

City of Torrance, California



2016-2017 **Budget** *Proposed Revisions*



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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 2016-17 fiscal year proposed budget amendments for the 2nd year of the 2015-17 Two-Year Operating Budget and the 2016-2021 Five-Year Capital Budget Plan.

The 2015-16 fiscal year Operating Budget was originally adopted in May 2015 as year one of the two-year 2015-17 Operating Budget and was the first budget following the series of years related to the devastating recession, which formally ended in June of 2009. Those years experienced major revenue shortfalls requiring City Council to make the difficult decisions to reduce General Fund expenditures by over \$13.0 million, restructure operations and reduce positions by fifty-seven (57).

The renovation and grand re-opening of the Del Amo Fashion Center in October 2015, is resulting in additional Sales Tax activity to the General Fund. As the restoration and improvements continue and move south past Carson Street, the leasing and leasehold expansion of shops and restaurants continues in the north section, anchored by Nordstrom. Staff projects that the Fashion Center's renovation, as well as other additions to the "Boulevard" (Hawthorne), from Ferrari and Maserati will improve net Sales Tax revenues by \$1.5M to \$2.5M.

The other "core" revenues of the General Fund continue to perform well with the exception of Utility Users' Tax (UUT) due to the ExxonMobil refinery operating below full capacity since early 2015. The refinery is working with the different governing agencies, including the Air Quality Management District (AQMD), to return to normal operations in the near future. Once it is fully operational, UUT receipts will be restored to their prior level. In the meanwhile, Property Tax and Business License Tax continue to be within projections and the City's Occupancy Tax is exceeding current year budget projections.

During the budget deliberations last May, Council exercised fiscal constraint, and held off restoring past budget reductions or enhancing programs until increased revenue projections were realized. Unfortunately, there is still uncertainty in the future.

The proposals before you for both the Operating Budget and Capital Budget Plan continue to be a financial reflection of City policies and goals and allocates resources based on the priorities of the City's Strategic Plan. City employee pensions continue to be more than fully funded annually. The savings, approximately \$210,000 annually, realized from the additional \$3 million pension contribution made last June, will be used to further decrease any unfunded liability. The budget as proposed begins to restore some of the elements that were reduced in prior budgets, as well as addressing operational and capital needs in some areas.

The budget proposal includes two additional positions (non-sworn) for the Police Department and one for the Fire Department. The Police Department is supplementing positions in their Community Affairs and Special Investigations Division. The Fire Department proposes to add a

position for upholding standards in their accreditation program. The expansions are considered high priority, operational goals by the Police and Fire Chiefs.

There are also funds requested for additional library security, Park Rangers, maintenance of trees and parks, return of the popular park concerts and enhancement of the Library's book budget.

In addition, funds have been set aside to fund a Historic Preservation program, the Tree and View Ordinance, Wi-Fi in the Council Chamber and future 4th of July fireworks, should Council approve. A summary as well as detail of each program modification can be found under the following tabs: Program Modifications - Council/Community Requests, Program Modifications – Recommended and Program Modifications –No Action. Refer to Attachment I for summary of proposed Operating Budget actions.

The Five-Year Capital Budget Plan contains two separate action plans: (1) the Facilities, Equipment, Automation Plan (FEAP) and (2) the Infrastructure Action Plan (IAP). Infrastructure projects differ from FEAP projects in that they typically deal with improvements to City infrastructure, such as streets, sewers, sidewalks, water lines, etc. FEAP projects are commonly purchases and installation of equipment or for maintaining and/or improving City owned facilities.

The Capital Budget Plan relies on numerous funding sources. Almost all of these said sources have restrictions on the use or type of project that such funds can be used for, with the exception of funds from the General Fund.

Since the recession, funding infrastructure projects has been challenging. Facilities and Equipment projects even more so since they rely heavily on excess revenues left after expenses at fiscal year-end, otherwise known as the General Fund "year-end carryover".

The carryover for 2015-16 fiscal year is projected at best to be limited, due to the loss of Utility Users' Tax revenue from the diminished production at the ExxonMobil refinery. With the minimal year-end carryover, the Capital Budget Plan focuses primarily on the 2016-17 fiscal year and prioritizes projects. As funds become available either through year-end carryover or unused funds from completed projects, they will be allocated to those projects. A summary and detail of capital project proposals, as well as existing capital projects, can be found in the 2016-2021 Capital Budget Plan.

The 2016-17 fiscal year Operating Budget proposes the annual funding of \$500,000 for building maintenance of City facilities and \$600,000 for funding of capital projects. This re-implements the process of providing a more reliable and consistent source of funding for the Capital Budget Plan. General Fund capital projects will continue to receive the majority of its funds from year-end carryover.

The City has been highly successful in competing for tens of millions of dollars in Measure R funds and Federal grants, due to regional benefits of such projects. Some of said benefits the City enjoyed from the award of these funds and grants are the Del Amo Boulevard extension, the Crenshaw Boulevard Rehabilitation (190th to 182nd St) and upcoming projects such as the Regional Transit Center, Crenshaw Boulevard Rehabilitation (Sepulveda to Skypark & PCH to south City boundary) and PCH and Hawthorne Intersection Improvements.

The Capital Budget Plan as proposed includes funding for a city-wide electronic records management system, cable equipment replacement, digital sign at Wilson Park, replacement equipment for the airport noise monitoring system, jail locks and control panel, automated license

plate recognition system, initial funding for police body/vehicle cameras, mobile computer devices, and an interoperable communication system, to name a few. As proposed, funding is provided primarily for the 2016-17 fiscal year. Some of the projects being recommended require multi-year funding, and would need priority funding status in forthcoming years, to continue to require resources as they become available such as future year-end carryover. In addition, the City will continue to replace fire apparatus, fleet vehicles, equipment and computers, which rely on funds that have been set aside solely for this purpose. Refer to Attachment II for a summary of proposed Capital Projects.

Many of the proposed actions contained within the budget continue to be forward looking, addressing our debt, infrastructure and operations. Over the past several years, actions taken by this Council and prior Councils have allowed the City to effectively manage and balance budgets, especially during difficult times. The proposed budget remains balanced, requires no reductions and continues to address long-term strategies. The proposal before you is a reflection of City policies and goals and is consistent with the City's Strategic Plan. As with all budget proposals by the City Manager, this document now becomes the City Council's and may be revised and amended as directed by your Honorable Body.

General Fund Revenues

General Fund revenues continue to grow steadily. Revenues are projected to slightly increase by approximately 2.5% over the 2015-16 fiscal year.

Seventy percent (71%) of General Fund revenues are derived from three revenue sources: Sales Tax (\$51.3M), Property Tax (\$49.0M) and Utility Users' Tax (\$34.8M) and eighty percent (82%) of General Fund revenues, when you include Occupancy Tax (\$11.6M) and the City's Business License Tax (\$9.5M).

| | Budget 2016-17 in 000's | % |
|----------------------|-------------------------------|-------------|
| Sales Tax | \$ 51,340 | 27.0 |
| Property Tax | 48,957 | 25.7 |
| Utility Users' Tax | <u>34,815</u> | <u>18.3</u> |
| | \$135,112 | 71.0 |
| Occupancy Tax | 11,583 | 6.1 |
| Business License Tax | <u>9,481</u> | <u>5.0</u> |
| Total General Fund | \$190,177 | 82.1 |

Sales Tax represents just under 27% of General Fund revenues. Sales Tax revenue is projected to increase by 4% in the upcoming fiscal years primarily due to the new activity from the Fashion Center and the "Boulevard".

| Top 10 Sales Tax Producers by Economic Segment | | | | |
|---|----------------------|----------------------|---------------------|-------------|
| | Y.E. 12/31/15 | Y.E. 12/31/14 | 1-Year Variance | % |
| Auto Sales - New | \$ 8,199,134 | \$ 7,767,939 | \$ 431,195 | 5.6% |
| Department Stores | 4,711,107 | 4,501,414 | 209,693 | 4.7% |
| Restaurants | 4,346,036 | 4,133,057 | 212,979 | 5.2% |
| Miscellaneous Retail | 3,089,902 | 3,090,997 | (1,095) | 0.0% |
| Leasing | 2,634,823 | 2,337,958 | 296,865 | 12.7% |
| Apparel Stores | 2,254,281 | 2,013,393 | 240,888 | 12.0% |
| Service Stations | 2,126,052 | 2,350,482 | (224,430) | -9.5% |
| Furniture/Appliance | 1,884,811 | 1,868,736 | 16,075 | 0.9% |
| Building Materials | 1,654,486 | 1,595,318 | 59,168 | 3.7% |
| Auto Parts/Repair | 1,244,331 | 1,144,497 | 99,834 | 8.7% |
| Sub Total | 32,144,963 | 30,803,791 | 1,341,172 | 4.4% |
| Total Sales Tax | \$ 40,058,613 | \$ 38,719,404 | \$ 1,339,209 | 3.5% |
| Top 10 as a % of Total | 80.2% | 79.6% | | |

Property Tax – Torrance continues to have a strong Property Tax base of \$27.0 billion, consisting of about 41,000 parcels, of which 35,900 are single family residential. Assessed valuation has increased 3.5% to 4.4% annually over the last three (3) years.

| Year | Assessed Valuation | % Change |
|------|--------------------|----------|
| 2013 | \$25,081,166,397 | 4.42% |
| 2014 | \$26,103,635,864 | 4.08% |
| 2015 | \$27,026,132,965 | 3.53% |

Utility Users' Tax – Represents the 3rd largest revenue source of the General Fund at just over \$34.8M, of which the majority is generated from users of electricity and natural gas.

Occupancy Tax – The City's twenty-three (23) hotels generate about \$11.5 million annually or about 6% of General Fund revenues. This revenue has grown over the past several years as reflected in the chart.

| Description | Projected 2016-17 |
|----------------------------|-------------------|
| Utility Users' Tax: | |
| Electricity | \$ 15,656,663 |
| Co-gen | 814,790 |
| Gas: | |
| Refineries | 2,453,930 |
| Other | 2,897,974 |
| Water | 2,808,000 |
| Cable | 1,642,000 |
| Cellular | 4,236,000 |
| Telecom | 4,306,000 |
| Total | \$ 34,815,357 |

| Year | Occupancy Tax | % Change | # of Hotels | # of Rooms | |
|------|---------------|----------|-------------|------------|---|
| 2013 | 8,636,314 | 9.3% | 23 | 2,750 | |
| 2014 | 9,291,676 | 7.6% | 23 | 2,750 | |
| 2015 | 10,529,084 | 13.3% | 23 | 2,750 | |
| 2016 | 11,200,000 | 6.4% | 23 | 2,750 | * |
| 2017 | 11,583,420 | 3.4% | 23 | 2,750 | * |

* Projected

Business License Tax - Accounts for about \$9.5 million annually or about 5% of the General Fund revenues. The Business License Tax is primarily based on number of employees levied on the City's 13,600 businesses, of which about 3,700 are located outside the City.

Use of One-Time Reserves

The City's current funding policy for the Economic Anomaly Fund has 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 \$19.3 million. This fund has a current balance of \$14.5 million (see Reserve Description and Funding Policy). These reserves provide some flexibility to smooth out economic swings, buffer the loss of State and Federal revenues, and support City operations during emergencies such as natural disasters.

Concerns on the Horizon

Water and Wastewater Rates

- In 2011, the City Council approved the implementation of a five-year rate plan at a public hearing in accordance with Proposition 218. Under Proposition 218, municipal utility rates and wastewater (sewer) rate structures must be reevaluated at least every five years. A comprehensive rate study is in process and is currently undergoing revisions. Torrance water rates are generally significantly lower than those of neighboring agencies and it is expected that the findings and recommendations will be presented to Council in late summer 2016.

- Currently, the wastewater function is operating at a deficit due to increases in operating costs, more stringent regulatory requirements, additional monitoring and reporting mandates and the financial impact of a number of recent sewer spills. The current wastewater (sewer) rate structure has been in place for approximately 25 years. A rate study is in the process of being finalized and will be presented to City Council for consideration in the spring of 2016.

Work Force

- The City is experiencing an increase in employee retirements and staff turnover as the current workforce ages and other agencies are hiring throughout the region. The departure of tenured and experienced employees may have an adverse impact on City operations since it takes time to hire and train new employees. The retention and transfer of institutional knowledge is essential for employee development and continuity of service delivery. With the overall economy improving, many cities are aggressively hiring and seeking to attract tenured professionals within the public sector. During the past year, several recruitments had to be extended or re-advertised, and some exams were run more frequently. The overall experience with recent recruitments indicate a shortage of viable qualified candidates to fill vacancies. On-going vacancies create the need for constant recruitment and training with added costs for the City.
- Since the California Public Employees' Pension Reform Act (PEPRA) took effect in January 2013, many changes have impacted CalPERS retirement and health benefits for future employees. As a result of PEPRA, tenured employees at other public sector agencies are reluctant to leave in order to avoid a reduction in pension formula, lower vacation accruals and higher employee contribution rates for new hires.

Requests from Community Organizations

- Past requests from community organizations such as the Torrance Rose Float Association and the Torrance Cultural Arts Foundation have been funded using one-time monies. Both organizations have requested on-going funding.

Employee Memorandums of Understanding

- The current memorandums of understanding will expire in June 2017 for Police and Fire and December 2017 for all miscellaneous groups. Contract negotiations will take place during the 2016-17 fiscal year.

Enterprise Funds

In the aggregate, all of the major enterprise funds - Water, Sewer, Sanitation, Airport and Transit - are operating within their budgetary parameters.

The following chart shows two of the five-year projection for these 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 | \$39,039,000 | \$5,088,000 | \$6,053,000 | \$12,055,000 | \$12,286,000 |
| Expenditures | 37,214,000 | 38,523,000 | 5,088,000 | 6,053,000 | 12,011,000 | 12,196,000 |
| Revenues less Expenditures | \$ 1,685,000 | \$516,000 | \$0 | \$0 | \$44,000 | \$90,000 |

| 2 YEAR PROJECTION OF REVENUES AND EXPENSES | | | | |
|---|---------------------|--------------|---------------------|--------------|
| | <u>AIRPORT FUND</u> | | <u>TRANSIT FUND</u> | |
| | 2015-16 | 2016-17 | 2015-16 | 2016-17 |
| Revenues | \$15,879,000 | \$13,207,000 | \$31,497,000 | \$33,351,000 |
| Expenditures | 15,879,000 | 13,207,000 | 31,497,000 | 33,351,000 |
| Revenues less Expenditures | \$0 | \$0 | \$0 | \$0 |

Summary

The budget before you demonstrates the continuing effort to use the economic resources of the City to address the principle 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 outlays and capital projects.

The Council should be commended for its fiscally conservative approach. This stable methodology is evidenced by the City's long-term issuer rating of "AA+" from Standard & Poor's (S&P) and "Aa2" from Moody's, both in the "High" to "Prime" quality investment grade.

| City of Torrance - Long Term Bond Ratings | | | | | | |
|--|-------------------|-----------|---------|------------|-----------|----------------------|
| Scale | Standard & Poor's | | Moody's | | | Quality |
| | Issuer | Lease | Scale | Issuer | Lease | |
| AAA | | | Aaa | | | Prime |
| AA+ | AA+ | | Aa1 | | | |
| AA | | AA | Aa2 | Aa2 | | |
| A- | | | 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 | | | |

The City of Torrance continues to have an “Issuer” credit rating of one notch below AAA by S&P and two notches below Aaa by Moody’s. Lease ratings are typically “one” to “two” notches below the “issuer” rating because the security pledge upon which it is based – the use/occupancy of the leased asset – is of a weaker (i.e. less secure) nature.

The Operating Budget, as submitted, is balanced for the 2016-17 fiscal year and forecasts a balanced budget throughout the next five years. As displayed below, the five-year projection reflects revenue growth between 2.2% to 3.5%.

| 5 YEAR PROJECTION OF REVENUES AND EXPENSES GENERAL FUND | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|
| | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
| Revenues | 190,177,000 | 197,174,000 | 204,118,000 | 210,802,000 | 217,051,000 |
| Expenditures | 190,177,000 | 197,174,000 | 204,118,000 | 210,802,000 | 217,051,000 |
| Revenues less Expenditures | - | - | - | - | - |

The budget modifications included in this proposal are recommended for approval by the City Manager. The budget document now before you, with the concurrence of the Council may be revised, and when/if revised and/or amended, will become the City’s Operating Budget and Capital Budget Plan for the 2016-17 fiscal year. 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.

Respectfully submitted,



LeRoy J. Jackson
City Manager

Attachments:

- I. Operating Budget Program Modifications – City Manager Recommended
Operating Budget Program Modifications – For Council Consideration
- II. Capital Budget Plan – Summary of Recommended Capital Projects

Program Modification Request Summary - City Manager Recommended

| Description | Amount | -----Recurring----- | | | | | | One-Time Funding | Page Number |
|--|-----------|---------------------|---------------|------------------------|---------------|-----------------|---------------|---------------------|----------------|
| | | General Fund | Cable Fund | Parks & Rec Fund | Sewer Fund | Transit Fund | Water Fund | | |
| General Fund | | | | | | | | | |
| Community Development | | | | | | | | | |
| Archiving files to digital format | \$ 75,000 | \$ 75,000 | | | | | | | 15 |
| Community Services | | | | | | | | | |
| Library Security: | | | | | | | | | |
| Delete 0.5 FTE Sr. Library Page | (19,800) | (19,800) | | | | | | | 16 |
| Add security services (prof. svcs.) | 5,250 | 5,250 | | | | | | | |
| Add 0.5 Comm. Svcs. Ldr. II | 14,550 | 14,550 | | | | | | | |
| Park Ranger Program: | | | | | | | | | |
| Delete 0.7 Comm. Svcs. Ldr. II | (20,370) | (20,370) | | | | | | | 17 |
| Add 0.7 Comm. Svcs. Ldr. III | 26,740 | 26,740 | | | | | | | |
| Madrona Marsh Nature Center: | | | | | | | | | |
| Reduce 2.1 FTE Comm. Svcs. Ldr. II | (61,110) | (61,110) | | | | | | | 19 |
| Reduce 0.5 FTE Intern II | (19,300) | (19,300) | | | | | | | |
| Add 2.1 Comm. Svcs. Ldr. III | 99,320 | 99,320 | | | | | | | |
| Additional materials/supplies | 3,000 | 3,000 | | | | | | | |
| Tree Trimming Contract: | | | | | | | | | |
| Additional contractual services phase II (reduce trim cycle) | 42,575 | 42,575 | | | | | | | 21 |
| Additional Library Book Budget | 40,000 | 40,000 | | | | | | | 22 |
| Turf Management: | | | | | | | | | |
| Add 1.2 Maintenance Worker | 82,800 | 82,800 | | | | | | | 24 |
| Materials/Supplies | 34,200 | 34,200 | | | | | | | |
| Field Renovation Wilson Park Fields 1 & 2 | 20,000 | 20,000 | | | | | | | |
| Fire | | | | | | | | | |
| CPSE Accreditation by the CFAI | | | | | | | | | |
| Add 1.0 Admin. Analyst | 130,900 | 130,900 | | | | | | | 26 |
| Computer Replacement | 292 | 292 | | | | | | | |
| Annual Accreditation Fee | 1,630 | 1,630 | | | | | | | |
| Registered Agency Status (one-time) | 570 | 570 | | | | | | 570 | |
| Applicant Agency Status (one-time) | 8,100 | 8,100 | | | | | | 8,100 | |
| Peer Assessor team leader's travel expenses (one-time) | 1,500 | 1,500 | | | | | | 1,500 | |
| Commission meeting travel expenses (one-time) | 6,000 | 6,000 | | | | | | 6,000 | |
| Computer for position (one-time) | 1,387 | 1,387 | | | | | | 1,387 | |
| Police | | | | | | | | | |
| Division | | | | | | | | | |
| | 86,300 | 86,300 | | | | | | | 29 |
| Add 1.0 Admin. Analyst for Special Investigations Division | 130,900 | 130,900 | | | | | | | 30 |

-----Recurring-----

| Description | Amount | Parks | | | | | | One-Time Funding | Page Number |
|--|-----------|--------------|------------|------------|------------|--------------|------------|------------------|-------------|
| | | General Fund | Cable Fund | & Rec Fund | Sewer Fund | Transit Fund | Water Fund | | |
| Public Works | | | | | | | | | |
| Engineering Division: 31 | | | | | | | | | |
| Add 1.0 Sr. Business Manager | 135,400 | 135,400 | | | | | | | |
| Add 100% reimbursement from Capital Projects | (135,400) | (135,400) | | | | | | | |
| Parks & Recreation Fund | | | | | | | | | |
| Community Services | | | | | | | | | |
| Toyota Sports Complex: 33 | | | | | | | | | |
| Add 1.2 Community Svcs. Ldr. II positions | 34,920 | | | 34,920 | | | | | |
| Materials/ Supplies | 10,000 | | | 10,000 | | | | | |
| Delete 0.8 Comm Svcs. Ldr. IV position | (39,920) | | | (39,920) | | | | | |
| Add 1.0 Program Coordinator position | 93,100 | | | 93,100 | | | | | |
| Rental Revenue | (130,000) | | | (130,000) | | | | | |
| Sr. Lunch Program: 35 | | | | | | | | | |
| Reduce 0.5 FTE Comm. Svcs. Ldr. II | (14,550) | | | (14,550) | | | | | |
| Add 0.5 FTE Comm. Svcs. Ldr. III | 19,100 | | | 19,100 | | | | | |
| Free Concerts in the Park (3): 36 | | | | | | | | | |
| Park Svcs. OT | 4,329 | | | 4,329 | | | | | |
| Sound Engineer | 1,200 | | | 1,200 | | | | | |
| Marketing | 800 | | | 800 | | | | | |
| Musician Fees | 2,000 | | | 2,000 | | | | | |
| Park Rangers | 360 | | | 360 | | | | | |
| Sewer Fund | | | | | | | | | |
| Public Works | | | | | | | | | |
| Workers & Vector Truck: 38 | | | | | | | | | |
| Add 1.0 Wastewater Tech. | 106,700 | | | 106,700 | | | | | |
| Add 1.0 Maintenance Worker | 69,000 | | | 69,000 | | | | | |
| Add 1.0 Vector Truck (one-time) | 540,640 | | | 540,640 | | | 540,640 | | |
| Annual Replacement for Vector Truck | 54,064 | | | 54,064 | | | | | |

CITY MANAGER - RECOMMENDED

Program Modification Request Summary - For Council Consideration

| Description | Amount | -----Recurring----- | | | | | One-Time Funding | Page Number |
|---|-----------|---------------------|------------|------------------|------------|--------------|------------------|-------------|
| | | General Fund | Cable Fund | Parks & Rec Fund | Sewer Fund | Transit Fund | | |
| Fourth of July Celebration Civic Center Fireworks Show: | | | | | | | | 2 |
| Fireworks Contract | \$ 35,000 | \$ 35,000 | | | | | | |
| Labor and other materials | 40,000 | 40,000 | | | | | | |
| Implement Free Public Wi-Fi within City Council Chamber: | | | | | | | | 4 |
| Initial Cost (Installation and first year services) | 7,215 | 7,215 | | | | 7,215 | | |
| Ongoing Cost (Annual services, support & licensing) | 2,910 | 2,910 | | | | | | |
| Historic Preservation: | | | | | | | | 5 |
| Add 1.0 Planning Associate (6 mo.) | 70,300 | 70,300 | | | | | | |
| Add 1.0 Office Assistant (6 mo.) | 34,250 | 34,250 | | | | | | |
| Commission | 3,000 | 3,000 | | | | | | |
| Mailings/Office Supplies | 4,500 | 4,500 | | | | | | |
| Computer work stations (2) (one-time) | 5,500 | 5,500 | | | | 5,500 | | |
| Annual computer replacement | 786 | 786 | | | | | | |
| Permit Fee Revenue | (26,138) | (26,138) | | | | | | |
| Tree/View Ordinance: | | | | | | | | 7 |
| Add 1.0 Planning Associate (3 mo.) | 35,150 | 35,150 | | | | | | |
| Add 1.0 Office Assistant (3 mo.) | 17,125 | 17,125 | | | | | | |
| Mailings/Office Supplies | 15,000 | 15,000 | | | | | | |
| Computer work stations (2) (one-time) | 5,500 | 5,500 | | | | 5,500 | | |
| Annual computer replacement | 786 | 786 | | | | | | |
| Revenue | (13,069) | (13,069) | | | | | | |
| Torrance Cultural Arts Foundation Annual Support: | | | | | | | | 9 |
| facility rental fees for the Cabaret events at the Nakano) | 74,400 | 74,400 | | | | | | |
| Labor Charges for Events at the Center | 50,000 | 50,000 | | | | | | |
| Center Services in kind support | 30,000 | 30,000 | | | | | | |
| Facility use for other Cultural Arts Center venues (i.e. for Gala, Interactive theatre pieces and local talent competition) | 15,000 | 15,000 | | | | | | |
| <u>For Future Consideration</u> | | | | | | | | 10 |
| Tournament of Roses Parade (2018 Float) | | | | | | | | |

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CITY OF TORRANCE
 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)
RECOMMENDED
 2016-2021

| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|---|--|-------|-------------------------------|------------------|---------------|---------------------|
| CITY CLERK | | | | | | |
| 2016-00532 | Electronic Records Management System | 16-17 | General Fund | \$ 350,000 | \$ 35,000 | 38 |
| 2016-00559 | Electronic Agenda Management System | 18-19 | General Fund | 100,000 | 20,000 | 41 |
| 2016-00563 | Electronic Campaign Statement & Conflict of Interest Form Filing | 17-18 | General Fund | 85,000 | 25,000 | 44 |
| TOTAL-CITY CLERK RECOMMENDED FEAPS | | | | 535,000 | 80,000 | |
| CITY MANAGER | | | | | | |
| 2016-00591 | Digital Sign Wilson Park | 16-17 | Cable | 85,000 | - | 48 |
| 2016-00592 | Master Control High Def Replacement | 16-17 | PEG | 500,000 | 7,000 | 51 |
| 2016-00593 | Post Production-CitiCABLE | 19-20 | PEG | 250,000 | 2,500 | 54 |
| 2016-00594 | Field Cameras-CitiCABLE | 20-21 | PEG | 165,000 | - | 57 |
| 2016-00599 | City Council TV Production Control Room, Cameras, Robotics | 17-18 | Cable | 350,000 | - | 60 |
| 2016-00601 | City Council Sound System | 16-17 | PEG | 65,000 | - | 63 |
| 2016-00602 | Expand Offices-CitiCABLE | 16-17 | Cable | 30,000 | - | 66 |
| | | | | 120,000 | | |
| | | | | 150,000 | | |
| TOTAL-CITY MANAGER RECOMMENDED FEAPS | | | | 1,565,000 | 9,500 | |

CITY OF TORRANCE
 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

RECOMMENDED

2016-2021

| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|--|--|-------|-------------------------------|------------------|----------------|---------------------|
| COMMUNICATIONS AND INFORMATION TECHNOLOGY (CIT) | | | | | | |
| 2015-00519 | Radio System Replacement | 18-19 | General Fund | \$ 400,000 | | 70 |
| | | 19-20 | Radio Replacement | 2,340,008 | | |
| | | 19-20 | General Fund | 1,297,492 | | |
| | | 20-21 | Radio Replacement | 237,303 | | |
| | | 20-21 | General Fund | 812,697 | | |
| | | 21-22 | Radio Replacement | 222,689 | | |
| | | 21-22 | General Fund | 2,222,311 | | |
| | | | | <u>7,532,500</u> | 540,000 | |
| 2016-00552 | Replace Uninterrupted Power Supply (UPS) | 19-20 | General Fund | 150,000 | - | 73 |
| 2016-00555 | Fire Mobile Dispatch (SPOT) Replacement | 17-18 | General Fund | 122,000 | 280 | 76 |
| 2016-00590 | Accela Asset Management Expansion | 17-18 | General Fund | 120,000 | | 79 |
| | | 17-18 | Airport | 16,200 | | |
| | | 17-18 | Sanitation | 80,600 | | |
| | | 17-18 | Sewer | 80,500 | | |
| | | 17-18 | Street Lighting | 32,000 | | |
| | | 17-18 | Water | 80,700 | | |
| | | | | <u>410,000</u> | 10,000 | |
| TOTAL -CIT RECOMMENDED FEAPS | | | | 8,214,500 | 550,280 | |

CITY OF TORRANCE
 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

RECOMMENDED

2016-2021

| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|---|--|-------|-------------------------------|----------------|----------------|---------------------|
| COMMUNITY DEVELOPMENT | | | | | | |
| 2016-00557 | Airport Noise Monitoring Equipment Replacement | 19-20 | Airport | 225,000 | 155,000 | 84 |
| TOTAL-COMMUNITY DEVELOPMENT RECOMMENDED FEAP | | | | 225,000 | 155,000 | |

COMMUNITY SERVICES

| | | | | | | |
|------------|--|-------|-------------------------|--------|-------|-----|
| 2016-00568 | New Chipper | 16-17 | General Fund | 18,000 | - | 98 |
| 2016-00573 | Pool Tarp Replacement | 16-17 | General Fund | 24,000 | - | 113 |
| 2016-00577 | Bartlett Redesign Exercise/Fitness Room | 16-17 | General Fund | 75,000 | - | 116 |
| 2016-00578 | Exercise and Fitness Room Equipment-Bartlett Senior Center | 16-17 | Parks & Recr Facilities | 25,000 | - | 119 |
| 2016-00583 | Expansion & Education at Lago Seco Park Community Gardens | 16-17 | Parks & Recr Grant | 40,000 | - | 122 |
| 2016-00587 | Madrona Marsh Nature Center-Curation Lab | 16-17 | General Fund | 40,000 | - | 125 |
| 2016-00588 | Shower Installation-Madrona Marsh Nature Center | 17-18 | General Fund | 25,000 | 1,200 | 128 |
| 2016-00589 | Computer Room Vent-Madrona Marsh Nature Center | 17-18 | General Fund | 10,000 | - | 131 |

CITY OF TORRANCE
 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

RECOMMENDED

2016-2021

| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|---|--|----------------|---------------------------------|--------------------|----------------|---------------------|
| CONTINUED-COMMUNITY SERVICES | | | | | | |
| 2016-00628 | Turf Management Plan-City Sports Field | 16-17 | Parks & Recr Open Space Fund | 97,000 | 4,300 | 137 |
| 2016-00630 | Torrance Southern Tarplant Preserve | 16-17 | Prop 1 Grant | 500,000 | - | 140 |
| TOTAL-COMMUNITY SERVICES RECOMMENDED FEAPS | | | | 854,000 | 5,500 | |
| FIRE | | | | | | |
| 2016-00534 | Replacement of 3 Fire Engines | 17-18 | Fire Apparatus Replacement Fund | 43,628 | - | 153 |
| <p style="margin-left: 20px;">This project has previously approved budget of \$1,830,000 (FY14-15 of \$588,523 and FY16-17 of \$1,241,477). Department is requesting an additional \$43,628 bringing the project total to \$1,873,628</p> | | | | | | |
| 2016-00535 | Replacement of 2 Fire Engines & 1 Fire Truck | 20-21 | Fire Apparatus Replacement Fund | 2,509,767 | - | 159 |
| 2016-00543 | Replacement of monitor/defibrillators | 16-17 17-18 | General Fund General Fund | 270,000 236,581 | 101,316 | 171 |
| TOTAL-FIRE RECOMMENDED FEAPS | | | | 3,059,976 | 101,316 | |

CITY OF TORRANCE
 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

RECOMMENDED

2016-2021

| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|-------------------------|---|-------|--|----------------|---------------|---------------------|
| GENERAL SERVICES | | | | | | |
| 2016-00538 | Carpet Replacement in all Fire Stations | 16-17 | General Fund-Building Maintenance Fund | 56,816 | | 181 |
| | | 17-18 | General Fund-Building Maintenance Fund | 56,815 | | |
| | | | | <u>113,631</u> | | |
| 2016-00558 | Carpet Replacement-Katy Geissert Civic Center Library | 19-20 | General Fund-Building Maintenance Fund | 396,750 | | 184 |
| 2016-00566 | Entradero Park Restroom Renovation | 18-19 | General Fund-Building Maintenance Fund | 80,000 | | 187 |
| 2016-00567 | El Nido Park Restroom Renovation | 18-19 | General Fund-Building Maintenance Fund | 160,000 | | 190 |
| 2016-00574 | Scout House Renovations | 16-17 | General Fund-Building Maintenance Fund | 35,000 | | 193 |
| | | 17-18 | General Fund-Building Maintenance Fund | 220,000 | | |
| | | | | <u>255,000</u> | 5,000 | |

CITY OF TORRANCE
 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

RECOMMENDED

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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|-----------------------------------|--|-------|--|----------------|---------------|---------------------|
| CONTINUED-GENERAL SERVICES | | | | | | |
| 2016-00575 | Carpet Replacement-Benstead Plunge | 16-17 | General Fund-Building Maintenance Fund | 10,000 | - | 196 |
| 2016-00576 | Civic Center Library & City Hall Chiller Maintenance | 16-17 | General Fund-Building Maintenance Fund | 225,000 | - | 199 |
| 2016-00600 | Replace Roof-East Annex | 16-17 | General Fund-Building Maintenance Fund | 140,000 | - | 202 |
| 2016-00603 | Floor covering & carpet replacement at various City facilities | 17-18 | General Fund-Building Maintenance Fund | 100,000 | | 205 |
| | | 18-19 | General Fund-Building Maintenance Fund | 75,000 | | |
| | | 19-20 | General Fund-Building Maintenance Fund | 60,000 | | |
| | | 20-21 | General Fund-Building Maintenance Fund | 60,000 | | |
| | | | | <u>295,000</u> | - | |

CITY OF TORRANCE
 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|-----------|---------------|----|-------------------------------|--------|---------------|---------------------|
|-----------|---------------|----|-------------------------------|--------|---------------|---------------------|

CONTINUED-GENERAL SERVICES

| | | | | | | |
|-----------------------|--|-------|---|---------|---|-----|
| 2016-00604 FEAP592 | Painting of Civic Center and Parks Facilities This project has previously approved budget of \$295,000. Department is requesting an additional \$120,000 bringing the project total to \$415,000 | 18-19 | General Fund-Building Maintenance Fund | 40,000 | | 208 |
| | | 19-20 | General Fund-Building Maintenance Fund | 40,000 | | |
| | | 20-21 | General Fund-Building Maintenance Fund | 40,000 | | |
| | | | | 120,000 | - | |
| 2016-00605 FEAP867 | Repair Water and Sewage Lines-Greenwood Park This project has previously approved budget of \$100,000. Department is requesting an additional \$30,000 bringing the project total to \$130,000 | 16-17 | General Fund-Building Maintenance Fund | 30,000 | - | 218 |
| 2016-00606 FEAP869 | Repair Various Heating & Air Conditioning (HVAC) units within City facilities This project has previously approved budget of \$125,000. Department is requesting an additional \$75,000 bringing the project total to \$200,000 | 16-17 | General Fund-Building Maintenance Fund | 75,000 | - | 224 |

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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|-----------------------------------|---|-------|--|----------------------------------|---------------|---------------------|
| CONTINUED-GENERAL SERVICES | | | | | | |
| 2016-00607 | Replace roof-Walteria Library, Henderson Library & Fire Station 4 | 17-18 | General Fund-Building Maintenance Fund | <u>206,000</u> | | 231 |
| 2016-00608 | Inspect & test electrical panels-various buildings | 16-17 | General Fund-Building Maintenance Fund | 75,000 | | 234 |
| | | 17-18 | General Fund-Building Maintenance Fund | <u>75,000</u> <u>150,000</u> | - | |
| 2016-00609 | Fire Stations Doors Preventive Maintenance and Replacement | 17-18 | General Fund-Building Maintenance Fund | <u>164,000</u> | - | 237 |
| 2016-00610 | HVAC Replacements-Phase 3 | 18-19 | General Fund-Building Maintenance Fund | 285,000 | | 240 |
| | | 19-20 | General Fund-Building Maintenance Fund | <u>200,000</u> <u>485,000</u> | - | |
| 2016-00611 | Upgrade Exterior Lighting-Civic Center and Parks | 19-20 | General Fund-Building Maintenance Fund | <u>150,000</u> | - | 243 |
| 2016-00612 | Upgrade Interior Lighting-Civic Center | 18-19 | General Fund-Building Maintenance Fund | <u>200,000</u> | - | 246 |

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 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|---|--|-------|--|------------------|---------------|---------------------|
| CONTINUED-GENERAL SERVICES | | | | | | |
| 2016-00613 | Repair Roofs-Park Buildings | 19-20 | General Fund-Building Maintenance Fund | 75,000 | | 249 |
| | | 20-21 | General Fund-Building Maintenance Fund | 75,000 | - | |
| | | | | 150,000 | | |
| 2016-00614 | Replace water and sewer lines-Parks and Recreation areas | 19-20 | General Fund-Building Maintenance Fund | 75,000 | | 252 |
| | | 20-21 | General Fund-Building Maintenance Fund | 75,000 | - | |
| | | | | 150,000 | | |
| 2016-00623 | Replacement of Light Duty Vehicle Hoists | 16-17 | Fleet Vehicle Replacement | 250,000 | 3,000 | 255 |
| TOTAL-GENERAL SERVICES RECOMMENDED FEAPS | | | | 3,805,381 | 8,000 | |
| POLICE | | | | | | |
| 2016-00545 | Hazard Mitigation-Emergency Operations Plan | 16-17 | General Fund | 100,000 | | 261 |
| | | 18-19 | General Fund | 35,000 | | |
| | | | | 135,000 | - | |

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 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|---------------------------------------|--|----------------------------------|--|--|---------------|---------------------|
| CONTINUED-POLICE | | | | | | |
| 2016-00549 FEAP779 | Jail Locks and Control Panel | 16-17 | General Fund | 60,000 | - | 272 |
| | This project has previously approved budget of \$60,000. Department is requesting an additional \$60,000 bringing the project total to \$120,000 | | | | | |
| 2016-00551 | Body/Vehicle Cameras & Mobile Computer Devices | 16-17 17-18 18-19 19-20 | General Fund * General Fund * General Fund * General Fund * | 200,000 300,000 700,000 700,000 <u>1,900,000</u> | - | 278 |
| | * First year will be funded with the intent that future years will be funded as funds become available | | | | | |
| 2016-00629 | Automated License Plate Recognition System | 16-17 17-18 | General Fund General Fund | 300,000 300,000 <u>600,000</u> | 12,000 | 283 |
| TOTAL-POLICE RECOMMENDED FEAPS | | | | 2,695,000 | 12,000 | |

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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|---|---|-------|-------------------------------|----------------|---------------|---------------------|
| PUBLIC WORKS - FEAPS | | | | | | |
| 2014-00422 | 4th Aerial Lift Truck-Overhead Outdoor Lighting | 16-17 | Fleet Vehicle Replacement | 140,000 | 16,500 | 287 |
| 2016-00554 | Brush Chippers | 16-17 | Fleet Vehicle Replacement | 87,000 | 14,000 | 308 |
| 2016-00626 | Replacement of Crack Sealing Machine | 16-17 | Fleet Vehicle Replacement | 68,000 | 10,000 | 311 |
| TOTAL-PUBLIC WORKS RECOMMENDED FEAPS | | | | 295,000 | 40,500 | |

PUBLIC WORKS - IAPS

| | | | | | | |
|------------|--|-------|---------|------------------|--|-----|
| 2013-00086 | Sepulveda Blvd Rehabilitation (Hawthorne to Western) | 18-19 | Prop C | 290,000 | | 326 |
| | | 20-21 | Gas Tax | 2,525,000 | | |
| | | 20-21 | Prop C | 1,700,000 | | |
| | | | | <u>4,515,000</u> | | |

CITY OF TORRANCE
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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|--------------------------------------|---|--|--|--|---------------|---------------------|
| CONTINUED PUBLIC WORKS - IAPS | | | | | | |
| 2016-00151 I 152 | Citywide Sidewalk Ramping/Grinding Program | 18-19 19-20 20-21 | Gas Tax Gas Tax Gas Tax | 300,000 300,000 300,000 <u>900,000</u> | - | 332 |
| | This project has previously approved budget of \$1,935,000. Department is requesting an additional \$900,000 bringing the project total to \$2,835,000 | | | | | |
| 2016-00152 I 139 | Arterial Street Pavement Sealing Program | 18-19 18-19 19-20 19-20 20-21 20-21 | Measure R Local Prop C Measure R Local Prop C Measure R Local Prop C | 255,000 595,000 255,000 595,000 255,000 595,000 <u>2,550,000</u> | - | 339 |
| | This project has previously approved budget of \$5,000,000. Department is requesting an additional \$2,550,000 bringing the project total to \$7,550,000. | | | | | |

CITY OF TORRANCE
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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|--------------------------------------|--|-------|-------------------------------|------------------|---------------|---------------------|
| CONTINUED PUBLIC WORKS - IAPS | | | | | | |
| 2016-00154 I 159 | Residential Slurry Seal Program | 18-19 | Measure R Local | 652,500 | | 347 |
| | | 18-19 | General Fund | 97,500 | | |
| | This project has previously approved budget of \$5,400,000. Department is requesting an additional \$2,250,000 bringing the project total to \$7,650,000 | 19-20 | Measure R Local | 652,500 | | |
| | | 19-20 | General Fund | 97,500 | | |
| | | 20-21 | Measure R Local | 652,500 | | |
| | | 20-21 | General Fund | 97,500 | | |
| | | | | <u>2,250,000</u> | - | |
| 2016-00155 | FY2018-21 Residential Street Rehabilitation Program | 18-19 | Measure R Local | 900,000 | | 359 |
| | | 19-20 | Measure R Local | 550,000 | | |
| | | 19-20 | Gas Tax | 450,000 | | |
| | | 20-21 | Gas Tax | 1,000,000 | | |
| | | | | <u>2,900,000</u> | - | |
| 2016-00156 | FY2018-21 Sewer Repairs | 18-19 | Sewer Fund | 250,000 | | 362 |
| | | 19-20 | Sewer Fund | 250,000 | | |
| | | 20-21 | Sewer Fund | 250,000 | | |
| | | | | <u>750,000</u> | - | |

CITY OF TORRANCE
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| REQUEST # | PROJECT TITLE | FY | RECOMMENDED FINANCING SOURCES | AMOUNT | ONGOING COSTS | CAPITAL BOOK PAGE # |
|-----------|---------------|----|-------------------------------|--------|---------------|---------------------|
|-----------|---------------|----|-------------------------------|--------|---------------|---------------------|

CONTINUED PUBLIC WORKS - IAPS

| | | | | | | |
|---------------------|--|-------|------------|---------|---|-----|
| 2016-00158 I 110 | Machado Lake Watershed Best Management Practices for Nutrient and Toxics TMDLs (Water Quality Monitoring & Reporting Plan) | 17-18 | Sewer Fund | 200,000 | - | 368 |
|---------------------|--|-------|------------|---------|---|-----|

This project has previously approved budget of \$703,683. Department is requesting an additional \$200,000 bringing the project total to \$903,683

| | | | | | | |
|---------------------|--------------------------------------|-------------------------|--|---|---|-----|
| 2016-00159 I 126 | Airport Pavement Maintenance Program | 16-17 18-19 20-21 | Airport Fund Airport Fund Airport Fund | 300,000 100,000 100,000 <u>500,000</u> | - | 384 |
|---------------------|--------------------------------------|-------------------------|--|---|---|-----|

This project has previously approved budget of \$1,117,440. Department is requesting an additional \$500,000 bringing the project total to \$1,617,440.

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|--------------------------------------|---|--|--|--|---------------|---------------------|
| CONTINUED PUBLIC WORKS - IAPS | | | | | | |
| 2016-00160 I 153 | Miscellaneous Water Main Replacements for Developer and Street Rehab Projects | 18-19 19-20 20-21 | Water Fund Water Fund Water Fund | 750,000 750,000 750,000 <u>2,250,000</u> | - | 392 |
| | This project has previously approved budget of \$3,750,000. Department is requesting an additional \$2,250,000 bringing the project total to \$6,000,000. | | | | | |
| 2016-00161 I 163 | Goldsworthy Desalter Expansion | 16-17 | Water Fund | 250,000 | - | 401 |
| | This project has previously approved budget of \$100,000. Department is requesting an additional \$250,000 bringing the project total to \$350,000 | | | | | |
| 2016-00163 | Citywide Traffic Signal Improvements | 17-18 17-18 18-19 18-19 19-20 19-20 20-21 20-21 | Measure R Local Prop C Measure R Local Prop C Measure R Local Prop C Measure R Local Prop C Gas Tax Prop C | 62,500 187,500 62,500 187,500 62,500 187,500 62,500 187,500 <u>1,000,000</u> | - | 409 |

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 FACILITIES, EQUIPMENT, AUTOMATION PLAN (FEAP) AND INFRASTRUCTURE ACTION PLAN (IAP)

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|--------------------------------------|--|----------------------------------|--|--|---------------|---------------------|
| CONTINUED PUBLIC WORKS - IAPS | | | | | | |
| 2016-00164 | Sewer System Master Plan | 16-17 17-18 | Sewer Fund Sewer Fund | 575,000 75,000 <u>650,000</u> | - | 412 |
| 2016-00165 | Citywide Traffic Analysis | 16-17 16-17 17-18 17-18 | Measure R Local Prop C Measure R Local Prop C | 207,000 483,000 12,000 28,000 <u>730,000</u> | - | 415 |
| 2016-00167 I 038 | Downtown Sewer Trunk Line Replacement (Phase II-North) - Requested funding to be used to relocate a previously designed water main project to build the Downtown Sewer Replacement | 16-17 | Water Fund | <u>1,000,000</u> | - | 421 |

This project has previously approved budget of \$1,200,000. Department is requesting an additional \$1,000,000 bringing the project total to \$2,200,000

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|---|---|-------|-------------------------------|----------------------|-------------------|---------------------|
| CONTINUED PUBLIC WORKS - IAPS | | | | | | |
| 2016-00171 I 074 | Incremental Water Main Replacement Program This project has previously approved budget of \$800,000. Department is requesting an additional \$1,250,000 bringing the project total to \$2,050,000. | 16-17 | Water Fund | 250,000 | | 435 |
| | | 17-18 | Water Fund | 250,000 | | |
| | | 18-19 | Water Fund | 250,000 | | |
| | | 19-20 | Water Fund | 250,000 | | |
| | | 20-21 | Water Fund | 250,000 | | |
| | | | | 1,250,000 | - | |
| 2016-00174 I 135 | Sidewalk Repair for handicap accessibility This project has previously approved budget of \$4,715,004. Department is requesting an additional \$2,070,000 bringing the project total to \$6,785,004. | 18-19 | CDBG | 600,000 | | 455 |
| | | 18-19 | TDA | 90,000 | | |
| | | 19-20 | CDBG | 600,000 | | |
| | | 19-20 | TDA | 90,000 | | |
| | | 20-21 | CDBG | 600,000 | | |
| | | | | 90,000 | - | |
| | | | | 2,070,000 | - | |
| TOTAL-PUBLIC WORKS RECOMMENDED IAPS | | | | \$ 23,765,000 | \$ - | |
| GRAND TOTAL RECOMMENDED FEAPS AND IAPS 2016-2021 | | | | \$ 45,013,857 | \$ 962,096 | |

Program Modification Request Summary - For Council Consideration

| Description | Amount | Recurring | | | | | One-Time Funding | Page Number |
|---|-----------|--------------|------------|------------------|------------|--------------|------------------|-------------|
| | | General Fund | Cable Fund | Parks & Rec Fund | Sewer Fund | Transit Fund | | |
| Fourth of July Celebration Civic Center Fireworks Show: | | | | | | | | 2 |
| Fireworks Contract | \$ 35,000 | \$ 35,000 | | | | | | |
| Labor and other materials | 40,000 | 40,000 | | | | | | |
| Implement Free Public Wi-Fi within City Council Chamber: | | | | | | | | 4 |
| Initial Cost (Installation and first year services) | 7,215 | 7,215 | | | | | 7,215 | |
| Ongoing Cost (Annual services, support & licensing) | 2,910 | 2,910 | | | | | | |
| Historic Preservation: | | | | | | | | 5 |
| Add 1.0 Planning Associate (6 mo.) | 70,300 | 70,300 | | | | | | |
| Add 1.0 Office Assistant (6 mo.) | 34,250 | 34,250 | | | | | | |
| Commission | 3,000 | 3,000 | | | | | | |
| Mailings/Office Supplies | 4,500 | 4,500 | | | | | | |
| Computer work stations (2) (one-time) | 5,500 | 5,500 | | | | | 5,500 | |
| Annual computer replacement | 786 | 786 | | | | | | |
| Permit Fee Revenue | (26,138) | (26,138) | | | | | | |
| Tree/View Ordinance: | | | | | | | | 7 |
| Add 1.0 Planning Associate (3 mo.) | 35,150 | 35,150 | | | | | | |
| Add 1.0 Office Assistant (3 mo.) | 17,125 | 17,125 | | | | | | |
| Mailings/Office Supplies | 15,000 | 15,000 | | | | | | |
| Computer work stations (2) (one-time) | 5,500 | 5,500 | | | | | 5,500 | |
| Annual computer replacement | 786 | 786 | | | | | | |
| Revenue | (13,069) | (13,069) | | | | | | |
| Torrance Cultural Arts Foundation Annual Support: facility rental fees for the Cabaret events at the Nakano) | | | | | | | | 9 |
| Labor Charges for Events at the Center | 74,400 | 74,400 | | | | | | |
| Center Services in kind support | 50,000 | 50,000 | | | | | | |
| Center Services in kind support | 30,000 | 30,000 | | | | | | |
| Facility use for other Cultural Arts Center venues (i.e. for Gala, Interactive theatre pieces and local talent competition) | 15,000 | 15,000 | | | | | | |
| <u>For Future Consideration</u> | | | | | | | | 10 |
| Tournament of Roses Parade (2018 Float) | | | | | | | | |

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|---|--|-----------------|
| Fourth of July Celebration 1001-62-6208-620808 | Increase budget for a Civic Center Fireworks Show: Expenditures: | |
| | Fireworks Contract: | \$35,000 |
| | Labor and other materials | <u>\$40,000</u> |
| | Total Expenditure Increase | <i>\$75,000</i> |

| | | | |
|--|------|--|------------|
| 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 | <u>Low</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)

For nearly 30 years the City of Torrance hosted an Old Fashioned 4th of July Celebration at Charles H. Wilson Park. The event setup began early in the morning and cleanup lasted until nearly midnight. The event featured an Arts and Crafts Boutique, a Vendors Faire, Train Rides, Games, Food, and Music, and culminated with a fireworks show. In recent years the City has had to forego the celebration as the costs associated with the all-day event at Wilson Park were nearing \$250,000.

Over the last few years, Council had directed staff to explore options to reduce the overall costs of a fireworks show, and bring back options for review. Staff explored a variety of locations and options, all of which presented challenges in terms of safety, parking, property rights, access, and impact. In 2013 and 2016, the option for a Civic Center fireworks show was brought forward, with an event approved by Council on January 26, 2016, for a July 4th, 2016, fireworks show.

The budget for the 2016 event was funded through a one-time funding source for 2016 only.

Budget Impact:

This program modification would require an increase to the General Fund budget in the amount of \$75,000.

Statement of Need:

This program modification will require the following actions:

Approve \$75,000 for both a fireworks contract and the necessary staffing for public safety, street closures, and cleanup following the event.

Impact of Non-approval

There would be no fireworks show in 2017, unless funding were identified through sponsors, fees, or donations.

\$75,000 Priority No. 1

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Communications & Information Technology

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|---|--|---------------|
| Communications & Information Technology | Implementation of free Public Wi-Fi within City Council Chamber | |
| | Expenditures | |
| | <i>Initial Cost:</i> | |
| | (Installation and First Year Services) | \$7,215 |
| | <i>Ongoing Cost:</i> | |
| | (Annual Service, licensing, support, maintenance and replacement cost) | \$2,910 |

| | | | |
|--|---|---|-------------------------------------|
| 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: 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)

Due to recent decrease in costs from Internet Service Providers, the Communications and Information Technology Director recommends the installation and maintenance of free public Wi-Fi access within City Council Chambers to allow attendees to electronically view materials, research information and ensure greater productivity while in Council meetings.

The Internet Service Level selected is predicated on an estimated average use of between 20-50 concurrent users on the system. The selection of this bracket is to accommodate the estimated use and potential growth in the near future.

This item has previously been presented at Council as a future project pending inclusion in the new fiscal budget process. For reference, it was presented during the meeting on March 22, 2016, Item 8I.

Other Alternatives Considered

None

Impact of Non-approval

Will not be able to implement free Public Wi-Fi within Council Chambers.

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Development

Fiscal Year 2016-18

| Program Name/Number | Proposed Change | Amount | |
|-----------------------|--|-------------------|--------------------|
| Historic Preservation | Increase CDD budget to provide staffing and Commission for Historic Preservation | 2016-17 | 2017-18 |
| | | (6 Months) | (Full Year) |
| | Expenditures: | | |
| | Planning Associate | \$70,300 | \$140,600 |
| | Office Assistant | \$34,250 | \$68,500 |
| | Commission | \$3,000 | 6,000 |
| | Mailings and Office Supplies | \$4,500 | \$4,500 |
| | Computer work stations (2) <i>One-time cost</i> | \$5,500 | \$ - |
| | Computer Replacement | \$786 | \$786 |
| | Total Expenditure Increase: | \$118,336 | \$220,386 |
| | Estimated Cost Recovery: | \$26,138 | \$52,276 |
| | NET TOTAL: | \$92,198 | \$168,110 |

| | | | |
|--|--|---------------------------------|------------------------------|
| 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)

The City has been working on establishing a Historic Preservation Program encompassing the residential structures in the Olmstead District. A Historic Preservation Program will add a new layer of review to structures that currently can remodel within the strictures of the Municipal Code by right. In order to ensure that all applications for remodels in the Historic District can be handled in a timely fashion, meeting the state requirements laid out in the Permit Streamlining Act, staffing levels will need to be increased by one Planning Associate and one Office Assistant.

By law, a Historic Preservation Program that includes either Mills Act Property Tax Relief or a Historic Preservation Overlay Zone (HPOZ) requires a new Commission to review proposed additions to residential structures to ensure that the Historic nature of the structures are maintained.

CDD currently has an allocation of \$50,000 for consultant services to assist in putting together a Historic Preservation Plan, Mills Act Program and Historic Preservation Overlay Zone. The Consultant will be brought on board late this summer, with an estimated project timeline of 30 weeks. Recruitment could begin for additional staff in July, in order to have them on board in January. While there is limited space for additional staff currently, space can be found on a temporary basis and permanent space can be allocated as part of the upcoming remodel project for the downstairs Planning Area.

Generally, cost recovery through fee assessment in Planning runs at 25% of staff cost. If fees are set at the current recovery rate, the estimated cost recovery through assessment of fees for Planning Cases for Historic Preservation would be \$26,138.

This Green sheet is based on start-up of the program for only the final six months of 2016-17, with a full program year in 2017-18.

Other Alternatives Considered

None

Impact of Non-approval

Will not be able to implement Historic Preservation Program.

\$168,110 (annual) Priority No. _____

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Development

Fiscal Year 2016-18

| Program Name/Number | Proposed Change | Amount | |
|---------------------|--|-------------------|--------------------|
| Tree/View Ordinance | Increase CDD budget to provide staffing for implementation of new View Ordinance | 2016-17 | 2017-18 |
| | | (3 Months) | (Full Year) |
| | Expenditures: | | |
| | Planning Associate | \$35,150 | \$140,600 |
| | Office Assistant | \$17,125 | \$68,500 |
| | Mailings and Office Supplies | \$15,000 | \$10,000 |
| | Computer work stations (2) <i>One-time cost</i> | \$5,500 | \$ - |
| | Computer Replacement | \$786 | \$786 |
| | Total Expenditure Increase: | \$73,561 | \$219,886 |
| | Estimated Revenue: | \$13,069 | \$52,275 |
| | NET TOTAL: | \$60,492 | \$167,610 |

| | | | | |
|--|------|-------------------------------------|--------|----------------|
| 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 is considering adoption of a new ordinance designed to protect views from obstruction by trees and vegetation. There are three main possibilities for this ordinance: an ordinance modeled after Rolling Hills Estates which requires some staff involvement including explanation of the ordinance, tracking of applications and mailing, but does not send cases to Planning Commission or Council; an ordinance modeled after Tiberon, which requires minimal staff involvement, essentially only to provide explanation of how the ordinance works and provide forms; and an ordinance modeled after Rancho Palos Verdes, which requires intensive staff involvement. Since the Rolling Hills Estates model seems to be the preferred model at this time, the green sheet is based on estimates of costs and staffing needs for an ordinance similar to Rolling Hills Estates. Should the Council ultimately decide to go with an ordinance more like Tiberon, staffing needs would be less, perhaps only a Permit Technician would be required; conversely, should an option more like Rancho Palos Verdes be chosen, staffing needs would be greatly increased. Space for the additional staff will be included in the pending remodel of the downstairs Planning area.

Staff will be returning to Council mid-summer with recommendations from the Planning and Community Design Committee. Depending on the direction from the Council, completion of an ordinance, adoption of same and preparation of required application and information forms would likely take until March of 2017. Therefore, this green sheet is for only the final quarter of 2016-17.

Cost recovery for Planning cases generally is established at 25% of actual staffing costs. Cost recovery for the period of this green sheet would be estimated at \$13,069.

Other Alternatives Considered

None

Impact of Non-approval

Will be unable to implement view ordinance.

\$167,610 (annual) Priority No. _____



TORRANCE CULTURAL ARTS FOUNDATION

April 26, 2016

Dear Honorable Mayor Furey and Council members:

The Torrance Cultural Arts Foundation was honored to be a part of the group of arts organization that met this week to discuss a more collaborative working relationship. I believe with all the organizations working together, we can truly make a difference in the perception and support of the arts.

With the budget process just getting underway, the Foundation board has requested that I clarify the original support request that was sent back in February.

As you may recall from the one on one meetings we had with each of you, our objective was to gain the support of Council to maintain the level of support that we have had over the past two year.

Our current level of support is at \$169,400, which we request to continue on from fiscal year 2016/2017 and remain ongoing.

The amounts currently received are as follows:

An annual cash payment of \$74,400 (\$50,000 – Consultation Support plus \$24,400 – Facility Rental fees for the Cabaret events at the Nakano.)

Addition support in the amounts of:

\$50,000 – Labor Charges for events at the Center

\$30,000 – Central Services in kind support.

\$15,000 - Facility use for other Cultural Arts Center venues for Gala, Interactive theatre piece and local talent competition.

Totaling \$169,400.00 in support, which is the amount requested for fiscal year 2016/2017 and to remain on going.

If you have any questions or concerns, please don't hesitate to contact me at anytime.

Sincerely,

Christian Wolf
Executive Director

cc: LeRoy J. Jackson, City Manager
Mary Giordano, Assistant City Manager
Sheryl Ballew, General Services Director
Eric Tsao, Finance Director

P.O. Box 10416 / Torrance, California 90505 / (310) 378-8100 / www.torrancearts.org



April 26, 2016

To: Citizens Enrichment and Development Committee

Subject: Request budgeting of \$125,000.00 for City of Torrance Tournament of Roses Parade Float

The Torrance Rose Float Association is making this request for two specific reasons:

Maintaining our traditions of participation in the parade

Helping to promote the City of Torrance locally, nationally and internationally.

Maintaining the tradition.

Torrance has participated in 63 Rose Parades starting in 1914. We have a track record of receiving awards 75% of the time. We also have a long relationship with Fiesta Floats. Its owner/president, Tim Estes considers us his first customer. The value of this type of long-standing relationship is significant.

Lastly, starting from the Valley Hunt Club and Sidney Torrance (a two time president) the Pasadena Tournament of Roses has been a major event for Southern California and its communities. Torrance should continue to be part of that tradition.

Helping Promote the City of Torrance

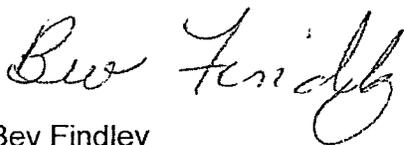
Each year 42 million household in the U.S. view the parade, 700,000 people attend and it is shown in 170 countries and viewed internationally by 28 million households. This represents enormous visibility for Torrance worldwide at very little cost. By comparison a 30 second commercial during the rerun of the parade on KTLA is \$75K and a similar commercial during the pre-show is \$150K. Even using the lower number, multiplied by 6 of the primary stations that carry the parade comes to \$450K in publicity which demonstrates the big return on our investment in a float. According to Tim Estes in an interview with Michael Newberg of CNBC, a number of corporate sponsors have told

him they've received anywhere from four to six dollars in returns for every dollar invested in a float. "It's a great ROI for anyone...trying to give a message about who you are and what you do."

From an economic development perspective, marketing Torrance and creating more name recognition is a benefit. Much has been written of the trend to develop a Silicon Beach, which started in Santa Monica but could include Torrance. A May 10, 2015 article in the LA Times reported on South Korean businesses locating in the Southern California area. A Torrance business was one of the businesses profiled in this article. The manager cited the proximity to content creators and distributors among their reasons for locating in Torrance and also the Korean connection here.

The continued participation of the City of Torrance in the Tournament of Roses Parade will be an ongoing benefit in demonstrating that Torrance is a great place to live, to work, and to base a business.

For these reasons we are requesting that \$125,000 be budgeted annually for the float design and construction costs. The Torrance Rose Float Association is committed to our partnership with the City. We recognize the need over time to contribute more toward the cost of the float and are working to develop new fundraising efforts.

A handwritten signature in cursive script that reads "Bev Findley". The signature is written in black ink and is positioned above the printed name and title.

Bev Findley
President



2016 STATISTICS



presented by

HONDA

RATING* **11.13**

VIEWERSHIP
HOUSEHOLDS **41.48M**

INTERNATIONAL** **28M**



*COMBINED RATING FROM ALL BROADCASTERS
** AS REPORTED BY BLOCK COMMUNICATIONS



presented by



RATING* **7.4**

VIEWERSHIP
HOUSEHOLDS **13.6M**



*AS REPORTED BY ESPN

PARADE PARTICIPANTS

45 FLOATS

20 BANDS

19 EQUESTRIAN
UNITS

ATTENDANCE

ROSE PARADE **700,000**

ROSE BOWL GAME **94,268**

DECORATING PLACES **22,357**

EQUESTFEST **2,281**

BANDFEST **8,645**

POST PARADE **121,966**

SOCIAL MEDIA FOLLOWERS

#ROSEPARADE

#ROSEBOWL



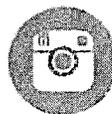
47,922

12,297



10,800

31,300



5,074

4,643

WWW.TOURNAMENTOFROSES.COM

TOTAL ANNUAL PAGEVIEWS:
(01/05/15 - 01/04/16)

2,399,438

Program Modifications
Recommended

Program Modification Request Summary - City Manager Recommended

| Description | Amount | -----Recurring----- | | | | | One-Time Funding | Page Number |
|--|-----------|---------------------|---------------|------------------------|---------------|-----------------|---------------------|----------------|
| | | General Fund | Cable Fund | Parks & Rec Fund | Sewer Fund | Transit Fund | | |
| General Fund | | | | | | | | |
| Community Development | | | | | | | | |
| Archiving files to digital format | \$ 75,000 | \$ 75,000 | | | | | | 15 |
| Community Services | | | | | | | | |
| Library Security: | | | | | | | | 16 |
| Delete 0.5 FTE Sr. Library Page | (19,800) | (19,800) | | | | | | |
| Add security services (prof. svcs.) | 5,250 | 5,250 | | | | | | |
| Add 0.5 Comm. Svcs. Ldr. II | 14,550 | 14,550 | | | | | | |
| Park Ranger Program: | | | | | | | | 17 |
| Delete 0.7 Comm. Svcs. Ldr. II | (20,370) | (20,370) | | | | | | |
| Add 0.7 Comm. Svcs. Ldr. III | 26,740 | 26,740 | | | | | | |
| Madrona Marsh Nature Center: | | | | | | | | 19 |
| Reduce 2.1 FTE Comm. Svcs. Ldr. II | (61,110) | (61,110) | | | | | | |
| Reduce 0.5 FTE Intern II | (19,300) | (19,300) | | | | | | |
| Add 2.1 Comm. Svcs. Ldr. III | 99,320 | 99,320 | | | | | | |
| Additional materials/supplies | 3,000 | 3,000 | | | | | | |
| Tree Trimming Contract: | | | | | | | | 21 |
| Additional contractual services phase II (reduce trim cycle) | 42,575 | 42,575 | | | | | | |
| Additional Library Book Budget | 40,000 | 40,000 | | | | | | 22 |
| Turf Management: | | | | | | | | 24 |
| Add 1.2 Maintenance Worker | 82,800 | 82,800 | | | | | | |
| Materials/Supplies | 34,200 | 34,200 | | | | | | |
| Field Renovation Wilson Park Fields 1 & 2 | 20,000 | 20,000 | | | | | | |
| Fire | | | | | | | | |
| CPSE Accreditation by the CFAI | | | | | | | | 26 |
| Add 1.0 Admin. Analyst | 130,900 | 130,900 | | | | | | |
| Computer Replacement | 292 | 292 | | | | | | |
| Annual Accreditation Fee | 1,630 | 1,630 | | | | | | |
| Registered Agency Status (one-time) | 570 | 570 | | | | | 570 | |
| Applicant Agency Status (one-time) | 8,100 | 8,100 | | | | | 8,100 | |
| Peer Assessor team leader's travel expenses (one-time) | 1,500 | 1,500 | | | | | 1,500 | |
| Commission meeting travel expenses (one-time) | 6,000 | 6,000 | | | | | 6,000 | |
| Computer for position (one-time) | 1,387 | 1,387 | | | | | 1,387 | |
| Police | | | | | | | | |
| Division | 86,300 | 86,300 | | | | | | 29 |
| Add 1.0 Admin. Analyst for Special Investigations Division | 130,900 | 130,900 | | | | | | 30 |

| Description | Amount | -----Recurring----- | | | | | | One-Time Funding | Page Number |
|--|-----------|---------------------|------------|------------------|------------|--------------|------------|------------------|-------------|
| | | General Fund | Cable Fund | Parks & Rec Fund | Sewer Fund | Transit Fund | Water Fund | | |
| Public Works | | | | | | | | | |
| Engineering Division: | | | | | | | | | 31 |
| Add 1.0 Sr. Business Manager | 135,400 | 135,400 | | | | | | | |
| Add 100% reimbursement from Capital Projects | (135,400) | (135,400) | | | | | | | |
| Parks & Recreation Fund | | | | | | | | | |
| Community Services | | | | | | | | | |
| Toyota Sports Complex: | | | | | | | | | 33 |
| Add 1.2 Community Svcs. Ldr. II positions | 34,920 | | | 34,920 | | | | | |
| Materials/ Supplies | 10,000 | | | 10,000 | | | | | |
| Delete 0.8 Comm Svcs. Ldr. IV position | (39,920) | | | (39,920) | | | | | |
| Add 1.0 Program Coordinator position | 93,100 | | | 93,100 | | | | | |
| Rental Revenue | (130,000) | | | (130,000) | | | | | |
| Sr. Lunch Program: | | | | | | | | | 35 |
| Reduce 0.5 FTE Comm. Svcs. Ldr. II | (14,550) | | | (14,550) | | | | | |
| Add 0.5 FTE Comm. Svcs. Ldr. III | 19,100 | | | 19,100 | | | | | |
| Free Concerts in the Park (3): | | | | | | | | | 36 |
| Park Svcs. OT | 4,329 | | | 4,329 | | | | | |
| Sound Engineer | 1,200 | | | 1,200 | | | | | |
| Marketing | 800 | | | 800 | | | | | |
| Musician Fees | 2,000 | | | 2,000 | | | | | |
| Park Rangers | 360 | | | 360 | | | | | |
| Sewer Fund | | | | | | | | | |
| Public Works | | | | | | | | | |
| Workers & Vactor Truck: | | | | | | | | | 38 |
| Add 1.0 Wastewater Tech. | 106,700 | | | | 106,700 | | | | |
| Add 1.0 Maintenance Worker | 69,000 | | | | 69,000 | | | | |
| Add 1.0 Vactor Truck (one-time) | 540,640 | | | | 540,640 | | 540,640 | | |
| Annual Replacement for Vactor Truck | 54,064 | | | | 54,064 | | | | |

CITY MANAGER - RECOMMENDED

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Development Department

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|---|---|
| Conversion of Archived Planning Entitlement files to Digital Format | Professional Services Contract for Scanning Services (ongoing cost) | 75,000 |
| Continued scanning of newly filed Planning Entitlement cases to Digital Format | | |
| 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

(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)

Converting plans, reports and other documents to digital format to integrate with the Departments current digital plans archiving system and ultimately integrate the scanned documents in the correlating case #'s in Accela and GIS. There are a countless number of planning entitlement cases that include plans, reports and other documents that are currently archived in the department's file cabinets and City' Clerks storage vault. Some of these document date back to when the City was first incorporated. While the vault provides a safe and secure storage area there are instances where documents have been damaged, misfiled or lost, including taking up a lot of space. These are one of a kind documents that provide valuable information to both the City and general public.

Retrieval of archived documents is cumbersome and time consuming for staff due to the location of the documents and the sometimes-large size of the documents requested. Also, the public is denied immediate access to the documents and often times their request can not be accommodated should the requested document be unavailable. Once digital archiving is complete access will be immediate and very simple. Staff and the public, access to non-copyrighted materials, can conduct their own property investigations providing a higher level of customer service.

By digitizing planning documents, and storing them on a secure server, we can provide another level of security. In addition to having these documents stored in a way that protects them from being lost, damaged or misfiled, backups are made of the documents and indexing system for storage both on and off site should there be a network or server incident.

We proposed to contract with a consultant to scan and index these documents and create a document database. The work will be completed over five years beginning in the year 2016. The plan would be to integrate scan documents with existing GIS and Accela permit software. The project funds would also be used to pay for an intern or consultant to handle the migration into the correlating case #'s in Accela/GIS. Continued scanning of newly created Planning Entitlement files to Digital Format will need to done each year to update the archival system.

Other Alternatives Considered

none

Impact of Non-approval

n/a

\$ _____ **Priority No. 1**

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|---|---------------|
| Library Services 1001-93-9309-930922 | Delete .5 FTE Senior Library Page | <\$19,800> |
| Library Services 1001-93-9309-930901-4700 | Add for security services | \$5,250 |
| Administrative Services 1001-93-9309-930101 | Add .5 Community Services Leader II (Sr. Rec Leader) | \$14,550 |
| 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: 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)

This would move a .5 FTE Senior Library Page from the Library Services Division to the Administrative Services Division as a .5 FTE Community Services Leader II (formerly Senior Recreation Leader). This position will take accounts payable/invoice processing from the Library Services Division and shift it to Admin, achieving the checks and balances for budget and business set forth as a goal in the Community Services Department Administrative Services Division consolidation plan.

This change would be effective July 1, 2016, to give the Library Division time to reallocate the other work done by that position, and the Administrative Division time to conduct the hiring process. The Library will send one staff computer, the Administrative Services Division will provide the workspace, telephone, internet, email, account access (eg. Kronos, NewWorld) and other requirements of adding a staff member.

The remaining funding from the Senior Library Page position will be moved into Contract Services, to compensate for the increased wages of contract security for the Katy Geissert Civic Center Library.

Other Alternatives Considered

The Library functions of ordering or receiving cannot move from the Library Division. The ordering of library materials must be done by specialists within the Library, and receiving would be overwhelming to be handled outside of the Katy Geissert Civic Center Library building. Invoice processing was selected as the most feasible function to move to achieve the checks and balances on the business side of the house.

Impact of Non-approval

This change will complete one of the goals of the Community Services Department consolidation, to implement checks and balances among Divisions, and have invoice processing move from the Library.

\$ 0 Priority No. 1b

'supervisor' for the majority of the weekend and evening hours. Staff have identified approximately 1,500 hours a year that require a senior staff member to provide direction and oversight for the other Park Rangers on duty.

The new position of Lead Park Ranger will be created to provide the necessary oversight during these specific shifts. Human Resources is in the process of creating the job specifications for this position as well, based on a survey of surrounding cities that have similar Park Ranger programs. The Lead Park Ranger position, which will amount to a 0.7 FTE, will likely be filled by 2-3 individuals that have the experience and education necessary to supervise the Park Ranger unit. Should this be approved, a recruitment would be conducted that included both internal and external candidate.

Budget Impact:

This program modification would require an increase to the General Fund budget for the Park Ranger program in the amount of \$6,370, none of which would be offset by fees.

Statement of Need:

This program modification will require the following actions:

- 1) Decrease the budgeted Community Services Leader 2 (Park Ranger) position by 0.7 FTE
- 2) Increase the budgeted Community Services Leader 3 (Lead Park Ranger) position by 0.7 FTE
- 3) Creation of a job classification for Park Ranger, which is currently a working title for Community Services Leader 2, and a Lead Park Ranger, which is a new position.
- 4) Recruitment for the new Lead Park Ranger, the equivalent of which is a Community Services Leader 3 position

Impact of Non-approval

If this program modification is not approved, the Park Ranger Unit would continue to operate as it currently does, without a supervisory staff member on duty during weekend and evening shifts. As the program has grown over the years, the responsibilities of the Program Coordinator have shifted from assisting with patrols to more Supervisory functions, including oversight of the Supply Room and the Toyota Sports Complex.

\$6,370 Priority No. 2a

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|---|-----------------|
| Madrona Marsh Preserve and Nature Center 1001-93-9303-930310-3062 1001-93-9303-930310-3726 | Increase staffing budget for the Madrona Marsh Nature Center and Preserve | |
| | Expenditures: | |
| | Reduce 2.1 FTE Community Services Leader II (\$29,100 x 2.16 FTE) | <\$61,110> |
| | Reduce 0.5 FTE Intern II (\$38,600 x 0.5 FTE) | <\$19,300> |
| | <i>Subtotal</i> | <\$80,410> |
| | Increase 2.1 FTE Community Services Leader III (\$38,200 x 2.6 FTE) | \$99,320 |
| | Increase materials/supplies for tools | \$3,000 |
| | <i>Subtotal</i> | \$102,320 |
| | Net Cost: | \$21,910 |

| | | | |
|--|------|--|---------|
| 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 above requested information was considered but not provided because it is not relevant to this request.

As published in the report to the Recurrent Recreation Staffing Analysis of 1-14:

- Senior Recreation Leaders assigned at the Madrona Marsh and Nature Preserve perform duties that are different from Senior Recreation Leaders in the other programs. The programs they staff require that they supervise volunteers, have a higher level of expertise and specific knowledge in areas such as botany and native plant restoration, and teach classes for community organizations such as the Boy Scouts of America. The Torrance Art Museum (TAM) has a Senior Recreation Leader position dedicated solely to supervision of volunteers. Incumbents performing these duties are typically at a Recreation Specialist I or II level. And,
- Senior Recreation Leaders at the Madrona Marsh would be more appropriately assigned as Community Services Leader III. These assignments require the supervision of a large number of volunteers and have very specific knowledge of each of the areas they are responsible for. They spend approximately forty percent of their time developing and implementing programs.

Not mentioned in the report is the converting the Intern I position into the CSIII position. A requirement of this position too is to supervise a large number of volunteers and to have very specific knowledge of each of the areas they are responsible for. This position too spends approximately forty percent of their time developing and implementing programs.

In conclusion of the report, the author states. “ In order to successfully implement the proposed changes, managers and supervisors must assess their program’s staffing needs based on the level of work that needs to be performed and the qualifications required to perform that work.”

This Program Modification will allow clean up the budgeted positions within the Madrona Marsh budget, by converting all of the CSLII’s and the Intern II to CSLIII’s. As there is one employee working under the title Intern I, that employee would remain in their current position, unless it was determined that a proportion was appropriate through the testing process.

Also included in this request is a materials request for \$3,000 for small tools, which are desperately needed at the Preserve.

Other Alternatives Considered

This proposed program revision is based on the recommended alternative discussed by the Human Resource Division in the “Recurrent Recreation Staffing Analysis” published January 2014. As such, no other alternative/s were considered viable for this revision. The analysis clearly establishes a pathway forward for this proposal.

Impact of Non-approval

Non-approval of the recommendation by Human Resources to implement the proposed changes documented in this proposal would negatively impact staffing at the Madrona Marsh Preserve (MMP) in several ways. First, staff at MMP are typically required to supervise large numbers of volunteers. Staff are familiar that such assignments are generally ascribed to the Community Services Leader III position. This situation, if allowed to continue will likely result in some staff leaving for higher level positions elsewhere. Second, the loss of staff would result in the significant loss of vital institutional knowledge at MMP. Additionally, since staff are required to have very specific knowledge of each area of expertise they are responsible for, this loss on knowledge would have a significant impact on the quality and vibrancy of programs and volunteer activities at the MMP. Third, morale of staff will be negatively impacted by not implementing the proposed changes. Staff spend approximately forty percent of their time developing important and relevant programs for the citizens of Torrance and surrounding communities. These programs reflect the pride and professionalism of our staff and directly impact the quality of the learning experience for MMP visitors. Implementing this proposal would indicate to MMP staff, management’s recognition of that professionalism. Last, because staff is aware they are performing volunteer management and program duties generally ascribed to a higher level classification, they may take that concern to the Union. With the implementation of the HR recommended upgrade of assignment to Community Services Leader III, the work they actually perform would thus align correctly with the job description, and this concern would be eliminated.

\$ 21,910 Priority No. 2b

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|-----------------------------------|--|---|
| Park Services Tree Maintenance | <p>Current Tree Trimming Contract:</p> <p>Total Park Tree Inventory: 4,619 Park Trees Units done in 2014-15 = 310 \$85,150 divided by 310 units = \$275 per unit A unit is any task or function performed by contractor Trim cycle: 14.9 years</p> <p>Proposed Tree Trimming Change</p> <p>Increase contract 50% above cost by \$42,575 to reduce trim cycle to 11.2 years</p> | <p>Cost</p> <p>\$85,150</p> <p>Funding Requested</p> <p>\$42,575</p> <p align="right"><i>(New Contract Total)</i> \$127,725</p> |

Has this change been submitted before? No Yes X Year(s) 2015-16

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

Impact Statement

There are many factors that are taken into consideration when determining what the time frame for a reasonable trim cycle should be. Within the tree maintenance industry, the general consensus for assuring that reasonable and regular care is being given to the urban forest is generally a trim cycle of 3-7 years. This request is to begin the systematic process of reducing our projected trim cycle to a trim cycle that falls within the general guidelines of the industry. Without having a systematic plan to increase the ability to perform more maintenance units in our Park Tree Maintenance program, the regular maintenance of park trees will fall further behind.

Impact of Non-approval

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

\$42,575 Priority No. 3

**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. 4

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|--|----------------------|
| Turf Management Plan City Sports Fields for 2016-17 | Implement Turf Management Practices for Category I Sports Fields in City Parks | |
| 1001-93-9303-930302 | Expenditures: | |
| | Labor | |
| | 1.2 FTE Maintenance Workers (2 part-time positions) | \$82,800 |
| | Materials and Supplies-- Seed, Fertilizer, Top Dressing | \$34,200 |
| | Field Renovation—Wilson Park Fields 1 & 2 | \$20,000 |
| | Total Expenditure Increase | \$137,000 |
| <hr/> | | |
| Has this program change been submitted before? | No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> | Year(s) _____ |
| <hr/> | | |
| Degree of impact in meeting City and Department Goals, Objectives and priorities: | High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> | |
| <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 goal of the Turf Management Plan is to provide Category I sports fields with turf that is thick, green and sustainable. The plan evaluates the quality of the turf using nationally recognized methodologies, manages the compaction and wear rates each week, and implements industry leading agronomic practices. During this phase of the project, Columbia and McMaster parks have been serviced using the Plan methodologies with the inclusion of additional parks as funding and resources become available.

Budget Impact:

This program modification would require an increase to the Parks Services Divisional Operating budget from City General Funds in the amount of \$137,000 for this ongoing program.

- For Budget Year 2017-18, Wilson Park Fields 3 and 4 will be renovated.
- For Budget Year 2018-19, El Nido Park softball and soccer fields will be renovated.
- For Budget Year 2019-20, Torrance Park and Walteria Park fields will be renovated.

Statement of Need:

The City of Torrance currently has 33 parks totaling 275 acres. Turf provides a forgiving and resilient surface for many recreational activities and is the traditional “green carpet” visitor’s associate with parks. Of this total park acreage, 30 acres is considered sports turf (Category I) with the remaining 165 acres considered general park turf (Category II).

With the birth of organized field sports i.e. AYSO, Football, Lacrosse, Rugby, etc., the demand for use of parks as sports fields has increased year on year. In response to this need, the City has designated a handful of parks as sports fields. Our sports fields account for the most frequently used and most heavily programmed park areas. The excessive wear and compaction resulting from over use has resulted in poor quality sports turf. In addition, the Parks Services Division cannot keep up with the user demand using general park area horticultural practices. Through this project, Parks Services will implement a new, open space maintenance strategy to enhance sports field quality and improved operational practices.

Impact of Non-approval

Significant strides have been achieved in the turf renovation of Columbia Park prior to the 2014 AYSO National tournament. Likewise, McMaster Park's recent overall park renovation improved the turf levels to meet the standards in the current Turf Management Plan. If the practices in the Plan are not implemented, the City is at risk of losing those investments over time to high wear rates, soil compaction, and over programming.

\$137,000 Priority No. 1

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Fire

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|--|----------------------|
| Fire Prevention and Administration Divisions | Funding for CPSE Accreditation by the CFAI | |
| | <u>One-time Cost (total \$17,557):</u> | |
| | – Registered Agency Status | \$ 570 |
| | – Applicant Agency Status | \$8,100 |
| | – Peer assessor team leader’s travel expenses | \$1,500 |
| | – Commission meeting travel expenses | \$6,000 |
| | – Computer for the position | \$1,387 |
| | <u>Ongoing Cost (total \$132,822):</u> | |
| | – Funding for Administrative Analyst | \$130,900 |
| | – Computer replacement cost | \$292 |
| – After Accreditation annual fee | \$1,630 | |
| <hr/> | | |
| 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)

The Fire Department is evaluated by Insurance Service Office (ISO). The ISO grading schedule is one of the oldest methods of allocating and distributing fire department resources. This score, known as the Public Protection Classification (PPC), is one factor used by the ISO to establish insurance rates for commercial buildings. The ISO readily admits that its goal is to evaluate a fire department’s capabilities to keep a fire from reaching catastrophic proportions and cautions that the PPC is not meant as an all-inclusive evaluation of a community’s fire protection resources.

CPSE Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current and future service levels and internal performance and compare them to industrial best practices. To achieve accreditation the Fire Department will be evaluated in 10 categories examining 253 performance indicators and 83 core competencies. This process will take about five years to complete and leads to improved service delivery. As of August 2015, there are 33 agencies internationally who hold both ISO Class I rating and the title of Center for Public Safety Excellence (CPSE) Accredited Agency.

Accreditation allows fire and emergency service agencies to compare their performance to industrial best practices in order to:

- Determine community risk and safety needs and develop community-specific Standard of Cover.
- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

Accreditation is governed by the Commission on Fire Accreditation International (CFAI) through the Center for Public Safety Excellence, who is committed to assisting and improving fire and emergency service agencies around the world in achieving organizational and professional excellence through its strategic self-assessment model and accreditation process that provides continuous quality improvement and enhancement of service delivery to the community and the world at large.

CFAI States “The self-assessment process demands the largest portion of time to achieve accreditation. Although there is a substantial commitment of time and resources, departments nationwide have realized the value of the self-assessment process and accreditation model because you are documenting policies and procedures that you should have in place already. You are simply documenting what you are doing.”

CFAI comprehensive self-assessment process promotes excellence and encourages quality improvement by enabling fire and EMS agencies to:

- Assuring colleagues and the public that they have definite mission and objectives that are appropriate for the jurisdiction they serve
- Provide detailed evaluation of the services they provide to the community
- Identify areas of strength and weakness within the department
- Create methods or systems for addressing deficiencies while building organizational success
- Encourage professional growth for both the department and its personnel
- Provide a forum for the communication of organizational priorities
- Foster national recognition by colleagues and the public
- Create a mechanism for developing strategic and program action plans.

The Accreditation model includes comprehensive research and information collection guide with checklists, exhibits, benchmarks, references, and activities broken down by category. Several appendices address additional topics including defining the elements of response time, creating standard of response coverage, and developing master of strategic plans.

Standards of response coverage are a tool used to distribute and concentrate the resources of a fire department to fulfill its goals and objectives. They are created by performing a risk-assessment of the community and allocating resources based on the probability and consequences of fire occurrence. Standard of response coverage cannot be created until a community has set service goals and objectives. As of August 2015, the CFAI process has been completed by 216 fire departments in the United States.

The accreditation creates standard of response coverage considering the needs of the community, the service level desired, the resources currently available, the future resources needed to serve the community.

The accreditation process will take approximately five years and is renewed every five years after Accreditation. The proposed Administrative Analyst will become the Accreditation Manager who will oversee the program. The Accreditation Manager is the point person on the self-assessment, collection of the needed documentation, update the outdated sources and is the liaison with CFAI. The Accreditation Manger will be responsible for overseeing the community risk assessment, the strategic plan and the standard of response coverage elements of the process.

Due to the past staffing reductions, previously used firefighter bedroom will be repurposed as an office for the proposed Administrative Analyst. The Accreditation process can begin as soon as the Administrative Analyst is in place. There would be no other department impact related to custodial services or City vehicles.

Other Alternatives Considered

No alternatives at this time.

Impact of Non-approval

The impact of not approving CPSE/CFAI Accreditation and the funding to hire an Administrative Analyst will affect our organization in the following ways:

1. We would continue providing service delivery based upon historic and traditional practices.
2. We would need to devote time and effort to develop a self-assessment process instead of using an updated existing recognized program.
3. Delaying the 5 year process another year may increase the cost of accomplishing accreditation in the future.

\$ 132,822 ongoing / \$17,557 one-time Priority No. 1

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Police

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|---|--|---------------|
| Community Affairs Division / 1001-70-7005-700503 | Add 1.0 Staff Assistant (Community Affairs Division) | \$86,300 |

| | | | |
|--|--|---|------------------------------|
| 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 Staff Assistant for the Community Affairs Division. The request for this position is to assist the Division with the ever-increasing demands of information sharing via Social Media. The addition of one position will enable the Division to attend to and focus on other important community programs and events while the Staff Assistant manages the majority of the Social Media outreach.

Since the inception of the Torrance Police Department’s Community Affairs Division in 2008, the division has evolved into a robust community outreach and educational core of the police department. The division consists of one Lieutenant who also manages the Community Lead Officer Detail, one Sergeant, one Sworn Officer, one Non-Sworn Services Officer, and one part-time Cadet. Community Affairs coordinates, participates in, and manages an array of programs such as Neighborhood Watch, Business Watch, Return Home Registry, Vacation Security Checks, Volunteer and Explorer Programs, and Teens and Citizens Police Academies.

Due to society’s heightened level of engagement on social media, TPD Community Affairs has also established and maintains its own social media platforms, in addition to its traditional police department website. The department now manages a Facebook Page, Twitter account, Nixle and Everbridge, YouTube channel, Nextdoor.com, and a Mobile Device Application. Our community has come to expect timely information and notifications as well as prompt responses, resulting in our personnel spending a large portion of their work day on the social media platforms and impacting the time dedicated to other programs.

When managing the programs listed above, as well as participating in other community events such as Coffee with a Cop, Special Olympics, Safety Speaker Requests, Red & Blue Ribbon Weeks, Home Security Inspections, Safety Fairs, etc., this in turn impacts our personnel’s ability to effectively manage the social media platforms.

The addition of a Staff Assistant would greatly enhance the current functionality and efficiency of the Community Affairs Division and allow officers to focus on programs and events, some of which have taken a back seat to the Social Media efforts. The Staff Assistant would also be able to stay current with updates and new platforms of Social Media, keeping the Torrance Police Department and the City of Torrance at the forefront of public communication, education, and outreach.

Other Alternatives Considered

Maintain current staffing level.

Impact of Non-approval

The Community Affairs Division would continue its present staffing level. The one (1) Services Officer and one (1) police officer will split their time between community outreach in person and through social media.

\$ 86,300 Priority No. 2

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Police

Fiscal Year 2016-17

| 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 | \$130,900 |

| | | | |
|--|------|--|------------------------|
| Has this program change been submitted before? | No | Yes <input checked="" type="checkbox"/> | Year(s) <u>2015-16</u> |
| Degree of impact in meeting City and Department Goals, Objectives and priorities: | High | <input checked="" type="checkbox"/> Medium | Low |

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.

\$ 130,900 Priority No. 3

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|---|------------------------|
| Engineering Division/ 1001-83-8301-831001 | Add 1.0 Senior Business Manager (reimbursed 100% by Capital projects) | \$135,400 <135,000> |
| | Net General Fund Cost | \$0 |
| 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 checked="" type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> | |

Impact Statement

Add 1.0 Senior Business Manager

The Public Works Department-Engineering Division is requesting the addition of 1.0 Senior Business Manager position. This request is to: create efficiencies, increase project productivity to meet the needs of the Strategic Plan; reduce management costs related to grant/CIP financial management, provide quality control and improve customer service and public outreach.

Currently, the Engineering Division manages grant funds (federal; state; Measure R-Highway Program; Community Development Block Grant; Active Transportation Program; Surface Transportation Program-Local, MAP-21) and also manages non-grant funds (Gas Tax; Prop 1B; Prop C; TDA-Article 3; Measure R-Local Return) that combined have a gross value of over \$150,000,000. Currently, the overall management of the grant and non-grant funds is performed by the Deputy Public Works Director-City Engineer and 4 Engineering Managers. Over the last 5 years there has been a trend of increased demand and time needed for managing both grant and non-grant funding. Management's tasks include: fund programming with Caltrans and METRO; grant applications; review and processing of grant agreements; meetings with fund grantors; budget and expenditure tracking; audits and audit compliance; annual, monthly and quarterly grant reporting; and Council items required for each grant acceptance. The increased demand and time has had a negative impact because more time is spent managing and administering funding, while less time is available to perform engineering and project management. The negative impact also has delayed progress of some CIP projects. Having the Senior Business Manager would provide a dedicated staff person to manage the grant and non-grant funding and allow Engineering Managers to allocate more time to performing engineering and managing their respective CIP projects.

This is critical in that there are several high-priority and/or time-sensitive CIP projects that require an appropriate level of effort from the Deputy Public Works Director-City Engineer and Engineering Managers in order to maintain project schedules and meet community needs pursuant to the Strategic Plan. Most notable projects are: Torrance Park & Ride Regional Transit Center; PCH/Hawthorne Intersection Improvements; Residential Slurry Seal Program; Arterial Pavement Seal Program; Sidewalk Repairs for Handicap Accessibility; Crenshaw Blvd Rehabilitation; Optimized Weekly Street Sweeping-Phase 3; North Torrance Well Field-Phases 2 and 3; and the Van Ness Transmission Main. Several new projects are expected in the future as Public Works has been repeatedly successful in obtaining grant funding to offset project costs and reduce the use of City funds. Expected future grant funding sources are, at minimum, the Measure R-Highway Program and federal transportation funds (MAP-21).

Furthermore, the Engineering Division has recently assisted and/or been asked to assist other departments with managing smaller-scoped specialty projects in order to meet the needs of other departments or the City. Projects include: Teen Center Drainage Improvement; Farmers' Market Bollards; Columbia Park Bocce courts; Triathlon; Bus Signal Priority

project, etc. More interdepartmental projects are expected (i.e. Date Ave home demolition for Fire Station #1 lot expansion; Rubber Tire Trolley; Wilson Park disabled parking; etc). Having the Senior Business Manager would provide an additional staff person to perform management duties and also the liaison function between Public Works-Engineering and the assigned department(s) to ensure efficient service and maintain efficiencies in Engineering. Furthermore, a Senior Business Manager also would have the following benefits:

1. Allow the Engineering Division to improve public notification/outreach via the department website and social media;
2. Improve monitoring and awareness of current legislation and/or developments or proposed changes of laws and regulations affecting department operations, including analysis and response when requested;
3. Provides an additional staff person to participate in meetings, tasks and/or assignments thereby creating a beneficial redundancy in the organization and positioning the Engineering Division for succession planning;
4. Assist with Engineering day-to-day operations and will manage/supervise the intern program.

The addition of a Senior Business Manager would require no additional office space. The above change would have no negative impacts to other departments. **The Senior Business Manager cost is considered an eligible expense to current and future grant funds and CIP project funds. It also is considered 100% external to the General fund.**

Other Alternatives Considered

Do nothing.

Impact of Non-approval

Project delays; Prevents efficiencies in the management of grant and non-grant funding; Delays reimbursement of City expenses related to grant funds.

\$ 0 _____ Priority No. 1

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|---|------------------|
| Toyota Sports Complex 6902-93-9306-930601 | Increase budgeted expenditure and revenue for the Toyota Sports Complex: | |
| | Expenditures: | |
| | <i>Direct Costs</i> | |
| | Labor: 1.2 FTE Community Services Leader II | \$34,920 |
| | Materials/Supplies/Contracts: \$10,000 | <u>\$10,000</u> |
| | <i>Total Direct Cost Expenses</i> | \$44,920 |
| | <i>Indirect Costs</i> | |
| | Labor: 0.8 FTE Community Services Leader IV to 1.0 FTE Program Coordinator | <u>\$53,180</u> |
| | <i>Total Indirect Cost Expenses</i> | \$53,180 |
| | Total Expenditure Increase | \$98,100 |
| | Revenues: | |
| | Rental Revenue: | \$130,000 |
| | Grand Total Revenues | \$130,000 |
| | Net Difference between Expenditures & Revenue* | <\$31,900> |

*The difference will be added to the Transfer to Capital Improvement Budget for the Turf Replacement, increasing the replacement schedule by 1-2 years.

| | | | | |
|--|------|----------|--------|----------------|
| 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 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)

Budget Impact: The Toyota Sports Complex is generating more revenue than originally projected. In 2012 the City Council approved the construction of the Toyota Sports Complex with the stipulation that a Capital Improvement Budget be implemented for the replacement of the Synthetic Turf in 10 years. This Capital Improvement Budget was to be funded by capturing the first \$115,000 revenue for this complex allowing the balance of the revenue to be used for operating expenses.

With the success of the Complex, staff has found that it is requiring more staff time and maintenance than anticipated. In addition to the time required for booking permits at the facility, additional staff members are needed on site, especially during high use periods and tournaments. With the additional revenue proposed the Senior Recreation Leader position would be enhanced so that a minimum of two staff can be on site during all permitted activities. Increased staffing is needed based on the amount of oversight and public interaction necessary to keep the turf fields in excellent condition. There is also a need for additional materials/supplies funds as equipment (i.e. nets, flags) needs to be replaced more often than anticipated. In the area of Indirect Costs, the Facility Booking Specialist (0.8 FTE) would be upgraded to a Program Coordinator (1.0), allowing for more office time and a greater level of Facility Booking supervision.

Statement of Need:

This program will require the following:

- 1) Add 1.2 FTE Senior Recreation Leaders. These are front line staff that are responsible for opening, closing, and supervising all of the groups that use the Complex. In addition, a large component of this position is direct contact with user groups and participants and making sure the facility is protected from damage caused by food, drinks, and other equipment that can potentially poke holes in the turf. The 1.2 FTE represents 3-4 recurrent (part-time) employees that would work on average 600-700 hours annually.
- 2) Increase the materials/supplies budget by \$10,000. The largest single expense for the Complex is the annual maintenance that is required. As this service is based on usage levels, staff anticipate an increase the cost and frequency of this maintenance in the coming years as the usage of the facility grows.
- 3) Upgrade the Recreation Specialist II position from a 0.8 Recreation Specialist II to a 1.0 FTE Program Coordinator. The creation of the Toyota Sports Complex has required a great deal of staff time and oversight in the Facility Booking Office. By upgrading the position the Program Coordinator would have additional responsibilities for the facility and for other programs within the Department. As this position has expanded in the number of facilities that are available for reservation, additional funds have not been available to enhance the program/staffing levels. New software has provided an automated process by which customers can book certain facilities, but the oversight of these has increased as well.

Impact of Non-approval

If this program modification is not approved, the maintenance level of the facility could not be kept up at the level required. In addition, the Facility Booking Office is working to generate even more revenue based on the available field time and potential for Economic Development opportunities that come from a facility of this nature. The Toyota Sports Complex was built as a destination facility and it is well on its way to being that type of facility in the South Bay. It is critical that the facility be maintained at a high level, and that adequate resources be set aside to replace the turf when it reaches its life expectancy.

Priority No. 1a

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|---|----------------------|
| Senior Lunch Program 6902-93-9305-930508 | Increase staffing budget for the Bartlett Senior Center Cook from a Community Services Leader II to a Community Services Leader III | |
| | Reduce Community Services Leader II (\$29,100 x 0.5 FTE) | <\$14,550> |
| | Increase Community Services Leader III (\$38,200 x 0.5 FTE) | \$19,100 |
| | <i>Amount needed to fund the position:</i> | \$4,550 |
| <hr/> | | |
| Has this program change been submitted before? | No <u>X</u> Yes _____ | Year(s) _____ |
| <hr/> | | |
| Degree of impact in meeting City and Department Goals, Objectives and priorities: | High <u>X</u> Medium _____ Low _____ | |

Impact Statement

Statement of Need:

Objective: To promote the Bartlett Senior Center Chef position from a Community Services Leader II to a Community Services Leader III so it is equal in title and pay to the same position at The Attic Teen Center.

The Bartlett Senior Center Chef works independently with volunteer support and minimal staff supervision preparing meals for an average of 40-50 seniors per day, Monday through Friday. The lunch program is an integral part of the Senior Citizens program. In addition to the regular daily food prep duties, the Bartlett chef also prepares food for larger scale events generally attended by an average of 100 participants or more (i.e. holiday parties at Bartlett, quarterly programs at Ken Miller Rec Center, etc.)

Just like the Attic's cook, this position prepares, cooks and cleans approximately 20 hours a week and a requirement is that the person is certified by the National Restaurant Association, which involves a 4-6 hour training course. Staff believe this position at Bartlett should be the same title and pay scales as The Attic teen centers position.

Other Alternatives Considered

As both the Attic and the Bartlett Center chefs/cooks do the essentially the same types of duties and have the same responsibilities, both positions should be the same title and have the same pay scales.

Impact of Non-approval

Though there has been no threat to do so, there is what would appear to be a case for the Bartlett Center Community Services Leader II to grieve his position, as the Attic Café and the Bartlett Senior Program appears to have an inequality in title and salaries which should be addressed and fixed.

\$4,550 **Priority No.** 2c

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-2017

| Program Name/Number | Proposed Change | Amount |
|--|---|----------------|
| Cultural Services Concerts in the Park 6903-93-9307-930703 | Bring back Concerts in the Park free summer program at Columbia Park – 3 concerts | |
| | Expenditures: | |
| | <i>Direct Costs</i> | |
| | Parks Division Labor (OT) | \$4,329 |
| | Sound Engineer | \$1,200 |
| | Marketing | \$800 |
| | Musician Fees | \$2,000 |
| | <u>Park Rangers (\$15/hour * 2 staff * 4 hours * 3 events)</u> | <u>\$360</u> |
| | TOTAL | \$8,689 |
| | General Fund Subsidy: | \$8,689 |

| | | | | |
|--|------|-------------------------------------|--------|---------|
| 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)

For several years, the Cultural Services Division hired a consultant to produce several free events, including Oodles of Noodles, Concerts in the Park, and Wild Wednesdays. The consultant’s contract was cancelled around 2010 due to budget constraints.

In an effort to offer at least one cultural program, the City began producing the Cherry Blossom Festival in 2011, in conjunction with several community partners. Mystic Wave, a large jazz band comprised of members from SGI International, a local Buddhist organization which has donated hundreds of cherry blossom trees to the City, has played at the festival for the last few years. They were so good that the City invited them to perform their own concert in Columbia Park last fall. On September 1, 2015 the City Council approved \$2,172.90 from the City Council Municipal Legislative Policy Program Budget to pay for Parks Division labor to set up the portable stage, sound engineering and canopy rental, and Park Rangers.

Because the Concerts in the Park program was just gaining momentum when it was cancelled, and because of the success of the Cherry Blossom Festival and Mystic Wave concert, staff recently applied for a grant from the Los Angeles County Arts Commission for a free concert in the park. If it is received, the City of Torrance will be able to hire, for no charge, a professional group to headline a summer concert.

If we are successful in our grant application, staff is proposing that the City bring back Concerts in the Park this summer. The lineup would include 3 events: Mystic Wave, group paid for through the grant, and another group to be determined. The expenses for the entire program are estimated to be \$8,689. This amount includes \$1,000 honoraria for Mystic Wave and the other group.

Although no revenue opportunities currently exist, there is value in offering opportunities to the community to gather and share a cultural experience together.

Other Alternatives Considered

No other alternatives were considered at this time.

Impact of Non-approval

Possibility of having to return the grant award to the Los Angeles County Arts Commission.

___\$8,689___ Priority No. 8

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|--|--|
| Wastewater/830207 | Add 1 Waste Water Tech Position | \$106,700 |
| | Two Additional Sewer Maintenance Workers | |
| | Add 1 Maintenance Worker | \$69,000 |
| | Add 1 Vactor Truck | \$540,640 |
| | Vactor Replacement | <u>\$54,064</u> |
| | | \$770,404 |
| | | Sewer Fund |
| Has this program change been submitted before? | | 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 State Water Resources Control Board (SWRCB) adopted Waste Discharge Requirements that requires cities to take a proactive approach to reduce Sanitary Sewer Overflows (SSO). SSO's are of particular importance to the SWRCB because of their potential to adversely impact surface waters. Untreated sewage that enter storm drains may pollute receiving waters with bacteria and chemicals. To prevent SSO's, the Sanitation Division has developed a daily regimen of cleaning sewer lines to remove obstructions. Most sewer lines are cleaned once per year. Sewer lines that have a history of problems (hot spots) are cleaned more frequently.

The Los Angeles County Municipal Separate Storm Sewer System Permit (Permit) regulates the quality of storm water discharge from storm drains. Storm water runoff from rain that runs off surfaces such as rooftops, paved streets or parking lots may carry with it pollutants such as: oil, pesticides, sediment, trash, bacteria and metals. With the exception of City storm water basins, runoff flows untreated through the City storm drain system into Santa Monica Bay, Dominguez Channel and Machado Lake. The Permit contains language that specifies the amount of trash that can enter a water body without affecting its designated beneficial use such as swimming or fishing. An established Best Management Practice to prevent trash from entering the storm drain is the installation of Automatic Retractable Screens (ARS) along the storm drain inlet opening. The City retrofitted 708 storm drains with ARS devices. Trash that accumulates in front of the screen is collected weekly by a street sweeper. During a rain events, the screens automatically open to allow water to flow without obstruction, thereby preserving the flood carrying capacity of the drains. The screens work as designed; however, many storm drains have local depressions that limit the ability of the street sweeper to adequately clean them. Consequently, these screens usually have trash and debris accumulated in front of them and must be cleaned manually by the sewer crew.

Three hundred and eleven retrofitted basins are owned by the County of Los Angeles (County). The City entered into an agreement with the County to permit the City to retrofit County owned basins with ARS's devices. The agreement placed strict conditions on the City that govern the inspection and maintenance of County storm drains.

The inspection and maintenance schedule stipulated in the agreement has placed a strain on the sewer crew. The sewer crew lacks sufficient manpower to adhere to the sewer cleaning regimen to prevent SSO's and at the same time fulfill the storm drain inspection and cleaning regimen outlined in the County agreement.

Staff is requesting permission to hire two additional employees, one Wastewater Technician and one Maintenance Worker (crew), to assist in the inspection, maintenance and repair of the sewer system. The sewer crew maintains approximately 6,000 manholes, 9 lift stations and 287 miles of sewer line. The City's aging sewer system is becoming more prone to blockages from tree roots and/or pipe failure. As a result, additional resources must be employed to perform more frequent inspection and cleaning to prevent SSO's.

The new employees would work in the field and would not have an impact on space allocation or on other departments. The time frame to hire the additional employees would be the 2nd Quarter of Fiscal Year 2016/2017.

Funding

Funding for the additional employees would come from the Sewer Enterprise Fund. The cost of the program modification will be included in the upcoming Sewer Fund fee study and implementation will be dependent on passage of the fee study.

Other Alternatives Considered

No

Impact of Non-approval

SSO occurrences may increase if staff is unable to clean sewer lines on regular basis which could lead to fines from the State Water Resources Control Board.

\$770,404 Priority No. 1

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Program Modification Request Summary - No Action

| Description | Amount | -----Recurring----- | | | | | | One-Time Funding | Page Number |
|--|-----------|---------------------|---------------|-------------|---------------|-----------------|---------------|---------------------|----------------|
| | | General Fund | Cable Fund | Rec Fund | Sewer Fund | Transit Fund | Water Fund | | |
| Community Treasurer | | | | | | | | | |
| Addition of 0.5 Administrative Assistant | \$ 42,450 | \$ 42,450 | | | | | | | 42 |
| Upgrade 1.0 Account Clerk Position to Accountant | 20,200 | 20,200 | | | | | | | 43 |
| Community Services | | | | | | | | | |
| Cultural Services: | | | | | | | | | 44 |
| Add 1.0 Program Coordinator (Museum Director) | 93,100 | 93,100 | | | | | | | |
| Convert 0.8 Community Services Leader IV | (39,920) | (39,920) | | | | | | | |
| Public Works | | | | | | | | | |
| Create New Streetscape Crew: | | | | | | | | | 47 |
| Add 1 Lead Maintenance Worker and 3 Maintenance Workers | 301,300 | 301,300 | | | | | | | |
| 1 Pickup Dump Truck | 40,000 | 40,000 | | | | | | 40,000 | |
| Annual Maintenance/Replacement of Vehicle | 8,000 | 8,000 | | | | | | | |

CITY OF TORRANCE
 PROPOSED PROGRAM REVISION

Department: City Treasurer

Fiscal Year 2017-18

| Program Name/Number | Proposed Change | Amount |
|-----------------------|--|-------------|
| DEFERRED COMPENSATION | Addition of 0.5 Administrative Assistant | \$42,450.00 |

| | | | |
|---|--|---|------------------------------|
| 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

(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 Treasurer’s Office currently has not had an Administrative Assistant in the department since this position was eliminated in the 90s. The duties were consolidated into the Senior Account Clerk responsibilities that worked for quite some years.

Now with the additional responsibilities of the department and additional staff to monitor the senior account clerk is not able to assist with other account clerk duties because of these clerical duties not to mention that needed talent does not part of the skill set of the existing staff and those inferior work is performed.

Currently the department lacks the talent of an administrative assistant to complete clerical duties. While the department has gotten by it has been at the expense of publishing reports with typos and other clerical errors. These inaccuracies cause the City to have a diminished presence within the community and a less favorable perceived public image.

Other Alternatives Considered

NONE

Impact of Non-approval

- The continued publications of report not properly vetting for errors
- Fostering a lack of confidence in reporting produced

\$ _____ Priority No. _____

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: City Treasurer

Fiscal Year 2016-17

| Program Name/Number | Proposed Change | Amount |
|--|---|---------------|
| CASH MANAGEMENT | Upgrade 1 Account Clerk Position to Accountant | \$20,200.00 |
| 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

(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 Treasurer’s Office currently has (4) account clerk positions whose duties include being cashiers to both external (public) and internal City employees) customers. With the recent move of payments to eCommerce a higher level of review and processing of these payment is required. Electronic Payments/Merchant Services requires strict oversight and an organization with large volumes of activity are required to have a Compliance Officer to insure that PCI compliance is being strictly adhered to. Our organization currently has about \$7.2M in merchant activity and with the added activity moving into this direction this can easily double within the next year or two. Failure to properly monitor electronic payments can create additional liability to the organization via security breaches, loss of revenue and ultimately the loss of the privilege of accepting electronic payments.

In addition properly monitoring merchant activity requires funds be traced to ensure they reach their final destination which is the City’s account. Currently we have 12 merchant account with varying levels of complexity that are being monitored. This has significantly increased within the past few years and the department has had challenges in completing this work within the deadlines required.

Other Alternatives Considered

Convert (1) Account Clerk to (1) Administrative Assistant in order to free up the Senior Account Clerk and Deputy City Treasurer in order to take on these additional duties

Impact of Non-approval

- Additional Liability to the city
- Non PCI compliance which comes with a variety of penalties including but are not limited to fines and loss of privilege
- Possible loss of revenue

\$ _____ Priority No. _____

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Community Services

Fiscal Year 2016-2017

| Program Name/Number | Proposed Change | Amount |
|--|---|------------------------------------|
| Cultural Services 1001-93-9301- 930112 Torrance Art Museum | Add: 1.0 Program Coordinator (Museum Director) Convert: .8 Community Services Leader 4 (Recreation Specialist II) | \$93,100 (\$39,920) \$53,180 |

Has this program change been submitted before? No Yes Year(s) **2015-16**

Degree of impact in meeting City and Department Goals, Objectives and priorities: High 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, viability and future stability of the Torrance Art Museum (TAM), this program modification proposes to convert the .8 Community Services Leader 4 (Recreation Specialist II) who serves as the Torrance Art Museum Curator into a full time 1.0 Program Coordinator position. This new staff member's working title would be Museum Director and the position would be an expansion of the current Museum Curator's job specification. The museum director would have overall responsibility for all exhibitions, rentals 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 Community Services Leader 4, other staff at TAM include 1.3FTE Community Services Leader 3 (Recreation Specialist) divided in to 3 positions – 2 assistant curators and a preparator, and .4FTE Community Services Specialist 2 (Senior Recreation Leader) who mostly coordinates volunteers. As you can see, there is no full time staff dedicated to the Torrance Art Museum, which just celebrated its 10 year anniversary.

This year has been very exciting for TAM. About two years ago, the Torrance Art Museum Advocates (TAMA) was formed by several volunteers who wanted to do more to support the museum, both financially and as advocates. TAMA held a very successful benefit auction for TAM in honor of its 10 year anniversary last October which raised \$16,000. Additionally they have donated several thousand dollars to TAM for video equipment. Their formation and success underscores the value the community places on having TAM, a contemporary art museum, in Torrance.

Recently, through TAMA, TAM was the recipient of proceeds from two events: the opening of the J Crew store in Del Amo and the opening gala for the Start Up Art Fair in Hollywood. Additionally we received free publicity for one of our exhibitions from Art in America, a well-established national art magazine and TAM's curator was featured as one of the 10 best in Los Angeles.

We are currently piloting a new program called TAM Tunes, a free series of monthly concerts one Thursday per month which is proving to be popular. A local artist has been donating her time to coordinate the concerts. The Easy Reader printed a feature story about it, with photographs.

TAM also has a modest rental program to both earn revenue for the General Fund but also for marketing. Recently TAM was rented by Constant Contact for a training mixer for South Bay small businesses, and the Salvation Army has approached us about having their annual fund raiser here this June, building on their success of last year.

On average, TAM staff annually organizes 15 unique exhibitions (in the Main Gallery, in Gallery Two, and in the video room) 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. There is a core of 40 volunteers, 7 of whom have been with us since we opened in 2005.

Annual attendance of visitors to TAM are as follows:

2013 – 6,221 visitors for 847 volunteer hours

2014 – 5,419 visitors for 872 volunteer hours

2015 – 7,106 visitors for 1,232 volunteer hours.

Exhibitions this past year include SUR:Biennial, organized in conjunction with the art galleries at Rio Hondo and Cerritos Colleges focusing on Latino artists. Annually we coordinate South Bay Focus with the Torrance Artist's Guild and the South Bay Watercolor Society. Next year we are collaborating with the Korean Cultural Center to exhibit Korean and Korean-American artists.

TAM is inadequately staffed and under-resourced to support its current exhibition schedule and to implement new or expanded 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 Community Service Leader positions because of the low pay and limited hours. 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; TAM can expand its role in the community as an educational institution, resource and cultural hot spot.

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. The program coordinator will be able to create meaningful outreach programs in conjunction with the exhibitions which 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 Human Resources, 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 10 years ago 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.

\$ 53,180 Priority No. 10

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: Public Works

Fiscal Year 2017-18

| Program Name/Number | Proposed Change | Amount |
|----------------------------|--|---------------------|
| Streetscape Crew | Add 1 lead maintenance worker and 3 maintenance workers. | \$301,300.00 |
| | New Pickup Dump Truck | <u>\$ 40,000.00</u> |
| | Total | \$341,300.00 |
| | General Fund | <u>\$341,300.00</u> |
| Annual Maint./Replacement | Dump Truck | \$8,000.00 |

| | | | | |
|--|----|--|---------|------|
| Has this program change been submitted before? | No | Yes <input checked="" type="checkbox"/> | Year(s) | 2015 |
| Degree of impact in meeting City and Department Goals, Objectives and priorities: | | High <input checked="" type="checkbox"/> | Medium | Low |

Impact Statement

Add 1 lead maintenance worker and 3 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). In addition, beginning in September 2017 maintenance of the newly rehabilitated storm water retention basins will be the responsibility of the City. The rehabilitated storm water retention basins project included two years of maintenance through 2017.

The addition of the one lead maintenance worker and three maintenance workers will be a necessity in order to maintain 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.

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.

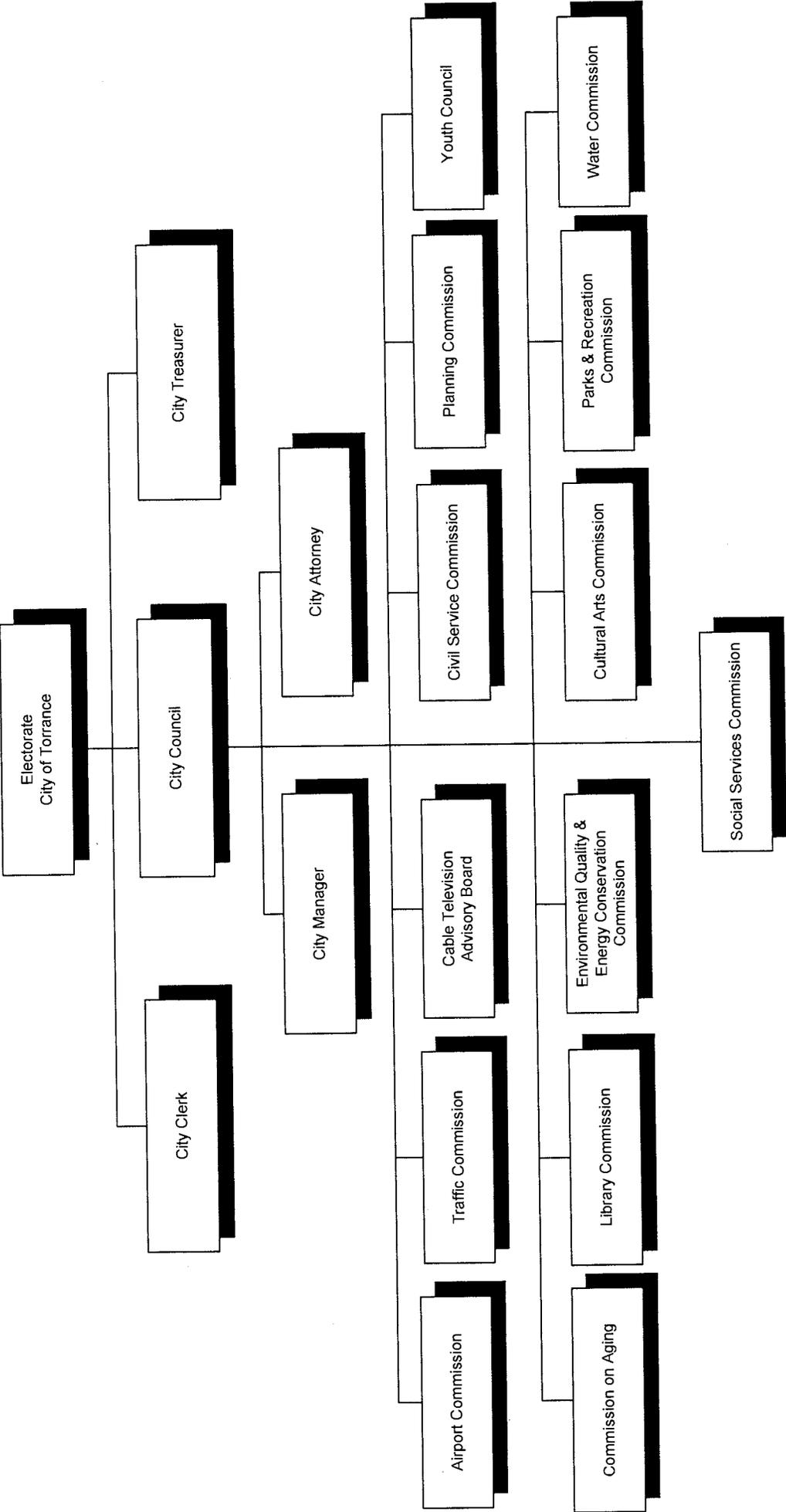
Impact of Non-approval

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

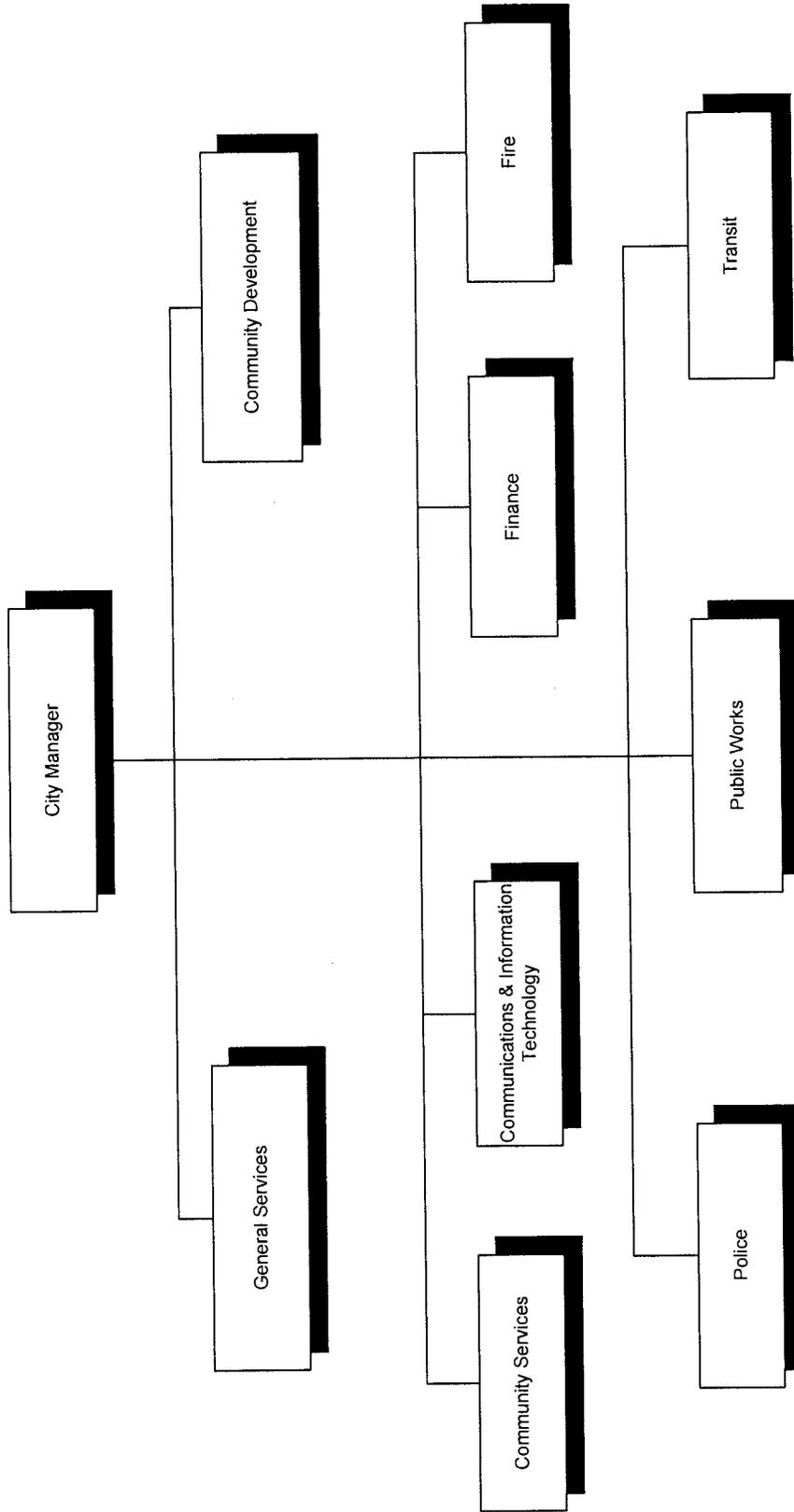
\$341,300 General Fund Priority No. 1

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ELECTED AND APPOINTED OFFICIALS



CITY DEPARTMENTS



CITY DEPARTMENTAL FUNCTIONS GENERAL FUND

PUBLIC SAFETY

Fire

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

Police

- Administrative Bureau
- 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)

**2015-16 ADOPTED (YEAR 1 of 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

| | Proposed Revenues | Liquidation of Fund Balance | Available | Program Appropriations | Ending Balance |
|---|----------------------|--------------------------------|----------------|---------------------------|-------------------|
| GENERAL FUND | \$ 185,464,642 | \$ - | \$ 185,464,642 | \$ 185,464,642 | \$ - |
| INTERNAL SERVICE | | | | | |
| Fleet Services | 6,747,702 | | 6,747,702 | 6,308,164 | 439,538 |
| Self Insurance | 6,594,153 | | 6,594,153 | 5,141,886 | 1,452,267 |
| Subtotal | 13,341,855 | - | 13,341,855 | 11,450,050 | |
| ENTERPRISE FUNDS | | | | | |
| Airport | 12,815,000 | 3,064,288 | 15,879,288 | 15,879,288 | - |
| Transit | 27,867,113 | 3,629,452 | 31,496,565 | 31,496,565 | - |
| Water | 38,899,000 | | 38,899,000 | 37,213,552 | 1,685,448 |
| Sanitation | 12,054,847 | | 12,054,847 | 12,010,874 | 43,973 |
| Cultural Arts Center | 2,359,097 | 3,145 | 2,362,242 | 2,362,242 | - |
| Sewer | 3,417,500 | 1,670,717 | 5,088,217 | 5,088,217 | - |
| Emergency Medical Svcs. | 11,965,927 | 10,980 | 11,976,907 | 11,976,907 | - |
| Parks & Recreation | 7,667,863 | 252,734 | 7,920,597 | 7,920,597 | - |
| Subtotal | 117,046,347 | 8,631,316 | 125,677,663 | 123,948,242 | |
| 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 | 97,101 | 2,016,901 | 2,016,901 | - |
| 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 | 3,189,005 | 7,900 |
| 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 | 2,560,105 | 22,803,301 | 22,238,487 | |
| Less: Internal Service Internal Transfers** | (13,341,855) | - | (13,341,855) | (11,450,050) | - |
| | (38,713,604) | | (38,713,604) | (38,713,604) | - |
| TOTAL | \$ 284,040,581 | \$ 11,191,421 | \$ 295,232,002 | \$ 292,937,767 | |

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

** Includes all internal transfers.

**2016-17 ADOPTED (YEAR 2 of 2 YEAR BUDGET) (7-1-15)
OPERATING BUDGET SUMMARY**

| | Proposed Revenues | Liquidation of Fund Balance | Available | Program Appropriations | Ending Balance |
|--|------------------------------|--------------------------------|------------------------------|------------------------------|-------------------|
| GENERAL FUND | \$ 189,517,355 | \$ - | \$ 189,517,355 | \$ 189,517,355 | \$ - |
| INTERNAL SERVICE | | | | | |
| Fleet Services | 6,747,702 | | 6,747,702 | 6,378,854 | 368,848 |
| Self Insurance | 4,894,153 | 269,933 | 5,164,086 | 5,164,086 | - |
| Subtotal | 11,641,855 | 269,933 | 11,911,788 | 11,542,940 | |
| ENTERPRISE FUNDS | | | | | |
| Airport | 13,016,200 | 126,614 | 13,142,814 | 13,142,814 | - |
| Transit | 28,360,863 | 4,253,007 | 32,613,870 | 32,613,870 | - |
| Water | 40,152,950 | | 40,152,950 | 37,332,928 | 2,820,022 |
| Sanitation | 12,169,261 | | 12,169,261 | 12,091,370 | 77,891 |
| Cultural Arts Center | 2,084,117 | 259,245 | 2,343,362 | 2,343,362 | - |
| Sewer | 3,516,500 | 1,578,012 | 5,094,512 | 5,094,512 | - |
| Emergency Medical Svcs. | 12,299,327 | 10,980 | 12,310,307 | 12,310,307 | - |
| Parks & Recreation | 7,819,863 | 204,189 | 8,024,052 | 8,024,052 | - |
| Subtotal | 119,419,081 | 6,432,047 | 125,851,128 | 122,953,215 | |
| EXTERNAL FUNDS | | | | | |
| Animal Control | 513,486 | - | 513,486 | 513,486 | - |
| Section 8 Rental Assist. | 6,399,000 | 151,442 | 6,550,442 | 6,550,442 | - |
| 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 | 116,901 | 2,056,701 | 2,056,701 | - |
| 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 | 3,202,305 | 7,500 |
| 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 | 2,791,405 | 23,077,651 | 22,513,937 | |
| Less: Internal Service Internal Transfers** | (11,641,855) (34,965,744) | (269,933) | (11,911,788) (34,965,744) | (11,542,940) (34,965,744) | - - |
| TOTAL | \$ 294,256,938 | \$ 9,223,452 | \$ 303,480,390 | \$ 300,018,763 | |

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

** Includes all internal transfers.

**2016-17 AMENDED
OPERATING BUDGET SUMMARY**

| | Proposed Revenues | Liquidation of Fund Balance | Available | Program Appropriations | Budget Modifications Revenues | Expenses | Ending Balance |
|--|------------------------------|--------------------------------|------------------------------|------------------------------|----------------------------------|-------------|-------------------|
| GENERAL FUND | \$ 190,176,762 | \$ - | \$ 190,176,762 | \$ 189,473,089 | \$ - | \$703,673 | \$ - |
| INTERNAL SERVICE | | | | | | | |
| Fleet Services | 6,747,702 | | 6,747,702 | 6,305,477 | | | 442,225 |
| Self Insurance | 4,894,153 | 262,033 | 5,156,186 | 5,156,186 | | | - |
| Subtotal | 11,641,855 | 262,033 | 11,903,888 | 11,461,663 | - | - | |
| ENTERPRISE FUNDS | | | | | | | |
| Airport | 12,945,000 | 262,203 | 13,207,203 | 13,207,203 | | | - |
| Transit | 28,953,658 | 4,397,005 | 33,350,663 | 33,350,663 | | | - |
| Water | 39,038,700 | | 39,038,700 | 38,522,887 | | | 515,813 |
| Sanitation | 12,285,661 | | 12,285,661 | 12,196,364 | | | 89,297 |
| Cultural Arts Center | 2,234,117 | 94,032 | 2,328,149 | 2,328,149 | | | - |
| Sewer | 3,098,000 | 2,954,595 | 6,052,595 | 5,282,191 | | 770,404 | - |
| Emergency Medical Svcs. | 12,746,427 | 4,660 | 12,751,087 | 12,751,087 | | | - |
| Parks & Recreation | 7,794,505 | 297,677 | 8,092,182 | 8,110,843 | 130,000 | 111,339 | - |
| Subtotal | 119,096,068 | 8,010,172 | 127,106,240 | 125,749,387 | 130,000 | 881,743 | |
| EXTERNAL FUNDS | | | | | | | |
| Animal Control | 566,386 | | 566,386 | 566,386 | | | - |
| Section 8 Rental Assist. | 6,175,000 | 406,042 | 6,581,042 | 6,581,042 | | | - |
| Downtown RDA Successor Agency | 3,571,607 | | 3,571,607 | 3,571,607 | | | - |
| Meadow Park Parking Lot | 48,119 | | 48,119 | 34,107 | | | 14,012 |
| Government Cable Communications | 1,939,800 | 182,964 | 2,122,764 | 2,122,764 | | | - |
| Cable TV Public Access | 424,312 | | 424,312 | 404,087 | | | 20,225 |
| 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 | 3,193,447 | 17,975 | 3,211,422 | 3,211,422 | | | - |
| Air Quality Management | 185,000 | | 185,000 | 185,000 | | | - |
| Vanpool/Rideshare | 284,303 | | 284,303 | 284,303 | | | - |
| Gas Tax* | | 1,040,000 | 1,040,000 | 1,040,000 | | | - |
| Prop C | | 1,470,303 | 1,470,303 | 1,470,303 | | | - |
| Public Property Financing | 3,725,838 | | 3,725,838 | 3,725,838 | | | - |
| Subtotal | 20,493,812 | 3,117,284 | 23,611,096 | 23,266,859 | - | - | |
| Less: Internal Service Internal Transfers** | (11,641,855) (39,160,452) | (262,033) | (11,903,888) (39,160,452) | (11,461,663) (39,160,452) | | | - - |
| TOTAL | \$ 290,606,190 | \$ 11,127,456 | \$ 301,733,646 | \$ 299,328,883 | \$ 130,000 | \$1,585,416 | |

* 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 | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| General Fund | \$ 161,820,853 | \$ 182,466,499 | \$ 183,371,580 | \$ 185,464,642 | \$ 189,517,355 | \$ 190,176,762 |
| Internal Service Funds | 10,401,357 | 11,644,921 | 13,222,881 | 13,341,855 | 11,641,855 | 11,641,855 |
| Enterprise Funds | 107,570,148 | 114,006,693 | 108,009,803 | 117,046,347 | 119,419,081 | 119,096,068 |
| External Funds | 21,403,468 | 68,175,836 | 18,960,767 | 20,243,196 | 20,286,246 | 20,493,812 |
| Grand Total All Funds | \$ 301,195,826 | \$ 376,293,949 | \$ 323,565,031 | \$ 336,096,040 | \$ 340,864,537 | \$ 341,408,497 |
| GENERAL FUND REVENUES | | | | | | |
| Property Taxes | \$ 42,067,245 | \$ 42,688,657 | \$ 44,795,062 | \$ 47,032,264 | \$ 49,127,059 | \$ 48,957,059 |
| Taxes Other Than Property | 97,601,733 | 101,827,991 | 103,655,003 | 111,261,099 | 115,260,393 | 115,760,393 |
| Licenses and Permits | 2,044,557 | 2,893,100 | 2,741,240 | 2,374,367 | 2,719,613 | 2,889,613 |
| Revenues from Other Agencies | 1,424,720 | 1,358,023 | 2,969,517 | 1,410,000 | 1,410,000 | 1,410,000 |
| Fines and Forfeitures | 1,009,814 | 1,075,432 | 1,245,062 | 1,330,000 | 1,330,000 | 1,330,000 |
| Use of Money and Property | 109,109 | 2,314,326 | 3,228,478 | 3,528,277 | 3,594,995 | 3,594,995 |
| Charges for Current Service | 4,427,904 | 5,411,705 | 5,255,297 | 5,844,139 | 5,950,779 | 5,950,779 |
| Other Revenues | 13,135,771 | 24,897,265 | 19,481,921 | 12,684,496 | 10,124,516 | 10,283,923 |
| Non-Recurring Revenues | - | - | - | - | - | - |
| Total General Fund | \$ 161,820,853 | \$ 182,466,499 | \$ 183,371,580 | \$ 185,464,642 | \$ 189,517,355 | \$ 190,176,762 |
| INTERNAL SERVICE FUND REVENUES | | | | | | |
| Fleet Services | \$ 6,576,066 | \$ 7,003,178 | \$ 6,730,881 | \$ 6,747,702 | \$ 6,747,702 | \$ 6,747,702 |
| Self Insurance | 3,825,291 | 4,641,743 | 6,492,000 | 6,594,153 | 4,894,153 | 4,894,153 |
| Total Internal Service Fund | \$ 10,401,357 | \$ 11,644,921 | \$ 13,222,881 | \$ 13,341,855 | \$ 11,641,855 | \$ 11,641,855 |
| ENTERPRISE FUNDS REVENUES | | | | | | |
| Airport | \$ 11,805,854 | \$ 12,267,567 | \$ 12,489,244 | \$ 12,815,000 | \$ 13,016,200 | \$ 12,945,000 |
| Transit System | 24,522,705 | 25,768,178 | 24,659,585 | 27,867,113 | 28,360,863 | 28,953,658 |
| Water | 36,316,536 | 40,953,937 | 36,188,325 | 38,899,000 | 40,152,950 | 39,038,700 |
| Emergency Medical Services | 11,005,566 | 11,491,286 | 11,164,964 | 11,965,927 | 12,299,327 | 12,746,427 |
| Sanitation | 11,261,114 | 11,735,745 | 11,694,956 | 12,054,847 | 12,169,261 | 12,285,661 |
| Cultural Arts Center | 1,865,273 | 1,771,330 | 1,853,750 | 2,359,097 | 2,084,117 | 2,234,117 |
| Sewer | 3,245,624 | 3,301,118 | 2,774,162 | 3,417,500 | 3,516,500 | 3,098,000 |
| Parks and Recreation | 7,547,476 | 6,717,532 | 7,184,817 | 7,667,863 | 7,819,863 | 7,794,505 |
| Total Enterprise Funds | \$ 107,570,148 | \$ 114,006,693 | \$ 108,009,803 | \$ 117,046,347 | \$ 119,419,081 | \$ 119,096,068 |
| EXTERNAL FUND REVENUES | | | | | | |
| Animal Control | \$ 314,227 | \$ 372,474 | \$ 380,049 | \$ 505,686 | \$ 513,486 | \$ 566,386 |
| Home Improvement Employ Program | - | - | - | - | - | - |
| Section 8 Rental Assistance | 6,214,211 | 5,956,176 | 6,121,772 | 6,399,000 | 6,399,000 | 6,175,000 |
| Rehabilitation Loan Program (HCD) | - | - | - | - | - | - |
| Downtown RDA Successor Agency | 4,397,039 | 2,566,072 | 3,073,900 | 3,227,564 | 3,227,564 | 3,571,607 |
| RDA Successor Agency - Housing | - | - | - | - | - | - |
| Redev. Meadow Park Parking Lot | 26,280 | 70,323 | 36,089 | 34,257 | 34,257 | 48,119 |
| Government Cable Communications | 1,917,956 | 1,916,627 | 1,804,984 | 1,919,800 | 1,939,800 | 1,939,800 |
| Cable TV Public Access | 423,403 | 422,040 | 243,643 | 424,312 | 424,312 | 424,312 |
| Cable TV Public Educ. Government | 373,439 | 369,289 | 354,457 | 370,000 | 370,000 | 370,000 |
| Police Inmate Welfare Fund | - | - | - | 10,000 | 10,000 | 10,000 |
| Street Lighting District | 2,751,532 | 2,778,000 | 2,819,304 | 3,196,905 | 3,209,805 | 3,193,447 |
| Vanpool/Rideshare | 233,586 | 226,215 | 210,549 | 260,184 | 260,184 | 284,303 |
| Air Quality Management | 177,815 | 184,625 | 184,811 | 172,000 | 172,000 | 185,000 |
| Public Property Financing | 4,573,980 | 53,313,995 | 3,731,209 | 3,723,488 | 3,725,838 | 3,725,838 |
| Total External Funds | \$ 21,403,468 | \$ 68,175,836 | \$ 18,960,767 | \$ 20,243,196 | \$ 20,286,246 | \$ 20,493,812 |

EXPENDITURE SUMMARY ALL FUNDS

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|--------------------------------|-----------------------|
| General Fund Operating Budget: | | | | | | |
| City Attorney | \$ 1,956,991 | \$ 2,243,726 | \$ 2,332,440 | \$ 2,505,144 | \$ 2,582,044 | \$ 2,554,635 |
| City Clerk | 969,792 | 1,131,449 | 986,043 | 1,205,730 | 1,083,630 | 1,067,753 |
| City Council/Commissions | 451,812 | 496,111 | 465,445 | 487,740 | 491,393 | 516,899 |
| City Manager | 2,482,379 | 2,534,845 | 2,663,146 | 3,078,704 | 3,156,204 | 3,180,345 |
| City Treasurer | 908,262 | 834,115 | 761,653 | 883,072 | 902,672 | 833,168 |
| Civil Service | 434,528 | 238,921 | 445,457 | 526,641 | 541,741 | 566,141 |
| Communications & Info System | 4,362,215 | 4,353,922 | 4,333,846 | 4,760,005 | 4,880,905 | 4,723,609 |
| Community Development | 6,965,398 | 6,894,453 | 6,906,257 | 7,524,056 | 7,734,166 | 7,647,676 |
| Community Services | 13,576,596 | 14,618,450 | 14,954,630 | 16,104,467 | 16,353,087 | 16,392,098 |
| Finance | 3,965,583 | 3,847,050 | 4,166,193 | 4,763,504 | 4,904,804 | 4,820,898 |
| Fire | 26,480,192 | 26,835,778 | 27,638,353 | 29,024,060 | 29,822,975 | 29,045,137 |
| General Services | 3,267,290 | 3,429,427 | 3,570,668 | 4,265,099 | 4,354,969 | 4,277,385 |
| Human Resources | 1,830,818 | 2,299,543 | 1,785,831 | 2,296,180 | 2,316,180 | 2,329,635 |
| Police | 65,486,432 | 67,668,393 | 70,079,387 | 74,975,380 | 77,370,785 | 77,148,152 |
| Public Works | 11,155,045 | 11,427,166 | 11,373,769 | 12,424,480 | 12,641,640 | 12,491,418 |
| Non-Departmental/Insurance | 18,927,998 | 23,129,880 | 23,645,797 | 20,640,380 | 20,380,160 | 21,878,140 |
| Total General Fund | \$ 163,221,331 | \$ 171,983,229 | \$ 176,108,915 | \$ 185,464,642 | \$ 189,517,355 | \$ 189,473,089 |
| Internal Service: | | | | | | |
| Fleet Services | 5,250,193 | 5,850,719 | 5,382,889 | 6,308,164 | 6,378,854 | 6,305,477 |
| Self Insurance | 4,840,764 | 20,271,236 | 6,851,197 | 5,141,886 | 5,164,086 | 5,156,186 |
| Total Internal Service | \$ 10,090,957 | \$ 26,121,955 | \$ 12,234,086 | \$ 11,450,050 | \$ 11,542,940 | \$ 11,461,663 |
| Enterprise Funds: | | | | | | |
| Airport | 12,469,294 | 14,467,330 | 11,877,721 | 15,879,288 | 13,142,814 | 13,207,203 |
| Transit | 24,793,976 | 26,261,027 | 27,920,864 | 31,496,565 | 32,613,870 | 33,350,663 |
| Water | 37,323,714 | 43,329,588 | 41,194,531 | 37,213,552 | 37,332,928 | 38,522,887 |
| Sanitation | 11,396,473 | 11,337,090 | 11,155,438 | 12,010,874 | 12,091,370 | 12,196,364 |
| Cultural Arts Center | 1,908,881 | 1,938,752 | 2,148,655 | 2,362,242 | 2,343,362 | 2,328,149 |
| Sewer | 3,830,044 | 4,815,493 | 4,663,798 | 5,088,217 | 5,094,512 | 5,282,191 |
| Emergency Medical Services | 11,168,509 | 11,498,016 | 11,239,873 | 11,976,907 | 12,310,307 | 12,751,087 |
| Parks and Recreation | 7,354,414 | 6,508,419 | 7,110,732 | 7,920,597 | 8,024,052 | 8,110,843 |
| Total Enterprise | \$ 110,245,305 | \$ 120,155,715 | \$ 117,311,612 | \$ 123,948,242 | \$ 122,953,215 | \$ 125,749,387 |
| External Funds: | | | | | | |
| Home Improv. Empl. Program | - | - | - | - | - | - |
| Animal Control | 335,354 | 372,474 | 380,049 | 505,686 | 513,486 | 566,386 |
| Section 8 Rental Assistance | 6,517,808 | 6,256,436 | 6,202,469 | 6,537,942 | 6,550,442 | 6,581,042 |
| Downtown RDA Successor Agency | 8,012,593 | 722,878 | 408,587 | 3,001,825 | 3,001,825 | 3,571,607 |
| RDA Successor Agency - Housing | - | - | - | - | - | - |
| Meadow Park Parking Lot | 16,500 | 16,500 | 43,478 | 34,107 | 34,107 | 34,107 |
| Gov. Cable Communications | 1,582,859 | 1,763,011 | 1,690,370 | 2,016,901 | 2,056,701 | 2,122,764 |
| Cable TV Public Access | 371,668 | 398,469 | 375,025 | 403,287 | 403,987 | 404,087 |
| Cable Public Educ. Gov. | 98,784 | 1,143,011 | 253,650 | 60,000 | 60,000 | 60,000 |
| Police Inmate Welfare Fund | - | - | - | 10,000 | 10,000 | 10,000 |
| Air Quality Management | 142,721 | 207,971 | 146,649 | 194,878 | 194,878 | 185,000 |
| Vanpool/Rideshare | 233,586 | 226,215 | 210,549 | 260,184 | 260,184 | 284,303 |
| Gas Tax | 1,040,000 | 1,040,000 | 1,040,000 | 1,040,000 | 1,040,000 | 1,040,000 |
| General Fund Capital Projects | - | - | - | - | - | - |
| Prop C | 2,474,540 | 1,229,670 | 275,919 | 1,261,184 | 1,460,184 | 1,470,303 |
| Asset Forfeiture | - | 202,200 | 62,000 | - | - | - |
| Street Lighting District | 2,751,532 | 2,685,793 | 2,855,112 | 3,189,005 | 3,202,305 | 3,211,422 |
| Community Dev. Block Grant (CDBG) | - | 172,390 | - | - | - | - |
| Public Property Financing | 4,576,656 | 13,404,826 | 3,739,864 | 3,723,488 | 3,725,838 | 3,725,838 |
| Total External | \$ 28,154,601 | \$ 29,841,844 | \$ 17,683,721 | \$ 22,238,487 | \$ 22,513,937 | \$ 23,266,859 |
| Less: | | | | | | |
| Internal Service Charges | (10,090,957) | (26,121,955) | (12,234,086) | (11,450,050) | (11,542,940) | (11,461,663) |
| Internal Transfers | (28,855,000) | (45,188,000) | (37,574,000) | (38,713,604) | (34,965,744) | (39,160,452) |
| TOTAL | \$ 272,766,237 | \$ 276,792,788 | \$ 273,530,248 | \$ 292,937,767 | \$ 300,018,763 | \$ 299,328,883 |

**2015-16 ADOPTED (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 | 2,140,814 | 36,166 | 205,630 | 42,837 | 53,225 |
| City Clerk | 896,044 | 35,514 | 180,314 | 5,530 | 75,057 |
| City Council/Commissions | 71,500 | 48,016 | 105,146 | 176,373 | 84,440 |
| City Manager | 2,214,309 | 160,430 | 467,165 | 126,656 | 78,373 |
| City Treasurer | 679,603 | 7,559 | 159,830 | 7,550 | 18,324 |
| Civil Service | 403,614 | 20,050 | 51,800 | 6,750 | 18,646 |
| Commun. & Info. Technology | 3,891,208 | 838,748 | 694,498 | 44,754 | 202,997 |
| Community Development | 6,459,996 | 230,223 | 271,041 | 57,663 | 336,252 |
| Community Services | 12,163,816 | 1,815,617 | 1,391,391 | 47,526 | 576,811 |
| Finance | 4,118,847 | 105,980 | 195,529 | 20,830 | 251,964 |
| Fire | 26,991,701 | 965,067 | 333,530 | 61,620 | 529,629 |
| General Services | 2,959,660 | 1,441,177 | 723,898 | 17,070 | 97,775 |
| Human Resources | 1,549,781 | 270,560 | 313,520 | 61,201 | 100,062 |
| Police | 69,533,178 | 2,345,678 | 796,134 | 218,962 | 1,461,714 |
| Public Works | 7,733,578 | 2,929,752 | 1,344,454 | 26,938 | 261,497 |
| Non-Departmental/Insurance | 486,505 | 905,786 | 605,000 | 23,665 | - |
| Total General Fund | \$ 142,294,154 | \$ 12,156,323 | \$ 7,838,880 | \$ 945,925 | \$ 4,146,766 |
| Internal Service: | | | | | |
| Fleet Services | 3,502,496 | 346,119 | 62,016 | 20,300 | 114,602 |
| Self Insurance | 768,200 | 20,995 | 163,379 | 6,800 | 25,126 |
| Total Internal Service | \$ 4,270,696 | \$ 367,114 | \$ 225,395 | \$ 27,100 | \$ 139,728 |
| Enterprise Funds: | | | | | |
| Airport | 1,687,789 | 405,994 | 572,051 | 32,107 | 475,580 |
| Transit | 16,782,383 | 3,781,418 | 2,891,420 | 127,000 | 3,650,876 |
| Water | 6,150,655 | 2,575,472 | 1,148,162 | 42,275 | 1,382,503 |
| Sanitation | 4,618,214 | 3,877,904 | 2,364,346 | 11,355 | 821,774 |
| Cultural Arts Center | 1,634,155 | 140,258 | 362,476 | 12,400 | 122,139 |
| Sewer | 2,099,909 | 406,770 | 1,056,810 | 8,014 | 449,316 |
| Emergency Medical Services | 11,509,277 | 344,582 | 89,071 | 18,000 | - |
| Parks and Recreation | 4,649,304 | 1,082,956 | 1,217,500 | 10,320 | 788,622 |
| Total Enterprise | \$ 49,131,686 | \$ 12,615,354 | \$ 9,701,836 | \$ 261,471 | \$ 7,690,810 |
| 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 | 1,110,223 | 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 | 704,289 | 592,716 | 1,892,000 | - | - |
| Community Dev. Block Grant (CDBG) | - | - | - | - | - |
| Public Property Financing | - | - | - | - | - |
| Total External | \$ 3,252,040 | \$ 6,740,477 | \$ 2,370,650 | \$ 19,850 | \$ 259,251 |
| Less: | | | | | |
| Internal Service Charges | \$ (4,270,696) | \$ (367,114) | \$ (225,395) | \$ (27,100) | \$ (139,728) |
| Internal Transfers | - | - | - | - | - |
| TOTAL | \$ 194,677,880 | \$ 31,512,154 | \$ 19,911,366 | \$ 1,227,246 | \$ 12,096,827 |

2015-16 ADOPTED (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 | - | \$ 2,505,144 |
| City Clerk | - | 13,271 | - | \$ 1,205,730 |
| City Council/Commissions | - | 2,265 | - | \$ 487,740 |
| City Manager | 11,500 | 20,271 | - | \$ 3,078,704 |
| City Treasurer | 2,500 | 7,706 | - | \$ 883,072 |
| Civil Service | - | 25,781 | - | \$ 526,641 |
| Commun. & Info. Technology | 1,000 | 147,875 | (1,061,075) | \$ 4,760,005 |
| Community Development | 2,200 | 173,181 | (6,500) | \$ 7,524,056 |
| Community Services | 42,000 | 229,356 | (162,050) | \$ 16,104,467 |
| Finance | - | 70,354 | - | \$ 4,763,504 |
| Fire | 202,744 | 219,421 | (279,652) | \$ 29,024,060 |
| General Services | 5,500 | 65,167 | (1,045,148) | \$ 4,265,099 |
| Human Resources | - | 22,356 | (21,300) | \$ 2,296,180 |
| Police | - | 674,180 | (54,466) | \$ 74,975,380 |
| Public Works | 28,750 | 771,327 | (671,816) | \$ 12,424,480 |
| Non-Departmental/Insurance | - | 25,993,568 | (7,374,144) | \$ 20,640,380 |
| Total General Fund | \$ 296,194 | \$ 28,462,551 | \$ (10,676,151) | \$ 185,464,642 |
| Internal Service: | | | | |
| Fleet Services | 2,108,660 | 153,971 | - | \$ 6,308,164 |
| Self Insurance | - | 4,157,386 | - | \$ 5,141,886 |
| Total Internal Service | \$ 2,108,660 | \$ 4,311,357 | \$ - | \$ 11,450,050 |
| Enterprise Funds: | | | | |
| Airport | - | 12,705,767 | - | \$ 15,879,288 |
| Transit | 101,000 | 4,162,468 | - | \$ 31,496,565 |
| Water | 56,200 | 25,961,671 | (103,386) | \$ 37,213,552 |
| Sanitation | - | 354,881 | (37,600) | \$ 12,010,874 |
| Cultural Arts Center | - | 90,814 | - | \$ 2,362,242 |
| Sewer | 12,058 | 1,058,340 | (3,000) | \$ 5,088,217 |
| Emergency Medical Services | 61,992 | (46,015) | - | \$ 11,976,907 |
| Parks and Recreation | 14,245 | 157,650 | - | \$ 7,920,597 |
| Total Enterprise | \$ 245,495 | \$ 44,445,576 | \$ (143,986) | \$ 123,948,242 |
| 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) | \$ 2,016,901 |
| 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 | - | - | - | \$ 3,189,005 |
| Community Dev. Block Grant (CDBG) | - | - | - | \$ - |
| Public Property Financing | - | 3,723,488 | - | \$ 3,723,488 |
| Total External | \$ 110,000 | \$ 9,508,419 | \$ (22,200) | \$ 22,238,487 |
| Less: | | | | |
| Internal Service Charges | \$ (2,108,660) | \$ (4,311,357) | \$ - | \$ (11,450,050) |
| Internal Transfers | - | (38,713,604) | - | \$ (38,713,604) |
| TOTAL | \$ 651,689 | \$ 43,702,942 | \$ (10,842,337) | \$ 292,937,767 |

**2016-17 ADOPTED (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 | 2,217,714 | 36,166 | 205,630 | 42,837 | 53,225 |
| City Clerk | 922,844 | 35,514 | 30,314 | 5,530 | 76,157 |
| City Council/Commissions | 71,600 | 48,016 | 105,146 | 178,726 | 85,640 |
| City Manager | 2,290,609 | 160,430 | 467,165 | 126,656 | 79,573 |
| City Treasurer | 699,203 | 7,559 | 159,830 | 7,550 | 18,324 |
| Civil Service | 417,914 | 20,050 | 51,800 | 6,750 | 19,446 |
| Commun. & Info. Technology | 4,011,908 | 836,848 | 693,998 | 44,754 | 205,697 |
| Community Development | 6,668,906 | 230,223 | 266,541 | 57,663 | 341,952 |
| Community Services | 12,410,536 | 1,815,617 | 1,391,391 | 47,526 | 578,711 |
| Finance | 4,256,547 | 105,980 | 195,529 | 20,830 | 255,564 |
| Fire | 27,784,301 | 965,067 | 333,530 | 61,620 | 535,944 |
| General Services | 3,048,530 | 1,436,177 | 723,898 | 17,070 | 98,775 |
| Human Resources | 1,594,181 | 270,560 | 288,520 | 61,201 | 100,662 |
| Police | 71,910,898 | 2,345,678 | 796,134 | 218,962 | 1,479,399 |
| Public Works | 7,951,138 | 2,992,752 | 1,344,454 | 26,938 | 263,097 |
| Non-Departmental/Insurance | 931,794 | 1,165,373 | 605,000 | 23,665 | - |
| Total General Fund | \$ 147,188,623 | \$ 12,472,010 | \$ 7,658,880 | \$ 948,278 | \$ 4,192,166 |
| Internal Service: | | | | | |
| Fleet Services | 3,572,486 | 346,119 | 62,016 | 20,300 | 115,302 |
| Self Insurance | 790,400 | 20,995 | 163,379 | 6,800 | 25,126 |
| Total Internal Service | \$ 4,362,886 | \$ 367,114 | \$ 225,395 | \$ 27,100 | \$ 140,428 |
| Enterprise Funds: | | | | | |
| Airport | 1,710,489 | 405,994 | 572,051 | 32,107 | 481,060 |
| Transit | 17,937,223 | 3,781,418 | 2,890,720 | 127,000 | 3,715,041 |
| Water | 6,252,495 | 2,571,972 | 1,148,162 | 42,275 | 1,403,539 |
| Sanitation | 4,696,014 | 3,865,904 | 2,364,346 | 11,355 | 836,470 |
| Cultural Arts Center | 1,661,495 | 125,258 | 336,256 | 12,400 | 117,139 |
| Sewer | 2,146,409 | 406,770 | 1,006,112 | 8,014 | 459,809 |
| Emergency Medical Services | 11,847,877 | 344,582 | 83,871 | 18,000 | - |
| Parks and Recreation | 4,751,704 | 1,082,956 | 1,215,700 | 10,320 | 797,222 |
| Total Enterprise | \$ 51,003,706 | \$ 12,584,854 | \$ 9,617,218 | \$ 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 | 554,700 | 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 | 1,148,623 | 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 | 717,589 | 592,716 | 1,892,000 | - | - |
| Community Dev. Block Grant (CDBG) | - | - | - | - | - |
| Public Property Financing | - | - | - | - | - |
| Total External | \$ 3,323,340 | \$ 6,740,477 | \$ 2,370,650 | \$ 19,850 | \$ 262,051 |
| Less: | | | | | |
| Internal Service Charges | \$ (4,362,886) | \$ (367,114) | \$ (225,395) | \$ (27,100) | \$ (140,428) |
| Internal Transfers | - | - | - | - | - |
| TOTAL | \$ 201,515,669 | \$ 31,797,341 | \$ 19,646,748 | \$ 1,229,599 | \$ 12,264,497 |

2016-17 ADOPTED (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 | - | \$ 2,582,044 |
| City Clerk | - | 13,271 | - | \$ 1,083,630 |
| City Council/Commissions | - | 2,265 | - | \$ 491,393 |
| City Manager | 11,500 | 20,271 | - | \$ 3,156,204 |
| City Treasurer | 2,500 | 7,706 | - | \$ 902,672 |
| Civil Service | - | 25,781 | - | \$ 541,741 |
| Commun. & Info. Technology | 1,000 | 147,875 | (1,061,175) | \$ 4,880,905 |
| Community Development | 2,200 | 173,181 | (6,500) | \$ 7,734,166 |
| Community Services | 42,000 | 229,356 | (162,050) | \$ 16,353,087 |
| Finance | - | 70,354 | - | \$ 4,904,804 |
| Fire | 202,744 | 219,421 | (279,652) | \$ 29,822,975 |
| General Services | 5,500 | 65,167 | (1,040,148) | \$ 4,354,969 |
| Human Resources | - | 22,356 | (21,300) | \$ 2,316,180 |
| Police | - | 674,180 | (54,466) | \$ 77,370,785 |
| Public Works | 28,750 | 706,327 | (671,816) | \$ 12,641,640 |
| Non-Departmental/Insurance | - | 24,938,692 | (7,284,364) | \$ 20,380,160 |
| Total General Fund | \$ 296,194 | \$ 27,342,675 | \$ (10,581,471) | \$ 189,517,355 |
| Internal Service: | | | | |
| Fleet Services | 2,108,660 | 153,971 | - | \$ 6,378,854 |
| Self Insurance | - | 4,157,386 | - | \$ 5,164,086 |
| Total Internal Service | \$ 2,108,660 | \$ 4,311,357 | \$ - | \$ 11,542,940 |
| Enterprise Funds: | | | | |
| Airport | - | 9,941,113 | - | \$ 13,142,814 |
| Transit | - | 4,162,468 | - | \$ 32,613,870 |
| Water | 56,200 | 25,961,671 | (103,386) | \$ 37,332,928 |
| Sanitation | - | 354,881 | (37,600) | \$ 12,091,370 |
| Cultural Arts Center | - | 90,814 | - | \$ 2,343,362 |
| Sewer | 12,058 | 1,058,340 | (3,000) | \$ 5,094,512 |
| Emergency Medical Services | 47,000 | (31,023) | - | \$ 12,310,307 |
| Parks and Recreation | 8,500 | 157,650 | - | \$ 8,024,052 |
| Total Enterprise | \$ 123,758 | \$ 41,695,914 | \$ (143,986) | \$ 122,953,215 |
| External Funds: | | | | |
| Home Improv. Empl. Program | - | - | - | \$ - |
| Animal Control | - | - | - | \$ 513,486 |
| Section 8 Rental Assistance | 50,000 | - | - | \$ 6,550,442 |
| 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) | \$ 2,056,701 |
| 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 | - | - | - | \$ 3,202,305 |
| Community Dev. Block Grant (CDBG) | - | - | - | \$ - |
| Public Property Financing | - | 3,725,838 | - | \$ 3,725,838 |
| Total External | \$ 110,000 | \$ 9,709,769 | \$ (22,200) | \$ 22,513,937 |
| Less: | | | | |
| Internal Service Charges | \$ (2,108,660) | \$ (4,311,357) | \$ - | \$ (11,542,940) |
| Internal Transfers | - | (34,965,744) | - | \$ (34,965,744) |
| TOTAL | \$ 529,952 | \$ 43,782,614 | \$ (10,747,657) | \$ 300,018,763 |

**2016-17 AMENDED
EXPENDITURE BUDGET BY CATEGORY**

| | Net Salary and Benefit Costs | Materials & Supplies | Professional Services | Travel & Training | Interdept. Charges |
|---------------------------------------|---------------------------------|-------------------------|--------------------------|----------------------|-----------------------|
| General Fund Operating Budget: | | | | | |
| City Attorney | 2,190,148 | 36,138 | 204,658 | 44,037 | 53,025 |
| City Clerk | 907,544 | 35,514 | 30,314 | 5,530 | 75,857 |
| City Council/Commissions | 73,900 | 48,316 | 117,506 | 186,473 | 85,240 |
| City Manager | 2,308,355 | 162,830 | 467,165 | 126,656 | 79,273 |
| City Treasurer | 669,663 | 7,559 | 159,830 | 7,550 | 18,324 |
| Civil Service | 400,502 | 20,050 | 93,800 | 6,750 | 19,646 |
| Commun. & Info. Technology | 3,910,725 | 779,752 | 692,226 | 44,754 | 202,497 |
| Community Development | 6,575,312 | 230,223 | 266,541 | 72,663 | 338,952 |
| Community Services | 12,292,511 | 1,863,428 | 1,502,441 | 47,426 | 574,861 |
| Finance | 4,175,394 | 98,980 | 202,529 | 20,830 | 253,364 |
| Fire | 27,017,572 | 965,067 | 333,530 | 61,620 | 528,844 |
| General Services | 2,970,854 | 1,436,177 | 723,898 | 17,070 | 98,775 |
| Human Resources | 1,604,891 | 270,560 | 291,195 | 61,201 | 100,362 |
| Police | 71,569,537 | 2,346,378 | 896,134 | 268,962 | 1,445,637 |
| Public Works | 7,599,071 | 2,992,752 | 1,544,454 | 26,938 | 260,697 |
| Non-Departmental/Insurance | 1,622,115 | 1,187,629 | 605,000 | 23,665 | - |
| Total General Fund | \$ 145,888,094 | \$ 12,481,353 | \$ 8,131,221 | \$ 1,022,125 | \$ 4,135,354 |
| Internal Service: | | | | | |
| Fleet Services | 3,498,175 | 349,419 | 62,016 | 20,300 | 113,202 |
| Self Insurance | 782,500 | 20,995 | 163,379 | 6,800 | 25,126 |
| Total Internal Service | \$ 4,280,675 | \$ 370,414 | \$ 225,395 | \$ 27,100 | \$ 138,328 |
| Enterprise Funds: | | | | | |
| Airport | 1,743,544 | 405,994 | 582,051 | 26,700 | 495,836 |
| Transit | 17,800,043 | 3,544,435 | 2,890,720 | 127,000 | 4,102,487 |
| Water | 6,336,785 | 2,611,972 | 1,278,260 | 42,275 | 1,471,772 |
| Sanitation | 4,612,643 | 4,021,904 | 2,364,346 | 11,355 | 840,024 |
| Cultural Arts Center | 1,645,933 | 125,158 | 345,028 | 12,400 | 108,467 |
| Sewer | 2,118,486 | 446,255 | 1,021,112 | 11,014 | 467,966 |
| Emergency Medical Services | 12,287,977 | 351,582 | 83,871 | 18,000 | - |
| Parks and Recreation | 4,745,764 | 1,006,664 | 1,153,740 | 9,539 | 791,572 |
| Total Enterprise | \$ 51,291,175 | \$ 12,513,964 | \$ 9,719,128 | \$ 258,283 | \$ 8,278,124 |
| External Funds: | | | | | |
| Home Improv. Empl. Program | - | - | - | - | - |
| Animal Control | 393,400 | 9,000 | 144,000 | 3,000 | 16,986 |
| Section 8 Rental Assistance | 576,300 | 5,774,115 | 43,027 | 5,000 | 132,600 |
| Downtown RDA Successor Agency | 636,212 | 16,000 | 9,260 | - | - |
| Meadow Park Parking Lot | - | - | 23,850 | - | - |
| Gov. Cable Communications | 1,187,823 | 69,463 | 243,437 | 7,500 | 83,740 |
| Cable TV Public Access | 316,248 | 20,011 | 19,500 | 3,100 | 36,525 |
| Cable Public Educ. Gov. | - | - | - | - | - |
| Police Inmate Welfare Fund | - | 10,000 | - | - | - |
| Air Quality Management | 51,878 | 65,402 | 67,720 | - | - |
| Vanpool/Rideshare | 87,943 | 190,510 | 5,600 | 250 | - |
| Gas Tax | - | - | - | - | - |
| Prop C | - | - | - | - | - |
| Asset Forfeiture | - | - | - | - | - |
| Street Lighting District | 723,368 | 592,716 | 1,895,338 | - | - |
| Community Dev. Block Grant (CDBG) | - | - | - | - | - |
| Public Property Financing | - | - | - | - | - |
| Total External | \$ 3,973,172 | \$ 6,747,217 | \$ 2,451,732 | \$ 18,850 | \$ 269,851 |
| Less: | | | | | |
| Internal Service Charges | \$ (4,280,675) | \$ (370,414) | \$ (225,395) | \$ (27,100) | \$ (138,328) |
| Internal Transfers | - | - | - | - | - |
| TOTAL | \$ 201,152,441 | \$ 31,742,534 | \$ 20,302,081 | \$ 1,299,258 | \$ 12,683,329 |

**2016-17 AMENDED
EXPENDITURE BUDGET BY CATEGORY
(Continued)**

| | Capital Acquisitions | Other | Material Reimbursements | Net Total |
|---------------------------------------|-------------------------|----------------------|----------------------------|-----------------------|
| General Fund Operating Budget: | | | | |
| City Attorney | - | 26,629 | - | \$ 2,554,635 |
| City Clerk | - | 12,994 | - | \$ 1,067,753 |
| City Council/Commissions | - | 5,464 | - | \$ 516,899 |
| City Manager | 11,500 | 24,566 | - | \$ 3,180,345 |
| City Treasurer | 2,500 | 7,742 | (40,000) | \$ 833,168 |
| Civil Service | - | 25,393 | - | \$ 566,141 |
| Commun. & Info. Technology | 1,000 | 148,695 | (1,056,040) | \$ 4,723,609 |
| Community Development | 2,200 | 174,285 | (12,500) | \$ 7,647,676 |
| Community Services | 41,500 | 231,981 | (162,050) | \$ 16,392,098 |
| Finance | - | 69,801 | - | \$ 4,820,898 |
| Fire | 202,744 | 215,412 | (279,652) | \$ 29,045,137 |
| General Services | 5,500 | 65,260 | (1,040,149) | \$ 4,277,385 |
| Human Resources | - | 22,726 | (21,300) | \$ 2,329,635 |
| Police | - | 675,970 | (54,466) | \$ 77,148,152 |
| Public Works | 28,750 | 710,572 | (671,816) | \$ 12,491,418 |
| Non-Departmental/Insurance | - | 26,121,125 | (7,681,394) | \$ 21,878,140 |
| Total General Fund | \$ 295,694 | \$ 28,538,615 | \$ (11,019,367) | \$ 189,473,089 |
| Internal Service: | | | | |
| Fleet Services | 2,108,660 | 153,705 | - | \$ 6,305,477 |
| Self Insurance | - | 4,157,386 | - | \$ 5,156,186 |
| Total Internal Service | \$ 2,108,660 | \$ 4,311,091 | \$ - | \$ 11,461,663 |
| Enterprise Funds: | | | | |
| Airport | - | 9,953,078 | - | \$ 13,207,203 |
| Transit | - | 4,885,978 | - | \$ 33,350,663 |
| Water | 56,200 | 27,019,256 | (293,633) | \$ 38,522,887 |
| Sanitation | - | 383,692 | (37,600) | \$ 12,196,364 |
| Cultural Arts Center | - | 91,163 | - | \$ 2,328,149 |
| Sewer | 12,058 | 1,208,300 | (3,000) | \$ 5,282,191 |
| Emergency Medical Services | 47,000 | (37,343) | - | \$ 12,751,087 |
| Parks and Recreation | 77,845 | 325,719 | - | \$ 8,110,843 |
| Total Enterprise | \$ 193,103 | \$ 43,829,843 | \$ (334,233) | \$ 125,749,387 |
| External Funds: | | | | |
| Home Improv. Empl. Program | - | - | - | \$ - |
| Animal Control | - | - | - | \$ 566,386 |
| Section 8 Rental Assistance | 50,000 | - | - | \$ 6,581,042 |
| Downtown RDA Successor Agency | - | 2,910,135 | - | \$ 3,571,607 |
| Meadow Park Parking Lot | - | 10,257 | - | \$ 34,107 |
| Gov. Cable Communications | - | 553,001 | (22,200) | \$ 2,122,764 |
| Cable TV Public Access | - | 8,703 | - | \$ 404,087 |
| Cable Public Educ. Gov. | 60,000 | - | - | \$ 60,000 |
| Police Inmate Welfare Fund | - | - | - | \$ 10,000 |
| Air Quality Management | - | - | - | \$ 185,000 |
| Vanpool/Rideshare | - | - | - | \$ 284,303 |
| Gas Tax | - | 1,040,000 | - | \$ 1,040,000 |
| Prop C | - | 1,470,303 | - | \$ 1,470,303 |
| Asset Forfeiture | - | - | - | \$ - |
| Street Lighting District | - | - | - | \$ 3,211,422 |
| Community Dev. Block Grant (CDBG) | - | - | - | \$ - |
| Public Property Financing | - | 3,725,838 | - | \$ 3,725,838 |
| Total External | \$ 110,000 | \$ 9,718,237 | \$ (22,200) | \$ 23,266,859 |
| Less: | | | | |
| Internal Service Charges | \$ (2,108,660) | \$ (4,311,091) | - | \$ (11,461,663) |
| Internal Transfers | - | (39,160,452) | - | \$ (39,160,452) |
| TOTAL | \$ 598,797 | \$ 42,926,243 | \$ (11,375,800) | \$ 299,328,883 |

GENERAL FUND AND SELF INSURANCE FUND RESERVES

| | Reserve Balances 6/30/2015 | 2015-16 Sources (Uses) | Projected Reserve Balances 6/30/2016 | Funding Goal |
|--|---|-----------------------------------|---|-------------------------|
| <u>CATEGORY 1: CONTINGENCY RESERVES</u> | | | | |
| Economic Anomaly | \$ 14,534,645 | \$ - | \$ 14,534,645 | \$ 19,318,346 A) |
| Program Contingencies | 489,492 | - | 489,492 | (n/a) |
| Total | \$ 15,024,137 | \$ - | \$ 15,024,137 | \$ 19,318,346 |

| | | | | |
|---|---------------------|---------------------|---------------------|-------------|
| <u>CATEGORY 2: SPECIFIC PURPOSE RESERVES</u> | | | | |
| Economic Development | \$ 1,659,928 | \$ (100,000) | \$ 1,559,928 | (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 | - | 109,206 | (n/a) |
| Alternative Fuel Vehicles | 1,361,164 | - | 1,361,164 | (n/a) |
| Total | \$ 3,905,731 | \$ (100,000) | \$ 3,805,731 | \$ - |

| | | | | |
|---|---------------------|---------------------|---------------------|-------------------------------------|
| <u>CATEGORY 3: FUNDING OF LIABILITIES RESERVES</u> | | | | |
| Compensated Absences | \$ 1,000,000 | \$ - | \$ 1,000,000 | Outstanding \$ 21,671,337 |
| General Liability/Workers' Compensation Claims | 1,963,847 | 1,034,000 | 2,997,847 | 39,890,304 B) |
| Total | \$ 2,963,847 | \$ 1,034,000 | \$ 3,997,847 | \$ 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 2015-16 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 2015-16. The projected balance of this reserve as of June 30, 2016 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, 2016 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, 2016 is \$1,559,928.

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, 2016 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, 2016 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, 2016 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, 2016 is \$109,206.

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, 2016 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, 2016 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, 2016 is \$2,997,847.

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CITY OF TORRANCE
 Long-Term Debt Schedule

| Indebtedness | Original Principal | Maturity date | Outstanding Principal | | | |
|---|-----------------------|------------------|--------------------------|--------------|--------------|--------------|
| | | | As of 6-30-15 | FY'15-16 | FY'16-17 | FY'17-18 |
| Series 2014 Public Property Financing COP | \$ 40,445,000 | 6/1/2044 | \$ 39,895,000 | \$ 2,467,094 | \$ 2,469,144 | \$ 2,475,444 |
| Series 2009A Land Acquisition | 18,880,000 | 9/1/2039 | 17,250,000 | 1,256,394 | 1,256,694 | 1,256,394 |
| Subtotal | 59,325,000 | | 57,145,000 | 3,723,488 | 3,725,838 | 3,731,838 |
| Transfers from Airport | | | | (164,654) | - | - |
| Total | 59,325,000 | | 57,145,000 | 3,558,834 | 3,725,838 | 3,731,838 |
| Admin. Fees | | | | 18,250 | 18,250 | 18,250 |
| Audit Fees | | | | 1,000 | 1,000 | 1,000 |
| Grand Total Debt Service + Fees | 59,325,000 | | 57,145,000 | 3,578,084 | 3,745,088 | 3,751,088 |
| | | | | | | |
| AIRPORT FUND | | | | | | |
| Part of 2004A/2004B COP refunding | 5,721,935 | 6/30/2016 | 153,595 | 164,654 | - | - |
| | | | | | | |
| TOTAL | \$ 65,046,935 | | \$ 57,298,595 | \$ 3,742,738 | \$ 3,745,088 | \$ 3,751,088 |

| 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 | FY'27-28 | 13 YEAR TOTAL |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------|
| \$ 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 | \$ 2,472,300 | \$ 32,140,971 |
| 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 | 1,254,881 | 16,328,574 |
| 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 | 3,727,181 | 48,469,545 |
| - | - | - | - | - | - | - | - | - | - | (164,654) |
| 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 | 3,727,181 | 48,304,891 |
| 18,250 | 18,250 | 18,250 | 18,250 | 18,250 | 18,250 | 18,250 | 18,250 | 18,250 | 18,250 | 237,250 |
| 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 13,000 |
| 3,746,235 | 3,750,051 | 3,744,719 | 3,746,413 | 3,748,144 | 3,747,963 | 3,754,838 | 3,746,606 | 3,749,481 | 3,746,431 | 48,555,141 |
| - | - | - | - | - | - | - | - | - | - | 164,654 |
| \$ 3,746,235 | \$ 3,750,051 | \$ 3,744,719 | \$ 3,746,413 | \$ 3,748,144 | \$ 3,747,963 | \$ 3,754,838 | \$ 3,746,606 | \$ 3,749,481 | \$ 3,746,431 | \$ 48,719,795 |

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

| Indebtedness | Original Principal | Maturity date | Outstanding Principal | | | |
|------------------------------|-----------------------|------------------|--------------------------|---------------------|---------------------|---------------------|
| | | | As of 6-30-15 | FY'15-16 | FY'16-17 | FY'17-18 |
| 1998 Industrial Refunding, B | 12,770,000 | 09/01/2028 | 6,205,000 | 645,453 | 642,875 | 644,313 |
| 1999 Industrial Refunding, C | 18,500,000 | 09/01/2028 | 12,450,000 | 1,281,656 | 1,282,185 | 1,280,806 |
| 1998 Downtown Project, A | 8,500,000 | 09/01/2028 | 5,580,000 | 579,254 | 578,575 | 577,064 |
| Total Debt Service | <u>39,770,000</u> | | <u>24,235,000</u> | <u>2,506,363</u> | <u>2,503,635</u> | <u>2,502,183</u> |
| Admin. Fees | | | | 5,700 | 5,700 | 5,700 |
| Audit Fees | | | | 300 | 300 | 300 |
| TOTAL | <u>\$ 39,770,000</u> | | <u>\$ 24,235,000</u> | <u>\$ 2,512,363</u> | <u>\$ 2,509,635</u> | <u>\$ 2,508,183</u> |

| 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 | FY'27-28 | 13 YEAR TOTAL |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| 639,766 | 639,234 | 642,437 | 639,375 | 640,047 | 639,313 | 637,172 | 638,484 | 638,109 | 636,047 | 8,322,625 |
| 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 | 1,264,687 | 16,564,892 |
| 574,720 | 576,320 | 576,720 | 576,000 | 574,160 | 571,200 | 571,980 | 571,360 | 569,340 | 570,780 | 7,467,473 |
| <u>2,492,006</u> | <u>2,492,554</u> | <u>2,493,257</u> | <u>2,489,238</u> | <u>2,485,357</u> | <u>2,481,338</u> | <u>2,481,764</u> | <u>2,481,219</u> | <u>2,474,562</u> | <u>2,471,514</u> | <u>32,354,990</u> |
| 5,700 | 5,700 | 5,700 | 5,700 | 5,700 | 5,700 | 5,700 | 5,700 | 5,700 | 5,700 | 74,100 |
| 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 3,900 |
| <u>\$ 2,498,006</u> | <u>\$ 2,498,554</u> | <u>\$ 2,499,257</u> | <u>\$ 2,495,238</u> | <u>\$ 2,491,357</u> | <u>\$ 2,487,338</u> | <u>\$ 2,487,764</u> | <u>\$ 2,487,219</u> | <u>\$ 2,480,562</u> | <u>\$ 2,477,514</u> | <u>\$ 32,432,990</u> |

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

| | 2015-16 Adopted | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenues | | | | | | |
| Property Taxes | 47,033,000 | 48,957,000 | 50,647,000 | 52,401,000 | 54,050,000 | 55,752,000 |
| Sales Tax | 48,687,000 | 51,340,000 | 54,482,000 | 57,530,000 | 60,700,000 | 63,301,000 |
| Other Tax | 62,574,000 | 64,420,000 | 66,014,000 | 67,651,000 | 69,004,000 | 70,384,000 |
| Licenses and Permits | 2,374,000 | 2,890,000 | 2,944,000 | 3,000,000 | 3,057,000 | 3,115,000 |
| 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 | 3,528,000 | 3,595,000 | 3,664,000 | 3,734,000 | 3,807,000 | 3,882,000 |
| Charges for Services | 5,845,000 | 5,951,000 | 6,061,000 | 6,174,000 | 6,290,000 | 6,410,000 |
| Other Revenues | 257,000 | 357,000 | 557,000 | 557,000 | 557,000 | 557,000 |
| Transfers-In | 12,427,000 | 9,927,000 | 10,065,000 | 10,331,000 | 10,597,000 | 10,910,000 |
| Total Recurring Revenue | \$ 185,465,000 | \$ 190,177,000 | \$ 197,174,000 | \$ 204,118,000 | \$ 210,802,000 | \$ 217,051,000 |
| Expenditures | | | | | | |
| Salaries & Employee Benefits | 153,893,000 | 157,861,000 | 163,018,000 | 169,117,000 | 175,894,000 | 181,751,000 |
| Materials Suppl & Maintenance | 12,156,000 | 12,481,000 | 13,155,000 | 13,148,000 | 13,345,000 | 13,531,000 |
| Prof Services/Contracts & Util | 7,839,000 | 8,131,000 | 8,334,000 | 8,542,000 | 8,790,000 | 9,044,000 |
| Travel, Training & Membrshp Due | 946,000 | 1,022,000 | 1,048,000 | 1,074,000 | 1,105,000 | 1,137,000 |
| Depreciation & Amortization | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Liabilities & Other Insurance | 1,642,000 | 1,642,000 | 1,683,000 | 1,725,000 | 1,775,000 | 1,827,000 |
| Interdepartmental Charges | 4,147,000 | 4,135,000 | 4,239,000 | 4,345,000 | 4,471,000 | 4,600,000 |
| Debt Service | 3,585,000 | 3,745,000 | 3,751,000 | 3,746,000 | 3,750,000 | 3,745,000 |
| 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 | 23,125,000 | 23,041,000 | 23,733,000 | 24,542,000 | 24,354,000 | 24,667,000 |
| Other Financing Uses | - | - | - | - | - | - |
| Salaries & Benefit Reimb | (12,498,000) | (12,572,000) | (12,672,000) | (12,772,000) | (13,072,000) | (13,372,000) |
| Reimbursements From Other Fund | (3,302,000) | (3,338,000) | (3,338,000) | (3,338,000) | (3,338,000) | (3,338,000) |
| Reimbursements-Indirect Costs | (6,474,000) | (7,081,000) | (7,205,000) | (7,439,000) | (7,700,000) | (7,969,000) |
| Total Recurring Expenditures | \$ 185,465,000 | \$ 189,473,000 | \$ 196,152,000 | \$ 203,096,000 | \$ 209,780,000 | \$ 216,029,000 |
| Proposed Program Modifications | | (704,000) | (1,022,000) | (1,022,000) | (1,022,000) | (1,022,000) |
| Operation Budget Excess/(Deficit) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|---------------------|---------------------|----------------------|
| OPERATING REVENUES | | | |
| Leased land area rentals | \$ 9,699,828 | \$ 9,900,000 | \$ 9,880,913 |
| Hangar and building rentals | 2,557,526 | 2,647,000 | 2,573,080 |
| Airfield fees and charges | 146,314 | 160,000 | 150,000 |
| Other | 28,806 | 30,000 | 30,000 |
| Total Operating Revenues | 12,432,474 | 12,737,000 | 12,633,993 |
| OPERATING EXPENSES | | | |
| Salaries and benefits | 1,473,820 | 1,687,789 | 1,539,681 |
| Materials and supplies | 326,304 | 390,994 | 320,008 |
| Professional services | 484,838 | 597,484 | 523,137 |
| Depreciation and amortization | 330,240 | 360,814 | 320,000 |
| Insurance and claims | 24,307 | 28,169 | 14,000 |
| Interdepartmental charges | 435,592 | 629,175 | 624,165 |
| Debt service | 143,865 | 25,000 | 10,000 |
| Other | 60,698 | 26,700 | 10,523 |
| Total Operating Expenses | 3,279,664 | 3,746,125 | 3,361,514 |
| OPERATING INCOME (LOSS) | 9,152,810 | 8,990,875 | 9,272,479 |
| NON-OPERATING REVENUES | | | |
| Interest income - Operations | 56,771 | 78,000 | 78,000 |
| Total Non-Operating Revenues | 56,771 | 78,000 | 78,000 |
| NON-OPERATING EXPENSES | | | |
| Interest expense | 21,418 | 11,059 | 11,059 |
| Total Non-Operating Expenses | 21,418 | 11,059 | 11,059 |
| Income (Loss) Before Transfers | 9,188,163 | 9,057,816 | 9,339,420 |
| OPERATING TRANSFERS TO GENERAL FUND | (8,551,444) | (12,037,559) | (12,037,559) |
| OPERATING TRANSFERS TO OTHER FUNDS | (32,255) | (81,359) | (81,359) |
| NET INCOME (LOSS) | 604,464 | (3,061,102) | (2,779,498) |
| Add: Depreciation | 330,240 | 360,814 | 320,000 |
| CASH, JULY 1 | 6,673,094 | 6,543,260 | 6,543,260 |
| ADJUSTMENT | | | |
| Changes in Balance Sheet Accounts (Net) | (189,464) | - | - |
| Capital Expenditures | (875,074) | (228,666) | (228,666) |
| Projected cash, ending | \$ 6,543,260 | \$ 3,614,306 | \$ 3,855,096 |
| Cash Balances by type: | | | |
| Cash for Operations | 5,165,122 | 464,834 | 705,624 |
| Cash for Appropriated Capital Projects | 1,378,138 | 1,149,472 | 1,149,472 |
| Cash Reserved for Future Capital Projects | - | 2,000,000 | 2,000,000 |
| Projected cash, ending | \$ 6,543,260 | \$ 3,614,306 | \$ 3,855,096 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|----|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$ | 9,977,000 | \$ 10,199,000 | \$ 10,481,000 | \$ 10,767,000 | \$ 11,058,000 |
| | 2,713,000 | 2,794,000 | 2,878,000 | 2,964,000 | 3,053,000 |
| | 166,000 | 169,000 | 172,000 | 175,000 | 179,000 |
| | 30,000 | 31,000 | 32,000 | 33,000 | 34,000 |
| | 12,886,000 | 13,193,000 | 13,563,000 | 13,939,000 | 14,324,000 |
| | 1,743,544 | 1,781,000 | 1,856,000 | 1,938,000 | 2,009,000 |
| | 405,994 | 416,000 | 426,000 | 438,000 | 438,000 |
| | 582,051 | 597,000 | 612,000 | 630,000 | 630,000 |
| | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| | 28,169 | 29,000 | 30,000 | 31,000 | 31,000 |
| | 495,836 | 507,000 | 527,000 | 549,000 | 549,000 |
| | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| | 26,700 | 27,000 | 27,000 | 27,000 | 27,000 |
| | 3,682,294 | 3,757,000 | 3,878,000 | 4,013,000 | 4,084,000 |
| | 9,203,706 | 9,436,000 | 9,685,000 | 9,926,000 | 10,240,000 |
| | 59,000 | 67,000 | 75,000 | 81,000 | 87,000 |
| | 59,000 | 67,000 | 75,000 | 81,000 | 87,000 |
| | - | - | - | - | - |
| | - | - | - | - | - |
| | 9,262,706 | 9,503,000 | 9,760,000 | 10,007,000 | 10,327,000 |
| | (9,443,550) | (9,701,000) | (9,967,000) | (10,233,000) | (10,499,000) |
| | (81,359) | (81,000) | (81,000) | (81,000) | (81,000) |
| | (262,203) | (279,000) | (288,000) | (307,000) | (253,000) |
| | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| | 3,855,096 | 2,818,421 | 2,914,421 | 3,001,421 | 3,069,421 |
| | - | - | - | - | - |
| | (1,149,472) | - | - | - | - |
| \$ | 2,818,421 | \$ 2,914,421 | \$ 3,001,421 | \$ 3,069,421 | \$ 3,191,421 |
| | 818,421 | 914,421 | 1,001,421 | 1,069,421 | 1,191,421 |
| | - | - | - | - | - |
| | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| \$ | 2,818,421 | \$ 2,914,421 | \$ 3,001,421 | \$ 3,069,421 | \$ 3,191,421 |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|---------------------------|----------------------------|------------------------------|
| OPERATING REVENUES | | | |
| Interest Earnings | \$ 1,550 | \$ 2,000 | \$ 1,628 |
| AQMD Revenues | 183,261 | 170,000 | 185,094 |
| Total Operating Revenues | 184,811 | 172,000 | 186,722 |
| OPERATING EXPENSES | | | |
| Salaries and Employee Benefits | 45,763 | 48,496 | 48,496 |
| Incentive Program | 35,686 | 78,662 | 35,329 |
| Audit Fees | 2,200 | 2,200 | 2,200 |
| Other Professional Services | 63,000 | 65,520 | 63,000 |
| Capital Outlay | 49,639 | - | - |
| Total Operating Expenses | 196,288 | 194,878 | 149,025 |
| Net income (loss) | \$ (11,477) | \$ (22,878) | \$ 37,697 |
| Cash Beginning | 197,223 | 231,549 | 231,549 |
| Changes in balance sheet accounts (Net) | 45,803 | - | - |
| Projected cash, ending | \$ 231,549 | \$ 208,671 | \$ 269,246 |

| 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| 183,000 | 184,000 | 186,000 | 188,000 | 190,000 |
| 185,000 | 186,000 | 188,000 | 190,000 | 192,000 |
| 51,878 | 53,000 | 55,000 | 57,000 | 59,000 |
| 65,402 | 65,000 | 65,000 | 65,000 | 65,000 |
| 2,200 | 2,000 | 2,000 | 2,000 | 2,000 |
| 65,520 | 66,000 | 66,000 | 66,000 | 66,000 |
| - | - | - | - | - |
| 185,000 | 186,000 | 188,000 | 190,000 | 192,000 |
| \$ - | \$ - | \$ - | \$ - | \$ - |
| 269,246 | 269,246 | 269,246 | 269,246 | 269,246 |
| - | - | - | - | - |
| \$ 269,246 | \$ 269,246 | \$ 269,246 | \$ 269,246 | \$ 269,246 |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|---------------------------------------|---------------------------|----------------------------|------------------------------|
| Operating Revenues | | | |
| Animal license fees | \$ 271,490 | \$ 260,000 | \$ 249,075 |
| Miscellaneous | 3,366 | - | 1,478 |
| Total operating revenues | 274,856 | 260,000 | 250,553 |
| Operating Expenses | | | |
| Salaries and benefits | 294,469 | 381,500 | 278,082 |
| Materials and supplies | 7,454 | 9,000 | 6,540 |
| Professional/contract services | 60,523 | 95,000 | 83,556 |
| Interdepartmental charges | 17,186 | 17,186 | 17,186 |
| Others | 417 | 3,000 | 1,240 |
| Total operating expenses | 380,049 | 505,686 | 386,604 |
| Income (loss) before transfers | (105,193) | (245,686) | (136,051) |
| Operating Transfers In | 105,193 | 245,686 | 136,051 |
| Income (Loss) | \$ - | \$ - | \$ - |
| Add: | | | |
| Cash, beginning | 16,798 | 11,645 | 11,645 |
| Increase/decrease balance sheet items | (5,153) | (11,645) | (11,645) |
| Projected cash, ending | \$ 11,645 | \$ - | \$ - |

* - Animal License Fees revenue and Professional/Contract Services have been grossed up to reflect PetData online licensing charges under operating expenses. In previous years Animal Licensing Fees are shown net of the PetData charges.

| | 2016-17 Proposed * | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|-----------|-------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| \$ | 314,000 | \$ 318,000 | \$ 322,000 | \$ 326,000 | \$ 330,000 |
| | - | - | - | - | - |
| | 314,000 | 318,000 | 322,000 | 326,000 | 330,000 |
| | 393,400 | 402,000 | 419,000 | 437,000 | 453,000 |
| | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| | 144,000 | 148,000 | 152,000 | 156,000 | 161,000 |
| | 16,986 | 17,000 | 18,000 | 19,000 | 20,000 |
| | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| | 566,386 | 579,000 | 601,000 | 624,000 | 646,000 |
| | (252,386) | (261,000) | (279,000) | (298,000) | (316,000) |
| | 252,386 | 261,000 | 279,000 | 298,000 | 316,000 |
| \$ | - | \$ - | \$ - | \$ - | \$ - |
| | - | - | - | - | - |
| | - | - | - | - | - |
| \$ | - | \$ - | \$ - | \$ - | \$ - |

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
CABLE & COMMUNITY RELATIONS AND PUBLIC ACCESS - COMBINED**

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|---------------------|---------------------|----------------------|
| OPERATING REVENUES | | | |
| Franchise Fees | \$ 1,767,983 | \$ 1,860,000 | \$ 1,992,506 |
| Miscellaneous | 1,466 | 6,500 | 2,100 |
| TCTV Workshops | 425 | 412 | 500 |
| Total Operating Revenues | 1,769,874 | 1,866,912 | 1,995,106 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 1,231,893 | 1,426,471 | 1,466,471 |
| Materials and supplies | 37,508 | 67,274 | 39,756 |
| Professional services | 215,589 | 345,453 | 229,000 |
| Insurance and Claims | 6,614 | 13,021 | 7,500 |
| Interdepartmental charges | 116,465 | 118,465 | 118,465 |
| Capital outlay | 2,319 | - | - |
| Other | 3,445 | 10,600 | 4,289 |
| Total Operating Expenses | 1,613,833 | 1,981,284 | 1,865,481 |
| OPERATING INCOME (LOSS) | 156,041 | (114,372) | 129,625 |
| NON-OPERATING REVENUES | | | |
| Interest Income | 35,598 | 55,800 | 51,000 |
| Total Non-Operating Revenues | 35,598 | 55,800 | 51,000 |
| Income (Loss) before transfers | 191,639 | (58,572) | 180,625 |
| Operating Transfers In | 243,155 | 421,400 | 421,400 |
| Operating Transfers Out | (370,062) | (547,904) | (547,904) |
| NET INCOME (LOSS) | \$ 64,732 | \$ (185,076) | \$ 54,121 |
| Cash Beginning | 3,274,400 | 3,259,229 | 3,259,229 |
| Change in Balance Sheet Accounts | 356,458 | - | - |
| Capital Expenditures | (436,361) | (3,420) | (3,420) |
| Projected cash, ending | \$ 3,259,229 | \$ 3,070,733 | \$ 3,309,930 |
| Cash Balance by type | | | |
| Cash for Operations | \$ 2,796,360 | \$ 2,611,284 | \$ 2,850,481 |
| Cash Appropriated for Capital Projects | 462,869 | 459,449 | 459,449 |
| Projected cash, ending | \$ 3,259,229 | \$ 3,070,733 | \$ 3,309,930 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|----|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$ | 1,880,000 | \$ 1,918,000 | \$ 1,956,000 | \$ 1,995,000 | \$ 2,035,000 |
| | 6,500 | 7,000 | 7,000 | 7,000 | 7,000 |
| | 412 | - | - | - | - |
| | 1,886,912 | 1,925,000 | 1,963,000 | 2,002,000 | 2,042,000 |
| | 1,504,071 | 1,540,000 | 1,613,000 | 1,699,000 | 1,787,000 |
| | 67,274 | 69,000 | 71,000 | 73,000 | 75,000 |
| | 262,937 | 270,000 | 277,000 | 285,000 | 294,000 |
| | 13,021 | 14,000 | 14,000 | 14,000 | 14,000 |
| | 120,265 | 123,000 | 127,000 | 133,000 | 137,000 |
| | - | - | - | - | - |
| | 10,600 | 11,000 | 11,000 | 11,000 | 11,000 |
| | 1,978,168 | 2,027,000 | 2,113,000 | 2,215,000 | 2,318,000 |
| | (91,256) | (102,000) | (150,000) | (213,000) | (276,000) |
| | 55,800 | 56,000 | 56,000 | 56,000 | 56,000 |
| | 55,800 | 56,000 | 56,000 | 56,000 | 56,000 |
| | (35,456) | (46,000) | (94,000) | (157,000) | (220,000) |
| | 421,400 | 440,000 | 459,000 | 478,000 | 497,000 |
| | (548,683) | (548,000) | (548,000) | (548,000) | (548,000) |
| \$ | (162,739) | \$ (154,000) | \$ (183,000) | \$ (227,000) | \$ (271,000) |
| | 3,309,930 | 2,687,742 | 2,533,742 | 2,350,742 | 2,123,742 |
| | - | - | - | - | - |
| | (459,449) | - | - | - | - |
| \$ | 2,687,742 | \$ 2,533,742 | \$ 2,350,742 | \$ 2,123,742 | \$ 1,852,742 |
| \$ | 2,687,742 | \$ 2,533,742 | \$ 2,350,742 | \$ 2,123,742 | \$ 1,852,742 |
| \$ | 2,687,742 | \$ 2,533,742 | \$ 2,350,742 | \$ 2,123,742 | \$ 1,852,742 |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|---------------------------|----------------------------|------------------------------|
| OPERATING REVENUES | | | |
| Meeting rooms | \$ 357,657 | \$ 376,323 | \$ 350,000 |
| Classroom | 200,837 | 241,090 | 197,500 |
| Theater | 383,180 | 426,723 | 380,000 |
| Grant Programs | 106,556 | 109,440 | 88,713 |
| Total Operating Revenues | 1,048,230 | 1,153,576 | 1,016,213 |
| OPERATING EXPENSES | | | |
| Salaries and benefits | 1,451,235 | 1,634,155 | 1,498,583 |
| Materials and supplies | 101,019 | 140,258 | 71,276 |
| Professional services | 361,669 | 362,476 | 362,476 |
| Interdepartmental charges | 117,139 | 122,139 | 122,130 |
| Depreciation and Amortization | 24,538 | 29,000 | 23,756 |
| Other | 31,011 | 12,400 | 10,725 |
| Total Operating Expenses | 2,086,611 | 2,300,428 | 2,088,946 |
| OPERATING INCOME (LOSS) BEFORE TRANSFERS | (1,038,381) | (1,146,852) | (1,072,733) |
| <i>Operating transfer In</i> | 805,521 | 1,205,521 | 1,205,521 |
| <i>Operating transfer Out</i> | (12,465) | (61,814) | (61,814) |
| NET INCOME (LOSS) | \$ (245,325) | \$ (3,145) | \$ 70,974 |
| Add: Depreciation | 24,538 | 29,000 | 23,756 |
| CASH, JULY 1 | - | 16,069 | 16,069 |
| Adjustments | | | |
| Changes in Balance Sheet Accounts (Net) | 252,188 | - | - |
| Capital Expenditures | (15,332) | - | (7,720) |
| Transfers from Fund Balance for Capital Projects | - | 50,000 | 37,220 |
| Projected cash (deficit), ending | \$ 16,069 | \$ 91,924 | \$ 140,299 |
| Cash Balances by type: | | | |
| Cash for Operations (Deficit) | - | 91,924 | 94,730 |
| Cash Appropriated for Capital Projects | 16,069 | - | 45,569 |
| Projected cash (deficit), ending | \$ 16,069 | \$ 91,924 | \$ 140,299 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|----|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$ | 406,323 | \$ 427,000 | \$ 448,000 | \$ 470,000 | \$ 494,000 |
| | 286,090 | 300,000 | 315,000 | 331,000 | 348,000 |
| | 431,723 | 453,000 | 476,000 | 500,000 | 525,000 |
| | 109,440 | 109,000 | 109,000 | 109,000 | 109,000 |
| | 1,233,576 | 1,289,000 | 1,348,000 | 1,410,000 | 1,476,000 |
| | 1,645,933 | 1,689,000 | 1,777,000 | 1,889,000 | 2,014,000 |
| | 125,158 | 125,000 | 125,000 | 125,000 | 125,000 |
| | 345,028 | 345,000 | 345,000 | 345,000 | 345,000 |
| | 108,467 | 111,000 | 115,000 | 120,000 | 124,000 |
| | 29,000 | 29,000 | 29,000 | 29,000 | 29,000 |
| | 12,400 | 12,000 | 12,000 | 12,000 | 12,000 |
| | 2,265,986 | 2,311,000 | 2,403,000 | 2,520,000 | 2,649,000 |
| | (1,032,410) | (1,022,000) | (1,055,000) | (1,110,000) | (1,173,000) |
| | 1,000,541 | 1,001,000 | 1,001,000 | 1,001,000 | 1,001,000 |
| | (62,163) | (62,000) | (62,000) | (62,000) | (62,000) |
| \$ | (94,032) | \$ (83,000) | \$ (116,000) | \$ (171,000) | \$ (234,000) |
| | 29,000 | 29,000 | 29,000 | 29,000 | 29,000 |
| | 140,299 | 75,267 | 21,267 | (65,733) | (207,733) |
| | - | - | - | - | - |
| | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| \$ | 75,267 | \$ 21,267 | \$ (65,733) | \$ (207,733) | \$ (412,733) |
| | 75,267 | 21,267 | (65,733) | (207,733) | (412,733) |
| | - | - | - | - | - |
| \$ | 75,267 | \$ 21,267 | \$ (65,733) | \$ (207,733) | \$ (412,733) |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|---------------------------|----------------------------|------------------------------|
| Operating Revenues | | | |
| Fire paramedic fees | \$ 138,114 | \$ 145,000 | \$ 129,506 |
| Medical resupply fee | 169,395 | 163,000 | 183,300 |
| Paramedic ALS transport fees w/o paramedic | 228,784 | 254,842 | 267,753 |
| Paramedic ALS transport fees | 364,380 | 430,158 | 481,776 |
| Total operating revenues | 900,673 | 993,000 | 1,062,335 |
| Operating Expenses | | | |
| Salaries and benefits | 10,665,541 | 11,509,277 | 11,527,697 |
| Materials and supplies | 336,907 | 344,582 | 338,582 |
| Professional/contract services | 21,434 | 147,559 | 109,071 |
| Depreciation and amortization | 8,012 | 10,980 | 5,119 |
| Capital Outlay | 15,588 | - | - |
| Others | 12,920 | 18,000 | 13,659 |
| Total operating expenses | 11,060,402 | 12,030,398 | 11,994,128 |
| Operating income (loss) | (10,159,729) | (11,037,398) | (10,931,793) |
| Income (loss) before transfers | (10,159,729) | (11,037,398) | (10,931,793) |
| Operating Transfers In | 10,264,290 | 10,972,927 | 10,931,671 |
| Operating Transfers Out | - | (4,997) | (4,997) |
| Over (under) subsidy | \$ 104,561 | \$ (69,468) | \$ (5,119) |
| Add: | | | |
| Cash, beginning | - | - | - |
| Depreciation (non cash item) | 8,012 | 10,980 | 5,119 |
| Capital Acquisitions | (12,160) | - | - |
| Increase/decrease balance sheet items | (100,413) | - | - |
| Projected cash, ending | \$ - | \$ (58,488) | \$ - |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|-----------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| \$ | 147,000 | \$ 153,000 | \$ 159,000 | \$ 165,000 | \$ 172,000 |
| | 173,000 | 180,000 | 187,000 | 194,000 | 202,000 |
| | 256,000 | 266,000 | 277,000 | 288,000 | 300,000 |
| | 440,000 | 458,000 | 476,000 | 495,000 | 515,000 |
| | 1,016,000 | 1,057,000 | 1,099,000 | 1,142,000 | 1,189,000 |
| | 12,287,977 | 12,807,000 | 13,429,000 | 14,107,000 | 14,633,000 |
| | 351,582 | 360,000 | 369,000 | 380,000 | 391,000 |
| | 83,871 | 86,000 | 88,000 | 91,000 | 94,000 |
| | 4,660 | 5,000 | 5,000 | 5,000 | 5,000 |
| | - | - | - | - | - |
| | 18,000 | 18,000 | 18,000 | 19,000 | 20,000 |
| | 12,746,090 | 13,276,000 | 13,909,000 | 14,602,000 | 15,143,000 |
| | (11,730,090) | (12,219,000) | (12,810,000) | (13,460,000) | (13,954,000) |
| | (11,730,090) | (12,219,000) | (12,810,000) | (13,460,000) | (13,954,000) |
| | 11,730,427 | 12,214,000 | 12,805,000 | 13,455,000 | 13,949,000 |
| | (4,997) | - | - | - | - |
| \$ | (4,660) | \$ (5,000) | \$ (5,000) | \$ (5,000) | \$ (5,000) |
| | - | - | - | - | - |
| | 4,660 | 5,000 | 5,000 | 5,000 | 5,000 |
| | - | - | - | - | - |
| | - | - | - | - | - |
| \$ | - | \$ - | \$ - | \$ - | \$ - |

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

| | 2014-15 Actuals | 2015-16 Amended | 2015-16 Projected |
|--|----------------------------|----------------------------|------------------------------|
| OPERATING REVENUES | | | |
| Charges for services - operations | \$ 2,796,219 | \$ 3,130,108 | \$ 3,185,128 |
| Total Operating Revenues | 2,796,219 | 3,130,108 | 3,185,128 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 2,965,816 | 3,502,496 | 3,169,092 |
| Services and supplies | 360,311 | 408,135 | 388,151 |
| Depreciation | 1,728,017 | 2,080,000 | 1,797,549 |
| Insurance and Claims | 7,555 | 23,943 | 7,555 |
| Interdepartmental charges | 113,302 | 114,602 | 114,588 |
| Other | 3,394 | 20,300 | 3,000 |
| Total Operating Expenses | 5,178,395 | 6,149,476 | 5,479,935 |
| OPERATING INCOME (LOSS) | (2,382,176) | (3,019,368) | (2,294,807) |
| NON-OPERATING REVENUES | | | |
| Interest Income | 157,308 | 258,000 | 258,000 |
| Gain (loss) from sale of fixed assets | 92,010 | 80,464 | 50,000 |
| Other, net | - | - | - |
| Total Non-Operating Revenues | 249,318 | 338,464 | 308,000 |
| NON-OPERATING EXPENSES | | | |
| Interest expense | 35,708 | 40,000 | 48,850 |
| Other-Purchase under \$5k | 3,560 | 100,000 | 60,000 |
| Total Non-Operating Expenses | 39,268 | 140,000 | 108,850 |
| Income (Loss) before transfers | (2,172,126) | (2,820,904) | (2,095,657) |
| Operating Transfers In | 471,868 | 254,825 | 254,825 |
| Operating Transfers Out | (18,004) | (95,354) | (95,354) |
| Add: Depreciation | 1,728,017 | 2,080,000 | 1,797,549 |
| NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS | 9,755 | (581,433) | (138,637) |
| Capital Acquisitions | | | |
| Charges for services - vehicle replacement | 3,213,475 | 3,034,154 | 3,016,154 |
| Less: Vehicle Acquisitions | 1,953,640 | 2,648,529 | 2,648,529 |
| Total Vehicle Replacement Revenues less Vehicle Acq | 1,259,835 | 385,625 | 367,625 |
| NET INCOME (LOSS) AFTER VEHICLE ACQUISITIONS | \$ 1,269,590 | \$ (195,808) | \$ 228,988 |
| Cash, July 1 | 18,693,266 | 19,841,295 | 19,841,295 |
| Capital Expenditures | - | - | - |
| Changes in balance sheet accounts | (121,561) | - | - |
| Projected cash, ending | \$ 19,841,295 | \$ 19,645,487 | \$ 20,070,283 |
| Cash Balances by type: | | | |
| Cash for Operations | (1,816,230) | (2,658,204) | (2,269,155) |
| Cash for Vehicle Replacement Fund | 21,477,117 | 22,123,283 | 22,159,030 |
| Cash Appropriated for Capital Projects (A) | 35,597 | 35,597 | 35,597 |
| Cash Shop Equipment Replacement Fund (A) | 144,811 | 144,811 | 144,811 |
| Projected cash, ending (A) | \$ 19,841,295 | \$ 19,645,487 | \$ 20,070,283 |

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

| 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$ 3,139,180 | \$ 3,155,000 | \$ 3,178,000 | \$ 3,201,000 | \$ 3,209,000 |
| 3,139,180 | 3,155,000 | 3,178,000 | 3,201,000 | 3,209,000 |
| 3,498,175 | 3,556,000 | 3,688,000 | 3,833,000 | 3,942,000 |
| 411,435 | 417,000 | 427,000 | 439,000 | 452,000 |
| 2,080,000 | 2,111,000 | 2,143,000 | 2,175,000 | 2,175,000 |
| 23,943 | 25,000 | 26,000 | 27,000 | 28,000 |
| 113,202 | 116,000 | 121,000 | 126,000 | 130,000 |
| 20,300 | 21,000 | 22,000 | 23,000 | 24,000 |
| 6,147,055 | 6,246,000 | 6,427,000 | 6,623,000 | 6,751,000 |
| (3,007,875) | (3,091,000) | (3,249,000) | (3,422,000) | (3,542,000) |
| 258,000 | 249,000 | 255,000 | 262,000 | 262,000 |
| 80,464 | 80,000 | 80,000 | 80,000 | 80,000 |
| 338,464 | 329,000 | 335,000 | 342,000 | 342,000 |
| 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 140,000 | 140,000 | 140,000 | 140,000 | 140,000 |
| (2,809,411) | (2,902,000) | (3,054,000) | (3,220,000) | (3,340,000) |
| 244,976 | 245,000 | 245,000 | 245,000 | 245,000 |
| (18,422) | (18,000) | (18,000) | (18,000) | (18,000) |
| 2,080,000 | 2,111,000 | 2,143,000 | 2,175,000 | 2,175,000 |
| (502,857) | (564,000) | (684,000) | (818,000) | (938,000) |
| 3,025,082 | 3,025,000 | 3,025,000 | 3,025,000 | 3,025,000 |
| 2,008,660 | 2,009,000 | 2,009,000 | 2,009,000 | 2,009,000 |
| 1,016,422 | 1,016,000 | 1,016,000 | 1,016,000 | 1,016,000 |
| \$ 513,565 | \$ 452,000 | \$ 332,000 | \$ 198,000 | \$ 78,000 |
| 20,070,283 | 20,583,848 | 21,012,748 | 21,113,748 | 21,262,248 |
| - | (23,100) | (231,000) | (49,500) | - |
| - | - | - | - | - |
| \$ 20,583,848 | \$ 21,012,748 | \$ 21,113,748 | \$ 21,262,248 | \$ 21,340,249 |
| (2,988,476) | (3,759,476) | (4,656,476) | (5,693,476) | (6,850,475) |
| 23,238,584 | 24,384,917 | 25,537,250 | 26,772,250 | 28,007,250 |
| 188,929 | 242,496 | 88,163 | 38,663 | 38,663 |
| 144,811 | 144,811 | 144,811 | 144,811 | 144,811 |
| \$ 20,583,848 | \$ 21,012,748 | \$ 21,113,748 | \$ 21,262,248 | \$ 21,340,249 |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|---|--------------------|---------------------|----------------------|
| OPERATING REVENUES | | | |
| Recreation Services | \$ 3,011,520 | \$ 3,071,129 | \$ 3,031,571 |
| Cultural Services | 1,683,555 | 1,978,003 | 1,784,797 |
| Total Operating Revenues | 4,695,075 | 5,049,132 | 4,816,368 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 4,186,426 | 4,649,304 | 4,579,010 |
| Services and supplies | 909,247 | 1,087,827 | 927,868 |
| Other professional services | 746,977 | 1,222,500 | 806,158 |
| Interdepartmental charges | 776,722 | 788,622 | 788,622 |
| Other | 18,360 | 25,065 | 15,946 |
| Total Operating Expenses | 6,637,732 | 7,773,318 | 7,117,604 |
| Operating Income (Loss) | (1,942,657) | (2,724,186) | (2,301,236) |
| Non-Operating Revenue | | | |
| Investment earnings | 2,534 | 1,250 | 4,793 |
| Total Non-Operating Income | 2,534 | 1,250 | 4,793 |
| Income (Loss) before transfers | (1,940,123) | (2,722,936) | (2,296,443) |
| Operating Transfers In | 2,487,209 | 2,622,481 | 2,622,481 |
| Operating Transfers Out | (385,228) | (157,150) | (391,672) |
| NET INCOME (LOSS) | \$ 161,858 | \$ (257,605) | \$ (65,634) |
| Add: Depreciation | 500 | 500 | 500 |
| Cash, July 1 | 633,268 | 685,722 | 685,722 |
| Changes in Balance Sheet Accounts (Net) | (109,904) | - | - |
| Projected cash, ending | \$ 685,722 | \$ 428,617 | \$ 620,588 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|----|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| \$ | 2,978,106 | \$ 3,067,000 | \$ 3,159,000 | \$ 3,254,000 | \$ 3,352,000 |
| | 2,180,068 | 2,245,000 | 2,312,000 | 2,381,000 | 2,452,000 |
| | 5,158,174 | 5,312,000 | 5,471,000 | 5,635,000 | 5,804,000 |
| | 4,745,764 | 4,888,000 | 5,179,000 | 5,578,000 | 6,071,000 |
| | 1,007,164 | 1,032,000 | 1,058,000 | 1,089,000 | 1,121,000 |
| | 1,153,240 | 1,182,000 | 1,212,000 | 1,247,000 | 1,283,000 |
| | 791,572 | 809,000 | 841,000 | 876,000 | 907,000 |
| | 87,884 | 90,000 | 92,000 | 95,000 | 98,000 |
| | 7,785,624 | 8,001,000 | 8,382,000 | 8,885,000 | 9,480,000 |
| | (2,627,450) | (2,689,000) | (2,911,000) | (3,250,000) | (3,676,000) |
| | 1,250 | 2,000 | 2,000 | 2,000 | 2,000 |
| | 1,250 | 2,000 | 2,000 | 2,000 | 2,000 |
| | (2,626,200) | (2,687,000) | (2,909,000) | (3,248,000) | (3,674,000) |
| | 2,635,081 | 2,635,000 | 2,635,000 | 2,635,000 | 2,635,000 |
| | (325,219) | (325,000) | (325,000) | (325,000) | (325,000) |
| \$ | (316,338) | \$ (377,000) | \$ (599,000) | \$ (938,000) | \$ (1,364,000) |
| | 500 | 500 | 500 | 500 | 500 |
| | 620,588 | 304,750 | (71,750) | (670,250) | (1,607,750) |
| | - | - | - | - | - |
| \$ | 304,750 | \$ (71,750) | \$ (670,250) | \$ (1,607,750) | \$ (2,971,250) |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|---|---------------------------|----------------------------|------------------------------|
| Operating Revenues | | | |
| Refuse fees | \$ 8,771,510 | \$ 9,057,168 | \$ 9,053,744 |
| Recycling fees | 1,805,786 | 1,878,213 | 1,822,338 |
| AB 939 Waste Management | 806,991 | 801,711 | 814,388 |
| Total operating revenues | 11,384,287 | 11,737,092 | 11,690,470 |
| Operating Expenses | | | |
| Salaries and benefits | 4,047,236 | 4,618,214 | 4,282,631 |
| Materials and supplies | 3,878,325 | 3,765,304 | 4,094,860 |
| Professional/contract services | 2,193,627 | 2,386,799 | 2,118,197 |
| Interdepartmental charges | 735,818 | 821,774 | 820,437 |
| Insurance and claims | 122,415 | 157,374 | 86,450 |
| Others | 3,551 | 55,715 | 51,368 |
| Total operating expenses | 10,980,972 | 11,805,180 | 11,453,943 |
| Operating Income (Loss) | 403,315 | (68,088) | 236,527 |
| Non Operating Revenue (Expense) | | | |
| Grants | 40,947 | 96,067 | 96,067 |
| Interest Income (Expense) | (619) | - | (1,415) |
| Income (loss) before transfers | 443,643 | 27,979 | 331,179 |
| Operating Transfers Out | (7,078) | (123,147) | (123,147) |
| Operating Transfers In | 163,511 | 175,468 | 175,468 |
| Net Income (Loss) | 600,076 | 80,300 | 383,500 |
| Cash, July 1 | - | 320,220 | 320,220 |
| Adjustments | | | |
| Changes in Balance Sheet Accounts (Net) | (279,856) | - | - |
| Projected Capital Expenditures | - | (213,546) | (213,546) |
| Capital Interest Income | - | 4,000 | 4,000 |
| Transfers to Container REPL | - | 112,287 | 112,287 |
| Projected cash (deficit), ending | \$ 320,220 | \$ 303,261 | \$ 606,461 |
| Cash Balances by Type: | | | |
| Cash for Operations (Deficit) | (54,780) | 25,252 | 328,452 |
| Cash Appropriated for Capital Projects | 375,000 | 278,009 | 278,009 |
| Projected cash (deficit), ending | \$ 320,220 | \$ 303,261 | \$ 606,461 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|----|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| \$ | 9,247,668 | \$ 9,248,000 | \$ 9,248,000 | \$ 9,248,000 | \$ 9,248,000 |
| | 1,911,060 | 1,911,000 | 1,911,000 | 1,911,000 | 1,911,000 |
| | 809,178 | 809,000 | 809,000 | 809,000 | 809,000 |
| | 11,967,906 | 11,968,000 | 11,968,000 | 11,968,000 | 11,968,000 |
| | 4,612,643 | 4,740,000 | 4,968,000 | 5,214,000 | 5,431,000 |
| | 3,909,304 | 4,015,000 | 4,123,000 | 4,251,000 | 4,382,000 |
| | 2,364,346 | 2,429,000 | 2,496,000 | 2,574,000 | 2,655,000 |
| | 840,024 | 864,000 | 903,000 | 946,000 | 984,000 |
| | 157,374 | 161,000 | 165,000 | 170,000 | 175,000 |
| | 64,215 | 67,000 | 70,000 | 73,000 | 76,000 |
| | 11,947,906 | 12,276,000 | 12,725,000 | 13,228,000 | 13,703,000 |
| | 20,000 | (308,000) | (757,000) | (1,260,000) | (1,735,000) |
| | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| | (20,000) | (22,000) | (24,200) | (26,620) | (29,282) |
| | 80,000 | (250,000) | (701,200) | (1,206,620) | (1,684,282) |
| | (123,458) | (123,000) | (123,000) | (123,000) | (123,000) |
| | 175,468 | 175,000 | 175,000 | 175,000 | 175,000 |
| | 132,010 | (198,000) | (649,200) | (1,154,620) | (1,632,282) |
| | 606,461 | 699,758 | 463,045 | (224,868) | (1,418,201) |
| | - | - | - | - | - |
| | (155,000) | (155,000) | (155,000) | (155,000) | (155,000) |
| | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| | 112,287 | 112,287 | 112,287 | 112,287 | 112,287 |
| \$ | 699,758 | \$ 463,045 | \$ (224,868) | \$ (1,418,201) | \$ (3,089,196) |
| | 421,749 | 185,036 | (502,877) | (1,696,210) | (3,367,205) |
| | 278,009 | 278,009 | 278,009 | 278,009 | 278,009 |
| \$ | 699,758 | \$ 463,045 | \$ (224,868) | \$ (1,418,201) | \$ (3,089,196) |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|---|---------------------|---------------------|----------------------|
| OPERATING REVENUES | | | |
| Workers Comp - Claims Reimb | \$ 1,316,013 | \$ 1,190,630 | \$ 1,190,630 |
| Unemployment Insurance | 242,837 | 240,000 | 240,000 |
| Liability Reimbursements | 1,152,813 | 1,003,523 | 1,009,867 |
| Miscellaneous revenues | - | - | - |
| Total Operating Revenues | 2,711,663 | 2,434,153 | 2,440,497 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 698,882 | 768,200 | 615,016 |
| Services and supplies | 210,649 | 209,500 | 87,729 |
| Depreciation and amortization | 2,356 | 2,400 | 2,356 |
| Insurance and Claims | 5,468,239 | 4,517,779 | 5,051,622 |
| Other | 3,171 | 6,800 | 3,203 |
| Total Operating Expenses | 6,383,297 | 5,504,679 | 5,759,926 |
| Income (Loss) before transfers | (3,671,634) | (3,070,526) | (3,319,429) |
| Operating Transfers In | 3,780,337 | 5,560,000 | 5,560,000 |
| Operating Transfers Out | (467,900) | (3,207) | (3,207) |
| NET INCOME (LOSS) | (359,197) | 2,486,267 | 2,237,364 |
| Add: Depreciation | 2,356 | 2,400 | 2,356 |
| Cash Beginning | 4,649,645 | 3,991,469 | 3,991,469 |
| Changes in balance sheet accounts (Net) | (301,335) | - | - |
| Projected cash, ending | \$ 3,991,469 | \$ 6,480,136 | \$ 6,231,189 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|-----------|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$ | 1,190,630 | \$ 1,191,000 | \$ 1,191,000 | \$ 1,191,000 | \$ 1,191,000 |
| | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 |
| | 1,003,523 | 1,004,000 | 1,004,000 | 1,004,000 | 1,004,000 |
| | - | | | | |
| | 2,434,153 | 2,435,000 | 2,435,000 | 2,435,000 | 2,435,000 |
| | 782,500 | 799,000 | 833,000 | 870,000 | 902,000 |
| | 209,500 | 215,000 | 220,000 | 226,000 | 233,000 |
| | 2,400 | - | - | - | - |
| | 4,151,779 | 4,152,000 | 4,152,000 | 4,152,000 | 4,152,000 |
| | 6,800 | 7,000 | 7,000 | 7,000 | 7,000 |
| | 5,152,979 | 5,173,000 | 5,212,000 | 5,255,000 | 5,294,000 |
| | (2,718,826) | (2,738,000) | (2,777,000) | (2,820,000) | (2,859,000) |
| | 2,460,000 | 2,560,000 | 2,660,000 | 2,760,000 | 2,860,000 |
| | (3,207) | (3,000) | (3,000) | (3,000) | (3,000) |
| | (262,033) | (181,000) | (120,000) | (63,000) | (2,000) |
| | 2,400 | - | - | - | - |
| | 6,231,189 | 5,971,556 | 5,790,556 | 5,670,556 | 5,607,556 |
| | - | - | - | - | - |
| \$ | 5,971,556 | \$ 5,790,556 | \$ 5,670,556 | \$ 5,607,556 | \$ 5,605,556 |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|---------------------------|----------------------------|------------------------------|
| Operating Revenues | | | |
| Sewer charges | \$ 2,676,459 | \$ 3,300,000 | \$ 2,294,919 |
| Late charges | 52,578 | 4,500 | 52,000 |
| Sewer revolving fees | 1,491 | 8,000 | 1,568 |
| Total operating revenues | 2,730,528 | 3,312,500 | 2,348,487 |
| Operating Expenses | | | |
| Salaries and benefits | 1,693,479 | 2,099,909 | 1,998,305 |
| Materials and supplies | 437,682 | 407,458 | 402,667 |
| Professional/contract services | 492,642 | 1,071,256 | 665,065 |
| Depreciation and amortization | 1,049,089 | 1,056,479 | 1,056,479 |
| Interdepartmental charges | 375,483 | 449,316 | 449,419 |
| Insurance and claims | 518,077 | 258,826 | 258,826 |
| Others | 830,716 | 21,932 | 15,168 |
| Total operating expenses | 5,397,168 | 5,365,176 | 4,845,929 |
| Operating Income (Loss) | (2,666,640) | (2,052,676) | (2,497,442) |
| Non Operating Revenue: | | | |
| Interest Income (Expense) | 9,499 | 105,000 | 39,271 |
| Income (loss) before transfers | (2,657,141) | (1,947,676) | (2,458,171) |
| Operating Transfers Out | - | (420,993) | (793,436) |
| Net income (loss) | (2,657,141) | (2,368,669) | (3,251,607) |
| Add: Depreciation | 1,049,089 | 1,056,479 | 1,056,479 |
| Cash, July 1 | 7,553,317 | 5,282,230 | 5,282,230 |
| Adjustments | | | |
| Changes in Balance Sheet Accounts (Net) | 144,197 | - | - |
| Capital Expenditures | (807,232) | (800,000) | (800,000) |
| I 149 FY2014-18 Sewer Repairs | - | - | - |
| FEAP852 City Yard Roof Replacement | - | - | - |
| Transfers from Fund Balance for Capital Projects | - | 411,144 | 783,587 |
| Future Claims | - | - | - |
| Projected cash, ending | \$ 5,282,230 | \$ 3,581,184 | \$ 3,070,689 |
| Cash Balances by Type: | | | |
| Cash for Operations | 3,131,759 | 1,819,569 | 936,631 |
| Cash Appropriated for Capital Projects | 2,150,471 | 1,761,615 | 2,134,058 |
| Projected cash, ending | \$ 5,282,230 | \$ 3,581,184 | \$ 3,070,689 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|----|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$ | 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 | \$ 3,000,000 |
| | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| | 3,048,000 | 3,048,000 | 3,048,000 | 3,048,000 | 3,048,000 |
| | 2,118,486 | 2,164,000 | 2,256,000 | 2,355,000 | 2,441,000 |
| | 443,255 | 454,000 | 465,000 | 478,000 | 492,000 |
| | 1,021,112 | 1,047,000 | 1,073,000 | 1,104,000 | 1,136,000 |
| | 1,200,000 | 1,230,000 | 1,261,000 | 1,298,000 | 1,336,000 |
| | 467,966 | 478,000 | 497,000 | 518,000 | 536,000 |
| | - | 200,000 | 205,000 | 211,000 | 217,000 |
| | 31,372 | 32,000 | 33,000 | 34,000 | 35,000 |
| | 5,282,191 | 5,605,000 | 5,790,000 | 5,998,000 | 6,193,000 |
| | (2,234,191) | (2,557,000) | (2,742,000) | (2,950,000) | (3,145,000) |
| | 50,000 | 40,000 | 32,000 | 26,000 | 21,000 |
| | (2,184,191) | (2,517,000) | (2,710,000) | (2,924,000) | (3,124,000) |
| | (2,184,191) | (2,517,000) | (2,710,000) | (2,924,000) | (3,124,000) |
| | 1,200,000 | 1,230,000 | 1,261,000 | 1,298,000 | 1,336,000 |
| | 3,070,689 | 1,886,498 | 599,498 | (849,502) | (2,475,502) |
| | - | - | - | - | - |
| | - | - | - | - | - |
| | (200,000) | (200,000) | - | - | - |
| | (76,667) | (76,666) | (76,666) | - | - |
| | 276,667 | 276,666 | 76,666 | - | - |
| | (200,000) | - | - | - | - |
| \$ | 1,886,498 | \$ 599,498 | \$ (849,502) | \$ (2,475,502) | \$ (4,263,502) |
| | (524,227) | (2,087,893) | (3,613,559) | (5,239,559) | (7,027,559) |
| | 2,410,725 | 2,687,391 | 2,764,057 | 2,764,057 | 2,764,057 |
| \$ | 1,886,498 | \$ 599,498 | \$ (849,502) | \$ (2,475,502) | \$ (4,263,502) |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|-----------------------|-----------------------|-----------------------|
| OPERATING REVENUES | | | |
| Passenger cash fares | \$ 3,162,790 | \$ 3,471,200 | \$ 3,086,600 |
| Advertising | 187,835 | 160,000 | 195,000 |
| Miscellaneous | 9,656 | 830 | 108,009 |
| Total Operating Revenues | \$ 3,360,281 | \$ 3,632,030 | \$ 3,389,609 |
| NON-OPERATING REVENUES | | | |
| Transportation Development Act (TDA) | 6,135,999 | 5,939,241 | 5,939,241 |
| Prop A 40% Discretionary | 3,781,247 | 4,038,292 | 3,937,292 |
| Prop C 40% - BSIP Bus System Improvement Plan | 227,778 | 232,265 | 232,265 |
| Prop C 5% Security | 133,499 | 237,056 | 150,000 |
| Prop C 40% Disc. - Foothill Transit Mitigation | 172,628 | 178,742 | 178,742 |
| Prop C 40% Disc. - Svc Exp (TSE) | 766,132 | 781,224 | 781,224 |
| Prop C 40% Disc. - Base Restructuring | 686,266 | 699,785 | 699,785 |
| Transit STA | 770,110 | 930,966 | 930,966 |
| Interest Income | 111,394 | 83,500 | 135,000 |
| Cap and Trade Revenue | - | 80,000 | 80,000 |
| Municipal Operators Service Program | 677,855 | 1,182,361 | 382,361 |
| Federal Grant | 71,966 | - | 80,382 |
| Capital Maintenance Revenue | 2,250,000 | 2,250,000 | 2,250,000 |
| Rapid Bus | 524,566 | 630,450 | 233,983 |
| Express Lane | 308,784 | - | - |
| Other/Measure R | 2,495,458 | 3,182,878 | 2,417,878 |
| Total Non-Operating Revenues | \$ 19,113,682 | \$ 20,446,760 | \$ 18,429,119 |
| Total Revenues/Resources | \$ 22,473,963 | \$ 24,078,790 | \$ 21,818,728 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 13,354,007 | 16,782,383 | 14,306,528 |
| Services and supplies | 3,370,940 | 3,882,418 | 3,057,510 |
| Other professional services | 1,674,907 | 2,894,435 | 1,700,000 |
| Depreciation and amortization | 2,640,114 | 3,789,089 | 3,055,015 |
| Insurance and Claims | 644,197 | 605,740 | 605,000 |
| Interdepartmental charges | 3,163,076 | 3,650,876 | 3,347,993 |
| Other | 84,945 | 127,000 | 65,000 |
| Total Operating Expenses | \$ 24,932,186 | \$ 31,731,941 | \$ 26,137,046 |
| Income (Loss) before transfers | \$ (2,458,223) | \$ (7,653,151) | \$ (4,318,318) |
| Operating Transfers In | 2,193,000 | 3,788,323 | 2,874,323 |
| Operating Transfers Out | (54,893) | (62,127) | (62,127) |
| Add: Depreciation | 2,640,114 | 3,789,089 | 3,055,015 |
| NET INCOME (LOSS) | \$ 2,319,998 | \$ (137,866) | \$ 1,548,893 |
| Cash Beginning | 12,548,820 | 15,726,956 | 15,726,956 |
| Adjustments | | | |
| Changes in balance sheet accounts | 1,170,953 | - | - |
| Capital Expenditures | (312,815) | (4,847,982) | (4,847,982) |
| Projected cash, ending | \$ 15,726,956 | \$ 10,741,108 | \$ 12,427,867 |
| Cash Balance by type | | | |
| Cash for Operations | 7,159,933 | 7,022,067 | 8,708,826 |
| Cash Appropriated for Capital Projects | 8,567,023 | 3,719,041 | 3,719,041 |
| Projected cash, ending | \$ 15,726,956 | \$ 10,741,108 | \$ 12,427,867 |

| 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|-----------------------|-----------------------|------------------------|------------------------|------------------------|
| \$ 3,471,200 | \$ 3,471,000 | \$ 3,471,000 | \$ 3,471,000 | \$ 3,471,000 |
| 160,000 | 163,000 | 166,000 | 169,000 | 172,000 |
| 830 | 1,000 | 1,000 | 1,000 | 1,000 |
| <u>\$ 3,632,030</u> | <u>\$ 3,635,000</u> | <u>\$ 3,638,000</u> | <u>\$ 3,641,000</u> | <u>\$ 3,644,000</u> |
| 5,939,241 | 6,117,000 | 6,301,000 | 6,490,000 | 6,685,000 |
| 3,937,292 | 4,055,000 | 4,177,000 | 4,302,000 | 4,431,000 |
| 232,265 | 239,000 | 246,000 | 253,000 | 261,000 |
| 237,056 | 244,000 | 251,000 | 259,000 | 267,000 |
| 178,742 | 184,000 | 190,000 | 196,000 | 202,000 |
| 781,224 | 805,000 | 829,000 | 854,000 | 880,000 |
| 699,785 | 721,000 | 743,000 | 765,000 | 788,000 |
| 930,966 | 959,000 | 988,000 | 1,018,000 | 1,049,000 |
| 83,500 | 84,000 | 84,000 | 84,000 | 84,000 |
| 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| 1,182,361 | 1,218,000 | 1,255,000 | 1,293,000 | 1,332,000 |
| 1,817,995 | 1,117,995 | - | - | - |
| 2,250,000 | 2,250,000 | 2,250,000 | 2,250,000 | 2,250,000 |
| - | - | - | - | - |
| - | - | - | - | - |
| 3,182,878 | 3,183,000 | 3,183,000 | 3,183,000 | 3,183,000 |
| <u>\$ 21,533,305</u> | <u>\$ 21,256,995</u> | <u>\$ 20,577,000</u> | <u>\$ 21,027,000</u> | <u>\$ 21,492,000</u> |
| <u>\$ 25,165,335</u> | <u>\$ 24,891,995</u> | <u>\$ 24,215,000</u> | <u>\$ 24,668,000</u> | <u>\$ 25,136,000</u> |
| 17,800,043 | 18,186,000 | 18,955,000 | 19,791,000 | 20,511,000 |
| 3,544,435 | 3,633,000 | 3,724,000 | 3,832,000 | 3,943,000 |
| 2,890,720 | 2,963,000 | 3,037,000 | 3,125,000 | 3,216,000 |
| 4,514,089 | 4,514,000 | 4,514,000 | 4,514,000 | 4,514,000 |
| 311,252 | 319,000 | 327,000 | 336,000 | 346,000 |
| 4,102,487 | 4,194,000 | 4,359,000 | 4,540,000 | 4,700,000 |
| 127,000 | 130,000 | 133,000 | 137,000 | 141,000 |
| <u>\$ 33,290,026</u> | <u>\$ 33,939,000</u> | <u>\$ 35,049,000</u> | <u>\$ 36,275,000</u> | <u>\$ 37,371,000</u> |
| <u>\$ (8,124,691)</u> | <u>\$ (9,047,005)</u> | <u>\$ (10,834,000)</u> | <u>\$ (11,607,000)</u> | <u>\$ (12,235,000)</u> |
| 3,788,323 | 3,933,000 | 4,010,000 | 4,089,000 | 4,171,000 |
| (60,637) | (47,000) | (47,000) | (47,000) | (47,000) |
| 4,514,089 | 4,514,000 | 4,514,000 | 4,514,000 | 4,514,000 |
| <u>\$ 117,084</u> | <u>\$ (647,005)</u> | <u>\$ (2,357,000)</u> | <u>\$ (3,051,000)</u> | <u>\$ (3,597,000)</u> |
| 12,427,867 | 9,944,951 | 8,419,092 | 6,062,092 | 3,011,092 |
| - | - | - | - | - |
| (2,600,000) | (878,854) | - | - | - |
| <u>\$ 9,944,951</u> | <u>\$ 8,419,092</u> | <u>\$ 6,062,092</u> | <u>\$ 3,011,092</u> | <u>\$ (585,908)</u> |
| 8,825,910 | 8,178,905 | 5,821,905 | 2,770,905 | (826,095) |
| 1,119,041 | 240,187 | 240,187 | 240,187 | 240,187 |
| <u>\$ 9,944,951</u> | <u>\$ 8,419,092</u> | <u>\$ 6,062,092</u> | <u>\$ 3,011,092</u> | <u>\$ (585,908)</u> |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|-------------------|--------------------|----------------------|
| OPERATING REVENUES | | | |
| Cash Fare | \$ 60,341 | \$ 57,500 | \$ 62,755 |
| Other Grants | 44,289 | 25,500 | 51,600 |
| Prop C fund | 105,919 | 177,184 | 177,184 |
| Total Operating Revenues | 210,549 | 260,184 | 291,539 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 54,721 | 83,824 | 68,988 |
| Services and supplies | 151,299 | 170,510 | 169,455 |
| Other professional services | 4,340 | 5,600 | 4,774 |
| Others | 189 | 250 | 190 |
| Total Operating Expenses | 210,549 | 260,184 | 243,407 |
| NET INCOME (LOSS) before transfers | - | - | 48,132 |
| Net income (loss) | \$ - | \$ - | \$ 48,132 |
| Cash Beginning | 19,777 | 1,914 | 1,914 |
| Return to Prop C Fund | - | - | (48,132) |
| Changes in Balance Sheet Accounts (Net) | (17,863) | - | - |
| Projected cash, ending | \$ 1,914 | \$ 1,914 | \$ 1,914 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|-----------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| \$ | 58,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| | 40,000 | 52,000 | 52,000 | 52,000 | 52,000 |
| | 186,303 | 179,000 | 188,000 | 197,000 | 205,000 |
| | 284,303 | 291,000 | 300,000 | 309,000 | 317,000 |
| | 87,943 | 90,000 | 94,000 | 98,000 | 102,000 |
| | 190,510 | 195,000 | 200,000 | 206,000 | 212,000 |
| | 5,600 | 6,000 | 6,000 | 6,000 | 6,000 |
| | 250 | - | - | - | - |
| | 284,303 | 291,000 | 300,000 | 310,000 | 320,000 |
| | - | - | - | (1,000) | (3,000) |
| \$ | - | \$ - | \$ - | \$ (1,000) | \$ (3,000) |
| | 1,914 | 1,914 | 1,914 | 1,914 | 914 |
| | - | - | - | - | - |
| | - | - | - | - | - |
| \$ | 1,914 | \$ 1,914 | \$ 1,914 | \$ 914 | \$ (2,086) |

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

| | 2014-15 Actual | 2015-16 Amended | 2015-16 Projected |
|--|----------------------|----------------------|----------------------|
| Operating Revenues | | | |
| Wholesale water sales | \$ 797,556 | \$ 510,000 | \$ 822,000 |
| Metered water sales | 16,539,305 | 18,020,000 | 14,800,000 |
| Metered Water Sales-Commercial | 6,581,699 | 6,650,000 | 5,700,000 |
| Metered Water Sales-Industrial | 1,519,855 | 1,600,000 | 1,340,000 |
| Mobil potable water sales | 2,152,725 | 2,400,000 | 1,691,000 |
| Sales to City | 708,135 | 750,000 | 550,000 |
| Residential low income discount | 117,498 | 150,000 | 111,000 |
| Recycled-Landscape irrigation | 350,571 | 275,000 | 390,000 |
| Recycled Sales Mobil | 4,769,113 | 5,800,000 | 3,763,000 |
| Mobil reclaimed fixed contrib pymt | 1,107,418 | 1,170,000 | 1,050,000 |
| Direct & indirect labor fee | 175,800 | 235,000 | 287,000 |
| Chemical fee revenue | 40,228 | 120,000 | 140,000 |
| Water quality analysis | 24,474 | 20,000 | 14,000 |
| Repairs & maintenance fee | 28,360 | 75,000 | 51,000 |
| Other related fee revenue | 61,511 | 45,000 | 15,000 |
| Late charge | 120,318 | 100,000 | 227,000 |
| Water disconnect fees | 17,090 | 25,000 | 16,000 |
| Fire protection charges | 555,249 | 450,000 | 464,000 |
| Pumping charges | 99,646 | 105,000 | 94,000 |
| Water start service fee | 72,079 | 65,000 | 15,000 |
| Fire flow test | 8,436 | 4,000 | 4,000 |
| Misc services | 18,682 | 25,000 | 33,000 |
| Engineering, overhead & inspection | 89,675 | 70,000 | 138,000 |
| Capital Received-Parts & Installation | 45,989 | 35,000 | 54,000 |
| Total operating revenues | 36,001,412 | 38,699,000 | 31,769,000 |
| Operating Expenses | | | |
| Salaries | 4,977,605 | 6,150,655 | 5,724,247 |
| Materials | 2,156,902 | 2,467,472 | 2,253,963 |
| Cost of Water | 22,395,443 | 23,930,000 | 19,707,990 |
| Professional Services | 1,124,897 | 1,322,418 | 1,248,636 |
| Travel, Training | 22,731 | 42,275 | 24,543 |
| Depreciation/Amortization | 1,958,473 | 1,450,000 | 1,978,058 |
| Litigation Expense | 114,126 | 92,109 | 69,855 |
| Interdepartmental Charges | 1,174,907 | 1,382,503 | 1,358,283 |
| Others | 276,588 | 80,000 | 57,090 |
| Total operating expenses | 34,201,672 | 36,917,432 | 32,422,665 |
| Operating Income (Loss) | 1,799,740 | 1,781,568 | (653,665) |
| Non-Operating Revenue | | | |
| Investment earnings | 186,913 | 200,000 | 224,296 |
| Total Non -Operating Income | 186,913 | 200,000 | 224,296 |
| Non-Operating Expenses | | | |
| Interest expense | 211,857 | 354,893 | 170,893 |
| Income (Loss) before transfers | 1,774,796 | 1,626,675 | (600,262) |
| Operating Transfers Out | (15,483) | (885,661) | (885,661) |
| Net Income (Loss) | 1,759,313 | 741,014 | (1,485,923) |
| Add: Depreciation | 1,958,473 | 1,450,000 | 1,978,058 |
| Cash, July 1 | 17,152,520 | 20,319,279 | 20,319,279 |
| Adjustments | | | |
| Changes in Balance Sheet Accounts (Net) | 621,139 | - | - |
| Capital Expenditures | (933,680) | (1,000,000) | (1,000,000) |
| Loan Payments to General Fund | (90,413) | (95,386) | (95,386) |
| Capitalized Interest | - | - | (185,000) |
| Accrued Interest - Loan From General Fund | (7,754) | (437) | (437) |
| Pension Expense | (140,319) | - | - |
| Transfers from Fund Balance for Capital Projects | - | 869,014 | 869,014 |
| Projected cash, ending | \$ 20,319,279 | \$ 22,283,484 | \$ 20,399,605 |
| Cash Balances by type: | | | |
| Cash for Operations | 619,626 | 2,714,817 | 830,938 |
| Cash Appropriated for Capital Projects | 18,699,653 | 18,568,667 | 18,568,667 |
| Water Financial Reserve | 1,000,000 | 1,000,000 | 1,000,000 |
| Projected cash, ending | \$ 20,319,279 | \$ 22,283,484 | \$ 20,399,605 |

| | 2016-17 Proposed | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected | 2020-21 Projected |
|----|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$ | 820,000 | \$ 820,000 | \$ 820,000 | \$ 820,000 | \$ 820,000 |
| | 17,500,000 | 17,500,000 | 17,500,000 | 17,500,000 | 17,500,000 |
| | 6,800,000 | 6,800,000 | 6,800,000 | 6,800,000 | 6,800,000 |
| | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 |
| | 2,400,000 | 2,400,000 | 2,400,000 | 2,400,000 | 2,400,000 |
| | 767,000 | 767,000 | 767,000 | 767,000 | 767,000 |
| | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| | 311,000 | 311,000 | 311,000 | 311,000 | 311,000 |
| | 5,800,000 | 5,800,000 | 5,800,000 | 5,800,000 | 5,800,000 |
| | 1,181,700 | 1,182,000 | 1,182,000 | 1,182,000 | 1,182,000 |
| | 235,000 | 235,000 | 235,000 | 235,000 | 235,000 |
| | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 |
| | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| | 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 |
| | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| | 38,833,700 | 38,834,000 | 38,834,000 | 38,834,000 | 38,834,000 |
| | 6,336,785 | 6,474,000 | 6,748,000 | 7,046,000 | 7,302,000 |
| | 2,603,972 | 2,669,000 | 2,736,000 | 2,815,000 | 2,897,000 |
| | 24,435,000 | 25,657,000 | 26,940,000 | 28,287,000 | 29,701,000 |
| | 1,278,260 | 1,310,000 | 1,343,000 | 1,382,000 | 1,422,000 |
| | 42,275 | 43,000 | 44,000 | 45,000 | 46,000 |
| | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| | 92,109 | 94,000 | 96,000 | 99,000 | 102,000 |
| | 1,471,772 | 1,505,000 | 1,564,000 | 1,629,000 | 1,686,000 |
| | 80,000 | 82,000 | 84,000 | 86,000 | 88,000 |
| | 38,340,173 | 39,834,000 | 41,555,000 | 43,389,000 | 45,244,000 |
| | 493,527 | (1,000,000) | (2,721,000) | (4,555,000) | (6,410,000) |
| | 205,000 | 185,000 | 167,000 | 150,000 | 135,000 |
| | 205,000 | 185,000 | 167,000 | 150,000 | 135,000 |
| | 164,622 | 159,060 | 153,193 | 147,004 | 140,473 |
| | 533,905 | (974,060) | (2,707,193) | (4,552,004) | (6,415,473) |
| | (18,092) | (18,000) | (18,000) | (18,000) | (18,000) |
| | 515,813 | (992,060) | (2,725,193) | (4,570,004) | (6,433,472) |
| | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| | 20,399,605 | 21,629,323 | 21,345,608 | 19,322,892 | 15,449,176 |
| | - | - | - | - | - |
| | (1,000,000) | (1,000,000) | (1,000,000) | (1,000,000) | (1,000,000) |
| | (100,633) | (106,169) | (112,009) | (118,170) | (124,670) |
| | (185,000) | (185,000) | (185,000) | (185,000) | (185,000) |
| | (462) | (486) | (514) | (542) | (571) |
| | - | - | - | - | - |
| | - | - | - | - | - |
| \$ | 21,629,323 | \$ 21,345,608 | \$ 19,322,892 | \$ 15,449,176 | \$ 9,705,463 |
| | 2,233,989 | 2,123,607 | 1,024,224 | (1,849,492) | (6,593,205) |
| | 18,395,334 | 18,222,001 | 17,298,668 | 16,298,668 | 15,298,668 |
| | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| \$ | 21,629,323 | \$ 21,345,608 | \$ 19,322,892 | \$ 15,449,176 | \$ 9,705,463 |

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

| Fund | Operating transfers out | Fund | Operating transfers in |
|---------------------------------|----------------------------|---|---------------------------|
| General Fund | \$ 23,124,722 | Special Revenue Fund: | |
| | | Street Lighting Assessment | \$ 1,802,483 |
| General Fund -Reserve | 159,980 | Enterprise Funds: | |
| | | Cultural Services | 450,835 |
| | | Parks and Recreation | 2,171,646 |
| | | Cultural Arts Center | 1,205,521 |
| | | Emergency Medical Services | 10,972,927 |
| | | 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 | 159,980 |
| | | General Fund - Capital Projects | 115,000 |
| | \$ 23,284,702 | | \$ 23,284,702 |
| Special Revenue Funds: | | General Fund | 1,210,000 |
| State Gas Tax | 1,040,000 | General Fund Sub-Fund: | |
| | | Telephone Replacement | 766 |
| Government Cable Communications | 435,828 | Data Communications Replacement | 1,322 |
| | | Radio Replacement | 232 |
| Proposition C Local Return | 1,261,184 | 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 - Operations | 10,000 |
| Inmate Welfare Fund - Capital | 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 | 133,474 |
| Water | 15,483 | Special Revenue Fund: | |
| Sanitation | 123,147 | Street Lighting Assessment District | 66,692 |
| Emergency Medical Service | 4,997 | 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 | | |
| | \$ 12,681,890 | | \$ 12,681,890 |
| Total Transfers | \$ 38,713,604 | | \$ 38,713,604 |

OPERATING TRANSFERS IN AND OUT
Adopted Fiscal Year 2016-17 (Year 2 of 2 Year Budget) (7-1-15)

| Fund | Operating transfers out | Fund | Operating transfers in |
|---------------------------------|-------------------------|---|------------------------|
| General Fund | \$ 21,837,842 | Special Revenue Fund: | |
| | | Street Lighting Assessment | \$ 1,815,383 |
| General Fund -Reserve | 100,000 | Enterprise Funds: | |
| | | Cultural Services | 450,835 |
| | | Parks and Recreation | 2,171,646 |
| | | Cultural Arts Center | 850,541 |
| | | Emergency Medical Services | 11,290,327 |
| | | 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 |
| | \$ 21,937,842 | | \$ 21,937,842 |
| Special Revenue Funds: | | General Fund | 1,210,000 |
| State Gas Tax | 1,040,000 | General Fund Sub-Fund: | |
| | | Telephone Replacement | 766 |
| Government Cable Communications | 435,828 | Data Communications Replacement | 1,322 |
| | | Radio Replacement | 232 |
| Proposition C Local Return | 1,460,184 | 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 | General Fund | 9,497,416 |
| Enterprise Fund: | | General Fund Sub-Fund: | |
| Airport - Aeronautical | 361,336 | Telephone Replacement | 22,290 |
| Airport - Non Aeronautical | 9,151,608 | Data Communications Replacement | 10,331 |
| Cultural Arts Center | 61,814 | Radio Replacement | 29,675 |
| Parks and Recreation | 157,150 | PC Replacement | 133,474 |
| Transit | 62,127 | Special Revenue Fund: | |
| Water | 15,483 | Street Lighting Assessment District | 66,692 |
| Sanitation | 123,147 | Enterprise Fund: | |
| Emergency Medical Service | 4,997 | Sanitation | 146,277 |
| Internal Service Fund: | | Capital Project Fund: | |
| Self Insurance | 3,207 | Cultural Arts Center | 50,000 |
| Fleet Services | 18,688 | Recreation Fund (Toyota Sports Complex) | 115,478 |
| Special Revenue Fund: | | Meadow Park Parking Lot Projects | 10,257 |
| Gov. Cable Communications | 108,000 | | |
| Meadow Park Parking Lot | 10,257 | | |
| Cable TV Public Access | 4,076 | | |
| | \$ 10,081,890 | | \$ 10,081,890 |
| Total Transfers | \$ 34,965,744 | | \$ 34,965,744 |

**OPERATING TRANSFERS IN AND OUT
Amended Fiscal Year 2016-17**

| <u>Fund</u> | <u>Operating transfers out</u> | <u>Fund</u> | <u>Operating transfers in</u> |
|---------------------------------|--------------------------------|---|-------------------------------|
| General Fund | \$ 23,040,782 | Special Revenue Fund: Street Lighting Assessment | \$ 1,798,216 |
| General Fund -Reserve | 225,000 | Enterprise Funds: | |
| | | Cultural Services | 463,435 |
| | | Parks and Recreation | 2,171,646 |
| | | Cultural Arts Center | 1,000,541 |
| | | Emergency Medical Services | 11,730,427 |
| | | Animal Control | 252,386 |
| | | 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 | 83,269 |
| | | Radio Replacement Fund 1022 | 207,396 |
| | | PC Replacement Fund 1023 | 374,164 |
| | | General Fund - Operations | 225,000 |
| | | General Fund - Capital Projects | 1,550,000 |
| | <u>\$ 23,265,782</u> | | <u>\$ 23,265,782</u> |
| Special Revenue Funds: | | General Fund | 1,210,000 |
| State Gas Tax | 1,040,000 | General Fund Sub-Fund: | |
| Government Cable Communications | 436,407 | Telephone Replacement | 766 |
| Proposition C Local Return | 1,470,303 | Data Communications Replacement | 1,322 |
| Proposition A | 2,674,323 | Radio Replacement | 232 |
| | | PC Replacement | 8,905 |
| | | Special Revenue Fund: | |
| | | Cable TV Public Access | 421,400 |
| | | Vanpool/Rideshare | 186,303 |
| | | Enterprise Fund: | |
| | | Sanitation | 3,782 |
| | | Transit | 3,788,323 |
| | <u>\$ 5,621,033</u> | | <u>\$ 5,621,033</u> |
| Capital Project Funds: | | Inmate Welfare Fund - Operations | 10,000 |
| Inmate Welfare Fund - Capital | 10,000 | | <u>\$ 10,000</u> |
| | <u>\$ 10,000</u> | | |
| Enterprise Fund: | | General Fund | 9,531,823 |
| Airport - Aeronautical | 367,894 | General Fund Sub-Fund: | |
| Airport - Non Aeronautical | 9,157,015 | Telephone Replacement | 22,290 |
| Cultural Arts Center | 62,163 | Data Communications Replacement | 10,331 |
| Parks and Recreation | 325,219 | Radio Replacement | 29,675 |
| Transit | 60,637 | PC Replacement | 140,538 |
| Water | 18,092 | Special Revenue Fund: | |
| Sanitation | 123,458 | Street Lighting Assessment District | 66,692 |
| Emergency Medical Service | 4,997 | Enterprise Fund: | |
| Internal Service Fund: | | Sanitation | 146,277 |
| Self Insurance | 3,207 | Capital Project Fund: | |
| Fleet Services | 18,422 | Cultural Arts Center | 50,000 |
| Special Revenue Fund: | | Recreation Fund (Toyota Sports Complex) | 255,754 |
| Gov. Cable Communications | 108,000 | Meadow Park Parking Lot Projects | 10,257 |
| Meadow Park Parking Lot | 10,257 | | |
| Cable TV Public Access | 4,276 | | |
| | <u>\$ 10,263,637</u> | | <u>\$ 10,263,637</u> |
| Total Transfers | <u>\$ 39,160,452</u> | | <u>\$ 39,160,452</u> |

PERSONNEL SUMMARY

| | 2012-13 Adopted | | 2013-14 Adopted | | 2014-15 Adopted | | 2016 Actual (1/1/16) | 2015-16 Adopted | | 2016-17 Adopted (7/2015) | | 2016-17 Amended | |
|----------------------------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|----------------------------|-----------------|----------------|--------------------------|----------------|-----------------|----------------|
| | 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 | - | 12.5 | - | 12.5 | - | 12.0 | 12.6 | - | 12.6 | - | 12.6 | - |
| City Clerk | 8.5 | - | 9.0 | - | 9.0 | - | 8.0 | 9.0 | - | 9.0 | - | 9.0 | - |
| City Treasurer | 7.0 | - | 7.5 | - | 7.0 | - | 6.0 | 7.0 | - | 7.0 | - | 7.0 | - |
| City Manager | 14.0 | - | 15.0 | - | 15.0 | - | 14.0 | 15.0 | - | 15.0 | - | 15.0 | - |
| Cable Television | - | 17.3 | - | 17.3 | - | 17.3 | 14.6 | - | 18.3 | - | 18.3 | - | 18.3 |
| Civil Service | 4.3 | - | 2.0 | - | 3.8 | - | 3.1 | 3.8 | - | 3.8 | - | 3.8 | - |
| Commun. & Info. Tech. | 40.5 | - | 40.5 | - | 40.5 | - | 39.4 | 40.5 | - | 40.5 | - | 40.5 | - |
| Community Development | 54.0 | 5.5 | 54.0 | 5.5 | 56.0 | 5.5 | 57.5 | 56.5 | 5.0 | 56.5 | 5.0 | 56.5 | 5.0 |
| Community Svcs. - Full Tim | 101.1 | 23.8 | 103.1 | 20.8 | 105.1 | 18.8 | 113.0 | 105.1 | 18.8 | 105.1 | 18.8 | 107.1 | 18.8 |
| Community Svcs. - Recurre | 37.6 | 90.7 | 44.1 | 78.2 | 46.5 | 76.4 | 59.3 | 46.5 | 76.8 | 46.5 | 76.8 | 44.0 | 77.0 |
| Finance | 44.5 | - | 45.5 | - | 45.5 | - | 36.4 | 44.0 | - | 44.0 | - | 44.0 | - |
| Fire | 113.5 | 50.0 | 113.5 | 50.0 | 113.5 | 50.0 | 156.4 | 113.5 | 50.0 | 113.5 | 50.0 | 112.5 | 51.0 |
| General Services | 55.0 | - | 55.0 | - | 55.0 | - | 54.0 | 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 | 6.5 | - | 17.8 | - | 17.8 | - | 17.8 |
| Airport | - | 8.5 | - | 8.5 | - | 9.5 | 8.0 | - | 9.5 | - | 9.5 | - | 9.5 |
| Fleet | - | 32.5 | - | 32.5 | - | 32.5 | 31.3 | - | 34.5 | - | 34.5 | - | 34.5 |
| Human Resources | 12.0 | - | 14.3 | - | 13.2 | - | 10.6 | 13.7 | - | 13.7 | - | 13.7 | - |
| Police - full time | 332.3 | 4.0 | 333.3 | 5.0 | 334.3 | 5.0 | 304.0 | 336.8 | 4.0 | 336.8 | 4.0 | 336.8 | 4.0 |
| Police - recurrent | 13.0 | - | 13.0 | - | 13.0 | - | 13.0 | 13.0 | - | 13.0 | - | 13.0 | - |
| Public Works | 102.7 | - | 102.7 | - | 102.5 | - | 101.4 | 102.5 | - | 102.5 | - | 102.5 | - |
| Sanitation | - | 42.4 | - | 42.4 | - | 42.4 | 35.0 | - | 42.4 | - | 42.4 | - | 42.4 |
| Water | - | 41.2 | - | 41.2 | - | 41.4 | 36.0 | - | 43.4 | - | 43.4 | - | 43.4 |
| Sewer | - | 20.2 | - | 20.2 | - | 20.2 | 19.0 | - | 20.2 | - | 20.2 | - | 20.2 |
| Transit | - | 150.3 | - | 150.3 | - | 150.3 | 114.0 | - | 156.3 | - | 165.3 | - | 167.3 |
| Total full time positions | 907.9 | 405.2 | 914.9 | 403.2 | 919.9 | 402.4 | 1,190.7 | 922.0 | 411.9 | 922.0 | 420.9 | 923.0 | 423.9 |
| Total recurrent positions | 50.6 | 108.5 | 57.1 | 96.0 | 59.5 | 94.2 | 78.8 | 59.5 | 94.6 | 59.5 | 94.6 | 57.0 | 94.8 |
| Total | 958.5 | 513.7 | 972.0 | 499.2 | 979.4 | 496.6 | 1,269.5 | 981.5 | 506.5 | 981.5 | 515.5 | 980.0 | 518.7 |
| City Total | 1,472.2 | 1,471.2 | 1,471.2 | 1,471.2 | 1,476.0 | 1,269.5 | 1,488.0 | 1,488.0 | 1,497.0 | 1,497.0 | 1,497.0 | 1,498.7 | 1,498.7 |

*Cultural Arts Center

Personnel Vacancies as of April 1, 2016

| DEPARTMENT | FUND | VACANCY | NUMBER |
|---|-----------------|---|--------|
| City Clerk | General Fund | Administrative Assistant | 1.0 |
| | General Fund | Records Management Specialist | 1.0 |
| City Manager - Human Resources | General Fund | Human Resources Senior Management Associate | 1.0 |
| City Manager - Cable | Enterprise Fund | Announcer | 1.0 |
| | Enterprise Fund | Production Assistant | 1.0 |
| City Treasurer | General Fund | Account Clerk | 2.0 |
| | General Fund | Deputy City Treasurer | 1.0 |
| Comm. & Info Technology (CIT) | General Fund | Communications Supervisor/Telecomm | 1.0 |
| | General Fund | IT Specialist | 1.0 |
| Community Development | General Fund | Permit Technician II | 1.0 |
| | General Fund | Administrative Assistant | 1.0 |
| Community Services (Library & Park Services) | General Fund | Library Technician | 7.0 |
| | General Fund | Senior Library Page | 1.5 |
| | General Fund | Library Page | 4.0 |
| | General Fund | Senior Library Technician | 3.0 |
| | General Fund | Recreation Supervisor (Adult Sports) | 1.0 |
| | General Fund | Recreation Supervisor (Cultural Services) | 1.0 |
| | General Fund | Maintenance Worker (Parks) | 0.6 |
| Finance | General Fund | Finance Manager - Revenue | 1.0 |
| | General Fund | Finance Manager - Audit | 1.0 |
| | General Fund | Business License Supervisor | 1.0 |
| | General Fund | Buyer | 1.0 |
| | General Fund | Workers Compensation Manager | 1.0 |
| Fire | Safety | Firefighter | 7.0 |
| General Services/Fleet | General Fund | Admin Analyst - Tier 1 | 1.0 |
| | General Fund | Senior Mechanic | 1.0 |
| | General Fund | Building Maintenance Supervisor | 1.0 |
| | General Fund | Senior Custodian | 1.0 |
| | General Fund | Bookkeeper | 1.0 |
| | General Fund | Custodian | 1.0 |
| Police | General Fund | Police Records Technician | 3.0 |
| | General Fund | Animal Control Officer | 1.0 |
| | General Fund | Public Safety Dispatcher | 2.0 |
| | General Fund | Staff Assistant | 1.0 |
| | General Fund | Police Cadet | 3.0 |
| | General Fund | Senior Forensic ID Specialist | 1.0 |
| | General Fund | Crossing Guard | 3.0 |
| | General Fund | Juvenile Counseling Intern (Diversion) | 1.0 |
| | Safety | Police Officer Recruit | 16.0 |

Personnel Vacancies as of April 1, 2016 (continued)

| DEPARTMENT | FUND | VACANCY | NUMBER | |
|-----------------|-----------------|---|--------------------|------|
| Public Works | General Fund | Engineering Technician I | 1.0 | |
| | Enterprise Fund | Water Systems Operator II | 3.0 | |
| | Enterprise Fund | Water Systems Operator I | 3.0 | |
| | General Fund | Maintenance Worker (Streetscape) | 1.0 | |
| | General Fund | Maintenance Worker (Sanitation) | 3.0 | |
| | General Fund | Public Works Inspector - Capital Projects | 2.0 | |
| | General Fund | Associate Engineer | 4.0 | |
| | General Fund | Administrative Assistant | 1.0 | |
| | General Fund | Engineering Manager | 1.0 | |
| | General Fund | Admin Analyst - Tier 1 | 1.0 | |
| | Enterprise Fund | Water Systems Operator III | 1.0 | |
| | General Fund | Equipment Operator (Operations) | 1.0 | |
| | Transit | Enterprise Fund | Transit Supervisor | 6.0 |
| | | Enterprise Fund | Bus Operator | 16.0 |
| Enterprise Fund | | Relief Bus Operator | 5.0 | |
| Enterprise Fund | | Equipment Attendant | 3.0 | |
| Enterprise Fund | | Transit Fleet Services Supervisor | 1.0 | |
| Enterprise Fund | | Transit Admin Manager | 1.0 | |
| Enterprise Fund | | Transit Operations Manager | 1.0 | |
| Enterprise Fund | | Human Resources Technician | 1.0 | |
| Enterprise Fund | | Staff Assistant | 1.0 | |
| | | Total | <u>136.1</u> | |
| | | Vacancies Summary: | | |
| | | Safety | 23.0 | |
| | | General Fund | 69.1 | |
| | | Enterprise Fund | 44.0 | |
| | | Total | <u>136.1</u> | |

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**REVENUE PROJECTION DETAIL
GENERAL FUND**

| Description | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| Summary | | | | | | |
| Property Taxes | 42,067,245 | 42,688,657 | 44,795,062 | 47,032,264 | 49,127,059 | 48,957,059 |
| Sales Tax | 41,895,178 | 43,573,688 | 43,740,631 | 48,687,356 | 50,340,080 | 51,340,080 |
| Other Taxes | 55,706,555 | 58,254,302 | 59,914,372 | 62,573,743 | 64,920,313 | 64,420,313 |
| Licenses and Permits | 2,044,557 | 2,893,100 | 2,741,240 | 2,374,367 | 2,719,613 | 2,889,613 |
| Grants and Subventions | 1,424,720 | 1,358,023 | 2,969,517 | 1,410,000 | 1,410,000 | 1,410,000 |
| Fines and Forfeitures | 1,009,814 | 1,075,432 | 1,245,062 | 1,330,000 | 1,330,000 | 1,330,000 |
| Use of Money and Property | 109,109 | 2,314,326 | 3,228,478 | 3,528,277 | 3,594,995 | 3,594,995 |
| Charges for Services | 4,427,904 | 5,411,705 | 5,255,297 | 5,844,139 | 5,950,779 | 5,950,779 |
| Other Revenues | 13,135,771 | 24,897,265 | 19,481,921 | 12,684,496 | 10,124,516 | 10,283,923 |
| Non-Recurring Revenues | - | - | - | - | - | - |
| Total General Fund Revenues | 161,820,853 | 182,466,499 | 183,371,580 | 185,464,642 | 189,517,355 | 190,176,762 |
| Detail | | | | | | |
| Property Taxes | | | | | | |
| Secured | 27,484,543 | 27,266,990 | 29,075,299 | 30,453,273 | 32,149,801 | 32,049,801 |
| VLF Swap | 11,257,216 | 11,754,649 | 12,233,844 | 12,600,859 | 12,978,884 | 12,978,884 |
| Unsecured | 1,166,773 | 1,204,690 | 1,230,670 | 1,348,200 | 1,348,200 | 1,278,200 |
| Supplemental | 483,617 | 820,135 | 729,411 | 545,900 | 545,900 | 545,900 |
| Redemptions | 642,527 | 550,984 | 484,120 | 966,400 | 966,400 | 966,400 |
| Real property transfer | 623,928 | 723,552 | 741,530 | 674,732 | 694,974 | 694,974 |
| Aircraft assessment | 177,968 | 160,252 | 149,744 | 185,400 | 185,400 | 185,400 |
| Penalties and interest | 230,673 | 207,404 | 150,444 | 257,500 | 257,500 | 257,500 |
| Total Property Taxes | 42,067,245 | 42,688,657 | 44,795,062 | 47,032,264 | 49,127,059 | 48,957,059 |
| Sales Taxes | 41,895,178 | 43,573,688 | 43,740,631 | 48,687,356 | 50,340,080 | 51,340,080 |
| Other Taxes | | | | | | |
| Utility Users | 31,542,645 | 32,413,120 | 32,038,113 | 34,251,919 | 35,315,357 | 34,815,357 |
| Business Licensing | 8,711,295 | 8,721,301 | 8,796,808 | 9,548,663 | 9,881,593 | 9,481,593 |
| Occupancy | 8,636,314 | 9,291,676 | 10,529,084 | 10,612,000 | 11,183,420 | 11,583,420 |
| Prop 172 Sales Tax | 1,396,766 | 1,472,586 | 1,525,064 | 1,575,712 | 1,622,984 | 1,622,984 |
| Franchise payments | 4,437,839 | 4,871,816 | 5,257,991 | 5,726,483 | 5,841,013 | 5,841,013 |
| Construction | 972,936 | 1,459,566 | 1,754,593 | 848,966 | 1,065,946 | 1,065,946 |
| Oil Severance | 8,760 | 24,238 | 12,719 | 10,000 | 10,000 | 10,000 |
| Total Other Taxes | 55,706,555 | 58,254,302 | 59,914,372 | 62,573,743 | 64,920,313 | 64,420,313 |
| Licenses and Permits | | | | | | |
| Construction permits | 1,899,539 | 2,764,017 | 2,601,566 | 2,213,381 | 2,555,408 | 2,725,408 |
| Other licenses and permits | 145,018 | 129,084 | 139,674 | 160,986 | 164,205 | 164,205 |
| Total Licenses and Permits | 2,044,557 | 2,893,100 | 2,741,240 | 2,374,367 | 2,719,613 | 2,889,613 |
| Grants and Subventions | | | | | | |
| Motor vehicle licenses | 76,748 | 63,517 | 61,477 | - | - | - |
| Gasoline tax | 1,040,000 | 1,040,000 | 1,040,000 | 1,040,000 | 1,040,000 | 1,040,000 |
| State homeowner prop tax | 227,586 | 212,744 | 216,169 | 250,000 | 250,000 | 250,000 |
| Other state revenues | 80,386 | 41,761 | 1,651,871 | 120,000 | 120,000 | 120,000 |
| Total Grants and Subventions | 1,424,720 | 1,358,023 | 2,969,517 | 1,410,000 | 1,410,000 | 1,410,000 |

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected budget for 2016-17 reflects a 4.1% increase over fiscal year 2015-16 budget. The increase represents a change in the local economy in housing sales and home prices.

Sales Tax

Sales tax revenues in 2016-17 are projected to be approximately 4.4% greater than fiscal year 2015-16 budget projection. Sales tax revenues are directly impacted by the economy. The recent renovation of the local mall has seen over 100 new stores opened coupled with a few high end auto dealerships that also opened in fiscal year 2015-16. Sales Tax revenues for fiscal year 2016-17 is expected to reflect positively to the new stores.

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 2016-17 represents normal growth in this revenue source. In June of 2016, the existing refinery will be sold to a new owner where it is anticipated that production levels will remain consistent with prior years activities. 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 remain level for fiscal year 2016-17 budget.

Occupancy Tax

Occupancy tax revenues are being increased by 9.2% to reflect a recovery in the economy resulting in increases in consumer spending, business travel and tourism. Additionally, the increase adjust the budget to align it more closely to the activities of the occupancy market.

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 2016-17.

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 2016-17 budget.

Oil Severance Tax

This revenue remains constant and is not being changed for fiscal year 2016-17.

Licenses and Permits

This revenue source is projected to reflect a 21.7% increase for fiscal year 2016-17 budget. New construction activity for phase two and three of the local mall is the primary source for the anticipated increase in permit fees.

Motor Vehicle Licenses

This revenue source was discontinued in 2012-13 by the State.

**REVENUE PROJECTION DETAIL
GENERAL FUND**

| Description | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| Fines and Forfeitures | | | | | | |
| General court fines | 564,515 | 745,895 | 890,669 | 850,000 | 850,000 | 850,000 |
| Traffic fines | 445,299 | 329,537 | 354,393 | 480,000 | 480,000 | 480,000 |
| Total Fines and Forfeitures | 1,009,814 | 1,075,432 | 1,245,062 | 1,330,000 | 1,330,000 | 1,330,000 |
| Use of Money and Property | | | | | | |
| Investment earnings | 620,964 | 376,441 | 804,185 | 1,254,340 | 1,254,340 | 1,254,340 |
| Rents and royalties | 1,381,907 | 1,365,060 | 2,079,260 | 2,273,937 | 2,340,655 | 2,340,655 |
| Franchise payments | (1,893,762) | 572,825 | 345,033 | | | |
| Total Use of Money and Property | 109,109 | 2,314,326 | 3,228,478 | 3,528,277 | 3,594,995 | 3,594,995 |
| Charges for Services | | | | | | |
| Indirect charges | | | | | | |
| Construction related fees | 1,427,724 | 2,424,839 | 2,144,147 | 2,752,306 | 2,834,220 | 2,834,220 |
| Engineering fees | 164,578 | 237,229 | 250,293 | 253,792 | 261,407 | 261,407 |
| Police Department services | 575,005 | 596,000 | 625,845 | 582,882 | 593,751 | 593,751 |
| Fire inspection fees | 1,515,851 | 1,347,150 | 1,364,353 | 1,401,467 | 1,401,950 | 1,401,950 |
| Other charges | 205,052 | 199,883 | 201,263 | 214,792 | 220,551 | 220,551 |
| Library fines and fees | 132,638 | 131,020 | 136,923 | 136,200 | 136,200 | 136,200 |
| Recreation Processing/Facility Fees | 407,056 | 475,583 | 532,473 | 502,700 | 502,700 | 502,700 |
| Total Charges for Services | 4,427,904 | 5,411,705 | 5,255,297 | 5,844,139 | 5,950,779 | 5,950,779 |
| Other Revenues | | | | | | |
| Contributions | 2,618,000 | 2,618,000 | - | - | - | - |
| Other revenue | 1,648,701 | 1,854,398 | 10,488,192 | 257,100 | 357,100 | 357,100 |
| Transfers-in | 8,869,070 | 20,424,867 | 8,993,729 | 12,427,396 | 9,767,416 | 9,926,823 |
| Total Other Revenues | 13,135,771 | 24,897,265 | 19,481,921 | 12,684,496 | 10,124,516 | 10,283,923 |
| Total General Fund Revenues | 161,820,853 | 182,466,499 | 183,371,580 | 185,464,642 | 189,517,355 | 190,176,762 |

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 2016-17.

Investment Earnings

Interest income for the 2016-17 is budgeted to remain constant due to continuing low interest rates.

Rents and Royalties

This revenue is projected to grow by 2.9% in fiscal year 2016-17.

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 2016-17.

Charges for Services

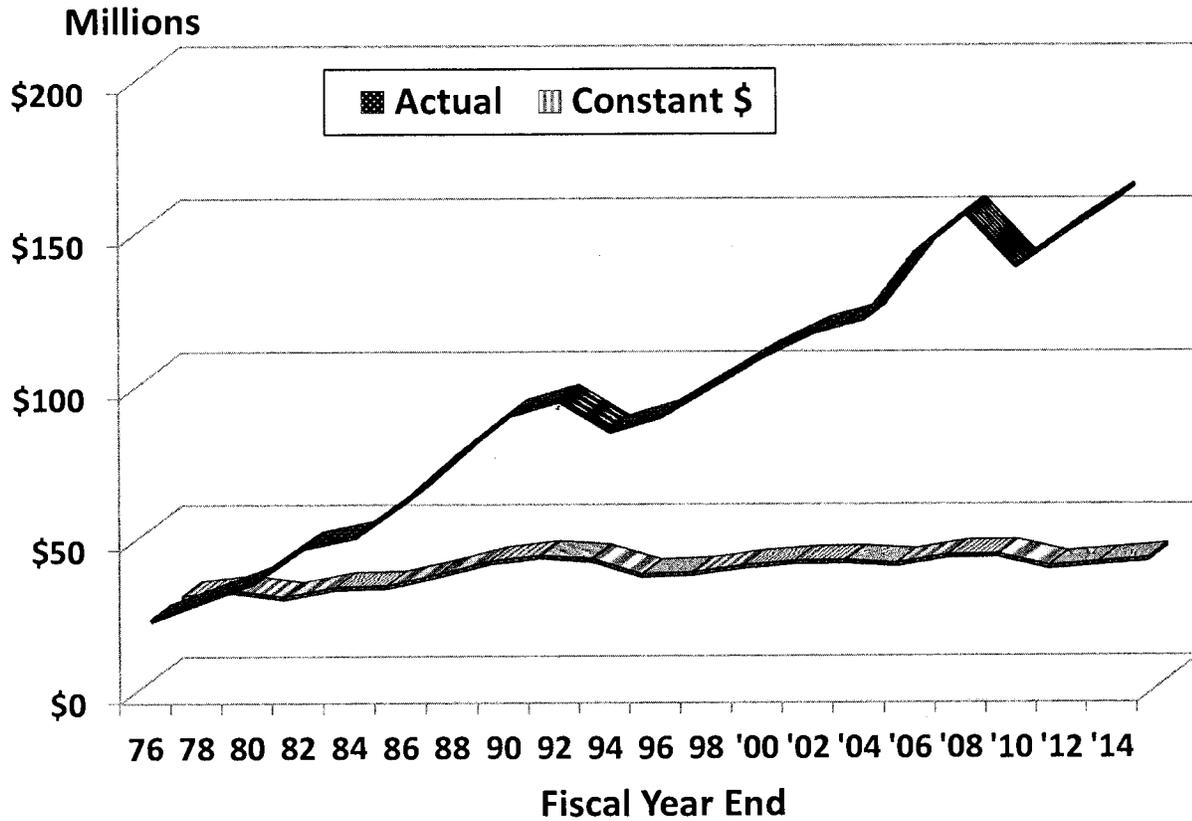
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to increase slightly by 1.8% for fiscal year 2016-17 as they are indexed to the CPI-W.

Operating Transfers

This revenue source has declined by approximately 18.9% 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%.

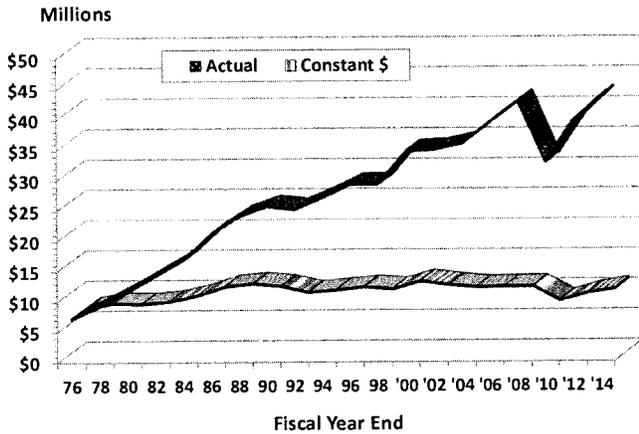
Constant dollars (real growth) average annual growth rate of 1.0%

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

TOP GENERAL FUND REVENUES

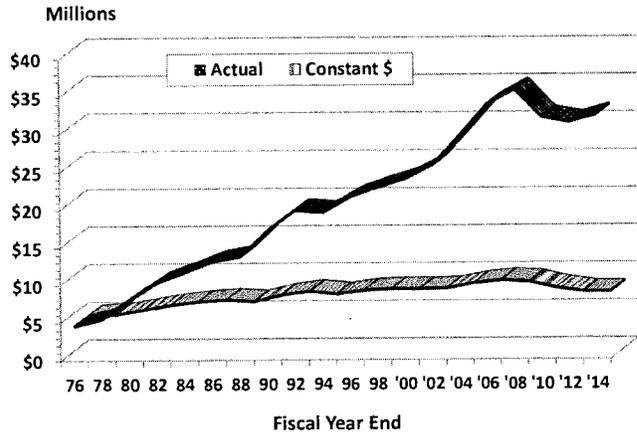
Actual vs. Constant Dollars*

SALES AND USE TAX



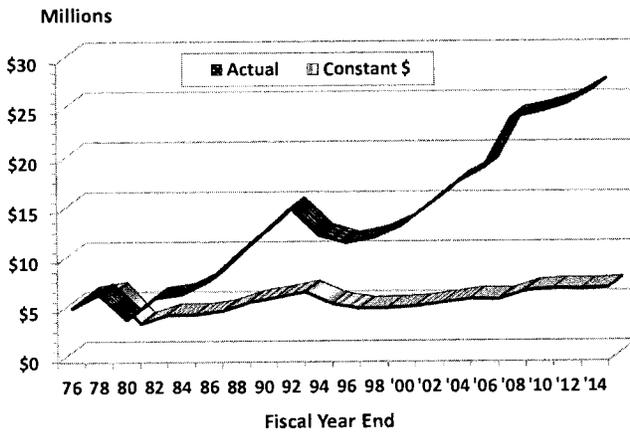
Actual average annual growth rate of 4.9%
Constant dollars (real growth) average annual growth rate of 0.9%

UTILITY USERS' TAX



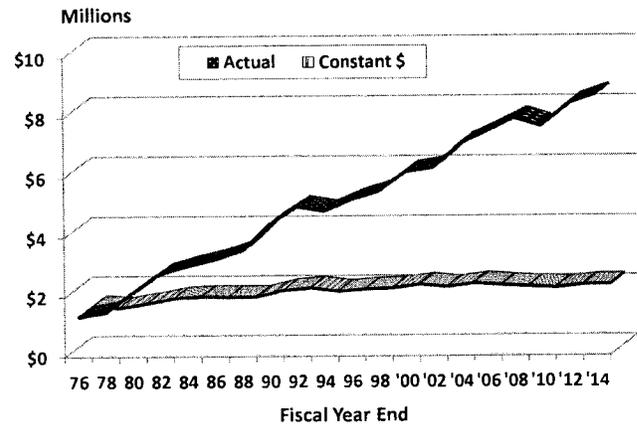
Actual average annual growth rate of 5.3%
Constant dollars (real growth) average annual growth rate of 1.3%

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



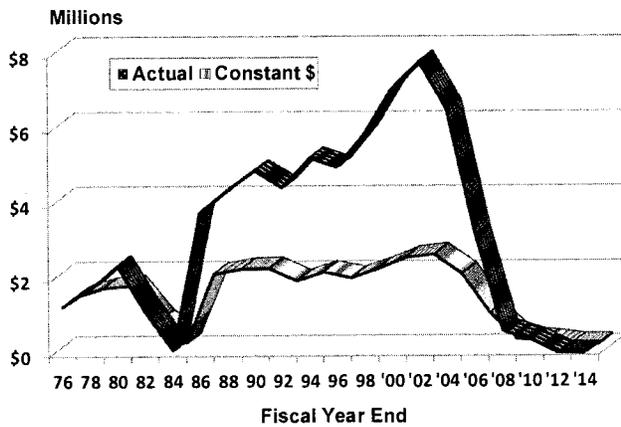
Actual average annual growth rate of 5.1%
Constant dollars (real growth) average annual growth rate of 1.1%

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

TOP GENERAL FUND REVENUES

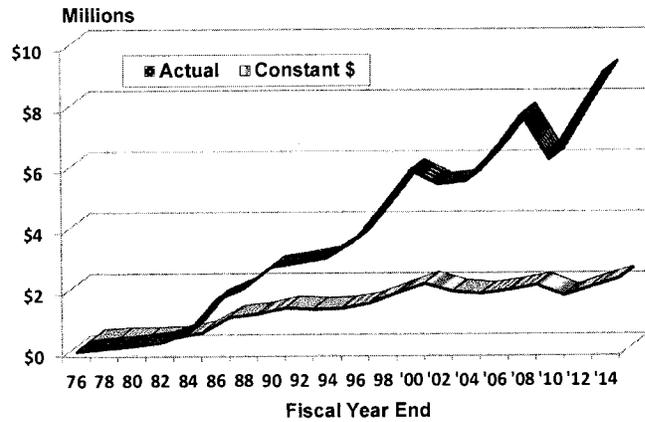
Actual vs. Constant Dollars*

MOTOR VEHICLE TAX



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

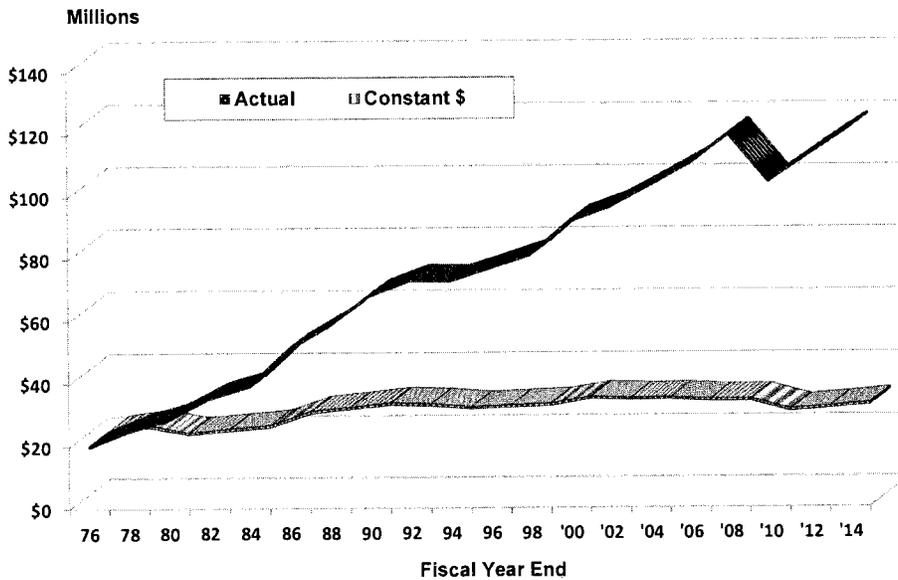
OCCUPANCY TAX



Actual average annual growth rate of 11.3%
 Constant dollars (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 20014-05 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

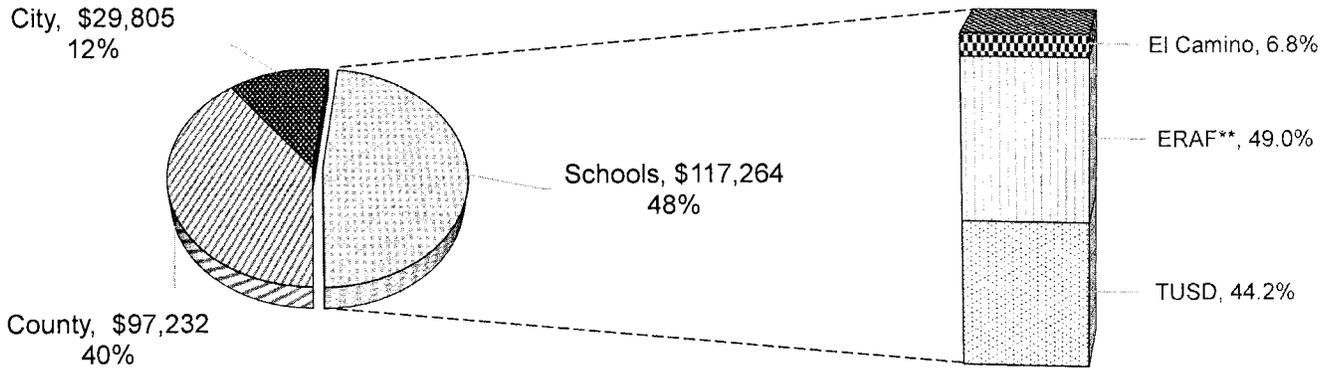


Actual average annual growth rate of 4.9%
 Constant dollars (real growth) average annual growth rate of 0.9%

*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.

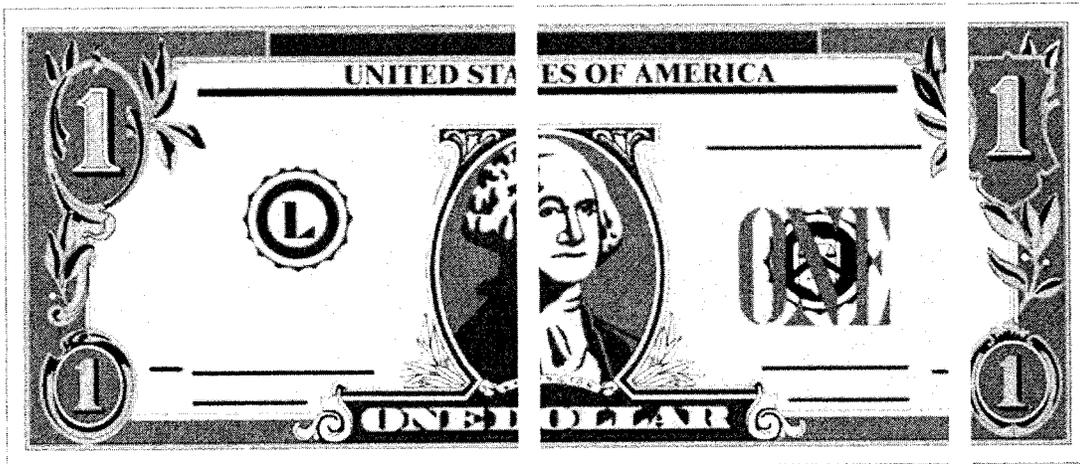
** Education Revenue Augmentation Fund (ERAF) Allocation based on 2014-15 actual secured property tax of \$29,804,710.

Distribution of Property Tax

| | |
|------------------|-----------|
| Assessed Value = | \$341,000 |
| County 1% Rate | \$ 3,410 |

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

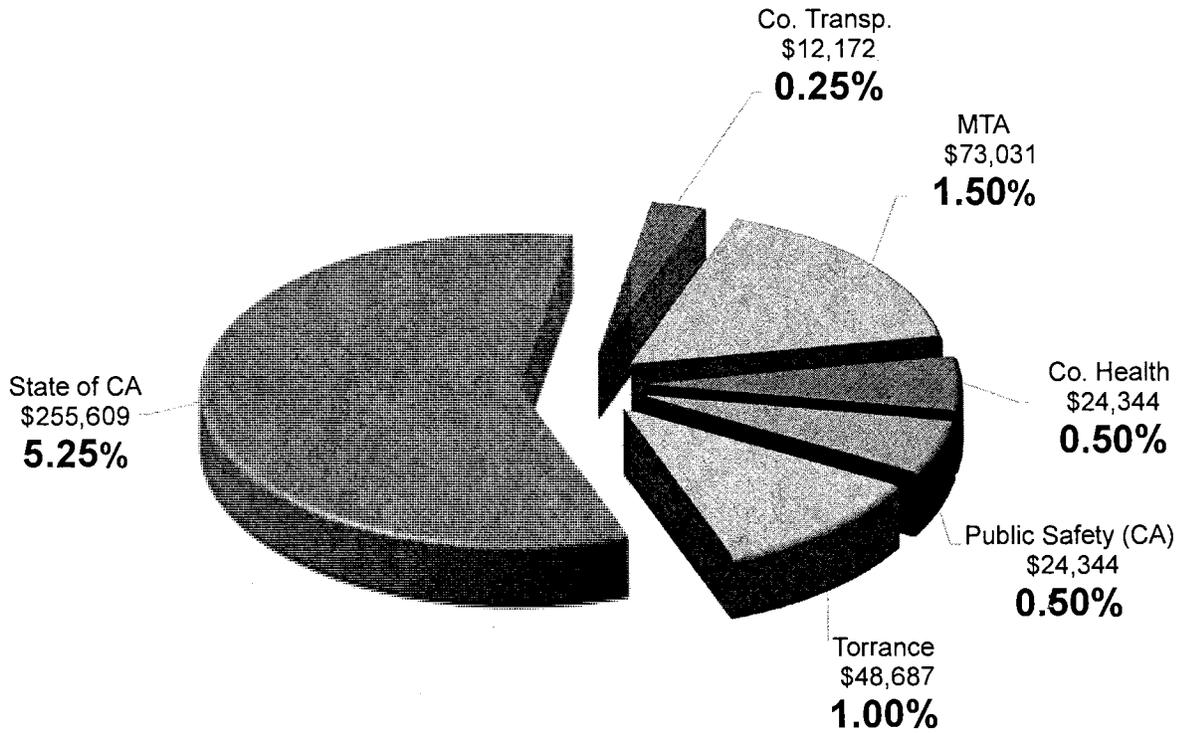
City of
Torrance
12.2% (\$416)



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 2015-16 adopted sales tax of \$48,687,356.

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.

Note - \$1,575,712 of Proposition 172 (Public Safety 0.5% sales tax) funds are budgeted for 2015-16.

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**REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS**

| Description | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| Airport | 11,805,854 | 12,267,567 | 12,489,244 | 12,815,000 | 13,016,200 | 12,945,000 |
| <i>Transit</i> | 24,522,705 | 25,768,178 | 24,659,585 | 27,867,113 | 28,360,863 | 28,953,658 |
| <i>Water</i> | 36,316,536 | 40,953,937 | 36,188,325 | 38,899,000 | 40,152,950 | 39,038,700 |
| Emergency Medical Services | 11,005,566 | 11,491,286 | 11,164,964 | 11,965,927 | 12,299,327 | 12,746,427 |
| <i>Sanitation</i> | 11,261,114 | 11,735,745 | 11,694,956 | 12,054,847 | 12,169,261 | 12,285,661 |
| <i>Cultural Arts Center</i> | 1,865,273 | 1,771,330 | 1,853,750 | 2,359,097 | 2,084,117 | 2,234,117 |
| <i>Sewer</i> | 3,245,624 | 3,301,118 | 2,774,162 | 3,417,500 | 3,516,500 | 3,098,000 |
| <i>Parks and Recreation</i> | 7,547,476 | 6,717,532 | 7,184,817 | 7,667,863 | 7,819,863 | 7,794,505 |
| Total Enterprise Funds | 107,570,148 | 114,006,693 | 108,009,803 | 117,046,347 | 119,419,081 | 119,096,068 |
| | | | | | | |
| Airport | | | | | | |
| Aeronautical revenues | 4,135,041 | 4,229,071 | 4,268,944 | 4,423,000 | 4,426,200 | 4,550,000 |
| Non-Aeronautical revenues | 7,670,813 | 8,038,496 | 8,220,300 | 8,392,000 | 8,590,000 | 8,395,000 |
| Total Airport Revenues | 11,805,854 | 12,267,567 | 12,489,244 | 12,815,000 | 13,016,200 | 12,945,000 |
| | | | | | | |
| Transit | | | | | | |
| Total Transit Revenues | 24,522,705 | 25,768,178 | 24,659,585 | 27,867,113 | 28,360,863 | 28,953,658 |
| | | | | | | |
| Water | | | | | | |
| Water sales | 36,119,420 | 40,725,618 | 36,001,412 | 38,699,000 | 39,947,950 | 38,833,700 |
| Other | 197,116 | 228,319 | 186,913 | 200,000 | 205,000 | 205,000 |
| Total Water Revenues | 36,316,536 | 40,953,937 | 36,188,325 | 38,899,000 | 40,152,950 | 39,038,700 |
| | | | | | | |
| Emergency Medical Services | | | | | | |
| Fee revenue | 2,185,964 | 2,229,575 | 900,674 | 993,000 | 1,009,000 | 1,016,000 |
| General fund subsidy | 8,819,602 | 9,261,711 | 10,264,290 | 10,972,927 | 11,290,327 | 11,730,427 |
| Total Emergency Medical Services | 11,005,566 | 11,491,286 | 11,164,964 | 11,965,927 | 12,299,327 | 12,746,427 |
| | | | | | | |
| Sanitation | | | | | | |
| Fee revenue | 11,261,114 | 11,735,745 | 11,694,956 | 12,054,847 | 12,169,261 | 12,285,661 |
| Other | - | - | - | - | - | - |
| Total Sanitation Revenues | 11,261,114 | 11,735,745 | 11,694,956 | 12,054,847 | 12,169,261 | 12,285,661 |
| | | | | | | |
| Cultural Arts Center | | | | | | |
| Fee and donation revenue | 1,152,172 | 1,020,789 | 1,048,229 | 1,153,576 | 1,233,576 | 1,233,576 |
| General fund subsidy | 713,101 | 750,541 | 805,521 | 1,205,521 | 850,541 | 1,000,541 |
| Total Cultural Arts Center Revenues | 1,865,273 | 1,771,330 | 1,853,750 | 2,359,097 | 2,084,117 | 2,234,117 |
| | | | | | | |
| Sewer | | | | | | |
| Fee revenue | 3,137,058 | 3,186,999 | 2,730,528 | 3,312,500 | 3,411,500 | 3,048,000 |
| Other | 108,566 | 114,119 | 43,634 | 105,000 | 105,000 | 50,000 |
| Total Sewer Revenues | 3,245,624 | 3,301,118 | 2,774,162 | 3,417,500 | 3,516,500 | 3,098,000 |
| | | | | | | |
| Parks and Recreation | | | | | | |
| Fee and donation revenue | 3,993,802 | 4,092,851 | 4,697,608 | 5,045,382 | 5,197,382 | 5,159,424 |
| General fund subsidy | 3,553,674 | 2,624,681 | 2,487,209 | 2,622,481 | 2,622,481 | 2,635,081 |
| Total Parks & Recreation Revenues | 7,547,476 | 6,717,532 | 7,184,817 | 7,667,863 | 7,819,863 | 7,794,505 |

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

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds

AIRPORT

Revenues is projected to grow by 3.9% for fiscal year 2016-17.

Sales tax revenues derived from land rental agreements will grow as the economy recovers.

TRANSIT

Revenues projected to increase by 5.1% due primarily to anticipated increases in Measure R funds in fiscal year 2016-17.

WATER

Water revenues are projected to increase by 12.8% 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 normal cost of living adjustments.

CULTURAL ARTS CENTER

This revenue source is being reduced to reflect a slight decrease in the facility usage.

SEWER

The Sewer Fund revenues is projected to remain constant in fiscal year 2016-17.

PARKS AND RECREATION

Revenues projected to remain level for fiscal year 2016-17.

**REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS**

| Description | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Fleet Services | 6,576,066 | 7,003,178 | 6,730,881 | 6,747,702 | 6,747,702 | 6,747,702 |
| Self Insurance | 3,825,291 | 4,641,743 | 6,492,000 | 6,594,153 | 4,894,153 | 4,894,153 |
| Total Internal Service Funds | <u>10,401,357</u> | <u>11,644,921</u> | <u>13,222,881</u> | <u>13,341,855</u> | <u>11,641,855</u> | <u>11,641,855</u> |
| | | | | | | |
| Fleet Services | | | | | | |
| Operating revenues | 5,979,833 | 6,384,443 | 6,171,095 | 6,422,262 | 6,422,262 | 6,422,262 |
| Non-Operating revenues and transfers in | 596,233 | 618,735 | 559,786 | 325,440 | 325,440 | 325,440 |
| Total Fleet Services Revenues | <u>6,576,066</u> | <u>7,003,178</u> | <u>6,730,881</u> | <u>6,747,702</u> | <u>6,747,702</u> | <u>6,747,702</u> |
| | | | | | | |
| Self Insurance | | | | | | |
| Operating revenues | 2,461,791 | 2,610,743 | 2,711,663 | 2,434,153 | 2,434,153 | 2,434,153 |
| Operating transfers in | 1,363,500 | 2,031,000 | 3,780,337 | 4,160,000 | 2,460,000 | 2,460,000 |
| Total Self-Insurance Revenues | <u>3,825,291</u> | <u>4,641,743</u> | <u>6,492,000</u> | <u>6,594,153</u> | <u>4,894,153</u> | <u>4,894,153</u> |

The Internal Service funds are used to account for financing of goods or services provided by one City department to other departments of the City

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Internal Service Funds

Fleet Services Fund

This fund is projected to grow by a modest 6.5% in fiscal year 2016-17.

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**

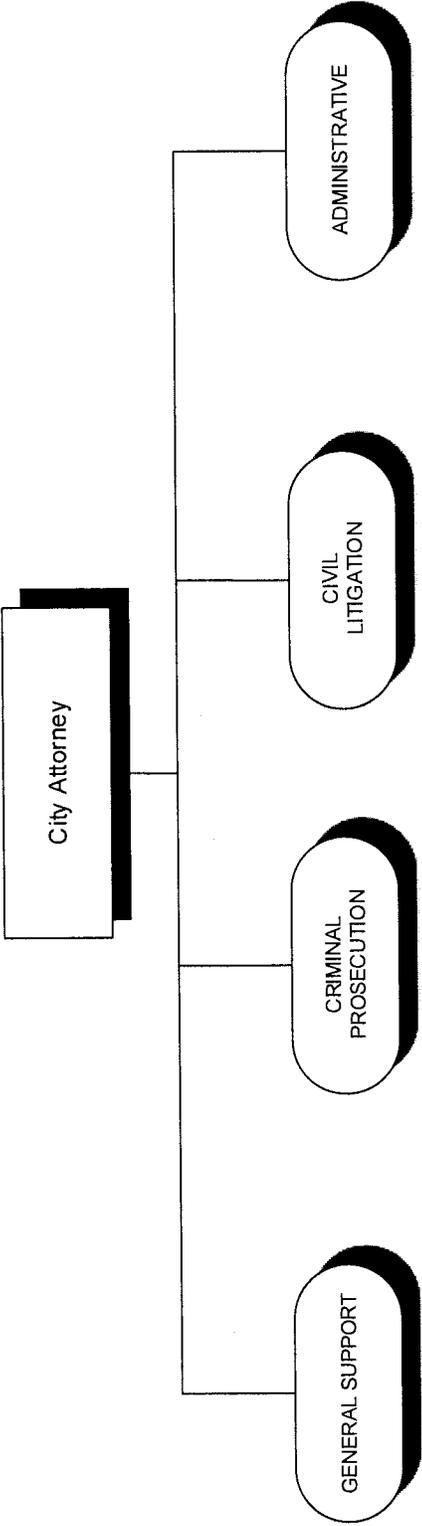
| Description | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| <i>Home Improvement Employ Program</i> | - | - | - | - | - | - |
| <i>Section 8 Rental Assistance</i> | 6,214,211 | 5,956,176 | 6,121,772 | 6,399,000 | 6,399,000 | 6,175,000 |
| <i>Rehabilitation Loan Program (HCD)</i> | - | - | - | - | - | - |
| <i>Downtown RDA Successor Agency</i> | 4,397,039 | 2,566,072 | 3,073,900 | 3,227,564 | 3,227,564 | 3,571,607 |
| <i>RDA Successor Agency - Housing</i> | - | - | - | - | - | - |
| <i>Redev. Meadow Park Parking Lot</i> | 26,280 | 70,323 | 36,089 | 34,257 | 34,257 | 48,119 |
| <i>Government Cable Communications</i> | 1,917,956 | 1,916,627 | 1,804,984 | 1,919,800 | 1,939,800 | 1,939,800 |
| <i>Cable TV Public Access</i> | 423,403 | 422,040 | 243,643 | 424,312 | 424,312 | 424,312 |
| <i>Cable TV Public Educ. Government</i> | 373,439 | 369,289 | 354,457 | 370,000 | 370,000 | 370,000 |
| <i>Animal Control</i> | 314,227 | 372,474 | 380,049 | 505,686 | 513,486 | 566,386 |
| <i>Police Inmate Welfare Fund</i> | - | - | - | 10,000 | 10,000 | 10,000 |
| <i>Street Lighting District</i> | 2,751,532 | 2,778,000 | 2,819,304 | 3,196,905 | 3,209,805 | 3,193,447 |
| <i>Vanpool/Rideshare</i> | 233,586 | 226,215 | 210,549 | 260,184 | 260,184 | 284,303 |
| <i>Air Quality Management</i> | 177,815 | 184,625 | 184,811 | 172,000 | 172,000 | 185,000 |
| <i>Capital Improvements</i> | - | - | - | - | - | - |
| <i>Public Property Financing</i> | 4,573,980 | 53,313,995 | 3,731,209 | 3,723,488 | 3,725,838 | 3,725,838 |
| Total External Funds | 21,403,468 | 68,175,836 | 18,960,767 | 20,243,196 | 20,286,246 | 20,493,812 |
| REDEVELOPMENT AGENCY | | | | | | |
| Capital Project Fund | | | | | | |
| Debt Service Fund | | | | | | |
| Total Redevelopment Funds | | | | | | |
| Redevelopment Capital Project Fund | | | | | | |
| Meadow Park Redevelopment | | | | | | |
| Skypark Redevelopment | | | | | | |
| Downtown Torrance Redevelopment | | | | | | |
| Industrial Redevelopment | | | | | | |
| Total Redevelopment Revenues | | | | | | |
| Redevelopment Debt Service Fund | | | | | | |
| Skypark Redevelopment | | | | | | |
| Downtown Torrance Redevelopment | | | | | | |
| Industrial Redevelopment | | | | | | |
| Total Redevelopment Revenues | | | | | | |
| SUCCESSOR REDEVELOPMENT AGENCY | | | | | | |
| Successor Agency Low Mod | 16,782 | 12,000 | 15,125 | 15,000 | 15,000 | 18,200 |
| Successor Agency Debt Service Fund | | | | | | |
| Obligation Retirement Fund | 4,380,257 | | | | | |
| Downtown | - | 477,005 | 580,050 | 706,454 | 706,454 | 703,187 |
| Industrial | - | 2,075,824 | 2,209,299 | 2,506,110 | 2,506,110 | 2,850,220 |
| Skypark | - | 1,243 | 269,426 | - | - | - |
| | 4,380,257 | 2,554,072 | 3,058,775 | 3,212,564 | 3,212,564 | 3,553,407 |
| Public Property Financing | | | | | | |
| 1995, 1998 & 2004A&B COP Refunding | \$4,573,980 | \$53,313,995 | \$3,730,191 | \$3,723,488 | \$3,725,838 | \$3,725,838 |
| Total Revenues | 4,573,980 | 53,313,995 | 3,730,191 | 3,723,488 | 3,725,838 | 3,725,838 |
| Animal Control | | | | | | |
| Fee revenue | 233,780 | 259,367 | 274,856 | 260,000 | 265,000 | 314,000 |
| General fund subsidy | 80,447 | 113,107 | 105,193 | 245,686 | 248,486 | 252,386 |
| Total Animal Control Revenues | 314,227 | 372,474 | 380,049 | 505,686 | 513,486 | 566,386 |

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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.

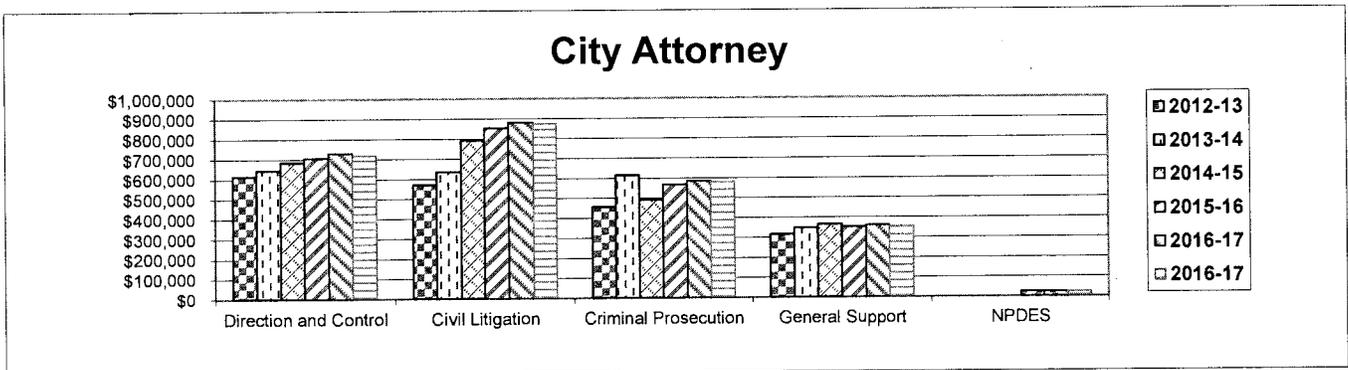
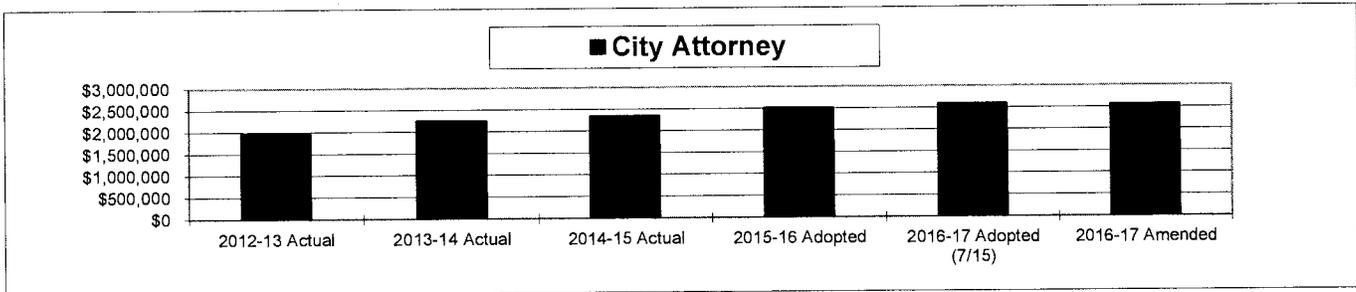
FUNCTIONAL RESPONSIBILITIES

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 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2016-17 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Actual | Adopted | Adopted (7-1-15) | Amended |
| Direction and Control | \$ 615,504 | \$ 645,206 | \$ 683,847 | \$ 706,541 | \$ 730,141 | \$ 718,841 |
| Civil Litigation | 570,079 | 634,174 | 792,933 | 854,237 | 880,737 | 875,709 |
| Criminal Prosecution | 455,342 | 615,291 | 490,760 | 567,632 | 584,532 | 580,260 |
| General Support | 316,066 | 349,055 | 364,900 | 351,734 | 361,634 | 354,825 |
| Nat. Pol. Disch. Elim. System (NPDES) | - | - | - | 25,000 | 25,000 | 25,000 |
| General Fund Total | \$ 1,956,991 | \$ 2,243,726 | \$ 2,332,440 | \$ 2,505,144 | \$ 2,582,044 | \$ 2,554,635 |
| General Fund Revenues | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

EXPENDITURES

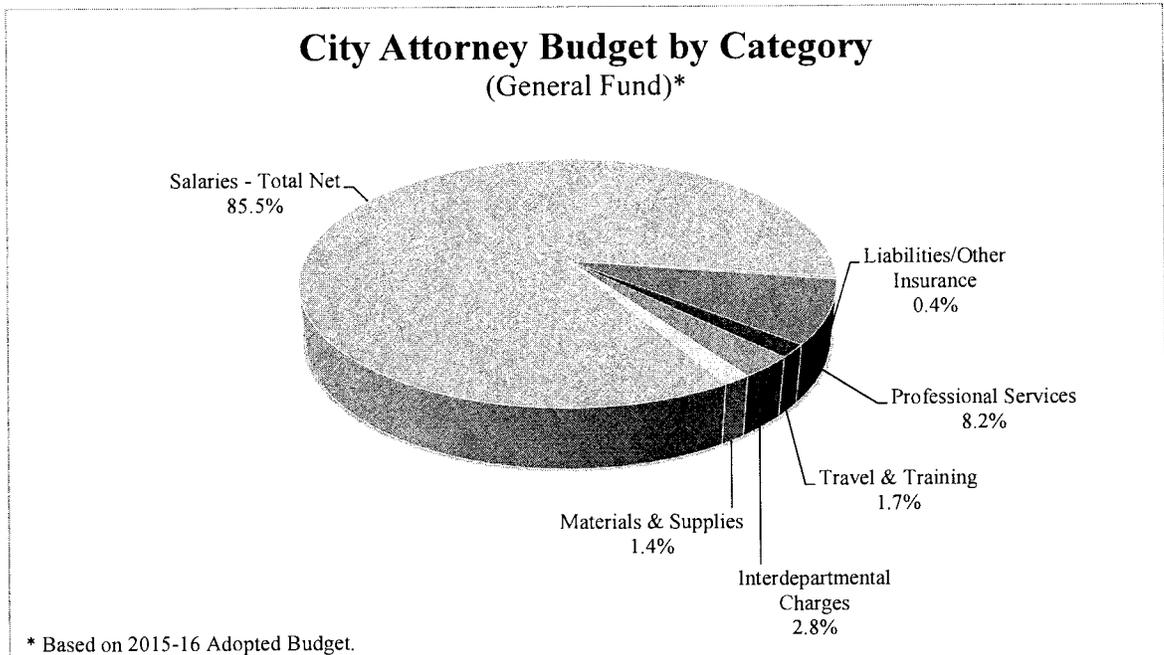


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 1,704,775 | \$ 1,937,500 | \$ 2,112,092 | \$ 2,212,508 | \$ 2,289,308 | \$ 2,268,308 |
| Overtime | 2,202 | 3,252 | 2,995 | 6,000 | 6,100 | 6,400 |
| Salaries - Total | 1,706,977 | 1,940,752 | 2,115,087 | 2,218,508 | 2,295,408 | 2,274,708 |
| Salaries - Reimbursements | (70,973) | (71,810) | (74,462) | (77,694) | (77,694) | (84,560) |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 1,636,004 | 1,868,942 | 2,040,625 | 2,140,814 | 2,217,714 | 2,190,148 |
| Supplies and Services | 320,987 | 363,047 | 291,815 | 364,330 | 364,330 | 364,487 |
| Capital Outlay | - | 11,737 | - | - | - | - |
| General Fund Total | \$ 1,956,991 | \$ 2,243,726 | \$ 2,332,440 | \$ 2,505,144 | \$ 2,582,044 | \$ 2,554,635 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 1,706,977 | \$ 1,940,752 | \$ 2,115,087 | \$ 2,218,508 | \$ 2,295,408 | \$ 2,274,708 |
| Salary & Benefit Reimbursements | (70,973) | (71,810) | (74,462) | (77,694) | (77,694) | (84,560) |
| Materials, Supplies and Maintenance | 29,705 | 36,768 | 31,974 | 36,166 | 36,166 | 36,138 |
| Professional Services/Contracts | 193,815 | 226,249 | 153,508 | 205,630 | 205,630 | 204,658 |
| Travel, Training & Membership Dues | 23,327 | 25,318 | 27,998 | 42,837 | 42,837 | 44,037 |
| Liabilities & Other Insurance | 4,090 | 4,830 | 4,090 | 9,505 | 9,505 | 9,505 |
| Interdepartmental Charges | 49,674 | 49,896 | 52,425 | 53,225 | 53,225 | 53,025 |
| Capital Acquisitions | - | 11,737 | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 20,376 | 19,986 | 21,820 | 16,967 | 16,967 | 17,124 |
| General Fund Total | \$ 1,956,991 | \$ 2,243,726 | \$ 2,332,440 | \$ 2,505,144 | \$ 2,582,044 | \$ 2,554,635 |

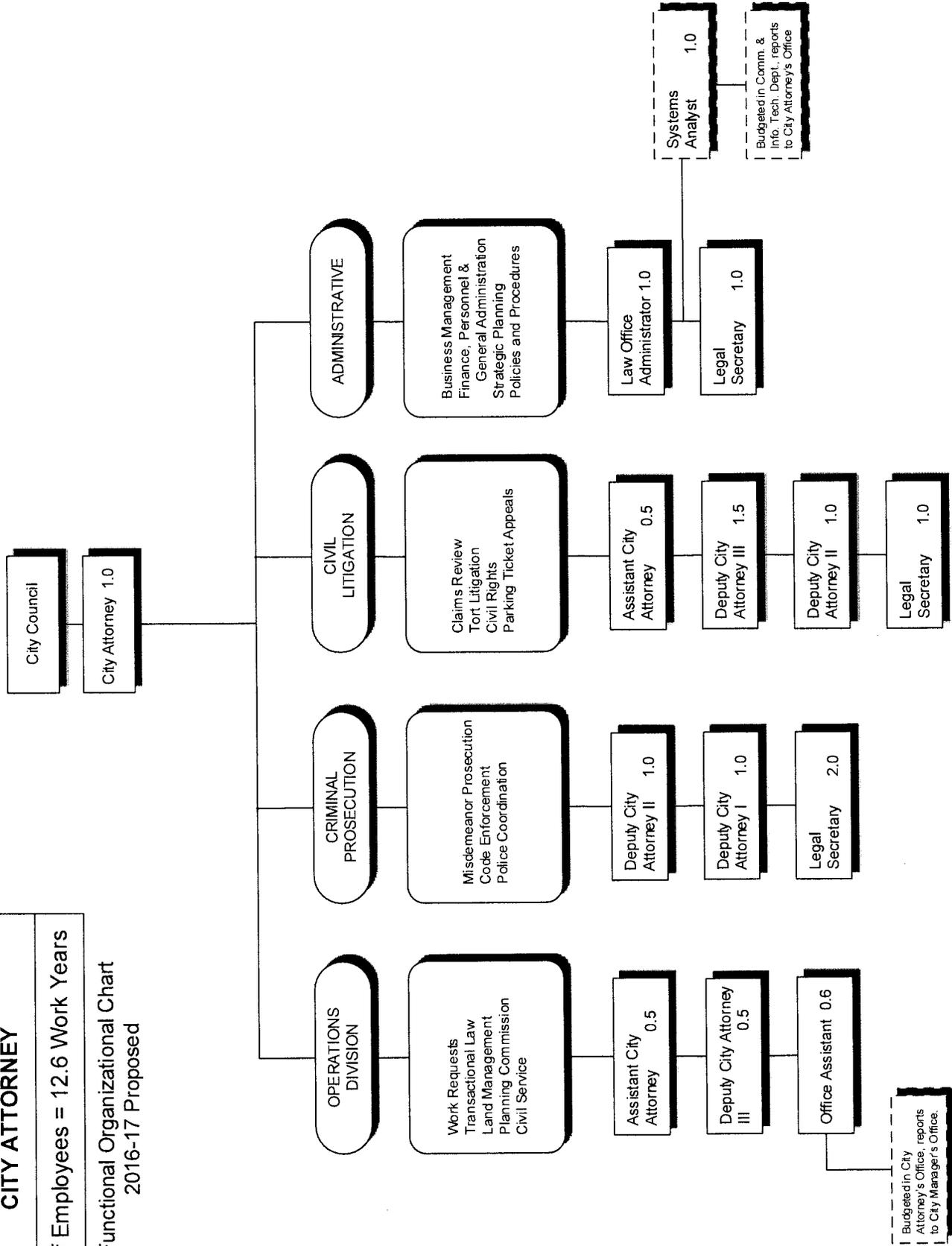


**CITY ATTORNEY
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| 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 | 2.0 | 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 | - | - | - | 0.6 | 0.6 | 0.6 |
| Typist Clerk | 0.5 | 0.5 | 0.5 | - | - | - |
| Total | 11.5 | 12.5 | 12.5 | 12.6 | 12.6 | 12.6 |

CITY ATTORNEY
 No. of Employees = 12.6 Work Years

Functional Organizational Chart
 2016-17 Proposed

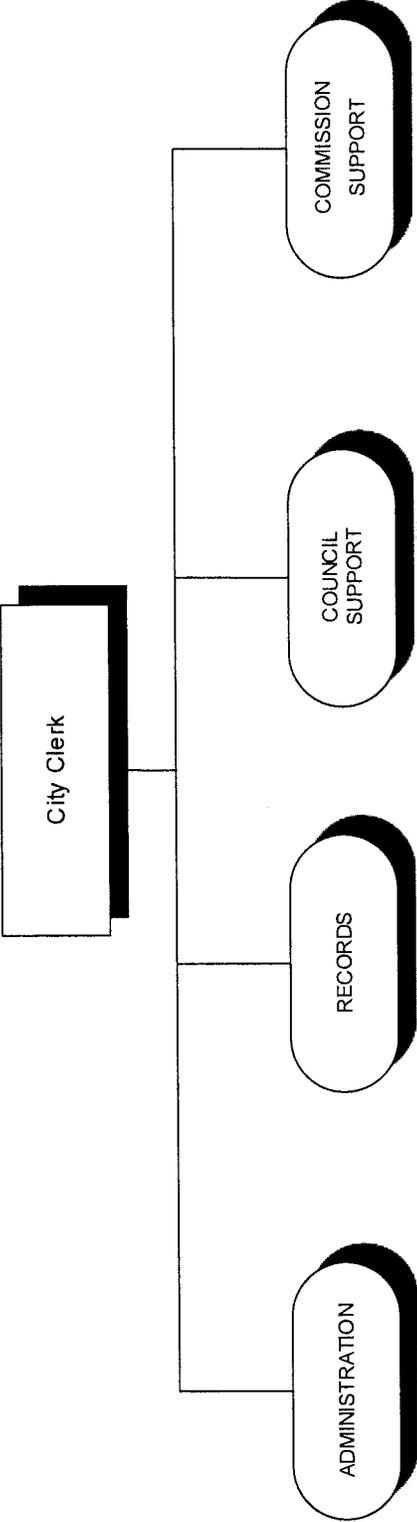


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CITY CLERK

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.

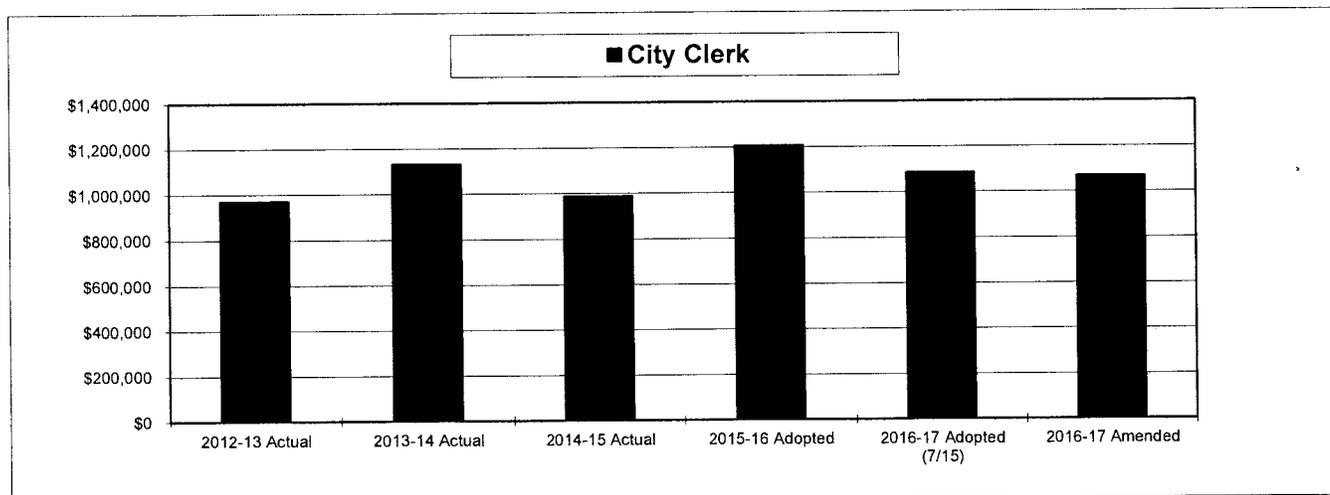
DEPARTMENT BUDGET SUMMARY

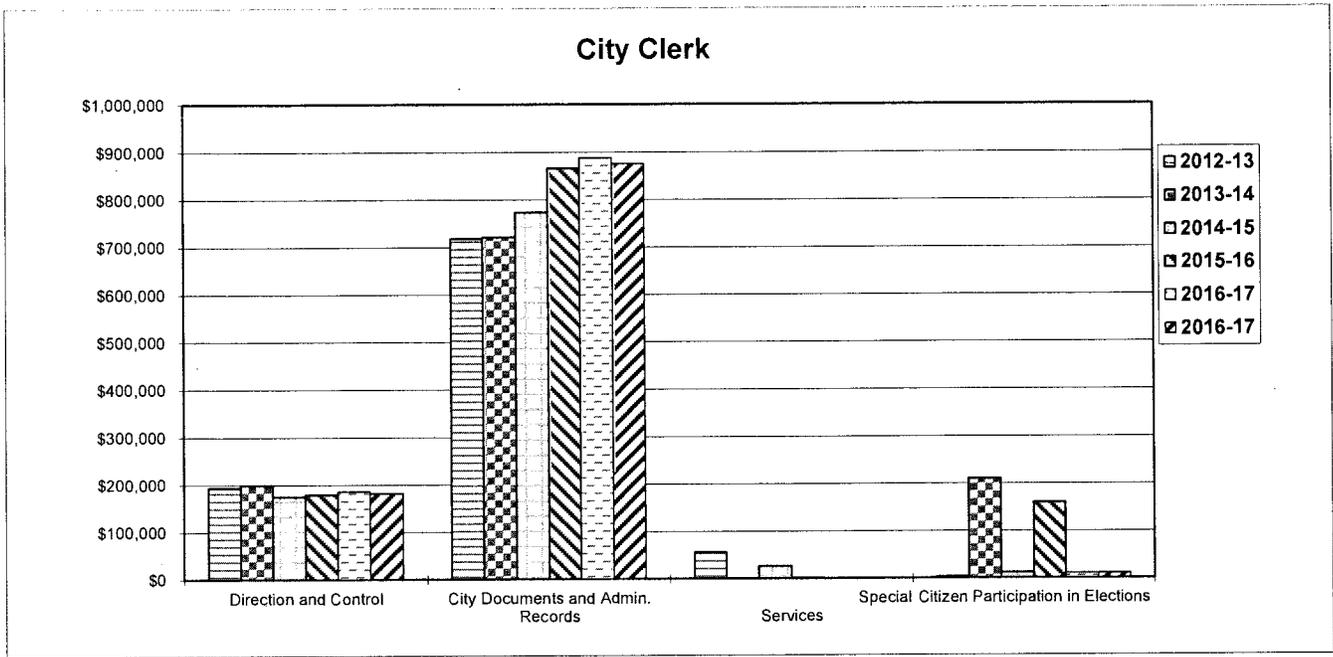
| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Direction and Control | \$ 193,733 | \$ 199,698 | \$ 174,913 | \$ 179,892 | \$ 186,092 | \$ 181,892 |
| City Documents and Admin. Records | 717,962 | 720,819 | 773,619 | 865,638 | 887,338 | 875,661 |
| Special Services | 55,572 | 764 | 26,132 | 200 | 200 | 200 |
| Citizen Participation in Elections * | 2,525 | 210,168 | 11,379 | 160,000 | 10,000 | 10,000 |
| General Fund Total | \$ 969,792 | \$ 1,131,449 | \$ 986,043 | \$ 1,205,730 | \$ 1,083,630 | \$ 1,067,753 |
| General Fund Revenues | \$ 10,664 | \$ 9,317 | \$ 5,593 | \$ 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.

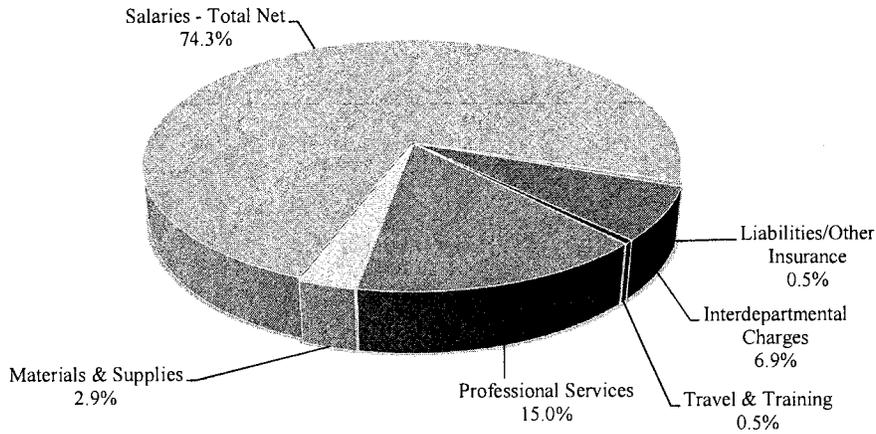
DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 826,655 | \$ 784,854 | \$ 786,915 | \$ 893,644 | \$ 920,344 | \$ 905,144 |
| Overtime | 2,153 | 1,336 | 2,607 | 2,400 | 2,500 | 2,400 |
| Salaries - Total | 828,808 | 786,190 | 789,522 | 896,044 | 922,844 | 907,544 |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 828,808 | 786,190 | 789,522 | 896,044 | 922,844 | 907,544 |
| Supplies and Services | 140,984 | 345,259 | 196,521 | 309,686 | 160,786 | 160,209 |
| Capital Outlay | - | - | - | - | - | - |
| General Fund Total | \$ 969,792 | \$ 1,131,449 | \$ 986,043 | \$ 1,205,730 | \$ 1,083,630 | \$ 1,067,753 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 828,808 | \$ 786,190 | \$ 789,522 | \$ 896,044 | \$ 922,844 | \$ 907,544 |
| Salary & Benefit Reimbursements | - | - | - | - | - | - |
| Materials, Supplies and Maintenance | 16,873 | 20,646 | 55,678 | 35,514 | 35,514 | 35,514 |
| Professional Services/Contracts | 41,204 | 225,005 | 54,592 | 180,314 | 30,314 | 30,314 |
| Travel, Training & Membership Dues | 2,325 | 2,344 | 2,731 | 5,530 | 5,530 | 5,530 |
| Liabilities & Other Insurance | 2,454 | 2,454 | 2,454 | 5,703 | 5,703 | 5,703 |
| Interdepartmental Charges | 70,912 | 71,380 | 73,557 | 75,057 | 76,157 | 75,857 |
| Capital Acquisitions | - | - | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfer Out | 7,216 | 23,430 | 7,509 | 7,568 | 7,568 | 7,291 |
| General Fund Total | \$ 969,792 | \$ 1,131,449 | \$ 986,043 | \$ 1,205,730 | \$ 1,083,630 | \$ 1,067,753 |

City Clerk Budget by Category (General Fund)*



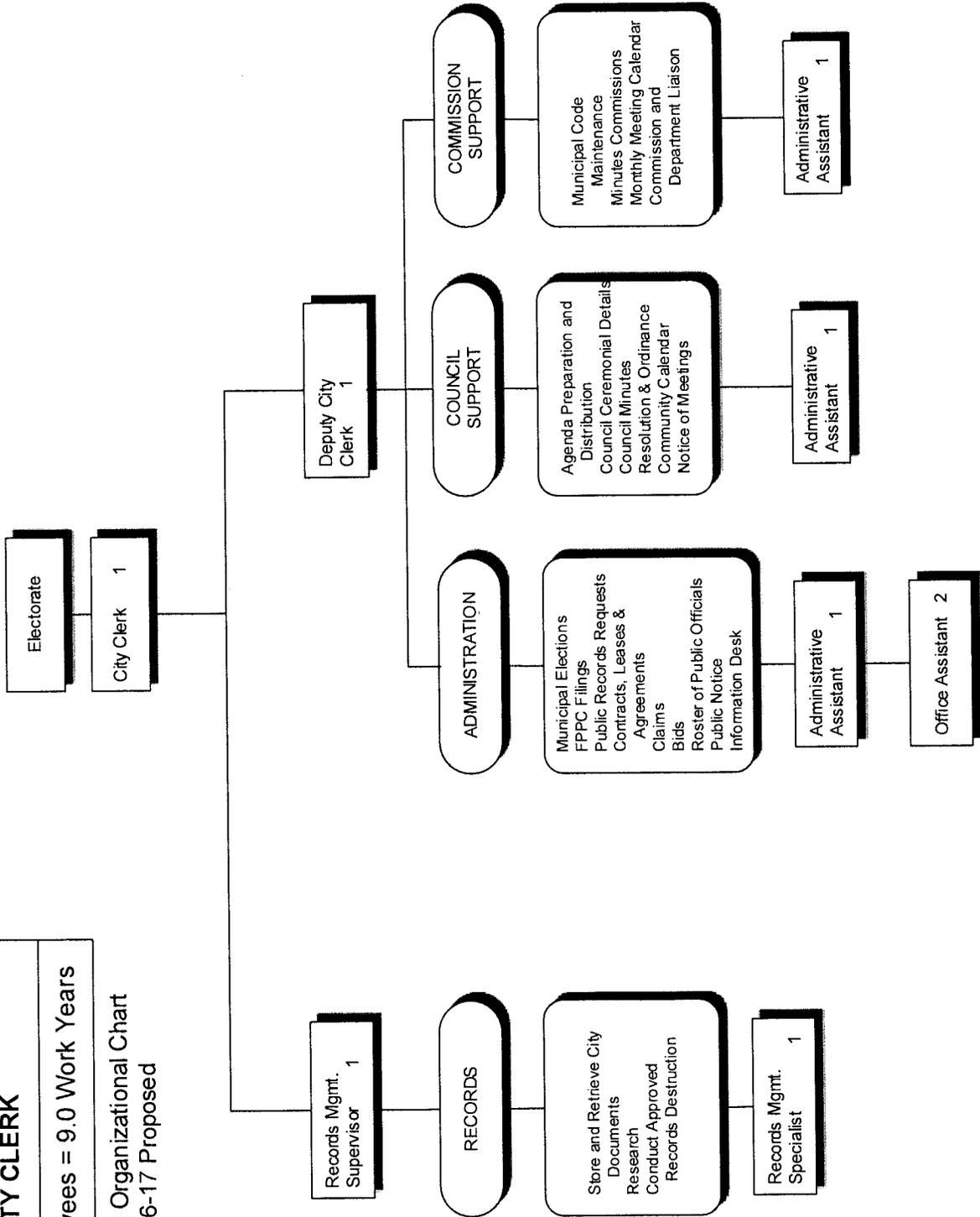
* Based on 2015-16 Adopted Budget.

CITY CLERK DEPARTMENT PERSONNEL SUMMARY

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| 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 Supervisor | - | - | - | - | - | 1.0 |
| Records Management Coordinator | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - |
| Administrative Assistant | - | - | - | 3.0 | 3.0 | 3.0 |
| Secretary | 3.0 | 3.0 | 3.0 | - | - | - |
| Records Management Specialist | - | - | - | - | - | 1.0 |
| Office Assistant | - | - | - | 3.0 | 3.0 | 2.0 |
| Typist Clerk | 2.5 | 3.0 | 3.0 | - | - | - |
| Total | 8.5 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 |

| |
|-----------------------------------|
| CITY CLERK |
| No. of Employees = 9.0 Work Years |

Functional Organizational Chart
2016-17 Proposed



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City Council

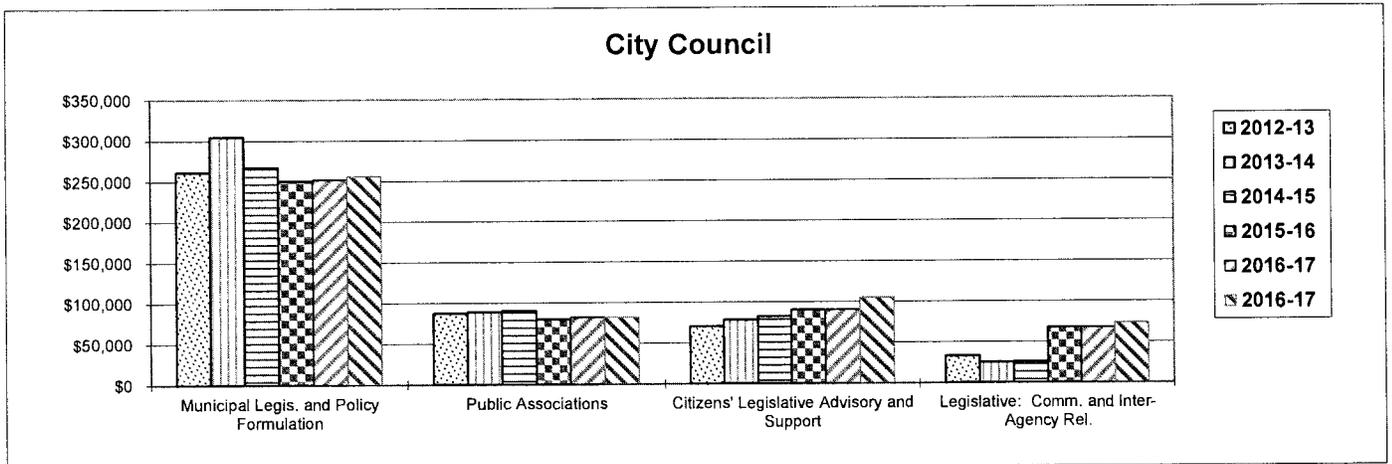
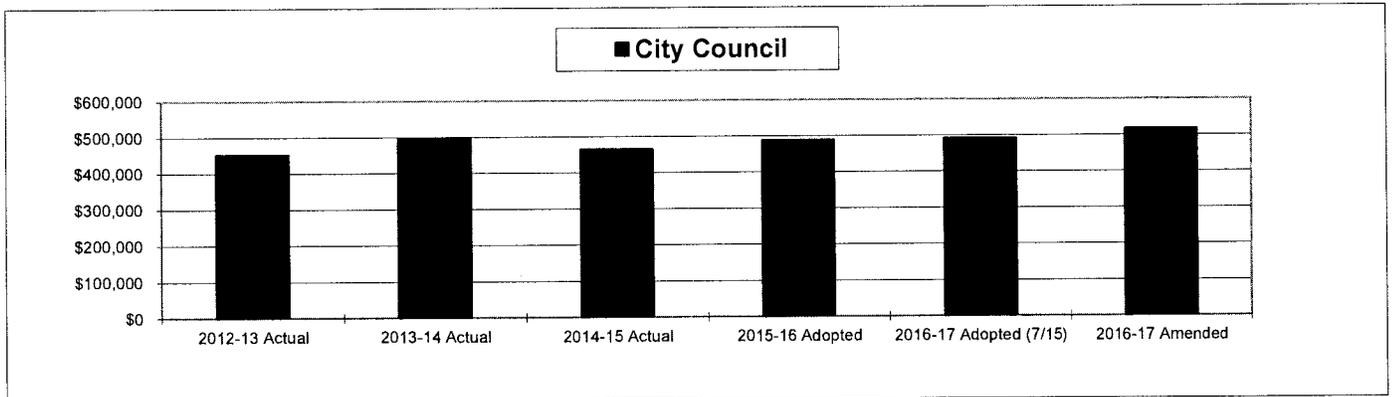
FUNCTIONAL RESPONSIBILITIES

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

DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Municipal Legis. and Policy Formulation | \$ 261,411 | \$ 304,358 | \$ 267,472 | \$ 250,659 | \$ 251,959 | \$ 256,458 |
| Public Associations | 87,337 | 88,973 | 90,165 | 79,715 | 82,068 | 82,068 |
| Citizens' Legislative Advisory and Support | 69,994 | 77,680 | 82,185 | 90,063 | 90,063 | 105,063 |
| Legislative: Comm. and Inter-Agency Rel. | 33,070 | 25,100 | 25,623 | 67,303 | 67,303 | 73,310 |
| General Fund Total | <u>\$ 451,812</u> | <u>\$ 496,111</u> | <u>\$ 465,445</u> | <u>\$ 487,740</u> | <u>\$ 491,393</u> | <u>\$ 516,899</u> |
| General Fund Revenues | \$ 2,000 | \$ 10,000 | \$ 5,500 | \$ - | \$ - | \$ - |

EXPENDITURES

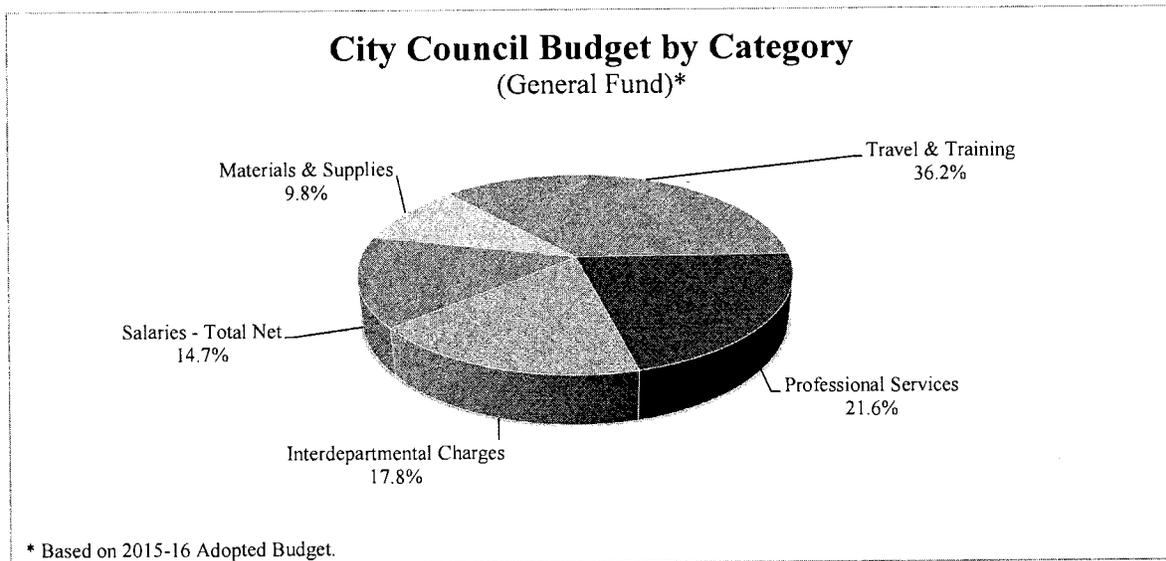


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 102,736 | \$ 106,956 | \$ 85,087 | \$ 71,500 | \$ 71,600 | \$ 73,900 |
| Overtime | - | - | - | - | - | - |
| Salaries - Total | 102,736 | 106,956 | 85,087 | 71,500 | 71,600 | 73,900 |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 102,736 | 106,956 | 85,087 | 71,500 | 71,600 | 73,900 |
| Supplies and Services | 349,076 | 389,155 | 380,358 | 416,240 | 419,793 | 442,999 |
| Capital Outlay | - | - | - | - | - | - |
| General Fund Total | \$ 451,812 | \$ 496,111 | \$ 465,445 | \$ 487,740 | \$ 491,393 | \$ 516,899 |

DEPARTMENT BUDGET

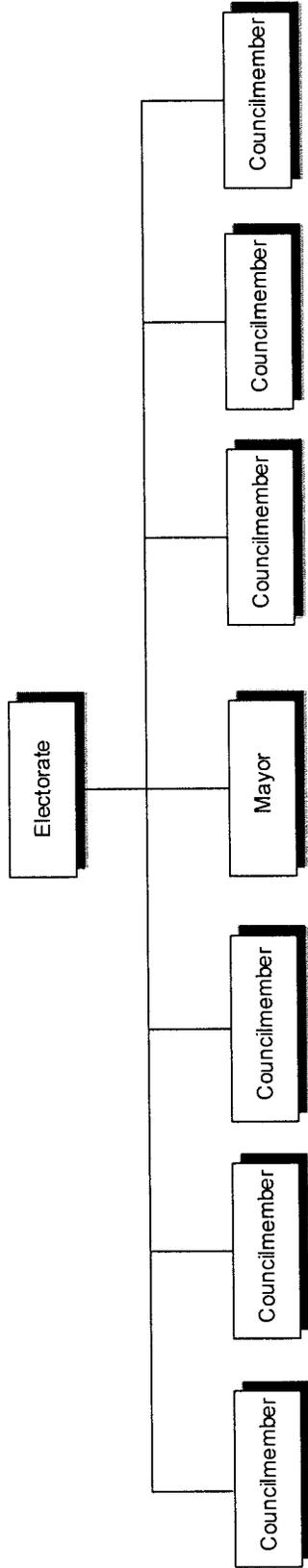
| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 102,736 | \$ 106,956 | \$ 85,087 | \$ 71,500 | \$ 71,600 | \$ 73,900 |
| Salary & Benefit Reimbursements | - | - | - | - | - | - |
| Materials, Supplies and Maintenance | 22,616 | 30,215 | 27,338 | 48,016 | 48,016 | 48,316 |
| Professional Services/Contracts | 104,596 | 139,122 | 113,175 | 105,146 | 105,146 | 117,506 |
| Travel, Training & Membership Dues | 140,058 | 136,757 | 154,655 | 176,373 | 178,726 | 186,473 |
| Liabilities & Other Insurance | - | - | - | - | - | - |
| Interdepartmental Charges | 79,516 | 80,811 | 82,940 | 84,440 | 85,640 | 85,240 |
| Capital Acquisitions | - | - | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 2,290 | 2,250 | 2,250 | 2,265 | 2,265 | 5,464 |
| General Fund Total | \$ 451,812 | \$ 496,111 | \$ 465,445 | \$ 487,740 | \$ 491,393 | \$ 516,899 |



**CITY COUNCIL
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| 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 | |

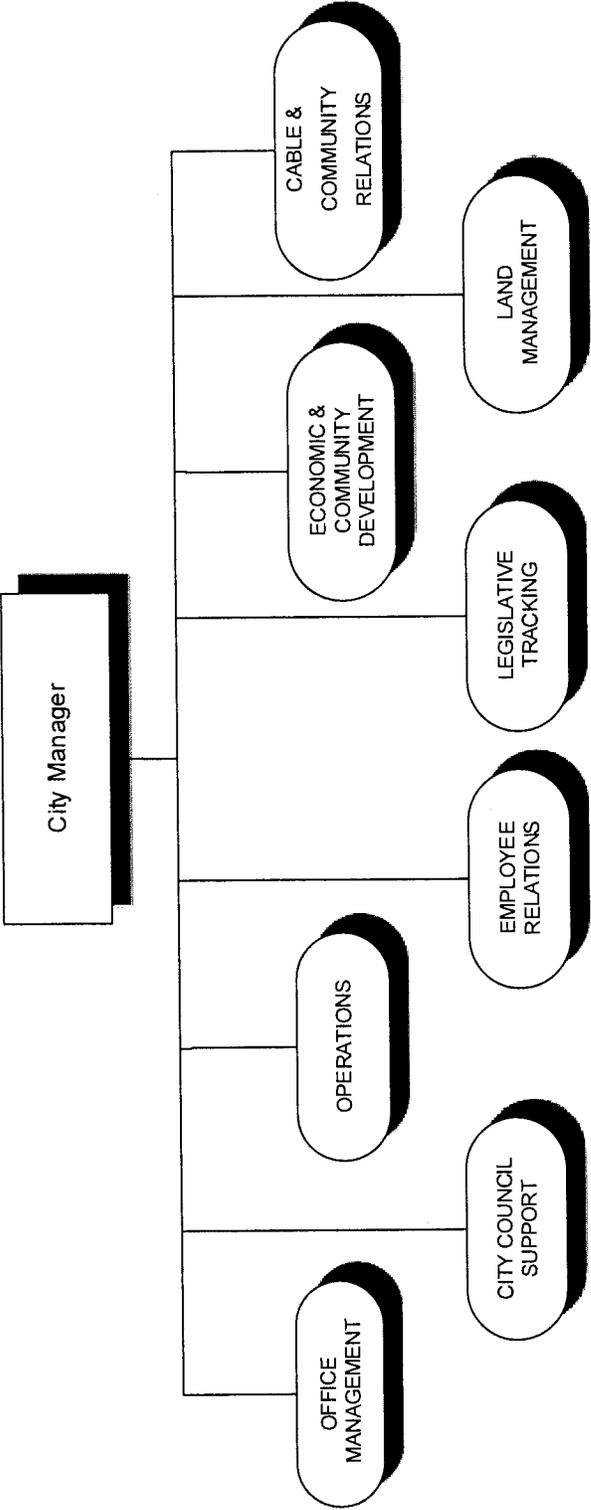


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CITY MANAGER

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.

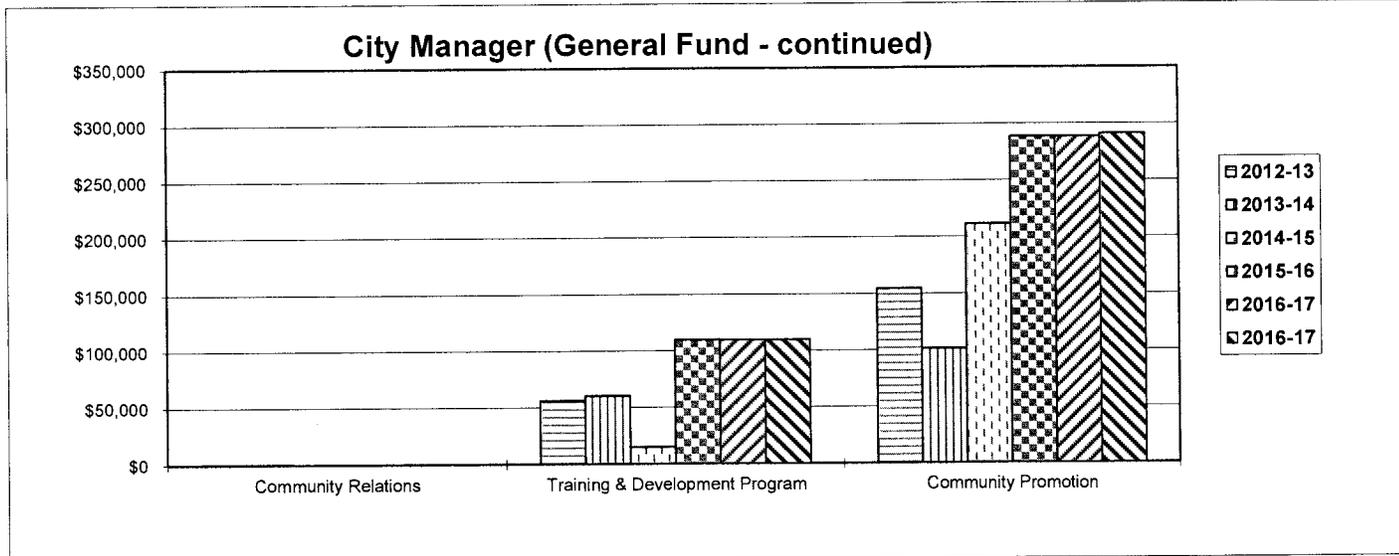
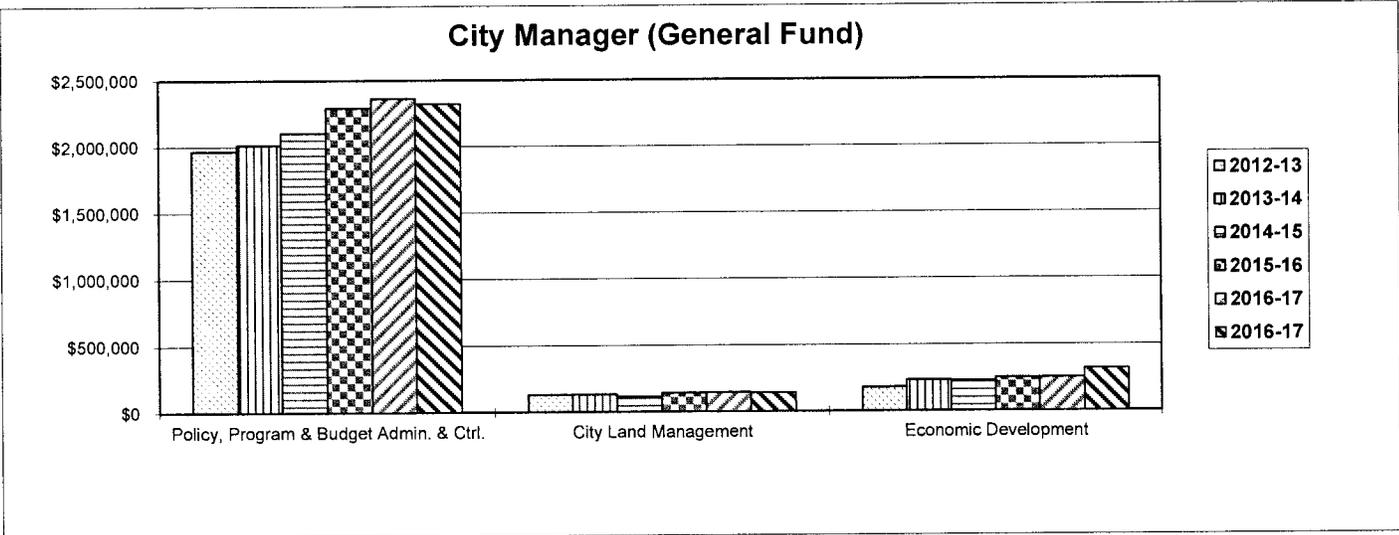
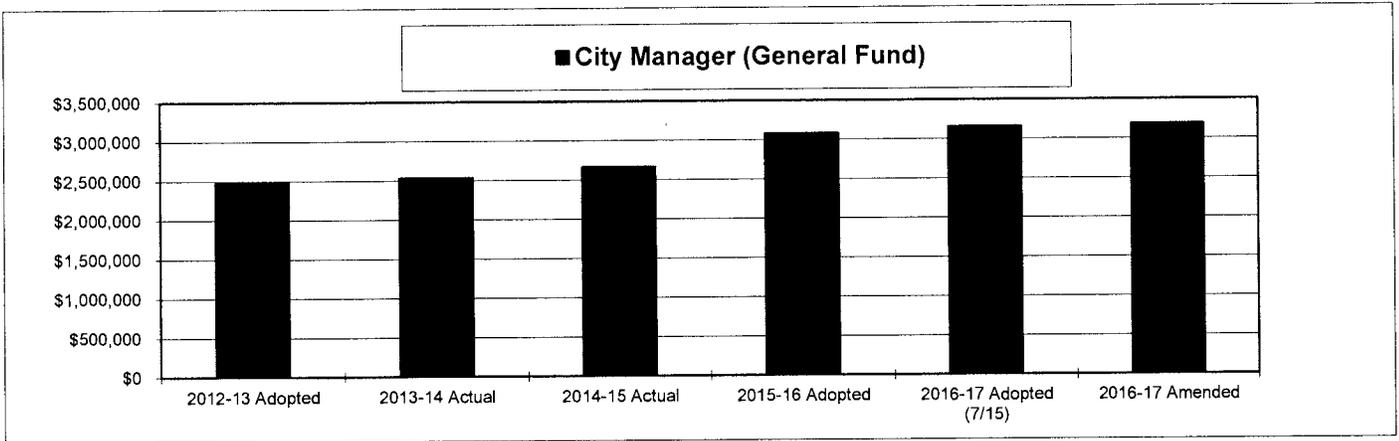
FUNCTIONAL RESPONSIBILITIES

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.

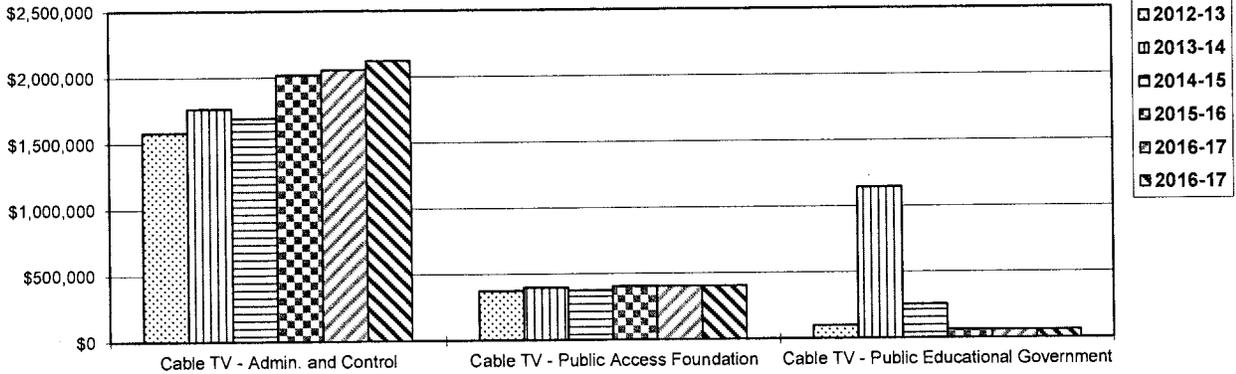
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| General Fund: | | | | | | |
| Policy, Program & Budget Admin. & Ctrl. | \$ 1,964,607 | \$ 2,011,758 | \$ 2,102,776 | \$ 2,292,335 | \$ 2,363,035 | \$ 2,324,176 |
| City Land Management | 129,037 | 131,073 | 111,899 | 141,150 | 144,950 | 139,450 |
| Economic Development | 178,345 | 230,636 | 222,511 | 247,222 | 250,222 | 316,322 |
| Community Relations | 190 | 200 | - | - | - | - |
| Training & Development Program | 55,903 | 60,023 | 14,917 | 109,497 | 109,497 | 109,497 |
| Community Promotion | 154,297 | 101,155 | 211,043 | 288,500 | 288,500 | 290,900 |
| Cable TV Community Relations | - | - | - | - | - | - |
| General Fund Total | \$ 2,482,379 | \$ 2,534,845 | \$ 2,663,146 | \$ 3,078,704 | \$ 3,156,204 | \$ 3,180,345 |
| General Fund Revenues | \$ 34,035 | \$ 14,545 | \$ 16,654 | \$ 135,000 | \$ 135,000 | \$ 135,000 |
| Externally Funded: | | | | | | |
| Cable TV - Admin. and Control | \$ 1,582,859 | \$ 1,763,011 | \$ 1,690,370 | \$ 2,016,901 | \$ 2,056,701 | \$ 2,122,764 |
| Cable TV - Public Access Foundation | 371,668 | 398,469 | 375,025 | 403,287 | 403,987 | 404,087 |
| Cable TV - Public Educational Government | 98,784 | 1,143,011 | 253,650 | 60,000 | 60,000 | 60,000 |
| Externally Funded Total | \$ 2,053,311 | \$ 3,304,491 | \$ 2,319,045 | \$ 2,480,188 | \$ 2,520,688 | \$ 2,586,851 |
| Externally Funded Revenues | | | | | | |
| Cable TV - Admin. and Control | \$ 1,917,956 | \$ 1,916,627 | \$ 1,804,984 | \$ 1,919,800 | \$ 1,939,800 | \$ 1,939,800 |
| Cable TV - Public Access Foundation | 423,403 | 422,040 | 243,643 | 424,312 | 424,312 | 424,312 |
| Cable TV - Public Educational Government | 373,439 | 369,289 | 354,457 | 370,000 | 370,000 | 370,000 |
| Externally Funded Revenues Total | \$ 2,714,798 | \$ 2,707,956 | \$ 2,403,084 | \$ 2,714,112 | \$ 2,734,112 | \$ 2,734,112 |

EXPENDITURES



City Manager (Externally Funded)



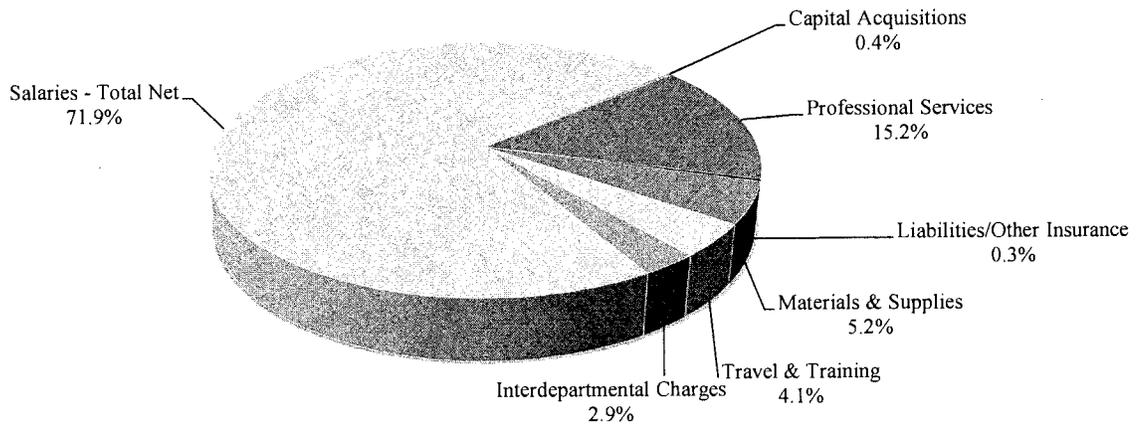
DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------------|---------------------|
| Salaries | \$ 2,113,109 | \$ 2,143,973 | \$ 2,160,235 | \$ 2,361,769 | \$ 2,437,469 | \$ 2,465,769 |
| Overtime | 25,175 | 32,365 | 40,114 | 24,300 | 24,900 | 23,700 |
| Salaries - Total | 2,138,284 | 2,176,338 | 2,200,349 | 2,386,069 | 2,462,369 | 2,489,469 |
| Salaries - Reimbursements | (244,642) | (237,873) | (230,460) | (226,160) | (226,160) | (235,514) |
| Salaries - Labor Charges | 50,801 | 42,795 | 48,605 | 54,400 | 54,400 | 54,400 |
| Salaries - Total Net | 1,944,443 | 1,981,260 | 2,018,494 | 2,214,309 | 2,290,609 | 2,308,355 |
| Supplies and Services | 535,224 | 539,030 | 600,658 | 852,895 | 854,095 | 860,490 |
| Capital Outlay | 2,712 | 14,555 | 43,994 | 11,500 | 11,500 | 11,500 |
| General Fund Total | \$ 2,482,379 | \$ 2,534,845 | \$ 2,663,146 | \$ 3,078,704 | \$ 3,156,204 | \$ 3,180,345 |

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------------|---------------------|
| Salaries and Employee Benefits | \$ 2,189,085 | \$ 2,219,133 | \$ 2,248,954 | \$ 2,440,469 | \$ 2,516,769 | \$ 2,543,869 |
| Salary & Benefit Reimbursements | (244,642) | (237,873) | (230,460) | (226,160) | (226,160) | (235,514) |
| Materials, Supplies and Maintenance | 62,746 | 64,382 | 35,181 | 160,430 | 160,430 | 162,830 |
| Professional Services/Contracts | 269,246 | 268,784 | 355,897 | 467,165 | 467,165 | 467,165 |
| Travel, Training & Membership Dues | 115,085 | 81,829 | 118,412 | 126,656 | 126,656 | 126,656 |
| Liabilities & Other Insurance | 4,399 | 4,399 | 4,399 | 10,175 | 10,175 | 10,175 |
| Interdepartmental Charges | 73,065 | 74,158 | 76,473 | 78,373 | 79,573 | 79,273 |
| Capital Acquisitions | 2,712 | 14,555 | 43,994 | 11,500 | 11,500 | 11,500 |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 10,683 | 45,478 | 10,296 | 10,096 | 10,096 | 14,391 |
| General Fund Total | \$ 2,482,379 | \$ 2,534,845 | \$ 2,663,146 | \$ 3,078,704 | \$ 3,156,204 | \$ 3,180,345 |

City Manager Budget by Category (General Fund)*



* Based on 2015-16 Adopted Budget.

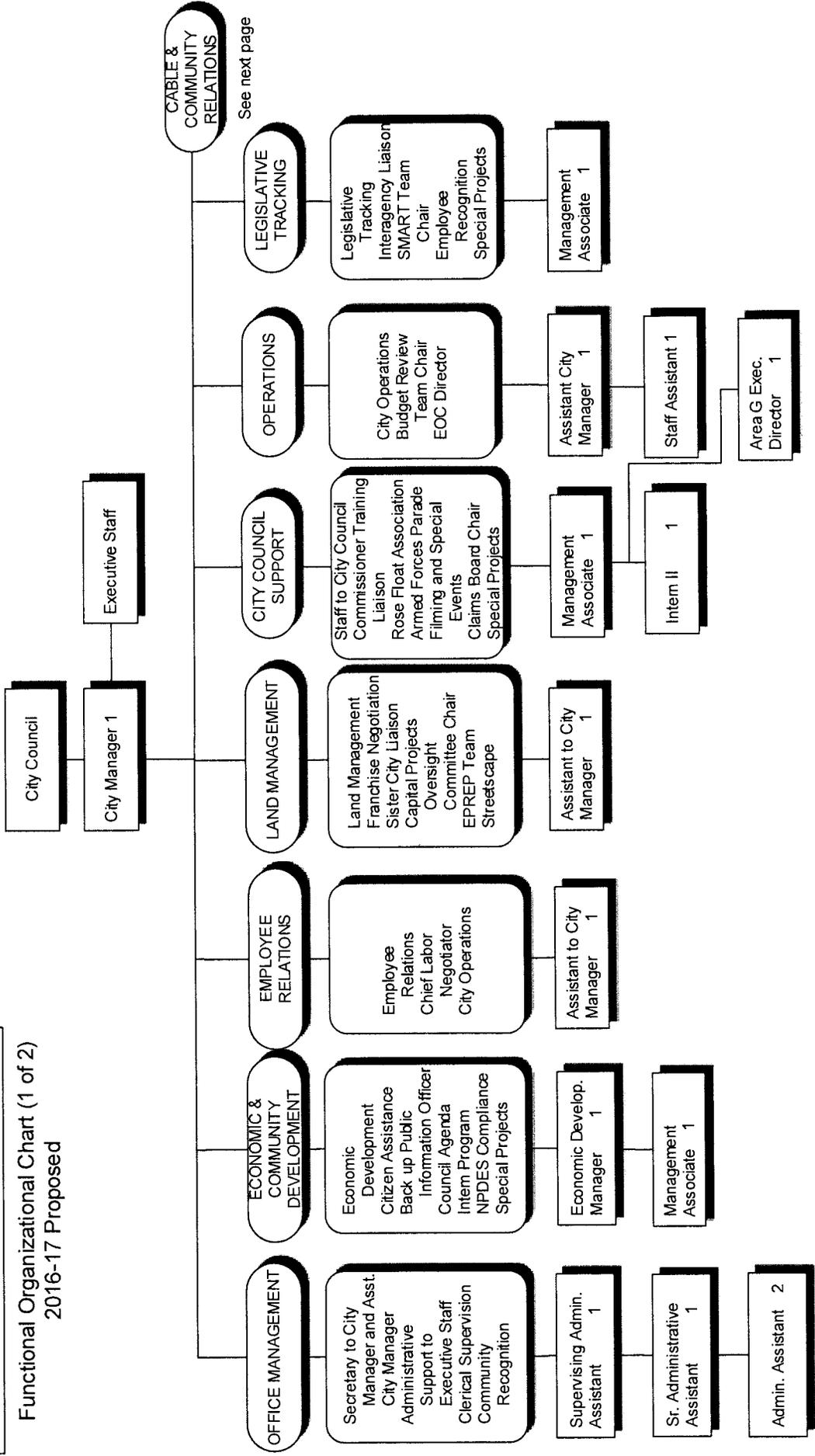
CITY MANAGER DEPARTMENT PERSONNEL SUMMARY

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| 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 | 1.0 |
| Management Associate | 3.0 | 3.0 | 3.0 | 2.0 | 2.0 | 3.0 |
| Area G Executive Director | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Supervising Administrative Assistant | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Administrative Assistant | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Staff Assistant | 1.0 | 2.0 | 2.0 | 2.0 | 2.0 | 1.0 |
| Administrative Assistant | - | - | - | 2.0 | 2.0 | 2.0 |
| Secretary | 2.0 | 2.0 | 2.0 | - | - | - |
| Intern | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Total General Fund | 14.0 | 15.0 | 15.0 | 15.0 | 15.0 | 15.0 |
| Cable Television: | | | | | | |
| Cable and Community Relations Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Management Associate | - | - | - | 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 |
| Supervising Producer/Writer | - | - | - | - | - | 1.0 |
| Producer/Writer | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - |
| Assistant Producer/Writer | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 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 | 1.0 |
| Secretary | 1.0 | 1.0 | 1.0 | - | - | - |
| Office Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Typist Clerk | 1.0 | 1.0 | 1.0 | - | - | - |
| Total Cable Television Fund | 17.3 | 17.3 | 17.3 | 18.3 | 18.3 | 18.3 |
| Department Total | 31.3 | 32.3 | 32.3 | 33.3 | 33.3 | 33.3 |

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

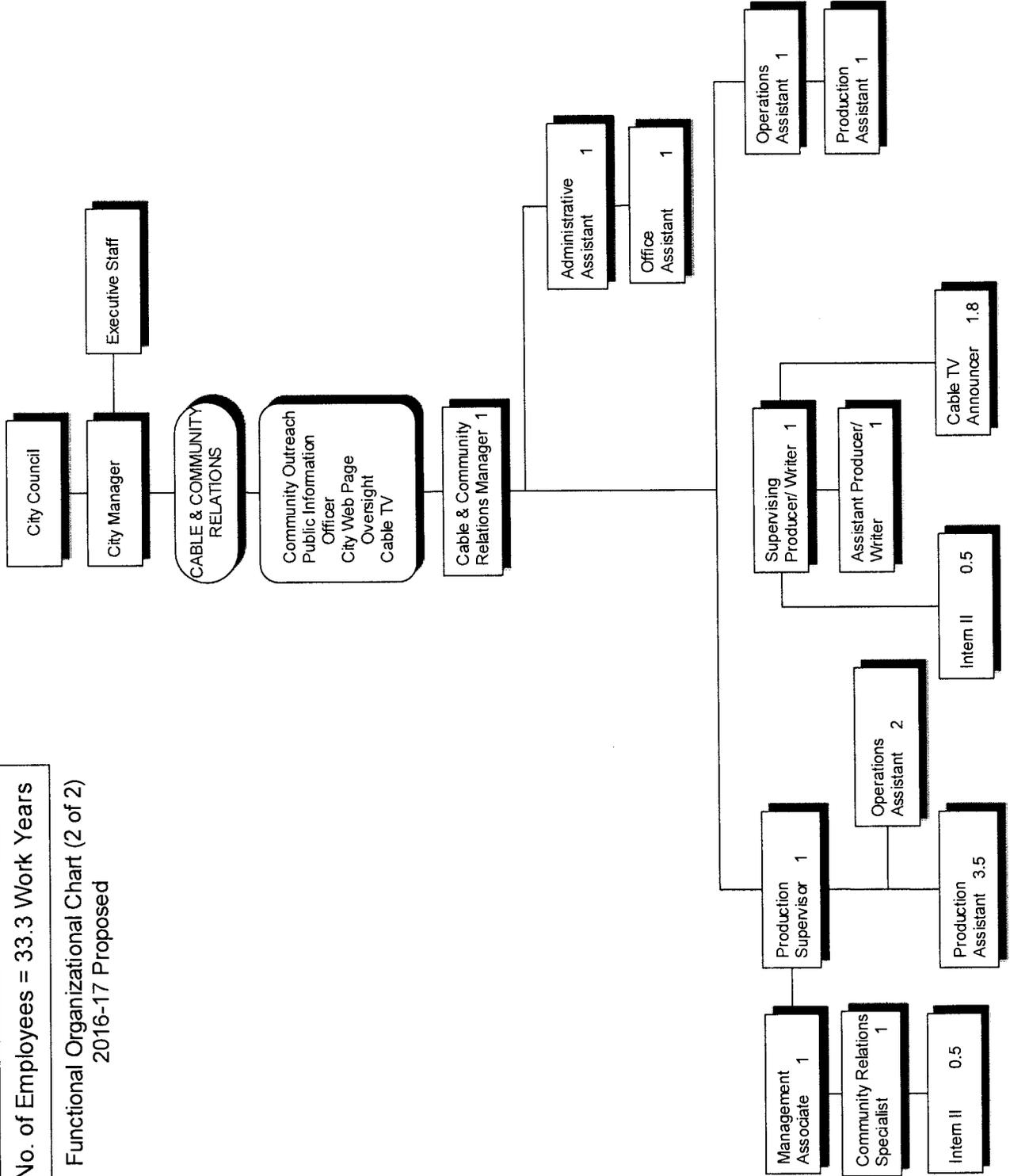
CITY MANAGER
 No. of Employees = 33.3 Work Years

Functional Organizational Chart (1 of 2)
 2016-17 Proposed



| |
|------------------------------------|
| CITY MANAGER |
| No. of Employees = 33.3 Work Years |

Functional Organizational Chart (2 of 2)
2016-17 Proposed

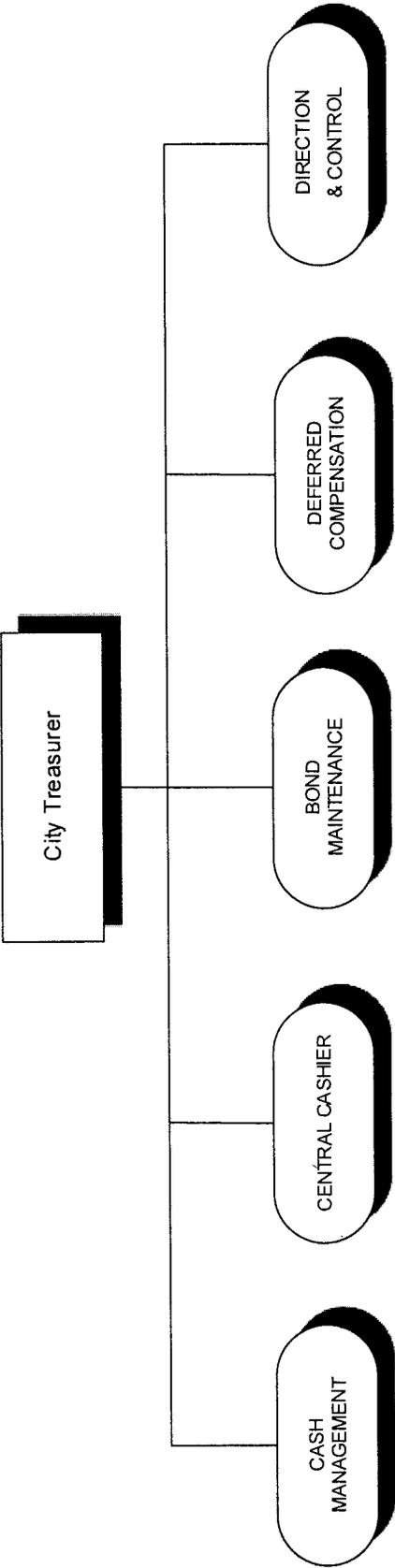


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CITY TREASURER

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.

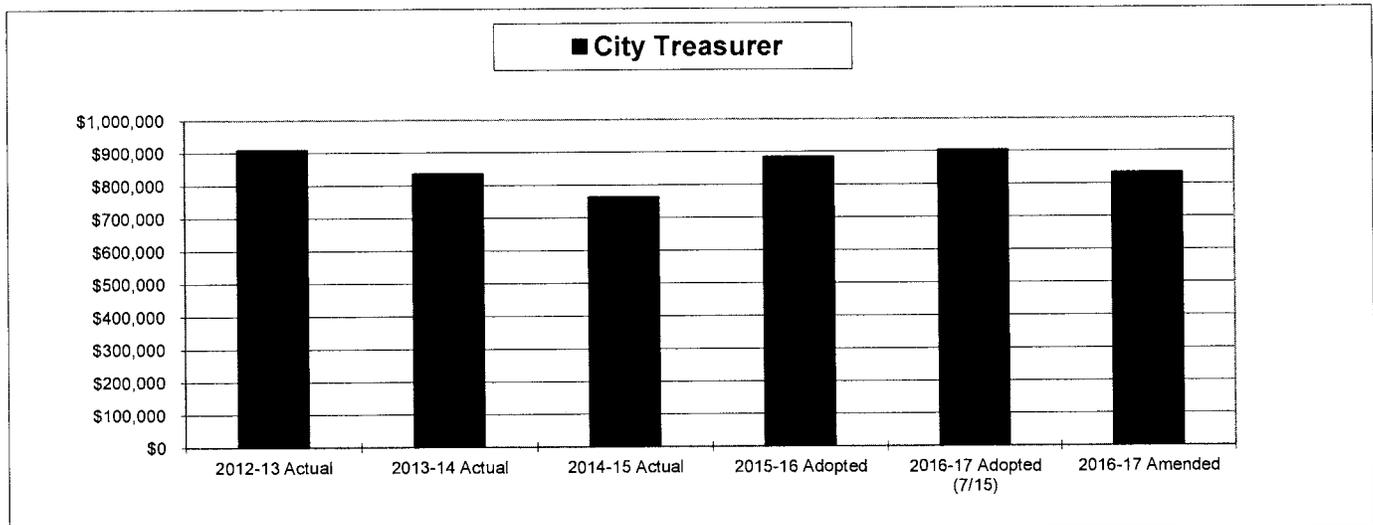
FUNCTIONAL RESPONSIBILITIES

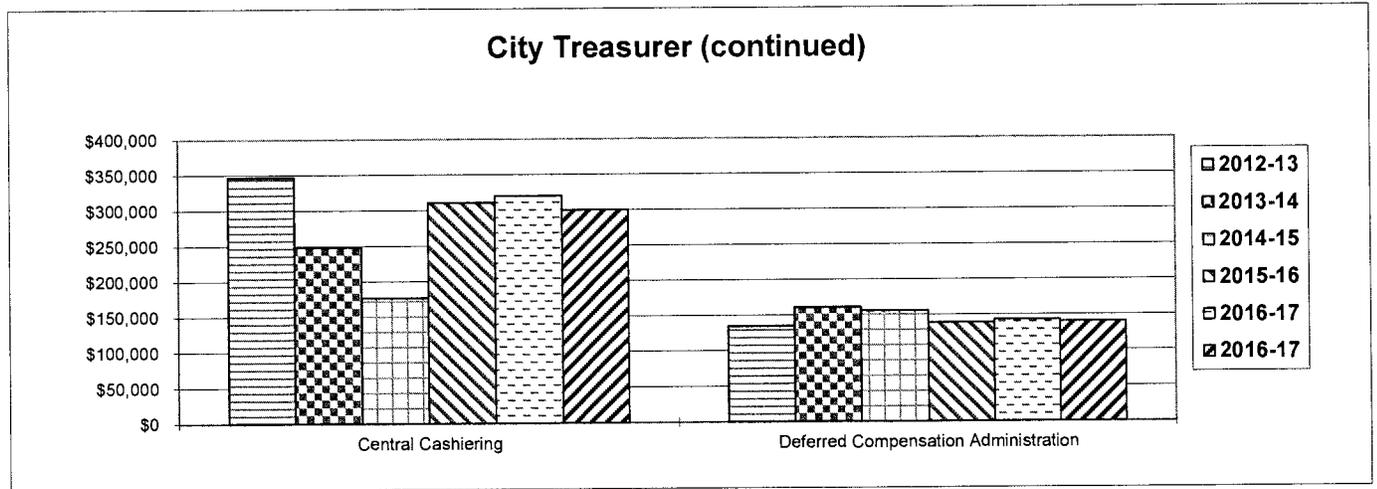
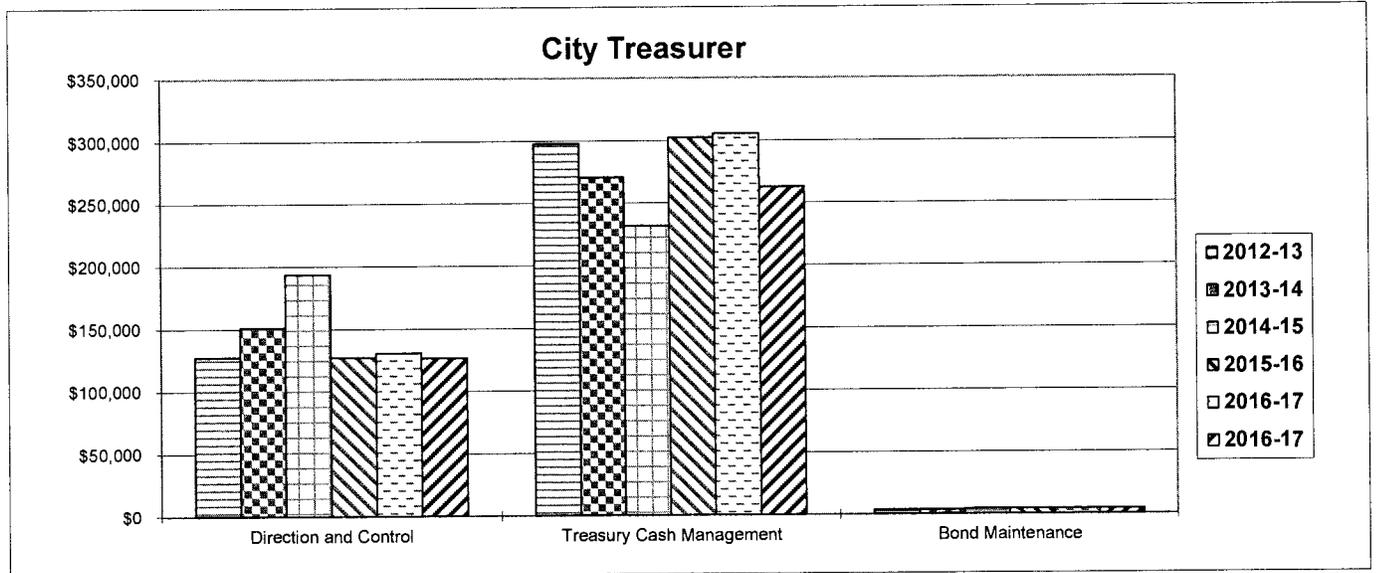
The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the 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 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2016-17 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|-------------------|
| | Actual | Actual | Actual | Adopted | Adopted (as of 7/2015) | Amended |
| Direction and Control | \$ 127,233 | \$ 150,841 | \$ 193,573 | \$ 127,122 | \$ 130,322 | \$ 126,522 |
| Treasury Cash Management | 297,409 | 270,528 | 231,515 | 302,459 | 305,559 | 262,559 |
| Bond Maintenance | 3,452 | 3,507 | 4,190 | 4,194 | 4,194 | 4,194 |
| Central Cashiering | 346,283 | 248,526 | 176,794 | 310,551 | 320,051 | 299,947 |
| Deferred Compensation Administration | 133,885 | 160,713 | 155,581 | 138,746 | 142,546 | 139,946 |
| General Fund Total | \$ 908,262 | \$ 834,115 | \$ 761,653 | \$ 883,072 | \$ 902,672 | \$ 833,168 |
| | | | | | | |
| General Fund Revenues | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

EXPENDITURES





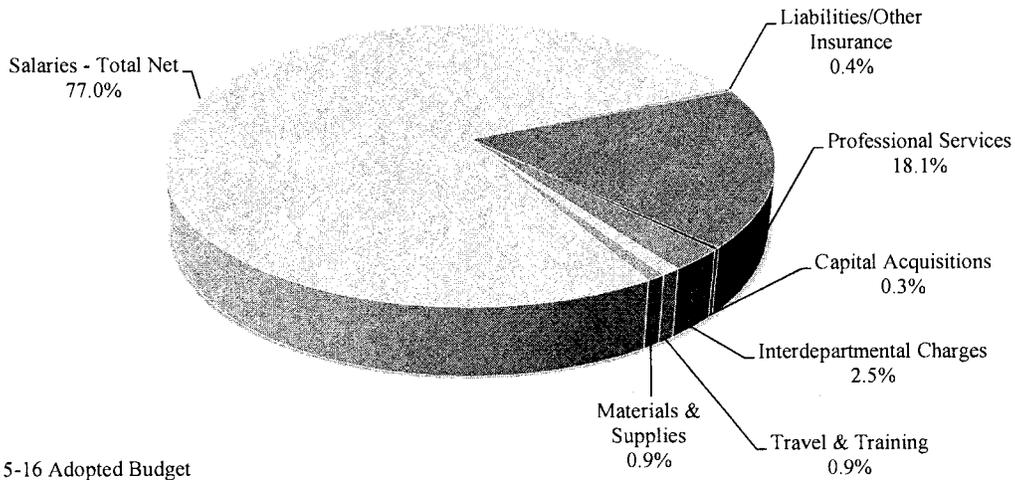
DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 714,395 | \$ 704,397 | \$ 667,937 | \$ 767,663 | \$ 787,163 | \$ 764,163 |
| Overtime | 286 | 519 | 4,668 | 2,100 | 2,200 | 2,100 |
| Salaries - Total | 714,681 | 704,916 | 672,605 | 769,763 | 789,363 | 766,263 |
| Salaries - Reimbursements | - | (41,573) | (84,900) | (90,160) | (90,160) | (96,600) |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 714,681 | 663,343 | 587,705 | 679,603 | 699,203 | 669,663 |
| Supplies and Services | 187,330 | 170,772 | 169,173 | 200,969 | 200,969 | 161,005 |
| Capital Outlay | 6,251 | - | 4,775 | 2,500 | 2,500 | 2,500 |
| General Fund Total | \$ 908,262 | \$ 834,115 | \$ 761,653 | \$ 883,072 | \$ 902,672 | \$ 833,168 |

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 714,681 | \$ 704,916 | \$ 672,605 | \$ 769,763 | \$ 789,363 | \$ 766,263 |
| Salary & Benefit Reimbursements | - | (41,573) | (84,900) | (90,160) | (90,160) | (96,600) |
| Materials, Supplies and Maintenance | 5,174 | 7,479 | 6,270 | 7,559 | 7,559 | 7,559 |
| Professional Services/Contracts | 154,552 | 134,683 | 159,516 | 159,830 | 159,830 | 159,830 |
| Travel, Training & Membership Dues | 4,644 | 4,552 | 4,969 | 7,550 | 7,550 | 7,550 |
| Liabilities & Other Insurance | 1,636 | 1,636 | 1,636 | 3,802 | 3,802 | 3,802 |
| Interdepartmental Charges | 17,460 | 17,460 | 18,324 | 18,324 | 18,324 | 18,324 |
| Capital Acquisitions | 6,251 | - | 4,775 | 2,500 | 2,500 | 2,500 |
| Reimbursements from Other Funds | - | - | (25,872) | - | - | (40,000) |
| Operating Transfer Out | 3,864 | 4,962 | 4,330 | 3,904 | 3,904 | 3,940 |
| General Fund Total | \$ 908,262 | \$ 834,115 | \$ 761,653 | \$ 883,072 | \$ 902,672 | \$ 833,168 |

**City Treasurer Budget by Category
(General Fund)***



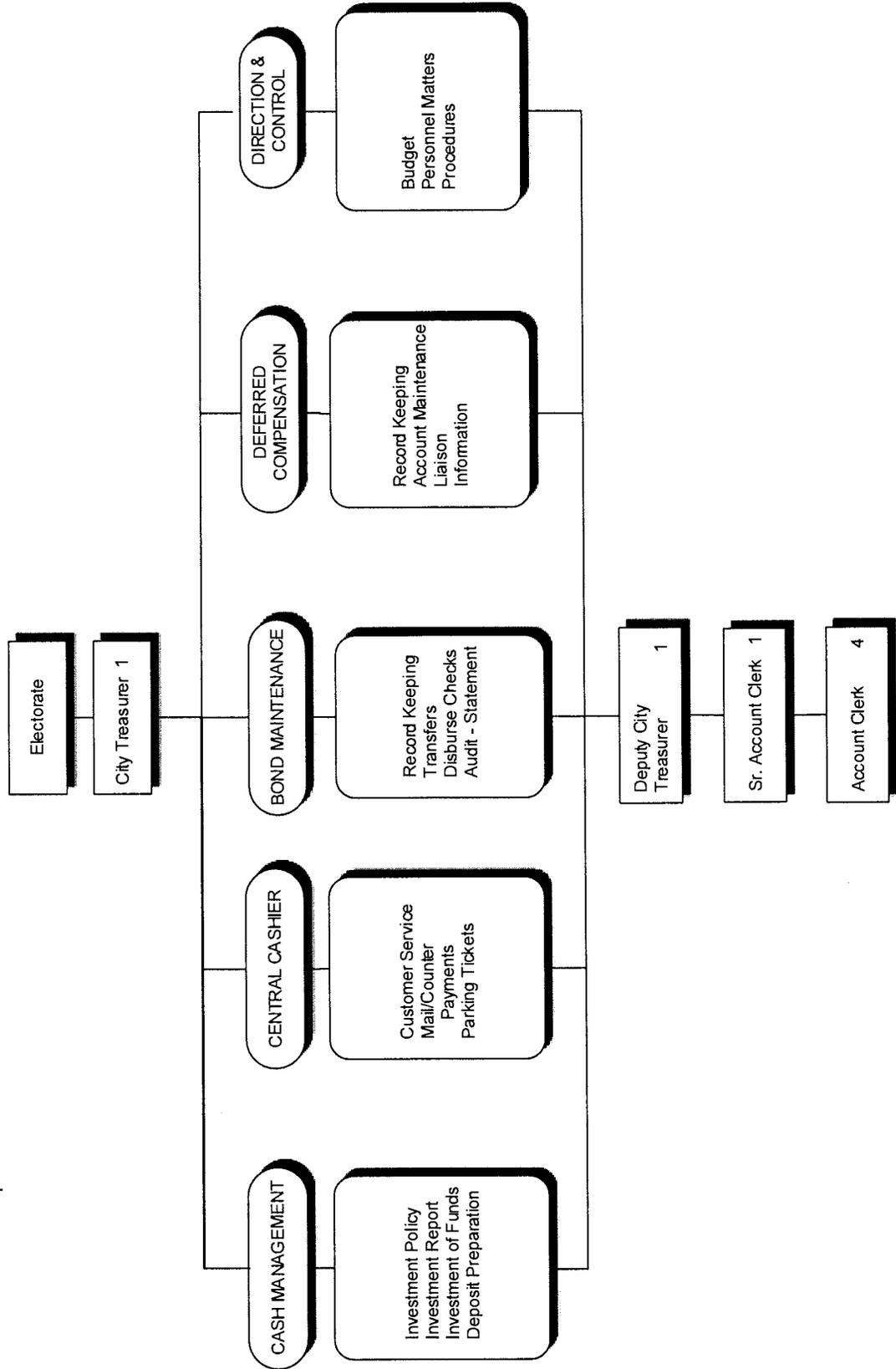
*Based on 2015-16 Adopted Budget

**CITY TREASURER
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| 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 | 1.0 | 1.0 | 1.0 | 1.0 |
| Account Clerk | 3.0 | 3.5 | 4.0 | 4.0 | 4.0 | 4.0 |
| Total | 7.0 | 7.5 | 7.0 | 7.0 | 7.0 | 7.0 |

| |
|-----------------------------------|
| CITY TREASURER |
| No. of Employees = 7.0 Work Years |

Functional Organizational Chart
2016-17 Proposed



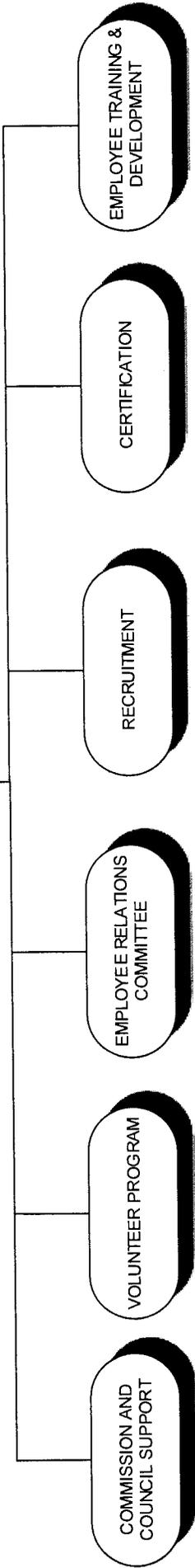
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CIVIL SERVICE

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

DEPARTMENT ORGANIZATION

Civil Service Manager



Civil Service

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

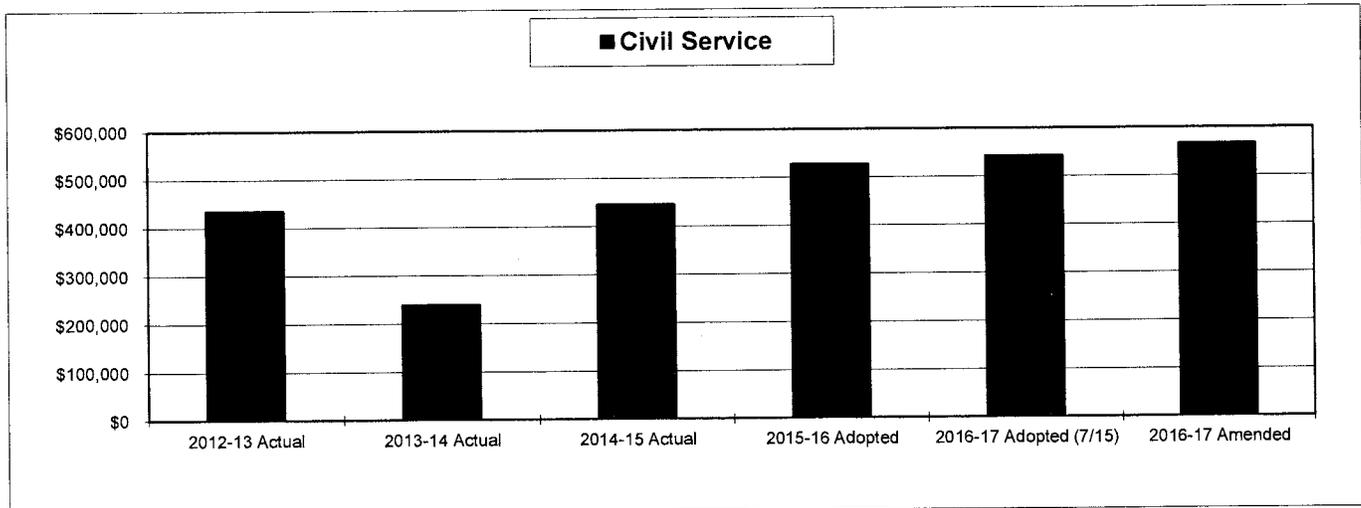
The Civil Service Commission is responsible for all examinations for original selection and promotion of employees of the City. The Commission acts as a board of review in all employee disciplinary cases where a hearing is requested. The Employee Relations Committee, composed of Commission members, administers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

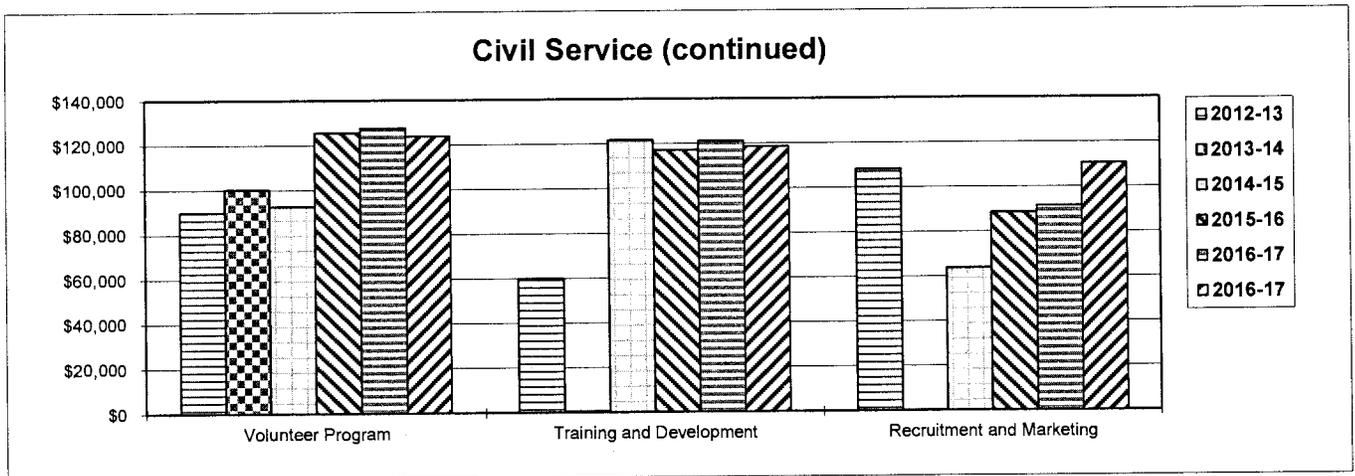
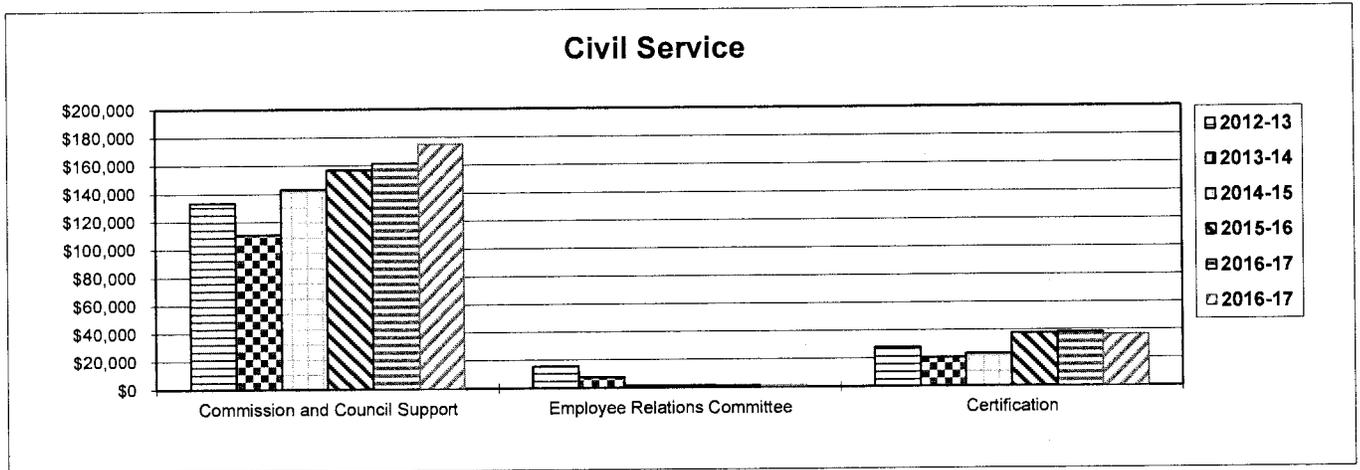
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2016-17 |
|--------------------------------|------------|------------|------------|------------|---------------------|------------|
| | Actual | Actual | Actual | Adopted | Adopted (7-1-15) | Amended |
| Commission and Council Support | \$ 133,323 | \$ 110,387 | \$ 143,064 | \$ 156,665 | \$ 161,365 | \$ 175,023 |
| Employee Relations Committee | 15,429 | 7,457 | 1,305 | 1,305 | 1,305 | 1,305 |
| Certification | 27,943 | 20,368 | 23,268 | 37,689 | 38,689 | 36,789 |
| Volunteer Program | 89,921 | 100,074 | 92,520 | 125,500 | 127,600 | 123,800 |
| Training and Development | 59,815 | 402 | 121,529 | 117,014 | 121,214 | 118,660 |
| Recruitment and Marketing | 108,097 | 233 | 63,771 | 88,468 | 91,568 | 110,564 |
| General Fund Total | \$ 434,528 | \$ 238,921 | \$ 445,457 | \$ 526,641 | \$ 541,741 | \$ 566,141 |
| General Fund Revenues | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

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

EXPENDITURES



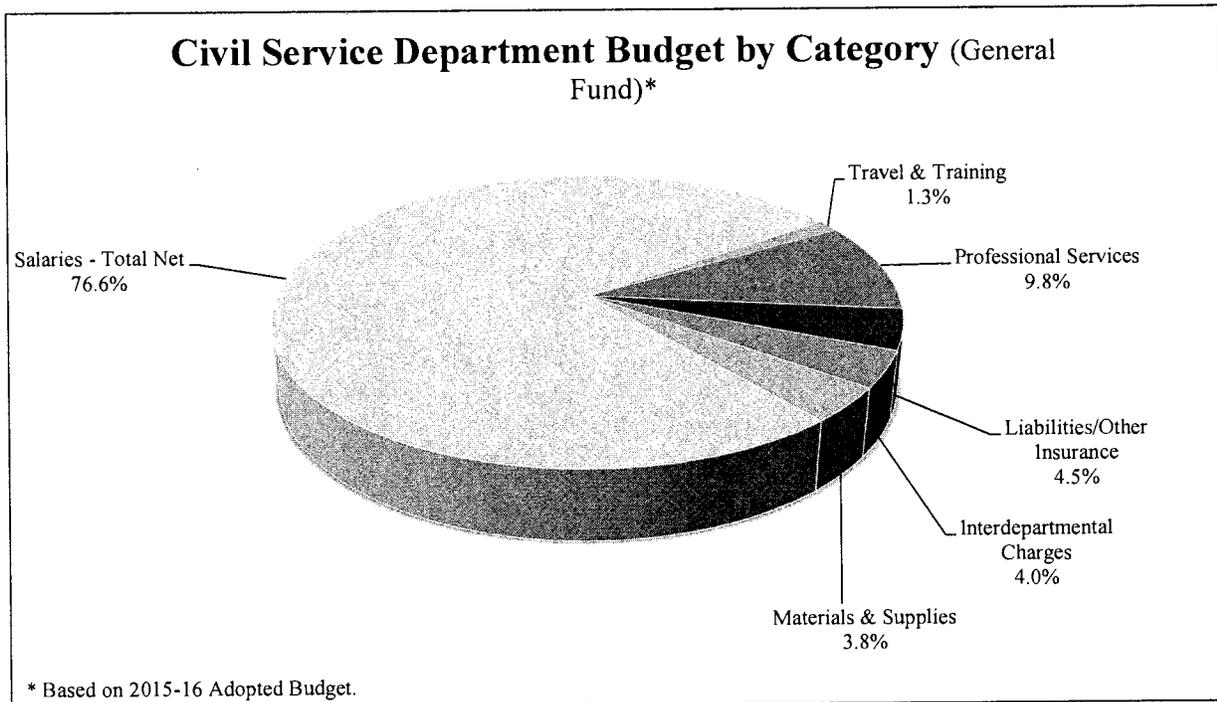


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 359,255 | \$ 159,154 | \$ 390,847 | \$ 450,918 | \$ 465,218 | \$ 451,718 |
| Overtime | 534 | 1,198 | 1,532 | 900 | 900 | 900 |
| Salaries - Total | 359,789 | 160,352 | 392,379 | 451,818 | 466,118 | 452,618 |
| Salaries - Reimbursements | (481) | (194) | (37,947) | (48,204) | (48,204) | (52,116) |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 359,308 | 160,158 | 354,432 | 403,614 | 417,914 | 400,502 |
| Supplies and Services | 75,220 | 78,763 | 91,025 | 123,027 | 123,827 | 165,639 |
| Capital Outlay | - | - | - | - | - | - |
| General Fund Total | \$ 434,528 | \$ 238,921 | \$ 445,457 | \$ 526,641 | \$ 541,741 | \$ 566,141 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 359,789 | \$ 160,352 | \$ 392,379 | \$ 451,818 | \$ 466,118 | \$ 452,618 |
| Salary & Benefit Reimbursements | (481) | (194) | (37,947) | (48,204) | (48,204) | (52,116) |
| Materials, Supplies and Maintenance | 13,605 | 17,691 | 24,740 | 20,050 | 20,050 | 20,050 |
| Professional Services/Contracts | 19,930 | 15,448 | 20,126 | 51,800 | 51,800 | 93,800 |
| Travel, Training & Membership Dues | 1,761 | 4,133 | 4,444 | 6,750 | 6,750 | 6,750 |
| Liabilities & Other Insurance | 18,933 | 20,213 | 20,816 | 23,528 | 23,528 | 23,528 |
| Interdepartmental Charges | 18,371 | 18,571 | 18,646 | 18,646 | 19,446 | 19,646 |
| Capital Acquisitions | - | - | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 2,620 | 2,707 | 2,253 | 2,253 | 2,253 | 1,865 |
| General Fund Total | \$ 434,528 | \$ 238,921 | \$ 445,457 | \$ 526,641 | \$ 541,741 | \$ 566,141 |

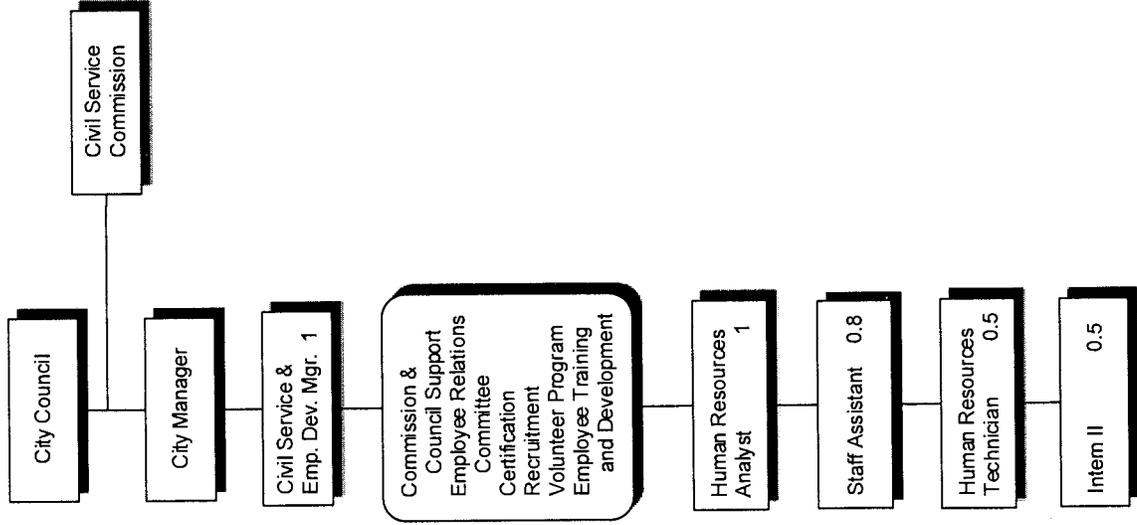


**CIVIL SERVICE
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| Civil Service/Emp. Dev. Manager | - | - | 1.0 | 1.0 | 1.0 | 1.0 |
| Civil Service Manager | 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 | 0.5 |
| Personnel Technician | 1.5 | 1.0 | - | - | - | - |
| Intern II | - | - | 0.5 | 0.5 | 0.5 | 0.5 |
| Total | 4.3 | 2.0 | 3.8 | 3.8 | 3.8 | 3.8 |

| |
|-----------------------------------|
| CIVIL SERVICE |
| No. of Employees = 3.8 Work Years |

Functional Organizational Chart
2016-17 Proposed

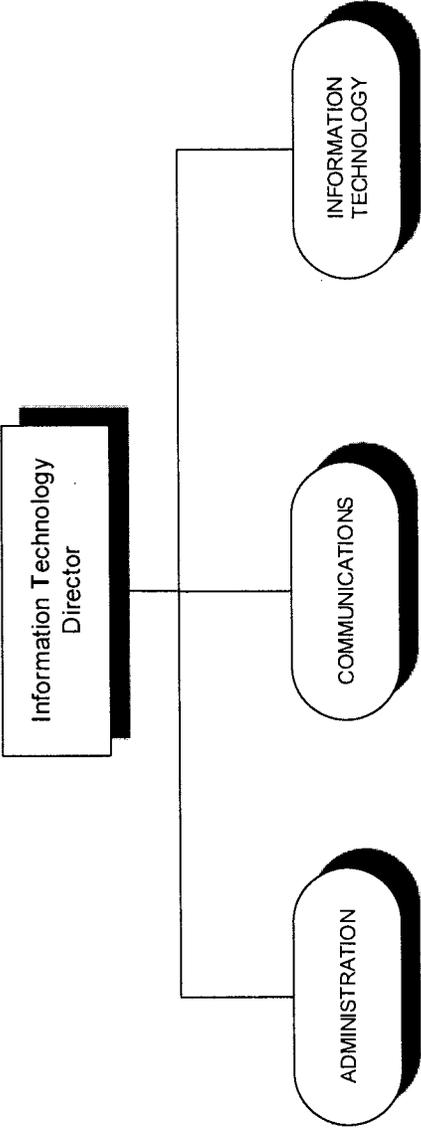


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COMMUNICATIONS & INFORMATION TECHNOLOGY

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.

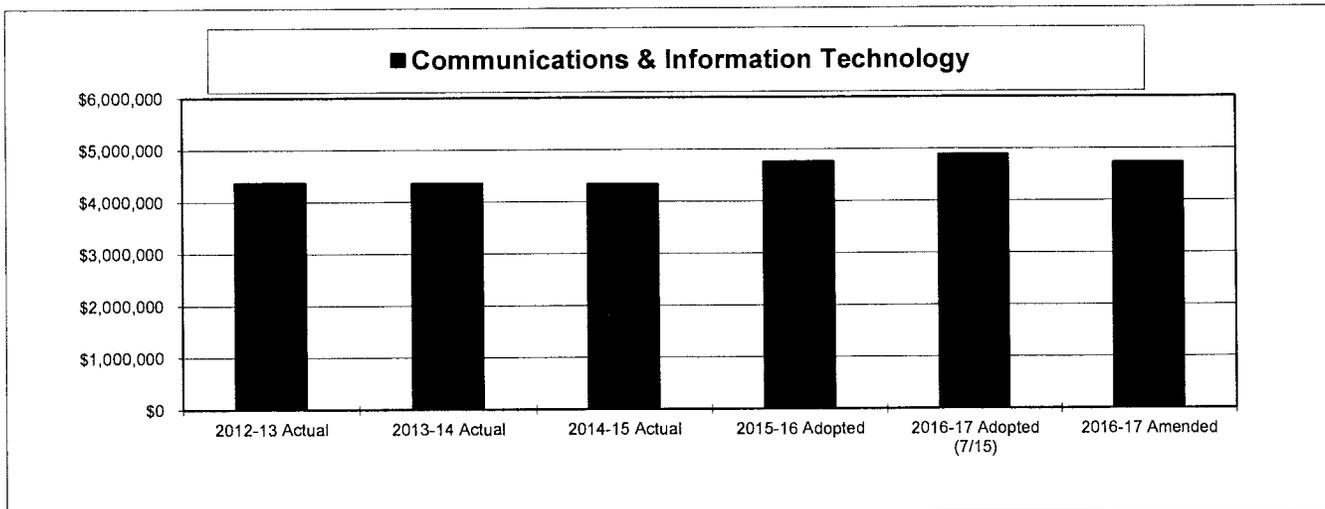
DEPARTMENT BUDGET SUMMARY

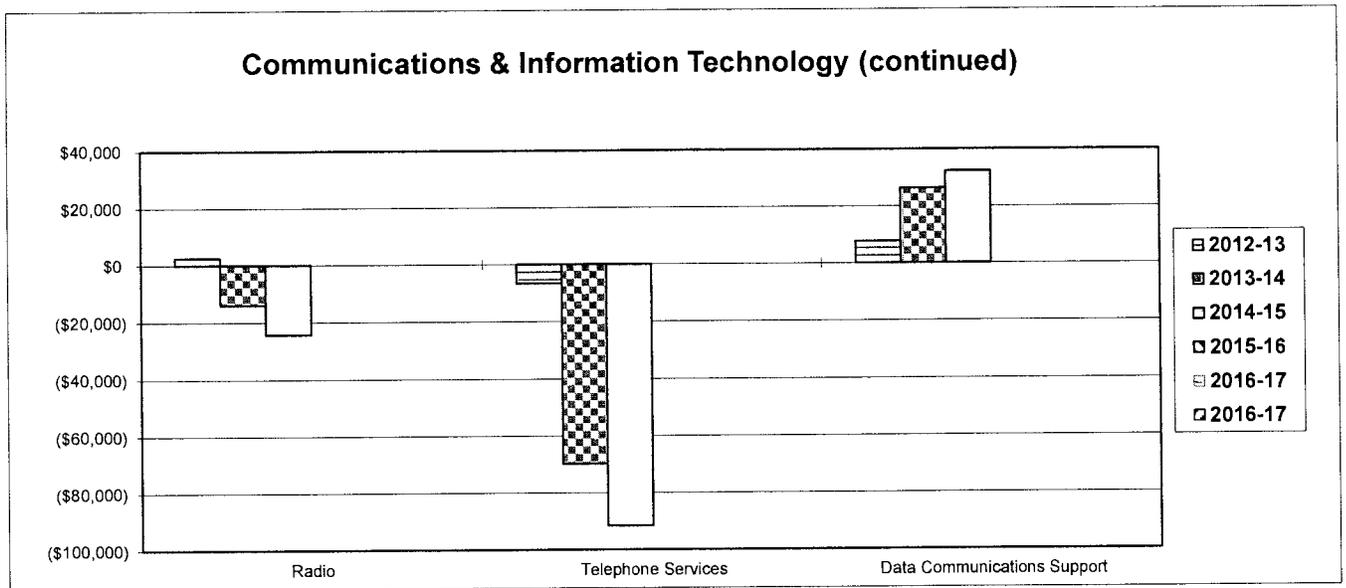
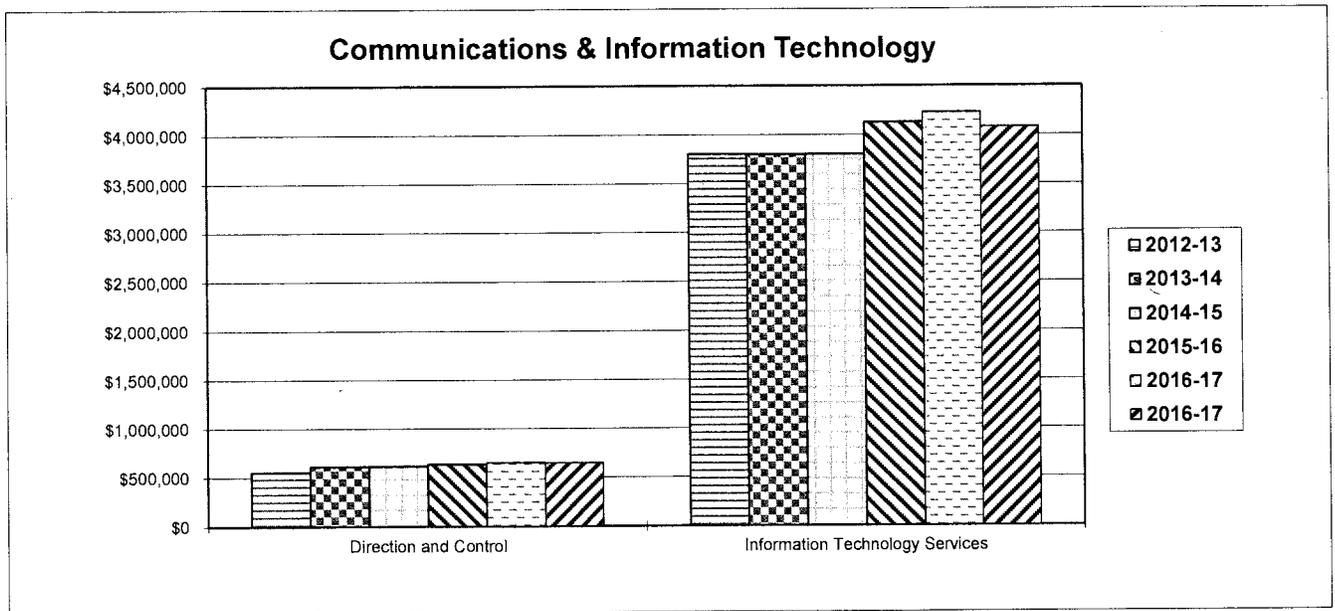
| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Direction and Control | \$ 553,658 | \$ 613,242 | \$ 614,541 | \$ 635,335 | \$ 651,635 | \$ 645,518 |
| Information Technology Services | 3,804,895 | 3,798,179 | 3,802,910 | 4,124,670 | 4,229,270 | 4,078,091 |
| Information Technology Training | - | - | - | - | - | - |
| Radio | 2,643 | (13,971) | (24,326) | - | - | - |
| Telephone Services | (6,665) | (69,842) | (91,566) | - | - | - |
| Data Communications Support | 7,684 | 26,314 | 32,287 | - | - | - |
| General Fund Total | \$ 4,362,215 | \$ 4,353,922 | \$ 4,333,846 | \$ 4,760,005 | \$ 4,880,905 | \$ 4,723,609 |
| 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





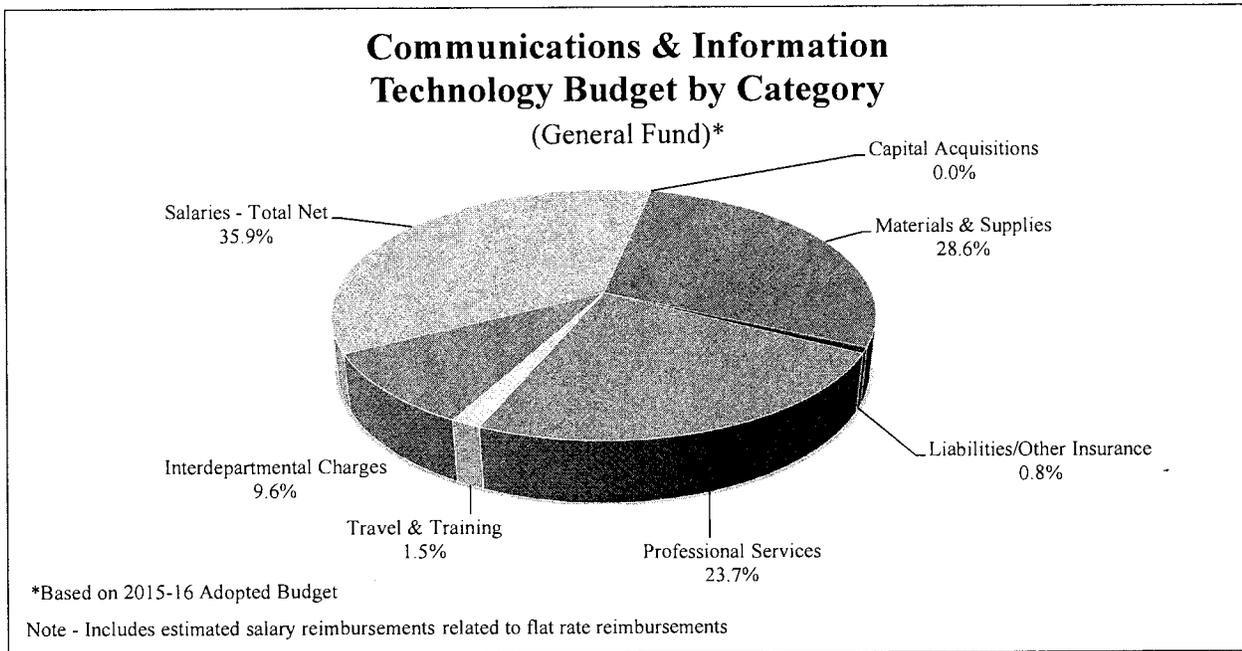
Note - Actual Radio, Telephone Services, and Data Communications flat rate reimbursements exceeded expenditures resulting in negative actual costs.

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------------|---------------------|
| Salaries | \$ 5,260,993 | \$ 5,419,750 | \$ 5,662,743 | \$ 5,972,099 | \$ 6,130,549 | \$ 5,985,449 |
| Overtime | 60,732 | 72,624 | 54,897 | 89,500 | 91,300 | 90,100 |
| Salaries - Total | 5,321,725 | 5,492,374 | 5,717,640 | 6,061,599 | 6,221,849 | 6,075,549 |
| Salaries - Reimbursements | (1,683,078) | (1,869,391) | (2,096,821) | (2,170,391) | (2,209,941) | (2,164,824) |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 3,638,647 | 3,622,983 | 3,620,819 | 3,891,208 | 4,011,908 | 3,910,725 |
| Supplies and Services | 723,568 | 730,939 | 713,027 | 867,797 | 867,997 | 811,884 |
| Capital Outlay | - | - | - | 1,000 | 1,000 | 1,000 |
| General Fund Total | \$ 4,362,215 | \$ 4,353,922 | \$ 4,333,846 | \$ 4,760,005 | \$ 4,880,905 | \$ 4,723,609 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------------|---------------------|
| Salaries and Employee Benefits | \$ 5,321,725 | \$ 5,492,374 | \$ 5,717,640 | \$ 6,061,599 | \$ 6,221,849 | \$ 6,075,549 |
| Salary & Benefit Reimbursements | (1,683,078) | (1,869,391) | (2,096,821) | (2,170,391) | (2,209,941) | (2,164,824) |
| Materials, Supplies and Maintenance | 732,322 | 717,027 | 733,483 | 838,748 | 836,848 | 779,752 |
| Professional Services/Contracts | 502,427 | 560,990 | 670,686 | 694,498 | 693,998 | 692,226 |
| Travel, Training & Membership Dues | 27,158 | 34,531 | 36,018 | 44,754 | 44,754 | 44,754 |
| Liabilities & Other Insurance | 9,804 | 9,804 | 9,804 | 22,583 | 22,583 | 22,583 |
| Interdepartmental Charges | 201,312 | 200,786 | 199,197 | 202,997 | 205,697 | 202,497 |
| Capital Acquisitions | - | - | - | 1,000 | 1,000 | 1,000 |
| Reimbursements from Other Funds | (900,437) | (904,238) | (1,042,948) | (1,061,075) | (1,061,175) | (1,056,040) |
| Operating Transfers Out | 150,982 | 112,039 | 106,787 | 125,292 | 125,292 | 126,112 |
| General Fund Total | \$ 4,362,215 | \$ 4,353,922 | \$ 4,333,846 | \$ 4,760,005 | \$ 4,880,905 | \$ 4,723,609 |

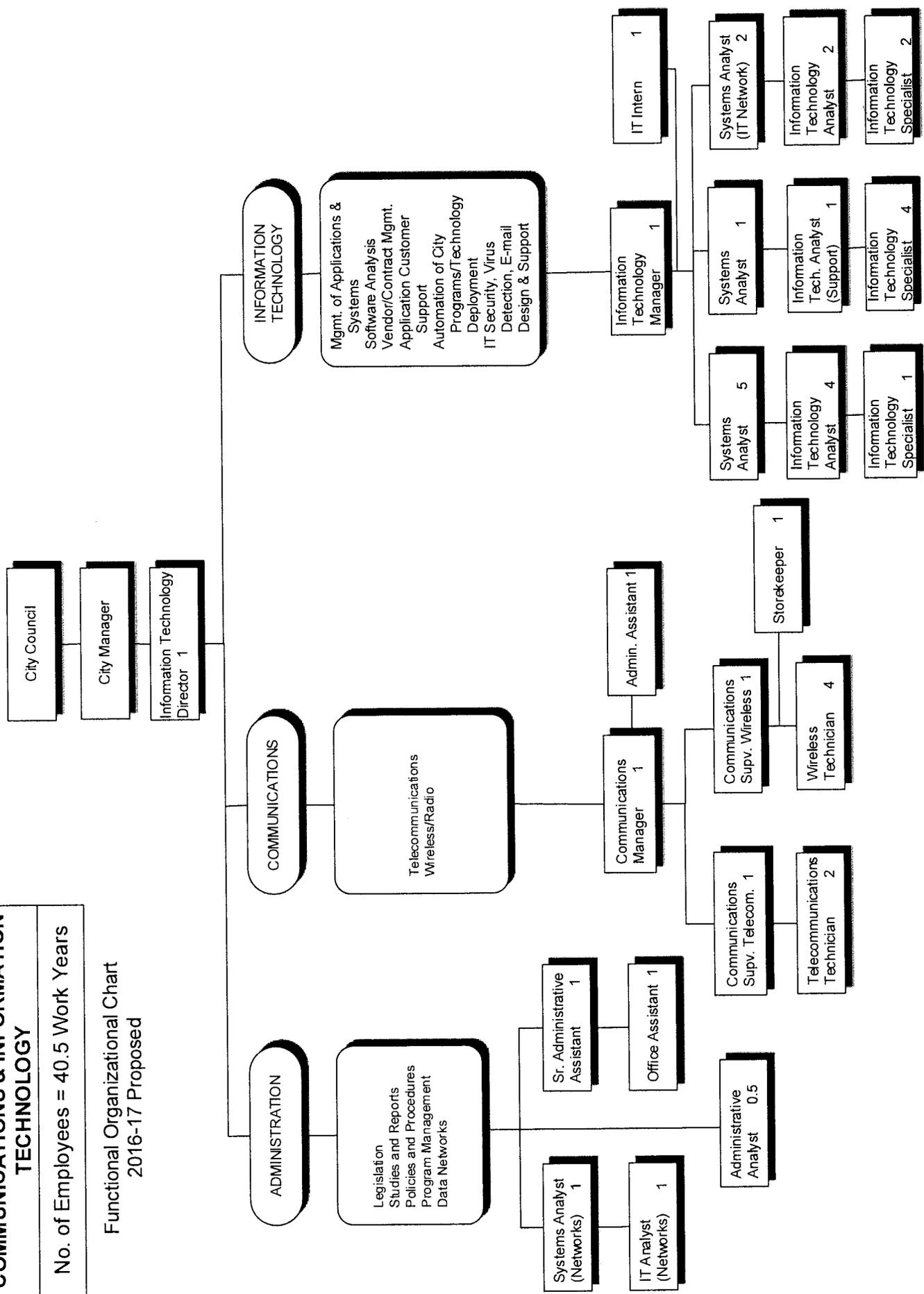


**COMMUNICATIONS & INFORMATION TECHNOLOGY
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| 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 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 |
| Information Technology Analyst | 8.0 | 7.0 | 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 | 1.0 |
| Secretary | 1.0 | 1.0 | 1.0 | - | - | - |
| Office Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Typist Clerk | 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

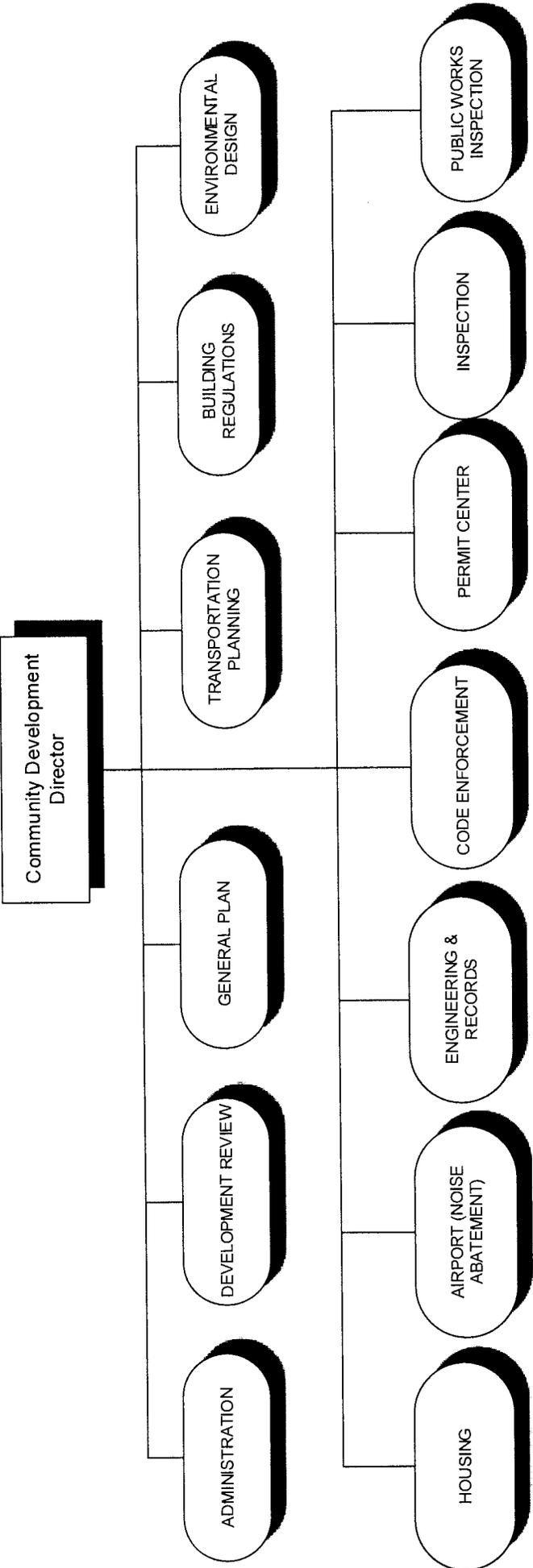
Functional Organizational Chart
 2016-17 Proposed



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:

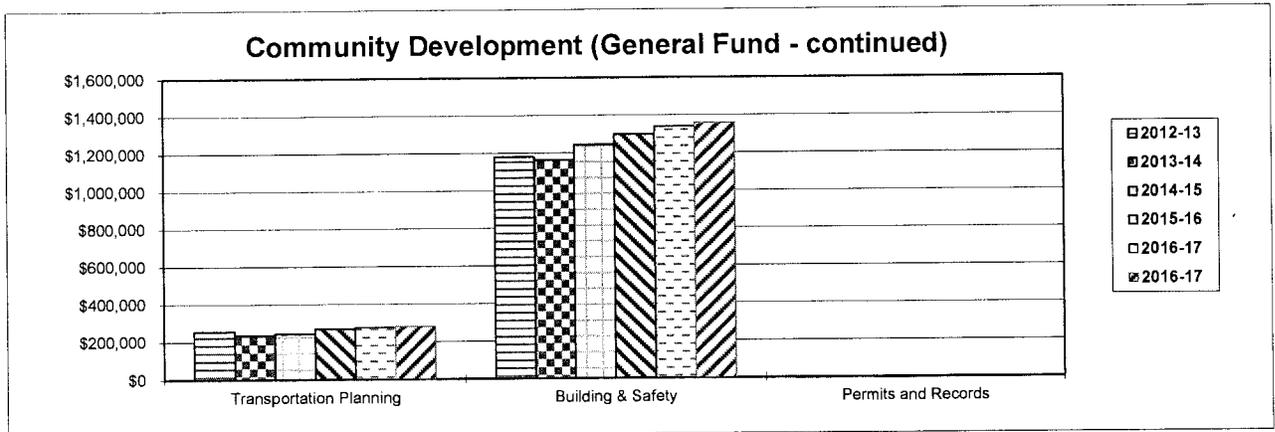
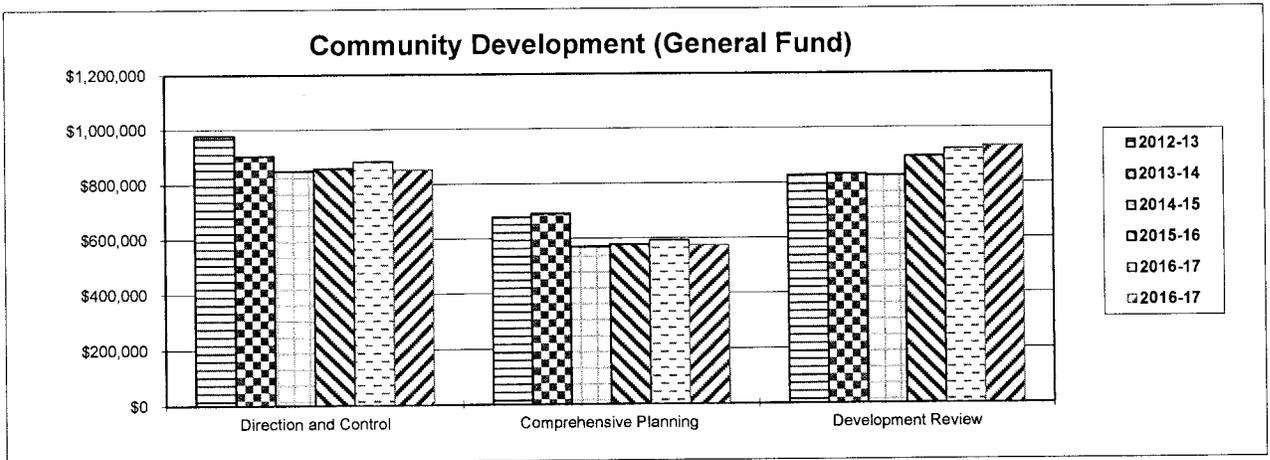
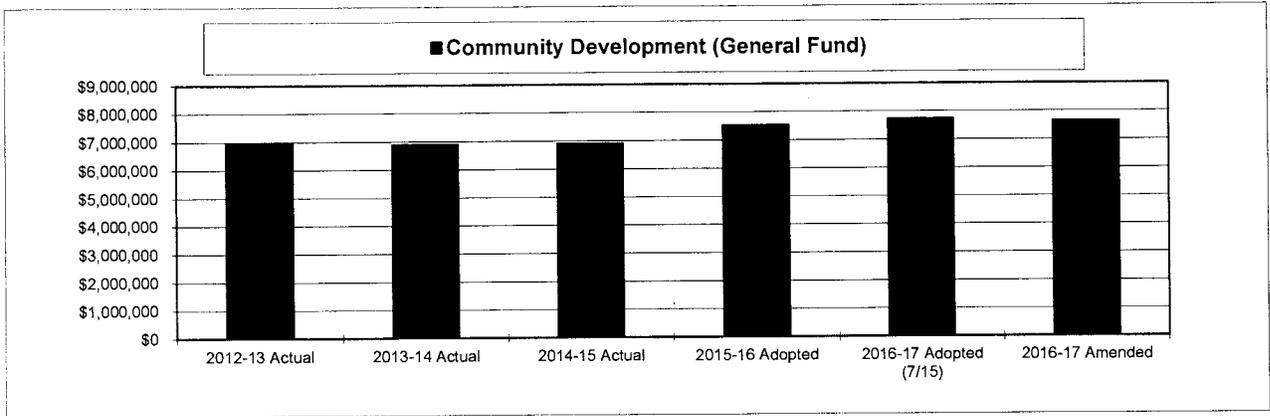
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet Community goals;
- Coordinates Federal, State and regional planning, transportation, and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

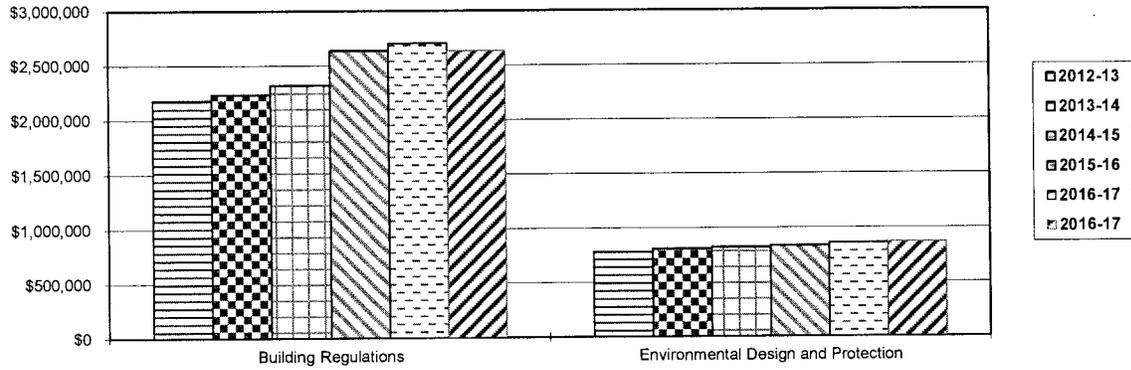
| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------------|----------------------|---------------------|---------------------|----------------------|--------------------------------|----------------------|
| General Fund: | | | | | | |
| Direction and Control | \$ 977,541 | \$ 903,990 | \$ 849,479 | \$ 858,035 | \$ 883,435 | \$ 852,946 |
| Comprehensive Planning | 677,211 | 690,902 | 568,872 | 576,659 | 592,559 | 573,703 |
| Development Review | 826,810 | 831,102 | 824,622 | 894,551 | 920,851 | 932,110 |
| Property Rehabilitation Loan Admin. | - | - | - | - | - | - |
| Section 8 Rental Assistance Admin. | - | - | - | - | - | - |
| Redevelopment Agency Administration | 67 | - | (45,405) | - | - | - |
| Transportation Planning | 255,609 | 236,007 | 244,724 | 269,823 | 275,623 | 280,904 |
| Building & Safety | 1,178,886 | 1,162,186 | 1,243,522 | 1,298,000 | 1,339,400 | 1,358,309 |
| Permits and Records | (2,829) | (656) | (8,416) | - | - | - |
| Building Regulations | 2,176,428 | 2,234,135 | 2,318,349 | 2,635,249 | 2,703,049 | 2,632,149 |
| Environmental Design and Protection | 780,049 | 808,130 | 821,824 | 835,083 | 859,193 | 867,333 |
| Conservation Code Enforcement | - | - | - | - | - | - |
| Downtown RDA Successor Agency (GF) | 60,326 | (10,495) | 46,386 | 53,600 | 53,600 | 47,600 |
| Nat. Pol. Disch. Elim. System (NPDES) | 35,300 | 39,152 | 42,300 | 103,056 | 106,456 | 102,622 |
| General Fund Total | <u>\$ 6,965,398</u> | <u>\$ 6,894,453</u> | <u>\$ 6,906,257</u> | <u>\$ 7,524,056</u> | <u>\$ 7,734,166</u> | <u>\$ 7,647,676</u> |
| General Fund Revenues | \$ 3,375,812 | \$ 5,297,785 | \$ 4,758,920 | \$ 5,006,579 | \$ 5,438,135 | \$ 5,577,135 |
| Externally Funded: | | | | | | |
| Section 8 Rental Assistance Program | \$ 6,517,808 | \$ 6,256,436 | \$ 6,202,469 | \$ 6,537,942 | \$ 6,550,442 | \$ 6,581,042 |
| Rehabilitation Loan Program (HCD) | - | - | - | - | - | - |
| Downtown RDA Successor Agency | 8,012,593 | 722,878 | 408,587 | 3,001,825 | 3,001,825 | 3,571,607 |
| Air Quality Management* | 142,721 | 207,971 | 146,649 | 194,878 | 194,878 | 185,000 |
| Vanpool/Rideshare* | 233,586 | 226,215 | 210,549 | 260,184 | 260,184 | 284,303 |
| Externally Funded Total | <u>\$ 14,906,708</u> | <u>\$ 7,413,500</u> | <u>\$ 6,968,254</u> | <u>\$ 9,994,829</u> | <u>\$ 10,007,329</u> | <u>\$ 10,621,952</u> |
| Externally Funded Revenues | | | | | | |
| Section 8 Rental Assistance Program | \$ 6,214,211 | \$ 5,956,176 | \$ 6,121,772 | \$ 6,399,000 | \$ 6,399,000 | \$ 6,175,000 |
| Rehabilitation Loan Program (HCD) | - | - | - | - | - | - |
| Downtown RDA Successor Agency | 4,397,039 | 2,566,072 | 3,073,900 | 3,227,564 | 3,227,564 | 3,571,607 |
| Air Quality Management* | 177,815 | 184,625 | 184,811 | 172,000 | 172,000 | 185,000 |
| Vanpool/Rideshare* | 233,586 | 226,215 | 210,549 | 260,184 | 260,184 | 284,303 |
| Externally Funded Revenues Total | <u>\$ 11,022,651</u> | <u>\$ 8,933,088</u> | <u>\$ 9,591,032</u> | <u>\$ 10,058,748</u> | <u>\$ 10,058,748</u> | <u>\$ 10,215,910</u> |

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

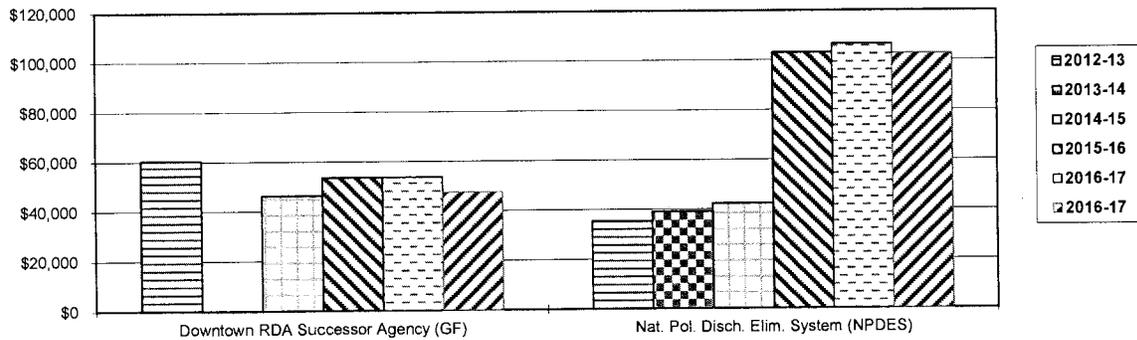
EXPENDITURES



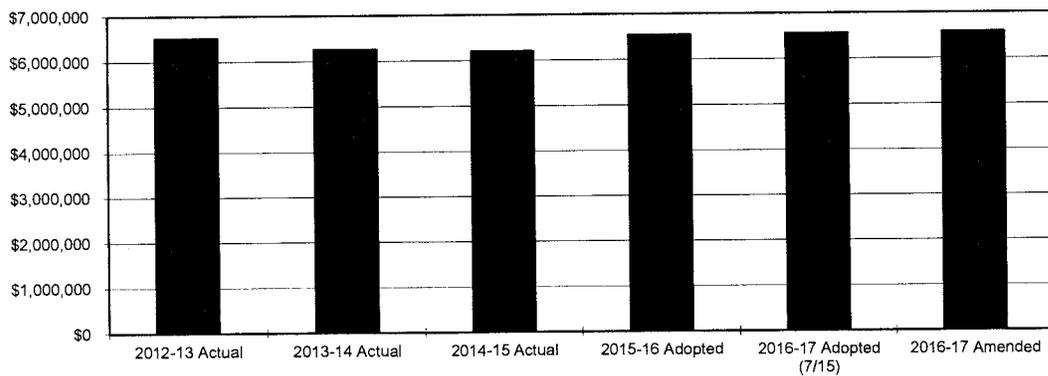
Community Development (General Fund - continued)

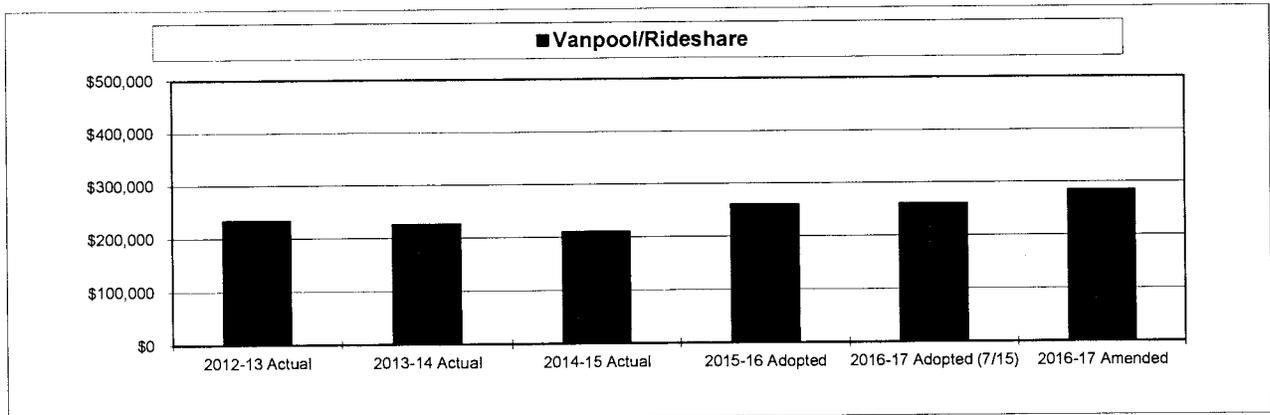
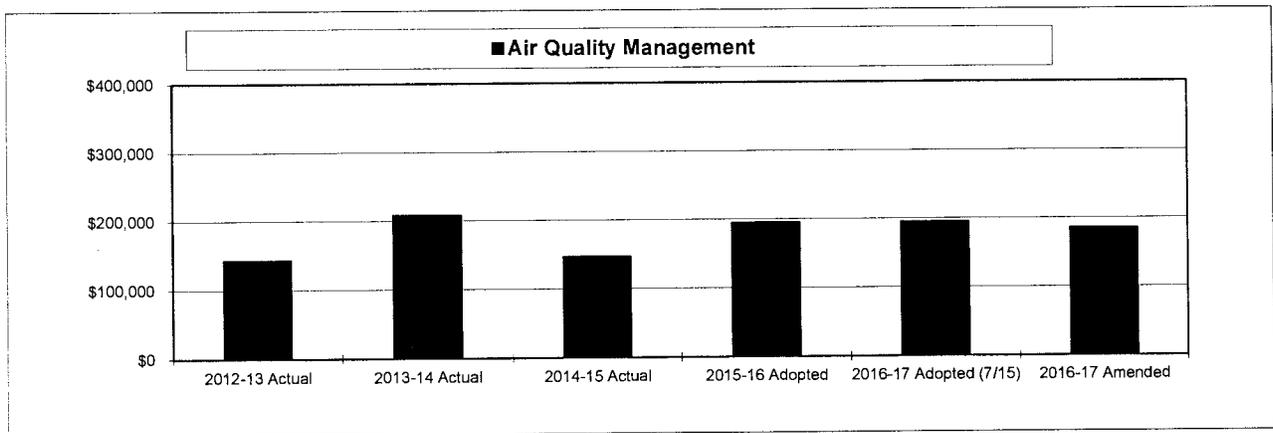
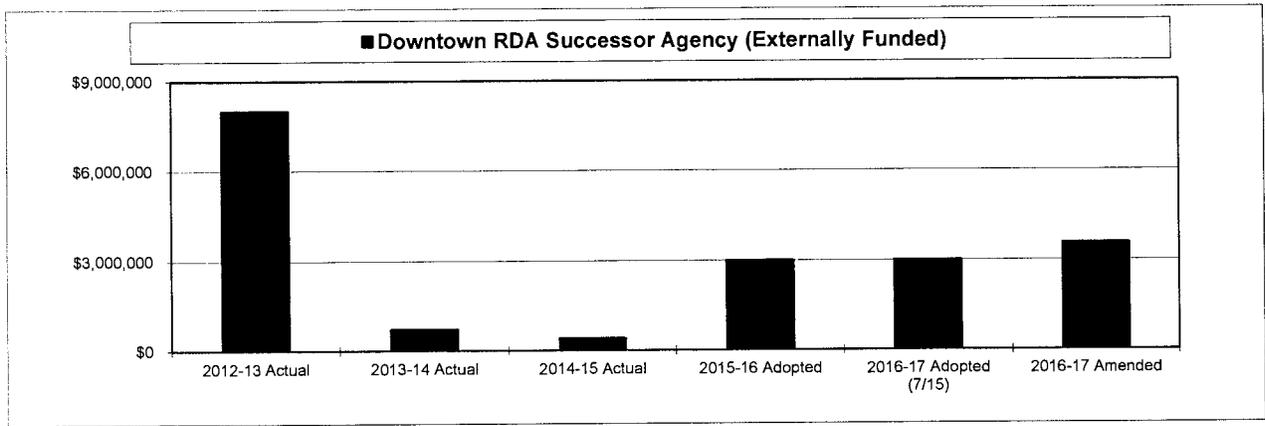


Community Development (General Fund - continued)



Section 8 Rental Assistance Program (Externally Funded)





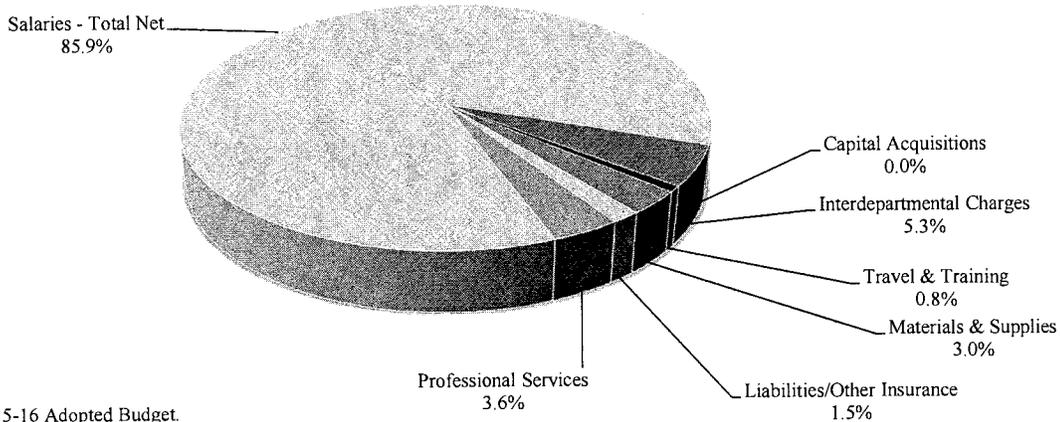
DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 6,502,378 | \$ 6,719,614 | \$ 7,062,044 | \$ 7,683,035 | \$ 7,894,435 | \$ 7,886,835 |
| Overtime | 48,852 | 79,220 | 104,424 | 40,190 | 37,700 | 38,700 |
| Salaries - Total | 6,551,230 | 6,798,834 | 7,166,468 | 7,723,225 | 7,932,135 | 7,925,535 |
| Salaries - Reimbursements | (588,246) | (696,752) | (1,124,896) | (1,264,518) | (1,264,518) | (1,351,591) |
| Salaries - Labor Charges | 1,226 | 1,349 | 1,309 | 1,289 | 1,289 | 1,368 |
| Salaries - Total Net | 5,964,210 | 6,103,431 | 6,042,881 | 6,459,996 | 6,668,906 | 6,575,312 |
| Supplies and Services | 1,001,188 | 791,022 | 863,376 | 1,061,860 | 1,063,060 | 1,070,164 |
| Capital Outlay | - | - | - | 2,200 | 2,200 | 2,200 |
| General Fund Total | \$ 6,965,398 | \$ 6,894,453 | \$ 6,906,257 | \$ 7,524,056 | \$ 7,734,166 | \$ 7,647,676 |

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 6,552,456 | \$ 6,800,183 | \$ 7,167,777 | \$ 7,724,514 | \$ 7,933,424 | \$ 7,926,903 |
| Salary & Benefit Reimbursements | (588,246) | (696,752) | (1,124,896) | (1,264,518) | (1,264,518) | (1,351,591) |
| Materials, Supplies and Maintenance | 194,736 | 183,461 | 187,427 | 230,223 | 230,223 | 230,223 |
| Senior Mobile Home Subsidy | 35,700 | - | - | - | - | - |
| Professional Services/Contracts | 311,708 | 206,952 | 161,098 | 271,041 | 266,541 | 266,541 |
| Travel, Training & Membership Dues | 34,633 | 36,614 | 41,301 | 57,663 | 57,663 | 72,663 |
| Liabilities & Other Insurance | 52,962 | 50,927 | 49,212 | 114,373 | 114,373 | 114,373 |
| Interdepartmental Charges | 313,934 | 316,262 | 329,052 | 336,252 | 341,952 | 338,952 |
| Capital Acquisitions | - | - | - | 2,200 | 2,200 | 2,200 |
| Reimbursements from Other Funds | - | (68,705) | (5,514) | (6,500) | (6,500) | (12,500) |
| Bad Debts and Other Losses | 11 | - | - | - | - | - |
| Operating Transfers Out | 57,504 | 65,511 | 100,800 | 58,808 | 58,808 | 59,912 |
| General Fund Total | \$ 6,965,398 | \$ 6,894,453 | \$ 6,906,257 | \$ 7,524,056 | \$ 7,734,166 | \$ 7,647,676 |

**Community Development Budget by Category
(General Fund)***



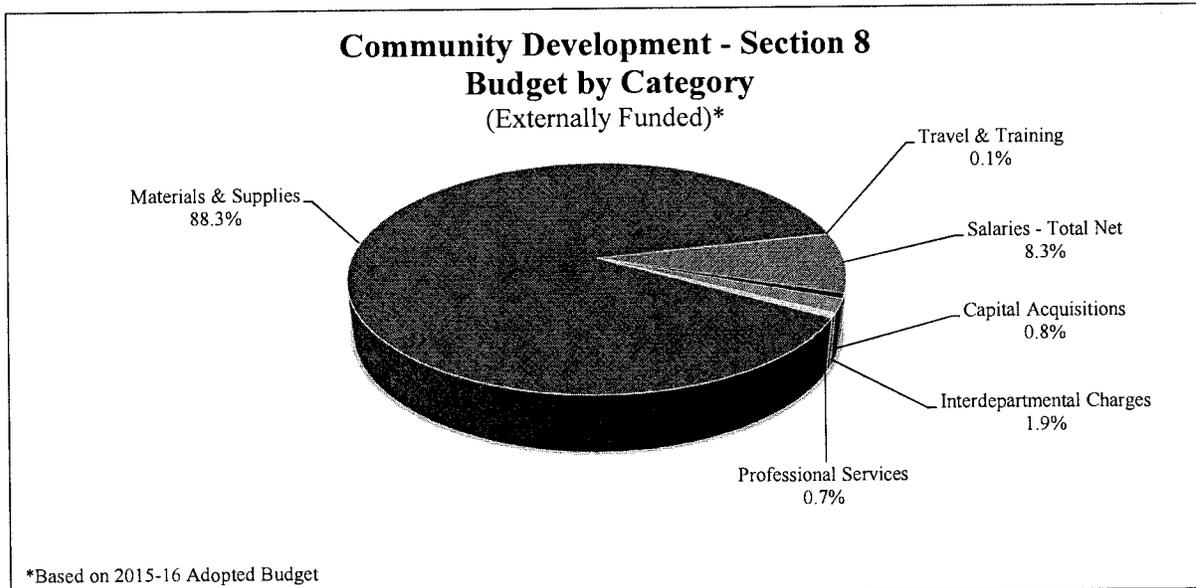
* Based on 2015-16 Adopted Budget.

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 523,066 | \$ 526,203 | \$ 544,331 | \$ 514,200 | \$ 526,600 | \$ 533,200 |
| Overtime | - | 433 | 1,491 | 3,000 | 3,100 | 3,100 |
| Salaries - Total | 523,066 | 526,636 | 545,822 | 517,200 | 529,700 | 536,300 |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | - | - | - | 25,000 | 25,000 | 40,000 |
| Salaries - Total Net | 523,066 | 526,636 | 545,822 | 542,200 | 554,700 | 576,300 |
| Supplies and Services | 5,994,742 | 5,729,800 | 5,656,647 | 5,945,742 | 5,945,742 | 5,954,742 |
| Capital Outlay | - | - | - | 50,000 | 50,000 | 50,000 |
| Total Section 8 Rental Assistant Fund | \$ 6,517,808 | \$ 6,256,436 | \$ 6,202,469 | \$ 6,537,942 | \$ 6,550,442 | \$ 6,581,042 |

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 523,066 | \$ 526,635 | \$ 545,822 | \$ 542,200 | \$ 554,700 | \$ 576,300 |
| Salary & Benefit Reimbursements | - | - | - | - | - | - |
| Materials, Supplies and Maintenance | 5,865,236 | 5,596,263 | 5,493,647 | 5,774,115 | 5,774,115 | 5,774,115 |
| Professional Services/Contracts | 16,160 | 14,545 | 41,828 | 43,027 | 43,027 | 43,027 |
| Travel, Training & Membership Dues | 730 | 500 | - | 5,000 | 5,000 | 5,000 |
| Interdepartmental Charges | 112,616 | 118,493 | 121,172 | 123,600 | 123,600 | 132,600 |
| Capital Acquisitions | - | - | - | 50,000 | 50,000 | 50,000 |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfer Out | - | - | - | - | - | - |
| Total Section 8 Rental Assistant Fund | \$ 6,517,808 | \$ 6,256,436 | \$ 6,202,469 | \$ 6,537,942 | \$ 6,550,442 | \$ 6,581,042 |



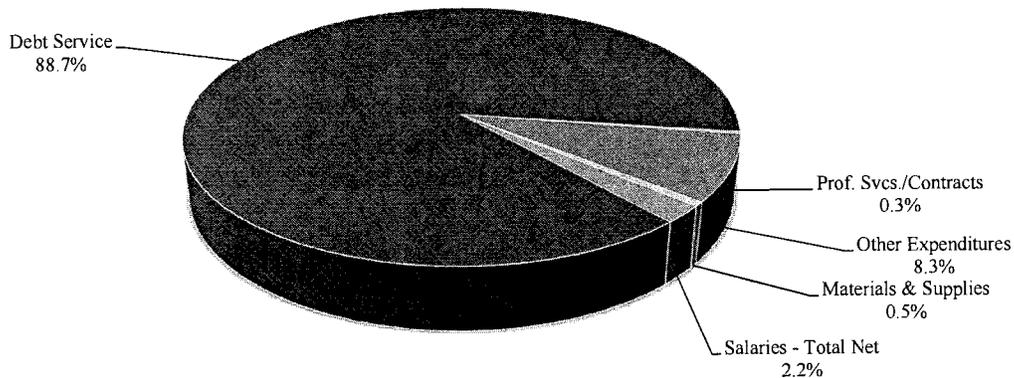
DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Overtime | - | - | - | - | - | - |
| Salaries - Total | - | - | - | - | - | - |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | - | - | - | 65,260 | 65,260 | 636,212 |
| Salaries - Total Net | - | - | - | 65,260 | 65,260 | 636,212 |
| Supplies and Services | 8,012,593 | 722,878 | 408,587 | 2,936,565 | 2,936,565 | 2,935,395 |
| Capital Outlay | - | - | - | - | - | - |
| Total Redevelopment Agency Fund | \$ 8,012,593 | \$ 722,878 | \$ 408,587 | \$ 3,001,825 | \$ 3,001,825 | \$ 3,571,607 |

DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ - | \$ - | \$ - | \$ 65,260 | \$ 65,260 | \$ 636,212 |
| Salary & Benefit Reimbursements | - | - | - | - | - | - |
| Materials, Supplies and Maintenance | 36,942 | 6,500 | 14,897 | 16,000 | 16,000 | 16,000 |
| Professional Services/Contracts | 20,496 | 7,911 | 6,965 | 8,000 | 8,000 | 9,260 |
| Travel, Training & Membership Dues | - | - | - | - | - | - |
| Interdepartmental Charges | - | - | - | - | - | - |
| Debt Service | 7,955,155 | 5,023,954 | 2,647,054 | 2,662,565 | 2,662,565 | 2,660,135 |
| Loans Contra Expenditures | - | (4,874,439) | (2,505,503) | - | - | - |
| Capital Acquisitions | - | - | - | - | - | - |
| Reimbursements from Other Funds | - | (31,942) | - | - | - | - |
| Bad Debts & Other Losses | - | - | - | - | - | - |
| Other Expenditures | - | 590,894 | 245,174 | 250,000 | 250,000 | 250,000 |
| Operating Transfers Out | - | - | - | - | - | - |
| Total Redevelopment Agency Fund | \$ 8,012,593 | \$ 722,878 | \$ 408,587 | \$ 3,001,825 | \$ 3,001,825 | \$ 3,571,607 |

**Community Development -
RDA Successor Agency Budget by Category
(Externally Funded)***



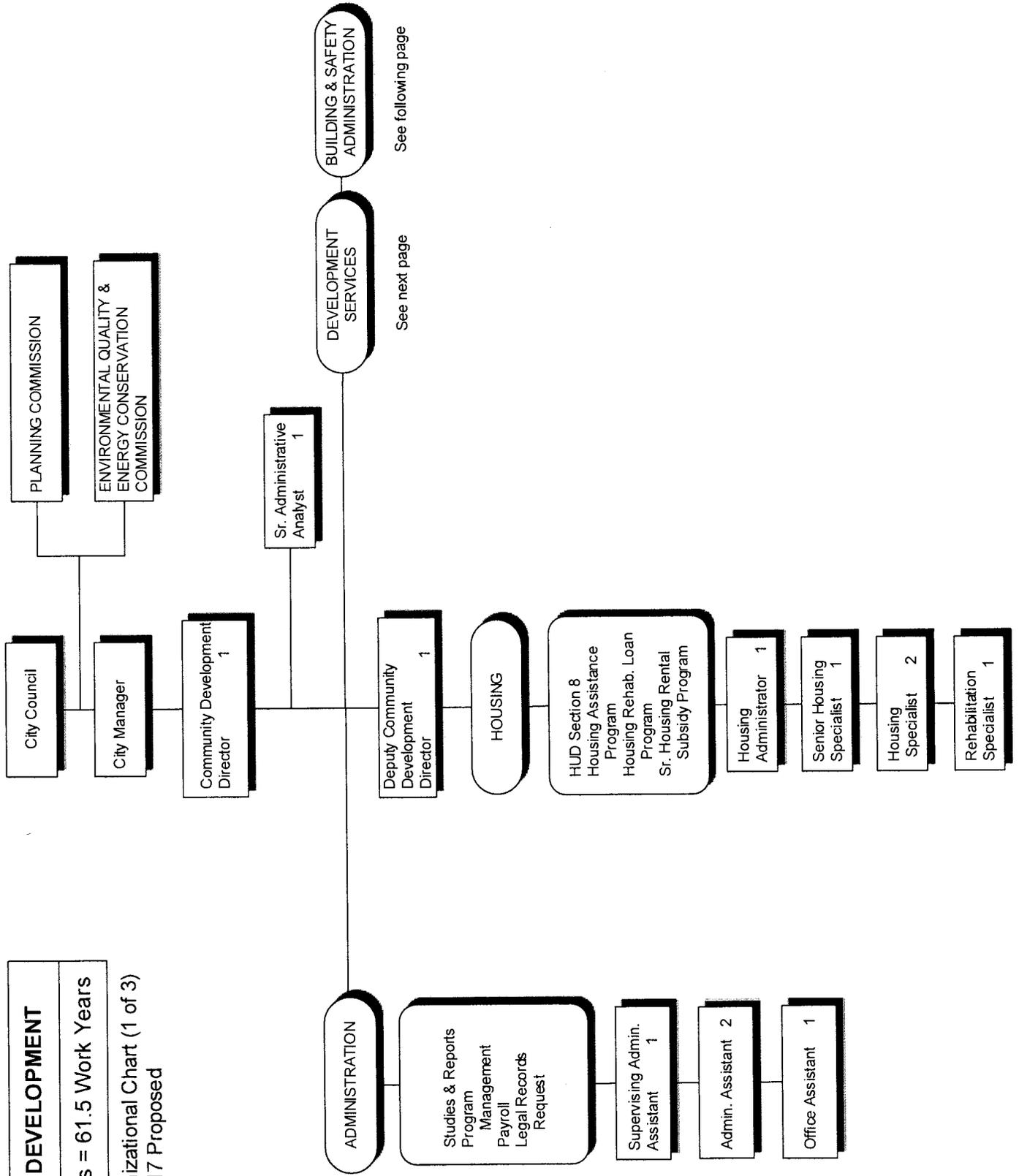
*Based on 2015-16 Adopted Budget

**COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| 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 | 3.0 | 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 | 1.0 |
| Plans Examiner | 2.0 | 2.0 | 2.0 | 3.0 | 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 | - | - | - |
| 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 | 1.0 | 1.0 | 1.0 |
| Permit Technician II | - | - | 2.0 | 2.0 | 2.0 | 2.0 |
| Permit Technician I | 4.0 | 4.0 | 3.0 | 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 | 2.0 |
| Secretary | 2.0 | 2.0 | 2.0 | - | - | - |
| Office Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Typist Clerk | 1.0 | 1.0 | 1.0 | - | - | - |
| Total | 59.5 | 59.5 | 61.5 | 61.5 | 61.5 | 61.5 |

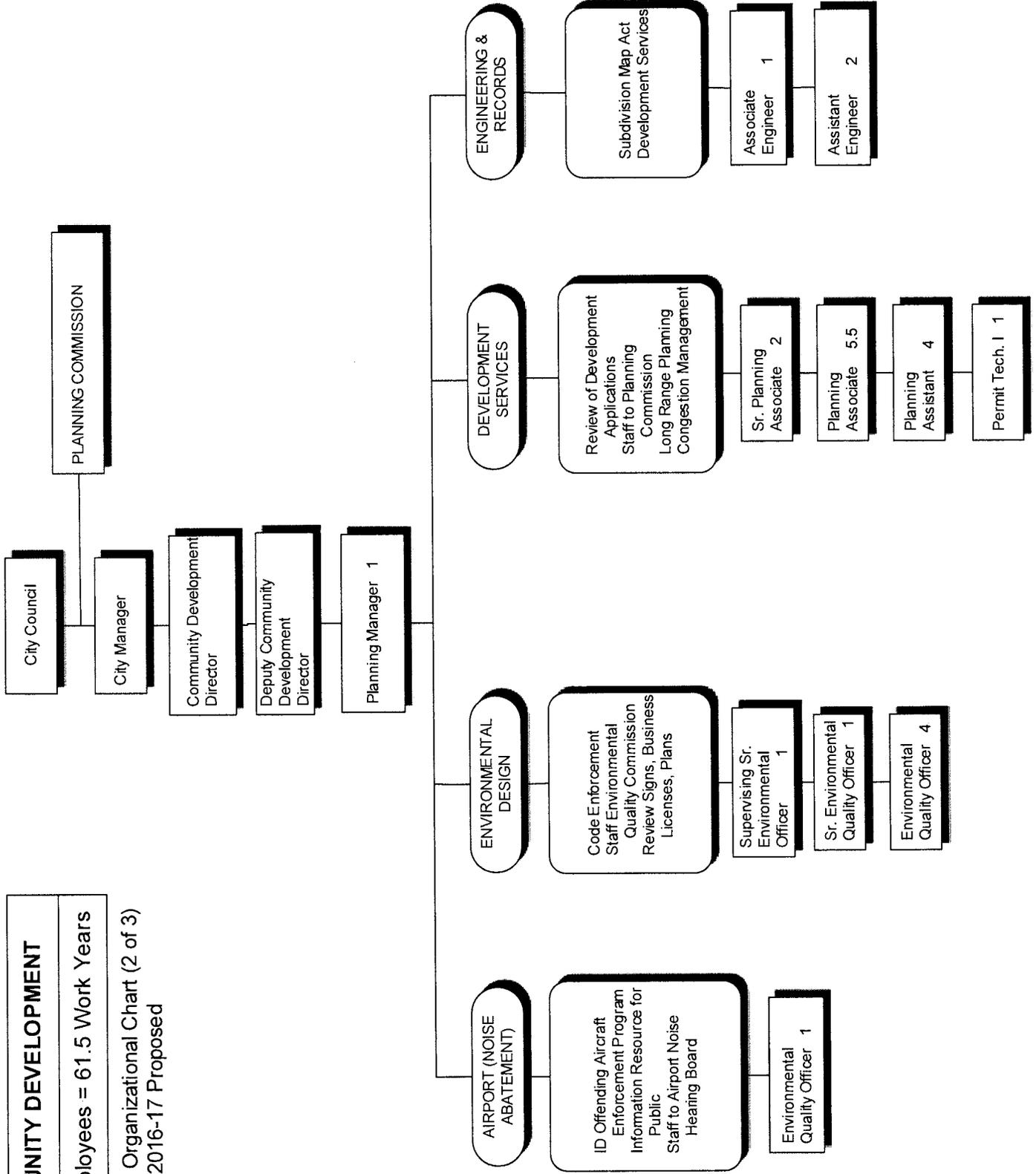
COMMUNITY DEVELOPMENT
 No. of Employees = 61.5 Work Years

Functional Organizational Chart (1 of 3)
 2016-17 Proposed



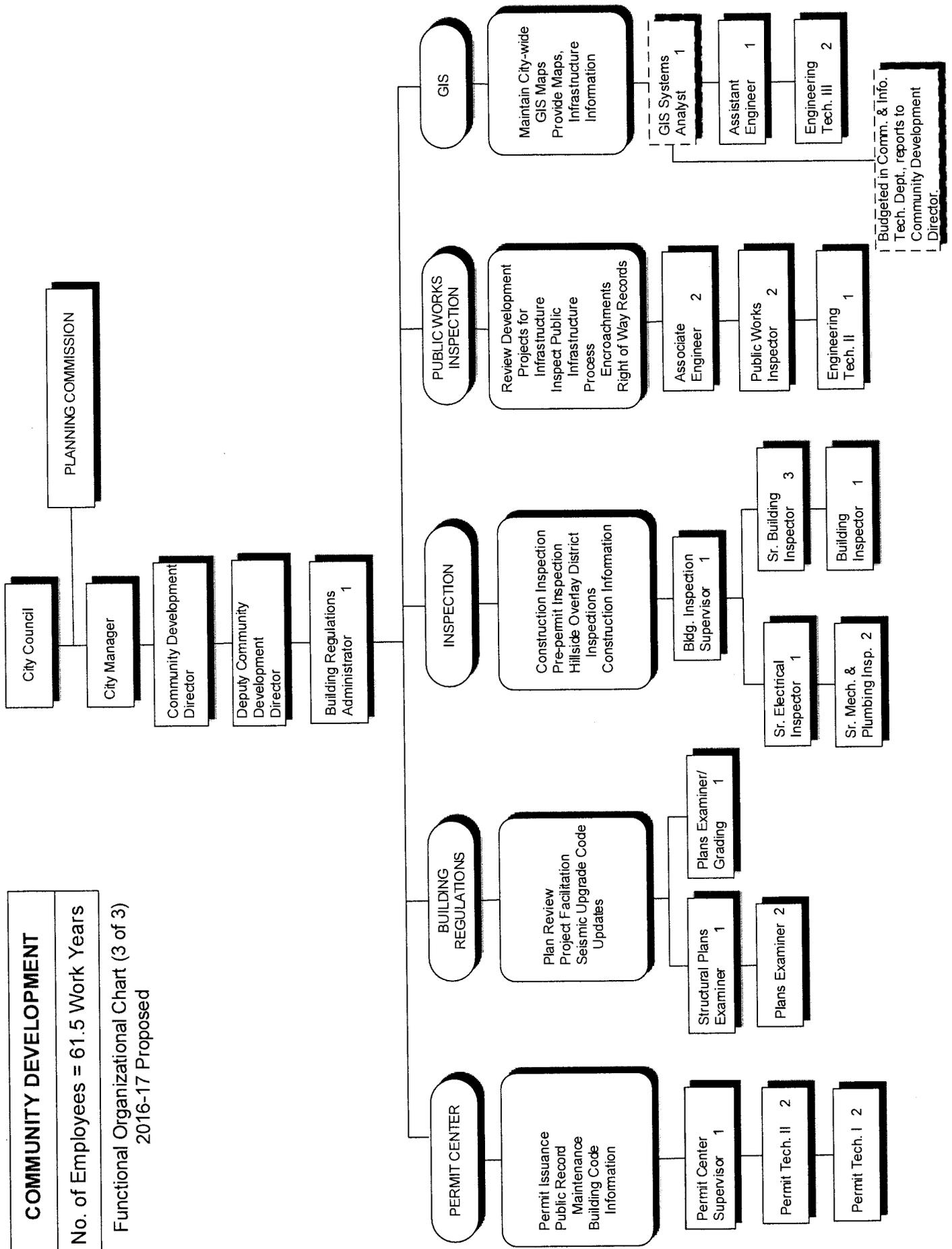
COMMUNITY DEVELOPMENT
 No. of Employees = 61.5 Work Years

Functional Organizational Chart (2 of 3)
 2016-17 Proposed



COMMUNITY DEVELOPMENT
 No. of Employees = 61.5 Work Years

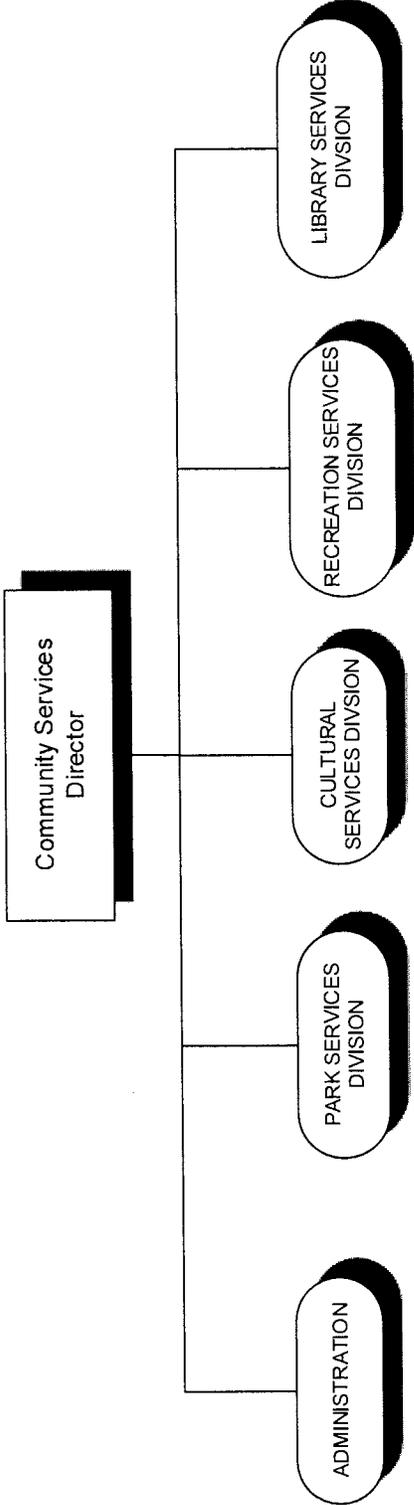
Functional Organizational Chart (3 of 3)
 2016-17 Proposed



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 Community Services 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.

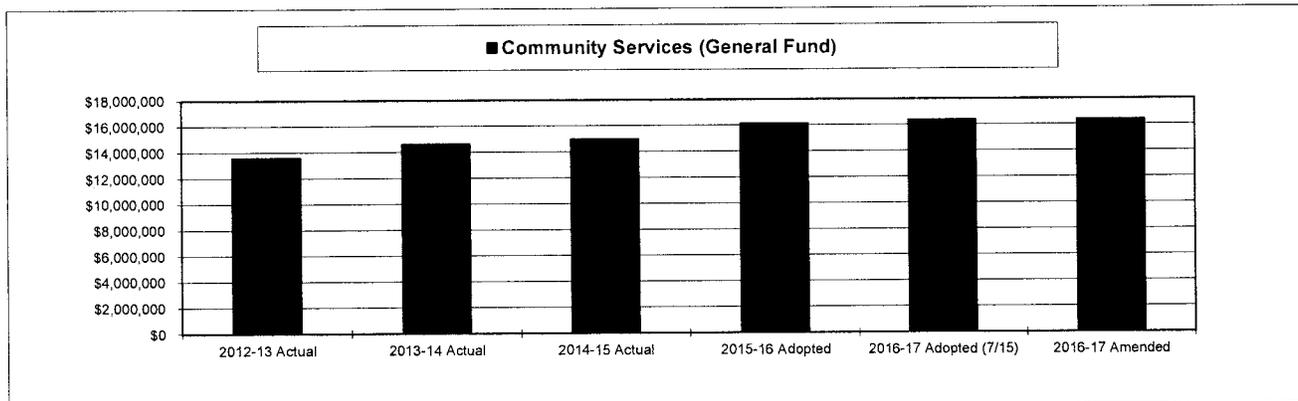
FUNCTIONAL RESPONSIBILITY

The functions of the Community Services 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.

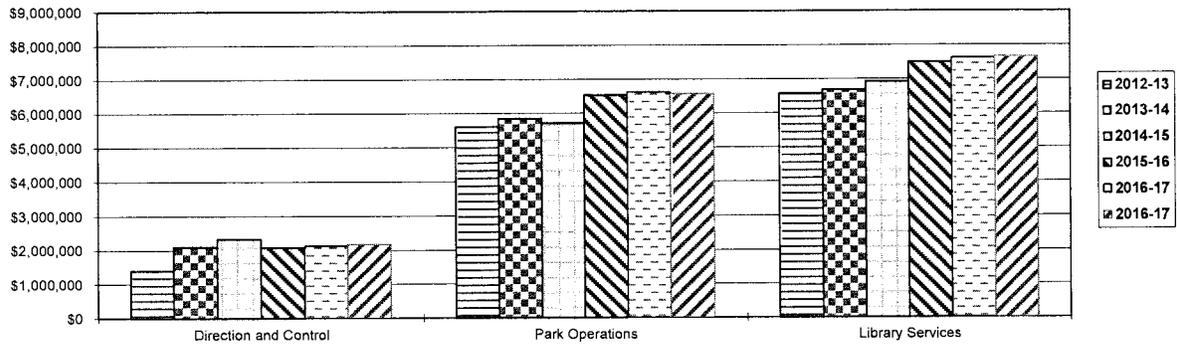
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| General Fund: | | | | | | |
| Direction and Control | \$ 1,394,421 | \$ 2,102,510 | \$ 2,331,546 | \$ 2,071,252 | \$ 2,125,452 | \$ 2,171,752 |
| Park Operations | 5,608,396 | 5,835,301 | 5,712,400 | 6,536,563 | 6,615,283 | 6,567,069 |
| Library Services | 6,573,779 | 6,680,639 | 6,910,684 | 7,496,652 | 7,612,352 | 7,653,277 |
| General Fund Total | \$ 13,576,596 | \$ 14,618,450 | \$ 14,954,630 | \$ 16,104,467 | \$ 16,353,087 | \$ 16,392,098 |
| General Fund Revenues | \$ 642,424 | \$ 755,904 | \$ 810,953 | \$ 718,900 | \$ 718,900 | \$ 718,900 |
| Enterprise Funded: | | | | | | |
| Recreation Services | \$ 5,681,818 | \$ 5,010,489 | \$ 5,220,507 | \$ 5,607,828 | \$ 5,689,528 | \$ 5,756,514 |
| Cultural Services | 1,672,596 | 1,497,930 | 1,890,225 | 2,312,769 | 2,334,524 | 2,354,329 |
| Parks & Recreation Enterprise Total | \$ 7,354,414 | \$ 6,508,419 | \$ 7,110,732 | \$ 7,920,597 | \$ 8,024,052 | \$ 8,110,843 |
| Parks & Recreation Enterprise Revenues | \$ 7,547,476 | \$ 6,717,532 | \$ 7,184,817 | \$ 7,667,863 | \$ 7,819,863 | \$ 7,794,505 |
| Community Development Block Grant (CDBG) Funded: | | | | | | |
| Home Improvement Program | \$ - | \$ 172,390 | \$ 159,105 | \$ - | \$ - | \$ - |
| Home Improvement Program Revenues | \$ - | \$ 172,390 | \$ 159,105 | \$ - | \$ - | \$ - |

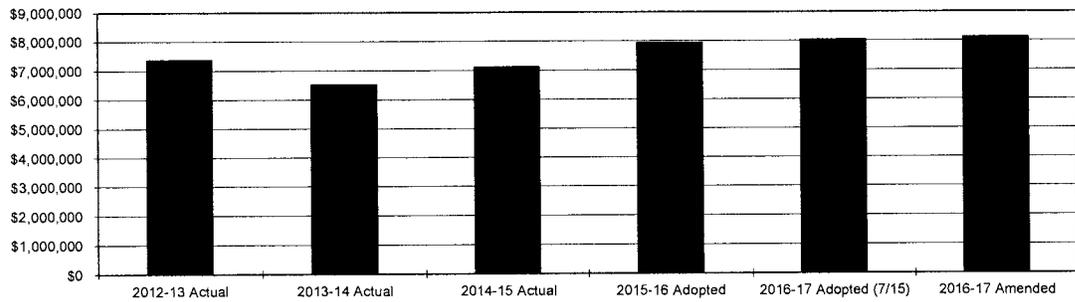
EXPENDITURES



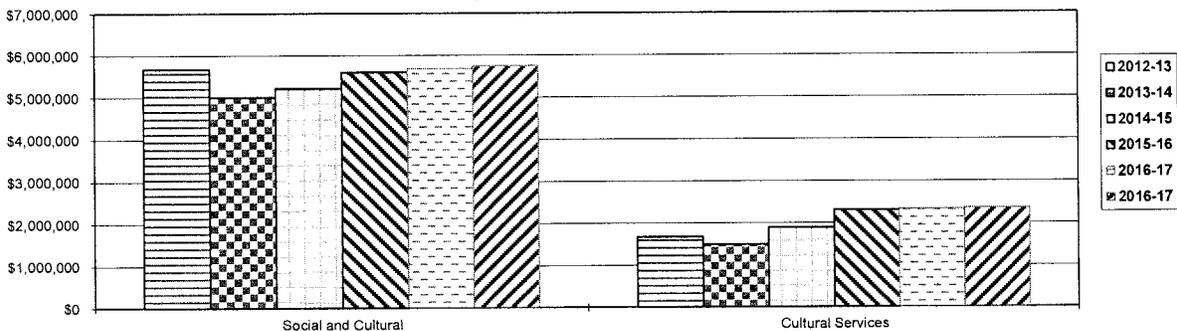
Community Services (General Fund)



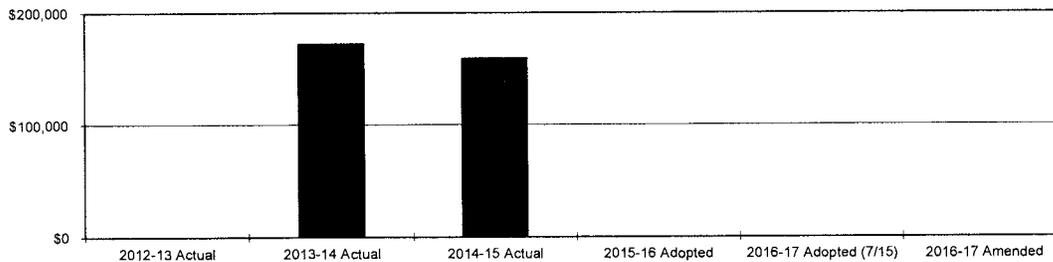
Community Services (Enterprise Fund)



Community Services (Enterprise Fund)



Community Development Block Grant (CDBG)

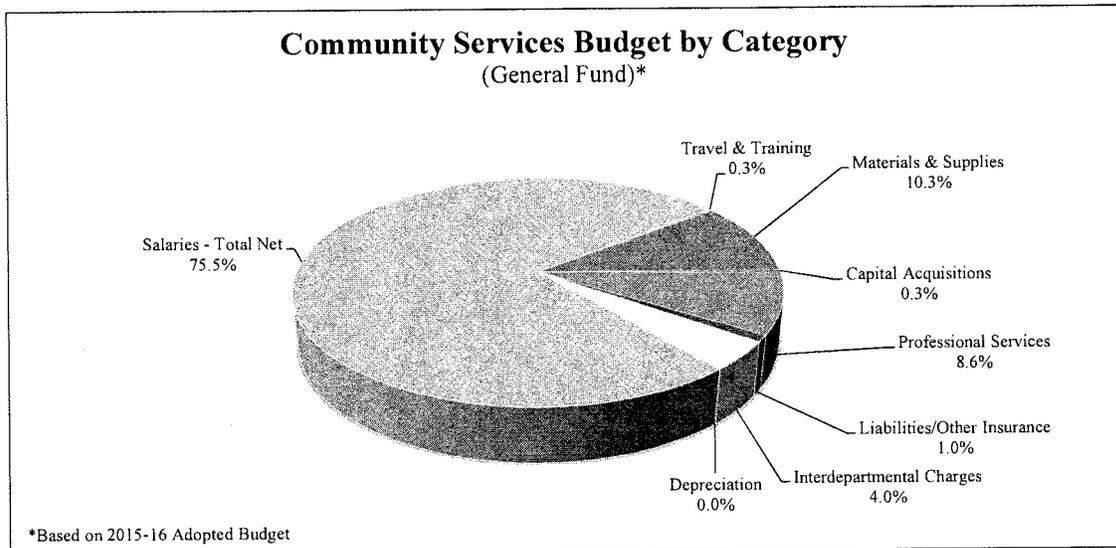


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 9,681,778 | \$ 10,376,337 | \$ 10,770,983 | \$ 12,067,333 | \$ 12,314,233 | \$ 12,233,733 |
| Overtime | 118,508 | 143,532 | 155,035 | 23,880 | 23,700 | 23,100 |
| Salaries - Total | 9,800,286 | 10,519,869 | 10,926,018 | 12,091,213 | 12,337,933 | 12,256,833 |
| Salaries - Reimbursements | (107,826) | (70,301) | (52,125) | - | - | - |
| Salaries - Labor Charges | 89,403 | 53,291 | 31,173 | 72,603 | 72,603 | 35,678 |
| Salaries - Total Net | 9,781,863 | 10,502,859 | 10,905,066 | 12,163,816 | 12,410,536 | 12,292,511 |
| Supplies and Services | 3,774,434 | 4,078,033 | 4,028,520 | 3,898,651 | 3,900,551 | 4,058,087 |
| Capital Outlay | 20,299 | 37,558 | 21,044 | 42,000 | 42,000 | 41,500 |
| General Fund Total | \$ 13,576,596 | \$ 14,618,450 | \$ 14,954,630 | \$ 16,104,467 | \$ 16,353,087 | \$ 16,392,098 |

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 9,889,689 | \$ 10,573,160 | \$ 10,957,191 | \$ 12,163,816 | \$ 12,410,536 | \$ 12,292,511 |
| Salary & Benefit Reimbursements | (107,826) | (70,301) | (52,125) | - | - | - |
| Materials, Supplies and Maintenance | 1,768,510 | 1,769,805 | 1,807,510 | 1,815,617 | 1,815,617 | 1,863,428 |
| Professional Services/Contracts | 1,446,958 | 1,718,574 | 1,628,246 | 1,391,391 | 1,391,391 | 1,502,441 |
| Travel, Training & Membership Dues | 26,069 | 34,829 | 32,332 | 47,526 | 47,526 | 47,426 |
| Depreciation | - | - | - | 998 | 998 | 998 |
| Liabilities & Other Insurance | 63,565 | 88,924 | 88,866 | 153,070 | 153,070 | 153,070 |
| Interdepartmental Charges | 547,927 | 549,783 | 561,111 | 576,811 | 578,711 | 574,861 |
| Capital Acquisitions | 20,299 | 37,558 | 21,043 | 42,000 | 42,000 | 41,500 |
| Reimbursements from Other Funds | (155,969) | (162,841) | (190,622) | (162,050) | (162,050) | (162,050) |
| Operating Transfers Out | 77,374 | 78,959 | 101,078 | 75,288 | 75,288 | 77,913 |
| General Fund Total | \$ 13,576,596 | \$ 14,618,450 | \$ 14,954,630 | \$ 16,104,467 | \$ 16,353,087 | \$ 16,392,098 |

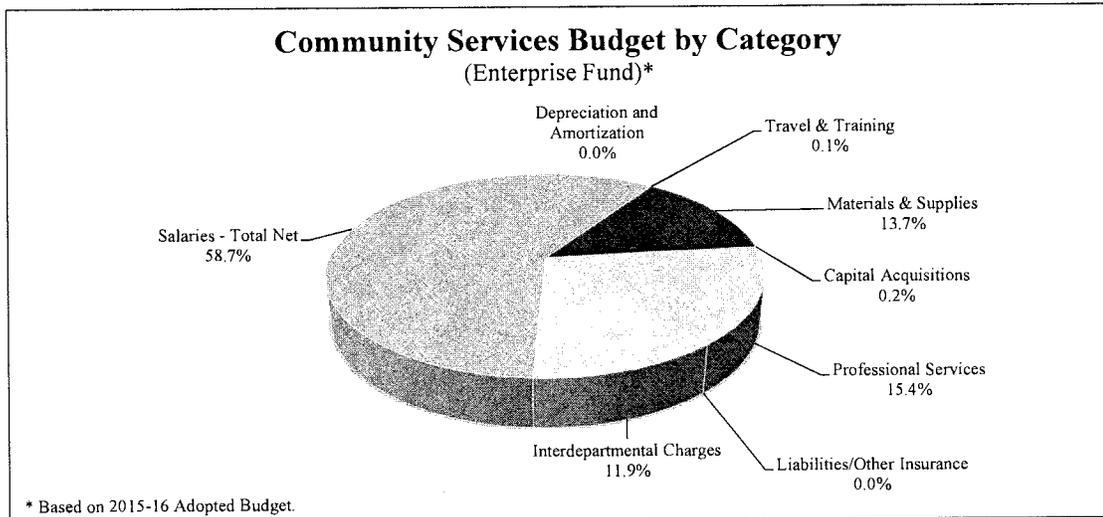


DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 4,737,898 | \$ 4,083,274 | \$ 4,238,835 | \$ 4,552,397 | \$ 4,654,497 | \$ 4,648,657 |
| Overtime | 45,845 | 26,262 | 34,754 | 9,500 | 9,800 | 9,700 |
| Salaries - Total | 4,783,743 | 4,109,536 | 4,273,589 | 4,561,897 | 4,664,297 | 4,658,357 |
| Salaries - Reimbursements | (823) | - | - | - | - | - |
| Salaries - Labor Charges | 3,092 | 300 | 609 | 87,407 | 87,407 | 87,407 |
| Salaries - Total Net | 4,786,012 | 4,109,836 | 4,274,198 | 4,649,304 | 4,751,704 | 4,745,764 |
| Supplies and Services | 2,568,402 | 2,398,583 | 2,836,462 | 3,257,048 | 3,263,848 | 3,287,234 |
| Capital Outlay | - | - | 72 | 14,245 | 8,500 | 77,845 |
| Total Parks & Recreation Enterprise Fund | \$ 7,354,414 | \$ 6,508,419 | \$ 7,110,732 | \$ 7,920,597 | \$ 8,024,052 | \$ 8,110,843 |

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 4,786,835 | \$ 4,109,836 | \$ 4,274,198 | \$ 4,649,304 | \$ 4,751,704 | \$ 4,745,764 |
| Salary & Benefit Reimbursements | (823) | - | - | - | - | - |
| Materials, Supplies and Maintenance | 945,758 | 859,703 | 909,247 | 1,082,956 | 1,082,956 | 1,006,664 |
| Professional Services/Contracts | 794,752 | 727,828 | 746,976 | 1,217,500 | 1,215,700 | 1,153,740 |
| Travel, Training & Membership Dues | 7,969 | 5,555 | 17,789 | 10,320 | 10,320 | 9,539 |
| Depreciation and Amortization | 916 | 500 | 500 | 500 | 500 | 500 |
| Liabilities & Other Insurance | 19,396 | - | - | - | - | - |
| Interdepartmental Charges | 753,819 | 761,030 | 776,722 | 788,622 | 797,222 | 791,572 |
| Capital Acquisitions | - | - | 72 | 14,245 | 8,500 | 77,845 |
| Asset Contra Account | - | - | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 45,792 | 43,967 | 385,228 | 157,150 | 157,150 | 325,219 |
| Total Parks & Recreation Enterprise Fund | \$ 7,354,414 | \$ 6,508,419 | \$ 7,110,732 | \$ 7,920,597 | \$ 8,024,052 | \$ 8,110,843 |



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

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ - | \$ 142,853 | \$ - | \$ - | \$ - | \$ - |
| Overtime | - | - | - | - | - | - |
| Salaries - Total | - | 142,853 | - | - | - | - |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | - | 142,853 | - | - | - | - |
| Supplies and Services | - | 29,537 | 159,105 | - | - | - |
| Capital Outlay | - | - | - | - | - | - |
| Total CDBG Fund | \$ - | \$ 172,390 | \$ 159,105 | \$ - | \$ - | \$ - |

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

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | | \$ 142,853 | | | | |
| Salary & Benefit Reimbursements | | | | | | |
| Materials, Supplies and Maintenance | | 24,533 | | | | |
| Professional Services/Contracts | | 5,004 | 159,105 | | | |
| 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 | \$ 159,105 | \$ - | \$ - | \$ - |

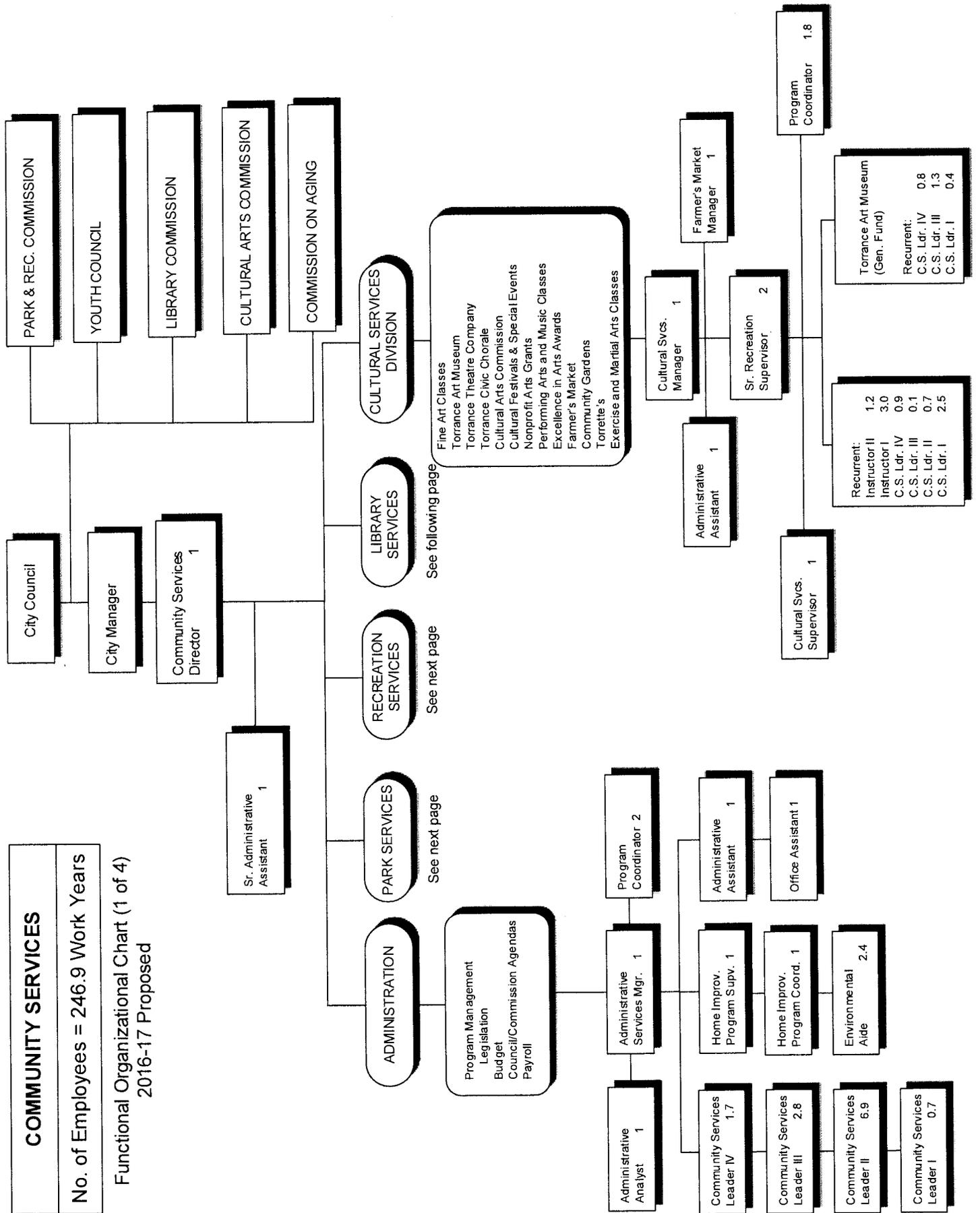
**COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| 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 | 1.0 |
| Cultural Services Manager | - | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Admin Services Manager | - | - | - | - | - | 1.0 |
| Senior Business Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - |
| Administrative Analyst | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 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 | 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 | 1.0 |
| Home Improvement Program Coordinator | 1.0 | - | 1.0 | 1.0 | 1.0 | 1.0 |
| Environmental Aide | - | - | 2.4 | 2.4 | 2.4 | 2.4 |
| Community Services Leader IV | - | - | - | - | - | 2.5 |
| Recreation Specialist II | 0.9 | 2.5 | 2.5 | 2.5 | 2.5 | - |
| Community Services Leader III | - | - | - | - | - | 2.8 |
| Recreation Specialist | 1.5 | 2.8 | 2.8 | 2.8 | 2.8 | - |
| Community Services Leader II | - | - | - | - | - | 9.1 |
| Senior Recreation Leader | 6.4 | 9.1 | 9.1 | 9.1 | 9.1 | - |
| Community Services Leader I | - | - | - | - | - | 0.7 |
| Recreation Leader | 0.3 | 0.7 | 0.7 | 0.7 | 0.7 | - |
| Recreation Assistant | - | - | - | - | - | - |
| Intern | - | 0.5 | 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 | 15.0 | 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 | 3.0 |
| Secretary | 3.0 | 3.0 | 3.0 | - | - | - |
| Office Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Typist Clerk | 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 |
| Sr. Library Technician | - | - | - | - | - | 11.0 |
| Library Assistant II | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | - |
| Library Technician | - | - | - | - | - | 15.0 |
| Library Assistant I | 13.0 | 13.0 | 13.0 | 13.0 | 13.0 | - |
| Sr. Library Page | - | - | - | - | - | 7.0 |
| Junior Library Clerk I - recurrent | 7.0 | 7.0 | 7.0 | 7.0 | 7.0 | - |
| Junior Library Clerk II - recurrent | 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 | 138.7 | 147.2 | 151.6 | 151.6 | 151.6 | 151.1 |

| Parks and Recreation Enterprise Fund | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Recreation Services Manager | 1.0 | - | - | - | - | - |
| Cultural Services Manager | 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 | 1.0 |
| Program Coordinator | 3.8 | 3.8 | 3.8 | 2.8 | 2.8 | 2.8 |
| Farmer's Market Manager | - | - | 1.0 | 1.0 | 1.0 | 1.0 |
| Market Manager | 1.0 | 1.0 | - | - | - | - |
| Nature Center Manager | 1.0 | - | - | - | - | - |
| Lead Maintenance Worker | 1.0 | - | - | - | - | - |
| Administrative Assistant | - | - | - | 2.0 | 2.0 | 2.0 |
| Secretary | 2.0 | 2.0 | 2.0 | - | - | - |
| Typist Clerk | 1.0 | - | - | - | - | - |
| Community Services Leader IV | - | - | - | - | - | 6.8 |
| Recreation Specialist II | 6.8 | 6.6 | 6.6 | 6.6 | 6.6 | - |
| Community Services Leader III | - | - | - | - | - | 12.7 |
| Recreation Specialist | 13.1 | 12.9 | 12.9 | 12.9 | 12.9 | - |
| Community Services Leader II | - | - | - | - | - | 21.8 |
| Senior Recreation Leader | 30.7 | 20.2 | 21.6 | 21.6 | 21.6 | - |
| Community Services Leader I | - | - | - | - | - | 19.0 |
| Recreation Leader | 26.2 | 18.6 | 18.6 | 19.0 | 19.0 | - |
| Recreation Assistant | 0.5 | - | - | - | - | - |
| Pool Manager | 0.3 | 0.8 | - | - | - | - |
| Assistant Pool Manager | 0.8 | 1.8 | 1.8 | 1.8 | 1.8 | 1.8 |
| Instructor II | 1.9 | 1.2 | 1.2 | 1.2 | 1.2 | 1.2 |
| Instructor I | 3.3 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Intern | 0.3 | - | - | - | - | - |
| Aquatics Instructor | 3.4 | 4.7 | 4.7 | 4.7 | 4.7 | 4.7 |
| Lifeguard | 2.1 | 2.8 | 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 | 2.8 | 2.8 | 2.8 | 2.8 | 2.8 |
| Total Parks & Recreation Enterprise Fund | 114.5 | 94.6 | 95.2 | 95.6 | 95.6 | 95.8 |
| Community Development Block Grant (CDBG) Fund | | | | | | |
| Home Improvement Program Supervisor | - | 1.0 | - | - | - | - |
| Home Improvement Program Coordinator | - | 1.0 | - | - | - | - |
| Environmental Aide | - | 2.4 | - | - | - | - |
| Total CDBG Fund | - | 4.4 | - | - | - | - |
| Grand Total | 253.2 | 246.2 | 246.8 | 247.2 | 247.2 | 246.9 |

COMMUNITY SERVICES
No. of Employees = 246.9 Work Years

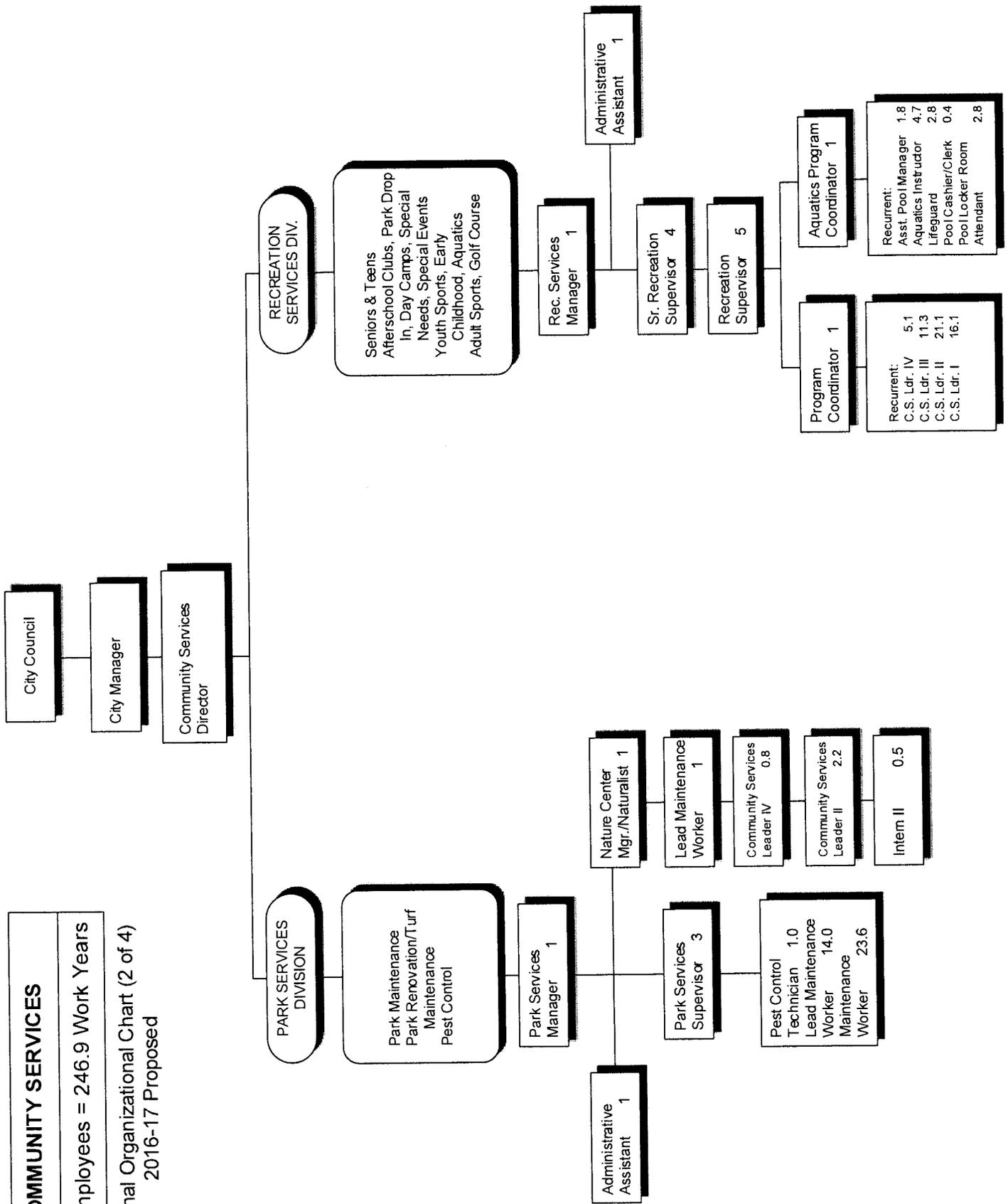
Functional Organizational Chart (1 of 4)
2016-17 Proposed



COMMUNITY SERVICES

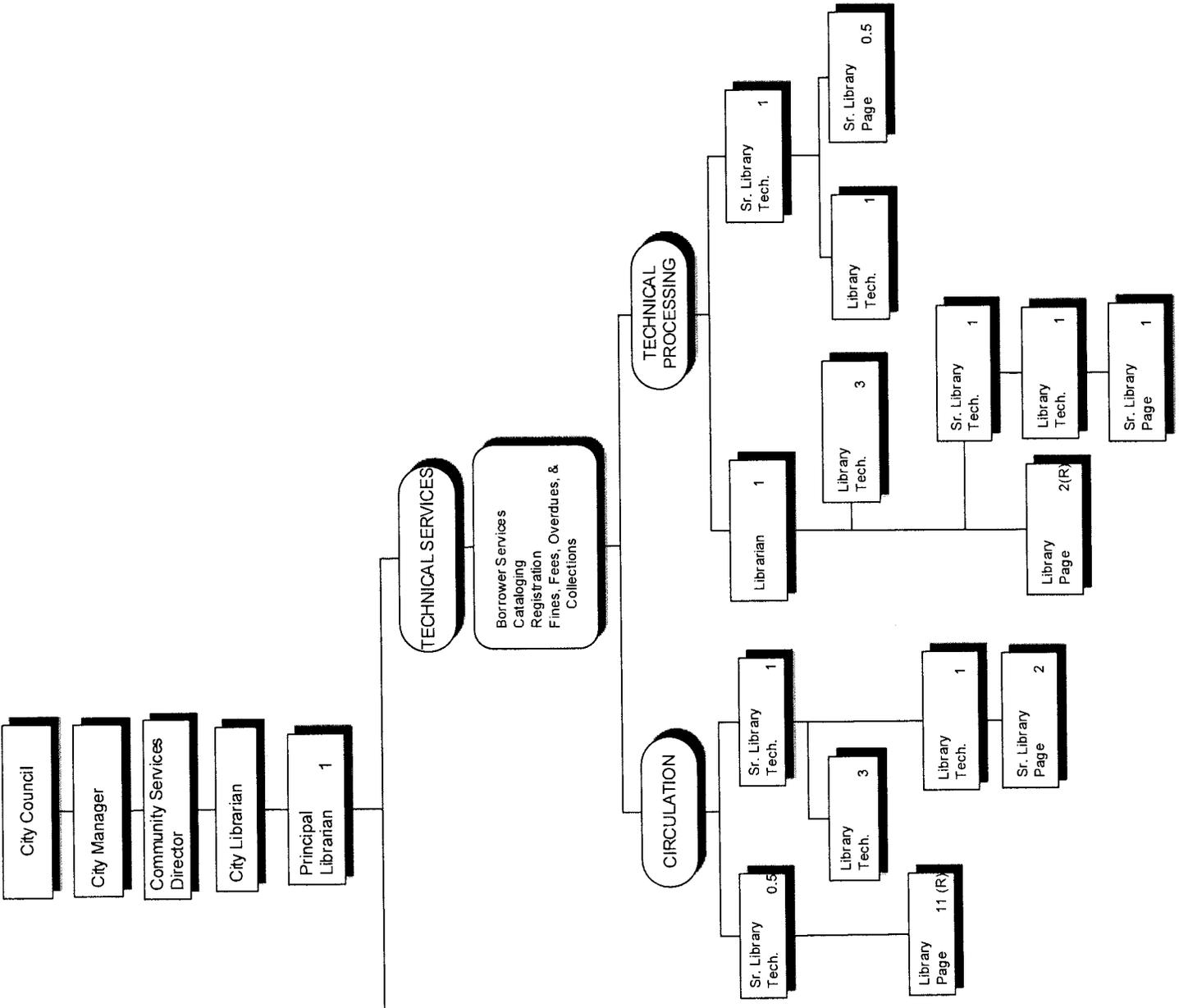
No. of Employees = 246.9 Work Years

Functional Organizational Chart (2 of 4)
2016-17 Proposed



COMMUNITY SERVICES
 No. of Employees = 246.9 Work Years

Functional Organizational Chart (4 of 4)
 2016-17 Proposed

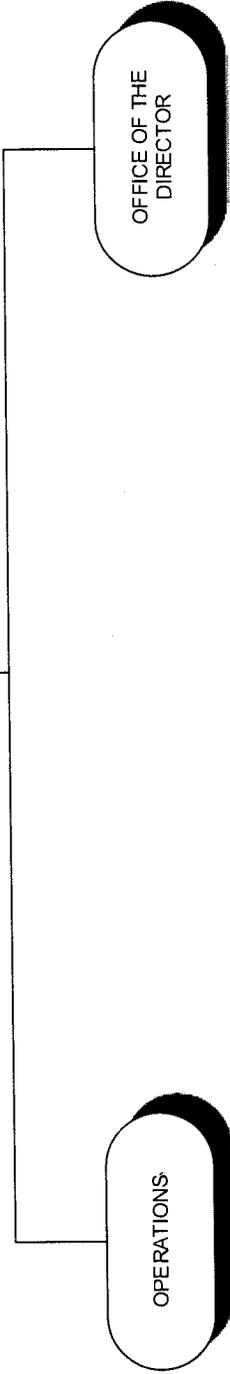


FINANCE

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

DEPARTMENT ORGANIZATION

Finance 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.

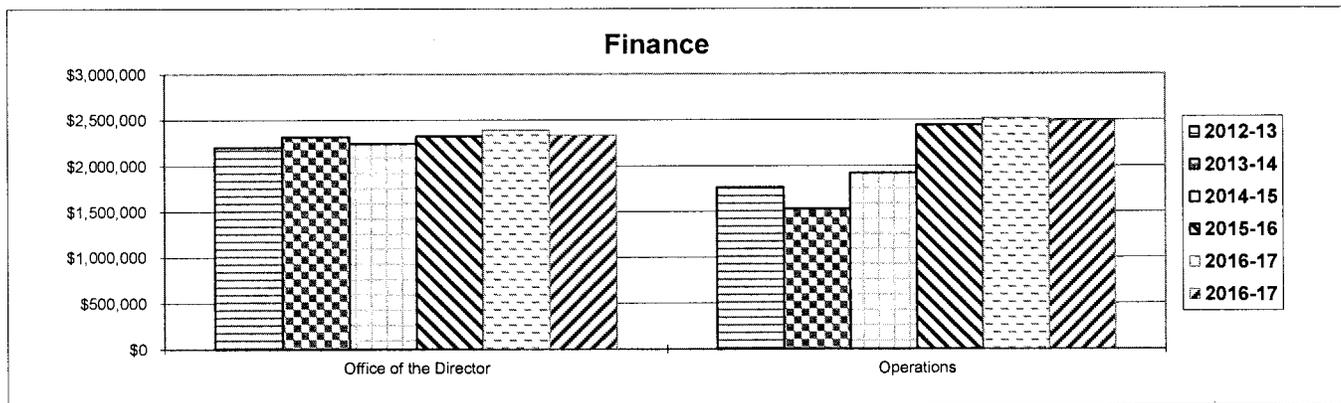
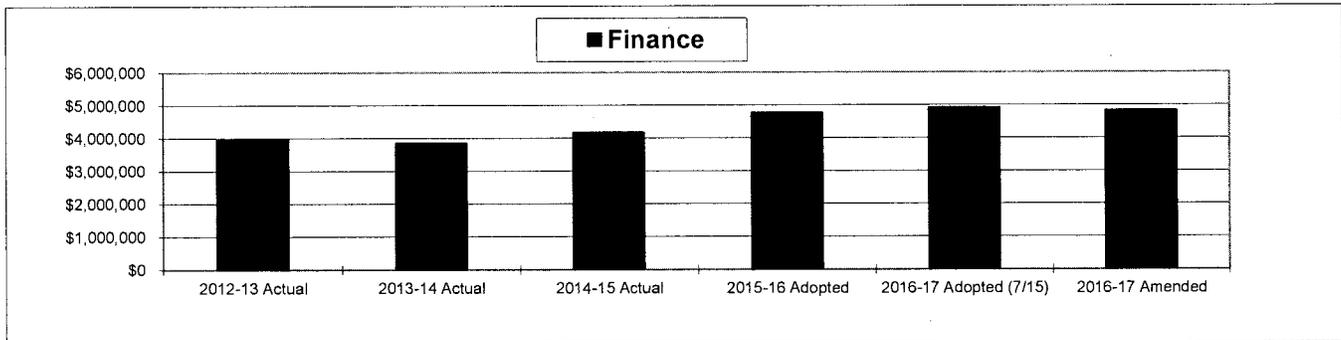
FUNCTIONAL RESPONSIBILITIES

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 | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Office of the Director | \$ 2,201,273 | \$ 2,319,527 | \$ 2,247,392 | \$ 2,324,052 | \$ 2,390,952 | \$ 2,334,968 |
| Operations | 1,764,310 | 1,527,523 | 1,918,801 | 2,439,452 | 2,513,852 | 2,485,930 |
| General Fund Total | \$ 3,965,583 | \$ 3,847,050 | \$ 4,166,193 | \$ 4,763,504 | \$ 4,904,804 | \$ 4,820,898 |
| General Fund Revenues | \$ 20,095 | \$ - | \$ - | \$ - | \$ - | \$ - |

EXPENDITURES

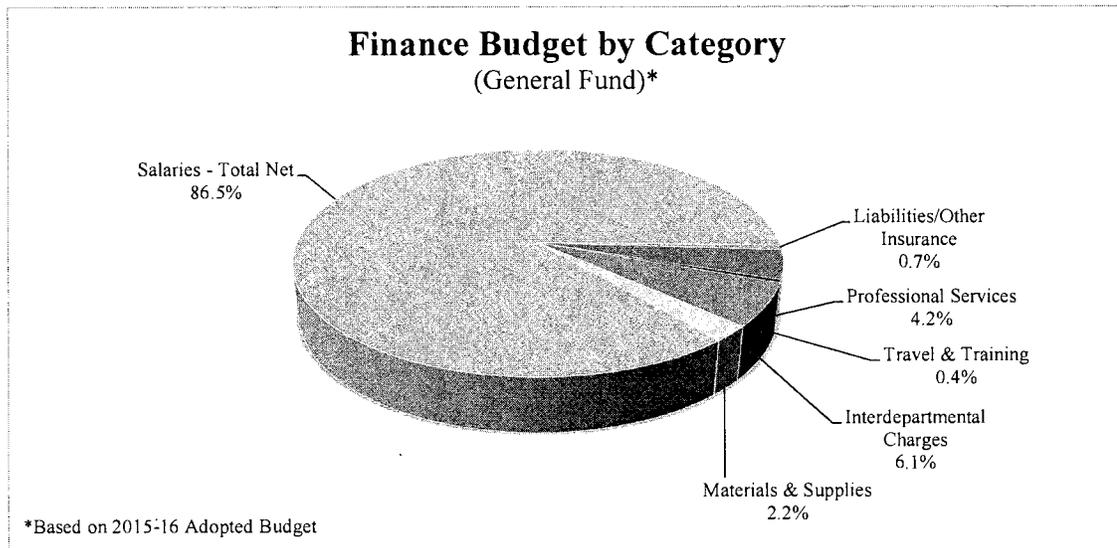


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 4,484,695 | \$ 4,522,397 | \$ 4,758,046 | \$ 5,427,476 | \$ 5,586,276 | \$ 5,537,276 |
| Overtime | 56,072 | 57,169 | 51,995 | 59,700 | 60,800 | 61,000 |
| Salaries - Total | 4,540,767 | 4,579,566 | 4,810,041 | 5,487,176 | 5,647,076 | 5,598,276 |
| Salaries - Reimbursements | (1,128,592) | (1,579,184) | (1,277,895) | (1,368,329) | (1,390,529) | (1,422,882) |
| Salaries - Labor Charges | 2,626 | 5,435 | 1,032 | - | - | - |
| Salaries - Total Net | 3,414,801 | 3,005,817 | 3,533,178 | 4,118,847 | 4,256,547 | 4,175,394 |
| Supplies and Services | 550,782 | 827,467 | 633,015 | 644,657 | 648,257 | 645,504 |
| Capital Outlay | - | 13,766 | - | - | - | - |
| General Fund Total | \$ 3,965,583 | \$ 3,847,050 | \$ 4,166,193 | \$ 4,763,504 | \$ 4,904,804 | \$ 4,820,898 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 4,543,393 | \$ 4,585,001 | \$ 4,811,073 | \$ 5,487,176 | \$ 5,647,076 | \$ 5,598,276 |
| Salary & Benefit Reimbursements | (1,128,592) | (1,579,184) | (1,277,895) | (1,368,329) | (1,390,529) | (1,422,882) |
| Materials, Supplies and Maintenance | 62,845 | 55,644 | 66,685 | 105,980 | 105,980 | 98,980 |
| Professional Services/Contracts | 132,376 | 140,412 | 259,701 | 195,529 | 195,529 | 202,529 |
| Travel, Training & Membership Dues | 13,088 | 13,810 | 9,496 | 20,830 | 20,830 | 20,830 |
| Liabilities & Other Insurance | 16,934 | 13,939 | 13,939 | 32,524 | 32,524 | 32,524 |
| Interdepartmental Charges | 237,526 | 241,473 | 247,364 | 251,964 | 255,564 | 253,364 |
| Capital Acquisitions | - | 13,766 | - | - | - | - |
| Bad Debts and Other Losses | - | - | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 88,013 | 362,189 | 35,830 | 37,830 | 37,830 | 37,277 |
| General Fund Total | \$ 3,965,583 | \$ 3,847,050 | \$ 4,166,193 | \$ 4,763,504 | \$ 4,904,804 | \$ 4,820,898 |

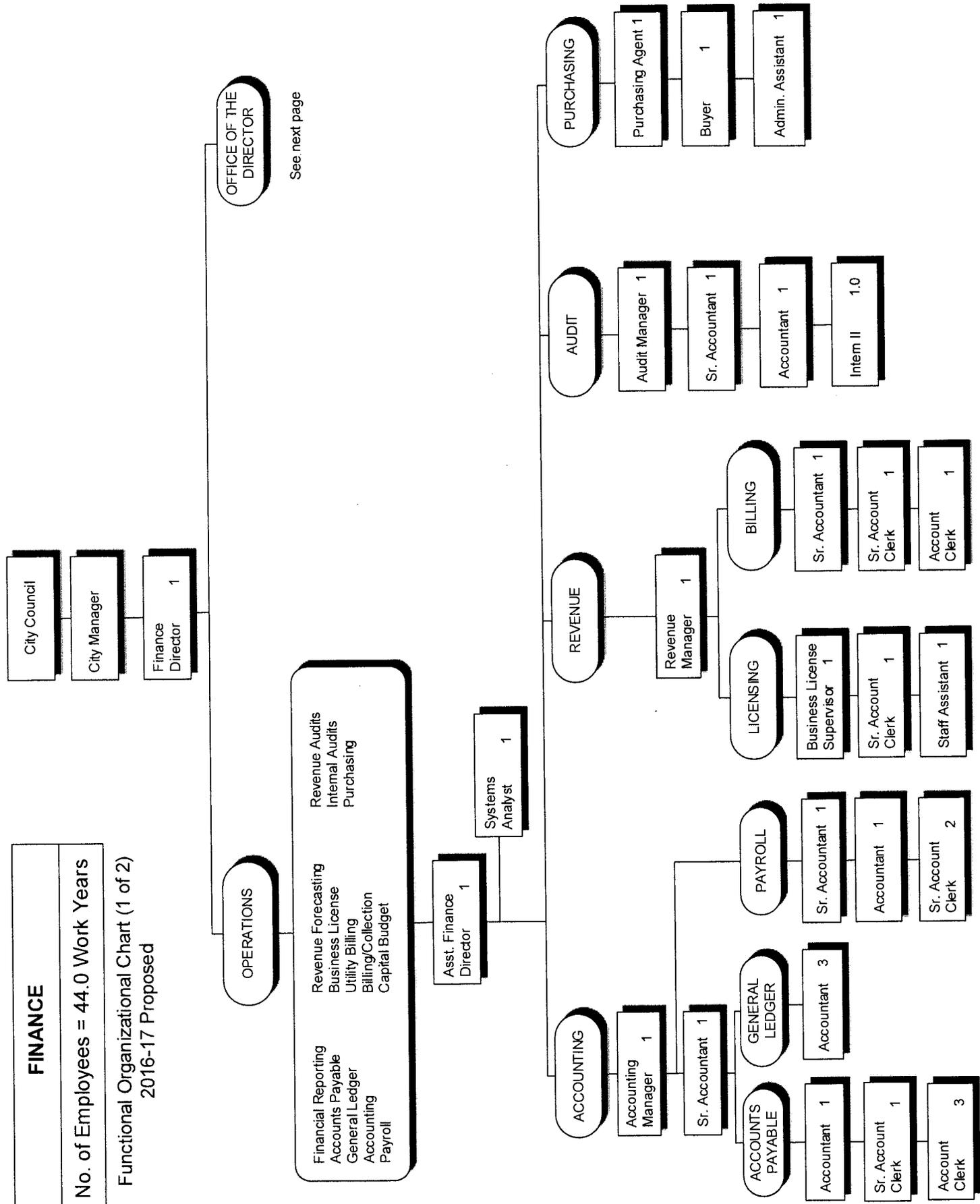


**FINANCE
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| 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 | 1.0 |
| Workers' Compensation Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Audit Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Budget Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Purchasing Agent | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Revenue Manager | - | - | - | 1.0 | 1.0 | 1.0 |
| Systems Analyst | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Accountant | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Business License Supervisor | - | - | - | 1.0 | 1.0 | 1.0 |
| Accountant | 7.0 | 7.0 | 7.0 | 6.0 | 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 | 1.0 |
| Workers' Compensation Claims Examiner | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Claims Technician | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Buyer | - | - | - | 1.0 | 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 | 5.0 | 5.0 | 5.0 |
| Account Clerk | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Administrative Assistant | - | - | - | 2.0 | 2.0 | 2.0 |
| Secretary | 2.5 | 2.5 | 2.5 | - | - | - |
| Office Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Typist Clerk | 1.0 | 1.0 | 1.0 | - | - | - |
| Intern | 4.0 | 4.0 | 4.0 | 2.0 | 2.0 | 2.0 |
| Total | 44.5 | 45.5 | 45.5 | 44.0 | 44.0 | 44.0 |

FINANCE
 No. of Employees = 44.0 Work Years

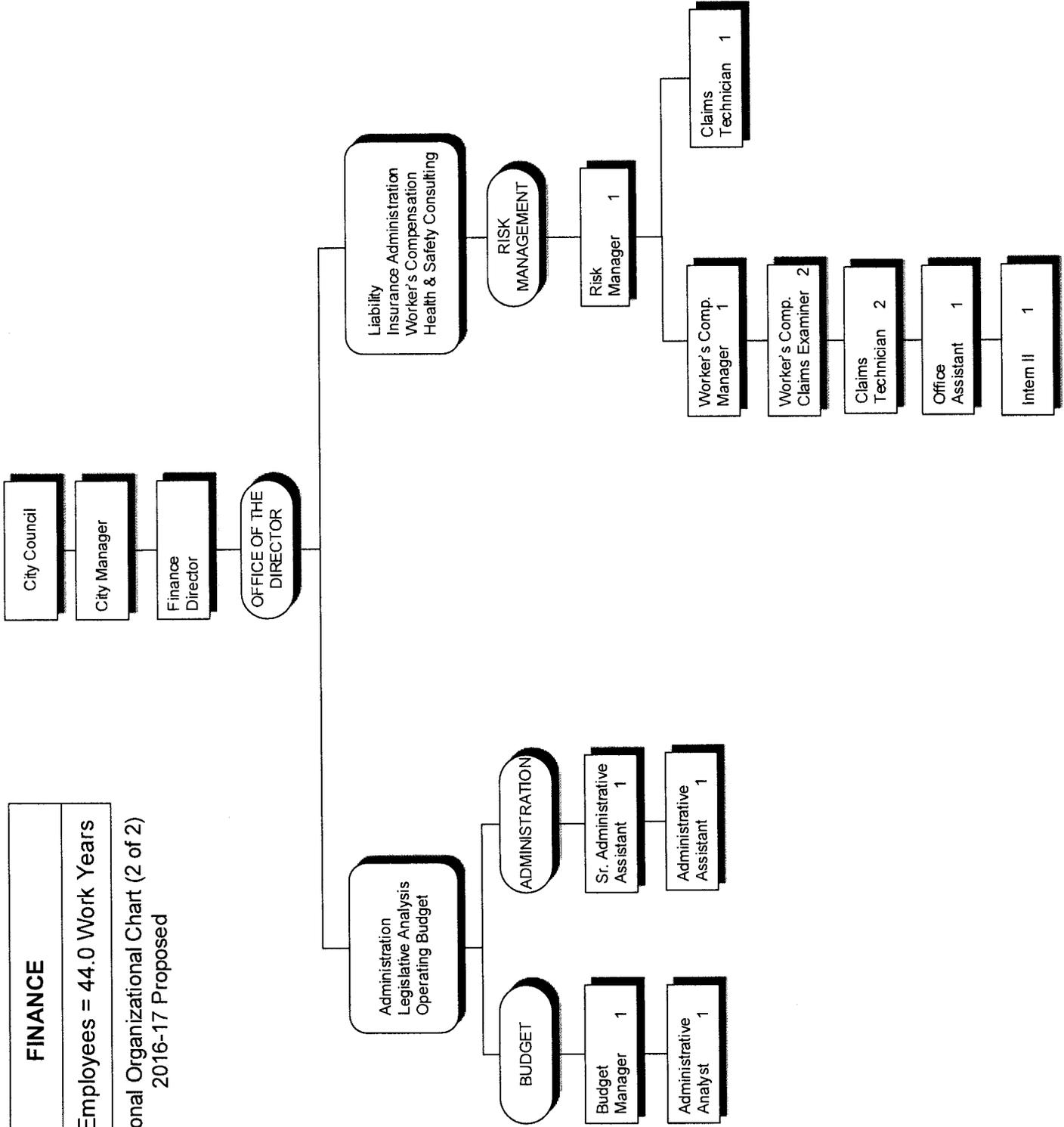
Functional Organizational Chart (1 of 2)
 2016-17 Proposed



See next page

| |
|------------------------------------|
| FINANCE |
| No. of Employees = 44.0 Work Years |

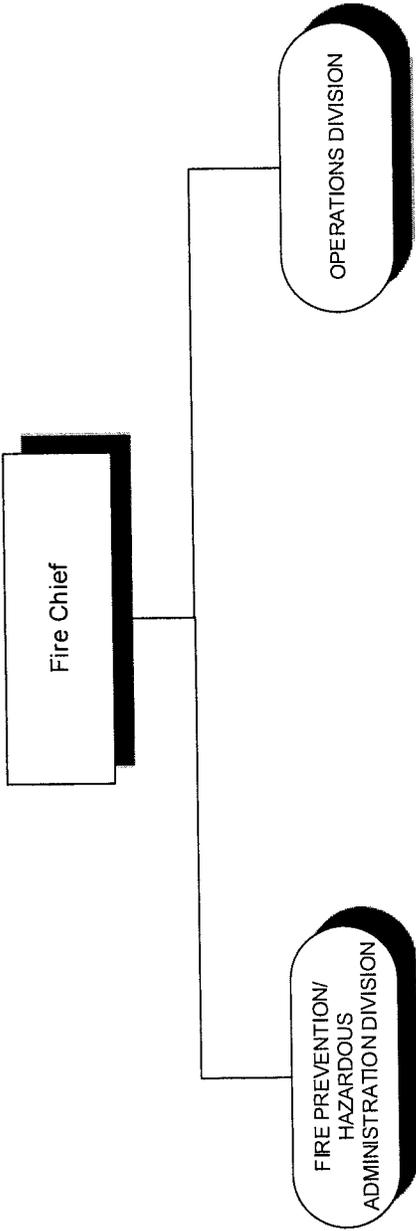
Functional Organizational Chart (2 of 2)
2016-17 Proposed



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

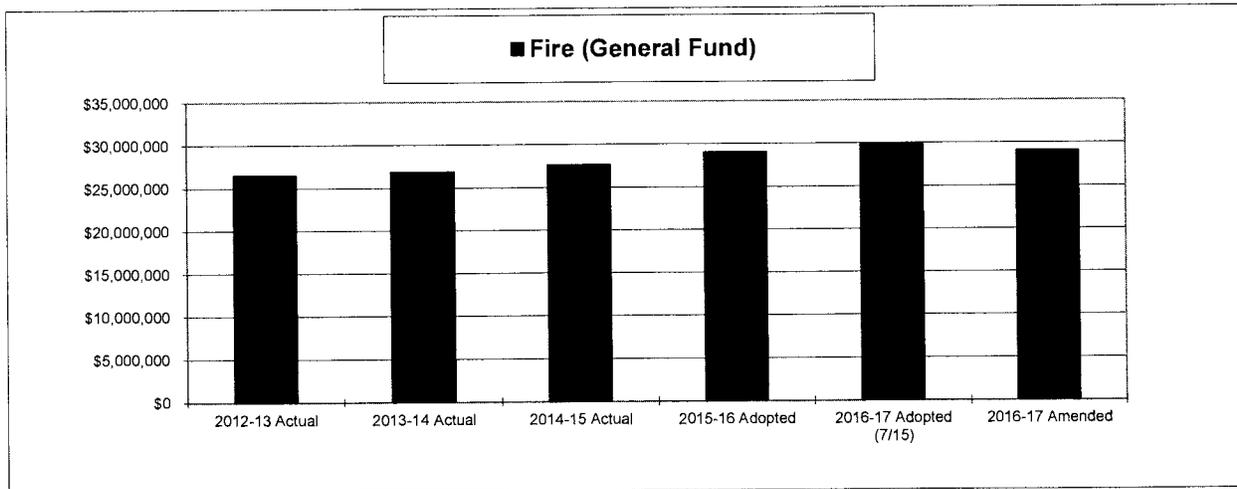
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances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

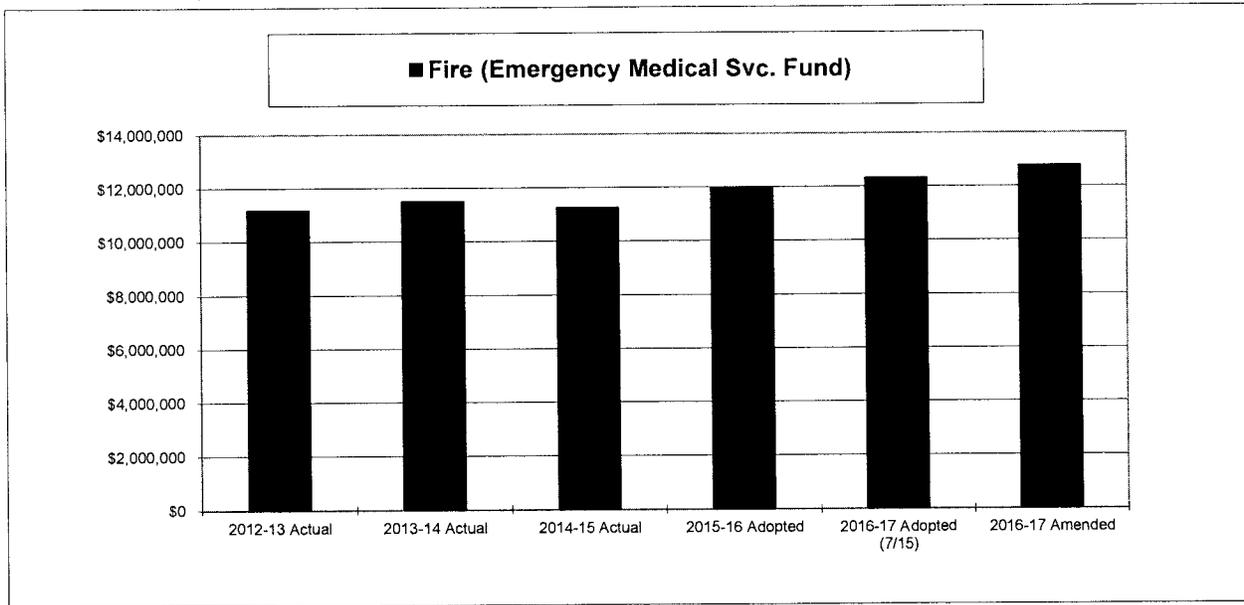
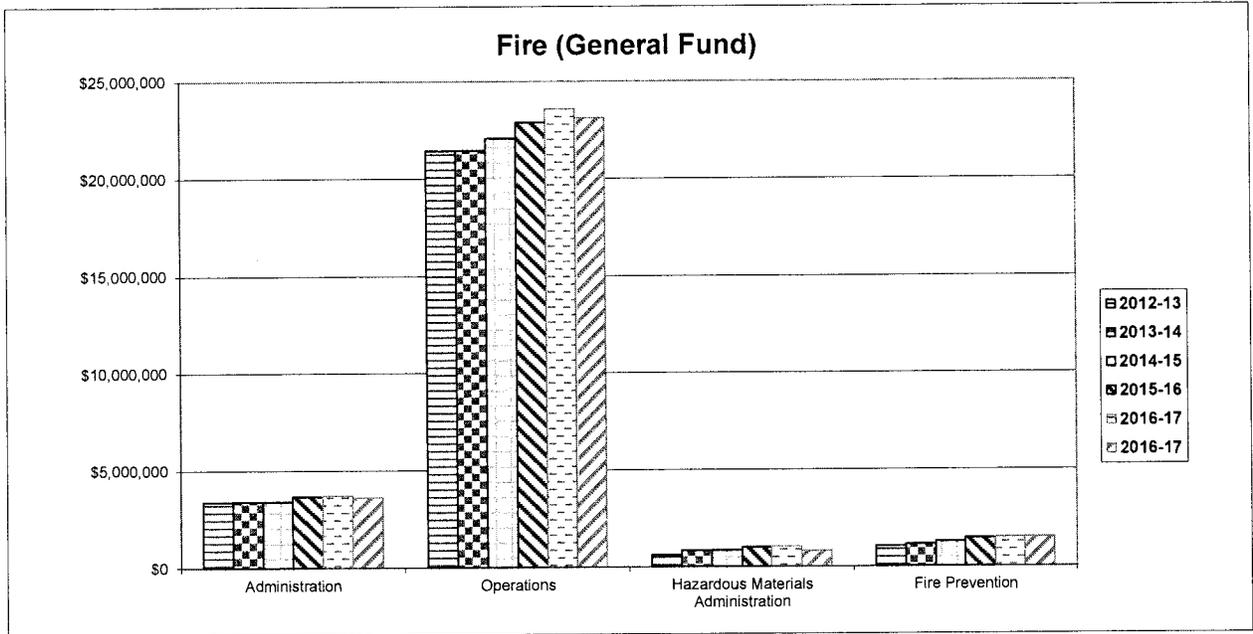
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2016-17 |
|---|----------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|
| | Actual | Actual | Actual | Adopted | Adopted (as of 7/2015) | Amended |
| Administration | \$ 3,402,560 | \$ 3,413,038 | \$ 3,420,558 | \$ 3,680,180 | \$ 3,730,495 | \$ 3,629,857 |
| Operations | 21,428,388 | 21,442,788 | 22,072,900 | 22,884,728 | 23,573,628 | 23,101,728 |
| Hazardous Materials Administration | 603,602 | 840,667 | 865,514 | 1,002,752 | 1,024,252 | 800,752 |
| Fire Prevention | 1,045,642 | 1,139,285 | 1,279,381 | 1,456,400 | 1,494,600 | 1,512,800 |
| General Fund Total | \$ 26,480,192 | \$ 26,835,778 | \$ 27,638,353 | \$ 29,024,060 | \$ 29,822,975 | \$ 29,045,137 |
| General Fund Revenues | \$ 1,853,641 | \$ 1,677,457 | \$ 1,787,515 | \$ 1,763,604 | \$ 1,766,873 | \$ 1,801,873 |
| Emergency Medical Services Fund | | | | | | |
| Emergency Medical Services Expenditures | \$ 11,168,509 | \$ 11,498,016 | \$ 11,239,873 | \$ 11,976,907 | \$ 12,310,307 | \$ 12,751,087 |
| Emergency Medical Services Revenues | \$ 11,005,566 | \$ 11,491,286 | \$ 11,164,964 | \$ 11,965,927 | \$ 12,299,327 | \$ 12,746,427 |

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

EXPENDITURES



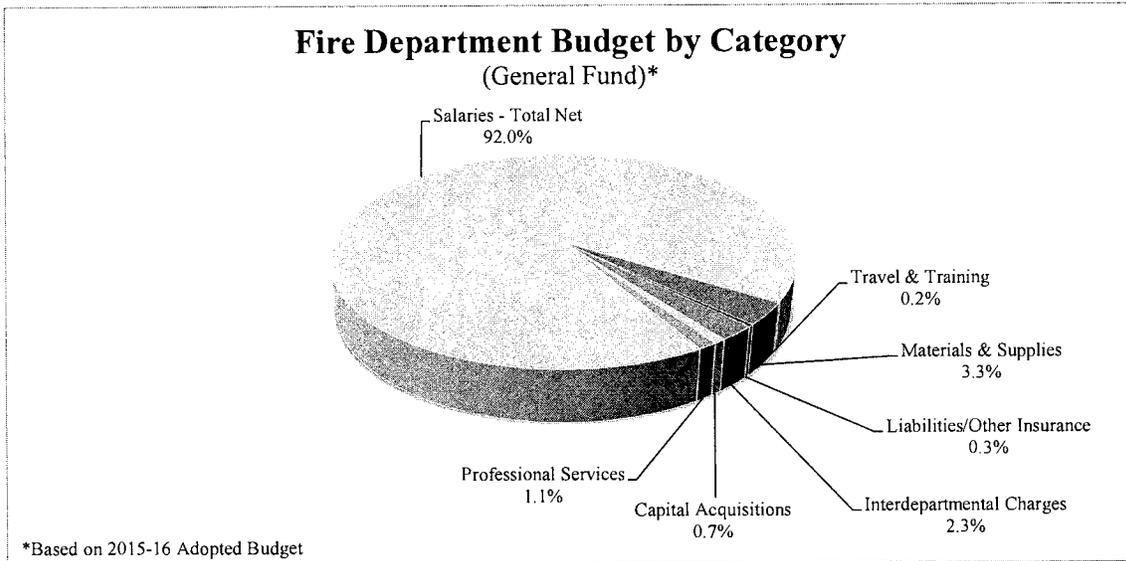


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 21,627,199 | \$ 21,860,387 | \$ 22,217,410 | \$ 24,336,920 | \$ 25,079,720 | \$ 24,391,820 |
| Overtime | 3,016,784 | 3,212,200 | 3,635,929 | 2,640,600 | 2,690,400 | 2,610,700 |
| Salaries - Total | 24,643,983 | 25,072,587 | 25,853,339 | 26,977,520 | 27,770,120 | 27,002,520 |
| Salaries - Reimbursements | (2,142) | (550) | (825) | - | - | - |
| Salaries - Labor Charges | 13,521 | 19,271 | 13,332 | 14,181 | 14,181 | 15,052 |
| Salaries - Total Net | 24,655,362 | 25,091,308 | 25,865,846 | 26,991,701 | 27,784,301 | 27,017,572 |
| Supplies and Services | 1,718,999 | 1,656,904 | 1,742,002 | 1,829,615 | 1,835,930 | 1,824,821 |
| Capital Outlay | 105,831 | 87,566 | 30,505 | 202,744 | 202,744 | 202,744 |
| General Fund Total | \$ 26,480,192 | \$ 26,835,778 | \$ 27,638,353 | \$ 29,024,060 | \$ 29,822,975 | \$ 29,045,137 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 24,657,504 | \$ 25,091,858 | \$ 25,866,671 | \$ 26,991,701 | \$ 27,784,301 | \$ 27,017,572 |
| Salary & Benefit Reimbursements | (2,142) | (550) | (825) | - | - | - |
| Materials, Supplies and Maintenance | 1,047,770 | 971,599 | 1,012,674 | 965,067 | 965,067 | 965,067 |
| Professional Services/Contracts | 276,722 | 281,087 | 308,469 | 333,530 | 333,530 | 333,530 |
| Travel, Training & Membership Dues | 54,895 | 58,144 | 51,714 | 61,620 | 61,620 | 61,620 |
| Liabilities & Other Insurance | 45,450 | 42,429 | 45,007 | 95,046 | 95,046 | 95,046 |
| Interdepartmental Charges | 478,614 | 489,052 | 511,329 | 529,629 | 535,944 | 528,844 |
| Capital Acquisitions | 105,831 | 87,566 | 30,505 | 202,744 | 202,744 | 202,744 |
| Reimbursements from Other Funds | (305,652) | (305,652) | (305,652) | (279,652) | (279,652) | (279,652) |
| Interfund Loan Principal Repayment | - | - | - | - | - | - |
| Operating Transfers Out | 121,200 | 120,245 | 118,461 | 124,375 | 124,375 | 120,366 |
| General Fund Total | \$ 26,480,192 | \$ 26,835,778 | \$ 27,638,353 | \$ 29,024,060 | \$ 29,822,975 | \$ 29,045,137 |

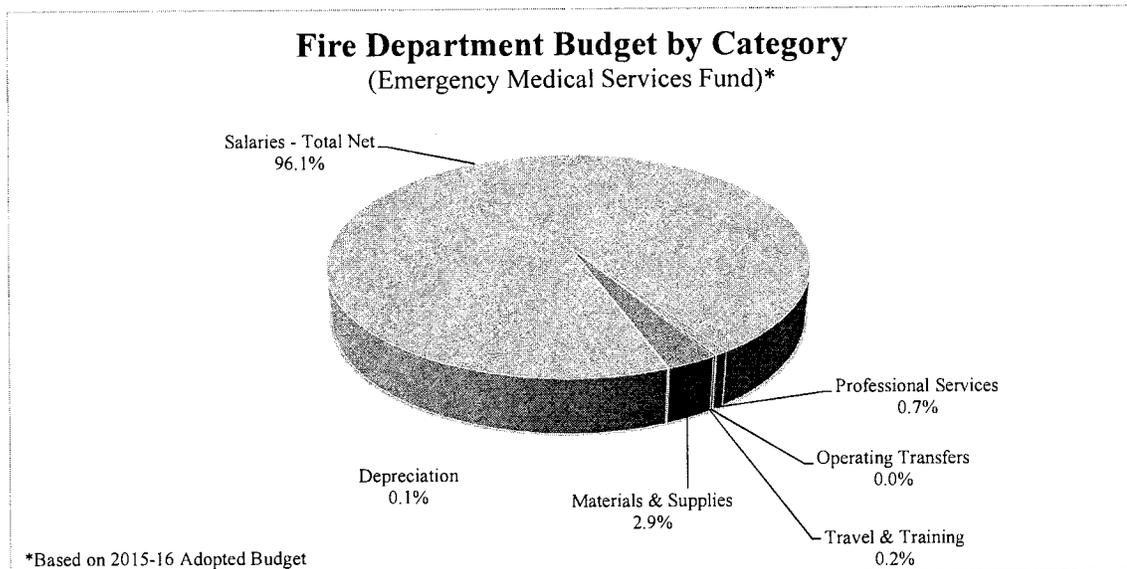


DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|----------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 8,475,271 | \$ 8,274,525 | \$ 8,901,910 | \$ 9,853,077 | \$ 10,160,777 | \$ 10,534,577 |
| Overtime | 1,486,371 | 2,018,418 | 1,943,101 | 1,656,200 | 1,687,100 | 1,753,400 |
| Salaries - Total | 9,961,642 | 10,292,943 | 10,845,011 | 11,509,277 | 11,847,877 | 12,287,977 |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 9,961,642 | 10,292,943 | 10,845,011 | 11,509,277 | 11,847,877 | 12,287,977 |
| Supplies and Services | 1,205,504 | 1,205,073 | 367,114 | 405,638 | 415,430 | 416,110 |
| Capital Outlay | 1,363 | - | 27,748 | 61,992 | 47,000 | 47,000 |
| Emergency Medical Services Total | \$ 11,168,509 | \$ 11,498,016 | \$ 11,239,873 | \$ 11,976,907 | \$ 12,310,307 | \$ 12,751,087 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 9,961,642 | \$ 10,292,943 | \$ 10,845,011 | \$ 11,509,277 | \$ 11,847,877 | \$ 12,287,977 |
| Salary & Benefit Reimbursements | - | - | - | - | - | - |
| Materials, Supplies and Maintenance | 301,741 | 307,234 | 336,907 | 344,582 | 344,582 | 351,582 |
| Professional Services/Contracts | 16,388 | 16,350 | 21,434 | 89,071 | 83,871 | 83,871 |
| Travel, Training & Membership Dues | 25,193 | 41,820 | 12,920 | 18,000 | 18,000 | 18,000 |
| Depreciation & Amortization | 12,235 | 11,827 | 8,012 | 10,980 | 10,980 | 4,660 |
| Liabilities & Other Insurance | - | - | - | - | - | - |
| Interdepartmental Charges | - | - | - | - | - | - |
| Capital Acquisitions | 1,363 | 27,842 | 27,748 | 61,992 | 47,000 | 47,000 |
| Reimbursements from Other Funds | - | - | (12,159) | (61,992) | (47,000) | (47,000) |
| Operating Transfers Out | 849,947 | 800,000 | - | 4,997 | 4,997 | 4,997 |
| Emergency Medical Services Total | \$ 11,168,509 | \$ 11,498,016 | \$ 11,239,873 | \$ 11,976,907 | \$ 12,310,307 | \$ 12,751,087 |



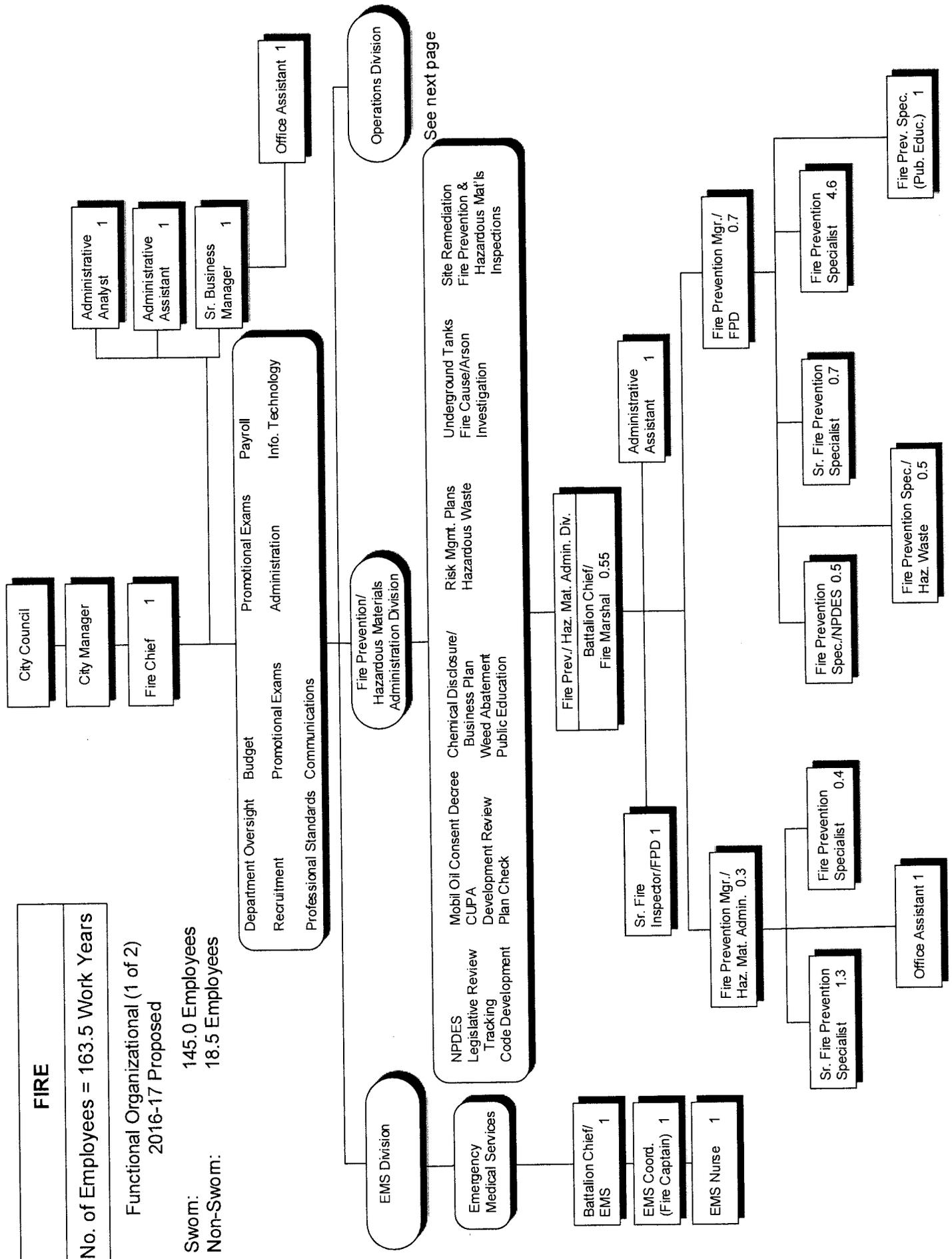
**FIRE
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2016-17 |
|--|--------------|--------------|--------------|--------------|---------------------------|--------------|
| | Adopted | Adopted | Adopted | Adopted | Adopted (as of 7/2015) | Amended |
| 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 Marshal | - | - | - | - | - | - |
| Platoon Commander | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 2.0 |
| 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 | 1.0 |
| Operations Manager | - | - | - | - | - | - |
| 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 | 2.0 |
| Senior Fire Prevention Officer | 1.0 | 1.0 | - | - | - | - |
| Hazardous Materials Analyst | 1.0 | 1.0 | - | - | - | - |
| Hazardous Materials Specialist | 1.0 | 1.0 | - | - | - | - |
| Fire Prevention Specialist | 6.0 | 6.0 | 7.0 | 7.0 | 7.0 | 7.0 |
| Administrative Analyst | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Administrative Assistant | - | - | - | 3.0 | 3.0 | 3.0 |
| Secretary | 3.0 | 3.0 | 3.0 | - | - | - |
| Office Assistant | - | - | - | 2.0 | 2.0 | 2.0 |
| Typist Clerk | 2.0 | 2.0 | 2.0 | - | - | - |
| Intern | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Total General Fund | 113.5 | 113.5 | 113.5 | 113.5 | 113.5 | 112.5 |
| Emergency Medical Services Fund | | | | | | |
| Fire Battalion Chief | - | - | - | - | - | 1.0 |
| 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 | 51.0 |
| Department Total | 163.5 | 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 | 18.5 | 18.5 | 18.5 | 18.5 | 18.5 | 18.5 |
| | 163.5 | 163.5 | 163.5 | 163.5 | 163.5 | 163.5 |

FIRE
 No. of Employees = 163.5 Work Years

Functional Organizational (1 of 2)
 2016-17 Proposed

Sworn: 145.0 Employees
 Non-Sworn: 18.5 Employees

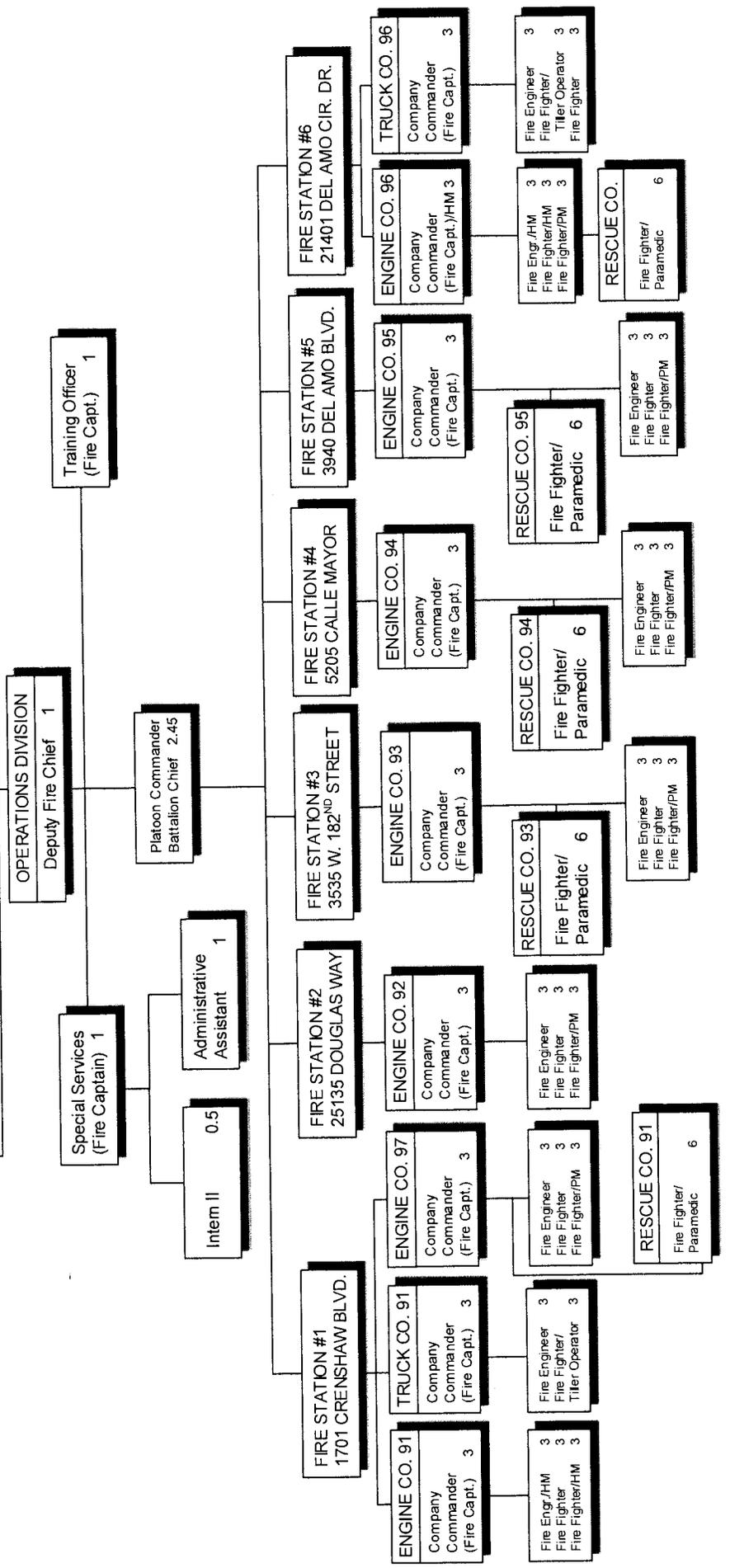
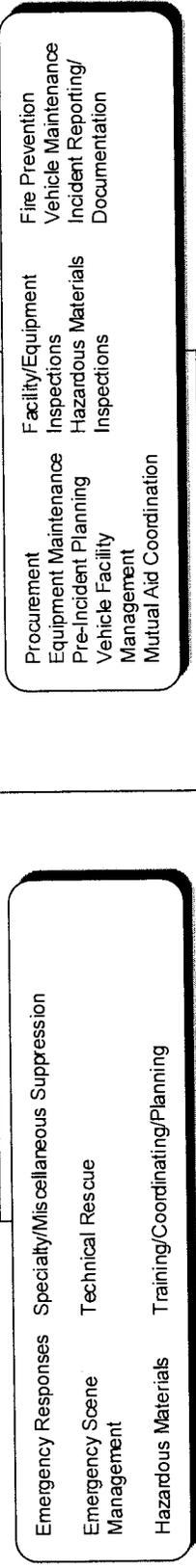
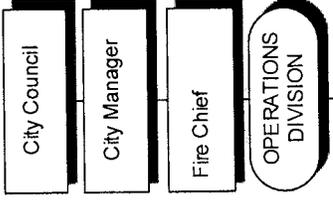


See next page

FIRE
 No. of Employees = 163.5 Work Years

Functional Organizational (2 of 2)
 2016-17 Proposed

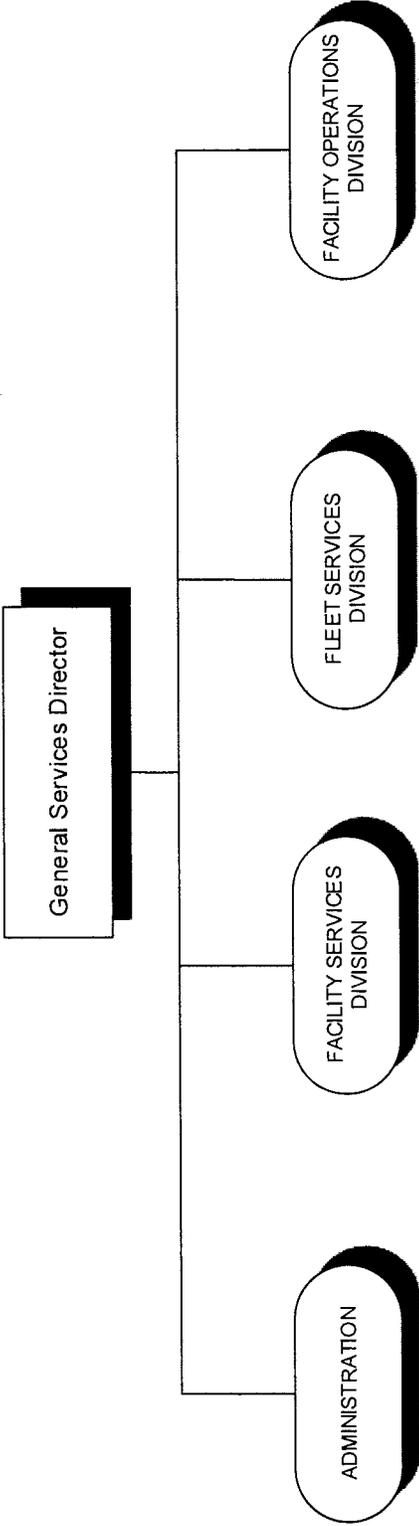
Sworn: 145.0 Employees
 Non-Sworn: 18.5 Employees



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.

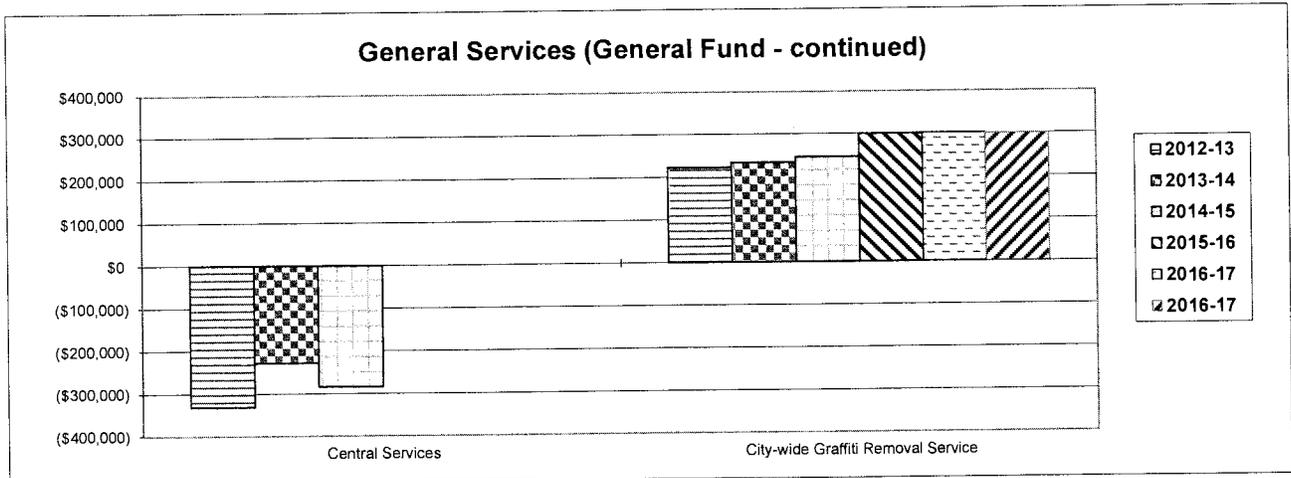
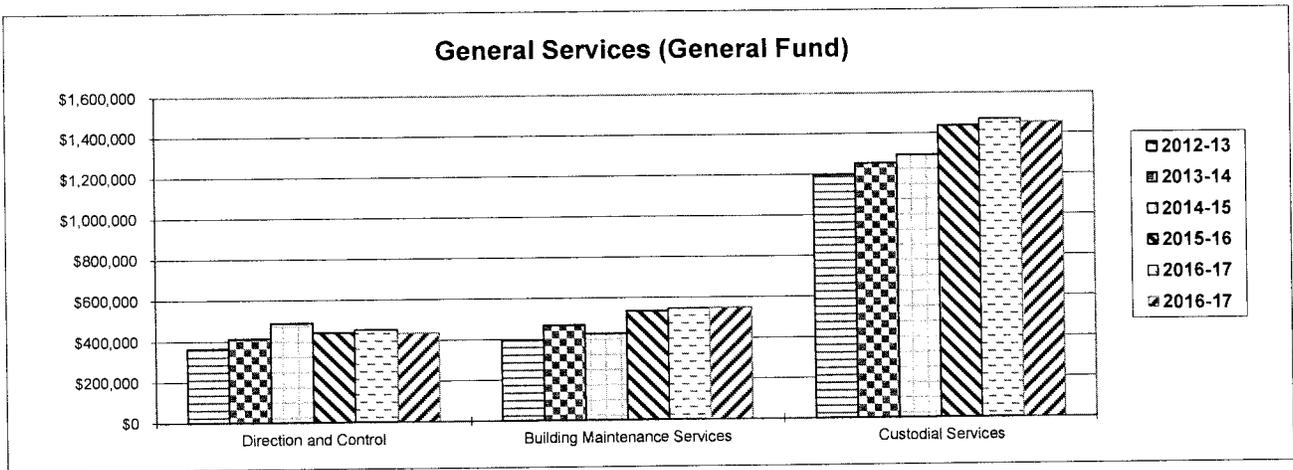
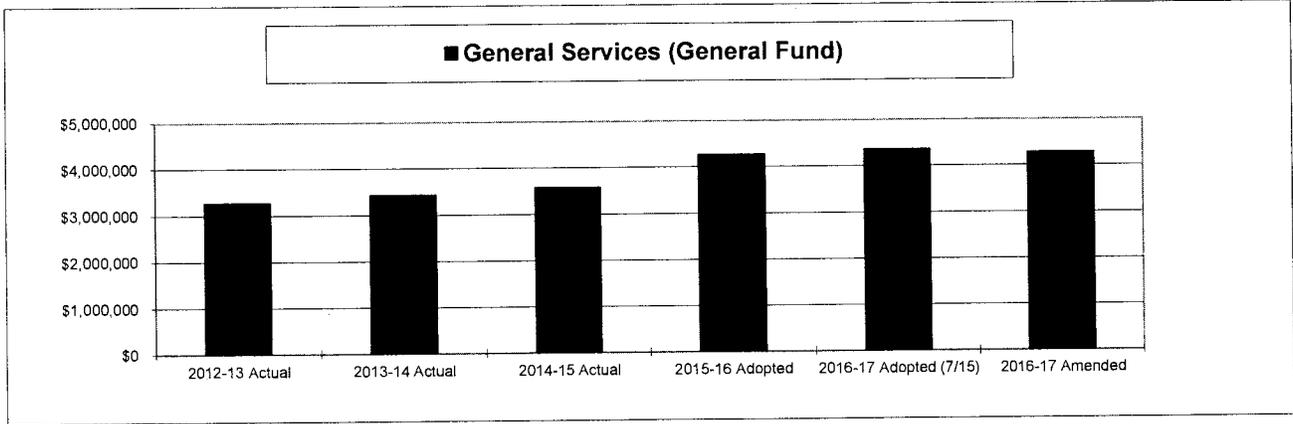
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

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

DEPARTMENT BUDGET SUMMARY

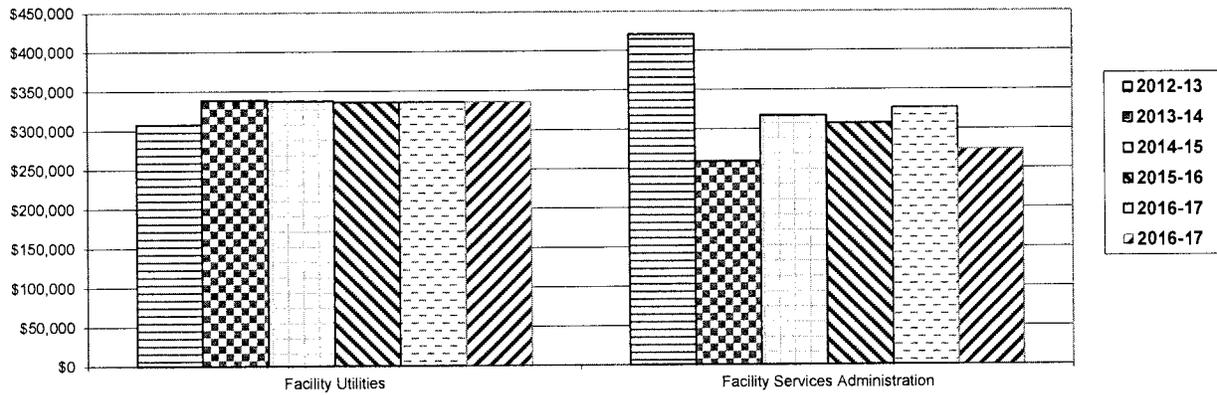
| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Direction and Control | \$ 364,772 | \$ 413,013 | \$ 488,816 | \$ 440,920 | \$ 453,120 | \$ 436,739 |
| Building Maintenance Services | 396,495 | 466,637 | 425,070 | 534,888 | 546,158 | 549,455 |
| Custodial Services | 1,198,062 | 1,253,470 | 1,294,525 | 1,437,978 | 1,468,778 | 1,453,279 |
| Air Conditioning/Heating Services | 689,320 | 692,365 | 744,998 | 908,218 | 923,118 | 928,957 |
| Central Services | (331,577) | (227,562) | (283,577) | - | - | - |
| City-wide Graffiti Removal Service | 221,709 | 233,327 | 245,806 | 299,800 | 301,000 | 299,200 |
| Facility Utilities | 307,850 | 339,103 | 337,892 | 336,065 | 336,065 | 336,065 |
| Facility Services Administration | 420,659 | 259,074 | 317,138 | 307,230 | 326,730 | 273,690 |
| General Fund Total | \$ 3,267,290 | \$ 3,429,427 | \$ 3,570,668 | \$ 4,265,099 | \$ 4,354,969 | \$ 4,277,385 |
| General Fund Revenues | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Cultural Arts Enterprise Fund | | | | | | |
| Cultural Arts Center Expenditures | \$ 1,908,881 | \$ 1,938,752 | \$ 2,148,655 | \$ 2,362,242 | \$ 2,343,362 | \$ 2,328,149 |
| Cultural Arts Center Revenues | \$ 1,865,273 | \$ 1,771,330 | \$ 1,853,750 | \$ 2,359,097 | \$ 2,084,117 | \$ 2,234,117 |
| Airport Enterprise Fund | | | | | | |
| Airport Administration | \$ 3,063,063 | \$ 2,378,890 | \$ 1,885,502 | \$ 2,052,538 | \$ 1,906,964 | \$ 1,934,818 |
| Airport Commission Support | 9,284 | 5,540 | 2,982 | 12,200 | 12,400 | 12,000 |
| Airfield Leased Land Operations & Maint. | 71,331 | 88,965 | 78,694 | 111,603 | 111,603 | 113,663 |
| Airport Operations, Maintenance & Admin. | 870,774 | 878,774 | 913,762 | 1,094,410 | 1,103,110 | 1,113,064 |
| Airport Public Areas Operations & Maint. | 71,087 | 74,108 | 79,751 | 89,494 | 89,494 | 89,494 |
| Noise Abatement | 219,071 | 340,132 | 357,658 | 429,090 | 429,290 | 438,696 |
| Non-Aeronautical Leased Land Operations | 8,164,684 | 8,700,921 | 8,559,372 | 12,089,953 | 9,489,953 | 9,505,468 |
| Airport Fund Total | \$ 12,469,294 | \$ 12,467,330 | \$ 11,877,721 | \$ 15,879,288 | \$ 13,142,814 | \$ 13,207,203 |
| Airport Fund Revenues | \$ 11,805,854 | \$ 12,267,567 | \$ 12,489,244 | \$ 12,815,000 | \$ 13,016,200 | \$ 12,945,000 |
| Fleet Services Fund: | | | | | | |
| Direction and Control | \$ 427,646 | \$ 436,712 | \$ 537,293 | \$ 583,705 | \$ 592,505 | \$ 507,309 |
| Acquisition and Replacement | 92,447 | 100,284 | 94,848 | - | - | - |
| Vehicle and Equipment Maintenance Svcs. | 2,454,780 | 2,569,409 | 2,460,893 | 2,787,120 | 2,829,910 | 2,785,649 |
| Warehouse Operations | 483,389 | 474,791 | 499,763 | 432,439 | 443,639 | 464,319 |
| Inventory Program | 22 | - | - | - | - | - |
| Vehicle Replacement Fund | 1,791,909 | 2,269,523 | 1,790,092 | 2,504,900 | 2,512,800 | 2,548,200 |
| Total | \$ 5,250,193 | \$ 5,850,719 | \$ 5,382,889 | \$ 6,308,164 | \$ 6,378,854 | \$ 6,305,477 |
| Fleet Services Fund Revenues | \$ 6,576,066 | \$ 7,003,178 | \$ 6,730,881 | \$ 6,747,702 | \$ 6,747,702 | \$ 6,747,702 |

EXPENDITURES

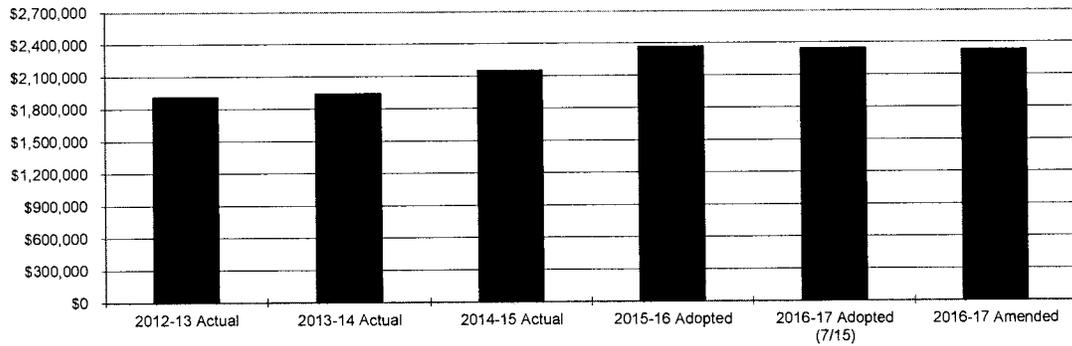


Note - Actual Central Services flat rate reimbursements exceeded expenditures resulting in negative actual costs.

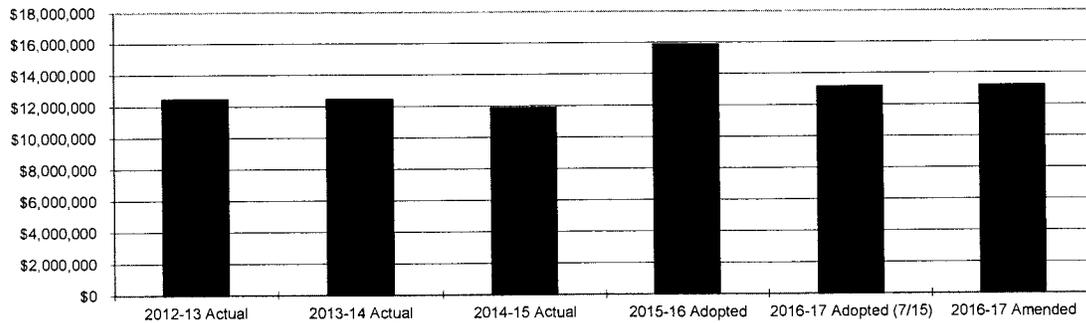
General Services (General Fund - continued)



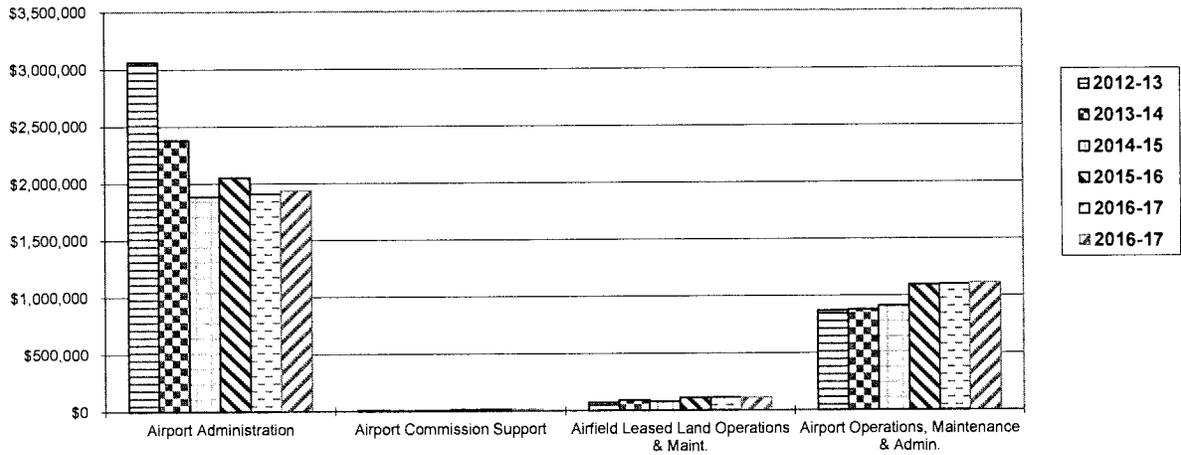
■ Cultural Arts Center (Enterprise Fund)



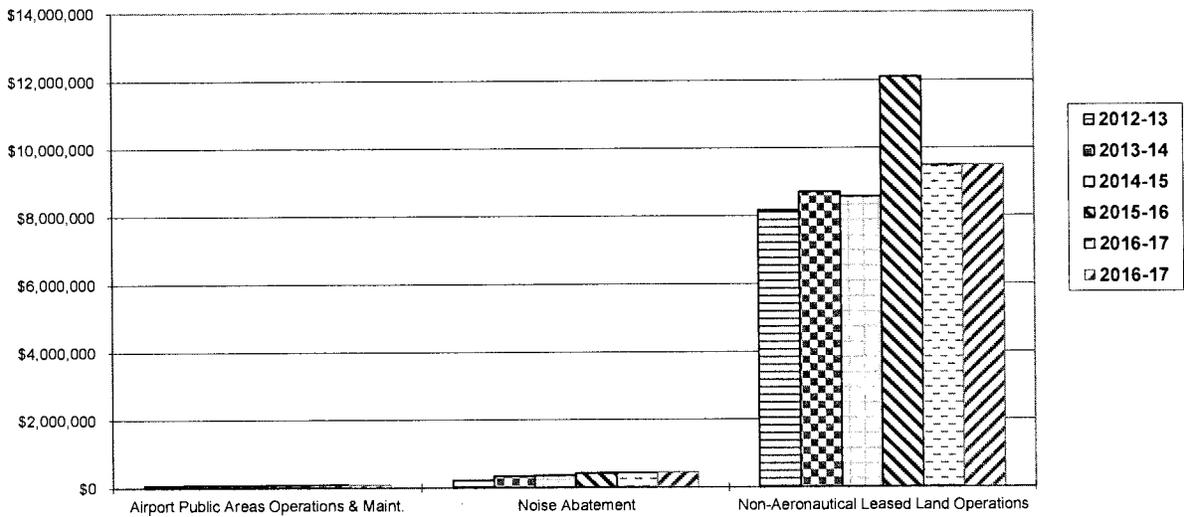
■ Airport (Enterprise Funded)

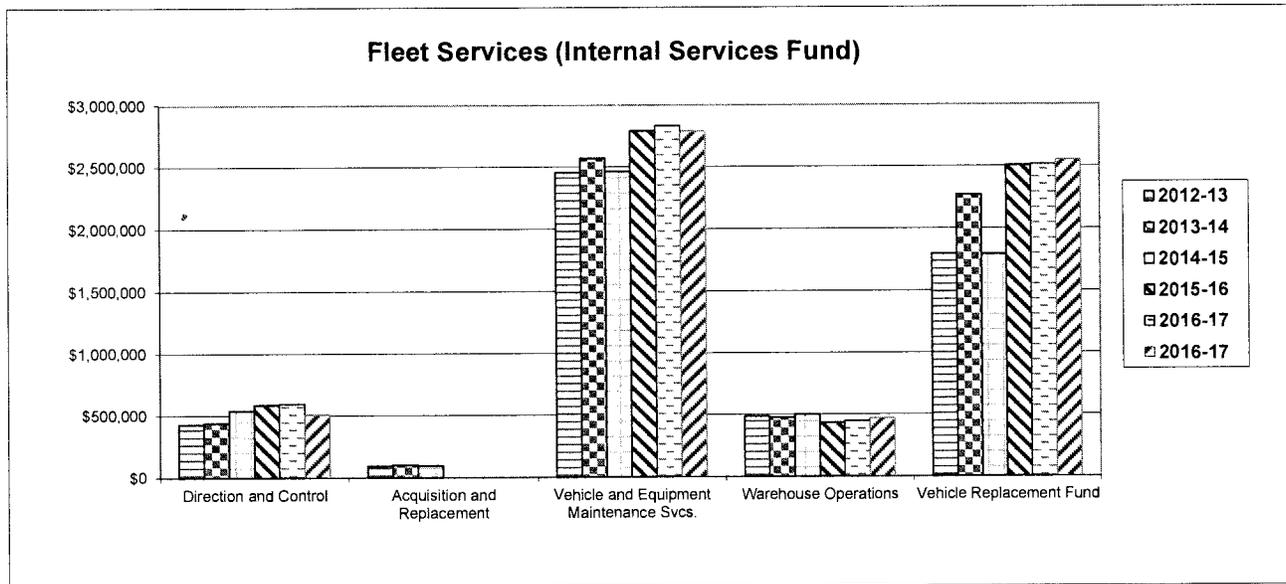
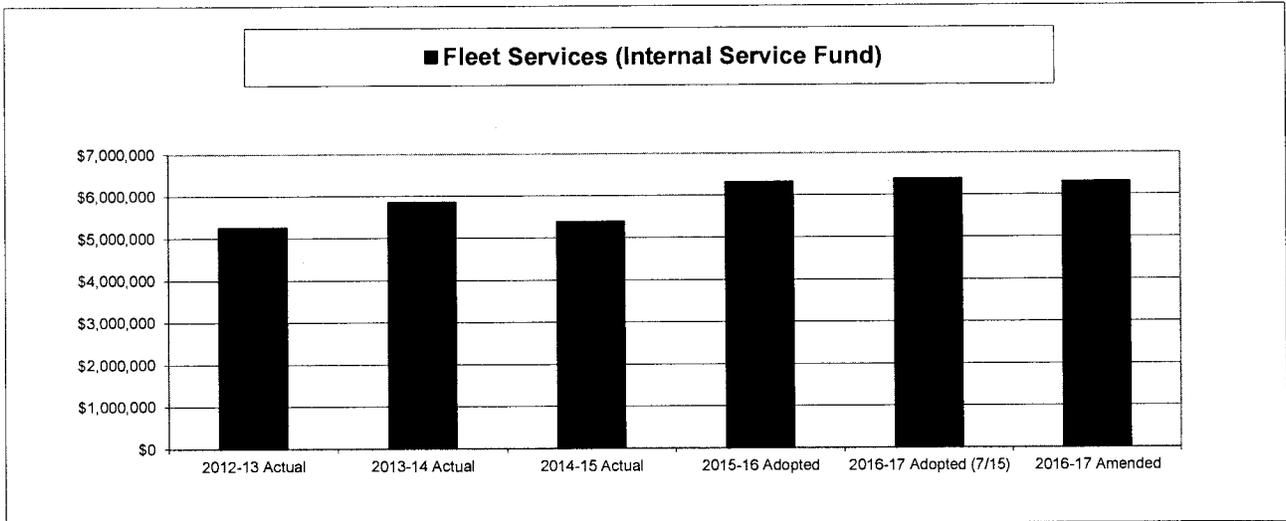


Airport (Enterprise Fund)



Airport (Enterprise Fund - continued)



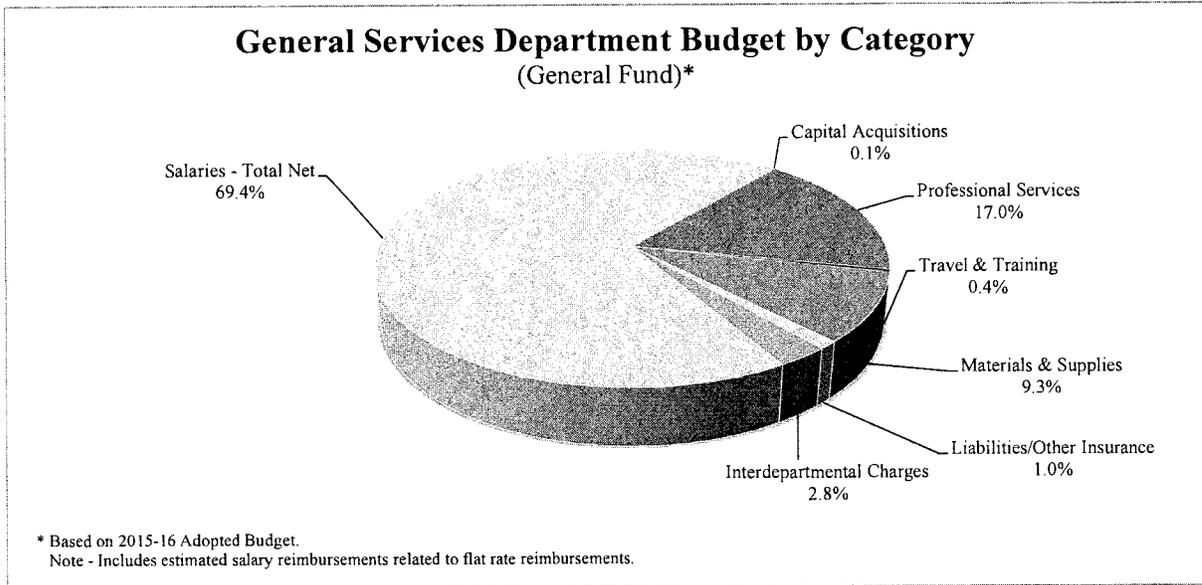


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 4,601,538 | \$ 4,801,066 | \$ 5,084,565 | \$ 5,268,440 | \$ 5,381,540 | \$ 5,332,240 |
| Overtime | 133,890 | 142,641 | 129,908 | 125,330 | 124,900 | 125,400 |
| Salaries - Total | 4,735,428 | 4,943,707 | 5,214,473 | 5,393,770 | 5,506,440 | 5,457,640 |
| Salaries - Reimbursements | (2,176,780) | (2,401,984) | (2,399,007) | (2,434,110) | (2,457,910) | (2,486,786) |
| Salaries - Labor Charges | 1,216 | - | - | - | - | - |
| Salaries - Total Net | 2,559,864 | 2,541,723 | 2,815,466 | 2,959,660 | 3,048,530 | 2,970,854 |
| Supplies and Services | 707,426 | 887,704 | 755,202 | 1,299,939 | 1,300,939 | 1,301,031 |
| Capital Outlay | - | - | - | 5,500 | 5,500 | 5,500 |
| General Fund Total | \$ 3,267,290 | \$ 3,429,427 | \$ 3,570,668 | \$ 4,265,099 | \$ 4,354,969 | \$ 4,277,385 |

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 4,736,644 | \$ 4,943,707 | \$ 5,214,473 | \$ 5,393,770 | \$ 5,506,440 | \$ 5,457,640 |
| Salary & Benefit Reimbursements | (2,176,780) | (2,401,984) | (2,399,007) | (2,434,110) | (2,457,910) | (2,486,786) |
| Materials, Supplies and Maintenance | 1,047,924 | 1,101,620 | 963,125 | 1,441,177 | 1,436,177 | 1,436,177 |
| Professional Services/Contracts | 564,243 | 634,251 | 635,702 | 723,898 | 723,898 | 723,898 |
| Travel, Training & Membership Dues | 2,188 | 6,396 | 12,368 | 17,070 | 17,070 | 17,070 |
| Liabilities & Other Insurance | 15,767 | 19,534 | 15,767 | 44,267 | 44,267 | 44,267 |
| Interdepartmental Charges | 94,699 | 94,814 | 97,275 | 97,775 | 98,775 | 98,775 |
| Capital Acquisitions | - | - | - | 5,500 | 5,500 | 5,500 |
| Reimbursements from Other Funds | (1,039,832) | (1,039,814) | (1,045,148) | (1,045,148) | (1,040,148) | (1,040,149) |
| Operating Transfers Out | 22,437 | 70,903 | 76,113 | 20,900 | 20,900 | 20,993 |
| General Fund Total | \$ 3,267,290 | \$ 3,429,427 | \$ 3,570,668 | \$ 4,265,099 | \$ 4,354,969 | \$ 4,277,385 |



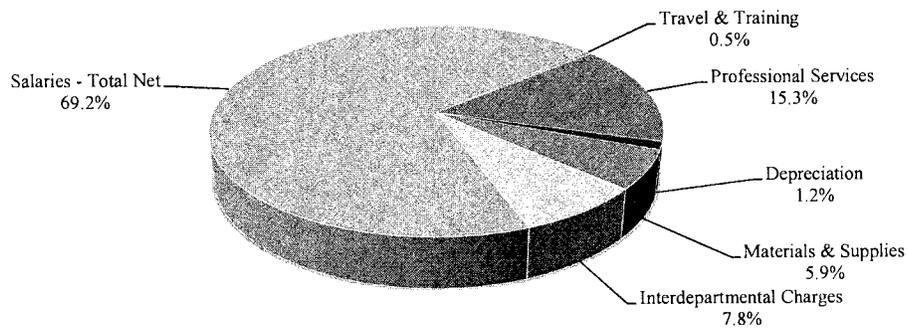
DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 1,313,108 | \$ 1,333,595 | \$ 1,440,198 | \$ 1,569,460 | \$ 1,596,800 | \$ 1,590,100 |
| Overtime | 17,426 | 22,335 | 14,228 | - | - | - |
| Salaries - Total | 1,330,534 | 1,355,930 | 1,454,426 | 1,569,460 | 1,596,800 | 1,590,100 |
| Salaries - Reimbursements | (6,191) | (3,436) | - | - | - | - |
| Salaries - Labor Charges | 46,230 | 51,759 | 49,163 | 64,695 | 64,695 | 55,833 |
| Salaries - Total Net | 1,370,573 | 1,404,253 | 1,503,589 | 1,634,155 | 1,661,495 | 1,645,933 |
| Supplies and Services | 538,308 | 534,499 | 645,066 | 728,087 | 681,867 | 682,216 |
| Capital Outlay | - | - | - | - | - | - |
| Cultural Arts Center Fund Total | \$ 1,908,881 | \$ 1,938,752 | \$ 2,148,655 | \$ 2,362,242 | \$ 2,343,362 | \$ 2,328,149 |

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 1,376,764 | \$ 1,407,689 | \$ 1,503,589 | \$ 1,634,155 | \$ 1,661,495 | \$ 1,645,933 |
| Salary & Benefit Reimbursements | (6,191) | (3,436) | - | - | - | - |
| Materials, Supplies and Maintenance | 71,769 | 68,575 | 101,019 | 140,258 | 125,258 | 125,158 |
| Professional Services/Contracts | 273,169 | 292,346 | 361,669 | 362,476 | 336,256 | 345,028 |
| Travel, Training & Membership Dues | 937 | 641 | 7,151 | 12,400 | 12,400 | 12,400 |
| Depreciation and Amortization | 27,591 | 25,753 | 24,538 | 29,000 | 29,000 | 29,000 |
| Interdepartmental Charges | 109,235 | 109,540 | 117,139 | 122,139 | 117,139 | 108,467 |
| Debt Service | - | 1,783 | 3,812 | - | - | - |
| Capital Acquisitions | - | - | - | - | - | - |
| Operating Transfers | 55,607 | 35,861 | 29,738 | 61,814 | 61,814 | 62,163 |
| Cultural Arts Center Fund Total | \$ 1,908,881 | \$ 1,938,752 | \$ 2,148,655 | \$ 2,362,242 | \$ 2,343,362 | \$ 2,328,149 |

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



* Based on 2015-16 Adopted Budget.

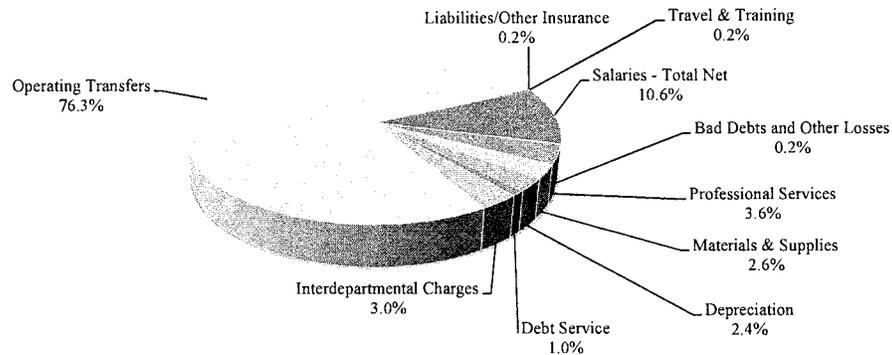
DEPARTMENT BUDGET (AIRPORT FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|----------------------|----------------------|----------------------|----------------------|--------------------------------|----------------------|
| Salaries | \$ 872,377 | \$ 815,862 | \$ 804,683 | \$ 960,273 | \$ 982,873 | \$ 978,873 |
| Overtime | 42,251 | 48,376 | 35,426 | 15,300 | 15,400 | 15,400 |
| Salaries - Total | 914,628 | 864,238 | 840,109 | 975,573 | 998,273 | 994,273 |
| Salaries - Reimbursements | (44,450) | (45,396) | (45,766) | (47,677) | (47,677) | (51,404) |
| Salaries - Labor Charges | 570,839 | 671,642 | 711,300 | 759,893 | 759,893 | 800,675 |
| Salaries - Total Net | 1,441,017 | 1,490,484 | 1,505,643 | 1,687,789 | 1,710,489 | 1,743,544 |
| Supplies and Services | 11,028,277 | 10,976,846 | 10,372,078 | 14,191,499 | 11,432,325 | 11,463,659 |
| Capital Outlay | - | - | - | - | - | - |
| Airport Fund Total | \$ 12,469,294 | \$ 12,467,330 | \$ 11,877,721 | \$ 15,879,288 | \$ 13,142,814 | \$ 13,207,203 |

DEPARTMENT BUDGET (AIRPORT FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------------------|----------------------|
| Salaries and Employee Benefits | \$ 1,485,467 | \$ 1,535,880 | \$ 1,551,409 | \$ 1,735,466 | \$ 1,758,166 | \$ 1,794,948 |
| Salary & Benefit Reimbursements | (44,450) | (45,396) | (45,766) | (47,677) | (47,677) | (51,404) |
| Materials, Supplies and Maintenance | 327,448 | 322,390 | 326,304 | 405,994 | 405,994 | 405,994 |
| Professional Services/Contracts | 372,077 | 455,563 | 484,837 | 572,051 | 572,051 | 582,051 |
| Travel, Training & Membership Dues | 14,408 | 9,828 | 19,571 | 32,107 | 32,107 | 26,700 |
| Depreciation and Amortization | 371,677 | 355,789 | 330,240 | 375,000 | 375,000 | 375,000 |
| Liabilities & Other Insurance | 14,056 | 14,056 | 14,815 | 28,169 | 28,169 | 28,169 |
| Interdepartmental Charges | 412,432 | 440,630 | 435,591 | 475,580 | 481,060 | 495,836 |
| Debt Service | 450,500 | 449,900 | 165,283 | 164,654 | - | - |
| Loans Contra Expenditures | (66,000) | - | - | - | - | - |
| Capital Acquisitions | - | - | - | - | - | - |
| Bad Debts and Other Losses | 2,393 | 1,386 | 9,492 | 25,000 | 25,000 | 25,000 |
| Asset Contra Account | - | - | - | - | - | - |
| Other Expenditures | 1,900,000 | 1,900,000 | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 7,229,286 | 7,027,304 | 8,585,945 | 12,112,944 | 9,512,944 | 9,524,909 |
| Airport Fund Total | \$ 12,469,294 | \$ 12,467,330 | \$ 11,877,721 | \$ 15,879,288 | \$ 13,142,814 | \$ 13,207,203 |

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



* Based on 2015-16 Adopted Budget.

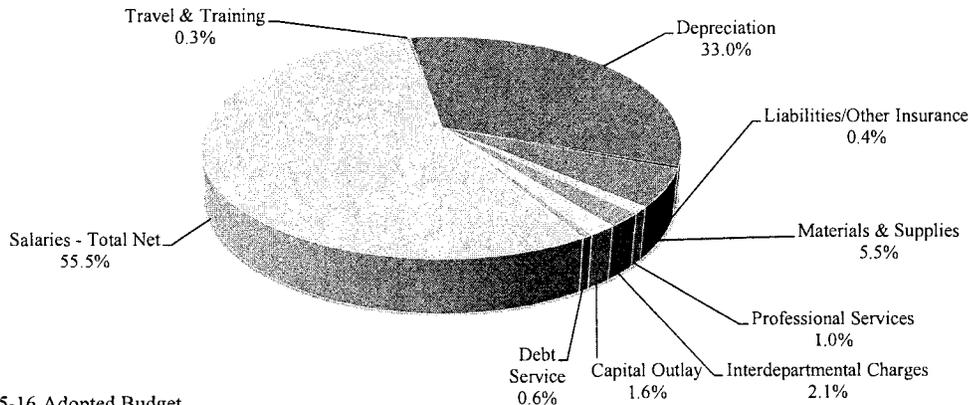
DEPARTMENT BUDGET (FLEET SERVICES FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 2,964,916 | \$ 3,069,332 | \$ 3,085,493 | \$ 3,524,271 | \$ 3,596,371 | \$ 3,508,071 |
| Overtime | 70,073 | 41,446 | 43,110 | 37,110 | 35,000 | 35,000 |
| Salaries - Total | 3,034,989 | 3,110,778 | 3,128,603 | 3,561,381 | 3,631,371 | 3,543,071 |
| Salaries - Reimbursements | (82,773) | (90,488) | (90,000) | (93,610) | (93,610) | (81,730) |
| Salaries - Labor Charges | 30,305 | 32,414 | 33,150 | 34,725 | 34,725 | 36,834 |
| Salaries - Total Net | 2,982,521 | 3,052,704 | 3,071,753 | 3,502,496 | 3,572,486 | 3,498,175 |
| Supplies and Services | (66,419) | 1,118,763 | 1,039,854 | 697,008 | 697,708 | 698,642 |
| Capital Outlay | 2,334,091 | 1,679,252 | 1,271,282 | 2,108,660 | 2,108,660 | 2,108,660 |
| Fleet Services Fund Total | \$ 5,250,193 | \$ 5,850,719 | \$ 5,382,889 | \$ 6,308,164 | \$ 6,378,854 | \$ 6,305,477 |

DEPARTMENT BUDGET (FLEET SERVICES FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 3,065,294 | \$ 3,143,192 | \$ 3,161,753 | \$ 3,596,106 | \$ 3,666,096 | \$ 3,579,905 |
| Salary & Benefit Reimbursements | (82,773) | (90,488) | (90,000) | (93,610) | (93,610) | (81,730) |
| Materials, Supplies and Maintenance | 282,632 | 311,102 | 311,263 | 346,119 | 346,119 | 349,419 |
| Parts and Fuel Inventory | 2,942,757 | 2,801,472 | 2,655,634 | 2,770,000 | 2,770,000 | 2,770,000 |
| Inventory Contra Account | (2,942,757) | (2,801,472) | (2,655,634) | (2,770,000) | (2,770,000) | (2,770,000) |
| Professional Services/Contracts | 53,153 | 52,113 | 49,047 | 62,016 | 62,016 | 62,016 |
| Travel, Training & Membership Dues | 6,685 | 9,575 | 3,394 | 20,300 | 20,300 | 20,300 |
| Depreciation and Amortization | 1,757,988 | 1,594,389 | 1,716,577 | 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 | 110,529 | 110,920 | 113,302 | 114,602 | 115,302 | 113,202 |
| Debt Service | 2,828 | 49,665 | 18,478 | 40,000 | 40,000 | 40,000 |
| Capital Acquisitions | 2,334,091 | 1,679,252 | 1,271,282 | 2,108,660 | 2,108,660 | 2,108,660 |
| Bad Debts and Other Losses | 4,432 | 12,016 | - | - | - | - |
| Fixed Assets Contra Expenditures | (2,307,430) | (1,543,309) | (1,267,722) | (2,008,660) | (2,008,660) | (2,008,660) |
| Reimbursements from Other Funds | (2,869) | (100) | - | - | - | - |
| Operating Transfers Out | 18,078 | 514,837 | 87,960 | 18,688 | 18,688 | 18,422 |
| Fleet Services Fund Total | \$ 5,250,193 | \$ 5,850,719 | \$ 5,382,889 | \$ 6,308,164 | \$ 6,378,854 | \$ 6,305,477 |

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



* Based on 2015-16 Adopted Budget.

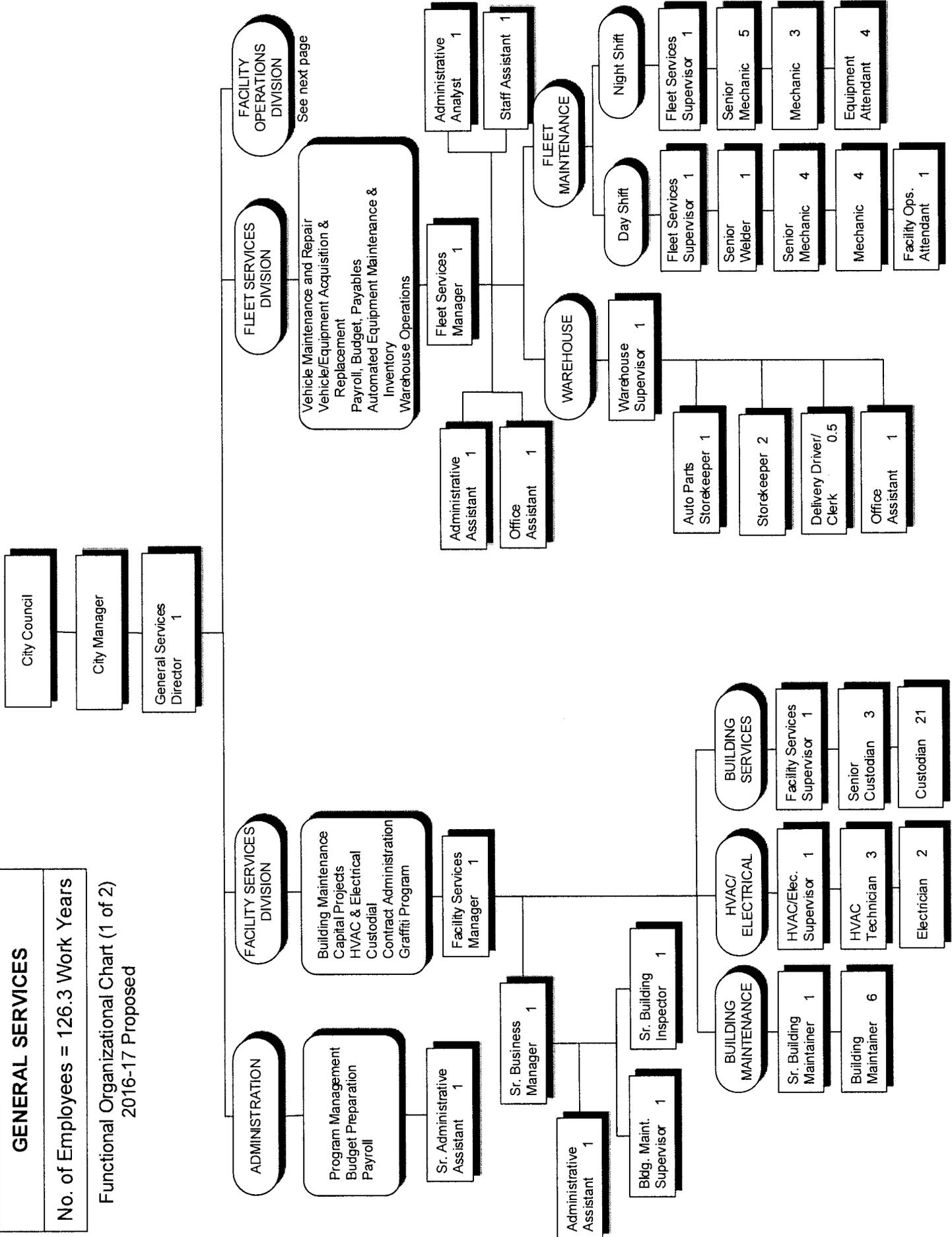
**GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| 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 | 1.0 |
| Air Conditioning/Heating Supervisor | 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 | 1.0 |
| Business Manager | 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 | 3.0 |
| Duplicating Equipment Operator | 1.0 | 1.0 | 1.0 | - | - | - |
| Reprographic Equipment Operator | 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 | 1.0 |
| Secretary | 1.0 | 1.0 | 1.0 | - | - | - |
| Office Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Typist Clerk | 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 | 1.0 |
| Business Manager | 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 | 2.1 |
| Senior Recreation Leader | 1.1 | 1.1 | 1.1 | - | - | - |
| Recreation Leader | 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 | 1.6 |
| Recreation Specialist | 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 | 1.0 |
| Airport Worker | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Administrative Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Secretary | 1.0 | 1.0 | 1.0 | - | - | - |
| Total Airport Enterprise Fund | 8.5 | 8.5 | 9.5 | 9.5 | 9.5 | 9.5 |

| | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| Fleet Services Fund: | | | | | | |
| Fleet Services Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Fleet Services Supervisor | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Warehouse Supervisor | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Administrative Analyst | - | - | - | 1.0 | 1.0 | 1.0 |
| Staff Assistant | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Welder | 2.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Mechanic | 8.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 |
| Mechanic | 6.0 | 6.0 | 6.0 | 7.0 | 7.0 | 7.0 |
| Equipment Attendant | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Auto Parts Storekeeper | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Storekeeper | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Delivery Driver/Clerk | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Administrative Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Secretary | 1.0 | 1.0 | 1.0 | - | - | - |
| Office Assistant | - | - | - | 2.0 | 2.0 | 2.0 |
| Typist Clerk | 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 | 34.5 | 34.5 | 34.5 |
| Department Total | 123.3 | 123.3 | 124.3 | 126.3 | 126.3 | 126.3 |

GENERAL SERVICES
 No. of Employees = 126.3 Work Years

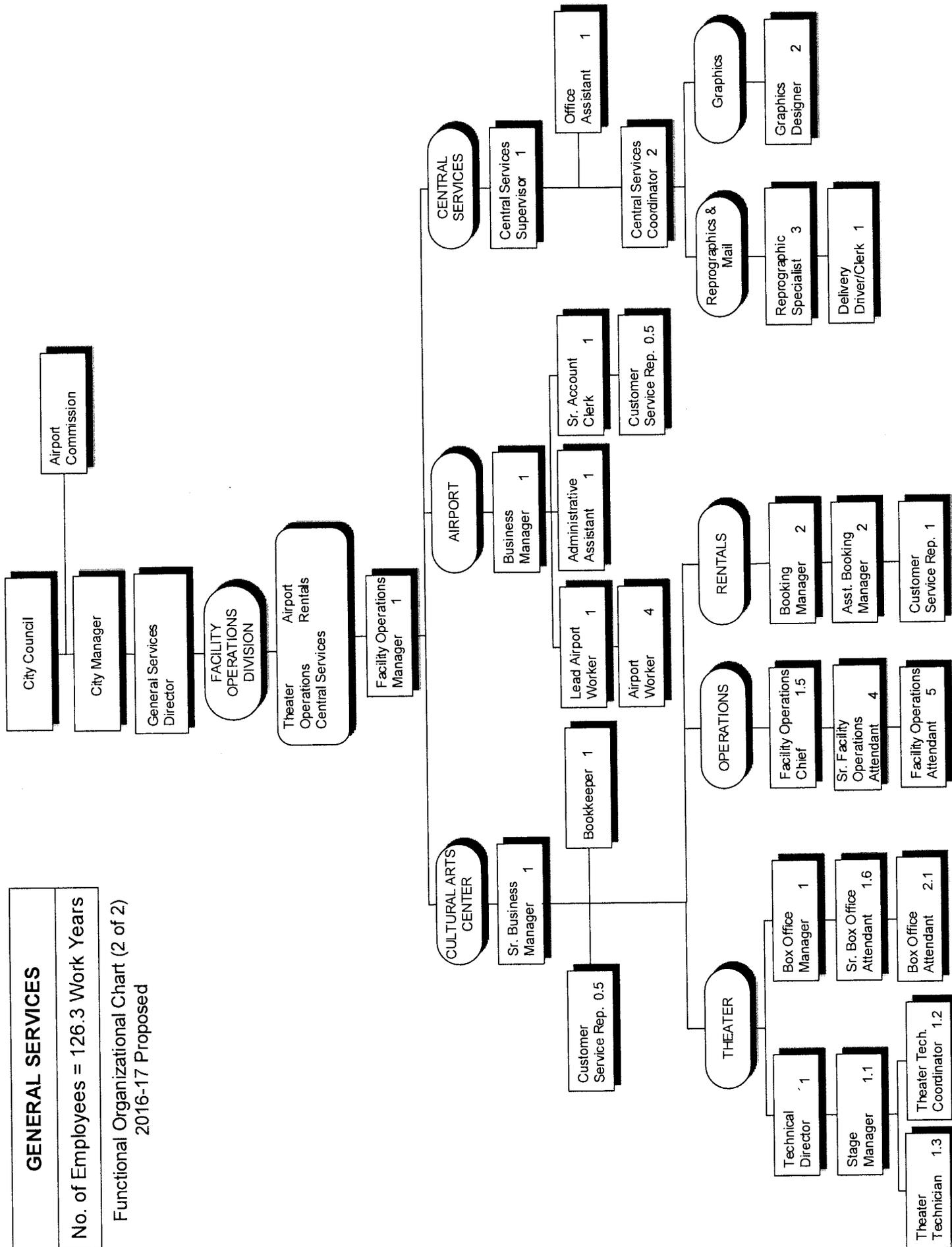
Functional Organizational Chart (1 of 2)
 2016-17 Proposed



GENERAL SERVICES

No. of Employees = 126.3 Work Years

Functional Organizational Chart (2 of 2)
2016-17 Proposed

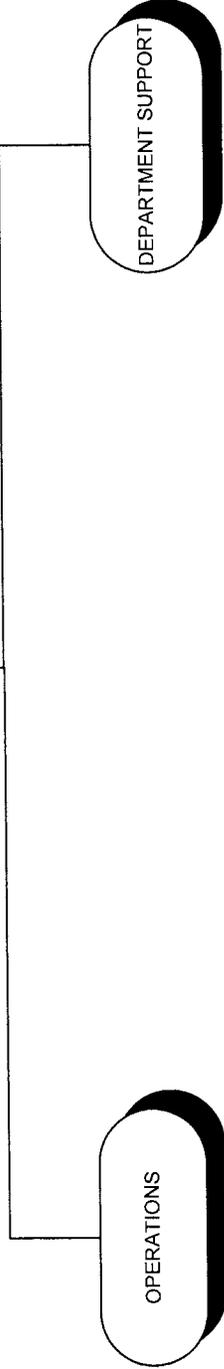


HUMAN RESOURCES

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.

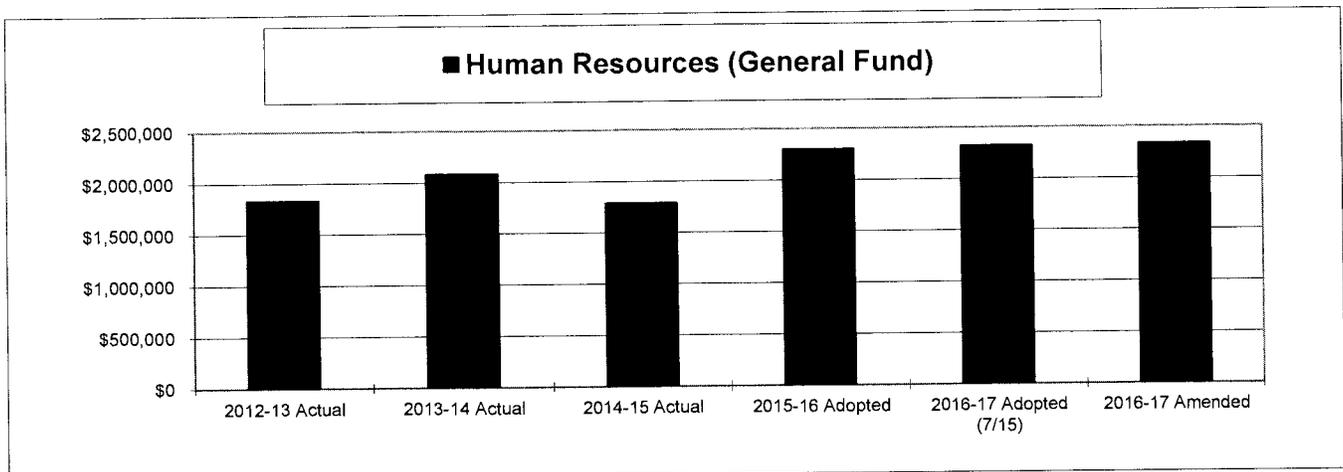
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| General Fund: | | | | | | |
| Benefits | \$ 402,286 | \$ 417,924 | \$ 433,510 | \$ 430,032 | \$ 439,032 | \$ 440,802 |
| Mandatory Training (was Workforce Development) | 96,656 | 96,669 | 75,482 | 160,699 | 161,399 | 163,299 |
| Classification Studies | - | - | - | - | - | - |
| Program Compliance | 423,038 | 470,514 | 469,472 | 562,813 | 571,613 | 570,123 |
| Health and Safety | * | * | * | * | * | * |
| Worker's Compensation | * | * | * | * | * | * |
| Liability | * | * | * | * | * | * |
| Insurance Administration | * | * | * | * | * | * |
| Recruitment & Testing (was Exam Planning & Testing) | 461,361 | 590,061 | 372,456 | 565,854 | 553,254 | 601,329 |
| Employee Relations (was Performance Management) | 307,249 | 371,086 | 301,985 | 403,801 | 413,001 | 380,501 |
| Classification & Compensation | 140,228 | 132,161 | 132,926 | 172,981 | 177,881 | 173,581 |
| Home Improvement Employment Program | ** | ** | ** | ** | ** | ** |
| General Fund Total | \$ 1,830,818 | \$ 2,078,415 | \$ 1,785,831 | \$ 2,296,180 | \$ 2,316,180 | \$ 2,329,635 |
| General Fund Revenues | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

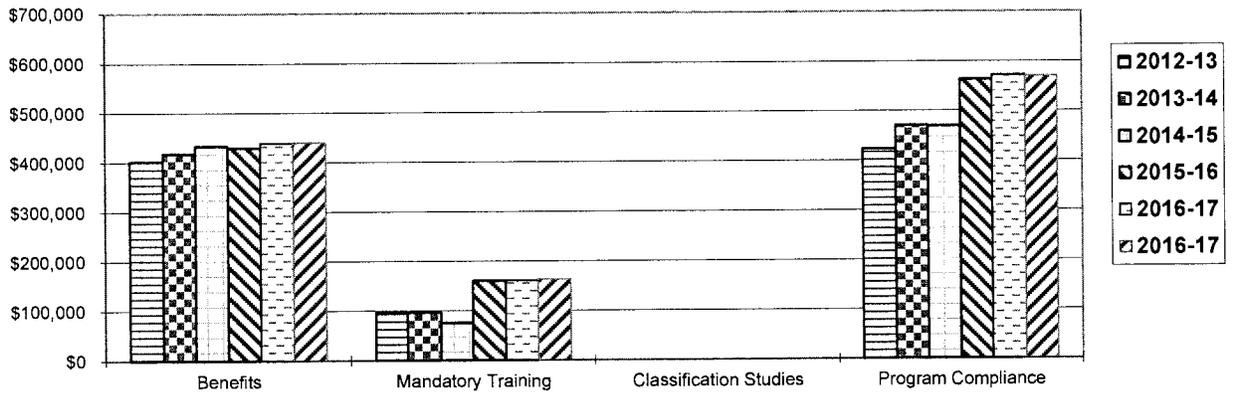
* Health & Safety, Worker's Comp., Liability, Insurance Admin. programs transferred to Finance in 2011-12.

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

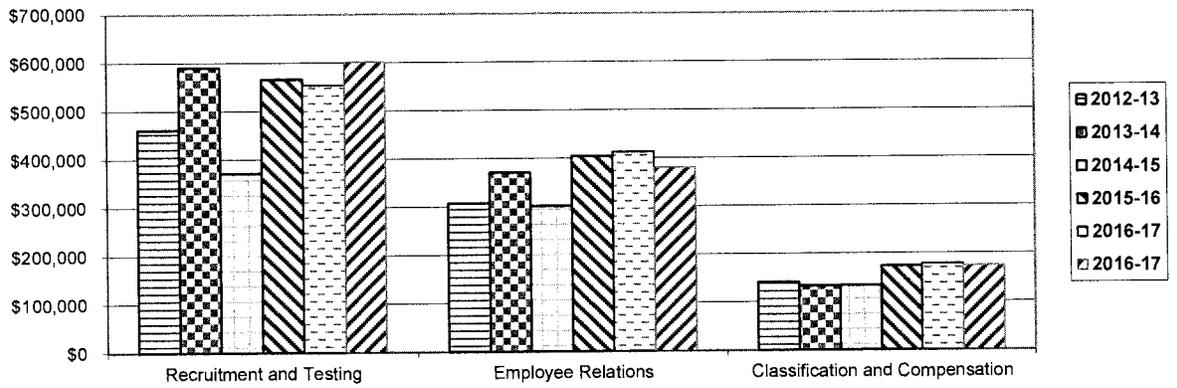
EXPENDITURES



Human Resources (General Fund)



Human Resources (General Fund - continued)

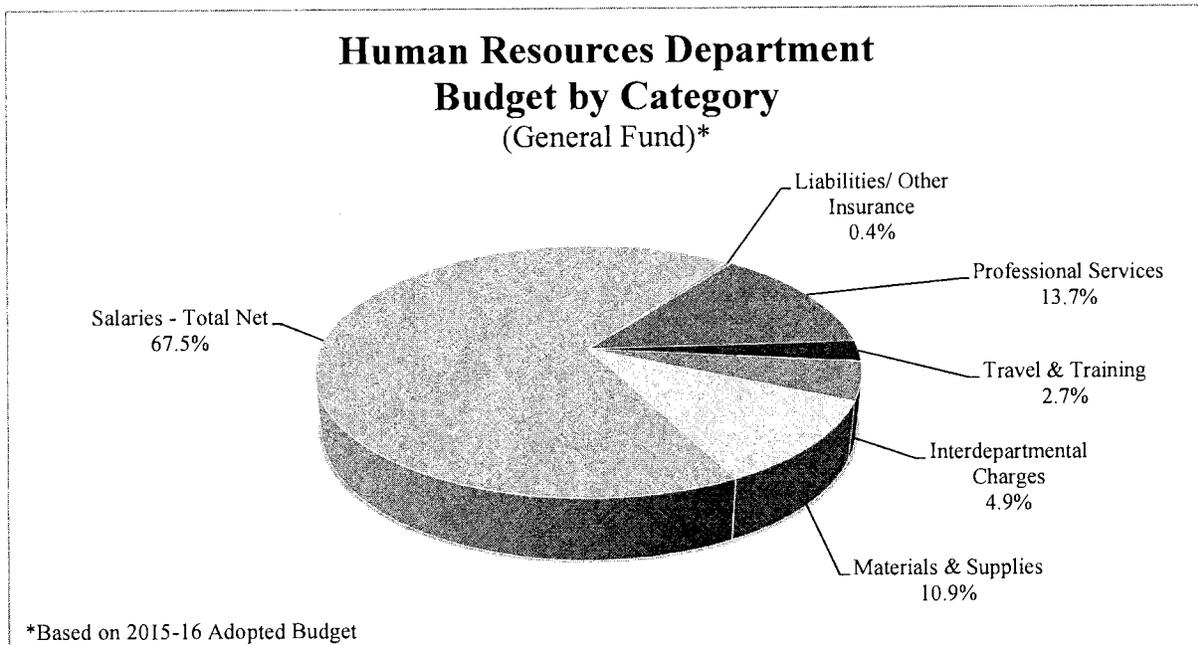


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 1,356,060 | \$ 1,548,692 | \$ 1,288,889 | \$ 1,613,825 | \$ 1,658,125 | \$ 1,668,425 |
| Overtime | 3,344 | 3,207 | 2,551 | 4,500 | 4,600 | 4,500 |
| Salaries - Total | 1,359,404 | 1,551,899 | 1,291,440 | 1,618,325 | 1,662,725 | 1,672,925 |
| Salaries - Reimbursements | (63,686) | (69,214) | (70,176) | (68,544) | (68,544) | (68,034) |
| Salaries - Labor Charges | - | 27 | - | - | - | - |
| Salaries - Total Net | 1,295,718 | 1,482,712 | 1,221,264 | 1,549,781 | 1,594,181 | 1,604,891 |
| Supplies and Services | 535,100 | 595,703 | 564,567 | 746,399 | 721,999 | 724,744 |
| Capital Outlay | - | - | - | - | - | - |
| General Fund Total | \$ 1,830,818 | \$ 2,078,415 | \$ 1,785,831 | \$ 2,296,180 | \$ 2,316,180 | \$ 2,329,635 |

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 1,359,404 | \$ 1,551,926 | \$ 1,291,440 | \$ 1,618,325 | \$ 1,662,725 | \$ 1,672,925 |
| Salary & Benefit Reimbursements | (63,686) | (69,214) | (70,176) | (68,544) | (68,544) | (68,034) |
| Materials, Supplies and Maintenance | 206,593 | 198,233 | 192,695 | 270,560 | 270,560 | 270,560 |
| Professional Services/Contracts | 197,672 | 251,201 | 230,973 | 313,520 | 288,520 | 291,195 |
| Travel, Training & Membership Dues | 35,690 | 40,246 | 30,416 | 61,201 | 61,201 | 61,201 |
| Liabilities & Other Insurance | 3,917 | 3,917 | 3,917 | 9,036 | 9,036 | 9,036 |
| Insurance Claims | - | - | - | - | - | - |
| Interdepartmental Charges | 95,137 | 95,697 | 98,462 | 100,062 | 100,662 | 100,362 |
| Capital Acquisitions | - | - | - | - | - | - |
| Reimbursements from Other Funds | (19,230) | (11,824) | (8,419) | (21,300) | (21,300) | (21,300) |
| Operating Transfer Out | 15,321 | 18,233 | 16,523 | 13,320 | 13,320 | 13,690 |
| General Fund Total | \$ 1,830,818 | \$ 2,078,415 | \$ 1,785,831 | \$ 2,296,180 | \$ 2,316,180 | \$ 2,329,635 |

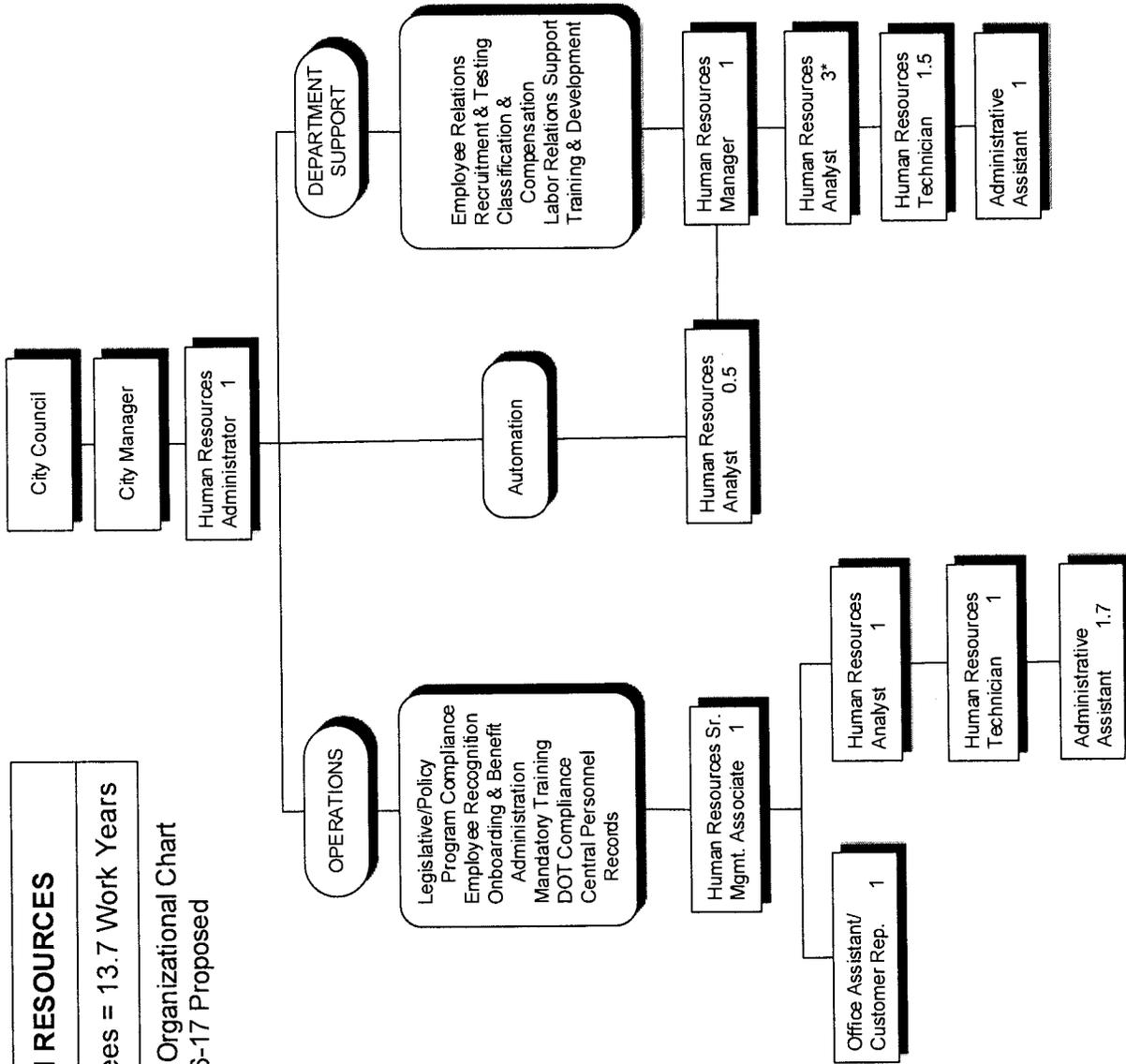


**HUMAN RESOURCES
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| Human Resources Administrator | - | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Human Resources Manager | 2.0 | 2.0 | 2.0 | 1.0 | 1.0 | 1.0 |
| Human Resources Senior Management Associate | - | - | - | 1.0 | 1.0 | 1.0 |
| Human Resources Analyst | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 | 4.5 |
| Staff Assistant | - | 0.8 | - | - | - | - |
| Human Resources Technician | - | - | - | 2.5 | 2.5 | 2.5 |
| Personnel Technician | 2.0 | 2.8 | 2.5 | - | - | - |
| Administrative Assistant | - | - | - | 2.7 | 2.7 | 2.7 |
| Secretary | 2.5 | 2.2 | 2.2 | - | - | - |
| Office Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Typist Clerk | 1.0 | 1.0 | 1.0 | - | - | - |
| Total General Fund | 12.0 | 14.3 | 13.2 | 13.7 | 13.7 | 13.7 |
| Department Total | 12.0 | 14.3 | 13.2 | 13.7 | 13.7 | 13.7 |

| |
|------------------------------------|
| HUMAN RESOURCES |
| No. of Employees = 13.7 Work Years |

Functional Organizational Chart
2016-17 Proposed

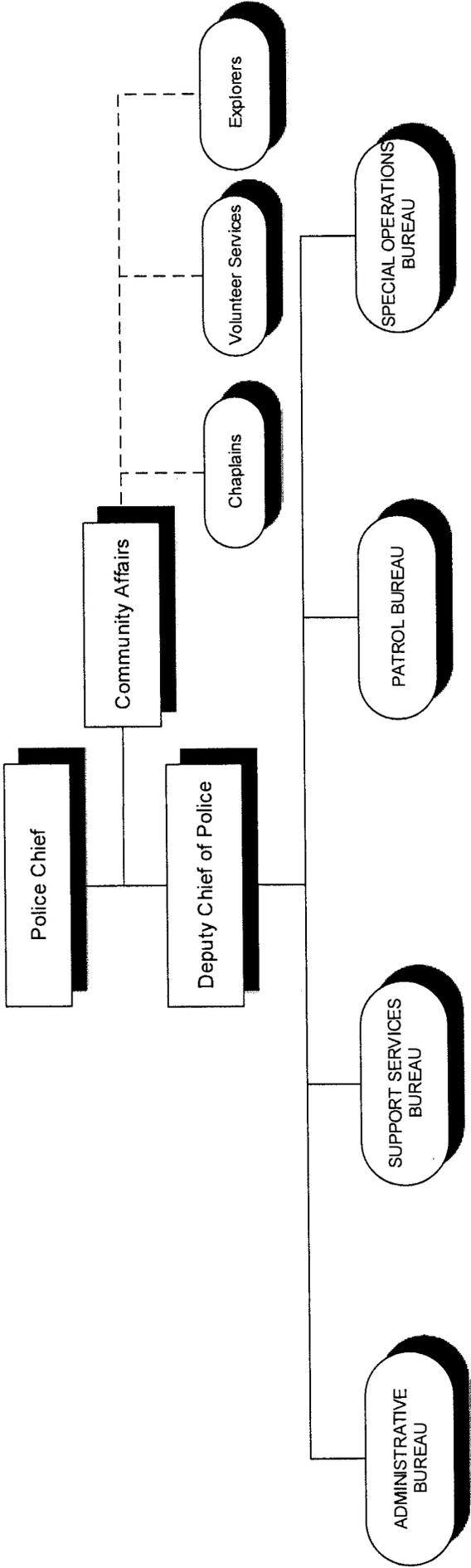


* An additional 0.5 Human Resources Analyst position is funded through fiscal year 2016-17.

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.

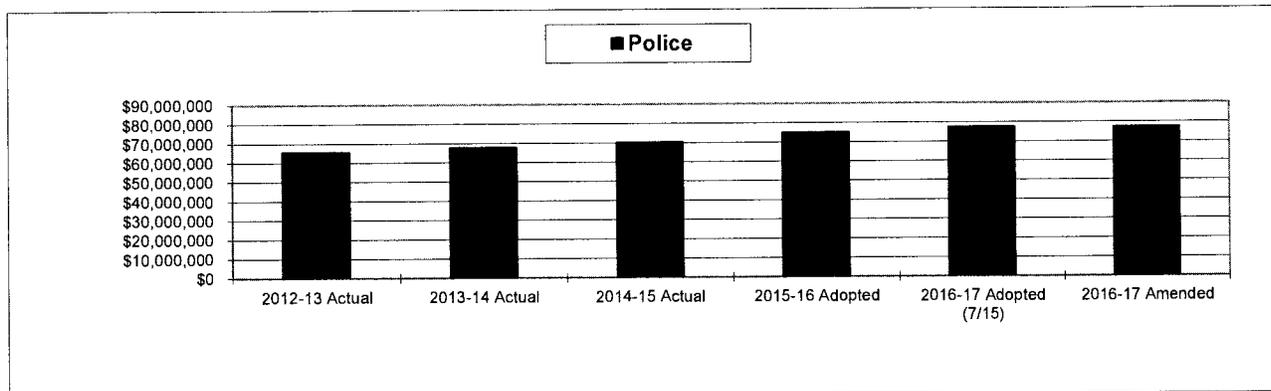
To these ends, the Department engages in patrol, crime prevention, investigation of crimes, apprehension of criminals, gathering of evidence, custody of prisoners, rehabilitation of offenders, regulation of traffic, investigation of traffic collisions, custody of property, coordination of all major disaster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

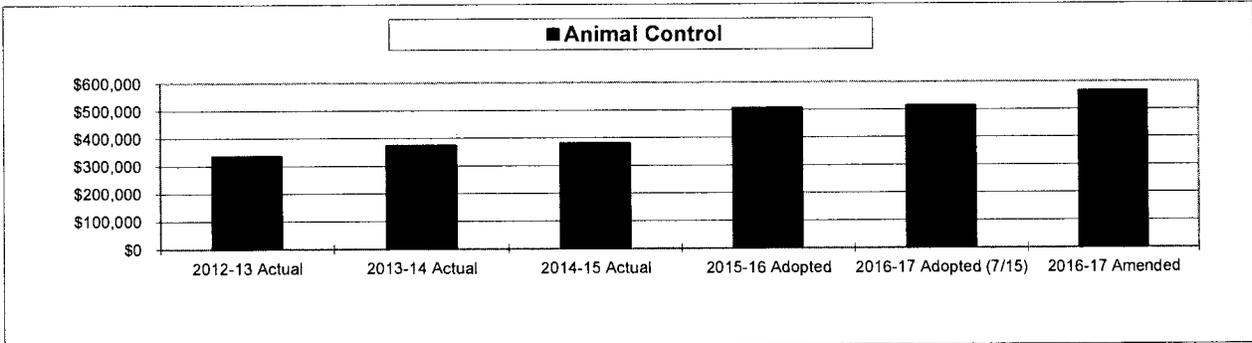
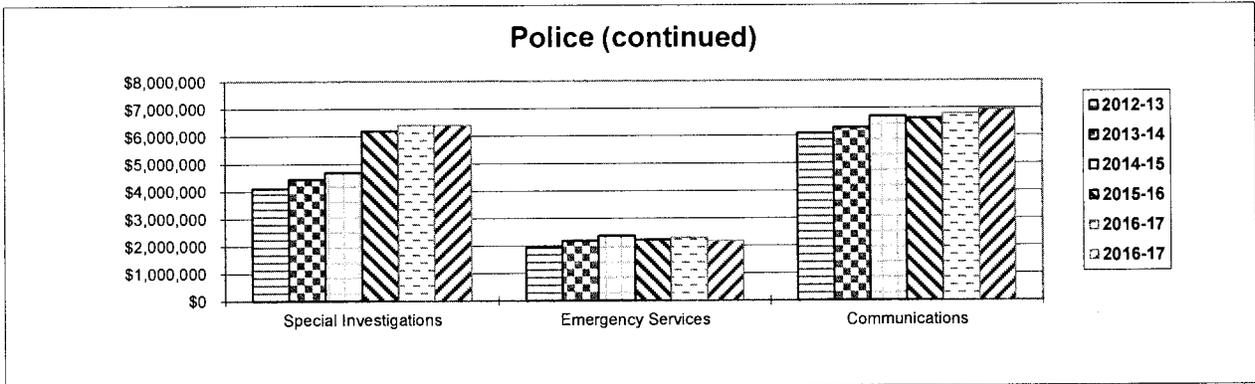
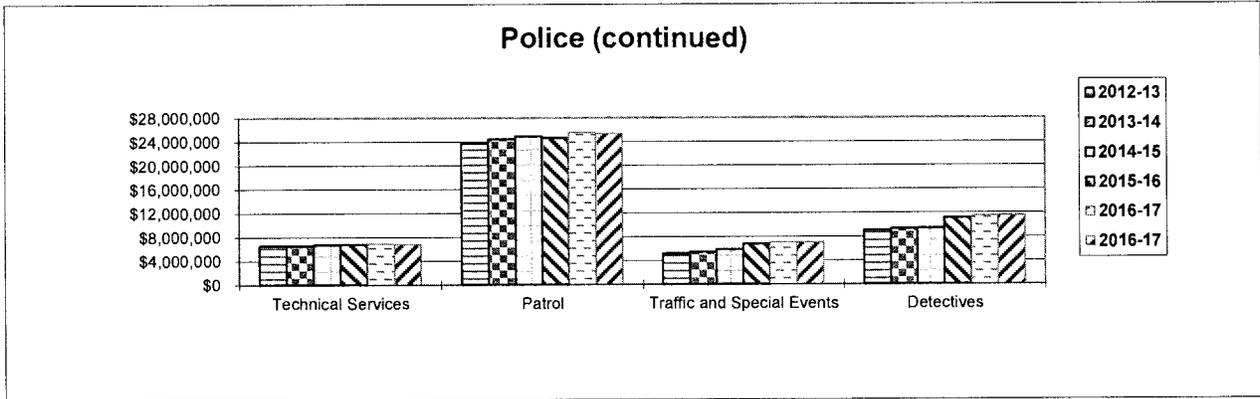
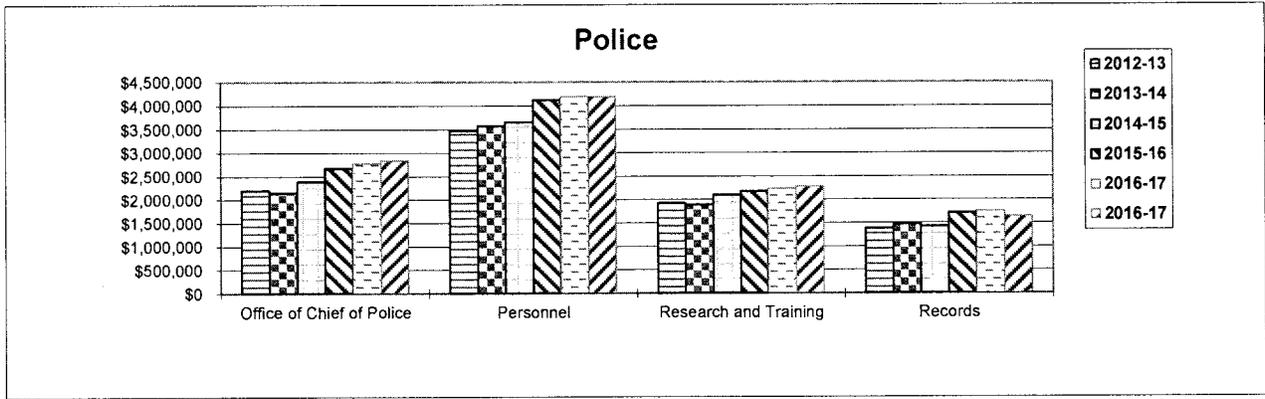
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2016-17 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Actual | Actual | Adopted | Adopted (7-1-15) | Amended |
| Office of Chief of Police | \$ 2,198,991 | \$ 2,151,444 | \$ 2,388,461 | \$ 2,673,454 | \$ 2,776,254 | \$ 2,834,054 |
| Personnel | 3,466,055 | 3,570,901 | 3,647,047 | 4,120,069 | 4,197,569 | 4,184,169 |
| Research and Training | 1,923,484 | 1,889,207 | 2,094,064 | 2,173,002 | 2,232,802 | 2,280,002 |
| Records | 1,377,025 | 1,474,104 | 1,419,687 | 1,710,700 | 1,754,100 | 1,638,800 |
| Technical Services | 6,494,915 | 6,528,557 | 6,672,076 | 6,763,021 | 6,852,606 | 6,797,446 |
| Patrol | 23,707,884 | 24,440,612 | 24,890,863 | 24,631,874 | 25,557,494 | 25,383,694 |
| Traffic and Special Events | 5,169,479 | 5,424,952 | 5,880,629 | 6,773,437 | 7,001,737 | 7,008,337 |
| Detectives | 9,040,809 | 9,286,199 | 9,351,188 | 11,111,361 | 11,507,061 | 11,514,461 |
| Special Investigations | 4,103,951 | 4,442,535 | 4,687,950 | 6,190,000 | 6,417,900 | 6,404,500 |
| Community Affairs (was Emerg. Svcs.) | 1,932,256 | 2,183,319 | 2,358,199 | 2,217,760 | 2,298,260 | 2,171,860 |
| Communications | 6,071,583 | 6,276,563 | 6,689,223 | 6,610,702 | 6,775,002 | 6,930,829 |
| General Fund Total | \$ 65,486,432 | \$ 67,668,393 | \$ 70,079,387 | \$ 74,975,380 | \$ 77,370,785 | \$ 77,148,152 |
| General Fund Revenues | \$ 674,714 | \$ 654,462 | \$ 691,400 | \$ 695,931 | \$ 707,233 | \$ 707,233 |
| Animal Control Fund | | | | | | |
| Animal Control | \$ 335,354 | \$ 372,474 | \$ 380,049 | \$ 505,686 | \$ 513,486 | \$ 566,386 |
| Animal Control Revenues | \$ 314,227 | \$ 372,474 | \$ 380,049 | \$ 505,686 | \$ 513,486 | \$ 566,386 |
| Asset Forfeiture Fund* | \$ - | \$ 202,200 | \$ 62,000 | \$ - | \$ - | \$ - |

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

EXPENDITURES



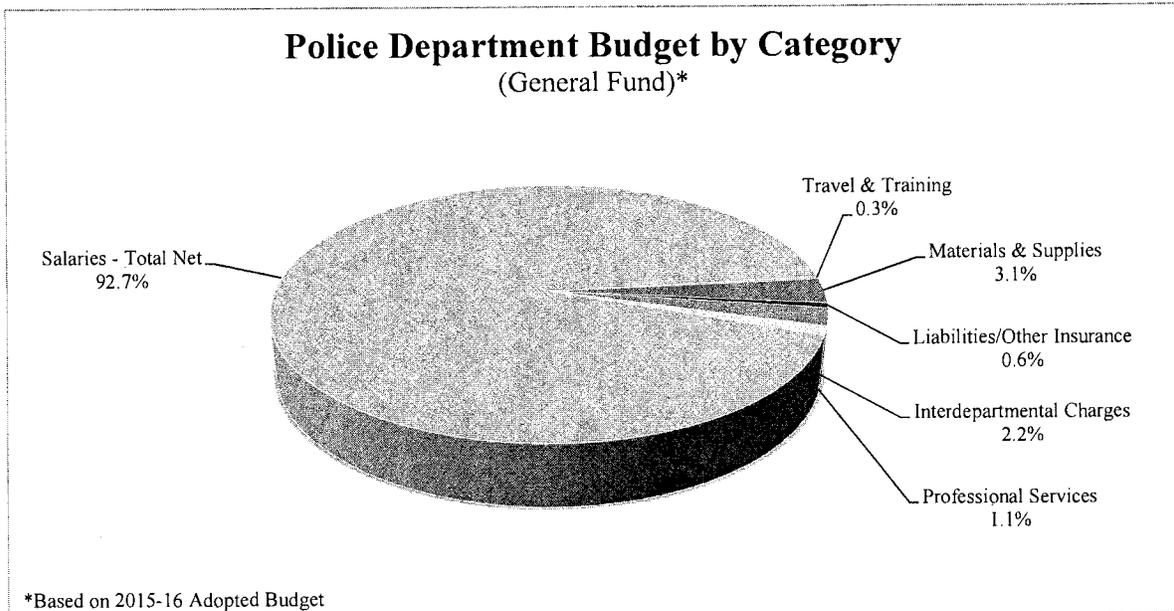


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 54,753,919 | \$ 56,828,677 | \$ 58,371,383 | \$ 67,626,100 | \$ 69,964,100 | \$ 69,560,600 |
| Overtime | 5,784,859 | 5,807,484 | 6,652,863 | 2,289,380 | 2,329,100 | 2,389,100 |
| Salaries - Total | 60,538,778 | 62,636,161 | 65,024,246 | 69,915,480 | 72,293,200 | 71,949,700 |
| Salaries - Reimbursements | (314,022) | (477,046) | (646,576) | (423,247) | (423,247) | (423,247) |
| Salaries - Labor Charges | 32,799 | 33,588 | 33,525 | 40,945 | 40,945 | 43,084 |
| Salaries - Total Net | 60,257,555 | 62,192,703 | 64,411,195 | 69,533,178 | 71,910,898 | 71,569,537 |
| Supplies and Services | 5,228,877 | 5,475,690 | 5,668,192 | 5,442,202 | 5,459,887 | 5,578,615 |
| Capital Outlay | - | - | - | - | - | - |
| General Fund Total | \$ 65,486,432 | \$ 67,668,393 | \$ 70,079,387 | \$ 74,975,380 | \$ 77,370,785 | \$ 77,148,152 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 60,571,577 | \$ 62,669,749 | \$ 65,057,771 | \$ 69,956,425 | \$ 72,334,145 | \$ 71,992,784 |
| Salary & Benefit Reimbursements | (314,022) | (477,046) | (646,576) | (423,247) | (423,247) | (423,247) |
| Materials, Supplies and Maintenance | 2,324,762 | 2,396,979 | 2,350,530 | 2,345,678 | 2,345,678 | 2,346,378 |
| Professional Services/Contracts | 898,182 | 919,910 | 1,016,218 | 796,134 | 796,134 | 896,134 |
| Travel, Training & Membership Dues | 190,843 | 239,246 | 274,164 | 218,962 | 218,962 | 268,962 |
| Liabilities & Other Insurance | 290,801 | 370,389 | 404,096 | 462,560 | 462,560 | 462,560 |
| Interdepartmental Charges | 1,329,662 | 1,353,956 | 1,423,499 | 1,461,714 | 1,479,399 | 1,445,637 |
| Capital Acquisitions | - | - | - | - | - | - |
| Reimbursements from Other Funds | (3,394) | (3,000) | (2,061) | (54,466) | (54,466) | (54,466) |
| Operating Transfers Out | 198,021 | 198,210 | 201,746 | 211,620 | 211,620 | 213,410 |
| General Fund Total | \$ 65,486,432 | \$ 67,668,393 | \$ 70,079,387 | \$ 74,975,380 | \$ 77,370,785 | \$ 77,148,152 |

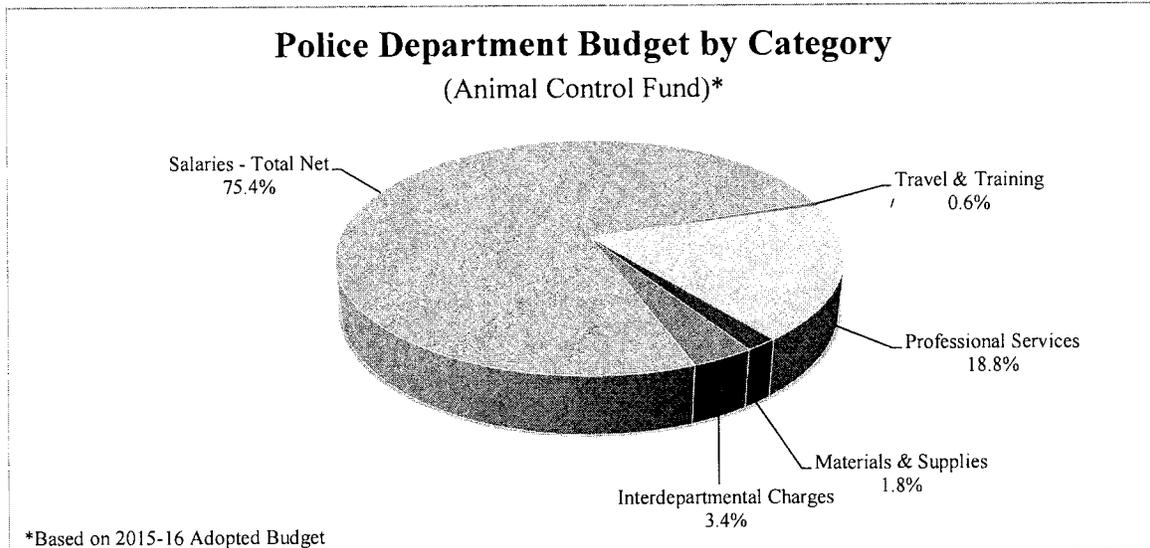


DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 242,724 | \$ 272,307 | \$ 280,188 | \$ 351,500 | \$ 358,300 | \$ 362,500 |
| Overtime | 13,287 | 20,255 | 14,280 | 30,000 | 30,300 | 30,900 |
| Salaries - Total | 256,011 | 292,562 | 294,468 | 381,500 | 388,600 | 393,400 |
| Salaries - Reimbursements | - | (367) | - | - | - | - |
| Salaries - Labor Charges | - | - | - | - | - | - |
| Salaries - Total Net | 256,011 | 292,195 | 294,468 | 381,500 | 388,600 | 393,400 |
| Supplies and Services | 79,343 | 80,279 | 85,581 | 124,186 | 124,886 | 172,986 |
| Capital Outlay | - | - | - | - | - | - |
| Animal Control Fund Total | \$ 335,354 | \$ 372,474 | \$ 380,049 | \$ 505,686 | \$ 513,486 | \$ 566,386 |

DEPARTMENT BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 256,011 | \$ 292,562 | \$ 294,468 | \$ 381,500 | \$ 388,600 | \$ 393,400 |
| Salary & Benefit Reimbursements | - | (367) | - | - | - | - |
| Materials, Supplies and Maintenance | 3,938 | 4,425 | 7,454 | 9,000 | 9,000 | 9,000 |
| Professional Services/Contracts | 58,395 | 58,837 | 60,524 | 95,000 | 95,000 | 144,000 |
| Travel, Training & Membership Dues | 1,110 | 977 | 417 | 3,000 | 3,000 | 3,000 |
| Liabilities & Other Insurance | - | - | - | - | - | - |
| Interdepartmental Charges | 15,900 | 16,040 | 17,186 | 17,186 | 17,886 | 16,986 |
| Capital Acquisitions | - | - | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | - | - | - | - | - | - |
| Animal Control Fund Total | \$ 335,354 | \$ 372,474 | \$ 380,049 | \$ 505,686 | \$ 513,486 | \$ 566,386 |



**POLICE
DEPARTMENT PERSONNEL SUMMARY -**

| <u>General Fund</u> Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| 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* | 172.5 | 173.5 | 174.5 | 175.0 | 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 | 30.0 | 30.0 | 30.0 |
| 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 | 1.0 |
| Business Manager | 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 | 1.0 |
| Emergency Services Coordinator | 1.0 | 1.0 | 1.0 | - | - | - |
| Emergency Services Staff Assistant | - | - | - | 1.0 | 1.0 | 1.0 |
| Administrative Analyst | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Info Tech Specialist | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Administrative Assistant | - | - | - | 11.0 | 11.0 | 11.0 |
| Secretary | 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 | 345.3 | 346.3 | 347.3 | 349.8 | 349.8 | 349.8 |
| <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 | 349.3 | 351.3 | 352.3 | 353.8 | 353.8 | 353.8 |
| | | | | | | |
| Sworn Personnel* | 224.5 | 226.5 | 227.5 | 227.0 | 227.0 | 227.0 |
| Non-Sworn Personnel | 124.8 | 124.8 | 124.8 | 126.8 | 126.8 | 126.8 |
| | 349.3 | 351.3 | 352.3 | 353.8 | 353.8 | 353.8 |

POLICE

No. of Employees = 353.8 Work Years

Functional Organizational (1 of 2)

2016-17 Proposed

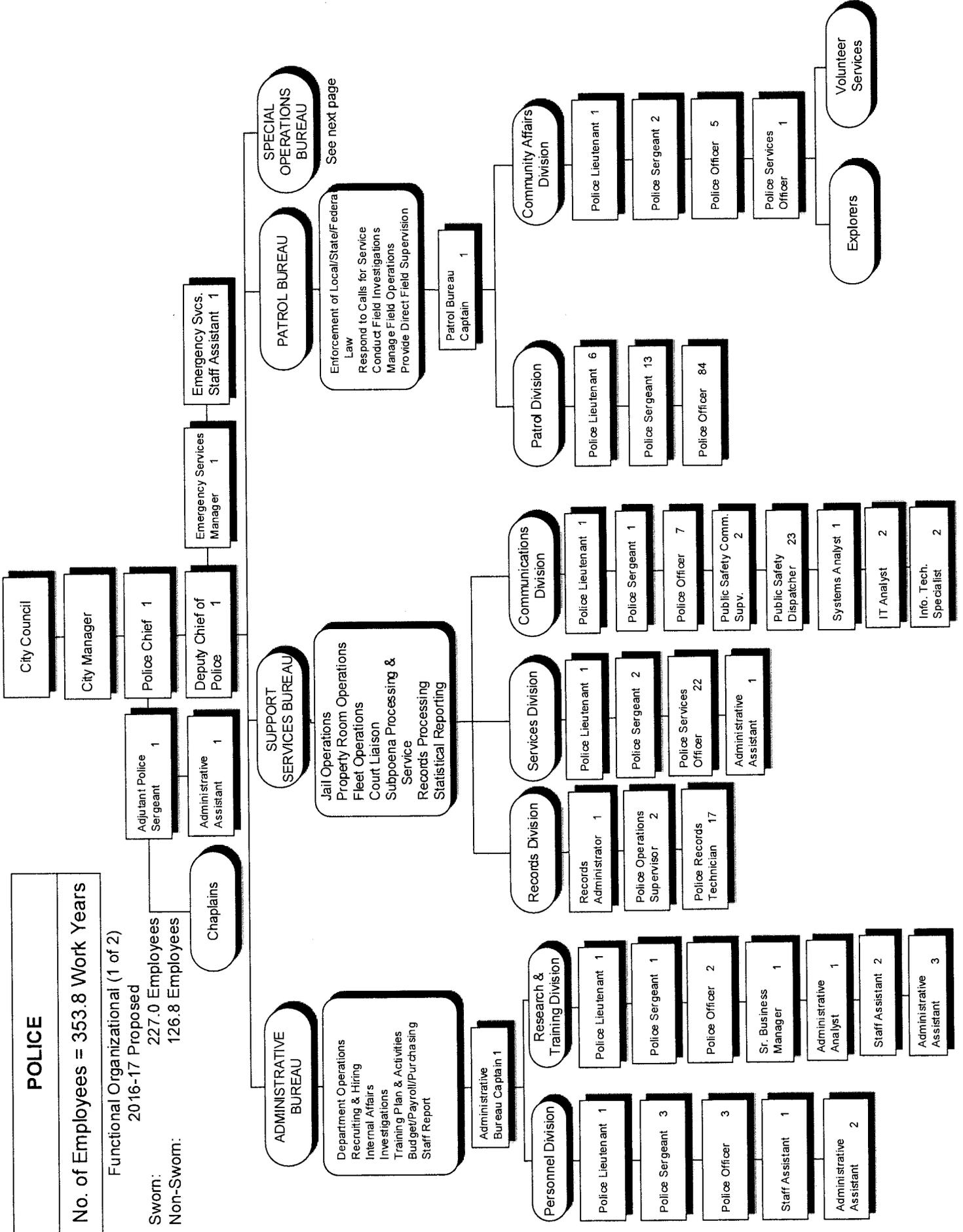
227.0 Employees

126.8 Employees

Sworn:

Non-Sworn:

Chaplains



POLICE
No. of Employees = 353.8 Work Years

Functional Organizational (2 of 2)

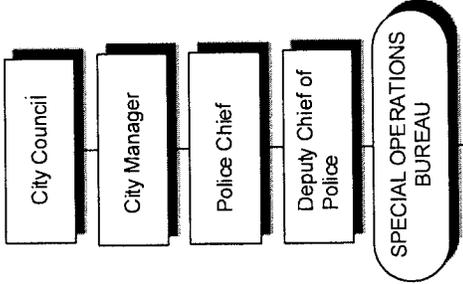
2016-17 Proposed

227.0 Employees

126.8 Employees

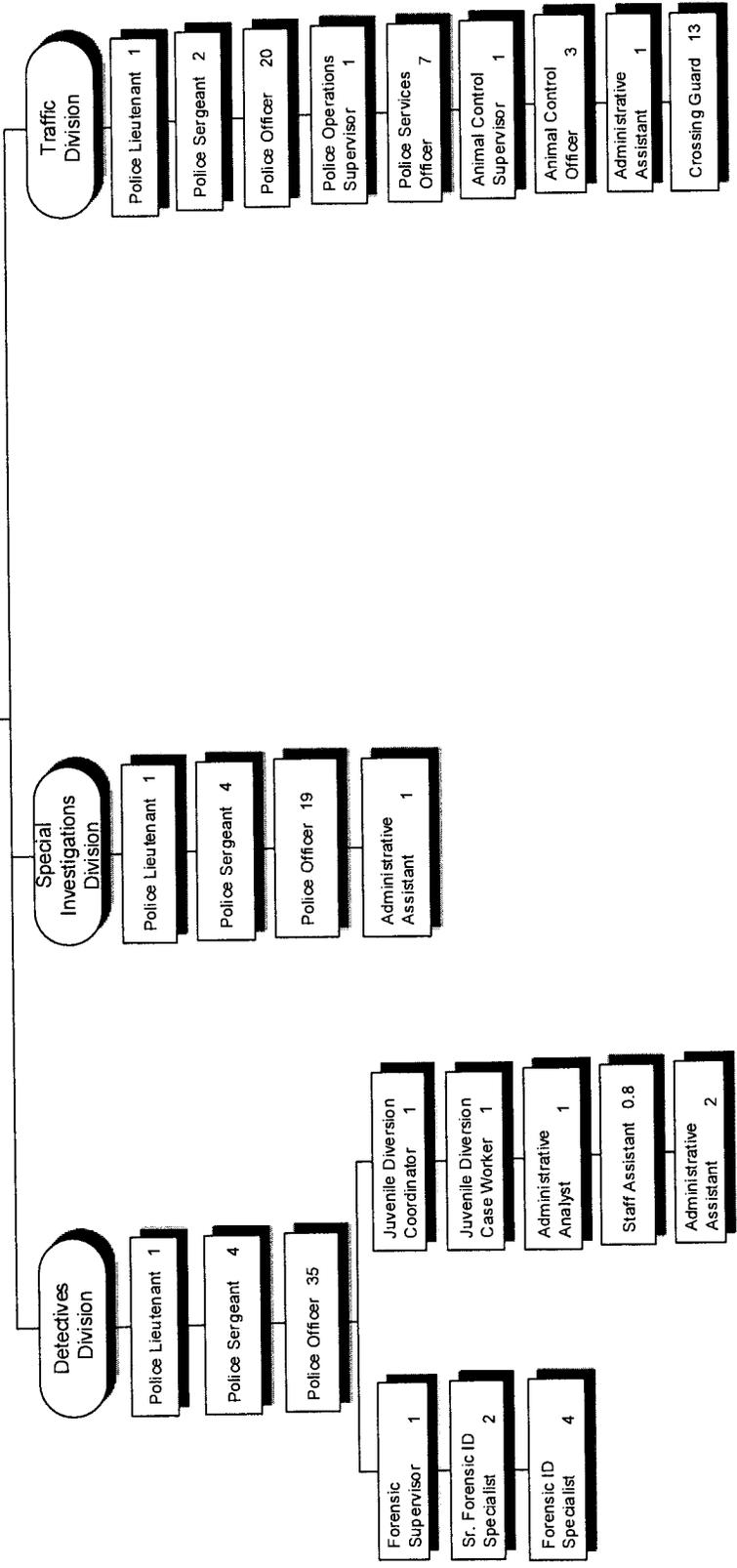
Sworn:

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

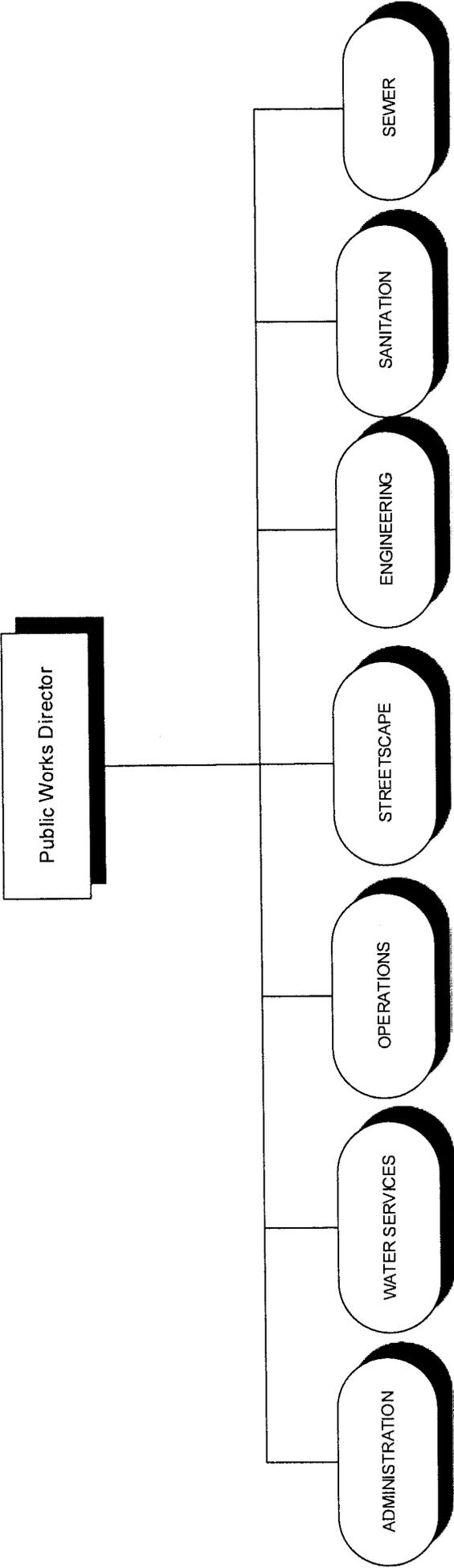
Special Operations
 Bureau Captain 1



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.

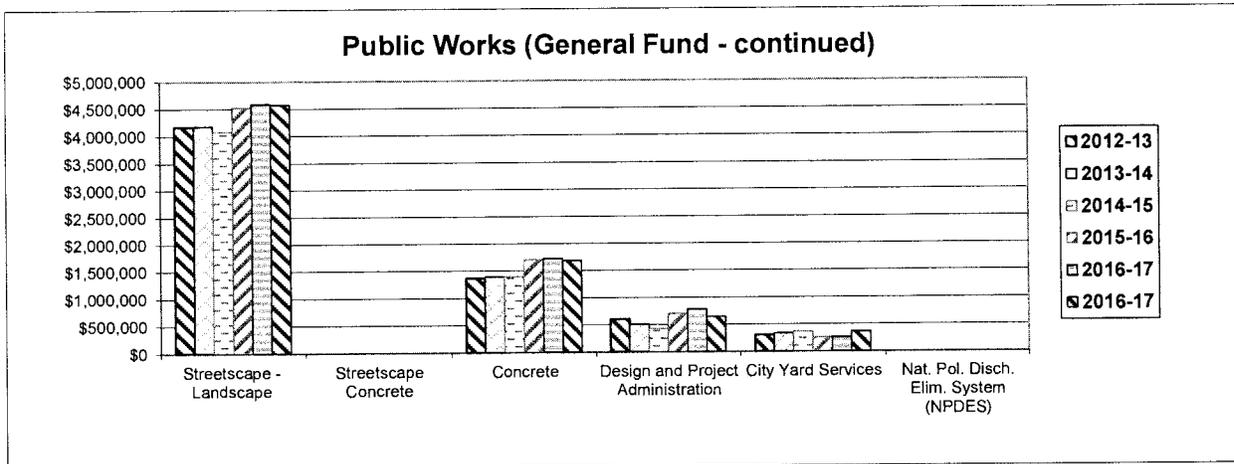
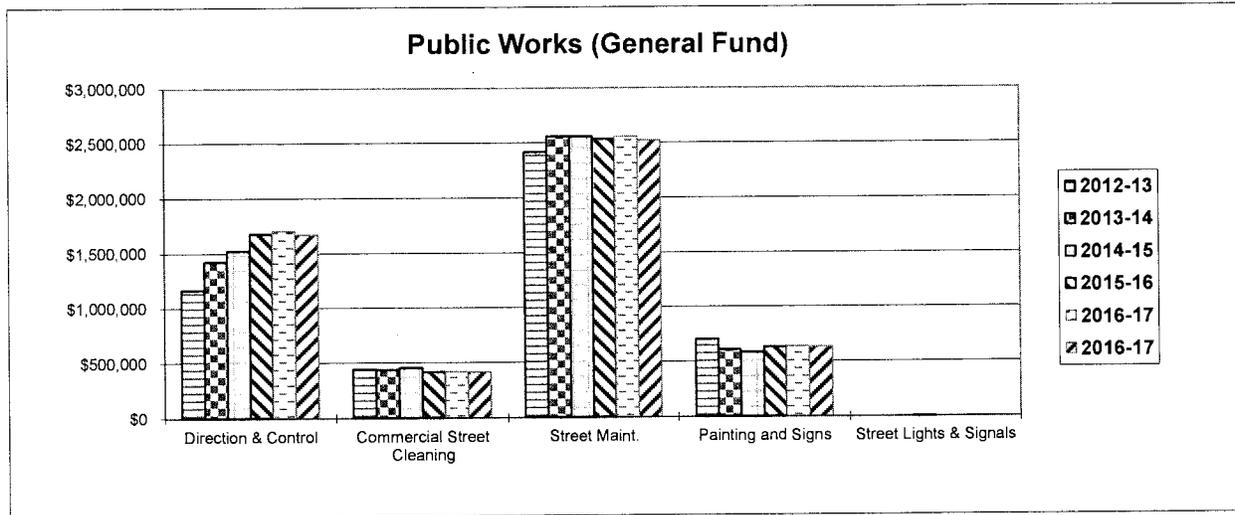
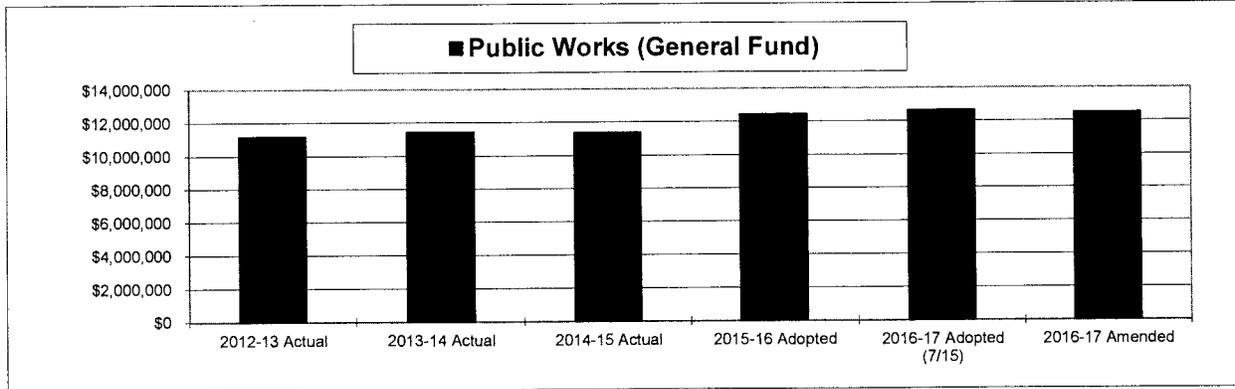
- Street sweeping and residential refuse and recycling collection.
- Maintain concrete sidewalks, curbs, and gutters throughout the City.
- Maintain City owned parkway trees and landscaped street medians, and parkways.
- Maintain roadway surfaces along with traffic signals, traffic striping, pavement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

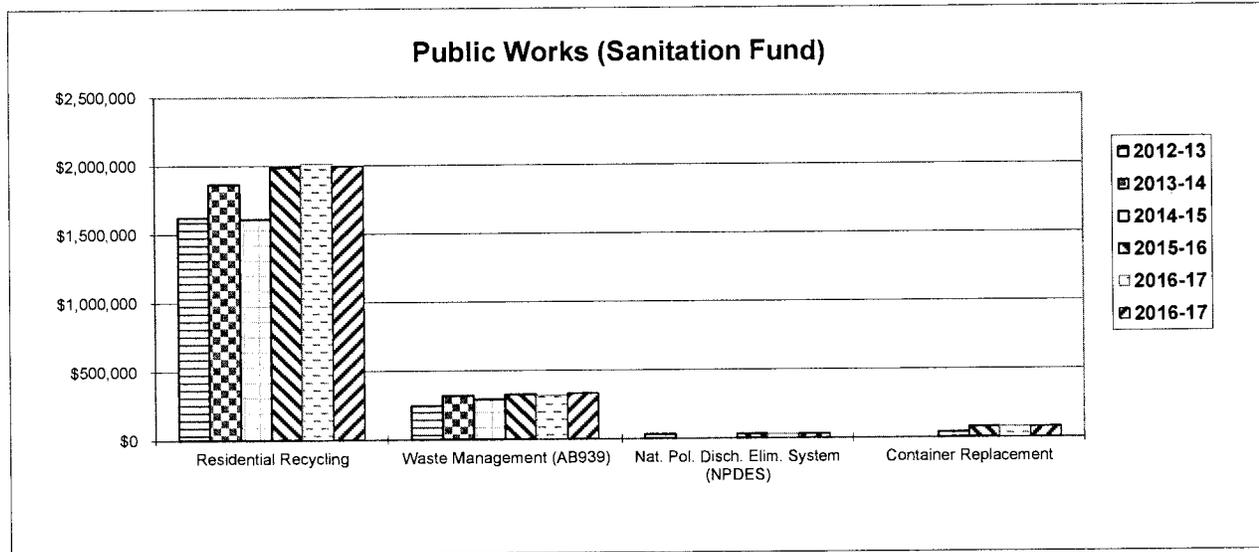
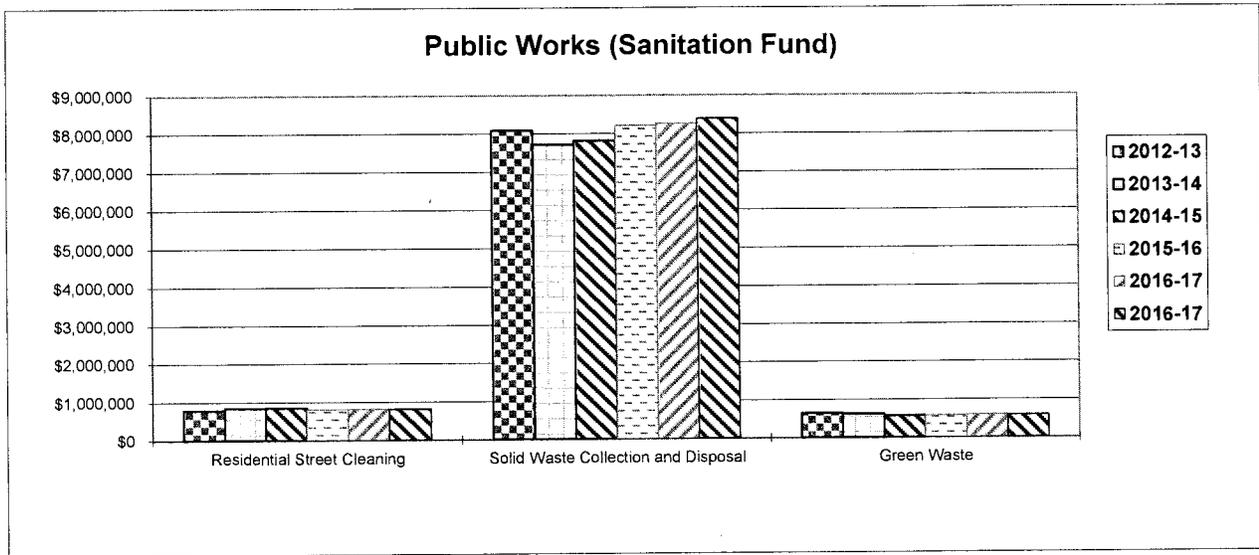
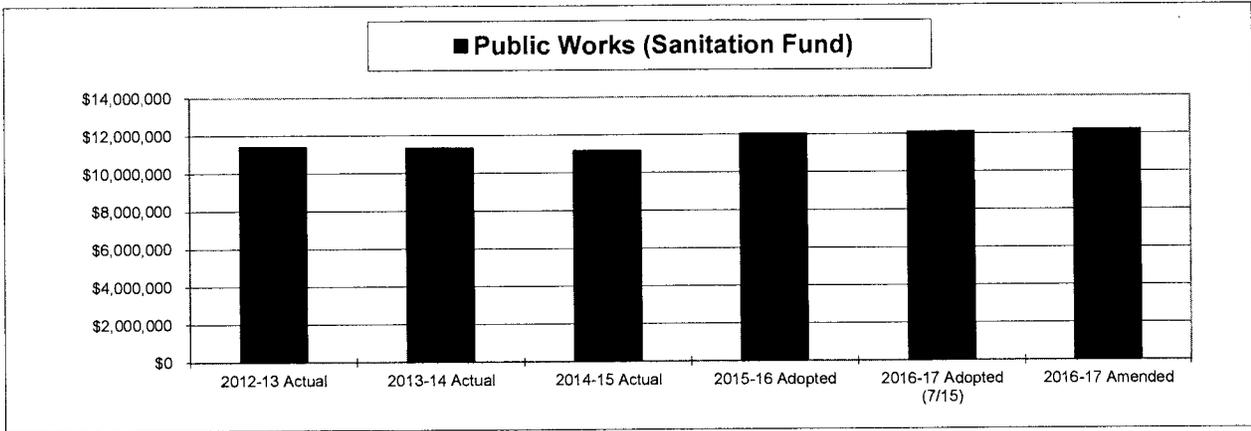
DEPARTMENT BUDGET SUMMARY

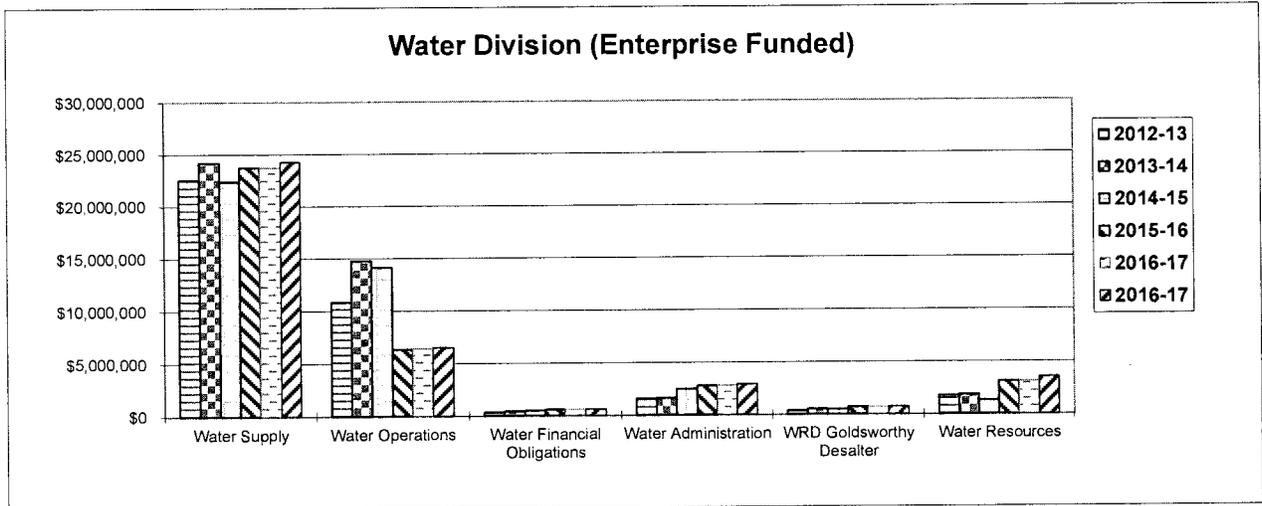
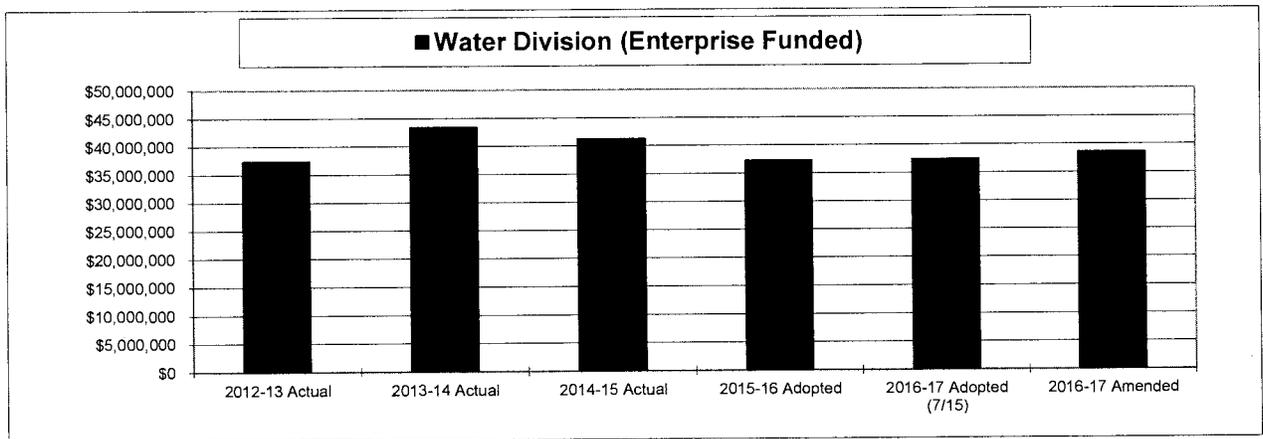
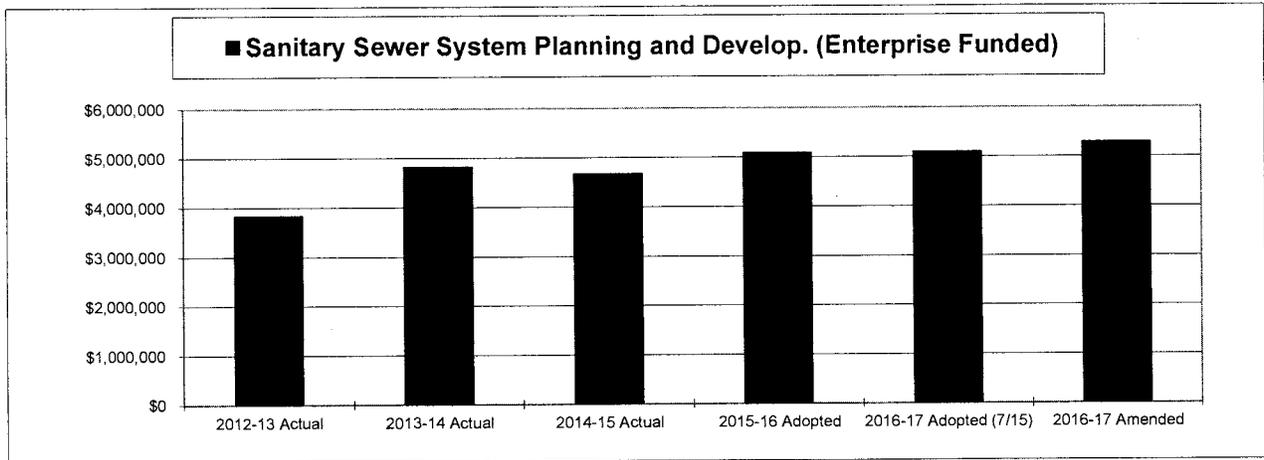
| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| General Fund: | | | | | | |
| Direction & Control | \$ 1,162,019 | \$ 1,422,745 | \$ 1,521,156 | \$ 1,674,467 | \$ 1,702,767 | \$ 1,669,612 |
| Commercial Street Cleaning | 441,432 | 436,455 | 454,108 | 414,614 | 418,614 | 414,674 |
| Street Maintenance and Repair | 2,412,093 | 2,555,572 | 2,554,433 | 2,531,796 | 2,555,796 | 2,520,663 |
| Painting and Signs | 702,211 | 606,289 | 584,454 | 629,803 | 637,103 | 632,225 |
| Street Lights & Signals | - | - | 106 | - | - | - |
| Streetscape - Landscape | 4,172,626 | 4,179,288 | 4,082,313 | 4,523,117 | 4,581,977 | 4,571,544 |
| Streetscape Concrete | - | - | - | - | - | - |
| Concrete | 1,362,155 | 1,393,028 | 1,395,910 | 1,698,514 | 1,715,814 | 1,687,514 |
| Airport Maintenance | - | - | - | - | - | - |
| Design and Project Administration | 599,383 | 506,518 | 423,896 | 699,198 | 776,598 | 637,560 |
| City Yard Services | 303,126 | 327,271 | 357,393 | 252,971 | 252,971 | 357,626 |
| Nat. Pol. Disch. Elim. System (NPDES) | - | - | - | - | - | - |
| General Fund Total | \$ 11,155,045 | \$ 11,427,166 | \$ 11,373,769 | \$ 12,424,480 | \$ 12,641,640 | \$ 12,491,418 |
| General Fund Revenues | \$ 1,327,729 | \$ 357,155 | \$ 364,069 | \$ 361,992 | \$ 367,751 | \$ 367,751 |
| Sanitation Enterprise Fund: | | | | | | |
| Residential Street Cleaning | \$ 782,292 | \$ 837,751 | \$ 851,784 | \$ 804,360 | \$ 810,860 | \$ 806,639 |
| Solid Waste Collection and Disposal | 8,079,496 | 7,703,537 | 7,803,748 | 8,209,623 | 8,259,742 | 8,376,841 |
| Green Waste | 640,151 | 616,210 | 562,335 | 577,300 | 586,800 | 581,300 |
| Residential Recycling | 1,620,360 | 1,862,524 | 1,608,951 | 1,988,449 | 2,012,038 | 1,995,044 |
| Waste Management (AB939) | 244,511 | 317,068 | 291,461 | 326,687 | 317,275 | 331,785 |
| Nat. Pol. Disch. Elim. System (NPDES) | 29,663 | - | - | 29,455 | 29,655 | 29,755 |
| Container Replacement | - | - | 37,159 | 75,000 | 75,000 | 75,000 |
| Sanitation Enterprise Fund Total | \$ 11,396,473 | \$ 11,337,090 | \$ 11,155,438 | \$ 12,010,874 | \$ 12,091,370 | \$ 12,196,364 |
| Sanitation Enterprise Fund Revenues | \$ 11,261,114 | \$ 11,735,745 | \$ 11,694,956 | \$ 12,054,847 | \$ 12,169,261 | \$ 12,285,661 |
| Sewer Enterprise Fund | | | | | | |
| Wastewater | \$ 1,799,992 | \$ 2,155,631 | \$ 2,074,268 | \$ 1,826,588 | \$ 1,846,650 | \$ 1,882,252 |
| Sanitary Sewer System Planning and Dev. | 2,030,052 | 2,659,862 | 2,589,530 | 3,261,629 | 3,247,862 | 3,399,939 |
| | \$ 3,830,044 | \$ 4,815,493 | \$ 4,663,798 | \$ 5,088,217 | \$ 5,094,512 | \$ 5,282,191 |
| Sanitary Sewer System Revenues | \$ 3,245,624 | \$ 3,301,118 | \$ 2,774,162 | \$ 3,417,500 | \$ 3,516,500 | \$ 3,098,000 |
| Water Enterprise Fund | | | | | | |
| Water Supply | \$ 22,556,933 | \$ 24,208,270 | \$ 22,383,660 | \$ 23,755,000 | \$ 23,755,000 | \$ 24,260,000 |
| Water Operations | 10,811,342 | 14,769,184 | 14,151,669 | 6,346,740 | 6,412,480 | 6,511,043 |
| Water Resources | 320,120 | 399,665 | 460,233 | 565,266 | 581,466 | 584,098 |
| Water Administration | 1,555,293 | 1,611,270 | 2,467,585 | 2,774,011 | 2,789,211 | 2,938,189 |
| Water Financial Obligations | 1,721,293 | 1,853,100 | 1,275,614 | 3,077,663 | 3,097,224 | 3,524,656 |
| WRD Goldsworthy Desalter | 358,733 | 488,099 | 455,770 | 694,872 | 697,547 | 704,901 |
| Water Enterprise Fund Total | \$ 37,323,714 | \$ 43,329,588 | \$ 41,194,531 | \$ 37,213,552 | \$ 37,332,928 | \$ 38,522,887 |
| Water Enterprise Fund Revenues | \$ 36,316,536 | \$ 40,953,937 | \$ 36,188,325 | \$ 38,899,000 | \$ 40,152,950 | \$ 39,038,700 |

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

EXPENDITURES





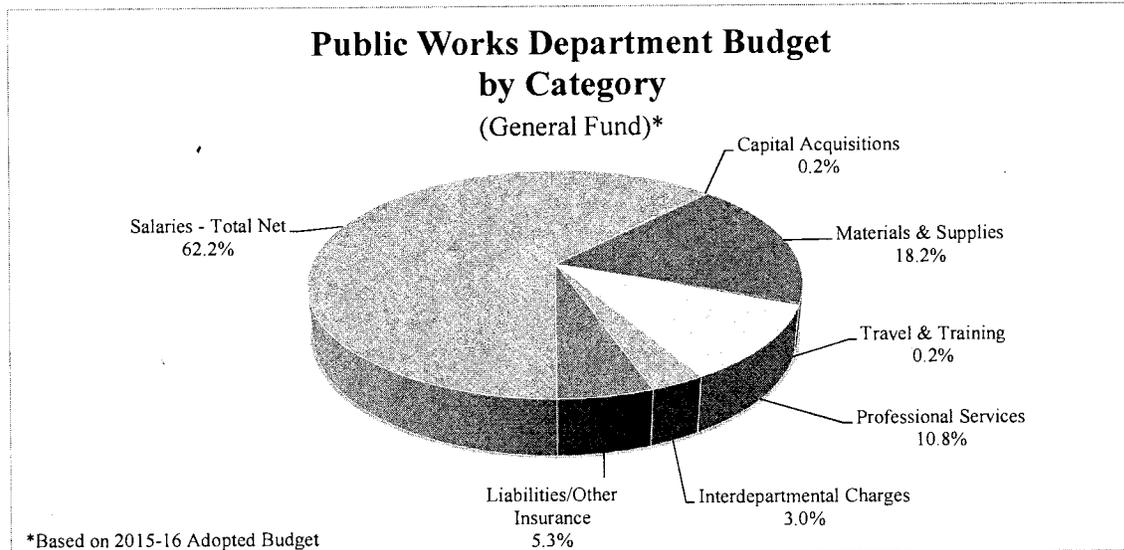


DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 8,989,446 | \$ 9,216,267 | \$ 9,420,951 | \$ 10,930,615 | \$ 11,166,615 | \$ 10,958,015 |
| Overtime | 253,532 | 306,328 | 288,377 | 189,740 | 184,600 | 183,700 |
| Salaries - Total | 9,242,978 | 9,522,595 | 9,709,328 | 11,120,355 | 11,351,215 | 11,141,715 |
| Salaries - Reimbursements | (2,378,269) | (2,679,445) | (2,865,324) | (3,427,135) | (3,440,435) | (3,586,201) |
| Salaries - Labor Charges | 54,245 | 46,844 | 42,924 | 40,358 | 40,358 | 43,557 |
| Salaries - Total Net | 6,918,954 | 6,889,994 | 6,886,928 | 7,733,578 | 7,951,138 | 7,599,071 |
| Supplies and Services | 4,200,019 | 4,455,390 | 4,471,201 | 4,662,152 | 4,661,752 | 4,863,597 |
| Capital Outlay | 36,072 | 81,782 | 15,640 | 28,750 | 28,750 | 28,750 |
| General Fund Total | \$ 11,155,045 | \$ 11,427,166 | \$ 11,373,769 | \$ 12,424,480 | \$ 12,641,640 | \$ 12,491,418 |

DEPARTMENT BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 9,297,223 | \$ 9,569,439 | \$ 9,752,252 | \$ 11,160,713 | \$ 11,391,573 | \$ 11,185,272 |
| Salary & Benefit Reimbursements | (2,378,269) | (2,679,445) | (2,865,324) | (3,427,135) | (3,440,435) | (3,586,201) |
| Materials, Supplies and Maintenance | 2,820,696 | 2,780,799 | 2,745,562 | 2,929,752 | 2,992,752 | 2,992,752 |
| Professional Services/Contracts | 1,242,944 | 1,284,279 | 1,306,238 | 1,344,454 | 1,344,454 | 1,544,454 |
| Travel, Training & Membership Dues | 18,300 | 10,350 | 12,740 | 26,938 | 26,938 | 26,938 |
| Liabilities & Other Insurance | 441,306 | 608,723 | 630,175 | 656,135 | 656,135 | 656,135 |
| Interdepartmental Charges | 245,839 | 247,961 | 255,597 | 261,497 | 263,097 | 260,697 |
| Capital Acquisitions | 36,072 | 81,782 | 15,640 | 28,750 | 28,750 | 28,750 |
| Reimbursements from Other Funds | (620,322) | (531,559) | (543,197) | (671,816) | (671,816) | (671,816) |
| Operating Transfers Out | 51,256 | 54,837 | 64,086 | 115,192 | 50,192 | 54,437 |
| General Fund Total | \$ 11,155,045 | \$ 11,427,166 | \$ 11,373,769 | \$ 12,424,480 | \$ 12,641,640 | \$ 12,491,418 |

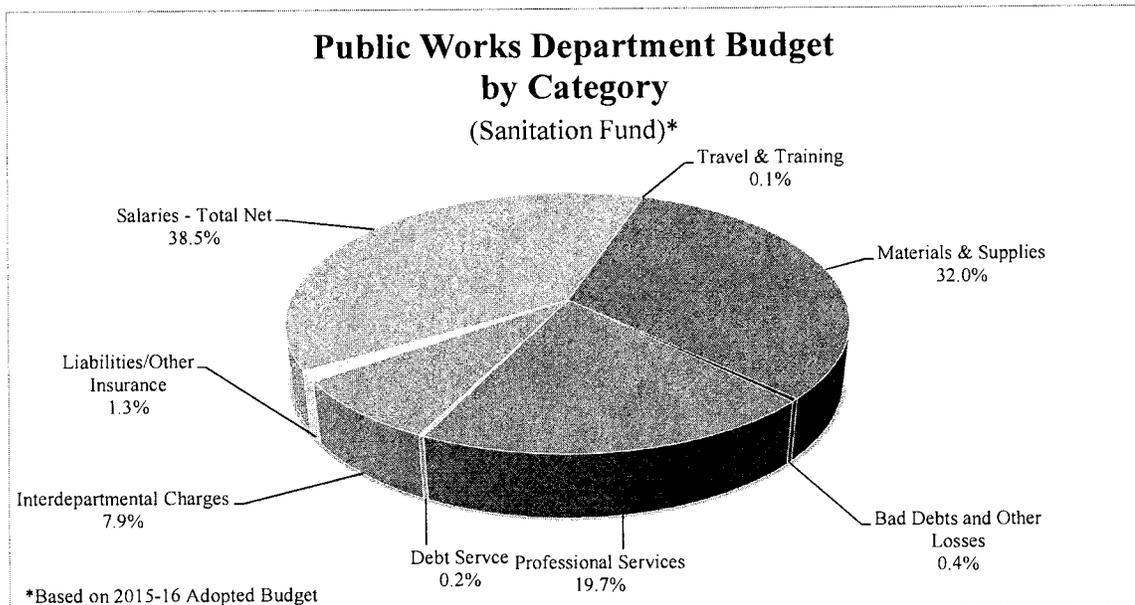


DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|----------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 3,841,605 | \$ 3,888,360 | \$ 3,797,269 | \$ 4,241,849 | \$ 4,320,649 | \$ 4,227,349 |
| Overtime | 160,740 | 158,126 | 166,840 | 179,800 | 178,800 | 176,200 |
| Salaries - Total | 3,889,089 | 3,931,717 | 3,964,109 | 4,421,649 | 4,499,449 | 4,403,549 |
| Salaries - Reimbursements | (14,784) | (10,421) | (11,474) | (25,850) | (25,850) | (27,132) |
| Salaries - Labor Charges | 136,916 | 168,719 | 216,140 | 222,415 | 222,415 | 236,226 |
| Salaries - Total Net | 4,011,221 | 4,090,015 | 4,168,775 | 4,618,214 | 4,696,014 | 4,612,643 |
| Supplies and Services | 7,385,252 | 7,247,075 | 6,986,663 | 7,392,660 | 7,395,356 | 7,583,721 |
| Capital Outlay | - | - | - | - | - | - |
| Sanitation Enterprise Fund Total | \$ 11,396,473 | \$ 11,337,090 | \$ 11,155,438 | \$ 12,010,874 | \$ 12,091,370 | \$ 12,196,364 |

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 4,026,005 | \$ 4,100,436 | \$ 4,180,249 | \$ 4,644,064 | \$ 4,721,864 | \$ 4,639,775 |
| Salary & Benefit Reimbursements | (14,784) | (10,421) | (11,474) | (25,850) | (25,850) | (27,132) |
| Materials, Supplies and Maintenance | 4,349,766 | 3,863,258 | 3,923,247 | 3,877,904 | 3,865,904 | 4,021,904 |
| Professional Services/Contracts | 2,152,324 | 2,133,710 | 2,097,225 | 2,364,346 | 2,364,346 | 2,364,346 |
| Travel, Training & Membership Dues | 9,039 | 6,829 | 1,681 | 11,355 | 11,355 | 11,355 |
| Depreciation | 7,248 | - | - | - | - | - |
| Liabilities & Other Insurance | 92,340 | 75,174 | 75,174 | 157,374 | 157,374 | 157,374 |
| Interdepartmental Charges | 686,138 | 742,482 | 735,818 | 821,774 | 836,470 | 840,024 |
| Debt Service | - | 45,137 | 31,708 | 30,000 | 30,000 | 50,000 |
| Loans Contra Expenditures | - | - | - | - | - | - |
| Capital Acquisitions | - | - | - | - | - | - |
| Bad Debts and Other Losses | 30,763 | 44,233 | 47,241 | 44,360 | 44,360 | 52,860 |
| Asset Contra Account | - | - | - | - | - | - |
| Reimbursements from Other Funds | (59,405) | (60,350) | (59,117) | (37,600) | (37,600) | (37,600) |
| Operating Transfers Out | 117,039 | 396,602 | 133,686 | 123,147 | 123,147 | 123,458 |
| Sanitation Enterprise Fund Total | \$ 11,396,473 | \$ 11,337,090 | \$ 11,155,438 | \$ 12,010,874 | \$ 12,091,370 | \$ 12,196,364 |

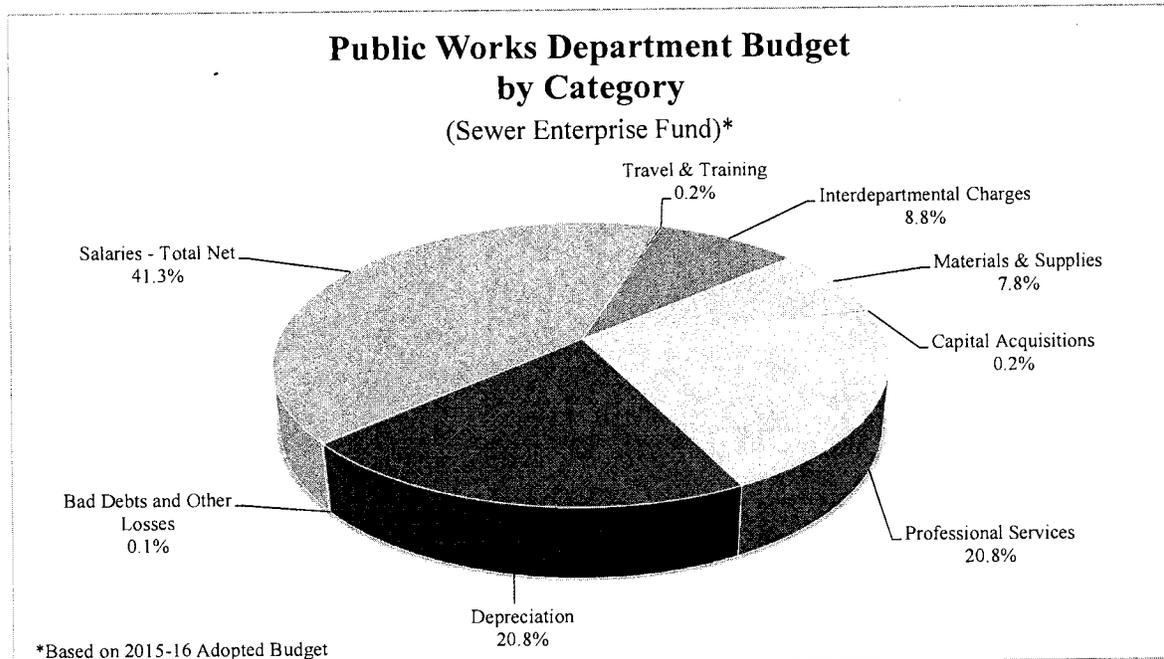


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-----------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 1,883,627 | \$ 1,845,859 | \$ 1,758,765 | \$ 2,103,900 | \$ 2,149,300 | \$ 2,115,500 |
| Overtime | 60,514 | 71,991 | 66,747 | 95,100 | 96,200 | 95,000 |
| Salaries - Total | 1,944,141 | 1,917,850 | 1,825,512 | 2,199,000 | 2,245,500 | 2,210,500 |
| Salaries - Reimbursements | (494,934) | (465,591) | (509,948) | (546,633) | (546,633) | (569,208) |
| Salaries - Labor Charges | 384,469 | 297,149 | 437,928 | 447,542 | 447,542 | 477,194 |
| Salaries - Total Net | 1,833,676 | 1,749,408 | 1,753,492 | 2,099,909 | 2,146,409 | 2,118,486 |
| Supplies and Services | 1,996,206 | 3,061,767 | 2,908,418 | 2,976,250 | 2,936,045 | 3,151,647 |
| Capital Outlay | 162 | 4,318 | 1,888 | 12,058 | 12,058 | 12,058 |
| Sewer Enterprise Fund Total | \$ 3,830,044 | \$ 4,815,493 | \$ 4,663,798 | \$ 5,088,217 | \$ 5,094,512 | \$ 5,282,191 |

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 2,328,610 | \$ 2,214,999 | \$ 2,263,440 | \$ 2,646,542 | \$ 2,693,042 | \$ 2,687,694 |
| Salary & Benefit Reimbursements | (494,934) | (465,591) | (509,948) | (546,633) | (546,633) | (569,208) |
| Materials, Supplies and Maintenance | 401,571 | 313,066 | 437,682 | 406,770 | 406,770 | 446,255 |
| Professional Services/Contracts | 479,965 | 429,250 | 492,642 | 1,056,810 | 1,006,112 | 1,021,112 |
| Travel, Training & Membership Dues | 3,596 | 1,729 | 2,751 | 8,014 | 8,014 | 11,014 |
| Depreciation | - | - | - | 1,056,480 | 1,056,480 | 1,200,000 |
| Liabilities & Other Insurance | 124,853 | 482,396 | 505,863 | - | - | - |
| Interdepartmental Charges | 394,790 | 393,617 | 375,482 | 449,316 | 459,809 | 467,966 |
| Capital Acquisitions | 162 | 4,318 | 1,888 | 12,058 | 12,058 | 12,058 |
| Bad Debts and Other Losses | 1,114 | 60 | 12,214 | 6,560 | 6,560 | 13,000 |
| Asset Contra Account | - | - | - | (4,700) | (4,700) | (4,700) |
| Reimbursements from Other Funds | - | - | - | (3,000) | (3,000) | (3,000) |
| Operating Transfers Out | 590,317 | 1,441,649 | 1,081,784 | - | - | - |
| Extraordinary Loss | - | - | - | - | - | - |
| Sewer Enterprise Fund Total | \$ 3,830,044 | \$ 4,815,493 | \$ 4,663,798 | \$ 5,088,217 | \$ 5,094,512 | \$ 5,282,191 |

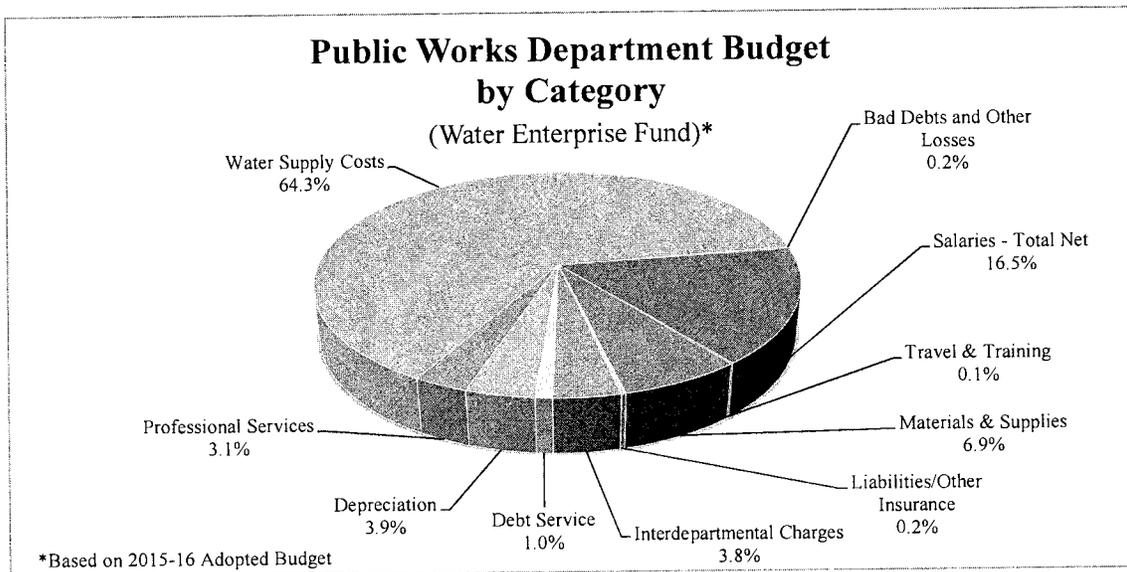


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|-----------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries | \$ 3,947,350 | \$ 4,090,564 | \$ 4,068,395 | \$ 4,965,751 | \$ 5,066,051 | \$ 5,095,751 |
| Overtime | 160,350 | 222,487 | 182,817 | 299,560 | 301,900 | 303,100 |
| Salaries - Total | 4,107,700 | 4,313,051 | 4,251,212 | 5,265,311 | 5,367,951 | 5,398,851 |
| Salaries - Reimbursements | (408,772) | (422,578) | (493,531) | (486,904) | (486,904) | (505,798) |
| Salaries - Labor Charges | 900,841 | 1,059,580 | 1,360,243 | 1,372,248 | 1,372,248 | 1,443,732 |
| Salaries - Total Net | 4,599,769 | 4,950,053 | 5,117,924 | 6,150,655 | 6,253,295 | 6,336,785 |
| Supplies and Services | 30,980,465 | 38,361,654 | 36,076,319 | 31,006,697 | 31,023,433 | 32,129,902 |
| Capital Outlay | 1,743,480 | 17,881 | 288 | 56,200 | 56,200 | 56,200 |
| Water Enterprise Fund Total | \$ 37,323,714 | \$ 43,329,588 | \$ 41,194,531 | \$ 37,213,552 | \$ 37,332,928 | \$ 38,522,887 |

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|-------------------|-------------------|-------------------|--------------------|--------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 5,008,541 | \$ 5,372,631 | \$ 5,611,455 | \$ 6,637,559 | \$ 6,739,399 | \$ 6,842,583 |
| Salary & Benefit Reimbursements | (408,772) | (422,578) | (493,531) | (486,904) | (486,904) | (505,798) |
| Materials, Supplies and Maintenance | 1,494,339 | 1,587,286 | 2,175,100 | 2,575,472 | 2,571,972 | 2,611,972 |
| Professional Services/Contracts | 790,300 | 817,701 | 1,124,897 | 1,148,162 | 1,148,162 | 1,278,260 |
| Water Supply Costs | 22,565,668 | 24,282,552 | 22,395,443 | 23,930,000 | 23,930,000 | 24,435,000 |
| Parts & Fuel Inventory | 407,659 | 467,167 | 380,654 | 550,000 | 550,000 | 550,000 |
| Stored Water Rights Inventory Purchases | - | - | 294,202 | - | - | 591,779 |
| MWD Ultra-Low Flow Rebate Prog | - | - | - | - | - | - |
| Travel, Training & Membership Dues | 31,650 | 24,791 | 22,731 | 42,275 | 42,275 | 42,275 |
| Depreciation and Amortization | - | - | - | 1,450,000 | 1,450,000 | 2,000,000 |
| Liabilities & Other Insurance | 70,388 | 58,201 | 62,932 | 92,109 | 92,109 | 92,109 |
| Interdepartmental Charges | 1,054,358 | 1,177,944 | 1,174,907 | 1,382,503 | 1,403,539 | 1,471,772 |
| Debt Service | 616,503 | 676,548 | 486,999 | 450,279 | 450,279 | 450,255 |
| Loans Contra Expenditures | (570,000) | (620,000) | (275,143) | (95,386) | (95,386) | (285,633) |
| Inventory Contra Account | (407,659) | (467,167) | (380,654) | (550,000) | (550,000) | (550,000) |
| Stored Water Rights Contra | - | - | (294,202) | - | - | (591,779) |
| Capital Acquisitions | 1,743,480 | 17,881 | 288 | 56,200 | 56,200 | 56,200 |
| Bad Debts and Other Losses | 75,811 | 46,502 | 51,194 | 80,000 | 80,000 | 80,000 |
| Fixed Assets Contra Expenditures | (1,743,480) | (13,491) | - | (56,200) | (56,200) | (56,200) |
| Reimbursements from Other Funds | (24,799) | (39,853) | (18,198) | (8,000) | (8,000) | (8,000) |
| Other Expenditures | 718,000 | 718,000 | - | - | - | - |
| Operating Transfers Out | 5,901,727 | 9,645,473 | 8,875,457 | 15,483 | 15,483 | 18,092 |
| Extraordinary Loss | - | - | - | - | - | - |
| Water Enterprise Fund Total | \$ 37,323,714 | \$ 43,329,588 | \$ 41,194,531 | \$ 37,213,552 | \$ 37,332,928 | \$ 38,522,887 |



**PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY**

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| All Funds | | | | | | |
| 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 | 30.0 | 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 | 1.0 |
| Sr. Water Service Supervisor | 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 | 1.0 |
| Engineering Manager | 4.0 | 4.0 | 4.0 | 3.0 | 3.0 | 3.0 |
| Associate Engineer | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 | 9.0 |
| Assistant Engineer | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| Public Works Inspector - Capital Proj. | - | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Public Works Inspector | 2.0 | - | - | - | - | - |
| Engineering Technician III | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Water System Operator III | - | - | - | - | - | 11.0 |
| Water Service Tech III | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | - |
| Water System Operator II | - | - | - | - | - | 5.0 |
| Water Service Tech II | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | - |
| Water System Operator I | - | - | - | - | - | 13.0 |
| Water Service Tech I | 12.0 | 12.0 | 12.0 | 12.0 | 12.0 | - |
| Water Service Intern | - | - | - | 2.0 | 2.0 | 2.0 |
| Irrigation Systems Technician | 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 | 5.0 |
| Secretary | 5.0 | 5.0 | 5.0 | - | - | - |
| Office Assistant | - | - | - | 0.5 | 0.5 | 0.5 |
| Typist Clerk | 0.5 | 0.5 | 0.5 | - | - | - |
| Total | 206.5 | 206.5 | 206.5 | 208.5 | 208.5 | 208.5 |

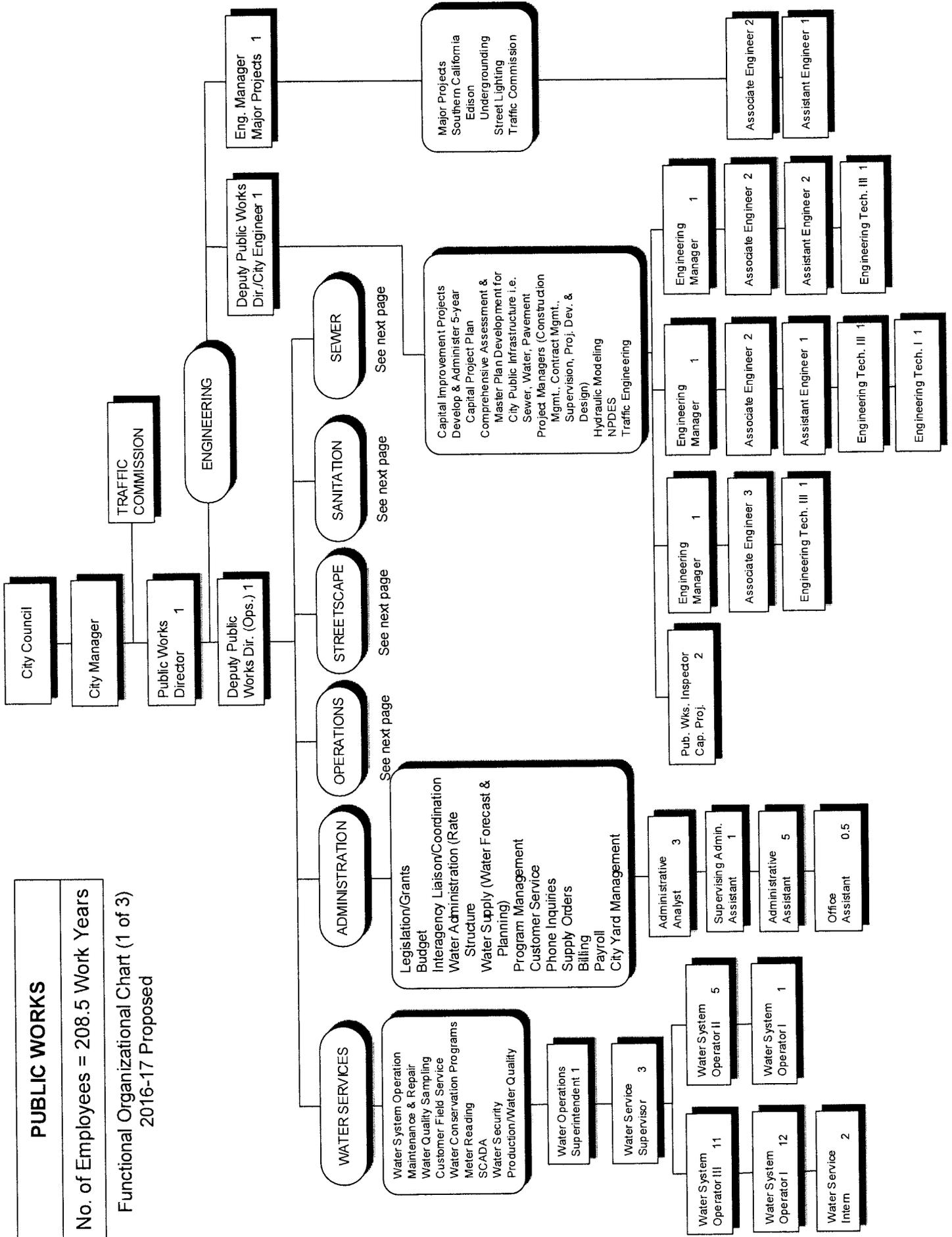
| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|--|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| General Fund | | | | | | |
| 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 | 0.1 | 0.1 | 0.1 | 0.1 |
| Engineering Manager - Major Projects | - | - | - | 1.0 | 1.0 | 1.0 |
| Engineering Manager | 2.0 | 2.0 | 2.0 | 1.0 | 1.0 | 1.0 |
| Associate Engineer | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 |
| Assistant Engineer | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Public Works Inspector - Capital Proj. | - | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Public Works Inspector | 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 | 1.6 |
| Secretary | 1.6 | 1.6 | 1.6 | - | - | - |
| Office Assistant | - | - | - | 0.5 | 0.5 | 0.5 |
| Typist Clerk | 0.5 | 0.5 | 0.5 | - | - | - |
| General Fund Total | 102.7 | 102.7 | 102.5 | 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 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Sanitation Equipment Operator | 27.7 | 27.7 | 27.7 | 27.7 | 27.7 | 27.7 |
| Maintenance Worker | 8.6 | 8.6 | 8.6 | 8.6 | 8.6 | 8.6 |
| Wastewater Technician | - | - | - | - | - | - |
| Administrative Assistant | - | - | - | 1.4 | 1.4 | 1.4 |
| Secretary | 1.4 | 1.4 | 1.4 | - | - | - |
| Total Sanitation Enterprise Fund | 42.4 | 42.4 | 42.4 | 42.4 | 42.4 | 42.4 |

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (7-1-15) | 2016-17 Amended |
|---|--------------------|--------------------|--------------------|--------------------|--------------------------------|--------------------|
| 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 | 1.0 |
| Equipment Operator | 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 |
| Maintenance Worker | 7.0 | 7.0 | 7.0 | 7.0 | 7.0 | 7.0 |
| Total Sewer Enterprise Fund | 20.2 | 20.2 | 20.2 | 20.2 | 20.2 | 20.2 |
| Water Enterprise Fund | | | | | | |
| Deputy Public Works Director - Operations | 0.2 | 0.2 | 0.4 | 0.4 | 0.4 | 0.4 |
| Water Operations Superintendent | - | - | 1.0 | 1.0 | 1.0 | 1.0 |
| Sr. Water Service Supervisor | 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 System Operator III | - | - | - | - | - | 11.0 |
| Water Service Tech III | 11.0 | 11.0 | 11.0 | 11.0 | 11.0 | - |
| Water System Operator II | - | - | - | - | - | 5.0 |
| Water Service Tech II | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | - |
| Water System Operator I | - | - | - | - | - | 13.0 |
| Water Service Tech I | 12.0 | 12.0 | 12.0 | 12.0 | 12.0 | - |
| Water Service Intern | - | - | - | 2.0 | 2.0 | 2.0 |
| Irrigation Systems Technician | 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 | 2.0 |
| Secretary | 2.0 | 2.0 | 2.0 | - | - | - |
| Total Water Enterprise Fund | 41.2 | 41.2 | 41.4 | 43.4 | 43.4 | 43.4 |
| Grand Total | 206.5 | 206.5 | 206.5 | 208.5 | 208.5 | 208.5 |

PUBLIC WORKS

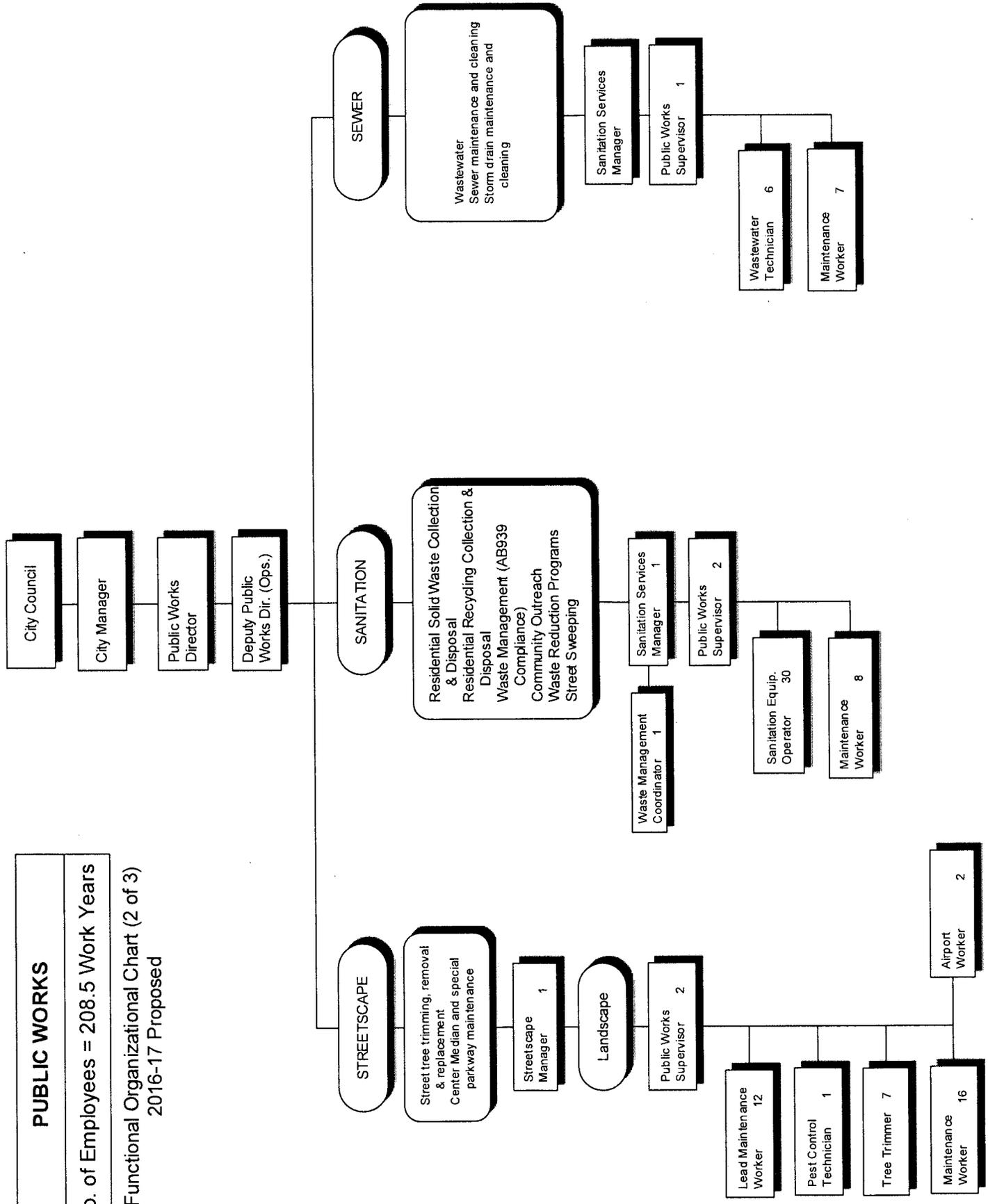
No. of Employees = 208.5 Work Years

Functional Organizational Chart (1 of 3)
2016-17 Proposed



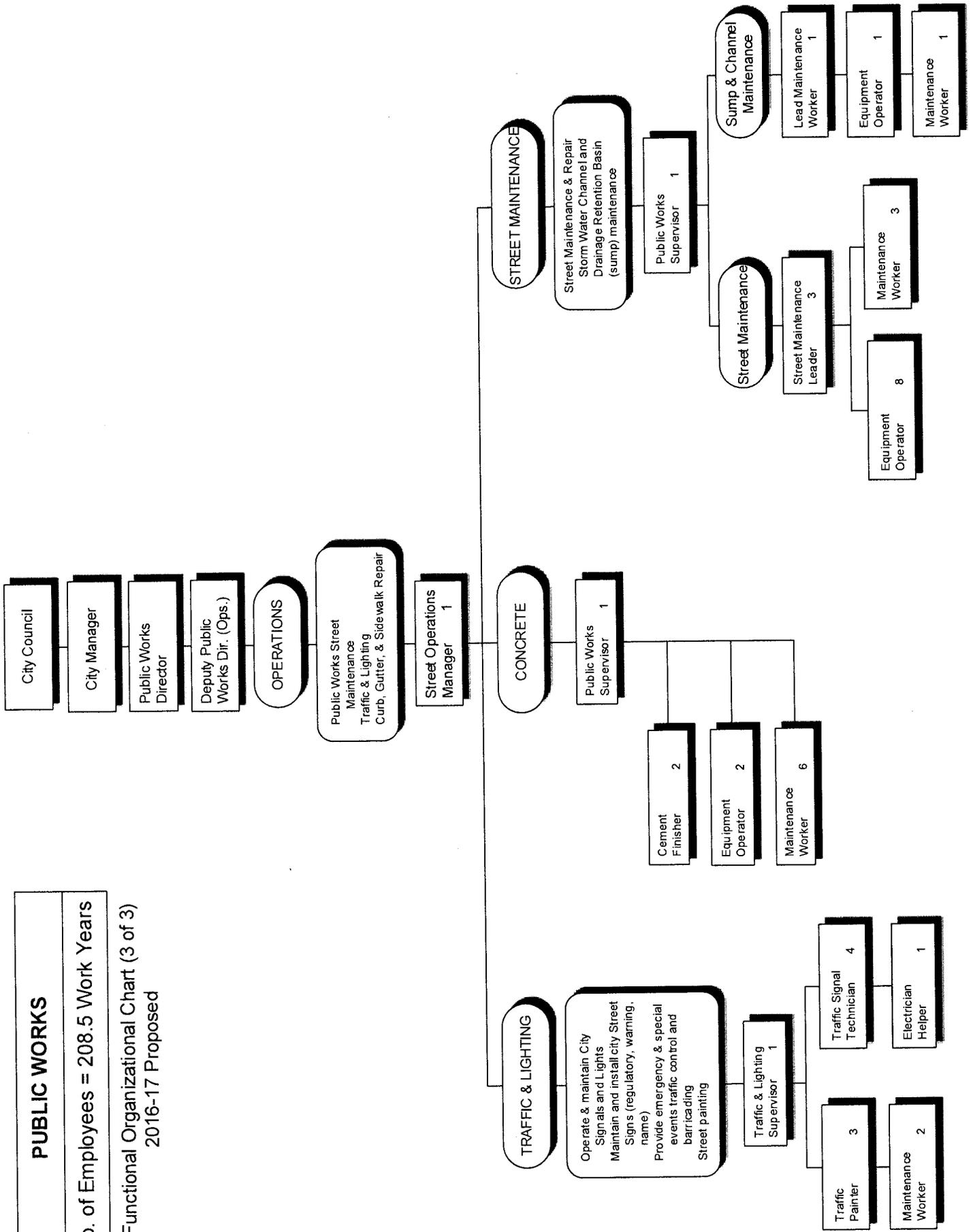
PUBLIC WORKS
 No. of Employees = 208.5 Work Years

Functional Organizational Chart (2 of 3)
 2016-17 Proposed



PUBLIC WORKS
 No. of Employees = 208.5 Work Years

Functional Organizational Chart (3 of 3)
 2016-17 Proposed

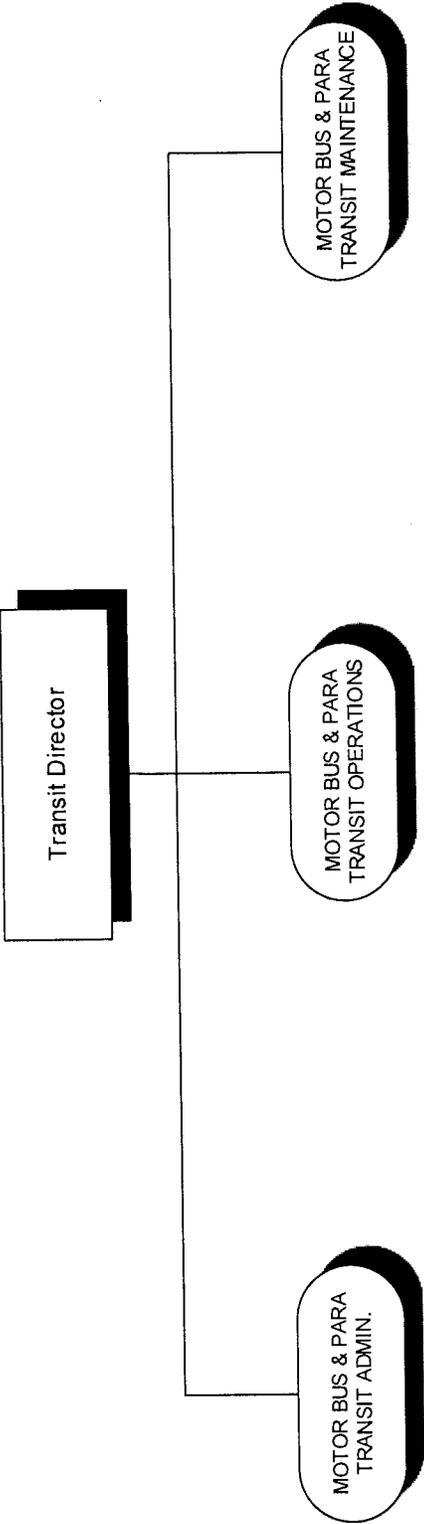


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TRANSIT

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.

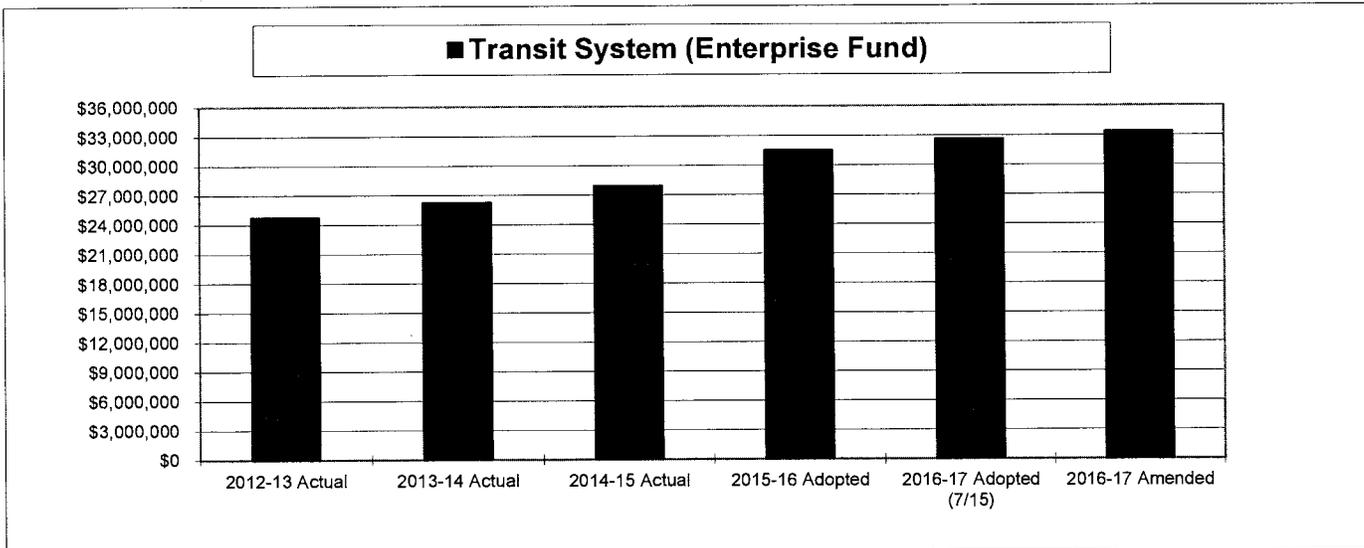
FUNCTIONAL RESPONSIBILITIES

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.

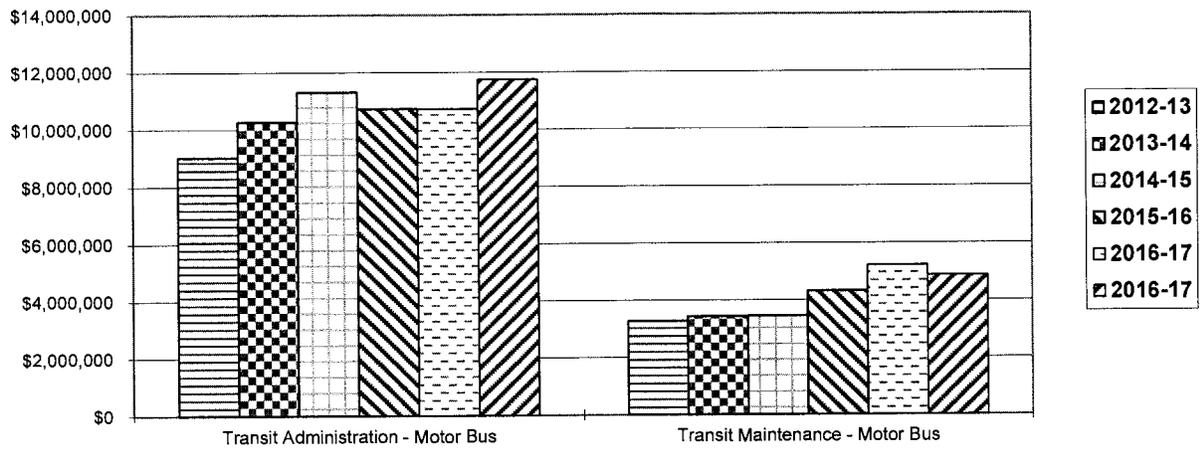
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------------------------|----------------------|
| Transit Enterprise Fund | | | | | | |
| Transit Administration - Motor Bus | \$ 9,036,980 | \$ 10,270,946 | \$ 11,315,262 | \$ 10,728,915 | \$ 10,720,428 | \$ 11,752,905 |
| Transit Maintenance - Motor Bus | 3,276,126 | 3,435,033 | 3,450,712 | 4,319,148 | 5,220,698 | 4,861,134 |
| Transit Operations - Motor Bus | 9,353,973 | 9,078,906 | 9,663,518 | 11,908,156 | 12,102,496 | 11,886,935 |
| Transit - Dial-A-Lift | 1,122,489 | 1,109,732 | 995,914 | 1,359,707 | 1,361,409 | 1,510,850 |
| Transit - Measure R Operations | 2,004,408 | 2,366,410 | 2,495,458 | 3,180,639 | 3,208,839 | 3,338,839 |
| Transit Enterprise Fund Total | \$ 24,793,976 | \$ 26,261,027 | \$ 27,920,864 | \$ 31,496,565 | \$ 32,613,870 | \$ 33,350,663 |
| | | | | | | |
| Transit Enterprise Fund Revenues | \$ 24,522,705 | \$ 25,768,178 | \$ 24,659,585 | \$ 27,867,113 | \$ 28,360,863 | \$ 28,953,658 |

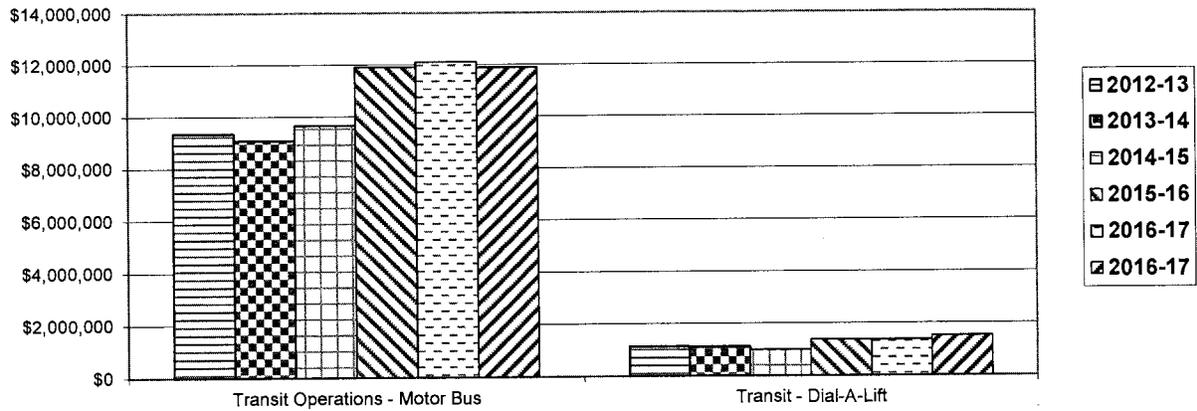
EXPENDITURES



Transit System (Enterprise Fund)



Transit System (Enterprise Fund - continued)

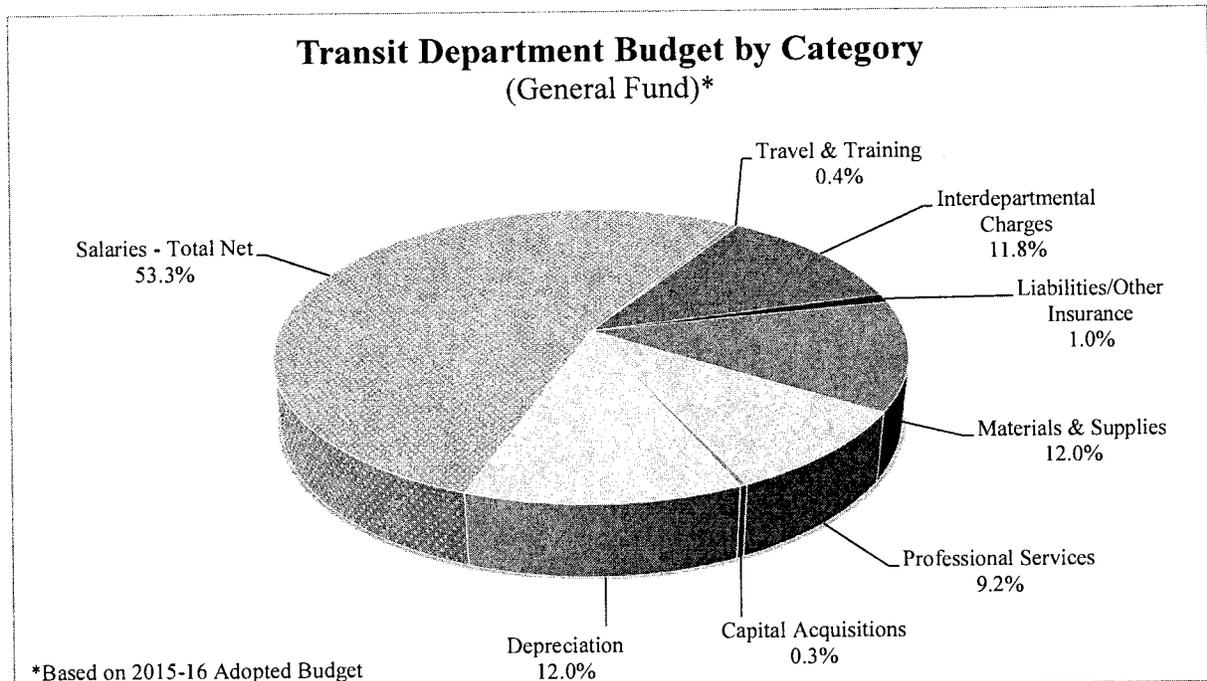


DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 11,635,857 | \$ 11,381,385 | \$ 10,820,612 | \$ 15,419,687 | \$ 16,566,287 | \$ 16,402,587 |
| Overtime | 1,053,198 | 1,633,344 | 2,104,978 | 906,660 | 914,900 | 919,300 |
| Salaries - Total | 12,689,055 | 13,014,729 | 12,925,590 | 16,326,347 | 17,481,187 | 17,321,887 |
| Salaries - Reimbursements | (11,591) | - | - | - | - | - |
| Salaries - Labor Charges | 189,468 | 342,615 | 425,473 | 456,036 | 456,036 | 478,156 |
| Salaries - Total Net | 12,866,932 | 13,357,344 | 13,351,063 | 16,782,383 | 17,937,223 | 17,800,043 |
| Supplies and Services | 11,927,044 | 11,464,493 | 11,565,855 | 14,613,182 | 14,676,647 | 15,550,620 |
| Capital Outlay | - | 1,439,190 | 3,003,946 | 101,000 | - | - |
| Transit Enterprise Fund Total | \$ 24,793,976 | \$ 26,261,027 | \$ 27,920,864 | \$ 31,496,565 | \$ 32,613,870 | \$ 33,350,663 |

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 12,878,523 | \$ 13,357,343 | \$ 13,351,063 | \$ 16,782,383 | \$ 17,937,223 | \$ 17,800,043 |
| Salary & Benefit Reimbursements | (11,591) | - | - | - | - | - |
| Materials, Supplies and Maintenance | 3,011,719 | 3,009,415 | 3,311,102 | 3,781,418 | 3,781,418 | 3,544,435 |
| Parts and Fuel Inventory | 1,944,426 | 2,132,898 | 1,840,171 | 3,167,164 | 3,167,164 | 2,661,440 |
| Inventory Contra Account | (1,944,426) | (2,132,898) | (1,840,171) | (3,167,164) | (3,167,164) | (2,661,440) |
| Professional Services/Contracts | 1,795,915 | 1,848,676 | 1,674,907 | 2,891,420 | 2,890,720 | 2,890,720 |
| Travel, Training & Membership Dues | 73,866 | 82,351 | 84,945 | 127,000 | 127,000 | 127,000 |
| Depreciation and Amortization | 2,592,895 | 2,856,199 | 2,640,114 | 3,789,089 | 3,789,089 | 4,514,089 |
| Liabilities & Other Insurance | 1,459,945 | 1,745,171 | 644,197 | 311,252 | 311,252 | 311,252 |
| Interdepartmental Charges | 2,958,289 | 3,197,027 | 3,163,076 | 3,650,876 | 3,715,041 | 4,102,487 |
| Debt Service | - | - | - | - | - | - |
| Loans Contra Expenditures | - | - | - | - | - | - |
| Capital Acquisitions | - | 1,439,190 | 3,003,946 | 101,000 | - | - |
| Bad Debts and Other Losses | - | - | - | - | - | - |
| Fixed Assets Contra Expenditures | - | (1,371,096) | - | - | - | - |
| Reimbursements from Other Funds | - | - | - | - | - | - |
| Operating Transfers Out | 34,415 | 96,751 | 47,514 | 62,127 | 62,127 | 60,637 |
| Transit Enterprise Fund Total | \$ 24,793,976 | \$ 26,261,027 | \$ 27,920,864 | \$ 31,496,565 | \$ 32,613,870 | \$ 33,350,663 |

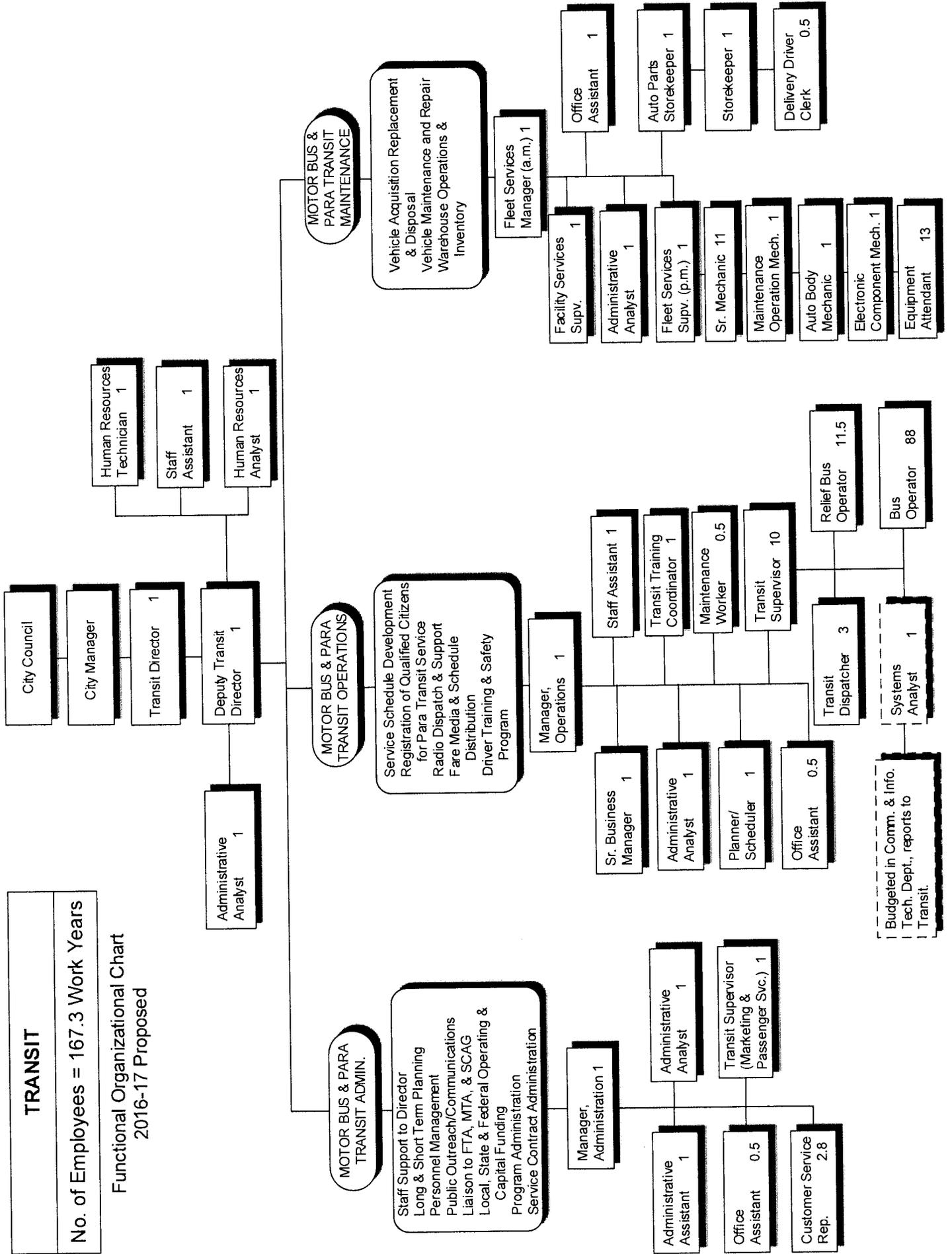


DEPARTMENT PERSONNEL SUMMARY

| Position Title | 2012-13 Adopted | 2013-14 Adopted | 2014-15 Adopted | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------------------------|--------------------|
| Transit Enterprise Fund | | | | | | |
| Transit Director | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Deputy Transit Director | - | - | - | 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 | 9.0 | 11.0 | 11.0 |
| Fleet Services Supervisor | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Facilities Service Supervisor | - | - | - | - | 1.0 | 1.0 |
| Senior Business Manager | - | - | 1.0 | 1.0 | 1.0 | 1.0 |
| Business Manager | 1.0 | 1.0 | - | - | - | - |
| Transit Training Coordinator | - | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Human Resource Analyst | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Human Resources Technician | - | - | - | - | - | 1.0 |
| Administrative Analyst | 2.0 | 2.0 | 2.0 | 4.0 | 4.0 | 4.0 |
| Transit Planner/Scheduler | - | - | - | 1.0 | 1.0 | 1.0 |
| Staff Assistant | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 2.0 |
| Customer Service Representative | 0.8 | 0.8 | 0.8 | 0.8 | 2.8 | 2.8 |
| Transit Dispatcher | 5.0 | 5.0 | 5.0 | 3.0 | 3.0 | 3.0 |
| Bus Operator | 88.0 | 88.0 | 88.0 | 88.0 | 88.0 | 88.0 |
| Relief Bus Operator | 11.5 | 11.5 | 11.5 | 11.5 | 11.5 | 11.5 |
| Senior Mechanic | 7.0 | 9.0 | 9.0 | 9.0 | 11.0 | 11.0 |
| Mechanic | 3.0 | - | - | 2.0 | 3.0 | 3.0 |
| Auto Parts Storekeeper | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Storekeeper | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Equipment Attendant | 12.0 | 12.0 | 12.0 | 12.0 | 13.0 | 13.0 |
| 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 | 1.0 |
| Secretary | 1.0 | 1.0 | 1.0 | - | - | - |
| Office Assistant | - | - | - | 2.0 | 2.0 | 2.0 |
| Typist Clerk | 2.0 | 2.0 | 2.0 | - | - | - |
| Total Transit Enterprise Fund | 150.3 | 150.3 | 150.3 | 156.3 | 165.3 | 167.3 |

TRANSIT
 No. of Employees = 167.3 Work Years

Functional Organizational Chart
 2016-17 Proposed



Non-Departmental

MISSION STATEMENT

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

FUNCTIONAL RESPONSIBILITIES

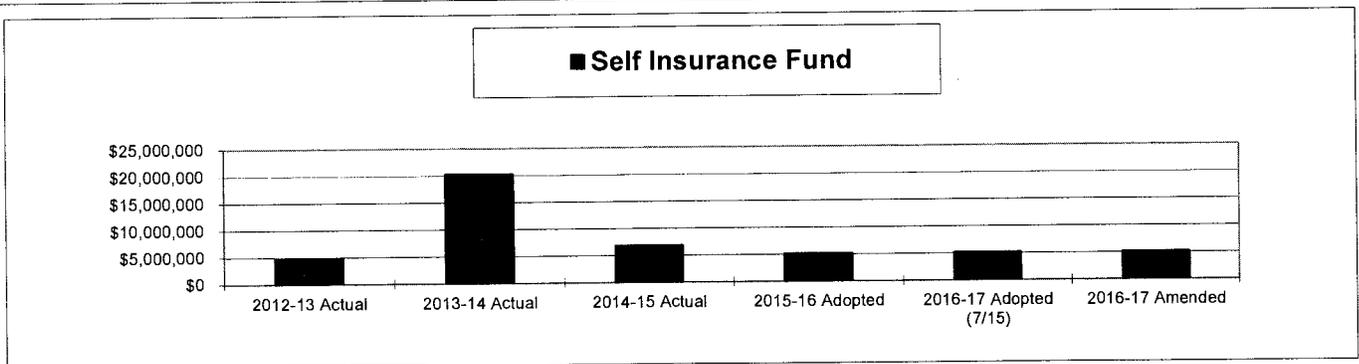
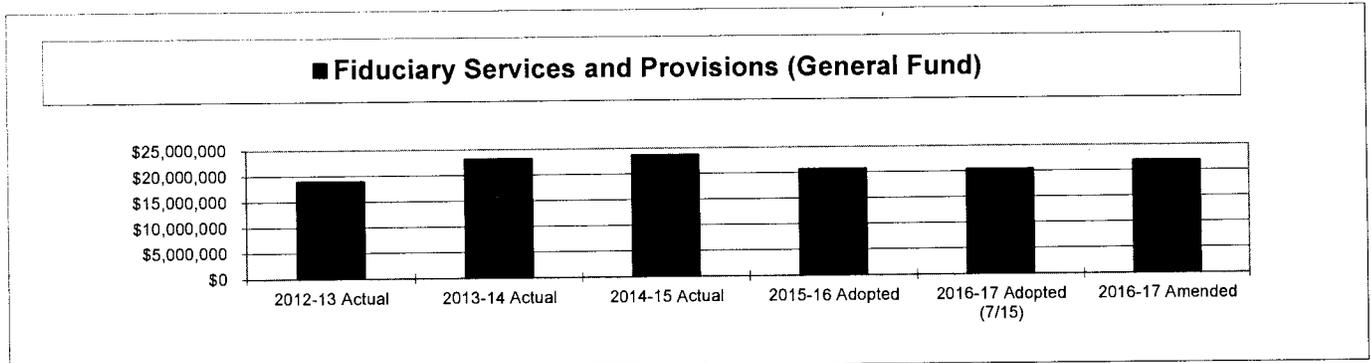
DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Fiduciary Services and Provisions | \$ 18,927,998 | \$ 23,129,880 | \$ 23,645,797 | \$ 20,640,380 | \$ 20,380,160 | \$ 21,878,140 |
| General Fund Total | \$ 18,927,998 | \$ 23,129,880 | \$ 23,645,797 | \$ 20,640,380 | \$ 20,380,160 | \$ 21,878,140 |
| General Fund Revenues | \$ 153,879,740 | \$ 173,689,874 | \$ 174,930,975 | \$ 176,773,156 | \$ 180,373,963 | \$ 180,859,370 |

DEPARTMENT BUDGET SUMMARY

| Division/Program Title | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Self Insurance | \$ 4,840,764 | \$ 20,271,236 | \$ 6,851,197 | \$ 5,141,886 | \$ 5,164,086 | \$ 5,156,186 |
| Self Insurance Fund Total | \$ 4,840,764 | \$ 20,271,236 | \$ 6,851,197 | \$ 5,141,886 | \$ 5,164,086 | \$ 5,156,186 |
| Self Insurance Fund Revenues | \$ 3,825,291 | \$ 4,641,743 | \$ 6,492,000 | \$ 6,594,153 | \$ 4,894,153 | \$ 4,894,153 |

EXPENDITURES



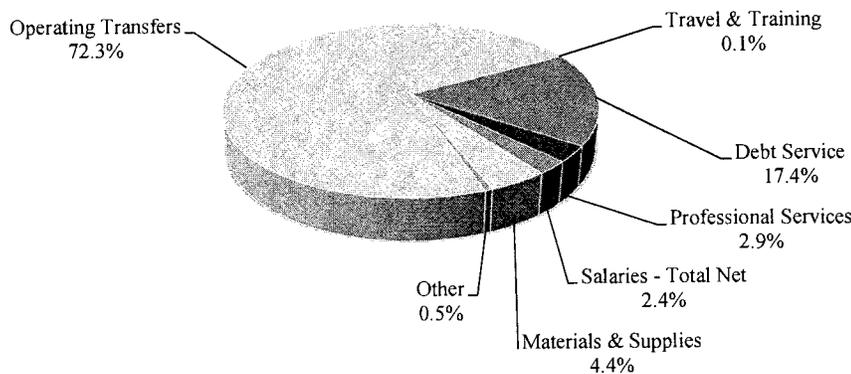
NON-DEPARTMENTAL BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 285,575 | \$ 66,647 | \$ 61,671 | \$ 476,505 | \$ 921,794 | \$ 1,612,115 |
| Overtime | - | - | - | - | - | - |
| Salaries - Total | 285,575 | 66,647 | 61,671 | 476,505 | 921,794 | 1,612,115 |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | 14,532 | 14,893 | - | - | - | - |
| Salaries - Total Net | 300,107 | 81,540 | 61,671 | 476,505 | 921,794 | 1,612,115 |
| Supplies and Services | 18,627,891 | 23,048,340 | 23,584,126 | 20,163,875 | 19,458,366 | 20,266,025 |
| Capital Outlay | - | - | - | - | - | - |
| General Fund Total | \$ 18,927,998 | \$ 23,129,880 | \$ 23,645,797 | \$ 20,640,380 | \$ 20,380,160 | \$ 21,878,140 |

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 301,031 | \$ 81,540 | \$ 61,671 | \$ 486,505 | \$ 931,794 | \$ 1,622,115 |
| Salary & Benefit Reimbursements | (103,672) | (95,897) | (104,036) | (900,000) | (700,000) | (600,000) |
| Materials, Supplies and Maintenance | 4,293 | 135,737 | 46,222 | 905,786 | 1,165,373 | 1,187,629 |
| Professional Services/Contracts | 449,632 | 459,280 | 450,610 | 605,000 | 605,000 | 605,000 |
| Travel, Training & Membership Dues | 60 | 10,977 | 34,688 | 23,665 | 23,665 | 23,665 |
| Interdepartmental Charges | - | - | - | - | - | - |
| Depreciation | 325 | 7,500 | 310 | - | - | - |
| Capital Acquisitions | - | - | - | - | - | - |
| Debt Service | 4,494,097 | 4,543,680 | 3,950,224 | 3,585,084 | 3,752,088 | 3,745,088 |
| Extraordinary Loss | - | - | - | - | - | - |
| Bad Debts & Other Losses | - | - | - | - | - | - |
| Operating Transfers & Grants | 18,676,637 | 23,564,261 | 24,714,558 | 22,299,044 | 21,077,164 | 22,266,597 |
| Reimbursements from Other Funds | (5,242,324) | (5,685,905) | (5,604,506) | (6,474,144) | (6,584,364) | (7,081,394) |
| Other | 109,440 | 108,707 | 96,056 | 109,440 | 109,440 | 109,440 |
| Other Financing Uses | 238,479 | - | - | - | - | - |
| General Fund Total | \$ 18,927,998 | \$ 23,129,880 | \$ 23,645,797 | \$ 20,640,380 | \$ 20,380,160 | \$ 21,878,140 |

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



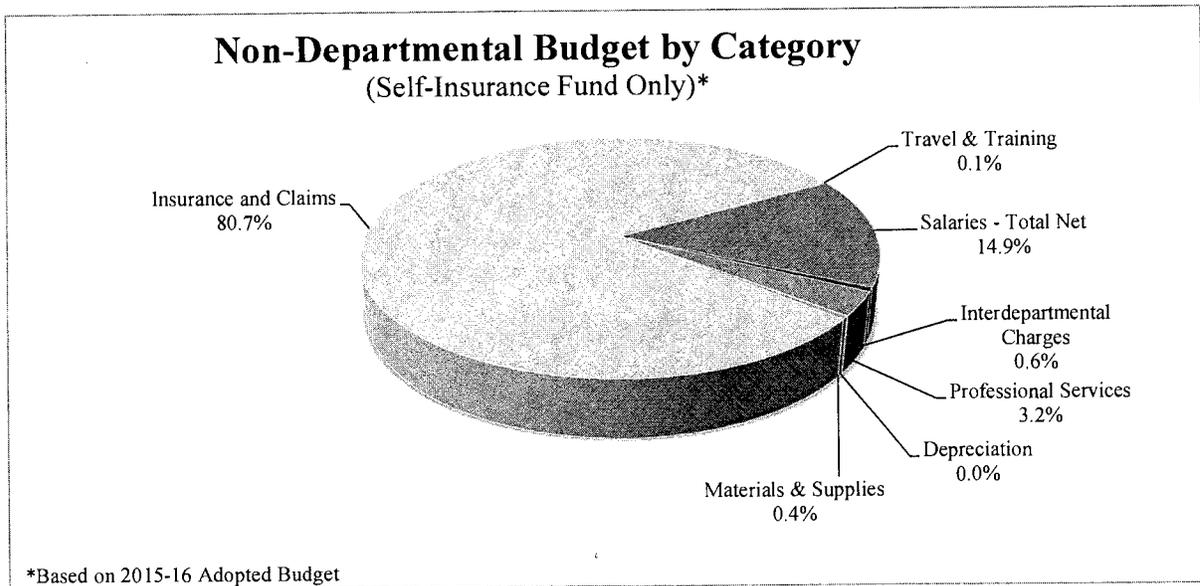
*Based on 2015-16 Adopted Budget

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Overtime | - | - | - | - | - | - |
| Salaries - Total | - | - | - | - | - | - |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | 673,371 | 678,870 | 698,882 | 768,200 | 790,400 | 782,500 |
| Salaries - Total Net | 673,371 | 678,870 | 698,882 | 768,200 | 790,400 | 782,500 |
| Supplies and Services | 4,167,393 | 19,592,366 | 6,152,315 | 4,373,686 | 4,373,686 | 4,373,686 |
| Capital Outlay | - | - | - | - | - | - |
| General Fund Total | \$ 4,840,764 | \$ 20,271,236 | \$ 6,851,197 | \$ 5,141,886 | \$ 5,164,086 | \$ 5,156,186 |

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-------------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries and Employee Benefits | \$ 673,371 | \$ 678,869 | \$ 698,882 | \$ 768,200 | \$ 790,400 | \$ 782,500 |
| Salary & Benefit Reimbursements | - | - | - | - | - | - |
| Materials, Supplies and Maintenance | 23,569 | 10,751 | 13,893 | 20,995 | 20,995 | 20,995 |
| Professional Services/Contracts | 115,067 | 110,932 | 171,630 | 163,379 | 163,379 | 163,379 |
| Travel, Training & Membership Dues | 4,532 | 3,398 | 3,171 | 6,800 | 6,800 | 6,800 |
| Depreciation | 2,160 | 2,356 | 2,356 | 2,400 | 2,400 | 2,400 |
| Insurance and Claims | 3,987,847 | 19,443,176 | 5,468,239 | 4,151,779 | 4,151,779 | 4,151,779 |
| Interdepartmental Charges | 19,660 | 19,660 | 25,126 | 25,126 | 25,126 | 25,126 |
| Capital Outlay | - | - | - | - | - | - |
| Operating Transfers Out | 14,558 | 2,094 | 467,900 | 3,207 | 3,207 | 3,207 |
| General Fund Total | \$ 4,840,764 | \$ 20,271,236 | \$ 6,851,197 | \$ 5,141,886 | \$ 5,164,086 | \$ 5,156,186 |



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

PROGRAM GOAL

To act in a fiduciary capacity; to maintain financial

PROGRAM OBJECTIVES

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

PROGRAM BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ 285,575 | \$ 66,647 | \$ 61,671 | \$ 476,505 | \$ 921,794 | \$ 1,612,115 |
| Overtime | - | - | - | - | - | - |
| Salaries - Total | 285,575 | 66,647 | 61,671 | 476,505 | 921,794 | 1,612,115 |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | 14,532 | 14,893 | - | - | - | - |
| Salaries - Total Net | 300,107 | 81,540 | 61,671 | 476,505 | 921,794 | 1,612,115 |
| Supplies and Services | 18,627,891 | 23,048,340 | 23,584,126 | 20,163,875 | 19,458,366 | 20,266,025 |
| Capital Outlay | - | - | - | - | - | - |
| Program Total | \$ 18,927,998 | \$ 23,129,880 | \$ 23,645,797 | \$ 20,640,380 | \$ 20,380,160 | \$ 21,878,140 |

PROGRAM REVENUES

| | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| | \$ 153,879,740 | \$ 173,689,874 | \$ 174,930,975 | \$ 176,773,156 | \$ 180,373,963 | \$ 180,859,370 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|

Retirement, Social Security and Miscellaneous Benefits

| | | | | | | |
|---|---------|--------|--------|---------|---------|-----------|
| Retirement | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Social Security and miscellaneous benefits | 306,447 | 80,261 | 65,766 | 491,505 | 936,794 | 1,627,115 |
| Less: Reimbursements from other departments and programs for benefits | - | - | - | - | - | - |
| Employee Relations | 14,592 | 25,870 | 34,668 | 22,290 | 22,290 | 22,290 |

Insurance

| | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Employee insurance benefits | - | - | - | - | - | - |
| Retiree Health Insurance | - | - | - | - | - | - |
| Health Insurance Rebate Program | (17,792) | (9,834) | - | - | - | - |
| Fire/Property insurance | - | - | - | - | - | - |
| Employee life insurance | - | - | - | - | - | - |
| Professional services | 15,486 | 12,973 | 13,932 | 25,000 | 25,000 | 25,000 |
| Miscellaneous insurance | - | - | - | - | - | - |
| Less: Reimbursements from other departments and programs | (5,230,414) | (5,674,444) | (5,590,978) | (6,474,144) | (6,584,364) | (7,081,394) |

Transfers

| | | | | | | |
|---|-----------|-----------|------------|------------|------------|------------|
| Transfer to Self Insurance | 1,363,500 | 1,710,000 | 3,780,337 | 4,160,000 | 2,460,000 | 2,460,000 |
| Transfer to Capital Improvement | 1,000,000 | 11,923 | 2,881,235 | 50,000 | 950,000 | 1,550,000 |
| Transfer to Cultural Arts Center | 713,102 | 750,541 | 805,521 | 1,205,521 | 850,541 | 1,000,541 |
| Transfer to Parks and Recreation Enterprise | 3,315,195 | 2,624,681 | 2,487,209 | 2,622,481 | 2,622,481 | 2,635,081 |
| Transfer to Fleet Services | 450,050 | 450,050 | 450,050 | 227,250 | 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 | 80,447 | 113,107 | 105,193 | 245,686 | 248,486 | 252,386 |
| Transfer to Sanitation Fund | 137,696 | 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 | 108,707 | 96,056 | 109,440 | 109,440 | 109,440 |
| Transfer to Reorganization Fund | 900,000 | - | - | - | - | - |
| Transfer to Fire EMS Fund | 8,819,602 | 9,261,711 | 10,264,290 | 10,972,927 | 11,290,327 | 11,730,427 |
| Transfer to Street Lighting District | 1,422,045 | 1,453,317 | 1,483,027 | 1,802,483 | 1,815,383 | 1,798,216 |
| Transfer to PERS Mitigation | - | - | - | - | - | - |

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Lease-back Payments | | | | | | |
| General Fund | 4,104,450 | 3,895,697 | 3,581,495 | 3,585,084 | 3,752,088 | 3,745,088 |
| 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 | - | - | 450,000 | 401,375 | 1,375 | 1,375 |
| State Mitigation Reserve | - | - | - | - | - | - |
| Organizational Efficiency Reserve | - | - | - | - | - | - |
| City Bond Buy Back | 628,451 | 655,483 | 389,060 | - | - | - |
| Extraordinary Loss | - | - | - | - | - | - |
| Economic Development Reserve | - | - | - | - | - | - |
| Property Tax Admin. Cost | 398,098 | 408,801 | 399,150 | 450,000 | 450,000 | 450,000 |
| Training Reserve | - | - | - | - | - | - |
| Other Cost Increases | 1,213 | 131,957 | 42,127 | 890,786 | 1,150,373 | 1,172,629 |
| Repayment of RDA Debt | - | - | - | - | - | - |
| Other Reimbursements | (103,672) | (95,897) | (104,037) | (900,000) | (700,000) | (600,000) |
| Community Clean-Up | 25,062 | 26,045 | 24,000 | 40,000 | 40,000 | 40,000 |
| Right-of-Way Investment | - | - | - | 100,000 | 100,000 | 100,000 |
| Total | \$ 18,927,998 | \$ 23,129,880 | \$ 23,645,797 | \$ 20,640,380 | \$ 20,380,160 | \$ 21,878,140 |

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

PROGRAM BUDGET

| | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Adopted | 2016-17 Adopted (as of 7/2015) | 2016-17 Amended |
|---------------------------|-------------------|-------------------|-------------------|--------------------|--------------------------------------|--------------------|
| Salaries | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Overtime | - | - | - | - | - | - |
| Salaries - Total | - | - | - | - | - | - |
| Salaries - Reimbursements | - | - | - | - | - | - |
| Salaries - Labor Charges | 673,371 | 678,870 | 698,882 | 768,200 | 790,400 | 782,500 |
| Salaries - Total Net | 673,371 | 678,870 | 698,882 | 768,200 | 790,400 | 782,500 |
| Supplies and Services | 4,167,393 | 19,592,366 | 6,152,315 | 4,373,686 | 4,373,686 | 4,373,686 |
| Capital Outlay | - | - | - | - | - | - |
| Program Total | \$ 4,840,764 | \$ 20,271,236 | \$ 6,851,197 | \$ 5,141,886 | \$ 5,164,086 | \$ 5,156,186 |

PROGRAM REVENUES

| | | | | | | |
|---------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Program Total | \$ 3,825,291 | \$ 4,641,743 | \$ 6,492,000 | \$ 6,594,153 | \$ 4,894,153 | \$ 4,894,153 |
|---------------|--------------|--------------|--------------|--------------|--------------|--------------|

INSURANCE TYPE

| | | | | | | |
|---------------------------------|--------------|---------------|--------------|--------------|--------------|--------------|
| Worker's Compensation Insurance | \$ 3,572,717 | \$ 14,782,311 | \$ 3,823,287 | \$ 3,668,556 | \$ 3,686,256 | \$ 3,689,156 |
| Liability Insurance | 1,163,574 | 5,356,722 | 2,895,170 | 1,233,330 | 1,237,830 | 1,227,030 |
| Unemployment Insurance | 104,473 | 132,203 | 132,740 | 240,000 | 240,000 | 240,000 |
| Program Total | \$ 4,840,764 | \$ 20,271,236 | \$ 6,851,197 | \$ 5,141,886 | \$ 5,164,086 | \$ 5,156,186 |

AIRPORT ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|--|-------------------------|-------------------------|-------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 6,462,618 | \$ 6,673,094 | \$ 6,543,260 |
| Accounts receivable | 254,529 | 336,030 | 497,338 |
| Accrued interest receivable | 26,363 | 21,018 | 20,442 |
| Prepays | 1,806 | - | - |
| Total Current Assets | 6,745,316 | 7,030,142 | 7,061,040 |
| Capital assets, net | 6,620,548 | 6,264,758 | 6,832,971 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 82,091 |
| Total Assets and Deferred Outflows of Resources | \$ 13,365,864 | \$ 13,294,900 | \$ 13,976,102 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 101,253 | \$ 78,683 | \$ 93,195 |
| Accrued liabilities | 130,025 | 119,785 | 112,919 |
| Unearned revenues | 265,273 | 169,641 | 188,465 |
| Total Current Liabilities | 496,551 | 368,109 | 394,579 |
| Noncurrent Liabilities: | | | |
| Net pension liability | - | - | 736,395 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 288,279 |
| Total Liabilities and Deferred Inflows of Resources | 496,551 | 368,109 | 1,419,253 |
| Net Position | | | |
| Investment in capital assets | 6,620,548 | 6,264,758 | 6,832,971 |
| Unrestricted | 6,248,765 | 6,662,033 | 5,723,878 |
| Total Net Position | 12,869,313 | 12,926,791 | 12,556,849 |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 13,365,864 | \$ 13,294,900 | \$ 13,976,102 |

AIRPORT ENTERPRISE FUND

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

| | <i>Audited 12-13</i> | <i>Audited 13-14</i> | <i>Audited 14-15</i> |
|--|--------------------------|--------------------------|--------------------------|
| OPERATING REVENUES | | | |
| Leased land area rentals | \$ 9,067,591 | \$ 9,451,053 | \$ 9,699,827 |
| Hangar and building rentals | 2,466,005 | 2,524,100 | 2,557,527 |
| Airfield fees and charges | 164,678 | 161,013 | 146,314 |
| Other | 28,509 | 29,743 | 28,806 |
| Total Operating Revenues | 11,726,783 | 12,165,909 | 12,432,474 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 1,441,017 | 1,490,484 | 1,473,820 |
| Services and supplies | 327,448 | 322,390 | 326,304 |
| Other professional services | 372,076 | 455,562 | 484,838 |
| Depreciation and amortization | 371,677 | 355,789 | 330,240 |
| Insurance and claims | 16,449 | 15,442 | 24,307 |
| City charges | 2,685,933 | 2,740,330 | 579,457 |
| Other | 39,018 | 99,637 | 60,698 |
| Total Operating Expenses | 5,253,618 | 5,479,634 | 3,279,664 |
| OPERATING INCOME | 6,473,165 | 6,686,275 | 9,152,810 |
| NON-OPERATING REVENUES (EXPENSES) | | | |
| Investment earnings | 79,071 | 101,658 | 56,771 |
| Interest expense | (77,000) | (50,200) | (21,418) |
| Total Non-Operating Revenues (Expenses) | 2,071 | 51,458 | 35,353 |
| Income before transfers | 6,475,236 | 6,737,733 | 9,188,163 |
| Transfers Out | (6,302,480) | (6,680,255) | (8,583,699) |
| CHANGE IN NET POSITION | \$ 172,756 | \$ 57,478 | \$ 604,464 |

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|---|-------------------------|-------------------------|-------------------------|
| Cash flows from operating activities: | | | |
| Operating income | \$6,473,165 | \$6,686,275 | \$9,152,810 |
| Adjustments to reconcile operating income to net cash provided by operating activities: | | | |
| Depreciation | 371,677 | 355,789 | 330,240 |
| (Increase) decrease in accounts receivable | 5,316 | (81,501) | (161,308) |
| (Increase) decrease in prepaids | (1,806) | 1,806 | - |
| (Increase) decrease in pension contributions | - | - | (82,091) |
| Increase (decrease) in deposits and guarantees | (5,022) | 1,506 | (460) |
| Increase (decrease) in accounts payable | 5,306 | 1,977 | (8,407) |
| Increase (decrease) in accrued salaries and benefits | 30,156 | (10,588) | (6,485) |
| Increase (decrease) in unearned revenues | 57,367 | (95,632) | 18,824 |
| Increase (decrease) in other accrued liabilities | - | - | (381) |
| Increase (decrease) in net pension liability | - | - | (238,011) |
| Increase (decrease) in pension actuarial | - | - | 288,279 |
| Net cash provided by operating activities | <u>6,936,159</u> | <u>6,859,632</u> | <u>9,293,010</u> |
| Cash flows from capital financing activities: | | | |
| Payments for capital additions | (35,160) | (25,704) | (875,074) |
| Payments for long-term obligations | (77,000) | (50,200) | (21,418) |
| Net cash used by capital financing activities | <u>(112,160)</u> | <u>(75,904)</u> | <u>(896,492)</u> |
| Cash flows from noncapital financing activities: | | | |
| Cash paid to other funds | (6,302,480) | (6,680,255) | (8,583,699) |
| Net cash used by noncapital financing activities | <u>(6,302,480)</u> | <u>(6,680,255)</u> | <u>(8,583,699)</u> |
| Cash flows from investing activities: | | | |
| Cash received from interest on investments | 79,392 | 107,003 | 57,347 |
| Net cash provided by investing activities | <u>79,392</u> | <u>107,003</u> | <u>57,347</u> |
| Net increase (decrease) in cash and cash equivalents | 600,911 | 210,476 | (129,834) |
| Cash and cash equivalents, July 1 | 5,861,707 | 6,462,618 | 6,673,094 |
| Cash and cash equivalents, June 30 | <u>\$6,462,618</u> | <u>\$6,673,094</u> | <u>\$6,543,260</u> |

CULTURAL ARTS CENTER ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|--|--------------------------|--------------------------|--------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 82,125 | \$ - | \$ 16,069 |
| Accounts receivable | 27,687 | 33,582 | 58,875 |
| Total Current Assets | 109,812 | 33,582 | 74,944 |
| Capital assets, net | 464,503 | 438,750 | 429,543 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 144,587 |
| Total Assets and Deferred Outflows of Resources | \$ 574,315 | \$ 472,332 | \$ 649,074 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 207,718 | \$ 197,238 | \$ 194,095 |
| Accrued liabilities | 86,357 | 88,294 | 110,336 |
| Due to other funds | - | 65,797 | 376,732 |
| Total Current Liabilities | 294,075 | 351,329 | 681,163 |
| Noncurrent Liabilities: | | | |
| Net pension liability | - | - | 1,362,558 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 543,626 |
| Total Liabilities and Deferred Inflows of Resources | 294,075 | 351,329 | 2,587,347 |
| Net Position: | | | |
| Investment in capital assets | 464,503 | 438,750 | 429,543 |
| Unrestricted | (184,263) | (317,747) | (2,367,816) |
| Total Net Position | 280,240 | 121,003 | (1,938,273) |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 574,315 | \$ 472,332 | \$ 649,074 |

CULTURAL ARTS CENTER ENTERPRISE FUND

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

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|--|-------------------------|-------------------------|-------------------------|
| OPERATING REVENUES | | | |
| Charges for services | \$ 1,042,732 | \$ 912,081 | \$ 941,674 |
| Other | - | 1 | 10,500 |
| Total Operating Revenues | 1,042,732 | 912,082 | 952,174 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 1,370,573 | 1,404,253 | 1,451,235 |
| Services and supplies | 71,769 | 68,575 | 101,019 |
| Other professional services | 273,169 | 292,346 | 361,669 |
| Depreciation and amortization | 27,591 | 25,753 | 24,538 |
| City charges | 109,235 | 109,540 | 117,139 |
| Other | 130,303 | 26,466 | 27,199 |
| Total Operating Expenses | 1,982,640 | 1,926,933 | 2,082,799 |
| OPERATING LOSS | (939,908) | (1,014,851) | (1,130,625) |
| NON-OPERATING REVENUES (EXPENSES) | | | |
| Grants | 109,440 | 108,707 | 96,056 |
| Interest expense | - | (1,783) | (3,812) |
| Total Non-Operating Revenues (Expenses) | 109,440 | 106,924 | 92,244 |
| Loss before transfers | (830,468) | (907,927) | (1,038,381) |
| Transfers In | 713,101 | 760,541 | 805,521 |
| Transfers Out | (11,999) | (11,851) | (12,465) |
| CHANGE IN NET POSITION | \$ (129,366) | \$ (159,237) | \$ (245,325) |

CULTURAL ARTS CENTER ENTERPRISE FUND

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

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|--|--------------------------------|--------------------------------|--------------------------------|
| Cash flows from operating activities: | | | |
| Operating loss | (\$939,908) | (\$1,014,851) | (\$1,130,625) |
| Adjustments to reconcile operating loss to net cash used by operating activities: | | | |
| Depreciation | 27,591 | 25,753 | 24,538 |
| (Increase) decrease in accounts receivable | (7,544) | (5,895) | (25,292) |
| (Increase) decrease in pension contributions | - | - | (144,587) |
| Increase (decrease) in due to other funds | - | 65,797 | 310,935 |
| Increase (decrease) in accounts payable | 41,476 | 5,000 | (8,259) |
| Increase (decrease) in accrued salaries and benefits | (1,591) | 1,829 | 10,231 |
| Increase (decrease) in other accrued liabilities | - | - | 10,717 |
| Increase (decrease) in deposits and guarantees | (88,631) | (15,480) | 5,116 |
| Increase (decrease) in net pension liability | - | - | (451,393) |
| Increase (decrease) in pension actuarial | - | - | 543,626 |
| Net cash used by operating activities | <u>(968,607)</u> | <u>(937,847)</u> | <u>(854,993)</u> |
| Cash flows from noncapital financing activities: | | | |
| Cash received from grants and subsidies | 109,440 | 108,707 | 96,056 |
| Cash received from other funds | 713,101 | 760,541 | 805,521 |
| Cash paid to other funds | (11,999) | (11,851) | (12,465) |
| Cash paid for noncapital interest | - | (1,675) | - |
| Net cash provided by noncapital financing activities | <u>810,542</u> | <u>855,722</u> | <u>889,112</u> |
| Cash flows from capital financing activities: | | | |
| Payments for capital additions | - | - | (15,332) |
| Net cash used by capital financing activities | <u>-</u> | <u>-</u> | <u>(15,332)</u> |
| Cash flows from investing activities: | | | |
| Cash paid for interest on debt | - | - | (2,718) |
| Net cash used by investing activities | <u>-</u> | <u>-</u> | <u>(2,718)</u> |
| Net increase (decrease) in cash and cash equivalents | (158,065) | (82,125) | 16,069 |
| Cash and cash equivalents, July 1 | 240,190 | 82,125 | - |
| Cash and cash equivalents, June 30 | \$ 82,125 | \$ - | \$ 16,069 |

FLEET SERVICES FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|--|--------------------------------|--------------------------------|--------------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 16,921,440 | \$ 18,693,266 | \$ 19,841,295 |
| Accounts receivable | 73,150 | 1,586 | - |
| Accrued interest receivable | 69,133 | 57,142 | 61,566 |
| Inventories | 1,211,762 | 1,193,003 | 1,104,751 |
| Total Current Assets | 18,275,485 | 19,944,997 | 21,007,612 |
| Capital assets, net | 9,055,404 | 8,973,185 | 7,215,443 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 295,381 |
| Total Assets and Deferred Outflows of Resources | \$ 27,330,889 | \$ 28,918,182 | \$ 28,518,436 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 256,052 | \$ 303,963 | \$ 181,121 |
| Accrued salaries and benefits | 461,570 | 428,242 | 394,046 |
| Capital lease payable - current | 102,068 | 83,956 | 90,312 |
| Total Current Liabilities | 819,690 | 816,161 | 665,479 |
| Noncurrent Liabilities : | | | |
| Capital lease payable - long-term | 208,053 | 155,300 | 64,988 |
| Net pension liability | - | - | 2,730,267 |
| Total Noncurrent Liabilities | 208,053 | 155,300 | 2,795,255 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 1,028,542 |
| Total Liabilities and Deferred Inflows of Resources: | 1,027,743 | 971,461 | 4,489,276 |
| Net Position: | | | |
| Net investment in capital assets | 8,745,283 | 8,733,929 | 7,060,143 |
| Unrestricted | 17,557,863 | 19,212,792 | 16,969,017 |
| Total Net Position | 26,303,146 | 27,946,721 | 24,029,160 |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 27,330,889 | \$ 28,918,182 | \$ 28,518,436 |

FLEET SERVICES FUND

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|--|--------------------------|--------------------------|--------------------------|
| OPERATING REVENUES | | | |
| Charges for services | \$ 5,751,774 | \$ 6,044,699 | \$ 6,009,477 |
| Other | - | - | 218 |
| Total Operating Revenues | 5,751,774 | 6,044,699 | 6,009,695 |
| OPERATING EXPENSES | | | |
| Salaries and benefits | 2,982,521 | 3,052,704 | 2,965,816 |
| Materials and services | 279,762 | 311,002 | 311,263 |
| Other professional services | 53,153 | 67,113 | 49,048 |
| Insurance and claims | 7,555 | 7,555 | 7,555 |
| Depreciation | 1,757,988 | 1,599,876 | 1,728,016 |
| City charges | 110,529 | 110,920 | 113,302 |
| Other | 33,347 | 212,372 | 6,954 |
| Total Operating Expenses | 5,224,855 | 5,361,542 | 5,181,954 |
| OPERATING INCOME | 526,919 | 683,157 | 827,741 |
| NON-OPERATING REVENUES (EXPENSES) | | | |
| Investment earnings | 191,635 | 300,290 | 157,308 |
| Gain on sale of capital assets | 128,456 | 35,465 | 92,010 |
| Loss on disposal of capital assets | (4,432) | (12,016) | - |
| Interest expense | (2,828) | (49,665) | (35,708) |
| Total Non-Operating Revenues (Expenses) | 312,831 | 274,074 | 213,610 |
| Net Income Before Transfers | 839,750 | 957,231 | 1,041,351 |
| Transfers In | 504,201 | 704,327 | 471,868 |
| Transfers Out | (18,078) | (17,983) | (18,004) |
| CHANGE IN NET POSITION | \$ 1,325,873 | \$ 1,643,575 | \$ 1,495,215 |

FLEET SERVICES FUND

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|---|--------------------------|--------------------------|--------------------------|
| Cash flows from operating activities: | | | |
| Operating income | \$ 526,919 | \$ 683,157 | \$ 827,741 |
| Adjustments to reconcile operating income to net cash provided by operating activities: | | | |
| Depreciation | 1,757,988 | 1,599,876 | 1,728,016 |
| (Increase) decrease in accounts receivable | - | (1,586) | 1,586 |
| (Increase) decrease in inventories | 87 | 18,759 | 88,252 |
| (Increase) decrease in pension contributions | - | - | (295,381) |
| Increase (decrease) in accounts payable | (8,475) | 21,546 | (93,637) |
| Increase (decrease) in accrued salaries and benefits | 61,575 | (33,328) | (34,196) |
| Increase (decrease) in net pension liability | - | - | (839,098) |
| Increase (decrease) in pension actuarial | - | - | 1,028,542 |
| Net cash provided by operating activities | <u>2,338,094</u> | <u>2,288,424</u> | <u>2,411,825</u> |
| Cash flows from capital financing activities: | | | |
| Payments for capital additions | (2,433,024) | (1,514,658) | (1,926,846) |
| Proceeds from sale of capital assets | 130,610 | 49,100 | 92,010 |
| Net cash used by capital financing activities | <u>(2,302,414)</u> | <u>(1,465,558)</u> | <u>(1,834,836)</u> |
| Cash flows from noncapital financing activities: | | | |
| Cash received from other funds | 504,201 | 704,326 | 471,868 |
| Cash paid to other funds | (18,078) | (17,983) | (18,004) |
| Net cash provided by noncapital financing activities | <u>486,123</u> | <u>686,343</u> | <u>453,864</u> |
| Cash flows from investing activities: | | | |
| Cash received from interest on investments | 196,297 | 262,617 | 117,176 |
| Net cash provided by investing activities | <u>196,297</u> | <u>262,617</u> | <u>117,176</u> |
| Net increase in cash and cash equivalents | 718,100 | 1,771,826 | 1,148,029 |
| Cash and cash equivalents, July 1 | 16,203,340 | 16,921,440 | 18,693,266 |
| Cash and cash equivalents, June 30 | <u>\$ 16,921,440</u> | <u>\$ 18,693,266</u> | <u>\$ 19,841,295</u> |

GENERAL FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|--|--------------------------------|--------------------------------|--------------------------------|
| ASSETS | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 58,161,227 | \$ 60,562,920 | \$ 61,883,774 |
| Accounts receivable | 8,834,645 | 8,194,733 | 17,963,762 |
| Accrued interest receivable | 418,668 | 271,787 | 254,442 |
| Due from other funds | 1,599,140 | 965,282 | 3,377,182 |
| Due from other governments | 7,749,795 | 7,405,507 | 9,005,864 |
| Interfund advances receivable | 54,302,310 | 24,978,265 | 25,015,829 |
| Prepays | 256,761 | 1,376,506 | 246,277 |
| Total Assets | \$ 131,322,546 | \$ 103,755,000 | \$ 117,747,130 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCE | | | |
| Liabilities: | | | |
| Accounts payable | \$ 1,542,393 | \$ 1,906,872 | \$ 2,304,170 |
| Accrued liabilities | 5,781,624 | 6,728,107 | 13,644,915 |
| Unearned revenue | 9,722 | - | - |
| Deposits and guarantees | 14,085 | 111,328 | 46,914 |
| Notes payable | 32,500,000 | 30,000,000 | 31,000,000 |
| Interfund advances payable | 600,000 | 600,000 | 600,000 |
| Total Liabilities | 40,447,824 | 39,346,307 | 47,595,999 |
| Deferred Inflows of Resources: | | | |
| Unavailable revenue | - | 3,284,125 | 3,417,075 |
| Total Deferred Inflows of Resources | - | 3,284,125 | 3,417,075 |
| Fund Balance: | | | |
| Nonspendable - | | | |
| Advances, net | 53,702,310 | 21,094,140 | 20,998,754 |
| Prepays | 256,761 | 1,376,506 | 246,277 |
| Restricted for - | | | |
| Culture and recreation | 1,252,662 | 478,941 | 579,748 |
| Assigned to - | | | |
| Culture and recreation | 3,706,213 | 4,897,304 | 4,483,706 |
| Public safety | 146,320 | 69,947 | 63,075 |
| Special project reserves | 9,388,503 | 4,353,354 | 4,203,835 |
| Capital projects | 6,956,112 | 7,654,677 | 6,719,600 |
| Unassigned | 15,465,841 | 21,199,699 | 29,439,061 |
| Total Fund Balance | 90,874,722 | 61,124,568 | 66,734,056 |
| Total Liabilities, Deferred Inflows of Resources and Fund Balance | \$ 131,322,546 | \$ 103,755,000 | \$ 117,747,130 |

GENERAL FUND

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|---|--------------------------|--------------------------|--------------------------|
| Local Taxes | | | |
| Property Taxes: | | | |
| Current secured taxes | \$ 26,835,497 | \$ 27,430,123 | \$ 29,121,330 |
| Current unsecured taxes | 1,127,955 | 1,163,197 | 1,195,231 |
| Prior years' secured taxes | 649,047 | (163,133) | (46,031) |
| Prior years' unsecured taxes | 38,818 | 41,494 | 35,438 |
| Property/sales flip taxes | 10,090,541 | 11,610,578 | 10,555,574 |
| VLF swap and repayment taxes | 11,257,216 | 11,754,649 | 12,233,844 |
| Aircraft assessment taxes | 177,968 | 160,252 | 149,744 |
| Penalties and interest | 230,673 | 207,405 | 150,444 |
| Supplemental current year secured taxes | 483,617 | 820,135 | 729,411 |
| Redemption | 642,527 | 550,984 | 484,120 |
| | <hr/> 51,533,859 | <hr/> 53,575,684 | <hr/> 54,609,105 |
| Taxes Other Than Property: | | | |
| Sales and use tax | 31,804,636 | 31,963,111 | 33,185,057 |
| Prop 172 sales tax | 1,396,766 | 1,472,586 | 1,525,064 |
| Business license tax | 8,319,038 | 8,321,688 | 8,411,787 |
| Business and alarm permit tax | 533,299 | 536,404 | 547,200 |
| Utility users' tax | 30,530,728 | 31,345,769 | 30,709,802 |
| Construction tax | 972,936 | 1,459,566 | 1,754,593 |
| Real property transfer tax | 623,928 | 723,552 | 741,530 |
| Franchise tax - all other | 6,302,778 | 6,715,580 | 7,025,974 |
| Public education government fees | 373,439 | 369,289 | 354,457 |
| Occupancy tax | 8,636,314 | 9,291,675 | 10,529,084 |
| Oil severance tax | 8,760 | 24,238 | 12,719 |
| Congeneration tax | 1,011,917 | 1,067,350 | 1,328,311 |
| | <hr/> 90,514,539 | <hr/> 93,290,808 | <hr/> 96,125,578 |
| Total Local Taxes | <hr/> 142,048,398 | <hr/> 146,866,492 | <hr/> 150,734,683 |
| Licenses, Fees and Permits: | | | |
| Fire permits | 127,483 | 116,073 | 125,552 |
| Construction/excavation permits | 46,427 | 53,276 | 43,380 |
| Grading permits | 46,318 | 47,589 | 47,774 |
| Combined building-resident permits | 73 | - | - |
| Building permits | 1,182,320 | 1,590,101 | 1,732,657 |
| Plumbing permits | 78,455 | 61,732 | 291 |
| Electrical permits | 80,244 | 102,663 | 134,896 |
| Mechanical permits | 43,003 | 55,125 | 54,464 |
| Special energy inspection fees | 356,975 | 768,277 | 517,114 |
| Sign permits and filing fees | 46,670 | 61,479 | 52,487 |
| Other licenses and permits | 1,840 | 1,576 | 1,888 |
| Oversized vehicle permits | 15,695 | 11,435 | 12,233 |
| Building TEQECC filing fees | 19,053 | 23,774 | 18,503 |
| Total Licenses, Fees and Permits | <hr/> 2,044,556 | <hr/> 2,893,100 | <hr/> 2,741,239 |
| Fines, Forfeitures and Penalties: | | | |
| Parking citations | 387,905 | 579,965 | 697,965 |
| Traffic fines | 445,299 | 329,537 | 354,393 |
| General fines | 176,609 | 165,930 | 192,704 |
| Total Fines, Forfeitures and Penalties | <hr/> 1,009,813 | <hr/> 1,075,432 | <hr/> 1,245,062 |

GENERAL FUND

STATEMENT OF REVENUES FOR FISCAL YEARS ENDED JUNE 30

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|---|-----------------------|-----------------------|-----------------------|
| Revenue From Use of Money and Property: | | | |
| Investment earnings | \$ 78,750 | \$ 1,025,760 | \$ 1,185,234 |
| Rents and concessions | 1,368,874 | 1,360,671 | 2,065,633 |
| Royalties | 11,767 | - | 13,627 |
| Total Revenue From Use of Money and Property | 1,459,391 | 2,386,431 | 3,264,494 |
| Revenue From Other Intergovernmental Agencies: | | | |
| State motor vehicle licenses | 76,748 | 63,517 | 61,477 |
| State homeowners' property tax relief | 227,587 | 212,744 | 216,169 |
| Other state grants | 80,386 | 41,762 | 1,651,871 |
| Total Revenue From Other Intergov't Agencies | 384,721 | 318,023 | 1,929,517 |
| Charges For Current Services: | | | |
| TUSD collection fees | 11,070 | 14,346 | 16,147 |
| Planning and zoning fees | 241,636 | 281,197 | 370,396 |
| Traffic signal maintenance | 180,979 | 179,254 | 184,312 |
| Environmental review and appeal fees | - | 7,354 | - |
| Vacation processing fees | 5,504 | 2,119 | 2,152 |
| Large family daycare unit | 519 | 523 | - |
| State encroachment collection fees | 2,558 | 1,942 | 1,318 |
| Grading | 31,849 | 31,135 | 36,851 |
| Plan check fees - building | 671,820 | 1,228,264 | 1,068,978 |
| Plan check fees - engineering | 9,460 | 12,027 | 7,786 |
| Oil related inspection fees | 633 | 8,652 | 13,084 |
| Appeal fees | 1,715 | 2,440 | 2,549 |
| Other inspection fees | 265,574 | 617,021 | 377,435 |
| Engineering mapping fees | 9,177 | 15,177 | 19,267 |
| Engineering inspection fees | 145,941 | 210,025 | 223,240 |
| General government service charges | 1,925 | 2,055 | 1,586 |
| Microfilming fees | 194,846 | 229,847 | 255,237 |
| Police charges-copies and photos | 9,601 | 11,538 | 8,523 |
| Police charges-fingerprinting and other | 428,125 | 452,785 | 458,011 |
| Fire department fees | 814,330 | 651,633 | 620,894 |
| Fire department fees-hazardous materials fees | 701,521 | 695,516 | 743,459 |
| Parks and recreational fees | 407,056 | 483,333 | 532,470 |
| Miscellaneous | 20,309 | 16,897 | 14,083 |
| Library revenues | 132,637 | 131,021 | 136,923 |
| In lieu charges to Enterprise Funds - | | | |
| Airport Fund | 1,900,000 | 1,900,000 | - |
| Water Fund | 718,000 | 718,000 | - |
| Total Charges For Current Services | 6,906,785 | 7,904,101 | 5,094,701 |
| Other Revenues: | | | |
| Donations-private sources | 102,470 | 116,710 | 128,872 |
| Miscellaneous | 22,106 | 1,243,943 | 10,097,235 |
| Premium tax revenue anticipation notes | 242,450 | 537,300 | 268,460 |
| Total Other Revenues | 367,026 | 1,897,953 | 10,494,567 |
| Total Revenues | \$ 154,220,690 | \$ 163,341,532 | \$ 175,504,263 |

GENERAL FUND

STATEMENT OF EXPENDITURES FOR FISCAL YEARS ENDED JUNE 30

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|---|-----------------------|-----------------------|-----------------------|
| General Government: | | | |
| City Council | \$ 379,528 | \$ 416,181 | \$ 381,010 |
| Commissions/Committees - | | | |
| Parks and Recreation | 24,961 | 28,146 | 31,009 |
| Planning | 14,635 | 11,518 | 15,520 |
| Environmental Quality | 3,206 | 2,907 | 3,890 |
| Cultural Arts | 8,254 | 9,236 | 9,096 |
| Traffic | 3,417 | 3,044 | 3,035 |
| Youth Council | 7,344 | 14,849 | 10,632 |
| Civil Service | 130,703 | 107,678 | 140,812 |
| Commission on Aging | 2,219 | 2,357 | 2,883 |
| Library | 5,958 | 5,623 | 6,120 |
| City Manager | 3,837,418 | 4,129,212 | 4,776,620 |
| City Attorney | 1,936,615 | 2,223,740 | 2,310,620 |
| City Clerk | 962,576 | 1,108,019 | 978,534 |
| City Treasurer | 904,398 | 829,153 | 757,323 |
| Finance | 3,877,570 | 3,484,860 | 4,130,363 |
| Human Resources | 1,815,497 | 2,060,182 | 1,769,308 |
| Civil Service | 301,205 | 128,535 | 302,392 |
| Communications and Information Technology | 4,501,699 | 4,870,089 | 4,845,086 |
| General Services | 3,244,854 | 3,358,524 | 3,494,555 |
| Less: indirect cost allocation, other funds | (5,230,414) | (5,674,444) | (5,590,979) |
| Total General Government | 16,731,643 | 17,119,409 | 18,377,829 |
| Nondepartmental: | | | |
| Insurance, net | 15,486 | 12,974 | 13,932 |
| Leaseback payments | 4,104,450 | 3,895,697 | 3,581,495 |
| Community promotion | 154,297 | 101,155 | 211,043 |
| Employee benefits, net | 590,759 | 787,841 | 407,584 |
| Other | 732,886 | 680,191 | 1,231,227 |
| Total Nondepartmental | 5,597,878 | 5,477,858 | 5,445,281 |
| Public Safety: | | | |
| Police | 65,445,939 | 67,520,434 | 69,904,474 |
| Fire | 27,227,977 | 26,789,906 | 28,622,103 |
| Building and Safety | 2,991,778 | 3,081,418 | 3,182,474 |
| Total Public Safety | 95,665,694 | 97,391,758 | 101,709,051 |
| Public Works: | | | |
| Street | 11,103,789 | 11,372,329 | 11,309,683 |
| Total Public Works | 11,103,789 | 11,372,329 | 11,309,683 |
| Culture and Recreation: | | | |
| Community Services | 13,499,223 | 14,539,491 | 14,853,552 |
| Total Culture and Recreation | 13,499,223 | 14,539,491 | 14,853,552 |
| Community Development | | | |
| Planning | 3,916,116 | 3,747,524 | 3,622,984 |
| Total Community Development | 3,916,116 | 3,747,524 | 3,622,984 |
| Total Expenditures | \$ 146,514,343 | \$ 149,648,369 | \$ 155,318,380 |

PARKS AND RECREATION ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|--|--------------------------|--------------------------|--------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 379,251 | \$ 633,268 | \$ 685,722 |
| Accounts receivable | 17,207 | 11,584 | 21,608 |
| Accrued interest receivable | - | 1,936 | 2,104 |
| Prepays | 311 | - | 643 |
| Total Current Assets | 396,769 | 646,788 | 710,077 |
| Capital assets, net | 15,333 | 14,833 | 14,333 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 234,260 |
| Total Assets and Deferred Outflows of Resources | \$ 412,102 | \$ 661,621 | \$ 958,670 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 129,120 | \$ 114,527 | \$ 93,196 |
| Accrued liabilities | 81,461 | 79,621 | 96,556 |
| Unearned revenue | 635,784 | 692,623 | 685,722 |
| Total Current Liabilities | 846,365 | 886,771 | 875,474 |
| Noncurrent Liabilities: | | | |
| Net pension liability | - | - | 2,164,062 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 863,407 |
| Total Liabilities and Deferred Inflows of Resources | 846,365 | 886,771 | 3,902,943 |
| Net Position | | | |
| Investment in capital assets | 15,333 | 14,833 | 14,333 |
| Unrestricted | (449,596) | (239,983) | (2,958,606) |
| Total Net Position | (434,263) | (225,150) | (2,944,273) |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 412,102 | \$ 661,621 | \$ 958,670 |

PARKS AND RECREATION ENTERPRISE FUND

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

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|-------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| OPERATING REVENUES | | | |
| Charges for services | \$ 3,980,093 | \$ 4,059,412 | \$ 4,675,660 |
| Other | 13,709 | 26,927 | 14,915 |
| Total Operating Revenues | 3,993,802 | 4,086,339 | 4,690,575 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 4,786,013 | 4,109,836 | 4,186,426 |
| Services and supplies | 945,757 | 859,703 | 909,247 |
| Other professional services | 794,751 | 727,828 | 746,977 |
| Depreciation and amortization | 916 | 500 | 500 |
| Insurance and claims | 19,396 | - | - |
| City charges | 753,819 | 761,030 | 776,722 |
| Other | 7,969 | 5,555 | 17,860 |
| Total Operating Expenses | 7,308,621 | 6,464,452 | 6,637,732 |
| OPERATING LOSS | (3,314,819) | (2,378,113) | (1,947,157) |
| NON-OPERATING REVENUES | | | |
| Investment earnings | - | 6,512 | 2,534 |
| Grants | - | - | 4,500 |
| Total Non-Operating Revenues | - | 6,512 | 7,034 |
| Loss before transfers | (3,314,819) | (2,371,601) | (1,940,123) |
| Transfers In | 3,553,674 | 2,624,681 | 2,487,209 |
| Transfers Out | (45,793) | (43,967) | (385,228) |
| CHANGE IN NET POSITION | \$ 193,062 | \$ 209,113 | \$ 161,858 |

PARKS AND RECREATION ENTERPRISE FUND

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|---|--------------------------|--------------------------|--------------------------|
| Cash flows from operating activities: | | | |
| Operating loss | \$ (3,314,819) | \$ (2,378,113) | \$ (1,947,157) |
| Adjustments to reconcile operating loss to net cash used by operating activities: | | | |
| Depreciation | 916 | 500 | 500 |
| (Increase) decrease in accounts receivable | 8,024 | 5,623 | (10,024) |
| (Increase) decrease in prepaids | 7,073 | 311 | (643) |
| (Increase) decrease in pension contributions | - | - | (234,260) |
| Increase (decrease) in accounts payable | 38,903 | (14,593) | (21,331) |
| Increase (decrease) in other accrued salaries and benefits | 81,461 | (1,840) | 16,935 |
| Increase (decrease) in unearned revenue | 49,812 | 56,839 | (6,901) |
| Increase (decrease) in net pension liability | - | - | (716,919) |
| Increase (decrease) in pension actuarial | - | - | 863,407 |
| Net cash used by operating activities | <u>(3,128,630)</u> | <u>(2,331,273)</u> | <u>(2,056,393)</u> |
| Cash flows from noncapital financing activities: | | | |
| Cash received from grants and subsidies | - | - | 4,500 |
| Cash received from other funds | 3,553,674 | 2,624,681 | 2,487,209 |
| Cash paid to other funds | (45,793) | (43,967) | (385,228) |
| Net cash provided by noncapital financing activities | <u>3,507,881</u> | <u>2,580,714</u> | <u>2,106,481</u> |
| Cash flows from investing activities: | | | |
| Cash received from interest on investments | - | 4,576 | 2,366 |
| Net cash provided by investing activities | <u>-</u> | <u>4,576</u> | <u>2,366</u> |
| Net increase in cash and cash equivalents | 379,251 | 254,017 | 52,454 |
| Cash and cash equivalents, July 1 | - | 379,251 | 633,268 |
| Cash and cash equivalents, June 30 | <u>\$ 379,251</u> | <u>\$ 633,268</u> | <u>\$ 685,722</u> |

SANITATION ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|--|--------------------------------|--------------------------------|--------------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ - | \$ - | \$ 320,220 |
| Accounts receivable | 2,129,326 | 2,093,207 | 2,041,523 |
| Accrued interest receivable | - | 6,738 | 9,079 |
| Due from other governments | - | 38,513 | - |
| Total Current Assets | 2,129,326 | 2,138,458 | 2,370,822 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 363,175 |
| Total Assets and Deferred Outflows of Resources | \$ 2,129,326 | \$ 2,138,458 | \$ 2,733,997 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Liabilities: | | | |
| Accounts payable | \$ 323,140 | \$ 209,628 | \$ 219,121 |
| Contract retainage payable | - | - | 1,210 |
| Due to other funds | 658,732 | 245,710 | - |
| Accrued liabilities | 412,109 | 426,351 | 422,203 |
| Total Current Liabilities | 1,393,981 | 881,689 | 642,534 |
| Noncurrent Liabilities: | | | |
| Net pension liability | - | - | 3,366,524 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 1,254,775 |
| Total Liabilities and Deferred Inflows of Resources | 1,393,981 | 881,689 | 5,263,833 |
| Net Position | | | |
| Unrestricted | 735,345 | 1,256,769 | (2,529,836) |
| Total Net Position | 735,345 | 1,256,769 | (2,529,836) |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 2,129,326 | \$ 2,138,458 | \$ 2,733,997 |

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|--|--------------------------|--------------------------|--------------------------|
| OPERATING REVENUES | | | |
| Refuse fee revenue | \$ 8,398,925 | \$ 8,826,684 | \$ 8,771,510 |
| Recycling fee revenue | 1,834,364 | 1,823,628 | 1,805,786 |
| AB 939 fee revenue | 756,464 | 770,347 | 806,991 |
| Total Operating Revenues | 10,989,753 | 11,420,659 | 11,384,287 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 4,011,221 | 4,090,014 | 4,047,236 |
| Services and supplies | 4,301,772 | 3,815,564 | 3,878,325 |
| Other professional services | 2,199,597 | 2,191,774 | 2,193,627 |
| Depreciation and amortization | 7,248 | - | - |
| Insurance and claims | 123,103 | 119,407 | 122,415 |
| City charges | 686,137 | 742,482 | 735,818 |
| Other | 58,538 | 16,025 | 3,551 |
| Total Operating Expenses | 11,387,616 | 10,975,266 | 10,980,972 |
| OPERATING INCOME (LOSS) | (397,863) | 445,393 | 403,315 |
| NON-OPERATING REVENUES (EXPENSES) | | | |
| Interest expense | (8,219) | (9,633) | (619) |
| Grants | 45,238 | 80,254 | 40,947 |
| Total Non-Operating Revenues (Expenses) | 37,019 | 70,621 | 40,328 |
| Income (Loss) Before Transfers | (360,844) | 516,014 | 443,643 |
| Transfers In | 163,511 | 163,511 | 163,511 |
| Transfers Out | (7,234) | (158,101) | (7,078) |
| CHANGE IN NET POSITION | \$ (204,567) | \$ 521,424 | \$ 600,076 |

SANITATION ENTERPRISE FUND

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

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|---|-------------------------|-------------------------|-------------------------|
| Cash flows from operating activities: | | | |
| Operating income (loss) | \$ (397,863) | \$ 445,393 | \$ 403,315 |
| Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities: | | | |
| Depreciation | 7,248 | - | - |
| (Increase) decrease in accounts receivable | (455,436) | 36,119 | 51,684 |
| (Increase) decrease in pension contributions | - | - | (363,175) |
| Increase (decrease) in accounts payable | 114,557 | (113,512) | 9,493 |
| Increase (decrease) in due to other funds | 350,466 | (413,022) | (245,710) |
| Increase (decrease) in accrued salaries and benefits | 34,325 | 5,345 | (5,652) |
| Increase (decrease) in contract retainage payable | - | - | 1,210 |
| Increase (decrease) in net pension liability | - | - | (1,020,157) |
| Increase (decrease) in pension actuarial | - | - | 1,254,775 |
| | (346,703) | (39,677) | 85,783 |
| Net cash provided (used) by operating activities | | | |
| Cash flows from noncapital financing activities: | | | |
| Cash received from grants | 45,238 | 41,741 | 79,460 |
| Cash received from other funds | 163,511 | 163,511 | 163,511 |
| Cash paid to other funds | (7,234) | (158,101) | (7,078) |
| | 201,515 | 47,151 | 235,893 |
| Net cash provided by noncapital financing activities | | | |
| Cash flows from investing activities: | | | |
| Cash paid for interest on debt | (8,219) | (7,474) | (1,456) |
| | (8,219) | (7,474) | (1,456) |
| Net cash used by investing activities | | | |
| Net increase (decrease) in cash and cash equivalents | (153,407) | - | 320,220 |
| Cash and cash equivalents, July 1 | 153,407 | - | - |
| Cash and cash equivalents, June 30 | \$ - | \$ - | \$ 320,220 |

SELF INSURANCE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|---|--------------------------------|--------------------------------|--------------------------------|
| ASSETS | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 6,554,698 | \$ 4,649,645 | \$ 3,991,469 |
| Accounts receivable | 16,925 | 26,585 | - |
| Other prepayments | 50 | - | - |
| Total Current Assets | 6,571,673 | 4,676,230 | 3,991,469 |
| Capital assets, net | 9,622 | 7,266 | 4,909 |
| Total Assets | \$ 6,581,295 | \$ 4,683,496 | \$ 3,996,378 |
| LIABILITIES AND NET POSITION | | | |
| Liabilities: | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 226,982 | \$ 469,085 | \$ 143,983 |
| Accrued salaries and benefits | 11,010 | 14,045 | 11,226 |
| Accrued liability for self-ins claims-current | 9,648,916 | 7,068,546 | 7,068,546 |
| Total Current Liabilities | 9,886,908 | 7,551,676 | 7,223,755 |
| Accrued liability for self-ins claims-long term | 16,754,831 | 32,821,758 | 32,821,758 |
| Total Liabilities | 26,641,739 | 40,373,434 | 40,045,513 |
| Net Position: | | | |
| Net investment in capital assets | 9,622 | 7,266 | 4,909 |
| Unrestricted | (20,070,066) | (35,697,204) | (36,054,044) |
| Total Net Position | (20,060,444) | (35,689,938) | (36,049,135) |
| Total Liabilities and Net Position | \$ 6,581,295 | \$ 4,683,496 | \$ 3,996,378 |

SELF INSURANCE FUND

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| OPERATING REVENUES | | | |
| Charges for services | \$ 2,461,791 | \$ 2,610,743 | \$ 2,711,663 |
| Total Operating Revenues | 2,461,791 | 2,610,743 | 2,711,663 |
| OPERATING EXPENSES | | | |
| Salaries and benefits | 673,371 | 678,869 | 698,882 |
| Materials and services | 23,569 | 10,751 | 13,893 |
| Other professional services | 115,067 | 110,933 | 171,630 |
| Insurance and claims | 3,987,847 | 19,443,176 | 5,468,239 |
| Depreciation | 2,160 | 2,356 | 2,356 |
| City charges | 19,660 | 19,660 | 25,126 |
| Other | 4,532 | 3,398 | 3,171 |
| Total Operating Expenses | 4,826,206 | 20,269,143 | 6,383,297 |
| OPERATING LOSS | (2,364,415) | (17,658,400) | (3,671,634) |
| Transfers In | 1,363,500 | 2,031,000 | 3,780,337 |
| Transfers Out | (14,558) | (2,094) | (467,900) |
| CHANGE IN NET POSITION | \$ (1,015,473) | \$ (15,629,494) | \$ (359,197) |

SELF INSURANCE FUND

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

| | <i>Audited</i> <i>12-13</i> | <i>Audited</i> <i>13-14</i> | <i>Audited</i> <i>14-15</i> |
|--|--|--|--|
| Cash flows from operating activities: | | | |
| Operating loss | \$ (2,364,415) | \$(17,658,400) | \$ (3,671,634) |
| Adjustments to reconcile operating loss to net cash used by operating activities: | | | |
| Depreciation | 2,160 | 2,356 | 2,356 |
| (Increase) decrease in accounts receivable | (16,925) | (9,660) | 26,585 |
| (Increase) decrease in prepaids | (50) | 50 | - |
| Increase (decrease) in accounts payable | 90,910 | 242,103 | (325,102) |
| Increase (decrease) in accrued salaries and benefits | 11,010 | 3,035 | (2,818) |
| Increase (decrease) in accrued insurance/claims | - | 13,486,557 | - |
| Net cash used by operating activities | <u>(2,277,310)</u> | <u>(3,933,959)</u> | <u>(3,970,613)</u> |
| Cash flows from noncapital financing activities: | | | |
| Cash received from other funds | 1,363,500 | 2,031,000 | 3,780,337 |
| Cash paid to other funds | <u>(14,558)</u> | <u>(2,094)</u> | <u>(467,900)</u> |
| Net cash provided by noncapital financing activities | <u>1,348,942</u> | <u>2,028,906</u> | <u>3,312,437</u> |
| Decrease in cash and cash equivalents | (928,368) | (1,905,053) | (658,176) |
| Cash and cash equivalents, July 1 | 7,483,066 | 6,554,698 | 4,649,645 |
| Cash and cash equivalents, June 30 | \$ 6,554,698 | \$ 4,649,645 | \$ 3,991,469 |

SEWER ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|--|-------------------------|-------------------------|-------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 8,859,212 | \$ 7,553,317 | \$ 5,282,230 |
| Accounts receivable | 587,315 | 593,238 | 433,618 |
| Accrued interest receivable | 36,393 | 23,070 | 16,414 |
| Prepays | 75 | 6,700 | - |
| Total Current Assets | 9,482,995 | 8,176,325 | 5,732,262 |
| Noncurrent Assets: | | | |
| Capital assets, net | 41,895,030 | 42,097,738 | 42,128,880 |
| Advance to successor agency | 419,028 | 419,028 | 419,028 |
| Total Noncurrent Assets | 42,314,058 | 42,516,766 | 42,547,908 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 201,620 |
| Total Assets and Deferred Outflows of Resources | \$ 51,797,053 | \$ 50,693,091 | \$ 48,481,790 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 170,314 | \$ 133,226 | \$ 440,430 |
| Accrued liabilities | 275,066 | 293,421 | 267,344 |
| Contract retainage payable | - | - | 23,106 |
| Total Current Liabilities | 445,380 | 426,647 | 730,880 |
| Noncurrent Liabilities: | | | |
| Net pension liability | - | - | 1,948,952 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 650,532 |
| Total Liabilities and Deferred Inflows of Resources | 445,380 | 426,647 | 3,330,364 |
| Net Position: | | | |
| Net investment in capital assets | 41,895,030 | 42,097,738 | 42,128,880 |
| Unrestricted | 9,456,643 | 8,168,706 | 3,022,546 |
| Total Net Position | 51,351,673 | 50,266,444 | 45,151,426 |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 51,797,053 | \$ 50,693,091 | \$ 48,481,790 |

SEWER ENTERPRISE FUND OPERATIONS

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| OPERATING REVENUES | | | |
| Sewer charges | \$ 3,095,095 | \$ 3,131,833 | \$ 2,676,398 |
| Sewer revolving fees | 6,703 | 9,932 | 1,491 |
| Other | 35,261 | 45,234 | 52,639 |
| Total Operating Revenues | 3,137,059 | 3,186,999 | 2,730,528 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 1,833,676 | 1,749,408 | 1,693,479 |
| Services and supplies | 401,571 | 313,066 | 437,682 |
| Other professional services | 479,965 | 429,250 | 492,642 |
| Depreciation and amortization | 1,009,186 | 1,044,192 | 1,049,089 |
| Insurance and claims | 125,967 | 482,456 | 518,077 |
| City charges | 394,790 | 393,617 | 375,483 |
| Other | 437,255 | 6,047 | 830,716 |
| Total Operating Expenses | 4,682,410 | 4,418,036 | 5,397,168 |
| OPERATING LOSS | (1,545,351) | (1,231,037) | (2,666,640) |
| NON-OPERATING REVENUES | | | |
| Investment earnings | 108,566 | 148,254 | 9,499 |
| Loss Before Transfers | (1,436,785) | (1,082,783) | (2,657,141) |
| Transfers Out | (2,560) | (2,446) | - |
| CHANGE IN NET POSITION | \$ (1,439,345) | \$ (1,085,229) | \$ (2,657,141) |

SEWER ENTERPRISE FUND OPERATIONS

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

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|---|-------------------------|-------------------------|-------------------------|
| Cash flows from operating activities: | | | |
| Operating loss | \$ (1,545,351) | \$ (1,231,037) | \$ (2,666,640) |
| Adjustments to reconcile operating loss to net cash used by operating activities: | | | |
| Depreciation | 1,009,186 | 1,044,192 | 1,049,089 |
| (Increase) decrease in accounts receivable | (221,573) | (5,923) | 159,619 |
| (Increase) decrease in prepaids | (75) | (6,625) | 6,700 |
| (Increase) decrease in pension contributions | - | - | (201,620) |
| Increase (decrease) in accounts payable | 108,543 | (22,315) | 26,384 |
| Increase (decrease) in accrued salaries and benefits | 18,107 | 13,636 | (29,284) |
| Increase (decrease) in net pension liability | - | - | (508,925) |
| Increase (decrease) in pension actuarial | - | - | 650,532 |
| Net cash used by operating activities | <u>(631,163)</u> | <u>(208,072)</u> | <u>(1,514,145)</u> |
| Cash flows from capital financing activities: | | | |
| Payments for capital additions | <u>(308,164)</u> | <u>(1,222,819)</u> | <u>(807,232)</u> |
| Net cash used by capital financing activities | <u>(308,164)</u> | <u>(1,222,819)</u> | <u>(807,232)</u> |
| Cash flows from noncapital financing activities: | | | |
| Cash paid to other funds | <u>(2,560)</u> | <u>(2,446)</u> | - |
| Net cash used by noncapital financing activities | <u>(2,560)</u> | <u>(2,446)</u> | - |
| Cash flows from investing activities: | | | |
| Cash received from interest on investments | <u>116,236</u> | <u>127,442</u> | <u>50,290</u> |
| Net cash provided by investing activities | <u>116,236</u> | <u>127,442</u> | <u>50,290</u> |
| Net decrease in cash and cash equivalents | (825,651) | (1,305,895) | (2,271,087) |
| Cash and cash equivalents, July 1 | 9,684,863 | 8,859,212 | 7,553,317 |
| Cash and cash equivalents, June 30 | <u>\$ 8,859,212</u> | <u>\$ 7,553,317</u> | <u>\$ 5,282,230</u> |

TRANSIT SYSTEM

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|--|-------------------------|-------------------------|-------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 8,663,694 | \$ 12,548,820 | \$ 15,726,956 |
| Accounts receivable | 69,588 | 54,813 | 65,810 |
| Accrued interest receivable | 31,522 | 38,561 | 53,570 |
| Inventory | 1,028,393 | 1,449,808 | 1,342,309 |
| Due from other governments | 3,278,139 | 3,255,347 | 2,902,885 |
| Prepays | 995 | 700 | 23,176 |
| Total Current Assets | 13,072,331 | 17,348,049 | 20,114,706 |
| Capital assets, net | 24,714,967 | 22,927,401 | 23,181,015 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 1,031,128 |
| Total Assets and Deferred Outflows of Resources | \$ 37,787,298 | \$ 40,275,450 | \$ 44,326,849 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 601,872 | \$ 726,685 | \$ 594,219 |
| Contract retainage payable | - | 1,140 | 14,814 |
| Accrued liabilities | 1,378,871 | 1,428,827 | 1,750,935 |
| Unearned revenues | 4,491,482 | 6,204,927 | 7,077,282 |
| Total Current Liabilities | 6,472,225 | 8,361,579 | 9,437,250 |
| Noncurrent Liabilities: | | | |
| Net pension liability | - | - | 9,618,463 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 3,660,758 |
| Total Liabilities and Deferred Inflows of Resources | 6,472,225 | 8,361,579 | 22,716,471 |
| Net Position: | | | |
| Net investment in capital assets | 24,714,967 | 22,927,401 | 23,181,015 |
| Unrestricted | 6,600,106 | 8,986,470 | (1,570,637) |
| Total Net Position | 31,315,073 | 31,913,871 | 21,610,378 |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 37,787,298 | \$ 40,275,450 | \$ 44,326,849 |

TRANSIT SYSTEM

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

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|---------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| OPERATING REVENUES | | | |
| Passenger cash fares | \$ 3,187,242 | \$ 3,223,436 | \$ 3,162,790 |
| Advertising | 154,081 | 163,333 | 187,835 |
| Miscellaneous | 197,658 | 387,784 | 6,456 |
| Total operating revenues | 3,538,981 | 3,774,553 | 3,357,081 |
| NON-OPERATING REVENUES | | | |
| Proposition A funds | 6,149,225 | 6,488,118 | 3,781,247 |
| Proposition C funds | 2,650,272 | 2,120,502 | 2,664,158 |
| Measure R | 2,002,857 | 2,366,410 | 2,495,458 |
| SB-325 allocation | 4,932,221 | 5,863,480 | 6,135,999 |
| Capital maintenance revenue | 2,250,000 | 2,250,000 | 2,250,000 |
| Transit STAF | 1,369,313 | 1,101,558 | 770,110 |
| Capital grants | 6,094,522 | 1,763,183 | 3,536,608 |
| Investment earnings | 37,169 | 117,974 | 111,394 |
| Gain on sale of capital assets | - | 46,854 | 3,200 |
| Total non-operating revenues | 25,485,579 | 22,118,079 | 21,748,174 |
| Total revenues | 29,024,560 | 25,892,632 | 25,105,255 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 12,866,932 | 13,357,343 | 13,354,007 |
| Services and supplies | 2,868,505 | 3,009,415 | 3,311,103 |
| Other professional services | 1,796,790 | 1,848,675 | 1,674,907 |
| Depreciation and amortization | 2,592,895 | 2,856,199 | 2,640,114 |
| Insurance and Claims | 1,459,945 | 1,745,171 | 644,197 |
| City charges | 2,958,289 | 3,197,026 | 3,163,076 |
| Other | 124,020 | 150,446 | 144,783 |
| Total operating expenses | 24,667,376 | 26,164,275 | 24,932,187 |
| Income (Loss) before transfers | 4,357,184 | (271,643) | 173,068 |
| TRANSFERS IN | 1,201,978 | 914,000 | 2,193,000 |
| TRANSFERS OUT | (46,799) | (43,559) | (54,892) |
| CHANGE IN NET POSITION | \$ 5,512,363 | \$ 598,798 | \$ 2,311,176 |

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

| | <i>Audited</i> 12-13 | <i>Audited</i> 13-14 | <i>Audited</i> 14-15 |
|---|-------------------------|-------------------------|-------------------------|
| Cash flows from operating activities: | | | |
| Operating loss | \$ (21,128,395) | \$ (22,389,722) | \$ (21,575,106) |
| Adjustments to reconcile operating loss to net cash used by operating activities: | | | |
| Depreciation and amortization | 2,592,895 | 2,856,199 | 2,640,114 |
| (Increase) Decrease in inventory | 28,624 | (421,415) | 107,499 |
| (Increase) Decrease in accounts receivable | 10,039 | 14,775 | (10,997) |
| (Increase) Decrease in prepaids | (295) | 295 | (22,476) |
| (Increase) Decrease in pension contribution | - | - | (1,031,128) |
| Increase (Decrease) in contract retainage payable | (1,401) | 1,140 | 13,674 |
| Increase (Decrease) in accounts payable | 143,696 | 124,813 | (132,466) |
| Increase (Decrease) in accrued salaries and benefits | 257,543 | 41,444 | 19,829 |
| Increase (Decrease) in other accrued liabilities | (141,900) | 8,512 | 302,279 |
| Increase (Decrease) in net pension liability | - | - | (2,996,206) |
| Increase (Decrease) in pension actuarial | - | - | 3,660,758 |
| Net cash used by operating activities | (18,239,194) | (19,763,959) | (19,024,226) |
| Cash flows from capital financing activities: | | | |
| Payments for capital additions | (6,276,910) | (1,080,928) | (2,893,728) |
| Cash received from grants and subsidies | 5,651,079 | 1,103,996 | 2,703,258 |
| Proceeds from the sale of capital assets | - | 59,150 | 3,200 |
| Net cash provided (used) by capital financing activities | (625,831) | 82,218 | (187,270) |
| Cash flows from noncapital financing activities: | | | |
| Cash received from grants and subsidies | 17,408,326 | 22,585,492 | 20,155,139 |
| Cash received from other funds | 1,201,978 | 914,000 | 2,193,000 |
| Cash transfers paid to other funds | (46,799) | (43,559) | (54,892) |
| Net cash provided by noncapital financing activities | 18,563,505 | 23,455,933 | 22,293,247 |
| Cash flows from investing activities: | | | |
| Cash received from interest on investments | 48,557 | 110,934 | 96,385 |
| Net cash provided by investing activities | 48,557 | 110,934 | 96,385 |
| Increase (decrease) in cash and cash equivalents | (252,963) | 3,885,126 | 3,178,136 |
| Cash and cash equivalents, July 1 | 8,916,657 | 8,663,694 | 12,548,820 |
| Cash and cash equivalents, June 30 | \$ 8,663,694 | \$ 12,548,820 | \$ 15,726,956 |

WATER FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|--|--------------------------|--------------------------|--------------------------|
| ASSETS AND DEFERRED OUTFLOWS OF RESOURCES | | | |
| Current Assets: | | | |
| Pooled cash and investments | \$ 8,030,281 | \$ 17,152,520 | \$ 20,319,279 |
| Cash and cash equivalents with fiscal agent | 548,956 | - | - |
| Accounts receivable | 6,816,800 | 7,865,837 | 5,510,647 |
| Accrued interest receivable | 33,671 | 52,532 | 63,190 |
| Inventory | 487,182 | 420,927 | 690,986 |
| Prepays | 33,178 | 6,139 | 104 |
| Total Current Assets | 15,950,068 | 25,497,955 | 26,584,206 |
| Noncurrent Assets: | | | |
| Capital assets, net | 69,249,762 | 72,255,721 | 71,254,028 |
| Advance to successor agency | 1,154,432 | 1,197,966 | 1,206,566 |
| Total Noncurrent Assets | 70,404,194 | 73,453,687 | 72,460,594 |
| Deferred Outflows of Resources: | | | |
| Pension contributions | - | - | 461,841 |
| Total Assets and Deferred Outflows of Resources | \$ 86,354,262 | \$ 98,951,642 | \$ 99,506,641 |
| LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION | | | |
| Current Liabilities: | | | |
| Accounts payable | \$ 4,327,098 | \$ 4,871,288 | \$ 2,996,078 |
| Contract retainage payable | 52,483 | - | - |
| Deposits payable | 31,570 | 40,570 | 44,570 |
| Accrued liabilities | 595,193 | 621,458 | 1,064,999 |
| Revenue bonds payable, current | 628,267 | - | - |
| Due to other funds | - | 127,778 | 124,997 |
| Total Current Liabilities | 5,634,611 | 5,661,094 | 4,230,644 |
| Noncurrent Liabilities: | | | |
| Interfund advance payable | - | 6,459,587 | 6,364,201 |
| Long-term obligations | 1,452,900 | 1,452,900 | 1,452,900 |
| Net pension liability | - | - | 4,438,971 |
| Total Noncurrent Liabilities | 1,452,900 | 7,912,487 | 12,256,072 |
| Deferred Inflows of Resources: | | | |
| Pension actuarial | - | - | 1,494,839 |
| Total Liabilities and Deferred Inflows of Resources | 7,087,511 | 13,573,581 | 17,981,555 |
| Net Position: | | | |
| Net investment in capital assets | 67,725,818 | 70,802,821 | 69,801,128 |
| Unrestricted | 11,540,933 | 14,575,240 | 11,723,958 |
| Total Net Position | 79,266,751 | 85,378,061 | 81,525,086 |
| Total Liabilities, Deferred Inflows of Resources and Net Position | \$ 86,354,262 | \$ 98,951,642 | \$ 99,506,641 |

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

| | Audited 12-13 | Audited 13-14 | Audited 14-15 |
|--|--------------------------|--------------------------|--------------------------|
| OPERATING REVENUES | | | |
| Charges for services | \$ 34,779,317 | \$ 39,262,022 | \$ 34,643,875 |
| Other | 1,376,392 | 1,463,596 | 1,357,537 |
| Total Operating Revenues | 36,155,709 | 40,725,618 | 36,001,412 |
| OPERATING EXPENSES | | | |
| Salaries and employee benefits | 4,599,769 | 4,950,053 | 4,977,605 |
| Services and supplies | 1,469,540 | 1,547,433 | 2,156,902 |
| Other professional services | 790,300 | 817,702 | 1,124,897 |
| Depreciation and amortization | 1,456,904 | 1,443,390 | 1,958,473 |
| Insurance and claims | 146,199 | 104,703 | 114,126 |
| City charges | 1,772,358 | 1,895,944 | 1,174,907 |
| Cost of water | 22,565,668 | 24,282,552 | 22,395,443 |
| Other | 67,548 | 317,184 | 299,319 |
| Total Operating Expenses | 32,868,286 | 35,358,961 | 34,201,672 |
| OPERATING INCOME | 3,287,423 | 5,366,657 | 1,799,740 |
| NON-OPERATING REVENUES (EXPENSES) | | | |
| Investment earnings | 123,403 | 228,319 | 186,913 |
| Interest expense | (46,503) | (56,548) | (211,857) |
| Total Non-Operating Revenues (Expenses) | 76,900 | 171,771 | (24,944) |
| Income Before Contributions and Transfers | 3,364,323 | 5,538,428 | 1,774,796 |
| Capital Grants | 37,423 | - | - |
| Transfers Out | (16,096) | (15,520) | (15,483) |
| CHANGE IN NET POSITION | \$ 3,385,650 | \$ 5,522,908 | \$ 1,759,313 |

WATER FUND

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

| | <u>Audited</u> <u>12-13</u> | <u>Audited</u> <u>13-14</u> | <u>Audited</u> <u>14-15</u> |
|---|--------------------------------|--------------------------------|--------------------------------|
| Cash flows from operating activities: | | | |
| Operating income | \$ 3,287,423 | \$ 5,366,657 | \$ 1,799,740 |
| Adjustments to reconcile operating income to net cash provided by operating activities: | | | |
| Depreciation and amortization | 1,456,904 | 1,443,390 | 1,958,473 |
| (Increase) decrease in inventories | (2,297) | 66,255 | (270,059) |
| (Increase) decrease in accounts receivable | (290,489) | (1,049,037) | 2,315,190 |
| (Increase) decrease in prepaids | (33,178) | 27,039 | 6,035 |
| (Increase) decrease in pension contributions | - | - | (461,841) |
| Increase (decrease) in accounts payable | 375,556 | 536,057 | (1,821,928) |
| Increase (decrease) in other accrued liabilities | 31,660 | (20,679) | 391,357 |
| Increase (decrease) in accrued salaries and benefits | 7,480 | 46,421 | 15,802 |
| Increase (decrease) in deposits and guarantees | 5,000 | 9,000 | 4,000 |
| Increase (decrease) in net pension liability | - | - | (1,173,317) |
| Increase (decrease) in pension actuarial | - | - | 1,494,839 |
| Net cash provided by operating activities | <u>4,838,059</u> | <u>6,425,103</u> | <u>4,258,291</u> |
| Cash flows from capital financing activities: | | | |
| Payments for capital additions | (3,487,099) | (3,904,775) | (933,680) |
| Payments for long-term bonds principal | (570,000) | (620,000) | - |
| Payments for long-term bonds interest | (56,003) | (27,450) | - |
| Payments for long-term obligations principal | - | - | (95,386) |
| Payments for long-term obligations interest | - | - | (214,638) |
| Proceeds from capital advances | - | 6,550,000 | - |
| Cash received from capital subsidy | 37,423 | - | - |
| Net cash provided (used) by capital financing activities | <u>(4,075,679)</u> | <u>1,997,775</u> | <u>(1,243,704)</u> |
| Cash flows from noncapital financing activities: | | | |
| Cash transfers paid to other funds | (16,096) | (15,520) | (15,483) |
| Net cash used by noncapital financing activities | <u>(16,096)</u> | <u>(15,520)</u> | <u>(15,483)</u> |
| Cash flows from investing activities: | | | |
| Cash received from interest on investments | 123,253 | 165,925 | 167,655 |
| Net cash provided by investing activities | <u>123,253</u> | <u>165,925</u> | <u>167,655</u> |
| Net increase in cash and cash equivalents | 869,537 | 8,573,283 | 3,166,759 |
| Cash and cash equivalents, July 1 | 7,709,700 | 8,579,237 | 17,152,520 |
| Cash and cash equivalents, June 30 | <u>\$ 8,579,237</u> | <u>\$ 17,152,520</u> | <u>\$ 20,319,279</u> |

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RatingsDirect®

Summary:

Torrance, California; Appropriations

Primary Credit Analyst:

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Rationale

Outlook

Related Criteria And Research

Summary:

Torrance, California; Appropriations

| Credit Profile | | |
|--|-----------------|----------|
| US\$29.465 mil. certs of part (Refunding And Capital Proj)s ser 2014A due 06/30/2044 | | |
| Long Term Rating | AA/Stable | New |
| Torrance certs of part ser A&B | | |
| Unenhanced Rating | AA(SFUR)/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 Acquisition Project) ser 2009 | | |
| Long Term Rating | AA/Stable | Affirmed |
| Unenhanced Rating | NR(SPLR) | Withdrawn |
| Torrance 1998 rdg certs of part dtd 12/01/1998 due 12/01/1999-2018-2023-2028 | | |
| Unenhanced Rating | AA(SPLR)/Stable | Affirmed |
| Many issues are enhanced by bond insurance. | | |

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RatingsDirect®

Summary:

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Rationale

Related Criteria And Research

Summary:

Torrance, California; Note

Credit Profile

US\$37.5 mil 2015-16 TRANs due 06/30/2016

Short Term Rating

SP-1+

New

Rationale

Standard & Poor's Ratings Services assigned its 'SP-1+' rating to Torrance, Calif.'s series 2015-2016 tax revenue anticipation notes (TRANs).

The rating reflects our opinion of the city's:

- Strong underlying credit characteristics,
- Good coverage at maturity 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 2015-2016 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 June 30, 2016.

Torrance is projecting net available general fund cash balances to provide what we consider good 1.56x debt service coverage (DSC) of the total repayment amount at the TRANs' maturity. The city notes that it has additional reserve designations, including program contingency and special projects. These designated reserves are available through a city council vote, and can bring ending coverage up to 1.61x. In addition, city management expects to have access to an estimated \$63 million-\$77 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 3.3x. 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 2.1x in January and adequate at 1.8x May 2013. City projections have interest coverage well in excess of 2x.

Coverage for 2015 is anticipated it be slightly higher than the city's original projections based on current estimates by the city. Projections have tended to be conservative.

For fiscal 2016, management is projecting an overall increase in revenues and expenditures over the prior-year taxes. In fiscal 2016, changes in how the state will distribute sales and use tax collections will result in the city receiving more sales tax revenue from the state. As a result, Torrance will receive less property tax revenue, which will be shifted to other local entities, such as school districts. About 70% of the city's general fund revenues in fiscal 2015-2016 are

projected to be generated from sales tax (26%), property tax (25%), and utility user tax (18.5%). Sales tax revenues are projected to increase by 2% in fiscal 2016. Assessed value (AV) has grown by a modest average over the past several fiscal years, and is projected to increase by 4%, similar to its fiscal 2015 year-over-year increase.

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 area economy is broad and diverse, with access to the Los Angeles-Long Beach-Anaheim, Calif. metropolitan statistical area (MSA). The economy has improved, with unemployment in Los Angeles County falling to 9.9% in 2013 from 10.9% in 2012. Torrance covers 21 square miles in western Los Angeles County, where it provides a range of services, including police and fire protection, libraries, sanitation and water, airport and bus transit, street and infrastructure construction and maintenance, and recreational activities and cultural events. The population has modestly increased over the past few years to approximately 148,000.

Torrance has consistently maintained what we consider very strong budgetary flexibility. Audited fiscal 2014 indicates a \$38 million available reserve, or about 25% of expenditures. The fiscal 2015 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 the current level. Torrance has some receivables based on a loan with a former redevelopment agency, but we understand that 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.

Related Criteria And Research

Related Criteria

- USPF Criteria: Special Tax Bonds, June 13, 2007

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