,800
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	13,489	7,655	20,995	20,995	-	20,995
Professional Services/Contracts	53,483	63,662	82,733	82,733	-	82,733
Travel, Training & Membership Dues	5,568	6,727	6,800	6,800	-	6,800
Insurance and Claims	3,195,823	4,216,155	3,028,378	3,028,378	-	3,028,378
Interdepartmental Charges	11,826	11,826	13,398	13,398	6,475	19,873
Capital Outlay					-	
Operating Transfers Out	177,684	8,000	8,318	8,318	(2,800)	5,518
General Fund Total	$ 4,352,146	$ 4,965,552	$ 3,884,222	$ 3,884,222	$ 45,875	$ 3,930,097



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

	2005-06 Actual	2006-07 Actual	2007-08 Proposed	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ 93,917	$ 89,588	$ 20,665,766	$ 25,959,639	$ (5,753,786)	$ 20,205,853
Overtime	-	-	-	-	-	-
Salaries - Total	93,917	89,588	20,665,766	25,959,639	(5,753,786)	20,205,853
Salaries - Reimbursements	-	-	(17,030,100)	(17,030,100)	-	(17,030,100)
Salaries - Labor Charges	13,377	13,439	19,660	19,660	19,200	38,860
Salaries - Total Net	107,294	103,028	3,655,326	8,949,199	(5,734,586)	3,214,613
Supplies and Services	20,638,208	23,914,160	19,512,990	20,975,498	393,078	21,368,576
Capital Outlay	-	-	-	-	-	-
Program Total	$ 20,745,502	$ 24,017,187	$ 23,168,316	$ 29,924,697	$ (5,341,508)	$ 24,583,189
PROGRAM REVENUES	$ 145,528,353	$ 155,529,117	$ 157,344,143	$ 163,817,164	$ (1,186,477)	$ 162,630,687
Retirement, Social Security and Miscellaneous Benefits						
Retirement	$ -	$ -	$ 8,608,500	$ 8,608,500	$ -	$ 8,608,500
Social Security and miscellaneous benefits	1,636,745	2,015,470	6,928,020	12,221,893	(5,753,786)	6,468,107
Less: Reimbursements from other departments and programs for benefits	-	-	(11,989,800)	(11,989,800)	-	(11,989,800)
Employee Relations	7,372	21,823	19,399	19,399	19,511	38,910
Insurance						
Employee insurance benefits	-	-	5,040,300	5,040,300	-	5,040,300
Retiree Health Insurance	-	-	-	-	-	-
Health Insurance Rebate Program	(15,948)	(10,049)	103,946	103,946	-	103,946
Fire/Property insurance	-	-	-	-	-	-
Employee life insurance	-	-	-	-	-	-
Professional services	15,172	14,860	25,000	25,000	-	25,000
Miscellaneous insurance	-	-	-	-	-	-
Less: Reimbursements from other departments and programs	(3,757,365)	(3,768,282)	(8,969,099)	(8,969,099)	-	(8,969,099)
					-	
Transfers					-	
Transfer to Self Insurance	1,953,273	1,674,382	1,200,000	1,400,000	10,000	1,410,000
Transfer to Capital Improvement	5,827,806	5,327,000	1,300,000	1,300,000	(740,000)	560,000
Transfer to Cultural Arts Center	780,075	780,075	1,065,075	1,065,075	84,800	1,149,875
Transfer to Parks and Recreation Enterprise	2,893,847	3,052,106	3,410,597	3,495,750	250,000	3,745,750
Transfer to Fleet Services	450,000	1,188,000	550,000	550,000	-	550,000
Transfer to State Gas Tax	-	-	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-	-	-
Transfer to Reserves	-	871,513	-	-	-	-
Transfer to Animal Control Fund	32,000	-	62,000	100,477	138,171	238,648
Transfer to Employee Benefit Fund	-	1,500,000	1,500,000	1,500,000	-	1,500,000
Transfer to CAC Grant	100,328	98,200	98,200	98,200	11,240	109,440
Transfer to Reorganization Fund	-	50,000	50,000	50,000	-	50,000
Transfer to Fire EMS Fund	6,542,918	7,058,352	7,735,448	7,699,048	779,777	8,478,825
Transfer to PERS Mitigation	-	-	-	-	-	-

	2005-06 Actual	2006-07 Actual	2007-08 Proposed	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Lease-back Payments						
General Fund	2,789,121	2,832,529	2,857,725	2,857,725	(3,169)	2,854,556
Park & Recreation Facilities	-	-	-	-	-	-
Drainage Improvement Fund	-	-	-	-	-	-
Sewer Revolving Fund	-	-	-	-	-	-
Hazardous Waste Management Program	58,055	128,445	126,597	126,597	1,200	127,797
Less: Reimbursements from other depts.	(50,100)	(50,000)	(50,000)	(50,000)	-	(50,000)
Classification Study	-	-	-	-	-	-
Torrance CAC Foundation Grant	-	23,040	23,040	23,040	(23,040)	-
Fire Apparatus Replacement	380,000	500,000	500,000	500,000	-	500,000
Telephone Replacement	-	-	-	-	-	-
Computer Loan Program	-	-	-	-	-	-
Police Computer Replacement	75,000	75,000	75,000	75,000	-	75,000
Infrastructure Reserve	16,261	-	1,375	1,375	-	1,375
State Mitigation Reserve	-	-	-	-	-	-
Organizational Efficiency Reserve	-	-	-	-	-	-
City Bond Buy Back	-	-	-	-	-	-
Economic Development Reserve	-	-	1,350,000	1,350,000	-	1,350,000
Property Tax Admin. Cost	-	603,373	-	-	-	-
Training Reserve	-	-	-	-	-	-
Street Lighting District Election Reserve	-	-	-	-	-	-
Other Cost Increases	-	-	268,993	1,582,271	(116,212)	1,466,059
Repayment of RDA Debt	-	-	1,000,000	1,000,000	-	1,000,000
Change in Fair Market Value-Decrease	993,988	-	-	-	-	-
Community Improvements					-	
Community Clean-Up	16,256	31,350	40,000	40,000	-	40,000
Right-of-Way Investment	698	-	100,000	100,000	-	100,000
Plaza Del Amo Feasibility Study	-	-	-	-	-	-
Contr to Reserve-Prop A Exhchange	-	-	138,000	-	-	-
Material Reimbursement-Win	-	-	-	-	-	-
Total	$ 20,745,502	$ 24,017,187	$ 23,168,316	$ 29,924,697	$ (5,341,508)	$ 24,583,189

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

	2005-06 Actual	2006-07 Actual	2007-08 Adopted	Original 2008-09 Adopted	Updated Labor/ Legislative Changes	2008-09 Recommended
Salaries	$ -	$ -	$ -	$ -	$ -	$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	611,953	651,527	723,600	723,600	42,200	765,800
Salaries - Total Net	611,953	651,527	723,600	723,600	42,200	765,800
Supplies and Services	3,740,193	4,314,025	3,160,622	3,160,622	3,675	3,164,297
Capital Outlay	-	-	-	-	-	-
Program Total	$ 4,352,146	$ 4,965,552	$ 3,884,222	$ 3,884,222	$ 45,875	$ 3,930,097
PROGRAM REVENUES	$ 3,344,540	$ 4,286,566	$ 3,722,688	$ 3,922,688	$ 10,000	$ 3,932,688
INSURANCE TYPE						
Worker's Compensation Insurance	$ 2,845,385	$ 2,671,550	$ 2,494,048	$ 2,494,048	$ 40,695	$ 2,534,743
Liability Insurance	1,391,973	2,162,387	1,199,143	1,199,143	5,180	1,204,323
Unemployment Insurance	114,788	131,615	191,031	191,031	-	191,031
Program Total	$ 4,352,146	$ 4,965,552	$ 3,884,222	$ 3,884,222	$ 45,875	$ 3,930,097

Financial
Statements

AIRPORT ENTERPRISE FUND

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	*Audited 2006*	*Audited 2007*
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 3,862,174	$ 5,364,571	$ 7,128,382
Accounts Receivable	249,804	233,875	269,475
Accrued Interest Receivable	29,553	49,982	83,349
Prepaids	1,151	1,883	-
Total Current Assets	4,142,682	5,650,311	7,481,206
Capital Assets, net	5,799,656	5,897,081	6,584,479
Total Assets	$ 9,942,338	$ 11,547,392	$ 14,065,685
LIABILITIES AND FUND EQUITY			
Current Liabilities			
Accounts Payable	$ 90,123	$ 22,747	$ 83,171
Accrued Liabilities	66,242	64,162	94,678
Unearned Revenues	169,557	205,513	142,200
Total Current Liabilities	325,922	292,422	320,049
Rental Deposits and Guarantees	28,164	28,164	-
Total Liabilities	354,086	320,586	320,049
Fund Equity - Unreserved Retained Earnings	9,588,252	11,226,806	13,745,636
Total Liabilities and Fund Equity	$ 9,942,338	$ 11,547,392	$ 14,065,685

AIRPORT ENTERPRISE FUND

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Leased land area rentals	$ 5,529,215	$ 6,768,380	$ 8,405,553
Hangar and building rentals	1,993,127	2,077,039	2,184,838
Airfield fees and charges	149,740	163,665	182,852
Other	-	-	20,613
Total Operating Revenues	7,672,082	9,009,084	10,793,856
OPERATING EXPENSES			
Salaries and employee benefits	1,324,014	1,367,392	1,424,413
Services and supplies	295,358	333,026	357,672
Other professional services	277,999	268,510	254,821
Depreciation and amortization	265,256	260,038	230,657
Insurance and claims	23,691	26,341	24,671
City charges	2,441,548	2,447,675	2,455,496
Other	1,149,733	133,243	44,066
Total Operating Expenses	5,777,599	4,836,225	4,791,796
OPERATING INCOME	1,894,483	4,172,859	6,002,060
NON-OPERATING REVENUES AND EXPENSES			
Investment earnings	150,028	149,897	276,997
Interest expense	(240,793)	(223,379)	(204,764)
Total Non-Operating Revenues and Expenses	(90,765)	(73,482)	72,233
Income before transfers	1,803,718	4,099,377	6,074,293
TRANSFERS OUT	(2,426,989)	(2,460,823)	(3,555,463)
NET INCOME (LOSS)	**$ (623,271)**	**$ 1,638,554**	**$ 2,518,830**

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating income	$1,894,483	$4,172,859	$6,002,060
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	265,256	260,038	230,657
(Increase) decrease in accounts receivable	(42,677)	15,929	(35,600)
(Increase) decrease in prepaids	(411)	(732)	1,883
Increase in deposits and guarantees	-	-	21,986
Increase (decrease) in accounts payable	698	(1,108)	(4,315)
Increase (decrease) in accrued liabilities	11,936	(2,080)	7,681
Increase (decrease) in unearned revenues	109,187	35,956	(63,313)
Net cash provided by operating activities	2,238,472	4,480,862	6,161,039
Cash flows from capital financing activities:			
Payments for capital expenditures	(62,336)	(423,731)	(880,631)
Payments for longterm obligations	(240,793)	(223,379)	(204,764)
Net cash used by capital financing activities	(303,129)	(647,110)	(1,085,395)
Cash flows from noncapital financing activities:			
Advances to other funds, net	539,705	-	-
Cash transfers paid to other funds	(2,426,989)	(2,460,823)	(3,555,463)
Net cash used by noncapital financing activities	(1,887,284)	(2,460,823)	(3,555,463)
Cash flows from investing activities:			
Cash received from interest on investments	66,120	129,468	243,630
Net cash provided by investing activities	66,120	129,468	243,630
Net increase (decrease) in cash, restricted cash and cash equivalents	114,179	1,502,397	1,763,811
Cash, restricted cash and cash equivalents, July 1	3,747,995	3,862,174	5,364,571
Cash, restricted cash and cash equivalents, June 30	$3,862,174	$5,364,571	$7,128,382

CABLE TV

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets			
Pooled cash and investments	$ 1,324,796	$ 1,589,121	$ 2,055,860
Accounts and accrued interest receivable	318,942	380,166	394,251
Total Assets	$ 1,643,738	$ 1,969,287	$ 2,450,111
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	$ 141,381	$ 142,642	$ 143,335
Total Current Liabilities	141,381	142,642	143,335
Fund Equity:			
Retained Earnings-Unreserved	1,502,357	1,826,645	2,306,776
Total Liabilities and Fund Equity	$ 1,643,738	$ 1,969,287	$ 2,450,111

CABLE TV

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Franchise Fees	$ 1,310,030	$ 1,416,784	$ 1,453,909
Cable TV access fees	173,000	173,000	173,000
TCTV workshops	346	1,035	5
Miscellaneous	27,331	45,017	37,085
Total Operating Revenues	1,510,707	1,635,836	1,663,999
OPERATING EXPENSES			
Salaries and employee benefits	842,618	957,548	1,002,702
Services and supplies	50,025	60,868	39,808
Other professional services	70,767	83,081	89,442
Insurance and claims	6,614	8,144	6,614
Capital outlay	64,397	33,726	23,114
Interdepartmental charges	74,296	75,801	75,801
Other	11,600	12,286	11,600
Total Operating Expenses	1,120,317	1,231,454	1,249,081
OPERATING INCOME	390,390	404,382	414,918
NON-OPERATING REVENUES (EXP)			
Investment Earnings	40,870	54,145	86,969
Capital Expenditures	(67,485)	(166,064)	(1,875)
Total Non-Operating Revenues (Exp)	(26,615)	(111,919)	85,094
Net Income Before Transfers	363,775	292,463	500,012
TRANSFERS IN	9,000	50,831	-
TRANSFERS OUT	(289,063)	(19,006)	(19,881)
NET INCOME	**$ 83,712**	**$ 324,288**	**$ 480,131**

CABLE TV

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating income	$ 390,390	$ 404,382	$ 414,918
Adjustments to reconcile operating income to net cash provided by operating activities:			
(Increase) in accrued interest receivable	(3,024)	(4,609)	(9,133)
(Increase) decrease in prepaids	150	(5)	(3)
(Increase) decrease in accounts receivable	2,673	(56,609)	(4,950)
Increase in accrued liablilites	-	-	32,325
Increase (decrease) in accounts payable	69,581	1,260	(31,631)
Net cash provided by operating activities	459,770	344,419	401,526
Cash flows from capital financing activities:			
Payments for capital expenditures	(67,485)	(166,064)	(1,875)
Net cash used by capital financing activities	(67,485)	(166,064)	(1,875)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	9,000	50,831	-
Cash transfers paid to other funds	(289,063)	(19,006)	(19,881)
Net cash provided by (used by) noncapital financing activities	(280,063)	31,825	(19,881)
Cash flows from investing activities:			
Cash received from interest on investments	40,870	54,145	86,969
Net cash provided by investing activities	40,870	54,145	86,969
Net increase in cash, restricted cash and cash equivalents	153,092	264,325	466,739
Cash, restricted cash and cash equivalents, July 1	1,171,704	1,324,796	1,589,121
Cash, restricted cash and cash equivalents, June 30	$ 1,324,796	$ 1,589,121	$ 2,055,860

CULTURAL ARTS CENTER ENTERPRISE FUND

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 667,088	$ 570,548	$ 526,270
Accounts Receivable	24,375	17,359	27,608
Prepaids	-	2,500	7,931
Total Current Assets	691,463	590,407	561,809
Capital Assets, net	475,271	487,618	485,309
Total Assets	**$ 1,166,734**	**$ 1,078,025**	**$ 1,047,118**
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	$ 325,344	$ 270,942	$ 320,368
Accrued Liabilities	41,841	55,340	84,231
Total Liabilities	367,185	326,282	404,599
Fund Equity - Unreserved Retained Earnings	799,549	751,743	642,519
Total Liabilities and Fund Equity	**$ 1,166,734**	**$ 1,078,025**	**$ 1,047,118**

CULTURAL ARTS CENTER ENTERPRISE FUND

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Charges for services	$ 806,846	$ 819,217	$ 823,133
Total Operating Revenues	806,846	819,217	823,133
OPERATING EXPENSES			
Salaries and employee benefits	1,133,770	1,259,349	1,245,358
Services and supplies	97,747	71,747	98,074
Other professional services	254,514	248,375	299,758
Depreciation and amortization	4,113	7,055	8,058
City charges	99,546	99,877	99,877
Other	73,178	52,240	52,175
Total Operating Expenses	1,662,868	1,738,643	1,803,300
OPERATING LOSS	(856,022)	(919,426)	(980,167)
NON-OPERATING REVENUES			
Grants	106,799	98,200	98,200
Total Non-Operating Revenues	106,799	98,200	98,200
Loss before transfers	(749,223)	(821,226)	(881,967)
TRANSFERS IN	780,075	785,120	785,986
TRANSFERS OUT	(47,375)	(11,700)	(13,243)
NET LOSS	**$ (16,523)**	**$ (47,806)**	**$ (109,224)**

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating loss	($856,022)	($919,426)	($980,167)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	4,113	7,055	8,058
(Increase) decrease in accounts receivable	(12,136)	7,016	(10,249)
(Increase) in prepaids	-	(2,500)	(5,431)
Increase (decrease) in accounts payable	31,123	(12,497)	(47,822)
Increase in accrued liabilities	13,210	13,499	9,877
Increase (decrease) in deposits and guarantees	(3,116)	(3,321)	116,262
Net cash used by operating activities	(822,828)	(910,174)	(909,472)
Cash flows from capital financing activities:			
Payments for capital expenditures	(361,663)	(57,986)	(5,749)
Net cash used by capital financing activities	(361,663)	(57,986)	(5,749)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	780,075	785,120	785,986
Cash transfers paid to other funds	(47,375)	(11,700)	(13,243)
Cash received from grants	106,799	98,200	98,200
Net cash provided by noncapital financing activities	839,499	871,620	870,943
Net increase (decrease) in cash, restricted cash and cash equivalents	(344,992)	(96,540)	(44,278)
Cash, restricted cash and cash equivalents, July 1	1,012,080	667,088	570,548
Cash, restricted cash and cash equivalents, June 30	$667,088	$570,548	$526,270

FLEET SERVICES FUND

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 7,318,948	$ 9,711,108	$ 12,269,883
Accounts Receivable	132	-	23,650
Accrued Interest Receivable	55,158	95,128	147,239
Prepayments	1,302	9,429	-
Inventories	800,384	863,874	907,805
Total Current Assets	8,175,924	10,679,539	13,348,577
Property, plant and equipment (net)	6,615,004	5,074,109	5,776,160
Total Assets	**$ 14,790,928**	**$ 15,753,648**	**$ 19,124,737**
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	$ 104,135	$ 231,564	$ 1,365
Accrued Liabilities	338,105	327,619	651,606
Total Current Liabilities	442,240	559,183	652,971
Fund Equity:			
Reserved	6,615,004	5,074,109	5,776,160
Unreserved	7,733,684	10,120,356	12,695,606
Total Liabilities and Fund Equity	**$ 14,790,928**	**$ 15,753,648**	**$ 19,124,737**

FLEET SERVICES FUND

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

	Audited 04-05	***Audited 05-06***	***Audited 06-07***
OPERATING REVENUES			
Charges for services	$ 2,330,798	$ 5,663,592	$ 5,650,670
Total Operating Revenues	2,330,798	5,663,592	5,650,670
OPERATING EXPENSES			
Salaries and employee benefits	403,457	2,644,818	2,824,056
Materials and services	299,442	541,379	545,368
Insurance and claims	7,555	7,868	7,555
Depreciation	1,716,954	2,423,906	1,111,261
Other	8,600	14,822	12,637
Total Operating Expenses	2,436,008	5,632,793	4,500,877
OPERATING INCOME (LOSS)	(105,210)	30,799	1,149,793
NON-OPERATING REVENUES			
Investment Earnings	189,674	296,101	512,717
Other, net	-	-	(71,228)
Gain on sale of capital assets	82,991	60,131	104,791
Total Non-Operating Revenues	272,665	356,232	546,280
Net Income Before Transfers	167,455	387,031	1,696,073
TRANSFERS IN	306,127	475,146	1,599,531
TRANSFERS OUT	(123,937)	(16,400)	(18,303)
NET INCOME	**$ 349,645**	**$ 845,777**	**$ 3,277,301**

FLEET SERVICES FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating income (loss)	$ (105,210)	$ 30,799	$ 1,149,793
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	1,716,954	2,423,906	1,111,261
(Increase) decrease in accounts receivable	5,420	132	(23,650)
(Increase) decrease in prepaids	(1,302)	(8,128)	9,429
(Increase) in inventories	(11,291)	(63,490)	(43,931)
Increase (decrease) in accounts payable	(108,698)	162,876	(230,199)
Increase (decrease) in accrued salaries and benefits	9,711	(10,486)	41,396
Increase in other liabilities	-	-	202,802
Net cash provided by operating activities	1,505,584	2,535,609	2,216,901
Cash flows from capital financing activities:			
Payments for capital expenditures	(715,909)	(937,342)	(1,805,481)
Proceeds from sale of capital assets	96,736	79,018	104,791
Net cash used by capital financing activities	(619,173)	(858,324)	(1,700,690)
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	-	-	730
Cash transfers received from other funds	306,127	475,146	1,599,531
Cash transfers paid to other funds	(123,937)	(16,400)	(18,303)
Net cash provided by noncapital financing activities	182,190	458,746	1,581,958
Cash flows from investing activities:			
Cash received from interest on investments	170,324	256,129	460,606
Net cash provided by investing activities	170,324	256,129	460,606
Net increase in cash, restricted cash and cash equivalents	1,238,925	2,392,160	2,558,775
Cash, restricted cash and cash equivalents, July 1	6,080,023	7,318,948	9,711,108
Cash, restricted cash and cash equivalents, June 30	$ 7,318,948	$ 9,711,108	$ 12,269,883

GENERAL FUND

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled cash and investments	$ 19,911,893	$ 28,004,283	$ 40,255,714
Accounts receivable	5,714,554	6,438,028	6,608,088
Accrued interest receivable	493,661	696,537	1,064,546
Due from other funds	3,941,940	1,898,982	469,347
Due from other governments	2,307,016	2,434,130	2,279,101
Interfund advances receivable	12,888,184	12,868,632	12,858,555
Inventories, at cost	-	-	489
Prepaids and other assets	236,077	219,298	183,185
Total Assets	$ 45,493,325	$ 52,559,890	$ 63,719,025
LIABILITIES AND FUND BALANCE			
Liabilities:			
Accounts payable	$ 1,743,156	$ 1,636,901	$ 908,476
Accrued liabilities	4,447,834	4,361,406	4,552,598
Unearned revenue	-	871,526	879,091
Deposits and guarantees	103,472	60,359	27,742
Interfund advances payable	600,000	600,000	600,000
Total Liabilities	6,894,462	7,530,192	6,967,907
Fund Balance:			
Reserved -			
Encumbrances	1,376,767	1,519,433	2,235,061
Advances	12,888,184	12,868,632	12,858,555
Inventories	-	-	489
Capital improvements	1,378,545	5,099,844	5,489,100
Prepaids	236,077	219,298	183,185
Total Reserved Fund Balance	15,879,573	19,707,207	20,766,390
Unreserved -			
Designated			
Compensated absences	1,000,000	1,000,000	1,000,000
Contingencies	20,897	125,897	222,015
Economic uncertainties	4,593,282	4,593,282	6,621,349
Revolving nuisance abatement	80,000	80,000	80,000
Reorganization	-	600,826	343,447
Class plan	-	-	187,263
Economic development	983,610	1,008,172	807,222
Prop A exchange	148,141	148,141	479,141
Innovation program	107,950	88,850	100,400
Balancing strategies	1,377,775	1,326,525	1,326,525
Alternative fuel vehicles	-	2,007,764	1,967,764
Fire apparatus replacement	-	338,253	838,253
Clean water requirement(NPDES)	-	1,000,000	50,000
Energy	-	100,059	100,059
MOU requirements	120,314	120,314	120,314
Wages	-	-	2,432,443
Federal labor standard act	-	-	500,000
Benefit rate mitigation	-	1,882,977	2,513,894
PC replacement	856,197	936,887	1,151,527
Police computer replacement	-	112,582	142,942
Central Services equipment replacement	-	34,297	8,051
Data communications replacement	50,000	10,752	5,662
Telephone replacement	135,000	388,211	514,811
Radio replacement	80,000	13,750	206,742
Materials	-	-	1,250,000
Security improvements	109,207	109,207	124,207
Redevelopment activities	6,408,206	6,808,206	7,208,206
Litigation	2,540	2,540	152,540
Total Designated	16,073,119	22,837,492	30,454,777
Undesignated	6,646,171	2,484,999	5,529,951
Total Unreserved Fund Balance	22,719,290	25,322,491	35,984,728
Total Fund Balance	38,598,863	45,029,698	56,751,118
Total Liabilities and Fund Balance	$ 45,493,325	$ 52,559,890	$ 63,719,025

CITY OF TORRANCE
STATEMENT OF REVENUES - GENERAL FUND
FOR FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Local Taxes			
Property Taxes:			
Current secured taxes	$ 15,819,547	$ 17,775,453	$ 21,481,549
Current unsecured taxes	959,176	977,140	955,093
Prior years' secured taxes	451,258	(11,694)	2,361
Prior years' unsecured taxes	155,615	131,070	139,024
Property/sales flip taxes	9,164,531	7,939,364	11,846,406
VLF swap and repayment taxes	7,809,363	9,405,531	9,703,716
Aircraft assessment taxes	129,295	138,209	132,761
Penalties and interest	88,031	99,783	126,581
Supplemental prior year secured taxes	471,992	687,350	370,079
Supplemental current year secured taxes	760,889	933,692	1,423,026
Redemption	510,866	557,017	617,540
	36,320,563	38,632,915	46,798,136
Taxes Other Than Property:			
Sales and use tax	28,311,957	31,439,090	31,935,948
Prop 172 sales tax	1,277,589	1,363,986	1,384,266
Business license tax	6,910,712	7,064,662	7,302,043
Business permit tax	514,454	465,182	617,320
Utility users' tax	31,379,829	33,140,183	33,168,876
Construction tax	561,770	1,845,364	1,501,666
Real property transfer tax	1,033,438	982,361	865,709
Franchise tax - all other	4,434,943	5,107,449	5,269,978
Occupancy tax	6,451,251	6,694,246	7,541,492
Oil severance tax	5,868	6,418	7,043
Congeneration tax	744,134	730,400	646,116
	81,625,945	88,839,341	90,240,457
Total Local Taxes	117,946,508	127,472,256	137,038,593
Licenses, Fees and Permits:			
Fire permits	106,632	108,786	102,465
Construction/excavation permits	28,184	30,572	34,982
Grading permits	82,995	87,882	93,522
Combined building-resident permits	135,247	132,843	74,685
Building permits	1,135,123	1,422,363	1,436,703
Plumbing permits	203,648	165,411	201,084
Electrical permits	198,083	170,403	213,604
Mechanical permits	93,942	77,604	86,425
Special energy inspection fees	474,551	463,106	314,851
Sign permits and filing fees	31,974	24,954	75,367
Other licenses and permits	450	1,238	1,780
Oversized vehicle permits	-	-	12,860
Building TEQECC filing fees	11,913	7,739	22,676
Total Licenses, Fees and Permits	2,502,742	2,692,901	2,671,004
Fines, Forfeitures and Penalties:			
Parking citations	666,443	634,703	764,217
Traffic fines	497,228	519,358	495,930
General fines	168,787	313,914	319,939
Total Fines, Forfeitures and Penalties	1,332,458	1,467,975	1,580,086

CITY OF TORRANCE
STATEMENT OF REVENUES - GENERAL FUND
FOR FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Revenue From Use of Money and Property:			
Investment earnings	$ 1,563,907	$ 1,898,618	$ 4,029,452
Rents and concessions	528,866	534,079	548,103
Royalties	1,574	2,390	2,965
Encroachment agreement fees	13,448	14,120	29,979
Total Revenue From Use of Money and Property	2,107,795	2,449,207	4,610,499
Revenue From Other Intergovernmental Agencies:			
State motor vehicle licenses	946,287	3,270,400	990,751
State homeowners' property tax relief	241,109	238,598	233,455
Off-highway vehicle licenses	5,227	2,247	-
Other state grants	213,652	294,917	268,575
Total Revenue From Other Intergov't Agencies	1,406,275	3,806,162	1,492,781
Charges For Current Services:			
TUSD collection fees	50,993	37,330	78,922
Planning and zoning fees	304,544	305,007	273,259
Traffic signal maintenance	81,812	103,694	125,955
Environmental review and appeal fees	11,094	5,958	4,164
Vacation processing fees	-	3,245	4,784
Large family daycare unit	310	168	507
State encroachment collection fees	3,500	1,600	1,200
Grading	42,338	42,921	49,125
Plan check fees - building	827,753	1,290,262	787,756
Plan check fees - engineering	78,594	81,037	22,226
Oil related inspection fees	7,032	340	358
Appeal fees	3,480	2,780	2,600
Other inspection fees	286,814	414,498	322,006
Engineering mapping fees	12,955	17,628	17,214
Engineering inspection fees	100,236	186,170	184,886
Misc-building and safety department fees	8,656	10,579	9,841
General government service charges	15,268	4,646	4,795
Microfilming fees	126,227	149,545	172,957
Police charges-copies and photos	71,783	73,097	74,100
Police charges-fingerprinting and other	565,505	650,232	587,300
Fire department fees	485,341	475,363	489,691
Fire department fees-hazardous materials fees	547,982	481,543	472,234
Parks and recreational fees	-	337,201	359,166
Miscellaneous	82,076	65,740	113,387
Library revenues	154,089	162,996	138,759
In lieu charges to Enterprise Funds -			
Airport Fund	1,850,000	1,850,000	1,850,000
Water Fund	700,000	700,000	718,000
Total Charges For Current Services	6,418,382	7,453,580	6,865,192
Other Revenues:			
Donations-private sources	71,708	146,266	37,797
Miscellaneous	3,274,047	371,720	852,289
PERS credits	-	-	630,917
Total Other Revenues	3,345,755	517,986	1,521,003
Total Revenues	$ 135,059,915	$ 145,860,067	$ 155,779,158

CITY OF TORRANCE
STATEMENT OF EXPENDITURES - GENERAL FUND
FOR FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
General Government:			
City Council	$ 357,606	$ 332,377	$ 351,061
Commissions/Committees -			
Parks and Recreation	10,732	10,558	54,236
Planning	36,244	34,375	33,321
Environmental Quality	11,647	11,620	11,562
Cultural Arts	13,949	13,598	13,349
Community Service	47,799	46,200	-
Traffic	6,013	6,030	6,058
Youth Council	5,492	2,709	3,753
Civil Service	183,529	198,300	204,397
Commission on Aging	1,297	1,370	6,149
Library Commission	10,015	9,798	10,062
Disaster Council	240	360	220
City Manager	1,808,585	1,806,327	2,056,373
City Attorney	2,170,895	2,316,308	2,456,055
City Clerk	622,577	786,855	672,303
City Treasurer	646,581	668,703	706,854
Finance	3,028,497	3,257,818	3,319,987
Human Resources	1,954,615	2,184,338	2,325,627
Civil Service	44,056	91,749	112,939
Community Development	3,356,943	3,598,473	3,824,628
Communications and Information Technology	3,698,958	4,145,158	4,165,413
General Services	3,997,397	4,223,965	4,456,408
Less: indirect cost allocation,other funds	(3,955,995)	(3,757,365)	(3,768,282)
Total General Government	18,057,672	19,989,624	21,022,473
Nondepartmental:			
Insurance, net	15,696	15,172	14,860
Leaseback payments	2,732,513	2,789,121	2,832,529
Community promotion	197,576	248,810	323,116
Hazardous waste	17,733	7,955	78,445
Employee benefits, net	1,662,917	124,646	157,953
Other	1,508,302	5,187,429	1,197,298
Total Nondepartmental	6,134,737	8,373,133	4,604,201
Public Safety:			
Police	49,419,610	52,756,924	54,328,287
Fire	23,156,165	23,732,409	24,518,307
Building and Safety	2,816,266	3,185,421	3,222,011
Total Public Safety	75,392,041	79,674,754	82,068,605
Public Works:			
Street	8,492,631	9,302,086	9,208,932
Total Public Works	8,492,631	9,302,086	9,208,932
Culture and Recreation:			
Library	5,889,757	-	-
Parks and Recreation	5,393,706	12,478,609	12,768,776
Total Culture and Recreation	11,283,463	12,478,609	12,768,776
Total Expenditures	$ 119,360,544	$ 129,818,206	$ 129,672,987

PARKS AND RECREATION FUND

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 405,800	$ -	$ 121,489
Accounts Receivable	1,219	1,026	766
Due from other governments	98,436	179,169	-
Prepaids	23,520	27,220	6,271
Total Current Assets	528,975	207,415	128,526
Capital assets, net	24,889	29,410	26,579
Total Assets	$ 553,864	$ 236,825	$ 155,105
LIABILITIES AND FUND EQUITY			
Current Liabilities:			
Accounts Payable	$ 103,774	$ 102,164	$ 933
Accrued Liabilities	-	-	40,029
Unearned Revenue	543,742	530,215	555,769
Due to other funds	-	74,233	-
Total Current Liabilities	647,516	706,612	596,731
Total Liabilities	647,516	706,612	596,731
Fund Deficit - Unreserved Retained Earnings	(93,652)	(469,787)	(441,626)
Total Liabilities and Fund Equity	$ 553,864	$ 236,825	$ 155,105

PARKS AND RECREATION ENTERPRISE FUND

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Charges for services	$ 4,116,070	$ 3,941,824	$ 4,216,060
Other	9,505	11,859	35,165
Total Operating Revenues	4,125,575	3,953,683	4,251,225
OPERATING EXPENSES			
Salaries and employee benefits	4,357,894	4,460,831	4,566,826
Services and supplies	940,426	968,643	937,156
Other professional services	1,107,626	1,182,285	1,161,333
Depreciation and amortization	1,610	2,463	2,831
Insurance and claims	10,020	9,621	9,396
City charges	543,555	545,766	546,066
Other	14,782	15,472	13,741
Total Operating Expenses	6,975,913	7,185,081	7,237,349
OPERATING LOSS	(2,850,338)	(3,231,398)	(2,986,124)
NON-OPERATING REVENUES			
Donations	54,190	17,682	21,679
Total Non-Operating Revenues	54,190	17,682	21,679
Loss before transfers	(2,796,148)	(3,213,716)	(2,964,445)
TRANSFERS IN	2,925,200	2,897,340	3,052,106
TRANSFERS OUT	(79,879)	(59,759)	(59,500)
NET INCOME (LOSS)	**$ 49,173**	**$ (376,135)**	**$ 28,161**

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating loss	$ (2,850,338)	$ (3,231,398)	$ (2,982,124)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	1,610	2,463	2,831
Cash received from donations	54,190	17,682	17,679
(Increase) decrease in accounts receivable	(701)	193	260
(Increase) decrease in due from other government	46,087	(80,733)	179,169
(Increase) decrease in prepaids	(423)	(3,700)	20,949
Increase (decrease) in accounts payable	17,664	(1,610)	(101,231)
Increase (decrease) in due to other funds	-	74,233	(74,233)
Increase in other liabilities	-	-	40,029
Increase (decrease) in unearned revenue	26,034	(13,527)	25,554
Net cash used by operating activities	(2,705,877)	(3,236,397)	(2,871,117)
Cash flows from capital financing activities:			
Capital expenditures	(6,665)	(6,984)	-
Net cash used by capital financing activities	(6,665)	(6,984)	-
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	2,925,200	2,897,340	3,052,106
Cash transfers paid to other funds	(79,879)	(59,759)	(59,500)
Net cash provided by noncapital financing activities	2,845,321	2,837,581	2,992,606
Net increase (decrease) in cash, restricted cash and cash equivalents	132,779	(405,800)	121,489
Cash, restricted cash and cash equivalents, July 1	273,021	405,800	-
Cash, restricted cash and cash equivalents, June 30	$ 405,800	$ -	$ 121,489

Redevelopment Agency -Capital Projects Fund

BALANCE SHEET

JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 5,611,337	$ 5,937,134	$ 7,147,253
Notes Receivable	298,148	292,739	-
Accrued Interest Receivable	42,938	53,902	82,903
Others	7,905	3,194	2,441
Total Assets	$ 5,960,328	$ 6,286,969	$ 7,232,597
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Accounts Payable	$ 35,917	$ 4,134	$ 16,302
Advances from the City	1,747,915	-	-
Total Liabilities	1,783,832	4,134	16,302
Fund Balances			
Unreserved:			
Designated	5,244,004	6,109,154	6,902,117
Undesignated	(1,067,508)	173,681	314,178
Total Fund Balance	4,176,496	6,282,835	7,216,295
Total Liabilities and Fund Equity	$ 5,960,328	$ 6,286,969	$ 7,232,597

Redevelopment Agency - Capital Projects Fund

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Use of money and property	$ 163,732	$ 212,953	$ 296,896
Other	36,648	31,045	39,171
Total Operating Revenues	200,380	243,998	336,067
OPERATING EXPENSES			
Salaries and employee benefits	821,033	774,023	372,090
Services and supplies	123,196	76,319	113,817
Professional services/contracts	557,743	545,429	85,721
Travel and training	20,697	15,017	15,093
City charges	107,110	102,322	31,056
Capital outlay	35,000	115,486	12,950
Total Operating Expenses	1,664,779	1,628,596	630,727
OPERATING LOSS	(1,464,399)	(1,384,598)	(294,660)
Other financing sources:			
Proceeds from loans	-	580,000	-
Transfers In	1,184,849	1,202,522	1,267,619
Transfers Out	(95,907)	(39,500)	(39,500)
NET INCOME (LOSS)	**$ (375,457)**	**$ 358,424**	**$ 933,459**

Redevelopment Agency Debt Service Fund

BALANCE SHEET

JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 3,795,526	$ 4,377,892	$ 4,289,590
Accrued Interest Receivable	6,433	14,297	15,452
Due from other governments	1,208,848	1,347,965	1,055,499
Total Assets	$ 5,010,807	$ 5,740,154	$ 5,360,541
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Interfund advances payable	$ 17,743,532	$ 19,491,447	$ 18,432,015
Total Liabilities	17,743,532	19,491,447	18,432,015
Fund Balances			
Reserved- debt service	2,107,079	461,923	797,796
Unreserved:			
Undesignated	(14,839,804)	(14,213,216)	(13,869,270)
Total Fund Balance	(12,732,725)	(13,751,293)	(13,071,474)
Total Liabilities and Fund Equity	$ 5,010,807	$ 5,740,154	$ 5,360,541

Redevelopment Agency - Debt Service Fund

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Sales Tax	$ 2,424,756	$ 2,177,070	$ 2,275,197
Incremental property taxes	5,924,247	6,734,608	7,058,218
Use of money and property	245,883	192,725	294,147
Total Operating Revenues	8,594,886	9,104,403	9,627,562
OPERATING EXPENSES			
Current-property tax and bond admin	642,156	613,989	37,801
Principal retirement	1,037,642	1,119,994	1,208,761
Interest and fiscal charges	2,213,944	2,813,273	3,728,413
Property tax County pass-through	1,814,851	1,901,178	1,975,536
Total Operating Expenses	5,708,593	6,448,434	6,950,511
OPERATING INCOME	2,886,293	2,655,969	2,677,051
Other financing sources:			
Advances from County	1,380,243	1,425,900	1,420,387
Transfers In	56,907	-	-
Transfers Out	(3,334,850)	(3,352,522)	(3,417,619)
NET INCOME	**$ 988,593**	**$ 729,347**	**$ 679,819**

SANITATION ENTERPRISE FUND

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS:			
Pooled Cash and Investments	$ 4,866,575	$ 2,605,426	$ 2,888,919
Accounts Receivable	983,297	1,116,236	1,172,641
Due from Other Governments	5,768	4,380	-
Prepaids	5,979	63	66
Total Current Assets	5,861,619	3,726,105	4,061,626
Capital assets, net	74,092	143,035	117,933
Total Assets	$ 5,935,711	$ 3,869,140	$ 4,179,559
LIABILITIES AND FUND EQUITY			
Accounts Payable	$ 162,845	$ 283,401	$ 11,659
Due to Other Funds	2,634,333	-	-
Accrued Liabilities	387,673	526,202	674,984
Total Liabilities	3,184,851	809,603	686,643
Fund Equity - Unreserved Retained Earnings	2,750,860	3,059,537	3,492,916
Total Liabilities and Fund Equity	$ 5,935,711	$ 3,869,140	$ 4,179,559

SANITATION ENTERPRISE FUND

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

	Audited 04-05	Audited 05-06	Audited 06-07
OPERATING REVENUES			
Refuse fee revenue	$ 6,362,085	$ 6,754,925	$ 7,060,764
Sewer fee revenue	1,109,857	1,190,704	1,221,195
Recycling fee revenue	1,391,439	1,604,434	1,616,736
AB 939 fee revenue	586,976	673,981	738,408
Total Operating Revenues	9,450,357	10,224,044	10,637,103
OPERATING EXPENSES			
Salaries and employee benefits	3,723,365	3,941,594	3,817,637
Services and supplies	1,938,410	2,962,687	3,211,625
Other professional services	1,903,245	2,301,705	2,383,692
Depreciation and amortization	16,746	18,035	25,103
Insurance and claims	182,102	258,816	214,454
City charges	719,987	729,020	719,532
Other	3,421	2,318	59,103
Total Operating Expenses	8,487,276	10,214,175	10,431,146
OPERATING INCOME	963,081	9,869	205,957
NON-OPERATING REVENUES			
Investment earnings	140,856	168,491	118,604
Grants	84,811	44,338	41,610
Total Non-Operating Revenues	225,667	212,829	160,214
Income before transfers	1,188,748	222,698	366,171
TRANSFERS IN	75,000	85,979	75,458
TRANSFERS OUT	(156,436)	-	(8,250)
NET INCOME	**$ 1,107,312**	**$ 308,677**	**$ 433,379**

SANITATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating income	$ 963,081	$ 9,869	$ 205,957
Adjustments to reconcile operating income to net cash provided (used) by operating activities:			
Depreciation	16,746	18,035	25,103
(Increase) decrease in accounts receivable	72,224	(132,939)	(56,405)
(Increase) decrease in prepaids	(5,954)	5,916	(3)
(Increase) decrease in due from other governments	(5,768)	1,388	4,380
Increase (decrease) in accounts payable	(46,937)	120,556	(271,742)
Increase in accrued liabilities	21,960	138,529	-
Increase (decrease) in due to other funds	2,634,333	(2,634,333)	-
Increase in deposits and guarantees	-	-	148,781
Net cash provided (used) by operating activities	3,649,685	(2,472,979)	56,071
Cash flows from capital financing activities:			
Capital expenditures	2,233	(86,979)	-
Net cash provided (used) by capital financing activities	2,233	(86,979)	-
Cash flows from noncapital financing activities:			
Cash received from grants	84,811	44,338	41,610
Cash transfers received from other funds	75,000	85,980	75,458
Cash transfers paid to other funds	(156,436)	-	(8,250)
Net cash provided by noncapital financing activities	3,375	130,318	108,818
Cash flows from investing activities:			
Cash received from interest on investments	140,856	168,491	118,604
Net cash provided by investing activities	140,856	168,491	118,604
Net increase (decrease) in cash, restricted cash and cash equivalents	3,796,149	(2,261,149)	283,493
Cash, restricted cash and cash equivalents, July 1	1,070,426	4,866,575	2,605,426
Cash, restricted cash and cash equivalents, June 30	$ 4,866,575	$ 2,605,426	$ 2,888,919

SELF INSURANCE FUND

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 7,840,901	$ 6,890,262	$ 6,242,356
Other Prepayments	117,215	34,643	-
Total Current Assets	7,958,116	6,924,905	6,242,356
Advances to other funds	4,000,000	4,000,000	4,000,000
Total Assets	**$ 11,958,116**	**$ 10,924,905**	**$ 10,242,356**
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities :			
Accounts Payable	$ 45,365	$ 19,760	$ 5,181
Accrued Liabilities	-	-	11,015
Accrued Liabilities for self ins claims-current	6,780,331	6,780,331	6,780,331
Total Current Liabilities	6,825,696	6,800,091	6,796,527
Accrued Liabilities for self ins claims-long term	16,097,014	16,097,014	16,097,014
Total Liabilities	22,922,710	22,897,105	22,893,541
Fund Deficit:			
Fund Deficit - Unreserved	(10,964,594)	(11,972,200)	(12,651,185)
Total Liabilities and Fund Deficit	**$ 11,958,116**	**$ 10,924,905**	**$ 10,242,356**

SELF INSURANCE FUND

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Charges for services	$ 2,327,529	$ 2,424,540	$ 2,492,184
Total Operating Revenues	2,327,529	2,424,540	2,492,184
OPERATING EXPENSES			
Salaries and benefits	801,650	894,273	651,527
Materials and services	147,755	78,798	83,143
Insurance and claims	3,735,010	3,195,823	4,216,154
Other	6,796	5,568	6,727
Total Operating Expenses	4,691,211	4,174,462	4,957,551
OPERATING LOSS	(2,363,682)	(1,749,922)	(2,465,367)
TRANSFERS IN	2,759,862	920,000	1,794,382
TRANSFERS OUT	(3,406)	(177,684)	(8,000)
NET INCOME (LOSS)	**$ 392,774**	**$ (1,007,606)**	**$ (678,985)**

SELF INSURANCE FUND

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating loss	$ (2,363,682)	$ (1,749,922)	$ (2,465,367)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Decrease in accounts receivable	950	-	-
(Increase) decrease in prepaids	(82,722)	82,573	34,643
Increase (decrease) in accounts payable	11,765	(25,606)	(14,579)
Increase in other liabilities	-	-	11,015
Net cash used by operating activities	(2,433,689)	(1,692,955)	(2,434,288)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	2,759,862	920,000	1,794,382
Cash transfers paid to other funds	(3,406)	(177,684)	(8,000)
Net cash provided by noncapital financing activities	2,756,456	742,316	1,786,382
Increase (decrease) in cash, restricted cash and cash equivalents	322,767	(950,639)	(647,906)
Cash, restricted cash and cash equivalents, July 1	7,518,134	7,840,901	6,890,262
Cash, restricted cash and cash equivalents, June 30	$ 7,840,901	$ 6,890,262	$ 6,242,356

SEWER ENTERPRISE FUND OPERATIONS

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	Audited 2006	Audited 2007
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 10,828,506	$ 9,892,607	$ 10,611,205
Accounts Receivable	242,779	168,090	240,479
Accrued Interest Receivable	82,862	91,639	123,080
Prepaids	150	-	-
Total Current Assets	11,154,297	10,152,336	10,974,764
Infrastructure	40,752,472	40,793,441	40,920,836
Machinery and Equipment	5,570	132,568	193,677
Construction In Progress	2,429,231	2,061,341	1,890,388
Interfund Advances Receivable	800,000	800,000	419,028
Total Assets	$ 55,141,570	$ 53,939,686	$ 54,398,693
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	$ 2,839	$ 382,544	$ -
Contract Retainage Payable	-	64,757	1,100
Total Liabilities	2,839	447,301	1,100
Fund Equity:			
Contributed Capital	2,786,254	2,786,254	2,786,254
Retained Earnings - Unreserved	52,352,477	50,706,131	51,611,339
Total Fund Equity	55,138,731	53,492,385	54,397,593
Total Liabilities and Fund Equity	$ 55,141,570	$ 53,939,686	$ 54,398,693

SEWER ENTERPRISE FUND OPERATIONS

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Sewer charges	$ 1,695,209	$ 1,618,619	$ 1,923,459
Sewer revolving fees	34,558	26,562	30,692
Other	2,834	2,776	3,185
Total Operating Revenues	1,732,601	1,647,957	1,957,336
OPERATING EXPENSES			
Salaries and employee benefits	463,086	492,069	507,721
Services and supplies	9,087	7,995	6,707
Other professional services	29,539	54,218	37,219
Depreciation and amortization	881,169	860,639	856,752
Insurance and claims	840	736	1,347
City charges	122,356	132,926	139,410
Other	512,967	2,017,787	202,855
Total Operating Expenses	2,019,044	3,566,370	1,752,011
OPERATING INCOME (LOSS)	(286,443)	(1,918,413)	205,325
NON-OPERATING REVENUES			
Investment earnings	313,058	347,067	955,970
Income before transfers	26,615	(1,571,346)	1,161,295
TRANSFERS IN	-	-	727
TRANSFERS OUT	(75,933)	(75,000)	(256,814)
NET INCOME (LOSS)	**$ (49,318)**	**$ (1,646,346)**	**$ 905,208**

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating income (loss)	$ (286,443)	$ (1,918,413)	$ 205,325
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	881,169	860,639	856,752
Other capital project expenses	-	1,952,940	638,710
(Increase) decrease in accounts receivable	(80,922)	74,689	(72,389)
(Increase) decrease in prepaids	(150)	150	-
Increase (decrease) in accounts payable	2,413	6,967	(382,544)
Increase (decrease) in retainage payable	-	64,757	(63,657)
Net cash provided by operating activities	516,067	1,041,729	1,182,197
Cash flows from capital financing activities:			
Payments for capital expenditures	-	(2,240,918)	(1,513,013)
Net cash used by capital financing activities	-	(2,240,918)	(1,513,013)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	-	-	727
Cash transfers paid to other funds	(75,933)	(75,000)	(256,814)
Cash received from advances to other funds	-	-	900,000
Net cash provided (used) by noncapital financing activities	(75,933)	(75,000)	643,913
Cash flows from investing activities:			
Cash received from interest on investments	290,512	338,290	405,501
Net cash provided by investing activities	290,512	338,290	405,501
Net increase (decrease) in cash, restricted cash and cash equivalents	730,646	(935,899)	718,598
Cash, restricted cash and cash equivalents, July 1	10,097,860	10,828,506	9,892,607
Cash, restricted cash and cash equivalents, June 30	$ 10,828,506	$ 9,892,607	$ 10,611,205

TRANSIT SYSTEM

BALANCE SHEET
JUNE 30, 2005-2007

	Audited 2005	*Audited 2006*	*Audited 2007*
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 814,587	$ 2,162,921	$ 4,231,226
Accounts Receivable	2,333	468	187
Accrued interest receivable	6,274	19,798	49,077
Inventory	685,813	724,601	840,430
Due from Other Governments	3,113,617	2,872,279	2,572,075
Prepaids	18,871	5,655	2,484
Total Current Assets	4,641,495	5,785,722	7,695,479
Capital Assets, Net	14,545,213	12,881,561	11,238,237
Total Assets	$ 19,186,708	$ 18,667,283	$ 18,933,716
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities:			
Accounts Payable	$ 397,060	$ 519,445	$ 2,569
Accrued Liabilities	851,334	940,853	3,047,948
Unearned Revenues	242,523	312,995	365,464
Total Current Liabilities	1,490,917	1,773,293	3,415,981
Total Liabilities	1,490,917	1,773,293	3,415,981
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	8,944,205	8,944,205	8,593,050
From State of California	5,826,211	5,812,161	5,812,161
From Private Industry and General Fund	126,923	126,923	126,923
Total	19,533,529	19,519,479	19,168,324
Less Accumulated Depreciation	(17,173,731)	(19,228,904)	(20,851,808)
Contributed Capital (net)	2,359,798	290,575	(1,683,484)
Retained Earnings - Unreserved	15,335,993	16,603,415	17,201,219
Total Fund Equity	17,695,791	16,893,990	15,517,735
Total Liabilities and Fund Equity	$ 19,186,708	$ 18,667,283	$ 18,933,716

TRANSIT SYSTEM

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Passenger cash fares	$ 2,325,612	$ 2,294,358	$ 2,404,156
Special bus service	3,073	4,418	5,296
Advertising	136,781	153,619	155,472
Miscellaneous	750	855	630
Total Operating Revenues	2,466,216	2,453,250	2,565,554
NON-OPERATING REVENUES			
Contribution from other cities	85,099	-	-
Proposition A funds	5,042,600	6,806,401	4,069,795
Proposition C funds	1,496,537	1,480,288	2,011,231
SB-325 allocation	4,191,763	5,073,431	5,291,526
Capital maintenance revenue	2,140,000	2,140,000	2,140,000
Transit STAF	236,538	510,878	1,841,218
Capital grants	1,410,539	397,511	630,704
Investment earnings	41,728	29,712	135,485
Total Non-Operating Revenues	14,644,804	16,438,221	16,119,959
Total Revenues/Resources	17,111,020	18,891,471	18,685,513
OPERATING EXPENSES			
Salaries and employee benefits	10,871,656	11,524,887	11,144,157
Services and supplies	1,927,641	2,482,792	2,327,576
Other professional services	2,025,138	1,609,539	1,526,408
Depreciation and amortization	2,034,209	2,069,222	1,974,058
Insurance and Claims	361,223	741,166	306,812
City charges	2,225,864	2,166,698	2,166,511
Other	69,868	92,377	85,815
Total Operating Expenses	19,515,599	20,686,681	19,531,337
NON-OPERATING EXPENSES			
Loss on sale of capital assets	-	-	211,628
Total Non-Operating Expenses	-	-	211,628
Total Operating & Non-Operating expenses	19,515,599	20,686,681	19,742,965
Loss before transfers	(2,404,579)	(1,795,210)	(1,057,452)
TRANSFERS IN	1,166,525	1,154,000	-
TRANSFERS OUT	(70,914)	(160,590)	(318,803)
NET LOSS	(1,308,968)	(801,800)	(1,376,255)
Add: Depreciation on assets acquired with contributed capital	2,034,209	2,069,222	1,974,058
TOTAL ADDITIONS TO RETAINED EARNINGS	**$ 725,241**	**$ 1,267,422**	**$ 597,803**

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating loss	$ (17,049,383)	$ (18,233,431)	$ (16,965,783)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	2,034,209	2,069,222	1,974,058
(Increase) in inventory	(56,729)	(38,787)	(115,829)
Decrease in accounts receivable	633	1,865	281
(Increase) decrease in prepaids	(18,798)	13,216	3,171
Increase (decrease) in accounts payable	(119,352)	122,385	(18,575)
Increase in accrued salaries and benefits payable	73,596	89,520	51,850
Decrease in unearned revenues	(78,331)	-	-
Net cash used by operating activities	(15,214,155)	(15,976,010)	(15,070,827)
Cash flows from capital financing activities:			
Payments for capital expenditures	(1,487,261)	(405,571)	(622,363)
Cash received from grants and subsidies	1,410,539	397,511	630,704
Proceeds on sale of capital assets	971,104	250	80,000
Interest paid on bonds	(8,700)	-	-
Principal paid on bonds	(290,000)	-	-
Net cash provided (used) by capital financing activities	595,682	(7,810)	88,341
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	11,762,263	16,322,557	17,263,387
Cash transfers received from other funds	1,166,525	1,154,000	-
Cash transfers paid to other funds	(70,914)	(160,590)	(318,803)
Net cash provided by noncapital financing activities	12,857,874	17,315,967	16,944,584
Cash flows from investing activities:			
Cash received from interest on investments	48,550	16,187	106,207
Net cash provided by investing activities	48,550	16,187	106,207
Increase (decrease) in cash, restricted cash and cash equivalents	(1,712,049)	1,348,334	2,068,305
Cash, restricted cash and cash equivalents, July 1	2,526,636	814,587	2,162,921
Cash, restricted cash and cash equivalents, June 30	$ 814,587	$ 2,162,921	$ 4,231,226

WATER FUND

BALANCE SHEET

JUNE 30, 2005-2007

	Audited 2005	*Audited 2006*	*Audited 2007*
ASSETS			
Current Assets:			
Pooled Cash and Investments	$ 12,783,715	$ 11,455,168	$ 10,252,852
Restricted Cash and Investments	509,089	525,341	528,905
Restricted Construction Advances	174,884	166,864	-
Accounts Receivable	4,377,107	4,253,419	4,118,331
Accrued Interest Receivable	99,171	108,118	119,170
Inventory	374,749	354,398	529,074
Prepaids	30,919	23,465	1,799
Total Current Assets	18,349,634	16,886,773	15,550,131
Capital Assets, Net	60,962,256	62,984,196	62,983,260
Interfund Advances Receivable	1,164,931	1,164,932	1,154,432
Total Assets	$ 80,476,821	$ 81,035,901	$ 79,687,823
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities (Payable from Current Assets):			
Accounts Payable	$ 2,861,234	$ 3,019,663	$ 2,480,349
Contract Retainage Payable	-	318,554	94,191
Accrued Liabilities	337,971	388,145	1,026,087
	3,199,205	3,726,362	3,600,627
Current Liabilities (Payable from Restricted Assets):			
Revenue Bonds Maturing Within One Year	504,833	510,383	515,833
Construction Advances	174,884	166,864	-
	679,717	677,247	515,833
Total Current Liabilities	3,878,922	4,403,609	4,116,460
Noncurrent Portion of Revenue Bonds Outstanding	4,165,000	3,710,000	3,245,000
Total Liabilities	8,043,922	8,113,609	7,361,460
Fund Equity:			
Retained Earnings - Reserved	683,973	692,205	528,905
Retained Earnings - Unreserved	71,748,926	72,230,087	71,797,458
Total Fund Equity	72,432,899	72,922,292	72,326,363
Total Liabilities and Fund Equity	$ 80,476,821	$ 81,035,901	$ 79,687,823

WATER FUND OPERATIONS

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

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
OPERATING REVENUES			
Charges for services	$ 20,732,198	$ 20,937,071	$ 21,750,783
Other	973,886	942,459	919,784
Total Operating Revenues	21,706,084	21,879,530	22,670,567
OPERATING EXPENSES			
Salaries and employee benefits	3,003,332	3,456,902	3,649,611
Services and supplies	911,075	1,023,609	978,412
Other professional services	302,184	332,770	493,739
Depreciation and amortization	971,023	1,065,407	1,200,562
Insurance and claims	69,351	82,378	80,922
City charges	1,512,640	1,585,709	1,665,057
Cost of water	12,625,396	13,097,062	13,869,297
Other	1,498,011	1,061,882	1,675,627
Total Operating Expenses	20,893,012	21,705,719	23,613,227
OPERATING INCOME (LOSS)	813,072	173,811	(942,660)
NON-OPERATING REVENUES			
Investment earnings	389,176	439,499	496,405
Total Non-Operating Revenues	389,176	439,499	496,405
NON-OPERATING EXPENSES			
Interest expense	482,841	178,482	164,589
Total Non-Operating Expenses	482,841	178,482	164,589
Income (Loss) before contributions and transfers	719,407	434,828	(610,844)
CAPITAL GRANTS	52,981	83,564	56,463
TRANSFERS OUT	(114,256)	(28,999)	(41,548)
NET INCOME (LOSS)	**$ 658,132**	**$ 489,393**	**$ (595,929)**

WATER FUND OPERATIONS

STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	Audited 04-05	*Audited 05-06*	*Audited 06-07*
Cash flows from operating activities:			
Operating income (loss)	$ 813,072	$ 173,811	$ (942,660)
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation and amortization	971,023	1,065,407	1,200,562
Other capital project expenses	1,467,446	696,197	1,846,216
(Increase) decrease in inventories	(8,419)	20,351	(174,676)
(Increase) decrease in accounts receivable	(524,238)	123,688	135,088
(Increase) decrease in prepaids	(20,184)	7,454	21,666
Increase (decrease) in accounts payable	26,360	(78,855)	(539,314)
Increase (decrease) in retainage payable	-	318,554	(224,363)
Increase (decrease) in accrued liabilities	(79,845)	50,174	637,942
(Decrease) in deposits and guarantees	(2,538)	(8,020)	(166,864)
Increase in unearned revenue	122,311	-	-
Net cash provided by operating activities	2,764,988	2,368,761	1,793,597
Cash flows from capital financing activities:			
Payments for capital expenditures	(1,970,606)	(3,546,261)	(3,045,842)
Payments for revenue bonds principal	(635,000)	(445,000)	(455,000)
Payments for revenue bonds interest	(371,172)	(182,932)	(169,139)
Cash received from contributed capital	52,981	83,564	56,463
Net cash used by capital financing activities	(2,923,797)	(4,090,629)	(3,613,518)
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(114,256)	(28,999)	(41,548)
Cash received from advances to other funds	-	-	17,407
Net cash used by noncapital financing activities	(114,256)	(28,999)	(24,141)
Cash flows from investing activities:			
Cash received from interest on investments	364,268	430,552	478,446
Net cash provided by investing activities	364,268	430,552	478,446
Net increase (decrease) in cash, restricted cash and cash equivalents	91,203	(1,320,315)	(1,365,616)
Cash, restricted cash and cash equivalents, July 1	13,376,485	13,467,688	12,147,373
Cash, restricted cash and cash equivalents, June 30	$ 13,467,688	$ 12,147,373	$ 10,781,757