

City of Torrance, California



2015-2017 **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 2015-17 two-year operating budget to the City Council for your consideration.

This budget is the first following the series of years related to the devastating recession which began in June 2007 and was formally ended in June 2009.

Those years saw major revenue shortfalls having the City Council make difficult decisions reducing General Fund expenditures by over \$13 million, and carried out a series of restructuring of operations and reduced positions by 57.

This last fiscal year, 2013-14, was the first year in which the City did not need to offset a negative year-end balance. We have seen strong positive indicators of full recovery in that there has been steady modest growth in revenues. Based on the five-year budget projections, the City was able to commit to pay raises for this past year through 2016 for our employees following several years of no pay raises.

It was anticipated this two-year budget would exceed our previous projections for revenues which in turn would have allowed the City Manager to recommend some needed enhancements to the General Fund budget. Recent events have restricted these possibilities. These include the impact of a recent industrial incident which has dramatically impacted the City's Utility Users' Tax and may continue to impact it into the coming fiscal year. There has also been recent restrictions on our paramedic fees and finally the unknown impact of drought mitigation measures on economic growth.

The budget as submitted is essentially a no growth budget for the 2015-16 fiscal year and holds the growth of the 2016-17 fiscal year budget to 2.2%, which is consistent with the five-year forecast presented last year. Staff has included revenue gains from the Del Amo Fashion Center as well as other developments in the City and staff is optimistic that revenues should be better than expected as the Del Amo Fashion Center stores open and establish themselves. At this time, staff is holding to the 2016-17 estimates until actual revenues are received before committing any additional funds to the budget.

Due to the significant industrial incident, operations at that facility have been temporarily curtailed. Staff believes that once the repairs are completed, which could be as early as July/August, operations will return to normal and UUT will again flow to the City. The loss of revenue, of approximately \$500 to \$700,000 a month, to the City is being treated as one-time in nature and staff recommends using expenditure savings from the current fiscal year and the 2015-16 fiscal year to offset the loss in UUT. Should those expenditure savings not be sufficient, staff recommends using funds from the Economic Anomaly Reserve for any remaining shortfall. The

Economic Anomaly Reserve, which has a balance of \$14M, was established for this type of revenue interruption scenario.

On a brighter note, the positive impact on the City's revenue base will be substantial. The Del Amo Fashion Center's renovation includes an area of 420,000 square feet that will accommodate one hundred shops on two levels and six restaurants. It is expected that stores will be open for the upcoming holiday season. The projection of increased sales tax is difficult because staff does not know the types and quality of the stores opening in the Del Amo Fashion Center. Sales tax generated from the Del Amo Fashion Center will not be realized by the City until March/April 2016. The Center will continue to be revitalized as the remaining sections of the mall begin to be renovated. Additional revenue, though not substantial, from business license fees and utility users' tax should begin to flow to the City after the stores and restaurants open.

While individual revenues have been revised, the overall projection for revenues are consistent with the five-year forecast. Staff has sales tax revenues growing at close to 12% over the next two fiscal years that includes the improvements to the Del Amo Fashion Center, Hawthorne Blvd, as well as other areas in the City, but is waiting to see actual receipts of the tax revenue prior to revising projections upward.

By July 2015, the State will have fully paid the "Economic Recovery Bonds" and begin to unwind the State's "Triple-Flip" program. Back In 2004, to close the State's budget deficit, the State issued \$15 billion in "Economic Recovery Bonds" (ERB's). The name "Triple-Flip" was derived because the State, cities, counties, and school districts all had a role whether they wanted to participate or not. In order to repay the ERB's, the State needed to have a dedicated revenue source which was decided to be 0.25% sales tax. However, due to the school funding formulas, actual State revenue could not increase without a portion being allocated to schools. The State determined to redirect sales tax from cities and counties to the State. The State then reimbursed cities and counties with property tax that reduced the amount of property taxes to schools, which were then made whole by the State's General Fund. Based on the State information, January 2016 will begin the unwinding of the "triple-flip" and the 0.25% of sales tax will return to cities and counties, property taxes will return to schools and the State will reduce General Fund support to schools. It is expected that by August 2016 the "triple-flip" will be fully unwound and the City will receive the final payment/reconciliation of any monies due the City.

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 2015-16 and 2016-17 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 2015-16. Revenues for the current fiscal year 2014-15 are projected to be at \$172.3 million, a growth of approximately 1.2%, or about \$2.1 million over fiscal year 2013-14. The projected \$172.3 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 (\$48.6 M), Property Tax (\$47.0 M) and Utility Users' Tax (\$34.2 M).

Sales Tax – This is the largest revenue source of the General Fund. It represents approximately 26.3% of General Fund revenues and has grown almost 2.0% over last year. It is projected to increase by 3.2% in the upcoming fiscal years. 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 2015-16 in 000's		%
Sales Tax	\$ 48,687		26.3
Property Tax	47,031		25.4
Utility Users' Tax	34,252		18.5
	<u>\$129,970</u>		<u>70.2</u>
Total General Fund	\$185,279		

Top 10 Sales Tax Producers by Economic Segment				
	Y.E. 12/31/14	Y.E. 12/31/12	2-Year Variance	%
Auto Sales - New	\$ 7,767,939	\$ 7,100,896	\$ 667,043	9.4%
Department Stores	4,501,414	4,358,123	143,291	3.3%
Restaurants	4,133,057	3,803,562	329,495	8.7%
Miscellaneous Retail	3,090,997	3,084,032	6,965	0.2%
Service Stations	2,350,482	2,652,501	(302,019)	-11.4%
Leasing	2,337,958	1,800,944	537,014	29.8%
Apparel Stores	2,013,393	2,222,632	(209,239)	-9.4%
Furniture/Appliance	1,868,736	1,574,615	294,121	18.7%
Bldg Mtls - Retail	1,595,318	1,409,018	186,300	13.2%
Auto Parts/Repair	1,172,863	1,139,415	33,448	2.9%
Sub Total	30,832,157	29,145,738	1,686,419	5.8%
Total Sales Tax	\$ 38,719,404	\$ 37,667,928	\$ 1,051,476	2.8%
Top 10 as a % of Total	80%	77%		

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 \$26.1 billion in fiscal year 2014, an increase of 4.1% from 2013 \$25.1 billion. Property tax receipts are projected to grow at rate of about 4.0% annually.

Utility Users' Tax (UUT) – UUT revenues are projected to grow modestly over the five-year forecast. As the cost of power increases, more and more users are migrating to energy saving appliances, lighting and solar power which impacts this revenue source.

Budget Balancing

Since the adoption of the 2009-10 fiscal year budget and until the 2014-15 fiscal year budget, 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. These prudent budget reductions minimized impact to services, preserved core safety services and restructured in many ways how the City conducted business. The City has moved towards using career professionals in forensics, fire prevention and 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 Blvd extension, the Regional Transit Center, Measure R roadway projects and sidewalk repair.

Labor Contracts; *Employee Pension - Public Employees Retirement System (PERS); Other Post Employment Benefits (OPEB)*

- Labor contracts for Police and Fire are due to expire June 30, 2017 and Miscellaneous employee contracts expire December 31, 2017. All groups are scheduled to receive the last remaining increase of the current contracts of 4% on January 1, 2016, which had been planned for in our five-year projection and is funded.
- 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. In 2013, all employees new to PERS contribute half of their "normal cost", which ranges from 6.75% for Miscellaneous employees, 12.5% for Fire to 15% for Police. To date, this has transferred \$2.3M in costs to employees and \$1.1M for the current fiscal year and will continue to grow as new hires share in pension costs.
- All of the changes that PERS has announced or has made have been incorporated into the two-year operating budget as well as the five-year forecast. This includes: decreasing the return on investments by 0.25% to 7.5%; limiting the amortization to no greater than 30 years (fixed); increasing the mortality rates; and the lower than expected return on investments for the current fiscal year.
- "Other Post Employment Benefits" (OPEB) continues to be fully funded including the actuarial change to not have current employees subsidizing retirees. OPEB's are mainly 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 or imputing cost for not subsidizing retirees, staff is recommending to "fully" fund.

Self-Insurance Fund

- The Reserve for Self-Insurance has been declining over the past several years. Recently, the Council used \$2.3M of year-end carryover to supplement the reserves. The plan before you increases the General Fund's contribution for the 2015-16 FY one-time by \$2.0 million, adds \$300k annually for the 2016-17 fiscal year and adds an additional \$100,000 each year after that through the five-year forecast.

Redevelopment Agency (RDA) (former)

- The City continues to deal with the State's action to eliminate redevelopment agencies (RDA). Staff is following court cases and legislation in order to improve the City's position that City loans made to the RDA in the mid 1980's be recognized by the State and be repaid. An example of this is where the State has taken the position that the City owes the Successor Agency of the City \$5M for sales tax transferred from the former RDA accounts as well as loan repayments to the City made in 2012. Staff has successfully argued on the issue of sales tax but the loan repayments of \$2.5M is still to be resolved. Should the City be ordered to repay the funds, there are funds in the reserve for RDA Advance Amortization of \$2.8M that would be used.

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%. \$600,000 of the savings generated will continue to be used for operations declining by \$200,000 annually. Prior to the recessionary years, the savings generated by this program was originally intended to increase funding for capital needs and projects.

Building Maintenance

- The 2016-17 FY includes \$500,000 annually for building maintenance projects and adds an additional \$100,000 annually for the next three fiscal years. As City buildings age, more maintenance is required. In the past, the building maintenance projects have been funded through the availability of year-end carryover that during the recessionary years has not been able to fully fund. This is more an operational expense than a capital expense and, appropriately, must be funded from the operating budget.

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 \$18.5 million. This fund has a current balance of \$14.5 million.

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

Enterprise Operations

The City's Enterprise operations are financed and operated in a manner similar to private business enterprises. Water, Sewer, Sanitation, Airport and Transit are operating within their budgetary parameters and are projected to be balanced through the extended five-year forecast.

The utility related enterprise funds - Water, Refuse and Sewer - will seek consumer price index increases through the Proposition 218 hearing process later this calendar year. The Water and Sanitation Funds have had approved rate increases to fund additional infrastructure requirements

and, in the case of Sanitation, to expand the “green waste” program. The Sewer rates have not be changed since July 2011.

The Airport Fund, which is responsible for the airport field and lease land rental, is experiencing an increase in revenues due primarily to the improving economy and increased income from land leases. The Transit Fund has the benefit of an additional \$2 million from the Los Angeles County’s Measure R Funds to assist with operations and capital needs.

The Cultural Arts Center (CAC) and Parks & Recreation Enterprise Funds continue to have structural budget issues where expenditures/uses exceed revenues/sources. The CAC implemented their non-peak pricing program and Parks & Recreation just completed their “right sizing” project and both need time to see how this assists them in overall balancing. There is no change in room rental rates at the Center for the upcoming fiscal year. The budget includes a one-time transfer of \$300,000 to the CAC to assist with the fund’s negative cash balance. A more permanent solution for both funds will be addressed in future budgets.

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>	
	2015-16	2016-17	2015-16	2016-17	2015-16	2016-17
Revenues	\$38,899,000	\$40,152,950	\$5,069,395	\$5,077,790	\$12,054,847	\$12,169,261
Expenditures	37,129,492	37,239,828	5,069,395	5,077,790	11,997,874	12,080,970
Revenues less Expenditures	\$1,769,508	\$2,913,122	\$0	\$0	\$56,973	\$88,291
2 YEAR PROJECTION OF REVENUES AND EXPENSES						
	<u>AIRPORT FUND</u>		<u>TRANSIT FUND</u>			
	2015-16	2016-17	2015-16	2016-17		
Revenues	\$15,877,688	\$13,141,114	\$30,676,155	\$30,921,370		
Expenditures	15,877,688	13,141,114	30,676,155	30,921,370		
Revenues less Expenditures	\$0	\$0	\$0	\$0		

Program Modifications (see Program Modification tabs)

The 2015-16 FY budget is essentially a no-growth budget and only those requests for additional programs that are mandated or for operational necessity are being recommended at this time. This is particularly true for those modifications being funded from the General Fund. The program modifications have been identified as “recommended” or “no action” at this time, which will be reviewed prior to the 2016-17 budget process.

The following are recommended program modifications:

Public Safety

- Professional Services for a Medical Director - \$30,000
- Patient Care Reporting - \$41,837 recurring/\$20,192 one-time
- Police Services Officer for the City Jail - \$90,900
(General Fund)

Community Services

- Upgrade computing capacity at the Madrona Marsh Nature Center which includes upgrading to 10Mbps and DSL internet access servicing the classrooms - \$7,200 recurring/\$8,400 one-time
(General Fund)
- Add safety enhancements to the Farmers' Market which includes purchase of security system, street banners, addition of .4 Recreation Leader, security guard during market hours, implementation of EBT program, selling of recyclable bags - \$27,772 recurring/\$7,545 one-time

City Manager

- Increase City Council Travel - \$19,292
(General Fund)
- Addition of 1.0 Management Associate in Cable TV - \$139,500
(Cable Fund)

General Services

- Administrative Analyst for Fleet Services – \$124,300
- Reinstate Mechanic for Fleet Services - \$88,900
(Fleet Services/Replacement Fund)

Public Works

- Purchase of asphalt paver - \$125,000 one-time/\$15,000 annual maintenance/replacement offset from materials
- Water apprenticeship program - \$109,000
(Water Fund)

Transit Operations

- Transit Reorganization
(Transit Fund)

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, 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						
Scale	Standard & Poors		Moody's			Quality
	Issuer	Lease	Scale	Issuer	Lease	
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. The budget, as submitted, is balanced for the 2015-16 and 2016-17 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 (4.3% in 2015-16, 4.0% in 2016-17 and about 4.0% for the remaining years of the forecast.

5 YEAR PROJECTION OF REVENUES AND EXPENSES GENERAL FUND					
	2015-16	2016-17	2017-18	2018-19	2019-20
Revenues	185,279,000	189,392,000	196,038,000	202,912,000	209,955,000
Expenditures	185,279,000	189,392,000	196,038,000	202,912,000	209,955,000
Revenues less Expenditures	-	-	-	-	-

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 2015-17 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.

As the 2015-16 fiscal year begins, the City Manager recommends continuing with current budget policies by carefully monitoring all department expenditures because of the shortfall in revenues due to the industrial incident and review at the 1st Quarter Budget Review in November 2015.

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 2015-17 fiscal years. No formal action is required until after the closing of the 2nd public hearing/budget workshop on May 19.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "LeRoy J. Jackson", with a large, stylized flourish at the end.

LeRoy J. Jackson
City Manager

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----- Recurring -----

Description	Amount	General Fund			Fleet Fund	Transit Fund		Water Fund	One-Time Funding		Page No.
Community Organizations' Funding Requests Torrance Cultural Arts Foundation - ongoing annual support	\$ 59,980										2
The TCAF receives \$109,420 in support from the City. Last year, FY 2014-15, the City funded an additional \$59,980 one-time amount. Should the City Council decide to fund the request, the City Manager would recommend using the funds the City set aside for matching endowment contributions for the Foundation. The remaining balance will be \$68,000.											
Torrance Rose Float Association - recurring	125,000										3
Should the City Council decide to fund, the City Manager would recommend funding from the \$9.8 million boundary modification project with Rolling Hill Estates.											
Veteran's Day Program	Pending										
The Armed Forces Day Committee has submitted an application to the Department of Defense for a 50th Anniversary Vietnam Memorial Celebration. The Committee will develop the program contents as well as the budget.											
Military Veteran's Commission											
A current commissioner requested formation of a Veterans Commission - Council has not given further direction.											



OFFICE OF THE
CITY MANAGER

2015 MAY -6 AM 10:00

TORRANCE CULTURAL ARTS FOUNDATION

April 29, 2015

LeRoy Jackson
City of Torrance
3031 Torrance Blvd.
Torrance, CA 90503

Dear LeRoy:

After 20 years of servicing the Torrance Community and the cities of the South Bay, the Torrance Cultural Arts Foundation requested an increase in support to help the organization bridge the gap between ticket sales and fundraising and expenses. The Council was kind enough to approve the increase by taking money from the funds the city was holding for the Foundation's endowment account.

As we prepare for our 21st season we find that the current level of funding is critical for our continued success. The Torrance Cultural Arts Foundation would like to request ongoing funding in the amount of \$169,400 on an annual basis. This is the same level of funding provided by the City for the 2014-15 season.

While the total amount requested isn't changing, we would like a small change to the amounts for each category as listed below.

Current funding is:

\$74,400 – Cash Payment
\$40,000 – Labor Charges for events at the Center
\$30,000 – Central Services work requests and Vendor invoices for printing/mailing.
\$25,000 - Facility use for other Cultural Arts Center venues.
Total of \$169,400 City support.

We would like to change the levels as follows:

\$74,400 – Cash Payment
\$50,000 – Labor Charges for events at the Center
\$30,000 – Central Services work requests and Vendor invoices for printing/mailing.
\$15,000 - Facility use for other Cultural Arts Center venues.
Total of \$169,400 City support.

If you have any questions, please don't hesitate to contact us.

Sincerely,

Christian Wolf
Executive Director

cc: Pat Furey, Mayor
Heidi Ashcraft, Council Member
Gene Barnett, Council Member
Tim Goodrich, Council member
Mike Griffiths, Council Member
Geoff Rizzo, Council Member
Kurt Weideman, Council Member

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Katy Geissert

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Torrance Rose Float Association

3031 Torrance Boulevard, Torrance, CA 90503 310/618-2425

May 6, 2014

City of Torrance
John Jones, Director
Community Services Department

Director Jones,

The Torrance Rose Float Association Board of Directors met on May 5th and discussed our request for rose float funding in the upcoming City budget process.

The decision was that at this time the Association is asking the Council to consider funding \$125,000.00 of the float cost.

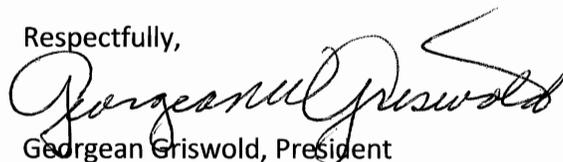
Our float builder, Fiesta Parade Floats, has agreed to keep the cost for the 2016 float at \$150,000.00. Note: the City of Glendale dropped out for one year and per Tournament rules must now "get in line" and apply as though they had never had a previous float in the Rose Parade, and must enter a float costing no less than \$200,000.00.

TRFA is currently actively fundraising to cover the cost of funding for the float that will not be covered by the City, as well as to fund the rose float program.

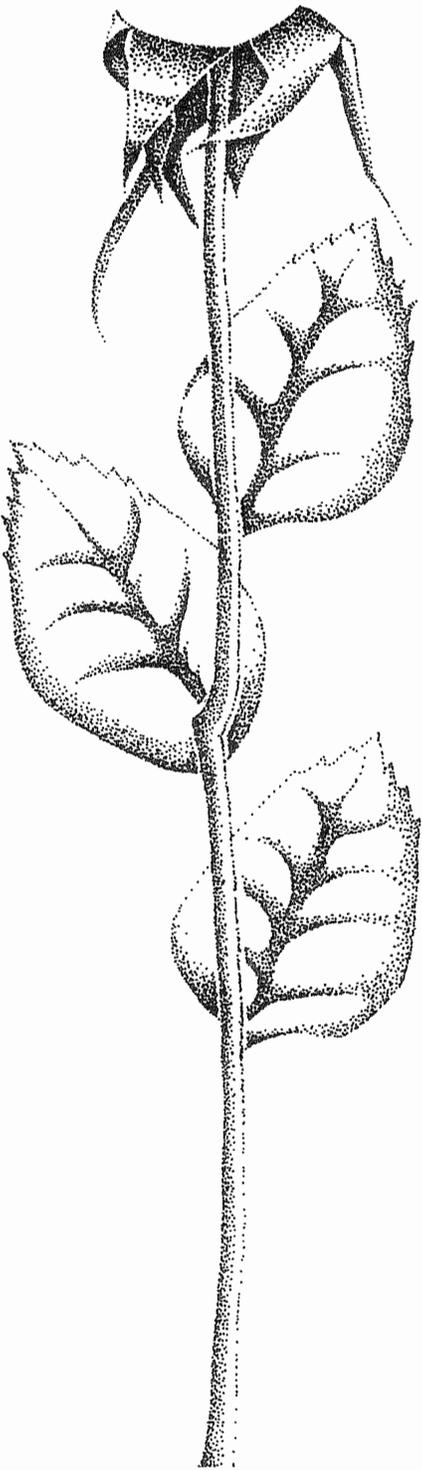
Administrative and other costs is estimated to be \$20,000.00 This figure is difficult to exactly establish, as at the current time costs are being covered personally by Board members and member-supporters. Fixed costs would include the Parade entry fee of \$5,000.00, for instance.

We fully intend to pay for the float costs not covered by the City and the cost of running the program. That amount will be known as soon as we know the Council's funding decision.

Respectfully,



Georgean Griswold, President
Torrance Rose Float Association



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Description	Amount	Recurring					One-Time Funding	Page No.
		General Fund	Cable Fund	Fleet Fund	Transit Fund	Water Fund		
Fire								
Program Modification Requests								
Medical Director professional services funding	\$ 30,000	\$ 30,000					7	
Patient Care Reporting								
Patient Care Reporting - ongoing cost	41,837	41,837					11	
Patient Care Reporting - one-time cost	20,192					\$ 20,192		
Police								
Program Modification Requests								
Add 1.0 Police Services Officer	90,900	90,900					15	
Community Services								
Program Modification Requests								
Upgrade computing capacity at the Madrona Marsh Nature Center:								
Upgrade t-1 line (1.5 Mbps) to Fiber Circuit (10Mbps)	6,000	6,000					19	
Add DSL internet access servicing classrooms and audio visual systems	1,200	1,200						
Create wireless access point (one-time)	8,400					8,400		
Farmers' Market safety enhancements:								
Add 0.4 Recreation Leader	9,400	9,400					21	
Security guard during markets (16 hrs/week for 52 weeks)	9,601	9,601						
Implement EBT (Electronic Benefit Transfer) Program (was food stamps program)	1,366	1,366						
Recyclable bags	110	110						
Purchase of security system for offices (one-time)	5,745					5,745		
Street banners (one-time)	1,800					1,800		
Revenue from sale of bags	(250)	(250)						
City Manager								
Program Modification Requests								
Increase City Council Travel Budget	19,292					\$ 19,292	23	
Cable and Community Relations Reorganization:								
Add 1.0 Management Associate	139,500					139,500	27	

----- Recurring -----

Description	Amount	Recurring				Water Fund	One-Time Funding	Page No.
		General Fund	Cable Fund	Fleet Fund	Transit Fund			
General Services								
Program Modification Requests								
Add 1.0 Administrative Analyst (Fleet Services)	\$ 124,300			\$ 124,300				31
Reinstate 1.0 Mechanic (Fleet Services)	88,900			88,900				35
Public Works								
Program Modification Requests								
Asphalt Paver (one-time)	125,000							
Asphalt Paver (ongoing maintenance/replacement)	15,000	\$ 15,000					\$ 125,000	39
Materials offset		(15,000)					(125,000)	
Water Apprenticeship Program (2.0 Water Service Interns)	109,000				\$ 109,000			41
Transit								
Program Modification Requests								
Transit Reorganization								43
Add 1.0 Deputy Transit Director	184,500					\$ 184,500		
Add 2.0 Administrative Analysts	248,600					248,600		
Add 1.0 Planner Scheduler position	124,300					124,300		
Add 1.0 Auto Body Mechanic	88,900					88,900		
Add 1.0 Electronic Equipment Mechanic	88,900					88,900		
Add 2.0 Transit Supervisors	224,600					224,600		
Delete 2.0 Transit Dispatchers	(194,800)					(194,800)		
Measure R revenue offset	(765,000)					(765,000)		
Positions for Torrance Transit Regional Park and Ride Center for 2016-17:								45
Add 2.0 Customer Service Representatives	115,600					115,600		
Add 2.0 Transit Supervisors	224,600					224,600		
Add 1.0 Mechanic	88,900					88,900		
Add 1.0 Facilities Service Supervisor	114,700					114,700		
Add 2.0 Sr. Mechanics	227,200					227,200		
Add 1.0 Equipment Attendant	79,200					79,200		
Revenue offset (FTA sec. 5307 oper. Rev./Prop. C Local Return)	(850,200)					(850,200)		

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Fire

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Emergency Medical Services Enterprise Fund Fund/ 6501- 71-7120-712001	Funding for Medical Director (Professional Services)	\$ 30,000

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

Currently, the Torrance Fire Department is operating under the general EMS authority of Dr. William Koenig of the Los Angeles County EMS Agency. Dr. Koenig’s role as the EMS Agency Medical Director is to provide the overall direction for the County with regards to EMS governance as a whole. His role is not to be the Provider Agency Medical Director. The Torrance Fire Department has been advised by Dr. Koenig to actively pursue a Provider Agency Medical Director in order to deliver a higher standard of EMS care to the citizens of Torrance. Dr. Koenig has announced his plan to retire in the next few months of this year. In the absence of Dr. Koenig, a new County EMS Agency Medical Director will be appointed. With the appointment of a new Medical Director, there is a strong possibility that the new Medical Director will not allow Fire Departments in the County certain privileges that were afforded under Dr. Koenig. This could potentially leave the Torrance Fire Department in a vulnerable position when it comes to how we handle our narcotics program within our organization. The Torrance Fire Department is currently allowed to order and keep inventory of narcotic and controlled substances under Dr. Marc Cohen’s (LCM) DEA License. At this time we do not have a contract with Dr. Cohen and do not pay for this privilege. Our vulnerability is apparent should the new County Medical Director not allow County Agencies to operate under his/her DEA license and should Dr. Cohen discontinue the usage of his license. This would leave the Torrance Fire Department in the position of not being able to order and store necessary narcotics and controlled substances to administer to our citizens in their time of need. Having a contracted Provider Agency Medical Director would eliminate this potential dilemma.

The duties of a contracted Medical Director go beyond the narcotic and controlled substance responsibilities stated above. The selected Medical Director will be required to provide advice and coordinate the medical aspects of field care as defined by the L.A. County EMS Agency. The recommended qualifications for a Provider Agency Medical Director are outlined in the Department of Health Services Policy No. 411. The policy states that the Medical Director should be:

1. Board Certified by the American Board of Emergency Medicine
2. Currently engaged in the clinical practice of emergency medicine
3. Knowledgeable on the current policies, procedures, and protocols of the Los Angeles County EMS Agency
4. Attend/attended an EMS system orientation at the EMS Agency
5. Attend Medical Advisory Council Meetings (Quarterly)

Proposed roles and responsibilities of the Torrance Fire Department Medical Director:

1. Assume overall responsibility for how the Torrance Fire Department purchases drugs, medical devices and controlled substances under their medical license and DEA number.
 - Ensures compliance with LA County EMS Agency controlled substance policies/procedures.
2. Provides advisement in planning and evaluating the delivery of prehospital medical care by EMT's and Paramedics.
3. Reviews and approves EMS training performed by the Torrance Fire Department and ensures compliance with continuing education requirements of the State and local EMS Agency.
4. Reviews and approves the medical components of the Torrance Fire Departments EMS program.
5. Participates in the development of Torrance Fire Department specific policies/procedures to optimize patient care.
6. Evaluates compliance with legal documentation requirements of patient care.
7. Participates as needed with appropriate EMS committees
 - Quarterly TFD EMS QI meetings
 - Assist with CQI program to ensure quality medical care is being provided
 - Provide recommendations for training/operational changes based on QI results
 - Evaluates the adherence of EMS personnel to policies and procedures of the L.A. County EMS Agency.
 - Reviews incidents with unusual or adverse patient outcomes, inadequate performance of EMS personnel, and complaints related to the delivery of medical care.
 - Ensures appropriate actions are taken on cases with patient care issues with adverse outcomes, e.g., training, counseling, follow up with the EMS Agency.

The duties of the Torrance Fire Department EMS Nurse are primarily centered around an extensive CQI program along with education elements provided to our members. The Medical Director will provide a comprehensive oversight of the EMS program and enhance the level of service that we provide to the citizens of Torrance.

Provider Agency Medical Directors enhance the quality of prehospital care by providing medical expertise in EMS and serve as a liaison between the EMS Agency Medical Director, hospitals, and other Provider Agency Medical Directors to ensure the delivery of safe and effective medical care.

The Torrance Fire Department will enter into a contract for the provision of the Medical Director services for an amount not to exceed \$30,000. The Medical Director will perform the scope of work as outlined in the above comments. S/he will meet with TFD EMS staff on a quarterly basis to review current issues and priorities as well as to set future goals for the program. In addition, the Medical Director will be available to the Torrance Fire Department for clarification on EMS matters as they relate to our EMS delivery system.

Other Alternatives Considered

Currently there are no other alternatives to consider.

Impact of Non-approval

As explained above, the Torrance Fire Department may soon find itself in a position of not being able to order and store necessary narcotics and controlled substances to administer to our citizens, should the new County Medical Director not allow County Agencies to operate under his/her Drug Enforcement Agency (DEA) license and should Dr. Cohen discontinue the usage of his license.

The Fire Department will also not have access to the other services that a Torrance Medical Director would provide. The Los Angeles County EMS Agency is mandated by the State to have an EMS Medical Director for

the County. This Medical Director does not operate in the capacity that a Provider Agency Medical Director does. The County EMS Medical Director is responsible for the overall governance of EMS services within Los Angeles County. It would be feasibly impossible to operate in the capacity that a Provider Agency Medical Director can due to the number of agencies within the County.

\$ 30,000 Priority No. 1

City Manager - Recommended

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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Fire

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Emergency Medical Services Enterprise Fund Fund/ 6501- 71-7120-712001	Funding for Electronic Patient Care Reporting (ePCR) - Ongoing annual funding for ePCR subscription services - Annual replacement funding for tablets (\$4,997) and for the cellular plan (\$8,640) Total ongoing funding: - One-time cost for tablets (\$14,992), interface with Spillman CAD (\$4,500) and training fee (\$700), for a total of \$20,192	\$28,200 \$13,637 \$41,837 \$20,192

Has this program change been submitted before?	No	Yes	X	Year(s)	2013-14
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)

Currently the Fire Department uses paper patient care reports. The conversion of all Patient Care Reports (PCRs) from paper to electronic format is currently being implemented statewide. The Los Angeles County EMS Agency along with the State EMS Authority are highly recommending that Agency Providers convert to the electronic format by January 1, 2016.

The ePCR system will use tablets/iPads to digitally send the obtained patient information to the receiving hospitals. It will interface with the City’s Spillman CAD (Computer Aided Dispatch) and will allow auto population of some patient related data fields such as name, address, dispatch, and response times. This will reduce on-scene time for emergency personnel and will minimize the duplication of data entry as well as the occurrence of errors experienced with the current manually completed forms. It will also enable the extraction of statistical data needed for quality assurance and audits in a more robust and efficient manner.

ePCR will allow personnel on-scene access to an unlimited amount of reference material, increasing the level of care provided by emergency responders. Treatment protocols, County policies, pharmaceutical references and other resources become readily available on the tablet used with an electronic system.

Medical data is currently collected on a Federal, State, County, and provider level. The National Emergency Medical Service Information System (NEMSIS) collects over 540 data fields per PCR. The California Emergency Medical Service Information System (CEMSIS) collects 108 data fields per PCR. The Los Angeles County EMS Agency (LEMSA) collects approximately 165 data fields per PCR. When forwarding data to the NEMSIS, the CEMSIS is not required to send all 540 data fields. Each individual state makes the determination of what information will be sent to the NEMSIS database. The 108 data fields currently reported to the NEMSIS meet the minimum reporting requirements. Counties within California are required to meet the CEMSIS data standards and are therefore considered NEMSIS compliant as well. While researching the available ePCR vendors, it quickly became apparent that systems developed to the full NEMSIS standard are cumbersome, time consuming and require unacceptable amounts of training prior to implementation. In

addition, none of the national vendors have been able to meet the data transmission requirements of the LEMSA.

The Medic ClipBoard, provided by the Digital EMS Solutions, is an exact digital replica of the paper PCR currently used by all TFD personnel and meets all standards required from the LEMSA. Many fire agencies within Los Angeles County use the Medic ClipBoard. These include Burbank, Glendale, Monterey Park, Pasadena, San Marino, West Covina (not yet live but very soon), Hermosa Beach (pending completion of the CAD interface), and Los Angeles Sheriff's Department (Air 5). Other agencies are currently processing their contracts: Compton, Downey, San Gabriel, Santa Fe Springs and Vernon.

A quote was requested from Digital EMS, Inc. The quote includes a discounted subscription fee of \$3.00 per uploaded incident during the first year, as well as one-time cost for CAD interface (\$4,500) and onsite training (\$700). The agreement will be for one year with options for two additional one-year terms. The iPads will be purchased separately and a 3-year replacement plan will be established. The annual ongoing funding for the iPads replacement is \$4,997 and for the cellular plan - \$8,640.

The one-time cost to purchase the tablets for the Fire Engines, Trucks, and Rescues and two spares is \$14,992. The interface with Spillman is estimated to cost \$4,500 and the initial training - \$700. Below is a summary of the program's cost.

Electronic Patient Care Reporting System (ePCR) Cost

Description	Quantity	Unit Cost	Total Cost	Life Cycle	Annual Cost
Ongoing Cost					
Service					
Price per incident uploaded (PPU) - 1st year	9,400	\$ 3.00	\$ 28,200	1	\$ 28,200
PPU - 2nd year	9,400	\$ 3.25	\$ 30,550	1	\$ 30,550
PPU - 3rd year	9,400	\$ 3.75	\$ 35,250	1	\$ 35,250
Equipment					
iPads replacement cost	16	\$ 937	\$ 14,992	3	\$ 4,997
Cell plan for the tablets	16	\$ 540	\$ 8,640	1	\$ 8,640
Total ongoing annual cost - 1st year					\$ 41,837
Total ongoing annual cost - 2nd year					\$ 44,187
Total ongoing annual cost - 3rd year					\$ 48,887
One-time Cost					
iPads	16	\$ 937	\$ 14,992	1	\$ 14,992
Interface with Spillman CAD	1	\$ 4,500	\$ 4,500	1	\$ 4,500
Training	1	\$ 700	\$ 700	1	\$ 700
Total one-time cost					\$ 20,192

Other Alternatives Considered

No alternatives at this time.

Impact of Non-approval

The impacts of not approving the purchase of ePCR's will affect the efficiency of our organization in the following ways:

- 1) The EMS Nurse will continue to spend a significant amount of her time manually separating the patient care reports and hand tabulating the data fields that are required to be submitted to the County.
- 2) Agencies that bill for medical services will begin to see fines handed out from Medicare and Medicaid for failing to convert and utilize electronic patient care information.
- 3) The Torrance Fire Department would be one of the few agencies in the county not moving forward on this critical advancement of technology that would increase our efficiency not only on the administrative side of our job but also in the delivery of service to our customers. The ePCR's will allow EMS providers to have accurate data in a timely manner that meets the requirements of the Local EMS Agency and the State EMS Authority.

\$ 41,837 / \$20,192 Priority No. 3

City Manager - Recommended

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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Police

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Services Division / Jail Operations / 1001-70-7005- 700503	Add 1.0 Police Services Officer to the Services Division	\$90,900
Has this program change been submitted before?		
	No <input type="checkbox"/> Yes <input checked="" 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 Police Department is requesting the addition of 1.0 Police Services Officer position. The request for this position is to create safer environment related to 24/7 operations within the jail facility. The addition of one position will enable the Department to maintain a staff of three Services Officers in the Jail at all times.

The Jail facility is staffed by Police Services Officers who function as jailers. The Jail was designed in a hub configuration, with an enclosed control module located in the center of the cell block. The control module is a secure area where Services Officers do their paperwork, answer phones, monitor Jail activity via security video, and electronically control the facility's ingress and egress points.

If there are two Services Officers on duty, one is assigned to receive and book prisoners into the Jail, and the other is stationed in the control module. At times when two jailers are needed to assist Police Officers with prisoner intake, or when other duties arise, the control module is left open, unsecured, and unstaffed. Consequently, there is no one to allow ingress or egress to the facility, answer phone calls, monitor the inmates, or secure information and property, including weapons, currency, and valuables belonging to arrestees.

The addition of 1.0 Police Services Officer will allow for three jailers to be scheduled on each shift. Two jailers would conduct all processing and movement of prisoners within the facility, while the third jailer would remain secured in the control module. Having a continually staffed control module will allow for more effective monitoring of all Jail activity via video security. It would prevent unauthorized personnel from accessing the control module or the Jail facility. It will also ensure that one employee is able to call for assistance and control the access doors in the event of an assault or other emergency.

Other Alternatives Considered

Maintain current staffing level.

Impact of Non-approval

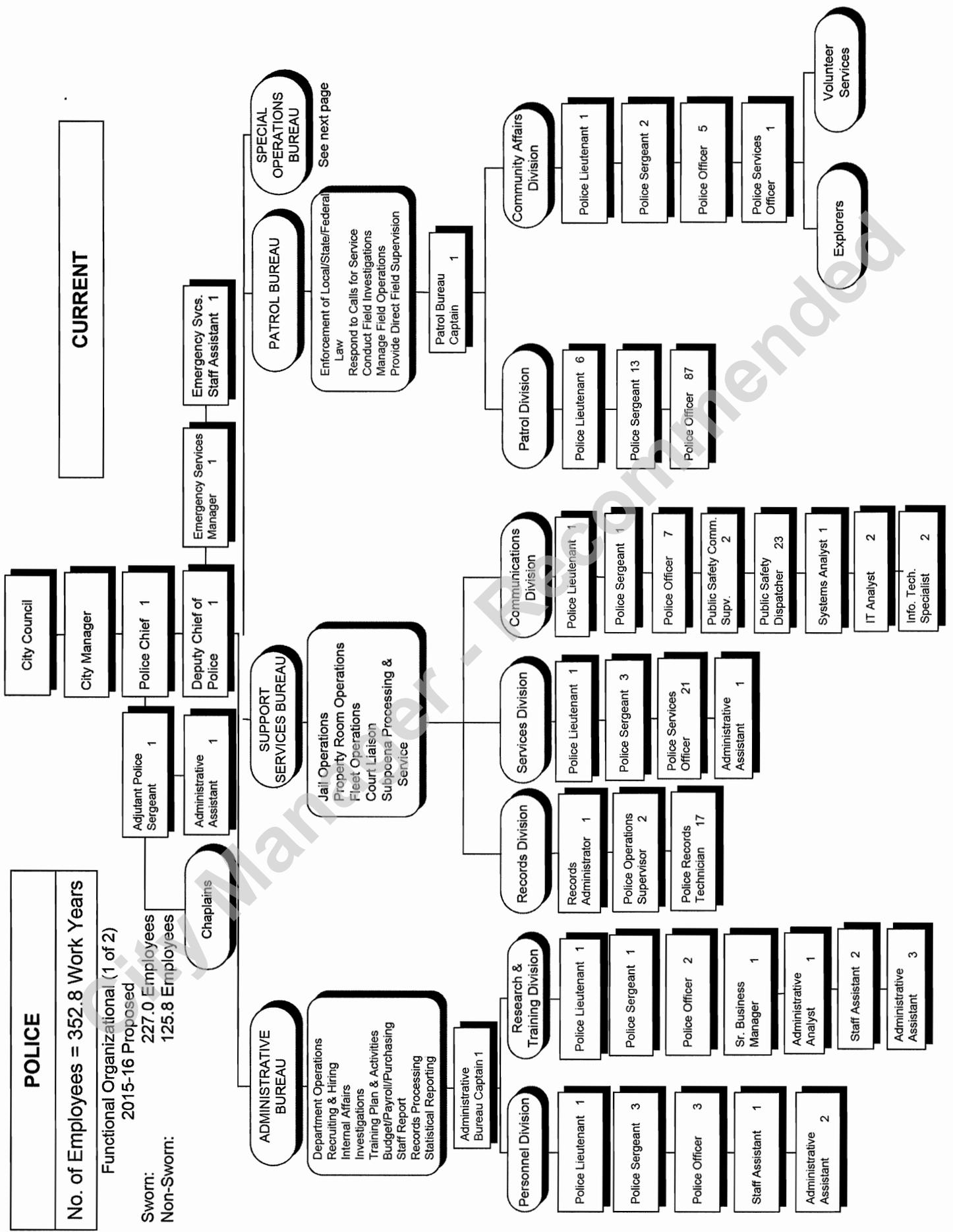
The Jail facility would continue its present staffing level.

\$ 90,900 Priority No. 1

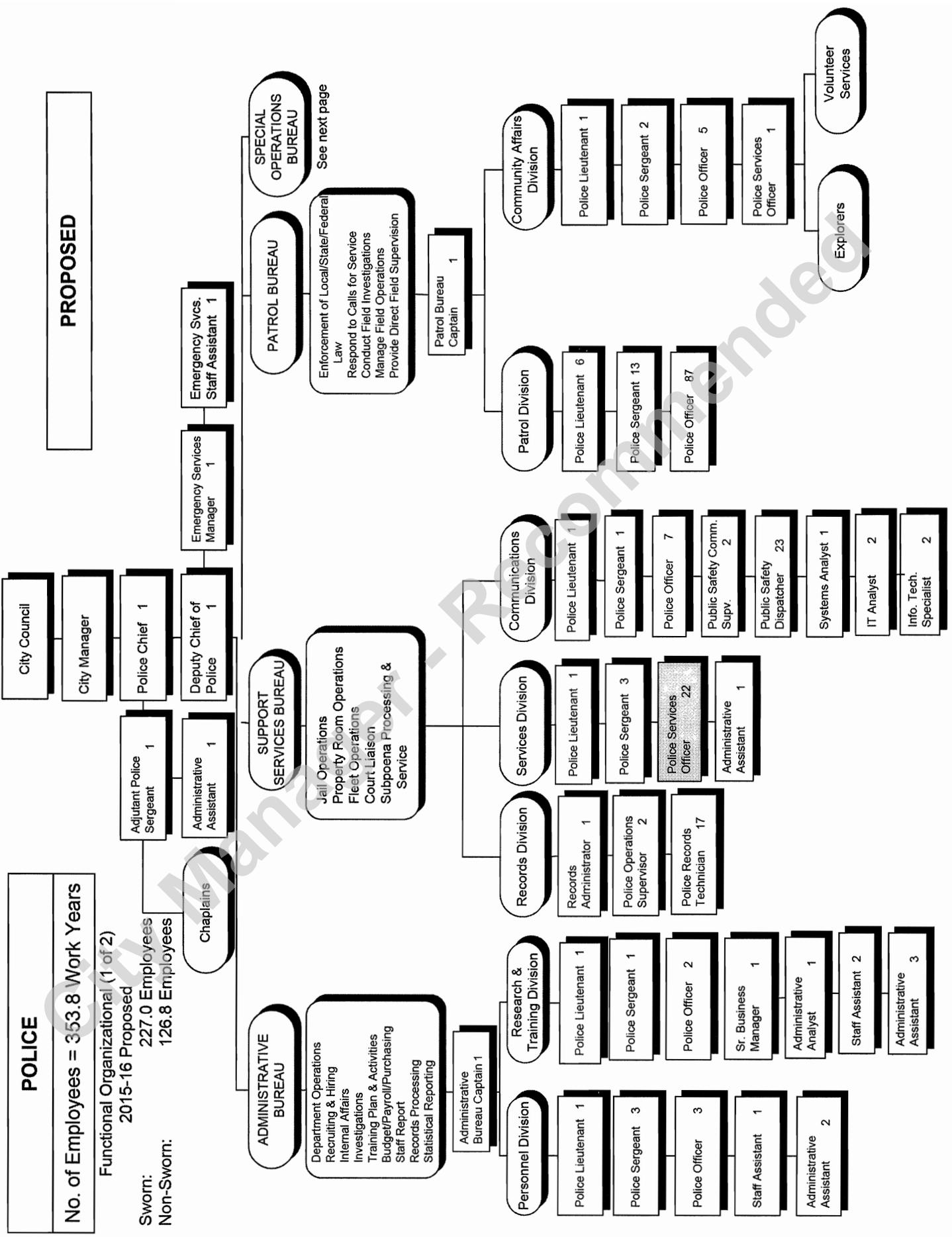
POLICE
 No. of Employees = 352.8 Work Years

Functional Organizational (1 of 2)
 2015-16 Proposed
 Sworn: 227.0 Employees
 Non-Sworn: 125.8 Employees

CURRENT



PROPOSED



POLICE
 No. of Employees = 353.8 Work Years
 Functional Organizational (1 of 2)
 2015-16 Proposed
 227.0 Employees
 126.8 Employees
 Sworn:
 Non-Sworn:

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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Park Services Madrona Marsh Nature Center 1001-93-9301-930110-6332	Upgrade the computing capacity at the Madrona Marsh Nature Center to City standard.	\$8,400 year one \$7,200 recurring
Has this program change been submitted before?		No <u> </u> X Yes <u> </u> Year(s) <u> </u>
Degree of impact in meeting City and Department Goals, Objectives and priorities:		High <u> </u> X Medium <u> </u> Low <u> </u>

Impact Statement

Must include the following information when applicable: 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 Departments).

In response to the numerous trouble calls received from the Nature Center, the City's Communications and Information Technology Department conducted an evaluation of the Madrona Marsh's communication configuration. Staff analyzed the current routers, data lines, PBX system, telephones, computers, and printers. It was determined by CIT that the current T-1 data line servicing the Nature Center is too low for the demand of the onsite staff. Enhancements will increase the ability of onsite staff work efficiently and effectively. There are several changes that are recommended:

Upgrade the current T-1 line (1.5 Mbps) to a more robust Fiber Circuit (10Mbps). +\$500/month.

Create a wireless access point for staff laptops and mobile devices. +\$1,200 one-time cost.

Add DSL internet access servicing the classrooms and Audio Visual Systems +\$50-\$100/month.

Impact of Non-approval

Given the dynamic operational and educational aspect of the Nature Center, having computer limitations reduces the staffs' ability to conduct the most basic business. Currently, the staff are having difficulty working with or printing complex documents, such as PDFs, pictures and spreadsheets. Without these enhancements, operations at the Madrona Marsh Nature Center will be severely affected.

\$8,400 Priority No. 9

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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Cultural Services Farmers' Market 6903-93-9307-930713-3062	Add safety enhancements to the Farmers' Market	
	Expenditures:	
	Direct Cost	
	ONE TIME PURCHASES	
	Purchase security system for offices	\$5,745
	Street Banners	\$1,800
	STAFFING	
	Addition of .4 Recreation Leader	\$9,400
	Security Guard During Markets	\$9,601
	ON-GOING EXPENSES	
	Implement EBT Program	\$1,366
	<u>Produce Recyclable Bags to Sell</u>	<u>\$110</u>
	TOTAL:	\$28,022
	Revenue Offset:	
	Sale of bags	\$250
	Net difference between Expenses and Revenue	\$27,772

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

Impact Statement

Must include the following information when applicable: 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 Departments)

The Torrance Farmers' Market is a very popular program which brings in a great deal of revenue to the City. Additionally it is a large community gathering place that attracts a wide range of people from throughout the community and greater region. Because it is essentially a cash business, staff is requesting safety enhancements through this program modification.

This program will require the following:

1. A security system (camera and monitors) focused on the cash counting area.
2. Street banners to better advertise the market.

3. One .4 Recreation Leader to work at each market (16 hours/week for 52 weeks/year) to assist with the new 38 manually retractable bollards before and after each market. During the market this staff person will assist with other duties, such as emptying trash, assisting farmers and customers, etc.
4. A security guard for 16 hours per week for 52 weeks per year to enhance security.
5. Materials to start an Electronic Benefit Transfer (EBT) program.
6. Recyclable bags will be offered for a nominal fee in an effort to cut down use of plastic bags.

Impact of Non-approval

These security enhancements at the Farmers' Market will positively impact market operations. They should help with maintaining order at a large, diverse public gathering allowing staff to be less reliant on Torrance Police Department and Park Rangers.

If not approved, the manually retractable bollards being planned for the site may not be retracted as needed; the market will remain vulnerable to thefts; the City will not be able to insure that clients of the EBT program will be able to shop without restriction; and reliance on plastic bags will continue.

\$27,772 Priority No. 1A

City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: City Manager

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
City Council Travel	Increase City Council Travel Budget	\$19,292

Has this program change been submitted before?	No	<input checked="" type="checkbox"/> Yes	Year(s)
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High	<input checked="" type="checkbox"/> 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 Council travel budget has been reduced since fiscal year 2008-09 operating budget from \$55,000 per year to \$12,208 per year. The chart below provides a summary of the City Council travel budget reductions since fiscal year 2008/09.

	Fiscal Year						
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
	Budget						
Mayor	10,000	7,387	4,847	4,847	2,224	2,224	2,224
Councilmember (each)	7,500	5,540	3,630	3,630	1,664	1,664	1,664
Total (6) Councilmember	45,000	33,240	21,780	21,780	9,984	9,984	9,984
Total Travel (Mayor & Council)	55,000	40,627	26,627	26,627	12,208	12,208	12,208

On February 24, 2014, Mayor Furey requested for City Council to consider adjusting the City Council travel budget as part of next year's operating budget. There are several conferences and advocacy trips throughout the year that current and past City Council have participated and attended. These conferences and advocacy trips provide City Council with opportunities to advocate on behalf of the city on key issues being considered by the state and federal government, as well as obtain continued education on key issues impacting City operations, both short term and long term.

The information below provides a summary of the various opportunities available to City Council members throughout the year. In order to attend such conferences, the current City Council budget needs to be adjusted. Furthermore, the City Council may wish to consider pooling unspent funds during the mid-year budget review and approve expenditures on a case by case basis to allow continued advocacy and maximum utilization of the travel budget. Staff has also indicated if a particular trip is recommended or optional. Council may also stagger advocacy trips by attending every other year. Lastly, staff must note that attendance at any event can not exceed three members of the City Council due to Brown Act requirements.

LEAGUE OF CALIFORNIA CITIES

Legislative Action Day (Recommended)

Sacramento, CA: 1-2 days in April

- The Legislative Action Day provides elected officials the opportunity to storm the Capitol in Sacramento with other city officials from around the state. The day starts off with a 10 AM briefing on the latest developments on a number of legislative and policy items being discussed at the Capitol. The afternoon

is spent at meetings with area Assembly Members and Senators lobbying on bills which may impact the city. The day concludes with panel discussion with key legislators and a legislative reception before flying back home.

Registration: Free
Transportation: \$98 (round trip flight)
Host hotel rate: \$241
Meals: \$55 per day
Incidental expenses: \$100 per day

Total expense: \$494

Mayors & Council Members Executive Forum (Optional)
Monterey, CA: 3 days event in June

- Conferences for mayors and council members who were looking at expanding their depth of knowledge on key city issues. Session topics include sustainability; tax increment financing post-RDA; water; and labor relations.

Registration: \$350
Transportation \$ 300
Host hotel rate: \$184/night x 3 nights = \$552
Meals: \$55 per day x 3 days = \$165
Incidental expenses: \$100 per day x 3 days = \$300

Total expense: \$1,667

Annual Conference (Recommended)
San Jose, CA: 3 day event in September 30, - October 2, 2015

- Conference provides mayors and council members educational & networking opportunities with other elected officials.

Registration: \$350
Transportation \$213
Host hotel rate: \$184/night x 2 nights = \$368
Meals: \$55 per day x 2 days = \$110
Incidental expenses: \$100 per day x 2 days = \$200

Total expense: \$1241

U.S. Conference of Mayors

Annual Conference (Recommended)
Cities vary throughout the U.S.: 3 day event

- Conference provides mayors and council members educational & networking opportunities with other elected officials.

Registration: \$750
Transportation \$466
Host hotel rate: \$518
Meals: \$55 per day x 3 days = \$165
Incidental expenses: \$100 per day x 2 days = \$200

Total expense: \$2,099

National League of Cities

Congress of Cities and Exposition (Optional)

Cities vary throughout the U.S.: 3 day event in November

- Conference provides mayors and council members educational & networking opportunities with other elected officials.

Registration: \$350
Transportation \$ 400
Host hotel rate: \$184/night x 3 nights = \$552
Meals: \$55 per day x 3 days = \$165
Incidental expenses: \$100 per day x 3 days = \$300

Total estimated expense: \$1,767

Congressional City Conference (Optional)

Cities vary throughout the U.S: 3 Day event in March

- Conference provides mayors and council members educational & networking opportunities with other elected officials.

Registration: \$350
Transportation \$400
Host hotel rate: \$184/night x 3 days = \$552
Meals: \$55 per day x 3 days = \$165
Incidental expenses: \$100 per day x 3days = \$300

Total estimated expense: \$1,767

City Council Legislative Advocacy Trips

Federal Legislative Advocacy Committee (Recommended)

Washington, D.C.: 3 days in Fall

- Trip provides mayor and council members networking opportunities with federal elected officials.

Registration: None
Transportation \$653
Hotel rate: \$ 315/night x 3 nights = \$945
Meals: \$55 per day x 3 days = \$165
Incidental expenses: \$100 per day x 3 days = \$300

Total expense: \$2,063

State Legislative Advocacy Committee (Recommended)

Sacramento, CA: 2 days in Fall/Spring

- Trip provides mayor and council members networking opportunities with state elected officials.

Registration: None
Transportation: \$158
Hotel rate: \$184/night x 2 nights = \$368
Meals: \$55 per day x 2 days = \$110
Incidental expenses: \$100 per day x 2 days = \$200

Total expense: \$836

Armed Forces Day Committee (Optional)

Washington, D.C.: 3 days

- Trip provides AFD Committee members networking opportunities with Pentagon officials to advocate for support for the annual Armed Forces Day Parade.

Registration: None

Transportation \$653

Hotel rate: \$ 315/night x 3 nights = \$945

Meals: \$55 per day x 3 days = \$165

Incidental expenses: \$100 per day x 3 days = \$300

Total expense: \$2,063

Sister Cities Trip

Kashiwa

Kashiwa, Japan: 5 days every 5 years in Fall. Next one in 2017. (Torrance’s delegation typically visits Kashiwa in the fall, and Kashiwa’s delegation visits the following spring. In 2012/2013, the delegations reversed this order so that the Kashiwa delegation could visit Torrance in its Centennial celebration.)

- Torrance Sister City Association arranges the exchange. The 2012 rate was \$2,073 and included round trip airfare and four nights’ accommodation with daily breakfast.

Staff recommends the City Council consider increasing the City Council travel budget to allow attendance at key advocacy and educational events which will assist the Mayor and City Council in advocating on behalf of residents and issues important to the City of Torrance. The following amounts are recommended based on available information related to cost associated with travel, hotel stay, meals and incidental expenses. There may also be opportunities for advocacy on behalf of outside groups affiliated with the City.

	Fiscal Year					
	2008-09	2009-10	2010-11	2011-12	2012-14	2015-16
	Budget	Budget	Budget	Budget	Budget	Budget
Mayor	10,000	7,387	4,847	4,847	2,224	7,500
Councilmember (each)	7,500	5,540	3,630	3,630	1,664	4,000
Total (6) Councilmember	45,000	33,240	21,780	21,780	9,984	24,000
Total Travel (Mayor & Council)	55,000	40,627	26,627	26,627	12,208	\$31,500

Other Alternatives Considered

Pooling individual City Council travel budget into one travel account.

Impact of Non-approval

Non-approval of this request with limit City Council travel related to advocacy and education.

\$ 19,292 Priority No. 1

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: City Manager/CableTV

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Cable & Community Relations Reorganization	Add: Management Associate (1334).	\$139,500

Has this program change been submitted before?	No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> Year(s) <u>n/a</u>
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)

The Community Relations Specialist (Staff Assistant) has assumed a larger role in handling on-going increase in City Council and Citywide support for community relations activities. These increases include: speeches, press releases, public notices, lead event planning and coordination, social media, citywide web redesign and support, digital signage, emergency and non-emergency notices and coordination, and blogs. In order to continue to manage the increase, an additional staff member is needed. The current Specialist would be promoted to Management Associate, the temporary Specialist would move into the permanent Community Relations Specialist position. The new position will directly supervise the one full-time Community Relations Specialist, and two part-time Community Relations Interns.

To accommodate the additional position, a cubicle that was used by a part-timer, has been reassigned. The appointment to the permanent position can be accomplished immediately.

Other Alternatives Considered

None considered.

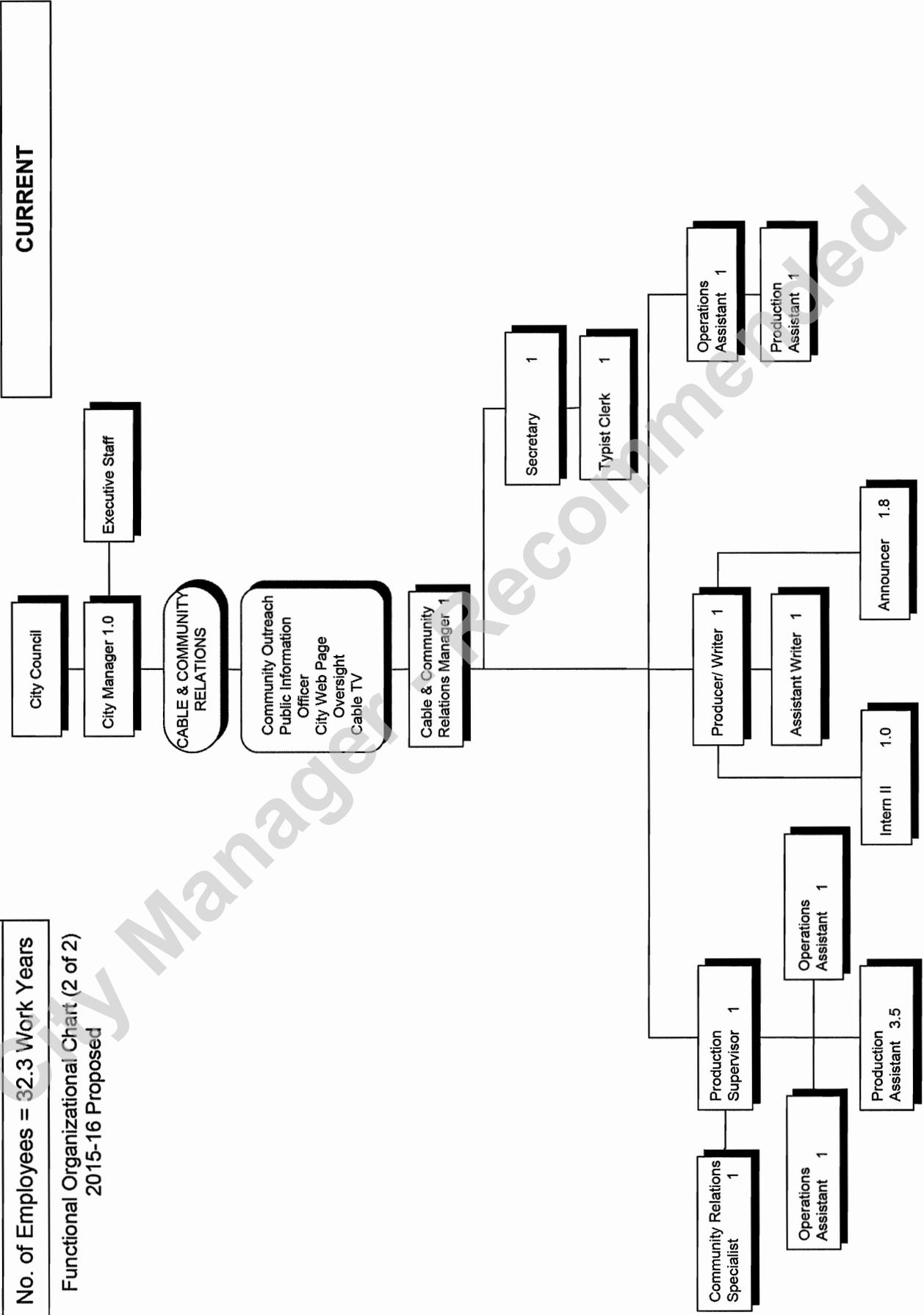
Impact of Non-approval

Without the increase of additional staff, the Division will not be able to support the full scope of City Council, department, and Community Outreach efforts.

\$ _____ Priority No. _____

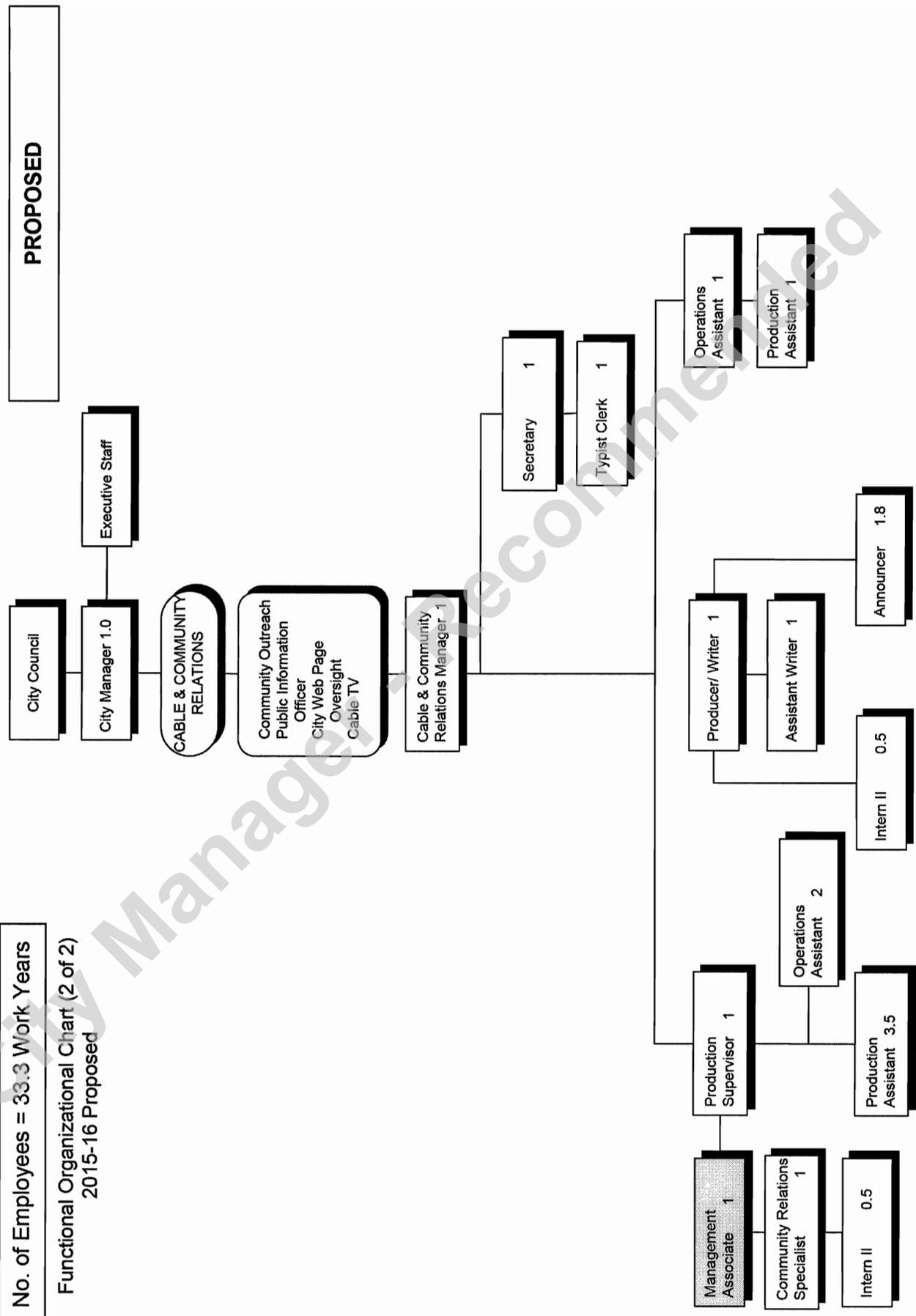
CITY MANAGER
No. of Employees = 32.3 Work Years

Functional Organizational Chart (2 of 2)
2015-16 Proposed



CITY MANAGER
 No. of Employees = 33.3 Work Years

Functional Organizational Chart (2 of 2)
 2015-16 Proposed



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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: General Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Fleet - Operations & Maint.	Add 1.0 FTE Administrative Analyst	\$124,300 (Vehicle Replacement Fund)

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

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

Impact Statement

As automotive and fuel technologies continue to grow and diversify at a rapid rate, so too have the complexities of operations and planning within the Fleet Services Division. Administrative staffing levels have remained static, however, and as a whole the Division operates with a total of only four such positions, including two (2) Office Assistants, one (1) Administrative Assistant, and one (1) Staff Assistant. The inclusion of an Administrative Analyst position at this time is seen as critical to meeting the demands of the Division as they stand today, as well as positioning the City's fleet for future advancements and legislative changes on the horizon.

Presently, there is an immediate need for increased administrative support to address a Citywide influx of vehicle acquisition projects, as many aging vehicles reach the end of their lifecycles and come due for replacement. Expediting these purchases is considered essential to the continued success of every City department in the services they provide to our citizens.

Anticipated long term efficiencies also include crucial areas such as oversight of infrastructure and equipment projects in the Fleet shop, coordination of bids and purchase orders for City Warehouse inventory, and improved office coverage on alternating Fridays, among others.

Upon approval, the estimated timeframe for the examination, testing, and hiring process is 6-8 months in coordination with Human Resources and Civil Service.

Other Alternatives Considered

None.

Impact of Non-approval

The Division currently lacks the necessary and appropriate levels of administrative support to efficiently accomplish its ongoing organizational objectives. Without an additional position dedicated to high priority items, Fleet Services will remain challenged in its ability to provide optimum services to its customers.

\$ 124,300 Priority No. 1

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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: General Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Fleet - Operations & Maint.	Add 1.0 FTE Mechanic	\$88,900 (Vehicle Replacement Fund)
Has this program change been submitted before?		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

During fiscal years 2009-10 and 2011-12, budget reductions to the Fleet Services Division resulted in the deletion of two (2) Mechanic positions. Currently, a total of six (6) Mechanics service and maintain approximately 525 vehicles and equipment, including sedans, vans, SUVs, light duty trucks, Police cruisers and motorcycles, forklifts, mowers, small tractors/pushers, electric utility carts, trailers, generators, compressors, pumps, chippers, grinders, arrowboards, and miscellaneous construction, shop, and parks equipment.

The Mechanic to vehicle/equipment ratio at this time is approximately 1:88. Reinstating one of the previously deleted Mechanic positions would improve staffing levels with a more efficient ratio of approximately 1:75. This would positively impact all City departments by allowing for faster turnaround on vehicle maintenance and repairs, while also providing the Fleet Division with improved night shift coverage.

Upon approval, the estimated timeframe for the examination, testing, and hiring process is 6-8 months in coordination with Human Resources and Civil Service.

Other Alternatives Considered

Temporary Staff Hiring: This option is limited to a maximum of six months employment and would not resolve ongoing workload issues. The staff and time resources needed to train a temporary mechanic are considerable and generally not considered a good return on investment. Additionally, a temporary mechanic would not be a suitable choice for assigning work on specialized or safety sensitive vehicles such as those operated by the Police Department.

Impact of Non-approval

Insufficient staffing levels will continue to have a negative impact on the Division's ability to perform timely preventative maintenance and vehicle repair services, potentially resulting in extended operational downtime for other City departments.

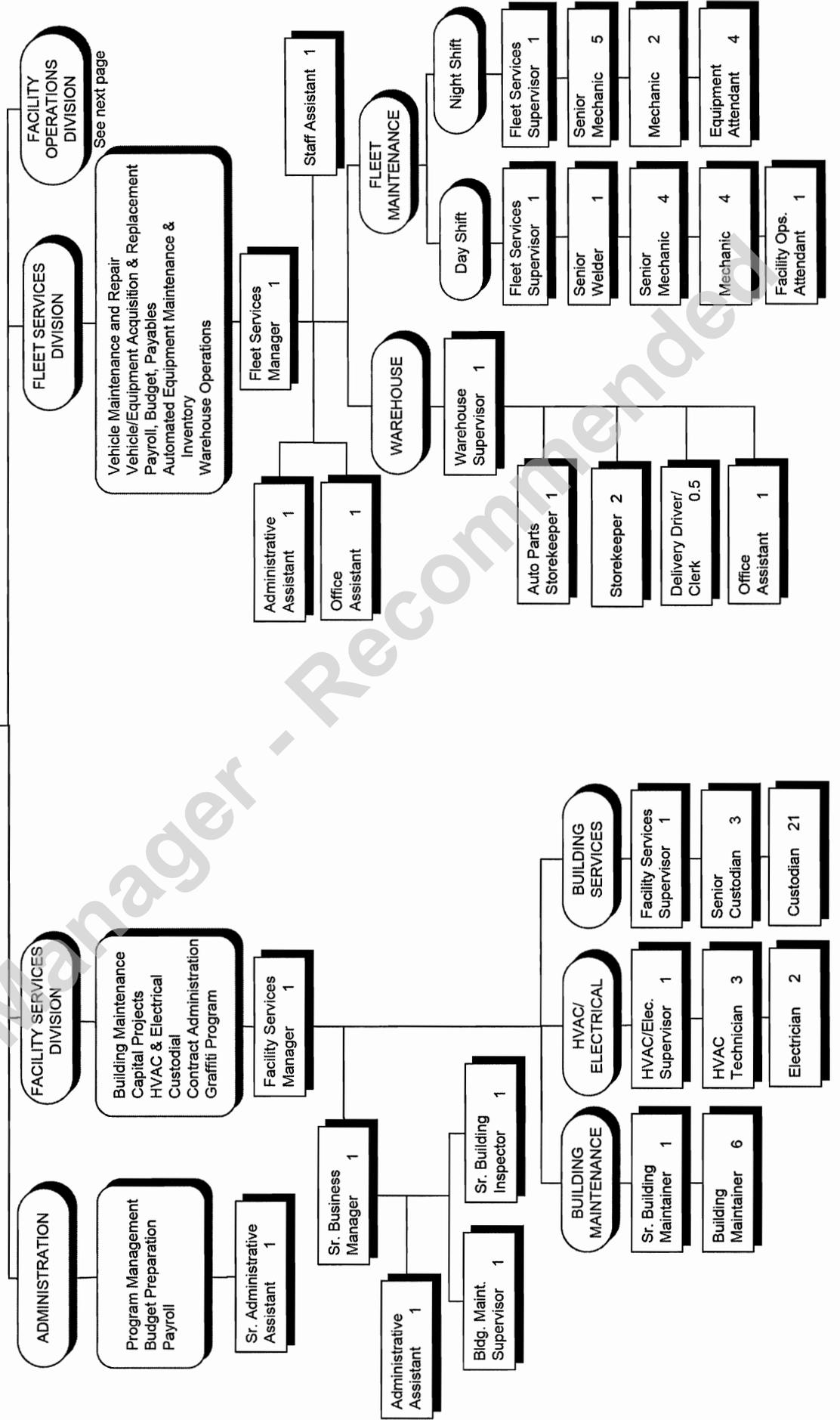
\$ 88,900 Priority No. 2

GENERAL SERVICES
 No. of Employees = 124.3 Work Years

Functional Organizational Chart (1 of 2)
 2015-16 Proposed

CURRENT

City Council
 City Manager
 General Services Director 1



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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Asphalt Paver LeeBoy 7000B	Street Repair Enhancement	\$125,000.00
Annual Maint./Replacement		\$ 15,000.00
		\$ 140,000.00
	Offset By Materials	(\$140,000.00)
		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 type="checkbox"/> Medium <input checked="" type="checkbox"/> Low <input type="checkbox"/>	

Impact Statement

Increase new road pavement productivity fourfold using incremental conveyor paver capable of placing hot mix asphalt products at up to 220 feet per minute.

Paver unit speeds productivity and completion time by up to six times current level using a 2-3 inch grind profile versus the current full depth method, while preserving an existing solid road base.

Resurfaced roads completed expected to increase six times over current methods, placing up to 120 tons of asphalt over 600 feet per lane.

Finished paved lanes are smooth and continuous, eliminating the transitions created from current methods.

Crews repave up to 6 times more surface area, faster than current shoveling methods.

Paver requires less asphalt material per paved mile than current shoveling methods (Using only 1/6th).

Other Alternatives Considered

Large mechanized pavers are not cost effective or applicable to our crew sizes. Contracting out this service does not meet our timing needs.

Impact of Non-approval

Crews will continue to hand screed and rake hot mix materials prior to rolling, reducing productivity and cost reducing potential.

\$0 Priority No. 1

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City Manager - Recommended

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works - Engineering

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Water	New Water Apprenticeship Program	Water Fund \$109,000.00

Has this program change been submitted before?	No <input type="checkbox"/>	Yes <input checked="" 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

An apprenticeship program has recently been created in the Water Division. Up to four trainees would participate in a two year part time Water Service apprenticeship program while enrolled in a vocational classroom program to successfully complete the training and certification in preparation to become a Water Service Technician I. Water Service Interns are intended to successfully obtain necessary licenses and certificates to qualify as a Water Service Technician I. This program will allow the Water Division to develop qualified candidates ready to assume the position of Water Service Technician I.

The training program is designed to prepare interns for a position as a Water Service Technician I. Under the direction of a higher level Water Service Technicians, Water Service Interns will assist and learn to perform several related types of tasks such as excavating, shoring and backfilling tunnels and trenches; installing water mains, services and related appurtenances; repairing water mains, service piping and transmission lines and related appurtenances; and maintaining the pipeline right-of-way.

Interns perform increasingly more difficult work as they progress through the apprenticeship program. Guidelines and instructions exist for each of these tasks, and assignments are reviewed in progress and upon completion.

Other Alternatives Considered

None.

Impact of Non-approval

Will continue to have problems recruiting qualified candidates with proper licenses and certificates to qualify for Water Service Tech I positions.

\$109,000 Priority No. 1

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City Manager - Recommended

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: Transit

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Deputy Transit Director	New (1)	\$184,500
Administrative Analyst/133	New (2)	\$124,300 \$124,300
Planner/Scheduler	New (1)	\$124,300
Auto-Body Mechanic/5516	New (1)	\$88,900
Mechanic (Electronic Equipment) /5516	New (1)	\$88,900
Staff Assistant	New (1)	\$*
Human Resources Technician	New (1)	\$*
Add (2) Transit Supervisors/5102	Add (2)	\$224,600
Eliminate (2) Transit Dispatchers/5104	Reduce (2)	<u>(\$194,800)</u>
		\$765,000
Measure R Transit 20% Bus Operations Revenue		<\$765,000>

*Pending Funding

NET -0-

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

Impact Statement

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

The proposed program revisions noted here require space allocation for seven additional staff, for which Transit presently has adequate space. With Transit's goal of expanding to 24 hours of service and in anticipation of the opening of the RTC in FY2017, the Deputy Transit Director is required to assist the Transit Director to better coordinate efforts and resources for the overall daily operation of the Transit System, as well as to allow for better liaison with the Torrance City Council and regional stake holders. One analyst will be assigned to the Operations divisions and another to the Fleet Services to address the increase in Local, State and Federal requirements. The planner/scheduler will be assigned to Operations Division for semi-annual run cutting, continuous schedule development, as well planning and preparation for route restructuring in anticipation of the opening of the Torrance Regional Transit Center. The auto body mechanic will perform routine maintenance and repair to maintain the overall look of the newly branded transit fleet instead of sending the vehicles out for service. The additional mechanic will specialize in the repair and maintenance of fareboxes, headsigns, the AVL system and serve as the field technician for all electronic-related repairs. The time frame for the hiring of these positions is projected to be six to 12 months. The hiring of these positions should not have any significant impact on other departments, or place additional strain on custodial services. Transit is also looking to add two additional positions in the near future once funding has been acquired for them - one (1) Human Resources Technician and one (1) Staff Assistant. Both position are required for the planned growth of the Department due to service expansion and staffing levels to operate the Torrance Regional Transit Center. The need for these two positions is current, however

additional funding must be identified before they can be added. Hence, the two positions are presently not listed here, but are depicted on the Department Organizational Chart in dotted boxes.

Other Alternatives Considered

Alternatives to not hiring for these positions will require additional overtime, as well as the probability of increased leave requests (i.e. – sick or vacation). The impact of not hiring for these positions will seriously impair Transit’s ability to expand service and pursue additional regional and grant funding.

Impact of Non-approval

The planner/scheduler position is critical for the maintenance and future development of bus route schedules. The lack of a planner/scheduler impacts the department’s ability to continue operate bus service in an efficient and effective manner. Having an analyst for each Transit Division ensures the department’s ability to continuously pursue competitive grant funding as well as to conduct mandatory monitoring and reporting as required at the State and Federal levels for these funds. The lack of additional staff support at this level limits Transit’s ability to operate efficiently and continue service expansion.

\$ 765,000 Priority No. 1

City Manager - Recommendation

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Transit

Fiscal Year 2016-17

Program Name/Number	Proposed Change	Amount
Customer Service Representative/0704	New (2)	\$57,800 \$57,800
Transit Supervisor/5102	New (2)	\$112,300 \$112,300
Mechanic/5516	New (1)	\$88,900
Facilities Service Supervisor/5735	New (1)	\$114,700
Senior Mechanics/5515	New (2)	\$113,600 \$113,600
Equipment Attendant/5704	New (1)	<u>\$79,200</u>
		\$850,200
FTA Section 5307 Operating Revenue/Proposition C Local Return funding		<\$850,200>
	NET	-0-
Has this program change been submitted before?	No <input type="checkbox"/> X Yes <input type="checkbox"/>	Year(s)
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High <input type="checkbox"/> X 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)

The Torrance Transit Regional Park and Ride Center is scheduled to open in FY 2016-2017. Torrance Transit will also be expanding to a 24-hour operations (meaning three shifts) beginning in FY2016. This, therefore, requires the addition of a facilities services supervisor, two customer service representatives, a mechanic, two senior mechanics, and an additional equipment attendant.

Other Alternatives Considered

Alternatives to not hiring for these positions will require additional overtime, as well as the probability of increased leave requests (i.e. – sick or vacation). The impact of not hiring for these positions will seriously impair Transit’s ability to expand service and pursue additional regional and grant funding.

Impact of Non-approval

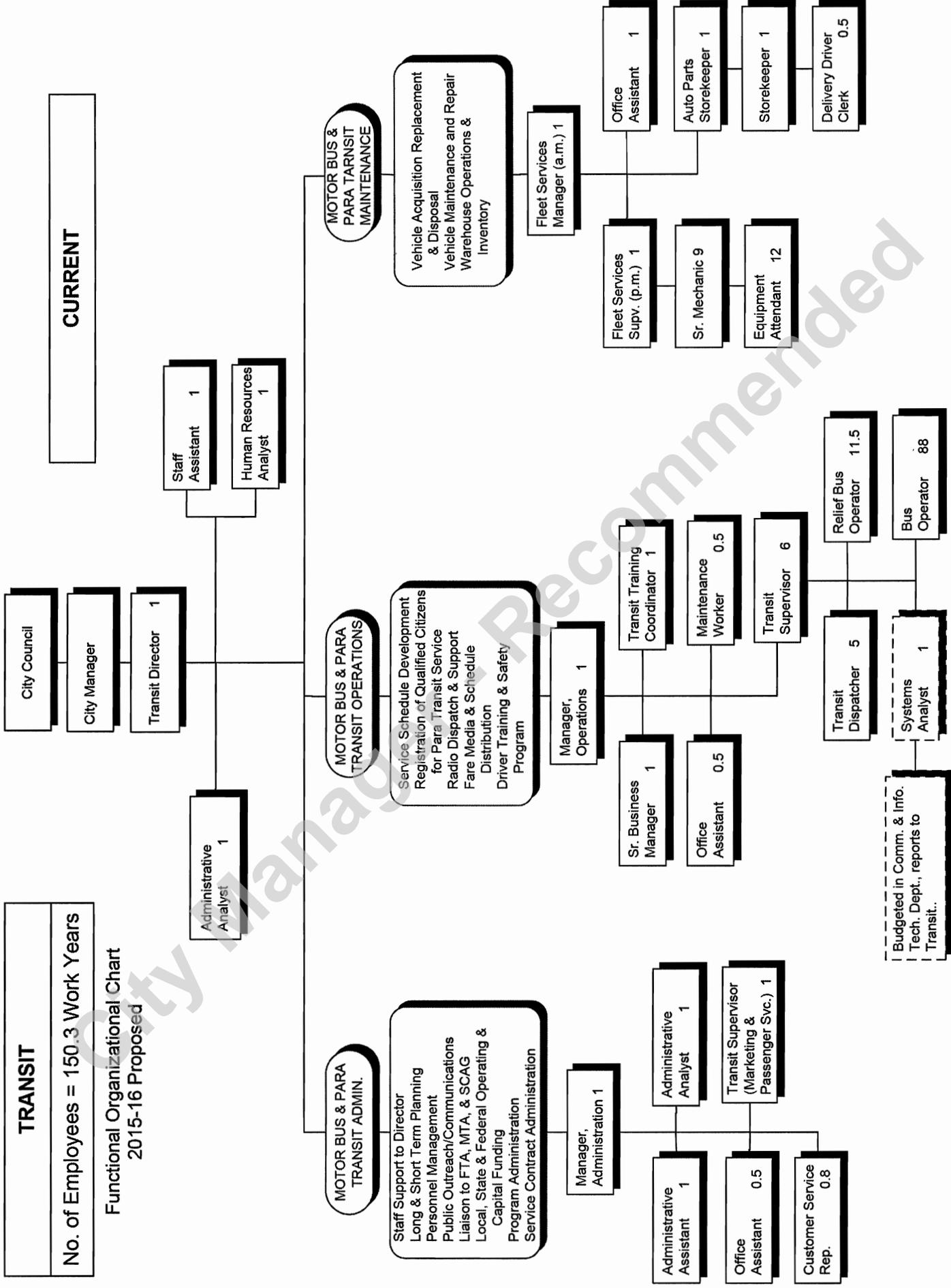
These positions are critical for the expansion of service and the successful operation of the new Torrance Transit Regional Park and Ride Center. The lack of any of these positions will present challenges to the overall department and the efficient operation of the center.

\$ 850,200 Priority No. 1

TRANSIT
 No. of Employees = 150.3 Work Years

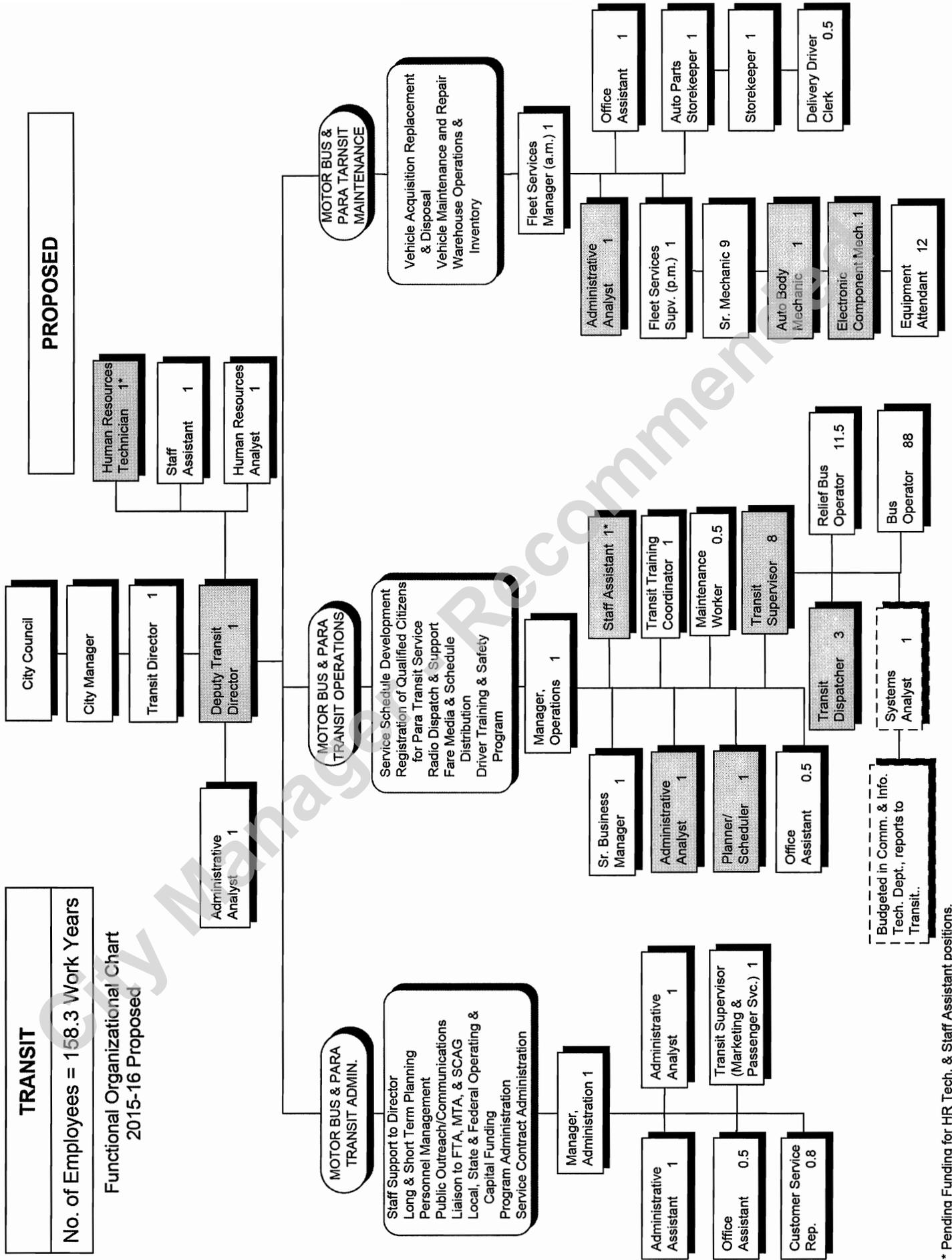
Functional Organizational Chart
 2015-16 Proposed

CURRENT



TRANSIT
 No. of Employees = 158.3 Work Years

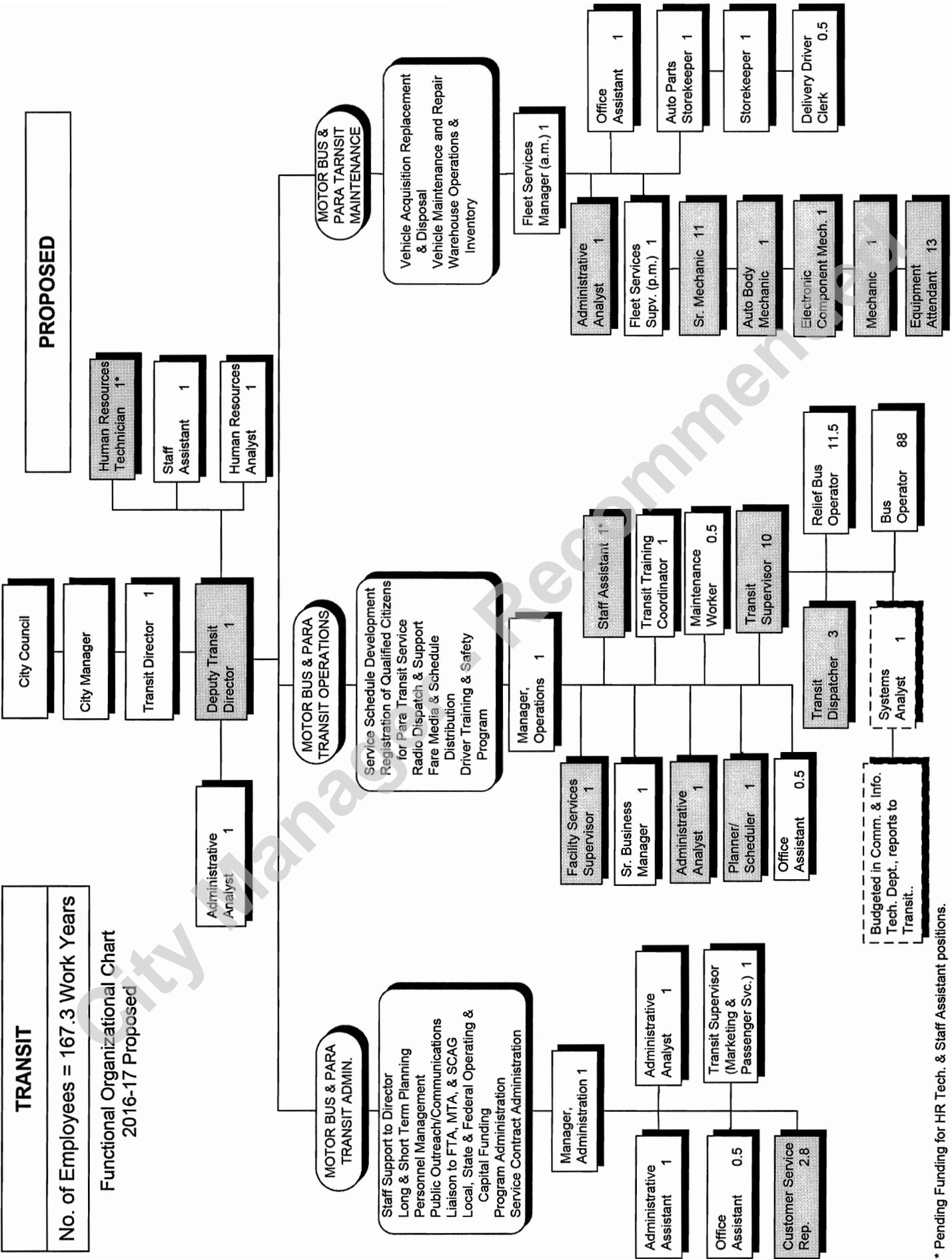
Functional Organizational Chart
 2015-16 Proposed



* Pending Funding for HR Tech. & Staff Assistant positions.

TRANSIT
 No. of Employees = 167.3 Work Years

Functional Organizational Chart
 2016-17 Proposed



* Pending Funding for HR Tech. & Staff Assistant positions.

Description	Amount	Recurring					One-Time Funding	Page No.
		General Fund	Cable Fund	Fleet Fund	Transit Fund	Water Fund		
City Attorney								
Program Modification Requests								
12.5% raise for 4 Legal Secretaries	\$ 39,825	\$ 39,825					53	
Copier for the Prosecution Division	8,594	8,594					55	
Increase to Training, Travel & Membership Dues budget	15,163	15,163					57	
City Treasurer								
Program Modification Requests								
Additional Positions								
Add 1.0 Accountant	97,000	97,000					59	
Delete 1.0 Account Clerk	(78,400)	(78,400)						
Add 0.5 Administrative Assistant	40,600	40,600						
Communications and Info Technology								
Program Modification Requests								
Add 0.5 Administrative Analyst	62,150	62,150					65	
Community Development								
Program Modification Requests								
Additional funding for Daily Breeze advertising	10,000	10,000					67	
Scanning Services for Construction Drawings	20,000	20,000					69	
Increase to existing funding for Plan Review Svcs	49,000	49,000					71	
Education, Training and Certification	15,000	15,000					73	
Community Services								
Program Modification Requests								
Replacement of 1986 Tractor	85,783	85,783					75	
Available vehicle replacement funding	(51,600)	(51,600)						
Proposed tree trimming for 2016-17, improve frequency from 8.0 yrs to 4.7 yrs	77,000	77,000					77	
Addition to Library book budget	40,000	40,000					79	
Increase staffing and materials for Community Gardens Program:								
Add 0.2 Sr. Recreation Leader	5,680	5,680					81	
Additional materials and supplies	1,500	1,500						
Increase garden rental fees	(1,285)	(1,285)						

Description	Amount	Recurring					One-Time Funding	Page No.
		General Fund	Cable Fund	Fleet Fund	Transit Fund	Water Fund		
Community Services continued							83	
Expand Torrance Civic Chorale budget:								
Program supplies	\$ 2,000	\$ 2,000						
Classroom rental	1,000	1,000						
Professional services	3,000	3,000						
Revenue offset	(6,000)	(6,000)						
Laser leveling of softball fields:							85	
Wilson Park	9,520	9,520						
El Nido Park	6,700	6,700						
Columbia Park	4,540	4,540						
Acting and performing classes through the Torrance Theatre Company:							87	
Add 0.2 Rec. Specialist	7,420	7,420						
Room rental	2,400	2,400						
Contractor payment	11,193	11,193						
Materials/supplies	2,100	2,100						
Revenue offset	(18,960)	(18,960)						
Subsidy (20%)	(4,442)	(4,442)						
Park equipment replacement	30,000	30,000					89	
Non-Profit Social Services Grant Program	20,000	20,000					91	
Torrance Art Museum program change:							93	
Add 1.0 Program Coordinator (Museum Director)	89,500	89,500						
Delete 0.8 Recreation Specialist II	(38,720)	(38,720)						
Fire								
Program Modification Requests								
Restore 3.0 Fire Fighter position on hook and ladder truck (one per shift)	571,500	571,500					97	
Pulse Point (cardiac arrest product) - ongoing cost	8,983	8,983					99	
Pulse Point (cardiac arrest product) - one-time cost	16,000	16,000				\$ 16,000		
Police								
Program Modification Requests								
Add 1.0 Administrative Analyst	124,300	124,300					101	

----- Recurring -----

Description	Amount	General Fund	Cable Fund	Fleet Fund	Transit Fund	Water Fund	One-Time Funding	Page No.
Public Works								
Program Modification Requests								
Add 1.0 Streetscape Crew								103
Add 1.0 Public Works Supervisor	\$	138,600	\$138,600					
Add 1.0 Lead Maintenance Worker		83,200	83,200					
Add 3.0 Maintenance Workers		202,200	202,200					
New Pickup Dump Truck (one-time purchase)		40,000	40,000				\$ 40,000	
New Pickup Dump Truck (ongoing maintenance/replacement)		8,000	8,000					
Reimbursement from Water Fund		(217,200)	(217,200)					
2 Brush Chippers (one-time) in 2016-17		80,000	80,000				80,000	105
Chippers ongoing maintenance/replacement		14,000	14,000					
Add 1.0 Concrete Crew								107
Add 1.0 Cement Finisher		103,000	103,000					
Add 1.0 Equipment Operator		86,400	86,400					
Add 1.0 Maintenance Worker		67,400	67,400					
Grinders, NPDES Vacuum, Vehicle (one-time cost)		120,000	120,000				120,000	
Grinders, NPDES Vacuum, Vehicle (ongoing maintenance/replacement)		20,000	20,000					
Traffic Signal Lift Truck (one-time cost)		150,000	150,000				150,000	109
Traffic Signal Lift Truck (ongoing maintenance/replacement)		25,000	25,000					
Vehicle for PW Inspector - Cap. Projects (one-time)		30,000	30,000				30,000	111
Vehicle for PW Inspector - Cap. Projects (ongoing maint./replacement)		6,000	6,000					

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**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: City Attorney

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Direction & Control Civil Litigation Criminal Prosecution	Increase legal secretary salary by 12.5%	\$39,825

Has this program change been submitted before?	No <input checked="" type="checkbox"/> Yes	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 department has four legal secretary positions. A salary survey performed in February 2015 indicates that the legal secretary's max base salary and total compensation max is below other agencies by an average of 12.5%. Two of the office's secretaries have reached Step 9, which is the top of the base salary range. They have 28 years combined service. The office is fortunate to have four secretaries with exemplary work ethics and outstanding work performance. They are very knowledgeable in legal procedures, are team players and a great asset to the department and city as a whole. The secretaries' salary range should be increased to be competitive with other agencies.

Other Alternatives Considered

Make no adjustment or a lesser adjustment.

Impact of Non-approval

Failure to adjust the legal secretary salary range might lead to increased frustration and a loss of morale. The department may not be able to retain outstanding employees who might seek employment in the private sector or with another public agency.

\$ \$39,825 Priority No. 1

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City Manager - No Action

CITY OF TORRANCE
 PROPOSED PROGRAM REVISION

Department: City Attorney

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Criminal Prosecution	Purchase of new photocopier for 2 nd floor division	\$8,593.41

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

The department's current copier was purchased in September 2008. The office has expended over \$1,500 in maintenance and repairs since the maintenance agreement expired in 2013. The Purchasing Division has obtained the following pricing for a new photocopier: \$6,266.41 (purchase); \$2,052 (60 month maintenance agreement); and \$275 (hard disk data erase) for a total cost of \$8,593.41.

Other Alternatives Considered

Retain current photocopier purchased in 2008.

Impact of Non-approval

Increased costs associated with maintenance and repair of department's current photocopier. Less efficiency in productivity of staff's work assignments if repair is required.

\$ 8,593.41 Priority No. 2

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City Manager - No Action

CITY OF TORRANCE
 PROPOSED PROGRAM REVISION

Department: City Attorney

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Direction & Control Civil Litigation Criminal Prosecution General Support	Increase Training, Travel & Membership Dues budget	\$15,163
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

To provide better representation of our City clients, an increased training, travel & membership dues budget is necessary to enable attorneys to attend conferences and stay knowledgeable with current law and practice. It is also imperative that the seven attorneys in our office maintain their ongoing MCLE education in order to remain compliant with California State Bar requirements and prevent their licenses being suspended. In addition to training in each attorney's specific areas of practice, attending other seminars in other areas of practice is valuable for cross-training purposes.

Other Alternatives Considered

The budget can remain the same.

Impact of Non-approval

Loss of valuable information and failure to maintain and enhance legal skills. Outside counsel fees will likely increase over time.

\$ 15,163 Priority No. 3

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Treasurer's Office

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Center Cashiering	+ 1.0 FTE Accountant	\$97,000
	<1.0> FTE Account Clerk	<\$78,400>
	+ 0.5 FTE Administrative Assistant	<u>\$40,600</u>
		\$59,200

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

Impact Statement

During the past nine years, the City's method of payment for services has evolved from cash and checks to credit card and online payments.

The City's credit card payment program initially consisted of two City participants— Parks & Recreation and the Treasurer's Office. Since then, the City has expanded the credit card payment program to twelve with each requiring its own merchant account. As a result, the volume of credit card transactions has significantly increased from 12,453 in 2005 to 27,170 in 2014. Additionally, net sales for credit card payments have also increased from \$275,000 in 2005 to \$600,000 in 2014 or 118.2%.

The City has also established an online credit card payment program for a variety of services including contract classes, parking citations, utilities, and box office tickets. The Treasurer's Office expects to expand the online payment program by providing online payment options for the issuance of business licenses/permits. Currently, the Department of Finance via Community Development Department (CDD) issues on average 20,000 business licenses/permits, which generates approximately \$5 million annually. The Treasurer's Office anticipates that about 25% of CDD's walk-in traffic will convert to utilizing online payment services within the first year.

The Treasurer's Office is proposing upgrading an Account Clerk position to an Accountant. The upgraded Accountant position would focus on tracking, verifying, and reconciling credit card and online payments. The Accountant would also ensure that departments comply with the Federal Trade Commission (FTC) and the Payment Card Industry (PCI) Security Standards Council.

In addition, the upgraded Accountant position would serve as a succession plan for the Deputy Treasurer. In recent years, the Treasurer's Office has experienced challenges with recruiting and hiring qualified candidates with the specific skill-set and experience. The Accountant position would report directly to the Deputy Treasurer and will be expected to serve as primary back-up. This will allow the Treasurer's Office to offer an internal career ladder for current Account Clerks, while retaining institutional knowledge and experience. The Accountant's time allocation will be as follows: staff administration (10%), reconciliations (60%), and banking and booking activity (30%). The annual cost of this upgrade would be \$18,600.

Furthermore, the Treasurer's Office is also proposing the addition of a part-time Administrative Assistant (0.5 FTE). The Administrative Assistant would be responsible for; coordinating the investment advisory committee meetings, scheduling appointments and responding to inquiries for deferred compensation participants, and

preparing and distributing agendas items. This position will also provide general administrative support to the Treasurer and Deputy Treasurer. The Administrative Assistant's time allocation will be as follows: maintaining the Treasurer and Deputy's Calendar, Brown Act and City Manager agenda submittals (5%), general office duties (50%), and deferred compensation (45%). The annual cost for this position would be \$40,600.

The proposed changes will allow the Treasurer's Office to meet the growing demands of the City's credit card and online payments as well as ensure the City complies with industry Federal and State regulations. The total cost of \$59,200 will be absorb by the Treasurer's Office service fee revenues.

Please refer to Attachment A for a comparison of the Treasurer's Office current and proposed organizational structure of duties and responsibilities.

Other Alternatives Considered

The Treasurer's Office has considered upgrading an Account Clerk position to a Senior Account Clerk. The annual cost of this upgrade would be \$9,900. The Treasurer's Office has also considered requesting an Office Assistant (0.5 FTE) oppose to an Administrative Assistant (0.5 FTE). The annual cost of an Office Assistant would be \$33,250.

Impact of Non-approval

Non-approval will negatively impact the Treasurer's Office ability to comply with Federal and State regulations. Additionally, this would delay response time for processing bank chargebacks, and completing department reconciliations before the scheduled deadlines. Delays in response time and not meeting these deadlines may potentially result in loss of City funds.

\$ _____ Priority No. _____



**City of Torrance, California
Treasurer's Office
Organizational Structure of Duties and Responsibilities**

Current	Proposed
Treasurer (1)	Treasurer (1)
<p>Vision CashFlow Investments Technology Process Implementation Hiring/Firing</p>	<p>Vision CashFlow Investments Technology Process Implementation Hiring/Firing</p>
Deputy Treasurer (1)	Deputy Treasurer (1)
<p><u>Staff Management</u></p> <ul style="list-style-type: none"> • Conduct weekly meetings • Evaluations • Counseling/ Write-ups • Developing employee manuals and training guidelines <p><u>Operations</u></p> <ul style="list-style-type: none"> • Open and closure of merchant accounts • Budget management • Execute payroll wires • Time sheets • Requisition/PAF • Respond to City department inquiries <p><u>Banking and Booking Activity</u></p> <ul style="list-style-type: none"> • Monitor and track City revenues • Monitor and track end of day balancing • Posting of City revenues • Approve and track wire transfers • Chargebacks • Month end reconciliation of concentration account <p><u>Investment Report</u></p> <ul style="list-style-type: none"> • Prepare investment report • Prepare IAC meeting summary and minutes 	<p><u>Staff Management (30%)</u></p> <ul style="list-style-type: none"> • Conduct weekly meetings • Evaluations • Counseling/ Write-ups • Develop employee manuals and training guidelines <p><u>Operations (20%)</u></p> <ul style="list-style-type: none"> • Open and closure of merchant accounts • Budget management • Execute payroll wires • Respond to City department inquiries <p><u>Banking and Booking Activity (10%)</u></p> <ul style="list-style-type: none"> • Monitor and track City revenues • Monitor and track end of day balancing • Posting of City revenues • Approve and track wire transfers • Month end reconciliation of concentration account <p><u>Investment Report (35%)</u></p> <ul style="list-style-type: none"> • Prepare investment report • Prepare IAC meeting summary and minutes • Update investment market rates • Prepare and expedite month end custodial account letter

<ul style="list-style-type: none"> • Posting of investment earnings • Update investment market rates • Prepare and expedite month end custodial account letter • Brown Act / CM Agenda submittals <p>Special Projects</p> <ul style="list-style-type: none"> • Council reports • Strategic planning (KPI) • Investment research 	<p>Special Projects (5%)</p> <ul style="list-style-type: none"> • Council reports • Strategic planning • Investment research
<p>Accountant (1)</p>	
<p style="text-align: center;">NONE</p>	<p>Staff Administration (10%)</p> <ul style="list-style-type: none"> • Prepare staff working schedules (lunches and breaks) • Time sheets • Execute payroll wires <p>Reconciliations (60%)</p> <ul style="list-style-type: none"> • Merchant activity • External department • Internal bank accounts • Service fees • Global • Animal control • Court report <p>Banking and Booking Activity (30%)</p> <ul style="list-style-type: none"> • Initial wire transfers • Posting of Investment Earnings • Chargebacks • Requisition/PAF
<p>Senior Account Clerk (1)</p>	
<p>Operations</p> <ul style="list-style-type: none"> • Serve as Lead of Operations • Opening and closing of vault • Prepare staff working schedules (lunches and breaks) • Monitor staff activity • Address customer complaints • Prepare daily same day receipts • Global reconciliation • Process daily cash deposit 	<p>Operations (100%)</p> <ul style="list-style-type: none"> • Serve as Lead of Operations • Opening and closing of vault • Monitor staff activity • Address customer complaints • Process daily cash deposit • Process petty cash • Prepare bail reports

<ul style="list-style-type: none"> • Process petty cash • Prepare bail reports • Execute payroll wires • Process P-Card transactions <p><u>Administrative</u></p> <ul style="list-style-type: none"> • Mail • Answer phones • Process invoices for payment • Arrange and schedule travel/conferences • Answer Phones <p><u>Deferred Compensation</u></p> <ul style="list-style-type: none"> • Respond to participates inquires • Schedule meetings for participates • Schedule committee meeting • Web page updating of minutes 	<p style="text-align: center;">Account Clerk (4)</p> <p><u>Public Counter</u></p> <ul style="list-style-type: none"> • Process payments for animal control, utilities, parking citations, airport, and booking fees • Process same day transactions <p><u>Internal Counter</u></p> <ul style="list-style-type: none"> • Process cash bag • Miscellaneous receipts • Posting, reconciling, and auditing transactions • Scheduling court hearings <p><u>End of Day City Reconciliation</u></p> <ul style="list-style-type: none"> • Obtain and verify sales reports from all departments • Balance drawer • Balance daily consolidation • Scan checks • Import and submit reconciliation report to Finance <p><u>Process incoming mail</u></p> <ul style="list-style-type: none"> • Process outstanding Invoices and parking citations
<p style="text-align: center;">Account Clerk (3)</p> <p><u>Public Counter (40%)</u></p> <ul style="list-style-type: none"> • Process payments for animal control, utilities, parking citations, airport, and booking fees • Process same day transactions <p><u>Internal Counter (25%)</u></p> <ul style="list-style-type: none"> • Process cash bag • Miscellaneous receipts • Posting, reconciling, and auditing transactions • Scheduling court hearings <p><u>End of Day City Reconciliation (25%)</u></p> <ul style="list-style-type: none"> • Obtain and verify sales reports from all departments • Balance drawer • Balance daily consolidation • Scan checks • Import and submit reconciliation report to Finance <p><u>Process incoming mail (10%)</u></p> <ul style="list-style-type: none"> • Process outstanding Invoices and parking citations 	

Reconciliations

- Merchant activity
- External department
- Internal bank accounts
- Animal control
- Court report
- Service fees

General Office Duties

- Order supplies and organize supply cabinet
- File and scan bank statements and transaction documentation

Administrative Assistant (0.5)

Treasurer and Deputy's Calendar / Brown Act and CM Submittals (5%)

- Investment Advisory Committee (Monthly)
- Deferred Compensation Committee (Quarterly)
- PARS (Annually)

General Office Duties (50%)

- Mail
- Answer Phones
- Miscellaneous department correspondence
- Requisitions/ PAF
- Process invoices for payment
- Arrange and schedule travel/conferences
- Order supplies and organize supply cabinet
- File and scan bank statements and transaction documentation

Deferred Compensation (45%)

- Respond to participates inquires
- Schedule meetings for participates
- Schedule committee meeting
- Web page updating of minutes

NONE

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Communications & Information Technology

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Direction & Control	Add 0.5 FTE Administrative Analyst	\$33,062 (Step 3, .5 FTE) Funding yet to be determined

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

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

Impact Statement

The Admin Analyst has the following responsibilities and performs the following duties to manage, administer and maintain CIT's Department Inventory and its Division and Department level budgets:

Department and Division level Budget management and administration.

Budget Analysis and recommendation: tracks CIT's budget throughout the fiscal year. Notifies and makes recommendations for budget corrections or modifications as needed. Researches, negotiates and administers CIT's technical maintenance and support contracts. Researches, contacts, negotiates and administers CIT's vendor contracts.

IT Asset Inventory Control and Administration: tracks all computer equipment from the time we receive it through physical disposal. Manages, tracks and administers the City's computer equipment replacement cycle (currently 7 years).

Reviews, researches, negotiates, and tracks both hardware and software licenses and pricing. Assists with the preparation and participation in the purchasing processes for the Department. Researches and prepares the CIT's Agenda Items for City Council approval.

For the past five years, the .5 FTE Senior Admin Analyst worked an average of 38+ hours a week to administer the duties required of this position. After she left, the previous Admin Analyst indicated that it took her almost three years before she fully understood the duties of which she was responsible.

The recent vacancy has caused a lot of additional work for myself, IT Division manager, the Senior Admin Assistant, and many other staff who are having to learn and perform the many duties and responsibilities of the position to keep the daily operation moving forward (PC replacements, ordering of equipment, entering into asset database upon arrival, preparation of this budget, etc.)

The additional work created by this vacancy has directly impacted several of us within CIT as we are having to expend our time performing the various tasks of the Admin Analyst's duties and responsibilities.

Other Alternatives Considered

- 1.) We considered bringing in a temp but decided not to because of the amount of hours and staff resources needed to train a temp in order to understand and perform the minimal of duties needed. Instead, we decided to put our efforts into expediting the hiring process and expend our time and efforts on training the replacement.

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: CDD

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Planning Commission	Additional funding for Daily Breeze advertising	10,000 (estimated cost for each fiscal year)

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

Impact Statement

The Planning Commission Advertising budget is allocated \$5500 each fiscal year. By 2nd quarter the funds are depleted. To cover advertising costs, we use the funds from other Division budgets such as Development Review which is allocated \$1500 for advertising. Over the past couple years both advertising accounts have been depleted of funds due to the increase in advertising costs and the volume of advertising needed for public hearings for commercial and residential projects, notice of public review periods (display ads). Total costs for advertising have well exceeded to allocated budget(s).

Other Alternatives Considered

None

Impact of Non-approval

Inability to cover costs for advertising. With the depletion of the Planning Commission advertising budget each quarter, money has to be transferred from various division accounts. With the future addition of the Historic Preservation and Hillside Trees and View blockage, additional budget for increased advertising is needed as we are currently sending mailers and display ads for outreach meetings and council directed studies, in addition to the display ads for Planning Commission. If we continue to cover costs using our operating budget, we will not have funding available for continuous programs and services within other Divisions such as training, software, materials and supplies.

\$ 10,000 per FY Priority No. 1

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: CDD

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
CDD/Bldg. Regulations 491301 Additional External Storage Server for GIS	Scanning Services for Construction Drawings	\$20,000

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

Impact Statement

Additional funding is needed to keep pace with the increase in the number of construction drawings that are required to be kept as official records. The past two years construction activity has increased which in turn has generated a higher number of construction drawings. Construction activity will most likely stay at this higher lever for next few years.

Fees are collected for this service and current funding is set at \$35,000. This request is for an additional \$20,000 for a total of \$55,000.

Other Alternatives Considered

Maintain hard copies of construction drawings.

Impact of Non-approval

Scanning of completed construction projects for records will be delayed.

\$ \$20,000 Priority No. 1

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: CDD

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Professional Services 491301	Increase to existing funding for Plan Review Services	\$49,000

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

Impact Statement

The Department uses specialized consultants for plan review of the more complex construction projects to ensure compliance to Building Codes and funding for this service has been approximately \$11,000 for the past few years. Funding for this service has been adjusted in the past to reflect the level of construction activity and the need for this service.

This request is for an additional \$49,000.

Other Alternatives Considered

In house review.

Impact of Non-approval

The quality of plan review will be poor and could result in compliance issues.

\$ \$49,000 Priority No. 1

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City Manager - No Action

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: CDD

Fiscal Year 2016-17

Program Name/Number	Proposed Change	Amount
CDD/Bldg. Regulations 491301	Education, Training and Certification	\$15,000

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)

Building codes continue to become more complex and the number of codes that City staff is required to enforce continues to increase. City staff needs to stay current with the constant changes and updates to the Building Codes, staff stays current by attending training seminars and classes to up their knowledge. The cost of these seminars and classes has been increasing and the current funding of \$5200 (491301-5200, Training & Education) will not cover these increased costs.

Other Alternatives Considered

In house training.

Impact of Non-approval

City staff will have difficulties staying up to date with current Building Codes.

\$ 15,000 Priority No. 1

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Park Services Division		
Park Services Operations 1001-93-9309-930922-3758	Replacement of a 1986 Tractor	\$85,783
	Vehicle Replacement Fund	\$51,600
	Additional funding needed:	\$34,183
<hr/>		
Has this program change been submitted before?	No <input type="checkbox"/> X Yes <input type="checkbox"/>	Year(s)
<hr/>		
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High <input type="checkbox"/> X Medium <input type="checkbox"/> Low <input type="checkbox"/>	

Impact Statement

Must include the following information when applicable: 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 Departments)

The Park Services Division has one tractor originally purchased in 1986 (Parks # 9242P). It is a Case 480 E Front Loader Tractor with 3 point hitch and without a backhoe attachment. With the variety of service areas under the Park System, this tractor is used in many different ways and is a mainstay in Park Operations. The small size and three point hitch allow staff to use this tractor for duty in the City Yard as well in the parks. Other units available to Park Services have a back hoe that limits functionality. Some of the tasks performed by this piece of equipment include:

- Trash loading operations in the City Yard.
- Loading sand, dirt, base rock, pea gravel, rock, debris and green waste into the backs of hi-side vehicles.
- Tilling park sandboxes with the rototiller attachment.
- Leveling playing fields and open areas with the combo plane attachment.
- Aerating the sports turf areas using the aerator attachment.

Given its age and usage, frequency of maintenance is becoming an issue. Having the tractor out of commission forces staff to use less efficient methods to accomplish the same tasks. The updated price quote includes a laser levelling attachment that will reduce the need for contracted services on ball fields and sports fields.

Impact of Non-approval

Non-approval of this item may result in less efficient operations in the Park Services Division.

\$85,783 Priority No. 1B

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

Program Name/Number	Proposed Change	Amount
Park Services Tree Maintenance	Phase 1 Tree Trimming Contract: Total Park Tree Inventory: 4,839 Park Trees \$108,000 at \$180 per tree Trees per contract: 600 Trim frequency: every 8.0 years	Phase 1 Contract \$108,000
	Proposed Tree Trimming Change—Phase 2: Total Park Tree Inventory: 4,839 Park Trees \$185,000 at \$180 per tree Trees per contract year: 1,027 Trim frequency: every 4.7 years	Phase 2 Funding Requested \$77,000 New Contract Total \$185,000

Has this 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

A healthy urban forest provides significant economic, environmental, social benefits. Sustaining Torrance’s urban forest has become a principal focus of the Park Services Division. Within the City’s 33 parks, there are 4,839 trees, most of which have not had proper maintenance over the years due to the economic downturn and budget reductions. The Division has seen an increase in large tree limbs lost over the past several years. Poor tree structure stands at the top of the list of tree failure causes. Many failed trees are removed at very high cost in urban landscapes. Trimming is cheaper than tree removal, and if properly executed, can prevent premature tree removal and extend tree life span. With the current funds available, the Park Services Division cannot maintain the park trees at a level that can assure the safety of park patrons.

The 854 Eucalyptus trees in the parks, should be trimmed every 3 years or so to prevent tree limb loss. The pines within our parks have been under attack and many are dying due to the bark beetles and needle borers, emerald ash borer’s and engraver beetles. The unexpected costs of tree loss deplete our tree trimming budget more rapidly which puts the trimming schedule behind. This coupled with emergencies that arise from deferred maintenance means that Park Services must use contract funds to remove hanging limbs and downed trees.

Impact of Non-approval

If not approved, the City’s exposure to liability from a tree failure increases tremendously.

\$77,000 Priority No. 2

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Library Services Library mat'l-selection Books 1001-93-9309-930922-3758	Addition of \$40,000 to the Library book budget	\$40,000
Has this program change been submitted before?		
	No <input type="checkbox"/> Yes <input checked="" 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 when applicable: 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 Departments)

This would allow the Library to purchase more materials to meet the needs of the public.

Previous cuts – Since 2009 the Library has cut \$136,000 from library materials (books, audio, video, and periodicals). In the same period, the Library has added new formats (MP3CD, Playaways, Blu-ray discs, and e-books). Though the Friends of the Torrance Library have given pilot collection funds, these formats now are absorbed into the operational budget, and are being purchased along with traditional print, audio discs, CDs, and magazines.

Book prices – At the same time, print book prices have gone up over 9% overall, and general interest periodicals prices are up over 15%. E-book pricing continues to fluctuate, with one publisher charging three times the hardcover price for the e-book, and another limiting checkouts to 26 before the library has to purchase the e-book again to continue to offer the title.

Common Core – The implementation of Common Core across California schools, and within the Torrance Unified School District, has added a large component of broad non-fiction reading requirements for students. Where a single biography or standard non-fiction book may have sufficed for an assignment before, students are now expected to read multiple sources with differing viewpoints. Narrative non-fiction is being introduced into the curriculum, supplanting traditional “just the facts” books stocked in the past. Supporting students in the transition to Common Core standards requires a significant investment in the juvenile non-fiction collection.

Storytime and Early Literacy – Storytime is a core component of serving early literacy needs, and studies continue to show the importance of giving young children access to a broad and rich array of picture books. Though the Library cut the number of storytime programs between 2009 and 2014 due to staff shortages, attendance is up with more participants in our programs, and more picture book circulation. In 2008-09 the Library offered 411 storytime programs, with a total child participation of 7,311. In 2013-14, the Library offered 360 storytime programs, with a total child participation of 7,578. Circulation of books for this age group is up across the board, with checkout rates for beginning readers almost doubling at some branches.

Survey results – In both 2012 and 2014, the Library conducted a survey of users about satisfaction with collections and services. In 2012, 93% of respondents were satisfied or very satisfied with the selection of books, movies, and magazines. In 2014, 86% were satisfied or very satisfied, a figure that is going down. This can be attributed to the desire for more formats (many commenting they want more e-book selection), longer waiting lists for best sellers (many commenting that they wanted new books available sooner), and experts wanting a deeper collection in certain fields such as genealogy or business.

The Library’s Plan of Service has timely, accurate, and available collections as a critical component to many service measures including early literacy, and school success. These are areas the public has identified as core service areas for the Library.

Impact of Non-approval

As prices continue to climb, the current materials budget will have further reduced purchasing power. In order to adequately serve growing demands in e-books, for Common Core, and for bestsellers in a timely fashion, other areas of the collection or other formats may have to be sacrificed. This erodes the ability of the Library to adequately serve the broad and diverse interests of all of the Torrance community.

\$40,000 Priority No. 3

City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Cultural Services Community Gardens 6903-93-9307-930713-3062	Increase staffing and materials budget for Community Gardens Program	
	Expenditures:	
	Direct Cost	
	Addition of 0.2 Senior Recreation Leader	\$5,680
	<u>Additional Materials and Supplies</u>	<u>\$1,500</u>
	TOTAL:	<u>\$7,180</u>
	Revenue Offset:	
	Increase garden rental fees	<u>\$1,285</u>
	Net difference between expenditures and revenue:	\$5,895
<hr/>		
Has this program change been submitted before?	No <input type="checkbox"/> X Yes <input type="checkbox"/>	Year(s)
<hr/>		
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High <input type="checkbox"/> X Medium <input type="checkbox"/> Low <input type="checkbox"/>	
<hr/>		

Impact Statement

Must include the following information when applicable: 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 Departments)

The Community Gardens Program consists of 2 large gardens, one in Columbia Park and one in Lago Seco Park. In total, there are 257 gardeners, all of whom are Torrance residents. Each gardener pays a \$45 annual fee and reapplies every 2 years. Because of the increasing interest in gardening, and age of the gardens' infrastructure, the .2FTE Senior Recreation Leader who is responsible for overseeing the gardens, under the direct Supervision of the Farmers' Market Manager, does not have enough time in the budgeted allocation to successfully perform his job duties.

This program modification requests increasing that allocation from .2 to .4, or from 8 hours per week to 16. This would allow the Senior Recreation Leader to spend 8 hours per week at each garden. Increased staff presence will allow for better communication between the City and the gardeners; and better oversight and maintenance as problems could be caught early. Also staff would like to begin a garden education program, which this staff person can assist in coordinating, and possibly even leading. A garden education program will allow the gardens to serve more residents because programs will be offered to any interested party.

Staff is proposing to increase plot rental fees as of July 1 by 11%, or \$5.00 each to help offset these increased expenses. Staff is also currently researching annual costs for other community gardens in the region to see where our fees fit in the market.

Impact of Non-approval

The community gardeners often complain about general upkeep in the gardens, weeds in the common pathways, cars parked too long in the gardens, and a lack of City staff presence. Without an additional increase in hours, there will continue to be gardeners who ignore some of the established Community Gardens rules, lack of cohesion among the gardeners, minimal communications between City staff and the gardeners, and continued neglect in the common areas.

\$5,895 Priority No. 4

City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-2016

Program Name/Number	Proposed Change	Amount
Cultural Services Torrance Civic Chorale 6903-93-9307-930705	Increase the budgeted revenue expectation for the Torrance Civic Chorale and increase the budgeted expenditures by the same amount.	
	Expenditures:	
	Direct Costs	
	3902 Program Supplies	\$2,000
	4905 Classroom Rental	\$1,000
	<u>4700 Professional Services</u>	<u>\$3,000</u>
	TOTAL	\$6,000
	Revenue Offset:	
	Increase 1512 CAC Ticket Sales Revenue Expectation	\$6,000
	Net difference between Expenses and Revenue	(\$0)

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

Impact Statement

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

The Torrance Civic Chorale was started in 1961. David Burks, the current chorale director, has been at the helm since 1991. David has consistently managed the chorale classes and performances over the years with little variation. The chorale class is offered from fall through spring and registrants usually number around 80. Annually they produce 3 concerts at the Armstrong Theatre, two at the holidays and one in spring, all of which are very well attended.

The chorale is staffed by two people, .2FTE Instructor II and .1FTE Instructor I which is adequate. Their operating budget is comprised of program supplies, classroom rental charges, professional/technical services, and advertising and publishing, totaling \$15,270. Their annual purchases generally consist of buying sheet music, classroom fees for rehearsals and classes, and paying musicians to accompany them at concerts. Over the years their expenses, especially musician fees, have been increasing.

Their revenue expectation is \$8,560 for CAC ticket sales and \$8,025 for class registration, totaling \$16,585. Because of their popular concerts, ticket revenue has at least been double the expectation for the last few years.

Staff is requesting that the revenue expectation for the chorale be increased by \$6,000 in 1512 CAC Ticket Sales, from \$8,560 to \$14,560. Staff is also requesting that their expense budget be increased by \$6,000 - \$2,000 in 3902 Program Supplies; \$1,000 in 4905 Classroom Rental; and \$3,000 in 4700 Professional/Technical Services.

Space allocation will not be impacted and there will be no effect on any other department.

Other Alternatives Considered

Class fees were raised considerably about 3 years ago.

Impact of Non-approval

Both the expense and revenue budgets for the chorale will continue to be over budgeted amounts.

Net Zero Priority No. 5

City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name	Proposal	Amount
Park Services	Laser Level 4 skinned infields at Wilson Park	
Contract Softball Field Laser Leveling	Expenditures:	
	Total Cost for Leveling	\$5200
	Total Cost for infield mix	<u>\$4320</u>
	Total:	\$9520
	Laser Level 1 skinned infield at El Nido Park	
	Expenditures:	
	Total Cost of Laser Leveling	\$1300
	Total Cost of infield mix	<u>\$5400</u>
	Total:	\$6700
	Laser Level 1 skinned infield Columbia Park	
	Expenditures:	
	Total Cost of Laser Leveling	\$1300
	Total Cost of infield mix	<u>\$3240</u>
	Total:	<u>\$4540</u>
	Grand Total:	\$20,760

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)

At this time the City of Torrance has eleven (11) softball fields located throughout the City. The above request is to laser level six fields this year and with ongoing funding the remaining five next year. It has been over seven (7) years since the fields at Wilson and El Nido Park have been laser leveled. The remaining six fields have never been laser leveled, however, because of the heavy programmed participation and use of these fields, it is recommended by Southern California Municipal Athletic Federation that heavy utilized softball fields be laser leveled once a year. By laser leveling every other year, staff feels confident that these fields can be maintained at an adequate and safe level. Laser Leveling is done to insure a safe and level playing surface for participants. It also provides proper drainage which eliminates unnecessary maintenance. After a rain event, because there are major ruts and depressions in the field, staff spend approximately four (4) man hours per field removing the standing water to get the fields to a playable level. A laser leveled field eliminates standing water and reduces the man hours necessary to prepare the fields for play. This request is to provide ongoing funding in the Park Services Division budget in order to laser level six fields this year and the remaining five fields next year. This rotation will be ongoing and assure that these fields remain in a safe and playable condition.

This program will require the following:

- 1) The Purchase of infield mix
- 2) Hiring of a Laser Leveling contractor

Impact of Non-approval

All of the eleven softball fields have continuous scheduled programming throughout the year which dictates the need for constant and reasonable maintenance. By utilizing laser leveling, this will reduce the man hours spent needed to prepare these fields. This labor savings can then be used to make improvements to the turf, dug outs, base pegs, back stops and all other amenities associated with these fields. If this request is not approved, staff will continue to spend excessive man hours to provide a sub-standard and unsafe playing surface.

\$ 20,760 Priority No. 7

City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Torrance Theatre Company- Acting/Performing Classes 6902-93-9305-9305	Addition of Acting and Performing classes through the Torrance Theatre Company for Adults and Teens:	
	Expenditures:	
	Direct Cost	
	Addition of .2 Recreation Specialist I	\$7,420
	Room Rental	\$2,400
	Contractor payment	\$11,193
	<u>Additional Materials/Supplies</u>	<u>\$2,100</u>
	TOTAL:	\$23,113
	Revenue Offset:	
	Program Revenue	\$18,960
	Subsidy (20%)	\$4,442
	TOTAL:	\$23,402
	Net Difference between Expenditures & Revenue	\$289

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

Impact Statement

Must include the following information when applicable: 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 Departments)

Statement of Need: For the past 15 years, the Community Services Department's Torrance Theatre Company has provided quality theatrical productions for the community to enjoy, and even participate in. Frequently, staff has been approached by patrons and community members inquiring about the addition of Acting and Performing based classes and workshops that could be offered through the City. Currently there are very few, if any, acting classes in the community for adults, and limited classes for teens.

This program modification proposes a pilot program offering Beginning and Intermediate Acting Classes for Teens (13-17) and Adults (18+), and a Summer Intensive for Teens (13-17) which would not only focus on Acting Techniques and Basic Principals, but include the opportunity to perform in a play for the public as the culmination of the class. Fees for these classes will range from \$240-\$300 per 6 and 8-week sessions. Minimum attendance numbers will be established for each class to insure fiscal responsibility. Classes will be advertised through the Season's Guide as well as on the Torrance Theatre Company website and Facebook page. A theatre professional will be contracted with to teach the classes, and the split will be 60/40 as the classes will be on-site in the Cultural Arts Center.

These classes will give adults and teens the opportunity to explore Acting and Performance in a positive and encouraging atmosphere, under the guidance of industry professionals. The benefits of such classes can be as broad as helping with public speaking, discipline, team-building, and self-confidence; to specifically helping actors strengthen their skills enough to audition for actual Torrance Theatre Company productions. The Teen Intensive will give students the opportunity to perform at City venues for the public, giving them real performance experience and credit, which will be a stepping stone for bigger productions.

This program will require the following:

- 1) Booking of space for the classes to meet/perform at the Torrance Cultural Arts Center.
- 2) Hiring of .2 FTE Recreation Specialist I to assist with class promotion and logistics.
- 3) A modest budget for materials and supplies.
- 4) Class fees will be split with the contractor 60/40, which is consistent with our agreements with other contractors offering classes at the Cultural Arts Center.
- 5) There is no negative impact on other City Departments. There may be opportunities for this program to benefit and collaborate with other city programs, such as the Attic Teen Center and the Library.

Enrollment in a new program such as this may be slow to build, and vary from session to session. The costs above have been calculated based on the average attendance of 8 students per quarter for Acting Classes, and 12 students for the Teen Summer Intensive. The Department and Division will create a marketing plan for these classes, and utilize Torrance Theatre Company performances and reputation in the community to further publicize this program. Staff anticipates that with increased marketing, enrollments will continue to grow over the years.

Impact of Non-approval

If this program modification is not approved, there will continue to be a void of Acting and Performing classes and programs available for adults and teens in our community.

§ 289 **Priority No. 8**

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Park Services Play Equipment Replacement	Increase budget from \$20,000 to \$50,000 for replacement of aging and broken or damaged play equipment on existing park equipment.	
	Expenditures:	
	Direct Cost	\$30,000.00
	TOTAL:	\$30,000.00
	Revenue Offset:	\$0
	Net Difference between Expenditures & Revenue	\$0
<hr/>		
Has this program change been submitted before?	No <input type="checkbox"/> X Yes	Year(s)
Degree of impact in meeting City and Department Goals, Objectives and priorities:	High <input type="checkbox"/> X Medium	Low <input type="checkbox"/>

Impact Statement

Must include the following information when applicable: 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 Departments)

The City of Torrance Park Services Division currently has 28 parks that have play equipment.

The average life span for play equipment in a park is between twelve (12) and fifteen (15) years depending on several factors including location, excessive use/wear, abuse, vandalism, weather factors, materials, etc.

The city currently has fallen behind in their replacement schedule for play equipment replacement which has resulted in an increased cost of replacing just the piece of equipment that has been worn out, broken, damaged, vandalized or otherwise needs to be replaced.

The city has thirteen (13) parks where the play equipment is 20 years old, three (3) parks that the play equipment is 23 years old, and one (1) park that the play equipment is 24 years old. The remainder of the parks have been renovated with new equipment within the last twelve years.

Since the downturn of the economy in the late 2000's, the parks have become a focus for an inexpensive alternative for families to get out on weekends and take advantage of the parks in our system.

This, coupled with the budget cuts that we experienced during this same time period has resulted in higher than average usage which in turn results in having to replace more equipment due to use on an aging system of parks play equipment.

Budget cuts have taken a toll on single piece play equipment replacement as well. Instead of replacing a piece of equipment (i.e. a slide), it has been proven more budget minded to replace it with a play activity panel at a fraction of the cost.

Although it is cost effective to do this, it also is detrimental to the overall play equipment area as you have reduced the size of play activity stations for the park patrons to use.

Each play area is designed with specific play activity stations including walking, sliding, swinging, climbing, hand over hand, balance, etc.

When you remove one of these activity stations because of costs, you lose the balance between the areas of active play.

As examples:

A 720 degree slide attached to an 8 or 10 foot deck: replacement cost is \$8,000.00 dollars. Shipping is another several hundred dollars bringing the total closer to \$8,500.00 for a single slide.

These slides used to be sections and you could replace just one section if need be but that is no longer the case.

A 540 degree slide attached to a 5 or 6 foot deck: replacement cost is \$5,000.00 dollars and with shipping is closer to \$5,500.00 for a single slide.

A small sectional slide off of a 4 foot deck is approx. \$1,500.00 to \$2,300.00 dollars plus shipping.

Climbers and overhead rungs range from \$400.00 to \$2,000.00 dollars plus shipping.

Small activity panels range from \$400.00 to \$1,000.00 dollars plus shipping.

Impact of Non-approval

In order to keep up with the current rate of single piece play equipment replacement, and for the cost of periodic maintenance items (swing seats, swing chain, shackles, swing hangars, bolts, nuts, climbers, slides, panels, etc.), this money will assure that our play equipment areas are safe, that they will remain in the same way that they were designed, and that they will remain open and usable until such time that money can be appropriated for complete park play equipment replacement.

\$ 30,000 Priority No. 10

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Parks and Recreation Commission Non-Profit Social Services Grant Program	Increase the budget for the grant program by \$20,000, for a total of \$40,000, the amount prior to budget reductions in 2010-2011.	\$20,000

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

The Parks and Recreation Commission has requested \$20,000 in additional funding for the non-profit social services agency grant program. During the budget process in 2010-2011, the grant funding was cut by \$20,000, as a budget saving measure. As the Commission generally receives applications for more than \$80,000 on an annual basis, the Commission brought this matter to the attention of the City Council at the Joint City Council/Parks and Recreation Commission meeting in February, 2015. Over the years the Commission grant program has grown from \$15,000 in 1984-1985, to \$40,000 in 2004-2005. The Commission is currently evaluating the entirety of the grant program, to ensure that only qualified organizations are eligible for grant funds, and that residents of Torrance are being served by the program.

Impact of Non-approval

Due to the limited funds available, not all applicants receive the funding requested, thus reducing vital services to the community in and around Torrance. Applying organizations include the Torrance/South Bay YMCA, the Family Crisis Center, the South Bay Literacy Council, the Switzer Learning Center, Torrance-Lomita Meals on Wheels, and the Pregnancy Help Center, to name but a few. These organizations rely heavily on grant funds to support their programs.

\$ 20,000 Priority No. 11

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2015-2016

Program Name/Number	Proposed Change	Amount
Cultural Services - 930112	Add: 1.0 Program Coordinator (Museum Director)	(\$89,500)
Torrance Art Museum	Convert: .8 Recreation Specialist II	\$41,800
		(\$48,380)

Has this program change been submitted before?	No	Yes	x	Year(s)	2006-07
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)

In order to insure the continued growth and future stability of the Torrance Art Museum (TAM), this program modification proposes to convert the .8 Recreation Specialist II who serves as the Torrance Art Museum Curator into a full time 1.0 Program Coordinator. This new staff member's working title would be Museum Director and the position would be very different from the Museum Curator job specification. The museum director would have overall responsibility for all exhibitions and programming at TAM, as opposed to a focus just on exhibitions. They would be responsible for community outreach and creating partnerships with other local groups, including TUSD. They would be the face of the museum in Torrance and its main promoter. Additionally they would be able to be a resource in the City for the fine arts; for instance they would insure that artwork in the Permit Center rotates more regularly, and they could lend assistance to the City Clerk for their monthly exhibitions.

In addition to the .8 Recreation Specialist II, other staff at TAM include 1.0 Recreation Specialist which is split into 2 positions, an assistant curator and a preparator, and .4 Intern II who handles publicity and volunteers, in addition to managing all TAM rentals. There is also .2 Recreation Leader who directly oversees TAM's 40+ volunteers. Additionally we annually receive a grant from the Getty Foundation for a college-aged summer intern and usually receive funds through Supervisor Knabe for arts education programs.

About one year ago, the Torrance Art Museum Advocates (TAMA) was formed by several volunteers who wanted to do more to support the museum. Because of their membership success, they are planning a donation of several thousand dollars to TAM for video equipment before the end of the fiscal year. TAMA has charged themselves with increasing visibility for the museum, both within the City and the community at large.

On average, TAM staff annually organizes 15 unique exhibitions (with one in the Main Gallery, another in Gallery Two, another in the video space and yet another online) including about 400 artists per year. Local, regional, national and international artists, from emerging to “Blue Chip” have been shown at TAM. Lenders have included the artists themselves, collectors, prominent museums and galleries.

Annual attendance of visitors to TAM are as follows:

2012 – 3,910 visitors for 859 volunteer hours over 5 Main Gallery exhibitions

2013 – 6,221 visitors for 847 volunteer hours over 7 Main Gallery exhibitions

2014 – 5,419 visitors for 872 volunteer hours over 6 Main Gallery exhibitions

During every exhibition cycle, staff schedules a free program called Stories in Art in which youth come to the museum, hear a story, tour the museum, and then create an art project based on those activities. It is extremely popular. Also staff encourages fine art teachers at the Cultural Arts Center to bring their students to TAM to explore the changing exhibitions.

TAM opened to the public after an extensive renovation in October 2005. The renovation and construction significantly expanded and improved the exhibition and support space of the 9,300 square foot building. The renovation project was designed strategically to help maximize its potential of obtaining accreditation in the future by the American Association of Museums (AAM), a professional status that would qualify the museum for improved travelling exhibits, grant sources and professional recognition. Accreditation requires full time professional staffing, which the curator position upgrade will engender.

TAM is inadequately staffed and under-resourced to support its current exhibition schedule and to implement programming ideas. Neither the staffing nor the operating budgets have been augmented since before the renovation began, in 2001. There has been high turnover in the Recreation Specialist positions because of the low pay. By creating a new program coordinator position, the City and facility will benefit in terms of accountability and continuity through the designation of one full time dedicated employee. Additionally museum programming can be expanded to increase audience visitation to and interaction with the exhibitions.

The provision of full time hours and benefits will allow the new program coordinator to plan more efficiently, devote time to fund development and facility rentals, and create educational programming that utilizes the many potential opportunities for collaboration with other city divisions and regional entities, such as the Library and El Camino College. Creating meaningful outreach programs in conjunction with the exhibitions will make the artwork more accessible to viewers, educate the community about contemporary art and artists, and provide additional opportunities for the public to visit this outstanding and unique South Bay space. Additionally the creation of this new position with benefits will bring the Museum Director more in line with compensation in the field of art museum professionals, which will help ensure the Torrance Art Museum has the highest qualified professionals serving the citizens of Torrance.

There will be no impact on space allocation. The time frame to implement this change would occur as early as possible, in coordination with Civil Service. Any impact on another department should only be positive as one full time person would be charged with all facets of programming and operating the museum, resulting in a consistent contact person and museum spokesperson.

Impact of Non-approval

Over \$500,000 from the City of Torrance and Proposition 12 funds were spent to transform the Joslyn Art Center into the Torrance Art Museum. TAM is the premiere visual art exhibition space, and the leading contemporary art museum in the South Bay. The City has benefited from a small, nimble and dedicated, albeit

under-resourced staff to provide excellent and critically acclaimed exhibitions since reopening that includes a wide variety of artwork by local and regional artists. Without creation of at least one permanent position the museum will not be able to keep up its current standard of excellence, nor will it be able to expand into educational programming, which is, in fact, the primary function of a museum.

\$ 48,380 Priority No. 12

City Manager - No Action

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Fire

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Operations/1001-71-7120-712001	Restore 3.0 Fire Fighter positions on hook & ladder truck (one per shift)	\$571,500

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

Three Firefighter positions were deleted (“De-funded”) from the Fire Department budget in FY 2011-12. This deletion meant that the responding on-duty personnel of Fire Truck 91 had to be reduced from the standard response staffing of four (4) to three (3) persons per shift. When the positions were deleted, it was stated that reinstatement of the positions is contingent upon the availability of City funds and City Council budget approval to restore the positions at a future date. The Fire Department respectfully requests that the City Council considers refunding the three firefighter positions.

The reduction of a Firefighter position on Truck 91 created a situation where the Captain’s primary role as a front line supervisor is diminished to more of a crew member. The Captain’s ability to give detailed instruction and direction to the crew is lessened, leaving the “crew” in a vulnerable position. Having the Captain actively involved in task level functions virtually eliminates that supervisor from functioning in a manner to direct the actions of the crew and provide for the safety of the crew during emergency scene operations.

The Department has made adjustments to the Operational responses in order to accommodate the Firefighter deletion by including a Paramedic Rescue (2 persons) to incidents where Truck 91 is assigned. The closest Paramedic unit is dispatched to all incidents where Truck 91 is assigned and used to assist with Truck Company operations. Truck 91 and the assigned Rescue arrive at different times, which delays conducting certain critical operational tasks that must be completed with a minimum staffing level.

This modification in our emergency responses also creates a negative impact on the Torrance Fire Department Emergency Medical Response capabilities by reducing the available Paramedic resources by 20% when the EMS calls have been increasing by 2% in each of the past three years. Additionally, the paramedic rescue personnel are out of the EMS response queue for the specialized training areas needed for ladder truck operations.

The NFPA 1710, which outlines the standards for staffing fire suppression services, recommends 4-person engine and ladder companies.

Other Alternatives Considered

None.

Impact of Non-approval

Not re-funding of the positions will result in continual drain of EMS resources due to one of the department's paramedic rescues being "attached" to the 3-person ladder truck for emergency services and delay of operational deployment of the ladder truck on emergencies until the arrival of the assigned paramedic rescue to round out the crew.

\$ 571,500 Priority No. 1

City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Fire

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
EMS Fund/ 6501-71-7120-712001	Funding for Pulse Point	
	Ongoing annual funding (\$8,000 vendor cost; \$983 internal cost for virtual server)	\$8,983
	One-time funding (\$10,000 vendor cost; \$6,000 for virtual server)	\$16,000
Has this program change been submitted before?		
	No <input type="checkbox"/> Yes <input checked="" 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

Every minute a victim of sudden cardiac arrest waits for CPR, their chance of survival drops by up to 10 percent. After four to six minutes, brain damage begins to occur. After 10 minutes, it's often too late. Few resuscitation attempts succeed. When a 9-1-1 call for sudden cardiac arrest comes in, an alert goes to the app at the same time first responders are dispatched. Citizens who are signed up for the app and nearby the incident are notified of the location of the victim as well as the closest publicly accessible AEDs.

PulsePoint will allow citizens trained in CPR know when their help is needed, allowing them to step in during those critical moments before a paramedic arrives.

This is a new program to Fire. This is the only product that delivers this community based cardiac response. PulsePoint is currently in use by the LA County, LA City, and Long Beach Fire Departments in this area, and is in wide use in Northern California.

The Torrance Fire Department wants to launch the app and increase the efforts for CPR education in the community. Additionally, Fire would like to reach out to corporate and medical partners to increase AED locations and training in the community to go along with PulsePoint.

Other Alternatives Considered

None

Impact of Non-approval

Outreach efforts and associated publicity will not happen and our community outreach will remain limited.

\$8,983 / \$16,000 Priority No. 4

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Police

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Special Investigations / Criminal Intelligence / 1001- 70-7009-700906	Add 1.0 Administrative Analyst (Crime Analyst) to the Special Investigations Division	\$124,300

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

The Police Department is requesting the addition of 1.0 Administrative Analyst position to help meet a critical need for crime data analysis. This would increase the Department's number of civilian Crime Analysts from one to two.

Due to the ongoing effects of AB109, extensive investigations are taking place in an effort to maximize jail time for Torrance criminal offenders. In order to successfully arrest and prosecute criminals today, policing must approach criminal offenses not as individual acts, but as patterns of behavior. The ability of law enforcement to analyze and predict criminal behavior is key to identifying repeat offenders and accumulating sufficient evidence to result in conviction and incarceration. Post-arrest, the Police Department is extending and enhancing its capability to analyze large amounts of data from various sources. This increases the chances of charging Torrance criminals with long-term jail sentence enhancements. The addition of a civilian crime analyst would free up valuable time of sworn personnel, who are doing the data analysis now, and create greater investigative efficiency.

The proposed new Administrative Analyst would be assigned to the Special Investigations Division (SID) as a Crime Analyst. This individual would use predictive and investigative crime analysis techniques in support of SID operations. The additional position would expand the Department's crime analysis capacity and allow us to take advantage of modern data mining technologies. The Crime Analyst would help identify and track criminal offenders. This would facilitate the efforts of investigators to solve series of offenses, make timely arrests, and help prosecute criminals to the fullest extent.

Collecting and analyzing criminal intelligence data is now done by SID investigators whose time could be better spent in the field. The proposed Crime Analyst would have special expertise in data mining and corresponding analytics, resulting in greater productivity and more timely information for SID investigators. This would help reduce the time investigators are spending at their desks collecting data and increase their time in the field for directed enforcement and investigation.

Other Alternatives Considered

Maintain status quo.

Impact of Non-approval

Investigators would continue to analyze criminal intelligence data and lose valuable time in the field.

\$ 124,300 Priority No. 2

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City Manager - No Action

CITY OF TORRANCE
PROPOSED PROGRAM REVISION

Department: Public Works

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Streetscape Crew	Add 1 Supervisor, 1 lead maintenance worker and 3 maintenance workers.	\$430,600.00
	New Pickup Dump Truck	\$ 40,000.00
	Total	\$470,600.00
	Water Reimbursement Savings	\$ 8,000.00
		\$(217,200.00)
	Water Fund Offset	\$(208,800.00)
	General Fund	\$261,800.00
Annual Maint./Replacement	Dump Truck	\$8,000.00
Has this program change been submitted before?		
	No <input type="checkbox"/> Yes <input checked="" 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

Restore crew size to pre-reduction levels.

Bring back 1- Streetscape Supervisor and 2-Maintenance Workers.

Since the reduction of personnel Streetscape has acquired additional landscaping to include Western Avenue – Carson to 190th (1.12 ac) Hawthorne Blvd. -182nd to Torrance Blvd. (1.3ac) and Del Amo Blvd –Madrona to Crenshaw(1.41 ac).

Returning to an additional third supervisor structure will allow Streetscape to increase focus on City owned properties and landscaped areas. This position will assist the division in concentrating on exploring resolutions regarding the drought, including drought tolerant plants and alternative irrigation methods. In addition this position will allow the division to operate more efficiently by allowing the current two supervisors to focus on public service request for tree related issues and allow this position to primarily dedicate attention on managing the median and landscape areas including mowing.

The addition of the two maintenance workers will assist us in maintaining the newly added areas by picking up debris, mowing, weeding, planting and irrigation maintenance and repair. This will allow the City to maintain its manicured and well-tended appearance.

In addition, 1 lead maintenance worker and 1 maintenance worker is requested for the maintenance of the Water Divisions various properties in the City (Las Conches, Newton, Elm, Border Calle de Arboles, Vine, Rolling Hills Rd, North Torrance Wellfield) a total of 20 acres. These two positions along with a dump pickup will be funded by the Water Fund.

Positive impact - Alignment with the Strategic Plan priority 1, Appearance, Character and Quality of the Community and Strategic Plan priority 9, Stewardship of the environment.

Other Alternatives Considered

Explore contracting out mowing services on City properties under Streetscape jurisdiction. This will free up current employees assigned to mowing to maintain the landscaped City properties.

Impact of Non-approval

Without additional labor, maintenance of the newly added parkway medians will not occur often enough to keep the landscaping at the high quality expected by the City.

Water properties would continue to be maintained by contract and interdepartmental work orders.

\$261,800 General Fund

\$208,800 Water Fund

Priority No. 1

City Manager - No Action

CITY OF TORRANCE
 PROPOSED PROGRAM REVISION

Department: Public Works

Fiscal Year 2016-17

Program Name/Number	Proposed Change	Amount
2 Brush Chippers	Replace two older brush chippers	\$80,000.00
Annual Maint./Replacement		\$14,000.00

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

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

Impact Statement

Streetscape currently has 2 brush chippers that are over 15 years old. Age and wear has resulted in reduced chip quality, increased cost of operation and decreased efficiency. The brush chippers will need to be replaced prior to 2017 due to new California Air Resourced Board (CARB) air quality standards. Without replacement, we will not be in compliance and will not be allowed to use the equipment.

Other Alternatives Considered

No

Impact of Non-approval

Reduction in ability to perform tree trimming tasks.

\$ 80,000.00 Priority No. 1

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Concrete Crew	New and additional	\$256,800.00 personnel
Grinders, NPDES Vacuum, Vehicle	Necessary (One Time) Equipment	\$120,000.00
Annual Maint./Replacement		\$20,000.00
Has this program change been submitted before?		
	No <input type="checkbox"/> Yes <input checked="" 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

Restore crew size to pre-reduction levels.

Bring back 1- Cement Finisher, 1-Equipment Operator and 1-Maintenance Worker.

Personnel recruitment coordinated with Civil Service immediately upon approval of program.

Increased repair response to liability claims. Positive impact to Finance and Risk Management.

Positive impact - Alignment with Citizen and City Council goals to improve sidewalk conditions Citywide.

An additional 12,000 square feet of new sidewalks annually equals 234 home frontages completed annually.

Provide immediate response ramping and grinding Citywide.

Other Alternatives Considered

Increase use of CDBG residential sidewalk repair funding.

Impact of Non-approval

Continue ramping and grinding contract.

\$256.8k annually plus \$120k one-time Priority No. 1

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
Traffic Signal Lift Truck	New and additional	\$150,000.00
Annual Maint./Replacement		\$25,000.00
Has this program change been submitted before?		Year(s)
No <input checked="" type="checkbox"/> Yes <input type="checkbox"/>		
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 has 130 signalized intersections and is responsible for all outdoor overhead lighting at Parks and Sport Fields. A fourth Signal Technician was added prior to 2013-14. Current fleet is only 3 lift trucks.

The Section needs a lift truck for the additional personnel to access signals, field and sport lights within the area of responsibility. The signal technician is required to respond to traffic signal failures at more than 30 locations within his assigned area.

Current Signal Technician Schedule:

Day	Time	# of Employees
Monday	05:00 - 15:30	1
Monday	08:30 - 18:30	1
Tuesday	05:00 - 15:30	2
Tuesday	08:30 - 18:30	2
Wednesday	05:00 - 15:30	2
Wednesday	08:30 - 18:30	2
Thursday	05:00 - 15:30	2
Thursday	08:30 - 18:30	2
Friday	05:00 - 15:30	1
Friday	08:30 - 18:30	1

Other Alternatives Considered

No other alternatives equal a lift unit. Rental options are only feasible during times when current units are undersized.

Impact of Non-approval

Without a lift capable of reaching signals and outdoor lighting the Technician is underutilized and unable to complete their required duties.

\$150,000.00 Priority No. 1

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City Manager - No Action

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works - Engineering

Fiscal Year 2015-16

Program Name/Number	Proposed Change	Amount
New vehicle for Public Works Inspector-Capital Projects	Add 1 vehicle to PW-Engineering Division for this new position	\$30,000.00
Annual Maint./Replacement		\$6,000.00
Has this program change been submitted before?		
	No <input type="checkbox"/> Yes <input checked="" 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

2 new positions were created for Public Works Inspector-Capital Projects in the adopted budget. One position has been filled and the individual is currently using a vehicle added to the Public Works fleet as a result of the transfer of a former incumbent and vehicle from Community Development to Public Works. No vehicle has been added to the Public works fleet for the second Public Works Inspector-Capital Projects position.

The second position is anticipated to be filled by spring/summer 2015. A new vehicle will be needed for the person to perform his/her assigned duties.

A purchased vehicle may impact Fleet Services from a maintenance perspective, while a leased vehicle most likely will put the sole burden on Public Works.

Other Alternatives Considered

None.

Impact of Non-approval

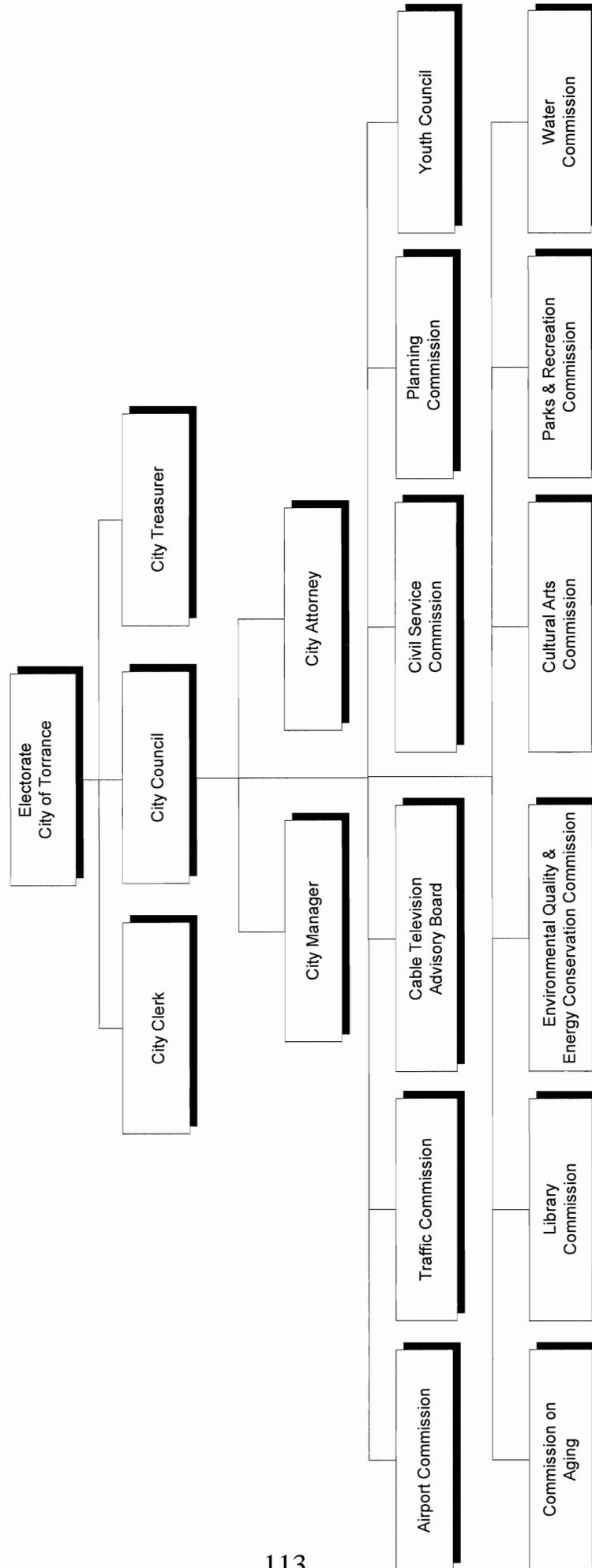
Reduction in ability to perform design and construction duties for projects. Potential delays for some projects during both the design and construction phases.

\$30,000 Priority No. 1

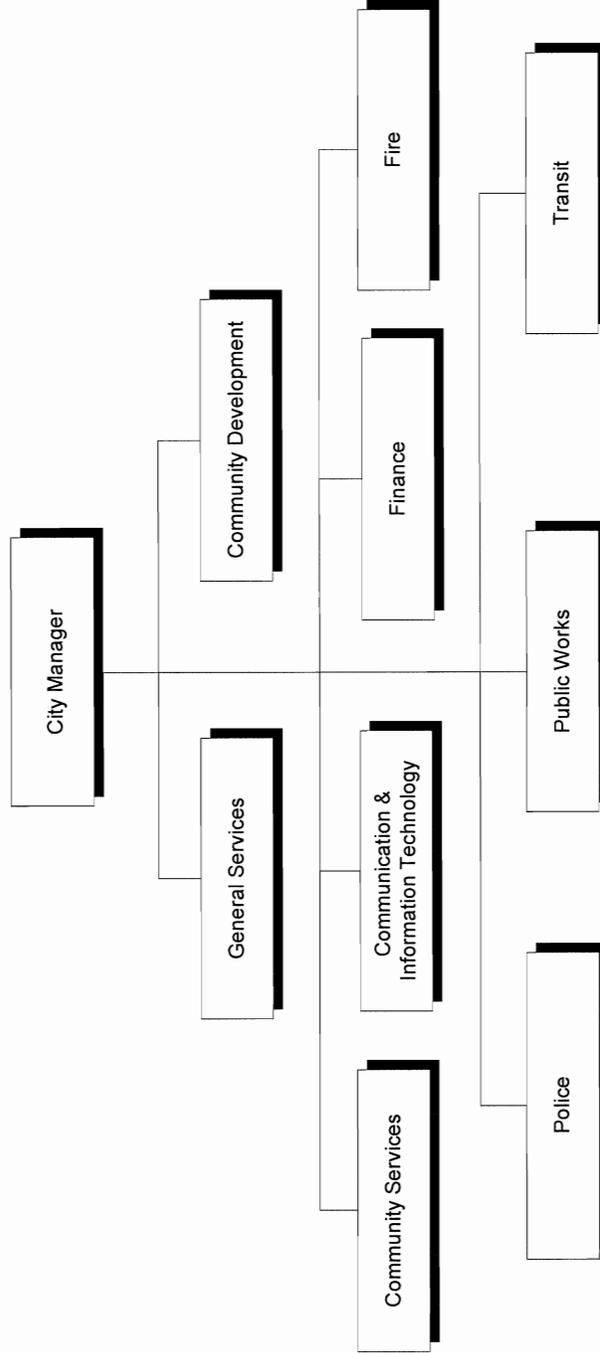
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City Manager - No Action

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
- Support 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
Employee Relations

**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)

**2014-15 ADOPTED
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	\$ 176,398,108	\$ -	\$ 176,398,108	\$ 176,398,108	\$ -
INTERNAL SERVICE					
Fleet Services	6,473,136		6,473,136	5,928,363	544,773
Self Insurance	4,598,353	502,426	5,100,779	5,100,779	-
Subtotal	11,071,489	502,426	11,573,915	11,029,142	
ENTERPRISE FUNDS					
Airport	12,605,000		12,605,000	12,168,523	436,477
Transit*	30,402,020		30,402,020	30,324,557	77,463
Water	38,643,000		38,643,000	37,710,859	932,141
Sanitation	11,299,172		11,299,172	11,195,029	104,143
Cultural Arts Center	2,039,097	225,230	2,264,327	2,264,327	-
Sewer	3,118,000	1,260,208	4,378,208	4,378,208	-
Emergency Medical Svcs.	12,208,290	12,235	12,220,525	12,220,525	-
Parks & Recreation	7,666,363	5,405	7,671,768	7,671,768	-
Subtotal	117,980,942	1,503,078	119,484,020	117,933,796	
EXTERNAL FUNDS					
Animal Control	475,833		475,833	471,286	4,547
Section 8 Rental Assist.	6,377,500	581,042	6,958,542	6,958,542	-
Downtown RDA Successor Agency	2,809,504	9,899	2,819,403	2,819,403	-
Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,809,800		1,809,800	1,780,488	29,312
Cable TV Public Access	424,312		424,312	392,950	31,362
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	3,130,161	19,911	3,150,072	3,150,072	-
Air Quality Management	172,000	20,145	192,145	192,145	-
Vanpool/Rideshare	256,930	5,298	262,228	262,228	-
Gas Tax***		1,040,000	1,040,000	1,040,000	-
Prop C		1,451,930	1,451,930	1,451,930	-
Commun. Dev. Block Grant (CDBG)		-	-	-	-
Asset Forfeiture		271,000	271,000	270,300	700
Public Property Financing	3,730,191		3,730,191	3,730,191	-
Subtotal	19,580,081	3,399,225	22,979,306	22,613,385	
Less: Internal Service Internal Transfers**	(11,071,489) (34,567,412)	(502,426)	(11,573,915) (34,567,412)	(11,029,142) (34,567,412)	- -
TOTAL	\$ 279,391,719	\$ 4,902,303	\$ 284,294,022	\$ 282,377,877	

* 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.

**2015-16 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	\$ 185,279,662	\$ -	\$ 185,279,662	\$ 185,061,841		\$217,821.00	\$ -
INTERNAL SERVICE							
Fleet Services	6,747,702		6,747,702	6,060,854		213,200	473,648
Self Insurance	6,594,153		6,594,153	5,141,886			1,452,267
Subtotal	13,341,855	-	13,341,855	11,202,740	-	213,200	
ENTERPRISE FUNDS							
Airport	12,815,000	3,062,688	15,877,688	15,877,688	-		-
Transit	27,102,113	3,574,042	30,676,155	30,676,155	765,000	765,000	-
Water	38,899,000		38,899,000	37,129,492		109,000	1,660,508
Sanitation	12,054,847		12,054,847	11,997,874		-	56,973
Cultural Arts Center	2,304,117		2,304,117	2,295,062	-	-	9,055
Sewer	3,417,500	1,651,895	5,069,395	5,069,395		-	-
Emergency Medical Svcs.	11,782,490	10,980	11,793,470	11,793,470			-
Parks & Recreation	7,667,613	247,334	7,914,947	7,887,175	250	28,022	-
Subtotal	116,042,680	8,546,939	124,589,619	122,726,311	765,250	902,022	
EXTERNAL FUNDS							
Animal Control	505,686		505,686	505,686			-
Section 8 Rental Assist.	6,399,000	138,942	6,537,942	6,537,942			-
Downtown RDA Successor Agency	3,227,564		3,227,564	3,001,825			225,739
Meadow Park Parking Lot	34,257		34,257	34,107			150
Government Cable Communications	1,919,800	86,701	2,006,501	1,867,001		139,500	-
Cable TV Public Access	424,312		424,312	403,287			21,025
Cable Public Educ. Gov.	370,000		370,000	60,000			310,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,196,905	-	3,196,905	3,196,905			-
Air Quality Management	172,000	22,878	194,878	194,878			-
Vanpool/Rideshare	260,184		260,184	260,184			-
Gas Tax*		1,040,000	1,040,000	1,040,000			-
Prop C		1,261,184	1,261,184	1,261,184			-
Commun. Dev. Block Grant (CDBG)		-	-	-			-
Asset Forfeiture			-	-			-
Public Property Financing	3,723,488		3,723,488	3,723,488			-
Subtotal	20,243,196	2,549,705	22,792,901	22,096,487	-	139,500	
Less: Internal Service Internal Transfers**	(13,341,855)	-	(13,341,855)	(11,202,740)			-
	(38,345,210)		(38,345,210)	(38,345,210)			-
TOTAL	\$ 283,220,328	\$ 11,096,644	\$ 294,316,972	\$ 291,539,429	\$ 765,250	\$ 1,472,543	

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

** Includes all internal transfers.

**2016-17 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	\$ 189,392,355	\$ -	\$ 189,392,355	\$ 189,203,126		\$189,229.00	\$ -
INTERNAL SERVICE							
Fleet Services	6,747,702		6,747,702	6,129,254		213,200	405,248
Self Insurance	4,894,153	245,833	5,139,986	5,139,986			-
Subtotal	11,641,855	245,833	11,887,688	11,269,240	-	213,200	-
ENTERPRISE FUNDS							
Airport	13,016,200	124,914	13,141,114	13,141,114	-		-
Transit	26,745,663	4,175,707	30,921,370	30,921,370	1,615,200	1,615,200	-
Water	40,152,950		40,152,950	37,239,828		109,000	2,804,122
Sanitation	12,169,261		12,169,261	12,080,970		-	88,291
Cultural Arts Center	2,084,117	253,445	2,337,562	2,337,562	-	-	-
Sewer	3,516,500	1,561,290	5,077,790	5,077,790		-	-
Emergency Medical Svcs.	12,117,690	10,980	12,128,670	12,128,670		-	-
Parks & Recreation	7,819,613	198,189	8,017,802	7,997,575	250	20,477	-
Subtotal	117,621,994	6,324,525	123,946,519	120,924,879	1,615,450	1,744,677	-
EXTERNAL FUNDS							
Animal Control	513,486	-	513,486	513,486			-
Section 8 Rental Assist.	6,399,000	152,842	6,551,842	6,551,842			-
Downtown RDA Successor Agency	3,227,564		3,227,564	3,001,825			225,739
Meadow Park Parking Lot	34,257		34,257	34,107			150
Government Cable Communications	1,939,800	102,701	2,042,501	1,903,001		139,500	-
Cable TV Public Access	424,312		424,312	403,987			20,325
Cable Public Educ. Gov.	370,000		370,000	60,000			310,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,209,805		3,209,805	3,209,805			-
Air Quality Management	172,000	22,878	194,878	194,878			-
Vanpool/Rideshare	260,184		260,184	260,184			-
Gas Tax*		1,040,000	1,040,000	1,040,000			-
Prop C		1,460,184	1,460,184	1,460,184			-
Commun. Dev. Block Grant (CDBG)		-	-	-			-
Asset Forfeiture			-	-			-
Public Property Financing	3,725,838		3,725,838	3,725,838			-
Subtotal	20,286,246	2,778,605	23,064,851	22,369,137	-	139,500	-
Less: Internal Service Internal Transfers**	(11,641,855)	(245,833)	(11,887,688)	(11,269,240)			-
	(34,779,110)		(34,779,110)	(34,779,110)			-
TOTAL	\$ 292,521,485	\$ 9,103,130	\$ 301,624,615	\$ 297,718,032	\$ 1,615,450	\$ 2,286,606	

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

** Includes all internal transfers.

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REVENUE SUMMARY ALL FUNDS

Description	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund	\$ 159,778,458	\$ 161,820,853	\$ 182,466,499	\$ 176,398,108	\$ 185,279,662	\$ 189,392,355
Internal Service Funds	10,557,448	10,401,357	11,644,921	11,071,914	13,341,855	11,641,855
Enterprise Funds	109,827,155	107,570,148	114,006,693	114,191,853	116,042,680	117,621,994
External Funds	40,197,976	21,403,468	68,175,836	19,580,081	20,243,196	20,286,246
Grand Total All Funds	\$ 320,361,036	\$ 301,195,826	\$ 376,293,949	\$ 321,241,956	\$ 334,907,393	\$ 338,942,450
GENERAL FUND REVENUES						
Property Taxes	\$ 40,165,786	\$ 42,067,245	\$ 42,688,657	\$ 45,227,977	\$ 47,032,264	\$ 49,127,059
Taxes Other Than Property	95,865,443	97,601,733	101,827,991	106,929,825	111,261,099	115,260,393
Licenses and Permits	1,919,074	2,044,557	2,893,100	2,330,051	2,374,367	2,719,613
Revenues from Other Agencies	1,452,071	1,424,720	1,358,023	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,225,781	1,009,814	1,075,432	1,330,000	1,330,000	1,330,000
Use of Money and Property	2,675,945	109,109	2,314,326	3,463,502	3,528,277	3,594,995
Charges for Current Service	4,254,521	4,427,904	5,411,705	5,740,595	5,844,139	5,950,779
Other Revenues	12,219,837	13,135,771	24,897,265	9,966,158	12,499,516	9,999,516
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund	\$ 159,778,458	\$ 161,820,853	\$ 182,466,499	\$ 176,398,108	\$ 185,279,662	\$ 189,392,355
INTERNAL SERVICE FUND REVENUES						
Fleet Services	\$ 6,896,845	\$ 6,576,066	\$ 7,003,178	\$ 6,473,136	\$ 6,747,702	\$ 6,747,702
Self Insurance	3,660,603	3,825,291	4,641,743	4,598,778	6,594,153	4,894,153
Total Internal Service Fund	\$ 10,557,448	\$ 10,401,357	\$ 11,644,921	\$ 11,071,914	\$ 13,341,855	\$ 11,641,855
ENTERPRISE FUNDS REVENUES						
Airport	\$ 11,989,129	\$ 11,805,854	\$ 12,267,567	\$ 12,605,000	\$ 12,815,000	\$ 13,016,200
Transit System	28,966,867	24,522,705	25,768,178	26,612,931	27,102,113	26,745,663
Water	34,178,515	36,316,536	40,953,937	38,643,000	38,899,000	40,152,950
Emergency Medical Services	10,706,211	11,005,566	11,491,286	12,208,290	11,782,490	12,117,690
Sanitation	10,818,487	11,261,114	11,735,745	11,299,172	12,054,847	12,169,261
Cultural Arts Center	1,860,909	1,865,273	1,771,330	2,039,097	2,304,117	2,084,117
Sewer	3,052,574	3,245,624	3,301,118	3,118,000	3,417,500	3,516,500
Parks and Recreation	8,254,463	7,547,476	6,717,532	7,666,363	7,667,613	7,819,613
Total Enterprise Funds	\$ 109,827,155	\$ 107,570,148	\$ 114,006,693	\$ 114,191,853	\$ 116,042,680	\$ 117,621,994
EXTERNAL FUND REVENUES						
Animal Control	\$ 322,668	\$ 314,227	\$ 372,474	\$ 475,833	\$ 505,686	\$ 513,486
Home Improvement Employ Program	200,836	-	-	-	-	-
Section 8 Rental Assistance	6,567,121	6,214,211	5,956,176	6,377,500	6,399,000	6,399,000
Rehabilitation Loan Program (HCD)	-	-	-	-	-	-
Downtown RDA Successor Agency	22,805,150	4,397,039	2,566,072	2,809,504	3,227,564	3,227,564
RDA Successor Agency - Housing	-	-	-	-	-	-
Redev. Meadow Park Parking Lot	21,374	26,280	70,323	23,850	34,257	34,257
Government Cable Communications	1,838,799	1,917,956	1,916,627	1,809,800	1,919,800	1,939,800
Cable TV Public Access	438,675	423,403	422,040	424,312	424,312	424,312
Cable TV Public Educ. Government	355,584	373,439	369,289	360,000	370,000	370,000
Police Inmate Welfare Fund	-	-	-	10,000	10,000	10,000
Street Lighting District	2,727,338	2,751,532	2,778,000	3,130,161	3,196,905	3,209,805
Vanpool/Rideshare	231,694	233,586	226,215	256,930	260,184	260,184
Air Quality Management	185,021	177,815	184,625	172,000	172,000	172,000
Public Property Financing	4,503,716	4,573,980	53,313,995	3,730,191	3,723,488	3,725,838
Total External Funds	\$ 40,197,976	\$ 21,403,468	\$ 68,175,836	\$ 19,580,081	\$ 20,243,196	\$ 20,286,246

EXPENDITURE SUMMARY ALL FUNDS

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund Operating Budget:						
City Attorney	\$ 2,015,073	\$ 1,956,991	\$ 2,243,726	\$ 2,367,851	\$ 2,483,844	\$ 2,559,744
City Clerk	963,130	969,792	1,131,449	1,020,771	1,200,330	1,051,230
City Council/Commissions	450,067	451,812	496,111	507,074	467,948	471,601
City Manager	2,783,968	2,482,379	2,534,845	2,845,304	2,950,804	3,033,204
City Treasurer	858,966	908,262	834,115	854,950	883,072	902,672
Civil Service	398,197	434,528	238,921	501,445	526,741	543,541
Communications & Info System	4,264,322	4,362,215	4,353,922	4,594,053	4,759,005	4,880,205
Community Development	6,933,886	6,965,398	6,894,453	7,132,190	7,532,766	7,759,166
Community Services	13,604,157	13,576,596	14,618,450	15,538,574	16,084,887	16,335,087
Finance	4,008,899	3,965,583	3,847,050	4,506,294	4,780,004	4,892,204
Fire	25,439,684	26,480,192	26,835,778	27,876,483	28,992,460	29,873,675
General Services	3,470,914	3,267,290	3,429,427	4,044,011	4,253,469	4,345,369
Human Resources	1,881,350	1,830,818	2,299,543	2,275,922	2,297,380	2,317,580
Police	64,792,012	65,486,432	67,668,393	70,673,947	74,755,570	77,152,655
Public Works	10,161,410	11,155,045	11,427,166	11,904,394	12,406,940	12,635,640
Non-Departmental/Insurance	32,893,177	18,927,998	23,129,880	19,754,845	20,686,621	20,449,553
Total General Fund	\$ 174,919,212	\$ 163,221,331	\$ 171,983,229	\$ 176,398,108	\$ 185,061,841	\$ 189,203,126
Internal Service:						
Fleet Services	5,307,101	5,250,193	5,850,719	5,928,363	6,080,854	6,129,254
Self Insurance	4,580,611	4,840,764	20,271,236	5,100,779	5,141,886	5,139,986
Total Internal Service	\$ 9,887,712	\$ 10,090,957	\$ 26,121,955	\$ 11,029,142	\$ 11,222,740	\$ 11,269,240
Enterprise Funds:						
Airport	11,575,358	12,469,294	14,467,330	12,168,523	15,877,688	13,141,114
Transit	19,628,358	24,793,976	26,261,027	30,324,557	30,676,155	30,921,370
Water	32,481,739	37,323,714	43,329,588	37,710,859	37,129,492	37,239,828
Sanitation	11,465,307	11,396,473	11,337,090	11,195,029	11,997,874	12,080,970
Cultural Arts Center	1,975,946	1,908,881	1,938,752	2,264,327	2,295,062	2,337,562
Sewer	4,905,709	3,830,044	4,815,493	4,378,208	5,069,395	5,077,790
Emergency Medical Services	10,706,211	11,168,509	11,498,016	12,220,525	11,793,470	12,128,670
Parks and Recreation	7,742,431	7,354,414	6,508,419	7,671,768	7,887,175	7,997,575
Total Enterprise	\$ 100,481,059	\$ 110,245,305	\$ 120,155,715	\$ 117,933,796	\$ 122,726,311	\$ 120,924,879
External Funds:						
Home Improv. Empl. Program	145,364	-	-	-	-	-
Animal Control	337,544	335,354	372,474	471,286	505,686	513,486
Section 8 Rental Assistance	6,470,543	6,517,808	6,256,436	6,958,542	6,537,942	6,551,842
Downtown RDA Successor Agency	5,686,955	8,012,593	722,878	2,819,403	3,001,825	3,001,825
RDA Successor Agency - Housing	-	-	-	-	-	-
Meadow Park Parking Lot	16,500	16,500	16,500	23,850	34,107	34,107
Gov. Cable Communications	1,570,738	1,582,859	1,763,011	1,780,488	1,867,001	1,903,001
Cable TV Public Access	374,988	371,668	398,469	392,950	403,287	403,987
Cable Public Educ. Gov.	150,000	98,784	1,143,011	60,000	60,000	60,000
Police Inmate Welfare Fund	-	-	-	10,000	10,000	10,000
Air Quality Management	180,608	142,721	207,971	192,145	194,878	194,878
Vanpool/Rideshare	231,694	233,586	226,215	262,228	260,184	260,184
Gas Tax	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
General Fund Capital Projects	300,000	-	-	-	-	-
Prop C	377,923	2,474,540	1,229,670	1,451,930	1,261,184	1,460,184
Asset Forfeiture	-	-	202,200	270,300	-	-
Street Lighting District	2,727,338	2,751,532	2,685,793	3,150,072	3,196,905	3,209,805
Community Dev. Block Grant (CDBG)	-	-	172,390	-	-	-
Public Property Financing	4,571,180	4,576,656	13,404,826	3,730,191	3,723,488	3,725,838
Total External	\$ 33,942,244	\$ 28,154,601	\$ 29,841,844	\$ 22,613,385	\$ 22,096,487	\$ 22,369,137
Less:						
Internal Service Charges	(9,887,712)	(10,090,957)	(26,121,955)	(11,029,142)	(11,222,740)	(11,269,240)
Internal Transfers	(30,540,000)	(28,855,000)	(45,188,000)	(34,567,412)	(38,345,210)	(34,779,110)
TOTAL	\$ 278,802,515	\$ 272,766,237	\$ 276,792,788	\$ 282,377,877	\$ 291,539,429	\$ 297,718,032

**2014-15 ADOPTED
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,999,468	36,166	213,630	34,837	52,425
City Clerk	862,644	36,352	32,314	2,692	73,557
City Council/Commissions	114,000	48,016	105,146	154,722	82,940
City Manager	2,107,609	160,430	342,165	126,656	76,473
City Treasurer	651,383	7,559	159,830	7,550	18,324
Civil Service	378,418	22,300	51,800	6,750	18,646
Commun. & Info. Technology	3,734,521	841,988	682,798	44,754	199,197
Community Development	6,109,570	230,323	267,041	57,663	329,052
Community Services	11,629,091	1,797,617	1,391,391	47,526	561,111
Finance	3,818,237	105,980	245,529	20,830	247,364
Fire	25,868,138	965,067	333,730	61,620	511,329
General Services	2,739,072	1,441,177	723,898	17,070	97,275
Human Resources	1,565,420	270,560	276,020	61,201	98,462
Police	65,389,270	2,285,378	746,998	218,962	1,423,499
Public Works	7,367,590	2,839,152	1,344,454	26,938	255,597
Non-Departmental/Insurance	365,361	1,548,559	605,000	14,096	-
Total General Fund	\$ 134,699,792	\$ 12,636,624	\$ 7,521,744	\$ 903,867	\$ 4,045,251
Internal Service:					
Fleet Services	3,144,679	346,119	62,016	20,300	113,302
Self Insurance	728,400	20,995	163,379	6,800	25,126
Total Internal Service	\$ 3,873,079	\$ 367,114	\$ 225,395	\$ 27,100	\$ 138,428
Enterprise Funds:					
Airport	1,618,464	375,994	522,351	32,107	442,456
Transit	15,303,816	4,370,613	2,890,720	127,000	3,477,667
Water	5,718,937	2,593,972	1,148,162	42,275	1,296,581
Sanitation	4,407,257	3,367,704	2,364,346	11,355	787,286
Cultural Arts Center	1,531,240	150,258	362,476	12,400	117,139
Sewer	1,982,441	350,770	596,112	8,014	423,473
Emergency Medical Services	10,978,677	344,582	17,031	18,000	-
Parks and Recreation	4,430,897	1,081,480	1,207,199	9,320	776,722
Total Enterprise	\$ 45,971,729	\$ 12,635,373	\$ 9,108,397	\$ 260,471	\$ 7,321,324
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	347,100	9,000	95,000	3,000	17,186
Section 8 Rental Assistance	542,800	6,194,115	43,027	5,000	123,600
Downtown RDA Successor Agency	-	17,000	8,000	-	-
Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	909,822	69,563	181,038	8,500	80,940
Cable TV Public Access	306,311	20,011	19,500	3,100	35,525
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	45,763	78,662	67,720	-	-
Vanpool/Rideshare	85,868	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	270,300	-	-	-	-
Street Lighting District	672,156	585,916	1,892,000	-	-
Community Dev. Block Grant (CDBG)	-	-	-	-	-
Public Property Financing	-	-	-	-	-
Total External	\$ 3,180,120	\$ 7,154,777	\$ 2,335,735	\$ 19,850	\$ 257,251
Less:					
Internal Service Charges	\$ (3,873,079)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (138,428)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 183,851,641	\$ 32,426,774	\$ 18,965,876	\$ 1,184,188	\$ 11,623,826

**2014-15 ADOPTED
EXPENDITURE BUDGET BY CATEGORY
(Continued)**

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	31,325	-	\$ 2,367,851
City Clerk	-	13,212	-	\$ 1,020,771
City Council/Commissions	-	2,250	-	\$ 507,074
City Manager	11,500	20,471	-	\$ 2,845,304
City Treasurer	2,500	7,804	-	\$ 854,950
Civil Service	-	23,531	-	\$ 501,445
Commun. & Info. Technology	1,000	129,370	(1,039,575)	\$ 4,594,053
Community Development	2,200	174,441	(38,100)	\$ 7,132,190
Community Services	42,000	231,888	(162,050)	\$ 15,538,574
Finance	-	68,354	-	\$ 4,506,294
Fire	202,744	213,507	(279,652)	\$ 27,876,483
General Services	5,500	65,167	(1,045,148)	\$ 4,044,011
Human Resources	-	25,559	(21,300)	\$ 2,275,922
Police	-	664,306	(54,466)	\$ 70,673,947
Public Works	28,750	706,929	(665,016)	\$ 11,904,394
Non-Departmental/Insurance		24,455,137	(7,233,308)	\$ 19,754,845
Total General Fund	\$ 296,194	\$ 26,833,251	\$ (10,538,615)	\$ 176,398,108
Internal Service:				
Fleet Services	2,108,660	133,287	-	\$ 5,928,363
Self Insurance	-	4,156,079	-	\$ 5,100,779
Total Internal Service	\$ 2,108,660	\$ 4,289,366	\$ -	\$ 11,029,142
Enterprise Funds:				
Airport	-	9,177,151	-	\$ 12,168,523
Transit	-	4,154,741	-	\$ 30,324,557
Water	56,200	26,953,145	(98,413)	\$ 37,710,859
Sanitation	-	299,681	(42,600)	\$ 11,195,029
Cultural Arts Center	-	90,814	-	\$ 2,264,327
Sewer	12,058	1,008,340	(3,000)	\$ 4,378,208
Emergency Medical Services	47,000	815,235	-	\$ 12,220,525
Parks and Recreation	8,500	157,650	-	\$ 7,671,768
Total Enterprise	\$ 123,758	\$ 42,656,757	\$ (144,013)	\$ 117,933,796
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 471,286
Section 8 Rental Assistance	50,000	-	-	\$ 6,958,542
Downtown RDA Successor Agency	-	2,794,403	-	\$ 2,819,403
Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	-	552,825	(22,200)	\$ 1,780,488
Cable TV Public Access	-	8,503	-	\$ 392,950
Cable Public Educ. Gov.	60,000	-	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 192,145
Vanpool/Rideshare	-	-	-	\$ 262,228
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,451,930	-	\$ 1,451,930
Asset Forfeiture	-	-	-	\$ 270,300
Street Lighting District	-	-	-	\$ 3,150,072
Community Dev. Block Grant (CDBG)	-	-	-	\$ -
Public Property Financing	-	3,730,191	-	\$ 3,730,191
Total External	\$ 110,000	\$ 9,577,852	\$ (22,200)	\$ 22,613,385
Less:				
Internal Service Charges	\$ (2,108,660)	\$ (4,289,366)	\$ -	\$ (11,029,142)
Internal Transfers	-	(34,567,412)	-	\$ (34,567,412)
TOTAL	\$ 529,952	\$ 44,500,448	\$ (10,704,828)	\$ 282,377,877

**2015-16 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	2,119,514	36,166	205,630	42,837	53,225
City Clerk	890,644	35,514	180,314	5,530	75,057
City Council/Commissions	71,000	48,016	105,146	157,081	84,440
City Manager	2,211,409	160,430	342,165	126,656	78,373
City Treasurer	679,603	7,559	159,830	7,550	18,324
Civil Service	403,714	20,050	51,800	6,750	18,646
Commun. & Info. Technology	3,890,208	837,548	687,298	44,754	202,997
Community Development	6,468,706	230,223	271,041	57,663	336,252
Community Services	12,152,636	1,815,617	1,391,391	47,526	568,411
Finance	4,135,347	105,980	195,529	20,830	251,964
Fire	26,960,601	965,067	333,530	61,620	529,129
General Services	2,948,030	1,436,177	723,898	17,070	97,775
Human Resources	1,550,981	270,560	313,520	61,201	100,062
Police	69,314,568	2,350,178	791,634	218,962	1,460,514
Public Works	7,716,138	2,994,752	1,344,454	26,938	261,397
Non-Departmental/Insurance	771,163	905,786	605,000	23,665	-
Total General Fund	\$ 142,284,262	\$ 12,219,623	\$ 7,702,180	\$ 926,633	\$ 4,136,566
Internal Service:					
Fleet Services	3,275,186	346,119	62,016	20,300	114,602
Self Insurance	768,200	20,995	163,379	6,800	25,126
Total Internal Service	\$ 4,043,386	\$ 367,114	\$ 225,395	\$ 27,100	\$ 139,728
Enterprise Funds:					
Airport	1,686,189	405,994	572,051	32,107	475,580
Transit	15,962,123	3,781,418	2,891,420	127,000	3,650,726
Water	6,066,595	2,575,472	1,148,162	42,275	1,382,503
Sanitation	4,605,214	3,877,904	2,364,346	11,355	821,774
Cultural Arts Center	1,613,195	125,258	336,256	12,400	117,139
Sewer	2,081,087	406,770	1,056,810	8,014	449,316
Emergency Medical Services	11,402,877	344,582	17,031	18,000	-
Parks and Recreation	4,634,504	1,081,480	1,206,099	10,320	788,622
Total Enterprise	\$ 48,051,784	\$ 12,598,878	\$ 9,592,175	\$ 261,471	\$ 7,685,660
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	381,500	9,000	95,000	3,000	17,186
Section 8 Rental Assistance	542,200	5,774,115	43,027	5,000	123,600
Downtown RDA Successor Agency	65,260	16,000	8,000	-	-
Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	960,323	69,463	215,953	8,500	82,540
Cable TV Public Access	316,248	20,011	19,500	3,100	35,925
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	48,496	78,662	67,720	-	-
Vanpool/Rideshare	83,824	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	-	-	-	-	-
Street Lighting District	712,189	592,716	1,892,000	-	-
Community Dev. Block Grant (CDBG)	-	-	-	-	-
Public Property Financing	-	-	-	-	-
Total External	\$ 3,110,040	\$ 6,740,477	\$ 2,370,650	\$ 19,850	\$ 259,251
Less:					
Internal Service Charges	\$ (4,043,386)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (139,728)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 193,446,086	\$ 31,558,978	\$ 19,665,005	\$ 1,207,954	\$ 12,081,477

2015-16 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	-	26,472	-	\$ 2,483,844
City Clerk	-	13,271	-	\$ 1,200,330
City Council/Commissions	-	2,265	-	\$ 467,948
City Manager	11,500	20,271	-	\$ 2,950,804
City Treasurer	2,500	7,706	-	\$ 883,072
Civil Service	-	25,781	-	\$ 526,741
Commun. & Info. Technology	1,000	147,875	(1,052,675)	\$ 4,759,005
Community Development	2,200	173,181	(6,500)	\$ 7,532,766
Community Services	42,000	229,356	(162,050)	\$ 16,084,887
Finance	-	70,354	-	\$ 4,780,004
Fire	202,744	219,421	(279,652)	\$ 28,992,460
General Services	5,500	65,167	(1,040,148)	\$ 4,253,469
Human Resources	-	22,356	(21,300)	\$ 2,297,380
Police	-	674,180	(54,466)	\$ 74,755,570
Public Works	28,750	706,327	(671,816)	\$ 12,406,940
Non-Departmental/Insurance	-	25,755,151	(7,374,144)	\$ 20,686,621
Total General Fund	\$ 296,194	\$ 28,159,134	\$ (10,662,751)	\$ 185,061,841
Internal Service:				
Fleet Services	2,108,660	153,971	-	\$ 6,080,854
Self Insurance	-	4,157,386	-	\$ 5,141,886
Total Internal Service	\$ 2,108,660	\$ 4,311,357	\$ -	\$ 11,222,740
Enterprise Funds:				
Airport	-	12,705,767	-	\$ 15,877,688
Transit	101,000	4,162,468	-	\$ 30,676,155
Water	56,200	25,961,671	(103,386)	\$ 37,129,492
Sanitation	-	354,881	(37,600)	\$ 11,997,874
Cultural Arts Center	-	90,814	-	\$ 2,295,062
Sewer	12,058	1,058,340	(3,000)	\$ 5,069,395
Emergency Medical Services	47,000	(36,020)	-	\$ 11,793,470
Parks and Recreation	8,500	157,650	-	\$ 7,887,175
Total Enterprise	\$ 224,758	\$ 44,455,571	\$ (143,986)	\$ 122,726,311
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 505,686
Section 8 Rental Assistance	50,000	-	-	\$ 6,537,942
Downtown RDA Successor Agency	-	2,912,565	-	\$ 3,001,825
Meadow Park Parking Lot	-	10,257	-	\$ 34,107
Gov. Cable Communications	-	552,422	(22,200)	\$ 1,867,001
Cable TV Public Access	-	8,503	-	\$ 403,287
Cable Public Educ. Gov.	60,000	-	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 194,878
Vanpool/Rideshare	-	-	-	\$ 260,184
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,261,184	-	\$ 1,261,184
Asset Forfeiture	-	-	-	\$ -
Street Lighting District	-	-	-	\$ 3,196,905
Community Dev. Block Grant (CDBG)	-	-	-	\$ -
Public Property Financing	-	3,723,488	-	\$ 3,723,488
Total External	\$ 110,000	\$ 9,508,419	\$ (22,200)	\$ 22,096,487
Less:				
Internal Service Charges	\$ (2,108,660)	\$ (4,311,357)	\$ -	\$ (11,222,740)
Internal Transfers	-	(38,345,210)	-	\$ (38,345,210)
TOTAL	\$ 630,952	\$ 43,777,914	\$ (10,828,937)	\$ 291,539,429

**2016-17 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	2,195,414	36,166	205,630	42,837	53,225
City Clerk	890,444	35,514	30,314	5,530	76,157
City Council/Commissions	71,100	48,016	105,146	159,434	85,640
City Manager	2,292,609	160,430	342,165	126,656	79,573
City Treasurer	699,203	7,559	159,830	7,550	18,324
Civil Service	419,714	20,050	51,800	6,750	19,446
Commun. & Info. Technology	4,011,208	836,848	686,798	44,754	205,697
Community Development	6,693,906	230,223	266,541	57,663	341,952
Community Services	12,399,736	1,815,617	1,391,391	47,526	571,511
Finance	4,243,947	105,980	195,529	20,830	255,564
Fire	27,835,101	965,067	333,530	61,620	535,844
General Services	3,038,930	1,436,177	723,898	17,070	98,775
Human Resources	1,595,581	270,560	288,520	61,201	100,662
Police	71,693,168	2,350,178	791,634	218,962	1,478,999
Public Works	7,945,138	2,992,752	1,344,454	26,938	263,097
Non-Departmental/Insurance	1,182,824	1,165,373	605,000	23,665	-
Total General Fund	\$ 147,208,023	\$ 12,476,510	\$ 7,522,180	\$ 928,986	\$ 4,184,466
Internal Service:					
Fleet Services	3,322,886	346,119	62,016	20,300	115,302
Self Insurance	766,300	20,995	163,379	6,800	25,126
Total Internal Service	\$ 4,089,186	\$ 367,114	\$ 225,395	\$ 27,100	\$ 140,428
Enterprise Funds:					
Airport	1,708,789	405,994	572,051	32,107	481,060
Transit	16,244,723	3,781,418	2,890,720	127,000	3,715,041
Water	6,159,395	2,571,972	1,148,162	42,275	1,403,539
Sanitation	4,685,614	3,865,904	2,364,346	11,355	836,470
Cultural Arts Center	1,655,695	125,258	336,256	12,400	117,139
Sewer	2,129,687	406,770	1,006,112	8,014	459,809
Emergency Medical Services	11,738,077	344,582	17,031	18,000	-
Parks and Recreation	4,736,304	1,081,480	1,206,099	10,320	797,222
Total Enterprise	\$ 49,058,284	\$ 12,583,378	\$ 9,540,777	\$ 261,471	\$ 7,810,280
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	388,600	9,000	95,000	3,000	17,886
Section 8 Rental Assistance	556,100	5,774,115	43,027	5,000	123,600
Downtown RDA Successor Agency	65,260	16,000	8,000	-	-
Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	994,923	69,463	215,953	8,500	83,940
Cable TV Public Access	316,248	20,011	19,500	3,100	36,625
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	48,496	78,662	67,720	-	-
Vanpool/Rideshare	83,824	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	-	-	-	-	-
Street Lighting District	725,089	592,716	1,892,000	-	-
Community Dev. Block Grant (CDBG)	-	-	-	-	-
Public Property Financing	-	-	-	-	-
Total External	\$ 3,178,540	\$ 6,740,477	\$ 2,370,650	\$ 19,850	\$ 262,051
Less:					
Internal Service Charges	\$ (4,089,186)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (140,428)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 199,444,847	\$ 31,800,365	\$ 19,433,607	\$ 1,210,307	\$ 12,256,797

2016-17 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	-	26,472	-	\$ 2,559,744
City Clerk	-	13,271	-	\$ 1,051,230
City Council/Commissions	-	2,265	-	\$ 471,601
City Manager	11,500	20,271	-	\$ 3,033,204
City Treasurer	2,500	7,706	-	\$ 902,672
Civil Service	-	25,781	-	\$ 543,541
Commun. & Info. Technology	1,000	147,875	(1,053,975)	\$ 4,880,205
Community Development	2,200	173,181	(6,500)	\$ 7,759,166
Community Services	42,000	229,356	(162,050)	\$ 16,335,087
Finance	-	70,354	-	\$ 4,892,204
Fire	202,744	219,421	(279,652)	\$ 29,873,675
General Services	5,500	65,167	(1,040,148)	\$ 4,345,369
Human Resources	-	22,356	(21,300)	\$ 2,317,580
Police	-	674,180	(54,466)	\$ 77,152,655
Public Works	28,750	706,327	(671,816)	\$ 12,635,640
Non-Departmental/Insurance		24,757,055	(7,284,364)	\$ 20,449,553
Total General Fund	\$ 296,194	\$ 27,161,038	\$ (10,574,271)	\$ 189,203,126
Internal Service:				
Fleet Services	2,108,660	153,971	-	\$ 6,129,254
Self Insurance	-	4,157,386	-	\$ 5,139,986
Total Internal Service	\$ 2,108,660	\$ 4,311,357	\$ -	\$ 11,269,240
Enterprise Funds:				
Airport	-	9,941,113	-	\$ 13,141,114
Transit	-	4,162,468	-	\$ 30,921,370
Water	56,200	25,961,671	(103,386)	\$ 37,239,828
Sanitation	-	354,881	(37,600)	\$ 12,080,970
Cultural Arts Center	-	90,814	-	\$ 2,337,562
Sewer	12,058	1,058,340	(3,000)	\$ 5,077,790
Emergency Medical Services	47,000	(36,020)	-	\$ 12,128,670
Parks and Recreation	8,500	157,650	-	\$ 7,997,575
Total Enterprise	\$ 123,758	\$ 41,690,917	\$ (143,986)	\$ 120,924,879
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 513,486
Section 8 Rental Assistance	50,000	-	-	\$ 6,551,842
Downtown RDA Successor Agency	-	2,912,565	-	\$ 3,001,825
Meadow Park Parking Lot	-	10,257	-	\$ 34,107
Gov. Cable Communications	-	552,422	(22,200)	\$ 1,903,001
Cable TV Public Access	-	8,503	-	\$ 403,987
Cable Public Educ. Gov.	60,000	-	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 194,878
Vanpool/Rideshare	-	-	-	\$ 260,184
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,460,184	-	\$ 1,460,184
Asset Forfeiture	-	-	-	\$ -
Street Lighting District	-	-	-	\$ 3,209,805
Community Dev. Block Grant (CDBG)	-	-	-	\$ -
Public Property Financing	-	3,725,838	-	\$ 3,725,838
Total External	\$ 110,000	\$ 9,709,769	\$ (22,200)	\$ 22,369,137
Less:				
Internal Service Charges	\$ (2,108,660)	\$ (4,311,357)	\$ -	\$ (11,269,240)
Internal Transfers	-	(34,779,110)	-	\$ (34,779,110)
TOTAL	\$ 529,952	\$ 43,782,614	\$ (10,740,457)	\$ 297,718,032

GENERAL FUND AND SELF INSURANCE FUND RESERVES

	Reserve Balances 06/30/2014		2014-15 Sources (Uses)	Projected Reserve Balances 06/30/2015	Funding Goal
<u>CATEGORY 1: CONTINGENCY RESERVES</u>					
Economic Anomaly	\$ 14,534,645	\$	-	\$ 14,534,645	\$ 18,509,589 A)
Program Contingencies	489,492		-	489,492	(n/a)
Total	\$ 15,024,137	\$	-	\$ 15,024,137	\$ 18,509,589

CATEGORY 2: SPECIFIC PURPOSE RESERVES

Economic Development	\$ 1,749,467	\$	(89,539)	\$ 1,659,928	(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)
Security Improvements	109,206		(25,000)	84,206	(n/a)
Alternative Fuel Vehicles	1,361,164		-	1,361,164	(n/a)
Total	\$ 3,995,270	\$	(114,539)	\$ 3,880,731	\$ -

CATEGORY 3: FUNDING OF LIABILITIES RESERVES

					Outstanding
Compensated Absences	\$ 1,000,000	\$	-	\$ 1,000,000	\$ 21,671,337
General Liability/Workers' Compensation					
Claims	493,510		1,470,337	1,963,847	39,890,304 B)
Total	\$ 1,493,510	\$	1,470,337	\$ 2,963,847	\$ 61,561,641

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 2014-15 appropriation level.

B) Based on the Actuarial Study of the Self Insurance Program Report as of fiscal year ending June 30, 2014. 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 2014-15. The projected balance of this reserve as of June 30, 2015 is \$14,534,645.

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, 2015 is \$489,492.

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, 2015 is \$1,659,928.

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, 2015 is \$500,000.

Program Innovation 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, 2015 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, 2015 is \$80,000.

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, 2015 is \$84,206.

Alternative Fuel Vehicles Reserve: This reserve was established and approved by Council on January 10, 2006 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, 2015 is \$1,361,164.

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, 2015 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 year end carryover from prior fiscal years. The projected balance as of June 30, 2015 is \$1,963,847.

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CITY OF TORRANCE
Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding Principal			
			As of 6-30-14	FY'14-15	FY'15-16	FY'16-17
Series 2014 Public Property Financing COP	\$ 40,445,000	06/01/2044	\$ 40,445,000	\$ 2,475,558	\$ 2,467,094	\$ 2,469,144
Series 2009A Land Acquisition	18,880,000	09/01/2039	17,595,000	1,254,633	1,256,394	1,256,694
Subtotal	<u>59,325,000</u>		<u>58,040,000</u>	<u>3,730,191</u>	<u>3,723,488</u>	<u>3,725,838</u>
Transfers from Airport				(165,283)	(164,654)	-
Total	<u>59,325,000</u>		<u>58,040,000</u>	<u>3,564,908</u>	<u>3,558,834</u>	<u>3,725,838</u>
Admin. Fees				24,250	24,250	24,250
Audit Fees				2,000	2,000	2,000
Grand Total Debt Service + Fees	<u>59,325,000</u>		<u>58,040,000</u>	<u>3,591,158</u>	<u>3,585,084</u>	<u>3,752,088</u>
AIRPORT FUND						
Part of 2004A/2004B COP refunding	<u>5,721,935</u>	06/30/2016	<u>297,460</u>	<u>165,283</u>	<u>164,654</u>	<u>-</u>
TOTAL	<u>\$ 65,046,935</u>		<u>\$ 58,337,460</u>	<u>\$ 3,756,441</u>	<u>\$ 3,749,738</u>	<u>\$ 3,752,088</u>

FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	FY'23-24	FY'24-25	FY'25-26	FY'26-27	13 YEAR TOTAL
\$2,475,444	\$2,471,744	\$2,472,944	\$2,471,544	\$2,470,344	\$2,472,144	\$2,473,344	\$2,478,044	\$2,474,081	\$2,472,800	\$ 32,144,229
1,256,394	1,255,241	1,257,857	1,253,925	1,256,819	1,256,750	1,255,369	1,257,544	1,253,275	1,257,431	16,328,326
3,731,838	3,726,985	3,730,801	3,725,469	3,727,163	3,728,894	3,728,713	3,735,588	3,727,356	3,730,231	48,472,555
-	-	-	-	-	-	-	-	-	-	(329,937)
3,731,838	3,726,985	3,730,801	3,725,469	3,727,163	3,728,894	3,728,713	3,735,588	3,727,356	3,730,231	48,142,618
24,250	24,250	24,250	24,250	24,250	24,250	24,250	24,250	24,250	24,250	315,250
2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	26,000
3,758,088	3,753,235	3,757,051	3,751,719	3,753,413	3,755,144	3,754,963	3,761,838	3,753,606	3,756,481	48,483,868
-	-	-	-	-	-	-	-	-	-	329,937
\$3,758,088	\$3,753,235	\$3,757,051	\$3,751,719	\$3,753,413	\$3,755,144	\$3,754,963	\$3,761,838	\$3,753,606	\$3,756,481	\$ 48,813,805

SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY OF THE CITY OF TORRANCE
 Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding Principal			
			As of 6-30-14	FY'14-15	FY'15-16	FY'16-17
1998 Industrial Refunding, B	12,770,000	09/01/2028	6,490,000	642,047	645,453	642,875
1999 Industrial Refunding, C	18,500,000	09/01/2028	13,035,000	1,284,356	1,281,656	1,282,185
1998 Downtown Project, A	8,500,000	09/01/2028	5,840,000	579,100	579,254	578,575
TOTAL	<u>\$ 39,770,000</u>		<u>\$ 25,365,000</u>	<u>\$2,505,503</u>	<u>\$2,506,363</u>	<u>\$2,503,635</u>

FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	FY'23-24	FY'24-25	FY'25-26	FY'26-27	13 YEAR TOTAL
644,313	639,766	639,234	642,437	639,375	640,047	639,313	637,172	638,484	638,109	8,328,625
1,280,806	1,277,520	1,277,000	1,274,100	1,273,863	1,271,150	1,270,825	1,272,612	1,271,375	1,267,113	16,584,561
577,064	574,720	576,320	576,720	576,000	574,160	571,200	571,980	571,360	569,340	7,475,793
\$2,502,183	\$2,492,006	\$2,492,554	\$2,493,257	\$2,489,238	\$2,485,357	\$2,481,338	\$2,481,764	\$2,481,219	\$2,474,562	\$ 32,388,979

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

	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
Revenues						
Property Taxes	45,228,000	47,033,000	49,127,000	50,817,000	52,571,000	54,392,000
Sales Tax	47,793,000	48,687,000	50,340,000	53,005,000	55,977,000	59,328,000
Other Tax	59,136,000	62,574,000	64,920,000	66,524,000	68,171,000	69,534,000
Licenses and Permits	2,330,000	2,374,000	2,720,000	2,771,000	2,823,000	2,876,000
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	3,464,000	3,528,000	3,595,000	3,664,000	3,734,000	3,807,000
Charges for Services	5,741,000	5,844,000	5,951,000	6,061,000	6,174,000	6,290,000
Other Revenues	132,000	132,000	232,000	432,000	432,000	432,000
Transfers-In	9,834,000	12,367,000	9,767,000	10,024,000	10,290,000	10,556,000
Total Recurring Revenue	\$ 176,398,000	\$ 185,279,000	\$ 189,392,000	\$ 196,038,000	\$ 202,912,000	\$ 209,955,000
Expenditures						
Salaries & Employee Benefits	145,734,000	153,888,000	158,889,000	164,047,000	170,110,000	176,387,000
Materials Suppl & Maintenance	12,637,000	12,220,000	12,477,000	13,150,000	13,143,000	13,272,000
Prof Services/Contracts & Util	7,522,000	7,702,000	7,522,000	7,710,000	7,902,000	8,100,000
Travel, Training & Membrshp Due	904,000	927,000	929,000	952,000	976,000	1,000,000
Depreciation & Amortization	1,000	1,000	1,000	1,000	1,000	1,000
Liabilities & Other Insurance	1,640,000	1,642,000	1,642,000	1,683,000	1,725,000	1,769,000
Interdepartmental Charges	4,045,000	4,137,000	4,184,000	4,289,000	4,396,000	4,506,000
Debt Service	3,591,000	3,585,000	3,752,000	3,758,000	3,753,000	3,757,000
Capital Acquisitions	296,000	296,000	296,000	296,000	296,000	296,000
Other Expenditures	109,000	109,000	109,000	109,000	109,000	109,000
Operating Transfers Out	21,492,000	22,821,000	21,656,000	22,324,000	23,099,000	23,881,000
Other Financing Uses	-	-	-	-	-	-
Salaries & Benefit Reimb	(12,135,000)	(12,504,000)	(12,380,000)	(12,480,000)	(12,580,000)	(12,880,000)
Reimbursements From Other Fund	(3,305,000)	(3,289,000)	(3,290,000)	(3,290,000)	(3,290,000)	(3,290,000)
Reimbursements-Indirect Costs	(6,133,000)	(6,474,000)	(6,584,000)	(6,700,000)	(6,917,000)	(7,142,000)
Total Recurring Expenditures	\$ 176,398,000	\$ 185,061,000	\$ 189,203,000	\$ 195,849,000	\$ 202,723,000	\$ 209,766,000
Proposed Program Modifications	-	(218,000)	(189,000)	(189,000)	(189,000)	(189,000)
Operation Budget Excess/(Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Leased land area rentals	\$ 9,451,054	\$ 9,685,000	\$ 9,669,450
Hangar and building rentals	2,524,099	2,631,000	2,604,690
Airfield fees and charges	161,013	173,000	160,000
Other	29,743	21,000	30,989
Total Operating Revenues	12,165,909	12,510,000	12,465,129
OPERATING EXPENSES			
Salaries and benefits	1,490,484	1,618,464	1,477,866
Materials and supplies	322,390	359,994	326,000
Professional services	455,562	539,351	488,822
Depreciation and amortization	355,789	375,000	346,000
Insurance and claims	15,442	43,169	17,000
Interdepartmental charges	440,630	442,456	441,456
Debt service	399,700	143,865	143,865
Property tax in lieu, leased land rental	1,900,000	-	-
Other	99,637	56,493	23,166
Total Operating Expenses	5,479,634	3,578,792	3,264,175
OPERATING INCOME (LOSS)	6,686,275	8,931,208	9,200,954
NON-OPERATING REVENUES			
Interest income - Operations	101,658	95,000	70,350
Total Non-Operating Revenues	101,658	95,000	70,350
NON-OPERATING EXPENSES			
Interest expense	50,200	21,418	21,418
Total Non-Operating Expenses	50,200	21,418	21,418
Income (Loss) Before Transfers	6,737,733	9,004,790	9,249,886
OPERATING TRANSFERS TO GENERAL FUND	(6,458,000)	(8,551,444)	(8,551,444)
OPERATING TRANSFERS TO OTHER FUNDS	(222,255)	(34,501)	(34,501)
NET INCOME (LOSS)	57,478	418,845	663,941
Add: Depreciation	355,789	375,000	346,000
CASH, JULY 1	6,462,618	6,673,094	6,673,094
ADJUSTMENT			
Changes in Balance Sheet Accounts (Net)	(177,087)	-	-
Capital Expenditures	(25,704)	(923,772)	(923,772)
Projected cash, ending	\$ 6,673,094	\$ 6,543,167	\$ 6,759,263
Cash Balances by type:			
Cash for Operations	4,380,999	5,174,844	5,390,940
Cash for Appropriated Capital Projects	2,292,095	1,368,323	1,368,323
Projected cash, ending	\$ 6,673,094	\$ 6,543,167	\$ 6,759,263

2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$ 9,900,000	\$ 10,098,000	\$ 10,322,000	\$ 10,606,000	\$ 10,894,000
2,647,000	2,647,000	2,726,000	2,808,000	2,892,000
160,000	163,200	166,000	169,000	172,000
30,000	30,000	31,000	32,000	33,000
12,737,000	12,938,200	13,245,000	13,615,000	13,991,000
1,686,189	1,708,789	1,746,000	1,820,000	1,896,000
405,994	405,994	416,000	426,000	437,000
572,051	572,051	586,000	601,000	616,000
375,000	375,000	375,000	375,000	375,000
28,169	28,169	29,000	30,000	31,000
475,580	481,060	492,000	511,000	531,000
153,595	-	-	-	-
-	-	-	-	-
57,107	57,107	57,000	57,000	57,000
3,753,685	3,628,170	3,701,000	3,820,000	3,943,000
8,983,315	9,310,030	9,544,000	9,795,000	10,048,000
78,000	78,000	86,000	94,000	100,000
78,000	78,000	86,000	94,000	100,000
11,059	-	-	-	-
11,059	-	-	-	-
9,050,256	9,388,030	9,630,000	9,889,000	10,148,000
(12,031,585)	(9,431,585)	(9,689,000)	(9,955,000)	(10,221,000)
(81,359)	(81,359)	(81,000)	(81,000)	(81,000)
(3,062,688)	(124,914)	(140,000)	(147,000)	(154,000)
375,000	375,000	375,000	375,000	375,000
6,759,263	3,850,661	2,981,572	3,216,572	3,444,572
-	-	-	-	-
(220,914)	(1,119,175)	-	-	-
\$ 3,850,661	\$ 2,981,572	\$ 3,216,572	\$ 3,444,572	\$ 3,665,572
2,703,252	2,953,338	3,188,338	3,416,338	3,637,338
1,147,409	28,234	28,234	28,234	28,234
\$ 3,850,661	\$ 2,981,572	\$ 3,216,572	\$ 3,444,572	\$ 3,665,572

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Interest Earnings	\$ 2,185	\$ 2,000	\$ 1,700
AQMD Revenues	182,439	170,000	173,400
Total Operating Revenues	184,624	172,000	175,100
OPERATING EXPENSES			
Salaries and employee benefits	42,093	45,763	45,763
Incentive program	42,397	78,662	41,000
Audit fees	2,200	2,200	2,200
Other professional services	65,280	65,520	65,520
Total Operating Expenses	151,970	192,145	154,483
Net income (loss)	\$ 32,654	\$ (20,145)	\$ 20,617
Cash Beginning	160,676	197,223	197,223
Changes in balance sheet accounts (Net)	3,893	-	-
Projected cash, ending	\$ 197,223	\$ 177,078	\$ 217,840

2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
170,000	170,000	170,000	170,000	170,000
172,000	172,000	172,000	172,000	172,000
48,496	48,496	50,000	52,000	54,000
78,662	78,662	79,000	79,000	79,000
2,200	2,200	2,000	2,000	2,000
65,520	65,520	66,000	66,000	66,000
194,878	194,878	197,000	199,000	201,000
\$ (22,878)	\$ (22,878)	\$ (25,000)	\$ (27,000)	\$ (29,000)
217,840	194,962	172,084	147,084	120,084
-	-	-	-	-
\$ 194,962	\$ 172,084	\$ 147,084	\$ 120,084	\$ 91,084

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
<i>Operating Revenues</i>			
Animal license fees	\$ 253,538	\$ 222,000	\$ 264,051
Donations/Private Sources	100	-	100
Miscellaneous	5,729	-	5,178
<i>Total operating revenues</i>	259,367	222,000	269,329
<i>Operating Expenses</i>			
Salaries and benefits	292,196	347,100	295,025
Materials and supplies	4,425	9,000	6,269
Professional/contract services	58,836	95,000	84,243
Interdepartmental charges	16,040	17,186	17,186
Others	977	3,000	1,040
<i>Total operating expenses</i>	372,474	471,286	403,763
<i>Income (loss) before transfers</i>	(113,107)	(249,286)	(134,434)
<i>Operating Transfers In</i>	113,107	253,833	134,434
<i>Transfers from Fund Balance</i>	-	-	-
<i>Income (Loss)</i>	\$ -	\$ 4,547	\$ -
Add:			
Cash, beginning	16,972	16,798	16,798
Increase/decrease balance sheet items	(174)	(16,798)	(16,798)
Transfers from Fund Balance	-	-	-
<i>Projected cash, ending</i>	\$ 16,798	\$ 4,547	\$ -

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	260,000	\$ 265,000	\$ 271,000	\$ 277,000	\$ 283,000
	-	-	-	-	-
	-	-	-	-	-
	260,000	265,000	271,000	277,000	283,000
	381,500	388,600	397,000	414,000	431,000
	9,000	9,000	9,000	9,000	9,000
	95,000	95,000	97,000	99,000	101,000
	17,186	17,886	18,000	19,000	20,000
	3,000	3,000	3,000	3,000	3,000
	505,686	513,486	524,000	544,000	564,000
	(245,686)	(248,486)	(253,000)	(267,000)	(281,000)
	245,686	248,486	253,000	267,000	281,000
	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Franchise Fees	\$ 1,843,763	\$ 1,750,000	\$ 1,860,000
Public Educational Gov. Fee	369,289	360,000	370,000
Miscellaneous	1,451	6,500	2,100
TCTV Workshops	485	412	500
Total Operating Revenues	2,214,988	2,116,912	2,232,600
OPERATING EXPENSES			
Salaries and employee benefits	1,173,228	1,216,133	1,188,955
Materials and supplies	58,644	67,474	59,130
Professional services	183,048	235,453	206,564
Insurance and Claims	6,614	13,021	6,614
Interdepartmental charges	111,454	116,465	116,465
Capital outlay	73,624	63,115	54,115
Other	9,534	11,600	9,000
Total Operating Expenses	1,616,146	1,723,261	1,640,843
OPERATING INCOME (LOSS)	598,842	393,651	591,757
NON-OPERATING REVENUES			
Interest Income	71,568	55,800	48,457
Total Non-Operating Revenues	71,568	55,800	48,457
Income (Loss) before transfers	670,410	449,451	640,214
Operating Transfers In	421,400	421,400	421,400
Operating Transfers Out	(549,586)	(548,307)	(548,307)
NET INCOME (LOSS)	\$ 542,224	\$ 322,544	\$ 513,307
Cash Beginning	4,544,675	4,807,481	4,807,481
Change in Balance Sheet Accounts	(154,565)	-	-
Capital Expenditures	(124,853)	(211,329)	(211,329)
Projected cash, ending	\$ 4,807,481	\$ 4,918,696	\$ 5,109,459
Cash Balance by type			
Cash for Operations	\$ 3,060,069	\$ 3,051,113	\$ 3,241,876
Cash Appropriated for Capital Projects	1,747,413	1,867,583	1,867,583
Projected cash, ending	\$ 4,807,482	\$ 4,918,696	\$ 5,109,459

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	1,860,000	\$ 1,880,000	\$ 1,918,000	\$ 1,956,000	\$ 1,995,000
	370,000	370,000	381,000	392,000	404,000
	6,500	6,500	7,000	7,000	7,000
	412	412	-	-	-
	<u>2,236,912</u>	<u>2,256,912</u>	<u>2,306,000</u>	<u>2,355,000</u>	<u>2,406,000</u>
	1,276,571	1,311,171	1,340,000	1,397,000	1,455,000
	67,274	67,274	69,000	71,000	73,000
	235,453	235,453	241,000	248,000	255,000
	13,021	13,021	14,000	14,000	14,000
	118,465	120,565	123,000	127,000	131,000
	60,000	60,000	60,000	61,000	62,000
	11,600	11,600	12,000	12,000	12,000
	<u>1,782,384</u>	<u>1,819,084</u>	<u>1,859,000</u>	<u>1,930,000</u>	<u>2,002,000</u>
	<u>454,528</u>	<u>437,828</u>	<u>447,000</u>	<u>425,000</u>	<u>404,000</u>
	55,800	55,800	56,000	56,000	56,000
	<u>55,800</u>	<u>55,800</u>	<u>56,000</u>	<u>56,000</u>	<u>56,000</u>
	<u>510,328</u>	<u>493,628</u>	<u>503,000</u>	<u>481,000</u>	<u>460,000</u>
	421,400	421,400	440,000	459,000	478,000
	(547,904)	(547,904)	(548,000)	(548,000)	(548,000)
\$	<u>383,824</u>	<u>367,124</u>	<u>395,000</u>	<u>392,000</u>	<u>390,000</u>
	5,109,459	5,259,283	5,626,407	6,021,407	6,413,407
	-	-	-	-	-
	(234,000)	-	-	-	-
\$	<u>5,259,283</u>	<u>5,626,407</u>	<u>6,021,407</u>	<u>6,413,407</u>	<u>6,803,407</u>
\$	3,625,700	\$ 3,992,824	\$ 4,387,824	\$ 4,779,824	\$ 5,169,824
	1,633,583	1,633,583	1,633,583	1,633,583	1,633,583
\$	<u>5,259,283</u>	<u>5,626,407</u>	<u>6,021,407</u>	<u>6,413,407</u>	<u>6,803,407</u>

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Meeting rooms	\$ 335,894	\$ 406,323	\$ 353,124
Classroom	202,155	286,090	194,963
Theater	374,032	431,723	418,916
Grant Programs	108,708	119,940	123,170
Total Operating Revenues	1,020,789	1,244,076	1,090,173
OPERATING EXPENSES			
Salaries and benefits	1,404,253	1,531,240	1,516,592
Materials and supplies	68,575	158,858	85,720
Professional services	292,346	361,825	359,586
Interdepartmental charges	109,540	117,139	117,139
Depreciation and Amortization	25,753	29,000	24,768
Other	28,249	14,300	8,700
Total Operating Expenses	1,928,716	2,212,362	2,112,505
OPERATING INCOME (LOSS) BEFORE TRANSFERS	(907,927)	(968,286)	(1,022,332)
<i>Operating transfer In</i>	760,541	805,521	805,521
<i>Operating transfer Out</i>	(11,851)	(62,465)	(29,739)
NET INCOME (LOSS)	\$ (159,237)	\$ (225,230)	\$ (246,550)
Add: Depreciation	25,753	29,000	24,768
CASH, JULY 1	82,125	-	-
Adjustments			
Changes in Balance Sheet Accounts (Net)	51,359	-	-
Capital Expenditures	-	-	(35,380)
Transfers from Fund Balance for Capital Projects	-	50,000	17,274
Projected cash (deficit), ending	\$ -	\$ (146,230)	\$ (239,888)
Cash Balances by type:			
Cash for Operations (Deficit)	(34,176)	(146,230)	(255,957)
Cash Appropriated for Capital Projects	34,176	-	16,069
Projected cash (deficit), ending	\$ -	\$ (146,230)	\$ (239,888)

2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$ 376,323	\$ 406,323	\$ 427,000	\$ 448,000	\$ 448,000
241,090	286,090	300,000	315,000	315,000
426,723	431,723	453,000	476,000	476,000
109,440	109,440	109,000	109,000	109,000
1,153,576	1,233,576	1,289,000	1,348,000	1,348,000
1,613,195	1,655,695	1,692,000	1,764,000	1,764,000
125,258	125,258	125,000	125,000	125,000
336,256	336,256	336,000	336,000	336,000
117,139	117,139	120,000	125,000	125,000
29,000	29,000	29,000	29,000	29,000
12,400	12,400	12,000	12,000	12,000
2,233,248	2,275,748	2,314,000	2,391,000	2,391,000
(1,079,672)	(1,042,172)	(1,025,000)	(1,043,000)	(1,043,000)
1,150,541	850,541	851,000	851,000	851,000
(61,814)	(61,814)	(62,000)	(62,000)	(62,000)
\$ 9,055	\$ (253,445)	\$ (236,000)	\$ (254,000)	\$ (254,000)
29,000	29,000	29,000	29,000	29,000
(239,888)	(201,833)	(426,278)	(633,278)	(858,278)
-	-	-	-	-
(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
50,000	50,000	50,000	50,000	50,000
\$ (201,833)	\$ (426,278)	\$ (633,278)	\$ (858,278)	\$ (1,083,278)
(201,833)	(426,278)	(633,278)	(858,278)	(1,083,278)
-	-	-	-	-
\$ (201,833)	\$ (426,278)	\$ (633,278)	\$ (858,278)	\$ (1,083,278)

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
Operating Revenues			
Fire paramedic fees	\$ 168,559	\$ 100,000	\$ 144,588
Medical resupply fee	177,882	160,000	160,000
Paramedic ALS transport fees w/o paramedic	995,178	850,000	247,240
Paramedic ALS transport fees	887,956	850,000	425,398
Total operating revenues	2,229,575	1,960,000	977,226
Operating Expenses			
Salaries and benefits	10,292,944	10,978,677	10,971,843
Materials and supplies	307,234	344,582	344,582
Professional/contract services	16,350	17,031	17,031
Depreciation and amortization	11,827	12,235	8,760
Capital Outlay	27,842	-	14,373
Others	41,820	18,000	18,000
Total operating expenses	10,698,017	11,370,525	11,374,589
Operating income (loss)	(8,468,442)	(9,410,525)	(10,397,363)
Income (loss) before transfers	(8,468,442)	(9,410,525)	(10,397,363)
Operating Transfers In	9,261,711	10,248,290	10,388,603
Operating Transfers Out	(808,000)	(850,000)	-
Over (under) subsidy	\$ (14,731)	\$ (12,235)	\$ (8,760)
Add:			
Cash, beginning	-	-	-
Depreciation (non cash item)	11,827	12,235	8,760
Increase/decrease balance sheet items	2,904	-	-
Projected cash, ending	\$ -	\$ -	\$ -

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	145,000	\$ 147,000	\$ 153,000	\$ 159,000	\$ 165,000
	163,000	166,000	173,000	180,000	187,000
	252,000	256,000	266,000	277,000	288,000
	433,000	440,000	458,000	476,000	495,000
	993,000	1,009,000	1,050,000	1,092,000	1,135,000
	11,402,877	11,738,077	12,234,000	12,828,000	13,444,000
	344,582	344,582	353,000	362,000	371,000
	17,031	17,031	17,000	17,000	17,000
	10,980	10,980	11,000	11,000	11,000
	-	-	-	-	-
	18,000	18,000	18,000	18,000	18,000
	11,793,470	12,128,670	12,633,000	13,236,000	13,861,000
	(10,800,470)	(11,119,670)	(11,583,000)	(12,144,000)	(12,726,000)
	(10,800,470)	(11,119,670)	(11,583,000)	(12,144,000)	(12,726,000)
	10,789,490	11,108,690	11,572,000	12,133,000	12,715,000
	-	-	-	-	-
\$	(10,980)	\$ (10,980)	\$ (11,000)	\$ (11,000)	\$ (11,000)
	-	-	-	-	-
	10,980	10,980	11,000	11,000	11,000
	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -

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

	2013-14 Actuals	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Charges for services - operations	\$ 2,937,972	\$ 2,792,980	\$ 2,826,290
Total Operating Revenues	2,937,972	2,792,980	2,826,290
OPERATING EXPENSES			
Salaries and employee benefits	3,052,704	3,144,679	3,050,693
Services and supplies	378,115	388,135	376,119
Depreciation	1,599,876	2,080,000	1,596,850
Insurance and Claims	7,555	23,943	7,555
Interdepartmental charges	110,920	113,302	113,280
Other	9,576	20,300	9,800
Total Operating Expenses	5,158,746	5,770,359	5,154,297
OPERATING INCOME (LOSS)	(2,220,774)	(2,977,379)	(2,328,007)
NON-OPERATING REVENUES			
Interest Income	300,290	258,000	198,606
Gain (loss) from sale of fixed assets	23,449	80,464	120,000
Other, net	-	-	-
Total Non-Operating Revenues	323,739	338,464	318,606
NON-OPERATING EXPENSES			
Interest expense	49,665	40,000	37,230
Other-Purchase under \$5k	202,796	100,000	50,000
Total Non-Operating Expenses	\$ 252,461	\$ 140,000	\$ 87,230
Income (Loss) before transfers	(2,149,496)	(2,778,915)	(2,096,631)
Operating Transfers In	704,327	471,868	471,868
Operating Transfers Out	(17,983)	(18,004)	(18,004)
Add: Depreciation	1,599,876	2,080,000	1,596,850
NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS	\$ 136,724	\$ (245,051)	\$ (45,917)
Capital Acquisitions			
Charges for services - vehicle replacement	3,106,727	2,873,916	3,128,000
Less: Vehicle Acquisitions	1,543,309	2,123,006	1,400,000
Total Vehicle Replacement Revenues less Vehicle Acq	1,563,418	750,910	1,728,000
NET INCOME (LOSS) AFTER VEHICLE ACQUISITIONS	\$ 1,700,142	\$ 505,859	\$ 1,682,083
Cash, July 1	16,921,440	18,693,266	18,693,266
Capital Expenditures	-	(476,006)	(476,006)
Changes in balance sheet accounts	71,684	-	-
Projected cash, ending	\$ 18,693,266	\$ 18,723,119	\$ 19,899,343
Cash Balances by type:			
Cash for Operations	(1,449,437)	(1,917,044)	(1,750,822)
Cash for Vehicle Replacement Fund	19,486,289	20,459,755	21,469,757
Cash Appropriated for Capital Projects (A)	511,603	35,597	35,597
Cash Shop Equipment Replacement Fund (A)	144,811	144,811	144,811
Projected cash, ending (A)	\$ 18,693,266	\$ 18,723,119	\$ 19,899,343

(A) Projected cash, ending includes cash balances for Capital Projects and Equipment Replacement Fund.

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	2,792,980	\$ 2,792,980	\$ 2,801,000	\$ 2,809,000	\$ 2,817,000
	2,792,980	2,792,980	2,801,000	2,809,000	2,817,000
	3,275,186	3,322,886	3,293,000	3,413,000	3,536,000
	408,135	408,135	418,000	428,000	439,000
	2,080,000	2,080,000	2,111,000	2,143,000	2,175,000
	23,943	23,943	25,000	26,000	27,000
	114,602	115,302	118,000	123,000	128,000
	20,300	20,300	21,000	22,000	23,000
	5,922,166	5,970,566	5,986,000	6,155,000	6,328,000
	(3,129,186)	(3,177,586)	(3,185,000)	(3,346,000)	(3,511,000)
	258,000	258,000	264,000	271,000	278,000
	80,464	80,464	80,000	80,000	80,000
	20,000	20,000	20,000		
	338,464	338,464	344,000	351,000	358,000
	40,000	40,000	34,000	34,000	34,000
	100,000	100,000	100,000	100,000	100,000
\$	140,000	\$ 140,000	\$ 134,000	\$ 134,000	\$ 134,000
	(2,930,722)	(2,979,122)	(2,975,000)	(3,129,000)	(3,287,000)
	244,976	244,976	245,000	245,000	245,000
	(18,688)	(18,688)	(19,000)	(19,000)	(19,000)
	2,080,000	2,080,000	2,111,000	2,143,000	2,175,000
\$	(624,434)	\$ (672,834)	\$ (638,000)	\$ (760,000)	\$ (886,000)
	3,371,282	3,371,282	3,371,128	3,371,128	3,371,128
	2,008,660	2,008,660	2,009,000	2,009,000	2,009,000
	1,362,622	1,362,622	1,362,128	1,362,128	1,362,128
\$	738,188	\$ 689,788	\$ 724,128	\$ 602,128	\$ 476,128
	19,899,343	20,637,531	21,327,319	22,028,347	22,399,475
	-	-	(23,100)	(231,000)	(49,500)
	-	-	-	-	-
\$	20,637,531	\$ 21,327,319	\$ 22,028,347	\$ 22,399,475	\$ 22,826,103
	(2,177,792)	(2,650,462)	(3,181,334)	(3,841,206)	(4,634,078)
	22,558,249	23,644,041	24,822,374	26,007,707	27,276,707
	112,263	188,929	242,496	88,163	38,663
	144,811	144,811	144,811	144,811	144,811
\$	20,637,531	\$ 21,327,319	\$ 22,028,347	\$ 22,399,475	\$ 22,826,103

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Recreation Services	\$ 3,067,300	\$ 3,078,679	\$ 3,066,217
Cultural Services	1,019,039	1,977,253	1,507,967
Total Operating Revenues	4,086,339	5,055,932	4,574,184
OPERATING EXPENSES			
Salaries and employee benefits	4,109,836	4,434,897	4,247,786
Services and supplies	859,703	1,084,289	868,818
Other professional services	727,828	1,206,418	717,242
Interdepartmental charges	761,030	776,722	776,722
Other	6,055	18,320	8,650
Total Operating Expenses	6,464,452	7,520,646	6,619,218
Operating Income (Loss)	(2,378,113)	(2,464,714)	(2,045,034)
Non-Operating Revenue			
Investment earnings	6,512	-	4,508
Total Non-Operating Income	6,512	-	4,508
Income (Loss) before transfers	(2,371,601)	(2,464,714)	(2,040,526)
Operating Transfers In	2,624,681	2,622,481	1,896,779
Operating Transfers Out	(43,967)	(163,172)	(292,694)
NET INCOME (LOSS)	\$ 209,113	\$ (5,405)	\$ (436,441)
Add: Depreciation	500	500	500
Cash, July 1	379,251	633,268	633,268
Changes in Balance Sheet Accounts (Net)	44,404	-	-
Projected cash, ending	\$ 633,268	\$ 628,363	\$ 197,327

2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$ 3,071,129	\$ 3,163,129	\$ 3,258,000	\$ 3,356,000	\$ 3,457,000
1,972,753	2,032,753	2,094,000	2,157,000	2,222,000
5,043,882	5,195,882	5,352,000	5,513,000	5,679,000
4,634,504	4,736,304	4,839,000	5,044,000	5,254,000
1,081,480	1,081,480	1,109,000	1,137,000	1,165,000
1,206,099	1,206,099	1,236,000	1,267,000	1,299,000
788,622	797,222	815,000	847,000	880,000
19,320	19,320	20,000	21,000	22,000
7,730,025	7,840,425	8,019,000	8,316,000	8,620,000
(2,686,143)	(2,644,543)	(2,667,000)	(2,803,000)	(2,941,000)
1,250	1,250	1,000	1,000	1,000
1,250	1,250	1,000	1,000	1,000
(2,684,893)	(2,643,293)	(2,666,000)	(2,802,000)	(2,940,000)
2,622,481	2,622,481	2,622,000	2,622,000	2,622,000
(157,150)	(157,150)	(157,000)	(157,000)	(157,000)
\$ (219,562)	\$ (177,962)	\$ (201,000)	\$ (337,000)	\$ (475,000)
500	500	500	500	500
197,327	(21,735)	(199,197)	(399,697)	(736,197)
-	-	-	-	-
\$ (21,735)	\$ (199,197)	\$ (399,697)	\$ (736,197)	\$ (1,210,697)

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
Operating Revenues			
Refuse fees	\$ 8,821,480	\$ 8,473,668	\$ 8,983,196
Recycling fees	1,823,808	1,799,213	1,857,242
AB 939 Waste Management	775,371	746,711	789,586
Total operating revenues	11,420,659	11,019,592	11,630,024
Operating Expenses			
Salaries and benefits	4,090,014	4,307,257	4,302,647
Materials and supplies	3,815,564	3,570,104	3,810,414
Professional/contract services	2,191,774	2,276,668	2,183,852
Interdepartmental charges	742,482	787,286	787,286
Insurance and claims	119,407	85,374	75,174
Others	16,025	30,515	42,112
Total operating expenses	10,975,266	11,057,204	11,201,485
Operating Income (Loss)	445,393	(37,612)	428,539
Non Operating Revenue:			
Grants/Interest Income (Interest Expense)	70,621	(40,000)	(2,918)
Income (loss) before transfers	516,014	(77,612)	425,621
Operating Transfers Out	(158,101)	(134,347)	(134,347)
Operating Transfers In	163,511	167,293	167,293
Net Income (Loss)	521,424	(44,666)	458,567
Cash, July 1	-	-	-
Adjustments			
Changes in Balance Sheet Accounts (Net)	(521,424)	-	-
Projected Capital Expenditures	-	(145,129)	(145,129)
Transfers from Fund Balance for Capital Projects	-	122,826	122,826
Projected cash (deficit), ending	\$ -	\$ (66,970)	\$ 436,263
Cash Balances by Type:			
Cash for Operations (Deficit)	(717,810)	(845,924)	(342,691)
Cash Appropriated for Capital Projects	442,999	426,519	426,519
Cash for Container Replacement	274,811	352,435	352,435
Projected cash (deficit), ending	\$ -	\$ (66,970)	\$ 436,263

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	9,057,168	\$ 9,146,083	\$ 9,543,000	\$ 9,829,000	\$ 10,124,000
	1,878,213	1,896,245	1,953,000	2,012,000	2,072,000
	801,711	809,178	809,000	809,000	809,000
	11,737,092	11,851,506	12,305,000	12,650,000	13,005,000
	4,605,214	4,685,614	4,814,000	5,045,000	5,282,000
	3,765,304	3,753,304	3,855,000	3,959,000	4,066,000
	2,364,346	2,364,346	2,429,000	2,496,000	2,564,000
	821,774	836,470	860,000	899,000	939,000
	157,374	157,374	161,000	165,000	169,000
	55,715	55,715	58,000	60,000	63,000
	11,769,727	11,852,823	12,177,000	12,624,000	13,083,000
	(32,635)	(1,317)	128,000	26,000	(78,000)
	-	-	-	-	-
	(32,635)	(1,317)	128,000	26,000	(78,000)
	(123,147)	(123,147)	(123,000)	(123,000)	(123,000)
	175,468	175,468	175,000	175,000	175,000
	19,686	51,004	180,000	78,000	(26,000)
	436,263	273,205	272,646	403,584	427,871
	-	-	-	-	-
	(295,031)	(163,850)	(161,349)	(166,000)	(172,501)
	112,287	112,287	112,287	112,287	112,287
\$	273,205	\$ 272,646	\$ 403,584	\$ 427,871	\$ 341,657
	(405,580)	(437,228)	(339,959)	(344,773)	(453,672)
	286,488	277,638	271,289	260,289	242,788
	392,297	432,236	472,255	512,356	552,541
\$	273,205	\$ 272,646	\$ 403,584	\$ 427,871	\$ 341,657

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Workers Comp - Claims Reimb	\$ 1,369,476	\$ 1,190,630	\$ 1,251,134
Unemployment Insurance	237,744	240,000	240,000
Liability Reimbursements	1,003,523	1,008,148	1,147,644
Miscellaneous revenues	-	-	-
Total Operating Revenues	\$ 2,610,743	\$ 2,438,778	\$ 2,638,778
OPERATING EXPENSES			
Salaries and employee benefits	678,869	728,400	710,336
Services and supplies	141,344	390,504	386,556
Depreciation and amortization	2,356	2,400	2,356
Insurance and Claims	19,443,176	6,101,779	5,893,176
Other	3,398	6,800	3,098
Total Operating Expenses	\$ 20,269,143	\$ 7,229,883	\$ 6,995,522
Income (Loss) before transfers	\$ (17,658,400)	\$ (4,791,105)	\$ (4,356,744)
Operating Transfers In	2,031,000	3,780,337	3,780,337
Operating Transfers Out	(2,094)	(467,900)	(467,900)
NET INCOME (LOSS)	\$ (15,629,494)	\$ (1,478,668)	\$ (1,044,307)
Add: Depreciation	2,356	2,400	2,356
Cash Beginning	6,554,698	4,649,645	4,649,645
Changes in balance sheet accounts (Net)	13,722,085	-	-
Projected cash, ending	\$ 4,649,645	\$ 3,173,377	\$ 3,607,694

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	1,190,630	\$ 1,190,630	\$ 1,191,000	\$ 1,191,000	\$ 1,191,000
	240,000	240,000	240,000	240,000	240,000
	1,003,523	1,003,523	1,004,000	1,004,000	1,004,000
	-	-			
\$	2,434,153	\$ 2,434,153	\$ 2,435,000	\$ 2,435,000	\$ 2,435,000
	768,200	766,300	783,000	816,000	850,000
	209,500	209,500	215,000	220,000	226,000
	2,400	2,400	-	-	-
	4,151,779	4,151,779	4,152,000	4,152,000	4,152,000
	6,800	6,800	7,000	7,000	7,000
\$	5,138,679	\$ 5,136,779	\$ 5,157,000	\$ 5,195,000	\$ 5,235,000
\$	(2,704,526)	\$ (2,702,626)	\$ (2,722,000)	\$ (2,760,000)	\$ (2,800,000)
	4,160,000	2,460,000	2,560,000	2,660,000	2,760,000
	(3,207)	(3,207)	(3,000)	(3,000)	(3,000)
\$	1,452,267	\$ (245,833)	\$ (165,000)	\$ (103,000)	\$ (43,000)
	2,400	2,400	-	-	-
	3,607,694	5,062,361	4,818,928	4,653,928	4,550,928
	-	-	-	-	-
\$	5,062,361	\$ 4,818,928	\$ 4,653,928	\$ 4,550,928	\$ 4,507,928

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
Operating Revenues			
Sewer charges	\$ 3,132,108	\$ 2,950,500	\$ 2,980,952
Late charges	44,959	4,500	37,000
Sewer revolving fees	9,932	8,000	8,000
Total operating revenues	3,186,999	2,963,000	3,025,952
Operating Expenses			
Salaries and benefits	1,749,408	1,982,441	1,740,661
Materials and supplies	313,066	347,770	369,418
Professional/contract services	429,250	636,062	343,400
Depreciation and amortization	1,044,192	1,006,480	1,006,480
Interdepartmental charges	393,617	423,473	386,427
Insurance and claims	482,456	412,604	412,604
Others	6,047	21,932	10,991
Total operating expenses	4,418,036	4,830,762	4,269,981
Operating Income (Loss)	(1,231,037)	(1,867,762)	(1,244,029)
Non Operating Revenue:			
Interest Income/grants	148,254	155,000	68,471
Income (loss) before transfers	(1,082,783)	(1,712,762)	(1,175,558)
Operating Transfers Out	(2,446)	(1,085,333)	(1,085,333)
Net income (loss)	(1,085,229)	(2,798,095)	(2,260,891)
Add: Depreciation	1,044,192	1,006,480	1,006,480
Cash, July 1	8,859,212	7,553,317	7,553,317
Adjustments			
Changes in Balance Sheet Accounts (Net)	(7,904)	-	-
Capital Expenditures	(1,222,819)	(2,014,476)	(2,014,476)
Contributions From Other Cities I 138 Machado	(34,135)	(34,135)	(34,135)
Transfers from Fund Balance for Capital Projects	-	1,081,784	1,081,784
Projected cash, ending	\$ 7,553,317	\$ 4,794,875	\$ 5,332,079
Cash Balances by Type:			
Cash for Operations	4,544,188	2,752,573	3,289,777
Cash Appropriated for Capital Projects	3,009,129	2,042,302	2,042,302
Projected cash, ending	\$ 7,553,317	\$ 4,794,875	\$ 5,332,079

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	3,300,000	\$ 3,399,000	\$ 3,501,000	\$ 3,606,000	\$ 3,714,000
	4,500	4,500	5,000	5,000	5,000
	8,000	8,000	8,000	8,000	8,000
	3,312,500	3,411,500	3,514,000	3,619,000	3,727,000
	2,081,087	2,129,687	2,176,000	2,268,000	2,362,000
	403,770	403,770	414,000	424,000	435,000
	1,056,810	1,006,112	1,031,000	1,057,000	1,083,000
	1,056,480	1,056,480	1,083,000	1,110,000	1,138,000
	449,316	459,809	470,000	489,000	508,000
	-	-	-	-	-
	21,932	21,932	22,000	23,000	24,000
	5,069,395	5,077,790	5,196,000	5,371,000	5,550,000
	(1,756,895)	(1,666,290)	(1,682,000)	(1,752,000)	(1,823,000)
	105,000	105,000	105,000	105,000	105,000
	(1,651,895)	(1,561,290)	(1,577,000)	(1,647,000)	(1,718,000)
	(1,651,895)	(1,561,290)	(1,577,000)	(1,647,000)	(1,718,000)
	1,056,480	1,056,480	1,083,000	1,110,000	1,138,000
	5,332,079	3,724,476	2,378,931	1,361,831	293,831
	-	-	-	-	-
	(1,012,188)	(840,735)	(523,100)	(531,000)	(549,500)
	-	-	-	-	-
\$	3,724,476	\$ 2,378,931	\$ 1,361,831	\$ 293,831	\$ (835,669)
	2,617,695	1,836,218	765,552	(148,114)	(1,028,114)
	1,106,781	542,713	596,279	441,945	192,445
\$	3,724,476	\$ 2,378,931	\$ 1,361,831	\$ 293,831	\$ (835,669)

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Passenger cash fares	\$ 3,112,336	\$ 3,471,200	\$ 3,100,000
Advertising	163,333	150,000	160,000
Miscellaneous	446,934	830	8,936
Total Operating Revenues	\$ 3,722,603	\$ 3,622,030	\$ 3,268,936
NON-OPERATING REVENUES			
Transportation Development Act (TDA)	5,863,480	6,135,999	6,135,999
Prop A 40% Discretionary	3,795,641	3,882,247	3,882,247
Prop C 40% - BSIP Bus System Improvement Plan	222,657	227,778	227,778
Prop C 5% Security	119,404	245,255	245,255
Prop C 40% Disc. - Foothill Transit Mitigation	180,749	172,628	172,628
Prop C 40% Disc. - Svc Exp (TSE)	748,907	766,132	766,132
Prop A - Torrance Dial-A-Lift	180,000	180,000	180,000
Prop A Local Return	2,312,477	2,391,612	2,391,612
Prop A Exchange - Local Return	200,000	200,000	200,000
Prop C 40% Disc. - Base Restructuring	670,836	686,266	686,266
Transit STA	1,101,558	770,110	770,110
Contributions from other cities (D.A.L.)	111,100	65,000	-
Interest Income	117,974	83,500	83,500
Cap and Trade Revenue	-	-	-
Municipal Operators Service Program	177,949	1,149,916	1,149,916
Federal Grant	65,543	-	17,330
Capital Maintenance Revenue	2,250,000	2,250,000	2,250,000
Rapid Bus	404,605	375,000	454,547
Express Lane	254,582	-	274,289
Other/Measure R	2,366,410	2,495,458	2,495,458
Total Non-Operating Revenues	\$ 21,143,872	\$ 22,076,901	\$ 22,383,067
Total Revenues/Resources	\$ 24,866,475	\$ 25,698,931	\$ 25,652,003
OPERATING EXPENSES			
Salaries and employee benefits	13,357,343	15,303,816	13,823,971
Services and supplies	3,077,510	4,320,613	3,157,510
Other professional services	1,848,675	2,689,556	1,773,983
Depreciation and amortization	2,856,199	3,789,089	2,756,199
Insurance and Claims	1,745,171	661,252	393,252
Interdepartmental charges	3,197,027	3,477,667	3,268,061
Loss on disposal of fixed assets	12,296	-	-
Other	82,351	127,000	107,698
Total Operating Expenses	\$ 26,176,572	\$ 30,368,993	\$ 25,280,674
Income (Loss) before transfers	\$ (1,310,097)	\$ (4,670,062)	\$ 371,329
Operating Transfers In	914,000	914,000	914,000
Operating Transfers Out	(43,559)	(54,400)	(54,400)
Add: Depreciation	2,856,199	3,789,089	2,756,199
NET INCOME (LOSS)	\$ 2,416,543	\$ (21,373)	\$ 3,987,128
Cash Beginning	8,663,694	12,548,820	12,548,820
Adjustments			
Changes in balance sheet accounts	1,801,226	-	-
Capital Expenditures	(332,643)	(182,009)	(182,009)
Projected cash, ending	\$ 12,548,820	\$ 12,345,438	\$ 16,353,939
Cash Balance by type			
Cash for Operations	4,113,724	4,092,351	8,100,852
Cash Appropriated for Capital Projects	8,435,096	8,253,087	8,253,087
Projected cash, ending	\$ 12,548,820	\$ 12,345,438	\$ 16,353,939

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	3,471,200	\$ 3,471,200	\$ 3,471,000	\$ 3,471,000	\$ 3,471,000
	160,000	160,000	163,000	166,000	169,000
	830	830	1,000	1,000	1,000
\$	3,632,030	\$ 3,632,030	\$ 3,635,000	\$ 3,638,000	\$ 3,641,000
	5,939,241	5,939,241	6,117,000	6,301,000	6,490,000
	4,038,292	3,937,292	4,055,000	4,177,000	4,302,000
	232,265	232,265	239,000	246,000	253,000
	237,056	237,056	244,000	251,000	259,000
	178,742	178,742	184,000	190,000	196,000
	781,224	781,224	805,000	829,000	854,000
	180,000	180,000	180,000	180,000	180,000
	2,494,323	2,494,323	2,569,000	2,646,000	2,725,000
	200,000	-	-	-	-
	699,785	699,785	721,000	743,000	765,000
	930,966	930,966	959,000	988,000	1,018,000
	-	-	-	-	-
	83,500	83,500	84,000	84,000	84,000
	80,000	80,000	80,000	80,000	80,000
	1,182,361	1,182,361	1,218,000	1,255,000	1,293,000
	-	-	-	-	-
	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000
	630,450	375,000	375,000	375,000	375,000
	-	-	-	-	-
	2,417,878	2,417,878	2,418,000	2,418,000	2,418,000
\$	22,556,083	\$ 21,999,633	\$ 22,498,000	\$ 23,013,000	\$ 23,542,000
\$	26,188,113	\$ 25,631,663	\$ 26,133,000	\$ 26,651,000	\$ 27,183,000
	15,962,123	16,244,723	16,597,000	17,299,000	18,019,000
	3,882,418	3,781,418	3,876,000	3,973,000	4,072,000
	2,891,420	2,890,720	2,963,000	3,037,000	3,113,000
	3,789,089	3,789,089	3,789,000	3,789,000	3,789,000
	311,252	311,252	319,000	327,000	335,000
	3,650,726	3,715,041	3,798,000	3,948,000	4,101,000
	-	-	-	-	-
	127,000	127,000	130,000	133,000	136,000
\$	30,614,028	\$ 30,859,243	\$ 31,472,000	\$ 32,506,000	\$ 33,565,000
\$	(4,425,915)	\$ (5,227,580)	\$ (5,339,000)	\$ (5,855,000)	\$ (6,382,000)
	914,000	1,114,000	1,184,000	1,184,000	1,184,000
	(62,127)	(62,127)	(47,000)	(47,000)	(47,000)
	3,789,089	3,789,089	3,789,000	3,789,000	3,789,000
\$	215,047	\$ (386,618)	\$ (413,000)	\$ (929,000)	\$ (1,456,000)
	16,353,939	15,162,820	13,545,806	12,253,952	11,324,952
	-	-	-	-	-
	(1,406,166)	(1,230,396)	(878,854)	-	-
\$	15,162,820	\$ 13,545,806	\$ 12,253,952	\$ 11,324,952	\$ 9,868,952
	8,315,899	7,929,281	7,516,281	6,587,281	5,131,281
	6,846,921	5,616,525	4,737,671	4,737,671	4,737,671
\$	15,162,820	\$ 13,545,806	\$ 12,253,952	\$ 11,324,952	\$ 9,868,952

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
OPERATING REVENUES			
Cash Fare	\$ 54,638	\$ 50,000	\$ 57,425
Other Grants	25,906	39,000	25,132
Prop C fund	145,671	167,930	167,930
Total Operating Revenues	226,215	256,930	250,487
OPERATING EXPENSES			
Salaries and employee benefits	76,906	85,868	60,096
Services and supplies	145,240	170,510	152,500
Other professional services	3,885	5,600	4,080
Others	184	250	160
Total Operating Expenses	226,215	262,228	216,836
NET INCOME (LOSS) before transfers	-	(5,298)	33,651
Transfer Out	-	-	-
Transfers from Fund Balance	-	-	-
Net income (loss)	\$ -	\$ (5,298)	\$ 33,651
Cash Beginning	3,215	19,777	19,777
Return to Prop C Fund	-	(14,479)	(53,428)
Changes in Balance Sheet Accounts (Net)	16,562	-	-
Projected cash, ending	\$ 19,777	\$ -	\$ -

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	57,500	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000
	25,500	26,000	26,000	26,000	26,000
	177,184	176,184	183,000	191,000	199,000
	260,184	260,184	267,000	275,000	283,000
	83,824	83,824	86,000	90,000	94,000
	170,510	170,510	175,000	179,000	183,000
	5,600	5,600	6,000	6,000	6,000
	250	250	-	-	-
	260,184	260,184	267,000	275,000	283,000
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
\$	-	\$ -	\$ -	\$ -	\$ -

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

	2013-14 Actual	2014-15 Amended	2014-15 Projected
Operating Revenues			
Wholesale water sales	\$ 828,652	\$ 1,375,000	\$ 752,269
Metered water sales	18,539,303	17,220,000	17,840,434
Metered Water Sales-Commercial	7,332,920	6,650,000	7,142,139
Metered Water Sales-Industrial	1,534,522	1,850,000	1,686,983
Mobil potable water sales	3,015,702	2,050,000	2,419,349
Sales to City	920,243	630,000	854,265
Residential low income discount	128,478	180,000	121,043
Recycled-Landscape irrigation	265,510	260,000	338,170
Recycled Sales Mobil	5,671,275	5,850,000	5,614,535
Mobil reclaimed fixed contrib pymt	1,025,417	1,040,000	1,040,000
Direct & indirect labor fee	234,400	235,000	146,500
Chemical fee revenue	102,106	160,000	54,549
Water quality analysis	8,519	40,000	23,898
Repairs & maintenance fee	65,368	50,000	14,551
Other related fee revenue	28,809	65,000	22,457
Late charge	82,539	100,000	100,983
Water disconnect fees	21,144	25,000	76,145
Fire protection charges	568,567	400,000	500,414
Pumping charges	103,996	105,000	100,646
Water start service fee	58,223	65,000	56,498
Fire flow test	8,151	3,000	3,563
Misc services	55,919	25,000	31,996
Engineering, overhead & inspection	78,839	70,000	86,156
Capital Received-Parts & Installation	47,016	35,000	38,571
Total operating revenues	40,725,618	38,483,000	39,066,114
Operating Expenses			
Salaries	4,950,053	5,718,937	5,148,054
Materials	1,547,433	2,470,972	2,152,161
Cost of Water	24,282,552	25,074,000	24,768,203
Professional Services	817,702	1,263,162	1,063,013
Travel, Training	24,791	42,275	24,543
Depreciation/Amortization	1,443,390	1,300,000	1,300,000
Litigation Expense	104,703	92,109	55,873
Interdepartmental Charges	1,895,944	1,296,581	1,213,768
Others	292,393	30,000	47,660
Total operating expenses	35,358,961	37,288,036	35,773,275
Operating Income (Loss)	5,366,657	1,194,964	3,292,839
Non-Operating Revenue			
Investment earnings	228,319	160,000	230,602
Total Non -Operating Income	228,319	160,000	230,602
Non-Operating Expenses			
Interest expense	56,548	407,340	396,586
Income (Loss) before transfers	5,538,428	947,624	3,126,855
Operating Transfers Out	(15,520)	(5,252,558)	(8,876,683)
Net Income (Loss)	5,522,908	(4,304,934)	(5,749,828)
Add: Depreciation	1,443,390	1,300,000	1,300,000
Cash, July 1	8,579,237	17,152,520	17,152,520
Adjustments			
Changes in Balance Sheet Accounts (Net)	(455,605)	-	-
Capital Expenditures	(3,904,775)	(1,298,216)	(1,298,216)
Loan From General Fund	6,550,000	-	-
Loan Payments to General Fund	-	(90,413)	(90,413)
Accrued Interest - Loan From General Fund	37,365	29,611	29,611
Bond Principal Payment	(620,000)	-	-
Transfers from Fund Balance for Capital Projects	-	5,235,849	8,859,974
Projected cash, ending	\$ 17,152,520	\$ 18,024,417	\$ 20,203,648
Cash Balances by type:			
Cash for Operations	5,264,489	2,198,753	753,859
Cash Appropriated for Capital Projects	10,888,031	14,825,664	18,449,789
Water Financial Reserve	1,000,000	1,000,000	1,000,000
Projected cash, ending	\$ 17,152,520	\$ 18,024,417	\$ 20,203,648

	2015-16 Proposed	2016-17 Proposed	2017-18 Projected	2018-19 Projected	2019-20 Projected
\$	510,000	\$ 510,000	\$ 536,000	\$ 563,000	\$ 591,000
	18,020,000	18,921,000	19,867,000	20,860,000	21,903,000
	6,650,000	6,783,000	7,122,000	7,478,000	7,852,000
	1,600,000	1,632,000	1,714,000	1,800,000	1,890,000
	2,400,000	2,520,000	2,646,000	2,778,000	2,917,000
	750,000	787,500	827,000	868,000	911,000
	150,000	150,000	158,000	166,000	174,000
	275,000	288,750	303,000	318,000	334,000
	5,800,000	5,800,000	6,090,000	6,395,000	6,715,000
	1,170,000	1,181,700	1,182,000	1,182,000	1,182,000
	235,000	235,000	247,000	259,000	272,000
	120,000	120,000	126,000	132,000	139,000
	20,000	20,000	21,000	22,000	23,000
	75,000	75,000	79,000	83,000	87,000
	45,000	45,000	47,000	49,000	51,000
	100,000	100,000	100,000	100,000	100,000
	25,000	25,000	25,000	25,000	25,000
	450,000	450,000	450,000	450,000	450,000
	105,000	105,000	105,000	105,000	105,000
	65,000	65,000	65,000	65,000	65,000
	4,000	4,000	4,000	4,000	4,000
	25,000	25,000	25,000	25,000	25,000
	70,000	70,000	70,000	70,000	70,000
	35,000	35,000	35,000	35,000	35,000
	38,699,000	39,947,950	41,844,000	43,832,000	45,920,000
	6,066,595	6,159,395	6,293,000	6,559,000	6,832,000
	2,567,472	2,563,972	2,628,000	2,694,000	2,761,000
	23,930,000	23,930,000	25,127,000	26,383,000	27,702,000
	1,148,162	1,148,162	1,177,000	1,206,000	1,236,000
	42,275	42,275	43,000	44,000	45,000
	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
	92,109	92,109	94,000	96,000	98,000
	1,382,503	1,403,539	1,435,000	1,492,000	1,550,000
	80,000	80,000	82,000	84,000	86,000
	36,759,116	36,869,452	38,329,000	40,008,000	41,760,000
	1,939,884	3,078,498	3,515,000	3,824,000	4,160,000
	200,000	205,000	205,000	205,000	205,000
	200,000	205,000	205,000	205,000	205,000
	354,893	354,893	350,000	343,000	336,000
	1,784,991	2,928,605	3,370,000	3,686,000	4,029,000
	(15,483)	(15,483)	(15,000)	(15,000)	(15,000)
	1,769,508	2,913,122	3,355,000	3,671,000	4,014,000
	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000
	20,203,648	13,346,756	9,649,490	7,871,398	6,386,059
	-	-	-	-	-
	(10,010,188)	(7,988,467)	(6,505,149)	(6,522,042)	(5,400,000)
	-	-	-	-	-
	(95,386)	(100,633)	(106,169)	(112,009)	(118,170)
	29,174	28,712	28,226	27,712	27,170
	-	-	-	-	-
	-	-	-	-	-
\$	13,346,756	\$ 9,649,490	\$ 7,871,398	\$ 6,386,059	\$ 6,359,059
	764,080	4,228,614	3,129,004	3,089,040	3,462,040
	11,582,676	4,420,876	3,742,394	2,297,019	1,897,019
	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
\$	13,346,756	\$ 9,649,490	\$ 7,871,398	\$ 6,386,059	\$ 6,359,059

OPERATING TRANSFERS IN AND OUT
Adopted Fiscal Year 2014-15

<u>Fund</u>	<u>Operating transfers out</u>	<u>Fund</u>	<u>Operating transfers in</u>
General Fund	\$ 21,491,598	Special Revenue Fund: Street Lighting Assessment	\$ 1,776,668
General Fund -Reserve	159,980	Enterprise Funds:	
		Cultural Services	450,835
		Parks and Recreation	2,171,646
		Cultural Arts Center	805,521
		Emergency Medical Services	10,248,290
		Animal Control	253,833
		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
		Copier Replacement Fund 1020	1,686
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	194,396
		PC Replacement Fund 1023	351,638
		General Fund - Operations	159,980
		General Fund - Capital Projects	450,000
		Post Employment Compensated Absences	1,375,000
	<u>\$ 21,651,578</u>		<u>\$ 21,651,578</u>
Special Revenue Funds:		General Fund	1,210,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communications	436,231	Telephone Replacement	766
Proposition C Local Return	1,451,930	Data Communications Replacement	1,322
		Radio Replacement	232
		PC Replacement	8,729
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,114,000
	<u>\$ 2,928,161</u>		<u>\$ 2,928,161</u>
Capital Project Funds:			
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	<u>\$ 10,000</u>		<u>\$ 10,000</u>
Enterprise Fund:		General Fund	9,504,078
Airport - Aeronautical	316,358	General Fund Sub-Fund:	
Airport - Non Aeronautical	8,267,341	Telephone Replacement	22,290
Cultural Arts Center	61,814	Data Communications Replacement	10,331
Parks and Recreation	157,150	Radio Replacement	27,675
Transit	54,400	PC Replacement	83,956
Water	15,483	Special Revenue Fund:	
Sanitation	123,147	Street Lighting Assessment District	25,763
Emergency Medical Service	850,000	Enterprise Fund:	
Internal Service Fund:		Sanitation	138,102
Self Insurance	1,900	Capital Project Fund:	
Fleet Services	18,004	Cultural Arts Center	50,000
Special Revenue Fund:		Recreation Fund (Toyota Sports Complex)	115,478
Gov. Cable Communications	108,000		
Cable TV Public Access	4,076		
	<u>\$ 9,977,673</u>		<u>\$ 9,977,673</u>
Total Transfers	<u>\$ 34,567,412</u>		<u>\$ 34,567,412</u>

OPERATING TRANSFERS IN AND OUT
Proposed Fiscal Year 2015-16 (Year 1 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 22,821,305	Special Revenue Fund:	
General Fund -Reserve	100,000	Street Lighting Assessment	\$ 1,802,483
		Enterprise Funds:	
		Cultural Services	450,835
		Parks and Recreation	2,171,646
		Cultural Arts Center	1,150,541
		Emergency Medical Services	10,789,490
		Animal Control	245,686
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	4,160,000
		Fleet Services	244,976
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Copier Replacement Fund 1020	1,686
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	207,396
		PC Replacement Fund 1023	362,257
		Reserve Exchanges 1017	400,000
		General Fund - Operations	100,000
		General Fund - Capital Projects	50,000
	\$ 22,921,305		\$ 22,921,305
Special Revenue Funds:		General Fund	1,210,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communications	435,828	Telephone Replacement	766
Proposition C Local Return	1,261,184	Data Communications Replacement	1,322
		Radio Replacement	232
		PC Replacement	8,326
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	177,184
		Enterprise Fund:	
		Sanitation	3,782
		Transit	914,000
	\$ 2,737,012		\$ 2,737,012
Capital Project Funds:			
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	\$ 10,000		\$ 10,000
Enterprise Fund:		General Fund	12,097,416
Airport - Aeronautical	361,336	General Fund Sub-Fund:	
Airport - Non Aeronautical	11,751,608	Telephone Replacement	22,290
Cultural Arts Center	61,814	Data Communications Replacement	10,331
Parks and Recreation	157,150	Radio Replacement	29,675
Transit	62,127	PC Replacement	128,477
Water	15,483	Special Revenue Fund:	
Sanitation	123,147	Street Lighting Assessment District	66,692
Emergency Medical Service	0	Enterprise Fund:	
Internal Service Fund:		Sanitation	146,277
Self Insurance	3,207	Capital Project Fund:	
Fleet Services	18,688	Cultural Arts Center	50,000
Special Revenue Fund:		Recreation Fund (Toyota Sports Complex)	115,478
Gov. Cable Communications	108,000	Meadow Park Parking Lot Projects	10,257
Meadow Park Parking Lot	10,257		
Cable TV Public Access	4,076		
	\$ 12,676,893		\$ 12,676,893
Total Transfers	\$ 38,345,210		\$ 38,345,210

OPERATING TRANSFERS IN AND OUT
Proposed Fiscal Year 2016-17 (Year 2 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 21,656,205	Special Revenue Fund:	
General Fund -Reserve	100,000	Street Lighting Assessment	\$ 1,815,383
		Enterprise Funds:	
		Cultural Services	450,835
		Parks and Recreation	2,171,646
		Cultural Arts Center	850,541
		Emergency Medical Services	11,108,690
		Animal Control	248,486
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	2,460,000
		Fleet Services	244,976
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Copier Replacement Fund 1020	1,686
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	207,396
		PC Replacement Fund 1023	362,257
		General Fund - Operations	100,000
		General Fund - Capital Projects	950,000
	\$ 21,756,205		\$ 21,756,205
Special Revenue Funds:		General Fund	1,210,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communications	435,828	Telephone Replacement	766
Proposition C Local Return	1,460,184	Data Communications Replacement	1,322
		Radio Replacement	232
		PC Replacement	8,326
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	176,184
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,114,000
	\$ 2,936,012		\$ 2,936,012
Capital Project Funds:		Inmate Welfare Fund - Operations	10,000
Inmate Welfare Fund - Capital	10,000		\$ 10,000
	\$ 10,000		
Enterprise Fund:		General Fund	9,497,416
Airport - Aeronautical	361,336	General Fund Sub-Fund:	
Airport - Non Aeronautical	9,151,608	Telephone Replacement	22,290
Cultural Arts Center	61,814	Data Communications Replacement	10,331
Parks and Recreation	157,150	Radio Replacement	29,675
Transit	62,127	PC Replacement	128,477
Water	15,483	Special Revenue Fund:	
Sanitation	123,147	Street Lighting Assessment District	66,692
Emergency Medical Service	0	Enterprise Fund:	
Internal Service Fund:		Sanitation	146,277
Self Insurance	3,207	Capital Project Fund:	
Fleet Services	18,688	Cultural Arts Center	50,000
Special Revenue Fund:		Recreation Fund (Toyota Sports Complex)	115,478
Gov. Cable Communications	108,000	Meadow Park Parking Lot Projects	10,257
Meadow Park Parking Lot	10,257		
Cable TV Public Access	4,076		
	\$ 10,076,893		\$ 10,076,893
Total Transfers	\$ 34,779,110		\$ 34,779,110

PERSONNEL SUMMARY

	2011-12 Adopted		2012-13 Adopted		2013-14 Adopted		2015 Actual (1/1/15)	2014-15 Adopted		2015-16 Proposed		2016-17 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	11.5	-	11.5	-	12.5	-	12.0	12.5	-	12.5	-	12.5	-
City Clerk	8.5	-	8.5	-	9.0	-	8.0	9.0	-	9.0	-	9.0	-
City Treasurer	7.0	-	7.0	-	7.5	-	3.0	7.0	-	7.0	-	7.0	-
City Manager	14.0	-	14.0	-	15.0	-	14.0	15.0	-	15.0	-	15.0	-
Cable Television	-	17.3	-	17.3	-	17.3	13.0	-	17.3	-	17.3	-	17.3
Civil Service	2.8	-	4.3	-	2.0	-	2.4	3.8	-	3.8	-	3.8	-
Commun. & Info. Tech.	40.5	-	40.5	-	40.5	-	39.3	40.5	-	40.5	-	40.5	-
Community Development	54.2	5.3	54.0	5.5	54.0	5.5	57.5	56.0	5.5	56.5	5.0	56.5	5.0
Community Svcs. - Full Tim	94.1	23.8	101.1	23.8	103.1	20.8	110.0	105.1	18.8	105.1	18.8	105.1	18.8
Community Svcs. - Recurre	50.1	90.7	37.6	90.7	44.1	78.2	57.6	46.5	76.4	46.5	76.4	46.5	76.4
Finance	35.0	-	44.5	-	45.5	-	39.3	45.5	-	44.0	-	44.0	-
Fire	112.5	50.0	113.5	50.0	113.5	50.0	156.2	113.5	50.0	113.5	50.0	113.5	50.0
General Services	55.0	-	55.0	-	55.0	-	55.0	55.0	-	55.0	-	55.0	-
CAC* - full time	-	9.5	-	9.5	-	9.5	10.0	-	9.5	-	9.5	-	9.5
CAC* - recurrent	-	17.8	-	17.8	-	17.8	6.9	-	17.8	-	17.8	-	17.8
Airport	-	8.5	-	8.5	-	8.5	9.0	-	9.5	-	9.5	-	9.5
Fleet	-	32.5	-	32.5	-	32.5	31.2	-	32.5	-	32.5	-	32.5
Human Resources	24.5	-	12.0	-	14.3	-	8.6	13.2	-	13.7	-	13.7	-
Police - full time	330.8	4.0	332.3	4.0	333.3	5.0	307.2	334.3	5.0	335.8	4.0	335.8	4.0
Police - recurrent	13.0	-	13.0	-	13.0	-	13.0	13.0	-	13.0	-	13.0	-
Public Works	99.7	-	102.7	-	102.7	-	98.2	102.5	-	102.5	-	102.5	-
Sanitation	-	49.4	-	42.4	-	42.4	37.0	-	42.4	-	42.4	-	42.4
Water	-	41.2	-	41.2	-	41.2	36.0	-	41.4	-	41.4	-	41.4
Airport	-	-	-	-	-	-	-	-	-	-	-	-	-
Sewer	-	10.2	-	20.2	-	20.2	20.0	-	20.2	-	20.2	-	20.2
Transit	-	140.3	-	150.3	-	150.3	114.2	-	150.3	-	150.3	-	150.3
Total full time positions	897.1	392.0	907.9	405.2	914.9	403.2	1,188.1	919.9	402.4	920.9	400.9	920.9	400.9
Total recurrent positions	63.1	108.5	50.6	108.5	57.1	96.0	77.5	59.5	94.2	59.5	94.2	59.5	94.2
Total	960.2	500.5	958.5	513.7	972.0	499.2	1,265.6	979.4	496.6	980.4	495.1	980.4	495.1
City Total	1,460.7		1,472.2		1,471.2	1,265.6		1,476.0		1,475.5		1,475.5	

*Cultural Arts Center

Personnel Vacancies as of April 1, 2015

DEPARTMENT	FUND	VACANCY	NUMBER
City Clerk	General Fund	Administrative Assistant	1.0
	General Fund	Records Management Coordinator	1.0
City Manager - Cable	Enterprise Fund	Announcer	1.0
	Enterprise Fund	Production Assistant	1.0
City Manager - Human Resources	General Fund	Administrative Assistant	1.0
	General Fund	Human Resources Senior Management Associate	1.0
City Treasurer	General Fund	Account Clerk	2.0
Comm. & Info Technology (CIT)	General Fund	Admin Analyst - Tier 1	0.5
Community Development	General Fund	Plans Examiner	1.0
	General Fund	Permit Center Supervisor	1.0
	General Fund	Planning Associate	1.0
Community Services (Library & Park Services)	General Fund	Library Assistant I	6.0
	General Fund	Jr. Library Clerk	1.0
	Enterprise Fund	Aquatics Program Coordinator	1.0
	General Fund	Library Page	0.5
	General Fund	Parks Services Supervisor	1.0
	General Fund	Maintenance Worker (Parks)	1.0
Finance	General Fund	Senior Account Clerk	1.0
	General Fund	Revenue Manager	1.0
	General Fund	Business License Supervisor	1.0
	General Fund	Buyer	1.0
	General Fund	Accountant	1.0
	General Fund	Administrative Analyst	1.0
	General Fund	Risk Manager	1.0
Fire	General Fund	Fire Prevention Manager	1.0
	Safety	Firefighter	2.0
General Services	General Fund	Mechanic	1.0
	General Fund	Equipment Attendant	1.0
	General Fund	Senior Welder	1.0
Police	General Fund	Police Records Technician	2.0
	General Fund	Information Tech Specialist	1.0
	General Fund	Police Operations Supervisor	1.0
	General Fund	Animal Control Officer	1.0
	General Fund	Public Safety Dispatcher	1.0
	General Fund	Police Services Officer	1.0
	Safety	Police Officer Recruit	9.0
Public Works	General Fund	Deputy Public Works Director - Operations	1.0
	General Fund	Engineering Technician I	1.0
	General Fund	Engineering Technician III	1.0
	General Fund	Administrative Assistant	1.0
	Enterprise Fund	Water Service Technician II	1.0
	Enterprise Fund	Water Service Technician I	3.0
	General Fund	Maintenance Worker (Sanitation)	1.0
	General Fund	Maintenance Worker (Streetscape)	4.0
	General Fund	Lead Maintenance Worker (Streetscape)	3.0

Personnel Vacancies as of April 1, 2015 (continued)

Transit	Enterprise Fund	Transit Supervisor	4.0
	Enterprise Fund	Training Coordinator*	1.0
	Enterprise Fund	Transit Dispatcher	2.0
	Enterprise Fund	Office Assistant	1.0
	Enterprise Fund	Bus Operator	22.0
	Enterprise Fund	Equipment Attendant	1.0
	Enterprise Fund	Transit Fleet Services Supervisor	1.0
	Enterprise Fund	Staff Assistant	1.0
	Enterprise Fund	Admin Analyst	1.0
			Total
		Vacancies Summary:	
		Safety	11.0
		General Fund	49.0
		Enterprise Fund	<u>41.0</u>
		Total	<u>101.0</u>

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**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Summary						
Property Taxes	40,165,786	42,067,245	42,688,657	45,227,977	47,032,264	49,127,059
Sales Tax	39,485,014	41,895,178	43,573,688	47,793,347	48,687,356	50,340,080
Other Taxes	56,380,429	55,706,555	58,254,302	59,136,478	62,573,743	64,920,313
Licenses and Permits	1,919,074	2,044,557	2,893,100	2,330,051	2,374,367	2,719,613
Grants and Subventions	1,452,071	1,424,720	1,358,023	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,225,781	1,009,814	1,075,432	1,330,000	1,330,000	1,330,000
Use of Money and Property	2,675,945	109,109	2,314,326	3,463,502	3,528,277	3,594,995
Charges for Services	4,254,521	4,427,904	5,411,705	5,740,595	5,844,139	5,950,779
Other Revenues	12,219,837	13,135,771	24,897,265	9,966,158	12,499,516	9,999,516
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund Revenues	159,778,458	161,820,853	182,466,499	176,398,108	185,279,662	189,392,355
Detail						
Property Taxes						
Secured	25,784,370	27,484,543	27,266,990	29,147,654	30,453,273	32,149,801
VLF Swap	11,201,890	11,257,216	11,754,649	12,121,843	12,600,859	12,978,884
Unsecured	1,174,302	1,166,773	1,204,690	1,348,200	1,348,200	1,348,200
Supplemental	359,322	483,617	820,135	545,900	545,900	545,900
Redemptions	699,428	642,527	550,984	966,400	966,400	966,400
Real property transfer	470,050	623,928	723,552	655,080	674,732	694,974
Aircraft assessment	287,810	177,968	160,252	185,400	185,400	185,400
Penalties and interest	188,614	230,673	207,404	257,500	257,500	257,500
Total Property Taxes	40,165,786	42,067,245	42,688,657	45,227,977	47,032,264	49,127,059
Sales Taxes	39,485,014	41,895,178	43,573,688	47,793,347	48,687,356	50,340,080
Other Taxes						
Utility Users	31,443,922	31,542,645	32,413,120	32,641,447	34,251,919	35,315,357
Business Licensing	8,424,511	8,711,295	8,721,301	9,285,891	9,548,663	9,881,593
Occupancy	7,900,186	8,636,314	9,291,676	9,320,842	10,612,000	11,183,420
Prop 172 Sales Tax	1,427,890	1,396,766	1,472,586	1,529,818	1,575,712	1,622,984
Franchise payments	6,156,963	4,437,839	4,871,816	5,516,160	5,726,483	5,841,013
Construction	1,016,044	972,936	1,459,566	832,320	848,966	1,065,946
Oil Severance	10,913	8,760	24,238	10,000	10,000	10,000
Total Other Taxes	56,380,429	55,706,555	58,254,302	59,136,478	62,573,743	64,920,313
Licenses and Permits						
Construction permits	1,790,324	1,899,539	2,764,017	2,172,222	2,213,381	2,555,408
Other licenses and permits	128,750	145,018	129,084	157,829	160,986	164,205
Total Licenses and Permits	1,919,074	2,044,557	2,893,100	2,330,051	2,374,367	2,719,613
Grants and Subventions						
Motor vehicle licenses	74,069	76,748	63,517	-	-	-
Gasoline tax	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
State homeowner prop tax	234,829	227,586	212,744	250,000	250,000	250,000
Other state revenues	103,173	80,386	41,761	120,000	120,000	120,000
Total Grants and Subventions	1,452,071	1,424,720	1,358,023	1,410,000	1,410,000	1,410,000

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected budget for 2015-16 reflects a 4.5% increase over fiscal year 2014-15 budget. The increase represents a change in the local economy in housing sales and home prices.

Sales Tax

Sales tax revenues in 2015-16 are projected to be approximately 3.4% greater than fiscal year 2014-15 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 2015-16.

Utility User's Tax

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected increase of 3.1% for fiscal year 2015-16 represents an increase in natural gas usage. The increase is based on the assumption that refinery operates under normal conditions with no shut-downs.

Business License Tax

This revenue source is projected to growth by a modest 3.5 %for fiscal year 2015-16 budget.

Occupancy Tax

Occupancy tax revenues are being increased by 5.4% to reflect a recovery in the economy resulting in increases in consumer spending, 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 increase 2.0% for fiscal year 2015-16.

Construction Tax

It is projected that the construction industry will continue to improve, and is being projected to increase by 3.5% over fiscal year 2013-14 budget.

Oil Severance Tax

This revenue remains constant and is not being changed for fiscal year 2015-16 .

Licenses and Permits

This revenue source is projected to reflect significant growth over fiscal year 2014-15 budget. New construction activity is anticipated at the local mall which should increase permit fees in fiscal year 2015-16.

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	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Fines and Forfeitures						
General court fines	822,873	564,515	745,895	850,000	850,000	850,000
Traffic fines	402,908	445,299	329,537	480,000	480,000	480,000
Total Fines and Forfeitures	1,225,781	1,009,814	1,075,432	1,330,000	1,330,000	1,330,000
Use of Money and Property						
Investment earnings	1,185,774	620,964	376,441	1,254,340	1,254,340	1,254,340
Rents and royalties	1,358,969	1,381,907	1,365,060	2,209,162	2,273,937	2,340,655
Franchise payments	131,202	(1,893,762)	572,825			
Total Use of Money and Property	2,675,945	109,109	2,314,326	3,463,502	3,528,277	3,594,995
Charges for Services						
Indirect charges						
Construction related fees	1,510,910	1,427,724	2,424,839	2,672,777	2,752,306	2,834,220
Engineering fees	164,379	164,578	237,229	246,400	253,792	261,407
Police Department services	676,051	575,005	596,000	572,318	582,882	593,751
Fire inspection fees	1,188,576	1,515,851	1,347,150	1,401,000	1,401,467	1,401,950
Other charges	190,161	205,052	199,883	209,200	214,792	220,551
Library fines and fees	143,852	132,638	131,020	136,200	136,200	136,200
Recreation Processing/Facility Fees	380,593	407,056	475,583	502,700	502,700	502,700
Total Charges for Services	4,254,521	4,427,904	5,411,705	5,740,595	5,844,139	5,950,779
Other Revenues						
Contributions	2,618,000	2,618,000	2,618,000	-	-	-
Other revenue	1,583,733	1,648,701	1,854,398	132,100	132,100	232,100
Transfers-in	8,018,104	8,869,070	20,424,867	9,834,058	12,367,416	9,767,416
Total Other Revenues	12,219,837	13,135,771	24,897,265	9,966,158	12,499,516	9,999,516
Total General Fund Revenues	159,778,458	161,820,853	182,466,499	176,398,108	185,279,662	189,392,355

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 2015-16.

Investment Earnings

Interest income for the 2015-16 budget is consistent with 2014-15 due to continuing low interest rates.

Rents and Royalties

This revenue is projected to grow by 2.9% in fiscal year 2015-16.

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 2015-16.

Charges for Services

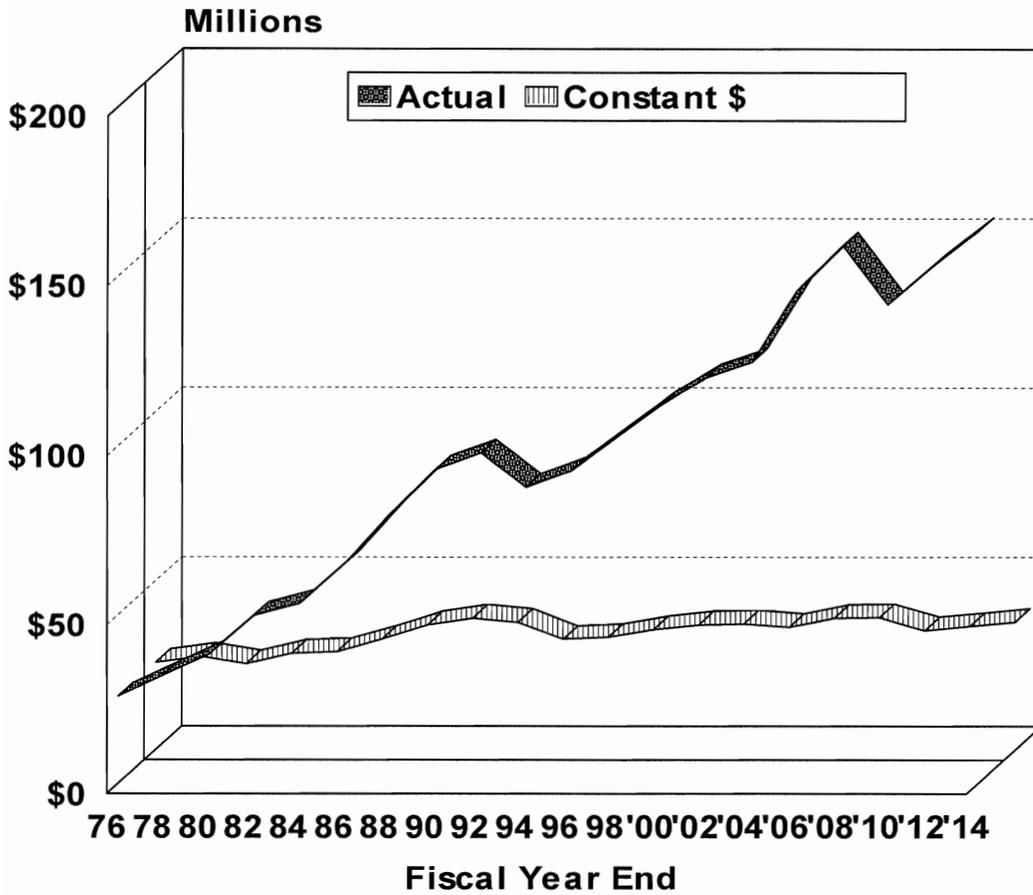
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to increase slightly for fiscal year 2015-16 as they are indexed to the CPI-W.

Operating Transfers

This revenue source has declined by approximately 21.0% due to the reclassification of transfers from certain enterprise fund to revenue accounts that more descriptively defines the revenue activity.

GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars*



Actual average annual growth rate of 5.0%.

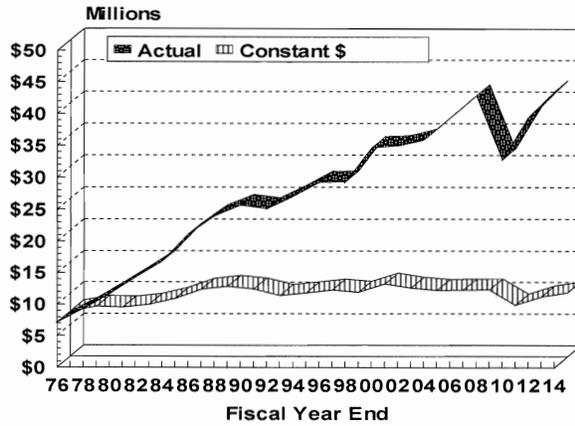
Constant dollars (real growth) average annual growth rate of 1.0%.

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

TOP GENERAL FUND REVENUES

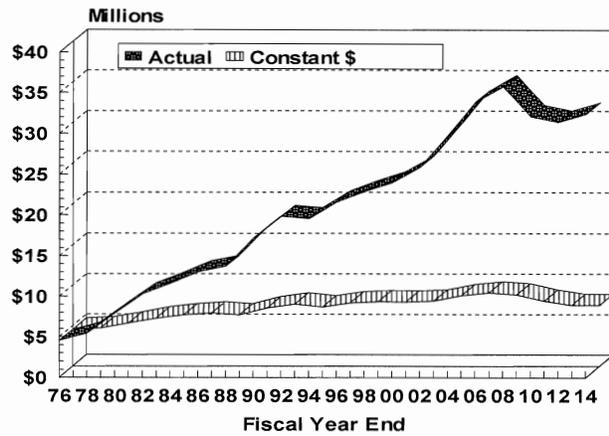
Actual vs. Constant Dollars*

SALES AND USE TAX



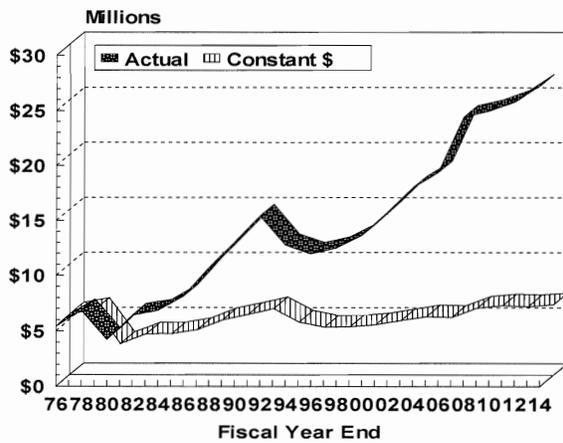
Actual average annual growth rate of 4.9%.
Constant dollars (real growth) average annual growth rate of 0.9%.

UTILITY USERS' TAX



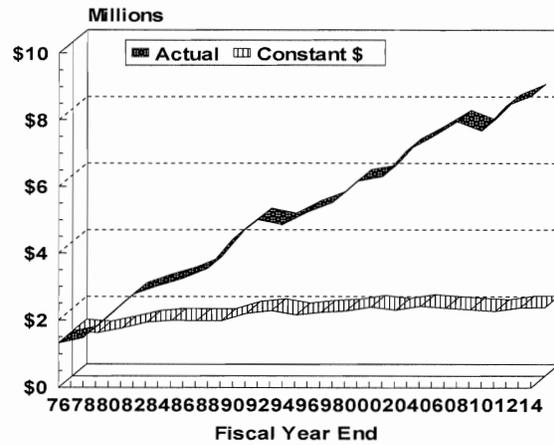
Actual average annual growth rate of 5.3%.
Constant dollars (real growth) average annual growth rate of 1.3%.

SECURED PROPERTY TAX



Actual average annual growth rate of 4.3%.
Constant dollars (real growth) average annual growth rate of 0.4%.

BUSINESS LICENSE TAX



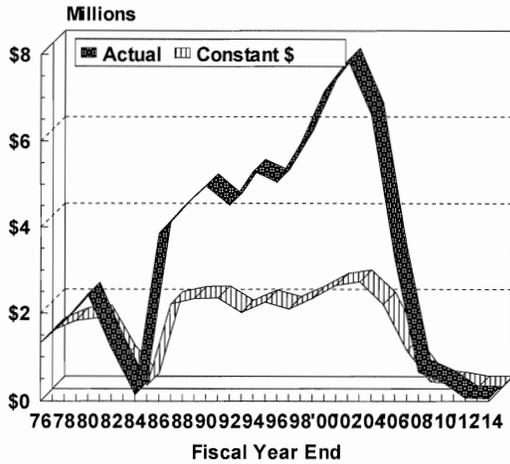
Actual average annual growth rate of 5.1%.
Constant dollars (real growth) average annual growth rate of 1.1%.

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

TOP GENERAL FUND REVENUES

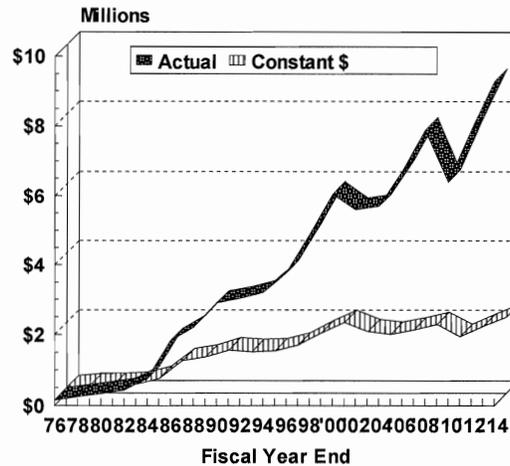
Actual vs. Constant Dollars*

MOTOR VEHICLE TAX



Actual average annual growth rate of -7.7%.
Constant dollars (real growth) average annual growth rate of -11.2%.

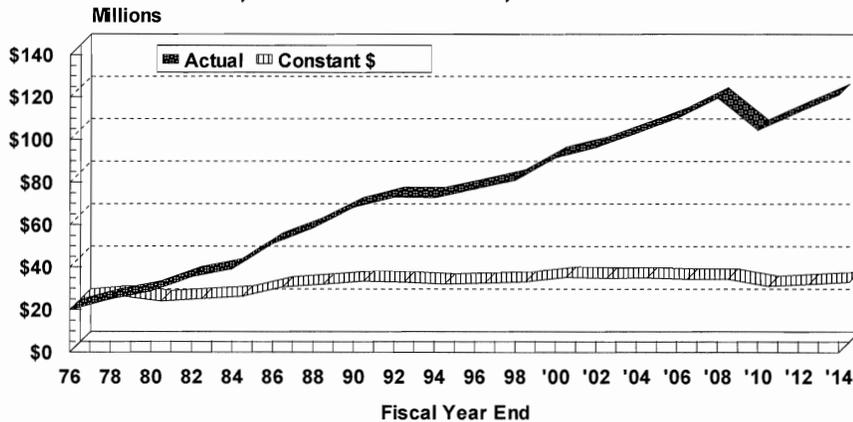
OCCUPANCY TAX



Actual average annual growth rate of 11.3%.
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

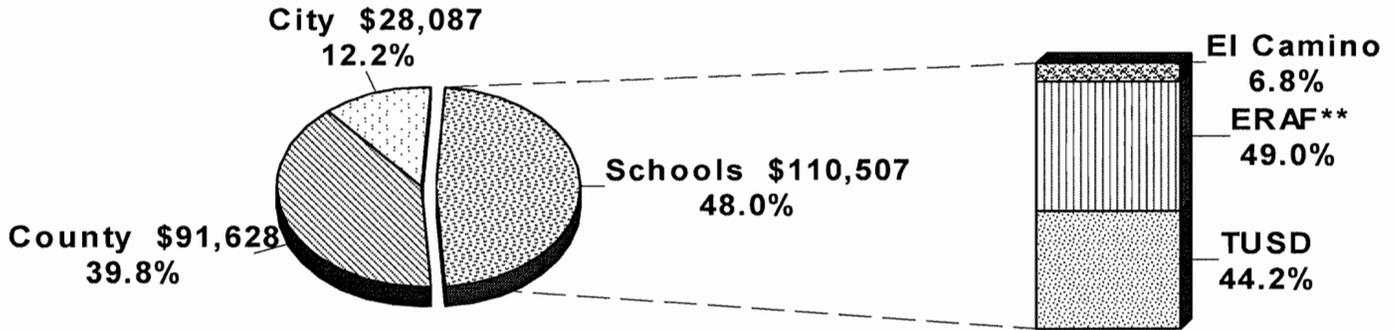


Actual average annual growth rate of 4.9%.
Constant dollars (real growth) average annual growth rate of 0.9%.

* 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.

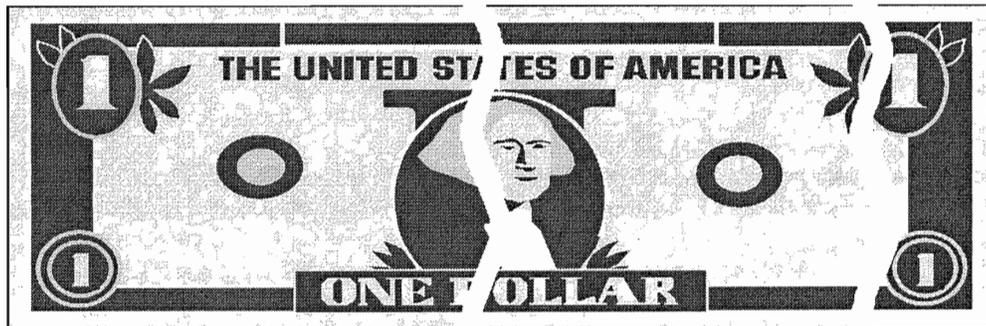
** Education Revenue Augmentation Fund (ERAF)
Allocation based on 2013-14 actual secured property tax of \$28,087,124.

Distribution of Property Tax

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

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

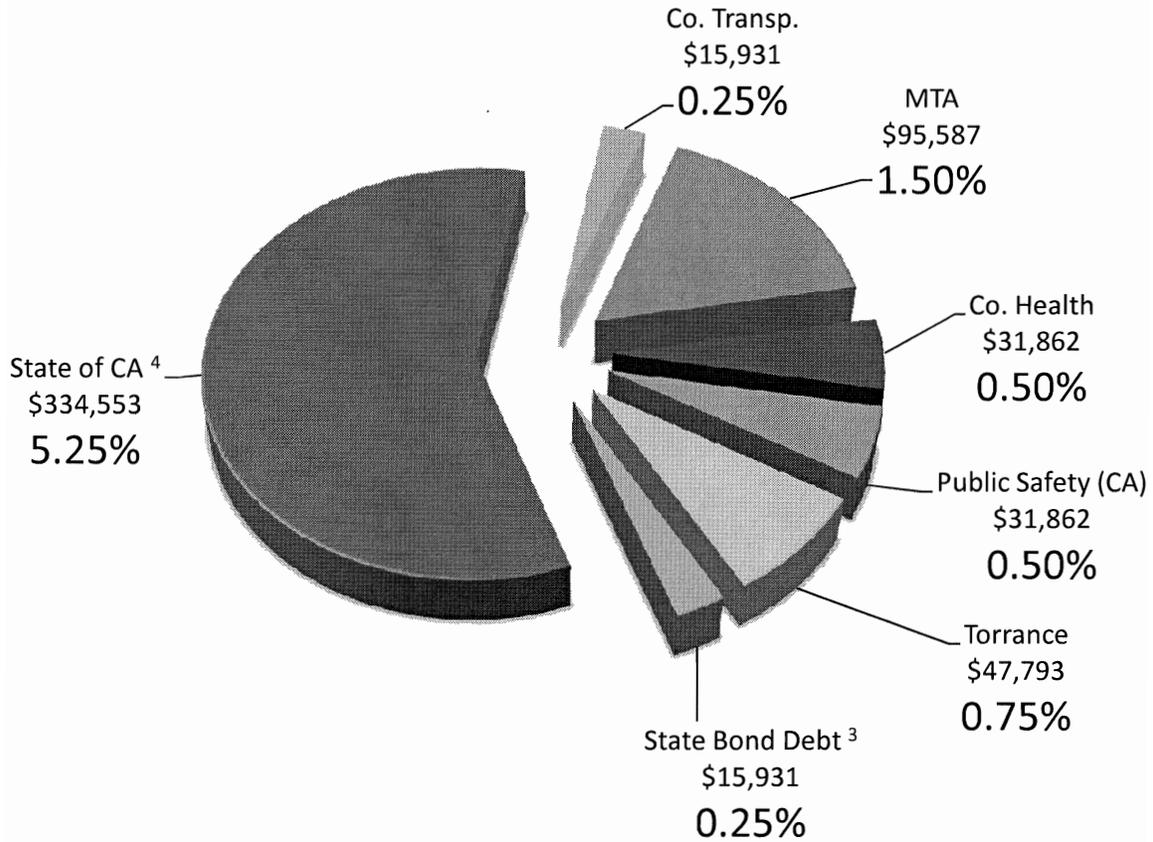
City of
Torrance
12.2% (\$416)



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 2013-14 adopted sales tax of 47,793,347.

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 - \$1,529,818 of Proposition 172 (Public Safety 1/2% sales tax) funds are budgeted for 2014-15.

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**REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS**

Description	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Airport	11,989,129	11,805,854	12,267,567	12,605,000	12,815,000	13,016,200
Transit	28,966,867	24,522,705	25,768,178	26,612,931	27,102,113	26,745,663
Water	34,178,515	36,316,536	40,953,937	38,643,000	38,899,000	40,152,950
Emergency Medical Services	10,706,211	11,005,566	11,491,286	12,208,290	11,782,490	12,117,690
Sanitation	10,818,487	11,261,114	11,735,745	11,299,172	12,054,847	12,169,261
Cultural Arts Center	1,860,909	1,865,273	1,771,330	2,039,097	2,304,117	2,084,117
Sewer	3,052,574	3,245,624	3,301,118	3,118,000	3,417,500	3,516,500
Parks and Recreation	8,254,463	7,547,476	6,717,532	7,666,363	7,667,613	7,819,613
Total Enterprise Funds	<u>109,827,155</u>	<u>107,570,148</u>	<u>114,006,693</u>	<u>114,191,853</u>	<u>116,042,680</u>	<u>117,621,994</u>
Airport						
Aeronautical revenues	4,084,533	4,135,041	4,229,071	4,380,000	4,423,000	4,426,200
Non-Aeronautical revenues	7,904,596	7,670,813	8,038,496	8,225,000	8,392,000	8,590,000
Total Airport Revenues	<u>11,989,129</u>	<u>11,805,854</u>	<u>12,267,567</u>	<u>12,605,000</u>	<u>12,815,000</u>	<u>13,016,200</u>
Transit						
Total Transit Revenues	28,966,867	24,522,705	25,768,178	26,612,931	27,102,113	26,745,663
Water						
Water sales	34,011,424	36,119,420	40,725,618	38,483,000	38,699,000	39,947,950
Other	167,091	197,116	228,319	160,000	200,000	205,000
Total Water Revenues	<u>34,178,515</u>	<u>36,316,536</u>	<u>40,953,937</u>	<u>38,643,000</u>	<u>38,899,000</u>	<u>40,152,950</u>
Emergency Medical Services						
Fee revenue	2,022,354	2,185,964	2,229,575	1,960,000	993,000	1,009,000
General fund subsidy	8,683,857	8,819,602	9,261,711	10,248,290	10,789,490	11,108,690
Total Emergency Medical Services	<u>10,706,211</u>	<u>11,005,566</u>	<u>11,491,286</u>	<u>12,208,290</u>	<u>11,782,490</u>	<u>12,117,690</u>
Sanitation						
Fee revenue	10,818,487	11,261,114	11,735,745	11,299,172	12,054,847	12,169,261
Other	-	-	-	-	-	-
Total Sanitation Revenues	<u>10,818,487</u>	<u>11,261,114</u>	<u>11,735,745</u>	<u>11,299,172</u>	<u>12,054,847</u>	<u>12,169,261</u>
Cultural Arts Center						
Fee and donation revenue	1,147,722	1,152,172	1,020,789	1,233,576	1,153,576	1,233,576
General fund subsidy	713,187	713,101	750,541	805,521	1,150,541	850,541
Total Cultural Arts Center Revenues	<u>1,860,909</u>	<u>1,865,273</u>	<u>1,771,330</u>	<u>2,039,097</u>	<u>2,304,117</u>	<u>2,084,117</u>
Sewer						
Fee revenue	2,887,716	3,137,058	3,186,999	2,963,000	3,312,500	3,411,500
Other	164,858	108,566	114,119	155,000	105,000	105,000
Total Sewer Revenues	<u>3,052,574</u>	<u>3,245,624</u>	<u>3,301,118</u>	<u>3,118,000</u>	<u>3,417,500</u>	<u>3,516,500</u>
Parks and Recreation						
Fee and donation revenue	4,278,614	3,993,802	4,092,851	5,043,882	5,045,132	5,197,132
General fund subsidy	3,975,849	3,553,674	2,624,681	2,622,481	2,622,481	2,622,481
Total Parks & Recreation Revenues	<u>8,254,463</u>	<u>7,547,476</u>	<u>6,717,532</u>	<u>7,666,363</u>	<u>7,667,613</u>	<u>7,819,613</u>

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

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds

AIRPORT

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

TRANSIT

Revenues projected to remain relatively constant for fiscal year 2015-16.

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 increase due to a cost of living adjustment.

CULTURAL ARTS CENTER

This revenue source is projected to be constant with subsidies to offset any shortages .

SEWER

The Sewer Fund revenues is projected to remain constant in fiscal year 2015-16.

PARKS AND RECREATION

Revenues projected to remain level for fiscal year 2015-16.

**REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS**

Description	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
<i>Fleet Services</i>	6,896,845	6,576,066	7,003,178	6,473,136	6,747,702	6,747,702
<i>Self Insurance</i>	3,660,603	3,825,291	4,641,743	4,598,778	6,594,153	4,894,153
Total Internal Service Funds	10,557,448	10,401,357	11,644,921	11,071,914	13,341,855	11,641,855
<i>Fleet Services</i>						
Operating revenues	5,889,903	5,979,833	6,384,443	5,924,896	6,422,262	6,422,262
Non-Operating revenues and transfers in	1,006,942	596,233	618,735	548,240	325,440	325,440
Total Fleet Services Revenues	6,896,845	6,576,066	7,003,178	6,473,136	6,747,702	6,747,702
<i>Self Insurance</i>						
Operating revenues	2,497,103	2,461,791	2,610,743	2,438,778	2,434,153	2,434,153
Operating transfers in	1,163,500	1,363,500	2,031,000	2,160,000	4,160,000	2,460,000
Total Self-Insurance Revenues	3,660,603	3,825,291	4,641,743	4,598,778	6,594,153	4,894,153

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

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Internal Service Funds

Fleet Services Fund

This fund is projected to grow by a modest 4.2% in fiscal year 2015-16.

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**

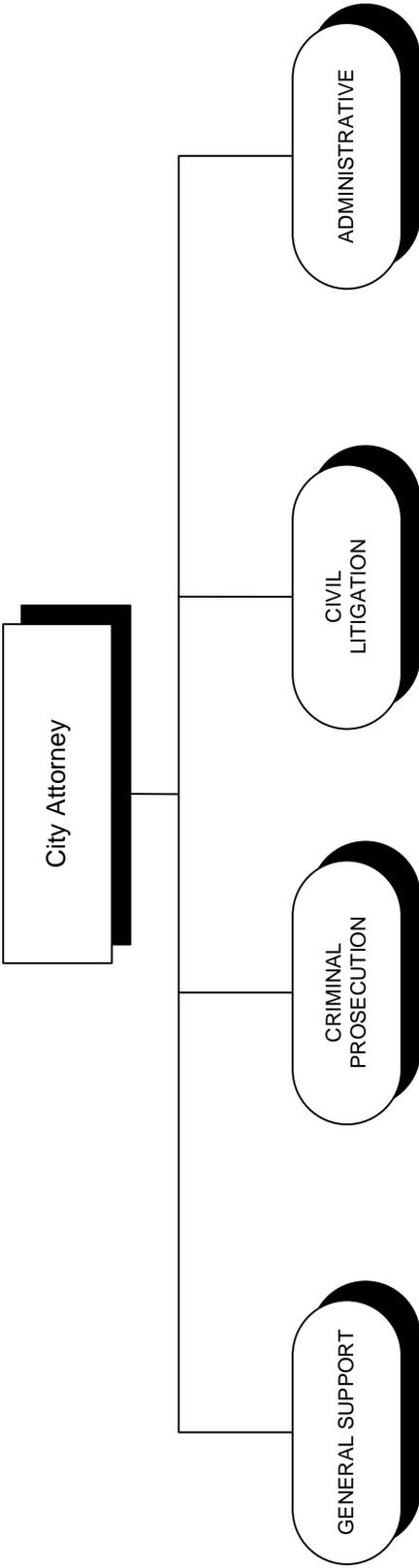
Description	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
<i>Home Improvement Employ Program</i>	200,836	-	-	-	-	-
<i>Section 8 Rental Assistance</i>	6,567,121	6,214,211	5,956,176	6,377,500	6,399,000	6,399,000
<i>Rehabilitation Loan Program (HCD)</i>	-	-	-	-	-	-
<i>Downtown RDA Successor Agency</i>	22,805,150	4,397,039	2,566,072	2,809,504	3,227,564	3,227,564
<i>RDA Successor Agency - Housing</i>	-	-	-	-	-	-
<i>Redev. Meadow Park Parking Lot</i>	21,374	26,280	70,323	23,850	34,257	34,257
<i>Government Cable Communications</i>	1,838,799	1,917,956	1,916,627	1,809,800	1,919,800	1,939,800
<i>Cable TV Public Access</i>	438,675	423,403	422,040	424,312	424,312	424,312
<i>Cable TV Public Educ. Government</i>	355,584	373,439	369,289	360,000	370,000	370,000
<i>Animal Control</i>	322,668	314,227	372,474	475,833	505,686	513,486
<i>Police Inmate Welfare Fund</i>	-	-	-	10,000	10,000	10,000
<i>Street Lighting District</i>	2,727,338	2,751,532	2,778,000	3,130,161	3,196,905	3,209,805
<i>Vanpool/Rideshare</i>	231,694	233,586	226,215	256,930	260,184	260,184
<i>Air Quality Management</i>	185,021	177,815	184,625	172,000	172,000	172,000
<i>Capital Improvements</i>	-	-	-	-	-	-
<i>Public Property Financing</i>	4,503,716	4,573,980	53,313,995	3,730,191	3,723,488	3,725,838
Total External Funds	<u>40,197,976</u>	<u>21,403,468</u>	<u>68,175,836</u>	<u>19,580,081</u>	<u>20,243,196</u>	<u>20,286,246</u>
 REDEVELOPMENT AGENCY						
Capital Project Fund	93,640					
Debt Service Fund	22,711,510					
Total Redevelopment Funds	<u>22,805,150</u>					
 Redevelopment Capital Project Fund						
Meadow Park Redevelopment	16,676					
Skypark Redevelopment	172,087					
Downtown Torrance Redevelopment	27,329					
Industrial Redevelopment	(122,452)					
Total Redevelopment Revenues	<u>93,640</u>					
 Redevelopment Debt Service Fund						
Skypark Redevelopment	497,675					
Downtown Torrance Redevelopment	1,442,495					
Industrial Redevelopment	20,771,340					
Total Redevelopment Revenues	<u>22,711,510</u>					
 SUCCESSOR REDEVELOPMENT AGENCY						
Successor Agency Low Mod		16,782	12,000	15,000	15,000	15,000
 Successor Agency Debt Service Fund						
Obligation Retirement Fund		4,380,257				
Downtown		-	477,005	738,900	706,454	706,454
Industrial		-	2,075,824	2,055,604	2,506,110	2,506,110
Skypark		-	1,243	-	-	-
		<u>4,380,257</u>	<u>2,554,072</u>	<u>2,794,504</u>	<u>3,212,564</u>	<u>3,212,564</u>
 Public Property Financing						
1995, 1998 & 2004A&B COP Refunding	\$4,503,716	\$4,573,980	\$53,313,995	\$3,730,191	\$3,723,488	\$3,725,838
Total Revenues	<u>4,503,716</u>	<u>4,573,980</u>	<u>53,313,995</u>	<u>3,730,191</u>	<u>3,723,488</u>	<u>3,725,838</u>
 Animal Control						
Fee revenue	215,100	233,780	259,367	222,000	240,000	240,000
General fund subsidy	107,568	80,447	113,107	253,833	265,686	273,486
Total Animal Control Revenues	<u>322,668</u>	<u>314,227</u>	<u>372,474</u>	<u>475,833</u>	<u>505,686</u>	<u>513,486</u>

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CITY ATTORNEY

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

DEPARTMENT ORGANIZATION



City Attorney

MISSION STATEMENT

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

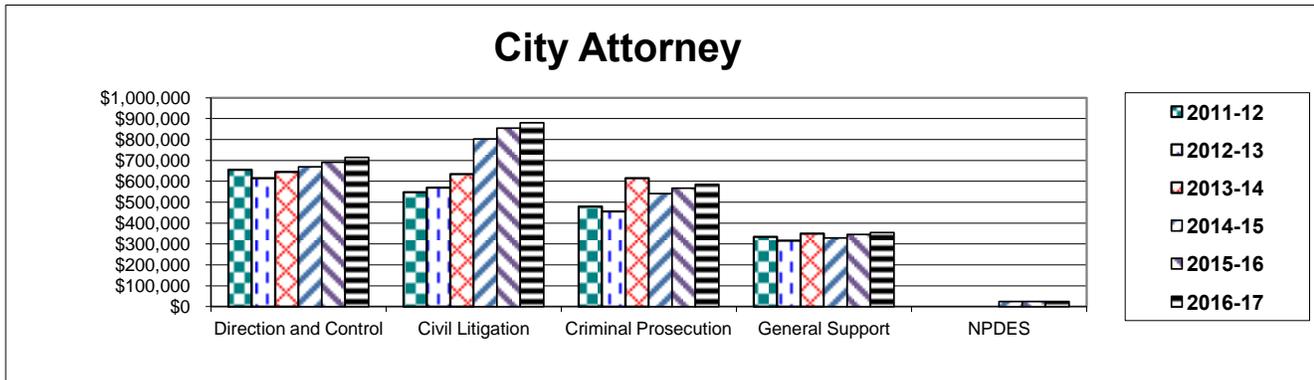
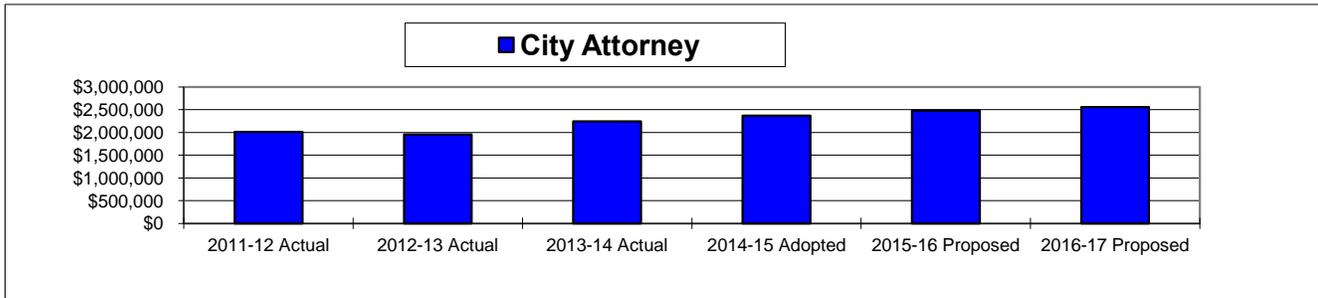
FUNCTIONAL RESPONSIBILITIES

The function of the City Attorney's Office is to advise the City Council, the City, the Successor Agency to the former 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, Successor Agency to the Former 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	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Direction and Control	\$ 655,447	\$ 615,504	\$ 645,206	\$ 669,841	\$ 691,941	\$ 715,041
Civil Litigation	547,005	570,079	634,174	802,890	854,237	880,737
Criminal Prosecution	479,178	455,342	615,291	541,332	567,632	584,532
General Support	333,443	316,066	349,055	328,788	345,034	354,434
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	25,000	25,000	25,000
General Fund Total	\$ 2,015,073	\$ 1,956,991	\$ 2,243,726	\$ 2,367,851	\$ 2,483,844	\$ 2,559,744
General Fund Revenues	\$ -					

EXPENDITURES

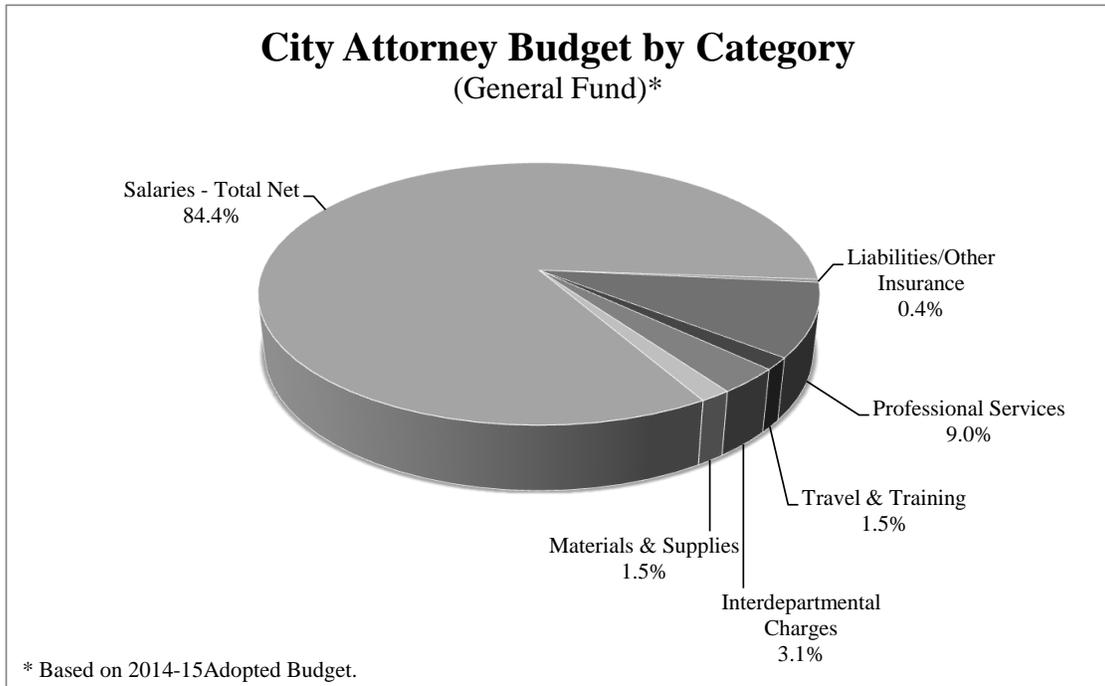


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 1,769,812	\$ 1,704,775	\$ 1,937,500	\$ 2,067,808	\$ 2,191,208	\$ 2,267,008
Overtime	898	2,202	3,252	6,000	6,000	6,100
Salaries - Total	1,770,710	1,706,977	1,940,752	2,073,808	2,197,208	2,273,108
Salaries - Reimbursements	(75,238)	(70,973)	(71,810)	(74,340)	(77,694)	(77,694)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	1,695,472	1,636,004	1,868,942	1,999,468	2,119,514	2,195,414
Supplies and Services	319,601	320,987	363,047	368,383	364,330	364,330
Capital Outlay	-	-	11,737	-	-	-
General Fund Total	\$ 2,015,073	\$ 1,956,991	\$ 2,243,726	\$ 2,367,851	\$ 2,483,844	\$ 2,559,744

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	1,770,710	1,706,977	1,940,752	2,073,808	2,197,208	2,273,108
Salary & Benefit Reimbursements	(75,238)	(70,973)	(71,810)	(74,340)	(77,694)	(77,694)
Materials, Supplies and Maintenance	27,765	29,705	36,768	36,166	36,166	36,166
Professional Services/Contracts	195,938	193,815	226,249	213,630	205,630	205,630
Travel, Training & Membership Dues	14,703	23,327	25,318	34,837	42,837	42,837
Liabilities & Other Insurance	4,090	4,090	4,830	9,505	9,505	9,505
Interdepartmental Charges	55,235	49,674	49,896	52,425	53,225	53,225
Capital Acquisitions	-	-	11,737	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	21,870	20,376	19,986	21,820	16,967	16,967
General Fund Total	\$ 2,015,073	\$ 1,956,991	\$ 2,243,726	\$ 2,367,851	\$ 2,483,844	\$ 2,559,744

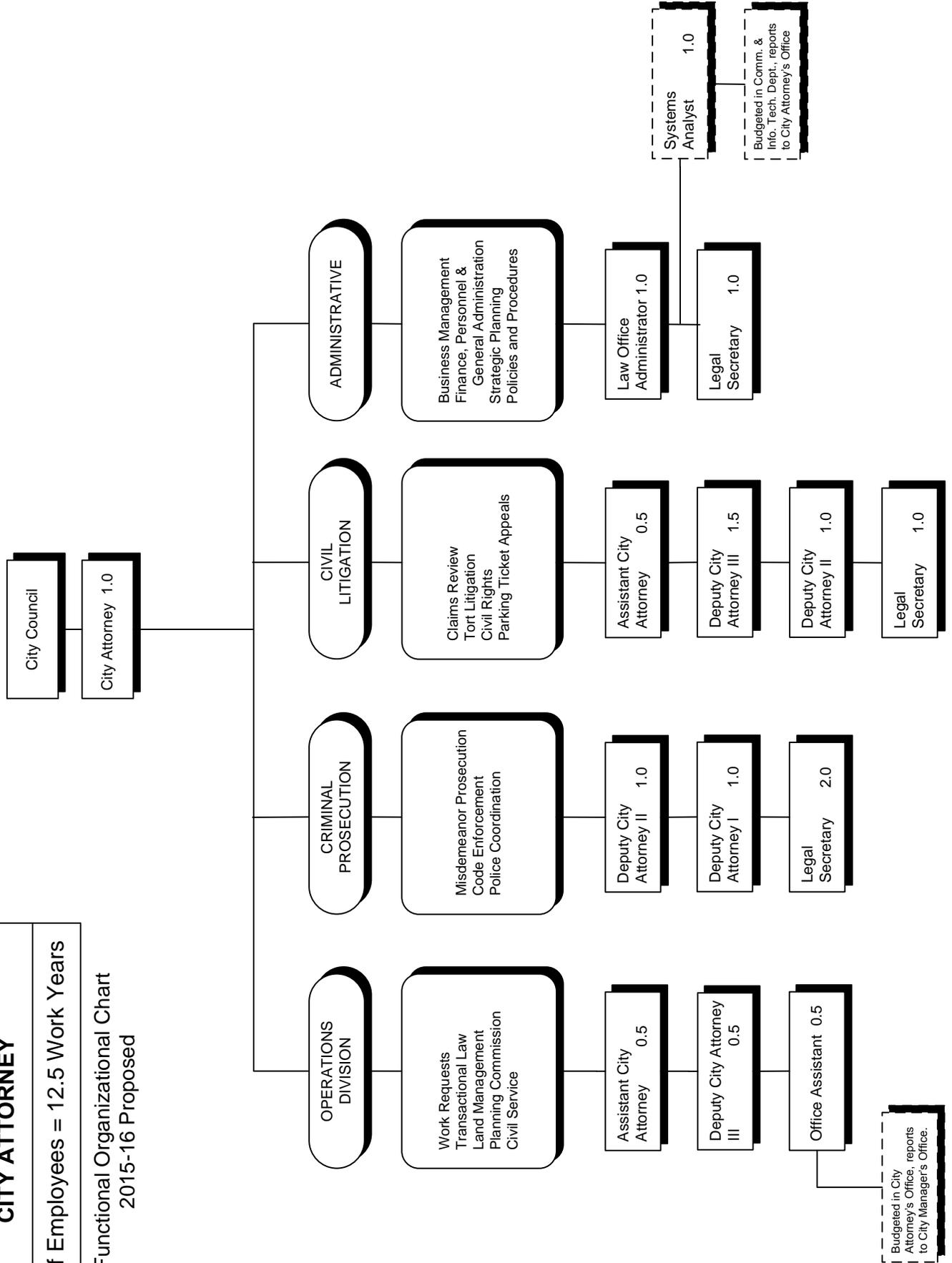


**CITY ATTORNEY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Adopted	Adopted	Adopted	Adopted	Proposed	Proposed
City Attorney	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Attorney	1.0	1.0	1.0	1.0	1.0	1.0
Law Office Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney III	1.0	1.0	2.0	2.0	2.0	2.0
Deputy City Attorney II	2.0	2.0	2.0	2.0	2.0	2.0
Deputy City Attorney I	1.0	1.0	1.0	1.0	1.0	1.0
Legal Secretary	4.0	4.0	4.0	4.0	4.0	4.0
Office Assistant	-	-	-	-	0.5	0.5
Typist Clerk	0.5	0.5	0.5	0.5	-	-
Total	11.5	11.5	12.5	12.5	12.5	12.5

CITY ATTORNEY
No. of Employees = 12.5 Work Years

Functional Organizational Chart
2015-16 Proposed

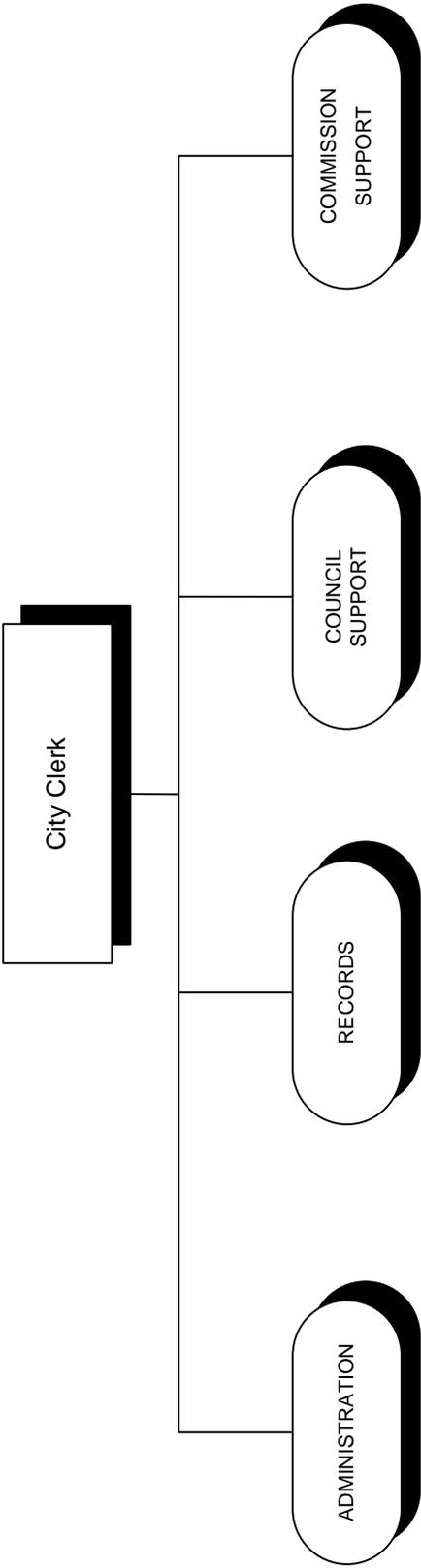


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CITY CLERK

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.

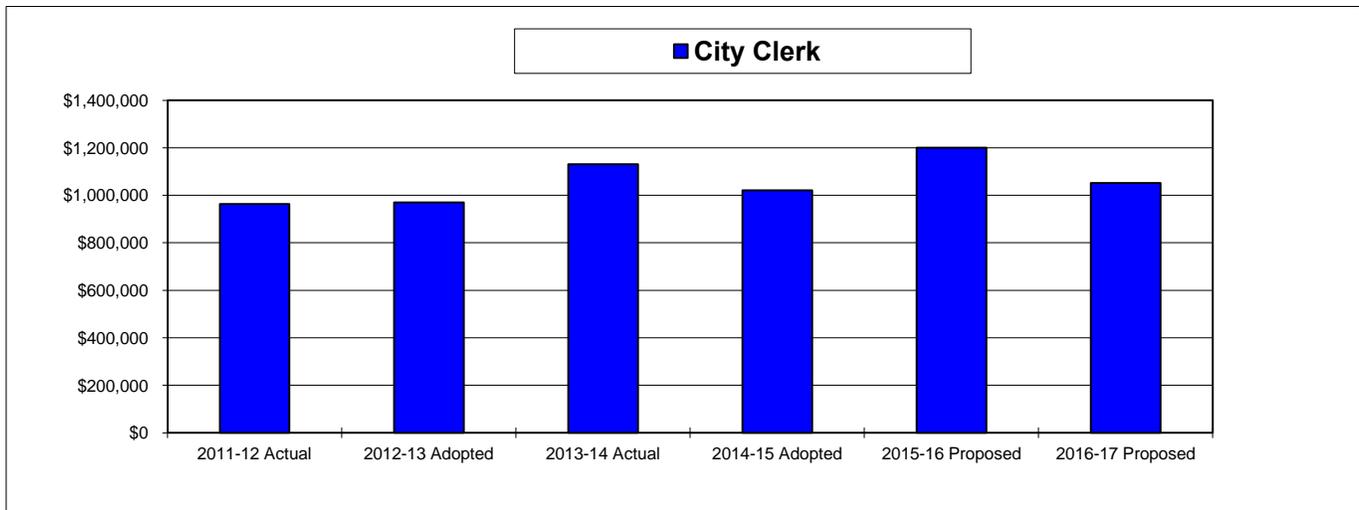
DEPARTMENT BUDGET SUMMARY

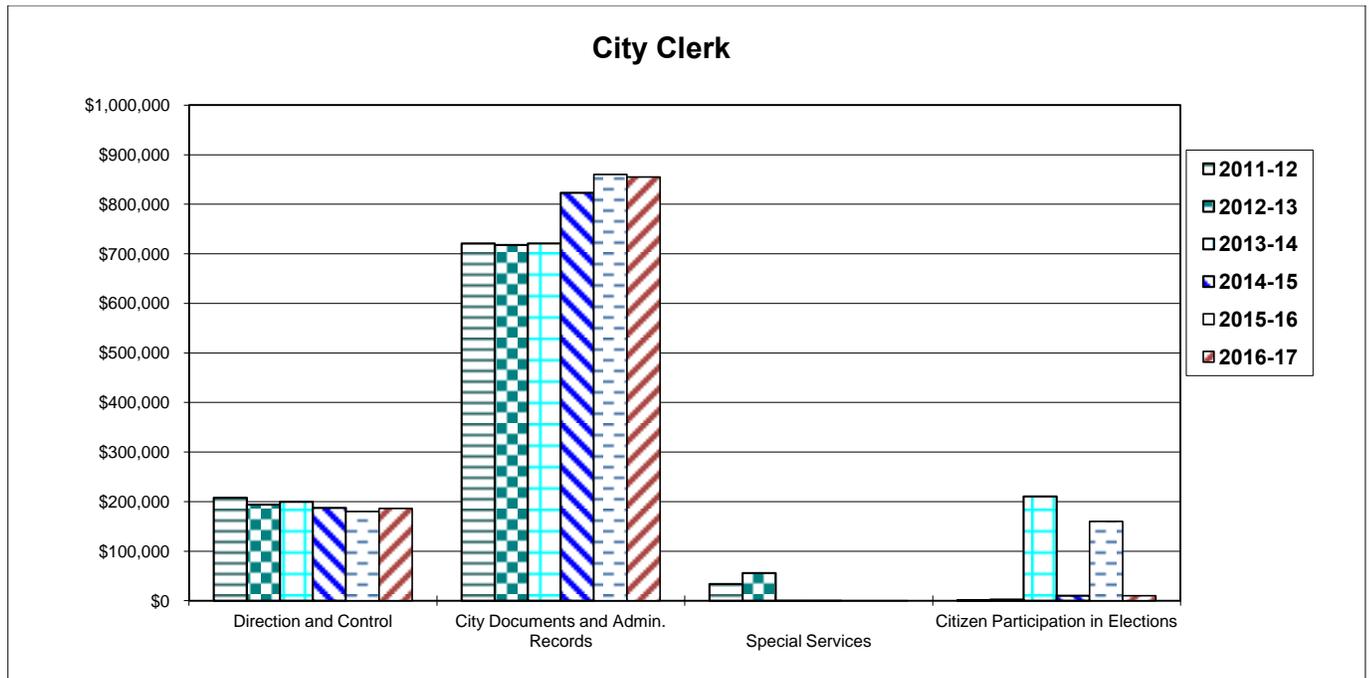
Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Direction and Control	\$ 207,603	\$ 193,733	\$ 199,698	\$ 187,392	\$ 179,892	\$ 186,092
City Documents and Admin. Records	720,890	717,962	720,819	823,179	860,238	854,938
Special Services	33,528	55,572	764	200	200	200
Citizen Participation in Elections *	1,109	2,525	210,168	10,000	160,000	10,000
General Fund Total	\$ 963,130	\$ 969,792	\$ 1,131,449	\$ 1,020,771	\$ 1,200,330	\$ 1,051,230
General Fund Revenues	\$ 11,015	\$ 10,664	\$ 9,317	\$ 9,500	\$ 9,500	\$ 9,500

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.

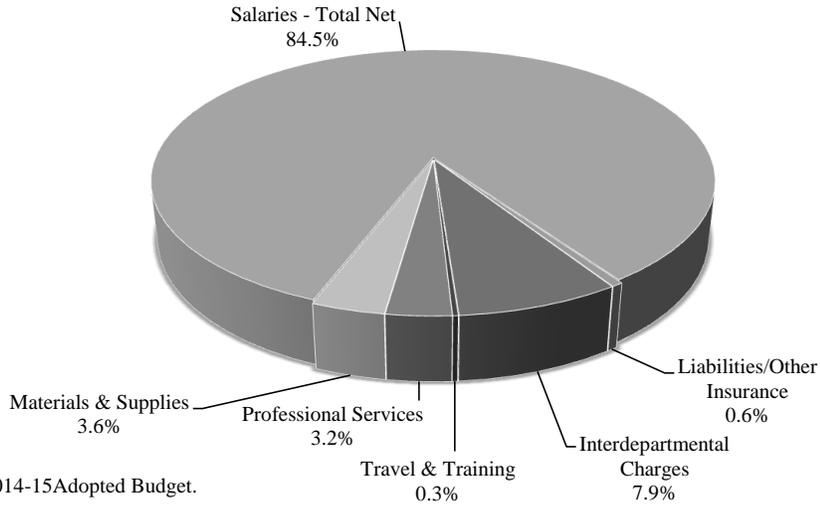
DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 837,101	\$ 826,655	\$ 784,854	\$ 860,244	\$ 888,244	\$ 887,944
Overtime	1,643	2,153	1,336	2,400	2,400	2,500
Salaries - Total	838,744	828,808	786,190	862,644	890,644	890,444
Salaries - Reimbursements	(150)	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	838,594	828,808	786,190	862,644	890,644	890,444
Supplies and Services	124,536	140,984	345,259	158,127	309,686	160,786
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 963,130	\$ 969,792	\$ 1,131,449	\$ 1,020,771	\$ 1,200,330	\$ 1,051,230

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 838,744	\$ 828,808	\$ 786,190	\$ 862,644	\$ 890,644	\$ 890,444
Salary & Benefit Reimbursements	(150)	-	-	-	-	-
Materials, Supplies and Maintenance	19,546	16,873	20,646	36,352	35,514	35,514
Professional Services/Contracts	60,365	41,204	225,005	32,314	180,314	30,314
Travel, Training & Membership Dues	2,571	2,325	2,344	2,692	5,530	5,530
Liabilities & Other Insurance	2,454	2,454	2,454	5,703	5,703	5,703
Interdepartmental Charges	72,904	70,912	71,380	73,557	75,057	76,157
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	(41,215)	-	-	-	-	-
Operating Transfer Out	7,911	7,216	23,430	7,509	7,568	7,568
General Fund Total	\$ 963,130	\$ 969,792	\$ 1,131,449	\$ 1,020,771	\$ 1,200,330	\$ 1,051,230

City Clerk Budget by Category (General Fund)*

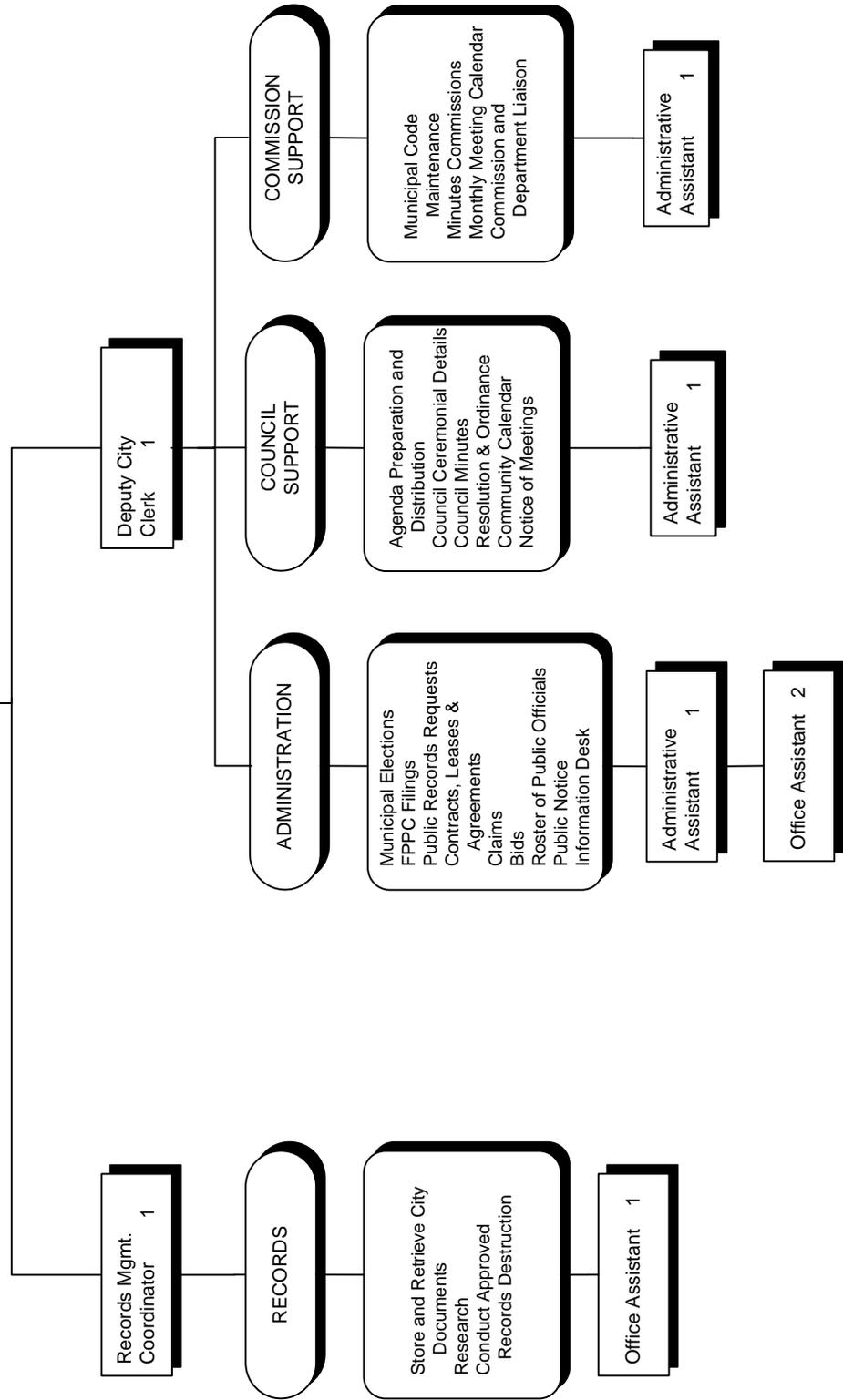


**CITY CLERK
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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
Administrative Assistant	-	-	-	-	3.0	3.0
Secretary	3.0	3.0	3.0	3.0	-	-
Office Assistant	-	-	-	-	3.0	3.0
Typist Clerk	2.5	2.5	3.0	3.0	-	-
Total	8.5	8.5	9.0	9.0	9.0	9.0

CITY CLERK
No. of Employees = 9.0 Work Years

Functional Organizational Chart
2015-16 Proposed



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City Council

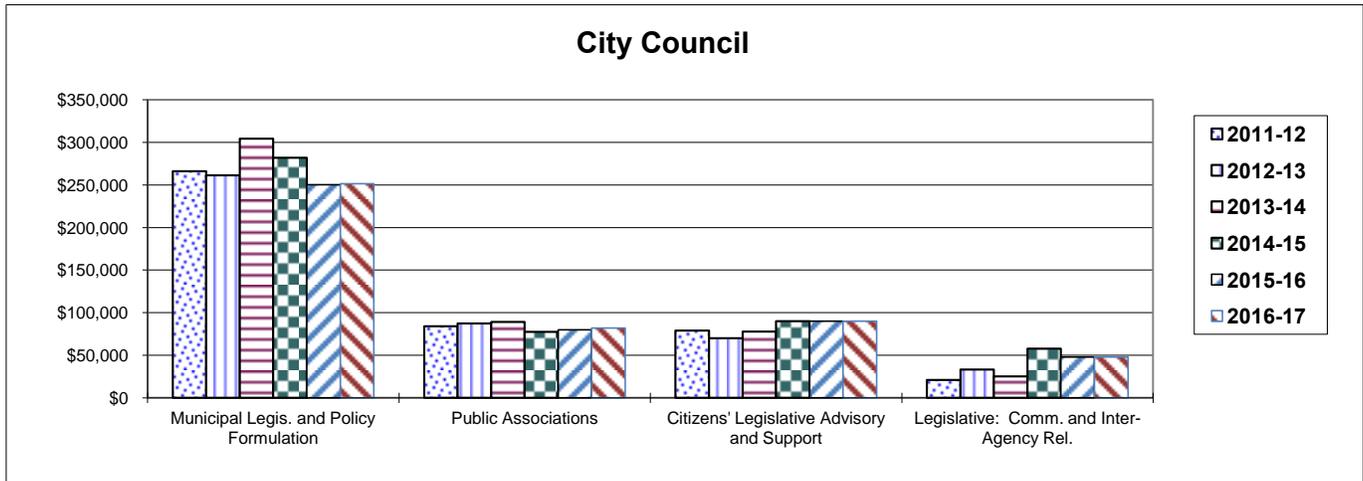
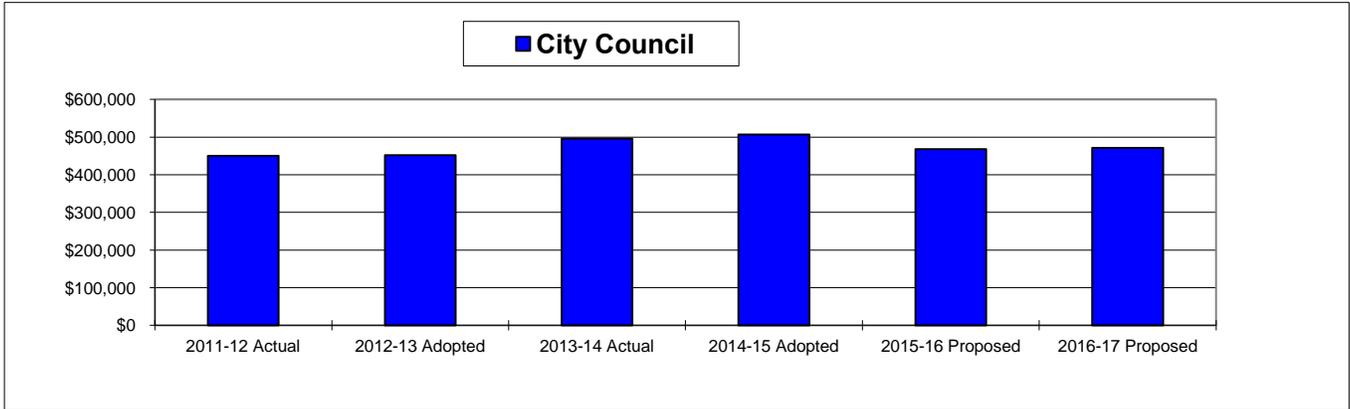
FUNCTIONAL RESPONSIBILITIES

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

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Municipal Legis. and Policy Formulation	\$ 266,190	\$ 261,411	\$ 304,358	\$ 281,944	\$ 250,259	\$ 251,559
Public Associations	83,975	87,337	88,973	77,356	79,715	82,068
Citizens' Legislative Advisory and Support	78,902	69,994	77,680	90,063	90,063	90,063
Legislative: Comm. and Inter-Agency Rel.	21,000	33,070	25,100	57,711	47,911	47,911
General Fund Total	<u>\$ 450,067</u>	<u>\$ 451,812</u>	<u>\$ 496,111</u>	<u>\$ 507,074</u>	<u>\$ 467,948</u>	<u>\$ 471,601</u>
General Fund Revenues	\$ 10,180	\$ 2,000	\$ 10,000	\$ -	\$ -	\$ -

EXPENDITURES

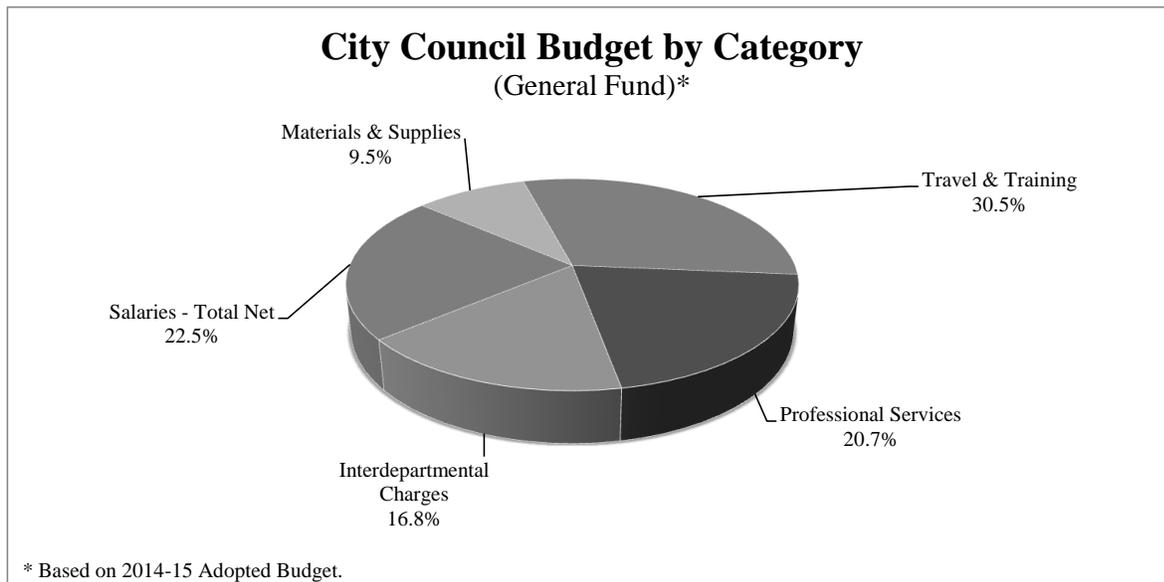


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 93,954	\$ 102,736	\$ 106,956	\$ 114,000	\$ 71,000	\$ 71,100
Overtime	-	-	-	-	-	-
Salaries - Total	93,954	102,736	106,956	114,000	71,000	71,100
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	93,954	102,736	106,956	114,000	71,000	71,100
Supplies and Services	356,113	349,076	389,155	393,074	396,948	400,501
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 450,067	\$ 451,812	\$ 496,111	\$ 507,074	\$ 467,948	\$ 471,601

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 93,954	\$ 102,736	\$ 106,956	\$ 114,000	\$ 71,000	\$ 71,100
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	28,568	22,616	30,215	48,016	48,016	48,016
Professional Services/Contracts	81,537	104,596	139,122	105,146	105,146	105,146
Travel, Training & Membership Dues	126,522	140,058	136,757	154,722	157,081	159,434
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	116,314	79,516	80,811	82,940	84,440	85,640
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	3,172	2,290	2,250	2,250	2,265	2,265
General Fund Total	\$ 450,067	\$ 451,812	\$ 496,111	\$ 507,074	\$ 467,948	\$ 471,601

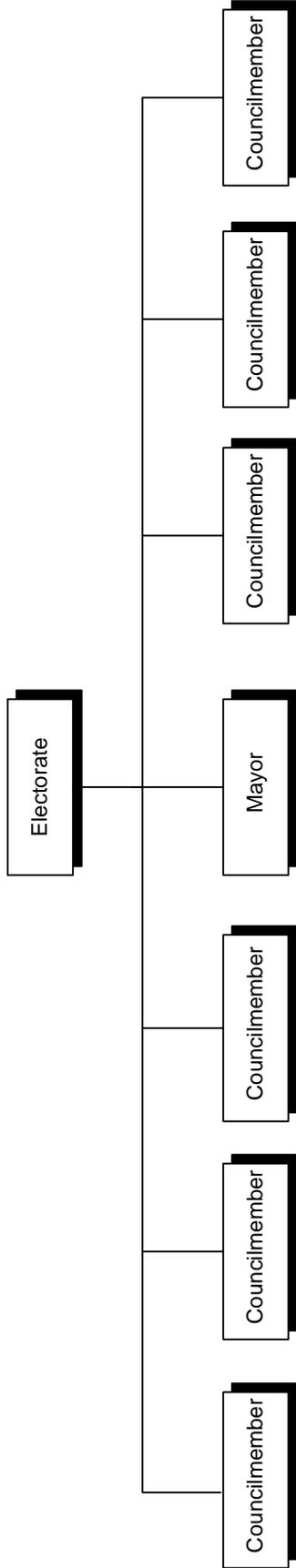


CITY COUNCIL

DEPARTMENT PERSONNEL SUMMARY

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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 = 7.0 Work Years

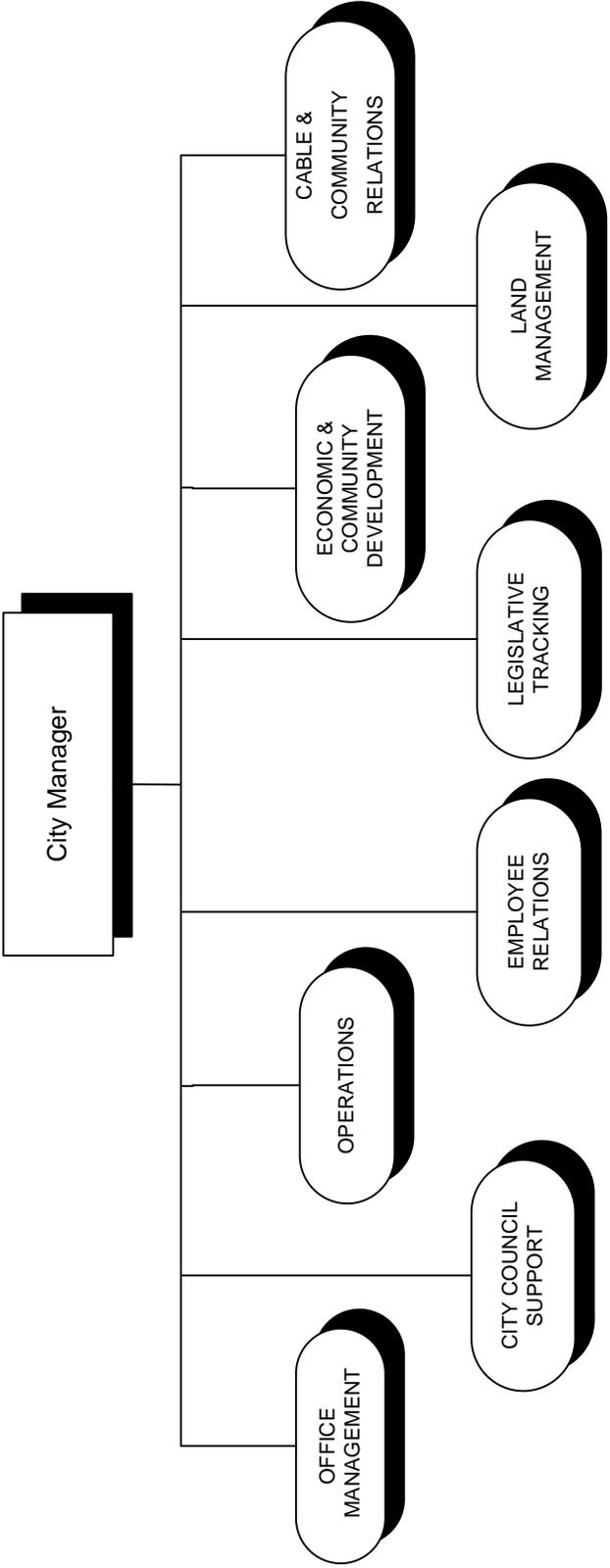


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CITY MANAGER

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.

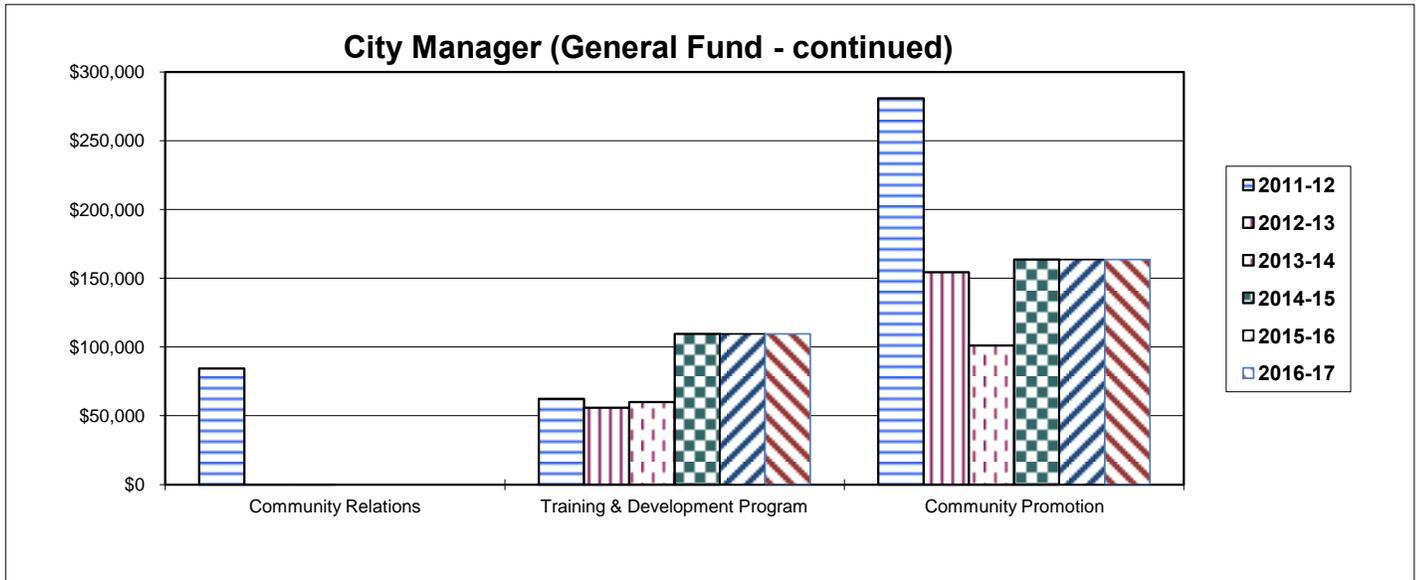
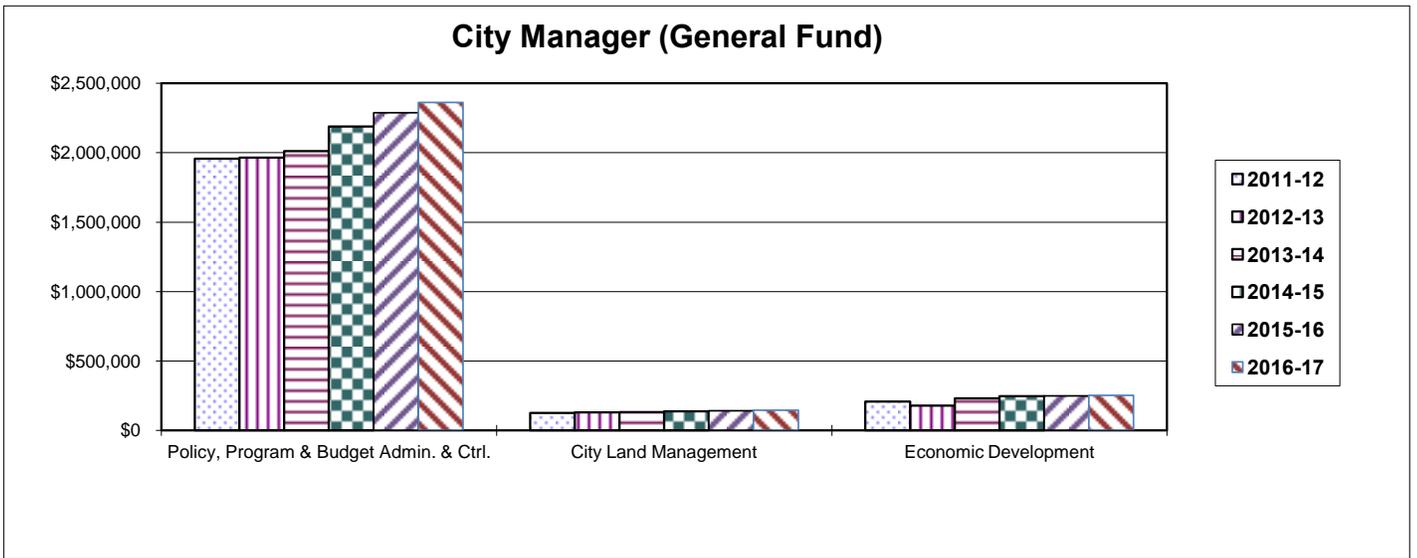
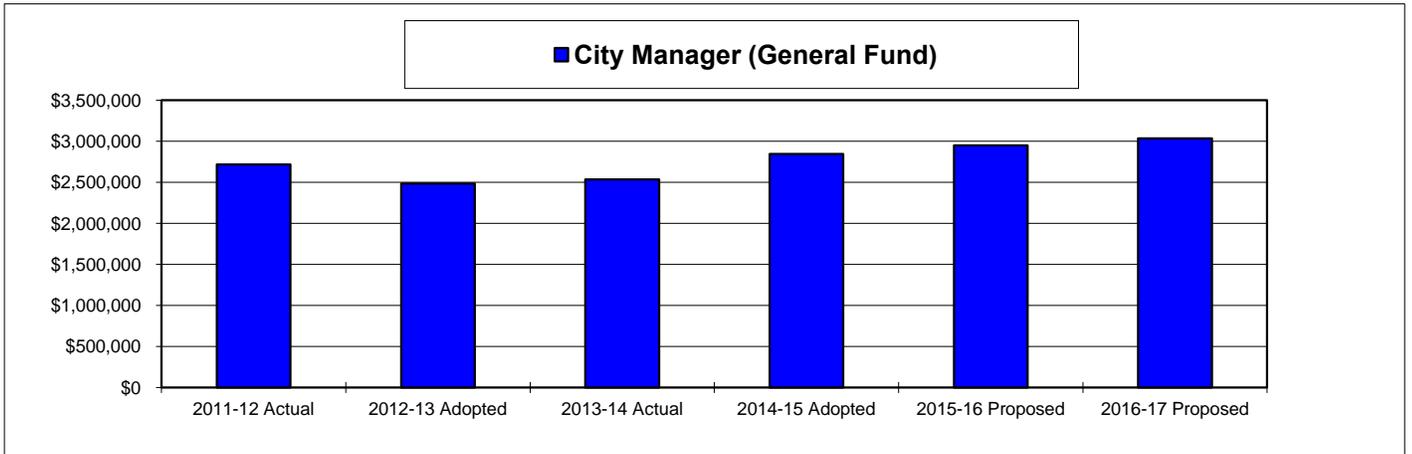
FUNCTIONAL RESPONSIBILITIES

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.

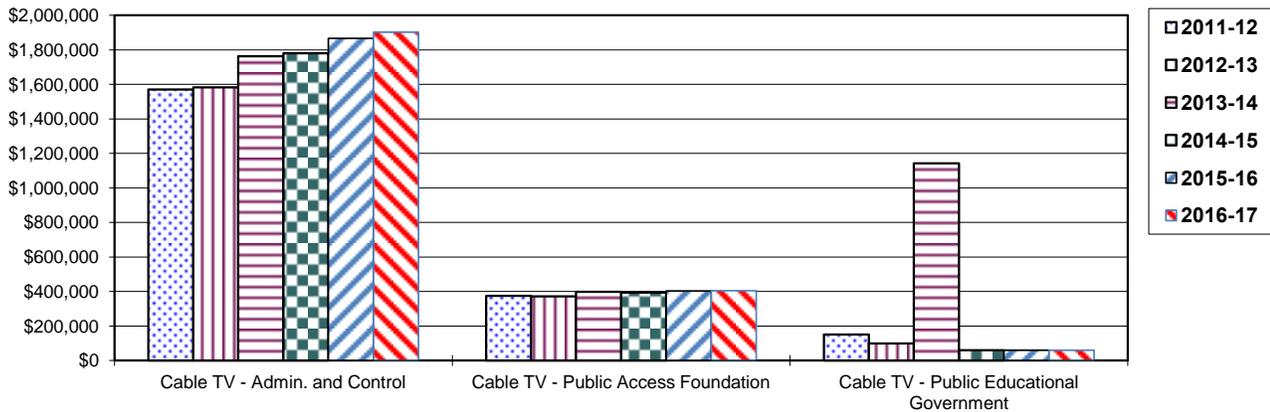
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund:						
Policy, Program & Budget Admin. & Ctrl.	\$ 1,956,817	\$ 1,964,607	\$ 2,011,758	\$ 2,189,335	\$ 2,289,235	\$ 2,362,735
City Land Management	125,343	129,037	131,073	136,150	141,150	144,950
Economic Development	207,140	178,345	230,636	246,822	247,422	252,522
Community Relations	84,370	190	200	-	-	-
Training & Development Program	62,336	55,903	60,023	109,497	109,497	109,497
Community Promotion	280,750	154,297	101,155	163,500	163,500	163,500
Cable TV Community Relations	67,212	-	-	-	-	-
General Fund Total	\$ 2,783,968	\$ 2,482,379	\$ 2,534,845	\$ 2,845,304	\$ 2,950,804	\$ 3,033,204
General Fund Revenues	\$ 176,126	\$ 34,035	\$ 14,545	\$ 10,000	\$ 10,000	\$ 10,000
Externally Funded:						
Cable TV - Admin. and Control	\$ 1,570,738	\$ 1,582,859	\$ 1,763,011	\$ 1,780,488	\$ 1,867,001	\$ 1,903,001
Cable TV - Public Access Foundation	374,988	371,668	398,469	392,950	403,287	403,987
Cable TV - Public Educational Government	150,000	98,784	1,143,011	60,000	60,000	60,000
Externally Funded Total	\$ 2,095,726	\$ 2,053,311	\$ 3,304,491	\$ 2,233,438	\$ 2,330,288	\$ 2,366,988
Externally Funded Revenues						
Cable TV - Admin. and Control	\$ 1,838,799	\$ 1,917,956	\$ 1,916,627	\$ 1,809,800	\$ 1,919,800	\$ 1,939,800
Cable TV - Public Access Foundation	438,675	423,403	422,040	424,312	424,312	424,312
Cable TV - Public Educational Government	355,584	373,439	369,289	360,000	370,000	370,000
Externally Funded Revenues Total	\$ 2,633,058	\$ 2,714,798	\$ 2,707,956	\$ 2,594,112	\$ 2,714,112	\$ 2,734,112

EXPENDITURES



City Manager (Externally Funded)



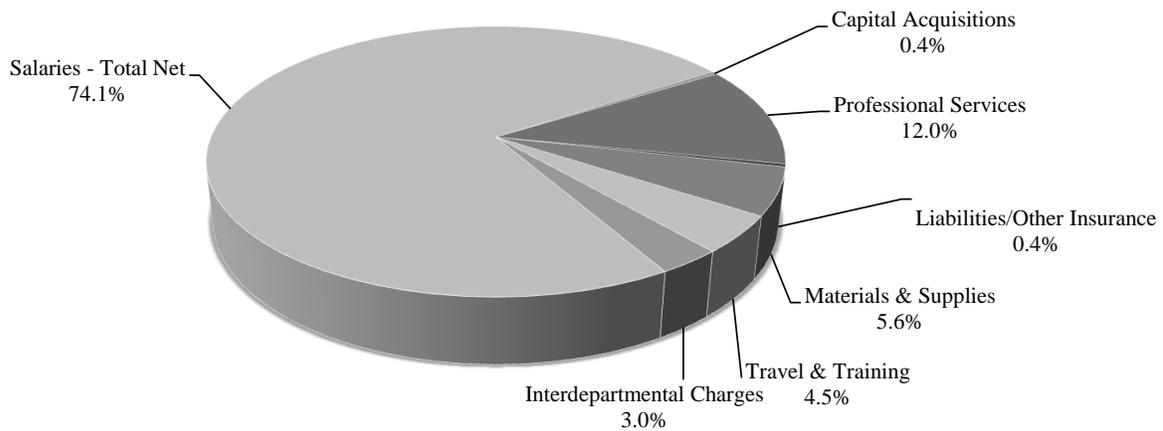
DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 2,018,337	\$ 2,113,109	\$ 2,143,973	\$ 2,248,269	\$ 2,358,869	\$ 2,439,269
Overtime	24,838	25,175	32,365	23,900	24,300	25,100
Salaries - Total	2,043,175	2,138,284	2,176,338	2,272,169	2,383,169	2,464,369
Salaries - Reimbursements	(165,056)	(244,642)	(237,873)	(218,960)	(226,160)	(226,160)
Salaries - Labor Charges	46,560	50,801	42,795	54,400	54,400	54,400
Salaries - Total Net	1,924,679	1,944,443	1,981,260	2,107,609	2,211,409	2,292,609
Supplies and Services	851,667	535,224	539,030	726,195	727,895	729,095
Capital Outlay	7,622	2,712	14,555	11,500	11,500	11,500
General Fund Total	\$ 2,783,968	\$ 2,482,379	\$ 2,534,845	\$ 2,845,304	\$ 2,950,804	\$ 3,033,204

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 2,089,735	\$ 2,189,085	\$ 2,219,133	\$ 2,326,569	\$ 2,437,569	\$ 2,518,769
Salary & Benefit Reimbursements	(165,056)	(244,642)	(237,873)	(218,960)	(226,160)	(226,160)
Materials, Supplies and Maintenance	90,276	62,746	64,382	160,430	160,430	160,430
Professional Services/Contracts	576,265	269,246	268,784	342,165	342,165	342,165
Travel, Training & Membership Dues	94,239	115,085	81,829	126,656	126,656	126,656
Liabilities & Other Insurance	4,399	4,399	4,399	10,175	10,175	10,175
Interdepartmental Charges	75,129	73,065	74,158	76,473	78,373	79,573
Capital Acquisitions	7,622	2,712	14,555	11,500	11,500	11,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	11,359	10,683	45,478	10,296	10,096	10,096
General Fund Total	\$ 2,783,968	\$ 2,482,379	\$ 2,534,845	\$ 2,845,304	\$ 2,950,804	\$ 3,033,204

City Manager Budget by Category (General Fund)*



* Based on 2014-15 Adopted Budget.

CITY MANAGER DEPARTMENT PERSONNEL SUMMARY

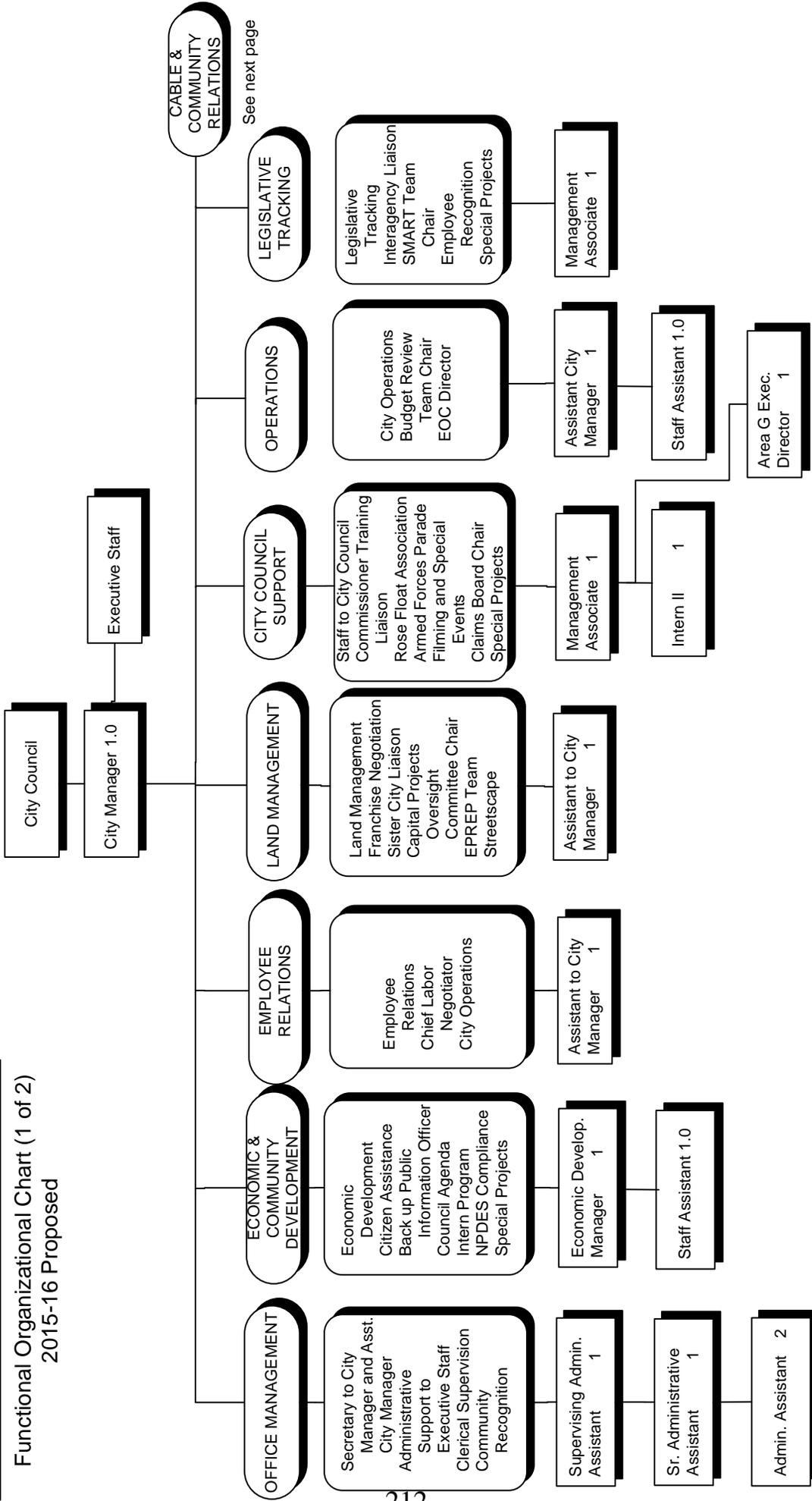
Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0	2.0	2.0
Economic Development Manager	-	-	-	-	1.0	1.0
Management Associate	3.0	3.0	3.0	3.0	2.0	2.0
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	1.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	1.0	1.0	2.0	2.0	2.0	2.0
Administrative Assistant	-	-	-	-	2.0	2.0
Secretary	2.0	2.0	2.0	2.0	-	-
Intern	1.0	1.0	1.0	1.0	1.0	1.0
Total General Fund	14.0	14.0	15.0	15.0	15.0	15.0
Cable Television:						
Cable and Community Relations Manager	1.0	1.0	1.0	1.0	1.0	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
Administrative Assistant	-	-	-	-	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	-	-
Office Assistant	-	-	-	-	1.0	1.0
Typist Clerk	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	31.3	31.3	32.3	32.3	32.3	32.3

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

CITY MANAGER

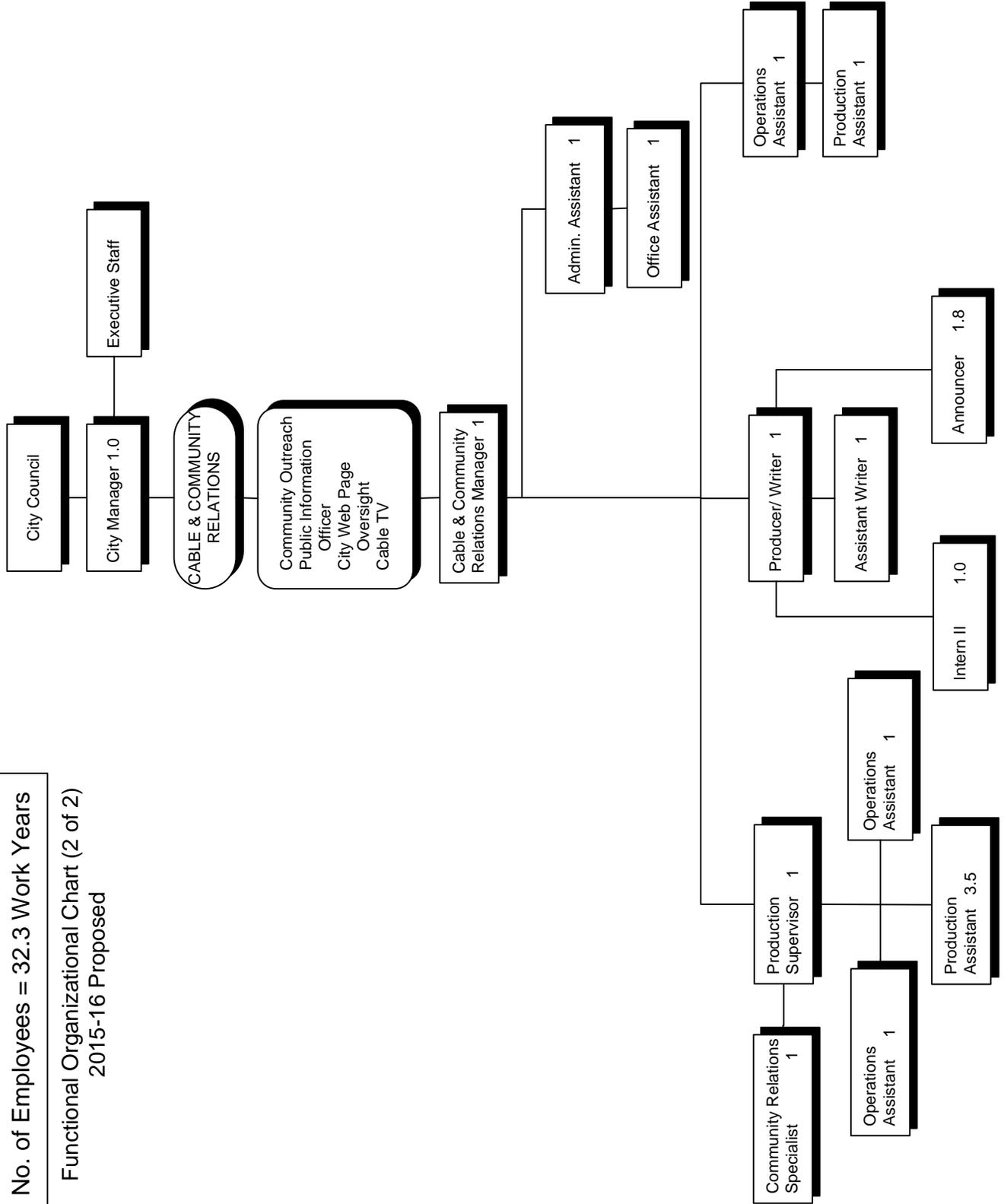
No. of Employees = 32.3 Work Years

Functional Organizational Chart (1 of 2)
2015-16 Proposed



CITY MANAGER
No. of Employees = 32.3 Work Years

Functional Organizational Chart (2 of 2)
2015-16 Proposed

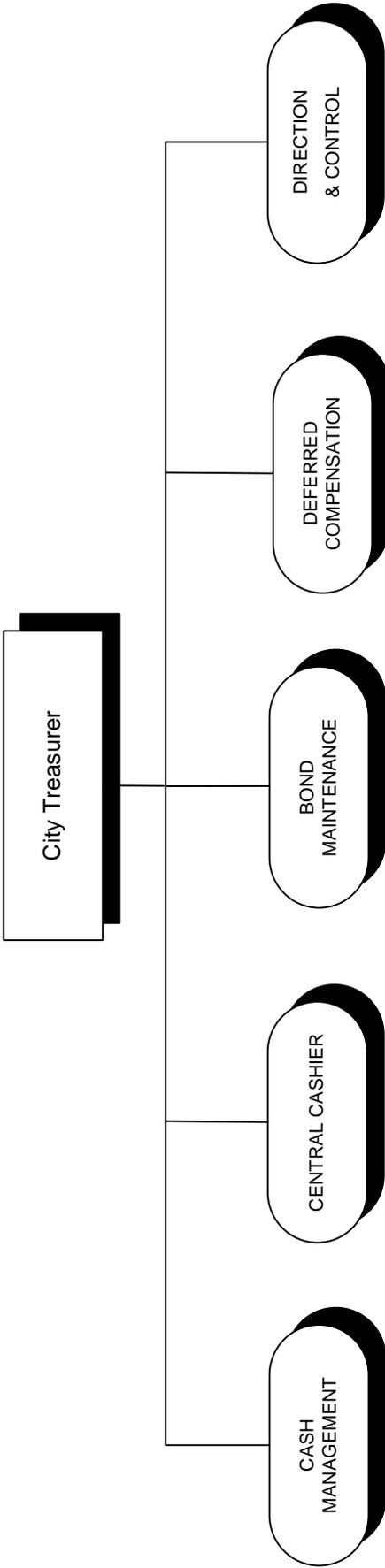


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CITY TREASURER

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.

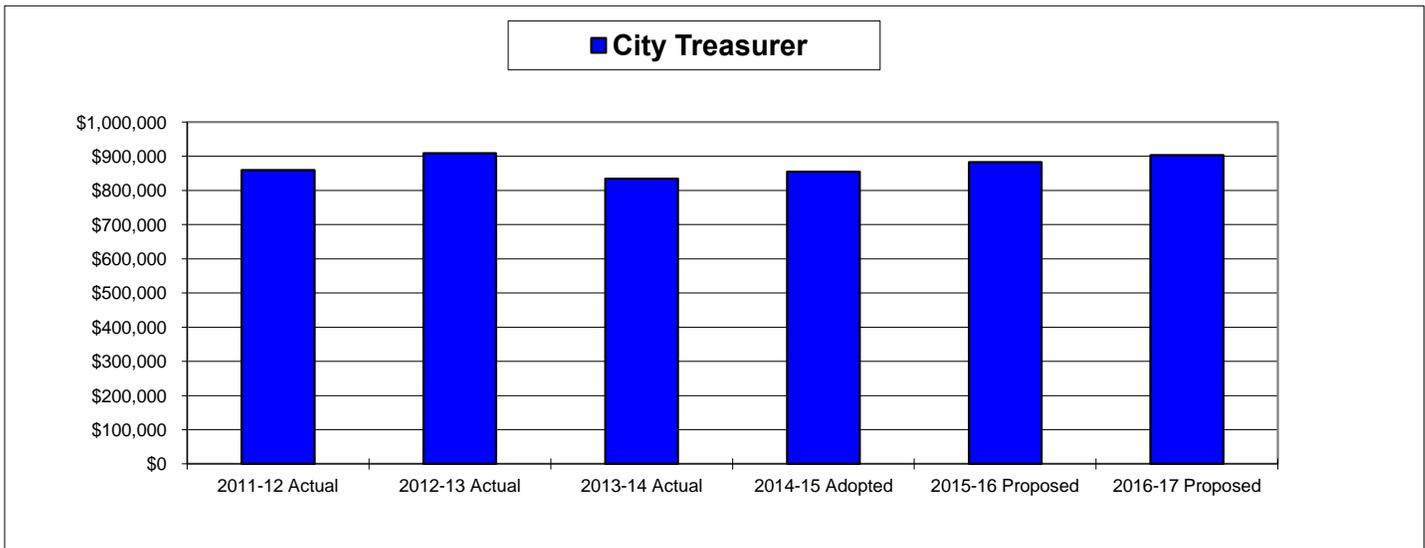
FUNCTIONAL RESPONSIBILITIES

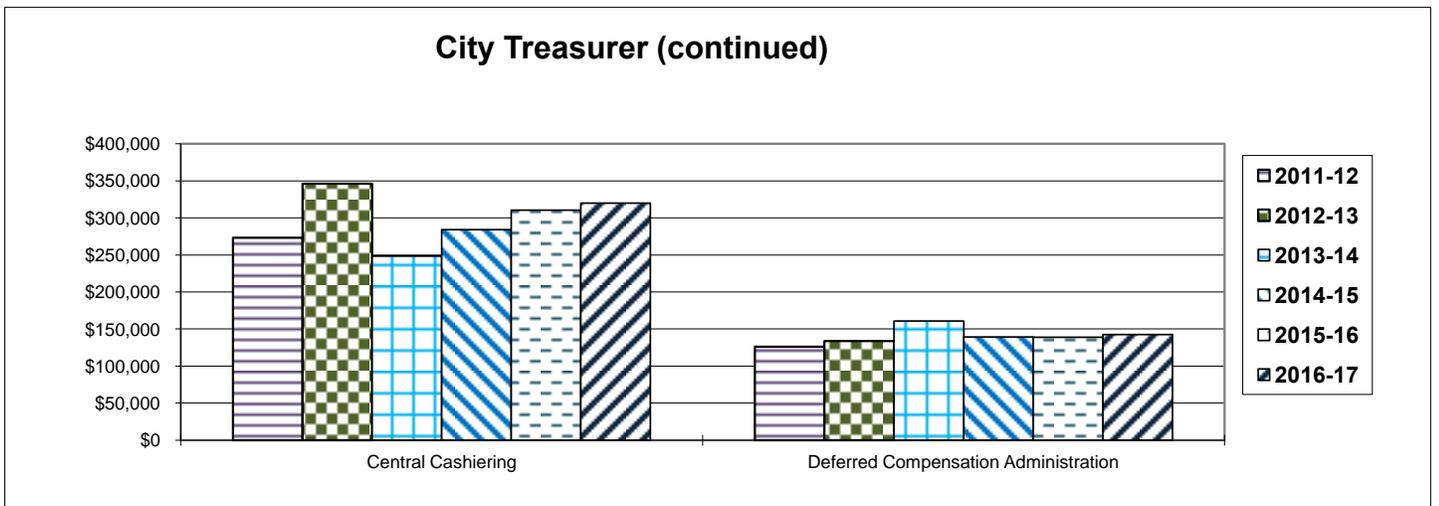
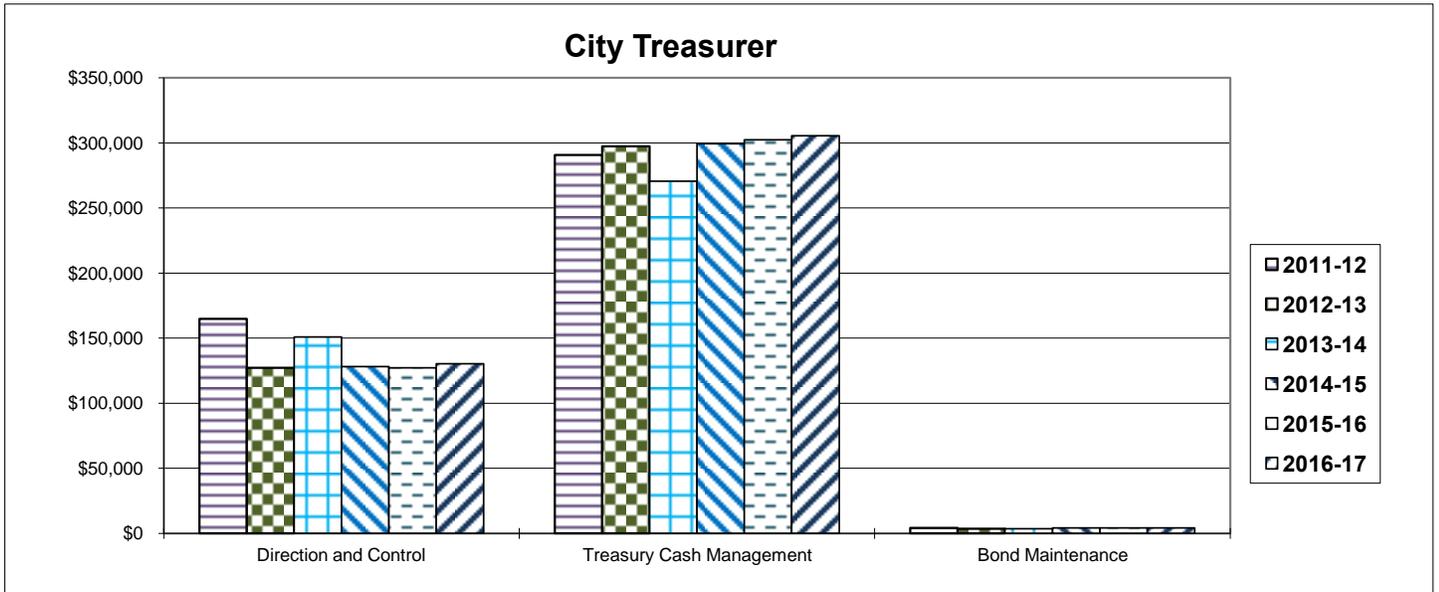
The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the 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	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Direction and Control	\$ 164,780	\$ 127,233	\$ 150,841	\$ 128,122	\$ 127,122	\$ 130,322
Treasury Cash Management	290,715	297,409	270,528	299,357	302,459	305,559
Bond Maintenance	4,101	3,452	3,507	4,194	4,194	4,194
Central Cashiering	273,104	346,283	248,526	284,131	310,551	320,051
Deferred Compensation Administration	126,266	133,885	160,713	139,146	138,746	142,546
General Fund Total	\$ 858,966	\$ 908,262	\$ 834,115	\$ 854,950	\$ 883,072	\$ 902,672
 General Fund Revenues	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -

EXPENDITURES



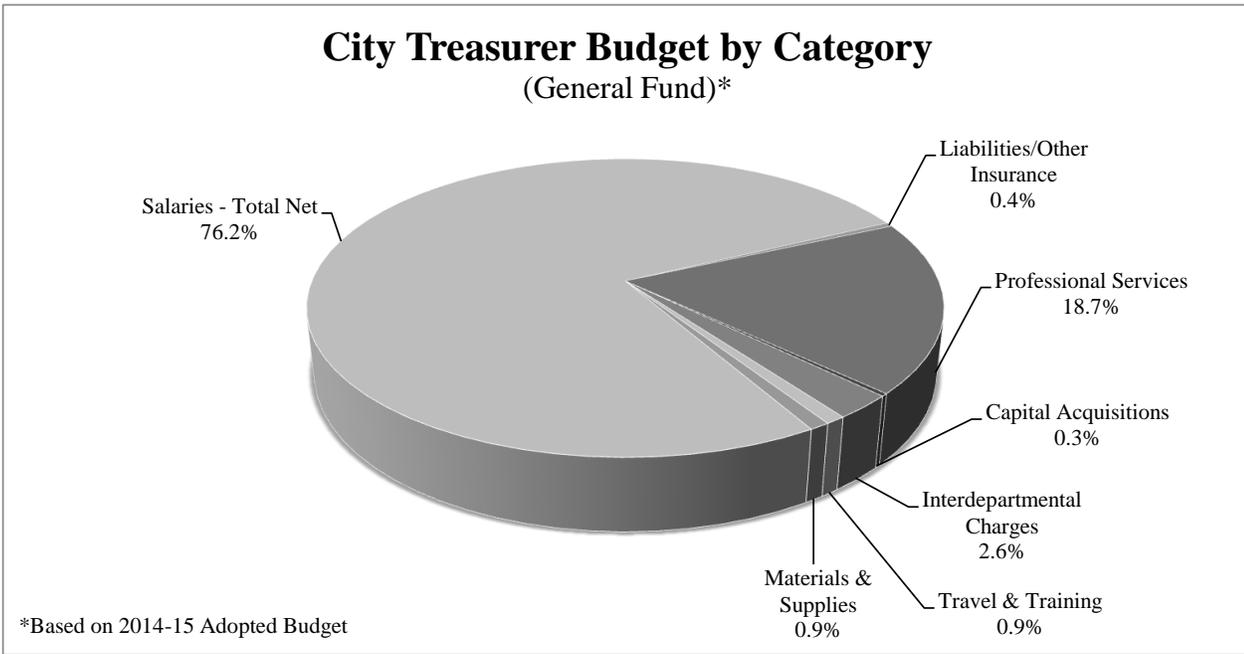


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 702,692	\$ 714,395	\$ 704,397	\$ 738,263	\$ 767,663	\$ 787,163
Overtime	692	286	519	2,000	2,100	2,200
Salaries - Total	703,384	714,681	704,916	740,263	769,763	789,363
Salaries - Reimbursements	(44,810)	-	(41,573)	(88,880)	(90,160)	(90,160)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	658,574	714,681	663,343	651,383	679,603	699,203
Supplies and Services	192,923	187,330	170,772	201,067	200,969	200,969
Capital Outlay	7,469	6,251	-	2,500	2,500	2,500
General Fund Total	\$ 858,966	\$ 908,262	\$ 834,115	\$ 854,950	\$ 883,072	\$ 902,672

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 703,384	\$ 714,681	\$ 704,916	\$ 740,263	\$ 769,763	\$ 789,363
Salary & Benefit Reimbursements	(44,810)	-	(41,573)	(88,880)	(90,160)	(90,160)
Materials, Supplies and Maintenance	5,997	5,174	7,479	7,559	7,559	7,559
Professional Services/Contracts	154,409	154,552	134,683	159,830	159,830	159,830
Travel, Training & Membership Dues	5,489	4,644	4,552	7,550	7,550	7,550
Liabilities & Other Insurance	1,636	1,636	1,636	3,802	3,802	3,802
Interdepartmental Charges	21,090	17,460	17,460	18,324	18,324	18,324
Capital Acquisitions	7,469	6,251	-	2,500	2,500	2,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	4,302	3,864	4,962	4,002	3,904	3,904
General Fund Total	\$ 858,966	\$ 908,262	\$ 834,115	\$ 854,950	\$ 883,072	\$ 902,672

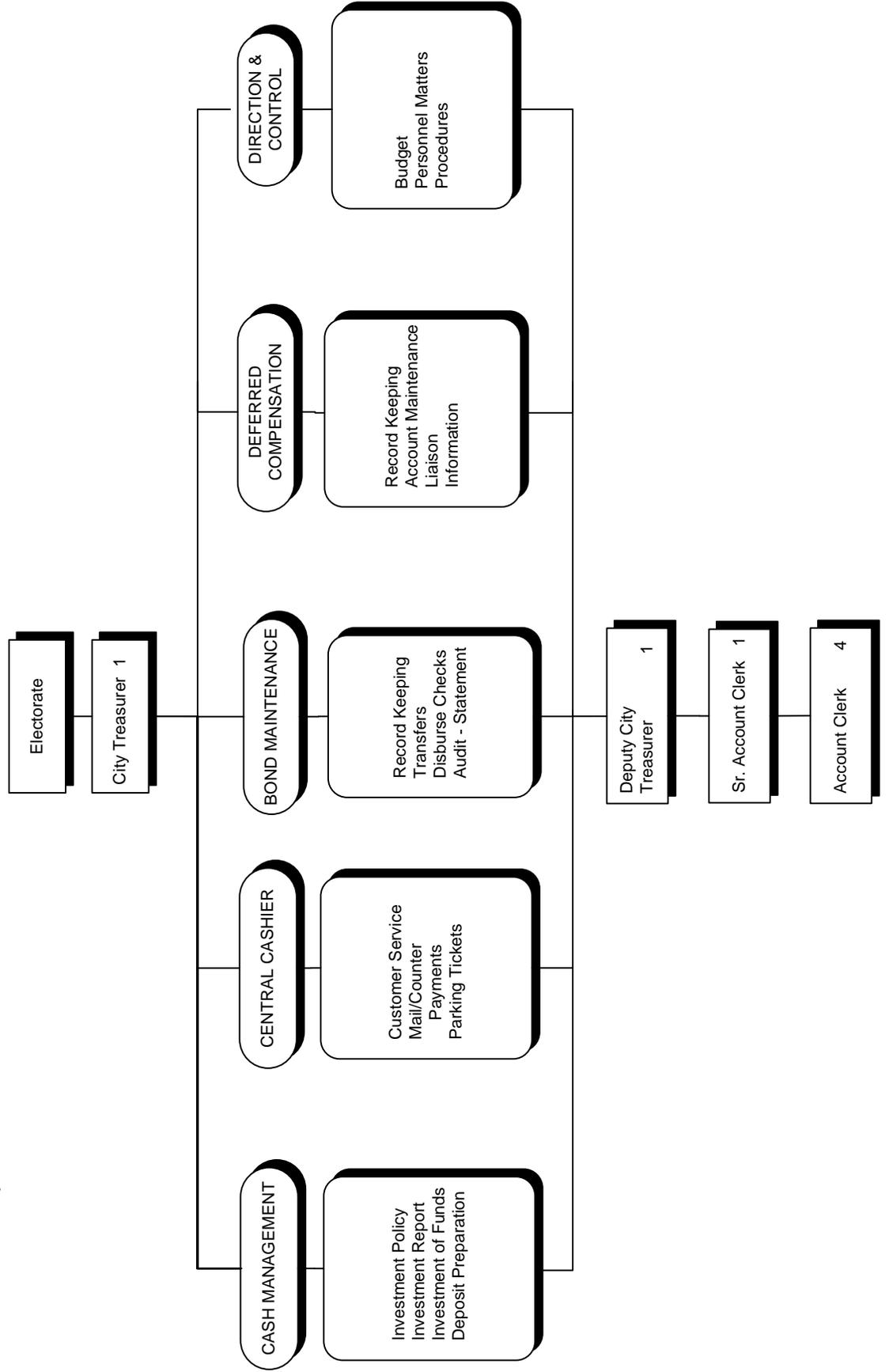


**CITY TREASURER
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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	2.0	2.0	2.0	1.0	1.0	1.0
Account Clerk	3.0	3.0	3.5	4.0	4.0	4.0
Total	7.0	7.0	7.5	7.0	7.0	7.0

CITY TREASURER
No. of Employees = 7.0 Work Years

Functional Organizational Chart
2015-16 Proposed

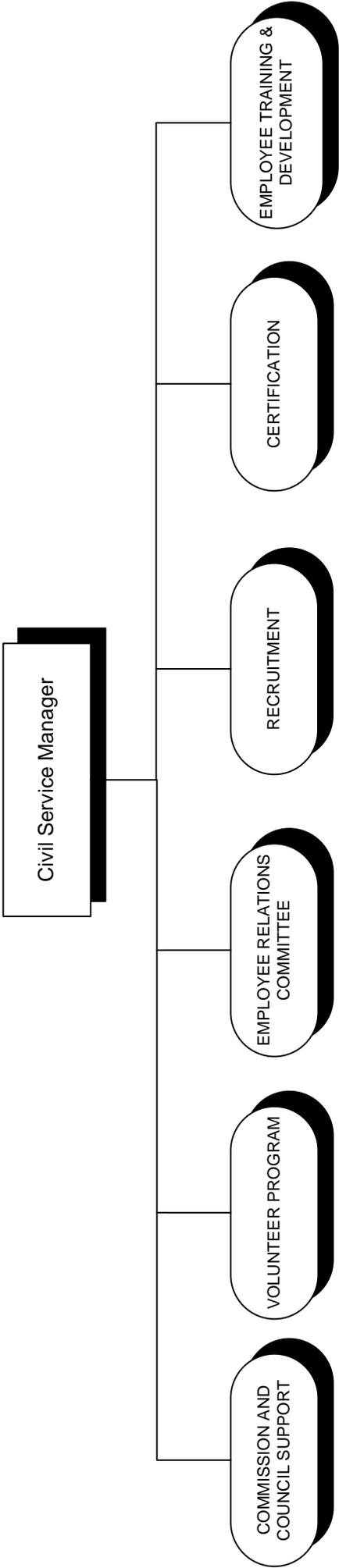


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CIVIL SERVICE

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

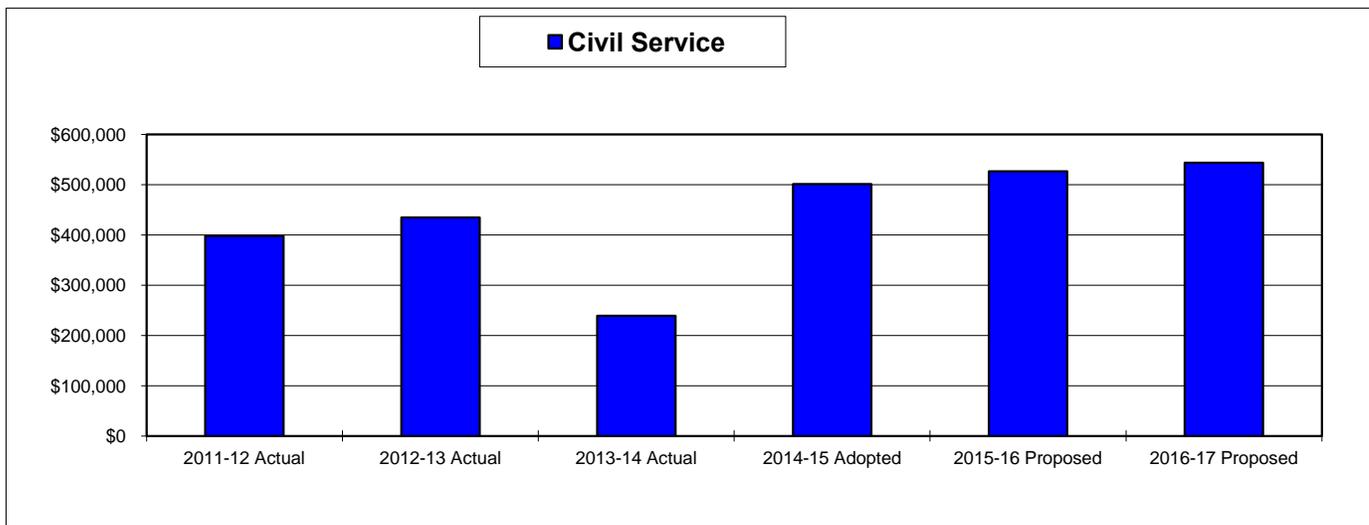
Division/Program Title	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Commission and Council Support	\$ 210,354	\$ 133,323	\$ 110,387	\$ 147,612	\$ 156,665	\$ 161,365
Employee Relations Committee	34,491	15,429	7,457	1,305	1,305	1,305
Certification	18,492	27,943	20,368	37,789	37,689	38,689
Volunteer Program	83,230	89,921	100,074	125,700	125,500	127,600
Training and Development	51,630	59,815	402	108,803	117,114	122,714
Recruitment and Marketing	-	108,097	233	80,236	88,468	91,868
General Fund Total	\$ 398,197	\$ 434,528	\$ 238,921	\$ 501,445	\$ 526,741	\$ 543,541
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

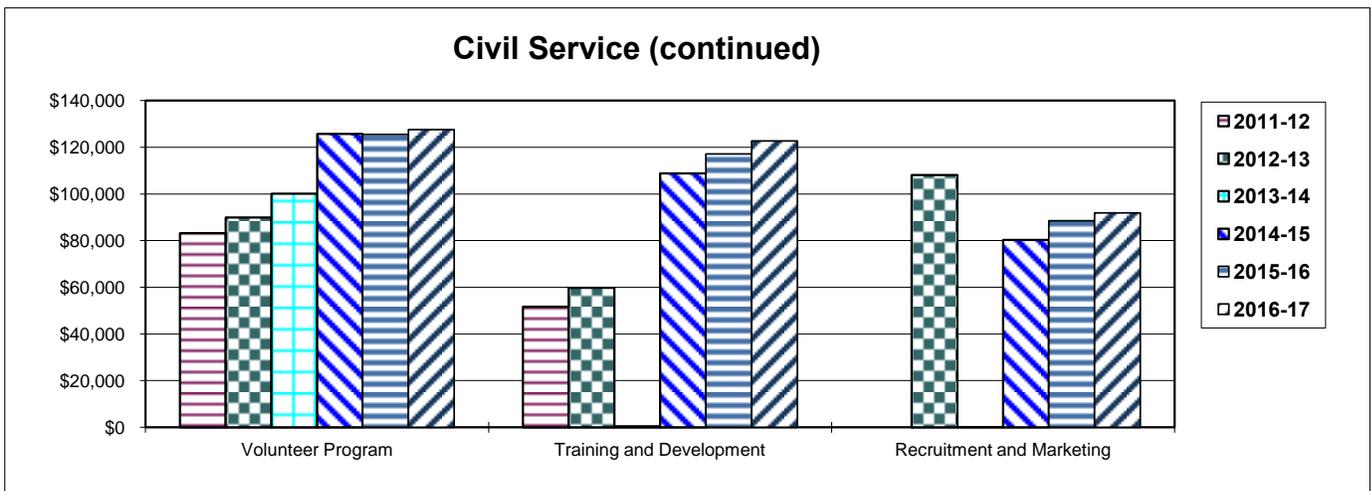
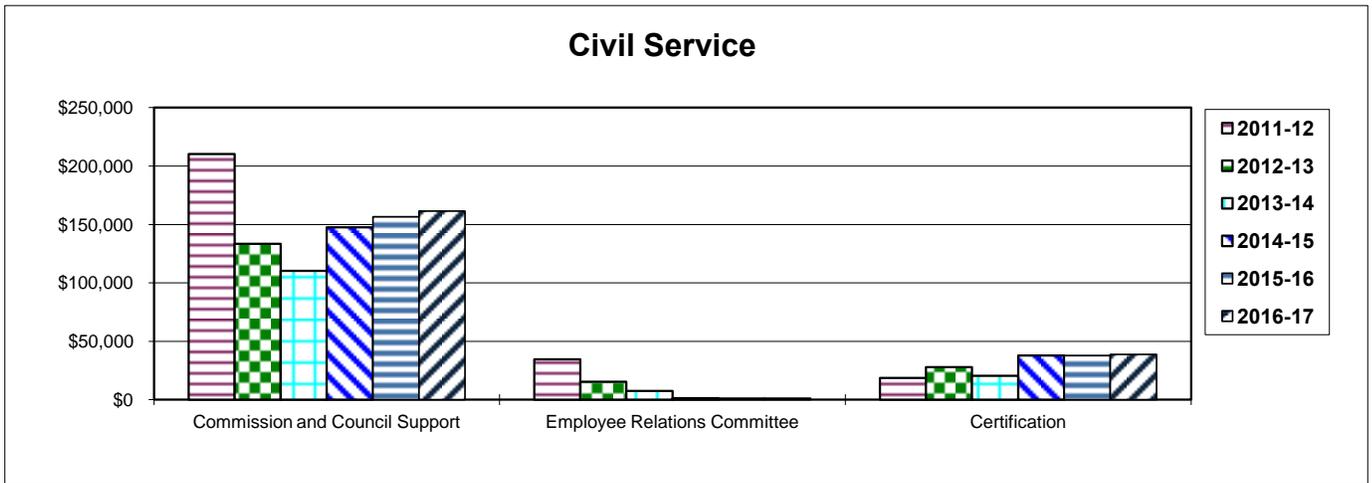
Note - Recruitment and Testing Programs were transferred to Human Resources in 2003-04 as part of the reorganization.

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

Note - Training and Development was transferred to the City Manager's Office and Recruitment and Marketing transferred to Human Resources in 2013-14.

EXPENDITURES



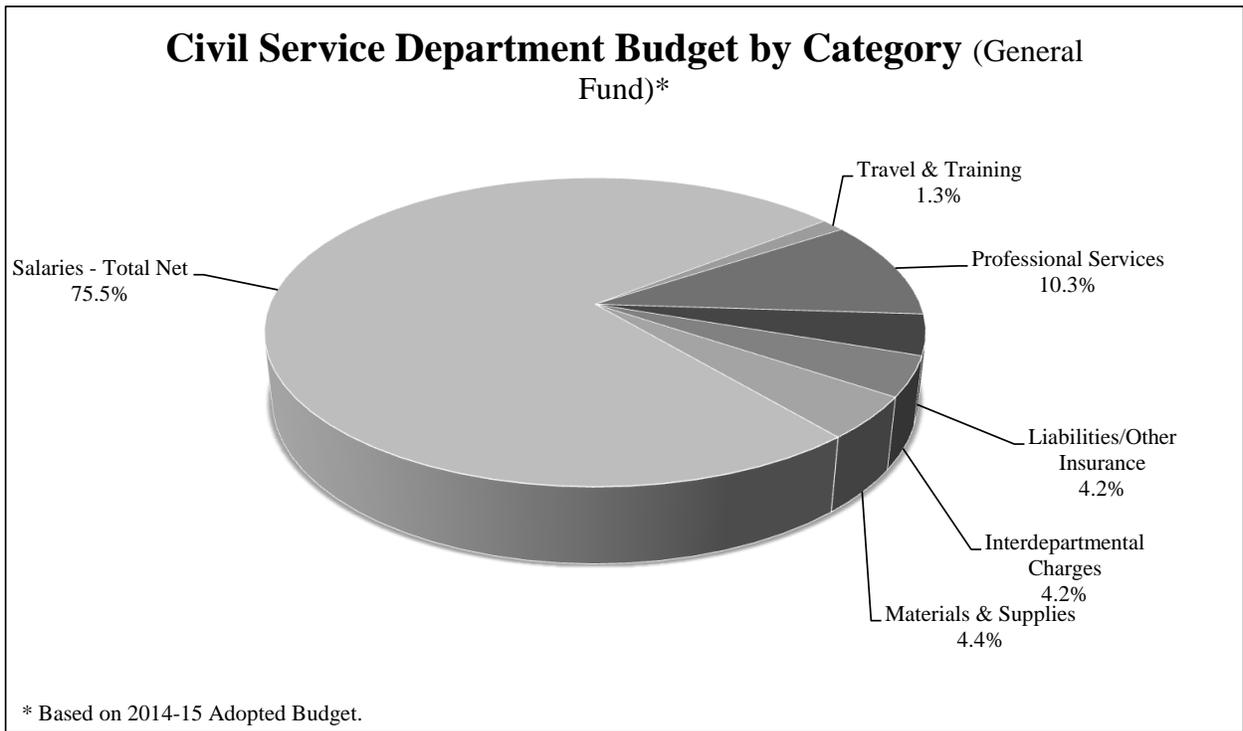


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 322,317	\$ 359,255	\$ 159,154	\$ 412,818	\$ 451,018	\$ 467,018
Overtime	738	534	1,198	600	900	900
Salaries - Total	323,055	359,789	160,352	413,418	451,918	467,918
Salaries - Reimbursements	-	(481)	(194)	(35,000)	(48,204)	(48,204)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	323,055	359,308	160,158	378,418	403,714	419,714
Supplies and Services	75,142	75,220	78,763	123,027	123,027	123,827
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 398,197	\$ 434,528	\$ 238,921	\$ 501,445	\$ 526,741	\$ 543,541

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 323,055	\$ 359,789	\$ 160,352	\$ 413,418	\$ 451,918	\$ 467,918
Salary & Benefit Reimbursements	-	(481)	(194)	(35,000)	(48,204)	(48,204)
Materials, Supplies and Maintenance	14,586	13,605	17,691	22,300	20,050	20,050
Professional Services/Contracts	14,520	19,930	15,448	51,800	51,800	51,800
Travel, Training & Membership Dues	4,621	1,761	4,133	6,750	6,750	6,750
Liabilities & Other Insurance	18,075	18,933	20,213	21,278	23,528	23,528
Interdepartmental Charges	21,417	18,371	18,571	18,646	18,646	19,446
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	1,923	2,620	2,707	2,253	2,253	2,253
General Fund Total	\$ 398,197	\$ 434,528	\$ 238,921	\$ 501,445	\$ 526,741	\$ 543,541

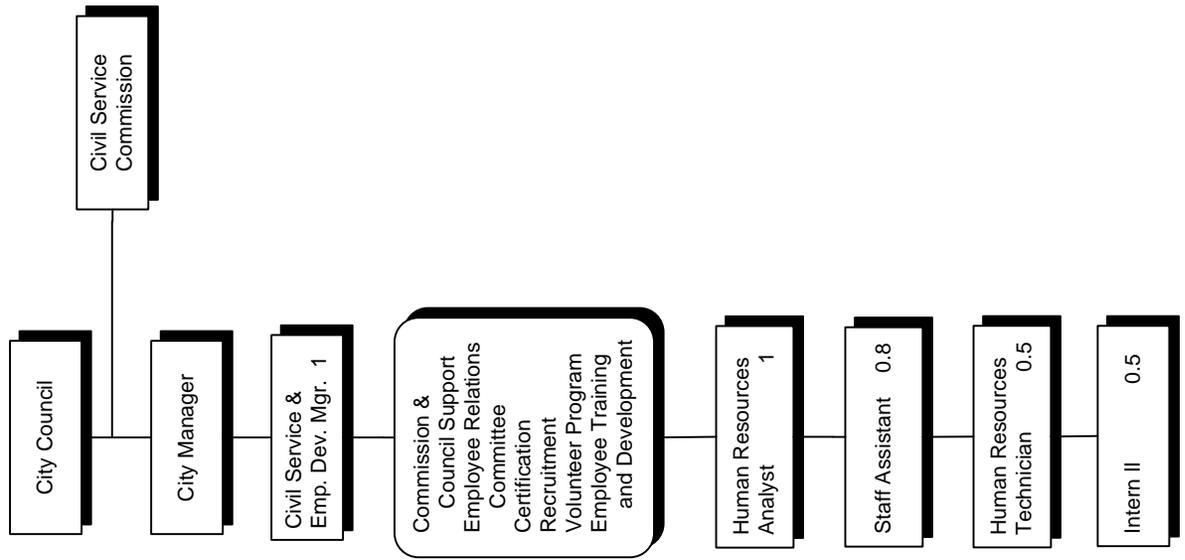


**CIVIL SERVICE
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Civil Service/Emp. Dev. Manager	-	-	-	1.0	1.0	1.0
Civil Service Manager	1.0	1.0	1.0	-	-	-
Human Resources Analyst	1.0	1.0	-	1.0	1.0	1.0
Staff Assistant	0.8	0.8	-	0.8	0.8	0.8
Human Resources Technician	-	-	-	0.5	0.5	0.5
Personnel Technician	-	1.5	1.0	-	-	-
Intern II	-	-	-	0.5	0.5	0.5
Total	2.8	4.3	2.0	3.8	3.8	3.8

CIVIL SERVICE
No. of Employees = 3.8 Work Years

Functional Organizational Chart
2015-16 Proposed

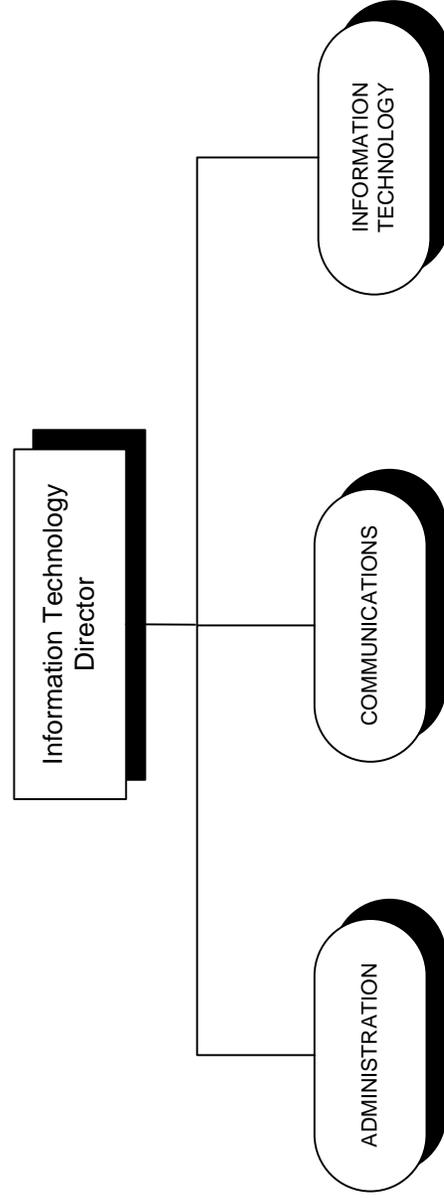


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COMMUNICATIONS & INFORMATION TECHNOLOGY

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.

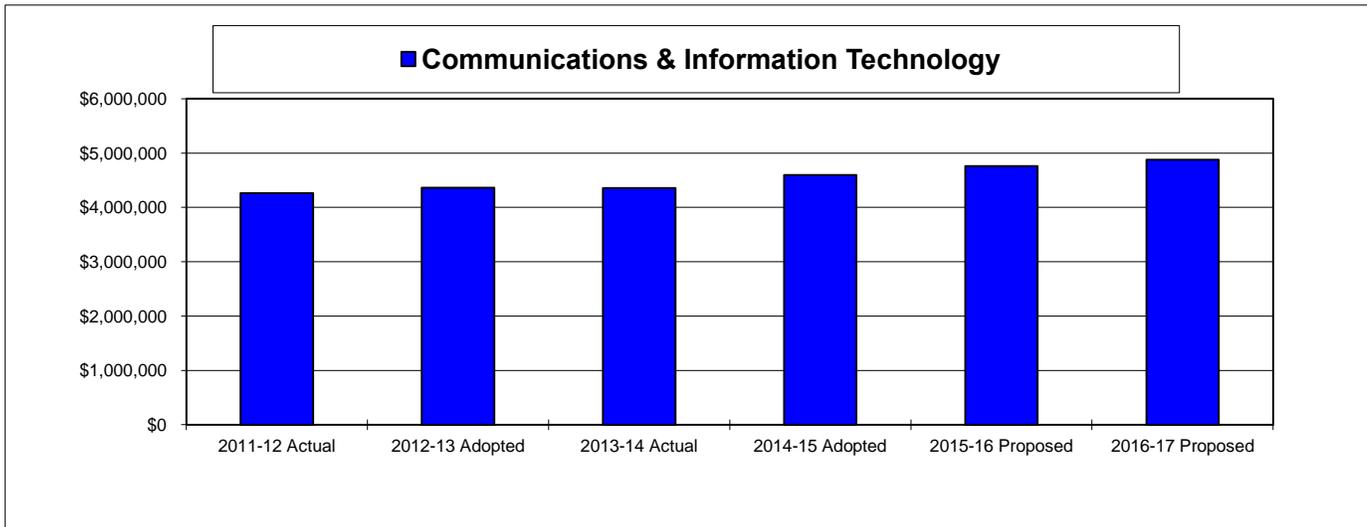
DEPARTMENT BUDGET SUMMARY

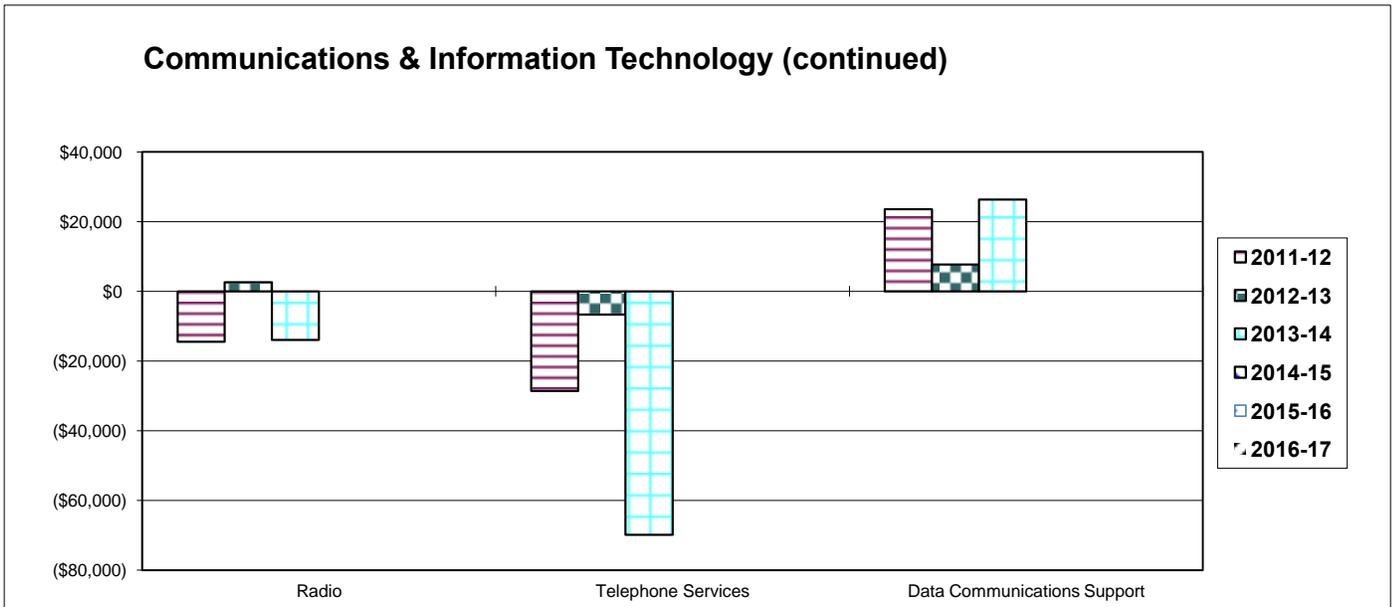
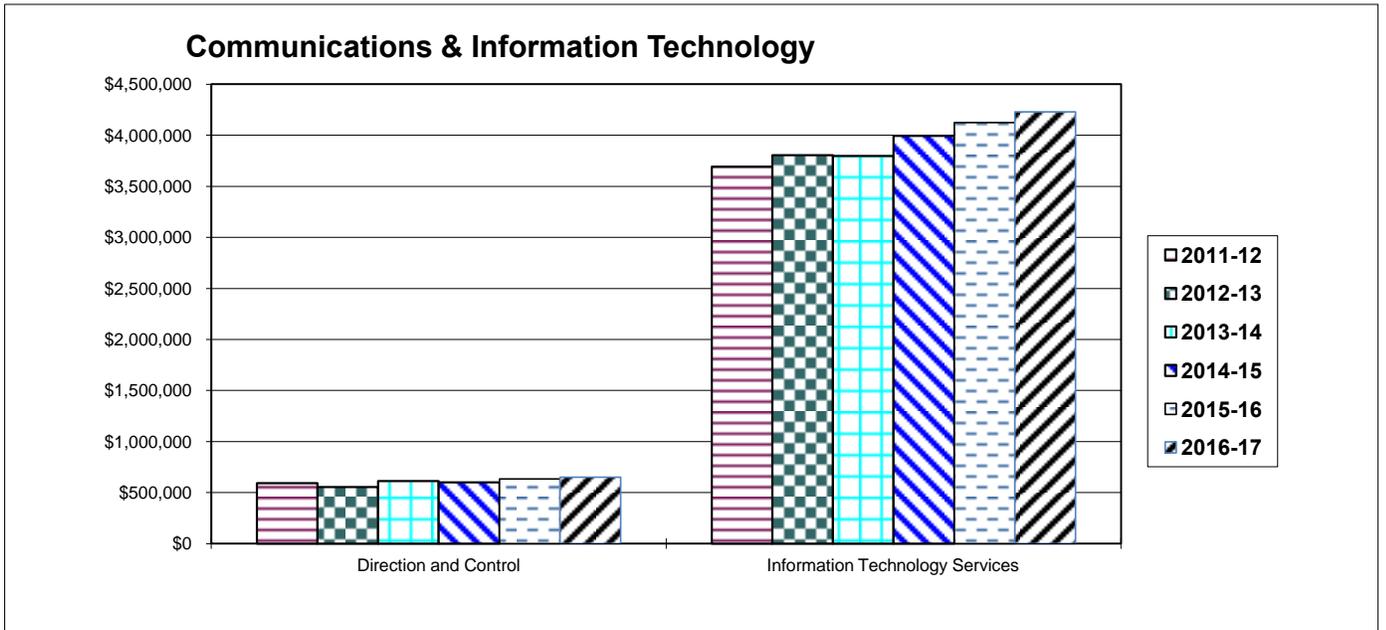
Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Direction and Control	\$ 592,151	\$ 553,658	\$ 613,242	\$ 599,935	\$ 634,735	\$ 651,035
Information Technology Services	3,691,640	3,804,895	3,798,179	3,994,118	4,124,270	4,229,170
Information Technology Training	-	-	-	-	-	-
Radio	(14,467)	2,643	(13,971)	-	-	-
Telephone Services	(28,602)	(6,665)	(69,842)	-	-	-
Data Communications Support	23,600	7,684	26,314	-	-	-
General Fund Total	<u>\$ 4,264,322</u>	<u>\$ 4,362,215</u>	<u>\$ 4,353,922</u>	<u>\$ 4,594,053</u>	<u>\$ 4,759,005</u>	<u>\$ 4,880,205</u>
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





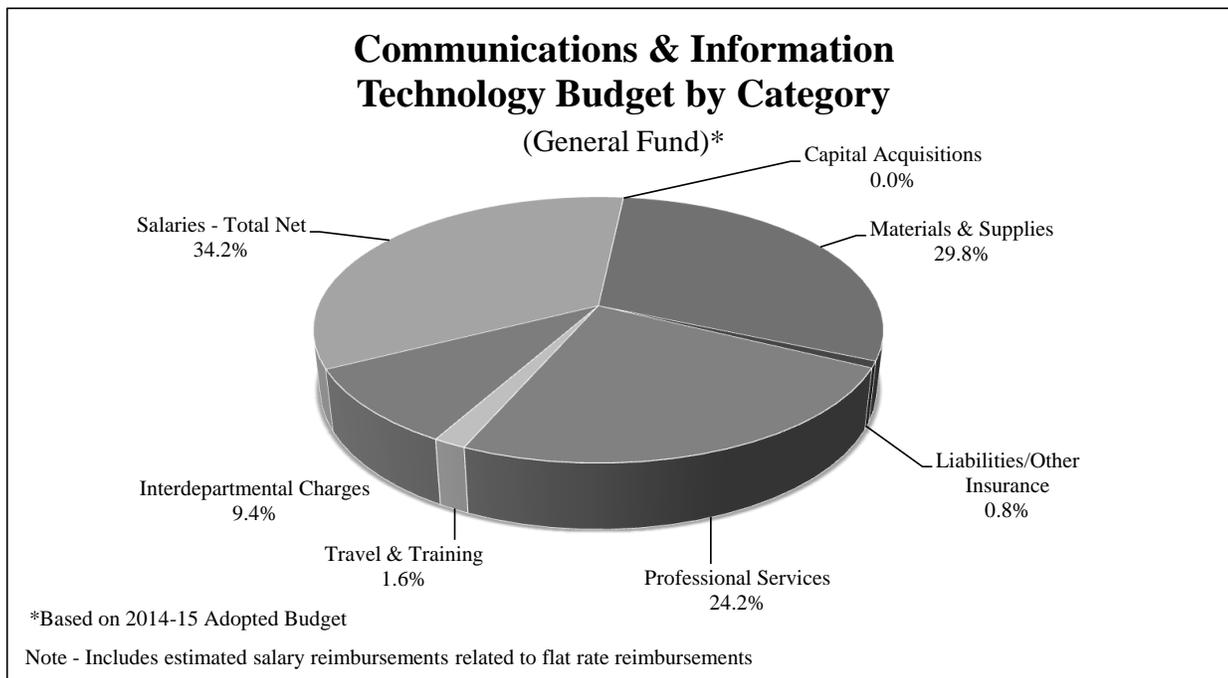
Note - Actual Radio, Telephone Services, and Data Communications flat rate reimbursements exceeded expenditures resulting in negative actual costs.

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	5,216,785	5,260,993	5,419,750	5,712,949	5,969,149	6,129,349
Overtime	52,470	60,732	72,624	87,100	89,500	91,300
Salaries - Total	5,269,255	5,321,725	5,492,374	5,800,049	6,058,649	6,220,649
Salaries - Reimbursements	(1,735,970)	(1,683,078)	(1,869,391)	(2,065,528)	(2,168,441)	(2,209,441)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	3,533,285	3,638,647	3,622,983	3,734,521	3,890,208	4,011,208
Supplies and Services	731,037	723,568	730,939	858,532	867,797	867,997
Capital Outlay	-	-	-	1,000	1,000	1,000
General Fund Total	4,264,322	4,362,215	4,353,922	4,594,053	4,759,005	4,880,205

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 5,269,255	\$ 5,321,725	\$ 5,492,374	\$ 5,800,049	\$ 6,058,649	\$ 6,220,649
Salary & Benefit Reimbursements	(1,735,970)	(1,683,078)	(1,869,391)	(2,065,528)	(2,168,441)	(2,209,441)
Materials, Supplies and Maintenance	786,388	732,322	717,027	841,988	837,548	836,848
Professional Services/Contracts	519,014	502,427	560,990	682,798	687,298	686,798
Travel, Training & Membership Dues	31,054	27,158	34,531	44,754	44,754	44,754
Liabilities & Other Insurance	9,804	9,804	9,804	22,583	22,583	22,583
Interdepartmental Charges	152,770	201,312	200,786	199,197	202,997	205,697
Capital Acquisitions	-	-	-	1,000	1,000	1,000
Reimbursements from Other Funds	(884,776)	(900,437)	(904,238)	(1,039,575)	(1,052,675)	(1,053,975)
Operating Transfers Out	116,783	150,982	112,039	106,787	125,292	125,292
General Fund Total	\$ 4,264,322	\$ 4,362,215	\$ 4,353,922	\$ 4,594,053	\$ 4,759,005	\$ 4,880,205

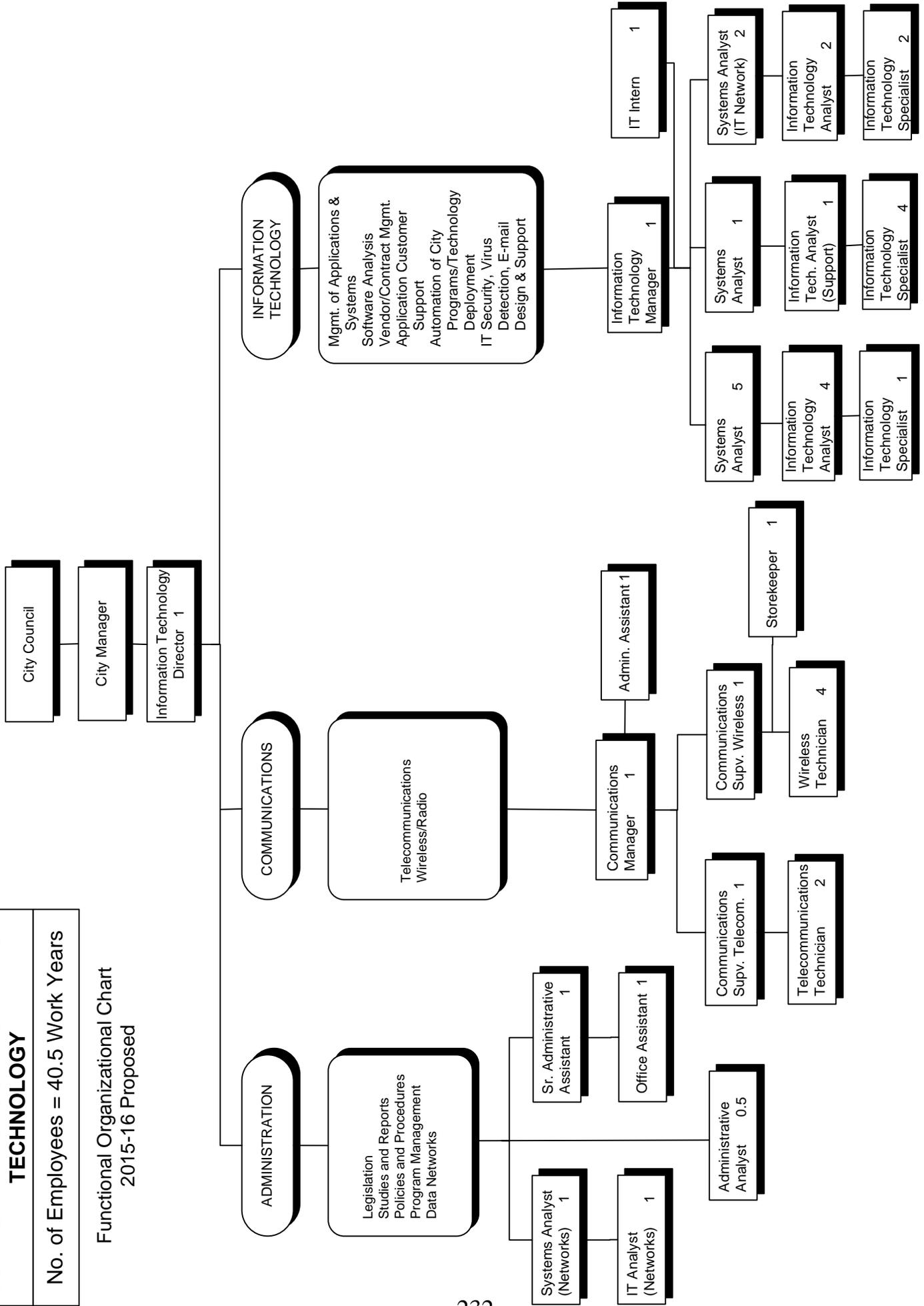


**COMMUNICATIONS & INFORMATION TECHNOLOGY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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	7.0	7.0	7.0	7.0	7.0	7.0
Systems Analyst	8.0	8.0	9.0	9.0	9.0	9.0
Information Technology Analyst	8.0	8.0	7.0	7.0	7.0	7.0
Info. Tech. Analyst (Networks)	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Telecom.	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Wireless	1.0	1.0	1.0	1.0	1.0	1.0
Wireless Technician	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	1.0
Administrative Assistant	-	-	-	-	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	-	-
Office Assistant	-	-	-	-	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	-	-
Intern	1.0	1.0	1.0	1.0	1.0	1.0
Total	40.5	40.5	40.5	40.5	40.5	40.5

COMMUNICATIONS & INFORMATION TECHNOLOGY
 No. of Employees = 40.5 Work Years

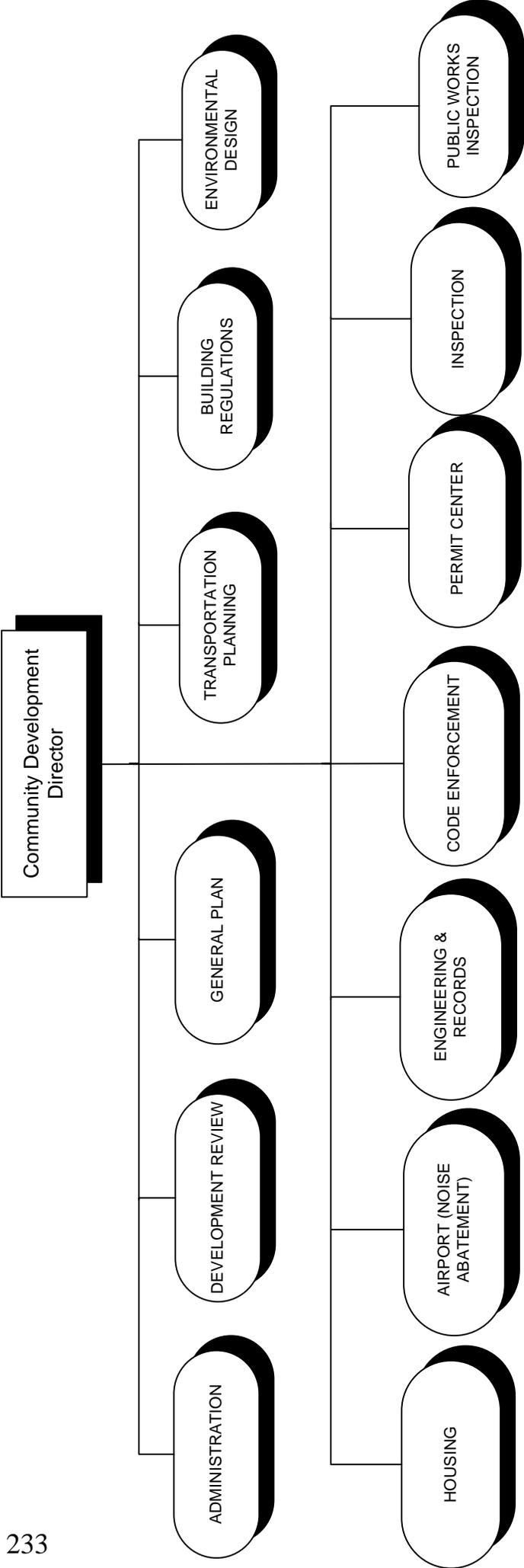
Functional Organizational Chart
 2015-16 Proposed



COMMUNITY DEVELOPMENT

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

DEPARTMENT ORGANIZATION



Community Development

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

The Community Development Department:

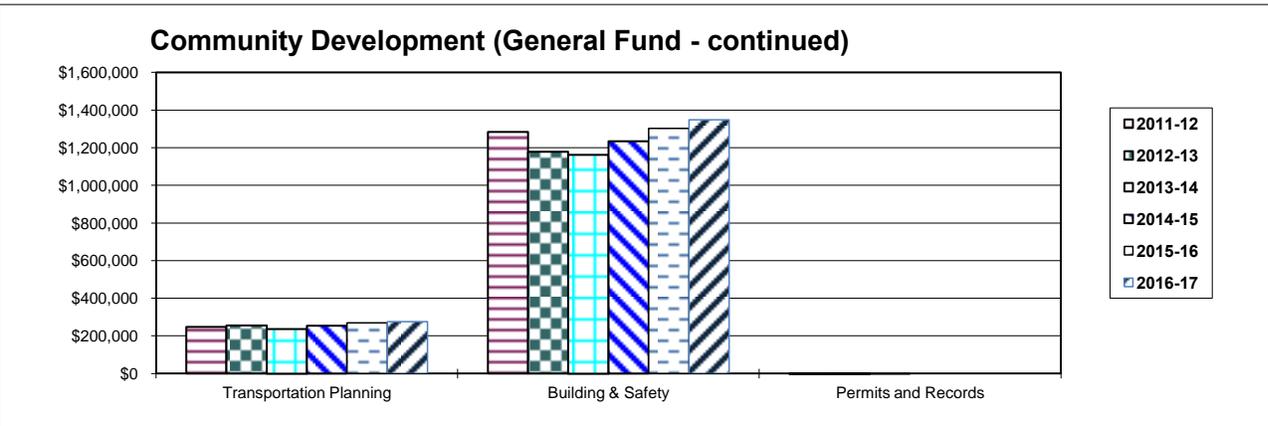
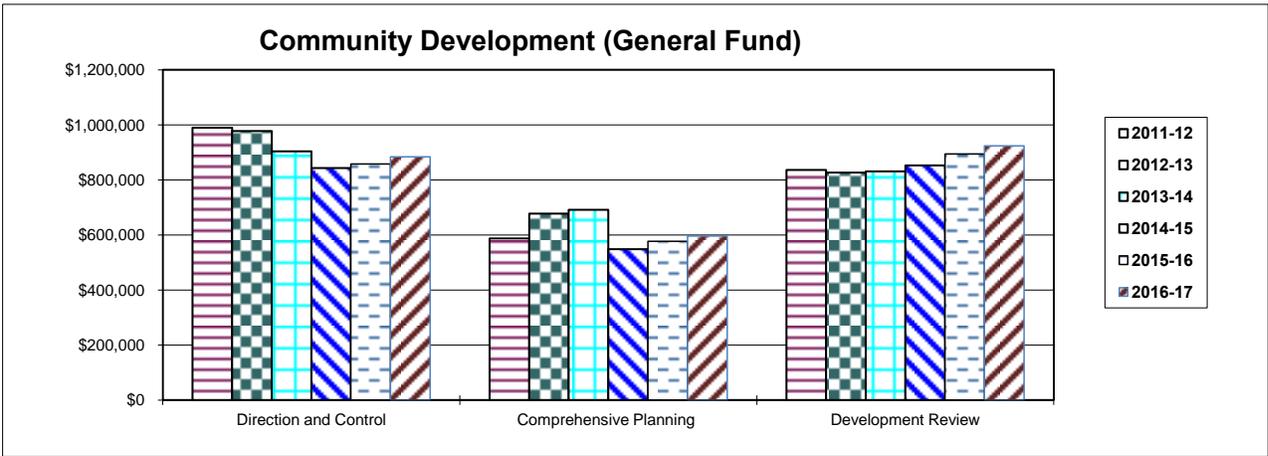
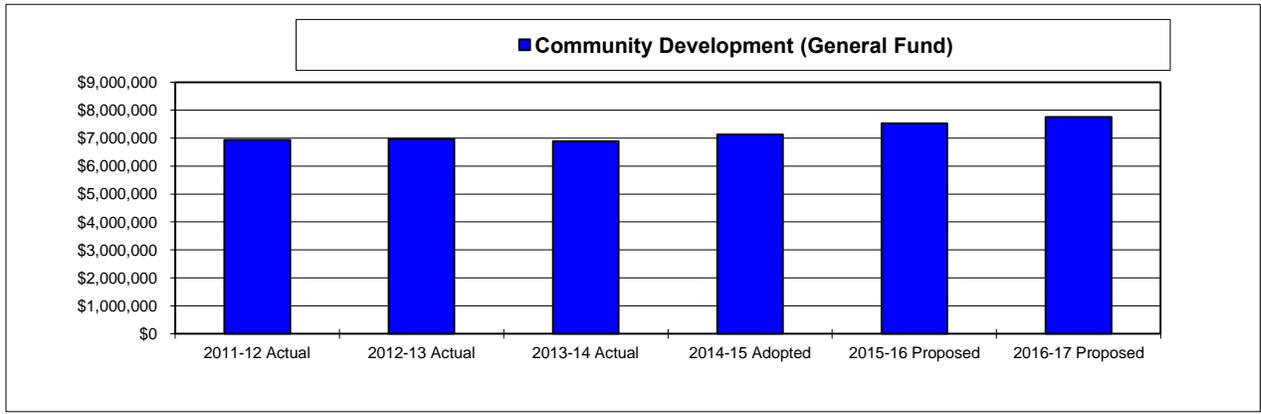
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and regional planning, transportation, and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

DEPARTMENT BUDGET SUMMARY

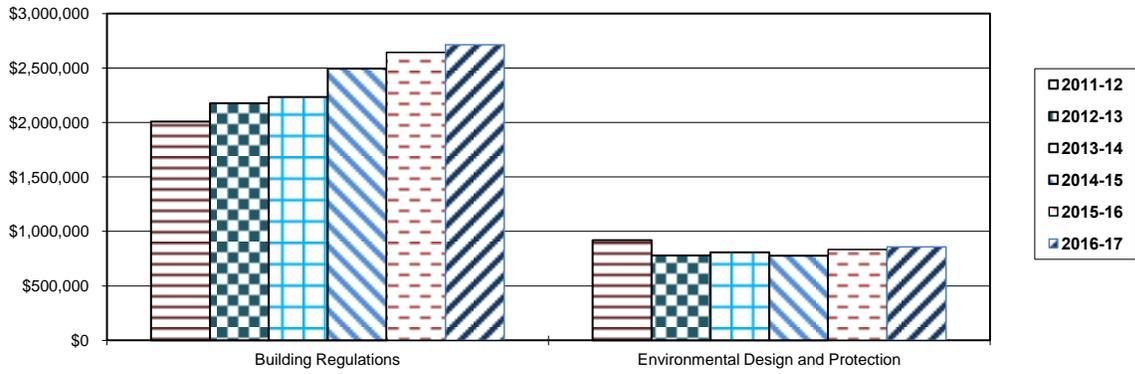
Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund:						
Direction and Control	\$ 989,704	\$ 977,541	\$ 903,990	\$ 843,237	\$ 858,035	\$ 883,435
Comprehensive Planning	586,740	677,211	690,902	548,331	576,559	595,959
Development Review	836,124	826,810	831,102	852,751	894,451	923,651
Property Rehabilitation Loan Admin.	-	-	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-	-	-
Redevelopment Agency Administration	(7,961)	67	-	8,940	-	-
Transportation Planning	247,457	255,609	236,007	254,512	268,723	276,023
Building & Safety	1,283,545	1,178,886	1,162,186	1,233,617	1,302,700	1,348,500
Permits and Records	(3,377)	(2,829)	(656)	-	-	-
Building Regulations	2,009,149	2,176,428	2,234,135	2,494,049	2,644,549	2,714,349
Environmental Design and Protection	918,361	780,049	808,130	776,028	833,593	858,193
Conservation Code Enforcement	-	-	-	-	-	-
Downtown RDA Successor Agency (GF)	32,268	60,326	(10,495)	22,000	53,600	53,600
Nat. Pol. Disch. Elim. System (NPDES)	41,876	35,300	39,152	98,725	100,556	105,456
General Fund Total	<u>\$ 6,933,886</u>	<u>\$ 6,965,398</u>	<u>\$ 6,894,453</u>	<u>\$ 7,132,190</u>	<u>\$ 7,532,766</u>	<u>\$ 7,759,166</u>
General Fund Revenues	\$ 3,370,160	\$ 3,375,812	\$ 5,297,785	\$ 4,893,599	\$ 5,006,579	\$ 5,438,135
Externally Funded:						
Section 8 Rental Assistance Program	\$ 6,470,543	\$ 6,517,808	\$ 6,256,436	\$ 6,958,542	\$ 6,537,942	\$ 6,551,842
Rehabilitation Loan Program (HCD)	-	-	-	-	-	-
Downtown RDA Successor Agency	5,686,955	8,012,593	722,878	2,819,403	3,001,825	3,001,825
Air Quality Management*	180,608	142,721	207,971	192,145	194,878	194,878
Vanpool/Rideshare*	231,694	233,586	226,215	262,228	260,184	260,184
Externally Funded Total	<u>\$ 12,569,800</u>	<u>\$ 14,906,708</u>	<u>\$ 7,413,500</u>	<u>\$ 10,232,318</u>	<u>\$ 9,994,829</u>	<u>\$ 10,008,729</u>
Externally Funded Revenues						
Section 8 Rental Assistance Program	\$ 6,567,121	\$ 6,214,211	\$ 5,956,176	\$ 6,377,500	\$ 6,399,000	\$ 6,399,000
Rehabilitation Loan Program (HCD)	-	-	-	-	-	-
Downtown RDA Successor Agency	22,805,150	4,397,039	2,566,072	2,809,504	3,227,564	3,227,564
Air Quality Management*	185,021	177,815	184,625	172,000	172,000	172,000
Vanpool/Rideshare*	231,694	233,586	226,215	256,930	260,184	260,184
Externally Funded Revenues Total	<u>\$ 29,788,986</u>	<u>\$ 11,022,651</u>	<u>\$ 8,933,088</u>	<u>\$ 9,615,934</u>	<u>\$ 10,058,748</u>	<u>\$ 10,058,748</u>

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

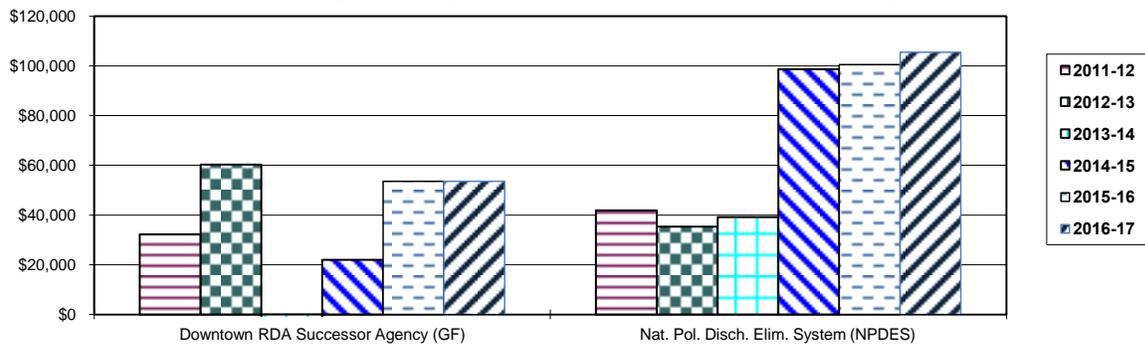
EXPENDITURES



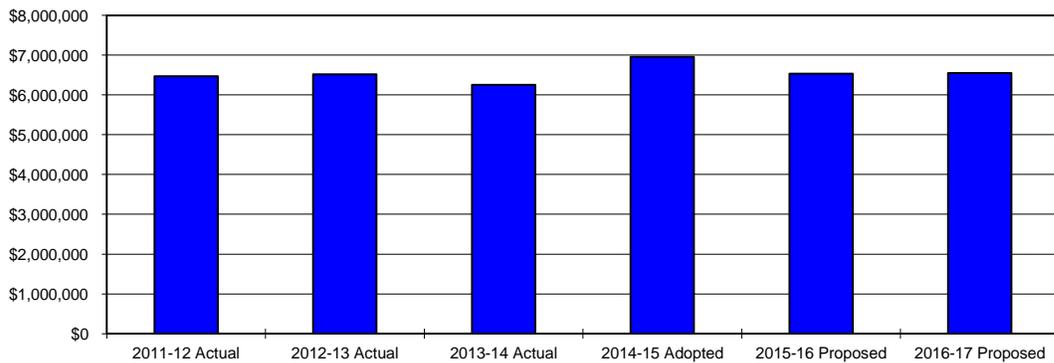
Community Development (General Fund - continued)

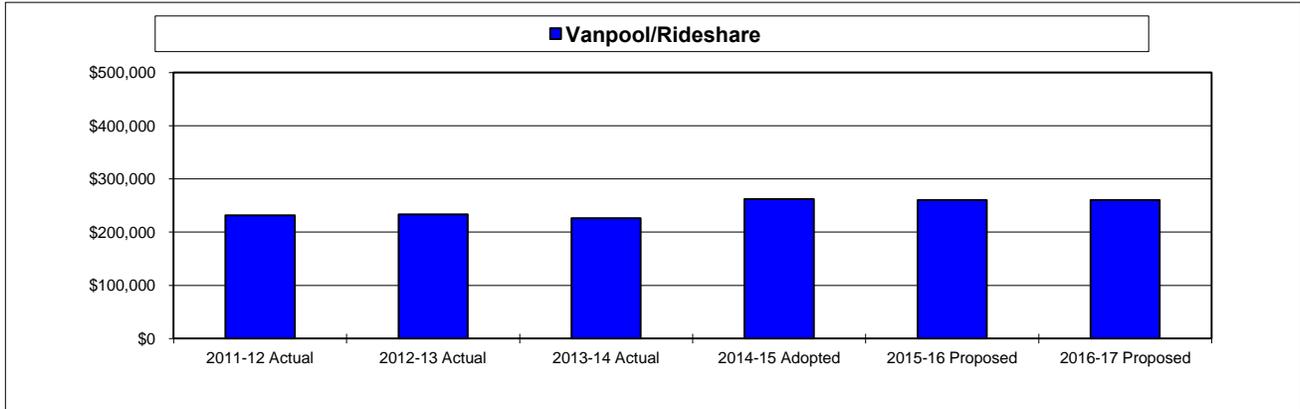
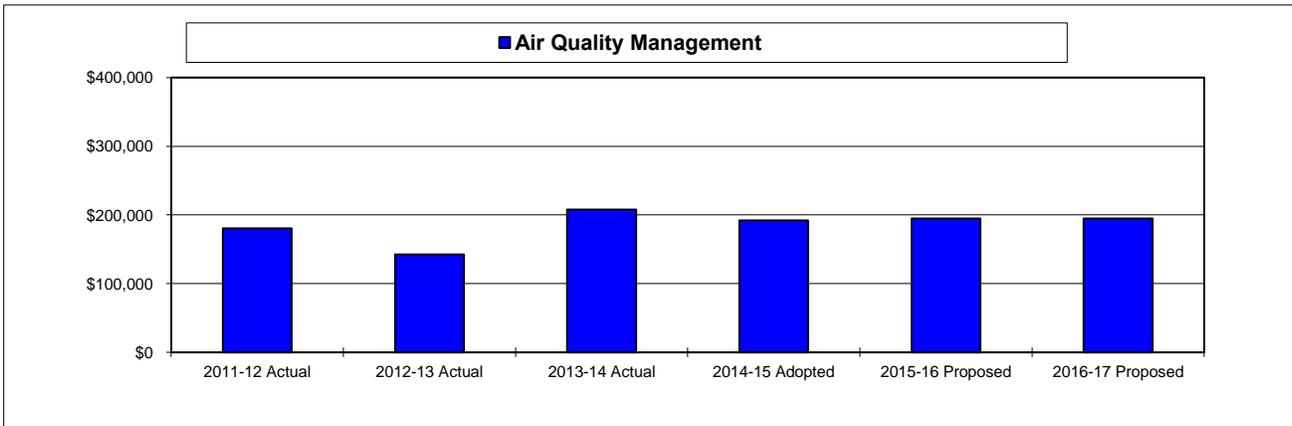
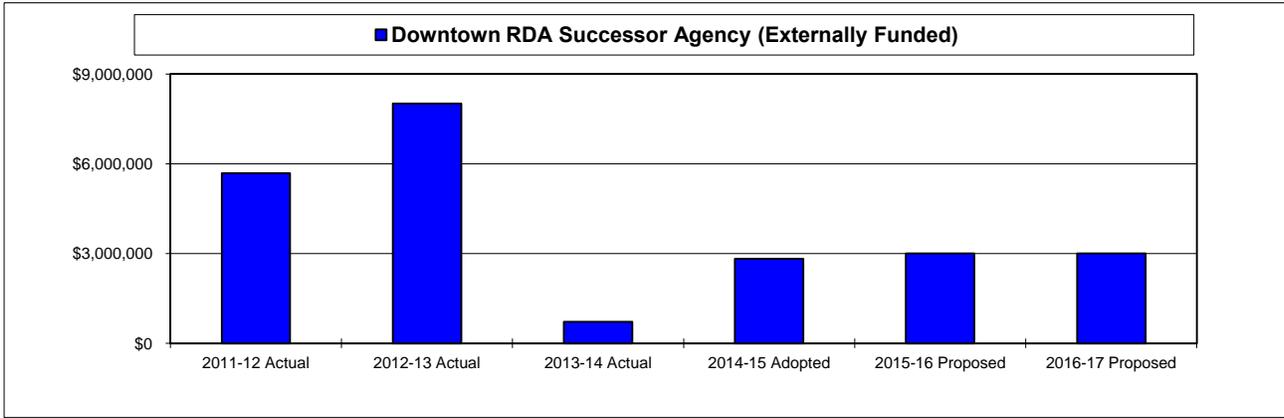


Community Development (General Fund - continued)



Section 8 Rental Assistance Program (Externally Funded)



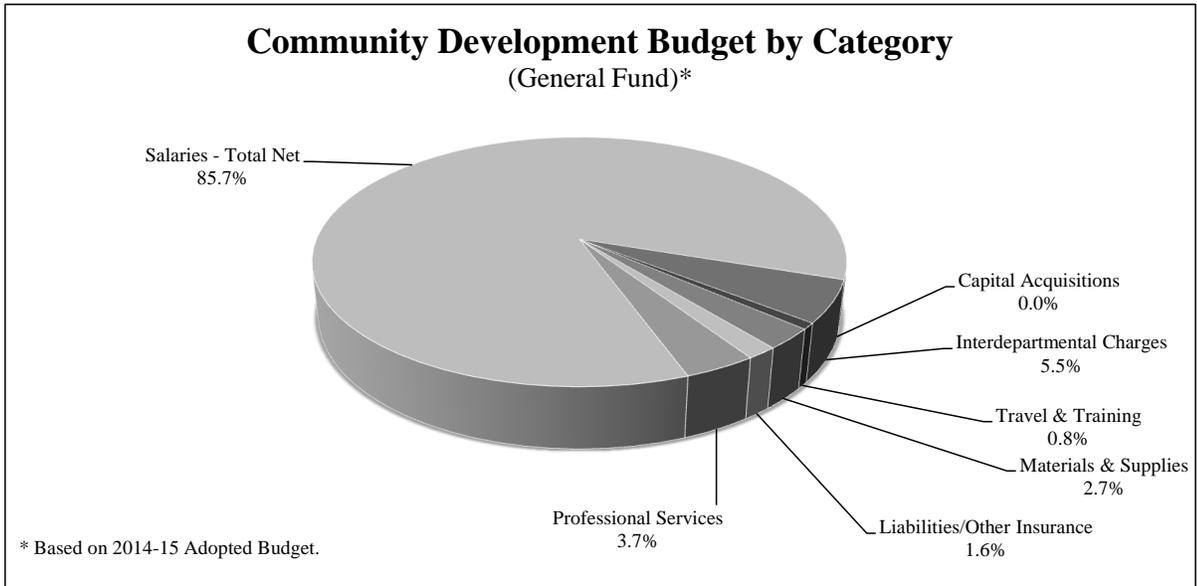


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 6,664,434	\$ 6,502,378	\$ 6,719,614	\$ 7,241,935	\$ 7,693,135	\$ 7,917,435
Overtime	50,707	48,852	79,220	36,200	38,800	39,700
Salaries - Total	6,715,141	6,551,230	6,798,834	7,278,135	7,731,935	7,957,135
Salaries - Reimbursements	(725,351)	(588,246)	(696,752)	(1,169,821)	(1,264,518)	(1,264,518)
Salaries - Labor Charges	1,097	1,226	1,349	1,256	1,289	1,289
Salaries - Total Net	5,990,887	5,964,210	6,103,431	6,109,570	6,468,706	6,693,906
Supplies and Services	942,999	1,001,188	791,022	1,020,420	1,061,860	1,063,060
Capital Outlay	-	-	-	2,200	2,200	2,200
General Fund Total	\$ 6,933,886	\$ 6,965,398	\$ 6,894,453	\$ 7,132,190	\$ 7,532,766	\$ 7,759,166

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 6,716,238	\$ 6,552,456	\$ 6,800,183	\$ 7,279,391	\$ 7,733,224	\$ 7,958,424
Salary & Benefit Reimbursements	(725,351)	(588,246)	(696,752)	(1,169,821)	(1,264,518)	(1,264,518)
Materials, Supplies and Maintenance	144,401	194,736	183,461	230,323	230,223	230,223
Senior Mobile Home Subsidy	59,800	35,700	-	-	-	-
Professional Services/Contracts	277,639	311,708	206,952	267,041	271,041	266,541
Travel, Training & Membership Dues	38,999	34,633	36,614	57,663	57,663	57,663
Liabilities & Other Insurance	63,758	52,962	50,927	114,373	114,373	114,373
Interdepartmental Charges	299,231	313,934	316,262	329,052	336,252	341,952
Capital Acquisitions	-	-	-	2,200	2,200	2,200
Reimbursements from Other Funds	-	-	(68,705)	(38,100)	(6,500)	(6,500)
Bad Debts and Other Losses	-	11	-	-	-	-
Operating Transfers Out	59,171	57,504	65,511	60,068	58,808	58,808
General Fund Total	\$ 6,933,886	\$ 6,965,398	\$ 6,894,453	\$ 7,132,190	\$ 7,532,766	\$ 7,759,166

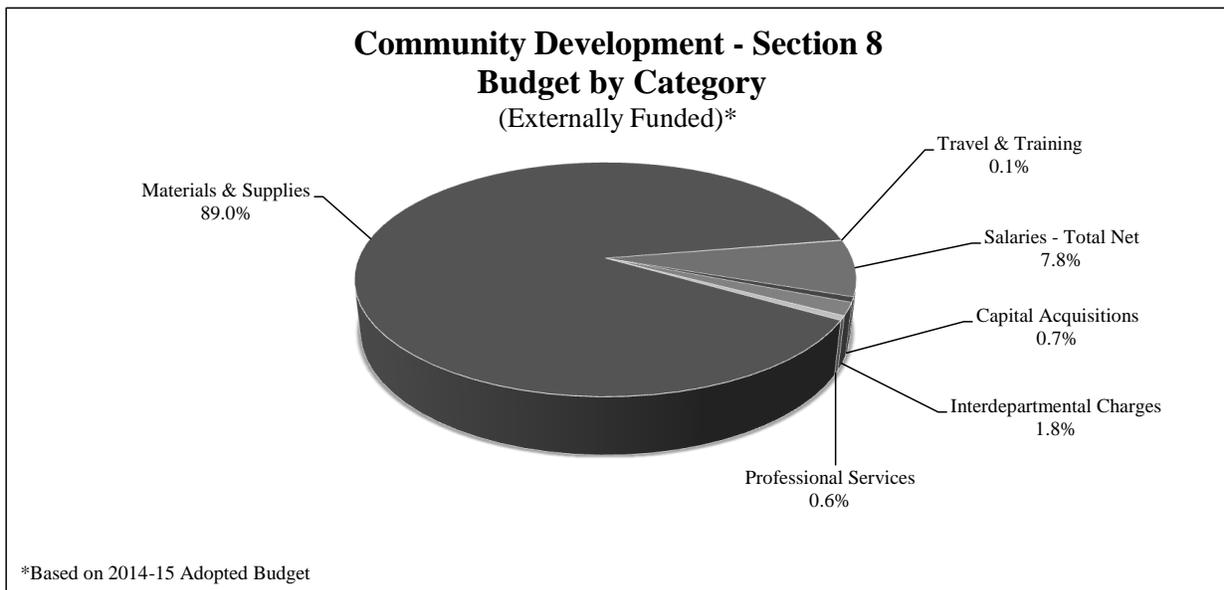


DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 525,198	\$ 523,066	\$ 526,203	\$ 514,800	\$ 514,200	\$ 528,000
Overtime	420	-	433	3,000	3,000	3,100
Salaries - Total	525,618	523,066	526,636	517,800	517,200	531,100
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	25,000	25,000	25,000
Salaries - Total Net	525,618	523,066	526,636	542,800	542,200	556,100
Supplies and Services	5,939,934	5,994,742	5,729,800	6,365,742	5,945,742	5,945,742
Capital Outlay	4,991	-	-	50,000	50,000	50,000
Total Section 8 Rental Assistant Fund	\$ 6,470,543	\$ 6,517,808	\$ 6,256,436	\$ 6,958,542	\$ 6,537,942	\$ 6,551,842

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 525,618	\$ 523,066	\$ 526,635	\$ 542,800	\$ 542,200	\$ 556,100
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	5,819,911	5,865,236	5,596,263	6,194,115	5,774,115	5,774,115
Professional Services/Contracts	17,865	16,160	14,545	43,027	43,027	43,027
Travel, Training & Membership Dues	241	730	500	5,000	5,000	5,000
Interdepartmental Charges	101,917	112,616	118,493	123,600	123,600	123,600
Capital Acquisitions	4,991	-	-	50,000	50,000	50,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	-	-	-	-	-	-
Total Section 8 Rental Assistant Fund	\$ 6,470,543	\$ 6,517,808	\$ 6,256,436	\$ 6,958,542	\$ 6,537,942	\$ 6,551,842

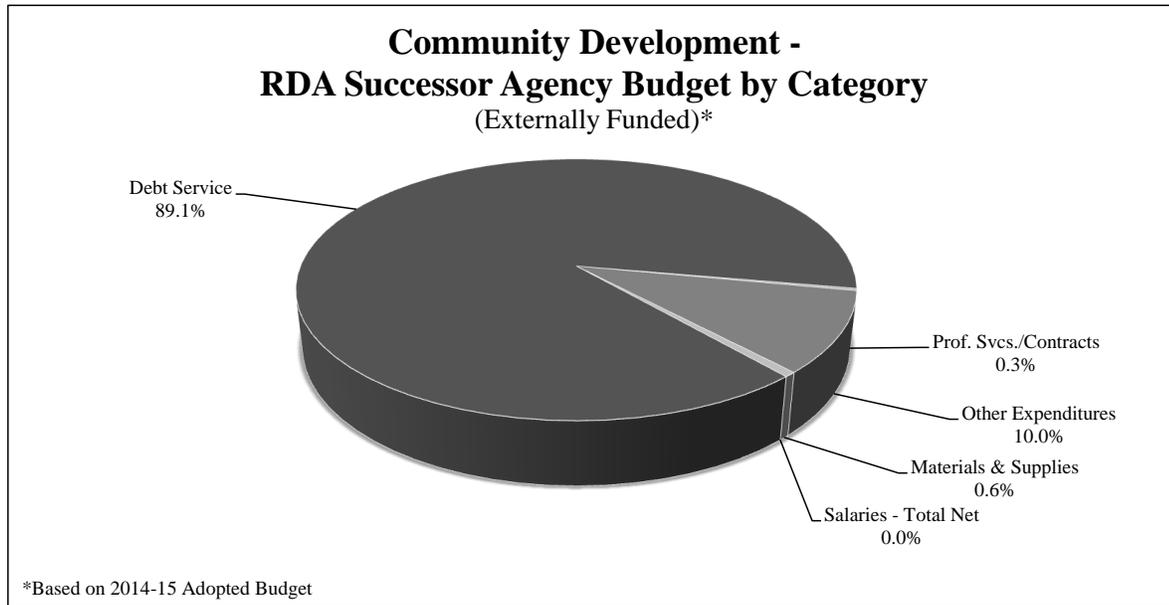


DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 4,298	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	4,298	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	138,341	-	-	-	-	-
Salaries - Total Net	142,639	-	-	-	-	-
Supplies and Services	5,544,316	8,012,593	722,878	2,819,403	3,001,825	3,001,825
Capital Outlay	-	-	-	-	-	-
Total Redevelopment Agency Fund	\$ 5,686,955	\$ 8,012,593	\$ 722,878	\$ 2,819,403	\$ 3,001,825	\$ 3,001,825

DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 142,639	\$ -	\$ -	\$ -	\$ 65,260	\$ 65,260
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	83,951	36,942	6,500	17,000	16,000	16,000
Professional Services/Contracts	1,540,350	20,496	7,911	8,000	8,000	8,000
Travel, Training & Membership Dues	2,808	-	-	-	-	-
Interdepartmental Charges	11,361	-	-	-	-	-
Debt Service	4,044,431	7,955,155	5,023,954	2,512,803	2,662,565	2,662,565
Loans Contra Expenditures	-	-	(4,874,439)	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	(31,942)	-	-	-
Bad Debts & Other Losses	-	-	-	-	-	-
Other Expenditures	-	-	590,894	281,600	250,000	250,000
Operating Transfers Out	(138,585)	-	-	-	-	-
Total Redevelopment Agency Fund	\$ 5,686,955	\$ 8,012,593	\$ 722,878	\$ 2,819,403	\$ 3,001,825	\$ 3,001,825

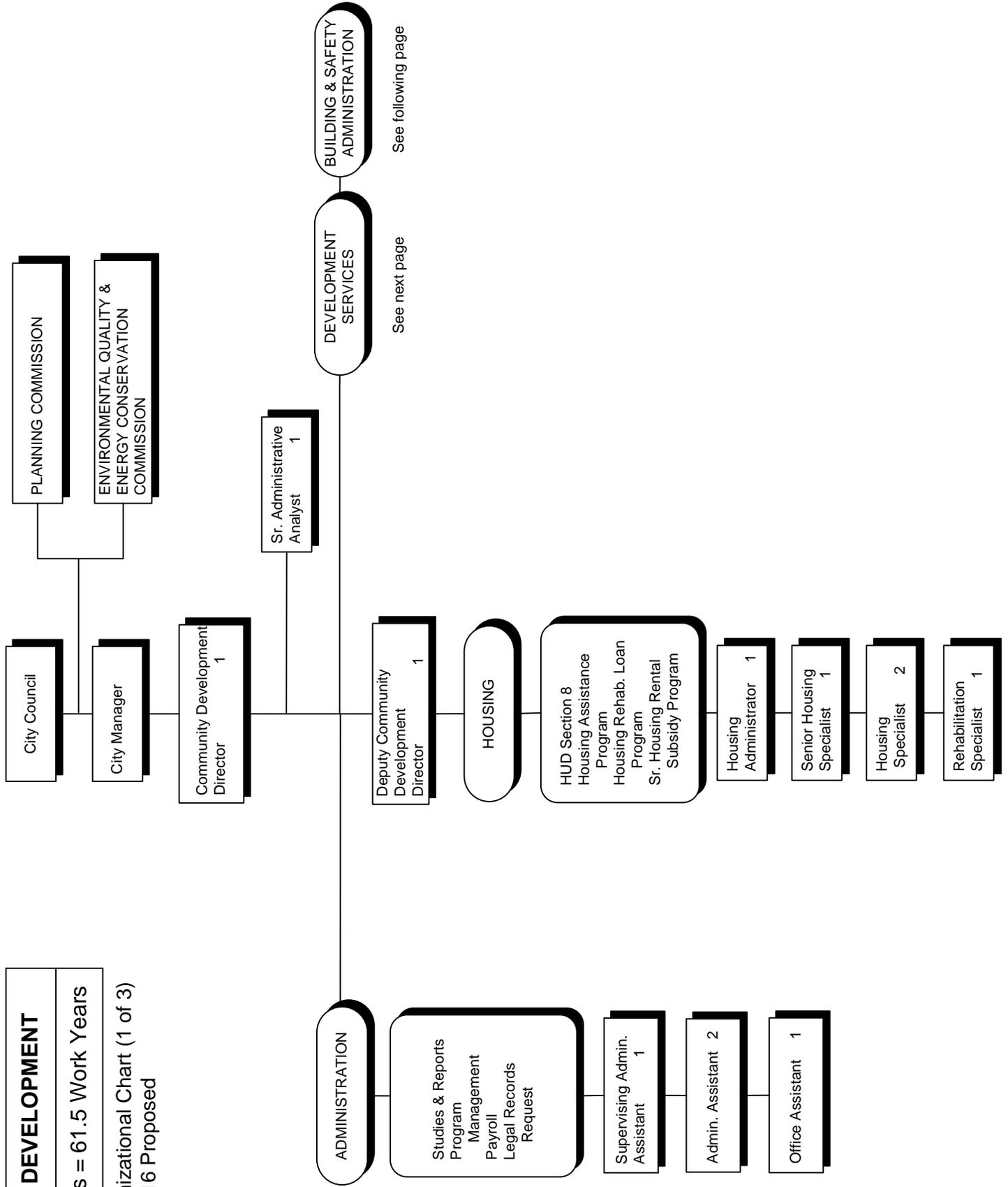


**COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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
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	3.0	3.0	3.0	3.0	3.0	3.0
Assistant Engineer	2.0	2.0	2.0	3.0	3.0	3.0
Public Works Inspector	2.0	2.0	2.0	2.0	2.0	2.0
Building Regulations Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspection Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Structural Plans Examiner	1.0	1.0	1.0	1.0	1.0	1.0
Permit Center Supervisor	-	-	-	-	1.0	1.0
Plans Examiner	2.0	2.0	2.0	2.0	3.0	3.0
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	-	-
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
Building Inspector	2.0	2.0	2.0	2.0	1.0	1.0
Permit Technician II	-	-	-	2.0	2.0	2.0
Permit Technician I	4.0	4.0	4.0	3.0	3.0	3.0
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
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	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
Administrative Assistant	-	-	-	-	2.0	2.0
Secretary	2.0	2.0	2.0	2.0	-	-
Office Assistant	-	-	-	-	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	-	-
Total	59.5	59.5	59.5	61.5	61.5	61.5

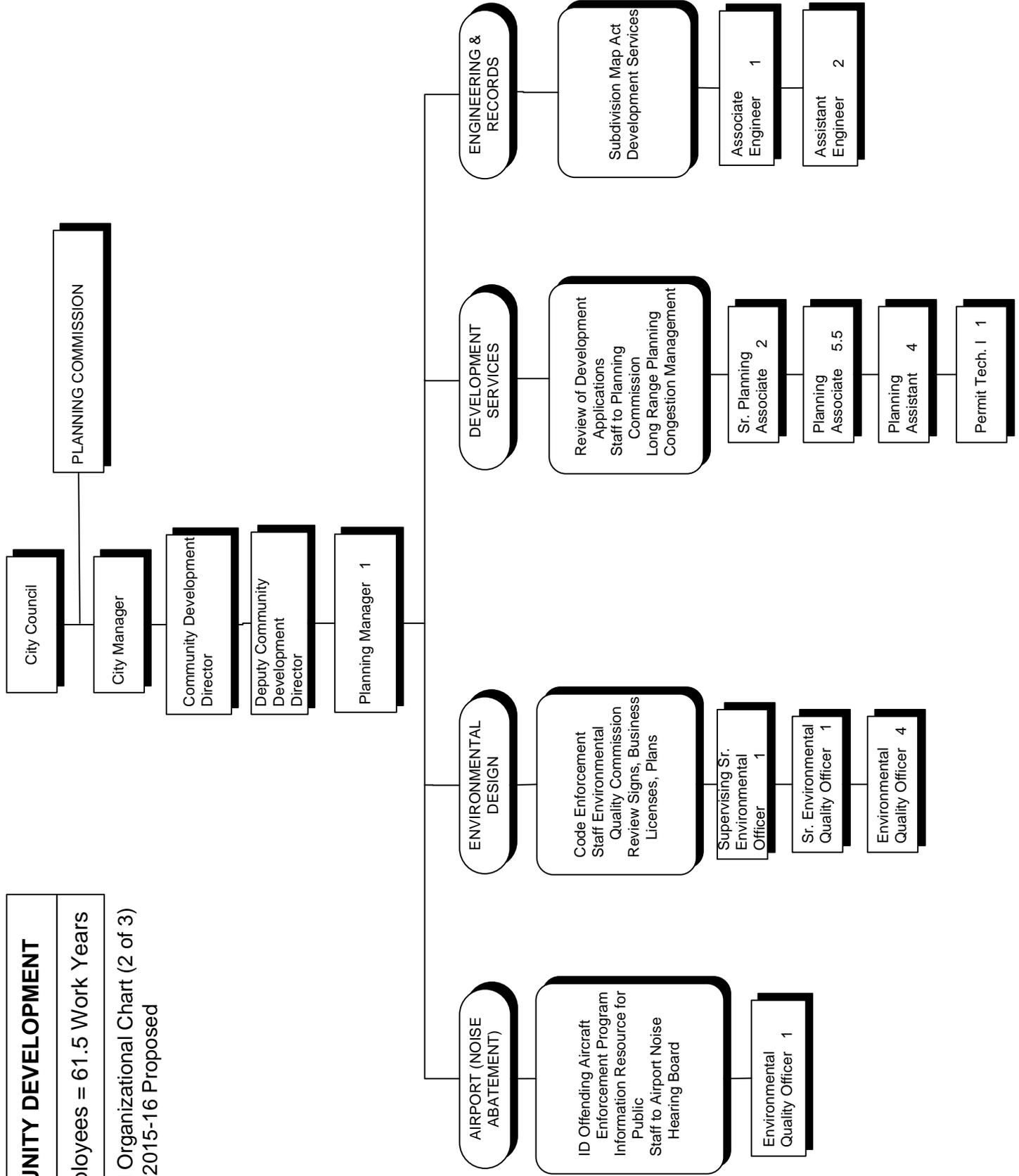
COMMUNITY DEVELOPMENT
 No. of Employees = 61.5 Work Years

Functional Organizational Chart (1 of 3)
 2015-16 Proposed



COMMUNITY DEVELOPMENT
 No. of Employees = 61.5 Work Years

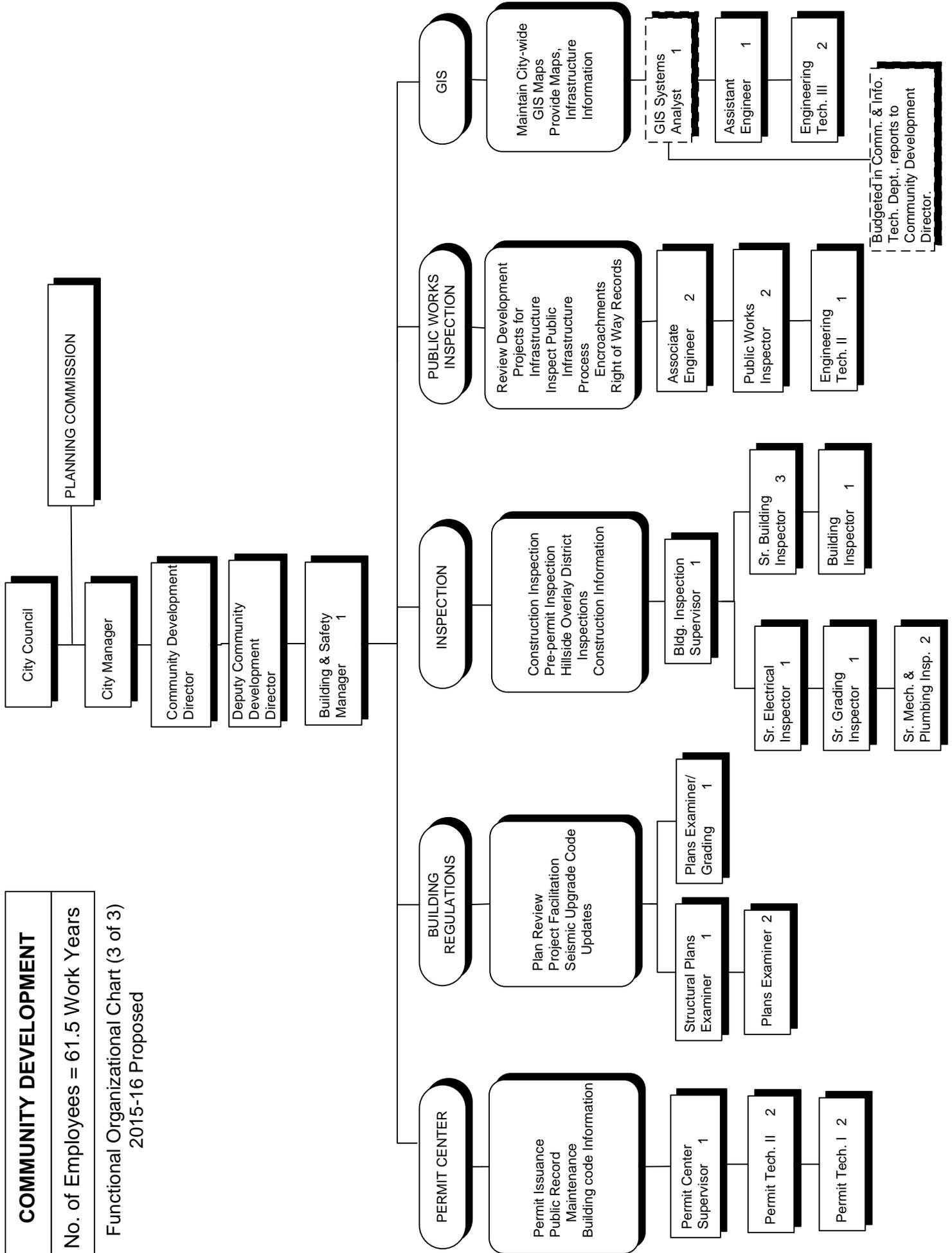
Functional Organizational Chart (2 of 3)
 2015-16 Proposed



COMMUNITY DEVELOPMENT

No. of Employees = 61.5 Work Years

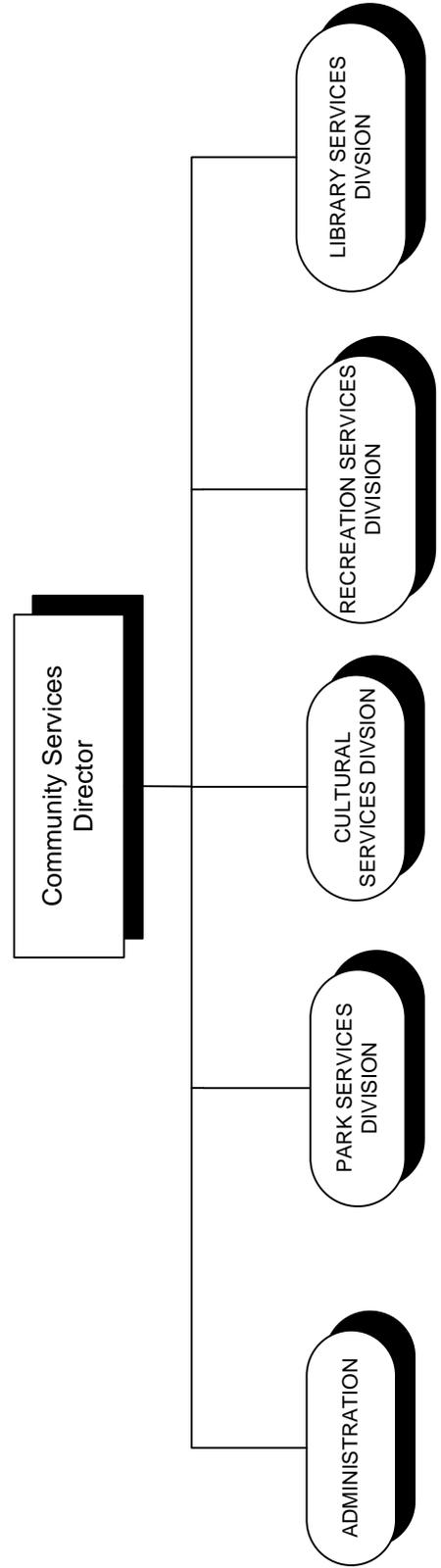
Functional Organizational Chart (3 of 3)
2015-16 Proposed



COMMUNITY SERVICES

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

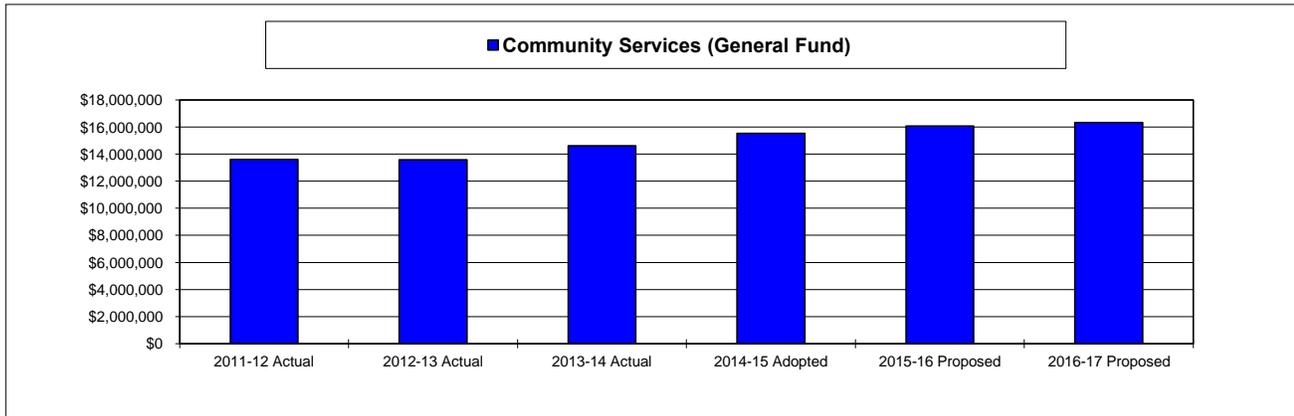
FUNCTIONAL RESPONSIBILITY

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.

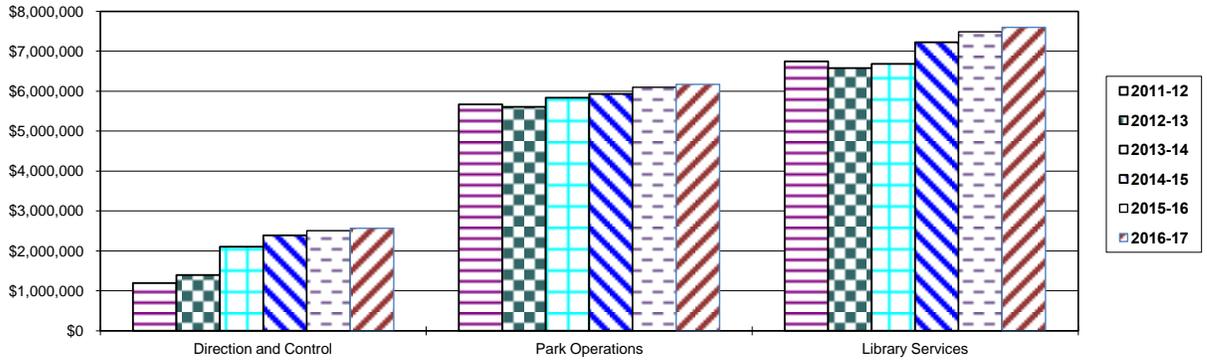
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund:						
Direction and Control	\$ 1,195,710	\$ 1,394,421	\$ 2,102,510	\$ 2,385,619	\$ 2,506,919	\$ 2,568,219
Park Operations	5,667,521	5,608,396	5,835,301	5,928,136	6,095,016	6,168,416
Library Services	6,740,926	6,573,779	6,680,639	7,224,819	7,482,952	7,598,452
General Fund Total	\$ 13,604,157	\$ 13,576,596	\$ 14,618,450	\$ 15,538,574	\$ 16,084,887	\$ 16,335,087
General Fund Revenues	\$ 594,233	\$ 642,424	\$ 755,904	\$ 718,900	\$ 718,900	\$ 718,900
Enterprise Funded:						
Recreation Services	6,002,281	5,681,818	5,010,489	5,437,121	5,603,628	5,684,928
Cultural Services	1,740,150	1,672,596	1,497,930	2,234,647	2,283,547	2,312,647
Parks & Recreation Enterprise Total	\$ 7,742,431	\$ 7,354,414	\$ 6,508,419	\$ 7,671,768	\$ 7,887,175	\$ 7,997,575
Parks & Recreation Enterprise Revenues	\$ 8,254,463	\$ 7,547,476	\$ 6,717,532	\$ 7,666,363	\$ 7,667,613	\$ 7,819,613
Community Development Block Grant (CDBG) Funded:						
Home Improvement Program	\$ -	\$ -	\$ 172,390	\$ -	\$ -	\$ -

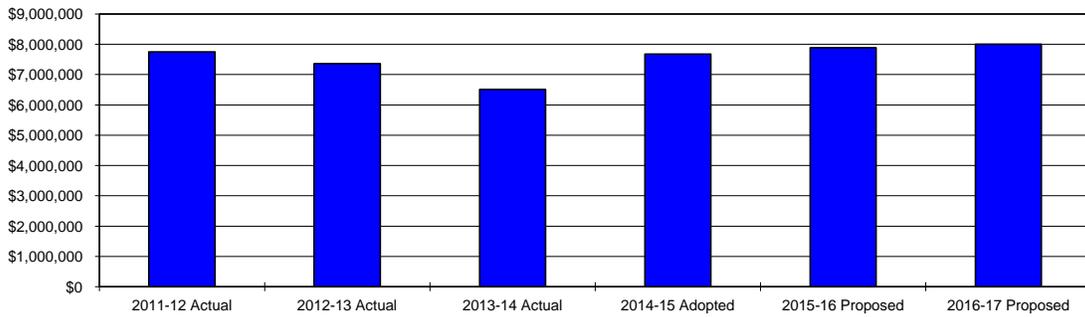
EXPENDITURES



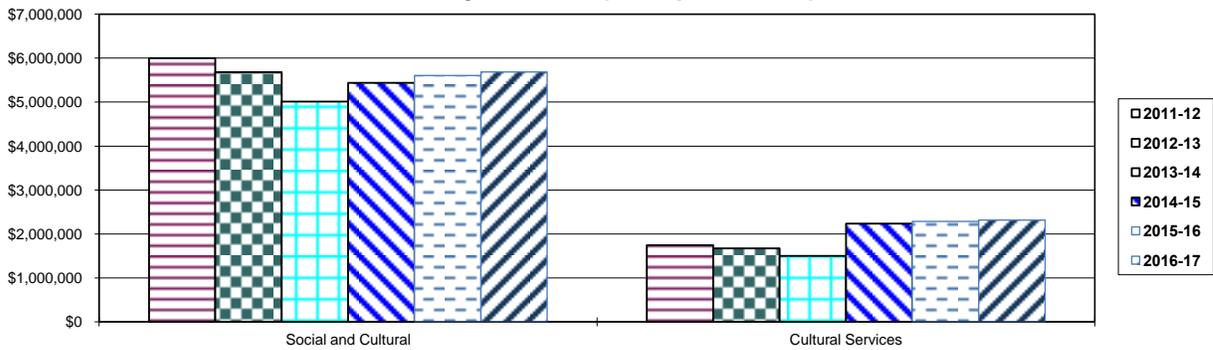
Community Services (General Fund)



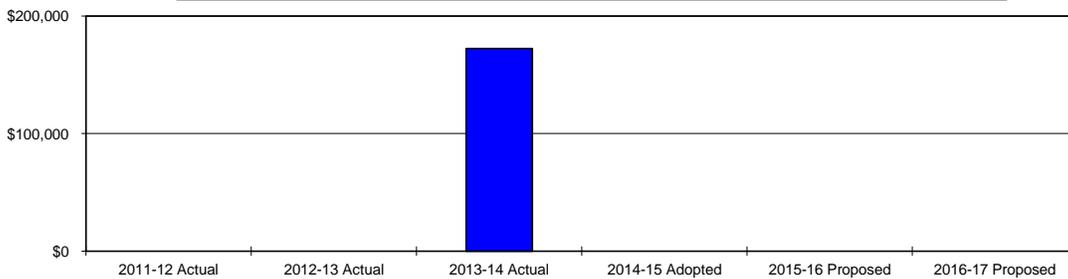
Community Services (Enterprise Fund)



Community Services (Enterprise Fund)



Community Development Block Grant (CDBG)

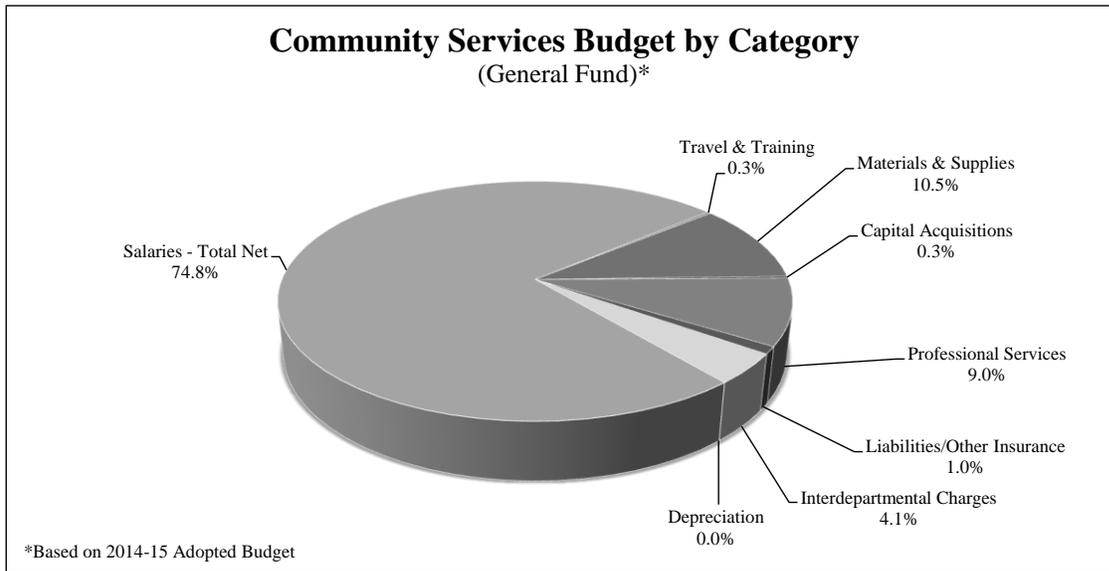


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 9,817,133	\$ 9,681,778	\$ 10,376,337	\$ 11,539,976	\$ 12,061,941	\$ 12,308,641
Overtime	171,126	118,508	143,532	22,600	23,300	23,700
Salaries - Total	9,988,259	9,800,286	10,519,869	11,562,576	12,085,241	12,332,341
Salaries - Reimbursements	(137,601)	(107,826)	(70,301)	-	-	-
Salaries - Labor Charges	115,933	89,403	53,291	66,515	67,395	67,395
Salaries - Total Net	9,966,591	9,781,863	10,502,859	11,629,091	12,152,636	12,399,736
Supplies and Services	3,615,665	3,774,434	4,078,033	3,867,483	3,890,251	3,893,351
Capital Outlay	21,901	20,299	37,558	42,000	42,000	42,000
General Fund Total	\$ 13,604,157	\$ 13,576,596	\$ 14,618,450	\$ 15,538,574	\$ 16,084,887	\$ 16,335,087

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 10,104,192	\$ 9,889,689	\$ 10,573,160	\$ 11,629,091	\$ 12,152,636	\$ 12,399,736
Salary & Benefit Reimbursements	(137,601)	(107,826)	(70,301)	-	-	-
Materials, Supplies and Maintenance	1,679,372	1,768,510	1,769,805	1,797,617	1,815,617	1,815,617
Professional Services/Contracts	1,357,248	1,446,958	1,718,574	1,391,391	1,391,391	1,391,391
Travel, Training & Membership Dues	14,413	26,069	34,829	47,526	47,526	47,526
Depreciation	-	-	-	998	998	998
Liabilities & Other Insurance	64,489	63,565	88,924	153,070	153,070	153,070
Interdepartmental Charges	559,084	547,927	549,783	561,111	568,411	571,511
Capital Acquisitions	21,901	20,299	37,558	42,000	42,000	42,000
Reimbursements from Other Funds	(155,548)	(155,969)	(162,841)	(162,050)	(162,050)	(162,050)
Operating Transfers Out	96,607	77,374	78,959	77,820	75,288	75,288
General Fund Total	\$ 13,604,157	\$ 13,576,596	\$ 14,618,450	\$ 15,538,574	\$ 16,084,887	\$ 16,335,087

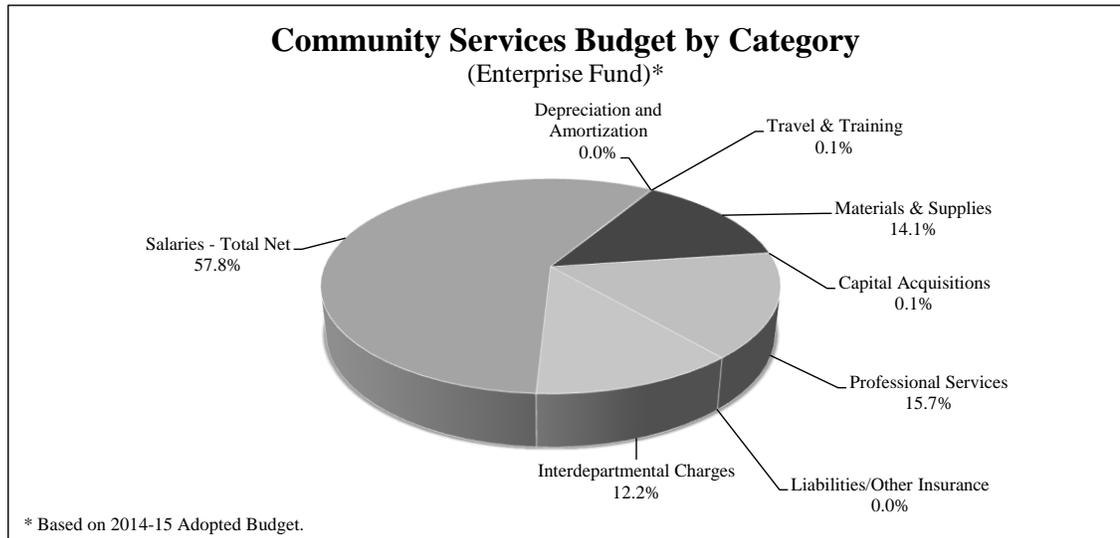


DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 5,065,647	\$ 4,737,898	\$ 4,083,274	\$ 4,407,197	\$ 4,610,504	\$ 4,712,004
Overtime	38,506	45,845	26,262	9,200	9,500	9,800
Salaries - Total	5,104,153	4,783,743	4,109,536	4,416,397	4,620,004	4,721,804
Salaries - Reimbursements	-	(823)	-	-	-	-
Salaries - Labor Charges	-	3,092	300	14,500	14,500	14,500
Salaries - Total Net	5,104,153	4,786,012	4,109,836	4,430,897	4,634,504	4,736,304
Supplies and Services	2,637,796	2,568,402	2,398,583	3,232,371	3,244,171	3,252,771
Capital Outlay	482	-	-	8,500	8,500	8,500
Total Parks & Recreation Enterprise Fund	\$ 7,742,431	\$ 7,354,414	\$ 6,508,419	\$ 7,671,768	\$ 7,887,175	\$ 7,997,575

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 5,104,153	\$ 4,786,835	\$ 4,109,836	\$ 4,430,897	\$ 4,634,504	\$ 4,736,304
Salary & Benefit Reimbursements	-	(823)	-	-	-	-
Materials, Supplies and Maintenance	969,918	945,758	859,703	1,081,480	1,081,480	1,081,480
Professional Services/Contracts	846,238	794,752	727,828	1,207,199	1,206,099	1,206,099
Travel, Training & Membership Dues	9,042	7,969	5,555	9,320	10,320	10,320
Depreciation and Amortization	1,498	916	500	500	500	500
Liabilities & Other Insurance	9,396	19,396	-	-	-	-
Interdepartmental Charges	756,609	753,819	761,030	776,722	788,622	797,222
Capital Acquisitions	482	-	-	8,500	8,500	8,500
Asset Contra Account	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	45,095	45,792	43,967	157,150	157,150	157,150
Total Parks & Recreation Enterprise Fund	\$ 7,742,431	\$ 7,354,414	\$ 6,508,419	\$ 7,671,768	\$ 7,887,175	\$ 7,997,575



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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ -	\$ -	\$ 142,853	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	142,853	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	-	-	142,853	-	-	-
Supplies and Services	-	-	29,537	-	-	-
Capital Outlay	-	-	-	-	-	-
Total CDBG Fund	\$ -	\$ -	\$ 172,390	\$ -	\$ -	\$ -

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits			\$ 142,853			
Salary & Benefit Reimbursements						
Materials, Supplies and Maintenance			24,533			
Professional Services/Contracts			5,004			
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	\$ -	\$ -	\$ 172,390	\$ -	\$ -	\$ -

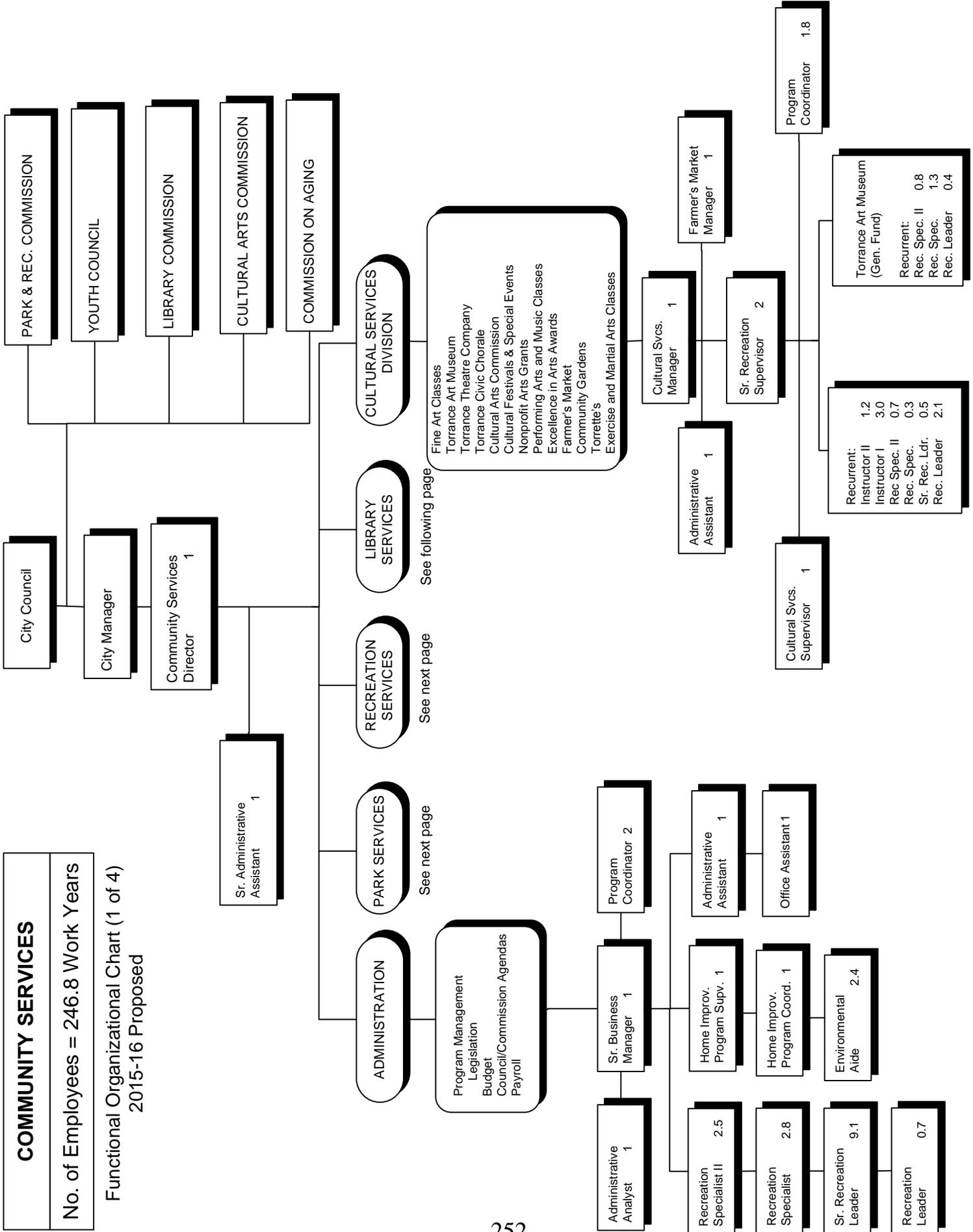
**COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Community Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Services Manager	-	-	1.0	1.0	1.0	1.0
Cultural Services Manager	-	-	1.0	1.0	1.0	1.0
Senior Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Program Coordinator	2.0	2.0	2.0	2.0	2.0	2.0
Nature Center Manager	-	-	1.0	1.0	1.0	1.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Home Improvement Program Supervisor	-	1.0	-	1.0	1.0	1.0
Home Improvement Program Coordinator	-	1.0	-	1.0	1.0	1.0
Environmental Aide	-	-	-	2.4	2.4	2.4
Recreation Specialist II	0.9	0.9	2.5	2.5	2.5	2.5
Recreation Specialist	1.5	1.5	2.8	2.8	2.8	2.8
Senior Recreation Leader	6.4	6.4	9.1	9.1	9.1	9.1
Recreation Leader	0.3	0.3	0.7	0.7	0.7	0.7
Intern	-	-	0.5	0.5	0.5	0.5
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	-	-	-	-	-	-
Pest Control Technician	1.0	1.0	1.0	1.0	1.0	1.0
Lead Maintenance Worker	14.0	14.0	15.0	15.0	15.0	15.0
Maintenance Worker	23.6	23.6	23.6	23.6	23.6	23.6
Administrative Assistant	-	-	-	-	3.0	3.0
Secretary	3.0	3.0	3.0	3.0	-	-
Office Assistant	-	-	-	-	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	-	-
City Librarian	1.0	1.0	1.0	1.0	1.0	1.0
Principal Librarian	2.0	2.0	2.0	2.0	2.0	2.0
Senior Librarian	6.0	6.0	6.0	6.0	6.0	6.0
Librarian	13.5	13.5	13.5	13.5	13.5	13.5
Library Assistant II	11.0	11.0	11.0	11.0	11.0	11.0
Library Assistant I	8.0	13.0	13.0	13.0	13.0	13.0
Junior Library Clerk I - recurrent	17.0	7.0	7.0	7.0	7.0	7.0
Junior Library Clerk II - recurrent	5.0	2.5	2.5	2.5	2.5	2.5
Library Page - recurrent	19.0	19.0	19.0	19.0	19.0	19.0
Total General Fund	144.2	138.7	147.2	151.6	151.6	151.6
Parks and Recreation Enterprise Fund	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Recreation Services Manager	1.0	1.0	-	-	-	-
Cultural Services Manager	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
Aquatics Program Coordinator	-	-	-	-	1.0	1.0
Program Coordinator	3.8	3.8	3.8	3.8	2.8	2.8
Farmer's Market Manager	-	-	-	1.0	1.0	1.0
Market Manager	1.0	1.0	1.0	-	-	-
Nature Center Manager	1.0	1.0	-	-	-	-
Lead Maintenance Worker	1.0	1.0	-	-	-	-
Administrative Assistant	-	-	-	-	2.0	2.0
Secretary	2.0	2.0	2.0	2.0	-	-
Typist Clerk	1.0	1.0	-	-	-	-
Recreation Specialist II	6.8	6.8	6.6	6.6	6.6	6.6
Recreation Specialist	13.1	13.1	12.9	12.9	12.9	12.9
Senior Recreation Leader	30.7	30.7	20.2	21.6	21.6	21.6
Recreation Leader	26.2	26.2	18.6	18.6	18.6	18.6
Recreation Assistant	0.5	0.5	-	-	-	-
Pool Manager	0.3	0.3	0.8	-	-	-
Assistant Pool Manager	0.8	0.8	1.8	1.8	1.8	1.8
Instructor II	1.9	1.9	1.2	1.2	1.2	1.2
Instructor I	3.3	3.3	3.0	3.0	3.0	3.0
Intern	0.3	0.3	-	-	-	-
Aquatics Instructor	3.4	3.4	4.7	4.7	4.7	4.7
Lifeguard	2.1	2.1	2.8	2.8	2.8	2.8
Pool Cashier/Clerk	0.4	0.4	0.4	0.4	0.4	0.4
Pool Locker Room Attendant	0.9	0.9	2.8	2.8	2.8	2.8
Total Parks & Recreation Enterprise Fund	114.5	114.5	94.6	95.2	95.2	95.2
Community Development Block Grant (CDBG) Fund	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Home Improvement Program Supervisor	-	-	1.0	-	-	-
Home Improvement Program Coordinator	-	-	1.0	-	-	-
Environmental Aide	-	-	2.4	-	-	-
Total CDBG Fund	-	-	4.4	-	-	-
Grand Total	258.7	253.2	246.2	246.8	246.8	246.8

COMMUNITY SERVICES

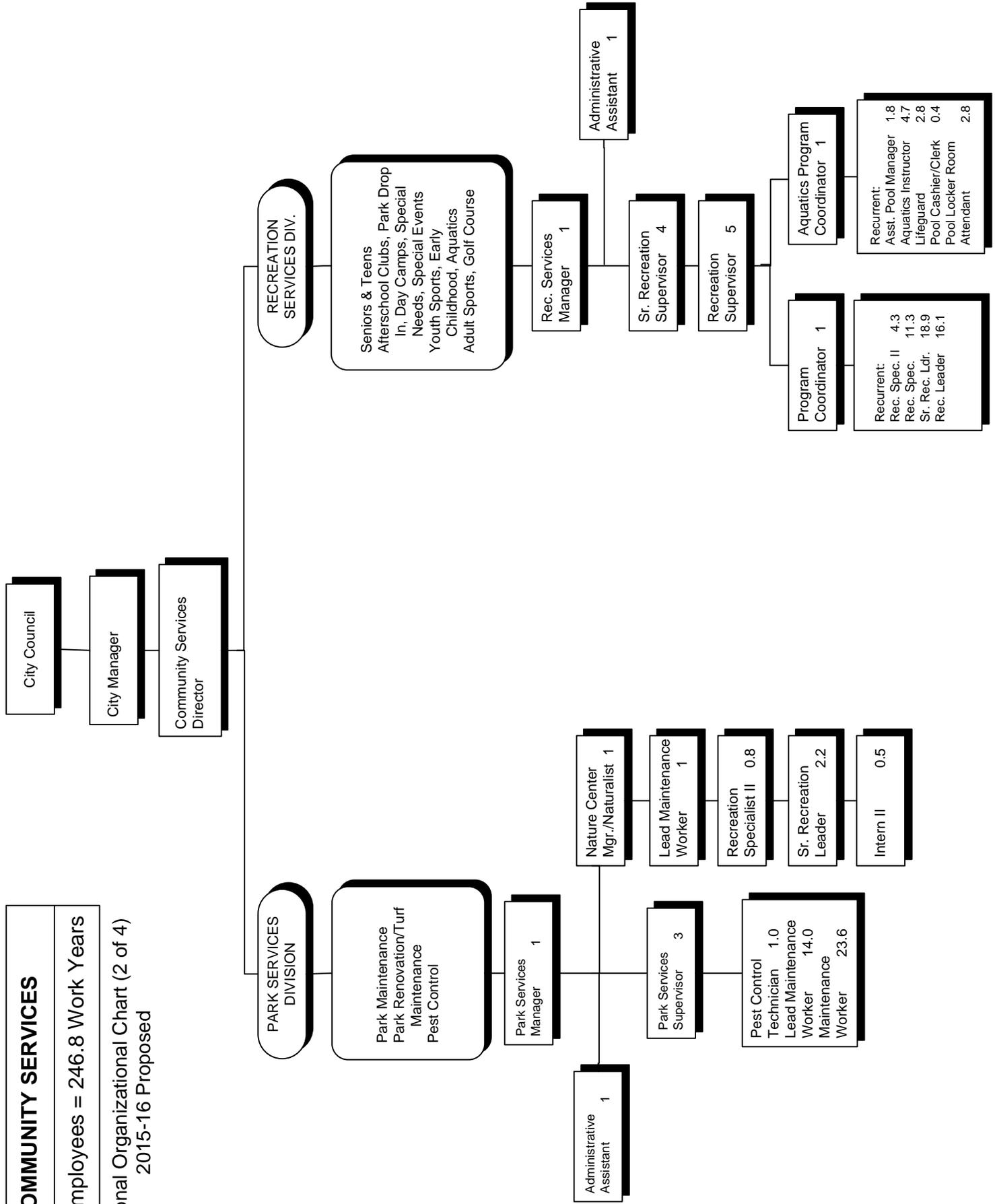
No. of Employees = 246.8 Work Years

Functional Organizational Chart (1 of 4)
2015-16 Proposed



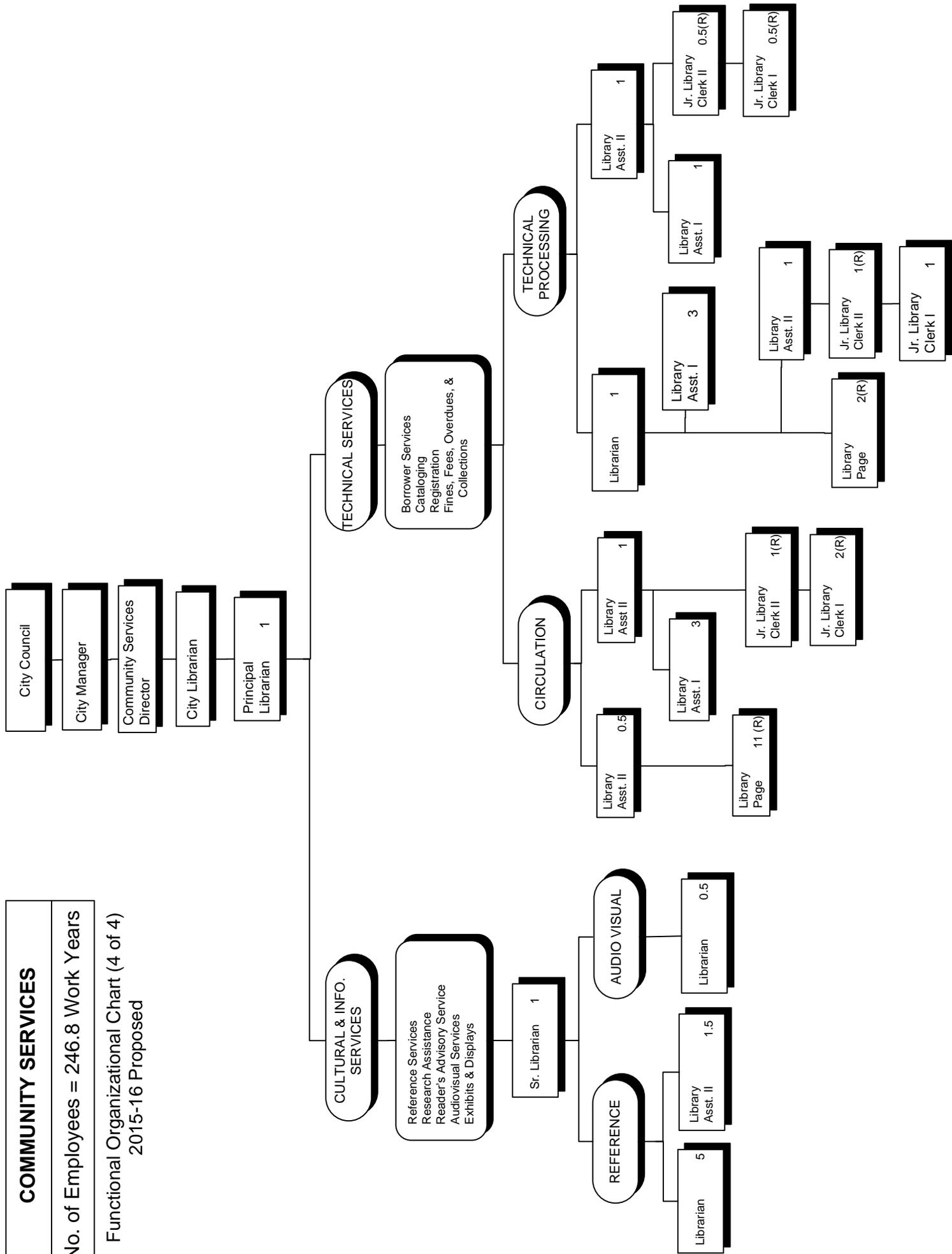
COMMUNITY SERVICES
 No. of Employees = 246.8 Work Years

Functional Organizational Chart (2 of 4)
 2015-16 Proposed



COMMUNITY SERVICES
 No. of Employees = 246.8 Work Years

Functional Organizational Chart (4 of 4)
 2015-16 Proposed



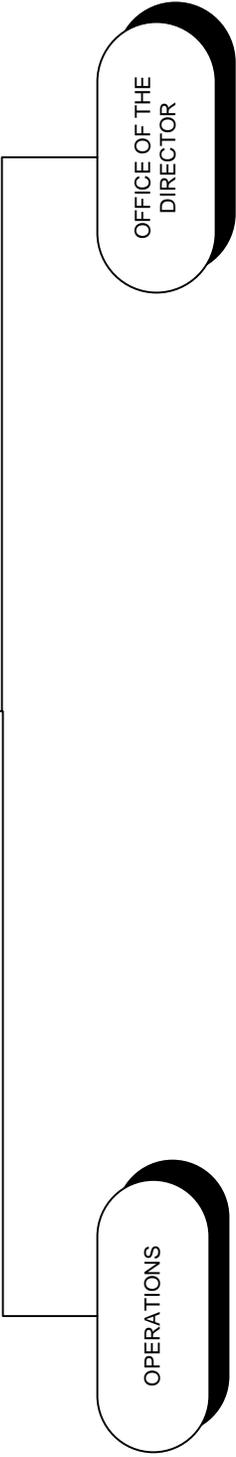
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FINANCE

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

DEPARTMENT ORGANIZATION

Finance Director



Finance

MISSION STATEMENT

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

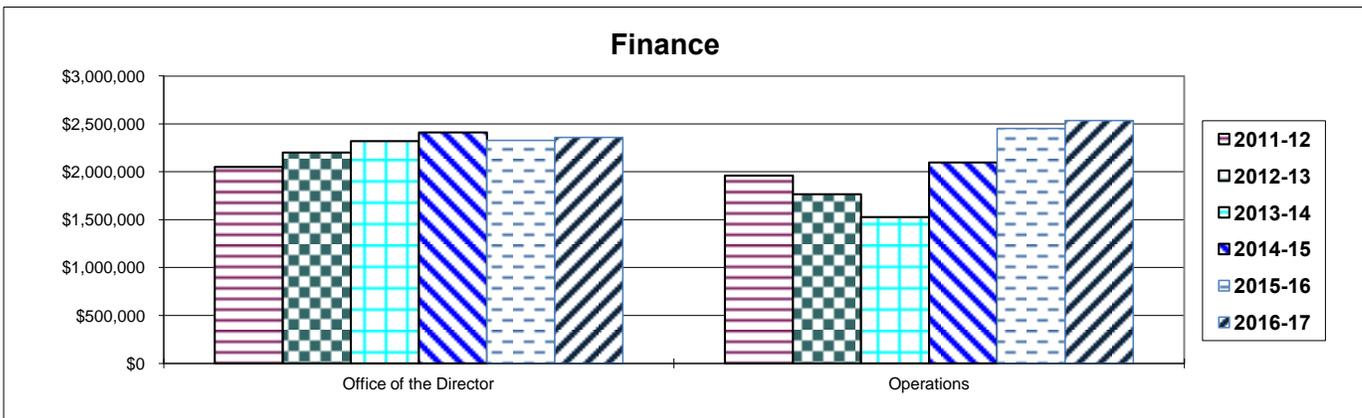
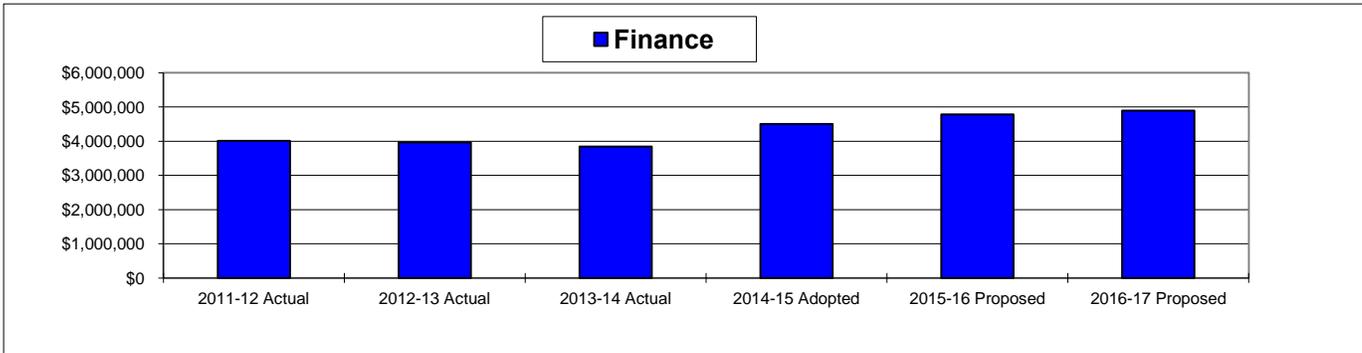
FUNCTIONAL RESPONSIBILITIES

The function of the Finance Department is to be responsible for the financial administration, budgeting, purchasing, accounting and auditing of City fiscal resources, the issuing of business licenses, and the billing and collection of all monies due the City. The Finance Director assists the City Manager in preparing and administering the operating and capital improvement budgets, serves as advisor to the Land Management Team, and presents to the City Council, through the City Manager, an annual audited statement of the City's financial condition, prepared in accordance with governmental reporting standards promulgated by the Governmental Accounting Standards Board (GASB). 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	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Office of the Director	\$ 2,050,523	\$ 2,201,273	\$ 2,319,527	\$ 2,409,876	\$ 2,327,552	\$ 2,358,452
Operations	1,958,376	1,764,310	1,527,523	2,096,418	2,452,452	2,533,752
General Fund Total	\$ 4,008,899	\$ 3,965,583	\$ 3,847,050	\$ 4,506,294	\$ 4,780,004	\$ 4,892,204
General Fund Revenues	\$ 45,618	\$ 20,095	\$ -	\$ -	\$ -	\$ -

EXPENDITURES

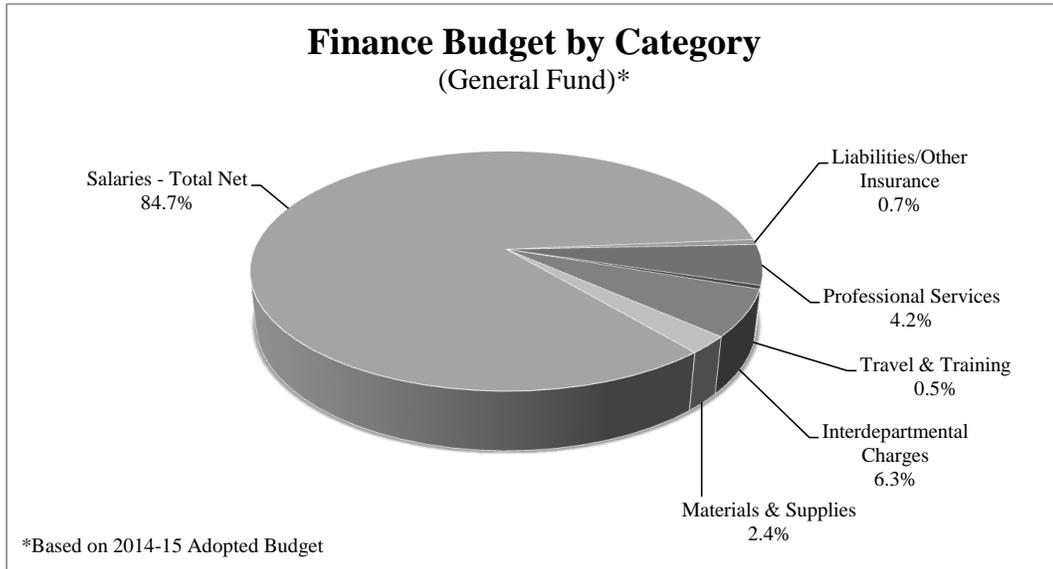


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 4,600,382	\$ 4,484,695	\$ 4,522,397	\$ 5,064,776	\$ 5,443,976	\$ 5,549,676
Overtime	27,487	56,072	57,169	55,200	59,700	60,700
Salaries - Total	4,627,869	4,540,767	4,579,566	5,119,976	5,503,676	5,610,376
Salaries - Reimbursements	(1,110,698)	(1,128,592)	(1,579,184)	(1,301,739)	(1,368,329)	(1,366,429)
Salaries - Labor Charges	1,081	2,626	5,435	-	-	-
Salaries - Total Net	3,518,252	3,414,801	3,005,817	3,818,237	4,135,347	4,243,947
Supplies and Services	490,647	550,782	827,467	688,057	644,657	648,257
Capital Outlay	-	-	13,766	-	-	-
General Fund Total	\$ 4,008,899	\$ 3,965,583	\$ 3,847,050	\$ 4,506,294	\$ 4,780,004	\$ 4,892,204

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 4,628,950	\$ 4,543,393	\$ 4,585,001	\$ 5,119,976	\$ 5,503,676	\$ 5,610,376
Salary & Benefit Reimbursements	(1,110,698)	(1,128,592)	(1,579,184)	(1,301,739)	(1,368,329)	(1,366,429)
Materials, Supplies and Maintenance	59,549	62,845	55,644	105,980	105,980	105,980
Professional Services/Contracts	115,128	132,376	140,412	245,529	195,529	195,529
Travel, Training & Membership Dues	10,741	13,088	13,810	20,830	20,830	20,830
Liabilities & Other Insurance	11,460	16,934	13,939	32,524	32,524	32,524
Interdepartmental Charges	249,890	237,526	241,473	247,364	251,964	255,564
Capital Acquisitions	-	-	13,766	-	-	-
Bad Debts and Other Losses	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	43,879	88,013	362,189	35,830	37,830	37,830
General Fund Total	\$ 4,008,899	\$ 3,965,583	\$ 3,847,050	\$ 4,506,294	\$ 4,780,004	\$ 4,892,204

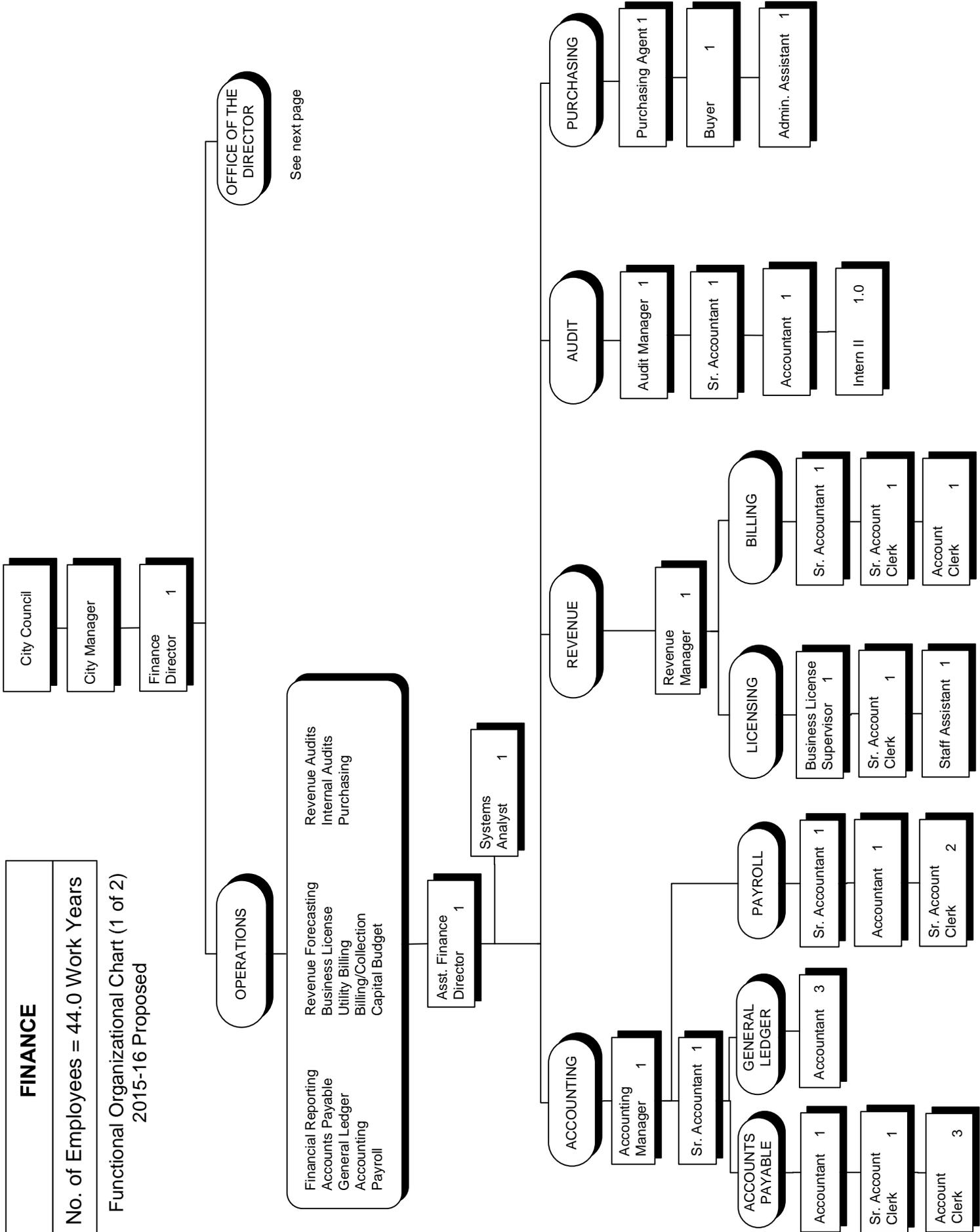


**FINANCE
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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	1.0	1.0
Workers' Compensation Manager	-	1.0	1.0	1.0	1.0	1.0
Audit Manager	1.0	1.0	1.0	1.0	1.0	1.0
Budget Manager	1.0	1.0	1.0	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0	1.0	1.0	1.0
Revenue Manager	-	-	-	-	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
Business License Supervisor	-	-	-	-	1.0	1.0
Accountant	7.0	7.0	7.0	7.0	6.0	6.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	-	-	1.0	1.0	1.0	1.0
Workers' Compensation Claims Examiner	-	2.0	2.0	2.0	2.0	2.0
Claims Technician	-	3.0	3.0	3.0	3.0	3.0
Buyer	-	-	-	-	1.0	1.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	6.0	6.0	6.0	6.0	5.0	5.0
Account Clerk	4.0	4.0	4.0	4.0	4.0	4.0
Administrative Assistant	-	-	-	-	2.0	2.0
Secretary	2.0	2.5	2.5	2.5	-	-
Office Assistant	-	-	-	-	1.0	1.0
Typist Clerk	-	1.0	1.0	1.0	-	-
Intern	3.0	4.0	4.0	4.0	2.0	2.0
Total	35.0	44.5	45.5	45.5	44.0	44.0

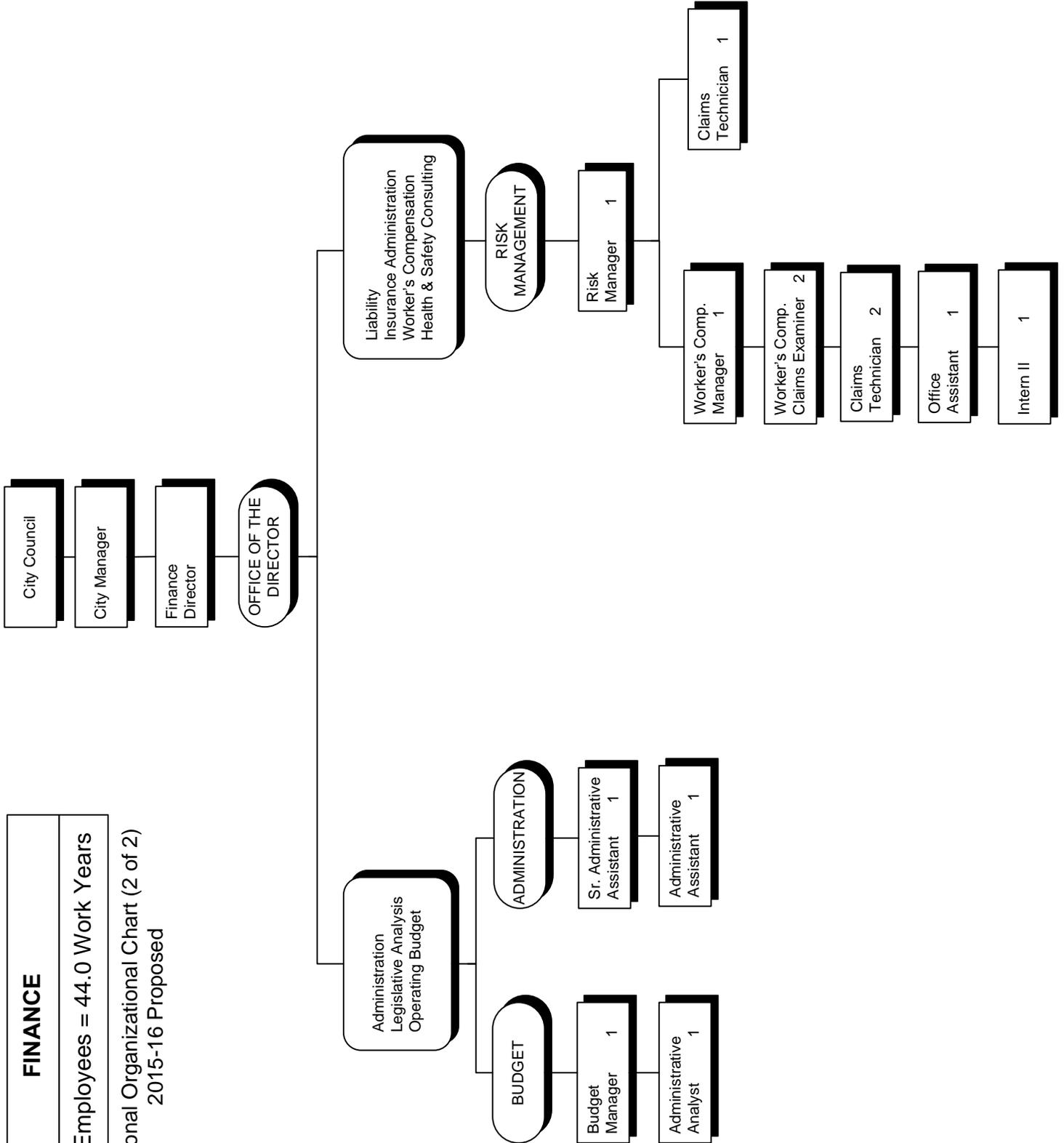
FINANCE
 No. of Employees = 44.0 Work Years

Functional Organizational Chart (1 of 2)
 2015-16 Proposed



FINANCE
 No. of Employees = 44.0 Work Years

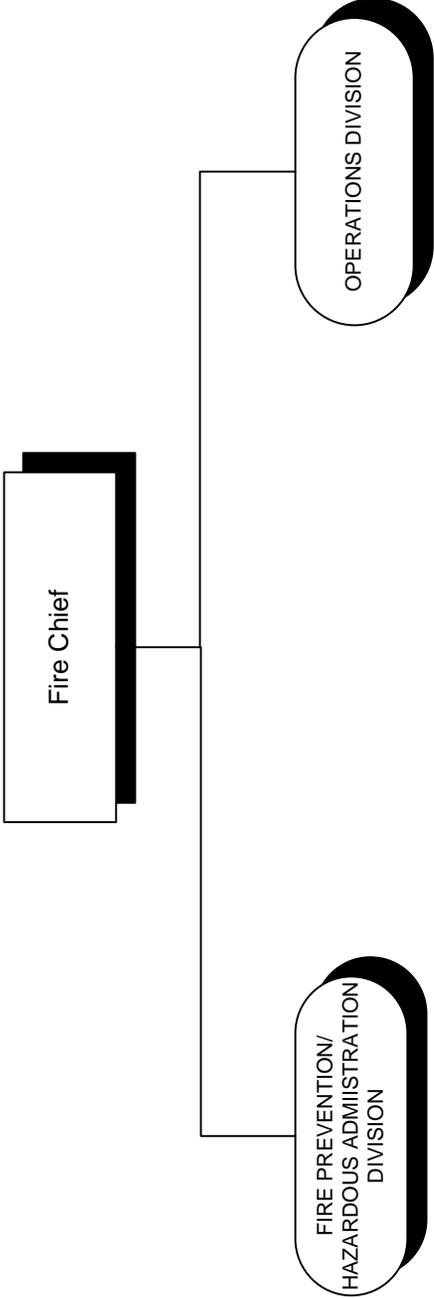
Functional Organizational Chart (2 of 2)
 2015-16 Proposed



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

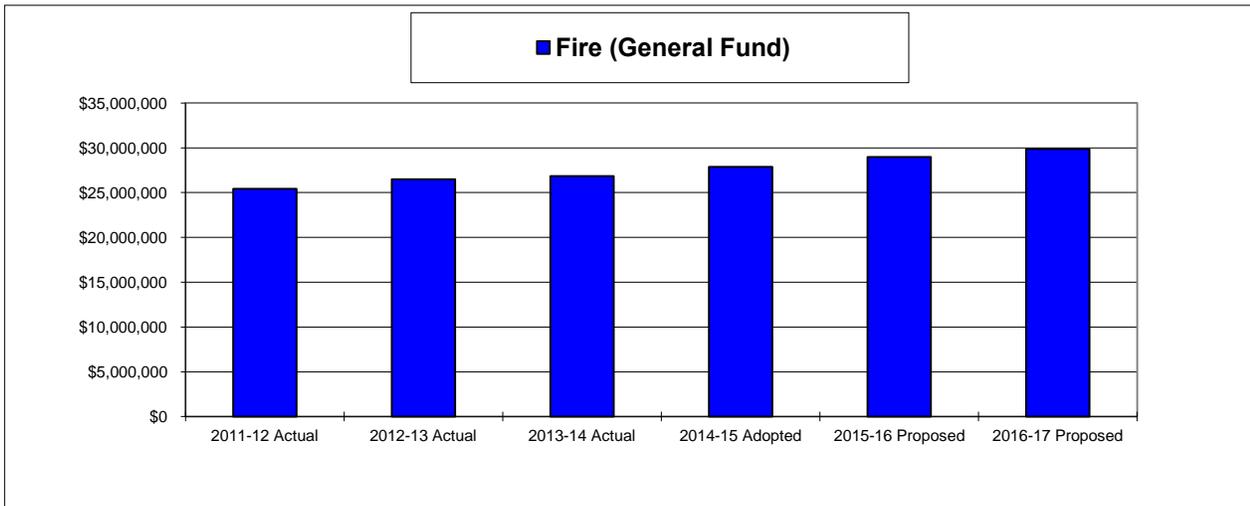
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances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

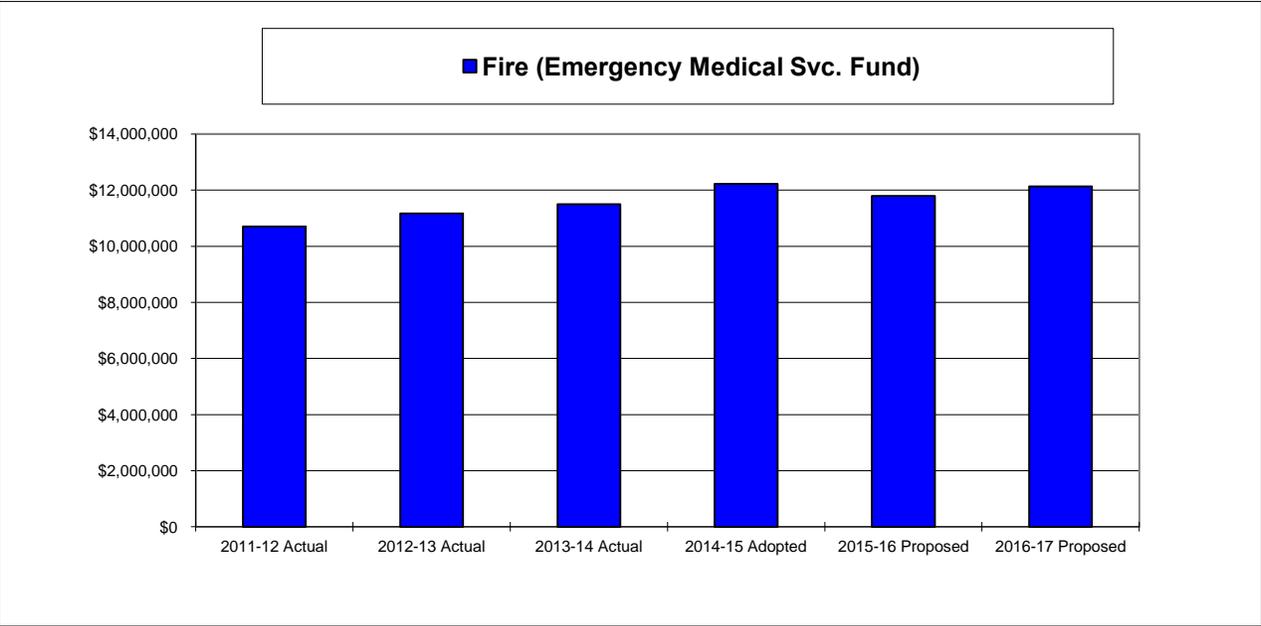
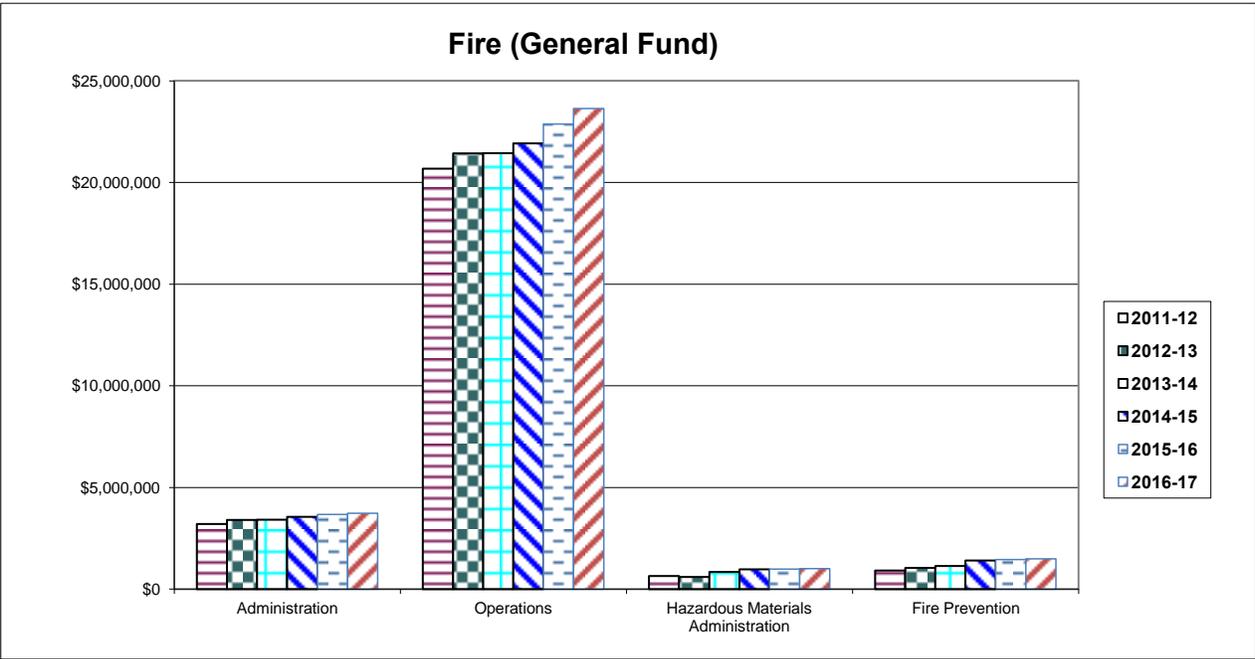
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Administration	\$ 3,204,949	\$ 3,402,560	\$ 3,413,038	\$ 3,560,003	\$ 3,677,480	\$ 3,728,295
Operations	20,679,702	21,428,388	21,442,788	21,931,128	22,873,228	23,643,928
Hazardous Materials Administration	640,752	603,602	840,667	974,452	991,852	1,013,152
Fire Prevention	914,281	1,045,642	1,139,285	1,410,900	1,449,900	1,488,300
General Fund Total	\$ 25,439,684	\$ 26,480,192	\$ 26,835,778	\$ 27,876,483	\$ 28,992,460	\$ 29,873,675
General Fund Revenues	\$ 1,466,778	\$ 1,853,641	\$ 1,677,457	\$ 1,760,405	\$ 1,763,604	\$ 1,766,873
Emergency Medical Services Fund						
Emergency Medical Services Expenditures	\$ 10,706,211	\$ 11,168,509	\$ 11,498,016	\$ 12,220,525	\$ 11,793,470	\$ 12,128,670
Emergency Medical Services Revenues	\$ 10,706,211	\$ 11,005,566	\$ 11,491,286	\$ 12,208,290	\$ 11,782,490	\$ 12,117,690

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

EXPENDITURES



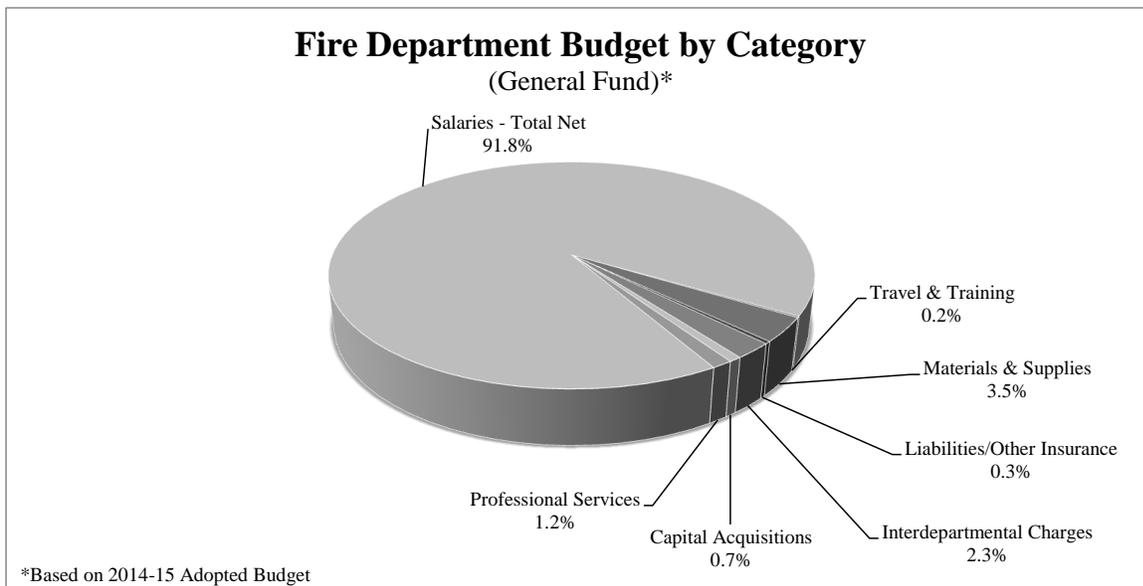


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 21,068,395	\$ 21,627,199	\$ 21,860,387	\$ 23,258,420	\$ 24,308,420	\$ 25,125,020
Overtime	2,716,103	3,016,784	3,212,200	2,595,900	2,638,000	2,695,900
Salaries - Total	23,784,498	24,643,983	25,072,587	25,854,320	26,946,420	27,820,920
Salaries - Reimbursements	(122)	(2,142)	(550)	-	-	-
Salaries - Labor Charges	12,677	13,521	19,271	13,818	14,181	14,181
Salaries - Total Net	23,797,053	24,655,362	25,091,308	25,868,138	26,960,601	27,835,101
Supplies and Services	1,578,700	1,718,999	1,656,904	1,805,601	1,829,115	1,835,830
Capital Outlay	63,931	105,831	87,566	202,744	202,744	202,744
General Fund Total	\$ 25,439,684	\$ 26,480,192	\$ 26,835,778	\$ 27,876,483	\$ 28,992,460	\$ 29,873,675

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 23,797,175	\$ 24,657,504	\$ 25,091,858	\$ 25,868,138	\$ 26,960,601	\$ 27,835,101
Salary & Benefit Reimbursements	(122)	(2,142)	(550)	-	-	-
Materials, Supplies and Maintenance	960,020	1,047,770	971,599	965,067	965,067	965,067
Professional Services/Contracts	258,260	276,722	281,087	333,730	333,530	333,530
Travel, Training & Membership Dues	40,649	54,895	58,144	61,620	61,620	61,620
Liabilities & Other Insurance	58,634	45,450	42,429	95,046	95,046	95,046
Interdepartmental Charges	427,679	478,614	489,052	511,329	529,129	535,844
Capital Acquisitions	63,931	105,831	87,566	202,744	202,744	202,744
Reimbursements from Other Funds	(279,652)	(305,652)	(305,652)	(279,652)	(279,652)	(279,652)
Interfund Loan Principal Repayment	-	-	-	-	-	-
Operating Transfers Out	113,110	121,200	120,245	118,461	124,375	124,375
General Fund Total	\$ 25,439,684	\$ 26,480,192	\$ 26,835,778	\$ 27,876,483	\$ 28,992,460	\$ 29,873,675

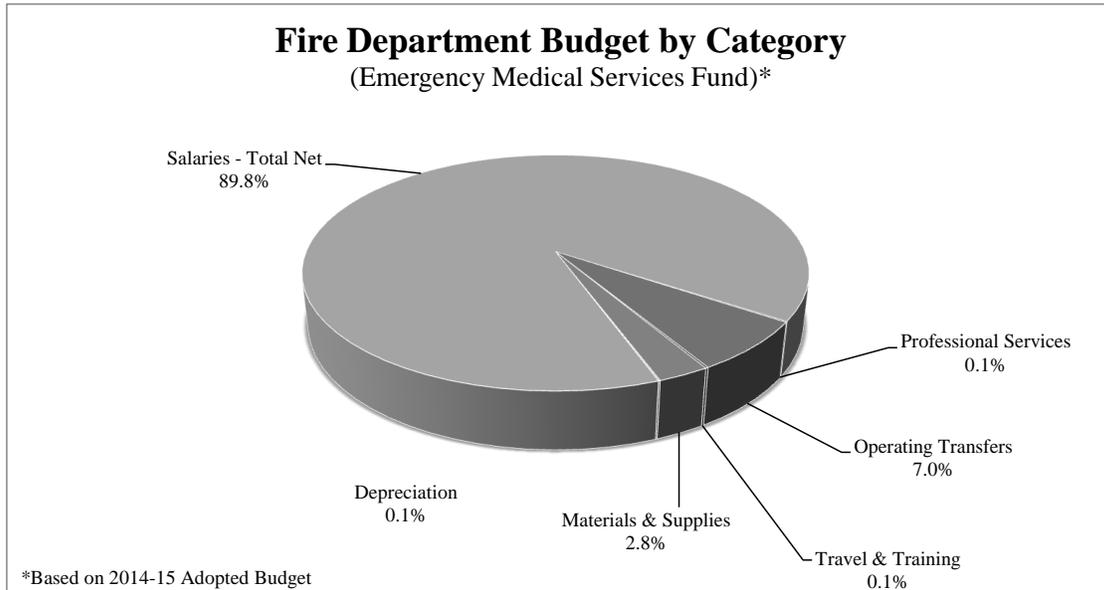


DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 8,474,386	\$ 8,475,271	\$ 8,274,525	\$ 9,352,677	\$ 9,761,177	\$ 10,065,777
Overtime	1,329,108	1,486,371	2,018,418	1,626,000	1,641,700	1,672,300
Salaries - Total	9,803,494	9,961,642	10,292,943	10,978,677	11,402,877	11,738,077
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	9,803,494	9,961,642	10,292,943	10,978,677	11,402,877	11,738,077
Supplies and Services	901,135	1,205,504	1,205,073	1,194,848	343,593	343,593
Capital Outlay	1,582	1,363	-	47,000	47,000	47,000
Emergency Medical Services Total	\$ 10,706,211	\$ 11,168,509	\$ 11,498,016	\$ 12,220,525	\$ 11,793,470	\$ 12,128,670

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 9,803,494	\$ 9,961,642	\$ 10,292,943	\$ 10,978,677	\$ 11,402,877	\$ 11,738,077
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	286,358	301,741	307,234	344,582	344,582	344,582
Professional Services/Contracts	14,715	16,388	16,350	17,031	17,031	17,031
Travel, Training & Membership Dues	21,659	25,193	41,820	18,000	18,000	18,000
Depreciation & Amortization	12,235	12,235	11,827	12,235	10,980	10,980
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Capital Acquisitions	1,582	1,363	27,842	47,000	47,000	47,000
Reimbursements from Other Funds	-	-	-	(47,000)	(47,000)	(47,000)
Operating Transfers Out	566,168	849,947	800,000	850,000	-	-
Emergency Medical Services Total	\$ 10,706,211	\$ 11,168,509	\$ 11,498,016	\$ 12,220,525	\$ 11,793,470	\$ 12,128,670



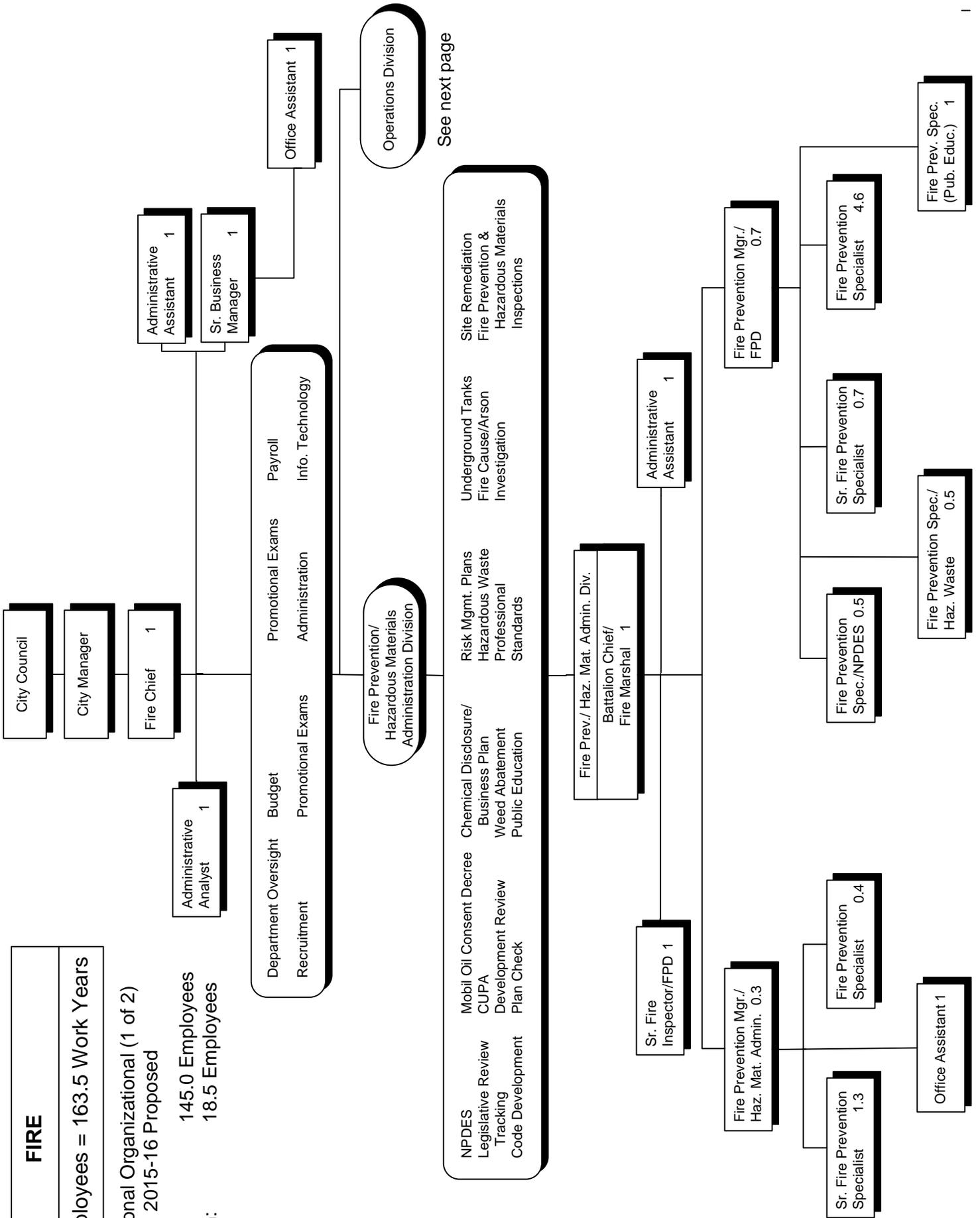
FIRE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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
Battalion Chiefs*:						
Administrative Chief	1.0	1.0	1.0	1.0	1.0	1.0
Fire Marshall	-	-	-	-	-	-
Platoon Commander	3.0	3.0	3.0	3.0	3.0	3.0
Fire Captains*:	-	-	-	-	-	-
Assistant Fire Marshall	-	-	-	-	-	-
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*	27.0	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 Fighter*	33.0	33.0	33.0	33.0	33.0	33.0
Fire Prevention Manager	-	1.0	1.0	1.0	1.0	1.0
Operations Manager	1.0	-	-	-	-	-
Sr. Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Fire Prevention Specialist	-	-	-	2.0	2.0	2.0
Senior Fire Prevention Officer	1.0	1.0	1.0	-	-	-
Hazardous Materials Analyst	1.0	1.0	1.0	-	-	-
Hazardous Materials Specialist	1.0	1.0	1.0	-	-	-
Fire Prevention Specialist	6.0	6.0	6.0	7.0	7.0	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	-	-	-	-	3.0	3.0
Secretary	3.0	3.0	3.0	3.0	-	-
Office Assistant	-	-	-	-	2.0	2.0
Typist Clerk	1.0	2.0	2.0	2.0	-	-
Intern	0.5	0.5	0.5	0.5	0.5	0.5
Total General Fund	112.5	113.5	113.5	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	162.5	163.5	163.5	163.5	163.5	163.5
Sworn Personnel*	145.0	145.0	145.0	145.0	145.0	145.0
Non-Sworn Personnel	17.5	18.5	18.5	18.5	18.5	18.5
	162.5	163.5	163.5	163.5	163.5	163.5

FIRE
 No. of Employees = 163.5 Work Years

Functional Organizational (1 of 2)
 2015-16 Proposed

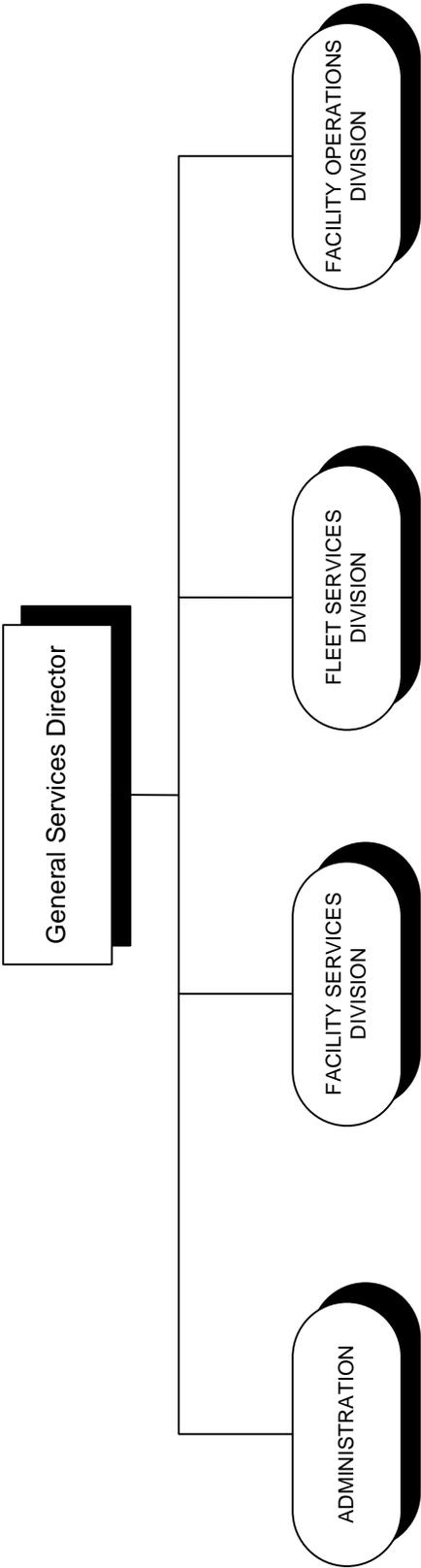
Sworn: 145.0 Employees
 Non-Sworn: 18.5 Employees



GENERAL SERVICES

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

DEPARTMENT ORGANIZATION



General Services

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

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

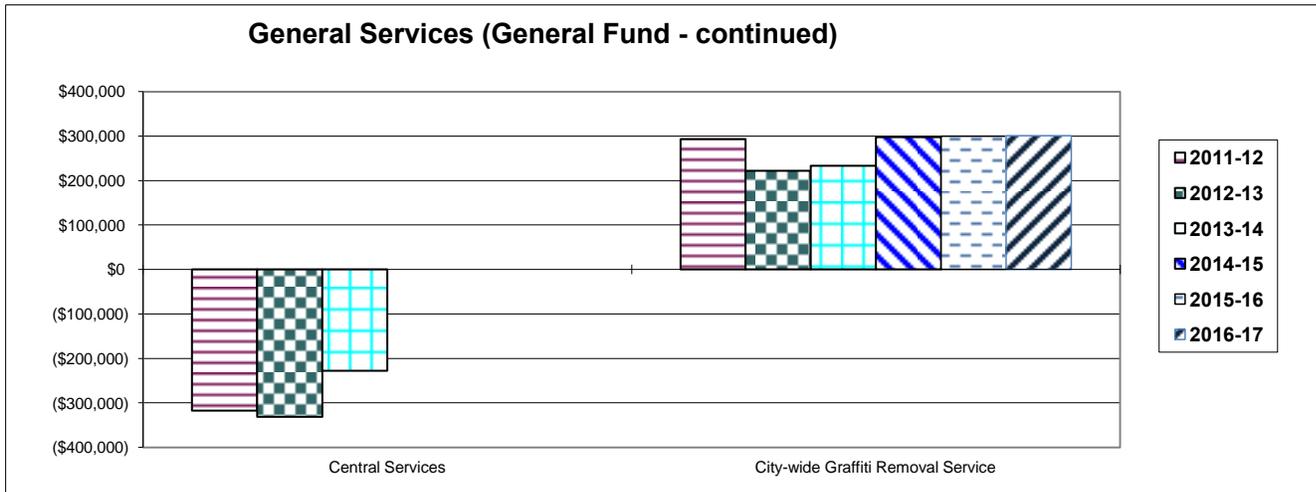
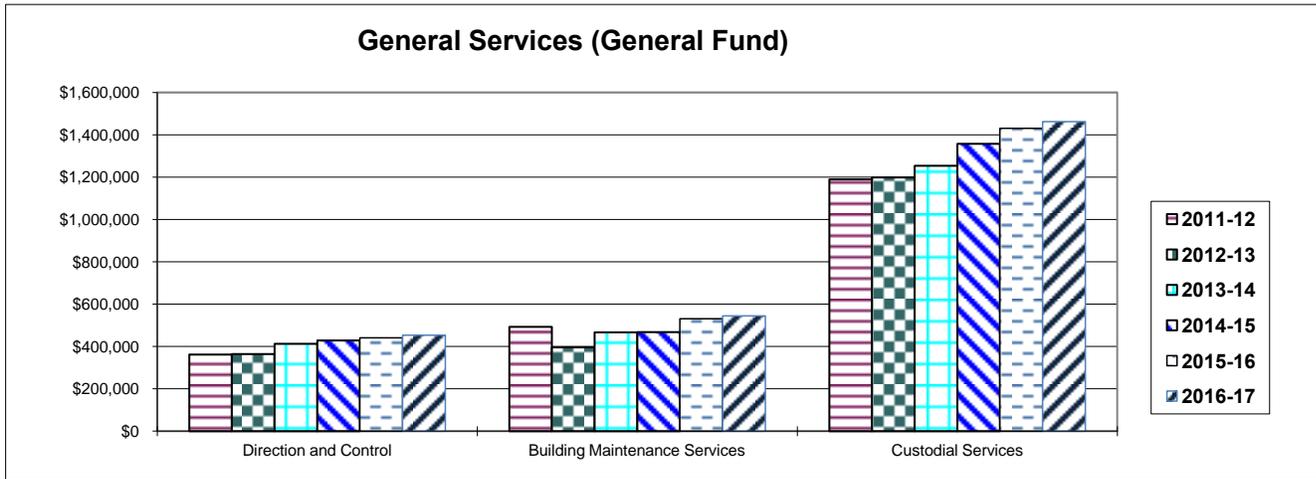
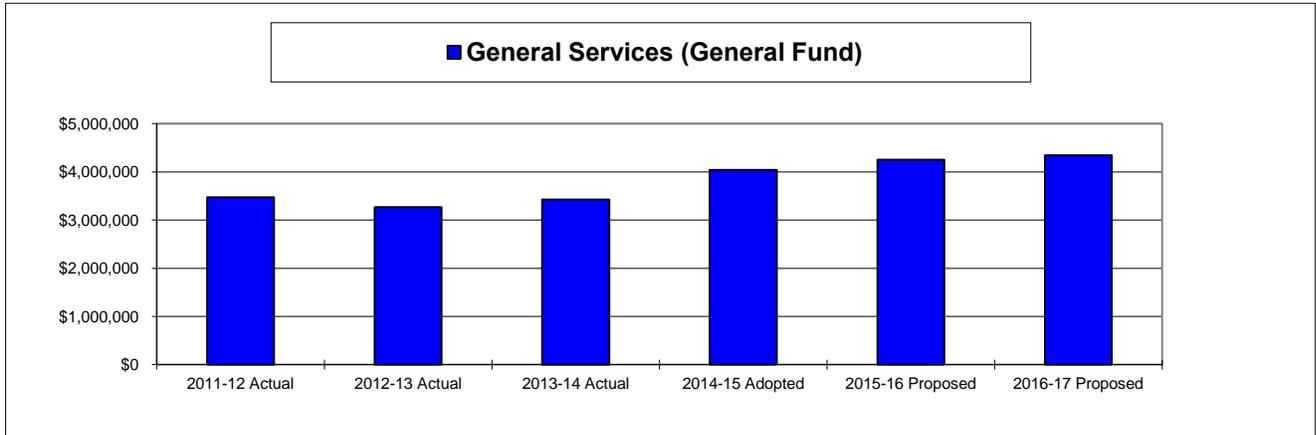
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

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

DEPARTMENT BUDGET SUMMARY

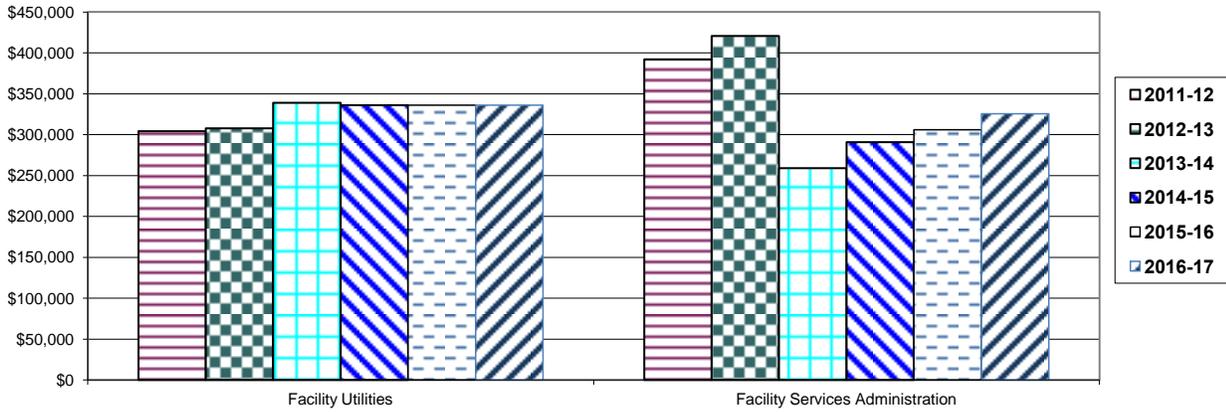
Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Direction and Control	\$ 362,449	\$ 364,772	\$ 413,013	\$ 428,632	\$ 440,920	\$ 453,120
Building Maintenance Services	492,931	396,495	466,637	467,658	531,458	544,458
Custodial Services	1,189,200	1,198,062	1,253,470	1,357,078	1,430,978	1,461,978
Air Conditioning/Heating Services	754,142	689,320	692,365	866,018	908,218	923,118
Central Services	(317,298)	(331,577)	(227,562)	-	-	-
City-wide Graffiti Removal Service	293,056	221,709	233,327	297,700	299,800	301,000
Facility Utilities	304,369	307,850	339,103	336,065	336,065	336,065
Facility Services Administration	392,065	420,659	259,074	290,860	306,030	325,630
General Fund Total	\$ 3,470,914	\$ 3,267,290	\$ 3,429,427	\$ 4,044,011	\$ 4,253,469	\$ 4,345,369
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cultural Arts Enterprise Fund						
Cultural Arts Center Expenditures	\$ 1,975,946	\$ 1,908,881	\$ 1,938,752	\$ 2,264,327	\$ 2,295,062	\$ 2,337,562
Cultural Arts Center Revenues	\$ 1,860,909	\$ 1,865,273	\$ 1,771,330	\$ 2,039,097	\$ 2,304,117	\$ 2,084,117
Airport Enterprise Fund						
Airport Administration	\$ 2,634,976	\$ 3,063,063	\$ 2,378,890	\$ 1,950,585	\$ 2,052,538	\$ 1,906,964
Airport Commission Support	10,037	9,284	5,540	11,900	12,200	12,400
Airfield Leased Land Operations & Maint.	49,490	71,331	88,965	80,597	111,603	111,603
Airport Operations, Maintenance & Admin.	989,247	870,774	878,774	1,026,687	1,092,810	1,101,410
Airport Public Areas Operations & Maint.	66,344	71,087	74,108	79,494	89,494	89,494
Noise Abatement	252,173	219,071	340,132	425,678	429,090	429,290
Non-Aeronautical Leased Land Operations	7,573,091	8,164,684	8,700,921	8,593,582	12,089,953	9,489,953
Airport Fund Total	\$ 11,575,358	\$ 12,469,294	\$ 12,467,330	\$ 12,168,523	\$ 15,877,688	\$ 13,141,114
Airport Fund Revenues	\$ 11,989,129	\$ 11,805,854	\$ 12,267,567	\$ 12,605,000	\$ 12,815,000	\$ 13,016,200
Fleet Services Fund:						
Direction and Control	\$ 376,720	\$ 427,646	\$ 436,712	\$ 514,433	\$ 583,805	\$ 593,605
Acquisition and Replacement	68,555	92,447	100,284	100,000	-	-
Vehicle and Equipment Maintenance Svcs.	2,853,960	2,454,780	2,569,409	2,668,921	2,786,510	2,810,610
Warehouse Operations	461,443	483,389	474,791	445,009	431,739	443,539
Inventory Program	2,690	22	-	-	-	-
Vehicle Replacement Fund	1,543,733	1,791,909	2,269,523	2,200,000	2,278,800	2,281,500
Total	\$ 5,307,101	\$ 5,250,193	\$ 5,850,719	\$ 5,928,363	\$ 6,080,854	\$ 6,129,254
Fleet Services Fund Revenues	\$ 6,896,845	\$ 6,576,066	\$ 7,003,178	\$ 6,473,136	\$ 6,747,702	\$ 6,747,702

EXPENDITURES

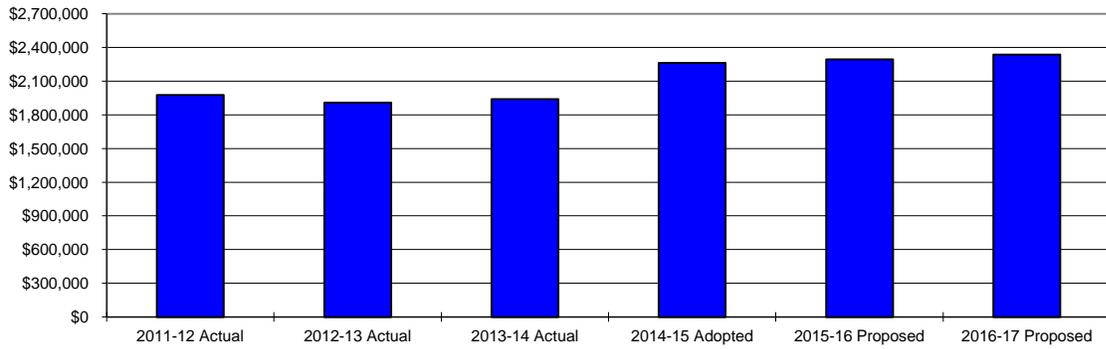


Note - Actual Central Services flat rate reimbursements exceeded expenditures resulting in negative actual costs.

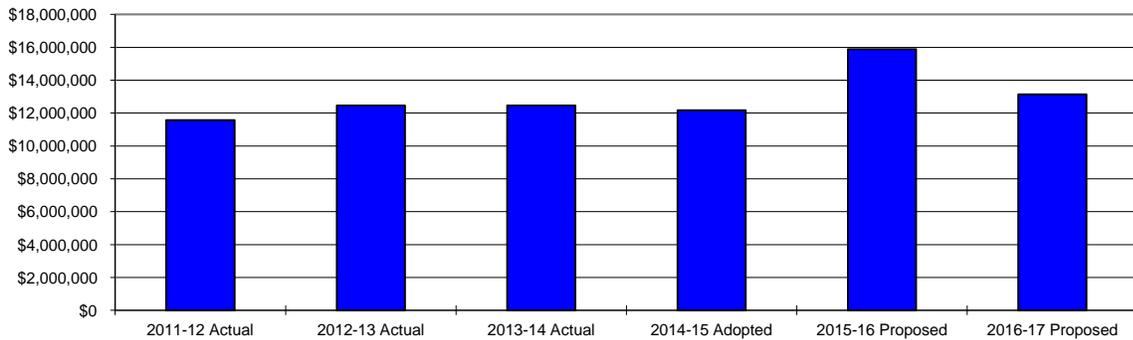
General Services (General Fund - continued)



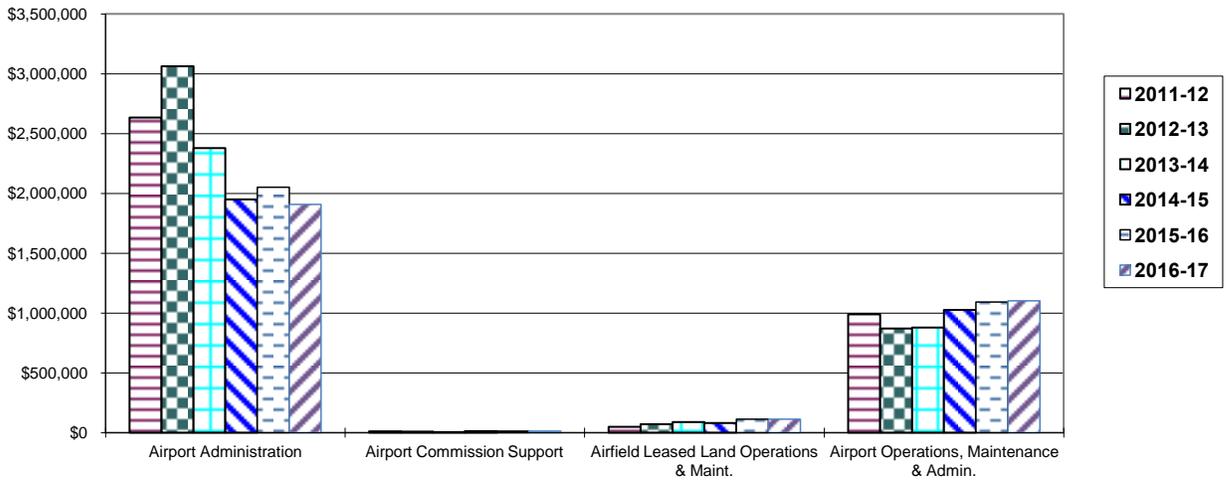
■ Cultural Arts Center (Enterprise Fund)



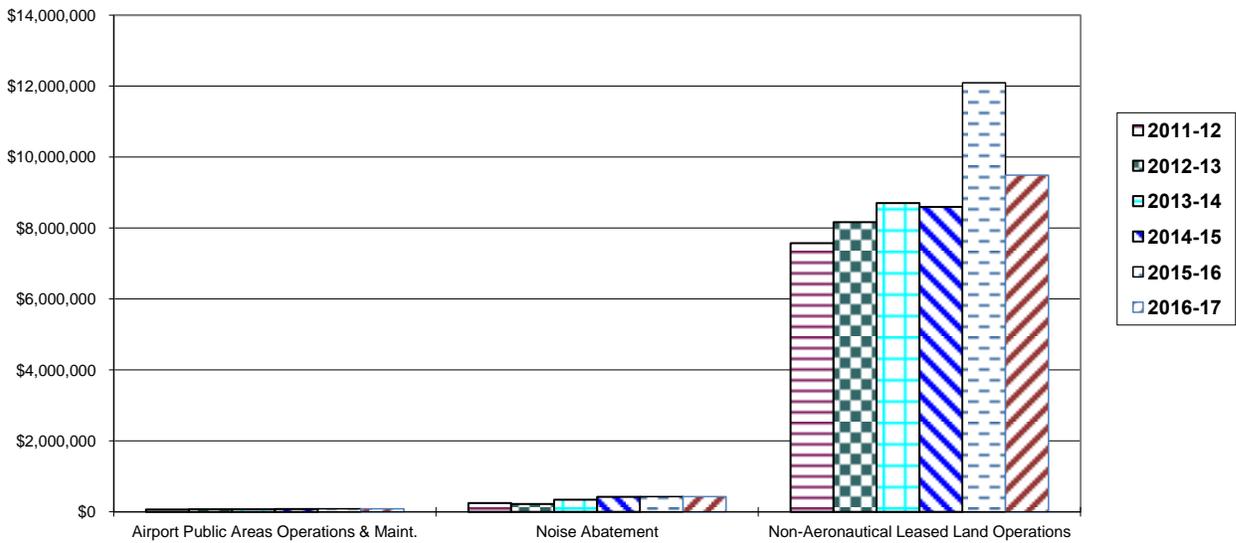
■ Airport (Enterprise Funded)



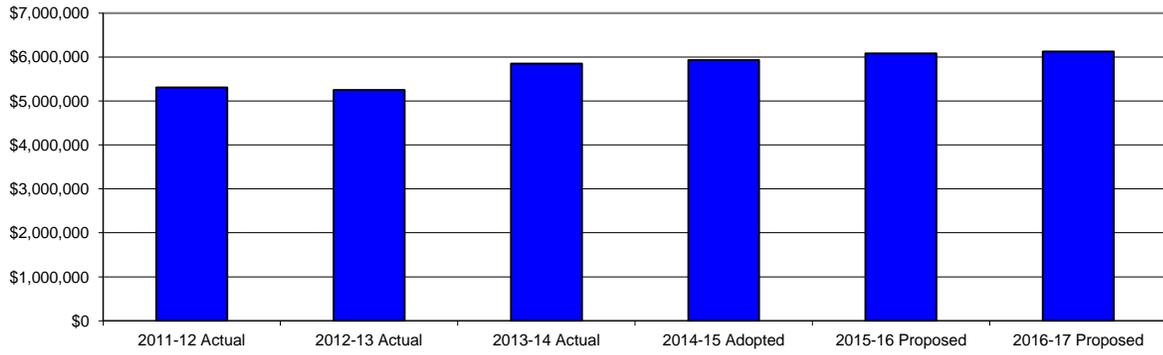
Airport (Enterprise Fund)



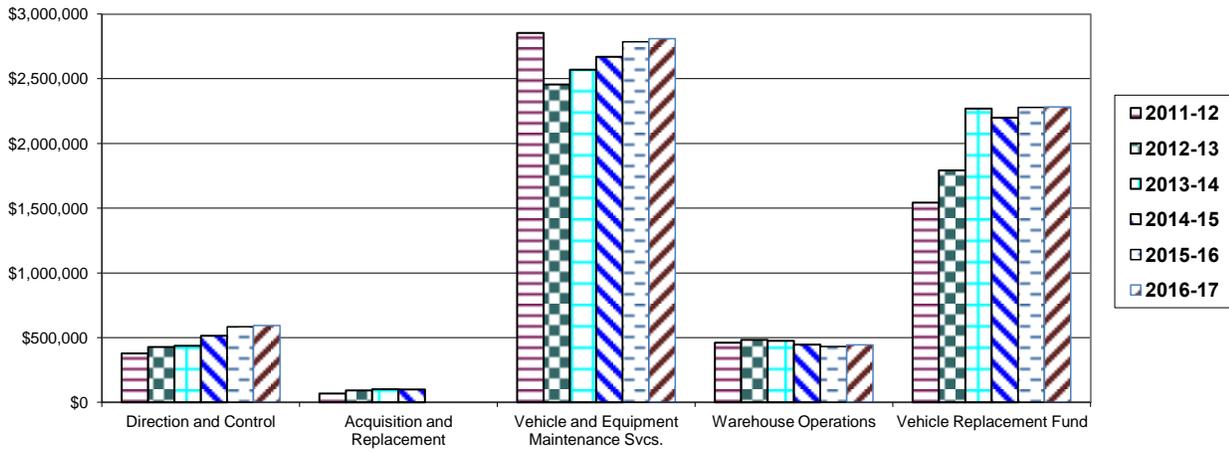
Airport (Enterprise Fund - continued)



Fleet Services (Internal Service Fund)



Fleet Services (Internal Services Fund)

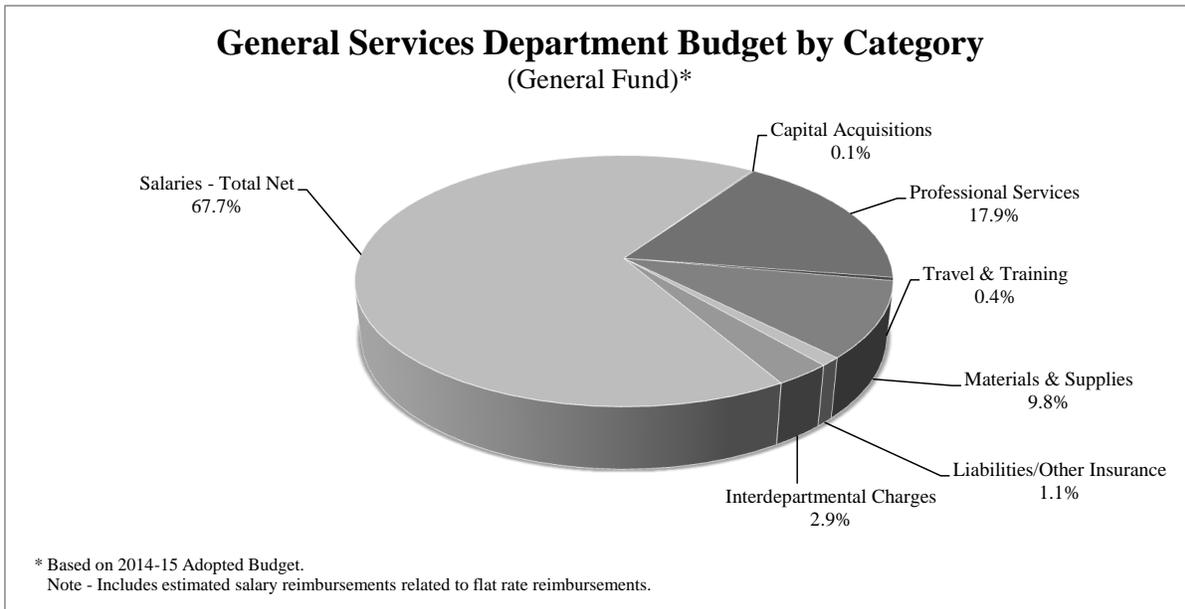


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 4,793,460	\$ 4,601,538	\$ 4,801,066	\$ 4,989,440	\$ 5,259,040	\$ 5,372,140
Overtime	125,069	133,890	142,641	117,300	123,100	124,700
Salaries - Total	4,918,529	4,735,428	4,943,707	5,106,740	5,382,140	5,496,840
Salaries - Reimbursements	(2,230,946)	(2,176,780)	(2,401,984)	(2,367,668)	(2,434,110)	(2,457,910)
Salaries - Labor Charges	1,796	1,216	-	-	-	-
Salaries - Total Net	2,689,379	2,559,864	2,541,723	2,739,072	2,948,030	3,038,930
Supplies and Services	781,535	707,426	887,704	1,299,439	1,299,939	1,300,939
Capital Outlay	-	-	-	5,500	5,500	5,500
General Fund Total	\$ 3,470,914	\$ 3,267,290	\$ 3,429,427	\$ 4,044,011	\$ 4,253,469	\$ 4,345,369

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 4,920,325	\$ 4,736,644	\$ 4,943,707	\$ 5,106,740	\$ 5,382,140	\$ 5,496,840
Salary & Benefit Reimbursements	(2,230,946)	(2,176,780)	(2,401,984)	(2,367,668)	(2,434,110)	(2,457,910)
Materials, Supplies and Maintenance	1,030,064	1,047,924	1,101,620	1,441,177	1,436,177	1,436,177
Professional Services/Contracts	642,875	564,243	634,251	723,898	723,898	723,898
Travel, Training & Membership Dues	5,815	2,188	6,396	17,070	17,070	17,070
Liabilities & Other Insurance	15,767	15,767	19,534	44,267	44,267	44,267
Interdepartmental Charges	106,655	94,699	94,814	97,275	97,775	98,775
Capital Acquisitions	-	-	-	5,500	5,500	5,500
Reimbursements from Other Funds	(1,042,515)	(1,039,832)	(1,039,814)	(1,045,148)	(1,040,148)	(1,040,148)
Operating Transfers Out	22,874	22,437	70,903	20,900	20,900	20,900
General Fund Total	\$ 3,470,914	\$ 3,267,290	\$ 3,429,427	\$ 4,044,011	\$ 4,253,469	\$ 4,345,369



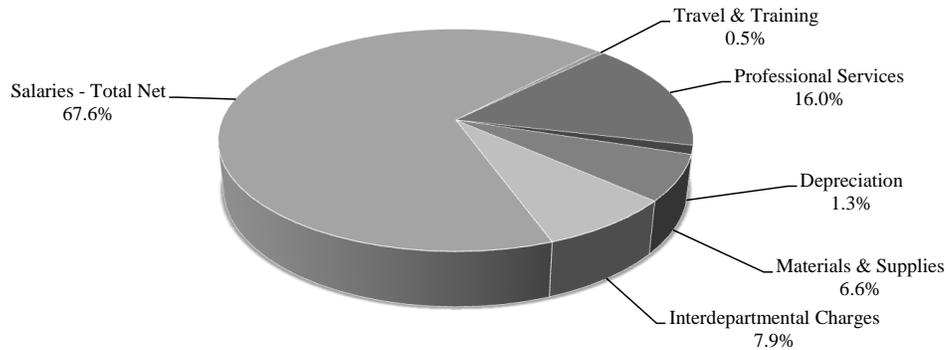
DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 1,437,088	\$ 1,313,108	\$ 1,333,595	\$ 1,482,760	\$ 1,548,500	\$ 1,591,000
Overtime	16,071	17,426	22,335	-	-	-
Salaries - Total	1,453,159	1,330,534	1,355,930	1,482,760	1,548,500	1,591,000
Salaries - Reimbursements	-	(6,191)	(3,436)	-	-	-
Salaries - Labor Charges	47,362	46,230	51,759	48,480	64,695	64,695
Salaries - Total Net	1,500,521	1,370,573	1,404,253	1,531,240	1,613,195	1,655,695
Supplies and Services	475,425	538,308	534,499	733,087	681,867	681,867
Capital Outlay	-	-	-	-	-	-
Cultural Arts Center Fund Total	\$ 1,975,946	\$ 1,908,881	\$ 1,938,752	\$ 2,264,327	\$ 2,295,062	\$ 2,337,562

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 1,500,521	\$ 1,376,764	\$ 1,407,689	\$ 1,531,240	\$ 1,613,195	\$ 1,655,695
Salary & Benefit Reimbursements	-	(6,191)	(3,436)	-	-	-
Materials, Supplies and Maintenance	70,031	71,769	68,575	150,258	125,258	125,258
Professional Services/Contracts	251,951	273,169	292,346	362,476	336,256	336,256
Travel, Training & Membership Dues	532	937	641	12,400	12,400	12,400
Depreciation and Amortization	28,879	27,591	25,753	29,000	29,000	29,000
Interdepartmental Charges	108,563	109,235	109,540	117,139	117,139	117,139
Debt Service	-	-	1,783	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Operating Transfers	15,469	55,607	35,861	61,814	61,814	61,814
Cultural Arts Center Fund Total	\$ 1,975,946	\$ 1,908,881	\$ 1,938,752	\$ 2,264,327	\$ 2,295,062	\$ 2,337,562

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



* Based on 2014-15 Adopted Budget.

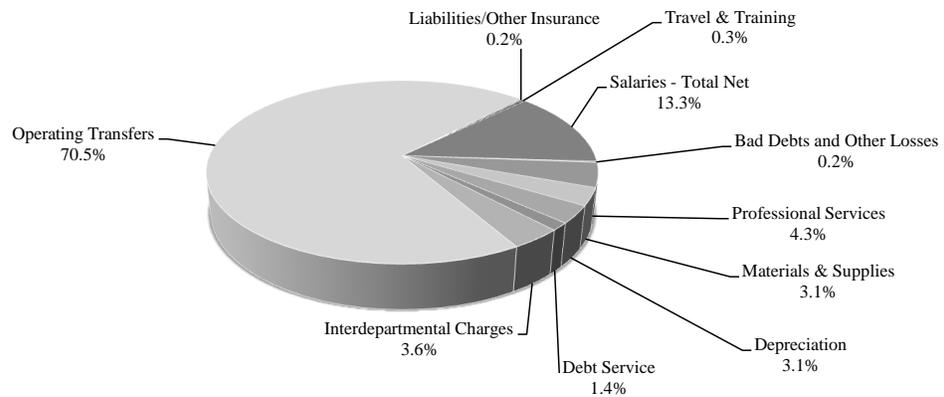
DEPARTMENT BUDGET (AIRPORT FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 868,812	\$ 872,377	\$ 815,862	\$ 915,973	\$ 958,673	\$ 981,173
Overtime	39,486	42,251	48,376	14,900	15,300	15,400
Salaries - Total	908,298	914,628	864,238	930,873	973,973	996,573
Salaries - Reimbursements	(44,073)	(44,450)	(45,396)	(45,093)	(47,677)	(47,677)
Salaries - Labor Charges	584,923	570,839	671,642	732,684	759,893	759,893
Salaries - Total Net	1,449,148	1,441,017	1,490,484	1,618,464	1,686,189	1,708,789
Supplies and Services	10,126,210	11,028,277	10,976,846	10,550,059	14,191,499	11,432,325
Capital Outlay	-	-	-	-	-	-
Airport Fund Total	\$ 11,575,358	\$ 12,469,294	\$ 12,467,330	\$ 12,168,523	\$ 15,877,688	\$ 13,141,114

DEPARTMENT BUDGET (AIRPORT FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 1,493,221	\$ 1,485,467	\$ 1,535,880	\$ 1,663,557	\$ 1,733,866	\$ 1,756,466
Salary & Benefit Reimbursements	(44,073)	(44,450)	(45,396)	(45,093)	(47,677)	(47,677)
Materials, Supplies and Maintenance	289,491	327,448	322,390	375,994	405,994	405,994
Professional Services/Contracts	393,814	372,077	455,563	522,351	572,051	572,051
Travel, Training & Membership Dues	8,063	14,408	9,828	32,107	32,107	32,107
Depreciation and Amortization	374,644	371,677	355,789	375,000	375,000	375,000
Liabilities & Other Insurance	28,152	14,056	14,056	28,169	28,169	28,169
Interdepartmental Charges	408,120	412,432	440,630	442,456	475,580	481,060
Debt Service	450,500	450,500	449,900	165,283	164,654	-
Loans Contra Expenditures	-	(66,000)	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	9,581	2,393	1,386	25,000	25,000	25,000
Asset Contra Account	-	-	-	-	-	-
Other Expenditures	1,900,000	1,900,000	1,900,000	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	6,263,845	7,229,286	7,027,304	8,583,699	12,112,944	9,512,944
Airport Fund Total	\$ 11,575,358	\$ 12,469,294	\$ 12,467,330	\$ 12,168,523	\$ 15,877,688	\$ 13,141,114

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



* Based on 2014-15 Adopted Budget.

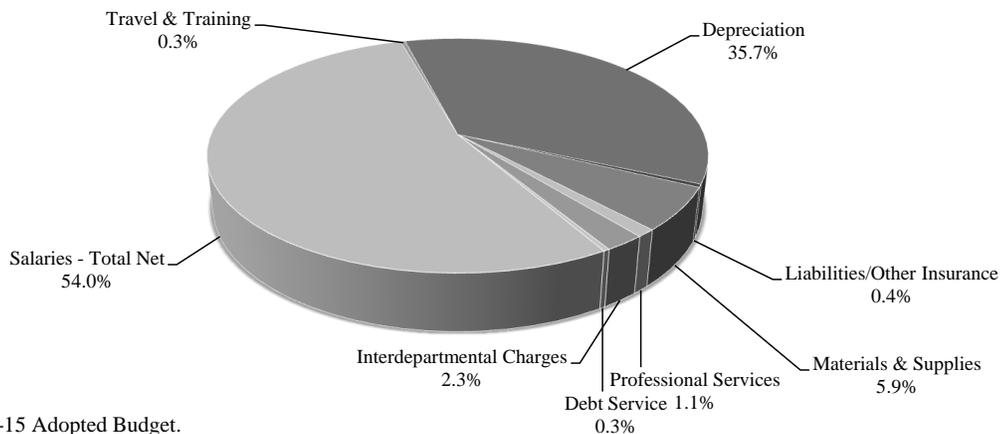
DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 2,862,944	\$ 2,964,916	\$ 3,069,332	\$ 3,172,410	\$ 3,303,671	\$ 3,350,771
Overtime	86,132	70,073	41,446	29,600	30,400	31,000
Salaries - Total	2,949,076	3,034,989	3,110,778	3,202,010	3,334,071	3,381,771
Salaries - Reimbursements	(96,730)	(82,773)	(90,488)	(89,540)	(93,610)	(93,610)
Salaries - Labor Charges	31,819	30,305	32,414	32,209	34,725	34,725
Salaries - Total Net	2,884,165	2,982,521	3,052,704	3,144,679	3,275,186	3,322,886
Supplies and Services	1,634,948	(66,419)	1,118,763	675,024	697,008	697,708
Capital Outlay	787,988	2,334,091	1,679,252	2,108,660	2,108,660	2,108,660
Fleet Services Fund Total	\$ 5,307,101	\$ 5,250,193	\$ 5,850,719	\$ 5,928,363	\$ 6,080,854	\$ 6,129,254

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 2,980,895	\$ 3,065,294	\$ 3,143,192	\$ 3,234,219	\$ 3,368,796	\$ 3,416,496
Salary & Benefit Reimbursements	(96,730)	(82,773)	(90,488)	(89,540)	(93,610)	(93,610)
Materials, Supplies and Maintenance	680,425	282,632	311,102	346,119	346,119	346,119
Parts and Fuel Inventory	2,787,149	2,942,757	2,801,472	2,770,000	2,770,000	2,770,000
Inventory Contra Account	(2,787,149)	(2,942,757)	(2,801,472)	(2,770,000)	(2,770,000)	(2,770,000)
Professional Services/Contracts	48,013	53,153	52,113	62,016	62,016	62,016
Travel, Training & Membership Dues	9,061	6,685	9,575	20,300	20,300	20,300
Depreciation and Amortization	1,543,732	1,757,988	1,594,389	2,080,000	2,080,000	2,080,000
Liabilities & Other Insurance	7,555	7,555	7,555	23,943	23,943	23,943
Interdepartmental Charges	114,497	110,529	110,920	113,302	114,602	115,302
Debt Service		2,828	49,665	20,000	40,000	40,000
Capital Acquisitions	787,988	2,334,091	1,679,252	2,108,660	2,108,660	2,108,660
Bad Debts and Other Losses		4,432	12,016	-	-	-
Fixed Assets Contra Expenditures	(787,988)	(2,307,430)	(1,543,309)	(2,008,660)	(2,008,660)	(2,008,660)
Reimbursements from Other Funds	(100)	(2,869)	(100)	-	-	-
Operating Transfers Out	19,753	18,078	514,837	18,004	18,688	18,688
Fleet Services Fund Total	\$ 5,307,101	\$ 5,250,193	\$ 5,850,719	\$ 5,928,363	\$ 6,080,854	\$ 6,129,254

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



* Based on 2014-15 Adopted Budget.

**GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY**

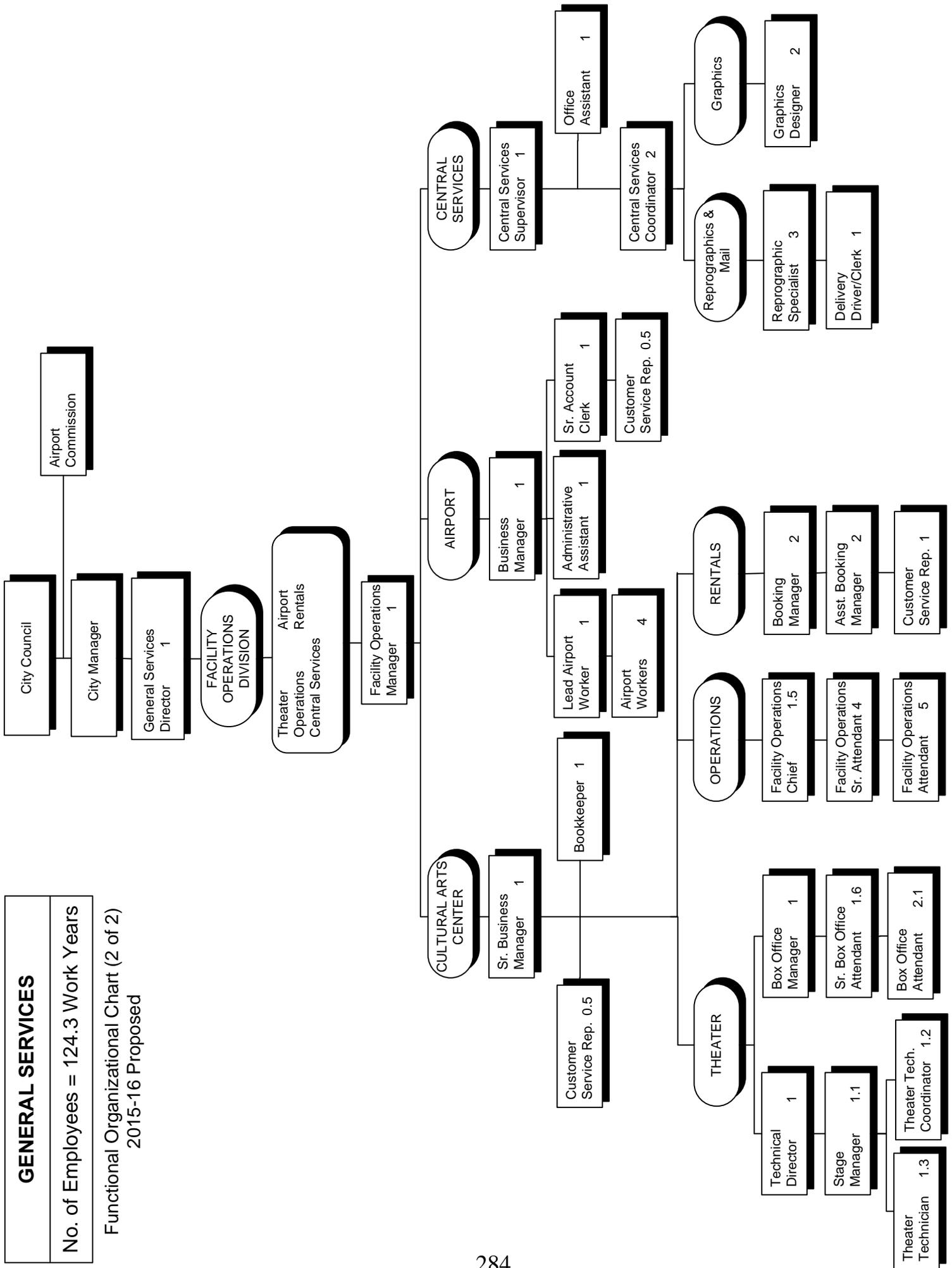
Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Air Conditioning/Heating/Electrical Supv.	-	-	1.0	1.0	1.0	1.0
Air Conditioning/Heating Supervisor	1.0	1.0	-	-	-	-
Senior Building Maintainer	1.0	1.0	1.0	1.0	1.0	1.0
Senior Business Manager	-	-	-	1.0	1.0	1.0
Business Manager	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	2.0	2.0	2.0	2.0	2.0
Reprographic Specialist	-	-	-	-	3.0	3.0
Duplicating Equipment Operator	1.0	1.0	1.0	1.0	-	-
Reprographic Equipment Operator	2.0	2.0	2.0	2.0	-	-
Graphics Designer	2.0	2.0	2.0	2.0	2.0	2.0
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	1.0
Administrative Assistant	-	-	-	-	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	-	-
Office Assistant	-	-	-	-	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	-	-
Senior Custodian	3.0	3.0	3.0	3.0	3.0	3.0
Custodian	21.0	21.0	21.0	21.0	21.0	21.0
Total General Fund	55.0	55.0	55.0	55.0	55.0	55.0
Cultural Arts Enterprise Fund						
Senior Business Manager	-	-	-	1.0	1.0	1.0
Business Manager	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	1.0	1.0	1.0	1.0	1.0	1.0
Box Office Attendant	-	-	-	-	2.1	2.1
Senior Recreation Leader	1.1	1.1	1.1	1.1	-	-
Recreation Leader	1.0	1.0	1.0	1.0	-	-
Theater Technician Coordinator	1.2	1.2	1.2	1.2	1.2	1.2
Sr. Box Office Attendant	-	-	-	-	1.6	1.6
Recreation Specialist	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	1.5	1.5	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	27.3	27.3	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
Lead Airport Worker	-	-	-	1.0	1.0	1.0
Airport Worker	4.0	4.0	4.0	4.0	4.0	4.0
Administrative Assistant	-	-	-	-	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	-	-
Total Airport Enterprise Fund	8.5	8.5	8.5	9.5	9.5	9.5

Fleet Services Fund:	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Senior Welder	2.0	2.0	1.0	1.0	1.0	1.0
Senior Mechanic	8.0	8.0	9.0	9.0	9.0	9.0
Mechanic	6.0	6.0	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
Administrative Assistant	-	-	-	-	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	-	-
Office Assistant	-	-	-	-	2.0	2.0
Typist Clerk	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	32.5	32.5	32.5	32.5	32.5	32.5
Department Total	123.3	123.3	123.3	124.3	124.3	124.3

GENERAL SERVICES

No. of Employees = 124.3 Work Years

Functional Organizational Chart (2 of 2)
2015-16 Proposed

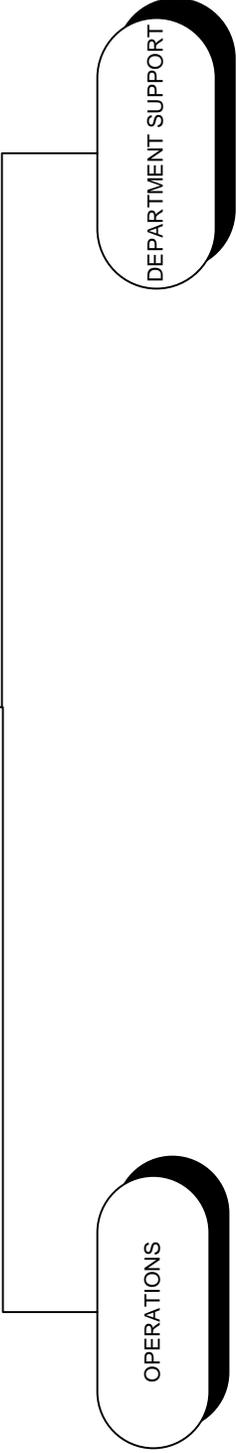


HUMAN RESOURCES

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 Administrator



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

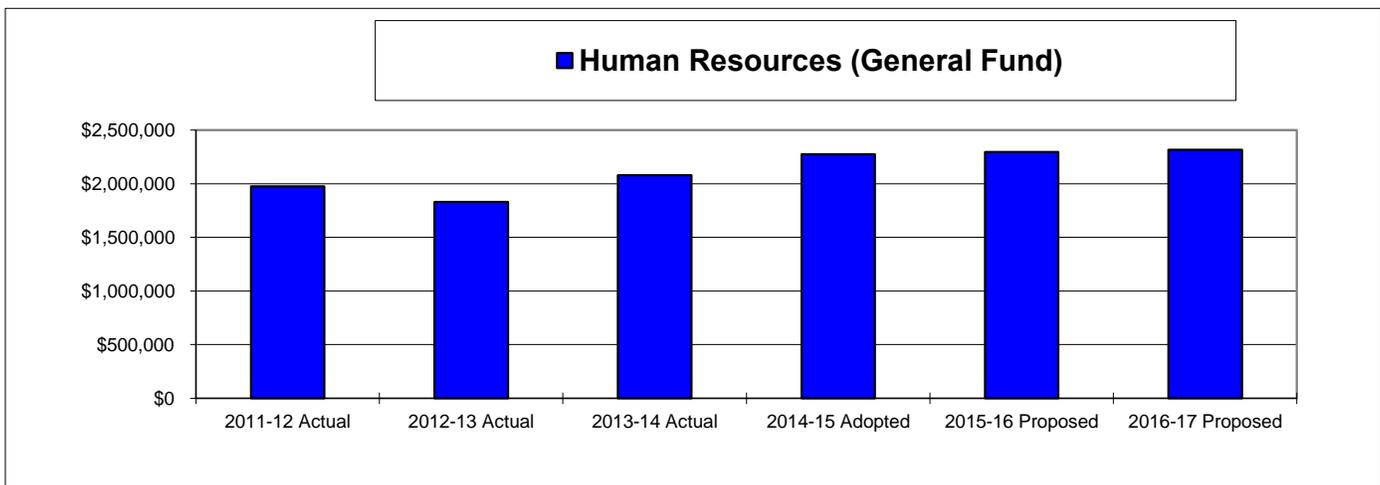
The Department manages a comprehensive human resources program that provides support to the employee workforce and the City's line departments. Program highlights include recruitment and selection, classification and compensation, benefit administration and organizational development.

Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund:						
Benefits	\$ 291,332	\$ 402,286	\$ 417,924	\$ 455,832	\$ 429,932	\$ 438,932
Mandatory Training (was Workforce Developmen	170,416	96,656	96,669	153,899	160,699	161,399
Classification Studies	136,981	-	-	-	-	-
Program Compliance	615,182	423,038	470,514	545,855	562,813	571,613
Health and Safety	-	*	*	*	*	*
Worker's Compensation	-	*	*	*	*	*
Liability	-	*	*	*	*	*
Insurance Administration	-	*	*	*	*	*
Recruitment & Testing (was Exam Planning & Te	468,586	461,361	590,061	543,754	565,854	553,254
Employee Relations (was Performance Manageme	198,853	307,249	371,086	404,701	404,401	413,701
Classification & Compensation	-	140,228	132,161	171,881	173,681	178,681
Home Improvement. Employment Program	95,545	**	**	**	**	**
General Fund Total	\$ 1,976,895	\$ 1,830,818	\$ 2,078,415	\$ 2,275,922	\$ 2,297,380	\$ 2,317,580
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

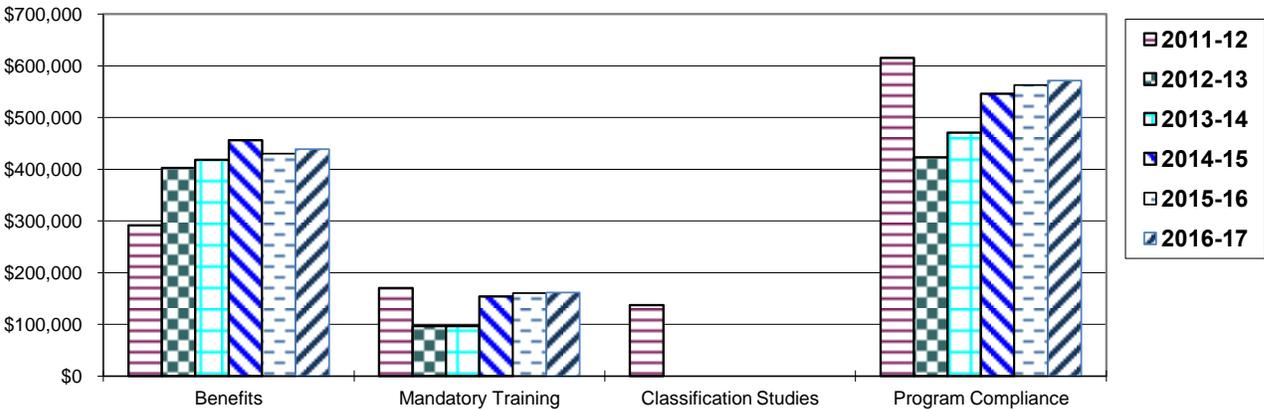
* Health & Safety, Worker's Comp., Liability, Insurance Admin. programs transferred to Finance in 2011-12.

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

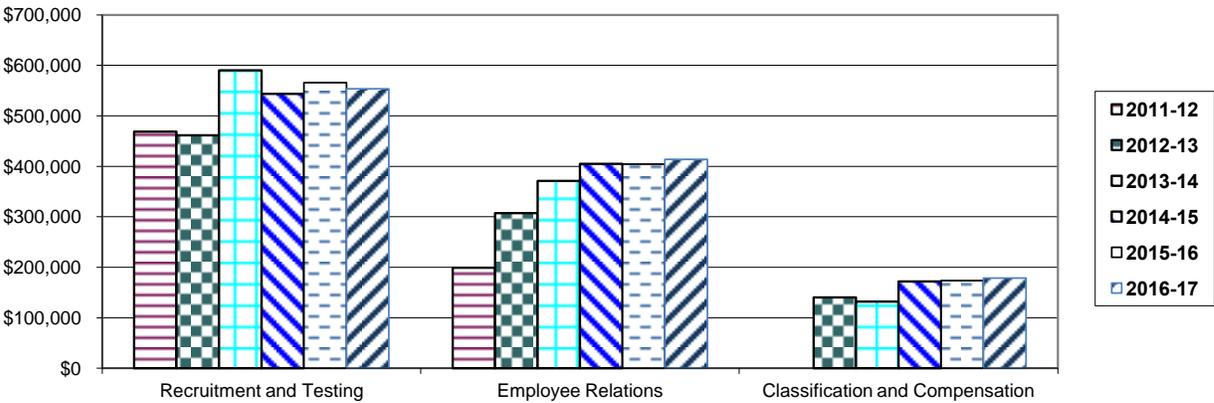
EXPENDITURES



Human Resources (General Fund)



Human Resources (General Fund - continued)

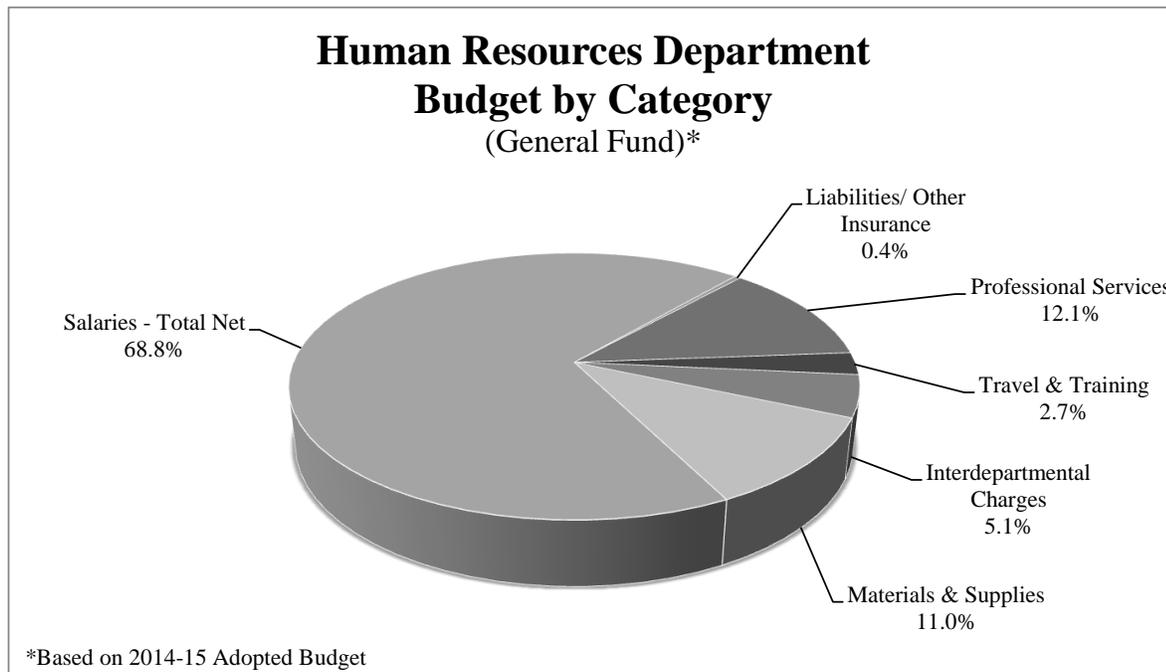


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 1,588,253	\$ 1,356,060	\$ 1,548,692	\$ 1,624,825	\$ 1,615,025	\$ 1,659,525
Overtime	3,062	3,344	3,207	4,600	4,500	4,600
Salaries - Total	1,591,315	1,359,404	1,551,899	1,629,425	1,619,525	1,664,125
Salaries - Reimbursements	(171,936)	(63,686)	(69,214)	(64,005)	(68,544)	(68,544)
Salaries - Labor Charges	-	-	27	-	-	-
Salaries - Total Net	1,419,379	1,295,718	1,482,712	1,565,420	1,550,981	1,595,581
Supplies and Services	557,516	535,100	595,703	710,502	746,399	721,999
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 1,976,895	\$ 1,830,818	\$ 2,078,415	\$ 2,275,922	\$ 2,297,380	\$ 2,317,580

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 1,591,315	\$ 1,359,404	\$ 1,551,926	\$ 1,629,425	\$ 1,619,525	\$ 1,664,125
Salary & Benefit Reimbursements	(171,936)	(63,686)	(69,214)	(64,005)	(68,544)	(68,544)
Materials, Supplies and Maintenance	244,681	206,593	198,233	270,560	270,560	270,560
Professional Services/Contracts	175,541	197,672	251,201	276,020	313,520	288,520
Travel, Training & Membership Dues	39,070	35,690	40,246	61,201	61,201	61,201
Liabilities & Other Insurance	14,396	3,917	3,917	9,036	9,036	9,036
Insurance Claims	-	-	-	-	-	-
Interdepartmental Charges	114,470	95,137	95,697	98,462	100,062	100,662
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	(44,899)	(19,230)	(11,824)	(21,300)	(21,300)	(21,300)
Operating Transfer Out	14,257	15,321	18,233	16,523	13,320	13,320
General Fund Total	\$ 1,976,895	\$ 1,830,818	\$ 2,078,415	\$ 2,275,922	\$ 2,297,380	\$ 2,317,580

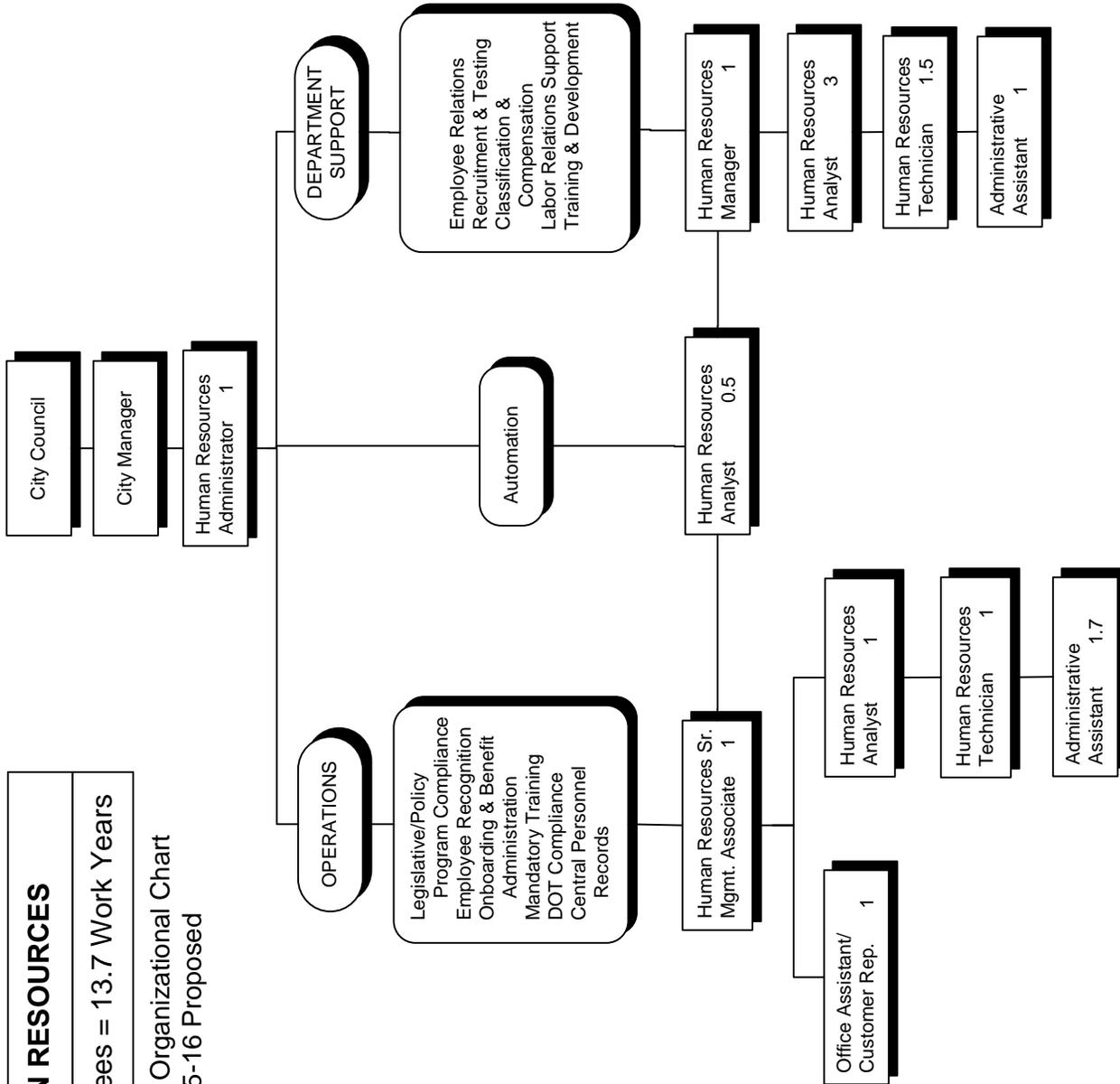


**HUMAN RESOURCES
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Human Resources Director	1.0	-	-	-	-	-
Human Resources Administrator	-	-	1.0	1.0	1.0	1.0
Human Resources Manager	2.0	2.0	2.0	2.0	1.0	1.0
Human Resources Associate	-	-	-	-	1.0	1.0
Risk Manager	1.0	-	-	-	-	-
Workers' Compensation Manager	1.0	-	-	-	-	-
Human Resources Analyst	4.5	4.5	4.5	4.5	4.5	4.5
Workers' Compensation Claims Examiner	2.0	-	-	-	-	-
Claims Technician	3.0	-	-	-	-	-
Intern	1.0	-	-	-	-	-
Home Improvement Program Supervisor	1.0	-	-	-	-	-
Home Improvement Program Coordinator	1.0	-	-	-	-	-
Staff Assistant	-	-	0.8	-	-	-
Human Resources Technician	-	-	-	-	2.5	2.5
Personnel Technician	2.0	2.0	2.8	2.5	-	-
Administrative Assistant	-	-	-	-	2.7	2.7
Secretary	3.0	2.5	2.2	2.2	-	-
Office Assistant	-	-	-	-	1.0	1.0
Typist Clerk	2.0	1.0	1.0	1.0	-	-
Total General Fund	24.5	12.0	14.3	13.2	13.7	13.7
Department Total	24.5	12.0	14.3	13.2	13.7	13.7

HUMAN RESOURCES
No. of Employees = 13.7 Work Years

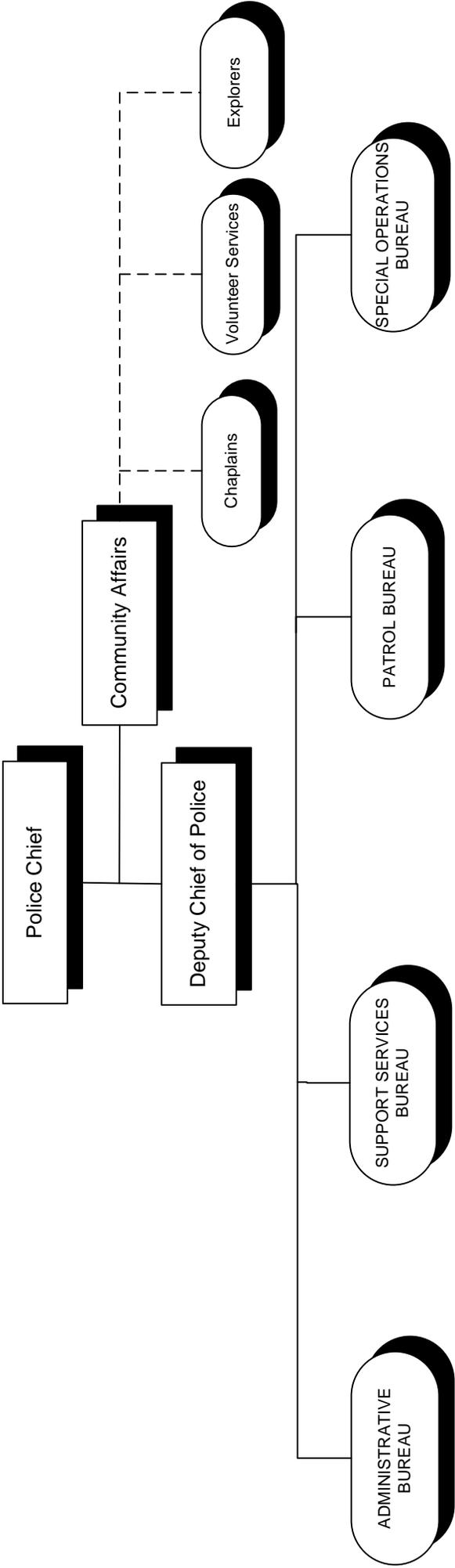
Functional Organizational Chart
2015-16 Proposed



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

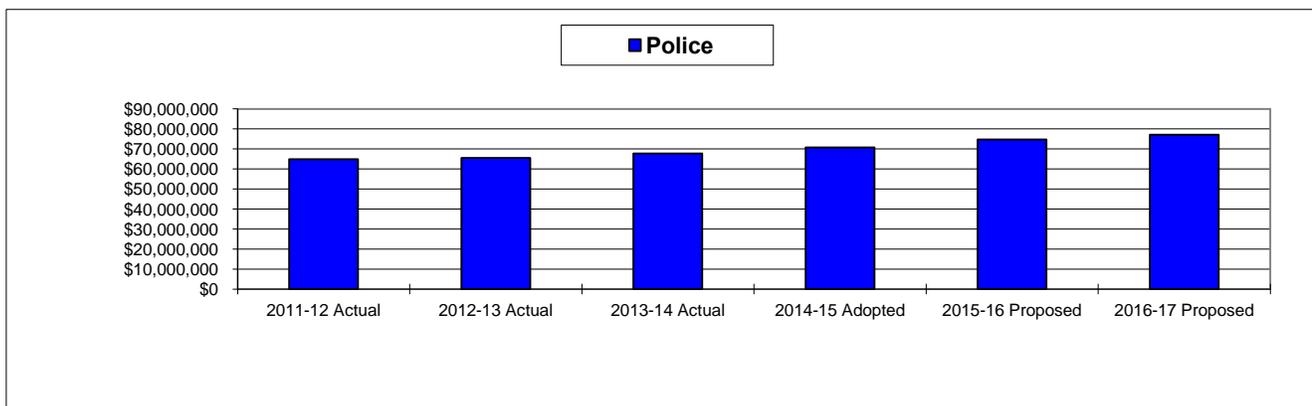
The function of the Police Department is to enforce the penal provisions of the City Charter, City ordinances, and State, and Federal laws for the purpose of protecting persons and property and the preservation of peace within the community. To these ends, the Department engages in patrol, crime prevention,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

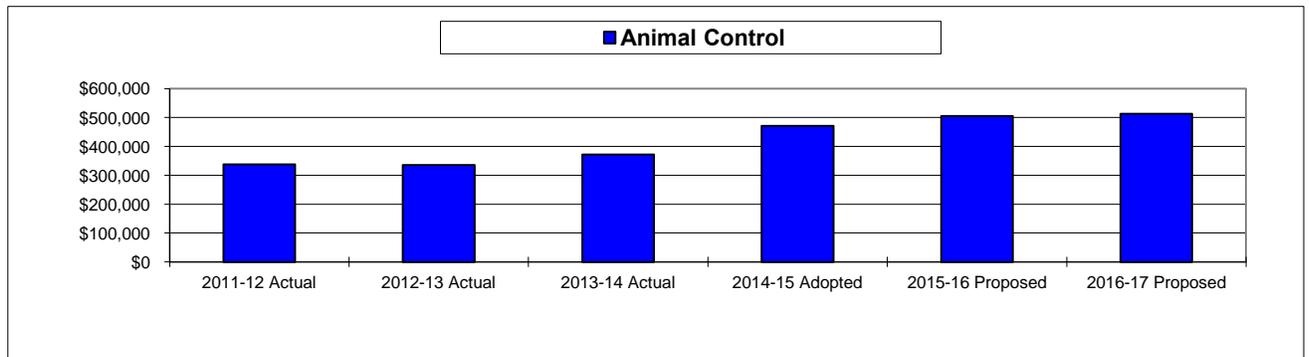
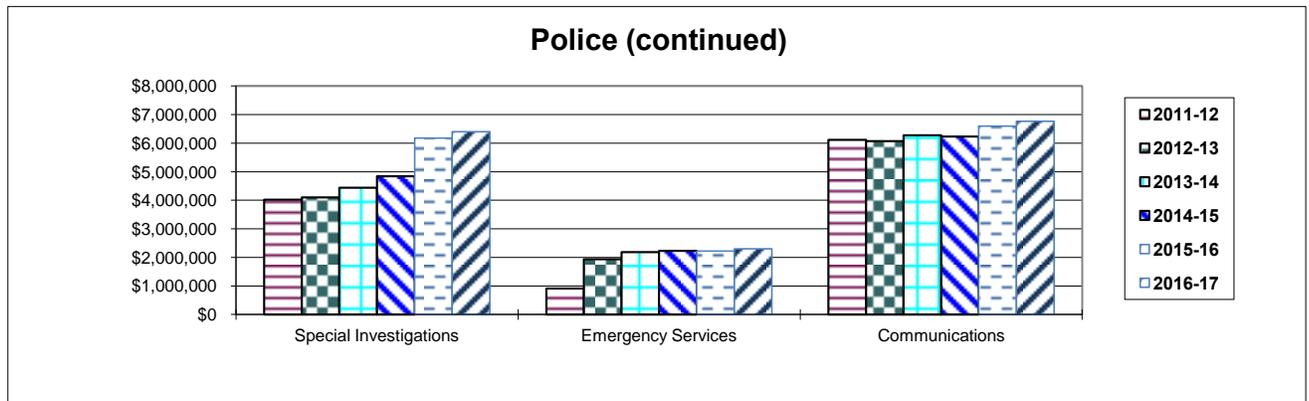
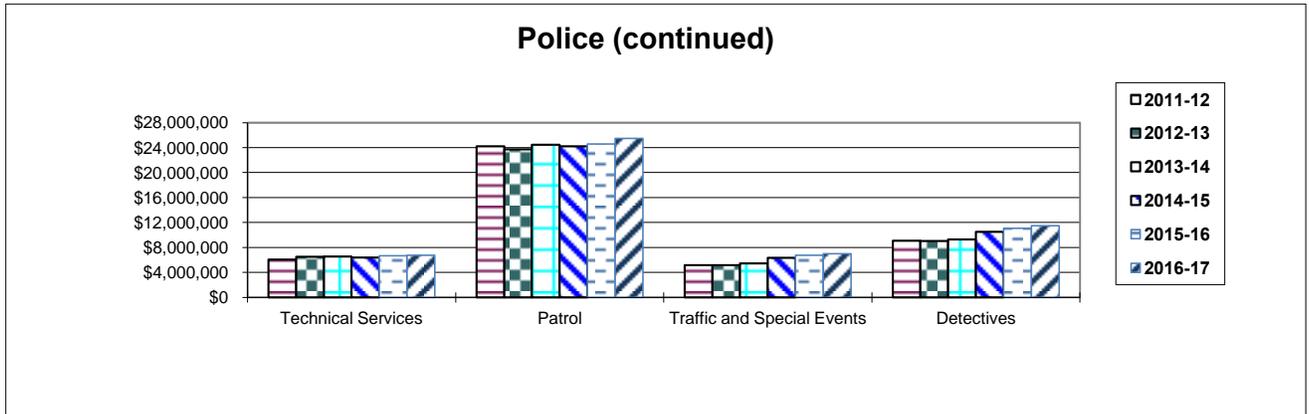
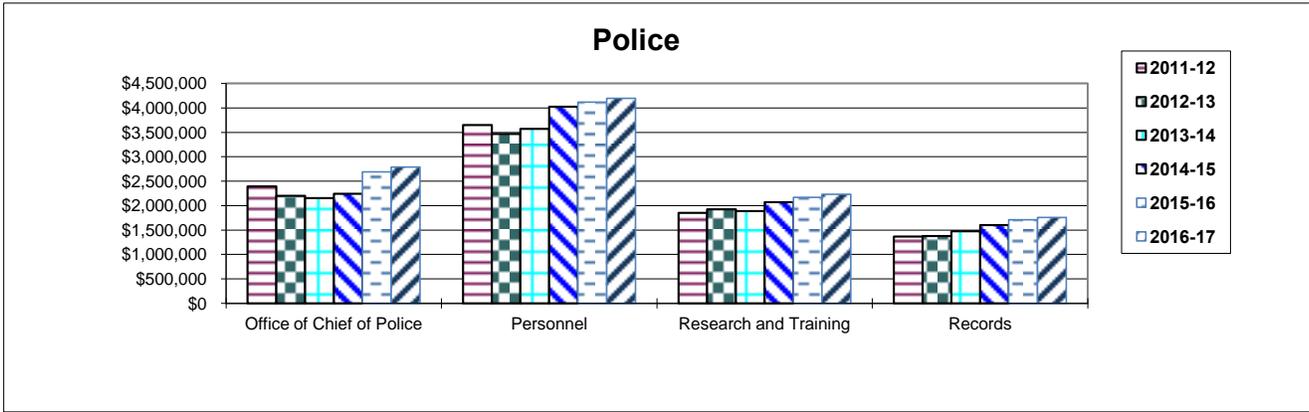
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Actual	Adopted	Proposed	Proposed
Office of Chief of Police	\$ 2,390,914	\$ 2,198,991	\$ 2,151,444	\$ 2,242,800	\$ 2,689,824	\$ 2,790,824
Personnel	3,647,292	3,466,055	3,570,901	4,025,169	4,118,169	4,197,569
Research and Training	1,853,954	1,923,484	1,889,207	2,071,802	2,169,302	2,233,202
Records	1,369,042	1,377,025	1,474,104	1,603,300	1,712,000	1,755,600
Technical Services	6,048,507	6,494,915	6,528,557	6,380,715	6,661,030	6,750,115
Patrol	24,196,195	23,707,884	24,440,612	24,207,294	24,567,694	25,491,794
Traffic and Special Events	5,149,256	5,169,479	5,424,952	6,331,400	6,757,737	6,985,537
Detectives	9,081,669	9,040,809	9,286,199	10,511,061	11,086,761	11,482,961
Special Investigations	4,024,626	4,103,951	4,442,535	4,838,300	6,176,500	6,403,900
Community Affairs (was Emerg. Svcs.)	912,631	1,932,256	2,183,319	2,227,114	2,218,860	2,299,460
Communications	6,117,926	6,071,583	6,276,563	6,234,992	6,597,693	6,761,693
General Fund Total	\$ 64,792,012	\$ 65,486,432	\$ 67,668,393	\$ 70,673,947	\$ 74,755,570	\$ 77,152,655
General Fund Revenues	\$ 791,522	\$ 674,714	\$ 654,462	\$ 684,942	\$ 695,931	\$ 707,233
Animal Control Fund						
Animal Control	\$ 337,544	\$ 335,354	\$ 372,474	\$ 471,286	\$ 505,686	\$ 513,486
Animal Control Revenues	\$ 322,668	\$ 314,227	\$ 372,474	\$ 475,833	\$ 505,686	\$ 513,486
Asset Forfeiture Fund*	\$ -	\$ -	\$ 202,200	\$ 270,300	\$ -	\$ -

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

EXPENDITURES



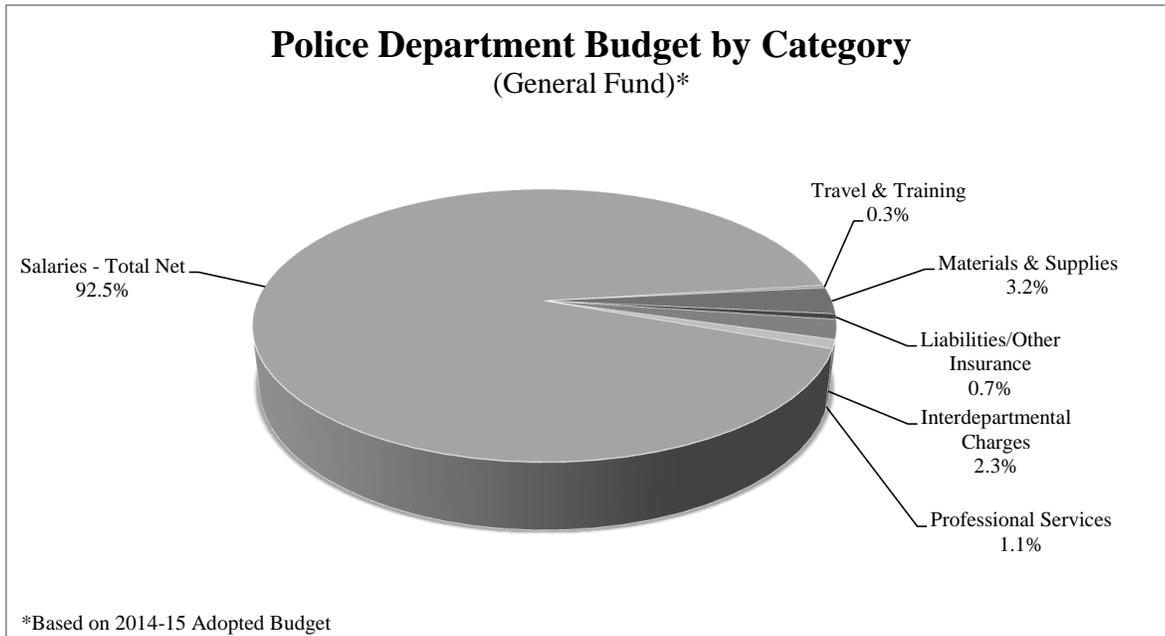


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 55,435,082	\$ 54,753,919	\$ 56,828,677	\$ 63,573,800	\$ 67,425,770	\$ 69,763,470
Overtime	4,263,922	5,784,859	5,807,484	2,204,800	2,271,100	2,312,000
Salaries - Total	59,699,004	60,538,778	62,636,161	65,778,600	69,696,870	72,075,470
Salaries - Reimbursements	(219,435)	(314,022)	(477,046)	(423,247)	(423,247)	(423,247)
Salaries - Labor Charges	32,366	32,799	33,588	33,917	40,945	40,945
Salaries - Total Net	59,511,935	60,257,555	62,192,703	65,389,270	69,314,568	71,693,168
Supplies and Services	5,280,077	5,228,877	5,475,690	5,284,677	5,441,002	5,459,487
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 64,792,012	\$ 65,486,432	\$ 67,668,393	\$ 70,673,947	\$ 74,755,570	\$ 77,152,655

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 59,731,370	\$ 60,571,577	\$ 62,669,749	\$ 65,812,517	\$ 69,737,815	\$ 72,116,415
Salary & Benefit Reimbursements	(219,435)	(314,022)	(477,046)	(423,247)	(423,247)	(423,247)
Materials, Supplies and Maintenance	2,214,794	2,324,762	2,396,979	2,285,378	2,350,178	2,350,178
Professional Services/Contracts	863,263	898,182	919,910	746,998	791,634	791,634
Travel, Training & Membership Dues	185,066	190,843	239,246	218,962	218,962	218,962
Liabilities & Other Insurance	580,860	290,801	370,389	462,560	462,560	462,560
Interdepartmental Charges	1,285,237	1,329,662	1,353,956	1,423,499	1,460,514	1,478,999
Capital Acquisitions	10,163	-	-	-	-	-
Reimbursements from Other Funds	(14,000)	(3,394)	(3,000)	(54,466)	(54,466)	(54,466)
Operating Transfers Out	154,694	198,021	198,210	201,746	211,620	211,620
General Fund Total	\$ 64,792,012	\$ 65,486,432	\$ 67,668,393	\$ 70,673,947	\$ 74,755,570	\$ 77,152,655

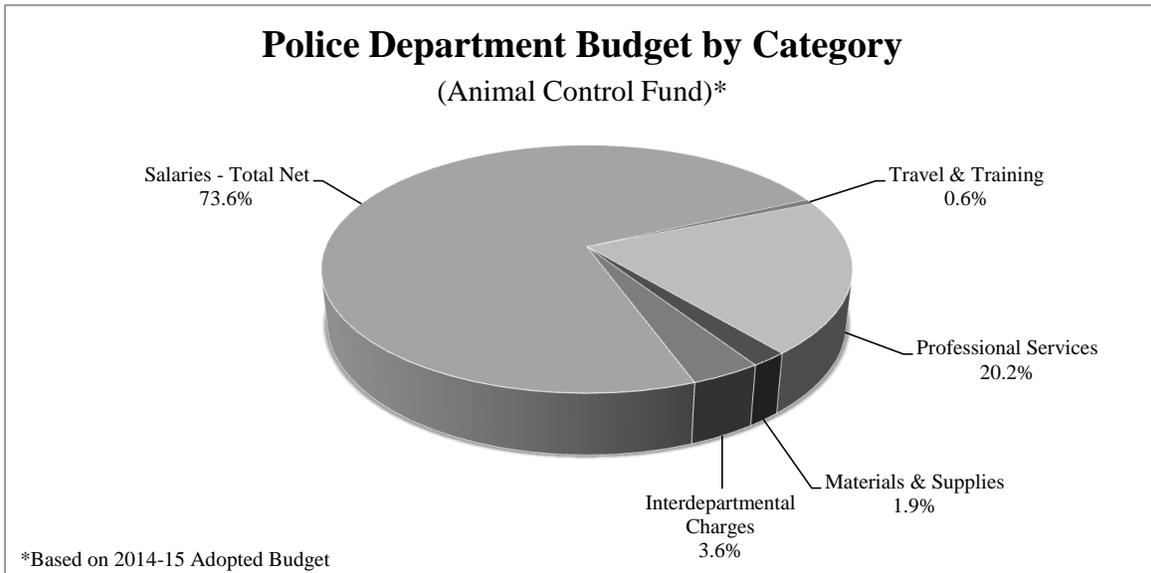


DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 238,111	\$ 242,724	\$ 272,307	\$ 319,500	\$ 351,500	\$ 358,300
Overtime	12,361	13,287	20,255	27,600	30,000	30,300
Salaries - Total	250,472	256,011	292,562	347,100	381,500	388,600
Salaries - Reimbursements	-	-	(367)	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	250,472	256,011	292,195	347,100	381,500	388,600
Supplies and Services	87,072	79,343	80,279	124,186	124,186	124,886
Capital Outlay	-	-	-	-	-	-
Animal Control Fund Total	\$ 337,544	\$ 335,354	\$ 372,474	\$ 471,286	\$ 505,686	\$ 513,486

DEPARTMENT BUDGET

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 250,472	\$ 256,011	\$ 292,562	\$ 347,100	\$ 381,500	\$ 388,600
Salary & Benefit Reimbursements	-	-	(367)	-	-	-
Materials, Supplies and Maintenance	2,416	3,938	4,425	9,000	9,000	9,000
Professional Services/Contracts	66,982	58,395	58,837	95,000	95,000	95,000
Travel, Training & Membership Dues	2,307	1,110	977	3,000	3,000	3,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	15,367	15,900	16,040	17,186	17,186	17,886
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Animal Control Fund Total	\$ 337,544	\$ 335,354	\$ 372,474	\$ 471,286	\$ 505,686	\$ 513,486



**POLICE
DEPARTMENT PERSONNEL SUMMARY -**

<u>General Fund</u> Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Police Chief*	1.0	1.0	1.0	1.0	1.0	1.0
Police Captain*	4.0	4.0	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*	171.0	172.5	173.5	174.5	175.0	175.0
Police Records Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Police Services Officer	29.0	29.0	29.0	29.0	29.0	29.0
Forensic Identification Supervisor	1.0	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	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
Senior Business Manager	-	-	-	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	-	-	-
Staff Assistant	3.8	3.8	3.8	3.8	3.8	3.8
Emergency Services Manager	-	-	-	-	1.0	1.0
Emergency Services Coordinator	1.0	1.0	1.0	1.0	-	-
Emergency Services Staff Assistant	-	-	-	-	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
Administrative Assistant	-	-	-	-	11.0	11.0
Secretary	11.0	11.0	11.0	11.0	-	-
Police Operations Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Police Records Supervisor	-	-	-	-	-	-
Public Safety Communications Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
Public Safety Dispatcher	23.0	23.0	23.0	23.0	23.0	23.0
Police Records Technician	17.0	17.0	17.0	17.0	17.0	17.0
Crossing Guard	13.0	13.0	13.0	13.0	13.0	13.0
General Fund Total	343.8	345.3	346.3	347.3	348.8	348.8
<u>Animal Control Fund</u>						
Animal Control Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Animal Control Officer	3.0	3.0	3.0	3.0	3.0	3.0
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	347.8	349.3	351.3	352.3	352.8	352.8
Sworn Personnel*	223.0	224.5	226.5	227.5	227.0	227.0
Non-Sworn Personnel	124.8	124.8	124.8	124.8	125.8	125.8
	347.8	349.3	351.3	352.3	352.8	352.8

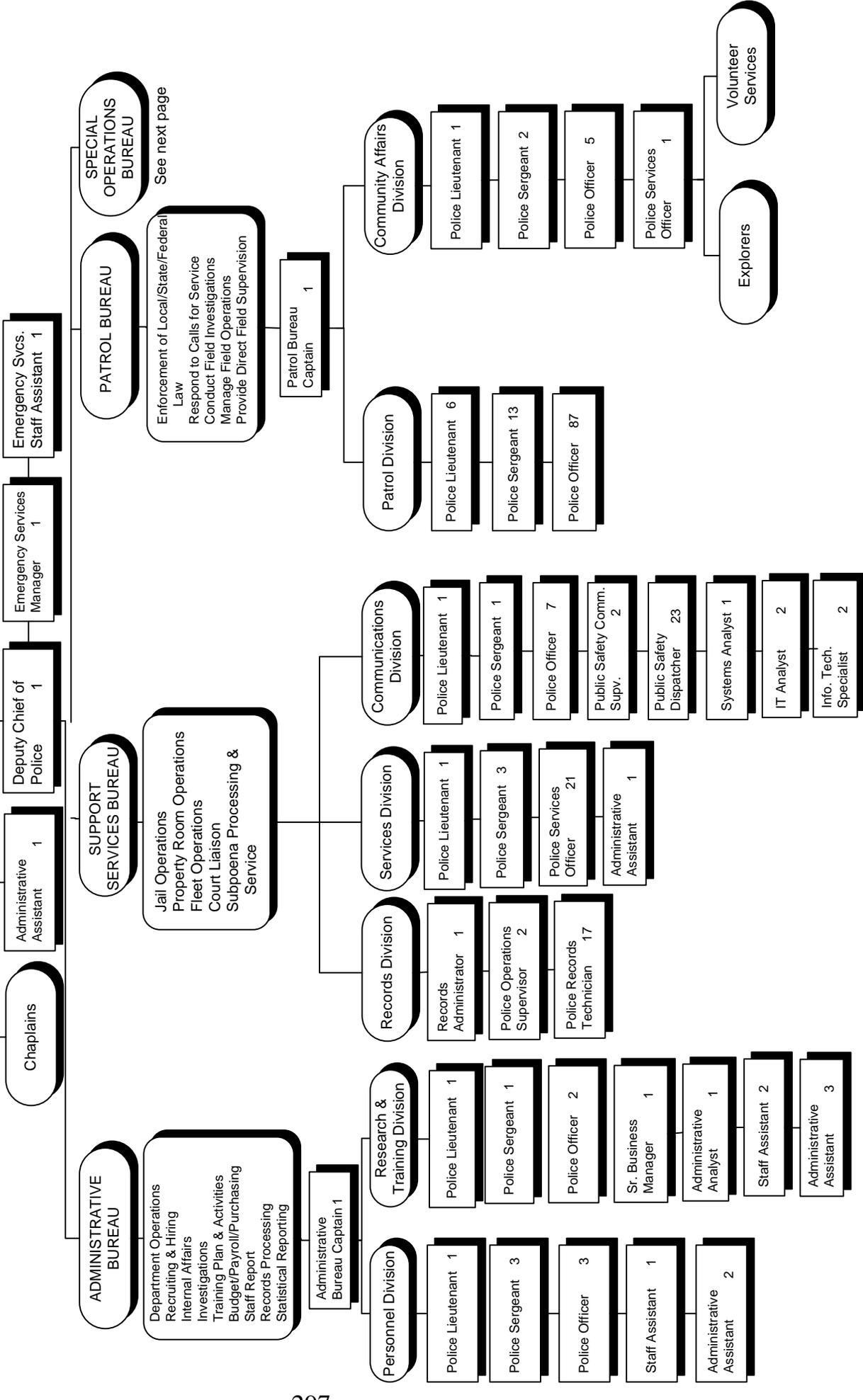
POLICE
 No. of Employees = 352.8 Work Years

Functional Organizational (1 of 2)

2015-16 Proposed

Sworn: 227.0 Employees

Non-Sworn: 125.8 Employees



POLICE
No. of Employees = 352.8 Work Years

Functional Organizational (2 of 2)

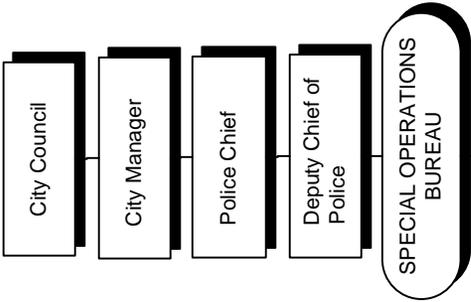
2015-16 Proposed

227.0 Employees

125.8 Employees

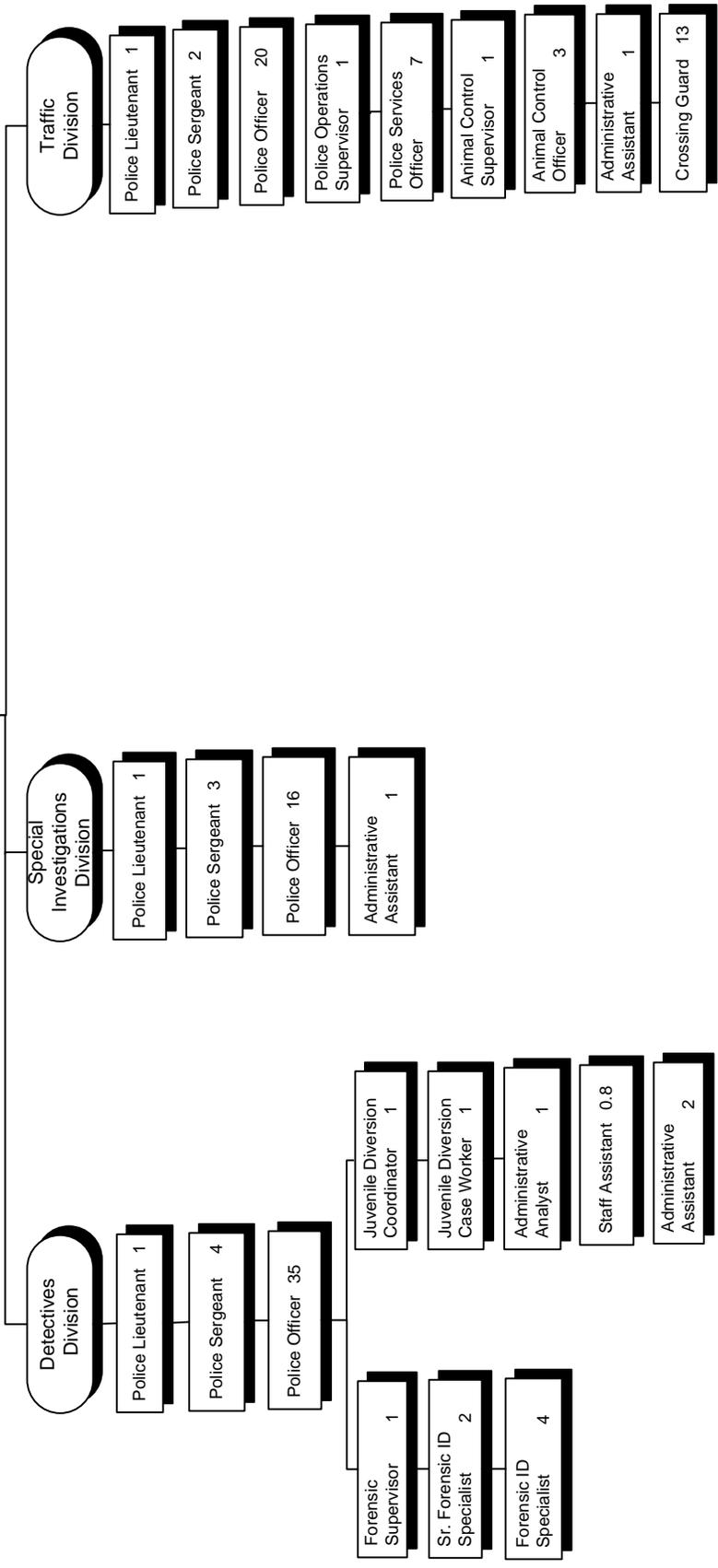
Sworn:

Non-Sworn:



Investigation of:
 Property Crimes, Force Related Crimes, Economic Crimes, Juvenile Crimes, Vice & Narcotics, Crime Analysis, Traffic Enforcement, Parking Enforcement, Accident Investigation, Animal Control

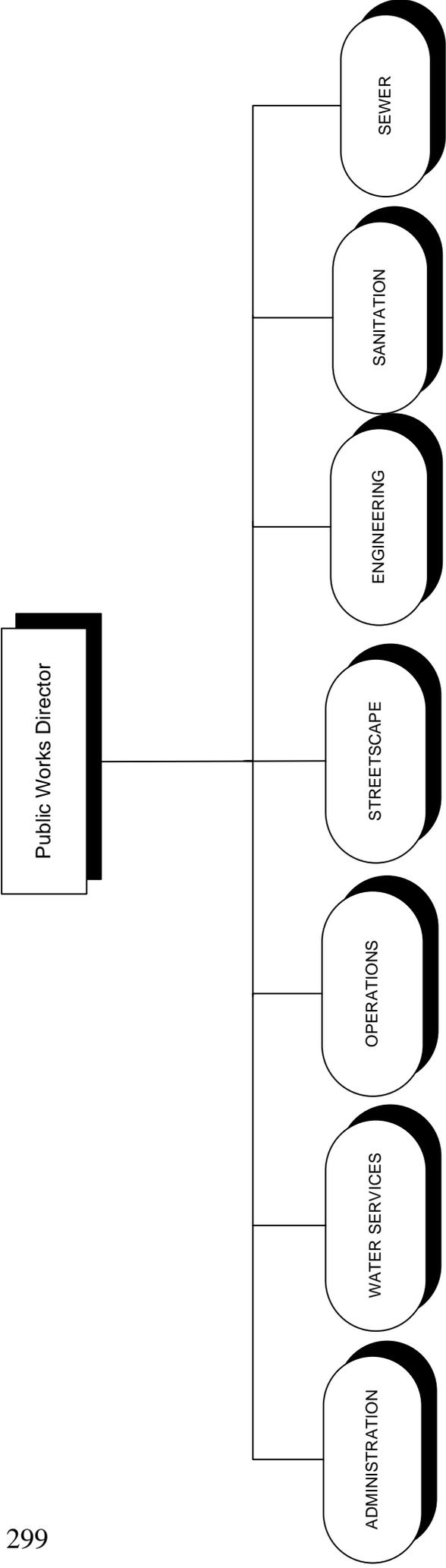
Special Operations Bureau Captain 1



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.

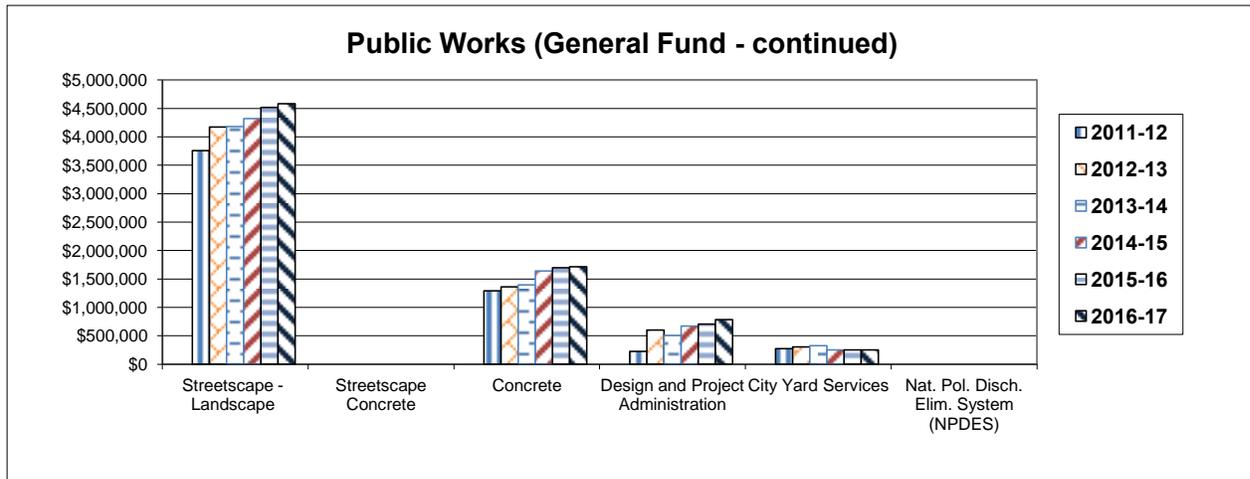
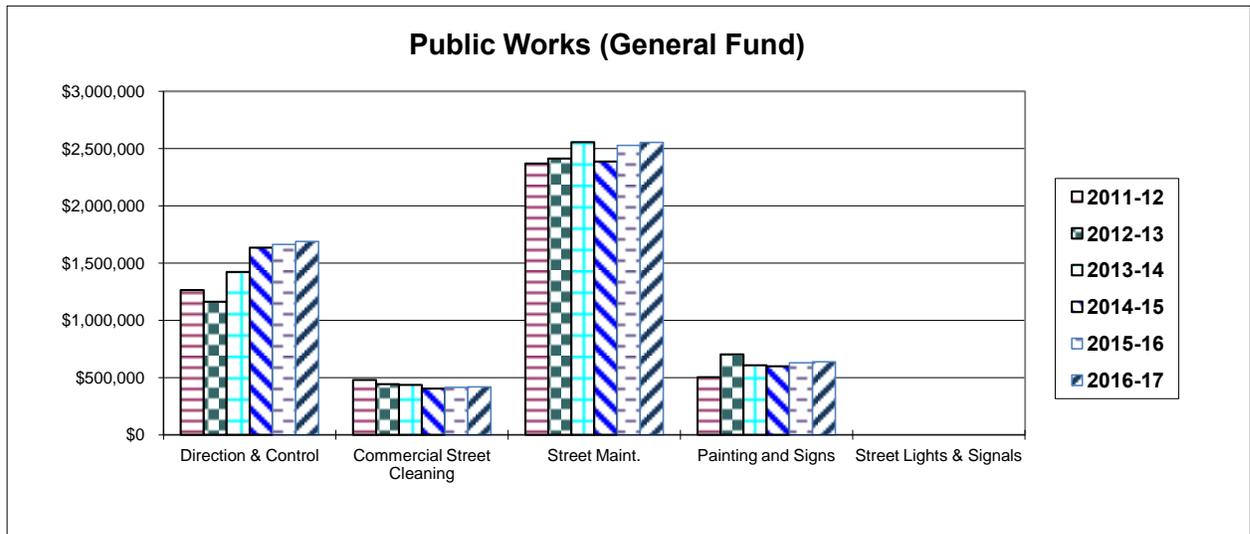
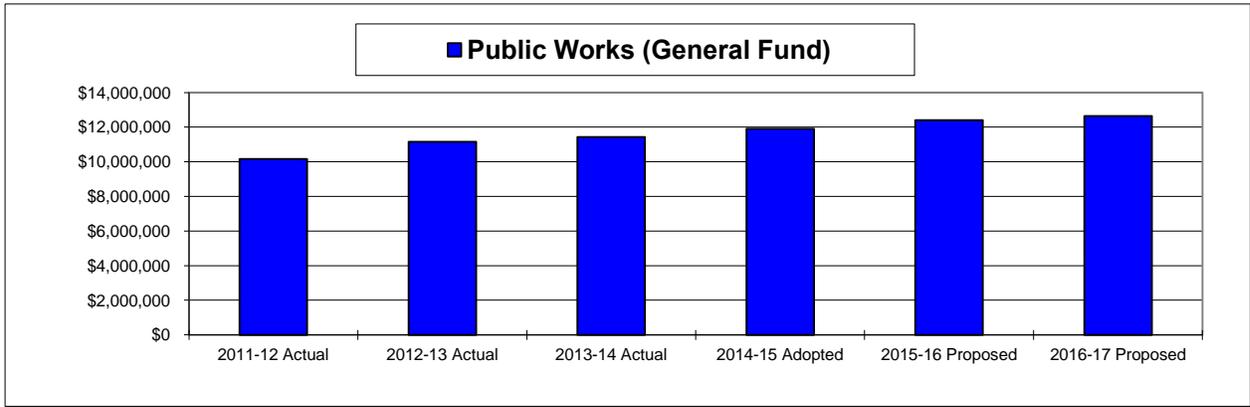
- Street sweeping and residential refuse and recycling collection.
- Maintain concrete sidewalks, curbs, and gutters throughout the City.
- Maintain City owned parkway trees and landscaped street medians, and parkways.
- Maintain roadway surfaces along with traffic signals, traffic striping, pavement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

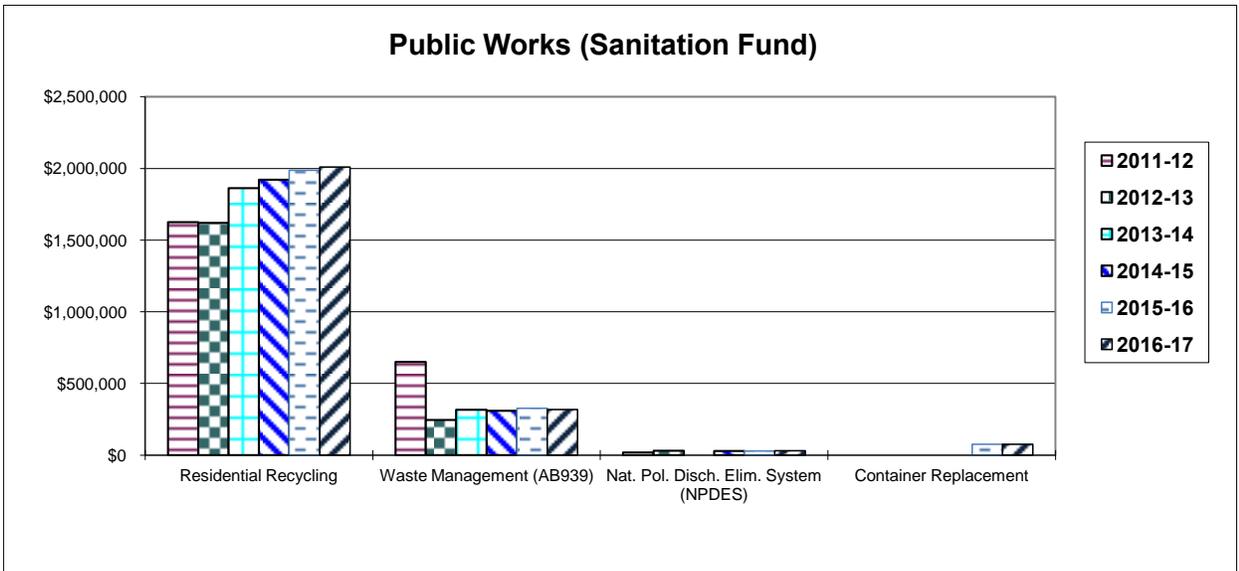
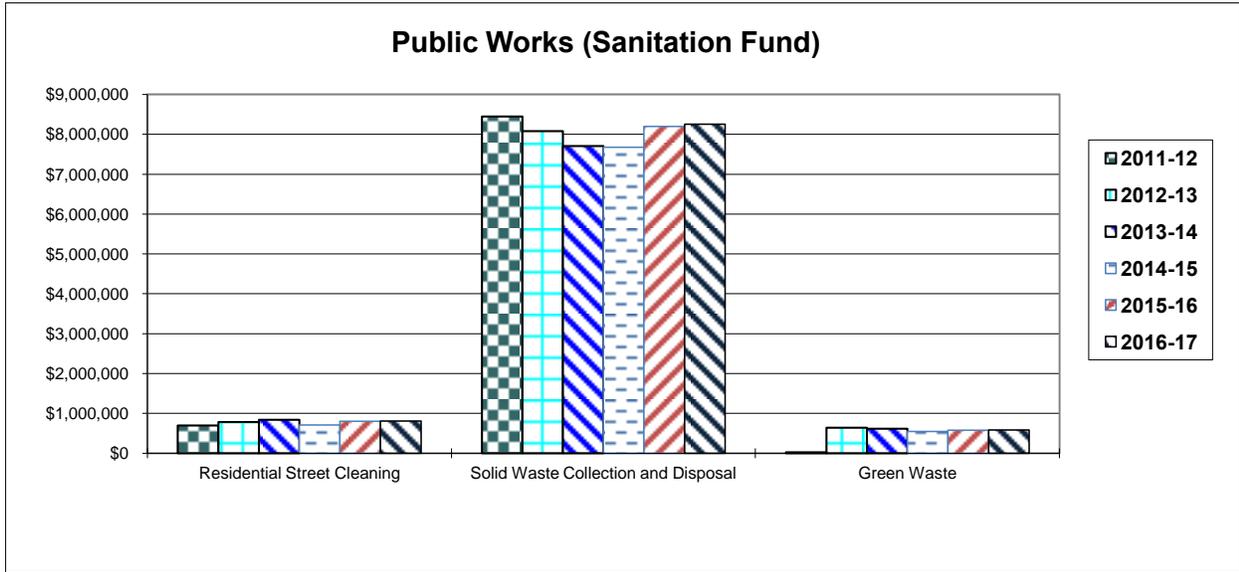
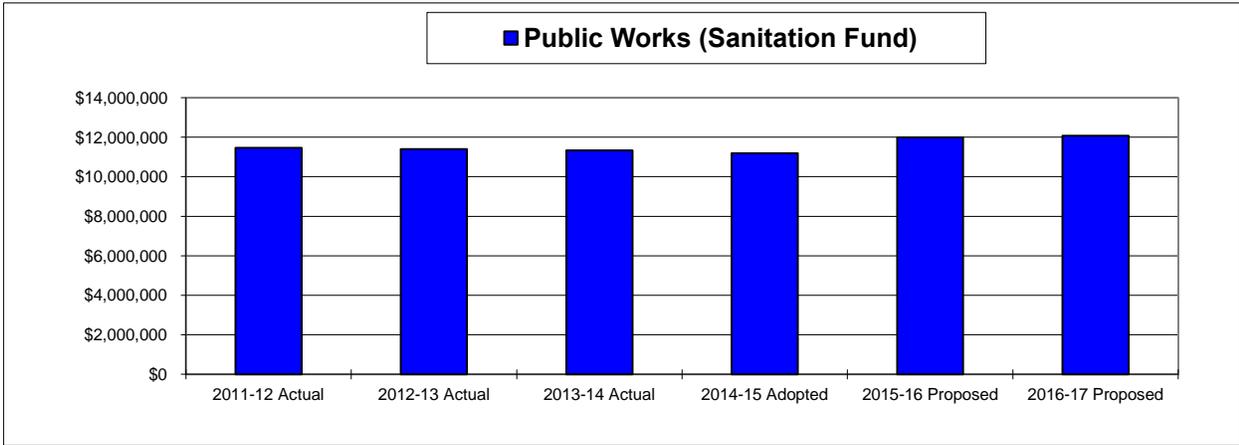
DEPARTMENT BUDGET SUMMARY

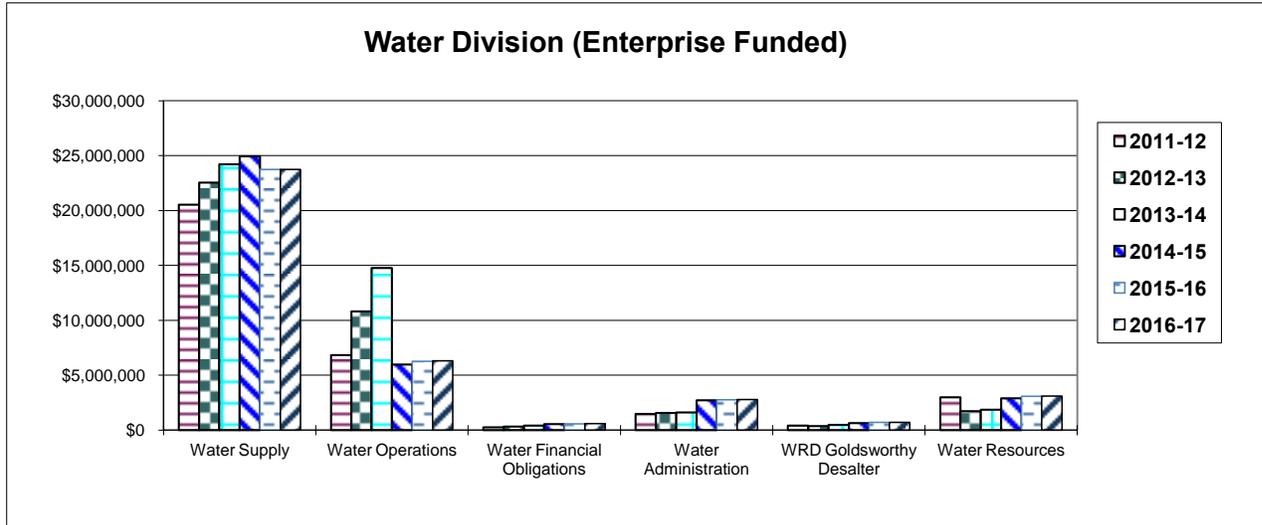
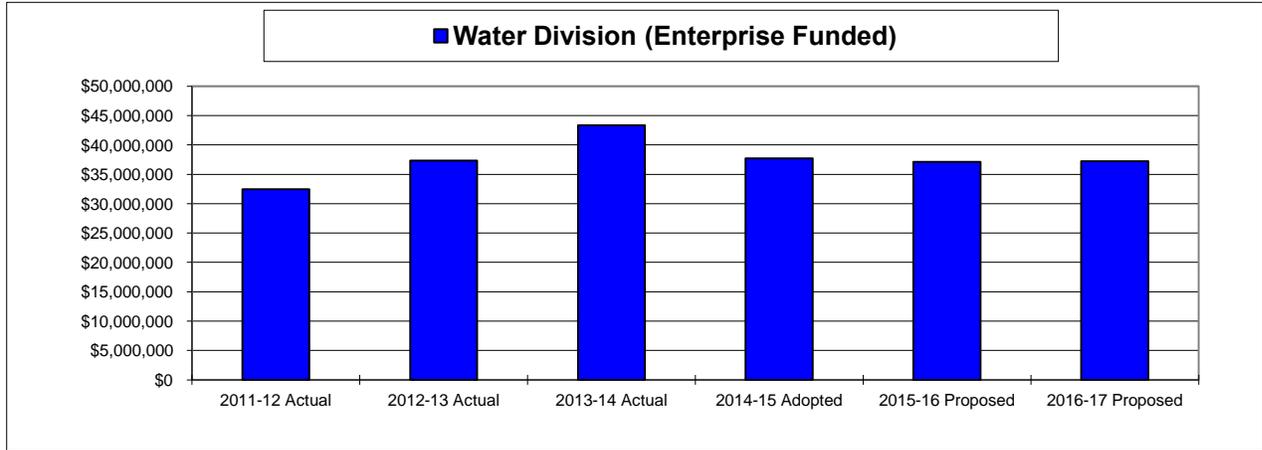
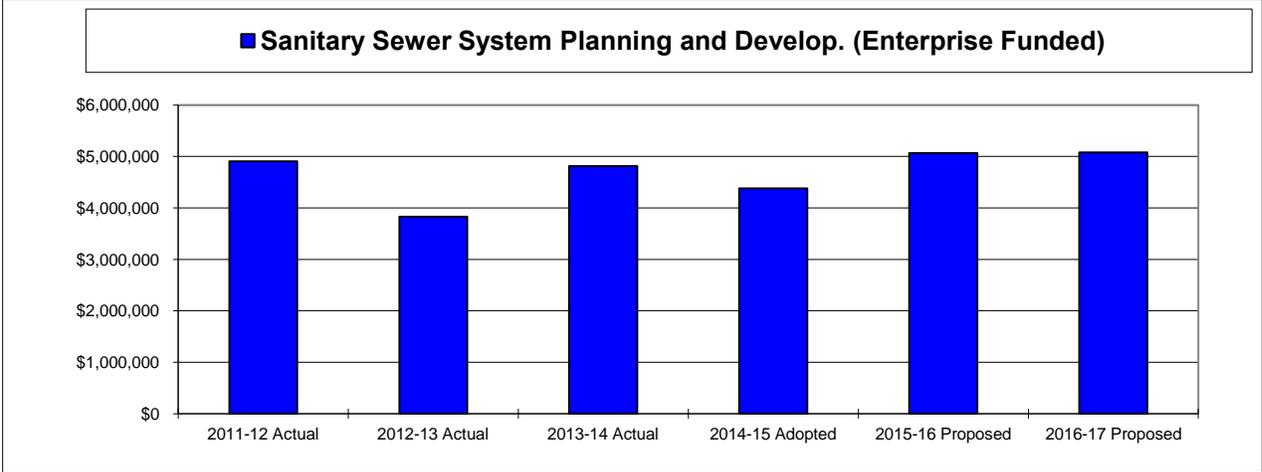
Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund:						
Direction & Control	\$ 1,263,700	\$ 1,162,019	\$ 1,422,745	\$ 1,634,079	\$ 1,661,967	\$ 1,689,867
Commercial Street Cleaning	478,544	441,432	436,455	404,038	414,114	418,014
Street Maintenance and Repair	2,369,920	2,412,093	2,555,572	2,386,537	2,528,996	2,554,596
Painting and Signs	503,717	702,211	606,289	598,747	629,803	637,103
Street Lights & Signals	-	-	-	-	-	-
Streetscape - Landscape	3,756,445	4,172,626	4,179,288	4,320,420	4,518,077	4,581,477
Streetscape Concrete	-	-	-	-	-	-
Concrete	1,289,364	1,362,155	1,393,028	1,638,114	1,696,814	1,715,714
Airport Maintenance	-	-	-	-	-	-
Design and Project Administration	226,600	599,383	506,518	669,488	704,198	785,898
City Yard Services	273,120	303,126	327,271	252,971	252,971	252,971
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	-	-	-
General Fund Total	\$ 10,161,410	\$ 11,155,045	\$ 11,427,166	\$ 11,904,394	\$ 12,406,940	\$ 12,635,640
General Fund Revenues	\$ 178,115	\$ 1,327,729	\$ 357,155	\$ 356,400	\$ 361,992	\$ 367,751
Sanitation Enterprise Fund:						
Residential Street Cleaning	\$ 698,702	\$ 782,292	\$ 837,751	\$ 710,627	\$ 803,360	\$ 809,860
Solid Waste Collection and Disposal	8,449,798	8,079,496	7,703,537	7,676,310	8,201,123	8,253,542
Green Waste	22,545	640,151	616,210	549,300	575,600	585,400
Residential Recycling	1,625,063	1,620,360	1,862,524	1,921,646	1,986,649	2,010,238
Waste Management (AB939)	650,307	244,511	317,068	308,791	326,687	317,275
Nat. Pol. Disch. Elim. System (NPDES)	18,892	29,663	-	28,355	29,455	29,655
Container Replacement	-	-	-	-	75,000	75,000
Sanitation Enterprise Fund Total	\$ 11,465,307	\$ 11,396,473	\$ 11,337,090	\$ 11,195,029	\$ 11,997,874	\$ 12,080,970
Sanitation Enterprise Fund Revenues	\$ 10,818,487	\$ 11,261,114	\$ 11,735,745	\$ 11,299,172	\$ 11,859,847	\$ 11,859,847
Sewer Enterprise Fund						
Wastewater	\$ 1,861,861	\$ 1,799,992	\$ 2,155,631	\$ 1,706,193	\$ 1,826,740	\$ 1,846,802
Sanitary Sewer System Planning and Dev.	3,043,848	2,030,052	2,659,862	2,672,015	3,242,655	3,230,988
Sanitary Sewer System Revenues	\$ 4,905,709	\$ 3,830,044	\$ 4,815,493	\$ 4,378,208	\$ 5,069,395	\$ 5,077,790
Water Enterprise Fund						
Water Supply	\$ 20,524,536	\$ 22,556,933	\$ 24,208,270	\$ 24,939,000	\$ 23,755,000	\$ 23,755,000
Water Operations	6,826,295	10,811,342	14,769,184	5,961,639	6,263,680	6,319,980
Water Resources	258,958	320,120	399,665	545,984	566,666	583,266
Water Administration	1,481,489	1,555,293	1,611,270	2,727,542	2,771,611	2,786,811
Water Financial Obligations	2,986,346	1,721,293	1,853,100	2,900,021	3,077,663	3,097,224
WRD Goldworthy Desalter	404,115	358,733	488,099	636,673	694,872	697,547
Water Enterprise Fund Total	\$ 32,481,739	\$ 37,323,714	\$ 43,329,588	\$ 37,710,859	\$ 37,129,492	\$ 37,239,828
Water Enterprise Fund Revenues	\$ 34,178,515	\$ 36,316,536	\$ 40,953,937	\$ 38,643,000	\$ 38,859,000	\$ 38,859,000

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

EXPENDITURES





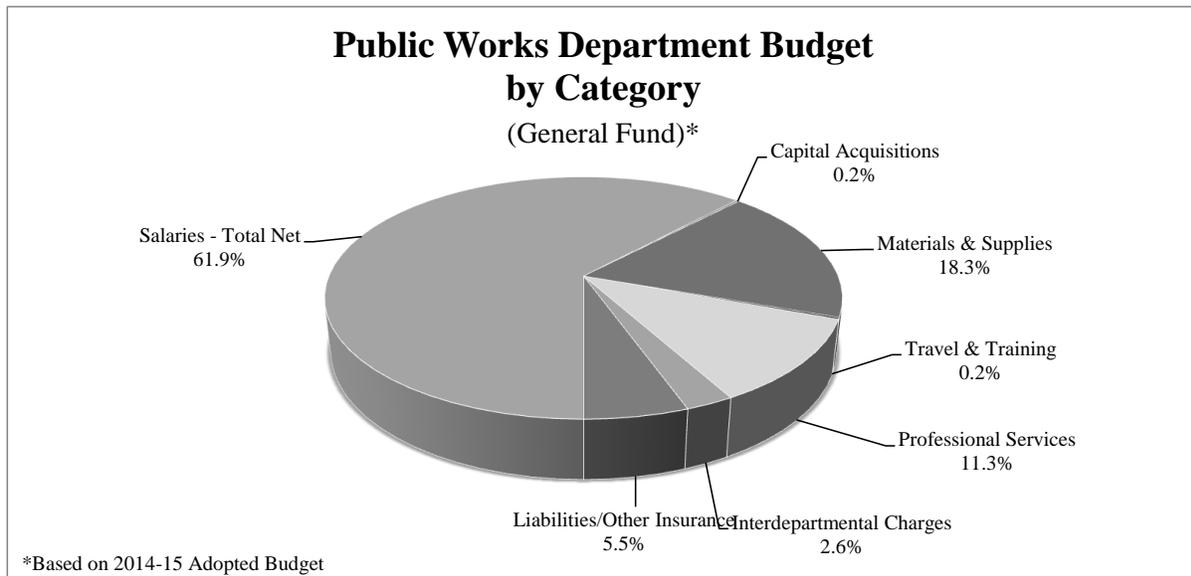


DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 8,015,201	\$ 8,989,446	\$ 9,216,267	\$ 10,379,115	\$ 10,928,815	\$ 11,168,515
Overtime	224,439	253,532	306,328	175,200	182,000	184,200
Salaries - Total	8,239,640	9,242,978	9,522,595	10,554,315	11,110,815	11,352,715
Salaries - Reimbursements	(2,331,257)	(2,378,269)	(2,679,445)	(3,226,008)	(3,435,035)	(3,447,935)
Salaries - Labor Charges	44,390	54,245	46,844	39,283	40,358	40,358
Salaries - Total Net	5,952,773	6,918,954	6,889,994	7,367,590	7,716,138	7,945,138
Supplies and Services	4,202,289	4,200,019	4,455,390	4,508,054	4,662,052	4,661,752
Capital Outlay	6,348	36,072	81,782	28,750	28,750	28,750
General Fund Total	\$ 10,161,410	\$ 11,155,045	\$ 11,427,166	\$ 11,904,394	\$ 12,406,940	\$ 12,635,640

DEPARTMENT BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 8,284,030	\$ 9,297,223	\$ 9,569,439	\$ 10,593,598	\$ 11,151,173	\$ 11,393,073
Salary & Benefit Reimbursements	(2,331,257)	(2,378,269)	(2,679,445)	(3,226,008)	(3,435,035)	(3,447,935)
Materials, Supplies and Maintenance	1,788,193	2,820,696	2,780,799	2,839,152	2,994,752	2,992,752
Professional Services/Contracts	1,183,663	1,242,944	1,284,279	1,344,454	1,344,454	1,344,454
Travel, Training & Membership Dues	18,229	18,300	10,350	26,938	26,938	26,938
Liabilities & Other Insurance	487,409	441,306	608,723	656,135	656,135	656,135
Interdepartmental Charges	254,161	245,839	247,961	255,597	261,397	263,097
Capital Acquisitions	6,348	36,072	81,782	28,750	28,750	28,750
Reimbursements from Other Funds	(569,443)	(620,322)	(531,559)	(665,016)	(671,816)	(671,816)
Operating Transfers Out	1,040,077	51,256	54,837	50,794	50,192	50,192
General Fund Total	\$ 10,161,410	\$ 11,155,045	\$ 11,427,166	\$ 11,904,394	\$ 12,406,940	\$ 12,635,640



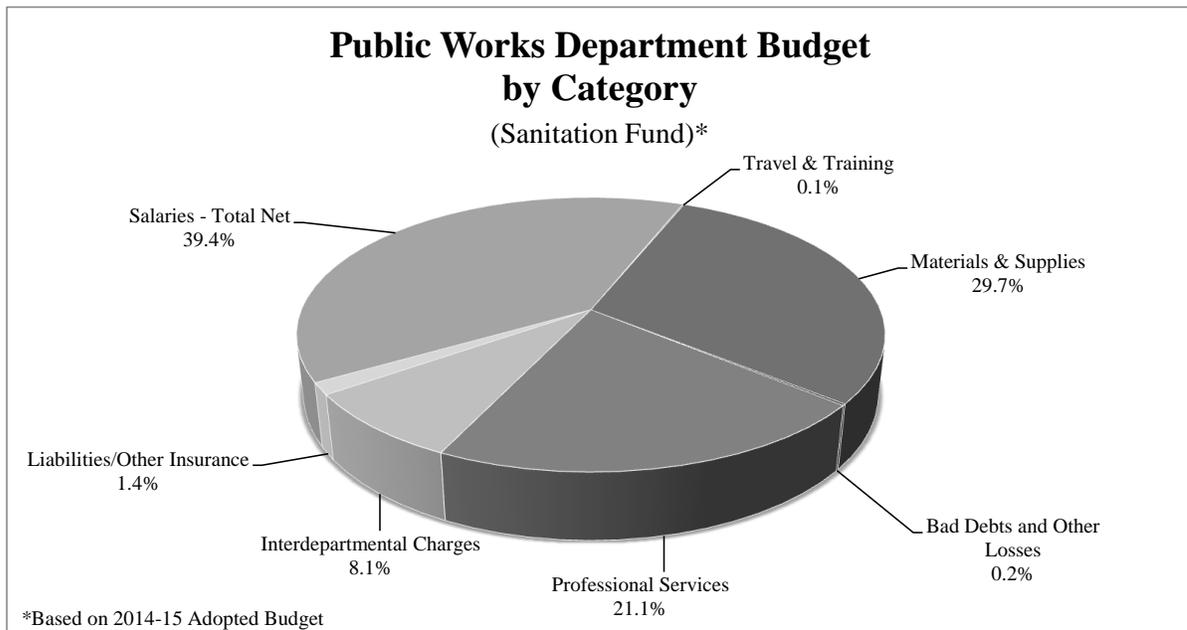
DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 3,698,619	\$ 3,749,354	\$ 3,820,050	\$ 4,163,536	\$ 4,204,349	\$ 4,273,149
Overtime	105,535	160,740	158,126	170,300	176,600	178,400
Salaries - Total	3,804,154	3,796,838	3,863,407	4,221,549	4,380,949	4,451,549
Salaries - Reimbursements	(14,992)	(14,784)	(10,421)	(28,384)	(25,850)	(25,850)
Salaries - Labor Charges	178,872	136,916	168,719	212,692	222,415	222,415
Salaries - Total Net	3,968,034	4,011,221	4,090,015	4,407,257	4,605,214	4,685,614
Supplies and Services	7,497,273	7,385,252	7,247,075	6,787,772	7,392,660	7,395,356
Capital Outlay	-	-	-	-	-	-
Sanitation Enterprise Fund Total	\$ 11,465,307	\$ 11,396,473	\$ 11,337,090	\$ 11,195,029	\$ 11,997,874	\$ 12,080,970

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

\$ -

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 3,983,026	\$ 4,026,005	\$ 4,100,436	\$ 4,435,641	\$ 4,631,064	\$ 4,711,464
Salary & Benefit Reimbursements	(14,992)	(14,784)	(10,421)	(28,384)	(25,850)	(25,850)
Materials, Supplies and Maintenance	4,033,164	4,349,766	3,863,258	3,367,704	3,877,904	3,865,904
Professional Services/Contracts	2,192,883	2,152,324	2,133,710	2,364,346	2,364,346	2,364,346
Travel, Training & Membership Dues	1,561	9,039	6,829	11,355	11,355	11,355
Depreciation	12,426	7,248				
Liabilities & Other Insurance	75,174	92,340	75,174	157,374	157,374	157,374
Interdepartmental Charges	716,064	686,138	742,482	787,286	821,774	836,470
Debt Service			45,137		30,000	30,000
Loans Contra Expenditures						
Capital Acquisitions						
Bad Debts and Other Losses	55,481	30,763	44,233	19,160	44,360	44,360
Asset Contra Account						
Reimbursements from Other Funds	(47,791)	(59,405)	(60,350)	(42,600)	(37,600)	(37,600)
Operating Transfers Out	458,311	117,039	396,602	123,147	123,147	123,147
Sanitation Enterprise Fund Total	\$ 11,465,307	\$ 11,396,473	\$ 11,337,090	\$ 11,195,029	\$ 11,997,874	\$ 12,080,970

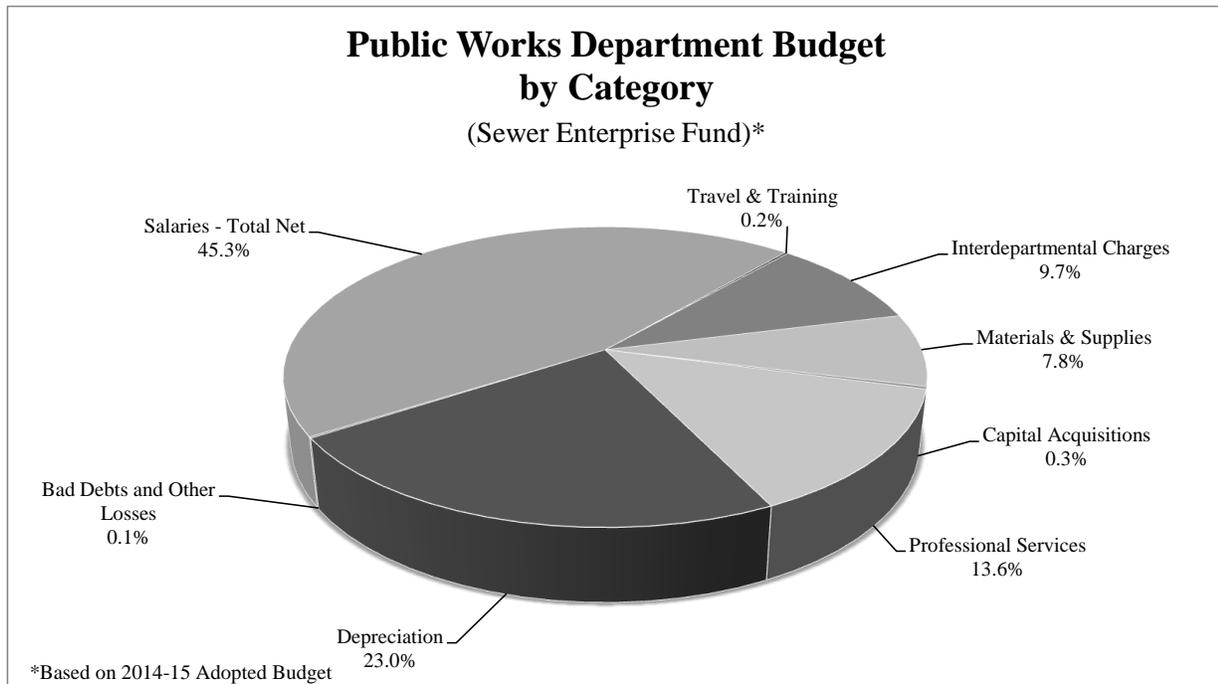


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 1,852,459	\$ 1,883,627	\$ 1,845,859	\$ 2,005,400	\$ 2,104,000	\$ 2,151,500
Overtime	63,460	60,514	71,991	91,200	95,100	96,200
Salaries - Total	1,915,919	1,944,141	1,917,850	2,096,600	2,199,100	2,247,700
Salaries - Reimbursements	(519,206)	(494,934)	(465,591)	(524,556)	(546,633)	(546,633)
Salaries - Labor Charges	397,289	384,469	297,149	410,397	428,620	428,620
Salaries - Total Net	1,794,002	1,833,676	1,749,408	1,982,441	2,081,087	2,129,687
Supplies and Services	3,111,707	1,996,206	3,061,767	2,383,709	2,976,250	2,936,045
Capital Outlay	-	162	4,318	12,058	12,058	12,058
Sewer Enterprise Fund Total	\$ 4,905,709	\$ 3,830,044	\$ 4,815,493	\$ 4,378,208	\$ 5,069,395	\$ 5,077,790

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 2,313,208	\$ 2,328,610	\$ 2,214,999	\$ 2,506,997	\$ 2,627,720	\$ 2,676,320
Salary & Benefit Reimbursements	(519,206)	(494,934)	(465,591)	(524,556)	(546,633)	(546,633)
Materials, Supplies and Maintenance	344,823	401,571	313,066	350,770	406,770	406,770
Professional Services/Contracts	372,143	479,965	429,250	596,112	1,056,810	1,006,112
Travel, Training & Membership Dues	4,703	3,596	1,729	8,014	8,014	8,014
Depreciation	1,032,949	-	-	1,006,480	1,056,480	1,056,480
Liabilities & Other Insurance	-	124,853	482,396	-	-	-
Interdepartmental Charges	284,357	394,790	393,617	423,473	449,316	459,809
Capital Acquisitions	-	162	4,318	12,058	12,058	12,058
Bad Debts and Other Losses	5,746	1,114	60	6,560	6,560	6,560
Asset Contra Account	-	-	-	(4,700)	(4,700)	(4,700)
Reimbursements from Other Funds	-	-	-	(3,000)	(3,000)	(3,000)
Operating Transfers Out	647,958	590,317	1,441,649	-	-	-
Extraordinary Loss	419,028	-	-	-	-	-
Sewer Enterprise Fund Total	\$ 4,905,709	\$ 3,830,044	\$ 4,815,493	\$ 4,378,208	\$ 5,069,395	\$ 5,077,790

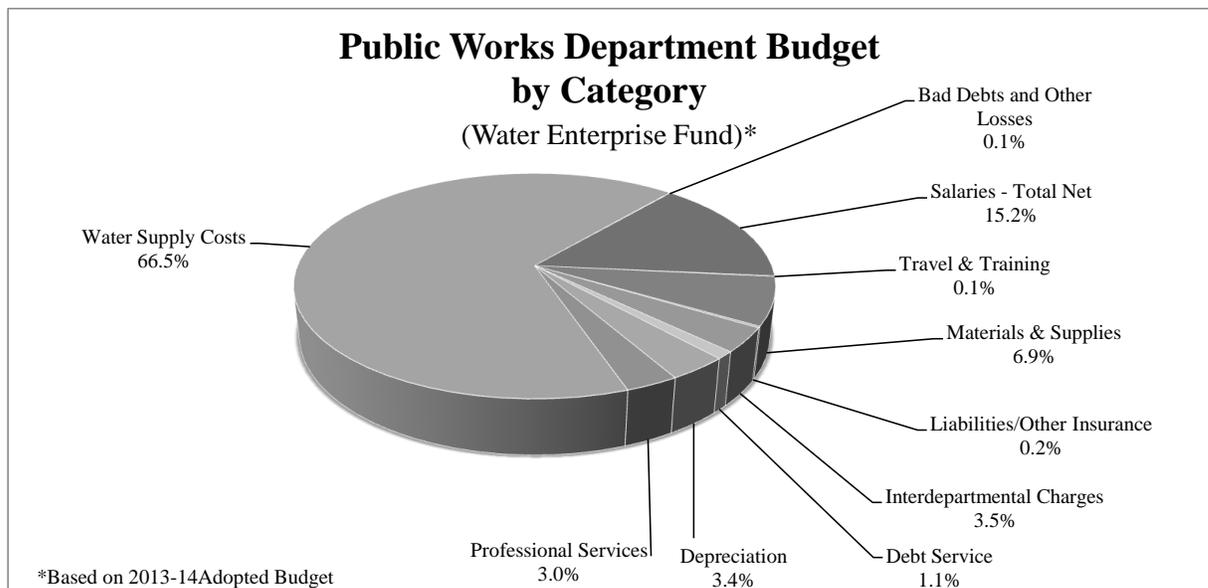


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 4,322,895	\$ 3,947,350	\$ 4,090,564	\$ 4,601,551	\$ 4,882,851	\$ 4,972,251
Overtime	148,979	160,350	222,487	282,000	298,400	301,800
Salaries - Total	4,471,874	4,107,700	4,313,051	4,883,551	5,181,251	5,274,051
Salaries - Reimbursements	(582,429)	(408,772)	(422,578)	(463,118)	(486,904)	(486,904)
Salaries - Labor Charges	881,424	900,841	1,059,580	1,298,504	1,372,248	1,372,248
Salaries - Total Net	4,770,869	4,599,769	4,950,053	5,718,937	6,066,595	6,159,395
Supplies and Services	27,569,509	30,980,465	38,361,654	31,935,722	31,006,697	31,024,233
Capital Outlay	141,361	1,743,480	17,881	56,200	56,200	56,200
Water Enterprise Fund Total	\$ 32,481,739	\$ 37,323,714	\$ 43,329,588	\$ 37,710,859	\$ 37,129,492	\$ 37,239,828

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 5,318,946	\$ 5,008,541	\$ 5,372,631	\$ 6,182,055	\$ 6,553,499	\$ 6,646,299
Salary & Benefit Reimbursements	(548,077)	(408,772)	(422,578)	(463,118)	(486,904)	(486,904)
Materials, Supplies and Maintenance	1,458,569	1,494,339	1,587,286	2,593,972	2,575,472	2,571,972
Professional Services/Contracts	855,324	790,300	817,701	1,148,162	1,148,162	1,148,162
Water Supply Costs	20,591,517	22,565,668	24,282,552	25,074,000	23,930,000	23,930,000
Parts & Fuel Inventory	490,171	407,659	467,167	550,000	550,000	550,000
MWD Ultra-Low Flow Rebate Prog			-	-	-	-
Travel, Training & Membership Dues	17,787	31,650	24,791	42,275	42,275	42,275
Depreciation and Amortization	1,311,086	-	-	1,300,000	1,450,000	1,450,000
Liabilities & Other Insurance	55,165	70,388	58,201	92,109	92,109	92,109
Interdepartmental Charges	1,004,776	1,054,358	1,177,944	1,296,581	1,382,503	1,403,539
Debt Service	614,003	616,503	676,548	497,753	450,279	450,279
Loans Contra Expenditures	(540,000)	(570,000)	(620,000)	(90,413)	(95,386)	(95,386)
Inventory Contra Account	(490,171)	(407,659)	(467,167)	(550,000)	(550,000)	(550,000)
Capital Acquisitions	141,361	1,743,480	17,881	56,200	56,200	56,200
Bad Debts and Other Losses	72,805	75,811	46,502	30,000	80,000	80,000
Fixed Assets Contra Expenditures	(110,972)	(1,743,480)	(13,491)	(56,200)	(56,200)	(56,200)
Reimbursements from Other Funds	(17,603)	(24,799)	(39,853)	(8,000)	(8,000)	(8,000)
Other Expenditures	718,000	718,000	718,000	-	-	-
Operating Transfers Out	384,620	5,901,727	9,645,473	15,483	15,483	15,483
Extraordinary Loss	1,154,432	-	-	-	-	-
Water Enterprise Fund Total	\$ 32,481,739	\$ 37,323,714	\$ 43,329,588	\$ 37,710,859	\$ 37,129,492	\$ 37,239,828



**PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY**

Position Title All Funds	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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	7.0	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	13.0	13.0	13.0	13.0	13.0	13.0
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	43.0	43.0	43.0	43.0	43.0	43.0
Cement Finisher	2.0	2.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	27.0	30.0	30.0	30.0	30.0	30.0
Equipment Operator	11.0	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	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	1.0
Water Operations Superintendent	-	-	-	1.0	1.0	1.0
Sr. Water Service Supervisor	1.0	1.0	1.0	-	-	-
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Engineering Manager - Major Projects	-	-	-	-	1.0	1.0
Engineering Manager	4.0	4.0	4.0	4.0	3.0	3.0
Associate Engineer	9.0	9.0	9.0	9.0	9.0	9.0
Assistant Engineer	2.0	4.0	4.0	4.0	4.0	4.0
Public Works Inspector - Capital Proj.	-	-	2.0	2.0	2.0	2.0
Public Works Inspector	1.0	2.0	-	-	-	-
Engineering Technician III	3.0	3.0	3.0	3.0	3.0	3.0
Water Service Tech III	11.0	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	1.0	1.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	-	-	-	-	5.0	5.0
Secretary	5.0	5.0	5.0	5.0	-	-
Office Assistant	-	-	-	-	0.5	0.5
Typist Clerk	0.5	0.5	0.5	0.5	-	-
Total	200.5	206.5	206.5	206.5	206.5	206.5

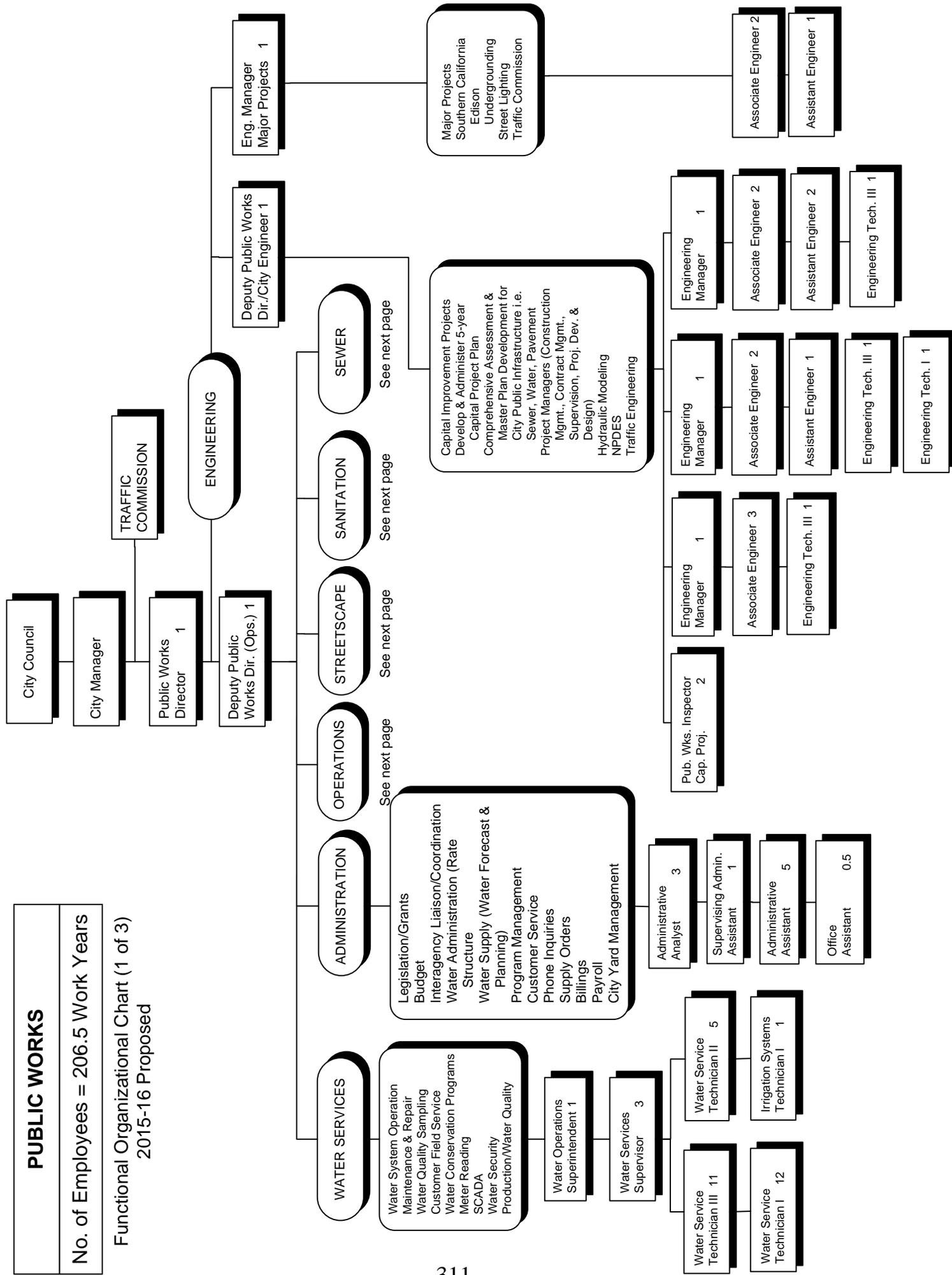
Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
General Fund						
Public Works Director	0.8	0.8	0.8	0.8	0.8	0.8
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	0.3	0.3	0.3	0.1	0.1	0.1
Engineering Manager - Major Projects	-	-	-	-	1.0	1.0
Engineering Manager	2.0	2.0	2.0	2.0	1.0	1.0
Associate Engineer	6.0	6.0	6.0	6.0	6.0	6.0
Assistant Engineer	1.0	3.0	3.0	3.0	3.0	3.0
Public Works Inspector - Capital Proj.	-	-	2.0	2.0	2.0	2.0
Public Works Inspector	1.0	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	4.0	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	13.0	13.0	13.0	13.0	13.0	13.0
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	27.4	27.4	27.4	27.4	27.4	27.4
Cement Finisher	2.0	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	10.0	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	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	1.0
Administrative Assistant	-	-	-	-	1.6	1.6
Secretary	1.6	1.6	1.6	1.6	-	-
Office Assistant	-	-	-	-	0.5	0.5
Typist Clerk	0.5	0.5	0.5	0.5	-	-
General Fund Total	99.7	102.7	102.7	102.5	102.5	102.5
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	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	2.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	24.7	27.7	27.7	27.7	27.7	27.7
Maintenance Worker	13.6	8.6	8.6	8.6	8.6	8.6
Wastewater Technician	4.0	-	-	-	-	-
Administrative Assistant	-	-	-	-	1.4	1.4
Secretary	1.4	1.4	1.4	1.4	-	-
Total Sanitation Enterprise Fund	49.4	42.4	42.4	42.4	42.4	42.4

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Sewer Enterprise Fund						
Deputy Public Works Director - Operations	0.2	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	1.0	1.0
Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Wastewater Technician	2.0	6.0	6.0	6.0	6.0	6.0
Maintenance Worker	2.0	7.0	7.0	7.0	7.0	7.0
Total Sewer Enterprise Fund	10.2	20.2	20.2	20.2	20.2	20.2
Water Enterprise Fund						
Deputy Public Works Director - Operations	0.2	0.2	0.2	0.4	0.4	0.4
Water Operations Superintendent	-	-	-	1.0	1.0	1.0
Sr. Water Service Supervisor	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	11.0	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	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
Administrative Assistant	-	-	-	-	2.0	2.0
Secretary	2.0	2.0	2.0	2.0	-	-
Total Water Enterprise Fund	41.2	41.2	41.2	41.4	41.4	41.4
Grand Total	200.5	206.5	206.5	206.5	206.5	206.5

PUBLIC WORKS

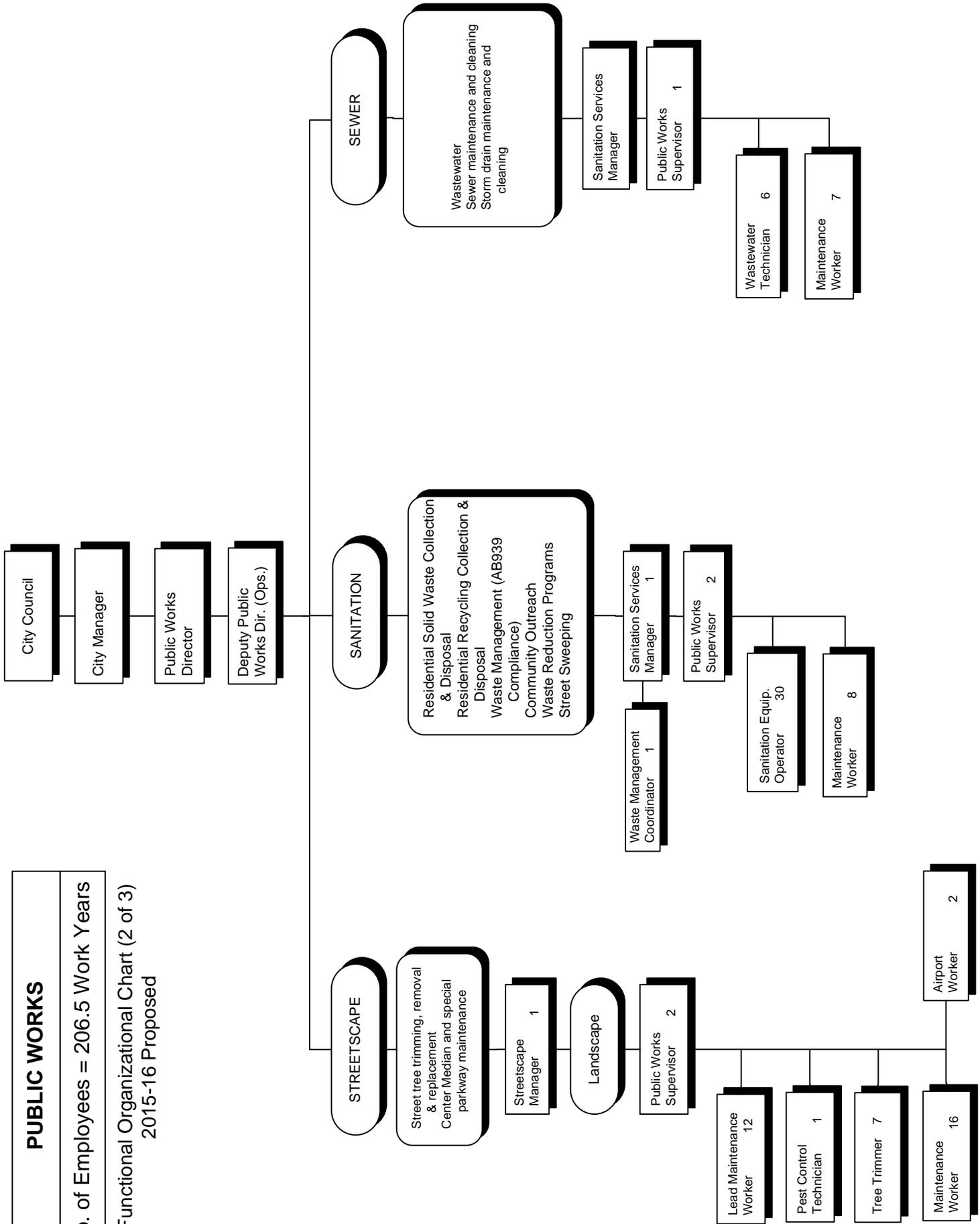
No. of Employees = 206.5 Work Years

Functional Organizational Chart (1 of 3)
2015-16 Proposed



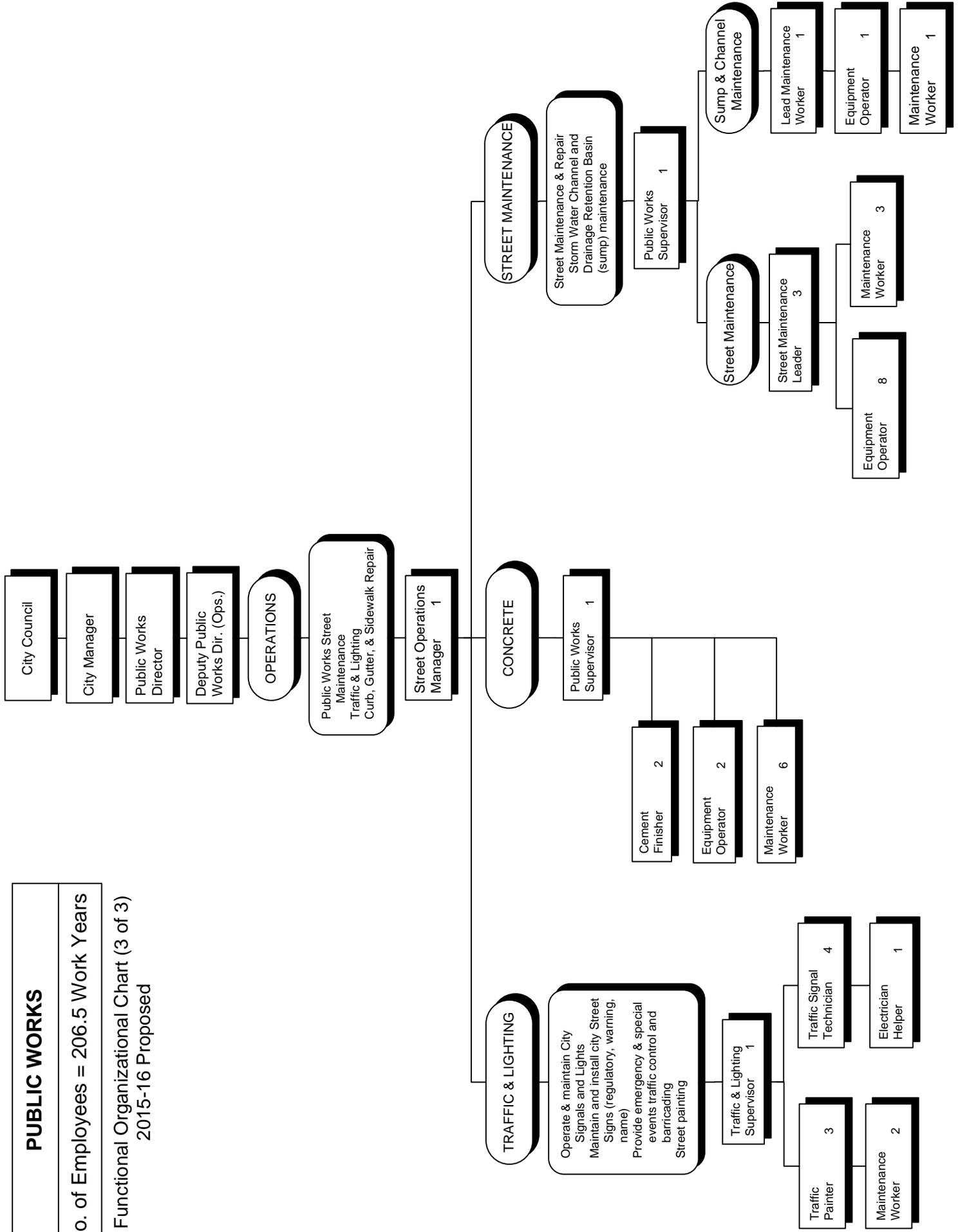
PUBLIC WORKS
 No. of Employees = 206.5 Work Years

Functional Organizational Chart (2 of 3)
 2015-16 Proposed



PUBLIC WORKS
 No. of Employees = 206.5 Work Years

Functional Organizational Chart (3 of 3)
 2015-16 Proposed

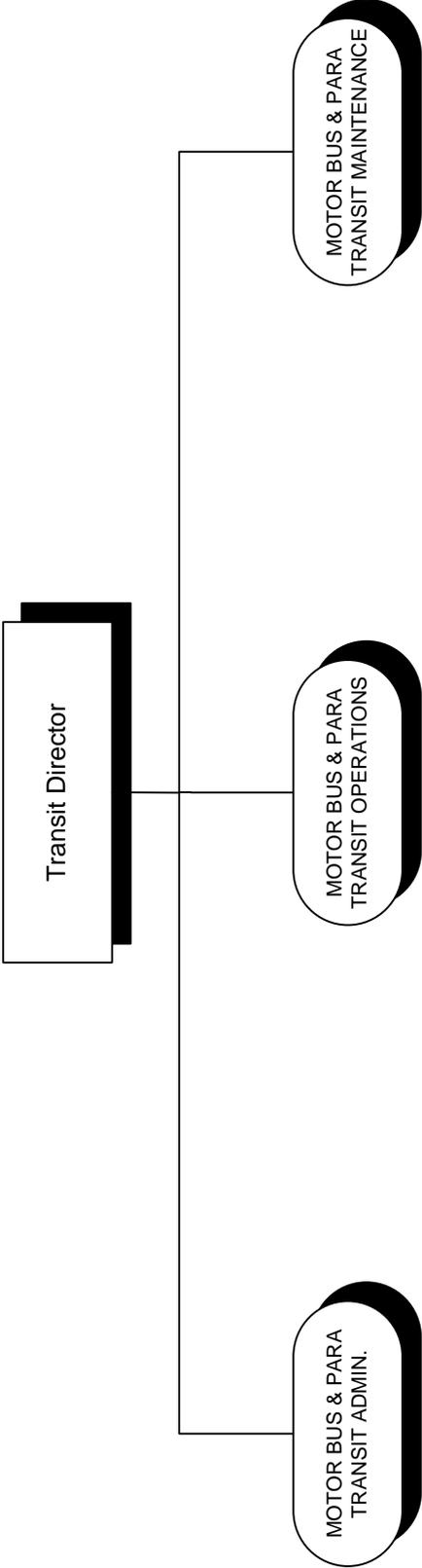


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TRANSIT

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.

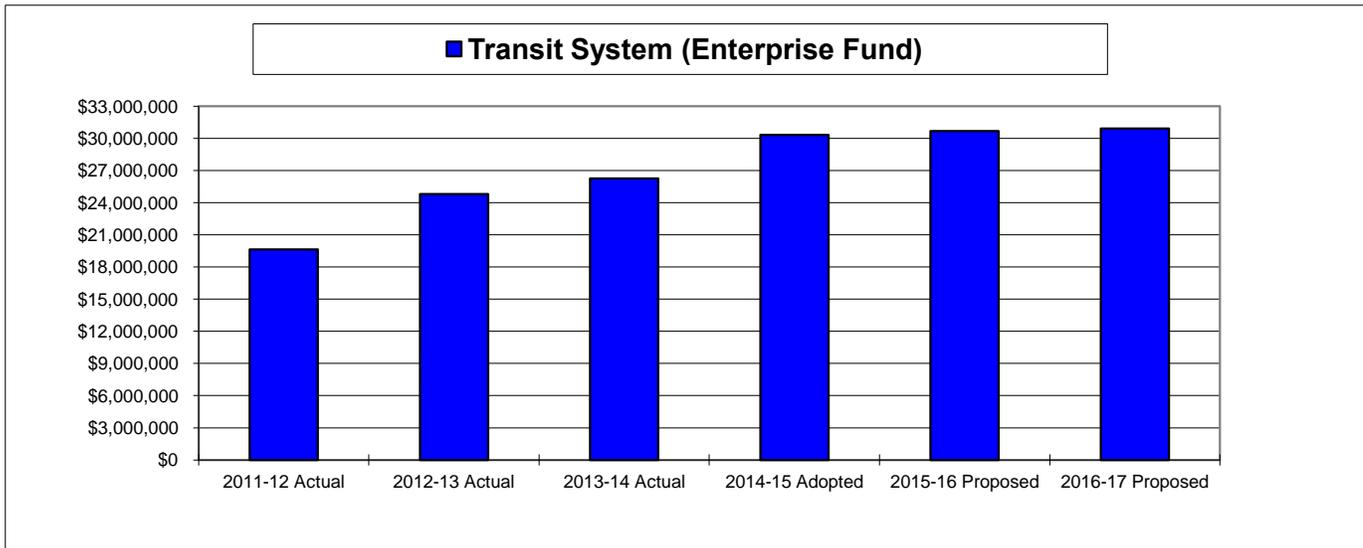
FUNCTIONAL RESPONSIBILITIES

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.

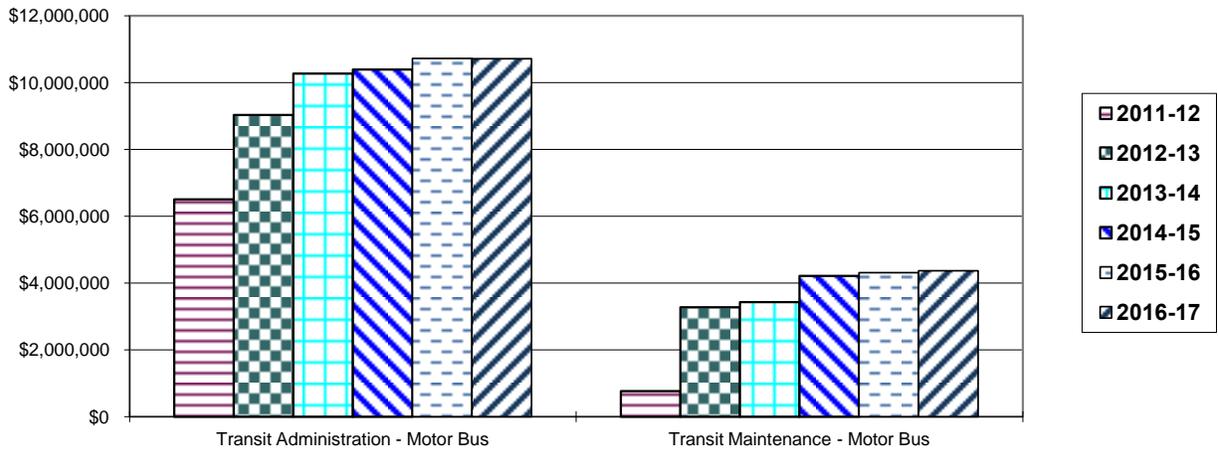
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Transit Enterprise Fund						
Transit Administration - Motor Bus	\$ 6,509,358	\$ 9,036,980	\$ 10,270,946	\$ 10,396,010	\$ 10,726,815	\$ 10,720,528
Transit Maintenance - Motor Bus	768,852	3,276,126	3,435,033	4,214,148	4,317,298	4,368,798
Transit Operations - Motor Bus	9,148,087	9,353,973	9,078,906	11,961,421	11,902,596	12,095,996
Transit - Dial-A-Lift	1,096,980	1,122,489	1,109,732	1,357,504	1,359,707	1,361,409
Transit - Measure R Operations	2,105,081	2,004,408	2,366,410	2,395,474	2,369,739	2,374,639
Transit Enterprise Fund Total	\$ 19,628,358	\$ 24,793,976	\$ 26,261,027	\$ 30,324,557	\$ 30,676,155	\$ 30,921,370
 Transit Enterprise Fund Revenues	 \$ 28,966,867	 \$ 24,522,705	 \$ 25,768,178	 \$ 26,612,931	 \$ 26,808,380	 \$ 26,451,930

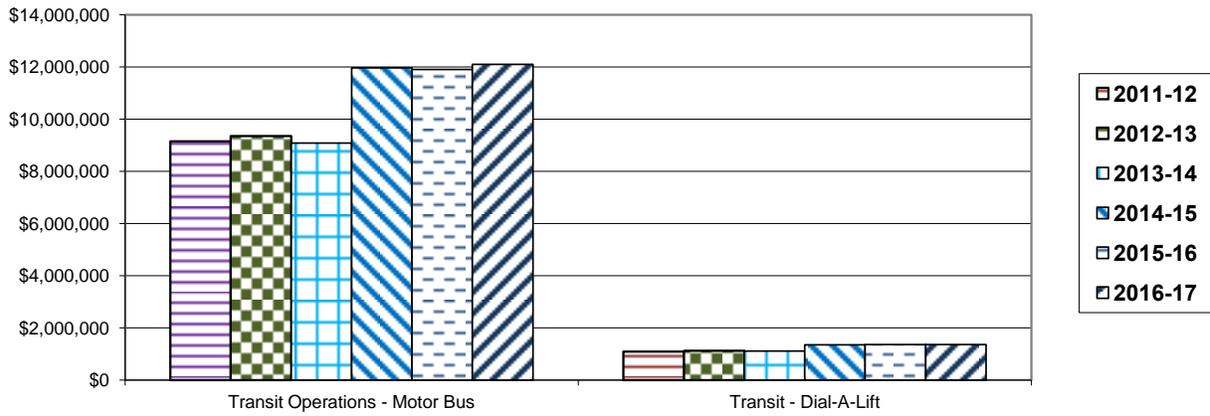
EXPENDITURES



Transit System (Enterprise Fund)



Transit System (Enterprise Fund - continued)

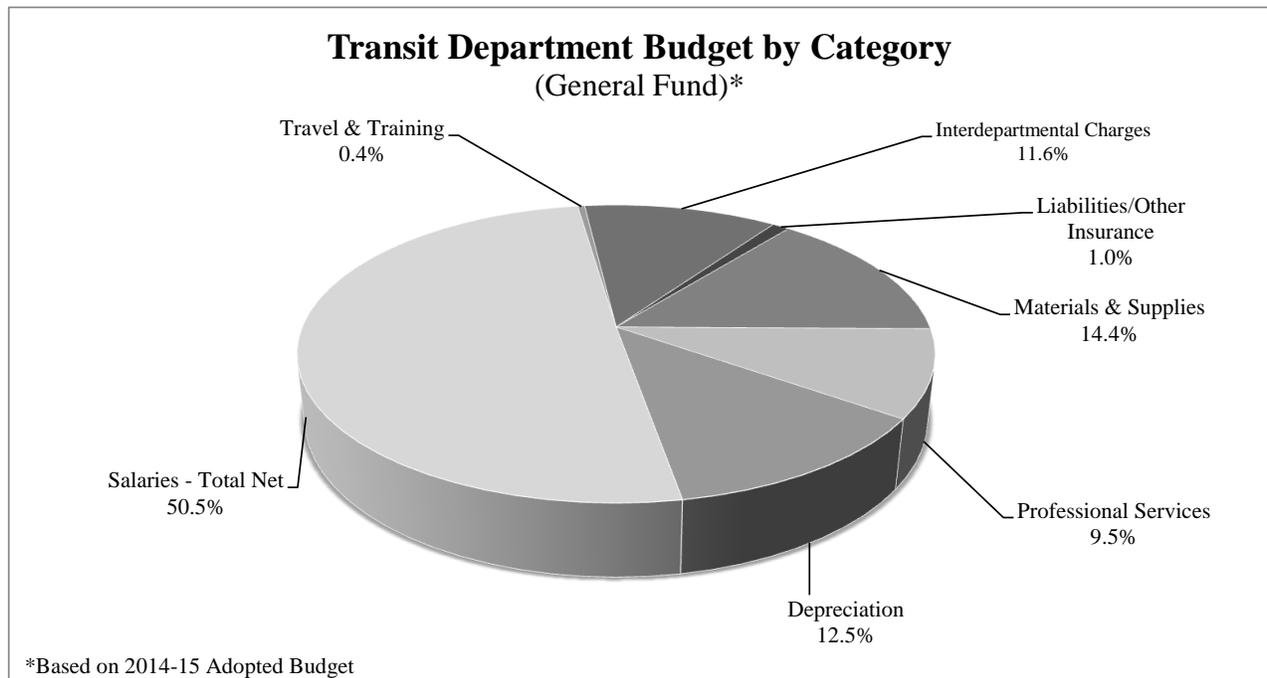


DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 9,126,515	\$ 11,635,857	\$ 11,381,385	\$ 14,026,787	\$ 14,632,487	\$ 14,900,487
Overtime	1,364,793	1,053,198	1,633,344	851,500	873,600	888,200
Salaries - Total	10,491,308	12,689,055	13,014,729	14,878,287	15,506,087	15,788,687
Salaries - Reimbursements	(24,821)	(11,591)	-	-	-	-
Salaries - Labor Charges	293,993	189,468	342,615	425,529	456,036	456,036
Salaries - Total Net	10,760,480	12,866,932	13,357,344	15,303,816	15,962,123	16,244,723
Supplies and Services	8,519,950	11,927,044	11,464,493	15,020,741	14,714,032	14,676,647
Capital Outlay	347,928	-	1,439,190	-	-	-
Transit Enterprise Fund Total	\$ 19,628,358	\$ 24,793,976	\$ 26,261,027	\$ 30,324,557	\$ 30,676,155	\$ 30,921,370

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 10,785,301	\$ 12,878,523	\$ 13,357,343	\$ 15,303,816	\$ 15,962,123	\$ 16,244,723
Salary & Benefit Reimbursements	(24,821)	(11,591)	-	-	-	-
Materials, Supplies and Maintenance	2,505,489	3,011,719	3,009,415	4,370,613	3,781,418	3,781,418
Parts and Fuel Inventory	2,584,521	1,944,426	2,132,898	4,167,164	3,167,164	3,167,164
Inventory Contra Account	(2,584,521)	(1,944,426)	(2,132,898)	(4,167,164)	(3,167,164)	(3,167,164)
Professional Services/Contracts	1,660,372	1,795,915	1,848,676	2,890,720	2,891,420	2,890,720
Travel, Training & Membership Dues	68,583	73,866	82,351	127,000	127,000	127,000
Depreciation and Amortization	3,178,577	2,592,895	2,856,199	3,789,089	3,789,089	3,789,089
Liabilities & Other Insurance	309,146	1,459,945	1,745,171	311,252	311,252	311,252
Interdepartmental Charges	2,637,307	2,958,289	3,197,027	3,477,667	3,650,726	3,715,041
Debt Service	-	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	347,928	-	1,439,190	-	101,000	-
Bad Debts and Other Losses	-	-	-	-	-	-
Fixed Assets Contra Expenditures	(12,244,853)	-	(1,371,096)	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	10,405,329	34,415	96,751	54,400	62,127	62,127
Transit Enterprise Fund Total	\$ 19,628,358	\$ 24,793,976	\$ 26,261,027	\$ 30,324,557	\$ 30,676,155	\$ 30,921,370

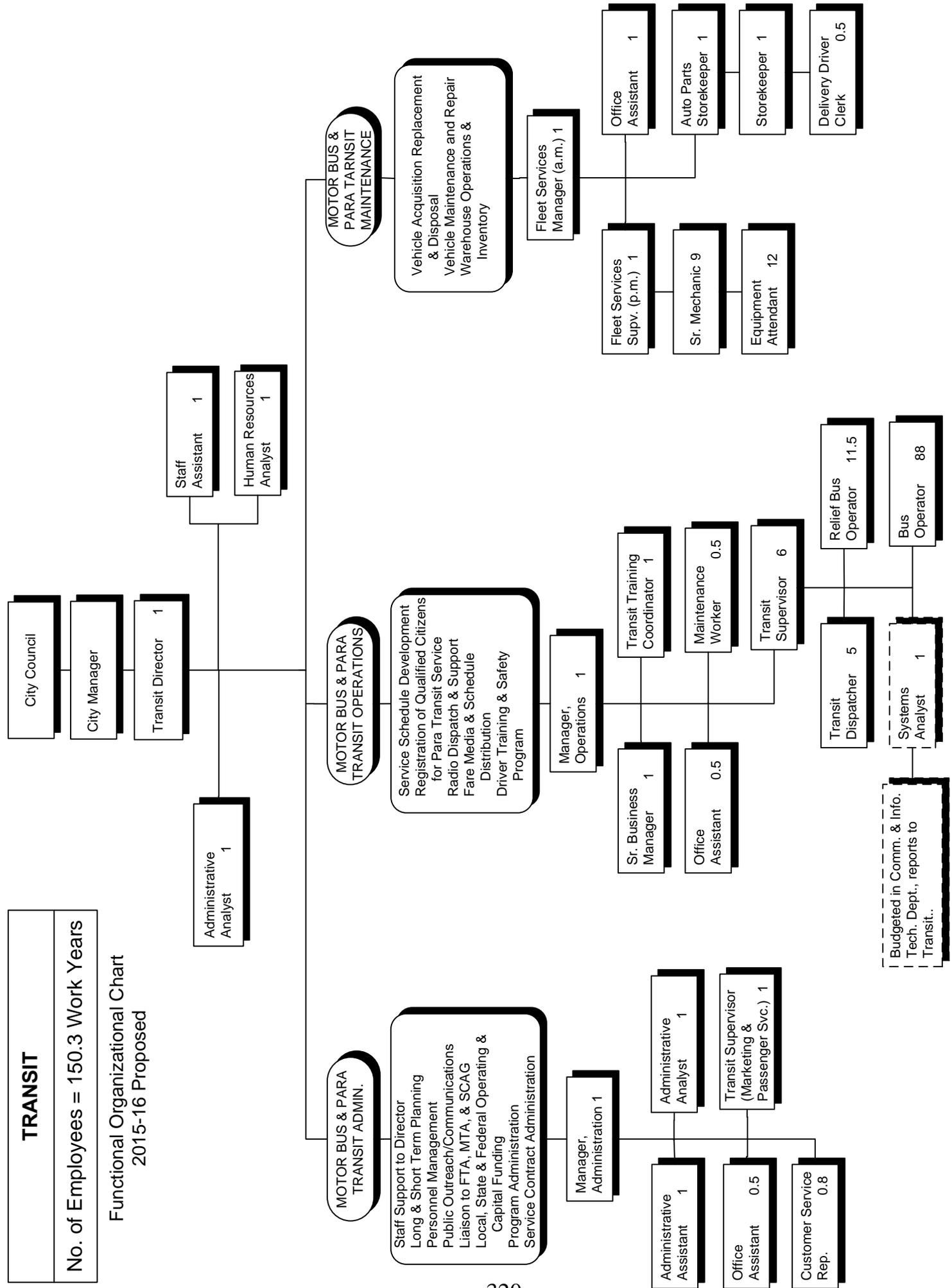


DEPARTMENT PERSONNEL SUMMARY

Position Title	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed	2016-17 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	7.0	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
Senior Business Manager	-	-	-	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	-	-	-
Transit Training Coordinator	-	-	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	11.5	11.5	11.5	11.5	11.5
Senior Mechanic	7.0	7.0	9.0	9.0	9.0	9.0
Mechanic	2.0	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	12.0	12.0	12.0	12.0	12.0
Maintenance Worker	0.5	0.5	0.5	0.5	0.5	0.5
Delivery Driver/Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Administrative Assistant	-	-	-	-	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	-	-
Office Assistant	-	-	-	-	2.0	2.0
Typist Clerk	2.0	2.0	2.0	2.0	-	-
Total Transit Enterprise Fund	140.3	150.3	150.3	150.3	150.3	150.3

TRANSIT
 No. of Employees = 150.3 Work Years

Functional Organizational Chart
 2015-16 Proposed



Non-Departmental

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

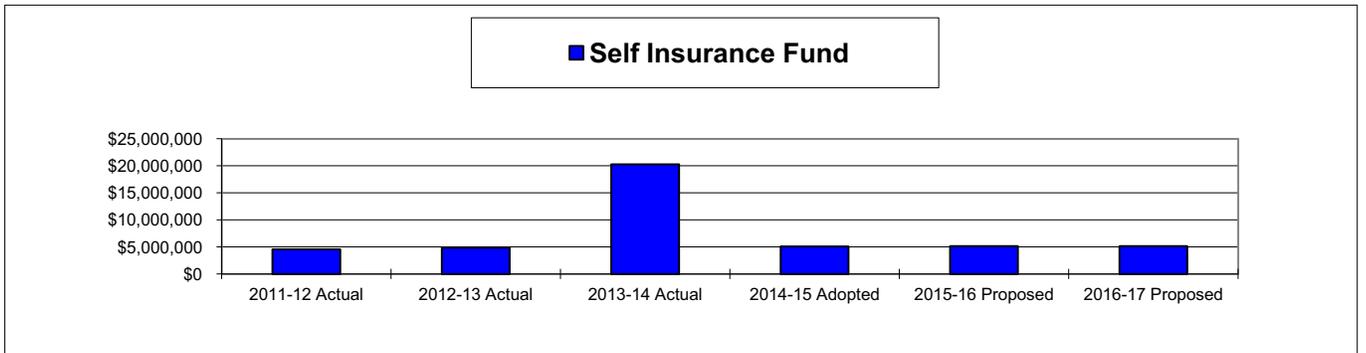
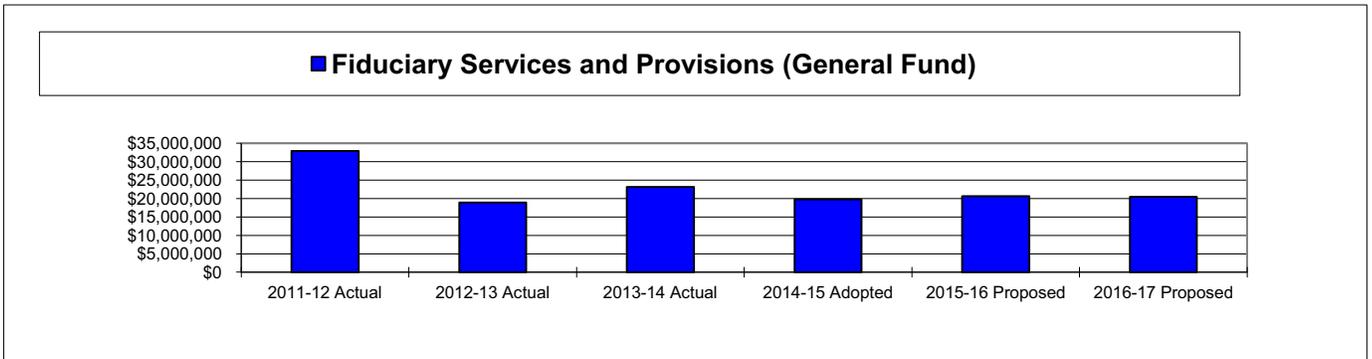
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Fiduciary Services and Provisions	\$ 32,893,177	\$ 18,927,998	\$ 23,129,880	\$ 19,754,845	\$ 20,686,621	\$ 20,449,553
General Fund Total	\$ 32,893,177	\$ 18,927,998	\$ 23,129,880	\$ 19,754,845	\$ 20,686,621	\$ 20,449,553
General Fund Revenues	\$ 153,134,709	\$ 153,879,740	\$ 173,689,874	\$ 167,964,362	\$ 176,713,156	\$ 180,373,963

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Self Insurance	\$ 4,580,611	\$ 4,840,764	\$ 20,271,236	\$ 5,100,779	\$ 5,141,886	\$ 5,139,986
Self Insurance Fund Total	\$ 4,580,611	\$ 4,840,764	\$ 20,271,236	\$ 5,100,779	\$ 5,141,886	\$ 5,139,986
Self Insurance Fund Revenues	\$ 3,660,603	\$ 3,825,291	\$ 4,641,743	\$ 4,598,778	\$ 6,594,153	\$ 4,894,153

EXPENDITURES



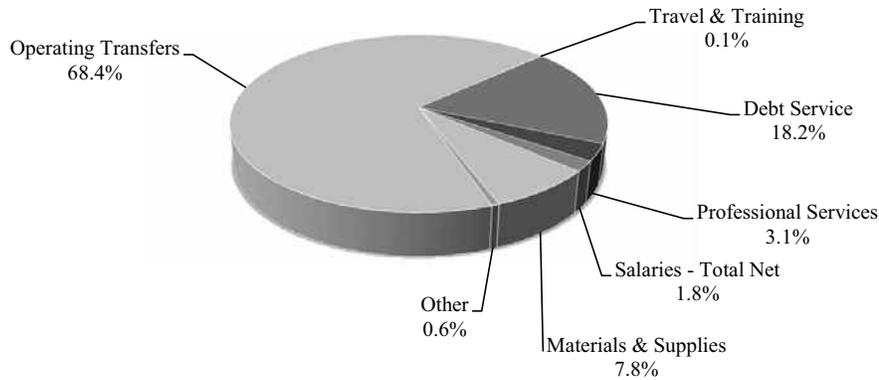
NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 48,513	\$ 285,575	\$ 66,647	\$ 334,811	\$ 761,163	\$ 1,172,824
Overtime	-	-	-	-	-	-
Salaries - Total	48,513	285,575	66,647	334,811	761,163	1,172,824
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	16,471	14,532	14,893	20,550	-	-
Salaries - Total Net	64,984	300,107	81,540	355,361	761,163	1,172,824
Supplies and Services	32,828,193	18,627,891	23,048,340	19,399,484	19,925,458	19,276,729
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 32,893,177	\$ 18,927,998	\$ 23,129,880	\$ 19,754,845	\$ 20,686,621	\$ 20,449,553

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 65,604	\$ 301,031	\$ 81,540	\$ 365,361	\$ 771,163	\$ 1,182,824
Salary & Benefit Reimbursements	(614,572)	(103,672)	(95,897)	(1,100,000)	(900,000)	(700,000)
Materials, Supplies and Maintenance	30,608	4,293	135,737	1,548,559	905,786	1,165,373
Professional Services/Contracts	760,058	449,632	459,280	605,000	605,000	605,000
Travel, Training & Membership Dues	4,264	60	10,977	14,096	23,665	23,665
Interdepartmental Charges	-	-	-	-	-	-
Depreciation	2,280	325	7,500	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Debt Service	5,224,797	4,494,097	4,543,680	3,591,158	3,585,084	3,752,088
Extraordinary Loss	15,271,956	-	-	-	-	-
Bad Debts & Other Losses	-	-	-	-	-	-
Operating Transfers & Grants	16,780,123	18,676,637	23,564,261	20,754,539	22,060,627	20,895,527
Reimbursements from Other Funds	(4,741,381)	(5,242,324)	(5,685,905)	(6,133,308)	(6,474,144)	(6,584,364)
Other	109,440	109,440	108,707	109,440	109,440	109,440
Other Financing Uses	-	238,479	-	-	-	-
General Fund Total	\$ 32,893,177	\$ 18,927,998	\$ 23,129,880	\$ 19,754,845	\$ 20,686,621	\$ 20,449,553

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



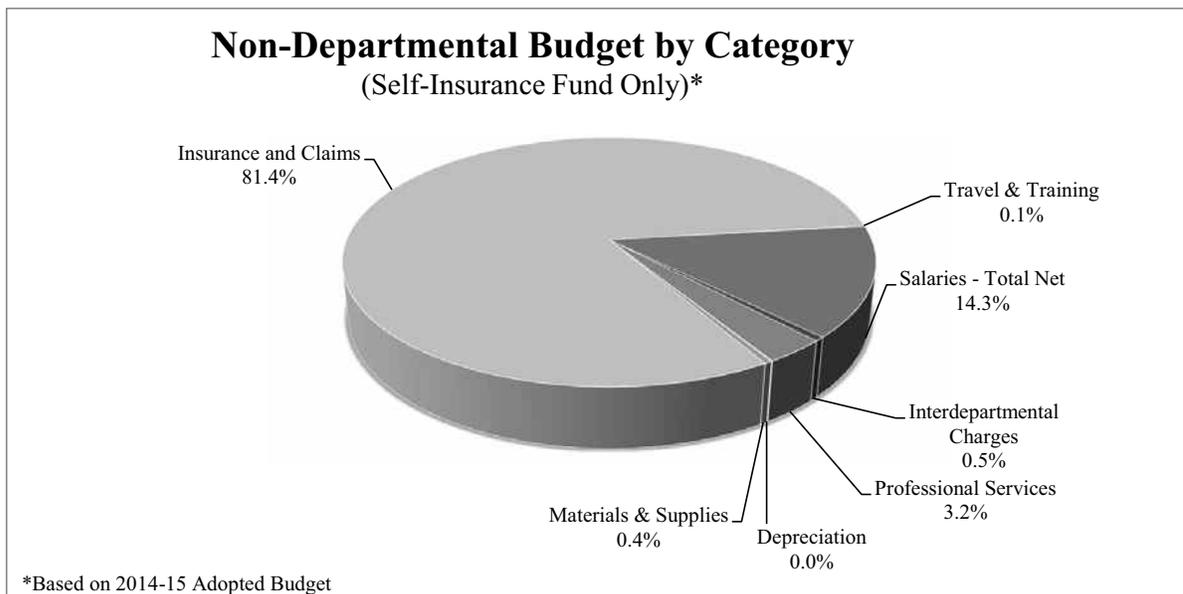
*Based on 2014-15 Adopted Budget

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	691,540	673,371	678,870	728,400	768,200	766,300
Salaries - Total Net	691,540	673,371	678,870	728,400	768,200	766,300
Supplies and Services	3,889,071	4,167,393	19,592,366	4,372,379	4,373,686	4,373,686
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 4,580,611	\$ 4,840,764	\$ 20,271,236	\$ 5,100,779	\$ 5,141,886	\$ 5,139,986

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries and Employee Benefits	\$ 691,540	\$ 673,371	\$ 678,869	\$ 728,400	\$ 768,200	\$ 766,300
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	20,971	23,569	10,751	20,995	20,995	20,995
Professional Services/Contracts	121,853	115,067	110,932	163,379	163,379	163,379
Travel, Training & Membership Dues	2,425	4,532	3,398	6,800	6,800	6,800
Depreciation	-	2,160	2,356	2,400	2,400	2,400
Insurance and Claims	3,720,132	3,987,847	19,443,176	4,151,779	4,151,779	4,151,779
Interdepartmental Charges	19,617	19,660	19,660	25,126	25,126	25,126
Capital Outlay	-	-	-	-	-	-
Operating Transfers Out	4,073	14,558	2,094	1,900	3,207	3,207
General Fund Total	\$ 4,580,611	\$ 4,840,764	\$ 20,271,236	\$ 5,100,779	\$ 5,141,886	\$ 5,139,986



**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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ 48,513	\$ 285,575	\$ 66,647	\$ 334,811	\$ 761,163	\$ 1,172,824
Overtime	-	-	-	-	-	-
Salaries - Total	48,513	285,575	66,647	334,811	761,163	1,172,824
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	16,471	14,532	14,893	20,550	-	-
Salaries - Total Net	64,984	300,107	81,540	355,361	761,163	1,172,824
Supplies and Services	32,828,193	18,627,891	23,048,340	19,399,484	19,925,458	19,276,729
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 32,893,177	\$ 18,927,998	\$ 23,129,880	\$ 19,754,845	\$ 20,686,621	\$ 20,449,553

PROGRAM REVENUES

\$ 153,134,709	\$ 153,879,740	\$ 173,689,874	\$ 167,964,362	\$ 176,713,156	\$ 180,373,963
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Retirement, Social Security and Miscellaneous Benefits

Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Social Security and miscellaneous benefits	67,802	306,447	80,261	349,811	776,163	1,187,824
Less: Reimbursements from other departments and programs for benefits	-	-	-	-	-	-
Employee Relations	20,735	14,592	25,870	33,271	22,290	22,290

Insurance

Employee insurance benefits	-	-	-	-	-	-
Retiree Health Insurance	-	-	-	-	-	-
Health Insurance Rebate Program	(17,469)	(17,792)	(9,834)	-	-	-
Fire/Property insurance	-	-	-	-	-	-
Employee life insurance	-	-	-	-	-	-
Professional services	14,576	15,486	12,973	25,000	25,000	25,000
Miscellaneous insurance	-	-	-	-	-	-
Less: Reimbursements from other departments and programs	(4,732,952)	(5,230,414)	(5,674,444)	(6,133,308)	(6,474,144)	(6,584,364)

Transfers

Transfer to Self Insurance	1,163,500	1,363,500	1,710,000	2,160,000	4,160,000	2,460,000
Transfer to Capital Improvement	-	1,000,000	11,923	450,000	50,000	950,000
Transfer to Cultural Arts Center	713,187	713,102	750,541	805,521	1,150,541	850,541
Transfer to Parks and Recreation Enterprise	3,358,787	3,315,195	2,624,681	2,622,481	2,622,481	2,622,481
Transfer to Fleet Services	450,050	450,050	450,050	450,050	227,250	227,250
Transfer to State Gas Tax	-	-	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-	-	-
Transfer to Torrance Public Financing	-	-	5,201,235	-	-	-
Transfer to Animal Control Fund	107,568	80,447	113,107	253,833	245,686	248,486
Transfer to Sanitation Fund	132,446	137,696	137,696	137,696	137,696	137,696
Transfer to Employee Benefit Fund	-	-	1,375,000	1,375,000	-	-
Transfer to CAC Grant	109,440	109,440	108,707	109,440	109,440	109,440
Transfer to Reorganization Fund	286,300	900,000	-	-	-	-
Transfer to Fire EMS Fund	8,683,857	8,819,602	9,261,711	10,248,290	10,789,490	11,108,690
Transfer to Street Lighting District	1,409,429	1,422,045	1,453,317	1,776,668	1,802,483	1,815,383
Transfer to PERS Mitigation	-	-	-	-	-	-

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Lease-back Payments						
General Fund	4,032,175	4,104,450	3,895,697	3,591,158	3,585,084	3,752,088
Classification Study	-	-	-	-	-	-
Torrance CAC Foundation Grant	-	-	-	-	-	-
Fire Apparatus Replacement	400,000	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	401,375	1,375
State Mitigation Reserve	-	-	-	-	-	-
Organizational Efficiency Reserve	-	-	-	-	-	-
City Bond Buy Back	1,194,902	628,451	655,483	-	-	-
Extraordinary Loss	15,271,956	-	-	-	-	-
Economic Development Reserve	-	-	-	-	-	-
Property Tax Admin. Cost	710,905	398,098	408,801	450,000	450,000	450,000
Training Reserve	-	-	-	-	-	-
Other Cost Increases	28,788	1,213	131,957	1,533,559	890,786	1,150,373
Repayment of RDA Debt	-	-	-	-	-	-
Other Reimbursements	(614,572)	(103,672)	(95,897)	(1,100,000)	(900,000)	(700,000)
Community Clean-Up	26,767	25,062	26,045	40,000	40,000	40,000
Right-of-Way Investment	-	-	-	100,000	100,000	100,000
Total	\$ 32,893,177	\$ 18,927,998	\$ 23,129,880	\$ 19,754,845	\$ 20,686,621	\$ 20,449,553

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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Proposed	2016-17 Proposed
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	691,540	673,371	678,870	728,400	768,200	766,300
Salaries - Total Net	691,540	673,371	678,870	728,400	768,200	766,300
Supplies and Services	3,889,071	4,167,393	19,592,366	4,372,379	4,373,686	4,373,686
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 4,580,611	\$ 4,840,764	\$ 20,271,236	\$ 5,100,779	\$ 5,141,886	\$ 5,139,986

PROGRAM REVENUES

Program Total	\$ 3,660,603	\$ 3,825,291	\$ 4,641,743	\$ 4,598,778	\$ 6,594,153	\$ 4,894,153
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INSURANCE TYPE

Worker's Compensation Insurance	\$ 3,262,175	\$ 3,572,717	\$ 14,782,311	\$ 3,634,756	\$ 3,668,556	\$ 3,680,356
Liability Insurance	1,117,750	1,163,574	5,356,722	1,226,023	1,233,330	1,219,630
Unemployment Insurance	200,686	104,473	132,203	240,000	240,000	240,000
Program Total	\$ 4,580,611	\$ 4,840,764	\$ 20,271,236	\$ 5,100,779	\$ 5,141,886	\$ 5,139,986

AIRPORT ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
ASSETS			
<i>Current Assets</i>			
Pooled cash and investments	\$ 5,861,707	\$ 6,462,618	\$ 6,673,094
Accounts receivable	259,845	254,529	336,030
Accrued interest receivable	26,685	26,363	21,018
Prepays	-	1,806	-
<i>Total Current Assets</i>	6,148,237	6,745,316	7,030,142
Capital assets, net	6,926,223	6,620,548	6,264,758
Total Assets	\$ 13,074,460	\$ 13,365,864	\$ 13,294,900
LIABILITIES AND NET POSITION			
<i>Current Liabilities</i>			
Accounts payable	\$ 70,142	\$ 101,253	\$ 78,683
Accrued liabilities	99,855	130,025	119,785
Unearned revenues	207,906	265,273	169,641
<i>Total Current Liabilities</i>	377,903	496,551	368,109
<i>Net Position</i>			
Investment in capital assets	6,926,223	6,620,548	6,264,758
Unrestricted	5,770,334	6,248,765	6,662,033
<i>Total Net Position</i>	12,696,557	12,869,313	12,926,791
Total Liabilities and Net Position	\$ 13,074,460	\$ 13,365,864	\$ 13,294,900

AIRPORT ENTERPRISE FUND

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

	Audited 11-12	Audited 12-13	Audited 13-14
OPERATING REVENUES			
Leased land area rentals	\$ 8,807,915	\$ 9,067,591	\$ 9,451,053
Hangar and building rentals	2,443,813	2,466,005	2,524,100
Airfield fees and charges	164,891	164,678	161,013
Other	478,909	28,509	29,743
Total Operating Revenues	11,895,528	11,726,783	12,165,909
OPERATING EXPENSES			
Salaries and employee benefits	1,449,149	1,441,017	1,490,484
Services and supplies	289,491	327,448	322,390
Other professional services	393,815	372,076	455,562
Depreciation and amortization	374,644	371,677	355,789
Insurance and claims	28,152	16,449	15,442
City charges	2,656,620	2,685,933	2,740,330
Other	110,963	39,018	99,637
Total Operating Expenses	5,302,834	5,253,618	5,479,634
OPERATING INCOME	6,592,694	6,473,165	6,686,275
NON-OPERATING REVENUES (EXPENSES)			
Investment earnings	93,601	79,071	101,658
Interest expense	(102,000)	(77,000)	(50,200)
Total Non-Operating Revenues (Expenses)	(8,399)	2,071	51,458
Income before transfers	6,584,295	6,475,236	6,737,733
Transfers Out	(6,124,496)	(6,302,480)	(6,680,255)
CHANGE IN NET POSITION	\$ 459,799	\$ 172,756	\$ 57,478

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
Cash flows from operating activities:			
Operating income	\$6,592,694	\$6,473,165	\$6,686,275
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	374,644	371,677	355,789
(Increase) decrease in accounts receivable	(5,962)	5,316	(81,501)
(Increase) decrease in prepaids	-	(1,806)	1,806
Increase (decrease) in deposits and guarantees	2,874	(5,022)	1,506
Increase (decrease) in accounts payable	698	5,306	1,977
Increase (decrease) in accrued salaries and benefits	(11,255)	30,156	(10,588)
Increase (decrease) in unearned revenues	76,923	57,367	(95,632)
Net cash provided by operating activities	7,030,616	6,936,159	6,859,632
Cash flows from capital financing activities:			
Payments for capital additions	(69,118)	(35,160)	(25,704)
Payments for long-term obligations	(102,000)	(77,000)	(50,200)
Net cash used by capital financing activities	(171,118)	(112,160)	(75,904)
Cash flows from noncapital financing activities:			
Cash paid to other funds	(6,124,496)	(6,302,480)	(6,680,255)
Net cash used by noncapital financing activities	(6,124,496)	(6,302,480)	(6,680,255)
Cash flows from investing activities:			
Cash received from interest on investments	85,968	79,392	107,003
Net cash provided by investing activities	85,968	79,392	107,003
Net increase in cash and cash equivalents	820,970	600,911	210,476
Cash and cash equivalents, July 1	\$5,040,737	\$5,861,707	\$6,462,618
Cash and cash equivalents, June 30	\$5,861,707	\$6,462,618	\$6,673,094

CULTURAL ARTS CENTER ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 11-12	Audited 12-13	Audited 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 240,190	\$ 82,125	\$ -
Accounts receivable	20,143	27,687	33,582
Total Current Assets	260,333	109,812	33,582
Capital assets, net	492,094	464,503	438,750
Total Assets	\$ 752,427	\$ 574,315	\$ 472,332
LIABILITIES AND NET POSITION			
Current Liabilities:			
Accounts payable	\$ 254,873	\$ 207,718	\$ 197,238
Accrued liabilities	87,948	86,357	88,294
Due to other funds	-	-	65,797
Total Current Liabilities	342,821	294,075	351,329
Net Position:			
Investment in capital assets	492,094	464,503	438,750
Unrestricted	(82,488)	(184,263)	(317,747)
Total Net Position	409,606	280,240	121,003
Total Liabilities and Net Position	\$ 752,427	\$ 574,315	\$ 472,332

CULTURAL ARTS CENTER ENTERPRISE FUND

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

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
OPERATING REVENUES			
Charges for services	\$ 1,038,032	\$ 1,042,732	\$ 912,081
Other	250	-	1
Total Operating Revenues	1,038,282	1,042,732	912,082
OPERATING EXPENSES			
Salaries and employee benefits	1,500,521	1,370,573	1,404,253
Services and supplies	70,031	71,769	68,575
Other professional services	251,951	273,169	292,346
Depreciation and amortization	28,879	27,591	25,753
City charges	108,563	109,235	109,540
Other	21,605	130,303	26,466
Total Operating Expenses	1,981,550	1,982,640	1,926,933
OPERATING LOSS	(943,268)	(939,908)	(1,014,851)
NON-OPERATING REVENUES (EXPENSES)			
Grants	109,440	109,440	108,707
Interest expense	-	-	(1,783)
Total Non-Operating Revenues (Expenses)	109,440	109,440	106,924
Loss before transfers	(833,828)	(830,468)	(907,927)
Transfers In	713,187	713,101	760,541
Transfers Out	(12,054)	(11,999)	(11,851)
CHANGE IN NET POSITION	\$ (132,695)	\$ (129,366)	\$ (159,237)

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
Cash flows from operating activities:			
Operating loss	(\$943,268)	(\$939,908)	(\$1,014,851)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	28,879	27,591	25,753
(Increase) decrease in accounts receivable	9,563	(7,544)	(5,895)
(Increase) decrease in due to other funds	-	-	65,797
Increase (decrease) in accounts payable	(13,213)	41,476	5,000
Increase (decrease) in accrued salaries and benefits	3,925	(1,591)	1,829
Increase (decrease) in deposits and guarantees	45,574	(88,631)	(15,480)
Net cash used by operating activities	(868,540)	(968,607)	(937,847)
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	109,440	109,440	108,707
Cash received from other funds	713,187	713,101	760,541
Cash paid to other funds	(12,054)	(11,999)	(11,851)
Cash paid for noncapital interest	-	-	(1,675)
Net cash provided by noncapital financing activities	810,573	810,542	855,722
Net decrease in cash and cash equivalents	(57,967)	(158,065)	(82,125)
Cash and cash equivalents, July 1	\$ 298,157	\$ 240,190	\$ 82,125
Cash and cash equivalents, June 30	\$ 240,190	\$ 82,125	\$ -

FLEET SERVICES FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 11-12	Audited 12-13	Audited 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 16,203,340	\$ 16,921,440	\$ 18,693,266
Accounts receivable	10,000	73,150	1,586
Accrued interest receivable	73,795	69,133	57,142
Inventories	1,211,849	1,211,762	1,193,003
Total Current Assets	17,498,984	18,275,485	19,944,997
Capital assets, net	8,227,635	9,055,404	8,973,185
Total Assets	\$ 25,726,619	\$ 27,330,889	\$ 28,918,182
LIABILITIES AND NET POSITION			
Current Liabilities :			
Accounts payable	\$ 349,351	\$ 256,052	\$ 303,963
Accrued salaries and benefits	399,995	461,570	428,242
Capital lease payable - current	-	102,068	83,956
Total Current Liabilities	749,346	819,690	816,161
Capital lease payable - long-term	-	208,053	155,300
Total Liabilities	749,346	1,027,743	971,461
Net Position:			
Net investment in capital assets	8,227,635	8,745,283	8,733,929
Unrestricted	16,749,638	17,557,863	19,212,792
Total Net Position	24,977,273	26,303,146	27,946,721
Total Liabilities and Net Position	\$ 25,726,619	\$ 27,330,889	\$ 28,918,182

FLEET SERVICES FUND

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

	Audited 11-12	Audited 12-13	Audited 13-14
OPERATING REVENUES			
Charges for services	\$ 5,651,309	\$ 5,751,774	\$ 6,044,699
Total Operating Revenues	5,651,309	5,751,774	6,044,699
OPERATING EXPENSES			
Salaries and benefits	2,884,165	2,982,521	3,052,704
Materials and services	680,325	279,762	311,002
Other professional services	48,013	53,153	67,113
Insurance and claims	7,555	7,555	7,555
Depreciation	1,543,732	1,757,988	1,599,876
City charges	114,497	110,529	110,920
Other	9,061	33,347	212,372
Total Operating Expenses	5,287,348	5,224,855	5,361,542
OPERATING INCOME	363,961	526,919	683,157
NON-OPERATING REVENUES (EXPENSES)			
Investment earnings	238,595	191,635	300,290
Other, net	10,576	-	-
Gain on sale of capital assets	70,015	128,456	35,465
Loss on disposal of capital assets	-	(4,432)	(12,016)
Interest expense	-	(2,828)	(49,665)
Total Non-Operating Revenues (Expenses)	319,186	312,831	274,074
Net Income Before Transfers	683,147	839,750	957,231
Transfers In	926,350	504,201	704,327
Transfers Out	(19,753)	(18,078)	(17,983)
CHANGE IN NET POSITION	\$ 1,589,744	\$ 1,325,873	\$ 1,643,575

FLEET SERVICES FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 11-12</i>	<i>Audited 12-13</i>	<i>Audited 13-14</i>
Cash flows from operating activities:			
Operating income	\$ 363,961	\$ 526,919	\$ 683,157
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	1,543,732	1,757,988	1,599,876
(Increase) decrease in accounts receivable	12,198	-	(1,586)
(Increase) decrease in inventories	(37,026)	87	18,759
Increase (decrease) in accounts payable	(10,063)	(8,475)	21,546
Increase (decrease) in accrued salaries and benefits	1,040	61,575	(33,328)
Net cash provided by operating activities	1,873,842	2,338,094	2,288,424
Cash flows from capital financing activities:			
Payments for capital additions	(777,310)	(2,433,024)	(1,514,658)
Proceeds from sale of capital assets	70,015	130,610	49,100
Proceeds from insurance settlement	10,576	-	-
Net cash used by capital financing activities	(696,719)	(2,302,414)	(1,465,558)
Cash flows from noncapital financing activities:			
Cash received from other funds	926,350	504,201	704,326
Cash paid to other funds	(19,753)	(18,078)	(17,983)
Net cash provided by noncapital financing activities	906,597	486,123	686,343
Cash flows from investing activities:			
Cash received from interest on investments	213,852	196,297	262,617
Net cash provided by investing activities	213,852	196,297	262,617
Net increase in cash and cash equivalents	2,297,572	718,100	1,771,826
Cash and cash equivalents, July 1	13,905,768	16,203,340	16,921,440
Cash and cash equivalents, June 30	\$ 16,203,340	\$ 16,921,440	\$ 18,693,266

GENERAL FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 64,416,869	\$ 58,161,227	\$ 60,562,920
Accounts receivable	7,465,291	8,834,645	8,194,733
Accrued interest receivable	494,413	418,668	271,787
Due from other funds	3,500,188	1,599,140	965,282
Due from other governments	8,125,962	7,749,795	7,405,507
Interfund advances receivable	15,271,956	54,302,310	24,978,265
Prepays	1,000,567	256,761	1,376,506
Total Assets	\$ 100,275,246	\$ 131,322,546	\$ 103,755,000
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE			
Liabilities:			
Accounts payable	\$ 2,738,675	\$ 1,542,393	\$ 1,906,872
Accrued liabilities	6,239,298	5,781,624	6,728,107
Unearned revenue	-	9,722	-
Deposits and guarantees	228	14,085	111,328
Notes payable	38,000,000	32,500,000	30,000,000
Interfund advances payable	600,000	600,000	600,000
Total Liabilities	47,578,201	40,447,824	39,346,307
Deferred Inflows of Resources:			
Unavailable revenue	-	-	3,284,125
Total Deferred Inflows of Resources	-	-	3,284,125
Fund Balance:			
Nonspendable -			
Advances, net	14,671,956	53,702,310	21,094,140
Prepays	1,000,567	256,761	1,376,506
Restricted for -			
Culture and recreation	1,128,008	1,252,662	478,941
Assigned to -			
Culture and recreation	3,183,286	3,706,213	4,897,304
Public safety	170,162	146,320	69,947
Special project reserves	9,943,482	9,388,503	4,353,354
Capital projects	6,499,983	6,956,112	7,654,677
Unassigned	16,099,601	15,465,841	21,199,699
Total Fund Balance	52,697,045	90,874,722	61,124,568
Total Liabilities, Deferred Inflows of Resources and Fund Balance	\$ 100,275,246	\$ 131,322,546	\$ 103,755,000

GENERAL FUND

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

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
Local Taxes			
Property Taxes:			
Current secured taxes	\$ 25,834,196	\$ 26,835,497	\$ 27,430,123
Current unsecured taxes	1,136,110	1,127,955	1,163,197
Prior years' secured taxes	(49,827)	649,047	(163,133)
Prior years' unsecured taxes	38,192	38,818	41,494
Property/sales flip taxes	9,321,765	10,090,541	11,610,578
VLF swap and repayment taxes	11,201,890	11,257,216	11,754,649
Aircraft assessment taxes	287,810	177,968	160,252
Penalties and interest	188,614	230,673	207,405
Supplemental prior year secured taxes	(5)	-	-
Supplemental current year secured taxes	359,327	483,617	820,135
Redemption	699,428	642,527	550,984
	<u>49,017,500</u>	<u>51,533,859</u>	<u>53,575,684</u>
Taxes Other Than Property:			
Sales and use tax	30,163,249	31,804,636	31,963,111
Prop 172 sales tax	1,427,890	1,396,766	1,472,586
Business license tax	7,950,717	8,319,038	8,321,688
Business and alarm permit tax	620,467	533,299	536,404
Utility users' tax	30,348,324	30,530,728	31,345,769
Construction tax	1,016,044	972,936	1,459,566
Real property transfer tax	470,050	623,928	723,552
Franchise tax - all other	7,933,224	6,302,778	6,715,580
Public education government fees	355,584	373,439	369,289
Occupancy tax	7,900,186	8,636,314	9,291,675
Oil severance tax	10,913	8,760	24,238
Congeneration tax	1,095,598	1,011,917	1,067,350
	<u>89,292,246</u>	<u>90,514,539</u>	<u>93,290,808</u>
Total Local Taxes	<u>138,309,746</u>	<u>142,048,398</u>	<u>146,866,492</u>
Licenses, Fees and Permits:			
Fire permits	117,138	127,483	116,073
Construction/excavation permits	43,867	46,427	53,276
Grading permits	65,771	46,318	47,589
Combined building-resident permits	-	73	-
Building permits	1,074,026	1,182,320	1,590,101
Plumbing permits	70,238	78,455	61,732
Electrical permits	71,333	80,244	102,663
Mechanical permits	38,252	43,003	55,125
Special energy inspection fees	352,020	356,975	768,277
Sign permits and filing fees	55,238	46,670	61,479
Other licenses and permits	612	1,840	1,576
Oversized vehicle permits	11,000	15,695	11,435
Building TEQECC filing fees	19,579	19,053	23,774
Total Licenses, Fees and Permits	<u>1,919,074</u>	<u>2,044,556</u>	<u>2,893,100</u>
Fines, Forfeitures and Penalties:			
Parking citations	452,396	387,905	579,965
Traffic fines	402,908	445,299	329,537
General fines	370,477	176,609	165,930
Total Fines, Forfeitures and Penalties	<u>1,225,781</u>	<u>1,009,813</u>	<u>1,075,432</u>

GENERAL FUND

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

	Audited 11-12	Audited 12-13	Audited 13-14
Revenue From Use of Money and Property:			
Investment earnings	\$ 1,375,188	\$ 78,750	\$ 1,025,760
Rents and concessions	1,347,764	1,368,874	1,360,671
Royalties	11,204	11,767	-
Total Revenue From Use of Money and Property	2,734,156	1,459,391	2,386,431
Revenue From Other Intergovernmental Agencies:			
State motor vehicle licenses	74,069	76,748	63,517
State homeowners' property tax relief	234,829	227,587	212,744
Other state grants	103,173	80,386	41,762
Total Revenue From Other Intergov't Agencies	412,071	384,721	318,023
Charges For Current Services:			
TUSD collection fees	10,680	11,070	14,346
Planning and zoning fees	229,957	241,636	281,197
Traffic signal maintenance	166,482	180,979	179,254
Environmental review and appeal fees	7,178	-	7,354
Vacation processing fees	-	5,504	2,119
Large family daycare unit	511	519	523
State encroachment collection fees	2,540	2,558	1,942
Grading	35,109	31,849	31,135
Plan check fees - building	710,122	671,820	1,228,264
Plan check fees - engineering	10,947	9,460	12,027
Oil related inspection fees	11,750	633	8,652
Appeal fees	1,250	1,715	2,440
Other inspection fees	341,134	265,574	617,021
Engineering mapping fees	9,583	9,177	15,177
Engineering inspection fees	143,848	145,941	210,025
General government service charges	1,921	1,925	2,055
Microfilming fees	160,679	194,846	229,847
Police charges-copies and photos	9,353	9,601	11,538
Police charges-fingerprinting and other	523,503	428,125	452,785
Fire department fees	1,179,478	814,330	651,633
Fire department fees-hazardous materials fees	9,098	701,521	695,516
Parks and recreational fees	380,593	407,056	483,333
Miscellaneous	20,201	20,309	16,897
Library revenues	143,852	132,637	131,021
In lieu charges to Enterprise Funds -			
Airport Fund	1,900,000	1,900,000	1,900,000
Water Fund	718,000	718,000	718,000
Total Charges For Current Services	6,727,769	6,906,785	7,904,101
Other Revenues:			
Donations-private sources	62,209	102,470	116,710
Miscellaneous	535,273	22,106	1,243,943
Premium tax revenue anticipation notes	1,012,320	242,450	537,300
Total Other Revenues	1,609,802	367,026	1,897,953
Total Revenues	\$ 152,938,399	\$ 154,220,690	\$ 163,341,532

GENERAL FUND

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

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
General Government:			
City Council	\$ 367,993	\$ 379,528	\$ 416,181
Commissions/Committees -			
Parks and Recreation	26,423	24,961	28,146
Planning	13,590	14,635	11,518
Environmental Quality	2,788	3,206	2,907
Cultural Arts	8,860	8,254	9,236
Traffic	3,569	3,417	3,044
Youth Council	16,424	7,344	14,849
Civil Service	208,431	130,703	107,678
Commission on Aging	1,833	2,219	2,357
Library	5,415	5,958	5,623
City Manager	3,931,075	3,837,418	4,129,212
City Attorney	1,993,203	1,936,615	2,223,740
City Clerk	955,219	962,576	1,108,019
City Treasurer	854,664	904,398	829,153
Finance	3,965,022	3,877,570	3,484,860
Human Resources	1,867,093	1,815,497	2,060,182
Civil Service	187,843	301,205	128,535
Communications and Information Technology	4,257,716	4,501,699	4,870,089
General Services	3,448,040	3,244,854	3,358,524
Less: indirect cost allocation, other funds	(4,732,952)	(5,230,414)	(5,674,444)
Total General Government	17,382,249	16,731,643	17,119,409
Nondepartmental:			
Insurance, net	14,576	15,486	12,974
Leaseback payments	4,032,175	4,104,450	3,895,697
Community promotion	280,750	154,297	101,155
Employee benefits, net	680,186	590,759	787,841
Other	1,420,264	732,886	680,191
Total Nondepartmental	6,427,951	5,597,878	5,477,858
Public Safety:			
Police	64,637,318	65,445,939	67,520,434
Fire	25,519,209	27,227,977	26,789,906
Building and Safety	2,969,386	2,991,778	3,081,418
Total Public Safety	93,125,913	95,665,694	97,391,758
Public Works:			
Street	9,121,333	11,103,789	11,372,329
Total Public Works	9,121,333	11,103,789	11,372,329
Culture and Recreation:			
Community Services	13,507,550	13,499,223	14,539,491
Total Culture and Recreation	13,507,550	13,499,223	14,539,491
Community Development			
Planning	3,905,329	3,916,116	3,747,524
Total Community Development	3,905,329	3,916,116	3,747,524
Total Expenditures	\$ 143,470,325	\$ 146,514,343	\$ 149,648,369

PARKS AND RECREATION ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ -	\$ 379,251	\$ 633,268
Accounts receivable	25,231	17,207	11,584
Accrued interest receivable	-	-	1,936
Prepays	7,384	311	-
Total Current Assets	32,615	396,769	646,788
Capital assets, net	16,249	15,333	14,833
Total Assets	\$ 48,864	\$ 412,102	\$ 661,621
LIABILITIES AND NET POSITION			
Current Liabilities:			
Accounts payable	\$ 90,217	\$ 129,120	\$ 114,527
Accrued liabilities	-	81,461	79,621
Unearned revenue	585,972	635,784	692,623
Total Current Liabilities	676,189	846,365	886,771
Net Position			
Investment in capital assets	16,249	15,333	14,833
Unrestricted	(643,574)	(449,596)	(239,983)
Total Net Position	(627,325)	(434,263)	(225,150)
Total Liabilities and Net Position	\$ 48,864	\$ 412,102	\$ 661,621

PARKS AND RECREATION ENTERPRISE FUND

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

	Audited 11-12	Audited 12-13	Audited 13-14
OPERATING REVENUES			
Charges for services	\$ 4,276,592	\$ 3,980,093	\$ 4,059,412
Other	2,022	13,709	26,927
Total Operating Revenues	4,278,614	3,993,802	4,086,339
OPERATING EXPENSES			
Salaries and employee benefits	5,104,152	4,786,013	4,109,836
Services and supplies	970,399	945,757	859,703
Other professional services	846,238	794,751	727,828
Depreciation and amortization	1,498	916	500
Insurance and claims	9,396	19,396	-
City charges	756,609	753,819	761,030
Other	9,043	7,969	5,555
Total Operating Expenses	7,697,335	7,308,621	6,464,452
OPERATING LOSS	(3,418,721)	(3,314,819)	(2,378,113)
NON-OPERATING REVENUES (EXPENSES)			
Investment earnings	-	-	6,512
Total Non-Operating Revenues (Expenses)	-	-	6,512
Loss before transfers	(3,418,721)	(3,314,819)	(2,371,601)
Transfers In	3,975,849	3,553,674	2,624,681
Transfers Out	(45,095)	(45,793)	(43,967)
CHANGE IN NET POSITION	\$ 512,033	\$ 193,062	\$ 209,113

PARKS AND RECREATION ENTERPRISE FUND

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

	Audited 11-12	Audited 12-13	Audited 13-14
Cash flows from operating activities:			
Operating loss	\$ (3,418,721)	\$ (3,314,819)	\$ (2,378,113)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	1,498	916	500
(Increase) decrease in accounts receivable	41,605	8,024	5,623
(Increase) decrease in due from other government	125,026	-	-
(Increase) decrease in prepaids	(7,384)	7,073	311
Increase (decrease) in accounts payable	(20,624)	38,903	(14,593)
Increase (decrease) in due to other funds	(496,982)	-	-
Increase (decrease) in other accrued salaries and benefits	(20,212)	81,461	(1,840)
Increase (decrease) in unearned revenue	(137,033)	49,812	56,839
Net cash used by operating activities	<u>(3,932,827)</u>	<u>(3,128,630)</u>	<u>(2,331,273)</u>
Cash flows from noncapital financing activities:			
Cash received from other funds	3,975,849	3,553,674	2,624,681
Cash paid to other funds	<u>(45,095)</u>	<u>(45,793)</u>	<u>(43,967)</u>
Net cash provided by noncapital financing activities	<u>3,930,754</u>	<u>3,507,881</u>	<u>2,580,714</u>
Cash flows from investing activities:			
Cash received from interest on investments	-	-	4,576
Net cash provided by investing activities	<u>-</u>	<u>-</u>	<u>4,576</u>
Net increase (decrease) in cash and cash equivalents	(2,073)	379,251	254,017
Cash and cash equivalents, July 1	2,073	-	379,251
Cash and cash equivalents, June 30	<u>\$ -</u>	<u>\$ 379,251</u>	<u>\$ 633,268</u>

SANITATION ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 11-12	Audited 12-13	Audited 13-14
ASSETS			
Pooled cash and investments	\$ 153,407	\$ -	\$ -
Accounts receivable	1,673,890	2,129,326	2,093,207
Accrued Interest Receivable	-	-	6,738
Due from other governments	-	-	38,513
Total Current Assets	1,827,297	2,129,326	2,138,458
Capital assets, net	7,248	-	-
Total Assets	\$ 1,834,545	\$ 2,129,326	\$ 2,138,458
LIABILITIES AND NET POSITION			
Liabilities			
Accounts payable	\$ 208,583	\$ 323,140	\$ 209,628
Due to other funds	308,266	658,732	245,710
Accrued liabilities	377,784	412,109	426,351
Total Liabilities	894,633	1,393,981	881,689
Net Position			
Investment in capital assets	7,248	-	-
Unrestricted	932,664	735,345	1,256,769
Total Net Position	939,912	735,345	1,256,769
Total Liabilities and Net Position	\$ 1,834,545	\$ 2,129,326	\$ 2,138,458

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

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
OPERATING REVENUES			
Refuse fee revenue	\$ 8,058,538	\$ 8,398,925	\$ 8,826,684
Recycling fee revenue	1,845,908	1,834,364	1,823,628
AB 939 fee revenue	749,412	756,464	770,347
Total Operating Revenues	10,653,858	10,989,753	11,420,659
OPERATING EXPENSES			
Salaries and employee benefits	3,968,034	4,011,221	4,090,014
Services and supplies	3,995,455	4,301,772	3,815,564
Other professional services	2,501,312	2,199,597	2,191,774
Depreciation and amortization	12,426	7,248	-
Insurance and claims	130,655	123,103	119,407
City charges	716,064	686,137	742,482
Other	1,833	58,538	16,025
Total Operating Expenses	11,325,779	11,387,616	10,975,266
OPERATING INCOME (LOSS)	(671,921)	(397,863)	445,393
NON-OPERATING REVENUES (EXPENSES)			
Investment earnings, net	2,586	(8,219)	(9,633)
Grants	74,144	45,238	80,254
Total Non-Operating Revenues (Expenses)	76,730	37,019	70,621
Income (Loss) Before Transfers	(595,191)	(360,844)	516,014
Transfers Due To Reorganization	87,775	-	-
Transfers In	158,262	163,511	163,511
Transfers Out	(340,744)	(7,234)	(158,101)
CHANGE IN NET POSITION	\$ (689,898)	\$ (204,567)	\$ 521,424

SANITATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
Cash flows from operating activities:			
Operating income (loss)	\$ (671,921)	\$ (397,863)	\$ 445,393
Adjustments to reconcile operating income (loss) to net cash used by operating activities:			
Depreciation	12,426	7,248	-
(Increase) decrease in accounts receivable	77,445	(455,436)	36,119
(Increase) decrease in due from other governments	39,330	-	-
Increase (decrease) in accounts payable	(240,578)	114,557	(113,512)
Increase (decrease) in due to other funds	308,266	350,466	(413,022)
Increase (decrease) in accrued salaries and benefits	(245,518)	34,325	5,345
Net cash used by operating activities	(720,550)	(346,703)	(39,677)
Cash flows from noncapital financing activities:			
Cash received from grants	74,144	45,238	41,741
Cash received from other funds	158,262	163,511	163,511
Transfer due to reorganization	87,775	-	-
Cash paid to other funds	(340,744)	(7,234)	(158,101)
Cash paid for noncapital interest	-	(8,219)	(7,474)
Net cash provided (used) by noncapital financing activities	(20,563)	193,296	39,677
Cash flows from investing activities:			
Cash received from interest on investments	2,586	-	-
Net cash provided (used) by investing activities	2,586	-	-
Net decrease in cash and cash equivalents	(738,527)	(153,407)	-
Cash and cash equivalents, July 1	891,934	153,407	-
Cash and cash equivalents, June 30	\$ 153,407	\$ -	\$ -

SELF INSURANCE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 7,483,066	\$ 6,554,698	\$ 4,649,645
Accounts receivable	-	16,925	26,585
Other prepayments	-	50	-
Total Current Assets	7,483,066	6,571,673	4,676,230
Capital assets, net	11,782	9,622	7,266
Total Assets	\$ 7,494,848	\$ 6,581,295	\$ 4,683,496
 LIABILITIES AND NET POSITION			
Liabilities:			
Current Liabilities:			
Accounts payable	\$ 136,072	\$ 226,982	\$ 469,085
Accrued salaries and benefits	-	11,010	14,045
Accrued liabilities for self-ins claims-current	9,648,916	9,648,916	7,068,546
Total Current Liabilities	9,784,988	9,886,908	7,551,676
Accrued liabilities for self-ins claims-long term	16,754,831	16,754,831	32,821,758
Total Liabilities	26,539,819	26,641,739	40,373,434
Net Position:			
Net investment in capital assets	11,782	9,622	7,266
Unrestricted	(19,056,753)	(20,070,066)	(35,697,204)
Total Net Position	(19,044,971)	(20,060,444)	(35,689,938)
Total Liabilities and Net Position	\$ 7,494,848	\$ 6,581,295	\$ 4,683,496

SELF INSURANCE FUND

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

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
OPERATING REVENUES			
Charges for services	\$ 2,497,103	\$ 2,461,791	\$ 2,610,743
Total Operating Revenues	2,497,103	2,461,791	2,610,743
OPERATING EXPENSES			
Salaries and benefits	691,541	673,371	678,869
Materials and services	20,971	23,569	10,751
Other professional services	121,852	115,067	110,933
Insurance and claims	3,720,132	3,987,847	19,443,176
Depreciation	-	2,160	2,356
City charges	19,617	19,660	19,660
Other	2,425	4,532	3,398
Total Operating Expenses	4,576,538	4,826,206	20,269,143
OPERATING LOSS	(2,079,435)	(2,364,415)	(17,658,400)
Transfers In	1,163,500	1,363,500	2,031,000
Transfers Out	(4,073)	(14,558)	(2,094)
CHANGE IN NET POSITION	\$ (920,008)	\$ (1,015,473)	\$ (15,629,494)

SELF INSURANCE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
Cash flows from operating activities:			
Operating loss	\$ (2,079,435)	\$ (2,364,415)	\$ (17,658,400)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	-	2,160	2,356
(Increase) decrease in accounts receivable	1,367	(16,925)	(9,660)
(Increase) decrease in prepaids	-	(50)	50
Increase (decrease) in accounts payable	(202,236)	90,910	242,103
Increase (decrease) in accrued salaries and benefits	-	11,010	3,035
Increase (decrease) in accrued insurance/claims	-	-	13,486,557
Net cash used by operating activities	<u>(2,280,304)</u>	<u>(2,277,310)</u>	<u>(3,933,959)</u>
Cash flows from capital financing activities:			
Payments for capital additions	(11,782)	-	-
Net cash used by capital financing activities	<u>(11,782)</u>	<u>-</u>	<u>-</u>
Cash flows from noncapital financing activities:			
Cash received from other funds	1,163,500	1,363,500	2,031,000
Cash paid to other funds	(4,073)	(14,558)	(2,094)
Net cash provided by noncapital financing activities	<u>1,159,427</u>	<u>1,348,942</u>	<u>2,028,906</u>
Decrease in cash and cash equivalents	(1,132,659)	(928,368)	(1,905,053)
Cash and cash equivalents, July 1	8,615,725	7,483,066	6,554,698
Cash and cash equivalents, June 30	<u>\$ 7,483,066</u>	<u>\$ 6,554,698</u>	<u>\$ 4,649,645</u>

SEWER ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 11-12	Audited 12-13	Audited 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 9,684,863	\$ 8,859,212	\$ 7,553,317
Accounts receivable	365,742	587,315	593,238
Accrued interest receivable	44,063	36,393	23,070
Prepays	-	75	6,700
Total Current Assets	10,094,668	9,482,995	8,176,325
Infrastructure	38,284,537	38,814,501	38,255,552
Plant and service	209,725	157,293	104,863
Machinery and equipment	73,307	36,986	185,794
Building improvements	-	3,308	3,223
Construction in progress	4,063,885	2,882,942	3,548,306
Advance to successor agency	419,028	419,028	419,028
Total Assets	\$ 53,145,150	\$ 51,797,053	\$ 50,693,091
LIABILITIES AND NET POSITION			
Liabilities:			
Accounts payable	\$ 323,841	\$ 170,314	\$ 133,226
Accrued liabilities	-	275,066	293,421
Contract retainage payable	30,291	-	-
Total Liabilities	354,132	445,380	426,647
Net Position:			
Net investment in capital assets	42,631,454	41,895,030	42,097,738
Contributed capital - unrestricted	2,698,479	2,698,479	2,698,479
Retained earnings - unrestricted	7,461,085	6,758,164	5,470,227
Total Net Position	52,791,018	51,351,673	50,266,444
Total Liabilities and Net Position	\$ 53,145,150	\$ 51,797,053	\$ 50,693,091

SEWER ENTERPRISE FUND OPERATIONS

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

	Audited 11-12	Audited 12-13	Audited 13-14
OPERATING REVENUES			
Sewer charges	\$ 2,874,451	\$ 3,095,095	\$ 3,131,833
Sewer revolving fees	7,544	6,703	9,932
Other	5,721	35,261	45,234
Total Operating Revenues	2,887,716	3,137,059	3,186,999
OPERATING EXPENSES			
Salaries and employee benefits	1,794,002	1,833,676	1,749,408
Services and supplies	344,823	401,571	313,066
Other professional services	372,143	479,965	429,250
Depreciation and amortization	1,032,949	1,009,186	1,044,192
Insurance and claims	5,747	125,967	482,456
City charges	284,357	394,790	393,617
Other	946,718	437,255	6,047
Total Operating Expenses	4,780,739	4,682,410	4,418,036
OPERATING LOSS	(1,893,023)	(1,545,351)	(1,231,037)
NON-OPERATING REVENUES			
Investment earnings	164,858	108,566	148,254
Loss Before Transfers	(1,728,165)	(1,436,785)	(1,082,783)
Transfers Out	(119,895)	(2,560)	(2,446)
Transfers Due To Reorganization	(87,775)	-	-
CHANGE IN NET POSITION	\$ (1,935,835)	\$ (1,439,345)	\$ (1,085,229)

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
Cash flows from operating activities:			
Operating loss	\$ (1,893,023)	\$ (1,545,351)	\$ (1,231,037)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	1,032,949	1,009,186	1,044,192
(Increase) decrease in accounts receivable	(119,990)	(221,573)	(5,923)
(Increase) decrease in prepaids	-	(75)	(6,625)
Increase (decrease) in accounts payable	(4,969)	108,543	(22,315)
Increase (decrease) in accrued salaries and benefits	253,224	18,107	13,636
Net cash used by operating activities	<u>(731,809)</u>	<u>(631,163)</u>	<u>(208,072)</u>
Cash flows from capital financing activities:			
Payments for capital additions	<u>(170,787)</u>	<u>(308,164)</u>	<u>(1,222,819)</u>
Net cash used by capital financing activities	<u>(170,787)</u>	<u>(308,164)</u>	<u>(1,222,819)</u>
Cash flows from noncapital financing activities:			
Cash paid to other funds	(119,895)	(2,560)	(2,446)
Transfer due to reorganization	<u>(87,775)</u>	<u>-</u>	<u>-</u>
Net cash used by noncapital financing activities	<u>(207,670)</u>	<u>(2,560)</u>	<u>(2,446)</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>162,031</u>	<u>116,236</u>	<u>127,442</u>
Net cash provided by investing activities	<u>162,031</u>	<u>116,236</u>	<u>127,442</u>
Net decrease in cash and cash equivalents	(948,235)	(825,651)	(1,305,895)
Cash and cash equivalents, July 1	10,633,098	9,684,863	8,859,212
Cash and cash equivalents, June 30	<u>\$ 9,684,863</u>	<u>\$ 8,859,212</u>	<u>\$ 7,553,317</u>

TRANSIT SYSTEM
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 8,916,657	\$ 8,663,694	\$ 12,548,820
Accounts receivable	79,627	69,588	54,813
Accrued interest receivable	42,910	31,522	38,561
Inventory	1,057,017	1,028,393	1,449,808
Due from other governments	3,181,803	3,278,139	3,255,347
Prepays	700	995	700
Total Current Assets	13,278,714	13,072,331	17,348,049
Capital assets, net	21,030,952	24,714,967	22,927,401
Total Assets	\$ 34,309,666	\$ 37,787,298	\$ 40,275,450
LIABILITIES AND NET POSITION			
Current Liabilities:			
Accounts payable	\$ 459,577	\$ 601,872	\$ 727,825
Accrued liabilities	1,263,228	1,378,871	1,428,827
Unearned revenues	6,784,151	4,491,482	6,204,927
Total Current Liabilities	8,506,956	6,472,225	8,361,579
Total Liabilities	8,506,956	6,472,225	8,361,579
Net Position:			
Net investment in capital assets	21,030,952	24,714,967	22,927,401
Unrestricted	4,771,758	6,600,106	8,986,470
Total Net Position	25,802,710	31,315,073	31,913,871
Total Liabilities and Net Position	\$ 34,309,666	\$ 37,787,298	\$ 40,275,450

TRANSIT SYSTEM

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

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
OPERATING REVENUES			
Passenger cash fares	\$ 3,322,321	\$ 3,187,242	\$ 3,223,436
Advertising	159,523	154,081	163,333
Miscellaneous	48,939	197,658	387,784
Total operating revenues	3,530,783	3,538,981	3,774,553
NON-OPERATING REVENUES			
Proposition A funds	6,361,895	6,149,225	6,488,118
Proposition C funds	4,197,399	4,653,129	4,486,912
Proposition 1B Bridge	-	-	-
Proposition 1B Security	165,972	-	-
Proposition 1B PTMISEA	456,993	-	-
SB-325 allocation	4,751,035	4,932,221	5,863,480
Capital maintenance revenue	2,250,000	2,250,000	2,250,000
Transit STAF	878,547	1,369,313	1,101,558
Capital grants	10,369,541	6,094,522	1,763,183
Investment earnings	66,174	37,169	117,974
Gain (loss) on sale of capital assets	45,250	-	46,854
Total non-operating revenues	29,542,806	25,485,579	22,118,079
Total revenues	33,073,589	29,024,560	25,892,632
OPERATING EXPENSES			
Salaries and employee benefits	12,515,632	12,866,932	13,357,343
Services and supplies	3,004,600	2,868,505	3,009,415
Other professional services	1,708,709	1,796,790	1,848,675
Depreciation and amortization	3,178,577	2,592,895	2,856,199
Insurance and Claims	309,146	1,459,945	1,745,171
City charges	2,637,307	2,958,289	3,197,026
Other	288,683	124,020	150,446
Total operating expenses	23,642,654	24,667,376	26,164,275
Income (Loss) before transfers	9,430,935	4,357,184	(271,643)
TRANSFERS IN	232,547	1,201,978	914,000
TRANSFERS OUT	(39,695)	(46,799)	(43,559)
CHANGE IN NET POSITION	\$ 9,623,787	\$ 5,512,363	\$ 598,798

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	Audited 11-12	Audited 12-13	Audited 13-14
Cash flows from operating activities:			
Operating loss	\$ (20,111,871)	\$ (21,128,395)	\$ (22,389,722)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	3,178,577	2,592,895	2,856,199
(Increase) Decrease in inventory	39,371	28,624	(421,415)
(Increase) Decrease in accounts receivable	(2,098)	10,039	14,775
(Increase) Decrease in prepaids	(700)	(295)	295
Increase (Decrease) in contract retainage payable	1,401	(1,401)	1,140
Increase (Decrease) in accounts payable	(1,805)	143,696	124,813
Increase (Decrease) in accrued salaries and benefits	29,187	257,543	41,444
Increase (Decrease) in other accrued liabilities	(82,801)	(141,900)	8,512
Net cash used by operating activities	(16,950,739)	(18,239,194)	(19,763,959)
Cash flows from capital financing activities:			
Payments for capital additions	(12,244,853)	(6,276,910)	(1,080,928)
Cash received from grants and subsidies	10,275,943	5,651,079	1,103,996
Proceeds from the sale of capital assets	45,250	-	59,150
Net cash provided (used) by capital financing activities	(1,923,660)	(625,831)	82,218
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	22,230,710	17,408,326	22,585,492
Cash received from other funds	-	1,201,978	914,000
Cash transfers paid to other funds	(39,695)	(46,799)	(43,559)
Net cash provided by noncapital financing activities	22,191,015	18,563,505	23,455,933
Cash flows from investing activities:			
Cash received from interest on investments	45,491	48,557	110,934
Net cash provided by investing activities	45,491	48,557	110,934
Increase (decrease) in cash and cash equivalents	3,362,107	(252,963)	3,885,126
Cash and cash equivalents, July 1	5,554,550	8,916,657	8,663,694
Cash and cash equivalents, June 30	\$ 8,916,657	\$ 8,663,694	\$ 12,548,820

WATER FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 7,182,600	\$ 8,030,281	\$ 17,152,520
Cash and cash equivalents with fiscal agent	527,100	548,956	-
Accounts receivable	6,486,311	6,816,800	7,865,837
Accrued interest receivable	33,521	33,671	52,532
Inventory	484,885	487,182	420,927
Prepays	-	33,178	6,139
Total Current Assets	14,714,417	15,950,068	25,497,955
Capital assets, net	67,003,136	69,249,762	72,255,721
Advance to successor agency	1,154,432	1,154,432	1,197,966
Total Assets	\$ 82,871,985	\$ 86,354,262	\$ 98,951,642
LIABILITIES AND NET POSITION			
Liabilities:			
Current Liabilities:			
Accounts payable	\$ 4,642,025	\$ 4,327,098	\$ 4,871,288
Contract retainage payable	106,885	52,483	-
Deposits payable	-	31,570	40,570
Accrued liabilities	1,007,637	595,193	621,458
Revenue bonds payable, current	587,767	628,267	-
Construction advances	26,570	-	-
Due to other funds	-	-	127,778
Total Current Liabilities	6,370,884	5,634,611	5,661,094
Revenue bonds payable, long-term	620,000	-	-
Intefund advance payable	-	-	6,459,587
Long-term obligations	-	1,452,900	1,452,900
Total Liabilities	6,990,884	7,087,511	13,573,581
Net Position:			
Net investment in capital assets	66,340,236	67,725,818	70,802,821
Unrestricted	9,540,865	11,540,933	14,575,240
Total Net Position	75,881,101	79,266,751	85,378,061
Total Liabilities and Net Position	\$ 82,871,985	\$ 86,354,262	\$ 98,951,642

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

	Audited 11-12	Audited 12-13	Audited 13-14
OPERATING REVENUES			
Charges for services	\$ 32,538,639	\$ 34,779,317	\$ 39,262,022
Other	1,472,196	1,376,392	1,463,596
Total Operating Revenues	34,010,835	36,155,709	40,725,618
OPERATING EXPENSES			
Salaries and employee benefits	4,770,869	4,599,769	4,950,053
Services and supplies	1,440,966	1,469,540	1,547,433
Other professional services	855,324	790,300	817,702
Depreciation and amortization	1,311,086	1,456,904	1,443,390
Insurance and claims	127,970	146,199	104,703
City charges	1,722,776	1,772,358	1,895,944
Cost of water	20,591,517	22,565,668	24,282,552
Other	460,844	67,548	317,184
Total Operating Expenses	31,281,352	32,868,286	35,358,961
OPERATING INCOME	2,729,483	3,287,423	5,366,657
NON-OPERATING REVENUES (EXPENSES)			
Investment earnings	146,001	123,403	228,319
Interest expense	(74,003)	(46,503)	(56,548)
Total Non-Operating Revenues (Expenses)	71,998	76,900	171,771
Income Before Contributions and Transfers	2,801,481	3,364,323	5,538,428
Capital Grants	21,679	37,423	-
Transfers Out	(22,042)	(16,096)	(15,520)
CHANGE IN NET POSITION	\$ 2,801,118	\$ 3,385,650	\$ 5,522,908

WATER FUND
STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 11-12	<i>Audited</i> 12-13	<i>Audited</i> 13-14
Cash flows from operating activities:			
Operating income	\$ 2,729,483	\$ 3,287,423	\$ 5,366,657
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation and amortization	1,311,086	1,456,904	1,443,390
(Increase) decrease in inventories	(9,160)	(2,297)	66,255
(Increase) decrease in accounts receivable	(882,378)	(290,489)	(1,049,037)
(Increase) decrease in prepaids	95	(33,178)	27,039
Increase (decrease) in accounts payable	201,997	375,556	536,057
Increase (decrease) in other accrued liabilities	-	31,660	(20,679)
Increase (decrease) in accrued salaries and benefits	31,583	7,480	46,421
Increase (decrease) in deposits and guarantees	12,000	5,000	9,000
Net cash provided by operating activities	<u>3,394,706</u>	<u>4,838,059</u>	<u>6,425,103</u>
Cash flows from capital financing activities:			
Payments for capital additions	(371,430)	(3,487,099)	(3,904,775)
Payments for long-term bonds principal	(540,000)	(570,000)	(620,000)
Payments for long-term bonds interest	(83,002)	(56,003)	(27,450)
Proceeds from capital advances	-	-	6,550,000
Cash received from capital subsidy	21,679	37,423	-
Net cash provided (used) by capital financing activities	<u>(972,753)</u>	<u>(4,075,679)</u>	<u>1,997,775</u>
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(22,042)	(16,096)	(15,520)
Net cash used by noncapital financing activities	<u>(22,042)</u>	<u>(16,096)</u>	<u>(15,520)</u>
Cash flows from investing activities:			
Cash received from interest on investments	129,277	123,253	165,925
Net cash provided by investing activities	<u>129,277</u>	<u>123,253</u>	<u>165,925</u>
Net increase in cash and cash equivalents	2,529,188	869,537	8,573,283
Cash and cash equivalents, July 1	5,180,512	7,709,700	8,579,237
Cash and cash equivalents, June 30	<u>\$ 7,709,700</u>	<u>\$ 8,579,237</u>	<u>\$ 17,152,520</u>

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RatingsDirect®

Summary:

Torrance, California; Appropriations

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Rationale

Outlook

Related Criteria And Research

Summary:

Torrance, California; Appropriations

Credit Profile		
US\$39.465 mil certs of part (Refunding And Capital Projs) ser 2014A due 06/30/2044		
<i>Long Term Rating</i>	AA/Stable	New
Torrance certs of part ser A&B		
<i>Unenhanced Rating</i>	AA(SPUR)/Stable	Affirmed

Rationale

Standard & Poor's Ratings Services assigned its 'AA' rating and stable outlook to Torrance, Calif.'s series 2014A capital projects and refunding certificates of participation (COPs).

The city's general creditworthiness is based on Standard & Poor's local GO criteria, published Sept. 12, 2013, on RatingsDirect.

At the same time, Standard & Poor's affirmed its 'AA' rating, with a stable outlook, on Torrance's existing COPs.

The rating reflects our opinion of Torrance's:

- General creditworthiness, and
- Covenant to budget and appropriate lease payments.

COPs represent an interest in the city's lease payments. Through its lease agreement, Torrance has agreed to budget and appropriate annual lease payments. A debt service reserve and business interruption insurance provide additional security to the COPs.

The rating also reflects our opinion of the city's general creditworthiness, including its:

- Strong economy with strong projected per capita effective buying income and market value per capita;
- Strong and very strong financial metrics, including very strong budgetary flexibility and liquidity; and
- Strong financial management conditions.

We believe what we consider the city's high annual pension contributions somewhat offset these strengths.

Strong economy

We view Torrance's economy as strong with projected per capita effective buying income at 131% of the national level. Market value is \$164,000 per capita. The city is in Los Angeles County; 2012 county unemployment was more than 10%. We, however, view the area economy as broad and diverse, offsetting the county's high unemployment rate. The 21-square-mile Torrance is in western Los Angeles County, where it provides a range of services, including police and fire protection, library, sanitation and water, airport and bus transit, street and infrastructure construction and maintenance, and recreational activities and cultural events. The population has increased steadily over the past few

years to approximately 147,000.

Assessed value (AV) has grown by a modest average over the past several fiscal years. Unlike many California cities, Torrance experienced a mild AV decrease in fiscal 2011. AV is \$24 billion in fiscal 2014.

Very strong budgetary flexibility

Torrance has consistently maintained, what we consider, very strong budgetary flexibility. Audited fiscal 2013 indicates a \$35.663 million available reserve, or about 22% of expenditures and, what we consider, recurrent transfers out. The fiscal 2014 budget is currently balanced; based on previous years of performance and management expectations, we do not expect a major draw on reserves such that they would decrease below 15%. Torrance has some receivables based on a loan with the former redevelopment agency; we, however, understand those receivables are offset in the nonspendable portion of general fund reserves. Therefore, we do not view available reserves as having any remaining questionable receivables.

Strong budgetary performance

We view budgetary performance as strong with relatively balanced general fund and total governmental funds operations in fiscal 2013. We expect similar performance in the medium term. General fund revenue is split relatively evenly between three major revenue sources: sales, property, and utility users taxes.

Strong management conditions

We consider Torrance's management conditions strong with "good" financial management practices under its Financial Management Assessment methodology, indicating financial practices exist in most areas but that governance officials might not formalize or regularly monitor all of them. Highlights include management's comprehensive revenue and expenditure assumptions that feed into five-year financial projections and capital-outlay planning. Torrance lacks a formal debt management policy.

Very strong liquidity

Torrance has, what we consider, a very strong liquidity position with total government cash of more than 90% of total governmental funds expenditures and well in excess of 120% of total governmental funds debt service. We also view Torrance as having strong access to the external market due to its history of issuing COPs, tax and revenue anticipation notes, and tax allocation debt over the past years.

Strong debt and contingent liability position

In our opinion, Torrance's debt and contingent liability position is strong with low debt service carrying charges of less than 8% and net direct debt of about 46% of total governmental funds revenue. Torrance benefits from having, what we consider, low overall market value net debt that is below 3%. We, however, view the city's annual pension contributions a large 18.3%. Torrance has built expected increased pension contributions into its budget for its forecast years.

Torrance participates in the California Public Employees' Retirement System; it has consistently made 100% of the annual required contribution. Torrance also has an other postemployment benefits (OPEB) health plan. Pay-as-you-go OPEB costs are, what we view as, a modest 1.2% of governmental fund expenditures. We understand that Torrance has not established a separate OPEB trust but that it has set aside \$3 million to support these costs.

Strong Infrastructure Framework

We consider the Institutional Framework score for California cities required to submit a federal single audit strong.

Outlook

The stable outlook reflects Standard & Poor's view that the strength of Torrance's built-out and established property tax base provides a relatively stable core of tax revenue. We believe management's close monitoring of revenue trends and use of multiyear forecasting position Torrance to respond to revenue changes so that it will likely maintain, what we consider, its structurally balanced operations and strong reserves. We do not expect to raise the rating within the two-year outlook period due to high annual pension contributions. We, however, could raise the rating if those costs were to decrease over time.

Related Criteria And Research

Related Criteria

- USPF Criteria: Local Government GO Ratings Methodology And Assumptions, Sept. 12, 2013
- USPF Criteria: Appropriation-Backed Obligations, June 13, 2007

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Institutional Framework Overview: California Local Governments

Ratings Detail (As Of March 20, 2014)		
Torrance certs of part (Land Aquisition Project) ser 2009		
<i>Long Term Rating</i>	AA/Stable	Affirmed
<i>Unenhanced Rating</i>	NR(SPUR)	Withdrawn
Torrance 1998 rfdg certs of part dtd 12/01/1998 due 12/01/1999-2018 2023 2028		
<i>Unenhanced Rating</i>	AA(SPUR)/Stable	Affirmed

Many issues are enhanced by bond insurance.

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RatingsDirect®

Summary:

Torrance, California; Note

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Rationale

Summary:

Torrance, California; Note

Credit Profile		
US\$30.0 mil 2013-14 TRANs due 07/02/2014		
<i>Short Term Rating</i>	SP-1+	New
Torrance 2013-14 TRANs due 07/02/2014		
<i>Short Term Rating</i>	SP-1+	Affirmed

Rationale

Standard & Poor's Ratings Services assigned its 'SP-1+' rating to Torrance, Calif.'s series 2012 tax revenue anticipation notes (TRANs).

The rating reflects our opinion of the city's:

- Strong underlying credit characteristics,
- Good coverage of set-asides and debt service by projected general fund balances, and

Significant alternate liquidity available in the event of a general fund cash deficiency at note maturity.

Unrestricted taxes, income, revenue, cash, and other money received for, or allocable to, the general fund in fiscal 2014 secure the TRANs. We understand Torrance officials intend to use TRAN proceeds to fund seasonal cash flow deficits during the fiscal year. The notes mature on July 2, 2014.

Torrance is projecting net available general fund cash balances to provide, what we consider, a good 1.4x debt service coverage (DSC) of the total repayment amount at the TRANs' maturity when including reserves designated for economic uncertainty. The city notes that it has additional reserve designations including program contingency and special project. These designated reserves are available through a city council vote, and can bring ending coverage up to 2.14x. In addition, city management expects to have access to an estimated \$56-73 million of other borrowable funds, depending on the month, in the event of a cash deficiency in the general fund at the set-aside dates or note maturity.

Alternate liquidity would increase projected DSC at the TRANs' maturity to 4.5x. We understand the resolution requires pledged revenue to be segregated in a separate note repayment account. This is specified in the note as amounts sufficient to pay 50% of note principal in January 2014 and the remaining 50% of principal in May 2014, as well as 100% interest in June 2014. In our view, projected DSC at the set-aside dates is a good 1.8x in January and May 2013. City projections have interest coverage at well in excess of 2x.

The 21-square-mile town of Torrance is in western Los Angeles County, where it provides a range of services, including police and fire protection, library, sanitation and water, airport and bus transit, street and infrastructure construction and maintenance, recreational activities, and cultural events. The population has increased steadily over

the past few years to approximately 145,000. As part of the greater Los Angeles metropolitan statistical area, Torrance benefits from a diverse economy that continues to generate diversified revenue streams. Median household and per capita effective buying incomes are, in our opinion, an above-average 134% and 132%, respectively, of national levels.

Management is projecting an increase in property and sales tax revenues for fiscal 2014. Property and sales tax for 2014 is estimated to grow by 4% and 6% respectively compared with 2013 estimates. Cash flow DSC of 1.4x includes the use of restricted reserves for economic uncertainty, which are held in the general fund. According to management, it would only need the city council's approval to access these funds. Cash flow coverage numbers for 2013 are coming in close to previous projections.

Torrance has consistently maintained, what we consider, strong fund balances. For fiscal 2013, management is projecting to end the year with a slight surplus. Audited fiscal 2012 results show a \$50.5 million ending available general fund balance, or, what we consider, a very strong 35% of expenditures. The city has historically maintained similarly strong finances.

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US Public Finance Weekly Credit Outlook

MAY 1, 2014

FEATURE ARTICLES

New Jersey's Late-Year Revenue Shortfall Will Be a Hard Fix	2
The state's revenue shortfall of \$807 million in the last four months of the fiscal year is equivalent to 14.5% of remaining fiscal appropriations.	
Michigan, Connecticut School Districts Receive Emergency State Aid	3
Michigan gave the Pontiac City School District an emergency \$10 million loan to prevent it from likely running out of money by May 1. In Connecticut, the state accelerated \$11 million in aid to New London to help the city fund payroll and other costs at its school district. Inside, see Emergency Loan Sustains Pontiac City School District's Solvency and New London, CT Gets State Advance to Meet Payroll	
Iowa's Increase in Education Funding Is Credit Positive; Strings Attached for State Universities	7
The increase exceeds the rate of inflation and is likely higher than the universities and colleges would have increased tuition.	
Federal Approval of New York's Medicaid Waiver Amendment is Credit Positive for Empire State's Not-for-Profit Hospitals	9
Up to \$8 billion in projected incentive payments funds will provide an additional source of revenue for hospitals at a time when they are facing reduced reimbursement from Medicare and Medicaid.	
Loss of Largest Employer a Modest Credit Negative for Torrance, CA	11
Toyota, which represents 5% of the labor force, is moving its corporate headquarters out of the city. The city's resilient economy, tax base and healthy financial profile should help it manage the job losses.	

RESEARCH HIGHLIGHTS

Vast Majority of US Local Government Ratings Are Unchanged Upon Implementation of New GO Methodology	13
Only a very small share of our ratings will change as a result of our updated US local government general obligation methodology, an analytical framework that reflects the evolution of our approach to evaluating the credit risk of local governments.	
US Public Finance Rating Revisions for Q1 2014: Positive Trend of Upgrades Continues	13
Credit conditions improved in the first quarter of 2014, continuing a trend seen in the second half of 2013. Upgrades nearly doubled to 97, the highest number since 2009.	

RATING CHANGE HIGHLIGHTS

Des Moines, IA's GO Debt Downgraded to Aa2 from Aa1; Outlook is Stable	14
The downgrade, affecting \$437 million, reflects the city's narrow operating reserves, below average income indicators and elevated debt burden.	
Detroit Public Schools (MI) Downgraded to B3; Outlook Negative	14
Affecting \$2 billion, the downgrade to B3 from B2 encompasses continued operational imbalance that challenges the district's ability to address its accumulated general fund deficit.	
Cedar Rapids, IA's GO Downgraded to Aa1; Outlook Stable	14
The downgrade to Aa1 from Aaa, affecting \$341.6 million, factors in above-average debt and pension position and enterprise risk associated with the city-owned hotel and convention center.	
Branson, MO Downgraded to Aa3, Lease Revenue Debt Downgraded to A3	14
The downgrade to Aa3 from Aa2 on the long-term issuer rating and to A3 from A2 on lease revenue debt affects \$110.3 million. The issuer rating change reflects a significantly elevated debt burden.	
Mobile, AL's GOLT Placed on Review for Downgrade	14
We placed on review for downgrade the Aa2 issuer and GOLT ratings, affecting \$266 million, after a rapid deterioration in liquidity.	
Livonia Public Schools' (MI) GO Downgraded to A2; Outlook Negative	15
Affecting \$179.6 million, the downgrade to A2 from A1 incorporates an increasingly narrow general fund position and declining enrollment.	
Kansas Downgraded to Aa2; Outlook Stable	15
The downgrade to Aa2 from Aa1, affecting \$1.23 billion in debt, reflects the state's relatively sluggish recovery compared with its peers and the use of non-recurring measures to balance the budget.	

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Loss of Largest Employer a Modest Credit Negative for Torrance, CA

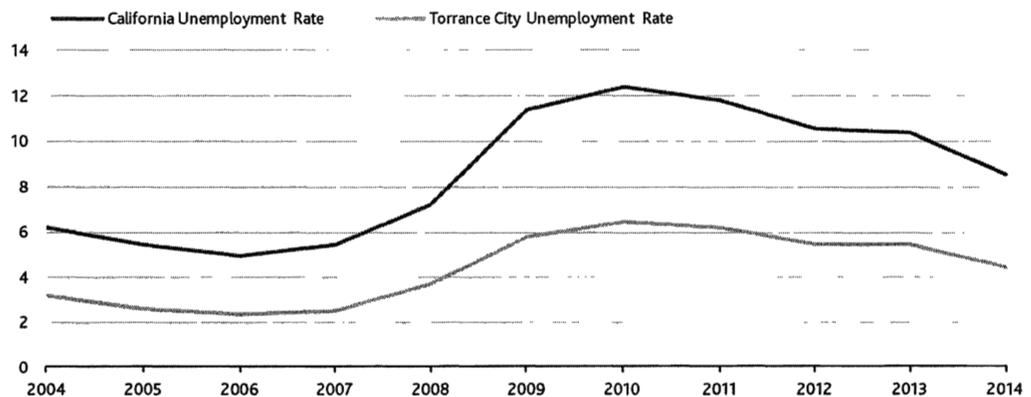
On April 28, Toyota Motor Corp. (Aa3 stable) announced it will move its US corporate headquarters from Torrance, CA (Aa2 stable) to suburban Dallas. Although Toyota is the city's largest employer representing 5% of the labor force, the development is a modest credit negative because of the city's resilient economy, tax base and healthy financial profile.

Even with the likely loss of 4,000 jobs, we expect the city's employment base to remain healthy compared to other cities in California (A1 stable). Not all the Toyota employees actually reside in Torrance and will affect the city's employment base if they become unemployed.

It's not clear how many will move to Texas, but 58% of employees remained in Southern California when Nissan moved its North American headquarters to Tennessee in late 2005. If we assume that 50% of the remaining Toyota workforce are Torrance residents, then an immediate loss of these jobs would increase the city's unemployment rate from 4.4% (January 2014) to 5.8%, compared to the state rate of 8.5% for the same period (see Exhibit 1). With Toyota's departure, the estimated job loss will lower the city's employment base back to levels it experienced in the recent recession, but it would still be relatively modest.

EXHIBIT 1

Torrance Unemployment Rate Consistently Below State Rate



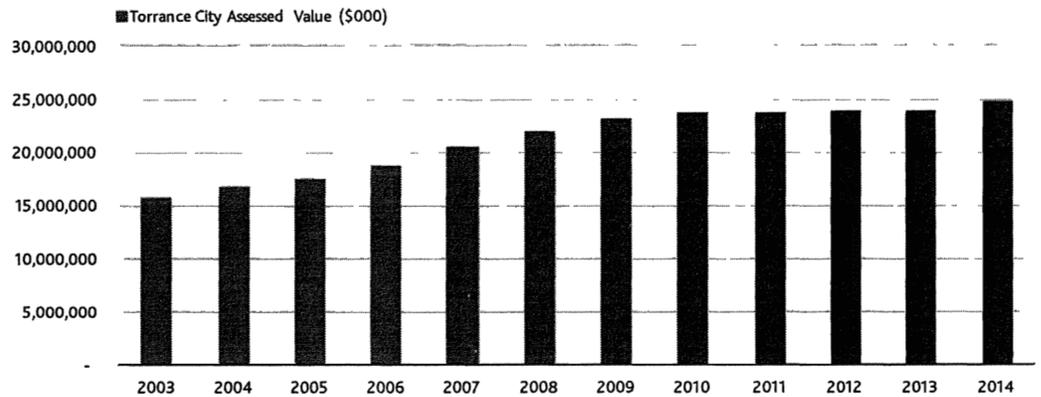
Source: Bureau of Labor Statistics

We expect the city's economy to remain healthy because of its location in the Greater Los Angeles area and the presence of other large employers. The city's proximity to the port complexes of Long Beach and Los Angeles, the Los Angeles International Airport, and several major freeways make it an active player in the local economy with attractive infrastructure benefits to companies. Still, the local economy is boosted by the presence of other large employers—including American Honda, Honeywell International (A2 stable), Robinson Helicopter Company, and Exxon Mobil Corp. (Aaa stable).

The city's stable assessed value (AV) should not change significantly with Toyota's departure. The city's assessed valuation is \$24.9 billion for 2014. Its assessed valuations stayed healthy throughout the economic downturn, declining only one year (0.2% in 2011) before resuming modest, but stable, growth (see Exhibit 2). The Toyota complex is valued at \$207.6 million, or 0.8% of the city's total 2014 AV. The value of the property will likely remain largely intact, but the value of the unsecured AV, or moveable capital associated with the employees, could decline somewhat but not enough to materially harm the city's already strong tax base.

EXHIBIT 2

Torrance's AV Remained Stable Throughout Recession



Source: Moody's Investors Service

Toyota departure from Torrance will have a minor impact on the city's general fund. The city estimates it will lose a combined \$1 million in business license and sales tax revenues, representing only 1% of its overall fiscal 2013 general fund revenues. The city has healthy fund balances that remained stable throughout the recessionary environment. Historically, city management has adjusted expenditures when revenues have diminished and we expect that to continue.

Finally, Toyota will not fully exit the Torrance economy until 2017, allowing the city plenty of time to adjust for any losses in revenue and attract new employers that could offset the hit to the labor force.

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