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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 operating budget as proposed is balanced for the 2009-10 and 2010-11 fiscal years, as well as the out years through the 2013-14 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 Council's have allowed the City to effectively manage and balance budgets especially during difficult times such as these.

The worldwide economic downturn is challenging all cities, as well as many if not all States' budgets. The California state budget crisis has exceeded \$21 billion and is likely to climb over the next several years if no action is taken by the State legislators.

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 a plan to address the longer term financial issues the City faces. While the budget as presented is balanced, it contains some 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.

The two-year budget eliminates a \$4.5 million General Fund projected structural deficit in the 2009-10 fiscal year and addresses an additional \$8 - \$10 million deficit through the end of

the five year forecast, the 2013-14 fiscal year. The recession is directly related to both the budget shortfall in terms of lower tax revenues and large investment losses of pension assets.

2009-10 Fiscal Year (Selected Funds)			
	Sources	Uses	Budget Surplus/ (Deficit)
<b>General Fund</b>	\$173,534,416	\$173,534,416	\$ -
<b>Enterprise Funds:</b>			
Airport	11,632,000	11,625,738	6,262
Transit	23,806,684	23,806,684	-
Water	28,879,000	28,313,549	565,451
Emergency Medical	10,244,959	10,244,959	-
Sanitation	11,591,110	11,591,110	-
Cultural Arts	2,181,066	2,181,066	-
Sewer	2,330,242	2,330,242	-
Parks & Recreation	8,177,239	8,177,239	-
Animal Control	454,018	454,018	-
<b>Internal Services</b>			
Fleet	6,315,738	6,071,323	244,415
Self Insurance	4,030,833	4,030,833	-

The revenues for the City's enterprise funds were not as dramatically affected by the recession and personnel costs tend to be lower as a percentage of their budget as a whole. These funds are required and are projected to be balanced.

The General Fund budget has been re-balanced through internal adjustments of \$1.04 million; reductions in recurring expenses of \$2.0 million; an increase in the cost recovery of user fees by \$868,000; maintaining the subsidy level for the Parks and Recreation Enterprise Fund at \$3.75 million and subsidizing the City's Cultural Arts Center at the \$786,000 level. In addition, the document before you reduces reserves for wage adjustments starting in the 2009-10 fiscal year and provides very limited reserves in the out years of the five year plan beginning in 2011-12.

Historically, the operating budget has relied on \$600,000 from prior year carryover. The budget before you relies on an additional \$620,000 of one time monies (Reserve for Balancing Strategies) for the 2009-10 fiscal year. This will assist with timing issues as we implement the above balancing strategies if approved.

### **Internal Adjustments**

*TRANS* – The City began issuing Tax Revenue Anticipation Notes (TRANS) two years ago. These notes assist the City in managing its cash flow needs through the first five months of the fiscal year (July – November) when the cash flows are negative until the first major installment of property taxes is received in early December. This program has generated additional investment earnings of \$540,000 for the 2007-08 fiscal year and \$1,080,000 for the 2008-09 fiscal year. These funds were originally set aside as an additional funding mechanism for the capital budget. At this time, staff is recommending placing funds from the TRANS into the Benefit Rate Mitigation Reserve and use 10% of the balance annually to assist in balancing the operating budget (\$540,000) for the 2009-10 fiscal year and thereafter. It is also recommended that any balance above \$10 million be transferred to funding capital needs of the City.

*GASB 45* – In 2004, the Government Accounting Standards Board (GASB) issued Statement 45 to provide more complete, reliable, and decision useful financial reporting regarding the costs and financial obligations the governments incur when they provide post employment benefits other than pensions (OPEB) after December 2006. Even though there was no "funding" requirement, the City set aside an additional \$1.5 million last fiscal year to begin fully funding post employment healthcare benefits. Depending on who holds the funds, the government entity or a "fiscal agent", the discount rate allowable changes from 4.25% to 7.75% which changes the annual funding level, a difference of about \$500,000 annually. At this time staff is recommending to place these funds with a 3<sup>rd</sup> party and will return to Council with an item in the coming months.

### **Department Revisions**

As stated before, the document before you recommends difficult choices. Departments were asked to submit 2% and 4% reduction scenarios and, for the most part with the exception of Police and Fire, most of the 2% submittals were accepted which provides a total of \$830,400. At the 2% level, with the exception of 4.2 positions in the General Fund (all vacant or underfilled) most of all the revisions are in materials, supplies, and professional services. The reductions submitted also included a total of \$195,900 outside the General Fund. Again, most of the reductions are in the materials and supplies area, with the exception of 3.2 positions (all vacant). These submittals will be taken in the 2009-10 fiscal year which assists in the balancing of the 2010-11 fiscal year, the 2<sup>nd</sup> year of the two-year budget.

Fire and Police also submitted like scenarios. The City Manager has worked with these two high priority departments to achieve some reductions but to minimize the impact to the community, therefore, 1.2% was used for Fire and Police, \$400,000 and \$690,000 respectively. Details for the departments as well as the discussion papers for Police and Fire are included in the "Department Revisions" section of the budget book.

Department Revisions		
	<u>General Fd</u>	<u>All Other Fd</u>
City Attorney	\$ 46,200	
City Council	4,500	
City Manager	40,000	
CIT	127,700	
Comm Development	146,800	5,100
Comm Services	209,000	105,100
Finance	74,000	
General Services	143,900	68,000
Human Resources	38,300	17,700
	<u>\$ 830,400</u>	<u>\$ 195,900</u>

**Fee Adjustments – Cost Recovery**

Many of our City departments provide services to our community. The services provided are discretionary by the user and the goal, where practical, is to offset the cost of providing the service. The current cost recovery for these services is about 66%. The last City-wide user fee study was conducted in 2003. Staff is recommending increasing the cost recovery rate, departments as a whole, to 81% based on department recommendations. A fee hearing has been noticed to the public to explore staff's recommendation. As recommended, fee revenues would increase by \$868,000 annually. The list of fee adjustments as well as the cost analysis is under the "Fee Adjustments" section in the budget book.

Parks & Recreation		<u>Increase</u>
Non Resident Fee - increasing from \$10 to \$20	\$	80,000
Swim Programs		40,000
Youth Sports		17,000
Other		40,000
		<u>\$ 177,000</u>

**Maintaining Subsidy Levels**

Proposed Fee Adjustments				
	<u>Current Recovery</u>	<u>Proposed Recovery</u>	<u>Remaining Subsidy</u>	<u>Increased Revenue</u>
Animal Control	34%	39%	\$ 87,000	\$ 7,000
Engineering	41%	58%	77,000	30,000
Fire Prevention	60%	86%	209,000	370,000
Haz Mat	70%	92%	65,000	177,000
Planning	36%	61%	446,000	275,000
Police	77%	78%	194,000	9,000
<b>Total</b>	<b>66%</b>	<b>81%</b>	<u>\$ 1,078,000</u>	<u>\$ 868,000</u>

*Cultural Arts Fund* - The subsidy for the Cultural Arts Fund was increased in 2007-08 in order to maintain a reserve for capital replacement of equipment and improvements at the Cultural Arts Center. Staff was to return with a plan to address fees charged for the use of our facilities. The current subsidy is applied to the three different operating areas: meeting rooms, classrooms, and the theatre. Staff is recommending increasing rental and labor rates to bring the theatre and classroom subsidy level more in line with the subsidy for meeting rooms at 31%, as reflected in the chart. The increase in rental rates does include City users such as Parks and Recreation classes, which is the biggest user of classroom rental.

Cultural Arts Center Enterprise Funds				
	<u>Subsidy</u>	<u>% of Budget</u>	<u>Proposed Inc</u>	<u>% of Budget</u>
Meeting Rooms	\$ 194,000	31%	-	31%
Classrooms	323,000	66%	147,090	36%
Theatre	633,000	65%	240,000	40%
	<u>\$ 1,150,000</u>		<u>\$ 387,090</u>	

*Parks & Recreation Fund* - This fund receives \$3.75 million in subsidy from the General Fund or about 45% of all costs. Fees for this Fund were last looked at in 2003 and, at this time, the department is recommending modest fee increases of \$177,000. During this upcoming budget cycle, staff will complete the subsidy analysis to see if the current policy is meeting the City's goals in this area. Staff will return to Council once the analysis is completed.

Staff is recommending enhancing the "Scholarship Program" and "Community Grant Program" by \$50,000 each from one time funds to help transition in the above increases.

**Uncertain Future: FY 2012 & Beyond**

While we plan over a five year horizon, the high level of uncertainty with regards to the State budget and the depressed economy makes projections difficult. Reserves are one mechanism to help deal with the uncertainties that face us in the upcoming years.

**Economic Anomaly and Other 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 \$17.6

<b>2008-09 Reserve Balances</b>	<b>May-09</b>
Economic Anomaly	\$ 10,781,349
Program Contingencies	660,000
Economic Development	990,334
Balancing Strategies	3,679,559
Litigation	500,000
Program Innovation	195,433
Revolving Nuisance Abatement	80,000
Benefit Rate Mitigation	3,761,021
Security Improvements	124,207
Proposition A Exchange	1,500,000
Compensated Absences	250,000
Alternate Fuel Vehicles	1,781,164
Gen'l Liab/Wkrs Comp.	5,074,323

million. This Fund has a current balance of \$10.1 million. In addition, the City has an additional \$3.7 million in the Reserve for Balancing Strategies and \$3.7 million in the Reserve for Benefit Rate Mitigation for a total of \$17.5 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.

**State Retirement (PERS) Rate Hike**

The California Public Retirement System (PERS) has sustained losses of 5.1% for the fiscal year ending 2008 and is projected to have losses in the range of 26% (based on the

latest published rate of return dated 3/09) for the fiscal year ending 2009. This becomes more significant when you factor in the portfolio projected a rate of return of 7.25% annually. There is a two-year lag in rate adjustments and rate impacts will not be felt until the 2011-12 fiscal year.

PERS does apply rate smoothing techniques to stabilize rates over the long-term; however, given the magnitude of the projected losses, PERS has proposed temporarily to modify their rate smoothing formula for the next two fiscal years. This modification will help delay and soften the spike in PERS rates over the next several years.

Originally, staff projected PERS increases to be in the \$3.2 million range based on losses of 16.9%. Since then, PERS has continued to suffer additional investment losses in the range of 26% and the PERS increase, without modification, now stands at \$9.7 million. The modification

to “smoothing” the increase is more gradual and is projected to be \$6.6 million in the 2013-14 fiscal year.

**State Budget**

The State has a budget shortfall of \$21 billion. As reported on May 21 by the Legislative Analyst’s Office (LAO), the proposed solutions of the Governor consists of about \$10 billion of spending reductions, \$7.5 billion of borrowing, and around \$3.5 billion of revenue actions. Included in the borrowing portion of the Governor’s proposal is to suspend Proposition 1A (measure approved in 2004) and borrow almost \$2 billion of property taxes received by cities, counties, and special districts. The City’s share based on 8% of the 2008-09 property tax revenues would be approximately \$4 million. The monies are required to be paid back by the State within three years. The City is on record opposing this budget solution. Should the State go down this path, staff would recommend using one-time reserves to offset the “lending”. The State budget process is far from over and staff will closely monitor the process.

**General Fund Revenues and Expenditures**

<i>Fiscal Year</i>	<i>% increase</i>	
	<i>Revenues</i>	<i>Expenditures</i>
2009-10	1.6	2.5
2010-11	3.3	3.0
2011-12	2.9	2.9
2013-13	3.7	3.7
2013-14	4.0	3.9

Approximately 71% of General Fund Revenues is derived from three revenue sources: Sales Tax (\$45.1 M), Utility Users’ Tax (\$35.0 M), and Property Tax (\$35.9 M). With regards to the expenditures, Police and Fire comprise 55% or \$88.5 million of General Fund expenditures (including emergency medical services).

*Property Taxes* - Torrance continues to have a strong property tax base and continues to grow. 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 \$23.4 billion in fiscal year 2008, an increase of 5.4% over 2007 and a growth of over 38% over the past five years. Residential property market values in the City have experienced

	Budget in 000's	%
Sales Tax	\$ 39,932	35.3
Utility Users' Tax	35,936	32.9
Property Tax	37,238	31.8
	\$116,106	65.6
Total General Fund	\$172,313	

double digit declines over the last several years and as the value of assessment decreases so does the tax receipts for the county, school district and the City of Torrance. Staff projections reflect a modest growth of 3% annually, growing to 5<sup>th</sup> year of the forecast.

*Sales Tax* – Sales Tax is the largest revenue source of the General Fund. It represents about 35% of General Fund revenues and is projected to decline by one percent in the upcoming fiscal year but pick up as the economy returns. 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.

<b>Sales Tax</b>	
Auto Sales - New	15.80%
Department Stores	12.30%
Restaurants	9.50%
Miscellaneous retail	8.80%
Leasing	6.60%
Service Stations	6.20%
Apparel Stores	5.70%
Furniture/Appliance	5.60%
Bldg. Materials - Retail	4.30%
Office Equipment	3.10%
Food Markets	3.00%
All Others	19.10%
TOTAL	100.00%

*Utility Users’ Tax (UUT)* – Overall, UUT revenues are projected to increase 3% annually due to the increase in commodity prices of oil and utility rates.

## **Operational Reviews**

*Airport* - By redeploying current personnel, changing some aspects and job duties, and aligning department expertise, the City could free up to two full time equivalents (FTE) positions to maintain several newly constructed median, repair additional sidewalk and streets without adding additional staff. (See Operational Reviews)

*Outdoor Lighting/Electrical* - The City can gain some efficiencies from transferring the outdoor lighting repair and replacement from General Services to Public Works, which is currently being done on an overtime basis by General Services. Public Works can then make some changes to extend traffic control maintenance hours to 6:30 pm from 3:30 pm to cover the evening commute. (See Operational Reviews)

*Refuse Rates* - The Refuse Fund has been able to provide a “green waste” program to 8,000 homes, about 27% of the residents, within their existing budget. It is expected that landfill costs will increase as we approach the year 2012 when the Puente Hills landfill is due to close. In addition to other increases in operating costs, as well as rolling out the “green waste” program to our remaining residents, it is expected that a rate adjustment will be needed in the fall of this year.

*Water Rates* - Torrance water rates have been very stable over the past 14 years. The only rate increase has been for pass through adjustments to offset higher imported water costs. Imported water costs are projected to increase in double digits over the next several years. One of the strategic goals of the department is to reduce our dependence on imported water. By doing this we will enhance water reliability, minimize impacts to our customers during times of drought, and stabilize long-term water costs. Maintaining our current well production and increasing local water resources is key to accomplishing our goal. It is anticipated that a new rate proposal will be brought forward once the business plan and water rate study is completed later this year.

## **Capital**

The City has deferred action on extending the City’s five-year Capital Budget due to the depressed economy and the ongoing threat from the State taking away City funds. However, there are two projects that staff would like to address now:

### *American Disabilities Act – Compliance*

The funding request is for \$360,000 to perform design work for City facilities to improve accessibility to those with disabilities. This would be the first of four phases. Funding for the other phases will be brought back when the Capital Budget is updated.

### *Brush Chipper – Replacement of three*

Brush chippers are evolving with new technology, safety features and fuel efficiencies. These three chippers are all over 12 – 16 years old and do not meet Portable Equipment Registration Program (PERP) requirements for air quality standards. The cost to replace these three chippers is \$99,000.

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 2009-10 and 2010-11 fiscal years and forecasts a balanced budget throughout the five year forecast. 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 2009-11 fiscal years. Please note that any additional funding requirements would require offsets to the other areas of the budget.

The City Council is requested to take input from the public, review the recommended budget and concur or modify this document. Any revisions requested will be incorporated into the City's operating budget for the 2009-11 fiscal years. No formal action is required until after the closing of the 2<sup>nd</sup> public hearing/budget workshop.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "LeRoy J. Jackson", written over a circular stamp or seal.

LeRoy J. Jackson  
City Manager

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# CITY OF TORRANCE

## POLICE DEPARTMENT

**TO:** LeRoy J. Jackson  
City Manager

**DATE:** 5/29/2009

**FROM:** John J. Neu  
Chief of Police

**SUBJECT:** Proposed Reductions

The Police Department continually looks forward and adjusts to better utilize personnel, maximize resources, and contain costs allocated to the Department, as in "Team Policing," which also now addresses the current critical budget issue. The Chief of Police recommends the following reductions, which include converting a supervisory position from sworn to civilian in the Traffic Division. This recommendation is consistent with actions taken earlier this fiscal year when the Department formed a civilian Crime Scene Investigation (CSI) unit comprised of Forensic Identification Specialists.

- Delete the Patrol Coordinator Sergeant in the Patrol Division. Under Team Policing, Patrol coordination will be performed by the Administrative Lieutenant. Savings: \$229,400.
- Convert one Traffic Sergeant to a civilian Police Supervisor, and delete one vacant Services Officer position from Parking Enforcement. The Police Supervisor will be a working supervisor position and assume the responsibilities of supervising the parking enforcement officers and crossing guards. Savings: \$219,435.
- Delete the Emergency Services Division Commander. The City's E-Prep (Emergency Preparedness) Team will transition from an advisory role to a more hands-on working group. This, along with having hired a new Emergency Services Coordinator, will mitigate the elimination of the Emergency Services Division Commander. Savings: \$259,100.
- Total proposed savings: \$707,935.

The elimination of the Patrol Coordinator Sergeant and the Emergency Services Division Commander, along with the conversion, will result in fewer promotion opportunities for Police Officers. The proposed conversion is an internal and administrative position in which police powers are not a job requirement. Field operations and service levels will not be affected. The time required to complete the

conversions portion of the budget reduction relies heavily on the Human Resource Department's ability to create a new civilian supervisor position.

Among the program areas the Police Department considered reducing or eliminating are Animal Control, special deployment for the July 4th Celebration, and the School Crossing Guards. The proposed conversions will enable the Department to keep those programs intact in the current reduction scenario.

The impact of the proposed budget reduction will be mitigated by the conversion of an existing position from sworn to civilian staff. Previously, the Police Department converted a Police supervisor and a Police manager to civilian staff positions. The success of these conversions indicates that the Department is able to convert additional positions and to recruit qualified, experienced civilian staff. Further, the position identified for conversion will create a much-needed opportunity for the advancement of existing civilian employees. In order to accommodate the new civilian supervisory position and to normalize the wage rates among existing and proposed supervisors, the Department is proposing the creation of a Police Supervisor class. This will also permit lateral rotation among supervisory positions within the Department.

The proposed budget reduction avoids cuts to field operations and will have little or no negative impact on existing programs. The Police Department will be able to continue its tradition of providing excellent service to the community.

Respectfully submitted,

JOHN J. NEU  
CHIEF OF POLICE



**Budget Reductions Recommended**

Div	Org ID	Index Code	Job Class	Title	Assignment	Annual Rate	Rate x		Position Changes		Budget Changes	
							Positions	Positions	FY2009-10	FY2010-11	FY2009-10	FY2010-11
6	1001-70-7006-700605	700336	7312	Police Sergeant	Patrol Coordinator	\$229,400	-1	(\$229,400)	-1	(\$229,400)	(\$229,400)	(\$229,400)
7	1001-70-7007-700709	700476	7312	Police Sergeant	Traffic Division	\$229,400	-1	(\$229,400)	-1	(\$229,400)	(\$229,400)	(\$229,400)
7	1001-70-7007-700709	700476	New	Police Supervisor	Traffic Division	\$97,865	1	\$97,865	1	\$97,865	\$97,865	\$97,865
7	1001-70-7007-700705	700385	7306	Services Officer	Traffic Division, Parking Enforcement	\$87,900	-1	(\$87,900)	-1	(\$87,900)	(\$87,900)	(\$87,900)
10	1001-70-7010-701001	700559	7313	Police Lieutenant	Emergency Services	\$259,100	-1	(\$259,100)	-1	(\$259,100)	(\$259,100)	(\$259,100)
							<b>-3</b>	<b>(\$707,935)</b>	<b>-3</b>	<b>(\$707,935)</b>	<b>(\$707,935)</b>	<b>(\$707,935)</b>
							Year 1	Year 2	Year 1	Year 2	Year 1	Year 2

# 2009-10 Budget Efficiencies

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*Prepared by: Fire Chief William Racowski Ext. 7000*

## **BACKGROUND**

As part of the budget process for FY 2009-2010, the Fire Department was directed to provide scenarios achieving two and four percent reductions. Subsequently, the Department was provided with a specific reduction target of \$400,000. To achieve that target amount, while at the same time avoiding personnel loss, the six efficiencies detailed below are presented for consideration to the City Manager.

## **PROPOSED EFFICIENCIES**

To accomplish the reduction efficiencies, the Fire Department proposes the following:

- Reduction of the Hazardous Materials Response Team to five trained personnel per shift (savings of \$179,000/yr)
- Reduction of contribution to the Apparatus replacement fund and return to the previous replacement schedule (savings of \$100,000/yr)
- Alter the Department's response to Automatic Fire Alarms between the hours of 0800-2000 to a single engine response (savings of \$23,000/yr)
- Establish a tiered response to Emergency Medical Incidents (savings of \$20,000/yr)
- Efficiency from hiring before Firefighter openings reach 6 (min. savings of \$70,000/yr)
- Reduce Critical Incident Stress Management Clinical Director contract amount (Savings of \$8,000/yr)

Separate proposals will be submitted for each of the proposed budget efficiencies/reductions.

**TORRANCE FIRE DEPARTMENT  
INTER-OFFICE COMMUNICATIONS  
OFFICE OF THE FIRE CHIEF**

**Date:** May 29, 2009  
**To:** LeRoy J. Jackson, City Manager  
**From:** William Racowski, Fire Chief  
**Subject:** **Fire Department 2009 – 2010 Proposed Budget Efficiencies –  
Hazardous Material Response Team Reduction**

**Introduction**

The Fire Department is submitting a discussion paper on proposed budget efficiencies by the reduction of the Hazardous Materials Response Team to five trained personnel per shift deployed on one Engine and Air and Light Unit. (savings of \$179,000/yr)

**Recommendation**

The Fire Department proposes a reduction of the current Hazardous Materials response team from nine members to five members per shift through attrition. This reduction of 12 premiums would result in a savings of \$179,000 annually.

**Existing Hazardous Materials Team**

Currently, the Hazardous Materials team has nine members. The Hazardous Materials team is responsible for assessment of the immediate hazardous materials incidents, providing the Incident Commander with technical assistance, and conducting and/or coordinating measures to minimize the effect of the hazard on people, the environment, and property. Upon dispatch to a Hazardous Materials incident, Engine 91 switches over to the Hazardous Materials trailer and responds. This is called a Level 1 response (88% of our Hazardous Materials responses). In the event the first company on scene or the Hazardous Materials team determines that the incident requires a Level 2 response, Engine 96 and the Air and Light unit will respond.

Current California Occupational Safety and Health Standard, Title 8, does not specify the number of personnel needed on a Hazardous Materials Team, but specifies the required duties. Title 8 states that Operations into an acutely hazardous area must have a minimum of two qualified team members, an equal number of similarly equipped back-up personnel, and a safety officer dedicated to the operation. Our Hazardous Materials team is cross-staffed, meaning that they normally respond as an engine company during day-to-day operations. The downsizing from nine (9) to five (5) personnel per shift will result in annual savings of \$219,795.

Premium Reduction

Job Class	Title	Cost of Premium*	# of Positions	ESTIMATED \$ VALUE
Fire Fighter		\$ 16,087	6	\$ 96,522
Fire Engineer		\$ 19,329	3	\$ 57,987
Fire Captain		\$ 21,762	3	\$ 65,286
TOTAL				\$ 219,795
Less cost for backup				\$ 40,795
Net savings				\$ 179,000

\*The 13% premium is calculated using the same method as in the estimation of the cost of implementing the 5th rescue (the 13% premium for the hazmat FF who was upgraded to paramedic) i.e., 13% of Modified Salary Base (Variable costs less Longevity, less Move-up, less Premiums)

This savings will not be seen immediately as we propose to down-size the team through attrition. Extra personnel will be rotated into the new five-person team, giving us backup personnel to fill in for vacations, sick leave, and industrial injuries. In addition, a program has to be created to include training, physical exams and premiums for those personnel willing to train to the hazmat basic level in order to cover for specific rank vacancies. (probable cost of \$40,795). The following chart shows current and proposed staffing.

**Current Hazardous Materials Team Staffing**

	Apparatus Staffing
Engine 91	4
Engine 96 (Responds on Level 2)	4
Air and Lighting	1
<b>Total on-duty staffing</b>	<b>9</b>

**Proposed On-Duty Minimum Staffing**

	Apparatus Staffing
Engine 91	4
Air and Lighting	1
<b>Total on-duty staffing</b>	<b>5</b>

Respectfully,

William Racowschi,  
Fire Chief

**TORRANCE FIRE DEPARTMENT**  
**INTER-OFFICE COMMUNICATIONS**  
**OFFICE OF THE FIRE CHIEF**

**Date:** May 29, 2009  
**To:** LeRoy Jackson, City Manager  
**From:** William Racowschi, Fire Chief  
**Subject:** **Fire Department 2009 - 2010 Proposed Budget Efficiencies  
Apparatus Replacement Fund Reduction**

**Recommendation**

The Fire Department proposes a reduction of \$100,000 per year to the Apparatus Replacement Fund from \$500,000 to \$400,000 with capital infusion of \$880,000 every three years. This will be coupled with increased years of service for fire engines and trucks.

**Background/ Analysis**

The Apparatus Replacement Fund was established in 1995 to provide funding to replace old fire apparatus such as fire engines, trucks, Air & Light unit, and the hazmat trailer. The contribution to the fund was \$380,000 per year through FY05-06 and \$500,000 per year from FY06-07, when the years in frontline service for engines and trucks were reduced.

The Fire Department is proposing to increase the years in front line service from 12 to 15 years for the fire engines and from 15 to 20 years for the fire trucks; the years in reserve remain the same – five years for both the engines and the trucks. The total service life will be 20 years for engines and 25 years for trucks. The Department is also proposing to reduce the annual contributions to the Apparatus Replacement Fund from \$500,000 to \$400,000 with capital infusion of \$880,000 every three years in 2012, 2015, 2018, and 2021. This will meet current budget constraints while still be able to replace the apparatus that will be due for replacement in the future years through 2021. (See Apparatus Replacement Schedule).

A comparison of past purchases shows that the prices of the engines have grown by more than 5% per year since 1995. The Apparatus Replacement schedule is based on 2009 replacement cost. The total cost per year for all apparatus (\$400,493) inflated with 5% inflation factor and averaged for 20 years is \$695,240. If we reduce the contributions to \$400,000, in year 2018 we will start having a deficit. By 2021, the department will need additional \$3.5 million to replace the two engines and the truck due for replacement that year. The capital infusions of \$880,000 every three years will help the city avoid having to come up with \$3.5 million one-time money in 2021 and will provide sufficient funding for first replacement of all existing apparatus.

The Department will have to postpone the purchase of two engines and one truck that are due for replacement in 2009 and 2010 based on the existing replacement schedule. The Fire Department will have to replace the reserve vehicles only when a frontline vehicle is replaced. This will cause some of the reserve engines to be run for 25 years instead of for 20 years and a reserve truck to be run for 32 years instead of 25. This will increase the repair and maintenance cost. For a comparison the 2008 repair costs of the two 2006 engines was \$8,749 and \$6,000; the repair costs for the 1998 and 1997 engines are \$40,335 and \$28,787, correspondingly.

Respectfully,

William Racowschi,  
Fire Chief  
Attachment A -Apparatus Replacement Schedule

Fire Apparatus Replacement Schedule

Scenario: No replacement in 2009; increase years of frontline service from 12 to 15 for engines and from 15 to 20 for trucks. Years in reserve remain 5 years for both engines and trucks.													
Replacement cost estimates for trucks and engines as of 2009 with taxes.													
Assignment	Vehicle_Type_Descr	Purchase_Year	Replace_Cost	Service_Life	Cost/Year	Replace_Year	Replace_Co	2009	2013	2014	2018	2019	2021
		Year		or purchase cost		ear_1	st_1						
E-912	Engine/Reserve	1988	0	20	0	2008							
E-913	Engine/Reserve	1996	0	20	0	2016							
T-913	Truck/Reserve	1982	0	25	0	2007							
E-916	Engine/Reserve	1988	0	20	0	2008							
E-914	Engine/Reserve	1994	0	20	0	2014							
E-915	Engine/Reserve	1988	0	20	0	2008							
T-96	Truck	1994	1,000,000	20	50,000	2014	1276282			1,276,282			
E-96	Engine/Pumper	2006	580,000	15	38,667	2021	1041597						1,041,597
E-91	Engine/Pumper	2006	580,000	15	38,667	2021	1041597						1,041,597
E-97	Engine/Pumper	1998	580,000	15	38,667	2013	704994		704,994				
E-92	Engine/Pumper	1997	580,000	15	38,667	2012	671423		704,994				
T-91	Truck	2001	1,000,000	20	50,000	2021	1795856						1,795,856
E-93	Engine/Pumper	2003	580,000	15	38,667	2018	899770				899,770		
E-94	Engine/Pumper	2003	580,000	15	38,667	2018	899770				899,770		
E-95	Engine/Pumper	2003	580,000	15	38,667	2018	899770				899,770		
A/L 95	Air & Light	1999	461,459	20	23,073	2019	751667					751,667	
HM-91	Hazmat Trailer	1989	135,061	20	6,753	2009	135061						
Total					400,493			135,061	1,409,987	1,276,282	2,699,311	751,667	3,879,050
Apparatus Replacement Fund (contributions \$380K per year through FY05-06, and \$500K/yr from FY06-07 on)													
Apparatus replacement funding assuming \$500K per year (\$1,838,254 as of 6/30/09)													
Balance after purchase (with \$500,000 annual contributions)													
Apparatus replacement funding assuming \$400K per year (\$1,838,254 as of 6/30/09)													
<b>Balance after purchase (with \$400,000 annual contributions)</b>													
Apparatus replacement funding assuming \$400K/yr & capital infusion of \$880 in 2012, 2015, 2018 & 2021													
<b>Balance after purchase (w/ \$400K annual contributions &amp; \$880K capital infusion every 3 years)</b>													
1,703,193    1,838,254    4,183,193    3,173,206    5,256,924    2,957,613    3,885,946													
1,703,193    2,773,206    1,896,924    2,557,613    2,205,946    6,896													
Total cost per year averaged over 20 years with an annual inflation factor													
Inflated total annual replacement cost of \$400,493 with rate of:													
20 years    Average    5% infl    4% infl    3% infl													
Year 1    420,517    416,512    412,507    554,211													
Year 2    441,543    433,173    424,883													
Year 3    463,620    450,500    437,629													
Year 4    486,801    468,520    450,758													
Year 5    511,141    487,261    464,281													
Year 6    536,698    506,751    478,209													
Year 7    563,533    527,021    492,555													
Year 8    591,710    548,102    507,332													
Year 9    621,296    570,026    522,552													
Year 10    652,360    592,827    538,229													
Year 11    684,978    616,540    554,375													
Year 12    719,227    641,202    571,007													
Year 13    755,189    666,850    588,137													
Year 14    792,948    693,524    605,781													
Year 15    832,595    721,265    623,954													
Year 16    874,225    750,115    642,673													
Year 17    917,936    780,120    661,953													
Year 18    963,833    811,325    681,812													
Year 19    1,012,025    843,778    702,266													
Year 20    1,062,626    877,529    723,334													

**TORRANCE FIRE DEPARTMENT**  
**INTER-OFFICE COMMUNICATIONS**  
**OFFICE OF THE FIRE CHIEF**

**Date:** May 29, 2009  
**To:** LeRoy J. Jackson, City Manager  
**From:** William Racowschi, Fire Chief  
**Subject:** **Fire Department 2009 – 2010 Proposed Budget Efficiencies –  
Response Plan Modifications**

**Introduction**

The Fire Department is submitting a discussion paper on proposed budget efficiencies to include the following:

- o Establish a tiered response to Emergency Medical Services (EMS ) incidents (savings of \$20,000/yr)
- o Alter the Department's response to Automatic Fire Alarms (AFA) between the hours of 8:00 am -8:00 pm to a single engine response (savings of \$23,000/yr)

**Recommendation**

The Fire Department proposes to alter response plans to Emergency Medical Services (EMS) incidents and Automatic Fire Alarms. These changes will result in an estimated savings of \$43,000 annually.

**Response Plans**

**Emergency Medical Services**

The Advanced Life Support (ALS) response plan requires a Fire Engine/Truck and a Paramedic Unit, which is the current level of service provided on all EMS incidents.

The modified Basic Life Support (BLS) response plan will result in a single Paramedic unit responding to a request for service which is of a non-life threatening nature.

The estimated cost savings from this change in response plan is \$20,000 annually.

**Automatic Fire Alarms**

The Fire Department currently responds two Engines, one Ladder Truck, Air and Light Unit, Paramedic Rescue and Command Team to all automatic fire alarms. The proposal is to alter the response plan to automatic fire alarms by responding a single fire engine between the hours of 8:00 am to 8:00 pm. The estimated cost savings from this response plan change are \$23,000 annually.

Respectfully,

William Racowschi,  
Fire Chief

Attachment A – Fire Alarms and Basic Life Support Analyses

## Fire Alarms Incidents

**8 am to 8 pm**

Savings from dispatching 1 Engine only vs. 2 Engines, 1 Truck, 1 Battalion Chief vehicle, 1 Air & Light, and 1 Rescue to Fire Alarm Incidents

Fuel cost savings	# of incidents	miles (round trip)	MPG	\$/gallon of gas	Total cost
Fire Alarms 8/26/08 - 5/26/09 (9 months)	262				
Estimate for one year - Fire Alarms	349				
Engine - fire alarm responses	350	5	5	3	\$ 1,050
Truck- fire alarm responses	350	5	5	3	\$ 1,050
AL- fire alarm responses	350	5	10	3	\$ 525
Rescue- fire alarm responses	350	5	8	3	\$ 656
Battalion Chief vehicle- fire alarm responses	350	5	10	3	\$ 525
Fuel Cost for 1 engine only					\$ 1,050
Fuel Cost for 2E, 1T, 1BC, AL, 1R					4,856.25
Fuel cost savings					<b>\$ 3,806</b>

Repair Cost Savings	Fire Alarm Responses 2008	% of fire alarms in total responses	Annual Maintenance & Repair	Annual Repair Cost Only	Savings on Repair Cost Only
Engine - average	1967	18%	\$25,710	\$ 23,620	\$ 4,203
Truck -average	932	38%	\$22,813	\$ 21,008	\$ 7,889
A&L	909	39%	\$15,351	\$ 14,151	\$ 5,449
Rescue - average	2426	14%	\$ 7,781	\$ 6,278	\$ 906
BC vehicle	883	40%	\$ 3,573	\$ 2,537	\$ 1,006
Total repair cost savings					\$ 19,452

<b>Total fuel and repair cost savings</b>					<b>\$ 23,258</b>
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Basic Life Support (BLS) Incidents

Savings from dispatching only one rescue (vs. one rescue and one engine) to BLS calls

	# of incidents	miles (round trip)	MPG	\$/gallon of gas	Total cost
BLS calls 8/26/08 - 5/26/09 (9 months)	3205				
Estimate for one year - BLS Calls	4273				
Engine - BLS calls per year	4273	5	5	3	\$ 12,820
Rescue - BLS calls per year	4273	5	8	3	\$ 8,013
Cost for one engine and one rescue					20,833
Fuel cost savings of sending 1 Rescue vs. 1 Engine and 1 Rescue					12,820
# of incidents per engine per year	1967				
BLS incidents per engine	610				
% of BLS incidents in all calls	31%				
Annual repair cost per engine - 2008 (repair and maintenance)					\$ 23,620
Maintenance savings					7,332
Total Savings					\$ 20,152

**TORRANCE FIRE DEPARTMENT**  
**INTER-OFFICE COMMUNICATIONS**  
**OFFICE OF THE FIRE CHIEF**

**Date:** May 29, 2009  
**To:** LeRoy J. Jackson, City Manager  
**From:** William Racowschi, Fire Chief  
**Subject:** **Fire Department 2009 – 2010 Proposed Budget Efficiencies –  
Firefighter permanent vacancies**

**Introduction**

The Fire Department is submitting a discussion paper to outline an efficiency by hiring recruit firefighters for to fill permanent vacancies.

**Recommendation**

The Fire Department recommends hiring recruit firefighters when vacancies occur, which will result in an estimated savings of \$70,000 per position.

**Background**

Prior to March 2009, the Department was unable to hire recruit firefighters until there were at least six permanent vacancies. The result was increased constant staffing costs to cover for these vacancies. Our analysis shows there are savings to hire new recruit firefighters versus paying overtime to backfill for these positions. During the recent Torrance Fire Fighters' Association contract negotiations, the requirement for having six permanent vacancies prior to any hiring was removed. This will allow the Department to hire recruit firefighters when vacancies occur. With this language change, it has been estimated a cost savings of \$70,000 in backfill costs.

Respectfully,

William Racowschi,  
Fire Chief

**Cost of Constant Staffing for 1 year for 6 FF openings:**

	For 6	For 1
Constant Staffing for 6 openings for 1 year (\$43.35 x 24 x 365 x 6)	2,278,476	379,746
<b>Cost of 6 new FFs for the 1st year:</b>		
Cost for 6 recruits fr. 1/5/09 to 4/10/09 for 3.5 mo training at Step 1 FF	\$ 99,330	\$ 16,555
Cost for 6 FF from 4/12/09 to 8/5/09; 2.5 months at Step 1 FF	97,382	\$ 16,230
Cost for 6 FF from 8/5/09 to 1/5/2010; 6 months at Step 2 FF	736,189	\$ 122,698
Cost of Constant Staffing to cover for the 6 FFs while in training for 3.5 months.	664,556	\$ 110,759
Cost of Constant Staffing to cover for 2 Training Captains for 95 days of training	266,698	\$ 44,450
<b>Total costs:</b>	<b>\$ 1,864,155</b>	<b>\$ 310,692</b>
<b>Difference</b>	<b>\$ 414,321</b>	<b>\$ 69,054</b>

**TORRANCE FIRE DEPARTMENT**  
**INTER-OFFICE COMMUNICATIONS**  
**OFFICE OF THE FIRE CHIEF**

**Date:** May 29, 2009  
**To:** LeRoy J. Jackson, City Manager  
**From:** William Racowschi, Fire Chief  
**Subject:** **Fire Department 2009 – 2010 Proposed Budget Efficiencies**  
**Critical Incident Stress Management Contract Reduction**

**Introduction**

The Fire Department is submitting a proposal to reduce the Critical Incident Stress Management contract amount by \$8,000 per year.

**Recommendation**

The Fire Department proposes a reduction of the contract for services with the Critical Incident Stress Management Clinical Director from \$28,000 to \$20,000 per year.

Dr. Gary Brown has been functioning as a consultant to the Fire Department since January 1994 through present. From January 1994 through 1996, he provided his clinically based Critical Incident Stress Management services, including demobilization, defusing, debriefings, one-to-one interventions at no cost to the Fire Department. In 1996, Dr. Brown was awarded a consulting contract with the City of Torrance, and he continued his efforts to expand the program to its full potential. He has recruited, trained and maintained a formal, active, and much needed Critical Incident Stress Management team comprised of Torrance Fire Department personnel.

Respectfully,

William Racowschi,  
Fire Chief

## 2% Reduction Scenarios Summary

Department	2% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
<b>City Attorney</b>	46,178							
Civil Litigation								7,500
Criminal Prosecution								2,500
General Support								36,178
<b>City Attorney Totals</b>	46,178	-	46,178					
<b>City Clerk</b>	11,388							
<b>City Clerk Totals</b>	11,388	-	11,388					
<b>City Council</b>	4,362							
Muni/Legis. Policy								4,500
<b>City Council Totals</b>	4,362	-	4,362					
<b>City Manager</b>	39,643							
Policy Program & Budget Admin								25,500
								1,200
								3,120
								1,140
City Land Management								3,050
Training & Development Program								3,567
Economic Development								2,500
<b>City Manager Totals</b>	39,643	-	39,643					
<b>Treasurer</b>	14,151			72,600	(1.0)	Account Clerk		
Central Cashiering								
<b>Treasurer Totals</b>	14,151	-	14,151					
<b>Civil Service</b>	6,126							
<b>Civil Service Totals</b>	6,126	-	6,126					
<b>CIT</b>	75,277							
Telephone								30,000
PC Replacement								35,000
								23,521
								20,162
								19,000
<b>CIT Totals</b>	75,277	-	75,277					
<b>CDD</b>	146,797			98,300	(1.0)	Engineering Technician II (vacant)		
Engineering & Records								38,497
Transportation Planning								
Administration Redevelopment		5,097						10,000
								5,097
<b>CDD Totals</b>	146,797	5,097	151,894					

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
7,500 2,500 36,178 46,178	-	46,178		Reduction in outside legal services to represent Civil Service Commission. Will result in increase in in-house work by requiring an attorney to represent the Civil Service Commission. Attorneys will not be able to represent the Departments before the Commission.
-	-	Not recommended		
4,500 4,500	-	4,500		Reduction in portable phones and out-of-town travel.
25,500 1,200 3,120 1,140  3,050  3,567 2,500 40,077	-	40,077		Reduction of Professional Services Reduction of Secretarial Services Reduction of Special Services Reduction of Out-of-Town Travel  Reduction to Land Management budget based on expenditure trends from previous fiscal year. Due to economic slowdown, appraisals, consultants and outside legal review has not been as great as in previous years. May be needed in future years when economy recovers.  Reduction of Out-of-Town Travel. Minimal impact.  Reduction of Out-of-Town Travel. Minimal impact. Staff will not travel out of town during next two years.
72,600 72,600	-	Not recommended		Reduction of position will lengthen time required to process cash reports, enter and process parking tickets, process month-end invoices and preparation of month-end reports.
-	-	Not recommended		
30,000 35,000 23,521 20,162 19,000 127,683	-	127,683		Reduction in Telephone and Telegraph Reduction in non-Vehicle Equipment PC useful Life Extension Laptop Useful Life Extension Server Consolidation and Virtualization
98,300 38,497 10,000 146,797	5,097 5,097	146,797	5,097	Elimination of this position will impact level of service provided at public counter. Timeframes for permit issuance and processing as well as plan review timeframes will increase. Reduction in Professional Services. Will impact training and the ability to complete general, division, and trade specific trainings in a timely manner and the incumbent currently administering a portion of the in-house training will take on additional workload. Reduction in Professional Services. Will impact implementation of Traffic Calming Measures. Reduction in Special Materials. Will lengthen time required to perform certain technical services requiring materials and supplies needed for the Downtown Redevelopment Project Area visioning and day-to-day activities.

## 2% Reduction Scenarios Summary

Department	2% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
Community Services Administrative Services	209,056						3,100	6,000
				2,700	(0.1)	Sr. Recreation Leader (vacant)		
				3,650	(0.1)	Recreation Specialist (vacant)	2,300	3,172
Cultural				3,650	(0.1)	Recreation Specialist (vacant)		
				16,200	(0.3)	Instructor II (vacant)	3,400	
Library								5,000
								91,782
								12,125
Park Services								50,799
								28,428
Recreation Services		102,667		29,700	(1.1)	Sr. Recreation Leader (vacant)		
				15,960	(0.7)	Recreation Leader (vacant)		36,200
<b>Community Services Total</b>	209,056	102,667	<b>311,723</b>					
Finance Purchasing	74,117			99,200	(1.0)	Buyer (vacant)		(25,083)
<b>Finance Total</b>	74,117	-	<b>74,117</b>					
Fire Operations - General Fund	460,545			479,400	(3.0)	Firefighters	(17,203)	
Fire Prevention Div - Gen. Fund				183,500	(1.0)	Public Education Officer		
<b>Fire Total</b>	460,545	-	<b>460,545</b>					

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
3,100				Reduction of overtime for Admin Analyst (32 hrs) and Admin Secretary (33 hrs)
6,000				Reduction of Postage.
2,700				Salary reductions include reducing operating hours of Dept's Supply Room.
3,650				Salary reductions include reducing operating hours of Dept's Supply Room.
2,300				Reduction of overtime for Sr. Rec. Leader (19 hrs)
3,172				Reduction of Medical and Recreational supplies.
	3,650			Reduction of 0.1 FTE Rec. Spec. Was allocated to Torrance Theater Company but since number of productions is being cut back, there should be minimal impact.
	16,200			Reduction of surplus in recurrent salaries in Classes budget.
	3,400			Reduction of number of Wild Wednesday events from 5 concerts to 4.
5,000				Reduction of Periodicals budget. Will have long term negative effects on Library's ability to provide materials for youth curriculum support, as well as recreational reading.
91,782				Reduction of Books/Pamphlets budget.
12,125				Closing Katy Geissert Civic Center Library on four Sundays. Will have negative effect on public. With depressed economy, many people rely on Library's computers for their internet access, including job searching activities and basic e-mail service.
50,799				Reduction in materials and supplies. Will result in less landscape and site improvements ; replacement of maintenance equipment and tools such as mowers, blowers, etc.; purchase of computer software; purchase of technical publications and a reduction in training unless required to retain necessary certificates and licenses.
28,428				Sprint Cell Phone Tower lease funds
	29,700			Minimal proposed salary reductions offset the Division's bottom line (they help offset Division programs that are historically and currently overspent (and these proposed reductions may have an effect on meeting the overall Division budget bottom line.
	15,960			
	36,200			Reduction of Batting Cage materials. These savings were initiated and approved by City Council in 2008, however their full benefit will be received beginning FY '09-10.
209,056	105,110	209,056	105,110	
74,117				Reduction of 1.0 Buyer position. Would require all departments to go through one buyer for all purchasing needs, including Bid processing and obtaining Quotes.
74,117	-	74,117		
479,400 (17,203)				Delete three firefighter positions from Operations To delete three firefighters, will have to change Constant Staffing from 49 personnel daily to 48 personnel daily.
183,500				Cut Public Education Program for 2 years and then re-evaluate. A Firefighter/Paramedic is currently assigned to this position. Coordination and scheduling for services provided through this program will be removed. Potential negative impact to the TFD Class 1ISO rating, which may affect the community's insurance rates.
645,697	-			

## 2% Reduction Scenarios Summary

Department	2% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
General Services Facility Services	61,607			84,100	(1.0)	Building Maintainer (vacant)	11,600	(7,000)
								(6,542)
City Yard/Facility Ops								1,800
								5,000
								9,294
Fleet		63,260		84,000	(1.0)	Mechanic (vacant)		
CAC		29,666						20,476
								9,190
<b>General Services Total</b>	<b>61,607</b>	<b>92,926</b>	<b>154,533</b>					
Human Resources General Fund	38,295			62,300	(1.0)	Typist Clerk II - Currently underfilled and will continue to underfill with CSR until vacant.		
				(48,600)	1.0	Customer Service Rep		4,306
								7,639
								5,650
								7,000
AQMD		838						838
Self-Insurance		15,568						15,568
Vanpool		1,322						1,322
<b>Human Resources Total</b>	<b>38,295</b>	<b>17,728</b>	<b>56,023</b>					
Police	1,109,838							
Research & Training Division				213,900	(1.0)	Police Sergeant		
Research & Training Division				(109,600)	1.0	Business Manager		
Records Division				261,900	(3.0)	Records Supervisor		
Records Division				(293,595)	3.0	Records Supervisor		
Services Division				238,600	(1.0)	Police Lieutenant		
Services Division				(130,000)	1.0	Police Manager		
Services Division				427,800	(2.0)	Police Sergeant		
Services Division				213,900	(1.0)	Police Sergeant		
Services Division				(293,595)	3.0	Police Supervisor		
Services Division				103,300	(1.0)	ID Analyst		
Traffic Division				213,900	(1.0)	Police Sergeant		
Traffic Division				(97,865)	1.0	Police Supervisor		
Traffic Division				83,400	(1.0)	Animal Control Supervisor		
Traffic Division				(97,865)	1.0	Police Supervisor		
Traffic Division				345,800	(13.0)	Crossing Guard		
Communications Division				238,600	(1.0)	Police Lieutenant		
Communications Division				(130,000)	1.0	Police Manager		
<b>Police Total</b>	<b>1,109,838</b>	<b>-</b>	<b>1,109,838</b>	<b>1,188,580</b>				
Public Works Airport Field Operations	156,939			104,300	(1.0)	Airport Supervisor		
				83,900	(1.0)	Airport Worker		
				188,200				
Administrative Changes/Yard Mgmt.				108,000	(1.0)	Survey Party Chief		
				(30,000)	0.5	Typist Clerk II		
				(13,000)		Premium for Business Manager		
				65,000				

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
84,100				Position has been frozen/vacant for over 3 years and will continue to be left frozen/vacant.
11,600				Reduction of overtime by scheduling repair of exterior lighting with use of Pub. Wks assigned bucket truck for Facilities Electrician on a normal work day.
(7,000)				Addition of funds to HVAC materials and contract budgets to cover continuing increasing costs in these areas.
(6,542)				Addition of funds to Custodial materials and contract budgets to cover continuing increasing costs in these areas.
1,800				Professional/Technical and Contract services at the City Yard will be reduced.
5,000				Reduction in Dump Fees or Charges
9,294				Reduction in Professional/Technical Services
				Reduction in Special or Contract Services
45,612	38,388			Forfeiture of vacant Mechanic position
	20,476			Reduction of Advertising & Publishing
	9,190			Reduction of Postage
143,864	68,054	143,864	68,054	
62,300				Reallocate funds from Typist Clerk II to Customer Service Rep.
(48,600)				Reduction of funds for consulting services
4,306				Eliminate Service Award Lapel Pin for honorees with 10+ years of service.
7,639				Eliminates Perfect Attendance Award
5,650				Eliminates annual flu shot provided by City to employees.
7,000				
	838			Reduction of Health and Rideshare giveaways.
	15,568			Reduction taken from Workers' Compensation savings in State assessment based upon a decline in lost time claims.
	1,322			Reduction in insurance costs. Will have no effect as Rideshare liability insurance costs are now largely covered under the Rideshare Vehicle lease.
38,295	17,728	38,295	17,728	
213,900				Reductions will require positions to be converted from sworn to civilian.
(109,600)				Changes will result in fewer promotional opportunities for Police Officers, as the conversions include sergeant, lieutenant, and captain positions. All proposed conversions involve internal and administrative positions in which police powers are not a job requirement.
261,900				Field operations and service levels will not be affected.
(293,595)				
238,600				
(130,000)				
427,800				
213,900				
(293,595)				
103,300				
213,900				
(97,865)				
	83,400			
	(97,865)			
345,800				
238,600				
(130,000)				
1,203,045	(14,465)			
	104,300			Elimination of Airport Supervisor
	83,900			Elimination of Airport Worker
	108,000			Delete Survey Party Chief
	(30,000)			Add one half-time Typist Clerk
	(13,000)			Provide premium to existing Business Manager to maintain City Yard.

## 2% Reduction Scenarios Summary

Department	2% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
Water Fund Cost Reductions		97,625						275,000
Sewer Fund Cost Reductions		17,346						15,000 20,000
Green Waste Savings				170,400				100,000
<b>Public Works Total</b>	156,939	114,971	<b>271,910</b>					
<b>Transit</b>		267,129						
Incentive Program								66,000
General Administration								8,000
General Administration								2,000
Training								5,000
Warehouse/Inventory								200,000
<b>Transit Total</b>	-	267,129	<b>267,129</b>					
<b>TOTAL ALL DEPARTMENTS</b>	<b>2,454,319</b>	<b>333,389</b>	<b>2,787,708</b>					

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
	275,000			Complete installation of Well 9 by July 2009 to increase reservoir capacity by 1000 acre feet. Savings of locally produced water is \$275 per acre foot. Total savings in water fund of \$275,000 per year.
	15,000			Reduction in expense accounts for Sewer Fund - Vehicle Equip Repair.
	20,000			Reduction in expense accounts for Sewer Fund - Prof/Tech Services.
	100,000			Addition of two green waste routes added without additional staff or equipment.
	170,400			Savings from two refuse vehicles
				Savings from two Truck Operators
-	833,600			
	66,000			Reduction of Incentive Program budget
	8,000			Reduction of Out-of-Town travel
	2,000			Reduction of Local Meetings and Expenses
	5,000			Reduction of Education/Training Schools
	200,000			Reduction of Fuel Inventory Purchases
-	281,000			* Fully externally funded. Required to balance budget annually. No reliance on General Fund.
<b>2,751,909</b>	<b>1,296,124</b>	<b>830,567</b>	<b>195,989</b>	

## 4% Reduction Scenarios Summary

Department	4% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
<b>City Attorney</b>	92,355							
Civil Litigation								15,000
Criminal Prosecution								5,000
General Support								72,355
<b>City Attorney Totals</b>	92,355	-	<b>92,355</b>					
<b>City Clerk</b>	22,777							
<b>City Clerk Totals</b>	22,777	-	<b>22,777</b>					
<b>City Council</b>	8,724							9,000
Muni/Legis. Policy								
<b>City Council Totals</b>	8,724	-	<b>8,724</b>					
<b>City Manager</b>	79,285							
Policy Program & Budget Admin				124,900 (82,600)	(1.0) 1.0	Management Associate Management/Staff Assistant		21,600 1,200 3,120 1,140
City Land Management								5,550
Training & Development Program								7,133
Economic Development								2,500
<b>City Manager Totals</b>	79,285	-	<b>79,285</b>					
<b>Treasurer</b>	28,302							
Central Cashiering				72,600	(1.0)	Account Clerk		
<b>Treasurer Totals</b>	28,302	-	<b>28,302</b>					
<b>Civil Service</b>	12,253							
<b>Civil Service Totals</b>	12,253	-	<b>12,253</b>					
<b>CIT</b>	150,555							
Telephone								43,230 35,000
PC Replacement								23,521 20,162 19,000
							23,698	46,000
<b>CIT Totals</b>	150,555	-	<b>150,555</b>					
<b>CDD</b>	293,594							
Engineering & Records				98,300	(1.0)	Engineering Technician II (vacant)		43,000
Transportation Planning								10,000
Administration				62,300	(1.0)	Typist Clerk II		
Environmental				80,000	(1.0)	Revenue Inspector		5,097
Redevelopment		10,194						5,097
<b>CDD Totals</b>	293,594	10,194	<b>303,788</b>					

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
15,000 5,000 72,355 92,355	-			Reduction in outside legal services to represent Civil Service Commission. Will result in increase in in-house work by requiring an attorney to represent the Civil Service Commission. Attorneys will not be able to represent the Departments before the Commission.
-	-	Not recommended		
9,000 9,000	-			Reduction in portable phones and out-of-town travel.
124,900 (82,600) 21,600 1,200 3,120 1,140  5,550  7,133  2,500  84,543	-			Will be temp filled with Staff Asst. \$42,300 savings Reduction of Professional Services Reduction of Secretarial Services Reduction of Special Services Reduction of Out-of-Town Travel  Reduction to Land Management budget based on expenditure trends from previous fiscal year. Due to economic slowdown, appraisals, consultants and outside legal review has not been as great as in previous years. May be needed in future years when economy recovers.  Reduction of Out-of-Town Travel and Printed Forms. Moderate impact on program.  Reduction of Out-of-Town Travel. Minimal impact. Staff will not travel out of town during next two years.
72,600  72,600	-			Reduction of position will lengthen time required to process cash reports, enter and process parking tickets, process month-end invoices and preparation of month-end reports. Increase wait time to service Customers and Internal Departments.
-	-	Not recommended		
43,230 35,000 23,521 20,162 19,000 23,698 46,000 210,611	-			Reduction in Telephone and Telegraph Reduction in non-Vehicle Equipment PC useful Life Extension Laptop Useful Life Extension Server Consolidation and Virtualization Hours reduced: IT Specialist (205 hrs), IT Analyst (75 hrs), Systems Analyst (100 hrs) Reduction from Non-Vehicle Equipment.
98,300  43,000  10,000 62,300  80,000	5,097  5,097			Elimination of this position will impact level of service provided at public counter. Timeframes for permit issuance and processing as well as plan review timeframes will increase. Reduction in Professional Services. Will impact training and the ability to complete general, division, and trade specific trainings in a timely manner and the incumbent currently administering a portion of the in-house training will take on additional workload. Reduction in Professional Services. Will impact implementation of Traffic Calming Measures. Will impact Department's ability to quickly provide information to the public and support services to department staff and Commissions. Existing Environmental Staff will pick up NPDES inspection program. Response times will be longer and compliance requirements will be accepted at basic levels. Reduction in Special Materials. Will lengthen time required to perform certain technical services requiring materials and supplies needed for the Downtown Redevelopment Project Area visioning and day-to-day activities. Elimination of legal services. Will require existing City Legal Staff to provide legal counsel. Will require Council consideration for an appropriation of finding for the Downtown Redevelopment Project area, if outside legal services are needed.
293,600	10,194			

## 4% Reduction Scenarios Summary

Department	4% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
<b>Community Services</b>	418,112							
Administrative Services							5,100	10,000 2,000
				5,400	(0.2)	Sr. Recreation Leader (vacant)		
				4,750	(0.1)	Recreation Specialist (vacant)		
				2,700	(0.1)	Sr. Recreation Leader (vacant)		
				3,650	(0.1)	Recreation Specialist (vacant)		
							2,300	5,130 814
Cultural				3,650	(0.1)	Recreation Specialist (vacant)		
				3,650	(0.1)	Recreation Specialist (vacant)		
				8,100	(0.3)	Sr. Recreation Leader (vacant)		
				10,950	(0.3)	Recreation Specialist (vacant)		
				16,200	(0.3)	Instructor II (vacant)		
							3,400	
Library				15,500	(0.5)	Jr. Library Clerk (vacant)		
				10,250	(0.5)	Library Page (vacant)		
								5,000
								90,064 12,125
								84,875
Park Services				66,900	(1.0)	Groundskeeper (vacant)		63,126
								28,428
Recreation Services		205,333		70,200	(2.6)	Sr. Recreation Leader (vacant)		
				54,720	(2.4)	Recreation Leader (vacant)		36,200
<b>Community Services Total</b>	418,112	205,333	<b>623,445</b>					
<b>Finance</b>	148,234							
Purchasing				99,200	(1.0)	Buyer (vacant)		
				21,780	(0.3)	Account Clerk		27,254
<b>Finance Total</b>	148,234	-	<b>148,234</b>					
<b>Fire</b>	921,091							
Operations - General Fund				1,118,600	(7.0)	Firefighters	(10,706)	
Fire Prevention Div - Gen. Fund				183,500	(1.0)	Public Education Officer		
<b>Fire Total</b>	921,091	-	<b>921,091</b>					

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
5,100				Reduction of overtime for Admin Analyst (60 hrs), Admin Secretary (40 hrs) and Secretary (8 hrs).
10,000				Reduction of Postage.
2,000				Reduction of Special Materials
5,400				Salary reductions include reducing operating hours of Registration Desk at Cultural Arts Center and will eliminate staff during non-registration periods.
4,750				Salary reductions from Park Ranger Program.
2,700				Salary reductions include reducing operating hours of Dept's Supply Room.
3,650				Salary reductions include reducing operating hours of Dept's Supply Room.
2,300				Reduction of overtime for Sr. Rec. Leader (19 hrs)
5,130				Reduction of Medical and Recreational supplies.
814				Reduction of Canteen Supplies
	3,650			Reduction of 0.1 FTE Rec. Spec. Was allocated to Torrance Theater Company but since number of productions is being cut back, there should be minimal impact.
	3,650			Reduction of 0.1 FTE Rec. Spec. allocated to Cultural Excursion Program.
	8,100			Reduction in Preschool Program's Lollipop Tree class.
	10,950			Reduction in Ceramics Open Studio Workshop.
	16,200			Reduction of surplus in recurrent salaries in Classes budget.
	3,400			Reduction of number of Wild Wednesday events from 5 concerts to 4.
15,500				Elimination from Library's Circulation work unit will affect Library's ability to staff Circulation Desk.
10,250				Elimination at Southeast Library will result in delays in the reshelving of books and other library materials, an increase in amount of time patrons wait for service as Page also helps staff Service Desk.
5,000				Reduction of Periodicals budget. Will have long term negative effects on Library's ability to provide materials for youth curriculum support, as well as recreational reading.
90,064				Reduction of Books/Pamphlets budget.
12,125				Closing Katy Geissert Civic Center Library on four Sundays. Will have negative effect on public. With depressed economy, many people rely on Library's computers for their internet access, including job searching activities and basic e-mail service.
84,875				Closing Katy Geissert Civic Center Library on remaining Sundays.
66,900				Will reduce size of Projects Crew that performs major repairs to park facilities and supports other departments with specialized work.
63,126				Reduction in materials and supplies. Will result in less landscape and site improvements including but not limited to: planning of trees, shrubs and ground cover, painting; replacement of benches, tables, and drinking fountains, play equipment repairs.
28,428				Sprint Cell Phone Tower lease funds
	70,200			Minimal proposed salary reductions offset the Division's bottom line (they help offset Division programs that are historically and currently overspent (and these proposed reductions may have an effect on meeting the overall Division budget bottom line.
	54,720			
	36,200			Reduction of Batting Cage materials. These savings were initiated and approved by City Council in 2008, however their full benefit will be received beginning FY '09-10.
418,112	207,070			
99,200				Reduction of 1.0 Buyer position. Would require all departments to go through one buyer for all purchasing needs, including Bid processing and obtaining Quotes.
21,780				Will impact department as this position is used to help in scanning invoices, working as department's receptionist, and assisting business license division at year-end.
27,254				OT is used by account clerks to process business license renewals annually. OT is also used at year-end for completing annual audit and rolling over financial system to next fiscal year. Failure to complete these tasks in timely manner would result in city suffering financial hardship.
148,234	-			
1,118,600 (10,706)				Delete seven firefighter positions from Operations To delete three firefighters, will have to change Constant Staffing from 49 personnel daily to 48 personnel daily.
183,500				Cut Public Education Program for 2 years and then re-evaluate. A Firefighter/Paramedic is currently assigned to this position. Coordination and scheduling for services provided through this program will be removed. Potential negative impact to the TFD Class 1ISO rating, which may affect the community's insurance rates.
1,291,394	-			

## 4% Reduction Scenarios Summary

Department	4% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
<b>General Services</b>	123,213							
Facility Services				84,100	(1.0)	Building Maintainer (vacant)		
				60,200	(1.0)	Custodian	11,600	8,415
City Yard/Facility Ops							3,000	1,800 5,000 15,388 7,000
Fleet		126,519		84,000	(1.0)	Mechanic (vacant)		
				31,150	(0.5)	Typist Clerk II		11,369 20,476 9,190 12,500 4,667 12,500
CAC		59,333						
<b>General Services Total</b>	<b>123,213</b>	<b>185,852</b>	<b>309,065</b>					
<b>Human Resources</b>	76,589							
General Fund				62,300	(1.0)	Typist Clerk II - Currently underfilled and will continue to underfill with CSR until vacant.		
				(48,600)	1.0	Customer Service Rep		8,000
				92,900	(1.0)	Administrative Secretary		1,000
				(77,700)	1.0	Personnel Technician		500
								2,000
								9,100
								6,089
								10,000
								7,000
								1,000
								2,000
								1,000
AQMD		1,676						1,676
Self-Insurance		31,136						15,568
								15,568
Vanpool		2,643						2,643
<b>Human Resources Total</b>	<b>76,589</b>	<b>35,455</b>	<b>112,044</b>					
<b>Police</b>	2,219,677							
<b>YEAR ONE</b>								
Research & Training Division				213,900	(1.0)	Police Sergeant		
Research & Training Division				(109,600)	1.0	Business Manager		
Records Division				261,900	(3.0)	Records Supervisor		
Records Division				(293,595)	3.0	Records Supervisor		
Services Division				238,600	(1.0)	Police Lieutenant		
Services Division				(130,000)	1.0	Police Manager		
Services Division				427,800	(2.0)	Police Sergeant		
Services Division				213,900	(1.0)	Police Sergeant		
Services Division				(293,595)	3.0	Police Supervisor		
Services Division				103,300	(1.0)	ID Analyst		
Traffic Division				213,900	(1.0)	Police Sergeant		
Traffic Division				(97,865)	1.0	Police Supervisor		
Traffic Division				83,400	(1.0)	Animal Control Supervisor		
Traffic Division				(97,865)	1.0	Police Supervisor		
Traffic Division				345,800	(13.0)	Crossing Guard		
Communications Division				238,600	(1.0)	Police Lieutenant		

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
84,100				Position has been frozen/vacant for over 3 years and will continue to be left frozen/vacant.
60,200				Currently filled with temporary employee. Reduction or freezing of position will reduce Custodial personnel and therefore services provided by approximately 5%.
11,600				Reduction of overtime by scheduling repair of exterior lighting with use of Pub. Wks assigned bucket truck for Facilities Electrician on a normal work day.
8,415				Reduction in graffiti abatement services of approx. 1 day per month. Services will no longer be available on most City holidays.
3,000				Professional/Technical and Contract services at the City Yard will be reduced.
1,800				Reduction of overtime for Repro Operator (30.65 hrs) and Coordinator (45.76 hrs).
5,000				Reduction in Dump Fees or Charges
15,388				Reduction in Professional/Technical Services
7,000				Reduction in Special or Contract Services
				Reduction in Rental Non-Vehicle
45,612	38,388			Forfeiture of vacant Mechanic position
	31,150			Changes in distribution of duties have seen a decrease in the need for this position.
	11,369			Reduction of Non-Vehicle Maintenance/Supplies.
	20,476			Reduction of Advertising & Publishing
	9,190			Reduction of Postage
	12,500			Professional/Technical services at the Center will be reduced.
	4,667			Education and Training at the Center will be reduced.
	12,500			Torrance Cultural Arts Center Foundation in kind services will be reduced from \$25,000 to \$12,500.
242,115	140,240			
62,300				Reallocate funds from Typist Clerk II to Customer Service Rep.
(48,600)				
92,900				Reallocate funds from Administrative Secretary to Personnel Technician.
(77,700)				
8,000				Reduction of funds for consulting services
1,000				Will reduce funds available for maintenance contract for use of Scantron scanner.
500				Will reduce funds available for rental of outside facilities for recruitment.
2,000				Will reduce funds available for advertising. Minimal impact on departmental operations.
9,100				Eliminate Service Award Lapel Pin for honorees with 10+ years of service.
6,089				Eliminates Perfect Attendance Award
10,000				Reducing budget for investigations would prompt internal handling of an increased number of investigations. Line departments will absorb cost of investigations once reduced funding is exhausted.
7,000				Eliminates annual flu shot provided by City to employees.
1,000				Eliminates Massage Therapist at annual Health Fair.
2,000				Reduction of Prof/Tech Services budget for Safety Training. Approx. 20% of annual Ergonomics "Back Safe" Training sessions would be eliminated.
1,000				Will eliminate staff t-shirts for Health Fair which have not been purchased in recent years.
	1,676			Reduction of Health and Rideshare giveaways and elimination of vendor refreshments.
	15,568			Reduction taken from Workers' Compensation savings in State assessment based upon a decline in lost time claims.
	15,568			Reduction taken from savings in Liability insurance premiums which have decreased due to market softening. Decrease anticipated to continue for several more years.
	2,643			Reduction in insurance costs. Will have no effect as Rideshare liability insurance costs are now largely covered under the Rideshare Vehicle lease.
76,589	35,455			
213,900				Reductions will require positions to be converted from sworn to civilian.
(109,600)				Changes will result in fewer promotional opportunities for Police Officers, as the conversions include sergeant, lieutenant, and captain positions. All proposed conversions involve internal and administrative positions in which police powers are not a job requirement.
261,900				Field operations and service levels will not be affected.
(293,595)				Reductions would also include position of Deputy Chief, two of six School Resource Officers, and the Emergency Services Lieutenant. Departmental concern over loss of experience and institutional memory through loss of staff. Elimination of Crossing Guard program has potential to be staffed by volunteers through the City or TUSD.
238,600				
(130,000)				
427,800				
213,900				
(293,595)				
103,300				
213,900				
(97,865)				
	83,400			
	(97,865)			
345,800				
238,600				

## 4% Reduction Scenarios Summary

Department	4% Reduction Amount			Salary	#	Position	O/T	Materials
	General Fund	Other Funds	Total Reduction					
<b>YEAR TWO</b>								
Communications Division				(130,000)	1.0	Police Manager		
Office of the Chief				599,600	(2.0)	Police Captain		
Office of the Chief				(175,200)	1.0	Police Administrator		
Research & Training Division				238,600	(1.0)	Police Lieutenant		
Research & Training Division				(130,000)	1.0	Police Manager		
Patrol Division				213,900	(1.0)	Police Sergeant		
Detective Division				344,200	(2.0)	Police Officer		
Emergency Services Division				238,600	(1.0)	Police Lieutenant		
<b>Police Total</b>	2,219,677	-	<b>2,219,677</b>	2,518,280				
<b>Public Works</b>	313,878							
Airport Field Operations				104,300	(1.0)	Airport Supervisor		
				83,900	(1.0)	Airport Worker		
				188,200				
Administrative Changes/Yard Mgmt.				108,000	(1.0)	Survey Party Chief		
				(30,000)	0.5	Typist Clerk II		
				(13,000)		Premium for Business Manager		
				65,000				
Water Fund Cost Reductions		195,249						275,000
Sewer Fund Cost Reductions		34,692						15,000
								20,000
Green Waste Savings								100,000
				170,400				
<b>Public Works Total</b>	313,878	229,941	<b>543,819</b>					
<b>Transit</b>		534,259						
Incentive Program								66,000
General Administration								8,000
								2,000
								202,000
Training								5,000
Warehouse/Inventory								200,000
Maintenance								52,000
<b>Transit Total</b>	-	534,259	<b>534,259</b>					
<b>TOTAL ALL DEPARTMENTS</b>	<b>4,908,639</b>	<b>1,201,034</b>	<b>6,109,673</b>					

General Fund	Other Funds	Recommended Reductions		Description
		General Fund	Other Funds	
(130,000) 599,600 (175,200) 238,600 (130,000) 213,900 344,200 238,600				
2,532,745	(14,465)			
	104,300 83,900			Elimination of Airport Supervisor Elimination of Airport Worker
	108,000 (30,000) (13,000)			Delete Survey Party Chief Add one half-time Typist Clerk Provide premium to existing Business Manager to maintain City Yard.
	275,000			Complete installation of Well 9 by July 2009 to increase reservoir capacity by 1000 acre feet. Savings of locally produced water is \$275 per acre foot. Total savings in water fund of \$275,000 per year.
	15,000 20,000			Reduction in expense accounts for Sewer Fund - Vehicle Equip Repair. Reduction in expense accounts for Sewer Fund - Prof/Tech Services.
	100,000 170,400			Addition of two green waste routes added without additional staff or equipment. Savings from two refuse vehicles Savings from two Truck Operators
-	833,600			
	66,000 8,000 2,000 202,000 5,000 200,000 52,000			Reduction of Incentive Program budget Reduction of Out-of-Town travel Reduction of Local Meetings and Expenses Reduction of Capital Outlay Reduction of Education/Training Schools Reduction of Fuel Inventory Purchases Reduction of Professional/Technical Services * Fully externally funded. Required to balance budget annually. No reliance on General Fund.
-	535,000			
<b>5,471,898</b>	<b>1,747,094</b>	-	-	

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# CITY OF TORRANCE

## INTEROFFICE COMMUNICATION

**DATE:** May 19, 2009

**TO:** LeRoy J. Jackson, City Manager

**FROM:** Sheryl Ballew, General Services Director  
Robert Beste, Public Works Director

**SUBJECT:** Airport - Operational Efficiency Discussion Paper

In an effort to maximize staff and resources, a formal working team was established among City staff to identify operational efficiencies among the Departments. This team consists of the Assistant City Manager, General Services Director, Public Works Director, Finance Director, Community Development Director and the Community Services Director. Through a three phase approach, they reviewed the areas of responsibility at the Torrance Municipal Airport – Zamperini Field and identified potential increases to operational efficiencies at the Airport as well as other areas of the City.

### **Phase I**

The current Airport organizational structure has been in place since 1998, and consists of several City Departments who each serve a specific function to operate the Airport. Of these Departments, Public Works and General Services make up the ground operations and facility administration.

The Public Works responsibility area includes the “duty” function and the maintenance function of the Airport. The duty function serves the aeronautical needs of the Airport, while the maintenance function involves the overall upkeep of the Airport’s grounds, including runway, taxiway and lighting maintenance. General Services fulfills the administration duties of the Airport, administering hangar and tie down rental agreements, facility maintenance and policy enforcement.

The current staffing structure within Public Works contains 6.0 fulltime Airport Workers and 1.0 fulltime Airport Operations Supervisor. The Airport Worker staff fulfill a 9/80 work schedule, yet overlap so that there is an Airport Worker on staff 7 days/week, 365 days/year. The Airport Operations Supervisor maintains a standard 9/80 work schedule. The Airport Operations Supervisor reports to the Street Operations Manager in Public Works.

The General Services Administration portion consists of 1.0 fulltime Business Manager, who oversees 1.0 full time Senior Account Clerk, 1.0 Secretary, and .5 Customer Service Representative. The Business Manager reports to the Facility Operations Manager in General Services.

Though this structure has been organizationally sufficient, the City has identified areas for further efficiencies. It was determined that within the current staffing levels, these efficiencies could be achieved by the re-deployment of certain Airport positions within the City.

It is proposed that the current Public Works Airport Worker classification be changed by separating the duty and maintenance functions into two separate positions. The maintenance function of the Airport will be reclassified into a Maintenance Worker position, working within the Public Works department. This maintains some consistency, as Public Works currently maintains the Airport.

A total of 4.0 Airport Workers will stay in the Public Works Department, serving in the Street Operations Division and Streetscape Division. Each division will receive two workers. The workers will be incorporated into each of the divisions and will be used as needed by the divisions to cover all required maintenance such as median maintenance, asphalt repair, etc. In addition, Public Works will retain responsibility for maintenance at the Airport. The Streetscape Division will be responsible for the exterior perimeter of the Airport, while Operations will be responsible for maintenance within the Airport itself. Each division will schedule regular maintenance at the Airport and will maintain the current inventory of equipment. This also includes the deletion of 1.0 fulltime Airport Operations Supervisor through attrition.

The duty function of the Airport will be transferred to the General Services Department by reallocating 2.0 Public Works Airport Workers to General Services positions. The duty function currently staffs the Airport from 5am-10pm daily, serving as the primary aeronautical officer of the Airport, performing such routines as early morning runway inspections, aircraft assistance and FAA ground operations enforcement. The current hours are not anticipated to change with the proposed redistribution of duties.

To cover these hours, the addition of 2 part time positions is also proposed. These part time positions will be (2) 0.6 Airport Worker positions, bringing the total to 3.2 Airport Worker positions to staff the duty function. The Airport Worker positions will report directly to the Airport Business Manager.

By separating the maintenance and duty functions from the current Airport Worker classification, it is felt that greater efficiencies will be achieved throughout the Airport and also amongst the other areas of the City. It is anticipated that there will be reduction of service to the Airport in regards to pilot and business support, and maintenance of the airfield, as the goal of this reorganization is designed to maintain and improve services in and around the Airport.

Lastly, the addition of administrative staff in the General Services Department is proposed. This includes amending the current Business Manager position to allow for Senior Business Manager Eligibility due to the increased scope of supervision as the Airport Workers will become direct reports in performing their duty functions. The addition of a .5 Customer Service Representative will allow a current half time position to become fulltime to provide increased support to the clerical functions in the administration.

**Original Airport Operations Staff Costs:**

6 Airport Worker Positions	\$530,400	
1 Airport Operations Supervisor	<u>107,800</u>	
Current Airport Operations Costs		\$638,200

**Estimated New Costs to Airport:**

3.2 Airport Worker Positions to perform Duty functions	\$282,880	
.5 Customer Service Rep Position	27,400	
Senior Business Manager Eligibility	23,000	
Reimbursement to Public Works for 2.0 Airport Worker positions for Airfield maintenance	<u>176,800</u>	
New Estimated Airport Direct Costs		<u>(\$510,080)</u>
<b>Net Airport Savings</b>		<b>\$128,120</b>

**Note:** The savings is primarily due to the deletion of the Airport Operations Supervisor through attrition, and redeployment of Airport Workers to Public Works.

In summary, the following redeployment of staff is being proposed:

Public Works:

- Reallocate 4.0 Airport Workers to Maintenance Worker positions within the Public Works Department. Maintenance Workers, while assigned to Airport, would receive premium. Current Airport Workers will be y-rated.
- Delete 1.0 Airport Operations Supervisor position through attrition.

General Services:

- Reallocate 2.0 Airport Workers from Public Works to Airport Worker positions within the General Services Department. Goal is to align title with new duties and review current job specifications.
- Add 1.2 Airport Worker positions within the General Services Department
- Add Senior Business Manager Eligibility to current Business Manager position. A review of Airport Supervisor specifications will be conducted for duties to be absorbed by Senior Business Manager.
- Add .5 Customer Service Representative position.

**Phase II**

With the implementation of the conversion of the airport field operations to the General Services Department, Public Works will retain responsibility for maintenance at the airport. Public Works proposes converting the 4.0 Airport Worker positions to comparable positions in the Street Operations Division and Streetscape Division. These positions will be deployed to spend approximately half of their time on the airport and half on maintenance functions outside of airport property. This efficiency will allow Public Works to “create” 2.0 fulltime equivalents (FTE) to maintain several newly

constructed medians, repair additional concrete sidewalk, and repair additional asphalt surfaces without adding additional staff.

The Streetscape Division has recently acquired the new medians on Zamperini Way, Hawthorne Boulevard between Del Amo Boulevard and 182<sup>nd</sup> Street, and the islands on Rolling Hills Way. These areas require weekly maintenance for debris removal, weeding, and trimming. Public Works has estimated that these areas will require 1.0 FTE for proper maintenance. The positions reassigned from the airport will fill this requirement.

The Street Division will deploy 1.0 FTE completely dedicated and assigned to the Concrete Section enabling a new and additional crew designed specifically to respond to immediate response needs such as, liability claims, ongoing slotting, curb patching, and the variety of smaller replacement jobs that would normally disrupt our larger production crew schedules. The benefit of this addition will be improved on-going production rates, as the larger crew schedules would remain far less interrupted.

The other Street Division position will be assigned to the Street Maintenance Section and will continue to provide airport mowing within the active airfield area accomplished in approximately four (4) fulltime day equivalents per pay period. The remaining day's assignments divided between on-going continual street maintenance duties such as crack sealing and pothole repairs as well as normal sump maintenance allowing current crew structures to remain intact without disruption.

### **Phase III**

The Public Works Department and the Community Development Department are initiating meetings to explore the various tasks required to maintain the redevelopment areas in the City. This action is compatible with the City's Strategic Plan that highlights the need for each Department to be responsive, accountable, and cost effective. The redevelopment areas are currently maintained by contracts through the Community Development Department. Efficiencies may be obtained by combining these contracts with a combination of Public Works contracts or city forces. The results of this study will be presented at the mid-year budget review.

# CITY OF TORRANCE

## INTEROFFICE COMMUNICATION

**DATE:** May 29, 2009

**TO:** Eric E. Tsao, Finance Director

**FROM:** Sheryl Ballew, General Services Director  
Rob Beste, Public Works Director

**SUBJECT: OUTDOOR LIGHTING AND ELECTRICAL POSITION TRANSFER  
FROM GENERAL SERVICES TO PUBLIC WORKS**

Staff from the General Services Department and Public Works Department is proposing shifting the duties of outdoor lighting repair and replacement from General Services to Public Works. Under the current program, outdoor lighting at City facilities is replaced on an overtime basis when equipment is available. This causes delays in lighting replacement as well as additional costs for labor. In addition, Public Works has a need to add one Electrician assigned to traffic signal and lighting work. Transferring one vacant Electrician position from General Services to Public Works allows for improved efficiencies when performing the necessary work.

The program benefits are as follows:

- **Replace Outdoor Lighting at City Facilities** – There are a large number of outdoor lights at parks, libraries, and other City facilities. General Services currently borrows a lift truck from Public Works to change and/or repair lights on the off-Friday. The City's lift trucks are used on a daily basis by Public Works and are not typically available for loan. This shift of duties will allow Public Works to incorporate the outdoor lighting into our regular maintenance schedules and therefore eliminate most of the overtime that is currently charged. In addition, light replacement can take place on a timelier basis since it will be part of a regular maintenance program.
  
- **Extended Traffic Control Maintenance Hours** - Public Works currently provides coverage for traffic signals from 4:30 AM to 3:30 PM with a crew of three (3) employees. Staff proposes adding the one position and creating a split shift for to cover the hours from 5:00 AM to 6:30 PM

Monday through Friday. This coverage will provide for more efficient response to traffic problems through the morning and afternoon commute times and reduce the need for overtime after 3:30 PM.

Staff from both departments agree that there are efficiencies in making changes to the electrical operations. This shift in personnel will allow for better work hour coverage, faster response, and minimizes equipment purchases. The combined anticipated overtime savings from this proposal is \$20,000 per year.



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Katy Geissert

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Chris Wolf  
*Executive Director*  
Sharon Sapigao  
*Administrative Assistant*

Nonprofit Corporation  
Tax ID 33-0625499

Mr. Leroy Jackson  
City Manager  
Torrance Civic Center  
3031 Torrance Boulevard  
Torrance, CA 90503

May 12, 2009

Dear Mr. Jackson,

We appreciate the City of Torrance's ongoing support and continued partnership with the Torrance Cultural Arts Center Foundation. We believe that we are fulfilling our mission of bringing quality and affordable programming to the Center.

TCACF has completed and approved our budget for the next fiscal year that begins on August 1, 2009. We have also finalized the performers for our next season. Of particular note is that while TCACF will present a total of 25 shows at the Center next season (down one from the current season), our Board has decided to increase the amount of our hugely successful Jazz Cabaret performances that are held in the George Nakano Theatre. The number of "Jazz" dates in this venue will double from the five performances this past season to ten performances.

When the Foundation and the City entered into their original agreement the Nakano theatre did not exist as a performing space for the Foundation to use. Consequently, unlike our use of the Armstrong, we pay the nonprofit rental fee. Therefore, on behalf of the Foundation, I respectfully request increasing the facility rental subsidy to reflect these additional performances.

In addition, during the last two years I have come before Council to request monies for the labor involved to put banners on Torrance Blvd. at the start of our season. Comments from the Council indicated that if this were going to be an annual request then it should be submitted as part of the City's budgetary process. At this time, I am respectfully requesting an additional \$2,500.00 to cover these expenses.

I have attached a summary of this request to this letter. I would be happy to talk with you and please do not hesitate to contact me on this matter or if you have any questions.

Sincerely,

Kurt Weideman  
President  
310/538.1929

## Torrance Cultural Arts Center Foundation 2009-2010 Subsidy Increase Request

	Current City Subsidy	Additional Subsidy Requested	Total Proposed Subsidy
<b>Annual Cash Payment (Programming Consultant)</b>	<b>30,000</b>	<b>0</b>	<b>30,000</b>
<b>In-Kind Services (Printing)</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
<b>Labor Charges (Theatre/Center Staff)</b>	<b>36,240</b>	<b>0</b>	<b>36,240</b>
<b>Facility Rentals</b>	<b>11,800</b>	<b>3,880</b>	<b>15,680</b>
<b>Banners (Labor)</b>	<b>0</b>	<b>2,500</b>	<b>2,500</b>
	<b>103,040</b>	<b>6,380</b>	<b>109,420</b>



**City of Torrance**  
**FEAP Project Request Form**

<b>Type of Project:</b> <input checked="" type="checkbox"/> <b>Equipment</b> <input type="checkbox"/> <b>Automation</b> <input type="checkbox"/> <b>Infrastructure</b> <input type="checkbox"/> <b>Facilities</b> <input type="checkbox"/> <b>Other</b>
--

<b>Requesting Department:</b> Public Works	<b>Managing Department:</b> Public Works  <b>Project Leader:</b> Judy Emerson
--	---

<b>Project Location:</b>	<b>Project Title:</b> Purchase of 3 Brush Chippers
--------------------------	--

<b>Project Start Date:</b>	<b>Estimated Completion Date:</b>
----------------------------	-----------------------------------

<b>Description:</b> Replace three older brush chippers with three new replacement Vermeer Brush Chippers
--

<b>Justification:</b> <p>The Streetscape Division currently has 3 Brush Chippers # 19201, 14221 and #14222 that are over 12 years in age. The oldest of the units is 16 years old. Age and wear has resulted in reduced chip quality, increased cost of operation and decreased efficiency. Brush chippers are evolving with new technology, safety features and fuel efficiencies. Current overall condition, rust, obsolete features engine hours and safety features have indicated the need to replace. In addition, we have been informed that these three chippers do not meet PERP (Portable Equipment Registration Program) requirements for air quality standards. Without replacement we will not be in compliance.</p>
--

<b>Impact of Non-Approval:</b> Constant and increasingly expensive maintenance and repair costs/ more down time in the field, safety features. Trade-in value is greatly reduced for equipment with mechanical problems.
---

<b>Other Alternatives Considered:</b> Delay another year
--

## Project Costs

Estimated Project Implementation Cost (ONE TIME COSTS)			Comments:
	Within Dept	Support Dept.	
Personnel Requirements			
# of Positions			
Labor Costs:	\$	\$	
Per Comp Detail Report-Total			
Date of Comp Detail Report <u>MM/DD/YY</u>			
Equipment	\$99,000	\$	
Materials	\$	\$	
Professional and contract services	\$	\$	
Other:	\$	\$	
Other:	\$	\$	
<b>TOTAL</b>	\$99,000	\$	

Estimated Annual Ongoing Operating and Maintenance Costs (UPON PROJECT COMPLETION/IMPLEMENTATION)			Comments:
<input checked="" type="checkbox"/> Not Applicable			
	Within Dept	Support Dept.	
Personnel Requirements # of positions			
Annual Labor Costs:	\$	\$	
Per Comp Detail Report-Total			
Date of Comp Detail Report <u>MM/DD/YY</u>			
Materials	\$	\$	
Equipment	\$	\$	
Professional and contract services	\$	\$	
Other: Replacement Cost	\$	\$	
Other:	\$	\$	
Other	\$	\$	
<b>TOTAL</b>	\$	\$	

## Project Time Line

Fiscal Year Ending June 30

<u>Description</u>	2008-09	2009-10	2010-11	2011-12	2012-13
Survey/Design					
Plans/Specifications					
Purchase/Construction		X			
Other: _____					

<b>Project Financing</b>						
Fiscal Year Ending June 30						
<i>Financing Source</i>	2008-09	2009-10	2010-11	2011-12	2012-13	<i>TOTAL</i>
GENERAL FUND		99,000				<b>99,000</b>
<b>TOTAL COST</b>		99,000				<b>99,000</b>

Requested by:	
Department Head	Date

Department Priority # :	High	Medium	Low
	X		

Type an X in the box if project is:  
High, Medium or Low

# City of Torrance

## FEAP Project Request Form

**Type of Project:**

Equipment     Automation     Infrastructure     Facilities     Other

**Requesting Department:**

Human Resources

**Managing Department:**

Human Resources

**Project Leader:**

Jon Landis, General Services

**Project Location:**

Various

**Project Title:**

ADA Compliance

**Project Start Date:**

July 1, 2009

**Estimated Completion Date:**

June 30, 2014

**Description:**

Remodel public buildings and parking facilities so that they are more accessible to those with disabilities.

**Justification:**

The Americans with Disabilities Act was signed into law in 1990. After passage the City upgraded some facilities for ADA compliance. However the City still has facilities that need further upgrade.

Upgrade of these facilities, including parking, will improve access to City facilities by both citizens and employees with disabilities as well as assure legal compliance. Staff proposes addressing ADA issues by providing access to facilities, compliant restrooms and proper signage. It is recommended to address facilities by giving consideration to those with highest public use first, following with remaining structures.

The Civic Center Library is substantially compliant with ADA after recently completed renovations to the first floor. Design of the Police Department Lobby and Jail ADA upgrades is near completion. Plans are currently being reviewed by the California Board of Corrections. Bids for construction will be solicited after final approval is received.

Additional projects include renovation of Human Resources, branch library restrooms, and areas within City Hall, East Annex and West Annex. One to two branch library restrooms will be upgraded each year until all are completed. ADA upgrades to the library restrooms should not impact previous renovation work to the branches.

Project schedule is as follows:

FY 2009/10    Upgrade Personnel, Design Branch Library restroom upgrades, interim modifications to City Hall lobby restrooms - \$360,000

FY 2010-11    Modify Council chamber dais area and 2 branch libraries - \$331,000

FY 2011/12    Upgrade West Annex Commission room and 2 branch libraries - \$275,000

FY 2012/13 Upgrade East Annex and 1 branch library - \$406,000

FY 2013/14 Upgrade City Hall restrooms - \$395,000

Future years will address remaining City facilities to include Parks and Recreational Facilities, the City Services Yard, the remainder of Police Department facility and others.

**Impact of Non-Approval:** The non-approval of this project means that access to certain facilities by those with disabilities will be difficult. In addition the City is at risk of civil lawsuits alleging non-compliance.

**Other Alternatives Considered:**

None

**Project Costs**

**Estimated Project Implementation Cost (ONE TIME COSTS)**

	<b>Within Dept</b>	<b>Support Dept.</b>	Comments:
Personnel Requirements			
# of Positions			
Labor Costs:	\$	\$	
Per Comp Detail Report-Total			
Date of Comp Detail Report <u>MM/DD/YY</u>			
Equipment		\$	
Materials	\$ 1,290,000	\$	
Professional and contract services	\$ 265,000	\$	
Other:	\$ 212,000	\$	
Other:	\$	\$	
<b>TOTAL</b>	<b>\$ 1,767,000</b>	<b>\$</b>	

**Estimated Annual Ongoing Operating and Maintenance Costs**

(UPON PROJECT COMPLETION/IMPLEMENTATION)

Not Applicable

	<b>Within Dept</b>	<b>Support Dept.</b>	Comments:
Personnel Requirements # of positions			
Annual Labor Costs:	\$	\$	
Per Comp Detail Report-Total			
Date of Comp Detail Report <u>MM/DD/YY</u>			
Materials	\$	\$	
Equipment	\$	\$	
Professional and contract services	\$	\$	
Other: Project Management fee	\$	\$	
Other:	\$	\$	
Other	\$	\$	
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	

**Project Time Line**

Fiscal Year Ending June 30

**Project Financing**

Fiscal Year Ending June 30

*Financing Source*

General Fund

***TOTAL COST***

	2009-10	2010-11	2011-12	2012-13	2013-14	<b><i>TOTAL</i></b>
	\$360,000	\$321,000	\$275,000	\$406,000	\$395,000	<b>\$1,767,000</b>
	\$360,000	\$321,000	\$275,000	\$406,000	\$395,000	<b>\$1,767,000</b>

Requested by: Randall Sellers, Risk Manager

Department Head; Elaine M. Winer

Date: May 26, 2008

Department Priority # :

High

Medium

Low

X

Type an X in the box if project is:

High, Medium or Low



## Torrance

## Planning

2008-09

## Attachment C

Service Name	Current		Recommendations	
	Per Unit		Per Unit	
	Current Fee	Full Cost	Fee @ Policy Level	
Appeal	\$160	\$3,391	\$250	
Code Enf. - NPDES - 3rd inspection	\$0	\$432	\$432	
Code Enf. - Noise - 2nd inspection	\$0	\$432	\$432	
Code Enf. - Noise - 3rd inspection	\$0	\$432	\$432	
Code Enf. - NPDES - 2nd inspection	\$0	\$432	\$432	
Code Enf. - Property Maint - 2nd inspection	\$0	\$720	\$432	
Code Enf. - Property Maint - 3rd inspection	\$0	\$1,152	\$432	
Code Enf. - Signage - 2nd inspection	\$0	\$432	\$432	
Code Enf. - Signage - 3rd inspection	\$0	\$432	\$432	
Code Enf. - Zoning - 2nd inspection	\$0	\$504	\$432	
Code Enf. - Zoning - 3rd inspection+C20	\$0	\$720	\$432	
Carnival	\$163	\$264	\$163	
Conditional Use Permit	\$2,534	\$5,954	\$2,977	
CUP - Multiple Filing	\$1,181	\$2,201	\$1,181	
Development Permit (DVP)	\$1,955	\$5,681	\$2,841	
Division of Lot - (DIV)	\$1,417	\$2,108	\$1,417	
DVP - Multiple Filing	\$911	\$2,759	\$1,380	
Environmental Assessment (EAS)	\$2,046	\$6,156	\$3,078	
Fence Height Exception	\$347	\$972	\$972	
General Plan Amendment (GPA)	\$3,646	\$6,156	\$6,156	
GPA - Multiple Filing Fee	\$2,050	\$2,844	\$2,844	
Large Family Day Care permit	\$190	\$966	\$483	
Minor Development Permit	\$543	\$1,227	\$613	
Minor Hillside Exception	\$192	\$375	\$192	
Minor Mod of CUP,PRE,PCR,DVP	\$543	\$1,211	\$606	
Minor Use Permit	\$543	\$1,947	\$974	
Mod. Of CUP,PRE,PCR,DVP -Mult. Filing	\$968	\$2,431	\$1,216	
Mod. Of CUP,PRE,PCR,DVP	\$2,076	\$4,487	\$2,243	
Non Residential trailer	\$223	\$613	\$307	
Notification Fee - City Council	\$316	\$416	\$416	*
Notification Fee - Planning Commis	\$174	\$315	\$315	*
Parking Lot Sales/Exceptions/Tents	\$204	\$284	\$204	
PCR - Multiple Filing	\$860	\$4,199	\$2,100	
Planned Dev - Multiple filing	\$1,367	\$4,532	\$2,266	
Planned Development	\$2,931	\$6,156	\$3,078	
Planning Commis. Review (PCR)	\$1,844	\$3,302	\$1,849	
Precise Plan of Develop (PRE)	\$2,016	\$7,196	\$3,598	
Satellite Dish	\$341	\$1,520	\$760	
Tentative Tract Map	\$1,861	\$2,301	\$1,861	
Time Extension	\$453	\$869	\$454	
Title Company info requests	\$195	\$406	\$203	
Validation (VAL)	\$3,023	\$5,681	\$5,681	
Variance (VAR)	\$4,152	\$6,224	\$6,224	
Waiver (WAV)	\$1,831	\$2,348	\$2,348	
Wireless Telcomm.	\$366	\$2,128	\$1,064	**
Zone Change (ZON)	\$4,091	\$6,156	\$6,156	
Zoning Letter	\$177	\$406	\$203	

\* Fee plus actual publication and postage costs.

\*\* Fee plus actual consulting costs.

Torrance  
Building & Safety  
2008/09

VALUATION	CURRENT	FULL COST	RECOMMENDATION
<b>NEW CONSTRUCTION - Residential</b>			
<i>VALUATION (SF NEW/SF ADD-REM)</i>			
< \$5,000 (50/93)	\$229	\$270 (1)	\$270
\$ 5001 - \$10,000 (100/185)	\$387	\$415 (1)	\$415
\$ 10,001 - \$20,000 (198/370)	\$611	\$619 (1)	\$619
\$20,001 - \$50,000 (495/926)	\$1,172	\$1,285 (1)	\$1,285
\$50,001 - \$100,000 (990/1852)	\$1,950	\$2,404 (1)	\$2,404
\$100,001 - \$250,000 (2475/4630)	\$3,308	\$3,801 (1)	\$3,801
\$ 250,001 - \$500,000 (7426/13889)	\$5,817	\$6,517 (1)	\$6,517
\$ 500,001 - \$750,000 (7426/13889)	\$8,638	\$8,757 (1)	\$8,757
\$750,001 - \$1,000,000 (9901/18519)	\$11,149	\$12,355 (1)	\$12,355
> \$1,000,001	\$22,441	\$20,038 (1)	\$20,038

<b>NEW CONSTRUCTION - Com B-VA</b>			
< \$5,000 (46)	\$284	\$452 (1)	\$452
\$ 5001 - \$10,000 (93)	\$480	\$832 (1)	\$832
\$ 10,001 - \$20,000 (185)	\$758	\$1,152 (1)	\$1,152
\$20,001 - \$50,000 (463)	\$1,453	\$1,708 (1)	\$1,708
\$50,001 - \$100,000 (926)	\$2,418	\$3,090 (1)	\$3,090
\$100,001 - \$250,000 (2315)	\$4,102	\$5,244 (1)	\$5,244
\$ 250,001 - \$500,000 (6944)	\$7,213	\$9,106 (1)	\$9,106
\$ 500,001 - \$750,000 (7426/13889)	\$10,711	\$12,940 (1)	\$12,940
\$750,001 - \$1,000,000 (9259)	\$13,825	\$16,766 (1)	\$16,766
> \$1,000,001	\$27,827	\$28,173 (1)	\$28,173

(1) This fee includes Plan Check fee (70% of Permit fee), Handicap fee (60% of Permit fee), Energy fee (60% of Permit fee) and NPDES fee (20% of Permit fee).

**M/E/P's**

<b>Grading Plan Check:</b>			
1 to 100	\$236	\$241	\$241
101 to 1,000	\$358	\$298	\$298
1,001 to 10,000	\$476	\$453	\$453
10,001 to 100,000 first 10,000	\$476	\$482	\$482
each additional 10,000 (n)	\$212	\$28	\$28
100,001 to 200,000 first 10,000	\$2,382	\$963	\$963
each additional 10,000 (n)	\$145	\$28	\$28
200,001 to 999,999,999 - first 200,000	\$3,688	\$1,431	\$1,431
each additional 10,000 (n)	\$73	\$28	\$28

<b>Grading Permit Fees:</b>			
1 to 100	\$286	\$525	\$525
101 to 1,000	\$363	\$663	\$663
each additional 100 (n)	\$156	\$18	\$18
1,001 to 10,000 first 1,000	\$1,770	\$1,375	\$1,375
each additional 100 (n)	\$161	\$68	\$68
10,001 to 100,000 - first 10,000	\$3,207	\$2,063	\$2,063
each additional 10,000 (n)	\$566	\$68	\$68
100,001 to 999,999,999 - first 100,000	\$8,296	\$2,825	\$2,825
each additional 200,000 (n)	\$312	\$150	\$150

<b>Paving Plan Check:</b>			
0 to 1,000	\$0	\$0	\$0
1,001 to 10,000 first 1,000	\$236	\$99	\$99
each additional 1,000 (n)	\$357	\$28	\$28
10,001 to 100,000 first 10,000	\$357	\$269	\$269
each additional 10,000 (n)	\$134	\$28	\$28
100,001 to 999,999,999 - first 100,000	\$1,427	\$340	\$340
each additional 10,000 (n)	\$68	\$28	\$28

<b>Paving Permit:</b>			
0 to 1,000	\$0	\$0	\$0
1,001 to 10,000 first 1,000	\$363	\$300	\$300
each additional 1,000 (n)	\$71	\$75	\$75

Torrance  
Building & Safety  
2008/09

VALUATION	CURRENT	FULL COST	RECOMMENDATION
10,001 to 100,000 first 10,000	\$996	\$450	\$450
each additional 10,000 (n)	\$233	\$75	\$75
100,001 to 999,999,999 - first 100,000	\$3,097	\$650	\$650
each additional 10,000 (n)	\$135	\$75	\$75
<b>Mechanical Permits:</b>			
Forced Air or Gravity-type furnace:		\$0	\$0
Up to 10,000 btu including ducts and vents	\$16.90	\$25	\$25
Over 10,000 btu including ducts and vents	\$18.55	\$38	\$38
Floor furnace	\$16.90	\$25	\$25
Heater-suspended type	\$16.90	\$25	\$25
Heater- recessed type	\$16.90	\$25	\$25
Heater-floor mounted	\$16.90	\$25	\$25
Decorative fireplace (gas only)	\$16.90	\$25	\$25
<b>Boiler, Compressor, Absorption System:</b>			
Not over 3 hp - Up to 100,000 btu	\$16.90	\$25	\$25
Not over 15 hp - 100,000 to 500,000 btu	\$16.90	\$38	\$38
Not over 30 hp - 500,001 to 1,000,000 btu	\$38.50	\$50	\$50
Not over 50 hp - 1,000,001 to 1,750,000 btu	\$58.70	\$63	\$63
Over 50 hp - over 1,750,000 btu	\$99.55	\$100	\$100
<b>Air Handling Unit, Including Ducts:</b>			
Under 10,000 cfm	\$11.30	\$25	\$25
Over 10,000 cfm	\$18.55	\$38	\$38
Evaporative Cooler (non portable)	\$11.30	\$25	\$25
Vent Fan/Single Duct	\$8.60	\$13	\$13
Appliance Vent - only	\$8.60	\$13	\$13
Ventilation System	\$11.30	\$25	\$25
Mechanical Exhaust System	\$11.30	\$25	\$25
Commercial/Industrial Incinerator	\$77.60	\$125	\$125
Repair, Alteration, Addition	\$16.90	\$38	\$38
Misc. Appliance or Equipment	\$11.30	\$25	\$25
Gas System for Equipment	\$5.30	\$13	\$13
<b>Plumbing Permits:</b>			
Bath tub	\$11.40	\$20	\$20
Shower	\$11.40	\$20	\$20
Laundry tub or tray	\$11.40	\$20	\$20
Lavatory (wash basin)	\$11.40	\$20	\$20
Water closet (toilet)	\$11.40	\$20	\$20
Urinal	\$11.40	\$20	\$20
Commercial sinks	\$11.40	\$20	\$20
Kitchen Sink with Disposal	\$11.40	\$20	\$20
Garbage Disposal	\$11.40	\$20	\$20
Dishwasher	\$11.40	\$20	\$20
Automatic Washer	\$11.40	\$20	\$20
Water heater	\$11.40	\$20	\$20
Floor Drain	\$11.40	\$20	\$20
Floor Sink	\$16.65	\$25	\$25
Drinking Fountain	\$16.65	\$25	\$25
Bar Sink	\$11.40	\$20	\$20
Sand/Grease Trap	\$11.40	\$25	\$25
Lawn System	\$11.40	\$25	\$25
Water System	\$11.40	\$25	\$25
Gas Meter/Sys - up to 5 outlets	\$11.40	\$20	\$20
Additional amount over 5, each	\$3.30	\$5	\$5
Vacuum Breakers - up to 5 outlets	\$11.40	\$20	\$20
Additional amount over 5, each	\$3.30	\$5	\$5
Building Sewer	\$16.65	\$50	\$50
Connect additional bldg/work to bldg sewer	\$16.65	\$38	\$38
Alter or Repair Existing Sewer	\$11.40	\$50	\$50
Rainwater System per drain	\$11.40	\$13	\$13
Abandon Cesspool or Cap Sewer	\$11.40	\$75	\$75
Cesspool or Septic Tank	\$33.20	\$150	\$150
Sewer Usage Fee - for each 15 units	\$0.00	\$0	\$0
Misc.	\$11.40	\$25	\$25

Torrance  
 Building & Safety  
 2008/09

VALUATION	CURRENT	FULL COST	RECOMMENDATION
<b>Electrical Permits:</b>			
Switches/Outlets, 1 to 20, each	\$2.05	\$3	\$3
Additional amount over 20, each	\$1.35	\$1	\$1
Light Fixtures, 1 to 20, each	\$2.05	\$3	\$3
Additional amount over 20, each	\$1.35	\$1	\$1
String Lamps, 1 to 20 each	\$0.75	\$3	\$3
Additional amount over 20, each	\$0.50	\$1	\$1
Range	\$6.50	\$13	\$13
Clothes Dryer	\$6.50	\$13	\$13
Water Heater	\$6.50	\$13	\$13
Garbage Disposal	\$3.30	\$13	\$13
Dishwasher	\$3.30	\$13	\$13
Space Heater	\$3.30	\$13	\$13
Sta. Appliance (1/2 hp max.)	\$3.30	\$13	\$13
Sta. Cook-Top	\$3.30	\$13	\$13
Oven	\$3.30	\$13	\$13
Automatic Washer	\$3.30	\$13	\$13
Electric Motors not over 1 hp	\$5.30	\$18	\$18
Electric Motors not over 3 hp	\$5.30	\$18	\$18
Electric Motors not over 8 hp	\$8.60	\$25	\$25
Electric Motors not over 15 hp	\$11.30	\$30	\$30
Electric Motors not over 50 hp	\$13.15	\$35	\$35
Electric Motors not over 100 hp	\$33.25	\$43	\$43
Electric Motors not over 500 hp	\$49.80	\$50	\$50
Electric Motors over 500 hp	\$99.55	\$113	\$113
Service 0-600V - not over 200A	\$13.80	\$38	\$38
Service 0-600V - over 200A	\$13.80	\$50	\$50
Service Over 600V	\$103.35	\$150	\$150
Sub-Panel/Misc.	\$6.85	\$25	\$25
Meter Sockets	\$6.85	\$38	\$38
Mercury Vapor Fixtures on Poles	\$6.85	\$25	\$25
Temporary Power Pole	\$16.60	\$38	\$38
Timer	\$3.40	\$8	\$8
Transformer not over 1 Kv	\$5.45	\$13	\$13
Transformer not over 3 Kv	\$6.85	\$20	\$20
Transformer not over 8 Kv	\$8.85	\$25	\$25
Transformer not over 15 Kv	\$11.65	\$33	\$33
Transformer not over 50 Kv	\$13.60	\$38	\$38
Transformer not over 100 Kv	\$33.95	\$50	\$50
Transformer not over 500 Kv	\$51.30	\$75	\$75
Transformer over 500 Kv	\$102.55	\$100	\$100
<b>Non-Residential Roofing Permits:</b>			
<b>Number of Squares</b>			
Up to 25 squares	\$71	\$75	\$75
26 to 50 squares	\$142	\$150	\$150
51 to 75 squares	\$218	\$250	\$250
76 to 100 squares	\$371	\$400	\$400
101 to 125 squares	\$488	\$475	\$475
126 to 150 squares	\$527	\$513	\$513
151 to 175 squares	\$714	\$575	\$575
176 to 200 squares	\$820	\$613	\$613
201 to 250 squares	\$887	\$650	\$650
251 to 300 squares	\$951	\$750	\$750
301 to 350 squares	\$1,007	\$800	\$800
351 to 400 squares	\$1,036	\$875	\$875
401 to 450 squares	\$1,162	\$938	\$938
451 to 500 squares	\$1,227	\$1,000	\$1,000
501 to 600 squares	\$1,288	\$1,038	\$1,038
601 to 700 squares	\$1,358	\$1,075	\$1,075
701 to 800 squares	\$1,483	\$1,113	\$1,113
801 to 900 squares	\$1,523	\$1,150	\$1,150
901 to 1000 squares	\$1,584	\$1,188	\$1,188
<b>Residential Re-roof:</b>			
Up to 25 squares	\$71	\$75	\$75

Torrance  
 Building & Safety  
 2008/09

VALUATION	CURRENT	FULL COST	RECOMMENDATION
26 to 50 squares	\$142	\$150	\$150
51 to 75 squares	\$167	\$188	\$188
76 to 100 squares	\$244	\$250	\$250
Annual Oil Well Site Inspection:			
1st Inspection	\$217	\$0	\$0
2nd Inspection	\$217	\$0	\$0
3rd Inspection	\$213	\$0	\$0
3 Year Extension Hearing - Non-conforming wells	\$1,558	\$0	\$0
Oil Well Abandonment Fee	\$67	\$0	\$0
Rig tiedown Inspection	\$76	\$0	\$0
Certification of Oil Rig	\$29	\$0	\$0
Torr Envirnl Quality Energy Cons Comm	\$273	\$0	\$0
Multi-filing	\$300	\$0	\$0
Appeal Fee	\$222	\$0	\$0
Newsrack Impound Fee	\$61	\$0	\$0
Special Animal Permit	\$25	\$470	\$470
Microfilm fee	\$6	\$0	\$0
Plan Storage fee	\$12	\$0	\$0
Worker's Comp Review fee	\$12	\$3	\$3
Soil Report Review	\$230	\$330	\$330
Mail-in fee (if applicable)	\$0	\$0	\$0
Banner Permit	\$155	\$160	\$160
Stockpile Permit	\$75	\$85	\$85

Torrance

Engineering - Plan Checking  
2008-09

Service Name	Current		Recommendations
	<i>Per Unit</i>		<i>Per Unit</i>
	Current Fee	Full Cost	Fee @ Policy Level
Street Vacation Summary	\$1,466	\$3,900	\$1,950
Street Vacation - Public Hearing	\$2,199	\$5,127	\$2,564
Hydrology study checking	\$611	\$2,003	\$1,001
Sewer study checking	\$611	\$2,568	\$1,284
Special study checking	\$611	\$1,615	\$1,131
Driveway curb cut	\$99	\$257	\$128
CoC (lot line/other)	\$269	\$399	\$399
Covenant & Agreement incl. Modification	\$174	\$328	\$328
Bond/Deposit reduction request	\$200	\$515	\$515
Final map checking - parcel - per sheet	\$245	\$345	\$241
Tract boundary-centerline chk	\$150	\$635	\$635
Subdivision Agreement time extens.	\$200	\$36	\$36
New Constr - val \$0-\$10,000	\$300	\$2,394	\$479
New Constr - val \$10,001 - \$20,000	\$900	\$2,949	\$1,032
New Constr - val \$20,001 - \$100,000	\$3,600	\$6,724	\$5,043
New Constr - val \$100,001 - \$250,000	\$10,500	\$15,932	\$15,932
New Constr - val > 250,000	\$15,000	\$16,809	\$16,809
Final map checking - tracts - per sheet	\$500	\$1,031	\$1,031

**TORRANCE - ENGINEERING - INSPECTION  
FEES - 2008-2009**

	<b>Service Name</b>	<b>Current Fee</b>	<b>Full Cost</b>	<b>Recommendation</b>
	The fees for Construction & Excavation inspections shall be based on the following rates; provided, however that the fee for any such inspection shall not be less than \$73.00.			
4	A.C. Berm - commercial	\$1.22/L.F.	\$2.60/L.F.	\$1.80/L.F.
3	A.C. Berm - residential	\$1.22/L.F.	\$1.95/L.F.	\$1.30/L.F.
14	A.C. Paving - commercial	\$0.36/S.F.	\$3.90/S.F.	\$0.60/S.F.
13	A.C. Paving - residential	\$0.36/S.F.	\$2.60/S.F.	\$0.40/S.F.
24	Catch Basin - commercial	\$147/EACH	\$781/EACH	\$225/EACH
23	Catch Basin - residential	\$147/EACH	\$521/EACH	\$200/EACH
2	Curb & Gutter - commercial	\$1.22/L.F.	\$5.21/L.F.	\$1.80/L.F.
1	Curb & Gutter - residential	\$1.22/L.F.	\$3.26/L.F.	\$1.30/L.F.
26	Curb Drain - commercial	\$86/EACH	\$260/EACH	\$130/EACH
25	Curb Drain - residential	\$86/EACH	\$195/EACH	\$86/EACH
10	Driveway - commercial	\$0.36/S.F.	\$0.89/S.F.	\$0.60/S.F.
9	Driveway - residential	\$0.36/S.F.	\$1.28/S.F.	\$0.40/S.F.
29	Dumpster	\$73/EACH	\$130/EACH	\$73/EACH
33	Encroachment	\$100/EACH	\$271/EACH	\$100/EACH
40	Industrial Waste Permit App. - review	\$40/EACH	\$84/EACH	\$50/EACH
36	License Agreement - wells	\$489/EACH	\$844/EACH	\$600/EACH
37	License Agreement - wells - ea Addtl. Well	\$61/EACH	\$84/EACH	\$85/EACH
22	Manhole - commercial	\$147/EACH	\$781/EACH	\$300/EACH
21	Manhole - residential	\$147/EACH	\$543/EACH	\$200/EACH
52	Mapping fees*	\$10/EACH	\$27/EACH	\$10/EACH(MINIMUM)
28	Parkway Drain - commercial	\$86/EACH	\$651/EACH	\$250/EACH
27	Parkway Drain - residential	\$86/EACH	\$521/EACH	\$150/EACH
51	Construction & Excavation Permit	\$39/EACH	\$36/EACH	\$39/EACH
20	Sewer Connection - commercial	\$147/EACH	\$195/EACH	\$175/EACH
19	Sewer Connection - residential	\$147/EACH	\$130/EACH	\$130/EACH
6	Concrete sidewalk (w/o base) - commercial	\$0.36/S.F.	\$1.28/S.F.	\$0.60/S.F.
5	Concrete sidewalk (w/o base) - residential	\$0.36/S.F.	\$0.85/S.F.	\$0.40/S.F.
8	Concrete sidewalk (with base) - commercial	\$0.36/S.F.	\$1.70/S.F.	\$0.80/S.F.
7	Concrete sidewalk (with base) - residential	\$0.36/S.F.	\$1.07/S.F.	\$0.50/S.F.
12	Concrete spandrals & Cross Gutter - commercial	\$0.36/S.F.	\$3.85/S.F.	\$0.80/S.F.
11	Spandrals & Cross Gutter - residential	\$0.36/S.F.	\$2.68/S.F.	\$0.60/S.F.
38	Street Naming	\$855/EACH	\$1131/EACH	\$900/EACH
39	Street Naming Change	\$1466/EACH	\$1300/EACH	\$1300/EACH
35	Street Use Permit - annual	\$26/EACH	\$54/EACH	\$54/EACH
34	Street Use Permit - single use	\$26/EACH	\$54/EACH	\$26/EACH
41	Study Review - industrial waste	\$100/EACH	\$338/EACH	\$150/EACH
16	Trenches <5 ft. - commercial	\$1.22/L.F.	\$7.81/L.F.	\$1.85/L.F.
15	Trenches <5 ft. - residential	\$1.22/L.F.	\$7.81/L.F.	\$1.35/L.F.
18	Trenches >5 ft. - commercial	\$1.47/L.F.	\$10.42/L.F.	\$2.20/L.F.
17	Trenches >5 ft. - residential	\$1.47/L.F.	\$6.51/L.F.	\$1.60/L.F.

Whenever any work for which a permit is required has commenced without first obtaining a permit, a special investigation shall be made before a permit may be issued. An investigation fee, which shall be in addition to the normal permit inspection and mapping fees, shall be collected whether or not a permit is subsequently issued. The investigation fee shall be equal to the amount of the inspection fee.

\* A 5% surcharge (\$10.00 minimum) shall be added to all permit inspection fees for the purpose of updated maps and records.

The above fees will generate approximately \$25,000 annually.

**Torrance  
Fire Prevention  
2008-09**

Service Name	Current <i>Per Unit</i>		Recommendations <i>Per Unit</i>
	Current Fee	Full Cost	Fee @ Policy Level
Aerosol products	\$211	\$241	\$241
Aircraft refueling vehicles	\$211	\$241	\$241
Aircraft repair hangar	\$183	\$323	\$226
Candles and open flame in assembly areas	\$52	\$129	\$90
Carnivals and fairs	\$236	\$569	\$398
Cellulose nitrate film	\$211	\$241	\$169
Cellulite nitrate storage	\$211	\$241	\$241
Combustible fiber storage	\$211	\$241	\$241
CG - flammable < exempt amt	\$155	\$241	\$169
CG - flammable > exempt amount	\$211	\$323	\$226
CG - highly toxic & toxic < exempt amt	\$155	\$241	\$169
Pyrohoric - < exempt amt	\$155	\$241	\$169
Pyrohoric - > exempt amt	\$211	\$323	\$226
Radioactive - < exempt amt	\$155	\$361	\$253
Radioactive - > exempt amt	\$211	\$323	\$226
Unstable (reactive) - < exempt amt	\$155	\$241	\$169
Unstable (reactive) - > exempt amt	\$211	\$323	\$226
Corrosive - < exempt amt	\$155	\$241	\$169
Corrosive - > exempt amt	\$211	\$323	\$226
Inert & simple asphyxiant	\$211	\$323	\$226
Irritant - > permit amt	\$155	\$361	\$253
Other health hazard - > permit amt	\$155	\$323	\$226
Oxidizing (incl. O2) - < exempt amt	\$155	\$241	\$169
Oxidizing (incl. O2) - > exempt amt	\$211	\$323	\$226
Sensitizer - > permit amt	\$155	\$323	\$226
Commercial rubbish - handling operation	\$291	\$569	\$398
Cryogenes	\$211	\$323	\$226
Dry cleaning plants	\$155	\$323	\$226
Dust producing operations'Day care - group E div 3	\$211	\$323	\$226
Explosives or blasting agents	\$211	\$323	\$226
Privat schools - Group E, div 1 & 2	\$262	\$323	\$323
Inside storage/use - class 1-3 liq., > exempt	\$211	\$323	\$226
Inside storage/use - class 1-3 liq., < exempt	\$155	\$323	\$226
Outside storage/use - class 1-3 liq., > exempt	\$211	\$323	\$226
Outside storage/use - class 1-3 liq., < exempt	\$155	\$323	\$226
Fruit ripening	\$211	\$323	\$226
Hazardous materials	\$213	\$323	\$226
High piled combustible storage	\$211	\$323	\$226
Group I, div 1.2	\$211	\$405	\$284
Group I, div 2	\$236	\$405	\$284
Group I, div 1.1 < 100 patients	\$456	\$1,060	\$742
Group I, div 1.1 > 100 patients	\$511	\$1,060	\$742
Group I, div 3	\$511	\$1,060	\$742
Liquefied petroleum gasses < 6000 lbs	\$101	\$241	\$169
Liquefied petroleum gasses > 6000 lbs	\$120	\$241	\$169
Liq. Or gas veh. or equip in bldgs permit	\$101	\$241	\$169
Lumber yard	\$183	\$405	\$284
Magnesium working pemit	\$128	\$241	\$169
Open burning	\$128	\$241	\$169
Organic coatings	\$211	\$323	\$226
Ovens, industrial baking or drying	\$155	\$323	\$226
Assembly >1000 but < 5000	\$211	\$323	\$226
Movie theaters	\$211	\$323	\$226
Clubs, lodges, recreation halls	\$183	\$323	\$226
Churches	\$128	\$241	\$169
Restaurants, drinking establishments	\$155	\$241	\$169
Bowling alleys, billard parlors	\$183	\$323	\$226
Dance studios, ballrooms	\$128	\$241	\$169
Mortuaries	\$128	\$241	\$169
Radioactive materials	\$211	\$371	\$259
Refrigeration equipment	\$237	\$241	\$241
Repair garages	\$236	\$241	\$241
Group R, div 2.1.2.2 > six clients	\$263	\$405	\$284
Spraying or dipping	\$183	\$323	\$226
Tire storage	\$236	\$405	\$284
Welding and cutting operations'Woodworking	\$128	\$241	\$169

**Torrance  
Fire Prevention  
2008-09**

Service Name	Current Per Unit		Recommendations Per Unit
	Current Fee	Full Cost	Fee @ Policy Level
Temp - Christmas tree lots	\$183	\$241	\$169
Temp - General use	\$85	\$160	\$112
Temp - mall, covered	\$128	\$241	\$169
Temp - parade floats	\$128	\$241	\$169
Assemble - >300 < 1,000 sq. ft. (new fee)	\$0	\$194	\$194
Any Canopy > 400 sq. ft.	\$101	\$241	\$169
Tents - >200 - < 1,000 sq ft	\$101	\$241	\$169
Tents > 1000 sq. ft	\$155	\$241	\$169
Minimum P.C. fee	\$92	\$478	\$239
Fire Alarm system - new	\$320	\$629	\$440
Fire sprinkling monitoring system	\$103	\$478	\$334
Fire extinguishing system - Pl. Chk - fixed	\$119	\$383	\$268
Sprinkler system per riser - Pl. Chk	\$366	\$1,198	\$839
Underground sprinkler supply main Pl. Chk.	\$200	\$582	\$407
Residential sprinkler system plan - Pl. Chk.	\$187	\$607	\$425
Sprinkler sys. Alt. or T.I. - Pl. Chk.	\$106	\$371	\$259
Standpipe system P.C.	\$119	\$383	\$268
Pyrotechnic Display	\$184	\$194	\$194
Flammable liquir room P.C. < 1000 sq. ft.	\$119	\$383	\$383
O2/compress gas sys P.C. 6,000-12,000 c.f.	\$119	\$654	\$327
O2/compress gas sys P.C. > 12,000 c.f.	\$210	\$560	\$392
Private underground fire mains P.C.	\$200	\$629	\$440
Combust. Mataterial Storage	\$209	\$194	\$194
Highly Toxic & Toxic, > exempt	\$187	\$194	\$194
Day Care, Group E, Div. 3	\$211	\$194	\$194
LPG tank P.C.	\$92	\$289	\$289
Ann. Fire Insp - Eng. Co Level 1	\$61	\$80	\$80
Ann. Fire Insp - Eng. Co Level 2	\$73	\$120	\$120
Ann. Fire Insp - Eng. Co Level 3	\$85	\$161	\$161
Ann. Fire Insp - Eng. Co Level 4	\$98	\$241	\$241
Ann Fire Insp - F.P. Insp - Level 0	\$100	\$51	\$100
Ann Fire Insp - F.P. Insp - Level 1	\$109	\$51	\$51
Ann Fire Insp - F.P. Insp - Level 2	\$122	\$92	\$92
Ann Fire Insp - F.P. Insp - Level 3	\$141	\$458	\$320
Ann Fire Insp - F.P. Insp - Level 4	\$246	\$716	\$500
Ann Fire Insp - F.P. Insp - Level 5	\$365	\$1,232	\$861
Ann Fire Insp - F.P. Insp - Level 6	\$611	\$1,320	\$1,054
Ann Fire Insp. Fee - Fire Insp. On Hangars	\$61	\$61	\$61
Ann Fire Insp. Fee - Fire Insp. Processing Fee	\$67	\$67	\$67
Day care, large family, Group R, div. 3	\$51	\$194	\$194
Flammable liquids facilities	\$293	\$241	\$241
Aboveground storage tanks - 1st tank	\$278	\$241	\$241
Addid'l aboveground storage tanks	\$278	\$241	\$241
Assembly w/an occup[ant load > 5000	\$326	\$326	\$326
Third (3rd) Reinspection - non compliance	\$20	\$194	\$194
P.C. flammable Liq. Room - >1000 sq. ft.	\$165	\$409	\$286
P.C. - Fire hydrants - each	\$22	\$78	\$54
P.C. - U.S.T. - new install. of flam. L.S.T. (1)	\$585	\$1,446	\$1,012
P.C. - U.S.T. - new install. of flam. L.S.T. (ea. Addit. Tank)	\$136	\$1,446	\$1,012
P.C. - Monitoring wells; per	\$337	\$220	\$220
P.C. UST Closure	\$229	\$2,390	\$1,195
P.C. - clos. of flam L.S.T.; ea. Addtank per site	\$58	\$2,390	\$1,195
P.C. - UST sys. Alteration; minor tank and piping repair	\$147	\$409	\$286
P.C. - modification of a U.S.T. permit	\$225	\$125	\$125
P.C. - Transfer U.S.T. to a new owner	\$249	\$78	\$78
Fire New Business Inspections	\$84	\$123	\$123
Planning - CUP	\$0	\$47	\$0
Other Ann. Hi Rise inspection Shell Only	\$3,668	\$4,728	\$4,728

**TORRANCE**  
**Fire - Haz Mat**  
**2008/09**

Service Name	Current		Recommendations
	<i>Per Unit</i>		<i>Per Unit</i>
	Current Fee	Full Cost	Fee @ Policy Level
H.M. - regulated substances, toxics	\$22.80	\$28.78	\$28.78
H.M. - regulated substances - flammables	\$9.50	\$16.03	\$14.42
H.M. - H.M. disclosure	\$1.20	\$1.43	\$1.43
U.S.T. - Site migration Review & oversight	\$870	\$1,986	\$1,390
P.C. U.S.T. - tank - closure	\$229	\$1,375	\$717
P.C. U.S.T. - Ea. Addt'l tanks - closure	\$58	\$1,375	\$717
P.C. - U.S.T. - new install. of flam. L.S.T. (1) (new fee)	\$585	\$1,405	\$868
P.C. - U.S.T. - new install. of flam. L.S.T. (ea. Addit. Tank)	\$136	\$1,405	\$868
P.C. - UST sys. Alteration; minor tank and piping repair (new fee)	\$147	\$396	\$286
UST - CUPA Permit - each	\$256	\$593	\$415

TORRANCE

Fire - OPS

2008/09

Service Name	Current <i>Per Unit</i>		Recommendations
	Current Fee	Full Cost	<i>Per Unit</i> Fee @ Policy Level
ALS Assessment/BLS Transport w/o TFD Paramedic	\$0	\$366	\$360.25 *

\* Indexed to the Los Angeles County General Public Ambulance Rates: Advanced Life Support rate minus Basic Life Support rate less \$17.

Torrance  
Animal Control  
2008/09

	Current		Recommendations
	<i>Per Unit</i>		<i>Per Unit</i>
Service Name	Current Fee	Full Cost	Department Recommendation
Boarding Fee - cats (temp.; city facility)	\$8	36	\$8
Boarding Fee - dogs (temp; city facility)	\$8	71	\$36
Impound fee - 2nd & subsequent offense	\$20	222	\$45
Impound fee - 3rd & subsequent offense	\$30	231	\$70
Impound fee for dogs or cats	\$10	231	\$25
License Fee - altered cats	\$5	26	\$5
License Fee - altered dogs	\$20	42	\$20
License Fee - unaltered cats	\$10	27	\$10
License Fee - unaltered dogs	\$40	41	\$40
License replacement	\$5	10	\$5

Torrance

Police

2008/09

	Current Current Fee	Current Total Cost	Department Recommendation
False Alarm - Burglary	\$ 125	\$ 96	\$ 125 **
False Alarm - Robbery	\$ 150	\$ 121	\$ 150 **
Vehicle Release	\$ 72	\$ 74	\$ 74
Weekend Jail Fee	\$ 165	\$ 258	\$ 80 ***
Booking Fee	\$ 329	\$ 390	\$ 390
Clearance Letter	\$ 28	\$ 16	\$ 16
Vehicle Repo. Reimb.	\$ 15	\$ 12	\$ 12
Equip Violation Citat. Sign-off	\$ 10	\$ 45	\$ 20 *
Disturbance Fee (2nd & subseq	\$ 195	\$ 152	\$ 152
DUI - Police	\$ 240	\$ 455	\$ 455

Total

\* Department does not want to index this fee as it would take the fee out of market comparability.

\*\* These fees are being left at the current rate as all of the volume documents were unavailable at the time of the fee study.

\*\*\* Department is using a range to allow competitive cost recovery. Department does not want to index the range.

Torrance  
Community Services  
2008-09

Fee Description	Current	Recommended
Non-resident fee for class registration *	\$10 - \$20	\$20
Fee for use of softball field lighting	\$35 for the first two hours & \$11 for each additional hour	\$15 - \$25 per hour
Fee for use of soccer field lighting	\$49 for the first two hours & \$18 for each additional hour	\$15 - \$25 per hour
Weekly resident fee for therapeutic programs	\$20 - \$25	\$25 - \$35
Weekly non-resident fee for therapeutic programs	\$25 - \$30	\$35 - \$40
Fee for the Turkey Trot	\$20 - \$28	\$20 - \$35
Fee for camps	\$99 - \$125	\$120 - \$150
Weekly fee for the After School Clubs	\$23 - \$30	\$25 - \$35
Resident fee for adult softball leagues	\$400 - \$440 per team	\$425 - \$500 per team
Non-resident fee for adult softball leagues	\$450 - \$490 per team	\$475 - \$550 per team
Resident fee for adult basketball leagues	\$300 - \$325 per team	\$325 - \$375 per team
Non-resident fee for adult basketball leagues	\$325 - \$350 per team	\$325 - \$400 per team
Fee for youth sports leagues	\$49 - \$65 per participant	\$55 per participant
Fee for youth sports "Contract Classes"	\$5 - \$9 per hour of instruction	\$5 - \$25 per hour of instruction
Fee for youth and seniors at the Sea Aire Golf Course	\$3 - \$3.50 per round	\$3 per round
Fee for adults at Sea Aire Golf Course	\$4 - \$4.50 per round	\$5 per round
Fee for swim classes	\$4 - \$6 per hour of instruction	\$8 per hour of instruction
Fee for the Competitive Swim Team	\$90 - \$120 per participant	\$125 - \$175 per participant
Fee for Sync or Swim	\$90 - \$120 per participant	\$125 - \$175 per participant
Fee for Synchronized Swimming	\$60 - \$80 per participant	\$75 - \$100 per participant
Fee for the Torrettes Drill Team	\$220 - \$260 per participant	\$275 - \$350 per participant
Fee for Dance Camp	\$3 - \$5 per hour of instruction	\$5 - \$10 per hour of instruction
Fee for pre-school classes	\$4 - \$6 per hour of instruction	\$5 - \$10 per hour of instruction
Fee for Civic Chorale	\$35 - \$50 per participant	\$50 - \$100 per participant
Fee for youth fine arts "Contract Classes"	\$2 - \$10 per hour of instruction	\$2 - \$14 per hour of instruction

\* - Non-resident registration fee is associated with registration fees, however it is deposited into the General Fund.

In addition, staff are recommending that the following New Fees be added:

Fee for "Non-Profit" rental of the Wilson Park Roller Hockey Rink	N/A	\$40-\$55 per hour
Fee for "Private" rental of the Wilson Park Roller Hockey Rink	N/A	\$50-\$65 per hour
Fee for "Commercial" rental of the Wilson Park Roller Hockey Rink	N/A	\$90-\$120 per hour
Fee for rental of the Wilson Park Sports Center Plaza (in conjunction with a permit to use the Wilson Park Sports Center)	N/A	\$50 per event

<b>AIRPORT</b>		<b>Torrance</b>	<b>Santa Monica</b>	<b>Camarillo</b>	<b>Brown (S.D.)</b>	<b>Brackett</b>
<b>Fee</b>						
Tie-Down						
Single Engine	\$95.00/month	\$90/month	\$98/month	\$115/month	\$	52
Multi-Engine	\$95.00/month	\$160/month	\$98/month	\$136/month	\$	58
Transient Tie-Down						
Single Engine	\$7.00/day	\$10/day	\$7/day	\$5/day	\$	5
Multi-Engine	\$15.00/day	\$20/day	\$9/day	\$5/day	\$	10
T-Hangar						
1,100 sq. ft.	\$500/month	\$142/month	\$271/month (a)	\$375/month	\$	428
2,500 sq. ft.	\$1,135/month	\$278/month	\$671/month (a)	\$425/month	\$	900
Landing Fee (avg.)						
Light aircraft	none	\$6.00	\$4.00	none	none	
Heavy (>12,500 lbs)	none	\$27.00	\$13.00	\$10.00	none	
Overnight Parking			\$10/night	\$25/month	\$3/night	\$ 5
Key Card	\$ 16.75			\$ 20.00	no	\$ 10
Filming Permit						
Movie	\$ 527.00			\$1,200/day		
Stills	\$ 170.00			\$785/day		\$ 500
Special Use				\$500/day		

**CITY OF TORRANCE  
CULTURAL ARTS**

Fee Description	Current Fee	Fully Burdened Cost	Department Proposed Fees	Comments
<b>Meeting Hall:</b>				
Set-up & teardown fee	\$242/per event	232	242	per event
Event manager	\$29.75/hr	29	29.75	per hour
Kitchen fee	\$60.25/per event	29	60.25	per event
Room Rental - Resident, non-profit	\$85/hr	170	85	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$97/hr	170	97	per hour
Room Rental - Non-resident, private/ commercial	\$182.50/hr	170	182.5	per hour
<b>Recreation Center:</b>				
Set-up & teardown fee	\$242/per event	232	242	per event
Event manager	\$29.75/hr	29	29.75	per hour
Kitchen fee	\$60.25/per event	29	60.25	per event
<b>Recreation Center Auditorium:</b>				
Room Rental - Resident, non-profit	\$72.75/hr	170	72.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$85/hr	170	85	per hour
Room Rental - Non-resident, private/ commercial	\$97/hr	170	97	per hour
<b>Recreation Center Assembly Room:</b>				
Room Rental - Resident, non-profit	\$29.75/hr	158	29.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$36/hr	158	36	per hour
Room Rental - Non-resident, private/ commercial	\$42.25/hr	158	42.25	per hour
<b>James Armstrong Theatre:</b>				
Interdepartmental	N/A	369	70	per hour
Room Rental - Resident, non-profit	\$60.25/hr	369	70	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$146/hr	369	168	per hour
Room Rental - Non-resident, private/ commercial	\$268.25/hr	369	308	per hour
<b>Technician Staff:</b>				
Resident, non-profit/non-resident, non-profit				
Stage Manager	\$26.25/hr	38	30	per hour
Light Technician	\$21.50/hr	31	25	per hour
Sound Technician	\$21.50/hr	31	25	per hour
Spotlight/Rail Technician	\$21.50/hr	31	25	per hour
House Manager	\$21.50/hr	26	25	per hour
Box Office Staff	\$17.75/hr	19	20	per hour
Resident, Private/non-resident, private/commercial				
Stage Manager	\$29.75/hr	38	30	per hour
Light Technician	\$23.75/hr	31	25	per hour
Sound Technician	\$23.75/hr	31	25	per hour
Spotlight/Rail Technician	\$23.75/hr	31	25	per hour
House Manager	\$23.75/hr	26	25	per hour
Box Office Staff	\$20/hr	19	20	per hour
<b>Theater Lobby (sole use):</b>				
Room Rental - Resident, non-profit	\$23.75/hr	117	23.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$36/hr	117	36	per hour
Room Rental - Non-resident, private/ commercial	\$121.50/hr	117	121.5	per hour
<b>Scene Shop (sole use):</b>				
Room Rental - Resident, non-profit	\$11.50/hr	-	11.5	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$23.75/hr	-	23.75	per hour
Room Rental - Non-resident, private/ commercial	\$42.25/hr	-	42.25	per hour
<b>Torino Plaza/Entry Plaza:</b>				
Set-up & teardown fee	\$242/per event	232	242	per event
Event manager	\$29.75/hr	29	29.75	per hour
Room Rental - Resident, non-profit	\$29.75/hr	170	29.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$42.25/hr	170	42.25	per hour
Room Rental - Non-resident, private/ commercial	\$60.25/hr	170	60.25	per hour
<b>Studios:</b>				
Set-up & teardown fee	\$48.25/per event	44	48.25	per event
Interdepartmental	\$10/hr	101	25	per hour *
Room Rental - Resident, non-profit	\$29.75/hr	101	29.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$36/hr	101	36	per hour
Room Rental - Non-resident, private/ commercial	\$42.25/hr	101	42.25	per hour
<b>Nakano Theatre:</b>				

**CITY OF TORRANCE  
CULTURAL ARTS**

Fee Description	Current Fee	Fully Burdened Cost	Department Proposed Fees	Comments
Set-up & teardown fee	\$242/per event	232	242	per event
Event manager	\$29.75/hr	29	29.75	per hour
Interdepartmental	\$10/hr	146	25	per hour *
Room Rental - Resident, non-profit	\$72.75/hr	146	72.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$85/hr	146	85	per hour
Room Rental - Non-resident, private/commercial	\$97/hr	146	97	per hour
Lobby (sole use):				
Set-up & teardown fee	\$29.75/per event	44	29.75	per event
Room Rental - Resident, non-profit	\$29.75/hr	101	29.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$36/hr	101	36	per hour
Room Rental - Non-resident, private/ commercial	\$42.25/hr	101	42.25	per hour
Garden Room:				
Set-up & teardown fee	\$29.75/per event	29	29.75	per event
Event manager	\$29.75/hr	29	29.75	per hour
Room Rental - Resident, non-profit	\$29.75/hr	202	29.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$36/hr	202	36	per hour
Room Rental - Non-resident, private/ commercial	\$42.25/hr	202	42.25	per hour
Japanese Garden:				
Event manager	\$29.75/hr	29	29.75	per hour
Set-up & teardown fee	\$29.75/per event	29	29.75	per event
Room Rental - Resident, non-profit	\$36/hr	202	36	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$42.25/hr	202	42.25	per hour
Room Rental - Non-resident, private/ commercial	\$48.25/hr	202	48.25	per hour
West Annex Commission Room:				
Set-up & teardown fee	\$36/per event	81	36	per event
Room Rental - Resident, non-profit	\$23.75/hr	122	23.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$29.75/hr	122	29.75	per hour
Room Rental - Non-resident, private/ commercial	\$36/hr	122	36	per hour
Library Meeting Room:				
Set-up & teardown fee	\$48.25/per event	161	48.25	per event
Room Rental - Resident, non-profit	\$29.75/hr	122	29.75	per hour
Room Rental - Resident, private/ non-resident, non-profit	\$48.25/hr	122	48.25	per hour
Room Rental - Non-resident, private/ commercial	\$66.50/hr	122	66.5	per hour
Use of Alcohol:				
Police Officer	\$72.75/hr	90	72.75	per hour
Operations staff	\$29.75/hr	29	29.75	per hour
Box Office service fee	N/A		2.50	per ticket *

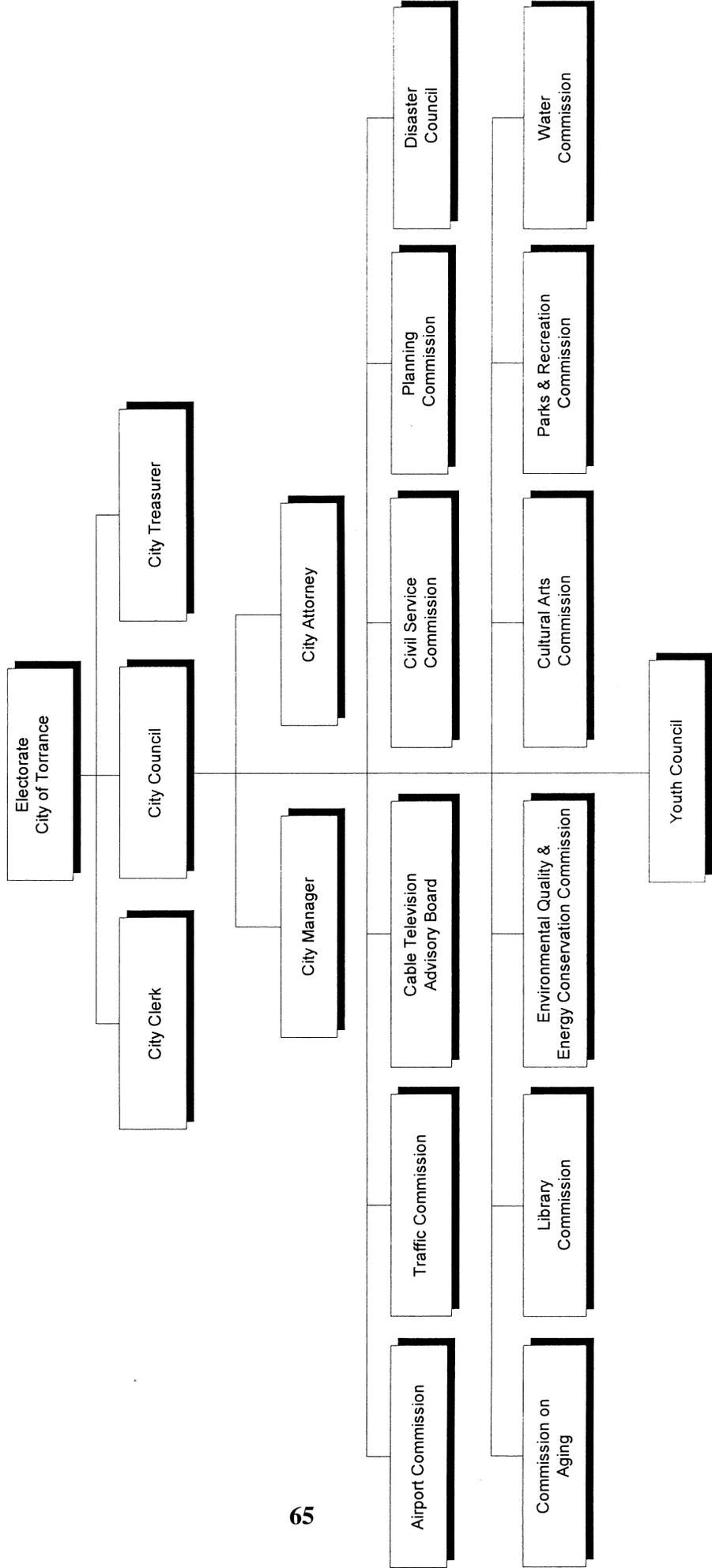
\* Department does not want to index these fees.

Torrance  
GIS/Mapping  
2008/09

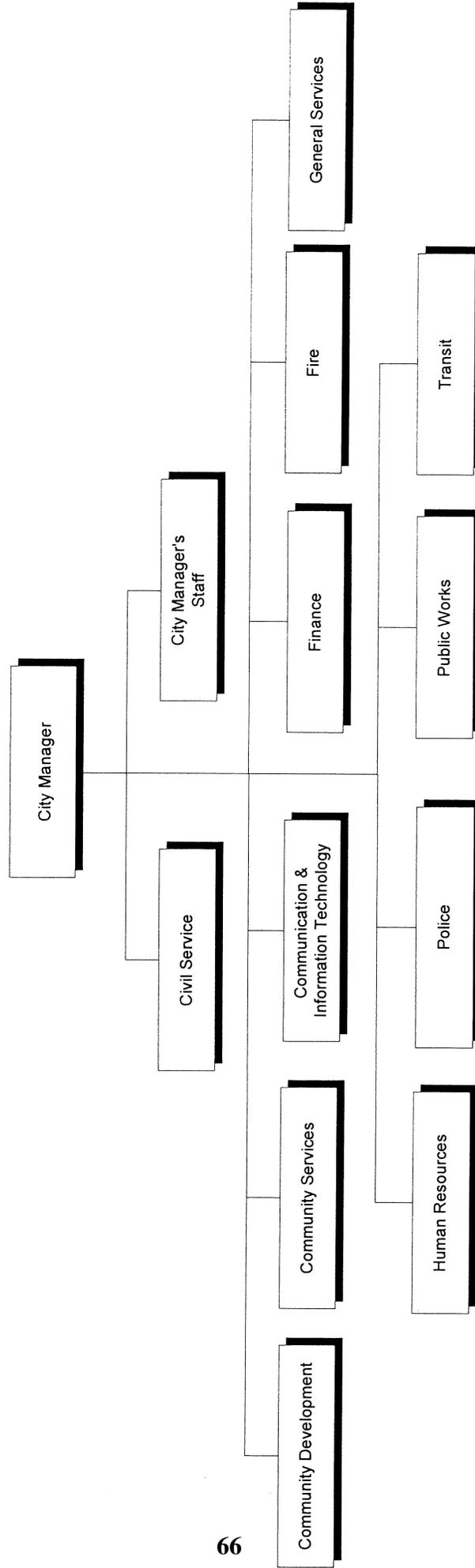
GIS / Mapping Item	Current fees		Full Cost	
	First copy	Each additional copy	First copy	Each additional copy
Pre-printed maps and charts (color) 8.5" x 11"	\$ 2.30	\$ 0.70	\$2.20	\$1.10
Pre-printed maps and charts (color) 11" x 17"	\$ 3.40	\$ 1.20	\$3.30	\$2.20
Pre-printed maps and charts (color) 24" x 36"	\$ 14.00	\$ 9.50	\$27.50	\$16.50
Pre-printed maps and charts (B&W) 8.5" x 11"	\$ 1.20	\$ 0.35	\$2.20	\$1.10
Pre-printed maps and charts (B&W) 11" x 17"	\$ 1.70	\$ 0.70	\$3.30	\$2.20
Pre-printed maps and charts (B&W) 24" x 36"	\$ 6.80	\$ 6.80	\$27.50	\$16.50
Blueprints of aerials (36" x 36" or 40" x 40")	\$ 12.00		\$22.00	\$0.00
Custom aerial photo prints 8.5" x 11"	\$ 30.00	\$ 1.20	\$55.00	\$1.10
Custom aerial photo prints 11" x 17"	\$ 30.00	\$ 2.30	\$55.00	\$2.20
Custom aerial photo prints 24" x 36"	\$ 57.00	\$ 12.00	\$71.50	\$16.50
Custom aerial photo prints 36" x 48" or custom	\$ 63.00	\$ 14.00	\$82.50	\$33.00
Custom color or BW maps and charts 8.5" x 11"	\$ 30.00	\$ 1.20	\$82.50	\$1.10
Custom color or BW maps and charts 11" x 17"	\$ 30.00	\$ 2.30	\$82.50	\$2.20
Custom color or BW maps and charts 24" x 36"	\$ 57.00	\$ 12.00	\$110.00	\$16.50
Custom color or BW maps and charts 36" x 48"	\$ 63.00	\$ 14.00	\$110.00	\$33.00
Digital Data	\$ 30.00		\$55.00	\$0.00
each additional 15 minutes	\$ 14.00		\$27.50	\$0.00
Aerial photo viewer applications (BW) 8.5" x 11"	\$ 3.40	\$ 0.35	\$8.80	\$1.10
Aerial photo viewer applications (color) 8.5" x 11"	\$ 4.50	\$ 0.70	\$8.80	\$1.10



**ELECTED AND APPOINTED OFFICIALS**



# CITY DEPARTMENTS



## CITY DEPARTMENTAL FUNCTIONS GENERAL FUND

### ***PUBLIC SAFETY***

#### **Fire**

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

#### **Police**

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

#### ***Community Services***

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

#### ***Community Development***

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

#### **Public Works**

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

### ***GENERAL GOVERNMENT***

#### **City Attorney**

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

#### **City Clerk**

- Administration
- Records
- Council & Commission Support

#### **City Manager**

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

# CITY DEPARTMENTAL FUNCTIONS

## GENERAL FUND CONTINUED

### GENERAL GOVERNMENT CONTINUED

#### City Treasurer

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

#### Civil Service

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

#### Finance

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

#### General Services

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

#### Human Resources

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

#### Communications & Info. Technology

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

**CITY DEPARTMENTAL FUNCTIONS  
OTHER FUNDS**

**ENTERPRISE FUNDS**

**Airport (General Services)**

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

**Transit**

- Motor Bus & Paratransit Administration
- Motor Bus & Paratransit Operations
- Dial-A-Lift

**Water (Public Works)**

- Water Supply
- Water Operations
- Water Resources
- Water Administration
- Water Financial Obligations

**Sanitation (Public Works)**

- Solid Waste Collection and Disposal
- Residential Recycling
- Waste Management AB939
- Wastewater System Maintenance
- Residential Street Cleaning

**Cultural Arts Center (General Services)**

- Theater
- Meeting Rooms
- Classrooms

**Sewer (Public Works)**

- Sanitary Sewer System Management

**Community Services**

- Recreation Services
- Cultural Services

**Emergency Medical Services (Fire)**

**Animal Control (Police)**

**INTERNAL SERVICES**

**Fleet Services (General Services)**

- Acquisition and Replacement
- Maintenance and Repair
- Warehouse Operations

**Self-Insurance (Human Resources)**

- Liability
- Insurance Administration
- Workers' Compensation
- Health and Safety

**EXTERNAL FUND**

**Cable (City Manager)**

- Station Operations
- Office Operations

**Vanpool/Rideshare (Human Resources)**

- Vanpool Operation

**2008-09 ADOPTED  
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
<b>GENERAL FUND</b>	\$ 168,988,676	\$ 639,967	\$ 169,628,643	\$ 169,628,643	\$ -
<b>INTERNAL SERVICE</b>					
Fleet Services	6,315,737		6,315,737	6,033,219	282,518 ***
Self Insurance	3,932,688	10,141	3,942,829	3,942,829	-
Subtotal	10,248,425	10,141	10,258,566	9,976,048	
<b>ENTERPRISE FUNDS</b>					
Airport	11,374,600	52,719	11,427,319	11,427,319	-
Transit*	23,594,208	217,122	23,811,330	23,811,330	-
Water	26,060,410		26,060,410	24,766,471	1,293,939 ****
Sanitation	10,950,654	167,851	11,118,505	11,118,505	-
Cultural Arts Center	2,061,315	36,914	2,098,229	2,098,229	-
Sewer	2,734,500		2,734,500	2,252,011	482,489 ****
Emergency Medical Svcs.	9,596,325		9,596,325	9,596,325	-
Animal Control	453,648	10,280	463,928	463,928	-
Parks & Recreation	8,147,790	123,073	8,270,863	8,270,863	-
Subtotal	94,973,450	607,959	95,581,409	93,804,981	
<b>EXTERNAL FUNDS</b>					
Home Improvement Employment Program	366,448		366,448	366,448	-
Section 8 Rental Assist.	5,586,000	74,620	5,660,620	5,660,620	-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,100	32,800
Redevelopment Agency	14,236,373		14,236,373	12,921,060	1,315,313
Government Cable Communications	1,478,600		1,478,600	1,386,880	91,720
Cable TV Public Access	344,053	204	344,257	344,257	-
Street Lighting District	2,548,744	451,549	3,000,293	3,000,293	-
Air Quality Management	175,500	13,624	189,124	189,124	-
Vanpool/Rideshare	265,100		265,100	247,964	17,136
General Fund Projects		690,000	690,000	690,000	-
Gas Tax		840,000	840,000	840,000	-
Prop C		1,408,900	1,408,900	1,408,900	-
Torrance Public Financing	3,450,538		3,450,538	3,313,166	137,372
Subtotal	28,488,256	3,478,897	31,967,153	30,372,812	
	28,122,208			27,433,912	
Less: Internal Service Internal Transfers**	(10,248,425)	(10,141)	(10,258,566)	(9,976,048)	-
	(36,803,902)		(36,803,902)	(36,803,902)	-
<b>TOTAL</b>	\$ 255,646,480	\$ 4,726,823	\$ 260,373,303	\$ 257,002,534	

\* Includes depreciation of \$2,148,000 in revenue estimate.

\*\* Includes all internal transfers.

\*\*\* Ending balance to be used for the replacement of vehicles.

\*\*\*\* Ending balance used for capital projects.

**2009-10 PROPOSED  
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Expenses	Ending Balance
<b>GENERAL FUND</b>	\$ 171,444,648	\$ 1,221,768	\$ 172,666,416	\$ 176,494,983	\$ 868,000	\$ (2,960,567)	\$ -
<b>INTERNAL SERVICE</b>							
Fleet Services	6,315,738		6,315,738	6,109,711		(38,388)	244,415 ***
Self Insurance	3,932,688	98,145	4,030,833	4,046,401		(15,568)	-
Subtotal	10,248,426	98,145	10,346,571	10,156,112	-	(53,956)	
<b>ENTERPRISE FUNDS</b>							
Airport	11,632,000		11,632,000	11,625,738			6,262
Transit*	23,518,024	288,660	23,806,684	23,806,684			-
Water	28,879,000		28,879,000	28,313,549			565,451
Sanitation	11,254,620	336,490	11,591,110	11,591,110			-
Cultural Arts Center	2,131,315	49,751	2,181,066	2,210,732		(29,666)	-
Sewer	1,909,500	420,742	2,330,242	2,330,242			-
Emergency Medical Svcs.	10,244,959		10,244,959	10,244,959			-
Animal Control	453,648	370	454,018	454,018			-
Parks & Recreation	8,034,790	142,449	8,177,239	8,282,349		(105,110)	-
Subtotal	98,057,856	1,238,462	99,296,318	98,859,381	-	(134,776)	
<b>EXTERNAL FUNDS</b>							
Home Improvement Employment Program	370,848		370,848	370,848			-
Section 8 Rental Assist.	5,806,000	684,820	6,490,820	6,490,820			-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,400			32,500
Redevelopment Agency	15,086,467		15,086,467	13,493,625		(5,097)	1,597,939
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,608,600		1,608,600	1,567,252			41,348
Cable TV Public Access	420,912		420,912	420,793			119
Cable Public Educ. Gov.	277,452		277,452	-			277,452
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,069,667	77,695	3,147,362	3,147,362			-
Air Quality Management	175,500		175,500	199,428		(838)	(23,090)
Vanpool/Rideshare	265,100		265,100	258,830		(1,322)	7,592
Gas Tax		840,000	840,000	840,000			-
Prop C		1,308,900	1,308,900	1,308,900			-
Torrance Public Financing Subtotal	3,338,894		3,338,894	3,313,922			24,972
	30,490,190	2,911,415	33,401,605	31,450,030	-	(7,257)	
Less: Internal Service Internal Transfers**	(10,248,426)	(98,145)	(10,346,571)	(10,156,112)			-
	(38,098,548)		(38,098,548)	(38,098,548)			-
<b>TOTAL</b>	\$ 261,894,146	\$ 5,371,645	\$ 267,265,791	\$ 268,705,846	\$ 868,000	\$ (3,156,556)	

\* Includes depreciation of \$2,148,000 in revenue estimate.

\*\* Includes all internal transfers.

\*\*\* Ending balance to be used for the replacement of vehicles.

**2010-11 PROPOSED  
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Expenses	Ending Balance
<b>GENERAL FUND</b>	\$ 177,193,729	\$ 600,000	\$ 177,793,729	\$ 181,622,296	\$ 868,000	\$ (2,960,567)	\$ -
<b>INTERNAL SERVICE</b>							
Fleet Services	6,397,000		6,397,000	6,144,000		(38,388)	291,388 ***
Self Insurance	4,232,000		4,232,000	4,052,000		(15,568)	195,568
Subtotal	10,629,000	-	10,629,000	10,196,000	-	(53,956)	
<b>ENTERPRISE FUNDS</b>							
Airport	12,069,000		12,069,000	11,710,000			359,000
Transit*	24,800,000		24,800,000	24,256,000			544,000
Water	30,138,000		30,138,000	29,411,250			726,750
Sanitation	11,509,000	382,000	11,891,000	11,891,000			-
Cultural Arts Center	2,157,000	113,000	2,270,000	2,270,000		(29,666)	29,666
Sewer	1,963,000	425,000	2,388,000	2,388,000			-
Emergency Medical Svcs.	10,567,000		10,567,000	10,567,000			-
Animal Control	456,000	10,000	466,000	466,000			-
Parks & Recreation	8,163,000	334,000	8,497,000	8,497,000		(105,110)	105,110
Subtotal	101,822,000	1,264,000	103,086,000	101,456,250	-	(134,776)	
<b>EXTERNAL FUNDS</b>							
Home Improvement Employment Program	370,848		370,848	370,848			-
Section 8 Rental Assist.	5,806,000	684,820	6,490,820	6,490,820			-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,400			32,500
Redevelopment Agency	15,367,319		15,367,319	13,756,254		(5,097)	1,616,162
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,668,636		1,668,636	1,624,207			44,429
Cable TV Public Access	420,912		420,912	420,793			119
Cable Public Educ. Gov.	277,452		277,452	-			277,452
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,069,667	77,695	3,147,362	3,147,362			-
Air Quality Management	179,000	24,000	203,000	203,000		(838)	838
Vanpool/Rideshare	265,000	1,500	266,500	266,500		(1,322)	1,322
Gas Tax		840,000	840,000	840,000			-
Prop C		1,508,900	1,508,900	1,508,900			-
Torrance Public Financing	3,338,894		3,338,894	3,313,922			24,972
Subtotal	30,834,478	3,136,915	33,971,393	31,980,856	-	(7,257)	
Less: Internal Service Internal Transfers**	(10,629,000) (38,331,238)	-	(10,629,000) (38,331,238)	(10,196,000) (38,331,238)			-
<b>TOTAL</b>	\$ 271,518,969	\$ 5,000,915	\$ 276,519,884	\$ 276,728,164	\$ 868,000	\$ (3,156,556)	

\* Includes depreciation of \$2,148,000 in revenue estimate.

\*\* Includes all internal transfers.

\*\*\* Ending balance to be used for the replacement of vehicles.

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## REVENUE SUMMARY ALL FUNDS

Description	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2009-10 Proposed
<b>General Fund</b>	\$ 153,485,669	\$ 162,812,177	\$ 168,679,801	\$ 168,988,676	\$ 171,444,648	\$ 177,193,729
<b>Internal Service Funds</b>	9,348,807	12,155,005	12,604,825	10,248,425	10,248,426	10,629,000
<b>Enterprise Funds</b>	79,075,662	84,365,021	86,000,791	92,825,450	95,909,856	99,674,000
<b>External Funds</b>	30,752,665	28,428,557	27,622,591	28,488,256	30,490,190	30,834,478
<b>Grand Total All Funds</b>	<b>\$ 272,662,803</b>	<b>\$ 287,760,760</b>	<b>\$ 294,908,008</b>	<b>\$ 300,550,807</b>	<b>\$ 308,093,120</b>	<b>\$ 318,331,207</b>
<b>GENERAL FUND REVENUES</b>						
Property Taxes	\$ 31,675,913	\$ 35,817,439	\$ 37,640,203	\$ 39,504,100	\$ 40,932,075	\$ 42,579,134
Taxes Other Than Property	95,761,172	101,077,333	102,616,588	102,808,129	101,648,084	105,698,416
Licenses and Permits	2,692,902	2,671,004	1,961,792	2,139,510	2,310,510	2,330,414
Revenues from Other Agencies	6,646,162	2,332,780	1,928,583	1,849,625	1,457,221	1,460,893
Fines and Forfeits	1,467,976	1,580,087	1,640,282	1,365,726	1,966,047	1,982,910
Use of Money and Property	2,449,207	4,610,499	6,300,890	4,022,174	5,298,729	5,401,077
Charges for Current Service	4,934,105	4,436,268	3,935,739	4,197,079	4,268,606	4,336,904
Other Revenues	7,858,232	10,286,767	12,655,724	13,102,333	13,563,376	13,403,981
Non-Recurring Revenues	-	-	-	-	-	-
<b>Total General Fund</b>	<b>\$ 153,485,669</b>	<b>\$ 162,812,177</b>	<b>\$ 168,679,801</b>	<b>\$ 168,988,676</b>	<b>\$ 171,444,648</b>	<b>\$ 177,193,729</b>
<b>INTERNAL SERVICE FUND REVENUES</b>						
Fleet Services	\$ 6,026,119	\$ 7,868,439	\$ 7,528,371	\$ 6,315,737	\$ 6,315,738	\$ 6,397,000
Self Insurance	3,322,688	4,286,566	5,076,454	3,932,688	3,932,688	4,232,000
<b>Total Internal Service Fund</b>	<b>\$ 9,348,807</b>	<b>\$ 12,155,005</b>	<b>\$ 12,604,825</b>	<b>\$ 10,248,425</b>	<b>\$ 10,248,426</b>	<b>\$ 10,629,000</b>
<b>ENTERPRISE FUNDS REVENUES</b>						
Airport	\$ 9,158,981	\$ 11,070,852	\$ 10,827,054	\$ 11,374,600	\$ 11,632,000	\$ 12,069,000
Transit System	20,045,470	18,685,513	19,776,147	21,446,208	21,370,024	22,652,000
Water	22,402,592	23,223,435	23,902,486	26,060,410	28,879,000	30,138,000
Emergency Medical Services	7,600,579	8,177,245	8,031,138	9,596,325	10,244,959	10,567,000
Sanitation	9,430,000	10,872,775	11,053,702	10,950,654	11,254,620	11,509,000
Cultural Arts Center	1,581,275	1,707,319	2,183,379	2,061,315	2,131,315	2,157,000
Sewer	1,666,500	2,914,034	2,357,561	2,734,500	1,909,500	1,963,000
Animal Control	264,853	188,838	253,329	453,648	453,648	456,000
Parks and Recreation	6,925,412	7,525,010	7,615,995	8,147,790	8,034,790	8,163,000
<b>Total Enterprise Funds</b>	<b>\$ 79,075,662</b>	<b>\$ 84,365,021</b>	<b>\$ 86,000,791</b>	<b>\$ 92,825,450</b>	<b>\$ 95,909,856</b>	<b>\$ 99,674,000</b>
<b>EXTERNAL FUND REVENUES</b>						
Employment and Training-JTPA	\$ 4,708,866	\$ 3,218,529	\$ 110,544	\$ -	\$ -	\$ -
Home Improvement Employ Program	351,943	367,548	304,382	366,448	370,848	370,848
Section 8 Rental Assistance	5,225,000	5,377,000	5,435,600	5,586,000	5,806,000	5,806,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	36,900	36,900
Redevelopment Agency	12,556,939	11,274,237	13,462,884	14,236,373	15,086,467	15,367,319
Redev. Meadow Park Parking Lot	-	-	-	-	23,850	23,850
Government Cable Communications	1,315,000	1,480,000	1,518,717	1,478,600	1,608,600	1,668,636
Cable TV Public Access	303,619	326,268	300,596	344,053	420,912	420,912
Cable TV Public Educ. Government	-	-	-	-	277,452	277,452
Police Inmate Welfare Fund	-	-	-	-	10,000	10,000
Street Lighting District	2,416,496	2,530,651	2,570,217	2,548,744	3,069,667	3,069,667
Vanpool/Rideshare	194,900	196,900	253,435	265,100	265,100	265,000
Air Quality Management	164,000	165,000	182,892	175,500	175,500	179,000
Capital Improvements	-	-	-	-	-	-
Torrance Improvements Debt Service	3,479,002	3,455,524	3,446,424	3,450,538	3,338,894	3,338,894
<b>Total External Funds</b>	<b>\$ 30,752,665</b>	<b>\$ 28,428,557</b>	<b>\$ 27,622,591</b>	<b>\$ 28,488,256</b>	<b>\$ 30,490,190</b>	<b>\$ 30,834,478</b>

## EXPENDITURE SUMMARY ALL FUNDS

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>General Fund Operating Budget:</b>						
City Attorney	\$ 2,363,351	\$ 2,504,117	\$ 2,609,078	\$ 2,767,791	\$ 2,770,292	\$ 2,770,292
City Clerk	806,957	702,867	836,861	806,185	1,015,427	865,427
City Council/Commissions	478,900	517,134	536,791	618,552	640,382	640,382
City Manager	2,288,420	2,602,436	2,881,577	3,098,212	3,048,565	3,048,565
City Treasurer	681,690	718,960	825,928	860,744	883,597	883,597
Civil Service	296,345	323,349	318,951	409,190	457,209	457,209
Communications & Info System	3,610,961	3,799,846	3,967,732	4,611,789	4,749,569	4,749,569
Community Development	7,137,133	7,568,842	7,993,385	8,609,588	8,727,957	8,727,957
Community Services	12,673,421	12,963,719	14,008,463	14,423,798	14,834,490	14,834,490
Finance	4,226,827	4,642,837	4,826,799	5,511,834	4,388,816	4,388,816
Fire	24,053,166	24,897,032	26,155,220	24,995,548	26,503,252	26,503,252
General Services	4,484,815	4,543,344	4,899,266	4,670,054	4,870,002	4,870,002
Human Resources	2,431,962	2,508,284	2,551,050	2,735,430	2,799,120	2,774,120
Police	52,787,301	54,639,929	58,086,019	60,589,127	64,038,998	64,038,998
Public Works	9,830,945	9,784,187	10,663,737	12,167,477	12,247,584	12,247,584
Non-Departmental/Insurance	20,745,502	24,017,187	30,766,970	22,753,324	24,519,723	29,822,036
<b>Total General Fund</b>	<b>\$ 148,897,696</b>	<b>\$ 156,734,070</b>	<b>\$ 171,927,827</b>	<b>\$ 169,628,643</b>	<b>176,494,983</b>	<b>181,622,296</b>
<b>Internal Service:</b>						
Fleet Services	5,885,178	4,519,180	5,375,895	6,033,219	6,109,711	6,144,000
Self Insurance	4,352,146	4,965,552	6,319,445	3,942,829	4,046,401	4,052,000
<b>Total Internal Service</b>	<b>\$ 10,237,324</b>	<b>\$ 9,484,732</b>	<b>\$ 11,695,340</b>	<b>\$ 9,976,048</b>	<b>\$ 10,156,112</b>	<b>\$ 10,196,000</b>
<b>Enterprise Funds:</b>						
Airport	7,426,038	8,518,904	11,664,887	11,427,319	11,625,738	11,710,000
Transit	20,847,271	20,028,868	21,502,811	23,811,330	23,806,684	24,256,000
Water	19,869,239	22,140,372	25,547,428	24,766,471	28,313,549	29,411,250
Sanitation	10,102,329	10,135,554	11,068,380	11,118,505	11,591,110	11,891,000
Cultural Arts Center	1,699,813	1,767,528	1,971,982	2,098,229	2,210,732	2,270,000
Sewer	775,333	1,626,340	2,331,572	2,252,011	2,330,242	2,388,000
Emergency Medical Services	7,431,502	8,127,220	8,031,138	9,596,325	10,244,959	10,567,000
Animal Control	254,148	308,463	270,335	463,928	454,018	466,000
Parks and Recreation	7,244,841	7,296,849	7,487,232	8,270,863	8,282,349	8,497,000
<b>Total Enterprise</b>	<b>\$ 75,650,514</b>	<b>\$ 79,950,098</b>	<b>\$ 89,875,765</b>	<b>\$ 93,804,981</b>	<b>\$ 98,859,381</b>	<b>\$ 101,456,250</b>
<b>External Funds:</b>						
Employment & Training (WIN)	3,885,379	3,218,529	110,544	-	-	-
Home Improv. Empl. Program	340,246	351,225	304,382	366,448	370,848	370,848
Section 8 Rental Assistance	4,619,494	4,891,550	5,363,312	5,660,620	6,490,820	6,490,820
Rehab. Loan Program (HCD)	-	-	-	4,100	4,400	4,400
Redevelopment Agency	10,773,566	11,025,405	11,465,852	12,921,060	13,493,625	13,756,254
Redev. Meadow Park Parking Lot	-	-	-	-	23,850	23,850
Gov. Cable Communications	1,098,657	1,114,337	1,338,241	1,386,880	1,567,252	1,624,207
Cable TV Public Access	282,910	304,982	300,597	344,257	420,793	420,793
Police Inmate Welfare Fund	-	-	-	-	10,000	10,000
Air Quality Management	163,342	165,545	180,209	189,124	199,428	203,000
Vanpool/Rideshare	198,717	199,189	208,541	247,964	258,830	266,500
Gas Tax	2,840,000	840,000	840,000	840,000	840,000	840,000
General Fund Capital Projects	-	-	-	690,000	-	-
Prop C	-	-	348,296	1,408,900	1,308,900	1,508,900
Street Lighting District	2,322,409	2,549,562	2,674,319	3,000,293	3,147,362	3,147,362
Torrance Public Financing Authority	3,492,402	3,455,026	3,449,254	3,313,166	3,313,922	3,313,922
<b>Total External</b>	<b>\$ 30,017,122</b>	<b>\$ 28,115,350</b>	<b>\$ 26,583,547</b>	<b>\$ 30,372,812</b>	<b>\$ 31,450,030</b>	<b>\$ 31,980,856</b>
<b>Less:</b>						
Internal Service Charges	(10,237,324)	(9,484,732)	(11,695,340)	(9,976,048)	(10,156,112)	(10,196,000)
Internal Transfers	(34,906,738)	(38,187,846)	(36,824,000)	(36,803,902)	(38,098,548)	(38,331,238)
<b>TOTAL</b>	<b>\$ 219,658,594</b>	<b>\$ 226,611,672</b>	<b>\$ 251,563,139</b>	<b>\$ 257,002,534</b>	<b>\$ 268,705,846</b>	<b>\$ 276,728,164</b>

**2008-09 ADOPTED  
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
<b>General Fund Operating Budget:</b>					
City Attorney	2,308,887	40,344	283,392	27,460	60,765
City Clerk	569,414	36,452	104,914	2,860	72,947
City Council/Commissions	218,100	41,016	94,200	178,598	82,302
City Manager	1,982,126	165,701	685,718	149,350	78,474
City Treasurer	707,559	8,253	99,966	6,960	25,099
Civil Service	306,318	22,650	33,100	7,690	19,786
Commun. & Info. Technology	3,763,870	961,097	577,775	45,154	160,014
Community Development	7,339,846	242,991	420,177	85,070	313,375
Community Services	10,452,790	1,964,186	1,114,823	23,620	592,577
Finance	3,705,859	132,383	491,755	22,260	241,498
Fire	23,027,270	987,121	201,941	47,860	507,430
General Services	3,080,330	1,479,576	928,709	17,260	153,860
Human Resources	1,914,728	344,447	321,810	62,430	181,650
Police	55,491,919	2,254,101	779,523	231,160	1,180,312
Public Works	7,846,957	2,923,411	1,180,258	28,610	222,905
Non-Departmental/Insurance	1,302,802	1,495,946	330,796	22,985	
<b>Total General Fund</b>	<b>\$ 124,018,775</b>	<b>\$ 13,099,675</b>	<b>\$ 7,648,857</b>	<b>\$ 959,327</b>	<b>\$ 3,892,994</b>
<b>Internal Service:</b>					
Fleet Services	3,162,987	413,171	87,540	8,900	118,929
Self Insurance	778,400	20,995	82,733	6,800	20,005
<b>Total Internal Service</b>	<b>\$ 3,941,387</b>	<b>\$ 434,166</b>	<b>\$ 170,273</b>	<b>\$ 15,700</b>	<b>\$ 138,934</b>
<b>Enterprise Funds:</b>					
Airport	1,695,764	392,433	411,753	33,950	421,143
Transit	13,356,473	3,278,386	1,932,470	85,000	2,529,211
Water	4,881,226	1,126,977	531,374	42,275	1,156,578
Sanitation	4,531,654	2,990,574	2,523,352	6,800	839,823
Cultural Arts Center	1,483,324	134,548	314,825	12,400	114,398
Sewer	867,296	26,921	96,870	6,514	166,910
Emergency Medical Services	9,257,577	317,748	1,000	10,000	-
Animal Control	336,100	6,000	100,000	6,000	15,828
Parks and Recreation	5,133,327	1,006,335	1,257,903	18,220	767,489
<b>Total Enterprise</b>	<b>\$ 41,542,741</b>	<b>\$ 9,279,922</b>	<b>\$ 7,169,547</b>	<b>\$ 221,159</b>	<b>\$ 6,011,380</b>
<b>External Funds:</b>					
Home Improv. Empl. Program	245,350	35,500	29,000	-	56,598
Section 8 Rental Assistance	427,500	5,113,020	25,000	5,000	72,300
Rehab. Loan Program (HCD)	3,900	200	-	-	-
Redevelopment Agency	254,850	191,253	2,557,775	64,700	23,298
Gov. Cable Communications	954,388	65,363	71,822	8,500	77,738
Cable TV Public Access	229,311	20,111	19,500	3,100	36,783
Air Quality Management	41,904	79,500	67,720	-	-
Vanpool/Rideshare	66,084	160,310	3,600	450	-
Gas Tax	-	-	-	-	-
General Fund Capital Projects	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	589,650	562,147	1,848,496	-	-
Torrance Improvements Debt	-	-	-	-	-
<b>Total External</b>	<b>\$ 2,812,937</b>	<b>\$ 6,227,404</b>	<b>\$ 4,622,913</b>	<b>\$ 81,750</b>	<b>\$ 266,717</b>
<b>Less:</b>					
Internal Service Charges	\$ (3,941,387)	\$ (434,166)	\$ (170,273)	\$ (15,700)	\$ (138,934)
Internal Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 168,374,453</b>	<b>\$ 28,607,001</b>	<b>\$ 19,441,317</b>	<b>\$ 1,262,236</b>	<b>\$ 10,171,091</b>

**2008-09 ADOPTED  
EXPENDITURE BUDGET BY CATEGORY  
(Continued)**

	Capital Acquisitions	Other	Material Reimbursements	Net Total
<b>General Fund Operating Budget:</b>				
City Attorney	-	46,943	-	\$ 2,767,791
City Clerk	-	19,598	-	\$ 806,185
City Council/Commissions	-	4,336	-	\$ 618,552
City Manager	11,500	25,343	-	\$ 3,098,212
City Treasurer	2,966	9,941	-	\$ 860,744
Civil Service	-	19,646	-	\$ 409,190
Commun. & Info. Technology	1,000	169,018	(1,066,139)	\$ 4,611,789
Community Development	2,200	205,929	-	\$ 8,609,588
Community Services	40,500	259,102	(23,800)	\$ 14,423,798
Finance	-	1,309,775	(391,696)	\$ 5,511,834
Fire	203,530	250,048	(229,652)	\$ 24,995,548
General Services	5,500	74,286	(1,069,467)	\$ 4,670,054
Human Resources	-	52,763	(142,398)	\$ 2,735,430
Police	-	670,112	(18,000)	\$ 60,589,127
Public Works	28,750	708,315	(771,729)	\$ 12,167,477
		23,579,594	(3,978,799)	\$ 22,753,324
<b>Total General Fund</b>	<b>\$ 295,946</b>	<b>\$ 27,404,749</b>	<b>\$ (7,691,680)</b>	<b>\$ 169,628,643</b>
<b>Internal Service:</b>				
Fleet Services	2,128,660	113,032	-	\$ 6,033,219
Self Insurance	-	3,033,896	-	\$ 3,942,829
<b>Total Internal Service</b>	<b>\$ 2,128,660</b>	<b>\$ 3,146,928</b>	<b>\$ -</b>	<b>\$ 9,976,048</b>
<b>Enterprise Funds:</b>				
Airport	-	8,472,276	-	\$ 11,427,319
Transit	-	2,629,790	-	\$ 23,811,330
Water	56,200	16,976,841	(5,000)	\$ 24,766,471
Sanitation	-	272,302	(46,000)	\$ 11,118,505
Cultural Arts Center	-	38,734	-	\$ 2,098,229
Sewer	4,700	1,082,800	-	\$ 2,252,011
Emergency Medical Services	30,000	10,000	(30,000)	\$ 9,596,325
Animal Control	-	-	-	\$ 463,928
Parks and Recreation	8,500	79,189	(100)	\$ 8,270,863
<b>Total Enterprise</b>	<b>\$ 99,400</b>	<b>\$ 29,561,932</b>	<b>\$ (81,100)</b>	<b>\$ 93,804,981</b>
<b>External Funds:</b>				
Home Improv. Empl. Program	-	-	-	\$ 366,448
Section 8 Rental Assistance	17,800	-	-	\$ 5,660,620
Rehab. Loan Program (HCD)	-	-	-	\$ 4,100
Redevelopment Agency	-	9,829,184	-	\$ 12,921,060
Gov. Cable Communications	35,000	196,269	(22,200)	\$ 1,386,880
Cable TV Public Access	25,000	10,452	-	\$ 344,257
Air Quality Management	-	-	-	\$ 189,124
Vanpool/Rideshare	-	17,520	-	\$ 247,964
Gas Tax	-	840,000	-	\$ 840,000
General Fund Capital Projects	-	690,000	-	\$ 690,000
Prop C	-	1,408,900	-	\$ 1,408,900
Street Lighting District	-	-	-	\$ 3,000,293
Torrance Improvements Debt	-	3,313,166	-	\$ 3,313,166
<b>Total External</b>	<b>\$ 77,800</b>	<b>\$ 16,305,491</b>	<b>\$ (22,200)</b>	<b>\$ 30,372,812</b>
<b>Less:</b>				
Internal Service Charges	\$ (2,128,660)	\$ (3,146,928)	\$ -	\$ (9,976,048)
Internal Transfers	-	(36,803,902)	-	\$ (36,803,902)
<b>TOTAL</b>	<b>\$ 473,146</b>	<b>\$ 36,468,270</b>	<b>\$ (7,794,980)</b>	<b>\$ 257,002,534</b>

**2009-10 PROPOSED  
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
<b>General Fund Operating Budget:</b>					
City Attorney	2,313,769	40,344	283,092	27,460	58,284
City Clerk	628,644	36,452	254,914	2,860	73,059
City Council/Commissions	231,500	48,016	94,200	178,598	83,732
City Manager	1,932,280	218,396	688,136	95,303	77,507
City Treasurer	731,363	8,253	100,166	6,960	23,548
Civil Service	354,618	22,650	32,900	7,690	20,005
Commun. & Info. Technology	3,904,155	968,190	561,955	45,154	151,186
Community Development	7,463,627	241,148	419,577	85,070	312,306
Community Services	10,792,990	1,969,450	1,199,826	23,620	573,902
Finance	3,813,034	140,005	562,099	22,260	239,353
Fire	24,561,570	973,912	201,941	47,860	493,843
General Services	3,255,919	1,480,433	956,707	17,260	149,477
Human Resources	1,960,167	344,447	346,810	62,430	181,501
Police	58,845,319	2,264,524	796,877	231,160	1,283,372
Public Works	7,949,218	2,906,908	1,179,858	28,610	217,816
Non-Departmental/Insurance	1,847,501	803,947	1,006,353	22,985	-
<b>Total General Fund</b>	<b>\$ 130,585,674</b>	<b>\$ 12,467,075</b>	<b>\$ 8,685,411</b>	<b>\$ 905,280</b>	<b>\$ 3,938,891</b>
<b>Internal Service:</b>					
Fleet Services	3,243,652	389,634	96,190	20,400	118,443
Self Insurance	798,900	20,995	165,779	6,800	19,931
<b>Total Internal Service</b>	<b>\$ 4,042,552</b>	<b>\$ 410,629</b>	<b>\$ 261,969</b>	<b>\$ 27,200</b>	<b>\$ 138,374</b>
<b>Enterprise Funds:</b>					
Airport	1,770,319	414,024	451,153	33,950	465,293
Transit	13,536,541	2,908,992	1,878,335	77,000	2,779,326
Water	5,048,315	1,213,698	581,674	42,275	1,332,534
Sanitation	4,812,969	3,058,540	2,503,352	6,800	982,747
Cultural Arts Center	1,550,221	134,548	357,825	12,400	113,004
Sewer	883,014	26,921	96,870	6,514	229,423
Emergency Medical Services	9,892,677	331,282	1,000	10,000	-
Animal Control	327,000	6,000	100,000	6,000	15,018
Parks and Recreation	5,149,457	994,069	1,258,369	20,020	772,545
<b>Total Enterprise</b>	<b>\$ 42,970,513</b>	<b>\$ 9,088,074</b>	<b>\$ 7,228,578</b>	<b>\$ 214,959</b>	<b>\$ 6,689,890</b>
<b>External Funds:</b>					
Home Improv. Empl. Program	249,750	35,500	29,000	-	56,598
Section 8 Rental Assistance	462,200	5,893,020	25,000	5,000	87,800
Rehab. Loan Program (HCD)	4,200	200	-	-	-
Redevelopment Agency	259,250	191,253	2,850,132	64,700	19,931
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	887,022	65,363	71,522	8,500	77,417
Cable TV Public Access	306,311	20,111	19,500	3,100	36,719
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	52,208	79,500	67,720	-	-
Vanpool/Rideshare	74,950	162,310	3,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	602,450	566,416	1,978,496	-	-
Torrance Improvements Debt	-	-	-	-	-
<b>Total External</b>	<b>\$ 2,898,341</b>	<b>\$ 7,023,673</b>	<b>\$ 5,068,820</b>	<b>\$ 81,750</b>	<b>\$ 278,465</b>
<b>Less:</b>					
Internal Service Charges	\$ (4,042,552)	\$ (410,629)	\$ (261,969)	\$ (27,200)	\$ (138,374)
Internal Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 176,454,528</b>	<b>\$ 28,578,822</b>	<b>\$ 20,982,809</b>	<b>\$ 1,201,989</b>	<b>\$ 10,907,246</b>

**2009-10 Proposed  
EXPENDITURE BUDGET BY CATEGORY  
(Continued)**

	Capital Acquisitions	Other	Material Reimbursements	Net Total
<b>General Fund Operating Budget:</b>				
City Attorney	-	47,343	-	\$ 2,770,292
City Clerk	-	19,498	-	\$ 1,015,427
City Council/Commissions	-	4,336	-	\$ 640,382
City Manager	11,500	25,443	-	\$ 3,048,565
City Treasurer	2,966	10,341	-	\$ 883,597
Civil Service	-	19,346	-	\$ 457,209
Commun. & Info. Technology	1,000	159,518	(1,041,589)	\$ 4,749,569
Community Development	2,200	204,029	-	\$ 8,727,957
Community Services	41,000	257,502	(23,800)	\$ 14,834,490
Finance	-	89,005	(476,940)	\$ 4,388,816
Fire	203,530	250,248	(229,652)	\$ 26,503,252
General Services	5,500	76,186	(1,071,480)	\$ 4,870,002
Human Resources	-	46,163	(142,398)	\$ 2,799,120
Police	-	672,212	(54,466)	\$ 64,038,998
Public Works	28,750	708,015	(771,591)	\$ 12,247,584
Non-Departmental/Insurance	-	25,898,265	(5,059,328)	\$ 24,519,723
<b>Total General Fund</b>	<b>\$ 296,446</b>	<b>\$ 28,487,450</b>	<b>\$ (8,871,244)</b>	<b>\$ 176,494,983</b>
<b>Internal Service:</b>				
Fleet Services	2,128,660	112,732	-	\$ 6,109,711
Self Insurance	-	3,033,996	-	\$ 4,046,401
<b>Total Internal Service</b>	<b>\$ 2,128,660</b>	<b>\$ 3,146,728</b>	<b>\$ -</b>	<b>\$ 10,156,112</b>
<b>Enterprise Funds:</b>				
Airport	-	8,490,999	-	\$ 11,625,738
Transit	1,436,920	1,189,570	-	\$ 23,806,684
Water	56,200	20,046,853	(8,000)	\$ 28,313,549
Sanitation	-	272,702	(46,000)	\$ 11,591,110
Cultural Arts Center	-	42,734	-	\$ 2,210,732
Sewer	4,700	1,082,800	-	\$ 2,330,242
Emergency Medical Services	30,000	10,000	(30,000)	\$ 10,244,959
Animal Control	-	-	-	\$ 454,018
Parks and Recreation	8,500	79,489	(100)	\$ 8,282,349
<b>Total Enterprise</b>	<b>\$ 1,536,320</b>	<b>\$ 31,215,147</b>	<b>\$ (84,100)</b>	<b>\$ 98,859,381</b>
<b>External Funds:</b>				
Home Improv. Empl. Program	-	-	-	\$ 370,848
Section 8 Rental Assistance	17,800	-	-	\$ 6,490,820
Rehab. Loan Program (HCD)	-	-	-	\$ 4,400
Redevelopment Agency	-	10,108,359	-	\$ 13,493,625
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	35,000	444,628	(22,200)	\$ 1,567,252
Cable TV Public Access	25,000	10,052	-	\$ 420,793
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 199,428
Vanpool/Rideshare	-	17,520	-	\$ 258,830
Gas Tax	-	840,000	-	\$ 840,000
Prop C	-	1,308,900	-	\$ 1,308,900
Street Lighting District	-	-	-	\$ 3,147,362
Torrance Improvements Debt	-	3,313,922	-	\$ 3,313,922
<b>Total External</b>	<b>\$ 77,800</b>	<b>\$ 16,043,381</b>	<b>\$ (22,200)</b>	<b>\$ 31,450,030</b>
<b>Less:</b>				
Internal Service Charges	\$ (2,128,660)	\$ (3,146,728)	\$ -	\$ (10,156,112)
Internal Transfers	-	(38,098,548)	-	\$ (38,098,548)
<b>TOTAL</b>	<b>\$ 1,910,566</b>	<b>\$ 37,647,430</b>	<b>\$ (8,977,544)</b>	<b>\$ 268,705,846</b>

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

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
<b>General Fund Operating Budget:</b>					
City Attorney	2,313,769	40,344	283,092	27,460	58,284
City Clerk	628,644	36,452	104,914	2,860	73,059
City Council/Commissions	231,500	48,016	94,200	178,598	83,732
City Manager	1,932,280	218,396	688,136	95,303	77,507
City Treasurer	731,363	8,253	100,166	6,960	23,548
Civil Service	354,618	22,650	32,900	7,690	20,005
Commun. & Info. Technology	3,904,155	968,190	561,955	45,154	151,186
Community Development	7,463,627	241,148	419,577	85,070	312,306
Community Services	10,792,990	1,969,450	1,199,826	23,620	573,902
Finance	3,813,034	140,005	562,099	22,260	239,353
Fire	24,561,570	973,912	201,941	47,860	493,843
General Services	3,255,919	1,480,433	956,707	17,260	149,477
Human Resources	1,960,167	344,447	321,810	62,430	181,501
Police	58,845,319	2,264,524	796,877	231,160	1,283,372
Public Works	7,949,218	2,906,908	1,179,858	28,610	217,816
Non-Departmental/Insurance	6,184,491	1,467,291	1,006,353	22,985	-
<b>Total General Fund</b>	<b>\$ 134,922,664</b>	<b>\$ 13,130,419</b>	<b>\$ 8,510,411</b>	<b>\$ 905,280</b>	<b>\$ 3,938,891</b>
<b>Internal Service:</b>					
Fleet Services	3,352,646	314,929	96,190	20,400	118,443
Self Insurance	798,900	26,594	165,779	6,800	19,931
<b>Total Internal Service</b>	<b>\$ 4,151,546</b>	<b>\$ 341,523</b>	<b>\$ 261,969</b>	<b>\$ 27,200</b>	<b>\$ 138,374</b>
<b>Enterprise Funds:</b>					
Airport	1,785,245	483,360	451,153	33,950	465,293
Transit	13,957,060	2,861,131	1,878,335	77,000	2,855,984
Water	5,192,105	2,113,793	581,674	42,275	1,386,350
Sanitation	4,961,264	3,104,595	2,503,352	6,800	1,088,287
Cultural Arts Center	1,600,209	143,828	357,825	12,400	113,004
Sewer	920,942	39,560	96,870	6,514	236,614
Emergency Medical Services	10,194,656	351,344	1,000	10,000	-
Animal Control	337,873	7,109	100,000	6,000	15,018
Parks and Recreation	5,440,262	917,915	1,258,369	20,020	772,545
<b>Total Enterprise</b>	<b>\$ 44,389,616</b>	<b>\$ 10,022,635</b>	<b>\$ 7,228,578</b>	<b>\$ 214,959</b>	<b>\$ 6,933,095</b>
<b>External Funds:</b>					
Home Improv. Empl. Program	249,750	35,500	29,000	-	56,598
Section 8 Rental Assistance	462,200	5,893,020	25,000	5,000	87,800
Rehab. Loan Program (HCD)	4,200	200	-	-	-
Redevelopment Agency	259,250	213,253	2,899,533	64,700	19,931
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	925,918	83,422	71,522	8,500	77,417
Cable TV Public Access	306,311	20,111	19,500	3,100	36,719
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	52,208	83,072	67,720	-	-
Vanpool/Rideshare	74,950	169,980	3,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	602,450	566,416	1,978,496	-	-
Torrance Improvements Debt	-	-	-	-	-
<b>Total External</b>	<b>\$ 2,937,237</b>	<b>\$ 7,074,974</b>	<b>\$ 5,118,221</b>	<b>\$ 81,750</b>	<b>\$ 278,465</b>
<b>Less:</b>					
Internal Service Charges	\$ (4,151,546)	\$ (341,523)	\$ (261,969)	\$ (27,200)	\$ (138,374)
Internal Transfers	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 182,249,517</b>	<b>\$ 30,228,028</b>	<b>\$ 20,857,210</b>	<b>\$ 1,201,989</b>	<b>\$ 11,150,451</b>

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

	Capital Acquisitions	Other	Material Reimbursements	Net Total
<b>General Fund Operating Budget:</b>				
City Attorney	-	47,343	-	\$ 2,770,292
City Clerk	-	19,498	-	\$ 865,427
City Council/Commissions	-	4,336	-	\$ 640,382
City Manager	11,500	25,443	-	\$ 3,048,565
City Treasurer	2,966	10,341	-	\$ 883,597
Civil Service	-	19,346	-	\$ 457,209
Commun. & Info. Technology	1,000	159,518	(1,041,589)	\$ 4,749,569
Community Development	2,200	204,029	-	\$ 8,727,957
Community Services	41,000	257,502	(23,800)	\$ 14,834,490
Finance	-	89,005	(476,940)	\$ 4,388,816
Fire	203,530	250,248	(229,652)	\$ 26,503,252
General Services	5,500	76,186	(1,071,480)	\$ 4,870,002
Human Resources	-	46,163	(142,398)	\$ 2,774,120
Police	-	672,212	(54,466)	\$ 64,038,998
Public Works	28,750	708,015	(771,591)	\$ 12,247,584
Non-Departmental/Insurance	-	26,200,244	(5,059,328)	\$ 29,822,036
Total General Fund	\$ 296,446	\$ 28,789,429	\$ (8,871,244)	\$ 181,622,296
<b>Internal Service:</b>				
Fleet Services	2,128,660	112,732	-	\$ 6,144,000
Self Insurance	-	3,033,996	-	\$ 4,052,000
Total Internal Service	\$ 2,128,660	\$ 3,146,728	\$ -	\$ 10,196,000
<b>Enterprise Funds:</b>				
Airport	-	8,490,999	-	\$ 11,710,000
Transit	1,436,920	1,189,570	-	\$ 24,256,000
Water	56,200	20,046,853	(8,000)	\$ 29,411,250
Sanitation	-	272,702	(46,000)	\$ 11,891,000
Cultural Arts Center	-	42,734	-	\$ 2,270,000
Sewer	4,700	1,082,800	-	\$ 2,388,000
Emergency Medical Services	30,000	10,000	(30,000)	\$ 10,567,000
Animal Control	-	-	-	\$ 466,000
Parks and Recreation	8,500	79,489	(100)	\$ 8,497,000
Total Enterprise	\$ 1,536,320	\$ 31,215,147	\$ (84,100)	\$ 101,456,250
<b>External Funds:</b>				
Home Improv. Empl. Program	-	-	-	\$ 370,848
Section 8 Rental Assistance	17,800	-	-	\$ 6,490,820
Rehab. Loan Program (HCD)	-	-	-	\$ 4,400
Redevelopment Agency	-	10,299,587	-	\$ 13,756,254
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	35,000	444,628	(22,200)	\$ 1,624,207
Cable TV Public Access	25,000	10,052	-	\$ 420,793
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 203,000
Vanpool/Rideshare	-	17,520	-	\$ 266,500
Gas Tax	-	840,000	-	\$ 840,000
Prop C	-	1,508,900	-	\$ 1,508,900
Street Lighting District	-	-	-	\$ 3,147,362
Torrance Improvements Debt	-	3,313,922	-	\$ 3,313,922
Total External	\$ 77,800	\$ 16,434,609	\$ (22,200)	\$ 31,980,856
<b>Less:</b>				
Internal Service Charges	\$ (2,128,660)	\$ (3,146,728)	\$ -	\$ (10,196,000)
Internal Transfers	-	(38,331,238)	-	\$ (38,331,238)
<b>TOTAL</b>	<b>\$ 1,910,566</b>	<b>\$ 38,107,947</b>	<b>\$ (8,977,544)</b>	<b>\$ 276,728,164</b>

**GENERAL FUND AND SELF INSURANCE FUND RESERVES**

	<b>Reserve Balances 06/30/2008</b>	<b>2008-09 Sources (Uses)</b>	<b>2008-09 Projected Reserves</b>	<b>Funding Goal</b>
<b><u>CATEGORY 1: CONTINGENCY RESERVES</u></b>				
Economic Anomaly	\$ 10,121,349	\$ -	\$ 10,121,349	\$ 17,643,739 A)
Program Contingencies	189,321	470,679	660,000	(n/a)
<b>Total</b>	<b>\$ 10,310,670</b>	<b>\$ 470,679</b>	<b>\$ 10,781,349</b>	<b>\$ 17,643,739</b>

<b><u>CATEGORY 2: SPECIFIC PURPOSE RESERVES</u></b>				
Economic Development	\$ 1,090,334	\$ (100,000)	\$ 990,334	(n/a)
Balancing Strategies	1,326,525	2,353,034	3,679,559	(n/a)
Litigation	402,540	97,460	500,000	(n/a)
Program Innovation	235,400	(39,967)	195,433	(n/a)
Revolving Nuisance Abatement	80,000	-	80,000	(n/a)
Benefit Rate Mitigation	3,108,721	652,300	3,761,021	7,084,746 B)
Security Improvements	124,207	-	124,207	(n/a)
Prop A Exchange	1,041,141	458,859	1,500,000	(n/a)
Cultural Arts Center Endowment	250,000	-	250,000	(n/a)
Alternative Fuel Vehicles	1,967,764	(186,600)	1,781,164	(n/a)
<b>Total</b>	<b>\$ 9,626,632</b>	<b>\$ 3,235,086</b>	<b>\$ 12,861,718</b>	<b>\$ 7,084,746</b>

				<b>Outstanding</b>
<b><u>CATEGORY 3: FUNDING OF LIABILITIES RESERVES</u></b>				
Compensated Absences	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 16,994,708
General Liability/Workers' Compensation				
Claims	5,325,560	(251,237)	5,074,323	24,910,191 C)
<b>Total</b>	<b>\$ 6,325,560</b>	<b>\$ (251,237)</b>	<b>\$ 6,074,323</b>	<b>\$ 41,904,899</b>

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 2008-09 appropriation level.

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

C) Based on the Actuarial Study of the Self Insurance Program Report as of fiscal year ending June 30, 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 2008-09. The projected balance of this reserve as of June 30, 2009 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, 2009 is \$660,000.

**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, 2009 is \$990,334.

**Balancing Strategies Reserve:** This reserve was established in the 2003-04 fiscal year to address the projected 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, 2009 is \$3,679,559.

**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 projected litigation likely tempered by other reserve requirements. The beginning balance of this reserve for fiscal year 2008-09 is \$402,540. \$97,460 was added to this reserve from the 2007-08 carryover as approved by Council on 2/10/09 item 12A. The projected balance of this reserve as of June 30, 2009 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. \$15,000 was used last fiscal year 07-08 to purchase cameras for graffiti abatement. \$39,967 was

used this quarter to fund the .8 staff assistant in the City Manager's office. The projected balance of this reserve as of June 30, 2009 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, 2009 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, 2009 is \$3,679,559.

**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, 2009 is \$124,207.

**Prop A Exchange Reserve:** This reserve is to provide funding for Proposition A local return funds that are traded to other jurisdictions in exchange for General Fund. Prop A local returns are used exclusively to benefit public transit, to improve the quality and safety of and/or access to public transit services by the general public or those requiring special transit assistance. As of July 1, 2008, the balance of this reserve is \$1,041,141. \$70,000 was used this fiscal year for the Palos Verdes Estates Prop A Exchange. \$528,859 was added to this reserve from the 2007-08 carryover as approved by Council on 2/10/09 item 12A. The projected balance as of June 30, 2009 is \$1,500,000.

**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. Discussions with the Foundation and specific details to any endowment fund still need to take place. 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. The projected balance of this reserve as of June 30, 2009 is \$250,000.

**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 beginning balance of this reserve as of July 1, 2008 is \$1,967,764. \$186,600 was used this fiscal year to offset propane vehicle cost premium for propane fueled dump, chipper and asphalt patch trucks. The projected balance of this reserve as of June 30, 2009 is \$1,781,164.

**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, 2009 is \$1,000,000.

**General Liability/Workers Compensation Reserve:** This reserve was established to be use to fund excess workers compensation and liability claims than what was annually budgeted for in the Self Insurance Fund. The reserves are funded from the General Fund two-thirds loss allocation savings for workers compensation claims and liability claims every fiscal year and also funded by year end carryover. The beginning balance of this reserve as of July 1, 2008 is

\$5,325,560. \$1,000,000 was used this fiscal year to fund liability claims as approved by Council on September 23, 2008 item 8f. \$748,763 was added to this reserve per the First Quarter Budget Review on 12/9/08 item 12d. The projected balance as of June 30, 2009 is \$5,074,323.

# CITY OF TORRANCE

## Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding			
			Principal As of 6-30-09	FY '09-10	FY '10-11	FY '11-12
<b>TORRANCE PUBLIC FINANCING AUTHORITY</b>						
Series 2004A Torrance Public Financing COP	\$19,215,000	06/30/2034	\$14,925,000	\$1,542,909	\$1,541,659	\$1,539,659
Series 2004B Torrance Public Financing COP	23,915,000	06/30/2034	23,915,000	1,232,963	1,232,963	1,232,963
1998 COP Fire / Police Station	10,300,000	12/01/2028	6,985,000	538,050	543,590	543,365
<b>Subtotal</b>	<b>\$53,430,000</b>		<b>\$45,825,000</b>	<b>\$3,313,922</b>	<b>\$3,318,212</b>	<b>\$3,315,987</b>
<i>Transfers from Airport</i>				(451,000)	(451,000)	(450,000)
<i>Interest Earnings(2004A &amp; 2004B Torr Public Fin)</i>						(50,000)
<i>Interest Earnings(Fire &amp; Police 1998 COP)</i>				(31,000)	(31,000)	(31,000)
<b>Total</b>	<b>\$53,430,000</b>		<b>\$45,825,000</b>	<b>\$2,831,922</b>	<b>\$2,836,212</b>	<b>\$2,784,987</b>
<i>Admin. Fees</i>				22,000	22,000	22,000
<i>Audit Fees</i>				2,500	2,500	2,500
<b>Grand Total Debt Svc. + Fees</b>	<b>\$53,430,000</b>		<b>\$45,825,000</b>	<b>\$2,856,422</b>	<b>\$2,860,712</b>	<b>\$2,809,487</b>
<b>REDEVELOPMENT AGENCY</b>						
2001 Skypark Refunding	2,470,143	07/01/2012	\$1,056,794	\$352,144	\$352,144	\$352,114
1998 Industrial Refunding, B	12,770,000	09/01/2028	9,845,000	1,077,914	1,107,712	1,133,724
1999 Industrial Refunding, C	18,500,000	09/01/2028	15,520,000	1,283,604	1,283,670	1,282,374
1998 Downtown Project, A	8,500,000	09/01/2028	6,945,000	579,783	579,223	577,933
<b>Sub-Total</b>	<b>\$42,240,143</b>		<b>\$33,366,794</b>	<b>\$3,293,445</b>	<b>\$3,322,749</b>	<b>\$3,346,145</b>
<b>AIRPORT FUND</b>						
Part of 2004A/2004B COP refunding	\$5,721,935	06/30/2016	\$2,047,470	\$451,000	\$451,000	\$450,000
<b>WATER FUND</b>						
2004 Series A Water Revenue Refunding Bonds	\$5,050,000	03/01/2014	\$2,745,000	\$622,925	\$621,050	\$620,300
<b>GRAND TOTAL</b>	<b>\$106,442,078</b>		<b>\$83,984,264</b>	<b>\$7,223,792</b>	<b>\$7,255,511</b>	<b>\$7,225,932</b>

FY'12-13	FY'13-14	FY'14-15	FY'15-16	FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	13 YEAR TOTAL
\$1,540,753	\$1,544,238	\$819,738	\$823,713	\$826,750	\$824,500	\$821,500	\$827,750	\$827,750	\$821,750	\$14,302,669
1,232,963	1,232,963	1,952,963	1,951,963	1,949,213	1,949,713	1,953,213	1,949,463	1,948,713	1,950,712	\$21,770,768
547,348	540,630	543,188	539,957	541,063	541,456	541,138	540,106	538,363	535,906	\$7,034,160
\$3,321,064	\$3,317,831	\$3,315,889	\$3,315,633	\$3,317,026	\$3,315,669	\$3,315,851	\$3,317,319	\$3,314,826	\$3,308,368	\$43,107,597
(450,000)	(450,000)	(165,000)	(165,000)							(2,582,000)
(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(550,000)
(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(403,000)
\$2,790,064	\$2,786,831	\$3,069,889	\$3,069,633	\$3,236,026	\$3,234,669	\$3,234,851	\$3,236,319	\$3,233,826	\$3,227,368	\$39,572,597
22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	286,000
2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	32,500
\$2,814,564	\$2,811,331	\$3,094,389	\$3,094,133	\$3,260,526	\$3,259,169	\$3,259,351	\$3,260,819	\$3,258,326	\$3,251,868	39,891,097
\$176,072	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,232,474
1,165,557	1,192,704	642,047	645,454	642,875	644,313	639,766	639,234	642,438	639,375	\$10,813,113
1,284,579	1,280,285	1,284,357	1,281,657	1,282,185	1,280,807	1,277,520	1,277,000	1,274,100	1,273,863	\$16,646,001
576,008	578,114	579,100	579,254	578,575	577,064	574,720	576,320	576,720	576,000	\$7,508,814
\$3,202,216	\$3,051,103	\$2,505,504	\$2,506,365	\$2,503,635	\$2,502,184	\$2,492,006	\$2,492,554	\$2,493,258	\$2,489,238	\$36,200,402
\$450,000	\$450,000	\$165,000	\$165,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$2,582,000
\$623,300	\$644,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$3,132,375
\$7,090,080	\$6,957,234	\$5,764,893	\$5,765,498	\$5,764,161	\$5,761,353	\$5,751,357	\$5,753,373	\$5,751,584	\$5,741,106	81,805,874

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

	2009-10 Projected	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected
<b>Revenues</b>					
Property Taxes	40,932,075	42,579,134	44,138,477	46,522,553	49,020,500
Sales Tax	39,931,889	41,879,165	43,480,714	45,675,350	48,225,143
Utility Users Tax	35,936,382	37,014,473	38,124,908	39,343,655	40,720,683
Other Tax	25,779,814	26,877,776	27,607,943	28,381,421	29,239,819
Licenses and Permits	2,310,510	2,330,414	2,351,883	2,375,056	2,400,086
Grants and Subventions	1,457,221	1,460,893	1,464,602	1,468,348	1,472,132
Fines and Forfeitures	1,966,047	1,982,910	2,000,110	2,017,653	2,035,548
Use of Money and Property	5,298,729	5,401,077	5,505,743	5,612,779	5,722,242
Charges for Services	4,268,606	4,336,904	4,407,251	4,479,709	4,554,340
Other Revenues	3,072,500	3,072,500	3,072,500	3,072,500	3,072,500
Transfers-In	10,490,874	10,258,481	10,258,481	10,258,481	10,258,481
<b>Total Recurring Revenue</b>	<b>\$ 171,444,648</b>	<b>\$ 177,193,729</b>	<b>\$ 182,412,611</b>	<b>\$ 189,207,505</b>	<b>\$ 196,721,473</b>
<b>Expenditures</b>					
Salaries & Employee Benefits	141,927,949	146,142,357	150,438,058	156,528,885	162,828,766
Materials Suppl & Maintenance	12,431,575	12,506,692	12,880,559	12,918,768	13,267,549
Prof. Services/Contracts & Util.	8,656,411	8,872,571	9,182,666	9,320,256	9,614,910
Travel, Training & Membership Dues	905,280	927,912	944,150	958,313	972,687
Liabilities & Other Insurance	1,616,886	1,649,224	1,678,085	1,703,256	1,728,805
Interdepartmental Charges	3,882,293	3,979,350	4,048,989	4,109,724	4,171,370
Debt Service	2,855,356	2,860,712	2,809,487	2,814,564	2,811,331
Capital Acquisitions	296,446	296,446	296,446	296,446	296,446
Other Expenditures	109,440	109,440	109,440	109,440	109,440
Operating Transfers Out	22,905,768	23,507,768	23,742,768	24,230,768	24,768,768
Other Financing Uses	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Salaries & Benefit Reimb	(11,342,275)	(11,342,275)	(11,342,275)	(11,342,275)	(11,342,275)
Reimbursements From Other Fund	(3,740,818)	(3,740,818)	(3,740,818)	(3,740,818)	(3,740,818)
Reimbursements-Indirect Costs	(5,009,328)	(5,147,085)	(5,288,629)	(5,354,737)	(5,421,671)
<b>Total Recurring Expenditures</b>	<b>\$ 176,494,983</b>	<b>\$ 181,622,296</b>	<b>\$ 186,758,927</b>	<b>\$ 193,552,590</b>	<b>\$ 201,065,308</b>
<b>Operation Budget Excess/(Deficit)</b>	<b>\$ (5,050,335)</b>	<b>\$ (4,428,567)</b>	<b>\$ (4,346,316)</b>	<b>\$ (4,345,085)</b>	<b>\$ (4,343,835)</b>
<b>Revenues - Non-Recurring</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>Expenditures - Non-Recurring</b>					
<b>Total Non-Recurring</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
<b>Budget Excess/(Deficit)</b>	<b>\$ (4,450,335)</b>	<b>\$ (3,828,567)</b>	<b>\$ (3,746,316)</b>	<b>\$ (3,745,085)</b>	<b>\$ (3,743,835)</b>
<b>Fee Adjustments</b>					
Animal Control	7,000	7,000	7,000	7,000	7,000
Engineering	30,000	30,000	30,000	30,000	30,000
Fire Prevention	370,000	370,000	370,000	370,000	370,000
Haz. Mat	177,000	177,000	177,000	177,000	177,000
Planning	275,000	275,000	275,000	275,000	275,000
Police	9,000	9,000	9,000	9,000	9,000
	<b>868,000</b>	<b>868,000</b>	<b>868,000</b>	<b>868,000</b>	<b>868,000</b>
<b>Internal Adjustments</b>					
TRANS	540,000	540,000	540,000	540,000	540,000
GASB 45	500,000	500,000	500,000	500,000	500,000
	<b>1,040,000</b>	<b>1,040,000</b>	<b>1,040,000</b>	<b>1,040,000</b>	<b>1,040,000</b>
<b>Department Revisions</b>					
Departments	830,567	830,567	830,567	830,567	830,567
Police	690,000	690,000	690,000	690,000	690,000
Fire	400,000	400,000	400,000	400,000	400,000
	<b>1,920,567</b>	<b>1,920,567</b>	<b>1,920,567</b>	<b>1,920,567</b>	<b>1,920,567</b>
<b>Total Adjustments</b>	<b>3,828,567</b>	<b>3,828,567</b>	<b>3,828,567</b>	<b>3,828,567</b>	<b>3,828,567</b>
	(621,768)	0	82,251	83,482	84,732
<b>Use of one time funds</b>	<b>621,768</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>0</b>	<b>0</b>	<b>82,251</b>	<b>83,482</b>	<b>84,732</b>

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>	<b>2008-09 Projected</b>	<b>2009-10 Proposed</b>
<b>OPERATING REVENUES</b>				
Leased land area rentals	\$ 8,034,610	\$ 8,510,600	\$ 8,263,000	\$ 8,707,000
Hangar and building rentals	2,241,926	2,301,500	2,348,000	2,410,000
Airfield fees and charges	188,711	196,500	191,000	198,000
Other	15,877	16,000	12,000	17,000
<b>Total Operating Revenues</b>	<b>10,481,124</b>	<b>11,024,600</b>	<b>10,814,000</b>	<b>11,332,000</b>
<b>OPERATING EXPENSES</b>				
Salaries and benefits	1,474,872	1,695,764	1,666,533	1,770,000
Materials and supplies	341,644	392,433	392,000	414,000
Professional services	272,459	411,753	562,000	451,000
Depreciation and amortization	292,459	300,000	300,000	320,000
Insurance and claims	24,801	28,169	28,169	28,000
Interdepartmental charges	365,775	421,143	417,745	465,000
Debt service	264,795	284,255	284,255	304,000
Property tax in lieu, leased land rental	1,850,000	1,850,000	1,850,000	1,850,000
Other	167,315	33,950	18,000	34,000
<b>Total Operating Expenses</b>	<b>5,054,120</b>	<b>5,417,467</b>	<b>5,518,702</b>	<b>5,636,000</b>
<b>OPERATING INCOME (LOSS)</b>	<b>5,427,004</b>	<b>5,607,133</b>	<b>5,295,298</b>	<b>5,696,000</b>
<b>NON-OPERATING REVENUES</b>				
Interest income - Operations	345,931	350,000	336,000	300,000
<b>Total Non-Operating Revenues</b>	<b>345,931</b>	<b>350,000</b>	<b>336,000</b>	<b>300,000</b>
<b>NON-OPERATING EXPENSES</b>				
Interest expense	186,950	167,855	167,855	147,000
<b>Total Non-Operating Expenses</b>	<b>186,950</b>	<b>167,855</b>	<b>167,855</b>	<b>147,000</b>
<b>Income (Loss) Before Transfers</b>	<b>5,585,985</b>	<b>5,789,278</b>	<b>5,463,443</b>	<b>5,849,000</b>
<b>OPERATING TRANSFERS TO GENERAL FUND</b>	<b>(5,395,000)</b>	<b>(5,795,000)</b>	<b>(5,795,000)</b>	<b>(5,795,000)</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>(68,829)</b>	<b>(46,997)</b>	<b>(47,972)</b>	<b>(47,000)</b>
<b>TRANSFERS FROM FUND BALANCE</b>	<b>-</b>	<b>52,719</b>	<b>379,529</b>	<b>-</b>
<b>NET INCOME (LOSS)</b>	<b>122,156</b>	<b>-</b>	<b>-</b>	<b>7,000</b>
Add: Depreciation	292,459	300,000	300,000	320,000
<b>CASH, JULY 1</b>	<b>7,128,382</b>	<b>7,300,233</b>	<b>7,300,233</b>	<b>4,225,455</b>
<b>ADJUSTMENT</b>				
Changes in Balance Sheet Accounts (Net)	(82,745)	-	-	-
Actual Capital Expenditures	(160,019)	-	(539,920)	-
Projected Capital Expenditures	-	(2,995,249)	(2,455,329)	-
Capital Project Appropriations (2010-14)	-	-	-	(830)
Transfers from Fund Balance	-	(52,719)	(379,529)	-
<b>Projected cash, ending</b>	<b>\$ 7,300,233</b>	<b>\$ 4,552,265</b>	<b>\$ 4,225,455</b>	<b>\$ 4,551,625</b>
<b>Cash Balances by type:</b>				
Cash for Operations	3,984,050	2,552,265	2,225,455	2,550,795
Cash for Appropriated Capital Projects	3,316,183	-	-	-
Cash Reserved for Future Capital Projects	-	2,000,000	2,000,000	2,000,830
<b>Projected cash, ending</b>	<b>\$ 7,300,233</b>	<b>\$ 4,552,265</b>	<b>\$ 4,225,455</b>	<b>\$ 4,551,625</b>

2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected
\$ 9,166,000	\$ 9,509,000	\$ 9,861,000	\$ 10,231,000
2,482,000	2,556,000	2,633,000	2,712,000
204,000	210,000	216,000	222,000
17,000	17,300	17,600	18,000
11,869,000	12,292,300	12,727,600	13,183,000
1,817,000	1,880,000	1,954,000	2,032,000
424,000	431,000	439,000	447,000
462,000	470,000	478,000	486,000
323,000	326,000	329,000	332,000
29,000	30,000	31,000	32,000
477,000	492,000	510,000	528,000
325,000	348,000	373,000	400,000
1,850,000	1,850,000	1,850,000	1,850,000
35,000	36,000	37,000	38,000
5,742,000	5,863,000	6,001,000	6,145,000
6,127,000	6,429,300	6,726,600	7,038,000
200,000	150,000	150,000	150,000
200,000	150,000	150,000	150,000
126,000	102,000	77,000	50,000
126,000	102,000	77,000	50,000
6,201,000	6,477,300	6,799,600	7,138,000
(5,795,000)	(5,995,000)	(6,245,000)	(6,495,000)
(47,000)	(47,000)	(47,000)	(47,000)
-	-	-	-
359,000	435,300	507,600	596,000
323,000	326,000	329,000	332,000
4,551,625	5,233,625	5,994,925	6,831,525
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
\$ 5,233,625	\$ 5,994,925	\$ 6,831,525	\$ 7,759,525
3,233,625	3,994,925	4,831,525	5,759,525
-	-	-	-
2,000,000	2,000,000	2,000,000	2,000,000
\$ 5,233,625	\$ 5,994,925	\$ 6,831,525	\$ 7,759,525

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

	2007-08 Actual	2008-09 Adopted	2008-09 Projected
<b>OPERATING REVENUES</b>			
Interest Earnings	\$ 5,459	\$ 5,500	\$ 5,500
AQMD Revenues	177,432	170,000	175,000
<b>Total Operating Revenues</b>	<b>182,891</b>	<b>175,500</b>	<b>180,500</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	41,828	41,904	45,000
Special materials and supplies	-	8,500	-
Incentive program	70,633	71,000	75,000
Audit fees	2,229	2,200	2,200
Other professional services	65,520	65,520	65,520
<b>Total Operating Expenses</b>	<b>180,210</b>	<b>189,124</b>	<b>187,720</b>
<b>Net Income (Loss) before Use of Fund Balance</b>	<b>2,681</b>	<b>(13,624)</b>	<b>(7,220)</b>
<b>Transfers from Fund Balance</b>	<b>-</b>	<b>13,624</b>	<b>7,220</b>
<b>Net income (loss)</b>	<b>\$ 2,681</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Cash Beginning</b>	<b>123,278</b>	<b>129,757</b>	<b>129,757</b>
<b>Changes in balance sheet accounts (Net)</b>	<b>3,798</b>	<b>-</b>	<b>-</b>
<b>Transfers from Fund Balance</b>	<b>-</b>	<b>(13,624)</b>	<b>(7,220)</b>
<b>Projected cash, ending</b>	<b>\$ 129,757</b>	<b>\$ 116,133</b>	<b>\$ 122,537</b>

<b>2009-10 Proposed</b>	<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
\$ 6,000	\$ 6,000	\$ 6,000	\$ 5,000	\$ 4,000
170,000	173,000	176,000	180,000	184,000
176,000	179,000	182,000	185,000	188,000
52,000	53,000	55,000	57,000	59,000
9,000	9,000	9,000	9,000	9,000
71,000	73,000	74,000	75,000	76,000
2,000	2,000	2,000	2,000	2,000
66,000	66,000	66,000	66,000	66,000
200,000	203,000	206,000	209,000	212,000
(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
24,000	24,000	24,000	24,000	24,000
\$ -	\$ -	\$ -	\$ -	\$ -
122,537	98,537	74,537	50,537	26,537
-	-	-	-	-
(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
<b>\$ 98,537</b>	<b>\$ 74,537</b>	<b>\$ 50,537</b>	<b>\$ 26,537</b>	<b>\$ 2,537</b>

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>	<b>2008-09 Projected</b>	<b>2009-10 Proposed</b>
<b>Operating Revenues</b>				
Animal license fees	\$ 191,329	\$ 215,000	\$ 195,000	\$ 215,000
<b>Total operating revenues</b>	<b>191,329</b>	<b>215,000</b>	<b>195,000</b>	<b>215,000</b>
<b>Operating Expenses</b>				
Salaries and benefits	176,356	336,100	285,000	327,000
Materials and supplies	-	6,000	4,000	6,000
Professional/contract services	71,232	100,000	80,000	100,000
Interdepartmental charges	15,209	15,828	15,828	15,000
Others	7,538	6,000	4,000	6,000
<b>Total operating expenses</b>	<b>270,335</b>	<b>463,928</b>	<b>388,828</b>	<b>454,000</b>
<b>Income (loss) before transfers</b>	<b>(79,006)</b>	<b>(248,928)</b>	<b>(193,828)</b>	<b>(239,000)</b>
<b>Operating Transfers In</b>	<b>62,000</b>	<b>238,648</b>	<b>193,828</b>	<b>239,000</b>
<b>Transfers from Fund Balance</b>	<b>17,006</b>	<b>10,280</b>	<b>-</b>	<b>-</b>
<b>Income (Loss)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Add:				
Cash, beginning	61,817	53,512	53,512	53,512
Increase/decrease balance sheet items	8,701	-	-	-
Transfers from Fund Balance	(17,006)	(10,280)	-	-
<b>Projected cash, ending</b>	<b>\$ 53,512</b>	<b>\$ 43,232</b>	<b>\$ 53,512</b>	<b>\$ 53,512</b>

<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
\$ 217,000	\$ 219,000	\$ 221,000	\$ 223,000
217,000	219,000	221,000	223,000
336,000	348,000	362,000	376,000
6,000	6,000	6,000	6,000
103,000	105,000	107,000	109,000
15,000	15,000	16,000	17,000
6,000	6,000	6,000	6,000
466,000	480,000	497,000	514,000
(249,000)	(261,000)	(276,000)	(291,000)
239,000	239,000	239,000	239,000
10,000	22,000		-
\$ -	\$ -	\$ (37,000)	\$ (52,000)
53,512	43,512	21,512	(15,488)
-	-	-	-
(10,000)	(22,000)	-	-
\$ 43,512	\$ 21,512	\$ (15,488)	\$ (67,488)

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>	<b>2008-09 Projected</b>	<b>2009-10 Proposed</b>
<b>OPERATING REVENUES</b>				
Franchise Fees	\$ 1,406,477	\$ 1,400,000	\$ 1,448,000	\$ 1,500,000
Cable TV Access Fees	176,364	173,000	83,452	-
Public Educational Gov. Fee			269,371	277,000
Miscellaneous	11,909	31,100	12,500	32,000
TCTV Workshops	1,880	412	800	-
<b>Total Operating Revenues</b>	<b>\$ 1,596,630</b>	<b>\$ 1,604,512</b>	<b>\$ 1,814,123</b>	<b>\$ 1,809,000</b>
<b>OPERATING EXPENSES</b>				
Salaries and employee benefits	1,015,004	1,183,699	1,129,311	1,193,000
Materials and supplies	54,836	63,274	67,712	63,000
Professional services	80,060	91,322	94,797	92,000
Insurance and Claims	6,614	13,021	13,021	13,000
Interdepartmental charges	83,124	114,521	114,521	114,000
Capital outlay	44,741	60,000	64,080	60,000
Other	11,596	11,600	11,600	12,000
<b>Total Operating Expenses</b>	<b>\$ 1,295,975</b>	<b>\$ 1,537,437</b>	<b>\$ 1,495,042</b>	<b>\$ 1,547,000</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$ 300,655</b>	<b>\$ 67,075</b>	<b>\$ 319,081</b>	<b>\$ 262,000</b>
<b>NON-OPERATING REVENUES</b>				
Interest Income	103,161	50,000	100,000	80,000
<b>Total Non-Operating Revenues</b>	<b>\$ 103,161</b>	<b>\$ 50,000</b>	<b>\$ 100,000</b>	<b>\$ 80,000</b>
<b>Income (Loss) before transfers</b>	<b>\$ 403,816</b>	<b>\$ 117,075</b>	<b>\$ 419,081</b>	<b>\$ 342,000</b>
<b>Operating Transfers In</b>	<b>119,521</b>	<b>168,141</b>	<b>294,025</b>	<b>418,000</b>
<b>Operating Transfers Out</b>	<b>(342,862)</b>	<b>(193,700)</b>	<b>(324,913)</b>	<b>(442,000)</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 180,475</b>	<b>\$ 91,516</b>	<b>\$ 388,193</b>	<b>\$ 318,000</b>
<b>Cash Beginning</b>	<b>1,354,015</b>	<b>1,451,735</b>	<b>1,451,735</b>	<b>1,839,928</b>
<b>Change in Balance Sheet Accounts</b>	<b>(82,755)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Project Appropriations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projected cash, ending</b>	<b>\$ 1,451,735</b>	<b>\$ 1,543,251</b>	<b>\$ 1,839,928</b>	<b>\$ 2,157,928</b>
<b>Cash Balance - Capital Projects</b>	<b>\$ 713,646</b>	<b>\$ 713,646</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>Total Projected Cash Balance</b>	<b>\$ 2,165,381</b>	<b>\$ 2,256,897</b>	<b>\$ 2,839,928</b>	<b>\$ 3,157,928</b>

	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected
\$	1,538,000	\$ 1,576,000	\$ 1,615,000	\$ 1,655,000
	-	-	-	-
	285,000	294,000	303,000	312,000
	32,000	32,000	32,000	32,000
	-	-	-	-
\$	1,855,000	\$ 1,902,000	\$ 1,950,000	\$ 1,999,000
	1,225,000	1,267,000	1,317,000	1,369,000
	65,000	66,000	67,000	68,000
	95,000	96,000	97,000	98,000
	13,000	13,000	13,000	13,000
	117,000	121,000	125,000	129,000
	62,000	63,000	64,000	65,000
	12,000	12,000	12,000	12,000
\$	1,589,000	\$ 1,638,000	\$ 1,695,000	\$ 1,754,000
\$	266,000	\$ 264,000	\$ 255,000	\$ 245,000
	80,000	80,000	80,000	80,000
\$	80,000	\$ 80,000	\$ 80,000	\$ 80,000
\$	346,000	\$ 344,000	\$ 335,000	\$ 325,000
	432,000	453,000	470,000	487,000
	(456,000)	(477,000)	(494,000)	(511,000)
\$	322,000	\$ 320,000	\$ 311,000	\$ 301,000
	2,157,928	2,479,928	2,799,928	3,110,928
	-	-	-	-
	-	-	-	-
\$	2,479,928	\$ 2,799,928	\$ 3,110,928	\$ 3,411,928
\$	1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
\$	3,479,928	\$ 3,799,928	\$ 4,110,928	\$ 4,411,928

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

	2007-08 Actual	2008-09 Adopted	2008-09 Projected
<b>OPERATING REVENUES</b>			
Meeting rooms	\$ 451,298	\$ 333,000	\$ 375,000
Classroom	164,220	165,000	165,000
Theater	390,669	304,000	300,000
Grant Programs	109,440	109,440	109,440
<b>Total Operating Revenues</b>	<b>1,115,627</b>	<b>911,440</b>	<b>949,440</b>
<b>OPERATING EXPENSES</b>			
Salaries and benefits	1,395,945	1,483,324	1,454,000
Materials and supplies	133,912	134,548	128,000
Professional services	303,333	314,825	313,584
Interdepartmental charges	107,420	114,398	114,398
Depreciation and Amortization	10,905	25,000	25,000
Other	92,636	12,400	5,000
<b>Total Operating Expenses</b>	<b>2,044,151</b>	<b>2,084,495</b>	<b>2,039,982</b>
<b>OPERATING INCOME (LOSS) BEFORE TRANSFERS</b>	<b>\$ (928,524)</b>	<b>\$ (1,173,055)</b>	<b>\$ (1,090,542)</b>
<i>Operating transfer In</i>	1,067,752	1,149,875	1,105,517
<i>Operating transfer Out</i>	(15,834)	(13,734)	(14,975)
<i>Transfers from Fund Balance</i>	-	36,914	-
<b>NET INCOME (LOSS)</b>	<b>\$ 123,394</b>	<b>\$ -</b>	<b>\$ -</b>
Add: Depreciation	10,905	25,000	25,000
<b>CASH, JULY 1</b>	<b>526,270</b>	<b>512,958</b>	<b>512,958</b>
<b>Adjustments</b>			
Changes in Balance Sheet Accounts (Net)	(125,849)	-	(50,000)
Remaining Appropriated Project Balance	-	-	-
Actual Capital Expenditures	(21,762)	-	(32,737)
Projected Capital Expenditures	-	(60,488)	(27,751)
Capital Project Appropriations (2010-14)	-	-	-
Transfers from Fund Balance	-	(36,914)	-
<b>Projected cash, ending</b>	<b>\$ 512,958</b>	<b>\$ 440,556</b>	<b>\$ 427,470</b>

	2009-10 Proposed	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-2014 Projected
\$	403,000	\$ 415,000	\$ 432,000	\$ 449,000	\$ 467,000
	165,000	170,000	177,000	184,000	191,000
	304,000	313,000	326,000	339,000	353,000
	109,000	109,000	109,000	109,000	109,000
	981,000	1,007,000	1,044,000	1,081,000	1,120,000
	1,550,000	1,592,000	1,647,000	1,712,000	1,780,000
	135,000	138,000	140,000	142,000	144,000
	358,000	367,000	373,000	380,000	387,000
	113,000	116,000	120,000	124,000	128,000
	29,000	31,000	33,000	35,000	37,000
	12,000	12,000	12,000	12,000	12,000
	2,197,000	2,256,000	2,325,000	2,405,000	2,488,000
\$	(1,216,000)	\$ (1,249,000)	\$ (1,281,000)	\$ (1,324,000)	\$ (1,368,000)
	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
	80,000	113,000	145,000	-	-
\$	-	\$ -	\$ -	\$ (188,000)	\$ (232,000)
	29,000	31,000	33,000	35,000	37,000
	427,470	376,470	294,470	182,470	29,470
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	(80,000)	(113,000)	(145,000)	-	-
\$	376,470	\$ 294,470	\$ 182,470	\$ 29,470	\$ (165,530)

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>	<b>2008-09 Projected</b>
<b><i>Operating Revenues</i></b>			
Fire paramedic fees	\$ 151,856	\$ 165,000	\$ 125,000
Medical resupply fee	175,168	145,000	150,000
Paramedic ALS transport fees	897,927	800,000	800,000
<b><i>Total operating revenues</i></b>	<b>1,224,951</b>	<b>1,110,000</b>	<b>1,075,000</b>
<b><i>Operating Expenses</i></b>			
Salaries and benefits	7,707,499	9,257,577	9,040,000
Materials and supplies	244,502	317,748	300,000
Professional/contract services	45,899	1,000	1,000
Depreciation and amortization	6,443	10,000	6,500
Others	26,795	10,000	10,000
<b><i>Total operating expenses</i></b>	<b>8,031,138</b>	<b>9,596,325</b>	<b>9,357,500</b>
<b><i>Operating income (loss)</i></b>	<b>(6,806,187)</b>	<b>(8,486,325)</b>	<b>(8,282,500)</b>
<b><i>Income (loss) before transfers</i></b>	<b>(6,806,187)</b>	<b>(8,486,325)</b>	<b>(8,282,500)</b>
<b><i>Operating Transfers In</i></b>	<b>6,806,187</b>	<b>8,486,325</b>	<b>8,282,500</b>
<b><i>Over (under) subsidy</i></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Add:			
Cash, beginning	16,451	13,073	13,073
Depreciation (non cash item)	6,443	10,000	6,500
Capital Acquisitions	(20,514)	(56,000)	(56,000)
Increase/decrease balance sheet items	10,693	-	-
<b><i>Projected cash, ending</i></b>	<b>\$ 13,073</b>	<b>\$ (32,927)</b>	<b>\$ (36,427)</b>

<b>2009-10 Proposed</b>	<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
\$ 120,000	\$ 122,000	\$ 124,000	\$ 126,000	\$ 129,000
160,000	162,000	164,000	166,000	168,000
800,000	816,000	832,000	849,000	866,000
<b>1,080,000</b>	<b>1,100,000</b>	<b>1,120,000</b>	<b>1,141,000</b>	<b>1,163,000</b>
9,893,000	10,211,000	10,460,000	11,015,000	11,593,000
331,000	335,000	341,000	347,000	353,000
1,000	1,000	1,000	1,000	1,000
10,000	10,000	10,000	10,000	10,000
10,000	10,000	10,000	10,000	10,000
<b>10,245,000</b>	<b>10,567,000</b>	<b>10,822,000</b>	<b>11,383,000</b>	<b>11,967,000</b>
<b>(9,165,000)</b>	<b>(9,467,000)</b>	<b>(9,702,000)</b>	<b>(10,242,000)</b>	<b>(10,804,000)</b>
<b>(9,165,000)</b>	<b>(9,467,000)</b>	<b>(9,702,000)</b>	<b>(10,242,000)</b>	<b>(10,804,000)</b>
9,165,000	9,467,000	9,702,000	10,242,000	10,804,000
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
(36,427)	(82,427)	(72,427)	(62,427)	(52,427)
10,000	10,000	10,000	10,000	10,000
(56,000)	-	-	-	-
-	-	-	-	-
<b>\$ (82,427)</b>	<b>\$ (72,427)</b>	<b>\$ (62,427)</b>	<b>\$ (52,427)</b>	<b>\$ (42,427)</b>

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

	2007-08 Actual	2008-09 Adopted
<b>OPERATING REVENUES</b>		
Charges for services - operations	3,225,954	2,913,019
<b>Total Operating Revenues</b>	\$ 3,225,954	\$ 2,913,019
<b>OPERATING EXPENSES</b>		
Salaries and employee benefits	2,955,674	3,162,987
Services and supplies	878,927	500,711
Depreciation	1,379,505	2,200,000
Insurance and Claims	7,555	23,943
Interdepartmental charges	112,587	118,929
Other	8,840	8,900
<b>Total Operating Expenses</b>	\$ 5,343,088	\$ 6,015,470
<b>OPERATING INCOME (LOSS)</b>	\$ (2,117,134)	\$ (3,102,451)
<b>NON-OPERATING REVENUES</b>		
Interest Income	586,451	350,000
Gain (loss) from sale of fixed assets	87,803	80,464
<b>Total Non-Operating Revenues</b>	\$ 674,254	\$ 430,464
<b>Income (Loss) before transfers</b>	\$ (1,442,880)	\$ (2,671,987)
Operating Transfers In	953,200	567,726
Operating Transfers Out	(20,506)	(17,749)
Add: Depreciation	1,379,505	2,200,000
<b>NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS</b>	\$ 869,319	\$ 77,990
<b>Capital Acquisitions</b>		
Charges for services - vehicle replacement	2,554,962	2,404,528
<b>Less: Vehicle Acquisitions</b>	1,630,536	2,128,660
<b>Total Vehicle Replacement Revenues less Vehicle Acq</b>	<b>924,426</b>	<b>275,868</b>
<b>NET INCOME (LOSS) AFTER CAPITAL ACQUISITIONS</b>	\$ 1,793,745	\$ 353,858
Cash Beginning	11,302,914	13,212,320
Changes in balance sheet accounts	115,660	
<b>Projected cash, ending</b>	\$ 13,212,319	\$ 13,566,178
Cash Balance - Capital Projects	\$ 142,906	\$ -
<b>Total Projected Cash Balance</b>	\$ 13,355,225	\$ 13,566,178

2008-09 Projected	2009-10 Proposed	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected
3,100,000	2,813,000	2,883,000	2,955,000	3,029,000	3,105,000
\$ 3,100,000	\$ 2,813,000	\$ 2,883,000	\$ 2,955,000	\$ 3,029,000	\$ 3,105,000
3,000,000	3,244,000	3,331,000	3,446,000	3,581,000	3,724,000
500,711	489,000	501,000	510,000	519,000	528,000
1,601,927	2,200,000	2,255,000	2,311,000	2,369,000	2,428,000
23,943	24,000	25,000	25,000	25,000	25,000
118,655	118,000	121,000	125,000	129,000	134,000
8,900	20,000	20,000	20,000	21,000	21,000
\$ 5,254,136	\$ 6,095,000	\$ 6,253,000	\$ 6,437,000	\$ 6,644,000	\$ 6,860,000
\$ (2,154,136)	\$ (3,282,000)	\$ (3,370,000)	\$ (3,482,000)	\$ (3,615,000)	\$ (3,755,000)
550,000	450,000	461,000	469,000	477,000	485,000
80,464	80,000	80,000	80,000	80,000	80,000
\$ 630,464	\$ 530,000	\$ 541,000	\$ 549,000	\$ 557,000	\$ 565,000
\$ (1,523,672)	\$ (2,752,000)	\$ (2,829,000)	\$ (2,933,000)	\$ (3,058,000)	\$ (3,190,000)
1,104,595	568,000	568,000	568,000	568,000	568,000
(17,749)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
1,601,927	2,200,000	2,255,000	2,311,000	2,369,000	2,428,000
\$ 1,165,101	\$ (1,000)	\$ (23,000)	\$ (71,000)	\$ (138,000)	\$ (211,000)
2,500,000	2,405,000	2,405,000	2,405,000	2,405,000	2,405,000
2,128,660	2,129,000	2,129,000	2,129,000	2,129,000	2,129,000
371,340	276,000	276,000	276,000	276,000	276,000
\$ 1,536,441	\$ 275,000	\$ 253,000	\$ 205,000	\$ 138,000	\$ 65,000
13,212,320	14,748,761	15,023,761	15,275,761	15,479,761	15,617,761
-	-	-	-	-	-
\$ 14,748,761	\$ 15,023,761	\$ 15,275,761	\$ 15,479,761	\$ 15,617,761	\$ 15,682,761
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 14,748,761	\$ 15,023,761	\$ 15,275,761	\$ 15,479,761	\$ 15,617,761	\$ 15,682,761

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

	2007-08 Actual	2008-09 Adopted	2008-09 Projected
<b>OPERATING REVENUES</b>			
Recreation Services	\$ 2,745,625	\$ 3,112,430	\$ 2,880,000
Cultural Services	1,447,543	1,289,610	1,265,000
<b>Total Operating Revenues</b>	<b>4,193,168</b>	<b>4,402,040</b>	<b>4,145,000</b>
<b>NON-OPERATING REVENUES</b>			
Other	8,000	-	-
<b>Total Non-Operating Revenues</b>	<b>8,000</b>	<b>-</b>	<b>-</b>
<b>Total Revenues/Resources</b>	<b>4,201,168</b>	<b>4,402,040</b>	<b>4,145,000</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	4,572,827	5,133,327	4,930,000
Services and supplies	883,578	1,006,235	894,169
Other professional services	1,347,483	1,257,903	1,194,000
Insurance and Claims	14,196	18,421	18,421
Interdepartmental charges	573,786	767,489	767,489
Other	21,733	26,720	23,020
<b>Total Operating Expenses</b>	<b>7,413,603</b>	<b>8,210,095</b>	<b>7,827,099</b>
<b>Income (Loss) before transfers</b>	<b>(3,212,435)</b>	<b>(3,808,055)</b>	<b>(3,682,099)</b>
Operating Transfers In	3,414,827	3,745,750	3,746,034
Operating Transfers Out	(73,629)	(60,768)	(63,935)
<b>Income (Loss) before Use of Fund Balance</b>	<b>128,763</b>	<b>(123,073)</b>	<b>-</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 128,763</b>	<b>\$ (123,073)</b>	<b>\$ -</b>
<b>Cash Beginning</b>	<b>121,489</b>	<b>165,968</b>	<b>165,968</b>
<b>Changes in balance sheet accounts (Net)</b>	<b>(84,284)</b>	<b>-</b>	<b>-</b>
<b>Projected cash, ending</b>	<b>\$ 165,968</b>	<b>\$ 42,895</b>	<b>\$ 165,968</b>

	<b>2009-10 Proposed</b>	<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
\$	3,009,000	\$ 3,099,000	\$ 3,192,000	\$ 3,288,000	\$ 3,387,000
	1,280,000	1,318,000	1,358,000	1,399,000	1,441,000
	4,289,000	4,417,000	4,550,000	4,687,000	4,828,000
	-	-	-	-	-
	-	-	-	-	-
	4,289,000	4,417,000	4,550,000	4,687,000	4,828,000
	5,149,000	5,287,000	5,470,000	5,685,000	5,912,000
	994,000	1,019,000	1,037,000	1,055,000	1,073,000
	1,258,000	1,289,000	1,312,000	1,335,000	1,358,000
	18,000	18,000	18,000	18,000	18,000
	773,000	793,000	818,000	847,000	878,000
	29,000	30,000	31,000	32,000	33,000
	8,221,000	8,436,000	8,686,000	8,972,000	9,272,000
	(3,932,000)	(4,019,000)	(4,136,000)	(4,285,000)	(4,444,000)
	3,746,000	3,746,000	3,746,000	3,746,000	3,746,000
	(61,000)	(61,000)	(61,000)	(61,000)	(61,000)
	(247,000)	(334,000)	(451,000)	(600,000)	(759,000)
\$	(247,000)	\$ (334,000)	\$ (451,000)	\$ (600,000)	\$ (759,000)
	165,968	(81,032)	(415,032)	(866,032)	(1,466,032)
	-	-	-	-	-
\$	(81,032)	\$ (415,032)	\$ (866,032)	\$ (1,466,032)	\$ (2,225,032)

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

	2007-08 Actual	2008-09 Adopted
<b>REVENUES</b>		
Sales Tax	\$ 1,962,150	\$ 2,334,658
Incremental property taxes	7,234,450	6,466,010
Interest	184,072	216,240
Other revenues	793,297	819,545
<b>Total Revenues</b>	<b>\$ 10,173,969</b>	<b>\$ 9,836,453</b>
<b>EXPENDITURES</b>		
Current-property tax and bond admin	116,701	125,216
Principal retirement	2,499,591	2,362,360
Interest-bonds	2,038,210	1,910,477
Property tax County pass-through	2,402,767	2,059,962
<b>Total Operating Expenses</b>	<b>\$ 7,057,269</b>	<b>\$ 6,458,015</b>
<b>Income (Loss) before transfers</b>	<b>\$ 3,116,700</b>	<b>\$ 3,378,438</b>
<b>Operating Transfers In</b>	-	-
<b>Advances from City</b>	1,000,000	1,000,000
<b>Advances from County</b>	1,436,421	1,505,833
<b>Transfer Out-Low Mod</b>	(1,446,890)	(1,293,202)
<b>Transfer Out-Project Fund</b>	-	-
<b>Transfer Out to City</b>	(2,755,446)	(3,130,333)
<b>Transfer Out-Skypark</b>	-	-
<b>Accrued interest</b>	(683,589)	(738,385)
<b>Principal payment to City Advances</b>	-	-
<b>Interest payment to City Advances</b>	-	-
<b>Interest payments to City</b>	-	(337,058)
<b>NET INCOME (LOSS)</b>	<b>\$ 667,196</b>	<b>\$ 385,293</b>
<b>Cash Beginning</b>	4,289,590	4,509,565
<b>Changes in balance sheet accounts</b>		
Accounts Receivable - net of liabilities	(447,221)	-
<b>Projected cash, ending</b>	<b>\$ 4,509,565</b>	<b>\$ 4,894,858</b>

	<b>2008-09 Projected</b>	<b>2009-10 Proposed</b>	<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
\$	1,765,935	\$ 2,060,000	\$ 2,094,000	\$ 2,115,000	\$ 2,144,000	\$ 2,159,000
	7,379,139	7,527,000	7,677,000	7,831,000	7,987,000	8,147,000
	216,240	216,000	220,000	225,000	229,000	230,000
	651,829	665,000	678,000	699,000	719,000	741,000
<b>\$</b>	<b>10,013,143</b>	<b>\$ 10,468,000</b>	<b>\$ 10,669,000</b>	<b>\$ 10,870,000</b>	<b>\$ 11,079,000</b>	<b>\$ 11,277,000</b>
	125,216	142,000	145,000	148,000	151,000	154,000
	2,362,360	2,463,000	2,580,000	1,699,000	1,659,000	1,600,000
	1,910,477	1,830,000	1,743,000	1,647,000	1,543,000	1,451,000
	2,289,694	2,335,000	2,382,000	2,430,000	2,478,000	2,528,000
<b>\$</b>	<b>6,687,747</b>	<b>\$ 6,770,000</b>	<b>\$ 6,850,000</b>	<b>\$ 5,924,000</b>	<b>\$ 5,831,000</b>	<b>\$ 5,733,000</b>
<b>\$</b>	<b>3,325,396</b>	<b>\$ 3,698,000</b>	<b>\$ 3,819,000</b>	<b>\$ 4,946,000</b>	<b>\$ 5,248,000</b>	<b>\$ 5,544,000</b>
	-	-	-	-	-	-
	1,000,000	1,000,000	1,000,000	-	-	-
	1,473,175	1,508,000	1,542,000	1,575,000	1,606,000	1,635,000
	(1,475,828)	(1,505,000)	(1,535,000)	(1,566,000)	(1,597,000)	(1,629,000)
	-	-	-	-	-	-
	(2,803,342)	(3,130,000)	(3,203,000)	(3,276,000)	(3,349,000)	(3,422,000)
	-	-	-	-	-	-
	(736,287)	(788,000)	(838,000)	(888,000)	(936,000)	(983,000)
	-	-	-	-	-	-
	-	-	-	-	-	-
	(337,192)	(334,000)	(342,000)	(352,000)	(362,000)	(372,000)
<b>\$</b>	<b>445,922</b>	<b>\$ 449,000</b>	<b>\$ 443,000</b>	<b>\$ 439,000</b>	<b>\$ 610,000</b>	<b>\$ 773,000</b>
	4,509,565	4,955,487	5,404,487	5,847,487	6,286,487	6,896,487
	-	-	-	-	-	-
<b>\$</b>	<b>4,955,487</b>	<b>\$ 5,404,487</b>	<b>\$ 5,847,487</b>	<b>\$ 6,286,487</b>	<b>\$ 6,896,487</b>	<b>\$ 7,669,487</b>

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>	<b>2008-09 Projected</b>
<b>OPERATING REVENUES</b>			
Interest	\$ 375,590	\$ * 232,912	\$ 232,912
Other revenues	30,014	30,915	30,915
<b>Total Operating Revenues</b>	<b>\$ 405,604</b>	<b>\$ 263,827</b>	<b>\$ 263,827</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	247,343	254,850	254,850
Services and supplies	97,603	191,253	191,253
Other professional services	75,050	388,117	401,713
Interdepartmental charges	22,408	23,298	23,298
Other	18,469	64,700	36,100
<b>Total Operating Expenses</b>	<b>\$ 460,873</b>	<b>\$ 922,218</b>	<b>\$ 907,214</b>
<b>Income (Loss) before transfers</b>	<b>\$ (55,269)</b>	<b>\$ (658,391)</b>	<b>\$ (643,387)</b>
<b>Operating Transfers In (Low Mod Housing &amp; Debt Svc Fd)</b>	<b>1,446,890</b>	<b>1,293,202</b>	<b>1,475,828</b>
<b>Advances from City</b>	<b>-</b>	<b>337,058</b>	<b>337,192</b>
<b>Operating Transfers Out</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfer Out - Data Comm Repl Fund</b>	<b>(2,692)</b>	<b>(4,449)</b>	<b>(4,449)</b>
<b>Transfer Out - Rehab Housing</b>	<b>(36,900)</b>	<b>(36,900)</b>	<b>(36,900)</b>
<b>Transfer Out - Telephone Repl Fund</b>	<b>(1,225)</b>	<b>-</b>	<b>-</b>
<b>Transfer Out - PC Repl Fund</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>
<b>Transfer Out - Parks/Rec Ent Fund</b>	<b>(1,016)</b>	<b>-</b>	<b>-</b>
<b>Transfer Out - Capital Project Fund</b>	<b>(32,400)</b>	<b>-</b>	<b>-</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 1,316,888</b>	<b>\$ 930,020</b>	<b>\$ 1,127,784</b>
<b>Cash Beginning</b>	<b>7,147,253</b>	<b>8,435,857</b>	<b>8,435,857</b>
<b>Changes in balance sheet accounts (Net)</b>	<b>(28,284)</b>	<b>-</b>	<b>-</b>
<b>Project appropriations</b>	<b>-</b>	<b>-</b>	<b>(4,000,000)</b>
<b>Projected cash, ending</b>	<b>\$ 8,435,857</b>	<b>\$ 9,365,877</b>	<b>\$ 5,563,641</b>

	<b>2009-10 Proposed</b>	<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
	\$ 240,000	\$ 247,000	\$ 254,000	\$ 261,000	\$ 269,000
	31,000	31,000	32,000	32,000	33,000
	<b>\$ 271,000</b>	<b>\$ 278,000</b>	<b>\$ 286,000</b>	<b>\$ 293,000</b>	<b>\$ 302,000</b>
	259,000	266,000	275,000	285,000	296,000
	191,000	196,000	199,000	202,000	205,000
	388,000	398,000	405,000	412,000	419,000
	20,000	20,000	21,000	22,000	23,000
	65,000	66,000	67,000	68,000	69,000
	<b>\$ 923,000</b>	<b>\$ 946,000</b>	<b>\$ 967,000</b>	<b>\$ 989,000</b>	<b>\$ 1,012,000</b>
	\$ (652,000)	\$ (668,000)	\$ (681,000)	\$ (696,000)	\$ (710,000)
	1,505,000	1,535,000	1,566,000	1,597,000	1,629,000
	334,000	342,000	352,000	362,000	372,000
	-	-	-	-	-
	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	<b>\$ 1,146,000</b>	<b>\$ 1,168,000</b>	<b>\$ 1,196,000</b>	<b>\$ 1,222,000</b>	<b>\$ 1,250,000</b>
	5,563,641	4,709,641	3,877,641	5,073,641	6,295,641
	-	-	-	-	-
	(2,000,000)	(2,000,000)	-	-	-
	<b>\$ 4,709,641</b>	<b>\$ 3,877,641</b>	<b>\$ 5,073,641</b>	<b>\$ 6,295,641</b>	<b>\$ 7,545,641</b>

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

	2007-08 Actual	2008-09 Adopted	2008-09 Projected
<b>Operating Revenues</b>			
Refuse fees	\$ 7,156,772	\$ 7,196,654	\$ 7,190,000
Sewer fees	1,299,631	1,302,000	1,325,000
Recycling fees	1,600,501	1,510,000	1,550,000
AB 939 Waste Management	796,986	730,000	780,000
<b>Total operating revenues</b>	<b>10,853,890</b>	<b>10,738,654</b>	<b>10,845,000</b>
<b>Operating Expenses</b>			
Salaries and benefits	4,107,996	4,531,654	4,425,000
Materials and supplies	3,562,493	2,944,574	2,954,000
Professional/contract services	2,358,055	2,523,352	2,302,000
Depreciation and amortization	24,819	25,180	25,180
Interdepartmental charges	756,838	839,823	833,731
Insurance and claims	142,603	222,374	165,000
Others	8,022	29,520	23,610
<b>Total operating expenses</b>	<b>10,960,826</b>	<b>11,116,477</b>	<b>10,728,521</b>
<b>Operating income (loss)</b>	<b>(106,936)</b>	<b>(377,823)</b>	<b>116,479</b>
<b>Non Operating revenue:</b>			
Interest Income/Grants	282,582	137,000	121,000
<b>Income (loss) before transfers</b>	<b>175,646</b>	<b>(240,823)</b>	<b>237,479</b>
<b>Operating Transfers Out</b>	<b>(221,161)</b>	<b>(2,028)</b>	<b>(331,214)</b>
<b>Operating Transfers In</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>Transfers from Fund Balance</b>		<b>167,851</b>	<b>18,735</b>
<b>Net income (loss)</b>	<b>\$ 29,485</b>	<b>\$ -</b>	<b>\$ -</b>
Add:			
Cash, beginning	2,888,919	2,768,750	2,768,750
Increase/decrease balance sheet items	67,168	-	-
Depreciation (non cash item)	24,819	25,180	25,180
Used oil grant	3,896	-	-
Reuse (T4T) grant	(5,512)	-	-
FEAP 436 - Radio Comm System	(55,860)	-	-
FEAP 571 - Feasability Study	8,937	-	-
Capital Expenditures	-	-	-
Transfers from Fund Balance	-	(167,851)	(18,735)
<b>Cash available before project appropriations</b>	<b>2,961,852</b>	<b>2,793,930</b>	<b>2,793,930</b>
Cash appropriated for Capital Projects	(193,102)	(105)	(105)
<b>Projected cash, ending</b>	<b>\$ 2,768,750</b>	<b>\$ 2,793,825</b>	<b>\$ 2,793,825</b>

	2009-10 Proposed	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected
\$	7,513,000	\$ 7,738,000	\$ 7,970,000	\$ 8,209,000	\$ 8,455,000
	1,302,000	1,341,000	1,381,000	1,422,000	1,465,000
	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
	795,000	795,000	795,000	795,000	795,000
	11,060,000	11,324,000	11,596,000	11,876,000	12,165,000
	4,813,000	4,942,000	5,113,000	5,314,000	5,526,000
	3,012,000	3,087,000	3,141,000	3,196,000	3,252,000
	2,503,000	2,566,000	2,611,000	2,657,000	2,703,000
	25,000	26,000	26,000	26,000	26,000
	983,000	1,009,000	1,041,000	1,078,000	1,117,000
	222,000	228,000	232,000	236,000	240,000
	30,000	31,000	32,000	33,000	34,000
	11,588,000	11,889,000	12,196,000	12,540,000	12,898,000
	(528,000)	(565,000)	(600,000)	(664,000)	(733,000)
	120,000	110,000	100,000	90,000	80,000
	(408,000)	(455,000)	(500,000)	(574,000)	(653,000)
	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	75,000	75,000	75,000	75,000	75,000
	335,000	382,000	427,000	501,000	580,000
\$	-	\$ -	\$ -	\$ -	\$ -
	2,793,825	2,818,750	2,844,750	2,870,750	2,896,750
	-	-	-	-	-
	25,000	26,000	26,000	26,000	26,000
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	(335,000)	(382,000)	(427,000)	(501,000)	(580,000)
	2,818,825	2,844,750	2,870,750	2,896,750	2,922,750
	(75)	-	-	-	-
\$	2,818,750	\$ 2,844,750	\$ 2,870,750	\$ 2,896,750	\$ 2,922,750

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

	2007-08 Actual	2008-09 Adopted	2008-09 Projected
<b>OPERATING REVENUES</b>			
Workers Comp - Claims Reimb	\$ 1,213,669	\$ 1,196,478	\$ 1,196,478
Unemployment Insurance	222,983	191,031	191,031
Liability Reimbursements	1,011,116	1,015,179	1,015,179
Miscellaneous revenues	409,474	-	-
<b>Total Operating Revenues</b>	<b>\$ 2,857,242</b>	<b>\$ 2,402,688</b>	<b>\$ 2,402,688</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	738,285	778,400	730,000
Services and supplies	115,152	123,733	123,733
Insurance and Claims	5,373,362	3,028,378	4,063,378
Other	4,328	6,800	6,800
<b>Total Operating Expenses</b>	<b>\$ 6,231,127</b>	<b>\$ 3,937,311</b>	<b>\$ 4,923,911</b>
<b>Income (Loss) before transfers</b>	<b>\$ (3,373,885)</b>	<b>\$ (1,534,623)</b>	<b>\$ (2,521,223)</b>
<b>Operating Transfers In</b>	<b>2,219,212</b>	<b>1,530,000</b>	<b>2,278,763</b>
<b>Operating Transfers Out</b>	<b>(88,318)</b>	<b>(5,518)</b>	<b>(5,518)</b>
<b>NET INCOME (LOSS)</b>	<b>\$ (1,242,991)</b>	<b>\$ (10,141)</b>	<b>\$ (247,978)</b>
<b>Cash Beginning</b>	<b>6,242,356</b>	<b>8,171,782</b>	<b>8,171,782</b>
<b>Changes in balance sheet accounts (Net)</b>	<b>3,172,417</b>	<b>-</b>	<b>-</b>
<b>Projected cash, ending</b>	<b>\$ 8,171,782</b>	<b>\$ 8,161,641</b>	<b>\$ 7,923,804</b>

	<b>2009-10 Proposed</b>	<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
\$	1,196,000	\$ 1,196,000	\$ 1,196,000	\$ 1,196,000	\$ 1,196,000
	191,000	191,000	191,000	191,000	191,000
	1,015,000	1,015,000	1,015,000	1,015,000	1,015,000
	-	-	-	-	-
<b>\$</b>	<b>2,402,000</b>	<b>\$ 2,402,000</b>	<b>\$ 2,402,000</b>	<b>\$ 2,402,000</b>	<b>\$ 2,402,000</b>
	799,000	820,000	848,000	881,000	916,000
	207,000	212,000	216,000	220,000	224,000
	3,028,000	3,028,000	3,028,000	3,028,000	3,028,000
	7,000	7,000	7,000	7,000	7,000
<b>\$</b>	<b>4,041,000</b>	<b>\$ 4,067,000</b>	<b>\$ 4,099,000</b>	<b>\$ 4,136,000</b>	<b>\$ 4,175,000</b>
<b>\$</b>	<b>(1,639,000)</b>	<b>\$ (1,665,000)</b>	<b>\$ (1,697,000)</b>	<b>\$ (1,734,000)</b>	<b>\$ (1,773,000)</b>
	1,530,000	1,830,000	1,830,000	1,830,000	1,830,000
	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
<b>\$</b>	<b>(115,000)</b>	<b>\$ 159,000</b>	<b>\$ 127,000</b>	<b>\$ 90,000</b>	<b>\$ 51,000</b>
	7,923,804	7,808,804	7,967,804	8,094,804	8,184,804
	-	-	-	-	-
<b>\$</b>	<b>7,808,804</b>	<b>\$ 7,967,804</b>	<b>\$ 8,094,804</b>	<b>\$ 8,184,804</b>	<b>\$ 8,235,804</b>

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>	<b>2008-09 Projected</b>
<b>Operating Revenues</b>			
Sewer charges	\$ 1,838,598	\$ 2,200,000	\$ 1,700,000
Late charges	3,023	2,500	2,500
Sewer revolving fees	15,793	32,000	9,500
<b>Total operating revenues</b>	<b>1,857,414</b>	<b>2,234,500</b>	<b>1,712,000</b>
<b>Operating Expenses</b>			
Salaries and benefits	586,328	867,296	600,000
Materials and supplies	7,966	26,921	10,000
Professional/contract services	52,282	96,870	40,000
Depreciation and amortization	935,438	1,005,000	1,005,000
Interdepartmental charges	152,849	166,910	166,910
Insurance and claims	987	-	-
Others	216,358	14,014	6,000
<b>Total operating expenses</b>	<b>1,952,208</b>	<b>2,177,011</b>	<b>1,827,910</b>
<b>Operating income (loss)</b>	<b>(94,794)</b>	<b>57,489</b>	<b>(115,910)</b>
<b>Non Operating revenue:</b>			
Interest Income/grants	500,147	500,000	420,000
<b>Income (loss) before transfers</b>	<b>405,353</b>	<b>557,489</b>	<b>304,090</b>
<b>Operating Transfers In</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Transfers Out</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>(75,000)</b>
<b>Transfers from Fund Balance</b>			
<b>Net income (loss)</b>	<b>\$ 330,353</b>	<b>\$ 482,489</b>	<b>\$ 229,090</b>
Add:			
Cash, beginning	10,611,205	5,759,676	5,759,676
Depreciation (non cash item)	935,438	1,005,000	1,005,000
Increase/decrease balance sheet items	97,597	-	-
Capital Expenditures	(1,524,504)	(4,700)	-
Transfers from Fund Balance	-	-	-
<b>Cash available before project appropriations</b>	<b>10,450,089</b>	<b>7,242,465</b>	<b>6,993,766</b>
Cash appropriated for Capital Projects	(4,690,413)	(524,053)	(572,168)
<b>Projected cash, ending</b>	<b>5,759,676</b>	<b>6,718,412</b>	<b>6,421,598</b>

	2009-10 Proposed	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected
\$	1,425,000	\$ 1,468,000	\$ 1,512,000	\$ 1,557,000	\$ 1,604,000
	3,000	3,000	3,000	3,000	3,000
	32,000	32,000	32,000	32,000	32,000
	1,460,000	1,503,000	1,547,000	1,592,000	1,639,000
	883,000	907,000	938,000	975,000	1,014,000
	27,000	28,000	28,000	28,000	28,000
	97,000	99,000	101,000	103,000	105,000
	1,005,000	1,030,000	1,048,000	1,066,000	1,085,000
	229,000	235,000	242,000	251,000	260,000
	-	-	-	-	-
	14,000	14,000	14,000	14,000	14,000
	2,255,000	2,313,000	2,371,000	2,437,000	2,506,000
	(795,000)	(810,000)	(824,000)	(845,000)	(867,000)
	450,000	460,000	470,000	510,000	550,000
	(345,000)	(350,000)	(354,000)	(335,000)	(317,000)
	-	-	-	-	-
	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
	420,000	425,000	429,000	410,000	392,000
\$	-	\$ -	\$ -	\$ -	\$ -
	6,421,598	7,006,598	7,611,598	8,230,598	8,886,598
	1,005,000	1,030,000	1,048,000	1,066,000	1,085,000
	-	-	-	-	-
	-	-	-	-	-
	(420,000)	(425,000)	(429,000)	(410,000)	(392,000)
	7,006,598	7,611,598	8,230,598	8,886,598	9,579,598
	-	-	-	-	-
	7,006,598	7,611,598	8,230,598	8,886,598	9,579,598

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>	<b>2008-09 Projected</b>
<b>OPERATING REVENUES</b>			
Passenger cash fares	2,504,972	3,441,700	3,000,000
Special bus service	585	3,000	3,000
Advertising	200,635	200,000	200,000
Miscellaneous	75,826	730	730
<b>Total Operating Revenues</b>	<b>\$ 2,782,018</b>	<b>\$ 3,645,430</b>	<b>\$ 3,203,730</b>
<b>NON-OPERATING REVENUES</b>			
SB-325 allocation	5,361,384	5,053,836	5,042,112
Proposition A Discretionary	3,055,122	3,017,542	3,017,542
Fair Share Revenue	197,192	200,821	200,821
5% Security	203,116	248,222	248,222
Prop C Discretionary Foothill Mitigation	160,276	179,379	179,077
Prop C Discretionary Svc Exp	819,626	843,510	843,510
Prop A - Torrance Dial-A-Lift	185,503	180,000	180,000
Proposition A - Local Return	2,164,263	2,211,945	2,211,945
Proposition A Exchange- Local Return	200,000	100,000	100,000
Prop A Interest	-	-	-
Prop C Interest	-	-	-
Prop C Local Return	-	1,254,000	1,254,000
Transit STAF	1,048,737	1,895,174	781,277
Contributions from other cities (D.A.L.)	13,043	6,000	15,000
Interest Income	172,886	100,000	100,000
Municipal Operators Service Program	161,931	260,349	260,349
Fuel Increase Mitigation Allocation	-	-	-
Capital Maintenance Revenue	2,140,000	2,250,000	2,250,000
Other/Measure R	-	-	-
<b>Total Non-Operating Revenues</b>	<b>\$ 15,883,079</b>	<b>\$ 17,800,778</b>	<b>\$ 16,683,855</b>
<b>Total Revenues/Resources</b>	<b>\$ 18,665,097</b>	<b>\$ 21,446,208</b>	<b>\$ 19,887,585</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	11,882,040	13,356,473	11,989,036
Services and supplies	2,867,384	3,278,386	3,278,386
Other professional services	1,735,425	1,932,470	1,932,470
Depreciation and amortization	1,936,285	2,148,000	2,148,000
Insurance and Claims	268,462	311,252	311,252
Interdepartmental charges	2,206,151	2,529,211	2,271,893
Loss on disposal of fixed assets	7,018	-	-
Other	102,856	85,000	85,000
<b>Total Operating Expenses</b>	<b>\$ 21,005,621</b>	<b>\$ 23,640,792</b>	<b>\$ 22,016,037</b>
<b>Income (Loss) before transfers</b>	<b>\$ (2,340,524)</b>	<b>\$ (2,194,584)</b>	<b>\$ (2,128,452)</b>
<b>Operating Transfers In</b>	<b>194,433</b>	<b>-</b>	<b>-</b>
<b>Operating Transfers Out</b>	<b>(165,590)</b>	<b>(170,538)</b>	<b>(170,538)</b>
<b>Add: Depreciation</b>	<b>1,936,285</b>	<b>2,148,000</b>	<b>2,148,000</b>
<b>Transfers from Fund Balance</b>	<b>375,396</b>	<b>217,122</b>	<b>150,990</b>
<b>NET INCOME (LOSS)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Cash Beginning</b>	<b>4,231,226</b>	<b>3,431,638</b>	<b>3,431,638</b>
<b>Changes in balance sheet accounts</b>	<b>(424,192)</b>	<b>-</b>	<b>-</b>
<b>Capital grants</b>	<b>916,617</b>	<b>6,231,648</b>	<b>6,833,760</b>
<b>Bus acquisition/refurbishments</b>	<b>(371,895)</b>	<b>(4,794,728)</b>	<b>(3,135,760)</b>
<b>Other capital purchase</b>	<b>(544,722)</b>	<b>(1,436,920)</b>	<b>(3,698,000)</b>
<b>Transfers from Fund Balance</b>	<b>(375,396)</b>	<b>(217,122)</b>	<b>(150,990)</b>
<b>Projected cash, ending</b>	<b>\$ 3,431,638</b>	<b>\$ 3,214,516</b>	<b>\$ 3,280,648</b>

<b>2009-10 Proposed</b>	<b>2010-11 Projected</b>	<b>2011-12 Projected</b>	<b>2012-13 Projected</b>	<b>2013-14 Projected</b>
3,656,000	3,656,000	3,656,000	3,656,000	3,656,000
3,000	3,000	3,000	3,000	3,000
200,000	204,000	208,000	212,000	216,000
1,000	1,000	1,000	1,000	1,000
<b>\$ 3,860,000</b>	<b>\$ 3,864,000</b>	<b>\$ 3,868,000</b>	<b>\$ 3,872,000</b>	<b>\$ 3,876,000</b>
4,363,000	4,494,000	4,629,000	4,768,000	4,911,000
3,216,000	3,312,000	3,411,000	3,513,000	3,618,000
205,000	211,000	217,000	224,000	231,000
221,000	228,000	235,000	242,000	249,000
113,000	116,000	119,000	123,000	127,000
868,000	894,000	921,000	949,000	977,000
180,000	180,000	180,000	180,000	180,000
2,212,000	2,278,000	2,346,000	2,416,000	2,488,000
200,000	-	-	-	-
297,000	306,000	315,000	324,000	334,000
528,000	544,000	560,000	577,000	594,000
1,154,000	1,354,000	1,354,000	1,354,000	1,354,000
-	-	-	-	-
6,000	6,000	6,000	6,000	6,000
100,000	100,000	100,000	100,000	100,000
539,000	555,000	572,000	589,000	607,000
-	-	-	-	-
2,250,000	2,250,000	2,250,000	2,140,000	2,140,000
1,059,000	1,960,000	1,960,000	1,960,000	1,960,000
<b>\$ 17,511,000</b>	<b>\$ 18,788,000</b>	<b>\$ 19,175,000</b>	<b>\$ 19,465,000</b>	<b>\$ 19,876,000</b>
<b>\$ 21,371,000</b>	<b>\$ 22,652,000</b>	<b>\$ 23,043,000</b>	<b>\$ 23,337,000</b>	<b>\$ 23,752,000</b>
13,537,000	13,900,000	14,380,000	14,945,000	15,541,000
2,912,000	2,985,000	3,037,000	3,090,000	3,144,000
1,878,000	1,925,000	1,959,000	1,993,000	2,028,000
2,148,000	2,148,000	2,148,000	2,148,000	2,148,000
311,000	319,000	325,000	331,000	337,000
2,779,000	2,853,000	2,943,000	3,048,000	3,158,000
-	-	-	-	-
77,000	79,000	80,000	81,000	82,000
<b>\$ 23,642,000</b>	<b>\$ 24,209,000</b>	<b>\$ 24,872,000</b>	<b>\$ 25,636,000</b>	<b>\$ 26,438,000</b>
<b>\$ (2,271,000)</b>	<b>\$ (1,557,000)</b>	<b>\$ (1,829,000)</b>	<b>\$ (2,299,000)</b>	<b>\$ (2,686,000)</b>
-	-	-	-	-
(167,000)	(47,000)	(47,000)	(47,000)	(47,000)
2,148,000	2,148,000	2,148,000	2,148,000	2,148,000
290,000	-	-	198,000	585,000
<b>\$ -</b>	<b>\$ 544,000</b>	<b>\$ 272,000</b>	<b>\$ -</b>	<b>\$ -</b>
3,280,648	2,990,648	3,534,648	3,806,648	3,608,648
-	-	-	-	-
8,332,500	5,910,000	5,185,000	1,010,000	7,010,000
(8,210,000)	(5,850,000)	(4,750,000)	(950,000)	(6,950,000)
(122,500)	(60,000)	(435,000)	(60,000)	(60,000)
(290,000)	-	-	(198,000)	(585,000)
<b>\$ 2,990,648</b>	<b>\$ 3,534,648</b>	<b>\$ 3,806,648</b>	<b>\$ 3,608,648</b>	<b>\$ 3,023,648</b>

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

	<b>2007-08 Actual</b>	<b>2008-09 Adopted</b>
<b>OPERATING REVENUES</b>		
Cash Fare	64,373	65,000
Other Grants	34,162	45,200
Prop A Exchange	-	-
Prop C fund	154,900	154,900
<b>Total Operating Revenues</b>	<b>253,435</b>	<b>265,100</b>
<b>OPERATING EXPENSES</b>		
Salaries and employee benefits	60,284	66,084
Services and supplies	145,649	177,830
Other professional services	2,160	3,600
Others	-	450
<b>Total Operating Expenses</b>	<b>208,093</b>	<b>247,964</b>
<b>NET INCOME (LOSS) before transfers</b>	<b>45,342</b>	<b>17,136</b>
Transfer Out	(448)	-
Transfers from Fund Balance		
<b>Net income (loss)</b>	<b>\$ 44,894</b>	<b>\$ 17,136</b>
<b>Cash Beginning</b>	<b>265,467</b>	<b>304,103</b>
<b>Transfers from Fund Balance</b>	<b>-</b>	<b>-</b>
<b>Changes in Balance Sheet Accounts (Net)</b>	<b>(6,258)</b>	<b>-</b>
<b>Projected cash, ending</b>	<b>\$ 304,103</b>	<b>\$ 321,239</b>

<b>2008-09 Projected</b>	<b>2009-10 Proposed</b>	<b>2010-2011 Projected</b>	<b>2011-2012 Projected</b>	<b>2012-2013 Projected</b>	<b>2013-2014 Projected</b>
65,000	65,000	65,000	65,000	65,000	65,000
45,300	45,000	45,000	45,000	45,000	45,000
-	-	-	-	-	-
154,900	155,000	155,000	155,000	155,000	155,000
265,200	265,000	265,000	265,000	265,000	265,000
70,000	75,000	77,000	80,000	83,000	86,000
174,387	180,000	185,000	188,000	191,000	194,000
3,600	4,000	4,000	4,000	4,000	4,000
450	500	500	500	500	500
248,437	259,500	266,500	272,500	278,500	284,500
16,763	6,000	(1,500)	(7,500)	(13,500)	(19,500)
-	-	-	-	-	-
		1,500	7,500	13,500	19,500
<b>\$ 16,763</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
304,103	320,866	326,866	325,366	317,866	304,366
-	-	(1,500)	(7,500)	(13,500)	(19,500)
-	-	-	-	-	-
<b>\$ 320,866</b>	<b>\$ 326,866</b>	<b>\$ 325,366</b>	<b>\$ 317,866</b>	<b>\$ 304,366</b>	<b>\$ 284,866</b>

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

	2007-08 Actual	2008-09 Adopted	2008-09 Projected	2009-10 Proposed
<b>Operating Revenues</b>				
Wholesale water sales	\$ 331,549	\$ 940,320	\$ 247,741	\$ 923,000
Metered water sales	11,702,165	13,650,000	12,300,491	13,155,000
Metered Water Sales-Commercial	4,583,879	4,250,000	4,595,877	4,920,000
Metered Water Sales-Industrial	1,174,532	1,117,197	1,266,225	1,295,000
Mobil potable water sales	1,267,548	1,085,480	1,693,259	2,450,000
Sales to City	396,665	580,000	383,712	428,000
Residential low income discount	106,126	100,445	109,701	114,000
Recycled-Landscape irrigation	193,262	350,800	115,829	140,000
Recycled Sales Mobil	2,228,673	2,040,062	2,749,050	3,747,000
Mobil reclaimed fixed contrib pymt	485,938	485,940	486,000	486,000
Late charge	81,283	57,000	115,000	100,000
Water disconnect fees	13,196	9,000	13,000	11,000
Fire protection charges	525,171	555,416	550,000	540,000
Pumping charges	92,660	97,000	100,000	97,000
Water start service fee	51,018	30,000	42,000	45,000
Fire flow test	3,450	2,000	3,000	3,000
Misc services	28,965	24,750	15,000	25,000
Engineering, overhead & inspection	43,134	85,000	50,000	40,000
<b>Total operating revenues</b>	<b>23,309,214</b>	<b>25,460,410</b>	<b>24,835,885</b>	<b>28,519,000</b>
<b>Operating Expenses</b>				
Salaries	3,927,038	4,881,226	4,055,000	5,048,000
Materials	1,123,912	1,121,977	1,100,000	1,206,000
Cost of Water	13,604,422	14,761,363	14,510,410	17,903,000
Prof Services	418,346	531,374	510,000	582,000
Travel, Training	22,421	42,275	22,000	42,000
Depr/Amortization/Bond Issuance Cost	1,176,624	1,243,800	1,200,000	1,200,000
Litigation Expense	47,759	92,109	65,000	92,000
Interdepartmental Charges	990,800	1,156,578	1,067,000	1,333,000
Others	19,163	34,300	1,520,000	34,000
In lieu franchise payments	718,000	718,000	718,000	718,000
<b>Total operating expenses</b>	<b>22,048,485</b>	<b>24,583,002</b>	<b>24,767,410</b>	<b>28,158,000</b>
<b>Operating Income (Loss)</b>	<b>1,260,729</b>	<b>877,408</b>	<b>68,475</b>	<b>361,000</b>
<b>Non-Operating Revenue</b>				
Investment earnings	533,999	500,000	375,000	300,000
Contributed Capital Received	59,274	100,000	50,000	60,000
<b>Total Non -Operating Income</b>	<b>593,273</b>	<b>600,000</b>	<b>425,000</b>	<b>360,000</b>
<b>Non-Operating Expenses</b>				
Interest expense	150,939	153,750	142,000	126,000
<b>Income (Loss) before transfers</b>	<b>1,703,063</b>	<b>1,323,658</b>	<b>351,475</b>	<b>595,000</b>
<b>Operating Transfers Out</b>	<b>(85,481)</b>	<b>(29,719)</b>	<b>(31,429)</b>	<b>(30,000)</b>
<b>Net Income (Loss)</b>	<b>\$ 1,617,582</b>	<b>\$ 1,293,939</b>	<b>\$ 320,046</b>	<b>\$ 565,000</b>
Add:				
Cash Beginning	10,781,757	2,201,693	2,201,693	(116,415)
Depreciation (non cash item)	1,176,624	1,243,800	1,200,000	1,200,000
Increase (decrease) in balance sheet account:	671,463	-	-	-
Capital Expenditures	(3,283,537)	(56,200)	-	-
Non-Capital Project Expenditures	(1,083,177)	(609,000)	(701,446)	-
Bond principal payment	(465,000)	(500,000)	(500,000)	(500,000)
<b>Cash available before project appropriations</b>	<b>9,415,712</b>	<b>3,574,232</b>	<b>2,520,293</b>	<b>1,148,585</b>
Cash appropriated for capital projects	(7,214,019)	(1,421,000)	(1,636,708)	(129,195)
Water Financial Reserve	-	-	(1,000,000)	-
<b>Projected cash, ending</b>	<b>\$ 2,201,693</b>	<b>\$ 2,153,232</b>	<b>\$ (116,415)</b>	<b>\$ 1,019,390</b>

	2010-11 Projected	2011-12 Projected	2012-13 Projected	2013-14 Projected
\$	969,000	\$ 1,017,000	\$ 1,068,000	\$ 1,121,000
	13,813,000	14,504,000	15,229,000	15,990,000
	5,166,000	5,424,000	5,695,000	5,980,000
	1,360,000	1,428,000	1,499,000	1,574,000
	2,573,000	2,702,000	2,837,000	2,979,000
	449,000	471,000	495,000	520,000
	120,000	126,000	132,000	139,000
	147,000	154,000	162,000	170,000
	3,934,000	4,131,000	4,338,000	4,555,000
	486,000	486,000	486,000	486,000
	100,000	100,000	100,000	100,000
	11,000	11,000	11,000	11,000
	540,000	540,000	540,000	540,000
	97,000	97,000	97,000	97,000
	45,000	45,000	45,000	45,000
	3,000	3,000	3,000	3,000
	25,000	25,000	25,000	25,000
	40,000	40,000	40,000	40,000
	<b>29,878,000</b>	<b>31,304,000</b>	<b>32,802,000</b>	<b>34,375,000</b>

	5,183,000	5,362,000	5,573,000	5,795,000
	1,236,000	1,258,000	1,280,000	1,302,000
	18,798,000	19,738,000	20,725,000	21,761,000
	597,000	607,000	618,000	629,000
	43,000	44,000	45,000	46,000
	1,200,000	1,200,000	1,200,000	1,200,000
	94,000	96,000	98,000	100,000
	1,368,000	1,411,000	1,461,000	1,514,000
	35,000	36,000	37,000	38,000
	718,000	718,000	718,000	718,000
	<b>29,272,000</b>	<b>30,470,000</b>	<b>31,755,000</b>	<b>33,103,000</b>
	<b>606,000</b>	<b>834,000</b>	<b>1,047,000</b>	<b>1,272,000</b>

	200,000	200,000	200,000	200,000
	60,000	60,000	60,000	60,000
	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>
	109,250	83,500	56,500	28,000
	<b>756,750</b>	<b>1,010,500</b>	<b>1,250,500</b>	<b>1,504,000</b>
	(30,000)	(30,000)	(30,000)	(30,000)
\$	<b>726,750</b>	<b>980,500</b>	<b>1,220,500</b>	<b>1,474,000</b>

	1,019,390	2,431,140	4,071,640	5,922,140
	1,200,000	1,200,000	1,200,000	1,200,000
	-	-	-	-
	-	-	-	-
	(515,000)	(540,000)	(570,000)	(620,000)
	<b>2,431,140</b>	<b>4,071,640</b>	<b>5,922,140</b>	<b>7,976,140</b>
	-	-	-	-
	-	-	-	-
\$	<b>2,431,140</b>	<b>4,071,640</b>	<b>5,922,140</b>	<b>7,976,140</b>

**OPERATING TRANSFERS IN AND OUT  
Fiscal Year 2008-09**

<u>Fund</u>	<u>Operating transfers out</u>	<u>Fund</u>	<u>Operating transfers in</u>
General Fund	\$ 21,823,867	Special Revenue Fund: Street Lighting Assessment	\$ 1,224,970
		Enterprise Funds:	
		Cultural Services	831,052
		Parks and Recreation	2,914,698
		Cultural Arts Center	1,149,875
		Emergency Medical Services	8,486,325
		Animal Control	238,648
		Internal Service Fund:	
		Self-Insurance	1,410,000
		Fleet Services	567,726
		General Fund Sub-Fund:	
		Police Computer	75,000
		Fire Apparatus	500,000
		Telephone Replacement	206,442
		Data Communications Replacement	75,249
		Radio Replacement	168,782
		PC Replacement	515,100
		Reorganization Fund	50,000
		Reserve	1,350,000
		Postemployment/Comp Absences Fund	1,500,000
		2008-09 Capital Project Fund	560,000
General Fund -Reserve	1,165,000	General Fund Operations	1,100,000
		Prop A Exchange	65,000
	<u>\$ 22,988,867</u>		<u>\$ 22,988,867</u>
Special Revenue Funds:		General Fund	994,900
State Gas Tax	840,000	General Fund Sub-Fund:	
Government Cable Communications	187,675	Telephone Replacement	1,779
Proposition C Local Return	1,408,900	Data Communications Replacement	3,705
		Radio Replacement	250
		PC Replacement	13,800
		Special Revenue Fund:	
		Cable TV Public Access	168,141
		Enterprise Fund:	
		Transit	1,254,000
	<u>\$ 2,436,575</u>		<u>\$ 2,436,575</u>
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	23,049	Data Communications Replacement	4,449
		PC Replacement	500
Redevelopment Agency-Low/Mod Housing	18,800	Special Revenue Fund:	
		Rehab Housing	36,900
2007-08 Capital Project Fund	690,000	General Fund Operations	690,000
	<u>\$ 731,849</u>		<u>\$ 731,849</u>
Debt Service Funds:		General Fund	3,130,333
Redevelopment Agency-Industrial	3,942,060	Capital Project Fund:	
Redevelopment Agency-Downtown	362,882	Redevelopment Agency-Low Mod	1,293,202
Redevelopment Agency-Skypark	118,593		
	<u>\$ 4,423,535</u>		<u>\$ 4,423,535</u>
Enterprise Fund:		General Fund	5,799,500
Airport - Aeronautical	21,234	General Fund Sub-Fund:	
Airport - Non Aeronautical	5,820,763	Telephone Replacement	51,779
Cultural Arts Center	13,734	Data Communications Replacement	16,597
Parks and Recreation	60,768	Radio Replacement	36,537
Sewer	75,000	PC Replacement	97,900
Transit	170,538	Special Revenue Fund:	
Water	29,719	Street Lighting Assessment District	25,763
Sanitation	2,028	Internal Service Fund:	
Internal Service Fund:		Self-Insurance	120,000
Self Insurance	5,518	Enterprise Fund:	
Fleet Services	17,749	Sanitation	75,000
Special Revenue Fund:			
Cable TV Public Access	6,025		
	<u>\$ 6,223,076</u>		<u>\$ 6,223,076</u>
Total Transfers	<u>\$ 36,803,902</u>		<u>\$ 36,803,902</u>

**OPERATING TRANSFERS IN AND OUT  
Fiscal Year 2009-10**

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 22,905,768	Special Revenue Fund: Street Lighting Assessment	\$ 1,704,237
		Enterprise Funds:	
		Cultural Services	831,052
		Parks and Recreation	2,914,698
		Cultural Arts Center	1,149,875
		Emergency Medical Services	9,164,959
		Animal Control	238,648
		Internal Service Fund:	
		Self-Insurance	1,410,000
		Fleet Services	567,726
		General Fund Sub-Fund:	
		Police Computer	75,000
		Fire Apparatus	500,000
		Telephone Replacement	206,442
		Data Communications Replacement	75,249
		Radio Replacement	168,782
		PC Replacement	504,100
		Reorganization Fund	45,000
		Reserve	1,350,000
		Postemployment/Comp Absences Fund	1,500,000
		2009-10 Capital Project Fund	500,000
General Fund -Reserve	1,701,043	General Fund Operations	1,561,043
		Prop A Exchange	140,000
	<b><u>\$ 24,606,811</u></b>		<b><u>\$ 24,606,811</u></b>
Special Revenue Funds:		General Fund	994,900
State Gas Tax	840,000	General Fund Sub-Fund:	
Government Cable Communications	436,034	Telephone Replacement	1,779
Proposition C Local Return	1,308,900	Data Communications Replacement	3,705
		Radio Replacement	250
		PC Replacement	12,300
		Special Revenue Fund:	
		Cable TV Public Access	418,000
		Enterprise Fund:	
		Transit	1,154,000
	<b><u>\$ 2,584,934</u></b>		<b><u>\$ 2,584,934</u></b>
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,949	Data Communications Replacement	4,449
Redevelopment Agency-Low/Mod Housing	18,800	PC Replacement	400
Inmate Welfare Fund - Capital	10,000	Special Revenue Fund:	
		Rehab Housing	36,900
		Inmate Welfare Fund - Operations	10,000
	<b><u>\$ 51,749</u></b>		<b><u>\$ 51,749</u></b>
Debt Service Funds:		General Fund	3,130,333
Redevelopment Agency-Industrial	4,117,860	Capital Project Fund:	
Redevelopment Agency-Downtown	386,091	Redevelopment Agency-Low Mod	1,505,345
Redevelopment Agency-Skypark	131,727		
	<b><u>\$ 4,635,678</u></b>		<b><u>\$ 4,635,678</u></b>
Enterprise Fund:		General Fund	5,799,500
Airport - Aeronautical	20,934	General Fund Sub-Fund:	
Airport - Non Aeronautical	5,820,763	Telephone Replacement	51,779
Cultural Arts Center	13,734	Data Communications Replacement	16,597
Parks and Recreation	61,068	Radio Replacement	36,537
Sewer	75,000	PC Replacement	94,200
Transit	167,238	Special Revenue Fund:	
Water	29,519	Street Lighting Assessment District	25,763
Sanitation	2,428	Internal Service Fund:	
Internal Service Fund:		Self-Insurance	120,000
Self Insurance	5,618	Enterprise Fund:	
Fleet Services	17,449	Sanitation	75,000
Special Revenue Fund:			
Cable TV Public Access	5,625		
	<b><u>\$ 6,219,376</u></b>		<b><u>\$ 6,219,376</u></b>
Total Transfers	<b><u>\$ 38,098,548</u></b>		<b><u>\$ 38,098,548</u></b>

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

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 23,207,747	Special Revenue Fund:	
		Street Lighting Assessment	\$ 1,704,237
		Enterprise Funds:	
		Cultural Services	831,052
		Parks and Recreation	2,914,698
		Cultural Arts Center	1,149,875
		Emergency Medical Services	9,466,938
		Animal Control	238,648
		Internal Service Fund:	
		Self-Insurance	1,410,000
		Fleet Services	567,726
		General Fund Sub-Fund:	
		Police Computer	75,000
		Fire Apparatus	500,000
		Telephone Replacement	206,442
		Data Communications Replacement	75,249
		Radio Replacement	168,782
		PC Replacement	504,100
		Reorganization Fund	45,000
		Reserve	1,350,000
		Postemployment/Comp Absences Fund	1,500,000
		2010-11 Capital Project Fund	500,000
General Fund -Reserve	1,328,648	General Fund Operations	1,328,648
	<b>\$ 24,536,395</b>		<b>\$ 24,536,395</b>
Special Revenue Funds:		General Fund	994,900
State Gas Tax	840,000	General Fund Sub-Fund:	
Government Cable Communications	436,034	Telephone Replacement	1,779
Proposition C Local Return	1,508,900	Data Communications Replacement	3,705
		Radio Replacement	250
		PC Replacement	12,300
		Special Revenue Fund:	
		Cable TV Public Access	418,000
		Enterprise Fund:	
		Transit	1,354,000
	<b>\$ 2,784,934</b>		<b>\$ 2,784,934</b>
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,949	Data Communications Replacement	4,449
		PC Replacement	400
Redevelopment Agency-Low/Mod Housing	18,800	Special Revenue Fund:	
		Rehab Housing	36,900
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	<b>\$ 51,749</b>		<b>\$ 51,749</b>
Debt Service Funds:		General Fund	3,203,333
Redevelopment Agency-Industrial	4,210,611	Capital Project Fund:	
Redevelopment Agency-Downtown	393,812	Redevelopment Agency-Low Mod	1,535,451
Redevelopment Agency-Skypark	134,361		
	<b>\$ 4,738,784</b>		<b>\$ 4,738,784</b>
Enterprise Fund:		General Fund	5,799,500
Airport - Aeronautical	20,934	General Fund Sub-Fund:	
Airport - Non Aeronautical	5,820,763	Telephone Replacement	51,779
Cultural Arts Center	13,734	Data Communications Replacement	16,597
Parks and Recreation	61,068	Radio Replacement	36,537
Sewer	75,000	PC Replacement	94,200
Transit	167,238	Special Revenue Fund:	
Water	29,519	Street Lighting Assessment District	25,763
Sanitation	2,428	Internal Service Fund:	
Internal Service Fund:		Self-Insurance	120,000
Self Insurance	5,618	Enterprise Fund:	
Fleet Services	17,449	Sanitation	75,000
Special Revenue Fund:			
Cable TV Public Access	5,625		
	<b>\$ 6,219,376</b>		<b>\$ 6,219,376</b>
Total Transfers	<b>\$ 38,331,238</b>		<b>\$ 38,331,238</b>

## PERSONNEL SUMMARY

	2006-07 Adopted		2008	2007-08 Adopted		2008-09 Adopted		2009-10 Proposed	
	General Fund	Other Funds	Actual (12-31-08)	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
City Council	7.0	-	7.0	7.0	-	7.0	-	7.0	-
City Attorney	14.0	-	13.6	14.0	-	14.0	-	14.0	-
City Clerk	8.5	-	8.3	8.5	-	8.5	-	8.5	-
City Treasurer	6.0	-	6.0	7.0	-	7.0	-	7.0	-
City Manager	15.0	-	13.7	15.0	-	15.5	-	15.0	-
Cable Television	-	17.3	14.2	-	17.3	-	17.3	-	17.3
Civil Service	2.0	-	2.3	2.0	-	2.0	-	2.8	-
Commun. & Info. Tech.	37.5	-	40.1	40.5	-	40.5	-	40.5	-
Community Development	65.6	8.4	66.7	66.0	4.5	66.5	4.5	66.5	4.5
Community Svcs. - Full Time	103.6	23.8	127.0	103.6	23.8	102.1	23.8	102.1	23.8
Community Svcs. - Recurrent	52.2	94.4	86.3	52.2	94.4	52.7	94.4	52.7	92.9
Finance	41.5	-	30.7	40.4	-	40.3	-	40.3	-
Fire	137.5	43.0	158.0	127.5	44.0	121.0	50.0	121.0	50.0
General Services	57.5	-	56.8	60.0	-	60.0	-	60.0	-
CAC* - full time	-	10.5	10.0	-	10.5	-	10.5	-	10.5
CAC* - recurrent	-	17.8	10.2	-	17.8	-	17.8	-	17.8
Airport	-	4.5	4.0	-	4.5	-	4.5	-	4.5
Fleet	-	35.0	33.2	-	35.0	-	35.0	-	35.0
Human Resources	23.5	-	27.1	26.5	-	27.5	-	27.5	-
Workforce Development**	-	31.0	-	-	-	-	-	-	-
Police - full time	333.0	3.0	328.0	344.0	3.0	344.8	4.0	344.8	4.0
Police - recurrent	13.0	-	6.9	13.0	-	13.0	-	13.0	-
Public Works	100.5	-	108.0	102.5	-	103.5	-	103.5	-
Sanitation	-	50.1	44.0	-	49.1	-	49.1	-	49.1
Water	-	39.0	27.0	-	39.0	-	39.0	-	39.0
Airport	-	7.4	7.0	-	7.4	-	7.4	-	7.4
Sewer	-	8.0	-	-	8.0	-	10.0	-	10.0
Transit	-	139.0	124.9	-	139.0	-	139.8	-	139.8
<b>Total full time positions</b>	<b>952.7</b>	<b>420.0</b>	<b>1,257.7</b>	<b>964.5</b>	<b>385.1</b>	<b>960.2</b>	<b>394.9</b>	<b>960.5</b>	<b>394.9</b>
<b>Total recurrent positions</b>	<b>65.2</b>	<b>112.2</b>	<b>103.4</b>	<b>65.2</b>	<b>112.2</b>	<b>65.7</b>	<b>112.2</b>	<b>65.7</b>	<b>110.7</b>
<b>Total</b>	<b>1,017.9</b>	<b>532.2</b>	<b>1,361.1</b>	<b>1,029.7</b>	<b>497.3</b>	<b>1,025.9</b>	<b>507.1</b>	<b>1,026.2</b>	<b>505.6</b>
<b>City Total</b>		<u><b>1,550.1</b></u>	<u><b>1,361.1</b></u>		<u><b>1,527.0</b></u>		<u><b>1,533.0</b></u>		<u><b>1,531.8</b></u>

\*Cultural Arts Center

## Personnel Vacancies as of May 1, 2009

DEPARTMENT	FUND	VACANCY	NUMBER
City Clerk	General Fund	Deputy City Clerk	1
City Manager - Cable	Enterprise Fund	Announcer	1
	Enterprise Fund	Production Assistant	1
City Treasurer	General Fund	Account Clerk	1
Communications & Info Technology	General Fund	Information Technology Specialist	1
Community Development	General Fund	Typist Clerk II	1
	General Fund	Building Inspector	1
	General Fund	Engineering Tech II	1
	General Fund	Building Permit Technician	1
	General Fund	Engineering Tech I	1
	General Fund	Revenue Inspector	1
Community Services (Library & Park Services)	General Fund	Lead Maintenance Worker	2
	General Fund	Maintenance Worker	1
	General Fund	Library Assistant I	2
	General Fund	Senior Librarian	1
	General Fund	Library Page	1
Finance	General Fund	Accountant	3
	General Fund	Account Clerk	2.4
	General Fund	Sr. Accountant	1
	General Fund	Buyer	2
Fire	General Fund	Fire Intern	0.5
	General Fund	Firefighter (Sworn)	3
	General Fund	Fire Prevention Officer	1
General Services	General Fund	Sr. Custodian	1
	General Fund	Custodian	3
	General Fund	Building Maintainer	1
	Enterprise Fund	Mechanic	1
Police	General Fund	Cadet - Non Sworn	2
	General Fund	Senior Forensic Specialist	1
	General Fund	Animal Control Officer	1
	General Fund	Police Records Technician	2
	General Fund	Services Officer	1
	General Fund	Police Records Supervisor	2
	General Fund	Emergency Services Coordinator	1
	General Fund	Public Safety Dispatcher	1
	General Fund	Juvenile Diversion Case Worker	1
	General Fund	Juvenile Diversion Intern	1
	General Fund	Officer - Recruit	11

## Personnel Vacancies as of May 1, 2009 (continued)

DEPARTMENT	FUND	VACANCY	NUMBER
Public Works	General Fund	Deputy Director Public Works/CE	1
	General Fund	Engineering Technician III	2
	General Fund	Electrician	1
	General Fund	Maintenance Worker	2
	General Fund	Associate Engineer	1
	Enterprise Fund	Maintenance Worker	2
	Enterprise Fund	Water Service Tech. I	1
	Enterprise Fund	Water Service Tech. III	3
	Enterprise Fund	Survey Party Chief	1
Transit	Enterprise Fund	Bus Operators	1
	Enterprise Fund	Transit Supervisor	3
	Enterprise Fund	Fleet Services Supervisor	1
	Enterprise Fund	Relief Bus Operator	8
	Enterprise Fund	Staff Assistant	1
	Enterprise Fund	Typist Clerk II	1
Total			89.9
Vacancies Summary:			
Safety			14.0
General Fund			50.9
Enterprise Fund			25.0
Total			89.9

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**REVENUE PROJECTION DETAIL  
GENERAL FUND**

Description	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>Summary</b>						
Property Taxes	31,675,913	35,817,439	37,640,203	39,504,100	40,932,075	42,579,134
Sales Tax	39,378,454	43,782,354	42,879,233	42,981,889	39,931,889	41,806,166
Other Taxes	56,382,718	57,294,979	59,737,355	59,826,240	61,716,195	63,892,250
Licenses and Permits	2,692,902	2,671,004	1,961,792	2,139,510	2,310,510	2,330,414
Grants and Subventions	6,646,162	2,332,780	1,928,583	1,849,625	1,457,221	1,460,893
Fines and Forfeitures	1,467,976	1,580,087	1,640,282	1,365,726	1,966,047	1,982,910
Use of Money and Property	2,449,207	4,610,499	6,300,890	4,022,174	5,298,729	5,401,077
Charges for Services	4,934,105	4,436,268	3,935,739	4,197,079	4,268,606	4,336,904
Other Revenues	7,858,232	10,286,767	12,655,724	13,102,333	13,563,376	13,403,981
Non-Recurring Revenues	-	-	-	-	-	-
<b>Total General Fund Revenues</b>	<b>153,485,669</b>	<b>162,812,177</b>	<b>168,679,801</b>	<b>168,988,676</b>	<b>171,444,648</b>	<b>177,193,729</b>
<b>Detail</b>						
<b>Property Taxes</b>						
Secured	17,763,759	21,483,910	23,093,524	25,071,000	26,050,000	27,088,000
VLF Swap	9,405,531	9,703,716	10,395,607	10,750,500	11,287,500	11,851,875
Unsecured	1,108,211	1,094,117	971,922	971,600	1,025,860	1,035,213
Supplemental	1,621,042	1,793,105	1,341,564	970,500	877,715	904,046
Redemptions	557,017	617,540	788,995	741,000	841,000	841,000
Real property transfer	982,361	865,709	613,292	600,000	450,000	459,000
Aircraft assessment	138,209	132,761	198,967	200,000	200,000	200,000
Penalties and interest	99,783	126,581	236,332	200,000	200,000	200,000
<b>Total Property Taxes</b>	<b>31,675,913</b>	<b>35,817,439</b>	<b>37,640,203</b>	<b>39,504,100</b>	<b>40,932,075</b>	<b>42,579,134</b>
<b>Sales Taxes</b>	<b>39,378,454</b>	<b>43,782,354</b>	<b>42,879,233</b>	<b>42,981,889</b>	<b>39,931,889</b>	<b>41,806,166</b>
<b>Other Taxes</b>						
Utility Users	33,870,583	33,814,992	35,795,148	37,172,922	36,542,018	37,638,278
Business Licensing	7,494,672	7,775,542	7,941,785	7,832,000	8,241,960	8,489,219
Occupancy	6,694,246	7,541,492	7,890,690	7,892,629	8,329,408	8,979,290
Prop 172 Sales Tax	1,363,986	1,384,266	1,366,229	1,364,979	1,364,928	1,419,526
Franchise payments	5,107,449	5,269,978	5,418,353	4,708,580	6,402,751	6,530,807
Construction	1,845,364	1,501,666	1,318,439	825,130	825,130	825,130
Oil Severance	6,418	7,043	6,711	30,000	10,000	10,000
<b>Total Other Taxes</b>	<b>56,382,718</b>	<b>57,294,979</b>	<b>59,737,355</b>	<b>59,826,240</b>	<b>61,716,195</b>	<b>63,892,250</b>
<b>Licenses and Permits</b>						
Construction permits	2,582,878	2,553,899	1,817,366	1,967,393	2,142,393	2,162,297
Other licenses and permits	110,024	117,105	144,426	172,117	168,117	168,117
<b>Total Licenses and Permits</b>	<b>2,692,902</b>	<b>2,671,004</b>	<b>1,961,792</b>	<b>2,139,510</b>	<b>2,310,510</b>	<b>2,330,414</b>
<b>Grants and Subventions</b>						
Motor vehicle licenses	3,270,400	990,751	658,535	759,625	367,221	370,893
Gasoline tax	2,840,000	840,000	840,000	840,000	840,000	840,000
State homeowner prop tax	238,598	233,454	234,819	250,000	250,000	250,000
Other state revenues	297,164	268,575	195,229			
Other county grants						
<b>Total Grants and Subventions</b>	<b>6,646,162</b>	<b>2,332,780</b>	<b>1,928,583</b>	<b>1,849,625</b>	<b>1,457,221</b>	<b>1,460,893</b>

## **SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund**

### ***Property Tax***

Projected growth rate for 2009-10 fiscal year is approximately \$1.4 million, or 3.6%. The projected increase is conservative compared to prior years. The conservative projection is due to a decline in the housing market and increases in foreclosures.

### ***Sales Tax***

Sales tax revenues are projected to be approximately \$3.1 million below fiscal year 2008-09 budget estimates. Sales tax revenues are directly impacted by the economy. The economy is in a recession and has been extremely sluggish for certain markets. The automotive industry and other large dollar retail markets have experienced significant drops in sales which adversely impacts the city's sales tax forecast.

### ***Utility User's Tax***

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected decline of <1.7%> for fiscal year 2009-10 is primarily due to a reduction of utility user tax revenues from natural gas purchases and the usage of a local refinery.

### ***Business License Tax***

Projected to reflect modest growth of approximately \$400,000 for fiscal year 2009-10.

### ***Occupancy Tax***

Occupancy tax revenues are projected to increase by 5.5%. This increase is being projected due to the construction of a new hotel which is scheduled to open in November of 2009, and also reflects an overall slow growth.

### ***Prop 172 Sales Tax***

This revenue is projected to remain constant for fiscal year 2009-10.

### ***Franchise Payments - Other***

This revenue is projected to reflect a significant growth for fiscal year 2009-10 due primarily to increased revenues from major electric and gas franchises.

### ***Construction Tax***

It is projected that the construction industry will continue to decline until the federal stimulus funds are allocated down to the cities of California.

### ***Oil Severance Tax***

This revenue is projected to decline in fiscal year 2009-10, then remain level in future years.

### ***Licenses and Permits***

This revenue source is expected to remain constant, reflecting a zero growth rate for the 2009-10 fiscal year.

### ***Motor Vehicle Licenses***

This revenue source is projected to decline significantly (approximately 51%) due to the economy and to the state use of these funds for budget balancing, including temporary suspension of payments.

**REVENUE PROJECTION DETAIL  
GENERAL FUND**

Description	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>Fines and Forfeitures</b>						
General court fines	948,618	1,084,157	1,157,823	878,000	1,378,321	1,395,184
Traffic fines	519,358	495,930	482,459	487,726	587,726	587,726
<b>Total Fines and Forfeitures</b>	<b>1,467,976</b>	<b>1,580,087</b>	<b>1,640,282</b>	<b>1,365,726</b>	<b>1,966,047</b>	<b>1,982,910</b>
<b>Use of Money and Property</b>						
Investment earnings	1,898,618	2,728,494	4,797,477	3,121,000	4,371,360	4,446,727
Rents and royalties	536,469	581,047	527,999	901,174	927,369	954,350
Franchise payments	14,120	1,300,958	975,414			
<b>Total Use of Money and Property</b>	<b>2,449,207</b>	<b>4,610,499</b>	<b>6,300,890</b>	<b>4,022,174</b>	<b>5,298,729</b>	<b>5,401,077</b>
<b>Charges for Services</b>						
Indirect charges						
Construction related fees	2,264,234	1,707,479	1,382,881	1,667,984	1,747,984	1,799,289
Engineering fees	284,835	224,326	165,207	121,293	121,293	124,932
Police Department services	756,299	805,221	779,860	733,893	739,364	747,399
Fire inspection fees	1,004,073	1,014,449	1,035,929	1,086,690	1,062,442	1,063,681
Other charges	124,468	186,868	44,340	139,696	150,000	154,080
Library fines and fees	162,994	138,759	161,598	181,000	181,000	181,000
Recreation Processing/Facility Fees	337,202	359,166	365,924	266,523	266,523	266,523
<b>Total Charges for Services</b>	<b>4,934,105</b>	<b>4,436,268</b>	<b>3,935,739</b>	<b>4,197,079</b>	<b>4,268,606</b>	<b>4,336,904</b>
<b>Other Revenues</b>						
Contributions	2,550,000	2,568,000	2,568,000	2,550,000	2,550,000	2,550,000
Other revenue	522,632	894,817	644,778	522,500	522,500	522,500
Transfers-in	4,785,600	6,823,950	9,442,946	10,029,833	10,490,876	10,331,481
<b>Total Other Revenues</b>	<b>7,858,232</b>	<b>10,286,767</b>	<b>12,655,724</b>	<b>13,102,333</b>	<b>13,563,376</b>	<b>13,403,981</b>
<b>Non-Recurring Revenues</b>						
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						
<b>Total Non-Recurring Revenues</b>						
<b>Total General Fund Revenues</b>	<b>153,485,669</b>	<b>162,812,177</b>	<b>168,679,801</b>	<b>168,988,676</b>	<b>171,444,648</b>	<b>177,193,729</b>

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

## **SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund (Continued)**

### ***Fines and Forfeitures***

This revenue source is expected to grow due primarily to increased general court fines.

### ***Investment Earnings***

Interest income is projected to reflect a substantial increase for fiscal year 2009-10 due to higher cash balances. The projected increase for fiscal year 2009-10 is 40.1%.

### ***Rents and Royalties***

This revenue is projected to remain relatively constant, reflecting a projected 2.9% increase for fiscal year 2009-10.

### ***Waste Haulers Franchise***

This revenue source, which represents the Waste Haulers Franchise, is expected to remain relatively constant for fiscal year 2009-10.

### ***Charges for Services***

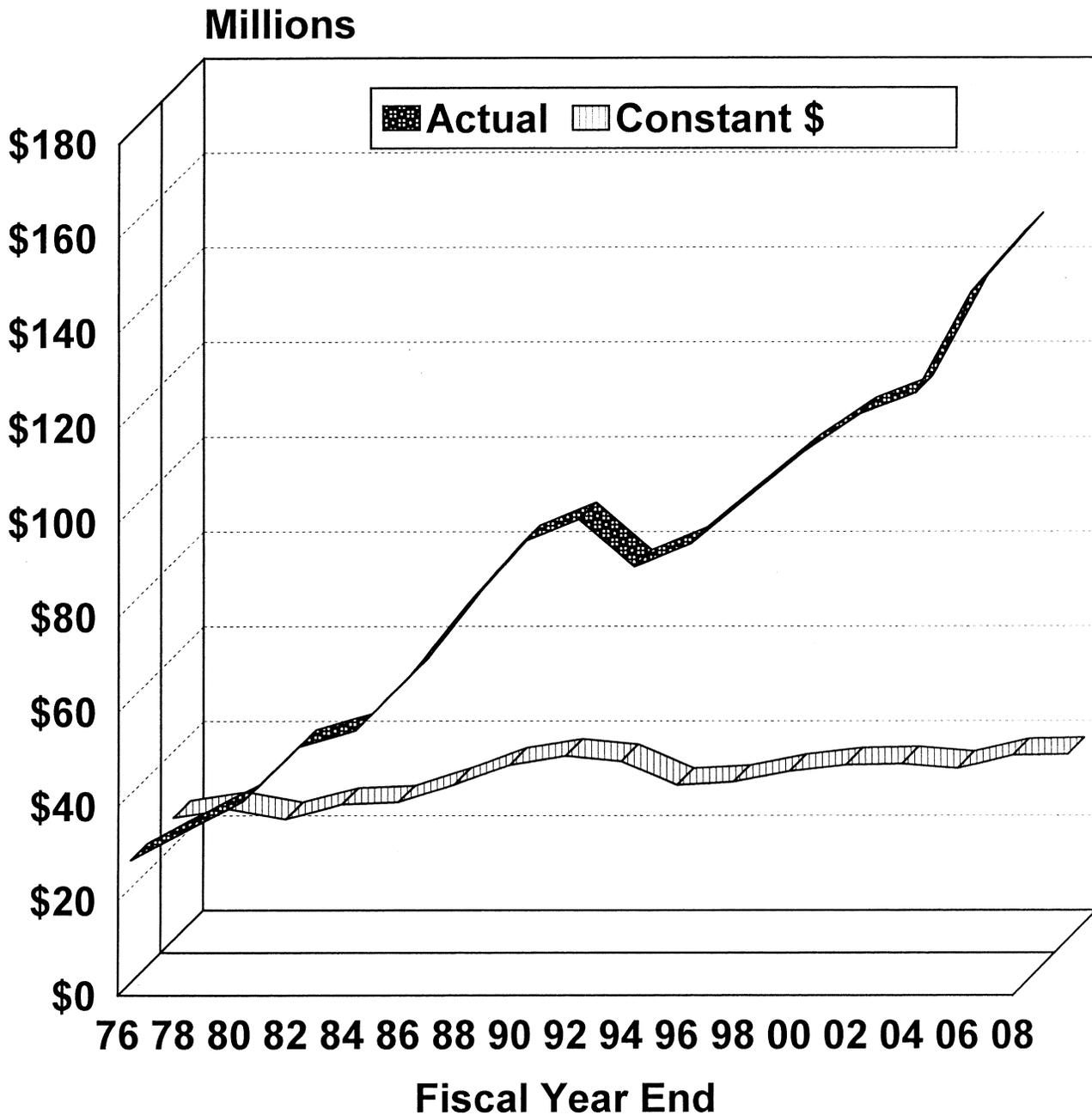
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to remain constant for fiscal year 2009-10.

### ***Operating Transfers***

This revenue source is projected to increase slightly by approximately \$461,000. The minor increase is due to increased revenue activity in the Airport Non-Aeronautical Fund from leased land rentals.

# GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars\*



Actual average annual growth rate of 5.8%.

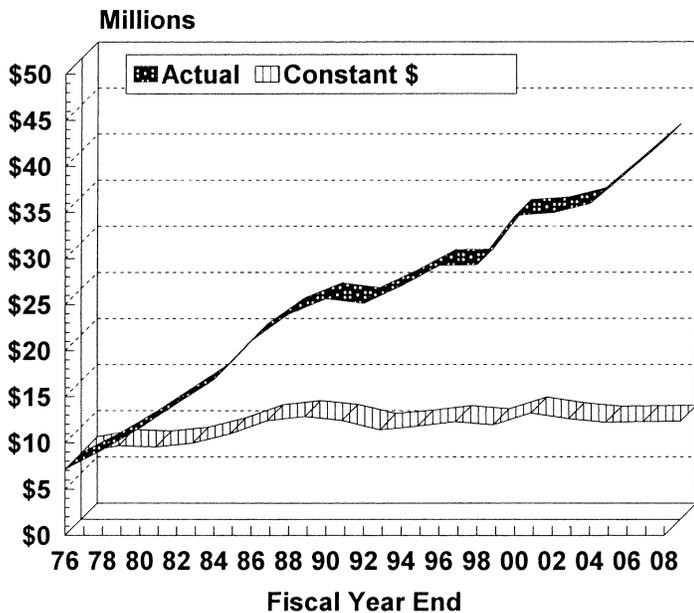
Constant dollars (real growth) average annual growth rate of 1.3%.

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

# TOP GENERAL FUND REVENUES

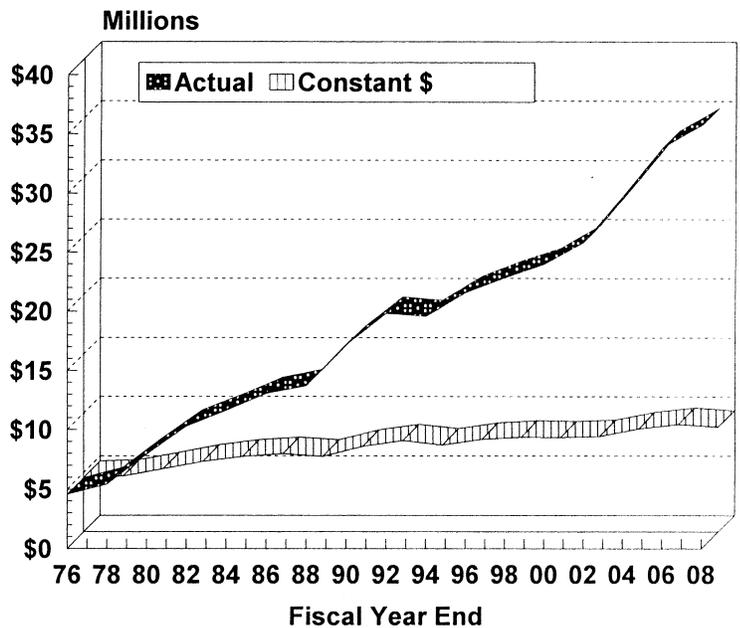
Actual vs. Constant Dollars\*

## SALES AND USE TAX



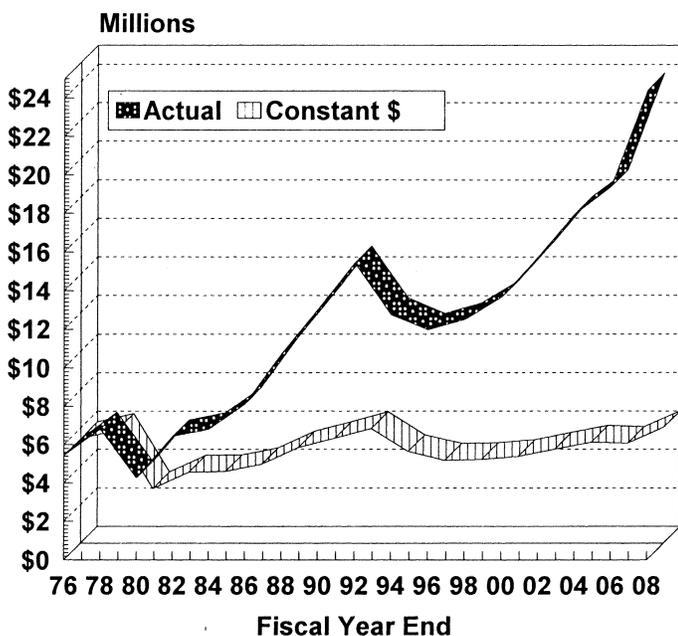
Actual average annual growth rate of 5.8%.  
Constant dollars (real growth) average annual growth rate of 1.2%.

## UTILITY USERS' TAX



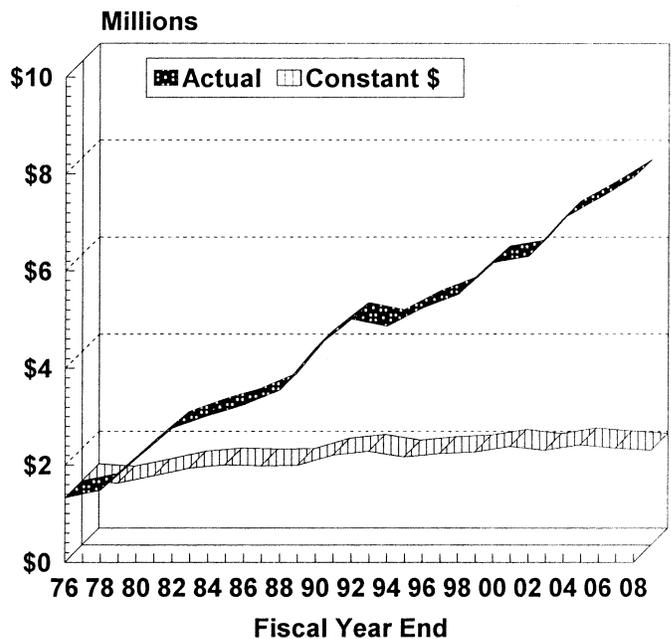
Actual average annual growth rate of 6.7%.  
Constant dollars (real growth) average annual growth rate of 2.1%.

## SECURED PROPERTY TAX



Actual average annual growth rate of 4.8%.  
Constant dollars (real growth) average annual growth rate of 0.3%.

## BUSINESS LICENSE TAX



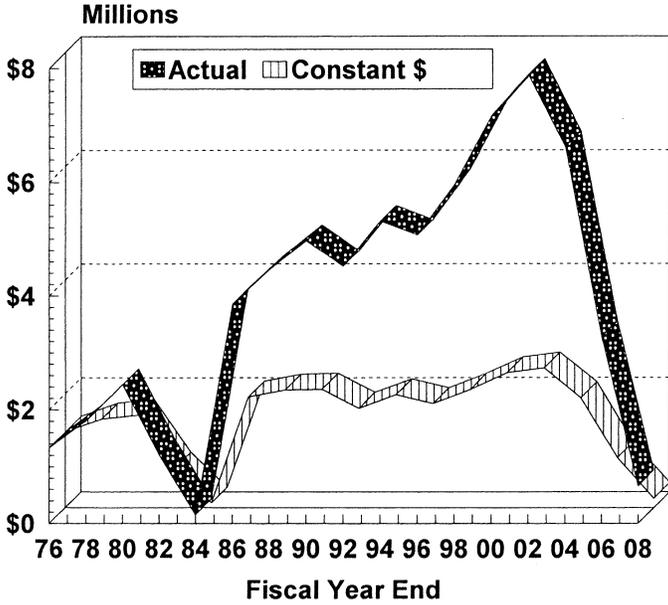
Actual average annual growth rate of 5.8%.  
Constant dollars (real growth) average annual growth rate of 1.2%.

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

# TOP GENERAL FUND REVENUES

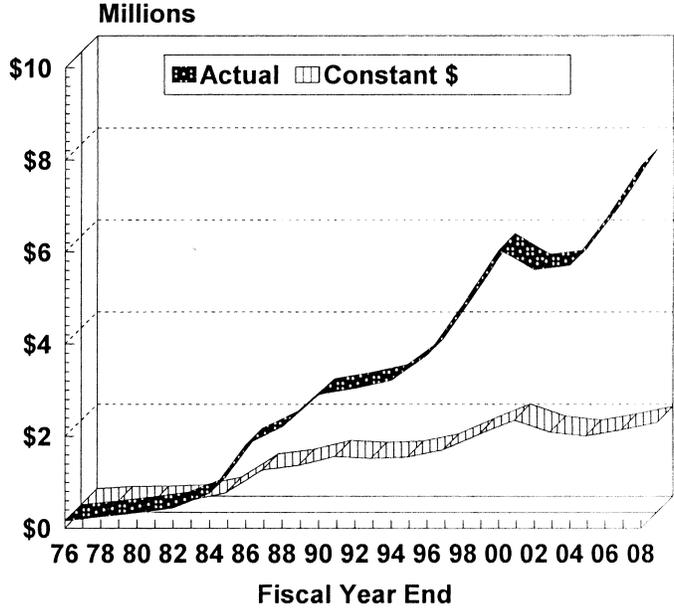
Actual vs. Constant Dollars\*

## MOTOR VEHICLE TAX



Actual average annual growth rate of -2.2%.  
Constant dollars (real growth) average annual growth rate of -6.4%.

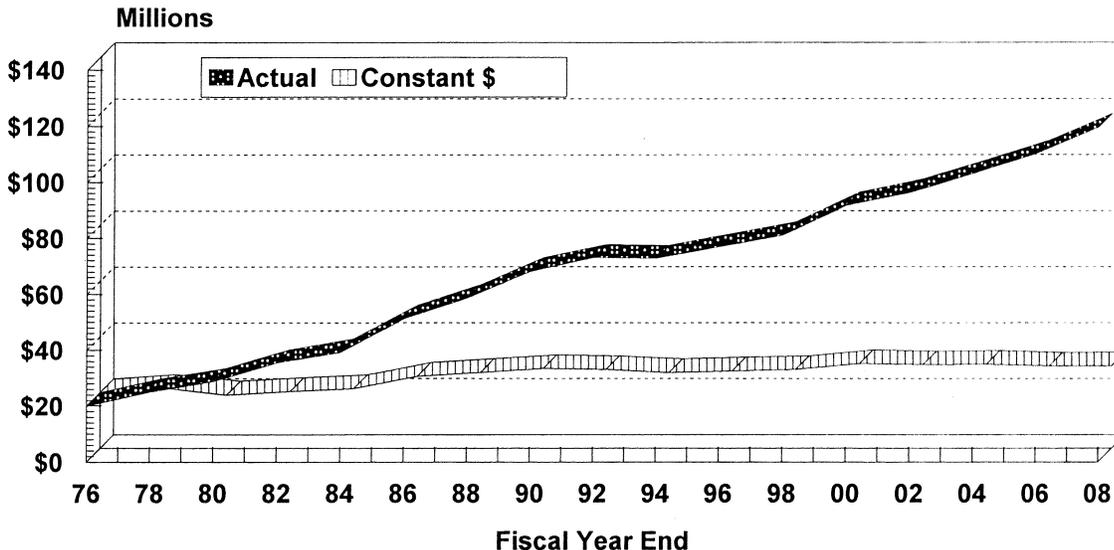
## OCCUPANCY TAX



Actual average annual growth rate of 13.0%.  
Constant dollar (real growth) average annual growth rate of 8.1%.

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

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

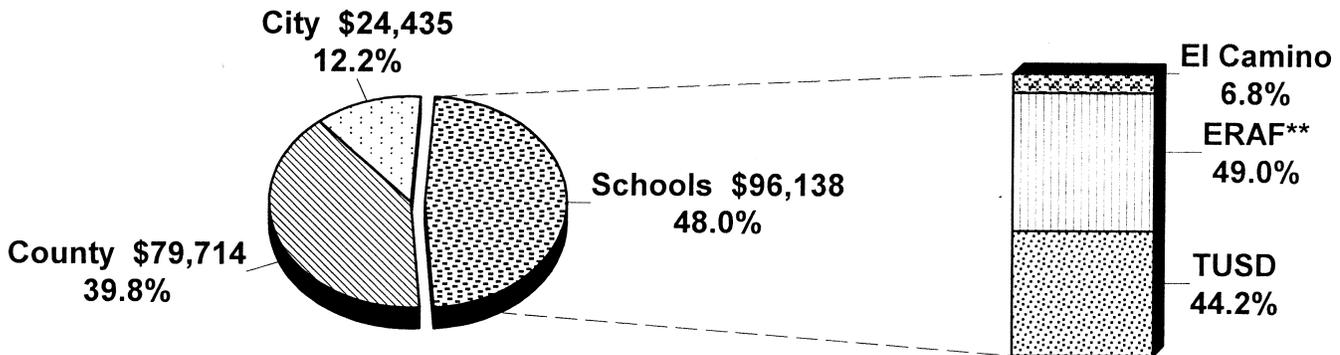


Actual average annual growth rate of 5.8%.  
Constant dollars (real growth) average annual growth rate of 1.2%.

\* 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)

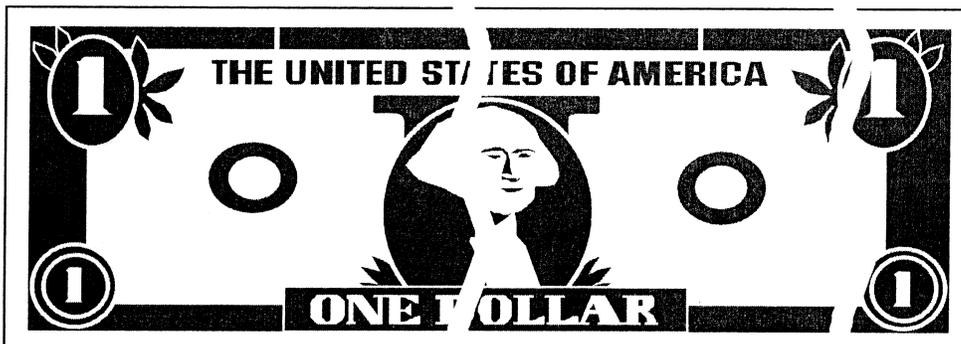
Allocation based on 2007-08 actual secured property tax of \$24,435,088.

## *Distribution of Property Tax*

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

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

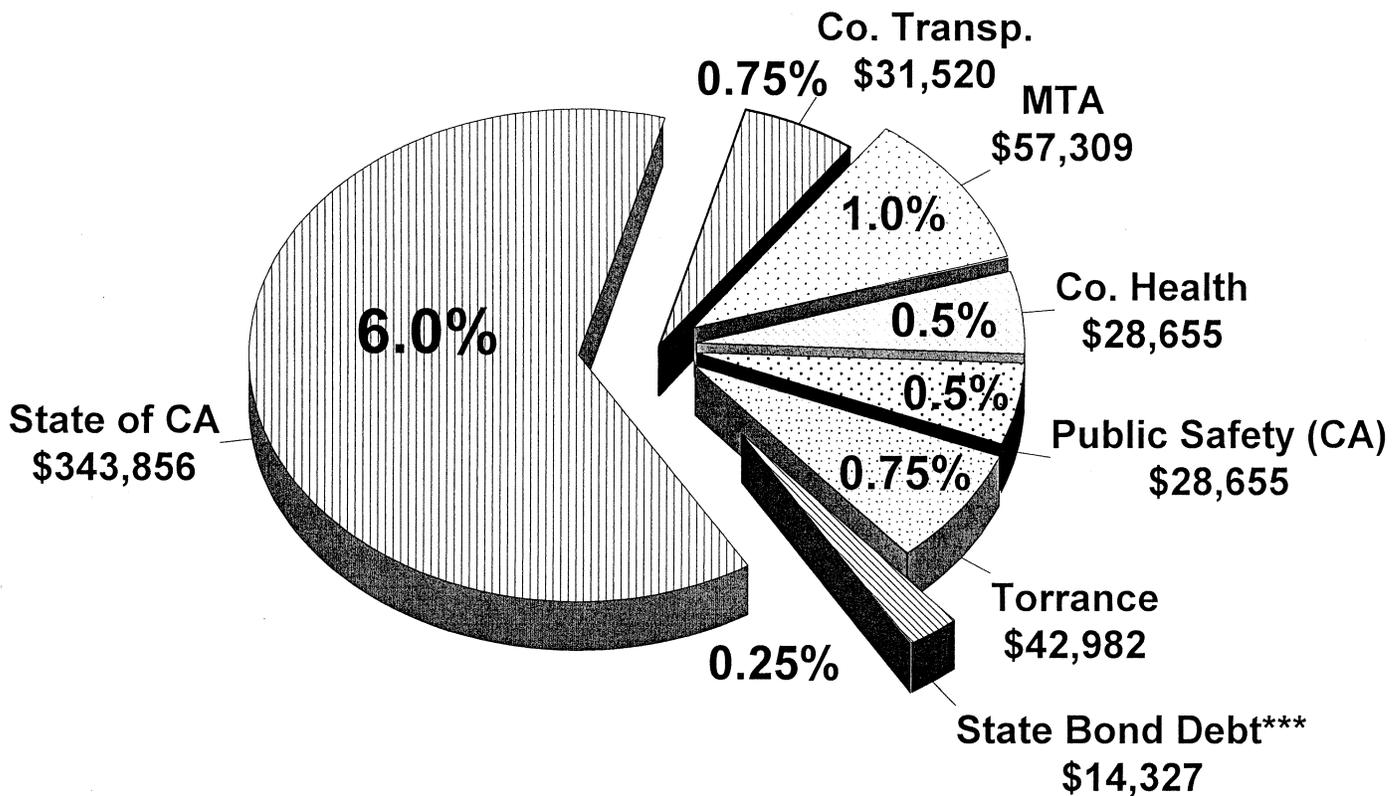
City of  
Torrance  
12.2% (\$416)



County  
39.8% (\$1,357)

# Sales Tax Allocation\*

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



\* Based on 2008-09 adopted sales tax of \$42,982,000.

\*\* 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 - \$1,365,000 of Prop. 172 (Public Safety 1/2% sales tax) funds are budgeted for 2008-09.

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**REVENUE PROJECTION DETAIL  
ENTERPRISE FUNDS**

Description	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>Airport</b>	9,158,981	11,070,852	10,827,054	11,374,600	11,632,000	12,069,000
<b>Transit</b>	20,045,470	18,685,513	19,776,147	21,446,208	21,370,024	22,652,000
<b>Water</b>	22,402,592	23,223,435	23,902,486	26,060,410	28,879,000	30,138,000
<b>Emergency Medical Services</b>	7,600,579	8,177,245	8,031,138	9,596,325	10,244,959	10,567,000
<b>Sanitation</b>	9,430,000	10,872,775	11,053,702	10,950,654	11,254,620	11,509,000
<b>Cultural Arts Center</b>	1,581,275	1,707,319	2,183,379	2,061,315	2,131,315	2,157,000
<b>Sewer</b>	1,666,500	2,914,034	2,357,561	2,734,500	1,909,500	1,963,000
<b>Animal Control</b>	264,853	188,838	253,329	453,648	453,648	456,000
<b>Parks and Recreation</b>	6,925,412	7,525,010	7,615,995	8,147,790	8,034,790	8,163,000
<b>Total Enterprise Funds</b>	<u>79,075,662</u>	<u>84,365,021</u>	<u>86,000,791</u>	<u>92,825,450</u>	<u>95,909,856</u>	<u>99,674,000</u>
<b>Airport</b>						
Aeronautical revenues	3,199,604	3,466,152	3,616,069	3,806,600	4,033,000	4,167,000
Non-Aeronautical revenues	5,959,377	7,604,700	7,210,985	7,568,000	7,599,000	7,902,000
<b>Total Airport Revenues</b>	<u>9,158,981</u>	<u>11,070,852</u>	<u>10,827,054</u>	<u>11,374,600</u>	<u>11,632,000</u>	<u>12,069,000</u>
<b>Transit</b>						
<b>Total Transit Revenues</b>	20,045,470	18,685,513	19,776,147	21,446,208	21,370,024	22,652,000
<b>Water</b>						
Water sales	21,857,389	22,648,969	23,339,522	25,435,660	28,494,000	28,494,000
Other	545,203	574,466	562,964	624,750	385,000	1,644,000
<b>Total Water Revenues</b>	<u>22,402,592</u>	<u>23,223,435</u>	<u>23,902,486</u>	<u>26,060,410</u>	<u>28,879,000</u>	<u>30,138,000</u>
<b>Emergency Medical Services</b>						
Fee revenue	1,057,661	1,118,893	1,224,951	1,110,000	1,080,000	1,100,062
General fund subsidy	6,542,918	7,058,352	6,806,187	8,486,325	9,164,959	9,466,938
<b>Total Emergency Medical Services</b>	<u>7,600,579</u>	<u>8,177,245</u>	<u>8,031,138</u>	<u>9,596,325</u>	<u>10,244,959</u>	<u>10,567,000</u>
<b>Sanitation</b>						
Fee revenue	9,430,000	10,872,775	11,053,702	10,950,654	11,254,620	11,509,000
Other	-	-	-	-	-	-
<b>Total Sanitation Revenues</b>	<u>9,430,000</u>	<u>10,872,775</u>	<u>11,053,702</u>	<u>10,950,654</u>	<u>11,254,620</u>	<u>11,509,000</u>
<b>Cultural Arts Center</b>						
Fee and donation revenue	801,200	921,333	1,115,627	911,440	981,440	1,007,125
General fund subsidy	780,075	785,986	1,067,752	1,149,875	1,149,875	1,149,875
<b>Total Cultural Arts Center Revenues</b>	<u>1,581,275</u>	<u>1,707,319</u>	<u>2,183,379</u>	<u>2,061,315</u>	<u>2,131,315</u>	<u>2,157,000</u>
<b>Sewer</b>						
Fee revenue	1,486,500	1,926,645	1,841,621	2,234,500	1,459,500	1,513,000
Other	180,000	987,389	515,940	500,000	450,000	450,000
<b>Total Sewer Revenues</b>	<u>1,666,500</u>	<u>2,914,034</u>	<u>2,357,561</u>	<u>2,734,500</u>	<u>1,909,500</u>	<u>1,963,000</u>
<b>Animal Control</b>						
Fee revenue	232,622	188,838	191,329	215,000	215,000	217,352
General fund subsidy	32,231	-	62,000	238,648	238,648	238,648
<b>Total Animal Control Revenues</b>	<u>264,853</u>	<u>188,838</u>	<u>253,329</u>	<u>453,648</u>	<u>453,648</u>	<u>456,000</u>
<b>Parks and Recreation</b>						
Fee and donation revenue	4,031,565	4,472,904	4,202,184	4,402,040	4,289,040	4,417,250
General fund subsidy	2,893,847	3,052,106	3,413,811	3,745,750	3,745,750	3,745,750
<b>Total Parks &amp; Recreation Revenues</b>	<u>6,925,412</u>	<u>7,525,010</u>	<u>7,615,995</u>	<u>8,147,790</u>	<u>8,034,790</u>	<u>8,163,000</u>

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

## **SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds**

### ***AIRPORT***

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

### ***TRANSIT***

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

### ***WATER***

Water revenues are projected to remain constant for the fiscal year. However, revenues will increase based on mandatory pass through costs from outside agencies.

### ***EMERGENCY MEDICAL SERVICES***

The increase in revenues represents an increase in general fund subsidies for Emergency Medical Services.

### ***SANITATION***

Selected revenues were increased for CPI growth and actual receipts.

### ***CULTURAL ARTS CENTER***

Selected fees reflect usage increases.

### ***SEWER***

The Sewer Fund revenues which are derived from water usage, is projected to decline due to expected water conservation.

### ***ANIMAL CONTROL***

Revenues projected to remain constant for 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	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>Fleet Services</b>	6,026,119	7,868,439	7,528,371	6,315,737	6,315,738	6,397,000
<b>Self Insurance</b>	3,322,688	4,286,566	5,076,454	3,932,688	3,932,688	4,232,000
<b>Total Internal Service Funds</b>	<u>9,348,807</u>	<u>12,155,005</u>	<u>12,604,825</u>	<u>10,248,425</u>	<u>10,248,426</u>	<u>10,629,000</u>
<b>Fleet Services</b>						
Operating revenues	5,395,655	6,913,387	6,367,369	5,667,547	5,667,548	5,748,810
Non-Operating revenues and transfers in	630,464	955,052	1,161,002	648,190	648,190	648,190
<b>Total Fleet Services Revenues</b>	<u>6,026,119</u>	<u>7,868,439</u>	<u>7,528,371</u>	<u>6,315,737</u>	<u>6,315,738</u>	<u>6,397,000</u>
<b>Self Insurance</b>						
Operating revenues	2,402,688	2,492,184	2,857,242	2,402,688	2,402,688	2,702,000
Operating transfers in	920,000	1,794,382	2,219,212	1,530,000	1,530,000	1,530,000
<b>Total Self-Insurance Revenues</b>	<u>3,322,688</u>	<u>4,286,566</u>	<u>5,076,454</u>	<u>3,932,688</u>	<u>3,932,688</u>	<u>4,232,000</u>

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 remain constant for fiscal year 2009-10.

**Self-Insurance Fund**

**Workers' Compensation and Unemployment Insurance reimbursements**

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

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

Description	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<i>Employment and Training-JTPA</i>	4,708,866	3,218,529	110,544	-	-	-
<i>Home Improvement Employ Program</i>	351,943	367,548	304,382	366,448	370,848	370,848
<i>Section 8 Rental Assistance</i>	5,225,000	5,377,000	5,435,600	5,586,000	5,806,000	5,806,000
<i>Rehabilitation Loan Program (HCD)</i>	36,900	36,900	36,900	36,900	36,900	36,900
<i>Redevelopment Agency</i>	12,556,939	11,274,237	13,462,884	14,236,373	15,086,467	15,367,319
<i>Redev. Meadow Park Parking Lot</i>	-	-	-	-	23,850	23,850
<i>Government Cable Communications</i>	1,315,000	1,480,000	1,518,717	1,478,600	1,608,600	1,668,636
<i>Cable TV Public Access</i>	303,619	326,268	300,596	344,053	420,912	420,912
<i>Cable TV Public Educ. Government</i>	-	-	-	-	277,452	277,452
<i>Police Inmate Welfare Fund</i>	-	-	-	-	10,000	10,000
<i>Street Lighting District</i>	2,416,496	2,530,651	2,570,217	2,548,744	3,069,667	3,069,667
<i>Vanpool/Rideshare</i>	194,900	196,900	253,435	265,100	265,100	265,000
<i>Air Quality Management</i>	164,000	165,000	182,892	175,500	175,500	179,000
<i>Capital Improvements</i>	-	-	-	-	-	-
<i>Torrance Improvements Debt Service</i>	3,479,002	3,455,524	3,446,424	3,450,538	3,338,894	3,338,894
<b>Total External Funds</b>	<u>30,752,665</u>	<u>28,428,557</u>	<u>27,622,591</u>	<u>28,488,256</u>	<u>30,490,190</u>	<u>30,834,478</u>
 <b>REDEVELOPMENT AGENCY</b>						
Capital Project Fund	2,026,638	1,603,686	1,852,494	1,894,087	2,110,382	2,155,000
Debt Service Fund	10,530,301	9,670,551	11,610,390	12,342,286	12,976,085	13,212,319
<b>Total Redevelopment Funds</b>	<u>12,556,939</u>	<u>11,274,237</u>	<u>13,462,884</u>	<u>14,236,373</u>	<u>15,086,467</u>	<u>15,367,319</u>
 <b>Redevelopment Capital Project Fund</b>						
Meadow Park Redevelopment	14,457	13,844	14,823	14,904	14,916	29,428
Skypark Redevelopment	385	414	-	-	-	-
Downtown Torrance Redevelopment	623,139	41,196	32,520	359,381	356,723	356,723
Industrial Redevelopment	1,388,657	1,548,232	1,805,151	1,519,802	1,738,743	1,768,849
<b>Total Redevelopment Revenues</b>	<u>2,026,638</u>	<u>1,603,686</u>	<u>1,852,494</u>	<u>1,894,087</u>	<u>2,110,382</u>	<u>2,155,000</u>
 <b>Redevelopment Debt Service Fund</b>						
Skypark Redevelopment	547,487	509,637	634,050	603,166	664,333	677,619
Downtown Torrance Redevelopment	3,167,419	1,953,102	3,363,259	3,381,443	3,501,373	3,575,086
Industrial Redevelopment	6,815,395	7,207,812	7,613,081	8,357,677	8,810,379	8,959,614
<b>Total Redevelopment Revenues</b>	<u>10,530,301</u>	<u>9,670,551</u>	<u>11,610,390</u>	<u>12,342,286</u>	<u>12,976,085</u>	<u>13,212,319</u>
 <b>Torrance Improvements Corporation Debt Service Fund</b>						
1995, 1998 & 2004A&B COP Refunding	\$3,479,002	\$3,455,524	\$3,446,424	\$3,450,538	\$3,338,894	\$3,338,894
<b>Total Revenues</b>	<u>3,479,002</u>	<u>3,455,524</u>	<u>3,446,424</u>	<u>3,450,538</u>	<u>3,338,894</u>	<u>3,338,894</u>

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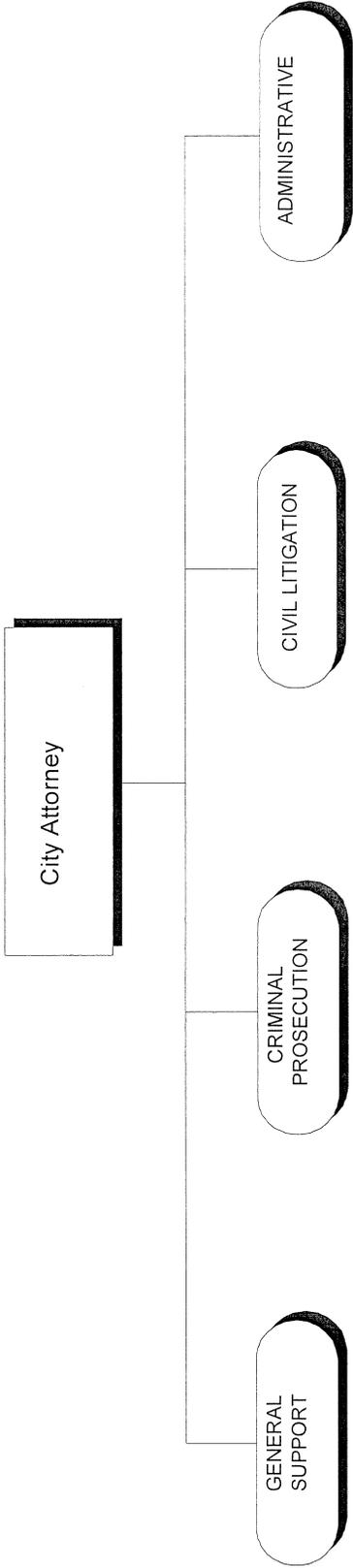




**CITY ATTORNEY**

**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.

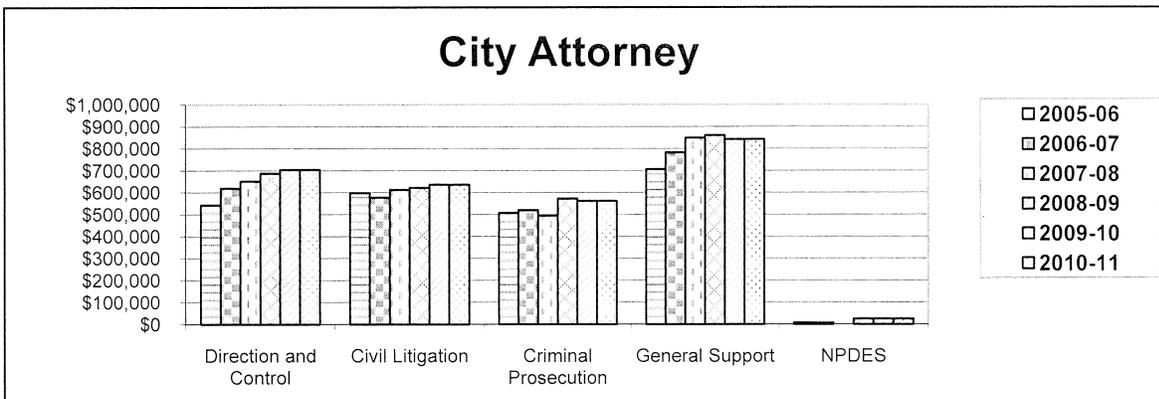
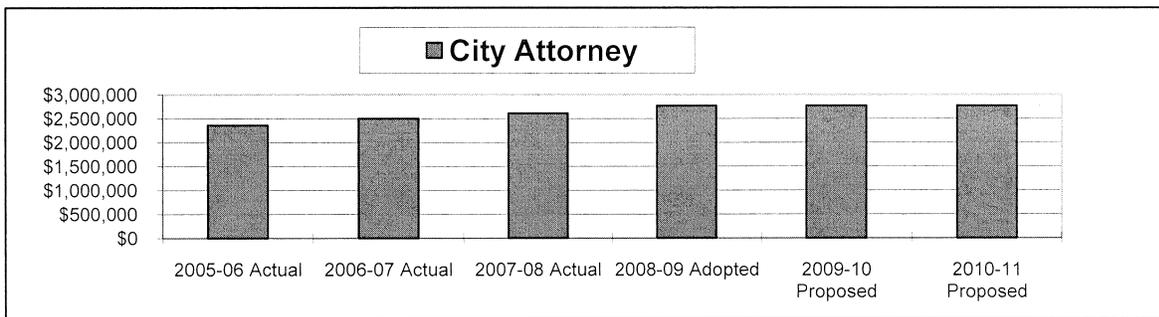
## FUNCTIONAL RESPONSIBILITIES

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	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Direction and Control	\$ 542,868	\$ 619,251	\$ 651,933	\$ 687,629	\$ 704,842	\$ 704,842
Civil Litigation	598,833	577,144	613,157	622,309	636,288	636,288
Criminal Prosecution	507,731	519,349	494,327	571,857	561,503	561,503
General Support	706,520	782,646	849,661	860,996	842,659	842,659
Nat. Pol. Disch. Elim. System (NPDES)	7,399	5,727	-	25,000	25,000	25,000
<b>General Fund Total</b>	<b>\$ 2,363,351</b>	<b>\$ 2,504,117</b>	<b>\$ 2,609,078</b>	<b>\$ 2,767,791</b>	<b>\$ 2,770,292</b>	<b>\$ 2,770,292</b>
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## EXPENDITURES

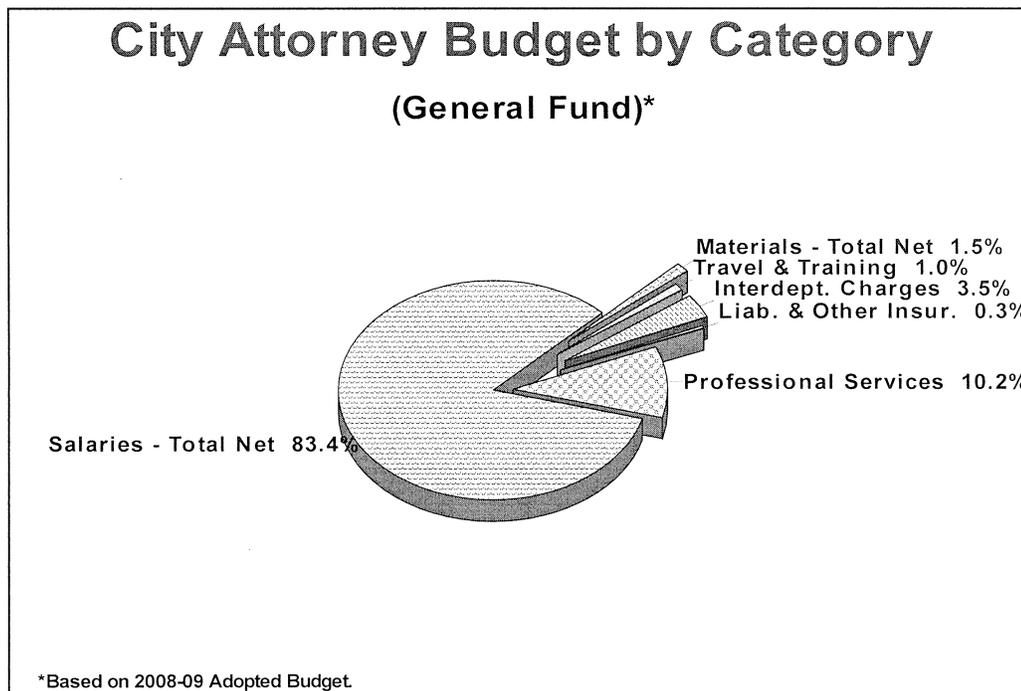


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 2,070,003	\$ 2,187,581	\$ 2,251,397	\$ 2,387,358	\$ 2,403,708	\$ 2,403,708
Overtime	499	1,606	1,855	6,900	7,400	7,400
Salaries - Total	2,070,502	2,189,187	2,253,252	2,394,258	2,411,108	2,411,108
Salaries - Reimbursements	(169,928)	(83,297)	(90,569)	(85,371)	(97,339)	(97,339)
Salaries - Labor Charges	567	-	55	-	-	-
Salaries - Total Net	1,901,141	2,105,890	2,162,738	2,308,887	2,313,769	2,313,769
Supplies and Services	457,640	394,231	446,340	458,904	456,523	456,523
Capital Outlay	4,570	3,996	-	-	-	-
General Fund Total	\$ 2,363,351	\$ 2,504,117	\$ 2,609,078	\$ 2,767,791	\$ 2,770,292	\$ 2,770,292

**DEPARTMENT BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	2,071,069	2,189,187	2,253,308	2,394,258	2,411,108	2,411,108
Salary & Benefit Reimbursements	(169,928)	(83,297)	(90,569)	(85,371)	(97,339)	(97,339)
Materials, Supplies and Maintenance	31,003	36,282	33,859	40,344	40,344	40,344
Professional Services/Contracts	312,119	239,891	280,505	283,392	283,092	283,092
Travel, Training & Membership Dues	27,395	30,810	27,783	27,460	27,460	27,460
Liabilities & Other Insurance	4,090	4,090	4,090	9,505	9,505	9,505
Interdepartmental Charges	40,433	40,433	50,937	60,765	58,284	58,284
Capital Acquisitions	4,570	3,996	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	42,600	42,725	49,165	37,438	37,838	37,838
General Fund Total	\$ 2,363,351	\$ 2,504,117	\$ 2,609,078	\$ 2,767,791	\$ 2,770,292	\$ 2,770,292



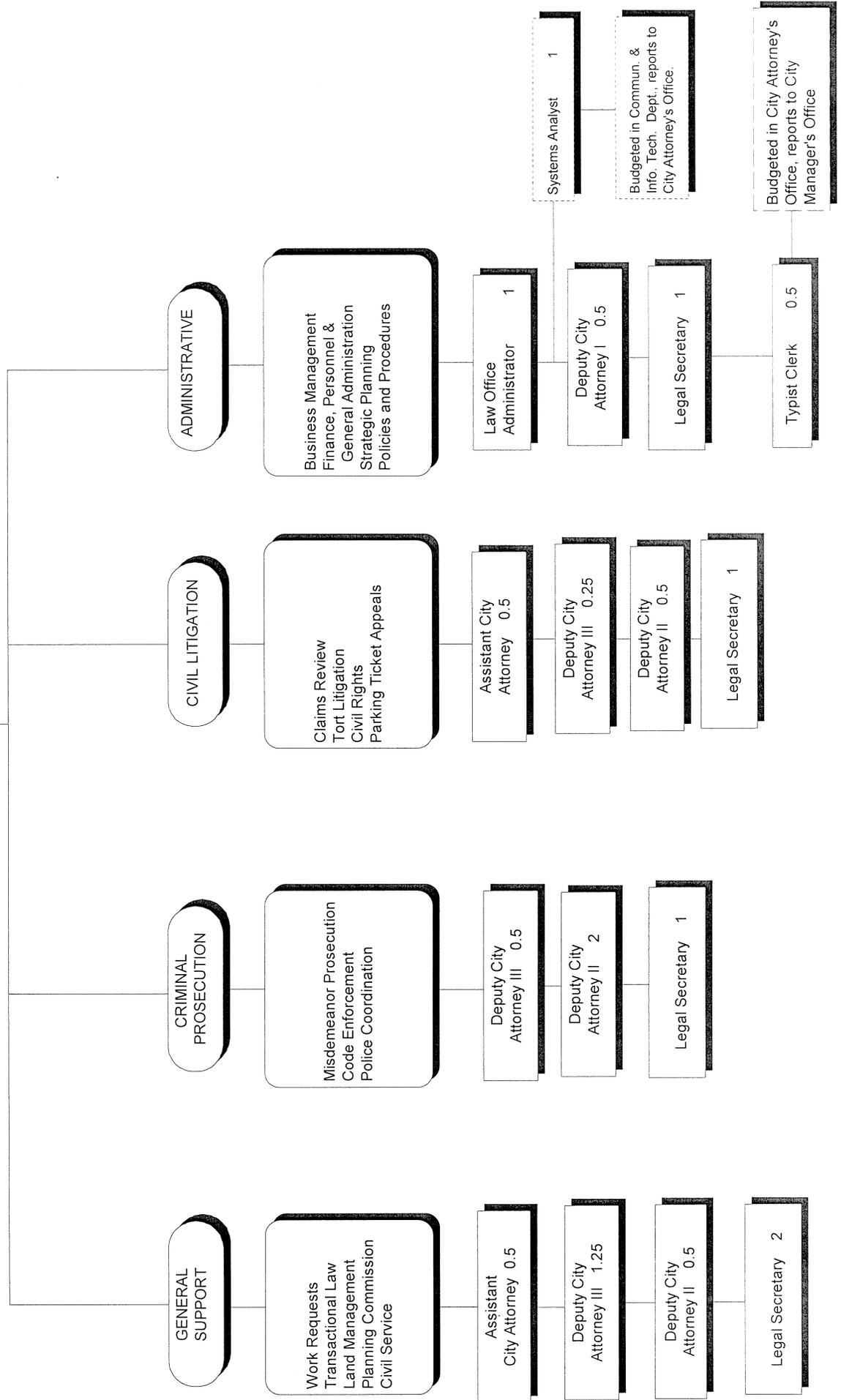
**CITY ATTORNEY  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Adopted	Adopted	Adopted	Adopted	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	2.0	2.0	2.0
Deputy City Attorney II	3.0	3.0	3.0	3.0	3.0	3.0
Deputy City Attorney I	0.5	0.5	0.5	0.5	0.5	0.5
Legal Secretary	5.0	5.0	5.0	5.0	5.0	5.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Total	14.0	14.0	14.0	14.0	14.0	14.0

**CITY ATTORNEY**  
 No. of Employees = 14.0 Work Years

City Council  
 City Attorney 1

Functional Organizational Chart



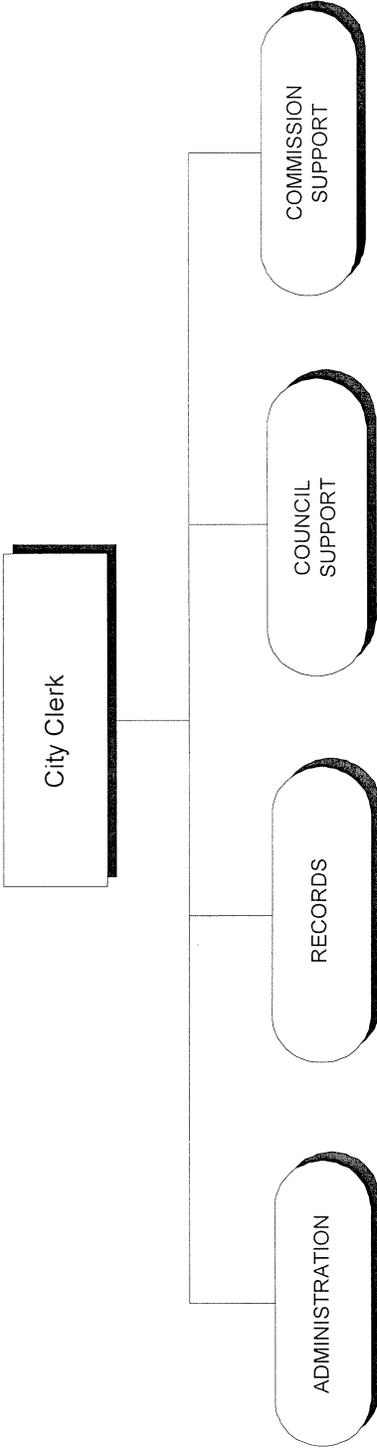
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CITY CLERK

**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.

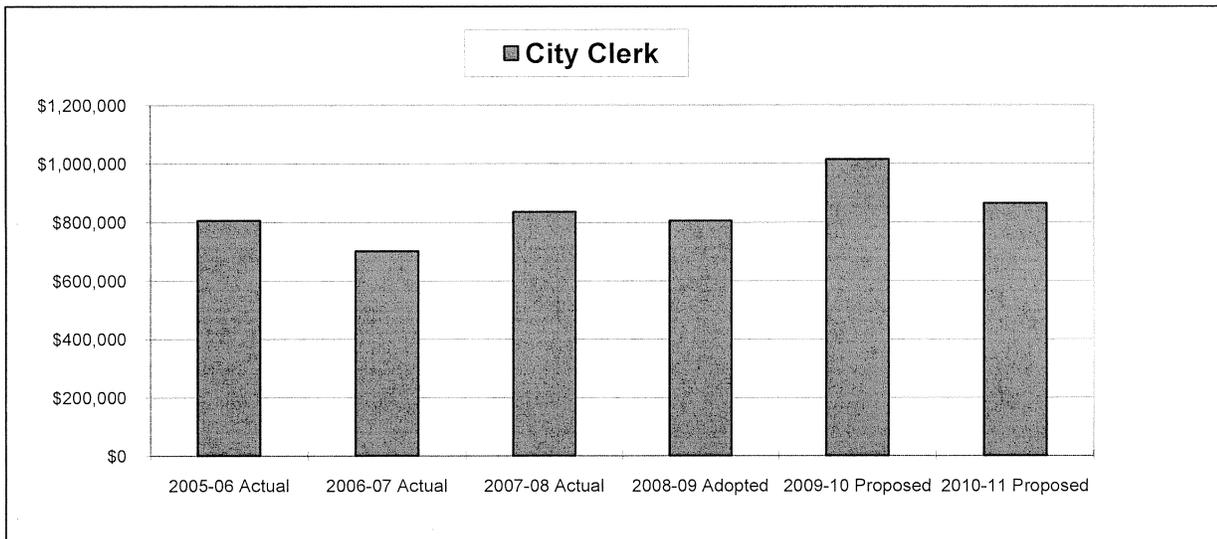
## DEPARTMENT BUDGET SUMMARY

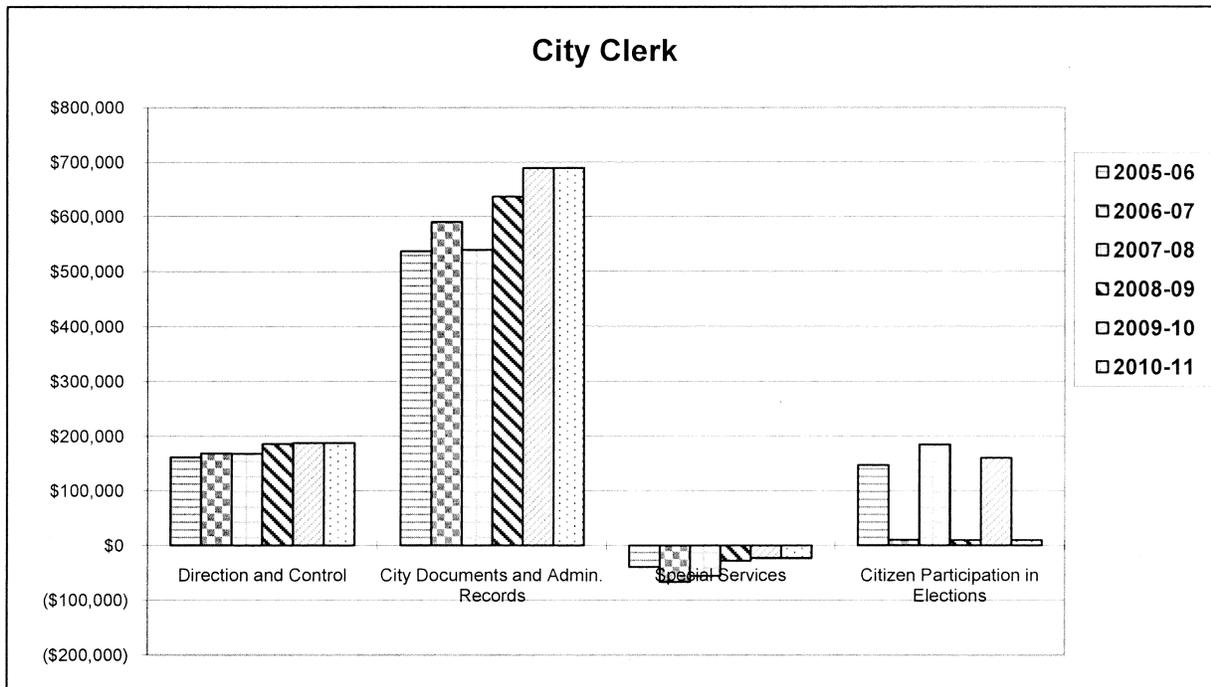
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Direction and Control	\$ 161,771	\$ 168,339	\$ 168,174	\$ 186,430	\$ 187,960	\$ 187,960
City Documents and Admin. Records	537,305	590,524	539,724	637,355	690,067	690,067
Special Services	(39,534)	(66,923)	(56,234)	(27,600)	(22,600)	(22,600)
Citizen Participation in Elections *	147,415	10,927	185,197	10,000	160,000	10,000
General Fund Total	\$ 806,957	\$ 702,867	\$ 836,861	\$ 806,185	\$ 1,015,427	\$ 865,427
General Fund Revenues	\$ 20,088	\$ 24,960	\$ 26,393	\$ 15,500	\$ 15,500	\$ 15,500

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

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

## EXPENDITURES





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

#### DEPARTMENT BUDGET (GENERAL FUND)

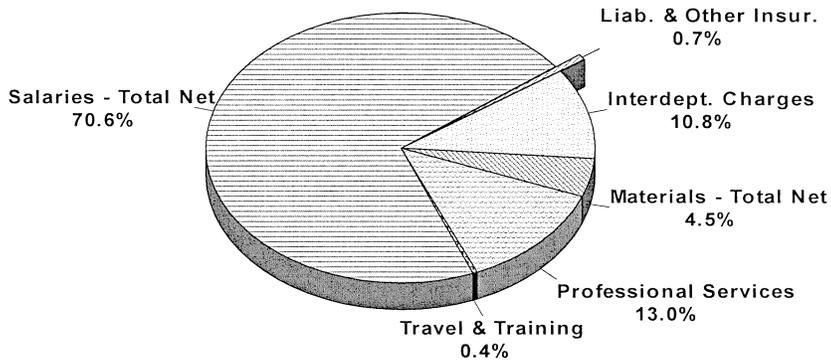
	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 676,202	\$ 705,141	\$ 672,620	\$ 739,114	\$ 798,144	\$ 798,144
Overtime	-	-	-	2,000	2,200	2,200
Salaries - Total	676,202	705,141	682,147	741,114	800,344	800,344
Salaries - Reimbursements	(168,365)	(172,367)	(171,700)	(171,700)	(171,700)	(171,700)
Salaries - Labor Charges	-	220	220	-	-	-
Salaries - Total Net	507,837	532,994	510,667	569,414	628,644	628,644
Supplies and Services	299,120	169,873	326,194	236,771	386,783	236,783
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 806,957	\$ 702,867	\$ 836,861	\$ 806,185	\$ 1,015,427	\$ 865,427

#### DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 676,202	\$ 705,361	\$ 682,367	\$ 741,114	\$ 800,344	\$ 800,344
Salary & Benefit Reimbursements	(168,365)	(172,367)	(171,700)	(171,700)	(171,700)	(171,700)
Materials, Supplies and Maintenance	22,835	21,648	23,819	36,452	36,452	36,452
Professional Services/Contracts	216,633	90,364	237,721	104,914	254,914	104,914
Travel, Training & Membership Dues	2,456	1,416	2,458	2,860	2,860	2,860
Liabilities & Other Insurance	2,454	2,454	2,454	5,703	5,703	5,703
Interdepartmental Charges	41,105	41,205	45,377	72,947	73,059	73,059
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	13,637	12,786	14,365	13,895	13,795	13,795
General Fund Total	\$ 806,957	\$ 702,867	\$ 836,861	\$ 806,185	\$ 1,015,427	\$ 865,427

## City Clerk Budget by Category

(General Fund)\*



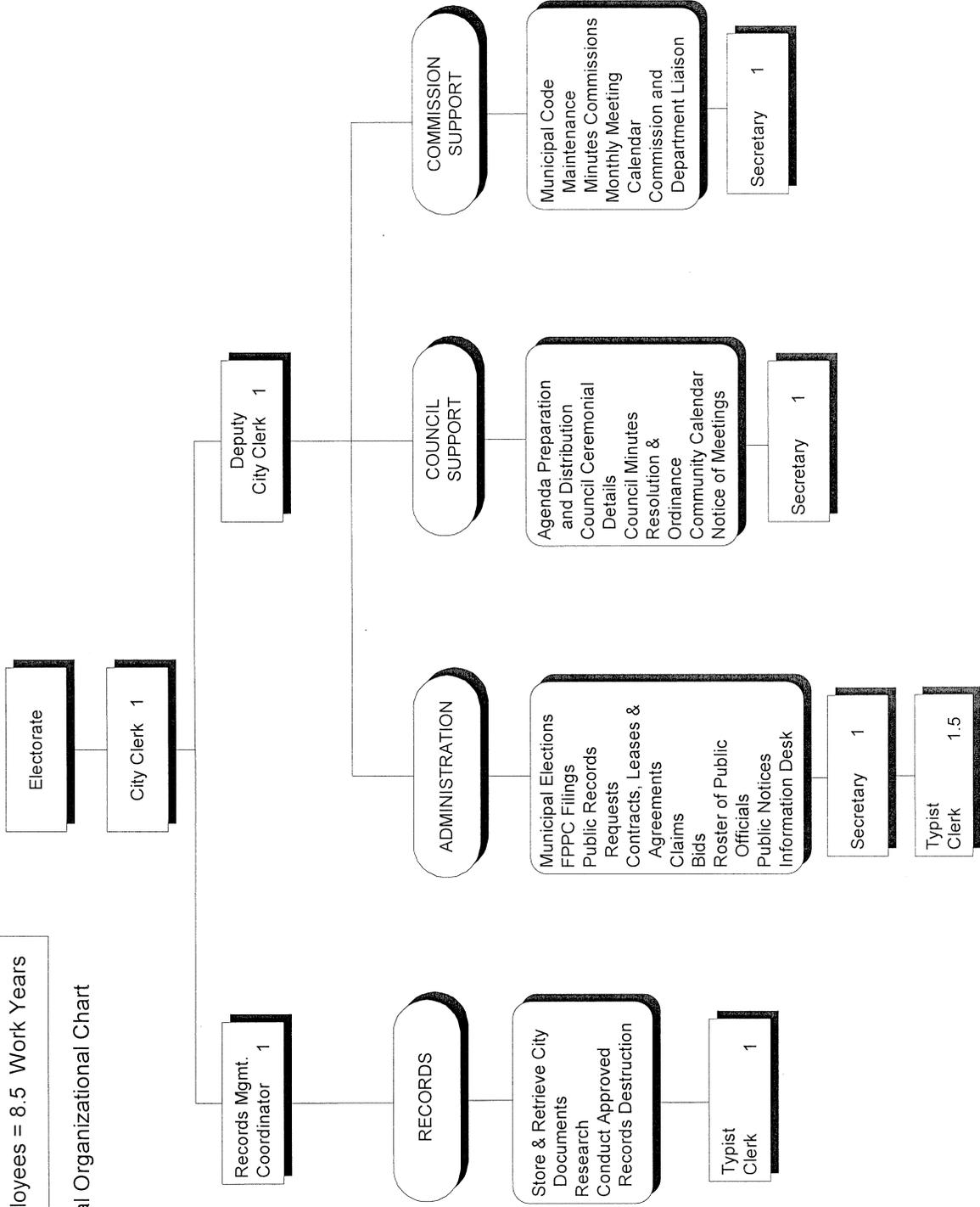
\*Based on 2008-09 Adopted Budget.

### CITY CLERK DEPARTMENT PERSONNEL SUMMARY

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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
<b>Total</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>

**CITY CLERK**  
 No. of Employees = 8.5 Work Years

Functional Organizational Chart



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# City Council

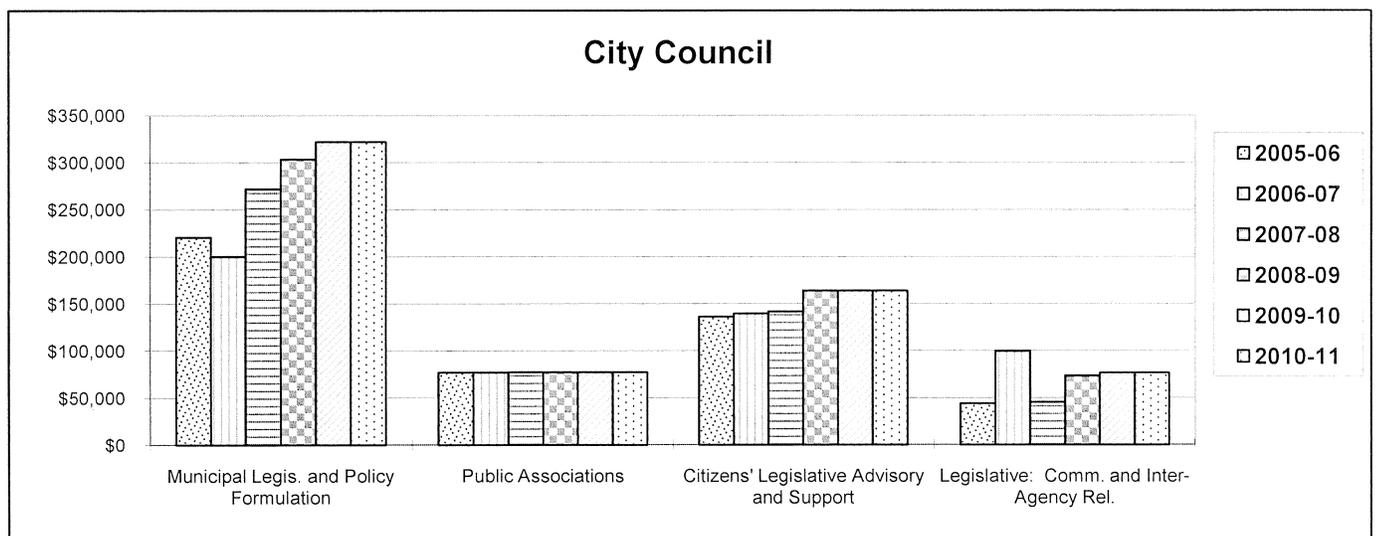
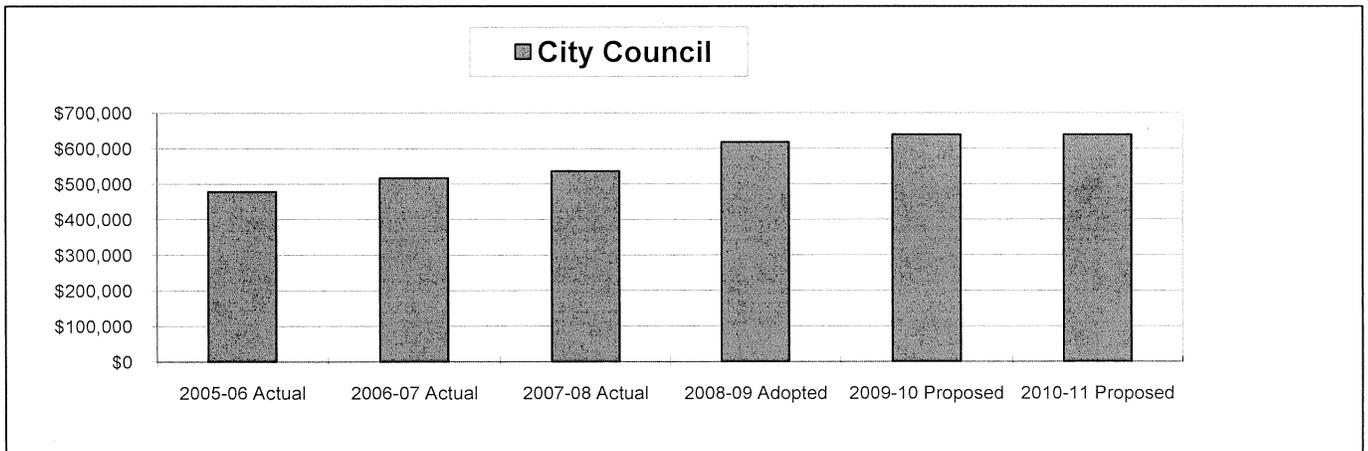
## FUNCTIONAL RESPONSIBILITIES

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	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Municipal Legis. and Policy Formulation	\$ 220,861	\$ 200,414	\$ 272,009	\$ 303,446	\$ 322,176	\$ 322,176
Public Associations	77,261	77,008	77,302	77,356	77,356	77,356
Citizens' Legislative Advisory and Support	136,618	139,712	142,031	164,100	164,100	164,100
Legislative: Comm. and Inter-Agency Rel.	44,160	100,000	45,449	73,650	76,750	76,750
<b>General Fund Total</b>	<b>\$ 478,900</b>	<b>\$ 517,134</b>	<b>\$ 536,791</b>	<b>\$ 618,552</b>	<b>\$ 640,382</b>	<b>\$ 640,382</b>
 General Fund Revenues	 \$ -					

## EXPENDITURES

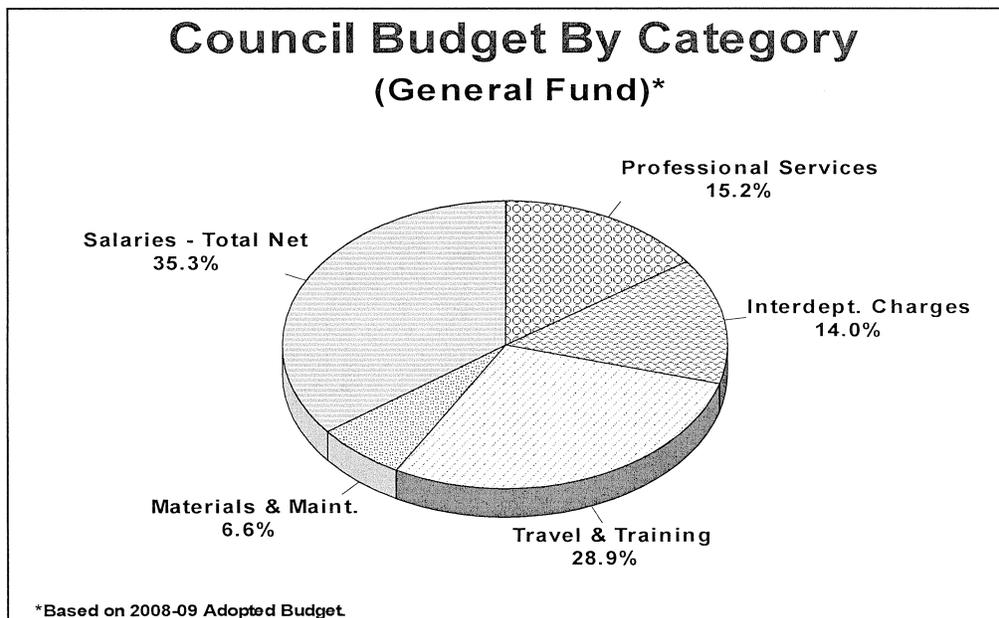


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 74,884	\$ 49,895	\$ 143,340	\$ 125,500	\$ 138,900	\$ 138,900
Overtime	-	-	-	-	-	-
Salaries - Total	74,884	49,895	143,340	125,500	138,900	138,900
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	128,170	130,067	64,100	92,600	92,600	92,600
Salaries - Total Net	203,054	179,962	207,440	218,100	231,500	231,500
Supplies and Services	275,846	337,172	329,351	400,452	408,882	408,882
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 478,900	\$ 517,134	\$ 536,791	\$ 618,552	\$ 640,382	\$ 640,382

**DEPARTMENT BUDGET**

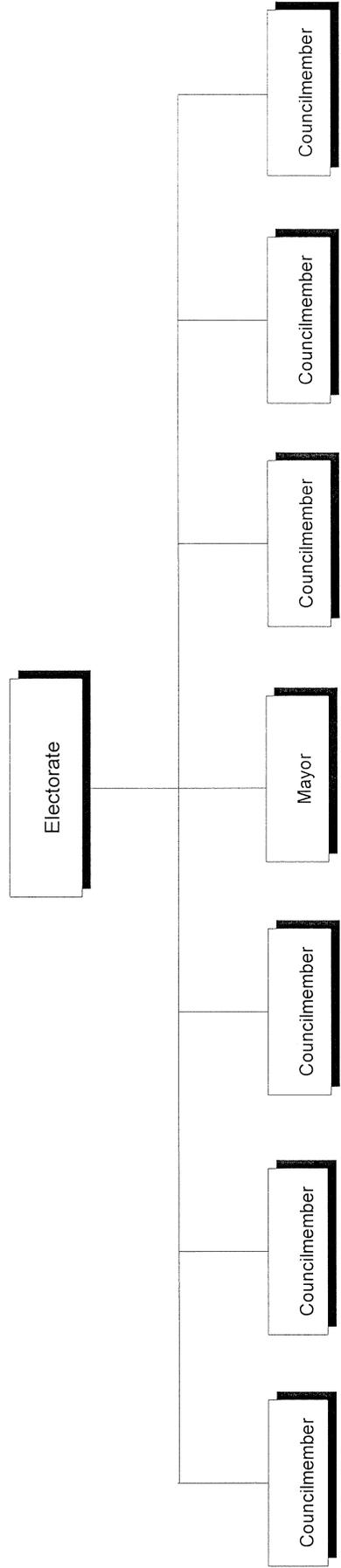
	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 203,054	\$ 179,962	\$ 207,440	\$ 218,100	\$ 231,500	\$ 231,500
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	17,988	35,479	36,502	41,016	48,016	48,016
Professional Services/Contracts	63,582	62,200	100,092	94,200	94,200	94,200
Travel, Training & Membership Dues	141,056	183,731	136,686	178,598	178,598	178,598
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	45,851	45,851	47,789	82,302	83,732	83,732
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	7,369	9,911	8,282	4,336	4,336	4,336
General Fund Total	\$ 478,900	\$ 517,134	\$ 536,791	\$ 618,552	\$ 640,382	\$ 640,382



**CITY COUNCIL  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 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

<b>CITY COUNCIL</b>
No. of Employees = 7 Work Years



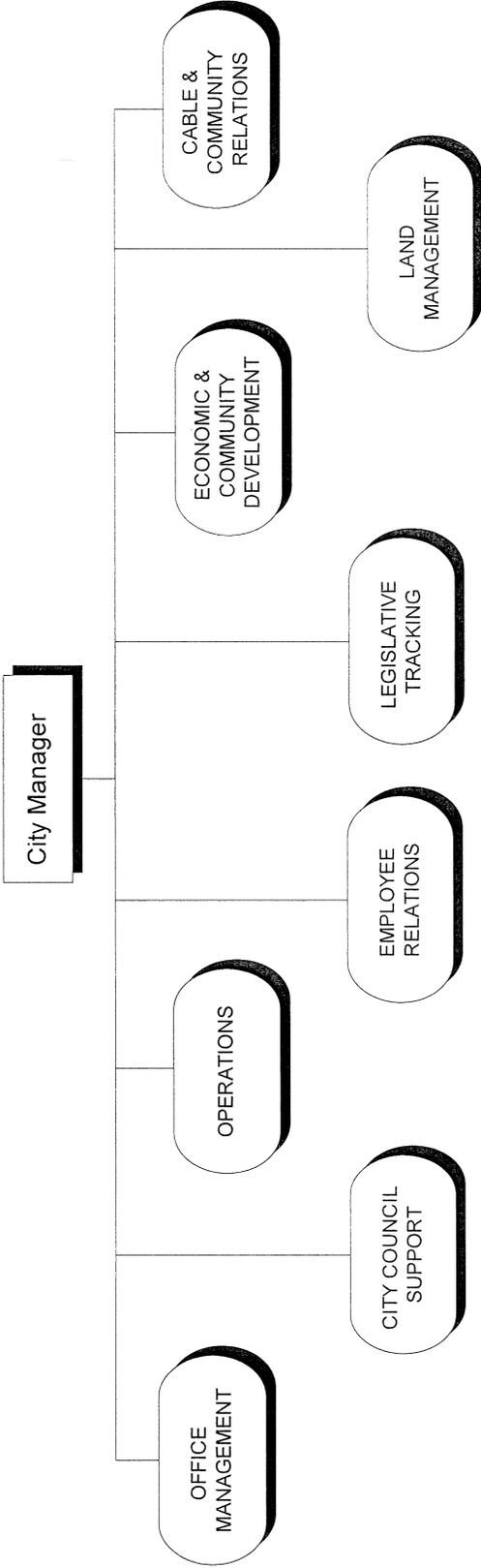
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CITY MANAGER

**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.

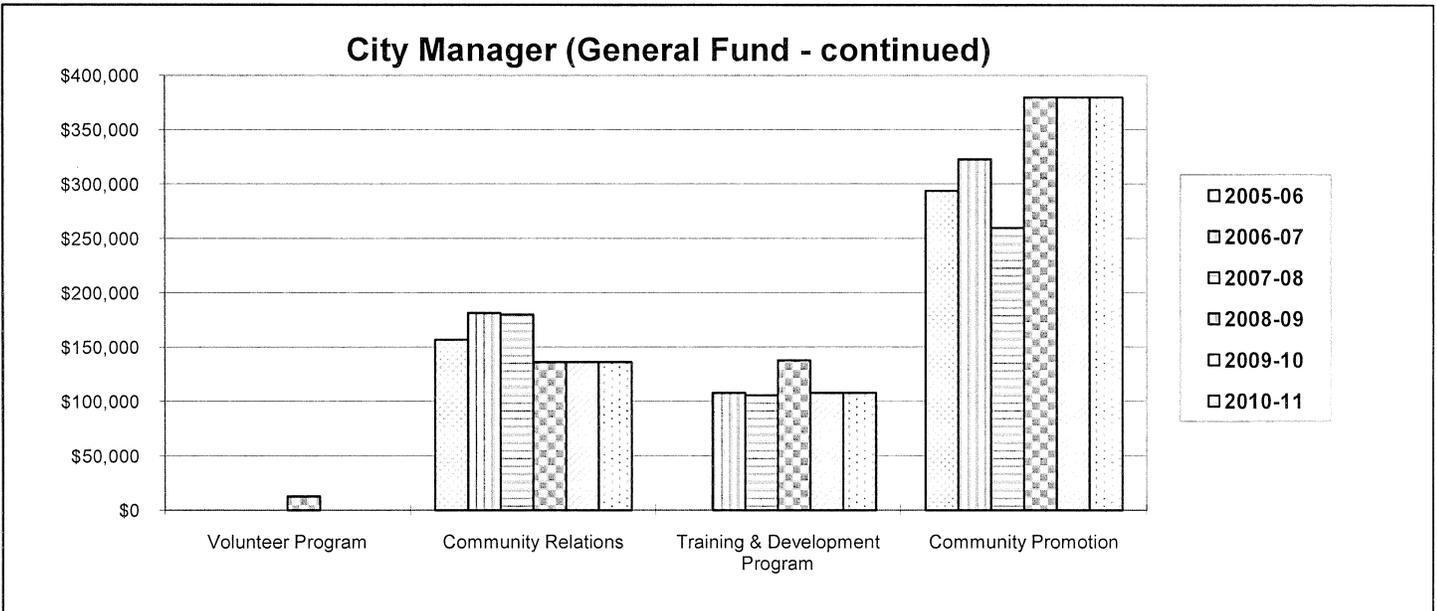
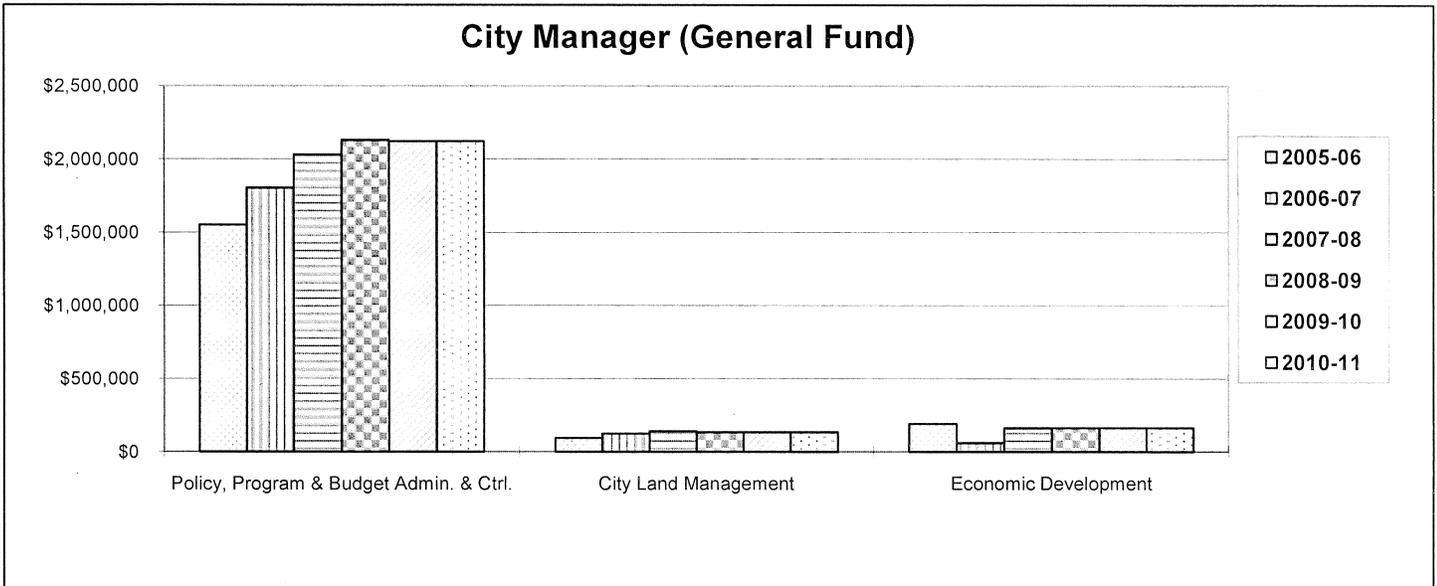
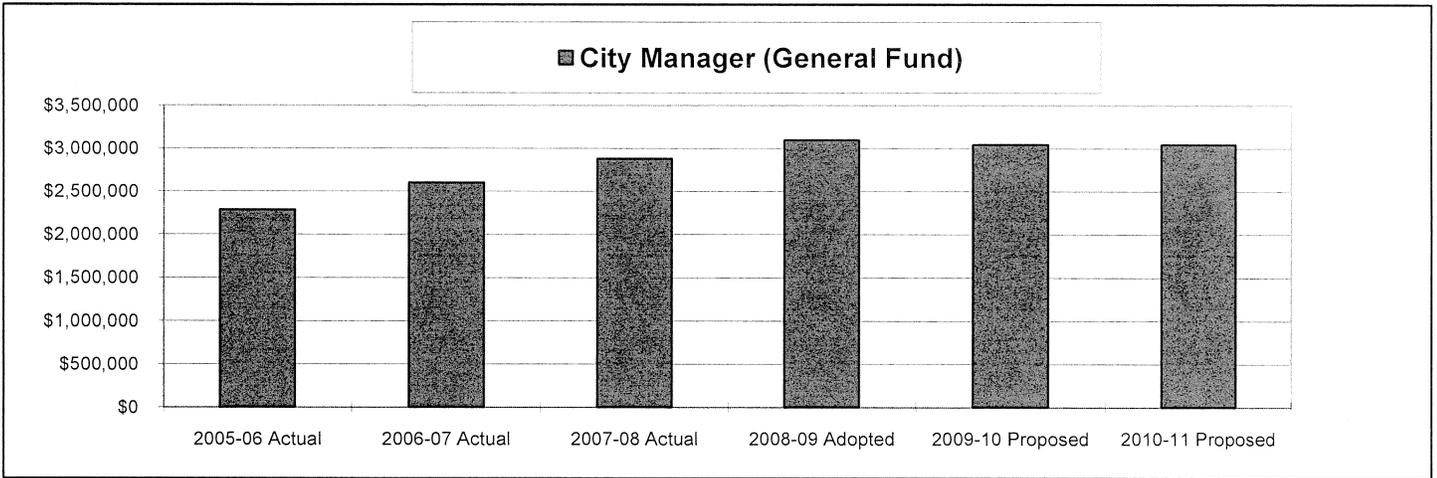
## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>General Fund:</b>						
Policy, Program & Budget Admin. & Ctrl.	\$ 1,553,500	\$ 1,805,178	\$ 2,032,237	\$ 2,132,177	\$ 2,124,577	\$ 2,124,577
City Land Management	93,198	124,087	140,878	134,447	135,300	135,300
Economic Development	190,887	60,387	162,736	164,000	164,000	164,000
Volunteer Program	-	-	-	12,900	-	-
Community Relations	157,025	181,619	180,218	136,516	136,516	136,516
Training & Development Program	-	108,049	105,825	138,050	108,050	108,050
Community Promotion	293,810	323,116	259,683	380,122	380,122	380,122
General Fund Total	\$ 2,288,420	\$ 2,602,436	\$ 2,881,577	\$ 3,098,212	\$ 3,048,565	\$ 3,048,565
General Fund Revenues	\$ 128,643	\$ 24,000	\$ 24,646	\$ 20,500	\$ 20,500	\$ 20,500
<b>Externally Funded:</b>						
Cable TV - Admin. and Control	\$ 1,098,657	\$ 1,114,337	\$ 1,338,241	\$ 1,386,880	\$ 1,567,252	\$ 1,624,207
Cable TV - Public Access Foundation	282,910	304,982	300,597	344,257	420,793	420,793
Externally Funded Total	\$ 1,381,567	\$ 1,419,319	\$ 1,638,838	\$ 1,731,137	\$ 1,988,045	\$ 2,045,000
<b>Externally Funded Revenues</b>						
Cable TV - Admin. and Control	\$ 1,565,402	\$ 1,577,000	\$ 1,518,717	\$ 1,478,600	\$ 1,608,600	\$ 1,668,636
Cable TV - Public Access Foundation	306,516	173,968	181,075	344,053	420,912	420,912
Cable TV - Public Educational Government	-	-	-	-	277,452	277,452
Externally Funded Revenues Total	\$ 1,871,918	\$ 1,750,968	\$ 1,699,792	\$ 1,822,653	\$ 2,306,964	\$ 2,367,000

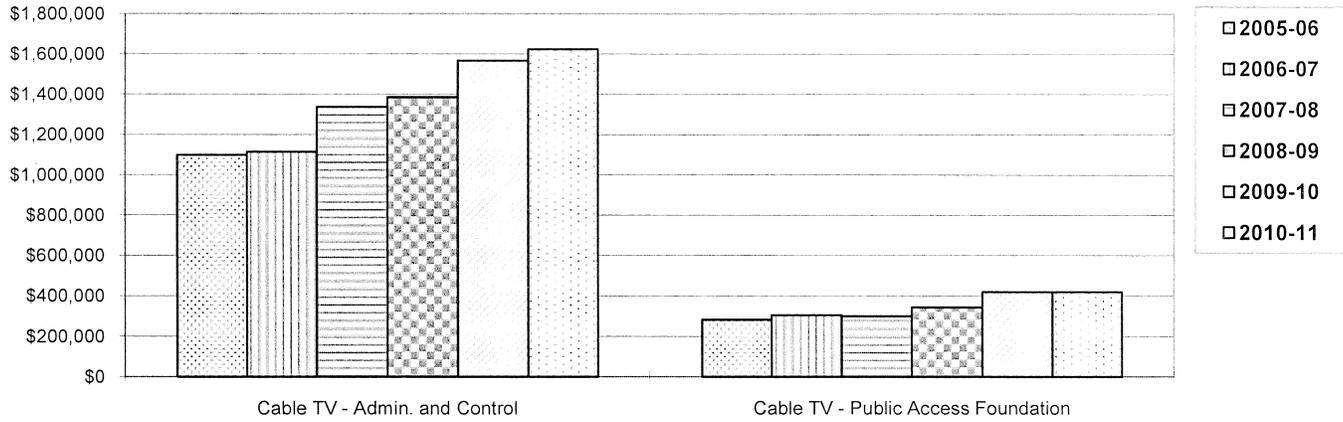
Note - Air Quality Management program transferred to Human Resources in 2003-04 as part of a reorganization.

Note - the Volunteer Program was transferred to Civil Service in the adopted 2005-06 budget.

**EXPENDITURES**



### City Manager (Externally Funded)

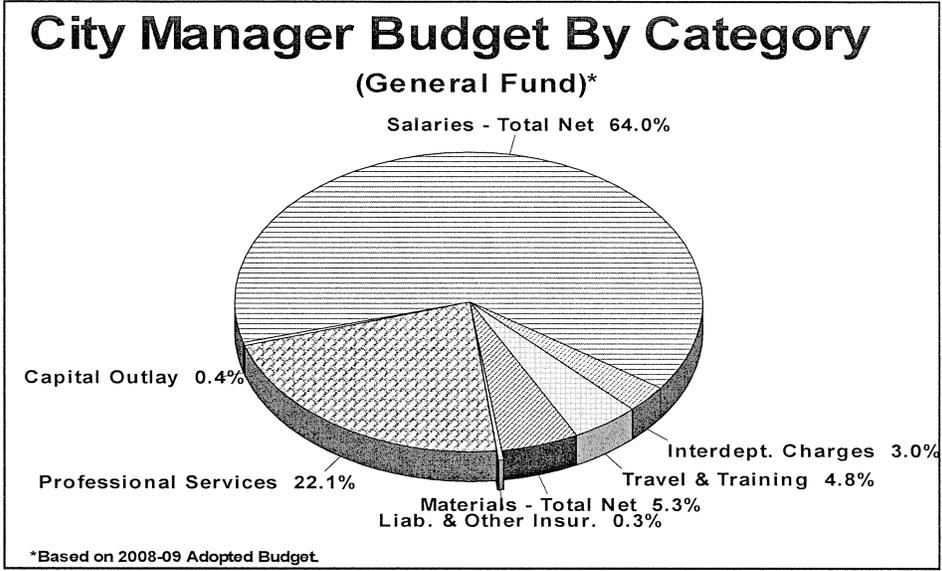


#### DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 1,717,438	\$ 1,795,645	\$ 2,029,957	\$ 2,137,392	\$ 2,093,469	\$ 2,093,469
Overtime	14,104	27,278	30,285	-	-	-
Salaries - Total	1,731,542	1,822,923	2,060,242	2,137,392	2,093,469	2,093,469
Salaries - Reimbursements	(249,631)	(186,639)	(204,400)	(209,666)	(215,589)	(215,589)
Salaries - Labor Charges	146	-	550	54,400	54,400	54,400
Salaries - Total Net	1,482,057	1,636,284	1,856,392	1,982,126	1,932,280	1,932,280
Supplies and Services	798,445	945,219	1,018,211	1,104,586	1,104,785	1,104,785
Capital Outlay	7,918	20,933	6,974	11,500	11,500	11,500
General Fund Total	\$ 2,288,420	\$ 2,602,436	\$ 2,881,577	\$ 3,098,212	\$ 3,048,565	\$ 3,048,565

#### DEPARTMENT BUDGET (GENERAL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 1,731,688	\$ 1,822,923	\$ 2,060,792	\$ 2,191,792	\$ 2,147,869	\$ 2,147,869
Salary & Benefit Reimbursements	(249,631)	(186,639)	(204,400)	(209,666)	(215,589)	(215,589)
Materials, Supplies and Maintenance	146,616	110,571	80,181	165,701	218,396	218,396
Professional Services/Contracts	444,052	619,548	625,321	685,718	688,136	688,136
Travel, Training & Membership Dues	48,985	146,325	151,404	149,350	95,303	95,303
Liabilities & Other Insurance	4,399	4,399	4,399	10,175	10,175	10,175
Interdepartmental Charges	46,490	46,490	53,461	78,474	77,507	77,507
Capital Acquisitions	7,918	20,933	6,974	11,500	11,500	11,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	107,903	17,886	103,445	15,168	15,268	15,268
General Fund Total	\$ 2,288,420	\$ 2,602,436	\$ 2,881,577	\$ 3,098,212	\$ 3,048,565	\$ 3,048,565



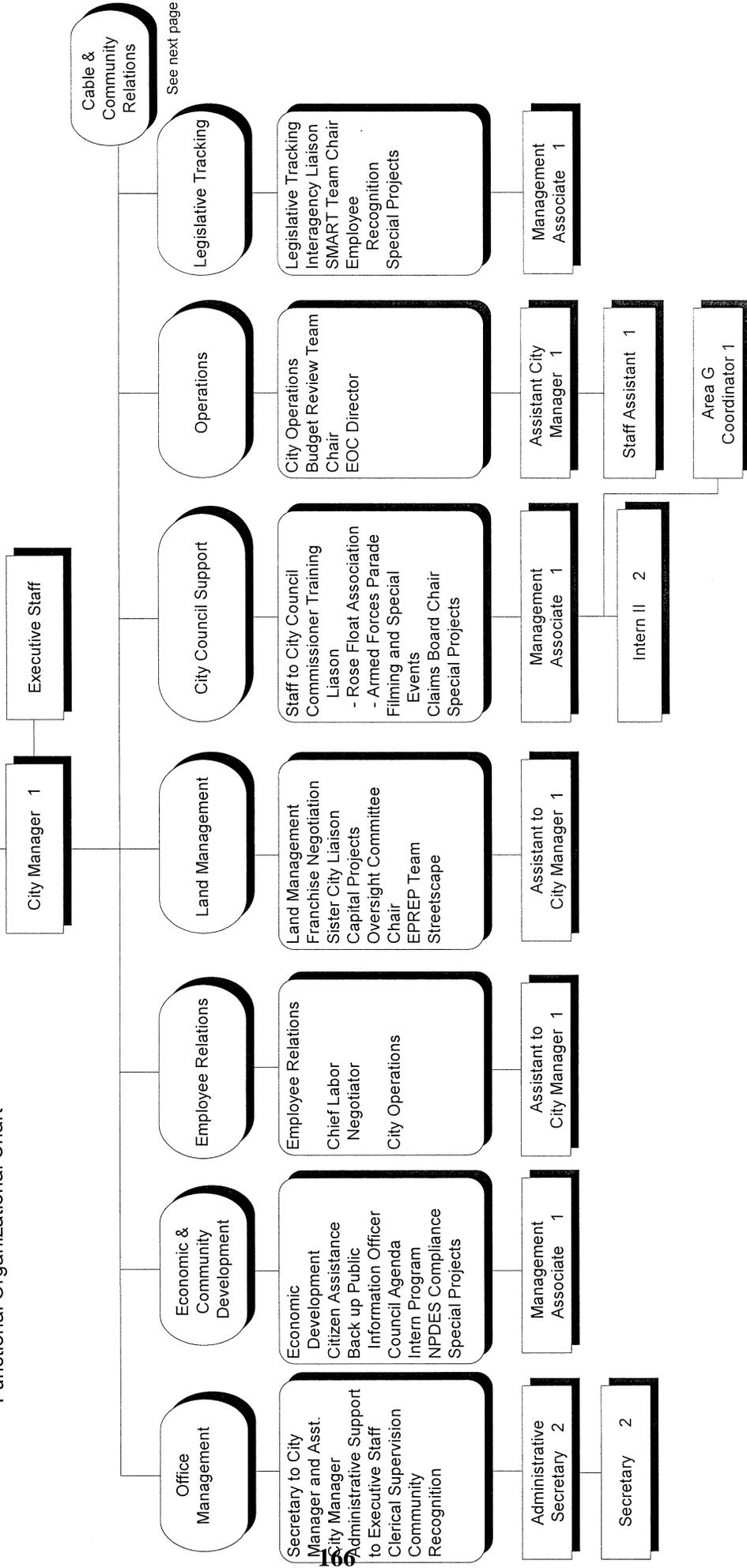
**CITY MANAGER  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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
Area G Coordinator	-	-	-	-	-	-
Administrative Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Staff Assistant	1.0	1.0	1.0	1.5	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Typist Clerk	-	-	-	-	-	-
Intern	2.0	2.0	2.0	2.0	2.0	2.0
<b>Total General Fund</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>15.5</b>	<b>15.0</b>	<b>15.0</b>
Cable Television:						
Cable and Community Relations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Cable Television Administrator	-	-	-	-	-	-
Operations Assistant	3.0	3.0	3.0	3.0	3.0	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
Intern	2.0	2.0	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
<b>Total Cable Television Fund</b>	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>
<b>Department Total</b>	<b>32.3</b>	<b>32.3</b>	<b>32.3</b>	<b>32.8</b>	<b>32.3</b>	<b>32.3</b>

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

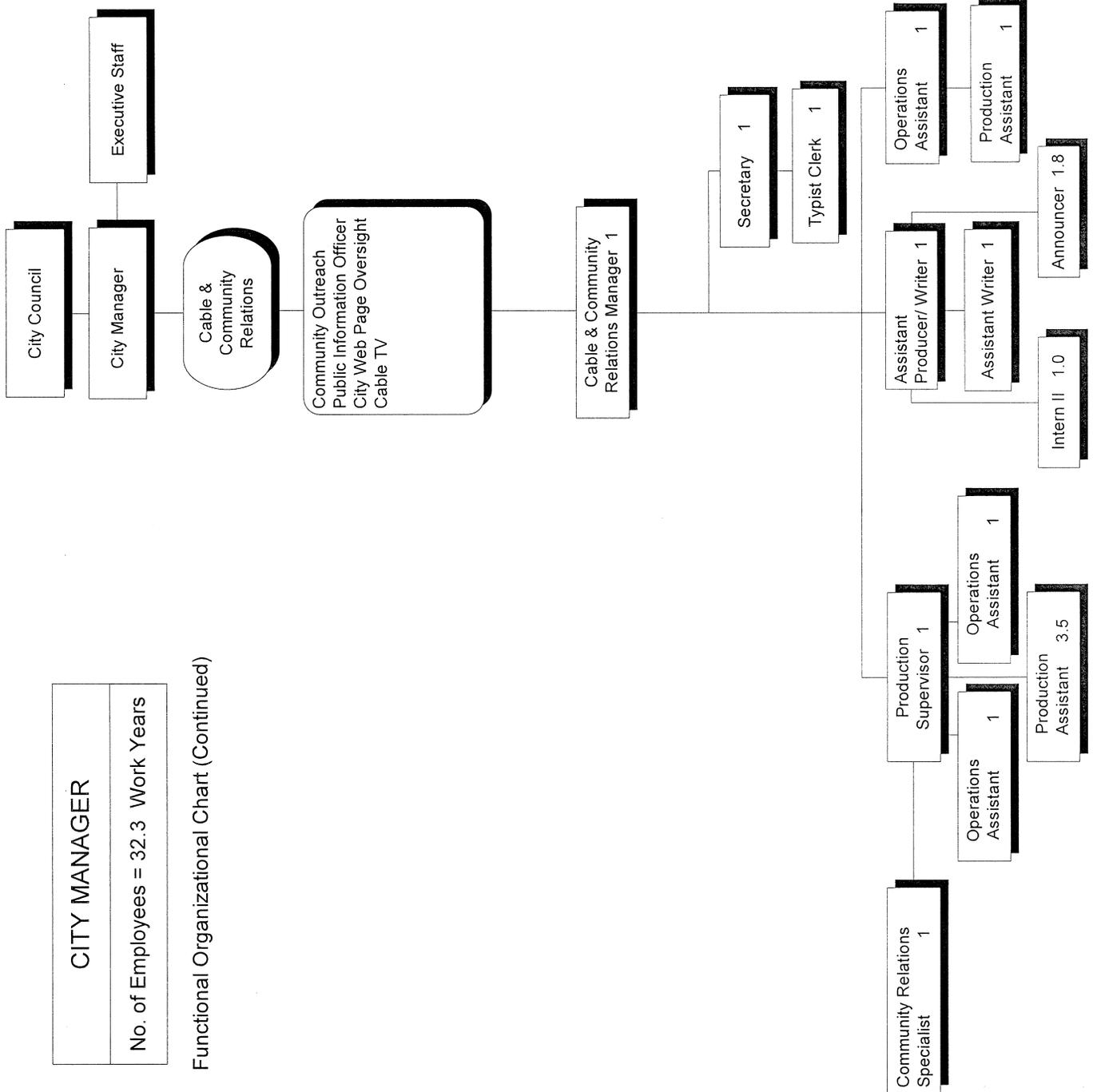
**CITY MANAGER**  
 No. of Employees = 32.3 Work Years

Functional Organizational Chart



<b>CITY MANAGER</b>
No. of Employees = 32.3 Work Years

Functional Organizational Chart (Continued)



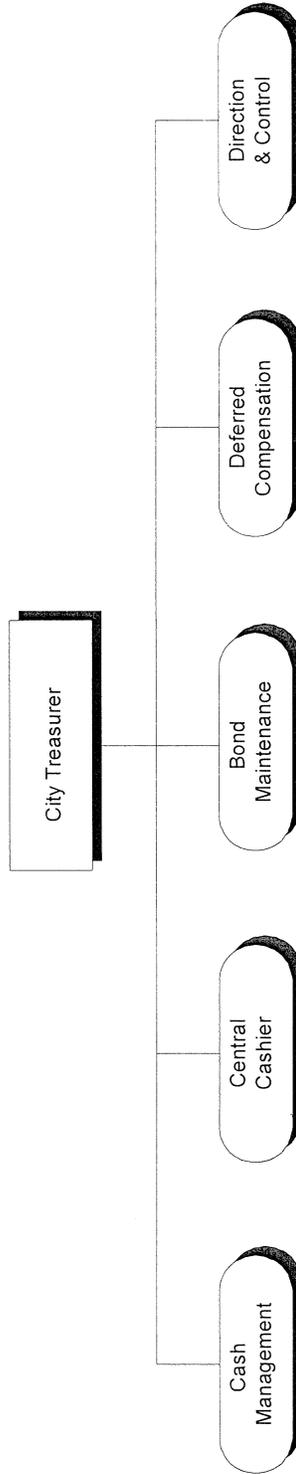
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**CITY TREASURER**

**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.

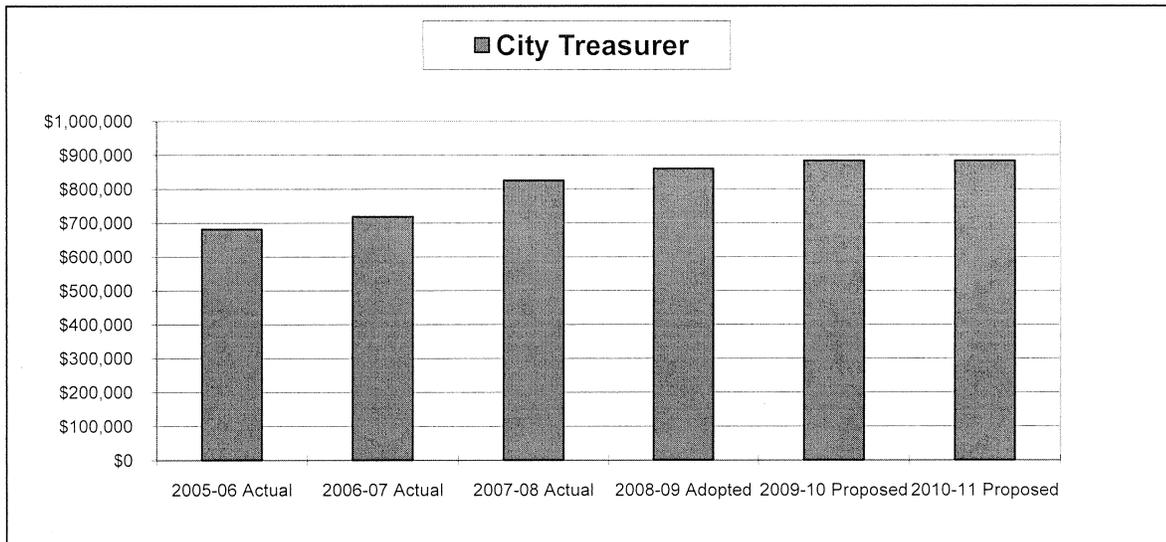
## FUNCTIONAL RESPONSIBILITIES

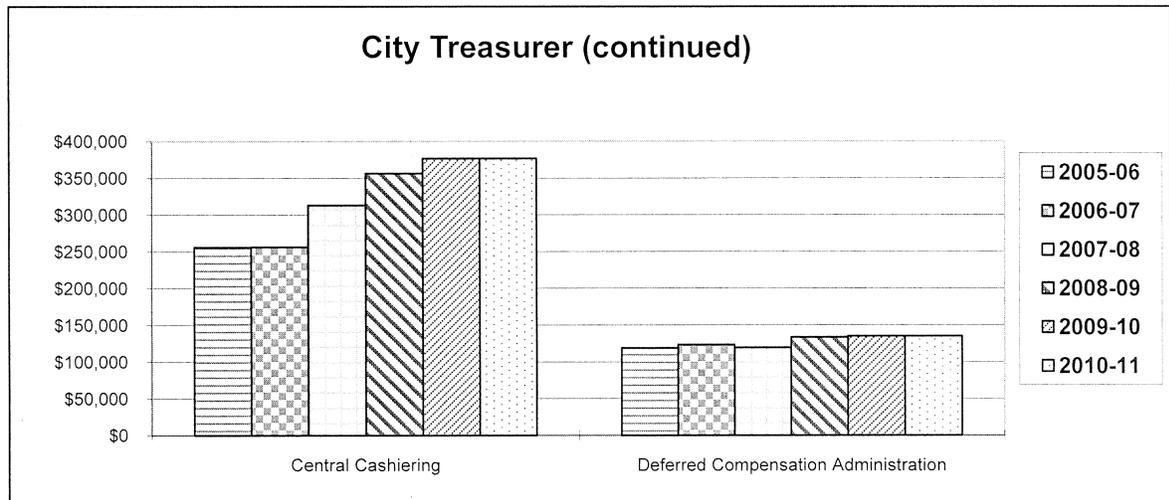
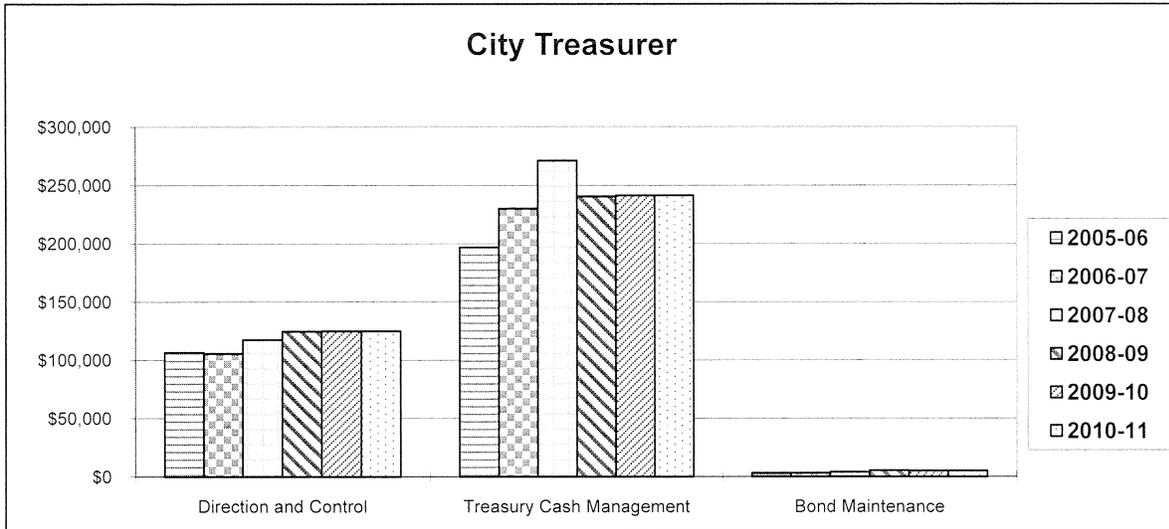
The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the 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	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Direction and Control	\$ 106,821	\$ 105,726	\$ 117,677	\$ 124,785	\$ 124,997	\$ 124,997
Treasury Cash Management	196,824	230,052	271,154	240,504	241,345	241,345
Bond Maintenance	3,290	3,290	4,147	5,421	5,255	5,255
Central Cashiering	255,880	256,469	313,260	356,545	376,870	376,870
Deferred Compensation Administration	118,875	123,423	119,690	133,489	135,130	135,130
General Fund Total	\$ 681,690	\$ 718,960	\$ 825,928	\$ 860,744	\$ 883,597	\$ 883,597
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## EXPENDITURES



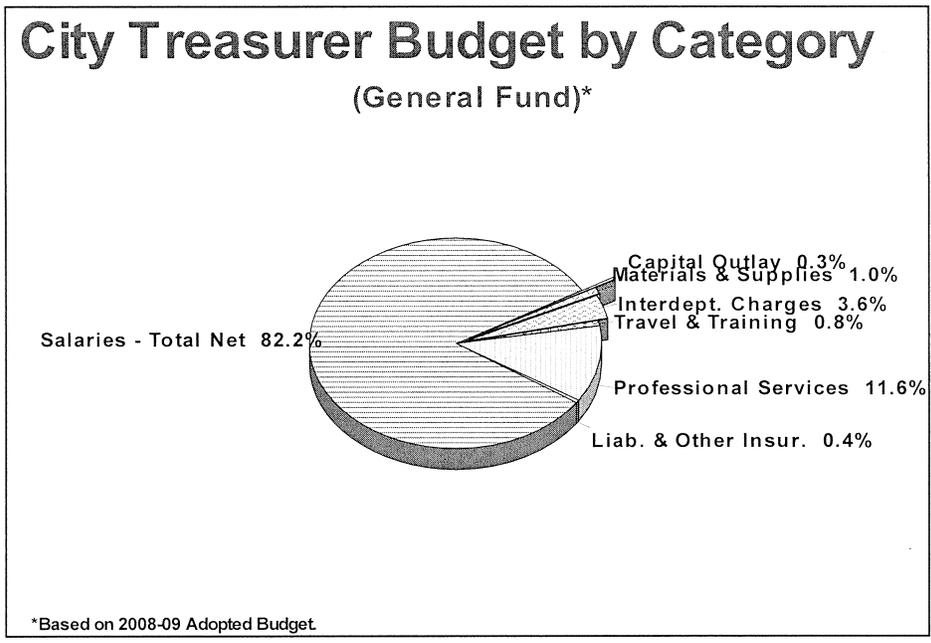


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 569,123	\$ 578,981	\$ 643,316	\$ 705,259	\$ 728,963	\$ 728,963
Overtime	-	-	-	2,300	2,400	2,400
Salaries - Total	569,123	578,981	643,316	707,559	731,363	731,363
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	220	-	165	-	-	-
Salaries - Total Net	569,343	578,981	643,481	707,559	731,363	731,363
Supplies and Services	112,347	139,979	182,447	150,219	149,268	149,268
Capital Outlay	-	-	-	2,966	2,966	2,966
General Fund Total	\$ 681,690	\$ 718,960	\$ 825,928	\$ 860,744	\$ 883,597	\$ 883,597

**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 569,343	\$ 578,981	\$ 643,481	\$ 707,559	\$ 731,363	\$ 731,363
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	4,436	7,012	7,537	8,253	8,253	8,253
Professional Services/Contracts	79,038	99,068	137,423	99,966	100,166	100,166
Travel, Training & Membership Dues	5,848	4,961	5,567	6,960	6,960	6,960
Liabilities & Other Insurance	1,636	1,636	1,636	3,802	3,802	3,802
Interdepartmental Charges	15,902	15,902	20,684	25,099	23,548	23,548
Capital Acquisitions	-	-	-	2,966	2,966	2,966
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	5,487	11,400	9,600	6,139	6,539	6,539
<b>General Fund Total</b>	<b>\$ 681,690</b>	<b>\$ 718,960</b>	<b>\$ 825,928</b>	<b>\$ 860,744</b>	<b>\$ 883,597</b>	<b>\$ 883,597</b>

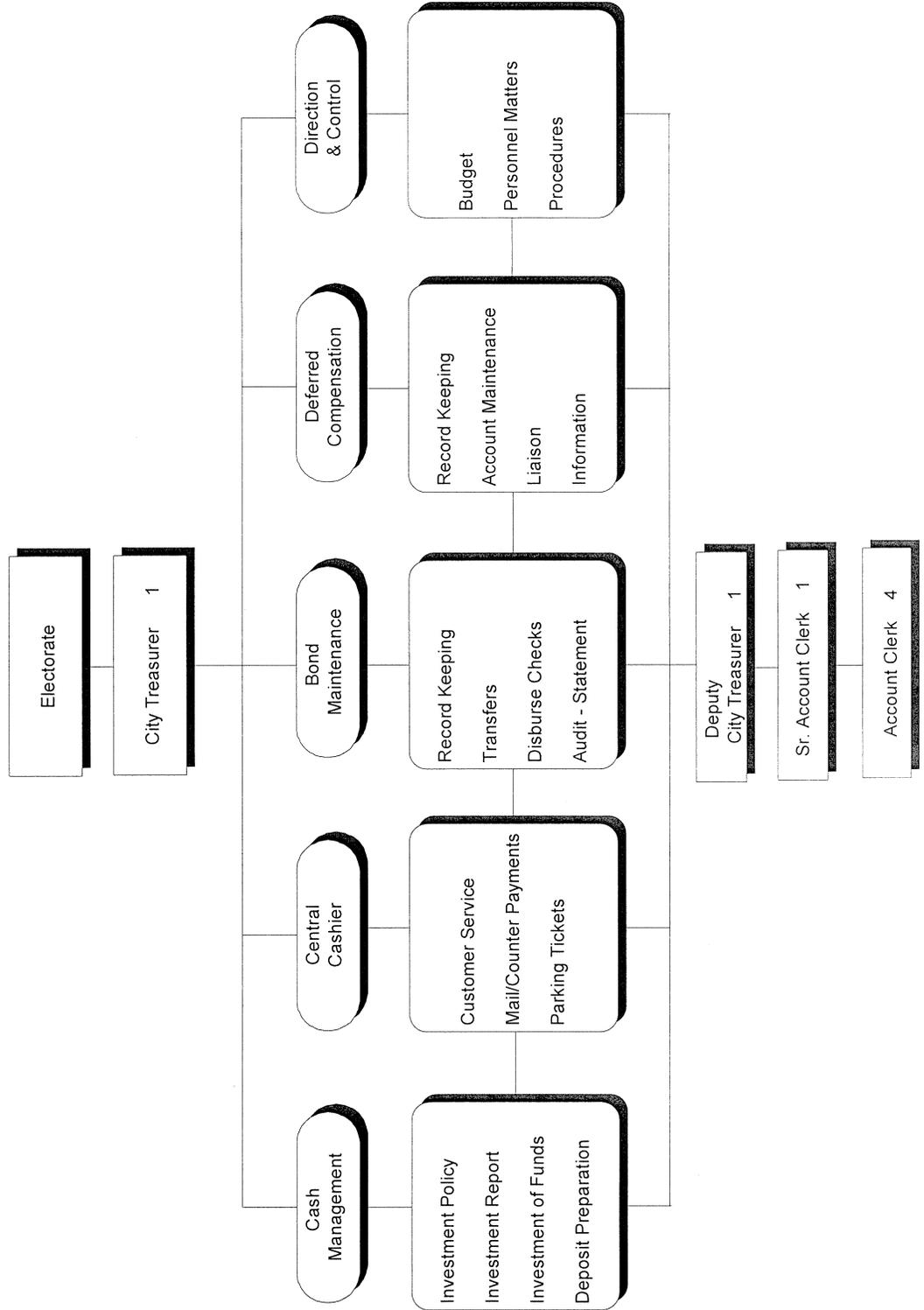


**CITY TREASURER  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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	1.0	1.0
Account Clerk	3.0	3.0	4.0	4.0	4.0	4.0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

**CITY TREASURER**  
 No. of Employees = 7.0 Work Years

Functional Organizational Chart



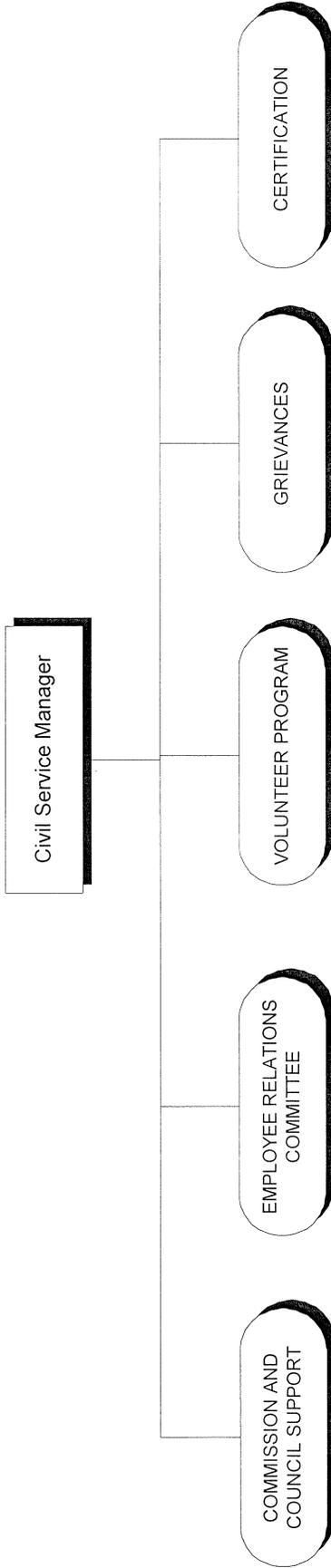
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**CIVIL SERVICE**

**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

## MISSION STATEMENT

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

## FUNCTIONAL RESPONSIBILITIES

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

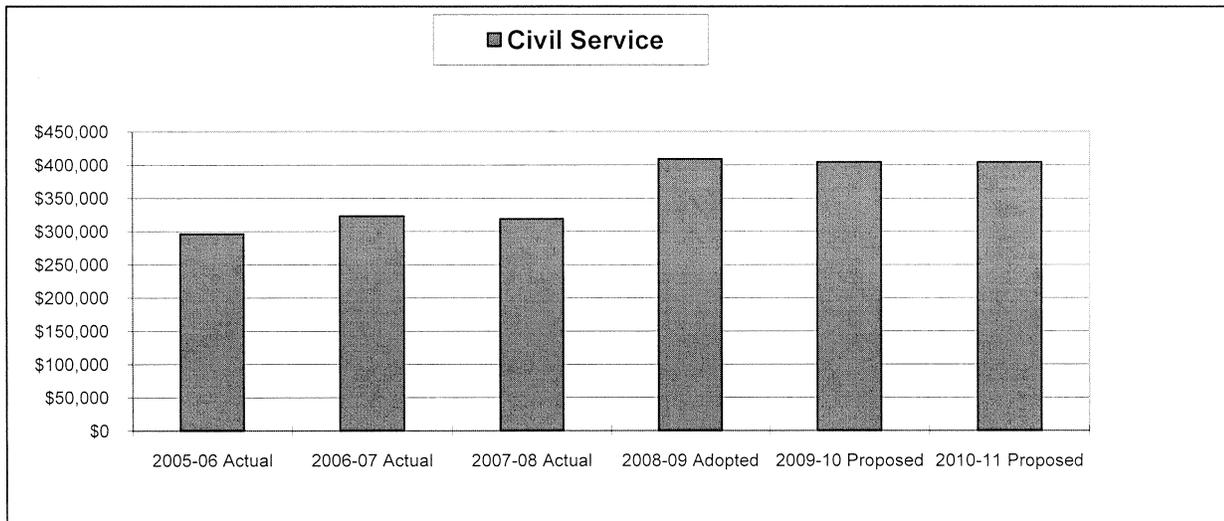
## DEPARTMENT BUDGET SUMMARY

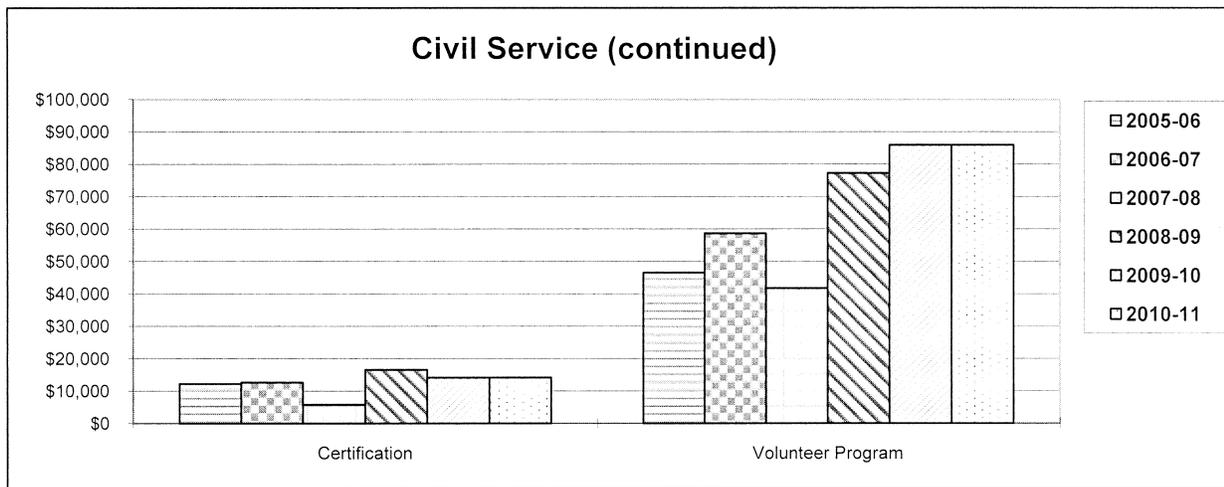
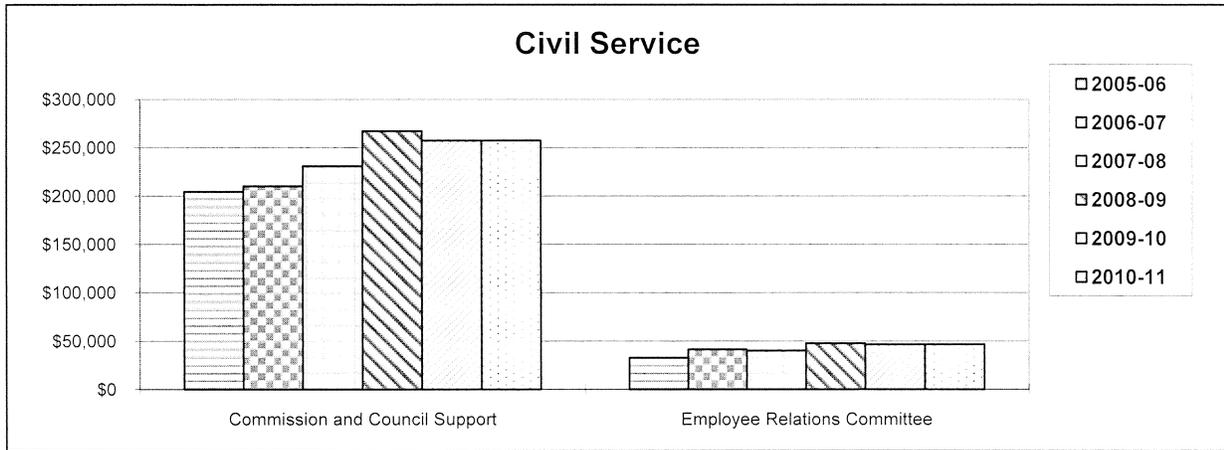
Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Commission and Council Support	\$ 204,566	\$ 210,347	\$ 231,045	\$ 267,463	\$ 257,622	\$ 257,622
Employee Relations Committee	32,936	41,654	40,373	47,863	46,593	46,593
Certification	12,261	12,660	5,786	16,564	14,194	14,194
Volunteer Program	46,582	58,688	41,747	77,300	86,000	86,000
	-	-	-	-	52,800	52,800
General Fund Total	\$ 296,345	\$ 323,349	\$ 318,951	\$ 409,190	\$ 457,209	\$ 457,209
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note - Recruitment and Testing Programs were transferred to Human Resources in 2003-04 as part of the reorganization.

Note - the Volunteer Program was transferred from the City Manager's Office as part of the adopted 2005-06 budget.

## EXPENDITURES



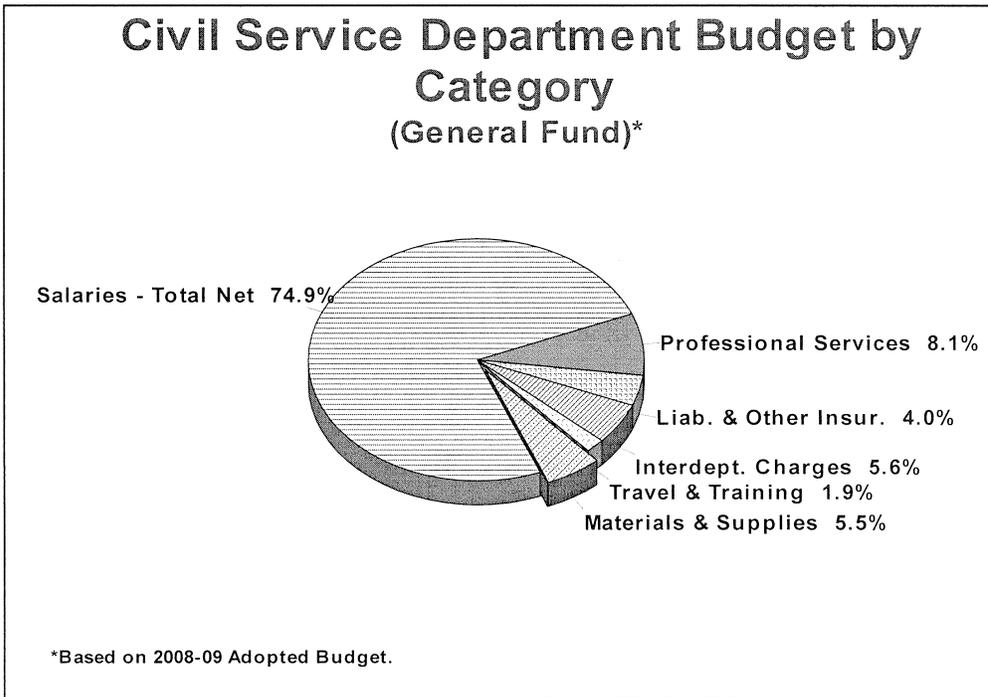


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 187,773	\$ 229,369	\$ 191,940	\$ 279,118	\$ 327,418	\$ 327,418
Overtime	1,116	3,305	5,276	600	600	600
Salaries - Total	188,889	232,674	197,216	279,718	328,018	328,018
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	26,600	26,600	26,600	26,600	26,600	26,600
Salaries - Total Net	215,489	259,274	223,816	306,318	354,618	354,618
Supplies and Services	80,856	64,075	95,135	102,872	102,591	102,591
Capital Outlay	-	-	-	-	-	-
<b>General Fund Total</b>	<b>\$ 296,345</b>	<b>\$ 323,349</b>	<b>\$ 318,951</b>	<b>\$ 409,190</b>	<b>\$ 457,209</b>	<b>\$ 457,209</b>

**DEPARTMENT BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 215,489	\$ 259,275	\$ 223,816	\$ 306,318	\$ 354,618	\$ 354,618
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	22,246	24,149	16,415	22,650	22,650	22,650
Professional Services/Contracts	26,289	7,413	44,105	33,100	32,900	32,900
Travel, Training & Membership Dues	3,952	4,014	3,420	7,690	7,690	7,690
Liabilities & Other Insurance	11,843	13,502	14,135	16,528	16,528	16,528
Interdepartmental Charges	11,288	11,288	12,565	19,786	20,005	20,005
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	5,238	3,708	4,495	3,118	2,818	2,818
<b>General Fund Total</b>	<b>\$ 296,345</b>	<b>\$ 323,349</b>	<b>\$ 318,951</b>	<b>\$ 409,190</b>	<b>\$ 457,209</b>	<b>\$ 457,209</b>

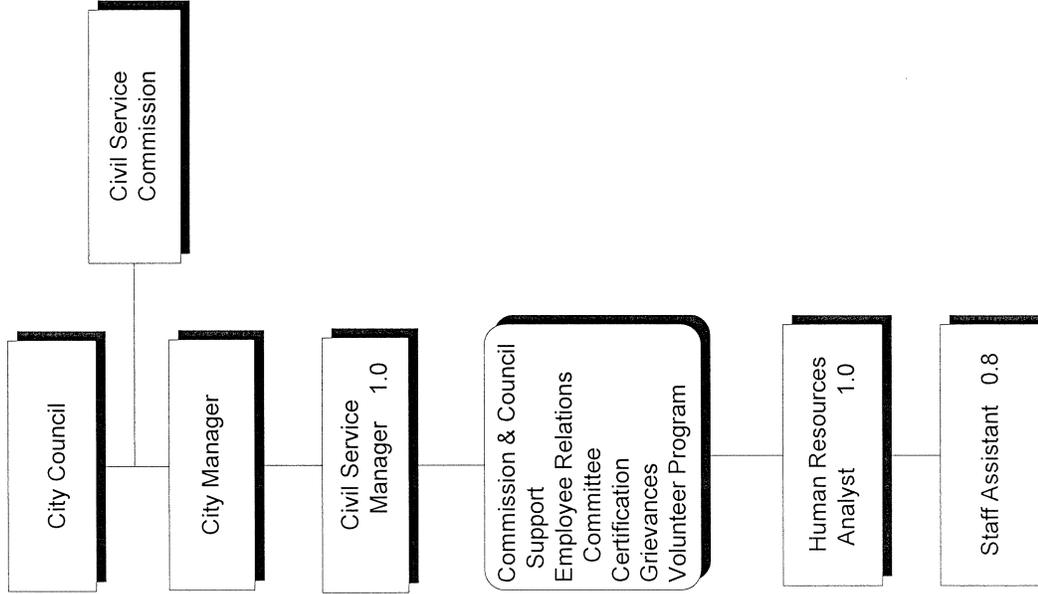


**CIVIL SERVICE  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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
Staff Assistant	-	-	-	-	0.8	0.8
Personnel Technician	1.0	-	-	-	-	-
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.8</b>	<b>2.8</b>

<b>CIVIL SERVICE</b>
No. of Employees = 2.8 Work Years

Functional Organizational Chart



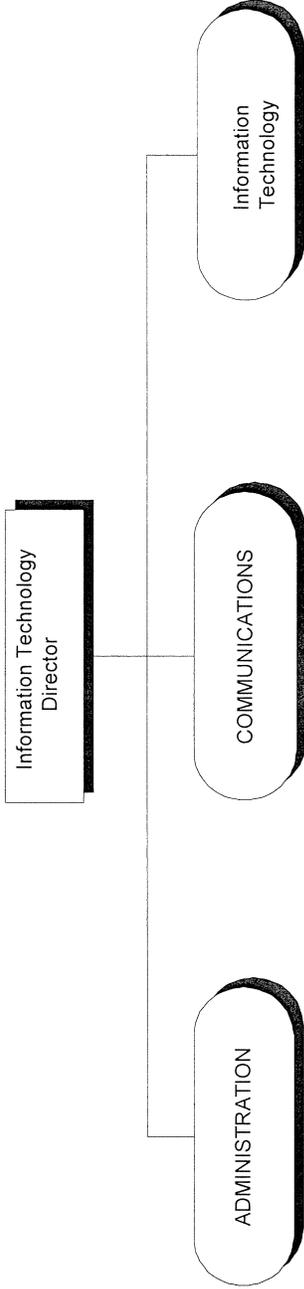
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**Communications & Information Technology**

**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.

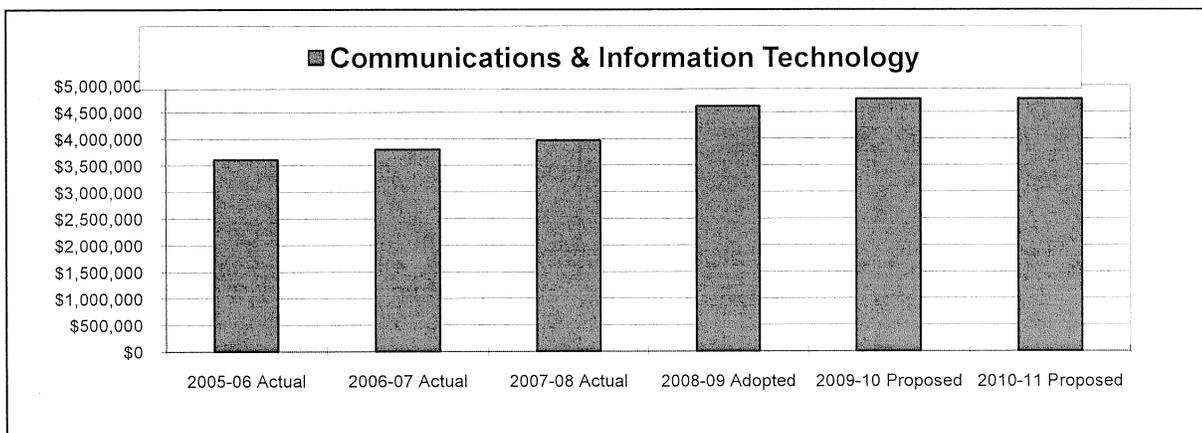
## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Direction and Control	\$ 983,088	\$ 945,470	\$ 960,441	\$ 1,043,917	\$ 576,009	\$ 576,009
Information Technology Services	2,532,197	2,751,641	3,118,478	3,567,872	4,173,560	4,173,560
Information Technology Training	34,788	39,616	438	-	-	-
Radio	(23,576)	17,702	(7,257)	-	-	-
Telephone Services	96,152	39,403	(61,925)	-	-	-
Data Communications Support	(11,688)	6,014	(42,443)	-	-	-
<b>General Fund Total</b>	<b>\$ 3,610,961</b>	<b>\$ 3,799,846</b>	<b>\$ 3,967,732</b>	<b>\$ 4,611,789</b>	<b>\$ 4,749,569</b>	<b>\$ 4,749,569</b>
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

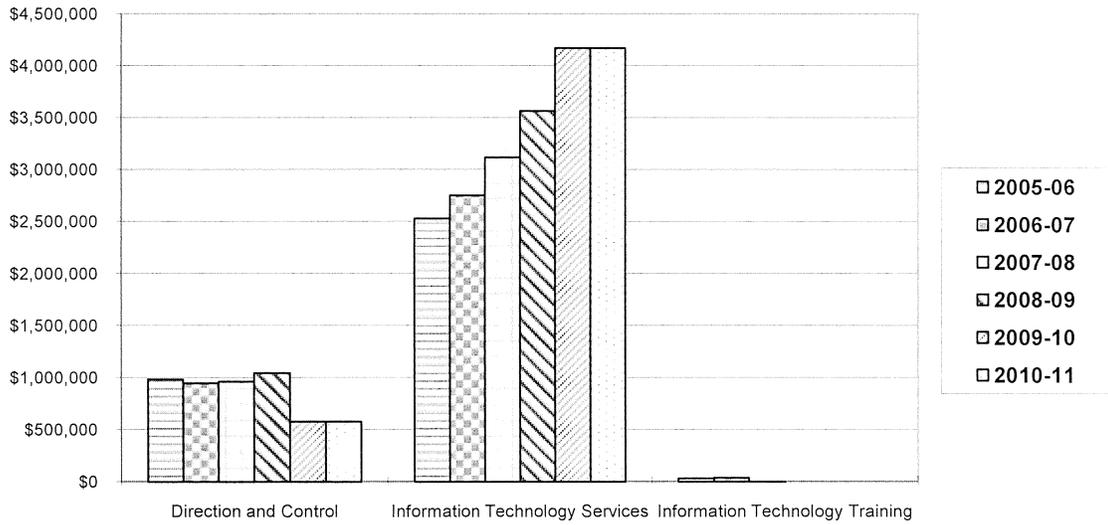
Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements

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

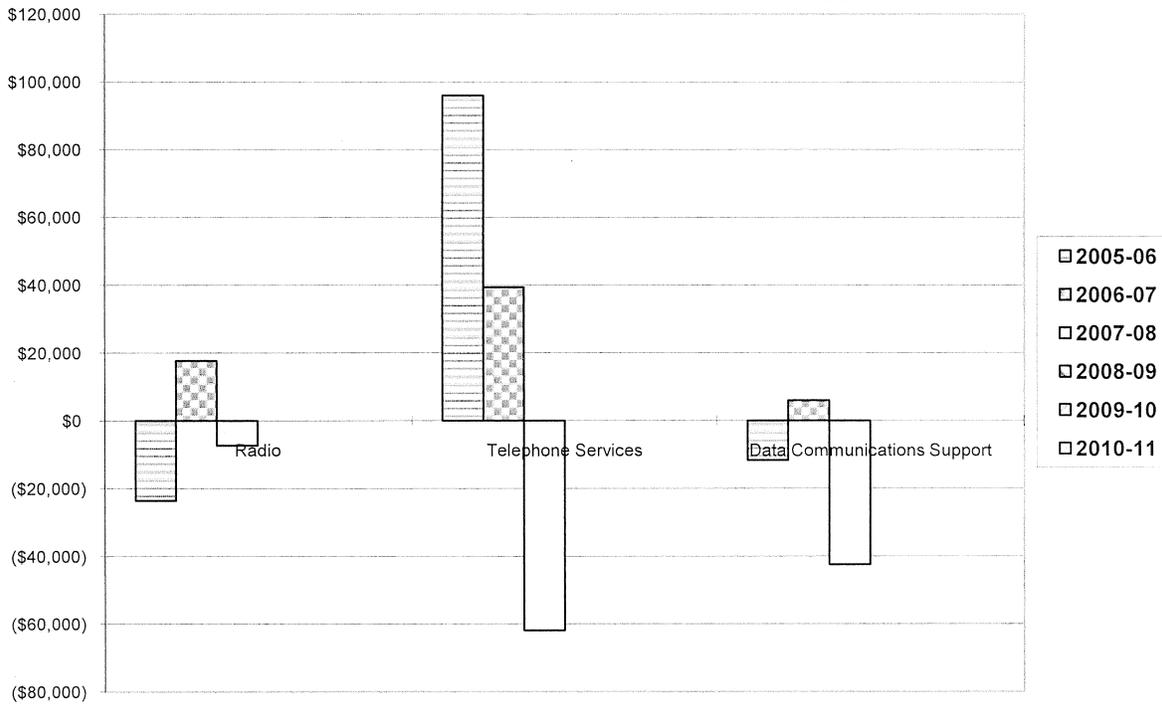
## EXPENDITURES



### Communications & Information Technology



### Communications & Information Technology (continued)

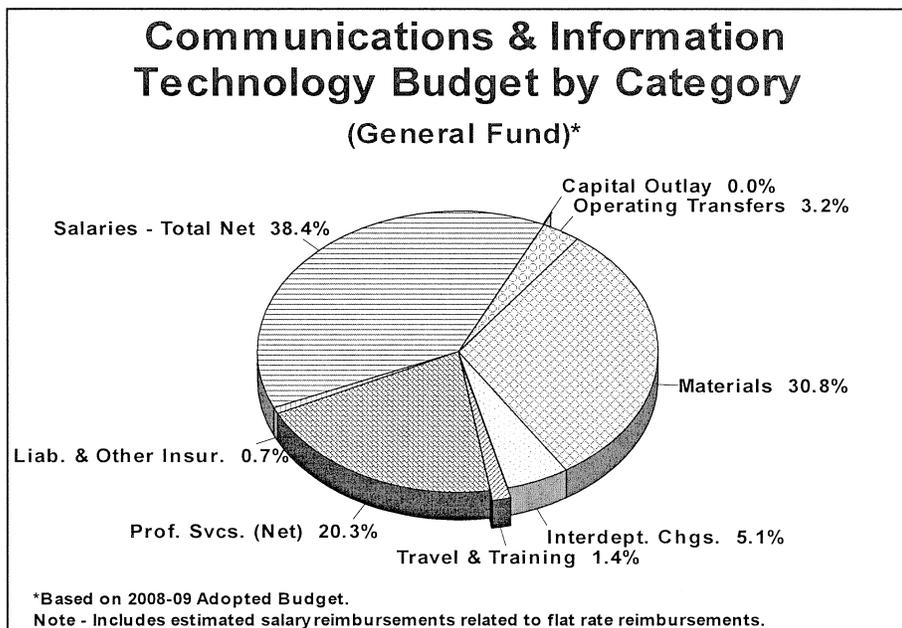


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 3,838,018	\$ 4,155,176	4,569,930	5,242,450	5,407,650	5,407,650
Overtime	49,838	62,537	78,555	99,300	102,400	102,400
Salaries - Total	3,887,856	4,217,713	4,648,485	5,341,750	5,510,050	5,510,050
Salaries - Reimbursements	(1,051,912)	(1,090,914)	(1,490,436)	(1,577,880)	(1,605,895)	(1,605,895)
Salaries - Labor Charges	-	594	220	-	-	-
Salaries - Total Net	2,835,944	3,127,393	3,158,269	3,763,870	3,904,155	3,904,155
Supplies and Services	735,062	671,753	804,698	846,919	844,414	844,414
Capital Outlay	39,955	700	4,765	1,000	1,000	1,000
General Fund Total	\$ 3,610,961	\$ 3,799,846	3,967,732	4,611,789	4,749,569	4,749,569

**DEPARTMENT BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 3,887,857	\$ 4,218,308	\$ 4,648,706	\$ 5,341,750	\$ 5,510,050	\$ 5,510,050
Salary & Benefit Reimbursements	(1,051,913)	(1,090,915)	(1,490,437)	(1,577,880)	(1,605,895)	(1,605,895)
Materials, Supplies and Maintenance	709,875	765,722	890,311	961,097	968,190	968,190
Professional Services/Contracts	625,168	581,162	632,746	577,775	561,955	561,955
Travel, Training & Membership Dues	27,210	23,701	34,825	45,154	45,154	45,154
Liabilities & Other Insurance	9,804	9,804	9,804	22,583	22,583	22,583
Interdepartmental Charges	122,983	122,983	151,395	160,014	151,186	151,186
Capital Acquisitions	39,955	700	4,765	1,000	1,000	1,000
Reimbursements from Other Funds	(990,677)	(981,075)	(1,060,102)	(1,066,139)	(1,041,589)	(1,041,589)
Operating Transfers Out	230,699	149,456	145,719	146,435	136,935	136,935
General Fund Total	\$ 3,610,961	\$ 3,799,846	\$ 3,967,732	\$ 4,611,789	\$ 4,749,569	\$ 4,749,569



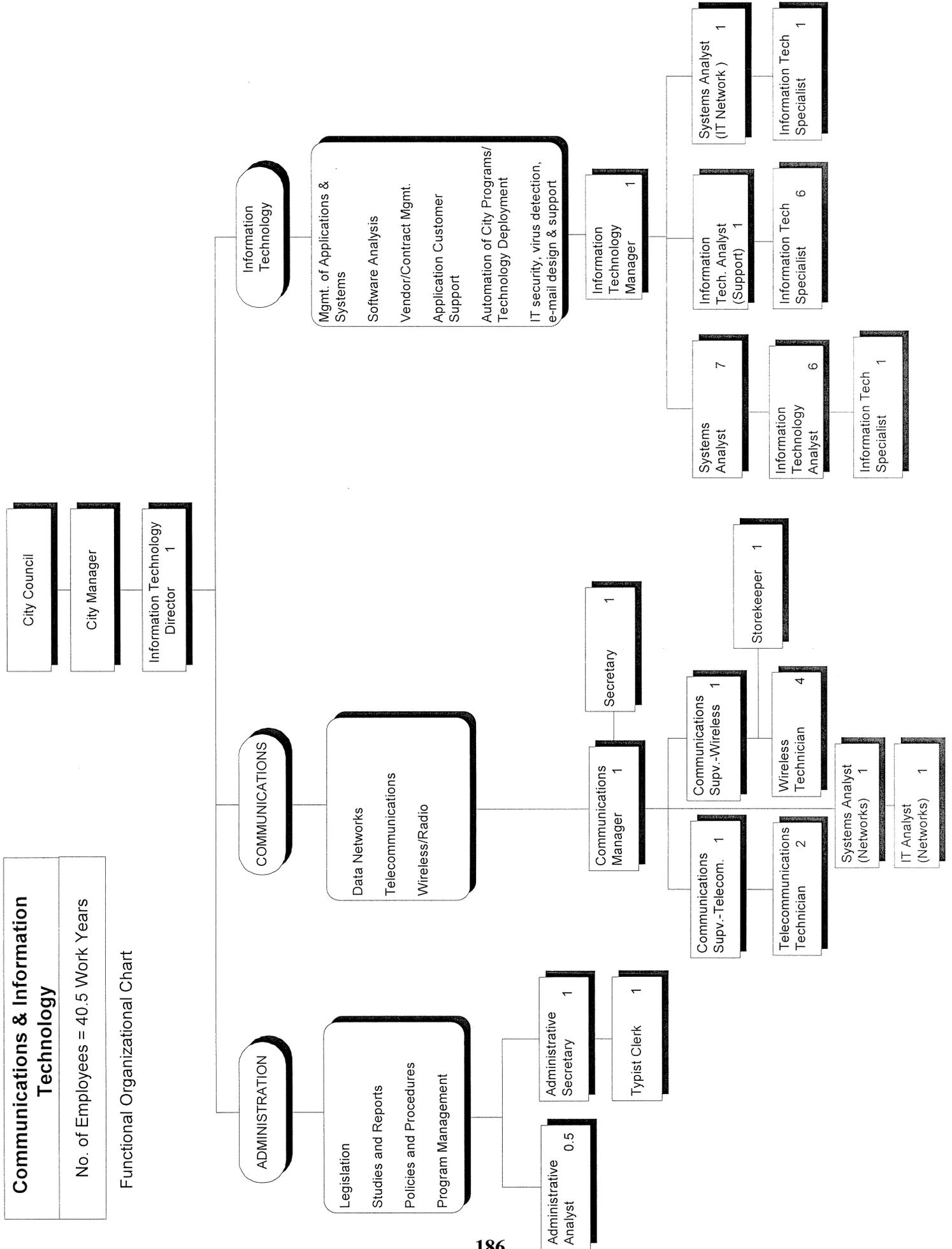
**COMMUNICATIONS & INFORMATION TECHNOLOGY  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Adopted	Adopted	Adopted	Adopted	Proposed	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	8.0	8.0	9.0	9.0	9.0	9.0
Information Technology Analyst	4.0	5.0	7.0	7.0	7.0	7.0
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	3.0	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
Administrative Secretary	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
<b>Total</b>	<b>35.5</b>	<b>37.5</b>	<b>40.5</b>	<b>40.5</b>	<b>40.5</b>	<b>40.5</b>

# Communications & Information Technology

No. of Employees = 40.5 Work Years

Functional Organizational Chart



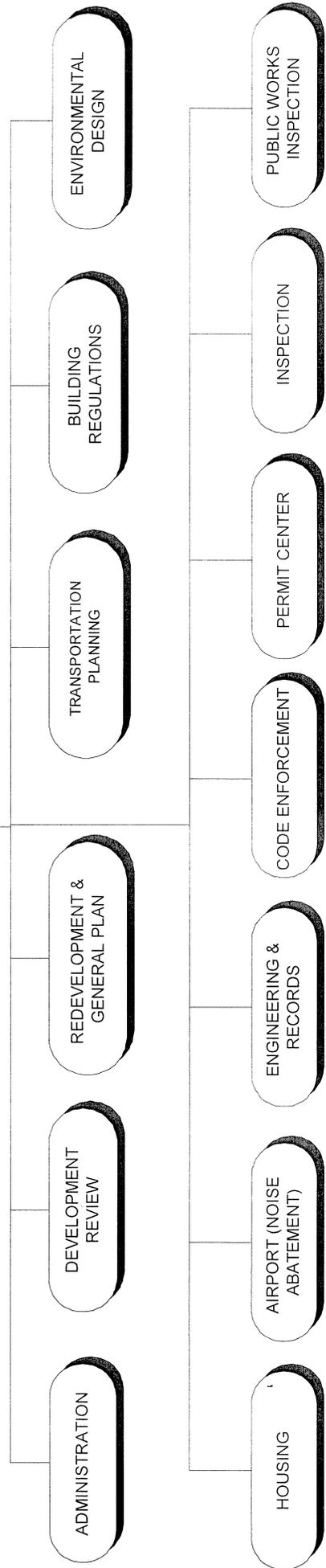


## COMMUNITY DEVELOPMENT

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

## DEPARTMENT ORGANIZATION

Community Development Director



# Community Development

## MISSION STATEMENT

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

## FUNCTIONAL RESPONSIBILITIES

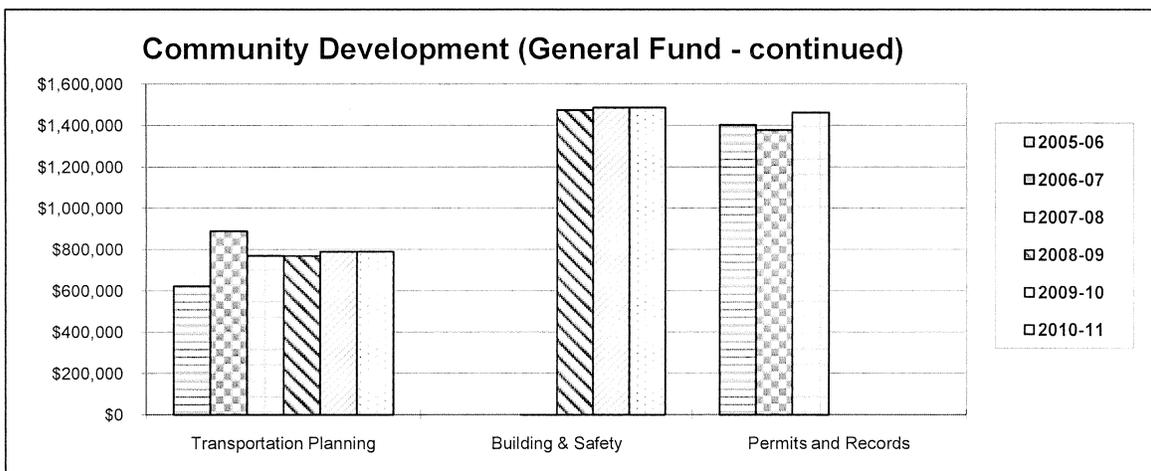
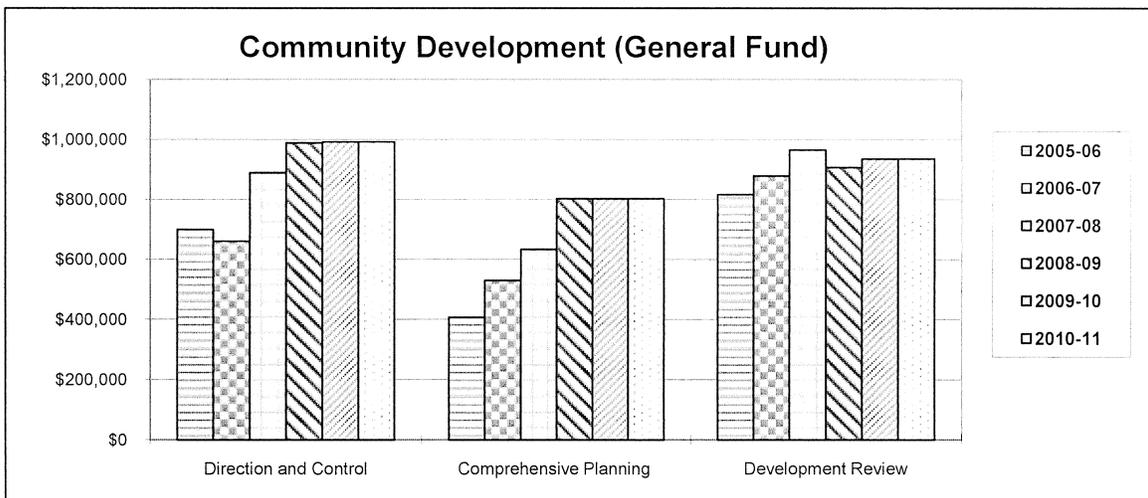
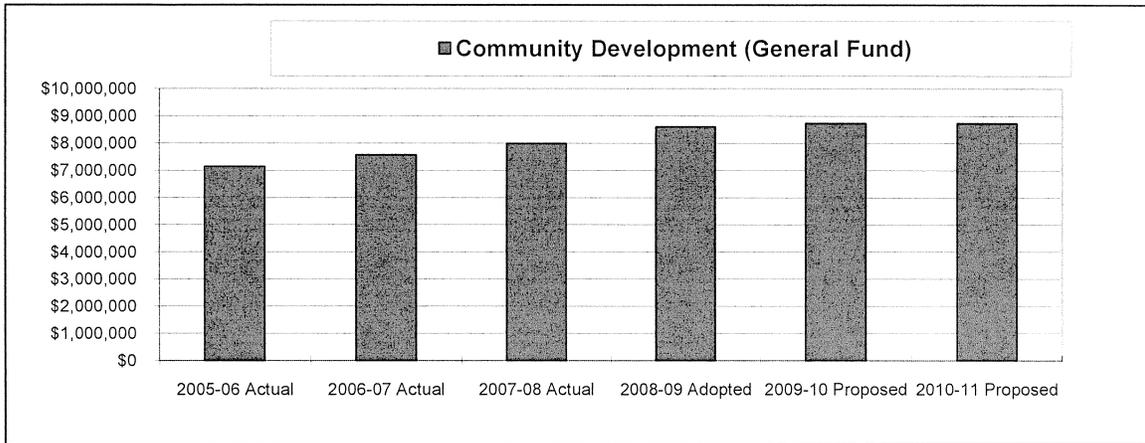
The Community Development Department:

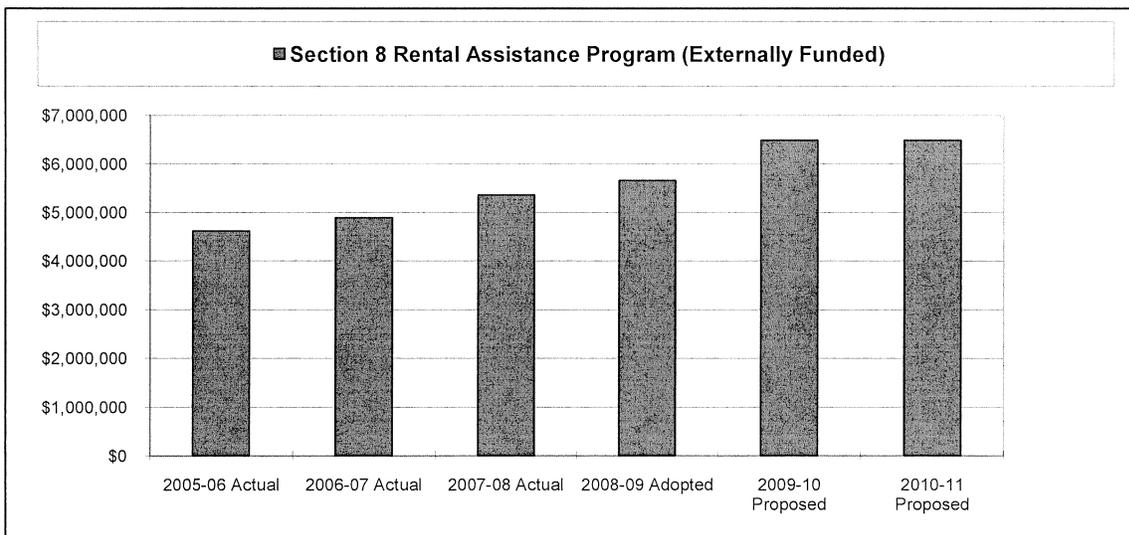
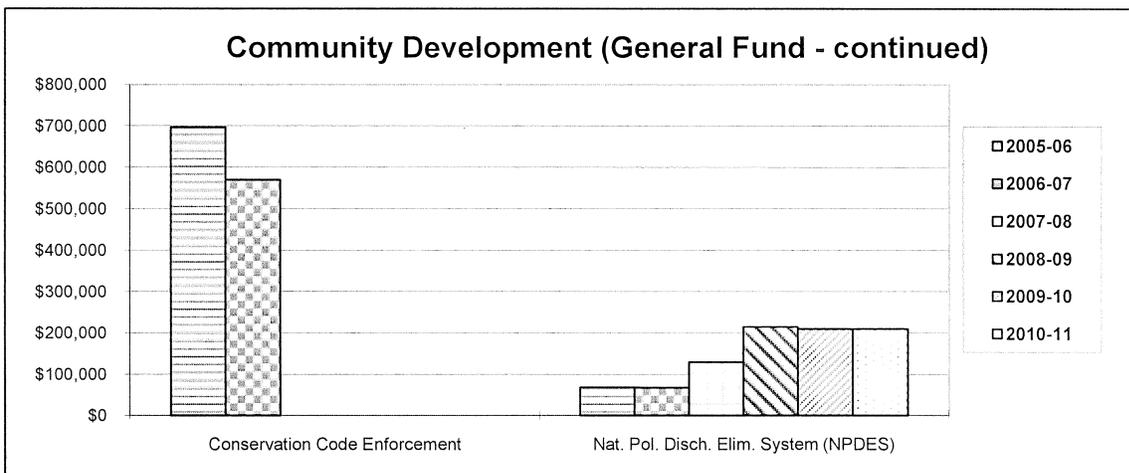
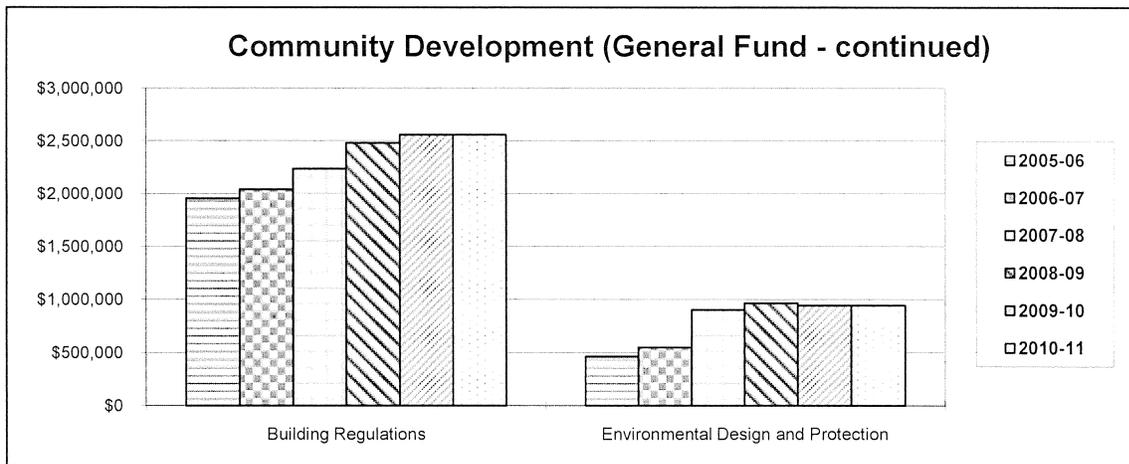
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and regional planning, transportation, and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

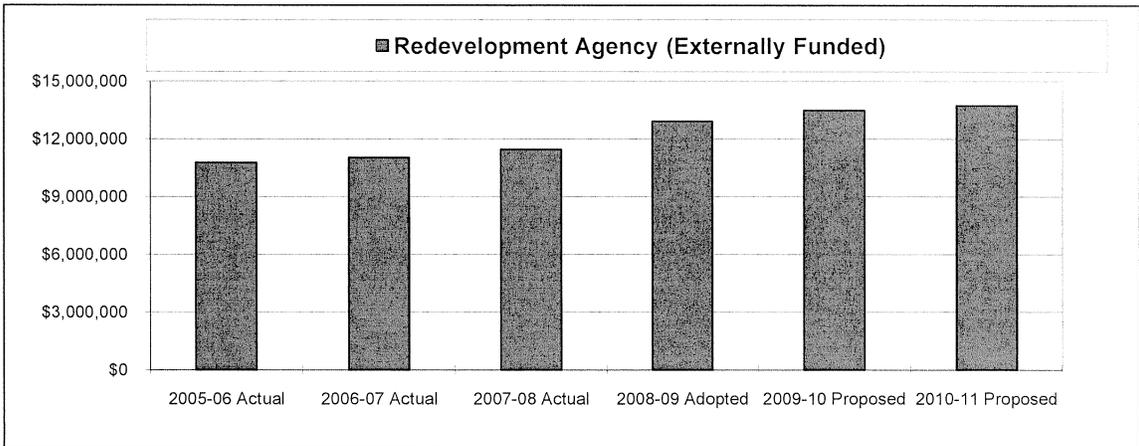
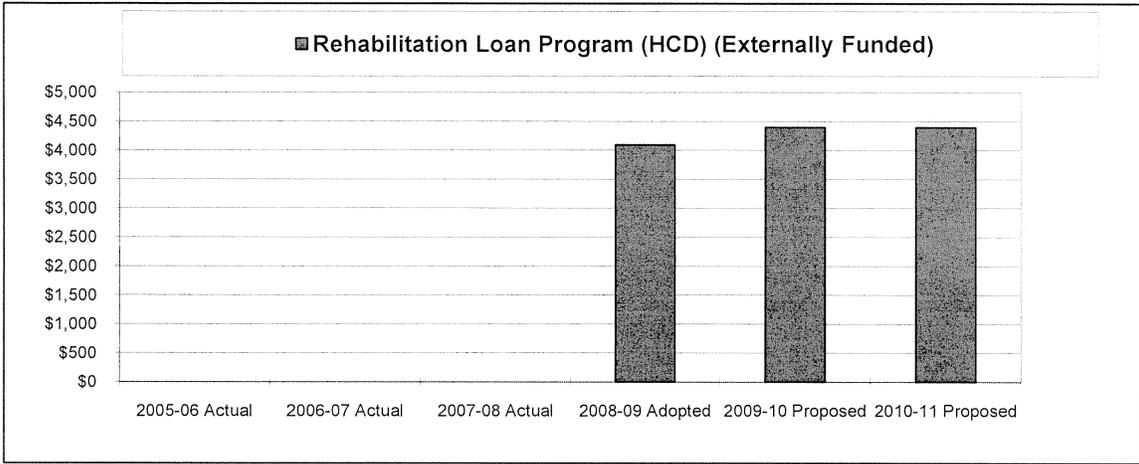
## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
General Fund:						
Direction and Control	\$ 700,489	\$ 661,546	\$ 890,041	\$ 989,538	\$ 992,663	\$ 992,663
Comprehensive Planning	407,971	530,470	634,492	803,298	803,479	803,479
Development Review	816,820	879,092	965,689	907,869	936,750	936,750
Property Rehabilitation Loan Admin.	-	-	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-	-	-
Redevelopment Agency Administration	-	-	-	-	-	-
Transportation Planning	623,631	890,807	771,621	770,358	790,905	790,905
Building & Safety	-	-	550	1,475,501	1,486,636	1,486,636
Permits and Records	1,402,508	1,378,629	1,462,850	-	-	-
Building Regulations	1,956,094	2,042,355	2,235,069	2,482,548	2,559,983	2,559,983
Environmental Design and Protection	464,360	548,590	903,131	965,019	947,627	947,627
Conservation Code Enforcement	697,353	570,096	-	-	-	-
Nat. Pol. Disch. Elim. System (NPDES)	67,907	67,257	129,942	215,457	209,914	209,914
General Fund Total	<u>\$ 7,137,133</u>	<u>\$ 7,568,842</u>	<u>\$ 7,993,385</u>	<u>\$ 8,609,588</u>	<u>\$ 8,727,957</u>	<u>\$ 8,727,957</u>
General Fund Revenues	\$ 4,987,517	\$ 4,409,887	\$ 3,278,788	\$ 3,712,298	\$ 3,964,500	\$ 4,040,587
Externally Funded:						
Section 8 Rental Assistance Program	\$ 4,619,494	\$ 4,891,550	\$ 5,363,312	\$ 5,660,620	\$ 6,490,820	\$ 6,490,820
Rehabilitation Loan Program (HCD)	-	-	-	4,100	4,400	4,400
Redevelopment Agency	10,773,566	11,025,405	11,465,852	12,921,060	13,493,625	13,756,254
Externally Funded Total	<u>\$ 15,393,060</u>	<u>\$ 15,916,955</u>	<u>\$ 16,829,164</u>	<u>\$ 18,585,780</u>	<u>\$ 19,988,845</u>	<u>\$ 20,251,474</u>
Externally Funded Revenues						
Section 8 Rental Assistance Program	\$ 5,256,191	\$ 5,452,566	\$ 5,435,600	\$ 5,586,000	\$ 5,806,000	\$ 5,806,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900	36,900	36,900
Redevelopment Agency	11,976,939	11,274,237	13,462,884	14,236,373	15,086,467	15,367,319
Externally Funded Revenues Total	<u>\$ 17,270,030</u>	<u>\$ 16,763,703</u>	<u>\$ 18,935,384</u>	<u>\$ 19,859,273</u>	<u>\$ 20,929,367</u>	<u>\$ 21,210,219</u>

**EXPENDITURES**





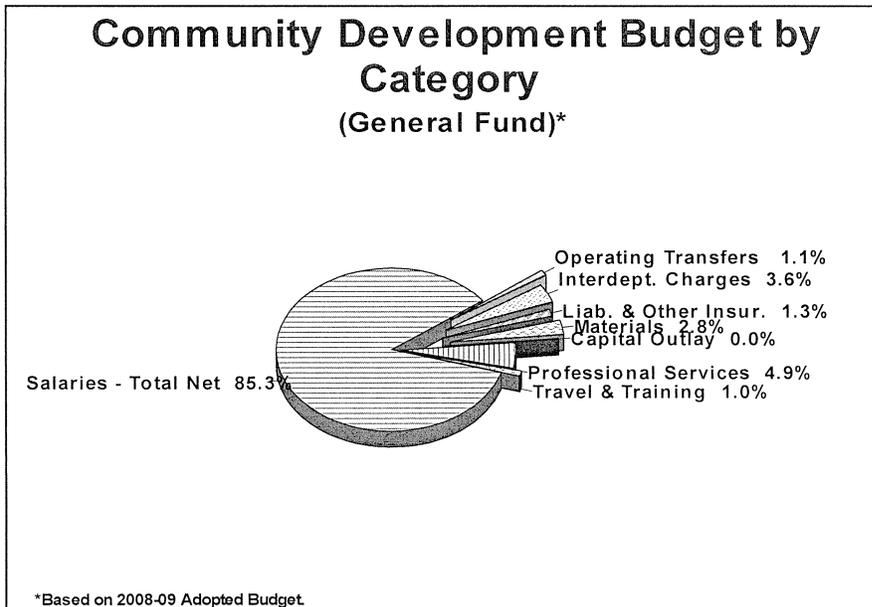


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 7,431,080	\$ 7,379,379	\$ 7,269,627	\$ 8,401,247	\$ 8,401,535	\$ 8,401,535
Overtime	28,930	26,937	33,787	46,000	46,900	46,900
Salaries - Total	7,460,010	7,406,316	7,303,414	8,447,247	8,448,435	8,448,435
Salaries - Reimbursements	(1,388,103)	(1,144,238)	(503,724)	(1,107,901)	(1,222,908)	(1,222,908)
Salaries - Labor Charges	2,567	935	1,422	500	500	500
Salaries - Total Net	6,074,474	6,263,013	6,801,112	7,339,846	7,226,027	7,226,027
Supplies and Services	1,053,728	1,305,829	1,192,273	1,267,542	1,499,730	1,499,730
Capital Outlay	8,931	-	-	2,200	2,200	2,200
General Fund Total	\$ 7,137,133	\$ 7,568,842	\$ 7,993,385	\$ 8,609,588	\$ 8,727,957	\$ 8,727,957

**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 7,462,577	\$ 7,407,251	\$ 7,304,836	\$ 8,447,747	\$ 8,686,535	\$ 8,686,535
Salary & Benefit Reimbursements	(1,388,103)	(1,144,238)	(503,724)	(1,107,901)	(1,222,908)	(1,222,908)
Materials, Supplies and Maintenance	196,765	208,140	163,628	242,991	241,148	241,148
Professional Services/Contracts	406,371	454,486	471,532	420,177	419,577	419,577
Travel, Training & Membership Dues	63,212	84,872	83,959	85,070	85,070	85,070
Liabilities & Other Insurance	102,965	97,301	57,200	114,373	114,373	114,373
Interdepartmental Charges	195,630	196,830	217,340	313,375	312,306	312,306
Capital Acquisitions	8,931	-	-	2,200	2,200	2,200
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	88,785	264,200	198,614	91,556	89,656	89,656
General Fund Total	\$ 7,137,133	\$ 7,568,842	\$ 7,993,385	\$ 8,609,588	\$ 8,727,957	\$ 8,727,957

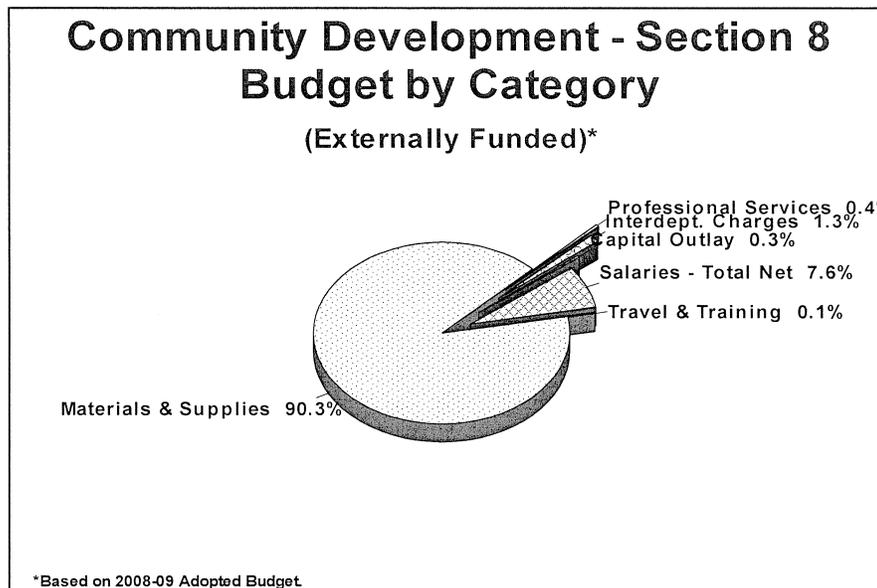


**DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	583,897	441,870	434,825	427,500	462,200	462,200
Salaries - Total Net	583,897	441,870	434,825	427,500	462,200	462,200
Supplies and Services	4,035,597	4,449,680	4,927,329	5,215,320	6,010,820	6,010,820
Capital Outlay	-	-	1,158	17,800	17,800	17,800
Total Section 8 Rental Assistant Fund	\$ 4,619,494	\$ 4,891,550	\$ 5,363,312	\$ 5,660,620	\$ 6,490,820	\$ 6,490,820

**DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 583,897	\$ 441,870	\$ 434,825	\$ 427,500	\$ 462,200	\$ 462,200
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	3,888,944	4,333,308	4,819,537	5,113,020	5,893,020	5,893,020
Professional Services/Contracts	27,741	20,067	17,210	25,000	25,000	25,000
Travel, Training & Membership Dues	2,389	2,825	1,700	5,000	5,000	5,000
Interdepartmental Charges	115,123	93,480	88,882	72,300	87,800	87,800
Capital Acquisitions	-	-	1,158	17,800	17,800	17,800
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	1,400	-	-	-	-	-
Total Section 8 Rental Assistant Fund	\$ 4,619,494	\$ 4,891,550	\$ 5,363,312	\$ 5,660,620	\$ 6,490,820	\$ 6,490,820

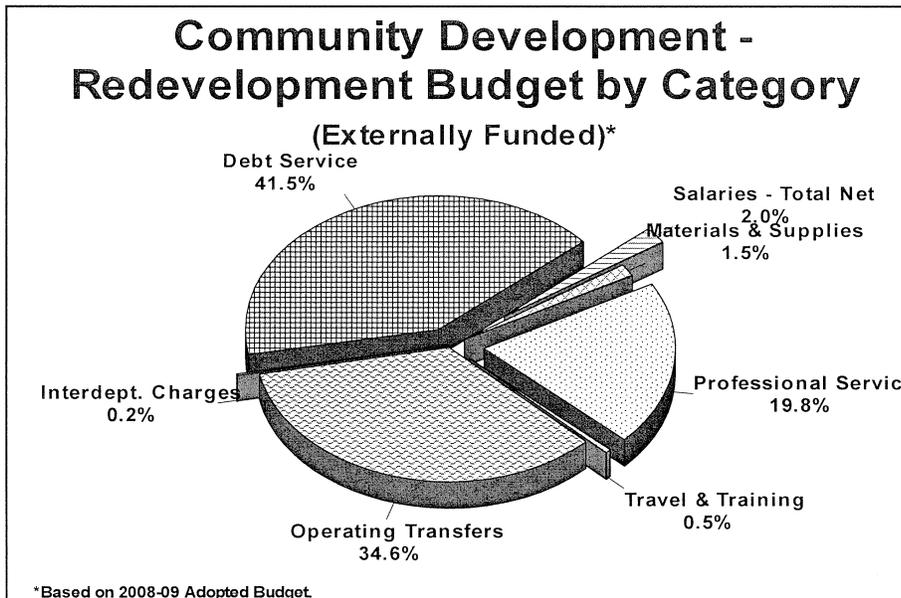


**DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 9,299	\$ 9,480	\$ 9,240	\$ 9,500	\$ 259,250	\$ 259,250
Overtime	-	-	-	-	-	-
Salaries - Total	9,299	9,480	9,240	9,500	259,250	259,250
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	764,724	362,611	238,104	245,350	-	-
Salaries - Total Net	774,023	372,091	247,344	254,850	259,250	259,250
Supplies and Services	9,999,543	10,653,314	11,218,508	12,666,210	13,234,375	13,497,004
Capital Outlay	-	-	-	-	-	-
Total Redevelopment Agency Fund	\$ 10,773,566	\$ 11,025,405	\$ 11,465,852	\$ 12,921,060	\$ 13,493,625	\$ 13,756,254

**DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 774,023	\$ 372,091	\$ 247,344	\$ 254,850	\$ 259,250	\$ 259,250
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	114,013	113,815	97,603	191,253	191,253	213,253
Professional Services/Contracts	2,497,674	2,150,063	2,587,267	2,557,775	2,850,132	2,899,533
Travel, Training & Membership Dues	15,017	15,093	18,469	64,700	64,700	64,700
Interdepartmental Charges	102,322	31,056	22,408	23,298	19,931	19,931
Debt Service	3,878,495	4,886,169	4,228,642	5,363,800	5,430,932	5,519,054
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Bad Debts & Other Losses	-	-	-	-	-	-
Operating Transfers Out	3,392,022	3,457,118	4,264,119	4,465,384	4,677,427	4,780,533
Total Redevelopment Agency Fund	\$ 10,773,566	\$ 11,025,405	\$ 11,465,852	\$ 12,921,060	\$ 13,493,625	\$ 13,756,254

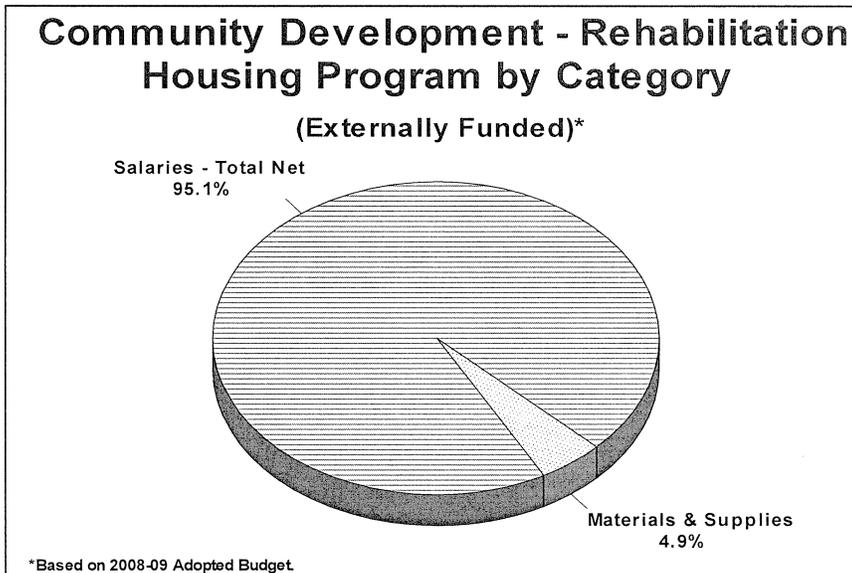


**DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	3,900	4,200	4,200
Salaries - Total Net	-	-	-	3,900	4,200	4,200
Supplies and Services	-	-	-	200	200	200
Capital Outlay	-	-	-	-	-	-
Total Rehabilitation Housing Fund	\$ -	\$ -	\$ -	\$ 4,100	\$ 4,400	\$ 4,400

**DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ -	\$ -	\$ -	\$ 3,900	\$ 4,200	\$ 4,200
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	-	-	-	200	200	200
Professional Services/Contracts	-	-	-	-	-	-
Travel, Training & Membership Dues	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Total Rehabilitation Housing Fund	\$ -	\$ -	\$ -	\$ 4,100	\$ 4,400	\$ 4,400



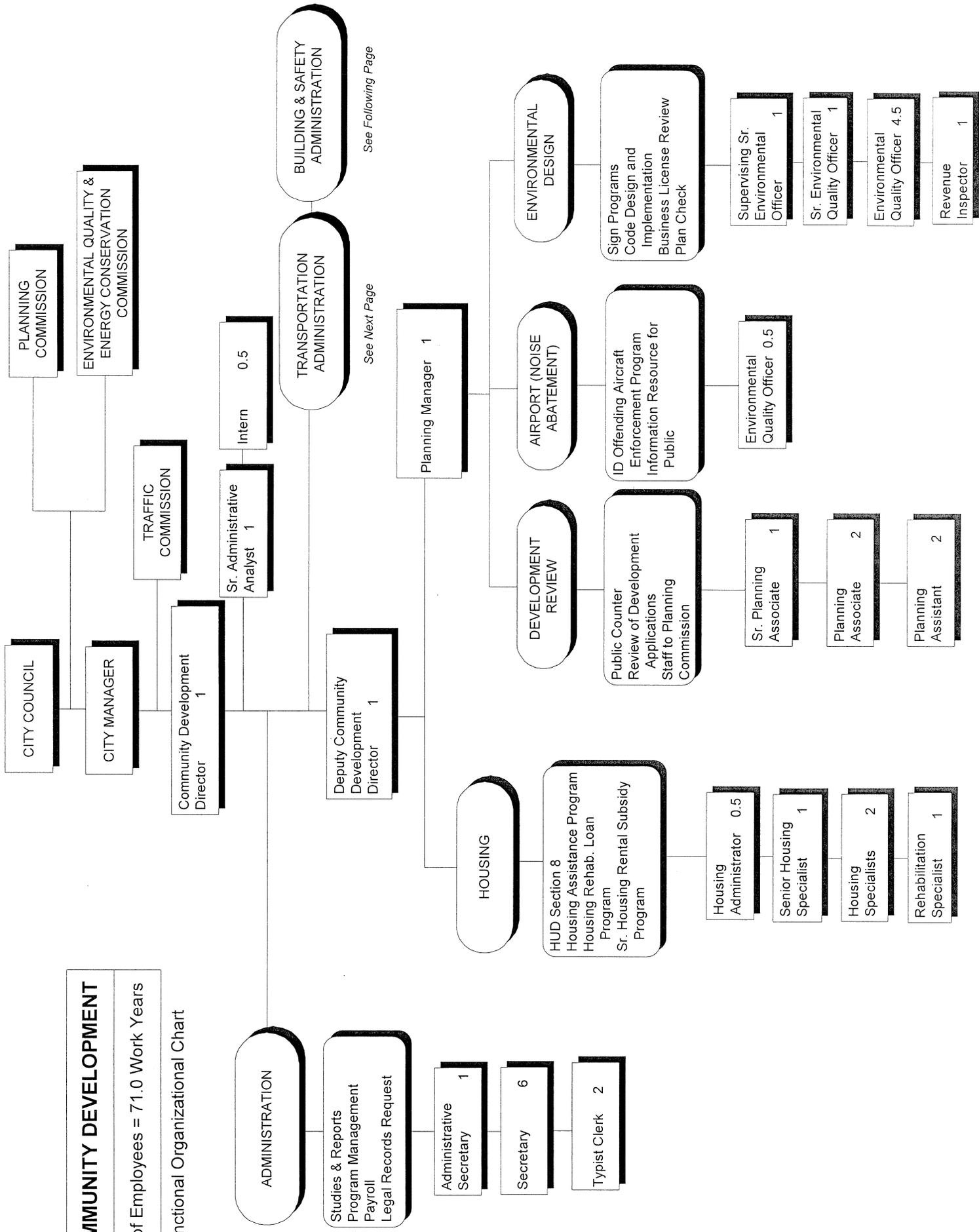
**COMMUNITY DEVELOPMENT  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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
Principal Planner	1.0	1.0	1.0	1.0	1.0	1.0
Transportation Planning Manager	-	-	-	1.0	1.0	1.0
Planner of Transportation	1.0	1.0	1.0	-	-	-
Planning Associate	10.0	9.0	8.5	8.5	8.5	8.5
Planning Assistant	4.0	4.0	4.0	4.0	4.0	4.0
Associate Engineer	5.0	5.0	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	4.0	4.0	4.0
Building Regulations Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Environmental Services Administrator	1.0	-	-	-	-	-
Building Inspection Supervisor	1.0	1.0	1.0	1.0	1.0	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	1.0	1.0	1.0	1.0
Building Inspector	3.0	3.0	3.0	3.0	3.0	3.0
Building Permit Technician	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician III	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician II	3.0	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
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Housing Specialist	4.0	4.0	3.0	3.0	3.0	3.0
Rehabilitation Specialist	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	7.0	7.0	6.0	6.0	6.0	6.0
Typist Clerk	2.0	2.0	2.0	2.0	2.0	2.0
Intern	-	-	-	0.5	0.5	0.5
<b>Total</b>	<b>76.0</b>	<b>74.0</b>	<b>70.5</b>	<b>71.0</b>	<b>71.0</b>	<b>71.0</b>

**COMMUNITY DEVELOPMENT**

No. of Employees = 71.0 Work Years

Functional Organizational Chart

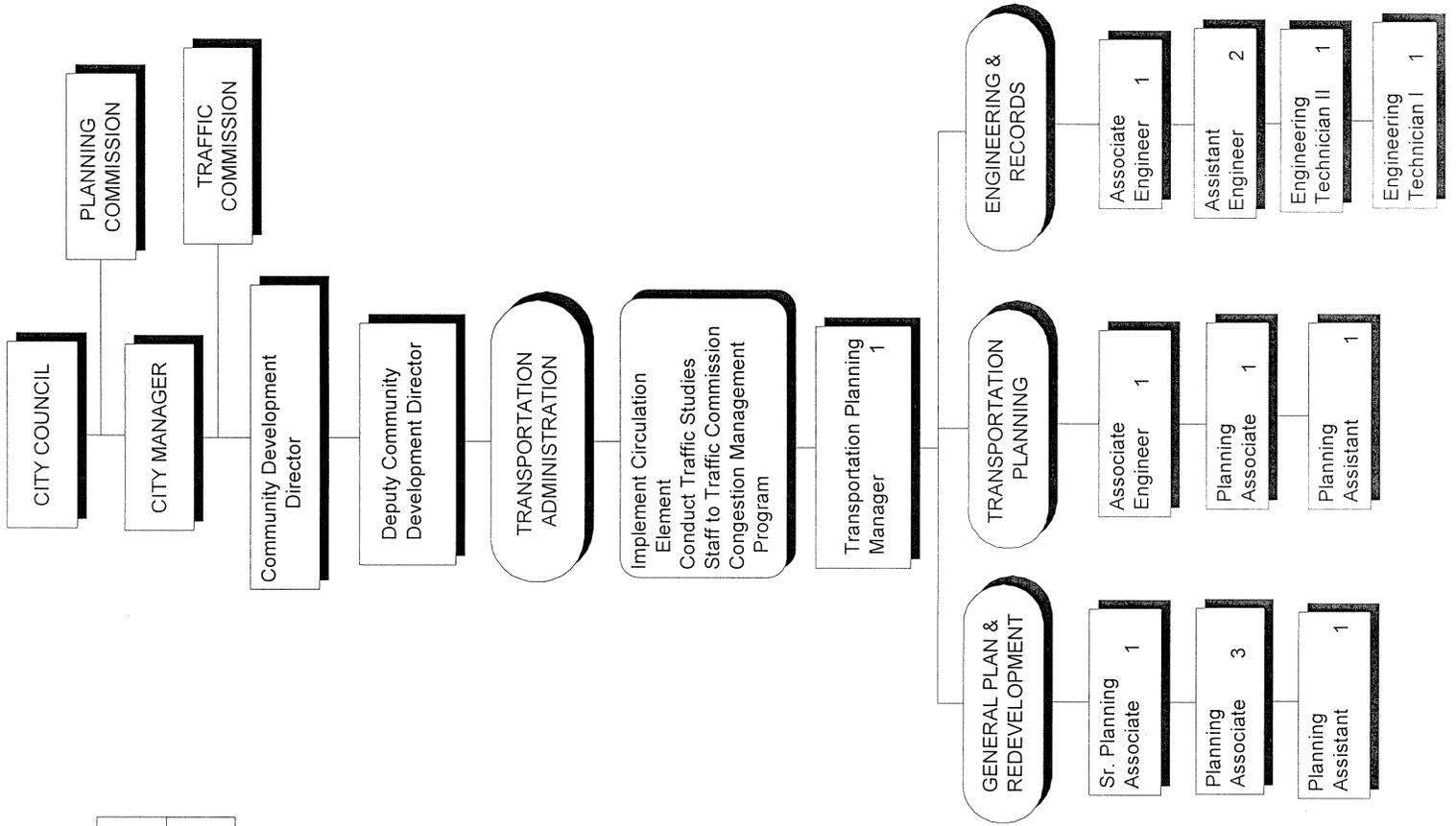


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**COMMUNITY DEVELOPMENT**  
 No. of Employees = 71.0 Work Years

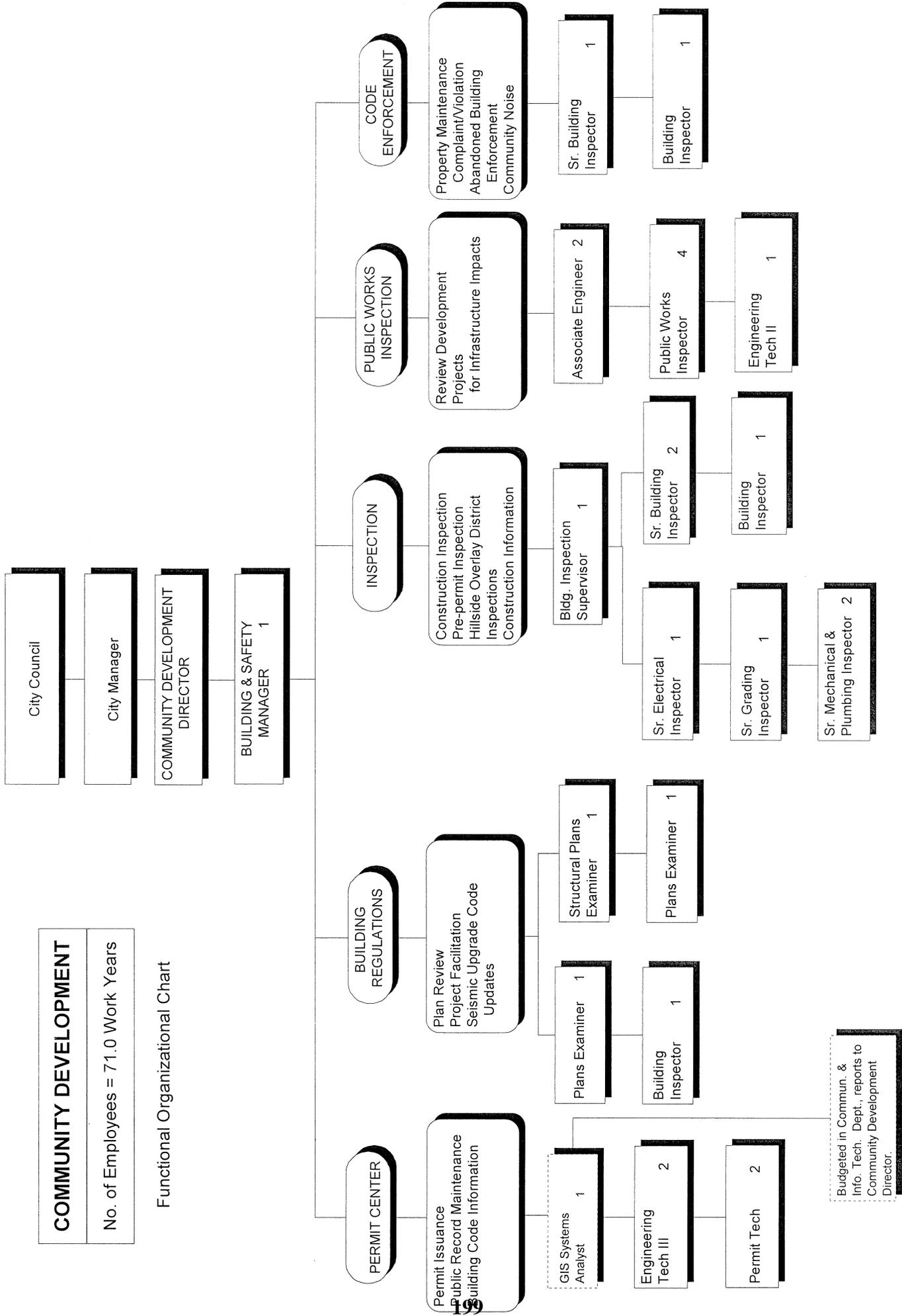
Functional Organizational Chart



# COMMUNITY DEVELOPMENT

No. of Employees = 71.0 Work Years

Functional Organizational Chart



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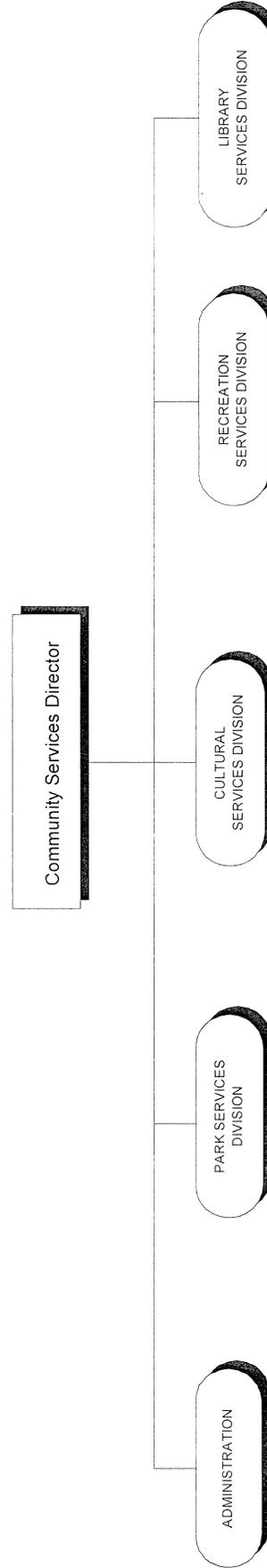
## COMMUNITY SERVICES

**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.

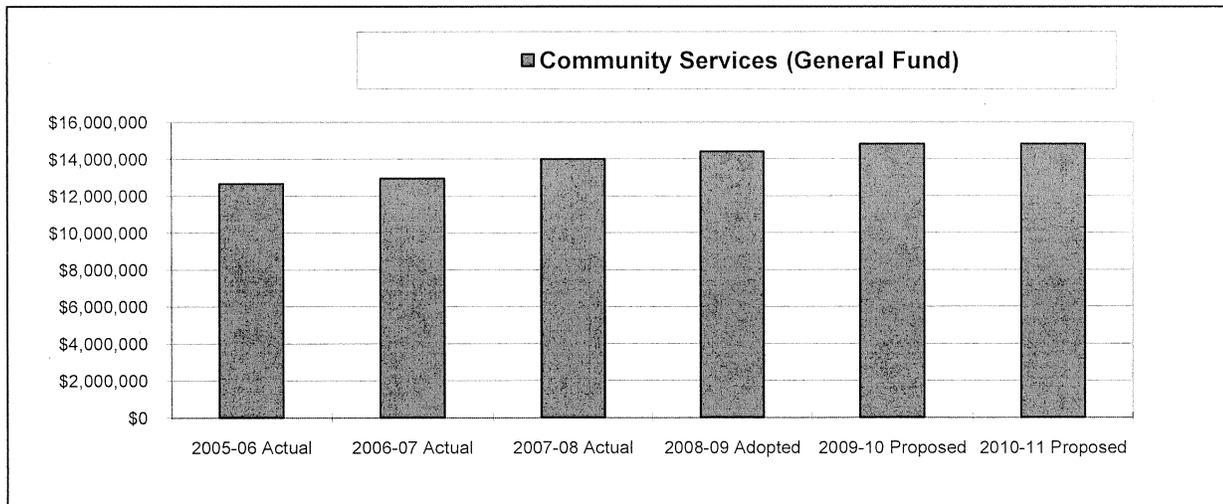
## FUNCTIONAL RESPONSIBILITY

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.

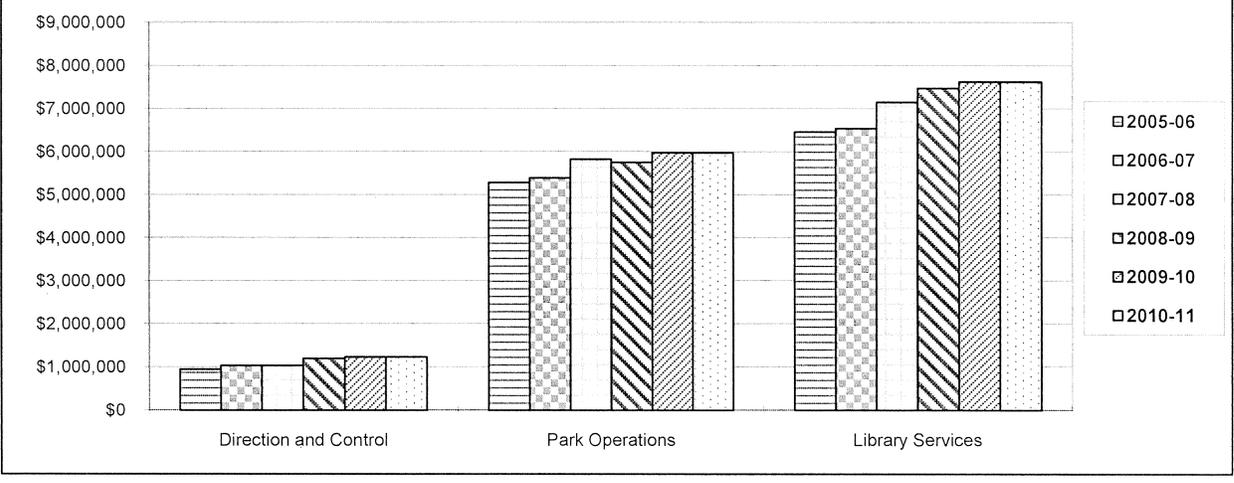
## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>General Fund:</b>						
Direction and Control	\$ 943,636	\$ 1,034,127	\$ 1,035,613	\$ 1,194,992	\$ 1,233,492	\$ 1,233,492
Park Operations	5,276,987	5,392,621	5,825,190	5,752,311	5,976,559	5,976,559
Library Services	6,452,798	6,536,971	7,147,660	7,476,495	7,624,439	7,624,439
General Fund Total	\$ 12,673,421	\$ 12,963,719	\$ 14,008,463	\$ 14,423,798	\$ 14,834,490	\$ 14,834,490
General Fund Revenues	\$ 555,004	\$ 584,765	\$ 567,538	\$ 447,523	\$ 447,523	\$ 447,523
<b>Enterprise Funded:</b>						
Recreation Services	5,341,486	5,400,331	5,385,900	6,293,251	6,308,237	6,512,888
Cultural Services	1,903,355	1,896,518	2,101,332	1,977,612	1,974,112	1,984,112
Parks & Recreation Enterprise Total	\$ 7,244,841	\$ 7,296,849	\$ 7,487,232	\$ 8,270,863	\$ 8,282,349	\$ 8,497,000
Parks & Recreation Enterprise Revenues	\$ 6,868,706	\$ 7,325,010	\$ 7,615,995	\$ 8,147,790	\$ 8,034,790	\$ 8,163,000

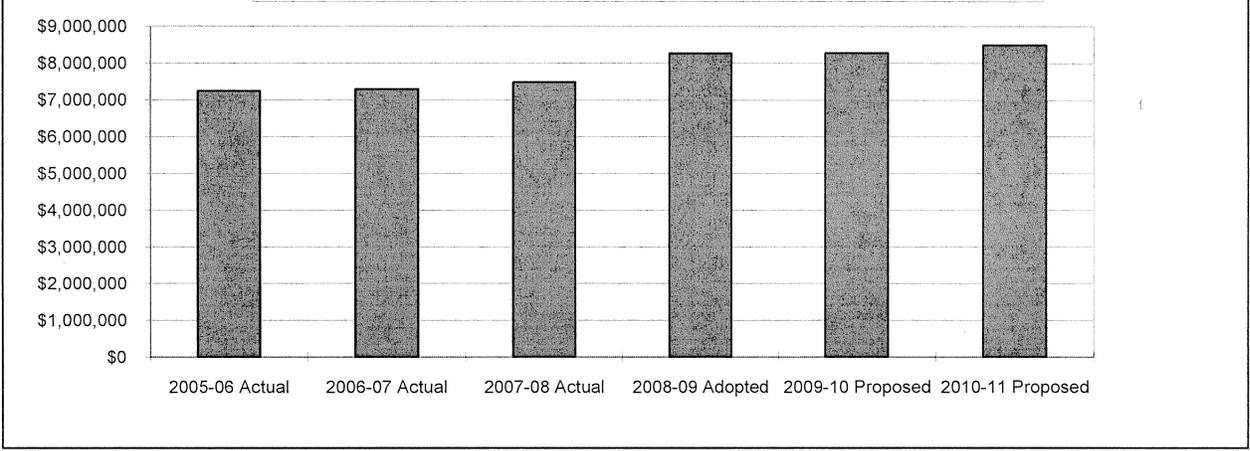
## EXPENDITURES



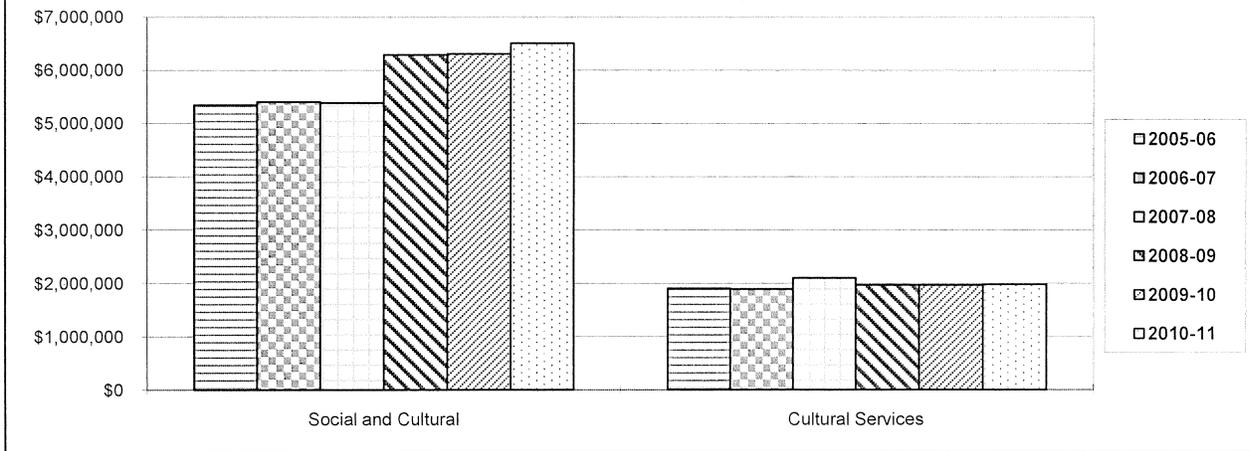
### Community Services (General Fund)



### Community Services (Enterprise Fund)



### Community Services (Enterprise Fund)

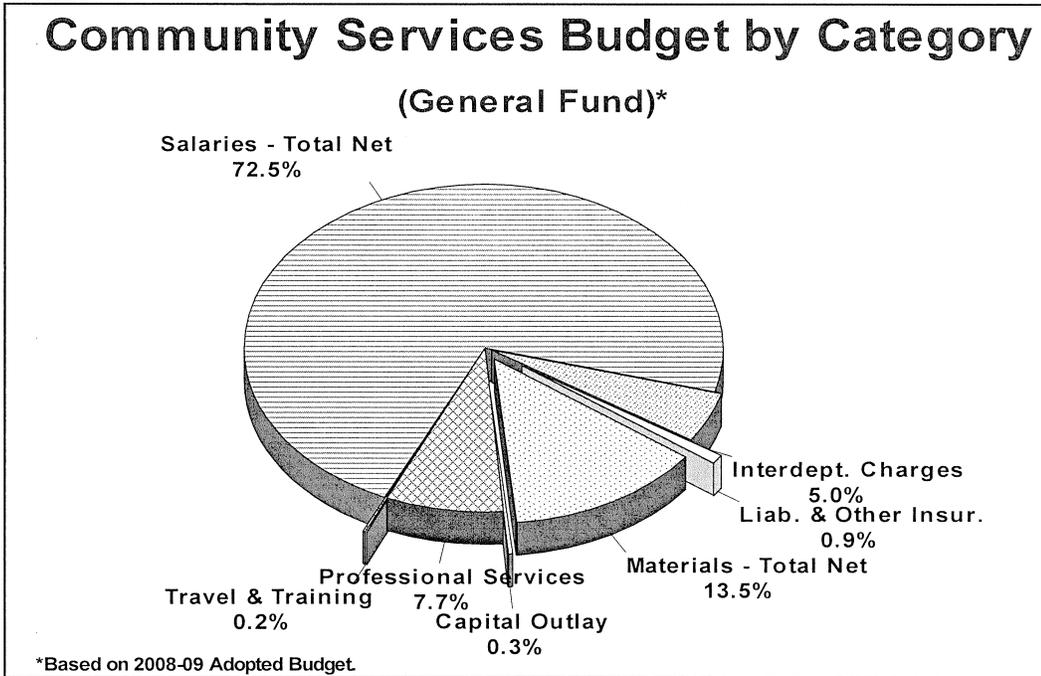


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 9,031,079	\$ 9,299,503	\$ 9,883,635	\$ 10,622,525	\$ 10,850,825	\$ 10,850,825
Overtime	79,357	90,638	146,480	52,600	51,800	51,800
Salaries - Total	9,110,436	9,390,141	10,030,115	10,675,125	10,902,625	10,902,625
Salaries - Reimbursements	(221,386)	(230,681)	(243,089)	(275,150)	(162,450)	(162,450)
Salaries - Labor Charges	17,518	24,921	26,186	52,815	52,815	52,815
Salaries - Total Net	8,906,568	9,184,381	9,813,212	10,452,790	10,792,990	10,792,990
Supplies and Services	3,672,466	3,716,401	4,155,435	3,930,508	4,001,000	4,001,000
Capital Outlay	94,387	62,937	39,816	40,500	40,500	40,500
General Fund Total	\$ 12,673,421	\$ 12,963,719	\$ 14,008,463	\$ 14,423,798	\$ 14,834,490	\$ 14,834,490

**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 9,127,954	\$ 9,415,062	\$ 10,056,302	\$ 10,727,940	\$ 10,955,440	\$ 10,955,440
Salary & Benefit Reimbursements	(221,386)	(230,681)	(243,090)	(275,150)	(162,450)	(162,450)
Materials, Supplies and Maintenance	1,967,368	1,895,595	2,122,128	1,964,186	1,969,450	1,969,450
Professional Services/Contracts	1,020,571	1,137,560	1,174,002	1,114,823	1,199,826	1,199,826
Travel, Training & Membership Dues	18,335	17,590	20,473	23,620	23,620	23,620
Liabilities & Other Insurance	62,278	60,050	112,078	134,649	134,649	134,649
Interdepartmental Charges	493,371	495,671	548,829	592,577	573,902	573,902
Capital Acquisitions	94,386	62,937	39,816	40,500	41,000	41,000
Reimbursements from Other Funds	(9,358)	(9,308)	(27,287)	(23,800)	(23,800)	(23,800)
Operating Transfers Out	119,902	119,243	205,212	124,453	122,853	122,853
General Fund Total	\$ 12,673,421	\$ 12,963,719	\$ 14,008,463	\$ 14,423,798	\$ 14,834,490	\$ 14,834,490

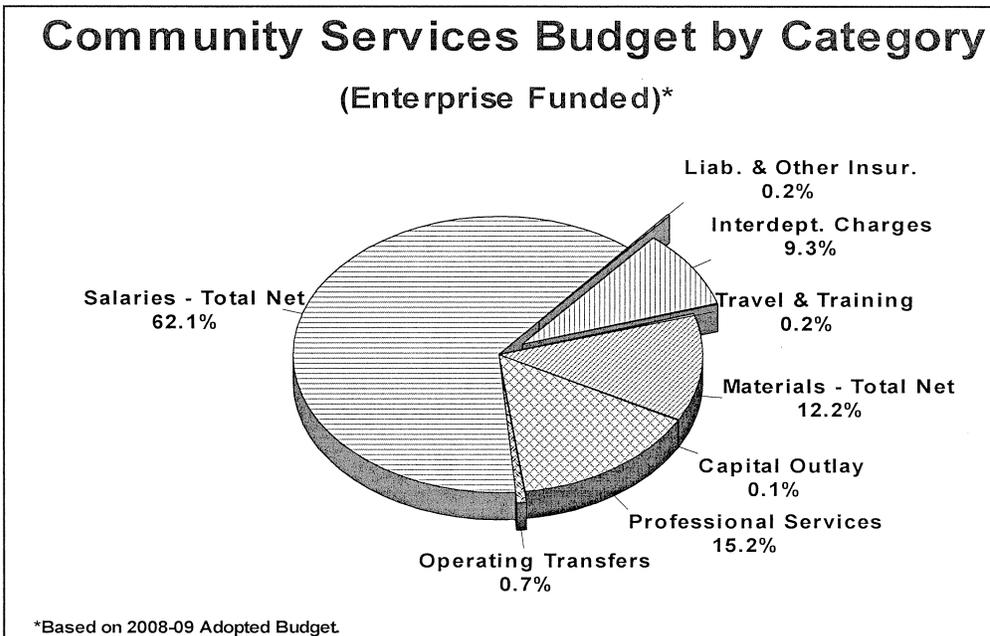


**DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 4,636,877	\$ 4,782,851	\$ 4,737,741	\$ 5,319,597	\$ 5,350,097	\$ 5,350,097
Overtime	27,919	27,741	37,561	8,800	8,900	8,900
Salaries - Total	4,664,796	4,810,592	4,775,302	5,328,397	5,358,997	5,358,997
Salaries - Reimbursements	(207,265)	(245,704)	(204,101)	(209,570)	(224,040)	(109,500)
Salaries - Labor Charges	3,300	1,939	1,627	14,500	14,500	190,765
Salaries - Total Net	4,460,831	4,566,827	4,572,828	5,133,327	5,149,457	5,440,262
Supplies and Services	2,777,026	2,730,022	2,914,237	3,129,036	3,124,392	3,048,238
Capital Outlay	6,984	-	167	8,500	8,500	8,500
Total Parks & Recreation Enterprise Fund	\$ 7,244,841	\$ 7,296,849	\$ 7,487,232	\$ 8,270,863	\$ 8,282,349	\$ 8,497,000

**DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 4,668,096	\$ 4,812,531	\$ 4,776,929	\$ 5,342,897	\$ 5,373,497	\$ 5,549,762
Salary & Benefit Reimbursements	(207,265)	(245,704)	(204,101)	(209,570)	(224,040)	(109,500)
Materials, Supplies and Maintenance	968,644	937,155	883,579	1,006,335	994,069	917,915
Professional Services/Contracts	1,182,285	1,161,333	1,347,483	1,257,903	1,258,369	1,258,369
Travel, Training & Membership Dues	15,472	13,741	18,781	18,220	20,020	20,020
Depreciation and Amortization	2,463	2,831	2,784	-	-	-
Liabilities & Other Insurance	9,621	9,396	14,196	18,421	18,421	18,421
Interdepartmental Charges	545,766	546,066	573,786	767,489	772,545	772,545
Capital Acquisitions	6,984	-	167	8,500	8,500	8,500
Asset Contra Account	(6,984)	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	(100)	(100)	(100)
Operating Transfers Out	59,759	59,500	73,628	60,768	61,068	61,068
Total Parks & Recreation Enterprise Fund	\$ 7,244,841	\$ 7,296,849	\$ 7,487,232	\$ 8,270,863	\$ 8,282,349	\$ 8,497,000



**COMMUNITY SERVICES  
DEPARTMENT PERSONNEL SUMMARY**

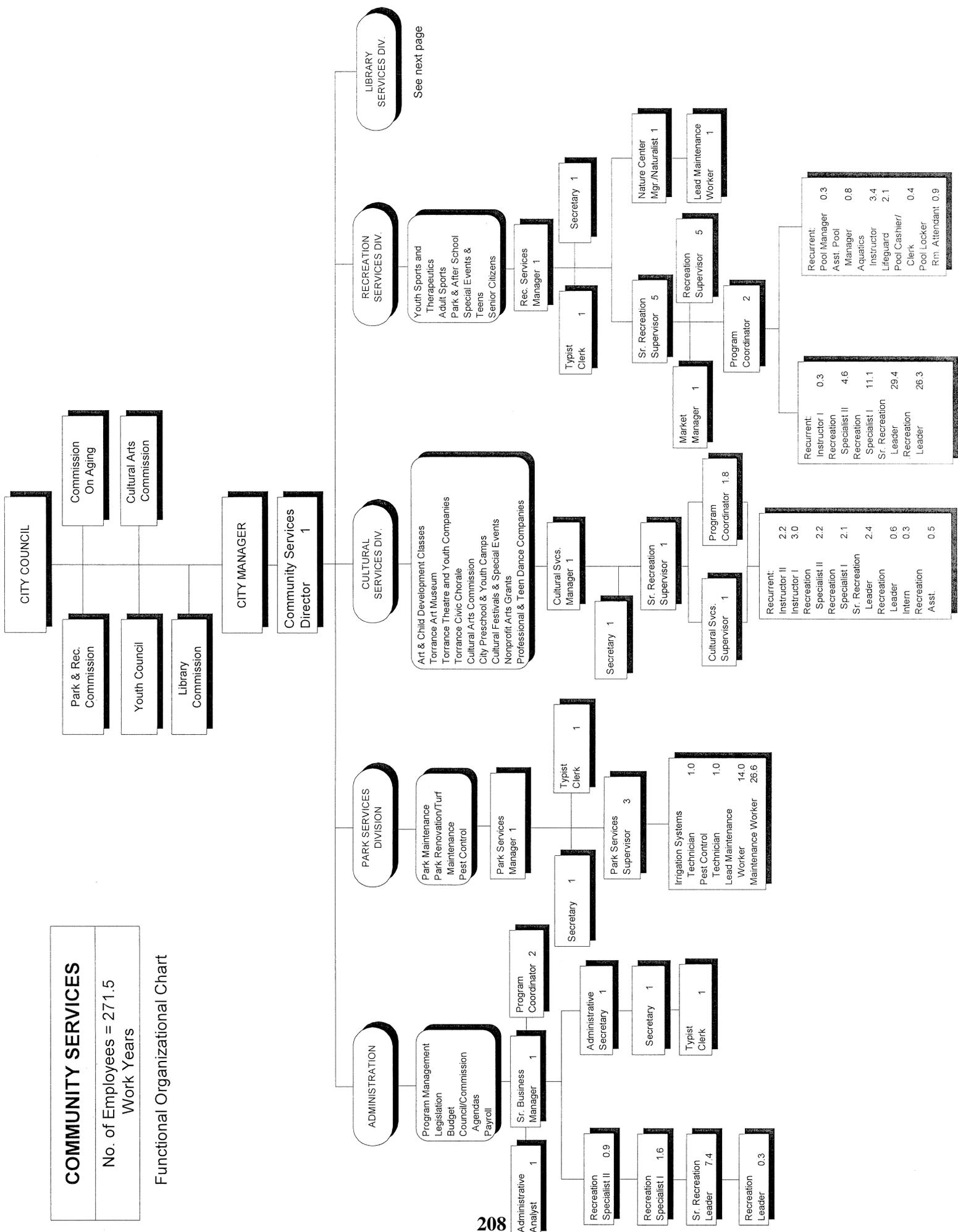
Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Community Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Parks and Recreation Director	-	-	-	-	-	-
Senior Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Program Coordinator	1.0	2.0	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Specialist II	1.7	0.9	0.9	0.9	0.9	0.9
Recreation Specialist	1.6	1.6	1.6	1.6	1.6	1.6
Senior Recreation Leader	7.4	7.4	7.4	7.4	7.4	7.4
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	1.0	1.0	-	-
Irrigation Systems Technician	-	-	-	-	1.0	1.0
Pest Control Applicator	2.0	2.0	2.0	1.0	-	-
Pest Control Technician	-	-	-	-	1.0	1.0
Senior Groundskeeper	14.0	14.0	14.0	14.0	-	-
Lead Maintenance Worker	-	-	-	-	14.0	14.0
Groundskeeper	26.6	26.6	26.6	26.6	-	-
Maintenance Worker	-	-	-	-	26.6	26.6
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Typist Clerk	2.0	2.0	2.0	2.0	2.0	2.0
City Librarian	1.0	1.0	1.0	1.0	1.0	1.0
Library Services Manager	-	-	-	-	-	-
Principal Librarian	1.0	1.0	1.0	1.0	1.0	1.0
Senior Librarian	7.0	7.0	7.0	7.0	7.0	7.0
Librarian	13.5	13.5	13.5	13.5	13.5	13.5
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Library Assistant II	12.0	12.0	12.0	12.0	12.0	12.0
Library Assistant I	10.0	10.0	10.0	10.0	10.0	10.0
Senior Aide	0.5	0.5	0.5	-	-	-
Junior Library Clerk I - recurrent	17.5	17.5	17.5	17.5	17.5	17.5
Junior Library Clerk II - recurrent	5.0	5.0	5.0	5.0	5.0	5.0
Library Page - recurrent	19.5	19.5	19.5	20.0	20.0	20.0
Total General Fund	155.6	155.8	155.8	154.8	154.8	154.8

Parks and Recreation Enterprise Fund	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Recreation Programs 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	1.0	1.0	-	-
Lead Maintenance Worker	-	-	-	-	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	12.8	13.2	13.2	13.2	13.2	13.2
Senior Recreation Leader	32.9	33.3	33.3	33.3	31.8	31.8
Recreation Leader	26.3	26.9	26.9	26.9	26.9	26.9
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	2.2	2.2	2.2	2.2
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	116.8	118.2	118.2	118.2	116.7	116.7
Grand Total	272.4	274.0	274.0	273.0	271.5	271.5

# COMMUNITY SERVICES

No. of Employees = 271.5  
Work Years

## Functional Organizational Chart

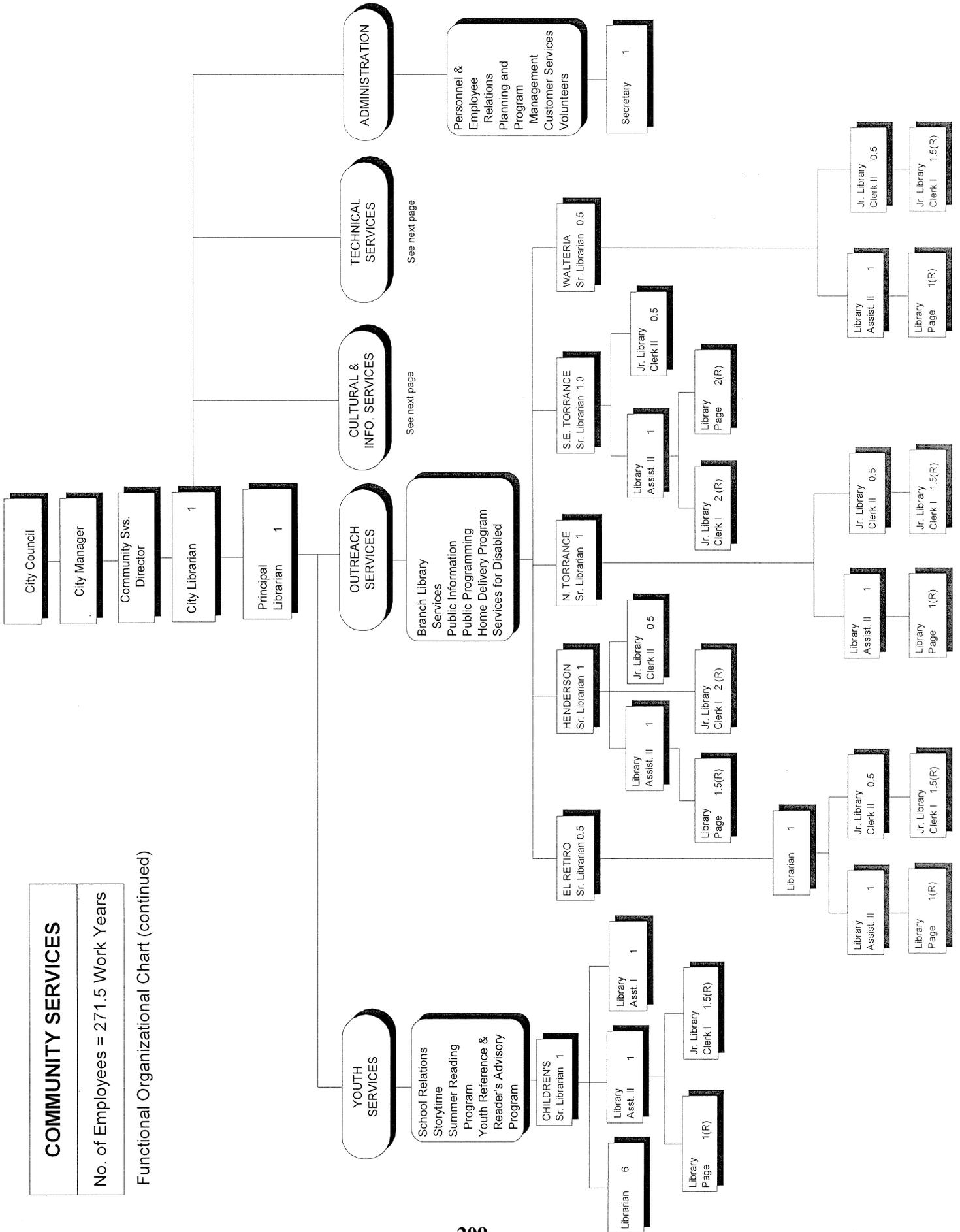


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# COMMUNITY SERVICES

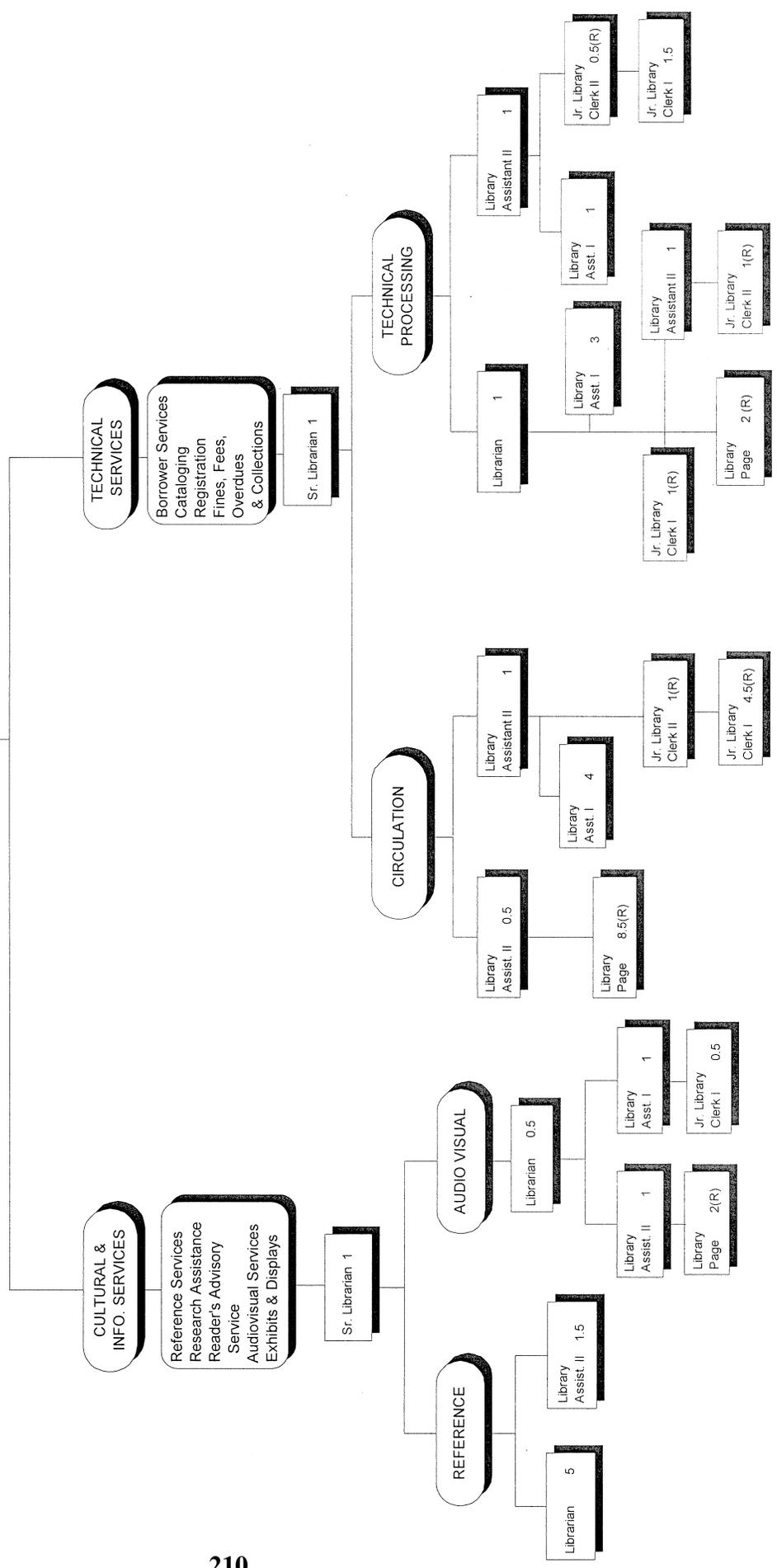
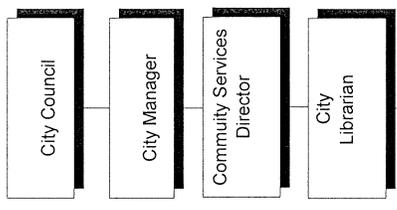
No. of Employees = 271.5 Work Years

Functional Organizational Chart (continued)



**COMMUNITY SERVICES**  
 No. of Employees = 271.5 Work Years

Functional Organizational Chart (Continued)



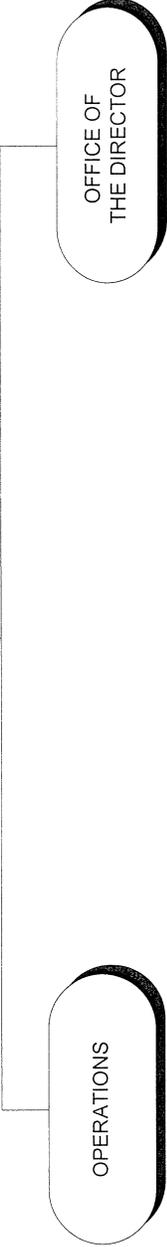


FINANCE

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

DEPARTMENT ORGANIZATION

Finance Director



# Finance

## MISSION STATEMENT

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

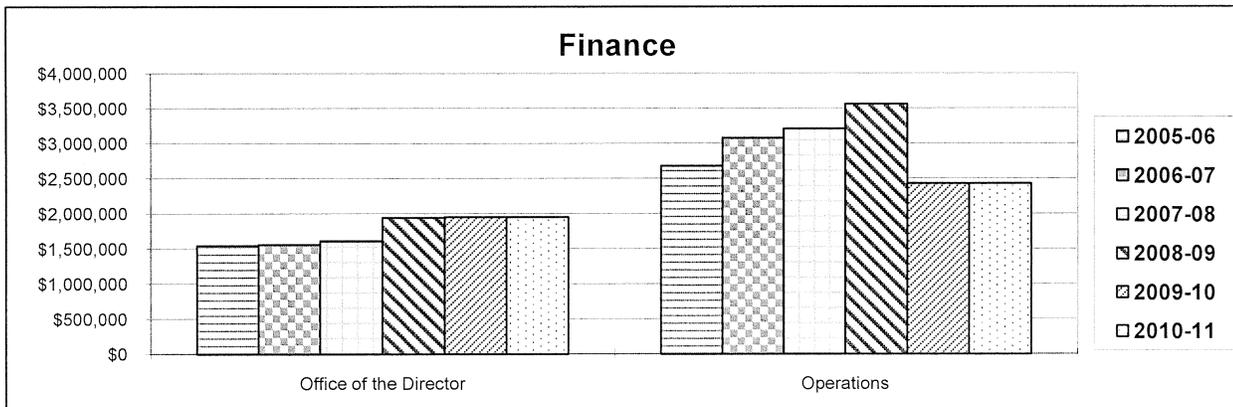
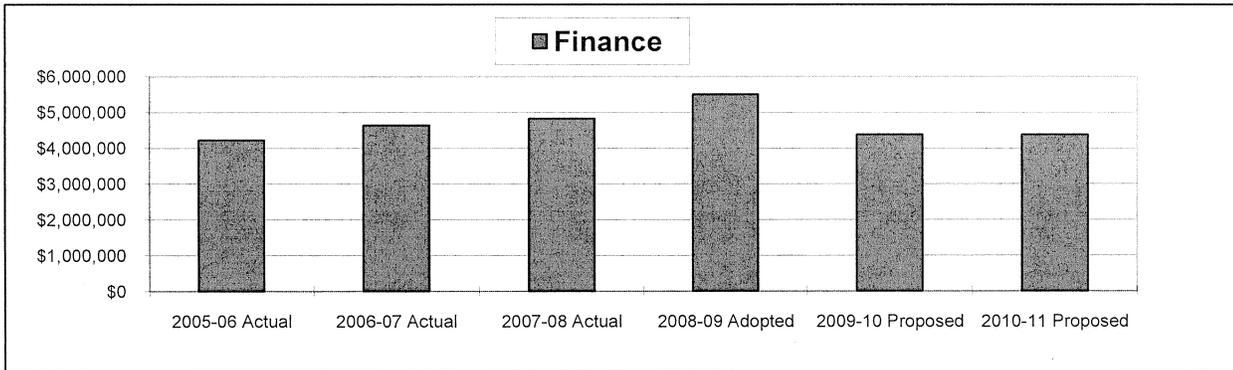
## FUNCTIONAL RESPONSIBILITIES

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

## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Office of the Director	\$ 1,546,303	\$ 1,563,057	\$ 1,613,523	\$ 1,946,528	\$ 1,953,963	\$ 1,953,963
Operations	2,680,524	3,079,780	3,213,276	3,565,306	2,434,853	2,434,853
General Fund Total	\$ 4,226,827	\$ 4,642,837	\$ 4,826,799	\$ 5,511,834	\$ 4,388,816	\$ 4,388,816
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## EXPENDITURES

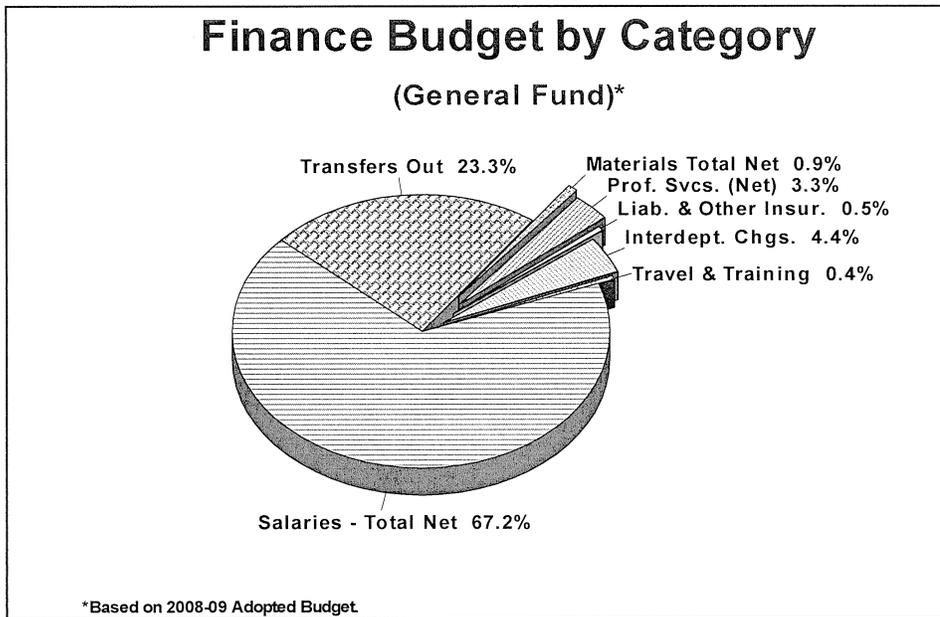


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 3,494,908	\$ 3,568,151	\$ 3,541,502	\$ 4,268,819	\$ 4,388,419	\$ 4,388,419
Overtime	35,053	36,832	40,856	65,800	68,500	68,500
Salaries - Total	3,529,961	3,604,983	3,582,358	4,334,619	4,456,919	4,456,919
Salaries - Reimbursements	(634,138)	(563,947)	(571,945)	(629,260)	(644,385)	(644,385)
Salaries - Labor Charges	825	5,130	5,707	500	500	500
Salaries - Total Net	2,896,648	3,046,166	3,016,120	3,705,859	3,813,034	3,813,034
Supplies and Services	1,291,437	1,590,671	1,810,679	1,805,975	575,782	575,782
Capital Outlay	38,742	6,000	-	-	-	-
General Fund Total	\$ 4,226,827	\$ 4,642,837	\$ 4,826,799	\$ 5,511,834	\$ 4,388,816	\$ 4,388,816

**DEPARTMENT BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 3,530,786	\$ 3,610,113	\$ 3,588,064	\$ 4,335,119	\$ 4,457,519	\$ 4,457,519
Salary & Benefit Reimbursements	(634,138)	(563,948)	(571,944)	(629,260)	(644,385)	(644,385)
Materials, Supplies and Maintenance	129,536	113,017	128,605	132,383	140,005	140,005
Professional Services/Contracts	452,623	408,868	586,251	491,755	562,099	562,099
Travel, Training & Membership Dues	16,904	9,955	9,012	22,260	22,260	22,260
Liabilities & Other Insurance	11,460	11,460	11,460	26,803	26,803	26,803
Interdepartmental Charges	149,600	150,101	169,250	241,498	239,353	239,353
Capital Acquisitions	38,742	6,000	-	-	-	-
Reimbursements from Other Funds	(371,099)	(374,590)	(412,240)	(391,696)	(476,940)	(476,940)
Operating Transfers Out	902,413	1,271,861	1,318,341	1,282,972	62,202	62,202
General Fund Total	\$ 4,226,827	\$ 4,642,837	\$ 4,826,799	\$ 5,511,834	\$ 4,388,916	\$ 4,388,916

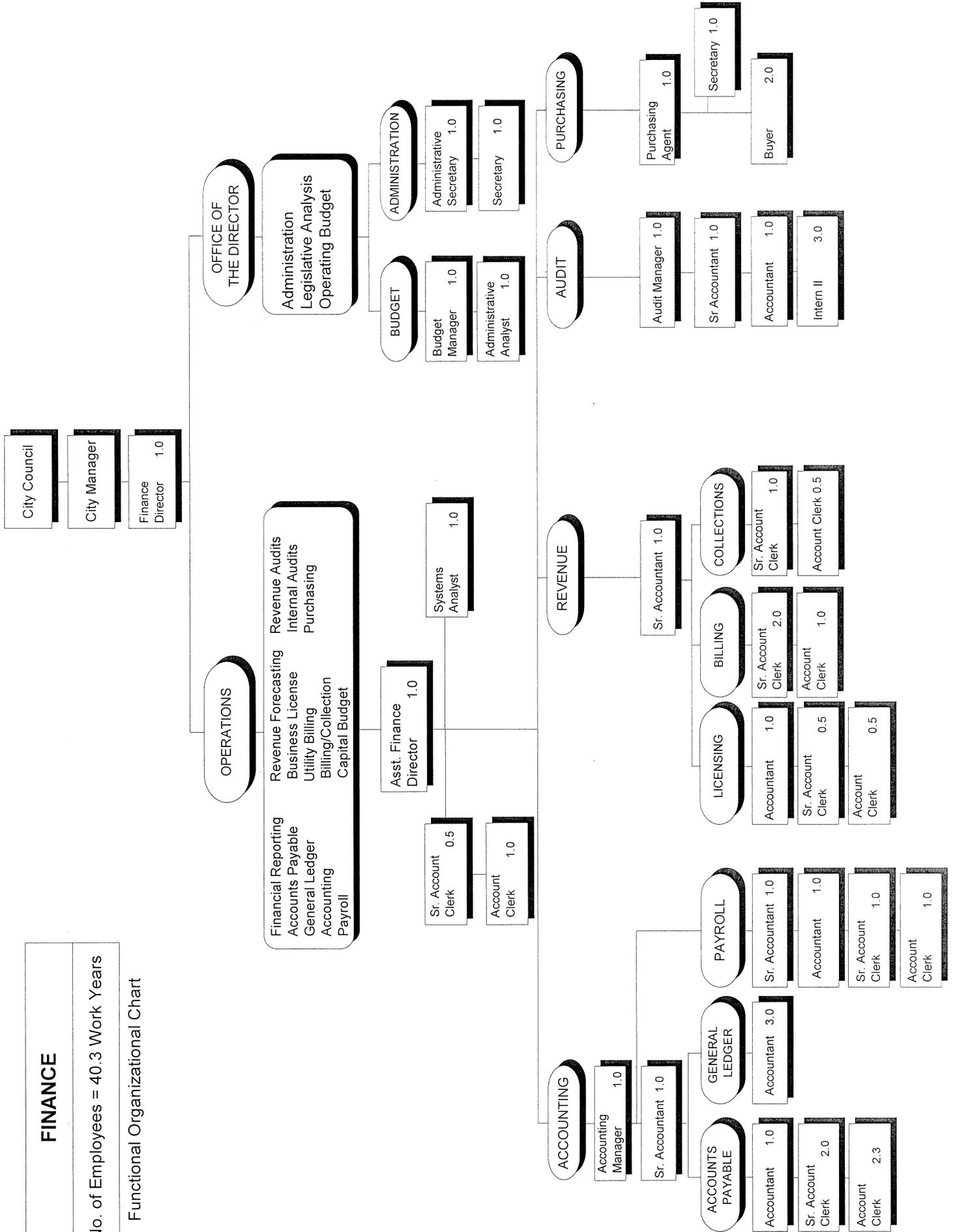


**FINANCE  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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	7.0	7.0	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Buyer	2.0	2.0	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	7.0	7.0	7.0	7.0	7.0	7.0
Account Clerk	5.0	5.0	5.4	6.3	6.3	6.3
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Senior Aide	1.5	1.5	-	-	-	-
Typist Clerk II	1.0	1.0	1.0	-	-	-
Intern	3.0	3.0	3.0	3.0	3.0	3.0
Total	41.5	41.5	40.4	40.3	40.3	40.3

**FINANCE**  
 No. of Employees = 40.3 Work Years

Functional Organizational Chart



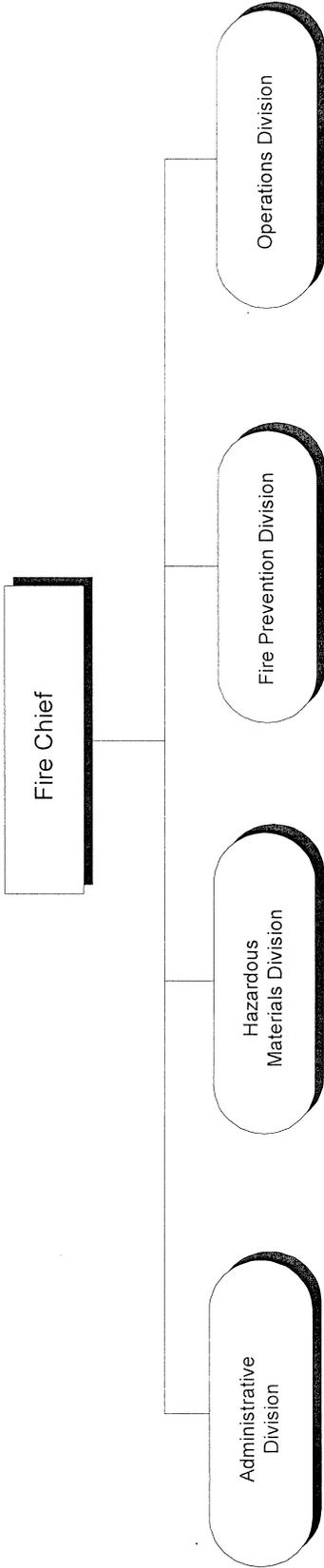
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FIRE

**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

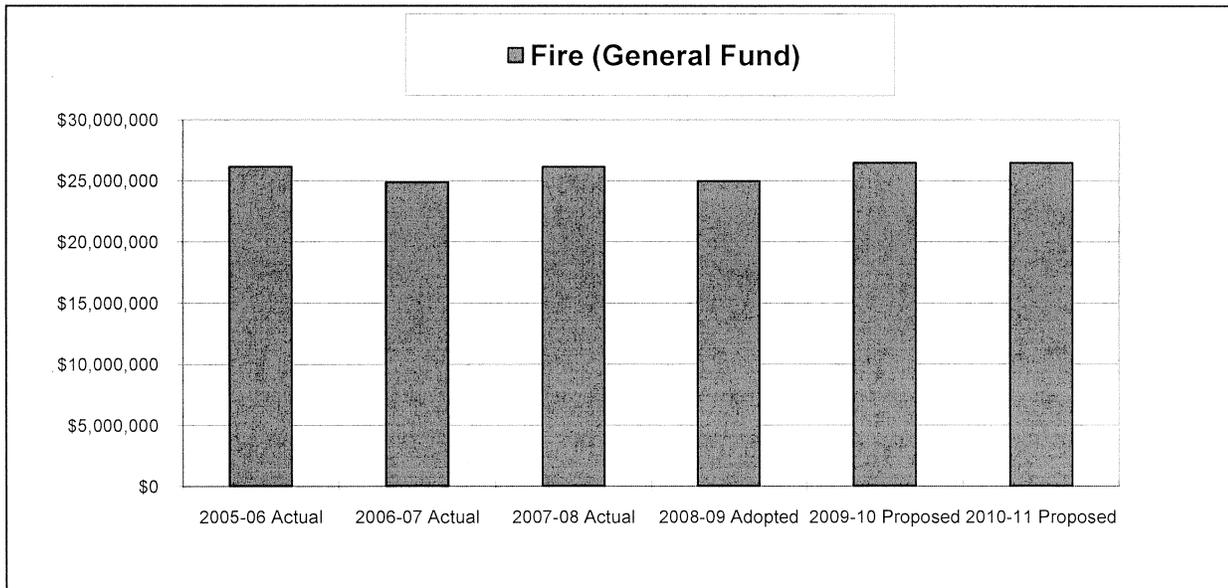
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances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

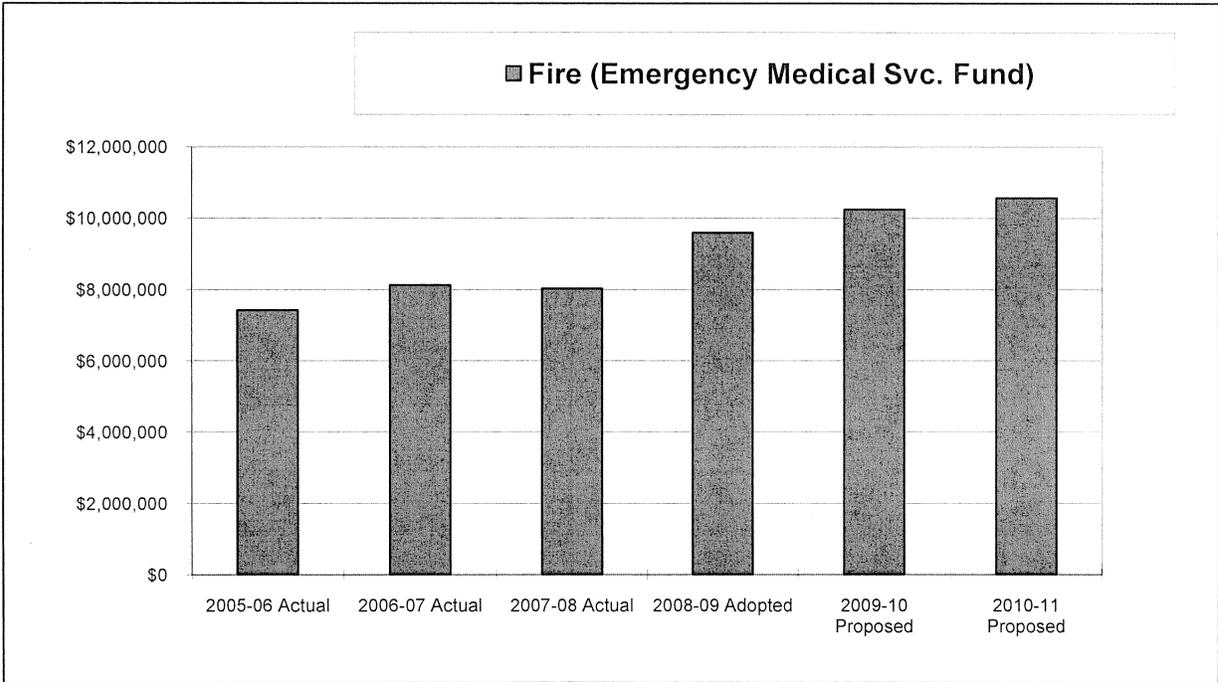
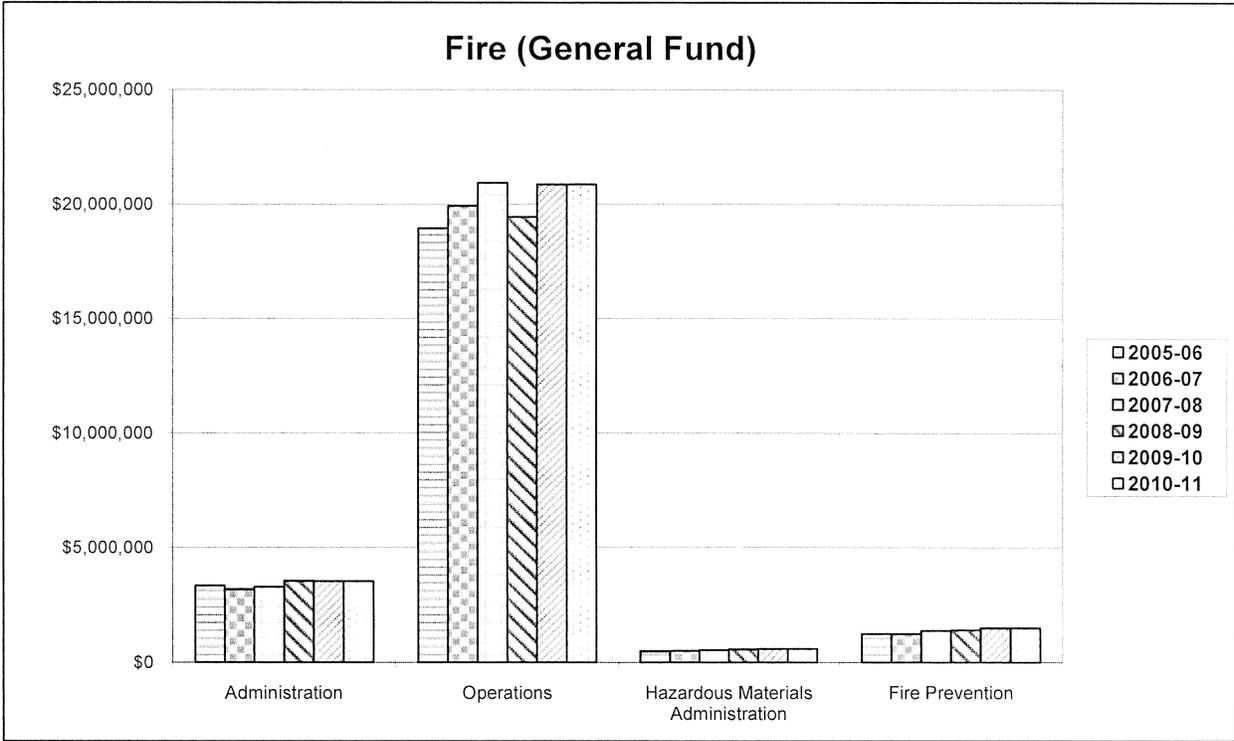
## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Administration	\$ 3,349,160	\$ 3,187,662	\$ 3,293,377	\$ 3,555,404	\$ 3,533,237	\$ 3,533,237
Operations	18,956,050	19,929,586	20,934,993	19,448,758	20,869,558	20,869,558
Hazardous Materials Administration	498,672	522,860	545,382	582,286	598,757	598,757
Fire Prevention	1,249,284	1,256,924	1,381,468	1,409,100	1,501,700	1,501,700
<b>General Fund Total</b>	<b>\$ 24,053,166</b>	<b>\$ 24,897,032</b>	<b>\$ 26,155,220</b>	<b>\$ 24,995,548</b>	<b>\$ 26,503,252</b>	<b>\$ 26,503,252</b>
General Fund Revenues	\$ 1,273,370	\$ 1,224,181	\$ 1,241,211	\$ 1,242,579	\$ 1,217,129	\$ 1,217,129
Emergency Medical Services Fund						
Emergency Medical Services Expenditures	\$ 7,431,502	\$ 8,127,220	\$ 8,031,138	\$ 9,596,325	\$ 10,244,959	\$ 10,567,000
Emergency Medical Services Revenues	\$ 7,600,579	\$ 8,177,245	\$ 8,031,138	\$ 9,596,325	\$ 10,244,959	\$ 10,567,000

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

## EXPENDITURES



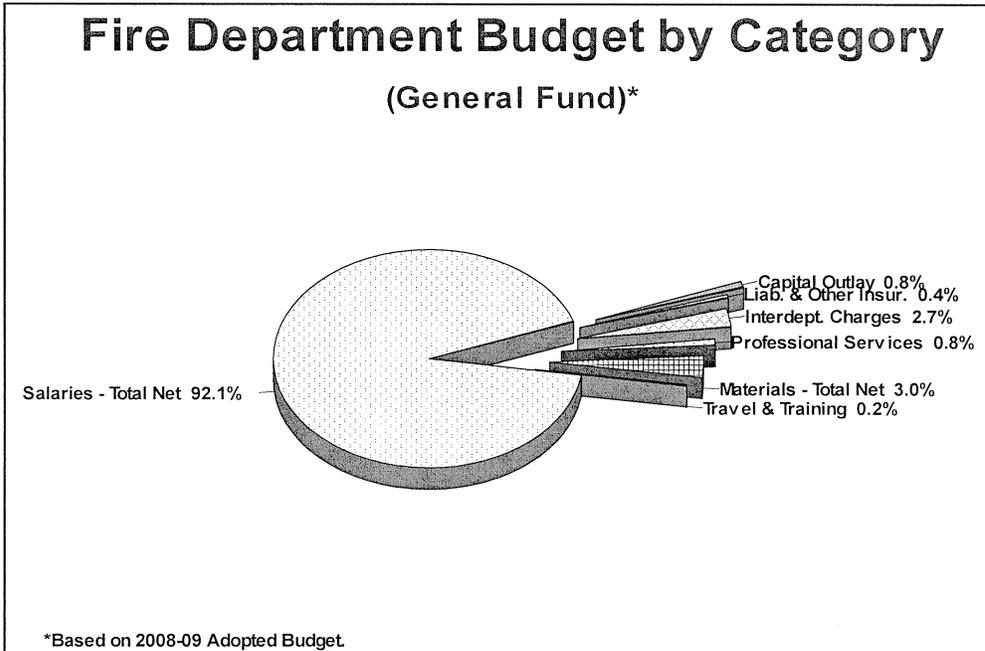


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 19,664,181	\$ 19,992,505	\$ 20,505,495	\$ 20,444,420	\$ 21,759,120	\$ 21,759,120
Overtime	2,510,280	2,986,224	3,530,281	2,573,100	2,696,500	2,696,500
Salaries - Total	22,174,461	22,978,729	24,035,776	23,017,520	24,455,620	24,455,620
Salaries - Reimbursements	(2,878)	(2,070)	(1,200)	-	-	-
Salaries - Labor Charges	-	439	10,710	9,750	9,750	9,750
Salaries - Total Net	22,171,583	22,977,098	24,045,286	23,027,270	24,465,370	24,465,370
Supplies and Services	1,669,081	1,686,382	1,874,895	1,764,748	1,834,352	1,834,352
Capital Outlay	212,502	233,552	235,039	203,530	203,530	203,530
General Fund Total	\$ 24,053,166	\$ 24,897,032	\$ 26,155,220	\$ 24,995,548	\$ 26,503,252	\$ 26,503,252

**DEPARTMENT BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 22,174,461	\$ 22,979,168	\$ 24,046,486	\$ 23,027,270	\$ 24,561,570	\$ 24,561,570
Salary & Benefit Reimbursements	(2,878)	(2,070)	(1,200)	-	-	-
Materials, Supplies and Maintenance	1,045,710	1,036,615	1,119,584	987,121	973,912	973,912
Professional Services/Contracts	224,038	237,144	230,610	201,941	201,941	201,941
Travel, Training & Membership Dues	36,949	53,211	45,028	47,860	47,860	47,860
Liabilities & Other Insurance	41,171	43,642	46,279	95,046	95,046	95,046
Interdepartmental Charges	393,013	393,013	463,560	507,430	493,843	493,843
Capital Acquisitions	212,502	233,552	235,039	203,530	203,530	203,530
Reimbursements from Other Funds	(229,652)	(229,652)	(229,652)	(229,652)	(229,652)	(229,652)
Interfund Loan Principal Repayment	-	-	-	-	-	-
Operating Transfers Out	157,852	152,409	199,486	155,002	155,002	155,002
General Fund Total	\$ 24,053,166	\$ 24,897,032	\$ 26,155,220	\$ 24,995,548	\$ 26,503,052	\$ 26,503,052

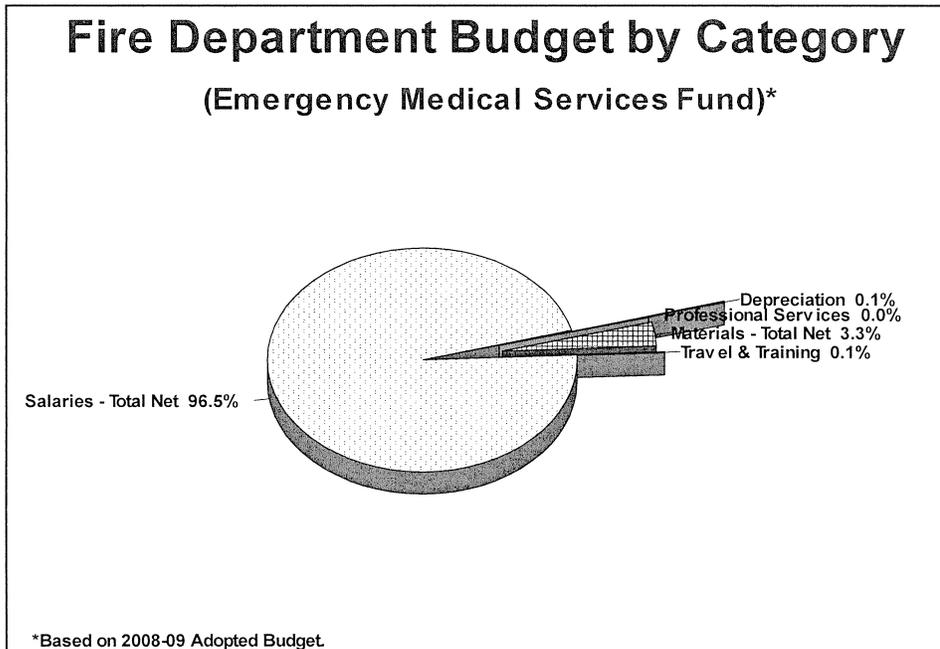


**DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 5,822,454	\$ 6,261,010	\$ 6,415,879	\$ 7,631,177	\$ 8,198,977	\$ 8,198,977
Overtime	1,271,256	1,510,517	1,291,620	1,626,400	1,693,700	1,693,700
Salaries - Total	7,093,710	7,771,527	7,707,499	9,257,577	9,892,677	9,892,677
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	301,979
Salaries - Total Net	7,093,710	7,771,527	7,707,499	9,257,577	9,892,677	10,194,656
Supplies and Services	318,234	339,066	294,688	282,748	296,282	316,344
Capital Outlay	19,558	16,627	28,951	56,000	56,000	56,000
Emergency Medical Services Total	\$ 7,431,502	\$ 8,127,220	\$ 8,031,138	\$ 9,596,325	\$ 10,244,959	\$ 10,567,000

**DEPARTMENT BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 7,093,710	\$ 7,771,527	\$ 7,707,499	\$ 9,257,577	\$ 9,257,577	\$ 10,194,656
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	275,738	257,468	244,503	317,748	317,748	351,344
Professional Services/Contracts	29,294	63,111	45,899	1,000	1,000	1,000
Depreciation & Amortization	6,245	-	-	-	-	-
Travel, Training & Membership Dues	14,198	12,166	18,358	10,000	10,000	10,000
Depreciation & Amortization	-	6,321	6,443	10,000	10,000	10,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Capital Acquisitions	19,538	16,627	28,951	56,000	56,000	56,000
Reimbursements from Other Funds	(7,221)	-	(20,515)	(56,000)	(56,000)	(56,000)
Operating Transfers Out	-	-	-	-	-	-
Emergency Medical Services Total	\$ 7,431,502	\$ 8,127,220	\$ 8,031,138	\$ 9,596,325	\$ 9,596,325	\$ 10,567,000

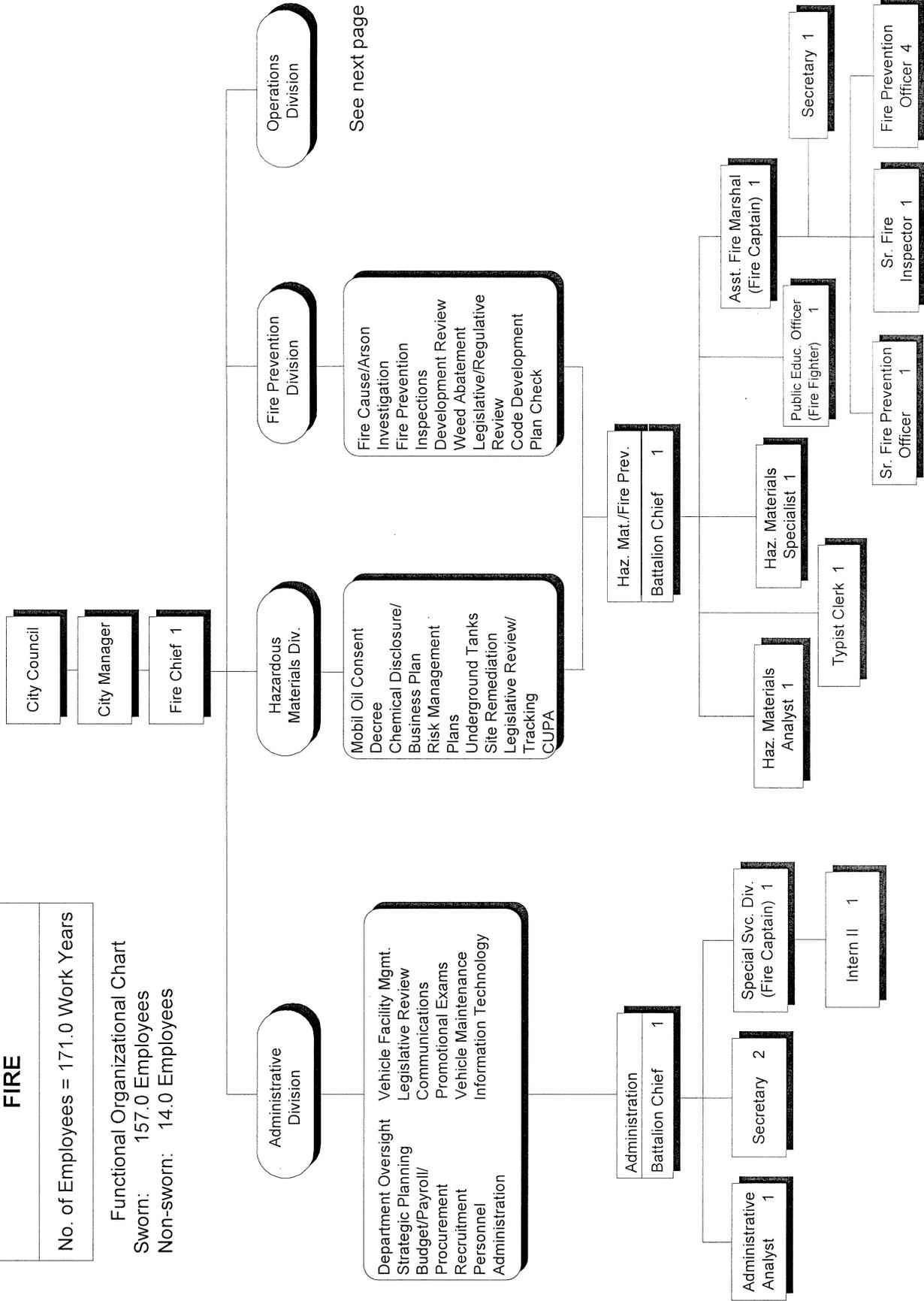


**FIRE  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0
Operations Division Chief	1.0	1.0	1.0	1.0	1.0	1.0
Battalion Chiefs:						
Administrative Chief	1.0	1.0	1.0	1.0	1.0	1.0
Fire Marshall	1.0	1.0	1.0	1.0	1.0	1.0
Platoon Commander	3.0	3.0	3.0	3.0	3.0	3.0
Fire Captains:	-	-	-	-	-	-
Assistant Fire Marshall	1.0	1.0	1.0	1.0	1.0	1.0
Paramedic Coordinator	-	-	-	-	-	-
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	30.0	30.0	30.0
Senior Fire Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Fire Inspector (FF)	1.0	1.0	1.0	-	-	-
Fire Fighter	45.0	45.0	45.0	40.0	40.0	40.0
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 Officer	4.0	4.0	4.0	4.0	4.0	4.0
Public Safety Communications Supervisor	1.0	1.0	-	-	-	-
Fire Communications Operator	8.5	9.0	-	-	-	-
Administrative Analyst	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	1.0	1.0	1.0	1.0	1.0	1.0
Intern	1.5	1.5	1.5	1.0	1.0	1.0
Total General Fund	137.0	137.5	127.5	121.0	121.0	121.0
Emergency Medical Services Fund						
Fire Captain (Paramedic Coordinator)	1.0	1.0	1.0	1.0	1.0	1.0
Fire Fighter	42.0	42.0	42.0	48.0	48.0	48.0
Emergency Medical Services Nurse	-	-	1.0	1.0	1.0	1.0
	43.0	43.0	44.0	50.0	50.0	50.0
Department Total	180.0	180.5	171.5	171.0	171.0	171.0

<b>FIRE</b>
No. of Employees = 171.0 Work Years

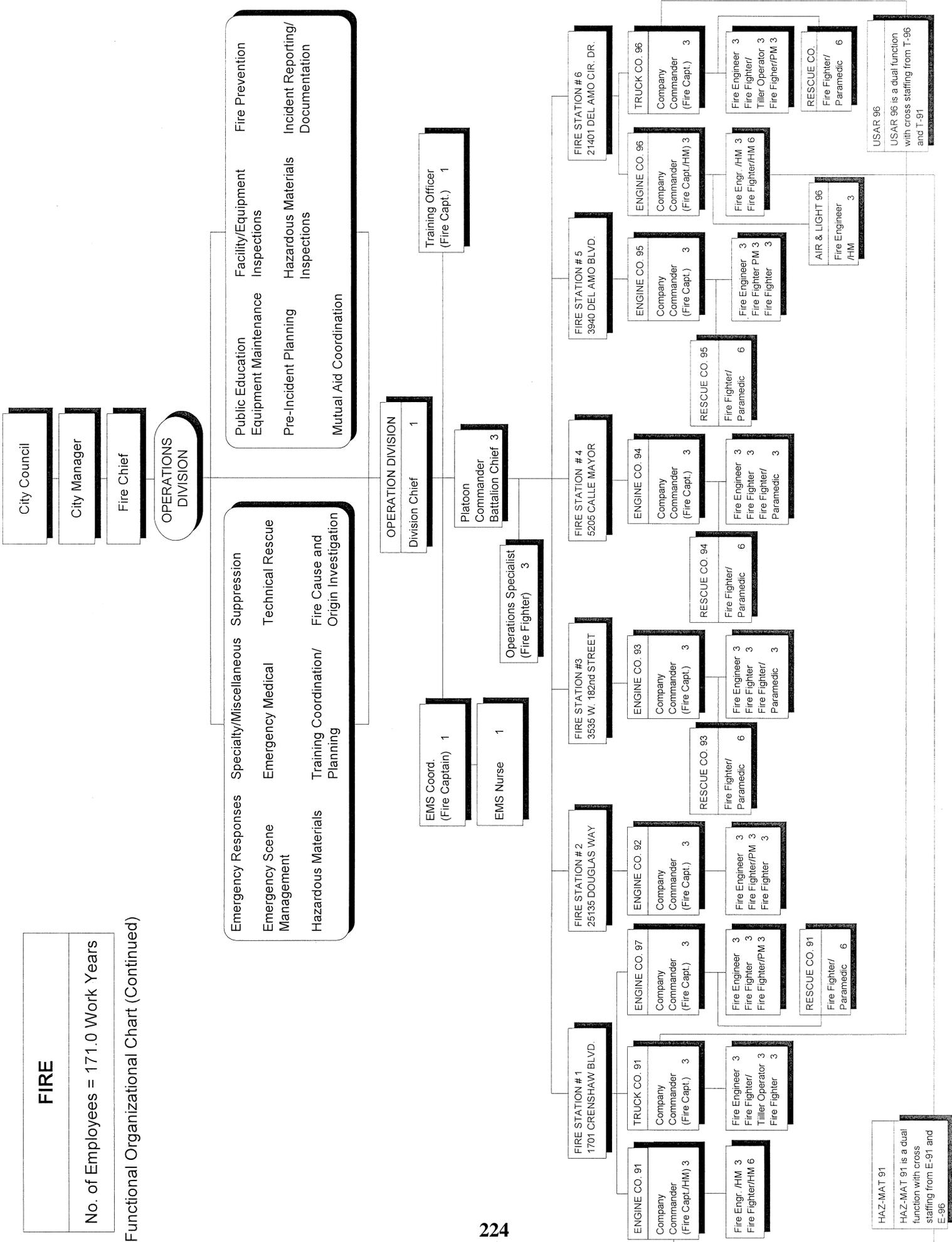
Functional Organizational Chart  
 Sworn: 157.0 Employees  
 Non-sworn: 14.0 Employees



# FIRE

No. of Employees = 171.0 Work Years

Functional Organizational Chart (Continued)

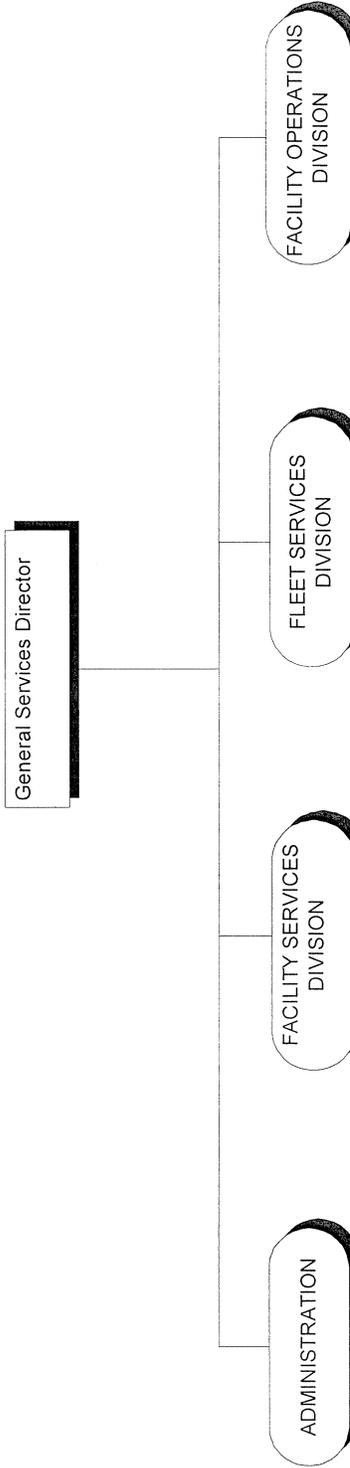




## GENERAL SERVICES

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

## DEPARTMENT ORGANIZATION



## General Services

### MISSION STATEMENT

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

### FUNCTIONAL RESPONSIBILITIES

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

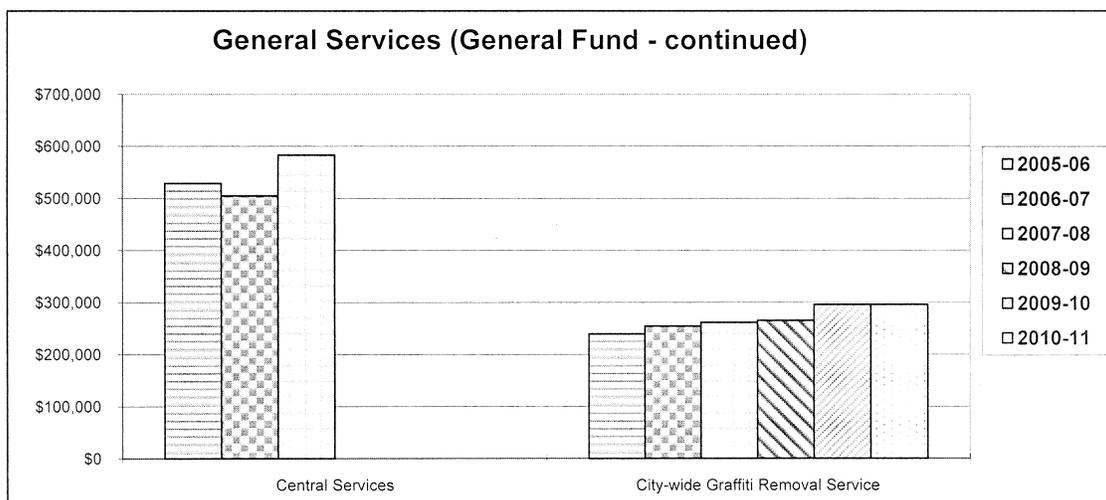
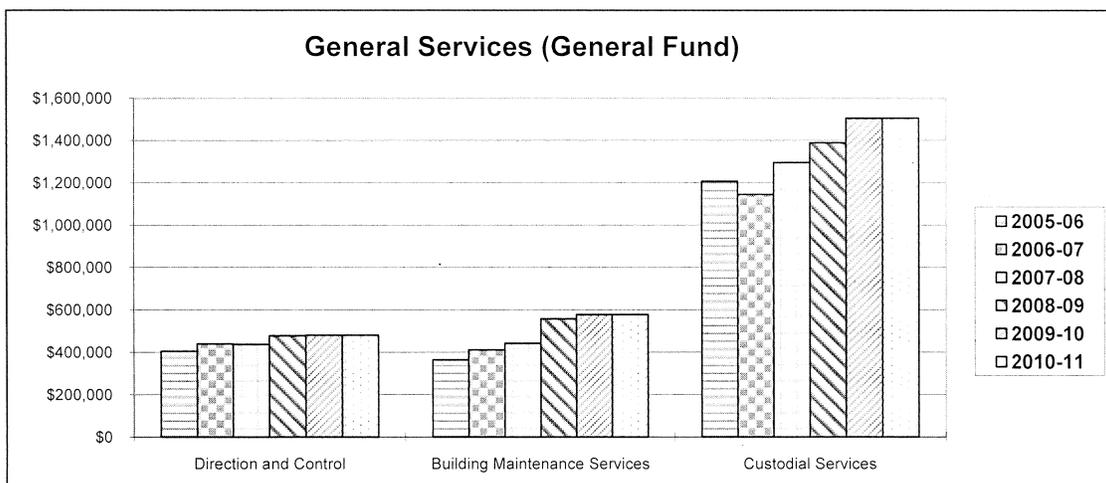
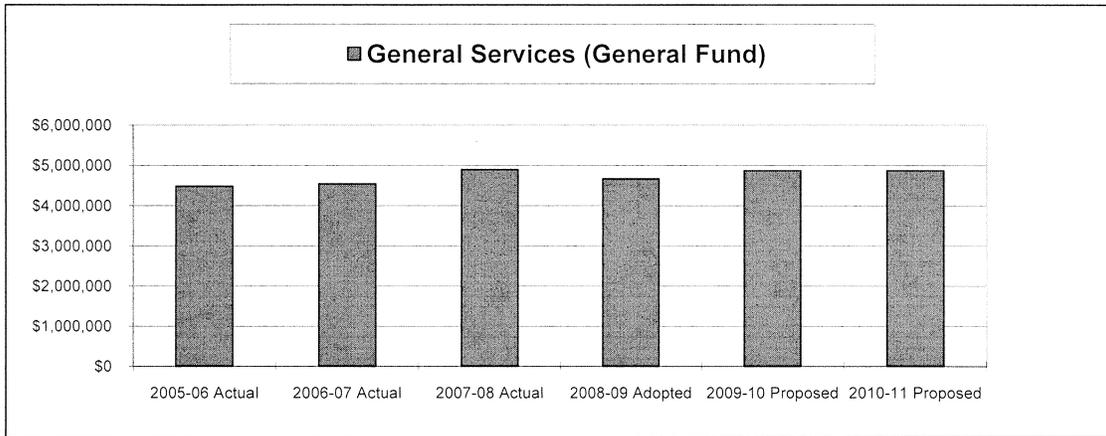
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

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

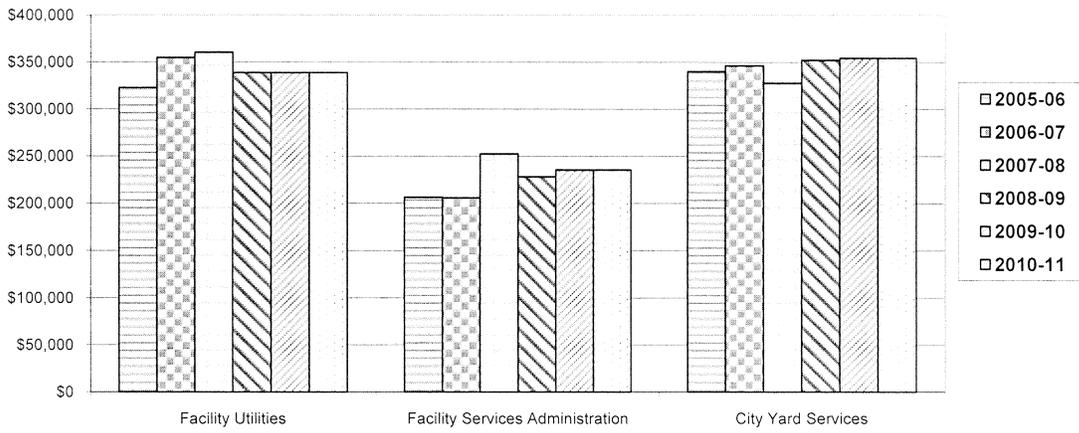
### DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Direction and Control	\$ 404,720	\$ 440,020	\$ 437,356	\$ 479,063	\$ 481,005	\$ 481,005
Building Maintenance Services	363,720	411,989	441,719	557,238	577,205	577,205
Custodial Services	1,207,551	1,145,626	1,296,116	1,389,745	1,506,574	1,506,574
Air Conditioning/Heating Services	870,059	877,827	937,448	1,058,513	1,079,980	1,079,980
Central Services	529,052	505,583	583,613	-	-	-
City-wide Graffiti Removal Service	239,895	254,923	262,145	265,802	296,100	296,100
Facility Utilities	322,940	355,048	360,549	339,018	339,018	339,018
Facility Services Administration	206,625	205,972	252,413	228,280	235,580	235,580
City Yard Services	340,253	346,356	327,907	352,395	354,540	354,540
General Fund Total	\$ 4,484,815	\$ 4,543,344	\$ 4,899,266	\$ 4,670,054	\$ 4,870,002	\$ 4,870,002
General Fund Revenues	\$ -	\$ -	\$ 13,408	\$ -	\$ -	\$ -
Cultural Arts Enterprise Fund						
Cultural Arts Center Expenditures	\$ 1,699,813	\$ 1,767,528	\$ 1,971,982	\$ 2,098,229	\$ 2,210,732	\$ 2,270,000
Cultural Arts Center Revenues	\$ 1,702,538	\$ 1,707,319	\$ 2,183,379	\$ 2,061,315	\$ 2,131,315	\$ 2,157,000
Airport Enterprise Fund						
Airport Administration	\$ 1,832,647	\$ 1,825,225	\$ 2,052,491	\$ 1,999,636	\$ 2,106,227	\$ 2,121,153
Airport Commission Support	13,999	14,395	14,934	15,700	16,200	85,536
Airfield Leased Land Operations & Maint.	84,366	84,828	76,356	86,251	89,843	89,843
Airport Operations, Maintenance & Admin.	920,915	926,553	1,005,404	1,256,749	1,304,366	1,304,366
Airport Public Areas Operations & Maint.	70,032	69,594	80,004	73,894	79,494	79,494
Noise Abatement	161,679	146,972	194,734	214,331	231,877	231,877
Non-Aeronautical Leased Land Operations	4,342,400	5,451,337	8,240,964	7,780,758	7,797,731	7,797,731
Airport Fund Total	\$ 7,426,038	\$ 8,518,904	\$ 11,664,887	\$ 11,427,319	\$ 11,625,738	\$ 11,710,000
Airport Fund Revenues	\$ 9,158,981	\$ 11,070,852	\$ 10,827,054	\$ 11,374,600	\$ 11,632,000	\$ 12,069,000
Fleet Services Fund:						
Direction and Control	\$ 337,599	\$ 414,554	\$ 446,983	\$ 489,671	\$ 529,118	\$ 454,413
Acquisition and Replacement	83,865	83,571	85,587	98,800	101,900	101,900
Vehicle and Equipment Maintenance Svcs.	2,455,164	2,532,892	3,022,101	2,805,383	2,827,762	2,936,756
Warehouse Operations	373,926	387,102	436,212	439,365	450,931	450,931
Inventory Program	60,975	-	-	-	-	-
Vehicle Replacement Fund	2,573,649	1,101,061	1,385,012	2,200,000	2,200,000	2,200,000
Total	\$ 5,885,178	\$ 4,519,180	\$ 5,375,895	\$ 6,033,219	\$ 6,109,711	\$ 6,144,000
Fleet Services Fund Revenues	\$ 6,510,257	\$ 7,868,439	\$ 7,420,671	\$ 6,315,737	\$ 6,315,738	\$ 6,397,000

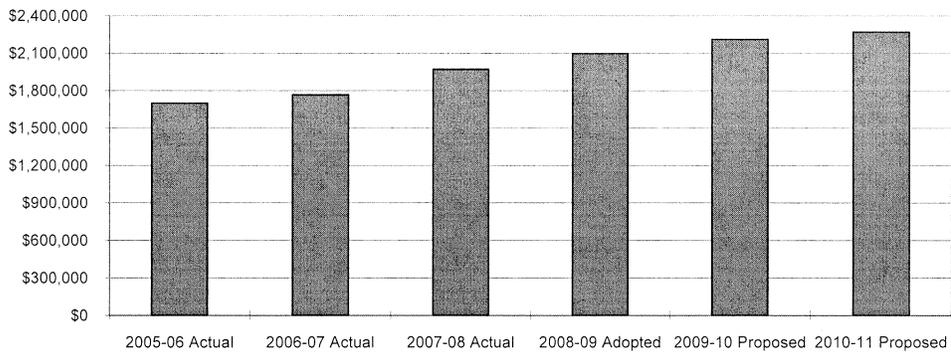
EXPENDITURES



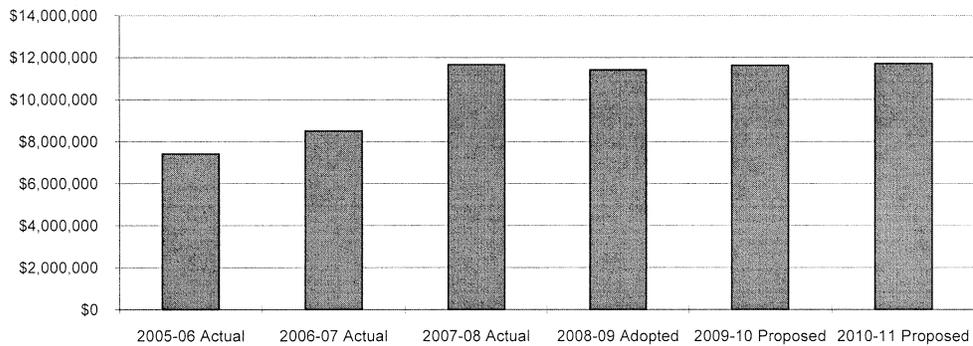
### General Services (General Fund - continued)

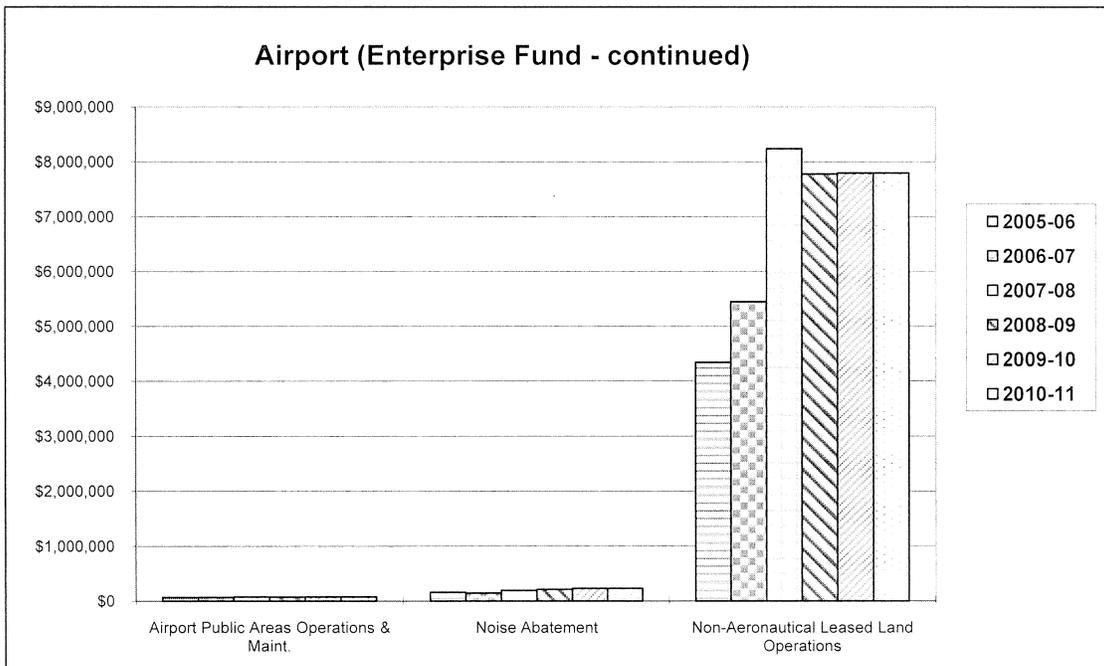
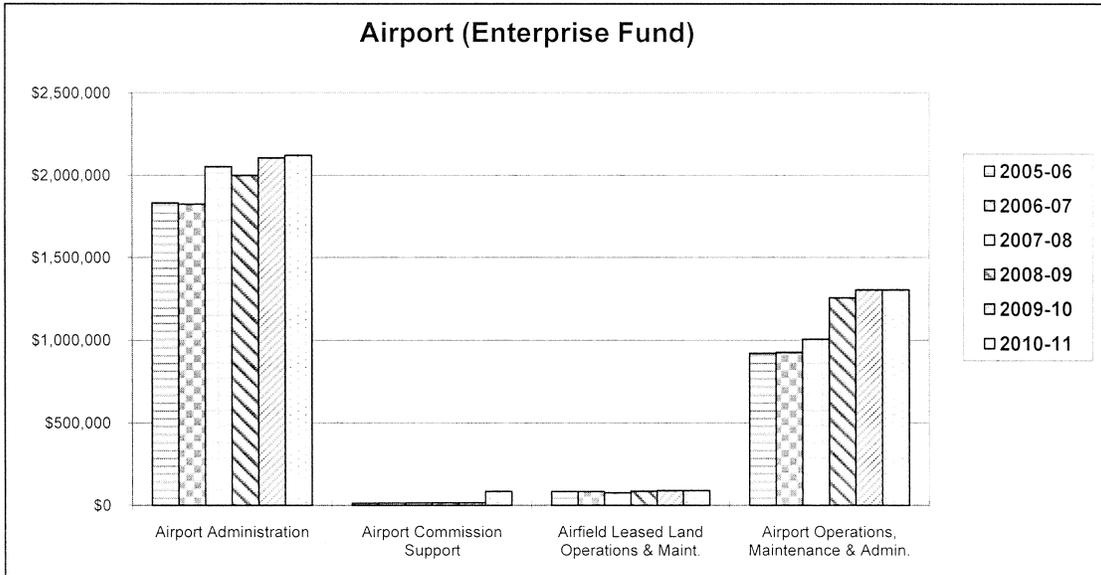


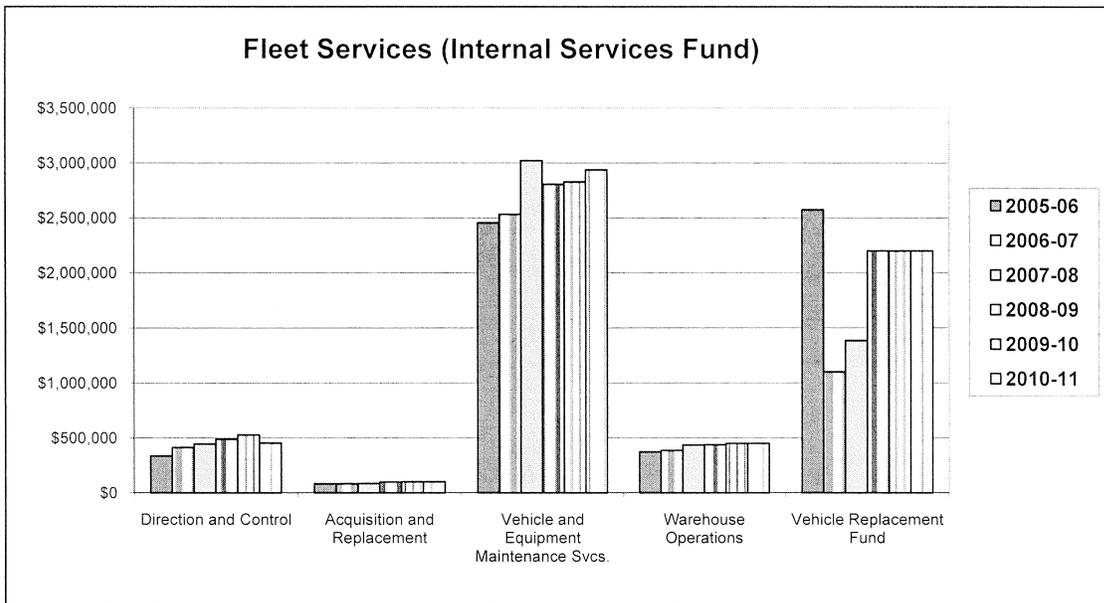
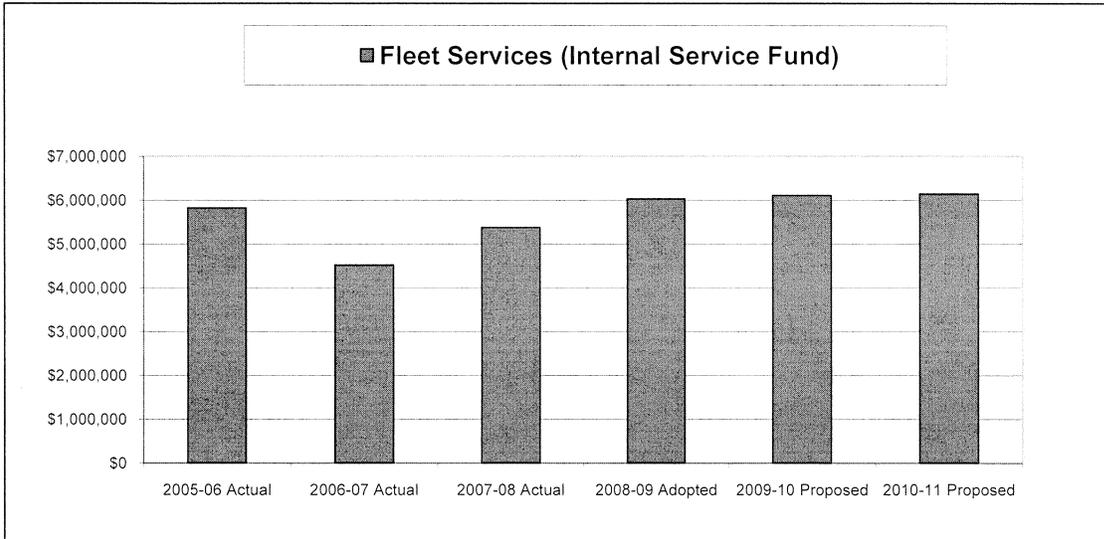
### Cultural Arts Center (Enterprise Fund)



### Airport (Enterprise Funded)





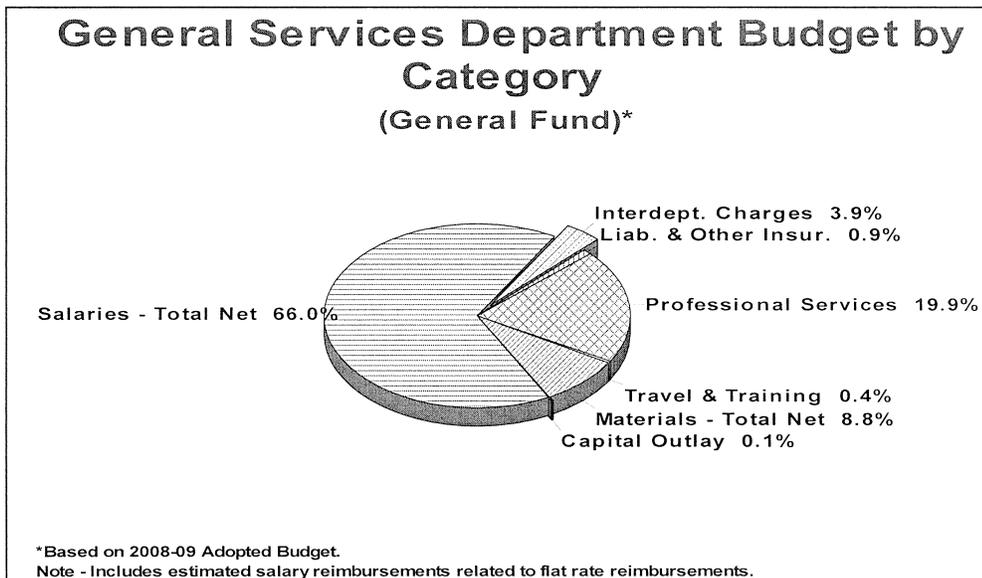


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 4,263,856	\$ 4,401,527	\$ 4,730,993	\$ 5,183,961	\$ 5,405,061	\$ 5,363,261
Overtime	166,884	186,067	197,488	154,300	158,300	158,200
Salaries - Total	4,416,867	4,587,594	4,928,481	5,338,261	5,563,361	5,521,461
Salaries - Reimbursements	(1,733,944)	(1,780,251)	(1,789,847)	(2,334,856)	(2,386,512)	(2,344,612)
Salaries - Labor Charges	56,451	62,818	47,621	76,925	79,070	79,070
Salaries - Total Net	2,739,374	2,870,161	3,186,255	3,080,330	3,255,919	3,255,919
Supplies and Services	1,743,131	1,673,183	1,713,011	1,584,224	1,608,583	1,608,583
Capital Outlay	2,310	-	-	5,500	5,500	5,500
General Fund Total	\$ 4,484,815	\$ 4,543,344	\$ 4,899,266	\$ 4,670,054	\$ 4,870,002	\$ 4,870,002

**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 4,473,318	\$ 4,650,412	\$ 4,976,113	\$ 5,415,186	\$ 5,642,431	\$ 5,642,431
Salary & Benefit Reimbursements	(1,733,944)	(1,780,251)	(1,789,847)	(2,334,856)	(2,386,512)	(2,386,512)
Materials, Supplies and Maintenance	1,368,001	1,425,450	1,446,582	1,479,576	1,480,433	1,480,433
Professional Services/Contracts	835,680	886,777	880,358	928,709	956,707	956,707
Travel, Training & Membership Dues	5,358	8,106	12,062	17,260	17,260	17,260
Liabilities & Other Insurance	21,816	15,767	15,767	44,267	44,267	44,267
Interdepartmental Charges	130,499	131,099	147,186	153,860	149,477	149,477
Capital Acquisitions	2,310	-	-	5,500	5,500	5,500
Reimbursements from Other Funds	(825,176)	(823,293)	(823,294)	(1,069,467)	(1,071,480)	(1,071,480)
Operating Transfers Out	206,953	29,277	34,339	30,019	31,919	31,919
General Fund Total	\$ 4,484,815	\$ 4,543,344	\$ 4,899,266	\$ 4,670,054	\$ 4,870,002	\$ 4,870,002

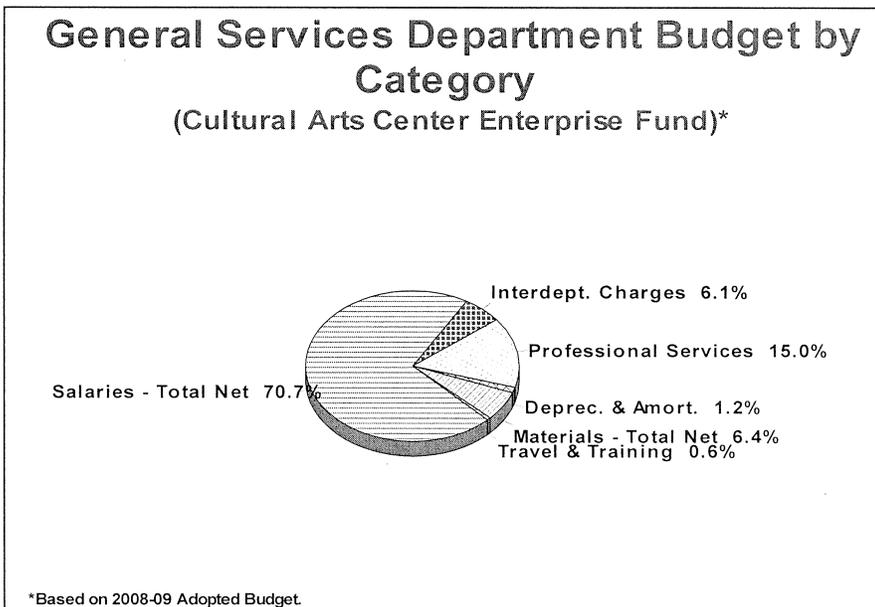


DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 1,201,296	\$ 1,188,275	\$ 1,325,097	\$ 1,442,200	\$ 1,503,400	\$ 1,503,400
Overtime	36,152	27,692	28,165	-	-	-
Salaries - Total	1,237,448	1,215,967	1,353,262	1,442,200	1,503,400	1,503,400
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	21,901	29,391	42,683	41,124	46,821	96,809
Salaries - Total Net	1,259,349	1,245,358	1,395,945	1,483,324	1,550,221	1,600,209
Supplies and Services	440,464	522,170	576,037	614,905	660,511	669,791
Capital Outlay	-	-	-	-	-	-
Cultural Arts Center Fund Total	\$ 1,699,813	\$ 1,767,528	\$ 1,971,982	\$ 2,098,229	\$ 2,210,732	\$ 2,270,000

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 1,259,349	\$ 1,245,358	\$ 1,395,945	\$ 1,483,324	\$ 1,550,221	\$ 1,600,209
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	72,136	98,074	133,912	134,548	134,548	143,828
Professional Services/Contracts	248,375	299,758	303,333	314,825	357,825	357,825
Travel, Training & Membership Dues	1,321	3,169	2,039	12,400	12,400	12,400
Depreciation and Amortization	7,055	8,059	10,905	25,000	29,000	29,000
Interdepartmental Charges	99,877	99,877	107,420	114,398	113,004	113,004
Capital Acquisitions	-	-	-	-	-	-
Operating Transfers	11,700	13,243	18,428	13,734	13,734	13,734
Cultural Arts Center Fund Total	\$ 1,699,813	\$ 1,767,538	\$ 1,971,982	\$ 2,098,229	\$ 2,210,732	\$ 2,270,000

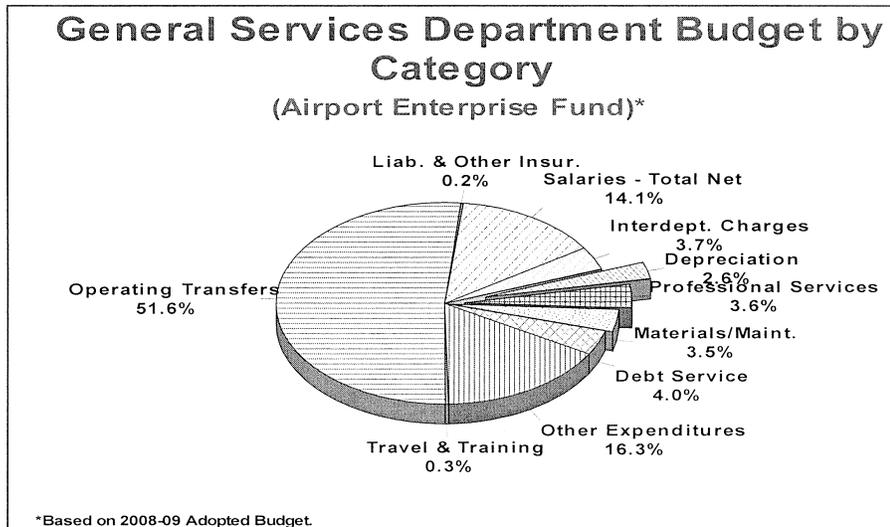


**DEPARTMENT BUDGET (AIRPORT FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 352,170	\$ 389,457	\$ 348,578	\$ 460,873	\$ 469,773	\$ 469,773
Overtime	328	165	848	800	800	800
Salaries - Total	352,498	389,622	349,426	461,673	470,573	470,573
Salaries - Reimbursements	(73,911)	(82,265)	(67,898)	(99,800)	(103,340)	(103,340)
Salaries - Labor Charges	1,088,805	1,117,057	1,193,342	1,333,891	1,403,086	1,418,012
Salaries - Total Net	1,367,392	1,424,414	1,474,870	1,695,764	1,770,319	1,785,245
Supplies and Services	6,058,646	7,094,490	10,190,017	9,731,555	9,855,419	9,924,755
Capital Outlay	-	-	-	-	-	-
<b>Airport Fund Total</b>	<b>\$ 7,426,038</b>	<b>\$ 8,518,904</b>	<b>\$ 11,664,887</b>	<b>\$ 11,427,319</b>	<b>\$ 11,625,738</b>	<b>\$ 11,710,000</b>

**DEPARTMENT BUDGET (AIRPORT FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 1,441,303	\$ 1,506,679	\$ 1,542,769	\$ 1,695,764	\$ 1,873,659	\$ 1,888,585
Salary & Benefit Reimbursements	(73,911)	(82,265)	(67,898)	(99,800)	(103,340)	(103,340)
Materials, Supplies and Maintenance	368,377	357,671	341,645	392,433	523,036	592,372
Professional Services/Contracts	268,510	254,820	272,459	411,753	342,141	342,141
Travel, Training & Membership Dues	8,863	10,948	14,193	33,950	33,950	33,950
Depreciation and Amortization	260,038	230,657	292,459	300,000	320,000	320,000
Liabilities & Other Insurance	26,341	24,671	24,801	28,169	28,169	28,169
Interdepartmental Charges	339,135	358,076	365,775	421,143	465,293	465,293
Debt Service	481,919	452,184	451,745	452,110	451,133	451,133
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	-	-	-	-	-	-
Asset Contra Account	-	-	-	-	-	-
Other Expenditures	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	2,455,463	3,555,463	6,576,939	5,841,997	5,841,697	5,841,697
<b>Airport Fund Total</b>	<b>\$ 7,426,038</b>	<b>\$ 8,518,904</b>	<b>\$ 11,664,887</b>	<b>\$ 11,327,519</b>	<b>\$ 11,625,738</b>	<b>\$ 11,710,000</b>

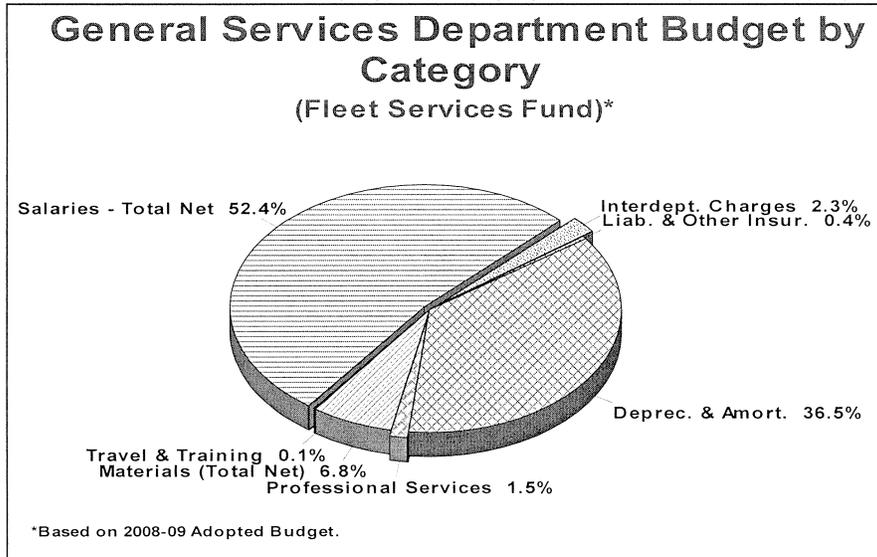


**DEPARTMENT BUDGET (FLEET SERVICES FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 2,710,681	\$ 2,867,882	\$ 2,991,676	\$ 3,208,471	\$ 3,287,871	\$ 3,318,398
Overtime	39,954	49,611	30,805	32,000	33,200	33,200
Salaries - Total	2,750,635	2,917,493	3,022,481	3,240,471	3,321,071	3,351,598
Salaries - Reimbursements	(118,641)	(107,700)	(94,328)	(103,876)	(103,927)	(103,927)
Salaries - Labor Charges	12,825	14,263	27,521	26,392	26,508	135,502
Salaries - Total Net	2,644,819	2,824,056	2,955,674	3,162,987	3,243,652	3,383,173
Supplies and Services	2,132,833	(118,189)	789,685	741,572	737,399	632,167
Capital Outlay	1,107,526	1,813,313	1,630,536	2,128,660	2,128,660	2,128,660
Fleet Services Fund Total	\$ 5,885,178	\$ 4,519,180	\$ 5,375,895	\$ 6,033,219	\$ 6,109,711	\$ 6,144,000

**DEPARTMENT BUDGET (FLEET SERVICES FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 2,763,460	\$ 2,931,756	\$ 3,050,002	\$ 3,266,863	\$ 3,347,579	\$ 3,456,573
Salary & Benefit Reimbursements	(118,641)	(107,700)	(94,328)	(103,876)	(103,927)	(103,927)
Materials, Supplies and Maintenance	405,297	382,895	416,273	413,171	389,634	314,929
Parts and Fuel Inventory	2,157,927	2,391,142	2,848,621	2,770,000	2,770,000	2,770,000
Inventory Contra Account	(2,096,952)	(2,391,142)	(2,848,621)	(2,770,000)	(2,770,000)	(2,770,000)
Professional Services/Contracts	48,697	59,421	462,936	87,540	96,190	96,190
Travel, Training & Membership Dues	14,822	12,637	8,840	8,900	20,400	20,400
Depreciation and Amortization	2,423,905	1,111,260	1,379,505	2,200,000	2,200,000	2,200,000
Liabilities & Other Insurance	7,869	7,555	7,555	23,943	23,943	23,943
Interdepartmental Charges	104,104	104,004	112,586	118,929	118,443	118,443
Debt Service	-	-	-	-	-	-
Capital Acquisitions	1,046,551	1,813,313	1,630,536	2,128,660	2,128,660	2,128,660
Bad Debts and Other Losses	15,287	-	12,300	-	-	-
Fixed Assets Contra Expenditures	(901,896)	(1,813,313)	(1,630,536)	(2,128,660)	(2,128,660)	(2,128,660)
Reimbursements from Other Funds	(1,652)	(951)	(280)	-	-	-
Operating Transfers Out	16,400	18,303	20,506	17,749	17,449	17,449
Fleet Services Fund Total	\$ 5,885,178	\$ 4,519,180	\$ 5,375,895	\$ 6,033,219	\$ 6,109,711	\$ 6,144,000



**GENERAL SERVICES  
DEPARTMENT PERSONNEL SUMMARY**

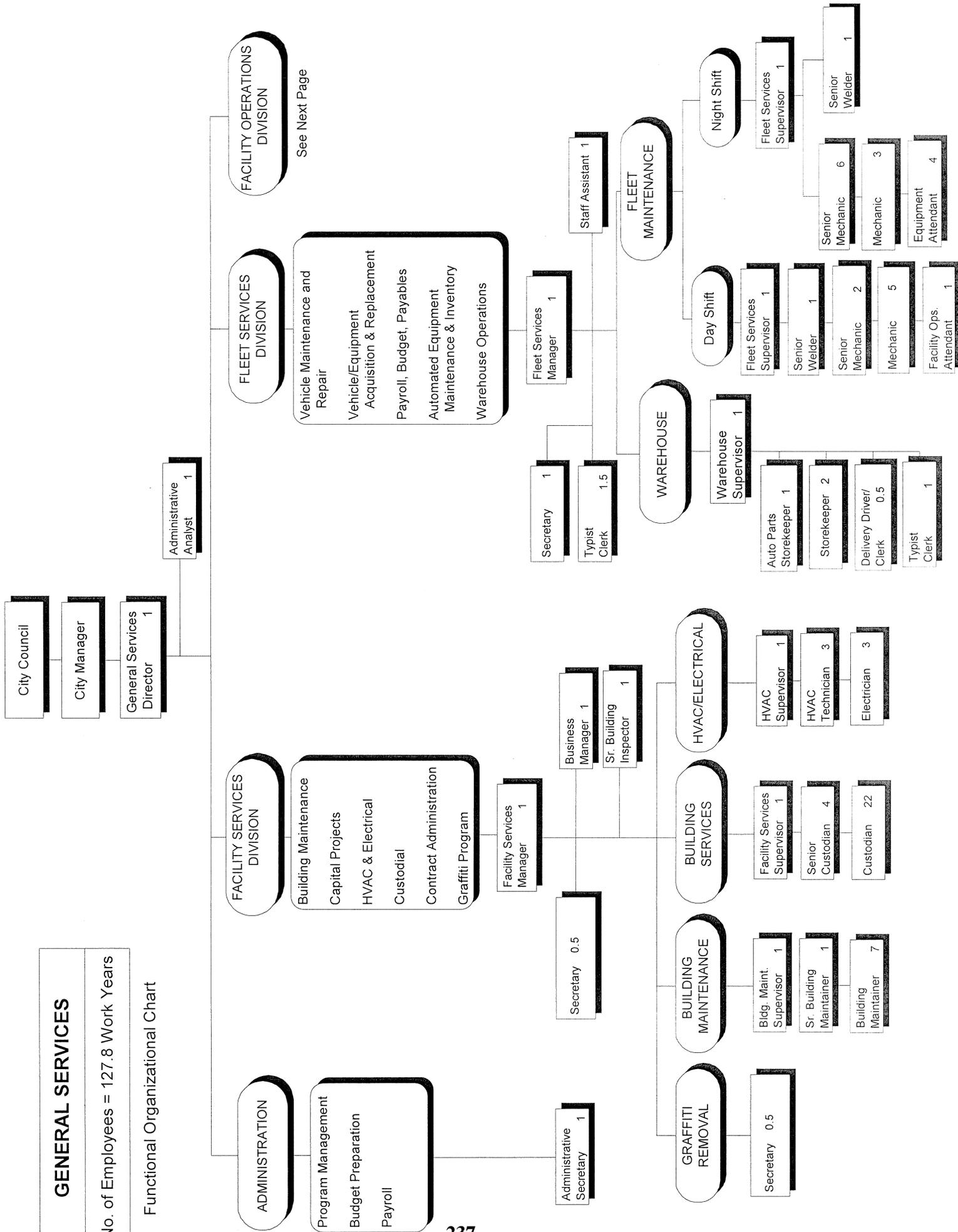
Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
General Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Supervisor	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	6.0	6.0	7.0	7.0	7.0	7.0
Electrician	3.0	3.0	3.0	3.0	3.0	3.0
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	2.0	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
Typesetter	1.5	1.5	-	-	-	-
Delivery Driver/Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Admin Analyst (New)			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
Senior Custodian	4.0	4.0	4.0	4.0	4.0	4.0
Custodian	22.0	22.0	22.0	22.0	22.0	22.0
Facility Operations Attendant	-	-	-	-	-	-
<b>Total General Fund</b>	<b>57.5</b>	<b>57.5</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>
<b>Cultural Arts Enterprise Fund</b>						
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	1.5	1.5
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	2.0	2.0
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
<b>Total Cultural Arts Enterprise Fund</b>	<b>28.3</b>	<b>28.3</b>	<b>28.3</b>	<b>28.3</b>	<b>28.3</b>	<b>28.3</b>
<b>Airport Fund:</b>						
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
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total Airport Enterprise Fund</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>

Fleet Services Fund:	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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	1.0	1.0	-	-	-	-
Staff Assistant			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	8.0	8.0	8.0	8.0
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	2.5	2.5
Facility Operations Attendant	1.0	1.0	1.0	1.0	1.0	1.0
Total Fleet Services Fund	35.0	35.0	35.0	35.0	35.0	35.0
Department Total	125.3	125.3	127.8	127.8	127.8	127.8

# GENERAL SERVICES

No. of Employees = 127.8 Work Years

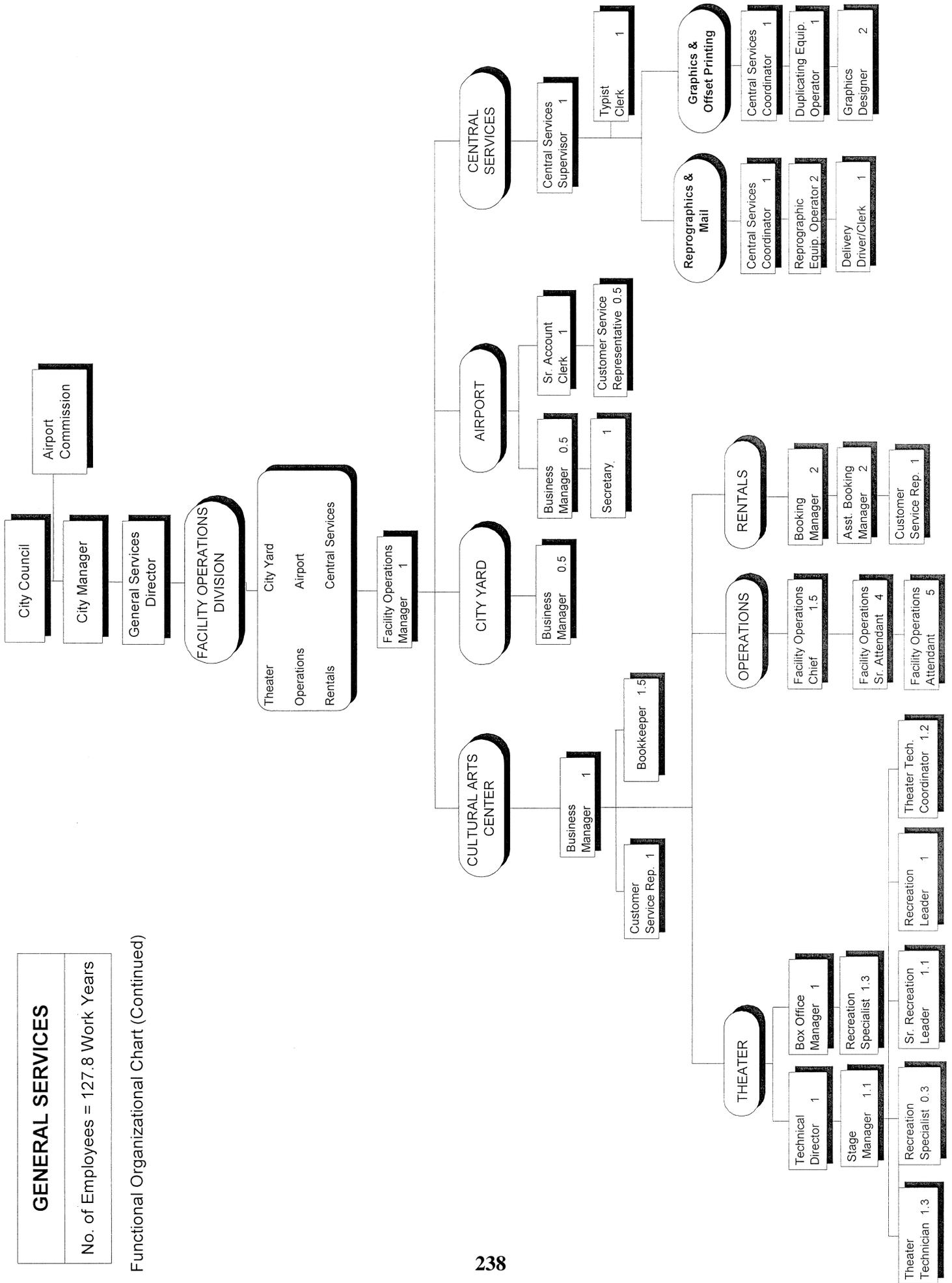
Functional Organizational Chart



# GENERAL SERVICES

No. of Employees = 127.8 Work Years

Functional Organizational Chart (Continued)

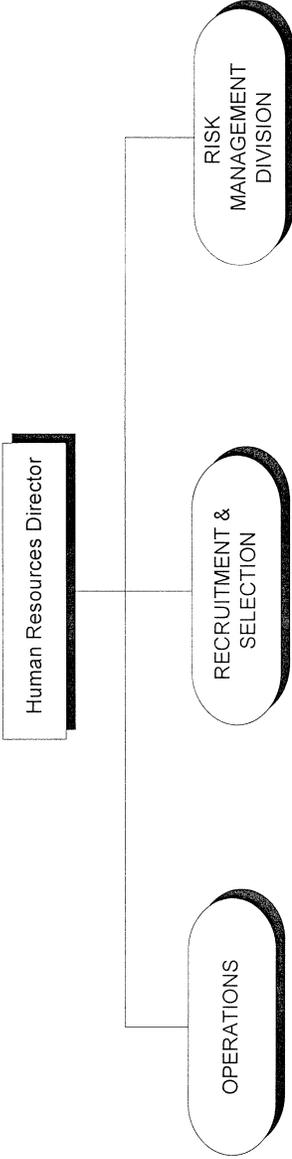




HUMAN RESOURCES

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

DEPARTMENT ORGANIZATION



# Human Resources

## MISSION STATEMENT

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

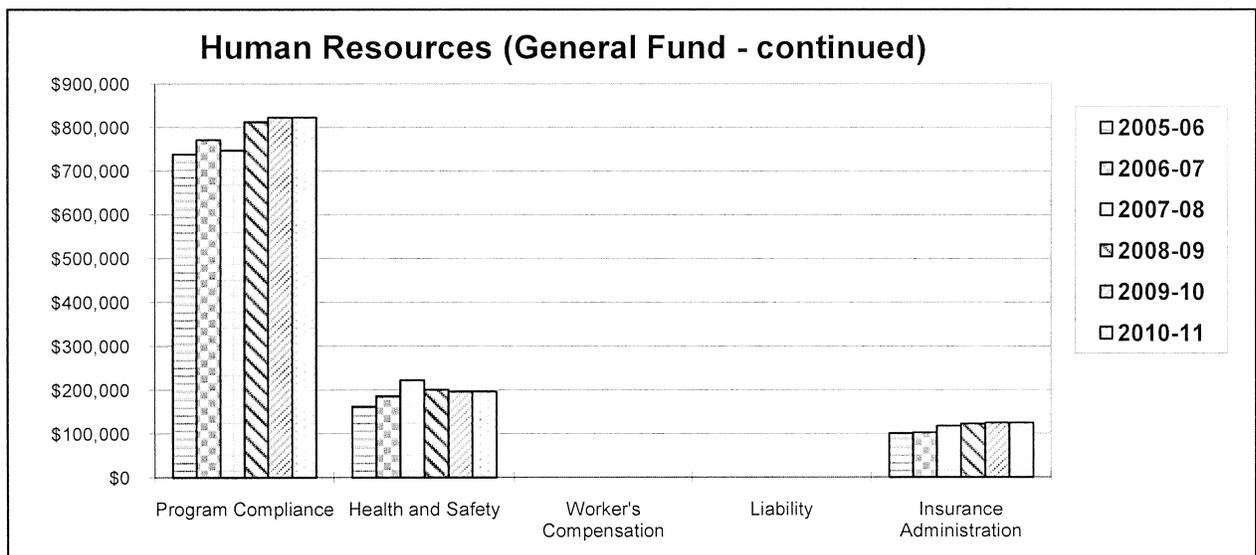
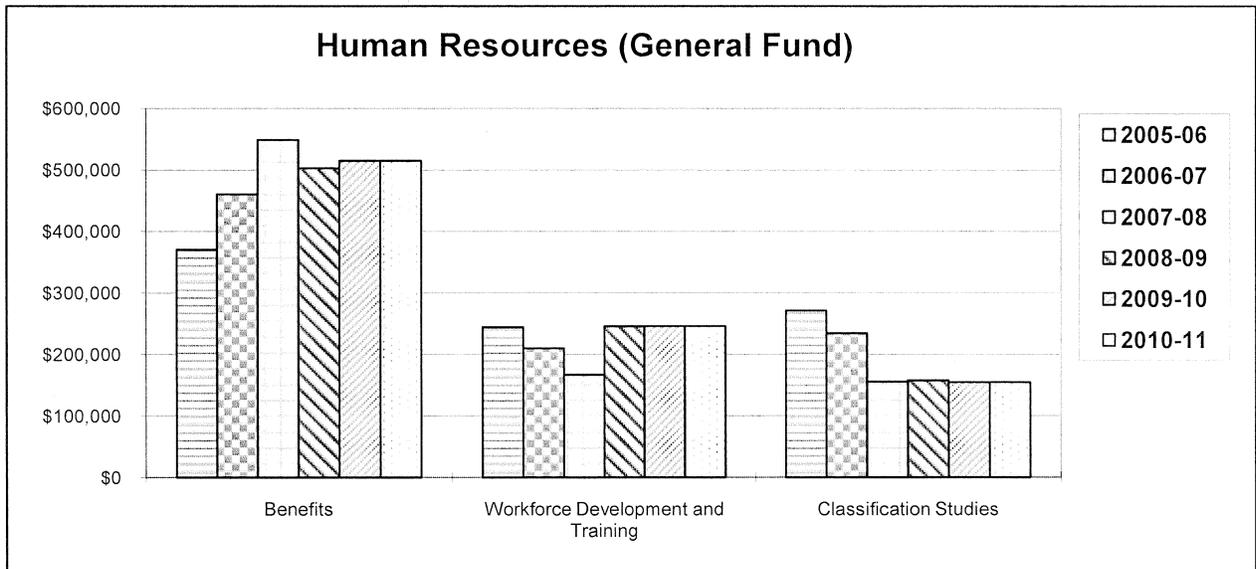
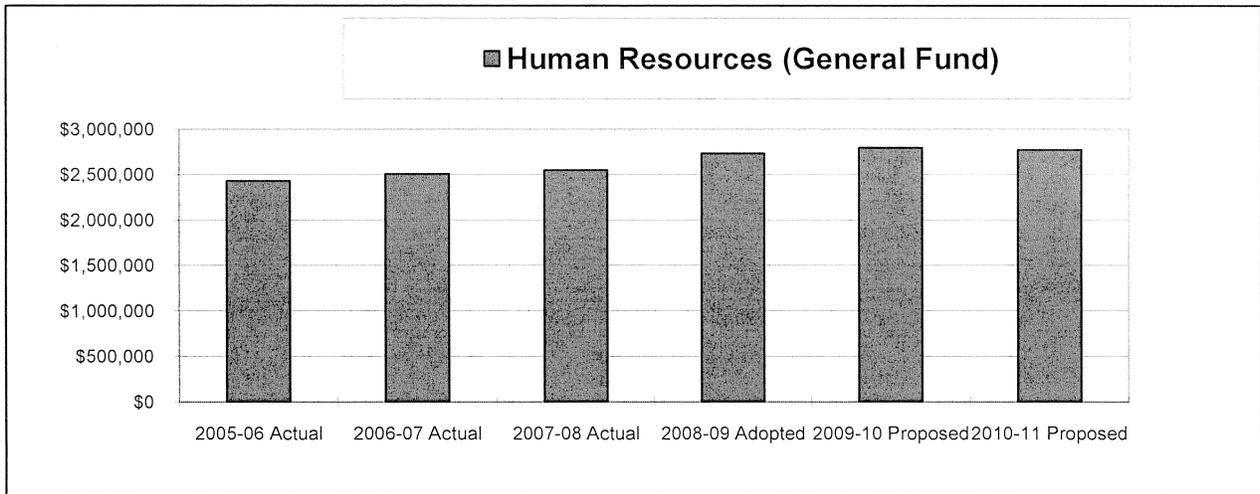
## FUNCTIONAL RESPONSIBILITIES

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

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>General Fund:</b>						
Benefits	\$ 370,580	\$ 461,148	\$ 549,136	\$ 503,313	\$ 515,582	\$ 515,582
Workforce Development and Training	244,692	210,555	167,005	246,204	246,873	246,873
Classification Studies	272,020	235,185	155,917	158,076	154,945	154,945
Program Compliance	738,694	771,842	747,441	812,983	823,714	823,714
Health and Safety	162,908	186,007	223,162	201,561	196,644	196,644
Worker's Compensation	-	-	-	-	-	-
Liability	-	-	-	-	-	-
Insurance Administration	100,619	102,837	117,733	122,912	124,777	124,777
Employment and Training Admin. Services	-	-	-	-	-	-
Testing	317,908	356,173	383,375	435,695	474,032	449,032
Recruitment	224,542	184,537	207,281	229,686	237,553	237,553
Home Improvement. Employment Program	-	-	-	25,000	25,000	25,000
General Fund Total	\$ 2,431,963	\$ 2,508,284	\$ 2,551,050	\$ 2,735,430	\$ 2,799,120	\$ 2,774,120
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Externally Funded:</b>						
Air Quality Management	\$ 163,342	\$ 165,545	\$ 180,209	\$ 189,124	\$ 199,428	\$ 203,000
Vanpool/Rideshare	198,717	199,189	208,541	247,964	258,830	266,500
Employment and Training Admin. Services	3,885,379	3,218,529	110,544	-	-	-
Externally Funded Total	\$ 4,247,438	\$ 3,583,263	\$ 499,294	\$ 437,088	\$ 458,258	\$ 469,500
<b>Externally Funded Revenues</b>						
Air Quality Management	\$ 178,472	\$ 181,823	\$ 182,892	\$ 175,500	\$ 175,500	\$ 179,000
Vanpool/Rideshare	204,557	224,520	253,435	265,100	265,100	265,000
Employment and Training Admin. Services	3,885,379	3,218,529	110,544	-	-	-
Total	\$ 4,268,408	\$ 3,624,872	\$ 546,871	\$ 440,600	\$ 440,600	\$ 444,000

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

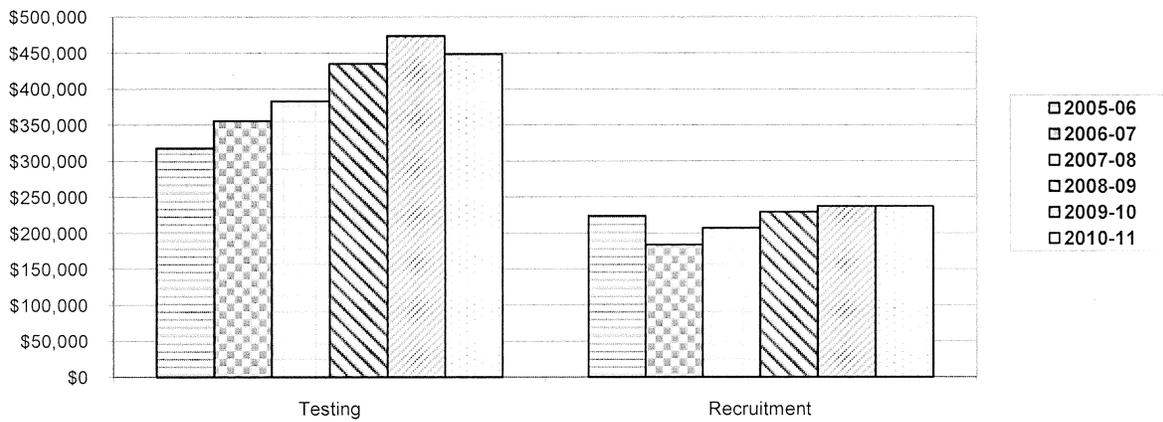
EXPENDITURES



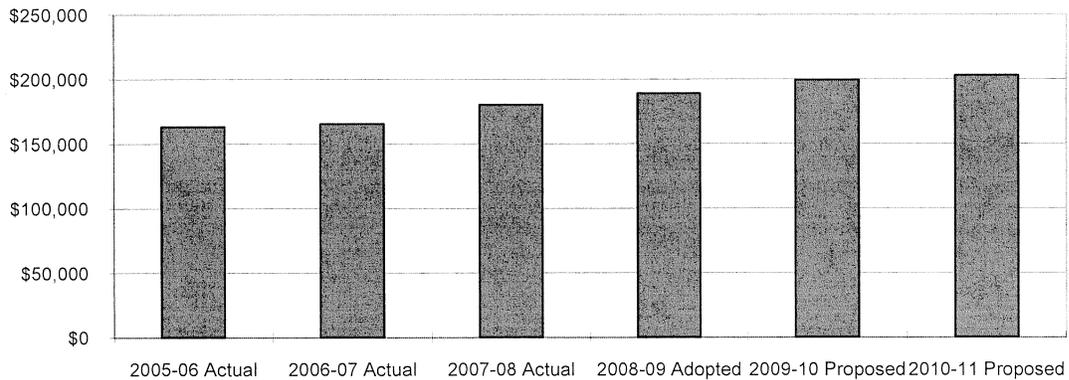
### Human Resources (General Fund continued)

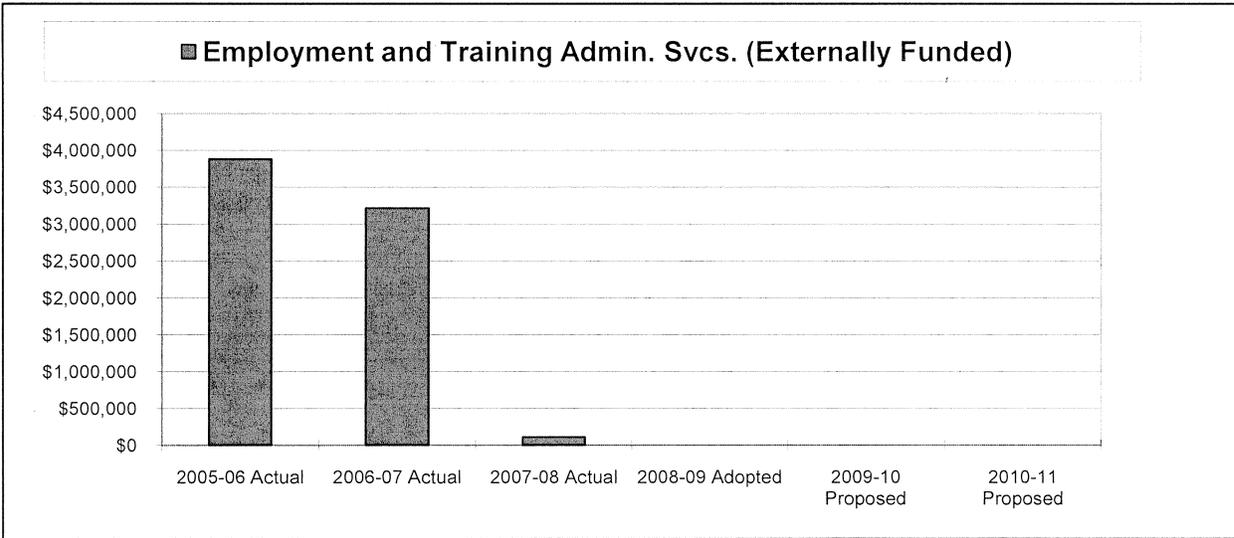
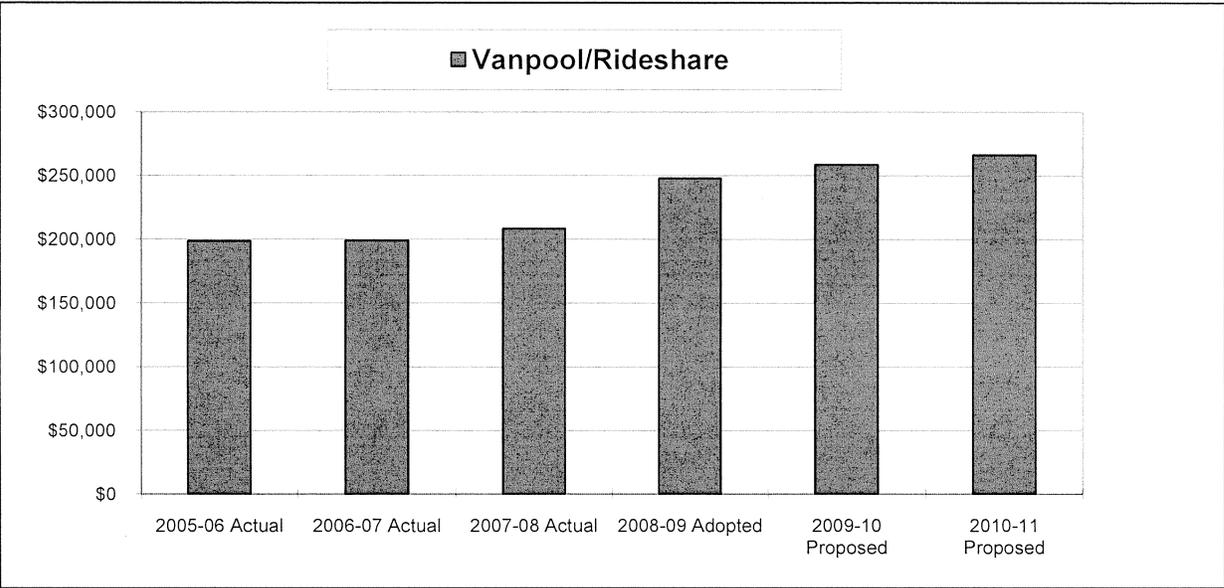


### Human Resources (General Fund continued)



### Air Quality Management



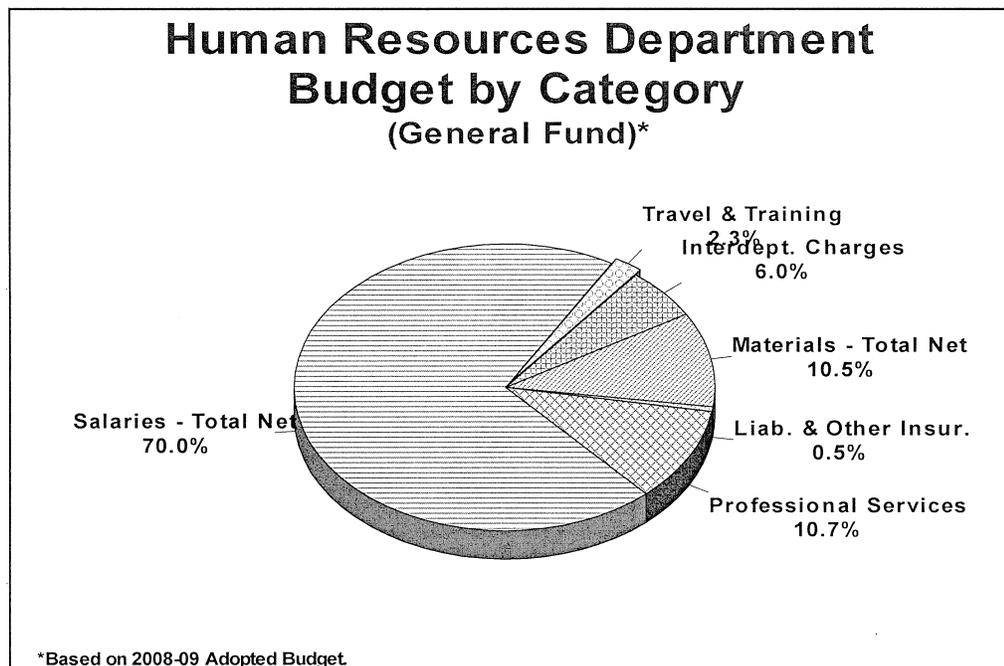


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 2,550,901	\$ 2,710,519	\$ 2,918,934	\$ 3,007,082	\$ 3,105,082	\$ 3,105,082
Overtime	6,271	6,108	5,262	29,300	30,600	30,600
Salaries - Total	2,557,172	2,716,627	2,924,196	3,036,382	3,135,682	3,135,682
Salaries - Reimbursements	(1,014,761)	(1,079,115)	(1,132,866)	(1,197,604)	(1,231,465)	(1,231,465)
Salaries - Labor Charges	736	885	495	55,950	55,950	55,950
Salaries - Total Net	1,543,147	1,638,397	1,791,825	1,894,728	1,960,167	1,960,167
Supplies and Services	876,816	857,887	747,225	840,702	838,953	813,953
Capital Outlay	12,000	12,000	12,000	-	-	-
General Fund Total	\$ 2,431,963	\$ 2,508,284	\$ 2,551,050	\$ 2,735,430	\$ 2,799,120	\$ 2,774,120

**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 2,557,909	\$ 2,437,511	\$ 2,924,690	\$ 2,866,982	\$ 2,946,282	\$ 2,946,282
Salary & Benefit Reimbursements	(1,014,761)	(799,114)	(1,132,865)	(952,254)	(986,115)	(986,115)
Materials, Supplies and Maintenance	311,106	310,949	308,825	308,947	308,947	308,947
Professional Services/Contracts	423,778	252,783	260,323	292,810	317,810	292,810
Travel, Training & Membership Dues	54,601	81,588	59,488	62,430	62,430	62,430
Liabilities & Other Insurance	6,396	6,396	6,396	14,757	14,757	14,757
Insurance Claims	-	-	-	-	-	-
Interdepartmental Charges	125,669	80,329	129,004	125,052	124,903	124,903
Capital Acquisitions	12,000	12,000	12,000	-	-	-
Reimbursements from Other Funds	(86,656)	(11,228)	(78,060)	(21,300)	(21,300)	(21,300)
Operating Transfer Out	41,921	137,070	61,249	38,006	31,406	31,406
General Fund Total	\$ 2,431,963	\$ 2,508,284	\$ 2,551,050	\$ 2,735,430	\$ 2,799,120	\$ 2,774,120



**DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ -	\$ -	\$ 70,232	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	70,232	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	2,849,408	2,306,878	-	-	-	-
Salaries - Total Net	2,849,408	2,306,878	70,232	-	-	-
Supplies and Services	1,035,971	911,651	40,312	-	-	-
Capital Outlay	-	-	-	-	-	-
Total	\$ 3,885,379	\$ 3,218,529	\$ 110,544	\$ -	\$ -	\$ -

**DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 2,849,408	\$ 2,306,878	\$ 70,232	\$ -	\$ -	\$ -
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	372,145	352,127	25,363	-	-	-
Professional Services/Contracts	604,642	468,707	10,557	-	-	-
Travel, Training & Membership Dues	6,968	12,492	-	-	-	-
Liabilities & Other Insurance	4,379	4,066	-	-	-	-
Insurance	2,798	2,800	-	-	-	-
Interdepartmental Charges	45,039	71,459	4,392	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Total Employment and Training Fund	\$ 3,885,379	\$ 3,218,529	\$ 110,544	\$ -	\$ -	\$ -

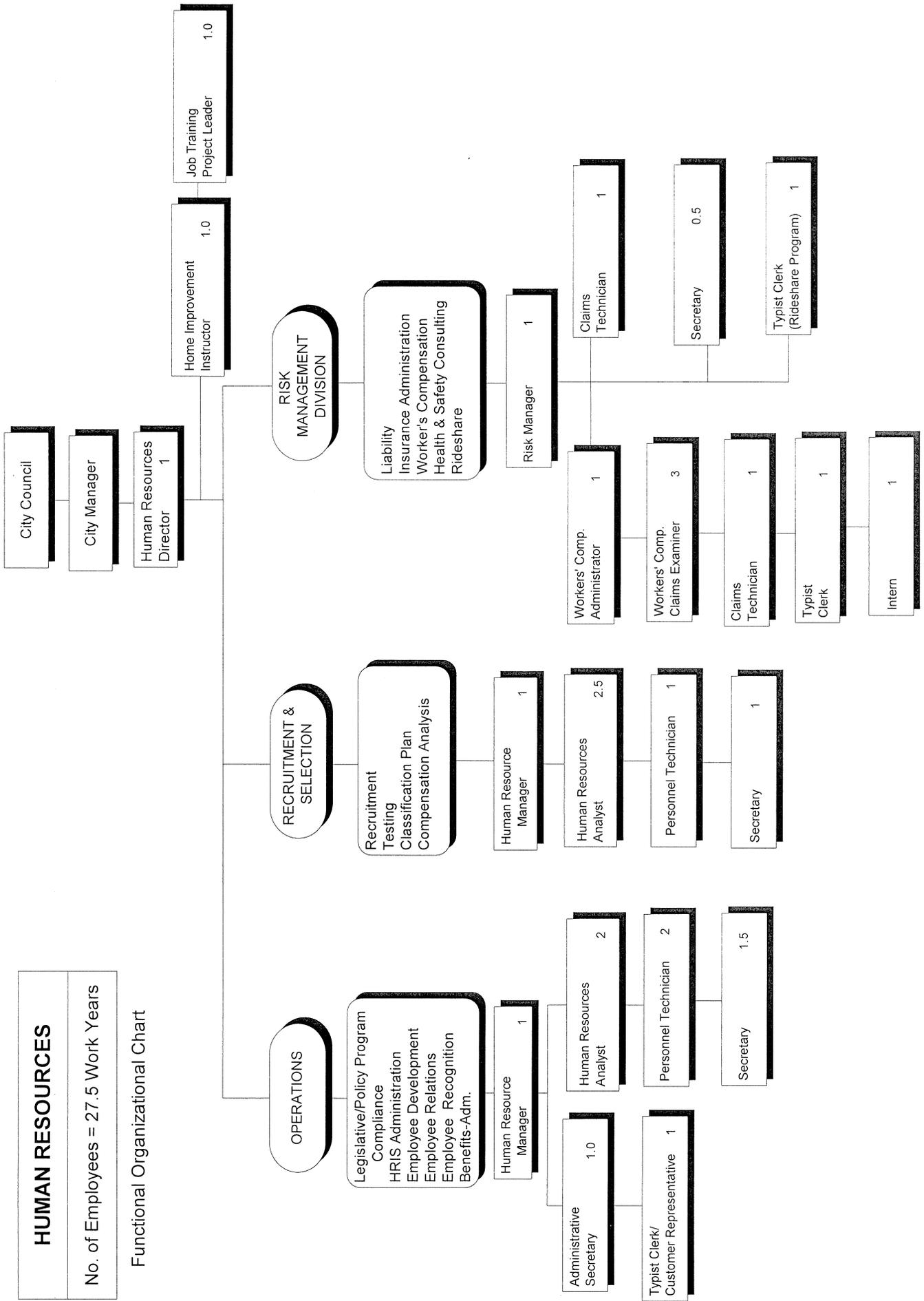
**HUMAN RESOURCES  
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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
Workers' Compensation Supervisor	1.0	1.0	-	-	-	-
Human Resources Analyst	3.5	3.5	3.5	4.5	4.5	4.5
Workers' Compensation Claims Examiner	3.0	3.0	3.0	3.0	3.0	3.0
Claims Technician	2.0	2.0	2.0	2.0	2.0	2.0
Intern	-	-	1.0	1.0	1.0	1.0
Home Improvement Instructor	-	-	1.0	1.0	1.0	1.0
Job Training Project Leader	-	-	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Personnel Technician	3.0	3.0	3.0	3.0	3.0	3.0
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	3.0	3.0	3.0	3.0	3.0	3.0
<b>Total General Fund</b>	<b>23.5</b>	<b>23.5</b>	<b>26.5</b>	<b>27.5</b>	<b>27.5</b>	<b>27.5</b>
<b>Employment and Training External Fund</b>						
Employment and Training Manager	1.0	1.0				
Employment and Training Asst. Manager	1.0	-				
Employment and Training Coordinator	2.0	-				
Personnel Technician	1.0	-				
Secretary	2.0	1.0				
Senior Account Clerk	1.0	-				
Intake Interviewer	1.0	-				
Typist Clerk	2.0	-				
Home Improvement Instructor	1.0	1.0				
Career Center Supervisor	3.0	1.0				
Sr. Job Training Project Leader	17.0	6.0				
Job Training Project Leader	48.0	18.0				
Job Training Project Assistant	12.5	2.0				
Intern	18.0	1.0				
<b>Total Employment and Training</b>	<b>110.5</b>	<b>31.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Department Total</b>	<b>134.0</b>	<b>54.5</b>	<b>26.5</b>	<b>27.5</b>	<b>27.5</b>	<b>27.5</b>

# HUMAN RESOURCES

No. of Employees = 27.5 Work Years

Functional Organizational Chart



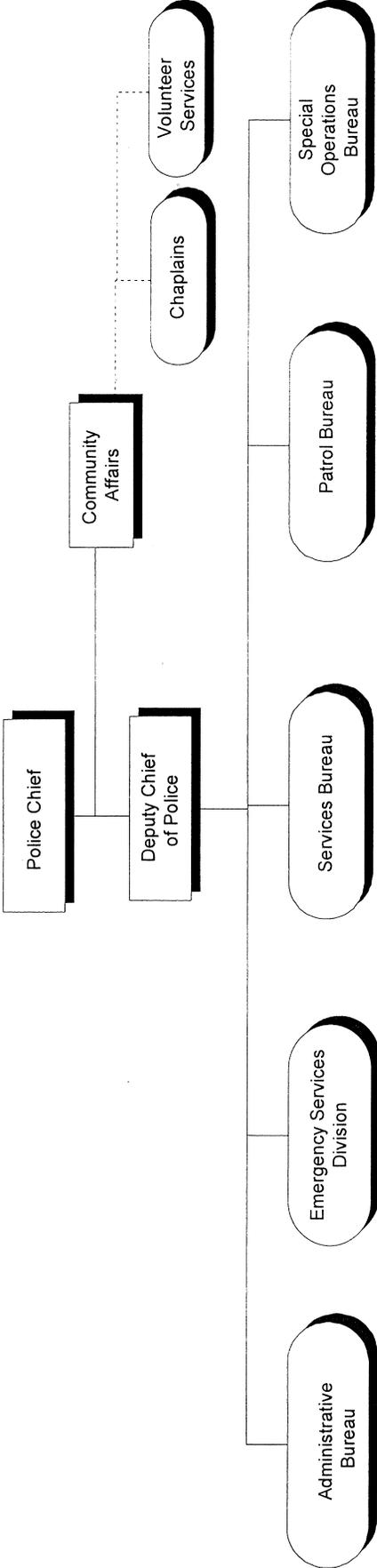
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POLICE

**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.

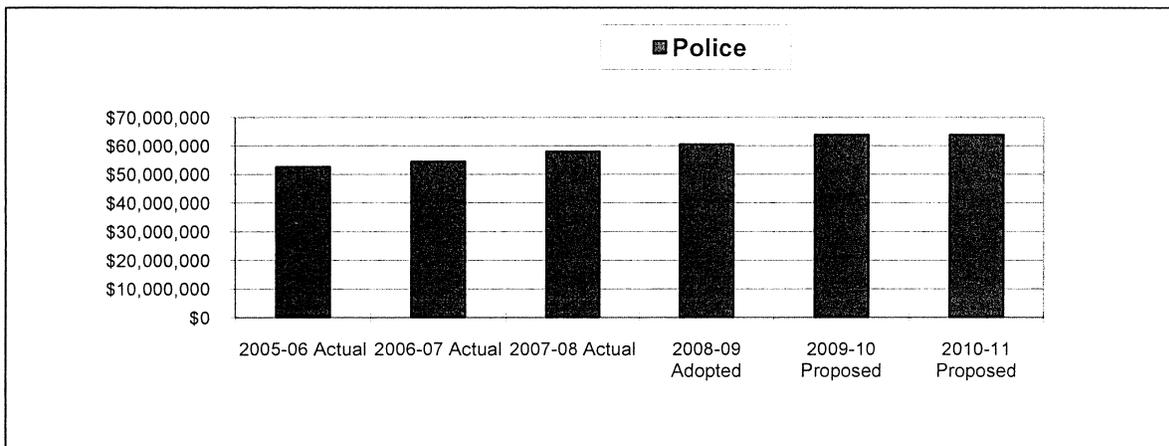
## FUNCTIONAL RESPONSIBILITIES

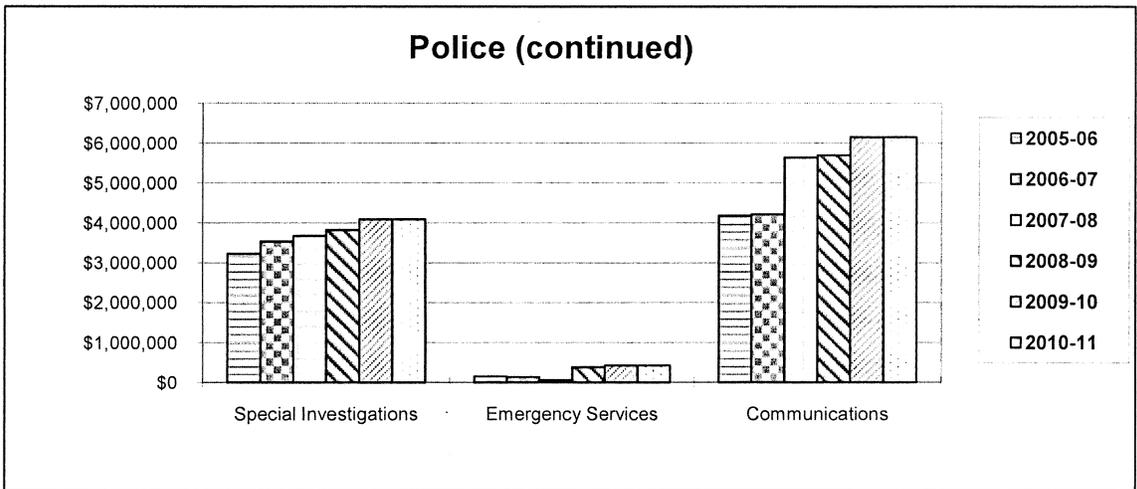
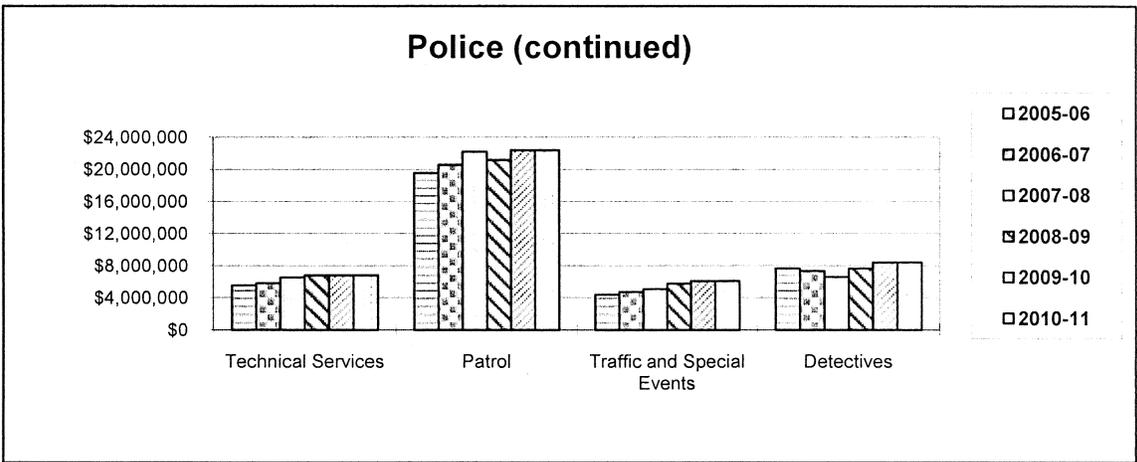
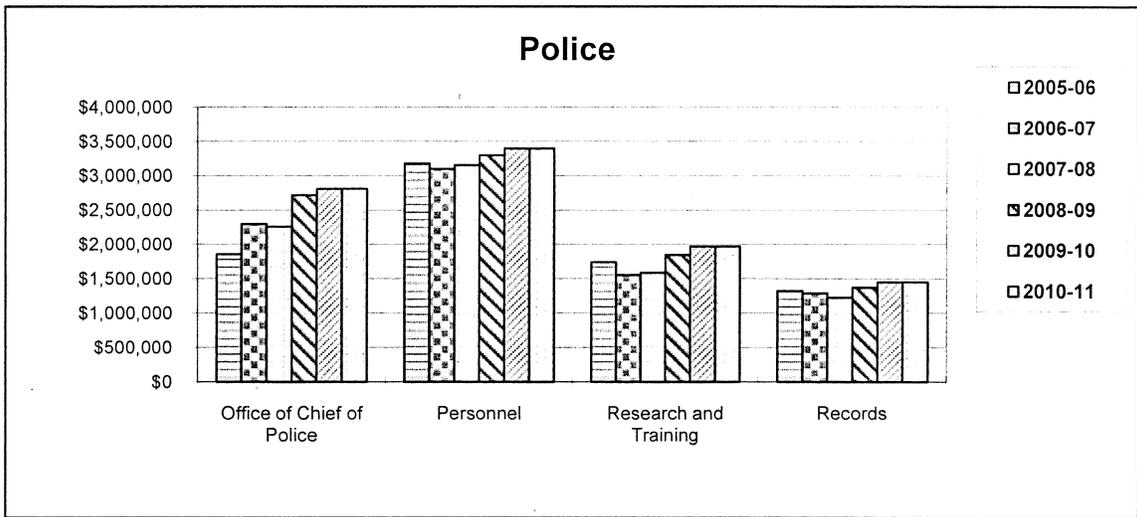
The function of the Police Department is to enforce the penal provisions of the City Charter, City ordinances, and State, and Federal laws for the purpose of protecting persons and property and the preservation of peace within the community. To these ends, the Department engages in patrol, crime prevention,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

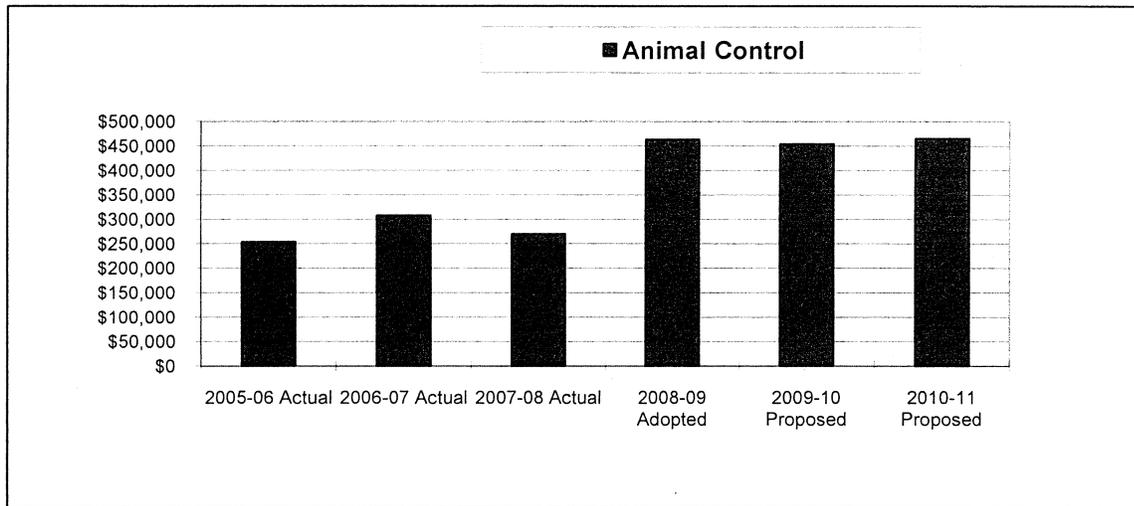
## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Office of Chief of Police	\$ 1,854,696	\$ 2,292,906	\$ 2,259,072	\$ 2,716,060	\$ 2,808,660	\$ 2,808,660
Personnel	3,177,581	3,101,193	3,151,234	3,297,169	3,398,569	3,398,569
Research and Training	1,742,143	1,555,735	1,589,353	1,844,200	1,969,400	1,969,400
Records	1,322,961	1,290,803	1,230,019	1,374,400	1,450,800	1,450,800
Technical Services	5,555,730	5,843,540	6,563,304	6,817,158	6,802,833	6,802,833
Patrol	19,530,975	20,551,464	22,184,572	21,160,410	22,376,810	22,376,810
Traffic and Special Events	4,383,900	4,761,023	5,117,870	5,781,900	6,114,200	6,114,200
Detectives	7,648,540	7,342,885	6,597,972	7,670,961	8,424,161	8,424,161
Special Investigations	3,233,304	3,536,786	3,679,503	3,830,100	4,099,500	4,099,500
Emergency Services	151,327	140,243	63,536	390,900	430,454	430,454
Communications	4,186,144	4,223,351	5,649,584	5,705,869	6,163,611	6,163,611
General Fund Total	\$ 52,787,301	\$ 54,639,929	\$ 58,086,019	\$ 60,589,127	\$ 64,038,998	\$ 64,038,998
General Fund Revenues	\$ 886,493	\$ 878,359	\$ 896,007	\$ 793,893	\$ 799,364	\$ 807,399
Animal Control Fund						
Animal Control	\$ 254,148	\$ 308,463	\$ 270,335	\$ 463,928	\$ 454,018	\$ 466,000
Animal Control Revenues	\$ 264,853	\$ 188,838	\$ 253,329	\$ 453,648	\$ 453,648	\$ 456,000

## EXPENDITURES







**DEPARTMENT BUDGET (GENERAL FUND)**

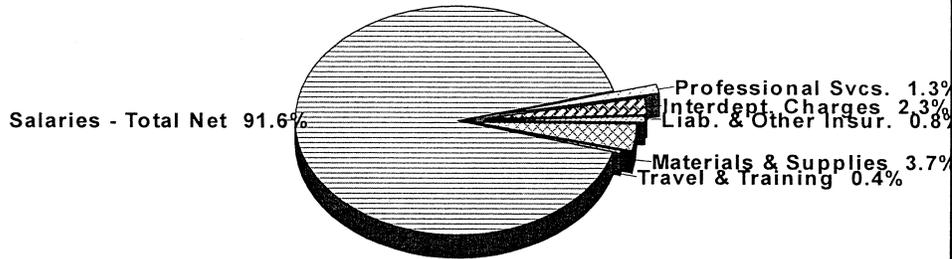
	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 44,957,761	\$ 45,883,197	\$ 47,738,707	\$ 53,810,009	\$ 57,024,009	\$ 57,024,009
Overtime	4,077,335	4,539,872	5,685,609	2,272,400	2,404,000	2,404,000
Salaries - Total	49,035,096	50,423,069	53,424,316	56,082,409	59,428,009	59,428,009
Salaries - Reimbursements	(731,405)	(972,473)	(839,419)	(741,100)	(741,100)	(741,100)
Salaries - Labor Charges	90,708	125,592	148,571	150,610	158,410	158,410
Salaries - Total Net	48,394,399	49,576,188	52,733,468	55,491,919	58,845,319	58,845,319
Supplies and Services	4,380,810	5,063,741	5,352,551	5,097,208	5,193,679	5,193,679
Capital Outlay	12,092	-	-	-	-	-
General Fund Total	\$ 52,787,301	\$ 54,639,929	\$ 58,086,019	\$ 60,589,127	\$ 64,038,998	\$ 64,038,998

**DEPARTMENT BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 49,125,805	\$ 50,548,662	\$ 53,572,888	\$ 56,233,019	\$ 59,586,419	\$ 59,586,419
Salary & Benefit Reimbursements	(731,406)	(972,471)	(839,420)	(741,100)	(741,100)	(741,100)
Materials, Supplies and Maintenance	2,188,327	2,348,989	2,323,598	2,254,101	2,264,524	2,264,524
Professional Services/Contracts	702,697	977,621	942,343	779,523	796,877	796,877
Travel, Training & Membership Dues	224,815	207,267	283,916	231,160	231,160	231,160
Liabilities & Other Insurance	214,469	466,383	578,049	462,560	462,560	462,560
Interdepartmental Charges	972,302	972,302	1,076,133	1,180,312	1,283,372	1,283,372
Capital Acquisitions	12,092	-	-	-	-	-
Reimbursements from Other Funds	(500)	(9,691)	(12,301)	(18,000)	(54,466)	(54,466)
Operating Transfers Out	78,700	100,867	160,813	207,552	209,652	209,652
General Fund Total	\$ 52,787,301	\$ 54,639,929	\$ 58,086,019	\$ 60,589,127	\$ 64,038,998	\$ 64,038,998

# Police Department Budget by Category

(General Fund)\*



\*Based on 2008-09 Adopted Budget.

## DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 158,072	\$ 209,859	\$ 219,745	\$ 318,300	\$ 309,400	\$ 309,400
Overtime	4,900	11,747	14,957	17,800	17,600	17,600
Salaries - Total	162,972	221,606	234,702	336,100	327,000	327,000
Salaries - Reimbursements	-	-	(58,346)	-	-	-
Salaries - Labor Charges	-	-	-	-	-	10,873
Salaries - Total Net	162,972	221,606	176,356	336,100	327,000	337,873
Supplies and Services	91,176	80,237	93,979	127,828	127,018	128,127
Capital Outlay	-	6,620	-	-	-	-
Animal Control Fund Total	\$ 254,148	\$ 308,463	\$ 270,335	\$ 463,928	\$ 454,018	\$ 466,000

## DEPARTMENT BUDGET

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 162,972	\$ 221,606	\$ 234,702	\$ 336,100	\$ 327,000	\$ 337,873
Salary & Benefit Reimbursements	-	-	(58,346)	-	-	-
Materials, Supplies and Maintenance	107	-	-	6,000	6,000	7,109
Professional Services/Contracts	78,644	64,875	71,232	100,000	100,000	100,000
Travel, Training & Membership Dues	517	3,455	7,538	6,000	6,000	6,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	11,908	11,908	15,209	15,828	15,018	15,018
Capital Acquisitions	-	6,620	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Animal Control Fund Total	\$ 254,148	\$ 308,464	\$ 270,335	\$ 463,928	\$ 454,018	\$ 466,000

**POLICE  
DEPARTMENT PERSONNEL SUMMARY -**

<u>General Fund</u> Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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	15.0	15.0	15.0	15.0
Police Sergeant	33.0	33.5	34.0	34.0	34.0	34.0
Police Officer	187.0	186.5	186.0	186.0	183.0	183.0
Police Records Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Services Officer	30.0	30.0	29.0	29.0	30.0	30.0
Identification Analyst	2.0	2.0	2.0	2.0	1.0	1.0
Sr. Forensic Identification Specialist	-	-	-	-	2.0	2.0
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	1.0	1.0	1.8	1.8	1.8
Emergency Services Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	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	13.0	13.0	13.0	13.0
Police Records Supervisor	2.0	2.0	3.0	3.0	3.0	3.0
Public Safety Communications Supervisor	-	-	2.0	2.0	3.0	3.0
Public Safety Dispatcher	-	-	-	24.0	24.0	24.0
Fire Communications Operator	-	-	9.0	-	-	-
Communications Operator	12.0	15.0	15.0	-	-	-
Police Records Technician	-	-	-	17.0	17.0	17.0
Typist Clerk	18.0	18.0	17.0	-	-	-
Crossing Guard	13.0	13.0	13.0	13.0	13.0	13.0
<b>General Fund Total</b>	<b>343.0</b>	<b>346.0</b>	<b>357.0</b>	<b>357.8</b>	<b>357.8</b>	<b>357.8</b>
<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	2.0	2.0	2.0
Staff Assistant	-	-	-	1.0	1.0	1.0
<b>Total Animal Control Fund</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
<b>Grand Total</b>	<b>346.0</b>	<b>349.0</b>	<b>360.0</b>	<b>361.8</b>	<b>361.8</b>	<b>361.8</b>

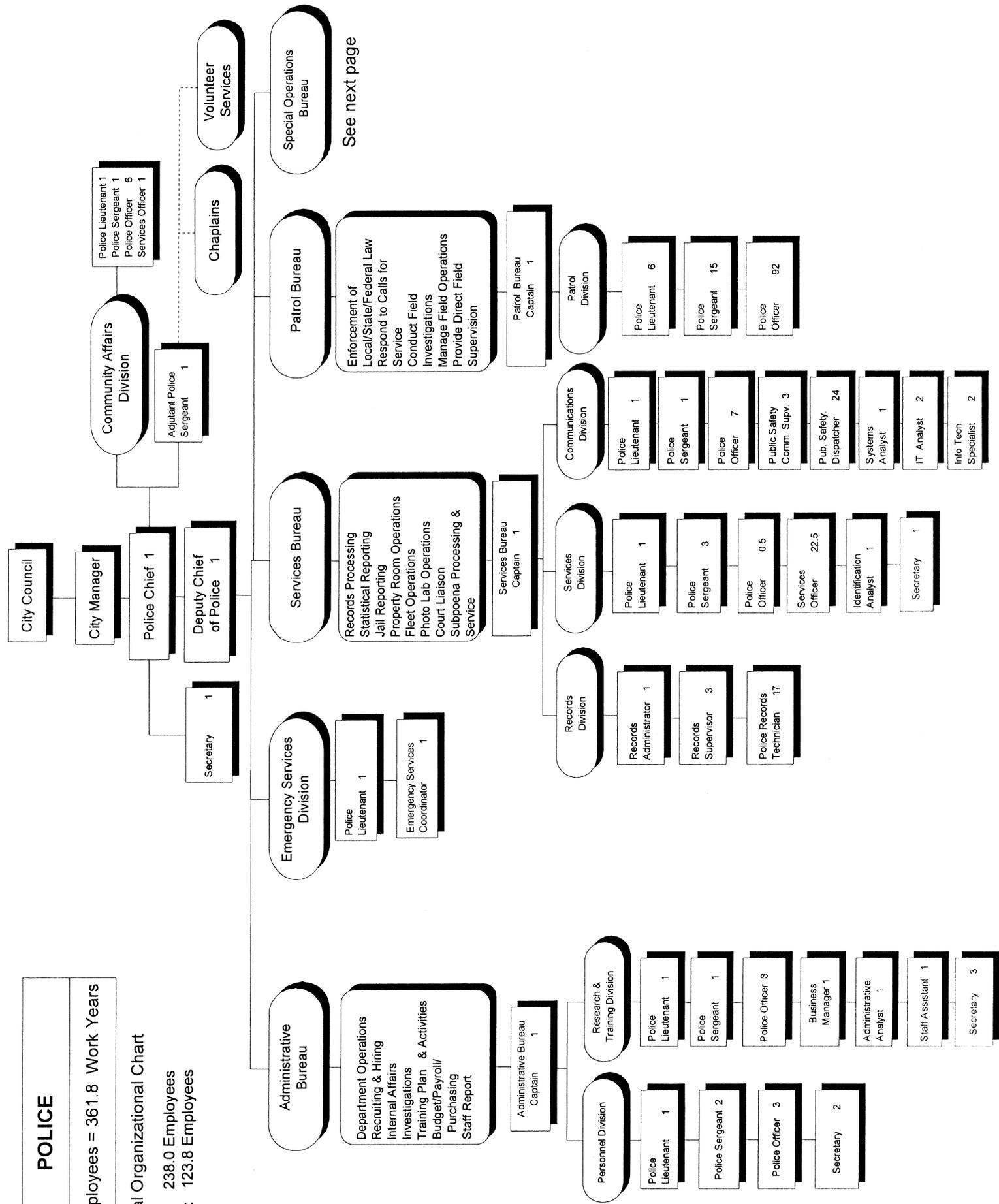
# POLICE

No. of Employees = 361.8 Work Years

## Functional Organizational Chart

Sworn: 238.0 Employees

Non-sworn: 123.8 Employees



See next page

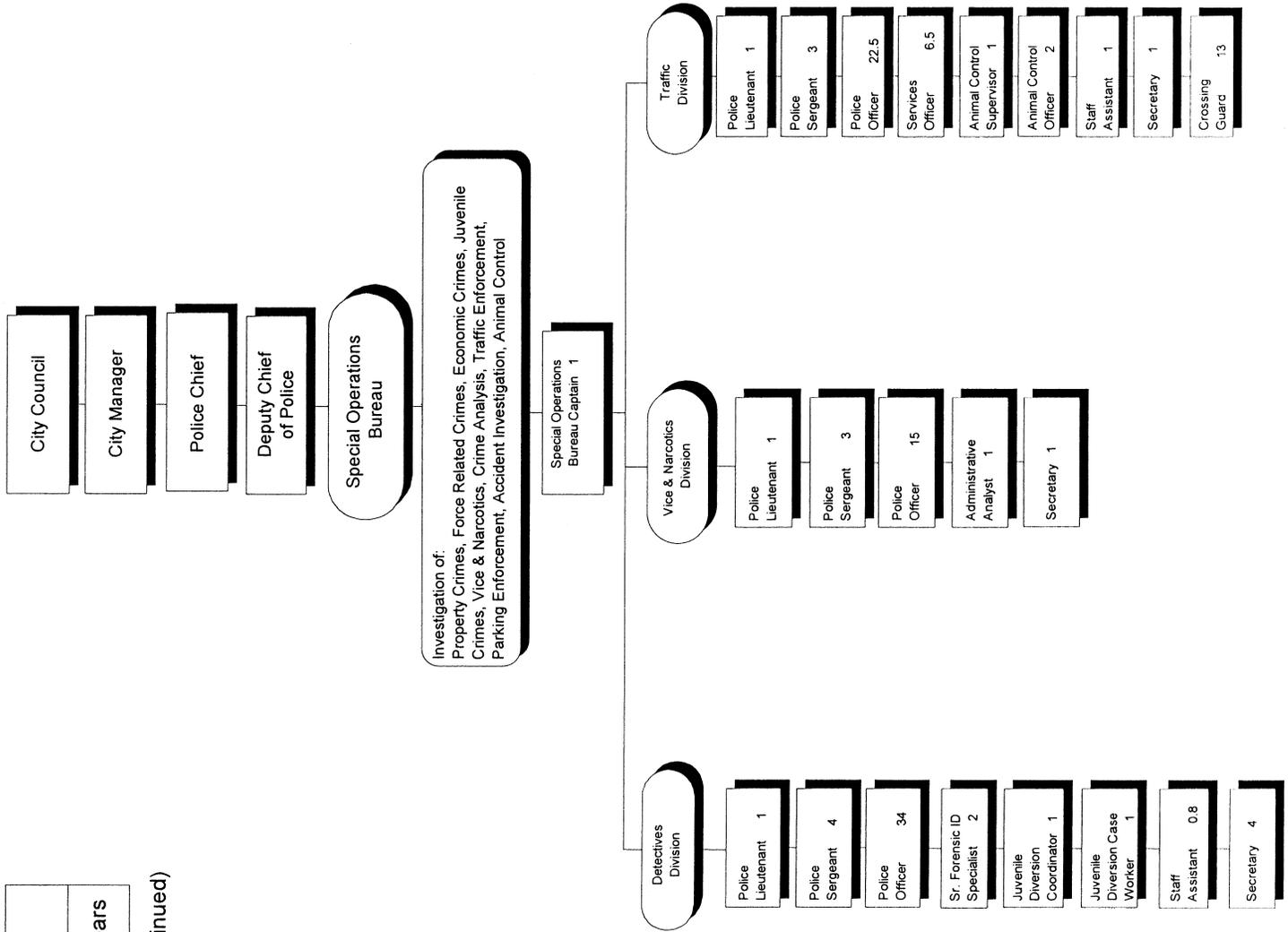
# POLICE

No. of Employees = 361.8 Work Years

## Functional Organization Chart (Continued)

Sworn: 238.0 Employees

Non-sworn: 123.8 Employees

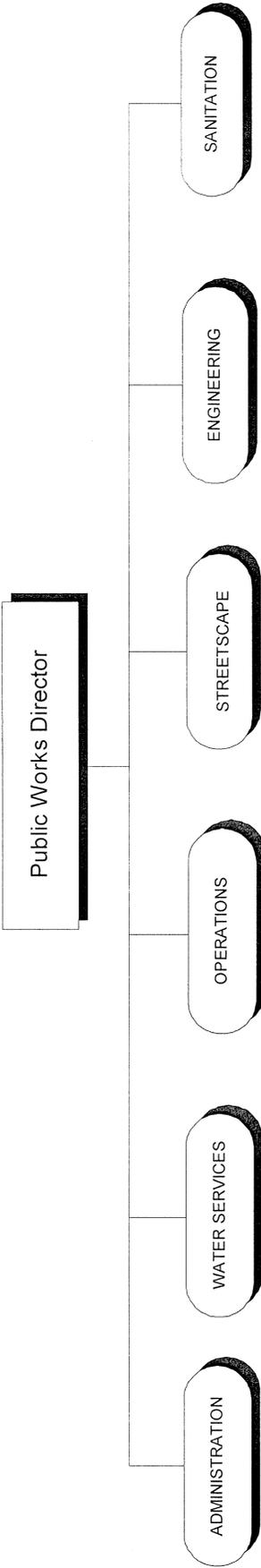




PUBLIC WORKS

**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.

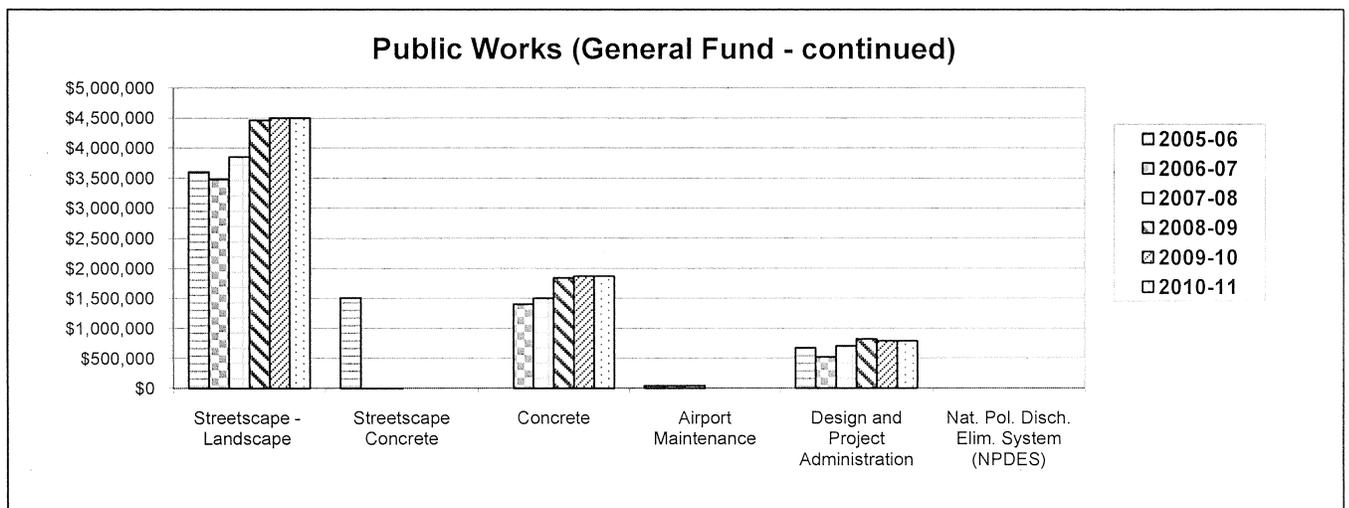
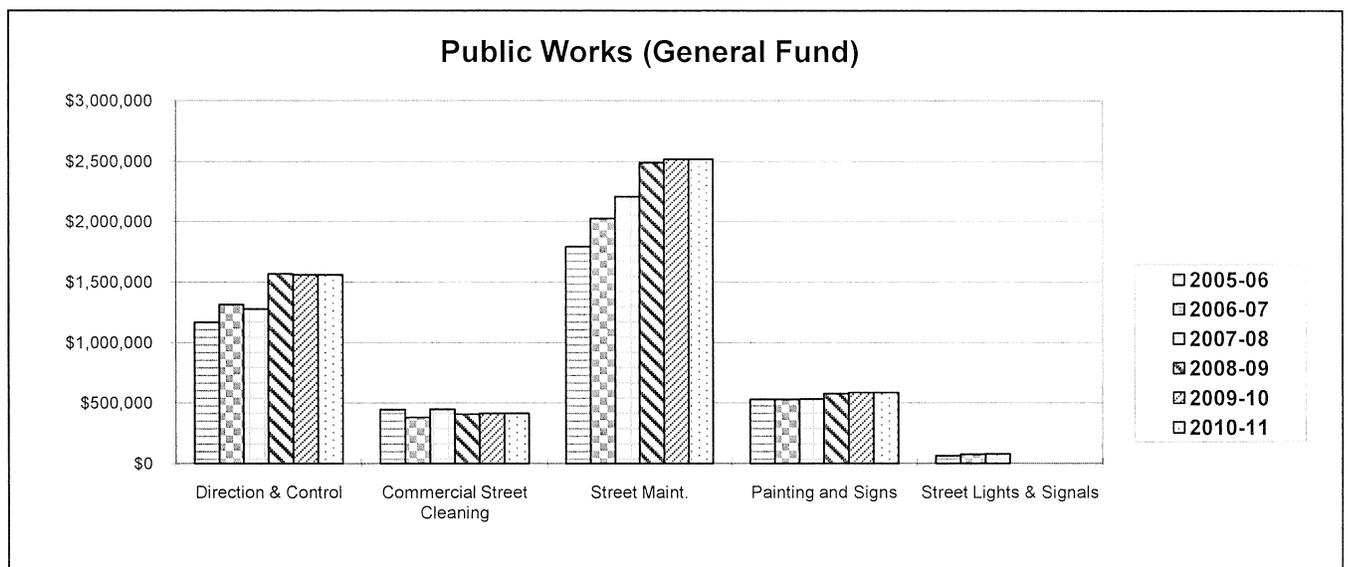
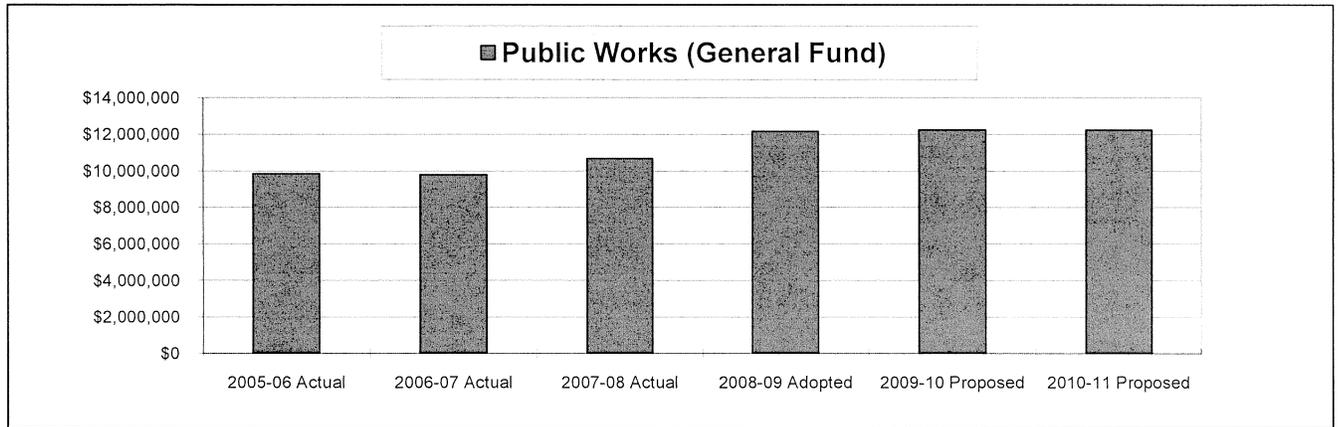
### FUNCTIONAL RESPONSIBILITIES

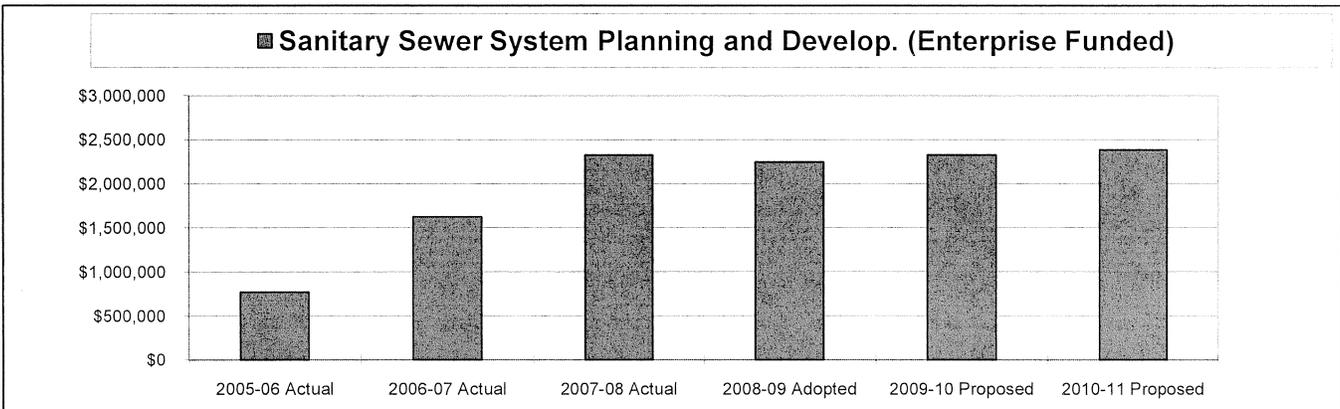
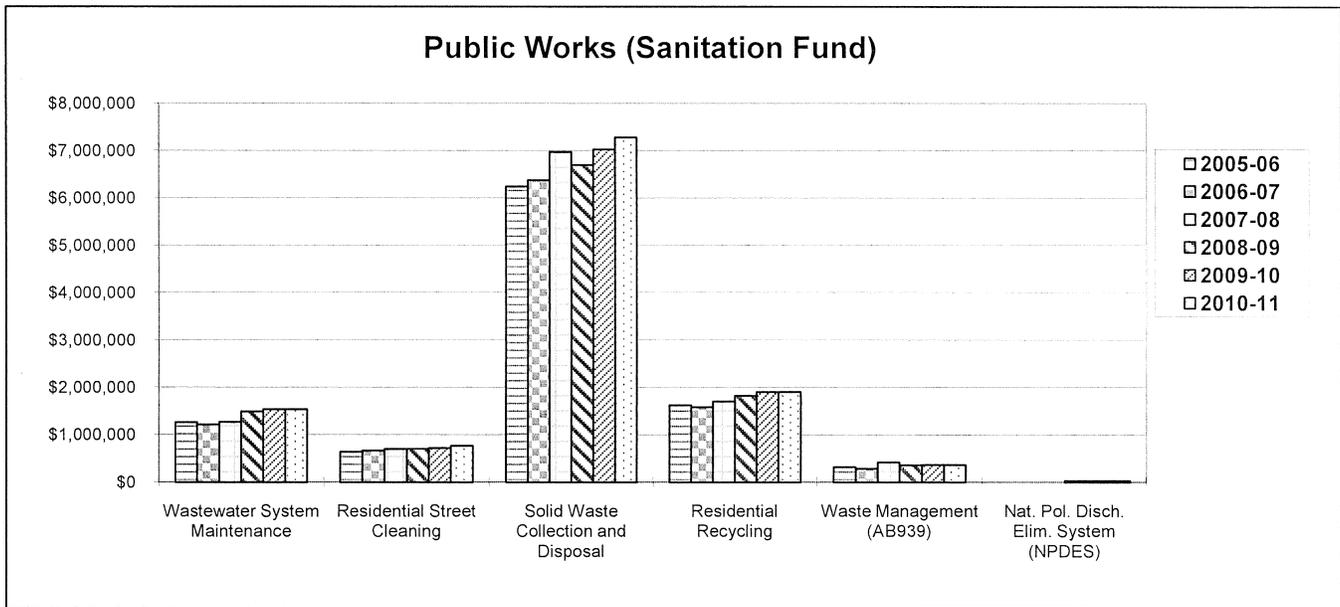
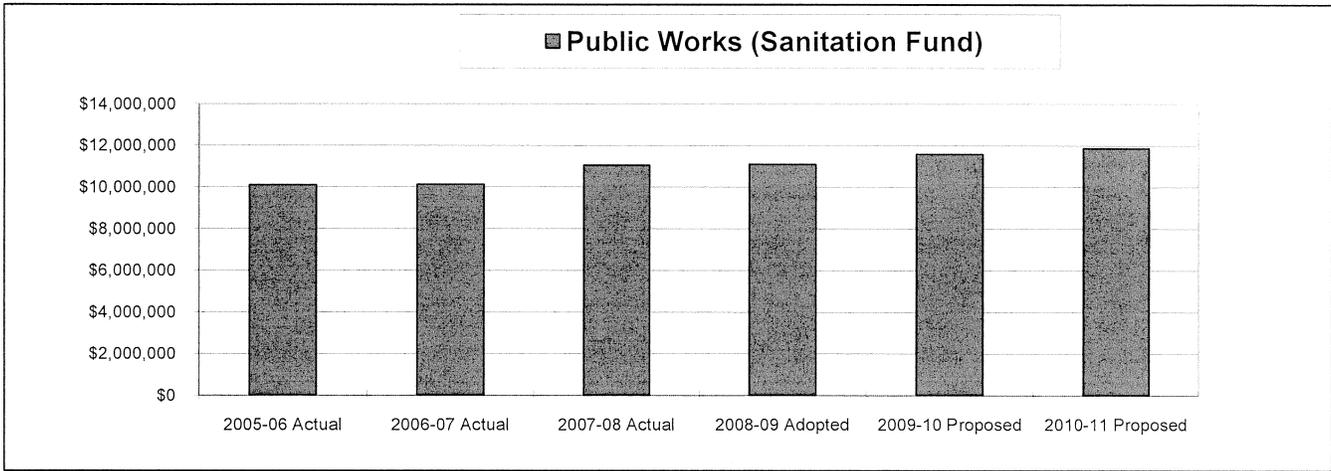
Maintain sewer and storm drain infrastructure, including pump stations, catch basins and storm water retention basins.  
 • Street sweeping and residential refuse and recycling collection. • Maintain concrete sidewalks, curbs, and gutters throughout the City.  
 • Maintain City owned parkway trees and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

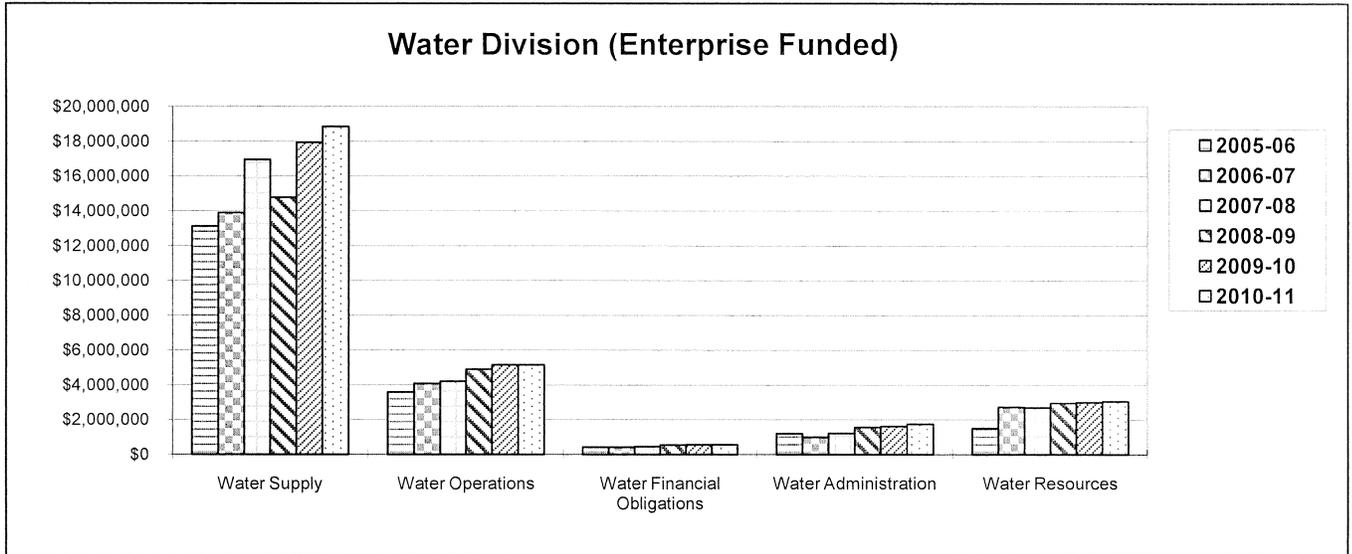
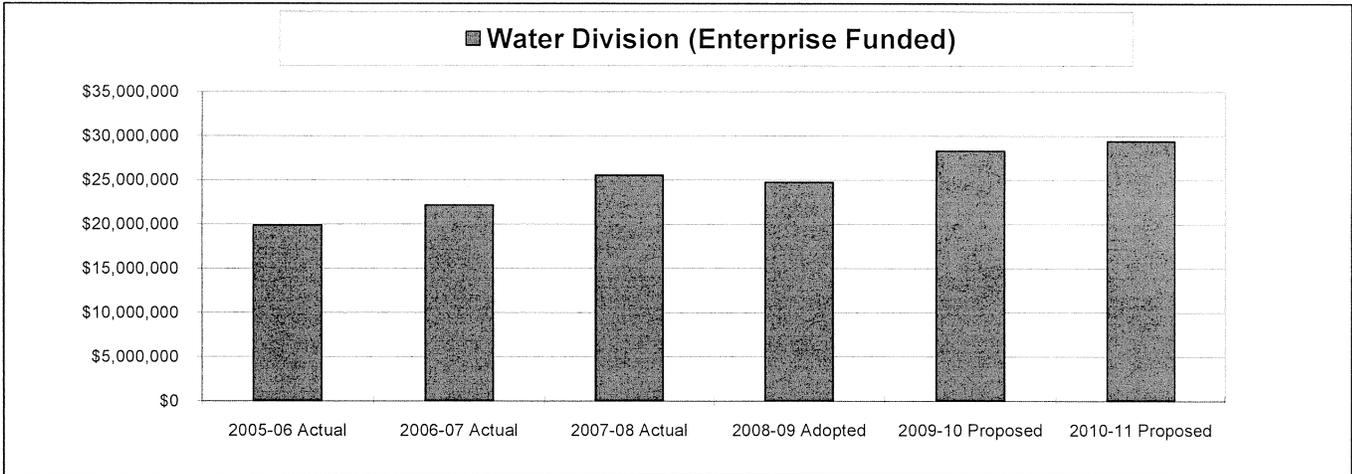
### DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>General Fund:</b>						
Direction & Control	\$ 1,167,050	\$ 1,312,709	\$ 1,278,427	\$ 1,568,041	\$ 1,561,024	\$ 1,561,024
Commercial Street Cleaning	447,632	380,853	450,158	408,596	415,340	415,340
Street Maintenance and Repair	1,794,336	2,027,879	2,207,329	2,487,817	2,518,056	2,518,056
Painting and Signs	529,497	530,008	532,517	577,883	586,232	586,232
Street Lights & Signals	63,244	77,785	78,683	-	-	-
Streetscape - Landscape	3,602,556	3,482,070	3,851,215	4,463,742	4,503,322	4,503,322
Streetscape Concrete	1,513,806	5,500	10,617	-	-	-
Concrete	-	1,403,280	1,503,473	1,839,164	1,871,164	1,871,164
Airport Maintenance	38,737	41,489	45,030	-	-	-
Design and Project Administration	674,087	522,614	706,288	822,234	792,446	792,446
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	-	-	-
General Fund Total	\$ 9,830,945	\$ 9,784,187	\$ 10,663,737	\$ 12,167,477	\$ 12,247,584	\$ 12,247,584
General Fund Revenues	\$ 106,198	\$ 128,810	\$ 63,892	\$ 125,696	\$ 136,000	\$ 140,080
<b>Sanitation Enterprise Fund:</b>						
Wastewater System Maintenance	\$ 1,266,932	\$ 1,218,626	\$ 1,270,126	\$ 1,495,622	\$ 1,539,311	\$ 1,539,311
Residential Street Cleaning	639,068	667,227	699,735	707,316	720,221	766,276
Solid Waste Collection and Disposal	6,244,736	6,378,555	6,974,736	6,697,433	7,025,888	7,279,723
Residential Recycling	1,627,372	1,583,699	1,703,366	1,825,939	1,907,228	1,907,228
Waste Management (AB939)	324,221	287,447	420,417	361,395	365,762	365,762
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	30,800	32,700	32,700
Sanitation Enterprise Fund Total	\$ 10,102,329	\$ 10,135,554	\$ 11,068,380	\$ 11,118,505	\$ 11,591,110	\$ 11,891,000
Sanitation Enterprise Fund Revenues	\$ 10,465,172	\$ 10,872,775	\$ 11,053,702	\$ 10,950,654	\$ 11,254,620	\$ 11,509,000
<b>Sewer Enterprise Fund</b>						
Sanitary Sewer System Planning and Dev.	\$ 775,333	\$ 1,626,340	\$ 2,331,572	\$ 2,252,011	\$ 2,330,242	\$ 2,388,000
Sanitary Sewer System Revenues	\$ 1,995,024	\$ 2,914,034	\$ 2,357,561	\$ 2,734,500	\$ 1,909,500	\$ 1,963,000
<b>Water Enterprise Fund</b>						
Water Supply	\$ 13,132,059	\$ 13,902,169	\$ 16,958,058	\$ 14,796,363	\$ 17,948,000	\$ 18,848,095
Water Operations	3,600,725	4,091,955	4,204,771	4,897,128	5,164,095	5,164,095
Water Resources	418,470	417,060	449,323	542,176	573,234	573,234
Water Administration	1,208,988	993,852	1,222,472	1,569,469	1,612,953	1,756,743
Water Financial Obligations	1,508,997	2,735,336	2,712,804	2,961,335	3,015,267	3,069,083
Water Enterprise Fund Total	\$ 19,869,239	\$ 22,140,372	\$ 25,547,428	\$ 24,766,471	\$ 28,313,549	\$ 29,411,250
Water Enterprise Fund Revenues	\$ 22,402,592	\$ 23,223,435	\$ 23,902,486	\$ 26,060,410	\$ 28,879,000	\$ 30,138,000

EXPENDITURES





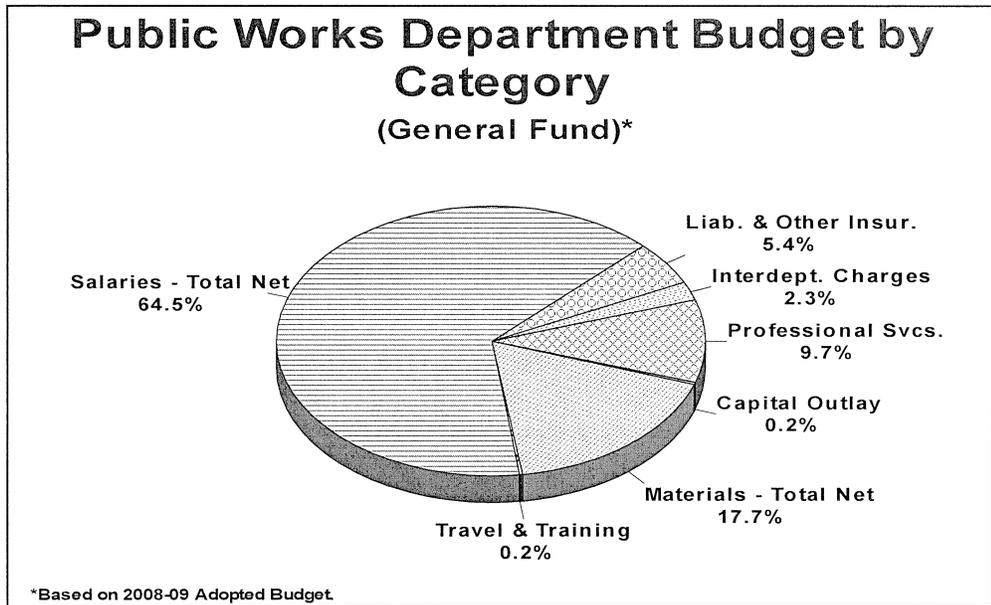


**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 7,874,961	\$ 7,501,792	\$ 8,280,481	\$ 10,555,502	\$ 10,810,560	\$ 10,810,560
Overtime	219,015	231,282	278,810	198,800	201,200	201,200
Salaries - Total	8,093,976	7,733,074	8,559,291	10,754,302	11,011,760	11,011,760
Salaries - Reimbursements	(2,100,777)	(1,857,634)	(2,177,062)	(2,953,085)	(3,108,282)	(3,108,282)
Salaries - Labor Charges	67,659	70,841	67,938	45,740	45,740	45,740
Salaries - Total Net	6,060,858	5,946,281	6,450,167	7,846,957	7,949,218	7,949,218
Supplies and Services	3,711,059	3,812,792	4,142,768	4,291,770	4,269,616	4,269,616
Capital Outlay	59,028	25,114	70,802	28,750	28,750	28,750
General Fund Total	\$ 9,830,945	\$ 9,784,187	\$ 10,663,737	\$ 12,167,477	\$ 12,247,584	\$ 12,247,584

**DEPARTMENT BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 8,161,634	\$ 7,803,915	\$ 8,627,229	\$ 10,800,042	\$ 11,057,500	\$ 11,057,500
Salary & Benefit Reimbursements	(2,100,777)	(1,857,634)	(2,177,062)	(2,953,085)	(3,108,282)	(3,108,282)
Materials, Supplies and Maintenance	2,469,712	2,711,435	3,070,222	2,923,411	2,906,908	2,906,908
Professional Services/Contracts	975,743	1,028,888	1,039,451	1,180,258	1,179,858	1,179,858
Travel, Training & Membership Dues	10,086	11,558	17,008	28,610	28,610	28,610
Liabilities & Other Insurance	503,912	562,179	509,613	656,135	656,135	656,135
Interdepartmental Charges	169,787	169,786	195,962	222,905	217,816	217,816
Capital Acquisitions	59,028	25,113	70,802	28,750	28,750	28,750
Reimbursements from Other Funds	(660,105)	(712,038)	(741,720)	(771,729)	(771,591)	(771,591)
Operating Transfers Out	241,925	40,985	52,232	52,180	51,880	51,880
General Fund Total	\$ 9,830,945	\$ 9,784,187	\$ 10,663,737	\$ 12,167,477	\$ 12,247,584	\$ 12,247,584

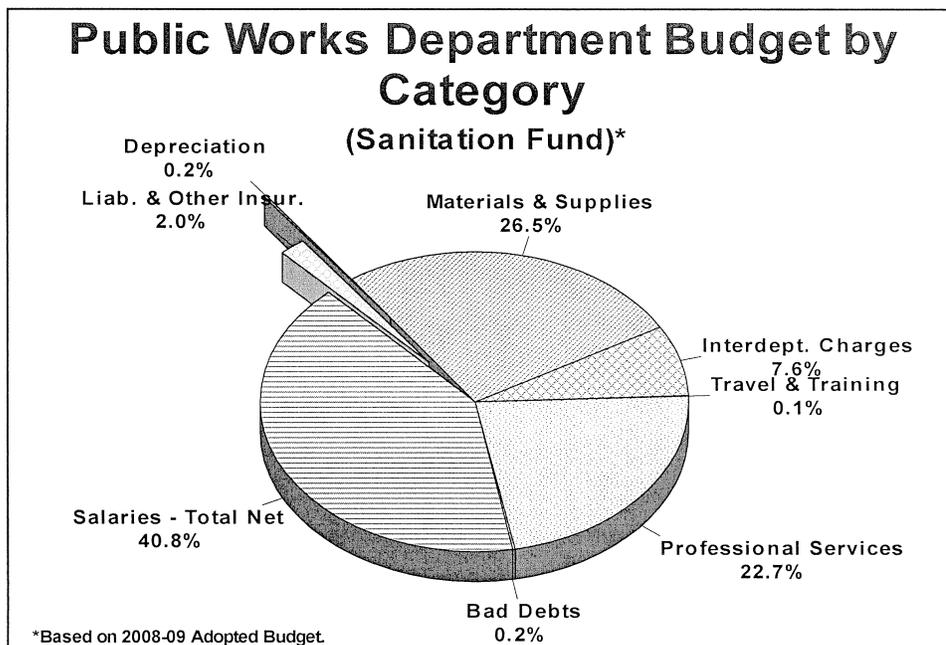


**DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 3,703,491	\$ 3,459,534	\$ 3,806,990	\$ 4,213,240	\$ 4,443,356	\$ 4,445,240
Overtime	121,052	147,142	164,426	219,800	231,400	231,500
Salaries - Total	3,824,543	3,606,676	3,971,416	4,433,040	4,674,756	4,676,740
Salaries - Reimbursements	(7,785)	(12,861)	(2,274)	(34,555)	(34,726)	(36,710)
Salaries - Labor Charges	123,022	156,902	136,466	133,169	172,939	321,234
Salaries - Total Net	3,939,780	3,750,717	4,105,608	4,531,654	4,812,969	4,961,264
Supplies and Services	6,162,549	6,384,837	6,962,772	6,586,851	6,778,141	6,929,736
Capital Outlay	-	-	-	-	-	-
Sanitation Enterprise Fund Total	\$ 10,102,329	\$ 10,135,554	\$ 11,068,380	\$ 11,118,505	\$ 11,591,110	\$ 11,891,000

**DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 3,947,565	\$ 3,763,578	\$ 4,107,883	\$ 4,566,209	\$ 4,849,679	\$ 4,997,974
Salary & Benefit Reimbursements	(7,785)	(12,861)	(2,274)	(34,555)	(36,710)	(36,710)
Materials, Supplies and Maintenance	2,967,482	3,197,698	3,539,542	2,990,574	3,058,540	3,104,595
Professional Services/Contracts	2,229,215	2,279,408	2,177,096	2,523,352	2,503,352	2,503,352
Travel, Training & Membership Dues	2,318	3,243	4,212	6,800	6,800	6,800
Depreciation	18,035	25,102	24,818	25,180	25,180	25,180
Liabilities & Other Insurance	248,230	201,667	129,770	222,374	222,374	222,374
Interdepartmental Charges	729,020	719,533	756,838	839,823	982,747	1,088,287
Debt Service	-	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	10,586	12,787	12,833	22,720	22,720	22,720
Asset Contra Account	-	-	-	-	-	-
Reimbursements from Other Funds	(42,337)	(54,601)	(27,636)	(46,000)	(46,000)	(46,000)
Operating Transfers Out	-	-	345,298	2,028	2,428	2,428
Sanitation Enterprise Fund Total	\$ 10,102,329	\$ 10,135,554	\$ 11,068,380	\$ 11,118,505	\$ 11,591,110	\$ 11,891,000

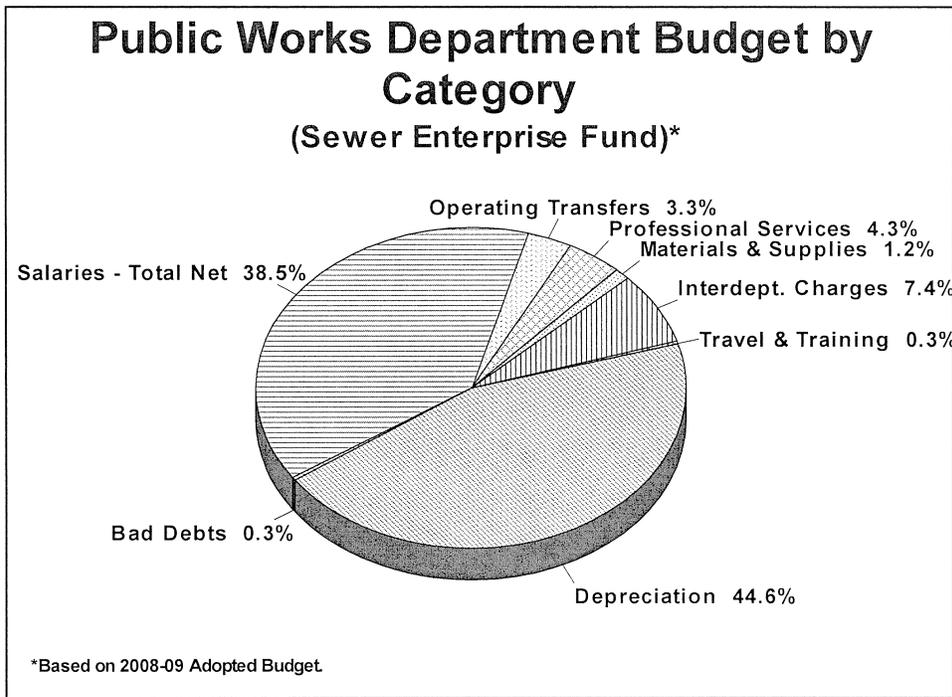


**DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 603,236	\$ 736,438	\$ 803,175	\$ 1,074,571	\$ 1,107,300	\$ 1,107,300
Overtime	9,351	16,784	20,184	31,600	33,400	33,400
Salaries - Total	612,587	753,222	823,359	1,106,171	1,140,700	1,140,700
Salaries - Reimbursements	(309,916)	(425,147)	(446,770)	(467,320)	(500,850)	(500,850)
Salaries - Labor Charges	189,398	179,647	209,739	228,445	243,164	281,092
Salaries - Total Net	492,069	507,722	586,328	867,296	883,014	920,942
Supplies and Services	283,264	1,118,618	1,739,615	1,380,015	1,442,528	1,462,358
Capital Outlay	-	-	5,629	4,700	4,700	4,700
Sewer Enterprise Fund Total	\$ 775,333	\$ 1,626,340	\$ 2,331,572	\$ 2,252,011	\$ 2,330,242	\$ 2,388,000

**DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 801,985	\$ 932,869	\$ 1,033,098	\$ 1,334,616	\$ 1,383,864	\$ 1,421,792
Salary & Benefit Reimbursements	(309,916)	(425,147)	(446,770)	(467,320)	(500,850)	(500,850)
Materials, Supplies and Maintenance	7,994	6,707	7,966	26,921	26,921	39,560
Professional Services/Contracts	54,218	37,219	52,282	96,870	96,870	96,870
Travel, Training & Membership Dues	90	869	4,179	6,514	6,514	6,514
Depreciation	12,300	856,752	935,438	1,005,000	1,005,000	1,005,000
Interdepartmental Charges	132,926	139,410	152,849	166,910	229,423	236,614
Capital Acquisitions	-	-	5,629	4,700	4,700	4,700
Bad Debts and Other Losses	736	1,347	987	7,500	7,500	7,500
Asset Contra Account	-	-	(5,629)	(4,700)	(4,700)	(4,700)
Operating Transfers Out	75,000	76,314	591,543	75,000	75,000	75,000
Sewer Enterprise Fund Total	\$ 775,333	\$ 1,626,340	\$ 2,331,572	\$ 2,252,011	\$ 2,330,242	\$ 2,388,000

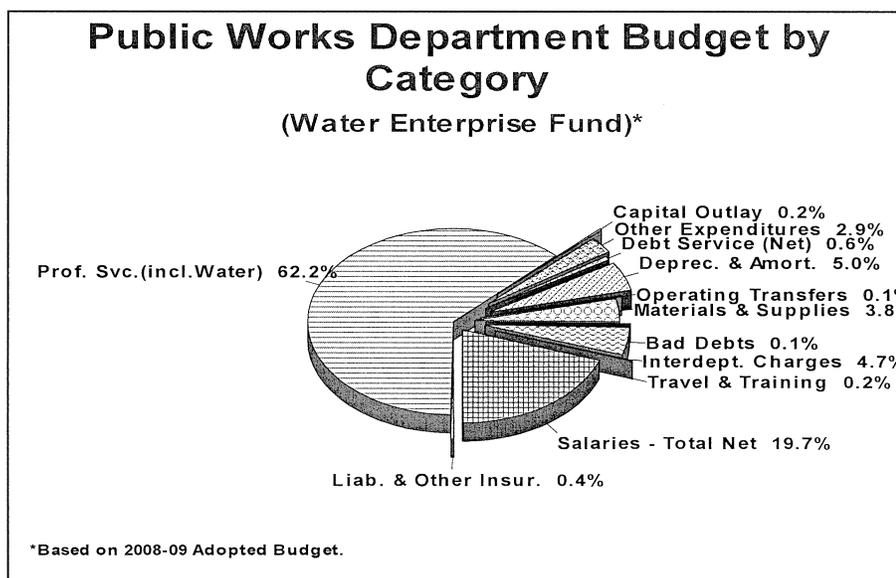


**DEPARTMENT BUDGET (WATER ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 3,075,514	\$ 3,077,087	\$ 3,267,799	\$ 4,011,641	\$ 4,161,870	\$ 4,162,270
Overtime	113,305	167,235	134,857	260,900	271,000	270,600
Salaries - Total	3,188,819	3,244,322	3,402,656	4,272,541	4,432,870	4,432,870
Salaries - Reimbursements	(354,447)	(369,960)	(327,704)	(322,475)	(371,120)	(371,120)
Salaries - Labor Charges	622,530	775,249	852,087	931,160	986,565	1,130,355
Salaries - Total Net	3,456,902	3,649,611	3,927,039	4,881,226	5,048,315	5,192,105
Supplies and Services	16,358,966	18,437,640	21,617,796	19,829,045	23,209,034	24,162,945
Capital Outlay	53,371	53,121	2,593	56,200	56,200	56,200
Water Enterprise Fund Total	\$ 19,869,239	\$ 22,140,372	\$ 25,547,428	\$ 24,766,471	\$ 28,313,549	\$ 29,411,250

**DEPARTMENT BUDGET (WATER ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 3,811,349	\$ 4,019,571	\$ 4,254,743	\$ 5,203,701	\$ 5,419,435	\$ 5,563,225
Salary & Benefit Reimbursements	(354,447)	(369,960)	(327,704)	(322,475)	(371,120)	(371,120)
Materials, Supplies and Maintenance	1,025,658	988,678	1,137,086	1,126,977	1,213,698	2,113,793
Professional Services/Contracts	332,770	493,739	418,346	531,374	581,674	581,674
Water Supply Costs	13,097,062	13,869,297	13,604,422	14,761,363	17,903,000	17,903,000
Parts & Fuel Inventory	205,489	429,581	367,977	450,000	450,000	450,000
MWD Ultra-Low Flow Rebate Prog	15,369	-	-	120,000	-	-
Travel, Training & Membership Dues	16,795	11,883	22,421	42,275	42,275	42,275
Depreciation and Amortization	36,198	1,200,562	1,176,624	1,243,800	1,200,000	1,200,000
Liabilities & Other Insurance	67,470	51,477	47,759	92,109	92,109	92,109
Interdepartmental Charges	885,709	947,057	990,800	1,156,578	1,332,534	1,386,350
Debt Service	623,482	619,589	615,939	653,750	626,125	626,125
Loans Contra Expenditures	(445,000)	(455,000)	(465,000)	(500,000)	(500,000)	(500,000)
Inventory Contra Account	(205,489)	(429,581)	(367,977)	(450,000)	(450,000)	(450,000)
Capital Acquisitions	53,371	53,121	2,593	56,200	56,200	56,200
Bad Debts and Other Losses	14,908	29,445	19,162	34,300	34,300	34,300
Fixed Assets Contra Expenditures	(38,404)	(53,121)	-	(176,200)	(56,200)	(56,200)
Reimbursements from Other Funds	(2,050)	(10,266)	(13,174)	(5,000)	(8,000)	(8,000)
Other Expenditures	700,000	718,000	718,000	718,000	718,000	718,000
Operating Transfers Out	28,999	26,300	3,345,411	29,719	29,519	29,519
Water Enterprise Fund Total	\$ 19,869,239	\$ 22,140,372	\$ 25,547,428	\$ 24,766,471	\$ 28,313,549	\$ 29,411,250



**PUBLIC WORKS  
DEPARTMENT PERSONNEL SUMMARY**

Position Title All Funds	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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
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	1.0	1.0	-	-	-	-
Public Works Supervisor	7.0	7.0	7.0	8.0	8.0	8.0
Street Maintenance Leader	3.0	3.0	3.0	3.0	3.0	3.0
Lead Maintenance Worker	-	-	-	-	11.0	11.0
Construction Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Senior Tree Trimmer	5.0	5.0	5.0	4.0	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Applicator	-	-	-	1.0	1.0	1.0
Senior Groundskeeper	7.0	7.0	7.0	7.0	-	-
Maintenance Worker	-	-	-	-	48.0	48.0
Groundskeeper	13.0	13.0	13.0	13.0	-	-
Cement Finisher	3.0	3.0	3.0	3.0	3.0	3.0
Sanitation Equipment Operator	-	-	-	-	27.0	27.0
Equipment Operator	-	-	-	-	12.0	12.0
Heavy Equipment Operator	7.0	7.0	18.0	18.0	-	-
Light Equipment Operator	11.0	11.0	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0	3.0
Electrician	3.0	3.0	3.0	3.0	3.0	3.0
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	29.5	29.5	29.5	27.5	-	-
Refuse Truck Operator	21.0	21.0	21.0	21.0	-	-
Refuse Worker	7.5	7.5	7.5	7.5	-	-
Wastewater Technician	-	-	-	-	6.0	6.0
Sewer Maintenance Worker	4.0	4.0	4.0	6.0	-	-
Airport Operations Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Airport Worker	6.0	6.0	6.0	6.0	6.0	6.0
Administrative Secretary	1.0	1.0	1.0	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
Project Manager	4.0	4.0	4.0	-	-	-
Associate Engineer	7.0	8.0	9.0	9.0	9.0	9.0
Assistant Engineer	4.0	2.0	2.0	2.0	2.0	2.0
Survey Party Chief	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Technician III	2.0	3.0	3.0	3.0	3.0	3.0
Water Service Tech III	10.0	10.0	10.0	10.0	10.0	10.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	10.0	10.0	10.0	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
<b>Total</b>	<b>205.0</b>	<b>205.0</b>	<b>206.0</b>	<b>209.0</b>	<b>209.0</b>	<b>209.0</b>

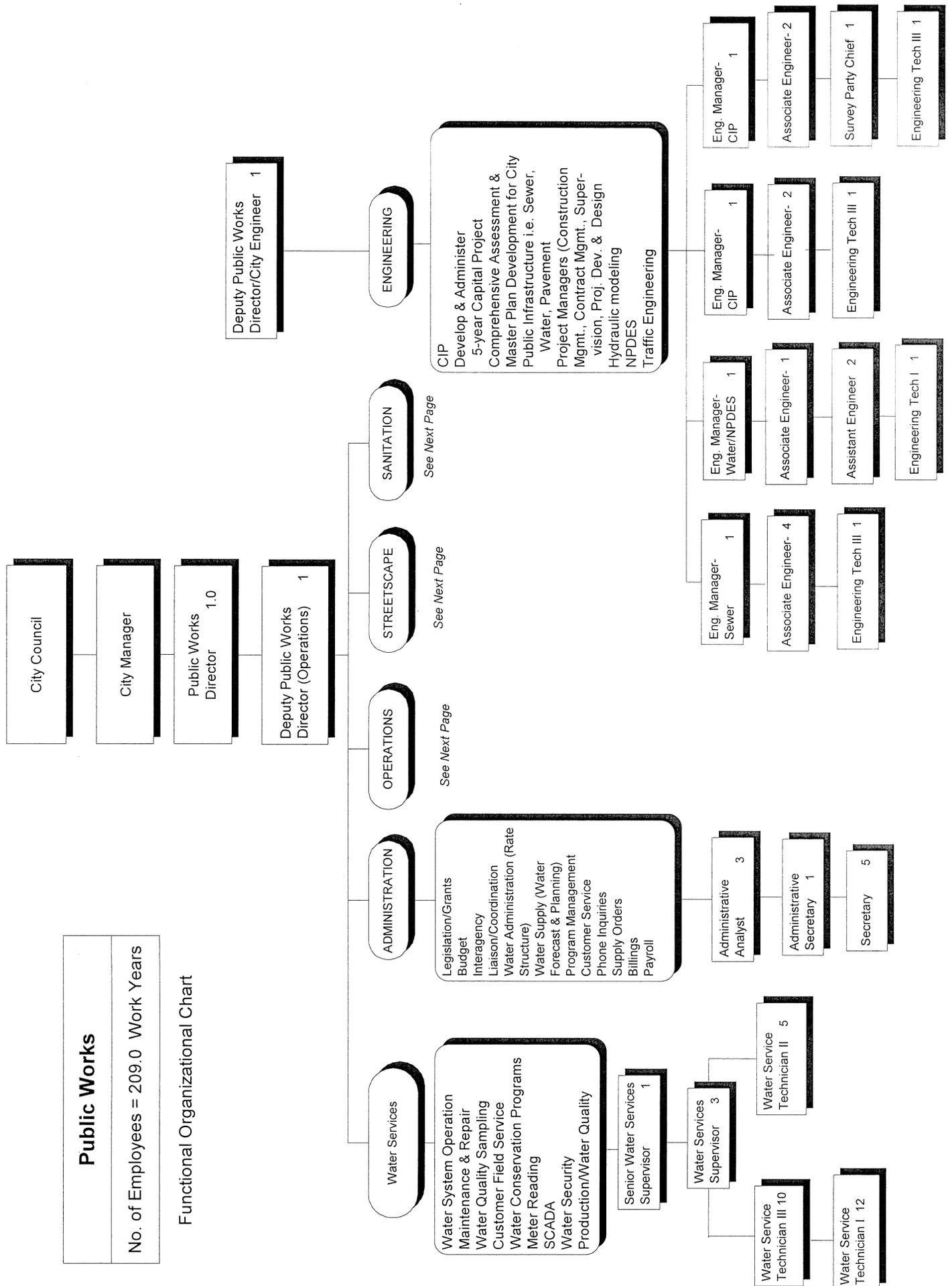
Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>General Fund</b>						
Public Works Director	0.7	0.8	0.8	0.8	0.8	0.8
Deputy Public Works Director - Engineering	-	-	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	0.7	0.7	0.7	0.7	0.7	0.7
Engineering Manager	-	-	-	2.0	2.0	2.0
Project Manager	2.0	2.0	2.0	-	-	-
Associate Engineer	4.0	5.0	6.0	6.0	6.0	6.0
Assistant Engineer	3.0	1.0	1.0	1.0	1.0	1.0
Survey Party Chief	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Technician III	1.0	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	4.0	4.0	5.0	5.0	5.0
Street Maintenance Leader	2.0	2.0	2.0	2.0	2.0	2.0
Lead Maintenance Worker	-	-	-	-	11.0	11.0
Construction Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Senior Tree Trimmer	5.0	5.0	5.0	4.0	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Applicator	-	-	-	1.0	1.0	1.0
Senior Groundskeeper	7.0	7.0	7.0	7.0	-	-
Maintenance Worker	-	-	-	-	32.4	32.4
Groundskeeper	13.0	13.0	13.0	13.0	-	-
Cement Finisher	3.0	3.0	3.0	3.0	3.0	3.0
Sanitation Equipment Operator	-	-	-	-	2.3	2.3
Equipment Operator	-	-	-	-	11.0	11.0
Heavy Equipment Operator	3.9	3.9	13.3	13.3	-	-
Light Equipment Operator	9.4	9.4	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0	3.0
Electrician	3.0	3.0	3.0	3.0	3.0	3.0
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	19.4	19.4	19.4	19.4	-	-
Administrative Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	1.5	1.5	1.5	1.5	1.5	1.5
<b>General Fund Total</b>	<b>100.4</b>	<b>100.5</b>	<b>102.5</b>	<b>103.5</b>	<b>103.5</b>	<b>103.5</b>
<b>Sanitation Enterprise Fund</b>						
Public Works Director	0.2	0.2	0.2	0.2	0.2	0.2
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	1.0	1.0	-	-	-	-
Public Works Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Sanitation Equipment Operator	-	-	-	-	24.7	24.7
Heavy Equipment Operator	3.1	3.1	3.7	3.7	-	-
Light Equipment Operator	0.6	0.6	-	-	-	-
Maintenance Worker	-	-	-	-	13.6	13.6
Semi-Skilled Laborer	6.1	6.1	6.1	6.1	-	-
Refuse Truck Operator	21.0	21.0	21.0	21.0	-	-
Refuse Worker	7.5	7.5	7.5	7.5	-	-
Wastewater Technician	-	-	-	-	4.0	4.0
Sewer Maintenance Worker	4.0	4.0	4.0	4.0	-	-
Secretary	1.4	1.4	1.4	1.4	1.4	1.4
<b>Total Sanitation Enterprise Fund</b>	<b>50.1</b>	<b>50.1</b>	<b>49.1</b>	<b>49.1</b>	<b>49.1</b>	<b>49.1</b>

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>Sewer Enterprise Fund</b>						
Engineering Manager	-	-	-	1.0	1.0	1.0
Project Manager	1.0	1.0	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
Heavy Equipment Operator	-	-	1.0	1.0	-	-
Light Equipment Operator	1.0	1.0	-	-	-	-
Wastewater Technician	-	-	-	-	2.0	2.0
Sewer Maintenance Worker	-	-	-	2.0	-	-
Maintenance Worker	-	-	-	-	2.0	2.0
Semi-skilled Laborer	2.0	2.0	2.0	2.0	-	-
<b>Total Sewer Enterprise Fund</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
<b>Airport Enterprise Fund</b>						
Public Works Director	0.1	-	-	-	-	-
Deputy Public Works Director - Operations	0.3	0.3	0.3	0.3	0.3	0.3
Airport Operations Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Airport Worker	6.0	6.0	6.0	6.0	6.0	6.0
Secretary	0.1	0.1	0.1	0.1	0.1	0.1
<b>Total Airport Enterprise Fund</b>	<b>7.5</b>	<b>7.4</b>	<b>7.4</b>	<b>7.4</b>	<b>7.4</b>	<b>7.4</b>
<b>Water Enterprise Fund</b>						
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
Project Manager	1.0	1.0	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	10.0	10.0	10.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	10.0	10.0	10.0	12.0	12.0	12.0
Semi-Skilled Laborer	2.0	2.0	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
<b>Total Water Enterprise Fund</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>
<b>Grand Total</b>	<b>205.0</b>	<b>205.0</b>	<b>206.0</b>	<b>209.0</b>	<b>209.0</b>	<b>209.0</b>

# Public Works

No. of Employees = 209.0 Work Years

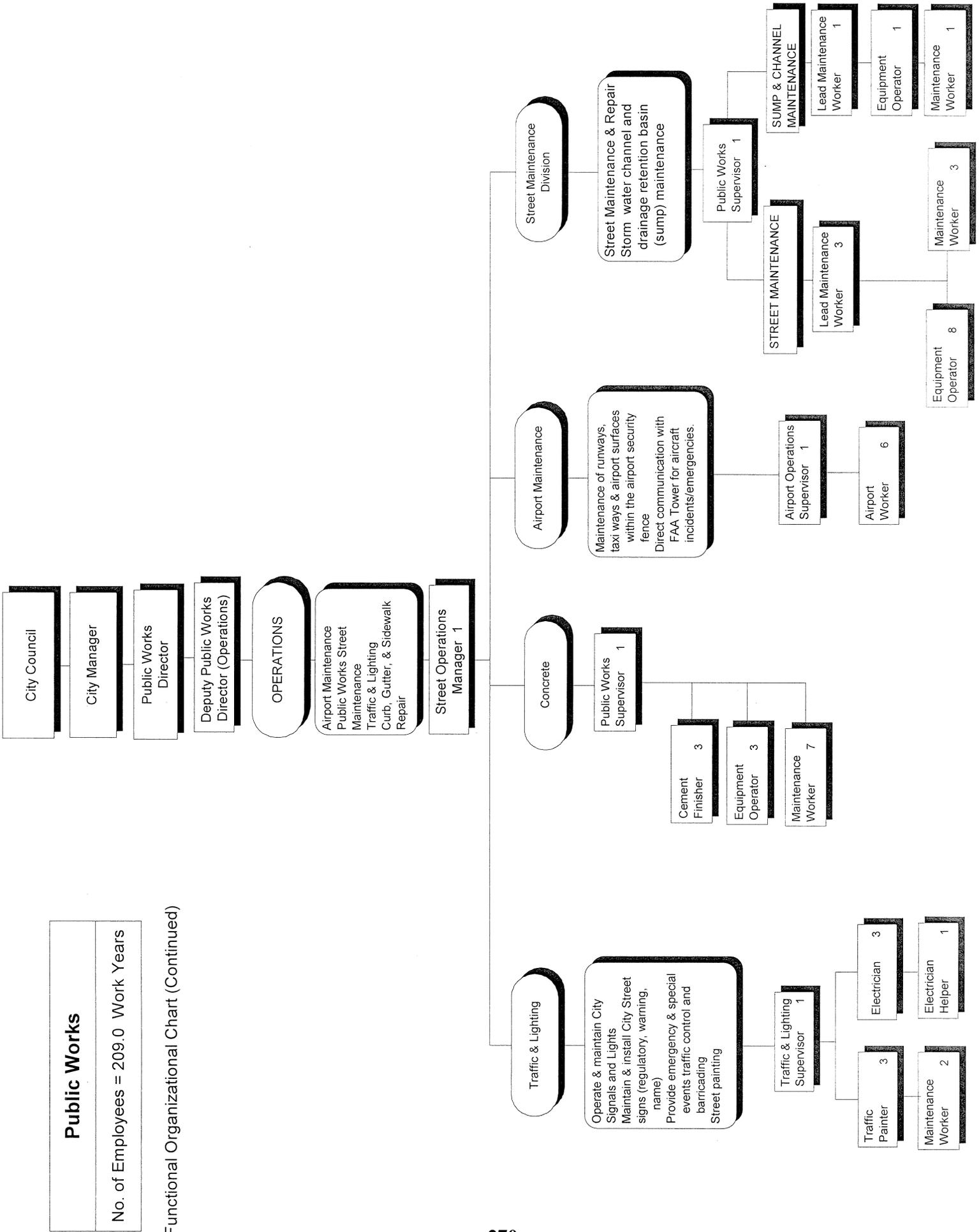
Functional Organizational Chart



# Public Works

No. of Employees = 209.0 Work Years

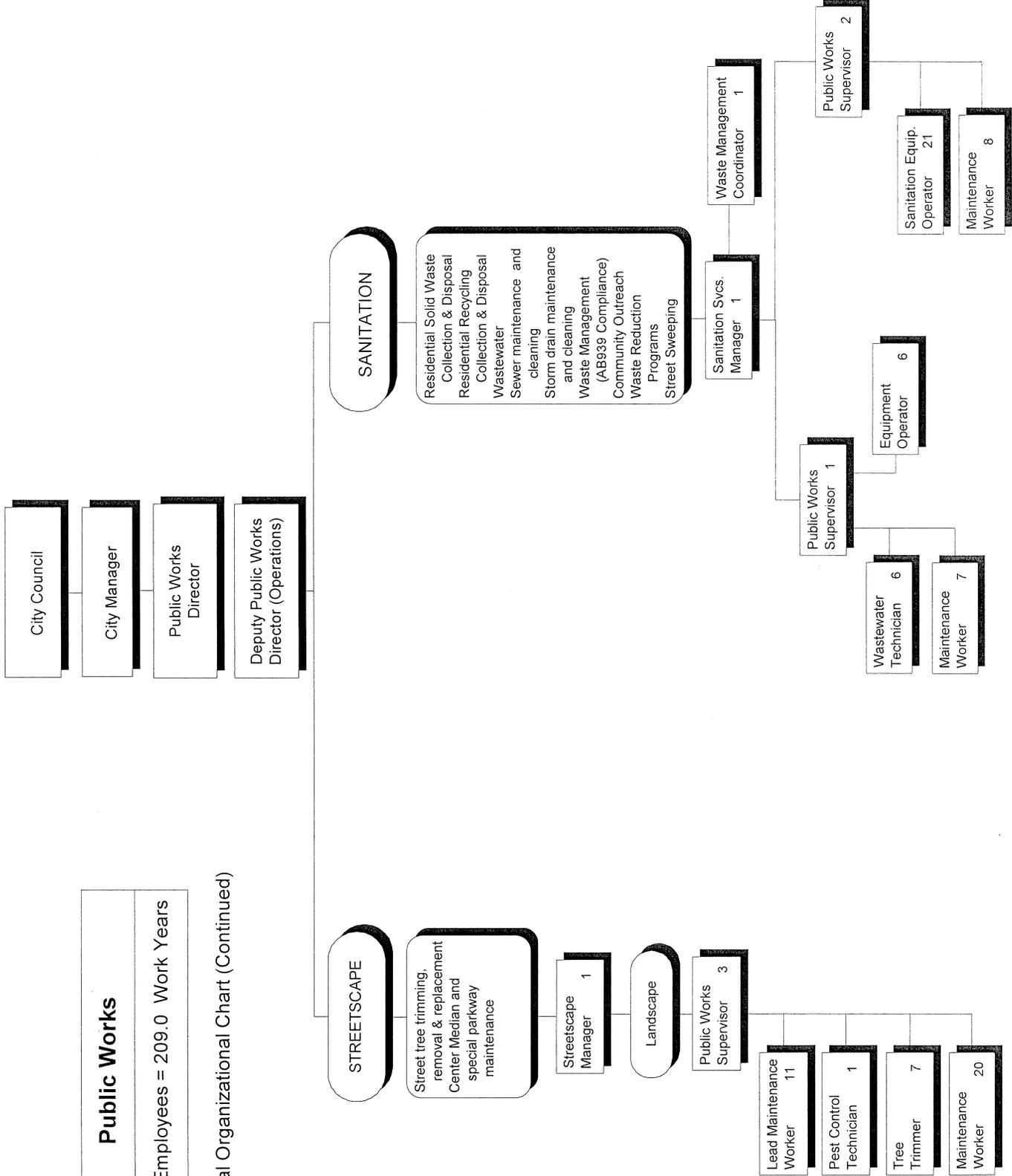
Functional Organizational Chart (Continued)



# Public Works

No. of Employees = 209.0 Work Years

Functional Organizational Chart (Continued)



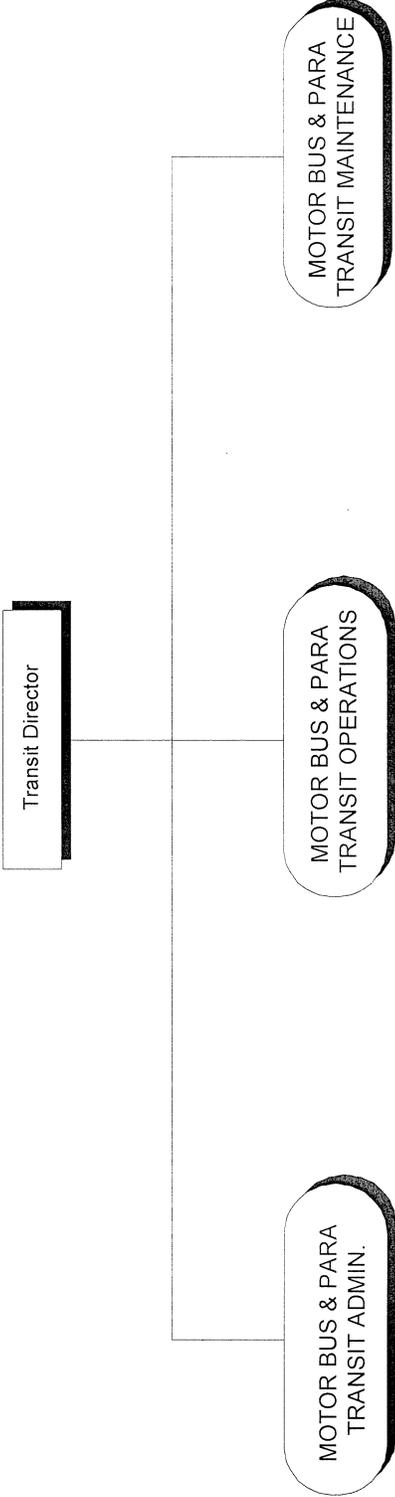
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TRANSIT

**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.

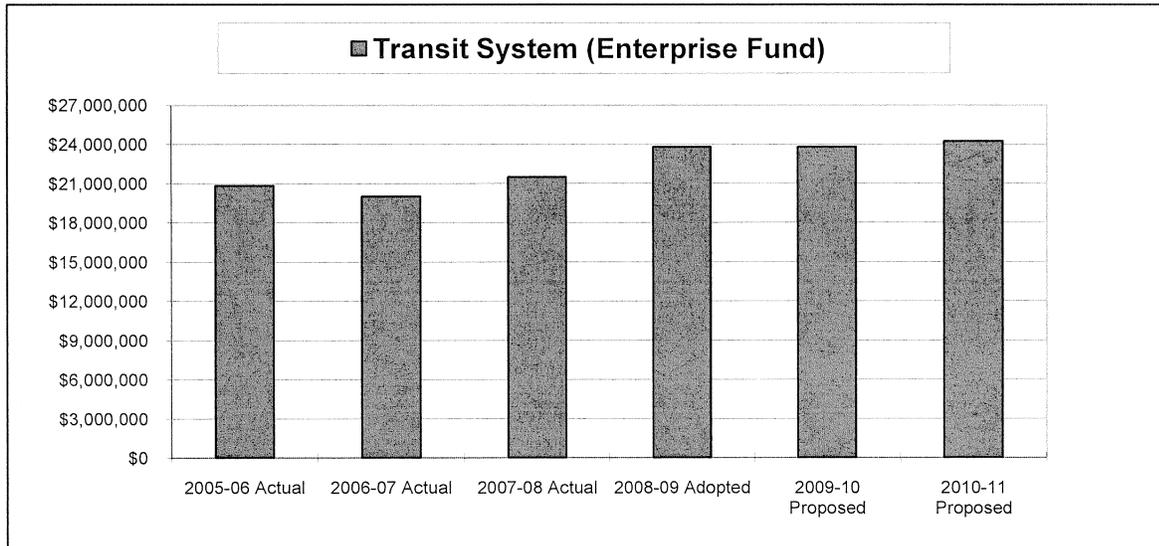
## FUNCTIONAL RESPONSIBILITIES

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.

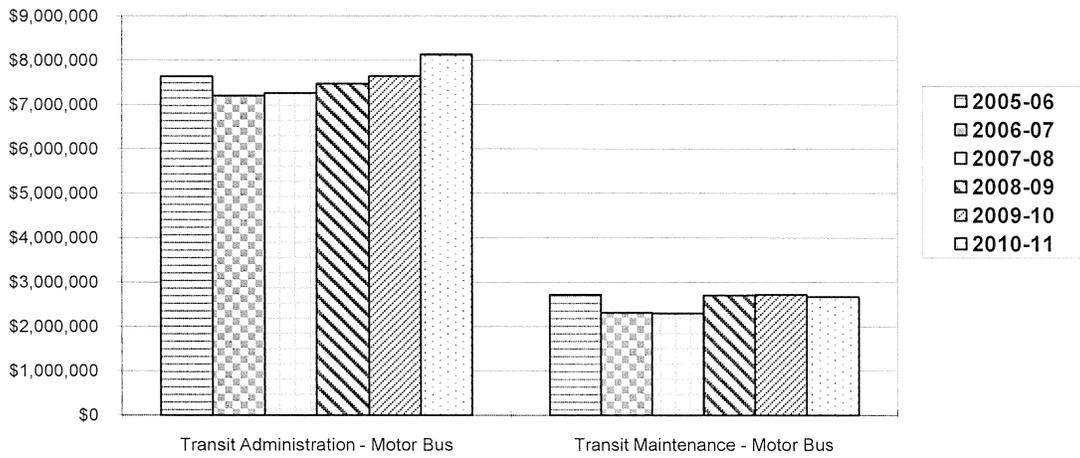
## DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Transit Enterprise Fund						
Transit Administration - Motor Bus	\$ 7,636,496	\$ 7,206,907	\$ 7,263,173	\$ 7,477,148	\$ 7,641,744	\$ 8,138,921
Transit Maintenance - Motor Bus	2,718,932	2,316,248	2,303,151	2,708,456	2,718,645	2,670,784
Transit Operations - Motor Bus	9,543,559	9,570,051	11,015,323	12,477,200	12,291,800	12,291,800
Transit - Dial-A-Lift	948,284	935,662	921,164	1,148,526	1,154,495	1,154,495
<b>Transit Enterprise Fund Total</b>	<b>\$ 20,847,271</b>	<b>\$ 20,028,868</b>	<b>\$ 21,502,811</b>	<b>\$ 23,811,330</b>	<b>\$ 23,806,684</b>	<b>\$ 24,256,000</b>
 Transit Enterprise Fund Revenues	 \$ 20,045,470	 \$ 18,685,513	 \$ 19,776,147	 \$ 21,446,208	 \$ 21,370,024	 \$ 22,652,000

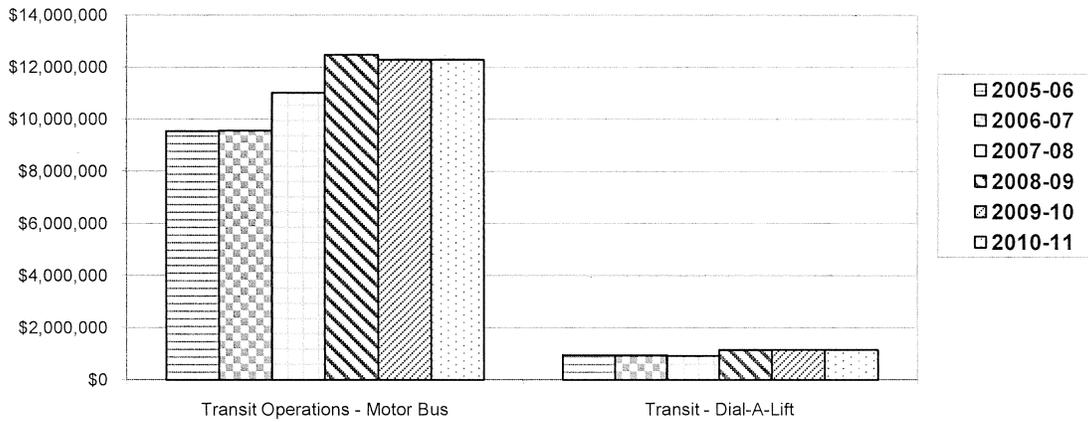
## EXPENDITURES



### Transit System (Enterprise Fund)



### Transit System (Enterprise Fund - continued)



**DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)**

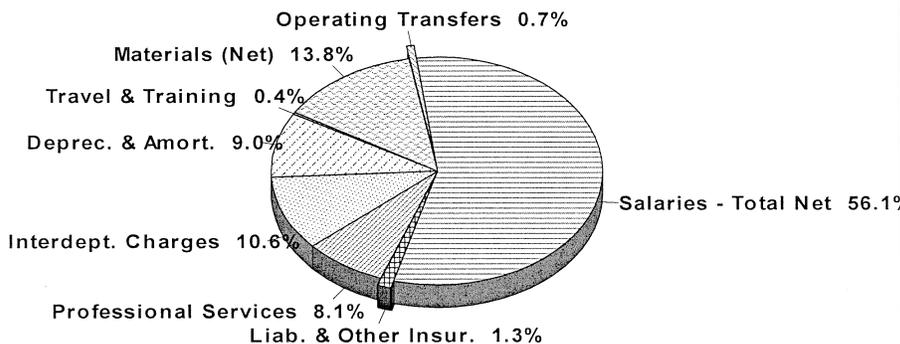
	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 10,024,591	\$ 9,787,714	\$ 10,432,931	\$ 12,405,806	\$ 12,567,806	\$ 12,567,806
Overtime	1,224,290	1,130,702	1,292,079	800,700	816,500	816,500
Salaries - Total	11,248,881	10,918,416	11,725,010	13,206,506	13,384,306	13,384,306
Salaries - Reimbursements	(12,352)	(7,470)	(11,896)	(16,200)	(16,200)	(16,200)
Salaries - Labor Charges	288,358	200,311	168,926	166,167	168,435	588,954
Salaries - Total Net	11,524,887	11,111,257	11,882,040	13,356,473	13,536,541	13,957,060
Supplies and Services	8,916,813	8,357,534	9,121,674	4,223,209	(4,207,777)	(4,178,980)
Capital Outlay	405,571	560,077	499,097	6,231,648	14,477,920	14,477,920
Transit Enterprise Fund Total	\$ 20,847,271	\$ 20,028,868	\$ 21,502,811	\$ 23,811,330	\$ 23,806,684	\$ 24,256,000

**DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 11,537,238	\$ 11,118,727	\$ 11,893,936	\$ 13,372,673	\$ 13,552,741	\$ 13,973,260
Salary & Benefit Reimbursements	(12,352)	(7,470)	(11,896)	(16,200)	(16,200)	(16,200)
Materials, Supplies and Maintenance	2,482,792	2,327,575	2,867,384	3,278,386	2,908,992	2,861,131
Parts and Fuel Inventory	1,994,859	1,953,321	2,520,285	2,594,900	2,254,724	2,254,724
Inventory Contra Account	(1,994,859)	(1,953,321)	(2,520,285)	(2,594,900)	(2,254,724)	(2,254,724)
Professional Services/Contracts	1,609,539	1,526,408	1,735,425	1,932,470	1,878,335	1,878,335
Travel, Training & Membership Dues	92,377	85,815	102,857	85,000	77,000	77,000
Depreciation and Amortization	2,069,222	1,974,058	1,936,285	2,148,000	2,148,000	2,148,000
Liabilities & Other Insurance	741,167	306,812	268,462	311,252	311,252	311,252
Interdepartmental Charges	2,166,698	2,166,512	2,206,151	2,529,211	2,779,326	2,855,984
Debt Service	-	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	405,571	560,077	499,097	6,231,648	14,477,920	14,477,920
Bad Debts and Other Losses	-	211,628	7,018	-	-	-
Fixed Assets Contra Expenditures	(405,571)	(560,077)	(499,097)	(6,231,648)	(14,477,920)	(14,477,920)
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	160,590	318,803	497,189	170,538	167,238	167,238
Transit Enterprise Fund Total	\$ 20,847,271	\$ 20,028,868	\$ 21,502,811	\$ 23,811,330	\$ 23,806,684	\$ 24,256,000

**Transit Department Budget by Category**

(Transit Enterprise Fund)\*



\*Based on 2008-09 Adopted Budget.

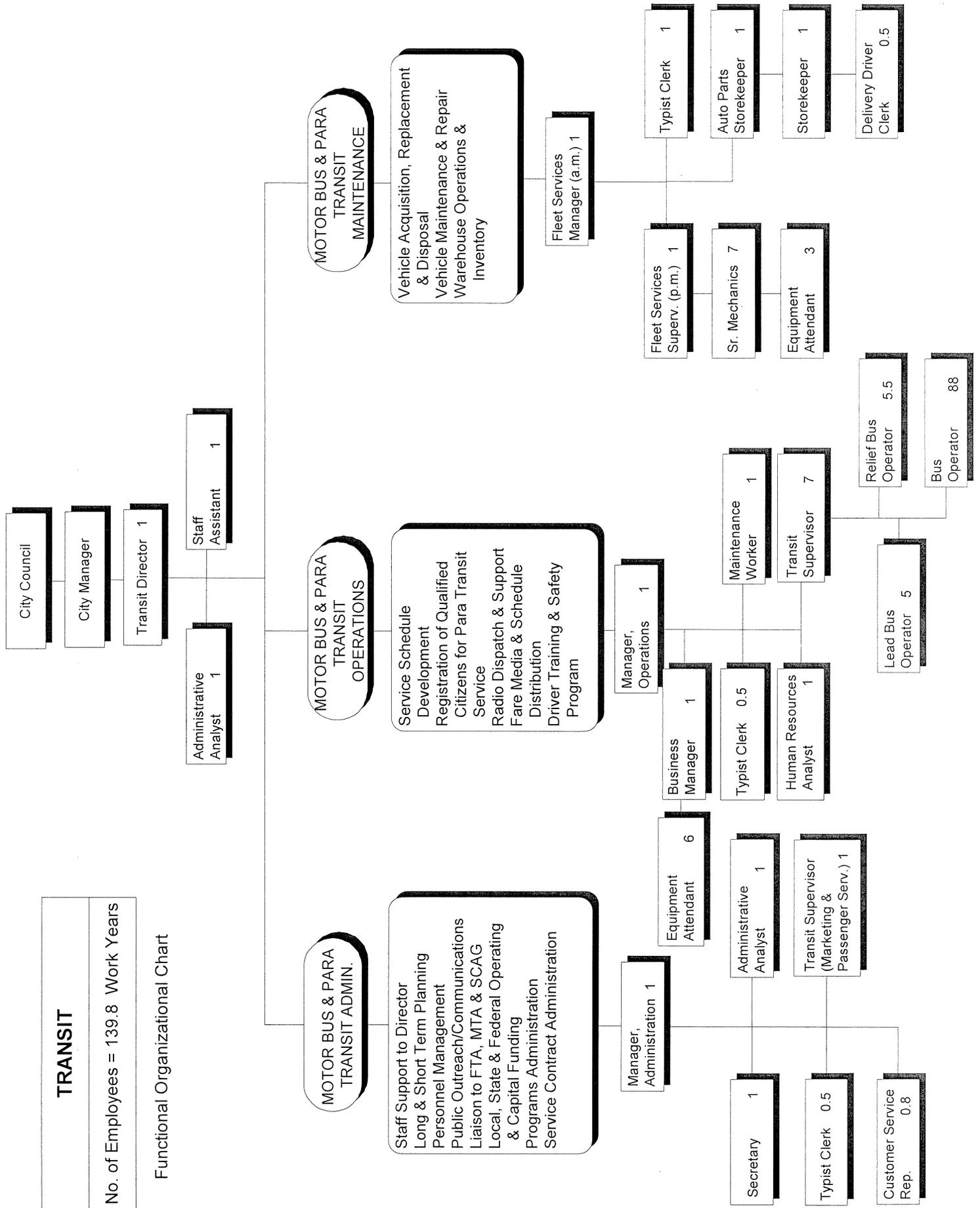
**DEPARTMENT PERSONNEL SUMMARY**

Position Title	2005-06 Adopted	2006-07 Adopted	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 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	8.0	8.0	8.0
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
Transit Dispatcher	-	-	-	-	5.0	5.0
Lead Bus Operator	5.0	5.0	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
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
Semi-skilled Laborer	1.0	1.0	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	139.0	139.0	139.8	139.8	139.8

# TRANSIT

No. of Employees = 139.8 Work Years

Functional Organizational Chart





# Non-Departmental

## MISSION STATEMENT

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

## FUNCTIONAL RESPONSIBILITIES

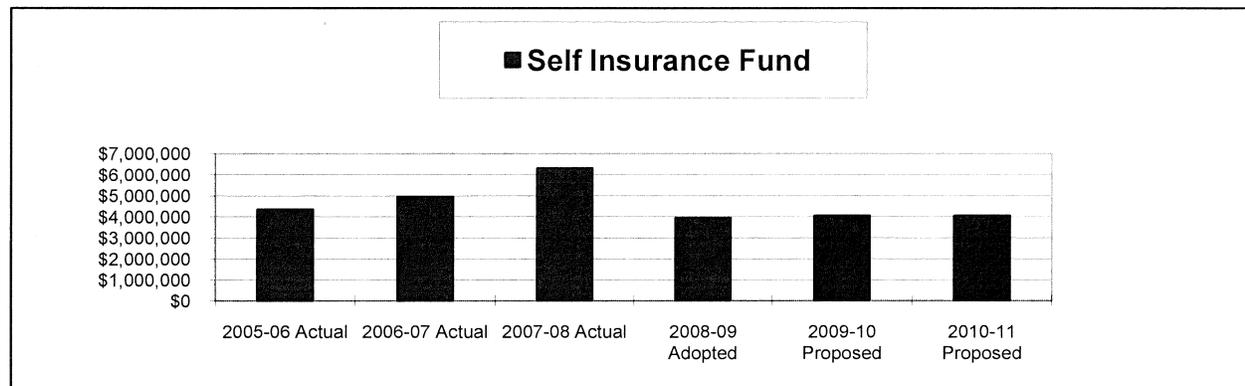
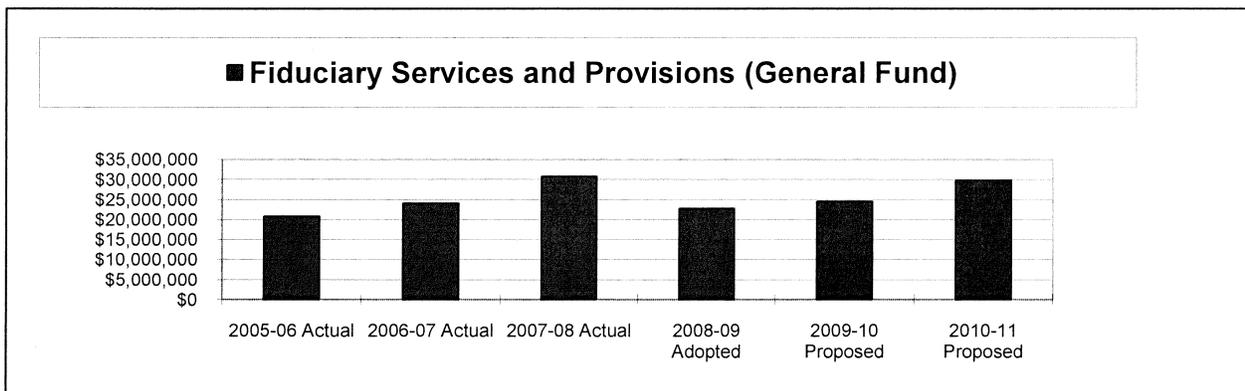
### DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Fiduciary Services and Provisions	\$ 20,745,502	\$ 24,017,187	\$ 30,766,970	\$ 22,753,324	\$ 24,519,723	\$ 29,822,036
General Fund Total	\$ 20,745,502	\$ 24,017,187	\$ 30,766,970	\$ 22,753,324	\$ 24,519,723	\$ 29,822,036
General Fund Revenues	\$ 145,528,353	\$ 155,529,117	\$ 162,567,917	\$ 162,630,687	\$ 164,844,132	\$ 170,505,011

### DEPARTMENT BUDGET SUMMARY

Division/Program Title	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Self Insurance	\$ 4,352,146	\$ 4,965,552	\$ 6,319,445	\$ 3,942,829	\$ 4,046,401	\$ 4,052,000
Self Insurance Fund Total	\$ 4,352,146	\$ 4,965,552	\$ 6,319,445	\$ 3,942,829	\$ 4,046,401	\$ 4,052,000
Self Insurance Fund Revenues	\$ 3,344,540	\$ 4,286,566	\$ 5,076,454	\$ 3,932,688	\$ 3,932,688	\$ 4,232,000

## EXPENDITURES

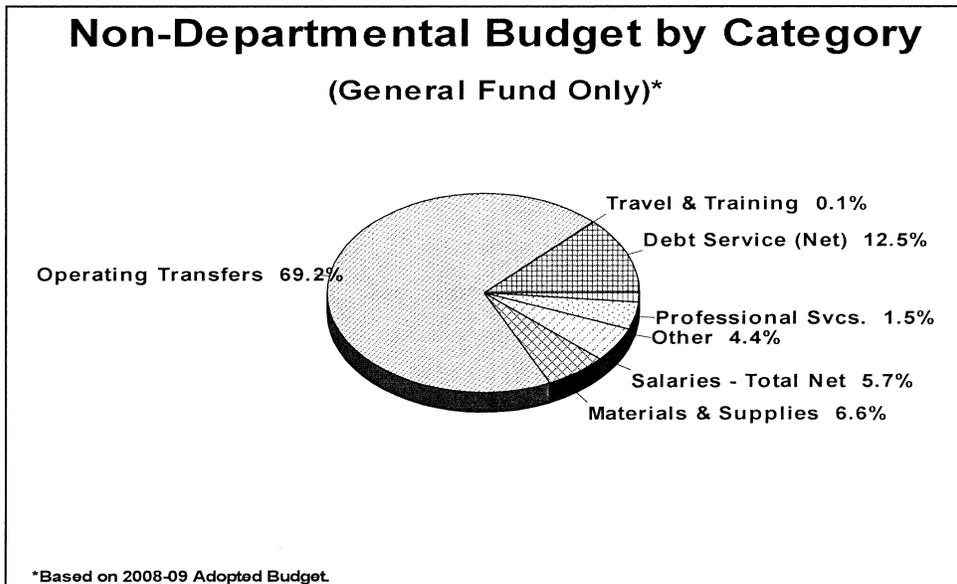


**NON-DEPARTMENTAL BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 93,917	\$ 89,588	\$ 64,341	\$ 1,357,888	\$ 1,902,587	\$ 6,239,577
Overtime	-	-	-	-	-	-
Salaries - Total	93,917	89,588	64,341	1,357,888	1,902,587	6,239,577
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	13,377	13,439	12,841	38,860	38,860	38,860
Salaries - Total Net	107,294	103,028	77,182	1,396,748	1,941,447	6,278,437
Supplies and Services	20,638,208	23,914,160	30,689,788	21,356,576	22,578,276	23,543,599
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 20,745,502	\$ 24,017,187	\$ 30,766,970	\$ 22,753,324	\$ 24,519,723	\$ 29,822,036

**NON-DEPARTMENTAL BUDGET (GENERAL FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 123,576	\$ 104,652	\$ 93,546	\$ 1,302,802	\$ 1,847,501	\$ 6,184,491
Salary & Benefit Reimbursements	(21)	-	-	-	-	-
Materials, Supplies and Maintenance	33,718	58,838	36,537	1,495,946	803,947	1,467,291
Professional Services/Contracts	50,182	727,629	788,574	330,796	1,006,353	1,006,353
Travel, Training & Membership Dues	7,372	21,823	8,100	22,985	22,985	22,985
Interdepartmental Charges	-	-	-	-	-	-
Insurance and Claims	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Debt Service	2,789,121	2,832,529	4,199,453	2,854,556	2,855,356	2,855,356
Bad Debts & Other Losses	993,988	-	-	-	-	-
Operating Transfers & Grants	20,456,831	23,968,759	29,461,395	19,725,038	22,042,909	22,344,888
Reimbursements from Other Funds	(3,807,465)	(3,818,282)	(3,820,635)	(3,978,799)	(5,059,328)	(5,059,328)
Other	98,200	121,240	-	-	-	-
Other Financing Uses	-	-	-	1,000,000	1,000,000	1,000,000
General Fund Total	\$ 20,745,502	\$ 24,017,187	\$ 30,766,970	\$ 22,753,324	\$ 24,519,723	\$ 29,822,036

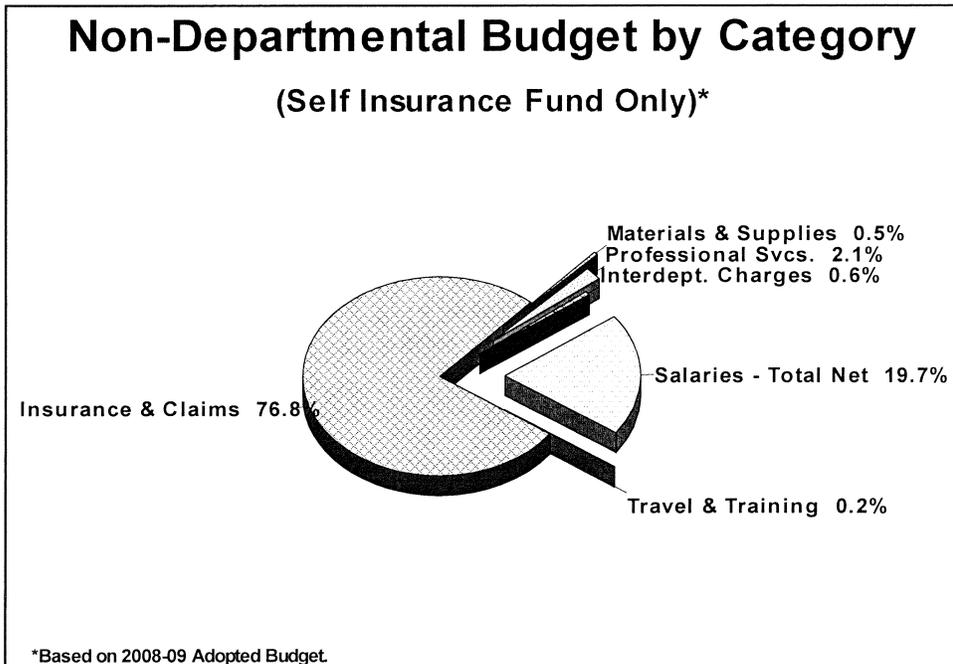


**NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	611,953	651,527	738,285	778,400	798,900	798,900
Salaries - Total Net	611,953	651,527	738,285	778,400	798,900	798,900
Supplies and Services	3,740,193	4,314,025	5,581,160	3,164,429	3,247,501	3,253,100
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 4,352,146	\$ 4,965,552	\$ 6,319,445	\$ 3,942,829	\$ 4,046,401	\$ 4,052,000

**NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries and Employee Benefits	\$ 894,273	\$ 651,527	\$ 738,285	\$ 778,400	\$ 798,900	\$ 798,900
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	13,489	7,655	11,847	20,995	20,995	26,594
Professional Services/Contracts	53,483	63,662	89,907	82,733	165,779	165,779
Travel, Training & Membership Dues	5,568	6,727	4,328	6,800	6,800	6,800
Insurance and Claims	3,195,823	4,216,155	5,373,362	3,028,378	3,028,378	3,028,378
Interdepartmental Charges	11,826	11,826	13,398	20,005	19,931	19,931
Capital Outlay	-	-	-	-	-	-
Operating Transfers Out	177,684	8,000	88,318	5,518	5,618	5,618
General Fund Total	\$ 4,352,146	\$ 4,965,552	\$ 6,319,445	\$ 3,942,829	\$ 4,046,401	\$ 4,052,000



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

**PROGRAM GOAL**

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

**PROGRAM OBJECTIVES**

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

**PROGRAM BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ 93,917	\$ 89,588	\$ 64,341	\$ 1,357,888	\$ 1,902,587	\$ 6,239,577
Overtime	-	-	-	-	-	-
Salaries - Total	93,917	89,588	64,341	1,357,888	1,902,587	6,239,577
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	13,377	13,439	12,841	38,860	38,860	38,860
Salaries - Total Net	107,294	103,028	77,182	1,396,748	1,941,447	6,278,437
Supplies and Services	20,638,208	23,914,160	30,689,788	21,356,576	22,578,276	23,543,599
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 20,745,502	\$ 24,017,187	\$ 30,766,970	\$ 22,753,324	\$ 24,519,723	\$ 29,822,036

**PROGRAM REVENUES** \$ 145,528,353 \$ 155,529,117 \$ 162,567,917 \$ 162,630,687 \$ 164,844,132 \$ 170,505,011

**Retirement, Social Security and Miscellaneous Benefits**

Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Social Security and miscellaneous benefits	1,636,745	2,015,470	75,749	1,268,942	1,813,641	6,150,631
Less: Reimbursements from other departments and programs for benefits	-	-	-	-	-	-
Employee Relations	7,372	21,823	24,036	38,910	38,910	38,910

**Insurance**

Employee insurance benefits	-	-	-	-	-	-
Retiree Health Insurance	-	-	-	-	-	-
Health Insurance Rebate Program	(15,948)	(10,049)	(4,338)	103,946	103,946	103,946
Fire/Property insurance	-	-	-	-	-	-
Employee life insurance	-	-	-	-	-	-
Professional services	15,172	14,860	22,401	25,000	25,000	25,000
Miscellaneous insurance	-	-	-	-	-	-
Less: Reimbursements from other departments and programs	(3,757,365)	(3,768,282)	(3,770,635)	(3,928,799)	(5,009,328)	(5,009,328)

**Transfers**

Transfer to Self Insurance	1,953,273	1,674,382	2,099,212	1,410,000	1,410,000	1,410,000
Transfer to Capital Improvement	5,827,806	5,327,000	5,910,870	560,000	500,000	500,000
Transfer to Cultural Arts Center	780,075	780,075	1,065,075	1,149,875	1,149,875	1,149,875
Transfer to Parks and Recreation Enterprise	2,893,847	3,052,106	3,413,811	3,745,750	3,745,750	3,745,750
Transfer to Fleet Services	450,000	1,188,000	550,000	550,000	550,000	550,000
Transfer to State Gas Tax	-	-	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-	-	-
Transfer to Reserves	-	871,513	-	-	-	-
Transfer to Animal Control Fund	32,000	-	62,000	238,648	238,648	238,648
Transfer to Employee Benefit Fund	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Transfer to CAC Grant	100,328	98,200	98,200	109,440	109,440	109,440
Transfer to Reorganization Fund	-	50,000	50,000	50,000	45,000	45,000
Transfer to Fire EMS Fund	6,542,918	7,058,352	6,806,187	8,486,325	9,164,959	9,466,938
Transfer to Street Lighting District	-	-	-	-	1,704,237	1,704,237
Transfer to PERS Mitigation	-	-	-	-	-	-

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
<b>Lease-back Payments</b>						
General Fund	2,789,121	2,832,529	2,830,334	2,854,556	2,855,356	2,855,356
Park & Recreation Facilities	-	-	-	-	-	-
Drainage Improvement Fund	-	-	-	-	-	-
Sewer Revolving Fund	-	-	-	-	-	-
<b>Hazardous Waste Management Program</b>	58,055	128,445	110,947	127,797	152,797	152,797
Less: Reimbursements from other depts.	(50,100)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>Classification Study</b>	-	-	-	-	-	-
<b>Torrance CAC Foundation Grant</b>	-	23,040	23,040	-	-	-
<b>Fire Apparatus Replacement</b>	380,000	500,000	500,000	500,000	500,000	500,000
<b>Telephone Replacement</b>	-	-	-	-	-	-
<b>Computer Loan Program</b>	-	-	-	-	-	-
<b>Police Computer Replacement</b>	75,000	75,000	75,000	75,000	75,000	75,000
<b>Infrastructure Reserve</b>	16,261	-	-	1,375	1,375	1,375
<b>State Mitigation Reserve</b>	-	-	-	-	-	-
<b>Organizational Efficiency Reserve</b>	-	-	-	-	-	-
<b>City Bond Buy Back</b>	-	-	1,369,119	-	-	-
<b>Economic Development Reserve</b>	-	-	6,550,000	1,350,000	1,350,000	1,350,000
<b>Property Tax Admin. Cost</b>	-	603,373	652,039	-	650,557	650,557
<b>Training Reserve</b>	-	-	-	-	-	-
<b>Other Cost Increases</b>	-	-	-	1,446,559	754,560	1,417,904
<b>Repayment of RDA Debt</b>	-	-	620,000	1,000,000	1,000,000	1,000,000
<b>Change in Fair Market Value-Decrease</b>	993,988	-	-	-	-	-
<b>Community Improvements</b>						
Community Clean-Up	16,256	31,350	45,923	40,000	40,000	40,000
Right-of-Way Investment	698	-	-	100,000	100,000	100,000
Plaza Del Amo Feasibility Study	-	-	-	-	-	-
Contr to Reserve-Prop A Exhchange	-	-	138,000	-	-	-
Material Reimbursement-Win	-	-	-	-	-	-
Total	\$ 20,745,502	\$ 24,017,187	\$ 30,766,970	\$ 22,753,324	\$ 24,519,723	\$ 29,822,036

**NON-DEPARTMENTAL - SELF INSURANCE**

**PROGRAM GOAL**

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

**PROGRAM OBJECTIVES**

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

**PROGRAM BUDGET**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	611,953	651,527	738,285	778,400	798,900	798,900
Salaries - Total Net	611,953	651,527	738,285	778,400	798,900	798,900
Supplies and Services	3,740,193	4,314,025	5,581,160	3,164,429	3,247,501	3,253,100
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 4,352,146	\$ 4,965,552	\$ 6,319,445	\$ 3,942,829	\$ 4,046,401	\$ 4,052,000

**PROGRAM REVENUES**

	\$ 3,344,540	\$ 4,286,566	\$ 5,076,454	\$ 3,932,688	\$ 3,932,688	\$ 4,232,000
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**INSURANCE TYPE**

Worker's Compensation Insurance	\$ 2,845,385	\$ 2,671,550	\$ 1,836,209	\$ 2,542,809	\$ 2,641,915	\$ 2,647,514
Liability Insurance	1,391,973	2,162,387	4,290,462	1,208,989	1,213,455	1,213,455
Unemployment Insurance	114,788	131,615	192,774	191,031	191,031	191,031
Program Total	\$ 4,352,146	\$ 4,965,552	\$ 6,319,445	\$ 3,942,829	\$ 4,046,401	\$ 4,052,000



# AIRPORT ENTERPRISE FUND

## BALANCE SHEET JUNE 30, 2006-2008

	<i>Audited</i> 2006	<i>Audited</i> 2007	<i>Audited</i> 2008
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 5,364,571	\$ 7,128,382	\$ 7,300,233
Accounts Receivable	233,875	269,475	331,966
Accrued Interest Receivable	49,982	83,349	88,572
Prepays	1,883	-	-
<b>Total Current Assets</b>	<b>5,650,311</b>	<b>7,481,206</b>	<b>7,720,771</b>
Capital Assets, net	5,897,081	6,584,479	6,958,024
<b>Total Assets</b>	<b>\$ 11,547,392</b>	<b>\$ 14,065,685</b>	<b>\$ 14,678,795</b>
<b>LIABILITIES AND FUND EQUITY</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$ 22,747	\$ 83,171	\$ 605,261
Accrued Liabilities	64,162	94,678	103,144
Unearned Revenues	205,513	142,200	102,598
<b>Total Current Liabilities</b>	<b>292,422</b>	<b>320,049</b>	<b>811,003</b>
Rental Deposits and Guarantees	28,164	-	-
<b>Total Liabilities</b>	<b>320,586</b>	<b>320,049</b>	<b>811,003</b>
<b>Fund Equity - Unreserved Retained Earnings</b>	<b>11,226,806</b>	<b>13,745,636</b>	<b>13,867,792</b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ 11,547,392</b>	<b>\$ 14,065,685</b>	<b>\$ 14,678,795</b>

**AIRPORT ENTERPRISE FUND**

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

	<i>Audited 05-06</i>	<i>Audited 06-07</i>	<i>Audited 07-08</i>
<b>OPERATING REVENUES</b>			
Leased land area rentals	\$ 6,768,380	\$ 8,405,553	\$ 8,034,612
Hangar and building rentals	2,077,039	2,184,838	2,241,926
Airfield fees and charges	163,665	182,852	188,711
Other	-	20,613	15,875
<b>Total Operating Revenues</b>	<b>9,009,084</b>	<b>10,793,856</b>	<b>10,481,124</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	1,367,392	1,424,413	1,474,872
Services and supplies	333,026	357,672	341,644
Other professional services	268,510	254,821	272,459
Depreciation and amortization	260,038	230,657	292,459
Insurance and claims	26,341	24,671	24,801
City charges	2,447,675	2,455,496	2,480,570
Other	133,243	44,066	167,315
<b>Total Operating Expenses</b>	<b>4,836,225</b>	<b>4,791,796</b>	<b>5,054,120</b>
<b>OPERATING INCOME</b>	<b>4,172,859</b>	<b>6,002,060</b>	<b>5,427,004</b>
<b>NON-OPERATING REVENUES AND EXPENSES</b>			
Investment earnings	149,897	276,997	345,931
Interest expense	(223,379)	(204,764)	(186,950)
<b>Total Non-Operating Revenues and Expenses</b>	<b>(73,482)</b>	<b>72,233</b>	<b>158,981</b>
<b>Income before transfers</b>	<b>4,099,377</b>	<b>6,074,293</b>	<b>5,585,985</b>
<b>TRANSFERS OUT</b>	<b>(2,460,823)</b>	<b>(3,555,463)</b>	<b>(5,463,829)</b>
<b>NET INCOME</b>	<b>\$ 1,638,554</b>	<b>\$ 2,518,830</b>	<b>\$ 122,156</b>

## **AIRPORT ENTERPRISE FUND**

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
Cash flows from operating activities:			
Operating income	\$4,172,859	\$6,002,060	\$5,427,004
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	260,038	230,657	292,459
(Increase) decrease in accounts receivable	15,929	(35,600)	(62,551)
(Increase) decrease in prepaids	(732)	1,883	-
Increase (decrease) in deposits and guarantees	-	21,986	(450)
Increase (decrease) in accounts payable	(1,108)	(4,315)	23,833
Increase (decrease) in accrued liabilities	(2,080)	7,681	1,248
Increase (decrease) in unearned revenues	35,956	(63,313)	(39,602)
Net cash provided by operating activities	4,480,862	6,161,039	5,641,941
Cash flows from capital financing activities:			
Payments for capital expenditures	(423,731)	(880,631)	(160,019)
Payments for longterm obligations	(223,379)	(204,764)	(186,950)
Net cash used by capital financing activities	(647,110)	(1,085,395)	(346,969)
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(2,460,823)	(3,555,463)	(5,463,829)
Net cash used by noncapital financing activities	(2,460,823)	(3,555,463)	(5,463,829)
Cash flows from investing activities:			
Cash received from interest on investments	129,468	243,630	340,708
Net cash provided by investing activities	129,468	243,630	340,708
Net increase in cash, restricted cash and cash equivalents	1,502,397	1,763,811	171,851
Cash, restricted cash and cash equivalents, July 1	3,862,174	5,364,571	7,128,382
Cash, restricted cash and cash equivalents, June 30	\$5,364,571	\$7,128,382	\$7,300,233

**CABLE TV**  
**BALANCE SHEET**  
**JUNE 30, 2006-2008**

	<i>Audited</i> <b>2006</b>	<i>Audited</i> <b>2007</b>	<i>Audited</i> <b>2008</b>
<b>ASSETS</b>			
<b>Current Assets</b>			
Pooled cash and investments	\$ 1,589,121	\$ 2,055,860	\$ 2,165,381
Accounts and accrued interest receivable	380,166	394,251	469,955
<b>Total Assets</b>	<b>\$ 1,969,287</b>	<b>\$ 2,450,111</b>	<b>\$ 2,635,336</b>
<b>LIABILITIES AND FUND EQUITY</b>			
<b>Current Liabilities :</b>			
Accounts Payable	\$ 142,642	\$ 143,335	\$ 136,286
<b>Total Current Liabilities</b>	<b>142,642</b>	<b>143,335</b>	<b>136,286</b>
<b>Fund Equity:</b>			
Retained Earnings-Unreserved	1,826,645	2,306,776	2,499,050
<b>Total Liabilities and Fund Equity</b>	<b>\$ 1,969,287</b>	<b>\$ 2,450,111</b>	<b>\$ 2,635,336</b>

**CABLE TV**

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

	<i>Audited</i> <b>05-06</b>	<i>Audited</i> <b>06-07</b>	<i>Audited</i> <b>07-08</b>
<b>OPERATING REVENUES</b>			
Franchise Fees	\$ 1,416,784	\$ 1,453,909	\$ 1,406,476
Cable TV access fees	173,000	173,000	173,000
TCTV workshops	1,035	5	1,880
Miscellaneous	45,017	37,085	15,273
<b>Total Operating Revenues</b>	<b>1,635,836</b>	<b>1,663,999</b>	<b>1,596,629</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	957,548	1,002,702	1,015,005
Services and supplies	60,868	39,808	54,836
Other professional services	83,081	89,442	80,060
Insurance and claims	8,144	6,614	6,614
Capital outlay	33,726	23,114	44,741
Interdepartmental charges	75,801	75,801	83,124
Other	12,286	11,600	11,596
<b>Total Operating Expenses</b>	<b>1,231,454</b>	<b>1,249,081</b>	<b>1,295,976</b>
<b>OPERATING INCOME</b>	<b>404,382</b>	<b>414,918</b>	<b>300,653</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>			
Investment Earnings	54,145	86,969	103,162
Capital Expenditures	(166,064)	(1,875)	(176,560)
<b>Total Non-Operating Revenues (Expenses)</b>	<b>(111,919)</b>	<b>85,094</b>	<b>(73,398)</b>
<b>Net Income Before Transfers</b>	<b>292,463</b>	<b>500,012</b>	<b>227,255</b>
TRANSFERS IN	50,831	-	-
TRANSFERS OUT	(19,006)	(19,881)	(34,981)
<b>NET INCOME</b>	<b>\$ 324,288</b>	<b>\$ 480,131</b>	<b>\$ 192,274</b>

## *CABLE TV*

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
Cash flows from operating activities:			
Operating income	\$ 404,382	\$ 414,918	\$ 300,653
Adjustments to reconcile operating income to net cash provided by operating activities:			
Increase in accrued interest receivable	(4,609)	(9,133)	(2,388)
(Increase) decrease in prepaids	(5)	(3)	252
Increase in accounts receivable	(56,609)	(4,950)	(73,568)
Increase (decrease) in accrued liabilities	-	32,325	(35,112)
Increase (decrease) in accounts payable	1,260	(31,631)	28,063
Net cash provided by operating activities	344,419	401,526	217,900
Cash flows from capital financing activities:			
Payments for capital expenditures	(166,064)	(1,875)	(176,560)
Net cash used by capital financing activities	(166,064)	(1,875)	(176,560)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	50,831	-	-
Cash transfers paid to other funds	(19,006)	(19,881)	(34,981)
Net cash provided (used) by noncapital financing activities	31,825	(19,881)	(34,981)
Cash flows from investing activities:			
Cash received from interest on investments	54,145	86,969	103,162
Net cash provided by investing activities	54,145	86,969	103,162
Net increase in cash, restricted cash and cash equivalents	264,325	466,739	109,521
Cash, restricted cash and cash equivalents, July 1	1,324,796	1,589,121	2,055,860
Cash, restricted cash and cash equivalents, June 30	\$ 1,589,121	\$ 2,055,860	\$ 2,165,381

**CULTURAL ARTS CENTER ENTERPRISE FUND**

**BALANCE SHEET  
JUNE 30, 2006-2008**

	<i>Audited</i> 2006	<i>Audited</i> 2007	<i>Audited</i> 2008
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 570,548	\$ 526,270	\$ 512,958
Accounts Receivable	17,359	27,608	40,411
Prepays	2,500	7,931	-
<b>Total Current Assets</b>	<b>590,407</b>	<b>561,809</b>	<b>553,369</b>
Capital Assets, net	487,618	485,309	496,166
<b>Total Assets</b>	<b>\$ 1,078,025</b>	<b>\$ 1,047,118</b>	<b>\$ 1,049,535</b>
<b>LIABILITIES AND FUND EQUITY</b>			
<b>Liabilities:</b>			
Accounts Payable	\$ 270,942	\$ 320,368	\$ 202,965
Accrued Liabilities	55,340	84,231	80,657
<b>Total Liabilities</b>	<b>326,282</b>	<b>404,599</b>	<b>283,622</b>
<b>Fund Equity - Unreserved Retained Earnings</b>	<b>751,743</b>	<b>642,519</b>	<b>765,913</b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ 1,078,025</b>	<b>\$ 1,047,118</b>	<b>\$ 1,049,535</b>

**CULTURAL ARTS CENTER ENTERPRISE FUND**

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

	<i>Audited</i> <b>05-06</b>	<i>Audited</i> <b>06-07</b>	<i>Audited</i> <b>07-08</b>
<b>OPERATING REVENUES</b>			
Charges for services	\$ 819,217	\$ 823,133	\$ 1,006,187
<b>Total Operating Revenues</b>	<b>819,217</b>	<b>823,133</b>	<b>1,006,187</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	1,259,349	1,245,358	1,395,945
Services and supplies	71,747	98,074	133,912
Other professional services	248,375	299,758	303,333
Depreciation and amortization	7,055	8,058	10,905
City charges	99,877	99,877	107,420
Other	52,240	52,175	92,636
<b>Total Operating Expenses</b>	<b>1,738,643</b>	<b>1,803,300</b>	<b>2,044,151</b>
<b>OPERATING LOSS</b>	<b>(919,426)</b>	<b>(980,167)</b>	<b>(1,037,964)</b>
<b>NON-OPERATING REVENUES</b>			
Grants	98,200	98,200	109,440
<b>Total Non-Operating Revenues</b>	<b>98,200</b>	<b>98,200</b>	<b>109,440</b>
<b>Loss before transfers</b>	<b>(821,226)</b>	<b>(881,967)</b>	<b>(928,524)</b>
TRANSFERS IN	785,120	785,986	1,067,752
TRANSFERS OUT	(11,700)	(13,243)	(15,834)
<b>NET INCOME (LOSS)</b>	<b>\$ (47,806)</b>	<b>\$ (109,224)</b>	<b>\$ 123,394</b>

**CULTURAL ARTS CENTER ENTERPRISE FUND**

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

	<u>Audited</u> <u>05-06</u>	<u>Audited</u> <u>06-07</u>	<u>Audited</u> <u>07-08</u>
Cash flows from operating activities:			
Operating loss	(\$919,426)	(\$980,167)	(\$1,037,964)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	7,055	8,058	10,905
(Increase) decrease in accounts receivable	7,016	(10,249)	(12,803)
(Increase) decrease in prepaids	(2,500)	(5,431)	7,931
Increase (decrease) in accounts payable	(12,497)	(47,822)	34,016
Increase (decrease) in accrued liabilities	13,499	9,877	(3,574)
Increase (decrease) in deposits and guarantees	(3,321)	116,262	(151,419)
Net cash used by operating activities	<u>(910,174)</u>	<u>(909,472)</u>	<u>(1,152,908)</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	<u>(57,986)</u>	<u>(5,749)</u>	<u>(21,762)</u>
Net cash used by capital financing activities	<u>(57,986)</u>	<u>(5,749)</u>	<u>(21,762)</u>
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	785,120	785,986	1,067,752
Cash transfers paid to other funds	(11,700)	(13,243)	(15,834)
Cash received from grants	<u>98,200</u>	<u>98,200</u>	<u>109,440</u>
Net cash provided by noncapital financing activities	<u>871,620</u>	<u>870,943</u>	<u>1,161,358</u>
Net decrease in cash, restricted cash and cash equivalents	(96,540)	(44,278)	(13,312)
Cash, restricted cash and cash equivalents, July 1	<u>667,088</u>	<u>570,548</u>	<u>526,270</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$570,548</u>	<u>\$526,270</u>	<u>\$512,958</u>

## ***FLEET SERVICES FUND***

### ***BALANCE SHEET JUNE 30, 2006-2008***

	<i><b>Audited 2006</b></i>	<i><b>Audited 2007</b></i>	<i><b>Audited 2008</b></i>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 9,711,108	\$ 12,269,883	\$ 13,509,640
Accounts Receivable	-	23,650	50,969
Accrued Interest Receivable	95,128	147,239	158,620
Prepayments	9,429	-	-
Inventories	863,874	907,805	1,067,428
<b>Total Current Assets</b>	<b>10,679,539</b>	<b>13,348,577</b>	<b>14,786,657</b>
Capital Assets, net	5,074,109	5,776,160	6,013,391
<b>Total Assets</b>	<b>\$ 15,753,648</b>	<b>\$ 19,124,737</b>	<b>\$ 20,800,048</b>
 <b>LIABILITIES AND FUND EQUITY</b>			
<b>Current Liabilities :</b>			
Accounts Payable	\$ 231,564	\$ 1,365	\$ 590,153
Accrued Liabilities	327,619	651,606	372,300
<b>Total Current Liabilities</b>	<b>559,183</b>	<b>652,971</b>	<b>962,453</b>
<b>Fund Equity:</b>			
Reserved	5,074,109	5,776,160	6,013,391
Unreserved	10,120,356	12,695,606	13,824,204
<b>Total Liabilities and Fund Equity</b>	<b>\$ 15,753,648</b>	<b>\$ 19,124,737</b>	<b>\$ 20,800,048</b>

**FLEET SERVICES FUND**

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

	<i>Audited</i> <b>05-06</b>	<i>Audited</i> <b>06-07</b>	<i>Audited</i> <b>07-08</b>
<b>OPERATING REVENUES</b>			
Charges for services	\$ 5,663,592	\$ 5,650,670	\$ 5,780,916
<b>Total Operating Revenues</b>	<b>5,663,592</b>	<b>5,650,670</b>	<b>5,780,916</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	2,644,818	2,824,056	2,955,674
Materials and services	541,379	545,368	991,514
Insurance and claims	7,868	7,555	7,555
Depreciation	2,423,906	1,111,261	1,379,505
Other	14,822	12,637	8,840
<b>Total Operating Expenses</b>	<b>5,632,793</b>	<b>4,500,877</b>	<b>5,343,088</b>
<b>OPERATING INCOME</b>	<b>30,799</b>	<b>1,149,793</b>	<b>437,828</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>			
Investment Earnings	296,101	512,717	586,451
Other, net	-	(71,228)	(798,947)
Gain on sale of capital assets	60,131	104,791	87,803
<b>Total Non-Operating Revenues (Expenses)</b>	<b>356,232</b>	<b>546,280</b>	<b>(124,693)</b>
<b>Net Income Before Transfers</b>	<b>387,031</b>	<b>1,696,073</b>	<b>313,135</b>
TRANSFERS IN	475,146	1,599,531	1,073,200
TRANSFERS OUT	(16,400)	(18,303)	(20,506)
<b>NET INCOME</b>	<b>\$ 845,777</b>	<b>\$ 3,277,301</b>	<b>\$ 1,365,829</b>

## ***FLEET SERVICES FUND***

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

	<i><b>Audited</b></i> <i><b>05-06</b></i>	<i><b>Audited</b></i> <i><b>06-07</b></i>	<i><b>Audited</b></i> <i><b>07-08</b></i>
Cash flows from operating activities:			
Operating income	\$ 30,799	\$ 1,149,793	\$ 437,828
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	2,423,906	1,111,261	1,379,505
(Increase) decrease in accounts receivable	132	(23,650)	(39,094)
(Increase) decrease in prepaids	(8,128)	9,429	-
(Increase) in inventories	(63,490)	(43,931)	(159,623)
Increase (decrease) in accounts payable	162,876	(230,199)	173,956
Increase (decrease) in accrued salaries and benefits	(10,486)	41,396	3,285
Increase in other liabilities	-	202,802	-
Net cash provided by operating activities	2,535,609	2,216,901	1,795,857
Cash flows from capital financing activities:			
Payments for capital expenditures	(937,342)	(1,805,481)	(2,285,467)
Proceeds from sale of capital assets	79,018	104,791	101,603
Net cash used by capital financing activities	(858,324)	(1,700,690)	(2,183,864)
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	-	730	-
Cash transfers received from other funds	475,146	1,599,531	1,073,200
Cash transfers paid to other funds	(16,400)	(18,303)	(20,506)
Net cash provided by noncapital financing activities	458,746	1,581,958	1,052,694
Cash flows from investing activities:			
Cash received from interest on investments	256,129	460,606	575,070
Net cash provided by investing activities	256,129	460,606	575,070
Net increase in cash, restricted cash and cash equivalents	2,392,160	2,558,775	1,239,757
Cash, restricted cash and cash equivalents, July 1	7,318,948	9,711,108	12,269,883
Cash, restricted cash and cash equivalents, June 30	\$ 9,711,108	\$ 12,269,883	\$ 13,509,640

**GENERAL FUND**

**BALANCE SHEET  
JUNE 30, 2006-2008**

	<i>Audited 2006</i>	<i>Audited 2007</i>	<i>Audited 2008</i>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled cash and investments	\$ 28,004,283	\$ 40,255,714	\$ 72,700,879
Accounts receivable	6,438,028	6,608,088	5,291,399
Accrued interest receivable	696,537	1,064,546	1,604,323
Due from other funds	1,898,982	469,347	57,132
Due from other governments	2,434,130	2,279,101	3,268,449
Interfund advances receivable	12,868,632	12,858,555	13,858,555
Inventories, at cost	-	489	489
Prepays and other assets	219,298	183,185	348,010
<b>Total Assets</b>	<b>\$ 52,559,890</b>	<b>\$ 63,719,025</b>	<b>\$ 97,129,236</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>Liabilities:</b>			
Accounts payable	\$ 1,636,901	\$ 908,476	\$ 3,385,076
Accrued liabilities	4,361,406	4,552,598	2,270,395
Unearned revenue	871,526	879,091	881,622
Deposits and guarantees	60,359	27,742	124,813
Notes payable	-	-	28,000,000
Interfund advances payable	600,000	600,000	600,000
<b>Total Liabilities</b>	<b>7,530,192</b>	<b>6,967,907</b>	<b>35,261,906</b>
<b>Fund Balance:</b>			
<b>Reserved -</b>			
Encumbrances	1,519,433	2,235,061	1,856,590
Advances	12,868,632	12,858,555	13,858,555
Inventories	-	489	489
Capital improvements	5,099,844	5,489,100	7,697,206
Prepays	219,298	183,185	348,010
<b>Total Reserved Fund Balance</b>	<b>19,707,207</b>	<b>20,766,390</b>	<b>23,760,850</b>
<b>Unreserved -</b>			
<b>Designated</b>			
Compensated absences	1,000,000	1,000,000	1,000,000
Contingencies	125,897	222,015	189,321
Economic uncertainties	4,593,282	6,621,349	10,121,350
Revolving nuisance abatement	80,000	80,000	80,000
Reorganization	600,826	343,447	196,713
Class plan	-	187,263	161,902
Economic development	1,008,172	807,222	1,090,334
Prop A exchange	148,141	479,141	1,041,141
Innovation program	88,850	100,400	235,400
Balancing strategies	1,326,525	1,326,525	1,326,525
Alternative fuel vehicles	2,007,764	1,967,764	1,967,764
Fire apparatus replacement	338,253	838,253	1,338,253
Clean water requirement(NPDES)	1,000,000	50,000	-
Energy	100,059	100,059	100,059
MOU requirements	120,314	120,314	120,314
Wages	-	2,432,443	2,432,443
Federal labor standard act	-	500,000	650,000
Benefit rate mitigation	1,882,977	2,513,894	3,108,721
PC replacement	936,887	1,151,527	1,422,221
Police computer replacement	112,582	142,942	173,184
Central Services equipment replacement	34,297	8,051	8,051
Data communications replacement	10,752	5,662	40,134
Telephone replacement	388,211	514,811	741,468
Radio communications replacement	13,750	206,742	840,783
Materials	-	1,250,000	1,566,355
Security improvements	109,207	124,207	124,207
Cultural Arts Center endowment	-	-	250,000
Redevelopment activities	6,808,206	7,208,206	6,608,206
Litigation	2,540	152,540	402,540
<b>Total Designated</b>	<b>22,837,492</b>	<b>30,454,777</b>	<b>37,337,389</b>
<b>Undesignated</b>			
	2,484,999	5,529,951	769,091
<b>Total Unreserved Fund Balance</b>	<b>25,322,491</b>	<b>35,984,728</b>	<b>38,106,480</b>
<b>Total Fund Balance</b>	<b>45,029,698</b>	<b>56,751,118</b>	<b>61,867,330</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 52,559,890</b>	<b>\$ 63,719,025</b>	<b>\$ 97,129,236</b>

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

	<i>Audited</i> 05-06	<i>Audited</i> 06-07	<i>Audited</i> 07-08
<b>Local Taxes</b>			
<b>Property Taxes:</b>			
Current secured taxes	\$ 17,775,453	\$ 21,481,549	\$ 23,016,495
Current unsecured taxes	977,140	955,093	926,250
Prior years' secured taxes	(11,694)	2,361	77,029
Prior years' unsecured taxes	131,070	139,024	45,672
Property/sales flip taxes	7,939,364	11,846,406	11,334,207
VLF swap and repayment taxes	9,405,531	9,703,716	10,395,607
Aircraft assessment taxes	138,209	132,761	198,967
Penalties and interest	99,783	126,581	236,332
Supplemental prior year secured taxes	687,350	370,079	240,858
Supplemental current year secured taxes	933,692	1,423,026	1,100,706
Redemption	557,017	617,540	788,995
	<u>38,632,915</u>	<u>46,798,136</u>	<u>48,361,118</u>
<b>Taxes Other Than Property:</b>			
Sales and use tax	31,439,090	31,935,948	31,545,026
Prop 172 sales tax	1,363,986	1,384,266	1,366,229
Business license tax	7,064,662	7,302,043	7,479,909
Business and alarm permit tax	465,182	617,320	526,452
Utility users' tax	33,140,183	33,168,876	35,373,949
Construction tax	1,845,364	1,501,666	1,318,439
Real property transfer tax	982,361	865,709	613,292
Franchise tax - all other	3,811,795	3,855,403	3,812,511
Occupancy tax	6,694,246	7,541,492	7,890,690
Oil severance tax	6,418	7,043	6,711
Congeneration tax	730,400	646,116	421,199
	<u>87,543,687</u>	<u>88,825,882</u>	<u>90,354,407</u>
<b>Total Local Taxes</b>	<u>126,176,602</u>	<u>135,624,018</u>	<u>138,715,525</u>
<b>Licenses, Fees and Permits:</b>			
Fire permits	108,786	102,465	109,135
Construction/excavation permits	30,572	34,982	42,554
Grading permits	87,882	93,522	70,352
Combined building-resident permits	132,843	74,685	335
Building permits	1,422,363	1,436,703	1,096,380
Plumbing permits	165,411	201,084	125,831
Electrical permits	170,403	213,604	127,998
Mechanical permits	77,604	86,425	69,803
Special energy inspection fees	463,106	314,851	254,291
Sign permits and filing fees	24,954	75,367	25,762
Other licenses and permits	1,238	1,780	1,644
Oversized vehicle permits	-	12,860	33,647
Building TEQECC filing fees	7,739	22,676	4,060
<b>Total Licenses, Fees and Permits</b>	<u>2,692,901</u>	<u>2,671,004</u>	<u>1,961,792</u>
<b>Fines, Forfeitures and Penalties:</b>			
Parking citations	634,703	764,217	965,575
Traffic fines	519,358	495,930	482,459
General fines	313,914	319,939	192,248
<b>Total Fines, Forfeitures and Penalties</b>	<u>1,467,975</u>	<u>1,580,086</u>	<u>1,640,282</u>

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
<b>Revenue From Use of Money and Property:</b>			
Investment earnings	\$ 1,898,618	\$ 4,029,452	\$ 5,757,215
Rents and concessions	534,079	548,103	524,552
Franchise fees	1,295,654	1,414,575	1,605,842
Royalties	2,390	2,965	3,445
Encroachment agreement fees	14,120	29,979	15,676
<b>Total Revenue From Use of Money and Property</b>	<b>3,744,861</b>	<b>6,025,074</b>	<b>7,906,730</b>
<b>Revenue From Other Intergovernmental Agencies:</b>			
State motor vehicle licenses	3,270,400	990,751	658,535
State homeowners' property tax relief	238,598	233,455	234,818
Off-highway vehicle licenses	2,247	-	-
Other state grants	294,917	268,575	195,229
<b>Total Revenue From Other Intergov't Agencies</b>	<b>3,806,162</b>	<b>1,492,781</b>	<b>1,088,582</b>
<b>Charges For Current Services:</b>			
TUSD collection fees	37,330	78,922	21,316
Planning and zoning fees	305,007	273,259	255,234
Traffic signal maintenance	103,694	125,955	62,445
Environmental review and appeal fees	5,958	4,164	10,695
Vacation processing fees	3,245	4,784	1,947
Large family daycare unit	168	507	364
State encroachment collection fees	1,600	1,200	1,600
Grading	42,921	49,125	36,935
Plan check fees - building	1,290,262	787,756	671,645
Plan check fees - engineering	81,037	22,226	7,791
Oil related inspection fees	340	358	1,836
Appeal fees	2,780	2,600	3,110
Other inspection fees	414,498	322,006	235,990
Engineering mapping fees	17,628	17,214	11,899
Engineering inspection fees	186,170	184,886	145,517
Misc-building and safety department fees	10,579	9,841	9,505
General government service charges	4,646	4,795	3,486
Microfilming fees	149,545	172,957	132,703
Police charges-copies and photos	73,097	74,100	78,857
Police charges-fingerprinting and other	650,232	587,300	639,643
Fire department fees	475,363	489,691	483,592
Fire department fees-hazardous materials fees	481,543	472,234	502,962
Parks and recreational fees	337,201	359,166	365,924
Miscellaneous	65,740	113,387	28,054
Library revenues	162,996	138,759	161,599
In lieu charges to Enterprise Funds -			
Airport Fund	1,850,000	1,850,000	1,850,000
Water Fund	700,000	718,000	718,000
<b>Total Charges For Current Services</b>	<b>7,453,580</b>	<b>6,865,192</b>	<b>6,442,649</b>
<b>Other Revenues:</b>			
Donations-private sources	146,266	37,797	19,526
Miscellaneous	371,720	852,289	622,209
PERS credits	-	630,917	594,828
<b>Total Other Revenues</b>	<b>517,986</b>	<b>1,521,003</b>	<b>1,236,563</b>
<b>Total Revenues</b>	<b>\$ 145,860,067</b>	<b>\$ 155,779,158</b>	<b>\$ 158,992,123</b>

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
<b>General Government:</b>			
City Council	\$ 332,377	\$ 351,061	\$ 382,244
Commissions/Committees -			
Parks and Recreation	10,558	54,236	54,952
Planning	34,375	33,321	35,141
Environmental Quality	11,620	11,562	11,825
Cultural Arts	13,598	13,349	13,371
Community Service	46,200	-	-
Traffic	6,030	6,058	6,248
Youth Council	2,709	3,753	4,136
Civil Service	198,300	204,397	217,274
Commission on Aging	1,370	6,149	6,669
Library	9,798	10,062	8,972
Blue Ribbon	-	-	4,233
Disaster Council	360	220	418
City Manager	1,806,327	2,056,373	2,275,722
City Attorney	2,316,308	2,456,055	2,557,036
City Clerk	786,855	672,303	820,021
City Treasurer	668,703	706,854	811,552
Finance	3,257,818	3,319,987	3,464,720
Human Resources	2,184,338	2,325,627	2,480,078
Civil Service	91,749	112,939	87,907
Community Development	3,598,473	3,824,628	4,148,397
Communications and Information Technology	4,145,158	4,165,413	4,416,755
General Services	4,223,965	4,456,408	4,794,431
Less: indirect cost allocation, other funds	(3,757,365)	(3,768,282)	(3,770,635)
<b>Total General Government</b>	<b>19,989,624</b>	<b>21,022,473</b>	<b>22,831,467</b>
<b>Nondepartmental:</b>			
Insurance, net	15,172	14,860	14,923
Leaseback payments	2,789,121	2,832,529	2,830,334
Community promotion	248,810	323,116	259,683
Hazardous waste	7,955	78,445	60,948
Employee benefits, net	124,646	157,953	1,487,605
Other	5,187,429	1,197,298	1,041,416
<b>Total Nondepartmental</b>	<b>8,373,133</b>	<b>4,604,201</b>	<b>5,694,909</b>
<b>Public Safety:</b>			
Police	52,756,924	54,328,287	57,909,669
Fire	23,732,409	24,518,307	25,782,283
Building and Safety	3,185,421	3,222,011	3,177,265
<b>Total Public Safety</b>	<b>79,674,754</b>	<b>82,068,605</b>	<b>86,869,217</b>
<b>Public Works:</b>			
Street	9,302,086	9,208,932	10,108,123
<b>Total Public Works</b>	<b>9,302,086</b>	<b>9,208,932</b>	<b>10,108,123</b>
<b>Culture and Recreation:</b>			
Community Services	12,478,609	12,768,776	13,735,102
<b>Total Culture and Recreation</b>	<b>12,478,609</b>	<b>12,768,776</b>	<b>13,735,102</b>
<b>Total Expenditures</b>	<b>\$ 129,818,206</b>	<b>\$ 129,672,987</b>	<b>\$ 139,238,818</b>

**PARKS AND RECREATION FUND**

**BALANCE SHEET  
JUNE 30, 2006-2008**

	<i>Audited 2006</i>	<i>Audited 2007</i>	<i>Audited 2008</i>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ -	\$ 121,489	\$ 165,968
Accounts Receivable	1,026	766	761
Due from other governments	179,169	-	300,051
Prepays	27,220	6,271	91
<b>Total Current Assets</b>	<b>207,415</b>	<b>128,526</b>	<b>466,871</b>
<b>Capital assets, net</b>	<b>29,410</b>	<b>26,579</b>	<b>23,795</b>
<b>Total Assets</b>	<b>\$ 236,825</b>	<b>\$ 155,105</b>	<b>\$ 490,666</b>
 <b>LIABILITIES AND FUND EQUITY</b>			
<b>Current Liabilities:</b>			
Accounts Payable	\$ 102,164	\$ 933	\$ 132,589
Accrued Liabilities	-	40,029	-
Unearned Revenue	530,215	555,769	670,940
Due to other funds	74,233	-	-
<b>Total Current Liabilities</b>	<b>706,612</b>	<b>596,731</b>	<b>803,529</b>
<b>Total Liabilities</b>	<b>706,612</b>	<b>596,731</b>	<b>803,529</b>
<b>Fund Equity - Unreserved Retained Deficit</b>	<b>(469,787)</b>	<b>(441,626)</b>	<b>(312,863)</b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ 236,825</b>	<b>\$ 155,105</b>	<b>\$ 490,666</b>

**PARKS AND RECREATION ENTERPRISE FUND**

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

	<b>Audited 05-06</b>	<b>Audited 06-07</b>	<b>Audited 07-08</b>
<b>OPERATING REVENUES</b>			
Charges for services	\$ 3,941,824	\$ 4,216,060	\$ 4,109,039
Other	11,859	35,165	84,129
<b>Total Operating Revenues</b>	<b>3,953,683</b>	<b>4,251,225</b>	<b>4,193,168</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	4,460,831	4,566,826	4,572,827
Services and supplies	968,643	937,156	883,578
Other professional services	1,182,285	1,161,333	1,347,483
Depreciation and amortization	2,463	2,831	2,784
Insurance and claims	9,621	9,396	14,196
City charges	545,766	546,066	573,786
Other	15,472	13,741	18,949
<b>Total Operating Expenses</b>	<b>7,185,081</b>	<b>7,237,349</b>	<b>7,413,603</b>
<b>OPERATING LOSS</b>	<b>(3,231,398)</b>	<b>(2,986,124)</b>	<b>(3,220,435)</b>
<b>NON-OPERATING REVENUES</b>			
Donations and other, net	17,682	21,679	8,000
<b>Total Non-Operating Revenues</b>	<b>17,682</b>	<b>21,679</b>	<b>8,000</b>
<b>Loss before transfers</b>	<b>(3,213,716)</b>	<b>(2,964,445)</b>	<b>(3,212,435)</b>
TRANSFERS IN	2,897,340	3,052,106	3,414,827
TRANSFERS OUT	(59,759)	(59,500)	(73,629)
<b>NET INCOME (LOSS)</b>	<b>\$ (376,135)</b>	<b>\$ 28,161</b>	<b>\$ 128,763</b>

***PARKS AND RECREATION ENTERPRISE FUND***

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
Cash flows from operating activities:			
Operating loss	\$ (3,231,398)	\$ (2,982,124)	\$ (3,220,435)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	2,463	2,831	2,784
Cash received from donations	17,682	17,679	8,000
Decrease in accounts receivable	193	260	5
(Increase) decrease in due from other government	(80,733)	179,169	(300,051)
(Increase) decrease in prepaids	(3,700)	20,949	6,180
Increase (decrease) in accounts payable	(1,610)	(101,231)	131,656
Increase (decrease) in due to other funds	74,233	(74,233)	-
Increase (decrease) in other and accrued liabilities	-	40,029	(40,029)
Increase (decrease) in unearned revenue	(13,527)	25,554	115,171
	(3,236,397)	(2,871,117)	(3,296,719)
Cash flows from capital financing activities:			
Capital expenditures	(6,984)	-	-
	(6,984)	-	-
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	2,897,340	3,052,106	3,414,827
Cash transfers paid to other funds	(59,759)	(59,500)	(73,629)
	2,837,581	2,992,606	3,341,198
Net increase (decrease) in cash, restricted cash and cash equivalents	(405,800)	121,489	44,479
Cash, restricted cash and cash equivalents, July 1	405,800	-	121,489
Cash, restricted cash and cash equivalents, June 30	\$ -	\$ 121,489	\$ 165,968

*Redevelopment Agency -Capital Projects Fund*

**BALANCE SHEET**  
**JUNE 30, 2006-2008**

	<i>Audited</i> <b>2006</b>	<i>Audited</i> <b>2007</b>	<i>Audited</i> <b>2008</b>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 5,937,134	\$ 7,147,253	\$ 8,435,857
Notes Receivable	292,739	-	-
Accrued Interest Receivable	53,902	82,903	102,335
Others	3,194	2,441	2,621
<b>Total Assets</b>	<b>\$ 6,286,969</b>	<b>\$ 7,232,597</b>	<b>\$ 8,540,813</b>
 <b>LIABILITIES AND FUND EQUITY</b>			
<b>Liabilities:</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$ 4,134	\$ 16,302	\$ 7,631
<b>Total Liabilities</b>	<b>4,134</b>	<b>16,302</b>	<b>7,631</b>
 <b>Fund Balances</b>			
Unreserved:			
Designated	6,109,154	6,902,117	8,348,399
Undesignated	173,681	314,178	184,783
<b>Total Fund Balance</b>	<b>6,282,835</b>	<b>7,216,295</b>	<b>8,533,182</b>
 <b>Total Liabilities and Fund Equity</b>	 <b>\$ 6,286,969</b>	 <b>\$ 7,232,597</b>	 <b>\$ 8,540,813</b>

*Redevelopment Agency - Capital Projects Fund*

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
<b>OPERATING REVENUES</b>			
Use of money and property	\$ 212,953	\$ 296,896	\$ 375,590
Other	31,045	39,171	30,014
<b>Total Operating Revenues</b>	<b>243,998</b>	<b>336,067</b>	<b>405,604</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	774,023	372,090	247,344
Services and supplies	76,319	113,817	97,603
Other professional services	545,429	85,721	75,050
Travel and training	15,017	15,093	18,469
City charges	102,322	31,056	22,408
Capital outlay	115,486	12,950	-
<b>Total Operating Expenses</b>	<b>1,628,596</b>	<b>630,727</b>	<b>460,874</b>
<b>OPERATING LOSS</b>	<b>(1,384,598)</b>	<b>(294,660)</b>	<b>(55,270)</b>
<b>Other financing sources:</b>			
Proceeds from loans	580,000	-	-
Transfers In	1,202,522	1,267,619	1,446,890
Transfers Out	(39,500)	(39,500)	(74,733)
<b>NET INCOME</b>	<b>\$ 358,424</b>	<b>\$ 933,459</b>	<b>\$ 1,316,887</b>

**Redevelopment Agency Debt Service Fund**

**BALANCE SHEET  
JUNE 30, 2006-2008**

	<i>Audited 2006</i>	<i>Audited 2007</i>	<i>Audited 2008</i>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 4,377,892	\$ 4,289,590	\$ 4,509,565
Accrued Interest Receivable	14,297	15,452	19,117
Due from other governments	1,347,965	1,055,499	1,499,054
<b>Total Assets</b>	<b>\$ 5,740,154</b>	<b>\$ 5,360,541</b>	<b>\$ 6,027,736</b>
 <b>LIABILITIES AND FUND EQUITY</b>			
<b>Liabilities:</b>			
<b>Current Liabilities</b>			
Interfund advances payable	\$ 19,491,447	\$ 18,432,015	\$ 18,432,015
<b>Total Liabilities</b>	<b>19,491,447</b>	<b>18,432,015</b>	<b>18,432,015</b>
 <b>Fund Balances</b>			
Reserved- debt service	461,923	797,796	1,336,190
Unreserved:			
Undesignated deficit	(14,213,216)	(13,869,270)	(13,740,469)
<b>Total Fund Balance</b>	<b>(13,751,293)</b>	<b>(13,071,474)</b>	<b>(12,404,279)</b>
 <b>Total Liabilities and Fund Equity</b>	 <b>\$ 5,740,154</b>	 <b>\$ 5,360,541</b>	 <b>\$ 6,027,736</b>

*Redevelopment Agency - Debt Service Fund*

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
<b>OPERATING REVENUES</b>			
Sales Tax	\$ 2,177,070	\$ 2,275,197	\$ 1,962,150
Incremental property taxes	6,734,608	7,058,218	8,027,748
Use of money and property	192,725	294,147	138,484
<b>Total Operating Revenues</b>	<b>9,104,403</b>	<b>9,627,562</b>	<b>10,128,382</b>
<b>OPERATING EXPENSES</b>			
Current-property tax and bond admin	613,989	37,801	42,635
Principal retirement	1,119,994	1,208,761	1,499,591
Interest and fiscal charges	2,813,273	3,728,413	2,795,864
Property tax County pass-through	1,901,178	1,975,536	2,402,767
<b>Total Operating Expenses</b>	<b>6,448,434</b>	<b>6,950,511</b>	<b>6,740,857</b>
<b>OPERATING INCOME</b>	<b>2,655,969</b>	<b>2,677,051</b>	<b>3,387,525</b>
<b>Other financing sources:</b>			
Advances from County	1,381,590	1,377,398	1,436,421
Advances from Developers	44,310	42,989	45,585
Transfers Out	(3,352,522)	(3,417,619)	(4,202,336)
<b>NET INCOME</b>	<b>\$ 729,347</b>	<b>\$ 679,819</b>	<b>\$ 667,195</b>

## ***SANITATION ENTERPRISE FUND***

### **BALANCE SHEET JUNE 30, 2006-2008**

	<b><i>Audited 2006</i></b>	<b><i>Audited 2007</i></b>	<b><i>Audited 2008</i></b>
<b>ASSETS:</b>			
Pooled Cash and Investments	\$ 2,605,426	\$ 2,888,919	\$ 2,961,852
Accounts Receivable	1,116,236	1,172,641	1,295,082
Due from Other Governments	4,380	-	-
Prepays	63	66	-
<b>Total Current Assets</b>	<b>3,726,105</b>	<b>4,061,626</b>	<b>4,256,934</b>
Capital assets, net	143,035	117,933	93,114
<b>Total Assets</b>	<b>\$ 3,869,140</b>	<b>\$ 4,179,559</b>	<b>\$ 4,350,048</b>
 <b>LIABILITIES AND FUND EQUITY</b>			
Accounts Payable	\$ 283,401	\$ 11,659	\$ 316,205
Accrued Liabilities	526,202	674,984	511,442
<b>Total Liabilities</b>	<b>809,603</b>	<b>686,643</b>	<b>827,647</b>
 <b>Fund Equity - Unreserved Retained Earnings</b>	 3,059,537	 3,492,916	 3,522,401
<b>Total Liabilities and Fund Equity</b>	<b>\$ 3,869,140</b>	<b>\$ 4,179,559</b>	<b>\$ 4,350,048</b>

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

	<i>Audited</i> <b>05-06</b>	<i>Audited</i> <b>06-07</b>	<i>Audited</i> <b>07-08</b>
<b>OPERATING REVENUES</b>			
Refuse fee revenue	\$ 6,754,925	\$ 7,060,764	\$ 7,156,772
Sewer fee revenue	1,190,704	1,221,195	1,299,632
Recycling fee revenue	1,604,434	1,616,736	1,600,501
AB 939 fee revenue	673,981	738,408	796,985
<b>Total Operating Revenues</b>	<b>10,224,044</b>	<b>10,637,103</b>	<b>10,853,890</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	3,941,594	3,817,637	4,107,996
Services and supplies	2,962,687	3,211,625	3,562,493
Other professional services	2,301,705	2,383,692	2,358,055
Depreciation and amortization	18,035	25,103	24,819
Insurance and claims	258,816	214,454	142,603
City charges	729,020	719,532	756,838
Other	2,318	59,103	8,022
<b>Total Operating Expenses</b>	<b>10,214,175</b>	<b>10,431,146</b>	<b>10,960,826</b>
<b>OPERATING INCOME (LOSS)</b>	<b>9,869</b>	<b>205,957</b>	<b>(106,936)</b>
<b>NON-OPERATING REVENUES</b>			
Investment earnings	168,491	118,604	122,314
Grants	44,338	41,610	156,917
Other, net	-	-	3,351
<b>Total Non-Operating Revenues</b>	<b>212,829</b>	<b>160,214</b>	<b>282,582</b>
<b>Income before transfers</b>	<b>222,698</b>	<b>366,171</b>	<b>175,646</b>
<b>TRANSFERS IN</b>	<b>85,979</b>	<b>75,458</b>	<b>75,000</b>
<b>TRANSFERS OUT</b>	<b>-</b>	<b>(8,250)</b>	<b>(221,161)</b>
<b>NET INCOME</b>	<b>\$ 308,677</b>	<b>\$ 433,379</b>	<b>\$ 29,485</b>

## **SANITATION ENTERPRISE FUND**

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

	<i>Audited</i> 05-06	<i>Audited</i> 06-07	<i>Audited</i> 07-08
Cash flows from operating activities:			
Operating income (loss)	\$ 9,869	\$ 205,957	\$ (106,936)
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:			
Depreciation	18,035	25,103	24,819
Increase in accounts receivable	(132,939)	(56,405)	(122,441)
(Increase) decrease in prepaids	5,916	(3)	66
Decrease in due from other governments	1,388	4,380	-
Increase (decrease) in accounts payable	120,556	(271,742)	304,546
Increase (decrease) in accrued liabilities	138,529	-	(163,542)
Decrease in due to other funds	(2,634,333)	-	-
Increase in deposits and guarantees	-	148,781	-
Net cash provided (used) by operating activities	(2,472,979)	56,071	(63,488)
Cash flows from capital financing activities:			
Capital expenditures	(86,979)	-	-
Net cash used by capital financing activities	(86,979)	-	-
Cash flows from noncapital financing activities:			
Cash received from grants	44,338	41,610	156,917
Cash transfers received from other funds	85,980	75,458	75,000
Cash transfers paid to other funds	-	(8,250)	(221,161)
Net cash provided by noncapital financing activities	130,318	108,818	10,756
Cash flows from investing activities:			
Cash received from interest on investments	168,491	118,604	125,665
Net cash provided by investing activities	168,491	118,604	125,665
Net increase (decrease) in cash, restricted cash and cash equivalents	(2,261,149)	283,493	72,933
Cash, restricted cash and cash equivalents, July 1	4,866,575	2,605,426	2,888,919
Cash, restricted cash and cash equivalents, June 30	\$ 2,605,426	\$ 2,888,919	\$ 2,961,852

## SELF INSURANCE FUND

### BALANCE SHEET JUNE 30, 2006-2008

	<i>Audited</i> 2006	<i>Audited</i> 2007	<i>Audited</i> 2008
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 6,890,262	\$ 6,242,356	\$ 8,171,782
Other Prepayments	34,643	-	-
<b>Total Current Assets</b>	<b>6,924,905</b>	<b>6,242,356</b>	<b>8,171,782</b>
Advances to other funds	4,000,000	4,000,000	3,000,000
<b>Total Assets</b>	<b>\$ 10,924,905</b>	<b>\$ 10,242,356</b>	<b>\$ 11,171,782</b>
 <b>LIABILITIES AND FUND EQUITY</b>			
<b>Liabilities:</b>			
<b>Current Liabilities :</b>			
Accounts Payable	\$ 19,760	\$ 5,181	\$ 155,767
Accrued Liabilities	-	11,015	-
Accrued Liabilities for self ins claims-current	6,780,331	6,780,331	8,474,538
<b>Total Current Liabilities</b>	<b>6,800,091</b>	<b>6,796,527</b>	<b>8,630,305</b>
Accrued Liabilities for self ins claims-long term	16,097,014	16,097,014	16,435,653
<b>Total Liabilities</b>	<b>22,897,105</b>	<b>22,893,541</b>	<b>25,065,958</b>
<b>Fund Deficit:</b>			
Fund Deficit - Unreserved	(11,972,200)	(12,651,185)	(13,894,176)
<b>Total Liabilities and Fund Deficit</b>	<b>\$ 10,924,905</b>	<b>\$ 10,242,356</b>	<b>\$ 11,171,782</b>

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
<b>OPERATING REVENUES</b>			
Charges for services	\$ 2,424,540	\$ 2,492,184	\$ 2,857,242
<b>Total Operating Revenues</b>	<u>2,424,540</u>	<u>2,492,184</u>	<u>2,857,242</u>
<b>OPERATING EXPENSES</b>			
Salaries and benefits	894,273	651,527	738,285
Materials and services	78,798	83,143	115,152
Insurance and claims	3,195,823	4,216,154	5,373,362
Other	5,568	6,727	4,328
<b>Total Operating Expenses</b>	<u>4,174,462</u>	<u>4,957,551</u>	<u>6,231,127</u>
<b>OPERATING LOSS</b>	<u>(1,749,922)</u>	<u>(2,465,367)</u>	<u>(3,373,885)</u>
<b>TRANSFERS IN</b>	920,000	1,794,382	2,219,212
<b>TRANSFERS OUT</b>	(177,684)	(8,000)	(88,318)
<b>NET LOSS</b>	<u>\$ (1,007,606)</u>	<u>\$ (678,985)</u>	<u>\$ (1,242,991)</u>

## ***SELF INSURANCE FUND***

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

	<b><i>Audited</i></b> <b><i>05-06</i></b>	<b><i>Audited</i></b> <b><i>06-07</i></b>	<b><i>Audited</i></b> <b><i>07-08</i></b>
Cash flows from operating activities:			
Operating loss	\$ (1,749,922)	\$ (2,465,367)	\$ (3,373,885)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Decrease in prepaids	82,573	34,643	-
Increase (decrease) in accounts payable	(25,606)	(14,579)	150,586
Increase (decrease) in other liabilities	-	11,015	(11,015)
Increase in accrued liabilities for self ins. claims	-	-	2,032,846
Net cash used by operating activities	<u>(1,692,955)</u>	<u>(2,434,288)</u>	<u>(1,201,468)</u>
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	920,000	1,794,382	3,219,212
Cash transfers paid to other funds	<u>(177,684)</u>	<u>(8,000)</u>	<u>(88,318)</u>
Net cash provided by noncapital financing activities	<u>742,316</u>	<u>1,786,382</u>	<u>3,130,894</u>
Increase (decrease) in cash, restricted cash and cash equivalents	(950,639)	(647,906)	1,929,426
Cash, restricted cash and cash equivalents, July 1	<u>7,840,901</u>	<u>6,890,262</u>	<u>6,242,356</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$ 6,890,262</u>	<u>\$ 6,242,356</u>	<u>\$ 8,171,782</u>

## **SEWER ENTERPRISE FUND OPERATIONS**

### **BALANCE SHEET JUNE 30, 2006-2008**

	<b>Audited 2006</b>	<b>Audited 2007</b>	<b>Audited 2008</b>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 9,892,607	\$ 10,611,205	\$ 10,450,089
Accounts Receivable	168,090	240,479	253,857
Accrued Interest Receivable	91,639	123,080	126,789
<b>Total Current Assets</b>	<b>10,152,336</b>	<b>10,974,764</b>	<b>10,830,735</b>
Infrastructure	40,793,441	40,920,836	40,017,611
Machinery and Equipment	132,568	193,677	167,093
Construction In Progress	2,061,341	1,890,388	3,409,263
Interfund Advances Receivable	800,000	419,028	419,028
<b>Total Assets</b>	<b>\$ 53,939,686</b>	<b>\$ 54,398,693</b>	<b>\$ 54,843,730</b>
<b>LIABILITIES AND FUND EQUITY</b>			
<b>Liabilities:</b>			
Accounts Payable	\$ 382,544	\$ -	\$ 17,694
Contract Retainage Payable	64,757	1,100	98,090
<b>Total Liabilities</b>	<b>447,301</b>	<b>1,100</b>	<b>115,784</b>
<b>Fund Equity:</b>			
Contributed Capital	2,786,254	2,786,254	2,786,254
Retained Earnings - Unreserved	50,706,131	51,611,339	51,941,692
<b>Total Fund Equity</b>	<b>53,492,385</b>	<b>54,397,593</b>	<b>54,727,946</b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ 53,939,686</b>	<b>\$ 54,398,693</b>	<b>\$ 54,843,730</b>

**SEWER ENTERPRISE FUND OPERATIONS**

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

	<i>Audited 05-06</i>	<i>Audited 06-07</i>	<i>Audited 07-08</i>
<b>OPERATING REVENUES</b>			
Sewer charges	\$ 1,618,619	\$ 1,923,459	\$ 1,838,598
Sewer revolving fees	26,562	30,692	15,793
Other	2,776	3,185	3,023
<b>Total Operating Revenues</b>	<b>1,647,957</b>	<b>1,957,336</b>	<b>1,857,414</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	492,069	507,721	586,328
Services and supplies	7,995	6,707	7,966
Other professional services	54,218	37,219	52,282
Depreciation and amortization	860,639	856,752	935,438
Insurance and claims	736	1,347	987
City charges	132,926	139,410	152,849
Other	2,017,787	202,855	216,358
<b>Total Operating Expenses</b>	<b>3,566,370</b>	<b>1,752,011</b>	<b>1,952,208</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(1,918,413)</b>	<b>205,325</b>	<b>(94,794)</b>
<b>NON-OPERATING REVENUES</b>			
Investment earnings	347,067	955,970	500,147
<b>Income (loss) before transfers</b>	<b>(1,571,346)</b>	<b>1,161,295</b>	<b>405,353</b>
<b>TRANSFERS IN</b>	<b>-</b>	<b>727</b>	<b>-</b>
<b>TRANSFERS OUT</b>	<b>(75,000)</b>	<b>(256,814)</b>	<b>(75,000)</b>
<b>NET INCOME (LOSS)</b>	<b>\$ (1,646,346)</b>	<b>\$ 905,208</b>	<b>\$ 330,353</b>

## **SEWER ENTERPRISE FUND OPERATIONS**

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

	<b>Audited 05-06</b>	<b>Audited 06-07</b>	<b>Audited 07-08</b>
Cash flows from operating activities:			
Operating income (loss)	\$ (1,918,413)	\$ 205,325	\$ (94,794)
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	860,639	856,752	935,438
Other capital project expenses	1,952,940	638,710	110,289
(Increase) decrease in accounts receivable	74,689	(72,389)	(13,378)
Decrease in prepaids	150	-	-
Increase (decrease) in accounts payable	6,967	(382,544)	17,694
Increase (decrease) in retainage payable	64,757	(63,657)	96,990
Net cash provided by operating activities	1,041,729	1,182,197	1,052,239
Cash flows from capital financing activities:			
Payments for capital expenditures	(2,240,918)	(1,513,013)	(1,634,793)
Net cash used by capital financing activities	(2,240,918)	(1,513,013)	(1,634,793)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	-	727	-
Cash transfers paid to other funds	(75,000)	(256,814)	(75,000)
Cash received from advances to other funds	-	900,000	-
Net cash provided (used) by noncapital financing activities	(75,000)	643,913	(75,000)
Cash flows from investing activities:			
Cash received from interest on investments	338,290	405,501	496,438
Net cash provided by investing activities	338,290	405,501	496,438
Net increase (decrease) in cash, restricted cash and cash equivalents	(935,899)	718,598	(161,116)
Cash, restricted cash and cash equivalents, July 1	10,828,506	9,892,607	10,611,205
Cash, restricted cash and cash equivalents, June 30	\$ 9,892,607	\$ 10,611,205	\$ 10,450,089

## *TRANSIT SYSTEM*

### *BALANCE SHEET JUNE 30, 2006-2008*

	<i>Audited 2006</i>	<i>Audited 2007</i>	<i>Audited 2008</i>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 2,162,921	\$ 4,231,226	\$ 3,431,638
Accounts Receivable	468	187	40
Accrued Interest Receivable	19,798	49,077	41,760
Inventory	724,601	840,430	999,458
Due from Other Governments	2,872,279	2,572,075	1,790,917
Prepays	5,655	2,484	-
<b>Total Current Assets</b>	<b>5,785,722</b>	<b>7,695,479</b>	<b>6,263,813</b>
Capital Assets, Net	12,881,561	11,238,237	10,204,005
<b>Total Assets</b>	<b>\$ 18,667,283</b>	<b>\$ 18,933,716</b>	<b>\$ 16,467,818</b>
<b>LIABILITIES AND FUND EQUITY</b>			
<b>Liabilities:</b>			
<b>Current Liabilities:</b>			
Accounts Payable	\$ 519,445	\$ 2,569	\$ 829,728
Accrued Liabilities	940,853	3,047,948	1,097,135
Unearned Revenues	312,995	365,464	418,284
<b>Total Current Liabilities</b>	<b>1,773,293</b>	<b>3,415,981</b>	<b>2,345,147</b>
<b>Total Liabilities</b>	<b>1,773,293</b>	<b>3,415,981</b>	<b>2,345,147</b>
<b>Fund Equity:</b>			
<b>Contributed Capital:</b>			
From County (Propositions A and C Funds - Capital Expenditures)	4,636,190	4,636,190	4,636,190
From Federal Government	8,944,205	8,593,050	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
<b>Total</b>	<b>19,519,479</b>	<b>19,168,324</b>	<b>19,161,056</b>
Less Accumulated Depreciation	(19,228,904)	(20,851,808)	(22,780,825)
<b>Contributed Capital (net)</b>	<b>290,575</b>	<b>(1,683,484)</b>	<b>(3,619,769)</b>
<b>Retained Earnings - Unreserved</b>	<b>16,603,415</b>	<b>17,201,219</b>	<b>17,742,440</b>
<b>Total Fund Equity</b>	<b>16,893,990</b>	<b>15,517,735</b>	<b>14,122,671</b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ 18,667,283</b>	<b>\$ 18,933,716</b>	<b>\$ 16,467,818</b>

## *TRANSIT SYSTEM*

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

	<i>Audited</i> <b>05-06</b>	<i>Audited</i> <b>06-07</b>	<i>Audited</i> <b>07-08</b>
<b>OPERATING REVENUES</b>			
Passenger cash fares	\$ 2,294,358	\$ 2,404,156	\$ 2,518,600
Special bus service	4,418	5,296	5,347
Advertising	153,619	155,472	200,635
Miscellaneous	855	630	70,479
<b>Total Operating Revenues</b>	<b>2,453,250</b>	<b>2,565,554</b>	<b>2,795,061</b>
<b>NON-OPERATING REVENUES</b>			
Proposition A funds	6,806,401	4,069,795	5,604,888
Proposition C funds	1,480,288	2,011,231	1,542,141
SB-325 allocation	5,073,431	5,291,526	5,361,384
Capital maintenance revenue	2,140,000	2,140,000	2,140,000
Transit STAF	510,878	1,841,218	1,048,737
Capital grants	397,511	630,704	916,617
Investment earnings	29,712	135,485	172,886
<b>Total Non-Operating Revenues</b>	<b>16,438,221</b>	<b>16,119,959</b>	<b>16,786,653</b>
<b>Total Revenues/Resources</b>	<b>18,891,471</b>	<b>18,685,513</b>	<b>19,581,714</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	11,524,887	11,144,157	11,882,040
Services and supplies	2,482,792	2,327,576	2,867,384
Other professional services	1,609,539	1,526,408	1,735,425
Depreciation and amortization	2,069,222	1,974,058	1,936,285
Insurance and Claims	741,166	306,812	268,462
City charges	2,166,698	2,166,511	2,206,151
Other	92,377	85,815	102,856
<b>Total Operating Expenses</b>	<b>20,686,681</b>	<b>19,531,337</b>	<b>20,998,603</b>
<b>NON-OPERATING EXPENSES</b>			
Loss on sale of capital assets	-	211,628	7,018
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>211,628</b>	<b>7,018</b>
<b>Total Operating &amp; Non-Operating expenses</b>	<b>20,686,681</b>	<b>19,742,965</b>	<b>21,005,621</b>
<b>Loss before transfers</b>	<b>(1,795,210)</b>	<b>(1,057,452)</b>	<b>(1,423,907)</b>
<b>TRANSFERS IN</b>	1,154,000	-	194,433
<b>TRANSFERS OUT</b>	(160,590)	(318,803)	(165,590)
<b>NET LOSS</b>	<b>(801,800)</b>	<b>(1,376,255)</b>	<b>(1,395,064)</b>
Add: Depreciation on assets acquired with contributed capital	2,069,222	1,974,058	1,936,285
<b>TOTAL ADDITIONS TO RETAINED EARNINGS</b>	<b>\$ 1,267,422</b>	<b>\$ 597,803</b>	<b>\$ 541,221</b>

# *TRANSIT SYSTEM*

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

	<i>Audited</i> 05-06	<i>Audited</i> 06-07	<i>Audited</i> 07-08
Cash flows from operating activities:			
Operating loss	\$ (18,233,431)	\$ (16,965,783)	\$ (18,203,542)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	2,069,222	1,974,058	1,936,285
Increase in inventory	(38,787)	(115,829)	(159,028)
Decrease in accounts receivable	1,865	281	147
Decrease in prepaids	13,216	3,171	2,484
Increase (decrease) in accounts payable	122,385	(18,575)	827,159
Increase in accrued salaries and benefits payable	89,520	51,850	85,947
Decrease in other accrued liabilities	-	-	(479,816)
Net cash used by operating activities	(15,976,010)	(15,070,827)	(15,990,364)
Cash flows from capital financing activities:			
Payments for capital expenditures	(405,571)	(622,363)	(909,322)
Cash received from grants and subsidies	397,511	630,704	916,617
Proceeds on sale of capital assets	250	80,000	250
Net cash provided (used) by capital financing activities	(7,810)	88,341	7,545
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	16,322,557	17,263,387	14,974,185
Cash transfers received from other funds	1,154,000	-	194,433
Cash transfers paid to other funds	(160,590)	(318,803)	(165,590)
Net cash provided by noncapital financing activities	17,315,967	16,944,584	15,003,028
Cash flows from investing activities:			
Cash received from interest on investments	16,187	106,207	180,203
Net cash provided by investing activities	16,187	106,207	180,203
Increase (decrease) in cash, restricted cash and cash equivalents	1,348,334	2,068,305	(799,588)
Cash, restricted cash and cash equivalents, July 1	814,587	2,162,921	4,231,226
Cash, restricted cash and cash equivalents, June 30	\$ 2,162,921	\$ 4,231,226	\$ 3,431,638

**WATER FUND**

**BALANCE SHEET**

**JUNE 30, 2006-2008**

	<b>Audited 2006</b>	<b>Audited 2007</b>	<b>Audited 2008</b>
<b>ASSETS</b>			
<b>Current Assets:</b>			
Pooled Cash and Investments	\$ 11,455,168	\$ 10,252,852	\$ 8,849,375
Restricted Cash and Investments	525,341	528,905	551,742
Restricted Construction Advances	166,864	-	14,595
Accounts Receivable	4,253,419	4,118,331	5,218,772
Accrued Interest Receivable	108,118	119,170	107,524
Inventory	354,398	529,074	498,041
Prepays	23,465	1,799	142
<b>Total Current Assets</b>	<b>16,886,773</b>	<b>15,550,131</b>	<b>15,240,191</b>
Capital Assets, Net	62,984,196	62,983,260	63,956,094
Interfund Advances Receivable	1,164,932	1,154,432	1,154,432
<b>Total Assets</b>	<b>\$ 81,035,901</b>	<b>\$ 79,687,823</b>	<b>\$ 80,350,717</b>
<b>LIABILITIES AND FUND EQUITY</b>			
<b>Liabilities:</b>			
<b>Current Liabilities (Payable from Current Assets):</b>			
Accounts Payable	\$ 3,019,663	\$ 2,480,349	\$ 4,519,713
Contract Retainage Payable	318,554	94,191	236,781
Accrued Liabilities	388,145	1,026,087	426,360
	<b>3,726,362</b>	<b>3,600,627</b>	<b>5,182,854</b>
<b>Current Liabilities (Payable from Restricted Assets):</b>			
Revenue Bonds Maturing Within One Year	510,383	515,833	546,183
Construction Advances	166,864	-	14,595
	<b>677,247</b>	<b>515,833</b>	<b>560,778</b>
<b>Total Current Liabilities</b>	<b>4,403,609</b>	<b>4,116,460</b>	<b>5,743,632</b>
Noncurrent Portion of Revenue Bonds Outstanding	3,710,000	3,245,000	2,745,000
<b>Total Liabilities</b>	<b>8,113,609</b>	<b>7,361,460</b>	<b>8,488,632</b>
<b>Fund Equity:</b>			
Retained Earnings - Reserved	692,205	528,905	566,337
Retained Earnings - Unreserved	72,230,087	71,797,458	71,295,748
<b>Total Fund Equity</b>	<b>72,922,292</b>	<b>72,326,363</b>	<b>71,862,085</b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ 81,035,901</b>	<b>\$ 79,687,823</b>	<b>\$ 80,350,717</b>

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

	<i>Audited</i> <i>05-06</i>	<i>Audited</i> <i>06-07</i>	<i>Audited</i> <i>07-08</i>
<b>OPERATING REVENUES</b>			
Charges for services	\$ 20,937,071	\$ 21,750,783	\$ 22,470,337
Other	942,459	919,784	838,877
<b>Total Operating Revenues</b>	<b>21,879,530</b>	<b>22,670,567</b>	<b>23,309,214</b>
<b>OPERATING EXPENSES</b>			
Salaries and employee benefits	3,456,902	3,649,611	3,927,038
Services and supplies	1,023,609	978,412	1,123,912
Other professional services	332,770	493,739	418,346
Depreciation and amortization	1,065,407	1,200,562	1,176,624
Insurance and claims	82,378	80,922	66,922
City charges	1,585,709	1,665,057	1,708,800
Cost of water	13,097,062	13,869,297	13,604,422
Other	1,061,882	1,675,627	1,105,598
<b>Total Operating Expenses</b>	<b>21,705,719</b>	<b>23,613,227</b>	<b>23,131,662</b>
<b>OPERATING INCOME (LOSS)</b>	<b>173,811</b>	<b>(942,660)</b>	<b>177,552</b>
<b>NON-OPERATING REVENUES</b>			
Investment earnings	439,499	496,405	533,999
<b>Total Non-Operating Revenues</b>	<b>439,499</b>	<b>496,405</b>	<b>533,999</b>
<b>NON-OPERATING EXPENSES</b>			
Interest expense	178,482	164,589	150,939
<b>Total Non-Operating Expenses</b>	<b>178,482</b>	<b>164,589</b>	<b>150,939</b>
<b>Income (Loss) before contributions and transfers</b>	<b>434,828</b>	<b>(610,844)</b>	<b>560,612</b>
<b>CAPITAL GRANTS</b>	<b>83,564</b>	<b>56,463</b>	<b>59,274</b>
<b>TRANSFERS OUT</b>	<b>(28,999)</b>	<b>(41,548)</b>	<b>(85,481)</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 489,393</b>	<b>\$ (595,929)</b>	<b>\$ 534,405</b>

## ***WATER FUND OPERATIONS***

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

	<b>Audited 05-06</b>	<b>Audited 06-07</b>	<b>Audited 07-08</b>
Cash flows from operating activities:			
Operating income (loss)	\$ 173,811	\$ (942,660)	\$ 177,552
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation and amortization	1,065,407	1,200,562	1,176,624
Other capital project expenses	696,197	1,846,216	135,396
(Increase) decrease in inventories	20,351	(174,676)	31,033
(Increase) decrease in accounts receivable	123,688	135,088	(1,100,441)
Decrease in prepaids	7,454	21,666	1,657
Increase (decrease) in accounts payable	(78,855)	(539,314)	2,039,364
Increase (decrease) in retainage payable	318,554	(224,363)	142,590
Increase (decrease) in accrued liabilities	50,174	637,942	(599,727)
Increase (decrease) in deposits and guarantees	(8,020)	(166,864)	14,595
Net cash provided by operating activities	2,368,761	1,793,597	2,018,643
Cash flows from capital financing activities:			
Payments for capital expenditures	(3,546,261)	(3,045,842)	(3,283,537)
Payments for revenue bonds principal	(445,000)	(455,000)	(465,000)
Payments for revenue bonds interest	(182,932)	(169,139)	(155,589)
Cash received from contributed capital subsidy	83,564	56,463	59,274
Net cash used by capital financing activities	(4,090,629)	(3,613,518)	(3,844,852)
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(28,999)	(41,548)	(85,481)
Cash received from advances to other funds	-	17,407	-
Net cash used by noncapital financing activities	(28,999)	(24,141)	(85,481)
Cash flows from investing activities:			
Cash received from interest on investments	430,552	478,446	545,645
Net cash provided by investing activities	430,552	478,446	545,645
Net decrease in cash, restricted cash and cash equivalents	(1,320,315)	(1,365,616)	(1,366,045)
Cash, restricted cash and cash equivalents, July 1	13,467,688	12,147,373	10,781,757
Cash, restricted cash and cash equivalents, June 30	\$ 12,147,373	\$ 10,781,757	\$ 9,415,712







