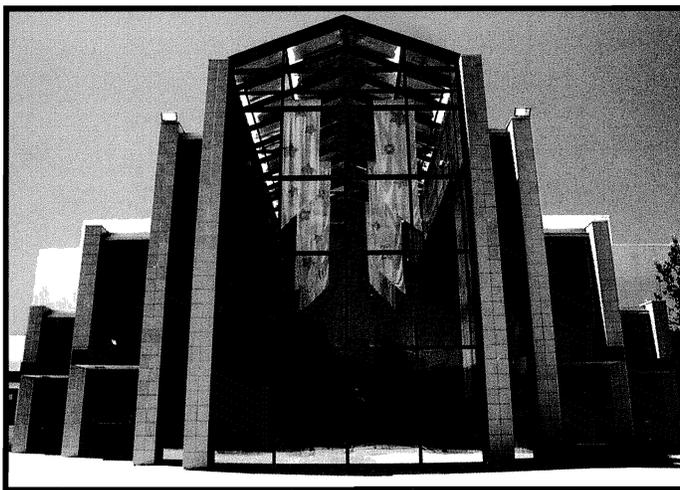


City of Torrance, California



2013-2015 **Budget Proposed**



James R. Armstrong Theatre



City Hall



Katy Geissert Civic Center Library

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

Members of the Council:

The City Manager respectfully transmits his proposed budget for the 2013-15 two-year operating budget the City Council. This is the first budget since 2007 which builds upon a stable base in the current fiscal year. It is also the first one in quite a while that has allowed for true future financial management of the City's resources and opportunities. Many of the proposed actions contained within the budget are forward looking, addressing our debt and our infrastructure as well as our operations. Actions taken by this Council and prior Councils have allowed the City to effectively manage and balance budgets, especially during difficult times such as the past four years. The proposed budget requires no reductions and it addresses long-term strategies. The Two-Year Operating Budget as proposed is balanced for the 2013-14 and 2014-15 fiscal years. Additional budget projections through a five-year forecast, through 2017-18 fiscal year, are also balanced.

The proposal before you is a financial reflection of City policies and goals and is consistent with the City's Strategic Plan. This budget becomes the City Council's and may be revised and amended as directed by your Honorable Body.

General Fund Revenues

With a few exceptions, General Fund revenues for the City are reflecting a modest but steady growth as we enter into fiscal year 2013-14. Revenues for the current fiscal year 2012-13 are projected to be at \$164 million, a growth of approximately 2.7%, or about \$4 million over fiscal year 2011-12. The \$164 million revenue level is the highest level of actual revenues received for a fiscal year since 2007-08, where actual revenues received totaled \$168.9 million.

Seventy percent (70%) of General Fund revenues are derived from three revenue sources: Sales Tax (\$45.7 M), Property Tax (\$43.4 M) and Utility Users' Tax (\$32.0 M).

Sales Tax – This is the largest revenue source of the General Fund. It represents approximately 27% of General Fund revenues and has grown almost 10% over last year. It is projected to increase by 8% in the upcoming fiscal year. Two-thirds of the economy is driven by consumer spending and is typically boosted by the creation of wealth (jobs, housing, stock market), which all are on the upswing. 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.

	Budget 2013-14	
	in 000's	%
Sales Tax	\$ 45,731	26.7
Property Tax	43,415	25.4
Utility Users' Tax	32,017	18.7
	<hr/>	<hr/>
	\$121,163	70.8
Total General Fund	\$171,044	

Top 10 Sales Tax Producers by Economic Segment

	Y.E. 12/31/12	Y.E. 12/31/11	Variance	%
Auto Sales - New	6,996,675	5,915,378	1,081,297	18.28%
Department Stores	4,357,208	4,386,287	(29,079)	-0.66%
Restaurants	3,811,018	3,588,299	222,719	6.21%
Miscellaneous Retail	3,039,096	2,998,926	40,170	1.34%
Service Stations	2,588,132	2,468,262	119,870	4.86%
Apparel Stores	2,214,722	2,145,147	69,575	3.24%
Leasing	1,820,567	1,765,837	54,730	3.10%
Furniture/Appliance	1,587,476	1,493,432	94,044	6.30%
Bldg Mtls - Retail	1,404,805	1,377,666	27,139	1.97%
Auto Parts/Repair	1,285,749	1,157,642	128,107	11.07%

As shown in the above chart, auto sales, auto repairs, furniture sales and others are reflecting positive growth patterns. It is anticipated that department stores will have enhancements which should increase sales in 2014.

Property Taxes - Torrance continues to have a strong property tax base. The City's property and economic base includes a mix of high-end residential properties and sizable industrial, commercial and retail components. The City had a large property tax base of \$24.0 billion in fiscal year 2012, an increase of 0.5% from 2011. Although 2012 resulted in minimum growth, the real estate market has bottomed out, is in full recovery, and is becoming a "seller's" market. As the market changes, property tax receipts are projected to grow back to the normal rate of about 5% annually.

Utility Users' Tax (UUT) – UUT revenues have not recovered like the other revenues in the General Fund and are projected to grow modestly over the five-year forecast. Growth is mainly due to new construction in the City. The increase in cost of electricity has not benefitted City revenues because businesses and residents are reducing their power consumption. Past increases in UUT revenues were from cellular telephones, which now have more and more customers switching to "texting" and "data" plans from "voice" plans.

Budget Balancing

Since the adoption of the 2009-10 fiscal year budget four years ago, the City has made difficult but necessary adjustments to maintain a balanced budget. As the City faced immediate budget shortfalls through these intervening years, the City Council was prudent to avoid short-term solutions that did not address the City's long-term needs. The City Council also avoided employee pay reductions, furloughs and lay-offs. It took prudent budget reductions which minimized service impacts, preserved core safety services and restructured in many ways the way the City conducted business. The City has moved towards using career professionals in forensics, fire prevention and the management of hazardous materials; Implemented team policing to improve service to the community while reducing overtime costs; and secured millions in grant funds for capital needs such as the Del Amo extension, the Regional Transit Center and roadway and sidewalk repair.

Since 2009-10, the City has reduced the City work force by 60+ positions (full-time equivalents). And a few years prior to the State Legislative pension changes, both City labor and management agreed to reestablish the responsibility for employee contributions for retirement for new

employees -- 9% for Fire and Police and 7% for Miscellaneous employees. This has saved the City \$370,000 to date; an additional \$260,000 in savings is projected for the 2013-14 fiscal year and will continue to increase in the coming years.

Due to the uncertainty of the future of the economy over the long term, this budget has not been able to provide funds for salary increases for our employees. This is a difficult policy decision since many of the valuable City work force has not seen an increase of any kind for over five (5) years and even though Police and Fire were provided salary increases in January 2011, this was to carry out previously agreed to contract provisions and required challenging budget decisions. The City Manager believes that the City will need to address wage and benefit issues at some point in time but recommends that this issue be deferred until there is more stability in the local economy. It is hoped that this will be achievable during this two-year budget cycle. The City Manager will target May 2014 to reassess and have further discussion with City Council with respect to employee compensation during the 2014-15 budget deliberations.

The City Manager recommends the following actions to maintain a balanced budget:

Business Practices

- Transferring the programs for the Nature Center, Madrona Marsh and Torrance Art Museum to the General Fund – net additional cost to General Fund - \$130,000. The revenues generated do not cover the cost to operate these facilities. Since these facilities are in the Parks and Recreation Enterprise (P&R) Fund, the differences between revenues and expenditures have been offset by other programs within the P&R Fund, which essentially over-burdened class participants or reduced much needed class subsidies.
- Achieving Property Tax administration savings from the County of Los Angeles due to litigation - \$390,000. When the State of California redirected more dollars to property taxes from other areas, the County continued to apply the same administrative fee that was based on the percentage of property tax being allocated and not their actual “cost” to administer the swapping of funds. Cities prevailed in proving that the County was overcharging.
- Addressing the loss of vehicle license fees from the State - The League of California Cities was not successful in their lawsuit with the State redirecting VLF fees, causing a loss of revenue of \$530,000 annually. The VLF revenues were offset using one-time monies to balance. Now that the funds are not being returned to cities, the impact has been factored into the budget before you.

Operations

- Funds 2.0 additional police officers to mitigate the impact of the State’s Criminal Justice Realignment Bill (AB109), which allows certain offenders convicted for various non-serious, non-violent, non-sex related offenses to essentially be released. Adding one position in January 2014 (\$103,000) and the second in January 2015 (\$206,000). The City is expecting a reimbursement of \$125,000 for the 2012-13 and 2013-14 fiscal years. The reimbursement funds will be used to offset the cost of the additional officers, with any differences funded by the General Fund.
- Funds the Joint Use Agreement between the City and the Torrance Unified School District (\$40,000 - \$50,000)
- Includes funding for the November 2014 election (\$150,000) and the update for the City’s Strategic Plan (\$135,000)

Reserves

- The two-year budget plan, while not a “growth” budget, does provide funding of certain reserves that were reduced or deferred to minimize the impact to services and service levels to the Torrance community during previous budget reduction years.
- One of the reserves that was deferred was the City’s “Post Employment Benefits” or OPEB. These are mainly funds for health benefits for retirees of roughly \$115 a month for Miscellaneous employees and up to an additional \$130 to \$225 a month for Fire and Police. While there is no requirement to fund on an actuarial value basis, the Council did provide additional funding to move from a “cash basis” to an actuarial basis prior to the downturn in the economy. The plan before you restores funding of OPEB on an actuarial basis - \$1.375M.
- The Reserve for Self Insurance has been declining over the past several years and the plan before you increases the General Fund’s contribution to this reserve by \$350,000 and adds an additional \$350,000 each year for the next three years.

Redevelopment Agency (RDA) (former)

- The State’s decision to dissolve redevelopment agencies, effective June 27, 2012, has caused quite a stir for the City and has yet to yield the billions of budget savings to the State the Governor expected. Of the City’s former three project areas, Industrial and Downtown continue to have outstanding Term Allocation Bonds (TABs), while the Skypark project area debt matured in July 2012.
- Part of the dissolution process outlined by the State identifies and prioritizes outstanding bonds and loans to be repaid. All enforceable obligations of the former redevelopment agency, in accordance with Assembly Bill 1484, must be approved by the City of Torrance Oversight Board and the California Department of Finance before it can be placed on a Recognized Obligation Payment Schedule (ROPS). On March 21, 2013, the City of Torrance received the Finding of Completion (FOC) determination letter from the California Department of Finance. The FOC letter is required before the loans can be placed on the ROPS. Staff believes that the loans the City made to the Industrial project area back in the mid 1980’s will be approved by the State and be eligible for repayment as early as the 2014-15 fiscal year.
- The amount owed to the City is known but the amount of interest that has accrued over the years has yet to be determined. The legislation that passed calls for the loans to accrue interest at a rate no higher than the “State” pool rate, regardless of the terms of the loan agreements entered into back in the 1980’s. Calculating the amount of accrued interest at the “State” pool rate, the amount owed to the City is \$55.2 million, accruing at 0.60% annually. Based on cash flow projections, staff believes that about \$1.1 million annually can begin to flow back to the City beginning in the 2014-15 fiscal year. The amount should increase by around \$100,000 - \$200,000 each year as property assessed values continue to increase. If the City is successful in refinancing the bonded debt (see discussion below), an additional \$200,000 a year would be available to repay the City’s loan. The City Manager is recommending using any proceeds from the loan repayment for one-time uses, such as 50% for capital needs and 50% for reducing unfunded liabilities or outstanding debt such as Public Employees’ Retirement System (PERS); OPEB, Self

Insurance, Certificates of Participation (COP's), etc. Should the City be repaid, Low Income and Moderate Income funds would again flow back to the City in the amount of 20% of the annual loan repayment and could be used for the City's Home Improvement Program, rent subsidies and direct costs for the former RDA.

- Since the mid 1990's, the City began funding a reserve, with year-end carryover monies, in the event that these loans would not be repaid by RDA. The RDA was not expected to begin paying the City loans until the bonded indebtedness was paid in full in 2028. The reserve was created to mitigate any changes to accounting reporting requirements should the value of the RDA loan be reclassified for financial reporting purposes. Currently, the reserve has a balance of \$4.3 million and with the one exception noted below, the re-allocation of this reserve is being deferred until the loans begin to be repaid.

Tax Revenue Anticipation Notes (TRAN) and Certificates of Participation (COP's)

- The City has been using Tax Revenue Anticipation Notes (TRAN), which are essentially one-year notes to assist with the City's seasonal cash flows. Issuing a TRAN allows the City to pre-pay PERS at a 3.5% discount while the cost of the TRAN is about 0.5% to 1.0%. The savings generated will be used to reduce the use of "year-end carryover", historically used by the General Fund - \$600,000.
- The City currently has three Certificates of Participation (COP's) that can be refinanced in the 2013-14 fiscal year. The 1998 COP has an outstanding balance of \$6,045,000 at an average coupon rate of 4.75%. The 2004A and 2004B COP's have a combined balance of \$41,250,000 at an average coupon rate of 5%.
- The City's General Fund is due to be reimbursed \$4.5 million for land that was acquired in 2009 for the new Transit Center from grant reimbursement monies. Staff is recommending the \$4.5 million, and an additional \$1.545 million from the Reserve for Redevelopment, be used to defease the 1998 COP. Paying off these COP's would reduce the City's annual debt service by \$540,000 a year, which equates to about an 8.9% return on investment.
- The budget document also incorporates the refinancing of the 2004A and 2004B COP's in March 2014, reducing the average coupon from 5% to around 3.5% - 4.5%, or approximately \$150,000 to \$300,000 in annual savings. Should current rates hold, the savings would be closer to the upper-end. Conservatively, the budget plan incorporates savings of \$180,000 annually.

Public Employees Retirement System (PERS)

- As stated earlier, in the 2009-10 fiscal year, the City negotiated to have all new employees pay 9% and 7% of the pension costs for Safety and Miscellaneous employees respectively. This has saved the City \$370,000 to date and an additional \$260,000 is projected for the 2013-14 fiscal year. It is projected that the City will achieve the target savings of \$630,000 annually by mid 2014.
- There are two major changes that PERS has made that are causing the City's contribution rates to increase. The first change affects the 2013-14 & 2014-15 fiscal years and the second change affects the 2015-16 through 2019-20 fiscal years.

- The first major change PERS has implemented is reducing their return on investment by 0.25%, from 7.75% to 7.5%. This has a major impact because the City has over \$800M of assets deposited with PERS and a decrease of 0.25% in the earnings rate equates to about \$2M less in investment earnings annually. PERS is allowing cities to phase in the effect the reduced discount rate has on contribution rates over two years, 2013-14 and 2014-15. Staff is recommending, and has included in the budget plan, to NOT phase in the rate over two years but to adjust the 2013-14 rate accordingly -- \$1,000,000. Those cities that elect the phased approach will pay a higher rate over the long term.
- The other major change PERS made was how they “smooth” rates. Basically, rate smoothing spreads the impact of any rate changes, favorable or unfavorable, over several years. Every year, differences between what the actuaries at PERS projected and what really happened were amortized up to 30 years. However, unlike a home mortgage, some of these differences were rolled into a new 30-year amortization period every year. PERS has revised this practice and, beginning in 2015-16, gains and losses will be amortized over 20 to 30 years (fixed). This change will effectively boost contribution rates and is projected to be an increase of 2 points a year for five consecutive years for Police and Fire and 1.25 points a year for five consecutive years for Miscellaneous employees. The five-year budgetary plan includes these increases in PERS rates for assumption changes for amortizing gains and losses and rate smoothing. This change by PERS benefits the City in the long term because in theory, after 30 years, all things being equal, the City’s PERS rates will drop by over 50%.

Energy Projects

The City has been making a concerted effort to conserve energy. During the current budget cycle, energy saving projects were estimated to generate utility savings of \$395,000. As of year-end, energy savings estimates have been refined to more closely reflect project cost recovery of \$300,000. To date, the completed projects are generating an estimated \$162,000 of energy savings. These projects included: LED Lighting for the City parking lot; Street security lighting replacements; low flow plumbing fixtures and solar heating for the City Plunge.

The projects still under construction with additional expected future savings:

- Lighting Retrofits and Upgrades, which are expected to be completed in 30 days and generate an estimated \$80,000 in utility savings;
- An HVAC Replacements project with anticipated award of contract in 2-4 months, generating \$13,000 of utility savings; and
- An Irrigation Control Upgrades project with expected award of contract in 3-4 months, generating \$45,000 in utility savings.

Uncertain Future & Beyond

As the provisions of the Affordable Health Act (AHA) are being implemented across the Nation and California, the requirement for large employers to provide health care to all employees working over 30 hours has a January 2014 implementation deadline. The impact of the Affordable Health Act is being researched by staff and staff will return to the Council at a later date. While we plan over a five-year horizon, there is uncertainty with regards to the State budget and the continued rate of any economic recovery, which limits the accuracy of projections. Reserves are one mechanism to help deal with the uncertainties that face us in the upcoming years. The City continues to draw on reserves sparingly and supplement the reserves when possible.

Use of One Time Reserves

The City’s current funding policy for the Economic Anomaly Fund is to have up to 10% of the combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Service Fund net adopted appropriation level, or about \$17.7 million. This fund has a current balance of \$10.1 million. There is an additional \$1.6 million in the Reserve for Balancing Strategies and \$5.2 million in the Reserve for Benefit Rate Mitigation which will be moved to the Economic Anomaly Fund, for a total of \$16.9 million.

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

Enterprise Funds

In the aggregate all of the major enterprise funds - Water, Sewer, Sanitation, Airport and Transit - are operating within their budgetary parameters and are projected to be balanced through the extended five-year forecast. Both the Water and Sanitation funds had approved rate increases to fund additional infrastructure requirements and, in the case of Sanitation, to expand the “green waste” program. The Sanitation Fund purchased over 24,000 refuse and green waste containers and a CNG refuse truck, which drained the fund’s cash balance. The cash will be replenished through the collection of revenues for services rendered. The Airport Fund, which is responsible for the airport field and lease land rental, is experiencing a modest increase in revenues due primarily to sales tax in the local economy. The Transit Fund has had the benefit of an additional \$2 million from the Los Angeles County’s Measure R funds to assist with operations and capital needs.

The following chart shows two of the five-year projection for the Enterprise Funds. The entire five-year projection can be viewed under the “Budget Overview” tab.

2 YEAR PROJECTION OF REVENUES AND EXPENSES						
	<u>WATER FUND</u>		<u>SEWER FUND</u>		<u>SANITATION FUND</u>	
	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15
Revenues	\$37,193,000	\$37,203,000	\$4,072,858	\$4,097,017	\$11,053,942	\$10,949,146
Expenditures	35,532,169	35,583,146	4,072,858	4,097,017	10,934,310	10,827,353
Revenues less Expenditures	\$1,660,831	\$1,619,854	\$0	\$0	\$119,632	\$121,793
2 YEAR PROJECTION OF REVENUES AND EXPENSES						
	<u>AIRPORT FUND</u>		<u>TRANSIT FUND</u>			
	2013-14	2014-15	2013-14	2014-15		
Revenues	\$12,179,000	\$12,667,000	\$31,304,466	\$30,562,163		
Expenditures	12,112,790	11,905,383	31,304,466	30,562,163		
Revenues less Expenditures	\$66,210	\$761,617	\$0	\$0		

Capital Budget

At this time, staff is deferring action on the 5-year Capital Budget to September. This will allow staff to see where expenditures and revenues are at “pre-close” of the 2012-13 fiscal year in August. Until the 5-year Capital Budget is adopted, capital projects will be brought forward to the Council individually.

Summary

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 the boundaries of 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 its 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 long-term issuer rating of AA+ from Standard & Poors and an Aa2 rating from Moody’s, both in the “High” to “Prime” quality investment grade.

City of Torrance - Long Term Bond Ratings						
<u>Scale</u>	<u>Standard & Poors</u>		<u>Moody's</u>			<u>Quality</u>
	<u>Issuer</u>	<u>Lease</u>	<u>Scale</u>	<u>Issuer</u>	<u>Lease</u>	
AAA			Aaa			Prime
AA+	AA+		Aa1			
AA		AA	Aa2	Aa2		
AA-			Aa3			High Grade
A+			A1		A1	
A			A2			
A-			A3			Upper Medium Grade
BBB+			Baa1			
BBB			Baa2			
BBB-			Baa3			Lower Medium Grade
BB+			Ba1			Non-Investment Grade
thru			thru			
D			C			

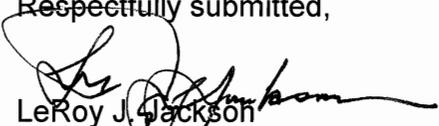
As stated earlier, this budget is essentially a no-growth General Fund budget and does not at this time restore programs that were affected by previous budget-balancing actions. The budget, as submitted, is balanced for the 2013-14 and 2014-15 fiscal years and forecasts a balanced budget throughout the next five years. As displayed below, the five year projection reflects revenues growing at an average rate of about 3.9%, 3.6% in 2013-14, 4.0% in 2014-15 and about 4.0% for the remaining years of the forecast.

5 YEAR PROJECTION OF REVENUES AND EXPENSES GENERAL FUND					
	2013-14	2014-15	2015-16	2016-17	2017-18
Revenues	171,044,000	177,819,000	185,517,000	192,934,000	200,426,000
Expenditures	171,044,000	177,819,000	185,517,000	192,901,000	200,357,000
Revenues less Expenditures	-	-	-	33,000	69,000

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 2013-15 fiscal years. Please note that any additional funding requirements would require offsets to other areas of the budget and would require staff to return with funding options. There are discussion papers the Council has requested: Landing Fees at the Municipal Airport; Information on Sister City and Friendly City relationships; and the Study on Parks & Recreation fees; all can be found under the “Staff Report” tab.

As the 2013-14 fiscal year begins, the City Manager recommends continuing with current budget policies by carefully monitoring all department expenditures until the 1st Quarter Budget Review in November 2013.

The City Council is requested to take input from the public, review the recommended budget, address the various discussion papers and concur or modify this document. Any revisions requested will be incorporated into the City’s operating budget for the 2013-15 fiscal years. No formal action is required until after the closing of the 2nd public hearing/budget workshop on May 21.

Respectfully submitted,

 LeRoy J. Jackson
 City Manager

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CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: 5/14/13

TO: Mayor and Members of City Council

FROM: LeRoy J. Jackson, City Manager 

SUBJECT: City Attorney's Program Modification to add one position

Per direction of the City Council, the City Attorney has returned with his analysis of adding one position by offsetting and using savings from his outside legal services account.

It does not appear there can be a direct offset to fund a Deputy City Attorney position. The shift of the Pitchess motions and the use of inter-departmental funds would provide \$75,000 of the \$125,000 additional funds needed for a Deputy City Attorney.

There are several areas in the City where employees have assumed expanded roles with the reduction of staff and funding. It is difficult to address these issues on a single department without addressing the overall issues in many departments.

Other sources recommended by the City Attorney are not concurred with by the City Manager. If the City Council decides to reinstate this position, the City Manager will return with recommended offset to address the necessary funding.

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

Council members:

SUBJECT: City Attorney – Appropriate funds to add one Deputy City Attorney 3
position

RECOMMENDATION

Recommendation of the City Attorney that City Council add one Deputy City Attorney 3,
position at an annual composite cost of \$186,800.

Funding

Funding is achieved by reducing the City Attorney's average unexpended annual outside
counsel budget by \$50,000, bringing defense of Pitchess motions back in-house at an
average annual savings of \$25,000 per year, by taking most Police discipline matters in-
house at an annual savings of \$63,000, and by utilizing \$48,800 of the Self Insurance
Reserve fund.

BACKGROUND

At the City Council meeting of March 17, 2013, Councilwoman Rhilinger raised the
question whether hiring an additional attorney would be cost effective, if it resulted in
offsetting savings on outside counsel expense. Such an action would be cost-effective,
resulting in savings both within the City Attorney's budget and in the budgets of other
departments.

ANALYSIS

In Fiscal Year 2010-2011, 1½ attorney positions and one legal secretary position were
deleted from the budget. At the time the effects on the operations of the City Attorney's
Office could only be estimated. Two years later hard data exists to analyze the effects of
those budget reductions on operations of the City Attorney's Office. The available data
shows that the office needs an additional attorney and that existing positions should be
reclassified to restore prior staffing levels. Internal savings by offsetting existing outside
counsel expense will partially defray the expense of doing so. The balance of the funding
will come from the Self Insurance Reserve fund, to reflect ongoing savings realized from
handling the majority of tort defense cases in-house.

The city attorney's outside counsel budget for professional services was \$216,622 in FY2011-2012 and FY2012-2013. In FY2011-2012 the actual expenditure was \$191,768. Through March 2013 billings, the expenditure for this fiscal year to date is \$104,752. Annualizing that amount for the remaining three months of the fiscal year would equal approximately \$139,669. Averaging outside counsel expenses for the past two fiscal years (approximately \$166,000 per year) suggests that the City Attorney's outside counsel budget could be reduced by \$50,000 per year.

Further savings would be realized by taking the defense of Pitchess motions back in-house. The City takes these matters very seriously and vigorously defends against inappropriate disclosure of confidential police personnel information; on the other hand, superior court judges generally place these matters low on their priority lists. The volume of these requests, the hours spent on-call in a courtroom until the judge has time to conduct a closed in-chambers hearing and the time actually spent in chambers while the judge is reviewing officers' personnel files to determine whether any confidential information is releasable, have become so significant that following the FY 2010-2011 reduction in the office's staffing, the City Attorney's Office retained Jerrold Goddard, the former Redondo Beach city attorney, to handle these matters for us. In calendar year 2012, Mr. Goddard billed us \$28,505; in the first two months of calendar year 2013 the City expended \$3562 (\$21,372 annualized). This averages approximately \$25,000 per year.

Because of conflicts-of-interest issues that regularly arise and because of the need for specialized advice in areas in which in-house attorneys currently have little expertise, the office cannot further reduce its outside counsel budget without running a serious risk of the need for mid-budget supplemental appropriations for outside counsel services.

Conflicts of interest. This issue most commonly arises in the context of police matters. The City Attorney's Office has three potential roles in matters coming from the Police Department: prosecution of misdemeanor criminal cases, defense of the department and its officers in civil rights actions, and police discipline. Without establishing a strong ethical barrier or firewall, the City Attorney's Office can generally fulfill only two of these roles with respect to any single incident.

Surrender of the prosecution of state-law misdemeanors creates more problems that it would solve. First, it is highly unlikely that the District Attorney would prosecute state-law misdemeanors from Torrance with the same level of intensity that city prosecutors presently employ. Nor would there likely be significant cost savings from making the transfer. The City apparently receives property tax funding for the prosecution of state-law misdemeanors, although that line item is not called out on tax transfers received by the City. While the City Attorney's Office can hand off an occasional case because of a particular conflict, criminal prosecution cannot generally be passed to the District Attorney or to another prosecuting agency without raising the significant possibility of a demand for reimbursement of tax funds. Early in the present City Attorney's tenure, the City of Pasadena asked the District Attorney to take over its prosecution of state-law

misdemeanors. The District Attorney demanded a surrender of property tax sufficient to fund that cost. Pasadena decided to keep its prosecution in-house.

The vast majority of civil rights and other tort cases in which the City defends the Police Department and its officers are presently handled by in-house staff. Generally speaking, only in the rare instance in which a conflict of interest exists are defense of tort matters sent to outside counsel, and then normally only for a portion of a case.

The most common area of historical conflicts of interest arises when potential discipline of a police officer is being considered. If the incident out of which a criminal prosecution case arose leads to defending the agency and its officers in civil rights litigation, absent a strong ethical firewall, the City Attorney's Office generally has a conflict in advising or representing Police Department management in officer discipline arising from the incident. In addition, if an officer's conduct in the incident is questionable, outside counsel might also have to be retained to represent the officer in the civil rights litigation, while the city attorney's office represents the City and the Police Department.

In the past several years, matters sent to outside counsel by reason of these kinds of conflicts of interest include the following: Brumbaugh, Nazir, Banks (where outside counsel is representing one officer involved in the matter), and the Titus Henry matter (in which an in-house attorney was alleged to have threatened to kill the plaintiff).

Other situations where matters are sent to outside counsel because of conflicts of interest include Bazilius (in which one staff attorney handled discipline of another involved officer, and the neutral advisor to the Civil Service Commission would potentially become conflicted if she became involved in defending the tort case and then a discipline case went forward to the Civil Service Commission. The Spears case involving the Police Department's refusal to issue a concealed weapon permit was sent outside because of a conflict arising from the City Attorney's confrontation with the CCW applicant's representative. The subsequent Thompson case involving the Police Department's refusal to issue another concealed weapon permit was also sent to the same outside counsel firm because of the expertise and knowledge of Police Department CCW review procedures that firm had developed in handling Spears. The Carlton traffic accident case was sent outside after an in-house attorney obtained a grant of summary judgment in the City's favor, in order to handle the appeal and the City's indemnity claim against a contractor involved in the accident. In a recent wrongful death case involving a City bus, Tatia Strader is handling the City's tort defense, while outside counsel is handling employee discipline arising from the incident.

Special Expertise Required. Other matters are sent out because the City Attorney's Office currently lacks in-house expertise to handle them efficiently. These include tax matters, trademark matters, bankruptcy matters, de-annexation of the Chandler landfill, the Meta housing project, the City's landscaping and lighting district, some leasing matters from the City Manager's Office, some appellate matters, construction defect matters arising from public works projects, workers' compensation issues (although most routine workers' compensation matters are handled by outside counsel retained by the Workers'

Compensation Division of the Finance Department), some issues involving the Successor Agency to the City's Former Redevelopment Agency, CEQA matters (because the City is largely built-out and the Community Development Department does not generate complex CEQA issues frequently enough to justify the time investment required to keep current with that rapidly evolving area of law). One Americans With Disability Act case involving handicap parking issues has also been sent outside. Finally, a number of water-related cases are being handled by outside counsel. These latter cases are complex, labor-intensive and generally involve a number of agencies, so the cost of defense is shared on a pro-rata basis by the agencies involved.

Assumption of Management Representation in Police Discipline Matters. In FY2011-12, the last full year for which data is available, the City Attorney's Office opened contracts with outside counsel for management representation in six Police discipline matters. Contracts were opened for \$124,000, of which about \$63,000 was expended. One matter is ongoing. The City Attorney's Office has examined its existing practices for establishing ethical barriers/firewalls within the office in light of the recent cases of Morongo Band of Mission Indians and Sabey and has concluded that these discipline matters could be taken in-house, provided that all prosecution personnel and persons providing neutral advice to Civil Service are insulated from them. This would involve insulation from all conversations and documentation with respect to these matters, including electronic databases. Password protecting the discipline section of the office's existing database or establishment of a separate database for discipline matters would ensure that insulated personnel would not have access to the database. Taking Police discipline matters in-house would result in \$63,000 annual savings to the Police Department budget.

The Effects of Justice System Realignment. Because of the State budget crisis, the Los Angeles County superior court is currently undergoing a major realignment. All new civil tort litigation matters are being sent to downtown Los Angeles. This will shortly result in additional hours of travel time between Torrance and downtown Los Angeles.

The effect of judicial realignment on criminal courtroom assignments is presently up in the air, pending final adjustment in the Superior Court's civil litigation realignment. There is little doubt, however, that prosecution agencies, including the City of Torrance, will be adversely affected to a significant degree. The initial impact will probably be a result of a reduction in the number of criminal courtrooms county-wide. Ideas presently under consideration are either to move the entirety of the City's prosecution function to the Airport Courthouse or to assign our criminal trial matters on an ad hoc basis to courtrooms throughout the county. In addition, numerous municipal code infractions, which are presently handled by the traffic courts at Torrance Courthouse, will be shifted to a misdemeanor courtroom, presumably wherever our prosecutors are stationed.

Looming on the horizon is another specter from the statewide realignment of the state's prison system. Local agencies are already seeing the effects of early releases from the system. Within the next three years, however, significant numbers of hard-core felons will be released from prison, after serving their terms. Putting these career criminals back

on the streets will surely result in an increased caseload for the City's prosecutors, both from the number of additional misdemeanors committed within Torrance's jurisdiction, and from felonies that the District Attorney declines to prosecute and refers back to the City for prosecution as misdemeanors. Finally, a bill that has passed the State Senate (SB649)(Leno) and is presently pending in the State Assembly would make possession of hard drugs such as heroin and cocaine prosecutable either as felonies or misdemeanors, rather than strictly as felonies. The rationale for this proposed change in the law is that drug users will opt for taking a misdemeanor prosecution in connection with a drug treatment program. If this bill becomes law, and the Chief of Police believes it is highly likely to do so, our prosecutors' workload will definitely be increased even further. Thus, the net effect of realignment will be a loss of availability to use our City prosecutors for civil matters and other collateral matters related to criminal prosecution.

Increased staffing is necessary to ensure that trained prosecution personnel are available for roll-call briefings, afternoon office hours, telephonic advice, and continued attorney representation on the SMART Team, preparation and presentation of management cases in license revocation hearings, particularly massage parlors, dangerous dog hearings and other administrative hearings involving violations of the municipal code.

Litigation matters. At present the City has 24 open litigation matters. Sixteen of these are being handled in-house by Tatia Strader and Della Thompson-Bell. Patrick Sullivan is handling the complex San Diego County Water Authority v. Metropolitan Water District Case. The seven cases being handled by outside counsel with average attorneys' fees and costs of about \$147,000 per case. Outside counsel hourly rates range from \$125-330 per hour. At even a minimal estimate of \$5000 savings per case that are being handled in-house, it is apparent that handling these 17 cases in-house saves the City well in excess of the \$48,800 to balance out the cost of adding an additional in-house attorney. These savings are presently being realized within the City's Self Insurance Reserve fund. Given the other staffing demands detailed in this memo, without an additional attorney, a number of cases that would otherwise be handled in-house will have to be sent outside, at significant cost.

Current staffing levels. The City Attorney's Office has six attorneys and an administrative staff of four legal secretaries and one office administrator. Our budget also pays for one half of the staff cost for third floor reception.

This budget modification request is couched in terms of adding one Deputy City Attorney 3 position to the office's budget. In practical application, the City Attorney would recommend promoting Della Thompson-Bell to Deputy 3, promoting Gillian Studwell and Jocelyn Sarigumba to Deputy 2 and hiring a new Deputy 1 to criminal prosecution. Either way, the cost is the same.

Without restoration of an attorney position, the City Attorney's Office is not able to continue to provide prior levels of service. More importantly, because of realignment and the inability of prosecutors to handle other matters as they do presently, some additional work would have to be sent outside in coming years. Adding an attorney position appears

to be the most cost-effective solution to handling the City Attorney workload. Promoting internally would have the additional benefit of placing attorneys in the appropriate job specifications for their work assignments and enhance training and succession planning for the office as a whole. Training and succession planning is something the office has worked at diligently for over fifteen years and has largely been brought to a halt by the recent staffing cutbacks.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John L. Fellows III", with a stylized flourish at the end.

JOHN L. FELLOWS III
CITY ATTORNEY

NOTED:

LeRoy J. Jackson
City Manager

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**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: City Manager's Office

Fiscal Year 2013-14

Program Name/Number	Proposed Change	Amount
City of Torrance Rose Float	Add Funding for the 2014 Torrance entry into the Pasadena Tournament of Roses Parade	\$20,000 (One-time funds)

Has this program change been submitted before?	No <u>X</u>	Yes _____	Year(s) _____
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High <u>X</u>	Medium _____	Low _____

Impact Statement

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

The City of Torrance has a long and proud heritage of participating in the Pasadena Tournament of Roses Parade. Torrance was first represented by a flower covered derrick truck titled "Industry" in 1914. The City then participated in 1947 and 1948, and since 1958 has had 48 consecutive Rose Parade entries. The Torrance float provides our City with national and international recognition, and the Rose Parade is seen by millions of viewers in over 90 countries.

The Torrance Rose Float Association, a non-profit organization made up of community volunteers, is entrusted with project fundraising, selecting the float design, and organizing the thousands of volunteer hours needed to decorate the float.

Over the past few years, Fiesta Parade Floats has done an incredible job in keeping the price down for the City of Torrance Float. Unfortunately, the cost of business has increased, which in turn has increased the cost of their services. The increases have come in the form of higher rental costs for facilities, worker's compensation insurance, gasoline, and flowers. In response to the higher costs, float costs have increased to approximately \$150,000. As a budget measure last year, the City of Torrance has moved to a sponsorship model for the Float with the Torrance Rose Float Association taking the leadership in finding corporate sponsorship.

For the 2014 Torrance Rose Float entry, the American Youth Soccer Association (AYSO) is donating \$100,000, and the project will also receive further corporate sponsorship from Ace Clearwater in the form of \$10,000, leaving approximately \$40,000 for the Rose Float Association to raise. If the Rose Float Association falls short of their organizational goal of \$40,000, this funding request seeks the authority to fund the gap between corporate and non-profit funding. As last year's gap was \$17,000, staff suggests budgeting \$20,000 for funding the gap for this year.

Other Alternatives Considered

No other alternatives have been considered.

Impact of Non-approval

Non-approval may result in the City of Torrance and the Rose Float Association not being able to sustain the City's bid for the Pasadena Tournament of Roses Parade thereby losing out on Torrance's long history of participation.

\$ 20,000 Priority No. 1

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: CITY TREASURER

Fiscal Year 2013-14

Program Name/Number	Proposed Change	Amount
Cashiering	Addition of 0.5 Account Clerk position	\$42,300
	Reimbursement from Water Fund	(14,100)
	Reimbursement from Sanitation Fund	(14,100)
	Reimbursement from Sewer Fund	<u>(14,100)</u>
	General Fund Cost	\$ 0

Has this program change been submitted before?	No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/>	Year(s) _____
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	Low <input type="checkbox"/>

Impact Statement

The City Treasurer's office currently has three (3) Account Clerks whose duties include being cashiers for both external (public) and internal (City employees) customers. We have two counters we service. The first counter processes various Departments' cash receipts, cash reports and also assists employees with their Deferred Compensation inquiries. The second counter is for the public, which is located in One Stop Shop where we accept payment for booking fees, parking citation tickets, third party invoices and walk- in water payments.

The City Treasurer's office started processing water payments for walk-in customers in February 2011 when the City awarded Global Water Management the contract for water billing. The prior water billing processor had an office within the city allowing residents to make payments locally. When the contract changed to Global Water, an out of state processor, it required the city to bring these duties back in house and this was delegated to the City Treasurer's office.

The Treasurer's office receives water payments in the form of cash, checks, and credit cards. Processing a check payment takes the longest time, as it requires going to five (5) different screens in the Global Water system. Staff is required to enter the bank account number and routing number before they can print the receipt for the customer. The average number of walk- in water payments per month was 464 or a daily average of 25.8 customers. The increasing number of walk-in water payments means that there is less time available for staff to complete their other duties and responsibilities. Customers who come in with questions regarding their water bill statements, request for change of name on the account, disconnection notices, etc. are referred to Revenue Division or Global Water for resolution.

The addition of 0.5 Account Clerk position will be beneficial to our very lean Department. There will be a redistribution or realignment of tasks among staff to better improve efficiency and customer service.

Funding

None required.

Other Alternatives Considered

None.

Impact of Non-approval

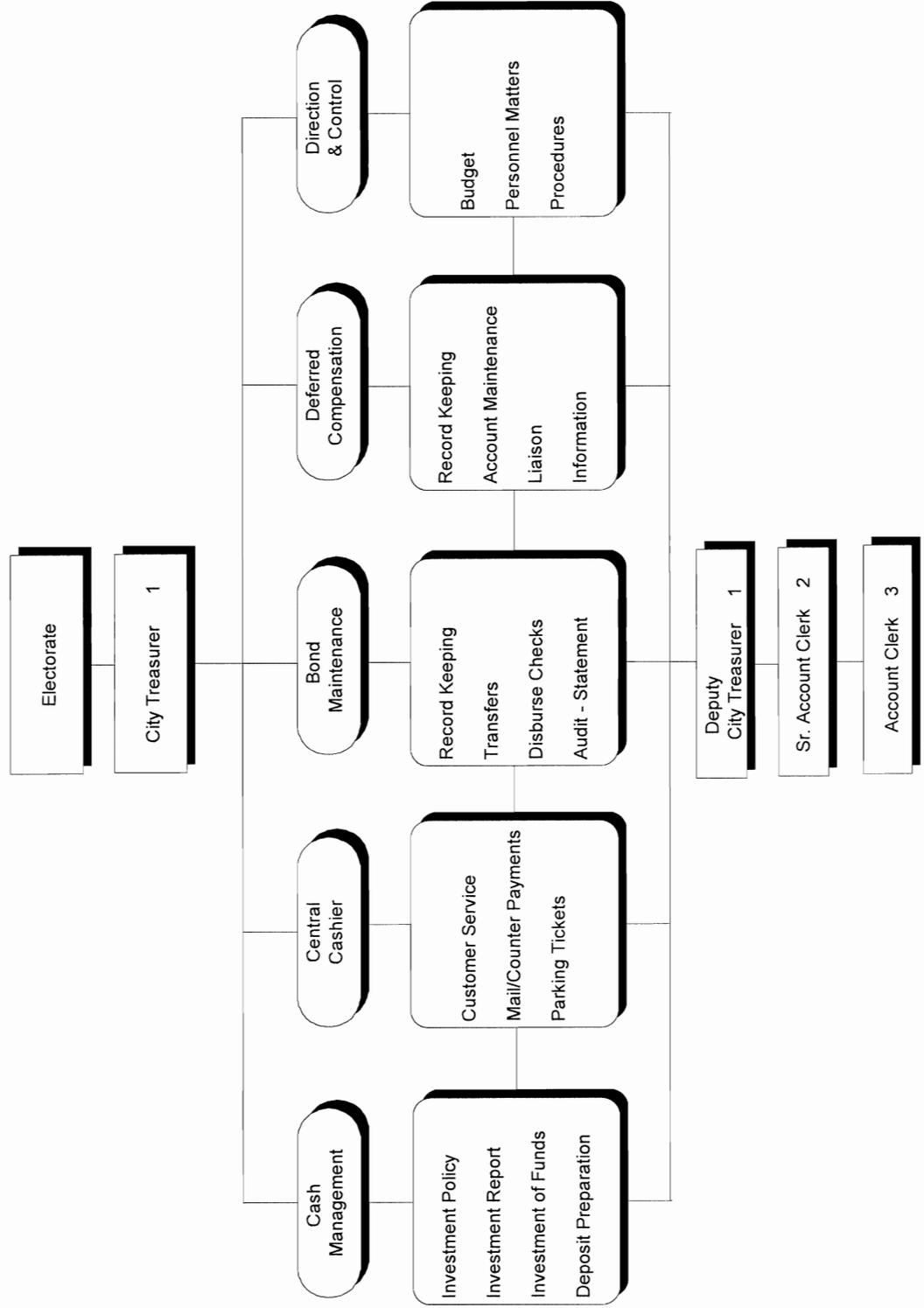
- Quality of service provided to customers may be affected.
- Longer queue for customers waiting at the public counter which may result to customer complaints.

General Fund Cost \$0 Priority No. 1

CITY TREASURER
 No. of Employees = 7.0 Work Years

CURRENT

Functional Organizational Chart
 2013-14 Proposed

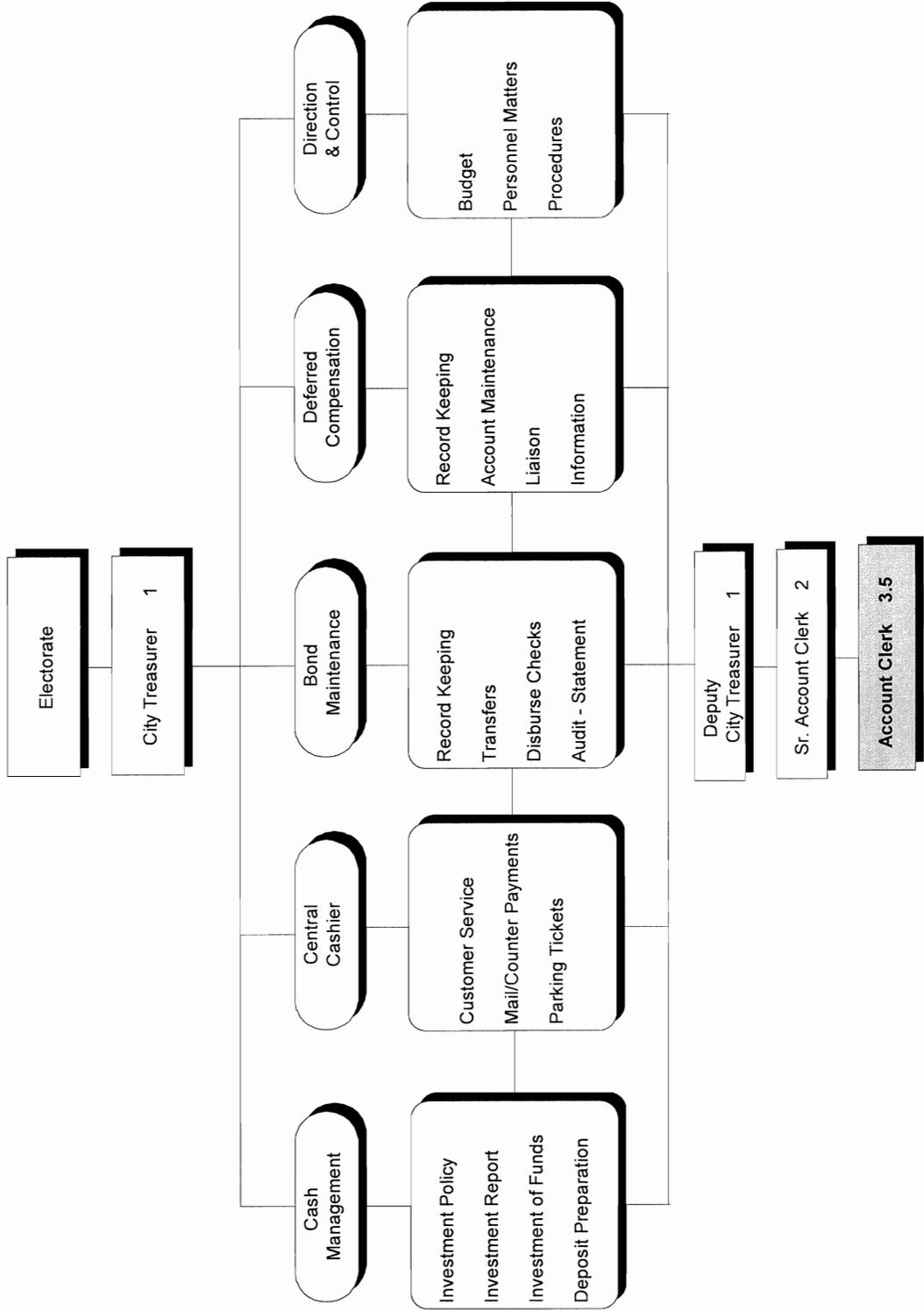


CITY TREASURER

No. of Employees = 7.5 Work Years

PROPOSED

Functional Organizational Chart
2013-14 Proposed



**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Development

Fiscal Year 2013-14

Program Name/Number	Proposed Change	Amount
Proposed View Preservation Ordinance	Community Survey	\$20,000- \$120,000
<hr/>		
Has this program change been submitted before?	No <input checked="" type="checkbox"/> Yes <input type="checkbox"/>	Year(s) _____
<hr/>		
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/>	

Impact Statement

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

A phone survey is proposed to gauge the level of interest in the community for implementation of a view preservation ordinance targeting vegetation. The cost will range from approximately 20,000 to 35,000 depending on the number of households surveyed, whether the survey includes only hillside households or the entire city and the desired margin of error.

Staff contacted FM3 and provided general parameters for a potential telephone survey of residents regarding vegetation and the City's view ordinance. FM3 predicts that the survey will need to be 15 minutes in length, and provided the following cost estimates:

Hillside Only property owners:

- Sample of 100: \$18,900 (margin of error +/-9.8%)
- Sample of 200: \$21,798 (margin of error +/-6.9%)
- Sample of 300: \$25,427 (margin of error +/-5.7%)

City-wide with oversample of hill-side property owners:

- Sample of 432: \$30,898 (margin of error +/-4.8%)
- Sample of 520: \$33,521 (margin of error +/-4.3%)

Staff also requested a cost estimate from FM3 for a potential mail survey. A margin of error is not relevant for mail surveys because, depending on the situation, it may or may not be random. Here are the cost estimates associated with a mail survey:

City-wide without a postcard reminder:

- All 34,500 property owners
 - If 10% return: \$76,256
 - If 20% return: \$87,775
 - If 30% return: \$99,295

-
- **Sample of 20,000 residential property owners**
 - **If 10% return: \$46,058**
 - **If 20% return: \$52,736**
 - **If 30% return \$59,414**

City-wide with postcard reminder:

- **All 34,500 property owners**
 - **If 10% return: \$95,988**
 - **If 20% return: \$107,507**
 - **If 30% return: \$119,027**
- **Sample of 20,000 residential property owners**
 - **If 10% return: \$57,352**
 - **If 20% return: \$64,030**
 - **If 30% return: \$70,708**

Hillside Only property owners without a postcard reminder:

- **All 5,747 property owners**
 - **If 10% return: \$16,696**
 - **If 20% return: \$22,018**
 - **If 30% return: \$23,934**

Hillside Only property owners without a postcard reminder:

- **All 5,747 property owners**
 - **If 10% return: \$20,253**
 - **If 20% return: \$25,574**
 - **If 30% return: \$27,491**

2011 PUBLIC NOTICE – PROPOSED SANITATION SERVICES FEE INCREASE AND SERVICE CHANGES

In 2011, the Public Works Department mailed a notice to all property owners regarding a public hearing for the proposed sanitation services fee increase and service changes. Here are the costs associated with the mailing:

Printing and design costs for eight-page public notice	\$4,698.00
Mailing & Letter Shop Services	\$3,461.31
<ul style="list-style-type: none"> ● Mailing and letter shop services ● Change of address update ● Courier service 	
Postage*	\$9,996.95
<ul style="list-style-type: none"> ● 1st Class pre-sort rate 	
Total Cost	\$18,156.26

This survey could be implemented in a matter of two to three months, providing guidance as to the desires and interested of the community as a whole in addressing the question of tree and vegetation trimming for view preservation.

Other Alternatives Considered

None

Impact of Non-approval

Without a survey, a great deal of time and effort may be expended in crafting an ordinance that does not ultimately meet the needs and desires of the residents as a whole.

\$ 20,000-120,000 Priority No. 1

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**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2013-14

Program Name/Number	Proposed Change	Amount
Community Sports Fields at 555 Maple Ave.	Staffing:	
	Add (.5) Maintenance Worker:	\$33,127/year
	<u>Add (.2) Lead Maintenance Worker:</u>	<u>\$17,026/year</u>
	Subtotal Salaries/Benefits	\$50,153/year
	Utility/Material Costs:	
	Water:	\$33,000/year
	Fertilizer:	\$3,548/year
	Seed:	\$4,655/year
	<u>Miscellaneous (Trash Bags, Dump Fees, etc)</u>	<u>\$1,000/year</u>
	Subtotal Utility/Material Costs	\$42,203/year
	Ongoing Costs	\$92,356
	Purchase of New Vacuum Mower	\$29,000/purchase
	Total Request	\$121,356
		(FY 2013-14 – Land Acquisition Reserve)

Has this program change been submitted before?	No	X	Yes	Year(s)
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High	X	Medium	Low

Impact Statement

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

Statement of Need: The Community Services Department has calculated that approximately 15,000 Torrance youth currently use our City parks for sports practices and games. It is anticipated that there will continue to be a high demand for sports areas. With our current population of 147,000 residents and 277 acres of public parks, the City of Torrance is below the ideal recommendation of 10 acres of recreational open space per 1,000 residents as listed in the City’s General Plan.

This 6.2 acre parcel at 555 Maple Ave. is big enough to fit two adult sized soccer fields (110 x 70 yards) side by side with enough room for spectators in between the fields. However, the project will be designed for flexibility to allow any number of field configurations depending on user needs.

It is anticipated that many sports field configurations could take advantage of this property such as soccer, football, lacrosse, tournaments, clinics, and special events. This site will be maintained as a Category 1 Sports

Field complex. The facility will be locked and only scheduled by reservation thereby allowing controlled access, field wear rates, and required downtime for maintenance.

The Community Services Department recommends that funds be allocated for additional staff hours to provide services at the new sports fields. Coordination with HR will occur to coincide with the completion of the capital project phase. There will be no requirement for new staff space. Due to an increase in traffic around the Civic Center complex, Public Works and Community Development may need to implement new pedestrian and traffic measures in the area.

Other Alternatives Considered

Staff considered several operational alternatives for the Community Sports Fields at 555 Maple Ave. The Parks Services Division evaluated operations for optimum playability between mulch mowing and vacuum bag mowing. Staff determined that vacuum bag mowing would provide an exemplary playing surface versus the lower quality playing surface that mulch mowing provides. At present, the Parks Services Division does not have a vacuum bag mower.

The Division also developed costs for using a Contractor versus Parks Services Division Staff utilizing the vacuum mowing method. Research showed that the cost for outsourcing the maintenance of the new sports fields and the cost for in-house service be virtually the same at approximately \$92,000 per year.

Given the advantages and disadvantages inherent in each option, the Community Services Department is recommending utilizing additional Parks Services Staff to vacuum mow the new sports fields, provide specialized turf services, and handle the miscellaneous tasks associated with field operations. It is believed that the in-house staff will provide operational agility, timeliness of service, and local control in dealing with field issues.

Impact of Non-approval

The Parks Services Division has seen staffing reductions and operational modifications during the economic downturn. This has meant that the addition of Seaside Heroes Park without new staff has impacted the of the Parks Services Division's ability to meet the landscape needs of the current park system. Adding even more park acreage to the workload without adding staffing will decrease Parks Services effectiveness in meeting the City's high standards.

\$121,356 Priority No. 1

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Transit

Fiscal Year 2013-14

Program Name/Number	Proposed Change	Amount
6201 9430	Add 1.0 Training Coordinator	\$118,000
	Add 1.0 Systems Analyst	<u>\$175,500</u>
		\$293,500
	Delete 1.0 Information Technology Analyst	<u><\$139,700></u>
		\$153,800
	Off-Set Transit Measure R 20% Bus Operations	<u><153,800></u>
		-0-
	Add 2.0 Senior Mechanics	\$223,200
	Delete 3.0 Mechanics (Rapid/Express Lanes funded)	<u><\$264,600></u>
	Rapid/Express Lanes Funding	(\$41,400)

Has this program change been submitted before?	No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/>	Year(s) _____
Degree of impact in meeting City and Department Goals, Objectives and priorities:			
	High <input checked="" type="checkbox"/>	Medium <input type="checkbox"/>	Low <input type="checkbox"/>

Impact Statement

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

On November 18, 2012, the Torrance Transit System underwent a major system-wide expansion with the addition of two new routes as well as the purchase of 12 new buses. This resulted in an increase in service levels, the addition of 6 FTE bus operators (12 part-time), 3 equipment attendants, 3 mechanics and the need to revise our training program. The Transit Department has faced major challenges with new bus operator recruitment and retention. To address this challenge, the Department worked with the Human Resources Department, the City Manager's Office and TME-AFSCME to implement a new bus operator apprentice program, known as the Apprentice Relief Bus Operator Program (ARBO). Prior to the implementation of the ARBO program, the Transit Department hired individuals with prior bus driving experience. While this type of hiring was beneficial with reducing technical driving training, it limited the pool of qualified applicants available for hire. The challenges with recruitment and retention are rampant in the transit industry as the bus operator position requires an individual to possess excellent customer service skills, technical expertise and the

ability to multi-task while transporting over 30 passengers in a busy metropolitan environment. To ensure the success of the ARBO program and create a sustainable training and recruitment program, the Transit Department is proposing to add a new Training Coordinator position.

As part of the system-wide expansion, the City Council as part of the FY 2012/13 budget approved the additional of 3.0 Mechanic positions. The Transit Department determined that a new classification specification was needed specific to bus operations with a unique skill set. With the assistance of Human Resources, the new Transit Mechanic classification specification was created, and approved by the Civil Service Commission in February of 2012. Since March, the City's Chief Labor Negotiator has been meeting and conferring with TME-AFSME on the proposed salary range for the Transit Mechanic position. The parties have not reached agreement to date. Based on immediate need of technical support, the Transit Director is requesting the reallocation of the 3.0 Mechanics to 2.0 Senior Mechanics.

On April 9, 2013, City Council approved the purchase and installation of a Computer Aided Dispatch/Automatic Vehicle Locator (AVL) system. The system will allow the Transit Department to access data about buses, passengers, and overall system performance instantaneously. In anticipation of the AVL system and technical support required for its on-going operation and maintenance, the Transit Department in conjunction with the Communications and Information Technology Department obtained City Council approval on March 9, 2010 to allocate a 1.0 Transit Supervisor position to a 1.0 Information Technology Analyst position. Upon further assessment of the complexities of the AVL system, duties and skill set required to fully support the AVL system, it was determined that a Systems Analyst is needed to provide the appropriate level of support. The Information Technology Analyst position is currently vacant. The request is to reallocate the Information Technology Analyst position to a Systems Analyst position.

The proposed position enhancements funding (\$153,800) is available in the FY 2013-2014 Transit Measure R 20% Bus Operations Allocation.

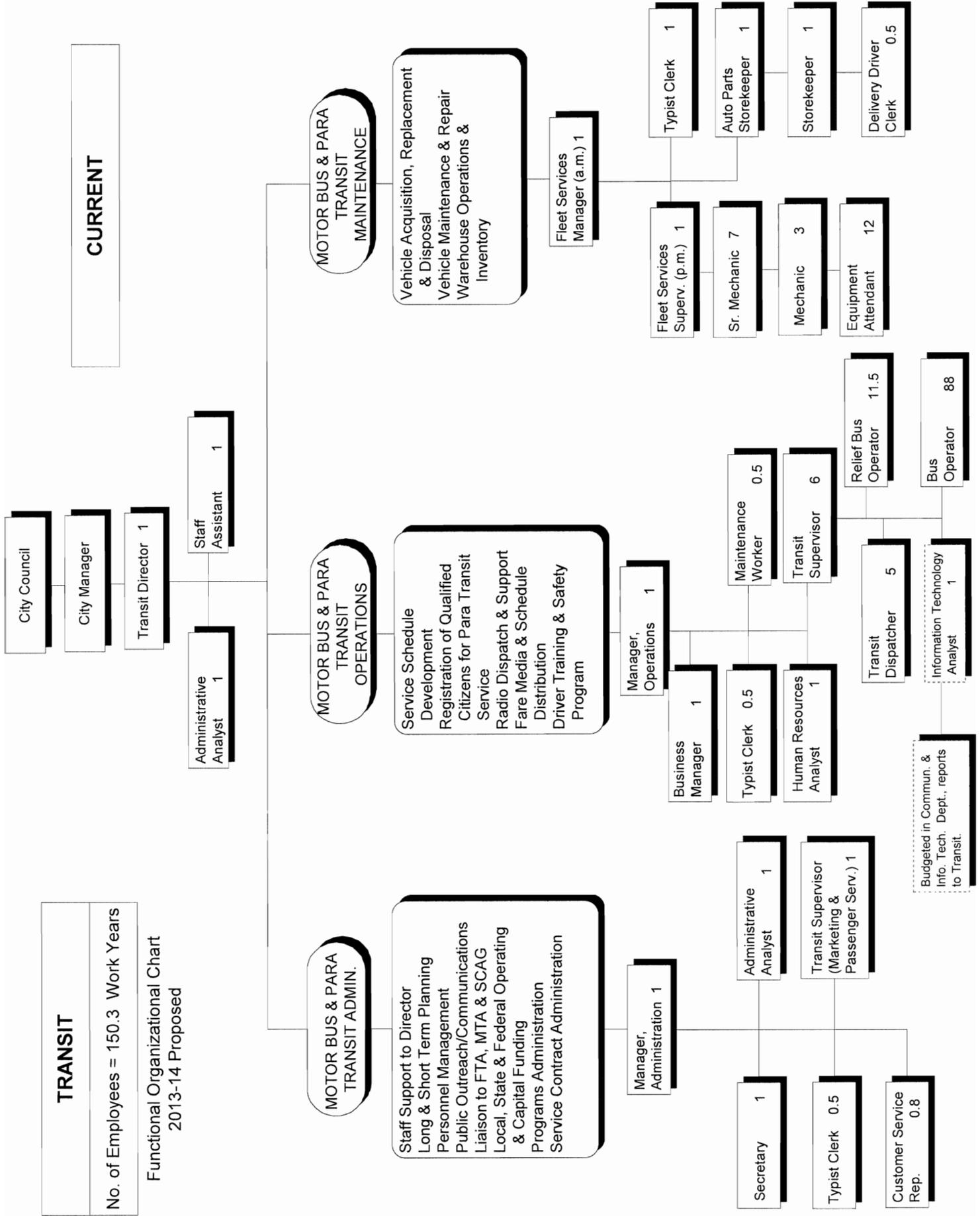
\$ 153,800 Priority No. 1

TRANSIT

No. of Employees = 150.3 Work Years

Functional Organizational Chart
2013-14 Proposed

CURRENT

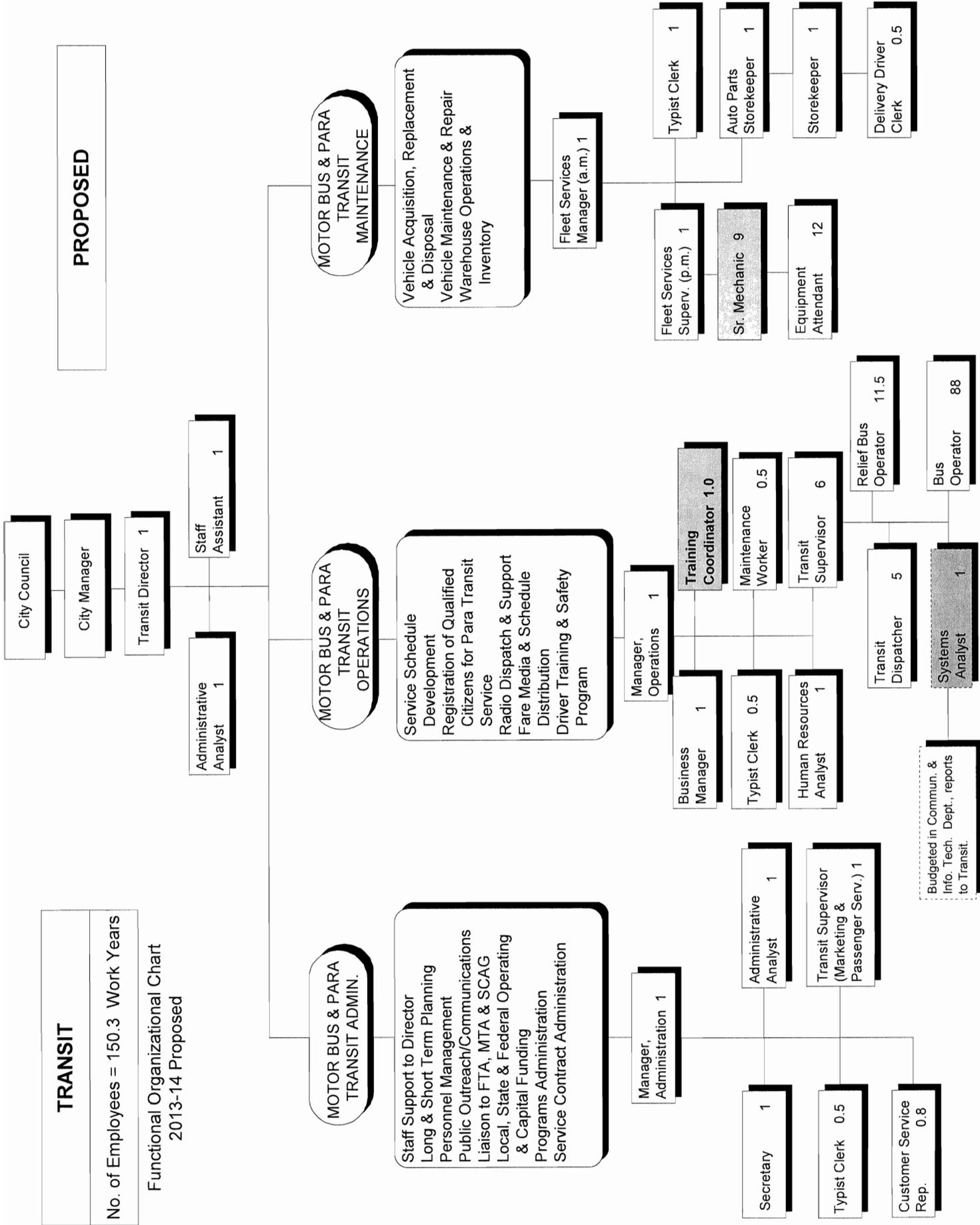


TRANSIT

No. of Employees = 150.3 Work Years

Functional Organizational Chart
2013-14 Proposed

PROPOSED



CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: 5/14/13

TO: Mayor and Members of the City Council
FROM: LeRoy J. Jackson, City Manager 
SUBJECT: Additional information – Sister and Friendly City Programs

The Council requested staff to report on the options of adding additional cities to be a “Sister City” or a “Friendly City”. The cost of a “Friendly City”, the more informal relationship, would be minimal while the “Sister City” relationship would be between \$40,000 - \$45,000 a year.

If the Council decided to go with the full Sister City relationship, the City Manager would return with funding options.

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: February 6, 2013

TO: Mayor and Members of City Council
VIA: LeRoy J. Jackson, City Manager

FROM: Domenica Megerdichian, Staff Assistant

SUBJECT: Description of Sister and Friendly City Programs

The Sister City Program, first established in 1956 by President Eisenhower, sought to establish friendship and understanding between the United States and other nations through direct personal contact. The City of Torrance welcomed Kashiwa, Japan, as a Sister City as of February 20, 1973.

While Sister City Programs are still relevant and exist today, some benefit might be sought through an alternate program- Friendly Cities. Differences between Sister and Friendly City programs rely entirely on the voting council that decides to establish such a link to a foreign city. The range of formality- as well as paperwork and administrative time- provides the flexibility to decide how to define the program and what it entails for each city involved.

The Sister City program is regarded as a formal, established relationship that usually involves a memorandum of understanding, and some kind of interdependence between the two cities involved- a financial benefit or otherwise. Friendly City programs- depending on the flexibility and level of formality decided upon by the Council- tends to be less formal, and can translate to a more affordable program. Since it is not necessary to include interdependence or other major expectations –travel, hosting or otherwise- an informal partnership can be formed, which can reduce paperwork and administrative efforts.

The Torrance Sister City program is extensive when considering the travel, study-abroad students from both nations, as well as visiting delegations to and from Kashiwa, Japan. The Friendly City program can be defined as the Honorable Body so chooses, allowing flexibility in deciding on aspects such as interdependence, formality, visitations and other agreed upon expectations with each city.

While over 50 US cities have formal Sister City programs in place with cities in Germany, cities such as Glendale, CA, Fort Worth, TX and Wellington, New Zealand have turned to the Friendly City program to establish and expand their ties with foreign cities and nations, but at a lower cost and with a less formal option. Research has indicated that the true benefit of a more informal city partnership program is found in the expectations and agreements made

between cities—the program allows partnerships to form and flourish, even during fiscally trying times, by softening the fiscal or administrative impacts on both cities.

Attached you will find a copy of the Torrance-Kashiwa Sister City program Resolution (1973) for your review. Please also find attached one of the most recent Memoranda of Understanding for the Friendly City program between Glendale, CA and Boeun-gun City, Republic of Korea. While the MOU between Glendale and Boeun-gun is considered very formal, it provides a sense of what participation in this type of program would entail.

Additional information is available about both the existing Sister City program in Torrance, and new Friendly City programs being established in other US and foreign cities.

Attachments: City of Glendale, CA and Boeun-gun City, Republic of Korea Friendly Relations Memorandum of Understanding



Memorandum of Understanding

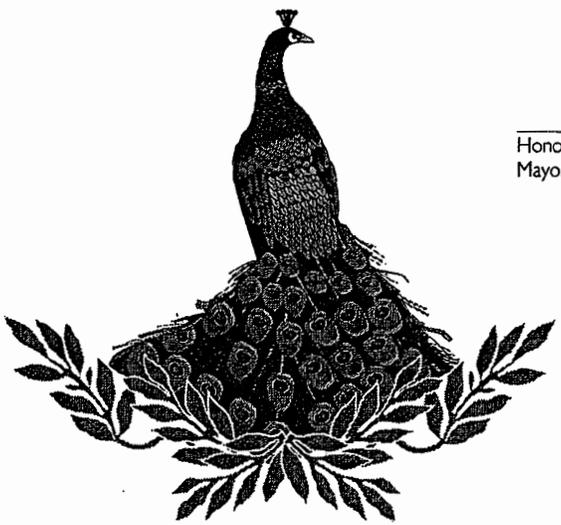
Between Boeun-gun and Glendale City on Friendly Relations

Boeun-gun City, Republic of Korea, and Glendale City, California, United States of America, agree upon the following terms of the Friendly City Agreement, based on the principles of mutual benefit and equality, and sign the MOU on August 2, 2012.

1. The two cities agree to exchange information to promote cooperation to establish a friendly environment for mutual benefit and development.
2. The two cities agree to promote understanding between its citizens and promote exchange programs in fields such as economy, investment and business opportunities, culture, arts, sports and education.
3. The two cities agree to promote a language program, home stay and cultural experience to promote youth exchange.
4. The two cities agree to promote a city government administrative employee exchange program to share and learn respective city governance philosophies and management structures.
5. The two cities agree to promote the terms and conditions of this agreement faithfully and diligently.
Any additional terms or conditions to this agreement shall be added as an addendum to this agreement through consultation between the two cities.

This Memorandum of Understanding is to be executed in duplicate in English and Korean and each of the two cities will keep a copy of the agreement. This MOU is effective from the date of signing by representatives of the two cities.

August 2, 2012



Honorable Sang Hyuck Jung
Mayor of Boeun-gun

Honorable Frank Quintero
Mayor of Glendale City

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 7, 2013

TO: LeROY J. JACKSON, CITY MANAGER 

FROM: JOHN JONES, COMMUNITY SERVICES DIRECTOR

SUBJECT: PARKS AND RECREATION ENTERPRISE FUND CLASS TREND ANALYSIS ON ENROLLMENTS AND PARTICIPATION FEES

During the January 15, 2013 City Council Meeting, under item 12D, Community Services Department staff were requested to provide a trend analysis showing the effect fee increases have had on annual class and program enrollments over the past 5 years. In addition, staff was also asked to inquire with other municipalities in order to find out if they had increased their class and program fees within this same period of time.

Staff has verified with other municipalities that they too have had to increase their class and program fees over the course of the past 5 years, and will provide the trend analysis at the conclusion of this Spring Session, so that a full year analysis can be calculated. A 4 year trend analysis was also provided to City Council during the budget process last year.



JOHN JONES
COMMUNITY SERVICES DIRECTOR

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CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: 5/14/13

TO: Mayor and members of City Council

FROM: LeRoy J. Jackson, City Manager 

SUBJECT: Additional information – Landing Fees at Torrance Municipal Airport, Zamperini Field

As many other airports have done, the City could implement a landing fee at the Torrance Municipal Airport for either transient fixed wing operations or all fixed wing operations. This would increase airport fees.

Since its inception, the focus of the Airport Noise Abatement Program has been the identification and notification of aircraft that exceed the noise limits established in the Torrance Municipal Code (TMC).

As the number of operations at the airport has dropped and the number of noise violations has also decreased, the need for staffing at the airport has become less. In addition, the current state of automation also requires fewer staff hours to complete the same function. With the system we now have in place, staffing of .5 Environmental Quality Officer is sufficient to complete the core task of identification and notification of noise violations, as well as any additional enforcement of noise violations including hearing boards.

While the need for an additional 0.5 Environmental Quality Officer for the Noise Abatement Center could be debated, many operators landing at the airport would most likely not be supportive of the new fee.

If the Council decided to go in the direction of increasing landing fees, it is recommended that this be referred to the Airport Commission and returned to the full Council at a later date.

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 6, 2013

TO: LeRoy J. Jackson, City Manager

FROM: Sheryl Ballew, General Services Director
Jeffery W. Gibson, Community Development Director

SUBJECT: Request from City Council Re: Landing Fees at Torrance Municipal Airport – Zamperini Field.

At the request of the City Council, staff is providing information regarding the implementation of landing fees at the Torrance Municipal Airport – Zamperini Field. Throughout its history, the Torrance Airport has allowed all aircraft to arrive and depart without requiring payment. Fees are only applied to aircraft either staying overnight or those that are based at the Airport via tie down or hangar. All other aircraft not based are deemed transient.

A landing fee is typically administered to aircraft by a given airport in exchange for the use of runways or services at that particular airport. A fee is implemented each time an aircraft performs the operation of landing and departing. Generally, aircraft are charged based on size and weight, with smaller, lighter airplanes garnering fewer fees than large aircraft such as private jets.

The idea of landing fees is not a new concept for generating revenue among active airports. Airports within the region that currently implement landing fees include Santa Monica, Hawthorne, Camarillo, Burbank and Palm Springs. These airports all have similar billing systems, and charge either by weight of the aircraft or simply a flat fee. Other billing options include discounted rates to based aircraft, or incentives to purchase fuel to waive fees.

In order to institute landing fees at Torrance, an outside vendor must be contracted to track, bill, and collect fees from aircraft landing and departing. A preliminary analysis estimates that based on the type of air traffic and number of annual operations, a net gain in revenue could be realized annually from these fees.

Below is an approximation of the amount of billable operations and the net gain to the Airport each year.

	Annual Operations	Billable Operations	Annual Net to Airport
	55,000 (transient)	9,075*	\$132,816**

**Takes into account 40% missed/unbilled due to touch and go aircraft, which are difficult to capture.*

Estimates are based on transient fixed wing operations only and include annual billings from a vendor, minus collection and service fees, and annual equipment leases. If landing fees were implemented for all aircraft (transient and based) at Torrance Airport, billable operations would increase by a net 15,000, for additional revenue of \$250,000.

Staff is not recommending either option at this time, but providing data for information purposes only.

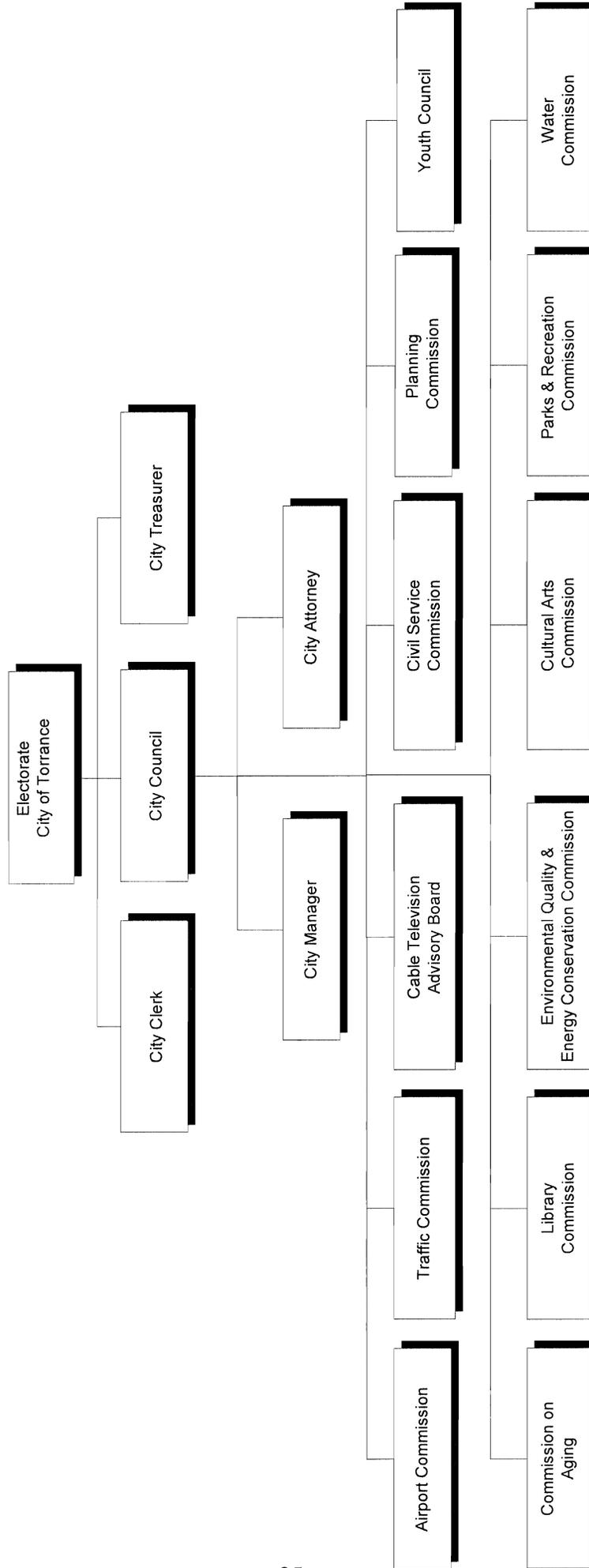
Should your Honorable Body direct staff to further research and/or implement landing fees, the revenue could be allocated for an additional .5 Environmental Quality Officer (EQO) at a cost of \$58,000 annually to staff the Noise Abatement Center. Landing fee revenue could also be allocated for the inclusion of Web Trak software at a cost of approximately \$15,000 annually. If there is a desire to add other noise system enhancements to formally expand the scope of enforcement to include such items as early turns, the anticipated cost would be \$20,000- \$30,000 annually.

Additional Noise Abatement staff would be able to more efficiently address the many complaints and requests for information that the Noise Abatement Center receives. While a .5 EQO is sufficient for the base functions of identifying noise violations and notifying pilots, the demands from the public for services from the Noise Abatement office have grown substantially over the last year. The scope of enforcement being requested has also increased to include items listed in the Municipal Code other than actual noise violations as measured by our current noise abatement system. Staff are regularly sent lists of aircraft that are purportedly in violation of flight paths, turning early, training in the south pattern, or training during prohibited hours/days. In order to respond to these complainants, each flight must be investigated by examining the radar tracks and then listening to the tower to match the correct aircraft to the operation. An increase in staff time at the Noise Abatement Center would allow time to respond to these requests in a more timely fashion.

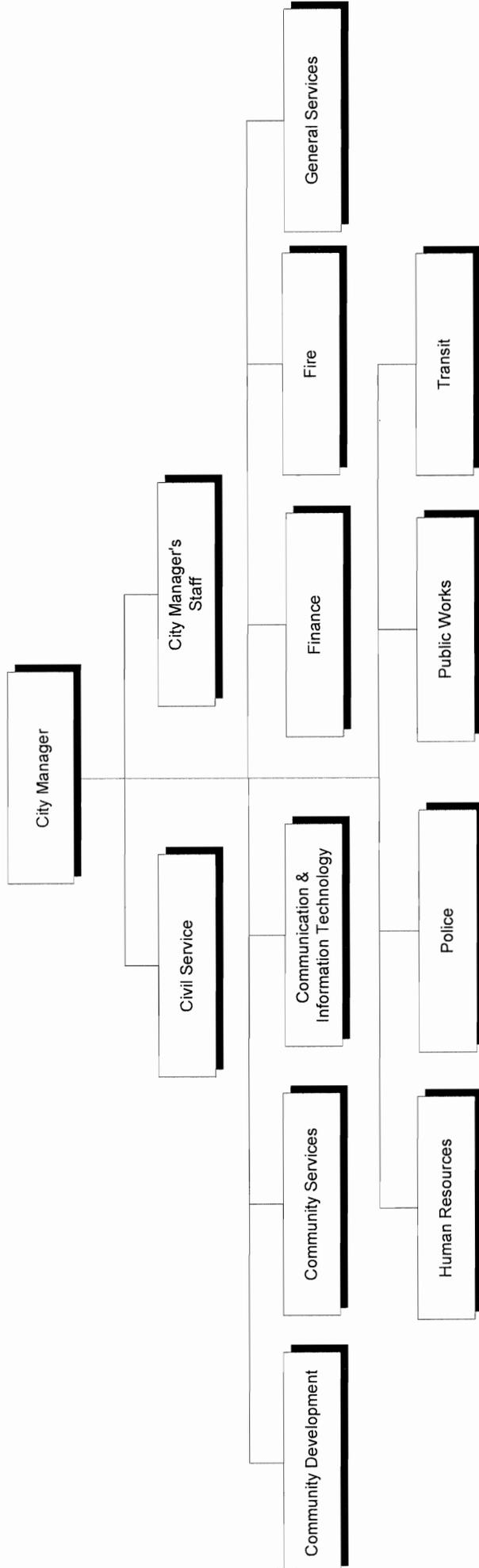
Lastly, the difference in revenue generated by landing fees can be used toward future Airport capital improvement projects, as well as any operational needs identified by staff.

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ELECTED AND APPOINTED OFFICIALS



CITY DEPARTMENTS



CITY DEPARTMENTAL FUNCTIONS GENERAL FUND

PUBLIC SAFETY

Fire

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

Police

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

COMMUNITY SERVICES

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

COMMUNITY DEVELOPMENT

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

PUBLIC WORKS

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

GENERAL GOVERNMENT

City Attorney

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

City Clerk

- Administration
- Records
- Council & Commission Support

City Manager

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

CITY DEPARTMENTAL FUNCTIONS GENERAL FUND CONTINUED

GENERAL GOVERNMENT CONTINUED

City Treasurer

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

Civil Service

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

Finance

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

General Services

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

Human Resources

- HR Operations
 - Onboarding
 - Employee Benefits
 - Program Compliance
 - Recognition
 - Mandatory Training
- Department Support
 - Recruitment and Testing
 - Classification & Compensation
 - Training & Development
 - Labor Relations Support

CITY DEPARTMENTAL FUNCTIONS OTHER FUNDS

ENTERPRISE FUNDS

Airport (General Services)

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

Transit

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

Water (Public Works)

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

Sanitation (Public Works)

- Solid Waste Collection and Disposal
- Green Waste
- Residential Recycling
- Waste Management AB939
- Residential Street Cleaning

Cultural Arts Center (General Services)

- Theater
- Meeting Rooms
- Classrooms

Sewer (Public Works)

- Sanitary Sewer System Management
- Wastewater System Maintenance

Community Services

- Recreation Services
- Cultural Services

Emergency Medical Services (Fire)

INTERNAL SERVICES

Fleet Services (General Services)

- Acquisition and Replacement
- Maintenance and Repair
- Warehouse Operations

Self-Insurance (Finance)

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

EXTERNAL FUND

Cable (City Manager)

- Station Operations
- Office Operations

Vanpool/Rideshare (Community Development)

- Vanpool Operation

Animal Control (Police)

**2012-13 ADOPTED
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	\$ 167,417,134	\$ 1,130,000	\$ 168,547,134	\$ 168,547,134	\$ -
INTERNAL SERVICE					
Fleet Services	6,380,156		6,380,156	5,858,126	522,030
Self Insurance	3,805,246	884,487	4,689,733	4,689,733	-
Subtotal	10,185,402	884,487	11,069,889	10,547,859	
ENTERPRISE FUNDS					
Airport	11,835,100	51,347	11,886,447	11,886,447	-
Transit*	28,912,880		28,912,880	27,705,763	1,207,117
Water	35,187,000		35,187,000	33,502,468	1,684,532
Sanitation	11,065,215		11,065,215	10,950,511	114,704
Cultural Arts Center	1,984,117	181,167	2,165,284	2,165,284	-
Sewer	3,138,000	924,387	4,062,387	4,062,387	-
Emergency Medical Svcs.	11,026,790	12,235	11,039,025	11,039,025	-
Parks & Recreation	8,105,804	394,457	8,500,261	8,500,261	-
Subtotal	111,254,906	1,563,593	112,818,499	109,812,146	
EXTERNAL FUNDS					
Home Improvement Employment Program	-		-	-	-
Animal Control	470,000		470,000	466,300	3,700
Section 8 Rental Assist.	6,629,000	287,142	6,916,142	6,916,142	-
Rehabilitation Loan Program (HCD)	-		-	-	-
Downtown RDA Successor Agency	3,589,264		3,589,264	3,583,464	5,800
RDA Successor Agency - Housing	12,000	44,560	56,560	56,560	-
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,759,800		1,759,800	1,750,685	9,115
Cable TV Public Access	424,312		424,312	392,093	32,219
Cable Public Educ. Gov.	320,000		320,000	60,000	260,000
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting District	3,129,726		3,129,726	3,122,126	7,600
Air Quality Management	172,000	17,876	189,876	189,876	-
Vanpool/Rideshare	256,930		256,930	256,370	560
Gas Tax***		1,040,000	1,040,000	1,040,000	-
Prop C****		2,761,930	2,761,930	2,761,930	-
Torrance Public Financing Authority	4,576,657		4,576,657	4,576,657	-
Subtotal	21,373,539	4,151,508	25,525,047	25,206,053	
Less: Internal Service Internal Transfers**	(10,185,402) (32,042,068)	(884,487)	(11,069,889) (32,042,068)	(10,547,859) (32,042,068)	- -
TOTAL	\$ 268,003,511	\$ 6,845,101	\$ 274,848,612	\$ 271,523,265	

* Includes depreciation of \$3,331,089 in revenue estimate.

** Includes all internal transfers.

*** Annual Gas Tax revenue is approx. \$3.5 million with \$1,040,000 used for operations.

**** Annual Prop. C revenue is approx. \$1.7 million with \$2,761,930 used for operations.

**2013-14 PROPOSED (YEAR 1 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Expenses	Ending Balance
GENERAL FUND	\$ 171,044,089	\$ -	\$ 171,044,089	\$ 171,044,089	\$ -	\$ -	\$ -
INTERNAL SERVICE							
Fleet Services	6,519,252		6,519,252	5,869,756			649,496
Self Insurance	4,298,353	677,754	4,976,107	4,976,107			-
Subtotal	10,817,605	677,754	11,495,359	10,845,863	-	-	
ENTERPRISE FUNDS							
Airport	12,179,000		12,179,000	12,112,790			66,210
Transit*	31,304,466		31,304,466	31,304,466	153,800	153,800	-
Water	37,193,000		37,193,000	35,532,169		14,100	1,646,731
Sanitation	11,065,215		11,065,215	11,050,379		14,100	736
Cultural Arts Center	1,984,117	173,214	2,157,331	2,157,331			-
Sewer	3,133,000	953,958	4,086,958	4,072,858		14,100	-
Emergency Medical Svcs.	11,348,990	12,235	11,361,225	11,361,225			-
Parks & Recreation	7,419,173	287,916	7,707,089	7,707,089			-
Subtotal	115,626,961	1,427,323	117,054,284	115,298,307	153,800	196,100	
EXTERNAL FUNDS							
Animal Control	477,540		477,540	477,540			-
Section 8 Rental Assist.	6,618,000	305,642	6,923,642	6,923,642			-
Downtown RDA Successor Agency	6,721,665		6,721,665	6,721,665			-
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,809,800		1,809,800	1,721,655			88,145
Cable TV Public Access	424,312		424,312	392,103			32,209
Cable Public Educ. Gov.	360,000		360,000	60,000			300,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,109,879		3,109,879	3,109,879			-
Air Quality Management	172,000	20,011	192,011	192,011			-
Vanpool/Rideshare	256,930		256,930	255,925			1,005
Gas Tax***		1,040,000	1,040,000	1,040,000			-
Prop C****		1,321,930	1,321,930	1,321,930			-
Commun. Dev. Block Grant (CDBG)		284,750	284,750	284,750			-
Asset Forfeiture		202,200	202,200	202,200			-
Torrance Public Financing Authority Subtotal	4,573,424		4,573,424	4,573,424			-
	24,557,400	3,174,533	27,731,933	27,310,574	-	-	
Less: Internal Service Internal Transfers**	(10,817,605)	(677,754)	(11,495,359)	(10,845,863)			-
	(30,556,895)		(30,556,895)	(30,556,895)			-
TOTAL	\$ 280,671,555	\$ 4,601,856	\$ 285,273,411	\$ 283,096,075	\$ 153,800	\$ 196,100	

* Includes depreciation of \$3,789,089 in revenue estimate.

** Includes all internal transfers.

*** Annual Gas Tax revenue is approx. \$3.5 million with \$1,040,000 used for operations.

**** Annual Prop. C revenue is approx. \$1.7 million with \$1,321,930 used for operations.

**2014-15 PROPOSED (YEAR 2 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Expenses	Ending Balance
GENERAL FUND	\$ 177,819,688	\$ -	\$ 177,819,688	\$ 177,819,688	\$ -	\$ -	\$ -
INTERNAL SERVICE							
Fleet Services	6,374,156		6,374,156	5,900,738			473,418
Self Insurance	4,598,353	384,920	4,983,273	4,983,273			-
Subtotal	10,972,509	384,920	11,357,429	10,884,011	-	-	
ENTERPRISE FUNDS							
Airport	12,667,000		12,667,000	11,905,383			761,617
Transit*	30,562,163		30,562,163	30,562,163	153,800	153,800	-
Water	37,203,000		37,203,000	35,583,146		14,100	1,605,754
Sanitation	11,065,215		11,065,215	10,943,422		14,100	107,693
Cultural Arts Center	1,984,117	189,213	2,173,330	2,173,330			-
Sewer	3,138,000	973,117	4,111,117	4,097,017		14,100	-
Emergency Medical Svcs.	11,491,690	12,235	11,503,925	11,503,925			-
Parks & Recreation	7,416,973	322,994	7,739,967	7,739,967	-	-	-
Subtotal	115,528,158	1,497,559	117,025,717	114,508,353	153,800	196,100	
EXTERNAL FUNDS							
Animal Control	481,686		481,686	481,686			-
Section 8 Rental Assist.	6,618,000	310,342	6,928,342	6,928,342			-
Downtown RDA Successor Agency	2,881,403		2,881,403	2,623,403			258,000
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,809,800		1,809,800	1,732,040			77,760
Cable TV Public Access	424,312		424,312	392,669			31,643
Cable Public Educ. Gov.	360,000		360,000	60,000			300,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,115,379		3,115,379	3,115,379			-
Air Quality Management	172,000	20,011	192,011	192,011			-
Vanpool/Rideshare	256,930		256,930	255,925			1,005
Gas Tax***		1,040,000	1,040,000	1,040,000			-
Prop C****		1,521,930	1,521,930	1,521,930			-
Commun. Dev. Block Grant (CDBG)		286,350	286,350	286,350			-
Asset Forfeiture		202,200	202,200	202,200			-
Torrance Public Financing Authority	4,570,520		4,570,520	4,570,520			-
Subtotal	20,723,880	3,380,833	24,104,713	23,436,305	-	-	
Less: Internal Service Internal Transfers**	(10,972,509)	(384,920)	(11,357,429)	(10,884,011)			-
	(31,351,989)		(31,351,989)	(31,351,989)			-
TOTAL	\$ 282,719,737	\$ 4,878,392	\$ 287,598,129	\$ 284,412,357	\$ 153,800	\$ 196,100	

* Includes depreciation of \$3,789,089 in revenue estimate.

** Includes all internal transfers.

*** Annual Gas Tax revenue is approx. \$3.5 million with \$1,040,000 used for operations.

**** Annual Prop. C revenue is approx. \$1.7 million with \$1,521,930 used for operations.

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REVENUE SUMMARY ALL FUNDS

Description	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund	\$ 158,175,320	\$ 163,305,736	\$ 159,778,458	\$ 167,417,134	\$ 171,044,089	\$ 177,819,688
Internal Service Funds	11,592,685	10,200,522	10,557,448	10,185,402	10,667,605	10,972,509
Enterprise Funds	98,740,300	95,469,888	109,827,155	107,923,817	111,837,872	111,739,069
External Funds	31,775,772	31,929,074	40,197,976	21,373,539	24,557,400	20,723,880
Grand Total All Funds	\$ 300,284,078	\$ 300,905,221	\$ 320,361,036	\$ 306,899,892	\$ 318,106,966	\$ 321,255,146
GENERAL FUND REVENUES						
Property Taxes	\$ 39,960,248	\$ 39,803,760	\$ 40,165,786	\$ 42,085,158	\$ 43,415,050	\$ 45,227,977
Taxes Other Than Property	85,333,016	92,055,603	95,865,443	100,520,250	103,715,792	107,253,636
Licenses and Permits	1,617,719	1,639,218	1,919,074	1,932,900	1,969,186	2,006,240
Revenues from Other Agencies	1,667,100	2,060,138	1,452,071	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,039,810	1,084,493	1,225,781	1,330,000	1,330,000	1,330,000
Use of Money and Property	3,572,894	2,368,827	2,675,945	2,825,400	2,716,662	2,759,162
Charges for Current Service	4,504,776	4,621,198	4,254,521	5,220,601	5,158,465	5,233,695
Other Revenues	20,479,758	19,672,500	12,219,837	12,092,825	11,328,934	12,598,978
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund	\$ 158,175,320	\$ 163,305,736	\$ 159,778,458	\$ 167,417,134	\$ 171,044,089	\$ 177,819,688
INTERNAL SERVICE FUND REVENUES						
Fleet Services	\$ 6,611,898	\$ 6,476,351	\$ 6,896,845	\$ 6,380,156	\$ 6,519,252	\$ 6,374,156
Self Insurance	4,980,787	3,724,171	3,660,603	3,805,246	4,148,353	4,598,353
Total Internal Service Fund	\$ 11,592,685	\$ 10,200,522	\$ 10,557,448	\$ 10,185,402	\$ 10,667,605	\$ 10,972,509
ENTERPRISE FUNDS REVENUES						
Airport	\$ 10,602,552	\$ 10,962,443	\$ 11,989,129	\$ 11,835,100	\$ 12,179,000	\$ 12,667,000
Transit System	26,993,569	21,924,309	28,966,867	25,581,791	27,515,377	26,773,074
Water	27,457,924	30,295,271	34,178,515	35,187,000	37,193,000	37,203,000
Emergency Medical Services	9,463,470	10,266,145	10,706,211	11,026,790	11,348,990	11,491,690
Sanitation	12,281,958	10,966,985	10,818,487	11,065,215	11,065,215	11,065,215
Cultural Arts Center	2,025,048	1,879,189	1,860,909	1,984,117	1,984,117	1,984,117
Sewer	2,062,117	1,728,230	3,052,574	3,138,000	3,133,000	3,138,000
Parks and Recreation	7,853,663	7,447,316	8,254,463	8,105,804	7,419,173	7,416,973
Total Enterprise Funds	\$ 98,740,300	\$ 95,469,888	\$ 109,827,155	\$ 107,923,817	\$ 111,837,872	\$ 111,739,069
EXTERNAL FUND REVENUES						
Employment and Training-JTPA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Animal Control	414,214	406,451	322,668	470,000	477,540	481,686
Home Improvement Employ Program	308,839	251,911	200,836	-	-	-
Section 8 Rental Assistance	6,261,914	6,627,217	6,567,121	6,629,000	6,618,000	6,618,000
Rehabilitation Loan Program (HCD)	36,900	36,900	-	-	-	-
Downtown RDA Successor Agency	14,335,844	14,521,948	22,805,150	3,589,264	6,721,665	2,881,403
RDA Successor Agency - Housing	-	-	-	12,000	-	-
Redev. Meadow Park Parking Lot	24,327	-	21,374	23,850	23,850	23,850
Government Cable Communications	1,921,941	1,746,217	1,838,799	1,759,800	1,809,800	1,809,800
Cable TV Public Access	419,884	423,637	438,675	424,312	424,312	424,312
Cable TV Public Educ. Government	316,411	338,557	355,584	320,000	360,000	360,000
Police Inmate Welfare Fund	10,000	2,185	-	10,000	10,000	10,000
Street Lighting District	2,461,049	2,628,942	2,727,338	3,129,726	3,109,879	3,115,379
Vanpool/Rideshare	257,531	201,081	231,694	256,930	256,930	256,930
Air Quality Management	172,438	166,912	185,021	172,000	172,000	172,000
Torrance Improvements Debt Service	4,834,481	4,577,116	4,503,716	4,576,657	4,573,424	4,570,520
Total External Funds	\$ 31,775,772	\$ 31,929,074	\$ 40,197,976	\$ 21,373,539	\$ 24,557,400	\$ 20,723,880

EXPENDITURE SUMMARY ALL FUNDS

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund Operating Budget:						
City Attorney	\$ 2,357,349	\$ 1,979,053	\$ 2,015,073	\$ 2,118,904	\$ 2,129,362	\$ 2,149,491
City Clerk	1,113,565	858,300	963,130	957,633	1,142,615	1,001,192
City Council/Commissions	580,150	526,656	450,067	492,690	509,145	509,874
City Manager	2,941,029	2,754,553	2,783,968	2,631,136	2,738,962	2,761,877
City Treasurer	819,438	721,924	858,966	885,117	948,876	956,440
Civil Service	410,578	379,967	398,197	586,087	348,024	350,499
Communications & Info System	4,545,002	4,437,168	4,264,322	4,515,464	4,585,381	4,630,203
Community Development	8,107,582	7,750,315	6,933,886	7,163,412	7,323,857	7,391,014
Community Services	13,926,336	14,110,944	13,604,157	13,977,361	14,582,094	14,679,722
Finance	3,601,933	3,601,911	4,008,899	4,336,697	4,383,684	4,429,275
Fire	26,067,465	26,098,588	25,439,684	26,290,382	26,265,018	26,550,826
General Services	3,817,909	3,602,306	3,470,914	4,014,531	3,983,350	4,021,974
Human Resources	2,563,062	2,375,288	1,881,350	2,008,462	2,291,943	2,284,908
Police	61,626,565	61,935,107	64,792,012	66,480,389	67,863,933	68,780,320
Public Works	10,962,253	10,622,205	10,161,410	11,702,559	11,590,156	11,676,392
Non-Departmental/Insurance	16,054,493	21,074,553	32,893,177	20,386,310	20,357,689	25,645,681
Total General Fund	\$ 159,494,709	\$ 162,828,838	\$ 174,919,212	\$ 168,547,134	\$ 171,044,089	\$ 177,819,688
Internal Service:						
Fleet Services	6,037,345	5,545,666	5,307,101	5,858,126	5,869,756	5,900,738
Self Insurance	6,569,675	6,488,624	4,580,611	4,689,733	4,976,107	4,983,273
Total Internal Service	\$ 12,607,020	\$ 12,034,290	\$ 9,887,712	\$ 10,547,859	\$ 10,845,863	\$ 10,884,011
Enterprise Funds:						
Airport	11,638,407	11,292,455	11,575,358	11,886,447	12,112,790	11,905,383
Transit	24,248,512	21,940,787	19,628,358	27,705,763	31,304,466	30,562,163
Water	27,710,114	29,203,295	32,481,739	33,502,468	35,532,169	35,583,146
Sanitation	12,281,958	12,135,640	11,465,307	10,950,511	11,050,379	10,943,422
Cultural Arts Center	2,154,673	2,136,590	1,975,946	2,165,284	2,157,331	2,173,330
Sewer	2,575,235	2,519,459	4,905,709	4,062,387	4,072,858	4,097,017
Emergency Medical Services	9,513,635	10,266,145	10,706,211	11,039,025	11,361,225	11,503,925
Parks and Recreation	8,151,419	7,976,055	7,742,431	8,500,261	7,707,089	7,739,967
Total Enterprise	\$ 98,273,953	\$ 97,470,426	\$ 100,481,059	\$ 109,812,146	\$ 115,298,307	\$ 114,508,353
External Funds:						
Home Improv. Empl. Program	308,839	251,911	145,364	-	-	-
Animal Control	442,493	405,402	337,544	466,300	477,540	481,686
Section 8 Rental Assistance	6,545,715	6,568,858	6,470,543	6,916,142	6,923,642	6,928,342
Rehab. Loan Program (HCD)	-	-	-	-	-	-
Downtown RDA Successor Agency	19,105,733	14,224,858	5,686,955	3,583,464	6,721,665	2,623,403
RDA Successor Agency - Housing	-	-	-	56,560	-	-
Redev. Meadow Park Parking Lot	24,526	17,340	16,500	23,850	23,850	23,850
Gov. Cable Communications	1,565,499	1,600,251	1,570,738	1,750,685	1,721,655	1,732,040
Cable TV Public Access	402,810	418,455	374,988	392,093	392,103	392,669
Cable Public Educ. Gov.	-	-	150,000	60,000	60,000	60,000
Police Inmate Welfare Fund	2,185	3,293	-	10,000	10,000	10,000
Air Quality Management	181,689	162,514	180,608	189,876	192,011	192,011
Vanpool/Rideshare	222,911	201,081	231,694	256,370	255,925	255,925
Gas Tax	840,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
General Fund Capital Projects	-	-	300,000	-	-	-
Prop C	2,076,363	264,911	145,376	2,761,930	1,321,930	1,521,930
Asset Forfeiture	-	-	-	-	202,200	202,200
Street Lighting District	2,693,684	2,628,942	2,727,338	3,122,126	3,109,879	3,115,379
Community Dev. Block Grant (CDBG)	-	-	-	-	284,750	286,350
Torrance Public Financing Authority	19,189,036	4,576,230	4,571,180	4,576,657	4,573,424	4,570,520
Total External	\$ 53,601,483	\$ 32,364,046	\$ 33,942,244	\$ 25,206,053	\$ 27,310,574	\$ 23,436,305
Less:						
Internal Service Charges	(12,607,020)	(12,034,290)	(9,887,712)	(10,547,859)	(10,845,863)	(10,884,011)
Internal Transfers	(33,580,000)	(31,250,000)	(31,087,000)	(32,042,068)	(30,556,895)	(31,351,989)
TOTAL	\$ 277,790,145	\$ 261,413,311	\$ 278,255,515	\$ 271,523,265	\$ 283,096,075	\$ 284,412,357

**2012-13 ADOPTED
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,703,030	39,660	265,525	31,134	49,674
City Clerk	802,444	36,352	32,314	2,692	70,912
City Council/Commissions	103,000	48,016	105,146	154,722	79,516
City Manager	1,901,762	160,430	375,165	88,356	73,065
City Treasurer	682,985	7,559	159,830	7,550	17,460
Civil Service	466,418	22,300	51,900	6,950	18,371
Commun. & Info. Technology	3,670,695	828,837	538,137	44,754	201,312
Community Development	6,116,419	245,515	266,241	54,147	313,934
Community Services	10,426,140	1,756,974	1,192,821	35,026	547,927
Finance	3,718,808	94,680	194,629	20,830	237,526
Fire	24,348,141	947,067	330,002	50,630	478,614
General Services	2,711,759	1,436,077	723,898	17,070	94,699
Human Resources	1,319,187	246,099	283,781	61,201	95,137
Police	61,329,578	2,269,474	716,598	228,962	1,329,662
Public Works	7,175,686	2,819,099	1,344,154	26,938	245,579
Non-Departmental/Insurance	572,133	1,272,433	996,000	14,096	-
Total General Fund	\$ 127,048,185	\$ 12,230,572	\$ 7,576,141	\$ 845,058	\$ 3,853,388
Internal Service:					
Fleet Services	3,077,041	346,219	62,016	20,300	110,529
Self Insurance	712,700	20,995	165,779	6,800	19,660
Total Internal Service	\$ 3,789,741	\$ 367,214	\$ 227,795	\$ 27,100	\$ 130,189
Enterprise Funds:					
Airport	1,553,559	375,994	444,351	32,107	399,287
Transit	14,713,512	4,101,967	2,034,465	77,000	3,101,007
Water	5,297,878	1,867,523	1,096,652	42,275	1,163,135
Sanitation	4,351,079	3,228,992	2,325,318	5,300	740,085
Cultural Arts Center	1,491,036	125,358	336,256	12,400	109,235
Sewer	1,851,923	319,114	490,214	8,014	383,082
Emergency Medical Services	10,026,177	324,582	16,031	10,000	-
Parks and Recreation	5,290,997	1,140,957	1,222,169	19,820	753,819
Total Enterprise	\$ 44,576,161	\$ 11,484,487	\$ 7,965,456	\$ 206,916	\$ 6,649,650
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	343,400	9,000	95,000	3,000	15,900
Section 8 Rental Assistance	525,000	6,194,115	43,027	5,000	114,000
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	257,750	68,500	-	-	-
RDA Successor Agency - Housing	-	56,560	-	-	-
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	891,022	65,363	181,038	8,500	75,502
Cable TV Public Access	306,311	20,111	19,500	3,100	34,849
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	43,494	78,662	67,720	-	-
Vanpool/Rideshare	80,010	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	627,666	565,863	1,928,597	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 3,074,653	\$ 7,238,684	\$ 2,364,332	\$ 19,850	\$ 240,251
Less:					
Internal Service Charges	\$ (3,789,741)	\$ (367,214)	\$ (227,795)	\$ (27,100)	\$ (130,189)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 174,698,999	\$ 30,953,743	\$ 17,905,929	\$ 1,071,824	\$ 10,743,289

**2012-13 ADOPTED
EXPENDITURE BUDGET BY CATEGORY
(Continued)**

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	29,881	-	\$ 2,118,904
City Clerk	-	12,919	-	\$ 957,633
City Council/Commissions	-	2,290	-	\$ 492,690
City Manager	11,500	20,858	-	\$ 2,631,136
City Treasurer	2,500	7,233	-	\$ 885,117
Civil Service	-	20,148	-	\$ 586,087
Commun. & Info. Technology	1,000	129,073	(898,344)	\$ 4,515,464
Community Development	2,200	171,456	(6,500)	\$ 7,163,412
Community Services	37,000	212,023	(230,550)	\$ 13,977,361
Finance	-	70,224	-	\$ 4,336,697
Fire	203,044	212,536	(279,652)	\$ 26,290,382
General Services	5,500	65,360	(1,039,832)	\$ 4,014,531
Human Resources	-	24,357	(21,300)	\$ 2,008,462
Police	-	660,581	(54,466)	\$ 66,480,389
Public Works	28,750	707,316	(644,963)	\$ 11,702,559
Non-Departmental/Insurance	-	24,595,651	(7,064,003)	\$ 20,386,310
Total General Fund	\$ 291,494	\$ 26,941,906	\$ (10,239,610)	\$ 168,547,134
Internal Service:				
Fleet Services	2,128,660	113,361	-	\$ 5,858,126
Self Insurance	-	3,763,799	-	\$ 4,689,733
Total Internal Service	\$ 2,128,660	\$ 3,877,160	\$ -	\$ 10,547,859
Enterprise Funds:				
Airport	-	9,081,149	-	\$ 11,886,447
Transit	-	3,677,812	-	\$ 27,705,763
Water	56,200	23,986,805	(8,000)	\$ 33,502,468
Sanitation	-	342,337	(42,600)	\$ 10,950,511
Cultural Arts Center	-	90,999	-	\$ 2,165,284
Sewer	4,700	1,008,340	(3,000)	\$ 4,062,387
Emergency Medical Services	56,000	606,235	-	\$ 11,039,025
Parks and Recreation	8,500	63,999	-	\$ 8,500,261
Total Enterprise	\$ 125,400	\$ 38,857,676	\$ (53,600)	\$ 109,812,146
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 466,300
Section 8 Rental Assistance	35,000	-	-	\$ 6,916,142
Rehab. Loan Program (HCD)	-	-	-	\$ -
Downtown RDA Successor Agency	-	3,257,214	-	\$ 3,583,464
RDA Successor Agency - Housing	-	-	-	\$ 56,560
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	-	551,460	(22,200)	\$ 1,750,685
Cable TV Public Access	-	8,222	-	\$ 392,093
Cable Public Educ. Gov.	-	60,000	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 189,876
Vanpool/Rideshare	-	-	-	\$ 256,370
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	2,761,930	-	\$ 2,761,930
Street Lighting District	-	-	-	\$ 3,122,126
Torrance Improvements Debt	-	4,576,657	-	\$ 4,576,657
Total External	\$ 35,000	\$ 12,255,483	\$ (22,200)	\$ 25,206,053
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (3,877,160)	\$ -	\$ (10,547,859)
Internal Transfers	-	(32,042,068)	-	\$ (32,042,068)
TOTAL	\$ 451,894	\$ 46,012,997	\$ (10,315,410)	\$ 271,523,265

**2013-14 PROPOSED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,713,656	40,360	261,025	34,934	49,896
City Clerk	836,744	36,352	182,314	2,692	71,380
City Council/Commissions	119,000	48,016	105,146	154,722	80,011
City Manager	2,004,086	160,430	342,165	126,656	73,558
City Treasurer	746,463	7,559	159,830	7,550	17,460
Civil Service	224,818	22,300	51,800	6,750	18,371
Commun. & Info. Technology	3,740,795	825,785	538,637	44,754	200,186
Community Development	6,272,289	245,515	270,541	54,147	314,562
Community Services	10,877,500	1,729,617	1,273,191	45,526	548,283
Finance	3,752,540	116,980	184,529	20,830	239,173
Fire	24,315,268	965,067	301,012	61,620	486,052
General Services	2,680,635	1,436,077	723,898	17,070	94,814
Human Resources	1,589,920	238,099	303,481	61,201	95,697
Police	62,669,239	2,269,474	743,498	228,962	1,346,456
Public Works	7,057,833	2,843,152	1,344,154	26,938	247,361
Non-Departmental/Insurance	910,845	1,606,237	605,000	14,096	-
Total General Fund	\$ 129,511,631	\$ 12,591,020	\$ 7,390,221	\$ 908,448	\$ 3,883,260
Internal Service:					
Fleet Services	3,088,475	346,119	62,016	20,300	110,920
Self Insurance	699,000	20,995	163,379	6,800	19,660
Total Internal Service	\$ 3,787,475	\$ 367,114	\$ 225,395	\$ 27,100	\$ 130,580
Enterprise Funds:					
Airport	1,553,444	375,994	444,351	32,107	438,570
Transit	14,748,757	5,939,581	2,976,830	127,000	3,376,756
Water	5,362,592	1,982,164	1,134,472	42,275	1,222,502
Sanitation	4,269,771	3,240,992	2,325,318	11,355	758,202
Cultural Arts Center	1,482,926	125,358	336,256	12,400	109,540
Sewer	1,804,571	319,114	541,332	8,014	389,787
Emergency Medical Services	10,192,377	324,582	16,031	16,000	-
Parks and Recreation	4,648,497	1,100,214	1,141,299	9,320	757,130
Total Enterprise	\$ 44,062,935	\$ 13,407,999	\$ 8,915,889	\$ 258,471	\$ 7,052,487
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	354,500	9,000	95,000	3,000	16,040
Section 8 Rental Assistance	527,500	6,194,115	43,027	5,000	119,000
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	-	6,500	8,000	-	-
RDA Successor Agency - Housing	-	-	-	-	-
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	861,922	65,363	181,038	8,500	75,895
Cable TV Public Access	306,311	20,111	19,500	3,100	34,959
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	45,629	78,662	67,720	-	-
Vanpool/Rideshare	79,565	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	202,200	-	-	-	-
Street Lighting District	651,366	585,916	1,872,597	-	-
Community Dev. Block Grant (CDBG)	216,250	63,000	5,500	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 3,245,243	\$ 7,203,177	\$ 2,321,832	\$ 19,850	\$ 245,894
Less:					
Internal Service Charges	\$ (3,787,475)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (130,580)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 176,819,809	\$ 33,202,196	\$ 18,627,942	\$ 1,186,769	\$ 11,181,641

2013-14 PROPOSED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	29,491	-	\$ 2,129,362
City Clerk	-	13,133	-	\$ 1,142,615
City Council/Commissions	-	2,250	-	\$ 509,145
City Manager	11,500	20,567	-	\$ 2,738,962
City Treasurer	2,500	7,514	-	\$ 948,876
Civil Service	-	23,985	-	\$ 348,024
Commun. & Info. Technology	1,000	134,577	(900,353)	\$ 4,585,381
Community Development	2,200	171,103	(6,500)	\$ 7,323,857
Community Services	37,000	233,027	(162,050)	\$ 14,582,094
Finance	-	69,632	-	\$ 4,383,684
Fire	202,844	212,807	(279,652)	\$ 26,265,018
General Services	5,500	65,170	(1,039,814)	\$ 3,983,350
Human Resources	-	24,845	(21,300)	\$ 2,291,943
Police	-	660,770	(54,466)	\$ 67,863,933
Public Works	28,750	706,984	(665,016)	\$ 11,590,156
Non-Departmental/Insurance	-	23,941,187	(6,719,676)	\$ 20,357,689
Total General Fund	\$ 291,294	\$ 26,317,042	\$ (9,848,827)	\$ 171,044,089
Internal Service:				
Fleet Services	2,273,756	(31,830)	-	\$ 5,869,756
Self Insurance	-	4,066,273	-	\$ 4,976,107
Total Internal Service	\$ 2,273,756	\$ 4,034,443	\$ -	\$ 10,845,863
Enterprise Funds:				
Airport	-	9,268,324	-	\$ 12,112,790
Transit	-	4,135,542	-	\$ 31,304,466
Water	56,200	25,739,964	(8,000)	\$ 35,532,169
Sanitation	-	487,341	(42,600)	\$ 11,050,379
Cultural Arts Center	-	90,851	-	\$ 2,157,331
Sewer	4,700	1,008,340	(3,000)	\$ 4,072,858
Emergency Medical Services	50,000	762,235	-	\$ 11,361,225
Parks and Recreation	8,500	42,129	-	\$ 7,707,089
Total Enterprise	\$ 119,400	\$ 41,534,726	\$ (53,600)	\$ 115,298,307
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 477,540
Section 8 Rental Assistance	35,000	-	-	\$ 6,923,642
Rehab. Loan Program (HCD)	-	-	-	\$ -
Downtown RDA Successor Agency	-	6,707,165	-	\$ 6,721,665
RDA Successor Agency - Housing	-	-	-	\$ -
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	-	551,137	(22,200)	\$ 1,721,655
Cable TV Public Access	-	8,122	-	\$ 392,103
Cable Public Educ. Gov.	-	60,000	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 192,011
Vanpool/Rideshare	-	-	-	\$ 255,925
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,321,930	-	\$ 1,321,930
Asset Forfeiture	-	-	-	\$ 202,200
Street Lighting District	-	-	-	\$ 3,109,879
Community Dev. Block Grant (CDBG)	-	-	-	\$ 284,750
Torrance Improvements Debt	-	4,573,424	-	\$ 4,573,424
Total External	\$ 35,000	\$ 14,261,778	\$ (22,200)	\$ 27,310,574
Less:				
Internal Service Charges	\$ (2,273,756)	\$ (4,034,443)	\$ -	\$ (10,845,863)
Internal Transfers	-	(30,556,895)	-	\$ (30,556,895)
TOTAL	\$ 445,694	\$ 51,556,651	\$ (9,924,627)	\$ 283,096,075

**2014-15 PROPOSED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,731,256	40,360	261,025	34,934	52,425
City Clerk	844,344	36,352	32,314	2,692	72,357
City Council/Commissions	119,200	48,016	105,146	154,722	80,540
City Manager	2,025,586	160,430	342,165	126,656	74,973
City Treasurer	753,163	7,559	159,830	7,550	18,324
Civil Service	227,018	22,300	51,800	6,750	18,646
Commun. & Info. Technology	3,777,895	935,085	538,137	44,754	208,408
Community Development	6,337,589	245,515	266,041	54,147	320,919
Community Services	10,966,600	1,729,617	1,273,191	45,526	556,811
Finance	3,792,440	116,980	184,529	20,830	244,864
Fire	24,590,268	965,067	301,012	61,620	496,860
General Services	2,717,035	1,436,077	723,898	17,070	97,375
Human Resources	1,606,120	238,099	278,481	61,201	97,462
Police	63,536,939	2,269,474	743,498	228,962	1,395,143
Public Works	7,143,233	2,839,152	1,344,154	26,938	252,197
Non-Departmental/Insurance	4,433,998	2,727,633	605,000	14,096	-
Total General Fund	\$ 134,602,684	\$ 13,817,716	\$ 7,210,221	\$ 908,448	\$ 3,987,304
Internal Service:					
Fleet Services	3,117,075	346,119	62,016	20,300	113,302
Self Insurance	705,700	20,995	163,379	6,800	20,126
Total Internal Service	\$ 3,822,775	\$ 367,114	\$ 225,395	\$ 27,100	\$ 133,428
Enterprise Funds:					
Airport	1,454,144	375,994	444,351	32,107	421,519
Transit	14,870,457	5,184,599	2,765,465	127,000	3,479,100
Water	5,404,692	1,982,164	1,148,162	42,275	1,234,224
Sanitation	4,304,271	3,228,992	2,334,346	11,355	764,813
Cultural Arts Center	1,496,426	125,358	336,256	12,400	112,039
Sewer	1,822,971	319,114	543,116	8,014	393,762
Emergency Medical Services	10,305,077	324,582	16,031	16,000	-
Parks and Recreation	4,670,497	1,100,214	1,141,299	9,320	768,008
Total Enterprise	\$ 44,328,535	\$ 12,641,017	\$ 8,729,026	\$ 258,471	\$ 7,173,465
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	357,500	9,000	95,000	3,000	17,186
Section 8 Rental Assistance	532,200	6,194,115	43,027	5,000	119,000
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	53,900	49,000	8,000	-	-
RDA Successor Agency - Housing	-	-	-	-	-
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	871,222	65,363	181,038	8,500	76,980
Cable TV Public Access	306,311	20,111	19,500	3,100	35,525
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	45,629	78,662	67,720	-	-
Vanpool/Rideshare	79,565	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	202,200	-	-	-	-
Street Lighting District	656,866	585,916	1,872,597	-	-
Community Dev. Block Grant (CDBG)	217,850	63,000	5,500	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 3,323,243	\$ 7,245,677	\$ 2,321,832	\$ 19,850	\$ 248,691
Less:					
Internal Service Charges	\$ (3,822,775)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (133,428)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 182,254,462	\$ 33,704,410	\$ 18,261,079	\$ 1,186,769	\$ 11,409,460

2014-15 PROPOSED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	29,491	-	\$ 2,149,491
City Clerk	-	13,133	-	\$ 1,001,192
City Council/Commissions	-	2,250	-	\$ 509,874
City Manager	11,500	20,567	-	\$ 2,761,877
City Treasurer	2,500	7,514	-	\$ 956,440
Civil Service	-	23,985	-	\$ 350,499
Commun. & Info. Technology	1,000	134,577	(1,009,653)	\$ 4,630,203
Community Development	2,200	171,103	(6,500)	\$ 7,391,014
Community Services	37,000	233,027	(162,050)	\$ 14,679,722
Finance	-	69,632	-	\$ 4,429,275
Fire	202,844	212,807	(279,652)	\$ 26,550,826
General Services	5,500	65,170	(1,040,151)	\$ 4,021,974
Human Resources	-	24,845	(21,300)	\$ 2,284,908
Police	-	660,770	(54,466)	\$ 68,780,320
Public Works	28,750	706,984	(665,016)	\$ 11,676,392
Non-Departmental/Insurance	-	24,792,860	(6,927,906)	\$ 25,645,681
Total General Fund	\$ 291,294	\$ 27,168,715	\$ (10,166,694)	\$ 177,819,688
Internal Service:				
Fleet Services	2,128,660	113,266	-	\$ 5,900,738
Self Insurance	-	4,066,273	-	\$ 4,983,273
Total Internal Service	\$ 2,128,660	\$ 4,179,539	\$ -	\$ 10,884,011
Enterprise Funds:				
Airport	-	9,177,268	-	\$ 11,905,383
Transit	-	4,135,542	-	\$ 30,562,163
Water	56,200	25,723,429	(8,000)	\$ 35,583,146
Sanitation	-	342,245	(42,600)	\$ 10,943,422
Cultural Arts Center	-	90,851	-	\$ 2,173,330
Sewer	4,700	1,008,340	(3,000)	\$ 4,097,017
Emergency Medical Services	50,000	792,235	-	\$ 11,503,925
Parks and Recreation	8,500	42,129	-	\$ 7,739,967
Total Enterprise	\$ 119,400	\$ 41,312,039	\$ (53,600)	\$ 114,508,353
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 481,686
Section 8 Rental Assistance	35,000	-	-	\$ 6,928,342
Rehab. Loan Program (HCD)	-	-	-	\$ -
Downtown RDA Successor Agency	-	2,512,503	-	\$ 2,623,403
RDA Successor Agency - Housing	-	-	-	\$ -
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	-	551,137	(22,200)	\$ 1,732,040
Cable TV Public Access	-	8,122	-	\$ 392,669
Cable Public Educ. Gov.	-	60,000	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 192,011
Vanpool/Rideshare	-	-	-	\$ 255,925
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,521,930	-	\$ 1,521,930
Asset Forfeiture	-	-	-	\$ 202,200
Street Lighting District	-	-	-	\$ 3,115,379
Community Dev. Block Grant (CDBG)	-	-	-	\$ 286,350
Torrance Improvements Debt	-	4,570,520	-	\$ 4,570,520
Total External	\$ 35,000	\$ 10,264,212	\$ (22,200)	\$ 23,436,305
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (4,179,539)	\$ -	\$ (10,884,011)
Internal Transfers	-	(31,351,989)	-	\$ (31,351,989)
TOTAL	\$ 445,694	\$ 47,392,977	\$ (10,242,494)	\$ 284,412,357

GENERAL FUND AND SELF INSURANCE FUND RESERVES

	Reserve Balances 06/30/2012	2012-13 Sources (Uses)	Projected Reserve Balances 06/30/2013	Funding Goal
<u>CATEGORY 1: CONTINGENCY RESERVES</u>				
Economic Anomaly	\$ 10,121,349	\$ -	\$ 10,121,349	\$ 17,721,983 A)
Program Contingencies	585,692	(26,200)	559,492	(n/a)
Total	\$ 10,707,041	\$ (26,200)	\$ 10,680,841	\$ 17,721,983

CATEGORY 2: SPECIFIC PURPOSE RESERVES

Economic Development	\$ 2,316,120	\$ (275,000)	\$ 2,041,120	(n/a)
Balancing Strategies	210,152	-	210,152	(n/a)
Litigation	500,000	-	500,000	(n/a)
Program Innovation	195,433	-	195,433	(n/a)
Revolving Nuisance Abatement	80,000	-	80,000	(n/a)
Benefit Rate Mitigation	4,203,144	-	4,203,144	7,159,802 B)
Security Improvements	109,206	-	109,206	(n/a)
Cultural Arts Center Endowment	210,416	-	210,416	(n/a)
Alternative Fuel Vehicles	1,711,164	-	1,711,164	(n/a)
Total	\$ 9,535,635	\$ (275,000)	\$ 9,260,635	\$ 7,159,802

CATEGORY 3: FUNDING OF LIABILITIES RESERVES

				Outstanding
Compensated Absences	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 20,687,532
General Liability/Workers' Compensation				
Claims	1,228,510	(500,000)	728,510	26,403,747 C)
Total	\$ 2,228,510	\$ (500,000)	\$ 1,728,510	\$ 47,091,279

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 2012-13 appropriation level.

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

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

RESERVE DESCRIPTION AND FUNDING POLICY

Economic Anomaly Reserve: This reserve was established in fiscal year 1987-88 with two goals. The first was to provide a reserve that would assist the City in the reduction of reliance on year-end carryover to 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 2012-13. The projected balance of this reserve as of June 30, 2013 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, 2013 is \$559,492.

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. The projected balance of this reserve as of June 30, 2013 is \$2,041,120

Balancing Strategies Reserve: This reserve was established in the 2003-04 fiscal year to address the budget shortfall in the 2004-05 fiscal year. This reserve allows the City the flexibility to balance the budget over a period of time and allow time for balancing strategies time to be implemented. The projected balance as of June 30, 2013 is \$210,152.

Litigation Reserve: This reserve was established in April 1990 to provide a funding source for unanticipated, unbudgeted litigation expenses. Additions to the reserve have been through subsequent year-end carryover allocations, with appropriations from the reserve as approved by City Council during the budget years. There is no firm reserve addition policy; allocations to the reserve from carryover have been based on litigation likely tempered by other reserve requirements. The projected balance of this reserve as of June 30, 2013 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 projected balance of this reserve as of June 30, 2013 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, 2013 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, 2013 is \$4,203,144.

Security Improvements Reserve: This reserve was established and approved by Council on December 11, 2001 to be use for City facilities security improvements. The projected balance of this reserve as of June 30, 2013 is \$109,206.

Cultural Arts Center Endowment: This reserve was established in November 20, 2007 per Council approved item 12C, the funding which came from the 2006-07 General Fund carryover. During the 2007-08 fiscal year budget process in May, the City agreed to look into the feasibility of assisting the Cultural Arts Center Foundation by setting up an endowment fund. \$250,000 is to be used as a City match to donations to a Cultural Arts Center Endowment Fund. It is the City's intent to match endowment donations up to \$50,000 annually and only the interest earned from such donations would be used for Cultural Arts Center activities. The principal would be permanently preserved. \$39,584 was transferred in November 2009 to the Endowment Matching Fund. The projected balance of this reserve as of June 30, 2013 is \$210,416.

Alternative Fuel Vehicles Reserve: This reserve was established and approved by Council on January 10, 2006 in the amount of \$2,007,764 for the mandated use of alternative fuel vehicles and funded by the 2004-05 General Fund carryover. The projected balance of this reserve as of June 30, 2013 is \$1,711,164.

Compensated Absences Reserve: This reserve is to provide funding for those employees who exercise individual options to cash in portions of their accrued sick leave and vacation in excess of that provided for annually within the base budget which cannot be absorbed by the departments through year-end salary savings. The reserve has not been drawn upon because year-end salary savings have been available to absorb cash-out overages. The projected balance of this reserve as of June 30, 2013 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 were funded from the General Fund two-thirds loss allocation savings for workers compensation claims and liability claims and also funded by year end carryover from prior fiscal years. The projected balance as of June 30, 2013 is \$728,510.

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CITY OF TORRANCE
Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding Principal				
			As of 6-30-12	FY'12-13	FY'13-14	FY'14-15	FY'15-16
TORRANCE PUBLIC FINANCING AUTHORITY							
Series 2004A Torrance Public Financing COP	\$ 19,215,000	06/01/2034	\$ 12,225,000	\$ 1,540,753	\$ 1,544,238	\$ 819,738	\$ 823,713
Series 2004B Torrance Public Financing COP	23,915,000	06/01/2034	23,915,000	1,232,962	1,232,963	1,952,962	1,951,963
Series 2009A Land Acquisition	18,880,000	09/01/2039	18,255,000	1,255,594	1,255,694	1,254,631	1,256,394
1998 COP Fire / Police Station	10,300,000	12/01/2028	6,300,000	547,348	540,630	543,188	539,956
Subtotal	72,310,000		60,695,000	4,576,657	4,573,525	4,570,519	4,572,026
Transfers from Airport				(450,277)	(449,815)	(165,282)	(164,654)
Interest Earnings(2004A & 2004B Torr Public Fin)				(15,000)	(15,000)	(15,000)	(15,000)
Interest Earnings(2009A Torr Public Fin)				(5,000)	(5,000)	(5,000)	(5,000)
Interest Earnings(Fire & Police 1998 COP)				(31,000)	(31,000)	(31,000)	(31,000)
Total	72,310,000		60,695,000	4,075,380	4,072,710	4,354,237	4,356,372
Admin. Fees				23,750	23,750	23,750	23,750
Audit Fees				2,500	2,500	2,500	2,500
Grand Total Debt Svc. + Fees	72,310,000		60,695,000	4,101,630	4,098,960	4,380,487	4,382,622
AIRPORT FUND							
Part of 2004A/2004B COP refunding	5,721,935	06/30/2016	1,070,300	450,277	449,815	165,282	164,654
WATER FUND							
2004 Series A Water Revenue Refunding Bonds	5,050,000	03/01/2014	1,190,000	623,300	644,800	-	-
TOTAL	\$ 83,081,935		\$ 62,955,300	\$ 5,175,207	\$ 5,193,575	\$ 4,545,769	\$ 4,547,276
RDA SUCCESSOR AGENCY							
2001 Skypark Refunding	2,470,143	07/01/2012	169,300	176,072	-	-	-
1998 Industrial Refunding, B	12,770,000	09/01/2028	8,030,000	1,165,556	1,192,703	642,047	645,453
1999 Industrial Refunding, C	18,500,000	09/01/2028	14,110,000	1,284,579	1,280,285	1,284,356	1,281,656
1998 Downtown Project, A	8,500,000	09/01/2028	6,315,000	576,007	578,114	579,100	579,254
TOTAL	\$ 42,240,143		\$ 28,624,300	\$ 3,202,214	\$ 3,051,102	\$ 2,505,503	\$ 2,506,363

FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	FY'23-24	FY'24-25	13 YEAR TOTAL
\$ 826,750	\$ 824,500	\$ 821,500	\$ 827,750	\$ 827,750	\$ 821,750	\$ 825,000	\$ 822,000	\$ 823,000	\$ 12,148,442
1,949,213	1,949,713	1,953,213	1,949,463	1,948,713	1,950,712	1,950,213	1,952,212	1,951,462	23,925,764
1,256,694	1,256,394	1,255,241	1,257,856	1,253,925	1,256,819	1,256,748	1,255,369	1,257,544	16,328,903
541,063	541,456	541,138	540,106	538,363	535,906	537,619	538,381	538,194	7,023,348
4,573,720	4,572,063	4,571,092	4,575,175	4,568,751	4,565,187	4,569,580	4,567,962	4,570,200	59,426,457
-	-	-	-	-	-	-	-	-	(1,230,028)
(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(195,000)
(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(65,000)
(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(403,000)
4,522,720	4,521,063	4,520,092	4,524,175	4,517,751	4,514,187	4,518,580	4,516,962	4,519,200	57,533,429
23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	308,750
2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	32,500
4,548,970	4,547,313	4,546,342	4,550,425	4,544,001	4,540,437	4,544,830	4,543,212	4,545,450	57,874,679
-	-	-	-	-	-	-	-	-	1,230,028
-	-	-	-	-	-	-	-	-	1,268,100
\$4,548,970	\$4,547,313	\$4,546,342	\$4,550,425	\$4,544,001	\$4,540,437	\$4,544,830	\$4,543,212	\$4,545,450	\$ 60,372,807
-	-	-	-	-	-	-	-	-	176,072
642,875	644,313	639,766	639,234	642,438	639,375	640,047	639,313	637,172	9,410,292
1,282,185	1,280,806	1,277,520	1,277,000	1,274,100	1,273,863	1,271,150	1,270,825	1,272,613	16,610,938
578,575	577,064	574,720	576,320	576,720	576,000	574,160	571,200	571,980	7,489,214
\$2,503,635	\$2,502,183	\$2,492,006	\$2,492,554	\$2,493,258	\$2,489,238	\$2,485,357	\$2,481,338	\$2,481,765	\$ 33,686,516

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

	2012-13 Adopted	2013-14 Projected	2014-15 Projected	2015-16 Projected	2016-17 Projected	2017-18 Projected
Revenues						
Property Taxes	42,085,000	43,415,000	45,228,000	46,916,000	48,523,000	50,191,000
Sales Tax	41,176,000	45,731,000	47,793,000	50,702,000	53,305,000	55,770,000
Other Tax	59,344,000	57,985,000	59,460,000	60,978,000	62,490,000	64,044,000
Licenses and Permits	1,933,000	1,969,000	2,006,000	2,044,000	2,083,000	2,122,000
Grants and Subventions	1,410,000	1,410,000	1,410,000	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000
Use of Money and Property	2,825,000	2,717,000	2,759,000	2,803,000	2,848,000	2,894,000
Charges for Services	5,221,000	5,158,000	5,234,000	5,311,000	5,391,000	5,473,000
Other Revenues	3,230,000	3,230,000	4,330,000	5,530,000	6,830,000	8,230,000
Transfers-In	8,863,000	8,099,000	8,269,000	8,493,000	8,724,000	8,962,000
Total Recurring Revenue	\$ 167,417,000	\$ 171,044,000	\$ 177,819,000	\$ 185,517,000	\$ 192,934,000	\$ 200,426,000
Expenditures						
Salaries & Employee Benefits	137,517,000	140,974,000	146,083,000	152,343,000	158,641,000	164,885,000
Materials Suppl & Maintenance	12,231,000	12,591,000	13,818,000	14,344,000	14,503,000	15,065,000
Prof Services/Contracts & Util	7,576,000	7,390,000	7,210,000	7,390,000	7,575,000	7,764,000
Travel, Training & Membrshp Due	845,000	908,000	908,000	931,000	954,000	978,000
Depreciation & Amortization	-	1,000	1,000	1,000	1,000	1,000
Liabilities & Other Insurance	1,618,000	1,640,000	1,640,000	1,681,000	1,723,000	1,766,000
Interdepartmental Charges	3,853,000	3,883,000	3,987,000	4,087,000	4,189,000	4,294,000
Debt Service	4,885,000	4,899,000	5,180,000	5,183,000	5,183,000	5,183,000
Capital Acquisitions	291,000	291,000	291,000	291,000	291,000	291,000
Other Expenditures	109,000	109,000	109,000	109,000	109,000	109,000
Operating Transfers Out	20,330,000	19,668,000	20,256,000	21,017,000	21,796,000	22,293,000
Other Financing Uses	-	-	-	-	-	-
Salaries & Benefit Reimb	(11,735,000)	(11,463,000)	(11,498,000)	(11,498,000)	(11,498,000)	(11,498,000)
Reimbursements From Other Fund	(3,459,000)	(3,939,000)	(4,158,000)	(4,158,000)	(4,158,000)	(4,158,000)
Reimbursements-Indirect Costs	(5,514,000)	(5,908,000)	(6,008,000)	(6,204,000)	(6,405,000)	(6,613,000)
Total Recurring Expenditures	\$ 168,547,000	\$ 171,044,000	\$ 177,819,000	\$ 185,517,000	\$ 192,904,000	\$ 200,360,000
Operation Budget Excess/(Deficit)	\$ (1,130,000)	\$ -	\$ -	\$ -	\$ 30,000	\$ 66,000
Revenues - Non-Recurring	1,130,000	-	-	-	-	-
Expenditures - Non-Recurring	-	-	-	-	-	-
Total Non-Recurring	1,130,000	-	-	-	-	-
Budget Excess/(Deficit) Before Revisions	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 66,000
Department Revisions	-	-	-	-	-	-
Budget Excess/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 66,000

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Leased land area rentals	\$ 8,807,915	\$ 9,067,100	\$ 9,099,000	\$ 9,344,000
Hangar and building rentals	2,443,813	2,481,000	2,481,000	2,555,000
Airfield fees and charges	164,891	188,000	171,000	176,000
Other	478,909	14,000	30,000	14,000
Total Operating Revenues	11,895,528	11,750,100	11,781,000	12,089,000
OPERATING EXPENSES				
Salaries and benefits	1,449,149	1,553,559	1,434,955	1,553,444
Materials and supplies	289,491	375,994	325,586	375,994
Professional services	393,815	450,720	396,000	444,351
Depreciation and amortization	374,644	375,000	374,000	375,000
Insurance and claims	28,152	28,169	20,000	28,169
Interdepartmental charges	408,120	399,287	397,356	438,570
Debt service	348,500	373,500	373,500	399,700
Property tax in lieu, leased land rental	1,900,000	1,900,000	1,900,000	1,900,000
Other	110,963	57,107	28,000	57,107
Total Operating Expenses	5,302,834	5,513,336	5,249,397	5,572,335
OPERATING INCOME (LOSS)	6,592,694	6,236,764	6,531,603	6,516,665
NON-OPERATING REVENUES				
Interest income - Operations	93,601	85,000	100,000	90,000
Total Non-Operating Revenues	93,601	85,000	100,000	90,000
NON-OPERATING EXPENSES				
Interest expense	102,000	77,000	77,000	50,200
Total Non-Operating Expenses	102,000	77,000	77,000	50,200
Income (Loss) Before Transfers	6,584,295	6,244,764	6,554,603	6,556,465
OPERATING TRANSFERS TO GENERAL FUND	(6,077,985)	(6,260,325)	(6,260,325)	(6,448,134)
OPERATING TRANSFERS TO OTHER FUNDS	(46,511)	(42,155)	(42,155)	(42,121)
TRANSFERS FROM FUND BALANCE	-	985,186	675,347	-
NET INCOME (LOSS)	459,799	927,470	927,470	66,210
Add: Depreciation	374,644	375,000	374,000	375,000
CASH, JULY 1	5,040,737	5,861,707	5,861,707	5,560,360
ADJUSTMENT				
Changes in Balance Sheet Accounts (Net)	55,645	-	-	-
Actual Capital Expenditures	(69,118)	-	-	-
Projected Capital Expenditures	-	(927,470)	(927,470)	-
Capital Project Appropriations (2013-17)	-	-	-	-
Transfers from Fund Balance	-	(985,186)	(675,347)	-
Projected cash, ending	\$ 5,861,707	\$ 5,251,521	\$ 5,560,360	\$ 6,001,570
Cash Balances by type:				
Cash for Operations	4,623,764	3,251,521	3,560,360	4,001,570
Cash for Appropriated Capital Projects	1,237,943	-	-	-
Cash Reserved for Future Capital Projects	-	2,000,000	2,000,000	2,000,000
Projected cash, ending	\$ 5,861,707	\$ 5,251,521	\$ 5,560,360	\$ 6,001,570

2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$ 9,751,000	\$ 10,168,000	\$ 10,432,000	\$ 10,641,000
2,631,000	2,710,000	2,791,000	2,875,000
181,000	186,000	192,000	198,000
14,000	15,000	16,000	17,000
<u>12,577,000</u>	<u>13,079,000</u>	<u>13,431,000</u>	<u>13,731,000</u>
1,454,144	1,519,000	1,586,000	1,657,000
375,994	385,000	395,000	405,000
444,351	455,000	466,000	478,000
375,000	375,000	375,000	375,000
28,169	29,000	30,000	31,000
421,519	439,000	457,000	476,000
143,900	154,000	-	-
1,900,000	1,900,000	1,900,000	1,900,000
57,107	57,000	57,000	57,000
<u>5,200,184</u>	<u>5,313,000</u>	<u>5,266,000</u>	<u>5,379,000</u>
<u>7,376,816</u>	<u>7,766,000</u>	<u>8,165,000</u>	<u>8,352,000</u>
90,000	105,000	125,000	125,000
<u>90,000</u>	<u>105,000</u>	<u>125,000</u>	<u>125,000</u>
21,500	12,000	-	-
<u>21,500</u>	<u>12,000</u>	<u>-</u>	<u>-</u>
<u>7,445,316</u>	<u>7,859,000</u>	<u>8,290,000</u>	<u>8,477,000</u>
(6,641,578)	(6,943,000)	(7,390,000)	(7,647,000)
(42,121)	(42,000)	(42,000)	(42,000)
-	-	-	-
<u>761,617</u>	<u>874,000</u>	<u>858,000</u>	<u>788,000</u>
375,000	375,000	375,000	375,000
6,001,570	7,138,187	8,387,187	9,620,187
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
<u>\$ 7,138,187</u>	<u>\$ 8,387,187</u>	<u>\$ 9,620,187</u>	<u>\$ 10,783,187</u>
5,138,187	6,387,187	7,620,187	8,783,187
2,000,000	2,000,000	2,000,000	2,000,000
<u>\$ 7,138,187</u>	<u>\$ 8,387,187</u>	<u>\$ 9,620,187</u>	<u>\$ 10,783,187</u>

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Interest Earnings	\$ 1,983	\$ 2,000	\$ 1,942	\$ 2,000
AQMD Revenues	183,038	170,000	180,000	170,000
Total Operating Revenues	185,021	172,000	181,942	172,000
OPERATING EXPENSES				
Salaries and employee benefits	36,571	43,494	37,928	45,629
Special materials and supplies	160	-	-	-
Incentive program	46,417	78,662	45,000	78,662
Audit fees	2,200	2,200	2,200	2,200
Other professional services	79,010	65,520	65,520	65,520
Total Operating Expenses	164,358	189,876	150,648	192,011
Net income (loss)	\$ 20,663	\$ (17,876)	\$ 31,294	\$ (20,011)
Cash Beginning	129,742	141,275	141,275	172,569
Changes in balance sheet accounts (Net)	(9,130)	-	-	-
Projected cash, ending	\$ 141,275	\$ 123,399	\$ 172,569	\$ 152,558

2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
170,000	170,000	170,000	170,000
172,000	172,000	172,000	172,000
45,629	48,000	50,000	52,000
-	-	-	-
78,662	79,000	79,000	79,000
2,200	2,000	2,000	2,000
65,520	66,000	66,000	66,000
192,011	195,000	197,000	199,000
\$ (20,011)	\$ (23,000)	\$ (25,000)	\$ (27,000)
152,558	132,547	109,547	84,547
-	-	-	-
\$ 132,547	\$ 109,547	\$ 84,547	\$ 57,547

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
Operating Revenues				
Animal license fees	\$ 208,176	\$ 222,000	\$ 235,000	\$ 222,000
Donations/Private Sources	373	-	400	-
Miscellaneous	6,551	-	5,535	-
Total operating revenues	215,100	222,000	240,935	222,000
Operating Expenses				
Salaries and benefits	250,472	343,400	262,677	354,500
Materials and supplies	2,416	9,000	4,031	9,000
Professional/contract services	66,982	95,000	72,659	95,000
Interdepartmental charges	15,367	15,900	15,900	16,040
Others	2,307	3,000	2,540	3,000
Total operating expenses	337,544	466,300	357,807	477,540
Income (loss) before transfers	(122,444)	(244,300)	(116,872)	(255,540)
Operating Transfers In	107,568	248,000	116,872	255,540
Transfers from Fund Balance	-	-	-	-
Income (Loss)	\$ (14,876)	\$ 3,700	\$ -	\$ -
Add:				
Cash, beginning	-	-	-	-
Increase/decrease balance sheet items	14,876	-	-	-
Transfers from Fund Balance	-	-	-	-
Projected cash, ending	\$ -	\$ 3,700	\$ -	\$ -

* - Fee Study to be completed to increase fees to cover associated costs of program is included in projections for 2015-16 and succeeding years.

	2014-15 Proposed	2015-16 Projected *	2016-17 Projected *	2017-18 Projected *
\$	222,000	\$ 242,000	\$ 262,000	\$ 282,000
	-	-	-	-
	-	-	-	-
	222,000	242,000	262,000	282,000
	357,500	373,000	389,000	406,000
	9,000	9,000	9,000	9,000
	95,000	97,000	99,000	101,000
	17,186	18,000	19,000	20,000
	3,000	3,000	3,000	3,000
	481,686	500,000	519,000	539,000
	(259,686)	(258,000)	(257,000)	(257,000)
	259,686	258,000	257,000	257,000
	-	-	-	-
\$	-	\$ -	\$ -	\$ -
	-	-	-	-
	-	-	-	-
	-	-	-	-
\$	-	\$ -	\$ -	\$ -

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Franchise Fees	\$ 1,776,261	\$ 1,700,000	\$ 1,800,000	\$ 1,750,000
Cable TV Access Fees	-	-	-	-
Public Educational Gov. Fee	355,584	320,000	356,500	360,000
Miscellaneous	5,946	6,500	4,100	6,500
TCTV Workshops	565	412	1,200	412
Total Operating Revenues	2,138,356	2,026,912	2,161,800	2,116,912
OPERATING EXPENSES				
Salaries and employee benefits	1,160,516	1,197,333	1,083,161	1,168,233
Materials and supplies	43,675	62,424	50,924	63,274
Professional services	105,176	200,346	176,046	200,538
Insurance and Claims	6,614	13,021	7,992	13,021
Interdepartmental charges	112,727	110,351	110,351	110,854
Capital outlay	4,306	99,065	99,065	-
Other	6,202	11,600	8,600	11,600
Total Operating Expenses	1,439,216	1,694,140	1,536,139	1,567,520
OPERATING INCOME (LOSS)	699,140	332,772	625,661	549,392
NON-OPERATING REVENUES				
Interest Income	57,587	55,800	60,500	55,800
Total Non-Operating Revenues	57,587	55,800	60,500	55,800
Income (Loss) before transfers	756,727	388,572	686,161	605,192
Operating Transfers In	437,115	421,400	421,400	421,400
Operating Transfers Out	(506,511)	(546,853)	(546,853)	(546,238)
NET INCOME (LOSS)	\$ 687,331	\$ 263,119	\$ 560,708	\$ 480,354
Cash Beginning	2,686,071	3,189,264	3,189,264	3,668,972
Change in Balance Sheet Accounts	(34,138)	-	-	-
Capital Project Appropriations	(150,000)	(81,000)	(81,000)	-
Projected cash, ending	\$ 3,189,264	\$ 3,371,383	\$ 3,668,972	\$ 4,149,326
Cash Balance - Capital Projects	747,413	828,413	828,413	828,413
Total Projected Cash Balance	\$ 3,936,677	\$ 4,199,796	\$ 4,497,385	\$ 4,977,739

2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$ 1,750,000	\$ 1,794,000	\$ 1,839,000	\$ 1,885,000
-	-	-	-
360,000	371,000	382,000	393,000
6,500	7,000	7,000	7,000
412	-	-	-
2,116,912	2,172,000	2,228,000	2,285,000
1,177,533	1,230,000	1,284,000	1,342,000
63,274	65,000	67,000	69,000
200,538	206,000	212,000	218,000
13,021	14,000	14,000	14,000
112,505	117,000	122,000	127,000
-	-	-	-
11,600	12,000	12,000	12,000
1,578,471	1,644,000	1,711,000	1,782,000
538,441	528,000	517,000	503,000
55,800	56,000	56,000	56,000
55,800	56,000	56,000	56,000
594,241	584,000	573,000	559,000
421,400	440,000	459,000	478,000
(546,238)	(566,000)	(585,000)	(585,000)
\$ 469,403	\$ 458,000	\$ 447,000	\$ 452,000
4,149,326	4,618,729	5,076,729	5,523,729
-	-	-	-
-	-	-	-
\$ 4,618,729	\$ 5,076,729	\$ 5,523,729	\$ 5,975,729
828,413	828,413	828,413	828,413
\$ 5,447,142	\$ 5,905,142	\$ 6,352,142	\$ 6,804,142

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Meeting rooms	\$ 355,575	\$ 425,000	\$ 382,803	\$ 425,000
Classroom	215,603	286,090	212,900	286,090
Theater	467,104	450,400	468,900	450,400
Grant Programs	109,440	109,440	109,440	109,440
Total Operating Revenues	1,147,722	1,270,930	1,174,043	1,270,930
OPERATING EXPENSES				
Salaries and benefits	1,500,521	1,491,036	1,445,126	1,482,926
Materials and supplies	70,031	125,358	66,000	125,358
Professional services	251,951	336,256	268,000	336,256
Interdepartmental charges	108,563	109,235	109,235	109,540
Depreciation and Amortization	28,879	29,000	28,018	29,000
Other	21,605	12,400	3,000	12,400
Total Operating Expenses	1,981,550	2,103,285	1,919,379	2,095,480
OPERATING INCOME (LOSS) BEFORE TRANSFERS	(833,828)	(832,355)	(745,336)	(824,550)
<i>Operating transfer In</i>	713,187	713,187	713,187	713,187
<i>Operating transfer Out</i>	(12,054)	(61,999)	(61,999)	(61,851)
<i>Transfers from Fund Balance</i>	-	181,167	94,148	-
NET INCOME (LOSS)	\$ (132,695)	\$ -	\$ -	\$ (173,214)
Add: Depreciation	28,879	29,000	28,018	29,000
CASH, JULY 1	298,157	240,190	240,190	124,060
Adjustments				
Changes in Balance Sheet Accounts (Net)	45,849	-	-	-
Actual Capital Expenditures	-	-	-	-
Projected Capital Expenditures	-	(50,000)	(50,000)	(50,000)
Transfers from Fund Balance	-	(181,167)	(94,148)	-
Projected cash, ending	\$ 240,190	\$ 38,023	\$ 124,060	\$ (70,154)

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	425,000	\$ 446,000	\$ 468,000	\$ 491,000
	286,090	300,000	315,000	331,000
	450,400	473,000	497,000	522,000
	109,440	109,000	109,000	109,000
	<u>1,270,930</u>	<u>1,328,000</u>	<u>1,389,000</u>	<u>1,453,000</u>
	1,496,426	1,563,000	1,632,000	1,705,000
	125,358	125,000	125,000	125,000
	336,256	336,000	336,000	336,000
	112,039	117,000	122,000	127,000
	29,000	29,000	29,000	29,000
	12,400	12,000	12,000	12,000
	<u>2,111,479</u>	<u>2,182,000</u>	<u>2,256,000</u>	<u>2,334,000</u>
	<u>(840,549)</u>	<u>(854,000)</u>	<u>(867,000)</u>	<u>(881,000)</u>
	713,187	713,000	713,000	713,000
	(61,851)	(62,000)	(62,000)	(62,000)
	-	-	-	-
\$	<u>(189,213)</u>	<u>(203,000)</u>	<u>(216,000)</u>	<u>(230,000)</u>
	29,000	29,000	29,000	29,000
	(70,154)	(280,367)	(504,367)	(741,367)
	-	-	-	-
	-	-	-	-
	(50,000)	(50,000)	(50,000)	(50,000)
	-	-	-	-
\$	<u>(280,367)</u>	<u>(504,367)</u>	<u>(741,367)</u>	<u>(992,367)</u>

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
Operating Revenues				
Fire paramedic fees	\$ 117,892	\$ 120,000	\$ 103,034	\$ 100,000
Medical resupply fee	167,392	160,000	169,341	160,000
Paramedic ALS transport fees w/o paramedic	785,509	650,000	837,023	800,000
Paramedic ALS transport fees	951,562	850,000	959,386	850,000
Total operating revenues	2,022,355	1,780,000	2,068,784	1,910,000
Operating Expenses				
Salaries and benefits	9,803,494	9,932,187	9,969,222	10,192,377
Materials and supplies	286,358	326,004	290,000	324,582
Professional/contract services	14,715	16,031	15,000	16,031
Depreciation and amortization	12,235	12,235	12,235	12,235
Others	23,241	15,000	15,000	16,000
Total operating expenses	10,140,043	10,301,457	10,301,457	10,561,225
Operating income (loss)	(8,117,688)	(8,521,457)	(8,232,673)	(8,651,225)
Income (loss) before transfers	(8,117,688)	(8,521,457)	(8,232,673)	(8,651,225)
Operating Transfers In	8,683,856	9,140,565	8,870,438	9,438,990
Operating Transfers Out	(566,168)	(650,000)	(650,000)	(800,000)
Over (under) subsidy	\$ -	\$ (30,892)	\$ (12,235)	\$ (12,235)
Add:				
Cash, beginning	-	-	-	-
Depreciation (non cash item)	12,235	12,235	12,235	12,235
Capital Acquisitions	-	-	-	-
Increase/decrease balance sheet items	(12,235)	-	-	-
Transfers from Fund Balance	-	18,657	-	-
Projected cash, ending	\$ -	\$ -	\$ -	\$ -

2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$ 100,000	\$ 103,000	\$ 106,000	\$ 109,000
160,000	165,000	170,000	175,000
830,000	855,000	881,000	907,000
850,000	876,000	902,000	929,000
1,940,000	1,999,000	2,059,000	2,120,000
10,305,077	10,794,000	11,300,000	11,823,000
324,582	333,000	341,000	350,000
16,031	16,000	16,000	16,000
12,235	13,000	13,000	13,000
16,000	16,000	16,000	16,000
10,673,925	11,172,000	11,686,000	12,218,000
(8,733,925)	(9,173,000)	(9,627,000)	(10,098,000)
(8,733,925)	(9,173,000)	(9,627,000)	(10,098,000)
9,551,690	10,015,000	10,495,000	10,992,000
(830,000)	(855,000)	(881,000)	(907,000)
\$ (12,235)	\$ (13,000)	\$ (13,000)	\$ (13,000)
-	-	-	-
12,235	13,000	13,000	13,000
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

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

	2011-12 Actuals	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Charges for services - operations	\$ 2,790,634	\$ 2,700,000	\$ 2,860,186	\$ 2,694,000
Total Operating Revenues	2,790,634	2,700,000	2,860,186	2,694,000
OPERATING EXPENSES				
Salaries and employee benefits	2,884,166	3,077,041	2,981,216	3,088,475
Services and supplies	728,338	408,235	408,235	408,135
Depreciation	1,543,732	2,195,568	1,527,801	2,200,000
Insurance and Claims	7,555	23,943	7,555	23,943
Interdepartmental charges	114,497	110,529	110,529	110,920
Other	9,060	20,300	7,000	20,300
Total Operating Expenses	5,287,348	5,835,616	5,042,336	5,851,773
OPERATING INCOME (LOSS)	(2,496,714)	(3,135,616)	(2,182,150)	(3,157,773)
NON-OPERATING REVENUES				
Interest Income	238,595	258,000	253,000	258,000
Gain (loss) from sale of fixed assets	70,015	76,032	76,032	80,464
Other, net	10,576	-	-	-
Total Non-Operating Revenues	319,186	334,032	329,032	338,464
Income (Loss) before transfers	(2,177,528)	(2,801,584)	(1,853,118)	(2,819,309)
Operating Transfers In	926,350	493,320	493,320	612,872
Operating Transfers Out	(19,753)	(18,078)	(18,078)	(17,983)
Add: Depreciation	1,543,732	2,195,568	1,527,801	2,200,000
NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS	\$ 272,801	\$ (130,774)	\$ 149,925	\$ (24,420)
Capital Acquisitions				
Charges for services - vehicle replacement	2,860,675	2,873,916	2,894,033	2,873,916
Less: Vehicle Acquisitions	787,987	5,499,570	4,500,000	2,273,756
Total Vehicle Replacement Revenues less Vehicle Acq	2,072,688	(2,625,654)	(1,605,967)	600,160
NET INCOME (LOSS) AFTER VEHICLE ACQUISITIONS	\$ 2,345,489	\$ (2,756,428)	\$ (1,456,042)	\$ 575,740
Cash Beginning	13,745,957	16,043,529	16,043,529	14,587,487
Changes in balance sheet accounts	(47,917)	-	-	-
Projected cash, ending	\$ 16,043,529	\$ 13,287,101	\$ 14,587,487	\$ 15,163,227
Cash Balance - Capital Projects	-	-	-	-
Total Projected Cash Balance	\$ 16,043,529	\$ 13,287,101	\$ 14,587,487	\$ 15,163,227

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	2,694,000	\$ 2,699,000	\$ 2,704,000	\$ 2,710,000
	2,694,000	2,699,000	2,704,000	2,710,000
	3,117,075	3,238,000	3,381,000	3,513,000
	408,135	418,000	428,000	439,000
	2,200,000	2,255,000	2,311,000	2,369,000
	23,943	25,000	26,000	27,000
	113,302	118,000	123,000	128,000
	20,300	21,000	22,000	23,000
	5,882,755	6,075,000	6,291,000	6,499,000
	(3,188,755)	(3,376,000)	(3,587,000)	(3,789,000)
	258,000	264,000	271,000	278,000
	80,464	80,000	80,000	80,000
	-	-	-	-
	338,464	344,000	351,000	358,000
	(2,850,291)	(3,032,000)	(3,236,000)	(3,431,000)
	467,776	468,000	468,000	468,000
	(17,983)	(18,000)	(18,000)	(18,000)
	2,200,000	2,255,000	2,311,000	2,311,000
\$	(200,498)	\$ (327,000)	\$ (475,000)	\$ (670,000)
	2,873,916	2,874,000	2,874,000	2,874,000
	2,128,660	2,129,000	2,129,000	2,129,000
	745,256	745,000	745,000	745,000
\$	544,758	\$ 418,000	\$ 270,000	\$ 75,000
	15,163,227	15,707,985	16,125,985	16,395,985
	-	-	-	-
\$	15,707,985	\$ 16,125,985	\$ 16,395,985	\$ 16,470,985
	-	-	-	-
\$	15,707,985	\$ 16,125,985	\$ 16,395,985	\$ 16,470,985

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Recreation Services	\$ 3,117,595	\$ 3,505,838	\$ 3,066,238	\$ 3,479,329
Cultural Services	1,161,019	1,321,383	1,042,735	1,319,883
Total Operating Revenues	4,278,614	4,827,221	4,108,973	4,799,212
NON-OPERATING REVENUES				
Other	-	-	-	-
Total Non-Operating Revenues	-	-	-	-
Total Revenues/Resources	4,278,614	4,827,221	4,108,973	4,799,212
OPERATING EXPENSES				
Salaries and employee benefits	5,104,152	5,290,997	5,091,487	4,648,497
Services and supplies	970,399	1,181,308	957,348	1,100,214
Other professional services	846,238	1,231,409	826,118	1,141,299
Insurance and Claims	9,396	19,396	19,396	-
Interdepartmental charges	756,609	753,819	753,819	757,130
Other	10,541	29,818	10,416	18,320
Total Operating Expenses	7,697,335	8,506,747	7,658,584	7,665,460
Income (Loss) before transfers	(3,418,721)	(3,679,526)	(3,549,611)	(2,866,248)
Operating Transfers In	3,975,849	3,290,195	3,593,691	2,619,961
Operating Transfers Out	(45,095)	(44,080)	(44,080)	(41,629)
Income (Loss) before Use of Fund Balance	512,033	(433,411)	-	(287,916)
NET INCOME (LOSS)	\$ 512,033	\$ (433,411)	\$ -	\$ (287,916)
Cash Beginning	2,073	-	-	-
Changes in balance sheet accounts (Net)	(514,106)	-	-	-
Projected cash, ending	\$ -	\$ (433,411)	\$ -	\$ (287,916)

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	3,479,329	\$ 3,584,000	\$ 3,692,000	\$ 3,692,000
	1,319,883	1,320,000	1,320,000	1,320,000
	4,799,212	4,904,000	5,012,000	5,012,000
	-	-	-	-
	-	-	-	-
	4,799,212	4,904,000	5,012,000	5,012,000
	4,670,497	4,880,000	5,095,000	5,323,000
	1,100,214	1,128,000	1,156,000	1,185,000
	1,141,299	1,170,000	1,199,000	1,229,000
	-	-	-	-
	768,008	800,000	833,000	868,000
	18,320	19,000	19,000	19,000
	7,698,338	7,997,000	8,302,000	8,624,000
	(2,899,126)	(3,093,000)	(3,290,000)	(3,612,000)
	2,617,761	2,618,000	2,618,000	2,618,000
	(41,629)	(42,000)	(42,000)	(42,000)
	(322,994)	(517,000)	(714,000)	(1,036,000)
\$	(322,994)	\$ (517,000)	\$ (714,000)	\$ (1,036,000)
	(287,916)	(610,910)	(1,127,910)	(1,841,910)
	-	-	-	-
\$	(610,910)	\$ (1,127,910)	\$ (1,841,910)	\$ (2,877,910)

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
Operating Revenues				
Refuse fees	\$ 7,932,195	\$ 8,398,435	\$ 8,062,000	\$ 8,398,435
Recycling fees	1,843,731	1,662,200	1,820,194	1,662,200
AB 939 Waste Management	877,932	720,000	735,000	720,000
Total operating revenues	10,653,858	10,780,635	10,617,194	10,780,635
Operating Expenses				
Salaries and benefits	3,968,034	4,345,024	4,263,734	4,269,771
Materials and supplies	3,995,455	3,868,442	3,868,442	3,198,392
Professional/contract services	2,501,312	2,595,002	2,080,252	2,325,318
Depreciation and amortization	12,426	12,500	12,500	12,500
Interdepartmental charges	716,064	740,085	692,677	758,202
Insurance and claims	130,655	187,374	115,562	187,374
Others	1,833	30,515	24,460	30,515
Total operating expenses	11,325,779	11,778,942	11,057,627	10,782,072
Operating income (loss)	(671,921)	(998,307)	(440,433)	(1,437)
Non Operating revenue:				
Interest Income/Grants	76,730	5,000	3,000	5,000
Income (loss) before transfers	(595,191)	(993,307)	(437,433)	3,563
Operating Transfers Out	(340,744)	(123,303)	(123,303)	(152,238)
Operating Transfers In	246,037	167,293	167,293	268,307
Transfers from Fund Balance	689,898	949,317	-	-
Net income (loss)	\$ -	\$ -	\$ (393,443)	\$ 119,632
Add:				
Cash, beginning	891,934	153,407	153,407	(227,536)
Increase/decrease balance sheet items	(750,953)	-	-	-
Depreciation (non cash item)	12,426	12,500	12,500	12,500
Used oil grant	-	-	-	-
Reuse (T4T) grant	-	-	-	-
FEAP 436 - Radio Comm System	-	-	-	-
FEAP 571 - Feasibility Study	-	-	-	-
Capital Expenditures	-	-	-	-
Transfers from Fund Balance	(689,898)	(949,317)	-	-
Cash available before project appropriations	153,407	165,907	(227,536)	(95,404)
Cash appropriated for Capital Projects	-	-	-	-
Projected cash, ending	\$ 153,407	\$ 165,907	\$ (227,536)	\$ (95,404)

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	8,398,435	\$ 8,650,000	\$ 9,018,000	\$ 9,412,000
	1,662,200	1,712,000	1,763,000	1,816,000
	720,000	720,000	720,000	720,000
	10,780,635	11,082,000	11,501,000	11,948,000
	4,304,271	4,524,000	4,750,000	4,990,000
	3,186,392	3,274,000	3,364,000	3,456,000
	2,334,346	2,399,000	2,465,000	2,533,000
	12,500	13,000	13,000	13,000
	764,813	802,000	840,000	880,000
	187,374	192,000	197,000	202,000
	30,515	32,000	34,000	36,000
	10,820,211	11,236,000	11,663,000	12,110,000
	(39,576)	(154,000)	(162,000)	(162,000)
	5,000	5,000	5,000	5,000
	(34,576)	(149,000)	(157,000)	(157,000)
	(7,142)	(7,000)	(7,000)	(7,000)
	163,511	164,000	164,000	164,000
	-	-	-	-
\$	121,793	\$ 8,000	\$ -	\$ -
	(95,404)	38,889	59,889	72,889
	-	-	-	-
	12,500	13,000	13,000	13,000
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	38,889	59,889	72,889	85,889
	-	-	-	-
\$	38,889	\$ 59,889	\$ 72,889	\$ 85,889

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Workers Comp - Claims Reimb	\$ 1,252,168	\$ 1,190,630	\$ 1,190,630	\$ 1,190,630
Unemployment Insurance	233,819	240,000	240,000	240,000
Liability Reimbursements	1,011,116	1,011,116	1,011,116	1,007,723
Miscellaneous revenues	-	-	-	-
Total Operating Revenues	\$ 2,497,103	\$ 2,441,746	\$ 2,441,746	\$ 2,438,353
OPERATING EXPENSES				
Salaries and employee benefits	691,541	712,700	681,856	699,000
Services and supplies	162,440	213,396	175,347	204,034
Depreciation and amortization	-	2,400	2,156	2,400
Insurance and Claims	3,720,132	3,750,899	4,050,899	4,061,779
Other	2,425	6,800	4,217	6,800
Total Operating Expenses	\$ 4,576,538	\$ 4,686,195	\$ 4,914,475	\$ 4,974,013
Income (Loss) before transfers	\$ (2,079,435)	\$ (2,244,449)	\$ (2,472,729)	\$ (2,535,660)
Operating Transfers In	1,163,500	1,363,500	1,363,500	1,710,000
Operating Transfers Out	(4,073)	(14,558)	(14,558)	(2,094)
NET INCOME (LOSS)	\$ (920,008)	\$ (895,507)	\$ (1,123,787)	\$ (827,754)
Add: Depreciation	-	2,400	2,156	2,400
Cash Beginning	8,615,725	7,483,066	7,483,066	6,361,435
Changes in balance sheet accounts (Net)	(212,651)	-	-	-
Projected cash, ending	\$ 7,483,066	\$ 6,589,959	\$ 6,361,435	\$ 5,536,081

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	1,190,630	\$ 1,191,000	\$ 1,191,000	\$ 1,191,000
	240,000	240,000	240,000	240,000
	1,007,723	1,008,000	1,008,000	1,008,000
	-	-	-	-
\$	2,438,353	\$ 2,439,000	\$ 2,439,000	\$ 2,439,000
	705,700	737,000	769,000	803,000
	204,500	210,000	215,000	220,000
	2,400	2,000	2,000	-
	4,061,779	4,062,000	4,062,000	4,062,000
	6,800	7,000	7,000	7,000
\$	4,981,179	\$ 5,018,000	\$ 5,055,000	\$ 5,092,000
\$	(2,542,826)	\$ (2,579,000)	\$ (2,616,000)	\$ (2,653,000)
	2,160,000	2,460,000	2,760,000	2,760,000
	(2,094)	(2,000)	(2,000)	(2,000)
\$	(384,920)	\$ (121,000)	\$ 142,000	\$ 105,000
	2,400	2,000	2,000	-
	5,536,081	5,153,561	5,034,561	5,178,561
	-	-	-	-
\$	5,153,561	\$ 5,034,561	\$ 5,178,561	\$ 5,283,561

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
Operating Revenues				
Sewer charges	\$ 2,874,451	\$ 2,950,500	\$ 2,950,500	\$ 2,950,500
Late charges	5,721	4,500	4,500	4,500
Sewer revolving fees	7,544	8,000	7,500	8,000
Total operating revenues	2,887,716	2,963,000	2,962,500	2,963,000
Operating Expenses				
Salaries and benefits	1,794,002	1,851,923	1,851,923	1,804,571
Materials and supplies	344,823	316,114	346,114	316,114
Professional/contract services	372,143	638,454	451,000	541,332
Depreciation and amortization	1,032,949	1,006,480	1,006,480	1,006,480
Interdepartmental charges	284,357	383,082	390,082	389,787
Insurance and claims	-	-	-	-
Others	10,450	14,574	11,600	14,574
Total operating expenses	3,838,724	4,210,627	4,057,199	4,072,858
Operating income (loss)	(951,008)	(1,247,627)	(1,094,699)	(1,109,858)
Non Operating revenue:				
Interest Income/grants	164,858	175,000	165,000	170,000
Income (loss) before transfers	(786,150)	(1,072,627)	(929,699)	(939,858)
Operating Transfers In	-	-	-	-
Operating Transfers Out	(647,958)	(527,560)	(527,560)	-
Transfers from Fund Balance	1,434,108	1,600,187	1,457,259	939,858
Net income (loss)	\$ -	\$ -	\$ -	\$ -
Add:				
Cash, beginning	10,633,098	9,684,863	9,684,863	8,814,084
Depreciation (non cash item)	1,032,949	1,006,480	1,006,480	1,006,480
Increase/decrease balance sheet items	394,939	-	-	-
Capital Expenditures	(942,015)	-	(420,000)	-
Transfers from Fund Balance	(1,434,108)	(1,600,187)	(1,457,259)	(939,858)
Cash available before project appropriations	\$ 9,684,863	\$ 9,091,156	\$ 8,814,084	\$ 8,880,706
Cash appropriated for Capital Projects	-	-	-	-
Projected cash, ending	\$ 9,684,863	\$ 9,091,156	\$ 8,814,084	\$ 8,880,706

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	2,950,500	\$ 2,953,000	\$ 2,953,000	\$ 2,953,000
	4,500	5,000	5,000	5,000
	8,000	8,000	8,000	8,000
	2,963,000	2,966,000	2,966,000	2,966,000
	1,822,971	1,905,000	1,989,000	2,078,000
	316,114	324,000	332,000	340,000
	543,116	557,000	571,000	585,000
	1,006,480	1,032,000	1,058,000	1,084,000
	393,762	410,000	427,000	445,000
	-	-	-	-
	14,574	15,000	15,000	15,000
	4,097,017	4,243,000	4,392,000	4,547,000
	(1,134,017)	(1,277,000)	(1,426,000)	(1,581,000)
	175,000	175,000	175,000	175,000
	(959,017)	(1,102,000)	(1,251,000)	(1,406,000)
	-	-	-	-
	-	-	-	-
	959,017	1,102,000	1,259,000	1,422,000
\$	-	\$ -	\$ 8,000	\$ 16,000
	8,880,706	8,928,169	8,858,169	8,665,169
	1,006,480	1,032,000	1,058,000	1,084,000
	-	-	-	-
	-	-	-	-
	(959,017)	(1,102,000)	(1,259,000)	(1,422,000)
\$	8,928,169	\$ 8,858,169	\$ 8,665,169	\$ 8,343,169
	-	-	-	-
\$	8,928,169	\$ 8,858,169	\$ 8,665,169	\$ 8,343,169

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Passenger cash fares	\$ 3,260,304	\$ 3,471,200	\$ 3,270,978	\$ 3,471,200
Advertising	159,523	150,000	150,000	150,000
Miscellaneous	94,189	830	137,916	830
Total Operating Revenues	\$ 3,514,016	\$ 3,622,030	\$ 3,558,894	\$ 3,622,030
NON-OPERATING REVENUES				
SB-325 allocation	4,751,035	4,932,221	4,932,221	5,862,180
Proposition A Discretionary	3,574,087	3,683,707	3,683,707	3,795,641
Fair Share Revenue	213,927	218,505	218,505	222,657
5% Security	145,181	184,485	184,485	233,538
Prop C Discretionary Foothill Mitigation	154,445	149,381	149,381	180,716
Prop C Discretionary Svc Exp	926,332	955,523	955,523	1,419,743
Prop A - Torrance Dial-A-Lift	180,000	180,000	180,000	180,000
Proposition A - Local Return	2,007,808	1,963,136	1,963,136	2,307,004
Proposition A Exchange- Local Return	600,000	152,022	152,022	200,000
Transit STA	878,547	1,148,147	1,369,313	1,101,558
Contributions from other cities (D.A.L.)	62,017	50,000	65,000	65,000
Interest Income	66,174	83,500	70,000	83,500
Municipal Operators Service Program	652,433	1,092,601	1,092,601	1,121,400
Federal Grant	93,598	-	55,523	-
Capital Maintenance Revenue	2,250,000	2,250,000	2,250,000	2,250,000
Rapid Bus	-	750,000	750,000	750,000
Express Lane	-	800,000	800,000	600,000
Prop 1B-Security	165,972	115,470	115,470	-
Prop 1B-Security Bridge	-	46,228	46,228	-
Prop 1B-Public Transp Modernization Imprv & Srv	456,993	-	-	-
Other/Measure R	2,105,081	2,002,857	2,002,857	2,366,410
Total Non-Operating Revenues	\$ 19,283,630	\$ 20,757,783	\$ 21,035,972	\$ 22,739,347
Total Revenues/Resources	\$ 22,797,646	\$ 24,379,813	\$ 24,594,866	\$ 26,361,377
OPERATING EXPENSES				
Salaries and employee benefits	12,515,632	14,713,512	12,819,690	14,748,757
Services and supplies	3,127,600	4,101,967	3,227,632	5,939,581
Other professional services	1,797,392	2,174,465	1,827,376	2,976,830
Depreciation and amortization	3,178,577	3,331,089	3,054,380	3,789,089
Insurance and Claims	309,146	371,252	621,252	311,252
Interdepartmental charges	2,637,307	3,101,007	2,943,126	3,376,756
Loss on disposal of fixed assets	-	-	-	-
Other	77,000	77,000	82,500	127,000
Total Operating Expenses	\$ 23,642,654	\$ 27,870,292	\$ 24,575,956	\$ 31,269,265
Income (Loss) before transfers	\$ (845,008)	\$ (3,490,479)	\$ 18,910	\$ (4,907,888)
Operating Transfers In	232,547	1,201,978	1,201,978	1,154,000
Operating Transfers Out	(39,695)	(35,471)	(35,471)	(35,201)
Add: Depreciation	3,178,577	3,331,089	3,054,380	3,789,089
Transfers from Fund Balance	-	-	-	-
NET INCOME (LOSS)	\$ 2,526,421	\$ 1,007,117	\$ 4,239,797	\$ -
Cash Beginning	5,554,550	8,916,657	8,916,657	13,156,454
Changes in balance sheet accounts	835,686	-	-	-
Capital grants	10,275,943	-	5,188,599	3,770,000
Bus acquisition/refurbishments	(9,130,830)	-	(4,941,941)	(3,300,000)
Other capital purchase	(1,145,113)	-	(246,658)	(470,000)
Transfers from Fund Balance	-	-	-	-
Projected cash, ending	\$ 8,916,657	\$ 9,923,774	\$ 13,156,454	\$ 13,156,454

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	3,471,200	\$ 3,471,000	\$ 3,471,000	\$ 3,471,000
	150,000	153,000	156,000	159,000
	830	1,000	1,000	1,000
\$	3,622,030	\$ 3,625,000	\$ 3,628,000	\$ 3,631,000

	5,920,802	6,098,000	6,281,000	6,469,000
	3,833,597	3,949,000	4,067,000	4,189,000
	224,884	232,000	239,000	246,000
	235,873	243,000	250,000	258,000
	182,523	188,000	194,000	200,000
	1,433,940	1,477,000	1,521,000	1,567,000
	180,000	180,000	180,000	180,000
	2,330,074	2,400,000	2,472,000	2,546,000
	-	-	-	-
	1,159,163	1,194,000	1,230,000	1,267,000
	65,000	67,000	69,000	71,000
	83,500	84,000	84,000	84,000
	1,132,614	1,167,000	1,202,000	1,238,000
	-	-	-	-
	2,250,000	2,250,000	2,250,000	2,250,000
	375,000	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	2,390,074	2,390,000	2,390,000	2,390,000
\$	21,797,044	\$ 21,919,000	\$ 22,429,000	\$ 22,955,000

\$	25,419,074	\$ 25,544,000	\$ 26,057,000	\$ 26,586,000
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	14,870,457	15,536,000	16,220,000	16,946,000
	5,184,599	5,314,000	5,447,000	5,583,000
	2,765,465	2,835,000	2,906,000	2,979,000
	3,789,089	3,789,000	3,789,000	3,789,000
	311,252	319,000	327,000	335,000
	3,479,100	3,623,000	3,771,000	3,927,000
	-	-	-	-
	127,000	130,000	133,000	136,000
\$	30,526,962	\$ 31,546,000	\$ 32,593,000	\$ 33,695,000

\$	(5,107,888)	\$ (6,002,000)	\$ (6,536,000)	\$ (7,109,000)
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	1,354,000	-	-	-
	(35,201)	(47,000)	(47,000)	(47,000)
	3,789,089	3,789,000	3,789,000	3,789,000
	-	2,260,000	2,794,000	3,367,000
\$	-	\$ -	\$ -	\$ -

	13,156,454	13,156,454	10,896,454	8,102,454
	-	-	-	-
	2,202,531	378,000	-	-
	(2,202,531)	-	-	-
	-	(378,000)	-	-
	-	(2,260,000)	(2,794,000)	(3,367,000)
\$	13,156,454	\$ 10,896,454	\$ 8,102,454	\$ 4,735,454

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
OPERATING REVENUES				
Cash Fare	\$ 52,178	\$ 50,000	\$ 54,200	\$ 50,000
Other Grants	34,140	39,000	36,000	39,000
Prop C fund	145,376	167,930	167,930	167,930
Total Operating Revenues	231,694	256,930	258,130	256,930
OPERATING EXPENSES				
Salaries and employee benefits	80,915	80,010	77,850	79,565
Services and supplies	145,849	170,510	155,000	170,510
Other professional services	4,900	5,600	4,720	5,600
Others	30	250	250	250
Total Operating Expenses	231,694	256,370	237,820	255,925
NET INCOME (LOSS) before transfers	-	560	20,310	1,005
Transfer Out	-	-	-	-
Transfers from Fund Balance	-	-	-	-
Net income (loss)	\$ -	\$ 560	\$ 20,310	\$ 1,005
Cash Beginning	-	599	599	-
Return to Prop C Fund	-	(1,159)	(20,909)	(1,005)
Transfers from Fund Balance	-	-	-	-
Changes in Balance Sheet Accounts (Net)	599	-	-	-
Projected cash, ending	\$ 599	\$ -	\$ -	\$ -

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	50,000	\$ 65,000	\$ 65,000	\$ 65,000
	39,000	39,000	39,000	39,000
	167,930	170,000	175,000	180,000
	256,930	274,000	279,000	284,000
	79,565	83,000	87,000	91,000
	170,510	175,000	179,000	183,000
	5,600	6,000	6,000	6,000
	250	-	-	-
	255,925	264,000	272,000	280,000
	1,005	10,000	7,000	4,000
	-	-	-	-
	-	-	-	-
\$	1,005	\$ 10,000	\$ 7,000	\$ 4,000
	-	-	-	-
	(1,005)	(10,000)	(7,000)	(4,000)
	-	-	-	-
	-	-	-	-
\$	-	\$ -	\$ -	\$ -

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

	2011-12 Actual	2012-13 Amended	2012-13 Projected	2013-14 Proposed
Operating Revenues				
Wholesale water sales	\$ 1,333,978	\$ 1,275,000	\$ 1,200,000	\$ 1,313,000
Metered water sales	13,468,681	16,250,000	16,250,000	16,738,000
Metered Water Sales-Commercial	6,142,568	6,000,000	6,150,000	6,180,000
Metered Water Sales-Industrial	2,914,834	1,700,000	1,600,000	1,751,000
Mobil potable water sales	2,040,795	1,875,000	2,100,000	1,931,000
Sales to City	596,776	600,000	620,000	618,000
Residential low income discount	152,171	165,000	150,000	170,000
Recycled-Landscape irrigation	257,785	305,000	260,000	330,000
Recycled Sales Mobil	4,760,481	4,900,000	4,938,300	5,704,000
Mobil reclaimed fixed contrib pymt	870,570	760,000	900,000	990,000
Direct & indirect labor fee	234,400	235,000	224,434	235,000
Chemical fee revenue	106,434	160,000	80,000	160,000
Water quality analysis	7,761	40,000	7,700	40,000
Repairs & maintenance fee	70,009	50,000	40,000	50,000
Other related fee revenue	28,866	65,000	0	65,000
Late charge	117,042	70,000	90,000	100,000
Water disconnect fees	44,568	10,000	92,366	10,000
Fire protection charges	605,609	350,000	435,000	361,000
Pumping charges	95,721	100,000	100,000	100,000
Water start service fee	57,009	65,000	28,000	65,000
Fire flow test	3,600	2,000	2,500	2,000
Misc services	21,090	25,000	70,000	25,000
Engineering, overhead & inspection	80,087	30,000	50,000	70,000
Total operating revenues	34,010,835	35,032,000	35,388,300	37,008,000
Operating Expenses				
Salaries	4,770,869	5,297,878	5,191,920	5,362,592
Materials	1,440,966	1,859,523	1,785,142	1,974,164
Cost of Water	20,591,517	22,265,950	21,975,000	23,621,000
Prof Services	855,324	1,106,434	1,051,112	1,134,472
Travel, Training	17,787	42,275	27,376	42,275
Depr/Amortization/Bond Issuance Cost	1,311,086	1,248,430	1,248,430	1,300,000
Litigation Expense	127,970	92,109	78,948	92,109
Interdepartmental Charges	1,004,776	1,163,135	1,104,000	1,222,502
Others	443,057	30,000	30,000	30,000
In lieu franchise payments	718,000	718,000	718,000	718,000
Total operating expenses	31,281,352	33,823,734	33,209,928	35,497,114
Operating Income (Loss)	2,729,483	1,208,266	2,178,372	1,510,886
Non-Operating Revenue				
Investment earnings	146,001	120,000	150,000	150,000
Contributed Capital Received	21,679	35,000	25,000	35,000
Total Non -Operating Income	167,680	155,000	175,000	185,000
Non-Operating Expenses				
Interest expense	74,003	46,800	46,800	19,535
Income (Loss) before transfers	2,823,160	1,316,466	2,306,572	1,676,351
Operating Transfers Out	(22,042)	(616,096)	(616,096)	(15,520)
Net Income (Loss)	\$ 2,801,118	\$ 700,370	\$ 1,690,476	\$ 1,660,831
Add:				
Cash Beginning	5,180,512	7,709,700	7,709,700	9,678,606
Depreciation (non cash item)	1,311,086	1,248,430	1,248,430	1,300,000
Increase (decrease) in balance sheet account	(671,586)			-
Capital Expenditures	(371,430)		(400,000)	-
Non-Capital Project Expenditures	-			-
Bond principal payment	(540,000)	(570,000)	(570,000)	(620,000)
Cash available before project appropriations	7,709,700	9,088,500	9,678,606	12,019,437
Cash appropriated for capital projects	-	-	-	-
Water Financial Reserve	(1,000,000)	-	-	-
Projected cash, ending	\$ 6,709,700	\$ 9,088,500	\$ 9,678,606	\$ 12,019,437

	2014-15 Proposed	2015-16 Projected	2016-17 Projected	2017-18 Projected
\$	1,313,000	\$ 1,379,000	\$ 1,448,000	\$ 1,520,000
	16,738,000	17,575,000	18,454,000	19,377,000
	6,180,000	6,489,000	6,813,000	7,154,000
	1,751,000	1,839,000	1,931,000	2,028,000
	1,931,000	2,028,000	2,129,000	2,235,000
	618,000	649,000	681,000	715,000
	170,000	179,000	188,000	197,000
	330,000	347,000	364,000	382,000
	5,704,000	5,989,000	6,288,000	6,602,000
	990,000	990,000	990,000	990,000
	235,000	247,000	259,000	272,000
	160,000	168,000	176,000	185,000
	40,000	42,000	44,000	46,000
	50,000	53,000	56,000	59,000
	65,000	68,000	71,000	75,000
	100,000	100,000	100,000	100,000
	10,000	10,000	10,000	10,000
	361,000	361,000	361,000	361,000
	100,000	100,000	100,000	100,000
	65,000	65,000	65,000	65,000
	2,000	2,000	2,000	2,000
	25,000	25,000	25,000	25,000
	70,000	70,000	70,000	70,000
	37,008,000	38,775,000	40,625,000	42,570,000
	5,404,692	5,647,000	5,896,000	6,160,000
	1,974,164	2,024,000	2,075,000	2,127,000
	23,621,000	24,802,000	26,042,000	26,042,000
	1,148,162	1,177,000	1,206,000	1,236,000
	42,275	43,000	44,000	45,000
	1,300,000	1,300,000	1,300,000	1,300,000
	92,109	94,000	96,000	98,000
	1,234,224	1,285,000	1,338,000	1,393,000
	30,000	31,000	32,000	33,000
	718,000	718,000	718,000	718,000
	35,564,626	37,121,000	38,747,000	39,152,000
	1,443,374	1,654,000	1,878,000	3,418,000
	160,000	160,000	160,000	160,000
	35,000	35,000	35,000	35,000
	195,000	195,000	195,000	195,000
	3,000	3,000	3,000	3,000
	1,635,374	1,846,000	2,070,000	3,610,000
	(15,520)	(16,000)	(16,000)	(16,000)
\$	1,619,854	\$ 1,830,000	\$ 2,054,000	\$ 3,594,000
	12,019,437	14,939,291	18,069,291	21,423,291
	1,300,000	1,300,000	1,300,000	1,300,000
	-	-	-	-
	-	-	-	-
	-	-	-	-
	14,939,291	18,069,291	21,423,291	26,317,291
	-	-	-	-
\$	14,939,291	\$ 18,069,291	\$ 21,423,291	\$ 26,317,291

OPERATING TRANSFERS IN AND OUT
Adopted Fiscal Year 2012-13

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 20,329,950	Special Revenue Fund:	
		Street Lighting Assessment	\$ 1,777,163
General Fund -Reserve	100,000	Enterprise Funds:	
		Cultural Services	710,379
		Parks and Recreation	2,579,816
		Cultural Arts Center	713,187
		Emergency Medical Services	9,246,790
		Animal Control	248,000
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	1,363,500
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	193,720
		PC Replacement Fund 1023	345,310
		Reorganization Fund 1004	900,000
		General Fund - Operations	100,000
		2012-13 Capital Project Fund	1,000,000
	\$ 20,429,950		\$ 20,429,950
Special Revenue Funds:		General Fund	2,280,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
		Telephone Replacement	766
Government Cable Communications	434,866	Data Communications Replacement	1,000
		Radio Replacement	232
Proposition C Local Return	2,761,930	PC Replacement	7,686
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,354,000
	\$ 4,236,796		\$ 4,236,796
Capital Project Funds:		Inmate Welfare Fund - Operations	10,000
Inmate Welfare Fund - Capital	10,000		\$ 10,000
	\$ 10,000		
Enterprise Fund:		General Fund	7,022,825
Airport - Aeronautical	16,392	General Fund Sub-Fund:	
Airport - Non Aeronautical	6,286,088	Telephone Replacement	22,290
Cultural Arts Center	61,999	Data Communications Replacement	10,331
Parks and Recreation	44,080	Radio Replacement	27,675
Sewer	0	PC Replacement	68,336
Transit	35,471	Special Revenue Fund:	
Water	16,096	Street Lighting Assessment District	25,763
Sanitation	123,303	Enterprise Fund:	
Emergency Medical Service	650,000	Sanitation	138,102
Internal Service Fund:		Capital Project Fund:	
Self Insurance	2,020	Cultural Arts Center	50,000
Fleet Services	18,078		
Special Revenue Fund:			
Gov. Cable Communications	108,000		
Cable TV Public Access	3,795		
	\$ 7,365,322		\$ 7,365,322
Total Transfers	\$ 32,042,068		\$ 32,042,068

OPERATING TRANSFERS IN AND OUT
Proposed Fiscal Year 2013-14 (Year 1 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 19,667,587	Special Revenue Fund:	
		Street Lighting Assessment	\$ 1,757,363
General Fund -Reserve	238,300	Enterprise Funds:	
		Cultural Services	451,035
		Parks and Recreation	2,168,926
		Cultural Arts Center	713,187
		Emergency Medical Services	9,438,990
		Animal Control	255,540
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	1,710,000
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	193,720
		PC Replacement Fund 1023	351,741
		General Fund - Operations	238,300
		Post Employment Compensated Absences	1,375,000
	\$ 19,905,887		\$ 19,905,887
Special Revenue Funds:		General Fund	1,040,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communications	434,543	Telephone Replacement	766
Proposition C Local Return	1,321,930	Data Communications Replacement	1,000
		Radio Replacement	232
		PC Replacement	7,363
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,154,000
	\$ 2,796,473		\$ 2,796,473
Capital Project Funds:		Inmate Welfare Fund - Operations	10,000
Inmate Welfare Fund - Capital	10,000		\$ 10,000
	\$ 10,000	General Fund	7,360,634
Enterprise Fund:		General Fund Sub-Fund:	
Airport - Aeronautical	16,358	Telephone Replacement	22,290
Airport - Non Aeronautical	6,473,897	Data Communications Replacement	10,331
Cultural Arts Center	61,851	Radio Replacement	27,675
Parks and Recreation	41,629	PC Replacement	64,644
Sewer	0	Special Revenue Fund:	
Transit	35,201	Street Lighting Assessment District	25,763
Water	15,520	Enterprise Fund:	
Sanitation	268,307	Sanitation	283,198
Emergency Medical Service	800,000	Capital Project Fund:	
Internal Service Fund:		Cultural Arts Center	50,000
Self Insurance	2,094		
Fleet Services	17,983		
Special Revenue Fund:			
Gov. Cable Communications	108,000		
Cable TV Public Access	3,695		
	\$ 7,844,535		\$ 7,844,535
Total Transfers	\$ 30,556,895		\$ 30,556,895

OPERATING TRANSFERS IN AND OUT
Proposed Fiscal Year 2014-15 (Year 2 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 20,237,733	Special Revenue Fund:	
General Fund -Reserve	184,900	Street Lighting Assessment	\$ 1,762,863
		Enterprise Funds:	
		Cultural Services	450,835
		Parks and Recreation	2,166,926
		Cultural Arts Center	713,187
		Emergency Medical Services	9,551,690
		Animal Control	259,686
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	2,160,000
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	193,720
		PC Replacement Fund 1023	351,741
		General Fund - Operations	184,900
		Post Employment Compensated Absences	1,375,000
	\$ 20,422,633		\$ 20,422,633
Special Revenue Funds:		General Fund	1,040,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communications	434,543	Telephone Replacement	766
Proposition C Local Return	1,521,930	Data Communications Replacement	1,000
		Radio Replacement	232
		PC Replacement	7,363
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,354,000
	\$ 2,996,473		\$ 2,996,473
Capital Project Funds:		Inmate Welfare Fund - Operations	10,000
Inmate Welfare Fund - Capital	10,000		\$ 10,000
	\$ 10,000		
Enterprise Fund:		General Fund	7,584,078
Airport - Aeronautical	16,358	General Fund Sub-Fund:	
Airport - Non Aeronautical	6,667,341	Telephone Replacement	22,290
Cultural Arts Center	61,851	Data Communications Replacement	10,331
Parks and Recreation	41,629	Radio Replacement	27,675
Sewer	0	PC Replacement	64,644
Transit	35,201	Special Revenue Fund:	
Water	15,520	Street Lighting Assessment District	25,763
Sanitation	123,211	Enterprise Fund:	
Emergency Medical Service	830,000	Sanitation	138,102
Internal Service Fund:		Capital Project Fund:	
Self Insurance	2,094	Cultural Arts Center	50,000
Fleet Services	17,983		
Special Revenue Fund:			
Gov. Cable Communications	108,000		
Cable TV Public Access	3,695		
	\$ 7,922,883		\$ 7,922,883
Total Transfers	\$ 31,351,989		\$ 31,351,989

PERSONNEL SUMMARY

	2009-10 Adopted		2010-11 Adopted		2011-12 Adopted		2013 Actual (1/1/13)	2012-13 Adopted		2013-14 Proposed		2014-15 Proposed	
	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds		General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
City Council	7.0	-	7.0	-	7.0	-	7.0	7.0	-	7.0	-	7.0	-
City Attorney	14.0	-	11.5	-	11.5	-	11.0	11.5	-	11.5	-	11.5	-
City Clerk	8.5	-	8.5	-	8.5	-	9.0	8.5	-	9.0	-	9.0	-
City Treasurer	6.0	-	6.0	-	7.0	-	7.0	7.0	-	7.0	-	7.0	-
City Manager	15.0	-	14.0	-	14.0	-	13.9	14.0	-	15.0	-	15.0	-
Cable Television	-	17.3	-	17.3	-	17.3	12.4	-	17.3	-	17.3	-	17.3
Civil Service	2.8	-	2.8	-	2.8	-	2.3	4.3	-	2.0	-	2.0	-
Commun. & Info. Tech.	40.5	-	41.5	-	40.5	-	39.6	40.5	-	40.5	-	40.5	-
Community Development	63.5	4.5	58.2	5.3	54.2	5.3	52.4	54.0	5.5	54.0	5.5	54.0	5.5
Community Svcs. - Full Tim	102.1	23.8	98.1	23.8	94.1	23.8	112.0	101.1	23.8	103.1	21.8	103.1	21.8
Community Svcs. - Recurre	52.5	90.7	51.6	90.7	50.1	90.7	56.9	37.6	90.7	42.2	88.5	42.2	88.5
Finance	39.0	-	36.0	-	35.0	-	37.4	44.5	-	45.5	-	45.5	-
Fire	121.5	50.0	114.5	50.0	112.5	50.0	159.1	113.5	50.0	113.5	50.0	113.5	50.0
General Services	56.0	-	53.0	-	55.0	-	51.4	55.0	-	55.0	-	55.0	-
CAC* - full time	-	10.5	-	10.5	-	9.5	9.0	-	9.5	-	9.5	-	9.5
CAC* - recurrent	-	17.8	-	17.8	-	17.8	6.3	-	17.8	-	17.8	-	17.8
Airport	-	8.5	-	8.5	-	8.5	10.0	-	8.5	-	8.5	-	8.5
Fleet	-	34.0	-	34.0	-	32.5	31.2	-	32.5	-	32.5	-	32.5
Human Resources	27.5	-	24.5	-	24.5	-	10.6	12.0	-	14.3	-	14.3	-
Workforce Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Police - full time	339.8	4.0	332.8	4.0	330.8	4.0	308.0	332.3	4.0	333.3	5.0	334.3	5.0
Police - recurrent	13.0	-	13.0	-	13.0	-	8.4	13.0	-	13.0	-	13.0	-
Public Works	104.4	-	96.7	-	99.7	-	102.2	102.7	-	102.7	-	102.7	-
Sanitation	-	49.1	-	49.4	-	49.4	39.0	-	42.4	-	42.4	-	42.4
Water	-	39.0	-	40.2	-	41.2	39.0	-	41.2	-	41.2	-	41.2
Airport	-	-	-	-	-	-	-	-	-	-	-	-	-
Sewer	-	10.0	-	10.2	-	10.2	19.0	-	20.2	-	20.2	-	20.2
Transit	-	139.8	-	138.8	-	140.3	117.8	-	150.3	-	150.3	-	150.3
Total full time positions	947.6	390.5	905.1	392.0	897.1	392.0	1,200.3	907.9	405.2	913.4	404.2	914.4	404.2
Total recurrent positions	65.5	108.5	64.6	108.5	63.1	108.5	71.6	50.6	108.5	55.2	106.3	55.2	106.3
Total	1,013.1	499.0	969.7	500.5	960.2	500.5	1,271.9	958.5	513.7	968.6	510.5	969.6	510.5
City Total		<u>1,512.1</u>		<u>1,470.2</u>		<u>1,460.7</u>	<u>1,271.9</u>		<u>1,472.2</u>		<u>1,479.1</u>		<u>1,480.1</u>

*Cultural Arts Center

Personnel Vacancies as of April 1, 2013

DEPARTMENT	FUND	VACANCY	NUMBER
City Manager - Cable	Enterprise Fund	Announcer	1.0
	Enterprise Fund	Production Assistant	1.0
	Enterprise Fund	Production Supervisor	1.0
City Manager - Human Resources	General Fund	Personnel Technician	1.8
	General Fund	Secretary	0.7
Comm. & Info Technology (CIT)	General Fund	Information Technology Analyst	1.0
Community Development	General Fund	Building Inspector	1.0
	General Fund	Engineering Tech III	1.0
	General Fund	Environmental Quality Officer	3.0
	General Fund	Inspector, Mech. & Plumbing, Sr	1.0
	General Fund	Permit Technician II	1.0
Community Services (Library & Park Services)	General Fund	Jr Library Clerk	0.5
	General Fund	Library Assistant I	3.0
	General Fund	Library Page	0.5
	General Fund	Maintenance Worker	1.6
	General Fund	Parks Services Supervisor	1.0
	General Fund	Program Coordinator	1.0
	General Fund	Recreation Supervisor	1.0
	General Fund	Reference Librarian (part-time)	0.5
	General Fund	Senior Administrative Assistant	1.0
General Fund	Senior Librarian	2.0	
Finance	General Fund	Accountant	3.0
Fire	General Fund	Hazardous Materials Analyst	1.0
	General Fund	Firefighter - Sworn	4.0
General Services	General Fund	Air Conditioning & Heating Supervisor	1.0
	General Fund	Building Maintainer	2.0
	General Fund	Custodian	2.0
	General Fund	Mechanic	1.0
	General Fund	Senior Welder	1.0
Enterprise Fund	Senior Business Manager	1.0	
Police	General Fund	Emergency Services Coordinator	1.0
	General Fund	Forensic Identification Specialist	2.0
	General Fund	Information Tech Specialist	1.0
	General Fund	Police Operations Supervisor	1.0
	General Fund	Police Records Technician	5.0
	General Fund	Police Services Officer	2.0
	General Fund	Public Safety Dispatcher	3.0
General Fund	Officer-Recruit - Sworn	5.0	

Personnel Vacancies as of April 1, 2013 (continued)

DEPARTMENT	FUND	VACANCY	NUMBER
Public Works	General Fund	Deputy Director Public Works/CE	1.0
	General Fund	Engineering Technician I	1.0
	General Fund	Engineering Technician III	1.0
	General Fund	Maintenance Worker (Street Operations)	1.0
	General Fund	Maintenance Worker (Streetscape)	1.0
	General Fund	Public Works Inspector Capital Projects	2.0
	Enterprise Fund	Water Service Supervisor	1.0
	Enterprise Fund	Water Tech I	1.0
	Enterprise Fund	Water Tech II	1.0
	Enterprise Fund	Water Tech III	2.0
Transit	Enterprise Fund	Bus Operator	10.0
	Enterprise Fund	Relief Bus Operator - Part-time	6.0
	Enterprise Fund	Senior Mechanic	1.0
	Enterprise Fund	Storekeeper	1.0
	Enterprise Fund	Transit Dispatcher	1.0
	Enterprise Fund	Transit Mechanic	3.0
	Enterprise Fund	Transit Supervisor	4.0
		Total	<u>99.6</u>
		Vacancies Summary:	
		Safety	9.0
		General Fund	55.6
		Enterprise Fund	<u>35.0</u>
		Total	<u>99.6</u>

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**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Summary						
Property Taxes	39,960,248	39,803,760	40,165,786	42,085,158	43,415,050	45,227,977
Sales Tax	32,769,886	37,565,528	39,485,014	41,176,300	45,731,188	47,793,347
Other Taxes	52,563,130	54,490,075	56,380,429	59,343,950	57,984,604	59,460,289
Licenses and Permits	1,617,719	1,639,218	1,919,074	1,932,900	1,969,186	2,006,240
Grants and Subventions	1,667,100	2,060,138	1,452,071	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,039,810	1,084,493	1,225,781	1,330,000	1,330,000	1,330,000
Use of Money and Property	3,572,894	2,368,827	2,675,945	2,825,400	2,716,662	2,759,162
Charges for Services	4,504,776	4,621,198	4,254,521	5,220,601	5,158,465	5,233,695
Other Revenues	20,479,758	19,672,500	12,219,837	12,092,825	11,328,934	12,598,978
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund Revenues	158,175,320	163,305,736	159,778,458	167,417,134	171,044,089	177,819,688
Detail						
Property Taxes						
Secured	24,965,515	25,099,131	25,784,370	26,659,158	27,706,870	29,147,654
VLF Swap	11,216,152	11,074,900	11,201,890	11,426,000	11,768,780	12,121,843
Unsecured	1,271,895	1,279,997	1,174,302	1,320,000	1,348,200	1,348,200
Supplemental	229,228	289,673	359,322	530,000	545,900	545,900
Redemptions	1,259,282	1,091,905	699,428	1,120,000	966,400	966,400
Real property transfer	516,996	468,710	470,050	600,000	636,000	655,080
Aircraft assessment	175,991	178,647	287,810	180,000	185,400	185,400
Penalties and interest	325,190	320,797	188,614	250,000	257,500	257,500
Total Property Taxes	39,960,248	39,803,760	40,165,786	42,085,158	43,415,050	45,227,977
Sales Taxes	32,769,886	37,565,528	39,485,014	41,176,300	45,731,188	47,793,347
Other Taxes						
Utility Users	32,100,029	32,909,944	31,443,922	34,807,000	32,017,105	32,641,447
Business Licensing	7,668,781	8,024,995	8,424,511	8,612,150	9,285,891	9,609,702
Occupancy	6,400,237	6,958,891	7,900,186	8,272,800	8,962,348	9,320,842
Prop 172 Sales Tax	1,148,942	1,201,164	1,427,890	1,442,000	1,485,260	1,529,818
Franchise payments	4,541,024	4,693,735	6,156,963	5,400,000	5,408,000	5,516,160
Construction	697,727	693,972	1,016,044	800,000	816,000	832,320
Oil Severance	6,391	7,375	10,913	10,000	10,000	10,000
Total Other Taxes	52,563,130	54,490,075	56,380,429	59,343,950	57,984,604	59,460,289
Licenses and Permits						
Construction permits	1,465,839	1,507,569	1,790,324	1,781,200	1,814,452	1,848,411
Other licenses and permits	151,880	131,649	128,750	151,700	154,734	157,829
Total Licenses and Permits	1,617,719	1,639,218	1,919,074	1,932,900	1,969,186	2,006,240
Grants and Subventions						
Motor vehicle licenses	437,789	684,566	74,069	-	-	-
Gasoline tax	840,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
State homeowner prop tax	238,905	236,485	234,829	250,000	250,000	250,000
Other state revenues	150,406	99,086	103,173	120,000	120,000	120,000
Other county grants	-	-	-	-	-	-
Total Grants and Subventions	1,667,100	2,060,138	1,452,071	1,410,000	1,410,000	1,410,000

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected budget for 2013-14 reflects a 3.2% increase over fiscal year 2012-13 budget. The increase represents a change in the local economy in housing sales and home prices.

Sales Tax

Sales tax revenues in 2013-14 are projected to be approximately \$4.5 million greater than fiscal year 2012-13 budget projection. Sales tax revenues are directly impacted by the economy. Recent economic retail sales indicators are reflecting moderate growth through the end of fiscal year 2013-14.

Utility User's Tax

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected decrease of 8.0% for fiscal year 2013-14 represents a decline in the use of natural gas from a local refinery, a decline in electricity usage and cellular telephone plans.

Business License Tax

This revenue source is projected to increase by 7.8 % over fiscal year 2012-13 budget. Business license taxes are indexed to cpi.

Occupancy Tax

Occupancy tax revenues are being increased by 8.3% to reflect a modest recovery from the recent declines in business travel and tourism.

Prop 172 Sales Tax

This revenue which is sensitive to the economy is projected to grow slightly by 3%.

Franchise Payments - Other

This revenue source is being projected to remain constant for fiscal year 2013-14.

Construction Tax

It is projected that the construction industry will continue to improve, and is being projected to increase by 2% over fiscal year 2012-13 budget.

Oil Severance Tax

This revenue remains constant and is not being changed for fiscal year 2013-14 .

Licenses and Permits

This revenue source is projected to reflect a modest increase of 2 % over fiscal year 2012-13 budget. These revenues are directly related to construction activities and are projected to show modest growth patterns in fiscal year 2013-14.

Motor Vehicle Licenses

This revenue source was removed in 2012-13 due to State take-away of this revenue source.

**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Fines and Forfeitures						
General court fines	591,604	644,109	822,873	850,000	850,000	850,000
Traffic fines	448,206	440,384	402,908	480,000	480,000	480,000
Total Fines and Forfeitures	1,039,810	1,084,493	1,225,781	1,330,000	1,330,000	1,330,000
Use of Money and Property						
Investment earnings	2,599,356	1,602,221	1,185,774	1,400,000	1,250,000	1,250,000
Rents and royalties	932,297	1,315,057	1,358,969	1,425,400	1,466,662	1,509,162
Franchise payments	41,240	(548,451)	131,202			
Total Use of Money and Property	3,572,894	2,368,827	2,675,945	2,825,400	2,716,662	2,759,162
Charges for Services						
Indirect charges						
Construction related fees	1,190,339	1,238,271	1,510,910	1,565,001	1,611,351	1,659,091
Engineering fees	243,997	157,692	164,379	278,100	286,443	295,036
Police Department services	728,597	577,640	676,051	852,000	864,354	877,072
Fire inspection fees	1,726,161	1,915,613	1,188,576	1,781,500	1,632,000	1,633,111
Other charges	137,327	170,837	190,161	174,000	178,920	183,988
Library fines and fees	143,095	154,297	143,852	190,000	190,000	190,000
Recreation Processing/Facility Fees	335,259	406,847	380,593	380,000	395,397	395,397
Total Charges for Services	4,504,776	4,621,198	4,254,521	5,220,601	5,158,465	5,233,695
Other Revenues						
Contributions	2,572,136	2,618,000	2,618,000	2,600,000	2,600,000	2,600,000
Other revenue	2,029,573	3,514,627	1,583,733	1,130,000	1,130,000	2,230,000
Transfers-in	15,878,049	13,539,873	8,018,104	8,362,825	7,598,934	7,768,978
Total Other Revenues	20,479,758	19,672,500	12,219,837	12,092,825	11,328,934	12,598,978
Non-Recurring Revenues						
Liquidation of prior year reserves						
Liquidation of economic dev. reserves						
PERS interest amortization						
PERS interest on credits						
PERS credit amortization						
Donations						
Advances from the City						
Total Non-Recurring Revenues						
Total General Fund Revenues	158,175,320	163,305,736	159,778,458	167,417,134	171,044,089	177,819,688

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

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund (Continued)

Fines and Forfeitures

This revenue source is expected to remain the same for fiscal year 2013-14.

Investment Earnings

Interest income for the 2013-14 budget is being reduced by 10.7% due to low interest rates and less available cash to invest.

Rents and Royalties

This revenue is projected to grow by 2.9% in fiscal year 2013-14.

Waste Haulers Franchise

This revenue source, has been consolidated with the general franchise tax mentioned above. Waste Haulers Franchise is expected to remain relatively constant for fiscal year 2013-14.

Charges for Services

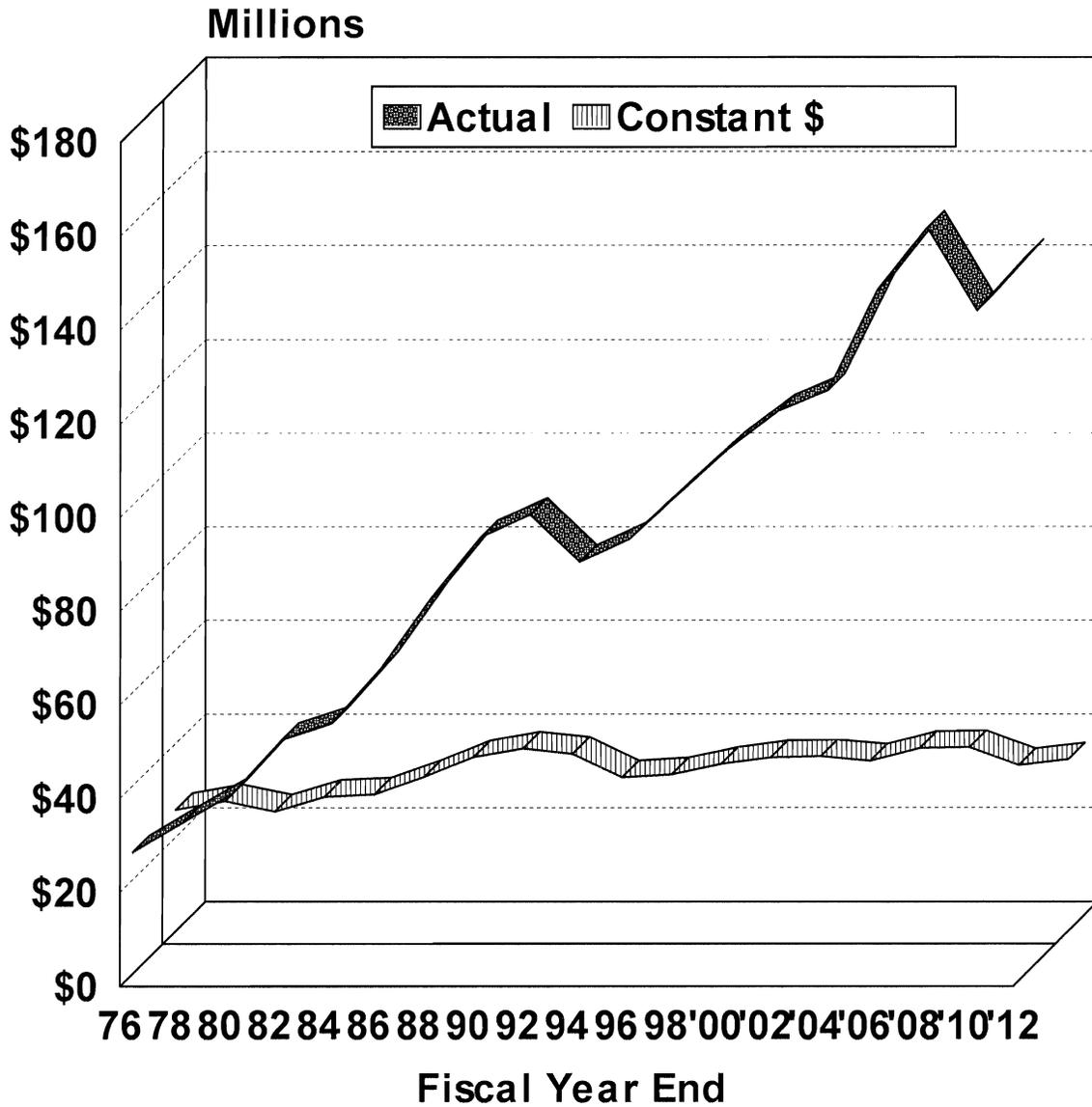
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to decrease slightly for fiscal year 2013-14.

Operating Transfers

This revenue source has declined due to the removal of transfers In from Proposition C Unappropriated

GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars*



Actual average annual growth rate of 5.1%.

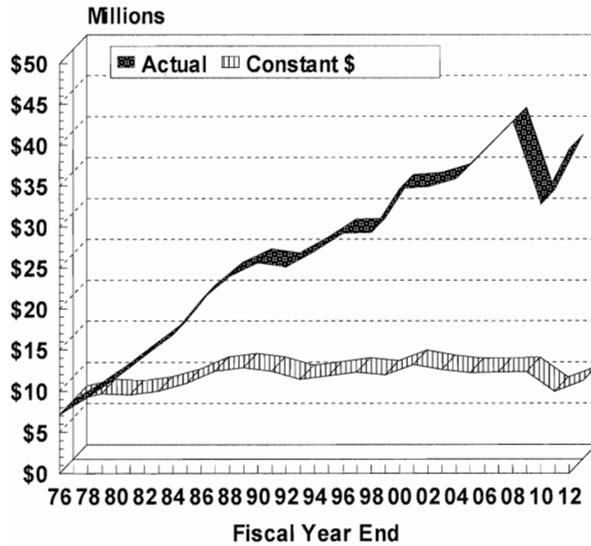
Constant dollars (real growth) average annual growth rate of 1.0%.

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

TOP GENERAL FUND REVENUES

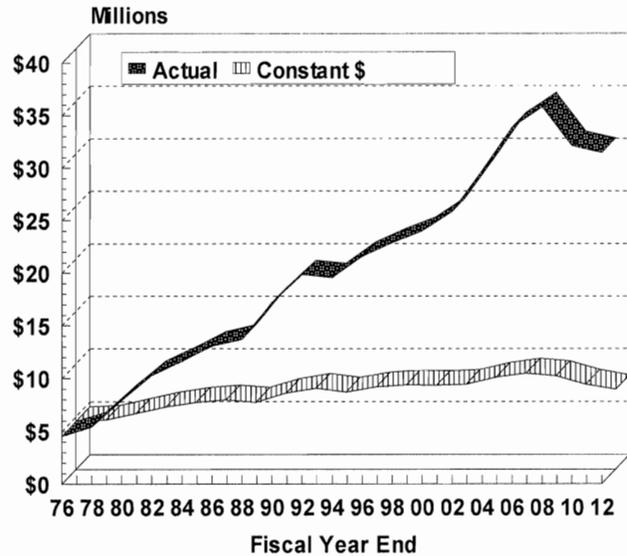
Actual vs. Constant Dollars*

SALES AND USE TAX



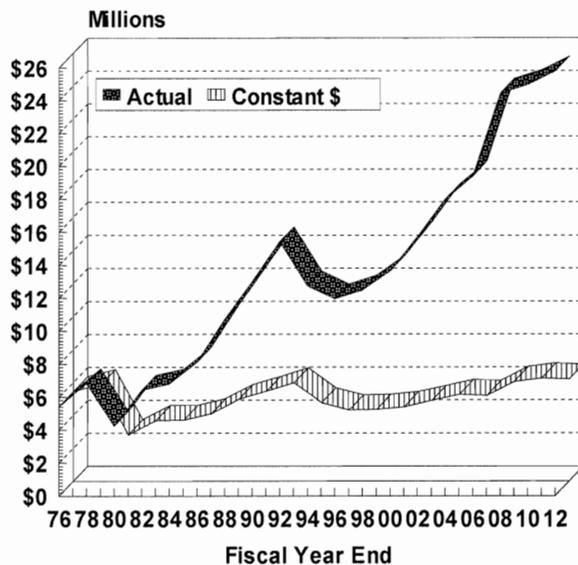
Actual average annual growth rate of 4.9%.
Constant dollars (real growth) average annual growth rate of 0.8%.

UTILITY USERS' TAX



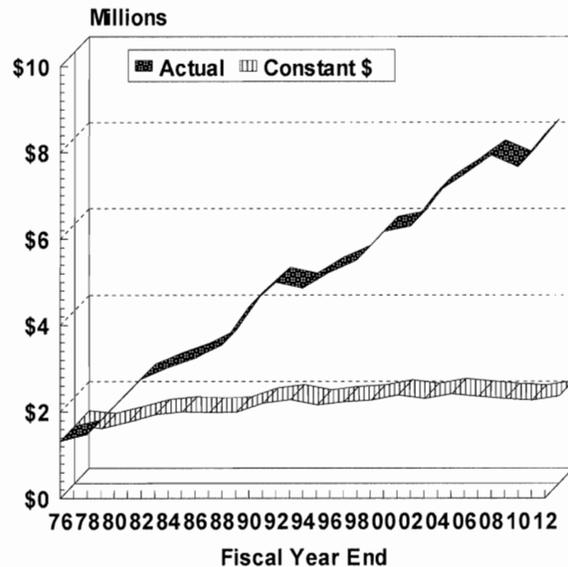
Actual average annual growth rate of 5.5%.
Constant dollars (real growth) average annual growth rate of 1.4%.

SECURED PROPERTY TAX



Actual average annual growth rate of 4.4%.
Constant dollars (real growth) average annual growth rate of 0.4%.

BUSINESS LICENSE TAX



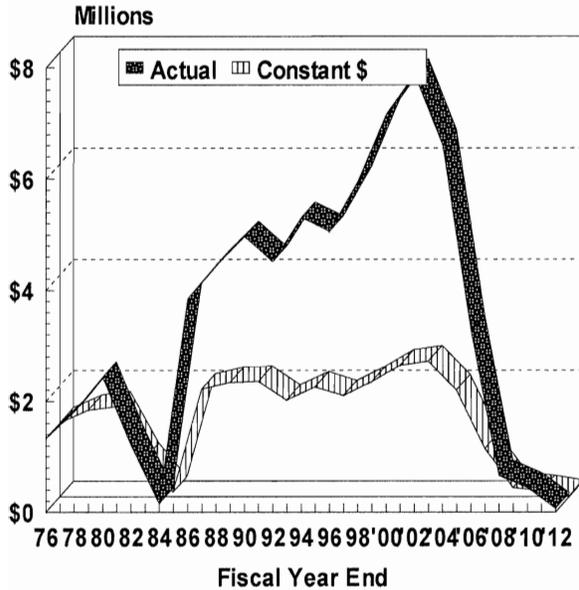
Actual average annual growth rate of 5.3%.
Constant dollars (real growth) average annual growth rate of 1.2%.

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

TOP GENERAL FUND REVENUES

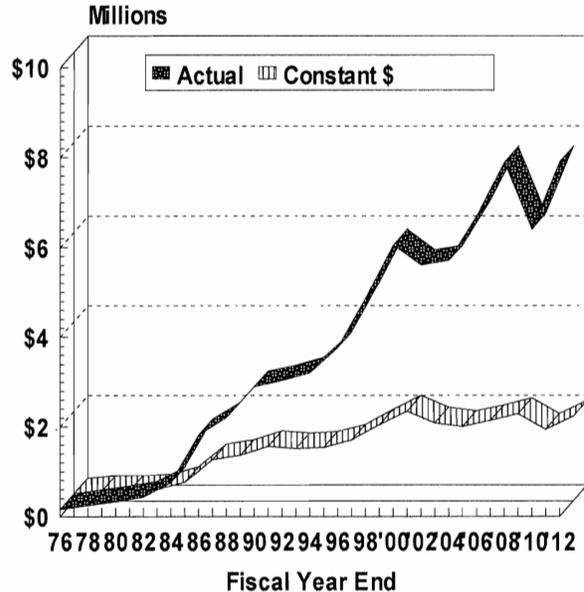
Actual vs. Constant Dollars*

MOTOR VEHICLE TAX



Actual average annual growth rate of -7.7%.
Constant dollars (real growth) average annual growth rate of -11.3%.

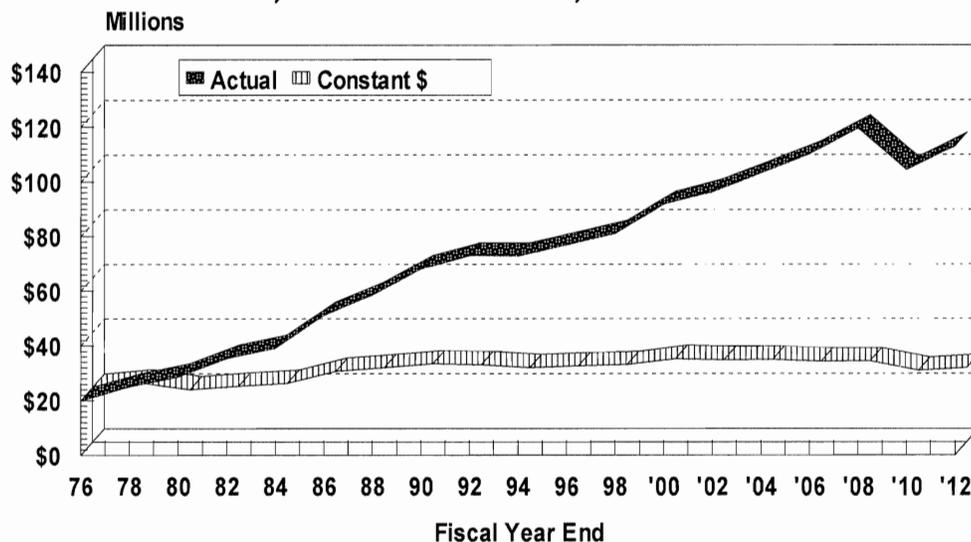
OCCUPANCY TAX



Actual average annual growth rate of 11.4% .
Constant dollar (real growth) average annual growth rate of 7.1%.

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

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

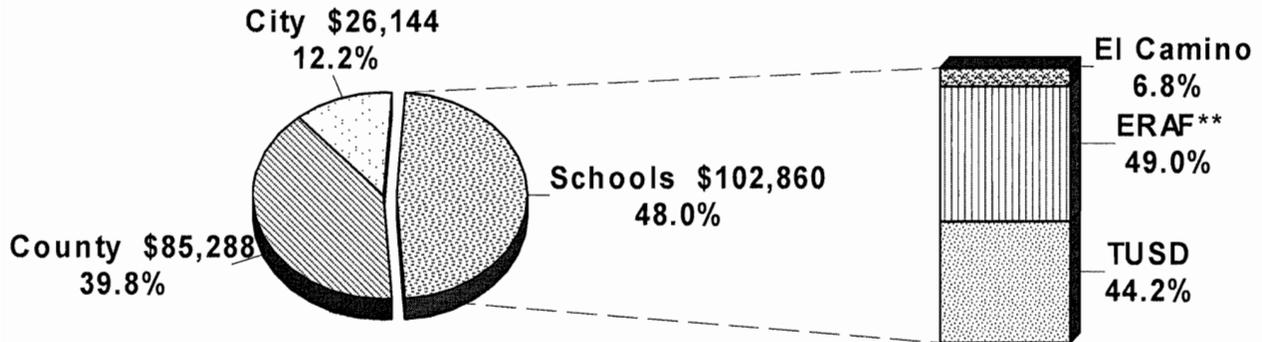


Actual average annual growth rate of 5.0% .
Constant dollars (real growth) average annual growth rate of 0.9% .

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

Secured Property Tax*

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



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

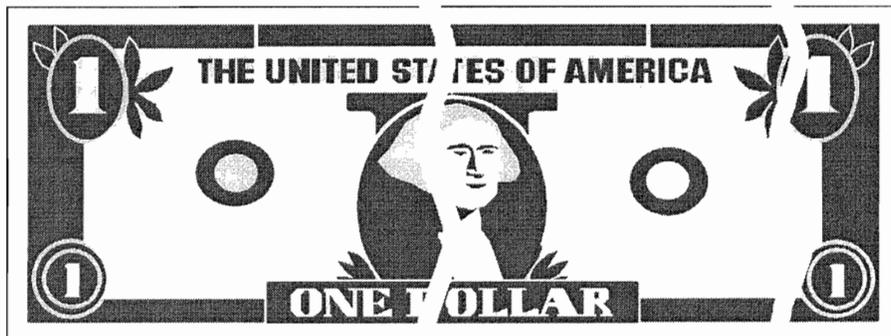
** Education Revenue Augmentation Fund (ERAF)
Allocation based on 2011-12 actual secured property tax of \$26,143,692.

Distribution of Property Tax

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

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

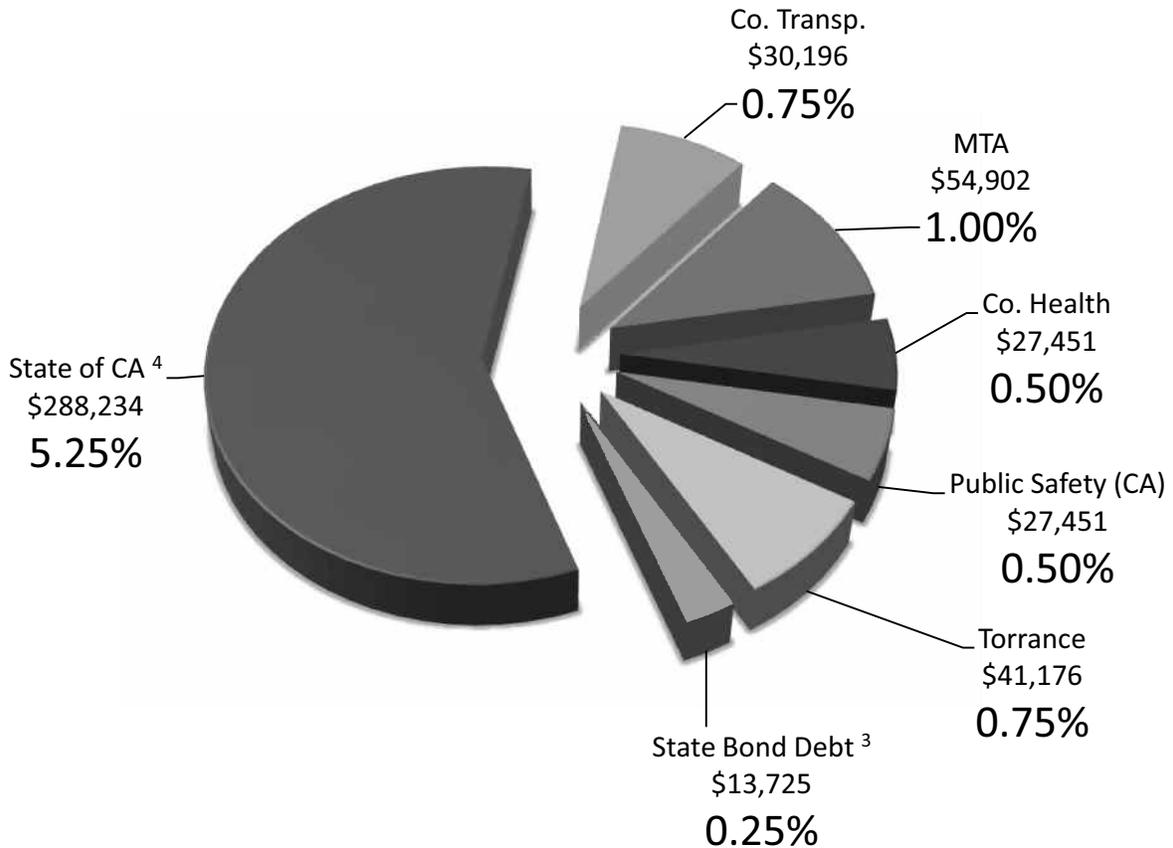
City of
Torrance
12.2% (\$416)



County
39.8% (\$1,357)

Sales Tax Allocation¹

Distribution of 9.0%² L.A. County Sales Tax Rate (in 000's)



¹ Based on 2012-13 adopted sales tax of \$41,176,300.

² Inclusive of 0.5% increase resulting from Measure R, an approved L.A. County Transit measure. Note that a 1% sales tax expired 7/1/2011.

³ With the passage of Proposition 57, a 1/4 cent City sales tax is deducted for repayment of the State's bond debt. The State provides an equal amount in additional property taxes (i.e. "Triple Flip").

⁴ Proposition 30 approved a 0.25% increase in State sales tax through 12/31/16.

Note - \$1,422,000 of Proposition 172 (Public Safety 1/2% sales tax) funds are budgeted for 2012-13.

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**REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS**

Description	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Airport	10,602,552	10,962,443	11,989,129	11,835,100	12,179,000	12,667,000
Transit	26,993,569	21,924,309	28,966,867	25,581,791	27,515,377	26,773,074
Water	27,457,924	30,295,271	34,178,515	35,187,000	37,193,000	37,203,000
Emergency Medical Services	9,463,470	10,266,145	10,706,211	11,026,790	11,348,990	11,491,690
Sanitation	12,281,958	10,966,985	10,818,487	11,065,215	11,065,215	11,065,215
Cultural Arts Center	2,025,048	1,879,189	1,860,909	1,984,117	1,984,117	1,984,117
Sewer	2,062,117	1,728,230	3,052,574	3,138,000	3,133,000	3,138,000
Parks and Recreation	7,853,663	7,447,316	8,254,463	8,105,804	7,419,173	7,416,973
Total Enterprise Funds	<u>98,740,300</u>	<u>95,469,888</u>	<u>109,827,155</u>	<u>107,923,817</u>	<u>111,837,872</u>	<u>111,739,069</u>
Airport						
Aeronautical revenues	3,873,082	3,974,821	4,084,533	4,172,100	4,264,000	4,398,000
Non-Aeronautical revenues	6,729,470	6,987,622	7,904,596	7,663,000	7,915,000	8,269,000
Total Airport Revenues	<u>10,602,552</u>	<u>10,962,443</u>	<u>11,989,129</u>	<u>11,835,100</u>	<u>12,179,000</u>	<u>12,667,000</u>
Transit						
Total Transit Revenues	26,993,569	21,924,309	28,966,867	25,581,791	27,515,377	26,773,074
Water						
Water sales	27,211,309	30,173,490	34,011,424	35,042,000	37,008,000	37,008,000
Other	246,615	121,781	167,091	145,000	185,000	195,000
Total Water Revenues	<u>27,457,924</u>	<u>30,295,271</u>	<u>34,178,515</u>	<u>35,187,000</u>	<u>37,193,000</u>	<u>37,203,000</u>
Emergency Medical Services						
Fee revenue	1,783,491	1,896,290	2,022,354	1,780,000	1,910,000	1,940,000
General fund subsidy	7,679,979	8,369,855	8,683,857	9,246,790	9,438,990	9,551,690
Total Emergency Medical Services	<u>9,463,470</u>	<u>10,266,145</u>	<u>10,706,211</u>	<u>11,026,790</u>	<u>11,348,990</u>	<u>11,491,690</u>
Sanitation						
Fee revenue	12,281,958	10,966,985	10,818,487	11,065,215	11,065,215	11,065,215
Other	-	-	-	-	-	-
Total Sanitation Revenues	<u>12,281,958</u>	<u>10,966,985</u>	<u>10,818,487</u>	<u>11,065,215</u>	<u>11,065,215</u>	<u>11,065,215</u>
Cultural Arts Center						
Fee and donation revenue	1,195,149	1,104,390	1,147,722	1,270,930	1,270,930	1,270,930
General fund subsidy	829,899	774,799	713,187	713,187	713,187	713,187
Total Cultural Arts Center Revenues	<u>2,025,048</u>	<u>1,879,189</u>	<u>1,860,909</u>	<u>1,984,117</u>	<u>1,984,117</u>	<u>1,984,117</u>
Sewer						
Fee revenue	1,721,725	1,580,925	2,887,716	2,963,000	2,963,000	2,963,000
Other	340,392	147,305	164,858	175,000	170,000	175,000
Total Sewer Revenues	<u>2,062,117</u>	<u>1,728,230</u>	<u>3,052,574</u>	<u>3,138,000</u>	<u>3,133,000</u>	<u>3,138,000</u>
Parks and Recreation						
Fee and donation revenue	4,058,096	4,157,308	4,278,614	4,815,609	4,799,212	4,799,212
General fund subsidy	3,795,567	3,290,008	3,975,849	3,290,195	2,619,961	2,617,761
Total Parks & Recreation Revenues	<u>7,853,663</u>	<u>7,447,316</u>	<u>8,254,463</u>	<u>8,105,804</u>	<u>7,419,173</u>	<u>7,416,973</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 recovered primarily through user charges.

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds

AIRPORT

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

TRANSIT

Revenues projected to increase in 2013-14 due to increases in Proposition A Local Return revenues.

WATER

Water revenues are projected to increase due to a rate increase and cost of living adjustment.

EMERGENCY MEDICAL SERVICES

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

SANITATION

The Sanitation Fund revenues are projected to remain constant in fiscal year 2013-14.

CULTURAL ARTS CENTER

Revenues are projected to remain constant for fiscal year 2013-14.

SEWER

The Sewer Fund revenues is projected to remain constant in fiscal year 2013-14.

PARKS AND RECREATION

Revenues projected to decline by 8% due to a planned reduction in General Fund subsidy.

**REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS**

Description	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Fleet Services	6,611,898	6,476,351	6,896,845	6,380,156	6,519,252	6,374,156
Self Insurance	4,980,787	3,724,171	3,660,603	3,805,246	4,148,353	4,598,353
Total Internal Service Funds	<u>11,592,685</u>	<u>10,200,522</u>	<u>10,557,448</u>	<u>10,185,402</u>	<u>10,667,605</u>	<u>10,972,509</u>
Fleet Services						
Operating revenues	5,920,367	5,856,043	5,889,903	5,831,916	5,971,012	5,825,916
Non-Operating revenues and transfers in	691,531	620,308	1,006,942	548,240	548,240	548,240
Total Fleet Services Revenues	<u>6,611,898</u>	<u>6,476,351</u>	<u>6,896,845</u>	<u>6,380,156</u>	<u>6,519,252</u>	<u>6,374,156</u>
Self Insurance						
Operating revenues	2,492,518	2,560,671	2,497,103	2,441,746	2,438,353	2,438,353
Operating transfers in	2,488,269	1,163,500	1,163,500	1,363,500	1,710,000	2,160,000
Total Self-Insurance Revenues	<u>4,980,787</u>	<u>3,724,171</u>	<u>3,660,603</u>	<u>3,805,246</u>	<u>4,148,353</u>	<u>4,598,353</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 increase in 2013-14 due to increased fleet labor charges.

Self-Insurance Fund

Workers' Compensation and Unemployment Insurance reimbursements

This fund is reflecting higher revenues due to an increase in operating transfers to enhance the cash balance for future claims.

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

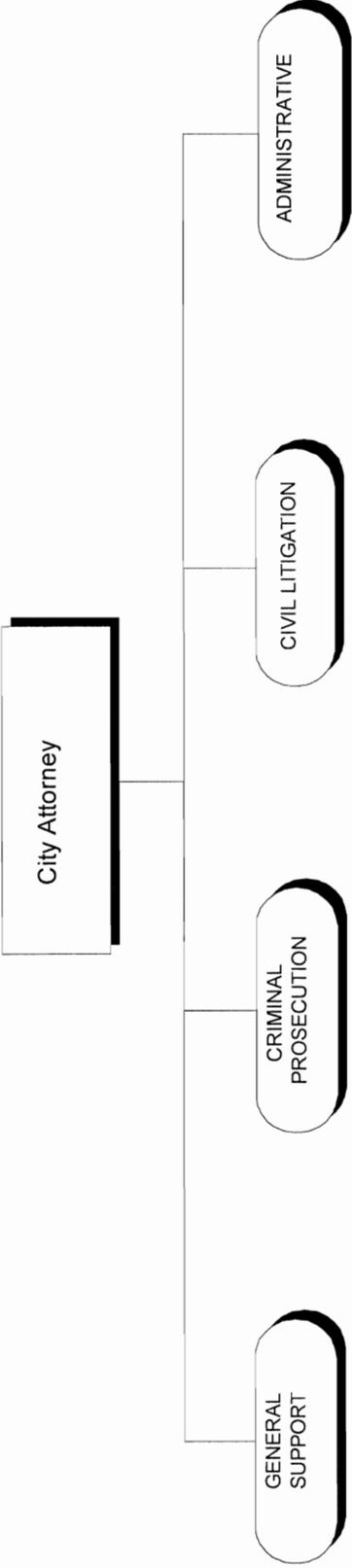
Description	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
<i>Employment and Training-JTPA</i>	-	-	-	-	-	-
<i>Home Improvement Employ Program</i>	308,839	251,911	200,836	-	-	-
<i>Section 8 Rental Assistance</i>	6,261,914	6,627,217	6,567,121	6,629,000	6,618,000	6,618,000
<i>Rehabilitation Loan Program (HCD)</i>	36,900	36,900	-	-	-	-
<i>Downtown RDA Successor Agency</i>	14,335,844	14,521,948	22,805,150	3,589,264	6,721,665	2,881,403
<i>RDA Successor Agency - Housing</i>	-	-	-	12,000	-	-
<i>Redev. Meadow Park Parking Lot</i>	24,327	-	21,374	23,850	23,850	23,850
<i>Government Cable Communications</i>	1,921,941	1,746,217	1,838,799	1,759,800	1,809,800	1,809,800
<i>Cable TV Public Access</i>	419,884	423,637	438,675	424,312	424,312	424,312
<i>Cable TV Public Educ. Government</i>	316,411	338,557	355,584	320,000	360,000	360,000
<i>Animal Control</i>	414,214	406,451	322,668	470,000	477,540	481,686
<i>Police Inmate Welfare Fund</i>	10,000	2,185	-	10,000	10,000	10,000
<i>Street Lighting District</i>	2,461,049	2,628,942	2,727,338	3,129,726	3,109,879	3,115,379
<i>Vanpool/Rideshare</i>	257,531	201,081	231,694	256,930	256,930	256,930
<i>Air Quality Management</i>	172,438	166,912	185,021	172,000	172,000	172,000
<i>Capital Improvements</i>	-	-	-	-	-	-
<i>Torrance Improvements Debt Service</i>	4,834,481	4,577,116	4,503,716	4,576,657	4,573,424	4,570,520
Total External Funds	31,775,772	31,929,074	40,197,976	21,373,539	24,557,400	20,723,880
REDEVELOPMENT AGENCY						
Capital Project Fund	2,085,811	2,156,488	93,640	332,050		
Debt Service Fund	12,250,033	12,365,460	22,711,510	3,257,214		
Total Redevelopment Funds	14,335,844	14,521,948	22,805,150	3,589,264		
Redevelopment Capital Project Fund						
Meadow Park Redevelopment	13,809	-	16,676	-		
Skypark Redevelopment	-	-	172,087	-		
Downtown Torrance Redevelopment	139,595	381,607	27,329	51,200		
Industrial Redevelopment	1,932,407	1,774,881	(122,452)	280,850		
Total Redevelopment Revenues	2,085,811	2,156,488	93,640	332,050		
Redevelopment Debt Service Fund						
Skypark Redevelopment	590,414	620,313	497,675	176,072		
Downtown Torrance Redevelopment	3,408,025	3,498,329	1,442,495	578,007		
Industrial Redevelopment	8,251,594	8,246,818	20,771,340	2,503,135		
Total Redevelopment Revenues	12,250,033	12,365,460	22,711,510	3,257,214		
SUCCESSOR REDEVELOPMENT AGENCY						
<i>Successor Agency Low Mod</i>					14,500	368,900
Successor Agency Debt Service Fund						
Downtown					580,114	581,100
Industrial					4,253,326	1,931,403
Skypark					1,873,725	-
					<u>6,707,165</u>	<u>2,512,503</u>
Torrance Improvements Corporation Debt Service Fund						
1995, 1998 & 2004A&B COP Refunding	\$4,834,481	\$4,577,116	\$4,503,716	\$4,576,657	\$4,573,424	\$4,576,657
Total Revenues	4,834,481	4,577,116	4,503,716	4,576,657	4,573,424	4,576,657
Animal Control						
Fee revenue	195,135	237,092	215,100	222,000	222,000	222,000
General fund subsidy	219,079	169,359	107,568	248,000	255,540	248,000
Total Animal Control Revenues	414,214	406,451	322,668	470,000	477,540	470,000

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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.

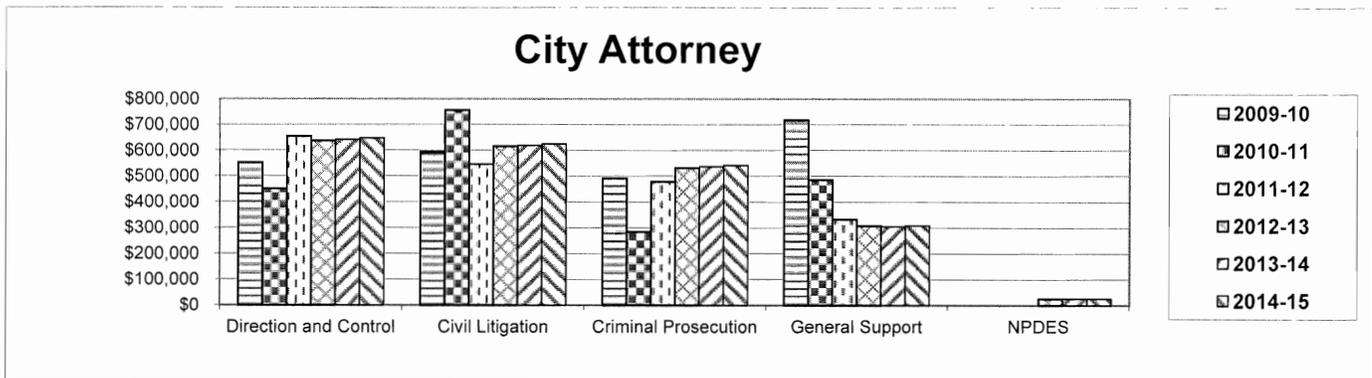
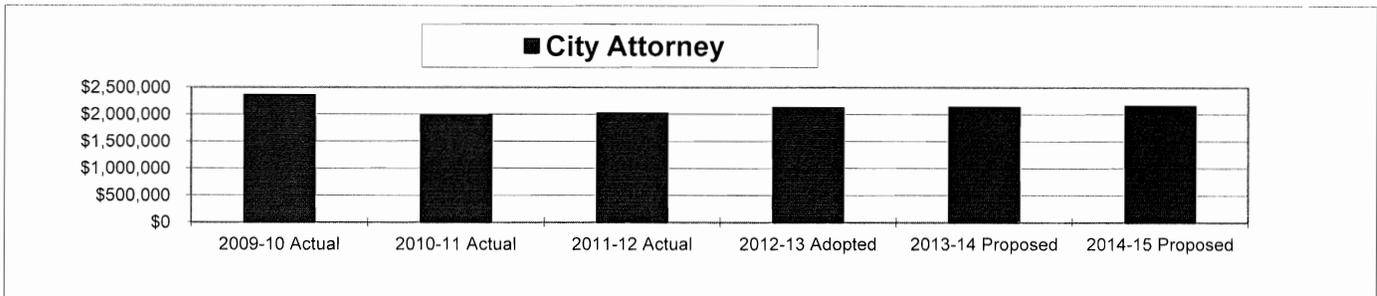
FUNCTIONAL RESPONSIBILITIES

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	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Direction and Control	\$ 553,589	\$ 451,838	\$ 655,447	\$ 637,153	\$ 641,161	\$ 647,404
Civil Litigation	593,838	756,411	547,005	615,885	619,773	624,945
Criminal Prosecution	491,654	284,371	479,178	532,268	537,124	542,789
General Support	718,268	486,434	333,443	308,598	306,304	309,353
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	25,000	25,000	25,000
General Fund Total	\$ 2,357,349	\$ 1,979,053	\$ 2,015,073	\$ 2,118,904	\$ 2,129,362	\$ 2,149,491
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES

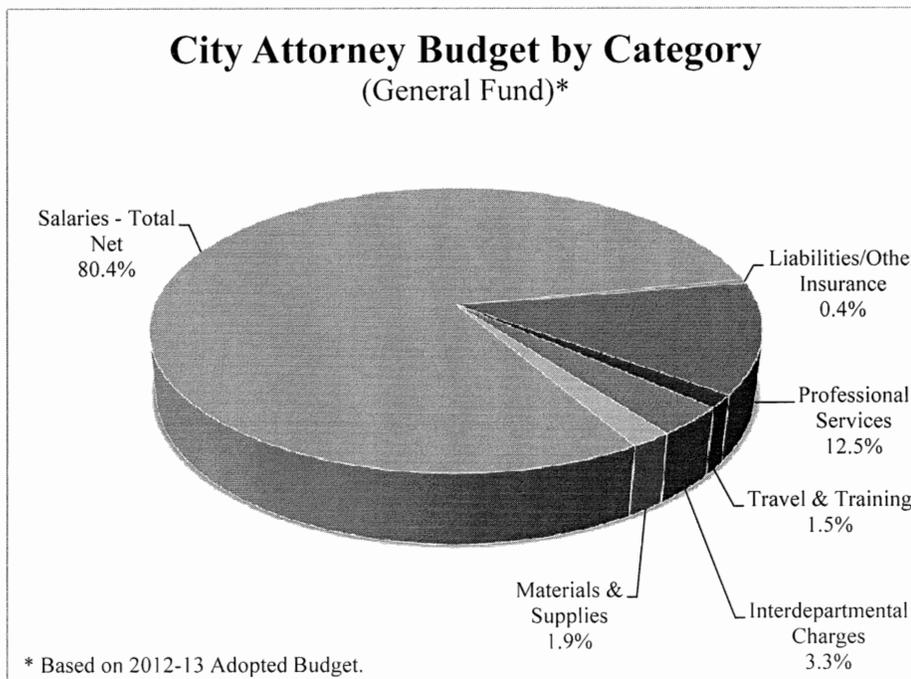


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 2,185,239	\$ 1,726,724	\$ 1,769,812	\$ 1,770,208	\$ 1,783,008	\$ 1,803,128
Overtime	2,571	2,805	898	5,900	5,600	3,080
Salaries - Total	2,187,810	1,729,529	1,770,710	1,776,108	1,788,608	1,806,208
Salaries - Reimbursements	(77,640)	(62,917)	(75,238)	(73,078)	(74,952)	(74,952)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	2,110,170	1,666,612	1,695,472	1,703,030	1,713,656	1,731,256
Supplies and Services	247,179	312,442	319,601	415,874	415,706	418,235
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 2,357,349	\$ 1,979,053	\$ 2,015,073	\$ 2,118,904	\$ 2,129,362	\$ 2,149,491

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	2,187,810	1,729,529	1,770,710	1,776,108	1,788,608	1,806,208
Salary & Benefit Reimbursements	(77,640)	(62,917)	(75,238)	(73,078)	(74,952)	(74,952)
Materials, Supplies and Maintenance	31,309	29,345	27,765	39,660	40,360	40,360
Professional Services/Contracts	96,533	179,276	195,938	265,525	261,025	261,025
Travel, Training & Membership Dues	20,062	15,909	14,703	31,134	34,934	34,934
Liabilities & Other Insurance	4,090	4,090	4,090	9,505	9,505	9,505
Interdepartmental Charges	56,482	52,830	55,235	49,674	49,896	52,425
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	38,703	30,992	21,870	20,376	19,986	19,986
General Fund Total	\$ 2,357,349	\$ 1,979,053	\$ 2,015,073	\$ 2,118,904	\$ 2,129,362	\$ 2,149,491

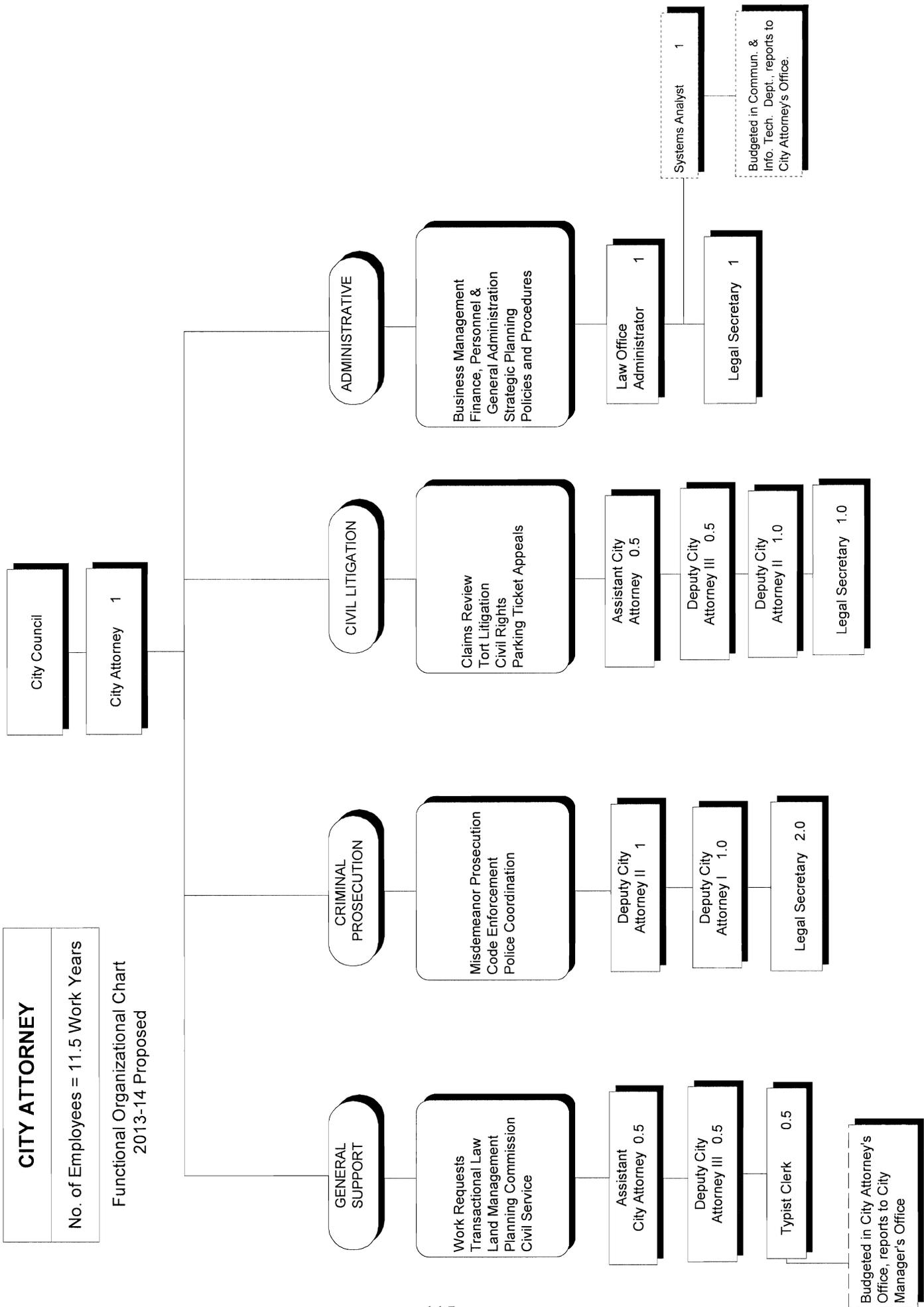


**CITY ATTORNEY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 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	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney II	3.0	2.0	2.0	2.0	2.0	2.0
Deputy City Attorney I	0.5	1.0	1.0	1.0	1.0	1.0
Legal Secretary	5.0	4.0	4.0	4.0	4.0	4.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Total	14.0	11.5	11.5	11.5	11.5	11.5

CITY ATTORNEY
 No. of Employees = 11.5 Work Years

Functional Organizational Chart
 2013-14 Proposed

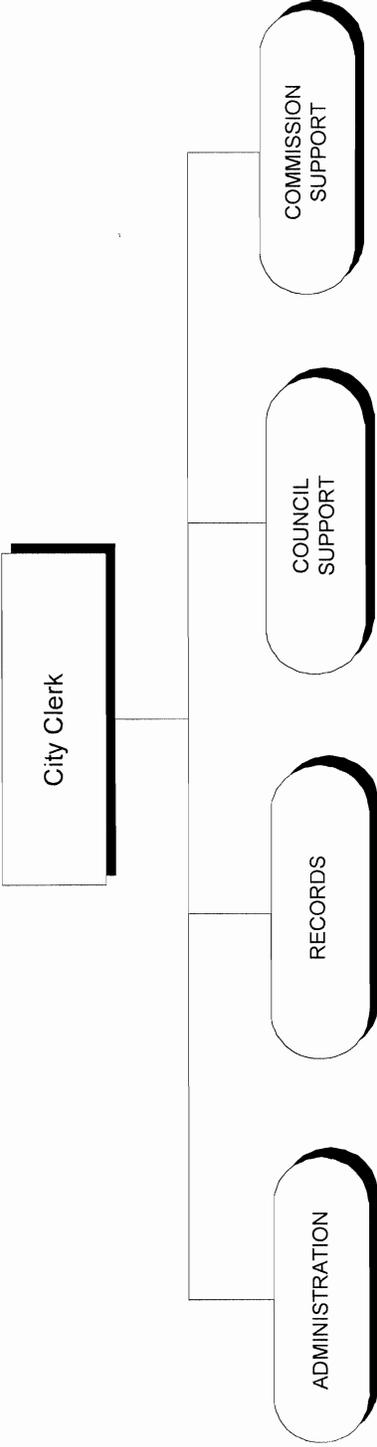


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CITY CLERK

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

DEPARTMENT ORGANIZATION



City Clerk

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

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

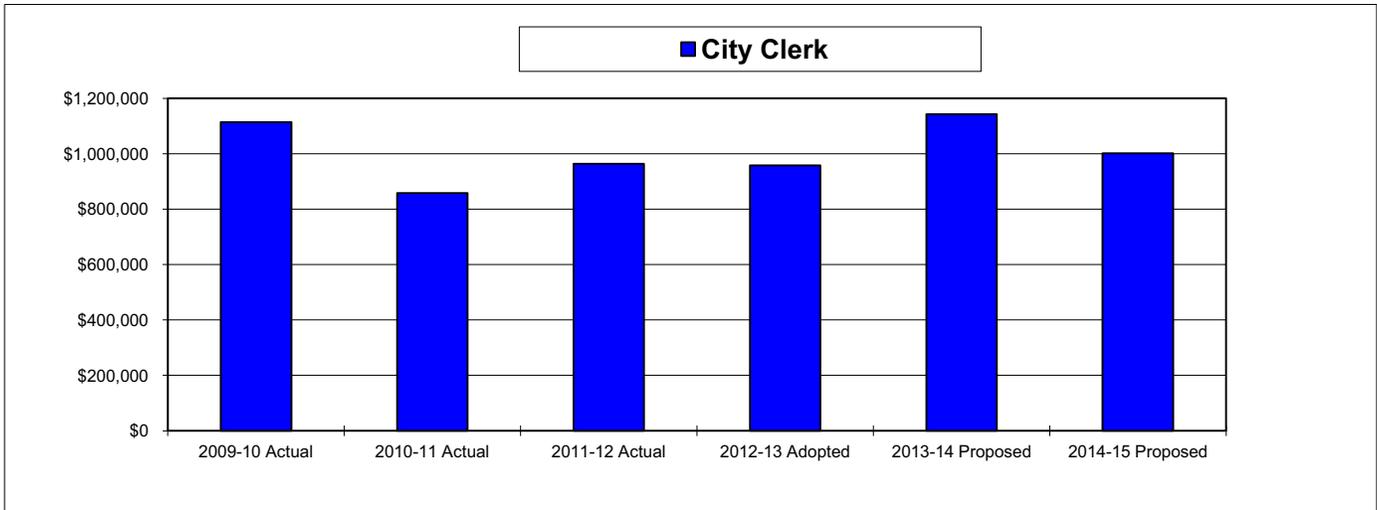
DEPARTMENT BUDGET SUMMARY

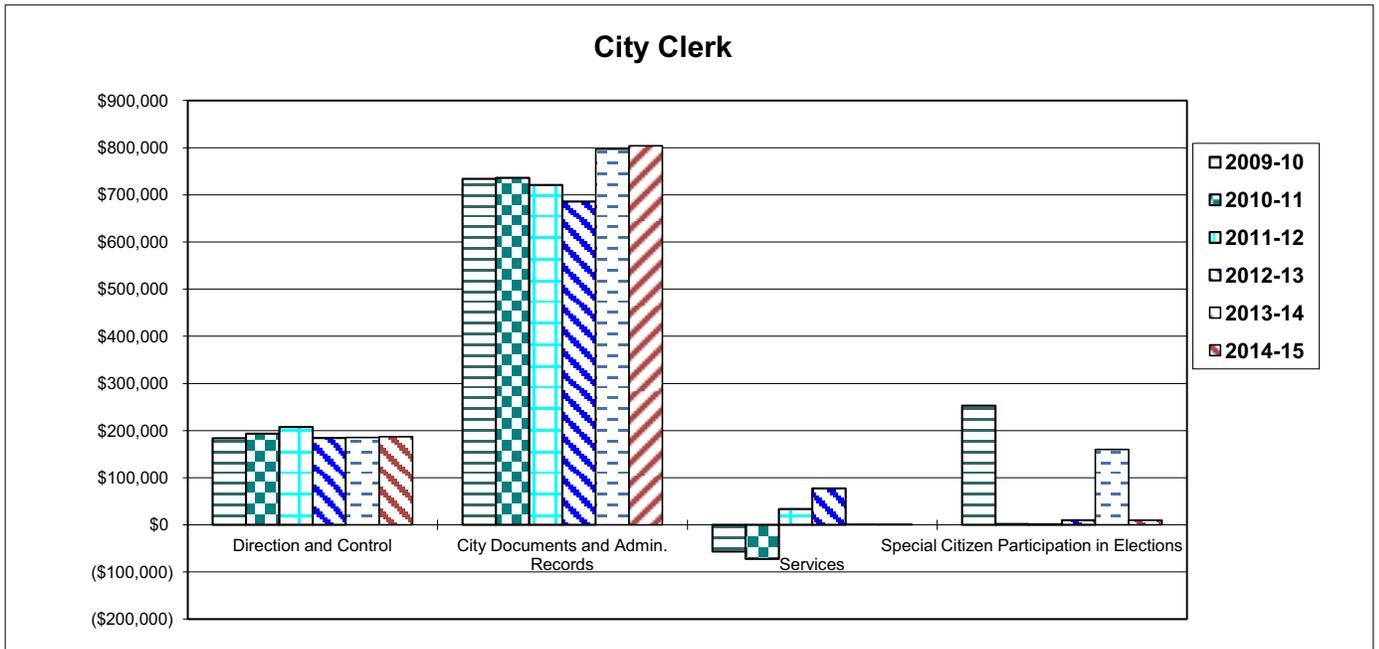
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Direction and Control	\$ 183,493	\$ 193,308	\$ 207,603	\$ 184,392	\$ 185,292	\$ 187,092
City Documents and Admin. Records	733,675	735,694	720,890	685,841	797,123	803,900
Special Services	(56,456)	(72,361)	33,528	77,400	200	200
Citizen Participation in Elections *	252,853	1,659	1,109	10,000	160,000	10,000
General Fund Total	\$ 1,113,565	\$ 858,300	\$ 963,130	\$ 957,633	\$ 1,142,615	\$ 1,001,192
General Fund Revenues	\$ 17,034	\$ 8,887	\$ 11,015	\$ 10,000	\$ 10,000	\$ 10,000

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

* Elections are held on even numbered years.

EXPENDITURES





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

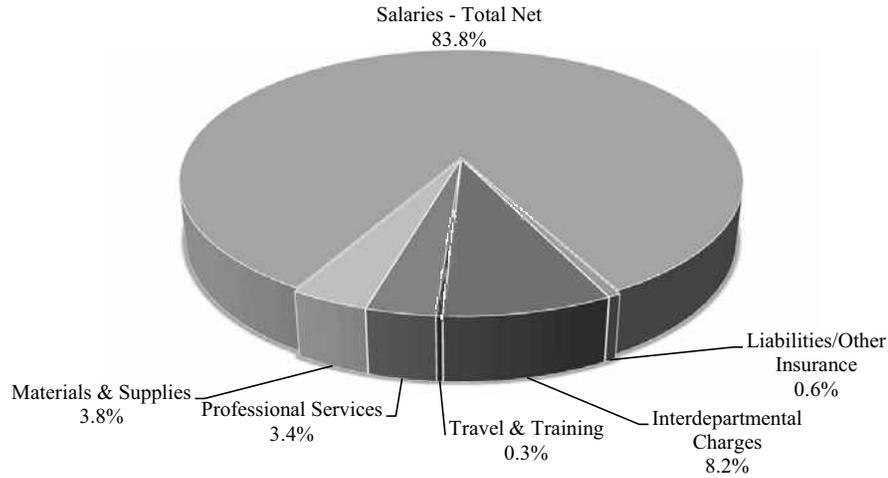
DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 824,890	\$ 842,673	\$ 837,101	\$ 800,244	\$ 834,544	\$ 842,144
Overtime	318	295	1,643	2,200	2,200	2,200
Salaries - Total	826,345	842,968	838,744	802,444	836,744	844,344
Salaries - Reimbursements	(171,700)	(171,700)	(150)	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	654,645	671,268	838,594	802,444	836,744	844,344
Supplies and Services	458,920	187,032	124,536	155,189	305,871	156,848
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 1,113,565	\$ 858,300	\$ 963,130	\$ 957,633	\$ 1,142,615	\$ 1,001,192

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 826,345	\$ 842,968	\$ 838,744	\$ 802,444	\$ 836,744	\$ 844,344
Salary & Benefit Reimbursements	(171,700)	(171,700)	(150)	-	-	-
Materials, Supplies and Maintenance	25,395	27,087	19,546	36,352	36,352	36,352
Professional Services/Contracts	338,411	76,183	60,365	32,314	182,314	32,314
Travel, Training & Membership Dues	4,872	2,668	2,571	2,692	2,692	2,692
Liabilities & Other Insurance	2,454	2,454	2,454	5,703	5,703	5,703
Interdepartmental Charges	72,110	67,585	72,904	70,912	71,380	72,357
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	(41,215)	-	-	-
Operating Transfer Out	15,678	11,055	7,911	7,216	7,430	7,430
General Fund Total	\$ 1,113,565	\$ 858,300	\$ 963,130	\$ 957,633	\$ 1,142,615	\$ 1,001,192

City Clerk Budget by Category (General Fund)*



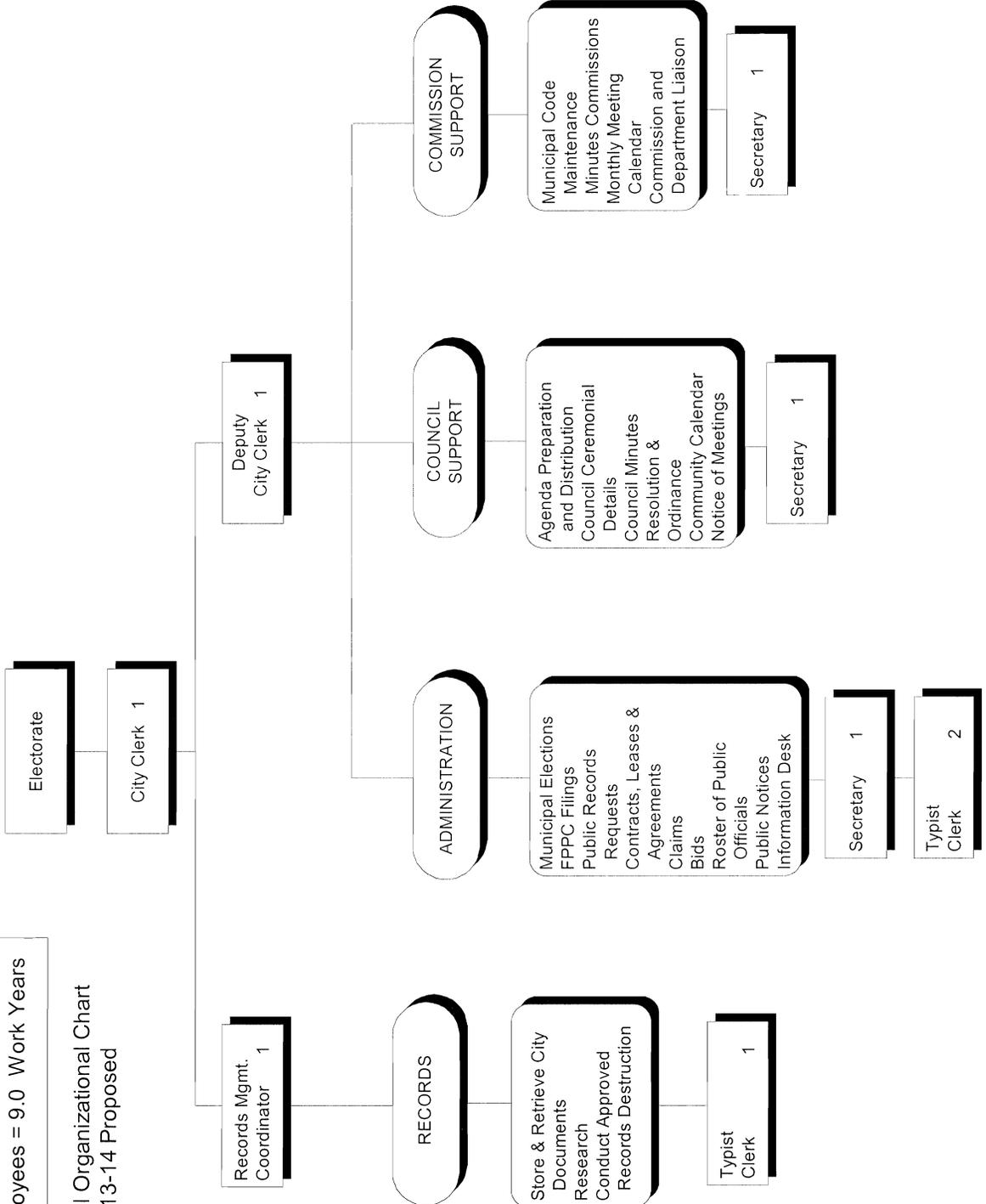
* Based on 2012-13 Adopted Budget.

**CITY CLERK
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	Adopted	Adopted	Adopted	Adopted	Proposed	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	3.0	3.0
Total	8.5	8.5	8.5	8.5	9.0	9.0

CITY CLERK
 No. of Employees = 9.0 Work Years

Functional Organizational Chart
 2013-14 Proposed



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City Council

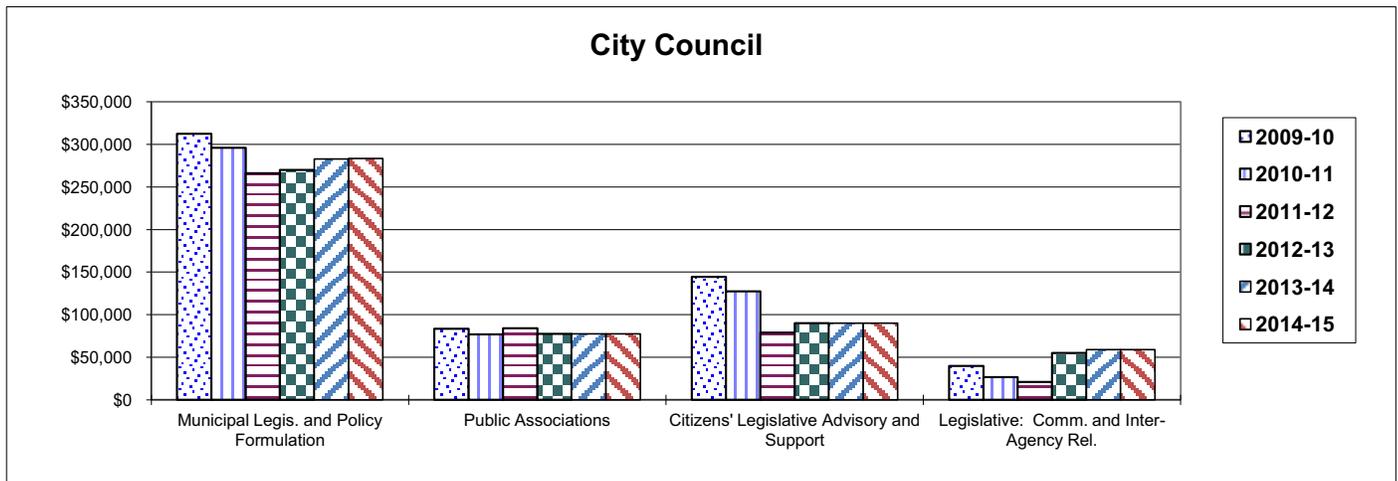
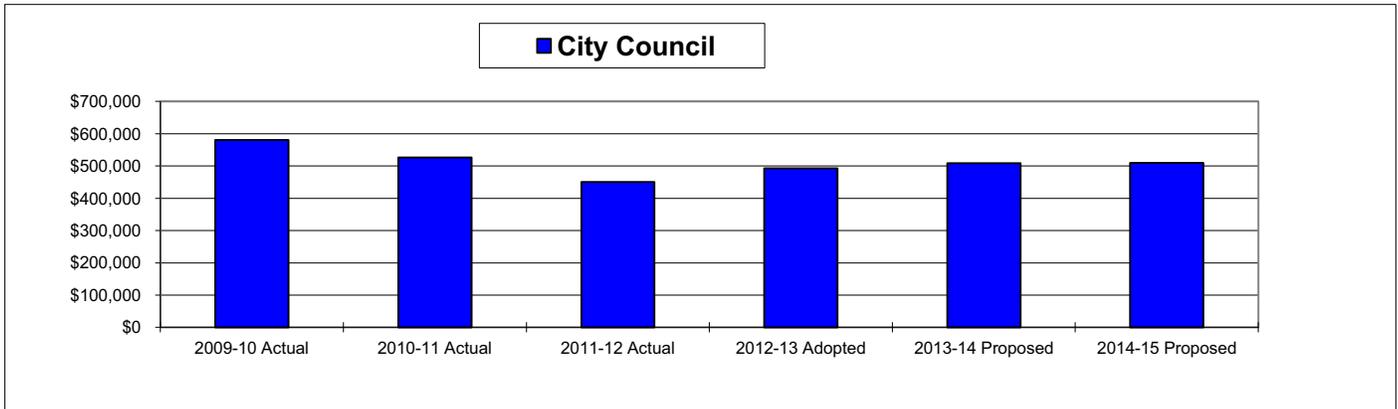
FUNCTIONAL RESPONSIBILITIES

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

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Municipal Legis. and Policy Formulation	\$ 312,477	\$ 295,966	\$ 266,190	\$ 270,160	\$ 282,915	\$ 283,544
Public Associations	83,498	76,693	83,975	77,356	77,356	77,356
Citizens' Legislative Advisory and Support	144,542	127,337	78,902	90,063	90,063	90,063
Legislative: Comm. and Inter-Agency Rel.	39,633	26,660	21,000	55,111	58,811	58,911
General Fund Total	\$ 580,150	\$ 526,656	\$ 450,067	\$ 492,690	\$ 509,145	\$ 509,874
 General Fund Revenues	 \$ -	 \$ 5,000	 \$ 10,180	 \$ -	 \$ -	 \$ -

EXPENDITURES

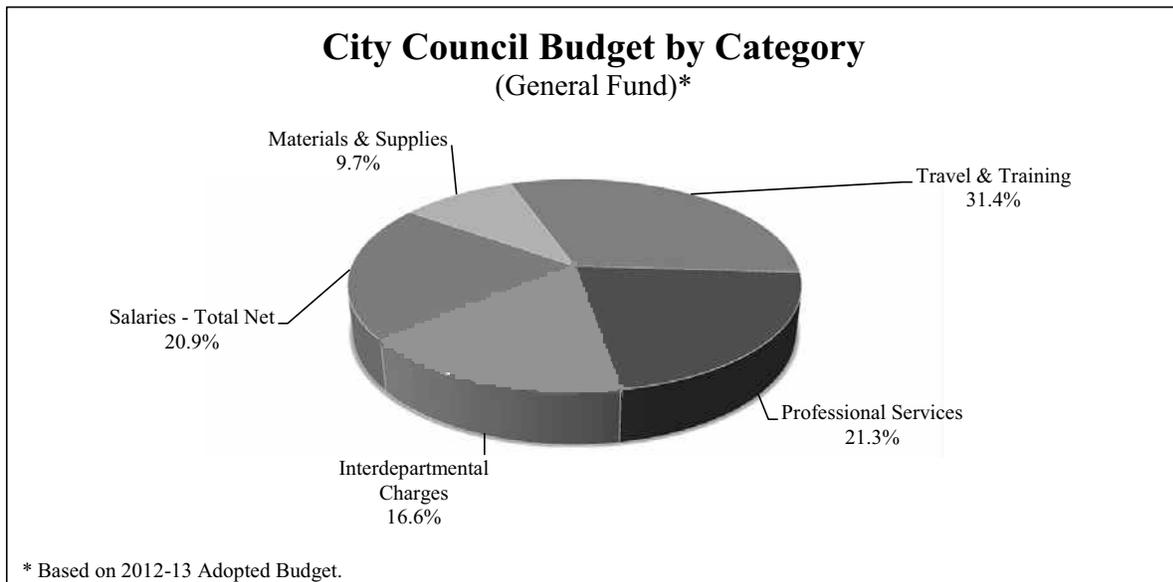


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 85,530	\$ 115,128	\$ 93,954	\$ 103,000	\$ 119,000	\$ 119,200
Overtime	-	-	-	-	-	-
Salaries - Total	85,530	115,128	93,954	103,000	119,000	119,200
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	131,709	103,610	-	-	-	-
Salaries - Total Net	217,239	218,738	93,954	103,000	119,000	119,200
Supplies and Services	362,911	307,918	356,113	389,690	390,145	390,674
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 580,150	\$ 526,656	\$ 450,067	\$ 492,690	\$ 509,145	\$ 509,874

DEPARTMENT BUDGET

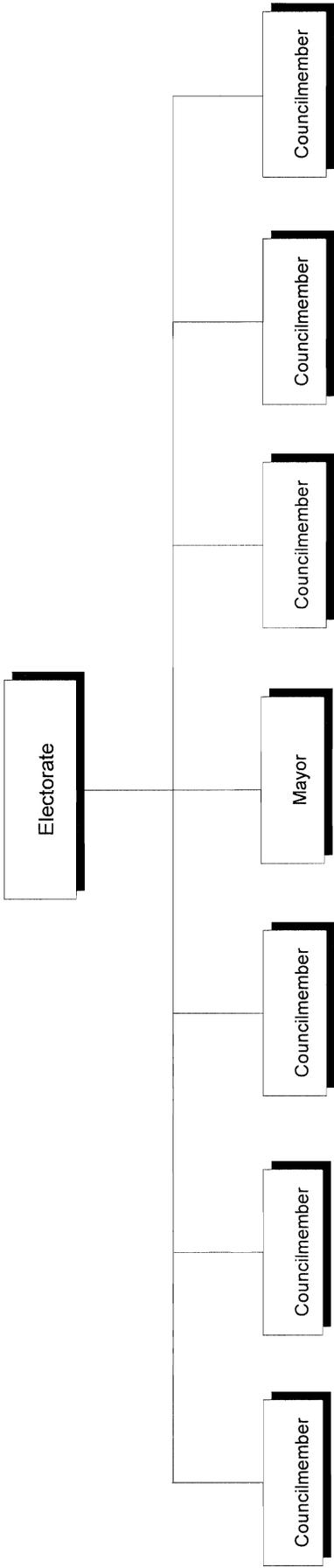
	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 217,239	\$ 218,738	\$ 93,954	\$ 103,000	\$ 119,000	\$ 119,200
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	28,119	19,998	28,568	48,016	48,016	48,016
Professional Services/Contracts	100,013	75,459	81,537	105,146	105,146	105,146
Travel, Training & Membership Dues	147,489	130,356	126,522	154,722	154,722	154,722
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	82,954	77,811	116,314	79,516	80,011	80,540
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	4,336	4,294	3,172	2,290	2,250	2,250
General Fund Total	\$ 580,150	\$ 526,656	\$ 450,067	\$ 492,690	\$ 509,145	\$ 509,874



**CITY COUNCIL
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Mayor	1.0	1.0	1.0	1.0	1.0	1.0
Councilmember	6.0	6.0	6.0	6.0	6.0	6.0
Total	7.0	7.0	7.0	7.0	7.0	7.0

CITY COUNCIL
No. of Employees = 7 Work Years

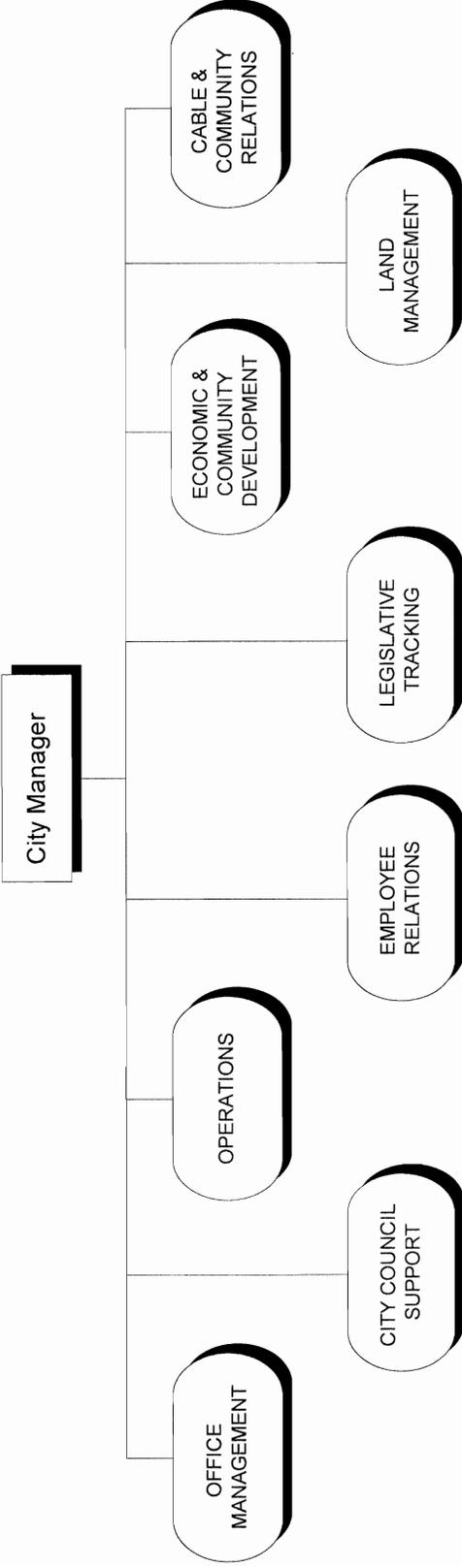


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CITY MANAGER

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

DEPARTMENT ORGANIZATION



City Manager

MISSION STATEMENT

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

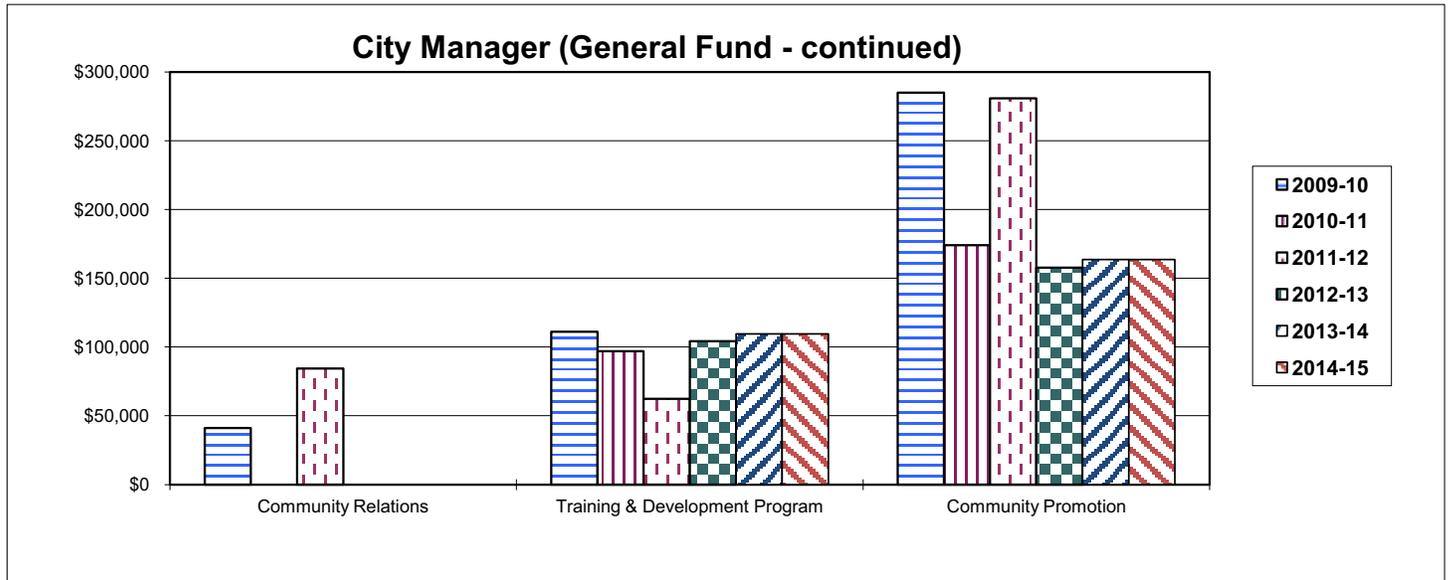
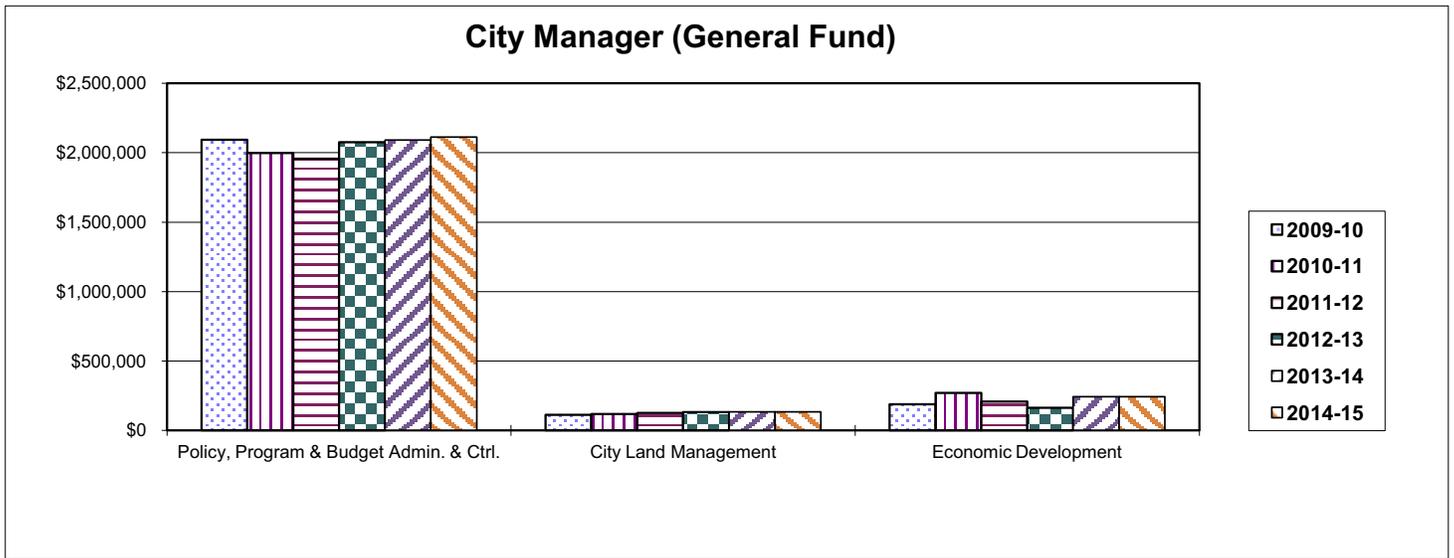
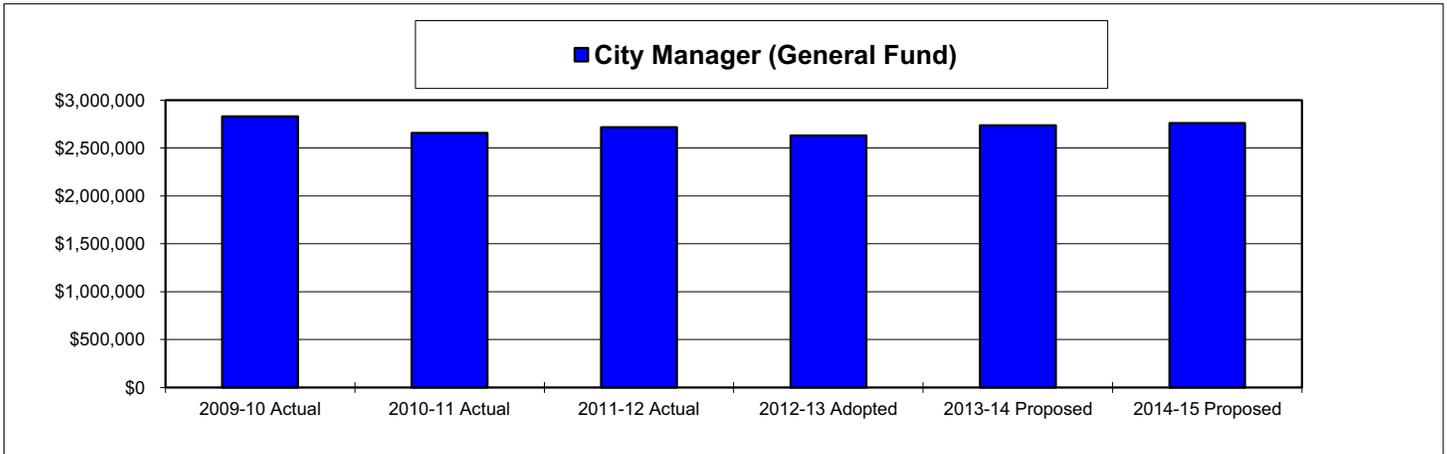
FUNCTIONAL RESPONSIBILITIES

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

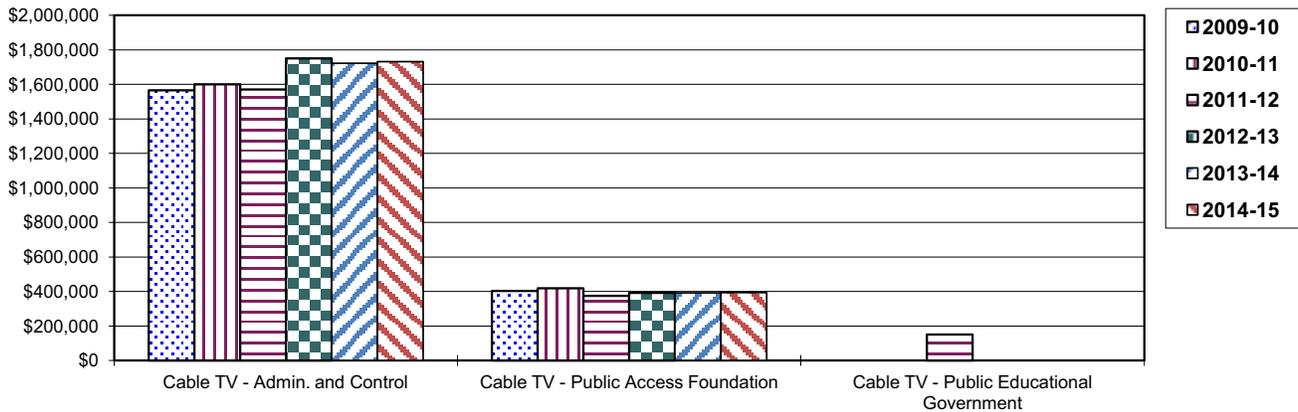
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund:						
Policy, Program & Budget Admin. & Ctrl.	\$ 2,093,526	\$ 1,998,975	\$ 1,956,817	\$ 2,075,967	\$ 2,091,693	\$ 2,112,508
City Land Management	112,029	117,125	125,343	131,950	132,250	133,250
Economic Development	188,053	270,248	207,140	161,400	242,022	243,122
Community Relations	41,111	-	84,370	-	-	-
Training & Development Program	111,026	96,916	62,336	104,197	109,497	109,497
Community Promotion	284,897	173,945	280,750	157,622	163,500	163,500
Cable TV Community Relations	110,387	97,344	67,212	-	-	-
General Fund Total	\$ 2,941,029	\$ 2,754,553	\$ 2,783,968	\$ 2,631,136	\$ 2,738,962	\$ 2,761,877
General Fund Revenues	\$ 29,118	\$ 15,570	\$ 176,126	\$ 10,000	\$ 10,000	\$ 10,000
Externally Funded:						
Cable TV - Admin. and Control	\$ 1,565,499	\$ 1,600,251	\$ 1,570,738	\$ 1,750,685	\$ 1,721,655	\$ 1,732,040
Cable TV - Public Access Foundation	402,810	418,455	374,988	392,093	392,103	392,669
Cable TV - Public Educational Government	-	-	150,000	-	-	-
Externally Funded Total	\$ 1,968,309	\$ 2,018,706	\$ 2,095,726	\$ 2,142,778	\$ 2,113,758	\$ 2,124,709
Externally Funded Revenues						
Cable TV - Admin. and Control	\$ 1,921,941	\$ 1,746,217	\$ 1,838,799	\$ 1,759,800	\$ 1,809,800	\$ 1,809,800
Cable TV - Public Access Foundation	419,884	423,637	438,675	424,312	424,312	424,312
Cable TV - Public Educational Government	316,411	338,557	355,584	320,000	360,000	360,000
Externally Funded Revenues Total	\$ 2,658,236	\$ 2,508,411	\$ 2,633,058	\$ 2,504,112	\$ 2,594,112	\$ 2,594,112

EXPENDITURES



City Manager (Externally Funded)



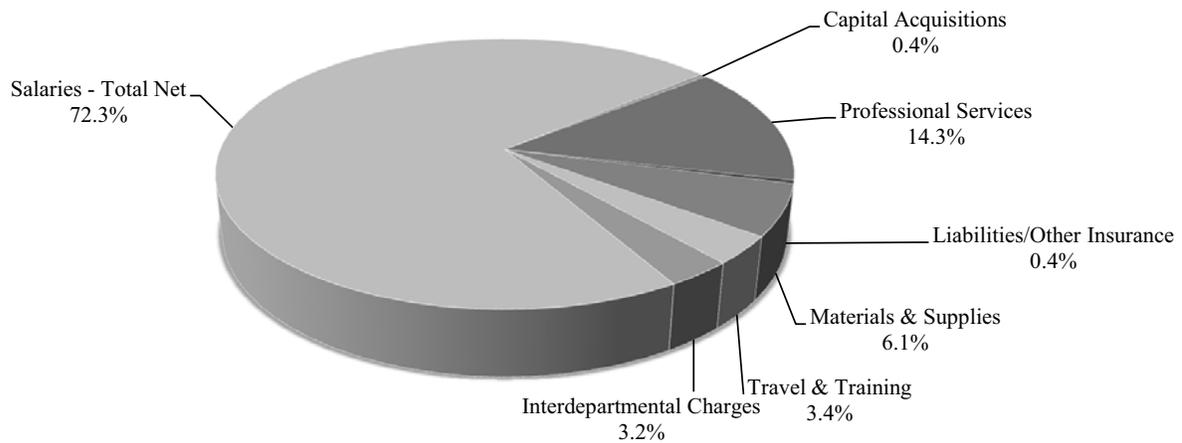
DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 2,115,554	\$ 2,041,782	\$ 2,018,337	\$ 2,039,869	\$ 2,143,269	\$ 2,164,769
Overtime	40,257	31,456	24,838	22,100	23,400	23,400
Salaries - Total	2,155,811	2,073,238	2,043,175	2,061,969	2,166,669	2,188,169
Salaries - Reimbursements	(224,299)	(213,712)	(165,056)	(214,607)	(216,983)	(216,983)
Salaries - Labor Charges	6,019	40,421	46,560	54,400	54,400	54,400
Salaries - Total Net	1,937,531	1,899,947	1,924,679	1,901,762	2,004,086	2,025,586
Supplies and Services	997,342	850,214	851,667	717,874	723,376	724,791
Capital Outlay	6,156	4,392	7,622	11,500	11,500	11,500
General Fund Total	\$ 2,941,029	\$ 2,754,553	\$ 2,783,968	\$ 2,631,136	\$ 2,738,962	\$ 2,761,877

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 2,161,830	\$ 2,113,659	\$ 2,089,735	\$ 2,116,369	\$ 2,221,069	\$ 2,242,569
Salary & Benefit Reimbursements	(224,299)	(213,712)	(165,056)	(214,607)	(216,983)	(216,983)
Materials, Supplies and Maintenance	112,546	72,845	90,276	160,430	160,430	160,430
Professional Services/Contracts	645,016	576,790	576,265	375,165	342,165	342,165
Travel, Training & Membership Dues	142,328	111,468	94,239	88,356	126,656	126,656
Liabilities & Other Insurance	4,399	4,399	4,399	10,175	10,175	10,175
Interdepartmental Charges	76,255	71,578	75,129	73,065	73,558	74,973
Capital Acquisitions	6,156	4,392	7,622	11,500	11,500	11,500
Reimbursements from Other Funds				-	-	-
Operating Transfers Out	16,798	13,134	11,359	10,683	10,392	10,392
General Fund Total	\$ 2,941,029	\$ 2,754,553	\$ 2,783,968	\$ 2,631,136	\$ 2,738,962	\$ 2,761,877

City Manager Budget by Category (General Fund)*



* Based on 2012-13 Adopted Budget.

CITY MANAGER DEPARTMENT PERSONNEL SUMMARY

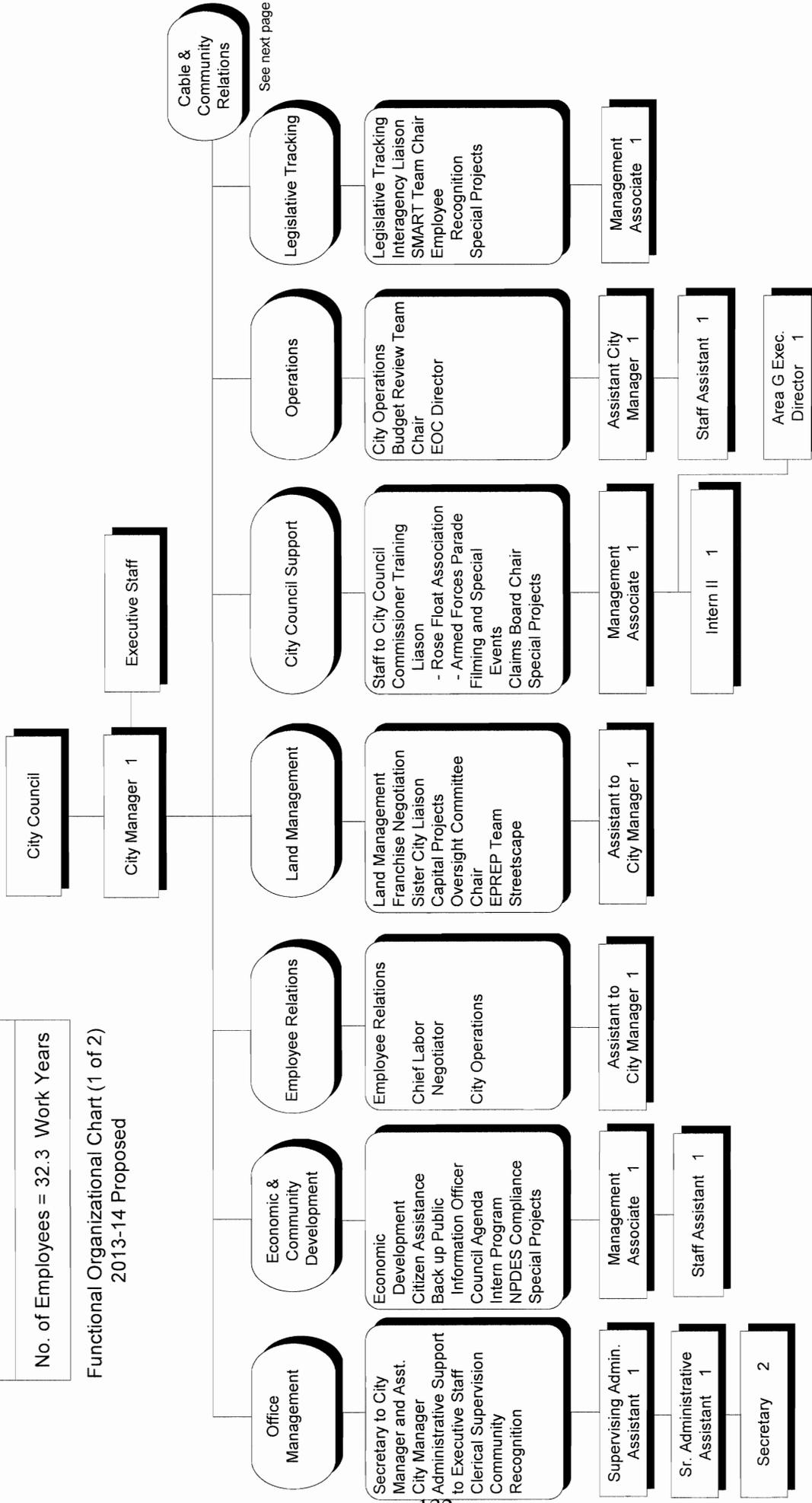
Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0	2.0	2.0
Management Associate	3.0	3.0	3.0	3.0	3.0	3.0
Area G Executive Director	1.0	1.0	1.0	1.0	1.0	1.0
Supervising Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	2.0	-	-	-	-	-
Staff Assistant	1.0	1.0	1.0	1.0	2.0	2.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Intern	2.0	1.0	1.0	1.0	1.0	1.0
Total General Fund	15.0	14.0	14.0	14.0	15.0	15.0
Cable Television:						
Cable and Community Relations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Operations Assistant	3.0	3.0	3.0	3.0	3.0	3.0
Production Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Producer/Writer	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Producer/Writer	1.0	1.0	1.0	1.0	1.0	1.0
Production Assistant	4.5	4.5	4.5	4.5	4.5	4.5
Cable TV Announcer	1.8	1.8	1.8	1.8	1.8	1.8
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Intern	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Total Cable Television Fund	17.3	17.3	17.3	17.3	17.3	17.3
Department Total	32.3	31.3	31.3	31.3	32.3	32.3

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

CITY MANAGER

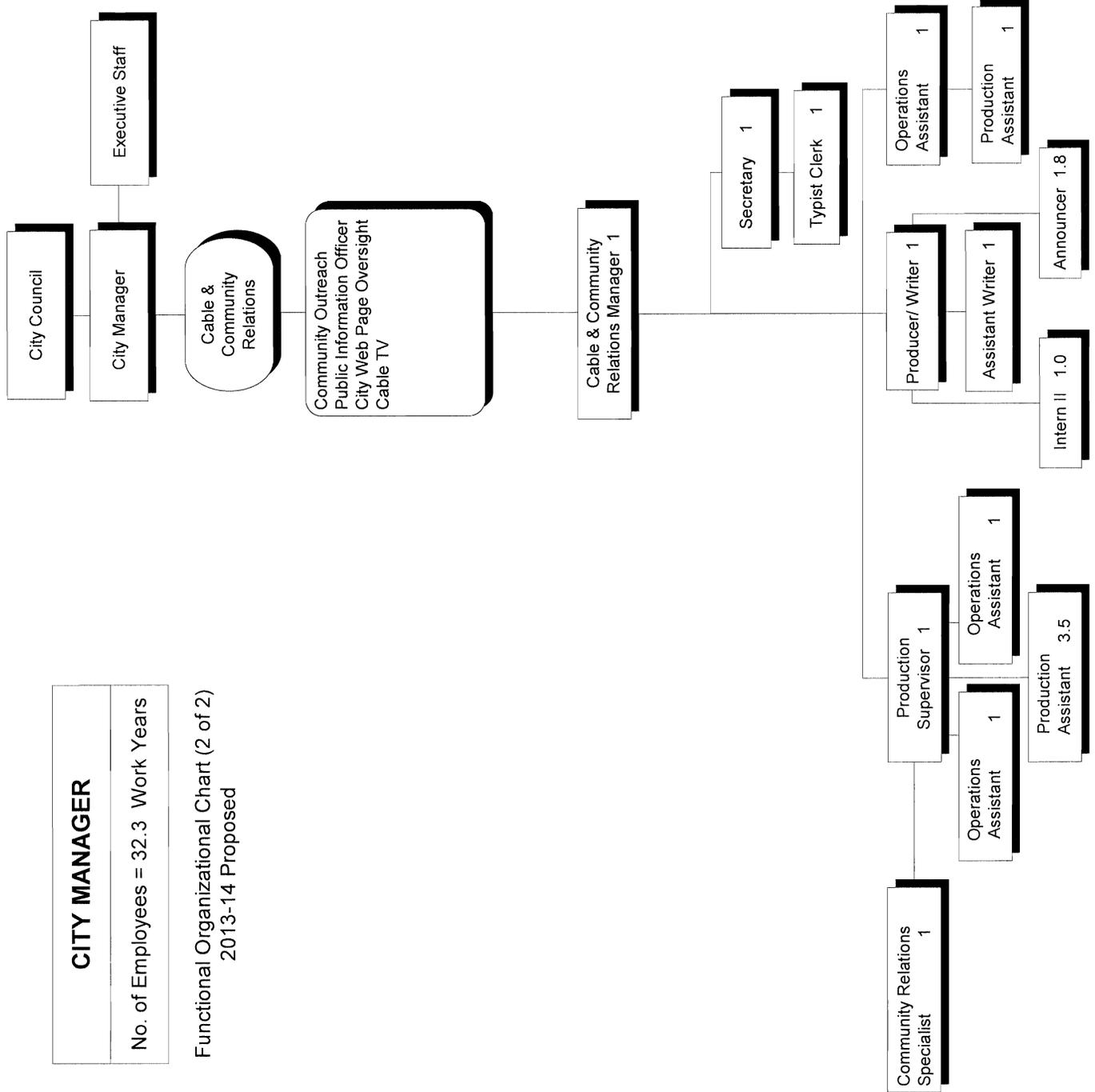
No. of Employees = 32.3 Work Years

Functional Organizational Chart (1 of 2)
2013-14 Proposed



CITY MANAGER
No. of Employees = 32.3 Work Years

Functional Organizational Chart (2 of 2)
2013-14 Proposed

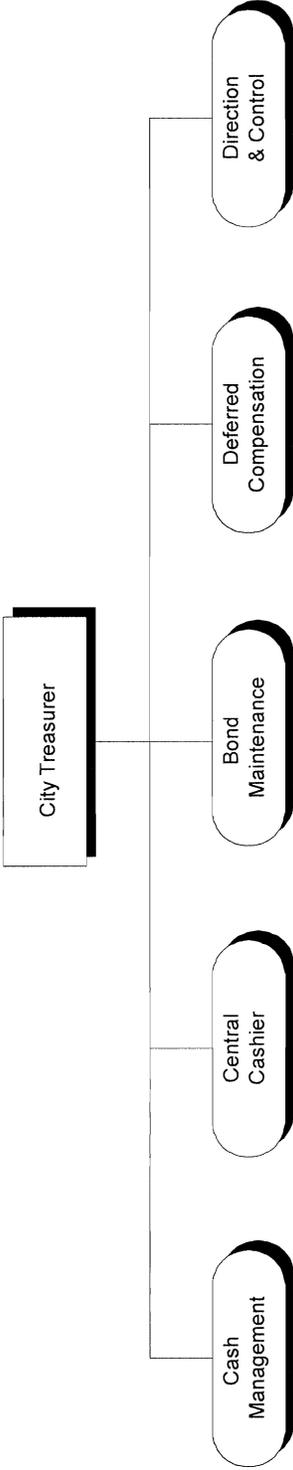


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CITY TREASURER

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

DEPARTMENT ORGANIZATION



City Treasurer

MISSION STATEMENT

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

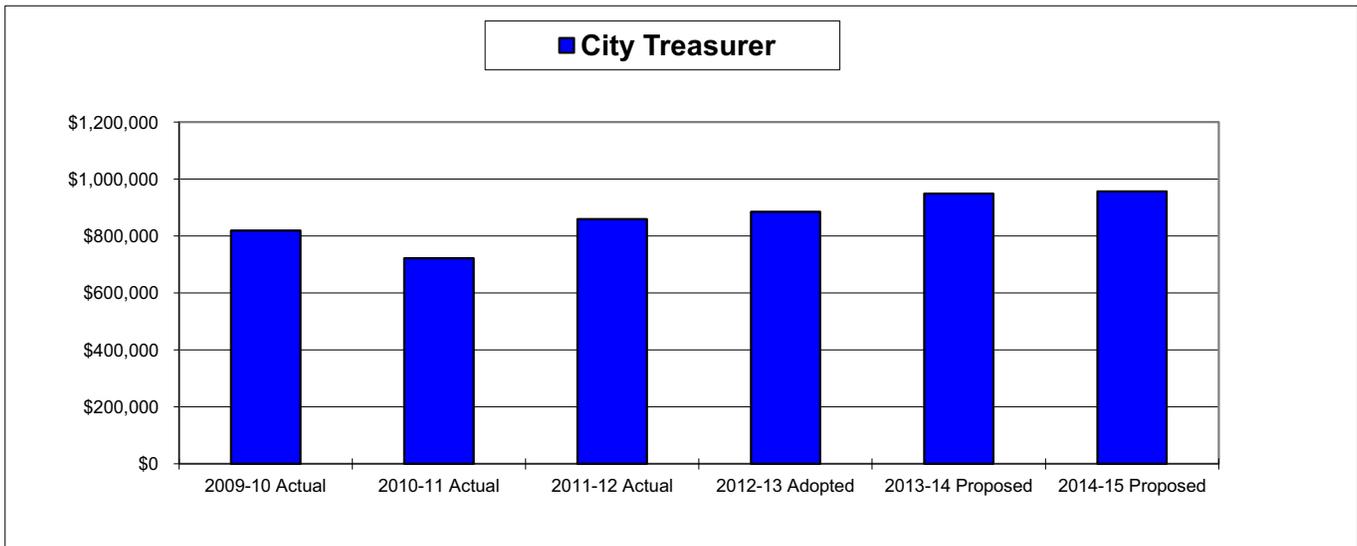
FUNCTIONAL RESPONSIBILITIES

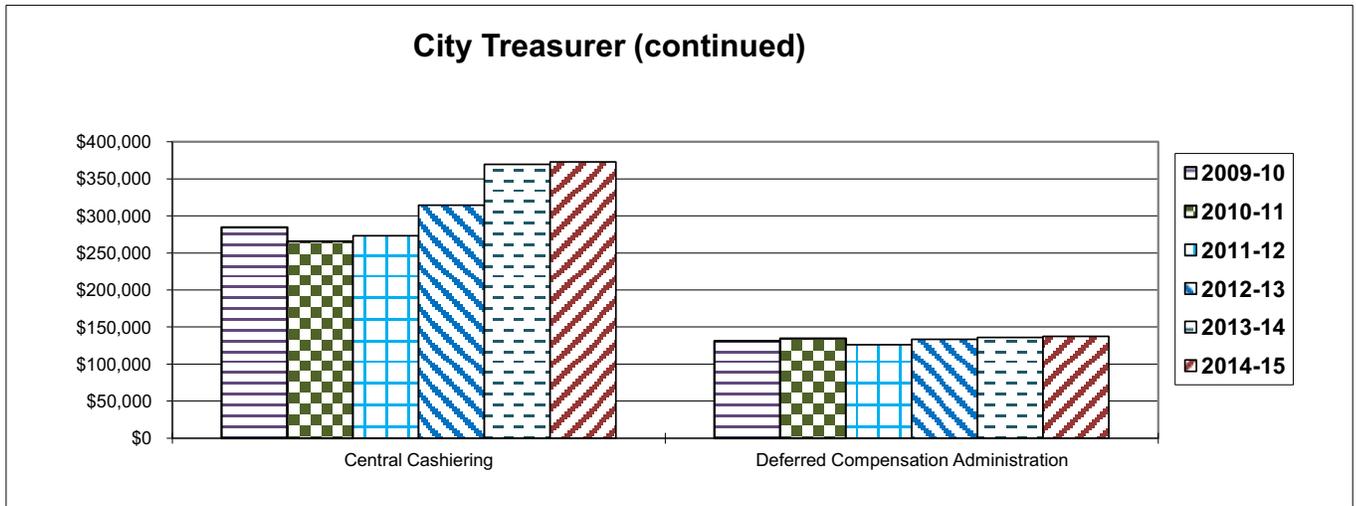
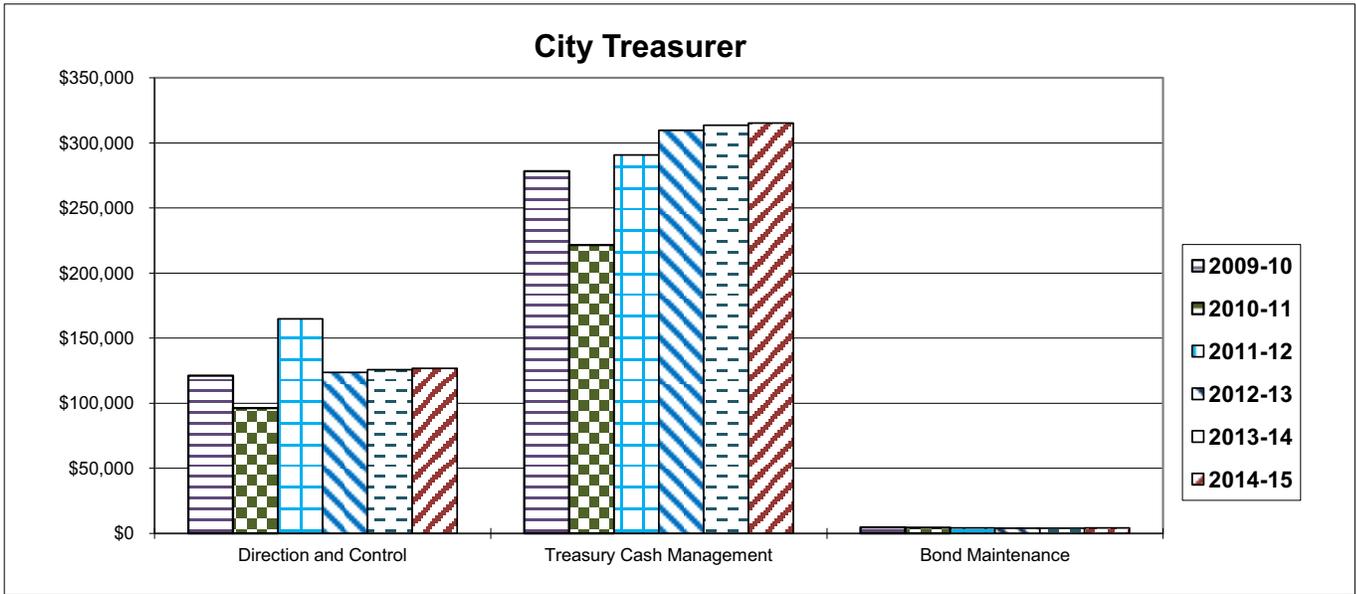
The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the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

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Direction and Control	\$ 121,212	\$ 96,116	\$ 164,780	\$ 123,653	\$ 125,653	\$ 126,822
Treasury Cash Management	278,219	221,436	290,715	309,701	313,686	315,255
Bond Maintenance	4,646	4,388	4,101	3,952	4,007	4,150
Central Cashiering	284,321	265,428	273,104	314,236	369,600	372,910
Deferred Compensation Administration	131,040	134,556	126,266	133,575	135,930	137,303
General Fund Total	<u>\$ 819,438</u>	<u>\$ 721,924</u>	<u>\$ 858,966</u>	<u>\$ 885,117</u>	<u>\$ 948,876</u>	<u>\$ 956,440</u>
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES



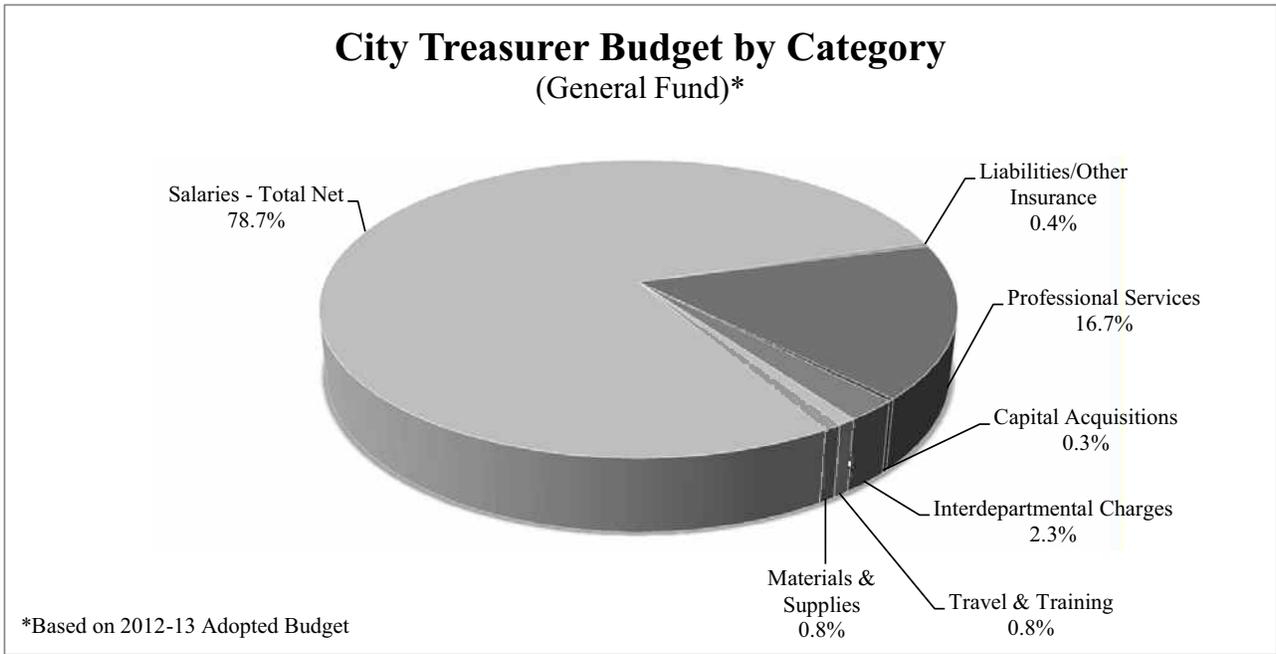


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 642,141	\$ 553,878	\$ 702,692	\$ 726,763	\$ 745,563	\$ 752,263
Overtime	10	308	692	900	900	900
Salaries - Total	642,151	554,186	703,384	727,663	746,463	753,163
Salaries - Reimbursements	-	-	(44,810)	(44,678)	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	642,151	554,186	658,574	682,985	746,463	753,163
Supplies and Services	177,287	167,738	192,923	199,632	199,913	200,777
Capital Outlay	-	-	7,469	2,500	2,500	2,500
General Fund Total	\$ 819,438	\$ 721,924	\$ 858,966	\$ 885,117	\$ 948,876	\$ 956,440

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 642,151	\$ 554,186	\$ 703,384	\$ 727,663	\$ 746,463	\$ 753,163
Salary & Benefit Reimbursements	-	-	(44,810)	(44,678)	-	-
Materials, Supplies and Maintenance	3,023	5,631	5,997	7,559	7,559	7,559
Professional Services/Contracts	141,100	129,152	154,409	159,830	159,830	159,830
Travel, Training & Membership Dues	2,152	4,383	5,489	7,550	7,550	7,550
Liabilities & Other Insurance	1,636	1,636	1,636	3,802	3,802	3,802
Interdepartmental Charges	22,837	21,393	21,090	17,460	17,460	18,324
Capital Acquisitions	-	-	7,469	2,500	2,500	2,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	6,539	5,543	4,302	3,431	3,712	3,712
General Fund Total	\$ 819,438	\$ 721,924	\$ 858,966	\$ 885,117	\$ 948,876	\$ 956,440

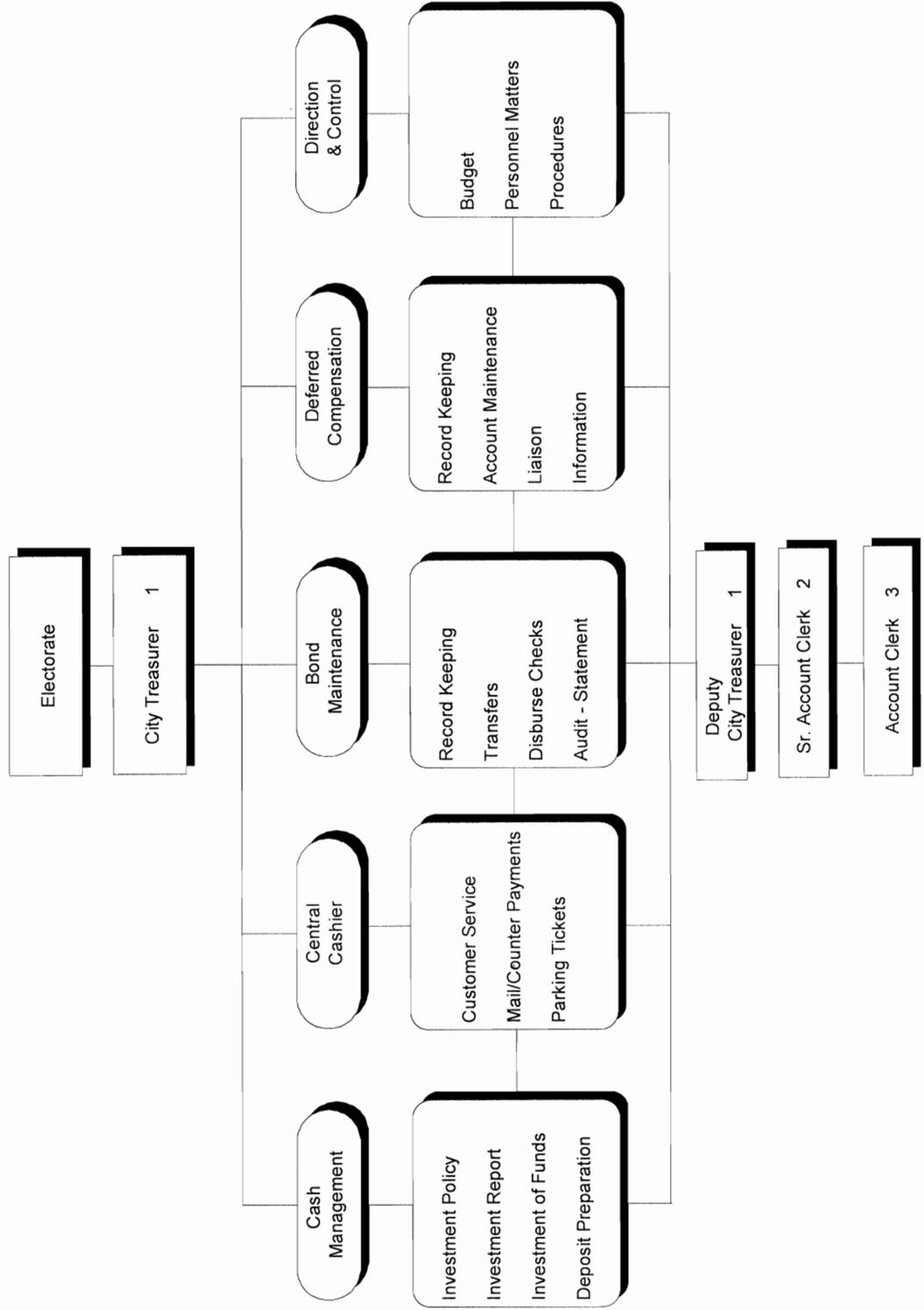


**CITY TREASURER
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 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	2.0	2.0	2.0	2.0
Account Clerk	3.0	3.0	3.0	3.0	3.0	3.0
Total	6.0	6.0	7.0	7.0	7.0	7.0

CITY TREASURER
 No. of Employees = 7.0 Work Years

Functional Organizational Chart
 2013-14 Proposed

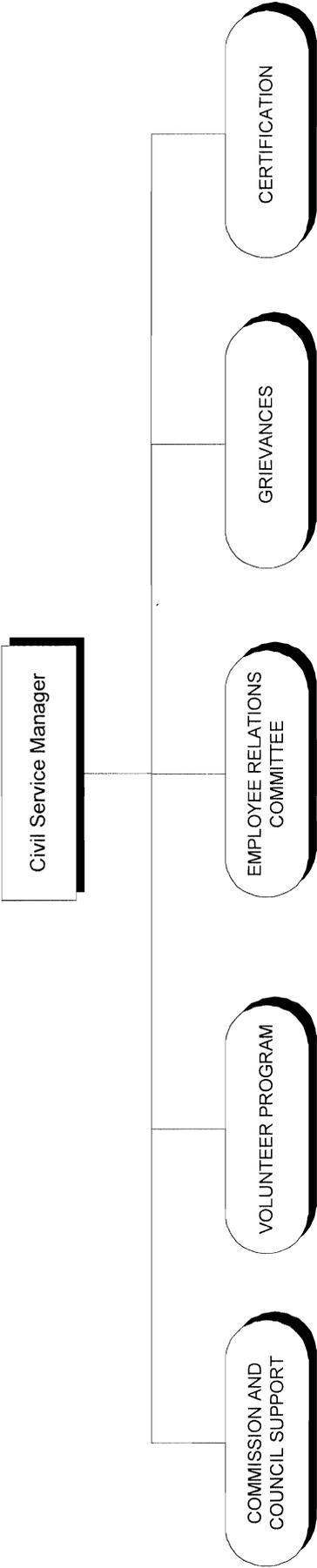


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CIVIL SERVICE

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

DEPARTMENT ORGANIZATION



Civil Service

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

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

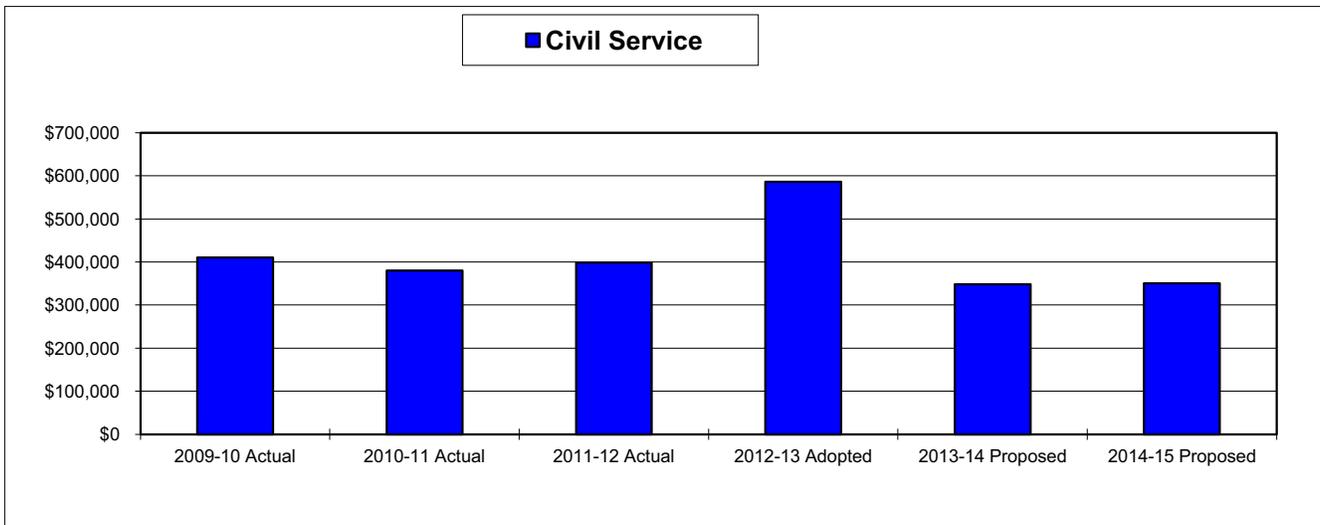
DEPARTMENT BUDGET SUMMARY

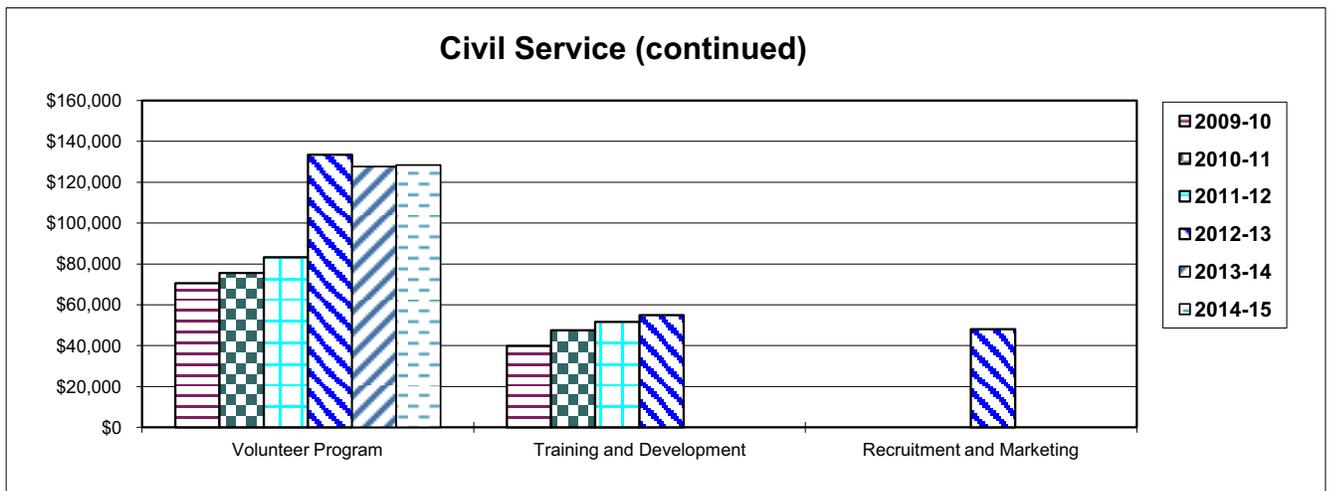
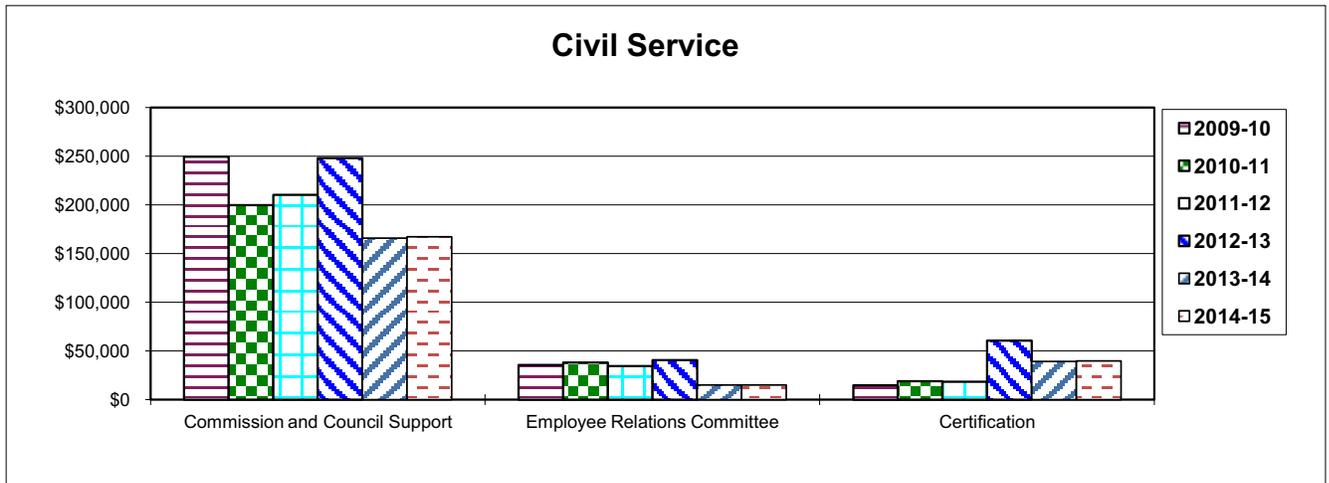
Division/Program Title	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Commission and Council Support	\$ 249,572	\$ 199,929	\$ 210,354	\$ 248,197	\$ 166,084	\$ 167,305
Employee Relations Committee	35,730	38,090	34,491	40,677	14,977	15,105
Certification	14,851	18,834	18,492	60,763	39,263	39,689
Volunteer Program	70,524	75,567	83,230	133,450	127,700	128,400
Training and Development	39,901	47,547	51,630	54,900	-	-
Recruitment and Marketing	-	-	-	48,100	-	-
General Fund Total	\$ 410,578	\$ 379,967	\$ 398,197	\$ 586,087	\$ 348,024	\$ 350,499
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

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

EXPENDITURES



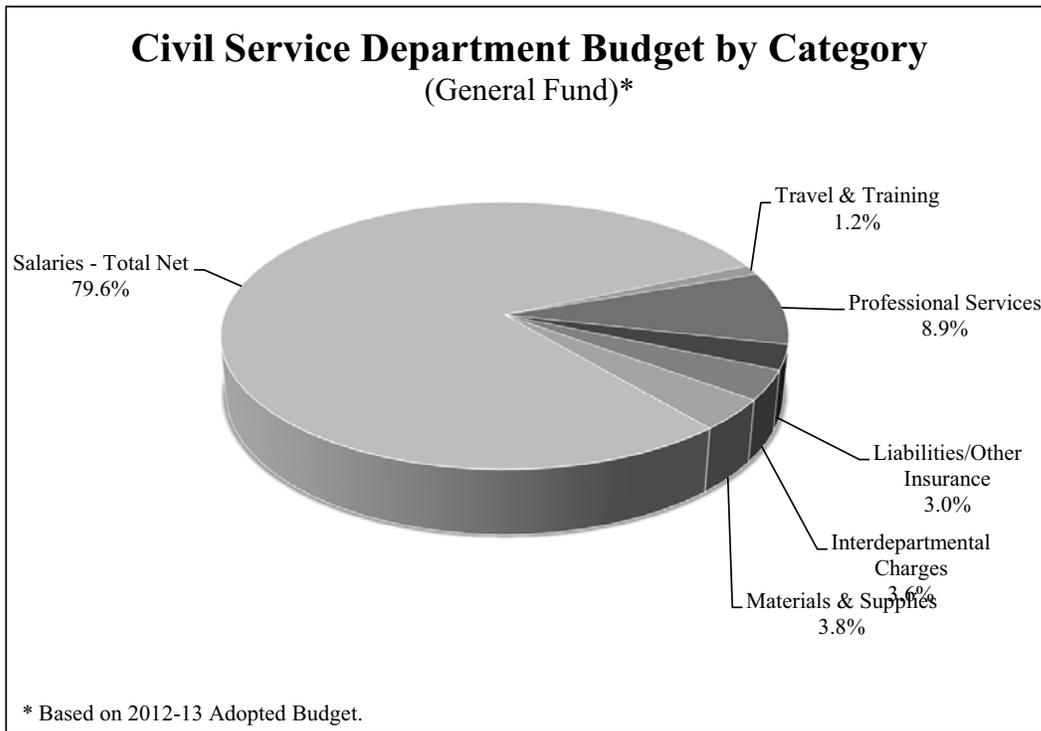


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 278,658	\$ 286,211	\$ 322,317	\$ 465,418	\$ 224,618	\$ 226,818
Overtime	3,601	-	738	1,000	200	200
Salaries - Total	282,259	286,211	323,055	466,418	224,818	227,018
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	26,600	26,600	-	-	-	-
Salaries - Total Net	308,859	312,811	323,055	466,418	224,818	227,018
Supplies and Services	101,719	67,157	75,142	119,669	123,206	123,481
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 410,578	\$ 379,967	\$ 398,197	\$ 586,087	\$ 348,024	\$ 350,499

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 308,859	\$ 312,811	\$ 323,055	\$ 466,418	\$ 224,818	\$ 227,018
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	14,529	14,816	14,586	22,300	22,300	22,300
Professional Services/Contracts	45,635	11,826	14,520	51,900	51,800	51,800
Travel, Training & Membership Dues	3,541	3,155	4,621	6,950	6,750	6,750
Liabilities & Other Insurance	15,505	16,584	18,075	17,528	21,278	21,278
Interdepartmental Charges	19,691	18,401	21,417	18,371	18,371	18,646
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	2,818	2,374	1,923	2,620	2,707	2,707
General Fund Total	\$ 410,578	\$ 379,967	\$ 398,197	\$ 586,087	\$ 348,024	\$ 350,499

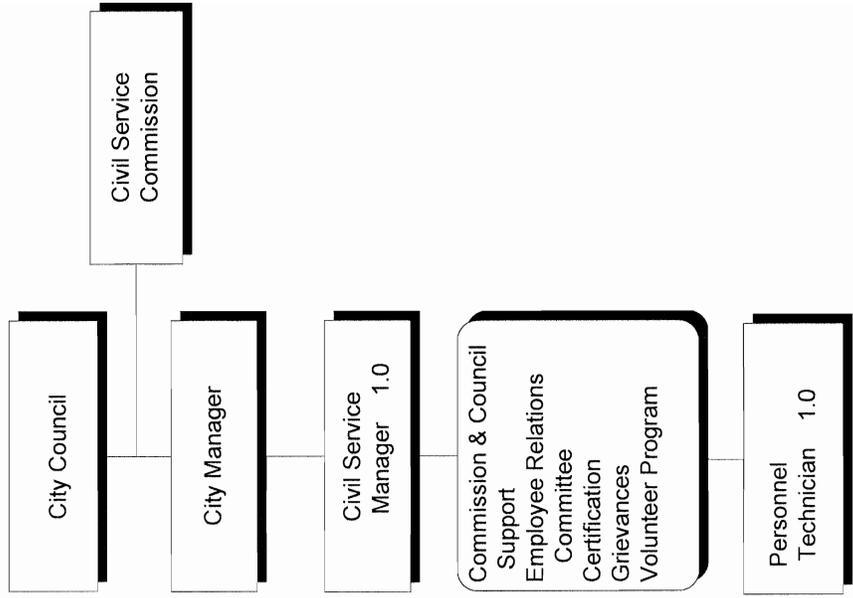


**CIVIL SERVICE
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 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	-	-
Staff Assistant	0.8	0.8	0.8	0.8	-	-
Personnel Technician	-	-	-	1.5	1.0	1.0
Total	2.8	2.8	2.8	4.3	2.0	2.0

CIVIL SERVICE
No. of Employees = 2.0 Work Years

Functional Organizational Chart
2013-14 Proposed

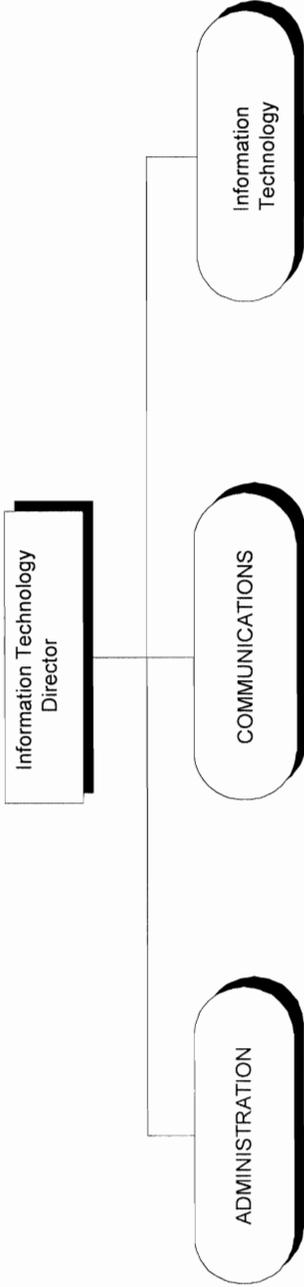


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Communications & Information Technology

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

DEPARTMENT ORGANIZATION



Communications & Information Technology

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

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

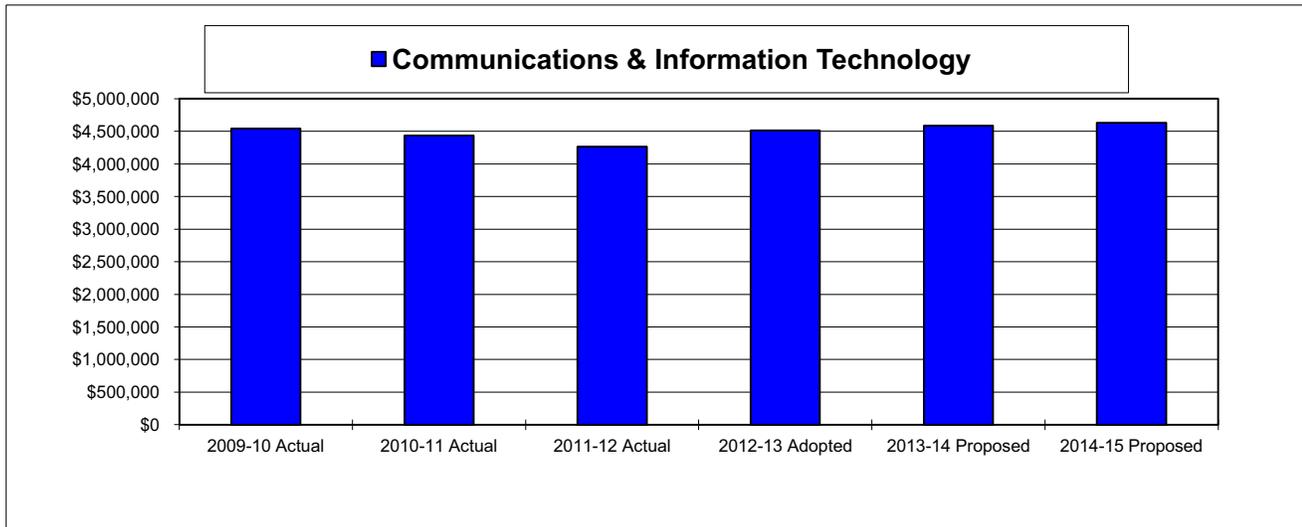
DEPARTMENT BUDGET SUMMARY

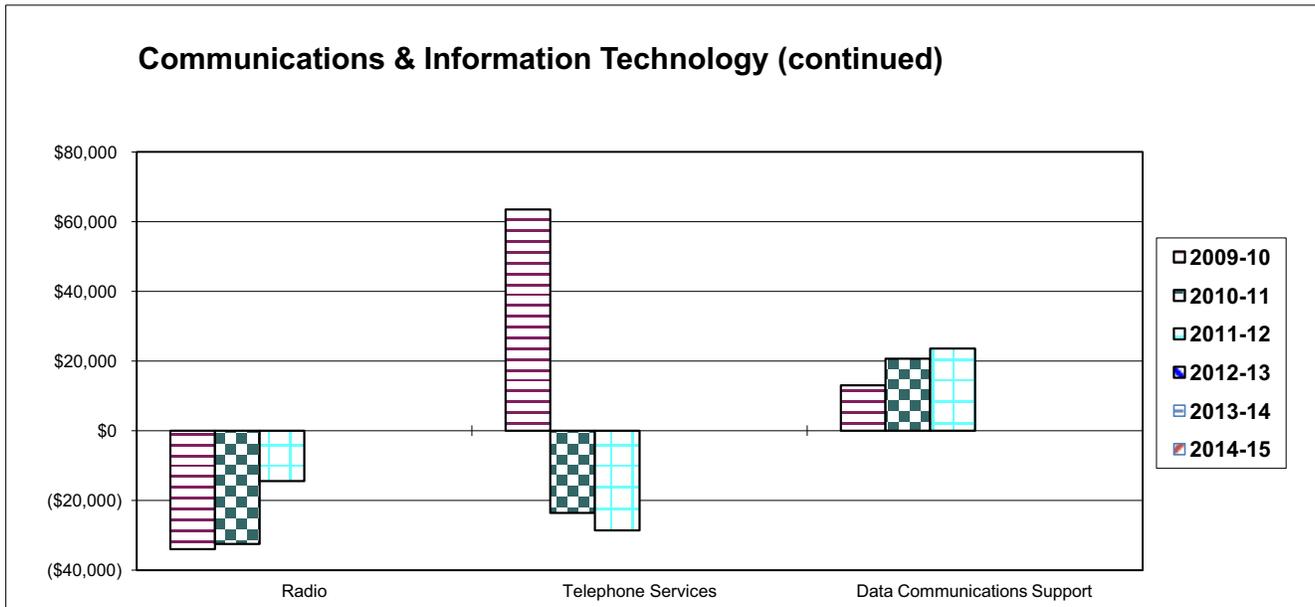
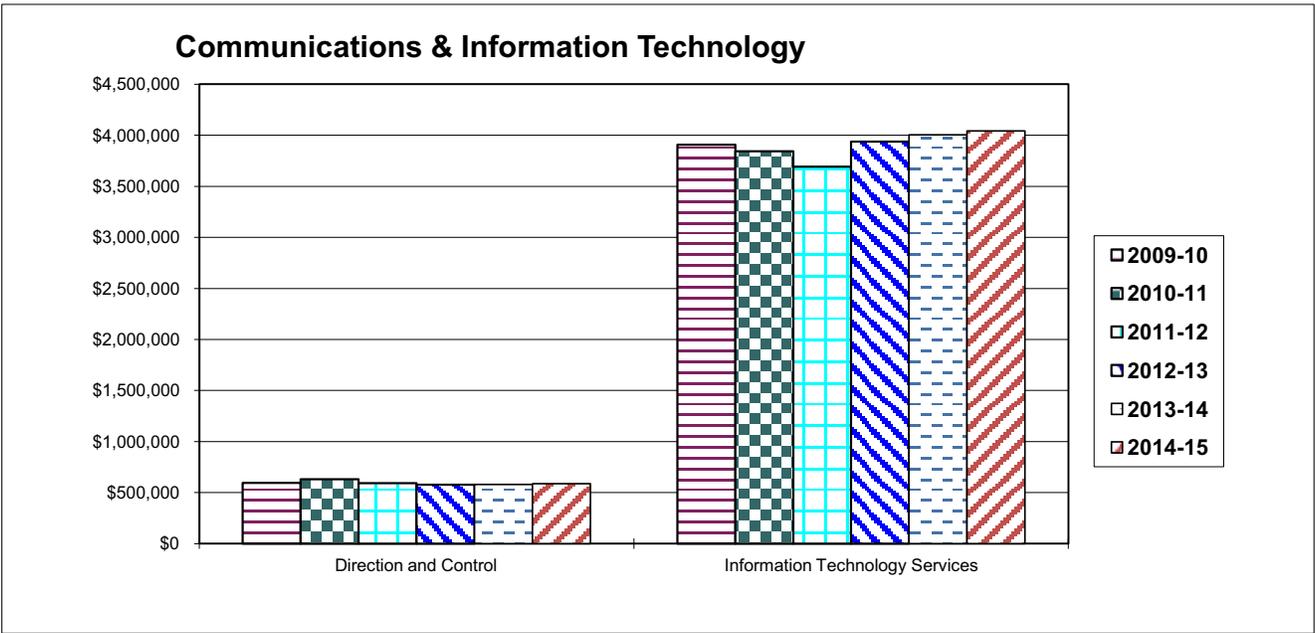
Division/Program Title	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Direction and Control	\$ 595,803	\$ 630,694	\$ 592,151	\$ 576,620	\$ 580,153	\$ 588,642
Information Technology Services	3,906,677	3,841,973	3,691,640	3,938,844	4,005,228	4,041,561
Information Technology Training	-	-	-	-	-	-
Radio	(33,997)	(32,519)	(14,467)	-	-	-
Telephone Services	63,512	(23,617)	(28,602)	-	-	-
Data Communications Support	13,006	20,638	23,600	-	-	-
General Fund Total	\$ 4,545,002	\$ 4,437,168	\$ 4,264,322	\$ 4,515,464	\$ 4,585,381	\$ 4,630,203
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

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

EXPENDITURES





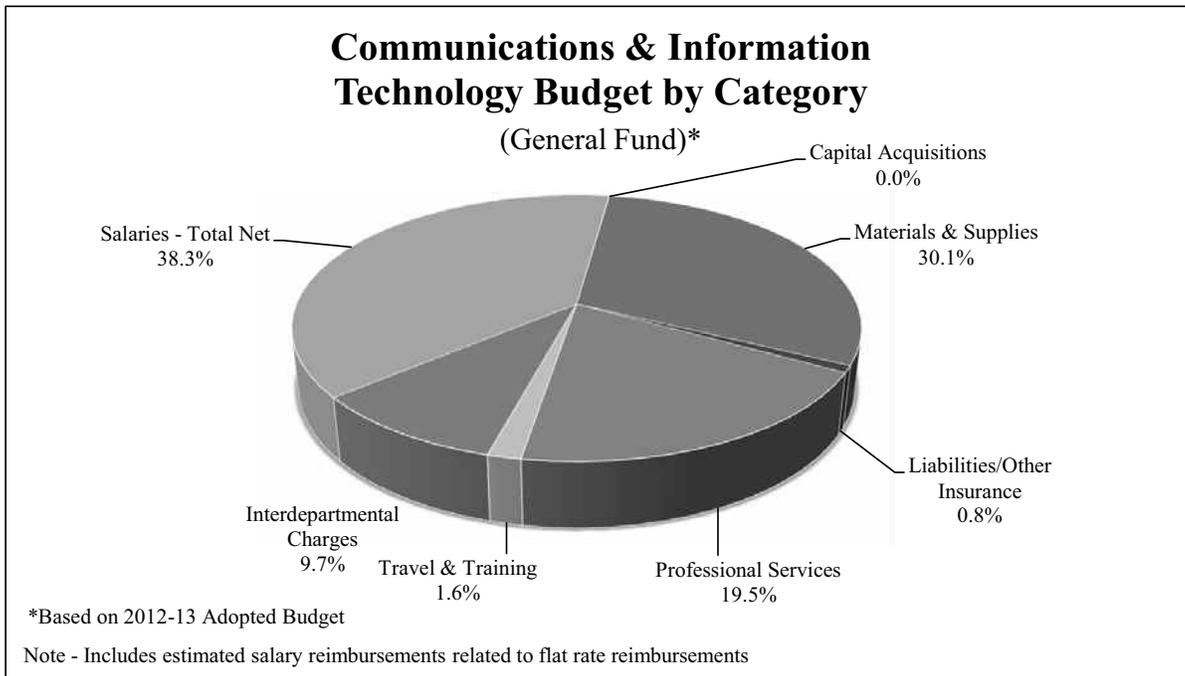
Note - Actual Radio, Telephone Services, and Data Communications flat rate reimbursements exceeded expenditures resulting in negative actual costs.

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	5,188,185	5,357,348	5,216,785	5,412,550	5,510,450	5,562,450
Overtime	71,272	52,370	52,470	82,200	83,500	83,500
Salaries - Total	5,259,457	5,409,718	5,269,255	5,494,750	5,593,950	5,645,950
Salaries - Reimbursements	(1,613,327)	(1,634,279)	(1,735,970)	(1,824,055)	(1,853,155)	(1,868,055)
Salaries - Labor Charges	181	-	-	-	-	-
Salaries - Total Net	3,646,311	3,775,438	3,533,285	3,670,695	3,740,795	3,777,895
Supplies and Services	898,691	661,730	731,037	843,769	843,586	851,308
Capital Outlay	-	-	-	1,000	1,000	1,000
General Fund Total	4,545,002	4,437,168	4,264,322	4,515,464	4,585,381	4,630,203

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 5,259,638	\$ 5,409,718	\$ 5,269,255	\$ 5,494,750	\$ 5,593,950	\$ 5,645,950
Salary & Benefit Reimbursements	(1,613,327)	(1,634,279)	(1,735,970)	(1,824,055)	(1,853,155)	(1,868,055)
Materials, Supplies and Maintenance	910,129	718,589	786,388	828,837	825,785	935,085
Professional Services/Contracts	610,637	491,063	519,014	538,137	538,637	538,137
Travel, Training & Membership Dues	28,867	36,146	31,054	44,754	44,754	44,754
Liabilities & Other Insurance	9,804	9,804	9,804	22,583	22,583	22,583
Interdepartmental Charges	146,714	139,745	152,770	201,312	200,186	208,408
Capital Acquisitions	-	-	-	1,000	1,000	1,000
Reimbursements from Other Funds	(970,584)	(860,003)	(884,776)	(898,344)	(900,353)	(1,009,653)
Operating Transfers Out	163,124	126,386	116,783	106,490	111,994	111,994
General Fund Total	\$ 4,545,002	\$ 4,437,168	\$ 4,264,322	\$ 4,515,464	\$ 4,585,381	\$ 4,630,203



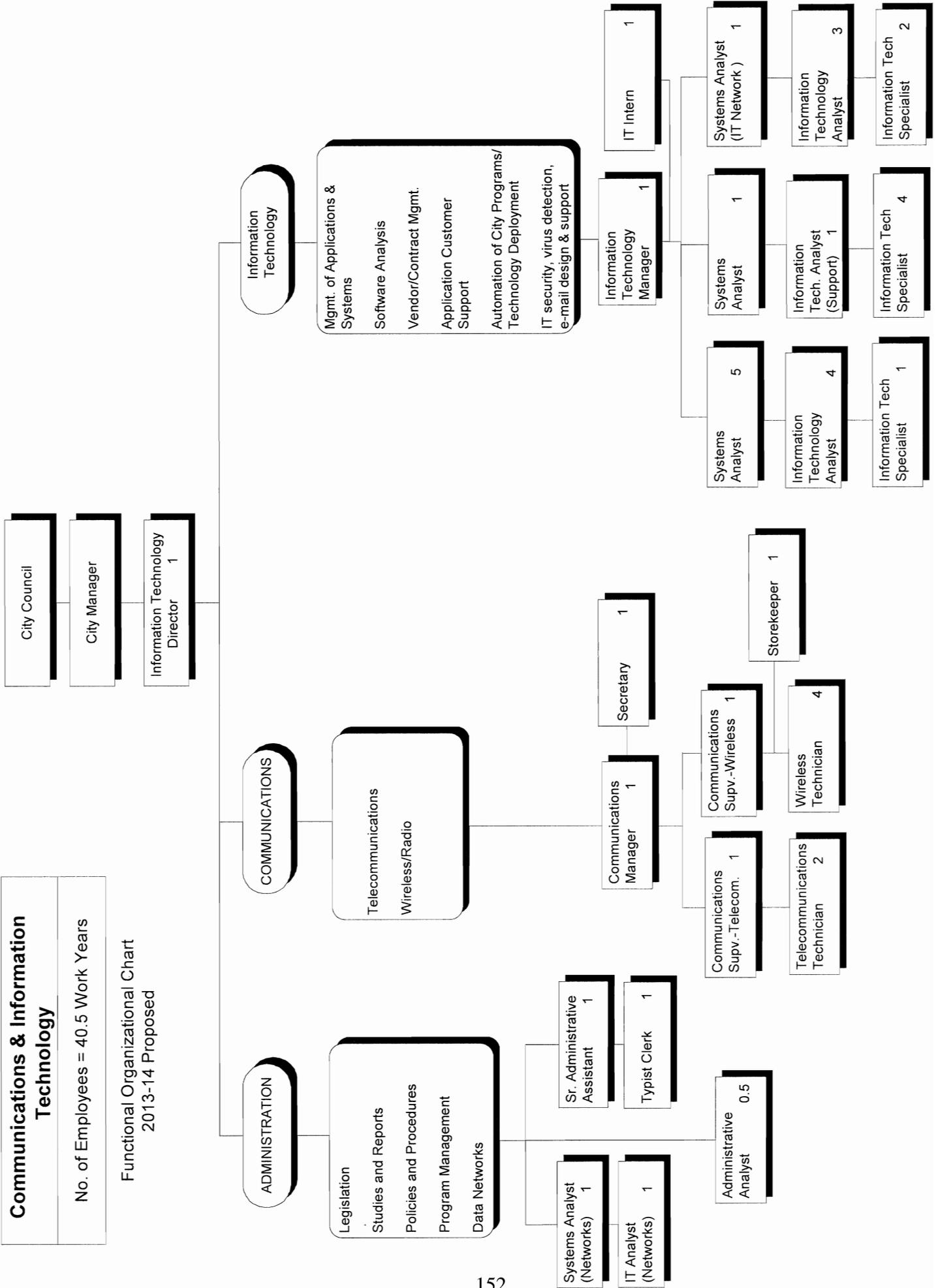
**COMMUNICATIONS & INFORMATION TECHNOLOGY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	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	7.0	7.0	7.0	7.0
Systems Analyst	9.0	9.0	8.0	8.0	8.0	8.0
Information Technology Analyst	7.0	8.0	8.0	8.0	8.0	8.0
Info. Tech. Analyst (Networks)	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Telecom.	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Wireless	1.0	1.0	1.0	1.0	1.0	1.0
Wireless Technician	4.0	4.0	4.0	4.0	4.0	4.0
Telecommunications Technician	2.0	2.0	2.0	2.0	2.0	2.0
Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.5	0.5	0.5	0.5	0.5	0.5
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	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
Intern	-	-	1.0	1.0	1.0	1.0
Total	40.5	41.5	40.5	40.5	40.5	40.5

Communications & Information Technology

No. of Employees = 40.5 Work Years

Functional Organizational Chart
2013-14 Proposed

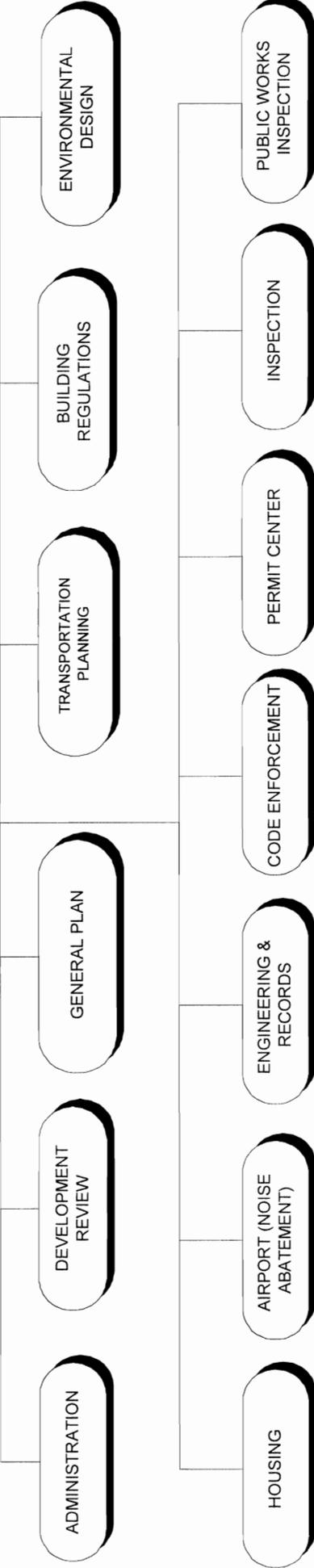


COMMUNITY DEVELOPMENT

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

DEPARTMENT ORGANIZATION

Community Development 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:

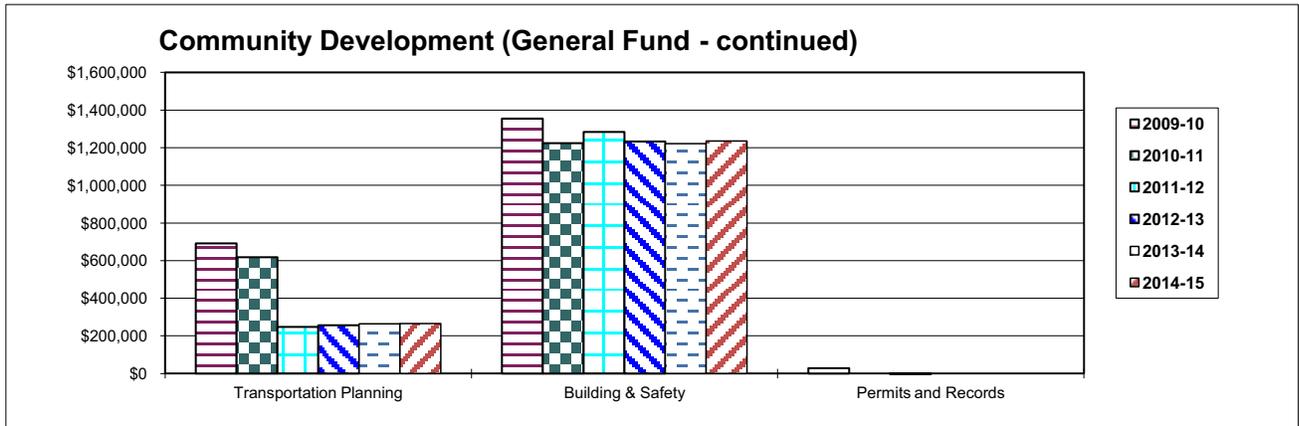
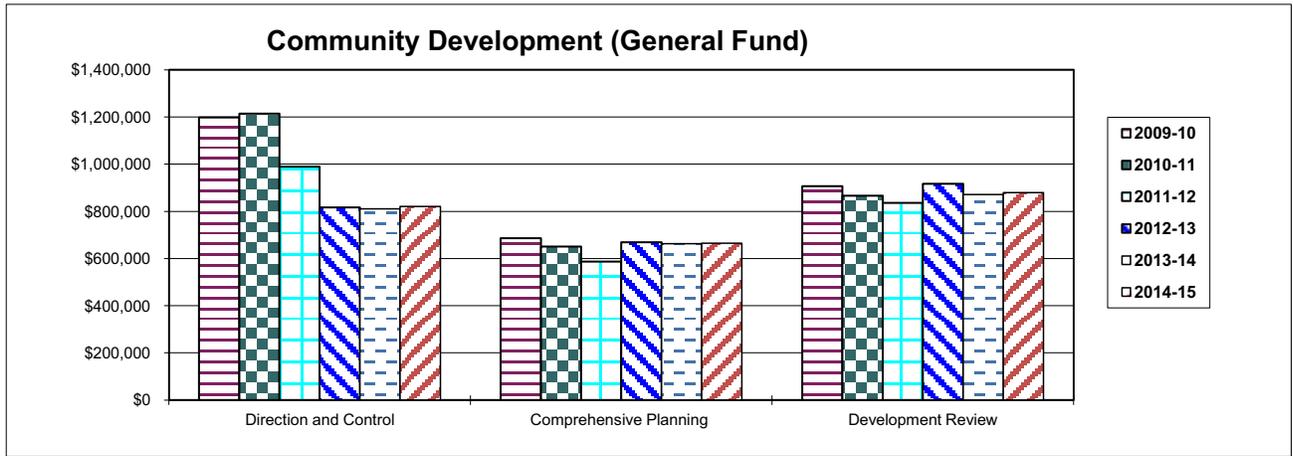
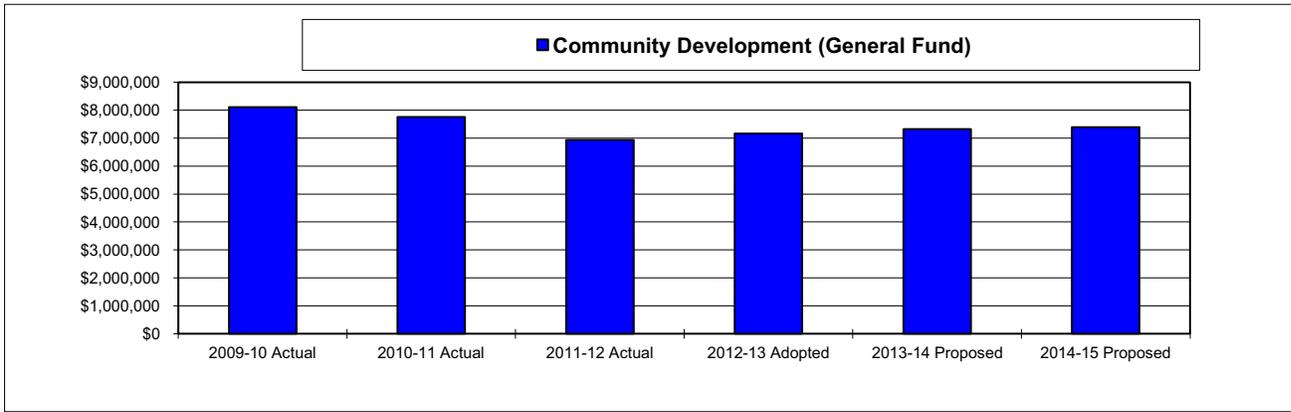
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and regional planning, transportation, and 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

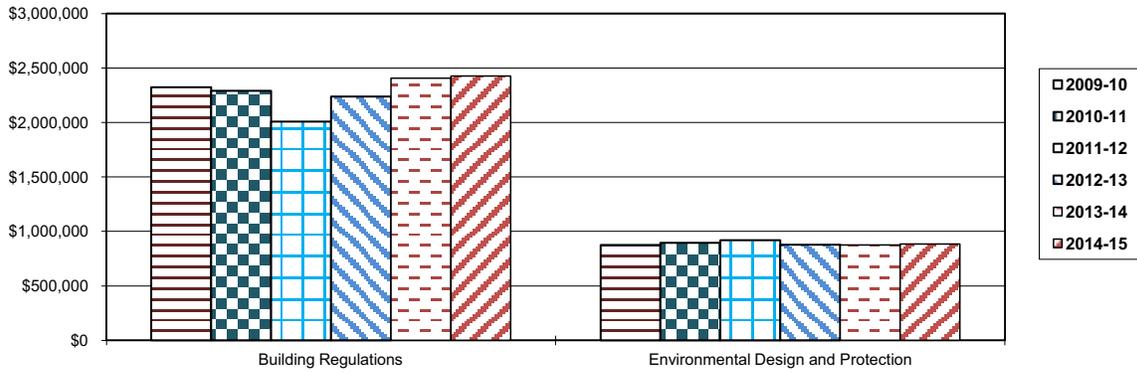
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund:						
Direction and Control	\$ 1,197,754	\$ 1,213,988	\$ 989,704	\$ 816,359	\$ 810,000	\$ 820,604
Comprehensive Planning	685,927	650,417	586,740	668,975	663,045	664,345
Development Review	906,436	865,965	836,124	916,887	871,419	879,219
Property Rehabilitation Loan Admin.	-	-	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-	-	-
Redevelopment Agency Administration	-	(9,521)	(7,961)	-	53,400	53,900
Transportation Planning	691,624	618,552	247,457	257,064	263,926	265,826
Building & Safety	1,354,464	1,223,935	1,283,545	1,233,132	1,221,460	1,235,413
Permits and Records	27,671	-	(3,377)	-	-	-
Building Regulations	2,322,710	2,290,835	2,009,149	2,239,083	2,405,983	2,427,083
Environmental Design and Protection	876,515	896,146	918,361	876,658	876,454	884,854
Conservation Code Enforcement	-	-	-	-	-	-
Downtown RDA Successor Agency (GF)	-	-	32,268	65,858	65,858	65,858
Nat. Pol. Disch. Elim. System (NPDES)	44,482	-	41,876	89,396	92,312	93,912
General Fund Total	\$ 8,107,582	\$ 7,750,315	\$ 6,933,886	\$ 7,163,412	\$ 7,323,857	\$ 7,391,014
General Fund Revenues	\$ 2,837,675	\$ 2,807,096	\$ 3,370,160	\$ 3,551,401	\$ 3,609,346	\$ 3,699,638
Externally Funded:						
Section 8 Rental Assistance Program	\$ 6,545,715	\$ 6,568,858	\$ 6,470,543	\$ 6,916,142	\$ 6,923,642	\$ 6,928,342
Rehabilitation Loan Program (HCD)	-	-	-	-	-	-
Downtown RDA Successor Agency	19,105,733	14,224,858	5,686,955	3,583,464	6,721,665	2,623,403
Air Quality Management*	-	162,514	180,608	189,876	192,011	192,011
Vanpool/Rideshare*	-	201,081	231,694	256,370	255,925	255,925
Externally Funded Total	\$ 25,651,448	\$ 21,157,311	\$ 12,569,800	\$ 10,945,852	\$ 14,093,243	\$ 9,999,681
Externally Funded Revenues						
Section 8 Rental Assistance Program	\$ 6,261,914	\$ 6,627,217	\$ 6,567,121	\$ 6,629,000	\$ 6,618,000	\$ 6,618,000
Rehabilitation Loan Program (HCD)	36,900	36,900	-	-	-	-
Downtown RDA Successor Agency	14,335,844	14,521,948	22,805,150	3,589,264	6,721,665	2,881,403
Air Quality Management*	-	166,912	185,021	172,000	172,000	172,000
Vanpool/Rideshare*	-	201,081	231,694	256,930	256,930	256,930
Externally Funded Revenues Total	\$ 20,634,658	\$ 21,554,058	\$ 29,788,986	\$ 10,647,194	\$ 13,768,595	\$ 9,928,333

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

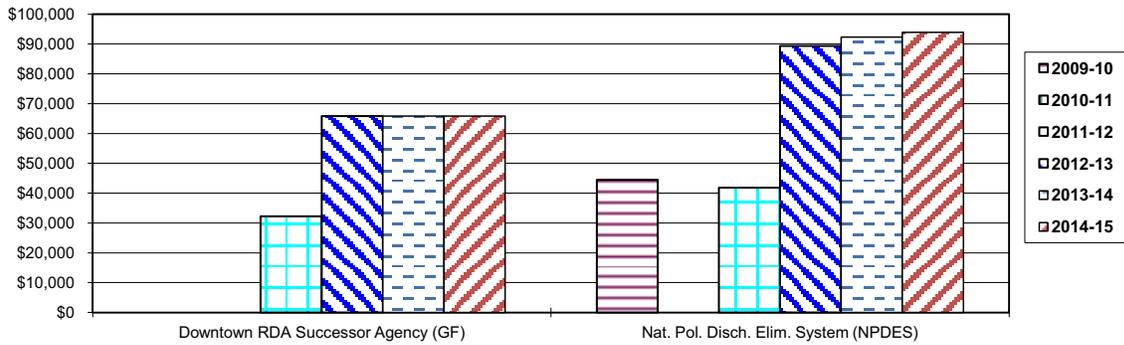
EXPENDITURES



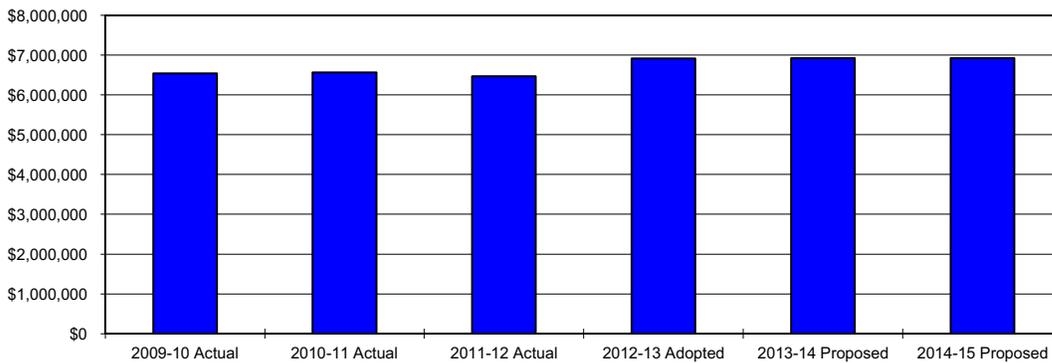
Community Development (General Fund - continued)

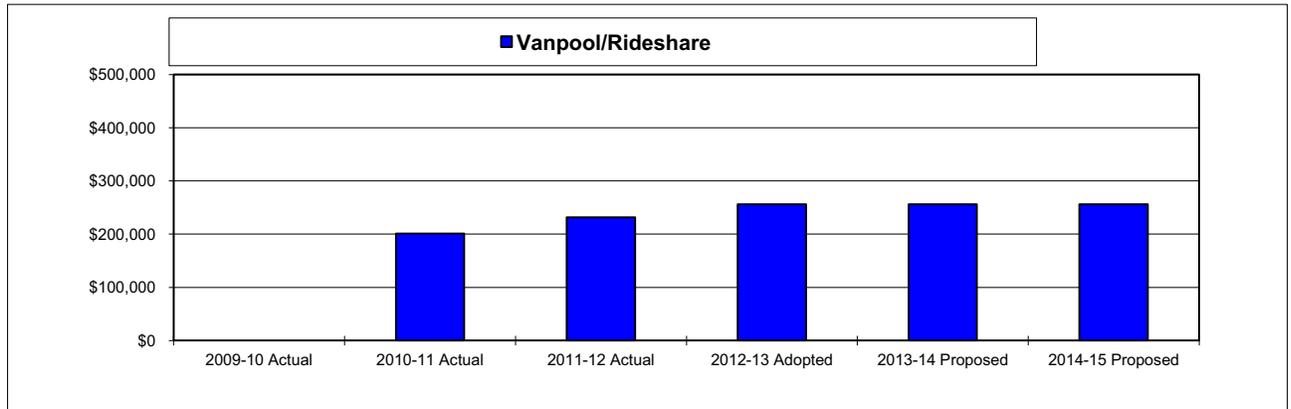
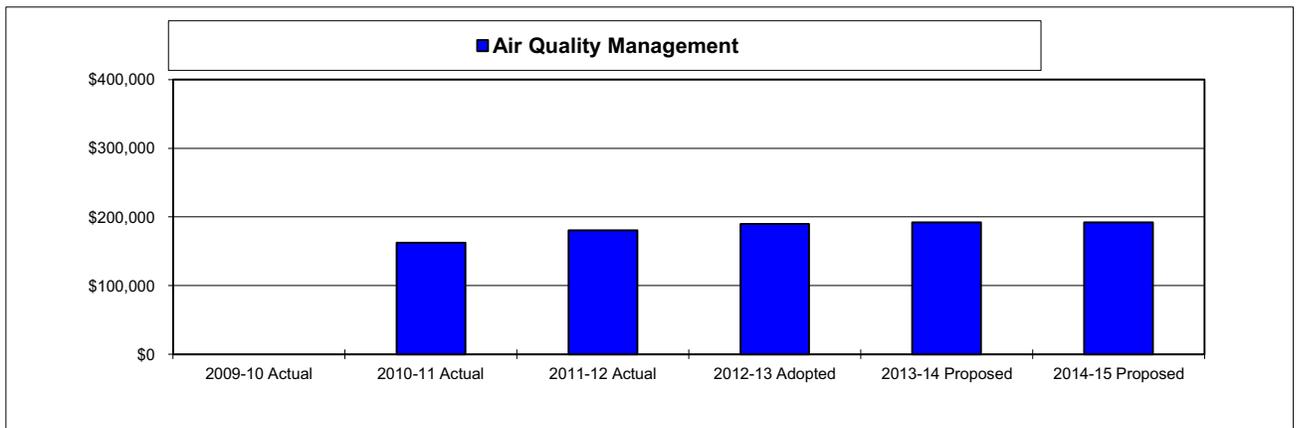
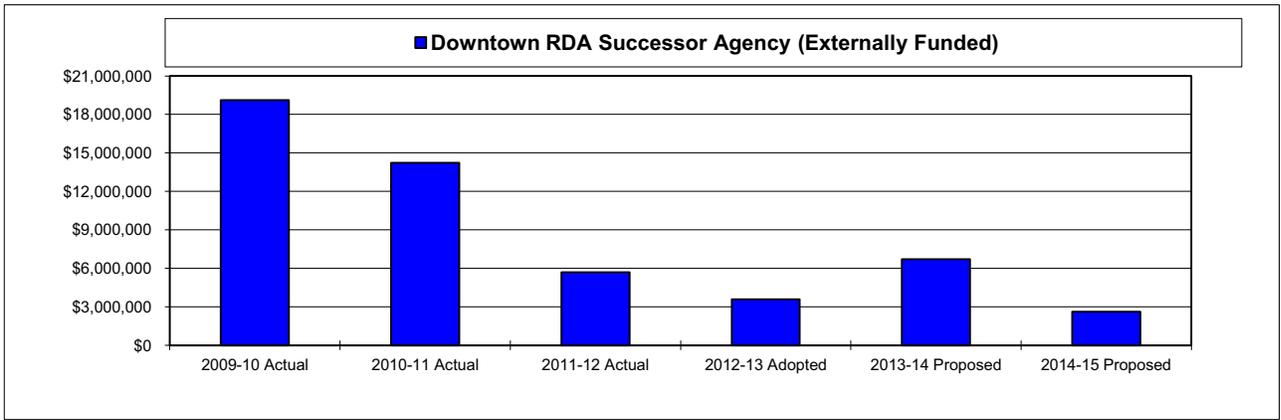


Community Development (General Fund - continued)



Section 8 Rental Assistance Program (Externally Funded)



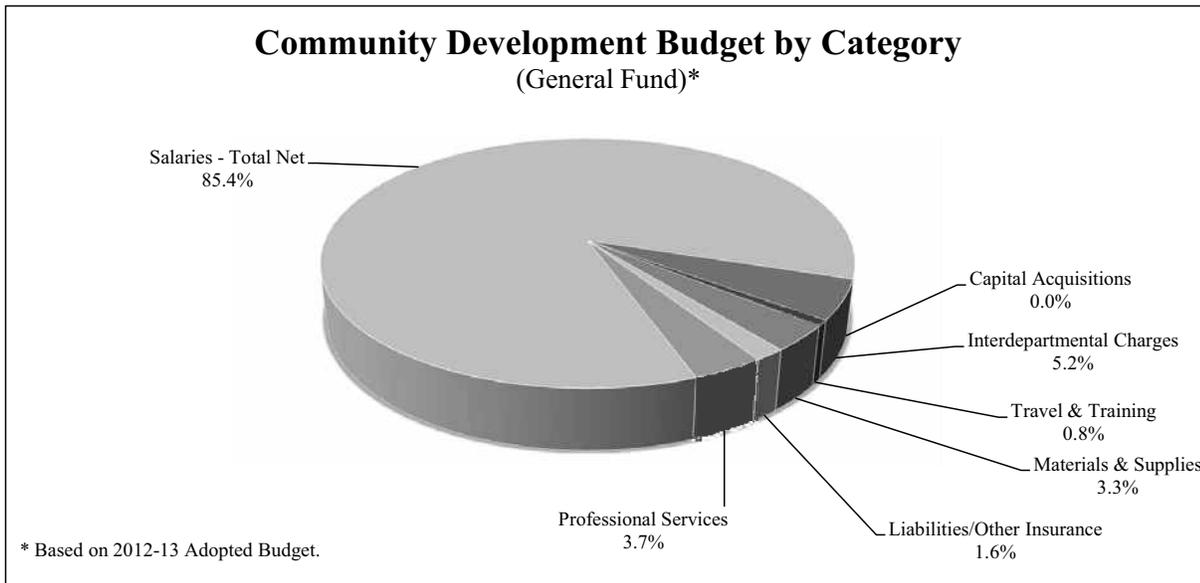


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 8,154,472	\$ 7,935,819	\$ 6,664,434	\$ 6,907,735	\$ 7,019,035	\$ 7,084,335
Overtime	14,650	17,096	50,707	33,300	37,300	37,300
Salaries - Total	8,169,122	7,952,915	6,715,141	6,941,035	7,056,335	7,121,635
Salaries - Reimbursements	(977,224)	(1,106,509)	(725,351)	(825,745)	(785,223)	(785,223)
Salaries - Labor Charges	13,623	2,705	1,097	1,129	1,177	1,177
Salaries - Total Net	7,205,521	6,849,112	5,990,887	6,116,419	6,272,289	6,337,589
Supplies and Services	902,062	901,202	942,999	1,044,793	1,049,368	1,051,225
Capital Outlay	-	-	-	2,200	2,200	2,200
General Fund Total	\$ 8,107,583	\$ 7,750,314	\$ 6,933,886	\$ 7,163,412	\$ 7,323,857	\$ 7,391,014

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 8,116,632	\$ 7,955,621	\$ 6,716,238	\$ 6,942,164	\$ 7,057,512	\$ 7,122,812
Salary & Benefit Reimbursements	(977,224)	(1,106,509)	(725,351)	(825,745)	(785,223)	(785,223)
Materials, Supplies and Maintenance	127,418	133,684	144,401	245,515	245,515	245,515
Senior Mobile Home Subsidy	45,200	50,000	59,800	-	-	-
Professional Services/Contracts	312,775	265,435	277,639	266,241	270,541	266,041
Travel, Training & Membership Dues	33,679	41,944	38,999	54,147	54,147	54,147
Liabilities & Other Insurance	49,412	49,212	63,758	114,373	114,373	114,373
Interdepartmental Charges	306,649	290,424	299,231	313,934	314,562	320,919
Capital Acquisitions	-	-	-	2,200	2,200	2,200
Reimbursements from Other Funds	-	(6,510)	-	(6,500)	(6,500)	(6,500)
Operating Transfers Out	93,041	77,013	59,171	57,083	56,730	56,730
General Fund Total	\$ 8,107,582	\$ 7,750,315	\$ 6,933,886	\$ 7,163,412	\$ 7,323,857	\$ 7,391,014

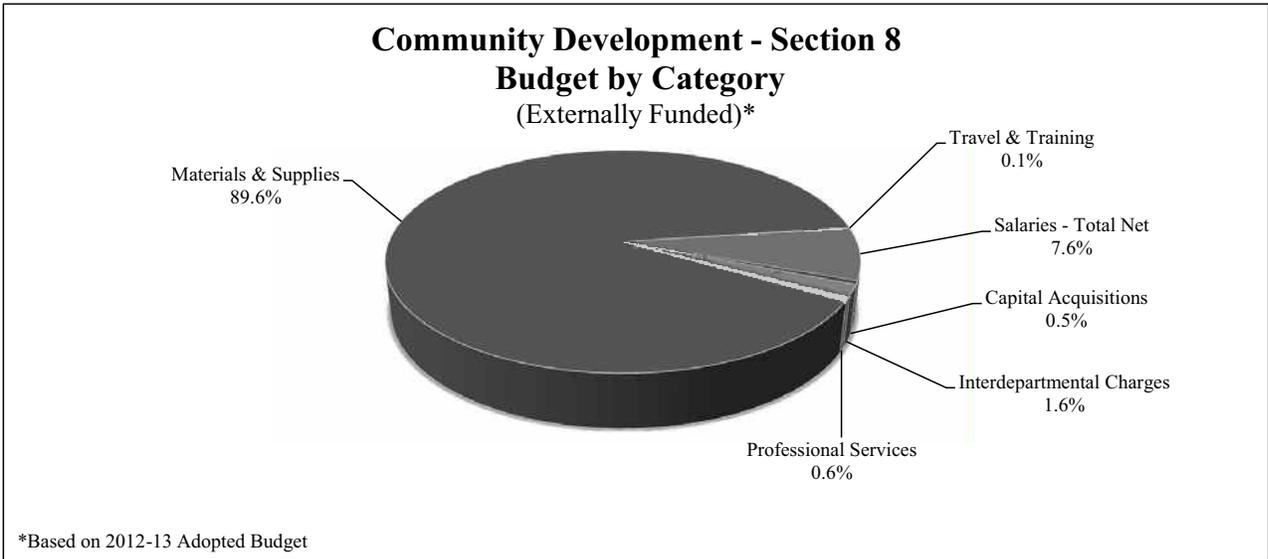


DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ -	\$ -	\$ 525,198	\$ 497,100	\$ 497,100	\$ 504,300
Overtime	-	-	420	2,900	2,900	2,900
Salaries - Total	-	-	525,618	500,000	500,000	507,200
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	470,751	492,111	-	25,000	25,000	25,000
Salaries - Total Net	470,751	492,111	525,618	525,000	525,000	532,200
Supplies and Services	6,070,252	6,075,044	5,939,934	6,356,142	6,363,642	6,361,142
Capital Outlay	4,712	1,703	4,991	35,000	35,000	35,000
Total Section 8 Rental Assistant Fund	\$ 6,545,715	\$ 6,568,858	\$ 6,470,543	\$ 6,916,142	\$ 6,923,642	\$ 6,928,342

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 940,701	\$ 492,111	\$ 525,618	\$ 525,000	\$ 527,500	\$ 532,200
Salary & Benefit Reimbursements	(469,950)	-	-	-	-	-
Materials, Supplies and Maintenance	5,957,666	5,966,401	5,819,911	6,194,115	6,194,115	6,194,115
Professional Services/Contracts	22,344	14,006	17,865	43,027	43,027	43,027
Travel, Training & Membership Dues	988	841	241	5,000	5,000	5,000
Interdepartmental Charges	89,254	93,796	101,917	114,000	119,000	119,000
Capital Acquisitions	4,712	1,703	4,991	35,000	35,000	35,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	-	-	-	-	-	-
Total Section 8 Rental Assistant Fund	\$ 6,545,715	\$ 6,568,858	\$ 6,470,543	\$ 6,916,142	\$ 6,923,642	\$ 6,928,342

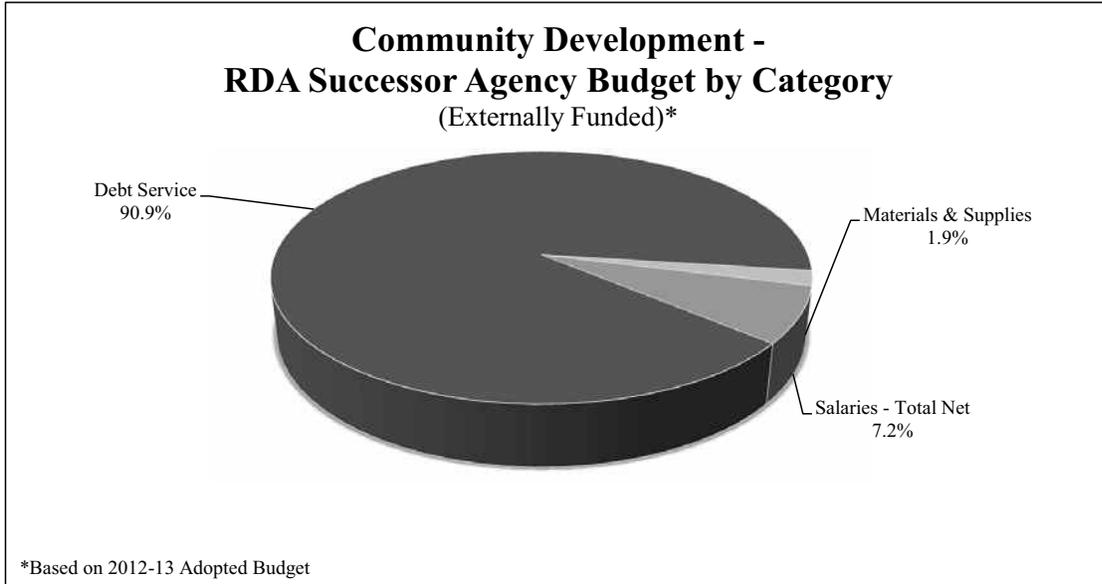


DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 230,903	\$ 185,846	\$ 4,298	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	230,903	185,846	4,298	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	7,590	51,257	138,341	257,750	-	53,900
Salaries - Total Net	238,493	237,103	142,639	257,750	-	53,900
Supplies and Services	14,817,338	13,987,755	5,544,316	3,325,714	6,721,665	2,569,503
Capital Outlay	4,049,902	-	-	-	-	-
Total Redevelopment Agency Fund	\$ 19,105,733	\$ 14,224,858	\$ 5,686,955	\$ 3,583,464	\$ 6,721,665	\$ 2,623,403

DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 238,493	\$ 237,103	\$ 142,639	\$ 257,750	\$ -	\$ 53,900
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	121,560	180,336	83,951	68,500	6,500	49,000
Professional Services/Contracts	4,931,538	3,195,847	1,540,350	-	8,000	8,000
Travel, Training & Membership Dues	9,961	10,888	2,808	-	-	-
Interdepartmental Charges	19,626	19,118	11,361	-	-	-
Debt Service	4,889,278	5,573,834	4,044,431	3,257,214	6,707,165	2,512,503
Capital Acquisitions	4,049,902	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Bad Debts & Other Losses	-	-	-	-	-	-
Operating Transfers Out	4,845,375	5,007,732	(138,585)	-	-	-
Total Redevelopment Agency Fund	\$ 19,105,733	\$ 14,224,858	\$ 5,686,955	\$ 3,583,464	\$ 6,721,665	\$ 2,623,403

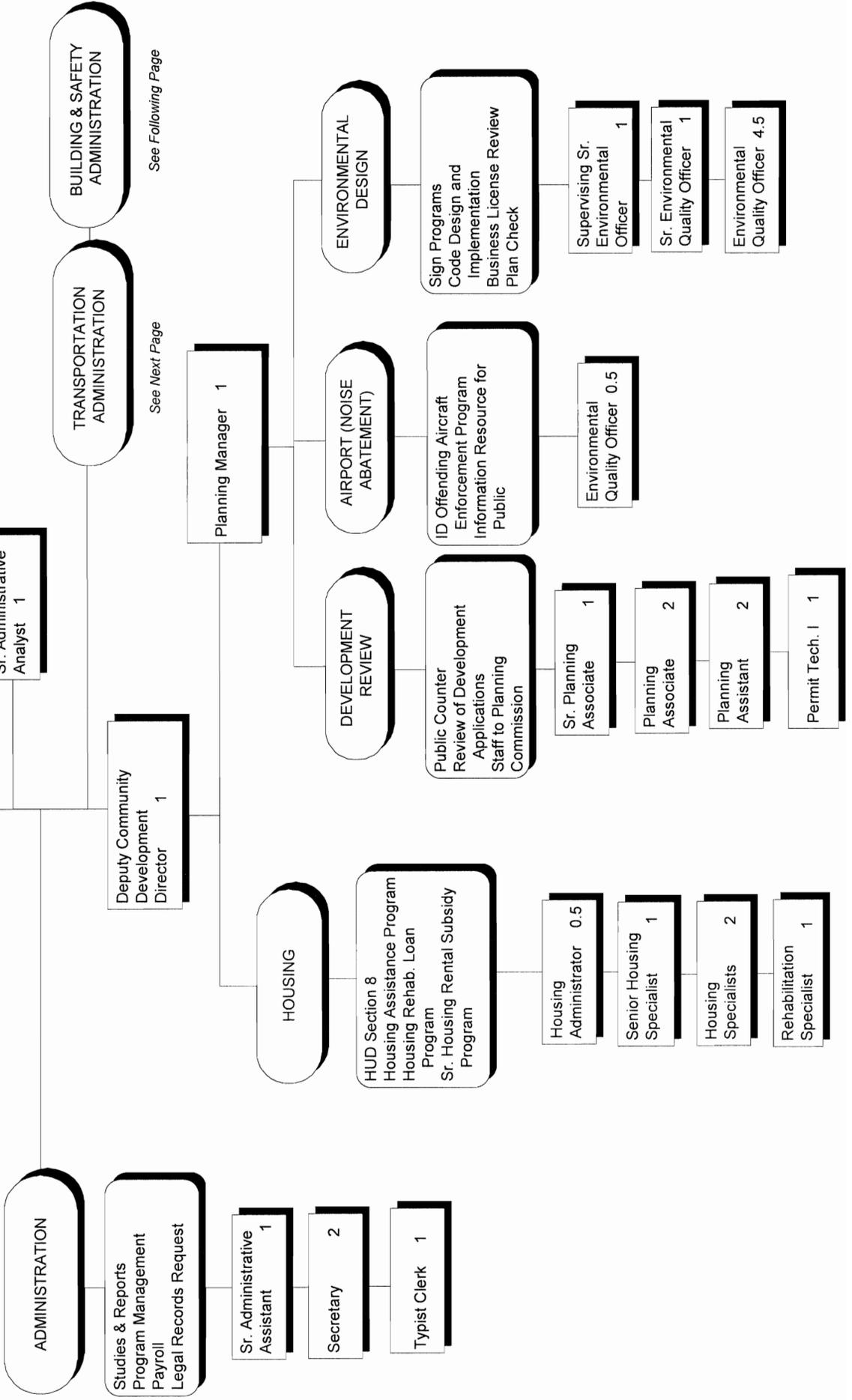


**COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Principal Planner	1.0	1.0	1.0	1.0	1.0	1.0
Transportation Planning Manager	1.0	1.0	-	-	-	-
Planner of Transportation	-	-	-	-	-	-
Planning Associate	8.5	8.5	8.5	8.5	8.5	8.5
Planning Assistant	4.0	4.0	4.0	4.0	4.0	4.0
Associate Engineer	4.0	4.0	3.0	3.0	3.0	3.0
Assistant Engineer	2.0	2.0	2.0	2.0	2.0	2.0
Public Works Inspector	4.0	3.0	2.0	2.0	2.0	2.0
Building Regulations Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Environmental Services Administrator	-	-	-	-	-	-
Building Inspection Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Structural Plans Examiner	1.0	1.0	1.0	1.0	1.0	1.0
Plans Examiner	2.0	2.0	2.0	2.0	2.0	2.0
Senior Building Inspector	3.0	3.0	3.0	3.0	3.0	3.0
Senior Electrical Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Senior Mechanical & Plumbing Inspector	2.0	2.0	2.0	2.0	2.0	2.0
Senior Grading Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Senior Environmental Quality Officer	2.0	2.0	2.0	2.0	2.0	2.0
Environmental Quality Officer	5.0	5.0	5.0	5.0	5.0	5.0
Revenue Inspector/Collector	-	-	-	-	-	-
Building Inspector	3.0	2.0	2.0	2.0	2.0	2.0
Building Permit Technician	2.0	1.0	-	-	-	-
Permit Technician I	-	-	4.0	4.0	4.0	4.0
Engineering Technician III	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician II	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Technician I	1.0	-	-	-	-	-
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-	-
Housing Specialist	3.0	3.0	3.0	3.0	3.0	3.0
Rehabilitation Specialist	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	6.0	6.0	2.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Intern	0.5	-	-	-	-	-
Total	68.0	63.5	59.5	59.5	59.5	59.5

COMMUNITY DEVELOPMENT
 No. of Employees = 59.5 Work Years

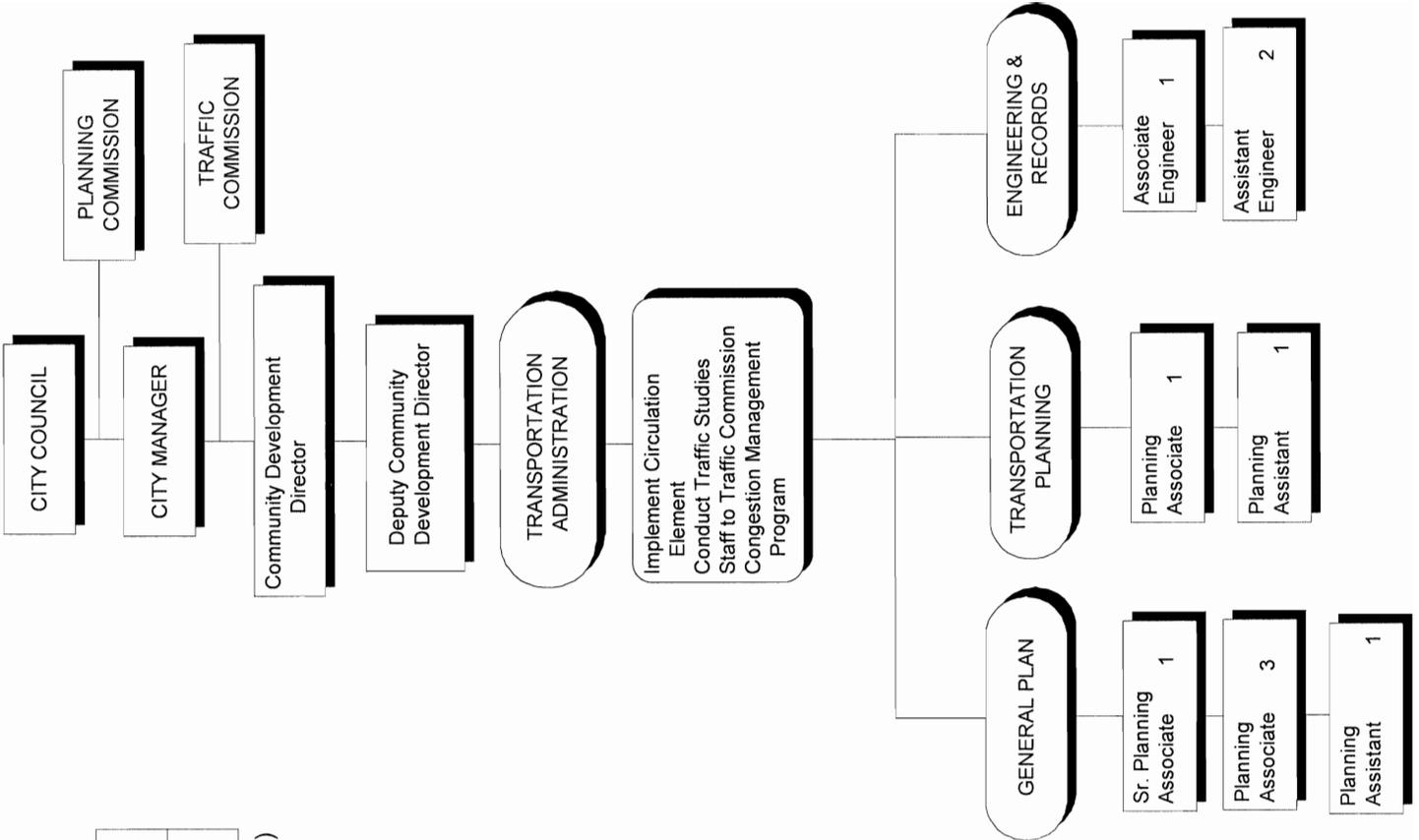
Functional Organizational Chart (1 of 3)
 2013-14 Proposed



COMMUNITY DEVELOPMENT

No. of Employees = 59.5 Work Years

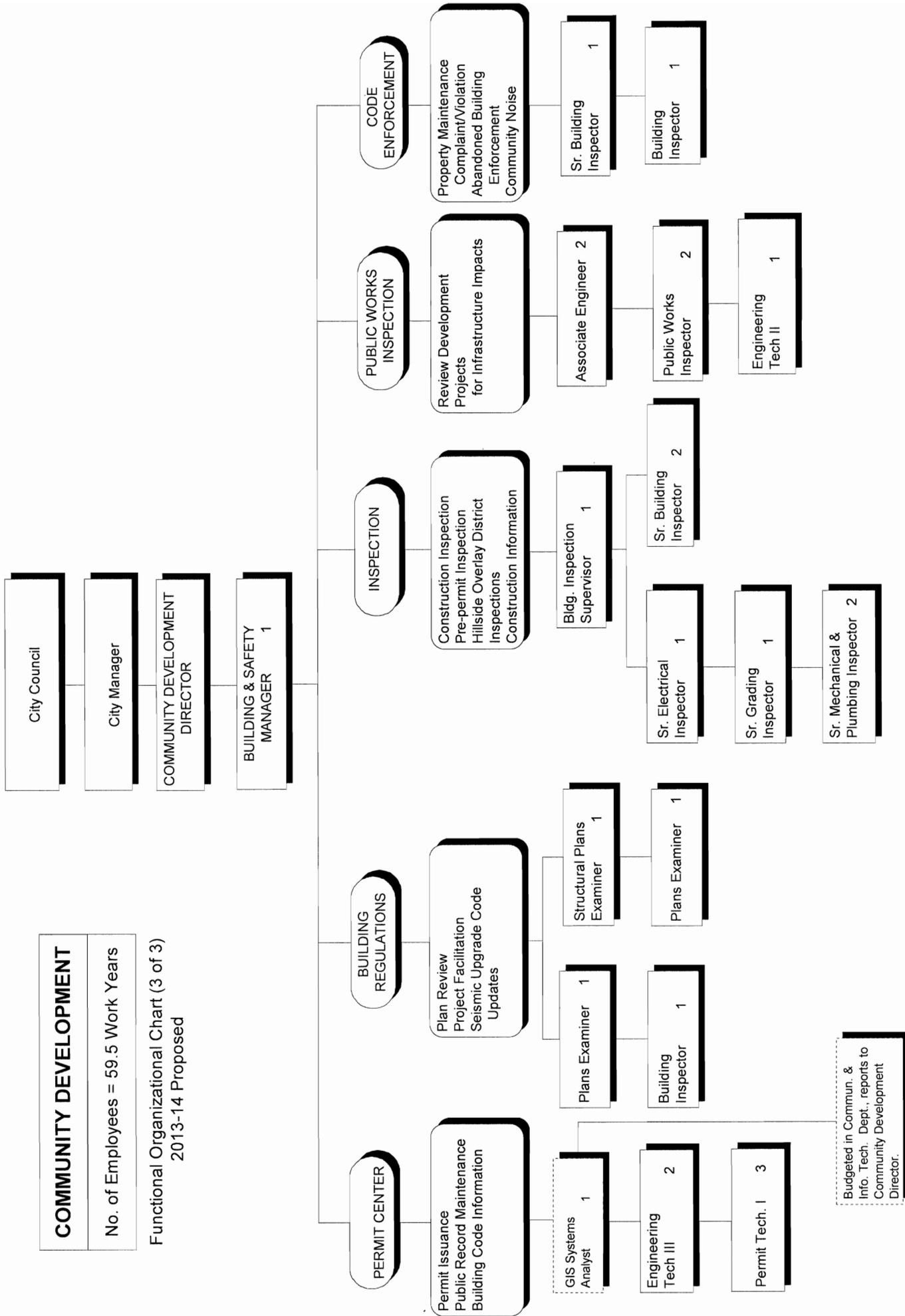
Functional Organizational Chart (2 of 3)
2013-14 Proposed



COMMUNITY DEVELOPMENT

No. of Employees = 59.5 Work Years

Functional Organizational Chart (3 of 3)
2013-14 Proposed

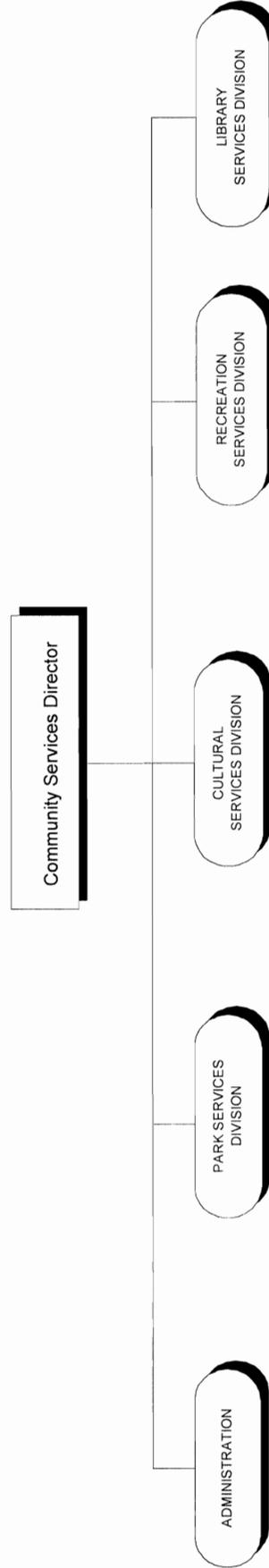


Budgeted in Commun. & Info. Tech. Dept., reports to Community Development Director.

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.

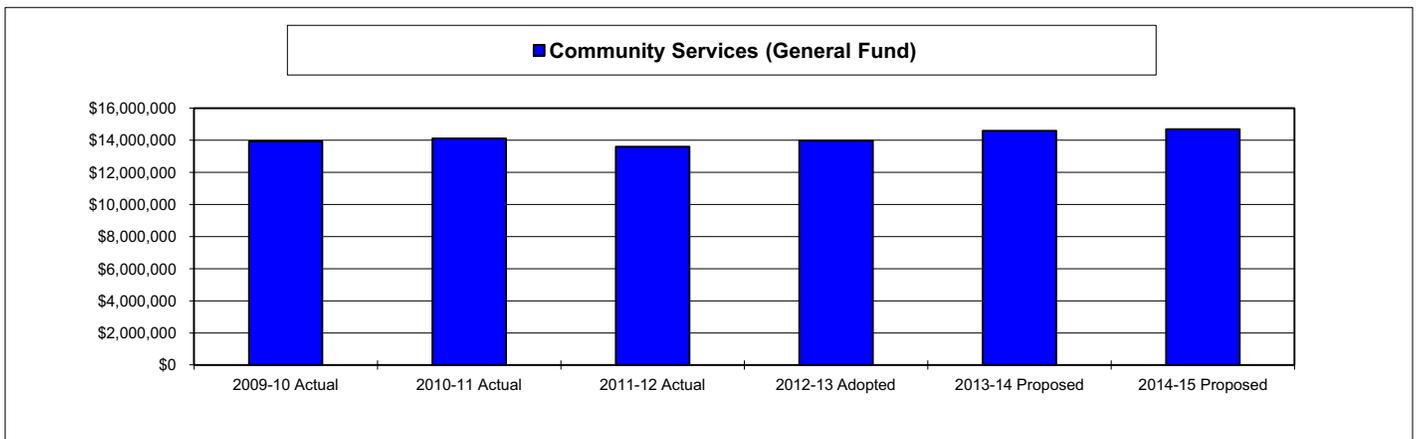
FUNCTIONAL RESPONSIBILITY

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.

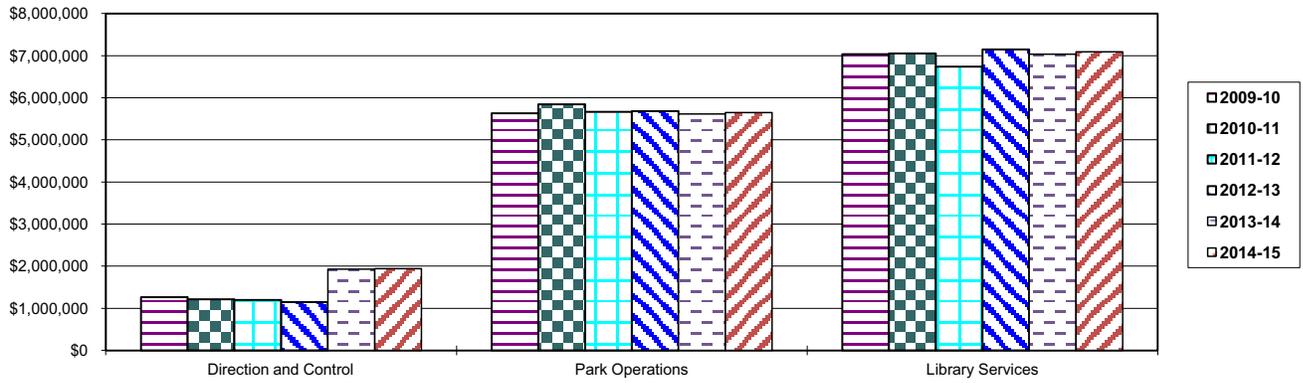
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund:						
Direction and Control	\$ 1,262,854	\$ 1,214,676	\$ 1,195,710	\$ 1,149,208	\$ 1,930,219	\$ 1,940,819
Park Operations	5,630,278	5,842,548	5,667,521	5,682,224	5,614,495	5,646,575
Library Services	7,033,204	7,053,721	6,740,926	7,145,929	7,037,380	7,092,328
General Fund Total	\$ 13,926,336	\$ 14,110,944	\$ 13,604,157	\$ 13,977,361	\$ 14,582,094	\$ 14,679,722
General Fund Revenues	\$ 562,394	\$ 644,644	\$ 594,233	\$ 650,000	\$ 665,397	\$ 665,397
Enterprise Funded:						
Recreation Services	6,055,932	6,037,605	6,002,281	6,584,149	5,974,221	6,001,499
Cultural Services	2,095,487	1,938,449	1,740,150	1,916,112	1,732,868	1,738,468
Parks & Recreation Enterprise Total	\$ 8,151,419	\$ 7,976,055	\$ 7,742,431	\$ 8,500,261	\$ 7,707,089	\$ 7,739,967
Parks & Recreation Enterprise Revenues	\$ 7,853,664	\$ 7,447,316	\$ 8,254,463	\$ 8,105,804	\$ 7,419,173	\$ 7,416,973
Community Development Block Grant (CDBG) Funded:						
Home Improvement Program	\$ -	\$ -	\$ -	\$ -	\$ 284,750	\$ 286,350

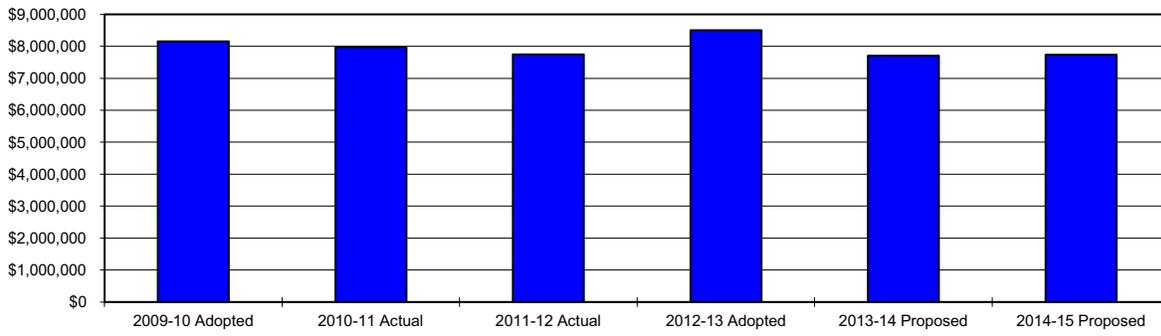
EXPENDITURES



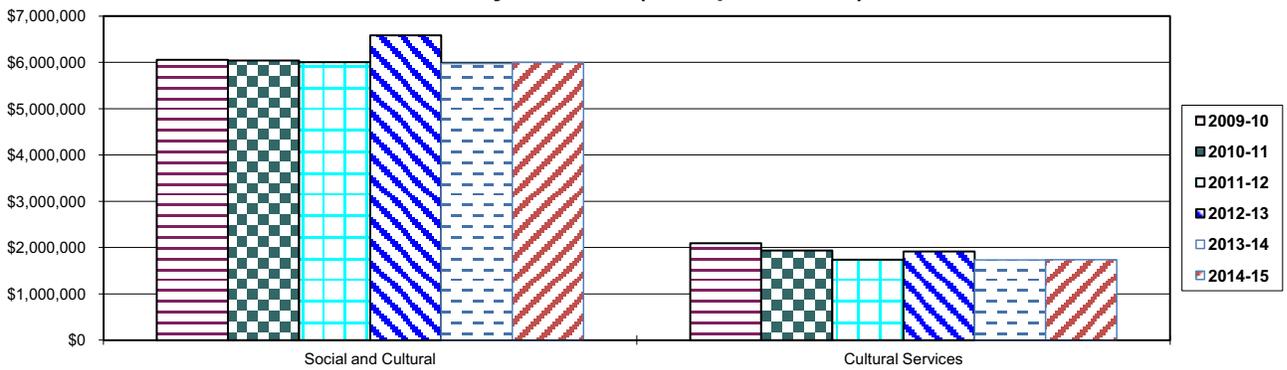
Community Services (General Fund)



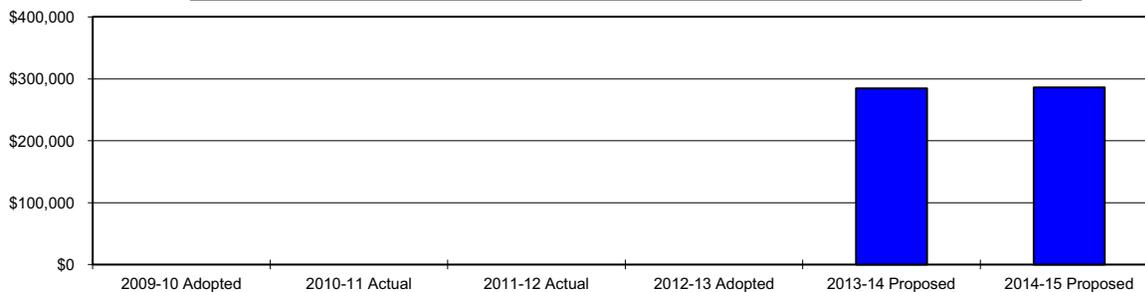
Community Services (Enterprise Fund)



Community Services (Enterprise Fund)



Community Development Block Grant (CDBG)

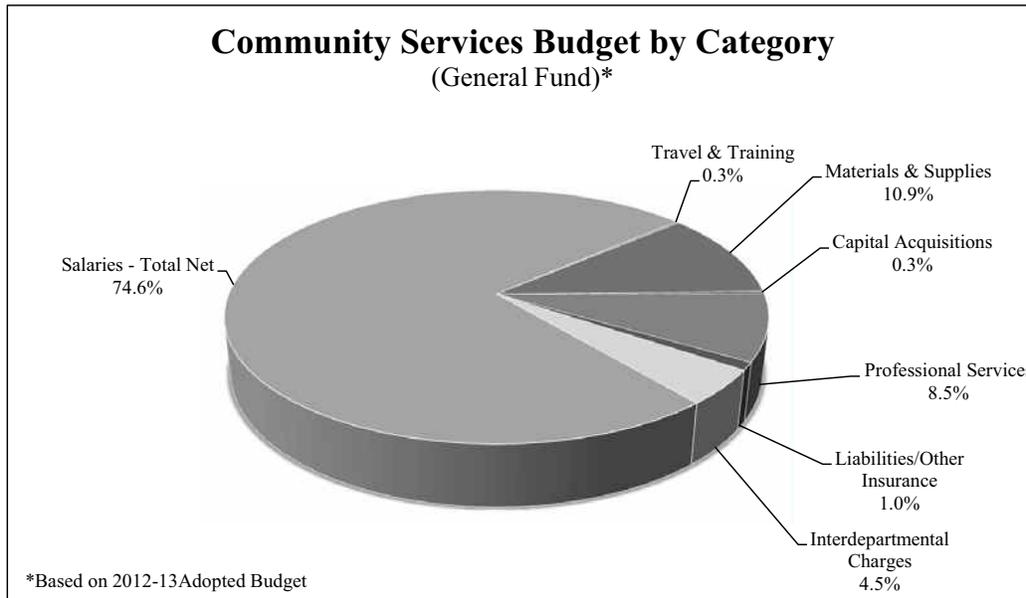


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 9,989,489	\$ 10,256,416	\$ 9,817,133	\$ 10,511,825	\$ 10,781,375	\$ 10,870,475
Overtime	150,800	153,613	171,126	25,800	26,400	26,400
Salaries - Total	10,140,289	10,410,028	9,988,259	10,537,625	10,807,775	10,896,875
Salaries - Reimbursements	(166,764)	(266,244)	(137,601)	(206,550)	-	-
Salaries - Labor Charges	35,912	88,775	115,933	95,065	69,725	69,725
Salaries - Total Net	10,009,437	10,232,559	9,966,591	10,426,140	10,877,500	10,966,600
Supplies and Services	3,879,951	3,854,603	3,615,665	3,514,221	3,667,594	3,676,122
Capital Outlay	36,947	23,783	21,901	37,000	37,000	37,000
General Fund Total	\$ 13,926,335	\$ 14,110,944	\$ 13,604,157	\$ 13,977,361	\$ 14,582,094	\$ 14,679,722

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 10,176,201	\$ 10,498,803	\$ 10,104,192	\$ 10,632,690	\$ 10,877,500	\$ 10,966,600
Salary & Benefit Reimbursements	(166,764)	(266,244)	(137,601)	(206,550)	-	-
Materials, Supplies and Maintenance	1,924,799	1,848,831	1,679,372	1,756,974	1,729,617	1,729,617
Professional Services/Contracts	1,185,602	1,243,124	1,357,248	1,192,821	1,273,191	1,273,191
Travel, Training & Membership Dues	8,149	14,594	14,413	35,026	45,526	45,526
Depreciation	-	-	-	-	998	998
Liabilities & Other Insurance	99,655	62,093	64,489	134,649	153,070	153,070
Interdepartmental Charges	567,752	558,885	559,084	547,927	548,283	556,811
Capital Acquisitions	36,947	23,783	21,901	37,000	37,000	37,000
Reimbursements from Other Funds	(41,030)	(18,205)	(155,548)	(230,550)	(162,050)	(162,050)
Operating Transfers Out	135,025	145,281	96,607	77,374	78,959	78,959
General Fund Total	\$ 13,926,336	\$ 14,110,944	\$ 13,604,157	\$ 13,977,361	\$ 14,582,094	\$ 14,679,722

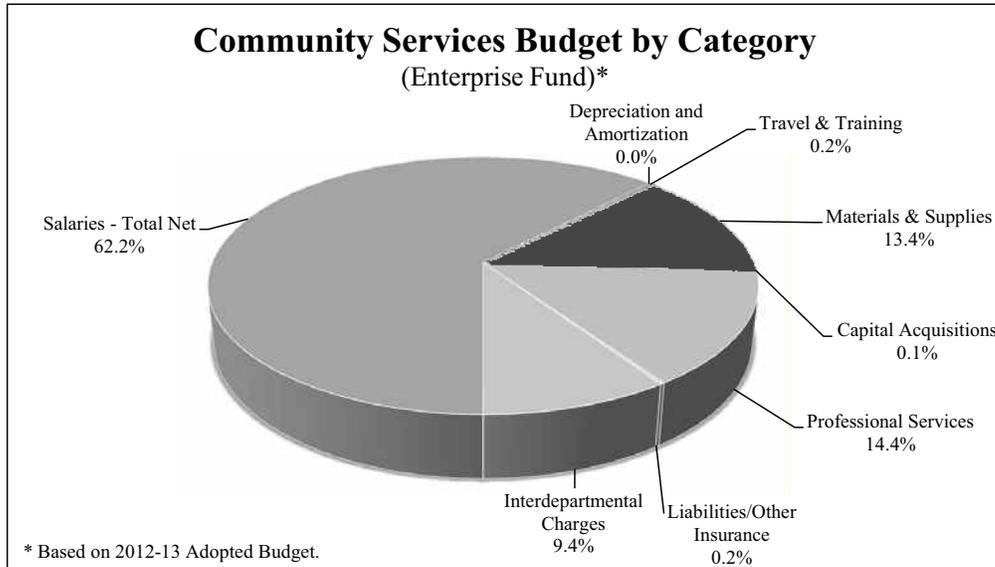


DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 5,299,477	\$ 5,239,013	\$ 5,065,647	\$ 5,267,597	\$ 5,273,797	\$ 5,297,997
Overtime	26,521	32,436	38,506	8,900	8,900	8,900
Salaries - Total	5,325,998	5,271,449	5,104,153	5,276,497	5,282,697	5,306,897
Salaries - Reimbursements	(225,463)	(125,026)	-	-	(648,700)	(650,900)
Salaries - Labor Charges	-	55	-	14,500	14,500	14,500
Salaries - Total Net	5,100,535	5,146,478	5,104,153	5,290,997	4,648,497	4,670,497
Supplies and Services	3,050,884	2,829,577	2,637,796	3,200,764	3,050,092	3,060,970
Capital Outlay	-	-	482	8,500	8,500	8,500
Total Parks & Recreation Enterprise Fund	\$ 8,151,419	\$ 7,976,055	\$ 7,742,431	\$ 8,500,261	\$ 7,707,089	\$ 7,739,967

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 5,325,998	\$ 5,271,504	\$ 5,104,153	\$ 5,290,997	\$ 5,297,197	\$ 5,321,397
Salary & Benefit Reimbursements	(225,463)	(125,026)	-	-	(648,700)	(650,900)
Materials, Supplies and Maintenance	1,072,770	1,048,556	969,918	1,140,957	1,100,214	1,100,214
Professional Services/Contracts	1,126,433	975,083	846,238	1,222,169	1,141,299	1,141,299
Travel, Training & Membership Dues	10,453	16,237	9,042	19,820	9,320	9,320
Depreciation and Amortization	1,720	1,498	1,498	1,498	500	500
Liabilities & Other Insurance	9,396	9,516	9,396	18,421	-	-
Interdepartmental Charges	762,518	727,001	756,609	753,819	757,130	768,008
Capital Acquisitions	-	-	482	8,500	8,500	8,500
Asset Contra Account	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	67,594	51,686	45,095	44,080	41,629	41,629
Total Parks & Recreation Enterprise Fund	\$ 8,151,419	\$ 7,976,055	\$ 7,742,431	\$ 8,500,261	\$ 7,707,089	\$ 7,739,967



DEPARTMENT BUDGET (COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 216,250	\$ 217,850
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	216,250	217,850
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	-	-	-	-	216,250	217,850
Supplies and Services	-	-	-	-	68,500	68,500
Capital Outlay	-	-	-	-	-	-
Total CDBG Fund	\$ -	\$ -	\$ -	\$ -	\$ 284,750	\$ 286,350

DEPARTMENT BUDGET (COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits					\$ 216,250	\$ 217,850
Salary & Benefit Reimbursements						
Materials, Supplies and Maintenance					63,000	63,000
Professional Services/Contracts					5,500	5,500
Travel, Training & Membership Dues						
Depreciation and Amortization						
Liabilities & Other Insurance						
Interdepartmental Charges						
Capital Acquisitions						
Asset Contra Account						
Reimbursements from Other Funds						
Operating Transfers Out					-	-
Total CDBG Fund	\$ -	\$ -	\$ -	\$ -	\$ 284,750	\$ 286,350

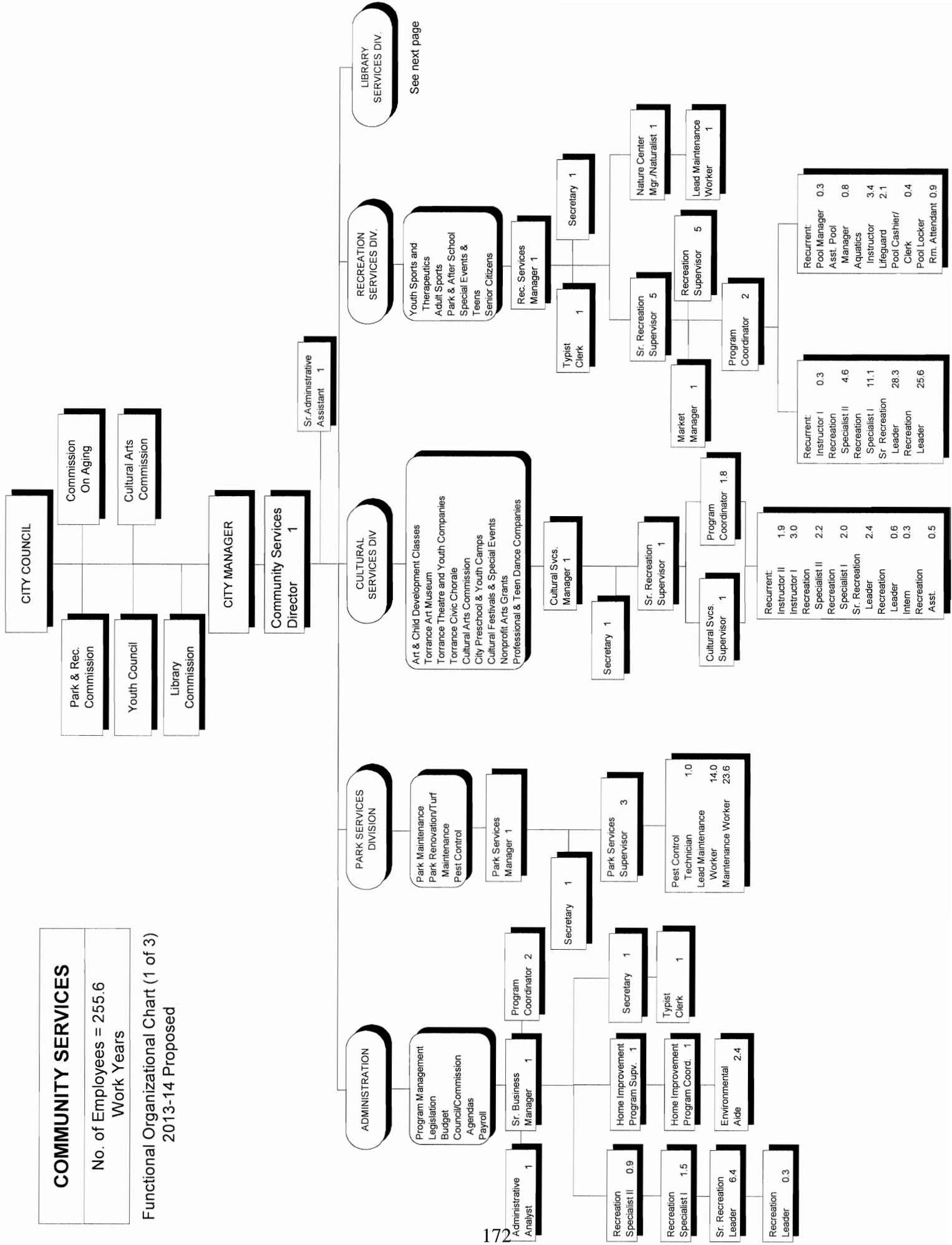
**COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Community Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Services Manager	-	-	-	-	1.0	1.0
Cultural Services Manager	-	-	-	-	1.0	1.0
Senior Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Program Coordinator	2.0	2.0	2.0	2.0	2.0	2.0
Nature Center Manager	-	-	-	-	1.0	1.0
Administrative Secretary	1.0	-	-	-	-	-
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Home Improvement Program Supervisor	-	-	-	1.0	-	-
Home Improvement Program Coordinator	-	-	-	1.0	-	-
Recreation Specialist II	0.9	0.9	0.9	0.9	1.6	1.6
Recreation Specialist	1.5	1.5	1.5	1.5	2.5	2.5
Senior Recreation Leader	7.3	6.4	6.4	6.4	8.5	8.5
Recreation Leader	0.3	0.3	0.3	0.3	0.3	0.3
Recreation Assistant	-	-	-	-	0.5	0.5
Intern	-	-	-	-	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
Irrigation Systems Technician	1.0	1.0	-	-	-	-
Pest Control Technician	1.0	1.0	1.0	1.0	1.0	1.0
Lead Maintenance Worker	14.0	14.0	14.0	14.0	15.0	15.0
Maintenance Worker	26.6	25.6	23.6	23.6	23.6	23.6
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	2.0	1.0	1.0	1.0	1.0	1.0
City Librarian	1.0	1.0	1.0	1.0	1.0	1.0
Principal Librarian	1.0	1.0	2.0	2.0	2.0	2.0
Senior Librarian	7.0	7.0	6.0	6.0	6.0	6.0
Librarian	13.5	13.5	13.5	13.5	13.5	13.5
Library Assistant II	12.0	12.0	11.0	11.0	11.0	11.0
Library Assistant I	10.0	8.0	8.0	13.0	13.0	13.0
Junior Library Clerk I - recurrent	17.5	17.5	17.0	7.0	7.0	7.0
Junior Library Clerk II - recurrent	5.0	5.0	5.0	2.5	2.5	2.5
Library Page - recurrent	20.0	20.0	19.0	19.0	19.0	19.0
Total General Fund	154.6	149.7	144.2	138.7	145.3	145.3
Parks and Recreation Enterprise Fund	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Recreation Services Manager	1.0	1.0	1.0	1.0	-	-
Cultural Services Manager	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	-	-
Senior Groundskeeper	-	-	-	-	-	-
Lead Maintenance Worker	1.0	1.0	1.0	1.0	-	-
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Specialist II	6.8	6.8	6.8	6.8	6.1	6.1
Recreation Specialist I	13.1	13.1	13.1	13.1	12.1	12.1
Senior Recreation Leader	30.7	30.7	30.7	30.7	28.6	28.6
Recreation Leader	26.2	26.2	26.2	26.2	26.2	26.2
Recreation Assistant	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	1.9	1.9	1.9	1.9	1.9	1.9
Instructor I	3.3	3.3	3.3	3.3	3.3	3.3
Intern	0.3	0.3	0.3	0.3	-	-
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	114.5	114.5	114.5	114.5	105.9	105.9
Community Development Block Grant (CDBG) Fund	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Home Improvement Program Supervisor	-	-	-	-	1.0	1.0
Home Improvement Program Coordinator	-	-	-	-	1.0	1.0
Environmental Aide	-	-	-	-	2.4	2.4
Total CDBG Fund	-	-	-	-	4.4	4.4
Grand Total	269.1	264.2	258.7	253.2	255.6	255.6

COMMUNITY SERVICES

No. of Employees = 255.6
Work Years

Functional Organizational Chart (1 of 3)
2013-14 Proposed



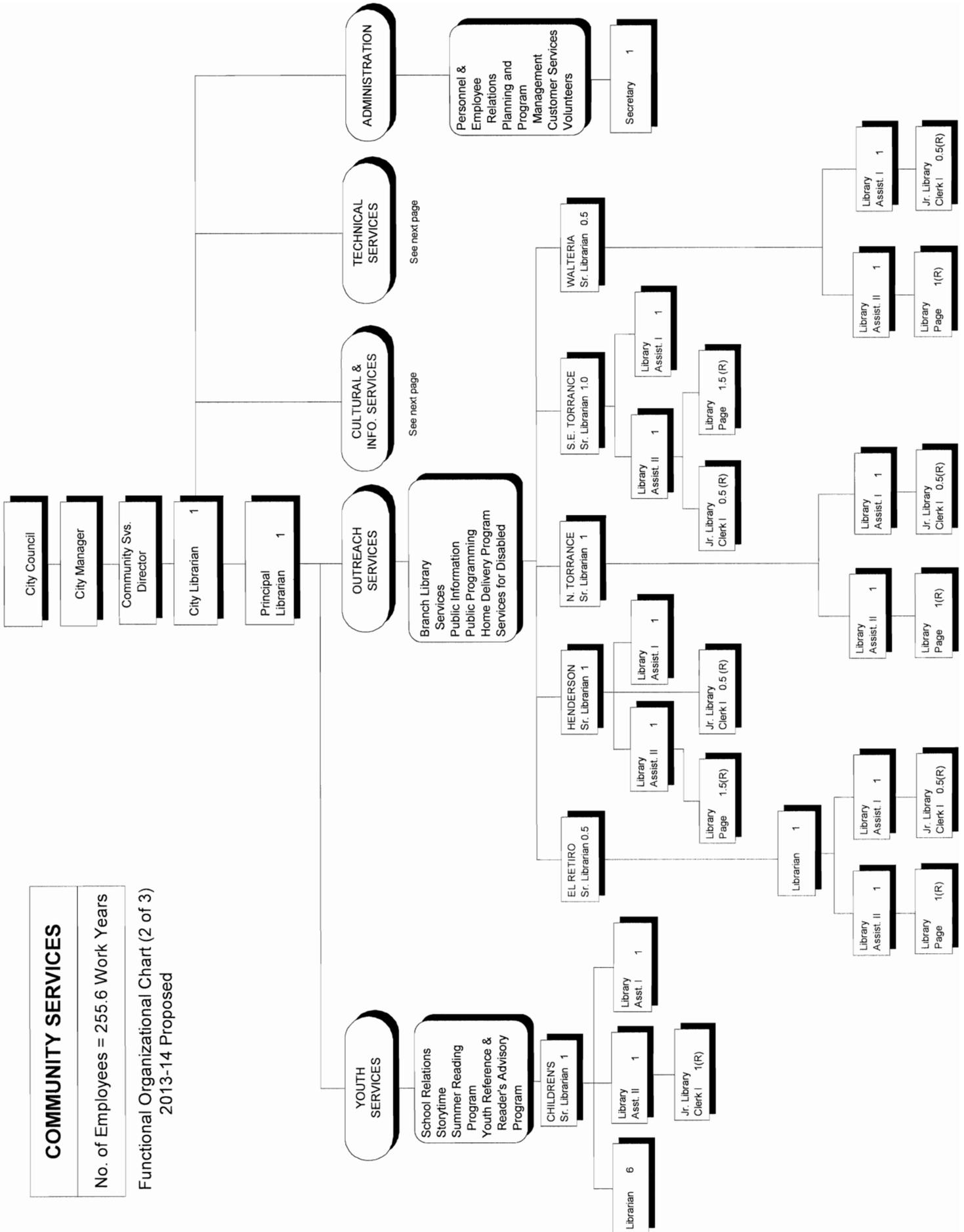
Recurrent:	1.9
Instructor II	3.0
Instructor I	2.2
Recreation Specialist II	2.0
Recreation Specialist I	2.4
Sr. Recreation Leader	0.6
Recreation Leader	0.3
Intern	0.5
Recreation Asst.	
Recurrent:	0.3
Pool Manager	0.8
Asst. Pool Manager	3.4
Aquatics Instructor	2.1
Lifeguard	0.4
Pool Cashier/Clerk	0.4
Pool Locker Rm. Attendant	0.9

Recurrent:	0.3
Instructor I	4.6
Recreation Specialist II	11.1
Recreation Specialist I	28.3
Sr. Recreation Leader	25.6
Recreation Leader	

COMMUNITY SERVICES

No. of Employees = 255.6 Work Years

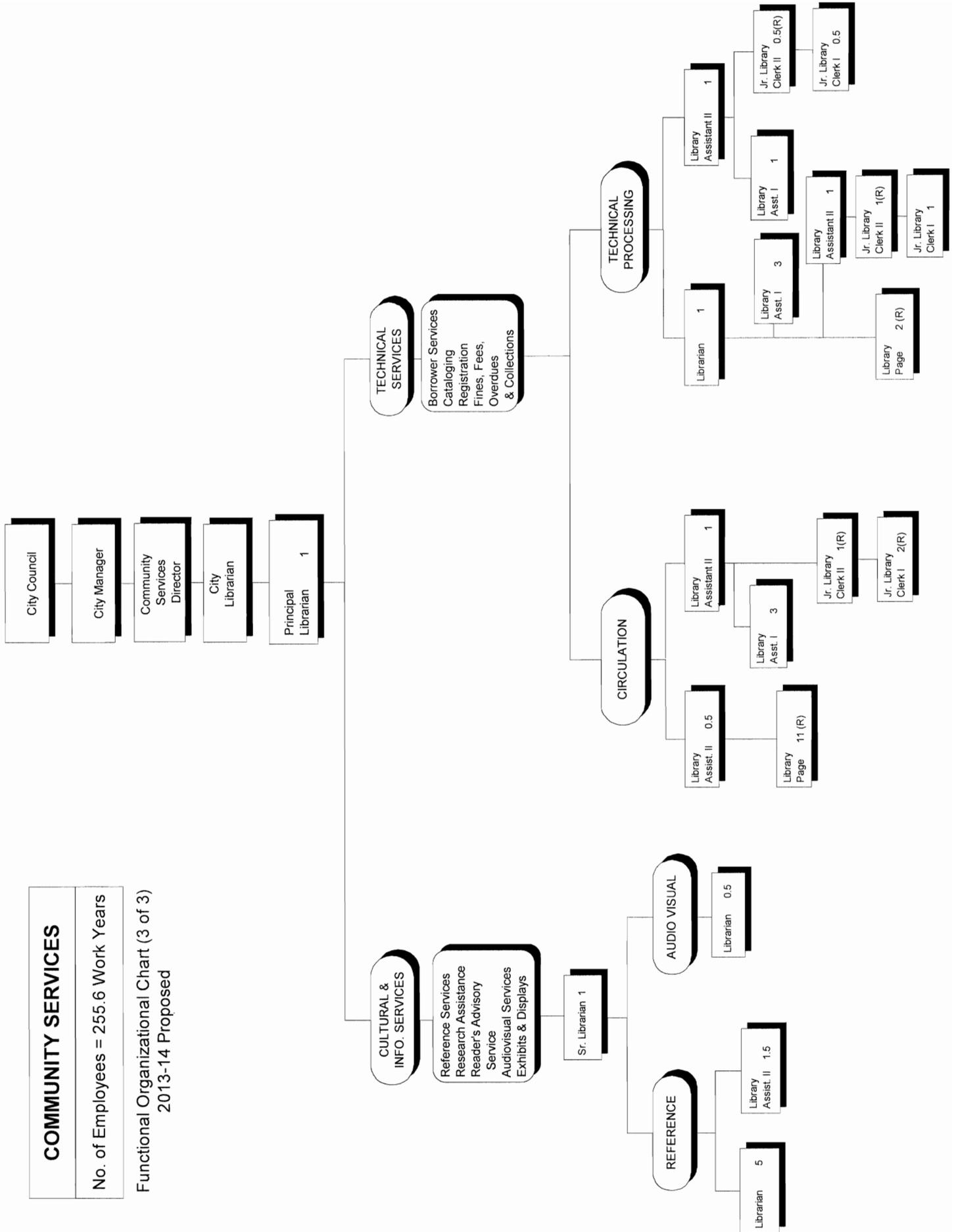
Functional Organizational Chart (2 of 3)
2013-14 Proposed



COMMUNITY SERVICES

No. of Employees = 255.6 Work Years

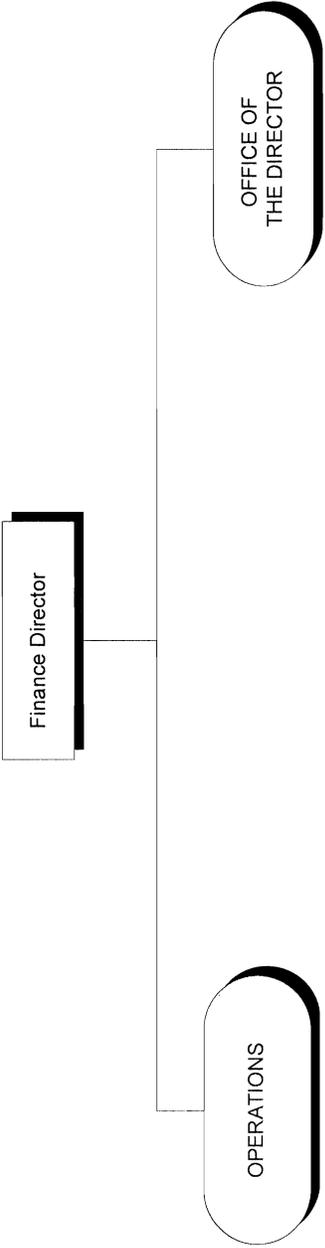
Functional Organizational Chart (3 of 3)
2013-14 Proposed



FINANCE

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

DEPARTMENT ORGANIZATION



Finance

MISSION STATEMENT

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

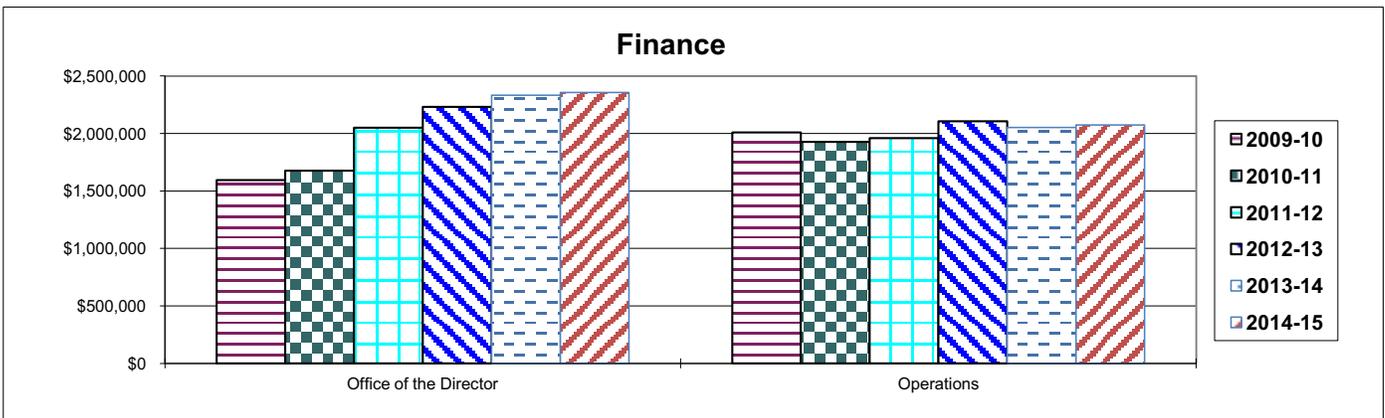
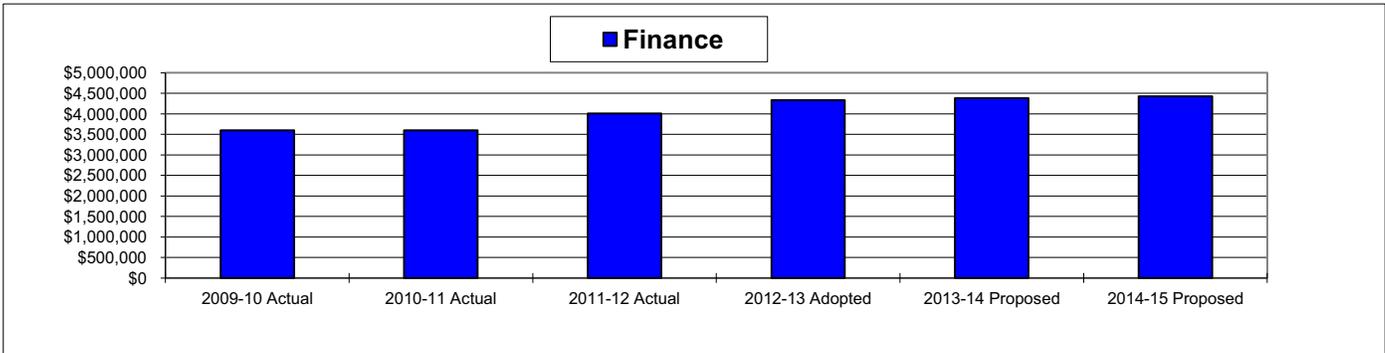
FUNCTIONAL RESPONSIBILITIES

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

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Office of the Director	\$ 1,593,442	\$ 1,676,244	\$ 2,050,523	\$ 2,231,352	\$ 2,332,082	\$ 2,356,543
Operations	2,008,491	1,925,667	1,958,376	2,105,345	2,051,602	2,072,732
General Fund Total	\$ 3,601,933	\$ 3,601,911	\$ 4,008,899	\$ 4,336,697	\$ 4,383,684	\$ 4,429,275
General Fund Revenues	\$ -	\$ 58,842	\$ 45,618	\$ -	\$ -	\$ -

EXPENDITURES

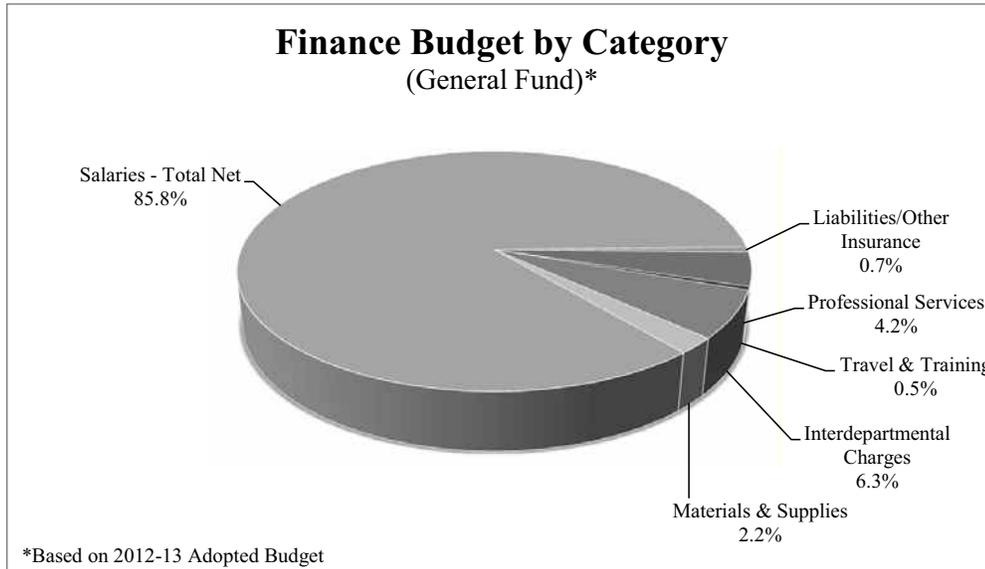


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 3,722,817	\$ 3,719,926	\$ 4,600,382	\$ 4,830,876	\$ 4,898,576	\$ 4,945,176
Overtime	23,910	15,900	27,487	53,300	54,000	54,000
Salaries - Total	3,746,727	3,735,826	4,627,869	4,884,176	4,952,576	4,999,176
Salaries - Reimbursements	(677,091)	(605,710)	(1,110,698)	(1,165,368)	(1,200,036)	(1,206,736)
Salaries - Labor Charges	1,937	2,685	1,081	-	-	-
Salaries - Total Net	3,071,573	3,132,801	3,518,252	3,718,808	3,752,540	3,792,440
Supplies and Services	530,360	469,109	490,647	617,889	631,144	636,835
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 3,601,933	\$ 3,601,911	\$ 4,008,899	\$ 4,336,697	\$ 4,383,684	\$ 4,429,275

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 3,748,664	\$ 3,738,511	\$ 4,628,950	\$ 4,884,176	\$ 4,952,576	\$ 4,999,176
Salary & Benefit Reimbursements	(677,091)	(605,710)	(1,110,698)	(1,165,368)	(1,200,036)	(1,206,736)
Materials, Supplies and Maintenance	125,997	85,521	59,549	94,680	116,980	116,980
Professional Services/Contracts	794,372	499,844	115,128	194,629	184,529	184,529
Travel, Training & Membership Dues	16,421	9,779	10,741	20,830	20,830	20,830
Liabilities & Other Insurance	11,987	11,474	11,460	32,524	32,524	32,524
Interdepartmental Charges	234,902	220,283	249,890	237,526	239,173	244,864
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	100	-	-	-	-	-
Reimbursements from Other Funds	(719,633)	(417,031)	-	-	-	-
Operating Transfers Out	66,214	59,241	43,879	37,700	37,108	37,108
General Fund Total	\$ 3,601,933	\$ 3,601,911	\$ 4,008,899	\$ 4,336,697	\$ 4,383,684	\$ 4,429,275



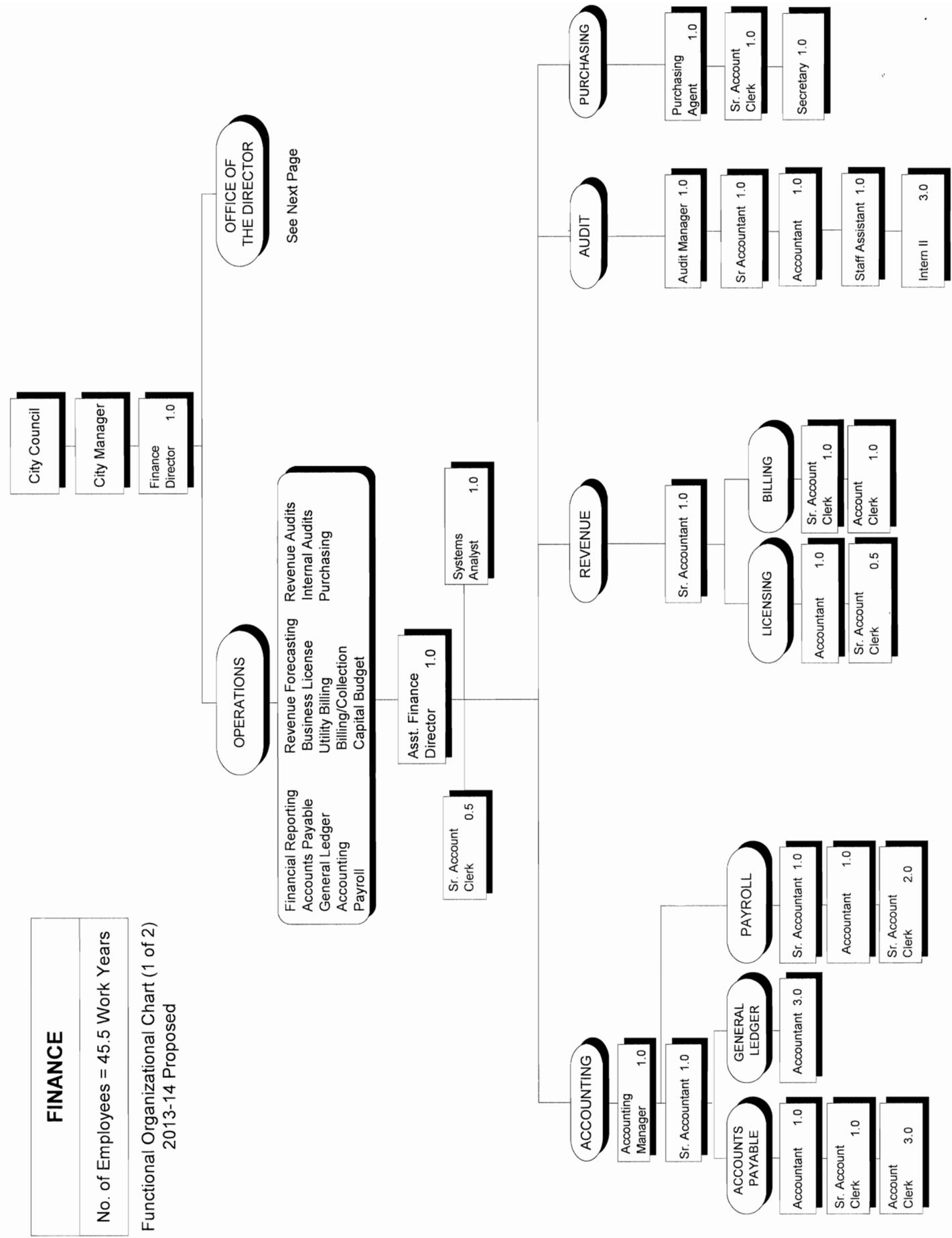
**FINANCE
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 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
Risk Manager	-	-	-	1.0	1.0	1.0
Workers' Compensation Manager	-	-	-	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	6.0	7.0	7.0	7.0	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	-	-	-	-	1.0	1.0
Workers' Compensation Claims Examiner	-	-	-	2.0	2.0	2.0
Claims Technician	-	-	-	3.0	3.0	3.0
Buyer	1.0	-	-	-	-	-
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-	-
Senior Account Clerk	7.0	7.0	6.0	6.0	6.0	6.0
Account Clerk	6.0	5.0	4.0	4.0	4.0	4.0
Secretary	2.0	2.0	2.0	2.5	2.5	2.5
Typist Clerk	-	-	-	1.0	1.0	1.0
Intern	3.0	3.0	3.0	4.0	4.0	4.0
Total	39.0	36.0	35.0	44.5	45.5	45.5

FINANCE

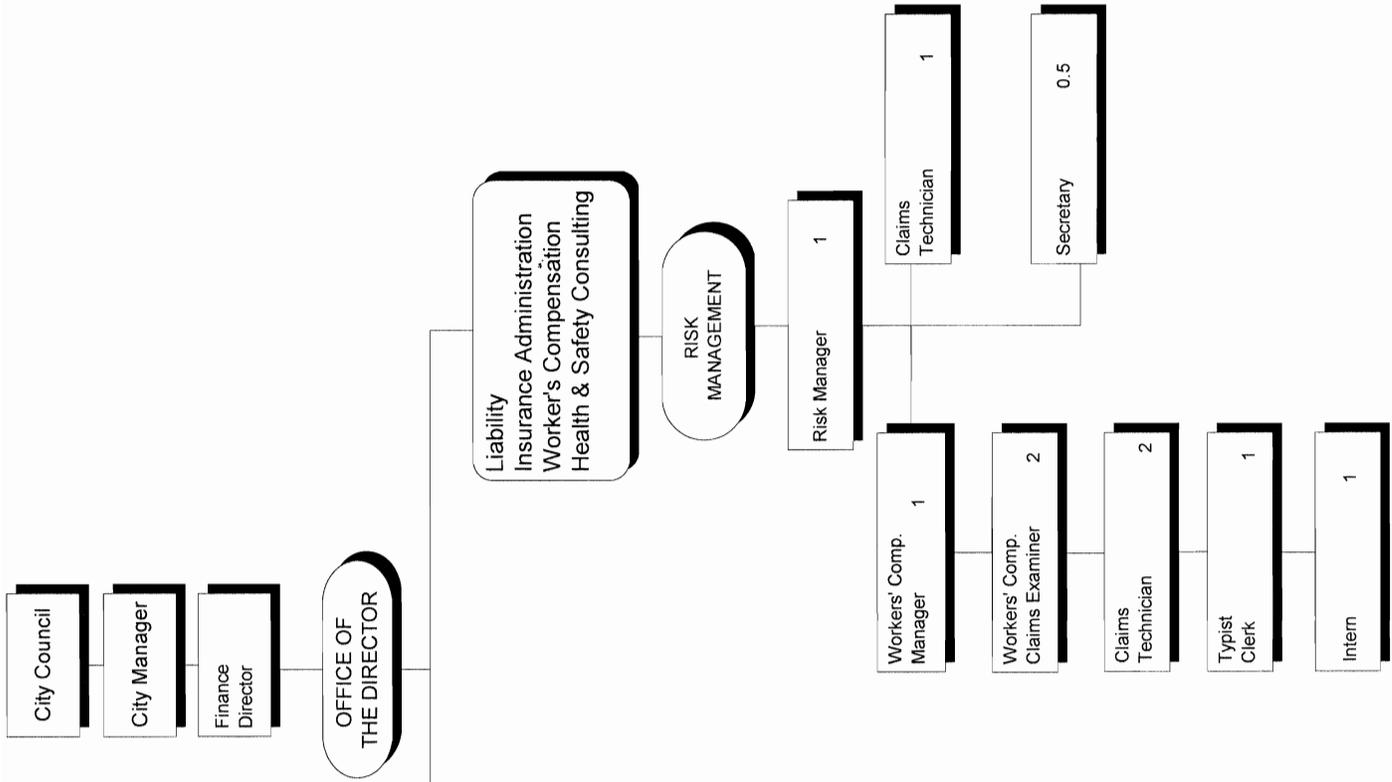
No. of Employees = 45.5 Work Years

Functional Organizational Chart (1 of 2)
2013-14 Proposed



FINANCE
No. of Employees = 45.5 Work Years

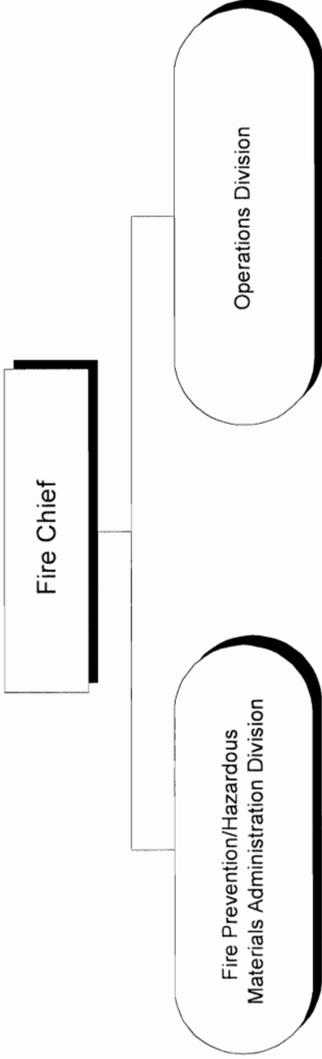
Functional Organizational Chart (2 of 2)
2013-14 Proposed



FIRE

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

DEPARTMENT ORGANIZATION



Fire

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

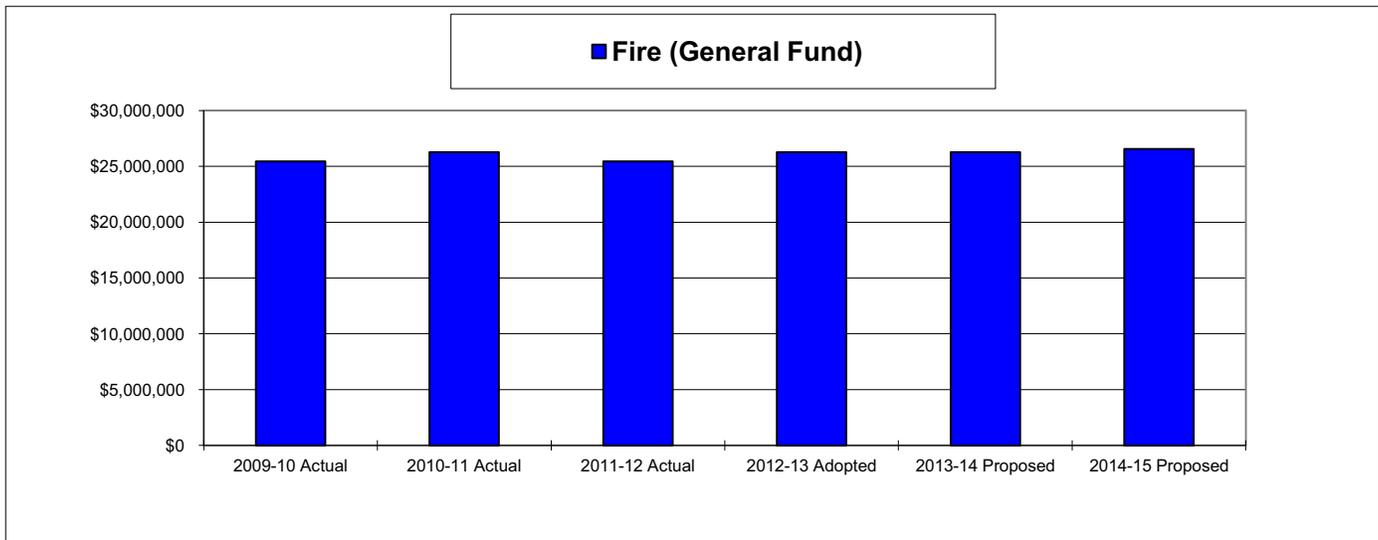
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances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

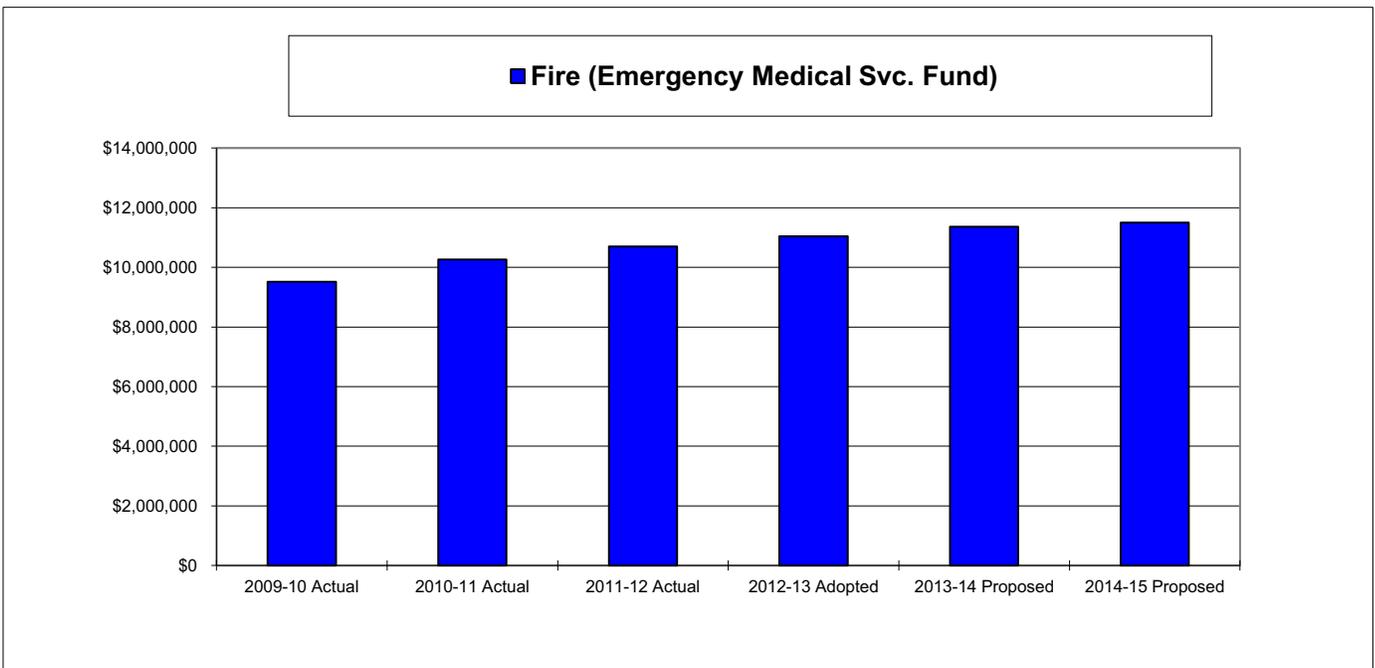
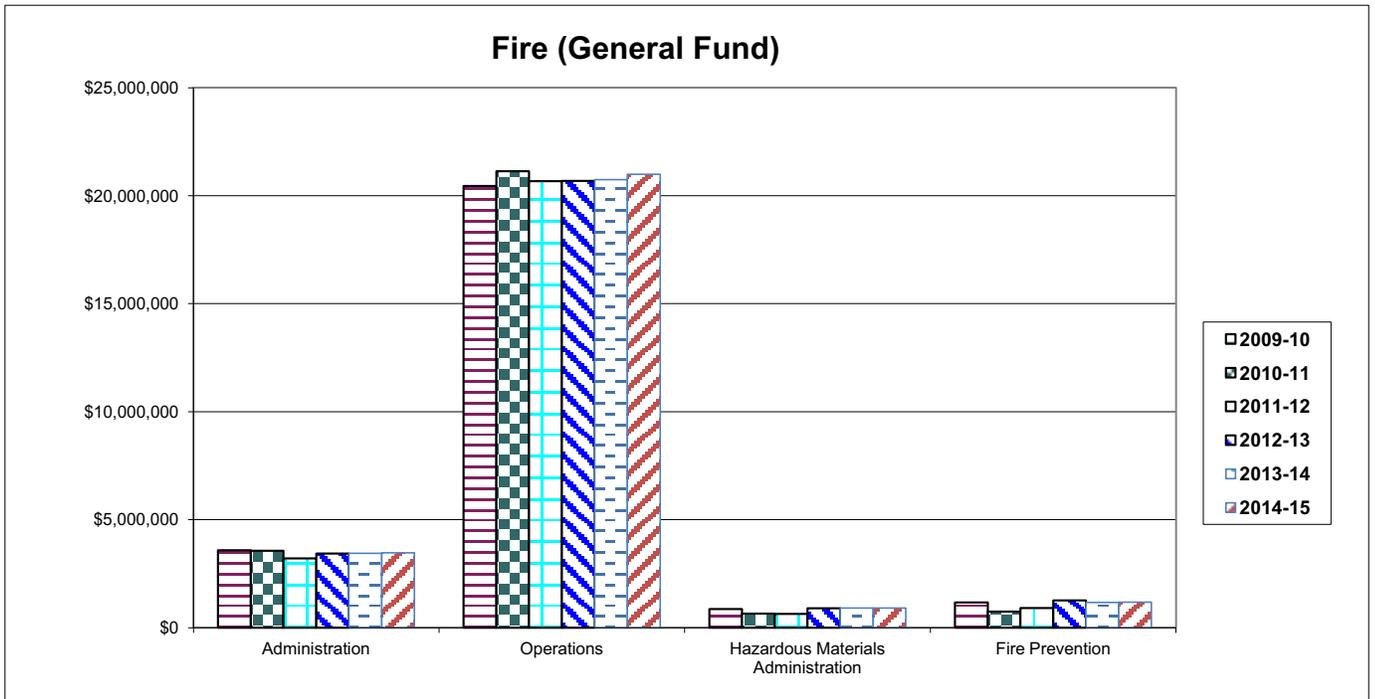
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Administration	\$ 3,585,668	\$ 3,559,940	\$ 3,204,949	\$ 3,439,052	\$ 3,439,884	\$ 3,464,346
Operations	20,449,419	21,138,793	20,679,702	20,687,228	20,745,728	20,988,128
Hazardous Materials Administration	858,513	655,960	640,752	904,302	909,006	916,352
Fire Prevention	1,173,865	743,894	914,281	1,259,800	1,170,400	1,182,000
General Fund Total	\$ 26,067,465	\$ 26,098,588	\$ 25,439,684	\$ 26,290,382	\$ 26,265,018	\$ 26,550,826
General Fund Revenues	\$ 2,006,358	\$ 2,173,406	\$ 1,466,778	\$ 2,012,800	\$ 1,895,926	\$ 1,899,716
Emergency Medical Services Fund						
Emergency Medical Services Expenditures	\$ 9,513,635	\$ 10,266,145	\$ 10,706,211	\$ 11,039,025	\$ 11,361,225	\$ 11,503,925
Emergency Medical Services Revenues	\$ 9,463,470	\$ 10,266,145	\$ 10,706,211	\$ 11,026,790	\$ 11,348,990	\$ 11,491,690

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

EXPENDITURES



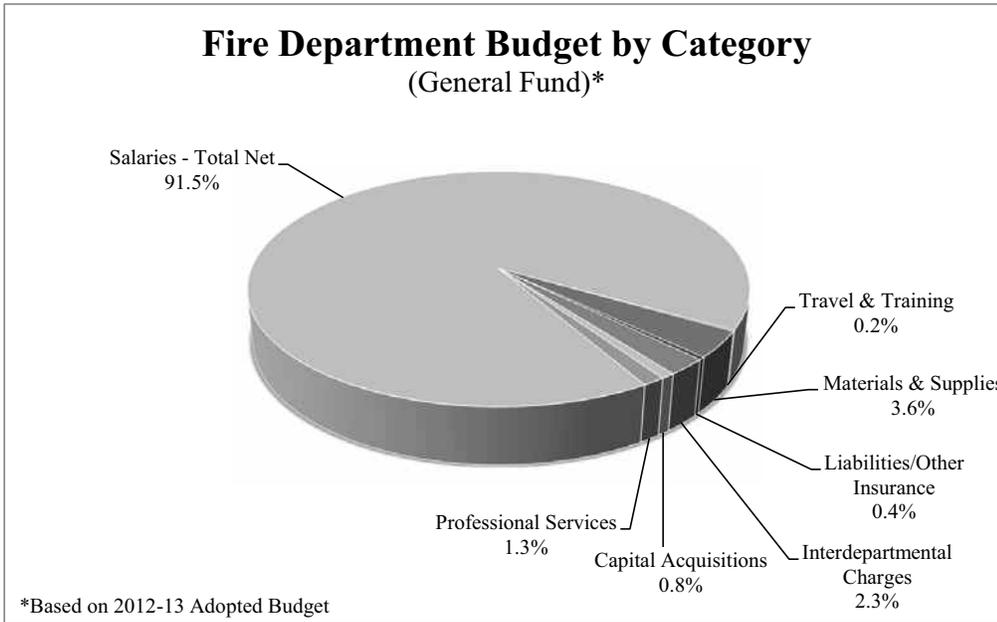


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 21,135,740	\$ 21,557,123	\$ 21,068,395	\$ 21,857,720	\$ 21,846,820	\$ 22,121,820
Overtime	3,057,938	2,735,783	2,716,103	2,477,600	2,455,500	2,455,500
Salaries - Total	24,193,678	24,292,906	23,784,498	24,335,320	24,302,320	24,577,320
Salaries - Reimbursements	-	(300)	(122)	-	-	-
Salaries - Labor Charges	13,237	12,772	12,677	12,821	12,948	12,948
Salaries - Total Net	24,206,914	24,305,378	23,797,053	24,348,141	24,315,268	24,590,268
Supplies and Services	1,760,096	1,684,616	1,578,700	1,739,197	1,746,906	1,757,714
Capital Outlay	100,454	108,594	63,931	203,044	202,844	202,844
General Fund Total	\$ 26,067,465	\$ 26,098,588	\$ 25,439,684	\$ 26,290,382	\$ 26,265,018	\$ 26,550,826

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 24,206,914	\$ 24,305,678	\$ 23,797,175	\$ 24,348,141	\$ 24,315,268	\$ 24,590,268
Salary & Benefit Reimbursements	(1,215)	(300)	(122)	-	-	-
Materials, Supplies and Maintenance	936,225	958,870	960,020	947,067	965,067	965,067
Professional Services/Contracts	378,681	307,253	258,260	330,002	301,012	301,012
Travel, Training & Membership Dues	42,485	28,836	40,649	50,630	61,620	61,620
Liabilities & Other Insurance	44,354	65,978	58,634	95,046	95,046	95,046
Interdepartmental Charges	483,110	466,338	427,679	478,614	486,052	496,860
Capital Acquisitions	100,454	108,594	63,931	203,044	202,844	202,844
Reimbursements from Other Funds	(279,652)	(279,652)	(279,652)	(279,652)	(279,652)	(279,652)
Interfund Loan Principal Repayment	-	-	-	-	-	-
Operating Transfers Out	156,109	136,992	113,110	117,490	117,761	117,761
General Fund Total	\$ 26,067,465	\$ 26,098,588	\$ 25,439,684	\$ 26,290,382	\$ 26,265,018	\$ 26,550,826

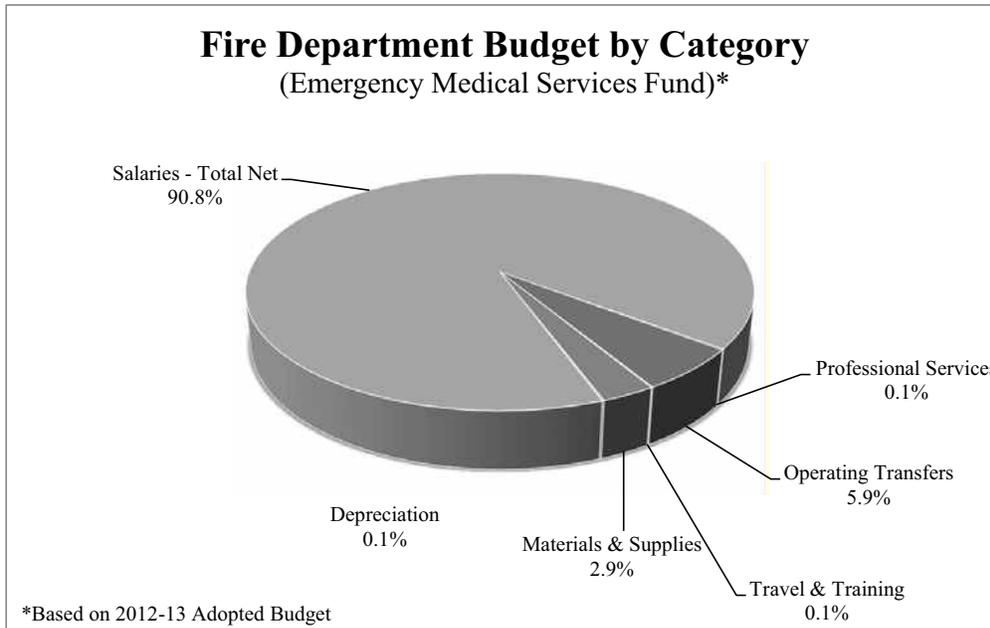


DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 7,730,774	\$ 8,081,731	\$ 8,474,386	\$ 8,509,777	\$ 8,665,477	\$ 8,778,177
Overtime	1,460,751	1,249,225	1,329,108	1,516,400	1,526,900	1,526,900
Salaries - Total	9,191,525	9,330,956	9,803,494	10,026,177	10,192,377	10,305,077
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	9,191,525	9,330,956	9,803,494	10,026,177	10,192,377	10,305,077
Supplies and Services	313,689	914,082	901,135	956,848	1,118,848	1,148,848
Capital Outlay	8,420	21,108	1,582	56,000	50,000	50,000
Emergency Medical Services Total	\$ 9,513,635	\$ 10,266,145	\$ 10,706,211	\$ 11,039,025	\$ 11,361,225	\$ 11,503,925

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 9,191,525	\$ 9,330,956	\$ 9,803,494	\$ 10,026,177	\$ 10,192,377	\$ 10,305,077
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	289,241	286,082	286,358	324,582	324,582	324,582
Professional Services/Contracts	612	21,293	14,715	16,031	16,031	16,031
Travel, Training & Membership Dues	11,601	11,473	21,659	10,000	16,000	16,000
Depreciation & Amortization	12,235	12,235	12,235	12,235	12,235	12,235
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Capital Acquisitions	8,420	21,108	1,582	56,000	50,000	50,000
Reimbursements from Other Funds	-	-	-	(56,000)	(50,000)	(50,000)
Operating Transfers Out	-	583,000	566,168	650,000	800,000	830,000
Emergency Medical Services Total	\$ 9,513,635	\$ 10,266,145	\$ 10,706,211	\$ 11,039,025	\$ 11,361,225	\$ 11,503,925



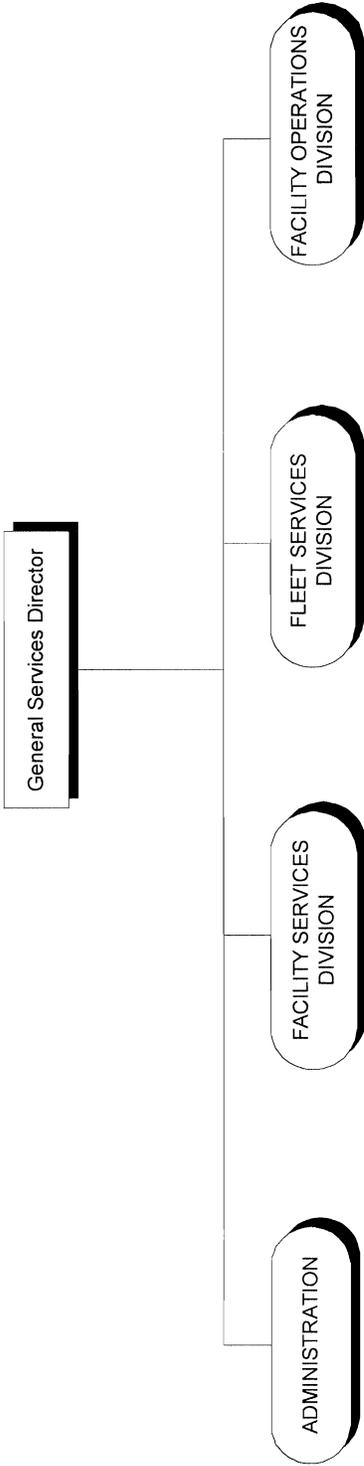
FIRE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0
Operations Division Chief	-	-	-	-	-	-
Battalion Chiefs:						
Administrative Chief	1.0	1.0	1.0	1.0	1.0	1.0
Fire Marshall	1.0	-	-	-	-	-
Platoon Commander	3.0	3.0	3.0	3.0	3.0	3.0
Fire Captains:	-	-	-	-	-	-
Assistant Fire Marshall	1.0	-	-	-	-	-
Training Officer	1.0	1.0	1.0	1.0	1.0	1.0
Special Services	1.0	1.0	1.0	1.0	1.0	1.0
Company Commander	27.0	27.0	27.0	27.0	27.0	27.0
Fire Engineer	30.0	27.0	27.0	27.0	27.0	27.0
Senior Fire Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Fire Inspector (FF)	-	-	-	-	-	-
Fire Fighter	39.0	36.0	33.0	33.0	33.0	33.0
Fire Prevention Manager	-	-	-	1.0	1.0	1.0
Operations Manager	-	1.0	1.0	-	-	-
Sr. Business Manager	-	1.0	1.0	1.0	1.0	1.0
Senior Fire Prevention Officer	1.0	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Hazardous Materials Specialist	1.0	1.0	1.0	1.0	1.0	1.0
Fire Prevention Specialist	-	5.0	6.0	6.0	6.0	6.0
Fire Prevention Officer	4.0	-	-	-	-	-
Services Officer	1.0	-	-	-	-	-
Administrative Analyst	2.0	1.0	1.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	1.0	1.0	1.0	2.0	2.0	2.0
Intern	0.5	0.5	0.5	0.5	0.5	0.5
Total General Fund	121.5	114.5	112.5	113.5	113.5	113.5
Emergency Medical Services Fund						
Fire Captain (Paramedic Coordinator)	1.0	1.0	1.0	1.0	1.0	1.0
Fire Fighter	48.0	48.0	48.0	48.0	48.0	48.0
Emergency Medical Services Nurse	1.0	1.0	1.0	1.0	1.0	1.0
	50.0	50.0	50.0	50.0	50.0	50.0
Department Total	171.5	164.5	162.5	163.5	163.5	163.5

GENERAL SERVICES

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

DEPARTMENT ORGANIZATION



General Services

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

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

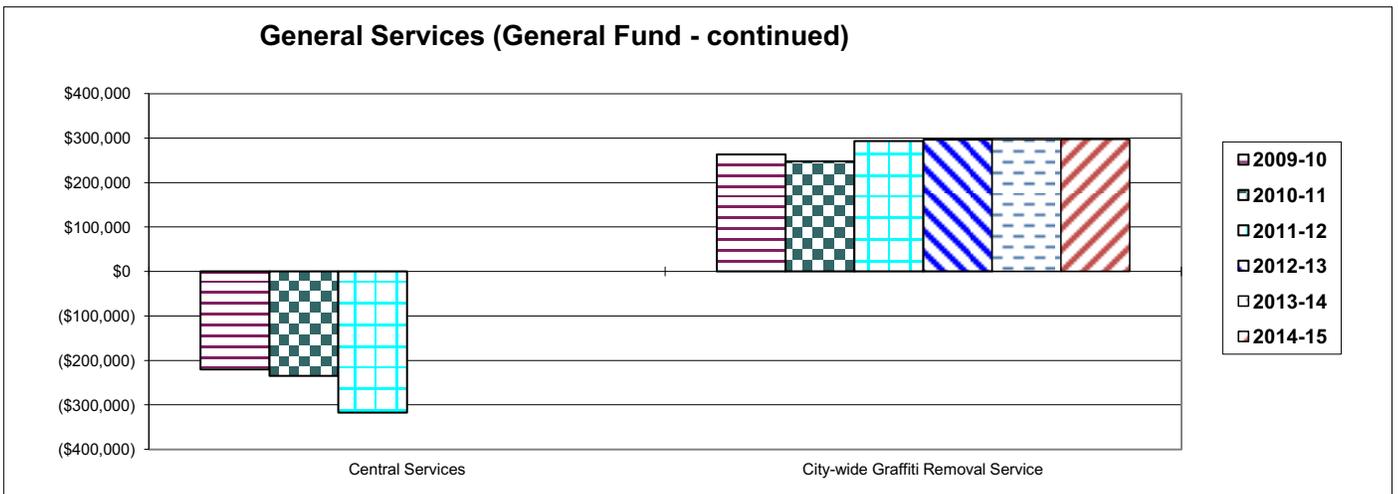
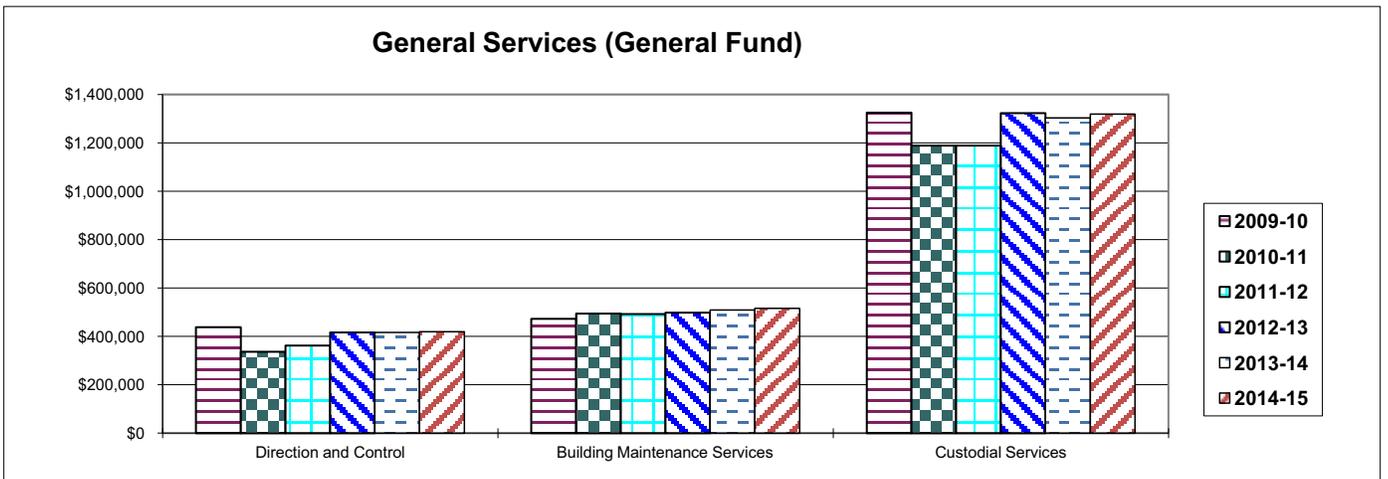
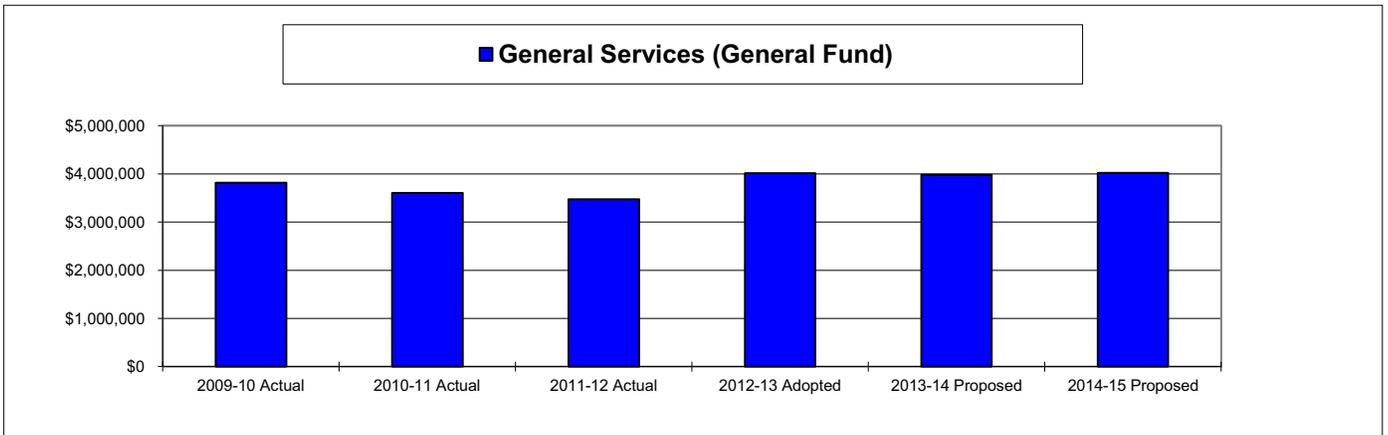
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

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

DEPARTMENT BUDGET SUMMARY

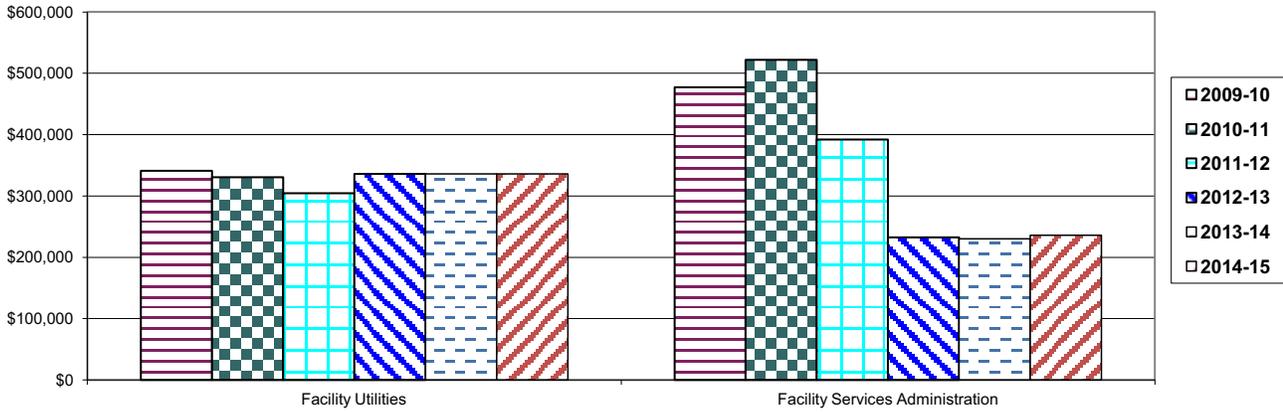
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Direction and Control	\$ 437,845	\$ 336,903	\$ 362,449	\$ 416,120	\$ 416,569	\$ 419,985
Building Maintenance Services	472,902	494,882	492,931	498,731	509,503	516,652
Custodial Services	1,324,830	1,188,981	1,189,200	1,323,069	1,303,658	1,318,678
Air Conditioning/Heating Services	721,502	716,236	754,142	911,646	890,515	897,654
Central Services	(220,357)	(234,912)	(317,298)	-	-	-
City-wide Graffiti Removal Service	263,191	247,459	293,056	296,400	296,700	297,000
Facility Utilities	340,903	330,746	304,369	336,065	336,065	336,065
Facility Services Administration	477,094	522,012	392,065	232,500	230,340	235,940
General Fund Total	\$ 3,817,909	\$ 3,602,306	\$ 3,470,914	\$ 4,014,531	\$ 3,983,350	\$ 4,021,974
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cultural Arts Enterprise Fund						
Cultural Arts Center Expenditures	\$ 2,154,673	\$ 2,136,590	\$ 1,975,946	\$ 2,165,284	\$ 2,157,331	\$ 2,173,330
Cultural Arts Center Revenues	\$ 2,025,048	\$ 1,879,189	\$ 1,860,909	\$ 1,984,117	\$ 1,984,117	\$ 1,984,117
Airport Enterprise Fund						
Airport Administration	\$ 2,341,884	\$ 2,093,772	\$ 2,634,976	\$ 2,175,119	\$ 2,208,770	\$ 1,908,857
Airport Commission Support	12,504	15,000	10,037	11,600	11,700	11,800
Airfield Leased Land Operations & Maint.	82,925	69,524	49,490	80,218	80,781	80,781
Airport Operations, Maintenance & Admin.	1,059,418	973,883	989,247	1,077,056	1,074,822	971,122
Airport Public Areas Operations & Maint.	60,151	67,066	66,344	79,494	79,494	79,494
Noise Abatement	204,675	203,781	252,173	265,520	267,049	269,711
Non-Aeronautical Leased Land Operations	7,876,849	7,869,429	7,573,091	8,197,440	8,390,174	8,583,618
Airport Fund Total	\$ 11,638,407	\$ 11,292,455	\$ 11,575,358	\$ 11,886,447	\$ 12,112,790	\$ 11,905,383
Airport Fund Revenues	\$ 10,602,552	\$ 10,962,443	\$ 11,989,129	\$ 11,835,100	\$ 12,179,000	\$ 12,667,000
Fleet Services Fund:						
Direction and Control	\$ 536,930	\$ 520,688	\$ 376,720	\$ 500,714	\$ 503,565	\$ 508,147
Acquisition and Replacement	79,995	71,533	68,555	95,700	97,300	98,200
Vehicle and Equipment Maintenance Svcs.	2,678,835	2,594,303	2,853,960	2,627,263	2,640,842	2,661,942
Warehouse Operations	451,861	457,431	461,443	434,449	428,049	432,449
Inventory Program	-	-	2,690	-	-	-
Vehicle Replacement Fund	2,289,725	1,901,711	1,543,733	2,200,000	2,200,000	2,200,000
Total	\$ 6,037,346	\$ 5,545,666	\$ 5,307,101	\$ 5,858,126	\$ 5,869,756	\$ 5,900,738
Fleet Services Fund Revenues	\$ 6,611,898	\$ 6,476,351	\$ 6,896,845	\$ 6,380,156	\$ 6,519,252	\$ 6,374,156

EXPENDITURES

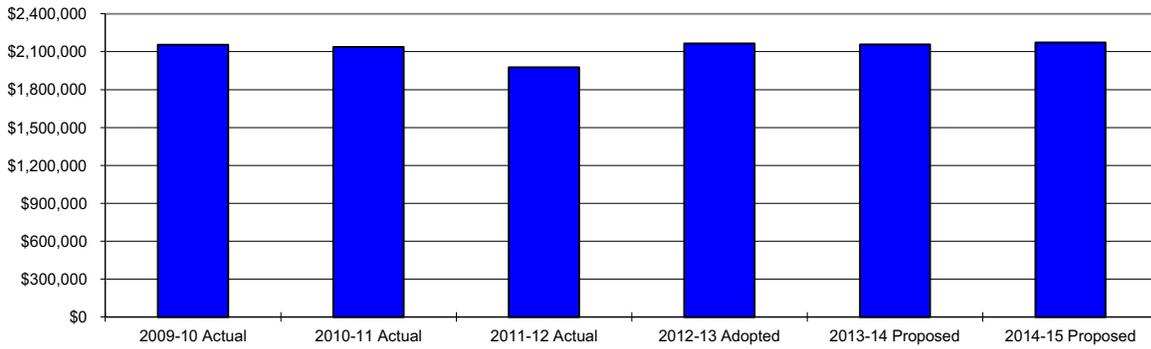


Note - Actual Central Services flat rate reimbursements exceeded expenditures resulting in negative actual costs.

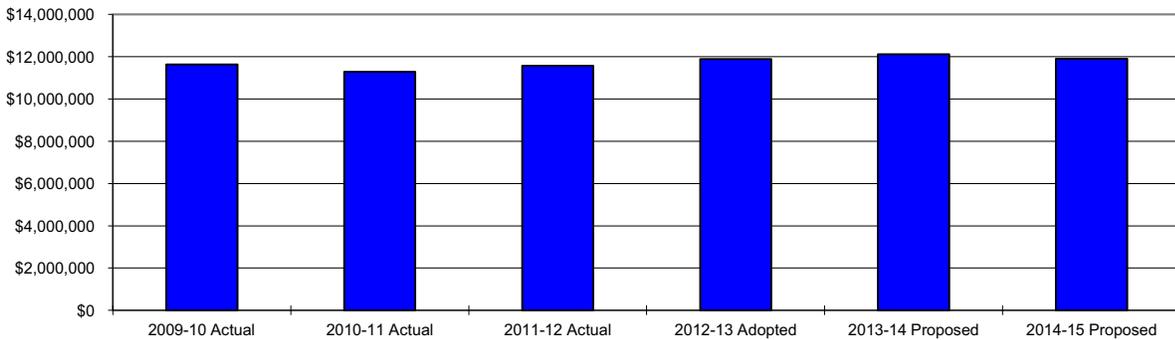
General Services (General Fund - continued)



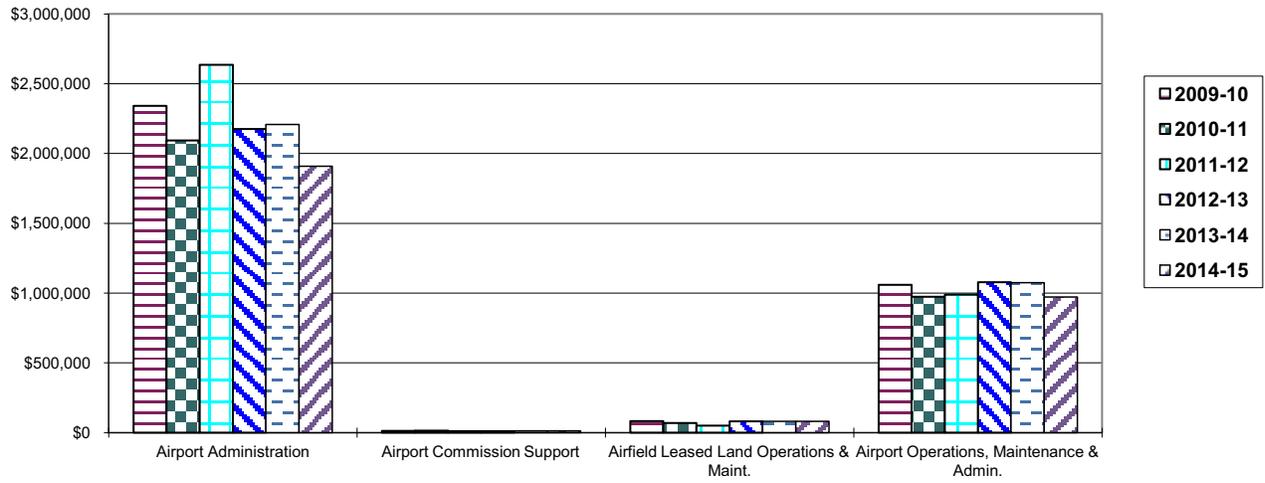
Cultural Arts Center (Enterprise Fund)



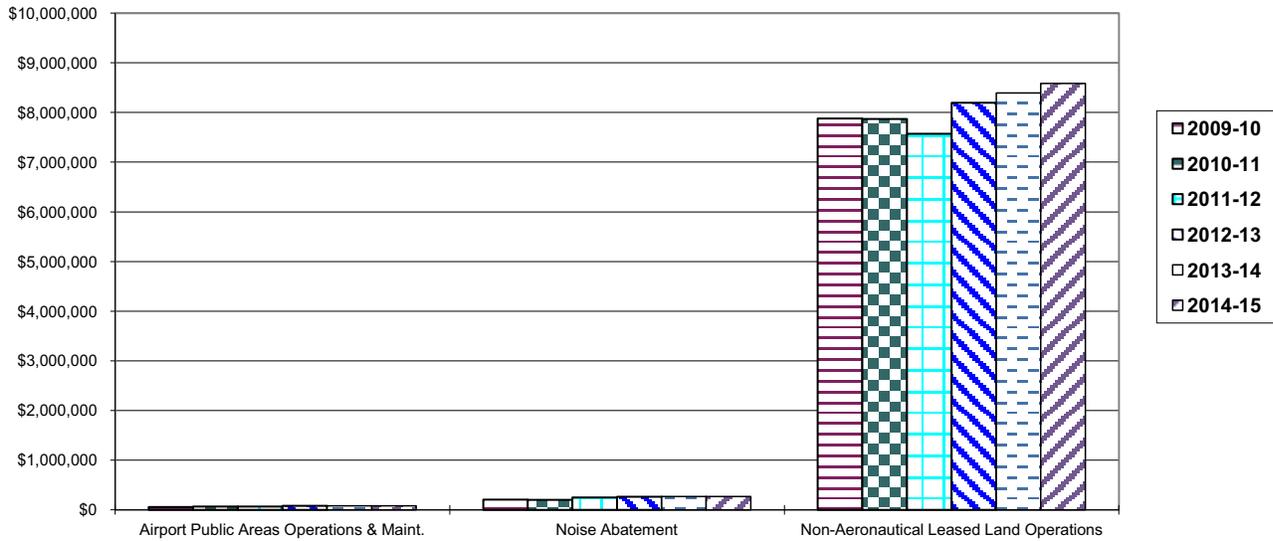
Airport (Enterprise Funded)



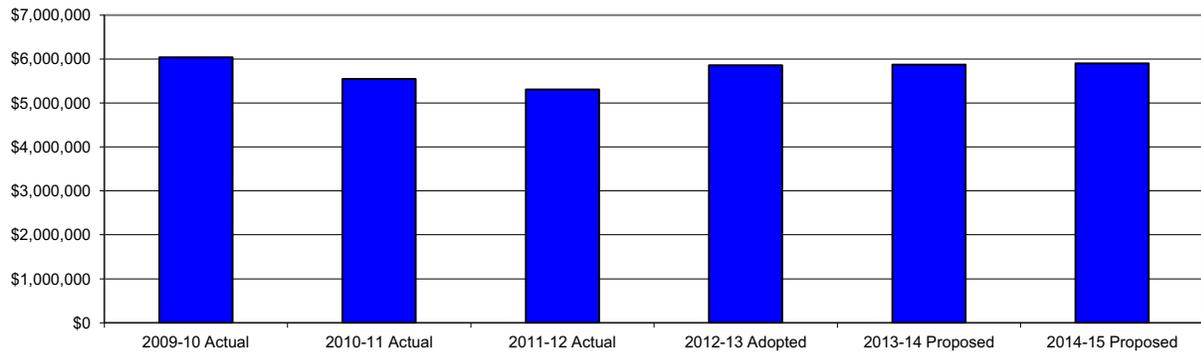
Airport (Enterprise Fund)



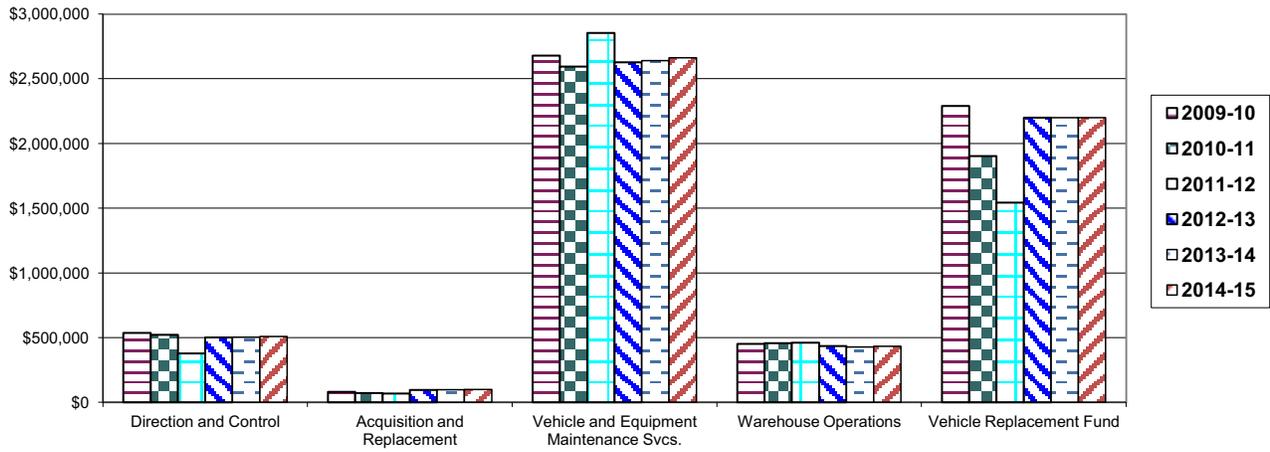
Airport (Enterprise Fund - continued)



Fleet Services (Internal Service Fund)



Fleet Services (Internal Services Fund)

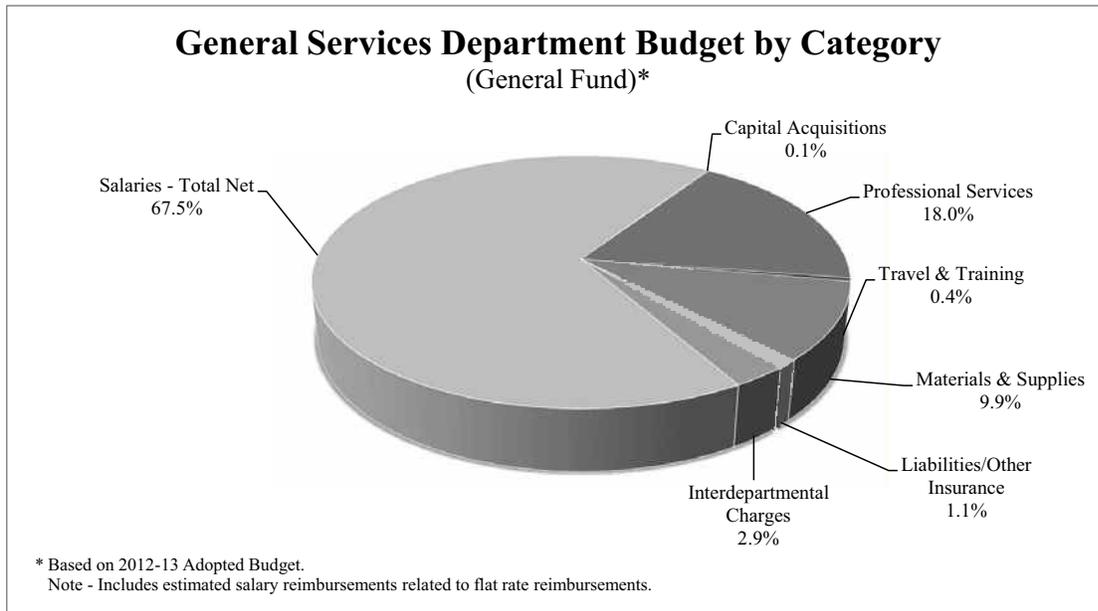


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 4,897,938	\$ 4,552,291	\$ 4,793,460	\$ 4,936,961	\$ 4,919,561	\$ 4,963,961
Overtime	156,840	131,543	125,069	121,000	118,100	118,000
Salaries - Total	5,054,778	4,683,834	4,918,529	5,057,961	5,037,661	5,081,961
Salaries - Reimbursements	(2,109,757)	(1,960,749)	(2,230,946)	(2,346,202)	(2,357,026)	(2,364,926)
Salaries - Labor Charges	-	245	1,796	-	-	-
Salaries - Total Net	2,945,021	2,723,331	2,689,379	2,711,759	2,680,635	2,717,035
Supplies and Services	872,888	878,975	781,535	1,297,272	1,297,215	1,299,439
Capital Outlay	-	-	-	5,500	5,500	5,500
General Fund Total	\$ 3,817,909	\$ 3,602,306	\$ 3,470,914	\$ 4,014,531	\$ 3,983,350	\$ 4,021,974

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 5,054,778	\$ 4,684,080	\$ 4,920,325	\$ 5,057,961	\$ 5,037,661	\$ 5,081,961
Salary & Benefit Reimbursements	(2,109,757)	(1,960,749)	(2,230,946)	(2,346,202)	(2,357,026)	(2,364,926)
Materials, Supplies and Maintenance	1,037,416	1,114,092	1,030,064	1,436,077	1,436,077	1,436,077
Professional Services/Contracts	648,771	658,652	642,875	723,898	723,898	723,898
Travel, Training & Membership Dues	4,531	5,780	5,815	17,070	17,070	17,070
Liabilities & Other Insurance	44,302	15,802	15,767	44,267	44,267	44,267
Interdepartmental Charges	107,832	104,855	106,655	94,699	94,814	97,375
Capital Acquisitions	-	-	-	5,500	5,500	5,500
Reimbursements from Other Funds	(1,066,480)	(1,047,691)	(1,042,515)	(1,039,832)	(1,039,814)	(1,040,151)
Operating Transfers Out	96,516	27,486	22,874	21,093	20,903	20,903
General Fund Total	\$ 3,817,909	\$ 3,602,306	\$ 3,470,914	\$ 4,014,531	\$ 3,983,350	\$ 4,021,974

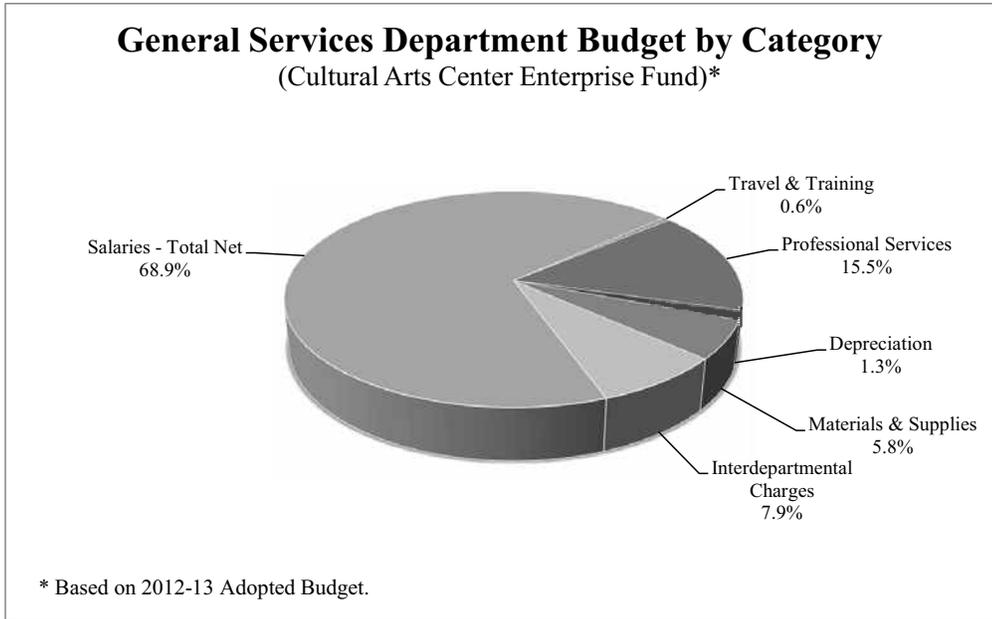


DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 1,507,321	\$ 1,434,603	\$ 1,437,088	\$ 1,444,200	\$ 1,436,000	\$ 1,449,590
Overtime	20,362	24,076	16,071	-	-	-
Salaries - Total	1,527,683	1,458,679	1,453,159	1,444,200	1,436,000	1,449,590
Salaries - Reimbursements	(57)	-	-	-	-	-
Salaries - Labor Charges	47,366	47,416	47,362	46,836	46,926	46,836
Salaries - Total Net	1,574,993	1,506,095	1,500,521	1,491,036	1,482,926	1,496,426
Supplies and Services	579,680	630,495	475,425	674,248	674,405	676,904
Capital Outlay	-	-	-	-	-	-
Cultural Arts Center Fund Total	\$ 2,154,673	\$ 2,136,590	\$ 1,975,946	\$ 2,165,284	\$ 2,157,331	\$ 2,173,330

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 1,575,049	\$ 1,506,095	\$ 1,500,521	\$ 1,491,036	\$ 1,482,926	\$ 1,496,426
Salary & Benefit Reimbursements	(57)	-	-	-	-	-
Materials, Supplies and Maintenance	91,646	74,083	70,031	125,358	125,358	125,358
Professional Services/Contracts	286,495	263,525	251,951	336,256	336,256	336,256
Travel, Training & Membership Dues	596	695	532	12,400	12,400	12,400
Depreciation and Amortization	21,543	18,633	28,879	29,000	29,000	29,000
Interdepartmental Charges	111,123	107,674	108,563	109,235	109,540	112,039
Capital Acquisitions	-	-	-	-	-	-
Operating Transfers	68,276	165,885	15,469	61,999	61,851	61,851
Cultural Arts Center Fund Total	\$ 2,154,673	\$ 2,136,590	\$ 1,975,946	\$ 2,165,284	\$ 2,157,331	\$ 2,173,330

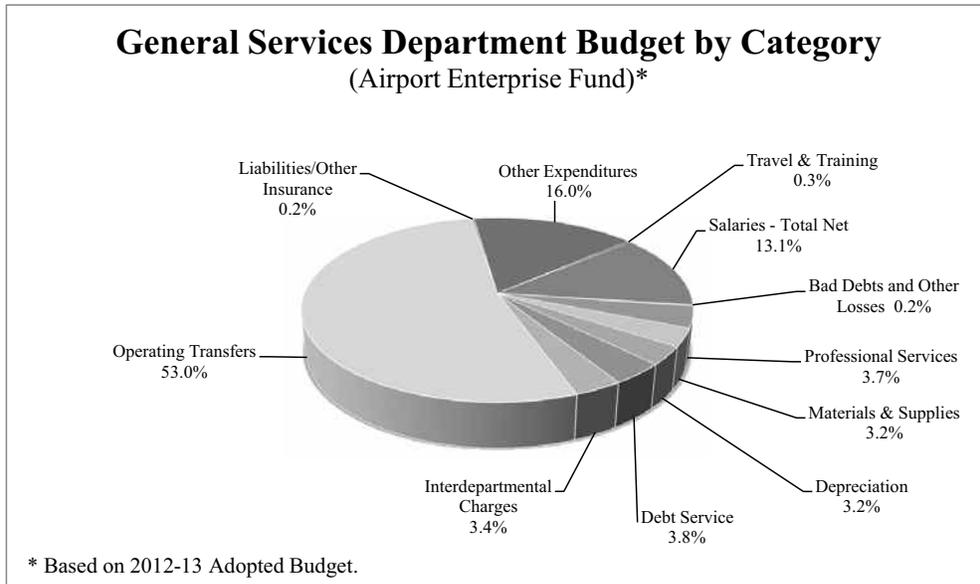


DEPARTMENT BUDGET (AIRPORT FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 928,024	\$ 873,877	\$ 868,812	\$ 923,373	\$ 917,873	\$ 818,573
Overtime	33,598	27,386	39,486	12,900	12,900	12,900
Salaries - Total	961,622	901,263	908,298	936,273	930,773	831,473
Salaries - Reimbursements	(44,068)	(44,284)	(44,073)	(44,570)	(44,636)	(44,636)
Salaries - Labor Charges	746,874	726,449	584,923	661,856	667,307	667,307
Salaries - Total Net	1,664,428	1,583,428	1,449,148	1,553,559	1,553,444	1,454,144
Supplies and Services	9,973,978	9,709,027	10,126,210	10,332,888	10,559,346	10,451,239
Capital Outlay	-	-	-	-	-	-
Airport Fund Total	\$ 11,638,406	\$ 11,292,455	\$ 11,575,358	\$ 11,886,447	\$ 12,112,790	\$ 11,905,383

DEPARTMENT BUDGET (AIRPORT FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 1,708,495	\$ 1,627,712	\$ 1,493,221	\$ 1,598,129	\$ 1,598,080	\$ 1,498,780
Salary & Benefit Reimbursements	(44,068)	(44,284)	(44,073)	(44,570)	(44,636)	(44,636)
Materials, Supplies and Maintenance	299,454	315,606	289,491	375,994	375,994	375,994
Professional Services/Contracts	413,637	344,538	393,814	444,351	444,351	444,351
Travel, Training & Membership Dues	8,812	8,774	8,063	32,107	32,107	32,107
Depreciation and Amortization	303,334	270,217	374,644	375,000	375,000	375,000
Liabilities & Other Insurance	22,548	21,274	28,152	28,169	28,169	28,169
Interdepartmental Charges	441,830	423,792	408,120	399,287	438,570	421,519
Debt Service	451,133	450,810	450,500	450,500	449,900	165,400
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	16,829	7,526	9,581	25,000	25,000	25,000
Asset Contra Account	-	-	-	-	-	-
Other Expenditures	1,850,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	6,166,402	5,966,490	6,263,845	6,302,480	6,490,255	6,683,699
Airport Fund Total	\$ 11,638,406	\$ 11,292,455	\$ 11,575,358	\$ 11,886,447	\$ 12,112,790	\$ 11,905,383



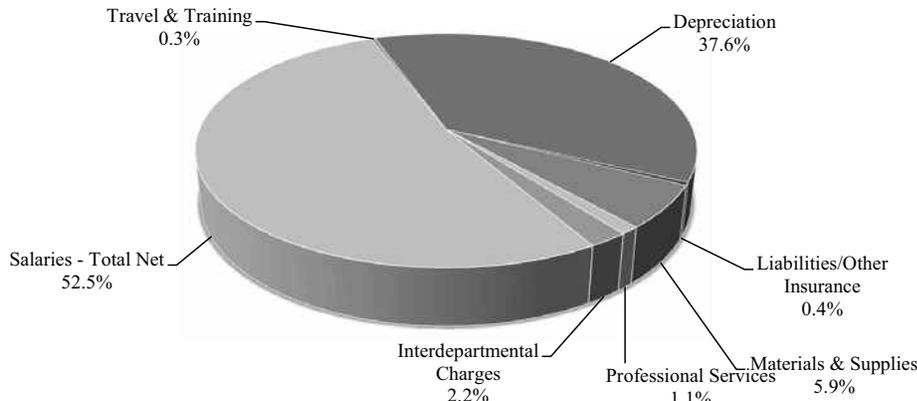
DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 3,102,682	\$ 3,077,306	\$ 2,862,944	\$ 3,097,171	\$ 3,116,771	\$ 3,147,161
Overtime	50,039	52,889	86,132	28,800	28,900	25,110
Salaries - Total	3,152,721	3,130,195	2,949,076	3,125,971	3,145,671	3,172,271
Salaries - Reimbursements	(107,656)	(121,746)	(96,730)	(79,600)	(88,000)	(88,000)
Salaries - Labor Charges	32,258	32,443	31,819	30,670	30,804	32,804
Salaries - Total Net	3,077,323	3,040,892	2,884,165	3,077,041	3,088,475	3,117,075
Supplies and Services	(971,299)	1,376,499	1,634,948	652,425	507,525	655,003
Capital Outlay	3,931,322	1,128,275	787,988	2,128,660	2,273,756	2,128,660
Fleet Services Fund Total	\$ 6,037,346	\$ 5,545,666	\$ 5,307,101	\$ 5,858,126	\$ 5,869,756	\$ 5,900,738

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 3,184,979	\$ 3,162,638	\$ 2,980,895	\$ 3,156,641	\$ 3,176,475	\$ 3,205,075
Salary & Benefit Reimbursements	(107,656)	(121,746)	(96,730)	(79,600)	(88,000)	(88,000)
Materials, Supplies and Maintenance	459,520	402,989	680,425	346,219	346,119	346,119
Parts and Fuel Inventory	2,590,768	2,631,320	2,787,149	2,770,000	2,770,000	2,770,000
Inventory Contra Account	(2,590,768)	(2,631,320)	(2,787,149)	(2,770,000)	(2,770,000)	(2,770,000)
Professional Services/Contracts	47,790	54,202	48,013	62,016	62,016	62,016
Travel, Training & Membership Dues	15,100	5,961	9,061	20,300	20,300	20,300
Depreciation and Amortization	2,089,745	1,901,711	1,543,732	2,200,000	2,200,000	2,200,000
Liabilities & Other Insurance	13,228	7,555	7,555	23,943	23,943	23,943
Interdepartmental Charges	116,628	113,520	114,497	110,529	110,920	113,302
Debt Service				-	-	-
Capital Acquisitions	3,931,322	1,128,275	787,988	2,128,660	2,273,756	2,128,660
Bad Debts and Other Losses	21,984			-	-	-
Fixed Assets Contra Expenditures	(3,931,322)	(1,128,275)	(787,988)	(2,128,660)	(2,273,756)	(2,128,660)
Reimbursements from Other Funds	(300)	(9,742)	(100)	-	-	-
Operating Transfers Out	196,328	28,578	19,753	18,078	17,983	17,983
Fleet Services Fund Total	\$ 6,037,346	\$ 5,545,666	\$ 5,307,101	\$ 5,858,126	\$ 5,869,756	\$ 5,900,738

**General Services Department Budget by Category
(Fleet Services Fund)***



* Based on 2012-13 Adopted Budget.

**GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY**

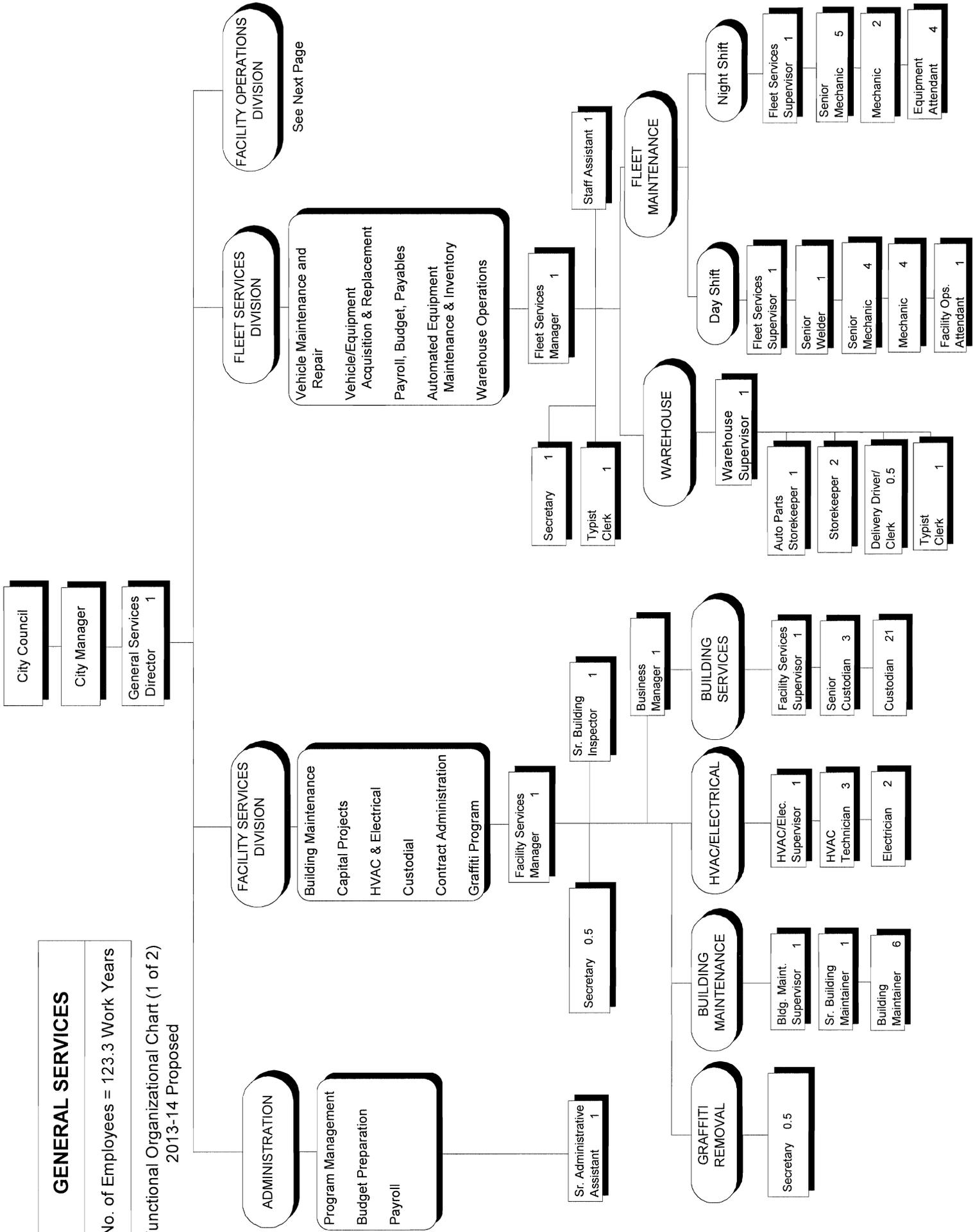
Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Air Conditioning/Heating/Electrical Supv.	-	-	-	-	1.0	1.0
Air Conditioning/Heating Supervisor	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	6.0	6.0	6.0	6.0
Electrician	2.0	2.0	2.0	2.0	2.0	2.0
Air Conditioning/Heating Technician	3.0	3.0	3.0	3.0	3.0	3.0
Central Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Central Services Coordinator	2.0	1.0	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	2.0	2.0
Typesetter	-	-	-	-	-	-
Delivery Driver/Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-	-
Admin Analyst (New)	-	-	-	-	-	-
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	3.0	3.0	3.0	3.0	3.0
Custodian	21.0	20.0	21.0	21.0	21.0	21.0
Facility Operations Attendant	-	-	-	-	-	-
Total General Fund	56.0	53.0	55.0	55.0	55.0	55.0
Cultural Arts Enterprise Fund						
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Box Office Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facility Operations Chief	1.5	1.5	1.5	1.5	1.5	1.5
Bookkeeper	1.5	1.5	1.0	1.0	1.0	1.0
Senior Recreation Leader	1.1	1.1	1.1	1.1	1.1	1.1
Recreation Leader	1.0	1.0	1.0	1.0	1.0	1.0
Theater Technician Coordinator	1.2	1.2	1.2	1.2	1.2	1.2
Recreation Specialist	1.6	1.6	1.6	1.6	1.6	1.6
Stage Manager	1.1	1.1	1.1	1.1	1.1	1.1
Customer Service Representative	2.0	2.0	1.5	1.5	1.5	1.5
Booking Manager	2.0	2.0	2.0	2.0	2.0	2.0
Assistant Booking Manager	2.0	2.0	2.0	2.0	2.0	2.0
Theater Technical Director	1.0	1.0	1.0	1.0	1.0	1.0
Sr. Facilities Operations Attendant	4.0	4.0	4.0	4.0	4.0	4.0
Facilities Operations Attendant	5.0	5.0	5.0	5.0	5.0	5.0
Theatre Technician	1.3	1.3	1.3	1.3	1.3	1.3
Total Cultural Arts Enterprise Fund	28.3	28.3	27.3	27.3	27.3	27.3
Airport Fund:						
Facility Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.5	0.5	0.5	0.5	0.5	0.5
Airport Worker	4.0	4.0	4.0	4.0	4.0	4.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Total Airport Enterprise Fund	8.5	8.5	8.5	8.5	8.5	8.5

Fleet Services Fund:	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Fleet Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Services Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
Warehouse Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	-	-	-	-	-	-
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Senior Welder	2.0	2.0	2.0	2.0	1.0	1.0
Senior Mechanic	8.0	8.0	8.0	8.0	9.0	9.0
Mechanic	7.0	7.0	6.0	6.0	6.0	6.0
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	2.0	2.0	2.0	2.0
Facility Operations Attendant	1.0	1.0	1.0	1.0	1.0	1.0
Total Fleet Services Fund	34.0	34.0	32.5	32.5	32.5	32.5
Department Total	126.8	123.8	123.3	123.3	123.3	123.3

GENERAL SERVICES

No. of Employees = 123.3 Work Years

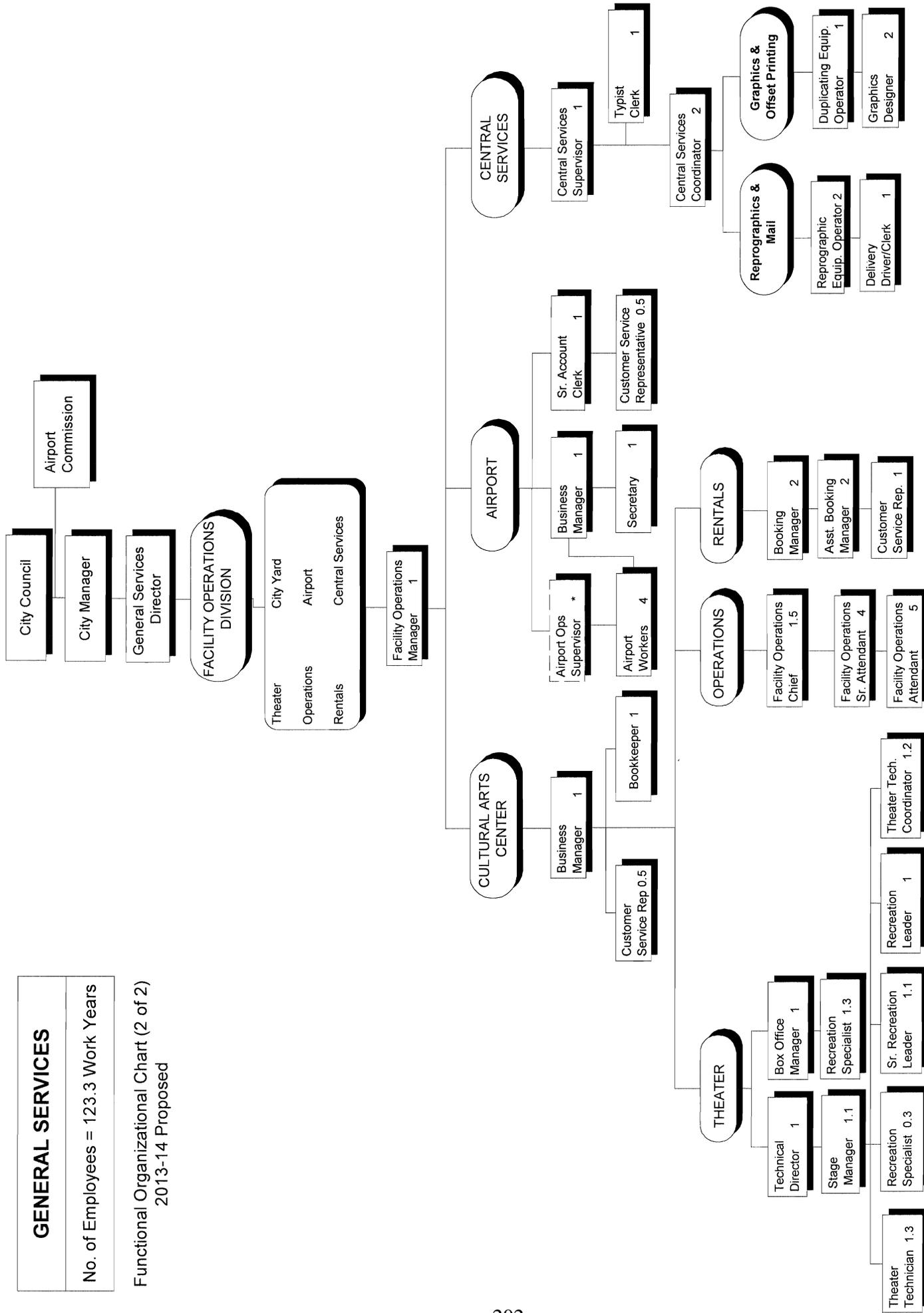
Functional Organizational Chart (1 of 2)
2013-14 Proposed



GENERAL SERVICES

No. of Employees = 123.3 Work Years

Functional Organizational Chart (2 of 2)
2013-14 Proposed

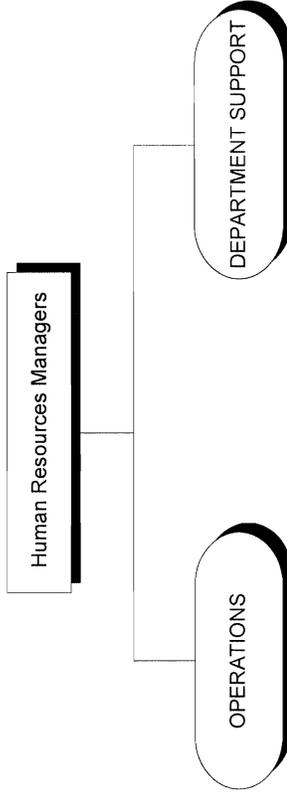


* Position deleted through attrition.

HUMAN RESOURCES

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

DEPARTMENT ORGANIZATION



Human Resources

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

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

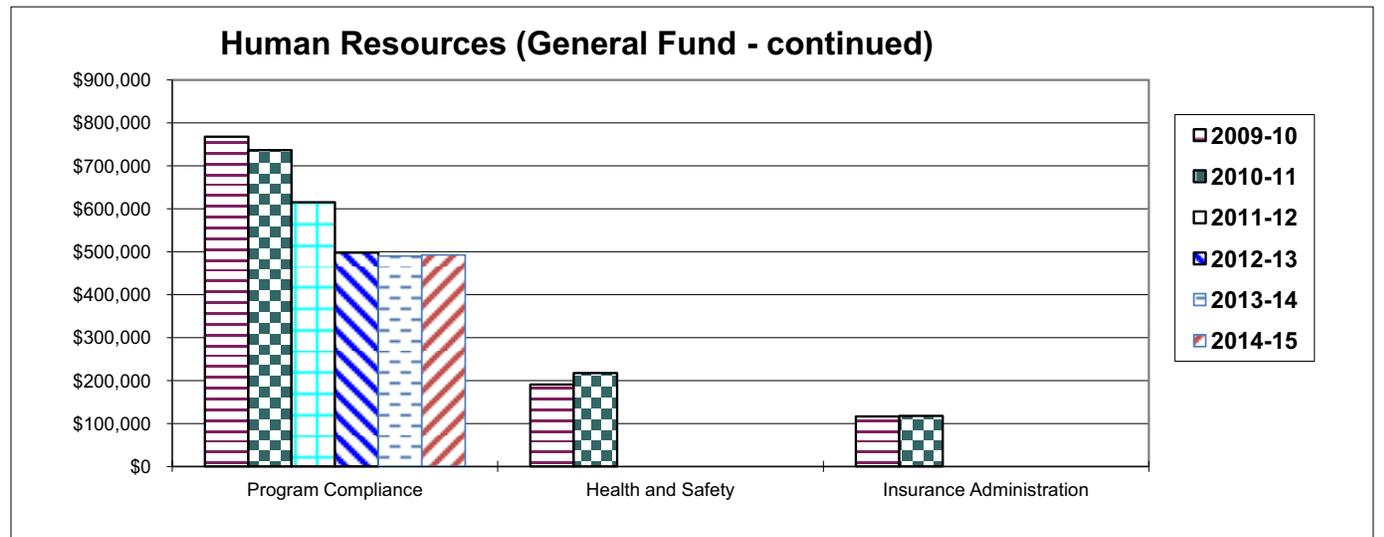
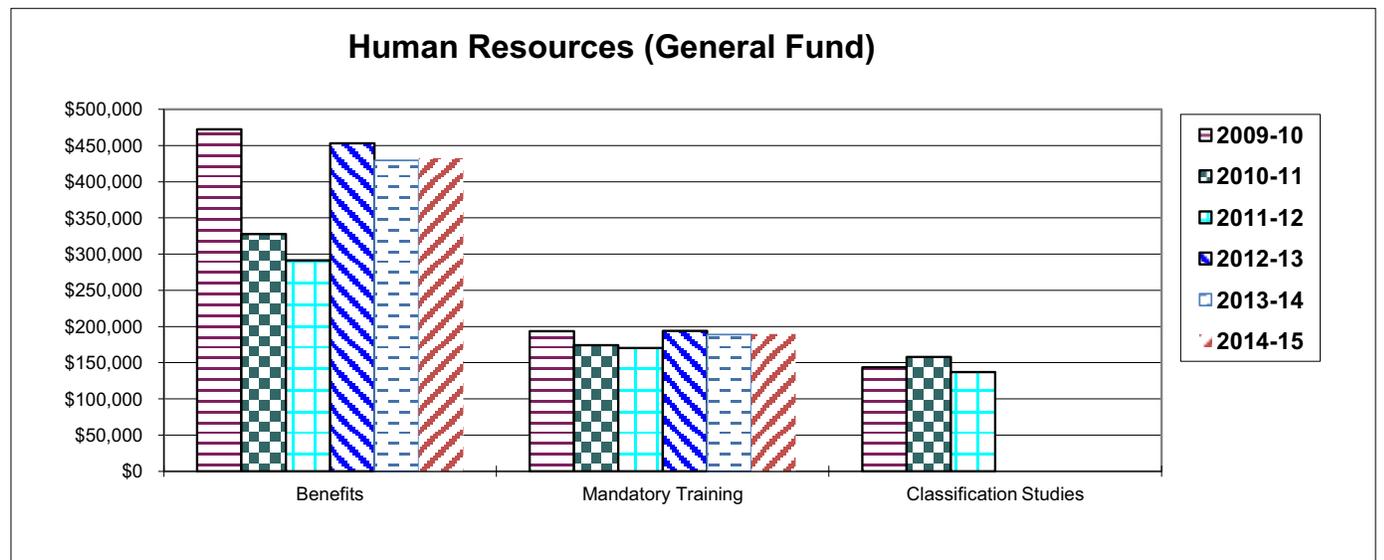
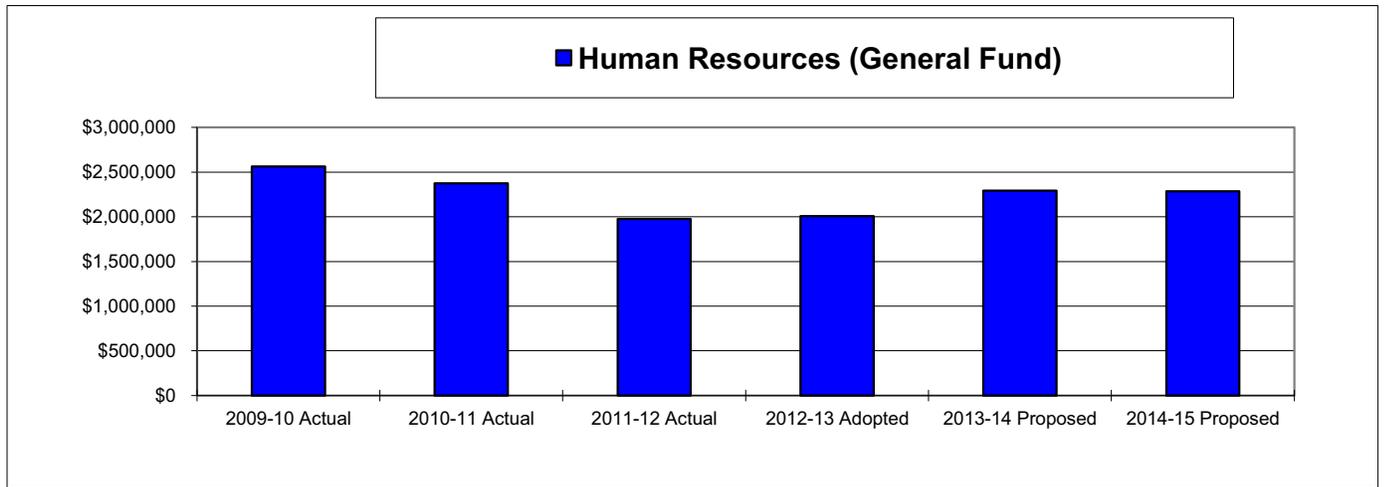
Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund:						
Benefits	\$ 472,536	\$ 327,616	\$ 291,332	\$ 452,975	\$ 429,367	\$ 432,688
Mandatory Training (was Workforce Development)	193,309	174,349	170,416	193,880	188,679	189,500
Classification Studies	143,716	157,924	136,981	-	-	-
Program Compliance	767,448	736,218	615,182	497,626	489,850	492,653
Health and Safety	190,811	217,223	-	**	**	**
Worker's Compensation	-	-	-	**	**	**
Liability	-	-	-	**	**	**
Insurance Administration	116,344	117,810	-	**	**	**
Recruitment & Testing (was Exam Planning & Testing)	451,677	436,125	468,586	459,466	487,066	466,313
Employee Relations (was Performance Management)	227,221	208,023	198,853	251,415	542,975	548,127
Classification & Compensation	-	-	-	153,100	154,006	155,627
Home Improvement Employment Program	-	-	95,545	***	***	***
General Fund Total	\$ 2,563,062	\$ 2,375,288	\$ 1,976,895	\$ 2,008,462	\$ 2,291,943	\$ 2,284,908
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Externally Funded:						
Air Quality Management	\$ 181,689	*	*	*	*	*
Vanpool/Rideshare	601,207	*	*	*	*	*
Externally Funded Total	\$ 782,896	\$ -	\$ -	\$ -	\$ -	\$ -
Externally Funded Revenues						
Air Quality Management	\$ 172,438	*	*	*	*	*
Vanpool/Rideshare	257,531	*	*	*	*	*
Total	\$ 429,969	\$ -	\$ -	\$ -	\$ -	\$ -

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

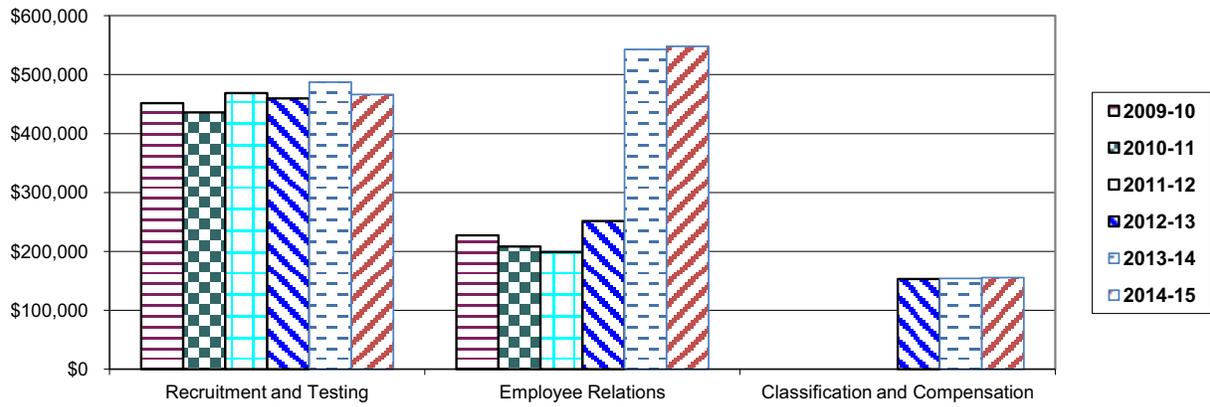
** Health & Safety, Worker's Comp., Liability, Insurance Admin. programs transferred to Finance in 2011-12.

*** Home Improvement Employment Program transferred to Community Services in 2012-13.

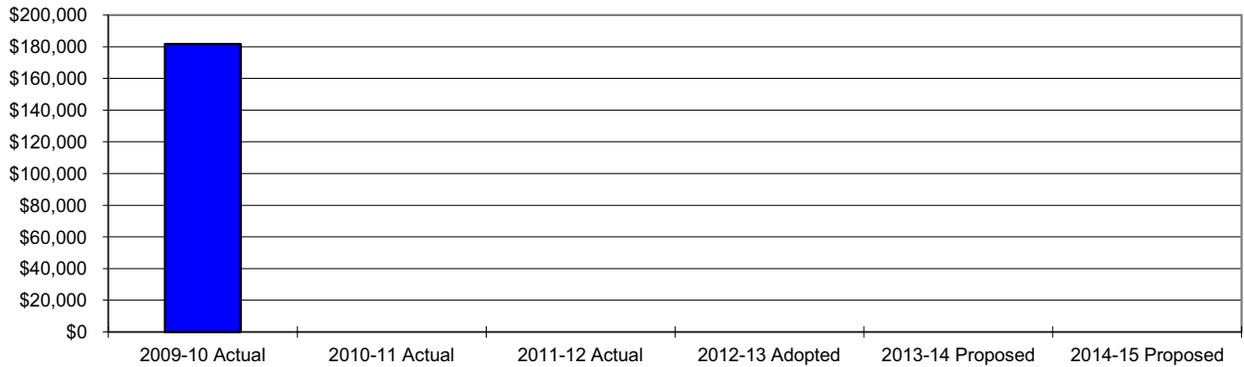
EXPENDITURES



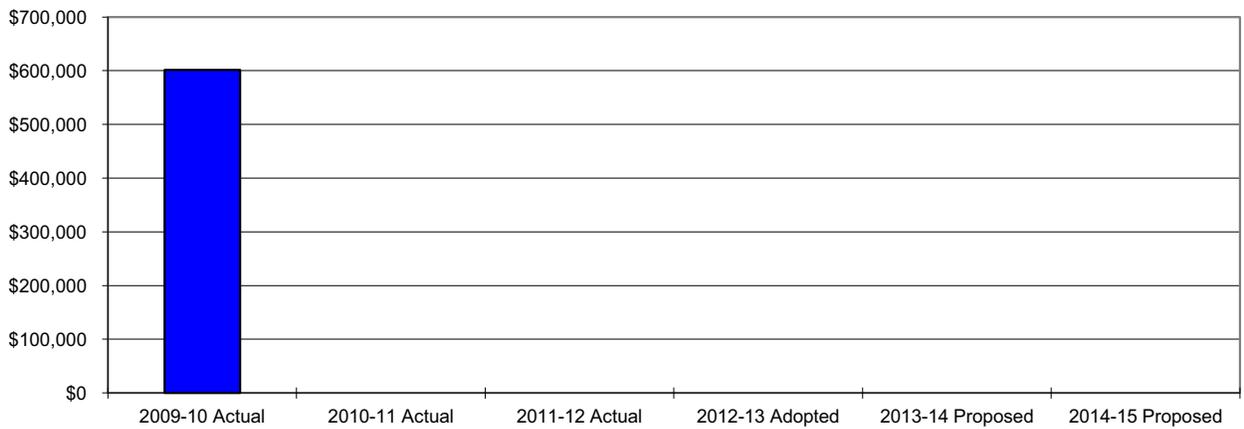
Human Resources (General Fund continued)



Air Quality Management



Vanpool/Rideshare

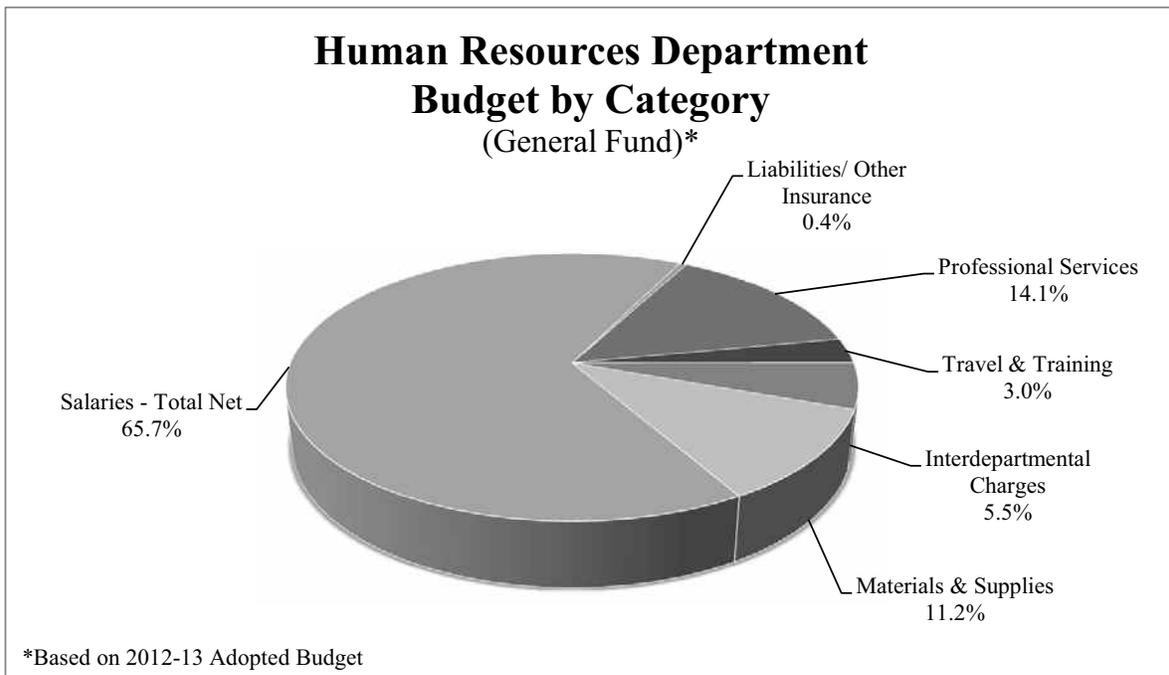


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 3,092,098	\$ 2,800,400	\$ 1,588,253	\$ 1,378,025	\$ 1,649,425	\$ 1,665,625
Overtime	6,926	4,267	3,062	4,300	4,500	4,500
Salaries - Total	3,099,024	2,804,667	1,591,315	1,382,325	1,653,925	1,670,125
Salaries - Reimbursements	(1,317,753)	(1,011,174)	(171,936)	(63,138)	(64,005)	(64,005)
Salaries - Labor Charges	92,376	55,950	-	-	-	-
Salaries - Total Net	1,873,647	1,849,443	1,419,379	1,319,187	1,589,920	1,606,120
Supplies and Services	688,246	525,845	557,516	689,275	702,023	678,788
Capital Outlay	1,169	-	-	-	-	-
General Fund Total	\$ 2,563,062	\$ 2,375,288	\$ 1,976,895	\$ 2,008,462	\$ 2,291,943	\$ 2,284,908

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 3,191,398	\$ 2,860,616	\$ 1,591,315	\$ 1,382,325	\$ 1,653,925	\$ 1,670,125
Salary & Benefit Reimbursements	(1,317,753)	(1,011,173)	(171,936)	(63,138)	(64,005)	(64,005)
Materials, Supplies and Maintenance	307,740	244,248	244,681	246,099	238,099	238,099
Professional Services/Contracts	214,202	150,324	175,541	283,781	303,481	278,481
Travel, Training & Membership Dues	35,593	49,064	39,070	61,201	61,201	61,201
Liabilities & Other Insurance	14,757	6,396	14,396	9,036	9,036	9,036
Insurance Claims	-	-	-	-	-	-
Interdepartmental Charges	166,473	138,240	114,470	95,137	95,697	97,462
Capital Acquisitions	1,169	-	-	-	-	-
Reimbursements from Other Funds	(83,990)	(88,522)	(44,899)	(21,300)	(21,300)	(21,300)
Operating Transfer Out	33,473	26,095	14,257	15,321	15,809	15,809
General Fund Total	\$ 2,563,062	\$ 2,375,288	\$ 1,976,895	\$ 2,008,462	\$ 2,291,943	\$ 2,284,908

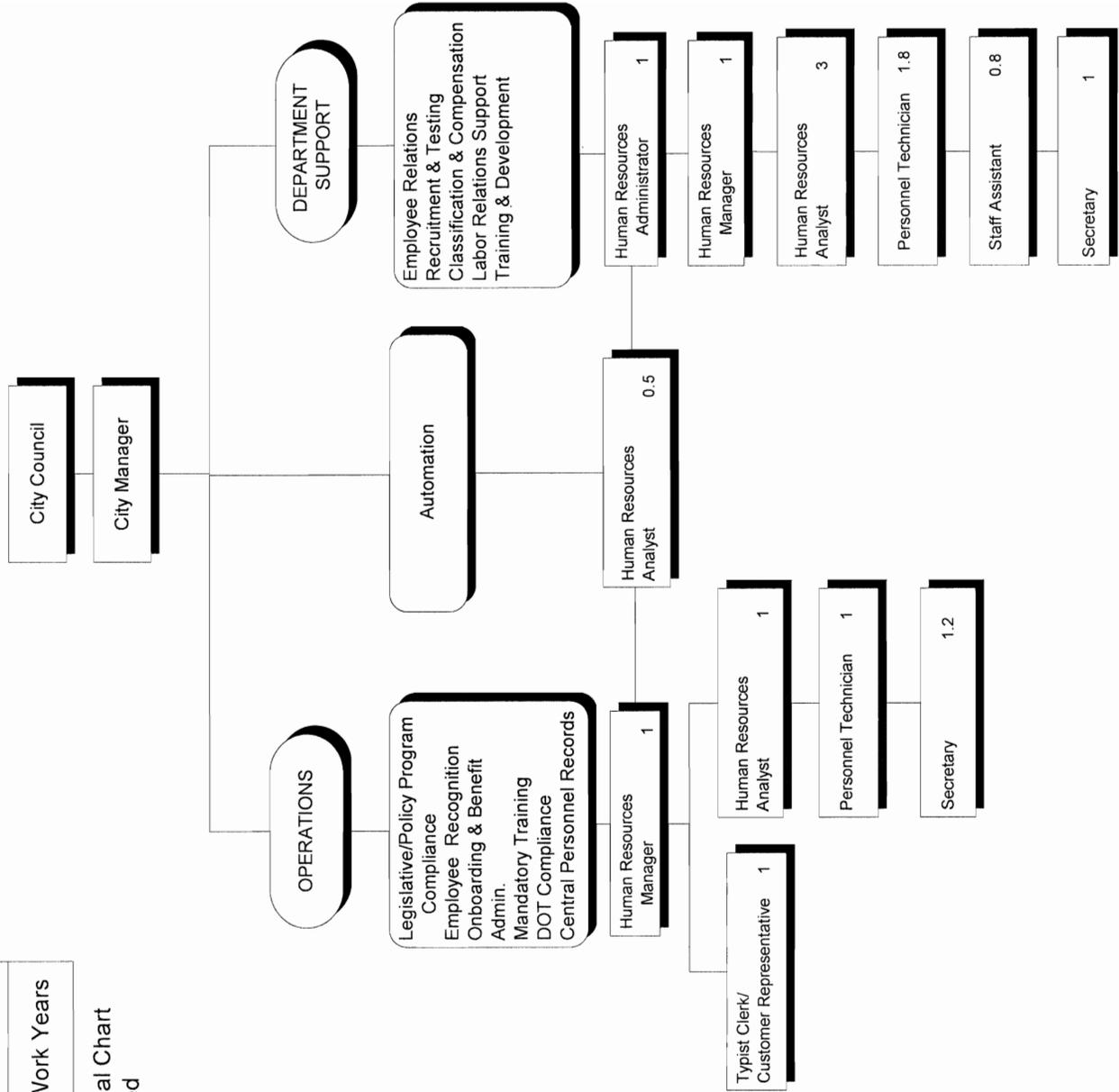


**HUMAN RESOURCES
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Human Resources Director	1.0	1.0	1.0	-	-	-
Human Resources Administrator	-	-	-	-	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	-	-	-
Workers' Compensation Manager	-	-	1.0	-	-	-
Workers' Compensation Administrator	1.0	1.0	-	-	-	-
Human Resources Analyst	4.5	4.5	4.5	4.5	4.5	4.5
Workers' Compensation Claims Examiner	3.0	2.0	2.0	-	-	-
Claims Technician	2.0	3.0	3.0	-	-	-
Intern	1.0	1.0	1.0	-	-	-
Home Improvement Program Supervisor	-	1.0	1.0	-	-	-
Home Improvement Instructor	1.0	-	-	-	-	-
Home Improvement Program Coordinator	-	1.0	1.0	-	-	-
Job Training Project Leader	1.0	-	-	-	-	-
Administrative Secretary	1.0	-	-	-	-	-
Staff Assistant	-	-	-	-	0.8	0.8
Personnel Technician	3.0	2.0	2.0	2.0	2.8	2.8
Secretary	3.0	3.0	3.0	2.5	2.2	2.2
Typist Clerk	3.0	2.0	2.0	1.0	1.0	1.0
Total General Fund	27.5	24.5	24.5	12.0	14.3	14.3
Department Total	27.5	24.5	24.5	12.0	14.3	14.3

HUMAN RESOURCES
No. of Employees = 14.3 Work Years

Functional Organizational Chart
2013-14 Proposed

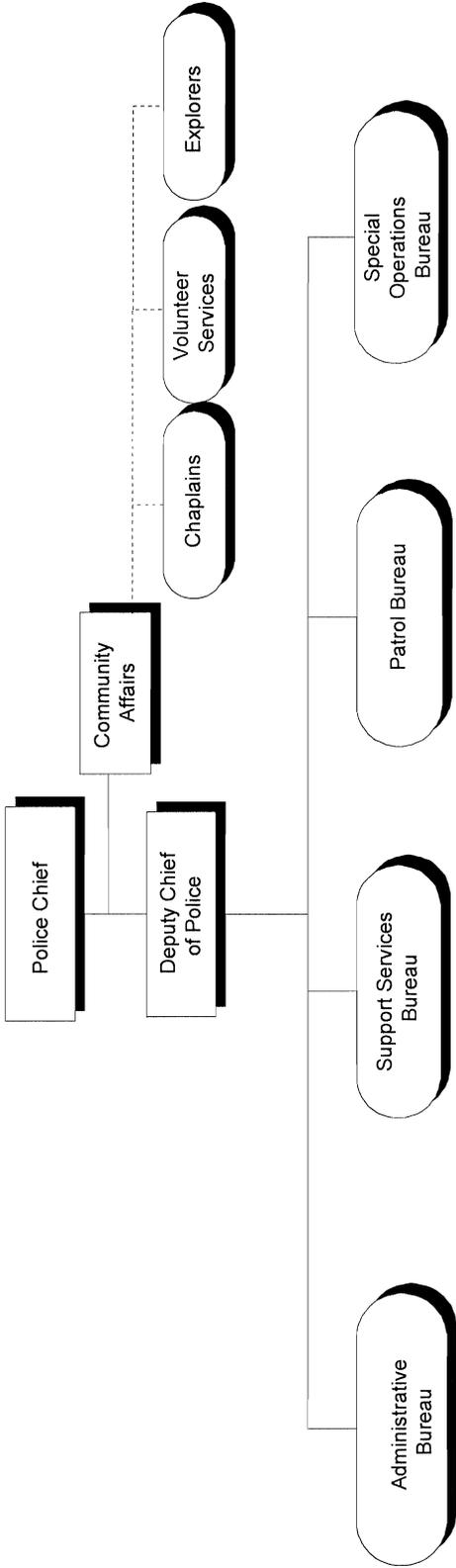


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POLICE

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

DEPARTMENT ORGANIZATION



Police

MISSION STATEMENT

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

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

FUNCTIONAL RESPONSIBILITIES

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

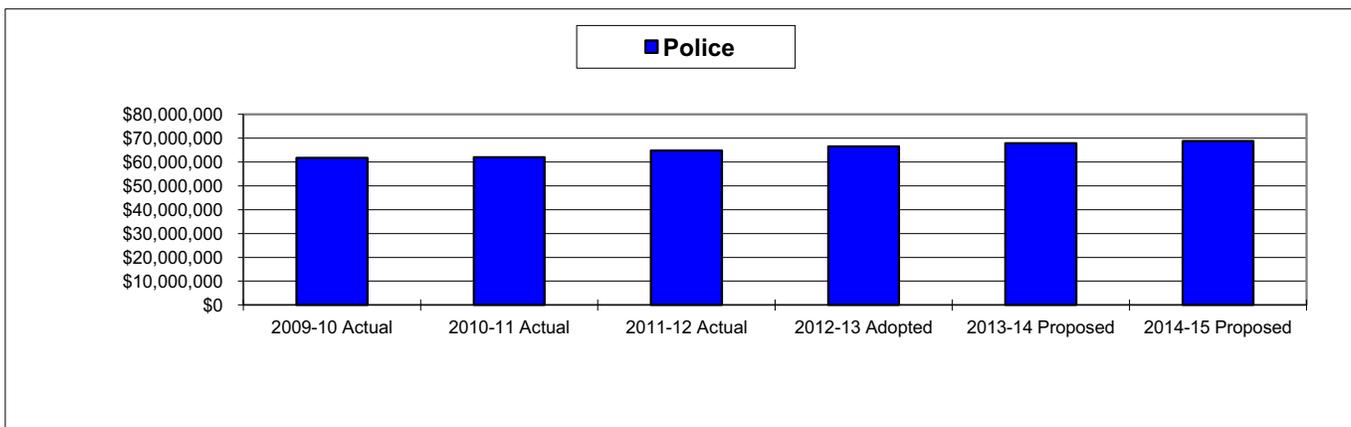
To these ends, the Department engages in patrol, crime prevention, investigation of crimes, apprehension of criminals, gathering of evidence, custody of prisoners, rehabilitation of offenders, regulation of traffic, investigation of traffic collisions, custody of property, coordination of all major disaster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

DEPARTMENT BUDGET SUMMARY

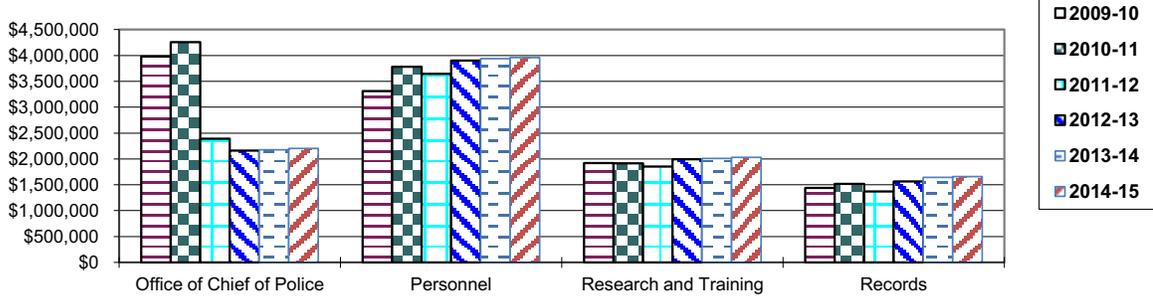
Division/Program Title	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Office of Chief of Police	\$ 3,979,600	\$ 4,258,321	\$ 2,390,914	\$ 2,159,200	\$ 2,175,300	\$ 2,201,700
Personnel	3,310,292	3,778,843	3,647,292	3,903,769	3,935,969	3,958,169
Research and Training	1,919,173	1,913,075	1,853,954	1,996,002	2,010,102	2,027,602
Records	1,437,407	1,517,411	1,369,042	1,564,700	1,643,400	1,657,800
Technical Services	6,078,336	6,064,615	6,048,507	6,457,470	6,499,771	6,577,493
Patrol	21,859,307	21,953,961	24,196,195	22,080,850	22,770,400	23,236,700
Traffic and Special Events	5,357,038	4,679,868	5,149,256	6,056,100	6,162,200	6,224,800
Detectives	7,656,094	7,907,807	9,081,669	9,896,361	10,104,061	10,206,161
Special Investigations	3,984,127	3,917,061	4,024,626	4,401,800	4,482,200	4,530,500
Community Affairs (was Emerg. Svcs.)	230,831	68,205	912,631	2,063,914	2,139,214	2,162,114
Communications	5,814,360	5,875,937	6,117,926	5,900,223	5,941,316	5,997,281
General Fund Total	\$ 61,626,565	\$ 61,935,107	\$ 64,792,012	\$ 66,480,389	\$ 67,863,933	\$ 68,780,320
General Fund Revenues	\$ 871,131	\$ 671,087	\$ 791,522	\$ 962,400	\$ 975,162	\$ 988,296
Animal Control Fund						
Animal Control	\$ 442,493	\$ 405,402	\$ 337,544	\$ 466,300	\$ 477,540	\$ 481,686
Animal Control Revenues	\$ 414,214	\$ 406,451	\$ 322,668	\$ 470,000	\$ 477,540	\$ 481,686
Asset Forfeiture Fund*	\$ -	\$ -	\$ -	\$ -	\$ 202,200	\$ 202,200

* Asset Forfeiture funds are used to fund an L.A. Impact Police Officer position.

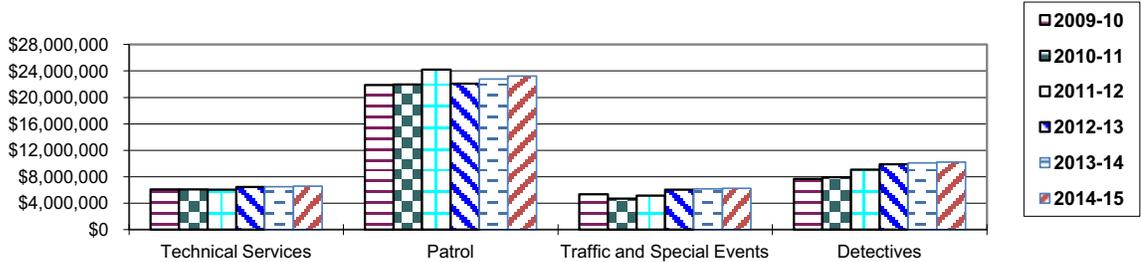
EXPENDITURES



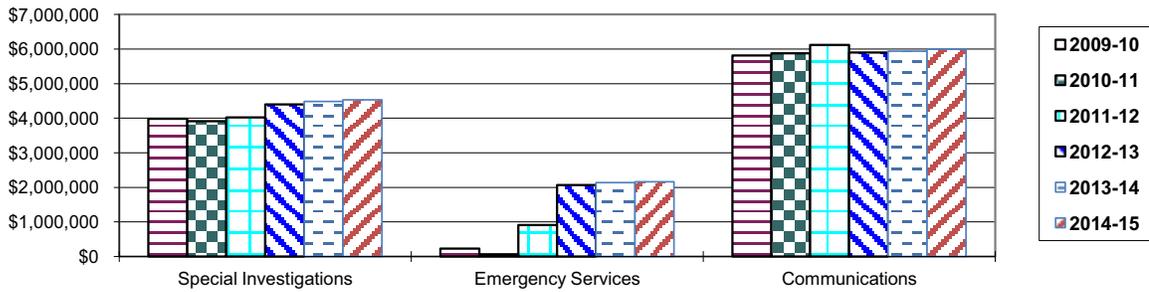
Police



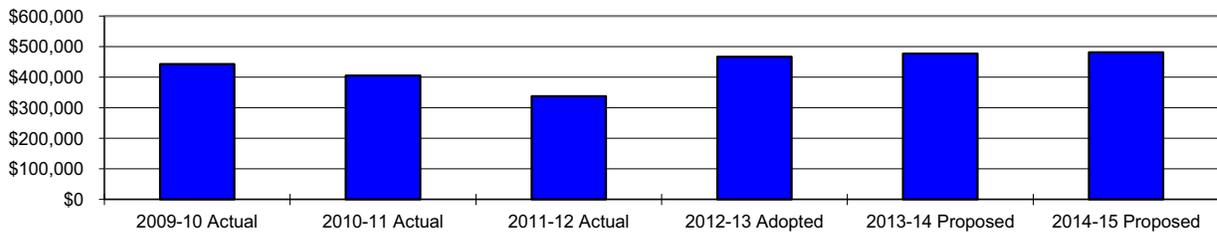
Police (continued)



Police (continued)



Animal Control



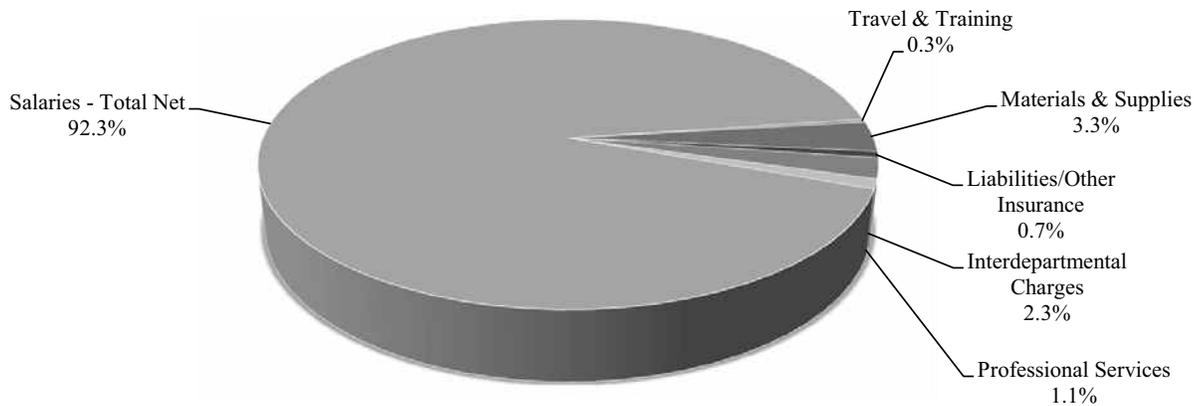
DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 51,928,655	\$ 53,006,894	\$ 55,435,082	\$ 59,686,109	\$ 60,973,359	\$ 61,841,059
Overtime	4,652,527	4,087,702	4,263,922	2,064,900	2,117,000	2,117,000
Salaries - Total	56,581,182	57,094,596	59,699,004	61,751,009	63,090,359	63,958,059
Salaries - Reimbursements	(213,802)	(308,502)	(219,435)	(452,900)	(452,900)	(452,900)
Salaries - Labor Charges	165,338	184,104	32,366	31,469	31,780	31,780
Salaries - Total Net	56,532,718	56,970,198	59,511,935	61,329,578	62,669,239	63,536,939
Supplies and Services	5,093,847	4,964,910	5,280,077	5,150,811	5,194,694	5,243,381
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 61,626,565	\$ 61,935,107	\$ 64,792,012	\$ 66,480,389	\$ 67,863,933	\$ 68,780,320

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 56,746,520	\$ 57,278,700	\$ 59,731,370	\$ 61,782,478	\$ 63,122,139	\$ 63,989,839
Salary & Benefit Reimbursements	(213,802)	(308,502)	(219,435)	(452,900)	(452,900)	(452,900)
Materials, Supplies and Maintenance	1,851,335	2,033,553	2,214,794	2,269,474	2,269,474	2,269,474
Professional Services/Contracts	919,419	931,639	863,263	716,598	743,498	743,498
Travel, Training & Membership Dues	195,254	161,810	185,066	228,962	228,962	228,962
Liabilities & Other Insurance	535,054	495,241	580,860	462,560	462,560	462,560
Interdepartmental Charges	1,236,137	1,193,476	1,285,237	1,329,662	1,346,456	1,395,143
Capital Acquisitions	-	-	10,163	-	-	-
Reimbursements from Other Funds	(36,468)	(6,932)	(14,000)	(54,466)	(54,466)	(54,466)
Operating Transfers Out	393,114	156,122	154,694	198,021	198,210	198,210
General Fund Total	\$ 61,626,565	\$ 61,935,107	\$ 64,792,012	\$ 66,480,389	\$ 67,863,933	\$ 68,780,320

Police Department Budget by Category
(General Fund)*



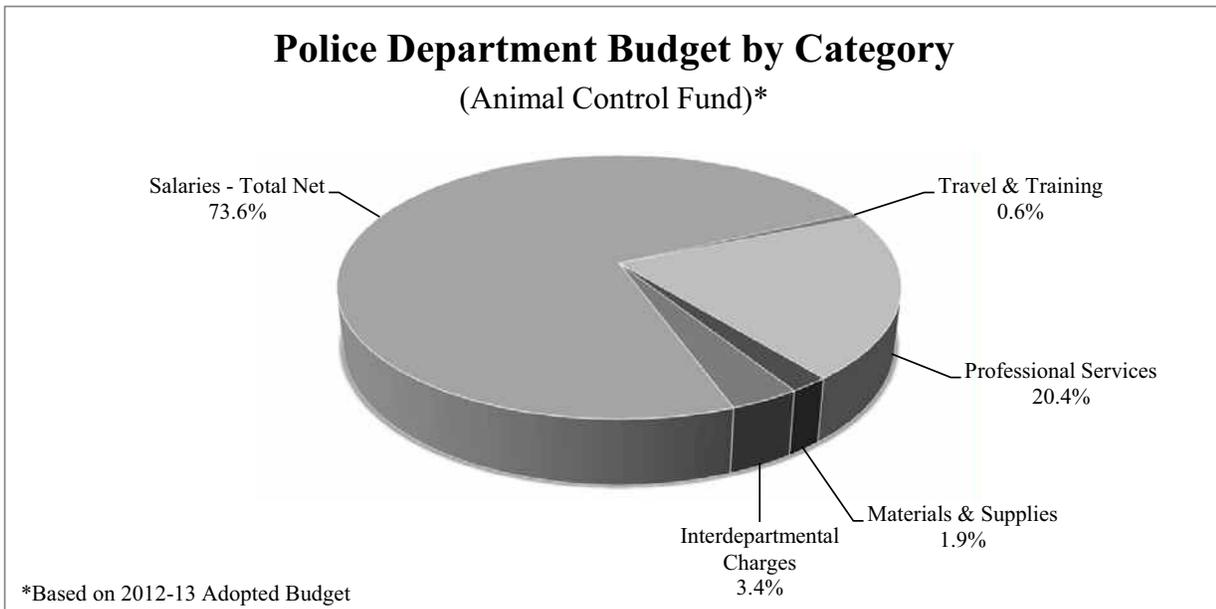
*Based on 2012-13 Adopted Budget

DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 316,822	\$ 298,806	\$ 238,111	\$ 315,800	\$ 326,200	\$ 329,200
Overtime	12,451	8,669	12,361	27,600	28,300	28,300
Salaries - Total	329,273	307,475	250,472	343,400	354,500	357,500
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	329,273	307,475	250,472	343,400	354,500	357,500
Supplies and Services	113,220	97,927	87,072	122,900	123,040	124,186
Capital Outlay	-	-	-	-	-	-
Animal Control Fund Total	\$ 442,493	\$ 405,402	\$ 337,544	\$ 466,300	\$ 477,540	\$ 481,686

DEPARTMENT BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 329,273	\$ 307,475	\$ 250,472	\$ 343,400	\$ 354,500	\$ 357,500
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	23,694	6,000	2,416	9,000	9,000	9,000
Professional Services/Contracts	74,552	72,461	66,982	95,000	95,000	95,000
Travel, Training & Membership Dues	609	6,000	2,307	3,000	3,000	3,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	14,365	13,466	15,367	15,900	16,040	17,186
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Animal Control Fund Total	\$ 442,493	\$ 405,402	\$ 337,544	\$ 466,300	\$ 477,540	\$ 481,686



POLICE
DEPARTMENT PERSONNEL SUMMARY -

<u>General Fund</u> Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Police Chief	1.0	1.0	1.0	1.0	1.0	1.0
Police Captain	5.0	5.0	4.0	4.0	4.0	4.0
Police Lieutenant	14.0	14.0	14.0	14.0	14.0	14.0
Police Sergeant	33.0	33.0	33.0	33.0	33.0	33.0
Police Officer	182.0	171.0	171.0	172.5	173.5	174.5
Police Records Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Police Services Officer	-	29.0	29.0	29.0	29.0	29.0
Services Officer	29.0	-	-	-	-	-
Identification Analyst	1.0	-	-	-	-	-
Forensic Identification Supervisor	-	1.0	1.0	1.0	1.0	1.0
Sr. Forensic Identification Specialist	2.0	2.0	2.0	2.0	2.0	2.0
Forensic Identification Specialist	-	4.0	4.0	4.0	4.0	4.0
Juvenile Diversion Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Juvenile Diversion Caseworker	1.0	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Information Technology Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	1.8	3.8	3.8	3.8	3.8	3.8
Emergency Services Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Info Tech Specialist	2.0	2.0	2.0	2.0	2.0	2.0
Secretary	12.0	11.0	11.0	11.0	11.0	11.0
Police Operations Supervisor	1.0	1.0	3.0	3.0	3.0	3.0
Police Records Supervisor	2.0	2.0	-	-	-	-
Public Safety Communications Supervisor	3.0	2.0	2.0	2.0	2.0	2.0
Public Safety Dispatcher	24.0	24.0	23.0	23.0	23.0	23.0
Fire Communications Operator	-	-	-	-	-	-
Communications Operator	-	-	-	-	-	-
Police Records Technician	17.0	17.0	17.0	17.0	17.0	17.0
Typist Clerk	-	-	-	-	-	-
Crossing Guard	13.0	13.0	13.0	13.0	13.0	13.0
General Fund Total	352.8	345.8	343.8	345.3	346.3	347.3
<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	3.0	3.0	3.0	3.0	3.0
Staff Assistant	1.0	-	-	-	-	-
Total Animal Control Fund	4.0	4.0	4.0	4.0	4.0	4.0
<u>Asset Forfeiture Fund</u>						
Police Officer	-	-	-	-	1.0	1.0
Grand Total	356.8	349.8	347.8	349.3	351.3	352.3

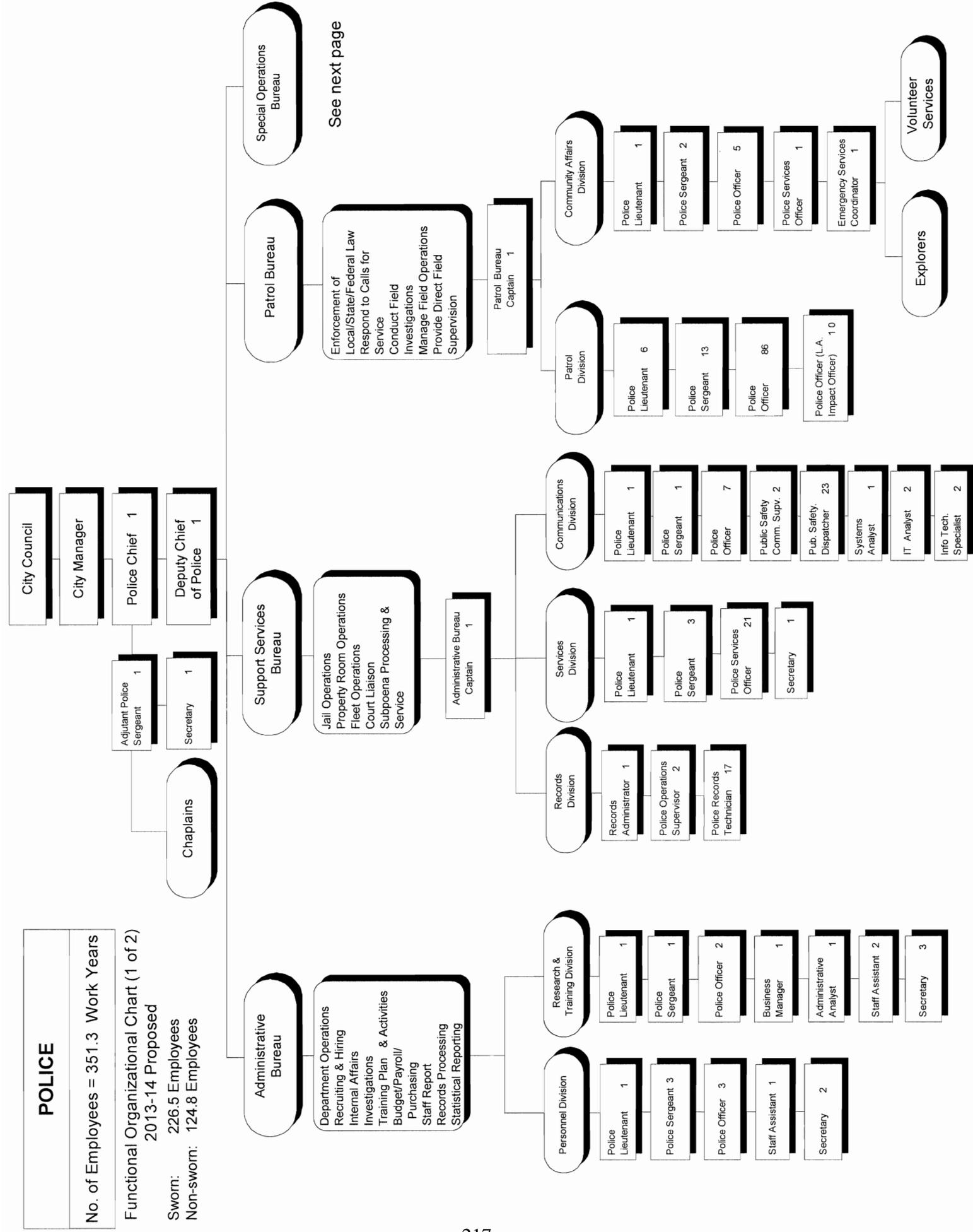
POLICE

No. of Employees = 351.3 Work Years

Functional Organizational Chart (1 of 2)
2013-14 Proposed

Sworn: 226.5 Employees

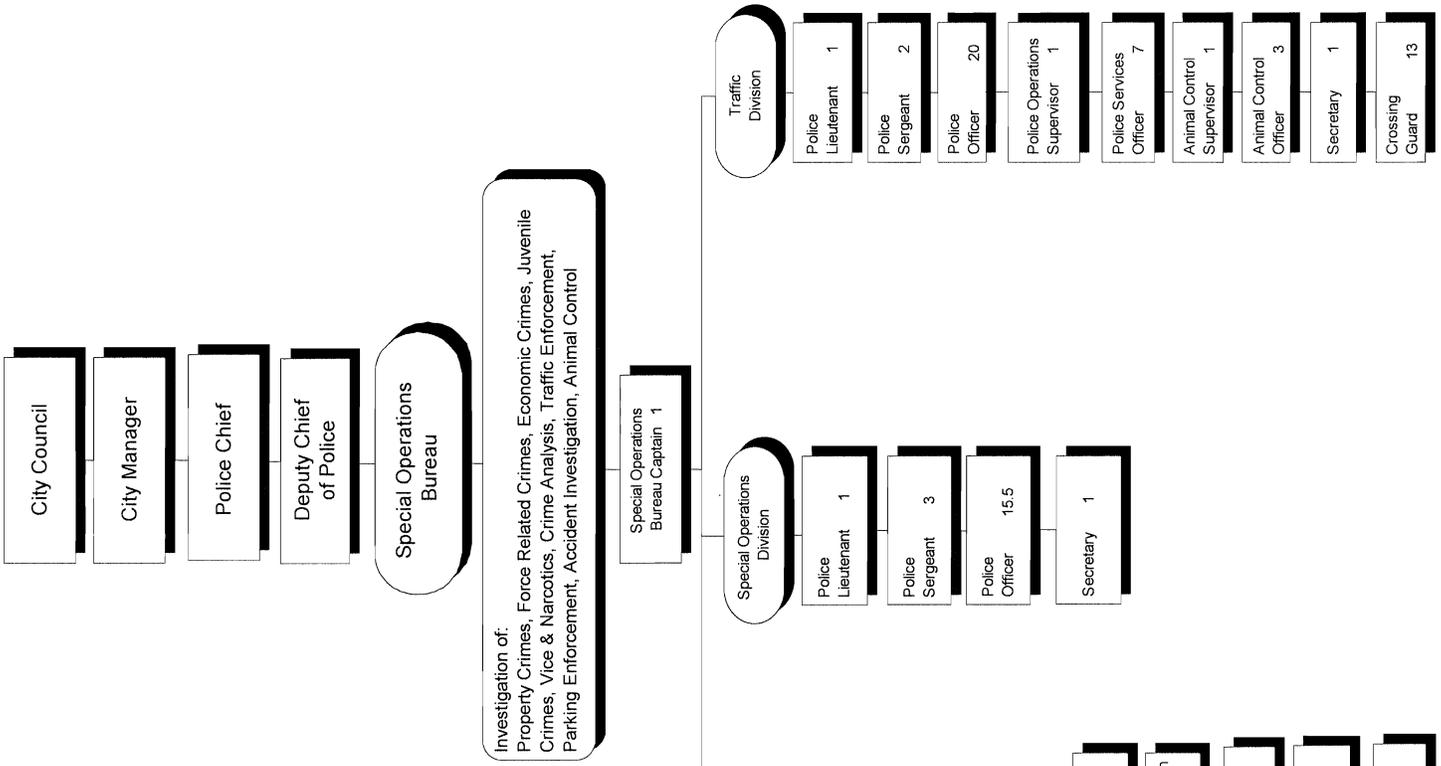
Non-sworn: 124.8 Employees



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POLICE
 No. of Employees = 351.3 Work Years

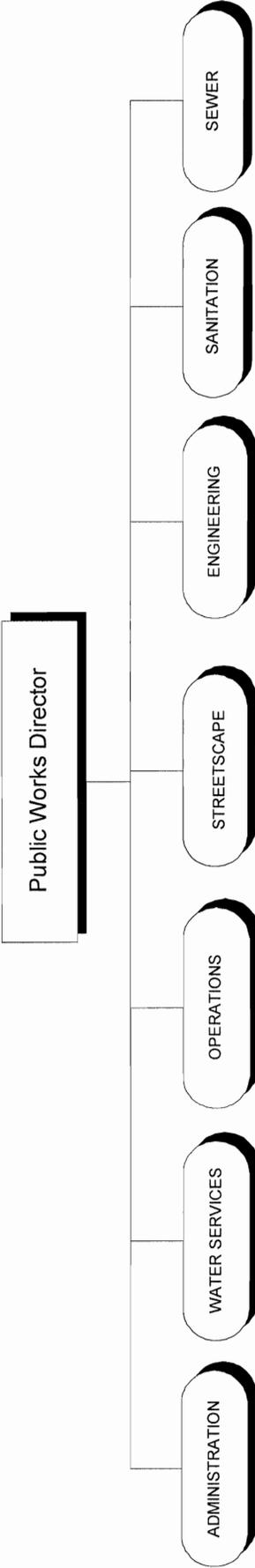
Functional Organization Chart (2 of 2)
 2013-14 Proposed
 Sworn: 226.5 Employees
 Non-sworn: 124.8 Employees



PUBLIC WORKS

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

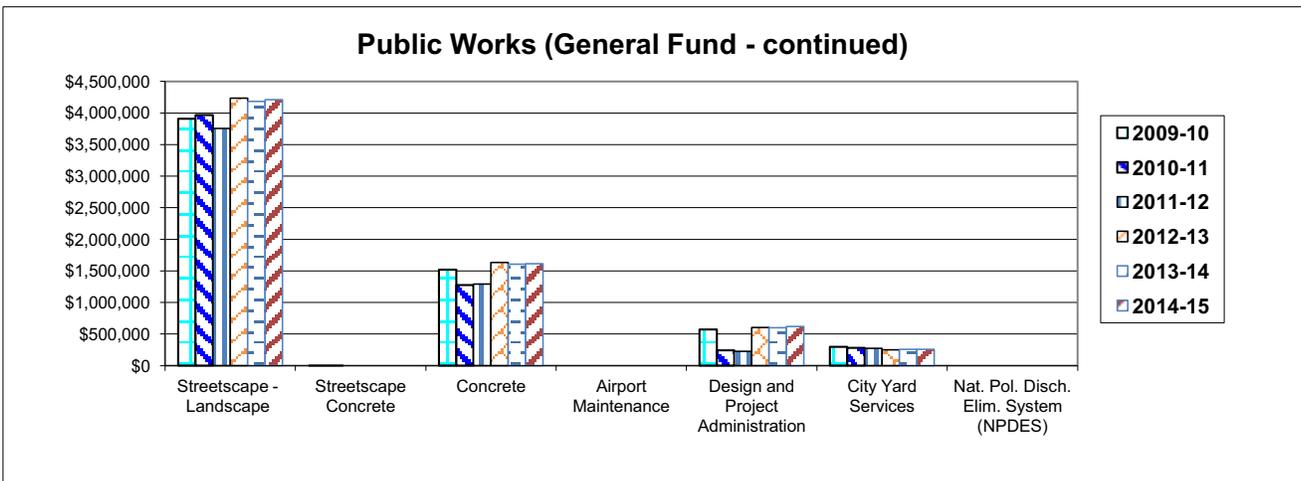
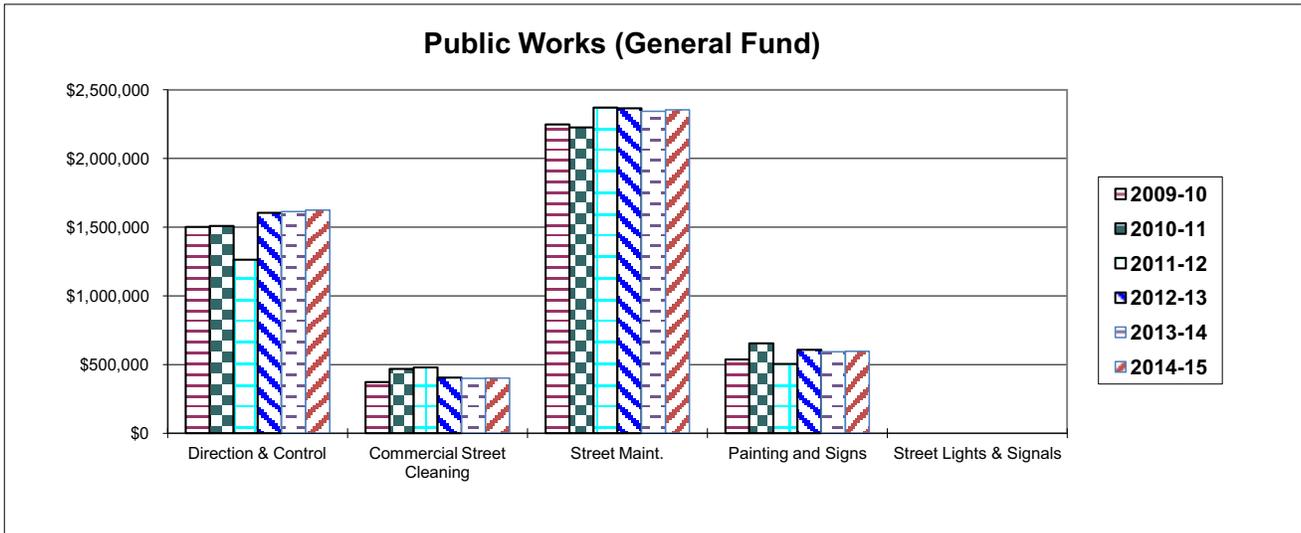
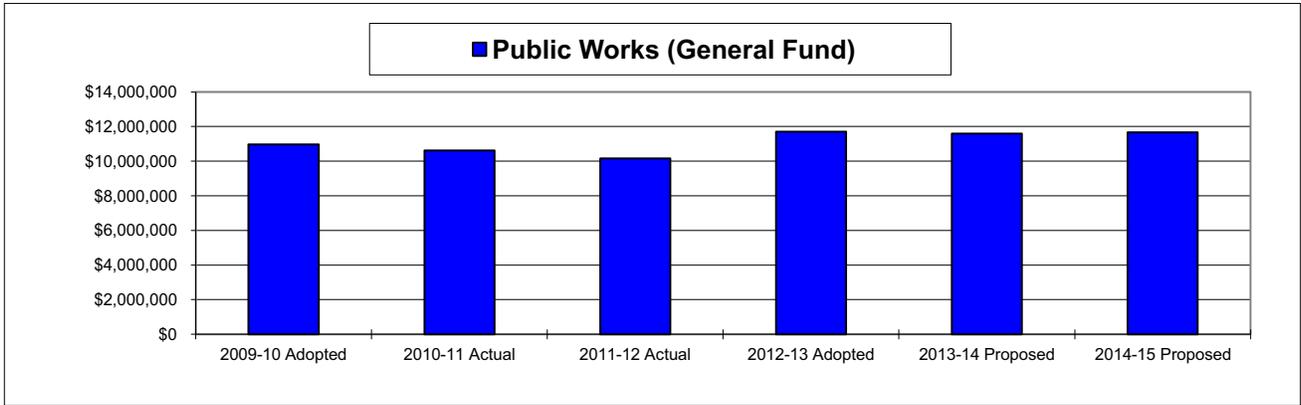
Maintain sewer and storm drain infrastructure, including pump stations, catch basins and storm water retention basins.
 • Street sweeping and residential refuse and recycling collection. • Maintain concrete sidewalks, curbs, and gutters throughout the City.
 • Maintain City owned parkway trees and landscaped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

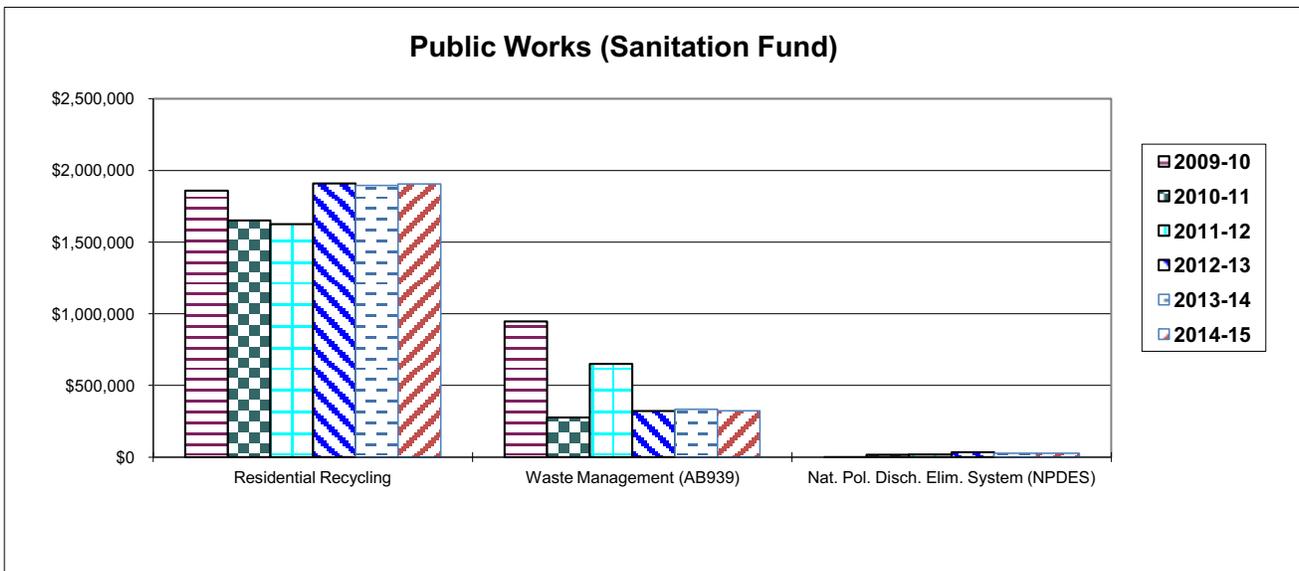
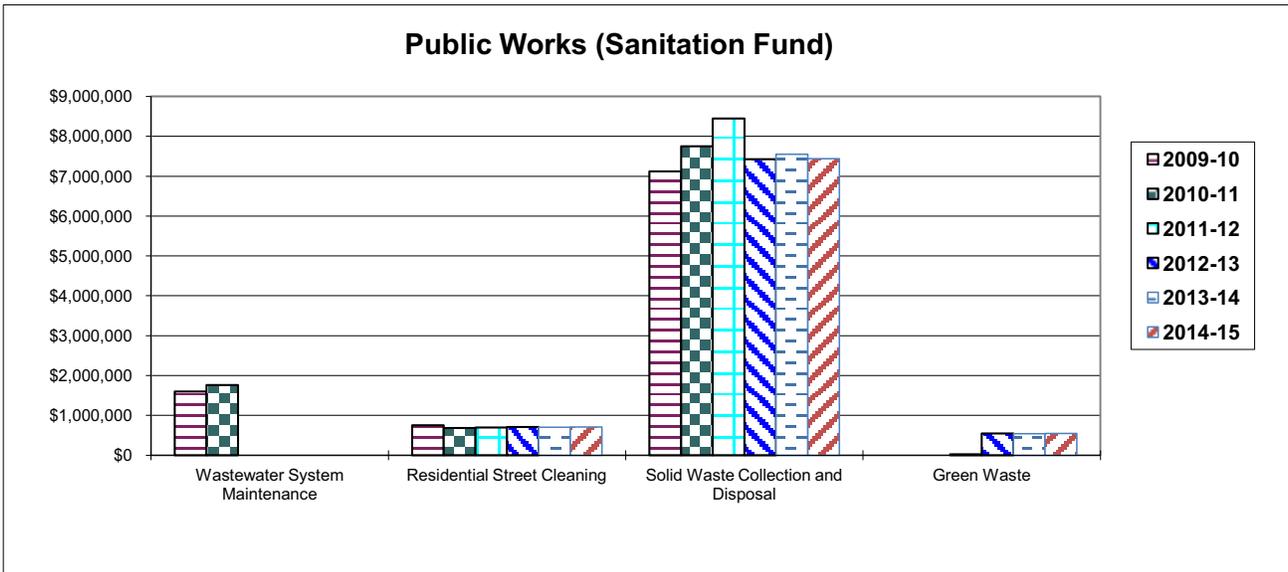
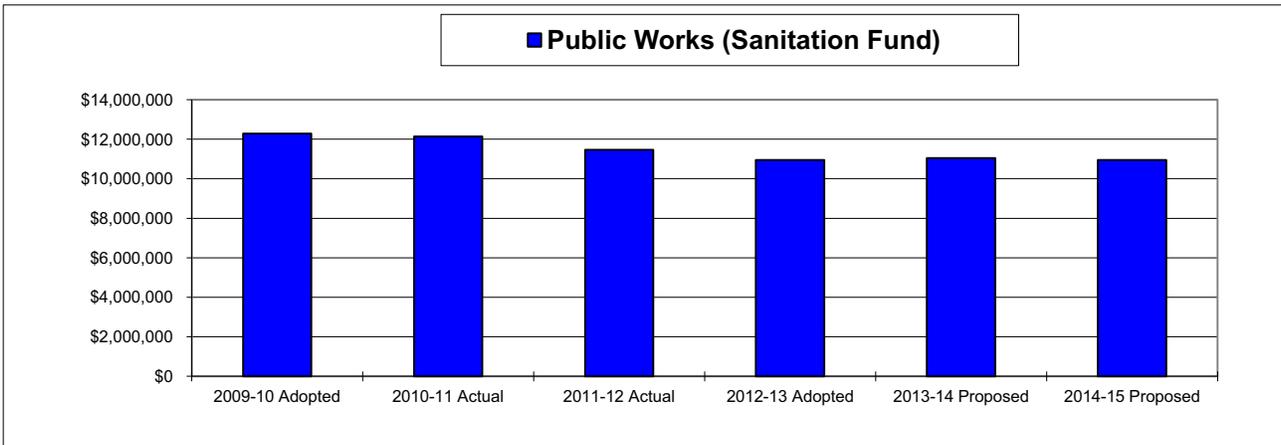
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund:						
Direction & Control	\$ 1,501,894	\$ 1,508,187	\$ 1,263,700	\$ 1,605,171	\$ 1,612,917	\$ 1,623,938
Commercial Street Cleaning	371,619	468,084	478,544	404,662	399,538	401,538
Street Maintenance and Repair	2,247,508	2,225,538	2,369,920	2,365,914	2,343,142	2,354,842
Painting and Signs	536,687	654,577	503,717	607,281	592,268	595,668
Street Lights & Signals	-	-	-	-	-	-
Streetscape - Landscape	3,909,950	3,966,731	3,756,445	4,233,710	4,183,100	4,210,500
Streetscape Concrete	5,699	3,382	-	-	-	-
Concrete	1,520,846	1,275,300	1,289,364	1,632,514	1,605,014	1,613,514
Airport Maintenance	-	-	-	-	-	-
Design and Project Administration	570,677	240,389	226,600	602,438	598,285	620,500
City Yard Services	297,373	280,017	273,120	250,869	255,892	255,892
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	-	-	-
General Fund Total	\$ 10,962,253	\$ 10,622,205	\$ 10,161,410	\$ 11,702,559	\$ 11,590,156	\$ 11,676,392
General Fund Revenues	\$ 130,404	\$ 154,918	\$ 178,115	\$ 1,404,000	\$ 168,920	\$ 173,988
Sanitation Enterprise Fund:						
Wastewater System Maintenance	\$ 1,600,185	\$ 1,760,395	\$ -	\$ -	\$ -	\$ -
Residential Street Cleaning	750,188	683,131	698,702	710,737	702,848	706,148
Solid Waste Collection and Disposal	7,122,935	7,746,884	8,449,798	7,427,034	7,551,035	7,437,500
Green Waste	-	-	22,545	547,900	538,900	543,600
Residential Recycling	1,859,596	1,651,937	1,625,063	1,909,701	1,895,638	1,905,488
Waste Management (AB939)	947,331	276,052	650,307	321,439	334,258	322,986
Nat. Pol. Disch. Elim. System (NPDES)	1,723	17,241	18,892	33,700	27,700	27,700
Sanitation Enterprise Fund Total	\$ 12,281,958	\$ 12,135,640	\$ 11,465,307	\$ 10,950,511	\$ 11,050,379	\$ 10,943,422
Sanitation Enterprise Fund Revenues	\$ 11,007,555	\$ 10,966,985	\$ 10,818,487	\$ 11,065,215	\$ 11,065,215	\$ 11,065,215
Sewer Enterprise Fund						
Wastewater	\$ -	\$ -	\$ 1,861,861	\$ 1,635,899	\$ 1,619,639	\$ 1,628,516
Sanitary Sewer System Planning and Dev.	2,575,235	2,519,459	3,043,848	2,426,488	2,453,219	2,468,501
Sanitary Sewer System Revenues	\$ 2,062,117	\$ 1,728,230	\$ 3,052,574	\$ 3,138,000	\$ 3,133,000	\$ 3,138,000
Water Enterprise Fund						
Water Supply	\$ 17,070,145	\$ 18,778,132	\$ 20,524,536	\$ 21,857,000	\$ 23,561,000	\$ 23,561,000
Water Operations	5,280,837	5,283,419	6,826,295	5,586,638	5,782,632	5,826,722
Water Resources	443,229	387,343	258,958	483,230	468,686	473,886
Water Administration	1,454,785	1,559,472	1,481,489	1,993,898	1,999,590	2,007,619
Water Financial Obligations	3,034,947	2,994,842	2,986,346	3,034,277	3,162,783	3,155,104
WRD Goldsworthy Desalter	426,171	200,087	404,115	547,425	557,478	558,815
Water Enterprise Fund Total	\$ 27,710,114	\$ 29,203,295	\$ 32,481,739	\$ 33,502,468	\$ 35,532,169	\$ 35,583,146
Water Enterprise Fund Revenues	\$ 27,457,925	\$ 30,295,271	\$ 34,178,515	\$ 35,187,000	\$ 37,193,000	\$ 37,203,000

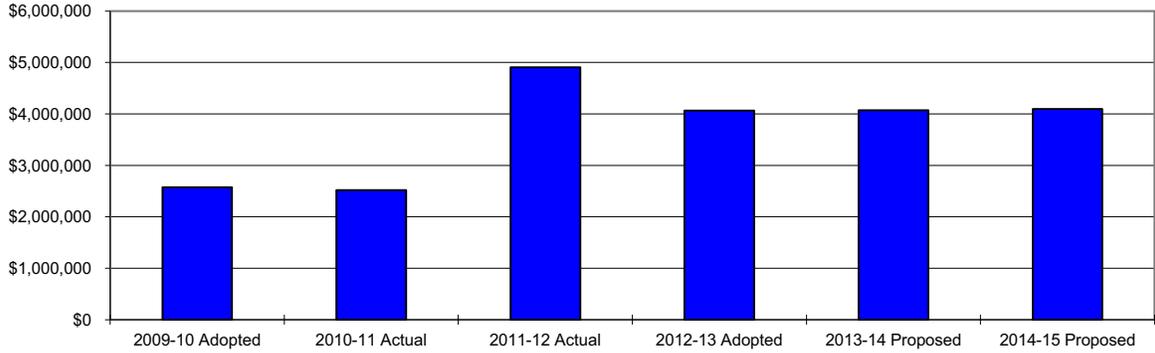
Note - The Wastewater Program was transferred from the Sanitation Enterprise Fund to the Sewer Enterprise Fund during 2011-12.

EXPENDITURES

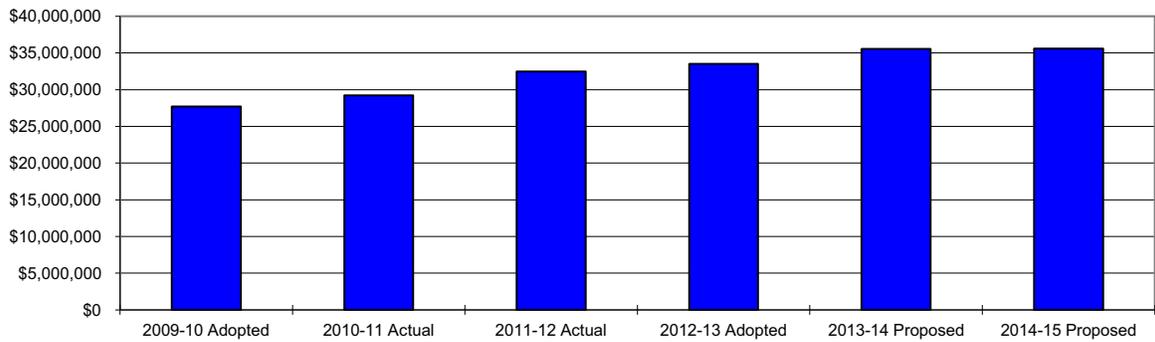




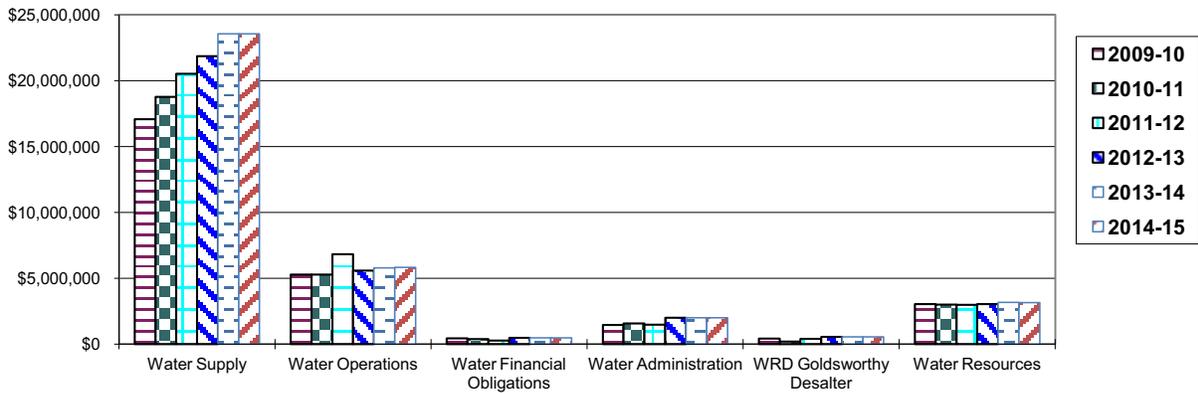
Sanitary Sewer System Planning and Develop. (Enterprise Funded)



Water Division (Enterprise Funded)



Water Division (Enterprise Funded)

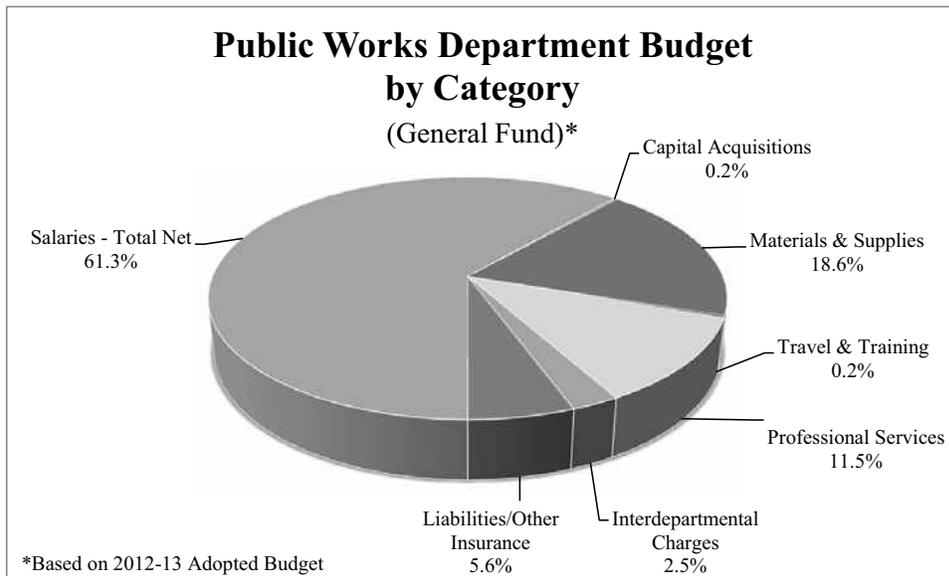


DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 8,878,717	\$ 8,136,685	\$ 8,015,201	\$ 10,220,960	\$ 10,109,260	\$ 10,205,183
Overtime	272,368	222,777	224,439	170,000	176,000	176,000
Salaries - Total	9,151,085	8,359,462	8,239,640	10,390,960	10,285,260	10,381,183
Salaries - Reimbursements	(1,897,357)	(2,011,712)	(2,331,257)	(3,252,081)	(3,274,962)	(3,274,962)
Salaries - Labor Charges	86,666	80,210	44,390	36,807	47,535	37,012
Salaries - Total Net	7,340,394	6,427,960	5,952,773	7,175,686	7,057,833	7,143,233
Supplies and Services	3,601,258	4,174,517	4,202,289	4,498,123	4,503,573	4,504,409
Capital Outlay	20,601	19,728	6,348	28,750	28,750	28,750
General Fund Total	\$ 10,962,253	\$ 10,622,205	\$ 10,161,410	\$ 11,702,559	\$ 11,590,156	\$ 11,676,392

DEPARTMENT BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 9,237,751	\$ 8,439,673	\$ 8,284,030	\$ 10,427,767	\$ 10,332,795	\$ 10,418,195
Salary & Benefit Reimbursements	(1,897,357)	(2,011,713)	(2,331,257)	(3,252,081)	(3,274,962)	(3,274,962)
Materials, Supplies and Maintenance	2,136,531	2,643,794	1,788,193	2,819,099	2,843,152	2,839,152
Professional Services/Contracts	1,185,033	1,157,300	1,183,663	1,344,154	1,344,154	1,344,154
Travel, Training & Membership Dues	10,667	15,060	18,229	26,938	26,938	26,938
Liabilities & Other Insurance	490,200	636,519	487,409	656,135	656,135	656,135
Interdepartmental Charges	253,788	247,208	254,161	245,579	247,361	252,197
Capital Acquisitions	20,601	19,728	6,348	28,750	28,750	28,750
Reimbursements from Other Funds	(533,005)	(576,655)	(569,443)	(644,963)	(665,016)	(665,016)
Operating Transfers Out	58,044	51,291	1,040,077	51,181	50,849	50,849
General Fund Total	\$ 10,962,253	\$ 10,622,205	\$ 10,161,410	\$ 11,702,559	\$ 11,590,156	\$ 11,676,392

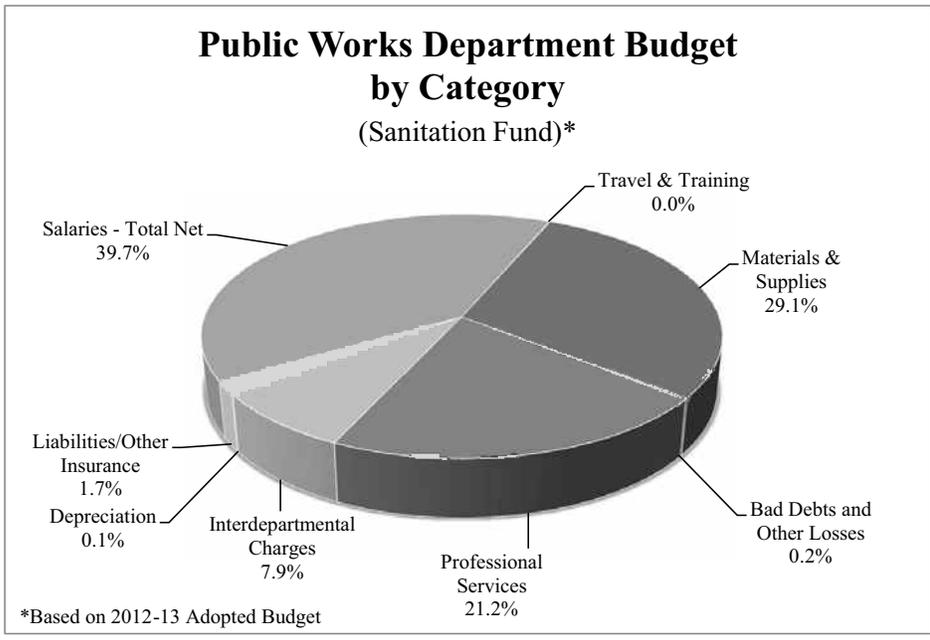


DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 4,250,256	\$ 4,417,494	\$ 3,698,619	\$ 4,146,227	\$ 4,087,227	\$ 4,117,027
Overtime	174,120	108,792	105,535	179,500	167,345	167,345
Salaries - Total	4,424,376	4,526,286	3,804,154	4,213,440	4,142,285	4,172,085
Salaries - Reimbursements	(31,143)	(31,677)	(14,992)	(28,576)	(28,870)	(28,870)
Salaries - Labor Charges	159,228	175,784	178,872	166,215	165,356	165,356
Salaries - Total Net	4,552,461	4,670,393	3,968,034	4,351,979	4,269,771	4,304,271
Supplies and Services	7,729,497	7,465,247	7,497,273	6,598,532	6,780,608	6,639,151
Capital Outlay	-	-	-	-	-	-
Sanitation Enterprise Fund Total	\$ 12,281,958	\$ 12,135,640	\$ 11,465,307	\$ 10,950,511	\$ 11,050,379	\$ 10,943,422

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 4,583,604	\$ 4,702,070	\$ 3,983,026	\$ 4,379,655	\$ 4,298,641	\$ 4,333,141
Salary & Benefit Reimbursements	(31,143)	(31,677)	(14,992)	(28,576)	(28,870)	(28,870)
Materials, Supplies and Maintenance	3,324,671	3,572,516	4,033,164	3,228,992	3,240,992	3,228,992
Professional Services/Contracts	2,319,452	2,458,794	2,192,883	2,325,318	2,325,318	2,334,346
Travel, Training & Membership Dues	3,973	3,605	1,561	5,300	11,355	11,355
Depreciation	25,102	23,235	12,426	12,500	12,500	12,500
Liabilities & Other Insurance	106,831	91,503	75,174	187,374	187,374	187,374
Interdepartmental Charges	1,002,686	938,784	716,064	740,085	758,202	764,813
Debt Service						
Loans Contra Expenditures						
Capital Acquisitions						
Bad Debts and Other Losses	17,013	35,365	55,481	19,160	19,160	19,160
Asset Contra Account						
Reimbursements from Other Funds	(47,790)	(60,603)	(47,791)	(42,600)	(42,600)	(42,600)
Operating Transfers Out	977,559	402,048	458,311	123,303	268,307	123,211
Sanitation Enterprise Fund Total	\$ 12,281,958	\$ 12,135,640	\$ 11,465,307	\$ 10,950,511	\$ 11,050,379	\$ 10,943,422

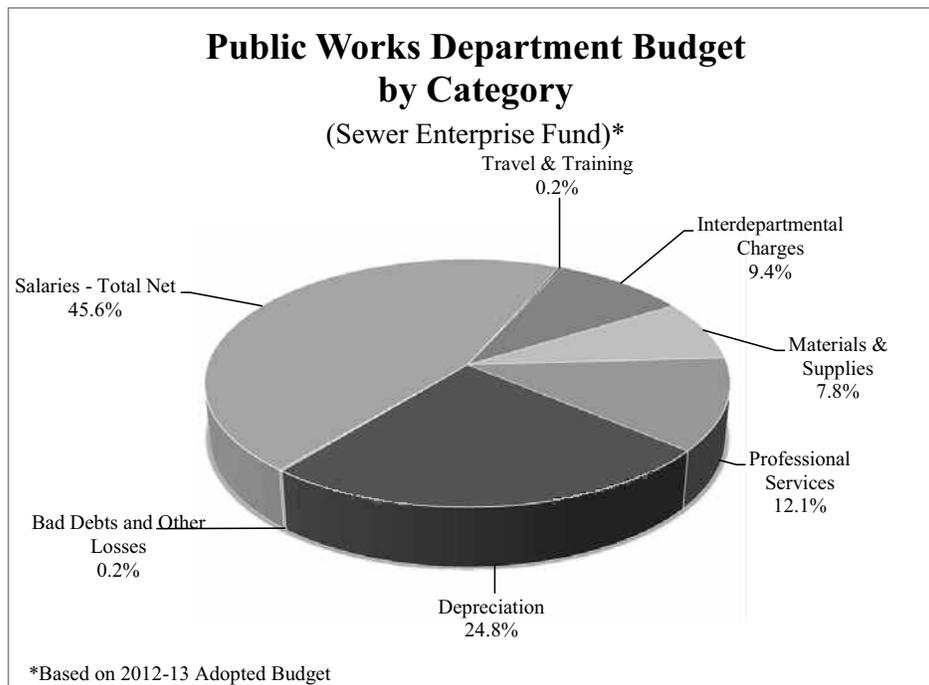


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 930,815	\$ 913,268	\$ 1,852,459	\$ 1,996,300	\$ 1,970,500	\$ 1,988,900
Overtime	32,199	24,913	63,460	89,100	88,000	88,000
Salaries - Total	963,014	938,181	1,915,919	2,085,400	2,058,500	2,076,900
Salaries - Reimbursements	(329,468)	(329,155)	(519,206)	(518,170)	(525,546)	(525,546)
Salaries - Labor Charges	231,504	268,338	397,289	284,693	271,617	271,617
Salaries - Total Net	865,050	877,364	1,794,002	1,851,923	1,804,571	1,822,971
Supplies and Services	1,629,881	1,642,095	3,111,707	2,205,764	2,263,587	2,269,346
Capital Outlay	80,304	-	-	4,700	4,700	4,700
Sewer Enterprise Fund Total	\$ 2,575,235	\$ 2,519,459	\$ 4,905,709	\$ 4,062,387	\$ 4,072,858	\$ 4,097,017

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 1,194,518	\$ 1,206,519	\$ 2,313,208	\$ 2,370,093	\$ 2,330,117	\$ 2,348,517
Salary & Benefit Reimbursements	(329,468)	(329,155)	(519,206)	(518,170)	(525,546)	(525,546)
Materials, Supplies and Maintenance	25,943	52,648	344,823	319,114	319,114	319,114
Professional Services/Contracts	73,027	112,306	372,143	490,214	541,332	543,116
Travel, Training & Membership Dues	80	1,480	4,703	8,014	8,014	8,014
Depreciation	968,641	977,870	1,032,949	1,006,480	1,006,480	1,006,480
Interdepartmental Charges	257,567	221,440	284,357	383,082	389,787	393,762
Capital Acquisitions	80,304	-	-	4,700	4,700	4,700
Bad Debts and Other Losses	1,327	730	5,746	6,560	6,560	6,560
Asset Contra Account	(80,304)	-	-	(4,700)	(4,700)	(4,700)
Reimbursements from Other Funds				(3,000)	(3,000)	(3,000)
Operating Transfers Out	383,600	275,621	647,958	-	-	-
Extraordinary Loss			419,028			
Sewer Enterprise Fund Total	\$ 2,575,235	\$ 2,519,459	\$ 4,905,709	\$ 4,062,387	\$ 4,072,858	\$ 4,097,017

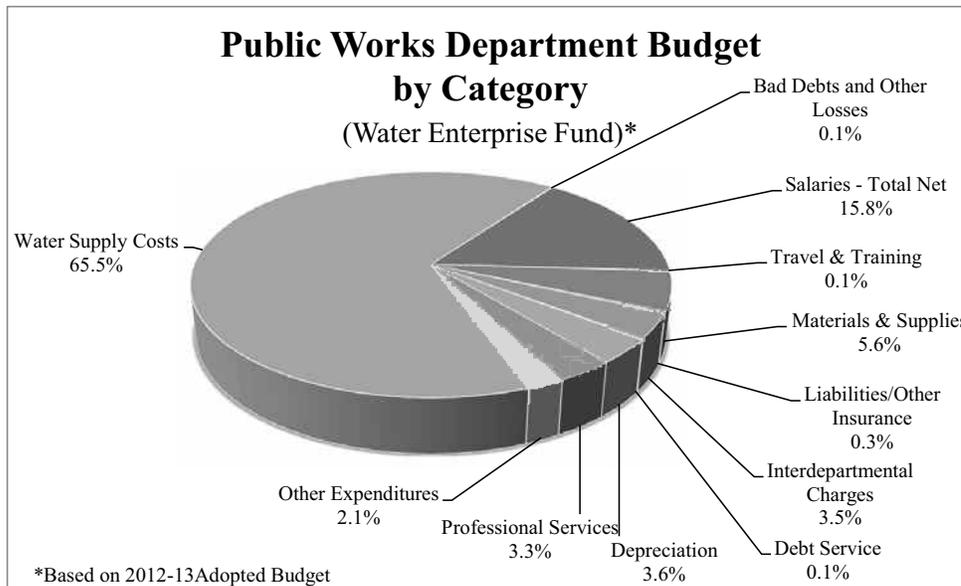


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 3,768,376	\$ 4,021,845	\$ 4,322,895	\$ 4,482,770	\$ 4,547,170	\$ 4,585,669
Overtime	154,090	146,882	148,979	275,200	279,200	279,200
Salaries - Total	3,922,466	4,168,727	4,471,874	4,757,970	4,826,370	4,864,869
Salaries - Reimbursements	(296,927)	(441,737)	(582,429)	(460,038)	(466,426)	(466,426)
Salaries - Labor Charges	800,948	824,043	881,424	999,946	1,002,648	1,006,249
Salaries - Total Net	4,426,487	4,551,033	4,770,869	5,297,878	5,362,592	5,404,692
Supplies and Services	23,267,649	24,615,601	27,569,509	28,148,390	30,113,377	30,122,254
Capital Outlay	15,978	36,661	141,361	56,200	56,200	56,200
Water Enterprise Fund Total	\$ 27,710,114	\$ 29,203,295	\$ 32,481,739	\$ 33,502,468	\$ 35,532,169	\$ 35,583,146

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 4,723,413	\$ 4,992,770	\$ 5,318,946	\$ 5,757,916	\$ 5,829,018	\$ 5,871,118
Salary & Benefit Reimbursements	(296,926)	(441,737)	(548,077)	(460,038)	(466,426)	(466,426)
Materials, Supplies and Maintenance	1,360,043	1,537,436	1,458,569	1,867,523	1,982,164	1,982,164
Professional Services/Contracts	500,503	718,648	855,324	1,096,652	1,134,472	1,148,162
Water Supply Costs	16,989,402	18,671,109	20,591,517	21,940,000	23,621,000	23,621,000
Parts & Fuel Inventory	360,532	526,826	490,171	450,000	450,000	450,000
MWD Ultra-Low Flow Rebate Prog	-	-	-	-	-	-
Travel, Training & Membership Dues	17,959	27,874	17,787	42,275	42,275	42,275
Depreciation and Amortization	1,359,519	1,355,004	1,311,086	1,200,000	1,300,000	1,300,000
Liabilities & Other Insurance	88,216	58,558	55,165	92,109	92,109	92,109
Interdepartmental Charges	1,354,084	1,186,272	1,004,776	1,163,135	1,222,502	1,234,224
Debt Service	629,066	615,244	614,003	616,800	639,535	3,000
Loans Contra Expenditures	(500,000)	(515,000)	(540,000)	(570,000)	(620,000)	-
Inventory Contra Account	(360,532)	(526,826)	(490,171)	(450,000)	(450,000)	(450,000)
Capital Acquisitions	15,978	36,661	141,361	56,200	56,200	56,200
Bad Debts and Other Losses	27,915	20,177	72,805	30,000	30,000	30,000
Fixed Assets Contra Expenditures	-	-	(110,972)	(56,200)	(56,200)	(56,200)
Reimbursements from Other Funds	(9,454)	(25,250)	(17,603)	(8,000)	(8,000)	(8,000)
Other Expenditures	718,000	718,000	718,000	718,000	718,000	718,000
Operating Transfers Out	732,396	247,529	384,620	16,096	15,520	15,520
Extraordinary Loss	-	-	1,154,432	-	-	-
Water Enterprise Fund Total	\$ 27,710,114	\$ 29,203,295	\$ 32,481,739	\$ 33,502,468	\$ 35,532,169	\$ 35,583,146



**PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY**

Position Title All Funds	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	1.0	1.0	1.0	1.0	1.0	1.0
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	3.0	3.0	3.0	3.0	3.0	3.0
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor	8.0	7.0	7.0	7.0	7.0	7.0
Street Maintenance Leader	3.0	3.0	3.0	3.0	3.0	3.0
Lead Maintenance Worker	11.0	12.0	13.0	13.0	13.0	13.0
Construction Equipment Operator	1.0	1.0	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	46.0	42.0	43.0	43.0	43.0	43.0
Cement Finisher	3.0	2.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	27.0	27.0	27.0	30.0	30.0	30.0
Equipment Operator	12.0	11.0	11.0	11.0	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
Traffic Signal Technician	-	4.0	4.0	4.0	4.0	4.0
Electrician	4.0	-	-	-	-	-
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Wastewater Technician	6.0	6.0	6.0	6.0	6.0	6.0
Airport Worker	2.0	2.0	2.0	2.0	2.0	2.0
Supervising Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-	-
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Engineering Manager	4.0	4.0	4.0	4.0	4.0	4.0
Associate Engineer	9.0	8.0	9.0	9.0	9.0	9.0
Assistant Engineer	2.0	2.0	2.0	4.0	4.0	4.0
Public Works Inspector	-	-	1.0	2.0	2.0	2.0
Engineering Technician III	3.0	3.0	3.0	3.0	3.0	3.0
Water Service Tech III	10.0	11.0	11.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	12.0	12.0	12.0	12.0	12.0	12.0
Irrigation Systems Technician	-	-	1.0	1.0	1.0	1.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	5.0	5.0	5.0	5.0	5.0	5.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Total	202.5	196.5	200.5	206.5	206.5	206.5

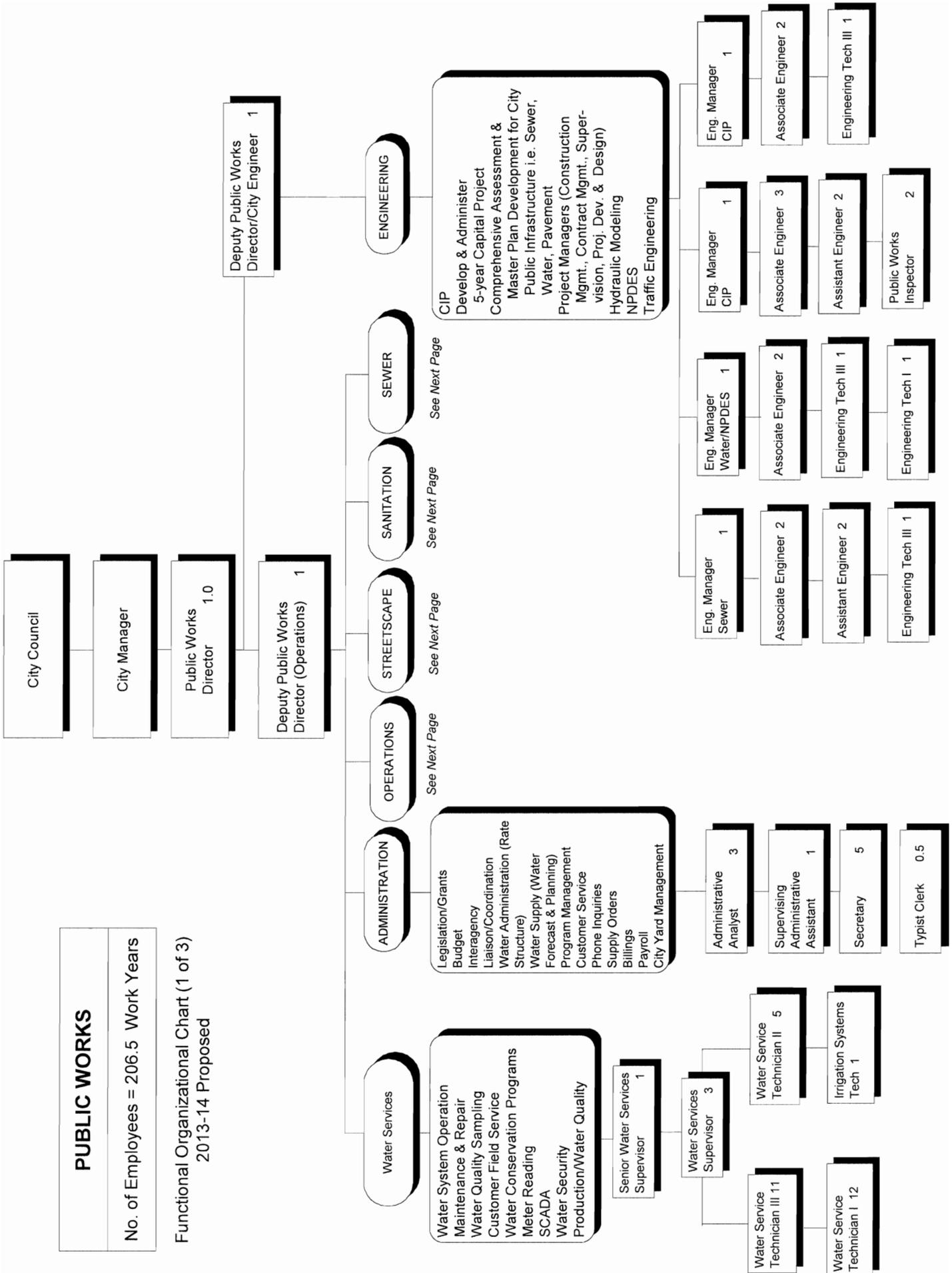
Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
General Fund						
Public Works Director	0.8	0.8	0.8	0.8	0.8	0.8
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	1.0	0.3	0.3	0.3	0.3	0.3
Engineering Manager	2.0	2.0	2.0	2.0	2.0	2.0
Associate Engineer	6.0	5.0	6.0	6.0	6.0	6.0
Assistant Engineer	1.0	1.0	1.0	3.0	3.0	3.0
Public Works Inspector	-	-	1.0	2.0	2.0	2.0
Engineering Technician III	2.0	2.0	2.0	2.0	2.0	2.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.8	0.8	0.8	0.8	0.8	0.8
Public Works Supervisor	5.0	4.0	4.0	4.0	4.0	4.0
Street Maintenance Leader	2.0	2.0	2.0	2.0	2.0	2.0
Lead Maintenance Worker	11.0	12.0	13.0	13.0	13.0	13.0
Construction Equipment Operator	1.0	1.0	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	1.0	1.0	1.0	1.0	1.0	1.0
Airport Worker	2.0	2.0	2.0	2.0	2.0	2.0
Maintenance Worker	30.4	26.4	27.4	27.4	27.4	27.4
Cement Finisher	3.0	2.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	2.3	2.3	2.3	2.3	2.3	2.3
Equipment Operator	11.0	10.0	10.0	10.0	10.0	10.0
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
Traffic Signal Technician	-	4.0	4.0	4.0	4.0	4.0
Electrician	4.0	-	-	-	-	-
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Supervising Administrative Assistant	-	1.0	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	-	-	-	-	-
Secretary	1.6	1.6	1.6	1.6	1.6	1.6
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
General Fund Total	104.4	96.7	99.7	102.7	102.7	102.7
Sanitation Enterprise Fund						
Public Works Director	0.2	0.2	0.2	0.2	0.2	0.2
Deputy Public Works Director - Operations	-	0.3	0.3	0.3	0.3	0.3
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.2	0.2	0.2	0.2	0.2	0.2
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor	3.0	3.0	3.0	2.0	2.0	2.0
Sanitation Equipment Operator	24.7	24.7	24.7	27.7	27.7	27.7
Maintenance Worker	13.6	13.6	13.6	8.6	8.6	8.6
Wastewater Technician	4.0	4.0	4.0	-	-	-
Secretary	1.4	1.4	1.4	1.4	1.4	1.4
Total Sanitation Enterprise Fund	49.1	49.4	49.4	42.4	42.4	42.4

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Sewer Enterprise Fund						
Deputy Public Works Director - Operations	-	0.2	0.2	0.2	0.2	0.2
Engineering Manager	1.0	1.0	1.0	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
Public Works Supervisor	-	-	-	1.0	1.0	1.0
Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Wastewater Technician	2.0	2.0	2.0	6.0	6.0	6.0
Maintenance Worker	2.0	2.0	2.0	7.0	7.0	7.0
Total Sewer Enterprise Fund	10.0	10.2	10.2	20.2	20.2	20.2
Water Enterprise Fund						
Deputy Public Works Director - Operations	-	0.2	0.2	0.2	0.2	0.2
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Engineering Manager	1.0	1.0	1.0	1.0	1.0	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	11.0	11.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	12.0	12.0	12.0	12.0	12.0	12.0
Irrigation Systems Technician	-	-	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Total Water Enterprise Fund	39.0	40.2	41.2	41.2	41.2	41.2
Grand Total	202.5	196.5	200.5	206.5	206.5	206.5

PUBLIC WORKS

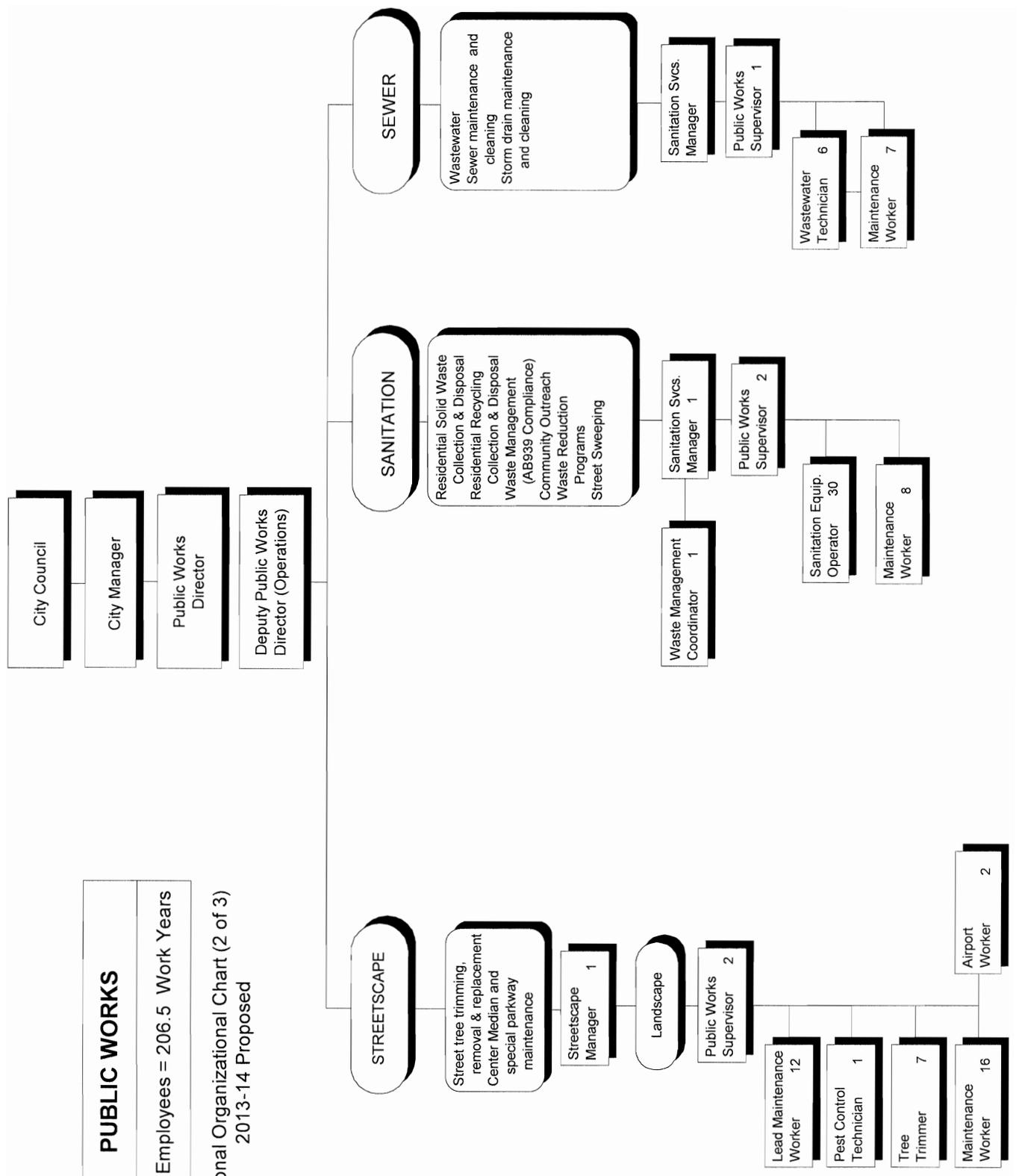
No. of Employees = 206.5 Work Years

Functional Organizational Chart (1 of 3)
2013-14 Proposed



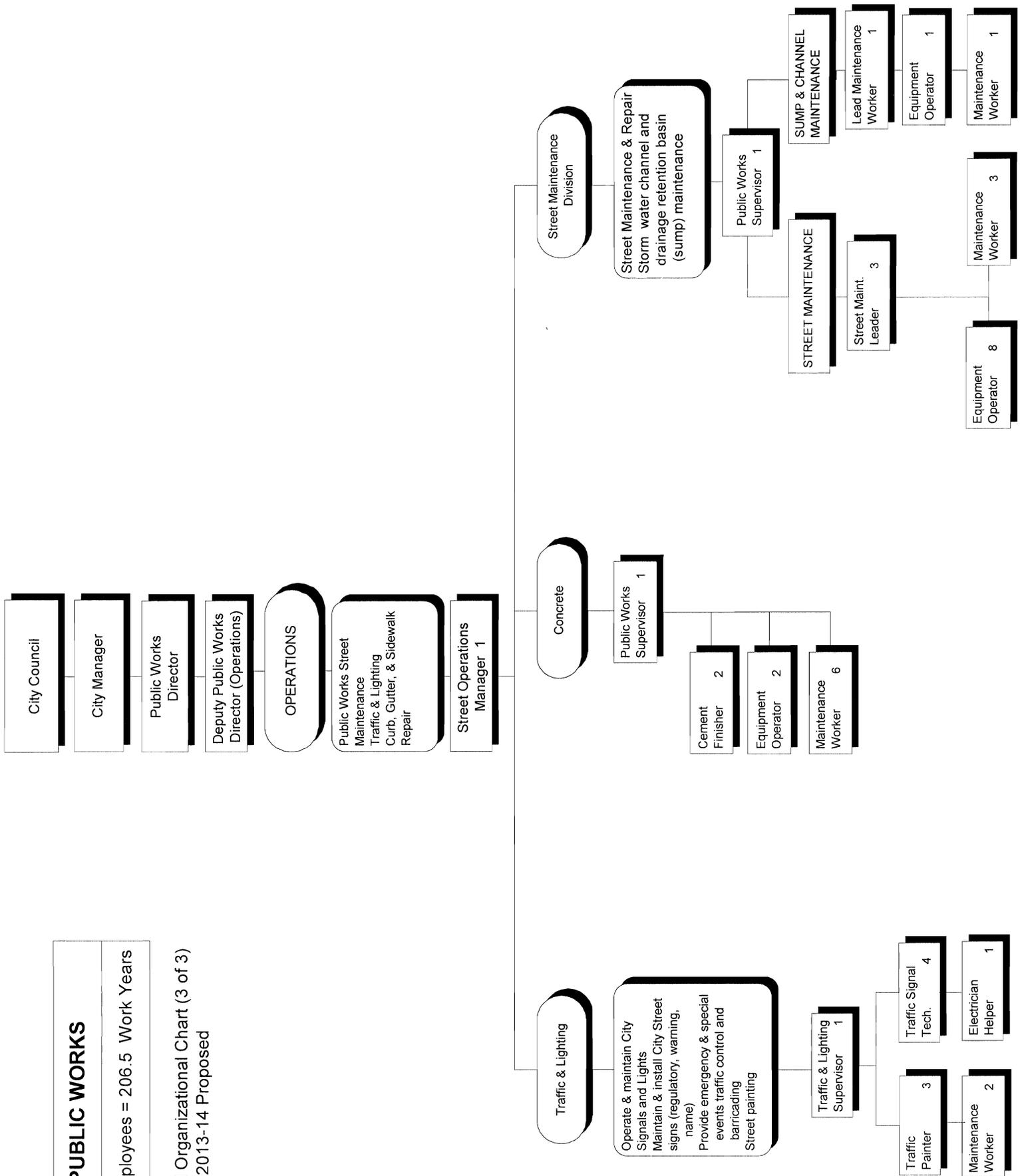
PUBLIC WORKS
 No. of Employees = 206.5 Work Years

Functional Organizational Chart (2 of 3)
 2013-14 Proposed



PUBLIC WORKS
 No. of Employees = 206.5 Work Years

Functional Organizational Chart (3 of 3)
 2013-14 Proposed

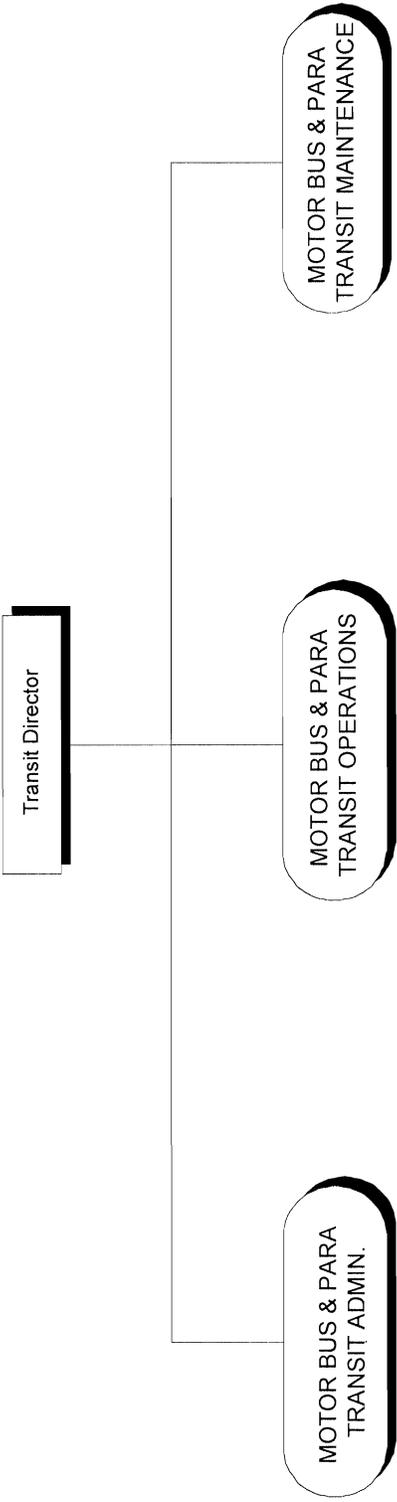


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TRANSIT

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

DEPARTMENT ORGANIZATION



Transit

MISSION STATEMENT

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

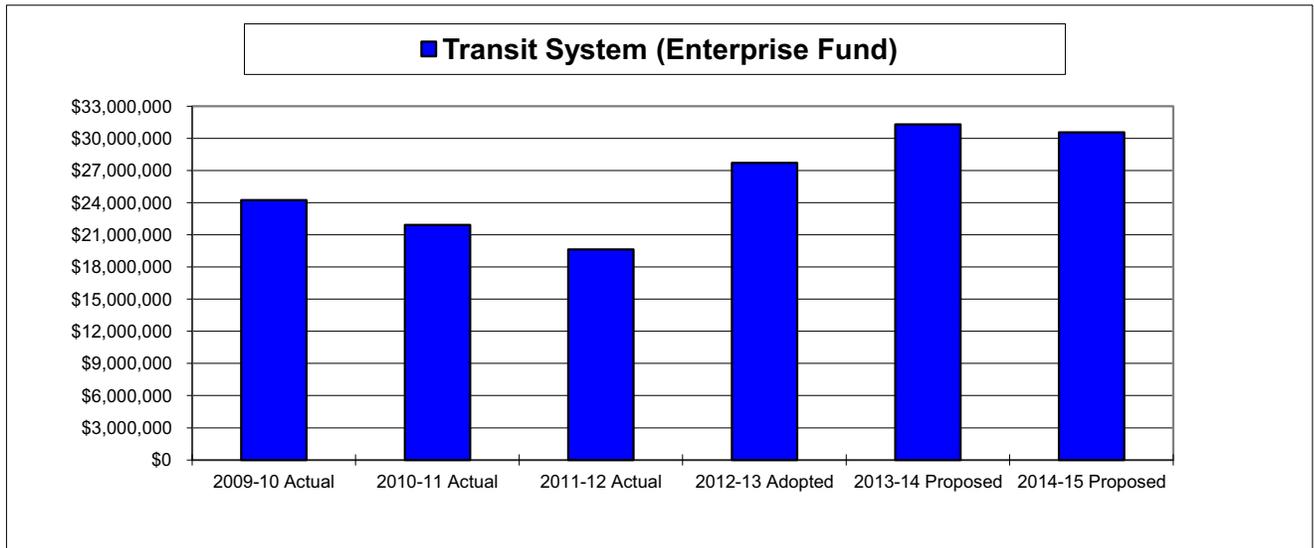
FUNCTIONAL RESPONSIBILITIES

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

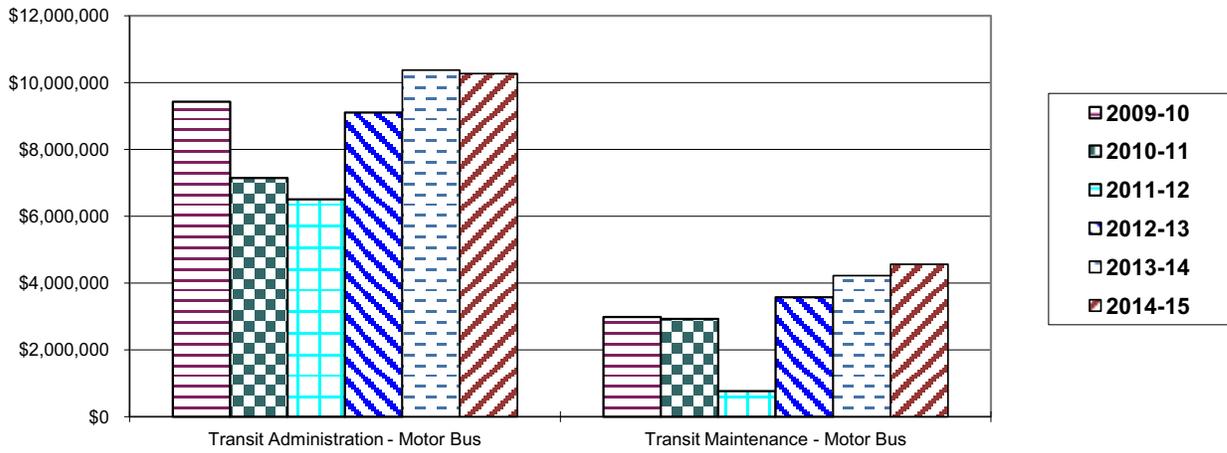
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Transit Enterprise Fund						
Transit Administration - Motor Bus	\$ 9,434,198	\$ 7,147,480	\$ 6,509,358	\$ 9,107,004	\$ 10,376,719	\$ 10,273,746
Transit Maintenance - Motor Bus	2,989,613	2,926,488	768,852	3,580,113	4,221,301	4,566,601
Transit Operations - Motor Bus	10,623,237	8,775,480	9,148,087	11,861,773	13,043,558	12,056,728
Transit - Dial-A-Lift	1,201,464	1,281,331	1,096,980	1,152,746	1,294,361	1,294,761
Transit - Measure R Operations	-	1,810,009	2,105,081	2,004,127	2,368,527	2,370,327
Transit Enterprise Fund Total	\$ 24,248,512	\$ 21,940,787	\$ 19,628,358	\$ 27,705,763	\$ 31,304,466	\$ 30,562,163
 Transit Enterprise Fund Revenues	 \$ 26,993,569	 \$ 21,924,309	 \$ 28,966,867	 \$ 25,581,791	 \$ 27,515,377	 \$ 26,773,074

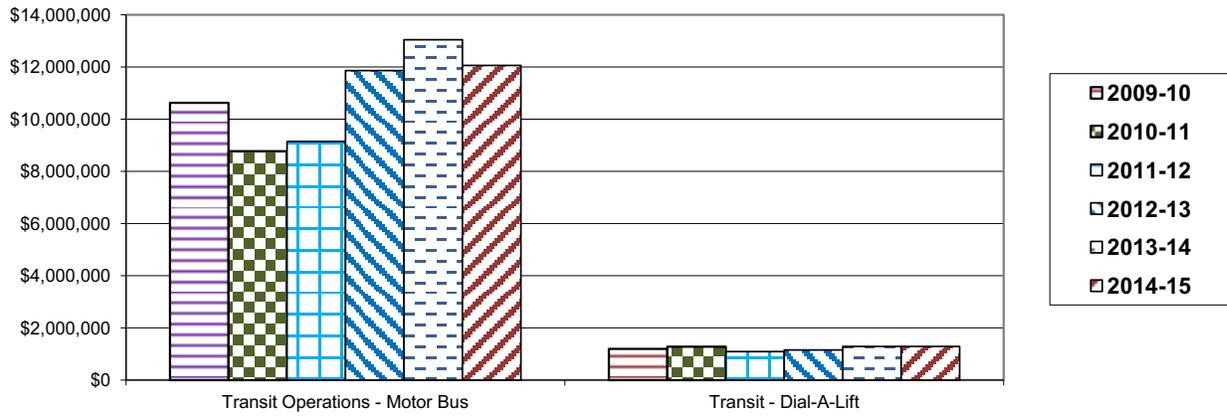
EXPENDITURES



Transit System (Enterprise Fund)



Transit System (Enterprise Fund - continued)

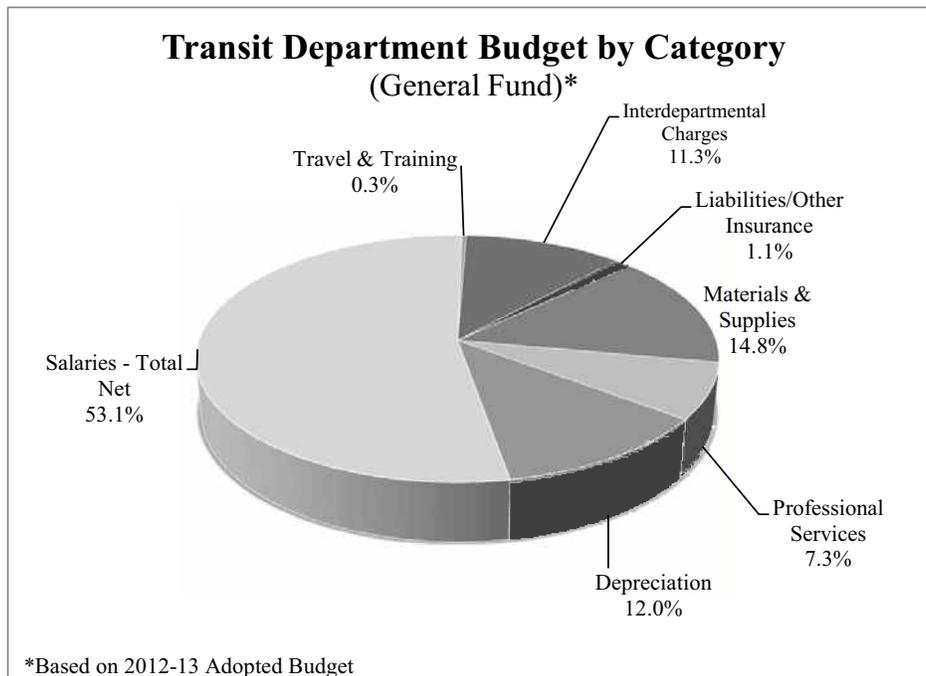


DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 10,831,137	\$ 10,411,451	\$ 9,126,515	\$ 13,557,206	\$ 13,581,206	\$ 13,703,586
Overtime	1,347,945	1,435,063	1,364,793	818,700	818,100	817,600
Salaries - Total	12,179,082	11,846,514	10,491,308	14,375,906	14,399,306	14,521,186
Salaries - Reimbursements	(30,122)	(15,315)	(24,821)	(16,200)	(318,600)	(584,450)
Salaries - Labor Charges	194,229	201,475	293,993	353,806	668,051	933,721
Salaries - Total Net	12,343,189	12,032,672	10,760,480	14,713,512	14,748,757	14,870,457
Supplies and Services	11,368,668	9,573,586	8,519,950	12,992,251	16,555,709	15,691,706
Capital Outlay	536,655	334,530	347,928	-	-	-
Transit Enterprise Fund Total	\$ 24,248,512	\$ 21,940,787	\$ 19,628,358	\$ 27,705,763	\$ 31,304,466	\$ 30,562,163

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 12,373,311	12,047,987	\$ 10,785,301	\$ 14,729,712	\$ 15,067,357	\$ 15,454,907
Salary & Benefit Reimbursements	(30,122)	(15,315)	(24,821)	(16,200)	(318,600)	(584,450)
Materials, Supplies and Maintenance	2,517,217	2,695,379	2,505,489	4,101,967	5,939,581	5,184,599
Parts and Fuel Inventory	1,903,444	2,293,335	2,584,521	2,967,164	4,167,164	4,167,164
Inventory Contra Account	(1,903,444)	(2,293,335)	(2,584,521)	(2,967,164)	(4,167,164)	(4,167,164)
Professional Services/Contracts	1,921,048	1,886,941	1,660,372	2,034,465	2,976,830	2,765,465
Travel, Training & Membership Dues	64,892	54,846	68,583	77,000	127,000	127,000
Depreciation and Amortization	2,001,812	2,358,235	3,178,577	3,331,089	3,789,089	3,789,089
Liabilities & Other Insurance	403,792	365,241	309,146	311,252	311,252	311,252
Interdepartmental Charges	2,550,659	2,505,270	2,637,307	3,101,007	3,376,756	3,479,100
Debt Service	-	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	536,655	334,530	347,928	-	-	-
Bad Debts and Other Losses	-	-	-	-	-	-
Fixed Assets Contra Expenditures	(536,655)	(334,530)	(12,244,853)	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	2,445,903	42,203	10,405,329	35,471	35,201	35,201
Transit Enterprise Fund Total	\$ 24,248,512	21,940,787	\$ 19,628,358	\$ 27,705,763	\$ 31,304,466	\$ 30,562,163



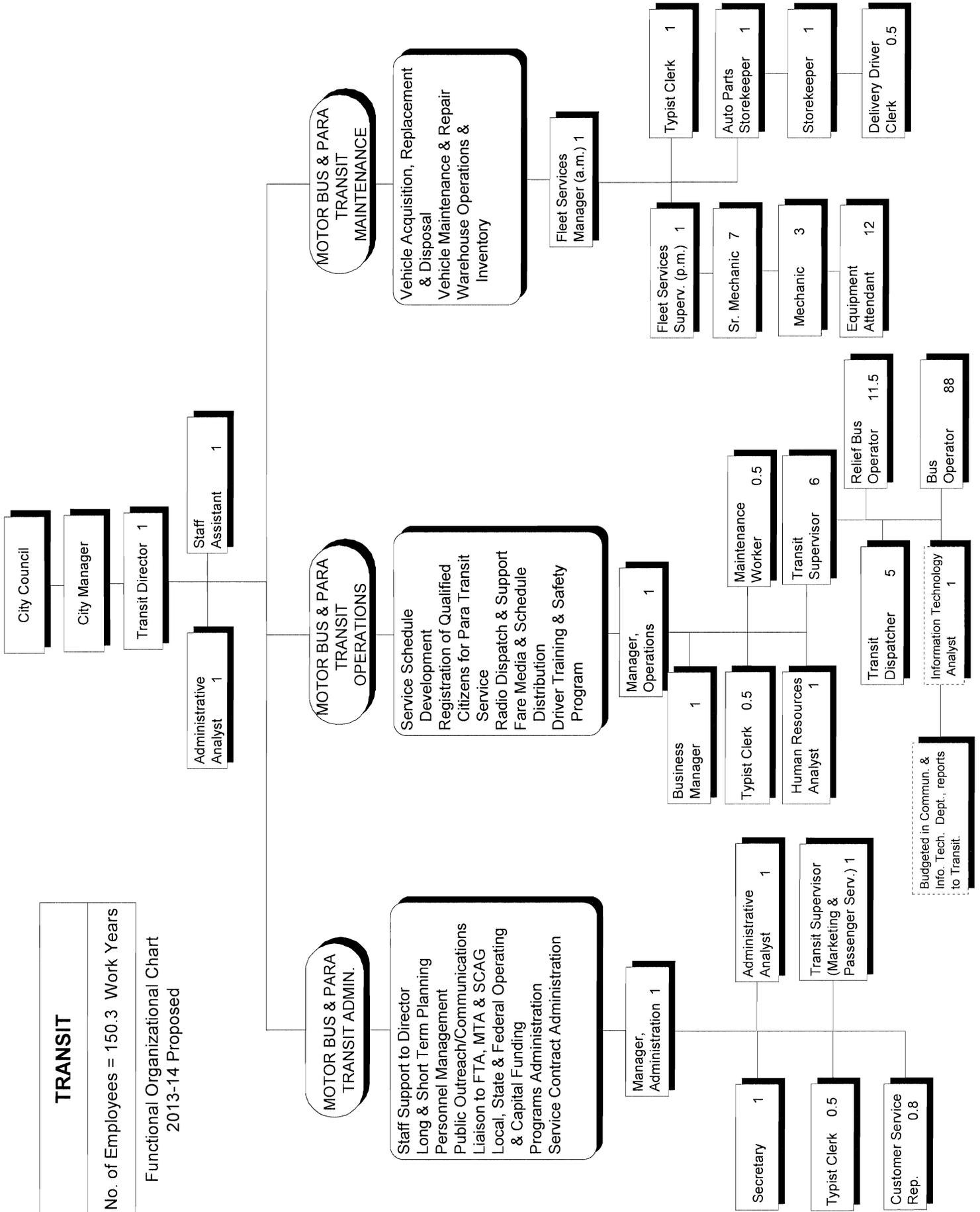
DEPARTMENT PERSONNEL SUMMARY

Position Title	2009-10 Adopted	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Proposed	2014-15 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	7.0	7.0	7.0	7.0	7.0
Fleet Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Human Resource Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.8	0.8	0.8	0.8	0.8	0.8
Transit Dispatcher	5.0	5.0	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	11.5	11.5	11.5
Senior Mechanic	7.0	7.0	7.0	7.0	7.0	7.0
Mechanic	-	-	2.0	3.0	3.0	3.0
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	12.0	12.0	12.0
Maintenance Worker	1.0	1.0	0.5	0.5	0.5	0.5
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	139.8	138.8	140.3	150.3	150.3	150.3

TRANSIT

No. of Employees = 150.3 Work Years

Functional Organizational Chart
2013-14 Proposed



Non-Departmental

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

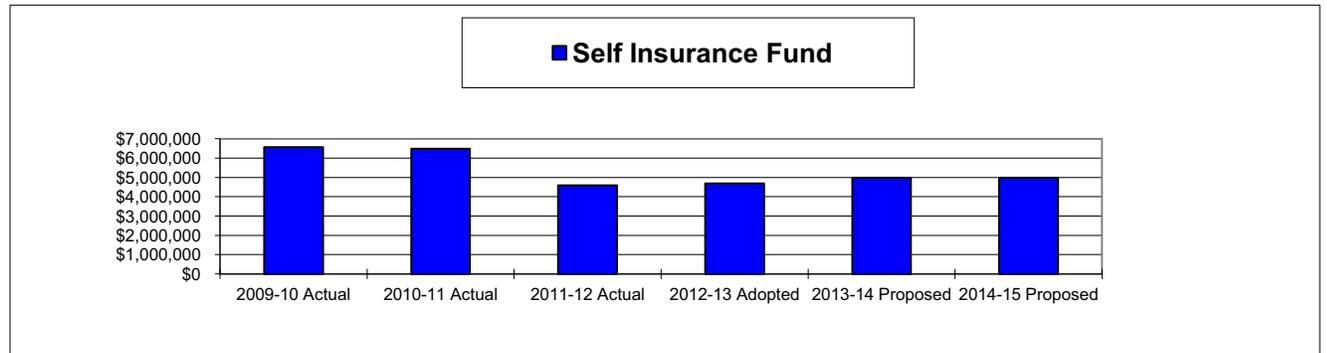
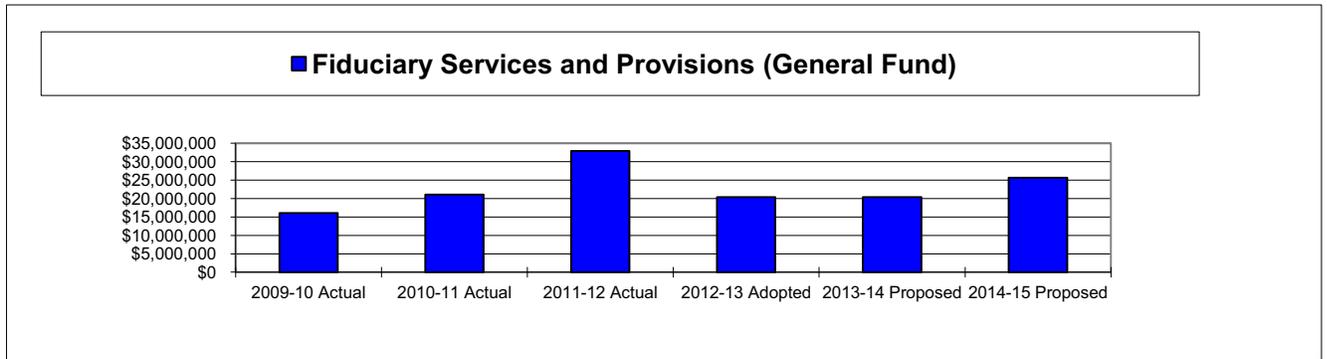
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Fiduciary Services and Provisions	\$ 16,054,493	\$ 21,074,553	\$ 32,893,177	\$ 20,386,310	\$ 20,357,689	\$ 25,645,681
General Fund Total	\$ 16,054,493	\$ 21,074,553	\$ 32,893,177	\$ 20,386,310	\$ 20,357,689	\$ 25,645,681
General Fund Revenues	\$ 151,721,206	\$ 154,766,285	\$ 153,134,709	\$ 158,816,533	\$ 163,709,338	\$ 170,372,653

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Self Insurance	\$ 6,569,675	\$ 6,488,624	\$ 4,580,611	\$ 4,689,733	\$ 4,976,107	\$ 4,983,273
Self Insurance Fund Total	\$ 6,569,675	\$ 6,488,624	\$ 4,580,611	\$ 4,689,733	\$ 4,976,107	\$ 4,983,273
Self Insurance Fund Revenues	\$ 4,980,787	\$ 3,724,171	\$ 3,660,603	\$ 3,805,246	\$ 4,148,353	\$ 4,598,353

EXPENDITURES

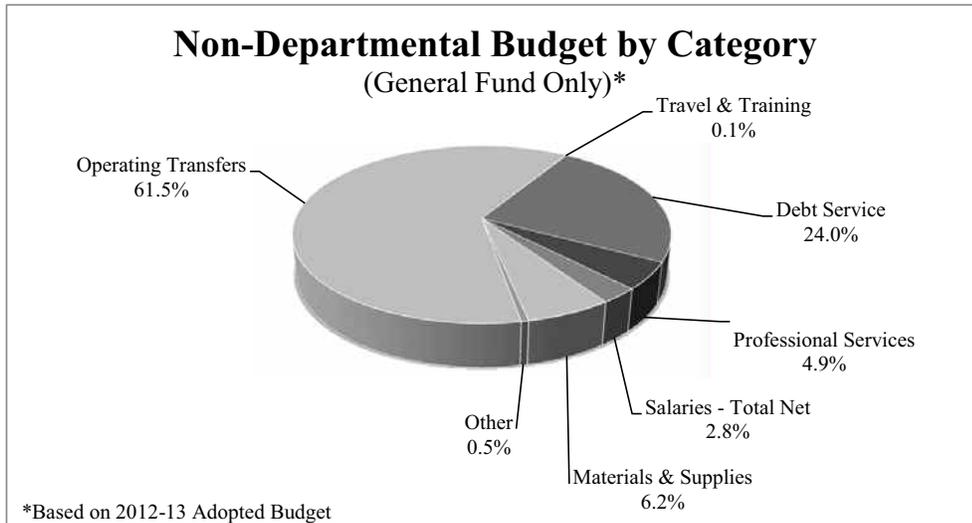


NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 88,169	\$ 69,620	\$ 48,513	\$ 544,133	\$ 2,071,873	\$ 5,595,026
Overtime	-	-	-	-	-	-
Salaries - Total	88,169	69,620	48,513	544,133	2,071,873	5,595,026
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	16,867	16,002	16,471	18,000	18,000	18,000
Salaries - Total Net	105,036	85,622	64,984	562,133	2,089,873	5,613,026
Supplies and Services	15,949,457	20,988,931	32,828,193	19,824,177	18,267,816	20,032,655
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 16,054,493	\$ 21,074,553	\$ 32,893,177	\$ 20,386,310	\$ 20,357,689	\$ 25,645,681

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ (408,314)	\$ 85,621	\$ 65,604	\$ 572,133	\$ 2,099,873	\$ 5,623,026
Salary & Benefit Reimbursements			(614,572)	(1,267,028)	(1,189,028)	(1,189,028)
Materials, Supplies and Maintenance	4,725	12,522	30,608	1,272,433	1,606,237	2,727,633
Professional Services/Contracts	733,661	807,636	760,058	996,000	605,000	605,000
Travel, Training & Membership Dues	4,931	30,104	4,264	14,096	14,096	14,096
Interdepartmental Charges						
Depreciation			2,280			
Capital Acquisitions						
Debt Service	3,652,876	4,786,676	5,224,797	4,884,630	4,898,960	5,180,487
Extraordinary Loss			15,271,956			
Bad Debts & Other Losses						
Operating Transfers & Grants	16,543,912	19,803,147	16,780,123	19,601,581	18,932,787	19,502,933
Reimbursements from Other Funds	(4,584,994)	(4,567,193)	(4,741,381)	(5,796,975)	(6,719,676)	(6,927,906)
Other	107,696	116,040	109,440	109,440	109,440	109,440
Other Financing Uses			-			
General Fund Total	\$ 16,054,493	\$ 21,074,553	\$ 32,893,177	\$ 20,386,310	\$ 20,357,689	\$ 25,645,681

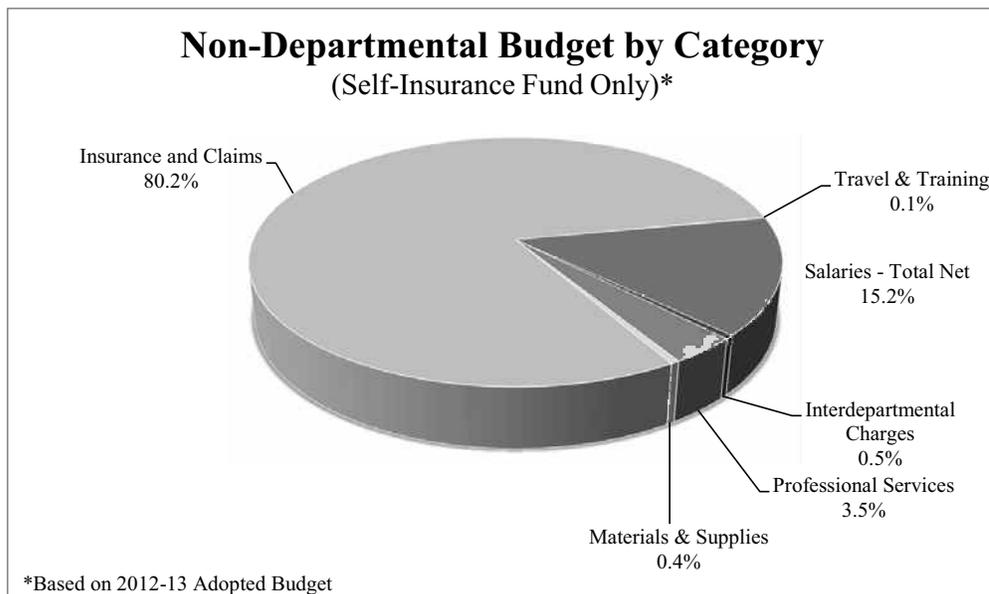


NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	795,260	704,921	691,540	712,700	699,000	705,700
Salaries - Total Net	795,260	704,921	691,540	712,700	699,000	705,700
Supplies and Services	5,774,415	5,783,703	3,889,071	3,977,033	4,277,107	4,277,573
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 6,569,675	\$ 6,488,624	\$ 4,580,611	\$ 4,689,733	\$ 4,976,107	\$ 4,983,273

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries and Employee Benefits	\$ 795,260	\$ 704,921	\$ 691,540	\$ 712,700	\$ 699,000	\$ 705,700
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	21,593	13,692	20,971	20,995	20,995	20,995
Professional Services/Contracts	123,883	112,048	121,853	165,779	163,379	163,379
Travel, Training & Membership Dues	4,521	3,371	2,425	6,800	6,800	6,800
Depreciation	-	-	-	-	2,400	2,400
Insurance and Claims	5,598,919	5,631,078	3,720,132	3,761,779	4,061,779	4,061,779
Interdepartmental Charges	19,533	18,189	19,617	19,660	19,660	20,126
Capital Outlay	-	-	-	-	-	-
Operating Transfers Out	5,966	5,325	4,073	2,020	2,094	2,094
General Fund Total	\$ 6,569,675	\$ 6,488,624	\$ 4,580,611	\$ 4,689,733	\$ 4,976,107	\$ 4,983,273



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

PROGRAM GOAL

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

PROGRAM OBJECTIVES

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

PROGRAM BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ 88,169	\$ 69,620	\$ 48,513	\$ 544,133	\$ 2,071,873	\$ 5,595,026
Overtime	-	-	-	-	-	-
Salaries - Total	88,169	69,620	48,513	544,133	2,071,873	5,595,026
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	16,867	16,002	16,471	18,000	18,000	18,000
Salaries - Total Net	105,036	85,622	64,984	562,133	2,089,873	5,613,026
Supplies and Services	15,949,457	20,988,931	32,828,193	19,824,177	18,267,816	20,032,655
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 16,054,493	\$ 21,074,553	\$ 32,893,177	\$ 20,386,310	\$ 20,357,689	\$ 25,645,681

PROGRAM REVENUES	\$ 151,721,206	\$ 154,766,285	\$ 153,134,709	\$ 158,816,533	\$ 163,709,338	\$ 170,372,653
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Retirement, Social Security and Miscellaneous Benefits

Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Social Security and miscellaneous benefits	96,267	75,880	67,802	559,133	2,086,873	5,610,026
Less: Reimbursements from other departments and programs for benefits	-	-	-	-	-	-
Employee Relations	21,798	20,702	20,735	30,721	30,721	30,721

Insurance

Employee insurance benefits	-	-	-	-	-	-
Retiree Health Insurance	-	-	-	-	-	-
Health Insurance Rebate Program	(3,373)	(3,985)	(17,469)	-	-	-
Fire/Property insurance	-	-	-	-	-	-
Employee life insurance	-	-	-	-	-	-
Professional services	15,437	13,691	14,576	25,000	25,000	25,000
Miscellaneous insurance	-	-	-	-	-	-
Less: Reimbursements from other departments and programs	(4,584,797)	(4,562,099)	(4,732,952)	(5,513,346)	(5,910,069)	(6,008,299)

Transfers

Transfer to Self Insurance	93,269	1,163,500	1,163,500	1,363,500	1,710,000	2,160,000
Transfer to Capital Improvement	148,942	375,400	-	1,000,000	-	-
Transfer to Cultural Arts Center	829,899	774,798	713,187	713,187	713,187	713,187
Transfer to Parks and Recreation Enterprise	3,795,567	3,290,007	3,358,787	3,290,195	2,619,961	2,617,761
Transfer to Fleet Services	550,000	550,000	450,050	450,050	450,050	450,050
Transfer to State Gas Tax	-	-	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-	-	-
Transfer to Reserves	-	-	-	-	-	-
Transfer to Animal Control Fund	219,079	169,359	107,568	248,000	255,540	259,686
Transfer to Sanitation Fund	-	-	132,446	137,696	137,696	137,696
Transfer to Employee Benefit Fund	-	500,000	-	-	1,375,000	1,375,000
Transfer to CAC Grant	107,696	109,440	109,440	109,440	109,440	109,440
Transfer to Reorganization Fund	45,000	1,264,600	286,300	900,000	-	-
Transfer to Fire EMS Fund	7,679,979	8,369,855	8,683,857	9,246,790	9,438,990	9,551,690
Transfer to Street Lighting District	1,109,076	1,320,627	1,409,429	1,777,163	1,757,363	1,762,863
Transfer to PERS Mitigation	-	-	-	-	-	-

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Lease-back Payments						
General Fund	3,024,201	4,081,915	4,032,175	4,084,630	4,098,960	4,380,487
Classification Study	-	-	-	-	-	-
Torrance CAC Foundation Grant	-	-	-	-	-	-
Fire Apparatus Replacement	134,751	400,000	400,000	400,000	400,000	400,000
Telephone Replacement	-	-	-	-	-	-
Computer Loan Program	-	-	-	-	-	-
Police Computer Replacement	75,000	75,000	75,000	75,000	75,000	75,000
Infrastructure Reserve	-	-	-	1,375	1,375	1,375
State Mitigation Reserve	-	-	-	-	-	-
Organizational Efficiency Reserve	-	-	-	-	-	-
City Bond Buy Back	628,674	704,761	1,194,902	800,000	800,000	800,000
Extraordinary Loss	-	-	15,271,956	-	-	-
Economic Development Reserve	1,350,000	1,550,000	-	-	-	-
Property Tax Admin. Cost	693,264	765,180	710,905	841,000	450,000	450,000
Training Reserve	-	-	-	-	-	-
Other Cost Increases	-	42,251	28,788	1,257,433	1,591,237	2,712,633
Repayment of RDA Debt	-	-	-	-	-	-
Other Reimbursements	-	(5,095)	(614,572)	(1,550,657)	(1,998,635)	(2,108,635)
Community Clean-Up	24,764	28,766	26,767	40,000	40,000	40,000
Right-of-Way Investment	-	-	-	100,000	100,000	100,000
Total	\$ 16,054,493	\$ 21,074,553	\$ 32,893,177	\$ 20,386,310	\$ 20,357,689	\$ 25,645,681

NON-DEPARTMENTAL - SELF INSURANCE

PROGRAM GOAL

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

PROGRAM OBJECTIVES

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

PROGRAM BUDGET

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Adopted	2013-14 Proposed	2014-15 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	795,260	704,921	691,540	712,700	699,000	705,700
Salaries - Total Net	795,260	704,921	691,540	712,700	699,000	705,700
Supplies and Services	5,774,415	5,783,703	3,889,071	3,977,033	4,277,107	4,277,573
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 6,569,675	\$ 6,488,624	\$ 4,580,611	\$ 4,689,733	\$ 4,976,107	\$ 4,983,273

PROGRAM REVENUES	\$ 4,980,787	\$ 3,724,171	\$ 3,660,603	\$ 3,805,246	\$ 4,148,353	\$ 4,598,353
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INSURANCE TYPE

Worker's Compensation Insurance	\$ 3,120,097	\$ 5,892,253	\$ 3,262,175	\$ 3,278,180	\$ 3,566,890	\$ 3,572,630
Liability Insurance	3,211,959	355,011	1,117,750	1,171,553	1,169,217	1,170,643
Unemployment Insurance	237,619	241,360	200,686	240,000	240,000	240,000
Program Total	\$ 6,569,675	\$ 6,488,624	\$ 4,580,611	\$ 4,689,733	\$ 4,976,107	\$ 4,983,273

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AIRPORT ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>09-10</i>	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>
ASSETS			
<i>Current Assets</i>			
Pooled Cash and Investments	\$ 5,415,828	\$ 5,040,737	\$ 5,861,707
Accounts Receivable	268,911	253,882	259,845
Accrued Interest Receivable	46,482	19,052	26,685
<i>Total Current Assets</i>	5,731,221	5,313,671	6,148,237
Capital Assets, net	7,375,903	7,300,867	6,926,223
Total Assets	\$ 13,107,124	\$ 12,614,538	\$ 13,074,460
LIABILITIES AND FUND EQUITY			
<i>Current Liabilities</i>			
Accounts Payable	\$ 101,486	\$ 135,684	\$ 70,142
Accrued Liabilities	101,769	111,113	99,855
Unearned Revenues	231,295	130,983	207,906
<i>Total Current Liabilities</i>	434,550	377,780	377,903
<i>Fund Equity</i>			
Invested in Capital Assets	7,375,903	7,300,867	6,926,223
Unrestricted Retained Earnings	5,296,671	4,935,891	5,770,334
<i>Total Fund Equity</i>	12,672,574	12,236,758	12,696,557
Total Liabilities and Fund Equity	\$ 13,107,124	\$ 12,614,538	\$ 13,074,460

AIRPORT ENTERPRISE FUND

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

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
OPERATING REVENUES			
Leased land area rentals	\$ 7,950,103	\$ 8,290,601	\$ 8,807,915
Hangar and building rentals	2,296,054	2,420,218	2,443,813
Airfield fees and charges	164,918	166,916	164,891
Other	17,249	18,131	478,909
Total Operating Revenues	10,428,324	10,895,866	11,895,528
OPERATING EXPENSES			
Salaries and employee benefits	1,664,428	1,583,428	1,449,149
Services and supplies	299,454	315,606	289,491
Other professional services	413,637	344,538	393,815
Depreciation and amortization	303,334	270,217	374,644
Insurance and claims	22,548	21,274	28,152
City charges	2,595,545	2,649,052	2,656,620
Other	88,420	24,411	110,963
Total Operating Expenses	5,387,366	5,208,526	5,302,834
OPERATING INCOME	5,040,958	5,687,340	6,592,694
NON-OPERATING REVENUES AND EXPENSES			
Investment earnings	174,228	65,737	93,601
Interest expense	(147,418)	(125,550)	(102,000)
Total Non-Operating Revenues and Expenses	26,810	(59,813)	(8,399)
Income before transfers	5,067,768	5,627,527	6,584,295
TRANSFERS OUT	(5,973,378)	(5,969,124)	(6,124,496)
NET INCOME (LOSS)	\$ (905,610)	\$ (341,597)	\$ 459,799

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
Cash flows from operating activities:			
Operating income	\$5,040,958	\$5,687,340	\$6,592,694
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	303,334	270,217	374,644
(Increase) decrease in accounts receivable	(33,748)	15,029	(5,962)
Increase (decrease) in deposits and guarantees	535	(2,884)	2,874
Increase (decrease) in accounts payable	3,319	75,934	698
Increase (decrease) in accrued salaries and benefits	43,420	9,344	(11,255)
Increase (decrease) in unearned revenues	17,359	(100,312)	76,923
Net cash provided by operating activities	5,375,177	5,954,668	7,030,616
Cash flows from capital financing activities:			
Payments for capital additions	(773,573)	(328,252)	(69,118)
Payments for long-term obligations	(147,418)	(125,550)	(102,000)
Net cash used by capital financing activities	(920,991)	(453,802)	(171,118)
Cash flows from noncapital financing activities:			
Cash paid to other funds	(5,972,297)	(5,969,124)	(6,124,496)
Net cash used by noncapital financing activities	(5,972,297)	(5,969,124)	(6,124,496)
Cash flows from investing activities:			
Cash received from interest on investments	205,150	93,167	85,968
Net cash provided by investing activities	205,150	93,167	85,968
Net increase (decrease) in cash, restricted cash and cash equivalents	(1,312,961)	(375,091)	820,970
Cash, restricted cash and cash equivalents, July 1	\$6,728,789	\$5,415,828	\$5,040,737
Cash, restricted cash and cash equivalents, June 30	\$5,415,828	\$5,040,737	\$5,861,707

CABLE TV
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
ASSETS			
Current Assets			
Pooled cash and investments	\$ 2,777,253	\$ 3,283,483	\$ 3,936,677
Accounts receivable	500,027	512,953	556,405
Accrued interest receivable	23,782	17,748	21,826
Total Assets	\$ 3,301,062	\$ 3,814,184	\$ 4,514,908
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	\$ 20,290	\$ 7,441	\$ 16,661
Accrued Liabilities	146,240	182,780	186,953
Total Current Liabilities	166,530	190,221	203,614
Fund Equity:			
Restricted	433,867	772,425	1,128,008
Assigned	2,700,665	2,851,538	3,183,286
Total Fund Equity	3,134,532	3,623,963	4,311,294
Total Liabilities and Fund Equity	\$ 3,301,062	\$ 3,814,184	\$ 4,514,908

CABLE TV

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

	<i>Audited 09-10</i>	<i>Audited 10-11</i>	<i>Audited 11-12</i>
OPERATING REVENUES			
Franchise Fees	\$ 1,575,202	\$ 1,691,147	\$ 1,776,261
Public educational government fees	316,411	338,557	355,584
TCTV workshops	905	400	380
Miscellaneous	5,723	6,934	6,131
Total Operating Revenues	1,898,241	2,037,038	2,138,356
OPERATING EXPENSES			
Salaries and employee benefits	1,219,461	1,251,161	1,160,516
Services and supplies	47,264	60,114	43,675
Other professional services	114,486	84,946	105,177
Insurance and claims	6,614	6,614	6,614
Capital outlay	19,578	14,887	4,676
Interdepartmental charges	112,697	106,994	112,727
Other	13,718	9,626	6,201
Total Operating Expenses	1,533,818	1,534,342	1,439,586
OPERATING INCOME	364,423	502,696	698,770
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	83,046	49,973	57,587
Capital Expenditures	(69,054)	(42,475)	370
Total Non-Operating Revenues (Expenses)	13,992	7,498	57,957
Net Income Before Transfers	378,415	510,194	756,727
TRANSFERS IN	153,138	-	-
TRANSFERS OUT	(24,848)	(20,763)	(69,396)
NET INCOME:			
Restricted	316,411	338,557	355,584
Unrestricted	190,294	150,874	331,747
TOTAL NET INCOME	\$ 506,705	\$ 489,431	\$ 687,331

CABLE TV

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
Cash flows from operating activities:			
Operating income	\$ 364,423	\$ 502,696	\$ 698,770
Adjustments to reconcile operating income to net cash provided by operating activities:			
(Increase) decrease in accrued interest receivable	2,570	6,034	(4,078)
(Increase) decrease in prepaids	(2,100)	2,100	-
(Increase) decrease in accounts receivable	(50,374)	(15,026)	(43,452)
Increase (decrease) in accrued liabilities	19,407	36,539	4,173
Increase (decrease) in accounts payable	(39,944)	(12,848)	9,220
Net cash provided by operating activities	<u>293,982</u>	<u>519,495</u>	<u>664,633</u>
Cash flows from capital financing activities:			
Payments for capital additions	<u>(69,054)</u>	<u>(42,475)</u>	<u>370</u>
Net cash provided (used) by capital financing activities	<u>(69,054)</u>	<u>(42,475)</u>	<u>370</u>
Cash flows from noncapital financing activities:			
Cash received from other funds	153,138	-	-
Cash paid to other funds	<u>(24,848)</u>	<u>(20,763)</u>	<u>(69,396)</u>
Net cash provided (used) by noncapital financing activities	<u>128,290</u>	<u>(20,763)</u>	<u>(69,396)</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>83,046</u>	<u>49,973</u>	<u>57,587</u>
Net cash provided by investing activities	<u>83,046</u>	<u>49,973</u>	<u>57,587</u>
Net increase in cash, restricted cash and cash equivalents	436,264	506,230	653,194
Cash, restricted cash and cash equivalents, July 1:			
Public Educational Government	43,444	350,879	686,932
Cable and Community Relations	<u>2,297,545</u>	<u>2,426,374</u>	<u>2,596,551</u>
Total cash, restricted cash and cash equivalents, July 1	<u>\$2,340,989</u>	<u>\$2,777,253</u>	<u>\$3,283,483</u>
Cash, restricted cash and cash equivalents, June 30:			
Public Educational Government	350,879	686,932	1,035,273
Cable and Community Relations	<u>2,426,374</u>	<u>2,596,551</u>	<u>2,901,404</u>
Total cash, restricted cash and cash equivalents, June 30	<u>\$2,777,253</u>	<u>\$3,283,483</u>	<u>\$3,936,677</u>

CULTURAL ARTS CENTER ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 437,336	\$ 298,157	\$ 240,190
Accounts Receivable	36,598	29,707	20,143
Total Current Assets	473,934	327,864	260,333
Capital Assets, net	461,096	520,972	492,094
Total Assets	\$ 935,030	\$ 848,836	\$ 752,427
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	\$ 188,469	\$ 222,682	\$ 254,873
Accrued Liabilities	96,523	83,853	87,948
Total Liabilities	284,992	306,535	342,821
Fund Equity:			
Invested in Capital Assets	461,096	520,972	492,094
Unrestricted Retained Earnings (Deficit)	188,942	21,329	(82,488)
Total Fund Equity	650,038	542,301	409,606
Total Liabilities and Fund Equity	\$ 935,030	\$ 848,836	\$ 752,427

CULTURAL ARTS CENTER ENTERPRISE FUND

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

	<i>Audited 09-10</i>	<i>Audited 10-11</i>	<i>Audited 11-12</i>
OPERATING REVENUES			
Charges for services	\$ 1,087,453	\$ 994,950	\$ 1,038,032
Other	-	-	250
Total Operating Revenues	1,087,453	994,950	1,038,282
OPERATING EXPENSES			
Salaries and employee benefits	1,574,993	1,506,095	1,500,521
Services and supplies	91,646	74,083	70,031
Other professional services	286,496	263,525	251,951
Depreciation and amortization	21,543	18,633	28,879
City charges	111,123	107,674	108,563
Other	12,091	7,054	21,605
Total Operating Expenses	2,097,892	1,977,064	1,981,550
OPERATING LOSS	(1,010,439)	(982,114)	(943,268)
NON-OPERATING REVENUES			
Grants	107,696	109,440	109,440
Total Non-Operating Revenues	107,696	109,440	109,440
Loss before transfers	(902,743)	(872,674)	(833,828)
TRANSFERS IN	829,899	774,799	713,187
TRANSFERS OUT	(13,734)	(9,862)	(12,054)
NET INCOME (LOSS)	\$ (86,578)	\$ (107,737)	\$ (132,695)

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>09-10</i>	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>
Cash flows from operating activities:			
Operating loss	(\$1,010,439)	(\$982,114)	(\$943,268)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	21,543	18,633	28,879
(Increase) decrease in accounts receivable	(23,802)	6,891	9,563
Increase (decrease) in accounts payable	(6,864)	9,897	(13,213)
Increase (decrease) in accrued liabilities	4,977	(12,670)	3,925
Increase (decrease) in deposits and guarantees	(9,320)	24,316	45,574
Net cash used by operating activities	<u>(1,023,905)</u>	<u>(935,047)</u>	<u>(868,540)</u>
Cash flows from capital financing activities:			
Payments for capital additions	<u>-</u>	<u>(78,509)</u>	<u>-</u>
Net cash used by capital financing activities	<u>-</u>	<u>(78,509)</u>	<u>-</u>
Cash flows from noncapital financing activities:			
Cash received from other funds	829,899	774,799	713,187
Cash paid to other funds	(13,734)	(9,862)	(12,054)
Cash received from grants	<u>107,696</u>	<u>109,440</u>	<u>109,440</u>
Net cash provided by noncapital financing activities	<u>923,861</u>	<u>874,377</u>	<u>810,573</u>
Net decrease in cash, restricted cash and cash equivalents	(100,044)	(139,179)	(57,967)
Cash, restricted cash and cash equivalents, July 1	<u>\$537,380</u>	<u>\$437,336</u>	<u>\$298,157</u>
Cash, restricted cash and cash equivalents, June 30	<u><u>\$437,336</u></u>	<u><u>\$298,157</u></u>	<u><u>\$240,190</u></u>

FLEET SERVICES FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 12,261,889	\$ 13,905,768	\$ 16,203,340
Accounts Receivable	68,708	12,197	10,000
Accrued Interest Receivable	112,045	49,052	73,795
Inventories	1,074,450	1,174,823	1,211,849
Total Current Assets	13,517,092	15,141,840	17,498,984
Capital Assets, net	9,735,034	8,983,380	8,227,635
Total Assets	\$ 23,252,126	\$ 24,125,220	\$ 25,726,619
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	\$ 438,622	\$ 338,736	\$ 349,351
Accrued Liabilities	376,685	398,955	399,995
Total Current Liabilities	815,307	737,691	749,346
Fund Equity:			
Invested in Capital Assets	9,735,034	8,983,380	8,227,635
Unrestricted	12,701,785	14,404,149	16,749,638
Total Fund Equity	22,436,819	23,387,529	24,977,273
Total Liabilities and Fund Equity	\$ 23,252,126	\$ 24,125,220	\$ 25,726,619

FLEET SERVICES FUND

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

	Audited 09-10	Audited 10-11	Audited 11-12
OPERATING REVENUES			
Charges for services	\$ 4,536,888	\$ 5,587,443	\$ 5,651,309
Total Operating Revenues	4,536,888	5,587,443	5,651,309
OPERATING EXPENSES			
Salaries and employee benefits	3,077,323	3,040,892	2,884,165
Materials and services	623,637	560,969	842,835
Insurance and claims	13,228	7,555	7,555
Depreciation	2,092,260	1,901,711	1,543,732
Other	15,067	5,961	9,061
Total Operating Expenses	5,821,515	5,517,088	5,287,348
OPERATING INCOME (LOSS)	(1,284,627)	70,355	363,961
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	397,840	172,424	238,595
Other, net	(306,841)	(1,886)	10,576
Gain on sale of capital assets	123,805	52,582	70,015
Loss on disposal of capital assets	(21,984)	-	-
Total Non-Operating Revenues (Expenses)	192,820	223,120	319,186
Net Income (Loss) Before Transfers	(1,091,807)	293,475	683,147
TRANSFERS IN	1,558,435	670,813	926,350
TRANSFERS OUT	(196,361)	(13,578)	(19,753)
NET INCOME	\$ 270,267	\$ 950,710	\$ 1,589,744

FLEET SERVICES FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
Cash flows from operating activities:			
Operating income (loss)	\$ (1,284,627)	\$ 70,355	\$ 363,961
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	2,092,260	1,901,711	1,543,732
(Increase) decrease in accounts receivable	(1,978)	(10,219)	12,198
(Increase) decrease in inventories	(41,693)	(100,373)	(37,026)
Increase (decrease) in accounts payable	(124,775)	82,063	(10,063)
Increase (decrease) in accrued salaries and benefits	8,546	22,270	1,040
Increase (decrease) in other liabilities	(33)	-	-
Net cash provided by operating activities	647,700	1,965,807	1,873,842
Cash flows from capital financing activities:			
Payments for capital additions	(4,389,478)	(1,267,162)	(777,310)
Proceeds from sale of capital assets	125,605	52,582	70,015
Proceeds from insurance settlement	-	-	10,576
Net cash used by capital financing activities	(4,263,873)	(1,214,580)	(696,719)
Cash flows from noncapital financing activities:			
Cash received from other funds	1,558,435	685,813	926,350
Cash paid to other funds	(196,328)	(28,578)	(19,753)
Net cash provided by noncapital financing activities	1,362,107	657,235	906,597
Cash flows from investing activities:			
Cash received from interest on investments	440,956	235,417	213,852
Net cash provided by investing activities	440,956	235,417	213,852
Net increase (decrease) in cash, restricted cash and cash equivalents	(1,813,110)	1,643,879	2,297,572
Cash, restricted cash and cash equivalents, July 1	14,074,999	12,261,889	13,905,768
Cash, restricted cash and cash equivalents, June 30	\$ 12,261,889	\$ 13,905,768	\$ 16,203,340

GENERAL FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 51,659,788	\$ 54,285,110	\$ 60,310,030
Accounts receivable	5,243,434	6,227,305	6,908,886
Accrued interest receivable	874,907	413,531	472,587
Due from other funds	2,573,122	2,245,797	3,500,188
Due from other governments	3,076,965	6,120,539	8,125,962
Interfund advances receivable	15,858,555	15,516,788	15,271,956
Prepays and other assets	291,197	337,552	1,000,567
Total Assets	\$ 79,577,968	\$ 85,146,622	\$ 95,590,176
LIABILITIES AND FUND BALANCE			
Liabilities:			
Accounts payable	\$ 2,353,551	\$ 1,952,508	\$ 2,722,014
Accrued liabilities	2,340,384	2,153,018	6,052,345
Unearned revenue	52,846	-	-
Deposits and guarantees	18,740	19,077	228
Notes payable	23,000,000	33,000,000	38,000,000
Interfund advances payable	600,000	600,000	600,000
Total Liabilities	28,365,521	37,724,603	47,374,587
Fund Balance:			
Nonspendable -			
Encumbrances	1,639,447	-	-
Advances	15,858,555	15,516,788	15,271,956
Prepays	291,197	337,552	1,000,567
Assigned to -			
Special project reserves	-	9,602,211	9,943,482
Capital projects	7,365,364	7,809,103	6,499,983
Unassigned	26,057,884	14,156,365	15,499,601
Total Fund Balance	51,212,447	47,422,019	48,215,589
Total Liabilities and Fund Balance	\$ 79,577,968	\$ 85,146,622	\$ 95,590,176

GENERAL FUND

STATEMENT OF REVENUES FOR FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
Local Taxes			
Property Taxes:			
Current secured taxes	\$ 24,841,637	\$ 24,984,119	\$ 25,834,196
Current unsecured taxes	1,140,648	1,154,209	1,136,110
Prior years' secured taxes	123,879	115,012	(49,827)
Prior years' unsecured taxes	131,248	125,788	38,192
Property/sales flip taxes	7,666,250	8,600,381	9,321,765
VLF swap and repayment taxes	11,216,152	11,074,900	11,201,890
Aircraft assessment taxes	175,991	178,647	287,810
Penalties and interest	325,190	320,796	188,614
Supplemental prior year secured taxes	52,039	21,826	(5)
Supplemental current year secured taxes	177,189	267,847	359,327
Redemption	1,259,282	1,091,905	699,428
	47,109,505	47,935,430	49,017,500
Taxes Other Than Property:			
Sales and use tax	25,103,636	28,965,148	30,163,249
Prop 172 sales tax	1,148,942	1,201,164	1,427,890
Business license tax	7,179,857	7,540,927	7,950,717
Business and alarm permit tax	647,896	551,897	620,467
Utility users' tax	31,347,850	31,357,562	30,348,324
Construction tax	697,727	693,972	1,016,044
Real property transfer tax	516,996	468,710	470,050
Franchise tax - all other	3,106,740	3,289,370	4,677,493
Occupancy tax	6,400,237	6,958,891	7,900,186
Oil severance tax	6,391	7,375	10,913
Congeneration tax	752,179	1,552,381	1,095,598
	76,908,451	82,587,397	85,680,931
Total Local Taxes	124,017,956	130,522,827	134,698,431
Licenses, Fees and Permits:			
Fire permits	129,224	116,693	117,138
Construction/excavation permits	45,093	46,947	43,867
Grading permits	40,609	33,295	65,771
Combined building-resident permits	470	-	-
Building permits	915,312	956,695	1,074,026
Plumbing permits	65,900	52,553	70,238
Electrical permits	79,903	71,143	71,333
Mechanical permits	40,704	38,354	38,252
Special energy inspection fees	218,236	239,054	352,020
Sign permits and filing fees	45,979	51,595	55,238
Other licenses and permits	4,490	612	612
Oversized vehicle permits	18,166	14,344	11,000
Building TEQECC filing fees	13,633	17,933	19,579
Total Licenses, Fees and Permits	1,617,719	1,639,218	1,919,074
Fines, Forfeitures and Penalties:			
Parking citations	412,709	312,390	452,396
Traffic fines	178,896	440,384	402,908
General fines	448,208	331,719	370,477
Total Fines, Forfeitures and Penalties	1,039,813	1,084,493	1,225,781

GENERAL FUND

**STATEMENT OF REVENUES
FOR FISCAL YEARS ENDED JUNE 30**

	Audited 09-10	Audited 10-11	Audited 11-12
Revenue From Use of Money and Property:			
Investment earnings	\$ 2,625,532	\$ 1,054,174	\$ 1,317,601
Rents and concessions	929,065	1,310,431	1,347,764
Franchise fees	1,434,283	1,404,365	1,479,470
Royalties	3,232	4,626	11,204
Encroachment agreement fees	16,210	-	-
Total Revenue From Use of Money and Property	5,008,322	3,773,596	4,156,039
Revenue From Other Intergovernmental Agencies:			
State motor vehicle licenses	437,789	684,566	74,069
State homeowners' property tax relief	238,905	236,485	234,829
Other state grants	150,406	99,087	103,173
Total Revenue From Other Intergov't Agencies	827,100	1,020,138	412,071
Charges For Current Services:			
TUSD collection fees	13,330	12,234	10,680
Planning and zoning fees	216,475	286,588	229,957
Traffic signal maintenance	122,145	144,795	166,482
Environmental review and appeal fees	10,179	-	7,178
Vacation processing fees	-	1,989	-
Large family daycare unit	673	483	511
State encroachment collection fees	2,400	2,138	2,540
Grading	23,385	23,138	35,109
Plan check fees - building	568,355	553,578	710,122
Plan check fees - engineering	13,484	8,859	10,947
Oil related inspection fees	630	1,663	11,750
Appeal fees	1,975	1,620	1,250
Other inspection fees	218,644	204,414	341,134
Engineering mapping fees	10,856	8,483	9,583
Engineering inspection fees	219,657	140,350	143,848
Parkway tree planting charges	-	145	-
General government service charges	2,706	2,732	1,921
Microfilming fees	134,293	152,645	160,679
Police charges-copies and photos	7,150	8,783	9,353
Police charges-fingerprinting and other	566,461	503,289	523,503
Fire department fees	753,260	752,552	1,179,478
Fire department fees-hazardous materials fees	972,901	1,163,062	9,098
Parks and recreational fees	335,259	406,848	380,593
Miscellaneous	8,837	21,416	20,201
Library revenues	145,452	154,297	143,852
In lieu charges to Enterprise Funds -			
Airport Fund	1,854,136	1,900,000	1,900,000
Water Fund	718,000	718,000	718,000
Total Charges For Current Services	6,920,643	7,174,101	6,727,769
Other Revenues:			
Donations-private sources	30,095	73,074	62,209
Miscellaneous	2,000,544	918,314	507,284
Premium Tax Revenue Anticipation Notes	-	530,970	1,012,320
Total Other Revenues	2,030,639	1,522,358	1,581,813
Total Revenues	\$ 141,462,192	\$ 146,736,731	\$ 150,720,978

GENERAL FUND

**STATEMENT OF EXPENDITURES
FOR FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
General Government:			
City Council	\$ 431,274	\$ 395,025	\$ 367,993
Commissions/Committees -			
Parks and Recreation	52,548	32,837	26,423
Planning	40,384	37,006	13,590
Environmental Quality	12,121	11,012	2,788
Cultural Arts	11,719	13,467	8,860
Traffic	6,042	6,278	3,569
Youth Council	7,397	11,332	16,424
Civil Service	246,753	197,555	208,431
Commission on Aging	5,954	5,935	1,833
Library	8,167	9,210	5,415
Disaster Council	210	260	-
City Manager	2,639,333	2,567,474	2,491,859
City Attorney	2,318,646	1,948,061	1,993,203
City Clerk	1,097,887	847,245	955,219
City Treasurer	812,899	716,380	854,664
Finance	3,535,719	3,542,670	3,965,022
Human Resources	2,529,589	2,349,193	1,867,093
Civil Service	161,007	180,038	187,843
Community Development	4,770,833	4,442,625	3,905,329
Communications and Information Technology	4,941,054	4,514,966	4,257,716
General Services	3,721,393	3,574,820	3,448,040
Less: indirect cost allocation, other funds	(4,584,797)	(4,562,099)	(4,732,952)
Total General Government	22,766,132	20,841,290	19,848,362
Nondepartmental:			
Insurance, net	15,437	13,691	14,576
Leaseback payments	3,024,201	4,081,915	4,032,175
Community promotion	284,898	173,944	280,750
Employee benefits, net	230,016	839,608	680,186
Other	1,885,289	3,012,205	1,420,264
Total Nondepartmental	5,439,841	8,121,363	6,427,951
Public Safety:			
Police	61,246,752	61,778,984	64,637,318
Fire	25,911,357	25,961,596	25,326,574
Building and Safety	3,243,707	3,230,677	2,969,386
Total Public Safety	90,401,816	90,971,257	92,933,278
Public Works:			
Street	10,904,209	10,570,914	9,121,333
Total Public Works	10,904,209	10,570,914	9,121,333
Culture and Recreation:			
Community Services	13,791,311	13,965,663	13,507,550
Total Culture and Recreation	13,791,311	13,965,663	13,507,550
Total Expenditures	\$ 143,303,309	\$ 144,470,487	\$ 141,838,474

PARKS AND RECREATION FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ -	\$ 2,073	\$ -
Accounts Receivable	2,036	66,836	25,231
Due from Other Governments	223,015	125,026	-
Prepays	5,053	-	7,384
Total Current Assets	230,104	193,935	32,615
Capital Assets, Net	19,244	17,747	16,249
Total Assets	\$ 249,348	\$ 211,682	\$ 48,864
LIABILITIES AND FUND EQUITY			
Current Liabilities:			
Accounts Payable	\$ 128,331	\$ 110,841	\$ 90,217
Accrued Liabilities	-	20,212	-
Unearned Revenue	581,044	723,005	585,972
Due to Other Funds	150,592	496,982	-
Total Current Liabilities	859,967	1,351,040	676,189
Fund Equity:			
Invested in Capital Assets	19,244	17,747	16,249
Unrestricted Deficit	(629,863)	(1,157,105)	(643,574)
Total Fund Equity	(610,619)	(1,139,358)	(627,325)
Total Liabilities and Fund Equity	\$ 249,348	\$ 211,682	\$ 48,864

PARKS AND RECREATION ENTERPRISE FUND

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

	Audited 09-10	Audited 10-11	Audited 11-12
OPERATING REVENUES			
Charges for services	\$ 4,035,246	\$ 4,146,036	\$ 4,276,592
Other	22,849	11,273	2,022
Total Operating Revenues	4,058,095	4,157,309	4,278,614
OPERATING EXPENSES			
Salaries and employee benefits	5,100,535	5,146,478	5,104,152
Services and supplies	1,072,770	1,048,556	970,399
Other professional services	1,126,433	975,083	846,238
Depreciation and amortization	1,720	1,498	1,498
Insurance and claims	9,396	9,516	9,396
City charges	762,518	727,001	756,609
Other	10,453	16,237	9,043
Total Operating Expenses	8,083,825	7,924,369	7,697,335
OPERATING LOSS	(4,025,730)	(3,767,060)	(3,418,721)
TRANSFERS IN	3,795,568	3,290,007	3,975,849
TRANSFERS OUT	(67,594)	(51,686)	(45,095)
NET INCOME (LOSS)	\$ (297,756)	\$ (528,739)	\$ 512,033

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>09-10</i>	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>
Cash flows from operating activities:			
Operating loss	\$ (4,025,730)	\$ (3,767,060)	\$ (3,418,721)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	1,720	1,498	1,498
(Increase) decrease in accounts receivable	(978)	(64,800)	41,605
(Increase) decrease in due from other government	86,441	97,989	125,026
(Increase) decrease in prepaids	10,201	5,053	(7,384)
Increase (decrease) in accounts payable	34,224	(17,490)	(20,624)
Increase (decrease) in due to other funds	150,592	346,390	(496,982)
Increase (decrease) in other accrued liabilities	-	20,211	(20,212)
Increase (decrease) in unearned revenue	(40,700)	141,961	(137,033)
	(3,784,230)	(3,236,248)	(3,932,827)
Cash flows from noncapital financing activities:			
Cash received from other funds	3,795,568	3,290,007	3,975,849
Cash paid to other funds	(67,594)	(51,686)	(45,095)
	3,727,974	3,238,321	3,930,754
Net increase (decrease) in cash, restricted cash and cash equivalents	(56,256)	2,073	(2,073)
Cash, restricted cash and cash equivalents, July 1	56,256	-	2,073
Cash, restricted cash and cash equivalents, June 30	\$ -	\$ 2,073	\$ -

SANITATION ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Pooled Cash and Investments	\$ 1,836,575	\$ 891,934	\$ 153,407
Accounts Receivable	1,457,661	1,751,335	1,673,890
Due from Other Governments	14,652	39,330	-
Prepays	251	-	-
Total Current Assets	3,309,139	2,682,599	1,827,297
Capital Assets, Net	42,909	19,674	7,248
Total Assets	\$ 3,352,048	\$ 2,702,273	\$ 1,834,545
 LIABILITIES AND FUND EQUITY			
Accounts Payable	\$ 336,958	\$ 449,161	\$ 208,583
Due to Other Funds	-	-	308,266
Accrued Liabilities	564,126	623,302	377,784
Total Liabilities	901,084	1,072,463	894,633
 Fund Equity			
Invested in Capital Assets	42,909	19,674	7,248
Unrestricted Retained Earnings	2,408,055	1,610,136	932,664
Total Fund Equity	2,450,964	1,629,810	939,912
Total Liabilities and Fund Equity	\$ 3,352,048	\$ 2,702,273	\$ 1,834,545

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

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
OPERATING REVENUES			
Refuse fee revenue	7,324,036	7,372,205	8,058,538
Sewer fee revenue	1,170,684	1,287,166	-
Recycling fee revenue	1,614,666	1,491,947	1,845,908
AB 939 fee revenue	751,327	714,258	749,412
Total Operating Revenues	10,860,713	10,865,576	10,653,858
OPERATING EXPENSES			
Salaries and employee benefits	4,552,458	4,670,393	3,968,034
Services and supplies	3,281,377	3,520,925	3,995,455
Other professional services	2,440,734	2,546,477	2,501,312
Depreciation and amortization	25,102	23,235	12,426
Insurance and claims	106,831	91,503	130,655
City charges	1,002,686	938,784	716,064
Other	20,987	38,970	1,833
Total Operating Expenses	11,430,175	11,830,287	11,325,779
OPERATING INCOME (LOSS)	(569,462)	(964,711)	(671,921)
NON-OPERATING REVENUES			
Investment earnings	72,125	26,408	2,586
Grants	47,768	92,974	74,144
Total Non-Operating Revenues	119,893	119,382	76,730
Income (loss) before transfers	(449,569)	(845,329)	(595,191)
TRANSFERS DUE TO REORGANIZATION	-	-	87,775
TRANSFERS IN	75,000	75,000	158,262
TRANSFERS OUT	(867,943)	(50,825)	(340,744)
NET INCOME (LOSS)	\$ (1,242,512)	\$ (821,154)	\$ (689,898)

SANITATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
Cash flows from operating activities:			
Operating loss	\$ (569,462)	\$ (964,711)	\$ (671,921)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	25,102	23,235	12,426
(Increase) decrease in accounts receivable	23,284	(293,675)	77,445
(Increase) decrease in prepaids	(251)	251	-
(Increase) decrease in due from other governments	(14,652)	(24,678)	39,330
Increase (decrease) in accounts payable	227,228	112,203	(240,578)
Increase (decrease) in accrued liabilities	(60,317)	59,177	-
Increase (decrease) in due to other funds	-	-	308,266
Increase (decrease) in accrued salaries and benefits	-	-	(245,518)
	(369,068)	(1,088,198)	(720,550)
Cash flows from noncapital financing activities:			
Cash received from grants	47,768	92,974	74,144
Cash received from other funds	110,571	75,000	158,262
Transfer due to reorganization	-	-	87,775
Cash paid to other funds	(903,514)	(50,825)	(340,744)
	(745,175)	117,149	(20,563)
Cash flows from investing activities:			
Cash received from interest on investments	72,125	26,408	2,586
	72,125	26,408	2,586
Net increase (decrease) in cash, restricted cash and cash equivalents	(1,042,118)	(944,641)	(738,527)
Cash, restricted cash and cash equivalents, July 1	\$2,878,693	\$ 1,836,575	\$ 891,934
Cash, restricted cash and cash equivalents, June 30	\$1,836,575	\$ 891,934	\$ 153,407

SELF INSURANCE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>09-10</i>	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 8,357,769	\$ 8,615,725	\$ 7,483,066
Accounts Receivable	-	1,367	-
Other Prepayments	270,928	-	-
Total Current Assets	8,628,697	8,617,092	7,483,066
Capital Assets, Net	-	-	11,782
Advances to other funds	1,000,000	-	-
Total Assets	\$ 9,628,697	\$ 8,617,092	\$ 7,494,848
 LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities :			
Accounts Payable	\$ 79,016	\$ 338,308	\$ 136,072
Accrued Liabilities for self ins claims-current	8,474,538	9,648,916	9,648,916
Total Current Liabilities	8,553,554	9,987,224	9,784,988
Accrued Liabilities for self ins claims-long term	16,435,653	16,754,831	16,754,831
Total Liabilities	24,989,207	26,742,055	26,539,819
Fund Equity:			
Invested in Capital Assets	-	-	11,782
Unrestricted Deficit	(15,360,510)	(18,124,963)	(19,056,753)
Total Fund Equity	(15,360,510)	(18,124,963)	(19,044,971)
Total Liabilities and Fund Equity	\$ 9,628,697	\$ 8,617,092	\$ 7,494,848

SELF INSURANCE FUND

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

	Audited 09-10	Audited 10-11	Audited 11-12
OPERATING REVENUES			
Charges for services	\$ 2,492,518	\$ 2,560,671	\$ 2,497,103
Total Operating Revenues	2,492,518	2,560,671	2,497,103
OPERATING EXPENSES			
Salaries and benefits	795,260	704,921	691,541
Materials and services	165,009	143,929	162,440
Insurance and claims	5,598,919	5,631,078	3,720,132
Other	4,521	3,371	2,425
Total Operating Expenses	6,563,709	6,483,299	4,576,538
OPERATING LOSS	(4,071,191)	(3,922,628)	(2,079,435)
TRANSFERS IN	2,488,269	1,163,500	1,163,500
TRANSFERS OUT	(5,966)	(5,325)	(4,073)
NET INCOME (LOSS)	\$ (1,588,888)	\$ (2,764,453)	\$ (920,008)

SELF INSURANCE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>09-10</i>	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>
Cash flows from operating activities:			
Operating loss	\$ (4,071,191)	\$ (3,922,628)	\$ (2,079,435)
Adjustments to reconcile operating loss to net cash used by operating activities:			
(Increase) decrease in accounts receivable	-	(1,367)	1,367
(Increase) decrease in prepaids	(270,928)	270,928	-
Increase (decrease) in accounts payable	(60,711)	299,292	(202,236)
Increase (decrease) in other accrued liabilities	-	(40,000)	-
Increase (decrease) in accrued liabilities for self ins. claims	-	1,493,556	-
Net cash used by operating activities	<u>(4,402,830)</u>	<u>(1,900,219)</u>	<u>(2,280,304)</u>
Cash flows from capital financing activities:			
Payments for capital additions	-	-	(11,782)
Net cash used by capital financing activities	<u>-</u>	<u>-</u>	<u>(11,782)</u>
Cash flows from noncapital financing activities:			
Cash received from other funds	3,488,269	2,163,500	1,163,500
Cash paid to other funds	(5,966)	(5,325)	(4,073)
Net cash provided by noncapital financing activities	<u>3,482,303</u>	<u>2,158,175</u>	<u>1,159,427</u>
Increase (decrease) in cash, restricted cash and cash equivalents	(920,527)	257,956	(1,132,659)
Cash, restricted cash and cash equivalents, July 1	<u>9,278,296</u>	<u>8,357,769</u>	<u>8,615,725</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$ 8,357,769</u>	<u>\$ 8,615,725</u>	<u>\$ 7,483,066</u>

SEWER ENTERPRISE FUND OPERATIONS

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 10,735,562	\$ 10,633,098	\$ 9,684,863
Accounts Receivable	246,590	245,752	365,742
Accrued Interest Receivable	92,401	41,236	44,063
Total Current Assets	11,074,553	10,920,086	10,094,668
Infrastructure	40,143,322	39,213,915	38,284,537
Plant and Service	-	262,156	209,725
Machinery and Equipment	172,909	124,446	73,307
Construction In Progress	2,425,199	3,816,435	4,063,885
Advance to Successor Agency	419,028	419,028	419,028
Total Assets	\$ 54,235,011	\$ 54,756,066	\$ 53,145,150
 LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	\$ 16,536	\$ 29,213	\$ 323,841
Contract Retainage Payable	28,423	-	30,291
Total Liabilities	44,959	29,213	354,132
Fund Equity:			
Invested in Capital Assets	42,741,430	43,416,952	42,631,454
Contributed Capital - Unrestricted	2,786,255	2,786,254	2,698,479
Retained Earnings - Unrestricted	8,662,367	8,523,647	7,461,085
Total Fund Equity	54,190,052	54,726,853	52,791,018
Total Liabilities and Fund Equity	\$ 54,235,011	\$ 54,756,066	\$ 53,145,150

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

	Audited 09-10	Audited 10-11	Audited 11-12
OPERATING REVENUES			
Sewer charges	\$ 1,709,707	\$ 1,570,785	\$ 2,874,451
Sewer revolving fees	8,573	7,722	7,544
Other	3,445	2,419	5,721
Total Operating Revenues	1,721,725	1,580,926	2,887,716
OPERATING EXPENSES			
Salaries and employee benefits	865,052	877,364	1,794,002
Services and supplies	25,943	52,648	344,823
Other professional services	73,026	112,305	372,143
Depreciation and amortization	968,641	977,870	1,032,949
City charges	257,567	221,440	284,357
Other	72,592	123,709	952,465
Total Operating Expenses	2,262,821	2,365,336	4,780,739
OPERATING INCOME (LOSS)	(541,096)	(784,410)	(1,893,023)
NON-OPERATING REVENUES			
Investment earnings	340,391	147,305	164,858
Income (loss) before transfers	(200,705)	(637,105)	(1,728,165)
TRANSFERS OUT	(82,222)	(75,000)	(119,895)
TRANSFERS DUE TO REORGANIZATION	-	-	(87,775)
NET INCOME (LOSS)	\$ (282,927)	\$ (712,105)	\$ (1,935,835)

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
Cash flows from operating activities:			
Operating income (loss)	\$ (541,096)	\$ (784,410)	\$ (1,893,023)
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:			
Depreciation	968,641	977,870	1,032,949
(Increase) decrease in accounts receivable	(35,326)	838	(119,990)
Increase (decrease) in accounts payable	(7,697)	28,491	(4,969)
Increase (decrease) in accrued salaries and benefits	-	-	253,224
Net cash provided (used) by operating activities	<u>384,522</u>	<u>222,789</u>	<u>(731,809)</u>
Cash flows from capital financing activities:			
Payments for capital additions	<u>(1,224,847)</u>	<u>(448,724)</u>	<u>(170,787)</u>
Net cash used by capital financing activities	<u>(1,224,847)</u>	<u>(448,724)</u>	<u>(170,787)</u>
Cash flows from noncapital financing activities:			
Cash paid to other funds	(82,222)	(75,000)	(119,895)
Transfer due to reorganization	-	-	(87,775)
Net cash used by noncapital financing activities	<u>(82,222)</u>	<u>(75,000)</u>	<u>(207,670)</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>375,310</u>	<u>198,471</u>	<u>162,031</u>
Net cash provided by investing activities	<u>375,310</u>	<u>198,471</u>	<u>162,031</u>
Net decrease in cash, restricted cash and cash equivalents	(547,237)	(102,464)	(948,235)
Cash, restricted cash and cash equivalents, July 1	<u>\$ 11,282,799</u>	<u>\$ 10,735,562</u>	<u>\$ 10,633,098</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$ 10,735,562</u>	<u>\$ 10,633,098</u>	<u>\$ 9,684,863</u>

TRANSIT SYSTEM
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 1,166,008	\$ 5,554,550	\$ 8,916,657
Accounts Receivable	214	77,529	79,627
Accrued Interest Receivable	11,551	22,227	42,910
Inventory	982,277	1,096,388	1,057,017
Due from Other Governments	3,834,685	2,349,347	3,181,803
Prepays	11,300	-	700
Total Current Assets	6,006,035	9,100,041	13,278,714
Capital Assets, Net	13,988,381	11,964,676	21,030,952
Total Assets	\$ 19,994,416	\$ 21,064,717	\$ 34,309,666
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities:			
Accounts Payable	\$ 1,111,160	\$ 459,981	\$ 459,577
Accrued Liabilities	1,136,177	1,316,842	1,263,228
Unearned Revenues	1,551,150	3,108,971	6,784,151
Total Current Liabilities	3,798,487	4,885,794	8,506,956
Total Liabilities	3,798,487	4,885,794	8,506,956
Fund Equity:			
Invested in Capital Assets	13,988,381	11,964,676	21,030,952
Retained Earnings - Unrestricted	2,207,548	4,214,247	4,771,758
Total Fund Equity	16,195,929	16,178,923	25,802,710
Total Liabilities and Fund Equity	\$ 19,994,416	\$ 21,064,717	\$ 34,309,666

TRANSIT SYSTEM

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

	<i>Audited</i> <i>09-10</i>	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>
OPERATING REVENUES			
Passenger cash fares	\$ 3,140,993	\$ 3,245,542	\$ 3,322,321
Advertising	132,260	149,514	159,523
Miscellaneous	19,660	69,379	48,939
Total Operating Revenues	3,292,913	3,464,435	3,530,783
NON-OPERATING REVENUES			
Proposition A funds	6,806,569	6,628,661	6,361,895
Proposition C funds	3,530,931	3,703,090	4,197,399
Proposition 1B Bridge	-	652,520	-
Proposition 1B Security	-	-	165,972
Proposition 1B PTMISEA	-	-	456,993
SB-325 allocation	3,994,955	3,761,275	4,751,035
Capital maintenance revenue	2,250,000	2,250,000	2,250,000
Transit STAF	-	1,009,408	878,547
Capital grants	7,045,410	276,869	10,369,541
Investment earnings	72,791	74,052	66,174
Gain (loss) on sale of capital assets	-	-	45,250
Total Non-Operating Revenues	23,700,656	18,355,875	29,542,806
Total Revenues	26,993,569	21,820,310	33,073,589
OPERATING EXPENSES			
Salaries and employee benefits	12,343,189	12,032,672	12,515,632
Services and supplies	2,517,217	2,695,380	3,004,600
Other professional services	1,921,048	1,886,941	1,708,709
Depreciation and amortization	2,001,812	2,358,235	3,178,577
Insurance and Claims	403,792	365,241	309,146
City charges	2,550,660	2,505,270	2,637,307
Other	64,892	54,846	288,683
Total Operating Expenses	21,802,610	21,898,585	23,642,654
Income (Loss) before transfers	5,190,959	(78,275)	9,430,935
TRANSFERS IN	-	104,000	232,547
TRANSFERS OUT	(2,443,609)	(42,731)	(39,695)
NET INCOME (LOSS)	\$ 2,747,350	\$ (17,006)	\$ 9,623,787

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
Cash flows from operating activities:			
Operating loss	\$ (18,509,697)	\$ (18,434,150)	\$ (20,111,871)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	2,001,812	2,358,235	3,178,577
(Increase) Decrease in inventory	88,717	(114,111)	39,371
(Increase) Decrease in accounts receivable	(214)	(77,314)	(2,098)
(Increase) Decrease in prepaids	(10,340)	11,300	(700)
Increase (Decrease) in accounts payable	284,633	(651,179)	(404)
Increase (Decrease) in accrued salaries and benefits	(51,634)	(12,457)	29,187
Increase (Decrease) in other accrued liabilities	10,376	193,122	(82,801)
Net cash used by operating activities	(16,186,347)	(16,726,554)	(16,950,739)
Cash flows from capital financing activities:			
Payments for capital additions	(7,045,410)	(334,531)	(12,244,853)
Cash received from grants and subsidies	7,045,410	276,869	10,275,943
Proceeds from the sale of capital assets	-	-	45,250
Net cash used by capital financing activities	-	(57,662)	(1,923,660)
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	17,606,522	21,152,113	22,230,710
Cash transfers paid to other funds	(2,443,609)	(42,731)	(39,695)
Net cash provided by noncapital financing activities	15,162,913	21,109,382	22,191,015
Cash flows from investing activities:			
Cash received from interest on investments	84,970	63,376	45,491
Net cash provided by investing activities	84,970	63,376	45,491
Increase (decrease) in cash, restricted cash and cash equivalents	(938,464)	4,388,542	3,362,107
Cash, restricted cash and cash equivalents, July 1	2,104,472	1,166,008	5,554,550
Cash, restricted cash and cash equivalents, June 30	\$ 1,166,008	\$ 5,554,550	\$ 8,916,657

WATER FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
ASSETS			
Current Assets:			
Pooled Cash and Investments	4,629,051	4,626,179	7,182,600
Restricted Cash and Investments	535,356	554,333	527,100
Accounts Receivable	4,334,047	5,603,933	6,486,311
Accrued Interest Receivable	42,994	16,797	33,521
Inventory	417,529	475,725	484,885
Prepays	1,552	95	-
Total Current Assets	9,960,529	11,277,062	14,714,417
Capital Assets, Net	65,160,855	66,736,447	67,003,136
Advance to Successor Agency	1,154,432	1,154,432	1,154,432
Total Assets	\$ 76,275,816	\$ 79,167,941	\$ 82,871,985
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities (Payable from Current Assets):			
Accounts Payable	\$ 3,750,818	\$ 3,916,684	\$ 4,642,025
Contract Retainage Payable	24,525	52,483	106,885
Accrued Liabilities	398,337	347,455	1,007,637
	4,173,680	4,316,622	5,756,547
Current Liabilities (Payable from Restricted Assets):			
Revenue Bonds Maturing Within One Year	550,350	566,766	587,767
Construction Advances	17,510	14,570	26,570
	567,860	581,336	614,337
Total Current Liabilities	4,741,540	4,897,958	6,370,884
Noncurrent Portion of Revenue Bonds Outstanding	1,730,000	1,190,000	620,000
Total Liabilities	6,471,540	6,087,958	6,990,884
Fund Equity:			
Invested in Capital Assets, Net of Related Debt	62,915,855	65,006,447	65,813,136
Retained Earnings - Restricted for Debt Service	535,356	554,333	527,100
Retained Earnings - Unrestricted	6,353,065	7,519,203	9,540,865
Total Fund Equity	69,804,276	73,079,983	75,881,101
Total Liabilities and Fund Equity	\$ 76,275,816	\$ 79,167,941	\$ 82,871,985

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

	<i>Audited</i> 09-10	<i>Audited</i> 10-11	<i>Audited</i> 11-12
OPERATING REVENUES			
Charges for services	\$ 25,729,431	\$ 29,037,031	\$ 32,538,639
Other	1,495,671	1,122,133	1,472,196
Total Operating Revenues	27,225,102	30,159,164	34,010,835
OPERATING EXPENSES			
Salaries and employee benefits	4,426,487	4,551,033	4,770,869
Services and supplies	1,144,988	1,512,186	1,440,966
Other professional services	500,503	718,648	855,324
Depreciation and amortization	1,359,519	1,355,003	1,311,086
Insurance and claims	116,131	78,735	127,970
City charges	2,072,084	1,904,272	1,722,776
Cost of water	16,989,402	18,671,109	20,591,517
Other	33,937	442,353	460,844
Total Operating Expenses	26,643,051	29,233,339	31,281,352
OPERATING INCOME (LOSS)	582,051	925,825	2,729,483
NON-OPERATING REVENUES			
Investment earnings	196,329	100,880	146,001
Other, net	36,493	-	-
Total Non-Operating Revenues	232,822	100,880	146,001
NON-OPERATING EXPENSES			
Interest expense	129,067	100,244	74,003
Total Non-Operating Expenses	129,067	100,244	74,003
Income (Loss) before contributions and transfers	685,806	926,461	2,801,481
CAPITAL GRANTS	-	35,227	21,679
TRANSFERS OUT	(29,519)	(30,398)	(22,042)
NET INCOME (LOSS)	\$ 656,287	\$ 931,290	\$ 2,801,118

WATER FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	Audited 09-10	Audited 10-11	Audited 11-12
Cash flows from operating activities:			
Operating income	\$ 582,051	\$ 925,825	\$ 2,729,483
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation and amortization	1,359,519	1,355,003	1,311,086
(Increase) decrease in inventories	36,501	(58,196)	(9,160)
(Increase) decrease in accounts receivable	(427,108)	(1,269,886)	(882,378)
(Increase) decrease in prepaids	(1,470)	1,457	95
Increase (decrease) in accounts payable	223,355	151,583	201,997
Increase (decrease) in accrued salaries and benefits	17,579	59,879	31,583
Increase (decrease) in deposits and guarantees	(1,556)	(2,940)	12,000
	1,788,871	1,162,725	3,394,706
Cash flows from capital financing activities:			
Payments for capital additions	(1,545,878)	(654,698)	(371,430)
Payments for revenue bonds principal	(515,000)	(540,000)	(570,000)
Payments for revenue bonds interest	(119,692)	(83,828)	(53,002)
Cash received from capital subsidy	36,493	35,227	21,679
	(2,144,077)	(1,243,299)	(972,753)
Cash flows from noncapital financing activities:			
Cash paid to other funds	(29,519)	(30,398)	(22,042)
	(29,519)	(30,398)	(22,042)
Cash flows from investing activities:			
Cash received from interest on investments	207,839	127,077	129,277
	207,839	127,077	129,277
Net increase (decrease) in cash, restricted cash and cash equivalents	(176,886)	16,105	2,529,188
Cash, restricted cash and cash equivalents, July 1	\$ 5,341,293	\$ 5,164,407	\$ 5,180,512
Cash, restricted cash and cash equivalents, June 30	\$ 5,164,407	\$ 5,180,512	\$ 7,709,700

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