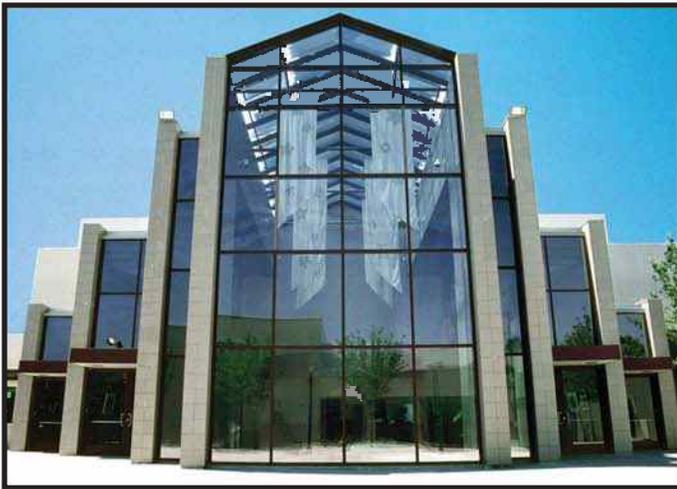


City of Torrance, California



2011-2013 **Budget** Proposed



James R. Armstrong Theatre



City Hall



Katy Geissert Civic Center Library

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

Members of the Council:

The City Manager respectfully transmits his proposed budget to the City Council. The Two-Year Operating Budget as proposed is balanced for the 2011-12 and 2012-13 fiscal years, as well as projections through the 2015-16 fiscal year. This budget becomes the City Council's and may be revised and amended as directed by your Honorable Body.

The proposal before you is a reflection of City policies and goals and is consistent with the City's Strategic Plan. Actions taken by this Council and prior Councils have allowed the City to effectively manage and balance budgets especially during difficult times such as these.

The "Great Recession" as it has been referred to, is a challenge to all cities, as well as states' budgets. The California state budget deficit for the upcoming fiscal year at one time exceeded \$25 billion and the amount to resolve is at \$10 billion. Even though the "Great Recession" technically ended in June 2009, eighteen months after it began in December 2007, the impact is still being felt by most people. The recovery, albeit anemic, has been hampered by economic instability in Portugal, Ireland, Greece and Spain, continued civil unrest and instability in the Middle East, and the impact of natural disasters here in the United States and abroad.

Two-thirds of the economy is driven by consumer spending and key to any recovery. Consumer spending is typically boosted by the creation of wealth (jobs, housing, stock market), which is not happening. Unemployment continues to be in double digits, home ownership continues to decline and the stock market, even though higher, continues to fluctuate daily showing signs of instability.

	October 2006	July 2010	April 2011
Federal Gov't	4.4%	9.5%	9.0%
California	4.4	13.0	11.7
L.A. County	4.6	13.4	12.1
Torrance	2.1	6.8	5.9

General Fund Revenues and Budgetary Concerns

General Fund Revenues for the City are slowly recovering. Revenues for the current fiscal year are projected to be \$162 million, a growth of 2.4% over the 2009-10 fiscal year. The \$162 million revenue level is similar to 2006-07 fiscal year of the \$162.8 million, five years ago.

Just under 70% of General Fund revenues is derived from three revenue sources: Property Tax (\$41.7 M), Sales Tax (\$36 M), and Utility Users' Tax (\$35.6 M). With regards to the expenditures, Police and Fire comprise 60% or \$100 million of General Fund expenditures, including emergency medical services and animal control.

	Budget 2011-12 in 000's	%
Property Tax	\$ 41,690	25.3
Sales Tax	35,970	21.8
Utility Users' Tax	35,600	21.6
	<u>\$113,260</u>	<u>68.7</u>
Total General Fund	\$164,744	

Property Taxes - Torrance continues to have a strong property tax base. The City's property and economic base includes a mix of high-end residential properties and sizable commercial and retail components. The City has a large property tax base of \$23.6 billion in fiscal year 2010, a decrease of <1.3%> from 2009. The decrease was mainly due to the negative CPI last year in which the County Assessor adjusted the tax rolls accordingly. Property taxes have grown by over 24% over the past five years. Staff is seeing the weak housing market affect assessed values. Typically, because market values in the City are experiencing double digit declines over the last several years, those properties once above their "assessed" value are now below which is impacting the growth for this revenue source. Staff projections reflect a growth of 4% annually over the next five years of the forecast.

Sales Tax – is the 2nd largest revenue source of the General Fund. It represents about 22% of General Fund revenues and is projected to increase by four percent in the upcoming fiscal year. This revenue source has shown some signs of economic recovery which is being forecasted in the 2011-12 fiscal year. Torrance continues to be 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	
Auto Sales - New	16.00%
Department Stores	12.70%
Restaurants	10.30%
Miscellaneous retail	8.70%
Apparel Stores	6.30%
Service Stations	6.00%
Leasing	5.90%
Furniture/Appliance	4.80%
Bldg. Materials - Retail	4.30%
Office Equipment	3.40%
Auto Parts/Repair	3.40%
All Others	18.20%
TOTAL	100.00%

Utility Users' Tax (UUT) – Overall, UUT revenues are projected to decline by 3.8% due to the reduction in utility use from industrial, commercial and residential usage mainly in the areas of natural gas and telecommunications.

State Budget

The State has a current budget shortfall of about \$10 billion. In January, the State reported a budget deficit of \$25.4 billion. While most of the City's major revenue sources from the State have been protected by the "voters", many of the budget solutions are putting pressure on local resources in particular public safety. The State continues to propose shifting programs to the "local" level which may or may not be fully funded. The changing of State and County policies are putting a stress on local cities' resources. In addition, funding for State grants are always being discussed for reduction or elimination which the City relies on for training and programs.

State Retirement (PERS) Rate Hike

The California Public Retirement System (PERS) as of January 31, 2011 is reporting investment earnings above their valuation assumption (7.75%) of 9.5% compared to 5.6% earnings for the entire fiscal year ended June 30, 2010. The increase is positive; however, these earnings have not been enough to offset underperformance in FY 2009 and 2008 by <32.6%> and <12.9%>, respectively.

PERS does apply rate smoothing techniques to stabilize rates over the long-term. However, given the magnitude of the underperformance in 2008 and 2009, PERS rates are projected to remain stable for the 2012-13 fiscal year, increase in 2013-14 and stabilize in the 2014-15 year through the end of the projection.

Budget Balancing

Since the adoption of the 2009-10 fiscal year budget just two years ago, the City has made the necessary adjustments to rebalance the budget. The City has reduced the budget by 56.8 positions (full time equivalents) and both labor and management agreed to shift a portion of the cost for pensions for new employees, 9% for Fire and Police and 7% for General employees.

As the City faces immediate budget short-falls, it is prudent to avoid short-term solutions that do not address the City's long-term needs. The two-year budget plan before you addresses the immediate budget shortfall with emphasis on mitigating impacts on services provided to the community and citizens while holding to Council's policy of no layoffs and no furloughs. While the budget as presented is balanced, it contains difficult choices. These choices are necessary to balance the budget over the next two years, over the five-year projection and to provide the ability to fund changes over the long-term. As the economic recovery continues and revenues continue to grow, it is hoped that some of the reductions that have occurred over the last two years can be gradually restored.

The two-year budget eliminates a \$3.5 million General Fund revenue shortfall and is balanced through the end of the five year forecast through fiscal year 2015-16.

The revenues for the City's enterprise funds were not as dramatically affected by the recession, with the exception of the Parks and Recreation Enterprise Fund which requires adjustments and is projected to be re-balanced.

Department Revisions

The budget has been rebalanced through department reductions and some use of one time for the 2011-12 fiscal year as budget modifications approved in June 2010 continue to be implemented.

As stated before, the document before you recommends difficult choices. As we entered the fourth round of reductions, departments were asked again to look at their department personnel, materials and vacant positions. Fire and Police also submitted like scenarios. The City Manager has again worked with these two high priority departments to achieve some reductions but to minimize the impact to the community. The revisions before you avoids layoffs and focuses on functions and positions that are vacant.

The recommended budget revisions of \$2.7 million dollars reduced full time equivalent (FTE) positions by 21.4 throughout the City. Of these positions, five (5) are being transferred; Two (2.0) positions from Community Development and three (3.0) positions from Community Services are being transferred to Public Works to either fill vacant positions (3.0) and/or be funded by capital projects (2.0). Summary of the department reductions as well as the discussion papers for Police, Fire and Community Services are included in the "Department Revisions" section of the budget book. Staff has included a list of "alternate" reductions for your consideration under the "Alternate Reductions" tab of the budget. Certain revisions in public safety as well as other departments should be revisited as the economy continues to recover and revenues to the General fund are restored.

Maintaining Subsidy Levels

The subsidy levels for both the Cultural Arts Fund and the Parks and Recreation Enterprise Fund have been funded at current levels. The Cultural Arts Fund currently receives \$713,000. The Parks & Recreation fund receives \$3.28 million in subsidy from the General Fund or about 39% of all costs. Funding at current levels is causing both funds to re-balance as cost to operate these funds increase by increasing participation (i.e. revenues) and/or decreasing operating costs.

The Parks and Recreation Enterprise Fund is experiencing lower program and class participation than anticipated. It is likely that the fee increase implemented for the 2010-11 fiscal year magnified the adverse effects of the recession.

Staff has a plan to rebalance the fund over the following fiscal year (Parks & Recreation Subsidy Plan tab). Staff has proposed changing the "Subsidy" Policy from the current policy of "Youth/Seniors" to a new Cost Recovery Plan with a five (5) Category Subsidy Policy based on program type, value to the community, and targeted participants. While the proposed policy does not require any additional subsidy from the General Fund, the fund still needs to be re-balanced based on current revenue projections. Over the next fiscal year, staff will be further analyzing the direct cost of each program as well as the indirect costs to operate the division, review all fees given the new Cost Recovery Plan, and look at contract classes, senior income levels, non-resident pricing etc. This fund will need one time funds of \$650,000 - \$700,000 to "make" the fund whole because of the revenue shortfall this year of about \$500,000 and \$200,000 from the previous fiscal year and \$400,000 to carry the fund for one additional fiscal year as the new subsidy plan implemented.

2010-2011 Reserve Balances	May-2011
Economic Anomaly	\$ 10,121,349
Program Contingencies	657,692
Economic Development	422,515
Balancing Strategies	1,602,109
Litigation	500,000
Program Innovation	195,433
Revolving Nuisance Abatement	80,000
Benefit Rate Mitigation	5,221,430
Security Improvements	109,207
Proposition A Exchange	140,000
Compensated Absences	1,000,000
Alternate Fuel Vehicles	1,711,164
Gen'l Liab/Wkrs Comp.	3,067,510

Uncertain Future: FY 2013 & Beyond

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

Use of One Time Reserves

The City's current funding policy for the Economic Anomaly Fund is to have up to 10% of the combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Service Fund net adopted appropriation level or about \$17.7 million. This fund has a current balance of

2011-12 One-Time Funding Costs Budget Reductions (approved July, 2010)	2011-12 One-Time Funding
Energy Savings from Projects	\$ 283,629
Misc (new) employee PERS city payment phase-out	300,000
Fire (new) employee PERS city payment phase-out	65,000
Police (new) employee PERS city payment phase-out	65,000
Rose Float - Jan 2012	132,000
	<hr/>
	\$ 845,629
<i>Civilianization of Fire Prevention</i>	
Fire Battalion Chief to Operations Manager (net)	\$ 124,000
Fire Captain to Sr. Business Manager (net)	135,100
	<hr/>
	\$ 1,104,729
<i>Parks & Recreation Enterprise Fund</i>	
Phasing in of subsidy policy	\$ 400,000
Transfer to make fund "whole"	700,000

\$10.1 million. In addition, the City has an additional \$1.6 million in the Reserve for Balancing Strategies and \$5.2 million in the Reserve for Benefit Rate Mitigation for a total of \$16.9 million.

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

In June 2010, staff recommended using limited amount of reserves during the 2010-11 and 2011-12 fiscal years to allow time for attrition to occur, labor contracts to be negotiated and capital projects to be built to produce recurring budget savings. The additional use of one time monies for the 2011-12 fiscal year is for the Parks & Recreation Enterprise Fund of \$700,000 to make the fund "whole" caused by lower than expected revenues for the 2010-11 and 2009-10 fiscal years, and an additional \$400,000 to provide working capital over the next fiscal year to implement the new "subsidy" policy. The other use is funded through available capital monies to bridge the year until Measure R monies are available for Transit to acquire their portion of property for the "Regional" Transit Center located on Crenshaw Boulevard by purchase of one time monies alleviating debt service to the General Fund. By doing this, it also allowed us to reduce the impact to each Fire and Police by \$90,000 for a total of \$180,000.

Capital Budget

At this time, staff is deferring action on the 5-year Capital Budget to September. This will allow staff to see where expenditures and revenues are at "pre-close" of the 2010-11 fiscal year in August. Until the Five Year Capital Budget is adopted, capital projects will be brought forward to the Council individually.

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

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

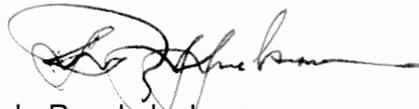
The budget, as submitted, is balanced for the 2011-12 and 2012-13 fiscal years and forecasts a balanced budget throughout the five year forecast. The five year projection reflects revenues growing at an average rate of 2.8%, 1.7% in 2011-12, 2.3% in 2012-13 and about 3.3% for the remaining years of the forecast. Revenues are projected to grow slightly faster than expenditures in the 2012-13 fiscal year but staff projects PERS rates are expected to jump in FY 2013-14. The second year of the 2011-13 budget continues funding for the police officer position funded by grant funds which expire during the 2011-12 fiscal year; restores self-insurance funding to the full level; restores the additional funding on an actuarial basis for "post employment health benefits" from the current "pay as you go" basis; and reduces the reliance on the TRAN for ongoing operations to fund "Prop A" swaps, when leveraged, increases funds for capital by up to 40%.

The budget modifications included in this budget are recommended for approval by the City Manager. The budget document now before you, with the concurrence of the Council, may be revised and when revised will become the City's operating budget for the 2011-12 fiscal year. Please note that any additional funding requirements would require offsets to the other areas of the budget.

As the 2011-12 fiscal year begins, the City Manager recommends continuing with current budget policies by only filling critical positions and carefully monitoring all department expenditures until the 1st Quarter Budget Review in November 2011.

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 2011-13 fiscal years. No formal action is required until after the closing of the 2nd public hearing/budget workshop.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "LeRoy J. Jackson", with a long horizontal flourish extending to the right.

LeRoy J. Jackson
City Manager

2011-2013 Budget

Target \$ 2,700,000

Recommend AL

2,700,000 787,000

Total

0 787,000

Difference

	# of EE	Recommend R	Alternative AL
COMMUNICATIONS AND INFORMATION TECHNOLOGY (CIT)			
1.0 IT Specialist (vacant)	1.0	113,000	-
1.0 Systems Analyst - (vacant, less \$36,000 to create Intern position)	1.0	134,000	-
20% of IT Analyst position - shift cost to Transit Dept. Automatic Vehicle Locator Project	0.2	27,000	-
COMMUNITY DEVELOPMENT (CDD)			
1.0 Associate Engineers - delete position (incumbent transferred to vacant position in PW)	1.0	144,000	-
.5 Planning Associate - charge 50% to Capital Projects	0.5	62,000	-
1.0 Transportation Planning Manager (vacancy pending)	1.0	192,000	-
1.0 Secretary (vacancy pending)	1.0	77,000	-
1.0 Public Works Inspector - transfer position and incumbent to PW funded by Capital Projects	1.0	120,000	-
COMMUNITY SERVICES (CS) - See Budget Memo for additional details			
Reduce the Library Materials budget			
1.0 Library Assistant I (vacant)	1.0	40,000	-
1.0 Library Page (pending vacancy)	1.0	71,000	-
1.0 Library Assistant II (vacant)	1.0	21,000	-
2.0 Maintenance Workers - Transfer incumbents to PW and delete positions at CS	2.0	82,000	-
1.0 Irrigation System Tech - transfer position and incumbent to PW	1.0	130,000	-
Shift Vehicle & Materials/Supplies		74,000	-
Reduce Park Service Overtime Budget		24,000	-
		17,000	-
FINANCE			
1.0 Account Clerk (vacant)	1.0	75,000	-
FIRE - See Budget Memo for additional details			
3.0 Firefighters - (defund 3 vacant positions)	3.0	510,000	-
GENERAL SERVICES			
Fleet Reductions & Pending Creation of Vehicle Pool			
1.0 Mechanic (Result of fleet reductions/leasing of 20 vehicles & vacancy pending promotion)	1.0	68,000	-
		84,000	-
HUMAN RESOURCES			
1.0 HR position - Position to be determined pending staffing reorganization	1.0	125,000	-
POLICE - See Budget Memo for additional details			
1.0 Police Captain (vacancy pending)	1.0	324,000	-
1.0 Motor Sergeant Premium		11,000	-
1.0 Public Safety Dispatcher - pending implementation of new schedule.	1.0	101,000	-
PUBLIC WORKS (PW)			
Deputy Director of Operations - Transfer 20% from General Fund to Enterprise Fund	0.2	44,000	-
TRANSIT			
.5 Maintenance Worker - Shift certain duties to Public Works	0.5	30,000	-
Total Position Reductions	21.4		

ALTERNATIVE REDUCTIONS

ATTIC (Discontinue after school program) net		136,000	AL	136,000
ATTIC additional Revenue		30,000	AL	30,000
Consolidation of Branch Libraries (Impacts 7 positions of which 3 are not vacant)	7.0	443,000	AL	443,000
Library Hours - Close remaining 16 Sundays (currently 32 Sundays) - \$48,000 to restore all Sundays		48,000	AL	48,000
Reduction of Torrance Symphony funding		16,000	AL	16,000
Reduction of Cultural Arts Center funding		24,000	AL	24,000
Crossing Guards - Restructuring of Hours		90,000	AL	90,000

CITY OF TORRANCE

POLICE DEPARTMENT

TO: Eric Tsao
Finance Director

DATE: May 27, 2011

FROM: John J. Neu
Chief of Police

SUBJECT: 2011-12 Proposed Budget

California law enforcement agencies are facing tremendous uncertainty. In recent months, the public has been bombarded with news about California's budget woes and the threat to public safety from state and local government budget cuts. For example, the California Peace Officers' Association has warned of increased crime and "severe harm to public safety" if tax measures requested by the Governor are not approved by voters.¹ The Governor has also approved Assembly Bill 109, the criminal justice re-alignment bill, which changes the law to realign certain responsibilities for convicted felons, adult parolees, and juvenile offenders from state to local jurisdictions. This includes a shift in responsibility for housing convicted felons away from the state and toward the local communities.

The Los Angeles County District Attorney calls this proposal "a public safety nightmare," saying that "thousands of convicted felons will be on the streets of Los Angeles County with minimal supervision."² The recent Supreme Court decision regarding prison overcrowding and early release, the recent implementation of Non-Revocable Parole, and now the approval of AB 109 which will be enacted when funding is appropriated, translate to a virtual certainty that our community will be negatively affected by these decisions.

Here in Torrance, the Police Department's continuing mission is to maintain a safe and secure community. We do this regardless of the challenges to our organization. A series of budget measures has reduced our force from 246 sworn police officers eight years ago to 224 officers today (four Police Officers positions were defunded in 2010 with intent to review and reinstate in the future). We absorbed this loss by relying heavily on civilian personnel and by expecting more from everyone. We developed and implemented a more efficient staffing model for field operations. We pursue alternative funding sources. We manage our budget carefully. Like in other City departments, many of our employees are burdened by increased workloads due to staff reductions. We carry fewer officer vacancies, reducing our budget, but this also reduces the number of recruits available to begin the lengthy process to become fully trained police officers.

As we prepare for further budget reductions I have two immediate concerns. First, as we continue to deal with the early release of thousands of felons from state prison, coupled with the immediate impact of Non-Revocable parole, criminal activity within the city of Torrance will rise. With fewer employment opportunities available for youth and young adults, and with the planned closing of juvenile detention centers, we can expect to encounter more young people

¹ *Loss of Budget Revenue Will Harm Public Safety.* Sacramento Bee, April 27, 2011.

² *Governor's Proposed Transfer of Responsibility for Delineated Felons and Parolees to Local Jurisdictions.* Los Angeles County District Attorney Steve Cooley, February, 2011.

committing crimes or getting into mischief. As crime increases, investigative caseloads increase. We have 22 fewer officers available to meet the increasing need for police services. Our Department also must be prepared to deal with not only parolees at large, but probationers as well, as the Governor's plan to realign the corrections system outlined in AB 109 is realized.

Second, we stand to lose state funding for several activities. State grant funds now support the Police Cadet program, the Dispute Resolution program, and the Juvenile Diversion/Victim Assistance program. Our eight Police Cadets are a supplemental labor force. There is nowhere for their workload to go if the Cadet program loses funding. Similarly, there would be drastically reduced services available for the 400 families each year who are helped by our grant-funded counseling programs.

The Police Department cannot sustain further budget cuts and maintain our current service levels. When our management team developed the long-range organizational plan that has carried us through several rounds of budget reductions, it was before the Supreme Court decision mandating the early release of thousands of prisoners, the implementation of Non-Revocable Parole, and the approval of AB 109. All of this together has forced us to reprioritize our programs and services in order to continue to fulfill our mission. The Department's Command Staff and the entire management team will participate in a long-range planning session later this year. With the expectation that budget reductions will continue, and that there will be unintended consequences of early release, Non-Revocable parole, and AB 109, we must plan for future changes in our organizational structure and operational priorities.

In the interim, we respectfully request that there be no deviation from the reduction proposal we bring forth for next fiscal year. We are proposing real cuts and we have achieved the target required of our department. The Police Department has repeatedly demonstrated its ability to respond to budget constraints through long-range planning and effective management. If our budget recommendations are not accepted, we will need time to adapt our present strategy. We would have to identify which police services can be curtailed or eliminated with the least impact on the businesses and residents of Torrance.

John J. Neu
Chief of Police

CITY OF TORRANCE

POLICE DEPARTMENT

TO: LeRoy J. Jackson
City Manager

DATE: 5/27/11

FROM: John J. Neu
Chief of Police

SUBJECT: Proposed Reductions

The Police Department is continually looking forward and adapting to external changes in order to deploy personnel more effectively, maximize budgeted resources, and contain costs. Due consideration has been given to the operational impact of various reduction scenarios. The Chief of Police recommends the following reductions for Fiscal 2011-12.

Recommendation	Savings
• Delete one Police Captain position. There will be a Captain vacancy at the end of the calendar year. Elimination of the vacancy will result in functional realignment so that the Deputy Chief will also command a Bureau.	\$324,000
• Elimination of one Public Safety Dispatcher position (vacancy) with the implementation of a new work schedule for the Public Safety Dispatchers.	\$101,000
• Delete one Motor Sergeant premium. There are currently two Traffic Sergeants assigned to the field. Upon the next rotation, this will result in one Traffic Sergeant assigned to the field and one assigned to the station.	\$11,000
Total savings	\$436,000

Additionally, the Police Department is studying the feasibility of a 4-6 year transition to an all-volunteer Crossing Guard program to be managed by TUSD. Such a transition likely would begin with the restructuring of shift hours and locations based on actual needs, subject to meet and confer provisions per the Crossing Guards' contract. Potential first-year savings from restructuring of hours: \$90,000. Future anticipated savings from transition to a volunteer Crossing Guard program: \$120,000.

Respectfully submitted,

JOHN J. NEU
CHIEF OF POLICE

2011-12 Budget Reduction

Prepared by: William Racowski Ext. 7000

BACKGROUND

As part of the budget process for FY 2011-12 and beyond, the Fire Department was directed to provide reductions to their budget. Subsequently, the Department was provided with a specific reduction target of \$500,000.

IMPLEMENTATION OBJECTIVES

To accomplish the reduction efficiencies, the Fire Department proposes the deletion of 3.0 Fire Fighter positions at \$510,000 per year.

Fire Department proposal: Enhanced Paramedic Service Distribution

- Reallocate one Paramedic Rescue and redistribute the licensed paramedic positions to two engine companies to implement enhanced paramedic distribution with two Paramedic Engine companies. The restructure will increase paramedic units to six. These new Paramedic Engine Companies will include a Captain, an Engineer and two permanently assigned Firefighter-Paramedics at all times and available on all calls. The full cadre of available manpower on all calls will include a Paramedic Engine Company accompanied by a Paramedic Rescue Unit, thus providing residents with four (4) certified Firefighter-Paramedics on scene.

There are two operational methods to implement the proposed enhanced paramedic service distribution:

Method I – Reallocate Rescue 94

Reallocate Rescue 94 at Calle Mayor and PCH - rescue squad with the least amount of annual responses.

- While the statistics point to the validity of reallocating the paramedics from rescue with the least amount of emergency response (Rescue 94 at Calle Mayor and PCH), the time/distance factor and the location of Rescue 94 increases the risk to the residents of the Hollywood Riviera/South Torrance areas as the nearest paramedic rescue would then need to come from Station 1 (Carson and Crenshaw) or Station 6 (Del Amo Circle/Hawthorne).

Method II – Reallocate Rescue 95

Reallocate Rescue 95 (Del Amo and Hawthorne) - one of the two west-Torrance paramedic rescue squads.

- Reinstate four-paramedic rescue squads deployment model.
Impact Statement – The reallocation of Rescue 95 will add full paramedic capability at every Torrance Fire Station. This reallocation will now give us six full equipment paramedic units. The movement will leave an additional firefighter position on each shift

Fire Chief's Recommendation

- The Fire Chief recommends Method II - reallocating Firefighter-Paramedics from R95 (Del Amo/Hawthorne) by redistributing the paramedic personnel to E95 and E92. This will add full paramedic capability at every Torrance Fire Station and allow the Department to a seamless return to the previous EMS model with four Rescue Squads, with the added efficiency of the full Paramedic Engine Companies.

- Since the recommended reallocation of Rescue 95 will leave an additional firefighter position on each shift, the Fire Chief recommends moving that position to E96 and place approved Haz Mat certified personnel (5) on the same apparatus.

NOTE: *TFD currently has 3 Firefighter vacancies due to retirements and the resignation of one firefighter-paramedic. This plan can be implemented fully effective on July 1, 2011 with immediate savings not requiring one-time moneys to allow for attrition of personnel.*

Fire Department Budget Reduction

Alternative Option - Engine 95 Restructure (3-2 Engine Company)

Prepared by: William Racowski Ext. 7000

To meet the budget reduction goal, the Fire Chief initially recommended to the City Manager the creation of two Paramedic Engine Companies (PEC) and deleting 3.0 Fire Fighter (vacant) positions. The Paramedic Engine Company plan was shared with the Torrance Fire Fighters Association (TFFA) for their input and concurrence. Based on concerns raised by TFFA regarding the creation of Paramedic Engine Companies and preference for temporary reductions, an alternative option was presented which includes the Restructure of Engine 95 staffing levels to achieve the same budget savings with the creation of a 3-2 Engine Company from the current 4-2 Engine Company.

The alternative budget reduction option (Engine 95 restructure) was shared with TFFA with the request that the association endorse the plan. A response is pending from TFFA. If the alternative option of Engine 95 restructure is supported by TFFA, the Fire Department can achieve immediate budget savings by defunding 3.0 Fire Fighter positions through the 2011-13 fiscal year budget and achieve budget savings of \$510,000.

TFFA and the Fire Department were notified by the City Manager's Office that reinstatement of the positions is contingent upon the availability of City funds and City Council budget approval to restore the positions at a future date. The defunding of positions is consistent with prior City Council action. The City Manager and Fire Chief will consider supporting this alternative option only if TFFA supports the Engine 95 restructure.

The operational impacts of a 3-2 Engine Company response are as follows:

- The Fire Department will restructure Engine 95 by deleting 1 Fire Fighter (1 per shift) from the current response model. The new response will consist of a 3-2 Engine Company.
- The Fire Department will use existing Standard Operating Guidelines for the Engine 95 response.
- The 3-2 model will consist of a Fire Engine and a Rescue Squad.
- Both E-95&R-95 will be dispatch and respond as together as a two piece unit.
- Will maintain the current deployment model of five Paramedic Rescues.

The Fire Department will continue to discuss and explore the long term transition of the current Paramedic Engine Assessment Units to Paramedic Engine Companies to provide the community with enhanced paramedic response to meet the demands of an aging population.

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Aram Chaparyan, Assistant to the City Manager

FROM: Hillary Theyer, Acting City Librarian

SUBJECT: Development and Implementation of a Re-Organizational Plan for the Library Services Division

Total Reductions: \$214,000

The long term vision for the Library Services Division is to develop and implement a Plan of Service to achieve a new re-organization plan in order to maximize efficiencies within our library system. This will be accomplished by focusing on consolidating and pooling internal staff operations within our library system.

This Plan of Service would include a prioritization of the roles the Torrance Public Library fills in the community, a definition of what are critical core services, and the creation of a new vision for electronic and online resources. The Library's current Plan of Service and Technology Plan was created in 2002, and many new models of library services combining with drastic changes in the electronic delivery of library resources necessitate the development of a new plan.

As the development of this Plan of Service will take approximately one year to accomplish and is our long term goal, staff would focus this report on meeting the current budget reduction requirements as our short term goal. This short term goal will identify various reductions of labor and materials that in theory would be recommended within the development and implementation of the new re-organization plan.

In order to achieve the necessary budget reductions for FY2011-13, staff proposes the following reductions to the Library budget, in priority order. The recommended reductions should enable the Library to maintain Monday-Saturday hours and almost the level of service currently provided. These proposed reductions would enable the Library Services Division to develop models of public library service for the long term while mitigating detrimental impacts to service in the short term. The alternate reductions that are listed would result in more severe curtailment of library service, both short-term and long-term.

As we move down the path to re-organize the various functions of the Library System, it is essential that we retain the Principal Librarian-Operations and Principal Librarian-Public Services positions in order to facilitate this new plan of service as these positions will be critical to a new organizational structure. A public library plan of service requires

high level professional work, by someone with solid contacts within the City of Torrance and the profession at large. This person must be well versed in facilitating discussions, leading focus groups, and compiling data to support the plan. The Public Services Manager is the key person solving daily staffing shortages and resolving personnel issues as well as interacting with the community and conducting library outreach.

The Operations Manager will be essential to implementing the technology portions of a streamlined and consolidated internal operations plan. This person serves as the chief point of contact with the Communications and Information Technology Department and the many outside vendors that serve the library. This person will work with Purchasing for competitive bidding for the Integrated Library System, library materials wholesale and delivery, periodicals contract, and technology contracts. This person will implement consolidated staffing for internal operations, and has charge of all six library facilities needs along with safety and disaster preparation.

Public library services are changing drastically and many systems are redefining what is core service while re-inventing delivery methods. These reductions in priority order will enable the Library to continue provision of critical core services to our community while re-inventing service delivery.

Library Services

Eliminate Library Assistant I position	\$ 71,000
Eliminate Library Page position	\$ 21,000
Reduce the Library Materials budget	\$ 40,000
Eliminate Library Assistant II position	\$ 82,000
SUB TOTAL	\$214,000

Library Assistant I (vacant position - \$71,000)

During the October 2010 mid-year revision to the operating budget, a Library Assistant I position was held vacant until June 30, 2011. This position comes from the Technical Processing work unit of the Katy Geissert Civic Center Library.

The impact of this frozen position has been staff serving more time on the circulation service desk and less time processing library materials. The introduction of online library card applications and email overdue notices has already alleviated some of the impact, and automated billing is in progress. The reduction in hours staff are available to process new library materials has not created a work backlog. Operations have been streamlined and continue in that direction.

The new Plan of Service will examine pooling employees within a classification instead of assigning them to a specific work unit. This will enable more cross-functionality among the Circulation, Acquisitions, and Technical Processing work units to fill staffing shortages more effectively.

Staffing Plan: With the elimination of the Library Assistant I position from the Technical Processing work unit of the Katy Geissert Civic Center Library, staff would continue spending more time on the public service desk, and less time would be available for clerical services. This may result in trimming internal services, such as inter library loan for book groups, or sending some of these services to other work units. In addition, Library Administration would like to explore redesigning the check-out service desk area. Currently it is all stand-up workstations, not enabling staff to both watch the desk and simultaneously complete other work. As a result, staff designated to provide additional help to the checkout desk get called from the office when lines get long. If a functional work area were created that was already on the public floor, we can minimize this disruption. This would involve a one-time capital expense, with careful design work in conjunction with ergonomics, risk management, and CIT.

Library Page (would have to attrition and transfer - \$21,000)

The Southeast Library has four Library Pages, while busier branch libraries have two or three. This is due to the size of the branch, as it is the only one with two separate service desks. The impact would be more times when the second service desk was not staffed, and someone would have to be called from the office for complex reference questions.

The new Plan of Service would result in a new staffing plan, which would reexamine Library Page staffing overall. Currently, all Library Pages are assigned to one work unit for a regular 20-hour work week year-round. Library Pages who are expected to work in multiple locations, and the ability to assign hours to match the peaks and valleys of demand would assist in maintaining optimal level of service and filling vacancies.

Staffing Plan: The Library Page would most likely be trimmed from the evening shift (4-8 p.m.) which may result in shift of the popular evening storytime, or loss of the library's only adult book group. An alternative is to pull the Page from the midday shift (1-5 p.m.). To mitigate this loss, staff has proposed closing the Homework Center during the morning and midday hours, opening it only after school. This is similar to the set-up used at the North Torrance Library, where the Homework Center is available after school and by arrangement, and not during all open hours. This would allow staff to more easily serve the public from a single service point during those quieter hours, closing the second service desk.

In addition, the Senior Librarian for Southeast also currently supervises the El Retiro Library. As this staff member will be working down a person on the Saturday rotation, and faces the increased use from the reopening of Hull, the Library would shift that unique split assignment to another Senior Librarian.

Library Book Budget Reduction (\$40,000)

A new Plan of Service which includes more materials rotation, electronic access, and mobile computing access can enable the Torrance Public Library to effectively serve the City with a reduction in the print book budget. Staff believe that due to the aforementioned staff reductions within the re-organizational structure a reduction of \$40,000 (a 9-10% reduction) to the book and periodical budgets is appropriate. Grant opportunities for lending e-readers, joining consortiums for electronic resources, and training the public to enable access to these resources are available, and the Principal Librarian of Public Services would need to target, write and implement these grants while the Principal Librarian of Operations worked on the technology end of this new method of library resource delivery.

The immediate impact of this would include fewer copies of high-demand materials, resulting in longer wait times, fewer high-end or specialized resources, such as business and art books, trimming new encyclopedia purchases from every branch every year to alternate years, and an across-the-board reduction to books and to magazine subscriptions.

These impacts can be mitigated by initiating a collection rotation system, whereby rare or specialized format materials can be automatically rotated branch to branch to fill the needs of each area of the City, directing students to more online resources, initiating an "adopt-a-magazine" system for the public to donate subscriptions, and increasing the volunteer corps to clean and repair library materials in lieu of replacement or discard.

Demand for DVDs and CDs is on the rise, and in FY 2010-11 \$32,000 was transferred from the book budget to the audiovisual budget in an effort to meet this growing need. Audiovisual materials also meet the needs of users with disabilities, including the Words on Wheels program. Electronic resources would serve as the substitutes for some print budget needs, and TUSD has cut almost all electronic resources because the Torrance Public Library provides access to students. Therefore, staff would not recommend cutting from these areas of the materials budget.

In the new Plan of Service, the library needs to address the move from print to electronic for serving information needs. We are the only major library system in the area not to have an e-book collection for loan. Library systems are piloting lending e-book readers to the public, and many print magazines are moving entirely to an online format. Right now, we are not in a position to take advantage of the potential additional service or cost savings. A new Technology Plan would prioritize this in line with the Plan of Service, and create the framework to move in this direction.

Library Assistant II (vacant position, would require transfer - \$82,000)

The Library Assistants II are a para-professional, supervisory class. There are five at the Katy Geissert Civic Center Library, and one at each branch library. Three positions are vacant at this time. Staff recommends the elimination of one position at the Katy Geissert Civic Center Library.

The impact of this cut would be more time spent by the Library Assistants I in Technical Processing on the Periodicals desk. Less time would be spent processing new library materials, resulting in a longer time for materials to get to the public. This would be mitigated by the reduction in the library materials budget. In addition, there would be times when no telephone support was available from the back office, and staff will work with CIT to have the telephone systems ring other offices if nobody is available to answer a call from the public.

Staffing Plan: Staff recommends that this elimination be taken from the Audiovisual work unit. The largest service gap left with this reduction is staffing the lower level service desk at the Katy Geissert Civic Center Library on Saturdays. This is a large public space with restrooms and study rooms, and requires two staff on the floor for safety reasons. Most likely, staff from back of house areas would be shifted to the public desk or to the nearest office to provide the second person on the floor, resulting in a delay in materials processing and cataloging.

If this loss is combined with some of the alternative reductions, such as the elimination of the part-time Reference Librarian, all staff would have to work public desks more, resulting in a severe delay of processing, and more times when staff may be called in on overtime to keep service for the public. At this point, Library Administration would need to examine reducing open hours. Staff would also investigate adding some safety measures to the lower level, such as a buzzer for assistance from the desk to an office area, more security mirrors, and the like. This may require a one-time request for funds to implement, or some specialized training for staff. The security guard would also be asked to monitor that floor more frequently, taking attention from the other areas of the library.

To mitigate other factors, more staff would be trained on setting up and using the equipment in the library's meeting room, and on small equipment such as the laptop, projector, microphones, and the like. This will more frequently take them from other duties. Other services currently handled by the Audiovisual work unit such as managing ordering, schedules, statistics, and sharing information would be centralized under the Technical Processing or Reference work units. The programming handled by the Audiovisual work unit – two film screenings per month – can be handled with lower level staff and Library Administration would like to explore using volunteers.

A new Plan of Service would investigate pooling the four remaining Library Assistants II for more effective coverage. Though each work unit requires some specialized tasks, all are para-professional, supervisory, and able to work any service desk.

Potential Impacts to Service

Though the suggested reductions combined with a new plan of service should enable maintenance of all Monday-Saturday hours, and all library services, these are the potential losses of service if staff cannot maintain operations with the reduced staffing.

- Library Book Groups - The library currently offers ten book groups per month. These groups require professional time to read the books, prepare for, and lead discussions as well as use of the inter-library loan system to borrow additional copies from other library systems. We would need to systematically examine the cost/benefit ratio of book groups and if we could support them without inter-library loan or potentially without a librarian leader. Some groups serve just a few, and will most likely be eliminated.
- Library Programs - though library programs continue to be very popular, with record audiences for storytimes and speakers, they pull employees from service desks and require staff support. The Friends of the Torrance Library continue to fund direct costs (speaker fees, refreshments, craft materials and the like) but we have already reduced programming in response to vacancies and frozen positions. Another reduction in programming offerings is a potential impact of these reductions.
- Temporary Closures – any loss of staffing reduces the pool of available employees to cover for absences or illnesses. If, in addition to these eliminations, all other vacancies remain frozen, this will further stress library staffing. There may be a potential to have times when we have to close a location or a service point due to inability to safely staff it. There also may be more times when overtime is assigned to cover absences in order to keep a location open to the public. In order to address these issues, the Library would have to develop a closure priority and staff reallocation plan, ready to put into place if minimal staffing cannot be located.

ISSUES TO ADDRESS FOR IMPLEMENTATION OF NEW ORGANIZATIONAL STRUCTURE

- A new Plan of Service is a time-consuming undertaking for a public library system. There is a model from the Public Library Association which outlines how to conduct focus groups, collect data, and outline a plan with stakeholders. A timeline of about a year is recommended, and some funds are required along

with significant high-level staff time. A solid Plan of Service can guide a public library for a decade or longer.

- Many of the changes envisioned in a new Plan of Service would require meet and confer with AFSCME-TLEA.
- Many of the changes envisioned in a new Plan of Service will require a new technology plan, with a focus on moving staff from a rigid desk-based system of computing to mobile computing. This impacts the computer replacement plan, and service provided by the CIT Department.

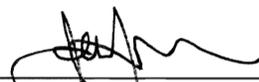
SUMMARY

Overall, if these staffing and library materials reductions are implemented and no others, staff are confident that current Monday - Saturday service hours and public offerings can be maintained with minimum disruption to the community. Library Administration will continue down the path of pooling employees within classifications, and centralizing work that is currently being completed in multiple work units in order to identify more efficiencies and maximize labor resources. With increasing automation, and a new Plan of Service, many clerical tasks can be managed with greater efficiency. Centralizing management of services can also enable us to maintain vital public programs without sacrificing safety or core services.

JOHN JONES
COMMUNITY SERVICES DIRECTOR

By 
Hillary Theyer
Acting City Librarian

CONCUR:



John Jones
Community Services Director

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Aram Chaparyan, Assistant to the City Manager
FROM: Robert Carson, Park Services Manager
SUBJECT: Discussion – Proposed Budget Reduction Scenario

Focus Area: Transfer of two Maintenance Worker positions to the Public Works Department; and eliminate \$17,000 from the Overtime budget

Estimated Savings/Additional Revenue: **\$147,000**

The Park Services Division is responsible for approximately over 300 acres of turf and landscape within the 46 parks and recreation amenities. This continued elimination of staffing resources over the past several years and the continued increase of park acreage to maintain has significantly taxed the division and will greatly impact the quality of services that the Park Services Division can continue to provide to our community.

With this being said, in these very challenging budget times, staff are recommending this proposal to transfer two Maintenance Workers to the Public Works Department; and eliminate \$17,000 from the Overtime budget.

Transfer of Maintenance Workers: With the elimination of the two Maintenance Worker positions, staff recommends one position to be transferred from the Civic Center Crew, and the other position to be transferred from the Mowing Crew. The impacts to these crews would be placing additional burden on the Civic Center crew because of the size and amount of detail work that the Civic Center requires, and additional burden on the Mowing Crews in order to maintain a 9 day mowing schedule. In addition, with the elimination of the two Maintenance Worker positions within the Park Services Division, the pilot mowing project for TUSD at Towers School will be placed on hold indefinitely until our budget picture improves.

Staffing Plan: Over the past several years, three new properties (approximately 7 acres) have been developed. Bio-swales and the main yard maintenance responsibilities have also been added to the Park Services Divisions responsibilities without the addition of any new manpower. With the elimination of the two Maintenance Worker positions, staff recommends that one position be transferred from the Civic

Center Crew to a park crew, and the other position be transferred from the Mowing Crew to a park crew. The impacts to these crews would be placing additional burden on the Civic Center crew because of the size and amount of detail work the Civic Center requires, and additional burden on the Mowing Crews in order to maintain a 9 day mowing schedule.

Elimination of Overtime Budget: The final piece of this scenario includes the reduction of the overtime budget by \$17,000, provided management can meet and confer with ASFSME to re-define the work shifts for our crews. We will need to reassign crews to cover the weekends to provide weekend maintenance. This stipulation is included in the work rules for the Division; however it has not been implemented.

Staffing Plan: Most of the overtime used in Park Services is to provide weekend park maintenance. Providing maintenance seven days a week in our parks assures that the restrooms are cleaned and stocked daily, litter is picked up, trash receptacles are emptied and re-lined and that play areas and equipment are checked for safety. The weekend maintenance staff is also responsible for the maintenance of the pond and watering the greens at Sea Aire golf course. By reducing the overtime budget, it will be necessary to create a weekend park maintenance shift assignment by utilizing our current 22 maintenance positions. The Park Services Division will identify weekend staffing shift needs for a year round basis. These shifts focus on a peak season (April – October) needing four employees on the weekends and non-peak season (November – March) needing two employees on the weekends.

In addition, when we begin our summer mow schedule and move the Lead Maintenance Worker from the projects crew to the mow crew, we will then move the two Maintenance Workers from the projects crew to a park crew.

Peak season is the most heavily used time for our parks. During this time, four employees will be needed for weekend maintenance. This shift will be comprised of four maintenance workers. Two MW's will cover the North parks and two MW's will cover the South parks.

PEAK SEASON SHIFT

	S	M	T	W	T	F	S
Number of Maintenance workers per day Open Friday	4	20	20	20	20	8	4

	S	M	T	W	T	F	S
Number of Maintenance workers per day Closed Friday	4	20	20	20	20	14	4

During the non-peak season, and the least used time for our parks, a two person weekend maintenance shift will be needed. The proposed two week work schedule for the division is outlined below:

NON PEAK SEASON SHIFT

	S	M	T	W	T	F	S
Number of Maintenance workers per day Open Friday	2	21	21	21	21	8	2

	S	M	T	W	T	F	S
Number of Maintenance workers per day Closed Friday	2	21	21	21	21	14	2

If all of the proposed reductions are implemented, it will certainly pose a significant challenge to the Park Services Division. Park development seems to be eminent, but staff feels confident that through efficient scheduling, development of a pre-emergent weed control program, instituting a Park Tree Management Plan, a Turf Management Plan and the continuation of converting old hydraulic irrigation to electric and the ongoing pursuit of seeking out new technologies and methods for maintaining a municipal park system, we can be successful in providing quality parks and facilities with a very high level of customer satisfaction.

Park Services

Eliminate 2.0 Maintenance Workers	\$130,000
Reduce Overtime budget	\$ 17,000
SUB TOTAL	\$147,000

JOHN JONES
COMMUNITY SERVICES DIRECTOR

By 
Robert Carson
Park Services Manager

CONCUR:


John Jones
Community Services Director

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Aram Chaparyan, Assistant to the City Manager

FROM: Robert Carson, Park Services Manager

SUBJECT: Budget Reduction Scenario

Focus Area: Transfer of the Irrigation Technician Position; Vehicle and Materials & Supplies to the Public Works Water Enterprise Fund

Estimated Savings/Additional Revenue: **\$97,000**

The proposed budget reduction to transfer the Irrigation Technician position to the Public Works Department Water Enterprise Fund makes sense from a financial stand point; however, staff have some operational concerns that must be addressed. The Park Services Division relies on the Irrigation Technician on a daily basis to monitor and maintain the wide array of irrigation systems at each of the City's 46 parks and recreation amenities. This position is critical to the health of the turf and the Division's effort to properly manage its use of water resources. Services could be severely impacted if Supervisors are required to fill out work requests on a daily basis, so a simple in-box system needs to be implemented in order for the Irrigation Technician to manage his work load for the Park Services Division.

As this position has been historically assigned to the Park Services Division, staff have reviewed the time allocation from previous years in order to better understand how this position allocates his time. Staff have identified that approximately 765 hours or 37% of the year this position is doing irrigation tasks for the Streetscapes Division within Public Works; and the remaining 1,315 hours or 63% of the year this position is doing irrigation tasks for the Park Services Division within the Community Services Division.

Staff will work out an agreement with Public Works to allow use of this position to continue without restrictions, requests, work orders etc. for the allocated time to Park Services Division. In addition to the transfer of this position, staff would also include the transfer of vehicle #8328 in the amount of approximately \$7,600, and a materials and supplies budgeted amount of approximately \$16,000 that is used by this position on an annual basis.

Park Services

Shift Irrigation Tech to Water Fund	\$ 74,000
Shift Vehicle & Materials/Supplies	\$ 23,000
SUB TOTAL	\$ 97,000

JOHN JONES
COMMUNITY SERVICES DIRECTOR

By 
Robert Carson
Park Services Manager

CONCUR:


John Jones
Community Services Director

RC:JJ:ADMINISTRATIVE/BUDGET REDUCTION OPTIONS/FINALS/PARK SERVICES – BUDGET REDUCTION
SCENARIO - 05-31-11

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CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Aram Chaparyan, Assistant to the City Manager

FROM: John Jones, Community Services Director

SUBJECT: EVALUATING THE ATTIC TEEN CENTER FOR DISCONTINUATION AS AN AFTERSCHOOL PROGRAM AND FOR USE AS RENTABLE SPACE

Estimated Saving/Additional Revenue: \$136,000

The following areas were explored as requested:

- Discontinuation of THE ATTIC as an afterschool program alternative for teens.
- Provide an Attendance vs. Cost Analysis of THE ATTIC as it currently exists.
- Consideration of THE ATTIC as a rentable space for public use.

BACKGROUND

In 1994, the City of Torrance Parks and Recreation Department identified deficiencies in programming and facilities for high school-aged teens. Over the next several years, the *Torrance Youth Council* (TYC) worked hand in hand with staff to query the teen community to determine the needs of Torrance teens and to identify the critical programs and service areas for a Teen Center. In 1999, THE ATTIC, an acronym for "A Torrance Teen Center" was opened for Torrance high school-age teens. (Attachment A)

ANALYSIS

The first area this report was to investigate was the discontinuation of THE ATTIC as an afterschool program for teens. THE ATTIC teen center provides a variety of programs and services for 14-18 year old high school students that reside in the city of Torrance or attend a Torrance high school. Here are the goals and objectives of THE ATTIC, along with the programs and services currently provided, as assembled by staff:

The goals and objectives for THE ATTIC include but are not limited to:

1. Providing a facility for teens where a wide variety of programs and services are provided that:
 - i. Build personal and social skills including respect, responsibility, manners, and ultimately molding successful members of the community;

- ii. Instill a sense of belonging by allowing teens to help decide the event and programs at the facility, and participate in them, which gives them a sense of belonging, ownership and pride in their center and themselves;
 - iii. Reduce juvenile delinquency, behavioral and/or discipline problems by offering a diversity of after school to evening programs in a supervised and safe environment;
 - iv. Educate the teens so they are aware of programs and activities within the community that are accessible to them and other young adults.
2. Maintain a diverse ATTIC *Teen Advisory Committee* to assist staff with planning, programming and implementation of events and programs.
 3. Establish outreach efforts, maintain existing programs and attempt to include a diverse range of Torrance teen participation at all THE ATTIC events.
 4. Maintain representation from all geographic areas of Torrance to ensure all interests are met and reflected in attendance and participation.
 5. Maintain daily and monthly participation that supports providing events and activities that are offered
 6. Ensure ATTIC participants have opportunities to evaluate all programs and services and that they give an overall rating of 4 or better on a scale of 1 to 5.

THE ATTIC is a dedicated teen facility with staff who serve as trusted mentors and positive role models. It offers a wide and diverse assortment of self-help, recreational, and other programs and opportunities for teens to participate in on a daily basis.

CURRENT PROGRAMS AND ACTIVITIES OFFERED AT THE ATTIC

The Afterschool Drop-In Program is offered Monday through Friday from 3 - 9 PM and allows teens to do homework, use the center's computers, play a variety of games (i.e. pool, foosball, video, etc.), or take part in special activities or programs, groups and meetings. In addition to everyday afterschool activities and events, THE ATTIC is also open on Saturdays from 12 noon to 3 PM.

THE ATTIC staff continues to expand programming to all Torrance area high school teens, including a variety of special events created, hosted, targeted for and supported by the teens themselves. (Attachment B).

ATTENDANCE and MEMBERSHIP

Monthly attendance for the past four years has consistently averaged a 5 - 8% annual increase, along with an annual increase in special event attendance growth of 10 - 12%.

Year	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2009-10	576	870	695	708	580	658	668	954	803	486	230	320
2010-11	723	944	736	821	854	875	1282	To Be Determined....				

Approximately 189 teens participate in after school programming, with a daily average of between 30 - 60 teens. The peak times are between 3 - 7 PM with representation from each of the seven high schools in Torrance. Special events and programs at THE ATTIC reflect diverse attendance from each school, ranging from 39 to 264, for a total of 944 teen participants.

Combining the 189 teens who were identified as attending the afterschool program and adding the other 944 individuals who are identified as attending the major special events and programs throughout the year, this equals 1,133 teens in the community affected by THE ATTIC's operation. (Attachment C)

ANALYSIS OF THE ATTIC PARTICIPATION/ATTENDANCE VS. COST

The proposed right-sized and redistributed Teen Program budget for FY 2011-12 is \$209,000. This budget amount consists of funding for both the Co-Rec (Co-Ed Recreation) middle school program at \$65,000 and THE ATTIC's teen center program at \$144,000. The entire Teen Program revenues budget is projected to equal \$64,000 with THE ATTIC Teen Center's portion of this equaling \$8,000.

THE ATTIC's expenses of \$144,000 minus \$8,000 revenue equal a City Subsidy of \$136,000. Dividing the total annual attendance of 1,133 teens into the value of \$136,000, the Attendance vs. Cost Analysis equates \$120 per teen participant per year.

IMPACT OF THE ATTIC AFTERSCHOOL PROGRAM LOSS

The discontinuation of THE ATTIC as an afterschool activity and program alternative for high school-age teens would significantly impact and/or eliminate city-provided recreation services that are provided to our Torrance teen-aged demographic. In addition, this discontinuation would virtually eliminate the sustainability of the variety of special events that are currently offered to the teen population at THE ATTIC, as often times these special events are initiated from the day-to-day participants of this facility.

ATTIC FACILITY RENTAL OPTIONS

The third area of exploration was to investigate the option of renting the facility for private parties, training events, and non-profit organization meeting space. Staff from the Community Services Department and General Services Department met to discuss rental options of THE ATTIC. These discussions resulted in identifying that the most practical room to rent within THE ATTIC was the multi-purpose room nearest to Carson Street, allowing the potential renter the use of the restrooms as well as the potential use of the outside patio space. Staff all felt that this particular type of rental was most similar to our park buildings, with the exception that THE ATTIC was much larger and was the only building that catered to a specific audience.

All agreed that that they would not recommend rental of any areas beyond the large multi-purpose room because: 1) the room off of the kitchen contains furniture, an audio visual equipment, a pool table, gaming systems and a big screen TV that could not be moved for rentals and can easily be damaged without proper supervision and 2) rental of the kitchen by non-licensed renters would violate County Health Department policies and would void current license for food prep and sales from THE ATTIC Café. The California Health and Safety Code, section 113716, requires each retail food facility that handles unpackaged food to have an owner or employee who is a CFSM Certified Food Safety Manager. All food facilities must meet this requirement, failure to have at least one certified person results in the loss of permit to operate.

Within this discussion challenges were identified as to potential obstacles to public rental of THE ATTIC multipurpose room. The first is the limited on-site parking that is available to potential renters of THE ATTIC (Attachment D). Currently, there are 22 parking stalls within the gated parking lot with an additional 3 spaces and one handicap stall available outside the gated parking lot. In addition, the County Health Department adjacent to THE ATTIC has 32 parking stalls, that can be used with approval from the County. The second challenge is that THE ATTIC is not air conditioned. During the winter months this would not be an issue, however during the summer, and at other warm times of the year, the lack of air conditioning makes the facility a much less desirable rental option for the public. And lastly, staff felt that the market may support rental opportunity of THE ATTIC during the weekends, but do not feel there is a market for early afternoon weekday rentals of THE ATTIC.

With the potential opportunity to rent the multi-purpose room and patio at THE ATTIC, staff strongly believe that the facility would not be able to allow co-existence of both a teen program and rental party; therefore staff would recommend eliminating the ATTIC's teen programming on Saturdays from 12 - 3 PM resulting in an approximate savings of \$2,286. However, for **any** rental of the facility, there would be a need for part-time facility supervision staff which would incur a cost. In addition, staff recommend development of a rental policy specific to THE ATTIC, that identifies programs that benefit high school students as a priority, with other private rentals scheduled around these long term usage permits.

Staff would recommend that in order to define if there is a market for renting of the multi-purpose room or patio at THE ATTIC, that a *Pilot Rental Program* be initiated for the weekends at THE ATTIC. This program can be implemented immediately, and re-evaluated at the 6 month and 1 year periods to determine its effectiveness. Staff recently have been contacted by SAT studying and test preparation groups to rent the multi-purpose room on a regular or even exclusive basis which could generate additional revenue. Staff will continue to explore rental opportunities as they become available.

CONCLUSION

The Torrance Youth Council, THE ATTIC Advisory Committee, and numerous Torrance youth have spent thousands of hours dedicated to the teen center. Numerous special events and fundraising efforts have provided thousands of dollars supporting the center and its programs. Over the years thousands of teens have visited THE ATTIC and participated in its programs for a variety of different reasons. THE ATTIC provides positive alternatives, serves as a deterrent to inappropriate behaviors such as drug and alcohol use and gang involvement. It provides programs and activities that create better teens and provides a greater likelihood for success and positive community involvement. THE ATTIC continues to identify and serve the needs of the ever-changing teen population. It strives to make a difference in the lives of not just the at-risk, inner-city teen, but also for the everyday middle class teen looking for a place to belong and be a productive member of society.



John Jones
Community Services Director

- Attachments:
- A) Background of THE ATTIC
 - B) Current Programs and Activities at THE ATTIC
 - C) THE ATTIC Teen Attendance and Participation
 - D) THE ATTIC Parking Site Layout

DR:VM:RB:JJ:ADMINISTRATIVE/BUDGET REDUCTION OPTIONS/FINALS/MEMO – RECREATION SERVICES – EVALUATING THE ATTIC TEEN CENTER - 05-31-11

Background of THE ATTIC Teen Center

In 1994, while evaluating the range of services and programs offered to the community, the City of Torrance Parks and Recreation Department identified deficiencies in high school-age programming and facilities for teens.

Over the next several years, staff and the *Torrance Youth Council* (TYC) queried the teen community by hosting teen forums, surveying high schools to determine the wants and needs of the teens residing in Torrance, and examining programs offered to teens by other organizations in the community.

Based on the information gathered, it was determined teens wanted a drop-in teen center located in Torrance that would provide special events, classes, activities, volunteer opportunities, fitness, and sports for teens as their top priorities. In addition the teens wanted a place where they could be involved in a variety of positive activities including social, academic, as well as vocational and self-help programs.

In 1998, a City-owned facility previously leased by the Young Women's Christian Association (YWCA) was vacated. The Torrance Youth Council approached the City Council requesting that this building be converted into a high school-aged teen center. City Council approved this request and the Youth Council organized youth work days with teens from all of the City's high schools, the Boy Scouts, and the general public, to come and assist with cleaning-up and painting the facility.

On April 10, 1999 THE ATTIC, an acronym for 'A Torrance Teen Center', was opened to City of Torrance high school-age teens. The Youth Council was responsible for a large portion of fundraising and planning that went into THE ATTIC. Over 25 community-based businesses donated supplies, services, and funds to support this project, and along with quarterly arts and crafts boutique and donations allowed the Youth Council to provide more than \$100,000 in donations toward the center.

Realizing that the location of this facility is adjacent to an existing high school (Torrance High), the Youth Council knew that the primary participants of this facility would be students from Torrance High School. However, while not exactly centrally located, it is not far off, being slightly southeast. The facility is also close to public transportation, has multiple rooms of various sizes and an open courtyard area, all combined to offer the flexibility to provide a lot of different programs and services at the same time.

Recreation staff and the center's teens have worked diligently over the years to provide special events to the entire Torrance teen community and to entice them to become part of the facility and its programs. While day-to-day directly afterschool drop-in might not exhibit diversity of teen attendance, THE ATTIC's board and the teens attending the many events and programs do. Therefore THE ATTIC plays an important role for the teen population within the entire city of Torrance.

CURRENT PROGRAMS AND ACTIVITIES OFFERED AT *THE ATTIC*

The following **Afterschool Drop-In** programs are offered Monday through Friday from 3 – 9 PM, as well as on Saturdays from 12 noon to 3 PM. Teens may participate in one or all of them. Most events take place at The ATTIC, or are planned for implementation while teens and staff are at The ATTIC:

- The **Teen Options** program consists of peer tutoring and counseling, life session training, post-high school, graduate decision making, community business link-up, job training, job placement, classes, sports, fitness and access to several on-line computers. The main focus of the program is to provide the teens with self-help resources and access to a variety of human service professionals. Every student that comes to the facility takes advantage of the services offered by the “Teen Options” program.
- **THE ATTIC Advisory Committee (AAC)** established in September 2000, advises plans, organizes and hosts teen center programs and events. The AAC consisting of 18-20 high school members, with four representatives from each TUSD high school, two Torrance residents attending private schools, and two members from the Torrance Youth Council. The committee meets the first Monday of each month at 6 p.m. at THE ATTIC.
- With a room and event maximum of 135 teens, February’s annual **Youth Forum** brings teens from all TUSD high schools, Bishop and CAMS, to THE ATTIC in a day-long event that provides opportunities for participants to become more knowledgeable and involved in participating and shaping public policy.
- The **ASB Bowl** is an afterschool/evening mixer between the high schools that is hosted at THE ATTIC. Pitting brains over brawn, the event brings the different high schools in a friendly competition while introducing them to the Torrance Youth Council members and THE ATTIC.
- The **Prom Fashion Show** takes place in March and allows students to view the latest fashions in formal wear for the upcoming prom season. Fashion show models are Torrance high schools and local vendors donate day spa treatments, hair services, flowers and dresses to culminate the event with a silent auction.
- The **Beat The Odds** scholarship program receives 12 - 25 applicants from all over Torrance and provides five to six \$1,000 cash scholarships to graduating senior Torrance students who have 'beat the odds' by overcoming significant obstacles as well as demonstrated academic excellence and personal achievements in their struggles to improve their lives and the lives of others. Winners are chosen by a selection committee comprised of Youth Council and Community Service Department Commissioner Representatives.
- For the past two years, the Torrance Youth Council and peers from local high schools have collaborated with the Bartlett Senior Center and sponsored a lunch time **Talent Show**. The show featured singers, dancers, flautist, guitar players and a flautist.

- **SPIN (Serving People in Need)** provides teens with volunteer opportunities in the city by working closely with the Community Services Department staff. The program also assists TUSD high school senior service projects and teens required to complete community service hours.
- In May the **Job/Service Fair** is a combination Job/Volunteer Fair and Career Day rolled into one. The city's Recreation Division, the Workforce Investment Network (WIN), and THE ATTIC Advisory Committee provides 20 - 30 on-site resources, and 15 - 25 internet-based organizations providing part-time employment, internships, volunteer opportunities and mentorship programs. During the fair, career advice, tips on writing resumes and completing applications are available to the students.
- THE ATTIC's multi-purpose room is available for TUSD high school students to reserve for **Live Music/Band Nights**. Band nights are offered quarterly on Friday nights from 6 - 9 PM bringing in 40 - 100 teens.
- In February, the **Ski & Snowboard Excursion** is one of the most popular excursions offered in February. 30-50 high school students attend this annual excursion for a day filled with skiing and snowboarding at Mountain High Resort.
- **THE ATTIC Café** provides up to four teens the opportunity to learn food handling, preparation procedures, as well as customer service training. Teens are supervised and trained by certified staff members the proper procedures and policies for food handling and restaurant management. Teens from this program have secured jobs in private fast food/restaurant establishments.

Many, if not all of the programs identified above are planned by city staff and THE ATTIC participants during weekday afterschool program hours. There are also several other classes and programs offered throughout the year as a result of specific requests by THE ATTIC Advisory Committee and teens.

Summer Program

- The **Volunteer Leadership Program** provides leadership and job training opportunities in various Community Services Department programs. Teens learn skills that prepare them to enter the part-time workforce. Many graduates are hired by Community Services Department as Recreation Leaders when they successfully complete the program and are old enough to apply for employment.
- **Summer Instructional Classes** provide teens with classes such as babysitting, fitness and scrapbooking. The babysitting class is the most popular class that offers 12 students a one-week session of babysitting skills and CPR certification.

TORRANCE UNIFIED SCHOOL DISTRICT COLLABORATIONS

THE ATTIC has collaborated with the Torrance Unified School District (TUSD) by advertising TUSD events and vice versa, providing opportunities for school clubs and groups to utilize THE ATTIC's multi-purpose room for various meetings, practices, activities, etc. This partnership has been beneficial to the teens, schools, and THE ATTIC by continuously introducing new members to the facility and its programs.

THE ATTIC TEEN ATTENDANCE AND PARTICIPATION

Monthly attendance for the past four years has consistently averaged a 5-8% annual increase, along with an annual increase in special event attendance growth of 10-12%.

Year	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2007-08	551	501	506	533	495	466	425	685	535	510	198	262
2008-09	414	669	617	479	567	631	675	655	649	425	200	302
2009-10	576	870	695	708	580	658	668	954	803	486	230	320
2010- 11	723	944	736	821	854	875	1282	To Be Determined....				

It is to be expected with THE ATTIC adjacent to Torrance High, that Torrance High would have the majority of participants. However, it should be noted that attendance continues to rise each month with teens from all over Torrance participating in both afterschool and in the majority of the special events, activities and classes.

Afterschool: Average Daily Peak Attendance and takes place between 3 – 7 PM with 30 - 60 teens present at any given time. THE ATTIC total membership is 189 students.

TUSD HIGH SCHOOLS				PRIVATE HIGH SCHOOLS			TOTAL
North	South	West	Torrance	Bishop	CAMS	Other	
13	11	10	145	4	3	3	189

Special Events and Programs Participation and Attendance:

PROGRAM or EVENT	North	South	Torrance	West	Bishop	OTHER	TOTAL
Attic Advisory Committee	4	4	4	4	2	2	20
ASB Bowl	23	32	3	25	21	29	133
Youth Forum	20	27	30	25	0	32	134
Prom Fashion Show	30	12	20	19	1	4	85
Beat The Odds (applicants)	4	0	5	6	2	0	17
Ski/Snow Excursion	16	11	0	3	0	2	32
Talent Show	29	9	4	6	0	4	52
<i>Haven't happened yet in FY '10-11. Last year, FY 09-10 attendance was as follows:</i>							
Job Fest - In May	71	98	152	28	13	5	367
Volunteer Leadership	2	1	3	2	0	4	12
Band/Music Nights	65	0	22	0	0	4	91
TOTAL:	264	194	243	118	39	86	944

PARKING AT THE ATTIC AND AREAS ADJACENT TO THE FACILITY

THE ATTIC Teen Center
at the corner of West Carson Street and Plaza Del Amo



PARKING: THE ATTIC Parking-

- 22 spaces within gated area
- 3 spaces & 1 handicapped spaces in front of the building (outside gate area)

Additional parking with approval from the County is available for use

*County Health Department (adjacent to THE ATTIC)
32 parking stalls*

Redirect Spring Boutique funding from Youth Council: Historically, the Youth Council has provided two boutiques at the Charles H. Wilson Park to the community each year, one boutique during the winter and another during the spring. The Youth Council has proposed to redirect the proceeds from the Spring Boutique to THE ATTIC. The Youth Council is expected to take formal action at their meeting of June 1, 2011.

- Average \$5,000 annually = \$ 5,000

Implement Rental Program for SAT Testing Groups and General Public: Staff have been in contact with several SAT Testing Groups who will be submitting proposals to rent the multi-purpose room of THE ATTIC Teen Center during the weekdays and on the weekends. Staff feels that this rental would be very beneficial and a preferential rental use of THE ATTIC as these testing groups primarily serve high school aged youth. A rental policy will still need to be developed to support maximum use of THE ATTIC by both, the SAT Testing Groups and the public in general and can be brought back to the City Council once the Rental Policy is developed.

- Estimated SAT Testing Groups

Rental of 375 hrs x \$35 hr	=	\$13,125.00
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- Staff weekend cost (.1 SRL FTE) = \$ 2,749.76
- Net Revenue = \$10,375.24
- Estimated General Public Rental for weekends – Unknown at this time
- Revenue Total \$22,425.24

Impact: Over the past 12 years, the monthly attendance of THE ATTIC has consistently averaged a 5% – 8% annual increase with a daily average between 30 – 60 youth. This is the only program that the City of Torrance has to offer exclusively to the high school aged youth population. The reduction and elimination of hours will further reduce and limit what the City is providing in order to meet the needs within this demographic. If THE ATTIC's hours were further reduced, the likely hood of youth high school aged participants using the facility for a limited numbers of hours are questionable as some of the youth are dropped off and picked up by a parent.



 John Jones
 Community Services Director

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Aram Chaparyan, Assistant to the City Manager
FROM: Hillary Theyer, Acting City Librarian
SUBJECT: Discussion – Alternate Budget Reduction Scenario Priority #6

Focus Areas: Library Services Division – El Retiro and Walteria Branch Library Split Scenario

Estimated Savings/Additional Revenue: \$443,300 in reductions

At your request, I have created this scenario of splitting a single branch staff between the El Retiro and Walteria branches. Those two branches have the lowest circulation (82,263 and 71,574 for FY 2010-11) in regard to the other branches and are in the closest geographic proximity. This split would result in each branch retaining one weekday morning and one weekday evening, and Walteria having three days of service per week and El Retiro two days. This would functionally reduce staff available at the Katy Geissert Civic Center Library on Fridays. Staff savings, a combination of current vacancies and attrition, would eventually total \$443,300 once all positions had been eliminated.

Both El Retiro and Walteria Branches are staffed with:

- 1 Senior Librarian (W) or 1 Supervising Librarian (E)
- 1 Youth Services Librarian
- 1 Library Assistant II
- 1 Library Assistant I
- 1 Junior Library Clerk I (part-time)
- 2 Library Page (part-time)
- Currently all full-time staff rotates alternate Fridays to staff the Katy Geissert Civic Center Library.

Staffing reduction would be: **TOTAL \$443,300**

- 1 Senior Librarian (\$118,500) or 1 Supervising Librarian (\$94,900) (no vacancy in either class).
- 1 Youth Services Librarian (vacancy) \$94,900
- 1 Library Assistant II (vacancy) \$82,000
- 1 Library Assistant I (vacancy) \$71,000
- 1 Junior Library Clerk I (no vacancy) \$34,500
- 2 Library Page (no vacancy) \$42,400

Other reductions would be:

- Minor utilities – no need for lights or HVAC on closed days
- Minor custodial – no need to visit branches for closed days

What would **not** be reduced:

- **Collection budgets** – each branch would still need to purchase and maintain a book, audio, and DVD collection
- **Computers budget** – each branch would still need staff and public computers
- **LAN/Internet/Wireless** – each branch would still need full connectivity
- **Building maintenance** – each building would still need to be maintained, have operating systems, water, power, etc.

Concerns:

- **Security** – these libraries would be closed for long periods of time with valuable materials inside. Consider enhancing electronic security systems with direct links to PD/FD to each building.
- **Book returns** – the libraries will need much larger outside book return units for each building, a one-time expense of about \$20,000.
- **Public notification/ public relations**

Scenario: At no time are the libraries open at the same time

	<u>Walteria Branch</u>	<u>El Retiro Branch</u>
Mondays:	Open 10 – 6 (staff works 9-6)	Closed
Tuesdays:	Open 12 – 8 (staff works 11-8)	Closed
Wednesdays:	Closed	Open 10 – 6 (staff works 9-6)
Thursdays:	Closed	Open 12 – 8 (staff works 11-8)
Fridays:	½ full time staff on rotation to Katy Geissert Civic Center Library ** Walteria and El Retiro Branches are both closed	
Saturdays:	Open 10 – 5 (staff works 8:30 – 5)	½ full time staff plus part-time staff

Walteria would have the extra day of service based on circulation. From July 2010 through April 2011, Walteria had a circulation of 82,263 items to El Retiro's 71,574 items. Alternatively, if rotating every other Saturdays open with El Retiro open first and third Saturdays, Walteria open second and fourth Saturdays; it would be more difficult for the public to remember and a decision on fifth Saturdays would have to be made.

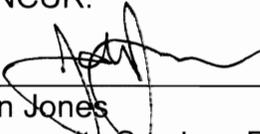
Though the two branches are in the closest geographic proximity, there is no easy walking path between the two except the very busy Pacific Coast Highway. Both branches serve a lot of neighborhood families who walk to the libraries and school children who would not be able to drive to the open library if their local library were closed. This scenario would delay requests and new items from getting to the public.

If implemented, the Library, as part of a new Plan of Service, would investigate the addition of Community Collections in the park buildings, increasing the role of Words on Wheels, or other service scenarios to this area of the City.

JOHN JONES
COMMUNITY SERVICES DIRECTOR

By 
Hillary Theyer
Acting City Librarian

CONCUR:



John Jones
Community Services Director

JJ:ADMINISTRATIVE/BUDGET REDUCTION OPTIONS/FINALS/LIBRARY SERVICES AND PARK SERVICES -ALTERNATE
BUDGET REDUCTION PRIORITY 6 – EL RETIRO AND WALTERIA BRANCH - 05-31-11

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Aram Chaparyan, Assistant to the City Manager

FROM: Hillary Theyer, Acting City Librarian

SUBJECT: Discussion – Alternate Budget Reduction Scenarios

Focus Areas: Library Services Division – Eliminate Sunday Hours

Estimated Saving/Additional Revenue: \$ 48,000 in reductions

During the October 2010 mid-year revisions to the operating budget, 16 of the 32 open Sundays at the Katy Geissert Civic Center Library were eliminated, for a savings of \$48,000. This funding was replaced on a one-time basis by the Police Operating Budget (October 26, 2010, Item D) to give staff an opportunity to identify ongoing funding. Staff recommends eliminating the remaining 16 Sundays.

As the Sunday schedule for this year was funded on a one-time basis from the Police Operating Budget, if City Council wanted to re-instate the entire Sunday service hour's budget to the year, an additional \$48,000 would need to be added to the current budget of \$48,000 for a total of \$96,000.

Only the Peninsula Center Library (Palos Verdes Library District) remains open on Sundays, a service completely funded by their Friends group. San Pedro Regional Library (Los Angeles Public Library), Carson Regional Library (Los Angeles County Public Library) and El Segundo Library have all been forced to cut Sunday hours. Online resources will remain available for students to conduct research, and outside materials returns will be open.

The new Plan of Service should address the needs for open hours across Torrance, with a goal to open the Katy Geissert Civic Center Library on Sundays and the branch libraries on Fridays if research shows these are hours that would benefit the public. The goal would be, however, to fold those into the regular work week for staff, ending the necessity for a contract service or overtime.

JOHN JONES
COMMUNITY SERVICES DIRECTOR

By 
Hillary Theyer
Acting City Librarian

CONCUR:


John Jones
Community Services Director

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Aram Chaparyan, Assistant to the City Manager
FROM: John Jones, Community Services Director
SUBJECT: Discussion – Alternate Budget Reduction Scenario

Focus Area: Cultural Services - Elimination of the funding for the Torrance Symphony Free Summer Concert

Estimated Savings/Additional Revenue: \$16,000 in reductions

The Torrance Symphony receives \$16,000 to assist them in holding a free annual community concert on a Sunday in August at Charles Wilson Park. In addition this concert requires the Park Services Division (\$2,500) and the Park Rangers (\$900) to incur overtime charges that amount to approximately \$3,400 that have been absorbed in past years.

Impact: This event is well attended and offers a unique cultural service to our community. The elimination of this event will further reduce this type of activity provided to the community.



John Jones
Community Services Director

JJ:ADMINISTRATIVE/BUDGET REDUCTION OPTIONS/FINALS/CULTURAL SERVICES – ALTERNATE BUDGET REDUCTION SCENARIO ELIMINATION SYMPHONY FREE SUMMER CONCERT - 05-31-11

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 31, 2011

TO: Eric E. Tsao, Finance Director
FROM: Sheryl Ballew, General Services Director
SUBJECT: General Services 2011-2012 Budget Reduction Alternative –
Torrance Cultural Arts Foundation Annual Support

An alternative to assist in achieving the City's budget reductions for fiscal year 2011-2012 would be a reduction of \$24,000 in the annual cash payment to the Torrance Cultural Arts Foundation (TCAF).

The City and Foundation have entered into an annual agreement since 1998 where by the TCAF provides assistance to the City in a number of areas related to publicizing the City's Cultural Arts Center and booking events at the Center.

Below is a summary of the City's annual support to the TCAF pursuant to this Agreement, which currently totals **\$109,420:**

SUPPORT CATEGORY	AMOUNT	PAYMENT METHOD
Consultant Support	30,000.00	City check mailed to TCAF
Facility Rental Fees	15,680.00	
Banners	2,500.00	
Theatre Labor	36,240.00	Labor charges subsidized for TCAF up to \$36,240.00
In-Kind Services	25,000.00	Any combination of services up to \$25,000: 1. Central Services work requested by TCAF 2. Vendor invoices for printing/ mailing submitted by TCAF to City for direct payment

In addition to the direct support levels listed here, it should also be noted that the TCAF receives use of the Armstrong Theatre at no charge.

CITY OF TORRANCE

POLICE DEPARTMENT

TO: LeRoy J. Jackson
City Manager

DATE: 5/27/11

FROM: John J. Neu
Chief of Police

SUBJECT: Proposed Reductions

The Police Department is continually looking forward and adapting to external changes in order to deploy personnel more effectively, maximize budgeted resources, and contain costs. Due consideration has been given to the operational impact of various reduction scenarios. The Chief of Police recommends the following reductions for Fiscal 2011-12.

Recommendation	Savings
• Delete one Police Captain position. There will be a Captain vacancy at the end of the calendar year. Elimination of the vacancy will result in functional realignment so that the Deputy Chief will also command a Bureau.	\$324,000
• Elimination of one Public Safety Dispatcher position (vacancy) with the implementation of a new work schedule for the Public Safety Dispatchers.	\$101,000
• Delete one Motor Sergeant premium. There are currently two Traffic Sergeants assigned to the field. Upon the next rotation, this will result in one Traffic Sergeant assigned to the field and one assigned to the station.	\$11,000
Total savings	\$436,000

Additionally, the Police Department is studying the feasibility of a 4-6 year transition to an all-volunteer Crossing Guard program to be managed by TUSD. Such a transition likely would begin with the restructuring of shift hours and locations based on actual needs, subject to meet and confer provisions per the Crossing Guards' contract. Potential first-year savings from restructuring of hours: \$90,000. Future anticipated savings from transition to a volunteer Crossing Guard program: \$120,000.

Respectfully submitted,

JOHN J. NEU
CHIEF OF POLICE

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CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 27, 2011

TO: Eric Tsao, Finance Director
FROM: John Jones, Community Services Director
SUBJECT: Parks and Recreation Enterprise Fund Cost Recovery Plan

The Community Services Department's Cost Recovery Plan was created to determine the actual costs of operating and administering recreational and cultural programming. By defining these costs the Department can identify appropriate pricing structures that allow the City to recover direct and indirect costs where appropriate. In addition, accurate cost details will help the Department and the City's Finance Department with forecasting the appropriate subsidy values necessary to support these discretionary programs.

There are three components of the Cost Recovery Plan. They are as follows: the identification of Fully Burdened Costs, the Subsidy Guidelines, and the Proposed Subsidy Plan. Each of these components will be outlined in the coming pages.

Identifying the Fully Burdened Costs

The first component of the Cost Recovery Plan is identifying the Fully Burdened costs for programs. The Department defines the Fully Burdened Cost as all costs including Direct Program Costs, Indirect Divisional Costs, and Department Administrative Costs. Both the Direct and Indirect Costs are included in the Enterprise Fund budget, however the Department Administrative Costs are included in the General Fund. Here is a breakdown of these costs:

Direct Program Costs: Direct Program Costs are defined as all costs directly related to the program that would not be needed and/or spent if the program was not offered. Direct costs can be identified specifically with a final cost objective, and will be charged directly to that objective. Direct costs do not require any further allocation or breakdown by funding source or cost category.

Indirect Divisional Costs: Indirect Divisional Costs are defined as costs that are incurred for a common or joint purpose benefiting more than one cost objective. Indirect costs are not readily assignable to the cost objectives specifically benefited without effort disproportionate to the results achieved. Measuring benefit is the critical requirement and central task to be performed in

allocating indirect costs. Certain indirect costs benefit several programs or cost objectives (while being for a specific service or function) are outlined below. These costs may include, but are not limited to:

- Full time staff salaries/benefits
- Utilities
- Training/Education
- Subscriptions
- Memberships
- Certain equipment
- Certain furniture
- City Interdepartmental Charges

As the Community Services Department has two Divisions that are funded by the Parks and Recreation Enterprise Fund, the Indirect Divisional Costs are reflected by the size of their respective division's budgets. The Recreation Services Division has Indirect costs of approximately \$2,750,000 while the Cultural Services Division has Indirect costs of approximately \$650,000. Indirect costs are then divided among the programs based on their direct costs in relation to the division's budget, and applied as Indirect Divisional Costs. For example, Youth Sports programs make up 7% of the Recreation Division Budget's Direct Costs. Therefore, 7% of the Indirect Division Costs shall be applied, equating to \$191,160.

Department Administrative Costs

The Department Administrative Costs are defined as those costs for Administrative oversight, including timekeeping and accounts payable functions, as well as those costs associated with Full-time administrative tasks, including the Community Services Director and all administrative staffing. Each of the four divisions is assigned a percentage of the Department Administrative Costs based on the size of their budget in relation to the Department. Each program is then assigned a share of the Department Administrative Costs based on its percentage of the divisional budget. For example, the Administrative Services annual budget is \$1,130,267. The Recreation Services Division's budget is 29% of the overall Department budget (less Administrative Services) so 29% of the Administrative Services cost (or \$316,475) should be covered under indirect costs by the Recreation Programs. This cost would be spread across all Recreation Programs relative to the size of that program's budget to the whole. In continuing with the Youth Sports example, 7% of the Division's Administrative Costs equate to \$21,705.

It is important to note that while these costs are identified to determine the Fully Burdened Cost for each program, the Department Administrative costs are budgeted in the General Fund, and therefore do not require a General Fund subsidy (Attachments A and B).

Subsidy Guidelines

It is the Mission of the Community Services Department to provide quality services, activities, programs, and facilities for all those who live, learn, work, and play in the City of Torrance. This philosophy entails providing inclusive and affordable recreational and cultural classes, programs, and activities to the community. The Cost Recovery Plan creates Guidelines that establish subsidy levels depending on program type, value to the community, and targeted participants.

A five column matrix was developed separating the different programs based on their perceived need for subsidy (Attachment C). Staff have made recommendations for all programs by placing them in one of the five categories, or subsidy levels. The five categories are as follows:

- I. Programs are not required to cover their respective Direct Costs or Indirect Divisional Costs (100 % subsidized)
- II. Programs recover a portion of their Direct Costs and Indirect Divisional Costs (60% subsidized)
- III. Programs recover a portion of their Direct Costs and Indirect Divisional Costs (40% subsidized)
- IV. Programs recover a portion of their Direct Costs and Indirect Divisional Costs (20% subsidized)
- V. Programs are expected to recover their Direct Costs and Indirect Divisional Costs (No subsidy)

Each of these five categories is defined by criteria that justify the need for subsidy. For example Category I includes *“Programs, Activities and Facilities that promote a safe, healthy, and secure community with an emphasis on Environmental Education, youth, fixed income seniors and community cultural awareness.”* The Proposed Subsidy Guidelines (Attachment C) for Category I include the Madrona Marsh Preserve and Nature Center, Community Cultural Events, Senior Facilities, and Summer Parks.

Proposed Subsidy Plan

The Community Services Department’s Proposed Subsidy Plan has many different facets. As staff have identified the Fully Burdened Costs for all programs, and have assigned programs different subsidy levels according to the Subsidy Guidelines, the next step is to evaluate the current expenditure budgets and revenues. In reviewing the Proposed Subsidy Plans (Attachments D and E), there are program areas that exceed their revenue goals and programs that fall short of their revenue goals. The next challenge is bringing current practices in line with the new subsidy plan.

There are three primary tools the Department will use to do so. The first tool/set of tools are the Profit and Loss Statements. Each program funded by the Parks and Recreation Enterprise Fund will have a Profit and Loss Statement that includes all Direct Costs and Indirect Divisional Costs, as well as the expected revenue. These Profit and Loss Statements will be evaluated on a year by year basis, taking into consideration fluctuation in annual attendance, any fee increases, and other possible factors such as trends, private sector competition, or changes in the environment. Should any new programs be proposed, a Profit and Loss Statement would be required that incorporates each of these elements.

The second tool is the Market Rate Analysis. The Market Rate Analysis will continue to drive the maximum rates charged for fees and programs across both Divisions. Any program areas that fall short of their recommended cost recovery will be evaluated to determine whether or not the fees can be increased based on the Market Rate. It may be determined that some services provided by the Department are not capable of meeting their Recovery Goals while staying within the Market. Staff will have to review the costs for the program to determine whether or not expenses can be reduced, or any other options to align the program with its Recovery Goal.

The Market Rate Analysis will be monitored on an annual basis by the Administrative Services Division to ensure that the correct Market Rate is identified. Programs will be evaluated a minimum of every three years, with selected program areas targeted more frequently should large gaps be identified between current rates and market rates.

The third tool staff will use is a time study to ensure that the staffing levels, both full and part time, are appropriate for each program area. This will occur both through further evaluation of the Profit and Loss statements, but also for the full time staff that are included in the Indirect Divisional Costs. As staffing levels, and subsequently salaries, make up for the largest share of the Department's budget, the Department must identify potential efficiencies in an effort to reduce costs, increase revenue, and meet the specified goals identified in the Subsidy Plan.

In addition to utilizing these three tools, the Department will work aggressively to address the target areas that currently do not meet the cost recovery goals identified in the Proposed Subsidy Plan. These target areas are those figures with the greatest positive number as shown in Attachments D and E under the column titled *Balance*. Programs with the largest Balance are in need of either an increase in revenues or a decrease in their expenditure budgets.

Staff have identified the following focus areas as identified in the Proposed Subsidy Plans: Contract Classes (both Youth and Adult), Adult Sports, Aquatics, After School Clubs, Teen Programs, Roller Hockey, and the Theatre Company. In the area of Contract Classes, staff will evaluate the Contractor/City revenue formula, class minimum enrollment levels, and the impact of increased non-

resident fees. In the area of Adult Sports staff will be evaluating the market rate analysis for league fees and possible efficiencies in staffing levels. There will also be further study of all Senior Programs as the emerging active seniors (the Baby Boom generation) begin to affect current programs and identify new interests and future program needs. This review will also include how the varying income levels of seniors who participate in these programs will affect their subsidy levels.

As the Department embarks on the implementation of the Cost Recovery Plan, it is the recommendation of the Community Services Director that in addition to the Subsidy amount of \$3,275,713 for Fiscal Year 2011-2012, that an additional \$404,746 be transferred from the General Fund to cover these target areas. As staff implement solutions for the target areas based on the evaluation of the Profit and Loss Sheets, the Market Rate Analysis, and the time studies, along with any other efficiencies that can be identified, the Department is confident that by the end of Fiscal Year 2011-2012 that a significant impact will be made to this shortfall.

The Cost Recovery Plan – Moving Forward

The Cost Recovery Plan is subject to periodic review and may be amended at the discretion of Community Services Department management, using other alternate allowable allocation bases, as deemed appropriate. The Department will review and update this plan no less than annually or when there is a significant change in funding or allocation.

The above plan applies to funds administered by the City of Torrance Community Services Department for the period July 1, 2011 through June 30, 2012, and will be reviewed, redrafted and reissued annually.

Respectfully Submitted,



John Jones
Community Services Director

- Attachments:
- A. Recreation Division Programs with Fully Burdened Costs
 - B. Cultural Division Programs with Fully Burdened Costs
 - C. Cost Recovery and City Subsidy Guidelines
 - D. Proposed Recreation Division Subsidy Plan
 - E. Proposed Cultural Division Subsidy Plan
 - F. 5 Year Projections

5/29/2011

Community Services Department
Recreation Services Division
Direct and Indirect Costs

Program Code #	All Rec Div Programs, Classes, and Activities	P & L's		% of Rec Div Total	Rec Div Indirect Costs	CS Departmental Administrative Costs		Direct Costs	
		Direct Costs	Indirect Costs			CS Dept Admin Costs	Div Indirect Costs		
		a			b	c	d		
930505	Teen Activities	\$ 142,377	\$ 108,959	4%	\$ 108,959	\$ 12,372	\$ 263,707		
930505	Teen Activities--Co Rec	\$ 65,000	\$ 49,743	2%	\$ 49,743	\$ 5,648	\$ 120,391		
930507	Special Needs	\$ 77,498	\$ 59,308	2%	\$ 59,308	\$ 6,734	\$ 143,540		
930508	Seniors Facilities	\$ 141,434	\$ 108,237	4%	\$ 108,237	\$ 12,290	\$ 261,961		
930508	Senior Lunch Program	\$ 47,145	\$ 36,079	1%	\$ 36,079	\$ 4,097	\$ 87,321		
930508	Senior Excursions	\$ 97,200	\$ 74,385	3%	\$ 74,385	\$ 8,446	\$ 180,031		
930509	Special Events	\$ 60,581	\$ 46,362	2%	\$ 46,362	\$ 5,264	\$ 112,207		
930509	Special Events--Turkey Trot	\$ 30,000	\$ 22,958	1%	\$ 22,958	\$ 2,607	\$ 55,565		
930527	Madrona Marsh Nature Center	\$ 169,578	\$ 129,775	5%	\$ 129,775	\$ 14,735	\$ 314,088		
930536	Aquatics	\$ 639,679	\$ 489,535	18%	\$ 489,535	\$ 55,584	\$ 1,184,798		
930536	Facility--Madrona Marsh Preserve	\$ 56,933	\$ 43,570	2%	\$ 43,570	\$ 4,947	\$ 105,450		
930535	Facility--Sea Aire Golf Course	\$ 69,933	\$ 53,518	2%	\$ 53,518	\$ 6,077	\$ 129,528		
930537	Facility--D.H Sports Center	\$ 163,243	\$ 124,927	4%	\$ 124,927	\$ 14,185	\$ 302,356		
930513	Community Gardens	\$ 6,590	\$ 5,043	0.18%	\$ 5,043	\$ 573	\$ 12,205		
930528	After School Club and Parks	\$ 466,420	\$ 356,943	13%	\$ 356,943	\$ 40,529	\$ 863,892		
930528	Summer Parks Program	\$ 104,000	\$ 79,589	3%	\$ 79,589	\$ 9,037	\$ 192,626		
930532	Youth Sports	\$ 249,790	\$ 191,159	7%	\$ 191,159	\$ 21,705	\$ 462,654		
930545	Roller Hockey	\$ 166,358	\$ 127,311	5%	\$ 127,311	\$ 14,455	\$ 308,125		
930510	Day Camps	\$ 256,390	\$ 196,210	7%	\$ 196,210	\$ 22,279	\$ 474,879		
930511	Contract Classes--Youth	\$ 144,093	\$ 110,272	4%	\$ 110,272	\$ 12,521	\$ 266,885		
930502	Farmers Market	\$ 89,411	\$ 68,425	2%	\$ 68,425	\$ 7,769	\$ 165,605		
930511	Contract Classes--Adult	\$ 70,169	\$ 53,699	2%	\$ 53,699	\$ 6,097	\$ 129,965		
930531	Adult Sports	\$ 312,986	\$ 239,522	9%	\$ 239,522	\$ 27,196	\$ 579,704		
930534	Las Canchas Tennis Center	\$ 10,289	\$ 7,874	0.28%	\$ 7,874	\$ 894	\$ 19,057		
930547	Batting Cages	\$ 5,000	\$ 3,826	0.14%	\$ 3,826	\$ 434	\$ 9,261		
	Rec Div Programs & Facilities TOTAL:	\$ 3,642,096	\$ 2,787,230	100%	\$ 2,787,230	\$ 316,475	\$ 6,745,801		

930506	Recreation Division Admin Cost	\$ 2,787,230
	28% Admin Svcs Budget	\$ 316,475
Dept Admin	Totl Budget	\$ 1,130,267

	Subsidy	Subsidy
	2009-2010 Actuals	2010-2011 Amended
\$	2,899,696	\$ 2,579,816

Community Services Department
 Cultural Services Division
 Direct and Indirect Costs

Program Code #	All Cult Div Programs, Classes, and Activities	P & L's		% of Cult Div Total	Cult Div		CS Departmental		Direct Costs	
		Direct Costs	a		Indirect Costs	b	Administrative Costs	c	CS Dept Admin Costs	d
930702	Torrance Art Museum	\$ 117,204		8%	\$ 53,121	\$ 10,129			\$ 180,455	
930703	Cultural Events	\$ 78,944		6%	\$ 35,780	\$ 6,823			\$ 121,547	
930705	Civic Chorale	\$ 34,588		2%	\$ 15,676	\$ 2,989			\$ 53,253	
930706	Staff Taught Classes-Youth	\$ 268,622		19%	\$ 121,750	\$ 23,216			\$ 413,588	
930708	Contract Classes-Youth	\$ 291,287		20%	\$ 132,022	\$ 25,175			\$ 448,483	
930710	Theater Company	\$ 120,935		9%	\$ 54,812	\$ 10,452			\$ 186,199	
930711	Early Childhood Dev	\$ 123,945		9%	\$ 56,176	\$ 10,712			\$ 190,833	
930706	Staff Taught Classes-Adult	\$ 179,082		12.59%	\$ 81,166	\$ 15,477			\$ 275,725	
930707	Excursions	\$ 13,367		1%	\$ 6,058	\$ 1,155			\$ 20,581	
930708	Contract Classes-Adult	\$ 194,191		14%	\$ 88,015	\$ 16,783			\$ 298,989	
Cult Div Programs & Facilities TOTAL:		\$ 1,422,164		100%	\$ 644,577	\$ 122,912			\$ 2,189,653	

930506	Cultural Division Admin Cost	\$ 644,577
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	2009-2010 Actuals	2010-2011-Amended
Subsidy	\$ 831,052	\$ 708,494

Dept Admin	Admin Services Division	\$ 122,912
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COST RECOVERY & CITY SUBSIDY GUIDELINES FOR CULTURAL AND RECREATIONAL CLASSES, PROGRAMS & ACTIVITIES

The following guidelines will be used in developing Cultural and Recreation Division program fees and to determine the appropriate cost recovery and/or the amount of City subsidy necessary for the program to operate.

Category I	Category II	Category III	Category IV	Category V
<p>Programs are not required to cover their respective Direct Costs or Indirect Divisional Costs. (100% subsidized)</p> <p>Cultural Services Torrance Art Museum Community Events</p>	<p>Programs recover a portion of their Direct Costs and Indirect Divisional Costs. (60% subsidized)</p> <p>Cultural Services</p>	<p>Programs recover a portion of their Direct Costs and Indirect Divisional Costs. (40% subsidized)</p> <p>Cultural Services Civic Chorale</p>	<p>Programs recover a portion of Their Direct Costs and Indirect Divisional Costs. (20% subsidized)</p> <p>Cultural Services Torrance Theater Company Early Childhood Development Staff Taught Classes—Youth Staff Taught Classes—Adult Contract Classes—Adult Contract Classes—Youth</p>	<p>Programs are expected to recover their Direct Costs and Indirect Divisional Costs. (No subsidy)</p> <p>Cultural Services Excursions</p>
<p>Recreation Services Madrone Marsh Nature Center Madrone Marsh Preserve Senior Facilities Summer Parks</p> <p>These Programs, Activities, and Facilities promote a safe, healthy, and secure community with an emphasis on Environmental Education, youth, fixed income seniors, and community cultural awareness</p>	<p>Recreation Services DH Sports Center Senior Programs Senior Lunch Program Special Needs The ATTIC Teen Center Youth Sports</p> <p>These Programs, Activities, and Facilities promote a safe, healthy, and secure community with an emphasis on high school teens, special needs, fixed income seniors, and youth</p>	<p>Recreation Services Aquatics Day Camps Roller Hockey Special Events Teen Activities-Co Rec</p> <p>These Programs, Activities, and Facilities increase the quality of life in the community and provide a wide range of healthy, affordable activities to youth, teens, and adults.</p>	<p>Recreation Services Adult Sports Afterschool Clubs Contract Classes—Adult Contract Classes—Youth Senior Excursions</p> <p>These Programs, Activities, and Facilities increase the quality of life in the community and enhance healthy physical and cultural opportunities to participants of all ages</p>	<p>Recreation Services Batting Cages Community Gardens Farmers Market Las Canchas Tennis Center Sea Aire Golf Course Turkey Trot</p> <p>These Programs, Activities and Facilities are special interest areas that are offered primarily for adults; they can be defined as personal development.</p>

Direct Costs include all costs directly related to the program (i.e. part-time staff, materials/supplies, etc.) that would not be needed &/or spent if the program was not offered.

Indirect Divisional Costs are set at a percent based on Divisional budget relative to the program and recover Indirect full-time/support staff, materials/supplies, & other costs borne by the Division in support of the program.

FY 2011-2012
 Recreation Services Division
 Cost Recovery and City Subsidy Projection

All Rec Div Programs, Classes, and Activities	P & L's		Rec Div Indirect Costs	Direct Costs + Div Indirect Costs		Cost Recovery Category	% Recovery	% Subsidy	Subsidy Value	Revenue		Balance
	Direct Costs	Indirect Costs		a	b					c	d	
Madrona Marsh Preserve	\$ 56,933	\$ 43,570	\$ 100,503			I	0%	100%	\$ 100,503	\$ -	\$ -	\$ 0
Madrona Marsh Nature Center	\$ 169,578	\$ 129,775	\$ 299,353			I	0%	100%	\$ 299,353	\$ -	\$ -	\$ 0
Summer Parks Program	\$ 104,000	\$ 79,589	\$ 183,589			I	0%	100%	\$ 183,589	\$ -	\$ -	\$ 0
Seniors Facilities	\$ 141,434	\$ 108,237	\$ 249,671			I	0%	100%	\$ 249,671	\$ -	\$ -	\$ 0
D.H Sports Center	\$ 163,243	\$ 124,927	\$ 288,170			II	40%	60%	\$ 172,902	\$ 49,348	\$ 65,920	\$ 0
Teen Activities	\$ 142,377	\$ 108,959	\$ 251,336			II	40%	60%	\$ 150,801	\$ 8,400	\$ 92,134	\$ 0
Senior Lunch Program	\$ 47,145	\$ 36,079	\$ 83,224			II	40%	60%	\$ 49,835	\$ 30,000	\$ 3,290	\$ 0
Special Needs	\$ 77,498	\$ 59,308	\$ 136,806			II	40%	60%	\$ 82,083	\$ 22,456	\$ 32,266	\$ 0
Youth Sports	\$ 249,790	\$ 191,160	\$ 440,950			II	40%	60%	\$ 264,570	\$ 174,482	\$ 1,898	\$ 0
Special Events	\$ 60,581	\$ 46,362	\$ 106,943			III	60%	40%	\$ 42,777	\$ 34,809	\$ 29,357	\$ 0
Teen Activities--Co Rec	\$ 65,000	\$ 49,743	\$ 114,743			III	60%	40%	\$ 45,897	\$ 60,000	\$ 8,846	\$ 0
Aquatics	\$ 639,679	\$ 489,535	\$ 1,129,214			III	60%	40%	\$ 451,685	\$ 515,000	\$ 162,528	\$ 0
After School Club	\$ 466,420	\$ 356,943	\$ 823,363			IV	80%	20%	\$ 164,673	\$ 528,960	\$ 129,730	\$ 0
Contract Classes--Youth	\$ 144,093	\$ 110,272	\$ 254,365			IV	80%	20%	\$ 50,873	\$ 200,847	\$ 2,645	\$ 0
Day Camps	\$ 256,390	\$ 196,211	\$ 452,601			IV	80%	20%	\$ 90,520	\$ 315,000	\$ 47,080	\$ 0
Adult Sports	\$ 312,986	\$ 239,522	\$ 552,508			IV	80%	20%	\$ 110,502	\$ 400,000	\$ 42,007	\$ 0
Roller Hockey	\$ 166,358	\$ 127,311	\$ 293,669			IV	80%	20%	\$ 58,734	\$ 120,000	\$ 114,935	\$ 0
Contract Classes--Adult	\$ 70,169	\$ 53,699	\$ 123,868			IV	80%	20%	\$ 24,774	\$ 100,241	\$ (1,147)	\$ 0
Senior Excursions	\$ 97,200	\$ 74,385	\$ 171,585			IV	80%	20%	\$ 34,317	\$ 100,000	\$ 37,268	\$ 0
Community Gardens	\$ 6,590	\$ 5,043	\$ 11,633			V	100%	0%	\$ -	\$ 12,000	\$ (367)	\$ 0
Sea Aire Golf Course	\$ 69,833	\$ 53,518	\$ 123,451			V	100%	0%	\$ -	\$ 140,000	\$ (16,549)	\$ 0
Special Events--Turkey Trot	\$ 30,000	\$ 22,958	\$ 52,958			V	100%	0%	\$ -	\$ 98,604	\$ (46,646)	\$ 0
Batting Cages	\$ 5,000	\$ 3,826	\$ 8,826			V	100%	0%	\$ -	\$ 25,000	\$ (16,174)	\$ 0
Farmers Market	\$ 89,411	\$ 68,425	\$ 157,836			V	100%	0%	\$ -	\$ 476,319	\$ (318,483)	\$ 0
Las Canchas Tennis Center	\$ 10,289	\$ 7,874	\$ 18,163			V	100%	0%	\$ -	\$ 25,000	\$ (6,837)	\$ 0
Misc. Revenue--Beverage Contract	\$ -	\$ -	\$ -			N/A	0%	0%	\$ -	\$ 26,685	\$ (26,685)	\$ 0
	\$ 3,642,097	\$ 2,787,230	\$ 6,429,327						\$ 2,628,158	\$ 3,464,151	\$ 337,018	\$ 0

Sea Aire does not reflect maintenance costs. * Farmers Market revenue figures are pending AGNon AG fee increases.

2010-2011 Subsidy* \$ 2,579,816
 *pending closing of fiscal year

Recreation Division Administrative Cost \$ 2,787,230

Recreation Budget \$ 6,429,327
 less Revenue \$ 3,464,151
 Difference \$ 2,965,176
 Difference \$ 2,965,176
 less Subsidy \$ 2,628,158
 Balance \$ 337,018

FY 2011-2012
 Cultural Services Division
 Cost Recovery and City Subsidy Projection

All Cult Div Programs, Classes, and Activities	P & L's		% of CULT Div Total	Cult Div		Direct Costs		Cost Recovery Category	% Recovery	% Subsidy	Subsidy Value	PROPOSED REVENUES		Balance
	Direct Costs	Indirect Costs		Direct Costs	Indirect Costs	Div Indirect Costs	Div Direct Costs					P & L's	Balance	
	a	b				c	a + b	d	e	f	g	h	i	
Torrance Art Museum	\$ 117,204	\$ 53,121	8%	\$ 53,121	\$ 170,325	\$ 170,325	\$ 170,325	I	0%	100%	\$ 170,325	-	-	Torrance Art Museum
Cultural Events	\$ 78,944	\$ 35,780	6%	\$ 35,780	\$ 114,724	\$ 114,724	\$ 114,724	I	0%	100%	\$ 114,724	-	-	Cultural Events
Civic Chorale	\$ 34,588	\$ 15,676	2%	\$ 15,676	\$ 50,264	\$ 50,264	\$ 50,264	III	60%	40%	\$ 20,106	\$ 30,000	\$ 158	Civic Chorale
Staff Taught Classes-Youth	\$ 268,622	\$ 121,750	19%	\$ 121,750	\$ 390,372	\$ 390,372	\$ 390,372	IV	80%	20%	\$ 78,074	\$ 307,442	\$ 4,856	Staff Taught Classes-Youth
Contract Classes-Youth	\$ 291,287	\$ 132,022	20%	\$ 132,022	\$ 423,309	\$ 423,309	\$ 423,309	IV	80%	20%	\$ 84,662	\$ 337,916	\$ 731	Contract Classes-Youth
Early Childhood Dev	\$ 123,945	\$ 56,176	9%	\$ 56,176	\$ 180,121	\$ 180,121	\$ 180,121	IV	80%	20%	\$ 36,024	\$ 139,000	\$ 5,097	Early Childhood Dev
Theater Company	\$ 120,935	\$ 54,812	9%	\$ 54,812	\$ 175,747	\$ 175,747	\$ 175,747	IV	80%	20%	\$ 35,149	\$ 96,500	\$ 44,098	Theater Company
Contract Classes-Adult	\$ 194,191	\$ 88,015	14%	\$ 88,015	\$ 282,206	\$ 282,206	\$ 282,206	IV	80%	20%	\$ 56,441	\$ 221,022	\$ 4,743	Contract Classes-Adult
Staff Taught Classes-Adult	\$ 179,082	\$ 81,166	13%	\$ 81,166	\$ 260,248	\$ 260,248	\$ 260,248	IV	80%	20%	\$ 52,050	\$ 204,578	\$ 3,620	Staff Taught Classes-Adult
Excursions	\$ 13,367	\$ 6,058	1%	\$ 6,058	\$ 19,425	\$ 19,425	\$ 19,425	V	100%	0%	\$ 0	\$ 15,000	\$ 4,425	Excursions
	\$ 1,422,164	\$ 644,577	100%	\$ 644,577	\$ 2,066,741	\$ 2,066,741	\$ 2,066,741				\$ 647,556	\$ 1,351,458	\$ 67,728	

2010-2011 Subsidy**	\$ 708,494
**pending closing of fiscal year	

Cultural Division Administrative Cost	\$ 644,577
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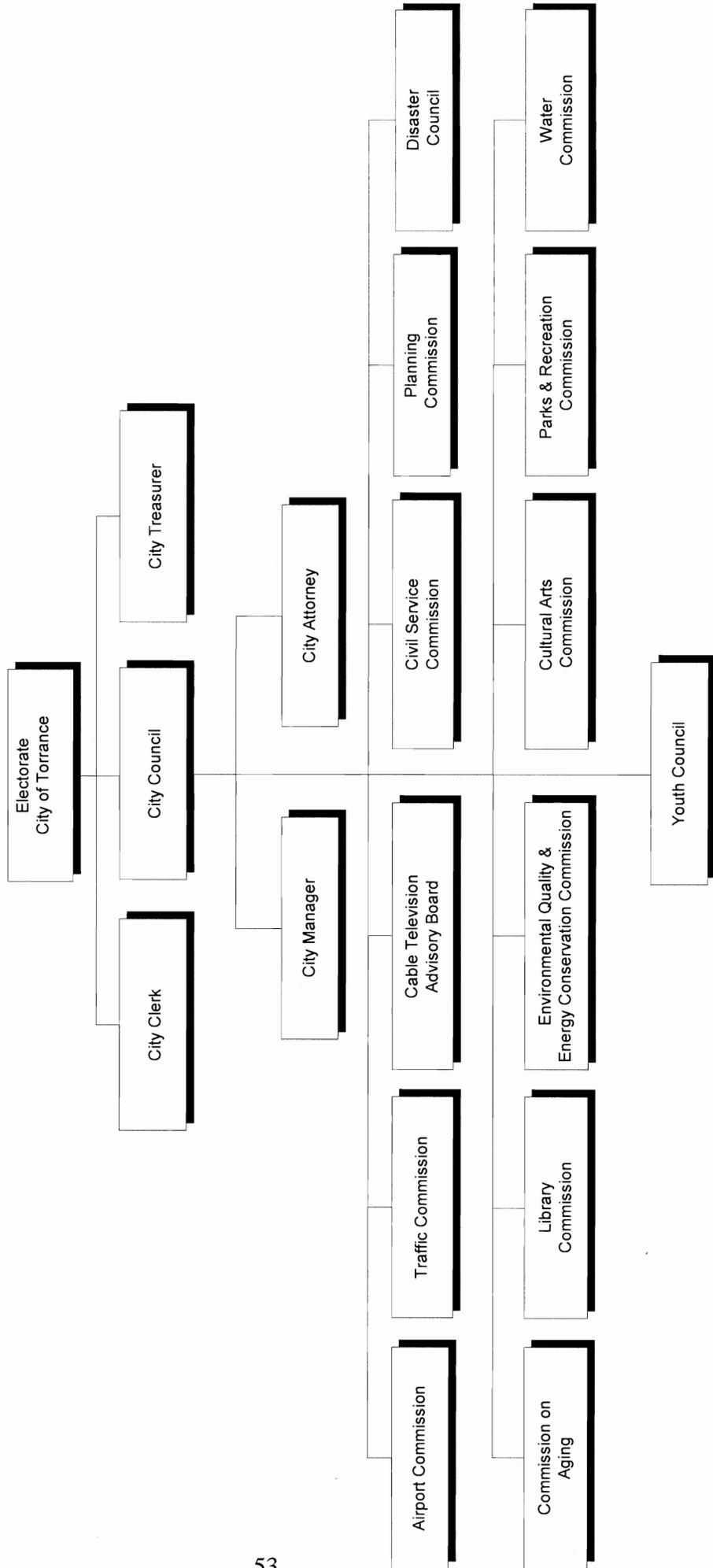
Budget	\$ 2,066,741
less Revenue	\$ 1,351,458
Difference	\$ 715,283
Difference	\$ 715,283
less Subsidy	\$ 647,556
Balance	\$ 67,728

5 YEAR PROJECTION OF REVENUES AND EXPENSES
PARKS & RECREATION FUND

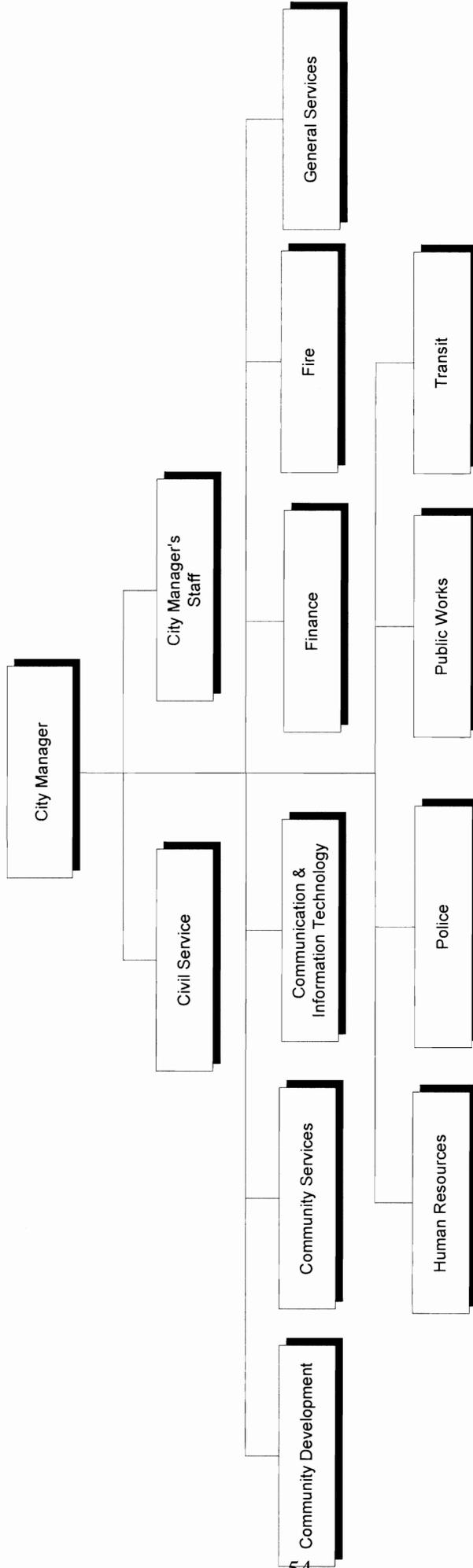
	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
OPERATING REVENUES								
Recreation Services	\$ 2,799,818	\$ 3,336,312	\$ 3,155,812	\$ 3,464,151	\$ 3,696,700	\$ 3,808,000	\$ 3,922,000	\$ 4,040,000
Cultural Services	1,244,106	1,319,883	1,303,082	1,351,458	1,319,883	1,359,000	1,359,000	1,359,000
Total Operating Revenues	4,043,924	4,656,195	4,458,894	4,815,609	5,016,583	5,167,000	5,281,000	5,399,000
NON-OPERATING REVENUES								
Other	14,171	-	-	-	-	-	-	-
Total Non-Operating Revenues	14,171	-	-	-	-	-	-	-
Total Revenues/Resources	4,058,095	4,656,195	4,458,894	4,815,609	5,016,583	5,167,000	5,281,000	5,399,000
OPERATING EXPENSES								
Salaries and employee benefits	5,100,535	5,114,997	5,131,894	5,290,997	5,302,097	5,470,000	5,671,000	5,880,000
Services and supplies	1,072,770	1,002,469	1,191,030	1,142,957	1,142,957	1,172,000	1,201,000	1,231,000
Other professional services	1,126,433	1,222,169	1,037,856	1,222,169	1,222,169	1,253,000	1,284,000	1,316,000
Insurance and Claims	9,396	18,421	12,895	18,421	18,421	19,000	19,000	19,000
Interdepartmental charges	762,518	727,001	727,001	756,609	758,109	781,000	808,000	808,000
Other	12,173	19,920	15,739	19,820	19,820	20,000	21,000	22,000
Total Operating Expenses	8,083,825	8,104,977	8,116,415	8,450,973	8,463,573	8,715,000	9,004,000	9,276,000
Income (Loss) before transfers	(4,025,730)	(3,448,782)	(3,657,521)	(3,635,364)	(3,446,990)	(3,548,000)	(3,723,000)	(3,877,000)
Operating Transfers In	3,795,568	3,283,695	3,288,875	3,283,695	3,283,695	3,284,000	3,284,000	3,284,000
Operating Transfers Out	(67,594)	(49,615)	(50,738)	(45,095)	(45,095)	(45,000)	(45,000)	(45,000)
Income (Loss) before Use of Fund Balance	(297,756)	(214,702)	(419,384)	(396,764)	(208,390)	(309,000)	(484,000)	(638,000)
NET INCOME (LOSS)	\$ (297,756)	\$ (214,702)	\$ (419,384)	\$ (396,764)	\$ (208,390)	\$ (309,000)	\$ (484,000)	\$ (638,000)
Cash Beginning	56,256	-	(214,702)	(634,086)	(1,030,850)	(1,239,240)	(1,548,240)	(2,032,240)
Changes in balance sheet accounts (Net)	241,500	-	-	-	-	-	-	-
Projected cash, ending	\$ -	\$ (214,702)	\$ (634,086)	\$ (1,030,850)	\$ (1,239,240)	\$ (1,548,240)	\$ (2,032,240)	\$ (2,670,240)

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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
- City Yard

GENERAL GOVERNMENT

City Attorney

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

City Clerk

- Administration
- Records
- Council & Commission Support

City Manager

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

CITY DEPARTMENTAL FUNCTIONS GENERAL FUND CONTINUED

GENERAL GOVERNMENT CONTINUED

City Treasurer

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

Civil Service

- Commission and Council Support
- Employee Relations Committee
- Volunteer Program
- Training and Development

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

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
- Measure R Operations

Water (Public Works)

- Water Supply
- Water Operations
- Water Resources
- Water Administration
- Water Financial Obligations
- WRD Goldsworthy Desalter

Sanitation (Public Works)

- Solid Waste Collection and Disposal
- 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)

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 (Community Development)

- Vanpool Operation

Animal Control (Police)

**2010-11 ADOPTED
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	\$ 166,882,424	\$ 1,840,175	\$ 168,722,599	\$ 168,722,599	\$ -
INTERNAL SERVICE					
Fleet Services	6,228,538		6,228,538	5,949,962	278,576
Self Insurance	3,556,277	415,621	3,971,898	3,971,898	-
Subtotal	9,784,815	415,621	10,200,436	9,921,860	
ENTERPRISE FUNDS					
Airport	11,420,000	202,661	11,622,661	11,622,661	-
Transit*	23,690,432	32,046	23,722,478	23,722,478	-
Water	29,368,155		29,368,155	29,175,363	192,792
Sanitation	11,164,620	793,877	11,958,497	11,958,497	-
Cultural Arts Center	2,009,005	168,682	2,177,687	2,177,687	-
Sewer	2,112,500	311,257	2,423,757	2,423,757	-
Emergency Medical Svcs.	10,868,059		10,868,059	10,868,059	-
Parks & Recreation	7,939,890	214,702	8,154,592	8,154,592	-
Subtotal	98,572,661	1,723,225	100,295,886	100,103,094	
EXTERNAL FUNDS					
Home Improvement Employment Program	364,424		364,424	364,424	-
Animal Control	455,648	6,218	461,866	461,866	-
Section 8 Rental Assist.	6,334,000	336,520	6,670,520	6,670,520	-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,300	32,600
Redevelopment Agency	16,802,206	1,162,376	17,964,582	17,964,582	-
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,608,600		1,608,600	1,565,155	43,445
Cable TV Public Access	424,312		424,312	417,617	6,695
Cable Public Educ. Gov.	277,452		277,452	-	277,452
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting District	3,246,745		3,246,745	3,185,477	61,268
Air Quality Management	174,000	22,582	196,582	196,582	-
Vanpool/Rideshare	265,100		265,100	260,101	4,999
Gas Tax		1,040,000	1,040,000	1,040,000	-
Prop C		1,508,900	1,508,900	1,508,900	-
Torrance Public Financing Aut	4,576,231		4,576,231	4,576,230	1
Subtotal	34,599,468	4,076,596	38,676,064	38,249,604	
Less: Internal Service Internal Transfers**	(9,784,815) (41,106,899)	(415,621)	(10,200,436) (41,106,899)	(9,921,860) (41,106,899)	- -
TOTAL	\$ 258,947,654	\$ 7,639,996	\$ 266,587,650	\$ 265,968,398	

* Includes depreciation of \$2,513,000 in revenue estimate.

** Includes all internal transfers.

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

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Expenses	Ending Balance
GENERAL FUND	\$ 164,744,279	\$ 600,000	\$ 165,344,279	\$ 168,044,279	\$ -	\$ (2,700,000)	\$ -
INTERNAL SERVICE							
Fleet Services	6,000,588	45,858	6,046,446	6,046,446			-
Self Insurance	3,556,277	447,297	4,003,574	4,003,574			-
Subtotal	9,556,865	493,155	10,050,020	10,050,020	-	-	
ENTERPRISE FUNDS							
Airport	11,405,100	255,058	11,660,158	11,660,158			-
Transit*	25,497,761		25,497,761	24,996,839			500,922
Water	32,976,055		32,976,055	31,376,631			1,599,424
Sanitation	10,834,620	1,422,670	12,257,290	12,257,290			-
Cultural Arts Center	1,984,117	177,418	2,161,535	2,161,535			-
Sewer	1,730,500	734,420	2,464,920	2,464,920			-
Emergency Medical Svcs.	10,738,959		10,738,959	10,738,959			-
Parks & Recreation	8,099,304	396,764	8,496,068	8,496,068			-
Subtotal	103,266,416	2,986,330	106,252,746	104,152,400	-	-	
EXTERNAL FUNDS							
Home Improvement Employment Program	324,652		324,652	324,652			-
Animal Control	469,566	1,901	471,467	471,467			-
Section 8 Rental Assist.	6,818,000	97,861	6,915,861	6,915,861			-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,200			32,700
Redevelopment Agency	14,840,311		14,840,311	13,280,444			1,559,867
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,754,000		1,754,000	1,594,796			159,204
Cable TV Public Access	440,027		440,027	418,271			21,756
Cable Public Educ. Gov.	320,000		320,000	-			320,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,169,801		3,169,801	3,169,801			-
Air Quality Management	172,000	17,062	189,062	189,062			-
Vanpool/Rideshare	261,930		261,930	261,930			-
Gas Tax		1,040,000	1,040,000	1,040,000			-
General Fund Capital Proj.		300,000	300,000	300,000			-
Prop C		1,321,930	1,321,930	1,321,930			-
Torrance Public Financing Authority	4,576,231		4,576,231	4,571,180			5,051
Subtotal	33,217,268	2,778,754	35,996,022	33,897,444	-	-	
Less: Internal Service Internal Transfers**	(9,556,865) (33,430,024)	(493,155)	(10,050,020) (33,430,024)	(10,050,020) (33,430,024)			- -
TOTAL	\$ 267,797,939	\$ 6,365,084	\$ 274,163,023	\$ 272,664,099	\$ -	\$ (2,700,000)	

* Includes depreciation of \$2,376,000 in revenue estimate.

** Includes all internal transfers.

**2012-13 PROPOSED (YEAR 2 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Expenses	Ending Balance
GENERAL FUND	\$ 168,531,017	\$ 600,000	\$ 169,131,017	\$ 171,831,017	\$ -	\$ (2,700,000)	\$ -
INTERNAL SERVICE							
Fleet Services	6,004,588	53,548	6,058,136	6,058,136			-
Self Insurance	3,756,277	247,797	4,004,074	4,004,074			-
Subtotal	9,760,865	301,345	10,062,210	10,062,210	-	-	
ENTERPRISE FUNDS							
Airport	11,736,000	107,405	11,843,405	11,843,405			-
Transit*	25,497,761		25,497,761	25,044,679			453,082
Water	32,976,055		32,976,055	31,389,671			1,586,384
Sanitation	10,834,620	1,425,970	12,260,590	12,260,590			-
Cultural Arts Center	2,088,627	79,208	2,167,835	2,167,835			-
Sewer	1,730,500	739,620	2,470,120	2,470,120			-
Emergency Medical Svcs.	10,805,059		10,805,059	10,805,059			-
Parks & Recreation	8,099,304	409,364	8,508,668	8,508,668			-
Subtotal	103,767,926	2,761,567	106,529,493	104,490,027	-	-	
EXTERNAL FUNDS							
Home Improvement Employment Program	324,852		324,852	324,852			-
Animal Control	469,566	3,201	472,767	472,767			-
Section 8 Rental Assist.	6,818,000	99,261	6,917,261	6,917,261			-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,300			32,600
Redevelopment Agency	15,114,335		15,114,335	13,359,486			1,754,849
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,754,000		1,754,000	1,583,481			170,519
Cable TV Public Access	424,312		424,312	418,271			6,041
Cable Public Educ. Gov.	320,000		320,000	-			320,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,169,801	2,200	3,172,001	3,172,001			-
Air Quality Management	172,000	17,062	189,062	189,062			-
Vanpool/Rideshare	261,930		261,930	261,930			-
Gas Tax		840,000	840,000	840,000			-
Prop C		1,321,930	1,321,930	1,321,930			-
Torrance Public Financing Authority Subtotal	4,576,231		4,576,231	4,571,180			5,051
	33,475,777	2,283,654	35,759,431	33,470,371	-	-	
Less: Internal Service Internal Transfers**	(9,760,865)	(301,345)	(10,062,210)	(10,062,210)			-
	(35,163,076)		(35,163,076)	(35,163,076)			-
TOTAL	\$ 270,611,644	\$ 5,645,221	\$ 276,256,865	\$ 274,628,339	\$ -	\$ (2,700,000)	

* Includes depreciation of \$2,376,000 in revenue estimate.

** Includes all internal transfers.

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REVENUE SUMMARY ALL FUNDS

Description	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
General Fund	\$ 168,679,801	\$ 163,002,565	\$ 158,175,320	\$ 166,882,424	\$ 164,744,279	\$ 168,531,017
Internal Service Funds	12,604,825	12,953,282	11,592,685	9,784,815	9,556,865	9,760,865
Enterprise Funds	85,747,462	88,873,702	98,740,300	96,059,661	100,890,416	101,391,926
External Funds	27,875,920	30,231,472	31,775,772	34,599,468	33,217,268	33,475,777
Grand Total All Funds	\$ 294,908,008	\$ 295,061,021	\$ 300,284,078	\$ 307,326,368	\$ 308,408,828	\$ 313,159,585
GENERAL FUND REVENUES						
Property Taxes	\$ 37,640,203	\$ 39,200,226	\$ 39,960,248	\$ 40,200,000	\$ 41,690,000	\$ 43,216,900
Taxes Other Than Property	102,616,588	95,017,159	85,333,016	94,444,000	95,060,000	98,126,800
Licenses and Permits	1,961,792	1,426,032	1,617,719	2,014,000	2,050,000	2,130,900
Revenues from Other Agencies	1,928,583	1,581,765	1,667,100	2,020,000	2,020,000	1,837,400
Fines and Forfeitures	1,640,282	1,215,048	1,039,810	1,475,000	1,330,000	1,330,000
Use of Money and Property	6,300,890	6,536,920	3,572,894	3,311,500	3,360,000	3,429,300
Charges for Current Service	3,935,739	3,720,023	4,504,776	4,942,000	5,130,000	5,200,801
Other Revenues	12,655,724	14,305,393	20,479,758	18,475,924	14,104,279	13,258,916
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund	\$ 168,679,801	\$ 163,002,565	\$ 158,175,320	\$ 166,882,424	\$ 164,744,279	\$ 168,531,017
INTERNAL SERVICE FUND REVENUES						
Fleet Services	\$ 7,528,371	\$ 7,428,492	\$ 6,611,898	\$ 6,228,538	\$ 6,000,588	\$ 6,004,588
Self Insurance	5,076,454	5,524,790	4,980,787	3,556,277	3,556,277	3,756,277
Total Internal Service Fund	\$ 12,604,825	\$ 12,953,282	\$ 11,592,685	\$ 9,784,815	\$ 9,556,865	\$ 9,760,865
ENTERPRISE FUNDS REVENUES						
Airport	\$ 10,827,054	\$ 11,329,140	\$ 10,602,552	\$ 11,420,000	\$ 11,405,100	\$ 11,736,000
Transit System	19,776,147	20,765,944	26,993,569	21,177,432	23,121,761	23,121,761
Water	23,902,486	23,883,121	27,457,924	29,368,155	32,976,055	32,976,055
Emergency Medical Services	8,031,138	9,532,483	9,463,470	10,868,059	10,738,959	10,805,059
Sanitation	11,053,702	11,371,076	12,281,958	11,164,620	10,834,620	10,834,620
Cultural Arts Center	2,183,379	2,096,336	2,025,048	2,009,005	1,984,117	2,088,627
Sewer	2,357,561	2,300,613	2,062,117	2,112,500	1,730,500	1,730,500
Parks and Recreation	7,615,995	7,594,989	7,853,663	7,939,890	8,099,304	8,099,304
Total Enterprise Funds	\$ 85,747,462	\$ 88,873,702	\$ 98,740,300	\$ 96,059,661	\$ 100,890,416	\$ 101,391,926
EXTERNAL FUND REVENUES						
Employment and Training-JTPA	\$ 110,544	\$ -	\$ -	\$ -	\$ -	\$ -
Animal Control	253,329	353,153	414,214	455,648	469,566	469,566
Home Improvement Employ Program	304,382	366,448	308,839	364,424	324,652	324,852
Section 8 Rental Assistance	5,435,600	5,586,000	6,261,914	6,334,000	6,818,000	6,818,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	36,900	36,900
Redevelopment Agency	13,462,884	15,517,411	14,335,844	16,802,206	14,840,311	15,114,335
Redev. Meadow Park Parking Lot	-	-	24,327	23,850	23,850	23,850
Government Cable Communications	1,518,717	1,711,379	1,921,941	1,608,600	1,754,000	1,754,000
Cable TV Public Access	300,596	254,561	419,884	424,312	440,027	424,312
Cable TV Public Educ. Government	-	-	316,411	277,452	320,000	320,000
Police Inmate Welfare Fund	-	-	10,000	10,000	10,000	10,000
Street Lighting District	2,570,217	2,588,041	2,461,049	3,246,745	3,169,801	3,169,801
Vanpool/Rideshare	253,435	179,158	257,531	265,100	261,930	261,930
Air Quality Management	182,892	259,511	172,438	174,000	172,000	172,000
Torrance Improvements Debt Service	3,446,424	3,378,911	4,834,481	4,576,231	4,576,231	4,576,231
Total External Funds	\$ 27,875,920	\$ 30,231,472	\$ 31,775,772	\$ 34,599,468	\$ 33,217,268	\$ 33,475,777

EXPENDITURE SUMMARY ALL FUNDS

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
General Fund Operating Budget:						
City Attorney	\$ 2,609,078	\$ 2,570,915	\$ 2,357,349	\$ 2,142,685	\$ 2,160,322	\$ 2,167,922
City Clerk	836,861	730,895	1,113,565	876,645	1,016,620	870,420
City Council/Commissions	536,791	571,606	580,150	587,243	595,419	595,419
City Manager	2,881,577	2,938,343	2,941,029	2,715,453	2,904,480	2,751,880
City Treasurer	825,928	791,911	819,438	856,314	911,449	913,449
Civil Service	318,951	374,969	410,578	466,471	476,658	478,258
Communications & Info System	3,967,732	4,210,135	4,545,002	4,667,801	4,707,884	4,725,684
Community Development	7,993,385	7,903,182	8,107,582	7,630,282	7,707,842	7,731,252
Community Services	14,008,463	14,027,743	13,926,336	14,270,766	14,507,829	14,546,792
Finance	4,826,799	4,631,084	3,601,933	3,816,601	4,102,776	4,119,676
Fire	26,155,220	25,112,004	26,067,465	25,534,892	25,894,631	26,314,531
General Services	4,899,266	4,505,787	3,817,909	3,920,179	4,050,106	4,064,076
Human Resources	2,551,050	2,648,292	2,563,062	2,583,693	2,629,271	2,612,071
Police	58,086,019	61,943,162	61,626,565	62,545,407	65,993,091	66,227,011
Public Works	10,663,737	10,743,237	10,962,253	11,673,338	11,868,607	11,889,667
Non-Departmental/Insurance	30,766,970	27,401,989	16,054,493	24,434,829	18,517,294	21,822,909
Total General Fund	\$ 171,927,827	\$ 171,105,254	\$ 159,494,709	\$ 168,722,599	\$ 168,044,279	\$ 171,831,017
Internal Service:						
Fleet Services	5,375,895	5,316,666	6,037,345	5,949,962	6,046,446	6,058,136
Self Insurance	6,319,445	5,402,236	6,569,675	3,971,898	4,003,574	4,004,074
Total Internal Service	\$ 11,695,340	\$ 10,718,902	\$ 12,607,020	\$ 9,921,860	\$ 10,050,020	\$ 10,062,210
Enterprise Funds:						
Airport	11,664,887	11,393,862	11,638,407	11,622,661	11,660,158	11,843,405
Transit	21,502,811	21,439,677	24,248,512	23,722,478	24,996,839	25,044,679
Water	25,547,428	26,116,932	27,710,114	29,175,363	31,376,631	31,389,671
Sanitation	11,068,380	11,251,869	12,281,958	11,958,497	12,257,290	12,260,590
Cultural Arts Center	1,971,982	2,096,336	2,154,673	2,177,687	2,161,535	2,167,835
Sewer	2,331,572	2,426,906	2,575,235	2,423,757	2,464,920	2,470,120
Emergency Medical Services	8,031,138	9,530,596	9,513,635	10,868,059	10,738,959	10,805,059
Parks and Recreation	7,487,232	7,594,989	8,151,419	8,154,592	8,496,068	8,508,668
Total Enterprise	\$ 89,605,430	\$ 91,851,167	\$ 98,273,953	\$ 100,103,094	\$ 104,152,400	\$ 104,490,027
External Funds:						
Employment & Training (WIN)	110,544	-	-	-	-	-
Home Improv. Empl. Program	304,382	366,448	308,839	364,424	324,652	324,852
Animal Control	270,335	353,152	442,493	461,866	471,467	472,767
Section 8 Rental Assistance	5,363,312	5,895,150	6,545,715	6,670,520	6,915,861	6,917,261
Rehab. Loan Program (HCD)	-	-	-	4,300	4,200	4,300
Redevelopment Agency	11,465,852	13,204,423	19,105,733	17,964,582	13,280,444	13,359,486
Redev. Meadow Park Parking Lot	-	-	24,526	23,850	23,850	23,850
Gov. Cable Communications	1,338,241	1,697,411	1,565,499	1,565,155	1,594,796	1,583,481
Cable TV Public Access	300,597	324,472	402,810	417,617	418,271	418,271
Police Inmate Welfare Fund	-	3,844	2,185	10,000	10,000	10,000
Air Quality Management	180,209	182,914	181,689	196,582	189,062	189,062
Vanpool/Rideshare	208,541	224,050	222,911	260,101	261,930	261,930
Gas Tax	840,000	840,000	840,000	1,040,000	1,040,000	840,000
General Fund Capital Projects	-	-	-	-	300,000	-
Prop C	348,296	457,630	2,076,363	1,508,900	1,321,930	1,321,930
Street Lighting District	2,674,319	2,621,069	2,693,684	3,185,477	3,169,801	3,172,001
Torrance Public Financing Authority	3,449,254	860,571	19,189,036	4,576,230	4,571,180	4,571,180
Total External	\$ 26,853,882	\$ 27,031,134	\$ 53,601,483	\$ 38,249,604	\$ 33,897,444	\$ 33,470,371
Less:						
Internal Service Charges	(11,695,340)	(10,718,902)	(10,028,381)	(9,921,860)	(10,050,020)	(10,062,210)
Internal Transfers	(36,824,000)	(36,647,000)	(33,580,000)	(41,106,899)	(33,430,024)	(35,163,076)
TOTAL	\$ 251,563,139	\$ 253,340,555	\$ 280,368,784	\$ 265,968,398	\$ 272,664,099	\$ 274,628,339

**2010-11 ADOPTED
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,700,457	39,960	282,707	26,234	52,830
City Clerk	648,344	36,352	104,914	2,692	67,585
City Council/Commissions	230,200	48,016	72,200	154,722	77,811
City Manager	1,905,848	187,646	434,716	80,856	71,578
City Treasurer	647,863	8,253	160,166	6,490	21,393
Civil Service	363,018	22,300	35,900	6,950	18,401
Commun. & Info. Technology	3,874,153	800,493	520,819	44,754	139,745
Community Development	6,648,684	234,457	217,840	51,947	290,424
Community Services	10,470,329	1,793,223	1,174,577	20,486	558,885
Finance	3,265,864	139,847	562,099	20,570	220,283
Fire	23,574,636	972,381	314,991	50,630	466,338
General Services	2,607,385	1,438,777	722,989	17,070	104,855
Human Resources	1,807,746	320,432	334,504	61,461	155,872
Police	57,632,802	2,139,824	786,988	228,962	1,193,476
Public Works	7,145,462	2,832,707	1,339,290	26,938	247,208
Non-Departmental/Insurance	1,348,013	1,033,476	870,000	14,096	-
Total General Fund	\$ 123,870,804	\$ 12,048,144	\$ 7,934,700	\$ 814,858	\$ 3,686,684
Internal Service:					
Fleet Services	3,095,127	387,204	96,190	20,400	113,520
Self Insurance	742,000	20,995	165,779	6,800	18,189
Total Internal Service	\$ 3,837,127	\$ 408,199	\$ 261,969	\$ 27,200	\$ 131,709
Enterprise Funds:					
Airport	1,712,083	372,094	396,283	32,107	441,991
Transit	13,546,680	2,634,492	1,816,135	77,000	2,781,188
Water	5,301,870	1,567,073	666,474	42,275	1,367,105
Sanitation	4,833,761	3,405,228	2,503,352	6,800	982,464
Cultural Arts Center	1,549,664	125,358	343,729	12,400	107,674
Sewer	942,012	65,133	96,870	6,514	230,228
Emergency Medical Services	9,938,077	325,982	1,000	10,000	-
Parks and Recreation	5,114,997	994,069	1,222,169	19,920	727,001
Total Enterprise	\$ 42,939,144	\$ 9,489,429	\$ 7,046,012	\$ 207,016	\$ 6,637,651
External Funds:					
Home Improv. Empl. Program	248,550	35,500	29,000	-	51,374
Animal Control	341,400	6,000	95,000	6,000	13,466
Section 8 Rental Assistance	493,100	6,043,020	25,000	5,000	86,600
Rehab. Loan Program (HCD)	4,100	200	-	-	-
Redevelopment Agency	306,250	170,332	4,049,851	57,119	19,118
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	888,422	65,363	71,522	8,500	72,637
Cable TV Public Access	306,311	20,111	19,500	3,100	34,357
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	50,200	78,662	67,720	-	-
Vanpool/Rideshare	70,741	183,310	5,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	604,029	565,863	2,015,585	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 3,313,103	\$ 7,178,361	\$ 6,402,628	\$ 80,169	\$ 277,552
Less:					
Internal Service Charges	\$ (3,837,127)	\$ (408,199)	\$ (261,969)	\$ (27,200)	\$ (131,709)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 170,123,051	\$ 28,715,934	\$ 21,383,340	\$ 1,102,043	\$ 10,601,887

**2010-11 ADOPTED
EXPENDITURE BUDGET BY CATEGORY
(Continued)**

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	40,497	-	\$ 2,142,685
City Clerk	-	16,758	-	\$ 876,645
City Council/Commissions	-	4,294	-	\$ 587,243
City Manager	11,500	23,309	-	\$ 2,715,453
City Treasurer	2,966	9,183	-	\$ 856,314
Civil Service	-	19,902	-	\$ 466,471
Commun. & Info. Technology	1,000	142,636	(855,799)	\$ 4,667,801
Community Development	2,200	191,230	(6,500)	\$ 7,630,282
Community Services	37,000	240,066	(23,800)	\$ 14,270,766
Finance	-	84,878	(476,940)	\$ 3,816,601
Fire	203,530	232,038	(279,652)	\$ 25,534,892
General Services	5,500	71,288	(1,047,685)	\$ 3,920,179
Human Resources	-	40,852	(137,174)	\$ 2,583,693
Police	-	617,821	(54,466)	\$ 62,545,407
Public Works	28,750	702,946	(649,963)	\$ 11,673,338
Non-Departmental/Insurance		26,205,456	(5,036,212)	\$ 24,434,829
Total General Fund	\$ 292,446	\$ 28,643,154	\$ (8,568,191)	\$ 168,722,599
Internal Service:				
Fleet Services	2,128,660	108,861	-	\$ 5,949,962
Self Insurance	-	3,018,135	-	\$ 3,971,898
Total Internal Service	\$ 2,128,660	\$ 3,126,996	\$ -	\$ 9,921,860
Enterprise Funds:				
Airport	-	8,668,103	-	\$ 11,622,661
Transit	-	2,866,983	-	\$ 23,722,478
Water	56,200	20,182,366	(8,000)	\$ 29,175,363
Sanitation	-	272,892	(46,000)	\$ 11,958,497
Cultural Arts Center	-	38,862	-	\$ 2,177,687
Sewer	4,700	1,078,300	-	\$ 2,423,757
Emergency Medical Services	56,000	593,000	(56,000)	\$ 10,868,059
Parks and Recreation	8,500	68,036	(100)	\$ 8,154,592
Total Enterprise	\$ 125,400	\$ 33,768,542	\$ (110,100)	\$ 100,103,094
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ 364,424
Animal Control	-	-	-	\$ 461,866
Section 8 Rental Assistance	17,800	-	-	\$ 6,670,520
Rehab. Loan Program (HCD)	-	-	-	\$ 4,300
Redevelopment Agency	-	13,361,912	-	\$ 17,964,582
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	35,000	445,911	(22,200)	\$ 1,565,155
Cable TV Public Access	25,000	9,238	-	\$ 417,617
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 196,582
Vanpool/Rideshare	-	-	-	\$ 260,101
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,508,900	-	\$ 1,508,900
Street Lighting District	-	-	-	\$ 3,185,477
Torrance Improvements Debt	-	4,576,230	-	\$ 4,576,230
Total External	\$ 77,800	\$ 20,942,191	\$ (22,200)	\$ 38,249,604
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (3,126,996)	\$ -	\$ (9,921,860)
Internal Transfers	-	(41,106,899)	-	\$ (41,106,899)
TOTAL	\$ 495,646	\$ 42,246,988	\$ (8,700,491)	\$ 265,968,398

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

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,737,204	39,960	270,214	26,334	55,235
City Clerk	808,144	36,352	254,614	2,692	72,904
City Council/Commissions	102,200	48,016	72,200	154,722	215,109
City Manager	1,932,339	187,646	589,216	88,356	75,129
City Treasurer	704,663	8,253	160,166	6,390	21,090
Civil Service	337,018	22,300	44,900	6,950	46,039
Commun. & Info. Technology	3,922,845	804,973	551,319	44,754	152,770
Community Development	6,731,141	234,457	222,140	51,947	299,231
Community Services	10,725,880	1,790,014	1,180,209	20,386	559,084
Finance	3,559,994	55,847	169,159	20,570	232,692
Fire	23,995,641	957,867	328,173	50,630	432,312
General Services	2,735,573	1,436,077	724,652	17,070	106,655
Human Resources	1,829,944	352,932	328,204	61,461	152,854
Police	60,997,128	2,139,224	781,152	228,962	1,283,837
Public Works	7,322,765	2,837,536	1,346,925	26,938	254,161
Non-Departmental/Insurance	923,788	803,000	996,000	14,096	-
Total General Fund	\$ 128,366,267	\$ 11,754,454	\$ 8,019,243	\$ 822,258	\$ 3,959,102
Internal Service:					
Fleet Services	3,193,159	387,478	96,016	20,300	114,497
Self Insurance	773,500	20,995	165,779	6,800	19,617
Total Internal Service	\$ 3,966,659	\$ 408,473	\$ 261,795	\$ 27,100	\$ 134,114
Enterprise Funds:					
Airport	1,549,759	376,994	409,921	32,107	449,704
Transit	13,964,682	3,378,192	1,934,735	77,000	2,918,278
Water	5,182,712	1,574,023	1,102,605	42,275	1,061,735
Sanitation	4,935,224	3,416,995	2,808,221	6,800	898,312
Cultural Arts Center	1,486,915	125,358	341,091	12,400	108,563
Sewer	956,961	65,133	166,622	6,514	186,690
Emergency Medical Services	9,808,977	325,982	1,000	10,000	-
Parks and Recreation	5,290,997	1,134,457	1,222,169	19,820	756,609
Total Enterprise	\$ 43,176,227	\$ 10,397,134	\$ 7,986,364	\$ 206,916	\$ 6,379,891
External Funds:					
Home Improv. Empl. Program	214,550	68,000	500	-	41,602
Animal Control	349,100	9,000	95,000	3,000	15,367
Section 8 Rental Assistance	533,900	6,196,134	40,000	5,000	123,027
Rehab. Loan Program (HCD)	4,000	200	-	-	-
Redevelopment Agency	272,950	177,400	3,777,297	57,119	19,484
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	902,022	65,363	71,522	8,500	76,528
Cable TV Public Access	306,311	20,111	19,500	3,100	36,199
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	42,680	78,662	67,720	-	-
Vanpool/Rideshare	72,570	183,310	5,600	450	-
Gas Tax	-	-	-	-	-
General Fund Capital Projects	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	660,366	565,807	1,943,628	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 3,358,449	\$ 7,373,987	\$ 6,044,617	\$ 77,169	\$ 312,207
Less:					
Internal Service Charges	\$ (3,966,659)	\$ (408,473)	\$ (261,795)	\$ (27,100)	\$ (134,114)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 174,900,943	\$ 29,525,575	\$ 22,050,224	\$ 1,106,343	\$ 10,651,200

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

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	31,375	-	\$ 2,160,322
City Clerk	-	13,614	(171,700)	\$ 1,016,620
City Council/Commissions	-	3,172	-	\$ 595,419
City Manager	11,500	20,294	-	\$ 2,904,480
City Treasurer	2,966	7,921	-	\$ 911,449
Civil Service	-	19,451	-	\$ 476,658
Commun. & Info. Technology	1,000	115,883	(885,660)	\$ 4,707,884
Community Development	2,200	173,226	(6,500)	\$ 7,707,842
Community Services	37,000	215,256	(20,000)	\$ 14,507,829
Finance	-	64,514	-	\$ 4,102,776
Fire	203,044	206,616	(279,652)	\$ 25,894,631
General Services	5,500	67,094	(1,042,515)	\$ 4,050,106
Human Resources	-	35,278	(131,402)	\$ 2,629,271
Police	-	617,254	(54,466)	\$ 65,993,091
Public Works	28,750	696,439	(644,907)	\$ 11,868,607
Non-Departmental/Insurance		22,627,285	(6,846,875)	\$ 18,517,294
Total General Fund	\$ 291,960	\$ 24,914,672	\$ (10,083,677)	\$ 168,044,279
Internal Service:				
Fleet Services	2,128,660	106,336	-	\$ 6,046,446
Self Insurance	-	3,016,883	-	\$ 4,003,574
Total Internal Service	\$ 2,128,660	\$ 3,123,219	\$ -	\$ 10,050,020
Enterprise Funds:				
Airport	-	8,841,673	-	\$ 11,660,158
Transit	-	2,723,952	-	\$ 24,996,839
Water	56,200	22,365,081	(8,000)	\$ 31,376,631
Sanitation	-	237,338	(45,600)	\$ 12,257,290
Cultural Arts Center	-	87,208	-	\$ 2,161,535
Sewer	4,700	1,078,300	-	\$ 2,464,920
Emergency Medical Services	56,000	537,000	-	\$ 10,738,959
Parks and Recreation	8,500	63,516	-	\$ 8,496,068
Total Enterprise	\$ 125,400	\$ 35,934,068	\$ (53,600)	\$ 104,152,400
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ 324,652
Animal Control	-	-	-	\$ 471,467
Section 8 Rental Assistance	17,800	-	-	\$ 6,915,861
Rehab. Loan Program (HCD)	-	-	-	\$ 4,200
Redevelopment Agency	-	8,976,194	-	\$ 13,280,444
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	35,000	458,061	(22,200)	\$ 1,594,796
Cable TV Public Access	25,000	8,050	-	\$ 418,271
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 189,062
Vanpool/Rideshare	-	-	-	\$ 261,930
Gas Tax	-	1,040,000	-	\$ 1,040,000
General Fund Capital Projects	-	300,000	-	\$ 300,000
Prop C	-	1,321,930	-	\$ 1,321,930
Street Lighting District	-	-	-	\$ 3,169,801
Torrance Improvements Debt	-	4,571,180	-	\$ 4,571,180
Total External	\$ 77,800	\$ 16,675,415	\$ (22,200)	\$ 33,897,444
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (3,123,219)	\$ -	\$ (10,050,020)
Internal Transfers	-	(33,430,024)	-	\$ (33,430,024)
TOTAL	\$ 495,160	\$ 44,094,131	\$ (10,159,477)	\$ 272,664,099

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

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,744,804	39,960	270,214	26,334	55,235
City Clerk	811,644	36,352	104,614	2,692	73,204
City Council/Commissions	102,200	48,016	72,200	154,722	215,109
City Manager	1,941,539	187,646	427,216	88,356	75,329
City Treasurer	706,663	8,253	160,166	6,390	21,090
Civil Service	338,618	22,300	44,900	6,950	46,039
Commun. & Info. Technology	3,940,845	804,273	550,819	44,754	153,070
Community Development	6,758,651	234,457	217,640	51,947	299,631
Community Services	10,763,800	1,790,014	1,180,209	20,386	560,127
Finance	3,576,494	55,847	169,159	20,570	233,092
Fire	24,414,141	957,867	328,173	50,630	433,712
General Services	2,749,543	1,436,077	724,652	17,070	106,655
Human Resources	1,837,744	352,932	303,204	61,461	152,854
Police	61,227,448	2,139,224	781,152	228,962	1,287,437
Public Works	7,347,525	2,833,536	1,346,925	26,938	254,461
Non-Departmental/Insurance	1,738,076	1,599,629	996,000	14,096	-
Total General Fund	\$ 129,999,735	\$ 12,546,383	\$ 7,677,243	\$ 822,258	\$ 3,967,045
Internal Service:					
Fleet Services	3,204,849	387,478	96,016	20,300	114,497
Self Insurance	774,000	20,995	165,779	6,800	19,617
Total Internal Service	\$ 3,978,849	\$ 408,473	\$ 261,795	\$ 27,100	\$ 134,114
Enterprise Funds:					
Airport	1,553,259	376,994	409,921	32,107	447,111
Transit	14,012,722	3,378,192	1,934,035	77,000	2,918,778
Water	5,199,052	1,570,523	1,102,605	42,275	1,061,935
Sanitation	4,950,524	3,404,995	2,808,221	6,800	898,312
Cultural Arts Center	1,493,215	125,358	341,091	12,400	108,563
Sewer	962,161	65,133	166,622	6,514	186,690
Emergency Medical Services	9,858,077	325,982	1,000	10,000	-
Parks and Recreation	5,302,097	1,134,457	1,222,169	19,820	758,109
Total Enterprise	\$ 43,331,107	\$ 10,381,634	\$ 7,985,664	\$ 206,916	\$ 6,379,498
External Funds:					
Home Improv. Empl. Program	214,750	68,000	500	-	41,602
Animal Control	350,400	9,000	95,000	3,000	15,367
Section 8 Rental Assistance	535,300	6,196,134	40,000	5,000	123,027
Rehab. Loan Program (HCD)	4,100	200	-	-	-
Redevelopment Agency	273,250	177,400	3,777,297	57,119	19,584
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	906,322	65,363	71,522	8,500	76,628
Cable TV Public Access	306,311	20,111	19,500	3,100	36,199
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	42,680	78,662	67,720	-	-
Vanpool/Rideshare	72,570	183,310	5,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	662,566	565,807	1,943,628	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 3,368,249	\$ 7,373,987	\$ 6,044,617	\$ 77,169	\$ 312,407
Less:					
Internal Service Charges	\$ (3,978,849)	\$ (408,473)	\$ (261,795)	\$ (27,100)	\$ (134,114)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 176,699,091	\$ 30,302,004	\$ 21,707,524	\$ 1,106,343	\$ 10,658,950

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

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	31,375	-	\$ 2,167,922
City Clerk	-	13,614	(171,700)	\$ 870,420
City Council/Commissions	-	3,172	-	\$ 595,419
City Manager	11,500	20,294	-	\$ 2,751,880
City Treasurer	2,966	7,921	-	\$ 913,449
Civil Service	-	19,451	-	\$ 478,258
Commun. & Info. Technology	1,000	115,883	(884,960)	\$ 4,725,684
Community Development	2,200	173,226	(6,500)	\$ 7,731,252
Community Services	37,000	215,256	(20,000)	\$ 14,546,792
Finance	-	64,514	-	\$ 4,119,676
Fire	203,044	206,616	(279,652)	\$ 26,314,531
General Services	5,500	67,094	(1,042,515)	\$ 4,064,076
Human Resources	-	35,278	(131,402)	\$ 2,612,071
Police	-	617,254	(54,466)	\$ 66,227,011
Public Works	28,750	696,439	(644,907)	\$ 11,889,667
Non-Departmental/Insurance	-	25,235,612	(7,760,504)	\$ 21,822,909
Total General Fund	\$ 291,960	\$ 27,522,999	\$ (10,996,606)	\$ 171,831,017
Internal Service:				
Fleet Services	2,128,660	106,336	-	\$ 6,058,136
Self Insurance	-	3,016,883	-	\$ 4,004,074
Total Internal Service	\$ 2,128,660	\$ 3,123,219	\$ -	\$ 10,062,210
Enterprise Funds:				
Airport	-	9,024,013	-	\$ 11,843,405
Transit	-	2,723,952	-	\$ 25,044,679
Water	56,200	22,365,081	(8,000)	\$ 31,389,671
Sanitation	-	237,338	(45,600)	\$ 12,260,590
Cultural Arts Center	-	87,208	-	\$ 2,167,835
Sewer	4,700	1,078,300	-	\$ 2,470,120
Emergency Medical Services	56,000	554,000	-	\$ 10,805,059
Parks and Recreation	8,500	63,516	-	\$ 8,508,668
Total Enterprise	\$ 125,400	\$ 36,133,408	\$ (53,600)	\$ 104,490,027
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ 324,852
Animal Control	-	-	-	\$ 472,767
Section 8 Rental Assistance	17,800	-	-	\$ 6,917,261
Rehab. Loan Program (HCD)	-	-	-	\$ 4,300
Redevelopment Agency	-	9,054,836	-	\$ 13,359,486
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	35,000	442,346	(22,200)	\$ 1,583,481
Cable TV Public Access	25,000	8,050	-	\$ 418,271
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 189,062
Vanpool/Rideshare	-	-	-	\$ 261,930
Gas Tax	-	840,000	-	\$ 840,000
Prop C	-	1,321,930	-	\$ 1,321,930
Street Lighting District	-	-	-	\$ 3,172,001
Torrance Improvements Debt	-	4,571,180	-	\$ 4,571,180
Total External	\$ 77,800	\$ 16,238,342	\$ (22,200)	\$ 33,470,371
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (3,123,219)	\$ -	\$ (10,062,210)
Internal Transfers	-	(35,163,076)	-	\$ (35,163,076)
TOTAL	\$ 495,160	\$ 44,731,673	\$ (11,072,406)	\$ 274,628,339

GENERAL FUND AND SELF INSURANCE FUND RESERVES

	Reserve Balances 06/30/2010	2010-11 Sources (Uses)	Projected Reserve Balances 06/30/2011	Funding Goal
<u>CATEGORY 1: CONTINGENCY RESERVES</u>				
Economic Anomaly	\$ 10,121,349	\$ -	\$ 10,121,349	\$ 17,688,233 A)
Program Contingencies	657,692		657,692	(n/a)
Total	\$ 10,779,041	\$ -	\$ 10,779,041	\$ 17,688,233

CATEGORY 2: SPECIFIC PURPOSE RESERVES

Economic Development	\$ 879,095	\$ (456,580)	\$ 422,515	(n/a)
Balancing Strategies	2,251,709	(649,600)	1,602,109	(n/a)
Litigation	500,000		500,000	(n/a)
Program Innovation	195,433		195,433	(n/a)
Revolving Nuisance Abatement	80,000		80,000	(n/a)
Benefit Rate Mitigation	5,221,430		5,221,430	7,305,434 B)
Security Improvements	109,207		109,207	(n/a)
Prop A Exchange	528,544	(388,544)	140,000 C)	(n/a)
Cultural Arts Center Endowment	210,416		210,416	(n/a)
Alternative Fuel Vehicles	1,711,164		1,711,164	(n/a)
Total	\$ 11,686,998	\$ (1,494,724)	\$ 10,192,274	\$ 7,305,434

CATEGORY 3: FUNDING OF LIABILITIES RESERVES

				Outstanding
Compensated Absences	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 17,341,059
General Liability/Workers' Compensation				
Claims	3,867,510	(800,000)	3,067,510	24,910,191 D)
Total	\$ 4,867,510	\$ (800,000)	\$ 4,067,510	\$ 42,251,250

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 2010-11 appropriation level.

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

C) The balance of \$140,000 is earmarked for the City of PV Estates Prop A Exchange agreement for fiscal year 2011-12.

D) Based on the Actuarial Study of the Self Insurance Program Report as of fiscal year ending June 30, 2008. 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 2010-11. The projected balance of this reserve as of June 30, 2011 is \$10,121,349.

Program Contingencies Reserve: This reserve is to provide funding for program needs or special studies that arise throughout the year that were not anticipated during preparation of the budget. The projected balance of this reserve as of June 30, 2011 is \$657,692.

Economic Development Reserve: This reserve was established as part of the 1993 Capital Improvement Budget. Criteria for the use of funds to stimulate growth in the community were established during fiscal year 1993-94. As funds became available and return is received on the economic investments, the funding goal for this reserve is a minimum of \$500,000. \$100,000 of this reserve funds the annual budget of Economic Development program. Any unused balance at the end of each fiscal year is being returned to this reserve. The projected balance of this reserve as of June 30, 2011 is \$422,515.

Balancing Strategies Reserve: This reserve was established in the 2003-04 fiscal year to address the budget shortfall in the 2004-05 fiscal year. This reserve allows the City the flexibility to balance the budget over a period of time and allow time for balancing strategies time to be implemented. The projected balance as of June 30, 2011 is \$1,602,109.

Litigation Reserve: This reserve was established in April 1990 to provide a funding source for unanticipated, unbudgeted litigation expenses. Additions to the reserve have been through subsequent year-end carryover allocations, with appropriations from the reserve as approved by City Council during the budget years. There is no firm reserve addition policy; allocations to the reserve from carryover have been based on litigation likely tempered by other reserve requirements. The projected balance of this reserve as of June 30, 2011 is \$500,000.

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

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

The original funding amount was to be \$300,000 annually. This was reduced to \$200,000 for fiscal year 1995-96 due to the automation capital projects recommended for approval. Many of these projects met the objectives of the innovation fund. The May 7, 1996 budget adjustments included a recommendation from the Building and Safety department that \$100,000 of this reserve be transferred to a Revolving Nuisance Abatement Reserve. This reserve was increased by \$150,000 from the General Fund carryover as approved by Council on November 20, 2007 item 12c. The projected balance of this reserve as of June 30, 2011 is \$195,433.

Revolving Nuisance Abatement Reserve: This reserve was established in May 1996 for the amount of \$100,000 from the Innovation Fund Reserve to fund maintenance for enforcing building standard codes when property owners are unable to comply. The reserve will be used for contract services to abate building nuisances and hazard on private property. The projected balance of this reserve as of June 30, 2011 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, 2011 is \$5,221,430.

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, 2011 is \$109,207.

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. The projected balance as of June 30, 2011 is \$140,000. This amount is earmarked for the Prop A Exchange agreement with PV Estates for fiscal year 2011-12.

Cultural Arts Center Endowment: This reserve was established in November 20, 2007 per Council approved item 12C, the funding which came from the 2006-07 General Fund carryover. During the 2007-08 fiscal year budget process in May, the City agreed to look into the feasibility of assisting the Cultural Arts Center Foundation by setting up an endowment fund. \$250,000 is to be used as a City match to donations to a Cultural Arts Center Endowment Fund. It is the City's intent to match endowment donations up to \$50,000 annually and only the interest earned from such donations would be used for Cultural Arts Center activities. The principal would be permanently preserved. \$39,584 was transferred in November 2009 to the Endowment Matching Fund. The projected balance of this reserve as of June 30, 2011 is \$210,416.

Alternative Fuel Vehicles Reserve: This reserve was established and approved by Council on January 10, 2006 in the amount of \$2,007,764 for the mandated use of alternative fuel vehicles and funded by the 2004-05 General Fund carryover. The projected balance of this reserve as of June 30, 2011 is \$1,711,164.

Compensated Absences Reserve: This reserve is to provide funding for those employees who exercise individual options to cash in portions of their accrued sick leave and vacation in excess of that provided for annually within the base budget which cannot be absorbed by the departments through year-end salary savings. The reserve has not been drawn upon because year-end salary savings have been available to absorb cash-out overages. The projected balance of this reserve as of June 30, 2011 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 and also funded by year end carryover from prior fiscal years. The projected balance as of June 30, 2011 is \$3,067,510.

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CITY OF TORRANCE Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding			
			Principal As of 6-30-10	FY '10-11	FY'11-12	FY'12-13
TORRANCE PUBLIC FINANCING AUTHORITY						
Series 2004A Torrance Public Financing COP	\$19,215,000	06/30/2034	\$14,050,000	\$1,541,659	\$1,539,659	\$1,540,753
Series 2004B Torrance Public Financing COP	23,915,000	06/30/2034	23,915,000	1,232,963	1,232,963	1,232,963
Series 2009A Land Acquisition	18,880,000	06/30/2040	18,880,000	1,258,019	1,255,194	1,255,594
1998 COP Fire / Police Station	10,300,000	12/01/2028	6,770,000	543,590	543,365	547,348
Subtotal	<u>\$72,310,000</u>		<u>\$63,615,000</u>	<u>\$4,576,231</u>	<u>\$4,571,181</u>	<u>\$4,576,658</u>
Transfers from Airport				(450,810)	(450,327)	(450,277)
Interest Earnings(2004A & 2004B Torr Public Fin)					(15,000)	(44,000)
Interest Earnings(2009A Torr Public Fin)				(25,000)	(5,000)	(25,000)
Interest Earnings(Fire & Police 1998 COP)				(31,000)	0	(31,000)
Total	<u>\$72,310,000</u>		<u>\$63,615,000</u>	<u>\$4,069,421</u>	<u>\$4,100,854</u>	<u>\$4,026,381</u>
Admin. Fees				23,750	23,750	23,750
Audit Fees				2,500	2,500	2,500
Grand Total Debt Svc. + Fees	<u>\$72,310,000</u>		<u>\$63,615,000</u>	<u>\$4,095,671</u>	<u>\$4,127,104</u>	<u>\$4,052,631</u>
REDEVELOPMENT AGENCY						
2001 Skypark Refunding	2,470,143	07/01/2012	\$783,841	\$352,144	\$352,114	\$176,072
1998 Industrial Refunding, B	12,770,000	09/01/2028	9,300,000	1,107,712	1,133,724	1,165,557
1999 Industrial Refunding, C	18,500,000	09/01/2028	15,075,000	1,283,670	1,282,374	1,284,579
1998 Downtown Project, A	8,500,000	09/01/2028	6,745,000	579,223	577,933	576,008
Sub-Total	<u>\$42,240,143</u>		<u>\$31,903,841</u>	<u>\$3,322,749</u>	<u>\$3,346,145</u>	<u>\$3,202,216</u>
AIRPORT FUND						
Part of 2004A/2004B COP refunding	<u>\$5,721,935</u>	06/30/2016	<u>\$1,596,337</u>	<u>\$450,810</u>	<u>\$450,327</u>	<u>\$450,277</u>
WATER FUND						
2004 Series A Water Revenue Refunding Bonds	<u>\$5,050,000</u>	03/01/2014	<u>\$2,245,000</u>	<u>\$621,050</u>	<u>\$620,300</u>	<u>\$623,300</u>
GRAND TOTAL	<u>\$125,322,078</u>		<u>\$99,360,178</u>	<u>\$8,490,280</u>	<u>\$8,543,876</u>	<u>\$8,328,424</u>

FY'13-14	FY'14-15	FY'15-16	FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	13 YEAR TOTAL
\$1,544,238	\$819,738	\$823,713	\$826,750	\$824,500	\$821,500	\$827,750	\$827,750	\$821,750	\$825,000	\$13,584,760
1,232,963	1,952,963	1,951,963	1,949,213	1,949,713	1,953,213	1,949,463	1,948,713	1,950,712	1,950,213	\$22,488,018
1,255,694	1,254,631	1,256,394	1,256,694	1,256,394	1,255,241	1,257,856	1,253,925	1,256,819	1,256,748	\$16,329,203
540,630	543,188	539,957	541,063	541,456	541,138	540,106	538,363	535,906	537,619	\$7,033,729
\$4,573,525	\$4,570,520	\$4,572,027	\$4,573,720	\$4,572,063	\$4,571,092	\$4,575,175	\$4,568,751	\$4,565,187	\$4,569,580	\$59,435,710
(449,815)	(165,282)	(164,654)	(165,000)							(2,296,165)
(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(499,000)
(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(305,000)
(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(372,000)
\$4,023,710	\$4,305,238	\$4,307,373	\$4,308,720	\$4,472,063	\$4,471,092	\$4,475,175	\$4,468,751	\$4,465,187	\$4,469,580	\$55,963,545
23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	308,750
2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	32,500
\$4,049,960	\$4,331,488	\$4,333,623	\$4,334,970	\$4,498,313	\$4,497,342	\$4,501,425	\$4,495,001	\$4,491,437	\$4,495,830	56,304,795
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$880,330
1,192,704	642,047	645,454	642,875	644,313	639,766	639,234	642,438	639,375	640,047	\$10,375,246
1,280,285	1,284,357	1,281,657	1,282,185	1,280,807	1,277,520	1,277,000	1,274,100	1,273,863	1,271,150	\$16,633,547
578,114	579,100	579,254	578,575	577,064	574,720	576,320	576,720	576,000	574,160	\$7,503,191
\$3,051,103	\$2,505,504	\$2,506,365	\$2,503,635	\$2,502,184	\$2,492,006	\$2,492,554	\$2,493,258	\$2,489,238	\$2,485,357	\$35,392,314
\$449,815	\$165,282	\$164,654	\$165,000	\$	\$	\$	\$	\$	\$	\$2,296,165
\$644,800	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$2,509,450
\$8,195,678	\$7,002,274	\$7,004,642	\$7,003,605	\$7,000,497	\$6,989,348	\$6,993,979	\$6,988,259	\$6,980,675	\$6,981,187	96,502,724

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
GENERAL FUND**

	2011-12 Proposed	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
Revenues					
Property Taxes	41,690,000	43,217,000	44,942,000	46,739,000	48,618,000
Sales Tax	35,970,000	37,213,000	38,423,000	39,960,000	41,558,000
Other Tax	59,090,000	60,913,000	62,949,000	65,069,000	67,280,000
Licenses and Permits	2,050,000	2,131,000	2,175,000	2,220,000	2,266,000
Grants and Subventions	2,020,000	1,837,000	1,855,000	1,874,000	1,893,000
Fines and Forfeitures	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000
Use of Money and Property	3,360,000	3,429,000	3,500,000	3,573,000	3,648,000
Charges for Services	5,130,000	5,201,000	5,274,000	5,349,000	5,426,000
Other Revenues	3,260,000	3,230,000	3,230,000	3,230,000	3,230,000
Transfers-In	10,844,000	10,029,000	10,337,000	10,656,000	10,985,000
Total Recurring Revenue	\$ 164,744,000	\$ 168,530,000	\$ 174,015,000	\$ 180,000,000	\$ 186,234,000
Expenditures					
Salaries & Employee Benefits	138,700,000	140,346,000	145,644,000	150,601,000	155,676,000
Materials Suppl & Maintenance	11,733,000	12,478,000	13,196,000	13,408,000	14,028,000
Prof Services/Contracts & Util	8,019,000	7,677,000	7,868,000	8,065,000	8,266,000
Travel, Training & Membrshp Due	822,000	822,000	843,000	864,000	885,000
Liabilities & Other Insurance	1,618,000	1,618,000	1,658,000	1,700,000	1,742,000
Interdepartmental Charges	3,918,000	3,925,000	4,024,000	4,124,000	4,227,000
Debt Service	4,927,000	4,853,000	4,850,000	5,131,000	5,134,000
Capital Acquisitions	292,000	292,000	292,000	292,000	292,000
Other Expenditures	109,000	109,000	109,000	109,000	109,000
Operating Transfers Out	18,213,000	20,943,000	20,116,000	20,471,000	20,817,000
Other Financing Uses	-	-	-	-	-
Salaries & Benefit Reimb	(11,951,000)	(12,594,000)	(12,594,000)	(12,594,000)	(12,594,000)
Reimbursements From Other Fund	(3,127,000)	(3,410,000)	(3,410,000)	(3,410,000)	(3,410,000)
Reimbursements-Indirect Costs	(5,229,000)	(5,229,000)	(5,281,000)	(5,461,000)	(5,638,000)
Total Recurring Expenditures	\$ 168,044,000	\$ 171,830,000	\$ 177,315,000	\$ 183,300,000	\$ 189,534,000
Operation Budget Excess/(Deficit)	\$ (3,300,000)				
Revenues - Non-Recurring	600,000	600,000	600,000	600,000	600,000
Expenditures - Non-Recurring					
Total Non-Recurring	600,000	600,000	600,000	600,000	600,000
Budget Excess/(Deficit) Before Revisions	\$ (2,700,000)				
Department Revisions	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
Budget Excess/(Deficit)	\$ -				

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**5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIRPORT ENTERPRISE FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Leased land area rentals	\$ 7,950,103	\$ 8,597,000	\$ 8,405,000	\$ 8,724,100
Hangar and building rentals	2,296,054	2,410,000	2,362,000	2,409,000
Airfield fees and charges	164,918	199,000	179,000	183,000
Other	17,249	14,000	15,000	14,000
Total Operating Revenues	10,428,324	11,220,000	10,961,000	11,330,100
OPERATING EXPENSES				
Salaries and benefits	1,664,428	1,712,083	1,570,000	1,549,759
Materials and supplies	299,454	372,094	310,000	376,994
Professional services	413,637	396,283	375,000	409,921
Depreciation and amortization	303,334	320,000	275,000	320,000
Insurance and claims	22,548	28,169	25,000	28,169
Interdepartmental charges	441,830	441,991	435,000	449,704
Debt service	303,715	325,260	325,260	348,500
Property tax in lieu, leased land rental	1,850,000	1,900,000	1,900,000	1,900,000
Other	88,420	32,107	10,000	57,107
Total Operating Expenses	5,387,366	5,527,987	5,225,260	5,440,154
OPERATING INCOME (LOSS)	5,040,958	5,692,013	5,735,740	5,889,946
NON-OPERATING REVENUES				
Interest income - Operations	174,228	200,000	100,000	75,000
Total Non-Operating Revenues	174,228	200,000	100,000	75,000
NON-OPERATING EXPENSES				
Interest expense	147,418	125,550	125,550	102,000
Total Non-Operating Expenses	147,418	125,550	125,550	102,000
Income (Loss) Before Transfers	5,067,768	5,766,463	5,710,190	5,862,946
OPERATING TRANSFERS TO GENERAL FUND	(5,925,600)	(5,928,443)	(5,928,443)	(6,077,985)
OPERATING TRANSFERS TO OTHER FUNDS	(47,778)	(40,681)	(40,681)	(40,019)
TRANSFERS FROM FUND BALANCE	-	202,661	258,934	255,058
NET INCOME (LOSS)	(905,610)	-	-	-
Add: Depreciation	303,334	320,000	275,000	320,000
CASH, JULY 1	6,728,789	5,415,828	5,415,828	3,835,434
ADJUSTMENT				
Changes in Balance Sheet Accounts (Net)	62,888	-	40,000	-
Actual Capital Expenditures	(773,573)	-	(292,505)	-
Projected Capital Expenditures	-	(1,636,460)	(1,343,955)	-
Capital Project Appropriations (2012-16)	-	-	-	(99,525)
Transfers from Fund Balance	-	(202,661)	(258,934)	(255,058)
Projected cash, ending	\$ 5,415,828	\$ 3,896,707	\$ 3,835,434	\$ 3,800,851
Cash Balances by type:				
Cash for Operations	3,739,500	1,896,707	1,835,434	1,800,851
Cash for Appropriated Capital Projects	1,676,328	-	-	-
Cash Reserved for Future Capital Projects	-	2,000,000	2,000,000	2,000,000
Projected cash, ending	\$ 5,415,828	\$ 3,896,707	\$ 3,835,434	\$ 3,800,851

2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$ 8,928,000	\$ 9,184,000	\$ 9,603,000	\$ 9,931,000
2,481,000	2,555,000	2,632,000	2,711,000
188,000	196,000	202,000	208,000
14,000	15,000	16,000	17,000
11,611,000	11,950,000	12,453,000	12,867,000
1,553,259	1,602,000	1,661,000	1,720,000
376,994	386,000	396,000	406,000
409,921	420,000	431,000	442,000
320,000	320,000	320,000	320,000
28,169	29,000	30,000	31,000
447,111	461,000	477,000	493,000
373,500	401,000	145,000	145,000
1,900,000	1,900,000	1,900,000	1,900,000
57,107	59,000	59,000	59,000
5,466,061	5,578,000	5,419,000	5,516,000
6,144,939	6,372,000	7,034,000	7,351,000
125,000	125,000	125,000	125,000
125,000	125,000	125,000	125,000
77,000	50,000	22,000	20,000
77,000	50,000	22,000	20,000
6,192,939	6,447,000	7,137,000	7,456,000
(6,260,325)	(6,510,000)	(6,760,000)	(7,010,000)
(40,019)	(40,000)	(40,000)	(40,000)
113,855	115,000	-	-
6,450	12,000	337,000	406,000
320,000	320,000	320,000	320,000
3,800,851	4,013,446	4,230,446	4,887,446
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
(113,855)	(115,000)	-	-
\$ 4,013,446	\$ 4,230,446	\$ 4,887,446	\$ 5,613,446
2,013,446	2,230,446	2,887,446	3,613,446
-	-	-	-
2,000,000	2,000,000	2,000,000	2,000,000
\$ 4,013,446	\$ 4,230,446	\$ 4,887,446	\$ 5,613,446

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIR QUALITY MANAGEMENT DISTRICT**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Interest Earnings	\$ 3,603	\$ 4,000	\$ 2,000	\$ 2,000
AQMD Revenues	168,835	170,000	169,000	170,000
Total Operating Revenues	172,438	174,000	171,000	172,000
OPERATING EXPENSES				
Salaries and employee benefits	44,976	50,200	44,686	42,680
Special materials and supplies			-	-
Incentive program	68,993	78,662	60,445	78,662
Audit fees	2,200	2,200	2,200	2,200
Other professional services	65,520	65,520	65,520	65,520
Total Operating Expenses	181,689	196,582	172,851	189,062
Net income (loss)	\$ (9,251)	\$ (22,582)	\$ (1,851)	\$ (17,062)
Cash Beginning	124,079	124,079	101,497	99,646
Changes in balance sheet accounts (Net)	1,928	-	-	-
Projected cash, ending	\$ 116,756	\$ 101,497	\$ 99,646	\$ 82,584

2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
170,000	170,000	170,000	170,000
172,000	172,000	172,000	172,000
42,680	44,000	46,000	48,000
-	-	-	-
78,662	81,000	83,000	85,000
2,200	2,000	2,000	2,000
65,520	66,000	66,000	66,000
189,062	193,000	197,000	201,000
\$ (17,062)	\$ (21,000)	\$ (25,000)	\$ (29,000)
82,584	65,522	44,522	19,522
-	-	-	-
\$ 65,522	\$ 44,522	\$ 19,522	\$ (9,478)

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
ANIMAL CONTROL FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
Operating Revenues				
Animal license fees	\$ 185,578	\$ 222,000	\$ 185,580	\$ 222,000
Donations/Private Sources				
Miscellaneous	9,557	0	7,489	
Total operating revenues	195,135	222,000	193,069	222,000
Operating Expenses				
Salaries and benefits	329,273	341,400	334,913	349,000
Materials and supplies	23,695	6,000	6,000	9,000
Professional/contract services	74,552	95,000	75,000	95,000
Interdepartmental charges	14,365	13,466	13,466	15,000
Others	609	6,000	1,000	3,000
Total operating expenses	442,494	461,866	430,379	471,000
Income (loss) before transfers	(247,359)	(239,866)	(237,310)	(249,000)
Operating Transfers In	219,079	233,648	233,648	248,000
Transfers from Fund Balance			-	10,000
Income (Loss)	\$ (28,280)	\$ (6,218)	\$ (3,662)	\$ 9,000
Add:				
Cash, beginning	45,426	17,146	17,146	13,484
Increase/decrease balance sheet items			-	-
Transfers from Fund Balance			-	(10,000)
Projected cash, ending	\$ 17,146	\$ 10,928	\$ 13,484	\$ 12,484

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

2012-13 Proposed	2013-14 Projected**	2014-15 Projected**	2015-16 Projected**
\$ 222,000	\$ 227,000	\$ 253,000	\$ 269,000
	0	0	0
	0	0	0
222,000	227,000	253,000	269,000
350,000	361,000	374,000	387,000
9,000	9,000	9,000	9,000
95,000	97,000	99,000	101,000
15,000	15,000	16,000	17,000
3,000	3,000	3,000	3,000
472,000	485,000	501,000	517,000
(250,000)	(258,000)	(248,000)	(248,000)
248,000	248,000	248,000	248,000
22,000		-	-
\$ 20,000	\$ (10,000)	\$ -	\$ -
12,000	10,000	-	-
-	-	-	-
(22,000)	-	-	-
\$ 10,000	\$ -	\$ -	\$ -

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
CABLE FUND - COMBINED**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Franchise Fees	\$ 1,575,202	\$ 1,500,000	\$ 1,688,000	\$ 1,700,000
Cable TV Access Fees	-	-	-	-
Public Educational Gov. Fee	316,411	277,452	337,000	320,000
Miscellaneous	5,723	31,100	7,000	6,500
TCTV Workshops	905	412	450	412
Total Operating Revenues	\$ 1,898,241	\$ 1,808,964	\$ 2,032,450	\$ 2,026,912
OPERATING EXPENSES				
Salaries and employee benefits	1,219,463	1,194,733	1,212,443	1,208,333
Materials and supplies	47,263	63,274	62,274	63,274
Professional services	94,486	91,022	89,759	91,022
Insurance and Claims	6,614	13,021	7,594	13,021
Interdepartmental charges	112,697	106,994	106,994	112,727
Capital outlay	31,220	60,000	76,437	60,000
Other	13,718	11,600	9,000	11,600
Total Operating Expenses	\$ 1,525,461	\$ 1,540,644	\$ 1,564,501	\$ 1,559,977
OPERATING INCOME (LOSS)	\$ 372,780	\$ 268,320	\$ 467,949	\$ 466,935
NON-OPERATING REVENUES				
Interest Income	83,046	80,000	53,000	50,000
Total Non-Operating Revenues	\$ 83,046	\$ 80,000	\$ 53,000	\$ 50,000
Income (Loss) before transfers	\$ 455,826	\$ 348,320	\$ 520,949	\$ 516,935
Operating Transfers In	676,949	421,400	421,400	437,115
Operating Transfers Out	(442,847)	(442,128)	(442,163)	(453,090)
NET INCOME (LOSS)	\$ 689,928	\$ 327,592	\$ 500,186	\$ 500,960
Cash Beginning	1,504,980	1,504,980	1,504,980	2,602,578
Change in Balance Sheet Accounts	(17,731)	-	-	-
Capital Project Appropriations	-	-	-	-
Projected cash, ending	\$ 2,177,177	\$ 1,832,572	\$ 2,005,166	\$ 3,103,538
Cash Balance - Capital Projects	\$ 600,077	\$ 597,412	\$ 597,412	\$ 597,412
Total Projected Cash Balance	\$ 2,777,254	\$ 2,429,984	\$ 2,602,578	\$ 3,700,950

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	1,700,000	\$ 1,743,000	\$ 1,787,000	\$ 1,832,000
	-	-	-	-
	320,000	330,000	340,000	350,000
	6,500	7,000	7,000	7,000
	412	-	-	-
\$	2,026,912	\$ 2,080,000	\$ 2,134,000	\$ 2,189,000
	1,212,633	1,251,000	1,297,000	1,343,000
	63,274	65,000	67,000	69,000
	91,022	93,000	96,000	99,000
	13,021	14,000	14,000	14,000
	112,827	116,000	120,000	124,000
	60,000	62,000	64,000	66,000
	11,600	12,000	12,000	12,000
\$	1,564,377	\$ 1,613,000	\$ 1,670,000	\$ 1,727,000
\$	462,535	\$ 467,000	\$ 464,000	\$ 462,000
	50,000	50,000	50,000	50,000
\$	50,000	\$ 50,000	\$ 50,000	\$ 50,000
\$	512,535	\$ 517,000	\$ 514,000	\$ 512,000
	421,400	433,000	452,000	471,000
	(437,375)	(450,000)	(469,000)	(488,000)
\$	496,560	\$ 500,000	\$ 497,000	\$ 495,000
	3,700,950	4,649,922	4,957,334	5,896,746
	-	-	-	-
	(145,000)	(790,000)	(155,000)	(392,000)
\$	4,052,510	\$ 4,359,922	\$ 5,299,334	\$ 5,999,746
\$	597,412	\$ 597,412	\$ 597,412	\$ 597,412
\$	4,649,922	\$ 4,957,334	\$ 5,896,746	\$ 6,597,158

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

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Meeting rooms	\$ 366,095	\$ 383,000	\$ 364,000	\$ 425,000
Classroom	255,873	286,090	257,000	286,090
Theater	465,486	450,400	410,000	450,400
Grant Programs	107,696	109,440	109,440	109,440
Total Operating Revenues	1,195,150	1,228,930	1,140,440	1,270,930
OPERATING EXPENSES				
Salaries and benefits	1,574,993	1,549,664	1,503,000	1,486,915
Materials and supplies	91,647	125,358	100,000	125,358
Professional services	286,496	343,729	292,000	341,091
Interdepartmental charges	111,123	107,674	108,000	108,563
Depreciation and Amortization	21,543	29,000	20,000	29,000
Other	12,091	12,400	2,000	12,400
Total Operating Expenses	2,097,893	2,167,825	2,025,000	2,103,327
OPERATING INCOME (LOSS) BEFORE TRANSFERS	\$ (902,743)	\$ (938,895)	\$ (884,560)	\$ (832,397)
<i>Operating transfer In</i>	829,899	780,075	780,075	713,187
<i>Operating transfer Out</i>	(13,734)	(9,862)	(9,862)	(8,208)
<i>Transfers from Fund Balance</i>		168,682	114,347	127,418
NET INCOME (LOSS)	\$ (86,578)	\$ -	\$ -	\$ -
Add: Depreciation	21,543	29,000	20,000	29,000
CASH, JULY 1	537,380	437,336	437,336	98,713
Adjustments				
Changes in Balance Sheet Accounts (Net)	(35,009)		(30,000)	
Remaining Appropriated Project Balance				
Actual Capital Expenditures			(82,945)	
Projected Capital Expenditures		(214,276)	(131,331)	
Capital Project Appropriations (2012-16)				
Transfers from Fund Balance		(168,682)	(114,347)	(127,418)
Projected cash, ending	\$ 437,336	\$ 83,378	\$ 98,713	\$ 295

	2012-13 Proposed	2013-14 Projected	2014-2015 Projected	2015-2016 Projected
\$	471,000	\$ 495,000	\$ 520,000	\$ 546,000
	309,000	324,000	340,000	357,000
	486,000	510,000	536,000	563,000
	109,440	109,000	109,000	109,000
	<u>1,375,440</u>	<u>1,438,000</u>	<u>1,505,000</u>	<u>1,575,000</u>
	1,493,215	1,541,000	1,598,000	1,654,000
	125,358	125,000	125,000	125,000
	341,091	341,000	341,000	341,000
	108,563	112,000	116,000	120,000
	29,000	29,000	29,000	29,000
	12,400	12,000	12,000	12,000
	<u>2,109,627</u>	<u>2,160,000</u>	<u>2,221,000</u>	<u>2,281,000</u>
\$	<u>(734,187)</u>	<u>\$ (722,000)</u>	<u>\$ (716,000)</u>	<u>\$ (706,000)</u>
	713,187	713,000	713,000	713,000
	(8,208)	(8,000)	(8,000)	(8,000)
	29,208	17,000	11,000	1,000
\$	<u>-</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	29,000	29,000	29,000	29,000
	295	87	12,087	30,087
	(29,208)	(17,000)	(11,000)	(1,000)
\$	<u>87</u>	<u>\$ 12,087</u>	<u>\$ 30,087</u>	<u>\$ 58,087</u>

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

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
Operating Revenues				
Fire paramedic fees	\$ 102,050	\$ 120,000	\$ 100,000	\$ 120,000
Medical resupply fee	164,082	160,000	165,000	160,000
Paramedic ALS transport fees w/o paramedic	515,997	583,000	550,000	600,000
Paramedic ALS transport fees	1,001,362	800,000	1,000,000	830,000
Other			10,385	
Total operating revenues	1,783,491	1,663,000	1,825,385	1,710,000
Operating Expenses				
Salaries and benefits	9,191,525	9,893,000	9,493,489	9,808,977
Materials and supplies	289,241	331,000	290,000	325,982
Professional/contract services	612	1,000	600	1,000
Depreciation and amortization	12,235	10,000	10,000	10,000
Others	20,021	10,000	13,621	10,000
Total operating expenses	9,513,634	10,245,000	9,807,710	10,155,959
Operating income (loss)	(7,730,143)	(8,582,000)	(7,982,325)	(8,445,959)
Income (loss) before transfers	(7,730,143)	(8,582,000)	(7,982,325)	(8,445,959)
Operating Transfers In	7,679,979	8,582,000	8,524,853	9,018,959
Operating Transfers Out		0	(550,000)	(583,000)
Over (under) subsidy	\$ (50,164)	\$ -	\$ (7,472)	\$ (10,000)
Add:				
Cash, beginning	25,401	(12,528)	(2,528)	-
Depreciation (non cash item)	12,235	10,000	10,000	10,000
Capital Acquisitions		-	-	-
Increase/decrease balance sheet items		-		-
Projected cash, ending	\$ (12,528)	\$ (2,528)	\$ -	\$ -

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	120,000	\$ 124,000	\$ 128,000	\$ 132,000
	160,000	165,000	170,000	175,000
	600,000	618,000	637,000	656,000
	830,000	855,000	881,000	907,000
	<u>1,710,000</u>	<u>1,762,000</u>	<u>1,816,000</u>	<u>1,870,000</u>
	9,858,077	10,307,000	10,681,000	11,053,000
	325,982	334,000	342,000	351,000
	1,000	1,000	1,000	1,000
	10,000	10,000	10,000	10,000
	10,000	10,000	10,000	10,000
	<u>10,205,059</u>	<u>10,662,000</u>	<u>11,044,000</u>	<u>11,425,000</u>
	<u>(8,495,059)</u>	<u>(8,900,000)</u>	<u>(9,228,000)</u>	<u>(9,555,000)</u>
	<u>(8,495,059)</u>	<u>(8,900,000)</u>	<u>(9,228,000)</u>	<u>(9,555,000)</u>
	9,085,059	9,508,000	9,855,000	10,201,000
	(600,000)	(618,000)	(637,000)	(656,000)
\$	(10,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)
	-	-	-	-
	10,000	10,000	10,000	10,000
	-	-	-	-
	-	-	-	-
\$	-	\$ -	\$ -	\$ -

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

	2009-10	2010-11	2010-11	2011-12
	Actual	Adopted	Projected	Proposed
OPERATING REVENUES				
Charges for services - operations	2,899,374	2,903,999	2,720,800	2,719,000
Total Operating Revenues	\$ 2,899,374	\$ 2,903,999	\$ 2,720,800	\$ 2,719,000
OPERATING EXPENSES				
Salaries and employee benefits	3,077,323	3,100,000	3,065,000	3,193,000
Services and supplies	507,009	464,629	455,000	483,000
Depreciation	2,089,745	2,201,000	1,750,000	2,200,000
Insurance and Claims	13,228	16,000	15,000	24,000
Interdepartmental charges	116,628	116,628	113,520	114,000
Other	15,100	20,400	20,000	20,000
Total Operating Expenses	\$ 5,819,033	\$ 5,918,657	\$ 5,418,520	\$ 6,034,000
OPERATING INCOME (LOSS)	\$ (2,919,659)	\$ (3,014,658)	\$ (2,697,720)	\$ (3,315,000)
NON-OPERATING REVENUES				
Interest Income	397,840	450,000	250,000	254,000
Gain (loss) from sale of fixed assets	101,821	80,464	96,464	80,000
Total Non-Operating Revenues	\$ 499,661	\$ 530,464	\$ 346,464	\$ 334,000
Income (Loss) before transfers	\$ (2,419,998)	\$ (2,484,194)	\$ (2,351,256)	\$ (2,981,000)
Operating Transfers In	1,379,556	670,813	568,000	568,000
Operating Transfers Out	(17,449)	(17,449)	(28,578)	(12,000)
Add: Depreciation	2,088,862	2,201,000	1,750,000	2,200,000
NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS	\$ 1,030,971	\$ 370,170	\$ (61,834)	\$ (225,000)
Capital Acquisitions				
Charges for services - vehicle replacement	1,632,443	2,404,528	2,760,000	2,405,000
Less: Vehicle Acquisitions	3,931,322	3,043,268	1,461,574	1,462,000
Total Vehicle Replacement Revenues less Vehicle Acq	(2,298,879)	(638,740)	1,298,426	943,000
NET INCOME (LOSS) AFTER CAPITAL ACQUISITIONS	\$ (1,267,908)	\$ (268,570)	\$ 1,236,592	\$ 718,000
Cash Beginning	13,633,441	13,633,441	15,697,595	17,047,000
Changes in balance sheet accounts		-	-	-
Projected cash, ending	\$ 12,365,533	\$ 13,364,871	\$ 17,047,000	\$ 17,733,000
Cash Balance - Capital Projects	\$ -	\$ 47,392	\$ -	\$ -
Total Projected Cash Balance	\$ 12,365,533	\$ 13,412,263	\$ 17,047,000	\$ 17,733,000

2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
2,719,000	2,721,000	2,725,000	2,731,000
\$ 2,719,000	\$ 2,721,000	\$ 2,725,000	\$ 2,731,000
3,208,000	3,228,000	3,248,000	3,368,000
483,000	490,000	505,000	520,000
2,255,000	2,311,000	2,369,000	2,428,000
24,000	24,000	25,000	26,000
114,000	118,000	123,000	128,000
20,000	20,000	21,000	22,000
\$ 6,104,000	\$ 6,191,000	\$ 6,291,000	\$ 6,492,000
\$ (3,385,000)	\$ (3,470,000)	\$ (3,566,000)	\$ (3,761,000)
258,000	262,000	266,000	270,000
80,000	80,000	80,000	80,000
\$ 338,000	\$ 342,000	\$ 346,000	\$ 350,000
\$ (3,047,000)	\$ (3,128,000)	\$ (3,220,000)	\$ (3,411,000)
536,000	536,000	536,000	536,000
(12,000)	(12,000)	(12,000)	(12,000)
2,255,000	2,311,000	2,369,000	2,428,000
\$ (268,000)	\$ (293,000)	\$ (327,000)	\$ (459,000)
2,405,000	2,405,000	2,405,000	2,405,000
1,462,000	1,462,000	1,462,000	1,462,000
943,000	943,000	943,000	943,000
\$ 675,000	\$ 650,000	\$ 616,000	\$ 484,000
17,733,000	18,408,000	19,058,000	19,674,000
-	-	-	-
\$ 18,408,000	\$ 19,058,000	\$ 19,674,000	\$ 20,158,000
\$ -	\$ -	\$ -	\$ -
\$ 18,408,000	\$ 19,058,000	\$ 19,674,000	\$ 20,158,000

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
PARKS & RECREATION FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Recreation Services	\$ 2,799,818	\$ 3,336,312	\$ 3,155,812	\$ 3,464,151
Cultural Services	1,244,106	1,319,883	1,303,082	1,351,458
Total Operating Revenues	4,043,924	4,656,195	4,458,894	4,815,609
NON-OPERATING REVENUES				
Other	14,171	-	-	-
Total Non-Operating Revenues	14,171	-	-	-
Total Revenues/Resources	4,058,095	4,656,195	4,458,894	4,815,609
OPERATING EXPENSES				
Salaries and employee benefits	5,100,535	5,114,997	5,131,894	5,290,997
Services and supplies	1,072,770	1,002,469	1,191,030	1,142,957
Other professional services	1,126,433	1,222,169	1,037,856	1,222,169
Insurance and Claims	9,396	18,421	12,895	18,421
Interdepartmental charges	762,518	727,001	727,001	756,609
Other	12,173	19,920	15,739	19,820
Total Operating Expenses	8,083,825	8,104,977	8,116,415	8,450,973
Income (Loss) before transfers	(4,025,730)	(3,448,782)	(3,657,521)	(3,635,364)
Operating Transfers In	3,795,568	3,283,695	3,288,875	3,283,695
Operating Transfers Out	(67,594)	(49,615)	(50,738)	(45,095)
Income (Loss) before Use of Fund Balance	(297,756)	(214,702)	(419,384)	(396,764)
NET INCOME (LOSS)	\$ (297,756)	\$ (214,702)	\$ (419,384)	\$ (396,764)
Cash Beginning	56,256	-	(214,702)	(634,086)
Changes in balance sheet accounts (Net)	241,500	-	-	-
Projected cash, ending	\$ -	\$ (214,702)	\$ (634,086)	\$ (1,030,850)

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	3,696,700	\$ 3,808,000	\$ 3,922,000	\$ 4,040,000
	1,319,883	1,359,000	1,359,000	1,359,000
	5,016,583	5,167,000	5,281,000	5,399,000
	-	-	-	-
	-	-	-	-
	5,016,583	5,167,000	5,281,000	5,399,000
	5,302,097	5,470,000	5,671,000	5,880,000
	1,142,957	1,172,000	1,201,000	1,231,000
	1,222,169	1,253,000	1,284,000	1,316,000
	18,421	19,000	19,000	19,000
	758,109	781,000	808,000	808,000
	19,820	20,000	21,000	22,000
	8,463,573	8,715,000	9,004,000	9,276,000
	(3,446,990)	(3,548,000)	(3,723,000)	(3,877,000)
	3,283,695	3,284,000	3,284,000	3,284,000
	(45,095)	(45,000)	(45,000)	(45,000)
	(208,390)	(309,000)	(484,000)	(638,000)
\$	(208,390)	\$ (309,000)	\$ (484,000)	\$ (638,000)
	(1,030,850)	(1,239,240)	(1,548,240)	(2,032,240)
	-	-	-	-
\$	(1,239,240)	\$ (1,548,240)	\$ (2,032,240)	\$ (2,670,240)

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

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
REVENUES				
Sales Tax	\$ 1,562,632	\$ 1,560,000	\$ 1,360,000	\$ 1,687,000
Incremental property taxes	8,366,462	9,474,765	8,531,352	8,582,702
Interest	93,955	146,413	132,260	72,000
Property/Sales Tax Flip	601,850	537,896	537,896	545,900
Total Revenues	\$ 10,624,899	\$ 11,719,074	\$ 10,561,508	\$ 10,887,602
EXPENDITURES				
Current-property tax and bond admin	143,875	145,840	169,323	172,746
Principal retirement	2,462,953	2,580,225	2,580,225	1,699,316
Interest-bonds	1,830,492	1,742,522	1,742,522	1,646,859
Property tax County pass-through	3,196,943	3,514,965	3,146,303	3,194,190
SERAF (Supplemental Educational Rev Aug Fund)	2,083,409.00	436,758	437,172	-
Total Operating Expenses	\$ 9,717,672	\$ 8,420,310	\$ 8,075,545	\$ 6,713,110
Income (Loss) before transfers	\$ 907,227	\$ 3,298,764	\$ 2,485,963	\$ 4,174,492
Operating Transfers In	1,000,000	1,000,000	1,000,000	-
Advances from City	-	-	-	-
Advances from Low-Mod Housing	-	144,620	240,316	-
Advances from County	1,577,046	1,538,909	1,538,909	1,716,154
Transfer Out-Low Mod	(1,673,293)	(1,894,953)	(1,706,270)	(1,716,540)
Transfer Out-Project Fund	-	-	-	-
Transfer Out to City	(3,130,333)	(3,262,994)	(3,262,994)	(2,314,394)
Transfer Out-Skypark	-	-	-	-
Accrued interest	(784,426)	(834,870)	(834,870)	(896,940)
Payment of Advances from Low-Mod	-	-	-	(172,376)
Interest payments to City	(120,882)	(2,610,560)	(2,610,560)	(314,638)
NET INCOME (LOSS)	\$ (2,224,661)	\$ (2,621,084)	\$ (3,149,506)	\$ 475,757
BUDGET MODIFICATIONS:				
Revenues- Recurring	-	-	-	-
Revenues - One Time	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -
Expenditures- Recurring	-	-	-	-
Expenditures- One Time	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -
NET INCOME (LOSS) AFTER MODIFICATIONS	\$ (2,224,661)	\$ (2,621,084)	\$ (3,149,506)	\$ 475,757
Cash Beginning	6,447,420	6,049,413	6,049,413	2,899,907
Changes in balance sheet accounts				
Accounts Receivable - net of liabilities	1,826,654.00	-	-	-
Adj to Fund balance	-	-	-	-
Projected cash, ending	\$ 6,049,413	\$ 3,428,330	\$ 2,899,907	\$ 3,375,664

Cash Balance as of June 30, 2010 includes Cash with Fiscal Agent totalling \$2,948,318
Bond admin cost are projected to increase by 2% starting FY 2011-12
Principal and interest payment on bonds are based on the debt service schedule

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	1,720,740	\$ 1,755,155	\$ 1,790,258	\$ 1,826,063
	8,754,356	8,929,443	9,108,032	9,290,193
	73,440	74,909	76,407	77,935
	556,818	567,954	579,313	590,900
\$	11,105,354	\$ 11,327,461	\$ 11,554,010	\$ 11,785,091
	176,384	180,100	183,898	187,779
	1,659,300	1,600,000	1,130,000	1,195,000
	1,542,915	1,451,102	1,375,503	1,311,364
	3,258,073	3,323,235	3,389,700	3,457,494
	-	-	-	-
\$	6,636,672	\$ 6,554,437	\$ 6,079,101	\$ 6,151,637
\$	4,468,682	\$ 4,773,024	\$ 5,474,909	\$ 5,633,454
	-	-	-	-
	-	-	-	-
	1,769,467	1,822,478	1,875,184	1,927,585
	(1,750,871)	(1,785,889)	(1,821,606)	(1,858,039)
	-	-	-	-
	(2,564,091)	(2,641,522)	(3,290,397)	(3,394,026)
	-	-	-	-
	(954,285)	(1,011,348)	(1,068,127)	(1,124,621)
	(358,757)	(545,336)	(556,047)	(566,965)
	(322,623)	(327,623)	(327,623)	(327,623)
\$	287,522	\$ 283,784	\$ 286,293	\$ 289,765
	-	-	-	-
	-	-	-	-
\$	-	\$ -	\$ -	\$ -
	-	-	-	-
\$	-	\$ -	\$ -	\$ -
\$	287,522	\$ 283,784	\$ 286,293	\$ 289,765
	3,375,664	3,663,186	3,946,970	4,233,263
	-	-	-	-
	-	-	-	-
\$	3,663,186	\$ 3,946,970	\$ 4,233,263	\$ 4,523,029

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

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Interest	\$ 206,839	\$ 190,570	\$ 41,300	\$ 33,000
Other revenues	84,798	146,139	100,326	-
Total Operating Revenues	\$ 291,637	\$ 336,709	\$ 141,626	\$ 33,000
OPERATING EXPENSES				
Salaries and employee benefits	238,493	306,250	276,250	272,950
Services and supplies	121,560	170,332	222,412	177,400
Other professional services	109,747	398,717	398,717	398,717
Interdepartmental charges	19,626	19,118	19,118	19,484
Other	9,962	57,119	57,119	57,119
SERAF (Supplemental Educational Rev Aug Fund)	40,000	-	-	-
Total Operating Expenses	\$ 539,388	\$ 951,536	\$ 973,616	\$ 925,670
Income (Loss) before transfers	\$ (247,751)	\$ (614,827)	\$ (831,990)	\$ (892,670)
Operating Transfers In (Low Mod Housing& Debt Svc Fd)	1,673,293	1,894,953	1,758,350	1,716,540
Advances from City	120,882	312,561	312,561	314,638
Advances to Skypark Debt Service Fund	-	-	(240,316)	172,376
Operating Transfers Out	-	-	-	-
Transfer Out - Data Comm Repl Fund	(4,449)	(4,138)	(4,138)	(4,138)
Transfer Out - Rehab Housing	(36,900)	(36,900)	(36,900)	(36,900)
Transfer Out - Telephone Repl Fund	-	-	-	-
Transfer Out - PC Repl Fund	(400)	(400)	(400)	(320)
Transfer Out - Parks/Rec Ent Fund	-	-	-	-
Transfer Out - Capital Project Fund	-	-	-	-
NET INCOME (LOSS)	\$ 1,504,675	\$ 1,551,249	\$ 957,167	\$ 1,269,526
Cash Beginning	10,282,157	6,168,088	6,168,088	7,113,840
Changes in balance sheet accounts (Net)	(1,568,842)	-	(11,415)	-
Capital Acquisition	(4,049,902)	-	-	-
Projected cash, ending	\$ 6,168,088	\$ 7,719,337	\$ 7,113,840	\$ 8,383,366

2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$ 33,000	\$ 33,990	\$ 35,010	\$ 36,060
-	-	-	-
\$ 33,000	\$ 33,990	\$ 35,010	\$ 36,060
278,000	287,000	295,000	297,000
182,000	186,000	190,000	190,000
408,000	418,000	428,000	428,000
20,000	20,000	20,000	21,000
58,000	59,000	59,000	60,000
-	-	-	-
\$ 946,000	\$ 970,000	\$ 992,000	\$ 996,000
\$ (913,000)	\$ (936,010)	\$ (956,990)	\$ (959,940)
1,750,871	1,785,889	1,821,606	1,858,039
322,623	327,623	327,623	327,623
358,757	545,336	556,047	241,209
-	-	-	-
(4,449)	(4,449)	(4,449)	(4,449)
(36,900)	(36,900)	(36,900)	(36,900)
-	-	-	-
(400)	(400)	(400)	(400)
-	-	-	-
\$ 1,477,502	\$ 1,681,089	\$ 1,706,537	\$ 1,425,182
8,383,366	9,860,868	11,541,957	13,248,494
-	-	-	-
-	-	-	-
\$ 9,860,868	\$ 11,541,957	\$ 13,248,494	\$ 14,673,676

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
SANITATION ENTERPRISE FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
Operating Revenues				
Refuse fees	\$ 7,324,036	\$ 7,412,620	\$ 6,944,782	\$ 7,412,620
Sewer fees	1,170,684	1,302,000	1,243,704	1,202,000
Recycling fees	1,614,667	1,490,000	1,466,398	1,390,000
AB 939 Waste Management	751,327	795,000	694,765	720,000
Total operating revenues	10,860,714	10,999,620	10,349,649	10,724,620
Operating Expenses				
Salaries and benefits	4,552,458	4,833,761	4,616,242	4,935,224
Materials and supplies	3,281,377	3,359,228	3,445,252	3,371,395
Professional/contract services	2,440,734	2,503,352	2,410,460	2,808,221
Depreciation and amortization	25,102	25,180	25,180	25,180
Interdepartmental charges	1,002,686	982,464	970,552	898,312
Insurance and claims	123,845	222,374	94,549	187,374
Others	3,973	29,520	21,092	29,520
Total operating expenses	11,430,175	11,955,879	11,583,327	12,255,226
Operating income (loss)	(569,461)	(956,259)	(1,233,678)	(1,530,606)
Non Operating revenue:				
Interest Income/Grants	119,893	90,000	30,000	35,000
Income (loss) before transfers	(449,568)	(866,259)	(1,203,678)	(1,495,606)
Operating Transfers Out	(867,943)	(2,618.00)	(200,526)	(2,064)
Operating Transfers In	75,000	75,000	75,000	75,000
Transfers from Fund Balance			1,329,204	428,000
Net income (loss)	\$ (1,242,511)	\$ (793,877)	\$ -	\$ (994,670)
Add:				
Cash, beginning	2,878,693	1,685,849	1,685,849	1,630,384
Increase/decrease balance sheet items	288,091		-	-
Depreciation (non cash item)	25,102	25,180	25,180	25,180
Used oil grant			-	-
Reuse (T4T) grant			-	-
FEAP 436 - Radio Comm System			-	-
FEAP 571 - Feasability Study			-	-
Capital Expenditures	(112,800)	-	(80,645)	(67,000)
Transfers from Fund Balance	-	-	(1,329,204)	(428,000)
Cash available before project appropriations	1,836,575	917,152	1,630,384	593,894
Cash appropriated for Capital Projects	(150,726)			-
Projected cash, ending	\$ 1,685,849	\$ 917,152	\$ 1,630,384	\$ 593,894

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	7,412,620	\$ 7,635,000	\$ 7,864,000	\$ 8,100,000
	1,202,000	1,238,000	1,275,000	1,313,000
	1,390,000	1,390,000	1,390,000	1,390,000
	720,000	720,000	720,000	720,000
	10,724,620	10,983,000	11,249,000	11,523,000
	4,953,424	5,136,000	5,352,000	5,568,000
	3,359,395	3,451,000	3,545,000	3,642,000
	2,808,221	2,885,000	2,963,000	3,043,000
	25,180	26,000	27,000	28,000
	898,312	931,000	968,000	1,006,000
	187,374	193,000	198,000	203,000
	29,520	31,000	33,000	35,000
	12,261,426	12,653,000	13,086,000	13,525,000
	(1,536,806)	(1,670,000)	(1,837,000)	(2,002,000)
	35,000	25,000	15,000	5,000
	(1,501,806)	(1,645,000)	(1,822,000)	(1,997,000)
	(2,064)	(2,000)	(2,000)	(2,000.00)
	75,000	75,000	75,000	75,000
	428,000	459,000	580,000	580,000
\$	(1,000,870)	\$ (1,113,000)	\$ (1,169,000)	\$ (1,344,000)
	593,894	(381,796)	(1,468,796)	(2,610,796)
	-	-	-	-
	25,180	26,000	27,000	28,000
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	(428,000)	(459,000)	(580,000)	(580,000)
	(381,796)	(1,468,796)	(2,610,796)	(3,926,796)
	-	-	-	-
\$	(381,796)	\$ (1,468,796)	\$ (2,610,796)	\$ (3,926,796)

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
SELF INSURANCE FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Workers Comp - Claims Reimb	\$ 1,243,988	\$ 1,190,630	\$ 1,190,630	\$ 1,190,630
Unemployment Insurance	237,414	191,031	191,031	191,031
Liability Reimbursements	1,011,116	1,011,116	1,011,116	1,011,116
Miscellaneous revenues	-	-	111,069	-
Total Operating Revenues	\$ 2,492,518	\$ 2,392,777	\$ 2,503,846	\$ 2,392,777
OPERATING EXPENSES				
Salaries and employee benefits	795,260	742,000	742,000	773,500
Services and supplies	165,009	204,963	206,717	206,391
Insurance and Claims	5,598,919	3,012,810	3,836,026	3,012,810
Other	4,521	6,800	6,800	6,800
Total Operating Expenses	\$ 6,563,709	\$ 3,966,573	\$ 4,791,543	\$ 3,999,501
Income (Loss) before transfers	\$ (4,071,191)	\$ (1,573,796)	\$ (2,287,697)	\$ (1,606,724)
Operating Transfers In	2,488,269	1,163,500	1,163,500	1,163,500
Operating Transfers Out	(5,966)	(5,325)	(5,325)	(4,073)
NET INCOME (LOSS)	\$ (1,588,888)	\$ (415,621)	\$ (1,129,522)	\$ (447,297)
Cash Beginning	9,278,296	8,357,769	8,357,769	7,228,247
Changes in balance sheet accounts (Net)	668,361	-	-	-
Projected cash, ending	\$ 8,357,769	\$ 7,942,148	\$ 7,228,247	\$ 6,780,950

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	1,190,630	\$ 1,191,000	\$ 1,191,000	\$ 1,191,000
	191,031	191,000	191,000	191,000
	1,011,116	1,011,000	1,011,000	1,011,000
	-	-	-	-
\$	2,392,777	\$ 2,393,000	\$ 2,393,000	\$ 2,393,000
	774,000	799,000	828,000	857,000
	206,391	212,000	217,000	222,000
	3,012,810	3,013,000	3,013,000	3,013,000
	6,800	7,000	7,000	7,000
\$	4,000,001	\$ 4,031,000	\$ 4,065,000	\$ 4,099,000
\$	(1,607,224)	\$ (1,638,000)	\$ (1,672,000)	\$ (1,706,000)
	1,363,500	1,710,000	1,710,000	1,710,000
	(4,073)	(5,000)	(5,000)	(5,000)
\$	(247,797)	\$ 67,000	\$ 33,000	\$ (1,000)
	6,780,950	6,533,153	6,600,153	6,633,153
	-	-	-	-
\$	6,533,153	\$ 6,600,153	\$ 6,633,153	\$ 6,632,153

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
SEWER ENTERPRISE FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
Operating Revenues				
Sewer charges	\$ 1,709,707	\$ 1,700,000	\$ 1,667,184	\$ 1,520,000
Late charges	3,445	2,500	2,904	2,500
Sewer revolving fees	8,573	10,000	6,500	8,000
Total operating revenues	1,721,725	1,712,500	1,676,588	1,530,500
Operating Expenses				
Salaries and benefits	865,052	942,012	885,491	956,961
Materials and supplies	25,943	65,133	51,886	65,133
Professional/contract services	73,026	96,870	100,575	166,622
Depreciation and amortization	968,641	1,005,000	1,005,000	1,005,000
Interdepartmental charges	257,567	230,228	222,440	186,690
Insurance and claims			-	-
Others	72,592	9,514	3,000	9,514
Total operating expenses	2,262,821	2,348,757	2,268,392	2,389,920
Operating income (loss)	(541,096)	(636,257)	(591,804)	(859,420)
Non Operating revenue:				
Interest Income/grants	340,392	400,000	203,585	200,000
Income (loss) before transfers	(200,704)	(236,257)	(388,219)	(659,420)
Operating Transfers In	-	-	-	-
Operating Transfers Out	(82,222)	(75,000)	(314,843)	(75,000)
Transfers from Fund Balance			559,600	209,000
Net income (loss)	\$ (282,926)	\$ (311,257)	\$ (143,462)	\$ (525,420)
Add:				
Cash, beginning	11,282,799	7,439,825	7,439,825	7,275,380
Depreciation (non cash item)	968,641	1,005,000	1,005,000	1,005,000
Increase/decrease balance sheet items	10,436		-	-
Capital Expenditures	(1,243,388)		(466,383)	-
Transfers from Fund Balance	-		(559,600)	(209,000)
Cash available before project appropriations	10,735,562	8,133,568	7,275,380	7,545,960
Cash appropriated for Capital Projects	(3,295,737)			(763,000)
Projected cash, ending	7,439,825	8,133,568	7,275,380	6,782,960

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	1,520,000	\$ 1,566,000	\$ 1,613,000	\$ 1,661,000
	2,500	3,000	\$3,000	3,000
	8,000	8,000	\$8,000	8,000
	<u>1,530,500</u>	<u>1,577,000</u>	<u>1,624,000</u>	<u>1,672,000</u>
	962,161	993,000	\$1,030,000	1,066,000
	65,133	67,000	\$69,000	71,000
	166,622	171,000	\$175,000	179,000
	1,005,000	1,030,000	\$1,056,000	1,082,000
	186,690	192,000	\$199,000	206,000
	-	-	-	-
	9,514	10,000	\$10,000	10,000
	<u>2,395,120</u>	<u>2,463,000</u>	<u>2,539,000</u>	<u>2,614,000</u>
	<u>(864,620)</u>	<u>(886,000)</u>	<u>(915,000)</u>	<u>(942,000)</u>
	200,000	240,000	\$280,000	320,000
	<u>(664,620)</u>	<u>(646,000)</u>	<u>(635,000)</u>	<u>(622,000)</u>
	-	-	-	-
	(75,000)	(75,000)	(\$75,000)	(75,000)
	209,000	151,000	\$392,000	392,000
\$	(530,620)	\$ (570,000)	\$ (318,000)	\$ (305,000)
	6,782,960	7,048,340	7,357,340	7,703,340
	1,005,000	1,030,000	1,056,000	1,082,000
	-	-	-	-
	-	-	-	-
	(209,000)	(151,000)	(392,000)	(392,000)
	<u>7,048,340</u>	<u>7,357,340</u>	<u>7,703,340</u>	<u>8,088,340</u>
	-	-	-	-
	<u>7,048,340</u>	<u>7,357,340</u>	<u>7,703,340</u>	<u>8,088,340</u>

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
TRANSIT FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Passenger cash fares	3,102,218	3,465,700	3,100,000	3,471,200
Special bus service	-	-	-	-
Advertising	132,260	141,000	144,000	150,000
Miscellaneous	19,660	830	69,166	830
Total Operating Revenues	\$ 3,254,138	\$ 3,607,530	\$ 3,313,166	\$ 3,622,030
NON-OPERATING REVENUES				
SB-325 allocation	3,994,955	3,761,275	3,761,275	4,644,999
Proposition A Discretionary	3,215,662	3,361,973	3,361,973	3,574,087
Fair Share Revenue	204,737	209,753	209,753	213,927
5% Security	200,761	164,902	164,902	158,558
Prop C Discretionary Foothill Mitigation	113,352	121,245	121,245	154,445
Prop C Discretionary Svc Exp	867,731	899,716	899,716	926,332
Prop A - Torrance Dial-A-Lift	180,000	180,000	180,000	180,000
Proposition A - Local Return	1,715,237	1,829,702	1,829,702	1,880,708
Proposition A Exchange- Local Return	1,398,509	-	1,250,000	200,000
Prop A Interest	297,161	-	-	-
Prop C Interest	524,273	-	-	-
Prop C Local Return	-	1,354,000	-	1,154,000
Transit STAF	-	1,009,408	1,009,408	878,094
Contributions from other cities (D.A.L.)	38,775	25,000	65,000	50,000
Interest Income	72,791	90,000	90,000	90,000
Municipal Operators Service Program	215,377	554,708	554,708	1,039,500
Prop C 40% Discretionary	-	-	-	-
Capital Maintenance Revenue	2,250,000	2,250,000	2,250,000	2,250,000
Other/Measure R	1,404,700	1,758,220	1,758,220	2,105,081
Total Non-Operating Revenues	\$ 16,694,021	\$ 17,569,902	\$ 17,505,902	\$ 19,499,731
Total Revenues/Resources	\$ 19,948,159	\$ 21,177,432	\$ 20,819,068	\$ 23,121,761
OPERATING EXPENSES				
Salaries and employee benefits	12,343,189	13,546,680	12,836,916	13,964,682
Services and supplies	2,517,217	2,634,492	2,634,492	3,378,192
Other professional services	1,921,048	1,816,135	1,858,817	1,934,735
Depreciation and amortization	2,001,812	2,513,000	2,513,000	2,376,000
Insurance and Claims	403,792	311,252	355,252	311,252
Interdepartmental charges	2,550,660	2,781,188	2,652,685	2,918,278
Loss on disposal of fixed assets	-	-	-	-
Other	64,892	77,000	77,000	77,000
Total Operating Expenses	\$ 21,802,610	\$ 23,679,747	\$ 22,928,162	\$ 24,960,139
Income (Loss) before transfers	\$ (1,854,451)	\$ (2,502,315)	\$ (2,109,094)	\$ (1,838,378)
Operating Transfers In	-	-	104,000	-
Operating Transfers Out	(2,443,609)	(42,731)	(42,731)	(36,700)
Add: Depreciation	2,001,812	2,513,000	2,513,000	2,376,000
Transfers from Fund Balance	-	43,728	-	-
NET INCOME (LOSS)	\$ (2,296,248)	\$ 11,682	\$ 465,175	\$ 500,922
Cash Beginning	2,104,472	1,166,008	1,166,008	1,631,183
Changes in balance sheet accounts	1,357,784	1,263,649	-	-
Capital grants	7,045,410	14,477,920	458,000	6,378,000
Bus acquisition/refurbishments	(6,476,458)	(13,041,000)	-	(6,000,000)
Other capital purchase	(568,952)	(1,436,920)	(458,000)	(378,000)
Transfers from Fund Balance	-	(43,728)	-	-
Projected cash, ending	\$ 1,166,008	\$ 2,397,611	\$ 1,631,183	\$ 2,132,105

2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
3,471,200	3,471,000	3,471,000	3,471,000
-	-	-	-
150,000	153,000	156,000	159,000
830	1,000	1,000	1,000
\$ 3,622,030	\$ 3,625,000	\$ 3,628,000	\$ 3,631,000

4,644,999	4,784,000	4,928,000	5,076,000
3,574,087	3,681,000	3,791,000	3,905,000
213,927	220,000	227,000	234,000
158,558	163,000	168,000	173,000
154,445	159,000	164,000	169,000
926,332	954,000	983,000	1,012,000
180,000	180,000	180,000	180,000
1,880,708	1,937,000	1,995,000	2,055,000
200,000	200,000	200,000	200,000
-	-	-	-
1,154,000	1,154,000	1,154,000	1,154,000
878,094	904,000	931,000	959,000
50,000	52,000	54,000	56,000
90,000	90,000	90,000	90,000
1,039,500	1,071,000	1,103,000	1,136,000
-	-	-	-
2,250,000	2,250,000	2,250,000	2,250,000
2,105,081	2,105,000	2,105,000	2,105,000
\$ 19,499,731	\$ 19,904,000	\$ 20,323,000	\$ 20,754,000

\$ 23,121,761	\$ 23,529,000	\$ 23,951,000	\$ 24,385,000
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14,012,722	14,457,000	14,989,000	15,518,000
3,378,192	3,463,000	3,550,000	3,639,000
1,934,035	1,982,000	2,032,000	2,083,000
2,376,000	2,376,000	2,376,000	2,376,000
311,252	319,000	327,000	335,000
2,918,778	3,008,000	3,113,000	3,218,000
-	-	-	-
77,000	79,000	81,000	83,000
\$ 25,007,979	\$ 25,684,000	\$ 26,468,000	\$ 27,252,000

\$ (1,886,218)	\$ (2,155,000)	\$ (2,517,000)	\$ (2,867,000)
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-	-	-	-
(36,700)	(47,000)	(47,000)	(47,000)
2,376,000	2,376,000	2,376,000	2,376,000
-	-	-	-
\$ 453,082	\$ 174,000	\$ (188,000)	\$ (538,000)

2,132,105	2,585,187	2,759,187	2,571,187
-	-	-	-
6,378,000	8,428,000	378,000	378,000
(6,000,000)	(7,800,000)	-	-
(378,000)	(628,000)	(378,000)	(378,000)
-	-	-	-
\$ 2,585,187	\$ 2,759,187	\$ 2,571,187	\$ 2,033,187

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
VANPOOL/RIDESHARE**

	2009-2010 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
OPERATING REVENUES				
Cash Fare	57,977	65,000	54,349	50,000
Other Grants	44,654	45,200	42,000	44,000
Prop A Exchange		-	-	-
Prop C fund	154,900	154,900	154,900	167,930
Total Operating Revenues	257,531	265,100	251,249	261,930
OPERATING EXPENSES				
Salaries and employee benefits	64,539	70,741	30,000	72,570
Services and supplies	152,912	183,310	150,050	183,310
Other professional services	5,460	5,600	5,625	5,600
Others		450	500	450
Total Operating Expenses	222,911	260,101	186,175	261,930
NET INCOME (LOSS) before transfers	34,620	4,999	65,074	-
Transfer Out	(397)		-	-
Transfers from Fund Balance				
Net income (loss)	\$ 34,223	\$ 4,999	\$ 65,074	\$ -
Cash Beginning	339,936	528	528	528
Return to Prop C Fund	(377,898)	(4,999)	(65,074)	-
Transfers from Fund Balance	-			-
Changes in Balance Sheet Accounts (Net)	4,267			-
Projected cash, ending	\$ 528	\$ 528	\$ 528	\$ 528

2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
50,000	65,000	65,000	65,000
44,000	44,000	44,000	44,000
-	-	-	-
167,930	166,000	174,000	179,000
261,930	275,000	283,000	288,000
42,570	44,000	46,000	46,000
183,310	188,000	193,000	197,000
5,600	6,000	6,000	6,000
450	0	0	0
231,930	238,000	245,000	249,000
30,000	37,000	38,000	39,000
-			
\$ 30,000	\$ 37,000	\$ 38,000	\$ 39,000
528	528	528	38,528
(30,000)	(37,000)	(38,000)	(39,000)
-	-	-	-
-	-	-	-
\$ 528	\$ 528	\$ 38,528	\$ 77,528

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
WATER FUND**

	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Proposed
Operating Revenues				
Wholesale water sales	\$ 273,052	\$ 923,000	\$ 288,064	\$ 529,000
Metered water sales	12,188,792	13,155,000	13,783,514	15,112,000
Metered Water Sales-Commercial	4,640,003	4,920,000	4,877,919	6,003,000
Metered Water Sales-Industrial	1,195,768	1,295,000	1,148,122	1,320,000
Mobil potable water sales	2,297,598	2,450,000	1,939,587	1,758,000
Sales to City	409,958	428,000	486,201	591,000
Residential low income discount	117,731	114,000	126,519	151,000
Recycled-Landscape irrigation	206,258	140,000	150,405	307,000
Recycled Sales Mobil	3,805,761	3,747,000	3,659,683	4,867,000
Mobil reclaimed fixed contrib pymt	594,510	486,000	593,061	834,000
Direct & indirect labor fee	117,200	229,355	229,355	232,055
Chemical fee revenue	160,000	160,000	0	160,000
Water quality analysis	36,800	36,800	11,000	40,000
Repairs & maintenance fee	48,000	48,000	39,601	50,000
Other related fee revenue	65,000	65,000	3,000	65,000
Late charge	174,816	100,000	160,480	150,000
Water disconnect fees	15,732	11,000	15,514	15,000
Fire protection charges	560,399	540,000	502,939	432,000
Pumping charges	99,351	97,000	77,395	97,000
Water start service fee	61,704	45,000	59,391	50,000
Fire flow test	4,350	3,000	3,241	3,000
Misc services	50,286	25,000	23,416	25,000
Engineering, overhead & inspection	102,033	40,000	91,453	75,000
Total operating revenues	27,225,102	29,058,155	28,269,860	32,866,055
Operating Expenses				
Salaries	4,426,487	5,301,870	4,583,022	5,182,712
Materials	1,144,988	1,559,073	1,513,457	1,566,023
Cost of Water	16,989,402	18,063,000	18,761,941	20,285,000
Prof Services	500,503	666,474	784,503	1,102,605
Travel, Training	27,915	42,275	42,275	42,275
Depr/Amortization/Bond Issuance Cost	1,359,519	1,200,000	1,200,000	1,200,000
Litigation Expense	88,216	92,109	61,446	92,109
Interdepartmental Charges	1,354,084	1,367,105	1,183,078	1,061,735
Others	33,937	30,000	51,518	30,000
In lieu franchise payments	718,000	718,000	718,000	718,000
Total operating expenses	26,643,051	29,039,906	28,899,240	31,280,459
Operating Income (Loss)	582,051	18,249	(629,380)	1,585,596
Non-Operating Revenue				
Investment earnings	196,329	250,000	140,000	75,000
Contributed Capital Received	36,493	60,000	36,893	35,000
Total Non -Operating Income	232,822	310,000	176,893	110,000
Non-Operating Expenses				
Interest expense	129,067	109,050	100,466	74,300
Income (Loss) before transfers	685,806	219,199	(552,953)	1,621,296
Operating Transfers Out	(29,519)	(26,407)	(258,891)	21,872
Net Income (Loss)	\$ 656,287	\$ 192,792	\$ (811,844)	\$ 1,643,168
Add:				
Cash Beginning	5,341,293	1,112,662	1,112,662	78,495
Depreciation (non cash item)	1,359,519	1,200,000	1,200,000	1,200,000
Increase (decrease) in balance sheet account	(545,213)			-
Capital Expenditures	(1,147,479)		(907,323)	-
Non-Capital Project Expenditures	-			-
Bond principal payment	(500,000)	(515,000)	(515,000)	(540,000)
Cash available before project appropriations	5,164,407	1,990,454	78,495	2,381,663
Cash appropriated for capital projects	(3,051,745)			-
Water Financial Reserve	(1,000,000)			-
Projected cash, ending	\$ 1,112,662	\$ 1,990,454	\$ 78,495	\$ 2,381,663

	2012-13 Proposed	2013-14 Projected	2014-15 Projected	2015-16 Projected
\$	529,000	\$ 555,000	\$ 583,000	\$ 612,000
	15,112,000	15,868,000	16,661,000	17,494,000
	6,003,000	6,303,000	6,618,000	6,949,000
	1,320,000	1,386,000	1,455,000	1,528,000
	1,758,000	1,846,000	1,938,000	2,035,000
	591,000	621,000	652,000	685,000
	151,000	159,000	167,000	175,000
	307,000	322,000	338,000	355,000
	4,867,000	5,110,000	5,366,000	5,634,000
	834,000	834,000	834,000	834,000
	232,055	244,000		-
	160,000	168,000		-
	40,000	42,000		-
	50,000	53,000		-
	65,000	68,000		-
	150,000	150,000	150,000	150,000
	15,000	15,000	15,000	15,000
	432,000	432,000	432,000	432,000
	97,000	97,000	97,000	97,000
	50,000	50,000	50,000	50,000
	3,000	3,000	3,000	3,000
	25,000	25,000	25,000	25,000
	75,000	75,000	75,000	75,000
	32,866,055	34,426,000	35,459,000	37,148,000
	5,200,212	5,405,000	5,604,000	5,802,000
	1,562,523	1,590,000	1,630,000	1,671,000
	20,285,000	21,299,000	22,364,000	23,482,000
	1,102,605	1,130,000	1,158,000	1,187,000
	42,275	43,000	44,000	45,000
	1,200,000	1,200,000	1,200,000	1,200,000
	92,109	94,000	96,000	98,000
	1,061,935	1,094,000	1,132,000	1,170,000
	30,000	31,000	32,000	33,000
	718,000	718,000	718,000	718,000
	31,294,659	32,604,000	33,978,000	35,406,000
	1,571,396	1,822,000	1,481,000	1,742,000
	75,000	125,000	125,000	125,000
	35,000	35,000	35,000	35,000
	110,000	160,000	160,000	160,000
	74,300	56,500	28,000	28,000
	1,607,096	1,925,500	1,613,000	1,874,000
	21,872	22,000	22,000	22,000
\$	1,628,968	1,947,500	1,635,000	1,896,000
	2,381,663	4,640,631	7,168,131	10,003,131
	1,200,000	1,200,000	1,200,000	1,200,000
	-	-	-	-
	-	-	-	-
	(570,000)	(620,000)	-	-
	4,640,631	7,168,131	10,003,131	13,099,131
	-	-	-	-
	-	-	-	-
\$	4,640,631	7,168,131	10,003,131	13,099,131

**OPERATING TRANSFERS IN AND OUT
Fiscal Year 2010-11**

<u>Fund</u>	<u>Operating transfers out</u>	<u>Fund</u>	<u>Operating transfers in</u>
General Fund	\$ 21,820,158	Special Revenue Fund:	
General Fund -Reserve	2,728,648	Street Lighting Assessment	\$ 1,850,458
Telephone Replacement Fund	500,000	Enterprise Funds:	
PC Replacement Fund	92,500	Cultural Services	703,879
Benefit Rate Mitigation Fund	1,040,000	Parks and Recreation	2,579,816
		Cultural Arts Center	780,075
		Emergency Medical Services	9,205,059
		Animal Control	233,648
		Internal Service Fund:	
		Self-Insurance	1,163,500
		Fleet Services	567,726
		General Fund Sub-Fund:	
		Re-Org Fund	1,264,600
		Police Computer	75,000
		Fire Apparatus	400,000
		Telephone Replacement	89,723
		Data Communications Replacement	69,983
		Radio Replacement	169,082
		PC Replacement	473,298
		Reserve	1,694,311
		Postemployment/Comp Abs Fd	-
		2009-10 Capital Project Fund	1,900,000
		General Fund Operations	2,961,148
	<u>\$ 26,181,306</u>		<u>\$ 26,181,306</u>
Special Revenue Funds:		General Fund	1,040,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communication	437,317	Telephone Replacement	773
Proposition C Local Return	1,508,900	Data Communications Replacement	3,446
		Radio Replacement	250
		PC Replacement	11,448
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	154,900
		Enterprise Fund:	
		Transit	1,354,000
	<u>\$ 2,986,217</u>		<u>\$ 2,986,217</u>
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,638	Data Communications Replacement	4,138
Redevelopment Agency-Low/Mod	18,800	PC Replacement	400
Inmate Welfare Fund - Capital	10,000	Special Revenue Fund:	
	<u>\$ 51,438</u>	Rehab Housing	36,900
		Inmate Welfare Fund - Operations	10,000
			<u>\$ 51,438</u>
Debt Service Funds:		General Fund	3,210,914
Redevelopment Agency-Industrial	4,577,694	Capital Project Fund:	
Redevelopment Agency-Downtown	393,812	Redevelopment Agency-Low Mod	1,894,953
Redevelopment Agency-Skypark	134,361		
	<u>\$ 5,105,867</u>		<u>\$ 5,105,867</u>
Enterprise Fund:		General Fund	6,515,943
Airport - Aeronautical	14,918	General Fund Sub-Fund:	
Airport - Non Aeronautical	5,954,206	Telephone Replacement	22,504
Cultural Arts Center	9,862	Data Communications Replacement	15,433
Parks and Recreation	49,615	Radio Replacement	36,687
Sewer	75,000	PC Replacement	90,741
Transit	42,731	Special Revenue Fund:	
Water	26,407	Street Lighting Assessment District	25,763
Sanitation	2,618	Enterprise Fund:	
Emergency Medical Service	583,000	Sanitation	75,000
Internal Service Fund:			
Self Insurance	5,325		
Fleet Services	13,578		
Special Revenue Fund:			
Cable TV Public Access	4,811		
	<u>\$ 6,782,071</u>		<u>\$ 6,782,071</u>
Total Transfers	<u>\$ 41,106,899</u>		<u>\$ 41,106,899</u>

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

<u>Fund</u>	<u>Operating transfers out</u>	<u>Fund</u>	<u>Operating transfers in</u>
General Fund	\$ 18,213,242	Special Revenue Fund: Street Lighting Assessment	\$ 1,827,484
General Fund - Reserve	100,000	Enterprise Funds:	
Re-Org Fund 1004	845,629	Cultural Services	703,879
		Parks and Recreation	2,579,816
		Cultural Arts Center	713,187
		Emergency Medical Services	9,028,959
		Animal Control	247,566
		Internal Service Fund:	
		Self-Insurance	1,163,500
		Fleet Services	535,776
		General Fund Sub-Fund:	
		Re-Org Fund 1004	286,300
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,723
		Data Communications Replacement Fund 1021	69,983
		Radio Replacement Fund 1022	169,307
		PC Replacement Fund 1023	322,762
		General Fund:	
		Operations	813,629
		Promotions/Special Events	132,000
		2009-10 Capital Project Fund	-
	<u>\$ 19,158,871</u>		<u>\$ 19,158,871</u>
Special Revenue Funds:		General Fund	1,040,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communications	449,467	Telephone Replacement	773
Proposition C Local Return	1,321,930	Data Communications Replacement	3,446
		Radio Replacement	250
		PC Replacement	7,883
		Special Revenue Fund:	
		Cable TV Public Access	437,115
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Transit	1,154,000
	<u>\$ 2,811,397</u>		<u>\$ 2,811,397</u>
Capital Project Funds:		General Fund - Operations	300,000
Capital Improvements	300,000	General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,558	Data Communications Replacement	4,138
Redevelopment Agency-Low/Mod Housi	18,800	PC Replacement	320
Inmate Welfare Fund - Capital	10,000	Special Revenue Fund:	
	<u>\$ 351,358</u>	Rehab Housing	36,900
		Inmate Welfare Fund - Operations	10,000
			<u>\$ 351,358</u>
Debt Service Funds:		General Fund	2,433,165
Redevelopment Agency-Industrial	2,433,165	Capital Project Fund:	
Redevelopment Agency-Industrial	1,240,074	Redevelopment Agency-Low Mod	1,716,541
Redevelopment Agency-Downtown	342,289		
Redevelopment Agency-Skypark	134,178		
	<u>\$ 4,149,706</u>		<u>\$ 4,149,706</u>
Enterprise Fund:		General Fund	6,665,485
Airport - Aeronautical	14,256	General Fund Sub-Fund:	
Airport - Non Aeronautical	6,103,748	Telephone Replacement	22,504
Cultural Arts Center	58,208	Data Communications Replacement	15,433
Parks and Recreation	45,095	Radio Replacement	36,687
Sewer	75,000	PC Replacement	67,820
Transit	36,700	Special Revenue Fund:	
Water	21,872	Street Lighting Assessment District	25,763
Sanitation	2,064	Enterprise Fund:	
Emergency Medical Service	583,000	Sanitation	75,000
Internal Service Fund:		Capital Project Fund:	
Self Insurance	4,073	Cultural Arts Center	50,000
Fleet Services	11,053		
Special Revenue Fund:			
Cable TV Public Access	3,623		
	<u>\$ 6,958,692</u>		<u>\$ 6,958,692</u>
Total Transfers	<u>\$ 33,430,024</u>		<u>\$ 33,430,024</u>

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

<u>Fund</u>	<u>Operating transfers out</u>	<u>Fund</u>	<u>Operating transfers in</u>
General Fund	\$ 20,943,042	Special Revenue Fund:	
General Fund -Reserve	100,000	Street Lighting Assessment	\$ 1,827,484
		Enterprise Funds:	
		Cultural Services	703,879
		Parks and Recreation	2,579,816
		Cultural Arts Center	713,187
		Emergency Medical Services	9,095,059
		Animal Control	247,566
		Internal Service Fund:	
		Self-Insurance	1,363,500
		Fleet Services	535,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,723
		Data Communications Replacement Fund 1021	69,983
		Radio Replacement Fund 1022	169,307
		PC Replacement Fund 1023	322,762
		Reorganization Fund 1004	1,250,000
		General Fund - Operations	100,000
		Postemployment/Comp Absences Fund	1,000,000
		2011-12 Capital Project Fund	500,000
	<u>\$ 21,043,042</u>		<u>\$ 21,043,042</u>
Special Revenue Funds:		General Fund	840,000
State Gas Tax	840,000	General Fund Sub-Fund:	
Government Cable Communications	433,752	Telephone Replacement	773
Proposition C Local Return	1,321,930	Data Communications Replacement	3,446
		Radio Replacement	250
		PC Replacement	7,883
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Transit	1,154,000
	<u>\$ 2,595,682</u>		<u>\$ 2,595,682</u>
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,558	Data Communications Replacement	4,138
Redevelopment Agency-Low/Mod Hous	18,800	PC Replacement	320
Inmate Welfare Fund - Capital	10,000	Special Revenue Fund:	
	<u>\$ 51,358</u>	Rehab Housing	36,900
		Inmate Welfare Fund - Operations	10,000
			<u>\$ 51,358</u>
Debt Service Funds:		General Fund	2,564,091
Redevelopment Agency-Industrial	2,564,091	Capital Project Fund:	
Redevelopment Agency-Industrial	1,264,876	Redevelopment Agency-Low Mod	1,750,871
Redevelopment Agency-Downtown	349,134		
Redevelopment Agency-Skypark	136,861		
	<u>\$ 4,314,962</u>		<u>\$ 4,314,962</u>
Enterprise Fund:		General Fund	6,864,825
Airport - Aeronautical	14,256	General Fund Sub-Fund:	
Airport - Non Aeronautical	6,286,088	Telephone Replacement	22,504
Cultural Arts Center	58,208	Data Communications Replacement	15,433
Parks and Recreation	45,095	Radio Replacement	36,687
Sewer	75,000	PC Replacement	67,820
Transit	36,700	Special Revenue Fund:	
Water	21,872	Street Lighting Assessment District	25,763
Sanitation	2,064	Enterprise Fund:	
Emergency Medical Service	600,000	Sanitation	75,000
Internal Service Fund:		Capital Project Fund:	
Self Insurance	4,073	Cultural Arts Center	50,000
Fleet Services	11,053		
Special Revenue Fund:			
Cable TV Public Access	3,623		
	<u>\$ 7,158,032</u>		<u>\$ 7,158,032</u>
Total Transfers	<u>\$ 35,163,076</u>		<u>\$ 35,163,076</u>

PERSONNEL SUMMARY

	2007-08 Adopted		2008-09 Adopted		2009-10 Adopted		2011 Actual (1/1/11)	2010-11 Adopted		2011-12 Proposed	
	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds		General Fund	Other Funds	General Fund	Other Funds
City Council	7.0	-	7.0	-	7.0	-	7.0	7.0	-	7.0	-
City Attorney	14.0	-	14.0	-	14.0	-	11.0	11.5	-	11.5	-
City Clerk	8.5	-	8.5	-	8.5	-	9.0	8.5	-	8.5	-
City Treasurer	7.0	-	7.0	-	6.0	-	6.0	6.0	-	7.0	-
City Manager	15.0	-	15.5	-	15.0	-	13.0	14.0	-	14.0	-
Cable Television	-	17.3	-	17.3	-	17.3	14.2	-	17.3	-	17.3
Civil Service	2.0	-	2.0	-	2.8	-	2.3	2.8	-	2.8	-
Commun. & Info. Tech.	40.5	-	40.5	-	40.5	-	41.2	41.5	-	41.5	-
Community Development	66.0	4.5	66.5	4.5	63.5	4.5	63.5	58.2	5.3	58.2	5.3
Community Svcs. - Full Tim	103.6	23.8	102.1	23.8	102.1	23.8	120.4	98.1	23.8	99.1	23.8
Community Svcs. - Recurre	52.2	94.4	52.7	94.4	52.5	90.7	67.6	51.6	90.7	51.1	90.7
Finance	40.4	-	40.3	-	39.0	-	30.5	36.0	-	36.0	-
Fire	127.5	44.0	121.0	50.0	121.5	50.0	164.3	114.5	50.0	115.5	50.0
General Services	60.0	-	60.0	-	56.0	-	51.4	53.0	-	55.0	-
CAC* - full time	-	10.5	-	10.5	-	10.5	9.2	-	10.5	-	9.5
CAC* - recurrent	-	17.8	-	17.8	-	17.8	7.6	-	17.8	-	17.8
Airport	-	4.5	-	4.5	-	8.5	10.0	-	8.5	-	8.5
Fleet	-	35.0	-	35.0	-	34.0	31.5	-	34.0	-	33.5
Human Resources	26.5	-	27.5	-	27.5	-	21.7	24.5	-	24.5	-
Workforce Development	-	-	-	-	-	-	-	-	-	-	-
Police - full time	344.0	3.0	344.8	4.0	339.8	4.0	319.0	332.8	4.0	332.8	4.0
Police - recurrent	13.0	-	13.0	-	13.0	-	6.0	13.0	-	13.0	-
Public Works	102.5	-	103.5	-	104.4	-	98.0	96.7	-	97.7	-
Sanitation	-	49.1	-	49.1	-	49.1	47.0	-	49.4	-	49.4
Water	-	39.0	-	39.0	-	39.0	28.0	-	40.2	-	40.2
Airport	-	7.4	-	7.4	-	-	-	-	-	-	-
Sewer	-	8.0	-	10.0	-	10.0	-	-	10.2	-	10.2
Transit	-	139.0	-	139.8	-	139.8	115.0	-	138.8	-	140.8
Total full time positions	964.5	385.1	960.2	394.9	947.6	390.5	1,213.2	905.1	392.0	911.1	392.5
Total recurrent positions	65.2	112.2	65.7	112.2	65.5	108.5	81.2	64.6	108.5	64.1	108.5
Total	1,029.7	497.3	1,025.9	507.1	1,013.1	499.0	1,294.4	969.7	500.5	975.2	501.0
City Total		<u>1,527.0</u>		<u>1,533.0</u>		<u>1,512.1</u>	<u>1,294.4</u>		<u>1,470.2</u>		<u>1,476.2</u>

*Cultural Arts Center

Personnel Vacancies as of May 1, 2011

DEPARTMENT	FUND	VACANCY	NUMBER
City Attorney	General Fund	Legal Secretary	1
City Manager - Cable	Enterprise Fund	Announcer	1
	Enterprise Fund	Production Assistant	1
City Treasurer	General Fund	Deputy City Treasurer	1
Communications & Info Technology	General Fund	Information Technology Analyst	0.3
Community Development	General Fund	Building Inspection Supervisor	1
	General Fund	Building Inspector	1
Community Services (Library & Park Services)	General Fund	City Librarian	1
	General Fund	Librarian (Youth Services)	1
	General Fund	Library Assistant I	2
	General Fund	Library Assistant II	3
	General Fund	Principal Librarian	1
	General Fund	Reference Librarian (part-time)	1
	General Fund	Secretary	1
Finance	General Fund	Account Clerk	0.5
	General Fund	Accountant	2
Fire	General Fund	Fire Prevention Specialist - Non Sworn	2
	General Fund	Firefighter - Sworn	2
General Services	General Fund	Custodian	2
	General Fund	Facility Services Supervisor	1
	General Fund	Senior Mechanic	2
	General Fund	Typist Clerk II	0.5
	Enterprise Fund	Assistant Booking Manager	1
	Enterprise Fund	Bookkeeper	0.5
	Enterprise Fund	Customer Service Representative (P/T)	0.5
Human Resources	General Fund	Human Resources Director	1
	General Fund	Workers' Compensation Manager	1
Police	General Fund	Animal Control Officer	1
	General Fund	Emergency Services Coordinator	1
	General Fund	Forensic ID Specialist	3
	General Fund	Police Operations Supervisor	1
	General Fund	Police Records Technician	3
	General Fund	Public Safety Dispatcher	5
	General Fund	Secretary	1
	General Fund	Officer-Recruit - Sworn	10
Public Works	General Fund	Associate Engineer	1
	General Fund	Deputy Director Public Works/CE	1
	General Fund	Engineering Manager	1
	General Fund	Engineering Technician III	1
	General Fund	Equipment Operator	2
	General Fund	Lead Maintenance Worker	2
	General Fund	Maintenance Worker	6
	General Fund	Traffic Signal Technician	3
	General Fund	Tree Trimmer	1
	General Fund	Water Service Tech. III	1
	Enterprise Fund	Maintenance Worker	3.5
Enterprise Fund	Water Service Tech. I	1	

Personnel Vacancies as of May 1, 2011 (continued)

DEPARTMENT	FUND	VACANCY	NUMBER
Transit	Enterprise Fund	Administrative Analyst	1
	Enterprise Fund	Bus Operator	11
	Enterprise Fund	Equipment Attendant	1
	Enterprise Fund	IT Analyst	0.7
	Enterprise Fund	Relief Bus Operator - Part-Time	5
	Enterprise Fund	Senior Mechanic	2
	Enterprise Fund	Storekeeper	1
	Enterprise Fund	Transit Operations Manager	1
	Enterprise Fund	Transit Supervisor	2
			Total
		Vacancies Summary:	
		Safety	12.0
		General Fund	60.3
		Enterprise Fund	<u>33.2</u>
		Total	<u>105.5</u>

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**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Summary						
Property Taxes	37,640,203	39,200,226	39,960,248	40,200,000	41,690,000	43,216,900
Sales Tax	42,879,233	39,317,051	32,769,886	34,584,000	35,970,000	37,213,400
Other Taxes	59,737,355	55,700,108	52,563,130	59,860,000	59,090,000	60,913,400
Licenses and Permits	1,961,792	1,426,032	1,617,719	2,014,000	2,050,000	2,130,900
Grants and Subventions	1,928,583	1,581,765	1,667,100	2,020,000	2,020,000	1,837,400
Fines and Forfeitures	1,640,282	1,215,048	1,039,810	1,475,000	1,330,000	1,330,000
Use of Money and Property	6,300,890	6,536,920	3,572,894	3,311,500	3,360,000	3,429,300
Charges for Services	3,935,739	3,720,023	4,504,776	4,942,000	5,130,000	5,200,801
Other Revenues	12,655,724	14,305,393	20,479,758	18,475,924	14,104,279	13,258,916
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund Revenues	168,679,801	163,002,565	158,175,320	166,882,424	164,744,279	168,531,017
Detail						
Property Taxes						
Secured	23,093,524	24,136,381	24,965,515	25,100,000	26,100,000	27,138,800
VLF Swap	10,395,607	10,957,233	11,216,152	11,070,000	11,510,000	11,970,400
Unsecured	971,922	1,161,351	1,271,895	1,300,000	1,320,000	1,331,800
Supplemental	1,341,564	671,184	229,228	530,000	530,000	545,900
Redemptions	788,995	1,304,997	1,259,282	1,100,000	1,120,000	1,120,000
Real property transfer	613,292	466,988	516,996	600,000	600,000	600,000
Aircraft assessment	198,967	154,274	175,991	175,000	180,000	180,000
Penalties and interest	236,332	347,817	325,190	325,000	330,000	330,000
Total Property Taxes	37,640,203	39,200,226	39,960,248	40,200,000	41,690,000	43,216,900
Sales Taxes	42,879,233	39,317,051	32,769,886	34,584,000	35,970,000	37,213,400
Other Taxes						
Utility Users	35,795,148	33,217,927	32,100,029	37,000,000	35,600,000	36,743,000
Business Licensing	7,941,785	8,045,014	7,668,781	7,900,000	8,220,000	8,466,600
Occupancy	7,890,690	6,903,988	6,400,237	7,400,000	7,660,000	7,889,800
Prop 172 Sales Tax	1,366,229	1,239,263	1,148,942	1,350,000	1,400,000	1,442,000
Franchise payments	5,418,353	5,746,531	4,541,024	5,400,000	5,400,000	5,562,000
Construction	1,318,439	540,236	697,727	800,000	800,000	800,000
Oil Severance	6,711	7,149	6,391	10,000	10,000	10,000
Total Other Taxes	59,737,355	55,700,108	52,563,130	59,860,000	59,090,000	60,913,400
Licenses and Permits						
Construction permits	1,817,366	1,296,066	1,465,839	1,864,000	1,900,000	1,951,900
Other licenses and permits	144,426	129,966	151,880	150,000	150,000	179,000
Total Licenses and Permits	1,961,792	1,426,032	1,617,719	2,014,000	2,050,000	2,130,900
Grants and Subventions						
Motor vehicle licenses	658,535	506,316	437,789	580,000	580,000	597,400
Gasoline tax	840,000	840,000	840,000	1,040,000	1,040,000	840,000
State homeowner prop tax	234,819	235,448	238,905	250,000	250,000	250,000
Other state revenues	195,229	-	150,406	150,000	150,000	150,000
Other county grants	-	-	-	-	-	-
Total Grants and Subventions	1,928,583	1,581,765	1,667,100	2,020,000	2,020,000	1,837,400

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected budget for 2011-12 and 2012-13 reflect 3.7% and 3.9% increases from 2010-11. These increases reflect a minimal turn-around in the housing market .

Sales Tax

Sales tax revenues in 2011-12 are projected to be approximately \$1.4 million greater than fiscal year 2010-11. Sales tax revenues are directly impacted by the economy. Recent economic retail sales indicators are reflecting low to moderate growth through the end of fiscal year 2010-11. It is anticipated that the growth pattern will continue through the 2011-12 fiscal year.

Utility User's Tax

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected decrease of 3.2% for fiscal year 2011-12 represents a decline in the use of natural gas from a local refinery.

Business License Tax

This revenue source is projected to increase by 4.1% for fiscal year 2011-12. The increase is due to projected growth in the economy.

Occupancy Tax

Occupancy tax revenues are being increased by 3.5% to reflect a modest recovery from the recent declines in business travel and tourism .

Prop 172 Sales Tax

This revenue which is sensitive to the economy is projected to increase by approximately 3.7%.

Franchise Payments - Other

This revenue is projected to remain constant in 2011-12 with a 3% increase in 2012-13.

Construction Tax

It is projected that the construction industry will continue to improve, but will be the same as 2010-11 budgeted amounts.

Oil Severance Tax

This revenue remains the same in 2011-12 and remains level in future years.

Licenses and Permits

This revenue source is being increased by 1.8% in 2011-12. This revenue source is primarily related to construction activities which is projected to turn around slowly in 2011-12.

Motor Vehicle Licenses

This revenue source is projected to increase due to the temporary motor vehicle license rate increase from 0.65% to 1.15% through 6-30-11, but may be extended through 6-30-13.

**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Fines and Forfeitures						
General court fines	1,157,823	772,410	591,604	900,000	850,000	850,000
Traffic fines	482,459	442,638	448,206	575,000	480,000	480,000
Total Fines and Forfeitures	1,640,282	1,215,048	1,039,810	1,475,000	1,330,000	1,330,000
Use of Money and Property						
Investment earnings	4,797,477	4,411,062	2,599,356	2,000,000	2,000,000	2,030,000
Rents and royalties	527,999	544,885	932,297	1,311,500	1,360,000	1,399,300
Franchise payments	975,414	1,580,973	41,240			
Total Use of Money and Property	6,300,890	6,536,920	3,572,894	3,311,500	3,360,000	3,429,300
Charges for Services						
Indirect charges						
Construction related fees	1,382,881	997,526	1,190,339	1,486,000	1,520,000	1,565,001
Engineering fees	165,207	181,529	243,997	260,000	270,000	278,100
Police Department services	779,860	896,417	728,597	760,000	840,000	852,000
Fire inspection fees	1,035,929	1,018,111	1,726,161	1,730,000	1,780,000	1,781,500
Other charges	44,340	139,191	137,327	150,000	150,000	154,200
Library fines and fees	161,598	153,051	143,095	185,000	190,000	190,000
Recreation Processing/Facility Fees	365,924	334,198	335,259	371,000	380,000	380,000
Total Charges for Services	3,935,739	3,720,023	4,504,776	4,942,000	5,130,000	5,200,801
Other Revenues						
Contributions	2,568,000	2,568,000	2,572,136	2,600,000	2,600,000	2,600,000
Other revenue	644,778	818,656	2,029,573	3,187,919	1,160,000	1,130,000
Transfers-in	9,442,946	10,918,737	15,878,049	12,688,005	10,344,279	9,528,916
Total Other Revenues	12,655,724	14,305,393	20,479,758	18,475,924	14,104,279	13,258,916
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	168,679,801	163,002,565	158,175,320	166,882,424	164,744,279	168,531,017

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 decline due primarily to reduced general court fines.

Investment Earnings

Interest income is projected to remain low in fiscal year 2011-12 and 2012-13 due to lower return on investment.

Rents and Royalties

This revenue is projected to increase in 2011-12, reflecting an increase in rental charges for fiscal year 2011-12.

Waste Haulers Franchise

This revenue source, which represents the Waste Haulers Franchise, is expected to remain relatively constant for fiscal year 2011-12.

Charges for Services

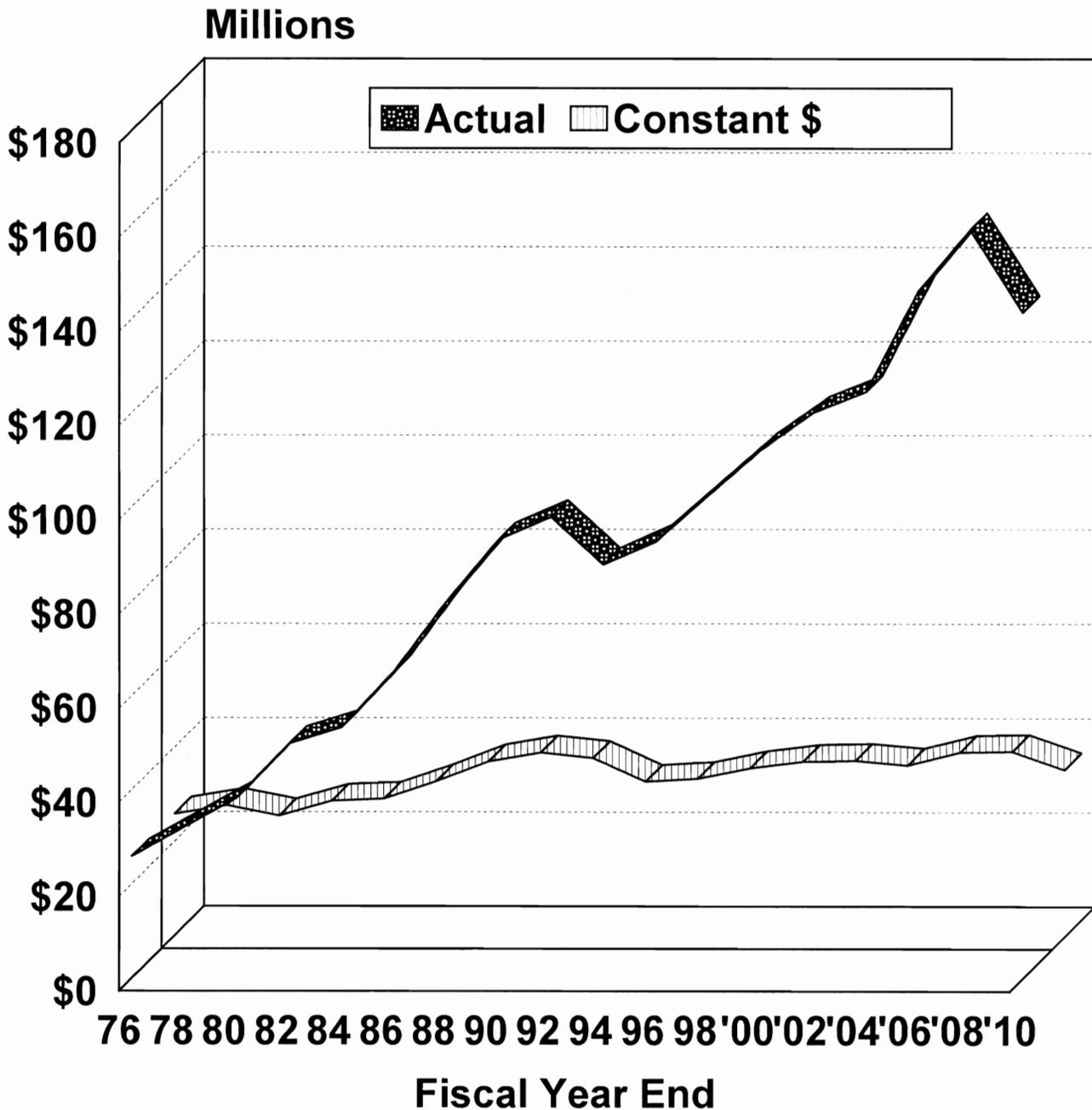
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to increase slightly for fiscal year 2011-12.

Operating Transfers

This revenue source is projected to decrease due to removal of transfers from Redevelopment, Tax Revenue Anticipation Notes (TRAN), and the Telephone Replacement Fund .

GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars*



Actual average annual growth rate of 5.1%.

Constant dollars (real growth) average annual growth rate of .9%.

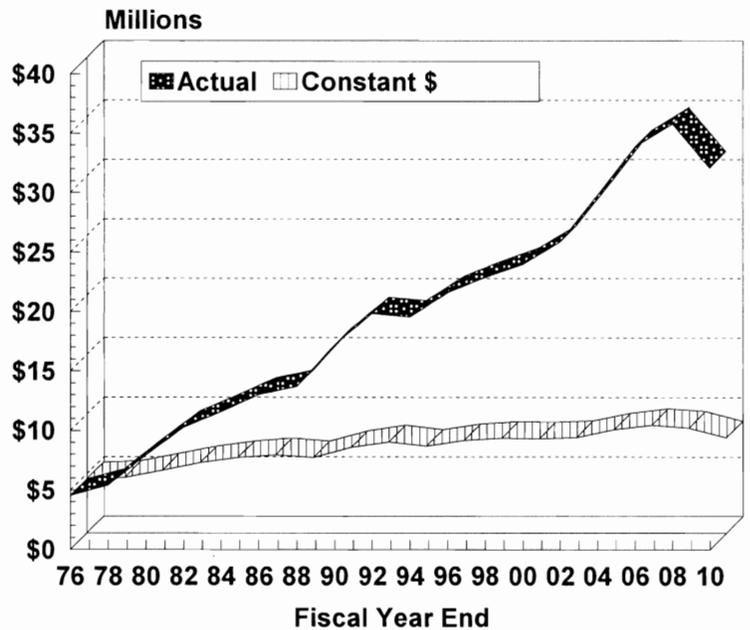
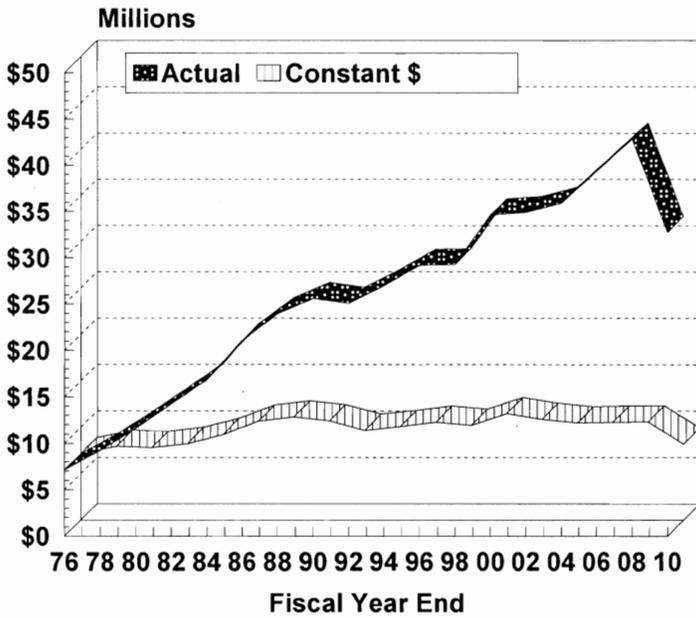
* Constant dollar figure adjusts for inflation (base year = 1976).

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

SALES AND USE TAX

UTILITY USERS' TAX

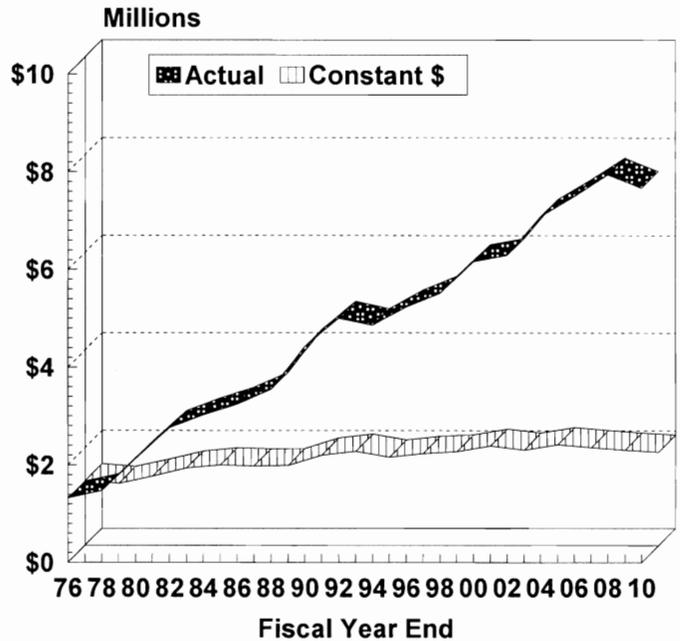
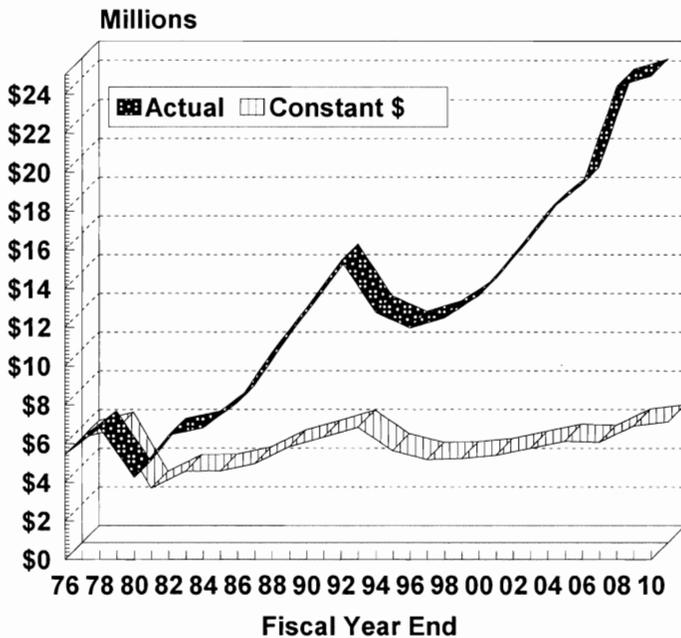


Actual average annual growth rate of 4.6%.
Constant dollars (real growth) average annual growth rate of 0.4%.

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

SECURED PROPERTY TAX

BUSINESS LICENSE TAX



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

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

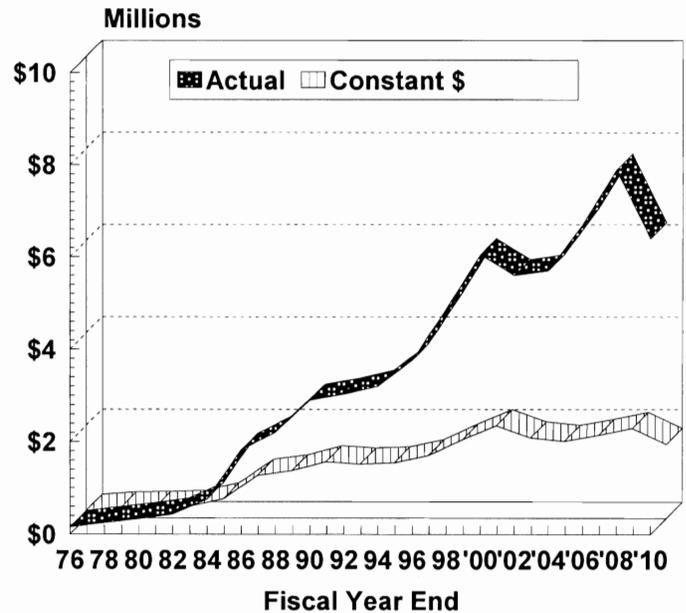
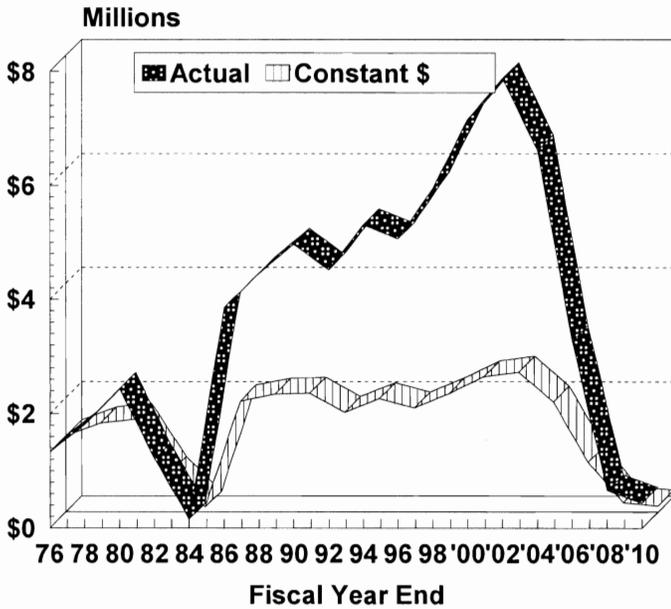
*Constant dollar figure adjusts for inflation (base year = 1976)

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

MOTOR VEHICLE TAX

OCCUPANCY TAX

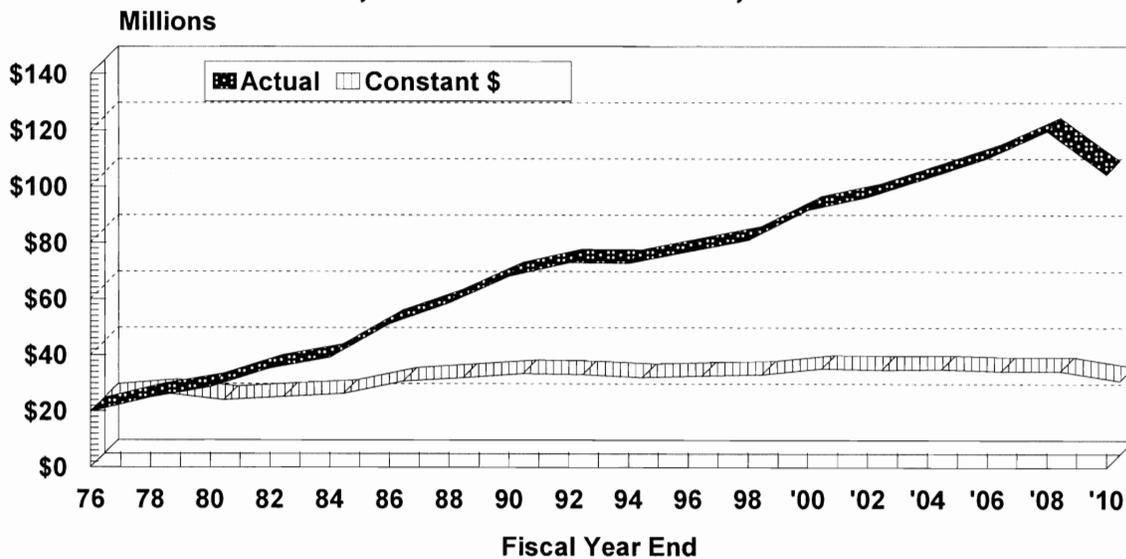


Actual average annual growth rate of -3.2%.
Constant dollars (real growth) average annual growth rate of -7.1%.

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

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

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

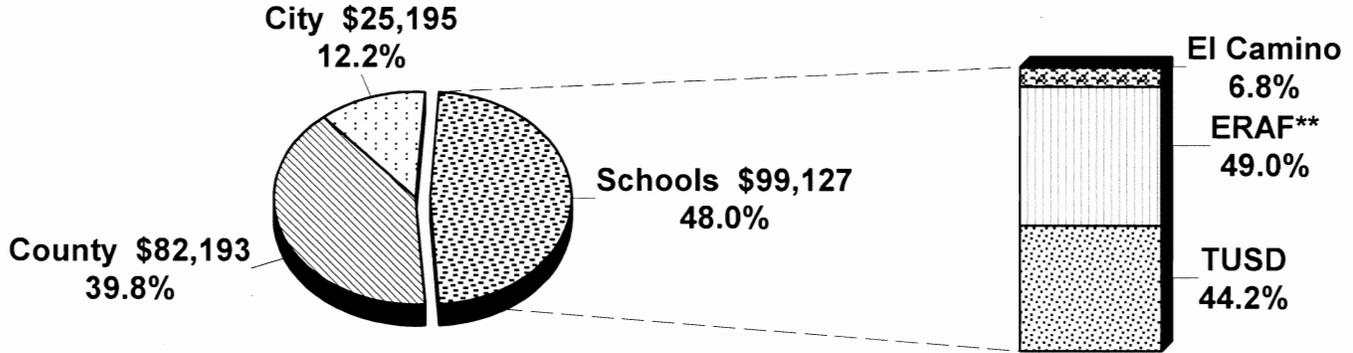


Actual average annual growth rate of 5.0%.
Constant dollars (real growth) average annual growth rate of 0.8%.

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

Secured Property Tax*

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



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

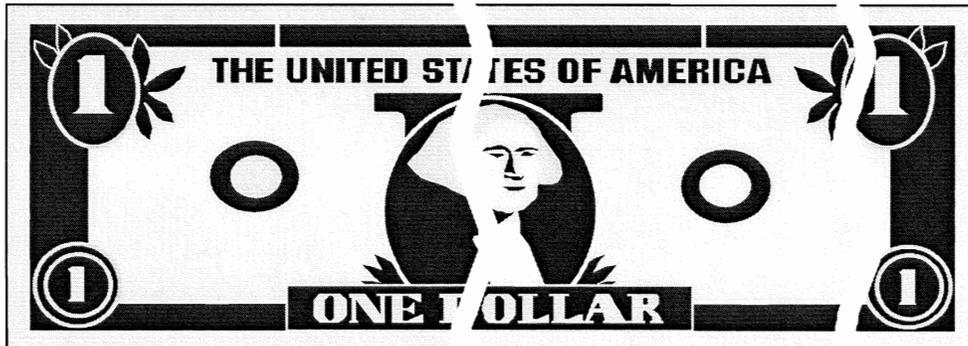
** Education Revenue Augmentation Fund (ERAF)
Allocation based on 2009-10 actual secured property tax of \$25,194,743.

Distribution of Property Tax

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

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

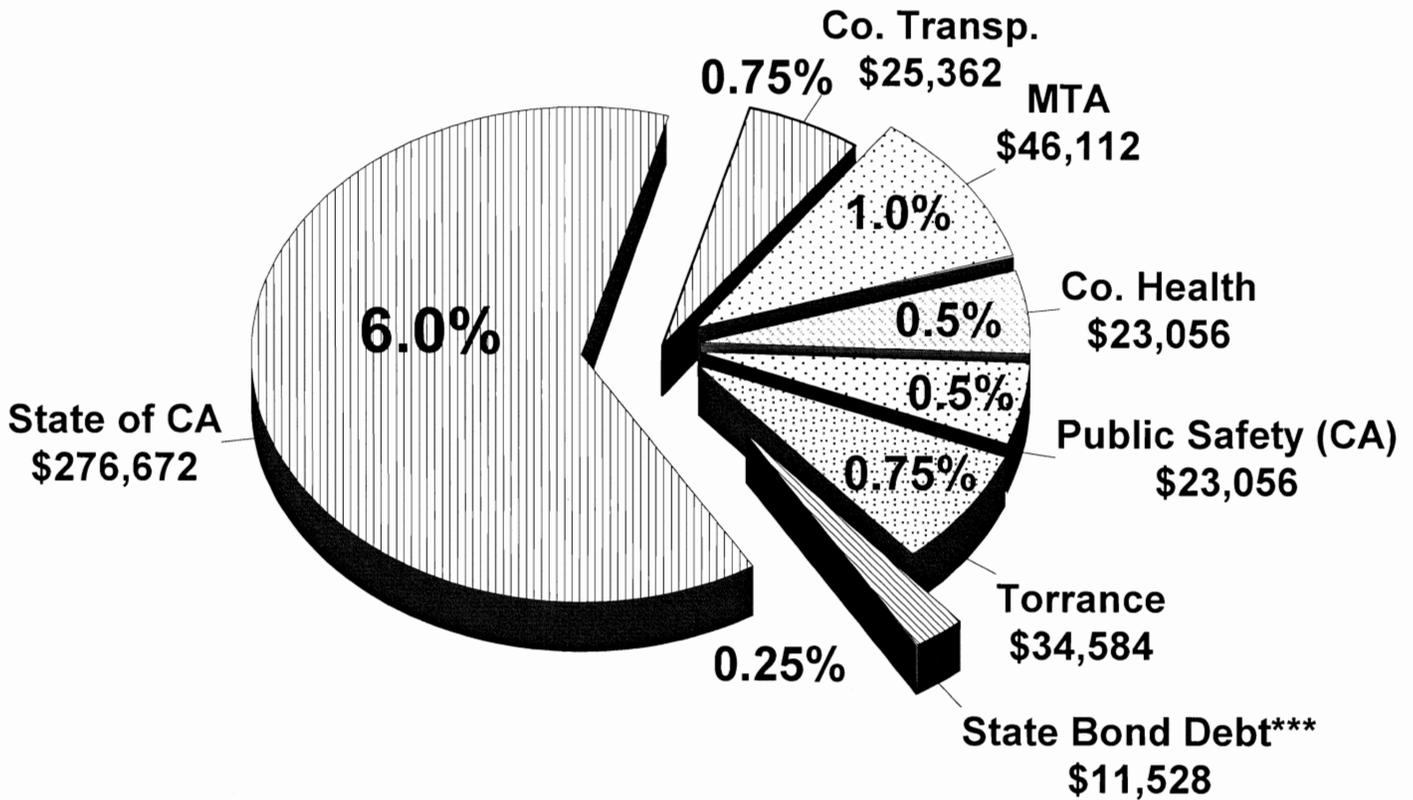
City of
Torrance
12.2% (\$416)



County
39.8% (\$1,357)

Sales Tax Allocation*

Distribution of 9.75%** L.A. County Sales Tax Rate (in 000's)



* Based on 2010-11 adopted sales tax of \$34,584,000.

** Inclusive of the 1% sales tax increase (expires 7/1/2011) and 0.5% increase resulting from Measure R, an approved LA County transit measure.

*** 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 - \$1,350,000 of Prop. 172 (Public Safety 1/2% sales tax) funds are budgeted for 2010-11.

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**REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS**

Description	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Airport	10,827,054	11,329,140	10,602,552	11,420,000	11,405,100	11,736,000
Transit	19,776,147	20,765,944	26,993,569	21,177,432	23,121,761	23,121,761
Water	23,902,486	23,883,121	27,457,924	29,368,155	32,976,055	32,976,055
Emergency Medical Services	8,031,138	9,532,483	9,463,470	10,868,059	10,738,959	10,805,059
Sanitation	11,053,702	11,371,076	12,281,958	11,164,620	10,834,620	10,834,620
Cultural Arts Center	2,183,379	2,096,336	2,025,048	2,009,005	1,984,117	2,088,627
Sewer	2,357,561	2,300,613	2,062,117	2,112,500	1,730,500	1,730,500
Parks and Recreation	7,615,995	7,594,989	7,853,663	7,939,890	8,099,304	8,099,304
Total Enterprise Funds	85,747,462	88,873,702	98,740,300	96,059,661	100,890,416	101,391,926
Airport						
Aeronautical revenues	3,616,069	4,024,591	3,873,082	4,036,000	4,042,100	4,152,000
Non-Aeronautical revenues	7,210,985	7,304,549	6,729,470	7,384,000	7,363,000	7,584,000
Total Airport Revenues	10,827,054	11,329,140	10,602,552	11,420,000	11,405,100	11,736,000
Transit						
Total Transit Revenues	19,776,147	20,765,944	26,993,569	21,177,432	23,121,761	23,121,761
Water						
Water sales	23,339,522	23,475,440	27,211,309	29,093,155	32,876,055	32,876,055
Other	562,964	407,681	246,615	275,000	100,000	100,000
Total Water Revenues	23,902,486	23,883,121	27,457,924	29,368,155	32,976,055	32,976,055
Emergency Medical Services						
Fee revenue	1,224,951	1,120,451	1,783,491	1,663,000	1,710,000	1,710,000
General fund subsidy	6,806,187	8,412,032	7,679,979	9,205,059	9,028,959	9,095,059
Total Emergency Medical Services	8,031,138	9,532,483	9,463,470	10,868,059	10,738,959	10,805,059
Sanitation						
Fee revenue	11,053,702	11,371,076	12,281,958	11,164,620	10,834,620	10,834,620
Other	-	-	-	-	-	-
Total Sanitation Revenues	11,053,702	11,371,076	12,281,958	11,164,620	10,834,620	10,834,620
Cultural Arts Center						
Fee and donation revenue	1,115,627	1,007,697	1,195,149	1,228,930	1,270,930	1,375,440
General fund subsidy	1,067,752	1,088,638	829,899	780,075	713,187	713,187
Total Cultural Arts Center Revenues	2,183,379	2,096,336	2,025,048	2,009,005	1,984,117	2,088,627
Sewer						
Fee revenue	1,841,621	1,846,231	1,721,725	1,712,500	1,530,500	1,530,500
Other	515,940	454,382	340,392	400,000	200,000	200,000
Total Sewer Revenues	2,357,561	2,300,613	2,062,117	2,112,500	1,730,500	1,730,500
Parks and Recreation						
Fee and donation revenue	4,202,184	4,154,056	4,058,096	4,656,195	4,815,609	4,815,609
General fund subsidy	3,413,811	3,440,933	3,795,567	3,283,695	3,283,695	3,283,695
Total Parks & Recreation Revenues	7,615,995	7,594,989	7,853,663	7,939,890	8,099,304	8,099,304

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

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds

AIRPORT

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

TRANSIT

Revenues projected to remain relatively constant over the next fiscal year.
In fiscal year 2011-12 the department is expecting to receive Proposition C funds in the amount of \$1.1 million.

WATER

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

EMERGENCY MEDICAL SERVICES

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

SANITATION

Selected revenues are expected to remain relatively constant over the next fiscal year.

CULTURAL ARTS CENTER

Revenue reduction is primarily due to reduced transfers from the General Fund.

SEWER

The Sewer Fund revenues which are derived from water usage, is expected to remain relatively constant over the next fiscal year.

PARKS AND RECREATION

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

**REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS**

Description	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
<i>Fleet Services</i>	7,528,371	7,428,492	6,611,898	6,228,538	6,000,588	6,004,588
<i>Self Insurance</i>	5,076,454	5,524,790	4,980,787	3,556,277	3,556,277	3,756,277
Total Internal Service Funds	12,604,825	12,953,282	11,592,685	9,784,815	9,556,865	9,760,865
<i>Fleet Services</i>						
Operating revenues	6,367,369	6,225,035	5,920,367	5,580,348	5,384,348	5,388,348
Non-Operating revenues and transfers in	1,161,002	1,203,457	691,531	648,190	616,240	616,240
Total Fleet Services Revenues	7,528,371	7,428,492	6,611,898	6,228,538	6,000,588	6,004,588
<i>Self Insurance</i>						
Operating revenues	2,857,242	2,694,794	2,492,518	2,392,777	2,392,777	2,392,777
Operating transfers in	2,219,212	2,829,996	2,488,269	1,163,500	1,163,500	1,363,500
Total Self-Insurance Revenues	5,076,454	5,524,790	4,980,787	3,556,277	3,556,277	3,756,277

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

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Internal Service Funds

Fleet Services Fund

This fund is projected to decline for fiscal year 2011-12 due to reduced investment earnings.

Self-Insurance Fund

Workers' Compensation and Unemployment Insurance reimbursements

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

**REVENUE PROJECTION DETAIL
EXTERNAL FUND and DEBT SERVICE FUNDS**

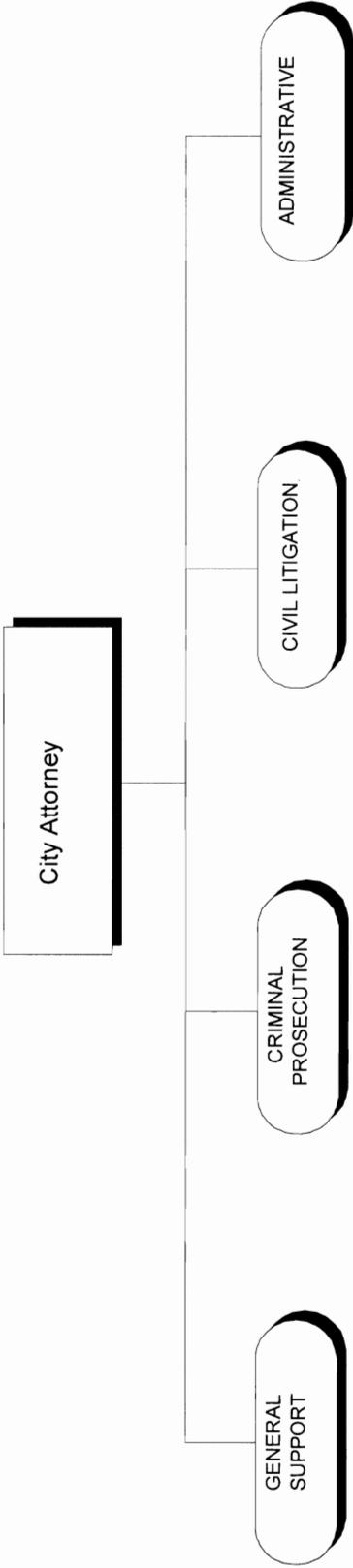
Description	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
<i>Employment and Training-JTPA</i>	110,544	-	-	-	-	-
<i>Home Improvement Employ Program</i>	304,382	366,448	308,839	364,424	324,652	324,852
<i>Section 8 Rental Assistance</i>	5,435,600	5,586,000	6,261,914	6,334,000	6,818,000	6,818,000
<i>Rehabilitation Loan Program (HCD)</i>	36,900	36,900	36,900	36,900	36,900	36,900
<i>Redevelopment Agency</i>	13,462,884	15,517,411	14,335,844	16,802,206	14,840,311	15,114,335
<i>Redev. Meadow Park Parking Lot</i>	-	-	24,327	23,850	23,850	23,850
<i>Government Cable Communications</i>	1,518,717	1,711,379	1,921,941	1,608,600	1,754,000	1,754,000
<i>Cable TV Public Access</i>	300,596	254,561	419,884	424,312	440,027	424,312
<i>Cable TV Public Educ. Government</i>	-	-	316,411	277,452	320,000	320,000
<i>Animal Control</i>	253,329	353,153	414,214	455,648	469,566	469,566
<i>Police Inmate Welfare Fund</i>	-	-	10,000	10,000	10,000	10,000
<i>Street Lighting District</i>	2,570,217	2,588,041	2,461,049	3,246,745	3,169,801	3,169,801
<i>Vanpool/Rideshare</i>	253,435	179,158	257,531	265,100	261,930	261,930
<i>Air Quality Management</i>	182,892	259,511	172,438	174,000	172,000	172,000
<i>Capital Improvements</i>	-	-	-	-	-	-
<i>Torrance Improvements Debt Service</i>	3,446,424	3,378,911	4,834,481	4,576,231	4,576,231	4,576,231
Total External Funds	27,875,920	30,231,472	31,775,772	34,599,468	33,217,268	33,475,777
REDEVELOPMENT AGENCY						
Capital Project Fund	1,852,494	2,404,083	2,085,811	2,544,223	2,236,555	2,457,266
Debt Service Fund	11,610,390	13,113,328	12,250,033	14,257,983	12,603,756	12,657,069
Total Redevelopment Funds	13,462,884	15,517,411	14,335,844	16,802,206	14,840,311	15,114,335
Redevelopment Capital Project Fund						
Meadow Park Redevelopment	14,823	16,315	13,809	15,583	-	-
Skypark Redevelopment	-	-	-	-	-	-
Downtown Torrance Redevelopment	32,520	185,862	139,595	349,887	314,638	314,638
Industrial Redevelopment	1,805,151	2,201,906	1,932,407	2,178,753	1,921,917	2,142,628
Total Redevelopment Revenues	1,852,494	2,404,083	2,085,811	2,544,223	2,236,555	2,457,266
Redevelopment Debt Service Fund						
Skypark Redevelopment	634,050	661,724	590,414	681,005	670,888	670,888
Downtown Torrance Redevelopment	3,363,259	3,521,921	3,408,025	3,580,684	3,435,097	3,488,410
Industrial Redevelopment	7,613,081	8,929,683	8,251,594	9,996,294	8,497,771	8,497,771
Total Redevelopment Revenues	11,610,390	13,113,328	12,250,033	14,257,983	12,603,756	12,657,069
Torrance Improvements Corporation Debt Service Fund						
1995, 1998 & 2004A&B COP Refunding	\$3,446,424	\$3,378,911	\$4,834,481	\$4,576,231	\$4,576,231	\$4,576,231
Total Revenues	3,446,424	3,378,911	4,834,481	4,576,231	4,576,231	4,576,231
Animal Control						
Fee revenue	191,329	181,719	195,135	222,000	222,000	222,000
General fund subsidy	62,000	171,433	219,079	233,648	247,566	247,566
Total Animal Control Revenues	253,329	353,153	414,214	455,648	469,566	469,566

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CITY ATTORNEY

Mission Statement: To 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.

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.

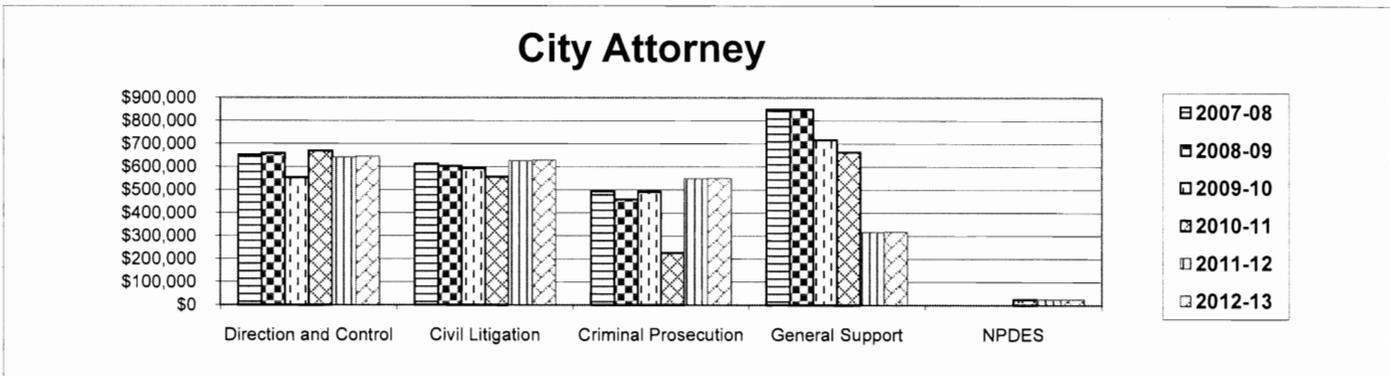
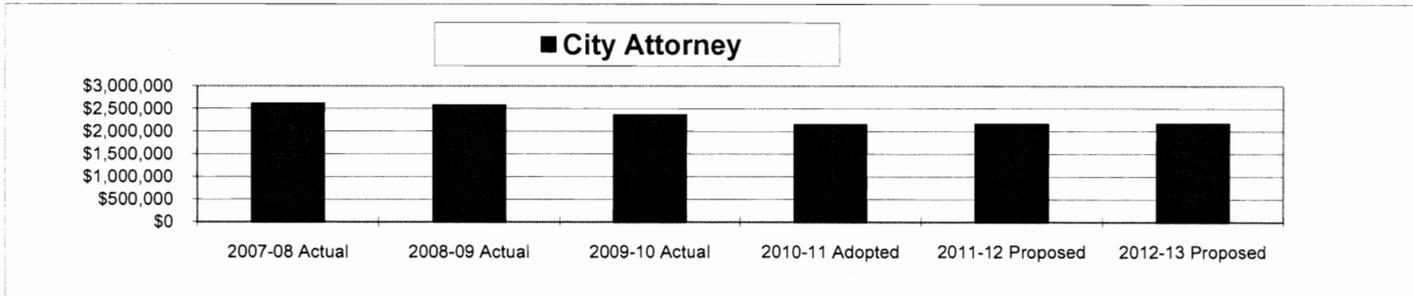
FUNCTIONAL RESPONSIBILITIES

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	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Direction and Control	\$ 651,933	\$ 658,237	\$ 553,589	\$ 669,718	\$ 641,922	\$ 644,722
Civil Litigation	613,157	603,918	593,838	557,002	626,410	628,510
Criminal Prosecution	494,327	459,309	491,654	226,717	549,426	551,026
General Support	849,661	849,451	718,268	664,248	317,564	318,664
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	25,000	25,000	25,000
General Fund Total	\$ 2,609,078	\$ 2,570,915	\$ 2,357,349	\$ 2,142,685	\$ 2,160,322	\$ 2,167,922
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES

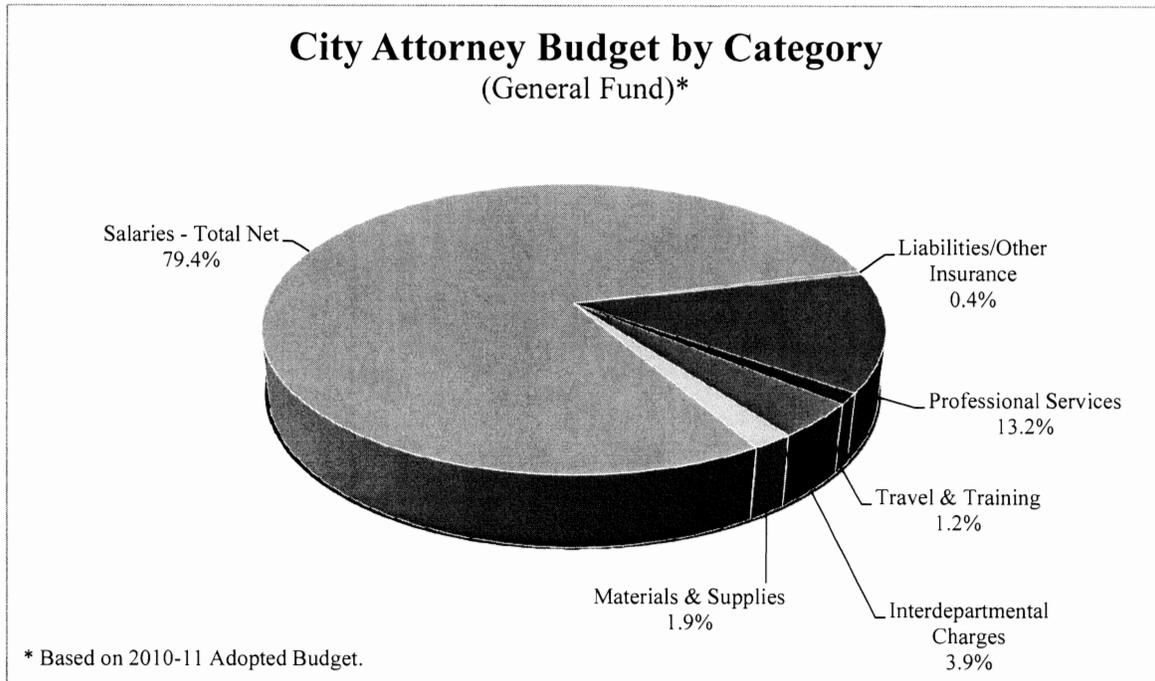


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 2,251,397	\$ 2,290,694	\$ 2,185,239	\$ 1,787,162	\$ 1,797,308	\$ 1,805,608
Overtime	1,855	1,012	2,571	6,546	6,600	5,900
Salaries - Total	2,253,252	2,291,706	2,187,810	1,793,708	1,803,908	1,811,508
Salaries - Reimbursements	(90,569)	(99,918)	(77,640)	(93,251)	(66,704)	(66,704)
Salaries - Labor Charges	55	-	-	-	-	-
Salaries - Total Net	2,162,738	2,191,788	2,110,170	1,700,457	1,737,204	1,744,804
Supplies and Services	446,340	379,127	247,179	442,228	423,118	423,118
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 2,609,078	\$ 2,570,915	\$ 2,357,349	\$ 2,142,685	\$ 2,160,322	\$ 2,167,922

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	2,253,308	2,291,707	2,187,810	1,793,708	1,803,908	1,811,508
Salary & Benefit Reimbursements	(90,569)	(99,918)	(77,640)	(93,251)	(66,704)	(66,704)
Materials, Supplies and Maintenance	33,859	32,032	31,309	39,960	39,960	39,960
Professional Services/Contracts	280,505	219,719	96,533	282,707	270,214	270,214
Travel, Training & Membership Dues	27,783	22,444	20,062	26,234	26,334	26,334
Liabilities & Other Insurance	4,090	4,090	4,090	9,505	9,505	9,505
Interdepartmental Charges	50,937	60,765	56,482	52,830	55,235	55,235
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	49,165	40,076	38,703	30,992	21,870	21,870
General Fund Total	\$ 2,609,078	\$ 2,570,915	\$ 2,357,349	\$ 2,142,685	\$ 2,160,322	\$ 2,167,922

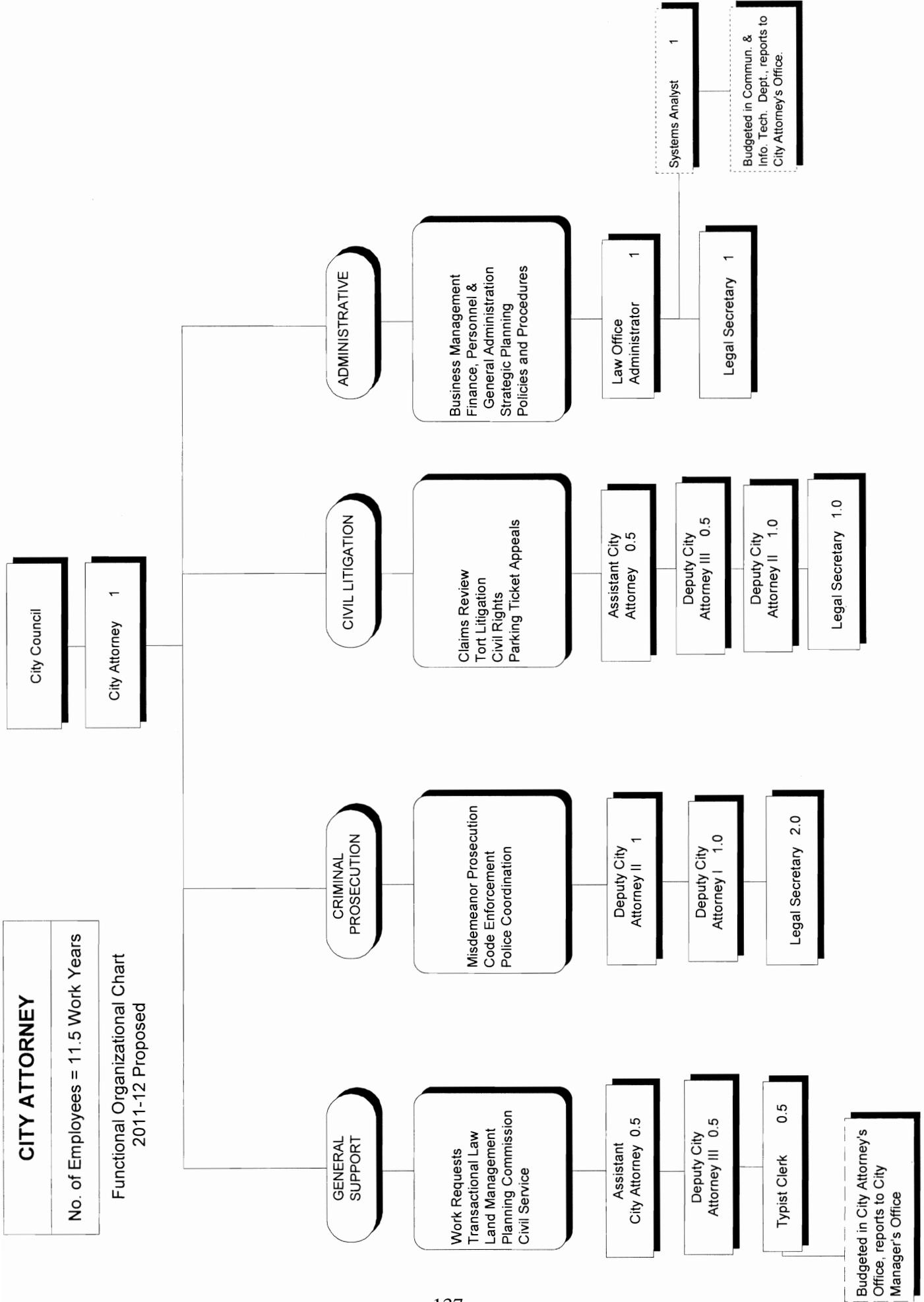


**CITY ATTORNEY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Adopted	Adopted	Adopted	Adopted (Oct. Revised)	Proposed	Proposed
City Attorney	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Attorney	1.0	1.0	1.0	1.0	1.0	1.0
Law Office Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney III	2.0	2.0	2.0	1.0	1.0	1.0
Deputy City Attorney II	3.0	3.0	3.0	2.0	2.0	2.0
Deputy City Attorney I	0.5	0.5	0.5	1.0	1.0	1.0
Legal Secretary	5.0	5.0	5.0	4.0	4.0	4.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Total	14.0	14.0	14.0	11.5	11.5	11.5

CITY ATTORNEY
 No. of Employees = 11.5 Work Years

Functional Organizational Chart
 2011-12 Proposed

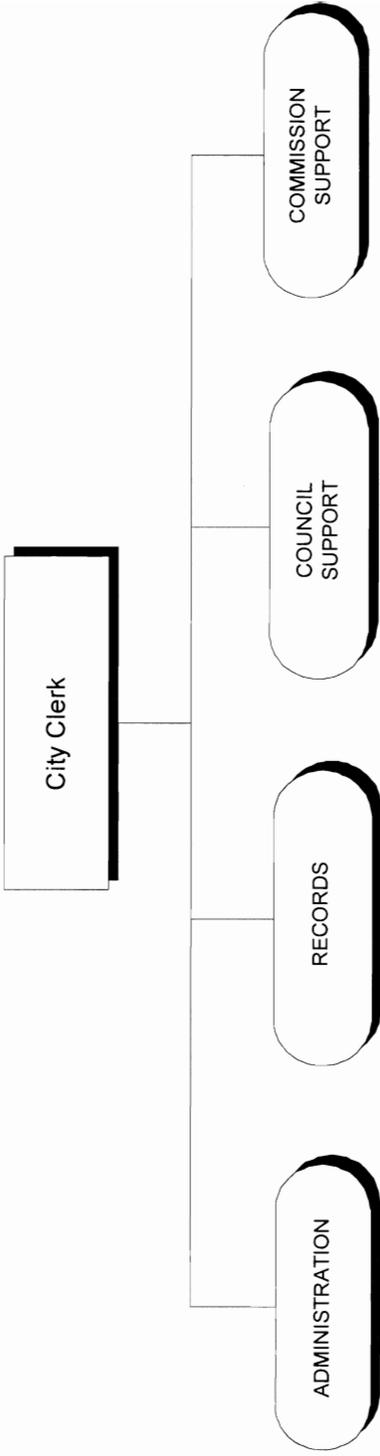


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CITY CLERK

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.

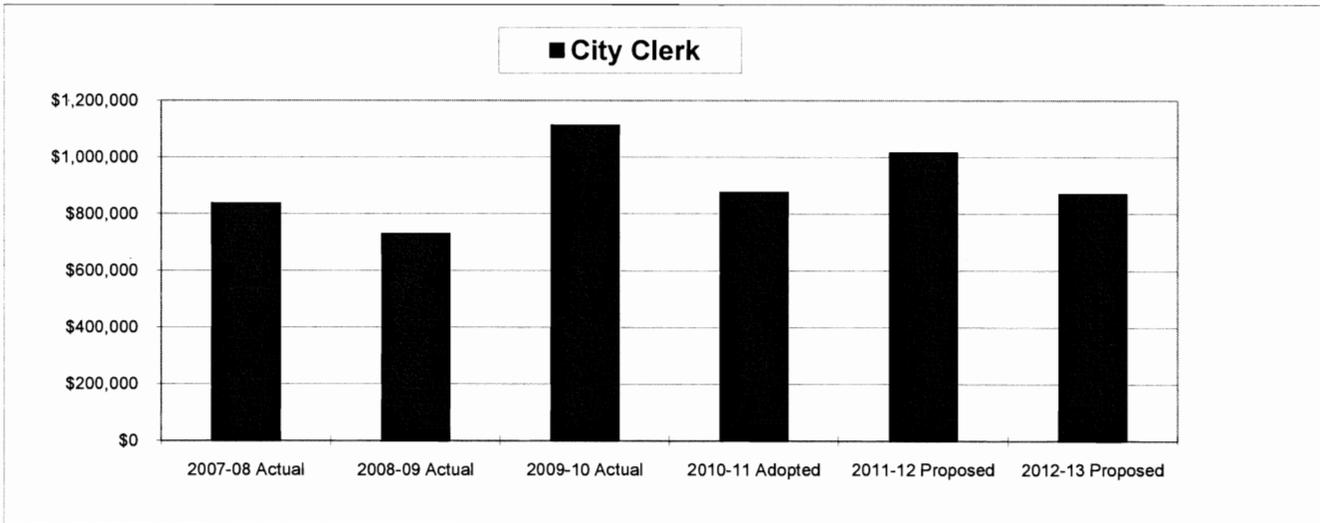
DEPARTMENT BUDGET SUMMARY

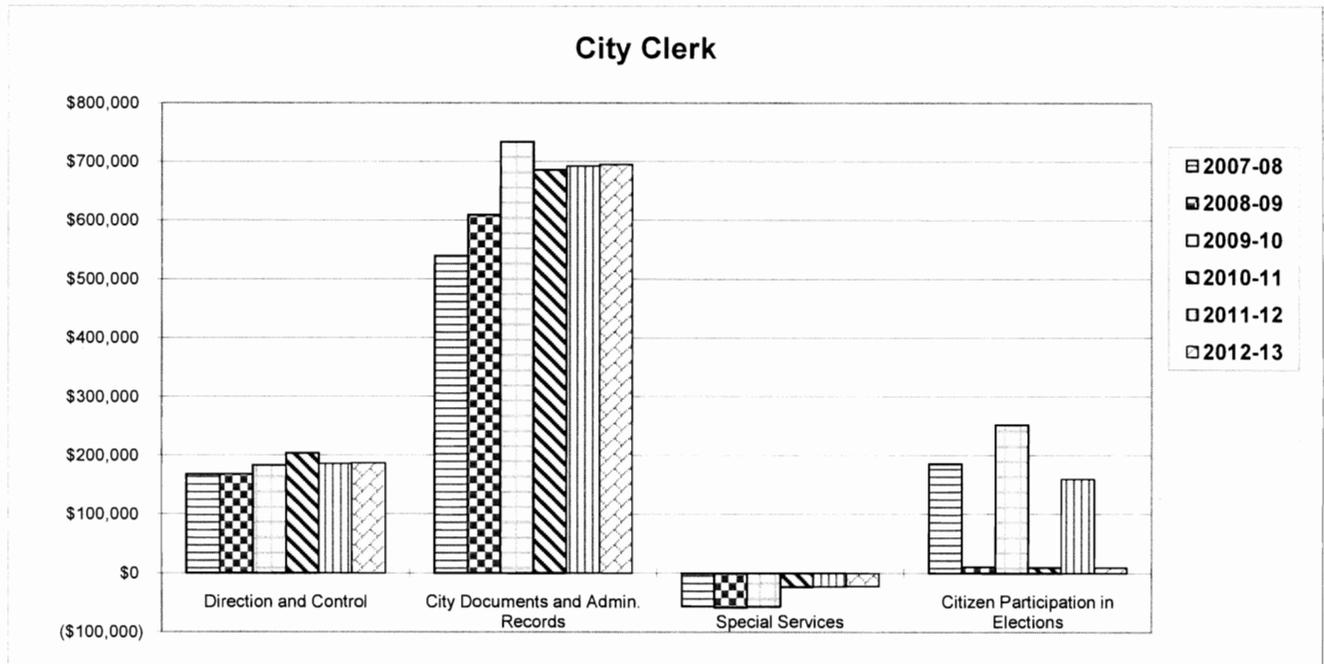
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Direction and Control	\$ 168,174	\$ 168,610	\$ 183,493	\$ 203,892	\$ 186,292	\$ 187,192
City Documents and Admin. Records	539,724	609,717	733,675	686,053	692,628	695,228
Special Services	(56,234)	(58,256)	(56,456)	(23,300)	(22,300)	(22,000)
Citizen Participation in Elections *	185,197	10,824	252,853	10,000	160,000	10,000
General Fund Total	\$ 836,861	\$ 730,895	\$ 1,113,565	\$ 876,645	\$ 1,016,620	\$ 870,420
General Fund Revenues	\$ 26,393	\$ 10,050	\$ 17,034	\$ 15,500	\$ 10,000	\$ 10,000

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

* Elections are held on even numbered years.

EXPENDITURES





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

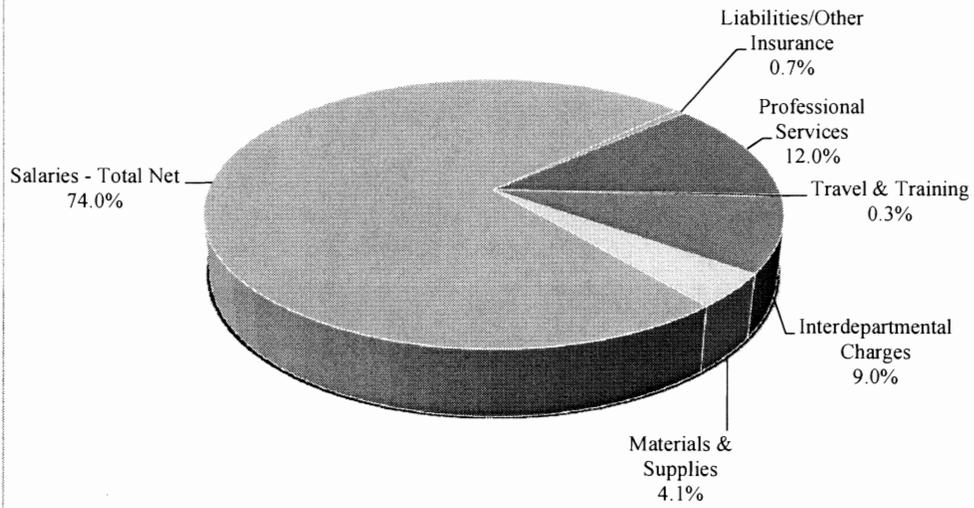
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 672,620	\$ 695,218	\$ 824,890	\$ 817,944	\$ 805,944	\$ 809,444
Overtime	-	829	318	2,100	2,200	2,200
Salaries - Total	682,147	706,396	826,345	820,044	808,144	811,644
Salaries - Reimbursements	(171,700)	(171,700)	(171,700)	(171,700)	-	-
Salaries - Labor Charges	220	-	-	-	-	-
Salaries - Total Net	510,667	534,696	654,645	648,344	808,144	811,644
Supplies and Services	326,194	196,199	458,920	228,301	208,476	58,776
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 836,861	\$ 730,895	\$ 1,113,565	\$ 876,645	\$ 1,016,620	\$ 870,420

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 682,367	\$ 706,396	\$ 826,345	\$ 820,044	\$ 808,144	\$ 811,644
Salary & Benefit Reimbursements	(171,700)	(171,700)	(171,700)	(171,700)	-	-
Materials, Supplies and Maintenance	23,819	26,585	25,395	36,352	36,352	36,352
Professional Services/Contracts	237,721	76,441	338,411	104,914	254,614	104,614
Travel, Training & Membership Dues	2,458	1,628	4,872	2,692	2,692	2,692
Liabilities & Other Insurance	2,454	2,454	2,454	5,703	5,703	5,703
Interdepartmental Charges	45,377	72,947	72,110	67,585	72,904	73,204
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	(171,700)	(171,700)
Operating Transfer Out	14,365	16,144	15,678	11,055	7,911	7,911
General Fund Total	\$ 836,861	\$ 730,895	\$ 1,113,565	\$ 876,645	\$ 1,016,620	\$ 870,420

City Clerk Budget by Category (General Fund)*



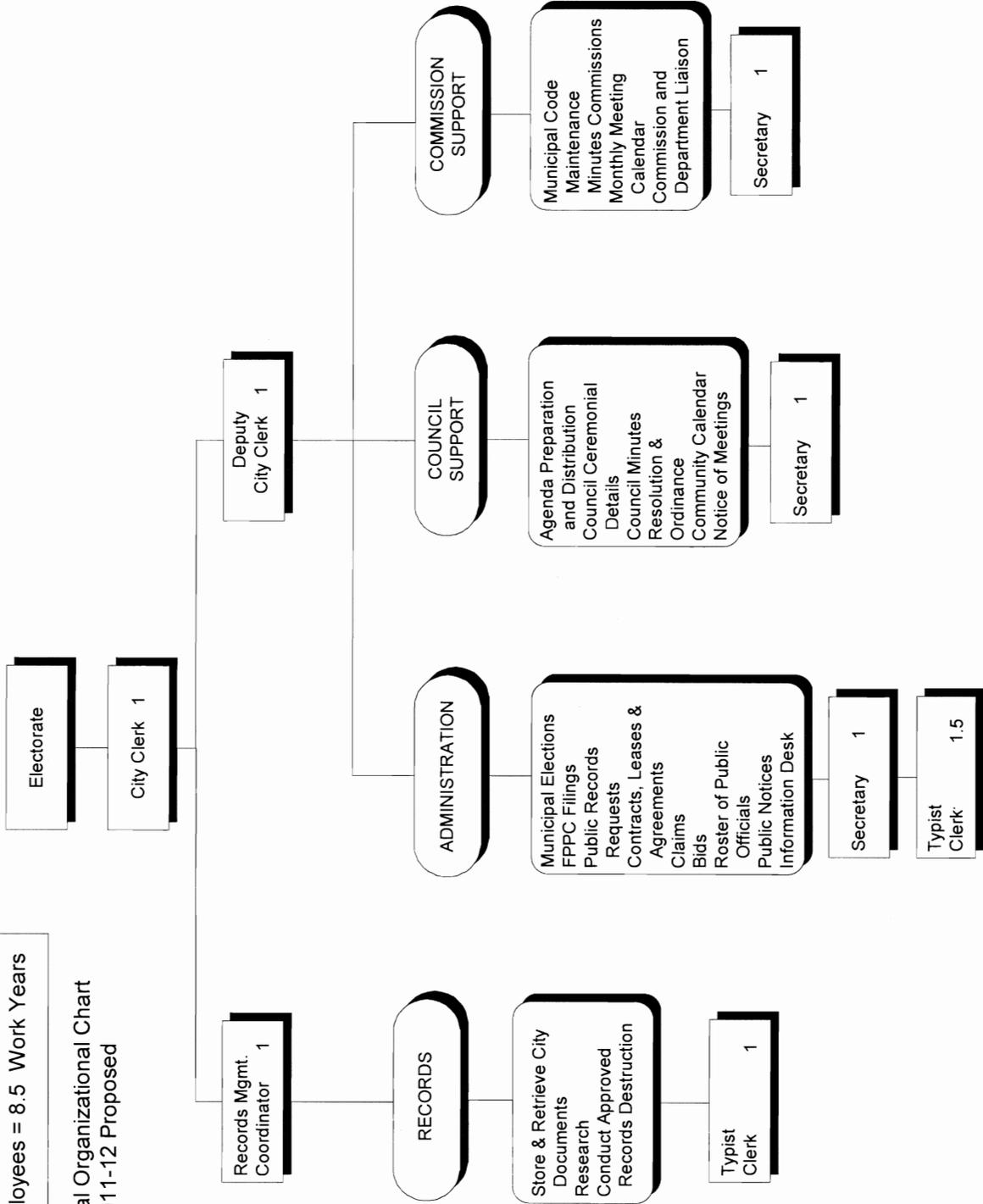
* Based on 2010-11 Adopted Budget.

CITY CLERK DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
City Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Records Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	2.5	2.5	2.5	2.5	2.5	2.5
Total	8.5	8.5	8.5	8.5	8.5	8.5

CITY CLERK
 No. of Employees = 8.5 Work Years

Functional Organizational Chart
 2011-12 Proposed



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City Council

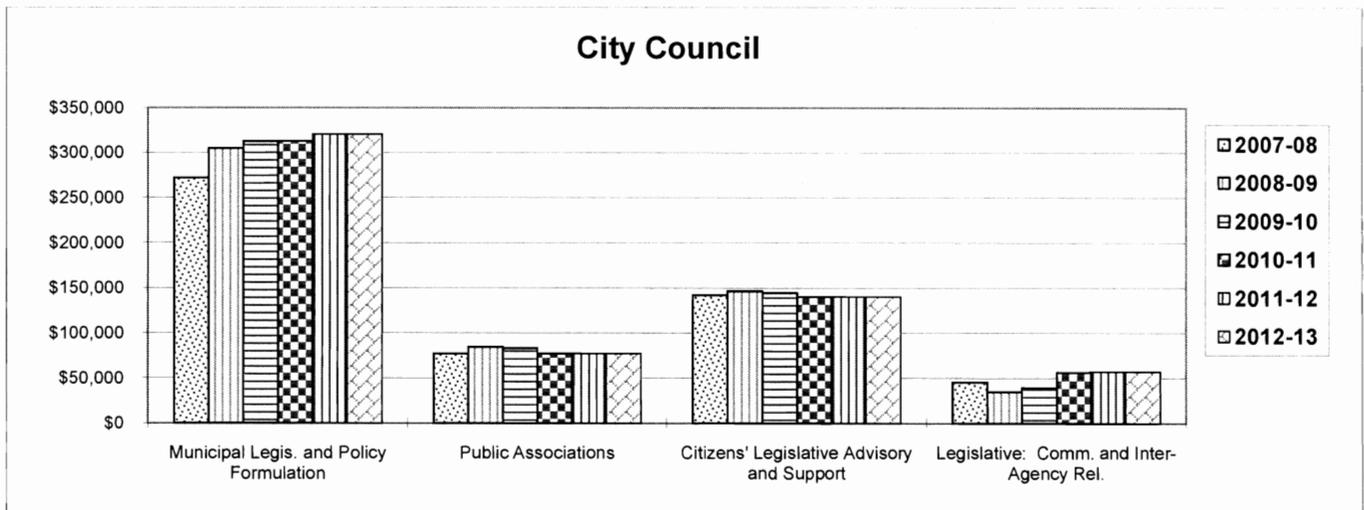
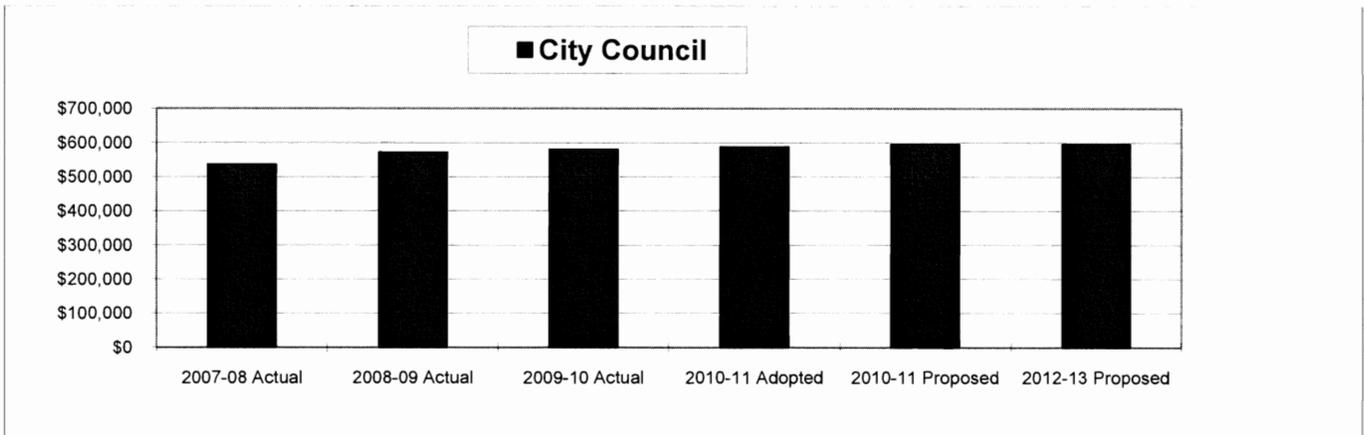
FUNCTIONAL RESPONSIBILITIES

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	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Municipal Legis. and Policy Formulation	\$ 272,009	\$ 305,174	\$ 312,477	\$ 313,313	\$ 320,689	\$ 320,689
Public Associations	77,302	84,700	83,498	77,356	77,356	77,356
Citizens' Legislative Advisory and Support	142,031	146,751	144,542	140,263	140,263	140,263
Legislative: Comm. and Inter-Agency Rel.	45,449	34,981	39,633	56,311	57,111	57,111
General Fund Total	\$ 536,791	\$ 571,606	\$ 580,150	\$ 587,243	\$ 595,419	\$ 595,419
 General Fund Revenues	 \$ -	 \$ 468	 \$ -	 \$ -	 \$ -	 \$ -

EXPENDITURES

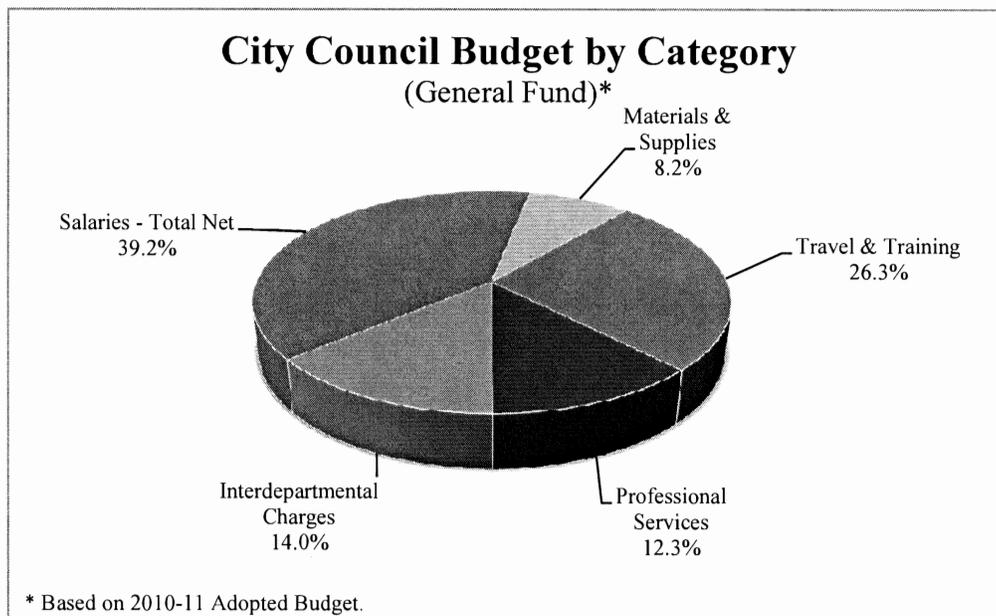


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 143,340	\$ 83,154	\$ 85,530	\$ 137,600	\$ 102,000	\$ 102,000
Overtime	-	-	-	-	-	-
Salaries - Total	143,340	83,154	85,530	137,600	102,000	102,000
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	64,100	131,400	131,709	92,600	-	-
Salaries - Total Net	207,440	214,554	217,239	230,200	102,000	102,000
Supplies and Services	329,351	357,052	362,911	357,043	493,419	493,419
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 536,791	\$ 571,606	\$ 580,150	\$ 587,243	\$ 595,419	\$ 595,419

DEPARTMENT BUDGET

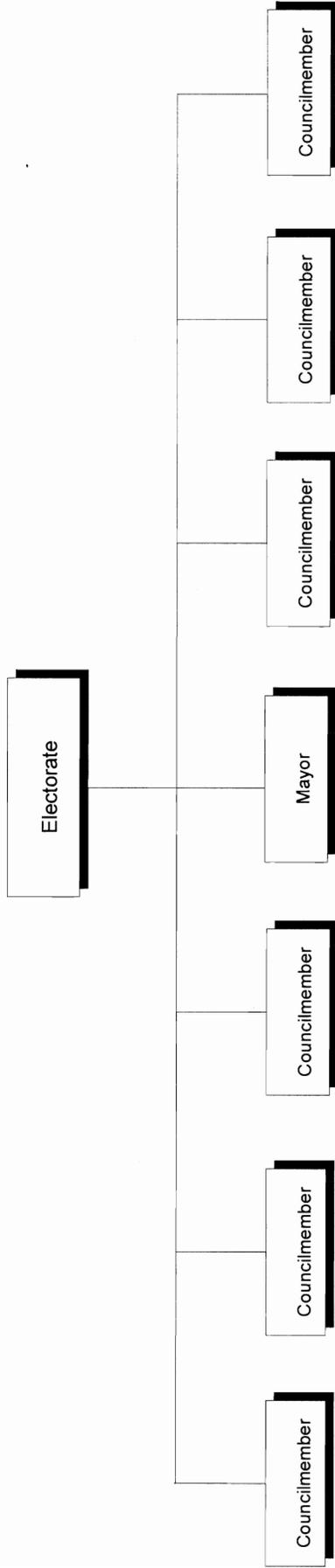
	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 207,440	\$ 214,554	\$ 217,239	\$ 230,200	\$ 102,200	\$ 102,200
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	36,502	35,996	28,119	48,016	48,016	48,016
Professional Services/Contracts	100,092	88,756	100,013	72,200	72,200	72,200
Travel, Training & Membership Dues	136,686	145,662	147,489	154,722	154,722	154,722
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	47,789	82,302	82,954	77,811	215,109	215,109
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	8,282	4,336	4,336	4,294	3,172	3,172
General Fund Total	\$ 536,791	\$ 571,606	\$ 580,150	\$ 587,243	\$ 595,419	\$ 595,419



**CITY COUNCIL
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2010-11 Proposed
Mayor	1.0	1.0	1.0	1.0	1.0	1.0
Councilmember	6.0	6.0	6.0	6.0	6.0	6.0
Total	7.0	7.0	7.0	7.0	7.0	7.0

CITY COUNCIL
No. of Employees = 7 Work Years

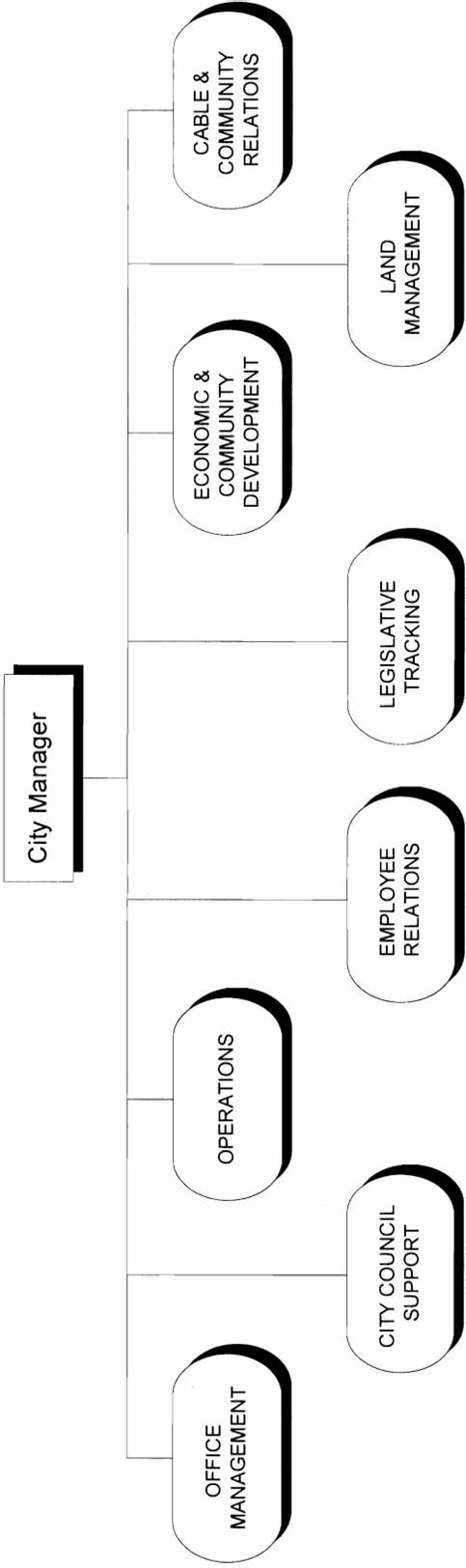


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CITY MANAGER

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.

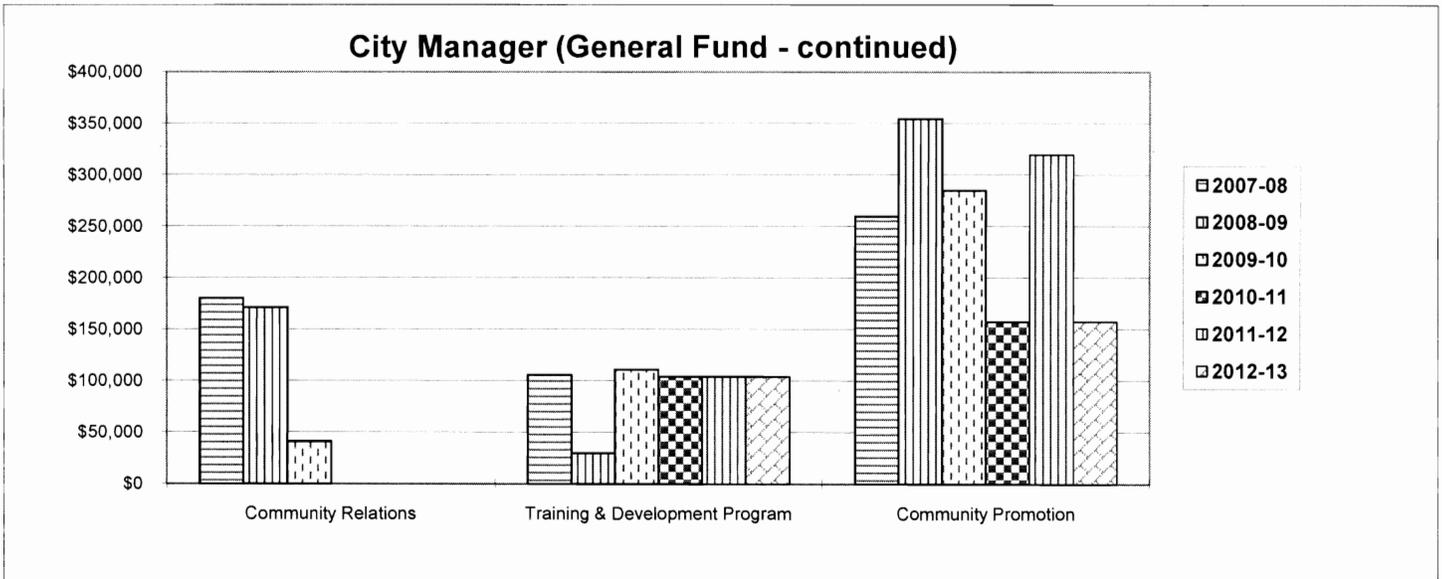
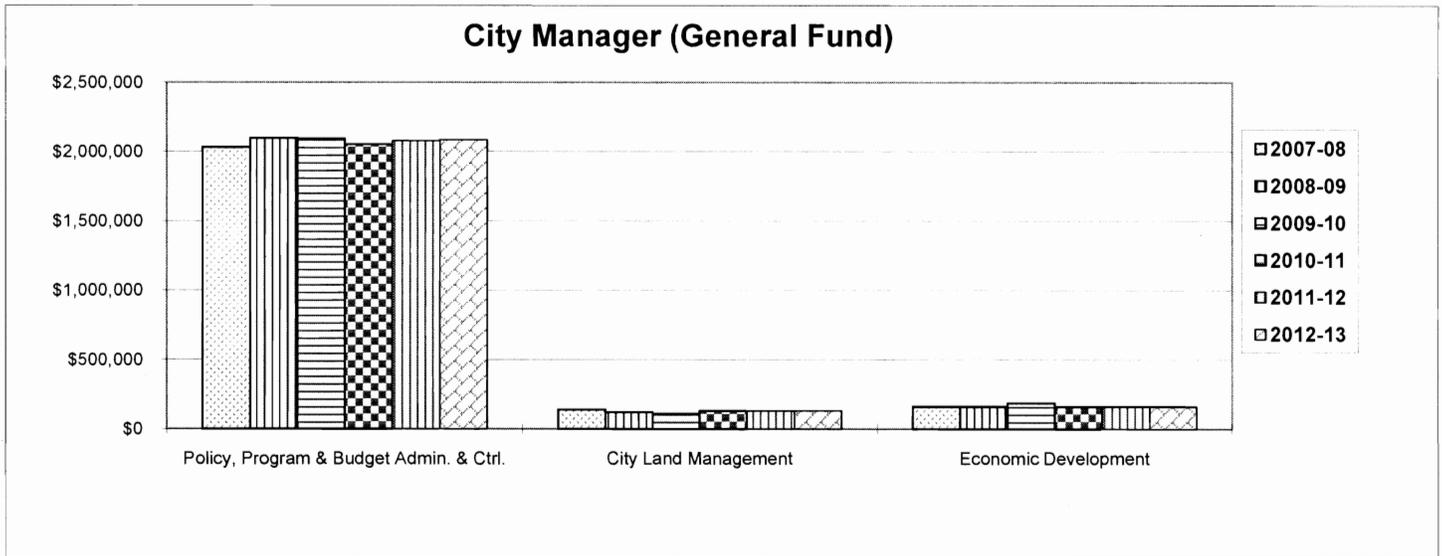
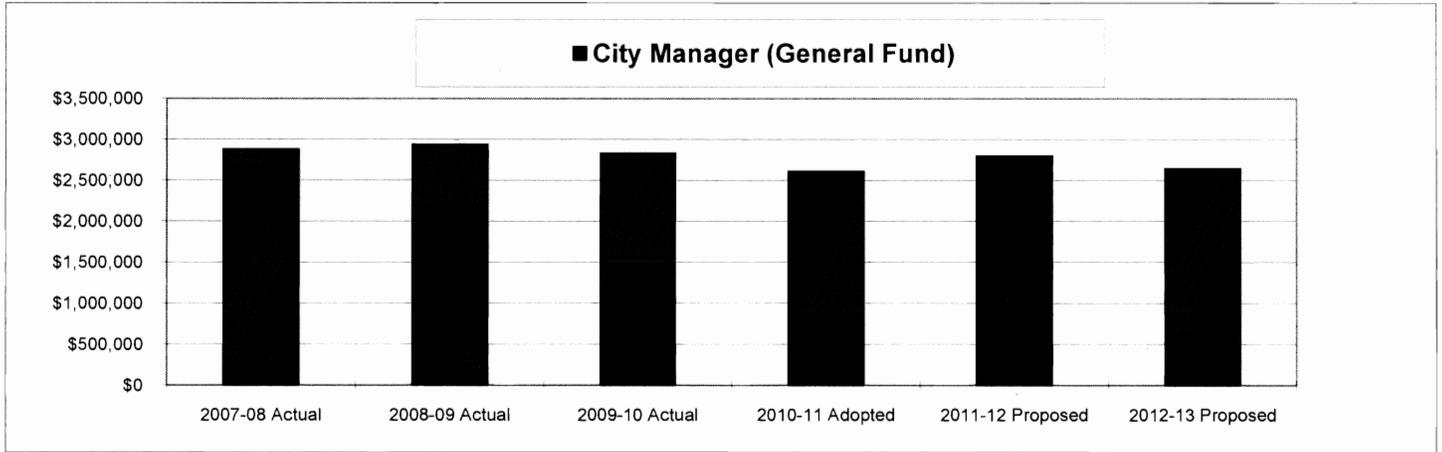
FUNCTIONAL RESPONSIBILITIES

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.

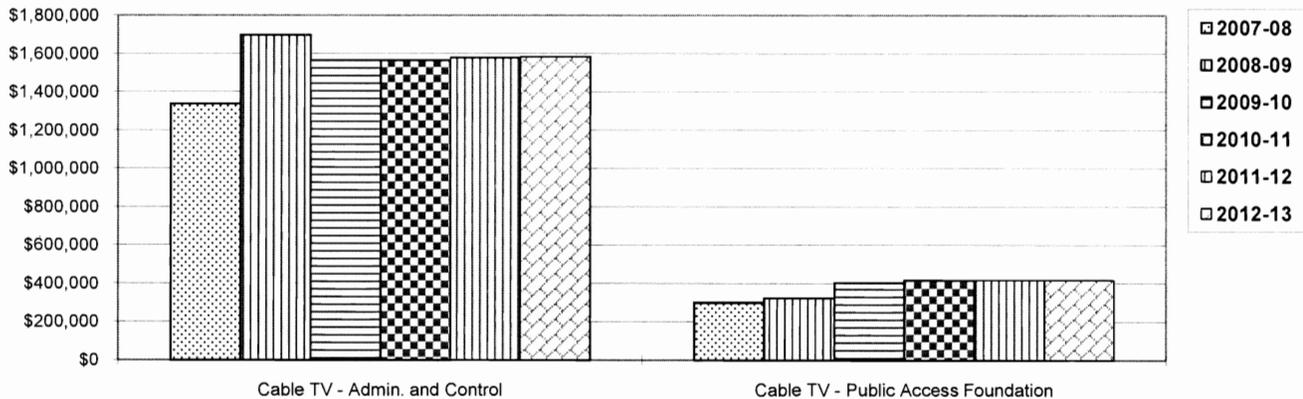
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
General Fund:						
Policy, Program & Budget Admin. & Ctrl.	\$ 2,032,237	\$ 2,098,766	\$ 2,093,526	\$ 2,053,941	\$ 2,079,695	\$ 2,088,495
City Land Management	140,878	121,301	112,029	130,550	132,050	132,550
Economic Development	162,736	162,619	188,053	161,400	161,400	161,500
Community Relations	180,218	171,282	41,111	-	-	-
Training & Development Program	105,825	29,948	111,026	104,424	104,197	104,197
Community Promotion	259,683	354,427	284,897	157,622	319,622	157,622
Cable TV Community Relations	-	-	110,387	107,516	107,516	107,516
General Fund Total	\$ 2,881,577	\$ 2,938,343	\$ 2,941,029	\$ 2,715,453	\$ 2,904,480	\$ 2,751,880
General Fund Revenues	\$ 24,646	\$ 62,828	\$ 29,118	\$ 10,500	\$ 172,000	\$ 10,000
Externally Funded:						
Cable TV - Admin. and Control	\$ 1,338,241	\$ 1,697,411	\$ 1,565,499	\$ 1,565,155	\$ 1,594,796	\$ 1,583,481
Cable TV - Public Access Foundation	300,597	324,472	402,810	417,617	418,271	418,271
Externally Funded Total	\$ 1,638,838	\$ 2,021,883	\$ 1,968,309	\$ 1,982,772	\$ 2,013,067	\$ 2,001,752
Externally Funded Revenues						
Cable TV - Admin. and Control	\$ 1,518,717	\$ 1,711,379	\$ 1,921,941	\$ 1,608,600	\$ 1,754,000	\$ 1,754,000
Cable TV - Public Access Foundation	181,075	254,561	419,884	424,312	440,027	424,312
Cable TV - Public Educational Government	-	-	316,411	277,452	320,000	320,000
Externally Funded Revenues Total	\$ 1,699,792	\$ 1,965,940	\$ 2,658,236	\$ 2,310,364	\$ 2,514,027	\$ 2,498,312

EXPENDITURES



City Manager (Externally Funded)



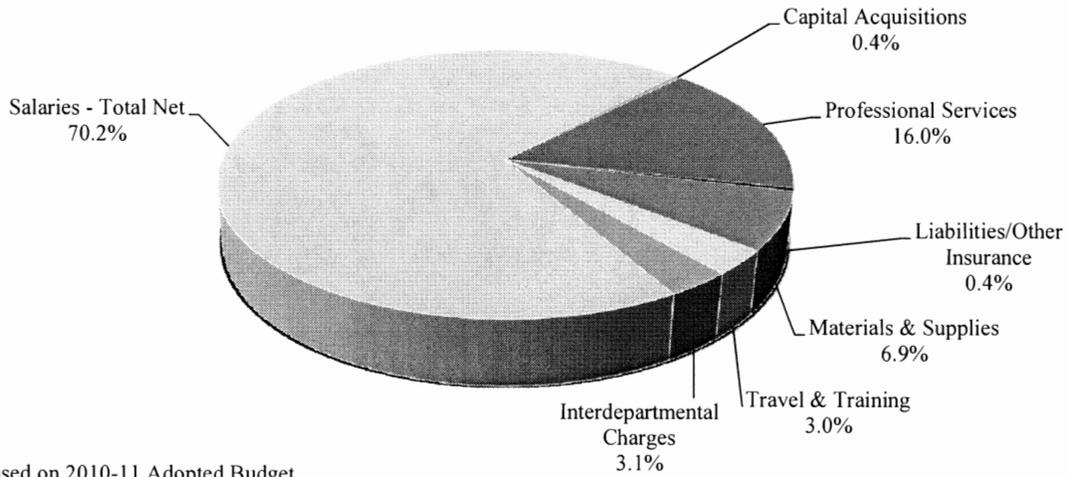
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 2,029,957	\$ 2,083,401	\$ 2,115,554	\$ 2,047,148	\$ 2,072,069	\$ 2,080,669
Overtime	30,285	30,213	40,257	19,821	22,000	22,000
Salaries - Total	2,060,242	2,113,614	2,155,811	2,066,969	2,094,069	2,102,669
Salaries - Reimbursements	(204,400)	(222,096)	(224,299)	(215,521)	(215,530)	(215,530)
Salaries - Labor Charges	550	17,977	6,019	54,400	54,400	54,400
Salaries - Total Net	1,856,392	1,909,495	1,937,531	1,905,848	1,932,939	1,941,539
Supplies and Services	1,018,211	1,022,053	997,342	798,105	960,041	798,841
Capital Outlay	6,974	6,795	6,156	11,500	11,500	11,500
General Fund Total	\$ 2,881,577	\$ 2,938,343	\$ 2,941,029	\$ 2,715,453	\$ 2,904,480	\$ 2,751,880

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 2,060,792	\$ 2,131,591	\$ 2,161,830	\$ 2,121,369	\$ 2,147,869	\$ 2,157,069
Salary & Benefit Reimbursements	(204,400)	(222,096)	(224,299)	(215,521)	(215,530)	(215,530)
Materials, Supplies and Maintenance	80,181	143,513	112,546	187,646	187,646	187,646
Professional Services/Contracts	625,321	622,065	645,016	434,716	589,216	427,216
Travel, Training & Membership Dues	151,404	61,857	142,328	80,856	88,356	88,356
Liabilities & Other Insurance	4,399	4,399	4,399	10,175	10,175	10,175
Interdepartmental Charges	53,461	78,474	76,255	71,578	75,129	75,329
Capital Acquisitions	6,974	6,795	6,156	11,500	11,500	11,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	103,445	111,745	16,798	13,134	10,119	10,119
General Fund Total	\$ 2,881,577	\$ 2,938,343	\$ 2,941,029	\$ 2,715,453	\$ 2,904,480	\$ 2,751,880

City Manager Budget by Category (General Fund)*



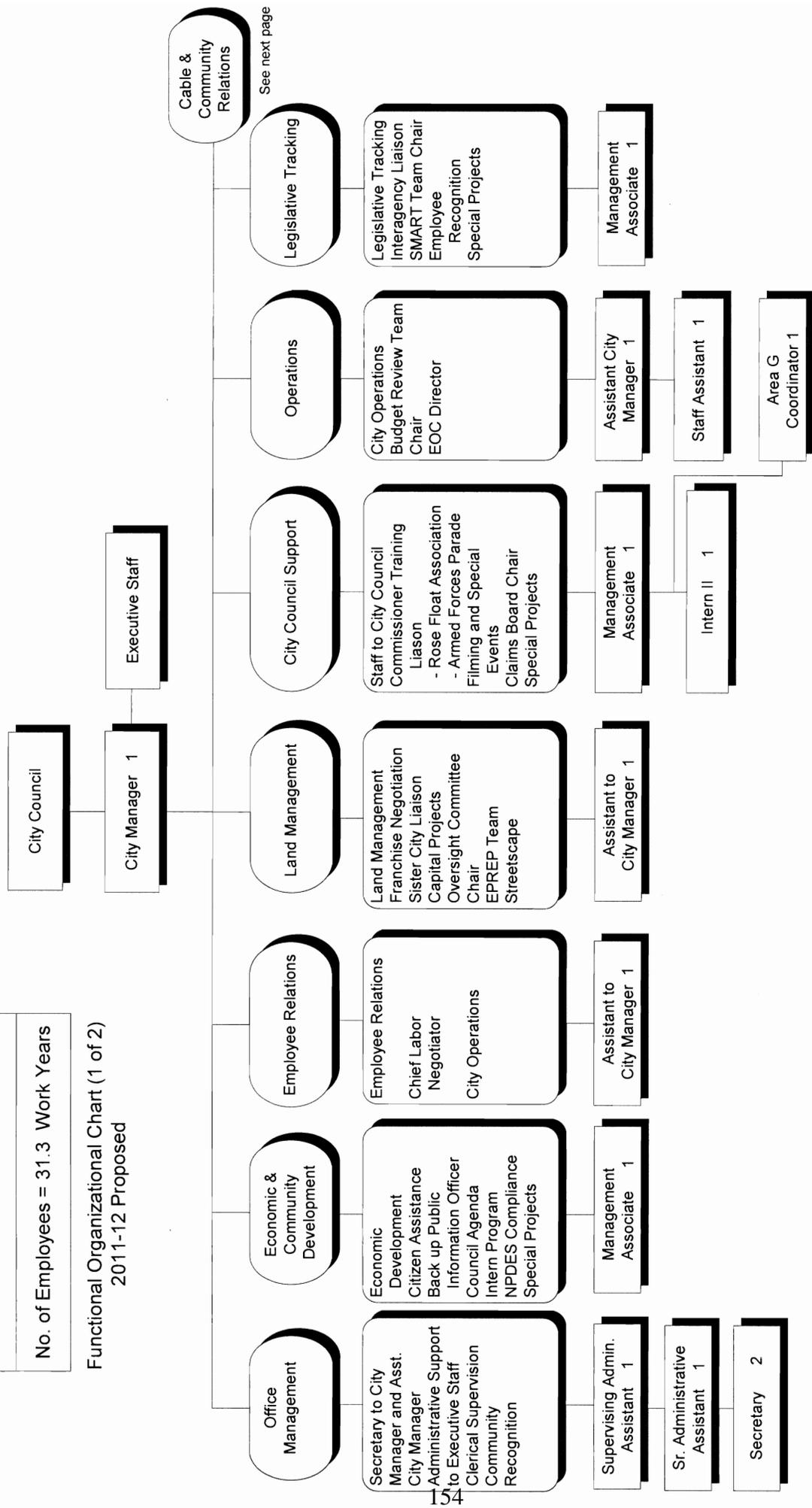
CITY MANAGER DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0	2.0	2.0
Management Associate	3.0	3.0	3.0	3.0	3.0	3.0
Area G Executive Director	1.0	1.0	1.0	1.0	1.0	1.0
Supervising Administrative Assistant	-	-	-	1.0	1.0	1.0
Senior Administrative Assistant	-	-	-	1.0	1.0	1.0
Administrative Secretary	2.0	2.0	2.0	-	-	-
Staff Assistant	1.0	1.5	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Intern	2.0	2.0	2.0	1.0	1.0	1.0
Total General Fund	15.0	15.5	15.0	14.0	14.0	14.0
Cable Television:						
Cable and Community Relations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Operations Assistant	3.0	3.0	3.0	3.0	3.0	3.0
Production Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Producer/Writer	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Producer/Writer	1.0	1.0	1.0	1.0	1.0	1.0
Production Assistant	4.5	4.5	4.5	4.5	4.5	4.5
Cable TV Announcer	1.8	1.8	1.8	1.8	1.8	1.8
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Intern	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Total Cable Television Fund	17.3	17.3	17.3	17.3	17.3	17.3
Department Total	32.3	32.8	32.3	31.3	31.3	31.3

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

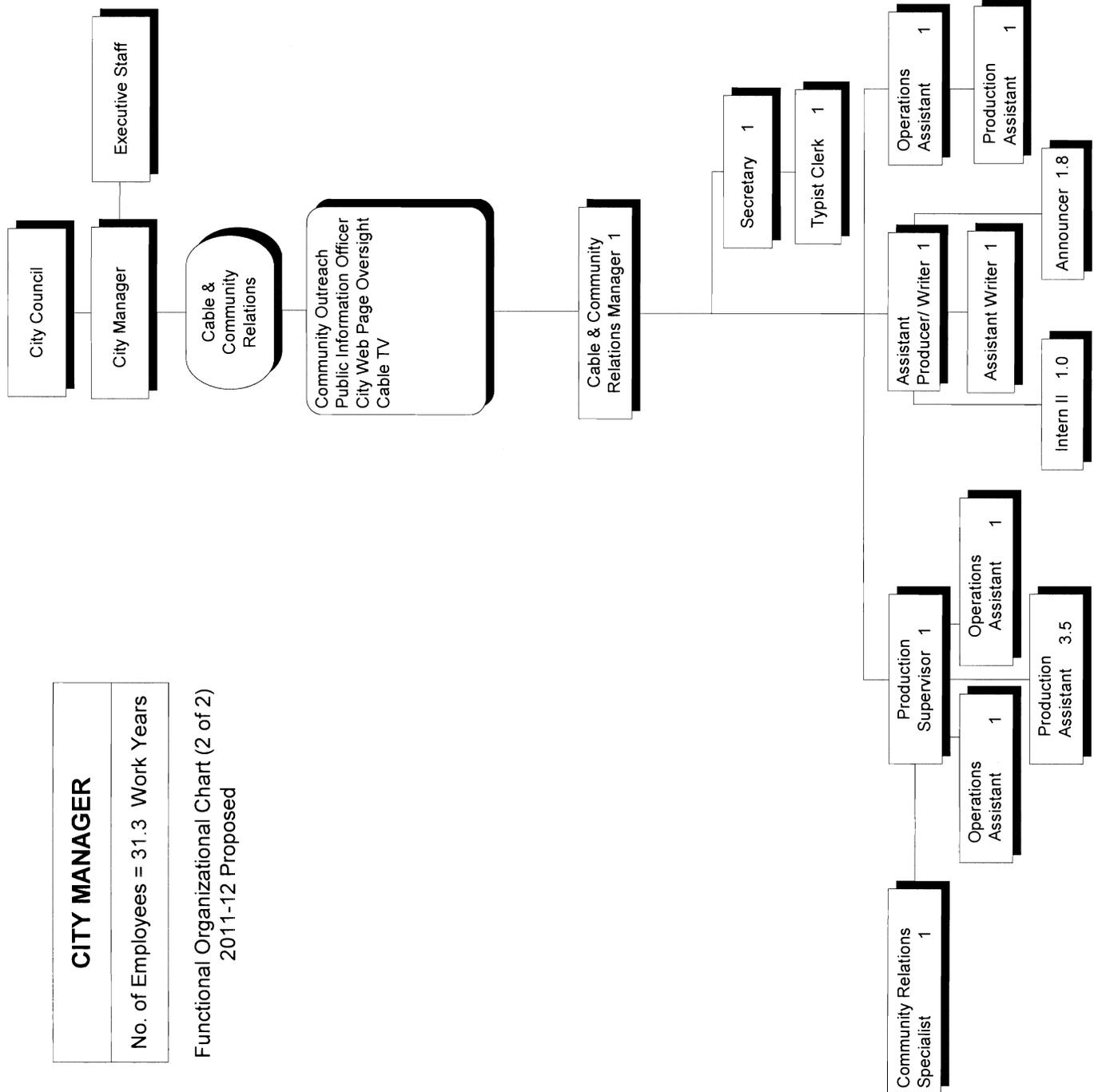
CITY MANAGER
 No. of Employees = 31.3 Work Years

Functional Organizational Chart (1 of 2)
 2011-12 Proposed



CITY MANAGER
No. of Employees = 31.3 Work Years

Functional Organizational Chart (2 of 2)
2011-12 Proposed

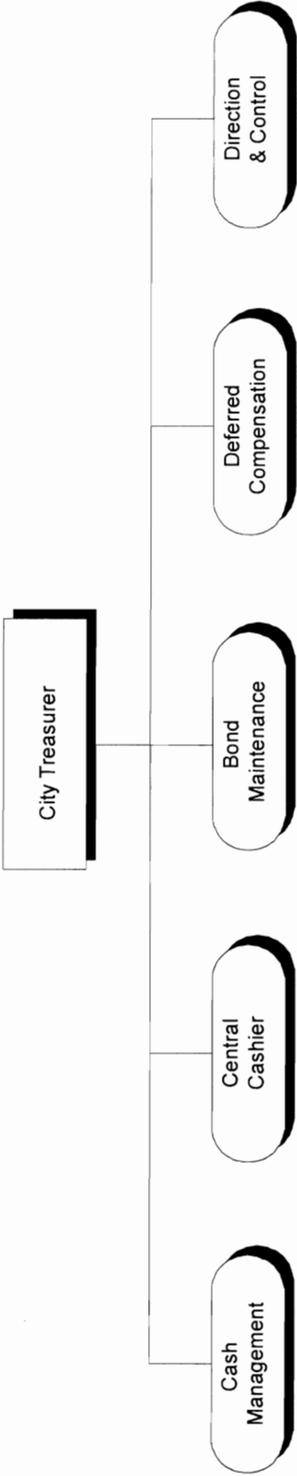


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CITY TREASURER

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.

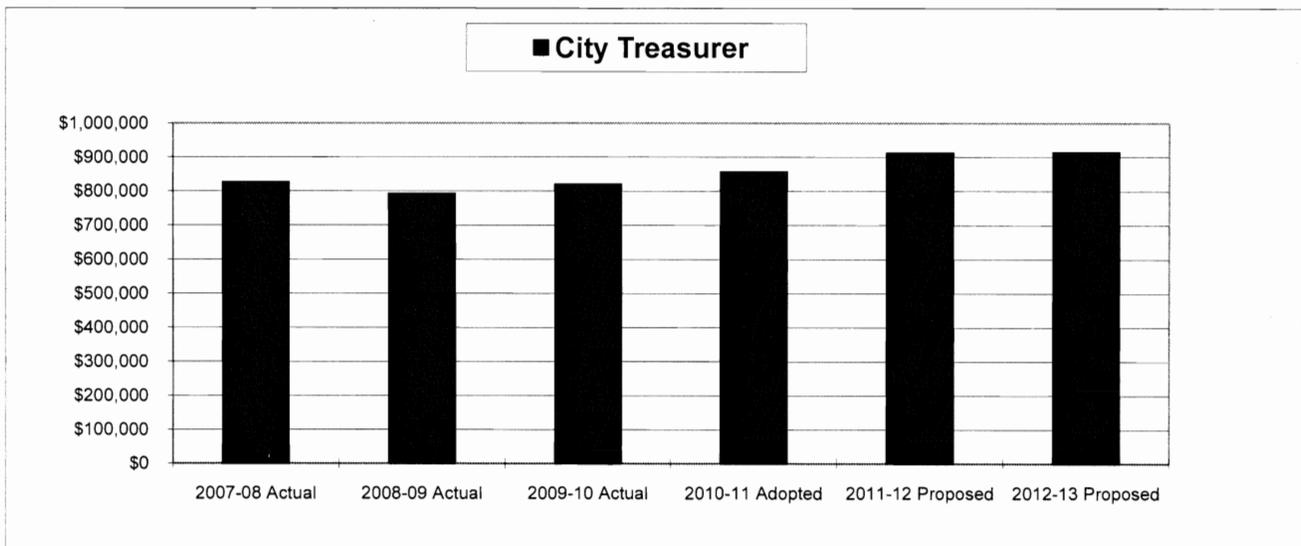
FUNCTIONAL RESPONSIBILITIES

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.

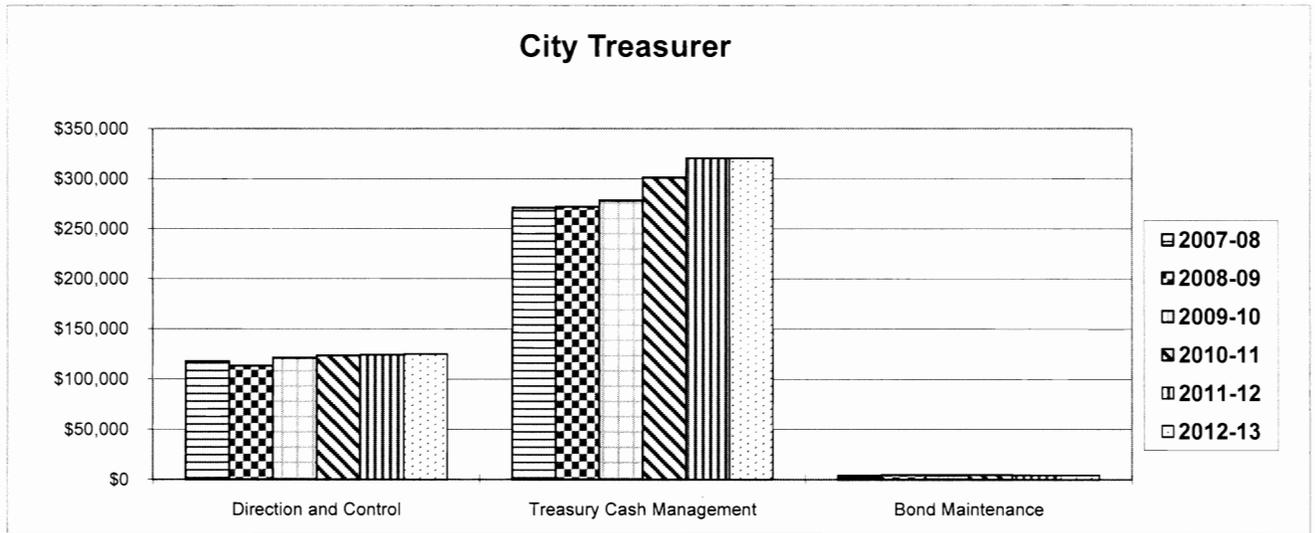
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Direction and Control	\$ 117,677	\$ 113,362	\$ 121,212	\$ 123,507	\$ 124,286	\$ 124,886
Treasury Cash Management	271,154	272,099	278,219	301,205	320,698	320,698
Bond Maintenance	4,147	4,921	4,646	4,888	4,601	4,601
Central Cashiering	313,260	277,835	284,321	292,532	327,348	327,948
Deferred Compensation Administration	119,690	123,694	131,040	134,182	134,516	135,316
General Fund Total	\$ 825,928	\$ 791,911	\$ 819,438	\$ 856,314	\$ 911,449	\$ 913,449
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

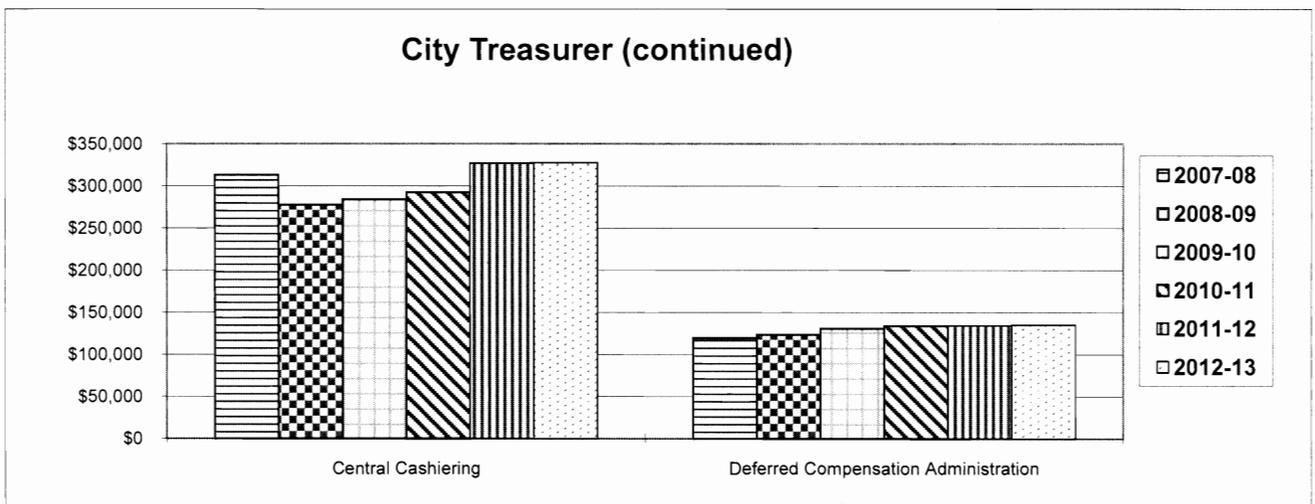
EXPENDITURES



City Treasurer



City Treasurer (continued)

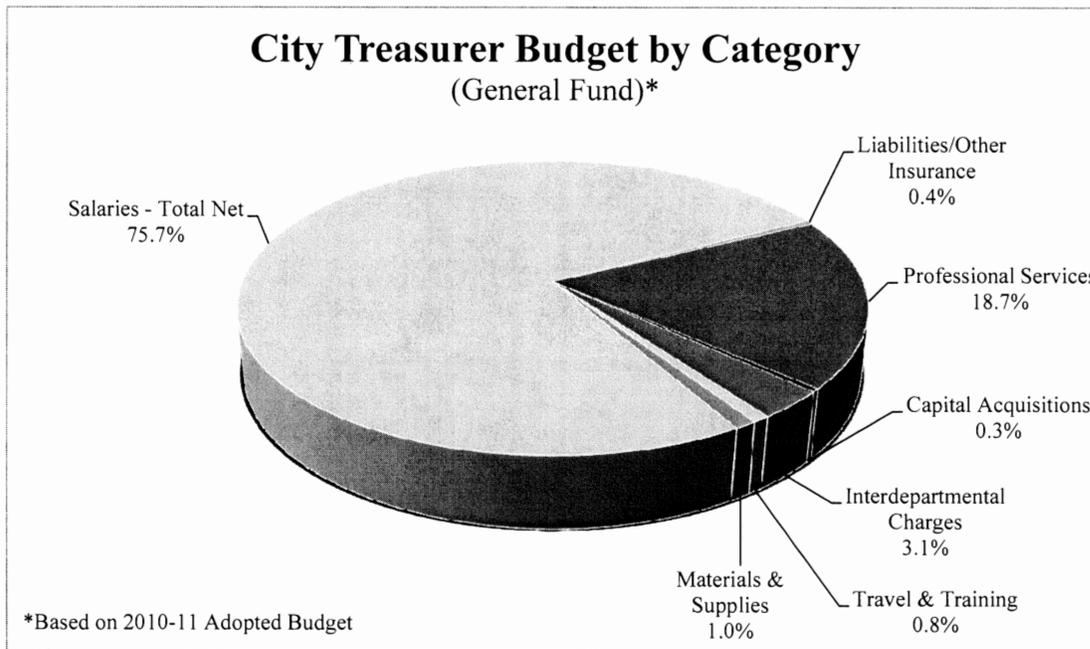


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 643,316	\$ 610,253	\$ 642,141	\$ 647,863	\$ 746,363	\$ 748,363
Overtime	-	36	10	-	900	900
Salaries - Total	643,316	610,289	642,151	647,863	747,263	749,263
Salaries - Reimbursements	-	-	-	-	(42,600)	(42,600)
Salaries - Labor Charges	165	-	-	-	-	-
Salaries - Total Net	643,481	610,289	642,151	647,863	704,663	706,663
Supplies and Services	182,447	181,622	177,287	205,485	203,820	203,820
Capital Outlay	-	-	-	2,966	2,966	2,966
General Fund Total	\$ 825,928	\$ 791,911	\$ 819,438	\$ 856,314	\$ 911,449	\$ 913,449

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 643,481	\$ 610,289	\$ 642,151	\$ 647,863	\$ 747,263	\$ 749,263
Salary & Benefit Reimbursements	-	-	-	-	(42,600)	(42,600)
Materials, Supplies and Maintenance	7,537	6,546	3,023	8,253	8,253	8,253
Professional Services/Contracts	137,423	138,369	141,100	160,166	160,166	160,166
Travel, Training & Membership Dues	5,567	3,833	2,152	6,490	6,390	6,390
Liabilities & Other Insurance	1,636	1,636	1,636	3,802	3,802	3,802
Interdepartmental Charges	20,684	25,099	22,837	21,393	21,090	21,090
Capital Acquisitions	-	-	-	2,966	2,966	2,966
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	9,600	6,139	6,539	5,381	4,119	4,119
General Fund Total	\$ 825,928	\$ 791,911	\$ 819,438	\$ 856,314	\$ 911,449	\$ 913,449



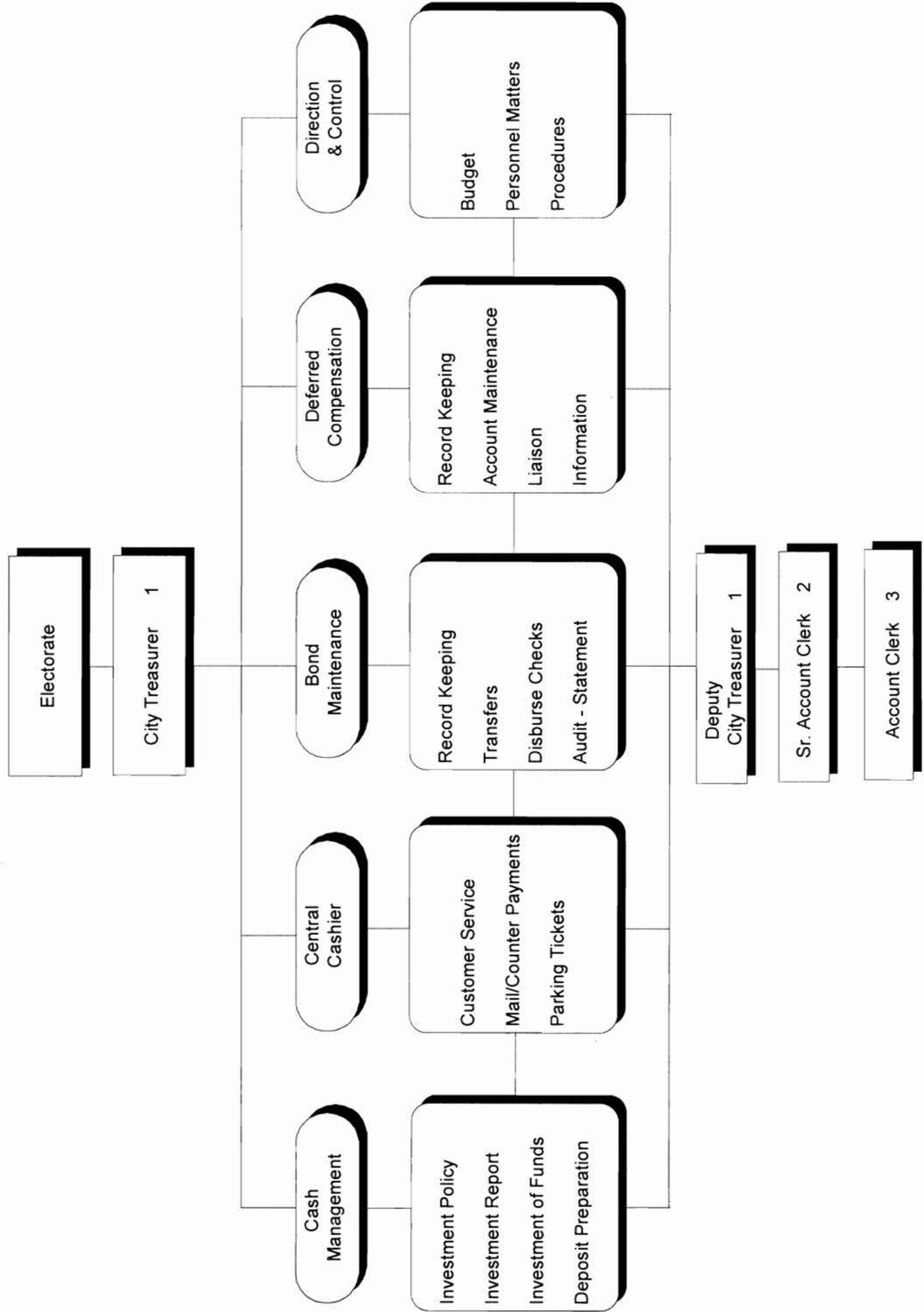
**CITY TREASURER
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
City Treasurer	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Treasurer	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	1.0	1.0	2.0	2.0
Account Clerk	4.0	4.0	3.0	3.0	3.0	3.0
Total	7.0	7.0	6.0	6.0	7.0	7.0

CITY TREASURER

No. of Employees = 7.0 Work Years

Functional Organizational Chart
2011-12 Proposed



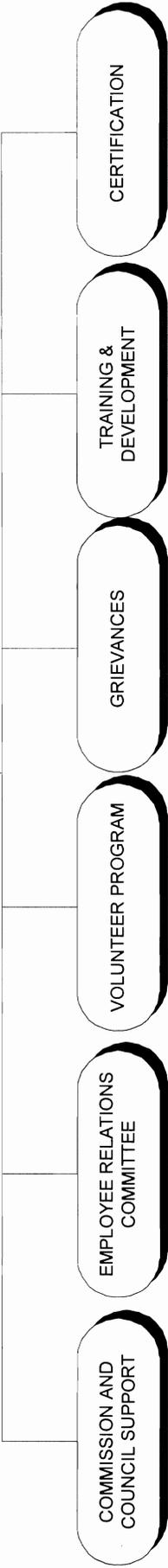
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CIVIL SERVICE

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 Manager



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.

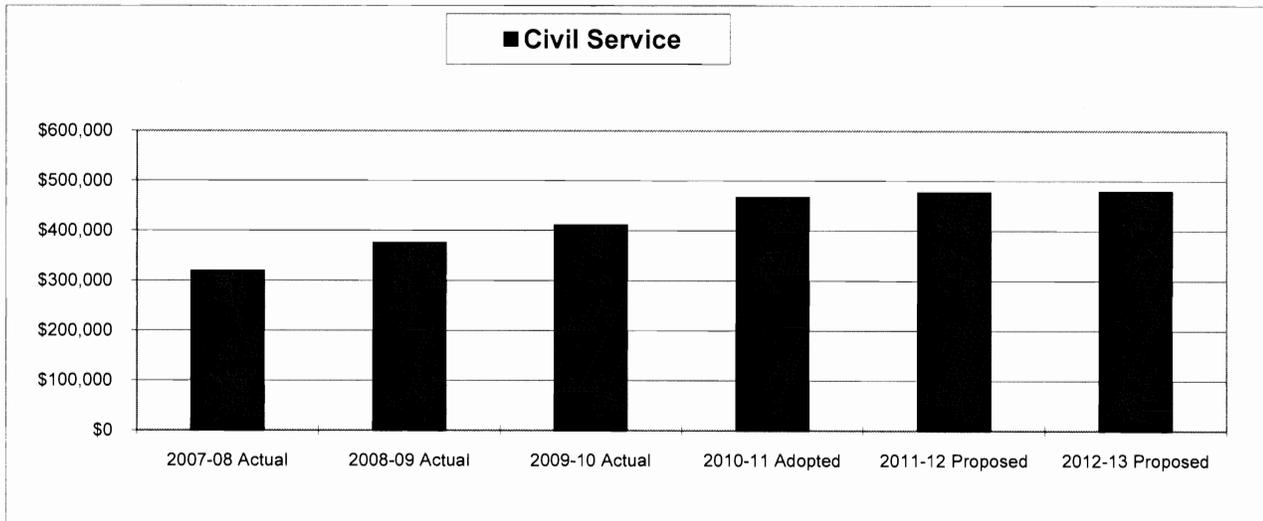
DEPARTMENT BUDGET SUMMARY

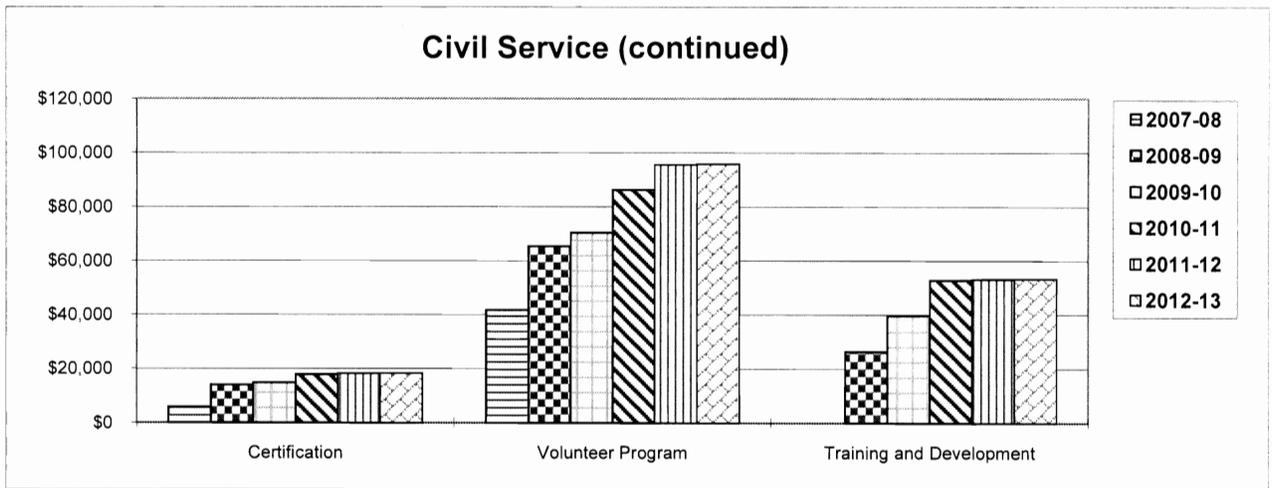
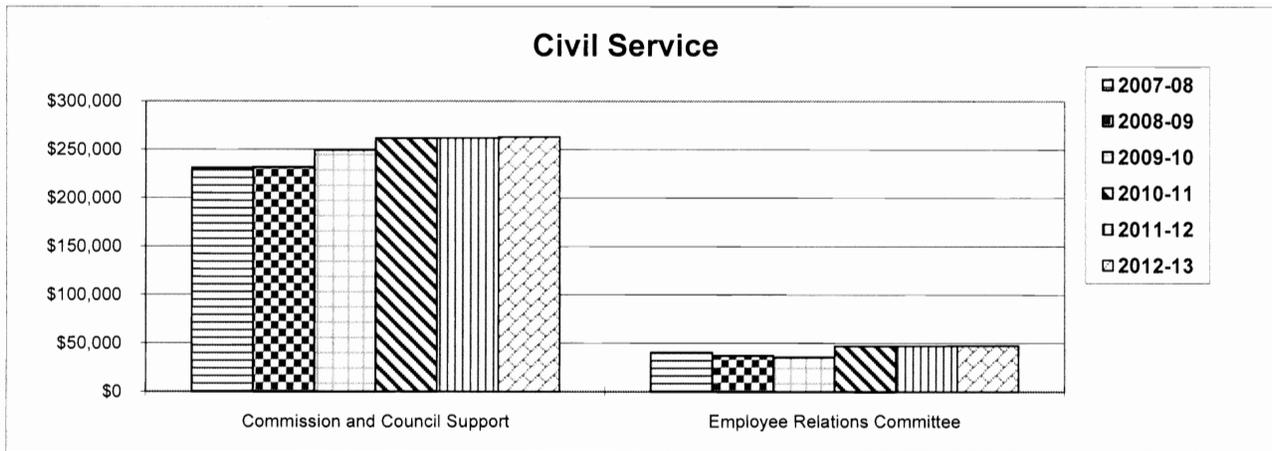
Division/Program Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Commission and Council Support	\$ 231,045	\$ 231,758	\$ 249,572	\$ 262,048	\$ 262,197	\$ 263,097
Employee Relations Committee	40,373	37,286	35,730	47,286	47,355	47,555
Certification	5,786	14,065	14,851	17,887	18,256	18,356
Volunteer Program	41,747	65,416	70,524	86,350	95,650	95,850
Training and Development	-	26,444	39,901	52,900	53,200	53,400
General Fund Total	\$ 318,951	\$ 374,969	\$ 410,578	\$ 466,471	\$ 476,658	\$ 478,258
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



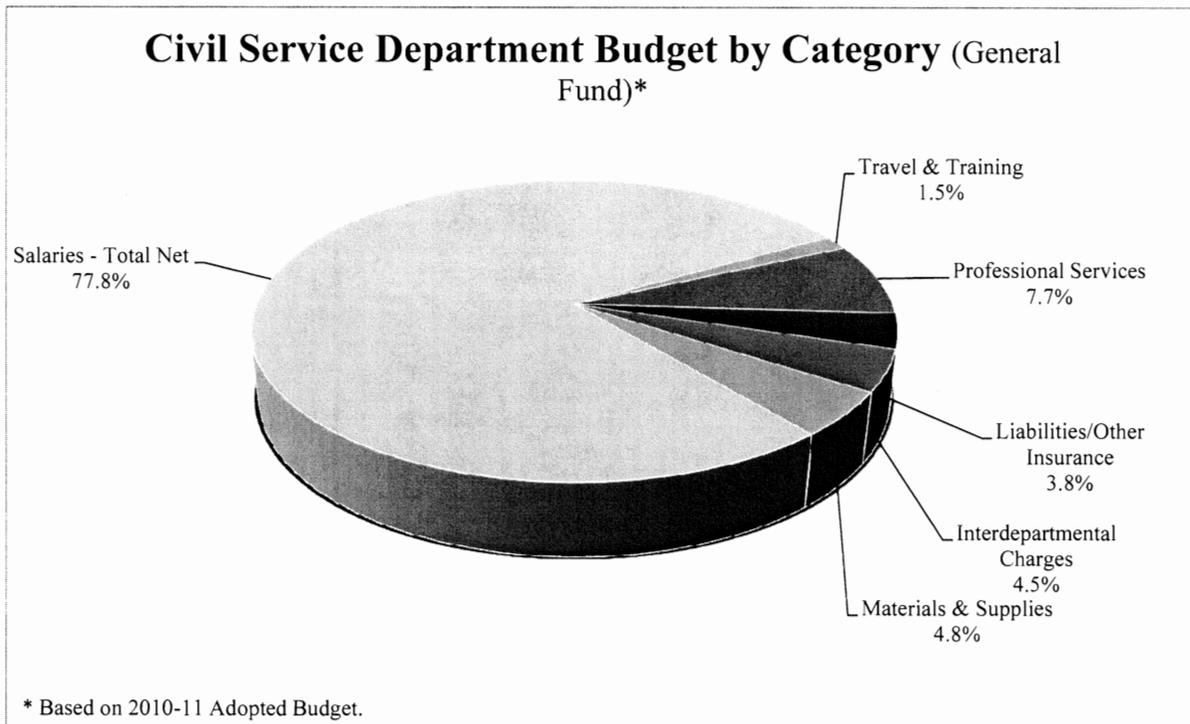


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 191,940	\$ 282,967	\$ 278,658	\$ 335,818	\$ 336,418	\$ 338,018
Overtime	5,276	1,543	3,601	600	600	600
Salaries - Total	197,216	284,510	282,259	336,418	337,018	338,618
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	26,600	26,600	26,600	26,600	-	-
Salaries - Total Net	223,816	311,110	308,859	363,018	337,018	338,618
Supplies and Services	95,135	63,859	101,719	103,453	139,640	139,640
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 318,951	\$ 374,969	\$ 410,578	\$ 466,471	\$ 476,658	\$ 478,258

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 223,816	\$ 311,110	\$ 308,859	\$ 363,018	\$ 337,018	\$ 338,618
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	16,415	18,736	14,529	22,300	22,300	22,300
Professional Services/Contracts	44,105	2,116	45,635	35,900	44,900	44,900
Travel, Training & Membership Dues	3,420	5,300	3,541	6,950	6,950	6,950
Liabilities & Other Insurance	14,135	14,803	15,505	17,528	17,528	17,528
Interdepartmental Charges	12,565	19,786	19,691	18,401	46,039	46,039
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	4,495	3,118	2,818	2,374	1,923	1,923
General Fund Total	\$ 318,951	\$ 374,969	\$ 410,578	\$ 466,471	\$ 476,658	\$ 478,258

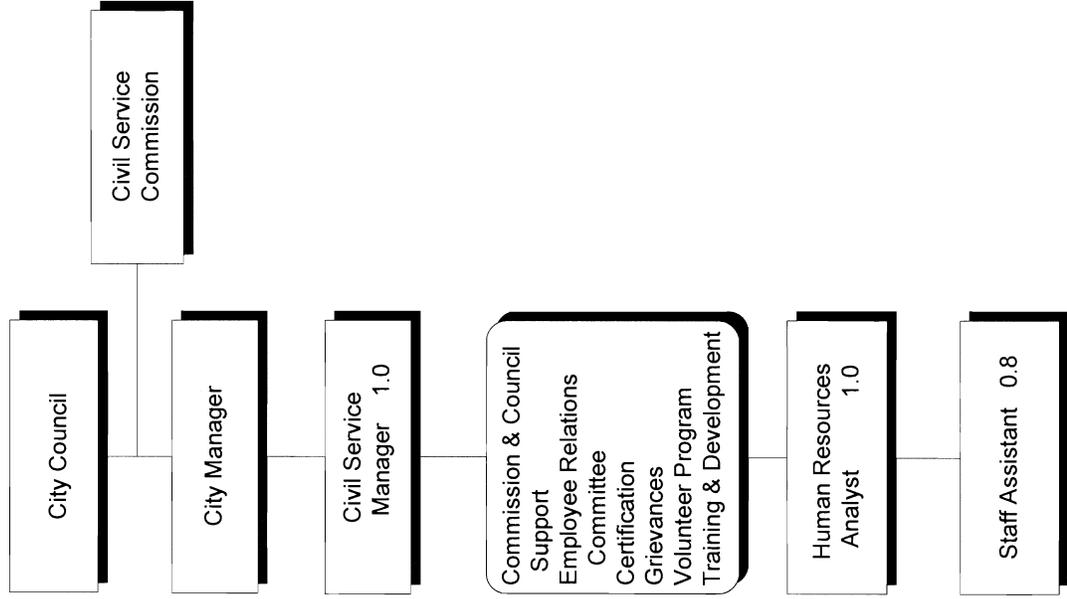


**CIVIL SERVICE
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Civil Service Manager	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	-	-	0.8	0.8	0.8	0.8
Personnel Technician	-	-	-	-	-	-
Total	2.0	2.0	2.8	2.8	2.8	2.8

CIVIL SERVICE
No. of Employees = 2.8 Work Years

Functional Organizational Chart
2011-12 Proposed

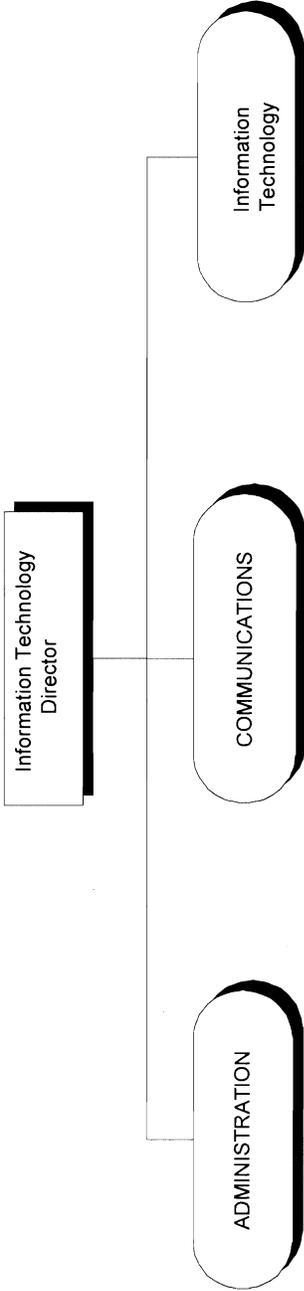


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Communications & Information Technology

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.

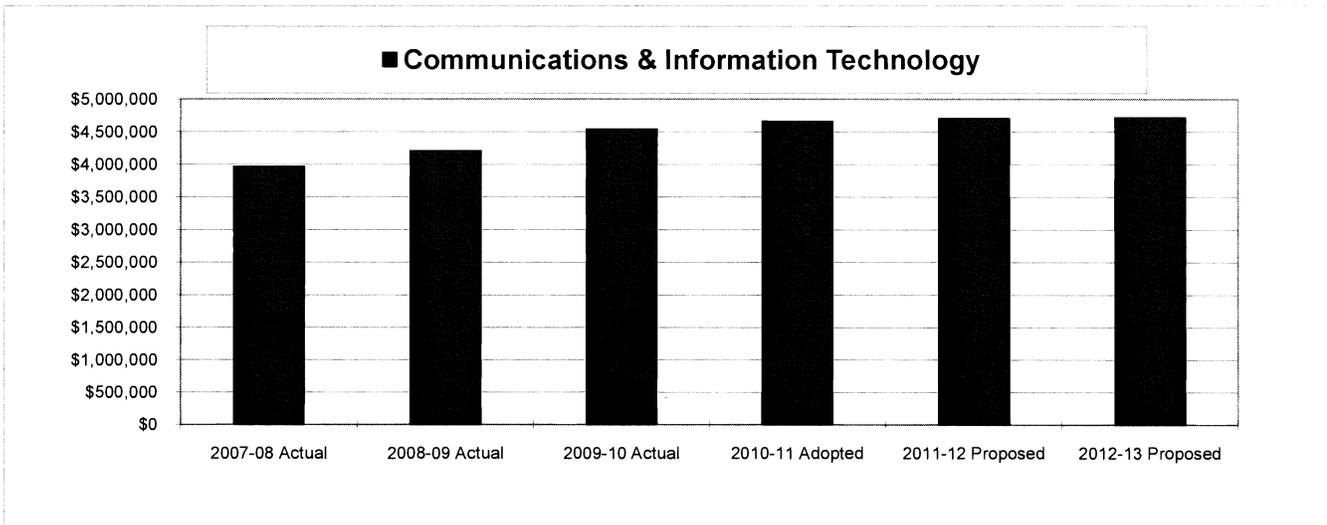
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Direction and Control	\$ 960,441	\$ 894,950	\$ 595,803	\$ 567,764	\$ 574,092	\$ 575,592
Information Technology Services	3,118,478	3,428,436	3,906,677	4,100,037	4,133,792	4,150,092
Information Technology Training	438	-	-	-	-	-
Radio	(7,257)	(10,416)	(33,997)	-	-	-
Telephone Services	(61,925)	(62,109)	63,512	-	-	-
Data Communications Support	(42,443)	(40,726)	13,006	-	-	-
General Fund Total	\$ 3,967,732	\$ 4,210,135	\$ 4,545,002	\$ 4,667,801	\$ 4,707,884	\$ 4,725,684
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

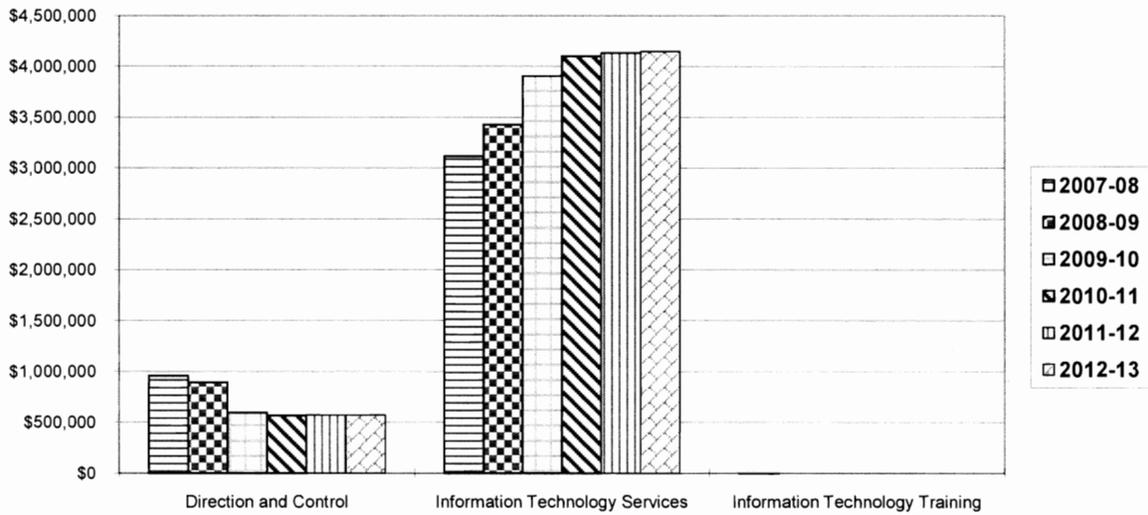
Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements

Note: Department name changed from Information Systems to Communications & Information Technology

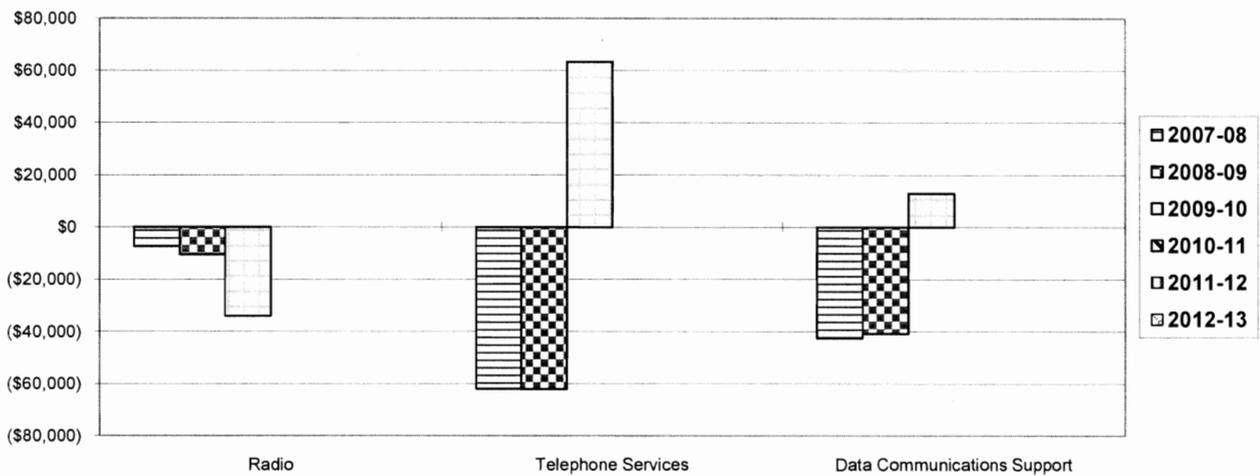
EXPENDITURES



Communications & Information Technology



Communications & Information Technology (continued)



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

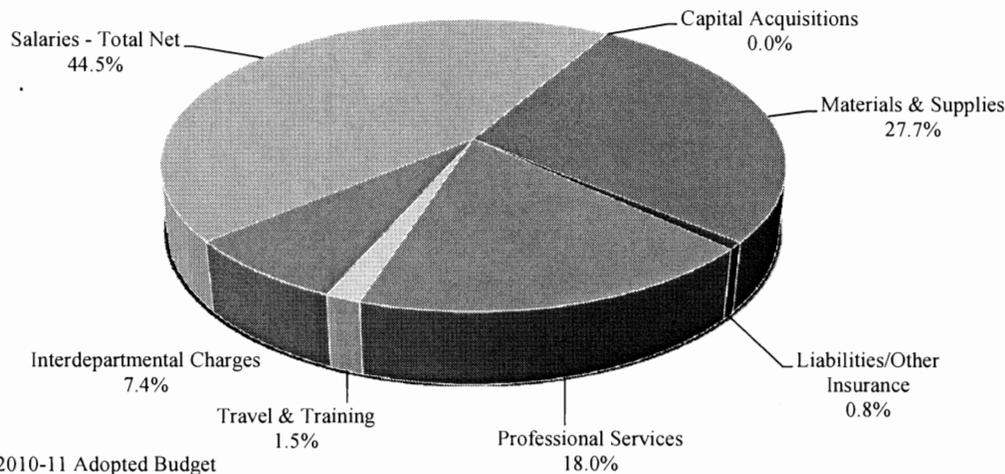
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	4,569,930	4,979,116	5,188,185	5,546,750	5,629,050	5,653,950
Overtime	78,555	71,130	71,272	84,000	86,000	84,550
Salaries - Total	4,648,485	5,050,246	5,259,457	5,630,750	5,715,050	5,738,500
Salaries - Reimbursements	(1,490,436)	(1,594,171)	(1,613,327)	(1,756,597)	(1,792,205)	(1,797,655)
Salaries - Labor Charges	220	1,580	181	-	-	-
Salaries - Total Net	3,158,269	3,457,655	3,646,311	3,874,153	3,922,845	3,940,845
Supplies and Services	804,698	746,456	898,691	792,648	784,039	783,839
Capital Outlay	4,765	6,024	-	1,000	1,000	1,000
General Fund Total	3,967,732	4,210,135	4,545,002	4,667,801	4,707,884	4,725,684

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 4,648,706	\$ 5,051,826	\$ 5,259,638	\$ 5,630,750	\$ 5,715,050	\$ 5,738,500
Salary & Benefit Reimbursements	(1,490,437)	(1,594,171)	(1,613,327)	(1,756,597)	(1,792,205)	(1,797,655)
Materials, Supplies and Maintenance	890,311	851,403	910,129	800,493	804,973	804,273
Professional Services/Contracts	632,746	604,666	610,637	520,819	551,319	550,819
Travel, Training & Membership Dues	34,825	36,064	28,867	44,754	44,754	44,754
Liabilities & Other Insurance	9,804	9,804	9,804	22,583	22,583	22,583
Interdepartmental Charges	151,395	160,014	146,714	139,745	152,770	153,070
Capital Acquisitions	4,765	6,024	-	1,000	1,000	1,000
Reimbursements from Other Funds	(1,060,102)	(1,074,420)	(970,584)	(855,799)	(885,660)	(884,960)
Operating Transfers Out	145,719	158,925	163,124	120,053	93,300	93,300
General Fund Total	\$ 3,967,732	\$ 4,210,135	\$ 4,545,002	\$ 4,667,801	\$ 4,707,884	\$ 4,725,684

**Communications & Information
Technology Budget by Category
(General Fund)***



*Based on 2010-11 Adopted Budget

Note - Includes estimated salary reimbursements related to flat rate reimbursements

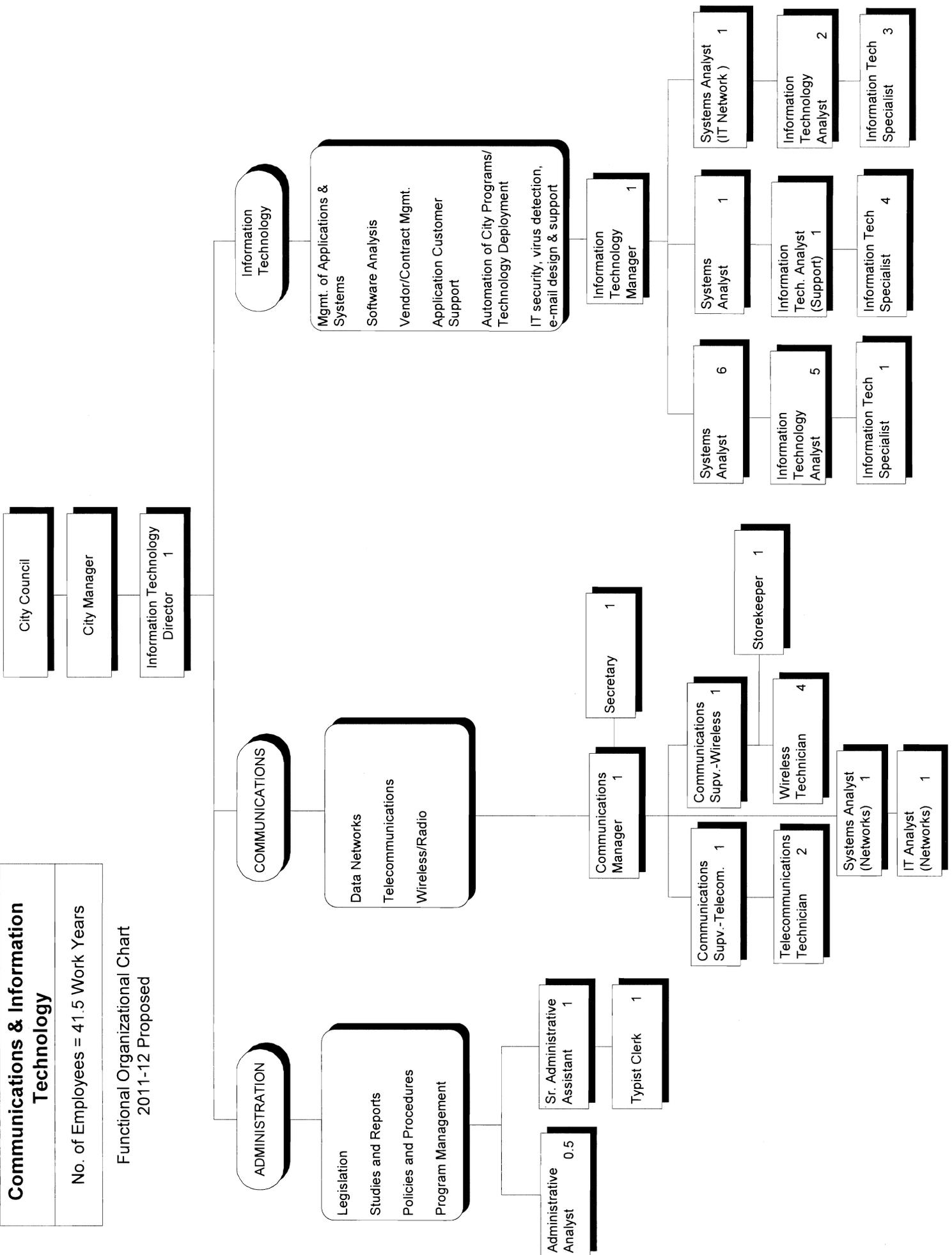
**COMMUNICATIONS & INFORMATION TECHNOLOGY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Information Technology Director	1.0	1.0	1.0	1.0	1.0	1.0
Information Technology Manager	1.0	1.0	1.0	1.0	1.0	1.0
Communications Manager	1.0	1.0	1.0	1.0	1.0	1.0
Info Tech Specialist	8.0	8.0	8.0	8.0	8.0	8.0
Systems Analyst	9.0	9.0	9.0	9.0	9.0	9.0
Information Technology Analyst	7.0	7.0	7.0	8.0	8.0	8.0
Info. Tech. Analyst (Networks)	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Telecom.	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Wireless	1.0	1.0	1.0	1.0	1.0	1.0
Wireless Technician	4.0	4.0	4.0	4.0	4.0	4.0
Telecommunications Technician	2.0	2.0	2.0	2.0	2.0	2.0
Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.5	0.5	0.5	0.5	0.5	0.5
Senior Administrative Assistant	-	-	-	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	-	-	-
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Total	40.5	40.5	40.5	41.5	41.5	41.5

Communications & Information Technology

No. of Employees = 41.5 Work Years

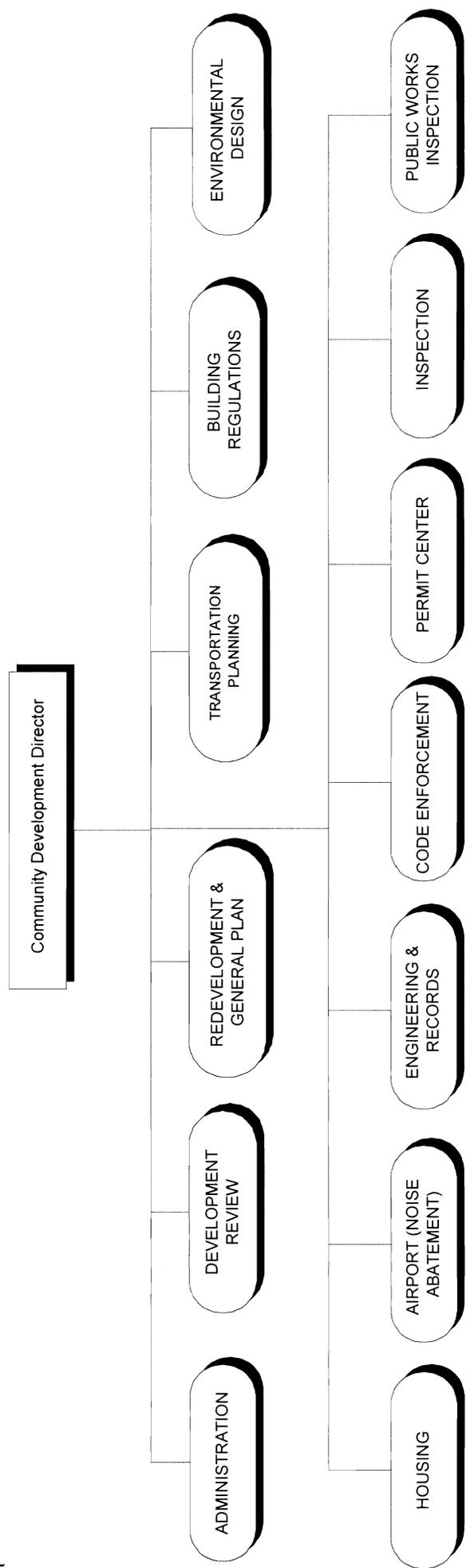
Functional Organizational Chart
2011-12 Proposed



COMMUNITY DEVELOPMENT

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

DEPARTMENT ORGANIZATION



Community Development

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

The Community Development Department:

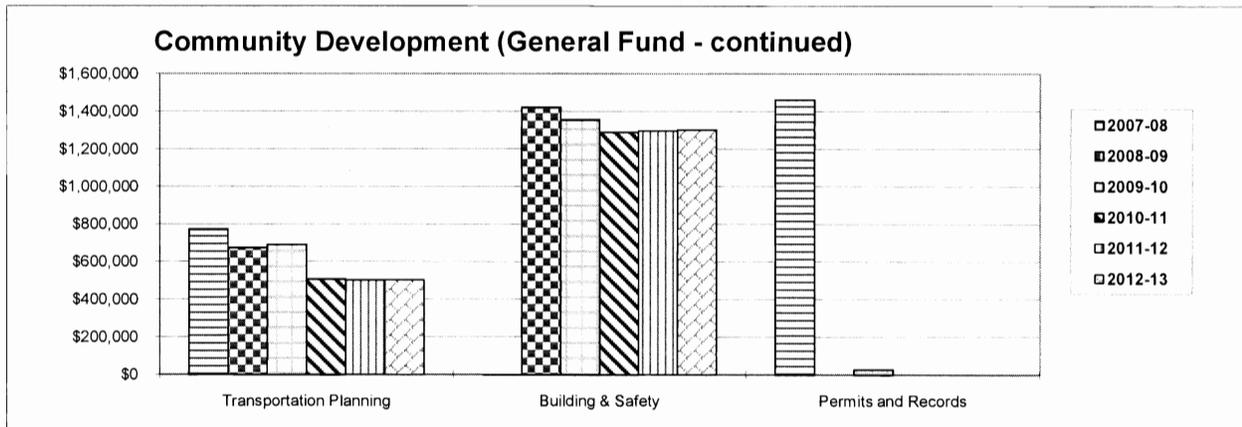
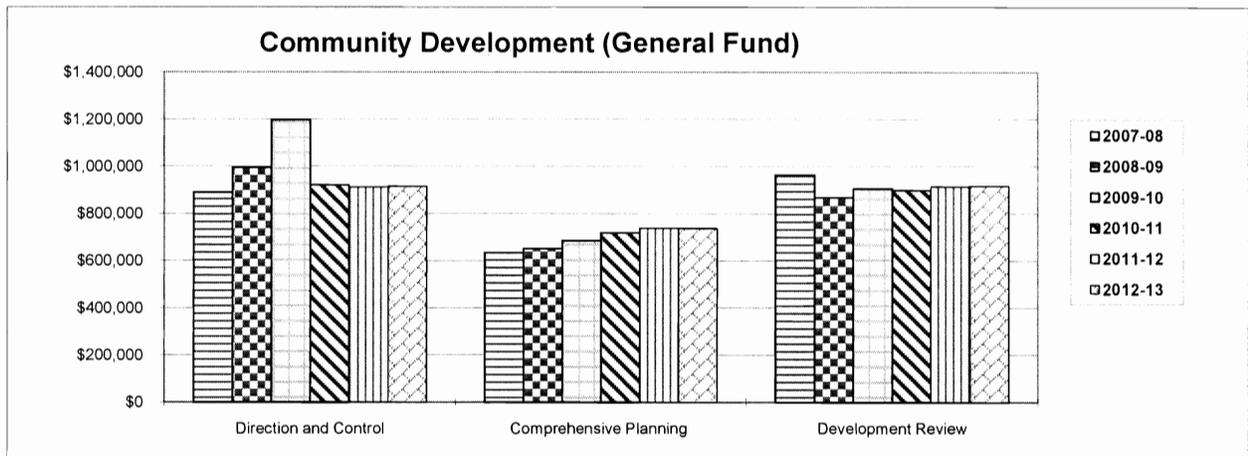
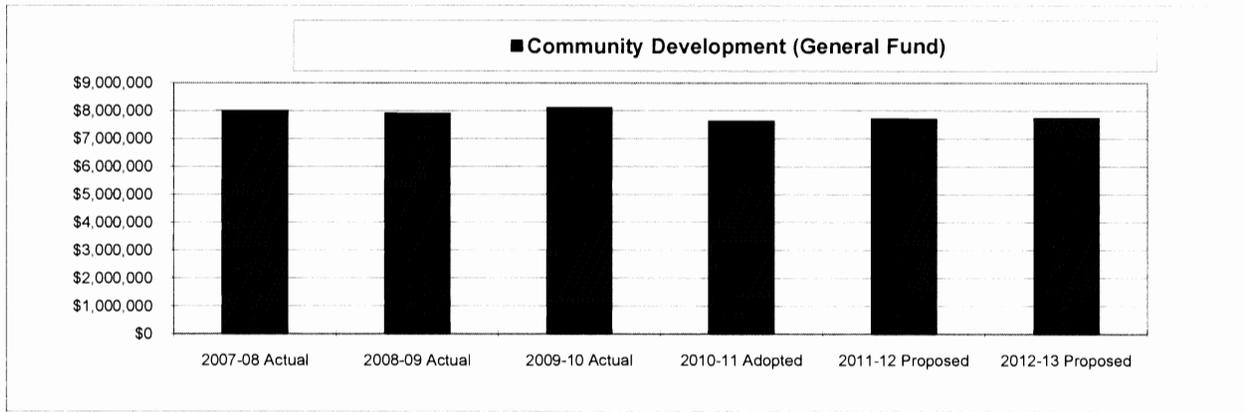
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and regional planning, transportation, and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

DEPARTMENT BUDGET SUMMARY

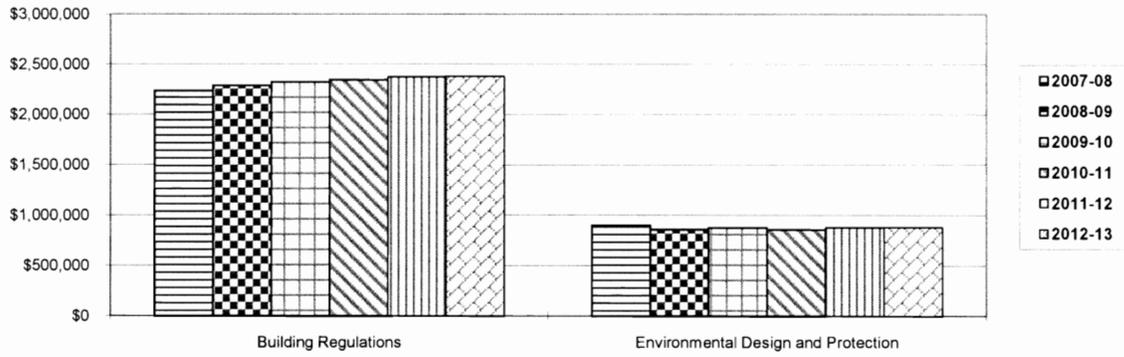
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
General Fund:						
Direction and Control	\$ 890,041	\$ 995,280	\$ 1,197,754	\$ 921,519	\$ 912,197	\$ 915,297
Comprehensive Planning	634,492	652,595	685,927	719,317	739,778	737,878
Development Review	965,689	868,837	906,436	900,218	915,227	918,827
Property Rehabilitation Loan Admin.	-	-	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-	-	-
Redevelopment Agency Administration	-	-	-	-	-	-
Transportation Planning	771,621	674,416	691,624	507,820	502,569	504,169
Building & Safety	550	1,420,635	1,354,464	1,289,462	1,297,019	1,303,119
Permits and Records	1,462,850	-	27,671	-	-	-
Building Regulations	2,235,069	2,290,500	2,322,710	2,347,383	2,374,583	2,383,183
Environmental Design and Protection	903,131	861,010	876,515	857,241	878,587	881,697
Conservation Code Enforcement	-	-	-	-	-	-
Nat. Pol. Disch. Elim. System (NPDES)	129,942	139,909	44,482	87,322	87,882	87,082
General Fund Total	<u>\$ 7,993,385</u>	<u>\$ 7,903,182</u>	<u>\$ 8,107,582</u>	<u>\$ 7,630,282</u>	<u>\$ 7,707,842</u>	<u>\$ 7,731,252</u>
General Fund Revenues	\$ 3,278,788	\$ 2,390,681	\$ 2,837,675	\$ 3,504,830	\$ 3,591,000	\$ 3,696,001
Externally Funded:						
Section 8 Rental Assistance Program	\$ 5,363,312	\$ 5,895,150	\$ 6,545,715	\$ 6,670,520	\$ 6,915,861	\$ 6,917,261
Rehabilitation Loan Program (HCD)	-	-	-	4,300	4,200	4,300
Redevelopment Agency	11,465,852	13,204,423	19,105,733	17,964,582	13,280,444	13,359,486
Air Quality Management*	-	-	-	196,582	189,062	189,062
Vanpool/Rideshare*	-	-	-	260,101	261,930	261,930
Externally Funded Total	<u>\$ 16,829,164</u>	<u>\$ 19,099,573</u>	<u>\$ 25,651,448</u>	<u>\$ 25,096,085</u>	<u>\$ 20,651,497</u>	<u>\$ 20,732,039</u>
Externally Funded Revenues						
Section 8 Rental Assistance Program	\$ 5,435,600	\$ 5,610,350	\$ 6,261,914	\$ 6,334,000	\$ 6,818,000	\$ 6,818,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	36,900	36,900
Redevelopment Agency	13,462,884	15,517,411	14,335,844	16,802,206	14,840,311	15,114,335
Air Quality Management*	-	-	-	174,000	172,000	172,000
Vanpool/Rideshare*	-	-	-	265,100	261,930	261,930
Externally Funded Revenues Total	<u>\$ 18,935,384</u>	<u>\$ 21,164,661</u>	<u>\$ 20,634,658</u>	<u>\$ 23,612,206</u>	<u>\$ 22,129,141</u>	<u>\$ 22,403,165</u>

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

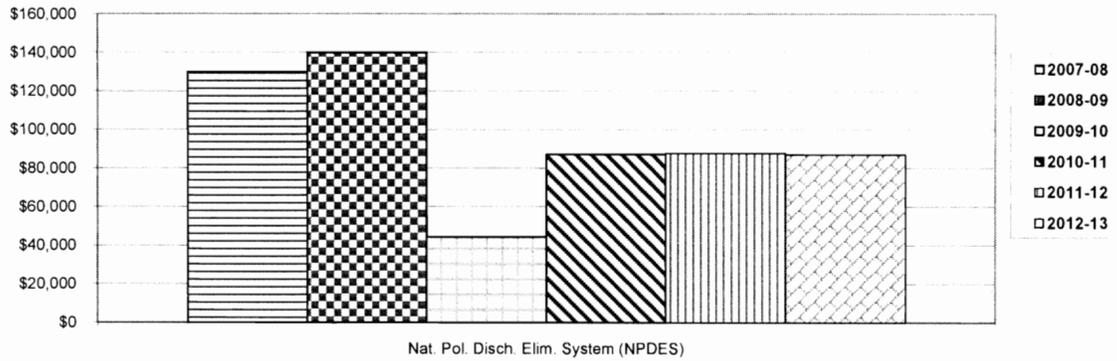
EXPENDITURES



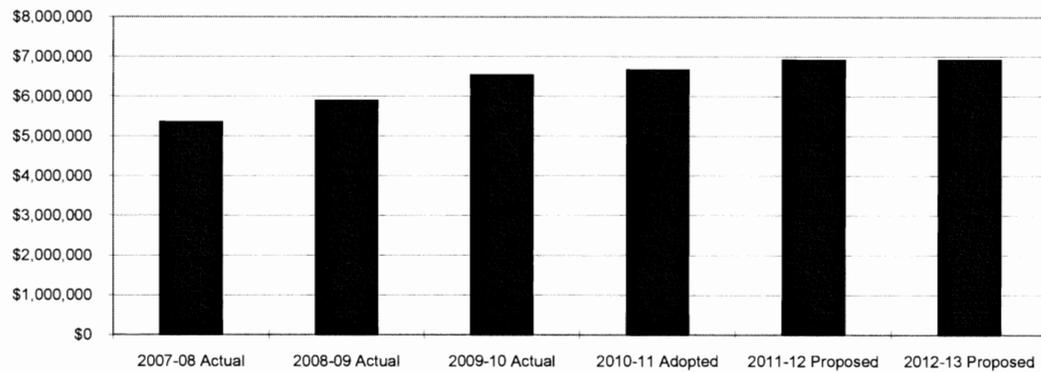
Community Development (General Fund - continued)

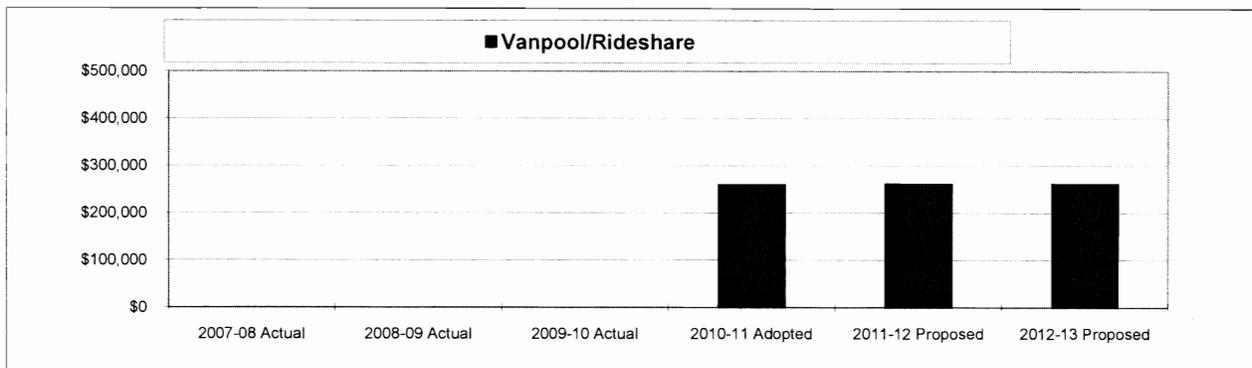
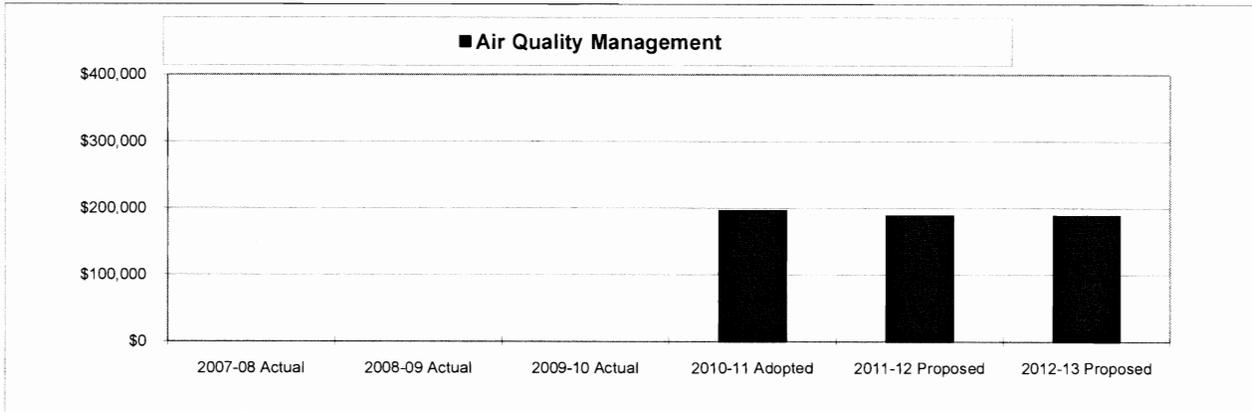
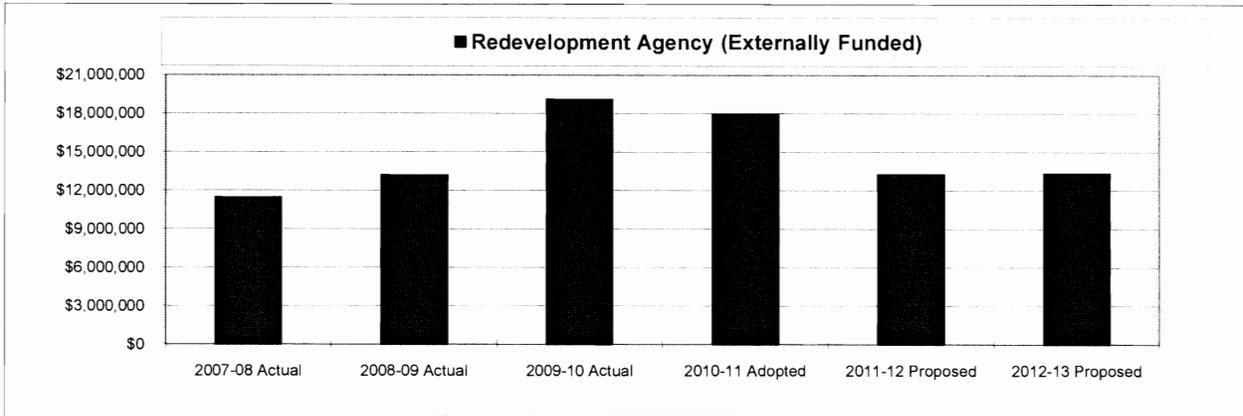
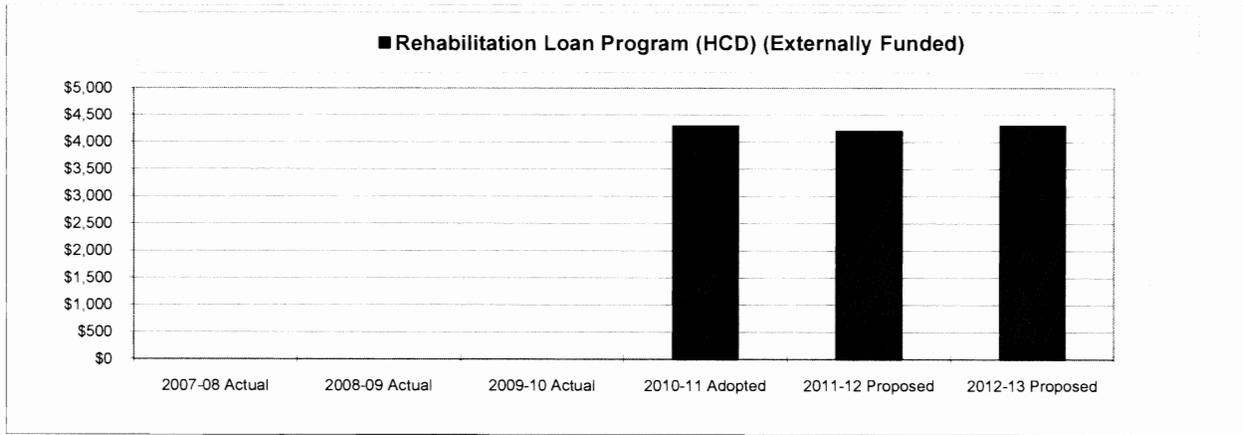


Community Development (General Fund - continued)



Section 8 Rental Assistance Program (Externally Funded)



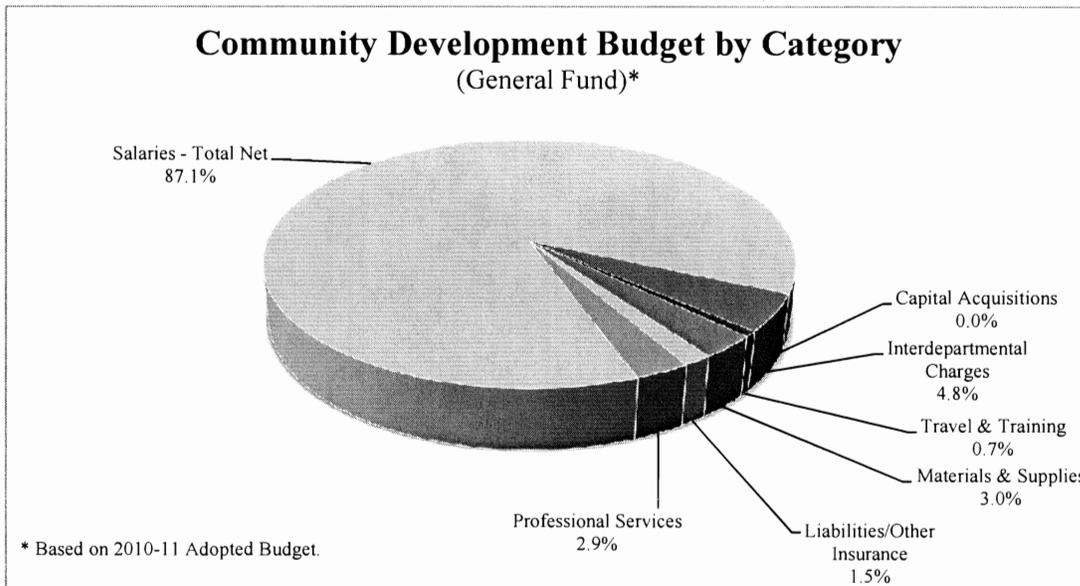


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 7,269,627	\$ 7,945,115	\$ 8,158,572	\$ 7,913,035	\$ 8,086,735	\$ 8,117,535
Overtime	33,787	25,499	14,650	39,200	41,900	40,210
Salaries - Total	7,303,414	7,970,614	8,173,222	7,952,235	8,128,635	8,157,745
Salaries - Reimbursements	(503,724)	(1,152,041)	(981,324)	(1,304,680)	(1,398,623)	(1,400,223)
Salaries - Labor Charges	1,422	2,046	13,623	1,129	1,129	1,129
Salaries - Total Net	6,801,112	6,820,619	7,205,521	6,648,684	6,731,141	6,758,651
Supplies and Services	1,192,273	1,082,563	902,062	979,398	974,501	970,401
Capital Outlay	-	-	-	2,200	2,200	2,200
General Fund Total	\$ 7,993,385	\$ 7,903,182	\$ 8,107,582	\$ 7,630,282	\$ 7,707,842	\$ 7,731,252

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 7,304,836	\$ 7,802,204	\$ 8,116,632	\$ 7,953,364	\$ 8,129,764	\$ 8,158,874
Salary & Benefit Reimbursements	(503,724)	(981,585)	(977,224)	(1,304,680)	(1,398,623)	(1,400,223)
Materials, Supplies and Maintenance	163,628	156,685	127,418	234,457	234,457	234,457
Senior Mobile Home Subsidy	-	-	45,200	-	-	-
Professional Services/Contracts	471,532	376,453	312,775	217,840	222,140	217,640
Travel, Training & Membership Dues	83,959	31,992	33,679	51,947	51,947	51,947
Liabilities & Other Insurance	57,200	107,842	49,412	114,373	114,373	114,373
Interdepartmental Charges	217,340	313,375	306,649	290,424	299,231	299,631
Capital Acquisitions	-	-	-	2,200	2,200	2,200
Reimbursements from Other Funds	-	-	-	(6,500)	(6,500)	(6,500)
Operating Transfers Out	198,614	96,216	93,041	76,857	58,853	58,853
General Fund Total	\$ 7,993,385	\$ 7,903,182	\$ 8,107,582	\$ 7,630,282	\$ 7,707,842	\$ 7,731,252

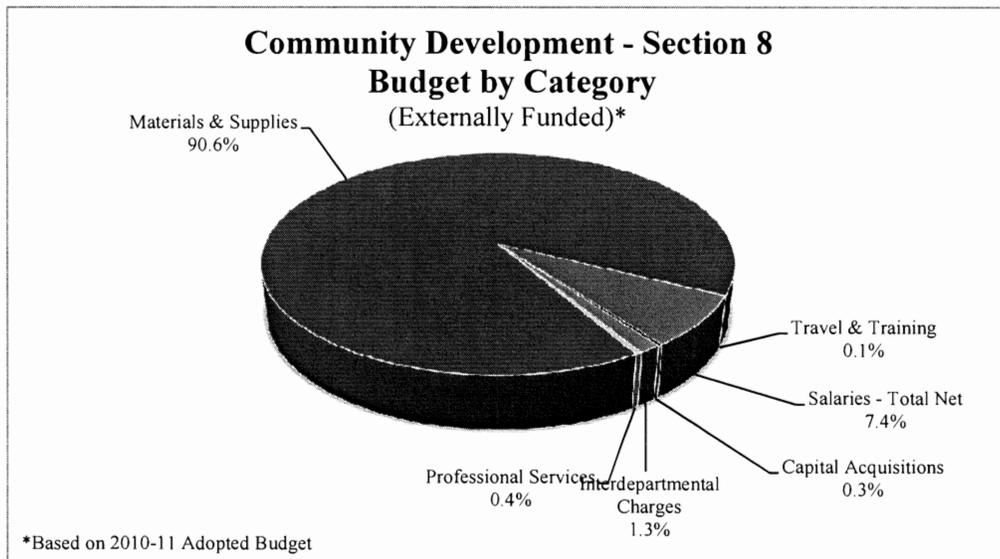


DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	434,825	440,826	470,751	493,100	533,900	535,300
Salaries - Total Net	434,825	440,826	470,751	493,100	533,900	535,300
Supplies and Services	4,927,329	5,454,324	6,070,252	6,159,620	6,364,161	6,364,161
Capital Outlay	1,158	-	4,712	17,800	17,800	17,800
Total Section 8 Rental Assistant Fund	\$ 5,363,312	\$ 5,895,150	\$ 6,545,715	\$ 6,670,520	\$ 6,915,861	\$ 6,917,261

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 434,825	\$ 440,826	\$ 940,701	\$ 493,100	\$ 533,900	\$ 535,300
Salary & Benefit Reimbursements	-	-	(469,950)	-	-	-
Materials, Supplies and Maintenance	4,819,537	5,363,622	5,957,666	6,043,020	6,196,134	6,196,134
Professional Services/Contracts	17,210	14,222	22,344	25,000	40,000	40,000
Travel, Training & Membership Dues	1,700	878	988	5,000	5,000	5,000
Interdepartmental Charges	88,882	75,602	89,254	86,600	123,027	123,027
Capital Acquisitions	1,158	-	4,712	17,800	17,800	17,800
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	-	-	-	-	-	-
Total Section 8 Rental Assistant Fund	\$ 5,363,312	\$ 5,895,150	\$ 6,545,715	\$ 6,670,520	\$ 6,915,861	\$ 6,917,261

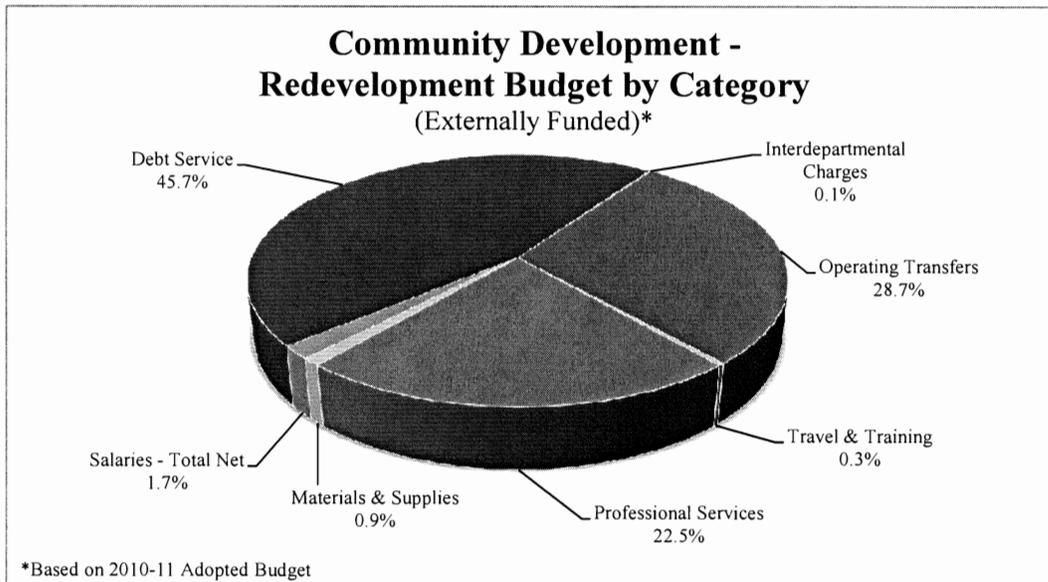


DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 9,240	\$ 8,490	\$ 230,903	\$ 8,000	\$ 8,000	\$ 8,000
Overtime	-	-	-	-	-	-
Salaries - Total	9,240	8,490	230,903	8,000	8,000	8,000
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	238,104	255,353	7,590	298,250	264,950	265,250
Salaries - Total Net	247,344	263,843	238,493	306,250	272,950	273,250
Supplies and Services	11,218,508	12,940,580	14,817,338	17,658,332	13,007,494	13,086,236
Capital Outlay	-	-	4,049,902	-	-	-
Total Redevelopment Agency Fund	\$ 11,465,852	\$ 13,204,423	\$ 19,105,733	\$ 17,964,582	\$ 13,280,444	\$ 13,359,486

DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 247,344	\$ 263,843	\$ 238,493	\$ 306,250	\$ 272,950	\$ 273,250
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	97,603	98,859	121,560	170,332	177,400	177,400
Professional Services/Contracts	2,587,267	3,680,971	4,931,538	4,049,851	3,777,297	3,777,297
Travel, Training & Membership Dues	18,469	11,222	9,961	57,119	57,119	57,119
Interdepartmental Charges	22,408	23,298	19,626	19,118	19,484	19,584
Debt Service	4,228,642	4,904,732	4,889,278	8,214,607	4,785,130	4,698,516
Capital Acquisitions	-	-	4,049,902	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Bad Debts & Other Losses	-	-	-	-	-	-
Operating Transfers Out	4,264,119	4,221,498	4,845,375	5,147,305	4,191,064	4,356,320
Total Redevelopment Agency Fund	\$ 11,465,852	\$ 13,204,423	\$ 19,105,733	\$ 17,964,582	\$ 13,280,444	\$ 13,359,486

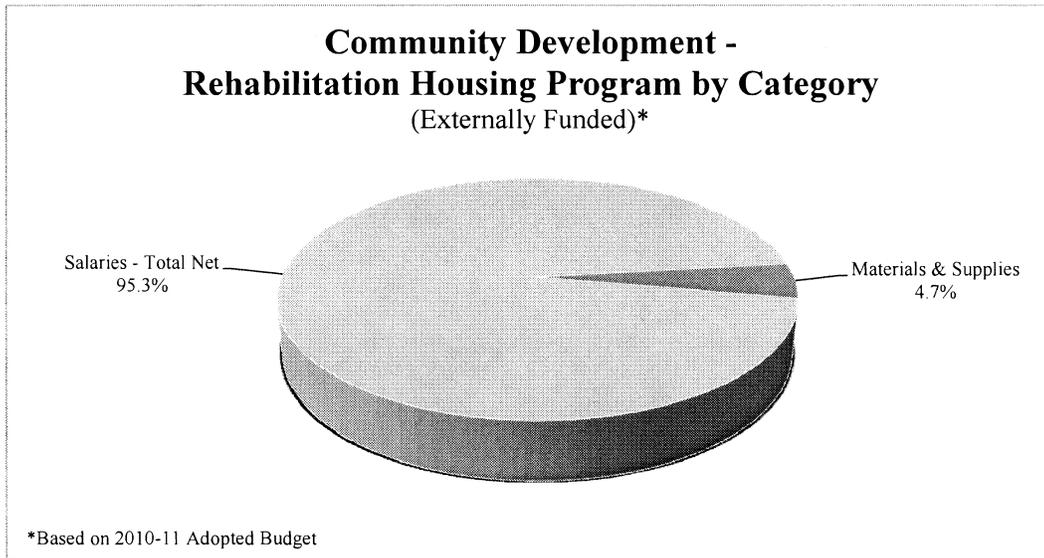


DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)

	2007-08 Actual	2008-09 Adopted	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	4,100	4,000	4,100
Salaries - Total Net	-	-	-	4,100	4,000	4,100
Supplies and Services	-	-	-	200	200	200
Capital Outlay	-	-	-	-	-	-
Total Rehabilitation Housing Fund	\$ -	\$ -	\$ -	\$ 4,300	\$ 4,200	\$ 4,300

DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)

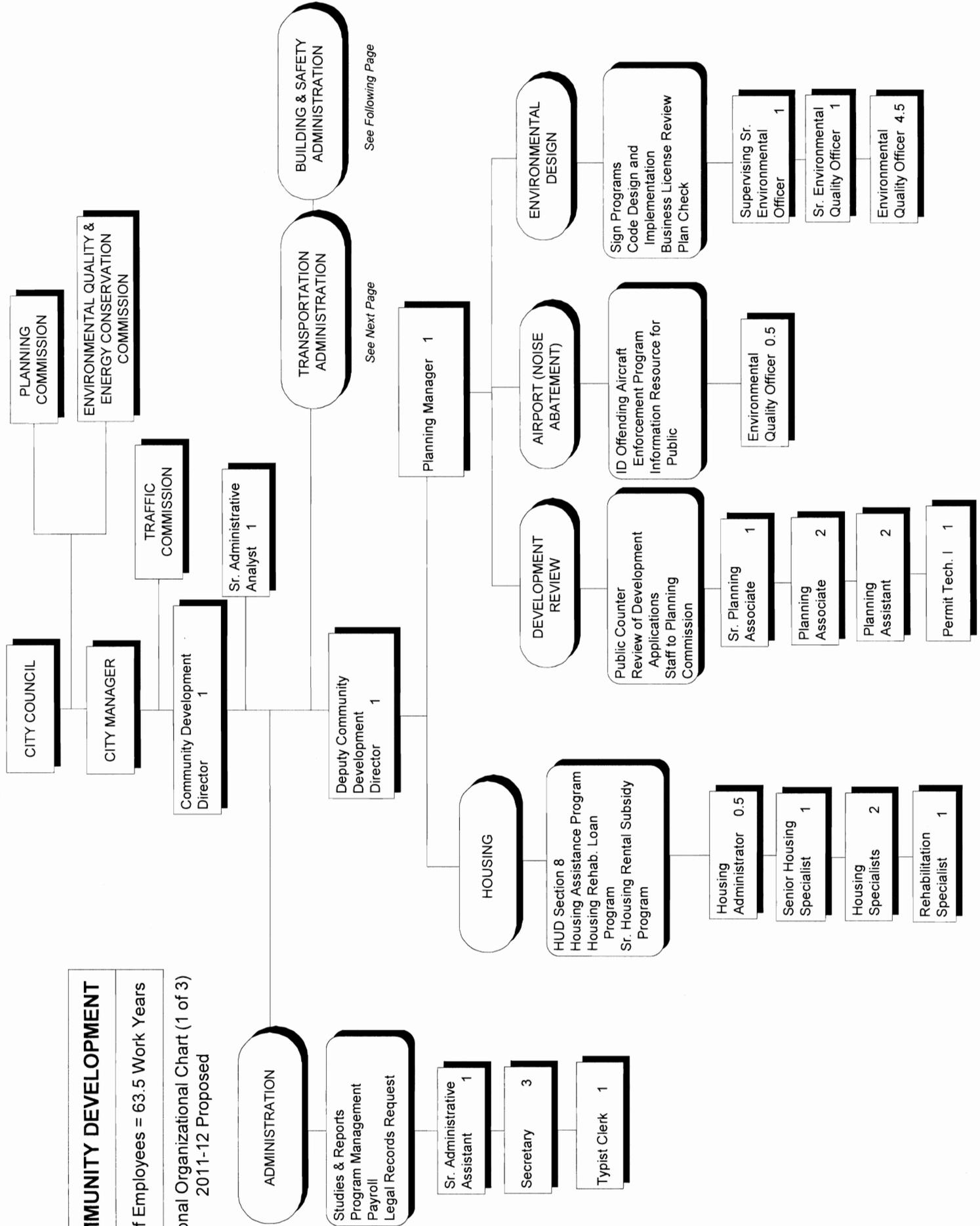
	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ -	\$ -	\$ 4,100	\$ 4,100	\$ 4,000	\$ 4,100
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	-	-	200	200	200	200
Professional Services/Contracts	-	-	-	-	-	-
Travel, Training & Membership Dues	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Total Rehabilitation Housing Fund	\$ -	\$ -	\$ 4,300	\$ 4,300	\$ 4,200	\$ 4,300



**COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Principal Planner	1.0	1.0	1.0	1.0	1.0	1.0
Transportation Planning Manager	-	1.0	1.0	1.0	1.0	1.0
Planner of Transportation	1.0	-	-	-	-	-
Planning Associate	8.5	8.5	8.5	8.5	8.5	8.5
Planning Assistant	4.0	4.0	4.0	4.0	4.0	4.0
Associate Engineer	4.0	4.0	4.0	4.0	4.0	4.0
Assistant Engineer	2.0	2.0	2.0	2.0	2.0	2.0
Public Works Inspector	4.0	4.0	4.0	3.0	3.0	3.0
Building Regulations Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Environmental Services Administrator	-	-	-	-	-	-
Building Inspection Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Structural Plans Examiner	1.0	1.0	1.0	1.0	1.0	1.0
Plans Examiner	2.0	2.0	2.0	2.0	2.0	2.0
Senior Building Inspector	3.0	3.0	3.0	3.0	3.0	3.0
Senior Electrical Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Senior Mechanical & Plumbing Inspector	2.0	2.0	2.0	2.0	2.0	2.0
Senior Grading Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Senior Environmental Quality Officer	2.0	2.0	2.0	2.0	2.0	2.0
Environmental Quality Officer	5.0	5.0	5.0	5.0	5.0	5.0
Revenue Inspector/Collector	1.0	1.0	-	-	-	-
Building Inspector	3.0	3.0	3.0	2.0	2.0	2.0
Building Permit Technician	2.0	2.0	2.0	1.0	-	-
Permit Technician I	-	-	-	-	4.0	4.0
Engineering Technician III	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician II	2.0	2.0	1.0	1.0	1.0	1.0
Engineering Technician I	1.0	1.0	1.0	-	-	-
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	-	-	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	-	-	-
Housing Specialist	3.0	3.0	3.0	3.0	3.0	3.0
Rehabilitation Specialist	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	6.0	6.0	6.0	6.0	3.0	3.0
Typist Clerk	2.0	2.0	1.0	1.0	1.0	1.0
Intern	-	0.5	0.5	-	-	-
Total	70.5	71.0	68.0	63.5	63.5	63.5

COMMUNITY DEVELOPMENT
 No. of Employees = 63.5 Work Years
 Functional Organizational Chart (1 of 3)
 2011-12 Proposed



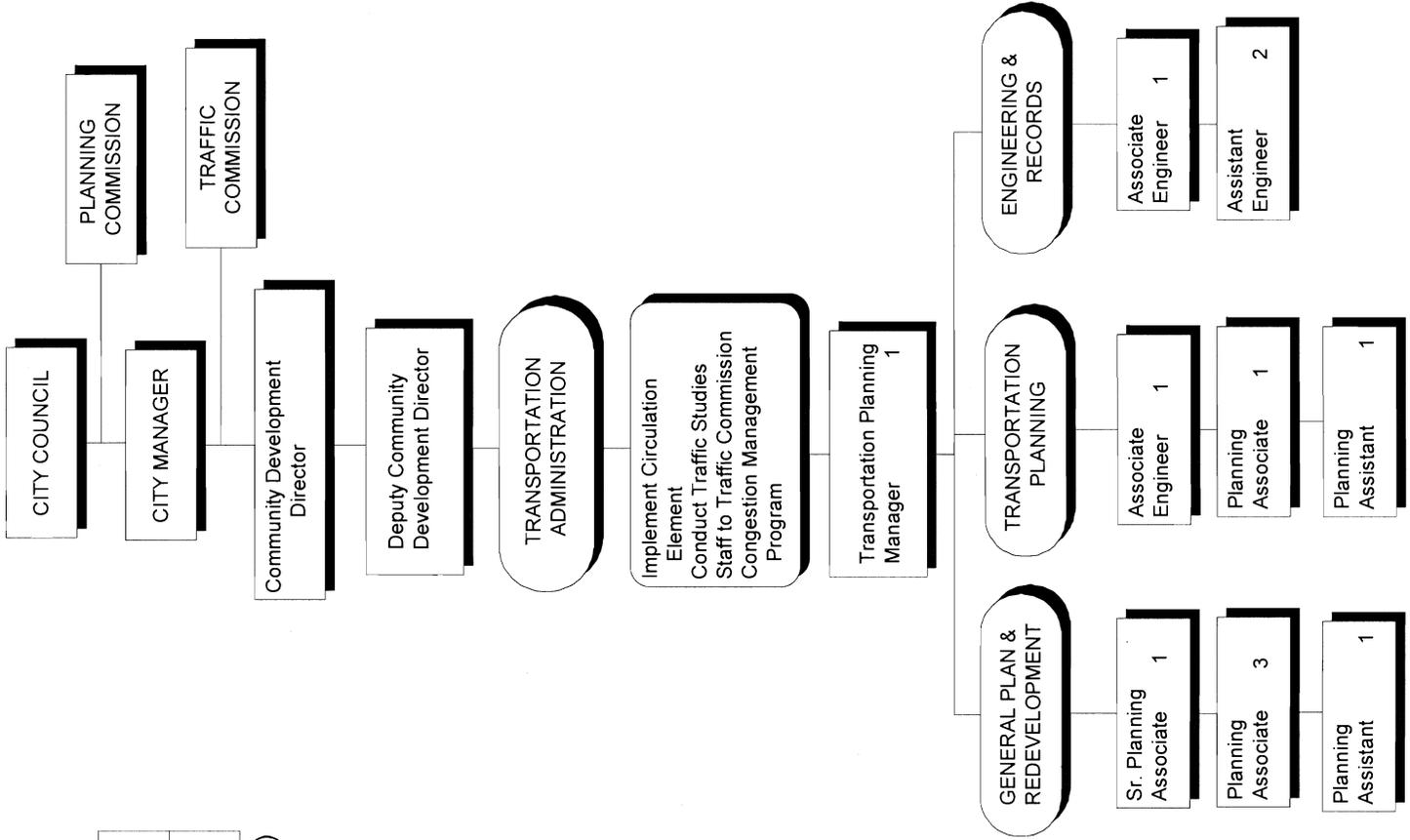
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COMMUNITY DEVELOPMENT
 No. of Employees = 63.5 Work Years

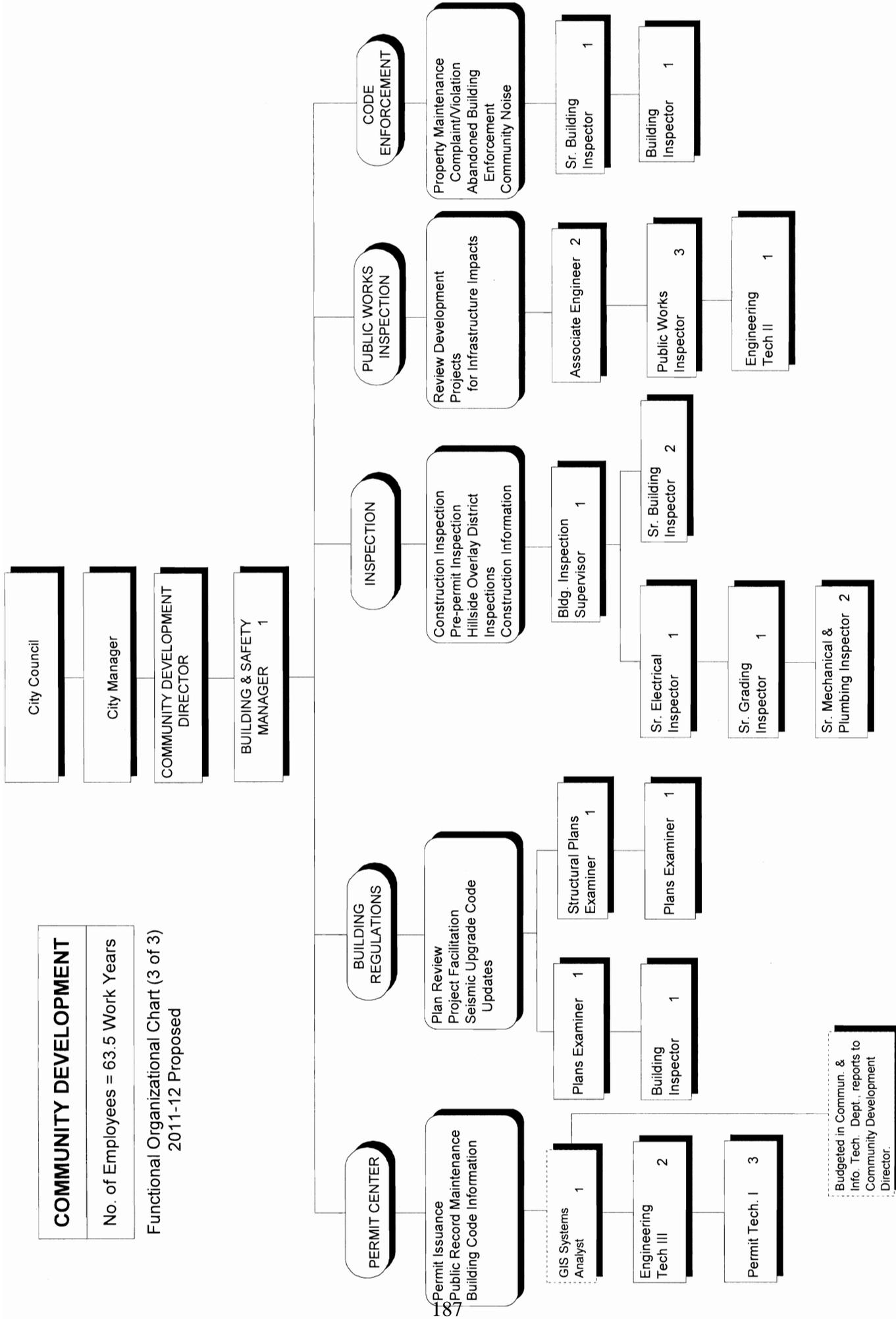
Functional Organizational Chart (2 of 3)
 2011-12 Proposed



COMMUNITY DEVELOPMENT

No. of Employees = 63.5 Work Years

Functional Organizational Chart (3 of 3)
2011-12 Proposed

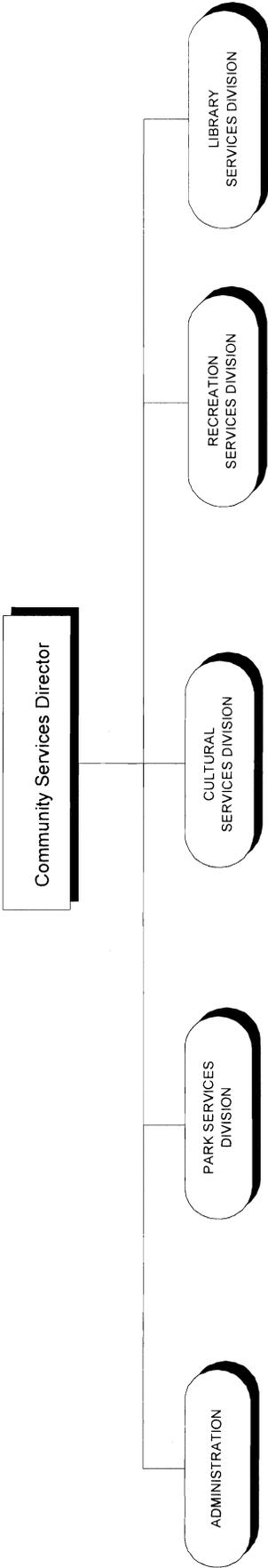


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COMMUNITY SERVICES

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 throughout 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.

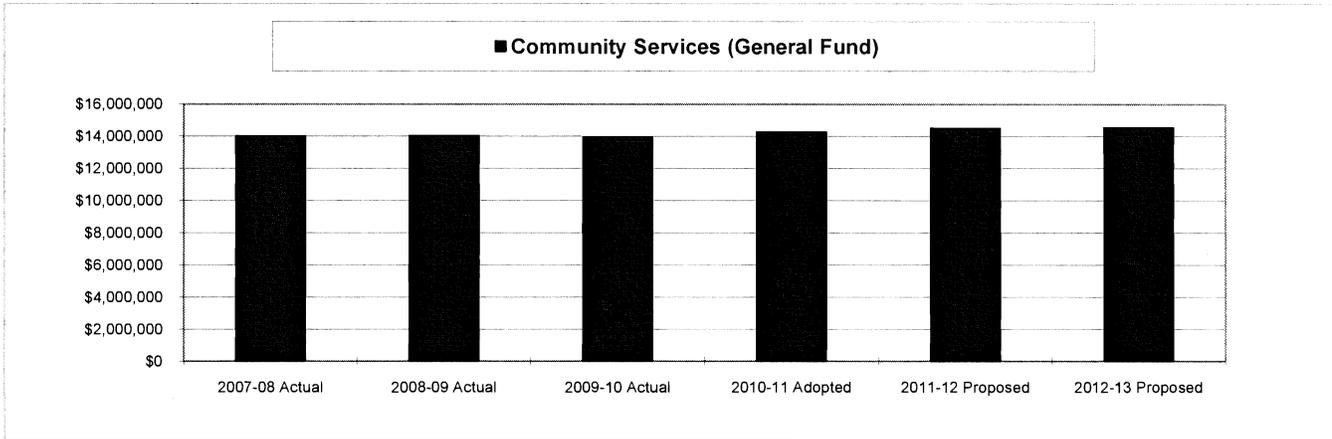
FUNCTIONAL RESPONSIBILITY

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.

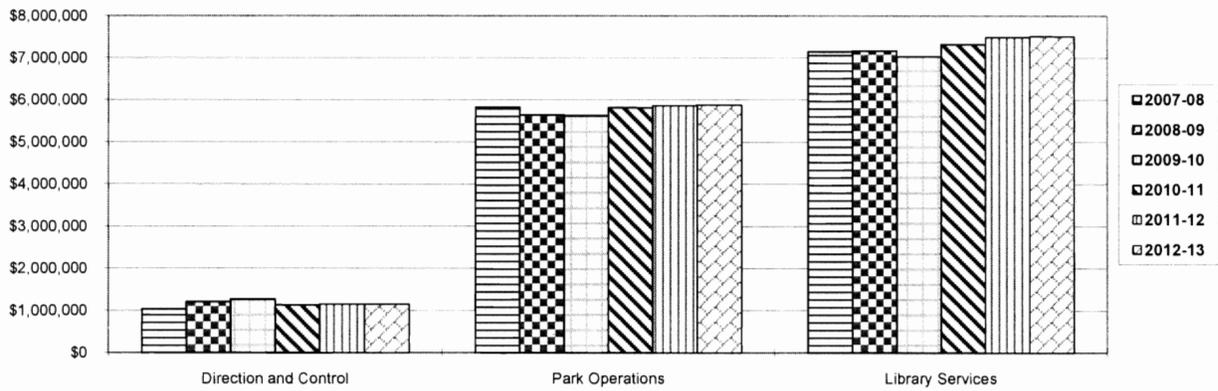
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
General Fund:						
Direction and Control	\$ 1,035,613	\$ 1,211,028	\$ 1,262,854	\$ 1,130,267	\$ 1,147,296	\$ 1,151,096
Park Operations	5,825,190	5,641,932	5,630,278	5,819,694	5,867,755	5,882,775
Library Services	7,147,660	7,174,783	7,033,204	7,320,805	7,492,778	7,512,921
General Fund Total	<u>\$ 14,008,463</u>	<u>\$ 14,027,743</u>	<u>\$ 13,926,336</u>	<u>\$ 14,270,766</u>	<u>\$ 14,507,829</u>	<u>\$ 14,546,792</u>
General Fund Revenues	\$ 567,538	\$ 514,033	\$ 562,394	\$ 638,969	\$ 650,000	\$ 650,000
Enterprise Funded:						
Recreation Services	5,385,900	5,575,481	6,055,932	6,258,180	6,588,256	6,598,256
Cultural Services	2,101,332	2,019,508	2,095,487	1,896,412	1,907,812	1,910,412
Parks & Recreation Enterprise Total	<u>\$ 7,487,232</u>	<u>\$ 7,594,989</u>	<u>\$ 8,151,419</u>	<u>\$ 8,154,592</u>	<u>\$ 8,496,068</u>	<u>\$ 8,508,668</u>
Parks & Recreation Enterprise Revenues	\$ 7,615,995	\$ 7,594,989	\$ 7,853,664	\$ 7,939,890	\$ 8,099,304	\$ 8,099,304

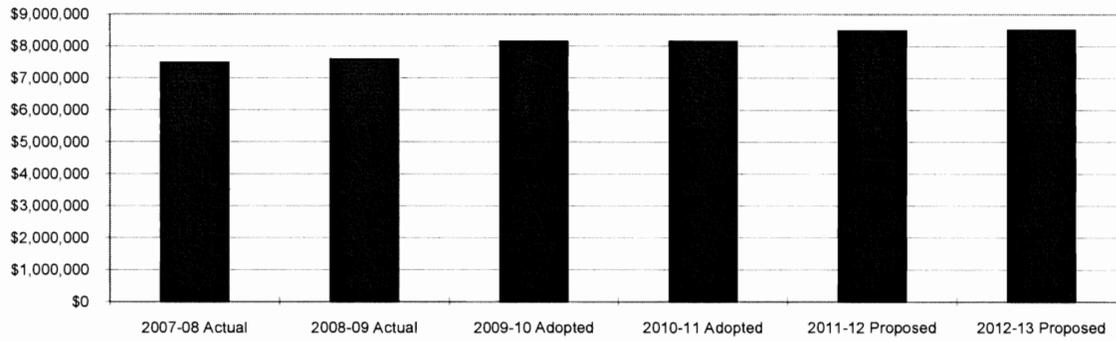
EXPENDITURES



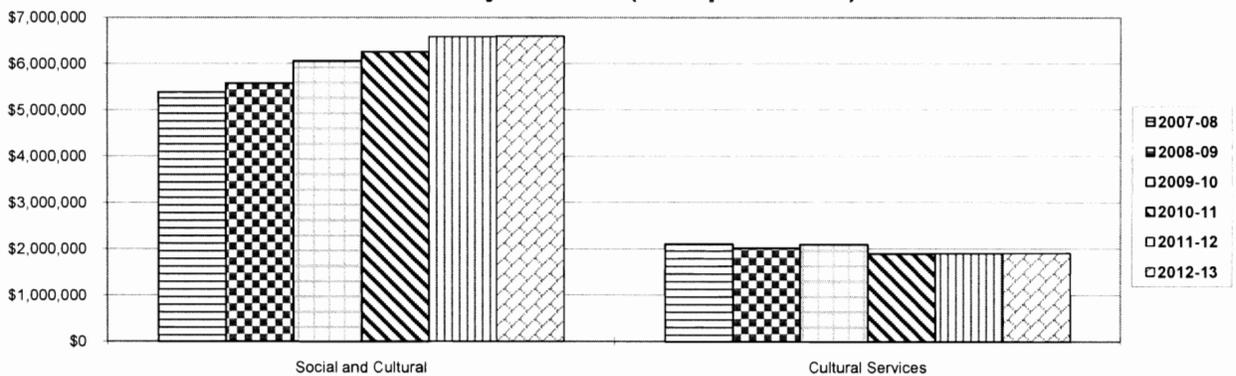
Community Services (General Fund)



Community Services (Enterprise Fund)



Community Services (Enterprise Fund)



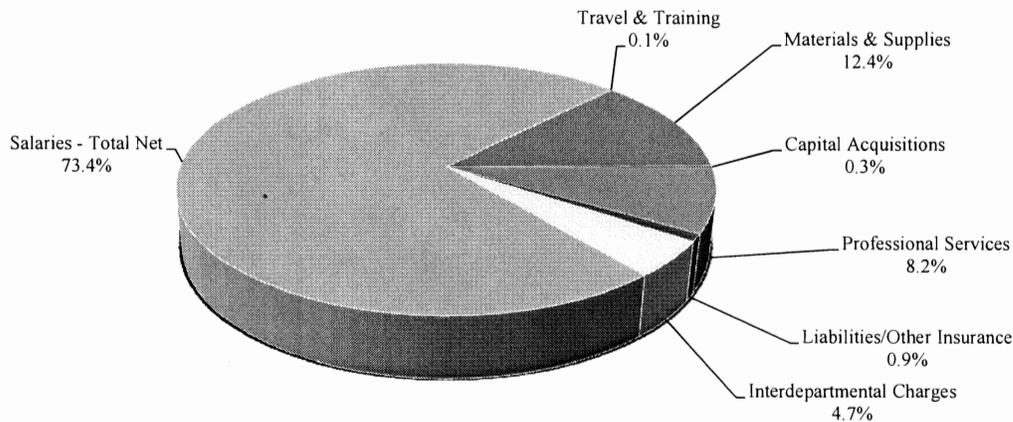
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 9,883,635	\$ 10,041,351	\$ 9,989,489	\$ 10,539,992	\$ 10,793,445	\$ 10,834,025
Overtime	146,480	144,773	150,800	43,132	43,900	43,320
Salaries - Total	10,030,115	10,186,124	10,140,289	10,583,124	10,837,345	10,877,345
Salaries - Reimbursements	(243,089)	(283,592)	(166,764)	(167,230)	(172,570)	(174,650)
Salaries - Labor Charges	26,186	52,969	35,912	54,435	61,105	61,105
Salaries - Total Net	9,813,212	9,955,501	10,009,437	10,470,329	10,725,880	10,763,800
Supplies and Services	4,155,435	4,054,521	3,879,951	3,763,437	3,744,949	3,745,992
Capital Outlay	39,816	17,721	36,947	37,000	37,000	37,000
General Fund Total	\$ 14,008,463	\$ 14,027,743	\$ 13,926,335	\$ 14,270,766	\$ 14,507,829	\$ 14,546,792

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 10,056,302	\$ 10,239,093	\$ 10,176,201	\$ 10,637,559	\$ 10,900,530	\$ 10,938,450
Salary & Benefit Reimbursements	(243,090)	(283,592)	(166,764)	(167,230)	(174,650)	(174,650)
Materials, Supplies and Maintenance	2,122,128	2,004,227	1,924,799	1,793,223	1,790,014	1,790,014
Professional Services/Contracts	1,174,002	1,194,760	1,185,602	1,174,577	1,180,209	1,180,209
Travel, Training & Membership Dues	20,473	14,072	8,149	20,486	20,386	20,386
Liabilities & Other Insurance	112,078	142,966	99,655	134,649	134,649	134,649
Interdepartmental Charges	548,829	592,577	567,752	558,885	559,084	560,127
Capital Acquisitions	39,816	17,721	36,947	37,000	37,000	37,000
Reimbursements from Other Funds	(27,287)	(25,728)	(41,030)	(23,800)	(20,000)	(20,000)
Operating Transfers Out	205,212	131,647	135,025	105,417	80,607	80,607
General Fund Total	\$ 14,008,463	\$ 14,027,743	\$ 13,926,336	\$ 14,270,766	\$ 14,507,829	\$ 14,546,792

Community Services Budget by Category
(General Fund)*



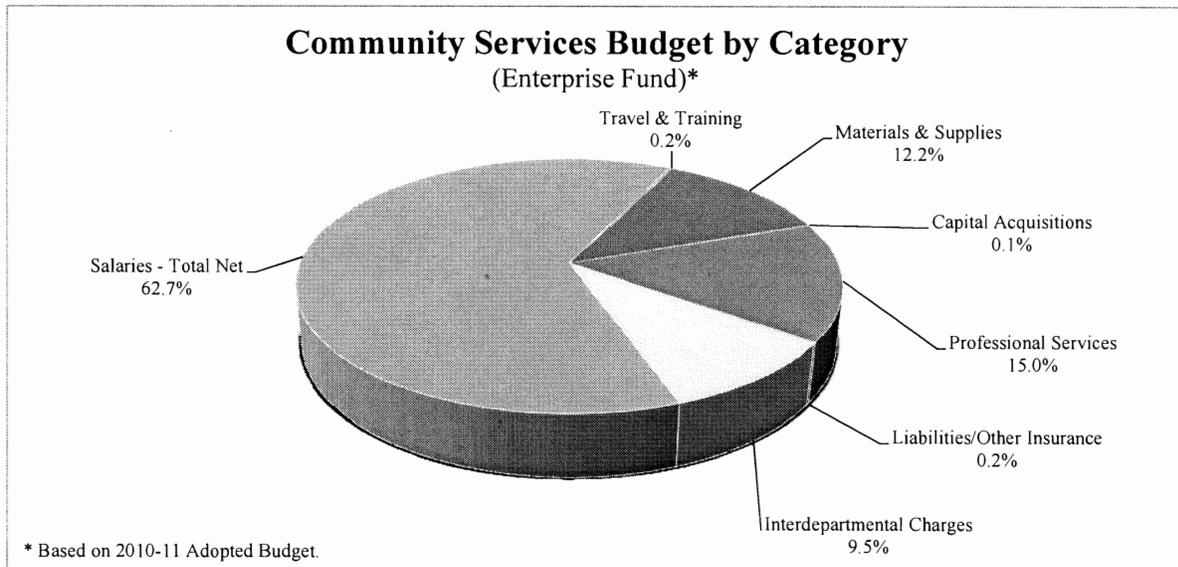
*Based on 2010-11 Adopted Budget

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 4,737,741	\$ 4,971,350	\$ 5,299,477	\$ 5,201,797	\$ 5,267,597	\$ 5,278,697
Overtime	37,561	37,932	26,521	8,900	8,900	8,900
Salaries - Total	4,775,302	5,009,282	5,325,998	5,210,697	5,276,497	5,287,597
Salaries - Reimbursements	(204,101)	(209,695)	(225,463)	(110,200)	-	-
Salaries - Labor Charges	1,627	4,396	-	14,500	14,500	14,500
Salaries - Total Net	4,572,828	4,803,983	5,100,535	5,114,997	5,290,997	5,302,097
Supplies and Services	2,914,237	2,791,006	3,050,885	3,031,095	3,196,571	3,198,071
Capital Outlay	167	-	-	8,500	8,500	8,500
Total Parks & Recreation Enterprise Fund	\$ 7,487,232	\$ 7,594,989	\$ 8,151,420	\$ 8,154,592	\$ 8,496,068	\$ 8,508,668

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 4,776,929	\$ 5,013,678	\$ 5,325,998	\$ 5,225,197	\$ 5,290,997	\$ 5,302,097
Salary & Benefit Reimbursements	(204,101)	(209,695)	(225,463)	(110,200)	-	-
Materials, Supplies and Maintenance	883,579	834,103	1,072,770	994,069	1,134,457	1,134,457
Professional Services/Contracts	1,347,483	1,085,785	1,126,433	1,222,169	1,222,169	1,222,169
Travel, Training & Membership Dues	18,781	11,096	10,453	19,920	19,820	19,820
Depreciation and Amortization	2,784	2,831	1,720	-	-	-
Liabilities & Other Insurance	14,196	23,418	9,396	18,421	18,421	18,421
Interdepartmental Charges	573,786	767,489	762,518	727,001	756,609	758,109
Capital Acquisitions	167	-	-	8,500	8,500	8,500
Asset Contra Account	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	(100)	-	-
Operating Transfers Out	73,628	66,284	67,594	49,615	45,095	45,095
Total Parks & Recreation Enterprise Fund	\$ 7,487,232	\$ 7,594,989	\$ 8,151,419	\$ 8,154,592	\$ 8,496,068	\$ 8,508,668



**COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY**

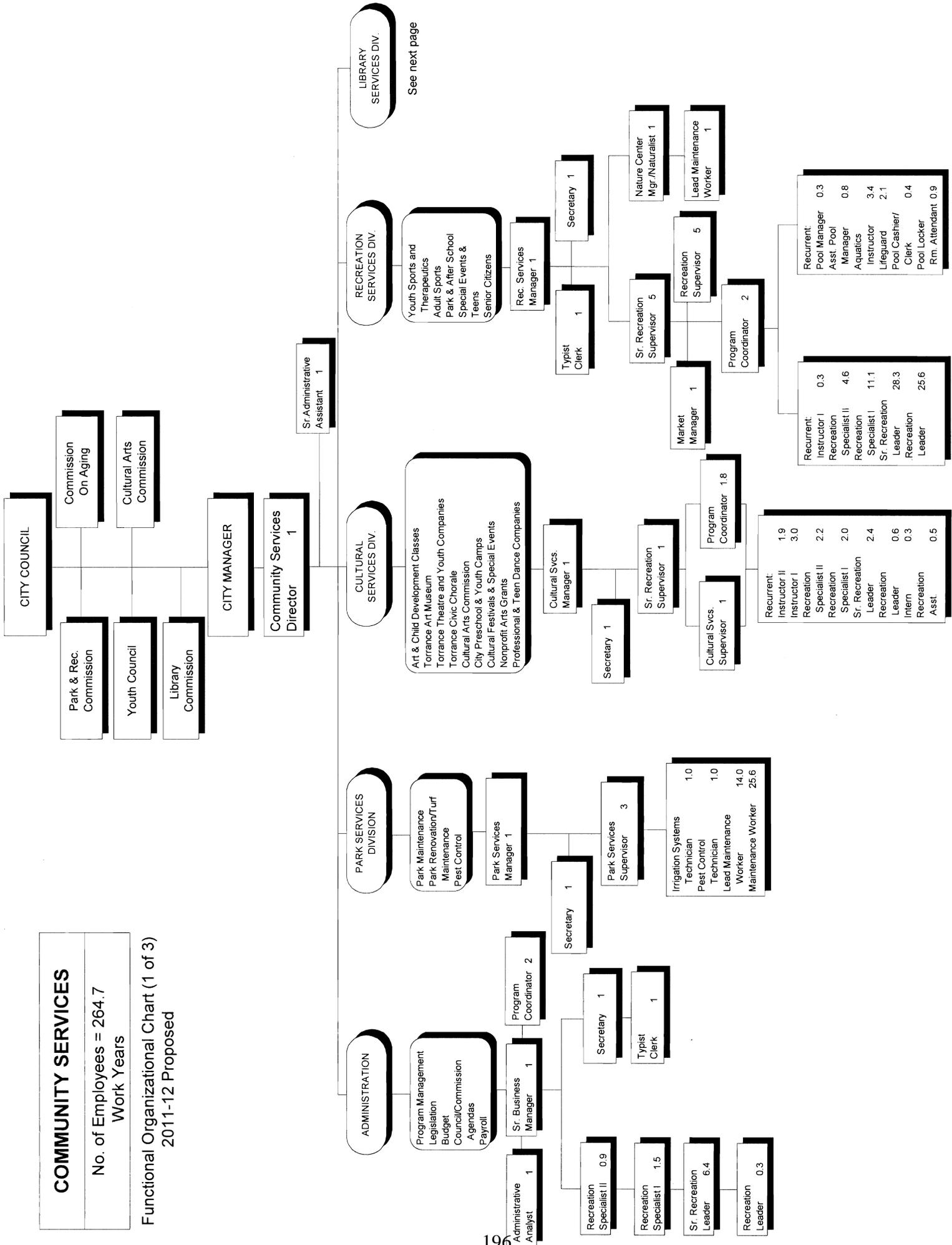
Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Community Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Senior Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Program Coordinator	2.0	2.0	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	-	-	-
Senior Administrative Assistant	-	-	-	1.0	1.0	1.0
Recreation Specialist II	0.9	0.9	0.9	0.9	0.9	0.9
Recreation Specialist	1.6	1.6	1.5	1.5	1.5	1.5
Senior Recreation Leader	7.4	7.4	7.3	6.4	6.4	6.4
Recreation Leader	0.3	0.3	0.3	0.3	0.3	0.3
Park Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Park Services Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Sprinkler and Backflow Technician	1.0	1.0	-	-	-	-
Irrigation Systems Technician	-	-	1.0	1.0	1.0	1.0
Pest Control Applicator	2.0	1.0	-	-	-	-
Pest Control Technician	-	-	1.0	1.0	1.0	1.0
Senior Groundskeeper	14.0	14.0	-	-	-	-
Lead Maintenance Worker	-	-	14.0	14.0	14.0	14.0
Groundskeeper	26.6	26.6	-	-	-	-
Maintenance Worker	-	-	26.6	25.6	25.6	25.6
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	2.0	2.0	2.0	1.0	1.0	1.0
City Librarian	1.0	1.0	1.0	1.0	1.0	1.0
Principal Librarian	1.0	1.0	1.0	1.0	2.0	2.0
Senior Librarian	7.0	7.0	7.0	7.0	6.0	6.0
Librarian	13.5	13.5	13.5	13.5	13.5	13.5
Library Assistant II	12.0	12.0	12.0	12.0	12.0	12.0
Library Assistant I	10.0	10.0	10.0	8.0	9.0	9.0
Senior Aide	0.5	-	-	-	-	-
Junior Library Clerk I - recurrent	17.5	17.5	17.5	17.5	17.0	17.0
Junior Library Clerk II - recurrent	5.0	5.0	5.0	5.0	5.0	5.0
Library Page - recurrent	19.5	20.0	20.0	20.0	20.0	20.0
Total General Fund	155.8	154.8	154.6	149.7	150.2	150.2

Parks and Recreation Enterprise Fund	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Recreation Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Cultural Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Recreation Supervisor	6.0	6.0	6.0	6.0	6.0	6.0
Recreation Supervisor	6.0	6.0	6.0	6.0	6.0	6.0
Program Coordinator	3.8	3.8	3.8	3.8	3.8	3.8
Market Manager	1.0	1.0	1.0	1.0	1.0	1.0
Nature Center Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Groundskeeper	1.0	1.0	-	-	-	-
Lead Maintenance Worker	-	-	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Specialist II	6.8	6.8	6.8	6.8	6.8	6.8
Recreation Specialist I	13.2	13.2	13.1	13.1	13.1	13.1
Senior Recreation Leader	33.3	33.3	30.7	30.7	30.7	30.7
Recreation Leader	26.9	26.9	26.2	26.2	26.2	26.2
Recreation Assistant	0.5	0.5	0.5	0.5	0.5	0.5
Pool Manager	0.3	0.3	0.3	0.3	0.3	0.3
Assistant Pool Manager	0.8	0.8	0.8	0.8	0.8	0.8
Instructor II	2.2	2.2	1.9	1.9	1.9	1.9
Instructor I	3.3	3.3	3.3	3.3	3.3	3.3
Intern	0.3	0.3	0.3	0.3	0.3	0.3
Aquatics Instructor	3.4	3.4	3.4	3.4	3.4	3.4
Lifeguard	2.1	2.1	2.1	2.1	2.1	2.1
Pool Cashier/Clerk	0.4	0.4	0.4	0.4	0.4	0.4
Pool Locker Room Attendant	0.9	0.9	0.9	0.9	0.9	0.9
Total Parks & Recreation Enterprise Fund	118.2	118.2	114.5	114.5	114.5	114.5
Grand Total	274.0	273.0	269.1	264.2	264.7	264.7

COMMUNITY SERVICES

No. of Employees = 264.7
Work Years

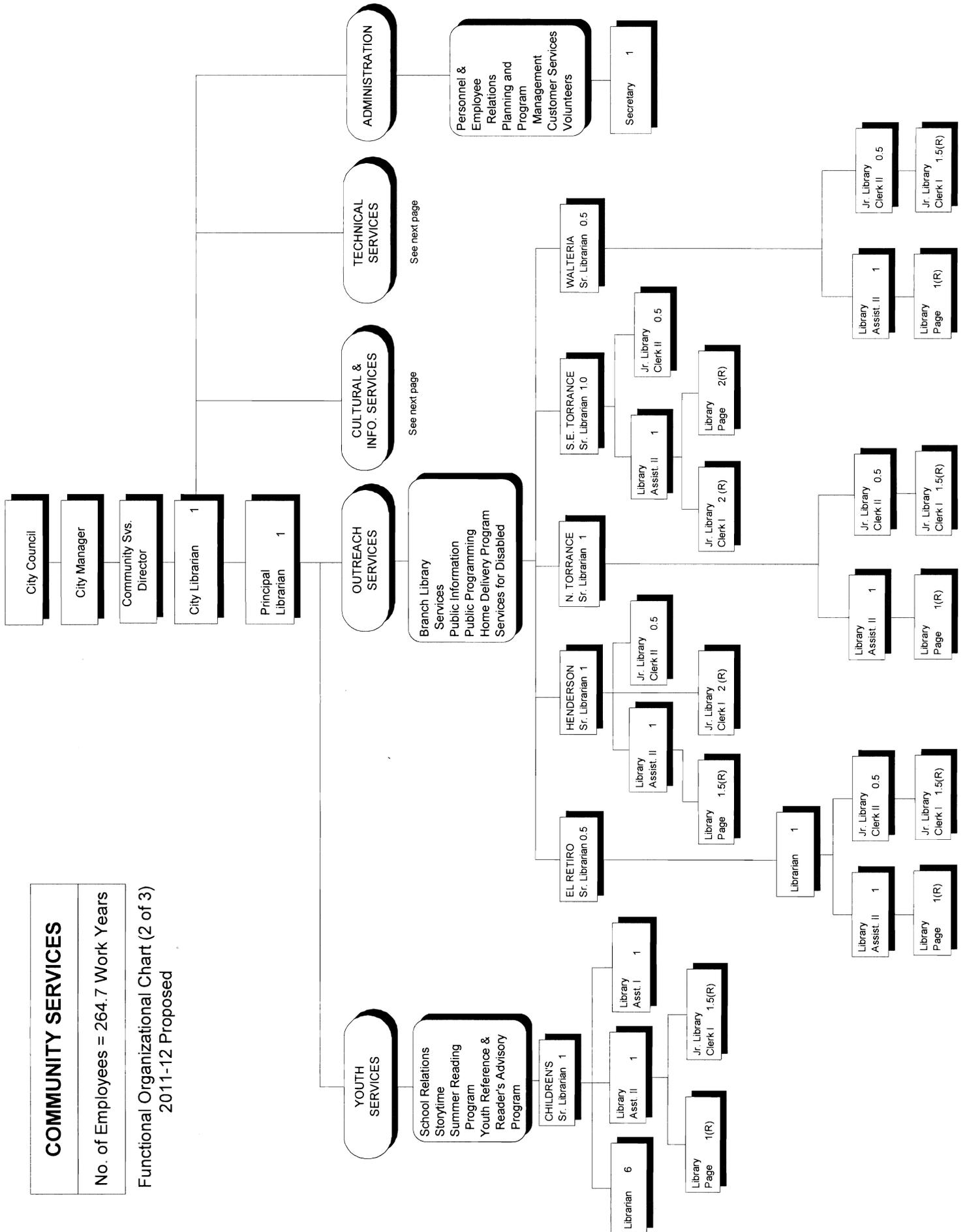
Functional Organizational Chart (1 of 3)
2011-12 Proposed



COMMUNITY SERVICES

No. of Employees = 264.7 Work Years

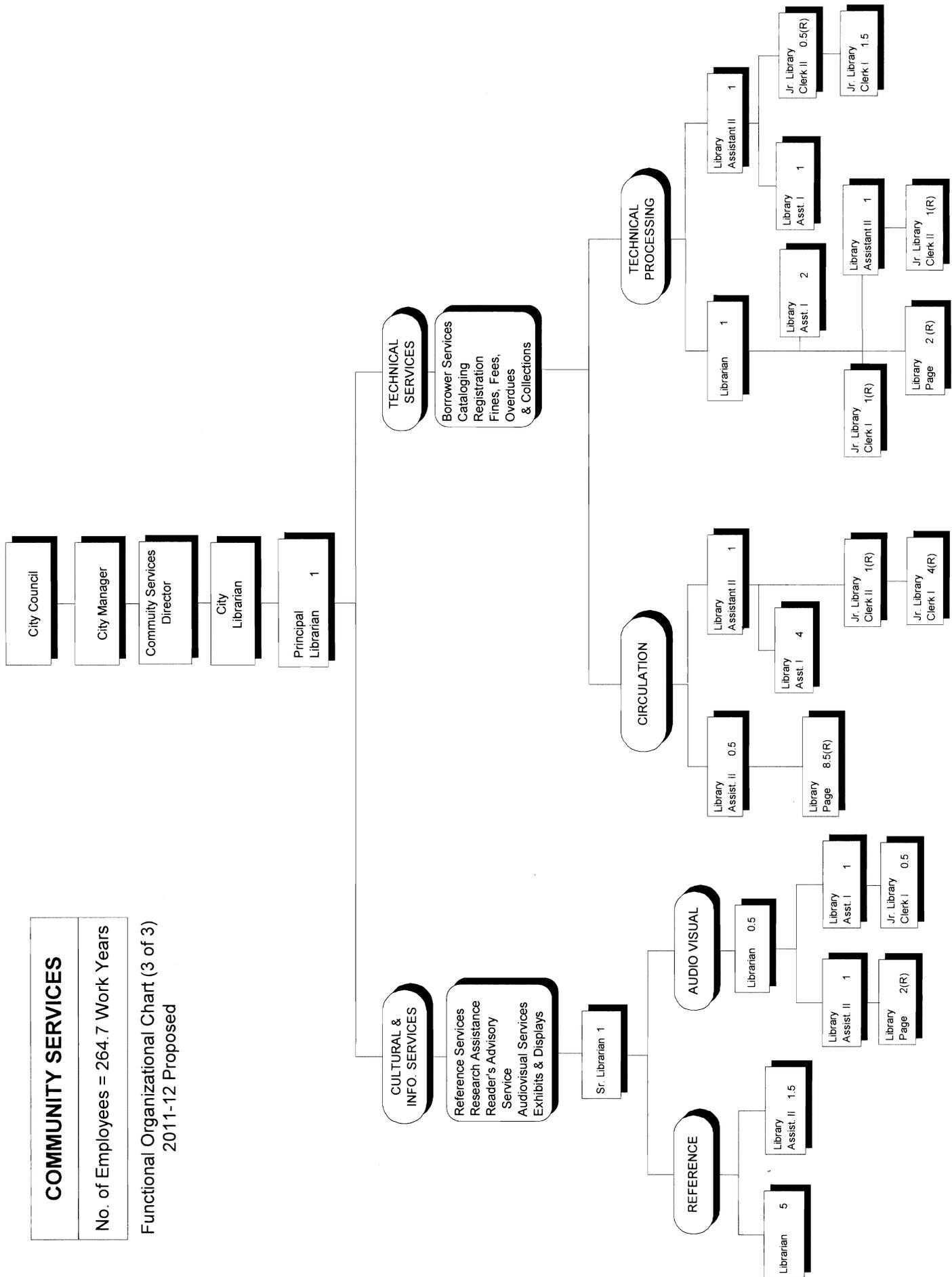
Functional Organizational Chart (2 of 3)
2011-12 Proposed



COMMUNITY SERVICES

No. of Employees = 264.7 Work Years

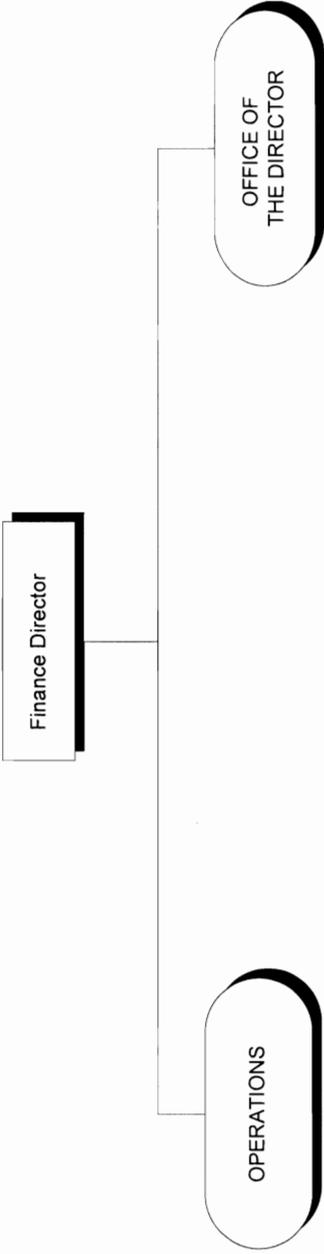
Functional Organizational Chart (3 of 3)
2011-12 Proposed



FINANCE

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

DEPARTMENT ORGANIZATION



Finance

MISSION STATEMENT

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

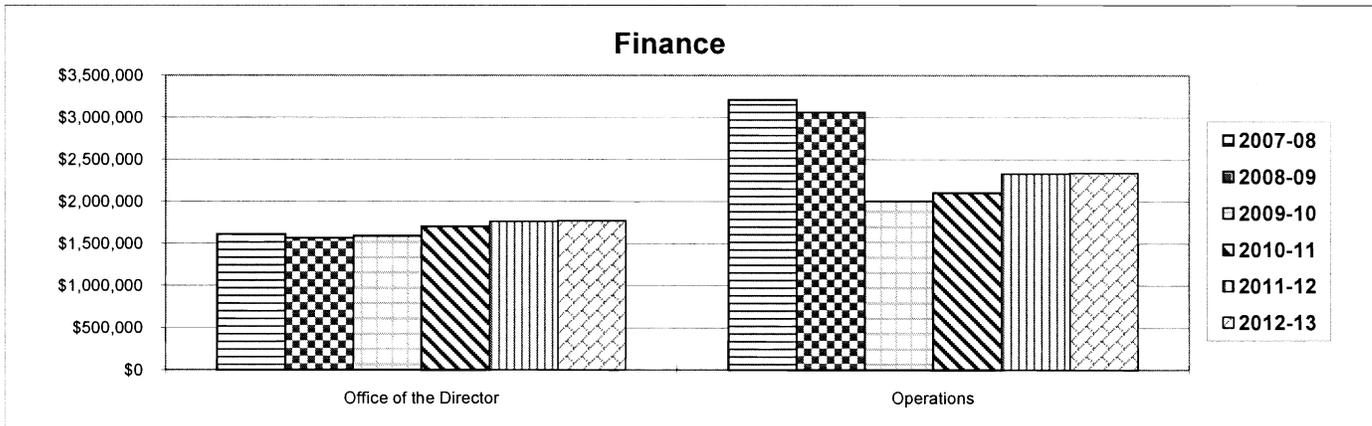
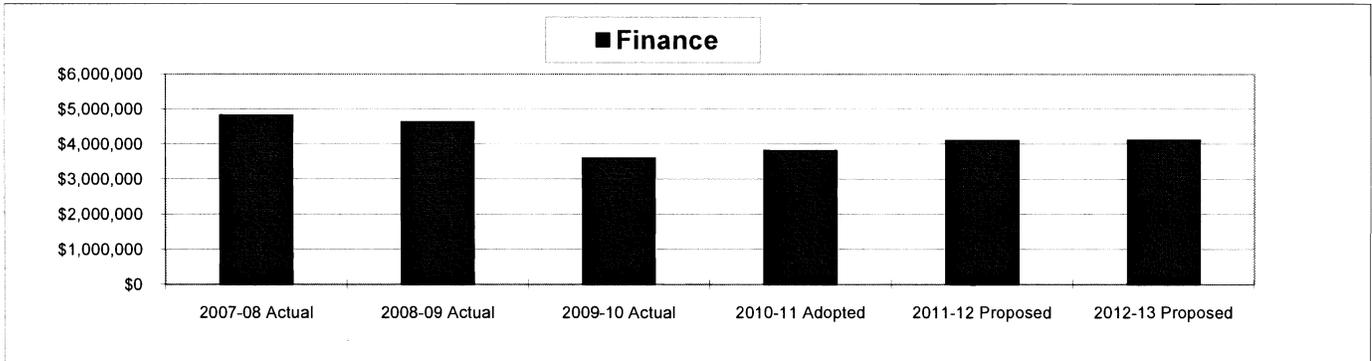
FUNCTIONAL RESPONSIBILITIES

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

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Office of the Director	\$ 1,613,523	\$ 1,567,670	\$ 1,593,442	\$ 1,707,478	\$ 1,768,640	\$ 1,775,340
Operations	3,213,276	3,063,414	2,008,491	2,109,123	2,334,136	2,344,336
General Fund Total	\$ 4,826,799	\$ 4,631,084	\$ 3,601,933	\$ 3,816,601	\$ 4,102,776	\$ 4,119,676
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES

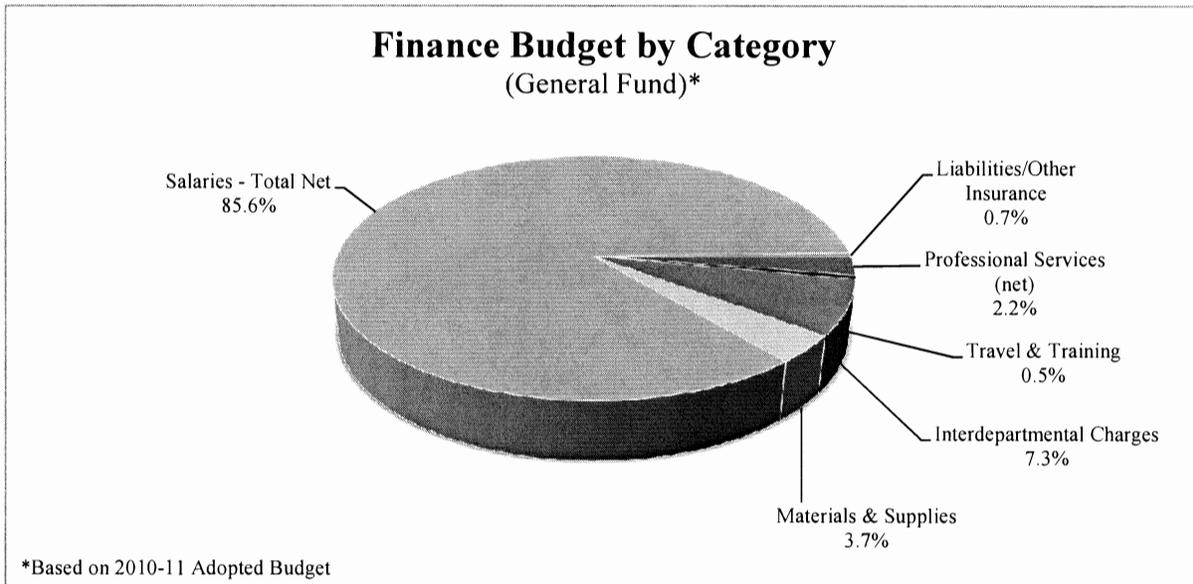


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 3,541,502	\$ 3,429,464	\$ 3,722,817	\$ 3,878,735	\$ 3,960,219	\$ 3,976,719
Overtime	40,856	33,281	23,910	47,084	47,400	47,400
Salaries - Total	3,582,358	3,462,745	3,746,727	3,925,819	4,007,619	4,024,119
Salaries - Reimbursements	(571,945)	(621,028)	(677,091)	(660,455)	(447,625)	(447,625)
Salaries - Labor Charges	5,707	4,228	1,937	500	-	-
Salaries - Total Net	3,016,120	2,845,945	3,071,573	3,265,864	3,559,994	3,576,494
Supplies and Services	1,810,679	1,783,714	530,360	550,737	542,782	543,182
Capital Outlay	-	1,425	-	-	-	-
General Fund Total	\$ 4,826,799	\$ 4,631,084	\$ 3,601,933	\$ 3,816,601	\$ 4,102,776	\$ 4,119,676

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 3,588,064	\$ 3,466,973	\$ 3,748,664	\$ 3,926,319	\$ 4,007,619	\$ 4,024,119
Salary & Benefit Reimbursements	(571,944)	(621,028)	(677,091)	(660,455)	(447,625)	(447,625)
Materials, Supplies and Maintenance	128,605	113,026	125,997	139,847	55,847	55,847
Professional Services/Contracts	586,251	497,266	794,372	562,099	169,158	169,159
Travel, Training & Membership Dues	9,012	14,950	16,421	20,570	20,570	20,570
Liabilities & Other Insurance	11,460	11,460	11,987	26,803	26,803	26,803
Interdepartmental Charges	169,250	241,498	234,902	220,283	232,692	233,092
Capital Acquisitions	-	1,425	-	-	-	-
Bad Debts and Other Losses	-	-	100	-	-	-
Reimbursements from Other Funds	(412,240)	(460,712)	(719,633)	(476,940)	-	-
Operating Transfers Out	1,318,341	1,366,226	66,214	58,075	37,712	37,711
General Fund Total	\$ 4,826,799	\$ 4,631,084	\$ 3,601,933	\$ 3,816,601	\$ 4,102,776	\$ 4,119,676



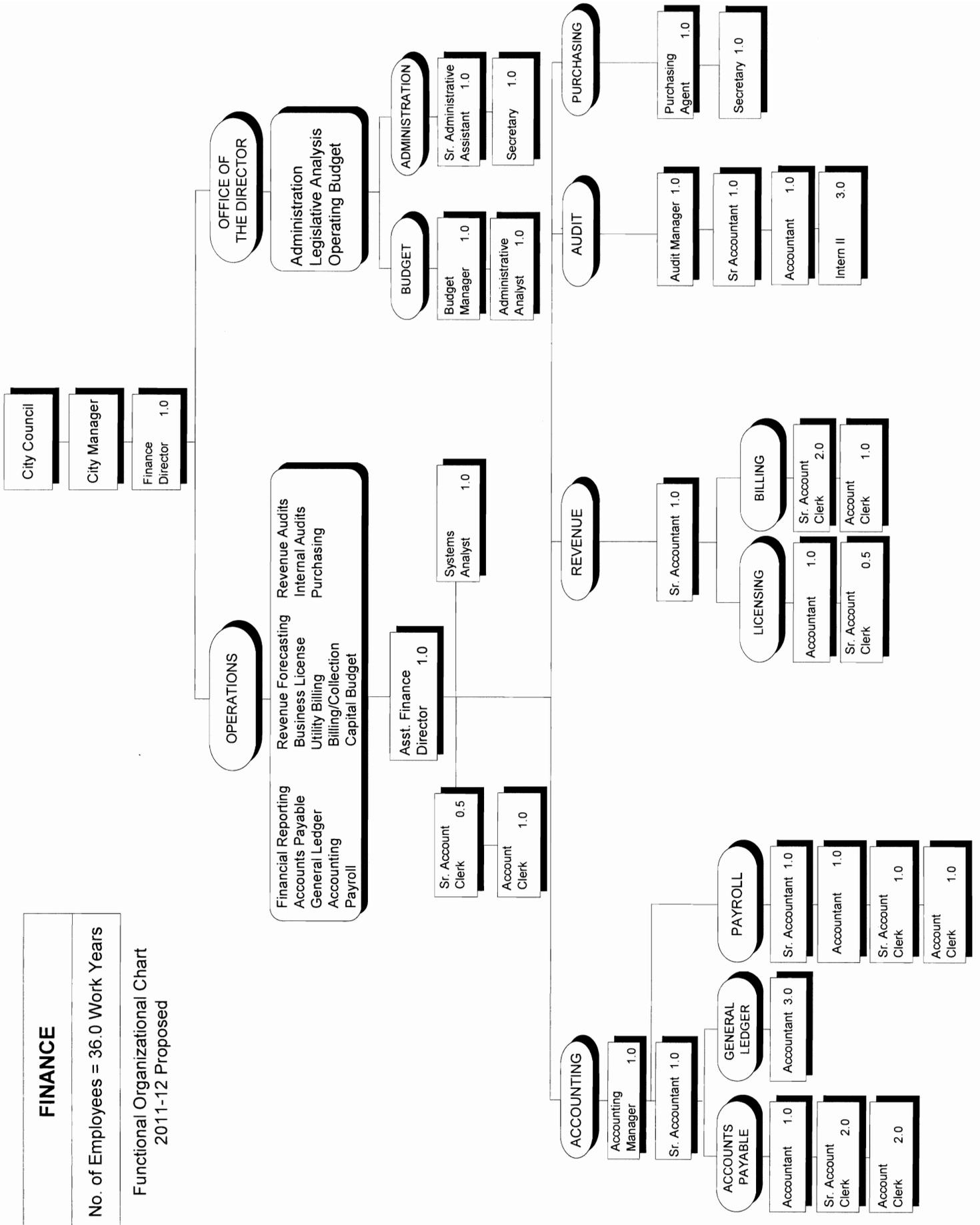
**FINANCE
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Manager	1.0	1.0	1.0	1.0	1.0	1.0
Audit Manager	1.0	1.0	1.0	1.0	1.0	1.0
Budget Manager	1.0	1.0	1.0	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Senior Accountant	4.0	4.0	4.0	4.0	4.0	4.0
Accountant	7.0	7.0	7.0	6.0	7.0	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Buyer	2.0	2.0	1.0	-	-	-
Senior Administrative Assistant	-	-	-	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	-	-	-
Senior Account Clerk	7.0	7.0	7.0	7.0	6.0	6.0
Account Clerk	5.4	6.3	6.0	5.0	5.0	5.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Typist Clerk II	1.0	-	-	-	-	-
Intern	3.0	3.0	3.0	3.0	3.0	3.0
Total	40.4	40.3	39.0	36.0	36.0	36.0

FINANCE

No. of Employees = 36.0 Work Years

Functional Organizational Chart
2011-12 Proposed

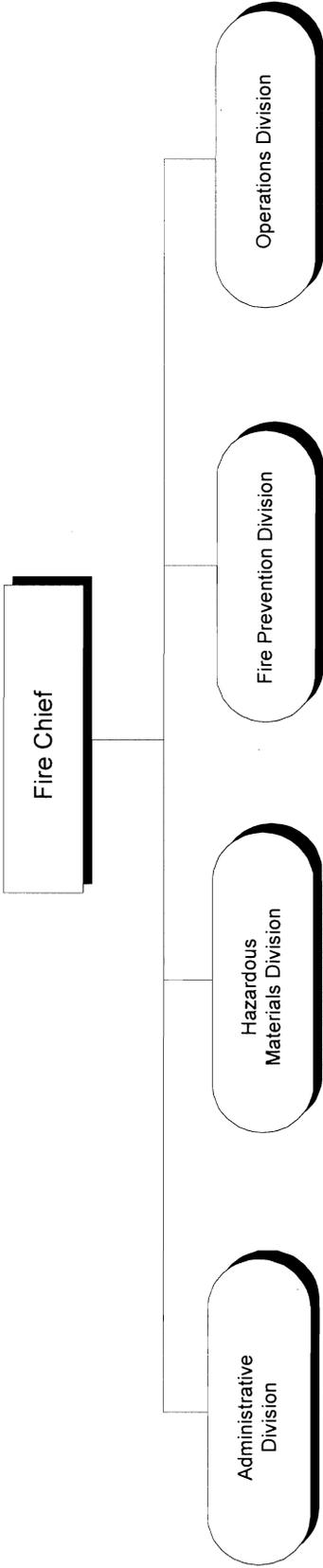


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FIRE

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

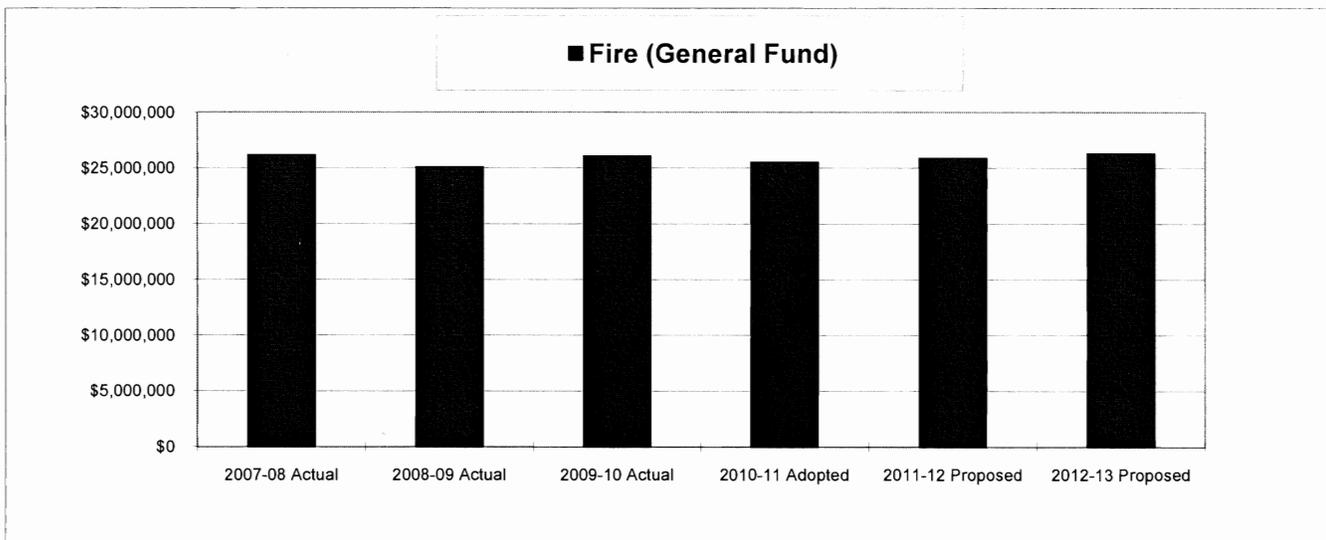
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances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

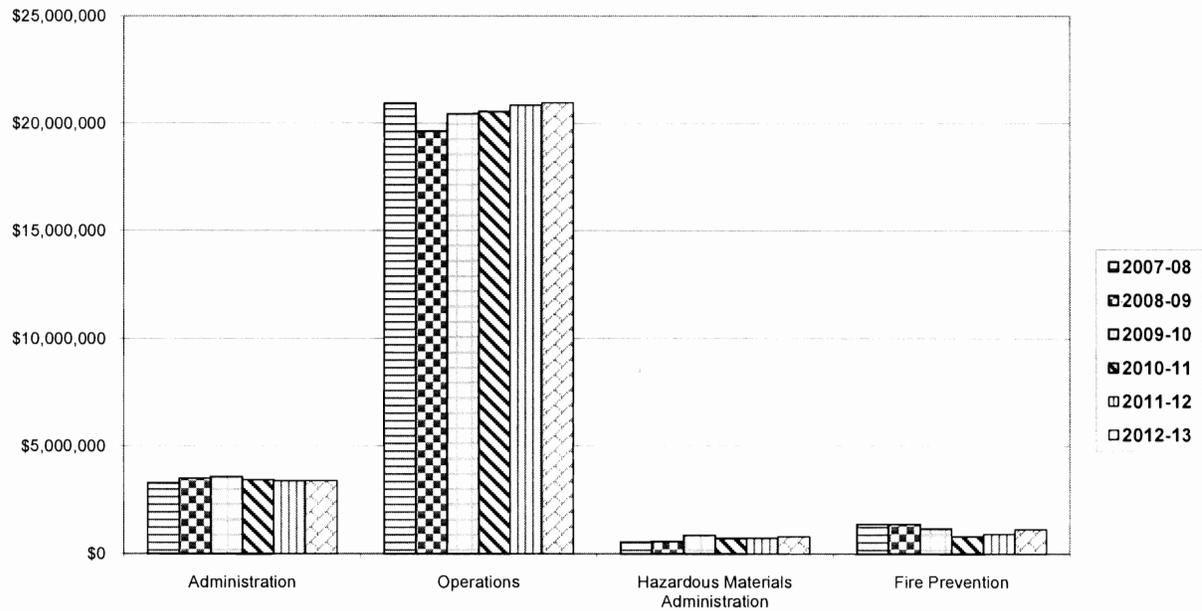
Division/Program Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Administration	\$ 3,293,377	\$ 3,511,413	\$ 3,585,668	\$ 3,449,949	\$ 3,401,720	\$ 3,409,720
Operations	20,934,993	19,638,465	20,449,419	20,560,128	20,846,028	20,966,828
Hazardous Materials Administration	545,382	578,667	858,513	721,265	719,083	804,783
Fire Prevention	1,381,468	1,383,459	1,173,865	803,550	927,800	1,133,200
General Fund Total	\$ 26,155,220	\$ 25,112,004	\$ 26,067,465	\$ 25,534,892	\$ 25,894,631	\$ 26,314,531
General Fund Revenues	\$ 1,241,211	\$ 1,221,847	\$ 2,006,358	\$ 1,961,287	\$ 2,010,000	\$ 2,040,100
Emergency Medical Services Fund						
Emergency Medical Services Expenditures	\$ 8,031,138	\$ 9,530,596	\$ 9,513,635	\$ 10,868,059	\$ 10,738,959	\$ 10,805,059
Emergency Medical Services Revenues	\$ 8,031,138	\$ 9,532,483	\$ 9,463,470	\$ 10,868,059	\$ 10,738,959	\$ 10,805,059

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

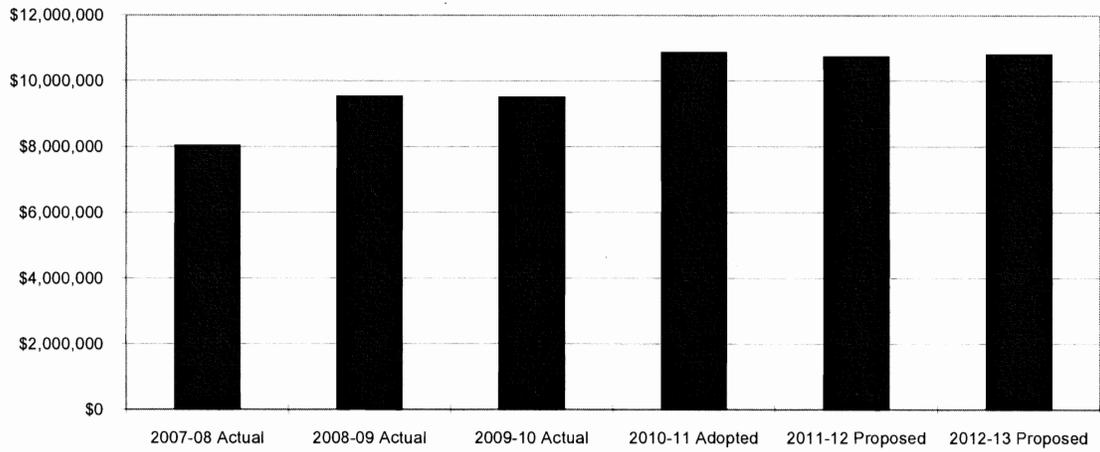
EXPENDITURES



Fire (General Fund)



Fire (Emergency Medical Svc. Fund)



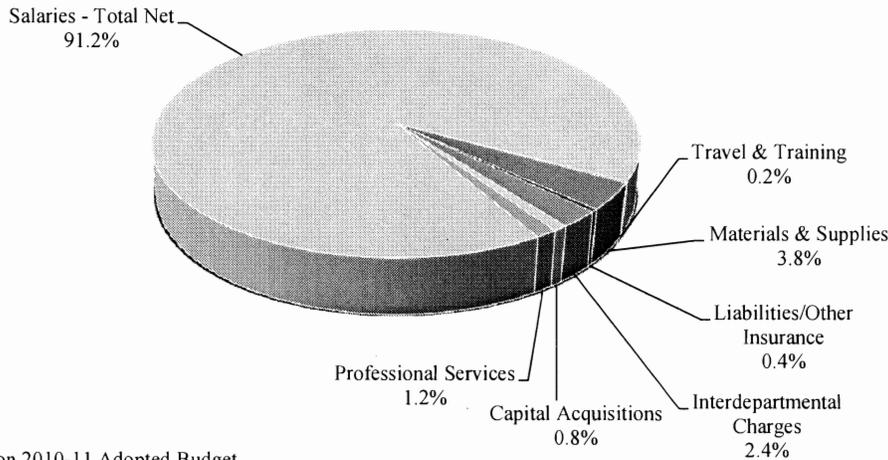
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 20,505,495	\$ 19,468,165	\$ 21,135,740	\$ 20,964,342	\$ 21,476,820	\$ 21,895,320
Overtime	3,530,281	3,426,440	3,057,938	2,597,878	2,506,000	2,506,000
Salaries - Total	24,035,776	22,894,605	24,193,678	23,562,220	23,982,820	24,401,320
Salaries - Reimbursements	(1,200)	(1,800)	-	-	-	-
Salaries - Labor Charges	10,710	13,924	13,237	12,416	12,821	12,821
Salaries - Total Net	24,045,286	22,906,729	24,206,914	23,574,636	23,995,641	24,414,141
Supplies and Services	1,874,895	2,027,327	1,760,096	1,756,726	1,695,946	1,697,346
Capital Outlay	235,039	177,948	100,454	203,530	203,044	203,044
General Fund Total	\$ 26,155,220	\$ 25,112,004	\$ 26,067,465	\$ 25,534,892	\$ 25,894,631	\$ 26,314,531

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 24,046,486	\$ 22,908,529	\$ 24,206,914	\$ 23,574,636	\$ 23,995,641	\$ 24,414,141
Salary & Benefit Reimbursements	(1,200)	(1,800)	(1,215)	-	-	-
Materials, Supplies and Maintenance	1,119,584	1,079,484	936,225	972,381	957,867	957,867
Professional Services/Contracts	230,610	199,779	378,681	314,991	328,173	328,173
Travel, Training & Membership Dues	45,028	45,979	42,485	50,630	50,630	50,630
Liabilities & Other Insurance	46,279	44,616	44,354	95,046	95,046	95,046
Interdepartmental Charges	463,560	507,430	483,110	466,338	432,312	433,712
Capital Acquisitions	235,039	177,948	100,454	203,530	203,044	203,044
Reimbursements from Other Funds	(229,652)	(230,697)	(279,652)	(279,652)	(279,652)	(279,652)
Interfund Loan Principal Repayment	-	-	-	-	-	-
Operating Transfers Out	199,486	380,736	156,109	136,992	111,570	111,570
General Fund Total	\$ 26,155,220	\$ 25,112,004	\$ 26,067,465	\$ 25,534,892	\$ 25,894,631	\$ 26,314,531

**Fire Department Budget by Category
(General Fund)***



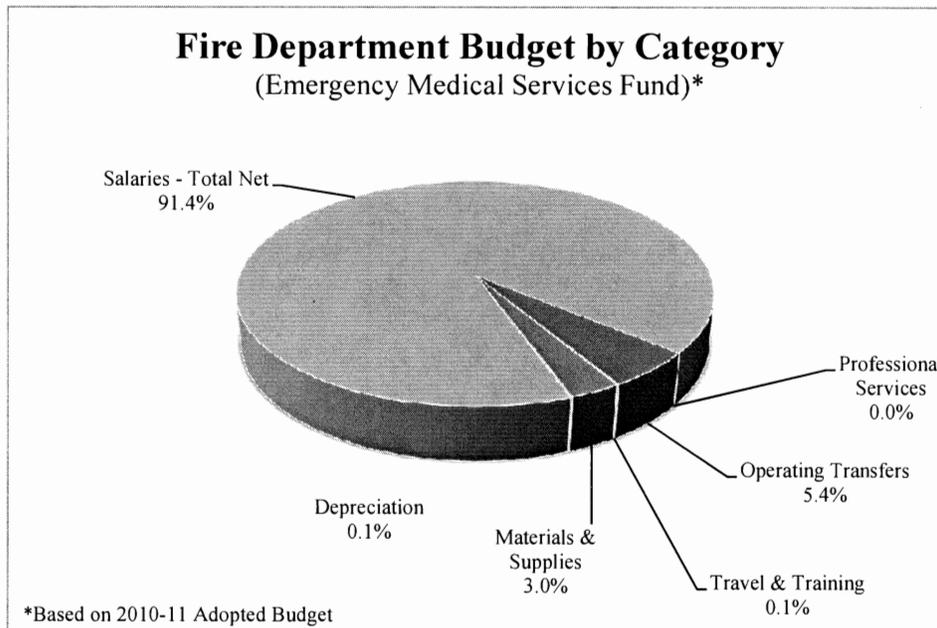
*Based on 2010-11 Adopted Budget

DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 6,415,879	\$ 7,405,004	\$ 7,730,774	\$ 8,505,177	\$ 8,313,877	\$ 8,362,977
Overtime	1,291,620	1,760,659	1,460,751	1,432,900	1,495,100	1,495,100
Salaries - Total	7,707,499	9,165,663	9,191,525	9,938,077	9,808,977	9,858,077
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	7,707,499	9,165,663	9,191,525	9,938,077	9,808,977	9,858,077
Supplies and Services	294,688	324,113	313,689	873,982	873,982	890,982
Capital Outlay	28,951	40,820	8,420	56,000	56,000	56,000
Emergency Medical Services Total	\$ 8,031,138	\$ 9,530,596	\$ 9,513,635	\$ 10,868,059	\$ 10,738,959	\$ 10,805,059

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 7,707,499	\$ 9,165,663	\$ 9,191,525	\$ 9,938,077	\$ 9,808,977	\$ 9,858,077
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	244,503	322,904	289,241	325,982	325,982	325,982
Professional Services/Contracts	45,899	528	612	1,000	1,000	1,000
Depreciation & Amortization	-	-	-	-	-	-
Travel, Training & Membership Dues	18,358	19,091	11,601	10,000	10,000	10,000
Depreciation & Amortization	6,443	10,441	12,235	10,000	10,000	10,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Capital Acquisitions	28,951	40,820	8,420	56,000	56,000	56,000
Reimbursements from Other Funds	(20,515)	(31,527)	-	(56,000)	(56,000)	(56,000)
Operating Transfers Out	-	2,676	-	583,000	583,000	600,000
Emergency Medical Services Total	\$ 8,031,138	\$ 9,530,596	\$ 9,513,635	\$ 10,868,059	\$ 10,738,959	\$ 10,805,059



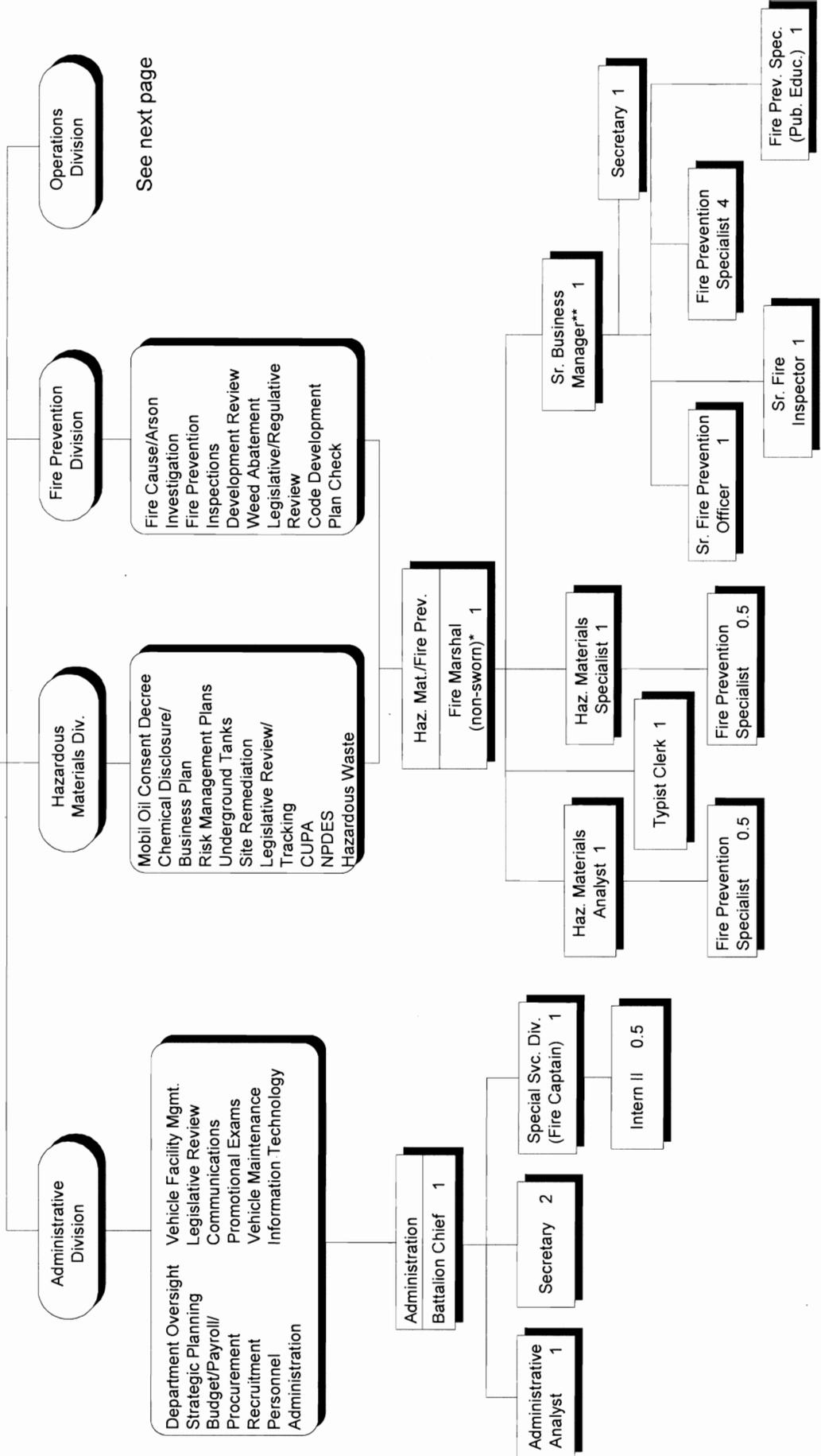
**FIRE
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Fire Chief	-	-	1.0	1.0	1.0	1.0
Operations Division Chief	1.0	1.0	-	-	-	-
Battalion Chiefs:						
Administrative Chief	1.0	1.0	1.0	1.0	1.0	1.0
Fire Marshal	1.0	1.0	1.0	-	-	-
Platoon Commander	3.0	3.0	3.0	3.0	3.0	3.0
Fire Captains:	-	-	-	-	-	-
Assistant Fire Marshal	1.0	1.0	1.0	-	-	-
Training Officer	1.0	1.0	1.0	1.0	1.0	1.0
Special Services	1.0	1.0	1.0	1.0	1.0	1.0
Company Commander	27.0	27.0	27.0	27.0	27.0	27.0
Fire Engineer	30.0	30.0	30.0	27.0	27.0	27.0
Senior Fire Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Fire Inspector (FF)	1.0	-	-	-	-	-
Fire Fighter	45.0	40.0	39.0	36.0	36.0	36.0
Operations Manager	-	-	-	1.0	1.0	1.0
Sr. Business Manager	-	-	-	1.0	1.0	1.0
Senior Fire Prevention Officer	1.0	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Specialist	1.0	1.0	1.0	1.0	1.0	1.0
Fire Prevention Specialist	-	-	-	5.0	6.0	6.0
Fire Prevention Officer	4.0	4.0	4.0	-	-	-
Services Officer	-	-	1.0	-	-	-
Administrative Analyst	1.0	1.0	2.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Intern	1.5	1.0	0.5	0.5	0.5	0.5
Total General Fund	127.5	121.0	121.5	114.5	115.5	115.5
Emergency Medical Services Fund						
Fire Captain (Paramedic Coordinator)	1.0	1.0	1.0	1.0	1.0	1.0
Fire Fighter	42.0	48.0	48.0	48.0	48.0	48.0
Emergency Medical Services Nurse	1.0	1.0	1.0	1.0	1.0	1.0
	44.0	50.0	50.0	50.0	50.0	50.0
Department Total	171.5	171.0	171.5	164.5	165.5	165.5

FIRE
 No. of Employees = 165.5 Work Years

Functional Organizational Chart (1 of 2)
 2011-12 Proposed

Sworn: 148.0 Employees
 Non-sworn: 16.5 Employees



*Note - 1.0 Fire Marshal position deleted through attrition.

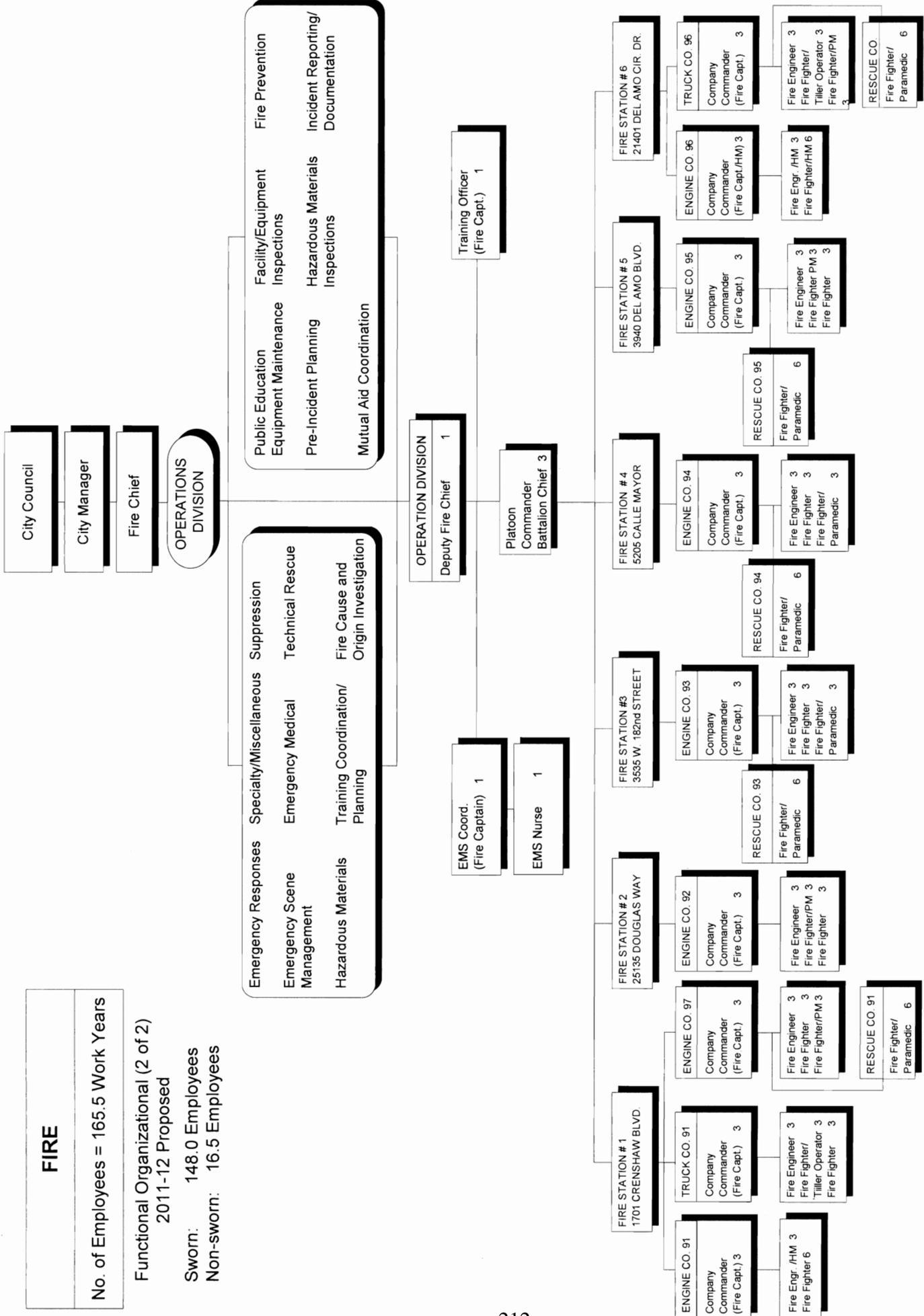
**Note - 1.0 Assistant Fire Marshal position deleted through attrition.

FIRE

No. of Employees = 165.5 Work Years

Functional Organizational (2 of 2)
2011-12 Proposed

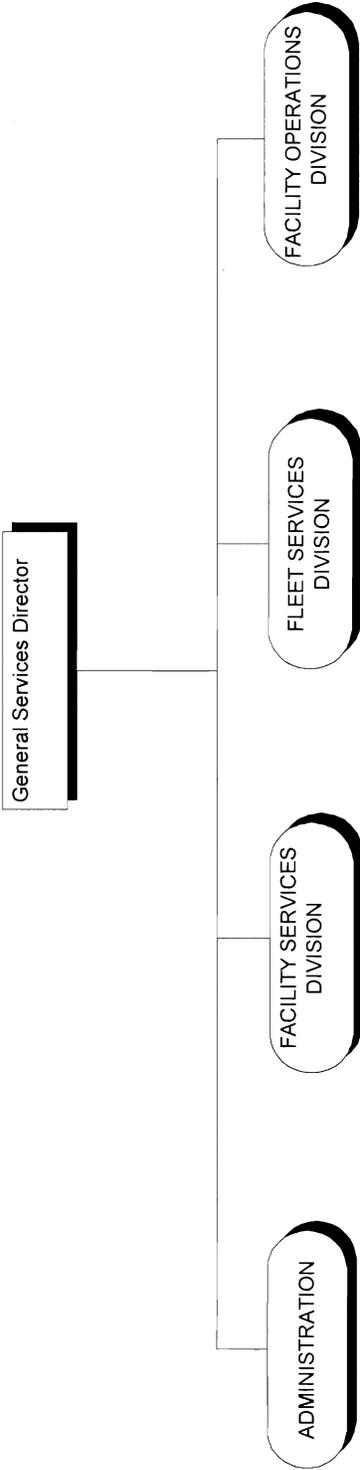
Sworn: 148.0 Employees
Non-sworn: 16.5 Employees



GENERAL SERVICES

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

DEPARTMENT ORGANIZATION



General Services

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

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

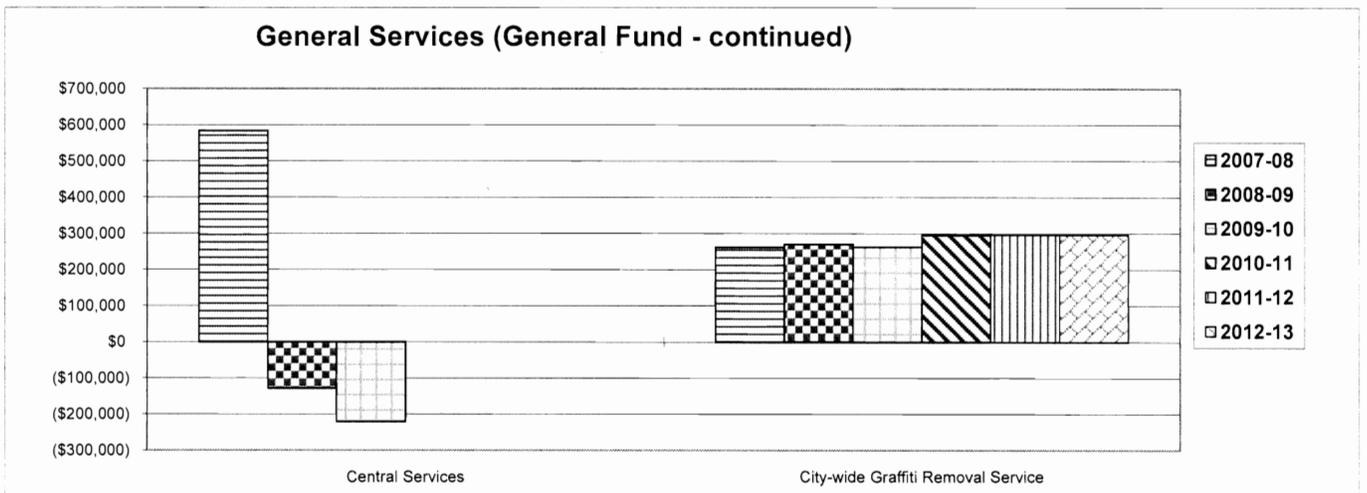
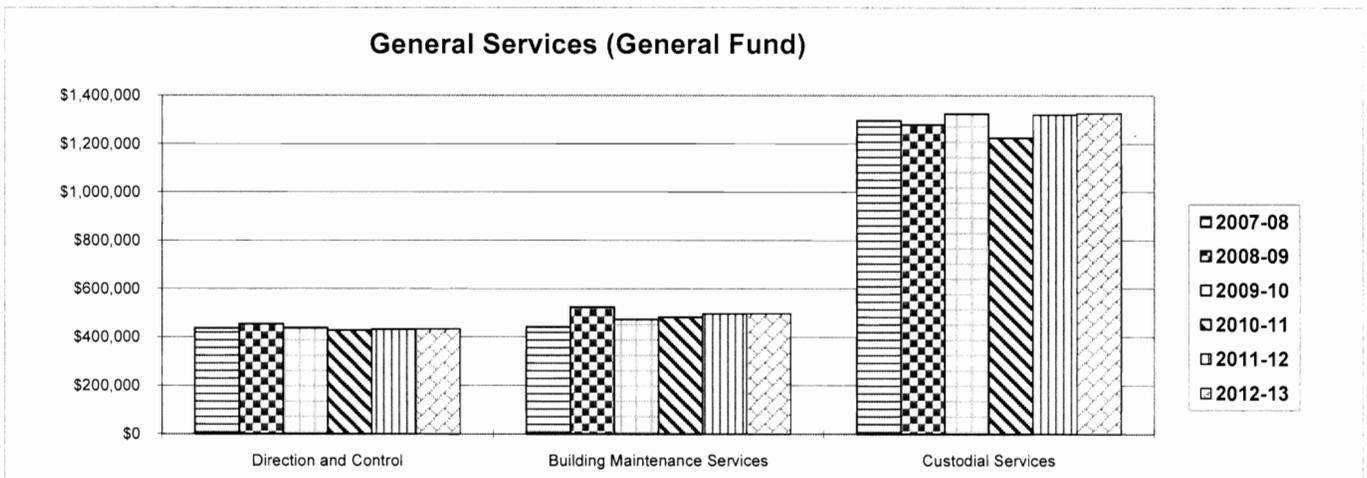
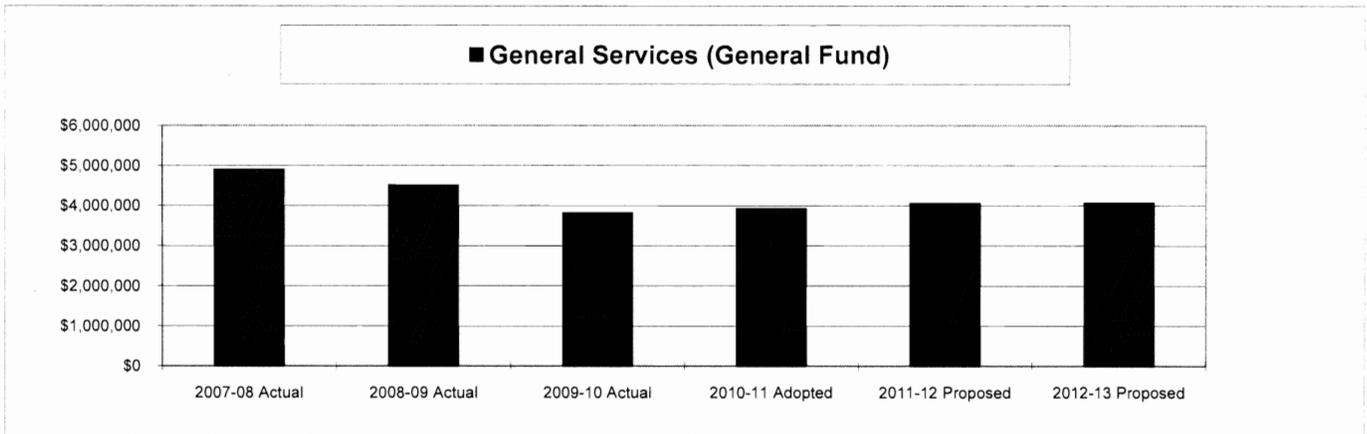
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

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

DEPARTMENT BUDGET SUMMARY

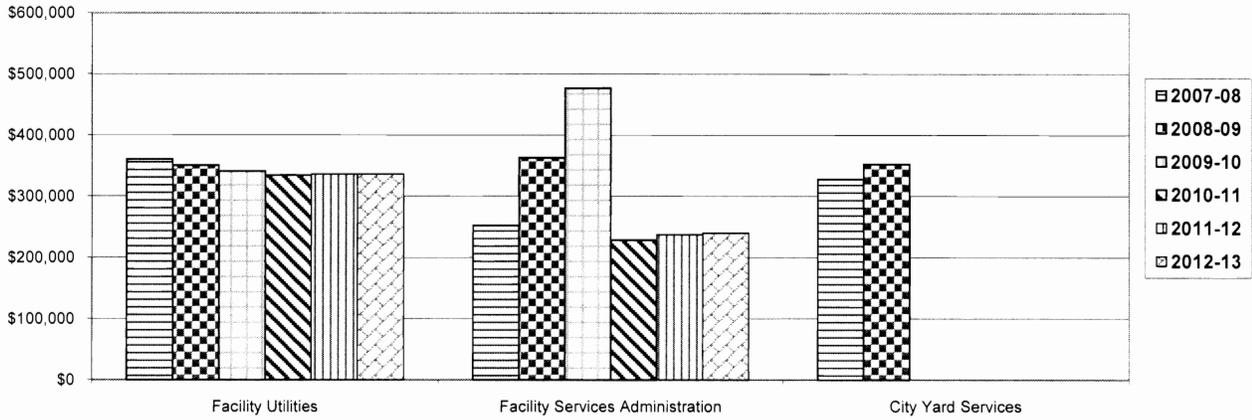
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Direction and Control	\$ 437,356	\$ 454,032	\$ 437,845	\$ 428,008	\$ 431,396	\$ 432,896
Building Maintenance Services	441,719	524,750	472,902	481,553	496,141	497,511
Custodial Services	1,296,116	1,279,843	1,324,830	1,224,526	1,321,325	1,326,825
Air Conditioning/Heating Services	937,448	1,038,926	721,502	927,090	931,479	934,379
Central Services	583,613	(128,282)	(220,357)	-	-	-
City-wide Graffiti Removal Service	262,145	270,308	263,191	295,700	296,200	296,300
Facility Utilities	360,549	350,534	340,903	334,402	336,065	336,065
Facility Services Administration	252,413	363,060	477,094	228,900	237,500	240,100
City Yard Services	327,907	352,616	-	-	-	-
General Fund Total	\$ 4,899,266	\$ 4,505,787	\$ 3,817,909	\$ 3,920,179	\$ 4,050,106	\$ 4,064,076
General Fund Revenues	\$ 13,408	\$ 14,844	\$ -	\$ -	\$ -	\$ -
Cultural Arts Enterprise Fund						
Cultural Arts Center Expenditures	\$ 1,971,982	\$ 2,096,336	\$ 2,154,673	\$ 2,177,687	\$ 2,161,535	\$ 2,167,835
Cultural Arts Center Revenues	\$ 2,183,379	\$ 2,096,335	\$ 2,025,048	\$ 2,009,005	\$ 1,984,117	\$ 2,088,627
Airport Enterprise Fund						
Airport Administration	\$ 2,052,491	\$ 2,016,213	\$ 2,341,883	\$ 2,193,929	\$ 2,167,775	\$ 2,169,832
Airport Commission Support	14,934	13,128	12,504	16,000	16,200	16,200
Airfield Leased Land Operations & Maint.	76,356	87,163	82,925	88,616	80,552	80,552
Airport Operations, Maintenance & Admin.	1,005,404	1,281,800	1,059,418	1,090,606	1,110,895	1,109,745
Airport Public Areas Operations & Maint.	80,004	64,154	60,151	79,494	79,494	79,494
Noise Abatement	194,734	200,065	204,675	224,828	225,674	225,674
Non-Aeronautical Leased Land Operations	8,240,964	7,731,339	7,876,849	7,929,188	7,979,568	8,161,908
Airport Fund Total	\$ 11,664,887	\$ 11,393,862	\$ 11,638,406	\$ 11,622,661	\$ 11,660,158	\$ 11,843,405
Airport Fund Revenues	\$ 10,827,054	\$ 11,329,140	\$ 10,602,552	\$ 11,420,000	\$ 11,405,100	\$ 11,736,000
Fleet Services Fund:						
Direction and Control	\$ 446,983	\$ 467,710	\$ 536,930	\$ 512,025	\$ 515,092	\$ 516,292
Acquisition and Replacement	85,587	89,362	79,995	97,700	99,400	99,800
Vehicle and Equipment Maintenance Svcs.	3,022,101	2,668,603	2,678,835	2,695,581	2,779,422	2,787,312
Warehouse Operations	436,212	456,224	451,861	444,656	452,532	454,732
Inventory Program	-	-	-	-	-	-
Vehicle Replacement Fund	1,385,012	1,634,767	2,289,725	2,200,000	2,200,000	2,200,000
Total	\$ 5,375,895	\$ 5,316,666	\$ 6,037,346	\$ 5,949,962	\$ 6,046,446	\$ 6,058,136
Fleet Services Fund Revenues	\$ 7,420,671	\$ 7,428,492	\$ 6,611,898	\$ 6,228,538	\$ 6,000,588	\$ 6,004,588

EXPENDITURES

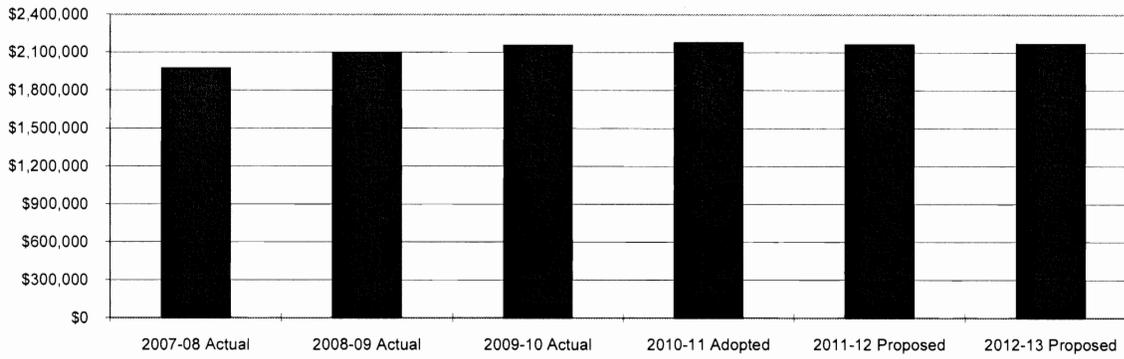


Note - Actual Central Services flat rate reimbursements exceeded expenditures resulting in neative actual costs.

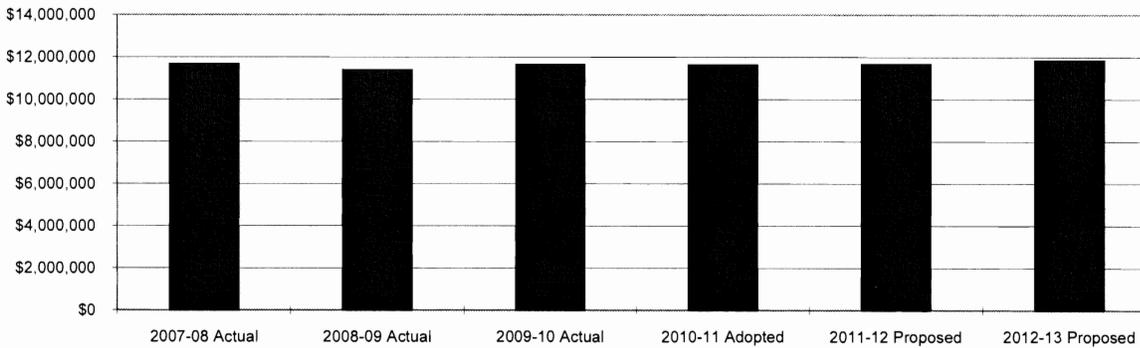
General Services (General Fund - continued)



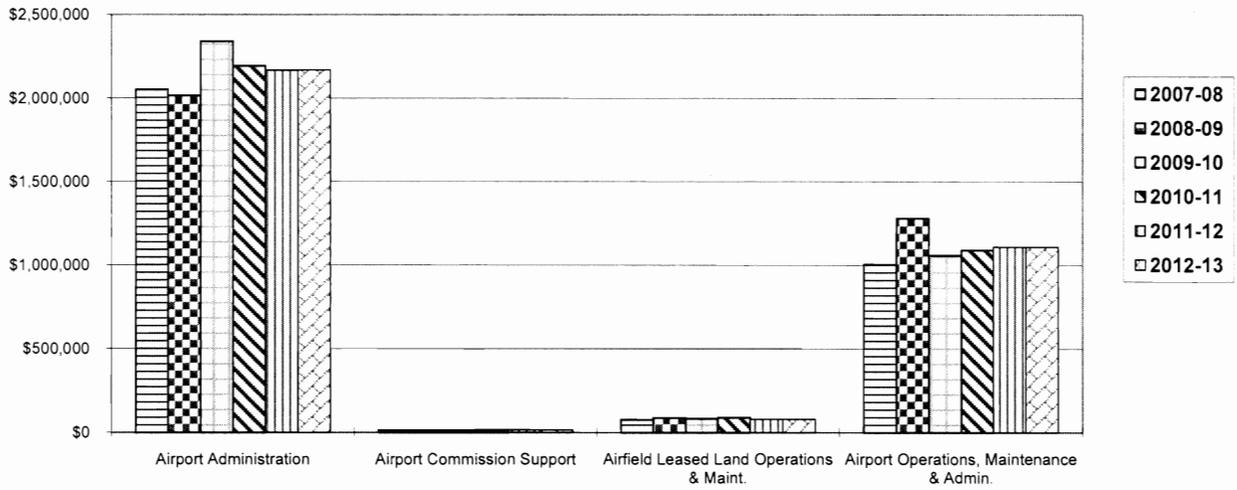
■ Cultural Arts Center (Enterprise Fund)



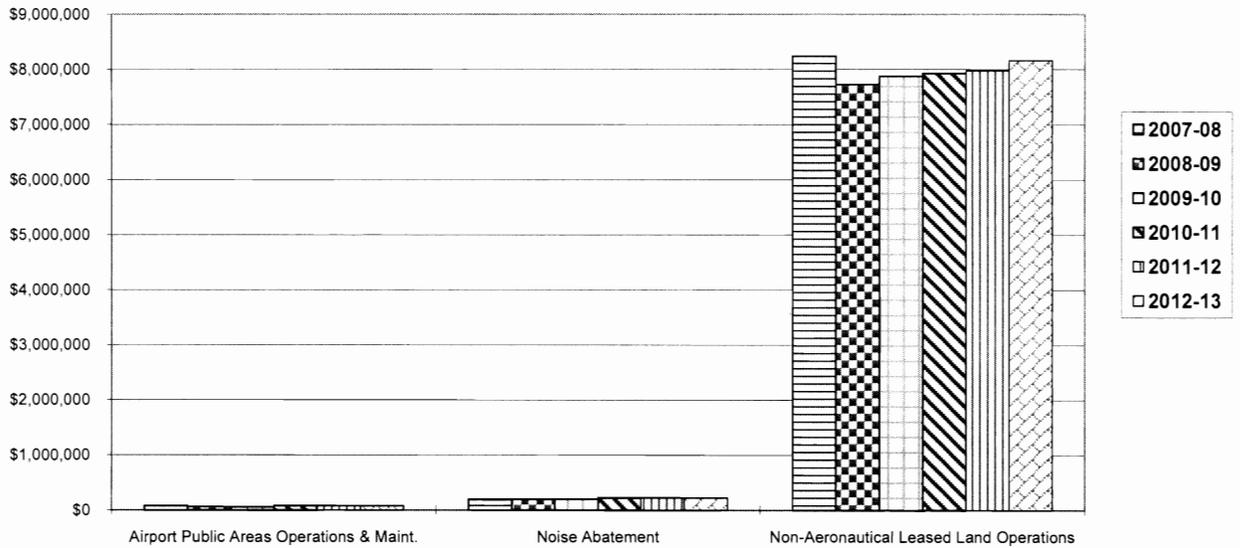
■ Airport (Enterprise Funded)



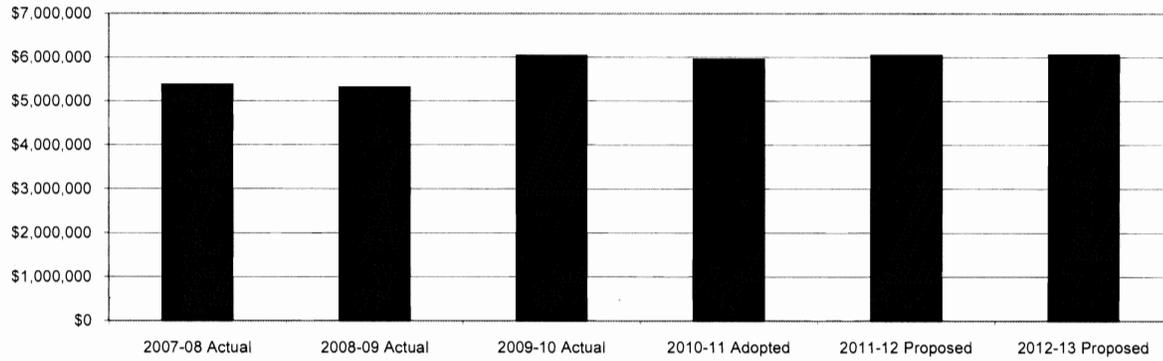
Airport (Enterprise Fund)



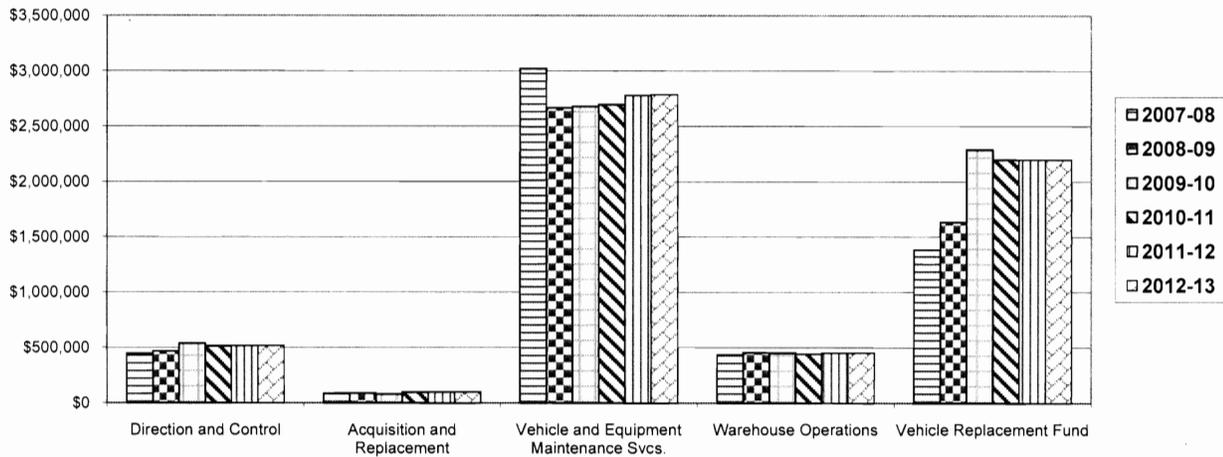
Airport (Enterprise Fund - continued)



■ Fleet Services (Internal Service Fund)



Fleet Services (Internal Services Fund)

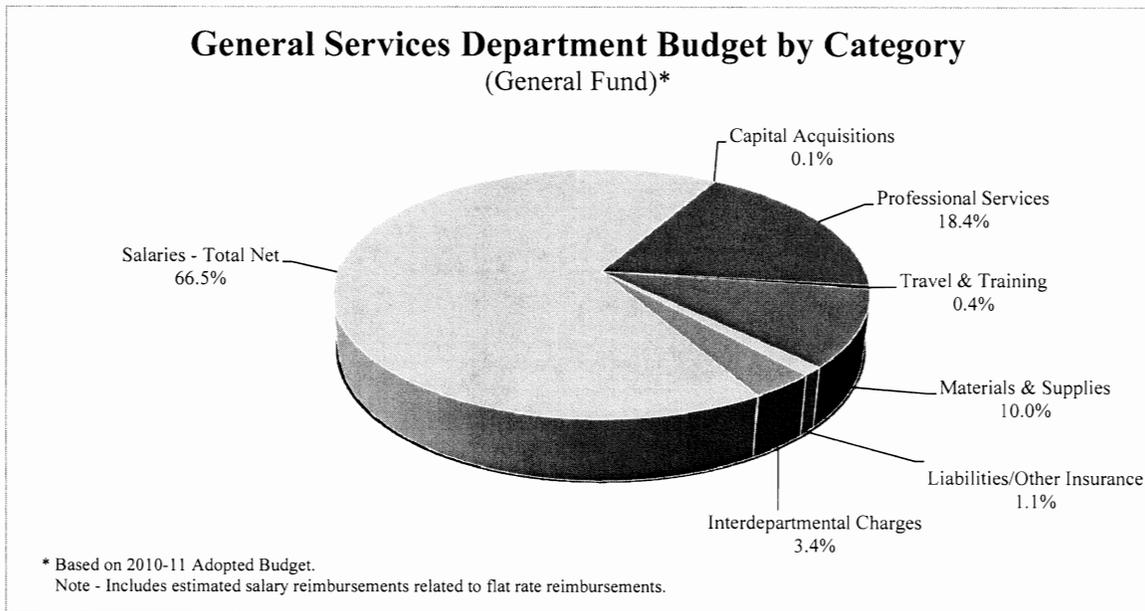


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 4,730,993	\$ 4,934,365	\$ 4,897,938	\$ 4,697,651	\$ 4,942,661	\$ 4,961,661
Overtime	197,488	177,271	156,840	120,610	122,900	120,870
Salaries - Total	4,928,481	5,111,636	5,054,778	4,818,261	5,065,561	5,082,531
Salaries - Reimbursements	(1,789,847)	(2,202,283)	(2,109,757)	(2,210,876)	(2,329,988)	(2,332,988)
Salaries - Labor Charges	47,621	37,152	-	-	-	-
Salaries - Total Net	3,186,255	2,946,505	2,945,021	2,607,385	2,735,573	2,749,543
Supplies and Services	1,713,011	1,559,282	868,316	1,307,294	1,309,033	1,309,033
Capital Outlay	-	-	4,572	5,500	5,500	5,500
General Fund Total	\$ 4,899,266	\$ 4,505,787	\$ 3,817,909	\$ 3,920,179	\$ 4,050,106	\$ 4,064,076

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 4,976,113	\$ 5,148,788	\$ 5,054,778	\$ 4,818,261	\$ 5,065,561	\$ 5,082,531
Salary & Benefit Reimbursements	(1,789,847)	(2,202,283)	(2,109,757)	(2,210,876)	(2,329,988)	(2,332,988)
Materials, Supplies and Maintenance	1,446,582	1,405,529	1,037,416	1,438,777	1,436,077	1,436,077
Professional Services/Contracts	880,358	994,421	648,771	722,989	724,652	724,652
Travel, Training & Membership Dues	12,062	5,667	4,531	17,070	17,070	17,070
Liabilities & Other Insurance	15,767	19,912	44,302	44,267	44,267	44,267
Interdepartmental Charges	147,186	153,860	107,832	104,855	106,655	106,655
Capital Acquisitions	-	-	-	5,500	5,500	5,500
Reimbursements from Other Funds	(823,294)	(1,074,329)	(1,066,480)	(1,047,685)	(1,042,515)	(1,042,515)
Operating Transfers Out	34,339	54,222	96,516	27,021	22,827	22,827
General Fund Total	\$ 4,899,266	\$ 4,505,787	\$ 3,817,909	\$ 3,920,179	\$ 4,050,106	\$ 4,064,076



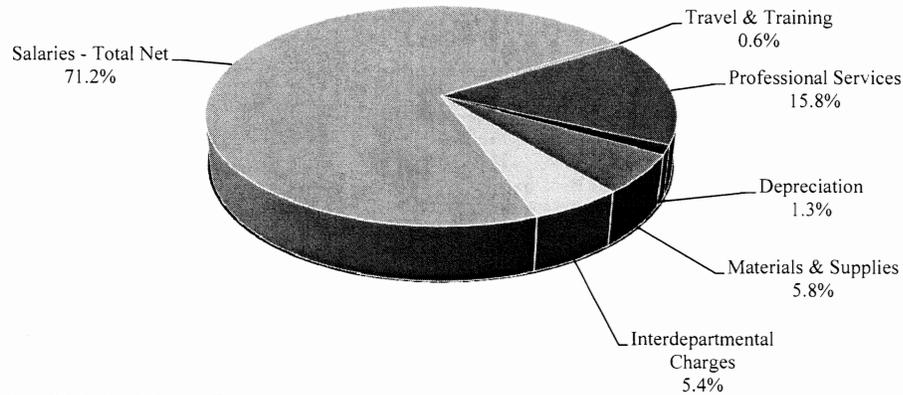
DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 1,325,097	\$ 1,429,973	\$ 1,507,321	\$ 1,503,100	\$ 1,444,150	\$ 1,450,450
Overtime	28,165	30,132	20,362	-	-	-
Salaries - Total	1,353,262	1,460,105	1,527,683	1,503,100	1,444,150	1,450,450
Salaries - Reimbursements	-	-	(57)	-	-	-
Salaries - Labor Charges	42,683	48,671	47,366	46,564	42,765	42,765
Salaries - Total Net	1,395,945	1,508,776	1,574,993	1,549,664	1,486,915	1,493,215
Supplies and Services	576,037	587,560	579,680	628,023	674,620	674,620
Capital Outlay	-	-	-	-	-	-
Cultural Arts Center Fund Total	\$ 1,971,982	\$ 2,096,336	\$ 2,154,673	\$ 2,177,687	\$ 2,161,535	\$ 2,167,835

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 1,395,945	\$ 1,508,776	\$ 1,575,049	\$ 1,549,664	\$ 1,486,915	\$ 1,493,215
Salary & Benefit Reimbursements	-	-	(57)	-	-	-
Materials, Supplies and Maintenance	133,912	109,934	91,646	125,358	125,358	125,358
Professional Services/Contracts	303,333	321,050	286,495	343,729	341,091	341,091
Travel, Training & Membership Dues	2,039	1,222	596	12,400	12,400	12,400
Depreciation and Amortization	10,905	20,927	21,543	29,000	29,000	29,000
Interdepartmental Charges	107,420	114,398	111,123	107,674	108,563	108,563
Capital Acquisitions	-	-	-	-	-	-
Operating Transfers	18,428	20,029	68,276	9,862	58,208	58,208
Cultural Arts Center Fund Total	\$ 1,971,982	\$ 2,096,336	\$ 2,154,673	\$ 2,177,687	\$ 2,161,535	\$ 2,167,835

General Services Department Budget by Category
(Cultural Arts Center Enterprise Fund)*



* Based on 2010-11 Adopted Budget.

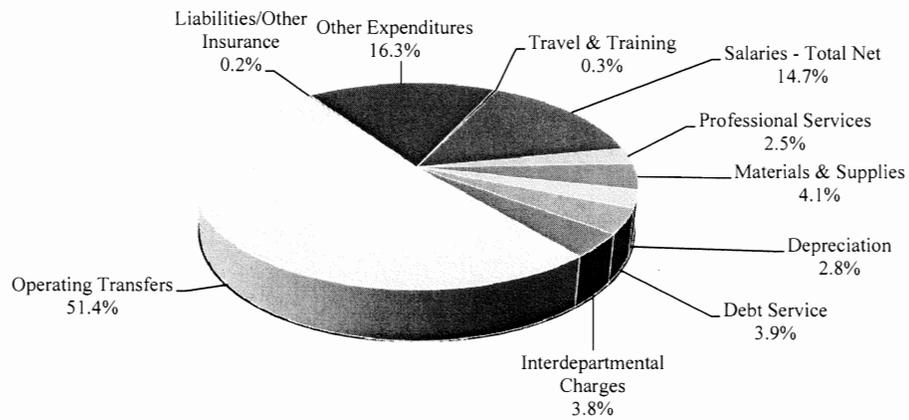
DEPARTMENT BUDGET (AIRPORT FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 348,578	\$ 335,980	\$ 928,024	\$ 912,573	\$ 931,773	\$ 935,273
Overtime	848	1,240	33,598	12,800	12,900	12,900
Salaries - Total	349,426	337,220	961,622	925,373	944,673	948,173
Salaries - Reimbursements	(67,898)	(60,851)	(44,068)	(47,340)	(40,890)	(40,890)
Salaries - Labor Charges	1,193,342	1,362,848	746,874	834,050	645,976	645,976
Salaries - Total Net	1,474,870	1,639,217	1,664,428	1,712,083	1,549,759	1,553,259
Supplies and Services	10,190,017	9,754,645	9,973,977	9,910,578	10,110,399	10,290,146
Capital Outlay	-	-	-	-	-	-
Airport Fund Total	\$ 11,664,887	\$ 11,393,862	\$ 11,638,405	\$ 11,622,661	\$ 11,660,158	\$ 11,843,405

DEPARTMENT BUDGET (AIRPORT FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 1,542,769	\$ 1,700,068	\$ 1,708,495	\$ 1,759,423	\$ 1,590,649	\$ 1,594,149
Salary & Benefit Reimbursements	(67,898)	(60,851)	(44,068)	(47,340)	(40,890)	(40,890)
Materials, Supplies and Maintenance	341,645	398,092	299,454	481,106	376,994	486,006
Professional Services/Contracts	272,459	423,643	413,637	287,271	409,921	300,909
Travel, Training & Membership Dues	14,193	10,927	8,812	32,107	32,107	32,107
Depreciation and Amortization	292,459	309,044	303,334	320,000	320,000	320,000
Liabilities & Other Insurance	24,801	22,548	22,548	28,169	28,169	28,169
Interdepartmental Charges	365,775	412,969	441,830	441,991	449,704	447,111
Debt Service	451,745	452,110	451,133	450,810	450,500	450,500
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	-	8,511	16,829	-	25,000	25,000
Asset Contra Account	-	-	-	-	-	-
Other Expenditures	1,850,000	1,850,000	1,850,000	1,900,000	1,900,000	1,900,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	6,576,939	5,866,801	6,166,402	5,969,124	6,118,004	6,300,344
Airport Fund Total	\$ 11,664,887	\$ 11,393,862	\$ 11,638,406	\$ 11,622,661	\$ 11,660,158	\$ 11,843,405

**General Services Department Budget by Category
(Airport Enterprise Fund)***



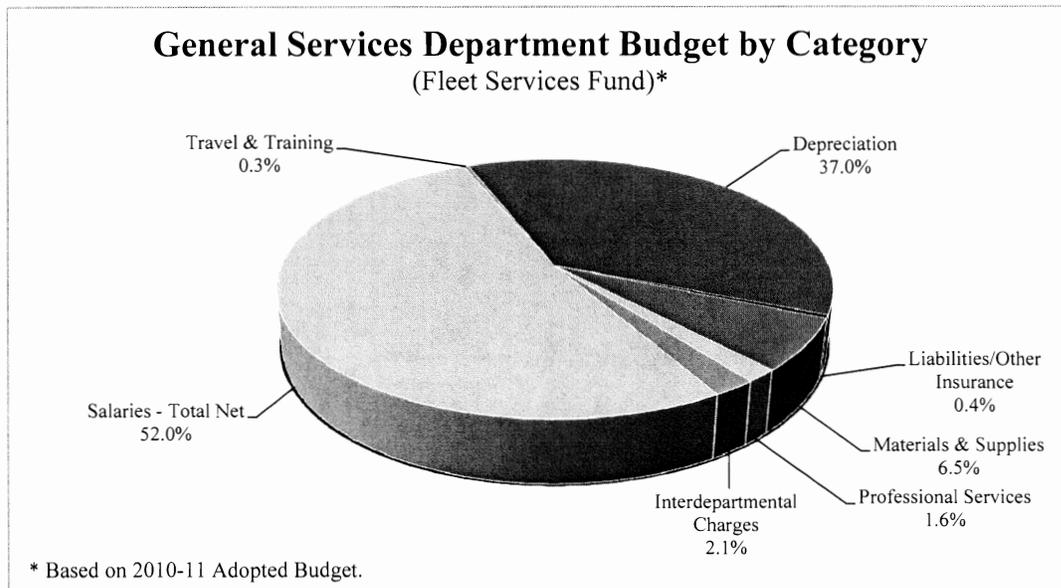
* Based on 2010-11 Adopted Budget.

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 2,991,676	\$ 3,041,905	\$ 3,102,682	\$ 3,145,571	\$ 3,213,621	\$ 3,225,921
Overtime	30,805	75,381	50,039	29,200	32,200	29,590
Salaries - Total	3,022,481	3,117,286	3,152,721	3,174,771	3,245,821	3,255,511
Salaries - Reimbursements	(94,328)	(104,997)	(107,656)	(108,201)	(79,100)	(79,100)
Salaries - Labor Charges	27,521	31,266	32,258	28,557	26,438	28,438
Salaries - Total Net	2,955,674	3,043,555	3,077,323	3,095,127	3,193,159	3,204,849
Supplies and Services	789,685	(1,206,353)	(971,299)	726,175	724,627	724,627
Capital Outlay	1,630,536	3,479,464	3,931,322	2,128,660	2,128,660	2,128,660
Fleet Services Fund Total	\$ 5,375,895	\$ 5,316,666	\$ 6,037,346	\$ 5,949,962	\$ 6,046,446	\$ 6,058,136

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 3,050,002	\$ 3,148,552	\$ 3,247,859	\$ 3,203,328	\$ 3,272,259	\$ 3,283,949
Salary & Benefit Reimbursements	(94,328)	(104,997)	(103,927)	(108,201)	(79,100)	(79,100)
Materials, Supplies and Maintenance	416,273	410,298	387,204	387,204	387,478	387,478
Parts and Fuel Inventory	2,848,621	2,650,358	2,770,000	2,770,000	2,770,000	2,770,000
Inventory Contra Account	(2,848,621)	(2,650,358)	(2,770,000)	(2,770,000)	(2,770,000)	(2,770,000)
Professional Services/Contracts	462,936	73,278	96,190	96,190	96,016	96,016
Travel, Training & Membership Dues	8,840	8,608	20,400	20,400	20,300	20,300
Depreciation and Amortization	1,379,505	1,636,694	2,200,000	2,200,000	2,200,000	2,200,000
Liabilities & Other Insurance	7,555	7,555	23,943	23,943	23,943	23,943
Interdepartmental Charges	112,586	118,929	116,628	113,520	114,497	114,497
Debt Service	-	-	-	-	-	-
Capital Acquisitions	1,630,536	3,479,464	2,128,660	2,128,660	2,128,660	2,128,660
Bad Debts and Other Losses	12,300	-	-	-	-	-
Fixed Assets Contra Expenditures	(1,630,536)	(3,479,464)	(2,128,660)	(2,128,660)	(2,128,660)	(2,128,660)
Reimbursements from Other Funds	(280)	-	-	-	-	-
Operating Transfers Out	20,506	17,749	17,449	13,578	11,053	11,053
Fleet Services Fund Total	\$ 5,375,895	\$ 5,316,666	\$ 6,005,746	\$ 5,949,962	\$ 6,046,446	\$ 6,058,136



**GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY**

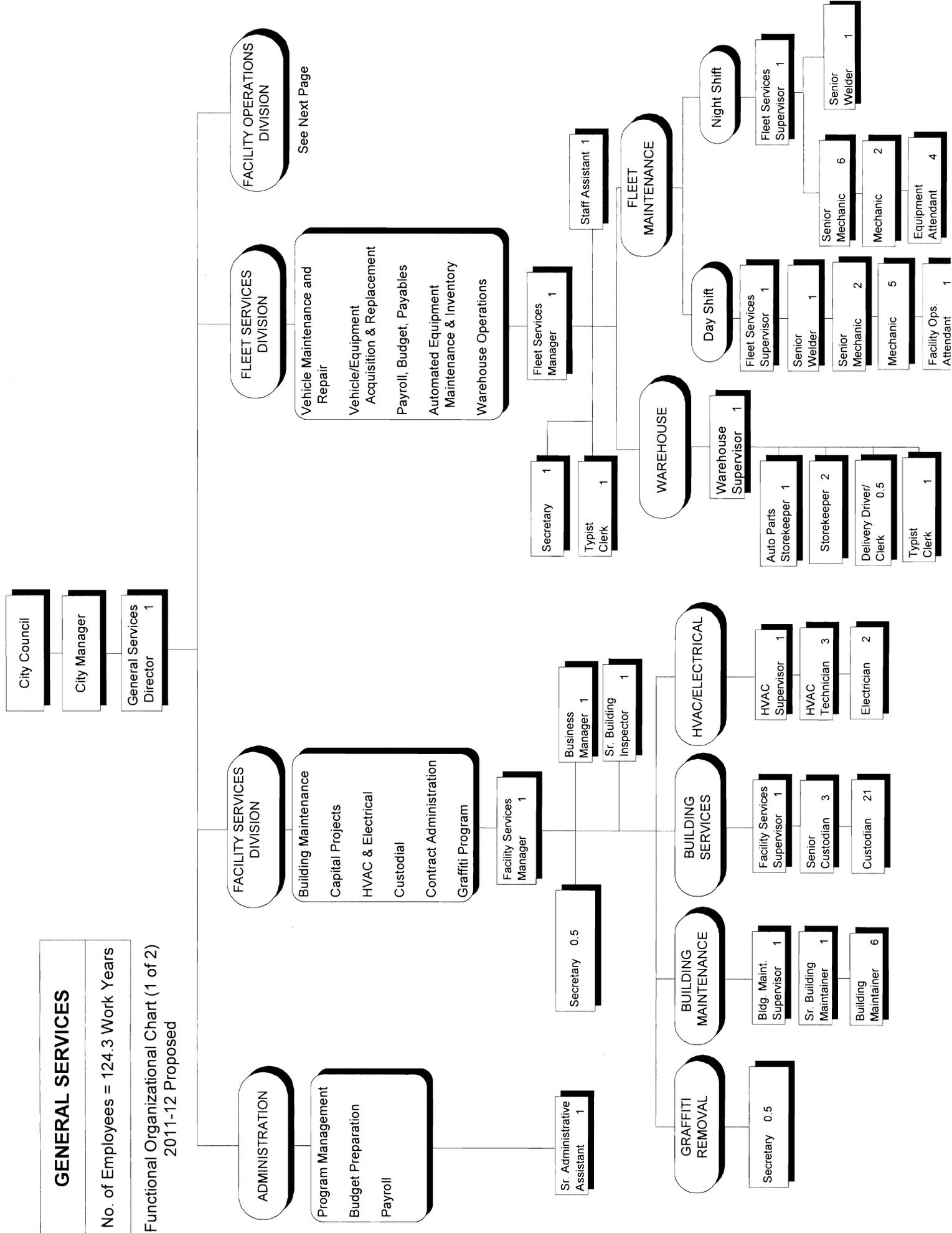
Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
General Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Air Conditioning/Heating Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Senior Building Maintainer	1.0	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Building Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintainer	7.0	7.0	6.0	6.0	6.0	6.0
Electrician	3.0	3.0	2.0	2.0	2.0	2.0
Air Conditioning/Heating Technician	3.0	3.0	3.0	3.0	3.0	3.0
Central Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Central Services Coordinator	2.0	2.0	2.0	1.0	2.0	2.0
Duplicating Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Reprographic Equipment Operator	2.0	2.0	2.0	2.0	2.0	2.0
Graphics Designer	2.0	2.0	2.0	2.0	2.0	2.0
Typesetter	-	-	-	-	-	-
Delivery Driver/Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	-	-	-	-	-
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Admin Analyst (New)	1.0	1.0	-	-	-	-
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Senior Custodian	4.0	4.0	4.0	3.0	3.0	3.0
Custodian	22.0	22.0	21.0	20.0	21.0	21.0
Facility Operations Attendant	-	-	-	-	-	-
Total General Fund	60.0	60.0	56.0	53.0	55.0	55.0
Cultural Arts Enterprise Fund						
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Box Office Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facility Operations Chief	1.5	1.5	1.5	1.5	1.5	1.5
Bookkeeper	1.5	1.5	1.5	1.5	1.0	1.0
Senior Recreation Leader	1.1	1.1	1.1	1.1	1.1	1.1
Recreation Leader	1.0	1.0	1.0	1.0	1.0	1.0
Theater Technician Coordinator	1.2	1.2	1.2	1.2	1.2	1.2
Recreation Specialist	1.6	1.6	1.6	1.6	1.6	1.6
Stage Manager	1.1	1.1	1.1	1.1	1.1	1.1
Customer Service Representative	2.0	2.0	2.0	2.0	1.5	1.5
Booking Manager	2.0	2.0	2.0	2.0	2.0	2.0
Assistant Booking Manager	2.0	2.0	2.0	2.0	2.0	2.0
Theater Technical Director	1.0	1.0	1.0	1.0	1.0	1.0
Sr. Facilities Operations Attendant	4.0	4.0	4.0	4.0	4.0	4.0
Facilities Operations Attendant	5.0	5.0	5.0	5.0	5.0	5.0
Theatre Technician	1.3	1.3	1.3	1.3	1.3	1.3
Total Cultural Arts Enterprise Fund	28.3	28.3	28.3	28.3	27.3	27.3
Airport Fund:						
Facility Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.5	0.5	0.5	0.5	0.5	0.5
Airport Worker	-	-	4.0	4.0	4.0	4.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Total Airport Enterprise Fund	4.5	4.5	8.5	8.5	8.5	8.5

Fleet Services Fund:	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Fleet Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Services Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
Warehouse Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	-	-	-	-	-	-
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Senior Welder	2.0	2.0	2.0	2.0	2.0	2.0
Senior Mechanic	8.0	8.0	8.0	8.0	8.0	8.0
Mechanic	8.0	8.0	7.0	7.0	7.0	7.0
Equipment Attendant	4.0	4.0	4.0	4.0	4.0	4.0
Auto Parts Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Storekeeper	2.0	2.0	2.0	2.0	2.0	2.0
Delivery Driver/Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	2.5	2.5	2.5	2.5	2.0	2.0
Facility Operations Attendant	1.0	1.0	1.0	1.0	1.0	1.0
Total Fleet Services Fund	35.0	35.0	34.0	34.0	33.5	33.5
Department Total	127.8	127.8	126.8	123.8	124.3	124.3

GENERAL SERVICES

No. of Employees = 124.3 Work Years

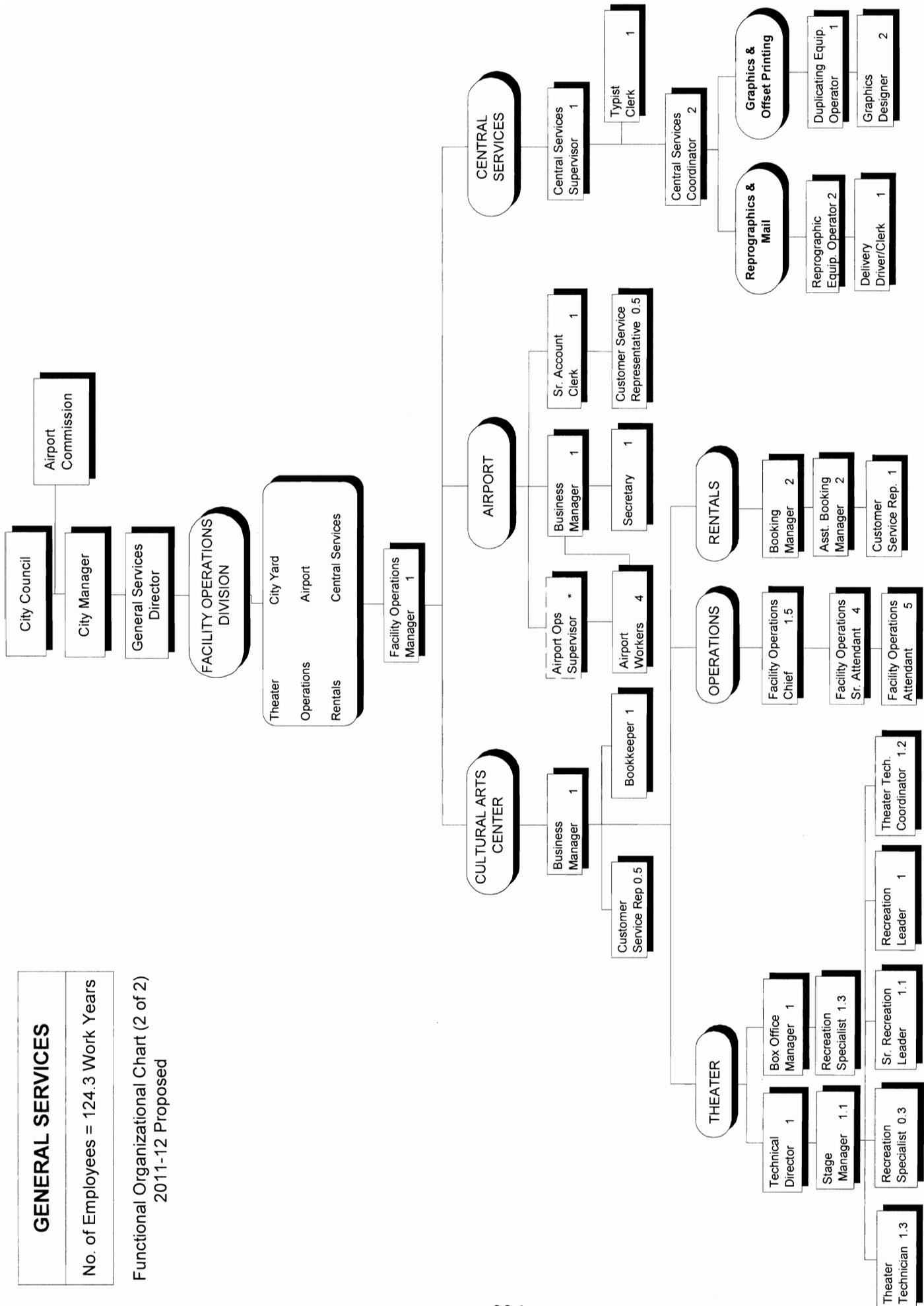
Functional Organizational Chart (1 of 2)
2011-12 Proposed



GENERAL SERVICES

No. of Employees = 124.3 Work Years

Functional Organizational Chart (2 of 2)
2011-12 Proposed

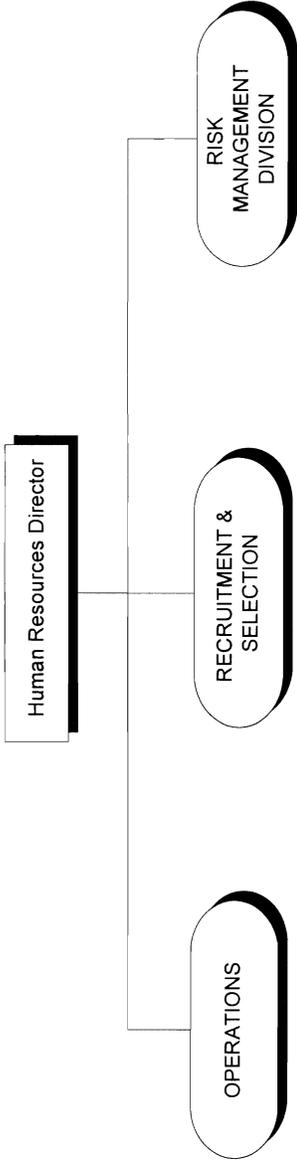


* Position deleted through attrition.

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.

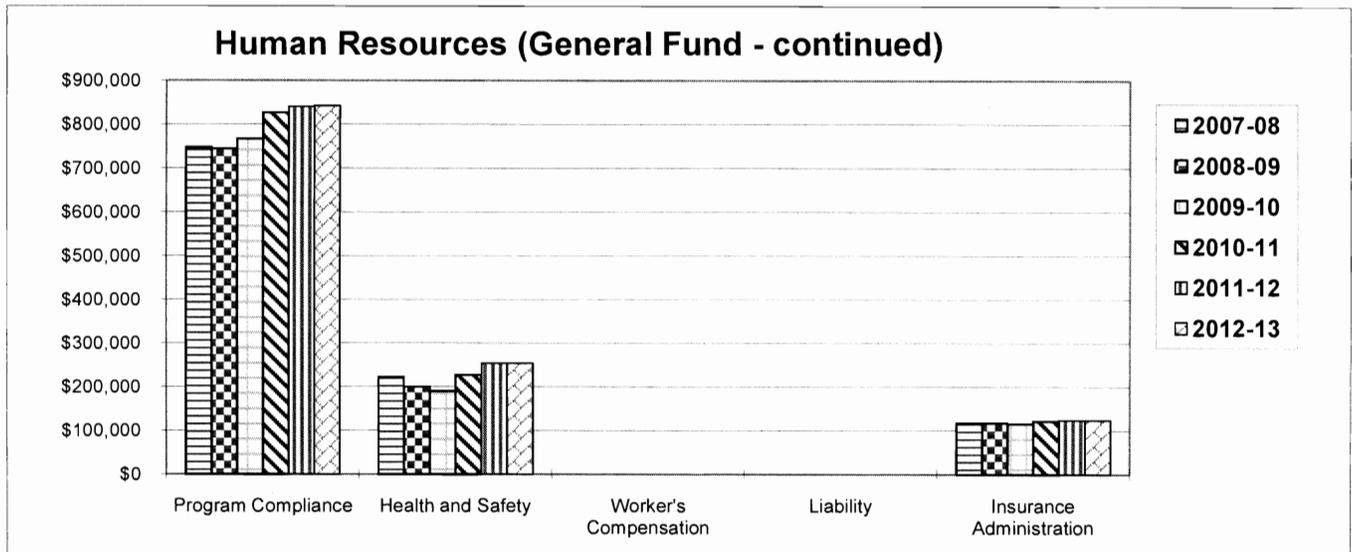
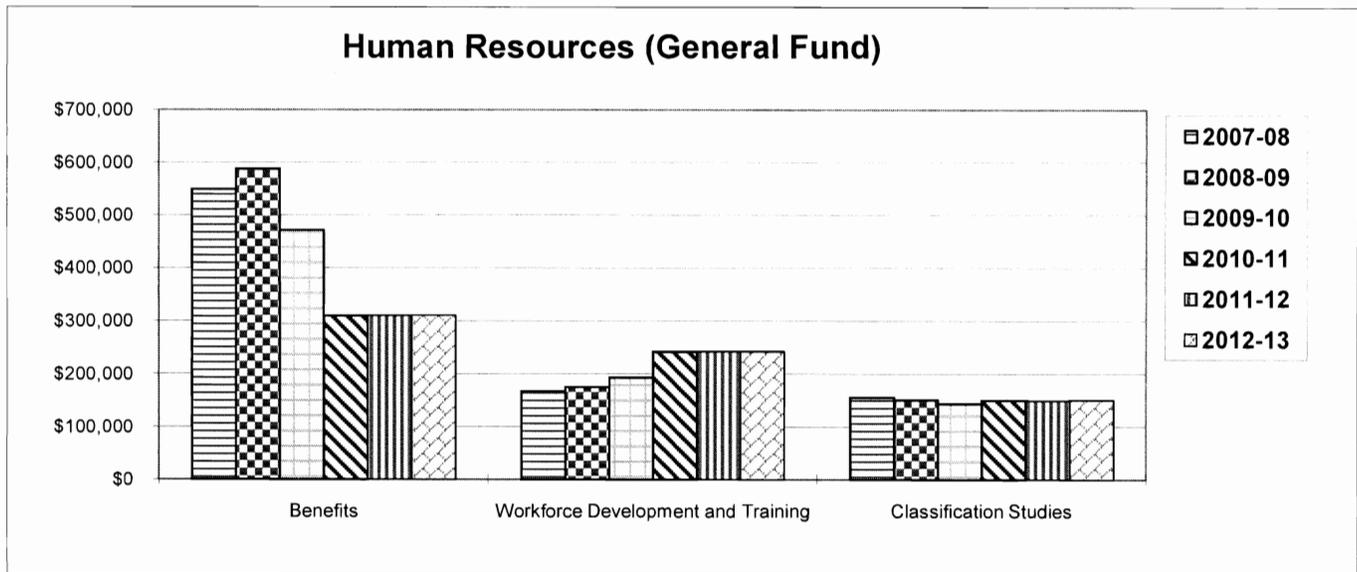
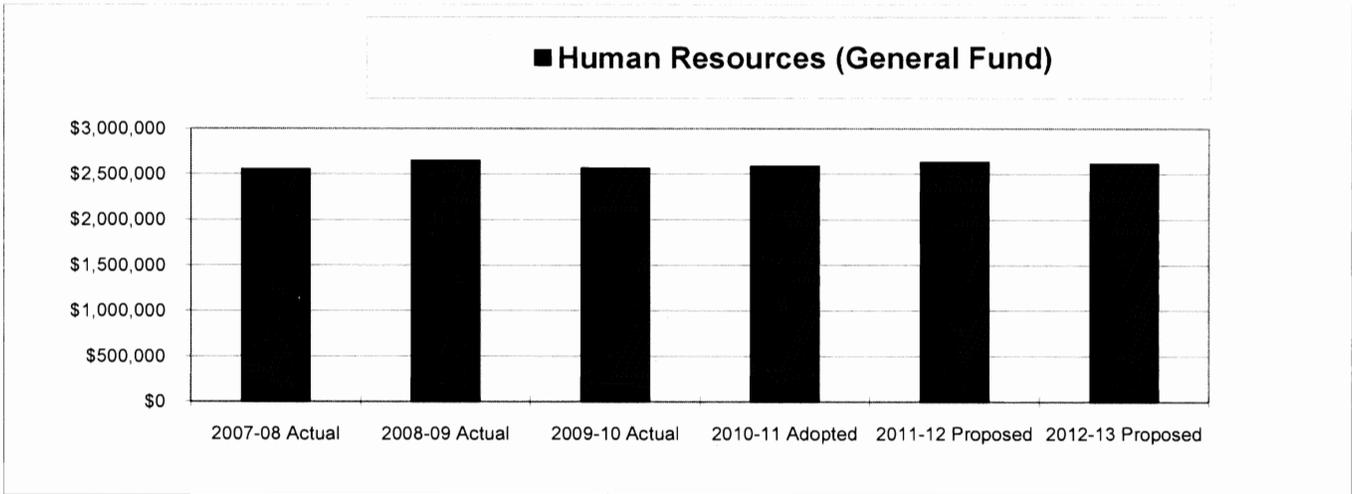
FUNCTIONAL RESPONSIBILITIES

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.

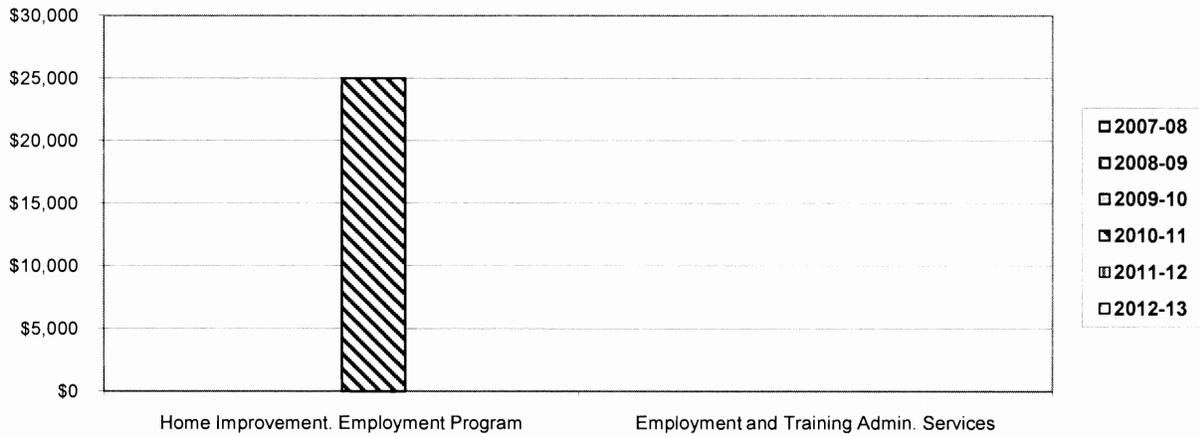
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
General Fund:						
Benefits	\$ 549,136	\$ 588,326	\$ 472,536	\$ 309,937	\$ 310,233	\$ 311,033
Workforce Development and Training	167,005	175,070	193,309	241,779	242,268	242,768
Classification Studies	155,917	150,649	143,716	150,563	150,050	150,650
Program Compliance	747,441	745,411	767,448	827,557	840,951	843,251
Health and Safety	223,162	200,823	190,811	227,151	254,228	254,728
Worker's Compensation	-	-	-	-	-	-
Liability	-	-	-	-	-	-
Insurance Administration	117,733	118,008	116,344	122,009	124,685	125,185
Employment and Training Admin. Services	-	-	-	-	-	-
Testing	383,375	462,882	451,677	445,737	469,395	446,195
Recruitment	207,281	207,123	227,221	233,960	237,461	238,261
Home Improvement. Employment Program	-	-	-	25,000	-	-
General Fund Total	\$ 2,551,050	\$ 2,648,292	\$ 2,563,062	\$ 2,583,693	\$ 2,629,271	\$ 2,612,071
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Externally Funded:						
Air Quality Management	\$ 180,209	\$ 182,914	\$ 181,689	*	*	*
Vanpool/Rideshare	208,541	224,050	601,207	*	*	*
Employment and Training Admin. Services	110,544	-	-	-	-	-
Externally Funded Total	\$ 499,294	\$ 406,964	\$ 782,896	\$ -	\$ -	\$ -
Externally Funded Revenues						
Air Quality Management	\$ 182,892	\$ 179,158	\$ 172,438	*	*	*
Vanpool/Rideshare	253,435	259,511	257,531	*	*	*
Employment and Training Admin. Services	110,544	-	-	-	-	-
Total	\$ 546,871	\$ 438,669	\$ 429,969	\$ -	\$ -	\$ -

*Note - Air Quality Management and Vanpool/Rideshare Funds were transferred to Community Development in 2010-11.

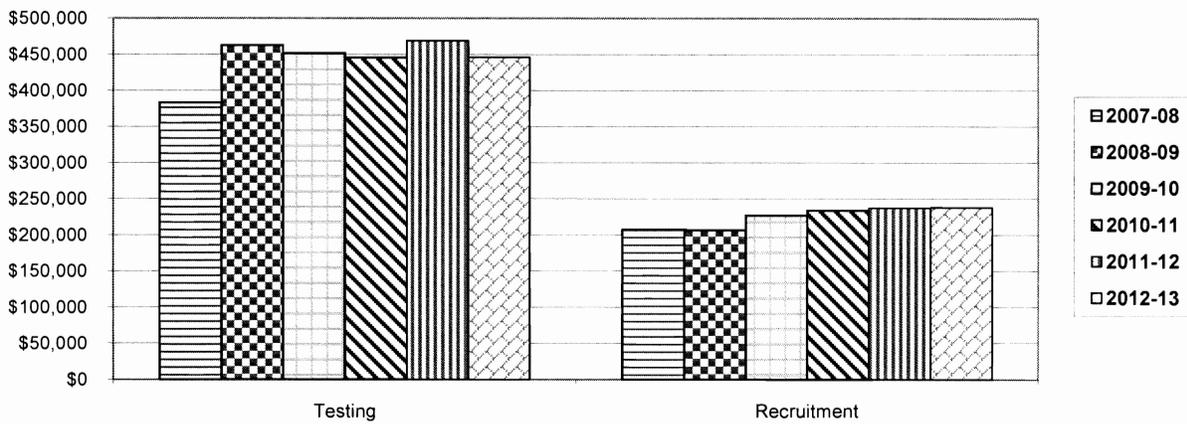
EXPENDITURES



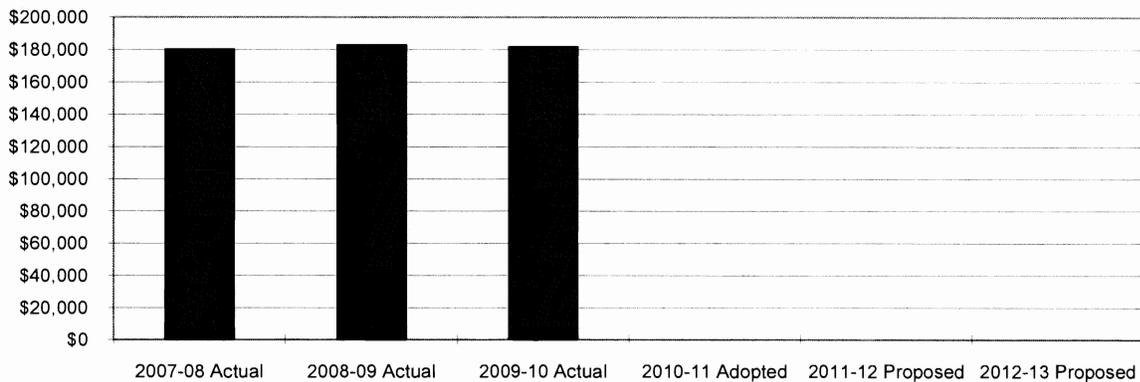
Human Resources (General Fund continued)



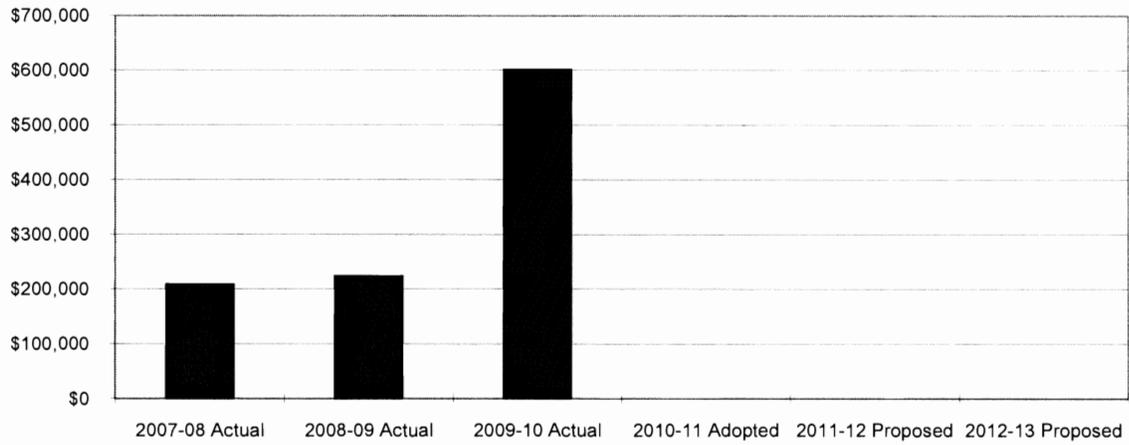
Human Resources (General Fund continued)



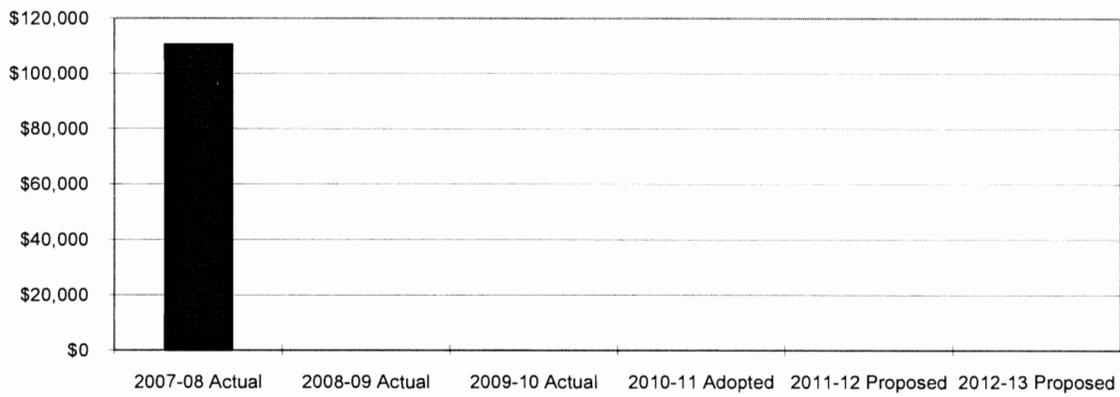
Air Quality Management



■ Vanpool/Rideshare



■ Employment and Training Admin. Svcs. (Externally Funded)

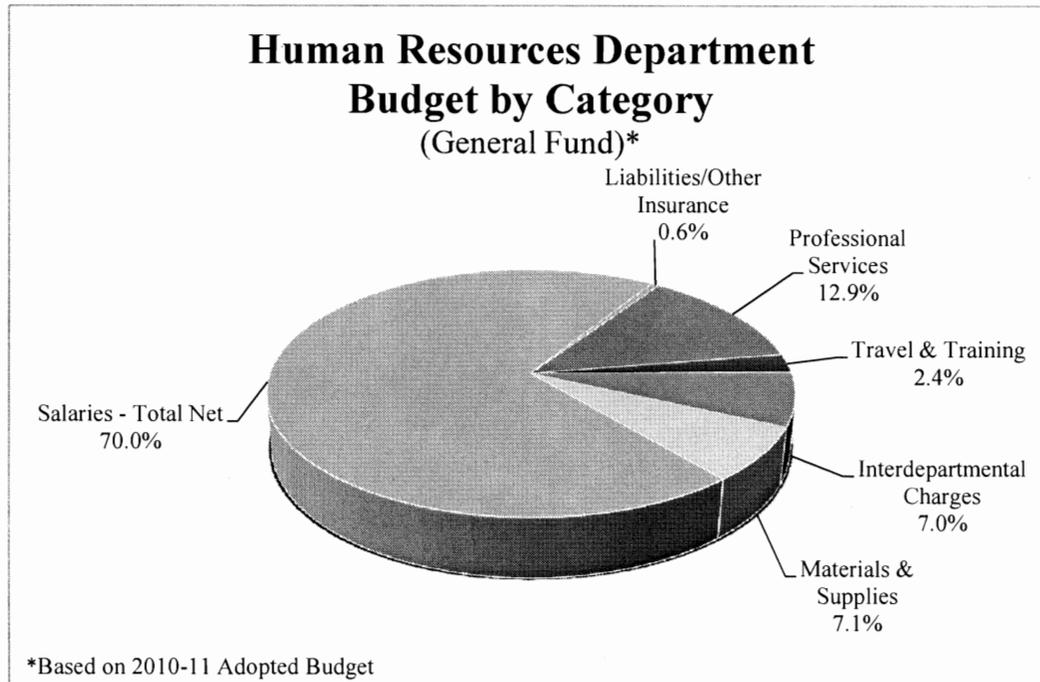


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 2,920,334	\$ 3,025,382	\$ 3,092,098	\$ 2,842,630	\$ 2,828,282	\$ 2,836,782
Overtime	3,862	8,022	6,926	11,729	11,900	11,900
Salaries - Total	2,924,196	3,033,404	3,099,024	2,854,359	2,840,182	2,848,682
Salaries - Reimbursements	(1,132,866)	(1,176,960)	(1,317,753)	(1,102,563)	(1,051,188)	(1,051,888)
Salaries - Labor Charges	495	41,716	92,376	55,950	40,950	40,950
Salaries - Total Net	1,791,825	1,898,160	1,873,647	1,807,746	1,829,944	1,837,744
Supplies and Services	747,225	740,989	688,246	775,947	799,327	774,327
Capital Outlay	12,000	9,143	1,169	-	-	-
General Fund Total	\$ 2,551,050	\$ 2,648,292	\$ 2,563,062	\$ 2,583,693	\$ 2,629,271	\$ 2,612,071

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 2,924,690	\$ 3,075,119	\$ 3,191,398	\$ 2,910,309	\$ 2,881,132	\$ 2,889,632
Salary & Benefit Reimbursements	(1,132,865)	(1,176,960)	(1,317,753)	(1,102,563)	(1,051,188)	(1,051,888)
Materials, Supplies and Maintenance	308,825	319,379	307,740	320,432	352,932	352,932
Professional Services/Contracts	260,323	230,933	214,202	334,504	328,204	303,204
Travel, Training & Membership Dues	59,488	54,551	35,593	61,461	61,461	61,461
Liabilities & Other Insurance	6,396	6,396	14,757	14,757	14,757	14,757
Insurance Claims	-	-	-	-	-	-
Interdepartmental Charges	129,004	168,845	166,473	155,872	152,854	152,854
Capital Acquisitions	12,000	9,143	1,169	-	-	-
Reimbursements from Other Funds	(78,060)	(78,676)	(83,990)	(137,174)	(131,402)	(131,402)
Operating Transfer Out	61,249	39,562	33,473	26,095	20,521	20,521
General Fund Total	\$ 2,551,050	\$ 2,648,292	\$ 2,563,062	\$ 2,583,693	\$ 2,629,271	\$ 2,612,071



DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 70,232	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	70,232	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	70,232	-	-	-	-	-
Supplies and Services	40,312	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ 110,544	\$ -	\$ -	\$ -	\$ -	\$ -

DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 70,232	\$ -	\$ -	\$ -	-	-
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	25,363	-	-	-	-	-
Professional Services/Contracts	10,557	-	-	-	-	-
Travel, Training & Membership Dues	-	-	-	-	-	-
Liabilities & Other Insurance	-	-	-	-	-	-
Insurance	-	-	-	-	-	-
Interdepartmental Charges	4,392	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Total Employment and Training Fund	\$ 110,544	\$ -	\$ -	\$ -	-	-

HUMAN RESOURCES

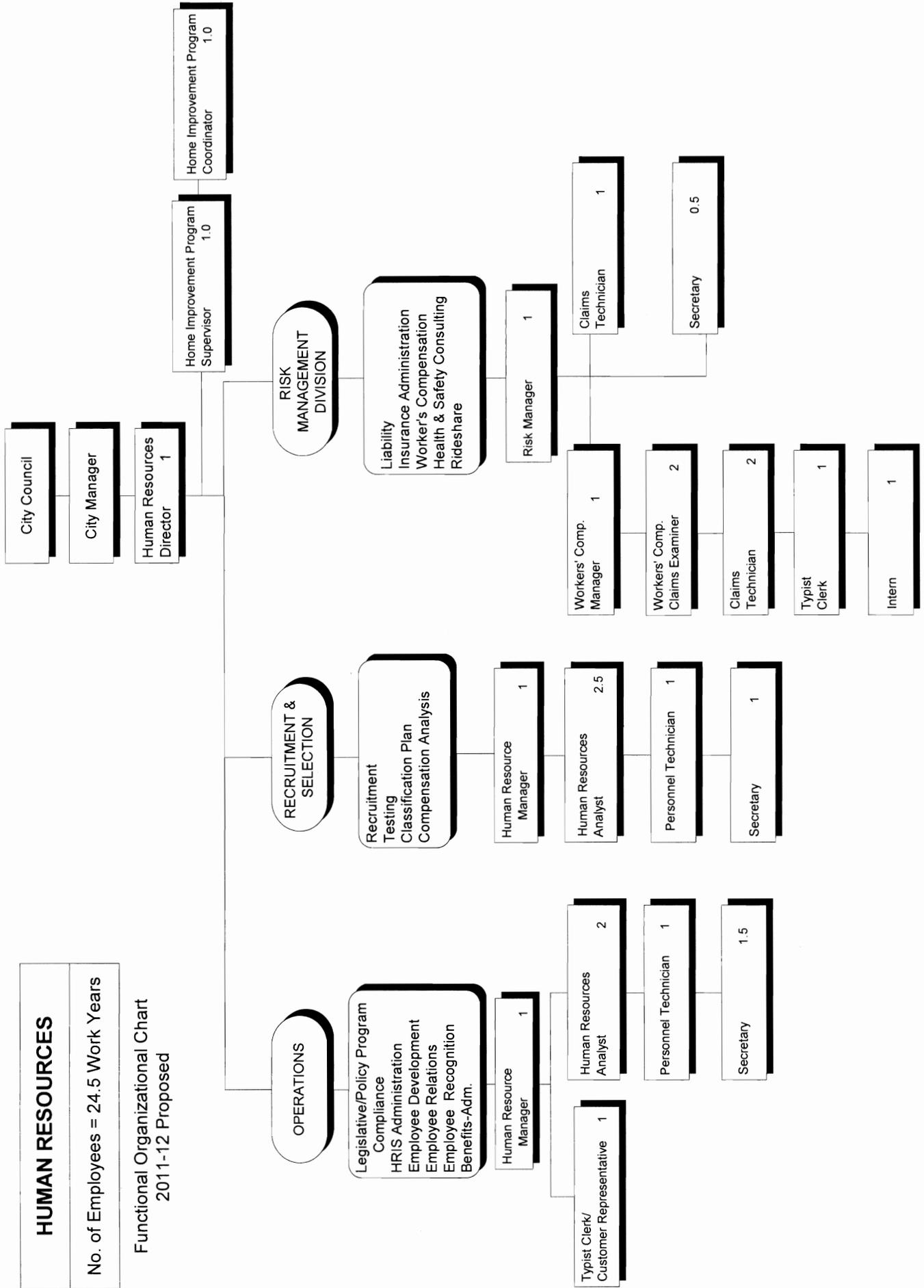
DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Adopted	Adopted	Adopted	Adopted (Oct. Revised)	Proposed	Proposed
Human Resources Director	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Manager	2.0	2.0	2.0	2.0	2.0	2.0
Risk Manager	1.0	1.0	1.0	1.0	1.0	1.0
Workers' Compensation Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Workers' Compensation Supervisor	-	-	-	-	-	-
Human Resources Analyst	3.5	4.5	4.5	4.5	4.5	4.5
Workers' Compensation Claims Examiner	3.0	3.0	3.0	2.0	2.0	2.0
Claims Technician	2.0	2.0	2.0	3.0	3.0	3.0
Intern	1.0	1.0	1.0	1.0	1.0	1.0
Home Improvement Program Supervisor	-	-	-	1.0	1.0	1.0
Home Improvement Instructor	1.0	1.0	1.0	-	-	-
Home Improvement Program Coordinator	-	-	-	1.0	1.0	1.0
Job Training Project Leader	1.0	1.0	1.0	-	-	-
Senior Administrative Assistant	-	-	-	-	-	-
Administrative Secretary	1.0	1.0	1.0	-	-	-
Personnel Technician	3.0	3.0	3.0	2.0	2.0	2.0
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	3.0	3.0	3.0	2.0	2.0	2.0
Total General Fund	26.5	27.5	27.5	24.5	24.5	24.5
Employment and Training External Fund						
Employment and Training Manager						
Employment and Training Asst. Manager						
Employment and Training Coordinator						
Personnel Technician						
Secretary						
Senior Account Clerk						
Intake Interviewer						
Typist Clerk						
Home Improvement Instructor						
Career Center Supervisor						
Sr. Job Training Project Leader						
Job Training Project Leader						
Job Training Project Assistant						
Intern						
Total Employment and Training	-	-	-	-	-	-
Department Total	26.5	27.5	27.5	24.5	24.5	24.5

HUMAN RESOURCES

No. of Employees = 24.5 Work Years

Functional Organizational Chart
2011-12 Proposed

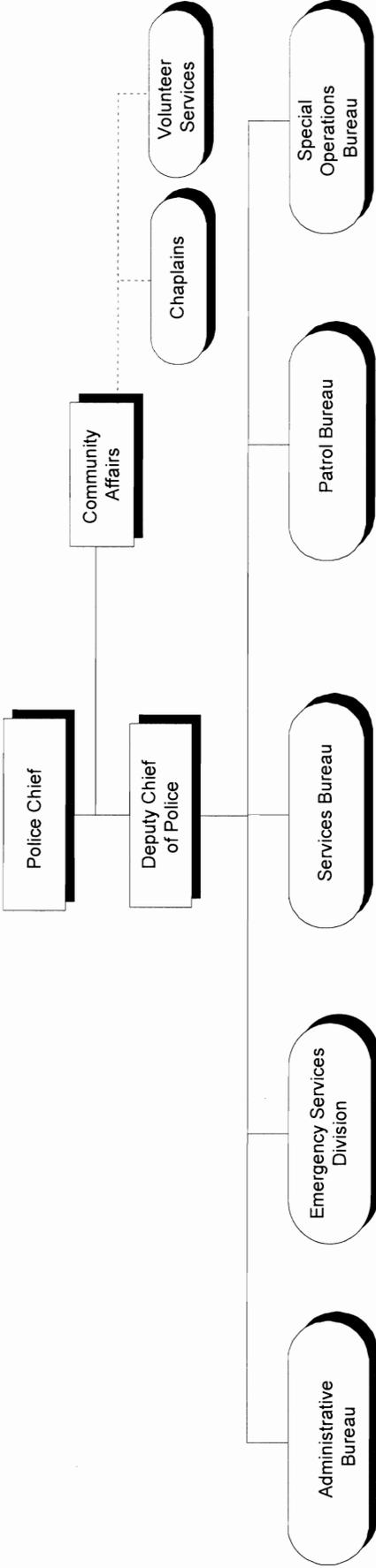


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POLICE

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

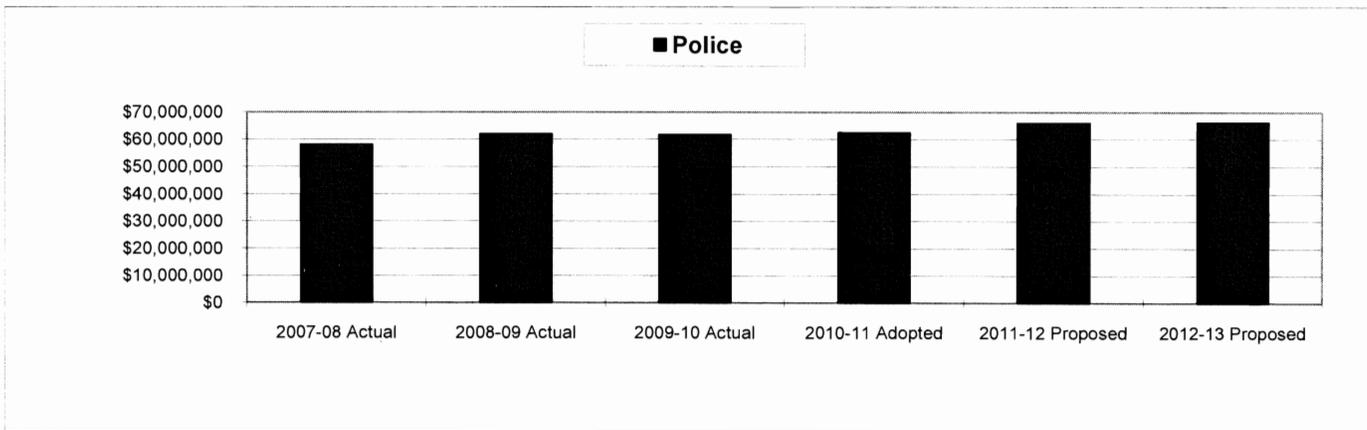
The function of the Police Department is to enforce the penal provisions of the City Charter, City ordinances, and State, and Federal laws for the purpose of protecting persons and property and the preservation of peace within the community.

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.

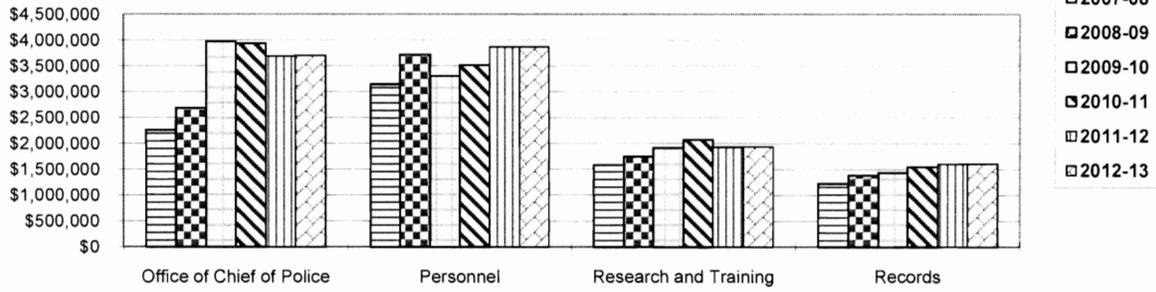
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Office of Chief of Police	\$ 2,259,072	\$ 2,691,320	\$ 3,979,600	\$ 3,939,560	\$ 3,692,800	\$ 3,708,100
Personnel	3,151,234	3,722,149	3,310,292	3,520,069	3,876,269	3,872,269
Research and Training	1,589,353	1,751,688	1,919,173	2,076,702	1,932,102	1,938,802
Records	1,230,019	1,387,735	1,437,407	1,553,500	1,606,100	1,612,400
Technical Services	6,563,304	6,965,256	6,078,336	6,277,212	6,416,224	6,438,024
Patrol	22,184,572	22,645,749	21,859,307	20,166,551	22,274,750	22,362,470
Traffic and Special Events	5,117,870	5,236,868	5,357,038	5,917,760	6,385,300	6,408,900
Detectives	6,597,972	7,141,565	7,656,094	8,966,614	9,530,161	9,567,361
Special Investigations	3,679,503	4,052,752	3,984,127	4,232,853	4,363,800	4,380,200
Community Affairs (was Emerg. Svcs.)	63,536	321,726	230,831	173,454	68,714	68,714
Communications	5,649,584	6,026,354	5,814,360	5,721,132	5,846,871	5,869,771
General Fund Total	\$ 58,086,019	\$ 61,943,162	\$ 61,626,565	\$ 62,545,407	\$ 65,993,091	\$ 66,227,011
General Fund Revenues	\$ 896,007	\$ 918,674	\$ 871,131	\$ 903,283	\$ 980,000	\$ 992,400
Animal Control Fund						
Animal Control	\$ 270,335	\$ 353,152	\$ 442,493	\$ 461,866	\$ 471,467	\$ 472,767
Animal Control Revenues	\$ 253,329	\$ 353,152	\$ 414,214	\$ 455,648	\$ 469,566	\$ 469,566

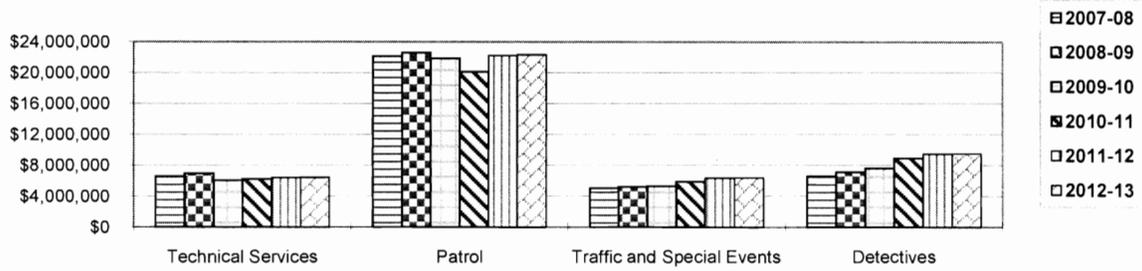
EXPENDITURES



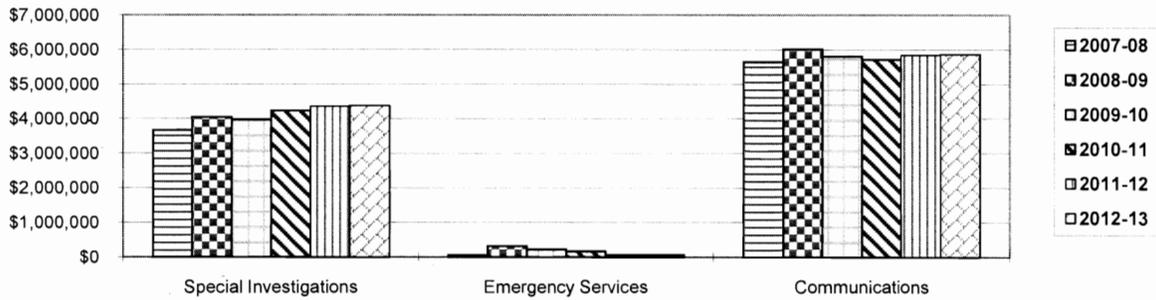
Police



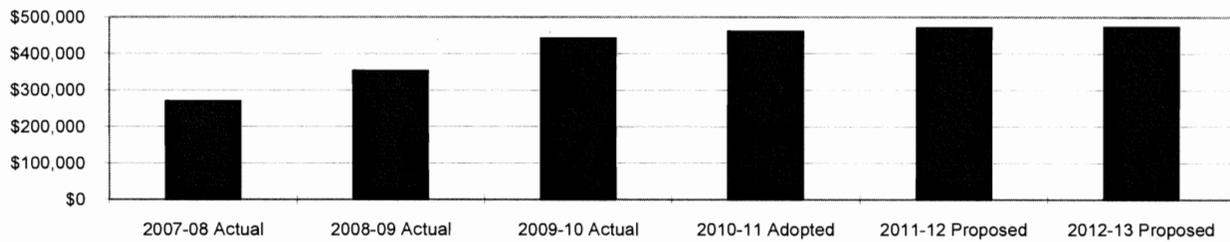
Police (continued)



Police (continued)



Animal Control

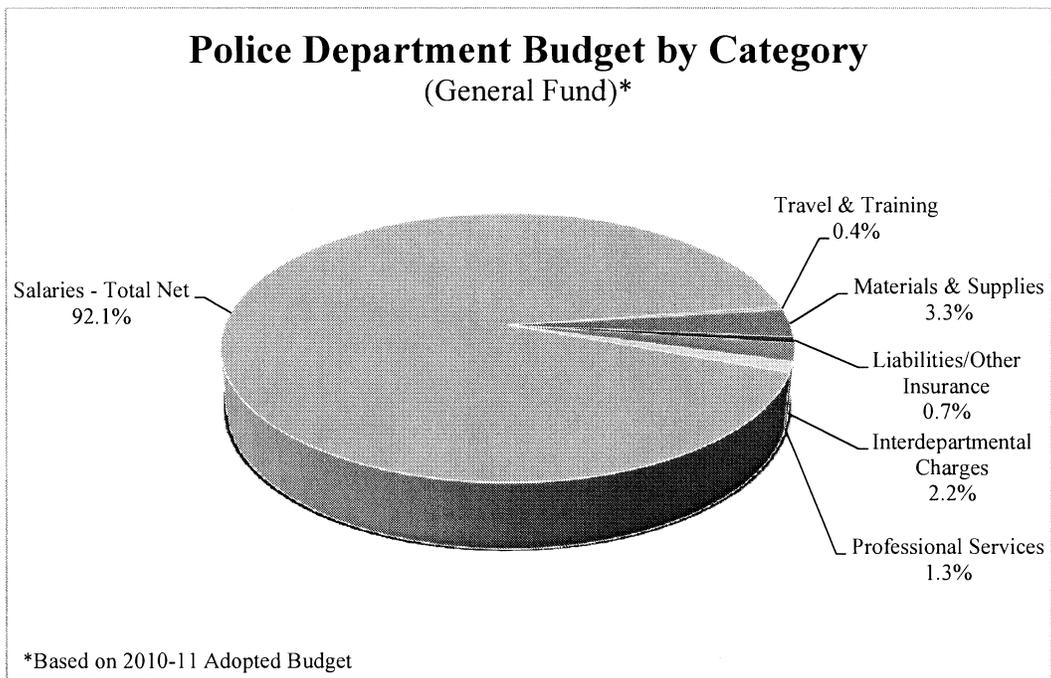


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 47,738,707	\$ 50,812,181	\$ 51,928,655	\$ 56,135,288	\$ 59,224,509	\$ 59,455,409
Overtime	5,685,609	5,884,706	4,652,527	2,071,428	2,052,000	2,051,420
Salaries - Total	53,424,316	56,696,887	56,581,182	58,206,716	61,276,509	61,506,829
Salaries - Reimbursements	(839,419)	(1,132,920)	(213,802)	(741,100)	(452,900)	(452,900)
Salaries - Labor Charges	148,571	189,765	165,338	167,186	173,519	173,519
Salaries - Total Net	52,733,468	55,753,732	56,532,718	57,632,802	60,997,128	61,227,448
Supplies and Services	5,352,551	6,189,430	5,093,847	4,912,605	4,995,963	4,999,563
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 58,086,019	\$ 61,943,162	\$ 61,626,565	\$ 62,545,407	\$ 65,993,091	\$ 66,227,011

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 53,572,888	\$ 56,886,652	\$ 56,746,520	\$ 58,373,902	\$ 61,450,028	\$ 61,680,348
Salary & Benefit Reimbursements	(839,420)	(1,132,920)	(213,802)	(741,100)	(452,900)	(452,900)
Materials, Supplies and Maintenance	2,323,598	2,455,879	1,851,335	2,139,824	2,139,224	2,139,224
Professional Services/Contracts	942,343	944,140	919,419	786,988	781,152	781,152
Travel, Training & Membership Dues	283,916	201,277	195,254	228,962	228,962	228,962
Liabilities & Other Insurance	578,049	690,373	535,054	462,560	462,560	462,560
Interdepartmental Charges	1,076,133	1,180,312	1,236,137	1,193,476	1,283,837	1,287,437
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	(12,301)	(3,066)	(36,468)	(54,466)	(54,466)	(54,466)
Operating Transfers Out	160,813	720,515	393,114	155,261	154,694	154,694
General Fund Total	\$ 58,086,019	\$ 61,943,162	\$ 61,626,565	\$ 62,545,407	\$ 65,993,091	\$ 66,227,011

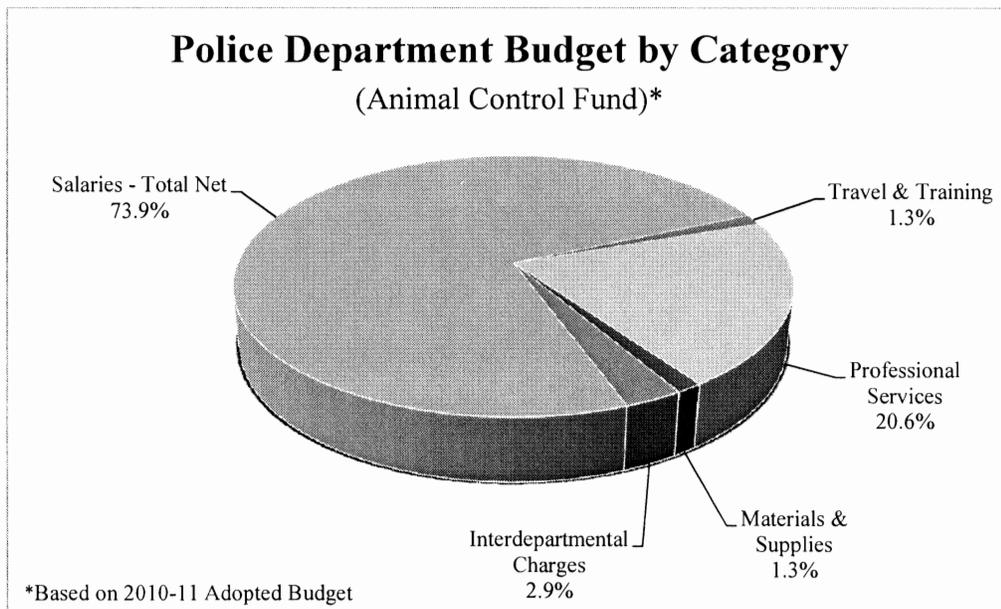


DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 219,745	\$ 260,401	\$ 316,822	\$ 304,527	\$ 323,300	\$ 324,600
Overtime	14,957	13,127	12,451	26,000	25,800	25,800
Salaries - Total	234,702	273,528	329,273	330,527	349,100	350,400
Salaries - Reimbursements	(58,346)	-	-	-	-	-
Salaries - Labor Charges	-	-	-	10,873	-	-
Salaries - Total Net	176,356	273,528	329,273	341,400	349,100	350,400
Supplies and Services	93,979	79,624	113,220	120,466	122,367	122,367
Capital Outlay	-	-	-	-	-	-
Animal Control Fund Total	\$ 270,335	\$ 353,152	\$ 442,493	\$ 461,866	\$ 471,467	\$ 472,767

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 234,702	\$ 273,528	\$ 329,273	\$ 341,400	\$ 349,100	\$ 350,400
Salary & Benefit Reimbursements	(58,346)	-	-	-	-	-
Materials, Supplies and Maintenance	-	3,041	23,694	6,000	9,000	9,000
Professional Services/Contracts	71,232	54,755	74,552	95,000	95,000	95,000
Travel, Training & Membership Dues	7,538	6,000	609	6,000	3,000	3,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	15,209	15,828	14,365	13,466	15,367	15,367
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Animal Control Fund Total	\$ 270,335	\$ 353,152	\$ 442,493	\$ 461,866	\$ 471,467	\$ 472,767



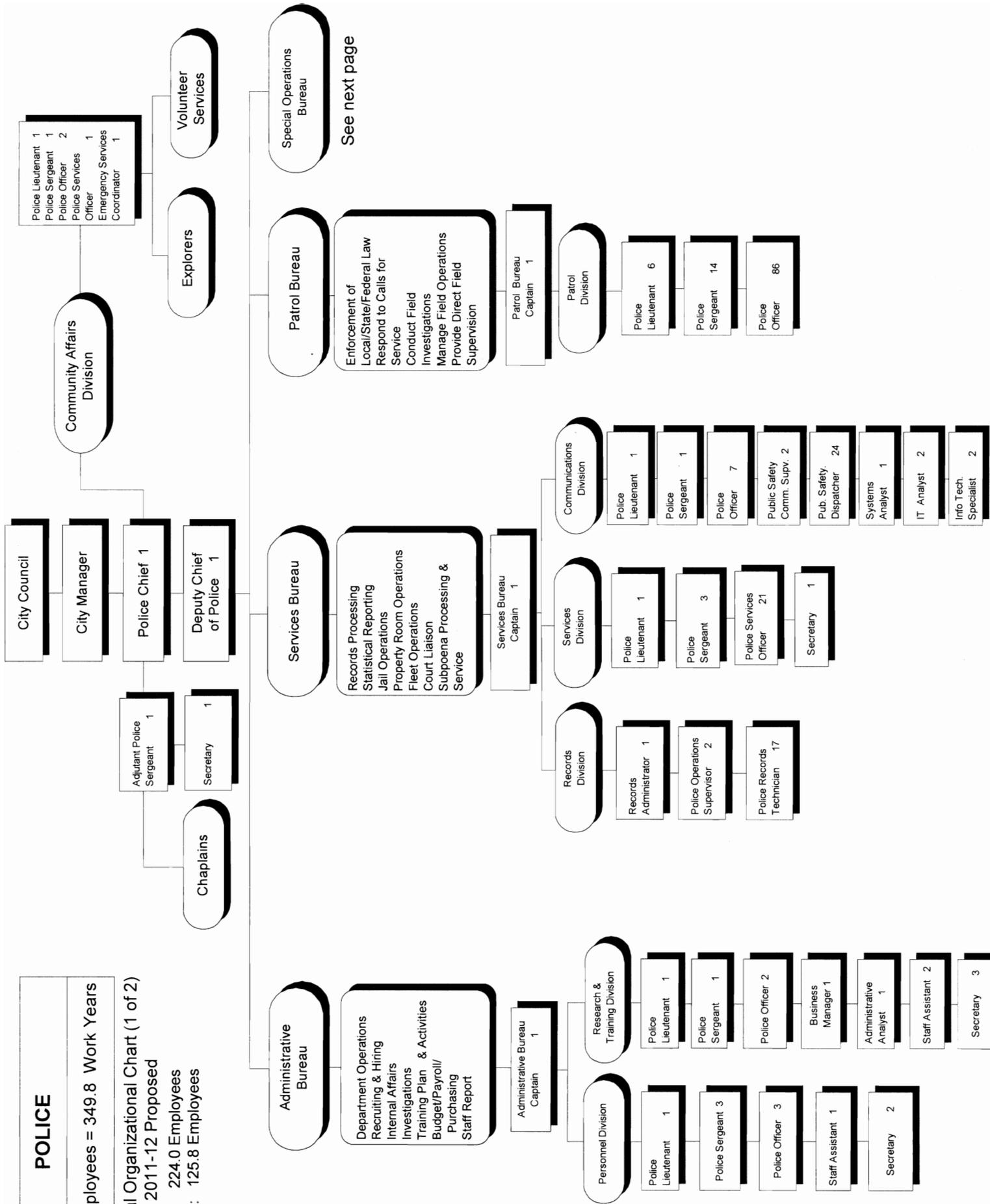
**POLICE
DEPARTMENT PERSONNEL SUMMARY -**

<u>General Fund</u> Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Police Chief	1.0	1.0	1.0	1.0	1.0	1.0
Police Captain	5.0	5.0	5.0	5.0	5.0	5.0
Police Lieutenant	15.0	15.0	14.0	14.0	14.0	14.0
Police Sergeant	34.0	34.0	33.0	33.0	33.0	33.0
Police Officer	186.0	186.0	182.0	171.0	171.0	171.0
Police Records Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Police Services Officer	-	-	-	29.0	29.0	29.0
Services Officer	29.0	29.0	29.0	-	-	-
Identification Analyst	2.0	2.0	1.0	-	-	-
Forensic Identification Supervisor	-	-	-	1.0	1.0	1.0
Sr. Forensic Identification Specialist	-	-	2.0	2.0	2.0	2.0
Forensic Identification Specialist	-	-	-	4.0	4.0	4.0
Juvenile Diversion Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Juvenile Diversion Caseworker	1.0	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Information Technology Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	1.0	1.8	1.8	3.8	3.8	3.8
Emergency Services Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Info Tech Specialist	2.0	2.0	2.0	2.0	2.0	2.0
Secretary	13.0	13.0	12.0	11.0	11.0	11.0
Police Operations Supervisor	-	-	1.0	1.0	3.0	3.0
Police Records Supervisor	3.0	3.0	2.0	2.0	-	-
Public Safety Communications Supervisor	2.0	2.0	3.0	2.0	2.0	2.0
Public Safety Dispatcher	-	24.0	24.0	24.0	24.0	24.0
Fire Communications Operator	9.0	-	-	-	-	-
Communications Operator	15.0	-	-	-	-	-
Police Records Technician	-	17.0	17.0	17.0	17.0	17.0
Typist Clerk	17.0	-	-	-	-	-
Crossing Guard	13.0	13.0	13.0	13.0	13.0	13.0
General Fund Total	357.0	357.8	352.8	345.8	345.8	345.8
<u>Animal Control Fund</u>						
Animal Control Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Animal Control Officer	2.0	2.0	2.0	3.0	3.0	3.0
Staff Assistant	-	1.0	1.0	-	-	-
Total Animal Control Fund	3.0	4.0	4.0	4.0	4.0	4.0
Grand Total	360.0	361.8	356.8	349.8	349.8	349.8

POLICE
 No. of Employees = 349.8 Work Years

Functional Organizational Chart (1 of 2)
 2011-12 Proposed

Sworn: 224.0 Employees
 Non-sworn: 125.8 Employees



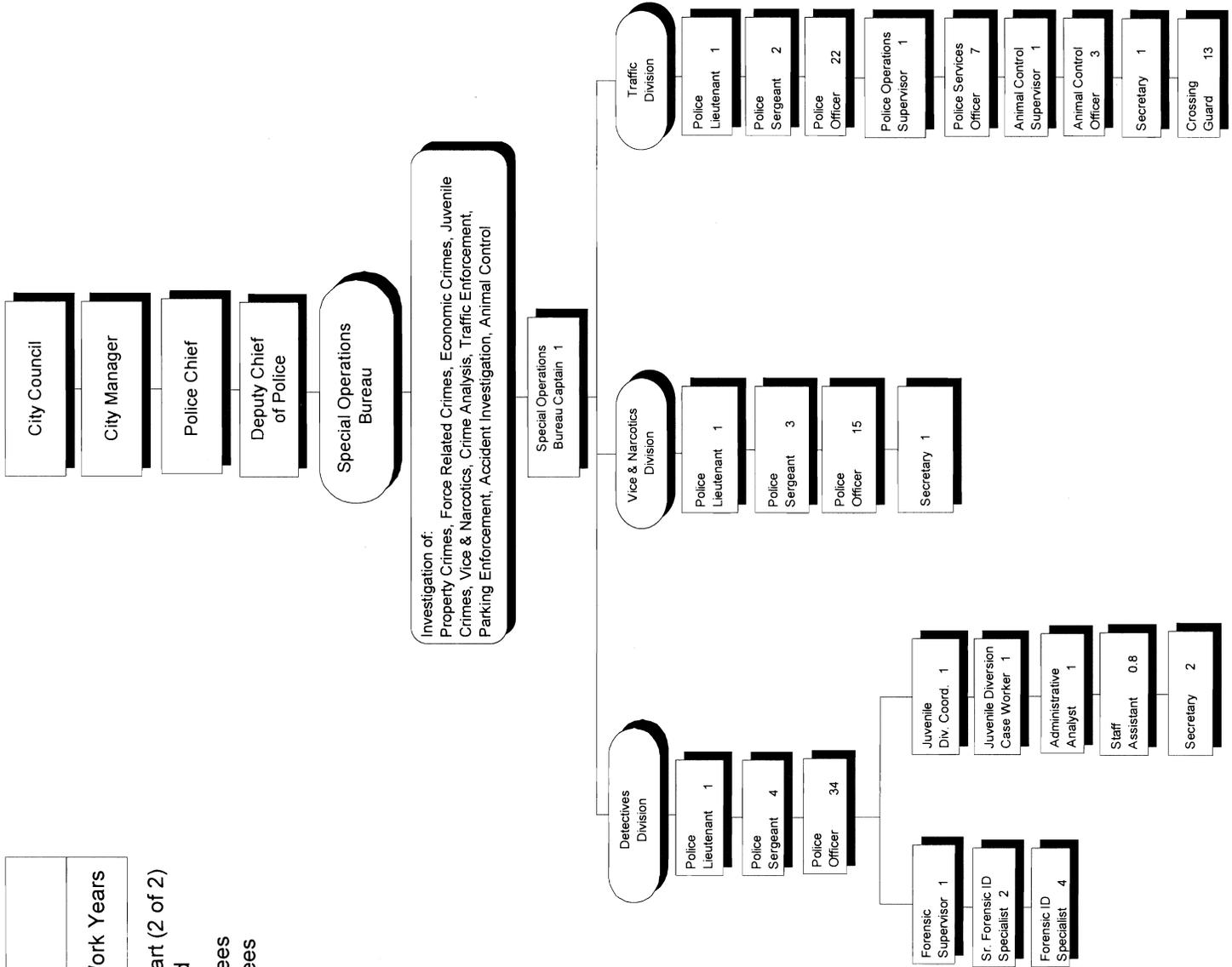
POLICE

No. of Employees = 349.8 Work Years

Functional Organization Chart (2 of 2)
2011-12 Proposed

Sworn: 224.0 Employees

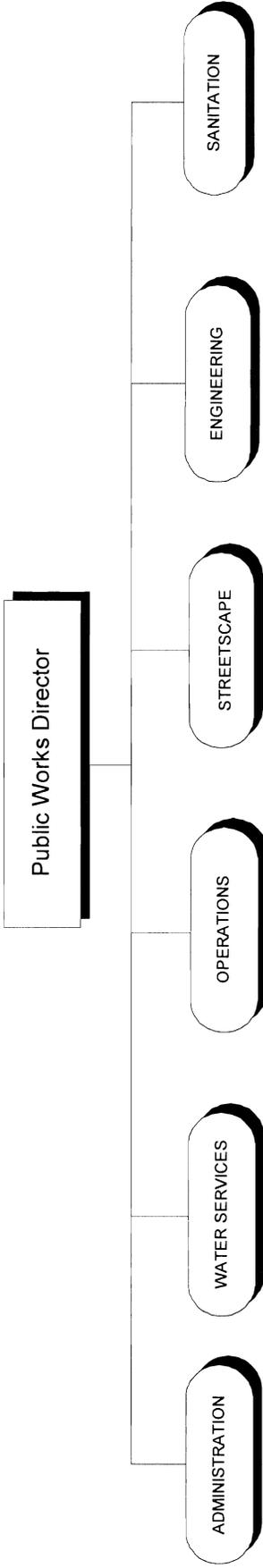
Non-sworn: 125.8 Employees



PUBLIC WORKS

Mission Statement: To provide a superior level of public service and interdepartmental support in the most practical and competent manner possible. Through innovative 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

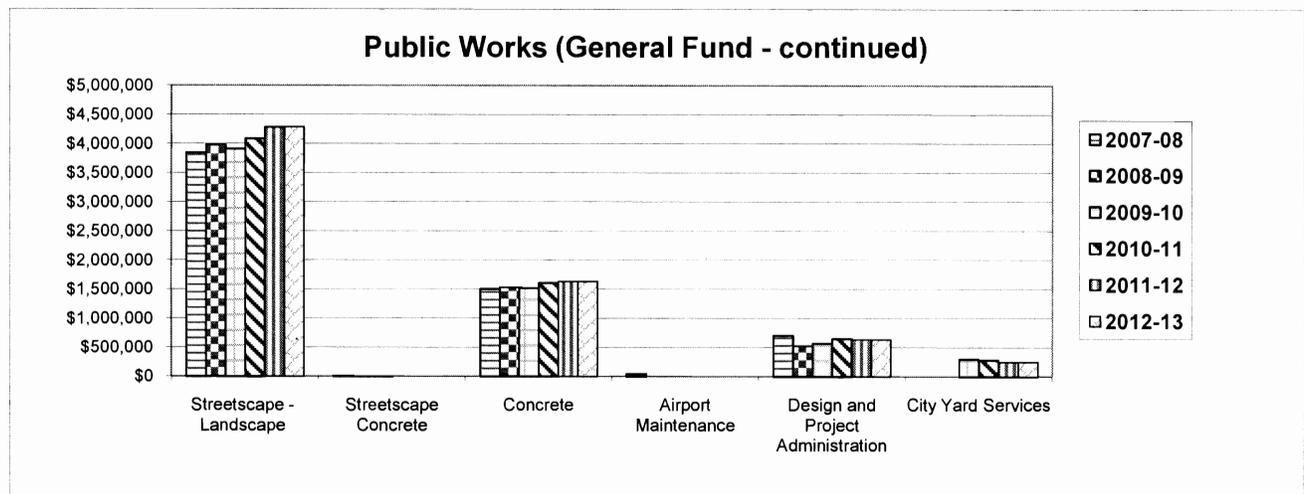
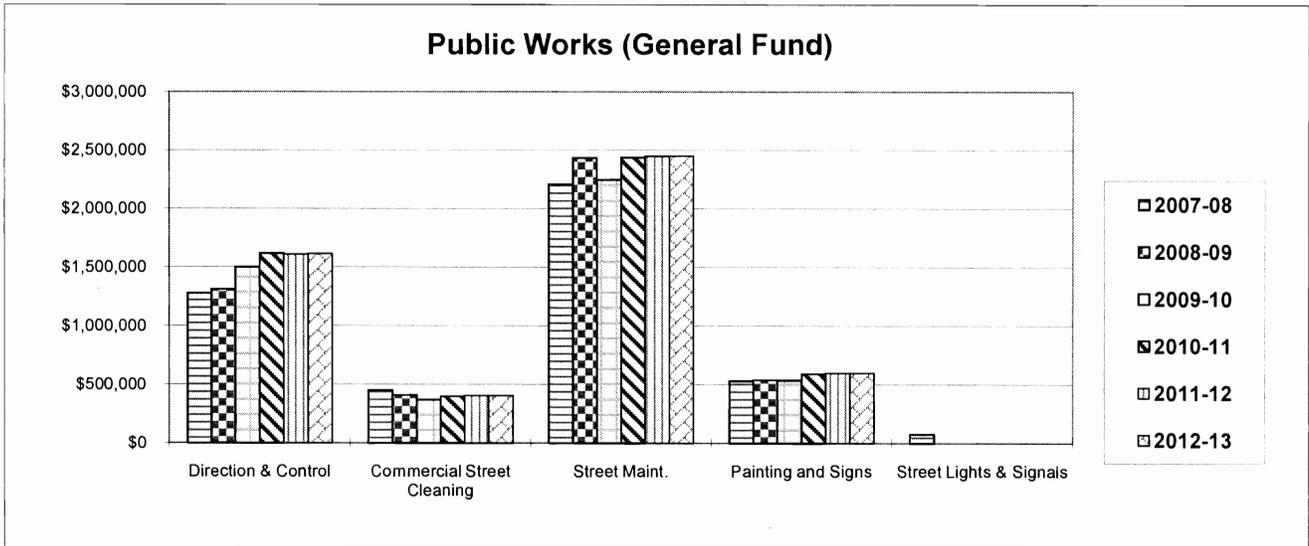
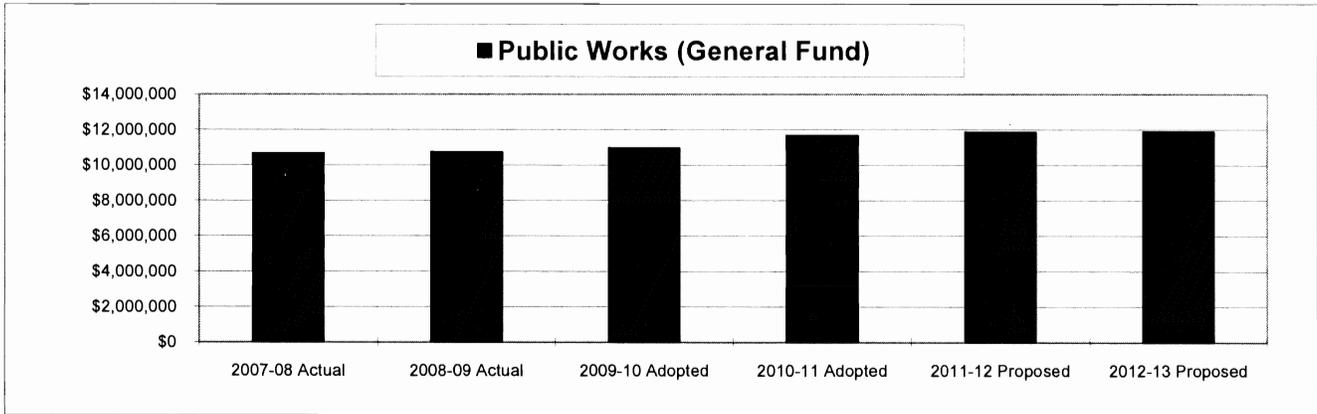
Maintain sewer and storm drain infrastructure, including pump stations, catch basins and storm water retention basins.

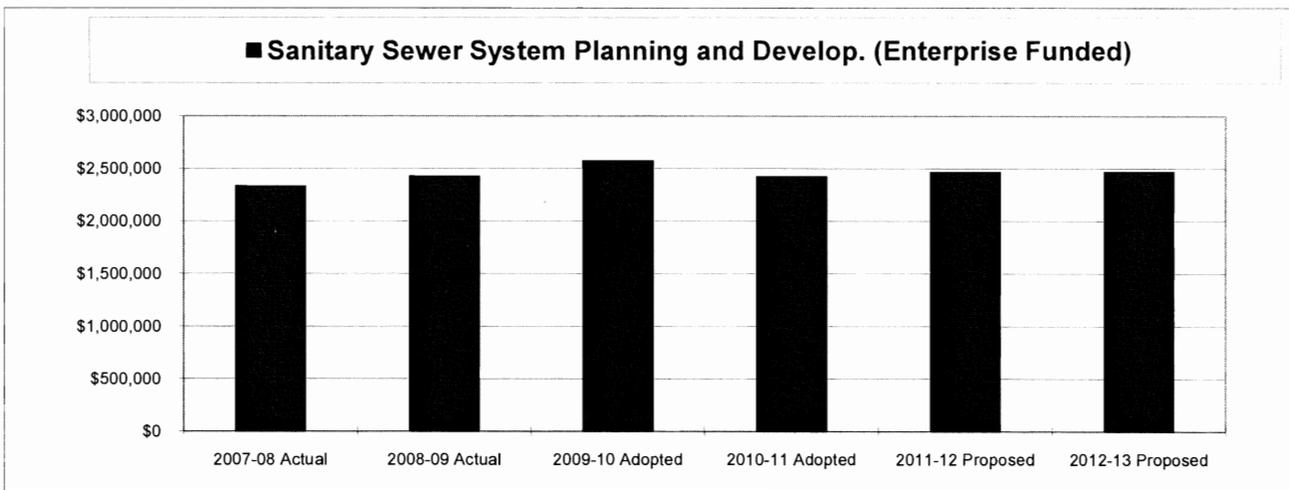
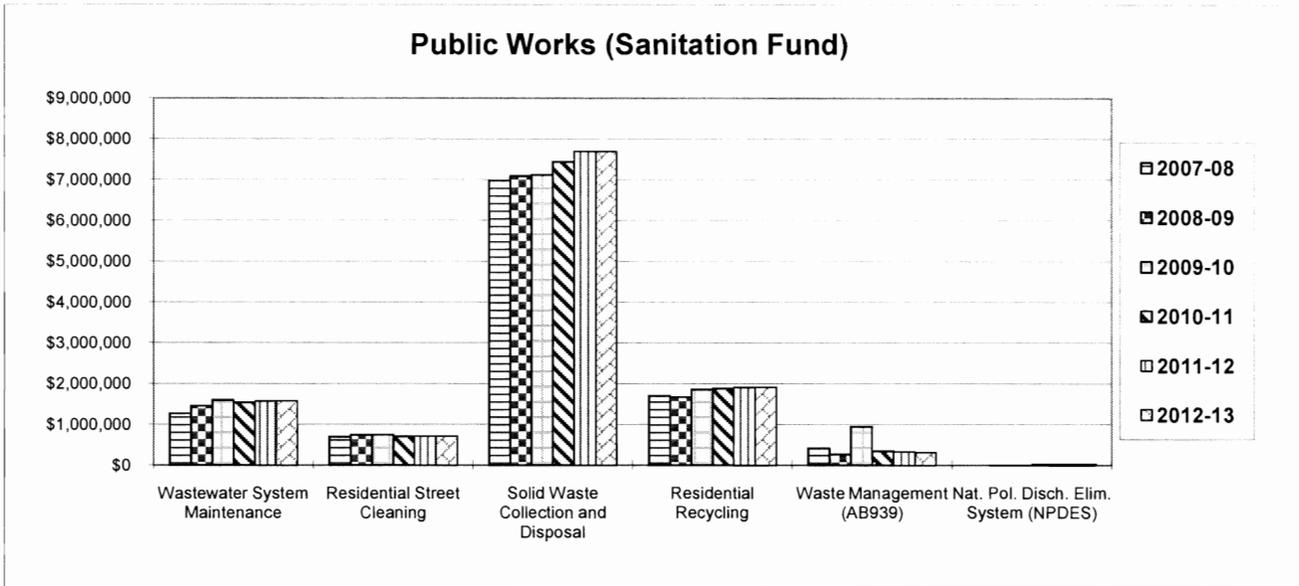
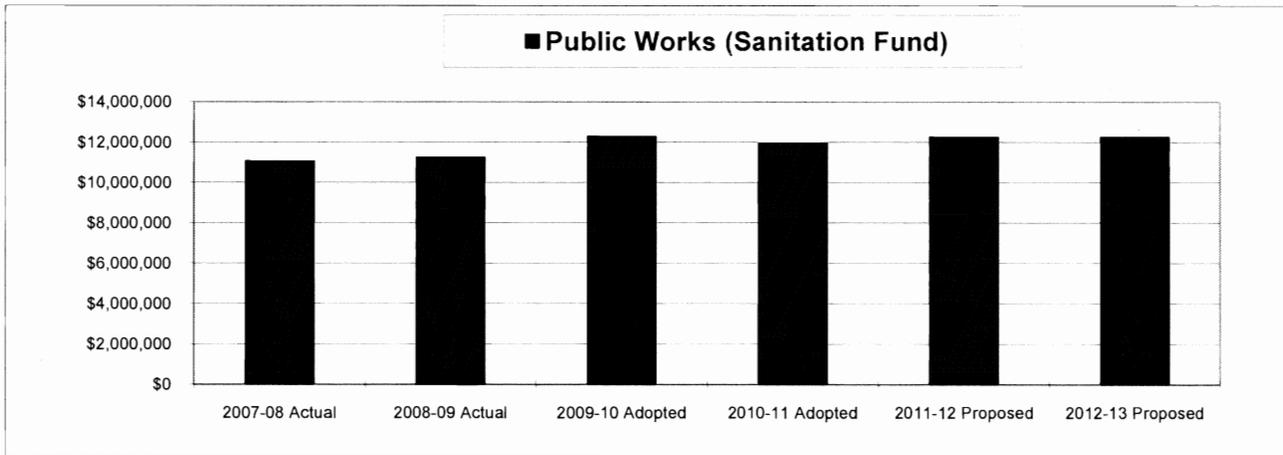
- Street sweeping and residential refuse and recycling collection. • Maintain concrete sidewalks, curbs, and gutters throughout the City.
- Maintain City owned parkway trees and landscaped street medians, and parkways.
- Maintain roadway surfaces along with traffic signals, traffic striping, pavement 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

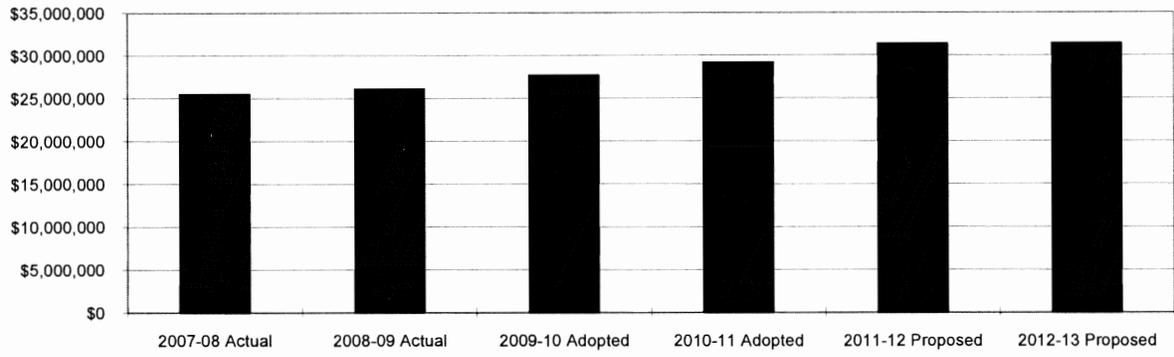
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
General Fund:						
Direction & Control	\$ 1,278,427	\$ 1,312,154	\$ 1,501,894	\$ 1,618,888	\$ 1,610,152	\$ 1,613,752
Commercial Street Cleaning	450,158	410,735	371,619	401,506	406,794	407,694
Street Maintenance and Repair	2,207,329	2,435,886	2,247,508	2,437,318	2,448,080	2,451,580
Painting and Signs	532,517	542,318	536,687	593,403	599,617	601,217
Street Lights & Signals	78,683	-	-	-	-	-
Streetscape - Landscape	3,851,215	3,978,856	3,909,950	4,084,100	4,282,007	4,289,167
Streetscape Concrete	10,617	2,987	5,699	-	-	-
Concrete	1,503,473	1,531,753	1,520,846	1,605,314	1,632,314	1,634,814
Airport Maintenance	45,030	-	-	-	-	-
Design and Project Administration	706,288	528,548	570,677	649,763	638,774	640,574
City Yard Services	-	-	297,373	283,046	250,869	250,869
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	-	-	-
General Fund Total	\$ 10,663,737	\$ 10,743,237	\$ 10,962,253	\$ 11,673,338	\$ 11,868,607	\$ 11,889,667
General Fund Revenues	\$ 63,892	\$ 129,245	\$ 130,404	\$ 136,000	\$ 140,000	\$ 144,200
Sanitation Enterprise Fund:						
Wastewater System Maintenance	\$ 1,270,126	\$ 1,462,355	\$ 1,600,185	\$ 1,542,630	\$ 1,573,692	\$ 1,577,092
Residential Street Cleaning	699,735	744,933	750,188	704,700	713,137	714,637
Solid Waste Collection and Disposal	6,974,736	7,091,926	7,122,935	7,441,500	7,695,509	7,702,009
Residential Recycling	1,703,366	1,677,560	1,859,596	1,884,232	1,909,495	1,913,195
Waste Management (AB939)	420,417	266,924	947,331	352,235	332,057	320,257
Nat. Pol. Disch. Elim. System (NPDES)	-	8,171	1,723	33,200	33,400	33,400
Sanitation Enterprise Fund Total	\$ 11,068,380	\$ 11,251,869	\$ 12,281,958	\$ 11,958,497	\$ 12,257,290	\$ 12,260,590
Sanitation Enterprise Fund Revenues	\$ 11,053,702	\$ 11,371,076	\$ 11,007,555	\$ 11,164,620	\$ 10,834,620	\$ 10,834,620
Sewer Enterprise Fund						
Sanitary Sewer System Planning and Dev.	\$ 2,331,572	\$ 2,426,906	\$ 2,575,235	\$ 2,423,757	\$ 2,464,920	\$ 2,470,120
Sanitary Sewer System Revenues	\$ 2,357,561	\$ 2,300,612	\$ 2,062,117	\$ 2,112,500	\$ 1,730,500	\$ 1,730,500
Water Enterprise Fund						
Water Supply	\$ 16,958,058	\$ 17,392,912	\$ 17,070,145	\$ 17,948,000	\$ 20,202,000	\$ 20,202,000
Water Operations	4,204,771	4,361,210	5,280,837	5,027,746	5,231,136	5,239,476
Water Resources	449,323	430,342	443,229	569,004	488,968	490,868
Water Administration	1,222,472	1,229,403	1,454,785	2,090,426	1,972,401	1,974,801
Water Financial Obligations	2,712,804	2,703,065	3,034,947	3,000,732	2,935,982	2,935,982
WRD Goldsworthy Desalter	-	-	426,171	539,455	546,144	546,544
Water Enterprise Fund Total	\$ 25,547,428	\$ 26,116,932	\$ 27,710,114	\$ 29,175,363	\$ 31,376,631	\$ 31,389,671
Water Enterprise Fund Revenues	\$ 23,902,486	\$ 23,883,119	\$ 27,457,925	\$ 29,368,155	\$ 32,976,055	\$ 32,976,055

EXPENDITURES

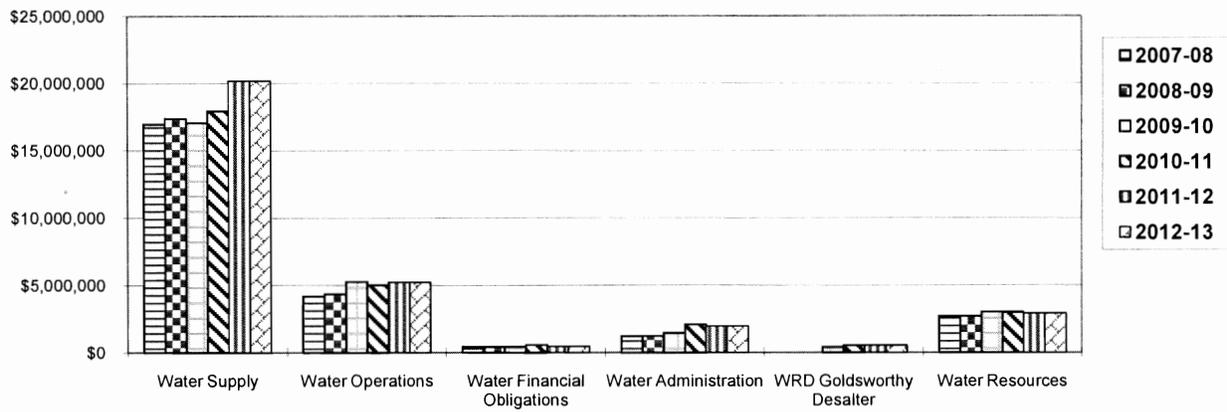




■ Water Division (Enterprise Funded)



Water Division (Enterprise Funded)

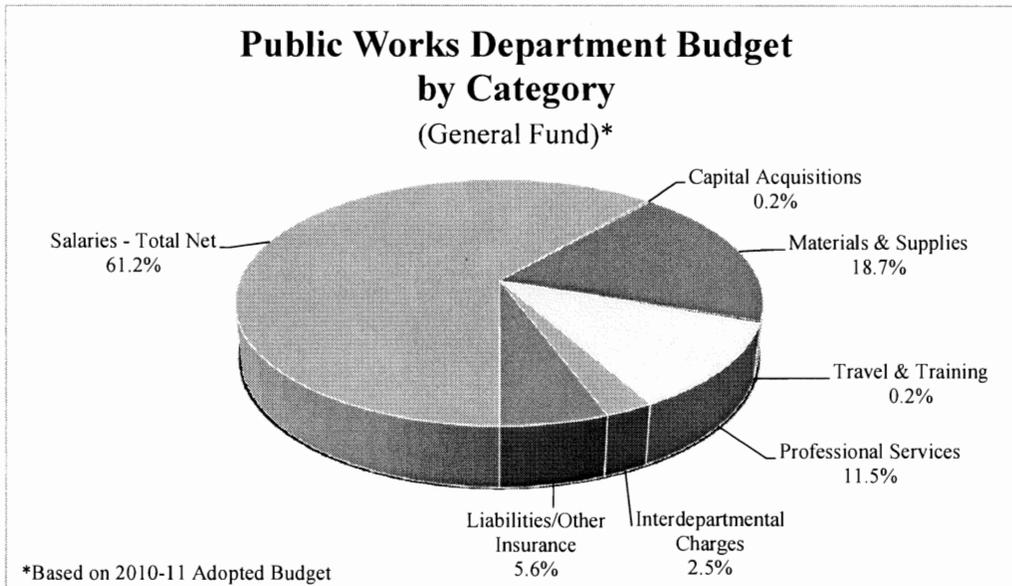


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 8,280,481	\$ 8,931,341	\$ 8,878,717	\$ 9,360,726	\$ 9,657,660	\$ 9,692,260
Overtime	278,810	284,184	272,368	165,034	171,600	163,960
Salaries - Total	8,559,291	9,215,525	9,151,085	9,525,760	9,829,260	9,856,220
Salaries - Reimbursements	(2,177,062)	(2,461,260)	(1,897,357)	(2,451,049)	(2,575,902)	(2,578,102)
Salaries - Labor Charges	67,938	61,928	86,666	70,751	69,407	69,407
Salaries - Total Net	6,450,167	6,816,193	7,340,394	7,145,462	7,322,765	7,347,525
Supplies and Services	4,142,768	3,903,929	3,601,258	4,499,126	4,517,092	4,513,392
Capital Outlay	70,802	23,115	20,601	28,750	28,750	28,750
General Fund Total	\$ 10,663,737	\$ 10,743,237	\$ 10,962,253	\$ 11,673,338	\$ 11,868,607	\$ 11,889,667

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 8,627,229	\$ 9,277,453	\$ 9,237,751	\$ 9,596,511	\$ 9,898,667	\$ 9,925,627
Salary & Benefit Reimbursements	(2,177,062)	(2,461,260)	(1,897,357)	(2,451,049)	(2,575,902)	(2,578,102)
Materials, Supplies and Maintenance	3,070,222	2,811,580	2,136,531	2,832,707	2,837,536	2,833,536
Professional Services/Contracts	1,039,451	979,351	1,185,033	1,339,290	1,346,925	1,346,925
Travel, Training & Membership Dues	17,008	17,742	10,667	26,938	26,938	26,938
Liabilities & Other Insurance	509,613	556,199	490,200	656,135	656,135	656,135
Interdepartmental Charges	195,962	222,905	253,788	247,208	254,161	254,461
Capital Acquisitions	70,802	23,115	20,601	28,750	28,750	28,750
Reimbursements from Other Funds	(741,720)	(740,091)	(533,005)	(649,963)	(644,907)	(644,907)
Operating Transfers Out	52,232	56,243	58,044	46,811	40,304	40,304
General Fund Total	\$ 10,663,737	\$ 10,743,237	\$ 10,962,253	\$ 11,673,338	\$ 11,868,607	\$ 11,889,667

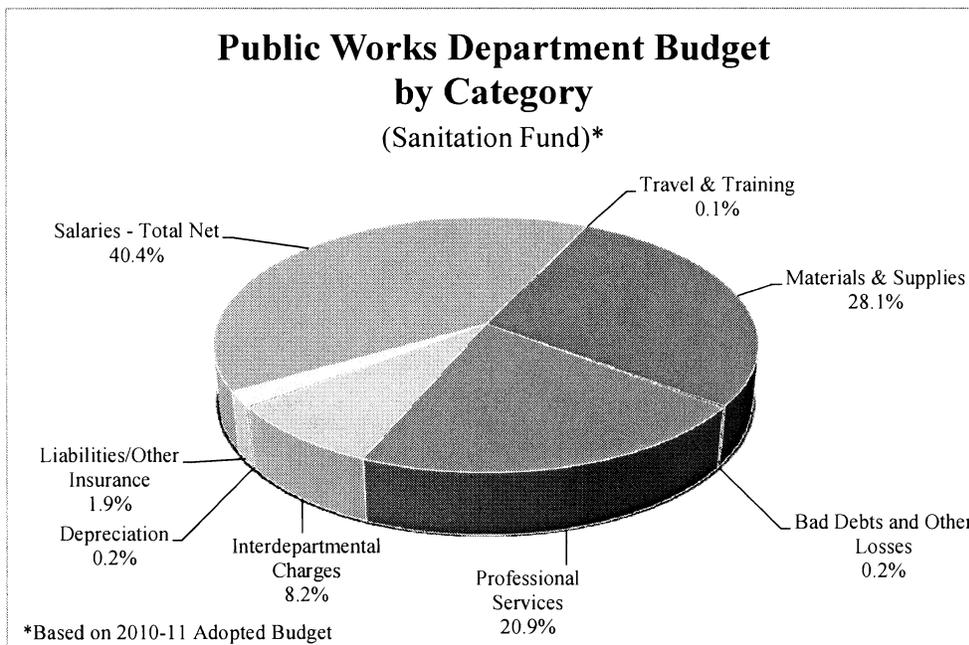


DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 3,806,990	\$ 4,075,872	\$ 4,250,256	\$ 4,470,840	\$ 4,569,640	\$ 4,588,040
Overtime	164,426	173,398	174,120	221,400	224,700	221,600
Salaries - Total	3,971,416	4,249,270	4,424,376	4,692,240	4,794,340	4,809,640
Salaries - Reimbursements	(2,274)	(4,092)	(31,143)	(36,522)	(36,434)	(36,434)
Salaries - Labor Charges	136,466	117,791	159,228	178,043	177,318	177,318
Salaries - Total Net	4,105,608	4,362,969	4,552,461	4,833,761	4,935,224	4,950,524
Supplies and Services	6,962,772	6,888,900	7,729,497	7,124,736	7,322,066	7,310,066
Capital Outlay	-	-	-	-	-	-
Sanitation Enterprise Fund Total	\$ 11,068,380	\$ 11,251,869	\$ 12,281,958	\$ 11,958,497	\$ 12,257,290	\$ 12,260,590

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 4,107,883	\$ 4,367,061	\$ 4,583,604	\$ 4,870,283	\$ 4,971,658	\$ 4,986,958
Salary & Benefit Reimbursements	(2,274)	(4,092)	(31,143)	(36,522)	(36,434)	(36,434)
Materials, Supplies and Maintenance	3,539,542	3,296,274	3,324,671	3,405,228	3,416,995	3,404,995
Professional Services/Contracts	2,177,096	2,267,252	2,319,452	2,503,352	2,808,221	2,808,221
Travel, Training & Membership Dues	4,212	6,231	3,973	6,800	6,800	6,800
Depreciation	24,818	25,102	25,102	25,180	25,180	25,180
Liabilities & Other Insurance	129,770	130,032	106,831	222,374	187,374	187,374
Interdepartmental Charges	756,838	831,692	1,002,686	982,464	898,312	898,312
Debt Service						
Loans Contra Expenditures						
Capital Acquisitions						
Bad Debts and Other Losses	12,833	14,944	17,013	22,720	22,720	22,720
Asset Contra Account	-					
Reimbursements from Other Funds	(27,636)	(13,946)	(47,790)	(46,000)	(45,600)	(45,600)
Operating Transfers Out	345,298	331,319	977,559	2,618	2,064	2,064
Sanitation Enterprise Fund Total	\$ 11,068,380	\$ 11,251,869	\$ 12,281,958	\$ 11,958,497	\$ 12,257,290	\$ 12,260,590

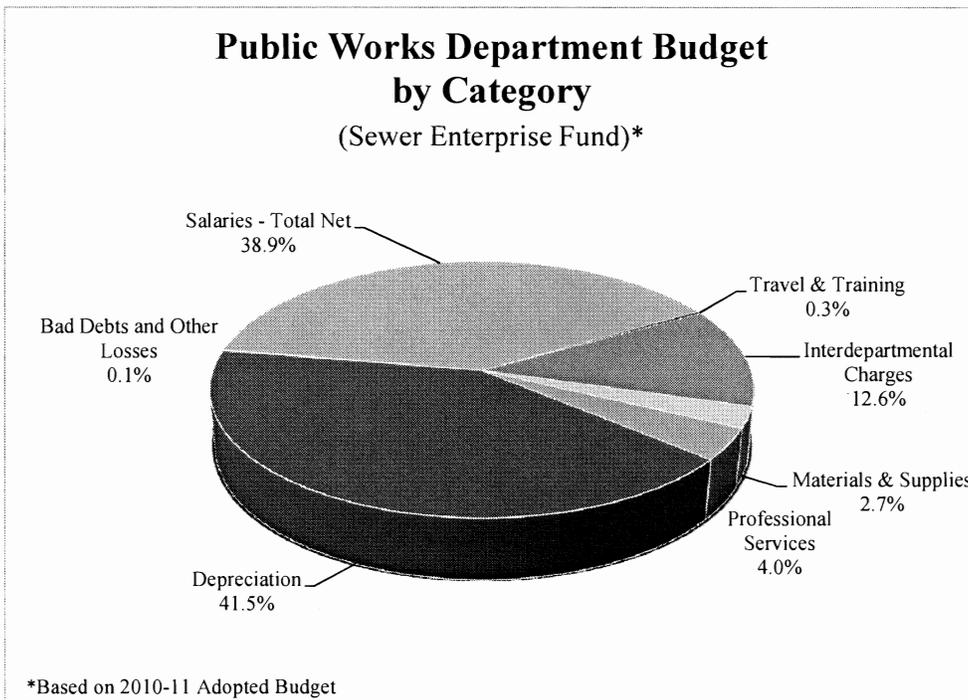


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 803,175	\$ 846,980	\$ 930,815	\$ 1,157,400	\$ 1,178,000	\$ 1,183,200
Overtime	20,184	27,685	32,199	33,700	33,900	33,900
Salaries - Total	823,359	874,665	963,014	1,191,100	1,211,900	1,217,100
Salaries - Reimbursements	(446,770)	(486,833)	(329,468)	(500,700)	(509,150)	(509,150)
Salaries - Labor Charges	209,739	236,174	231,504	251,612	254,211	254,211
Salaries - Total Net	586,328	624,006	865,050	942,012	956,961	962,161
Supplies and Services	1,739,615	1,802,900	1,629,880	1,477,045	1,503,259	1,503,259
Capital Outlay	5,629	-	80,305	4,700	4,700	4,700
Sewer Enterprise Fund Total	\$ 2,331,572	\$ 2,426,906	\$ 2,575,235	\$ 2,423,757	\$ 2,464,920	\$ 2,470,120

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 1,033,098	\$ 1,110,839	\$ 1,194,518	\$ 1,442,712	\$ 1,466,111	\$ 1,471,311
Salary & Benefit Reimbursements	(446,770)	(486,833)	(329,468)	(500,700)	(509,150)	(509,150)
Materials, Supplies and Maintenance	7,966	13,705	25,943	65,133	65,133	65,133
Professional Services/Contracts	52,282	52,066	73,027	96,870	166,622	166,622
Travel, Training & Membership Dues	4,179	3,268	80	6,514	6,514	6,514
Depreciation	935,438	903,929	968,641	1,005,000	1,005,000	1,005,000
Interdepartmental Charges	152,849	166,892	257,567	230,228	186,690	186,690
Capital Acquisitions	5,629	-	80,304	4,700	4,700	4,700
Bad Debts and Other Losses	987	1,664	1,327	3,000	3,000	3,000
Asset Contra Account	(5,629)	-	(80,304)	(4,700)	(4,700)	(4,700)
Operating Transfers Out	591,543	661,376	383,600	75,000	75,000	75,000
Sewer Enterprise Fund Total	\$ 2,331,572	\$ 2,426,906	\$ 2,575,235	\$ 2,423,757	\$ 2,464,920	\$ 2,470,120

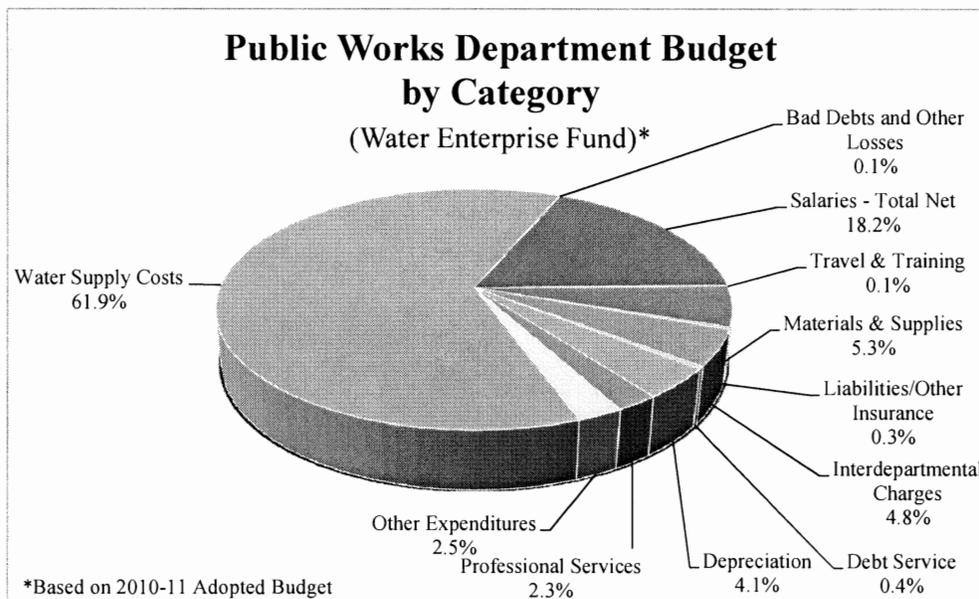


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 3,267,799	\$ 3,421,165	\$ 3,768,376	\$ 4,270,670	\$ 4,370,170	\$ 4,387,670
Overtime	134,857	120,572	154,090	274,900	275,900	274,740
Salaries - Total	3,402,656	3,541,737	3,922,466	4,545,570	4,646,070	4,662,410
Salaries - Reimbursements	(327,704)	(313,969)	(296,927)	(453,790)	(458,024)	(458,024)
Salaries - Labor Charges	852,087	907,637	800,948	1,210,090	994,666	994,666
Salaries - Total Net	3,927,039	4,135,405	4,426,487	5,301,870	5,182,712	5,199,052
Supplies and Services	21,617,796	20,495,689	23,267,649	23,817,293	26,137,719	26,134,419
Capital Outlay	2,593	1,485,838	15,978	56,200	56,200	56,200
Water Enterprise Fund Total	\$ 25,547,428	\$ 26,116,932	\$ 27,710,114	\$ 29,175,363	\$ 31,376,631	\$ 31,389,671

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 4,254,743	\$ 4,449,374	\$ 4,723,413	\$ 5,755,660	\$ 5,640,736	\$ 5,657,076
Salary & Benefit Reimbursements	(327,704)	(313,969)	(296,926)	(453,790)	(458,024)	(458,024)
Materials, Supplies and Maintenance	1,137,086	949,995	1,360,043	1,567,073	1,574,023	1,570,523
Professional Services/Contracts	418,346	501,971	500,503	666,474	1,102,605	1,102,605
Water Supply Costs	13,604,422	14,527,089	16,989,402	18,063,000	20,285,000	20,285,000
Parts & Fuel Inventory	367,977	342,005	360,532	450,000	450,000	450,000
MWD Ultra-Low Flow Rebate Prog	-	-	-	-	-	-
Travel, Training & Membership Dues	22,421	25,277	17,959	42,275	42,275	42,275
Depreciation and Amortization	1,176,624	1,136,579	1,359,519	1,200,000	1,200,000	1,200,000
Liabilities & Other Insurance	47,759	63,299	88,216	92,109	92,109	92,109
Interdepartmental Charges	990,800	1,071,342	1,354,084	1,367,105	1,061,735	1,061,935
Debt Service	615,939	636,408	629,066	624,050	614,300	614,300
Loans Contra Expenditures	(465,000)	(500,000)	(500,000)	(515,000)	(540,000)	(540,000)
Inventory Contra Account	(367,977)	(342,005)	(360,532)	(450,000)	(450,000)	(450,000)
Capital Acquisitions	2,593	1,485,838	15,978	56,200	56,200	56,200
Bad Debts and Other Losses	19,162	29,536	27,915	30,000	30,000	30,000
Fixed Assets Contra Expenditures	-	(1,479,770)	-	(56,200)	(56,200)	(56,200)
Reimbursements from Other Funds	(13,174)	(5,268)	(9,454)	(8,000)	(8,000)	(8,000)
Other Expenditures	718,000	718,000	718,000	718,000	718,000	718,000
Operating Transfers Out	3,345,411	2,821,231	732,396	26,407	21,872	21,872
Water Enterprise Fund Total	\$ 25,547,428	\$ 26,116,932	\$ 27,710,114	\$ 29,175,363	\$ 31,376,631	\$ 31,389,671



**PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY**

Position Title All Funds	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	1.0	1.0	1.0	1.0	1.0	1.0
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	3.0	3.0	3.0	3.0	3.0	3.0
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Intern	-	-	-	-	-	-
Public Works Supervisor	7.0	8.0	8.0	7.0	7.0	7.0
Street Maintenance Leader	3.0	3.0	3.0	3.0	3.0	3.0
Lead Maintenance Worker	-	-	11.0	12.0	12.0	12.0
Construction Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Senior Tree Trimmer	5.0	4.0	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	-	-	1.0	1.0	1.0	1.0
Pest Control Applicator	-	1.0	-	-	-	-
Senior Groundskeeper	7.0	7.0	-	-	-	-
Maintenance Worker	-	-	46.0	42.0	43.0	43.0
Groundskeeper	13.0	13.0	-	-	-	-
Cement Finisher	3.0	3.0	3.0	2.0	2.0	2.0
Sanitation Equipment Operator	-	-	27.0	27.0	27.0	27.0
Equipment Operator	-	-	12.0	11.0	11.0	11.0
Heavy Equipment Operator	18.0	18.0	-	-	-	-
Light Equipment Operator	-	-	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0	3.0
Traffic Signal Technician	-	-	-	4.0	4.0	4.0
Electrician	3.0	3.0	4.0	-	-	-
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	29.5	27.5	-	-	-	-
Refuse Truck Operator	21.0	21.0	-	-	-	-
Refuse Worker	7.5	7.5	-	-	-	-
Wastewater Technician	-	-	6.0	6.0	6.0	6.0
Sewer Maintenance Worker	4.0	6.0	-	-	-	-
Airport Operations Supervisor	1.0	1.0	-	-	-	-
Airport Worker	6.0	6.0	2.0	2.0	2.0	2.0
Supervising Administrative Assistant	-	-	-	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	-	-	-
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Engineering Manager	-	4.0	4.0	4.0	4.0	4.0
Project Manager	4.0	-	-	-	-	-
Associate Engineer	9.0	9.0	9.0	8.0	8.0	8.0
Assistant Engineer	2.0	2.0	2.0	2.0	2.0	2.0
Survey Party Chief	1.0	1.0	-	-	-	-
Engineering Technician III	3.0	3.0	3.0	3.0	3.0	3.0
Water Service Tech III	10.0	10.0	10.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	10.0	12.0	12.0	12.0	12.0	12.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	5.0	5.0	5.0	5.0	5.0	5.0
Typist Clerk	-	-	0.5	0.5	0.5	0.5
Total	206.0	209.0	202.5	196.5	197.5	197.5

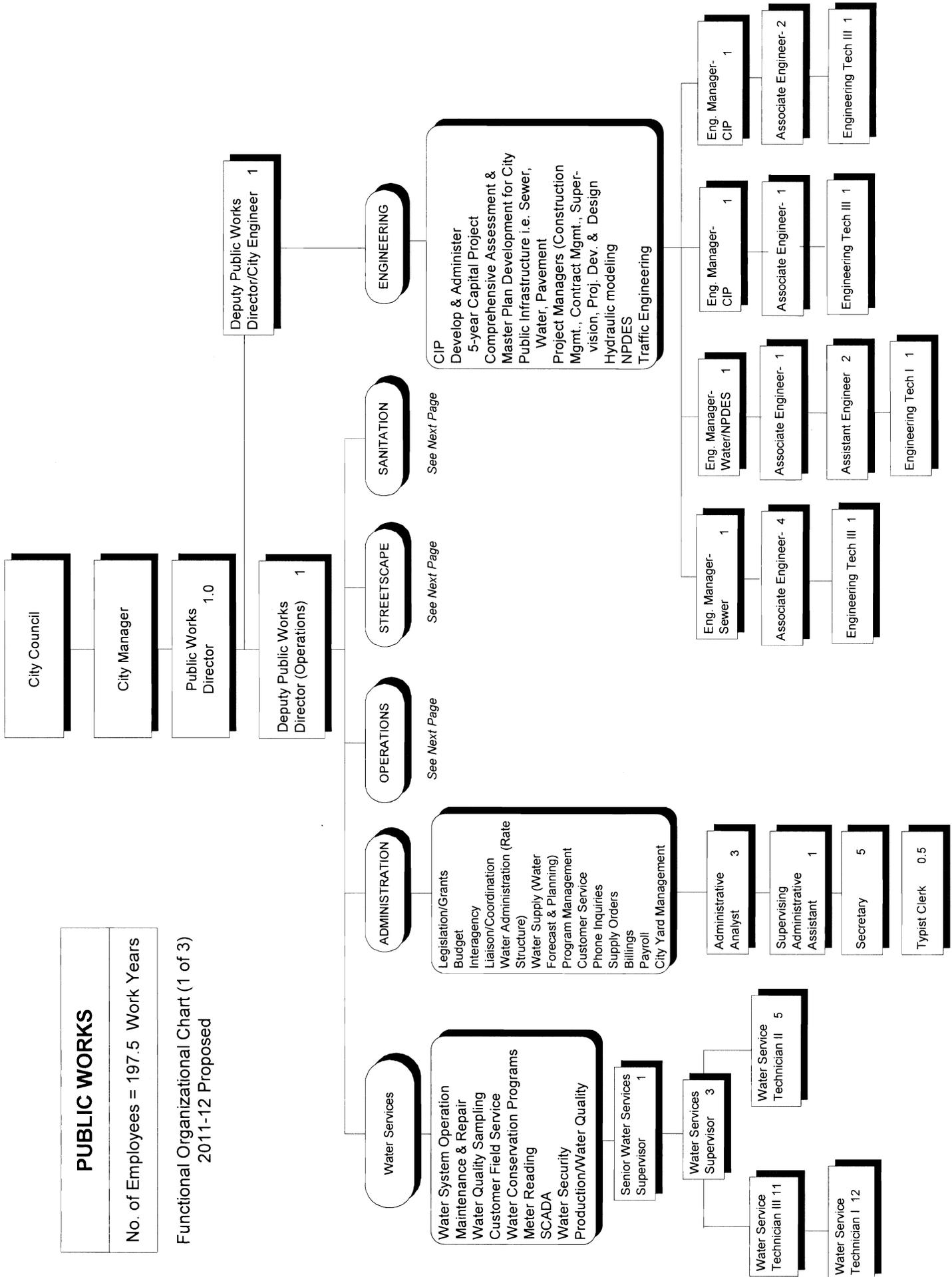
Position Title General Fund	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Public Works Director	0.8	0.8	0.8	0.8	0.8	0.8
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	0.7	0.7	1.0	0.3	0.3	0.3
Engineering Manager	-	2.0	2.0	2.0	2.0	2.0
Project Manager	2.0	-	-	-	-	-
Associate Engineer	6.0	6.0	6.0	5.0	5.0	5.0
Assistant Engineer	1.0	1.0	1.0	1.0	1.0	1.0
Survey Party Chief	1.0	1.0	-	-	-	-
Engineering Technician III	2.0	2.0	2.0	2.0	2.0	2.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.8	0.8	0.8	0.8	0.8	0.8
Public Works Supervisor	4.0	5.0	5.0	4.0	4.0	4.0
Street Maintenance Leader	2.0	2.0	2.0	2.0	2.0	2.0
Lead Maintenance Worker	-	-	11.0	12.0	12.0	12.0
Construction Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Senior Tree Trimmer	5.0	4.0	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	-	-	1.0	1.0	1.0	1.0
Pest Control Applicator	-	1.0	-	-	-	-
Senior Groundskeeper	7.0	7.0	-	-	-	-
Airport Worker	-	-	2.0	2.0	2.0	2.0
Maintenance Worker	-	-	30.4	26.4	27.4	27.4
Groundskeeper	13.0	13.0	-	-	-	-
Cement Finisher	3.0	3.0	3.0	2.0	2.0	2.0
Sanitation Equipment Operator	-	-	2.3	2.3	2.3	2.3
Equipment Operator	-	-	11.0	10.0	10.0	10.0
Heavy Equipment Operator	13.3	13.3	-	-	-	-
Light Equipment Operator	-	-	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0	3.0
Traffic Signal Technician	-	-	-	4.0	4.0	4.0
Electrician	3.0	3.0	4.0	-	-	-
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	19.4	19.4	-	-	-	-
Supervising Administrative Assistant	-	-	-	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	-	-	-
Secretary	1.5	1.5	1.6	1.6	1.6	1.6
Typist Clerk	-	-	0.5	0.5	0.5	0.5
General Fund Total	102.5	103.5	104.4	96.7	97.7	97.7
Sanitation Enterprise Fund						
Public Works Director	0.2	0.2	0.2	0.2	0.2	0.2
Deputy Public Works Director - Operations	-	-	-	0.3	0.3	0.3
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.2	0.2	0.2	0.2	0.2	0.2
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Intern	-	-	-	-	-	-
Public Works Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Sanitation Equipment Operator	-	-	24.7	24.7	24.7	24.7
Heavy Equipment Operator	3.7	3.7	-	-	-	-
Light Equipment Operator	-	-	-	-	-	-
Maintenance Worker	-	-	13.6	13.6	13.6	13.6
Semi-Skilled Laborer	6.1	6.1	-	-	-	-
Refuse Truck Operator	21.0	21.0	-	-	-	-
Refuse Worker	7.5	7.5	-	-	-	-
Wastewater Technician	-	-	4.0	4.0	4.0	4.0
Sewer Maintenance Worker	4.0	4.0	-	-	-	-
Secretary	1.4	1.4	1.4	1.4	1.4	1.4
Total Sanitation Enterprise Fund	49.1	49.1	49.1	49.4	49.4	49.4

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted	2011-12 Proposed	2012-13 Proposed
Sewer Enterprise Fund						
Deputy Public Works Director - Operations	-	-	-	0.2	0.2	0.2
Engineering Manager	-	1.0	1.0	1.0	1.0	1.0
Project Manager	1.0	-	-	-	-	-
Associate Engineer	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician III	1.0	1.0	1.0	1.0	1.0	1.0
Street Maintenance Leader	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator	-	-	1.0	1.0	1.0	1.0
Heavy Equipment Operator	1.0	1.0	-	-	-	-
Light Equipment Operator	-	-	-	-	-	-
Wastewater Technician	-	-	2.0	2.0	2.0	2.0
Sewer Maintenance Worker	-	2.0	-	-	-	-
Maintenance Worker	-	-	2.0	2.0	2.0	2.0
Semi-skilled Laborer	2.0	2.0	-	-	-	-
Total Sewer Enterprise Fund	8.0	10.0	10.0	10.2	10.2	10.2
Airport Enterprise Fund						
Public Works Director	-	-	-	-	-	-
Deputy Public Works Director - Operations	0.3	0.3	-	-	-	-
Airport Operations Supervisor	1.0	1.0	-	-	-	-
Airport Worker	6.0	6.0	-	-	-	-
Secretary	0.1	0.1	-	-	-	-
Total Airport Enterprise Fund	7.4	7.4	-	-	-	-
Water Enterprise Fund						
Deputy Public Works Director - Operations	-	-	-	0.2	0.2	0.2
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Engineering Manager	-	1.0	1.0	1.0	1.0	1.0
Project Manager	1.0	-	-	-	-	-
Associate Engineer	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Engineer	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Tech III	10.0	10.0	10.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	10.0	12.0	12.0	12.0	12.0	12.0
Semi-Skilled Laborer	2.0	-	-	-	-	-
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Total Water Enterprise Fund	39.0	39.0	39.0	40.2	40.2	40.2
Grand Total	206.0	209.0	202.5	196.5	197.5	197.5

PUBLIC WORKS

No. of Employees = 197.5 Work Years

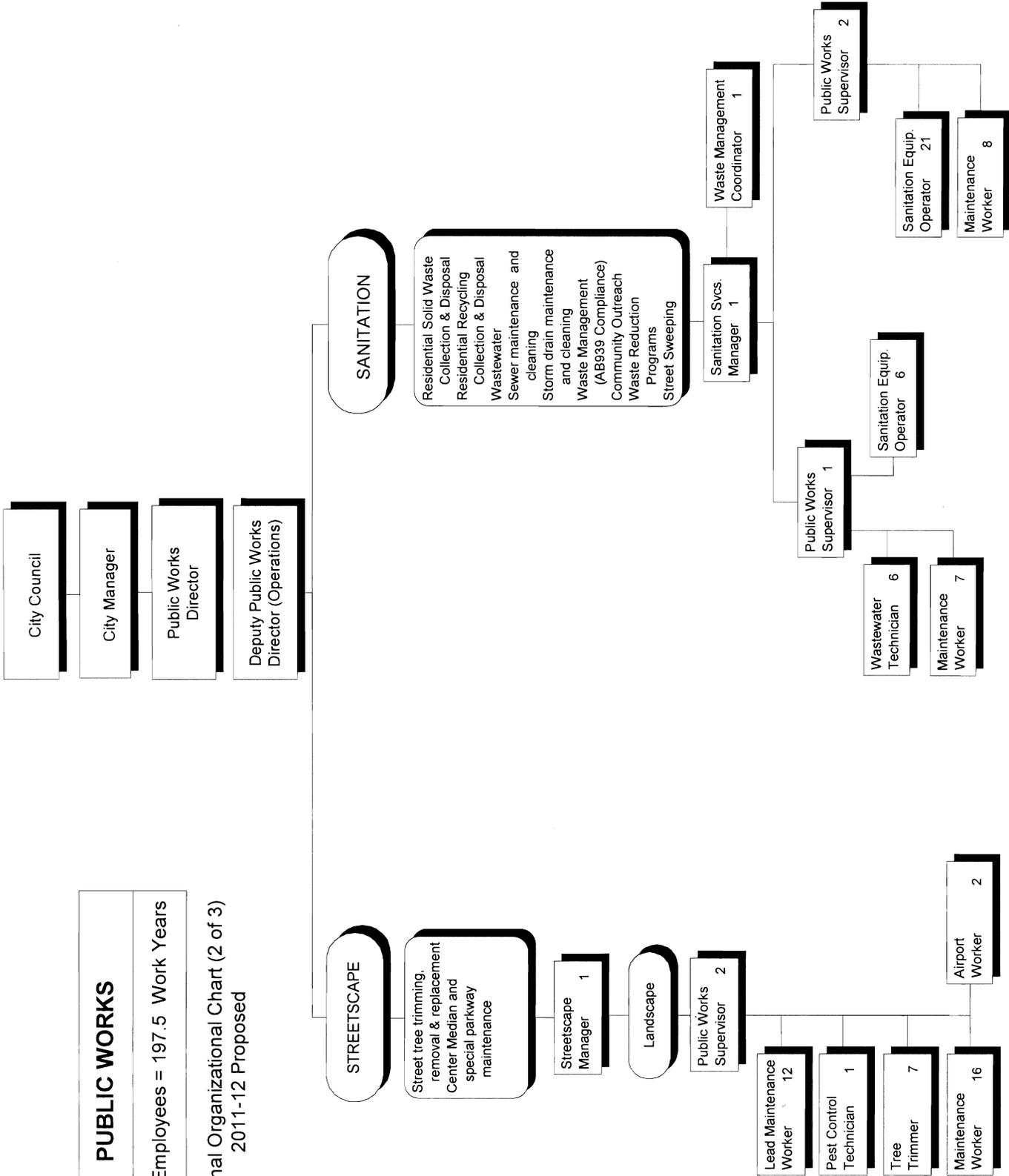
Functional Organizational Chart (1 of 3)
2011-12 Proposed



PUBLIC WORKS

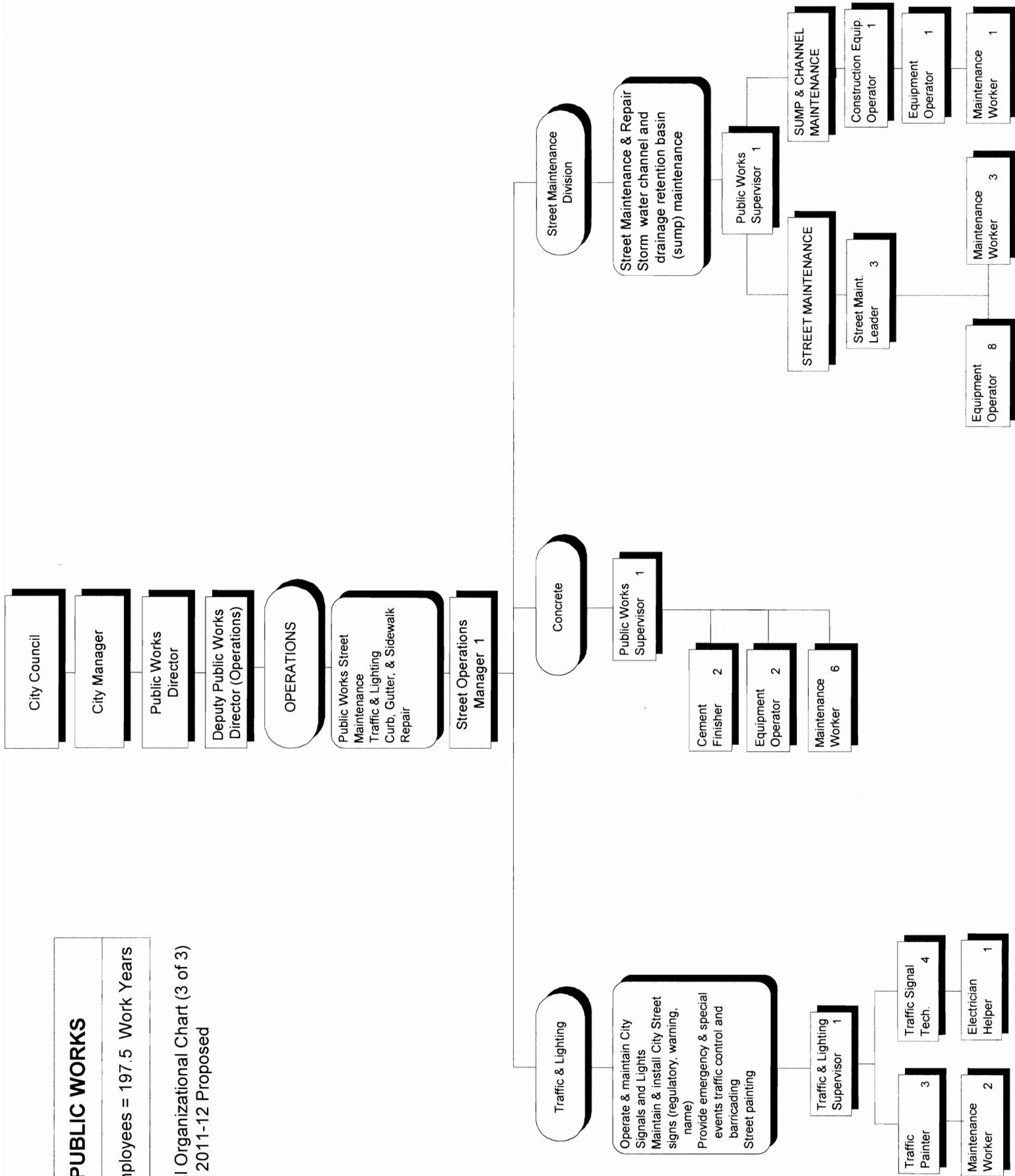
No. of Employees = 197.5 Work Years

Functional Organizational Chart (2 of 3)
2011-12 Proposed



PUBLIC WORKS
No. of Employees = 197.5 Work Years

Functional Organizational Chart (3 of 3)
2011-12 Proposed

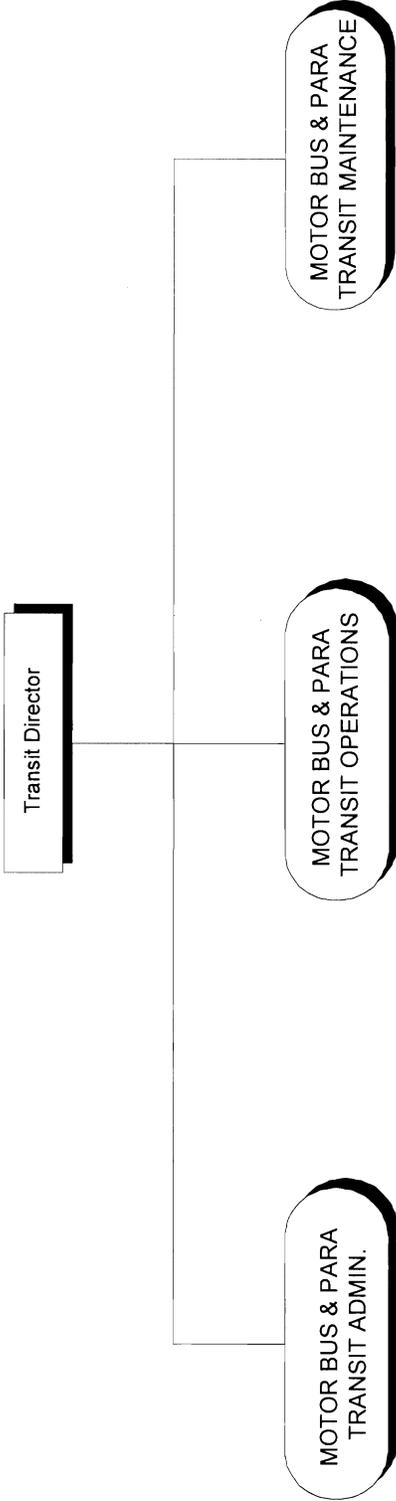


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TRANSIT

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.

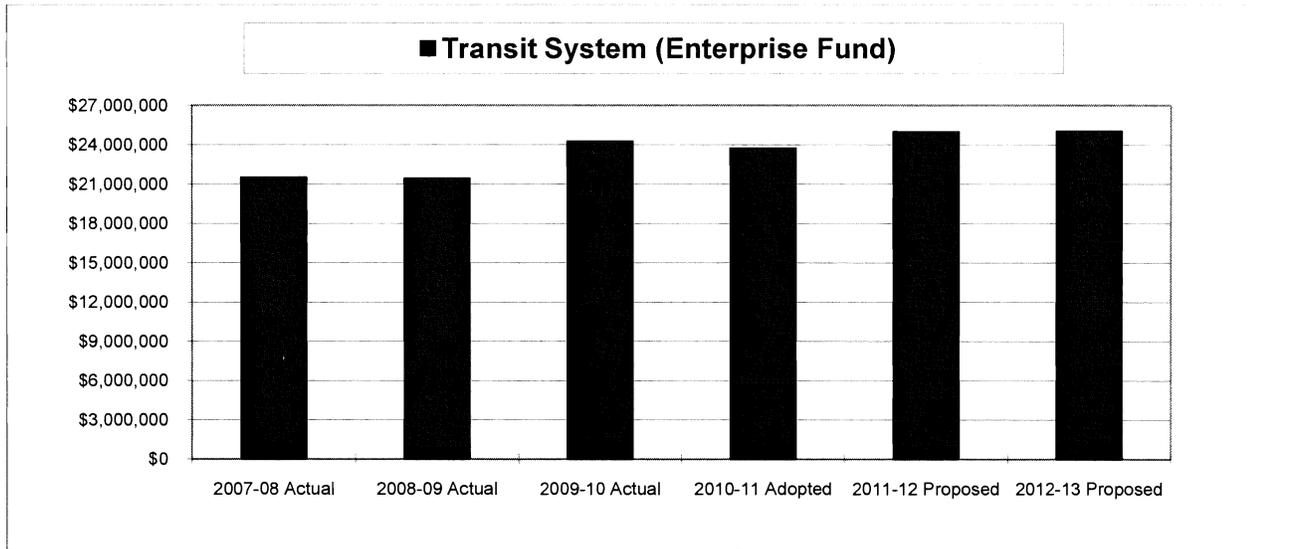
FUNCTIONAL RESPONSIBILITIES

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.

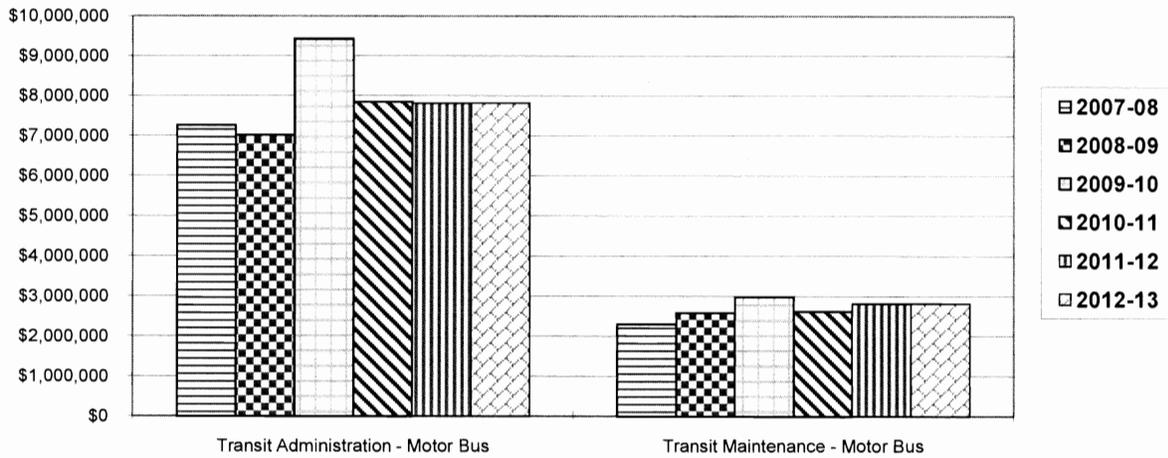
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Transit Enterprise Fund						
Transit Administration - Motor Bus	\$ 7,263,173	\$ 7,023,678	\$ 9,434,198	\$ 7,855,873	\$ 7,820,455	\$ 7,823,655
Transit Maintenance - Motor Bus	2,303,151	2,589,645	2,989,613	2,626,134	2,820,814	2,828,414
Transit Operations - Motor Bus	11,015,323	10,793,241	10,623,237	12,086,742	11,575,625	11,612,465
Transit - Dial-A-Lift	921,164	1,033,113	1,201,464	1,153,729	1,154,945	1,155,145
Transit - Measure R Operations	-	-	-	-	1,625,000	1,625,000
Transit Enterprise Fund Total	\$ 21,502,811	\$ 21,439,677	\$ 24,248,512	\$ 23,722,478	\$ 24,996,839	\$ 25,044,679
Transit Enterprise Fund Revenues	\$ 19,776,147	\$ 20,762,944	\$ 26,993,569	\$ 21,177,432	\$ 23,121,761	\$ 23,121,761

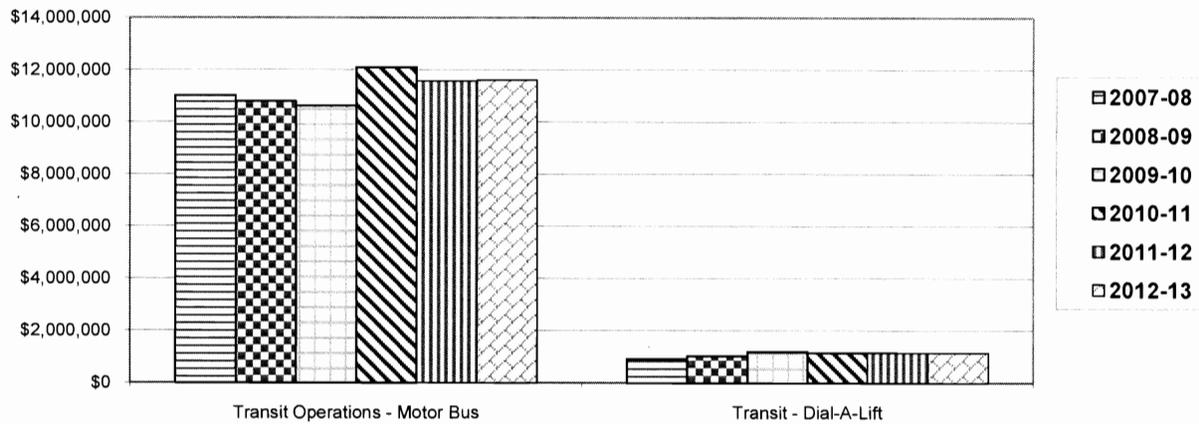
EXPENDITURES



Transit System (Enterprise Fund)



Transit System (Enterprise Fund - continued)

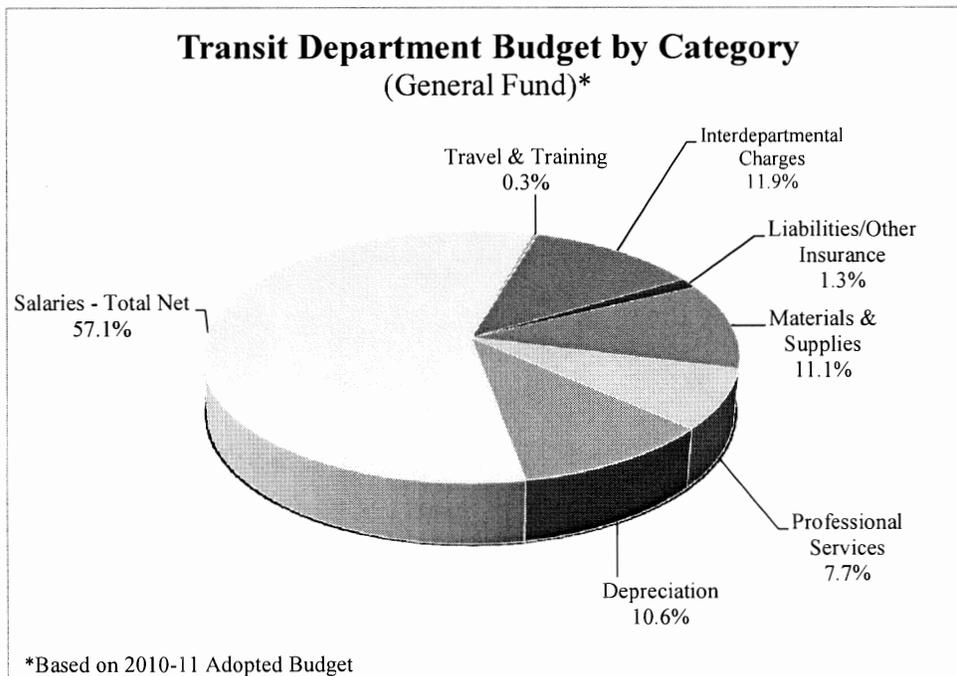


DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 10,432,931	\$ 10,908,720	\$ 10,831,137	\$ 12,441,206	\$ 12,886,206	\$ 12,935,406
Overtime	1,292,079	1,121,959	1,347,945	806,000	804,400	803,240
Salaries - Total	11,725,010	12,030,679	12,179,082	13,247,206	13,690,606	13,738,646
Salaries - Reimbursements	(11,896)	(17,744)	(30,122)	(16,200)	(16,200)	(16,200)
Salaries - Labor Charges	168,926	167,460	194,229	315,674	290,276	290,276
Salaries - Total Net	11,882,040	12,180,395	12,343,189	13,546,680	13,964,682	14,012,722
Supplies and Services	9,121,674	8,605,098	11,368,668	(4,302,122)	(3,445,763)	(3,445,963)
Capital Outlay	499,097	654,184	536,655	14,477,920	14,477,920	14,477,920
Transit Enterprise Fund Total	\$ 21,502,811	\$ 21,439,677	\$ 24,248,512	\$ 23,722,478	\$ 24,996,839	\$ 25,044,679

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 11,893,936	\$ 12,198,139	\$ 12,373,311	\$ 13,562,880	\$ 13,980,882	\$ 14,028,922
Salary & Benefit Reimbursements	(11,896)	(17,744)	(30,122)	(16,200)	(16,200)	(16,200)
Materials, Supplies and Maintenance	2,867,384	2,776,219	2,517,217	2,634,492	3,378,192	3,378,192
Parts and Fuel Inventory	2,520,285	2,224,154	1,903,444	2,054,724	2,967,164	2,967,164
Inventory Contra Account	(2,520,285)	(2,224,154)	(1,903,444)	(2,054,724)	(2,967,164)	(2,967,164)
Professional Services/Contracts	1,735,425	1,691,929	1,921,048	1,816,135	1,934,735	1,934,035
Travel, Training & Membership Dues	102,857	76,775	64,892	77,000	77,000	77,000
Depreciation and Amortization	1,936,285	1,914,584	2,001,812	2,513,000	2,376,000	2,376,000
Liabilities & Other Insurance	268,462	322,547	403,792	311,252	311,252	311,252
Interdepartmental Charges	2,206,151	2,303,097	2,550,659	2,781,188	2,918,278	2,918,778
Debt Service	-	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	499,097	654,184	536,655	14,477,920	14,477,920	14,477,920
Bad Debts and Other Losses	7,018	-	-	-	-	-
Fixed Assets Contra Expenditures	(499,097)	(654,184)	(536,655)	(14,477,920)	(14,477,920)	(14,477,920)
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	497,189	174,131	2,445,903	42,731	36,700	36,700
Transit Enterprise Fund Total	\$ 21,502,811	\$ 21,439,677	\$ 24,248,512	\$ 23,722,478	\$ 24,996,839	\$ 25,044,679



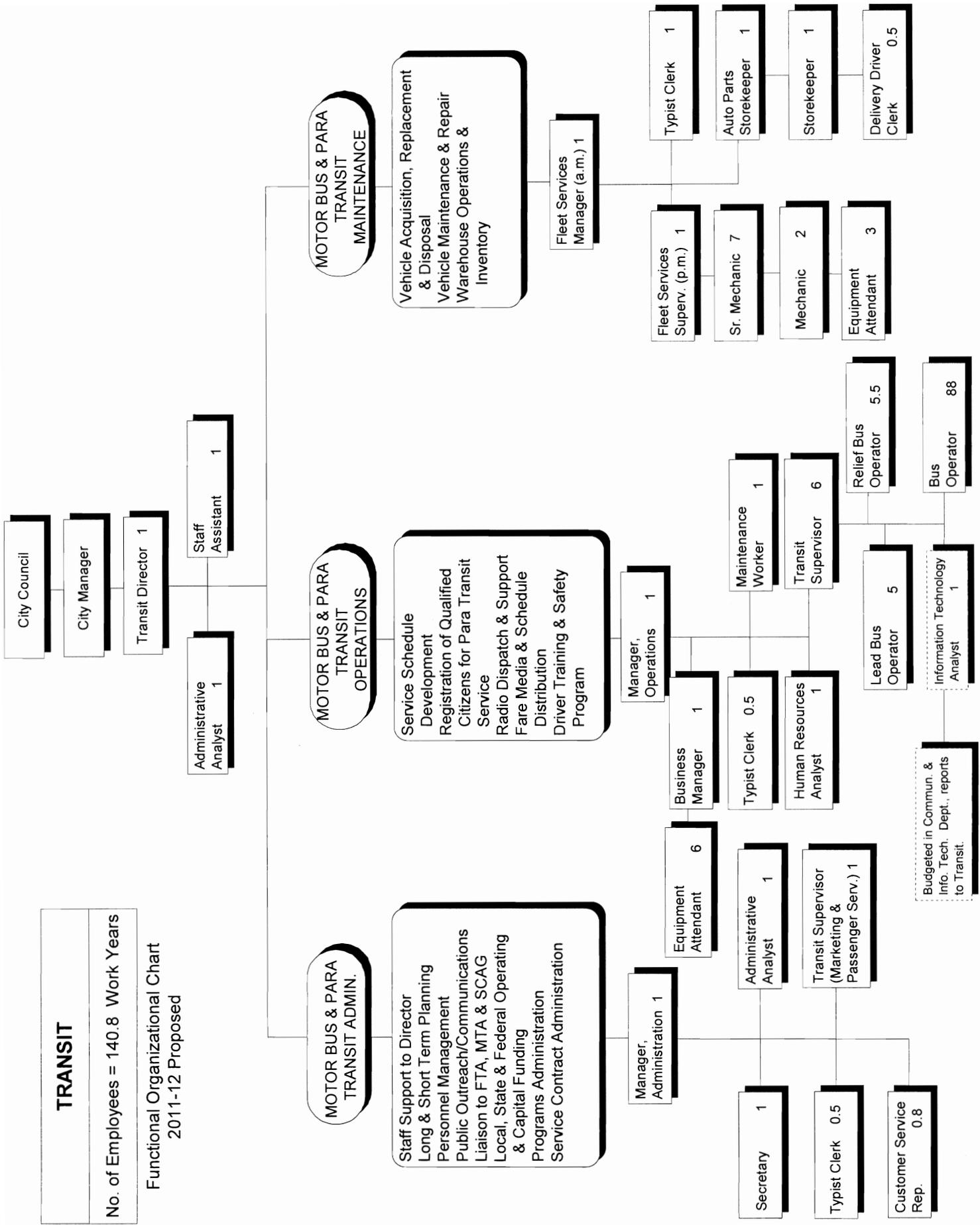
DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Adopted	Adopted	Adopted	Adopted (Oct. Revised)	Proposed	Proposed
Transit Enterprise Fund						
Transit Director	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Manager - Administrative	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Manager - Operations	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Transit Supervisor	8.0	8.0	8.0	7.0	7.0	7.0
Fleet Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Human Resource Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	-	0.8	0.8	0.8	0.8	0.8
Transit Dispatcher	-	-	5.0	5.0	5.0	5.0
Lead Bus Operator	5.0	5.0	-	-	-	-
Bus Operator	88.0	88.0	88.0	88.0	88.0	88.0
Relief Bus Operator	5.5	5.5	5.5	5.5	5.5	5.5
Senior Mechanic	7.0	7.0	7.0	7.0	7.0	7.0
Mechanic	-	-	-	-	2.0	2.0
Auto Parts Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Attendant	9.0	9.0	9.0	9.0	9.0	9.0
Maintenance Worker	-	-	1.0	1.0	1.0	1.0
Semi-skilled Laborer	1.0	1.0	-	-	-	-
Delivery Driver/Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	2.0	2.0	2.0	2.0	2.0	2.0
Total Transit Enterprise Fund	139.0	139.8	139.8	138.8	140.8	140.8

TRANSIT

No. of Employees = 140.8 Work Years

Functional Organizational Chart
2011-12 Proposed



Non-Departmental

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

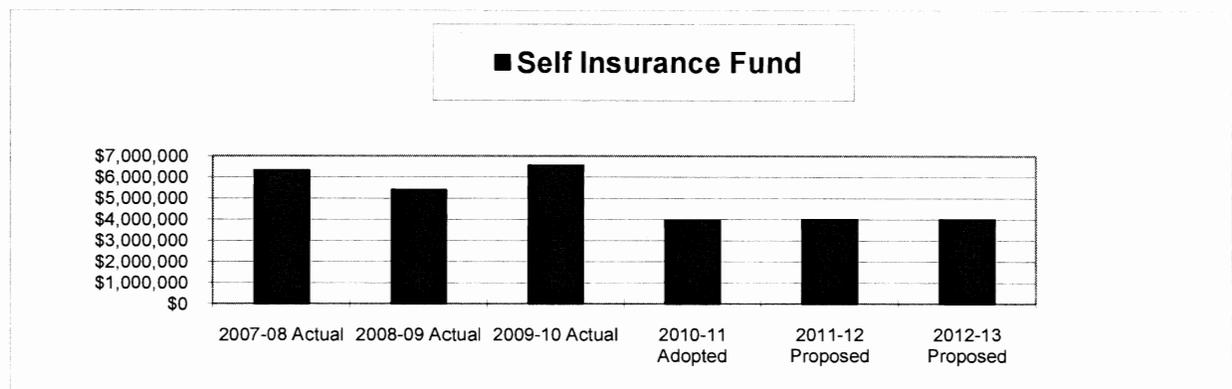
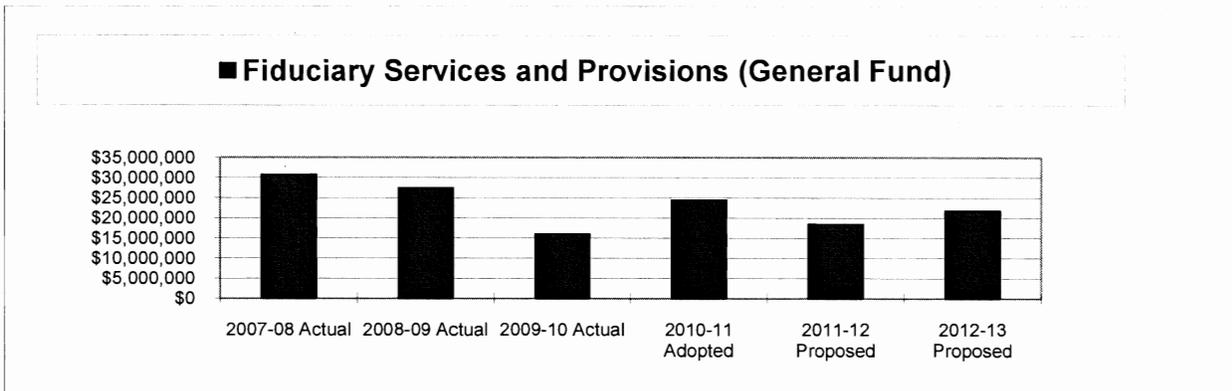
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Fiduciary Services and Provisions	\$ 30,766,970	\$ 27,401,989	\$ 16,054,493	\$ 24,434,829	\$ 18,517,294	\$ 21,822,909
General Fund Total	\$ 30,766,970	\$ 27,401,989	\$ 16,054,493	\$ 24,434,829	\$ 18,517,294	\$ 21,822,909
General Fund Revenues	\$ 162,567,917	\$ 157,739,895	\$ 151,721,206	\$ 159,712,055	\$ 157,191,279	\$ 160,988,316

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Self Insurance	\$ 6,319,445	\$ 5,402,236	\$ 6,569,675	\$ 3,971,898	\$ 4,003,574	\$ 4,004,074
Self Insurance Fund Total	\$ 6,319,445	\$ 5,402,236	\$ 6,569,675	\$ 3,971,898	\$ 4,003,574	\$ 4,004,074
Self Insurance Fund Revenues	\$ 5,076,454	\$ 5,524,790	\$ 4,980,787	\$ 3,556,277	\$ 3,556,277	\$ 3,756,277

EXPENDITURES



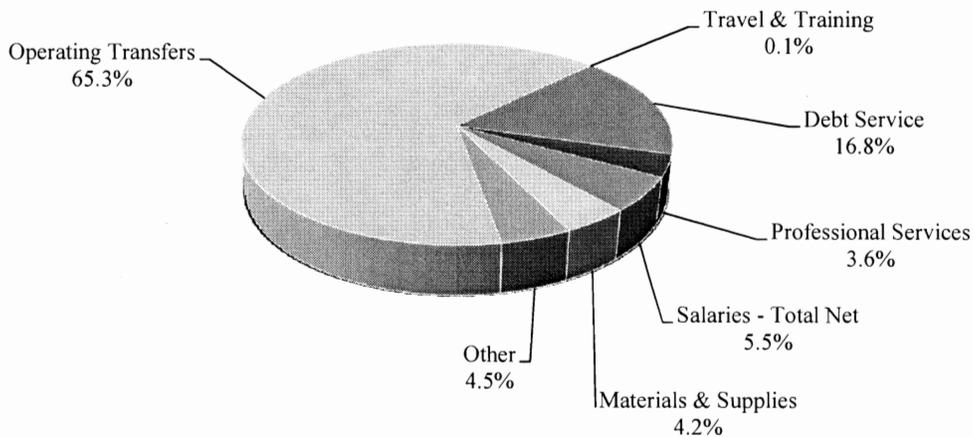
NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 64,341	\$ 66,169	\$ 88,169	\$ 1,320,013	\$ 895,788	\$ 1,710,076
Overtime	-	-	-	-	-	-
Salaries - Total	64,341	66,169	88,169	1,320,013	895,788	1,710,076
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	12,841	28,326	16,867	18,000	18,000	18,000
Salaries - Total Net	77,182	94,495	105,036	1,338,013	913,788	1,728,076
Supplies and Services	30,689,788	27,307,494	15,949,457	23,096,816	17,603,506	20,094,833
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 30,766,970	\$ 27,401,989	\$ 16,054,493	\$ 24,434,829	\$ 18,517,294	\$ 21,822,909

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 93,546	\$ 93,782	\$ (408,314)	\$ 1,348,013	\$ 923,788	\$ 1,738,076
Salary & Benefit Reimbursements	-	-	-	-	(1,618,000)	(2,248,000)
Materials, Supplies and Maintenance	36,537	42,507	4,725	1,033,476	803,000	1,599,629
Professional Services/Contracts	788,574	761,570	733,661	870,000	996,000	996,000
Travel, Training & Membership Dues	8,100	62,614	4,931	14,096	14,096	14,096
Interdepartmental Charges	-	-	-	-	-	-
Insurance and Claims	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Debt Service	4,199,453	3,644,162	3,652,876	4,095,670	4,927,104	4,852,631
Bad Debts & Other Losses	-	-	-	-	-	-
Operating Transfers & Grants	29,461,395	26,735,383	16,543,912	21,000,346	17,590,741	20,273,541
Reimbursements from Other Funds	(3,820,635)	(4,047,469)	(4,584,994)	(5,036,212)	(5,228,875)	(5,512,504)
Other	-	109,440	107,696	109,440	109,440	109,440
Other Financing Uses	-	-	-	1,000,000	-	-
General Fund Total	\$ 30,766,970	\$ 27,401,989	\$ 16,054,493	\$ 24,434,829	\$ 18,517,294	\$ 21,822,909

**Non-Departmental Budget by Category
(General Fund Only)***



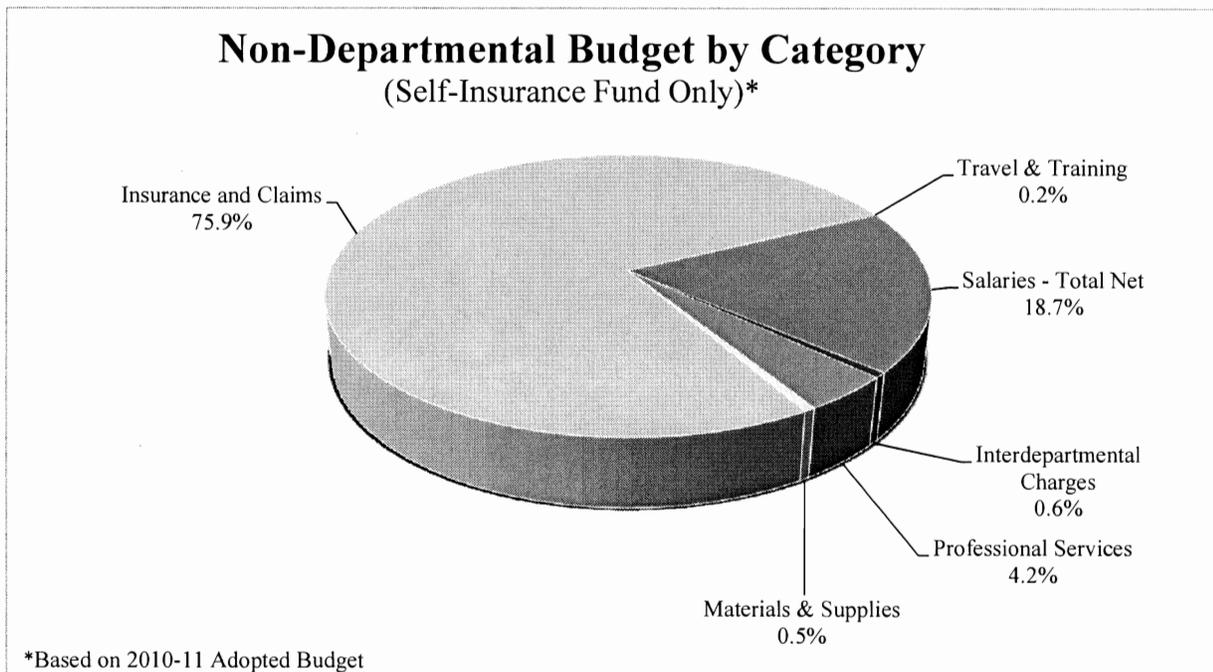
*Based on 2010-11 Adopted Budget

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	738,285	741,898	795,260	742,000	773,500	774,000
Salaries - Total Net	738,285	741,898	795,260	742,000	773,500	774,000
Supplies and Services	5,581,160	4,660,338	5,774,415	3,229,898	3,230,074	3,230,074
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 6,319,445	\$ 5,402,236	\$ 6,569,675	\$ 3,971,898	\$ 4,003,574	\$ 4,004,074

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries and Employee Benefits	\$ 738,285	\$ 741,898	\$ 795,260	\$ 742,000	\$ 773,500	\$ 774,000
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	11,847	19,524	21,593	20,995	20,995	20,995
Professional Services/Contracts	89,907	85,962	123,883	165,779	165,779	165,779
Travel, Training & Membership Dues	4,328	5,416	4,521	6,800	6,800	6,800
Insurance and Claims	5,373,362	4,523,913	5,598,919	3,012,810	3,012,810	3,012,810
Interdepartmental Charges	13,398	20,005	19,533	18,189	19,617	19,617
Capital Outlay	-	-	-	-	-	-
Operating Transfers Out	88,318	5,518	5,966	5,325	4,073	4,073
General Fund Total	\$ 6,319,445	\$ 5,402,236	\$ 6,569,675	\$ 3,971,898	\$ 4,003,574	\$ 4,004,074



**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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ 64,341	\$ 66,169	\$ 88,169	\$ 1,320,013	\$ 895,788	\$ 1,710,076
Overtime	-	-	-	-	-	-
Salaries - Total	64,341	66,169	88,169	1,320,013	895,788	1,710,076
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	12,841	28,326	16,867	18,000	18,000	18,000
Salaries - Total Net	77,182	94,495	105,036	1,338,013	913,788	1,728,076
Supplies and Services	30,689,788	27,307,494	15,949,457	23,096,816	17,603,506	20,094,833
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 30,766,970	\$ 27,401,989	\$ 16,054,493	\$ 24,434,829	\$ 18,517,294	\$ 21,822,909

PROGRAM REVENUES

	\$ 162,567,917	\$ 157,739,895	\$ 151,721,206	\$ 159,712,055	\$ 157,191,279	\$ 160,988,316
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Retirement, Social Security and Miscellaneous Benefits

Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Social Security and miscellaneous benefits	75,749	79,651	96,267	1,335,013	910,788	1,725,076
Less: Reimbursements from other departments and programs for benefits	-	-	-	-	-	-
Employee Relations	24,036	43,425	21,798	30,721	30,721	30,721

Insurance

Employee insurance benefits	-	-	-	-	-	-
Retiree Health Insurance	-	-	-	-	-	-
Health Insurance Rebate Program	(4,338)	(9,097)	(3,373)	-	-	-
Fire/Property insurance	-	-	-	-	-	-
Employee life insurance	-	-	-	-	-	-
Professional services	22,401	15,410	15,437	25,000	25,000	25,000
Miscellaneous insurance	-	-	-	-	-	-
Less: Reimbursements from other departments and programs	(3,770,635)	(3,997,469)	(4,584,797)	(5,036,212)	(5,228,875)	(5,228,875)

Transfers

Transfer to Self Insurance	2,099,212	2,626,950	93,269	1,163,500	1,163,500	1,363,500
Transfer to Capital Improvement	5,910,870	4,322,179	148,942	500,000	-	500,000
Transfer to Cultural Arts Center	1,065,075	1,088,638	829,899	780,075	713,187	713,187
Transfer to Parks and Recreation Enterprise	3,413,811	3,475,464	3,795,567	3,283,695	3,283,695	3,283,695
Transfer to Fleet Services	550,000	550,000	550,000	550,000	518,050	518,050
Transfer to State Gas Tax	-	-	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-	-	-
Transfer to Reserves	-	991,005	-	-	-	-
Transfer to Animal Control Fund	62,000	171,433	219,079	233,648	247,566	247,566
Transfer to Employee Benefit Fund	1,500,000	130,712	-	-	-	1,000,000
Transfer to CAC Grant	98,200	109,440	107,696	109,440	109,440	109,440
Transfer to Reorganization Fund	50,000	50,000	45,000	1,264,600	286,300	1,250,000
Transfer to Fire EMS Fund	6,806,187	8,412,032	7,679,979	9,205,059	9,075,959	9,095,059
Transfer to Street Lighting District	-	-	1,109,076	1,850,458	1,827,484	1,827,484
Transfer to PERS Mitigation	-	-	-	-	-	-

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Actual	Actual	Actual	Adopted (Oct. Revised)	Proposed	Proposed
Lease-back Payments						
General Fund	2,830,334	2,839,528	3,024,201	4,095,670	4,127,104	4,052,631
Park & Recreation Facilities	-	-	-	-	-	-
Drainage Improvement Fund	-	-	-	-	-	-
Sewer Revolving Fund	-	-	-	-	-	-
Hazardous Waste Management Program	110,947	115,470	-	-	-	-
Less: Reimbursements from other depts.	(50,000)	(50,000)	-	-	-	-
Classification Study	-	-	-	-	-	-
Torrance CAC Foundation Grant	23,040	-	-	-	-	-
Fire Apparatus Replacement	500,000	500,000	134,751	400,000	400,000	400,000
Telephone Replacement	-	-	-	-	-	-
Computer Loan Program	-	-	-	-	-	-
Police Computer Replacement	75,000	75,000	75,000	75,000	75,000	75,000
Infrastructure Reserve	-	-	-	1,375	1,375	1,375
State Mitigation Reserve	-	-	-	-	-	-
Organizational Efficiency Reserve	-	-	-	-	-	-
City Bond Buy Back	1,369,119	804,634	628,674	-	800,000	800,000
Economic Development Reserve	6,550,000	4,376,501	1,350,000	1,694,311	-	-
Property Tax Admin. Cost	652,039	650,556	693,264	715,000	841,000	841,000
Training Reserve	-	-	-	-	-	-
Other Cost Increases	-	3,961	-	1,018,476	788,000	1,584,629
Repayment of RDA Debt	620,000	-	-	1,000,000	-	-
Other Reimbursements	-	-	-	-	(1,618,000)	(2,531,629)
Community Improvements						
Community Clean-Up	45,923	26,566	24,764	40,000	40,000	40,000
Right-of-Way Investment	-	-	-	100,000	100,000	100,000
Plaza Del Amo Feasibility Study	-	-	-	-	-	-
Contr to Reserve-Prop A Exchange	138,000	-	-	-	-	-
Material Reimbursement-Win	-	-	-	-	-	-
Total	\$ 30,766,970	\$ 27,401,989	\$ 16,054,493	\$ 24,434,829	\$ 18,517,294	\$ 21,822,909

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Adopted (Oct. Revised)	2011-12 Proposed	2012-13 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	738,285	741,898	795,260	742,000	773,500	774,000
Salaries - Total Net	738,285	741,898	795,260	742,000	773,500	774,000
Supplies and Services	5,581,160	4,660,338	5,774,415	3,229,898	3,230,074	3,230,074
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 6,319,445	\$ 5,402,236	\$ 6,569,675	\$ 3,971,898	\$ 4,003,574	\$ 4,004,074
PROGRAM REVENUES	\$ 5,076,454	\$ 5,524,790	\$ 4,980,787	\$ 3,556,277	\$ 3,556,277	\$ 3,756,277

INSURANCE TYPE

Worker's Compensation Insurance	\$ 1,836,209	\$ 2,576,137	\$ 3,120,097	\$ 2,585,748	\$ 2,612,295	\$ 2,612,295
Liability Insurance	4,290,462	2,714,958	3,211,959	1,195,119	1,200,248	1,200,748
Unemployment Insurance	192,774	111,141	237,619	191,031	191,031	191,031
Program Total	\$ 6,319,445	\$ 5,402,236	\$ 6,569,675	\$ 3,971,898	\$ 4,003,574	\$ 4,004,074

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AIRPORT ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 7,300,233	\$ 6,728,789	\$ 5,415,828
Accounts Receivable	331,966	235,163	268,911
Accrued Interest Receivable	88,572	77,404	46,482
Prepays	-	-	-
Total Current Assets	7,720,771	7,041,356	5,731,221
Capital Assets, net	6,958,024	7,059,552	7,375,903
Total Assets	\$ 14,678,795	\$ 14,100,908	\$ 13,107,124
 LIABILITIES AND FUND EQUITY			
Current Liabilities			
Accounts Payable	\$ 605,261	\$ 251,520	\$ 101,486
Accrued Liabilities	103,144	57,268	101,769
Unearned Revenues	102,598	213,936	231,295
Total Current Liabilities	811,003	522,724	434,550
Rental Deposits and Guarantees	-	-	-
Total Liabilities	811,003	522,724	434,550
Fund Equity - Unreserved Retained Earnin.	13,867,792	13,578,184	12,672,574
Total Liabilities and Fund Equity	\$ 14,678,795	\$ 14,100,908	\$ 13,107,124

AIRPORT ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS

FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
OPERATING REVENUES			
Leased land area rentals	\$ 8,034,612	\$ 8,339,216	\$ 7,950,103
Hangar and building rentals	2,241,926	2,362,614	2,296,054
Airfield fees and charges	188,711	181,871	164,918
Other	15,875	11,904	17,249
Total Operating Revenues	10,481,124	10,895,605	10,428,324
OPERATING EXPENSES			
Salaries and employee benefits	1,474,872	1,639,218	1,664,428
Services and supplies	341,644	398,092	299,454
Other professional services	272,459	423,643	413,637
Depreciation and amortization	292,459	309,044	303,334
Insurance and claims	24,801	22,548	22,548
City charges	2,480,570	2,547,224	2,595,545
Other	167,315	122,035	88,420
Total Operating Expenses	5,054,120	5,461,804	5,387,366
OPERATING INCOME	5,427,004	5,433,801	5,040,958
NON-OPERATING REVENUES AND EXPENSES			
Investment earnings	345,931	287,418	174,228
Interest expense	(186,950)	(167,855)	(147,418)
Total Non-Operating Revenues and Expenses	158,981	119,563	26,810
Income before transfers	5,585,985	5,553,364	5,067,768
TRANSFERS OUT	(5,463,829)	(5,842,972)	(5,973,378)
NET INCOME	\$ 122,156	\$ (289,608)	\$ (905,610)

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Cash flows from operating activities:			
Operating income	\$5,427,004	\$5,433,801	\$5,040,958
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	292,459	309,044	303,334
(Increase) decrease in accounts receivable	(62,551)	96,803	(33,748)
(Increase) decrease in prepaids	-	-	-
Increase (decrease) in deposits and guarantees	(450)	(1,800)	535
Increase (decrease) in accounts payable	23,833	(13,519)	3,319
Increase (decrease) in accrued liabilities	1,248	(23,229)	43,420
Increase (decrease) in unearned revenues	(39,602)	111,338	17,359
Net cash provided by operating activities	5,641,941	5,912,438	5,375,177
Cash flows from capital financing activities:			
Payments for capital expenditures	(160,019)	(771,641)	(773,573)
Payments for longterm obligations	(186,950)	(167,855)	(147,418)
Net cash used by capital financing activities	(346,969)	(939,496)	(920,991)
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(5,463,829)	(5,842,972)	(5,972,297)
Net cash used by noncapital financing activities	(5,463,829)	(5,842,972)	(5,972,297)
Cash flows from investing activities:			
Cash received from interest on investments	340,708	298,586	205,150
Net cash provided by investing activities	340,708	298,586	205,150
Net increase in cash, restricted cash and cash equivalents	171,851	(571,444)	(1,312,961)
Cash, restricted cash and cash equivalents, July 1	7,128,382	\$7,300,233	\$6,728,789
Cash, restricted cash and cash equivalents, June 30	\$7,300,233	\$6,728,789	\$5,415,828

CABLE TV
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS			
<i>Current Assets</i>			
Pooled cash and investments	\$ 2,165,381	\$ 2,340,989	\$ 2,777,253
Accounts and accrued interest receivable	469,955	473,905	523,809
Total Assets	\$ 2,635,336	\$ 2,814,894	\$ 3,301,062
LIABILITIES AND FUND EQUITY			
<i>Current Liabilities :</i>			
Accounts Payable	\$ 136,286	\$ 187,067	\$ 166,530
Total Current Liabilities	136,286	187,067	166,530
<i>Fund Equity:</i>			
Retained Earnings-Unreserved	2,499,050	2,627,827	3,134,532
Total Liabilities and Fund Equity	\$ 2,635,336	\$ 2,814,894	\$ 3,301,062

CABLE TV

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

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
OPERATING REVENUES			
Franchise Fees	\$ 1,406,476	\$ 1,577,106	\$ 1,575,202
Cable TV access fees	173,000	250,908	316,411
TCTV workshops	1,880	1,388	905
Miscellaneous	15,273	13,863	5,723
Total Operating Revenues	1,596,629	1,843,265	1,898,241
OPERATING EXPENSES			
Salaries and employee benefits	1,015,005	1,154,933	1,219,461
Services and supplies	54,836	72,846	47,264
Other professional services	80,060	93,686	114,486
Insurance and claims	6,614	6,614	6,614
Capital outlay	44,741	29,366	19,578
Interdepartmental charges	83,124	114,521	112,697
Other	11,596	14,302	13,718
Total Operating Expenses	1,295,976	1,486,268	1,533,818
OPERATING INCOME	300,653	356,997	364,423
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	103,162	97,269	83,046
Capital Expenditures	(176,560)	(299,621)	(69,054)
Total Non-Operating Revenues (Expenses)	(73,398)	(202,352)	13,992
Net Income Before Transfers	227,255	154,645	378,415
TRANSFERS IN	-	-	153,138
TRANSFERS OUT	(34,981)	(25,868)	(24,848)
NET INCOME	\$ 192,274	\$ 128,777	\$ 506,705

CABLE TV

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Cash flows from operating activities:			
Operating income	\$ 300,653	\$ 356,997	\$ 364,423
Adjustments to reconcile operating income to net cash provided by operating activities:			
(Increase) in accrued interest receivable	(2,388)	(84)	2,570
(Increase) decrease in prepaids	252	259	(2,100)
Increase in accounts receivable	(73,568)	(4,125)	(50,374)
Increase (decrease) in accrued liabilities	(35,112)	18,612	19,407
Increase (decrease) in accounts payable	28,063	32,169	(39,944)
Net cash provided by operating activities	217,900	403,828	293,982
Cash flows from capital financing activities:			
Payments for capital expenditures	(176,560)	(299,621)	(69,054)
Net cash used by capital financing activities	(176,560)	(299,621)	(69,054)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	-	-	153,138
Cash transfers paid to other funds	(34,981)	(25,868)	(24,848)
Net cash provided (used) by noncapital financing activities	(34,981)	(25,868)	128,290
Cash flows from investing activities:			
Cash received from interest on investments	103,162	97,269	83,046
Net cash provided by investing activities	103,162	97,269	83,046
Net increase in cash, restricted cash and cash equivalents	109,521	175,608	436,264
Cash, restricted cash and cash equivalents, July 1	2,055,860	2,165,381	2,340,989
Cash, restricted cash and cash equivalents, June 30	\$ 2,165,381	\$ 2,340,989	\$ 2,777,253

CULTURAL ARTS CENTER ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 07-08	Audited 08-09	Audited 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 512,958	\$ 537,380	\$ 437,336
Accounts Receivable	40,411	12,796	36,598
Prepays	-	-	-
Total Current Assets	553,369	550,176	473,934
Capital Assets, net	496,166	482,639	461,096
Total Assets	\$ 1,049,535	\$ 1,032,815	\$ 935,030
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	\$ 202,965	\$ 204,653	\$ 188,469
Accrued Liabilities	80,657	91,546	96,523
Total Liabilities	283,622	296,199	284,992
Fund Equity - Unreserved Retained Earning	765,913	736,616	650,038
Total Liabilities and Fund Equity	\$ 1,049,535	\$ 1,032,815	\$ 935,030

CULTURAL ARTS CENTER ENTERPRISE FUND

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

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
OPERATING REVENUES			
Charges for services	\$ 1,006,187	\$ 898,257	\$ 1,087,453
Total Operating Revenues	1,006,187	898,257	1,087,453
OPERATING EXPENSES			
Salaries and employee benefits	1,395,945	1,508,776	1,574,993
Services and supplies	133,912	109,934	91,646
Other professional services	303,333	321,049	286,496
Depreciation and amortization	10,905	20,927	21,543
City charges	107,420	114,398	111,123
Other	92,636	35,294	12,091
Total Operating Expenses	2,044,151	2,110,378	2,097,892
OPERATING LOSS	(1,037,964)	(1,212,121)	(1,010,439)
NON-OPERATING REVENUES			
Grants	109,440	109,440	107,696
Total Non-Operating Revenues	109,440	109,440	107,696
Loss before transfers	(928,524)	(1,102,681)	(902,743)
TRANSFERS IN	1,067,752	1,088,638	829,899
TRANSFERS OUT	(15,834)	(15,254)	(13,734)
NET INCOME (LOSS)	\$ 123,394	\$ (29,297)	\$ (86,578)

CULTURAL ARTS CENTER ENTERPRISE FUND

**STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30**

	<u>Audited</u> <u>07-08</u>	<u>Audited</u> <u>08-09</u>	<u>Audited</u> <u>09-10</u>
Cash flows from operating activities:			
Operating loss	(\$1,037,964)	(\$1,212,121)	(\$1,010,439)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	10,905	20,927	21,543
(Increase) decrease in accounts receivable	(12,803)	27,615	(23,802)
(Increase) decrease in prepaids	7,931		
Increase (decrease) in accounts payable	34,016	(5,316)	(6,864)
Increase (decrease) in accrued liabilities	(3,574)	10,889	4,977
Increase (decrease) in deposits and guarantees	(151,419)	7,004	(9,320)
Net cash used by operating activities	<u>(1,152,908)</u>	<u>(1,151,002)</u>	<u>(1,023,905)</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	<u>(21,762)</u>	<u>(7,400)</u>	<u>-</u>
Net cash used by capital financing activities	<u>(21,762)</u>	<u>(7,400)</u>	<u>-</u>
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	1,067,752	1,088,638	829,899
Cash transfers paid to other funds	(15,834)	(15,254)	(13,734)
Cash received from grants	109,440	109,440	107,696
Net cash provided by noncapital financing activities	<u>1,161,358</u>	<u>1,182,824</u>	<u>923,861</u>
Net decrease in cash, restricted cash and cash equivalents	(13,312)	24,422	(100,044)
Cash, restricted cash and cash equivalents, July 1	<u>526,270</u>	<u>\$512,958</u>	<u>\$537,380</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$512,958</u>	<u>\$537,380</u>	<u>\$437,336</u>

FLEET SERVICES FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 07-08	Audited 08-09	Audited 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 13,509,640	\$ 14,074,999	\$ 12,261,889
Accounts Receivable	50,969	44,619	68,708
Accrued Interest Receivable	158,620	155,161	112,045
Prepayments	-	-	-
Inventories	1,067,428	1,032,757	1,074,450
Total Current Assets	14,786,657	15,307,536	13,517,092
Capital Assets, net	6,013,391	7,919,756	9,735,034
Total Assets	\$ 20,800,048	\$ 23,227,292	\$ 23,252,126

LIABILITIES AND FUND EQUITY

Current Liabilities :			
Accounts Payable	\$ 590,153	\$ 692,602	\$ 438,622
Accrued Liabilities	372,300	368,138	376,685
Total Current Liabilities	962,453	1,060,740	815,307
Fund Equity:			
Reserved	6,013,391	7,919,756	9,735,034
Unreserved	13,824,204	14,246,796	12,701,785
Total Liabilities and Fund Equity	\$ 20,800,048	\$ 23,227,292	\$ 23,252,126

FLEET SERVICES FUND

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

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 5,780,916	\$ 5,915,661	\$ 4,536,888
Total Operating Revenues	5,780,916	5,915,661	4,536,888
OPERATING EXPENSES			
Salaries and employee benefits	2,955,674	3,043,554	3,077,323
Materials and services	991,514	602,506	623,637
Insurance and claims	7,555	7,555	13,228
Depreciation	1,379,505	1,636,694	2,092,260
Other	8,840	8,608	15,067
Total Operating Expenses	5,343,088	5,298,917	5,821,515
OPERATING INCOME	437,828	616,744	(1,284,627)
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	586,451	557,097	397,840
Other, net	(798,947)	(9,509)	(306,841)
Gain on sale of capital assets	87,803	98,863	123,805
Loss on disposal of capital assets	-	-	(21,984)
Total Non-Operating Revenues (Expenses)	(124,693)	646,451	192,820
Net Income Before Transfers	313,135	1,263,195	(1,091,807)
TRANSFERS IN	1,073,200	1,083,511	1,558,435
TRANSFERS OUT	(20,506)	(17,749)	(196,361)
NET INCOME	\$ 1,365,829	\$ 2,328,957	\$ 270,267

FLEET SERVICES FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Cash flows from operating activities:			
Operating income (loss)	\$ 437,828	\$ 616,744	\$ (1,284,627)
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	1,379,505	1,636,694	2,092,260
(Increase) decrease in accounts receivable	(39,094)	39,094	(1,978)
(Increase) decrease in prepaids	-	-	-
(Increase) decrease in inventories	(159,623)	34,671	(41,693)
Increase (decrease) in accounts payable	173,956	(63,659)	(124,775)
Increase (decrease) in accrued salaries and benefits	3,285	(4,161)	8,546
Increase in other liabilities	-	-	(33)
Net cash provided by operating activities	1,795,857	2,259,383	647,700
Cash flows from capital financing activities:			
Payments for capital expenditures	(2,285,467)	(3,419,205)	(4,389,478)
Proceeds from sale of capital assets	101,603	98,863	125,605
Net cash used by capital financing activities	(2,183,864)	(3,320,342)	(4,263,873)
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	-	-	-
Cash transfers received from other funds	1,073,200	1,083,511	1,558,435
Cash transfers paid to other funds	(20,506)	(17,749)	(196,328)
Net cash provided by noncapital financing activities	1,052,694	1,065,762	1,362,107
Cash flows from investing activities:			
Cash received from interest on investments	575,070	560,556	440,956
Net cash provided by investing activities	575,070	560,556	440,956
Net increase in cash, restricted cash and cash equivalents	1,239,757	565,359	(1,813,110)
Cash, restricted cash and cash equivalents, July 1	12,269,883	13,509,640	14,074,999
Cash, restricted cash and cash equivalents, June 30	\$ 13,509,640	\$ 14,074,999	\$ 12,261,889

GENERAL FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 72,700,879	\$ 63,662,006	\$ 51,659,788
Accounts receivable	5,291,399	4,726,853	5,243,434
Accrued interest receivable	1,604,323	1,339,175	874,907
Due from other funds	57,132	401,902	2,573,122
Due from other governments	3,268,449	3,066,926	3,076,965
Interfund advances receivable	13,858,555	14,858,555	15,858,555
Inventories, at cost	489	-	-
Prepays and other assets	348,010	290,745	291,197
Total Assets	\$ 97,129,236	\$ 88,346,162	\$ 79,577,968
LIABILITIES AND FUND BALANCE			
Liabilities:			
Accounts payable	\$ 3,385,076	\$ 1,955,685	\$ 2,353,551
Accrued liabilities	2,270,395	1,968,655	2,340,384
Due to other funds		137	-
Unearned revenue	881,622	49,100	52,846
Deposits and guarantees	124,813	24,225	18,740
Notes payable	28,000,000	25,000,000	23,000,000
Interfund advances payable	600,000	600,000	600,000
Total Liabilities	35,261,906	29,597,802	28,365,521
Fund Balance:			
Reserved -			
Encumbrances	1,856,590	2,582,014	1,639,447
Advances	13,858,555	14,858,555	15,858,555
Inventories	489	-	-
Prepays	348,010	290,745	291,197
Unreserved:			
General Fund:			
Capital improvements	7,697,206	8,421,819	7,365,364
Undesignated	38,106,480	32,595,227	26,057,884
Total Fund Balance	61,867,330	58,748,360	51,212,447
Total Assets	\$ 97,129,236	\$ 88,346,162	\$ 79,577,968

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

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
Local Taxes			
Property Taxes:			
Current secured taxes	\$ 23,016,495	\$ 23,987,334	\$ 24,841,637
Current unsecured taxes	926,250	1,043,354	1,140,648
Prior years' secured taxes	77,029	149,047	123,879
Prior years' unsecured taxes	45,672	117,997	131,248
Property/sales flip taxes	11,334,207	9,959,858	7,666,250
VLF swap and repayment taxes	10,395,607	10,957,233	11,216,152
Aircraft assessment taxes	198,967	154,274	175,991
Penalties and interest	236,332	347,817	325,190
Supplemental prior year secured taxes	240,858	75,063	52,039
Supplemental current year secured taxes	1,100,706	596,121	177,189
Redemption	788,995	1,304,997	1,259,282
	<u>48,361,118</u>	<u>48,693,095</u>	<u>47,109,505</u>
Taxes Other Than Property:			
Sales and use tax	31,545,026	29,357,192	25,103,636
Prop 172 sales tax	1,366,229	1,239,263	1,148,942
Business license tax	7,479,909	7,556,259	7,179,857
Business and alarm permit tax	526,452	583,184	647,896
Utility users' tax	35,373,949	32,654,137	31,347,850
Construction tax	1,318,439	540,236	697,727
Real property transfer tax	613,292	466,988	516,996
Franchise tax - all other	3,812,511	4,145,918	3,106,740
Occupancy tax	7,890,690	6,903,988	6,400,237
Oil severance tax	6,711	7,149	6,391
Congeneration tax	421,199	563,790	752,179
	<u>90,354,407</u>	<u>84,018,104</u>	<u>76,908,451</u>
Total Local Taxes	<u>138,715,525</u>	<u>132,711,199</u>	<u>124,017,956</u>
Licenses, Fees and Permits:			
Fire permits	109,135	108,474	129,224
Construction/excavation permits	42,554	42,707	45,093
Grading permits	70,352	51,635	40,609
Combined building-resident permits	335	-	470
Building permits	1,096,380	728,286	915,312
Plumbing permits	125,831	108,498	65,900
Electrical permits	127,998	134,459	79,903
Mechanical permits	69,803	55,660	40,704
Special energy inspection fees	254,291	116,700	218,236
Sign permits and filing fees	25,762	43,353	45,979
Other licenses and permits	1,644	554	4,490
Oversized vehicle permits	33,647	20,938	18,166
Building TEQECC filing fees	4,060	14,767	13,633
Total Licenses, Fees and Permits	<u>1,961,792</u>	<u>1,426,031</u>	<u>1,617,719</u>
Fines, Forfeitures and Penalties:			
Parking citations	965,575	491,350	412,709
Traffic fines	482,459	442,638	178,896
General fines	192,248	281,061	448,208
Total Fines, Forfeitures and Penalties	<u>1,640,282</u>	<u>1,215,049</u>	<u>1,039,813</u>

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

	Audited 07-08	Audited 08-09	Audited 09-10
Revenue From Use of Money and Property:			
Investment earnings	\$ 5,757,215	\$ 5,992,035	\$ 2,625,532
Rents and concessions	524,552	541,273	929,065
Franchise fees	1,605,842	1,600,613	1,434,283
Royalties	3,445	-	3,232
Encroachment agreement fees	15,676	3,612	16,210
Total Revenue From Use of Money and Property	7,906,730	8,137,533	5,008,322
Revenue From Other Intergovernmental Agencies:			
State motor vehicle licenses	658,535	506,317	437,789
State homeowners' property tax relief	234,818	235,448	238,905
Off-highway vehicle licenses	-	-	-
Other state grants	195,229	126,642	150,406
Total Revenue From Other Intergov't Agencies	1,088,582	868,407	827,100
Charges For Current Services:			
TUSD collection fees	21,316	14,601	13,330
Planning and zoning fees	255,234	185,308	216,475
Traffic signal maintenance	62,445	128,561	122,145
Environmental review and appeal fees	10,695	10,926	10,179
Vacation processing fees	1,947	1,615	-
Large family daycare unit	364	380	673
State encroachment collection fees	1,600	1,500	2,400
Grading	36,935	29,210	23,385
Plan check fees - building	671,645	442,009	568,355
Plan check fees - engineering	7,791	18,345	13,484
Oil related inspection fees	1,836	8,958	630
Appeal fees	3,110	1,610	1,975
Other inspection fees	235,990	174,922	218,644
Engineering mapping fees	11,899	9,965	10,856
Engineering inspection fees	145,517	153,219	219,657
Misc-building and safety department fees	9,505	-	-
General government-service charges	3,486	3,488	2,706
Microfilming fees	132,703	126,488	134,293
Police charges-copies and photos	78,857	19,850	7,150
Police charges-fingerprinting and other	639,643	678,683	566,461
Fire department fees	483,592	527,907	753,260
Fire department fees-hazardous materials fees	502,962	488,995	972,901
Parks and recreational fees	365,924	334,666	335,259
Miscellaneous	28,054	6,304	8,837
Library revenues	161,599	154,729	145,452
In lieu charges to Enterprise Funds -			
Airport Fund	1,850,000	1,850,000	1,854,136
Water Fund	718,000	718,000	718,000
Total Charges For Current Services	6,442,649	6,090,239	6,920,643
Other Revenues:			
Donations-private sources	19,526	20,024	30,095
Miscellaneous	622,209	539,618	2,000,544
PERS credits	594,828	663,442	-
Total Other Revenues	1,236,563	1,223,084	2,030,639
Total Revenues	\$ 158,992,123	\$ 151,671,542	\$ 141,462,192

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

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
General Government:			
City Council	\$ 382,244	\$ 420,520	\$ 431,274
Commissions/Committees -			
Parks and Recreation	54,952	52,148	52,548
Planning	35,141	40,296	40,384
Environmental Quality	11,825	11,822	12,121
Cultural Arts	13,371	11,859	11,719
Community Service	-	-	-
Traffic	6,248	6,040	6,042
Youth Council	4,136	8,835	7,397
Civil Service	217,274	228,640	246,753
Commission on Aging	6,669	5,967	5,954
Library	8,972	9,484	8,167
Blue Ribbon	4,233	-	-
Disaster Council	418	300	210
City Manager	2,275,722	2,472,171	2,639,333
City Attorney	2,557,036	2,530,839	2,318,646
City Clerk	820,021	714,751	1,097,887
City Treasurer	811,552	785,772	812,899
Finance	3,464,720	3,264,858	3,535,719
Human Resources	2,480,078	2,642,109	2,529,589
Civil Service	87,907	143,211	161,007
Community Development	4,148,397	4,515,546	4,770,833
Communications and Information Technology	4,416,755	4,546,741	4,941,054
General Services	4,794,431	4,451,566	3,721,393
Less: indirect cost allocation, other funds	(3,770,635)	(3,997,469)	(4,584,797)
Total General Government	22,831,467	22,866,006	22,766,132
Nondepartmental:			
Insurance, net	14,923	15,410	15,437
Leaseback payments	2,830,334	2,839,528	3,024,201
Community promotion	259,683	354,427	284,898
Hazardous waste	60,948	65,470	-
Employee benefits, net	1,487,605	957,104	230,016
Other	1,041,416	1,026,519	1,885,289
Total Nondepartmental	5,694,909	5,258,458	5,439,841
Public Safety:			
Police	57,909,669	61,412,528	61,246,752
Fire	25,782,283	24,731,269	25,911,357
Building and Safety	3,177,265	3,291,419	3,243,707
Total Public Safety	86,869,217	89,435,216	90,401,816
Public Works:			
Street	10,108,123	10,686,994	10,904,209
Total Public Works	10,108,123	10,686,994	10,904,209
Culture and Recreation:			
Community Services	13,735,102	13,896,096	13,791,311
Total Culture and Recreation	13,735,102	13,896,096	13,791,311
Total Expenditures	\$ 139,238,818	\$ 142,142,770	\$ 143,303,309

PARKS AND RECREATION FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 165,968	\$ 56,256	\$ -
Accounts Receivable	761	1,058	2,036
Due from other governments	300,051	309,456	223,015
Prepays	91	15,254	5,053
Total Current Assets	466,871	382,024	230,104
Capital assets, net	23,795	20,964	19,244
Total Assets	\$ 490,666	\$ 402,988	\$ 249,348

LIABILITIES AND FUND EQUITY

Current Liabilities:			
Accounts Payable	\$ 132,589	\$ 94,107	\$ 128,331
Unearned Revenue	670,940	621,744	581,044
Due to other funds	-	-	150,592
Total Current Liabilities	803,529	715,851	859,967
Total Liabilities	803,529	715,851	859,967
Fund Equity - Unreserved Retained Deficit	(312,863)	(312,863)	(610,619)
Total Liabilities and Fund Equity	\$ 490,666	\$ 402,988	\$ 249,348

PARKS AND RECREATION ENTERPRISE FUND

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

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 4,109,039	\$ 4,138,027	\$ 4,035,246
Other	84,129	16,029	22,849
Total Operating Revenues	4,193,168	4,154,056	4,058,095
OPERATING EXPENSES			
Salaries and employee benefits	4,572,827	4,803,984	5,100,535
Services and supplies	883,578	834,102	1,072,770
Other professional services	1,347,483	1,085,786	1,126,433
Depreciation and amortization	2,784	2,831	1,720
Insurance and claims	14,196	23,418	9,396
City charges	573,786	767,489	762,518
Other	18,949	11,096	10,453
Total Operating Expenses	7,413,603	7,528,706	8,083,825
OPERATING LOSS	(3,220,435)	(3,374,650)	(4,025,730)
NON-OPERATING REVENUES			
Donations and other, net	8,000	-	-
Total Non-Operating Revenues	8,000	-	-
Loss before transfers	(3,212,435)	(3,374,650)	(4,025,730)
TRANSFERS IN	3,414,827	3,440,933	3,795,568
TRANSFERS OUT	(73,629)	(66,283)	(67,594)
NET INCOME (LOSS)	\$ 128,763	\$ -	\$ (297,756)

PARKS AND RECREATION ENTERPRISE FUND

**STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
Cash flows from operating activities:			
Operating loss	\$ (3,220,435)	\$ (3,374,650)	\$ (4,025,730)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	2,784	2,831	1,720
Cash received from donations	8,000	-	-
(Increase) decrease in accounts receivable	5	(297)	(978)
(Increase) decrease in due from other government	(300,051)	(9,405)	86,441
(Increase) decrease in prepaids	6,180	(15,163)	10,201
Increase (decrease) in accounts payable	131,656	(38,482)	34,224
Increase (decrease) in due to other funds	-	-	150,592
Increase (decrease) in other and accrued liabilities	(40,029)	-	-
Increase (decrease) in unearned revenue	115,171	(49,196)	(40,700)
Net cash used by operating activities	<u>(3,296,719)</u>	<u>(3,484,362)</u>	<u>(3,784,230)</u>
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	3,414,827	3,440,933	3,795,568
Cash transfers paid to other funds	<u>(73,629)</u>	<u>(66,283)</u>	<u>(67,594)</u>
Net cash provided by noncapital financing activities	<u>3,341,198</u>	<u>3,374,650</u>	<u>3,727,974</u>
Net increase (decrease) in cash, restricted cash and cash equivalents	44,479	(109,712)	(56,256)
Cash, restricted cash and cash equivalents, July 1	<u>121,489</u>	<u>165,968</u>	<u>56,256</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$ 165,968</u>	<u>\$ 56,256</u>	<u>\$ -</u>

Redevelopment Agency -Capital Projects Fund

BALANCE SHEET

FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 8,435,857	\$ 10,282,157	\$ 6,168,088
Accrued Interest Receivable	102,335	117,306	56,947
Due from other funds	-	-	1,633,409
Others	2,621	2,695	3,514
Total Assets	\$ 8,540,813	\$ 10,402,158	\$ 7,861,958
 LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Accounts Payable	\$ 7,631	\$ 2,173	\$ 7,200
Total Liabilities	7,631	2,173	7,200
 Fund Balances			
Unreserved:			
Designated	8,348,399	10,160,792	7,641,756
Undesignated	184,783	239,193	213,002
Total Fund Balance	8,533,182	10,399,985	7,854,758
Total Liabilities and Fund Equity	\$ 8,540,813	\$ 10,402,158	\$ 7,861,958

Redevelopment Agency - Capital Projects Fund

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

	Audited 07-08	Audited 08-09	Audited 09-10
OPERATING REVENUES			
Use of money and property	\$ 375,590	\$ 391,547	\$ 206,839
Other	30,014	188,072	84,798
Total Operating Revenues	405,604	579,619	291,637
OPERATING EXPENSES			
Salaries and employee benefits	247,344	263,843	238,493
Services and supplies	97,603	98,859	121,560
Other professional services	75,050	98,207	109,747
Travel and training	18,469	11,222	9,962
City charges	22,408	23,299	19,626
SERAF	-	-	40,000
Capital outlay	-	-	4,049,902
Total Operating Expenses	460,874	495,430	4,589,290
OPERATING LOSS	(55,270)	84,189	(4,297,653)
Other financing sources:			
Transfers In	1,446,890	1,824,463	1,794,175
Transfers Out	(74,733)	(41,849)	(41,749)
NET INCOME	\$ 1,316,887	\$ 1,866,803	\$ (2,545,227)

Redevelopment Agency Debt Service Fund

BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<u>Audited</u> <u>07-08</u>	<u>Audited</u> <u>08-09</u>	<u>Audited</u> <u>09-10</u>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 4,509,565	\$ 6,447,420	\$ 6,049,413
Accrued Interest Receivable	19,117	37,345	23,576
Due from other governments	1,499,054	850,152	919,228
Total Assets	\$ 6,027,736	\$ 7,334,917	\$ 6,992,217
 LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Interfund advances payable	\$ 18,432,015	\$ 18,432,015	\$ 20,065,424
Due to other governments	-	860,996	1,109,548
Total Liabilities	18,432,015	19,293,011	21,174,972
 Fund Balances			
Reserved- debt service	1,336,190	1,987,594	2,113,708
Unreserved:			
Undesignated deficit	(13,740,469)	(13,945,688)	(16,296,463)
Total Fund Balance	(12,404,279)	(11,958,094)	(14,182,755)
 Total Liabilities and Fund Equity	 \$ 6,027,736	 \$ 7,334,917	 \$ 6,992,217

Redevelopment Agency - Debt Service Fund

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

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Sales Tax	\$ 1,962,150	\$ 1,699,356	\$ 1,562,632
Incremental property taxes	8,027,748	9,778,148	8,968,312
Use of money and property	138,484	159,970	93,955
Total Operating Revenues	10,128,382	11,637,474	10,624,899
OPERATING EXPENSES			
Current-property tax and bond admin	42,635	37,472	143,875
Principal retirement	1,499,591	1,362,360	1,462,953
Interest and fiscal charges	2,795,864	3,628,748	2,783,890
Property tax County pass-through	2,402,767	3,458,915	3,196,943
SERAF	-	-	2,083,409
Total Operating Expenses	6,740,857	8,487,495	9,671,070
OPERATING INCOME	3,387,525	3,149,979	953,829
Other financing sources:			
Advances from County	1,436,421	1,423,986	1,577,046
Advances from Developers	45,585	51,869	48,090
Transfers Out	(4,202,336)	(4,179,649)	(4,803,626)
NET INCOME	\$ 667,195	\$ 446,185	\$ (2,224,661)

SANITATION ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS:			
Pooled Cash and Investments	\$ 2,961,852	\$ 2,878,693	\$ 1,836,575
Accounts Receivable	1,295,082	1,480,945	1,457,661
Due from Other Governments	-	-	14,652
Prepays	-	-	251
Total Current Assets	4,256,934	4,359,638	3,309,139
Capital assets, net	93,114	68,012	42,909
Total Assets	\$ 4,350,048	\$ 4,427,650	\$ 3,352,048
 LIABILITIES AND FUND EQUITY			
Accounts Payable	\$ 316,205	\$ 109,731	\$ 336,958
Accrued Liabilities	511,442	624,443	564,126
Total Liabilities	827,647	734,174	901,084
Fund Equity - Unreserved Retained Earnings	3,522,401	3,693,476	2,450,964
Total Liabilities and Fund Equity	\$ 4,350,048	\$ 4,427,650	\$ 3,352,048

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

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
OPERATING REVENUES			
Refuse fee revenue	\$ 7,156,772	7,549,849	7,324,036
Sewer fee revenue	1,299,632	1,251,653	1,170,684
Recycling fee revenue	1,600,501	1,526,930	1,614,666
AB 939 fee revenue	796,985	849,479	751,327
Total Operating Revenues	10,853,890	11,177,911	10,860,713
OPERATING EXPENSES			
Salaries and employee benefits	4,107,996	4,367,522	4,552,458
Services and supplies	3,562,493	3,297,222	3,281,377
Other professional services	2,358,055	2,315,856	2,440,734
Depreciation and amortization	24,819	25,102	25,102
Insurance and claims	142,603	144,976	106,831
City charges	756,838	831,692	1,002,686
Other	8,022	6,231	20,987
Total Operating Expenses	10,960,826	10,988,601	11,430,175
OPERATING INCOME (LOSS)	(106,936)	189,310	(569,462)
NON-OPERATING REVENUES			
Investment earnings	122,314	119,800	72,125
Grants	156,917	118,179	47,768
Other, net	3,351	-	-
Total Non-Operating Revenues	282,582	237,979	119,893
Income before transfers	175,646	427,289	(449,569)
TRANSFERS IN	75,000	75,000	75,000
TRANSFERS OUT	(221,161)	(331,214)	(867,943)
NET INCOME	\$ 29,485	\$ 171,075	\$(1,242,512)

SANITATION ENTERPRISE FUND

**STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
Cash flows from operating activities:			
Operating income (loss)	\$ (106,936)	\$ 189,310	\$ (569,462)
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:			
Depreciation	24,819	25,102	25,102
Increase in accounts receivable	(122,441)	(185,863)	23,284
(Increase) decrease in prepaids	66	-	(251)
Decrease in due from other governments	-	-	(14,652)
Increase (decrease) in accounts payable	304,546	(206,474)	227,228
Increase (decrease) in accrued liabilities	(163,542)	88,402	(60,317)
Increase in accrued salaries and benefits		24,599	-
Increase in deposits and guarantees	-	-	-
Net cash provided (used) by operating activities	<u>(63,488)</u>	<u>(64,924)</u>	<u>(369,068)</u>
Cash flows from capital financing activities:			
Capital expenditures	-	-	-
Net cash used by capital financing activities	<u>-</u>	<u>-</u>	<u>-</u>
Cash flows from noncapital financing activities:			
Cash received from grants	156,917	118,179	47,768
Cash transfers received from other funds	75,000	75,000	110,571
Cash transfers paid to other funds	(221,161)	(331,214)	(903,514)
Net cash provided by noncapital financing activities	<u>10,756</u>	<u>(138,035)</u>	<u>(745,175)</u>
Cash flows from investing activities:			
Cash received from interest on investments	125,665	119,800	72,125
Net cash provided by investing activities	<u>125,665</u>	<u>119,800</u>	<u>72,125</u>
Net increase (decrease) in cash, restricted cash and cash equivalents	72,933	(83,159)	(1,042,118)
Cash, restricted cash and cash equivalents, July 1	<u>2,888,919</u>	<u>\$ 2,961,852</u>	<u>\$ 2,878,693</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$ 2,961,852</u>	<u>\$ 2,878,693</u>	<u>\$ 1,836,575</u>

SELF INSURANCE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 07-08	Audited 08-09	Audited 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 8,171,782	\$ 9,278,296	\$ 8,357,769
Other Prepayments	-	-	270,928
Total Current Assets	8,171,782	9,278,296	8,628,697
Advances to other funds	3,000,000	2,000,000	1,000,000
Total Assets	\$ 11,171,782	\$ 11,278,296	\$ 9,628,697
 LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities :			
Accounts Payable	\$ 155,767	\$ 139,727	\$ 79,016
Accrued Liabilities for self ins claims-current	8,474,538	8,474,538	8,474,538
Total Current Liabilities	8,630,305	8,614,265	8,553,554
Accrued Liabilities for self ins claims-long term	16,435,653	16,435,653	16,435,653
Total Liabilities	25,065,958	25,049,918	24,989,207
Fund Deficit:			
Fund Deficit - Unreserved	(13,894,176)	(13,771,622)	(15,360,510)
Total Liabilities and Fund Deficit	\$ 11,171,782	\$ 11,278,296	\$ 9,628,697

SELF INSURANCE FUND

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

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 2,857,242	\$ 2,694,794	\$ 2,492,518
Total Operating Revenues	<u>2,857,242</u>	<u>2,694,794</u>	<u>2,492,518</u>
OPERATING EXPENSES			
Salaries and benefits	738,285	741,898	795,260
Materials and services	115,152	125,491	165,009
Insurance and claims	5,373,362	4,523,913	5,598,919
Other	4,328	5,416	4,521
Total Operating Expenses	<u>6,231,127</u>	<u>5,396,718</u>	<u>6,563,709</u>
OPERATING LOSS	<u>(3,373,885)</u>	<u>(2,701,924)</u>	<u>(4,071,191)</u>
TRANSFERS IN	2,219,212	2,829,996	2,488,269
TRANSFERS OUT	(88,318)	(5,518)	(5,966)
NET INCOME (LOSS)	<u>\$ (1,242,991)</u>	<u>\$ 122,554</u>	<u>\$ (1,588,888)</u>

SELF INSURANCE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Cash flows from operating activities:			
Operating loss	\$ (3,373,885)	\$ (2,701,924)	\$ (4,071,191)
Adjustments to reconcile operating loss to net cash used by operating activities:			
(Increase) in prepaids	-	-	(270,928)
Increase (Decrease) in accounts payable	150,586	(16,040)	(60,711)
(Decrease) in other liabilities	(11,015)	-	-
Increase in accrued liabilities for self ins. claims	2,032,846	-	-
Net cash used by operating activities	(1,201,468)	(2,717,964)	(4,402,830)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	3,219,212	3,829,996	3,488,269
Cash transfers paid to other funds	(88,318)	(5,518)	(5,966)
Net cash provided by noncapital financing activities	3,130,894	3,824,478	3,482,303
Increase (decrease) in cash, restricted cash and cash equivalents	1,929,426	1,106,514	(920,527)
Cash, restricted cash and cash equivalents, July 1	6,242,356	8,171,782	9,278,296
Cash, restricted cash and cash equivalents, June 30	\$ 8,171,782	\$ 9,278,296	\$ 8,357,769

SEWER ENTERPRISE FUND OPERATIONS

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 10,450,089	\$ 11,282,799	\$ 10,735,562
Accounts Receivable	253,857	211,264	246,590
Accrued Interest Receivable	126,789	127,319	92,401
Total Current Assets	10,830,735	11,621,382	11,074,553
Infrastructure	40,017,611	40,075,529	40,143,322
Machinery and Equipment	167,093	131,827	172,909
Construction In Progress	3,409,263	2,275,848	2,425,199
Interfund Advances Receivable	419,028	419,028	419,028
Total Assets	\$ 54,843,730	\$ 54,523,614	\$ 54,235,011
 LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	\$ 17,694	\$ 9,182	\$ 16,536
Contract Retainage Payable	98,090	-	28,423
Total Liabilities	115,784	9,182	44,959
 Fund Equity:			
Contributed Capital	2,786,254	2,786,254	2,786,255
Retained Earnings - Unreserved	51,941,692	51,728,178	51,403,797
Total Fund Equity	54,727,946	54,514,432	54,190,052
Total Liabilities and Fund Equity	\$ 54,843,730	\$ 54,523,614	\$ 54,235,011

SEWER ENTERPRISE FUND OPERATIONS

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

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
OPERATING REVENUES			
Sewer charges	\$ 1,838,598	\$ 1,833,216	\$ 1,709,707
Sewer revolving fees	15,793	9,486	7,988
Other	3,023	3,528	4,030
Total Operating Revenues	1,857,414	1,846,230	1,721,725
OPERATING EXPENSES			
Salaries and employee benefits	586,328	624,006	865,052
Services and supplies	7,966	13,705	25,943
Other professional services	52,282	52,066	73,026
Depreciation and amortization	935,438	903,929	968,641
Insurance and claims	987	-	-
City charges	152,849	166,892	257,567
Other	216,358	678,528	72,592
Total Operating Expenses	1,952,208	2,439,126	2,262,821
OPERATING INCOME (LOSS)	(94,794)	(592,896)	(541,096)
NON-OPERATING REVENUES			
Investment earnings	500,147	454,382	340,391
Income (loss) before transfers	405,353	(138,514)	(200,705)
TRANSFERS IN	-	-	-
TRANSFERS OUT	(75,000)	(75,000)	(82,222)
NET INCOME (LOSS)	\$ 330,353	\$ (213,514)	\$ (282,927)

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Cash flows from operating activities:			
Operating income (loss)	\$ (94,794)	\$ (592,896)	\$ (541,096)
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	935,438	903,929	968,641
Other capital project expenses	110,289	-	-
(Increase) decrease in accounts receivable	(13,378)	42,593	(35,326)
Increase (decrease) in accounts payable	17,694	(4,377)	(7,697)
Increase (decrease) in retainage payable	96,990	-	-
Net cash provided by operating activities	1,052,239	349,249	384,522
Cash flows from capital financing activities:			
Payments for capital expenditures	(1,634,793)	104,610	(1,224,847)
Net cash used by capital financing activities	(1,634,793)	104,610	(1,224,847)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	-	-	-
Cash transfers paid to other funds	(75,000)	(75,000)	(82,222)
Cash received from advances to other funds	-	-	-
Net cash provided (used) by noncapital financing activities	(75,000)	(75,000)	(82,222)
Cash flows from investing activities:			
Cash received from interest on investments	496,438	453,851	375,310
Net cash provided by investing activities	496,438	453,851	375,310
Net increase (decrease) in cash, restricted cash and cash equivalents	(161,116)	832,710	(547,237)
Cash, restricted cash and cash equivalents, July 1	10,611,205	\$ 10,450,089	\$ 11,282,799
Cash, restricted cash and cash equivalents, June 30	\$ 10,450,089	\$ 11,282,799	\$ 10,735,562

TRANSIT SYSTEM
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 3,431,638	\$ 2,104,472	\$ 1,166,008
Accounts Receivable	40	-	214
Accrued Interest Receivable	41,760	23,729	11,551
Inventory	999,458	1,070,994	982,277
Due from Other Governments	1,790,917	4,717,100	3,834,685
Prepays	-	960	11,300
Total Current Assets	6,263,813	7,917,255	6,006,035
Capital Assets, Net	10,204,005	8,944,784	13,988,381
Total Assets	\$ 16,467,818	\$ 16,862,039	\$ 19,994,416
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities:			
Accounts Payable	\$ 829,728	\$ 826,527	\$ 1,111,160
Accrued Liabilities	1,097,135	1,177,435	1,136,177
Unearned Revenues	418,284	1,409,498	1,551,150
Total Current Liabilities	2,345,147	3,413,460	3,798,487
Total Liabilities	2,345,147	3,413,460	3,798,487
Fund Equity:			
Contributed Capital:			
From County (Propositions A and C Funds - Capital Expenditures)	4,636,190	4,636,190	4,636,190
From Federal Government	8,585,782	8,585,782	8,585,782
From State of California	5,812,161	5,812,161	5,812,161
From Private Industry and General Fund	126,923	126,923	126,923
Total	19,161,056	19,161,056	19,161,056
Less Accumulated Depreciation	(22,780,825)	(24,695,408)	(26,697,220)
Contributed Capital (net)	(3,619,769)	(5,534,352)	(7,536,164)
Retained Earnings - Unreserved	17,742,440	18,982,931	23,732,093
Total Fund Equity	14,122,671	13,448,579	16,195,929
Total Liabilities and Fund Equity	\$ 16,467,818	\$ 16,862,039	\$ 19,994,416

TRANSIT SYSTEM

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

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
OPERATING REVENUES			
Passenger cash fares	\$ 2,518,600	\$ 2,983,205	\$ 3,140,993
Special bus service	5,347	-	-
Advertising	200,635	174,335	132,260
Miscellaneous	70,479	121,225	19,660
Total Operating Revenues	2,795,061	3,278,765	3,292,913
NON-OPERATING REVENUES			
Proposition A funds	5,604,888	5,260,375	6,806,569
Proposition C funds	1,542,141	2,660,742	3,530,931
SB-325 allocation	5,361,384	5,042,111	3,994,955
Capital maintenance revenue	2,140,000	2,250,000	2,250,000
Transit STAF	1,048,737	371,060	-
Capital grants	916,617	560,242	7,045,410
Investment earnings	172,886	85,649	72,791
Total Non-Operating Revenues	16,786,653	16,230,179	23,700,656
Total Revenues/Resources	19,581,714	19,508,944	26,993,569
OPERATING EXPENSES			
Salaries and employee benefits	11,882,040	12,180,395	12,343,189
Services and supplies	2,867,384	2,776,219	2,517,217
Other professional services	1,735,425	1,691,928	1,921,048
Depreciation and amortization	1,936,285	1,914,584	2,001,812
Insurance and Claims	268,462	322,547	403,792
City charges	2,206,151	2,303,097	2,550,660
Other	102,856	76,774	64,892
Total Operating Expenses	20,998,603	21,265,544	21,802,610
NON-OPERATING EXPENSES			
Loss on sale of capital assets	7,018	-	-
Total Non-Operating Expenses	7,018	-	-
Total Operating & Non-Operating expenses	21,005,621	21,265,544	21,802,610
Income (Loss) before transfers	(1,423,907)	(1,756,600)	5,190,959
TRANSFERS IN	194,433	1,254,000	-
TRANSFERS OUT	(165,590)	(171,492)	(2,443,609)
NET INCOME (LOSS)	(1,395,064)	(674,092)	2,747,350
Add: Depreciation on assets acquired with contributed capital	1,936,285	1,914,584	2,001,812
TOTAL ADDITIONS TO RETAINED EARNINGS	\$ 541,221	\$ 1,240,492	\$ 4,749,162

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Cash flows from operating activities:			
Operating loss	\$ (18,203,542)	\$ (17,986,779)	\$ (18,509,697)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	1,936,285	1,914,584	2,001,812
(Increase) Decrease in inventory	(159,028)	(71,536)	88,717
(Increase) Decrease in accounts receivable	147	40	(214)
(Increase) Decrease in prepaids	2,484	(960)	(10,340)
Increase (Decrease) in accounts payable	827,159	(3,202)	284,633
Increase (Decrease) in accrued salaries and benefits payable	85,947	77,484	(51,634)
Increase (Decrease) in other accrued liabilities	(479,816)	2,816	10,376
Net cash used by operating activities	(15,990,364)	(16,067,553)	(16,186,347)
Cash flows from capital financing activities:			
Payments for capital expenditures	(909,322)	(655,361)	(7,045,410)
Cash received from grants and subsidies	916,617	560,242	7,045,410
Proceeds on sale of capital assets	250	-	-
Net cash provided (used) by capital financing activities	7,545	(95,119)	-
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	14,974,185	13,649,318	17,606,522
Cash transfers received from other funds	194,433	1,254,000	-
Cash transfers paid to other funds	(165,590)	(171,492)	(2,443,609)
Net cash provided by noncapital financing activities	15,003,028	14,731,826	15,162,913
Cash flows from investing activities:			
Cash received from interest on investments	180,203	103,680	84,970
Net cash provided by investing activities	180,203	103,680	84,970
Increase (decrease) in cash, restricted cash and cash equivalents	(799,588)	(1,327,166)	(938,464)
Cash, restricted cash and cash equivalents, July 1	4,231,226	3,431,638	2,104,472
Cash, restricted cash and cash equivalents, June 30	\$ 3,431,638	\$ 2,104,472	\$ 1,166,008

WATER FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 8,849,375	\$ 4,730,013	\$ 4,611,541
Restricted Cash and Investments	551,742	592,214	535,356
Restricted Construction Advances	14,595	19,066	17,510
Accounts Receivable	5,218,772	3,906,939	4,334,047
Accrued Interest Receivable	107,524	54,502	42,994
Inventory	498,041	454,030	417,529
Prepays	142	82	1,552
Total Current Assets	15,240,191	9,756,846	9,960,529
Capital Assets, Net	63,956,094	65,932,359	65,160,855
Interfund Advances Receivable	1,154,432	1,154,432	1,154,432
Total Assets	\$ 80,350,717	\$ 76,843,637	\$ 76,275,816
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities (Payable from Current Assets):			
Accounts Payable	\$ 4,519,713	\$ 3,645,953	\$ 3,750,818
Contract Retainage Payable	236,781	17,215	24,525
Accrued Liabilities	426,360	323,405	398,337
	5,182,854	3,986,573	4,173,680
Current Liabilities (Payable from Restricted Assets):			
Revenue Bonds Maturing Within One Year	546,183	540,975	550,350
Construction Advances	14,595	19,066	17,510
	560,778	560,041	567,860
Total Current Liabilities	5,743,632	4,546,614	4,741,540
Noncurrent Portion of Revenue Bonds Outstanding	2,745,000	2,245,000	1,730,000
Total Liabilities	8,488,632	6,791,614	6,471,540
Fund Equity:			
Retained Earnings - Reserved	566,337	592,214	535,356
Retained Earnings - Unreserved	71,295,748	69,459,809	69,268,920
Total Fund Equity	71,862,085	70,052,023	69,804,276
Total Liabilities and Fund Equity	\$ 80,350,717	\$ 76,843,637	\$ 76,275,816

WATER FUND OPERATIONS

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

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
OPERATING REVENUES			
Charges for services	\$ 22,470,337	\$ 22,537,801	\$ 25,729,431
Other	838,877	1,023,796	1,495,671
Total Operating Revenues	23,309,214	23,561,597	27,225,102
OPERATING EXPENSES			
Salaries and employee benefits	3,927,038	4,135,404	4,426,487
Services and supplies	1,123,912	944,727	1,144,988
Other professional services	418,346	501,970	500,503
Depreciation and amortization	1,176,624	1,136,579	1,359,519
Insurance and claims	66,922	92,835	116,131
City charges	1,708,800	1,789,342	2,072,084
Cost of water	13,604,422	14,527,089	16,989,402
Other	1,105,598	2,397,397	33,937
Total Operating Expenses	23,131,662	25,525,343	26,643,051
OPERATING INCOME (LOSS)	177,552	(1,963,746)	582,051
NON-OPERATING REVENUES			
Investment earnings	533,999	278,604	196,329
Other, net	-	42,918	36,493
Total Non-Operating Revenues	533,999	321,522	232,822
NON-OPERATING EXPENSES			
Interest expense	150,939	136,409	129,067
Total Non-Operating Expenses	150,939	136,409	129,067
Income (Loss) before contributions and transfers	560,612	(1,778,633)	685,806
CAPITAL GRANTS	59,274	-	-
TRANSFERS OUT	(85,481)	(31,429)	(29,519)
NET INCOME (LOSS)	\$ 534,405	\$ (1,810,062)	\$ 656,287

WATER FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Cash flows from operating activities:			
Operating income (loss)	\$ 177,552	\$ (1,963,746)	\$ 582,051
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation and amortization	1,176,624	1,136,579	1,359,519
Other capital project expenses	135,396	-	-
(Increase) decrease in inventories	31,033	44,011	36,501
(Increase) decrease in accounts receivable	(1,100,441)	1,311,833	(427,108)
Decrease in prepaids	1,657	60	(1,470)
Increase (decrease) in accounts payable	2,039,364	(76,738)	223,355
Increase (decrease) in retainage payable	142,590	-	-
Increase (decrease) in accrued liabilities	(599,727)	(18,311)	17,579
Increase (decrease) in deposits and guarantees	14,595	4,471	(1,556)
Net cash provided by operating activities	2,018,643	438,159	1,788,871
Cash flows from capital financing activities:			
Payments for capital expenditures	(3,283,537)	(4,214,075)	(1,545,878)
Payments for revenue bonds principal	(465,000)	(500,000)	(515,000)
Payments for revenue bonds interest	(155,589)	(141,617)	(119,692)
Cash received from contributed capital subsidy	59,274	42,918	36,493
Net cash used by capital financing activities	(3,844,852)	(4,812,774)	(2,144,077)
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(85,481)	-	-
Cash received from advances to other funds	-	(31,429)	(29,519)
Net cash used by noncapital financing activities	(85,481)	(31,429)	(29,519)
Cash flows from investing activities:			
Cash received from interest on investments	545,645	331,625	207,839
Net cash provided by investing activities	545,645	331,625	207,839
Net decrease in cash, restricted cash and cash equivalents	(1,366,045)	(4,074,419)	(176,886)
Cash, restricted cash and cash equivalents, July 1	10,781,757	\$ 9,415,712	\$ 5,341,293
Cash, restricted cash and cash equivalents, June 30	\$ 9,415,712	\$ 5,341,293	\$ 5,164,407

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